



# MINUTES

## ORDINARY MEETING OF COUNCIL

Tuesday, 17 April 2018

Held at the Swan Hill Town Hall,  
McCallum Street, Swan Hill  
Commencing at 4:00 PM

**COUNCIL:**

Cr LT McPhee – Mayor

Cr JN Katis

Cr GW Norton

Cr C Jeffery

Cr L Johnson

Cr B Moar

Cr A Young

Confirmed 15 May 2018

Chairperson.....

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## **SECTION A – PROCEDURAL MATTERS**

- **Open**

Mayor, Cr Les McPhee assumed the chair and declared the meeting open at 4.02pm.

- **Acknowledgement of Country**

Mayor, Cr Les McPhee read the Acknowledgement of Country.

- **Prayer**

Cr John Katis read the prayer.

- **Apologies**

Nil

### **Recommendations**

**That the apologies be accepted.**

- **Confirmation of Minutes**

- 1) Ordinary Meeting held on 20 March 2018

### **27/18 Motion**

**MOVED Cr Norton**

**That the minutes be confirmed.**

**SECONDED Cr Johnson**

**The Motion was put and CARRIED**

- **Declarations of Conflict of Interest**

Cr Norton declared a direct conflict of interest in item B18.15 COUNCIL LOAN AGREEMENT - LGFV as he is a board member of MAV and in item B18.25 CEO PERFORMANCE REVIEW COMMITTEE he also stated that he had an interest but didn't believe he had a conflict.

The Mayor, Councillor Les McPhee also stated that in item B18.24 INTERSTATE AND OVERSEAS TRAVEL a number of Councillors are named in the report and they would declare a conflict at the time the report is presented.

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

Nil

- **Public Question Time**

Nil

Councillor Norton left the meeting at 4:06 PM due to his conflict of interest in the next report.

## **SECTION B – REPORTS**

### **B.18.15 COUNCIL LOAN AGREEMENT - LGFV**

**Responsible Officer:** Director Corporate Services  
**File Number:** S15-12-14  
**Attachments:** 1 Debt Term sheet

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

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

#### **Summary**

This report seeks Council's endorsement to participate in the Local Government Funding Vehicle (LGFV) as a source of funds for capital works and refinancing of an existing loan.

#### **Discussion**

The LGFV is public sector pooled financing program that was established to enable Victorian Councils to access debt capital markets funding by aggregating their borrowings. It allows Councils to diversify their funding sources, provides access to wholesale interest cost rates and is considered a best practice debt procurement model.

Following the success of the issuances in November 2014 and June 2016 totaling \$340 million with 33 Councils participating, the LGFV is seeking to undertake a further bond issuance on behalf of participating Councils in the second quarter of 2018.

Ernst & Young has been appointed as the LGFV's financial advisor and Commonwealth Bank of Australia and National Australia Bank Limited have been appointed as joint lead arranger and dealers for the bond issuance.

This report seeks Council's endorsement to participate in the LGFV as a source of funds for capital works and refinancing of an existing loan.

The borrowing of \$1.3 million provides funds for \$500,000 in deferred 2016/17 capital works; \$500,000 for the 2017/18 capital works program (\$300,000 Swan Hill Riverfront Masterplan and \$200,000 Bromley Road Beautification), and \$300,000 for refinancing of Loan 18.

#### Aggregated Borrowing

The key benefits of the LGFV to the Victorian Council sector include:

- Interest Savings: As the LGFV is a highly rated borrower, it is able to obtain cheaper funding than banks.
- Diversification: the LGFV provides an alternative source of debt which reduces funding risk for Councils.
- Simple borrowing process: the LGFV loans mirror existing bank debt terms and there are minimal operational impediments for Councils with the documentation framework in place for future issuances.
- Transparency: the bond book building and allocation process is a wholesale market tender which ensures that the best market price is achieved.
- Best practice: debt funding via the wholesale debt markets is a well-established model used by governments and major corporates throughout the world.

#### Borrowing process

The borrowing process for Councils is simplified under the LGFV. Councils submit a drawdown notice to the LGFV, with no requirement to undertake a separate tender to determine best price. Debt is available on an „as needs“ basis during the year through a combination of regular bond issuances (annual or more frequently based on demand by Councils) and an ongoing interim finance facility which provides short term funding which will be refinanced through subsequent bond issuances.

#### **Consultation**

Consultation occurred as part of the 2016/17 and 2017/18 Budget preparation processes.

#### **Financial Implications**

Council has measured the results of its Strategic Resource Plan against a number of key indicators used by the Victorian Auditor-General's Office for measuring financial sustainability. The „indebtedness ratio“ in each of the four years is no higher than 25.3% measured against the low risk rating of less than 40% recommended by the Auditor-General.

#### **Social Implications**

Not relevant to this item.

#### **Economic Implications**

Not relevant to this item.

#### **Environmental Implications**

Not relevant to this item.

### **Risk Management Implications**

Not borrowing would lead to either a depletion in the level of working capital and cash backed reserves set aside for other purposes or postponement of the projects.

### **Council Plan Strategy Addressed**

**Infrastructure** - Infrastructure that appropriately services community needs.

### **Options**

The alternative to participation in the LGFV is for Council to solely source funds via an expression of interest or quotation process with the major banks.

### **Recommendation**

**That Council participate in the LGFV bond issuance in June 2018 for an amount of \$1.3 million.**

### **28/18 Motion**

#### **MOVED Cr Jeffery**

**That Council participate in the LGFV bond issuance in June 2018 for an amount of \$1.3 million.**

#### **SECONDED Cr Katis**

**The Motion was put and CARRIED**

Councillor Norton returned to the meeting at 4:09 PM and was informed of the decision.

**Local Government Funding Vehicle (LGFV) Third Issuance  
Term Sheet**

Borrowing structure	Councils will borrow on an individual and standalone basis (i.e. no cross guarantee)
Lender	Victorian Local Government Funding Vehicle ("LGFV")
Tenor	10 years
Repayment structure	Interest only
Interest Rate	Fixed interest rate
Fees	A one off LGFV establishment fee of \$4,000 is payable by Councils (for new councils joining the LGFV only)
Documentation	Standardised bilateral loan documentation with common terms and conditions for each individual Council. The terms will be in line with existing customary terms in the bank market.
Security	Security is to comprise a mortgage over the rates of each individual Council
<p>The structure has been determined based on bank advice to maximize the probability of a successful issuance and drive an optimal pricing. Increased flexibility is envisaged over time through:</p> <ul style="list-style-type: none"> <li>i. adjusted terms (e.g. tenor, interest rate)</li> <li>ii. incorporating debt amortization through various bond maturities</li> </ul>	



## **B.18.16 KEY STRATEGIC INITIATIVES FOR 2017/18 STATUS REPORT FOR THE THIRD 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 third quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2017/18 financial year. This report also provides updates for any actions that were carried over from previous years. This is the third 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 2017/18 period.

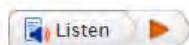
The following 2 actions were completed during the third quarter:

- 1.1.1 Identify and investigate suitable land parcels for new businesses. The initial investigation has been completed and will continue as new parcels of land become available.
- 3.2.3 Advertise all job vacancies with a link to a website that outlines regional information.

On long-form ads - Find out more about the Swan Hill region - [www.swanhill.vic.gov.au/discover](http://www.swanhill.vic.gov.au/discover) or find us on Facebook /SwanHillCouncil or /visitswanhill

On the Council website - [www.swanhill.vic.gov.au/about/employment/why-work-for-council/](http://www.swanhill.vic.gov.au/about/employment/why-work-for-council/) links have been added to the New Residents Guide, and to the Discover Swan Hill section of the website, giving potential job applicants a direct way to access the information. We have also put a link from the Discover Swan Hill page, directly to the New Residents Guide.

## WHY WORK FOR COUNCIL?



### What the Swan Hill region has to offer

Located on the banks of the Murray River, our region offers a relaxed lifestyle, scenic views but with all the features you expect from the city.

Swan Hill is home to three major supermarkets; a diverse range of award winning restaurants and cafes; a wide variety of retail stores; gyms and sporting clubs; and is home to a delicious range of local stonefruit, olives, almonds and wine.

Our community is proud, welcoming, and with more than 40 nationalities represented, offers a diverse and culture-rich experience.



#### New Residents

Swan Hill Rural City Council welcomes new residents to our beautiful part of the world – The Heart of the Murray.



#### Discover Swan Hill

The Swan Hill region is rich in culture and blessed with local produce and wine. And all this is surrounded by the country's most beautiful natural asset, the Murray River.

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.

Year	No. of Actions	Total completed	No longer applicable	Complete/ Ongoing	Outstanding	Completed this 1/4
Rolled over from previous Council Plan	6	1	0	1	4	2
2017/18	59	14	0	18	27	
2018/19	61	2	0	18	41	
2019/20	17	0	0	3	14	
2020/21	83	1	0	28	54	
Future years	0	0	0	0	0	Total - 2
<b>Total</b>	<b>226</b>	<b>18</b>	<b>0</b>	<b>68</b>	<b>140</b>	<b>2</b>

### **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 notes the Key Strategic Initiatives third quarter status report for 2017/18.**

**29/18 Motion**

**MOVED Cr Johnson**

**That Council notes the Key Strategic Initiatives third quarter status report for 2017/18.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

Objective	Strategic Initiatives	How we will know we have achieved this	By When	Directorate	Officers	Completed Date	Comments as at 30 September 2017
<b>Legend</b>							
Initiatives carried over from previous Council Plan							
12. Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	DCCS	DCCS		Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback began in November 2014, concluding in February 2015. Update with Gallery Advisory Committee June 2015. ELT review of project 22 June. Or Assembly discussion November 2015. Awaiting Riverfront Investment project to be undertaken to determine next steps. Presentation to Councils November 2017 on history of project. Project flagged with Mark Capp. Member for Northern Victoria.
12. Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.3 Development continues	2014-16	DCCS	CDLM	CO	The document title has been changed to Creative Strategy to align with current State Government and industry trends. A consultant has been engaged to conduct the community consultation and develop the document.
13. Aboriginal identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	DDP	ECDM	CO	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
16. Housing	16.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	16.3.1 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 irrigation infrastructure	19.2.6 Mitigation undertaken, Channel decommissioned.	2016-17	DI	DI		Further discussion with Council required. Works to commence soon. ONGOING. Review of options and land tenure in progress and will be presented to Council before June 2018.
19. Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.7 Gain ownership of the available land for future development	2016-17	DI	DI		Working with GMW agencies on identifying ownership. Council have provided information to GMW in relation to land parcel ownership. GMW are to complete their own review of this information as part of their project plan. ONGOING
<b>2017-2021 Strategic Plan</b>							
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	Identifiable and will continue as new initiative if land become available.
		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 Whirlston Road, Lake Boga and additional value-add products.
		1.1.3 Develop a business expansion or relocation strategy.	2018-19	DDP	ECDM	CO	Undertaken 60 business visit in 2017. Preparing a report to present to Council.
		1.1.4 Commence an investment attraction campaign	2018-19	DDP	ECDM		
	1.2 Identify the types of businesses suited to this region and develop investment prospectuses	1.2.1 Perform an industry gap analysis	2017-18	DDP	ECDM		
		1.2.2 Review the Investment Attraction policy	2018-20	DDP	ECDM		

					1.2.3 Develop skills of industry and business prospectuses	2017-21	DDP	ECDM		
					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.	2017-16	DDP	ECDM		
					1.3.2 Investigate what role Council can play with development of new markets	2016-19	DDP	ECDM		
					1.3.3 Facilitate connections and partnerships to achieve market access.	2016-21	DDP	ECDM		
					1.3.4 Encourage the establishment of value adding industries.	2017-21	DDP	ECDM	CO	Working with stone fruit growers to build a new packing shed.
			1.4 Pursue new businesses that are upstream processors for our local produce		1.4.1 Engage with local industry to identify opportunities.	2017-16	DDP	ECDM		
					1.4.2 Work with industry to establish new businesses	2016-21	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.	2016-19	DDP	ECDM		
					1.5.1 Investigate and market opportunities for internet based business.	2016-20	DDP	ECDM		
					1.5.2 Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops.	2017-16	DDP	DDP		Housing in Riddellville is of concern and a program of ensuring compliance with all regulations is underway. A Summit with major agricultural stakeholders was held in February and March 2016.
					1.6 Increase the availability of appropriate housing to support growth of industry and agriculture	2019-21	DDP	DDP		
					1.6.1 Investigate the housing needs and identify appropriate solutions	2017-16	DDP	DDP		
					1.6.2 Facilitate combined public and private sector investment to diversify housing stock	2017-16	DDP	DDP CEO		
			2. Assist existing businesses to expand and increase their efficiency		2.1.1 Advocate for improved transport links	2017-16	DDP	DM	CO	Amendment C73 is currently being prepared, which is to review the MSS.
					2.1.2 Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported	2017-21	DDP	DM	CO	Will be implemented as part of Amendment C73
					2.1.3 Implement the Rural Land Use Strategy					

	2.2 Investigate opportunities for Agricultural businesses to establish new enterprises	2.2.1 Engage with local industry to identify opportunities, for example clean energy on farms	2017-18	DDP	ECDM		Currently working with a number of agricultural businesses to establish new business or add on enterprises. Eg. Dairy add on product.
		2.2.2 Investigate opportunities for agricultural products and experiences e.g. paddock to plate, farm stays.	2018-19	DDP	ECDM	CO	Initial audit of Farm Gates between Robbovale and Swan Hill has been undertaken. Next steps is to develop product / experiences based on seasonality and product types and location. Audit to be undertaken in other cutting areas and stage the implementation.
	2.3 Encourage organisations to joint tender for works and services	2.3.1 Investigate and where possible implement shared contracts and services with the region's Councils.	2017-18	DDP	DCS		Ongoing discussion and liaison via Loddon Mallee Procurement Excellent Network.
		2.3.2 Conduct workshops and provide advice to local business and tenders to improve their tendering processes	2018-19	DCS	DCS CSC ECDM	CO	Procurement Policy reviewed and accepted at November 2017 Council Meeting.
	2.4 Actively pursue opportunities for regionally focused infrastructure.	2.4.1 Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses e.g. rail freight	2017-18	DI	CEO DDP	CO	Council maintains an active role in the Victorian Rail Freight Alliance and is the coordinating member of the Central Murray Regional Transport Forum.
		2.4.2 Advocate for adequate and alternative utilities supplies.	2017-18	DI	DDP		Ongoing
	2.5 Investigate options for investment in renewable energy technologies for the municipality.	2.5.1 Complete and adopt a study	2016-19	DDP	SEO		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 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 providing grid support services to increase the reliability of the local network.
		2.5.2 Facilitate renewable energy projects	2016-21	DDP	DI EPAM SEO		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.
	2.6 Encourage and assist existing business to pursue value adding to their industry	2.6.1 Undertake forums and discussions with industry to understand opportunities	2017-18	DDP	ECDM		Exploring possibility of forming a manufacturing committee
		2.6.2 Complete an analysis of relevant industry data	2017-18	DDP	ECDM	CO	Undertaken 60 business visit in 2017. Preparing a report to present to Council.
		2.6.3 Identify and prioritise government grant applications	2017-21	DDP	ECDM		ongoing
		2.6.4 Develop business prospectus	2018-19	DDP	ECDM		
	2.7 Improve the commercial position of the Pioneer Settlement	2.7.1 Implement the Day product review	2017-20	DDP	GMPS		Ongoing
		2.7.2 Review the promotion plan	2018-19	DDP	GMPS		New marketing and sales coordinator commenced work December 2017. This plan is part of the KPIs of this role and will be developed in early 2018 for 2018-19 implementation.
		2.7.3 Enhance the Heritage of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience	2017-18	DDP	GMPS	CO	Review of operational effectiveness. Ideas have been developed and will be implemented from 1 April 2018. 2017 additional elements to improve visitor experience have been agreed. Investigating options for legislation which is available to State.
	2.8 Utilise Swan Hill Incorporated, market and promote the region as a place to live, work and invest.	2.8.1 Continue agreement with Swan Hill Incorporated	2017-21	DDP	ECDM	CO	In progress.

3. Have a region with an equipped and productive workforce	3.1 Assist local businesses to up-skill and retain their workforce.	3.1.1 Identify skills shortages and training gaps	2016-19	DDP	ECDM	Awaiting approval of ConnexJ program by RDV Working with Mayor to attract workers from automotive redundancies
		3.1.2 Advocate for support for regional training opportunities	2016-19	DDP	ECDM	
		3.1.3 Create partnerships to deliver short courses and training	2016-21	DDP	ECDM	
	3.2 Promote the benefits of the region as a place to live, work and invest.	3.2.1 Participate in regional expos	2017-21	DDP	ECDM	No regional expo opportunities in past three months have been applicable. New project looking at visiting regions with higher unemployment and qualified labour to encourage relocation of workers with a particular emphasis on automotive workers.
		3.2.2 Support regional promotion of the municipality	2017-21	DDP	ECDM	Council signed new MoU with Murray Regional Tourism Board in August 2017 and continues partnership with Swan Hill Inc to leverage and collaborate on regional promotional opportunities.
		3.2.3 Advertise all job vacancies with a link to a website that outlines regional information	2017-18	DDP	ODM	Announcement in the Murray Express on 27/08/17. See the following link: <a href="http://www.murrayexpress.com.au">http://www.murrayexpress.com.au</a>
		3.2.4 Develop New Residents Guide	2017-18	DDP	ECDM	Launched in September 2017. Media release published in The Guardian on 27/08/17. Complete.
	3.3 Implement the Workforce Development Strategy.	3.3.1 Complete a project to quantify labour force data from within the municipality, with a particular focus on agricultural sector	2016-19	DDP	ECDM	
	3.4 Encourage the development of appropriate accommodation for various workforces	3.4.1 Review the Municipal Strategic Statement (MSS) and Planning Scheme to ensure diverse housing and land is available	2017-18	DDP	DM	Part of amendment C73
		3.4.2 Investigate opportunities for improved public transport.	2016-19	DDP	ECDM	Continued support and involvement in Mallee Local Transport Forum.
		3.4.3 Investigate alternative ways to provide accommodation.	2016-20	DDP	ECDM	Housing summit in Robinvale to be held in late January
	3.5 Improve the employability skills of the long term unemployed and unskilled in Robinvale and district.	3.5.1 Continue to facilitate the Robinvale Employment Network project.	2017-20	DDP	RENPC	
4. Provide land use that is responsive and which proactively encourages appropriate development.	4.1 Review of the Municipal Strategic Statement (MSS).	4.1.1 Review Municipal Strategic Statement (MSS) and refer back to the Minister for approval	2017-18	DDP	DM	Dec-17 MSS is currently being re-written removing the need for a review in 2018.
	4.2 Identify and zone appropriate land for future development.	4.2.1 Identified land through strategic work program	2016-21	DDP	DM	Rural Living land has been identified in the Rural Land Use Strategy to be rezoned and is included in Amendment C73. Other land rezonings must be supported by further strategic work.
		4.2.2 Rezone land as approved by Council	2017-21	DDP	DM	As above
	4.3 Investigate and develop options for de-watered farming land	4.3.1 Complete audit of areas with de-watered land	2016-19	DDP	DM	Audit currently in progress.
		4.3.2 Develop and implement strategy to address issues	2016-20	DDP	DM	Further strategic work to be undertaken



						4.4 Review of the availability and suitability of industrial land in Swan Hill and Robinvale.				4.4.1 Complete an Industrial Zones Strategy	2017-18	DDP	DDM	CO	Review has commenced			
										4.4.2 Amend planning scheme as appropriate	2018-19	DDP	DDM		Outcome will depend on what the strategy recommends.			
						4.5 Review Small towns for further housing development.				4.5.1 Develop and implement Small Town Strategy	2018-20	DDP	DDM		Further strategic work to be undertaken			
<b>COMMUNITY ENRICHMENT</b>																		
					5. Help all people find a place in our community.					5.1 Review and implement the Aboriginal Partnership Plan.	2017-18	DDP	EODM	CO	New Aboriginal Partnership Plan adopted by Council at September, 2017 Council Meeting.			
						5.2 Investigate opportunities to develop Aboriginal leadership capabilities.				5.2.1 Investigate leadership opportunities e.g. scholarship, grants, host a forum with young people and local service providers.	2018-19	DCCS	SYO	CO	Kerr Youth Council of Victoria held their Blackout event in Swan Hill in June 2017, and was targeted at engaging young Aboriginal community members. Around 90 attended on the day.			
						5.3 Establish and maintain partnership with organisations that support Culturally and Linguistically Diverse (CALD) communities.				5.3.1 Participate in the Settlement Services group to provide support to new arrivals through adapting how services are provided.	2017-18	DCCS	DCCS	CO	Director participates in Settlement Services committee meetings, and provides feedback on service changes that may impact new arrivals.			
										5.3.2 Assist with the delivery of multi-cultural events.	2017-21	DCCS	CDLM	CO	Swan Hill Library City community celebrations (ask pilot on 21 March will evaluate) (form - will evaluate - if community functions and organisations).			
										5.3.3 Review of service access plans to ensure inclusion	2018-19	DCCS	DCCS		Plan reviewed and adopted in December 2017. Quarterly reports on achievements to be presented to Councilor Assemblies, with six-monthly reports to Council Meeting.			
						5.4 Develop and implement Disability Action Plan				5.4.1 Adopt the plan	2017-18	DDP	EODM	Dec-17	Adopted at December 2017 Council Meeting.			
										5.4.2 Implement the access within timelines.	2018-20	DDP	RAC	CO	The Community Access and Inclusion Strategy (CAIS) and its implementation plan was adopted by Council at its December 2017 meeting. The strategy's actions are in the process of being implemented.			
						5.5 Implement actions from the Youth Strategy 2016-18.				5.5.1 Review make up and role of Youth Council.	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.			
										5.5.2 Implement actions in the Youth Strategy within budget and timelines.	2017-21	DCCS	FYCSM	CO	2017-2018 Annual Operational Plan has been prepared and actions are being implemented.			
										5.5.3 Improve partnerships and relationships with other 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.			
										5.5.4 Hold youth specific events	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.			
						5.6 Strengthen our connection with youth				5.6.1 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 on 2 in July and September 2017.			
										5.6.2 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.			

					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.
				5.6.3 Deliver the actions within the Youth Strategy.	2017-18	DCCS	ODM	CO	2017 - 4 scholarships (Engineering, IT, Environment and Eco Dev) 2 scholarship places for Indigenous students (no applications), we were able to employ an Indigenous business trainee in Robinvale. 2017 - 15 students completed work experience, 7 students completed structured workforce learning as part of their Vet in School program
				5.6.4 Develop work placement and work experience programs.	2017-20	DDP	RENPC		
				5.6.5 Implement the Robinvale Employment Program in accordance with the funding agreement.	2017-21	DCCS	FYCSM	CO	YACVic Rural Officer is co-located at Youlville. Youth Support Program staff attend relevant network meetings including Southern Mallee Sub Regional Group, Child Youth and Family Network, Victorian Rural Youth Services, and Swan Hill College Wellbeing Team.
				5.6.6 Maintain and develop our partnerships with youth agencies.	2017-18	DCCS	CDLM		The document title has been changed to Creative Strategy to align with current State Government and industry trends. A consultant has been engaged to conduct the community consultation and develop the document.
				5.7 Develop and implement Cultural Services Plan	2017-21	DCCS	CDLM		
				5.7.1 Develop and adopt a plan	2017-18	DCCS	DCCS	Oct-17	Adopted at the October 2017 Council Meeting. An annual operational action plan for quarterly reporting has been developed.
				5.7.2 Implement initiatives within timoframos and subject to adequate resourcing	2017-21	DCCS	DCCS		Reporting will be undertaken quarterly, beginning in February 2018.
				6.1 Review and implement actions within the Public Health and Wellbeing Plan.	2017-18	DCCS	DCCS		
				6.1.1 Review the Plan, including actions, to address violence against women.	2017-18	DCCS	DCCS		
				6.1.2 Report on status of actions biennially	2017-21	DCCS	DCCS		
				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 responses to be developed.
				6.2.1 Produce an options paper on integration of Commonwealth Home Support Program to National Standards.	2017-20	DCCS	CCSM		In progress.
				6.2.2 Ascertain how MACC/Community Home Support Program services can be delivered within funding levels.	2018-19	DCCS	CCSM		
				6.2.3 Develop positive Aging Plan	2018-19	DCCS	FYCSM		
				6.3 Review and determine Council's role in early years and child care services	2018-19	DCCS	FYCSM		
				6.3.1 Review early years services	2018-19	DCCS	FYCSM		
				6.3.2 Produce a report on outcomes and provide recommendations	2018-19	DCCS	DCCS		
				6.3.3 Develop an Early Years Plan (EYP)	2018-19	DCCS	DCCS		
				6.3.4 Implement EYP actions within timeframes and resources	2018-20	DCCS	FYCSM		
				6.4 Improve personal and community safety by working with partners on community safety issues	2018-19	DCCS	DCCS		Council participated in the '18 Days of Action' facilitated by the State, and undertook Change events that were promoted on social media and in the press.
				6.4.1 Promote awareness of the Community Charter for the Prevention of Violence against Women.	2017-18	DCCS	DCCS	Feb-18	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 maintain compliance will continue.
				6.4.2 Implement the requirements of Child Safety Standards.	2017-18	DCCS	FYCSM		

					2019-20	DI	DI		6.4.3 Expand and continue CCTV operation				2019-20	DI	DI		Requirements and opportunities are monitored and investigated with relevant stakeholders.
					2016-19	DDP	PHRSC	CO	6.4.4 Enforce local laws and develop a MOU with Victoria Police to support additional community crime prevention measures.				2016-19	DDP	PHRSC	CO	Council has attended Police call out sessions to discuss and update Officers on the new Local Law No.2 2017 and provided resources to Robinvale and Swan Hill Council and Police in process of updating current MOU.
					2017-21	DDP	CRGO ECOM	CO	6.5 Plan for the future provision of sport and recreation facilities and services				2017-21	DDP	CRGO ECOM	CO	Priority projects will be identified for the future provision of sport and recreation facilities in the Recreation Reserve Master Plan (Final DRAFT stage) and Aquatics Strategic Plan (to be delivered 2017/18). Clubs will continue to be supported through Council's Community Grants Programs.
					2017-21	DDP	ECOM	CO	6.5.2 Complete and implement the Recreation Reserve Master Plan.				2017-21	DDP	ECOM	CO	Masterplan nearing completion. Final version shall be presented to Council in October 2017.
					2019-20	DCCS	ODUM		6.6 Expand library services in Robinvale and consider the delivery of library services in our small communities.				2019-20	DCCS	ODUM		Funding is listed in the major projects budget and was flagged in the 2017/18 State Government budget. No further information about the allocated funding has yet been received from the State Government.
					2018-19	DCCS	DCCS		6.6.2 Develop an effective partnership arrangement with Robinvale P-12 College				2018-19	DCCS	DCCS		
					2020-21	DCCS	ODUM		6.6.3 Confirm that the new library is meeting the Robinvale community's needs.				2020-21	DCCS	ODUM		
					2017-18	DDP	PHRSC	Oct-17	6.7 Investigate the need for an off-leash dog park.				2017-18	DDP	PHRSC	Oct-17	Survey completed. Report of suggested locations is being prepared for consideration by Council.
					2018-19	DDP	PHRSC	CO	6.7.2 Develop a project scope if the community need is identified.				2018-19	DDP	PHRSC	CO	Council adopted on 21 November 2017 to trial four off-leash areas for two years. Signage, rubbish bins, dog waste dispensers to be installed in all areas. Council to conduct a media campaign to educate dog and non dog owners about the use of these areas.
					2017-21	DDP	CDRC	CO	7.1 Support the capacity of communities to self-manage and self-regulate.				2017-21	DDP	CDRC	CO	Robinvale Plan reviewed and updated Aug 2017 Lake Boga - Due for review Nov 17 Swan Hill - Due for review Piangli - Due 2020 Woorfina - review completed 2016 - currently prioritising projects Nyeh - Due now Boundary Bend - review complete, finalising photos etc Beverford - due 2018 Uluru completed 2017 Marsaling - currently underway Wemen - due 2018
					2016-19	DDP	CDRC		7.1.1 Review and renew Community plans as appropriate.				2016-19	DDP	CDRC		All communities are encouraged via email and by Council reps at TRG meetings to apply for the community grants. TRG are encouraged to distribute the grant info throughout their community and networks.
					2017-21	DDP	CDRC		7.1.2 Implement ways to encourage all communities to actively participate in the community grants program.				2017-21	DDP	CDRC		Continue to work with the TRG to prioritise their projects, updating implementation plans on a yearly basis to reflect their hopes and aspirations.
					2017-21	DDP	CDRC		7.1.3 Advocate on behalf of our communities for priority issues and opportunities.				2017-21	DDP	CDRC		Support is provided on an annual basis subject to the Annual Budget process. COMPLETE/ONGOING
					2017-21	DDP	CDRC		7.1.4 Sponsor Leeton Murray Community Leadership Program				2017-21	DDP	CDRC		As per comments in 7.1.1.
					2017-18	DCCS DDP	DCCS CDRC		7.2 Review each of our Community Plans				2017-18	DCCS DDP	DCCS CDRC		
					2017-18	DCCS DDP	DCCS CDRC		7.3 Plan for the development of the Swan Hill Regional Art Gallery				2017-18	DCCS DDP	DCCS CDRC		

INFRASTRUCTURE						
	7.3.2 Prepare final Gallery designs for approval and costed.	2018-19	DCCS DDP	DCCS CDRC		
	7.3.3 Secure funding and complete the project	2018-21	DCCS DDP	DCCS CDRC		
8. Infrastructure that appropriately service community needs	8.1 Manage Council's roads and road related infrastructure in line with the Road Management Plan	2017-21	DI	WM		New Road Management Plan (RMP) commenced on 1 July 2017. Council Officers are meeting all timframes set out in the RMP.
	8.1.2 Ensure 100% defects are repaired in line with RMP timframes	2017-21	DI	WM		All defect repair timframes are being met in accordance with RMP. An Internal Safety Action Plan process has been implemented and shall be used in instances where appropriate warning of a defect is required until a suitable repair or treatment can be completed.
	8.2 Advocate for funding for an active trail between Lake Soga and Swan Hill.	2016-19	DDP	CRGO ECDM		
	8.3 Advocate for improved transport routes across the region.	2017-21	DI	DI		Ongoing
		2017-21	DI	DI		
		2017-21	DI	DI		
		2017-21	DI	DI		
	8.4 Pursue funding for a levee bank at Robinsonvale.	2017-18	DI	EPAM	2017	Detailed designs complete.
		2017-18	DI	DI	2017	Council secured \$710,000 through the 2016-17 MDRGS and first instalment received \$355,000.
	8.5 Review the Swan Hill Active Transport Strategy	2018-19	DDP	CDRC		The Active Transport Strategy is to be reviewed every four years due 2018.
		2018-19	DDP	CDRC		
	8.6 Review the way that we procure and maintain our infrastructure.	2017-21	DI	WM		Tablet computers are progressively being rolled out to Work Teams. These enable staff to record daily completion of tasks.
		2018-19	ELT	DI		
	2017-21	DDP	CRGO		Council is continuing to work with the Chisholm Reserve User Group Working Party to establish an Incorporated Body. Councils have begun developing a draft use agreement which will replace the Reserve User Agreement. The Incorporated Body (once established) will have sub-base agreements with each user group. Clubs will continue to be supported through Councils Community Grants Programs.	
9. Infrastructure that is provided and appropriately maintained in accordance with agreed standards	9.1 Implement Swan Hill and Robinsonvale investment masterplan.	2017-21	DDP	ECDM CDRC	CO	Lighting up Riverside Park grant application submitted \$270,000. Waiting on outcome of submission. Building Better Regions Application submitted for Acting Swan Hill Riverfront \$3.9M

					2017-21	DDP	ECDM CDRC			
				9.1.2 Ensure projects complete in accordance with timelines.						
				9.1.3 Identify and encourage private sector investment	2017-21	DDP	ECDM DCRC			
				9.2 Ensure developers comply with the Infrastructure Design Manual where relevant to local standards	2016-19	DI	EPAM	CO		Ongoing through 1. All Council group meetings and related information. 2. Pre-approval Engrin retreat discussions with Developers and/or Councilors.
				9.2.2 Develop local policy position in areas where the Infrastructure Design Manual can be varied	2016-19	DI	EPAM			1. Ongoing discussions and consultation with key stakeholders including: IDM Author, Design and Development Consultants and Council Staff. 2. A report to be presented to the next Council Assembly.
				9.3 Upgrade Swan Hill Livestock Saling 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 with 18 Council plans, including revised cost estimates complete and agreed. Revised project milestones developed and agreed. Project verification request prepared for consideration by federal funding body. Design consultant to prepare detailed structural drawings.
				9.3.2 Identify funding opportunities for future stages	2016-19	DI	DI			
				9.4 Review the Road network and classify each road.	2016-19	DI	EPAM	CO		Road review currently being further refined with Depot & 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.	2016-21	DI	DI			
				9.5 Plan and deliver Council's capital works program and Major Project Plan.	2017-21	ELT	DI			
				9.5.2 Complete Major Projects Plan review each year	2017-21	DCS	DI FM EPAM			Major Projects review will occur in October 2017.
				9.5.3 Minimise project budget overruns	2017-21	ELT	DI			
				10.1 Actively pursue opportunities from decommissioned irrigation infrastructure	2017-18	ELT	DI	CO		Working with GMV planners on identifying ownership. Council have provided information to GMV in relation to land parcel ownership. GMV are to complete their own review of this information as part of their project plan. ONGOING
				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 CEO has met with GMV regarding land tenure issues that need to be resolved. 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	2017-18	DDP	CRGO	CO		CRGO has met with all reserve user groups to prioritise recommendations. Waiting for calls to confirm list of priorities and sign off on Master Plans.
				10.2.2 Establish a long term operational maintenance program for Council managed reserves	2016-19	DI	WM			Currently in initial planning stage.

					10.2.3 Investigate funding options to implement actions within the Masterplan.	2017-21	DDP	DDP ECDM	CO	The Redcliffe Chickies nets project has been invited to full application stage under the Community Sports Infrastructure Fund. The submission is due on 27 September 2017.
					10.2.4 Review and update user agreements between Council and recreation reserve users groups	2016-19	DDP	ECDM	CO	A number of Recreation Reserve Agreements are yet to be returned from clubs. All clubs have been contacted and it has been requested that they return these documents as soon as possible (Agreements were posted to clubs in mid April).
		10.3	Review current use of council facilities.		10.3.1 Produce usage report, including analysis of non-Council facilities that provide similar services	2017-19	DI	EPAM		
					10.3.2 Identify opportunities to rationalise Council assets	2016-19	DI	EPAM AC		1 - Ongoing with all issues. 2. Assets currently consulting with key stakeholders on what they would like in a proposed building asset register. Have held preliminary meetings with this working group and are moving through what items are applicable. Yet to set a new meeting
		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.	2016-19	DI	EPAM AC	CO	1. Council has recently engaged Pacesetter Services to conduct full review for Civica asset Module. Report has been handed to Asset Management staff for its review. 2. Asset Management Staff is 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
					10.4.2 Develop and update policies, strategies and registers.	2017-16	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 adopted in December 2017. 5. Partner discussions and development of policy being undertaken to incorporate Recreation Reserve Agreements.
					10.4.3 Complete a controlled asset register	2016-19	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.
<b>GOVERNANCE AND LEADERSHIP</b>										
	11. Positive community engagement by appropriate and constructive consultation		11.1 Develop Council's systems and processes to improve our customer services, efficiency and effectiveness of our operations		11.1.1 Undertake Council Services Review.	2016-19	ELT	DCS		
					11.1.2 Implement the new IT Strategy.	2017-21	DCS	ITM	CO	New ICT Strategy was presented to Councilors through Councilor assembly, the recommendations and initiatives from the strategy are now being implemented
					11.1.3 Implement Customer Service Strategy actions	2017-21	DCS	ODM		ongoing
			11.2 Use social media as a medium for community consultation and communication		11.2.1 Introduce feedback advertising	2017-18	DCS	ODM		Dec-17 Facebook advertising is regularly used.
					11.2.2 Increase the use of online survey tools	2016-19	DCS	ODM		ongoing
			11.3 Establish new and alternative methods of consultation.		11.3.1 Research and report to council on contemporary consultation methods	2016-19	DDP	ECDM		A discussion paper has been developed and shall be presented to Council Assembly in October 2017.
					11.3.2 Investigate the use of multilingual publications	2019-20	DDP	ECDM		
					11.3.3 Increase the use of social media, online survey tools.	2016-19	DCS	ODM		

				11.2.4 Increase the use of current and professional networks and contacts to generate opinion and share information.	2017-21	CEO	ELT	MRGC CEOs continues to be a useful forum.
				11.3.5 Review Councils Communication strategy.	2016-19	DCS	ODM	
		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 Practitioner consultation on the Salaysards redevelopment through the establishment of a working group will deliver a better result.
				11.4.2 Conduct training for staff	2016-19	DCS	DDP	Community Consultation undertaken for the Seven Hill Riverview State Park design and feedback was provided at a recent community consultation phase.
				11.4.3 Implement a project management system.	2017-16	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	Summer newsletter published and distributed in December 2017.
				11.5.2 Use facebook advertising and social media to promote Council	2017-21	DCS	ODM	Dec-17 Promotion continues through regular use of Councils Facebook page.
				11.5.3 Use established connections/partnerships to promote a positive Council image	2017-21	CEO	ELT	
		12. Effective and efficient utilisation of resources		12.1 Continuously improve workplace safety and staff health and wellbeing.	2017-16	DCS	ODM	Officially commenced in this scheme 1 November 2017, first self Audit of 29 key areas submitted to MAV December 2017.
				12.1.2 Develop and implement an OH&S framework	2017-16	DCS	ODM	Initial audit has been completed.
				12.1.3 Implement National Assessment Tool (NAT) auditing across the organisation	2017-21	DCS	ODM	Auditing schedule adopted by ELT October 2017. First internal audit to commence in April 2018.
				12.1.4 Test the Business Continuity Plan	2017-21	DCS	ODM	Business Continuity Plan testing Completed November 2017.
				12.1.5 Review and develop Councils Risk Framework and Strategy	2017-16	DCS	ODM C&C	
		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	Survey questions confirmed, and media release sent out in February 2018 advise the community. Survey currently in progress.
				12.2 Review, report and act on appropriate on survey results, formal submissions and specific considerations	2017-21	CEO	ELT	
				12.3 Implement a Project Management System.	2017-16	ELT	DI	
				12.3.2 Implement a centralised Project Management System utilised throughout the organisation.	2017-16	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	New ICT Strategy was presented to Council in March. Council approved the IT Strategy. (Information published on the Council website and forwarded to members)
	13. Effective partnerships and relationships with key stakeholders and Staff	13.1 Engage and partner with organisations, business and individuals to increase co-operation and avoid duplication of resources when common objectives are identified	13.1.1 Conduct Skills audit of community organisations	2018-19	DDP	CDRC		
			13.1.2 Identify area 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		
		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		
			13.2.2 Discuss Board position opportunities regularly at Councilor Assemblies and Management meetings.	2017-21	CEO	ELT		
			13.2.3 Develop advocacy strategies	2018-19	CEO	ELT		
			13.2.4 Train staff and Councilors on Governance responsibilities and industry based awareness.	2018-19	CEO	DCS		Presentations given to Councilors on Conflict of Interest and Principle Conduct Officer provisions of Local Government Act in November 2017, and draft new Local Government Act in February 2018. Audit of Returns of Interest conducted in January 2018.
		13.3 Ensure regular dialogue with neighbouring municipalities and other stakeholders	13.3.1 Schedule regular meetings with Murray River Shire, Bakewell Shire and Murray River Group of Councils.	2017-21	CEO	ELT	CO	The Mayor recently contacted newly elected Councilors to Murray River Shire advising them of our desire to have a strong and cooperative relationship. Council continues to play an active role in the Murray River Group of Councils. Meetings are being scheduled for early 2018
			13.3.2 Schedule meetings with State Government Representatives.	2017-21	CEO	ELT	CO	Meeting held with Andrew Broad, Peter Walsh and Peter Crip in late 2017.
		13.4 Ensure we have appropriately skilled staff that are aligned to the organisational values of Council and are recognised accordingly.	13.4.1 Implement ongoing training and education program	2017-21	DCS	ODM	CO	Training needs data base developed post annual performance review in July 2018.
			13.4.2 Recognise achievements in innovation and best practice, including through the staff awards	2017-21	CEO	ODM	CO	Staff awards were held in August 2017. Commenced a regular innovation section in the Staff Matters Newsletter. Two staff recognised in December 2017 for innovative Occupational Health and Safety practices.
			13.4.3 Pursue industry and professional recognition for staff	2017-21	ELT	ODM		



				2017-18	CEO	ELT	CO	The CEO, Directors and Managers are engaged in a leadership development program for 2017/18.
				2017-21	CEO	ELT		13.4 Utilise management and leadership development programs.
				2017-21	CEO	ODM	CO	13.4.5 Increase cross organisational awareness and resource sharing. 13.4.6 Invite Councillors to all staff recognition events.
				2017-19	CEO	DI		13.5 Council to lead the conversation on Bridge placement with the community.
				2018-19	CEO	DI		13.5.1 Represent councils views at stakeholder meeting 13.5.2 Conduct public engagement and awareness campaign
				2017-21	CEO	ELT		14. Effective advocacy and strategic planning
				2017-21	CEO	ELT		14.1 Improve effectiveness of Council's advocacy
				2017-18	DDP	DM	Nov-17	14.1.1 Identify the key issues to be advocated for. 14.1.2 Develop and implement an Advocacy Strategy.
				2017-21	CEO	DDP		14.2 Work with Swan Hill District Health and Adelaide District Health Services to develop joint advocacy strategies for improved health services for our community
				2017-21	CEO	DDP		14.2.1 Adopt the health product plan into the Swan Hill Planning Scheme 14.2.2 Regular meetings with relevant bodies to determine needs 14.2.3 Advocate State and Federal Government.
				2018-19	CEO	ELT		14.3 Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies
				2017-21	CEO	ELT		14.3.1 Develop marketing material on key issues. 14.3.2 Strategically meet with key stakeholders and policy makers.
ENVIRONMENT								
				2017	CEO	CEO	2017	15. Sound policies and practices that protect and enhance our environment.
				2017-18	CEO	CEO	CO	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 Drafting Association. 15.1.2 Lodge submissions to Federal agencies via Murray River Group of Councils and report to Council.
				2017-21	DI	WM PHRSC		15.2 Maintain and improve the condition of Lake Boga (onshore and its environs within our area of control) in collaboration with other stakeholders. 15.2.1 Continue restoration works. 15.2.2 Chair and attend Lake Boga Land and On Water Management Plan meetings
				2017-21	DDP	DDP		Discussions with other stakeholders will begin on who is responsible for certain areas. Meetings of the committees are regular and a variety of projects are underway.

	15.3 Seek to influence how environmental water is used within the municipality	15.3.1 Atain 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	2019-20	DI	EPAM	1. Key issues identified with needed work scoped and costed through updating the 10 Year Major Projects Plan. 2. Concerns are captured through Systra, investigated with tasks assigned to the engineering design staff where needed.	
		15.4.2 Action recommendations	2020-21	DDP	DM		
		15.4.3 Identify funding opportunities and submit applications	2019-20	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 SEC	CO	Council has joined Sustainability Victoria Local Government Energy Saver Program to take advantage of initiative 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 into solar 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 identified 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 here has been identified as a priority. Options are pending the development of a business case. Council is also exploring the Solar St. Option to explore the possibility of access by maximising 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 council on private and public form of fuel pools and needs	15.6.1 Engage with local Landcare groups	2016-18	DDP	SEC	CO	The 2017-18 program has not been able to be implemented at this stage due to holdup between Landcare groups and the Catchment Management Authority over Catchment Management Authority work programs. It is hoped this issue will be resolved by May 2018. Council has agreed to establish a dedicated proportional funding to each group to assist complete their programs based on total road length in each area.
		15.6.2 Identify and return box them infestations.	2016-19	DDP	SEC	CO	Bootham control work has been halted because of the dispute between Landcare groups and Malles Catchment Management Authority.
		15.6.3 Extend fruit fly program.	2018-19	DDP	EDC	CO	External funding \$1M obtained by industry with Council's assistance.
	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	FOLEC	CO	Fuel consumption figures captured and reports being established within fleet management system. Consumption data provided to council Environmental Officer for inclusion in energy and green house gas reduction study. Awaiting preliminary outcomes and recommendations.
		15.7.2 Review plant and corporate fleet requirements.	2018-19	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 yr plant replacement plan for discussion.
		15.7.3 Investigate and use where possible sustainable building practices	2018-19	DI	WM	CO	We are seeking to use (where possible) less abrasive means of acquiring so as to minimise damage to earth (regularly and use compaction rather than concrete. Removing excess sprinklers to eliminate excessive watering, ongoing investigations into reclaiming storm water.
		15.7.4 Investigate and use where possible recycled materials	2017-21	DI	WM	CO	Use of recycled materials used in Nyah Road median strip, (recycled material borders, drought tolerant plants, low maintenance landscaping), On-paving in other areas as replacement is required.

Strategic Initiative	Objective	Key Performance Indicator	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
15.4 Define Councils approach to fulfilling our environmental enforcement obligations	15.4.1 Develop a clear Policy	15.4.1.1 Develop a clear Policy	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
16. A waste management program that is environmentally and financially sustainable	16.1 Review and implement the Waste Management Plan.	16.1.1 Approve a revised and updated Waste Management Plan.	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	16.2 Investigate opportunities for green waste and organic collection services	16.2.1 Review data for current green waste service opportunities	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	16.3 Continue to lobby for a state-wide container deposit scheme	16.3.1 Have the container deposit scheme identified as a priority in the Localism Mission Waste Resource Recovery Forum	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
	16.4.2 Secure funding for identified projects	16.4.2.1 Secure funding for identified projects	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
		16.4.2.2 Secure funding for identified projects	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31

### **B.18.17 2017 NEW YEAR'S EVE EVENT REVIEW**

**Responsible Officer:** Director Development and Planning  
**File Number:** S01-01-05  
**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 provide Council with an update of the New Year's Eve (NYE) Celebration held at Riverside Park in Swan Hill in 2017 and recommend how Council could support future NYE celebrations throughout the municipality. It also requests that Council reimburse the 2017 NYE event organiser to cover additional costs incurred to ensure a well organised and safe family event was held.

#### **Discussion**

In August 2017, Council appointed an event organiser to plan and host the 2017 Swan Hill New Year's Eve celebrations. The event organiser signed a contract outlining a number of key milestones which were to be met in order to receive the full \$30,000 funding available.

Each milestone was met in a timely matter and to a standard which satisfied Council officers. These milestones included providing detailed budgets, communications plans, meeting all liquor licensing, security, safety and emergency management criteria to ensure a safe and well-organised event.

The 2017 New Year's Eve celebration included the following:

- Kids Kingdom
  - Free jumping castles
  - Free kids games
  - Free face painting
  - Kids party food carts
  - Roaming entertainer
- Street Food Lane including five local and visiting food vendors
- Two fully licensed bars for the responsible service of alcohol
- Entertainment provided by DJ band „Top Dog Sound Machine“ and an accompanying sound and light show
- 9.30pm and midnight fireworks display
- \$10 entry fee for adults and children under 12 free

The event was well attended with the event organiser recording approximately 1250 adults and 750 children.

From Council Officers' perspective, all outcomes were achieved and the event is considered very successful. Feedback through the Swan Hill Region Information Centre and general public has been overwhelmingly positive, bar one complaint stating the event was over-priced.

The event organiser has completed an evaluation of the event and highlighted a number of factors for discussion. Namely, in regards the event being promoted as a commercially viable opportunity for an event organiser.

Unfortunately for the event organiser, coordinating and hosting this event has resulted in a significant loss. Additional costs were incurred due to the event organiser ensuring that all legal requirements were addressed for liquor licensing, security and toilet facilities, requirements which had not been met in previous years and therefore had not been incorporated into the budget estimate when estimates were made in 2017.

Council had promoted the event to organisers on the assumption that profits would be made through gate entry and bar sales; however the expectation of the community is that the event should be free or very low cost, therefore patrons were unwilling to spend, resulting in a loss for the organiser.

The following points were noted during the event debrief:

- Access to volunteers was very difficult, several local groups were approached as an opportunity for a fundraiser but all declined due to the time of the year
- Sponsorship and in-kind support was also sought to no avail
- Food vendors were well patronised and reported a good result from the evening
- Police and First Aid officers reported very few issues and no problems with crowd behaviour
- The bar made a loss (due to licensing requirements and staffing costs)
- The community are of the belief that the event should be free and many have not been prepared to pay for entry or beverages
- The event organiser believes this event cannot be coordinated within the \$30,000 budget allocation

Council officers have held a meeting with the event organiser to discuss some of these points. The event organiser has reported that due to the financial risk, she is not interested in coordinating the event in the future. Council officers are proposing to offer the event organiser a reimbursement for the shortfall.

Following this meeting, Council officers have made the following suggestions for consideration if Council wishes to continue the event in future years

- Increase the budget allocation to allow an event organiser to coordinate the event as per 2017 – estimated minimum cost \$50,000
- Increase the budget allocation to allow an event organiser to coordinate a family event until 9.30pm – estimated minimum cost \$47,000

- Do not coordinate a New Year's Eve event but provide 9.30pm and midnight fireworks— estimated cost \$10,000
- Do not coordinate a New Year's Eve event – no cost but encourage local businesses and community groups to hold smaller events and offer event funding for a new year's eve event in Swan Hill and/or other locations

In addition, Council officers suggest Council consider the following option for reimbursement to the event organiser:

- Reimburse the event organiser \$10,000

The options of Council providing an event to conclude at 9.30pm or providing only fireworks presents the opportunity for venues throughout the region to offer alternative celebrations which would stimulate economic activity, more so than the community event as it exists. If Council wishes to change the format of the event, early discussions would need to take place with the local Police to ensure they are prepared for increased activity at alternative venues.

Currently Swan Hill is the only township within the municipality that receives a Council-funded New Year's Eve celebration. Through Council's Community Planning program provision has been made for Robinvale community fireworks within the 2018-19 budget. Council's Community Planning officer will conduct community consultation to determine if they wish to pursue the concept. The Robinvale Euston Business Association (REBA) has indicated interest in exploring the opportunity to coordinate a New Year's Eve event, if Council supports it financially.

## **Consultation**

Initially to direct how the 2017 New Year's Eve event would be run Council drew on previous experiences, reports and evaluations which had been completed post New Year's Eve events, such as the RAW talent report 2013. A desk top review was completed with known event organisers across Victoria and NSW. This guided the decision to engage an event organiser.

The event organiser promoted the event via a mail out to household with in Swan Hill, Facebook, YouTube video, media releases, which appeared in the Swan Hill Guardian and posters located within shop windows across the municipality and neighbouring communities. To complement this Council's media unit posted information about the event on Council's Facebook page, while visitors to the Swan Hill Region Information Centre were informed of the event. Accommodation establishments were made aware of the event via their weekly events newsletters.

Information and comments were collected post event from Council officers who attended and received feedback from other attendees, through the Information Centre staff and via an event organiser's evaluation of the event.

### **Financial Implications**

Council may be required to allocate a larger budget to coordinate this event to the standard expected by the community and to meet the safety standards required by Council.

### **Social Implications**

There is an expectation within the community that Council should provide this event either free of charge or with minimal costs attached. According to past organisers, there is a perception from rate-payers that are entitled to a free New Year's Eve celebration.

### **Economic Implications**

With an attendance of 2,000 people and an estimated spend of \$20 per person, the economic impact of this the New Year's Eve celebration is approximately \$40,000.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

The event organiser must coordinate the event by meeting strict risk management criteria and following the advice of Council's Risk & Insurance department.

### **Council Plan Strategy Addressed**

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

### **Options**

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

### **Recommendations**

#### **That Council:**

- 1. Include the current New Year's Eve budget allocation as part of the Events Support Fund program.**
- 2. Encourage New Year's Eve celebrations to be held throughout the municipality.**
- 3. Support New Year's Eve celebrations through the Events Support Fund program.**
- 4. Reimburse the 2017 New Year's Eve event organiser \$10,000.**

**30/18 Motion**

**MOVED Cr Moar**

**That Council:**

- 1. Include the current New Year's Eve budget allocation as part of the Events Support Fund program.**
- 2. Encourage New Year's Eve celebrations to be held throughout the municipality.**
- 3. Support New Year's Eve celebrations through the Events Support Fund program.**
- 4. Reimburse the 2017 New Year's Eve event organiser \$10,000.**

**SECONDED Cr Young**

**The Motion was put and CARRIED**



## **B.18.18 SWAN HILL RECREATIONAL RESERVE SCOREBOARD PROJECT**

**Responsible Officer:** Director Development and Planning  
**File Number:** S17-02-65  
**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 seeks Council's approval to allocate \$40,000 to install a new electronic scoreboard at the Swan Hill Showgrounds to be used during the 2018 football season. The allocation will be drawn from the \$280,000 Programmed Masterplan budget approved in the 2017/2018 Major Projects program to implement the Swan Hill Municipality Recreation Reserve Masterplan Priority Projects.

### **Discussion**

The Recreation Reserve Master Plan Study to develop nine recreation reserve master plans within the municipality has been completed. This process has required continued engagement with user groups. To enable Council to adopt the Master Plan a final consultation process in February 2018 has been undertaken to enable users groups from each reserve to determine and finalise their priority projects.

Through this process and in accordance to the direction provided by each reserve user group, Council has developed the Swan Hill Municipality Recreation Reserve Masterplan Priority Projects and allocated a number of key activities to the Programmed Masterplan budget 2017/2018. This will be presented to Council for approval at the May meeting once all groups finalise their priorities.

The Swan Hill Recreational Reserve Scoreboard is one of these priority projects for all user groups at the Swan Hill Recreational Reserve.

### **Swan Hill Recreational Reserve Scoreboard**

The Swan Hill Football Netball Club (Club) scoreboard was damaged by fire a number of years ago. The Club received \$15,000 to replace the structure under their insurance policy. The Club has aspirations to replace the manual scoreboard with a 5m x 4m LED video electronic scoreboard. This will provide not only the necessary functions for earmarked activities on the reserve, such as football and cricket, but also provide a facility that will enable alternative activities to occur.

The replacement of the scoreboard has been identified as one of the top priority projects by all the users groups of the Swan Hill Recreational Reserve. External funding has been sourced; the project has been fully scoped and costed and is now ready for implementation. The delivery of the project has been on hold since December 2017, with the Swan Hill Football Netball Club waiting for the final

consultation process to take place to ensure user groups identified the project as a top priority and for confirmation from Council in regards to their level of committed towards the project.

Further delays on the implementation of the project will severely affect the Swan Hill Football Netball Clubs ability to have the facility ready during the 2018 season, as well as meet other external funding requirements, that have been provided for this project.

### **Location of Scoreboard**

The location of the new electronic scoreboard will be on the south-east side of the sporting oval. This location was supported by all the user groups, at meeting held on the 15 February 2018. Departments within Council have also determined the location as being fit for purpose.



Proposed new sites – (indicative only)

Option one - north of existing power pole (preferred location by Swan Hill Football Netball Club)

Option two - remain at same location as existing scoreboard.



**Project Management**

Equipment Solution Plus (ESP) has been engaged by the Club to implement and complete the project during the Central Murray Football and Netball 2018 season.

Copies of insurance of sub-contractors undertaking site works will be provided before the job commences.

There will be a Council project manager engaged who will oversee ESP during the installation of the scoreboard and duration of the project.

### **Cost of Scoreboard**

The Club and ESP have provided a quotation for the scoreboard from Electronic Signage Australia. The quotation states that the LED video scoreboard will cost \$48,774.00 including GST. This includes the LED board (4800mm wide x 3840mm height) with 10mm pitch, video processor, laptop, commissioning and delivery. Please see below for further details.

#### **Expenditure (ex GST)**

LED Scoreboard 5m X 4m	\$43,550
Steel Frame	\$4,574
Painting of Frame	\$1,300
Electrical & Data	\$19,728
Soil Test	\$750
Building Permit	\$900
Engineering Certification	\$680
Installation	\$2,300
Excavation & Concrete	\$6,500
Project Management	\$5,000
<b>TOTAL</b>	<b>\$85,282</b>

The Club has provided written confirmation that it will be responsible for any financial shortfall in the delivery of the project, as well as be fully responsible for ongoing operations and maintenance associated with the electronic scoreboard. This commitment is documented and supported in the Swan Hill Football Netball Club signed Third Party Project Scope and Business Case agreement with Council. All these activities utilising the electronic scoreboard will be administrated by the Club.

### **Consultation**

The overall project concept and associated costs have been sourced by ESP on behalf of the Club. Support letters have been provided from all user groups associated within the reserve, including Swan Hill Cricket Club and Swan Hill Show Society. ESP has advised that consultation has taken place with the following stakeholders:

- Swan Hill Cricket Club
- Swan Hill Show Society
- AFL Central Murray
- Cricket Victoria

Local independent contractors have also provided quotes to implement the project.

## **Financial Implications**

Funding for the project has been sourced from the Stronger Communities Program (Andrew Broad) \$20,000, with the Club contributing \$24,282 (including \$15,000 from insurance claim).

Financial support from Council has been requested totaling \$40,000. If approved, this would be derived from the 2017/2018 Programmed Masterplan budget.

## **Social Implications**

The project key outcomes will include

- Encouraging community connection and social inclusion
- Enhance the recreational reserves image
- Support and encourage volunteering participants
- Improve health factors through increase levels of physical activity
- Provide speculators

## **Economic Implications**

- Support and enhance existing community / sporting organise activities
- Encourage new events
- Provide alternative source of revenue (sponsorship)

## **Environmental Implications**

Nil

## **Risk Management Implications**

Delays in the installation of the scoreboard will have an adverse effect on acquittal process for other external funding that has been provided to this project.

## **Council Plan Strategy Addressed**

***Infrastructure*** - Infrastructure that appropriately services community needs.

## **Options**

1. Council approves for \$40,000 to be allocated towards the construct of a new electronic scoreboard and that it is built in its current location at the Swan Hill Showgrounds.

Or

2. Council chooses not to approve financial support for the construct of a new electronic scoreboard at the Swan Hill Showgrounds.

## **Recommendations**

### **That Council:**

- 1. Approve the allocation of \$40,000 towards the purchase and installation of a new electronic scoreboard at the Swan Hill Recreation Reserve.**
- 2. The new scoreboard is installed at the location of the old scoreboard and the Swan Hill Recreation Reserve.**

### **31/18 Motion**

#### **MOVED Cr Norton**

### **That Council:**

- 1. Approve the allocation of \$40,000 towards the purchase and installation of a new electronic scoreboard at the Swan Hill Recreation Reserve.**
- 2. The new scoreboard is installed at the location of the old scoreboard and the Swan Hill Recreation Reserve.**

#### **SECONDED Cr Katis**

**The Motion was put and CARRIED**

## **B.18.19 COMMUNITY GRANTS REVIEW**

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

### **Declarations of Interest:**

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

### **Summary**

This report is to advise Council that a review of the Council Community Grants Programs (Community Support Fund and Community Development Fund) has been completed and a number of changes to improve delivery have been identified.

This report is also to discuss the introduction of a new grants program called the Youth Endeavour Scholarship (YES).

*\*Please note: CDF refers to the Community Development Fund. CSF refers to the Community Support Fund. YES refers to the Youth Endeavour Scholarship.*

### **Discussion**

The Community Development Fund and Community Support Fund Guidelines and application forms have not been reviewed for a number of years. An internal review of the current processes has been undertaken with the following suggested changes:

#### **Community Development Fund**

The CDF is an annual grants program that supports a wide range of community projects in the municipality. In the 2017/18 round the program offered up to \$3,000 (with matching funds or in kind contribution) for approved projects with a total grant pool of \$70,000.

In 2018/19, it is proposed that the funds on offer per application are raised to \$5,000 with a total grant pool of \$90,000.

#### **Suggested improvements to the Community Development Fund (CDF):**

- The 2018/19 round to open earlier for a period of six weeks. After panel assessment, present recommendations to Council for approval at the July Council Meeting. Projects to be completed by 30 April 2019.
- Offer up to \$5,000 per submission with matching in kind or financial contribution
- List political group, religious group, for profit commercial enterprises and individuals as being ineligible to apply. Eg. Political group being an organised group of people that seeks to influence public policy.

- Ineligible Projects include –
  - Projects that are the responsibility of other agencies of government departments.
  - Projects for capital works that are completed on private property except heritage listed properties.
  - Projects that request financial assistance for catering.
  - Groups or organisations that are in debt to Council.
  - Groups or organisations that support gambling activities
- Request that groups or organisations applying to this fund declare if they already received financial assistance from Council.
- All submissions for funding for events will be considered under Council's Events Support Program.
- Include club capacity in the criteria as a type of project that will be supported under this fund.
- Guidelines to specify that applicants can only apply through one of Council's funding sources for an individual project. Eg. If an applicant seeks funding a second time but via a different funding stream but for a different project within that same financial year, they would be eligible.
- Amend Grant Guidelines to provide clear and concise information on all Council grant programs that are on offer.

#### **Suggested improvements to the CDF Grant Application Form:**

- Include the following questions in the application form. Who is the land owner? Who is the land manager? Have you discussed your project with the land holder and/or land manager? Do you have permission from the land owner to complete this project?
- Remove the request for a copy of the applicants' incorporation certificate.
- Request incorporation number rather than the entire document.
- Remove request for annual report.
- Request that the applicant provide drawings, design, engineered specs, computations etc for capital works projects.
- Request a copy of the applicants current insurance certificates if project is being completed on land owned or managed by Council before the project commences (if capital works project).
- Highly recommend an image of project area if applicable. (Current state of carpet /tiles/gate) etc Compulsory image of project if it is a capital works project.
- Request that any consultant, project administration or management fees are identified in the budget.

#### **Community Support Fund**

The Community Support Fund is open all year round. Applications can be submitted online or by hardcopy. This is a small grants program for community, sporting and non profit groups. Transparency in how this fund is delivered is difficult given the



small amount of each grant - \$200. Each grant requires similar processes which are time consuming and inefficient for both the applicant and Council. It is suggested that this fund be closed and the \$5000 be added to the Community Support Fund. Small grants are still able to be applied for from this fund

**Suggested improvements to the Community Support Fund (CSF):**

- To retire the CSF and have only one community funding program.
- The 2018/19, the \$5,000 Support Fund budget to be funneled into the Development Fund to make a larger grant pool. In 2018/19 this would mean the development fund grant pool would be increased from \$90,000 to \$95,000.

**Swan Hill Rural City Council Youth Endeavour Scholarship (YES)**

A draft budget allocation of \$5,000 has been provided in 2018/19 to establish a Council scholarship program to assist school leavers who endeavour to undertake further education, jobs, training and career opportunities. For example, a new job, TAFE, University, Apprenticeship.

Ten Scholarships at \$500 each will be on offer to schools in the municipality:

The scholarship is to aid students to take the next step after leaving secondary school and may fund, but is not limited to the following items:

- Education and training fees, books, uniforms
- Purchase of a vehicle, driving lessons, licence fees
- Tools and equipment

**Eligibility:**

- Secondary school students completing year 12 or leaving school to complete an apprenticeship/TAFE course, work full time or similar. Students at each high school, including the Flo school and Clontarf Academies will be eligible.

**Criteria:**

- A student who has worked hard and who has aspirations to complete further training, study or pursue career opportunities after secondary school Eg. Traineeship, TAFE, job, University.
- A student who may require financial assistance to take the next step after secondary school.
- Schools are to provide Council with a „student brief“ outlining who the successful student is, why they received the scholarship and how funds will be spent.

### **Consultation**

Nil

### **Financial Implications**

2018/19

The draft budget for the Community Grants program in 2018/19 is \$100,000.

This is made up from:

\$95,000 for the Community Development Fund (\$90,000 Development Fund and \$5,000 Support Fund)

\$5,000 Youth Endeavour Scholarship.

### **Social Implications**

The community grants program is highly valued by the community and enables significant programs and projects to be progressed at grassroots level. The total fund of \$95,000 will be leveraged with community and in-kind dollars to result in over \$200,000 worth of works, infrastructure or other community benefit. The fund promotes resilience and ownership in the community.

### **Economic Implications**

Improved facilities and increased range of activities on offer for visitors and community members.

### **Environmental Implications**

Nil

### **Risk Management Implications**

The requirement to seek permission from the landowner and supply insurance documentation before a project is approved will minimise risk to Council.

### **Council Plan Strategy Addressed**

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

### **Options**

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

### **Recommendations**

#### **That Council:**

- 1. Retire the Community Support Fund and amalgamate the funding with the Community Development Fund**
- 2. Establish a new Youth Scholarship Program**
- 3. Approve the changes to Community Grants Policy as outlined in this report.**

### **32/18 Motion**

#### **MOVED Cr Jeffery**

#### **That Council:**

- 1. Retire the Community Support Fund and amalgamate the funding with the Community Development Fund**
- 2. Establish a new Youth Scholarship Program**
- 3. Approve the changes to Community Grants Policy as outlined in this report.**

#### **SECONDED Cr Moar**

**The Motion was put and CARRIED**

## **B.18.20 MAJOR EVENTS SUPPORT SCHEME (MESS) REVIEW**

**Responsible Officer:** Director Development and Planning  
**File Number:** S17-01-04  
**Attachments:** 1 Events Listings

### **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 provide Council with background information on the Major Events Support Scheme (MESS) and options for consideration to streamline the application process and assess the true cost of events to the Swan Hill Rural City Council (Council).

Key changes are identified in the table within the report which the report explains in more detail.

### **Discussion**

Council recognises the benefits of both small and large events to the community, tourism and the local economy. Council provides up to \$50,500 (cash) per year in grants to support a variety of events throughout the municipality.

Council's role in supporting events is closely linked with the purpose of the event and its associated economic and social outcomes, as listed below:

- Enhance the quality of life for our communities
- Promote a sense of community identity and pride
- Stimulate economic growth within the community
- Encourage best practice in the development and implementation of events
- Encourage wider community participation in events
- Promote the Swan Hill region as a tourist destination and encourage overnight stays.

In addition to monetary support, Council also provides in-kind and logistical support to a large number of events throughout the year, at no cost to the organiser.

Some of the additional services provided by Council specifically for events include:

- Provision of signage/equipment
- Additional cleaning
- Traffic management plan development and implementation
- Provision of local visitor information
- Staff time
- Promotion of event

- Venue hire
- Advice and support

The cost for additional cleaning and the provision of signage, fencing and equipment, as well as staff time is still being calculated across Council but will be in the tens of thousands, each calendar year. These costs include both events funded by the MESS and various community events which are not supported by the MESS. Associated costs have been compiled to help illustrate Council's financial commitment to events throughout the municipality.

The current MESS policy (updated May 2016) does not acknowledge Council's in-kind support, but identifies two funding streams, *Event Development* and *Event Sponsorship*. Following significant desktop research, it is proposed to combine the two existing streams and include an additional *Logistical Support* category.

It is recommended that Council aim to identify the in-kind event costs through an updated MESS application which will allow Council to budget for anticipated expenses which are likely to occur annually. Including the *Logistical Support* stream as part of the MESS application would allow Council to capture the true cost and benefits of events.

Currently, the MESS is open year-round with applications for funding to be made a minimum of three months prior to a proposed event. It is recommended aligning the MESS with the Community Grants program's timelines, by opening up to all event organisers over a six week period and assessing the events together. It is suggested that a panel would be made up of key Council officers, one or two Councillors and two community/business representatives. The panel would evaluate and assess the events against the criteria and make recommendations for Council approval at a Council meeting. It is considered that this is a far more transparent process.

It is also proposed to encourage all events which currently apply to Council through the Community Support Grants program to be directed to the MESS, to ensure clarity and consistency for all event applicants. Last financial year, there were nine events funded through the Community Grants program, to the value of \$5,400.

Currently, applications to the MESS are assessed with an Event Assessment Matrix which recommends a funding range based on the economic impact of events. It is proposed to remove the matrix assessment tool to assist new events and small/community events to remain competitive for funding. Community events can apply for up to \$500 in sponsorship, minor events can apply for up to \$2,000 and large events can to apply for up to \$5,000.

Applications will be assessed through a weighted evaluation process to guide the panel with allocation of funds and ensure transparency for all events.

The new assessment model would continue to utilise the REMPLAN modeling techniques in conjunction with the following additional criteria:

- Economic Impact/ Number of visitors – day and overnight visitors (30%)

- Social/community benefit to the region (20%)
- Alignment with the region's tourism objectives, ability to positively contribute to the profile of the region, or provide opportunities to engage with or showcase our cultural, arts or leisure elements (20%)
- Events offering innovative elements (10%)
- Showcasing and developing skills of individuals and community groups (10%)
- Ability to grow the event (number of participants or economic impact) (10%)

It has also proposed to rename the Major Events Support Scheme to the Event Support Fund, to remove the perception that Council only supports „Major Events“ and to align with the existing Community Development Fund and Community Support Fund.

Suggested updates to the Event Support Fund application form will assist event applicants by allowing organisers to better describe the social and economic benefits of their event. The form more accurately addresses the criteria required for the panel to make an informed decision and creates a more transparent evaluation process.

Event applicants can use the Event Support Fund application form to apply for Event Sponsorship and/or Logistical Support, as determined by the panel.

*Event Sponsorship* would be offered to:

- Support new events (less than three years old)
- Develop existing events (with evidence to illustrate a new element or activity from previous years)
- Assist events with marketing or operational support to attract greater visitation

*Logistical Support* would have a monetary value and would be offered to assist events with the numerous services provided by Council to event organisers.

Events which have received Council logistical support in the past will be required to apply through the event funding program in order to continue to receive the service for the event. Council will offer support to event organisers through this process via workshops and one-on-one meetings, to ensure that this process is not arduous.

It is recommended that for the first twelve to twenty four months that Council offers some flexibility to community groups and event organisers to ensure they are comfortable with the new process of requesting logistical support and grant funding.

The Grants and Contributions budget also makes allowance for Council to be flexible in supporting one-off event opportunities that arise outside the open Event Support Fund application period.

Recommendation	Reasoning
<ul style="list-style-type: none"> <li>The application be updated to include a <i>Logistical Support</i> stream</li> </ul>	<ul style="list-style-type: none"> <li>Allow departments to budget for anticipated in-kind costs and help Council capture the true cost of events</li> <li>Enable both ratepayers and event organisers understand the contribution of Council to the running of all events</li> </ul>
<ul style="list-style-type: none"> <li>All event applications be accepted over a six week period, to be assessed annually. Opening early May to be assessed in June for notification to applicants in mid July.</li> </ul>	<ul style="list-style-type: none"> <li>Align event funding with existing Community Grants programs</li> <li>Consistent evaluation of all events at once</li> <li>Reduced administration for Council officers</li> <li>Increased transparency in the event funding process</li> <li>Certainty for event organisers early in the financial year</li> </ul>
<ul style="list-style-type: none"> <li>All events - small, medium and large - be directed to the current MESS program</li> </ul>	<ul style="list-style-type: none"> <li>To ensure all events are assessed in a consistent and equitable manner</li> </ul>
<ul style="list-style-type: none"> <li>Application form updates (see Draft Event Support Fund attachment)</li> </ul>	<ul style="list-style-type: none"> <li>More user-friendly for applicants and Council officers</li> <li>To ensure funding is utilised to improve and support events</li> <li>To support a full range of events, including those which would not qualify for funding under existing criteria – New criteria are proposed and detailed later in the report</li> </ul>
<ul style="list-style-type: none"> <li>The Major Events Support Scheme be renamed Event Support Fund</li> </ul>	<ul style="list-style-type: none"> <li>To encourage all event organisers to apply for support and reduce the emphasise on Council only supporting Major events</li> </ul>

Based on the outcome of this report, the MESS policy and procedure will need to be updated to incorporate these changes.

### **Consultation**

Consultation has been undertaken through conversations with other event departments of similar-sized Councils and extensive desktop research of Council event funding programs. Two event organisers have also trialed the draft event application form and provided feedback.

### **Financial Implications**

Council would be required to increase the events budget to adjust to the expected increase in applications, following the redirection of applications from the Community Grants program.

Should Council be supportive of this approach an adjustment to the community grants program will be recommended to support the transition of community events to this stream. Current MESS budget is \$50,500.

### **Social Implications**

The social benefits associated with events include creating a strong community connection, increased participation across various groups and encouraging cross-cultural relationships.

### **Economic Implications**

Council's commitment to events through the provision of logistical and financial support creates increased visitation, overnight stays and spending, resulting in significant economic stimulation in the region.

### **Environmental Implications**

Nil

### **Risk Management Implications**

An awareness and understanding of all events occurring in the region allows Council to ensure event organisers are coordinating safe and well-planned events that reduces the event of risk.

### **Council Plan Strategy Addressed**

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

### **Options**

Nil



## **Recommendations**

### **That Council:**

- 1. Rename the Major Events Support Scheme to Event Support Program.**
- 2. Include a *Logistical Support* stream to the Event Support Program.**
- 3. Amend the Event Support Program to cater for all events organised by community and for profit based organisations.**
- 4. Prepare an amended Policy and Procedure.**

### **33/18 Motion**

#### **MOVED Cr Norton**

### **That Council:**

- 1. Rename the Major Events Support Scheme to Event Support Program.**
- 2. Include a *Logistical Support* stream to the Event Support Program.**
- 3. Amend the Event Support Program to cater for all approved events organised by community and for profit based organisations.**
- 4. Prepare an amended Policy and Procedure.**

#### **SECONDED Cr Moar**

**The Motion was put and CARRIED**

Events						
Date	Event	Location	Council Support	Council Support	Cost	Price
Monthly	Swan Hill Farmers Market	Riverside Park	General maintenance of park		-	
Monthly	Robinvale Community Market	Cair Square	Prepare and install signage and banner each month for year		3 hours	\$ 168.00
January	Australia Day	Riverside Park	Fence & barricading around pond, Mark sprinkler locations, call out items, general assistance. Sprinklers turned off. Clean/pressure wash sound shell. Painting maintenance. Chris' meeting with Robyn at Depot. Put up flags. Use of forklift to load steps. Sound Shell Speakers (incl. Scissor lift)		18 hours	\$ 1,300.00
February	Riverside Triathlon	Riverside Park	General maintenance of park		-	
February	Robinvale Lunar New Year	Robinvale	Council small corrugate signs (10). Sprinklers turned off. Keys for lights, sound shell and park. Road Safety digital messageboard (Betty).		4 hours	\$ 300.00
February	Robinvale Lunar New Year	Robinvale	Toilets extra clean		4 hours	\$ 264.36
February	Robinvale Lunar New Year	Robinvale	Signs and banners erected. Maintenance in Cair Square		10 hours	\$ 720.00
March	Life Explosion Community Day	George Lay Park	General maintenance of park		-	
March	Harmony Day	Riverside Park	Site meeting, sprinklers turned off, clean sound shell		5 hours	\$ 500.00
March	Harmony Day	Riverside Park	Sound Shell Speakers (incl. Scissor lift)		2 hours	\$ 200.00
March long weekend	Sunrise Rotary Produce and Design Market	Spoons Carpark	Crushed rock in car park, loader.		2 hours	\$ 200.00
March long weekend	Swan Hill Food & Wine Festival	Pioneer Settlement	Put up flags		6 hours	\$ 500.00
March long weekend	Swan Hill Food & Wine Festival	Pioneer Settlement	Extra cleans		6 hours	\$ 350.46
March long weekend	Robinvale Ski 80 Race	Robinvale Community Centre	Set up and pack up signs		14 hours	\$ 800.00
March long weekend	Robinvale Ski 80 Race	Robinvale Community Centre	Extra cleans		18 hours	\$ 1,050.00
Easter	Lake Boga Yacht Club Regatta	Lake Boga Foreshore Reserve	General maintenance of park. Prepare signage		2 hours	\$ 100.00
April	Vintage Classic Car club	Riverside Park	Prepare signage		1/2 hour	\$ 50.00
April	Colour Your Run	Riverside Park	Turn off sprinklers. Cleanup		2 hours	\$ 200.00
April	Robinvale Anzac Day	Cair Square	Prepare signage		2 hours	\$ 200.00
April	Swan Hill Anzac	Swan Hill Cathedral	Prepare signage. Flag		4 hours	\$ 400.00
April	Swap Meet 2017	Show Site, Showgrounds	General maintenance of park		-	
May	Red Cross Mini Market	Railway Station Car Park			-	
May	Million Paws Walk	Riverside Park	General maintenance of park		-	
June	June Racing Carnival	Jackey Club	General maintenance		-	
July	Wandarah Street Festival (NAIDOC)	Council Car Park	Traffic Management Plan. Prepare and install signage		7 hours	\$ 560.00
July	Italian Festa	Italian Social Club/Street Parade	Supply and prepare signage. Traffic Management Plan. Open gates and tolls.		3 hours	\$ 300.00
July	Badminton Tournament	Stadium	General maintenance		-	
August	Vietnam Vet's Memorial Service	Swan Hill Cathedral	Prepare signage. Personnel to man site		2 hours	\$ 200.00
August	Robinvale Community Centre	Robinvale Community Centre			-	
August	Malles Almond Blossom Festival	Robinvale Community Centre	Traffic Management Plan. Prepare and install signage		3 hours	\$ 300.00
August	Malles Almond Blossom Festival	Robinvale Community Centre	Extra Cleans		4 hours	\$ 300.00
August	7th Annual Speerwa Rally	Speerwa Hill	Provide Bollards - no charge		-	
September	CMFNL Grand Final	Showgrounds/Alm Garden	Supply and installation of fencing and signage. Traffic Management Plan. Clean grand stand. Street sweeping. Rubbish removal		11 hours	\$ 700.00
October	Swan Hill Show	Showgrounds	Supply and installation of fencing and signage. Repair damaged surface of oval. Additional supplies purchased		16 hours	\$ 3,600.00
September	Campdraft event	SP Butler Reserve	Supply of steps & bollards		1 hour	\$ 50.00
October	Swan Hill Country Music Walkups	Wyah Eng Reserve	Extra clean		2 hours	\$ 120.00
October	Market Day	Campbell Street	Prepare and install signage. Traffic Management Plan		7 hours	\$ 500.00
October	Relay for Life	Riverside Park	Pond fencing		5 hours	\$ 300.00
October	Relay for Life	Riverside Park	Extra clean		2 hours	\$ 120.00
October	Cruise for Awareness	Riverside Park	General maintenance of park		-	
October	Swan Hill Lions Show & Shine	Riverside Park	Traffic Management Plan. Prepare Signage.		1 hour	\$ 100.00
October	Swan Hill Lions Show & Shine	Riverside Park	Extra clean		2 hours	\$ 120.00
October	Swan Hill Junior Basketball	Stadium	General maintenance		-	
October	Lions Centenary Market/Concert	Lake Boga Foreshore Reserve	Extra Clean		2 hours	\$ 120.00
November	Circus Royale	Circus Site	POPE. Site meeting and marking. Irrigation. Site cleanup		4 hours	\$ 400.00
November	Remembrance Day	Swan Hill Cathedral	Prepare and install signage. Remove signage		3 hours	\$ 180.00
November	Mavis Murray Parade	Riverside Park	Extra clean		2 hours	\$ 80.00
November	Sunrise Rotary Produce & Design Market	Spoons Carpark	Crushed rock in car park, loader.		2 hours	\$ 200.00
November	Musoa Stuff End of Year Concert	Riverside Park	Sound Shell Speakers (incl. Scissor lift)		2 hours	\$ 200.00
December	River Rockfest	Riverside Park	POPE. Site meeting and marking. Irrigation. Sprinklers turned off.		1 hour	\$ 100.00
December	River Rockfest	Riverside Park	Sound Shell Speakers (incl. Scissor lift)		2 hours	\$ 200.00
December	River Rockfest	Riverside Park	Extra clean		2 hours	\$ 120.00
December	Central Murray SH Ulysses Toy Run	Riverside Park	General maintenance of park		-	
December	School Concert	Riverside Park	Sound Shell Speakers (incl. Scissor lift)		2 hours	\$ 200.00
December	Community Carols by Candlelight	Riverside Park	Sprinklers turned off		1/2 hour	\$ 50.00
December	Community Carols by Candlelight	Riverside Park	Sound Shell Speakers (incl. Scissor lift)		2 hours	\$ 200.00
December	Community Carols by Candlelight	Riverside Park	Extra clean		2 hours	\$ 120.00
December	Twilight Christmas Market	Riverside Park	Site meeting. Sprinklers turned off. Tree pruning. Provision of bollards.		8 hours	\$ 800.00
December	Twilight Christmas Market	Riverside Park	General maintenance of park		-	
December	Twilight Christmas Market	Riverside Park	Extra clean		2 hours	\$ 120.00
December	Wyah District Christmas Carnival	Wyah West Park	Prepare signage. Install bins. Clean site		4 hours	\$ 240.00
December	New Year's Eve	Riverside Park	Prepare signage.		2 hours	\$ 100.00
December	New Year's Eve	Riverside Park	General maintenance of park		-	
December	New Year's Eve	Riverside Park	Extra clean		2 hours	\$ 120.00
Ongoing	All events		Replacement of lost/stolen/missing signage		2 hours	\$ 120.00
Ongoing	Breastscreen, Bloodbank	Curlew Street Car park	Witches hats over the year		1 hour	\$ 50.00
					Council Event Support	\$ 38,680.76

Riverside Park	Annually for lawns, gardens, irrigation, water and tree maintenance					\$ 38,000.00
Lake Boga Yacht Club	Annually for lawns, gardens and tree maintenance					\$22,000
George Lay Park	Annually for lawns, gardens, irrigation, water and tree maintenance					\$67,000
Show Grounds (Circus Site)	Annually for lawns, gardens, irrigation, water and tree maintenance					\$ 70,000.00
					Annual Park Maintenance Costs	\$ 247,000.00
					<b>TOTAL</b>	<b>\$ 285,680.76</b>

### **B.18.21 SWAN HILL BRIDGE JOINT ADVOCACY GROUP**

**Responsible Officer:** Director Development and Planning  
**File Number:** S32-01-02-01  
**Attachments:** Nil

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

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

#### **Summary**

The development of a new bridge in Swan Hill is one of the highest priorities for Council. The responsibility for the location and development of a new bridge lies with both the NSW and Victorian Governments.

#### **Discussion**

Council at its September 2017 meeting resolved the following:

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.

To enable progression of these resolutions Council met with Murray River Council in February and discussed amongst other things the location and timing of a new bridge linking Swan Hill with Murray Downs. Subsequent to this Meeting Murray River Council has resolved to support Swan Hill Rural City Council in seeking the review of the heritage significance and the investigation of an alternative alignment as proposed by the Bridge Action Committee. Murray River Council has also rescinded its support for option 9A.

It is understood that the Roads and Maritime Services NSW is undertaking a review in line with Councils resolution.

To enable continued advocacy it is important that both Councils continue to work together. Therefore a joint group of Councillors and officers of both Councils is required. The role of this group will be to keep each Council informed of any

independent progress as well as provide the opportunity for a joint approach to any advocacy opportunities.

Recommendation

That Council nominate two Councillors to represent Council on the Swan Hill Bridge Joint Advocacy Group.

**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 partnerships and relationships with key stakeholders and staff.

**Recommendation**

**That Council nominate two Councillors to represent Council on the Swan Hill Bridge Joint Advocacy Group.**

**34/18 Motion**

**MOVED Cr Jeffery**

**That Council nominate Councillors Moar and McPhee to represent Council on the Swan Hill Bridge Joint Advocacy Group.**

**SECONDED Cr Katis**

**The Motion was put and CARRIED**

## **B.18.22 BUSINESS EXPANSION AND RETENTION REPORT 2017**

**Responsible Officer:** Director Development and Planning  
**File Number:** S12-27-09  
**Attachments:** 1 Business Expansion and Retention Report  
2017

### **Declarations of Interest:**

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

### **Summary**

As part of the Economic Development Unit's Business Engagement Program (Program) 50 site visits to local businesses within the municipality were conducted from July to December 2017. The purpose of these visits was to identify local business opportunities, assess their level of confidence and future aspirations and make direct comparisons to similar business visits conducted in 2013.

### **Discussion**

Council recognises the vital role small businesses play in the success of the local economy. The growth and development of these businesses will ultimately increase the region's economic activity and support the new jobs opportunity. As such, the Economic Development Unit has placed significant importance in undertaking an annual business engagement program. These business visits also provide a valuable information sharing exercise, which allows Council staff to forge closer relationships and gain greater understanding of local business environment.

The business visits conducted in 2017 revolved around the engagement of the same businesses surveyed back in 2013. This process allowed Council to make comparisons and identify trends over a four year period. The business visits were structured around 25 questions and were designed to lead discussion. A substantial amount of data was collected, reflecting the diverse views of business owners. The Economic Development team had a strong focus of following up on issues raised during the business visits, resulting in referrals to business support programs and funding bodies.

The Economic Development Unit team members who conducted the site visits indicated from the 2013 to 2017 site visits that in general business confidence and attitude towards Council was vastly improved and as a result there were less issues recorded during the recent site visits.

An analysis of information gathered from the business visits is compiled in the attached Business Expansion and Retention Report 2017. Key highlights from the report included

- The majority of businesses surveyed are independently owned
- Business confidence remains positive, with 76% of business stating their outlook was either „good“ or „very good“, up from 68% in 2013
- Strong employment growth was experience in target cohort, with 48 new jobs created over the five year period
- Staff retention and attraction remains key issues facing business growth and development
- More than half the businesses anticipate expanding operations in the next two years

Issues that raised concern among some businesses included

- The difficulties associated with slow population growth
- Skill staff - retention and attraction issues
- Distance and freight costs

The key issues for further action as a result of the site visits included

- Many businesses do not have a business plan
- Businesses found it difficult to source skilled employees locally
- Business online presence could be improved

These concerns and issues will be addressed as part of the broader strategic objective of „Supporting Existing Business Growth“ and „Industry Development“ which are key initiatives in Council’s Swan Hill Region Economic Development Strategy 2017 – 2022. The Economic Development Unit will continue to conduct regular business visits and provide an annual progress report to Council.

Four initiatives (next steps) as identified in the report are being addressed through the following actions.

1. Promote housing development opportunities in the region
  - a. Consultation with developers to promote residential development opportunities through the South West Precinct Subdivision
  - b. Facilitated a Robinvale Housing Summit and follow up meetings
  - c. Financially supporting the development of a Robinvale Housing Strategy
2. Investigate marketing campaigns to promote employment opportunities and livability factors for the region
  - a. Work with Swan Hill Inc. to develop a local pride campaign featuring local retailers who have indirectly benefit from the tourism growth
  - b. Work with Swan Hill Inc. to develop a campaign to encourage people to move to our region
  - c. Use of social media to create local pride
3. Support the implementation of Connect U program

- a. Supported the cloud based program to supports regional skills development and attraction

4. Community Solar Garden

- a. Supported a pilot program in partnership with the local business community.

### **Consultation**

Given the nature of the site visits, extensive consultation has been conducted with the business community. There was also substantial consultation with government agencies such as AusIndustry, Help for Small Business and Regional Development Victoria regarding their business support programs.

The findings of the BEAR report will be presented to the Swan Hill Inc. Traders committee and Robinvale Euston Traders Association to inform them of the content and actions being undertaken as a result of the survey and report.

### **Financial Implications**

Nil.

### **Social Implications**

Nil.

### **Economic Implications**

- Support business growth and development
- Support employment growth

### **Environmental Implications**

Nil.

### **Risk Management Implications**

Nil

### **Council Plan Strategy Addressed**

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



## **Options**

That Council:

1. Doesn't note the information within the Business Expansion and Retention Report 2017
2. Notes the information within the Business Expansion and Retention Report 2017
3. Supports the implementation of the Economic Development Strategy 2017-2021 which addresses the concerns and issues raised by the business community during the site visits.

## **Recommendations**

That Council:

1. **Notes the information within the Business Expansion and Retention Report 2017.**
2. **Supports the implementation of the Economic Development Strategy 2017-2021 which addresses the concerns and issues raised by the business community during the site visits.**

## **35/18 Motion**

**MOVED Cr Jeffery**

That Council:

1. **Notes the information within the Business Expansion and Retention Report 2017.**
2. **Supports the implementation of the Economic Development Strategy 2017-2021 which addresses the concerns and issues raised by the business community during the site visits.**

**SECONDED Cr Moar**

**The Motion was put and CARRIED**



# Business Expansion and Retention Report 2017



# BUSINESS EXPANSION & RETENTION REPORT 2017

## ACKNOWLEDGEMENTS

Swan Hill Rural City Council wishes to thank those businesses who contributed to this report.

## EXECUTIVE SUMMARY

Replicating the Business Expansion and Retention Survey 2013, the 2017 business visits and associated survey has provided valuable information and insight into the local economy. These include identifying the opportunities and challenges faced by businesses today, gauge business confidence, and provide opportunity for comparisons from 2013 study.

The business visits have also provided Council's Economic Development Unit the opportunity to forge closer relationships with the local business community and assist the delivery of future activities.

Key highlights from the program include that: 76% respondents indicated business confidence was 'very good' to 'good', strong employment growth is expected in the next five years and 47% of the businesses anticipate expanding their operations by 2022.

Issues that raised concerns among some businesses include: the difficulties associated with slow population growth, freight distances and a lack of local industry. The perceived low retail sector market growth, the barriers associated with Council planning procedures and lack of new residential land. Some of the issues for further action coming from the program included: 33% of the businesses do not have a business plan, 63% businesses found it difficult to source skilled employees locally and business on-line presence could be improved. All these findings and issues are discussed further in this report.

The general feedback from businesses surveyed illustrated a higher degree of confidence in the local economy than compared to five years ago, with Council officers being made aware of significant fewer items of concern. Businesses were also more open and engaging compared to previous encounters, reflecting the healthy relationship that has evolved over this period between Economic Development Unit and local business sector.

Possible opportunities for Council to pursue, which were also highlighted in the Swan Hill Region Economic Development Strategy 2017-2022, are housing and industry development.

## INTRODUCTION

One of the over arching aims of the Swan Hill Rural City Council's Economic Development Unit is to provide a local economic environment that assists existing businesses development and encourage new investment opportunities to occur. To support this aim, the Economic Development Unit engaged in extensive business site visits campaign during 2017.

A part of this process was the Business Expansion and Retention Report 2017. This document outlines the process and details the findings from these business visits and associated survey. The report also provides comparisons from the 2013 Business Expansion and Retention study results

### Purpose of the survey

Through the later part of 2017, Swan Hill Rural City Council's Economic Development Unit conducted 50 local business site visits / surveys in Swan Hill, Robinvale, Nyah West and Lake Boga region. The purpose of these visits was to identify opportunities and challenges faced by businesses today, to gauge business confidence, and provide opportunity for comparisons from 2013 study. A direct result of the 2013 survey was the Swan Hill Region Retail Strategy 2013.

This was also an opportunity for business owners to speak candidly to Council officers about the strengths and challenges of operating in Swan Hill Rural City. The business visits program offered confidentiality with all specific business information remaining private and confidential. The visits were structured around 25 questions, which were designed to lead discussion and on average the business visits were one hour in duration. A substantial amount of data was collected, reflecting the diverse views of business owners.

The Economic Development team had a strong focus of following up on issues raised in the business visits, resulting in many referrals to government agencies and funding bodies. With specific Council issues, feedback was provided to relevant Council departments and several issues were resolved ultimately improving customer service.



## ECONOMIC CLIMATE

The Swan Hill region's economy has continued to grow since from 2011 to 2017, with key economic indicators experiencing positive results over this period.

This is evident in the Table 1.1, with population, total output, export, value adding and building permits all experiencing up to 10-15% growth.

**Table 1.1**

### Economic change between 2011 to 2017

- Jobs 8,474 to 9,126. Increase of 652 full time positions.
- Unemployment Rate 5.2% to 4.3%.
- Total Output \$2.14 billion to \$2.30 billion. Increase of \$0.16 billion.
- Population 20,488 to 20,904. Increase of 2 % from 2011.
- Regional Export \$699 million to \$800 million. Increase of \$11 million.
- Value Added \$941 million to \$1.09 billion. Increase of \$148 million.
- Residential Building Permit \$21.8 million to \$26 million. Increase of \$4.2 million.
- Non-Residential Building Permit \$12.7 million to \$18.5 million, 5.8 million.

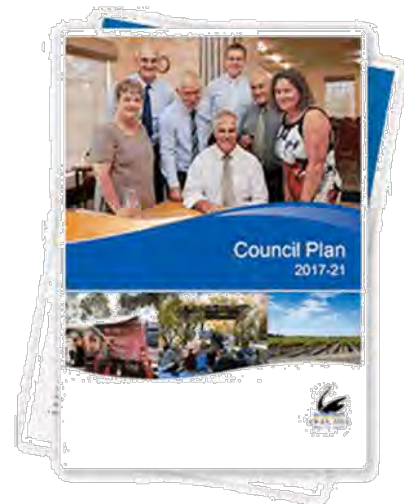


## COUNCIL'S DIRECTIONS AND OBJECTIVES

### Swan Hill Rural City Council 2017-2022

The project supports Council's aim of encouraging new business development and support for business expansion, and is closely aligned to the following strategic objectives:

- Assist existing businesses to expand and increase their efficiency;
- Have a region with an equipped and productive workforce.



### Swan Hill Region Economic Development Strategy 2017-2022



This project is part of the broader strategic objectives of expand on our regions strengths and develop new opportunities and take up the challenge. Actions derived from this report support the following strategic priority focus areas in the Swan Hill Region Economic Development Strategy 2017-2022. These include:

- Supporting Existing Business Growth
- Attract and encourage new business
- Industry Development

## SURVEY RESPONSES

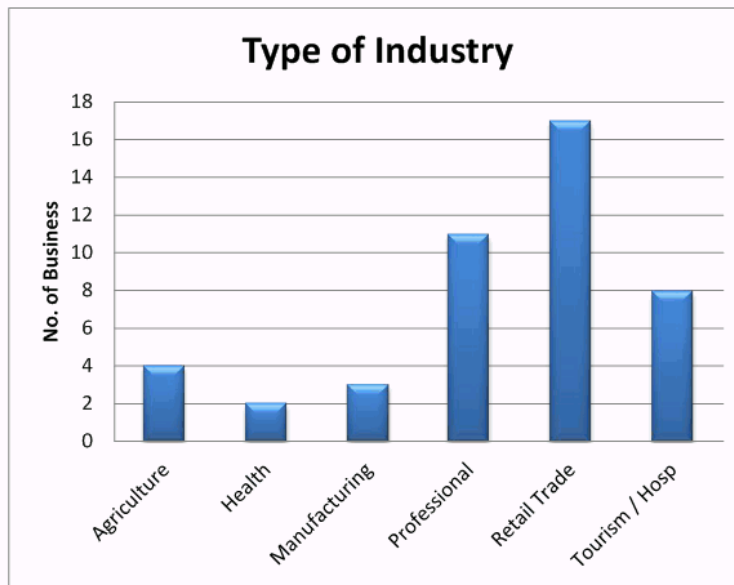
### Local Business Snapshot

*Majority of businesses surveyed are independently owned.*

Local independent operators are highly likely to reinvest locally and be involved in local communities. Independent operators also operate without the support of a larger parent company and can be under more financial stress and experience greater workloads.

Independently owned businesses are also more likely to focus on the local market. This is why the limited population growth is felt so severely.

The type of industry surveyed ranged from 'agricultural' (4%) and 'manufacturing' (3%) to 'retail and tourism' (17%) and 'hospitality' (8%).



### *Well established businesses – All 10+ years*

The region has a stable business environment. All businesses surveyed indicated their business entity had been around for more than 10 years, with 10 having new owners / lessees. The longevity of these businesses may reflect local support and strength in the way they deliver their services. It must be noted that the project was revisiting those businesses from four years ago, hence there is greater chance of businesses being well established compared to a random sample.

### *33 % of businesses do not have a current Business Plan*

Not only did these businesses not have a business plan, but many stated that they did not see the value in having a plan. These results were similar to 2013 survey, where 36% did not have a business plan.

### *Businesses closures – 4 businesses*

Of the original 50 businesses interviewed in 2013, four businesses have ceased operation. This attrition rate is relatively low, and reflects a stable business environment.

**Change of ownership – 10 businesses**

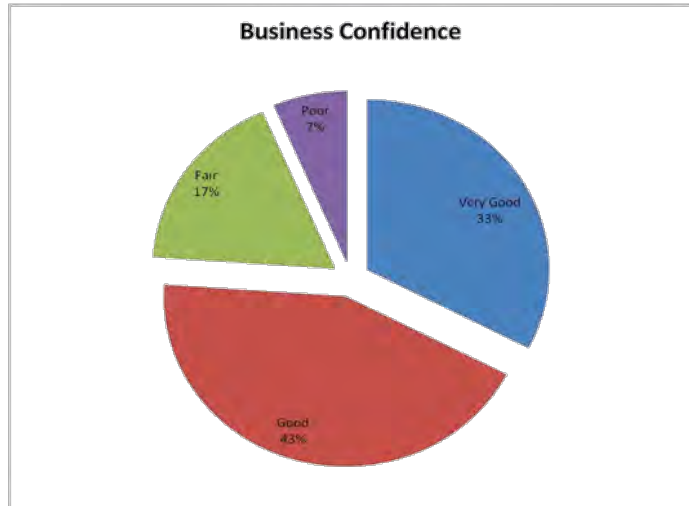
Ten of the businesses had changed ownership in the last four years, illustrating the confidence within the region is for new investment in business opportunities.

**Business Outlook**

76% of business owners or managers stated that their outlook was either 'good' or 'very good', while only a small percentage of 7% indicate a 'poor' outlook for the next five years. These results illustrate a slight increase in confidence and optimism for the local economy, when comparing the result to the 2013 survey (68%).

Business confidence is an important indicator of the region's economic performance. It is a measurement of what businesses think is going to happen in the future.

It was noted during the interviews, there was a more positive feeling and outlook from businesses, on their current and future prosperity, than compared to business visits conducted in 2013.



**Almost half of the businesses plan to expand their operations in the next two years.**



47% of business owners interviewed indicated that they were looking to expand their business operations over the next five years. This is slightly down on 2013 results of 62%, which may indicate these businesses are currently satisfied with their current operational levels or have not got the capacity and resources to expand further.

Of the businesses that indicated to expand their operations, 54 % are planning to introduce new product and/or service, and a further 13% plan to update and/or find new premises. While 13% also indicated they intend to increase employee levels.



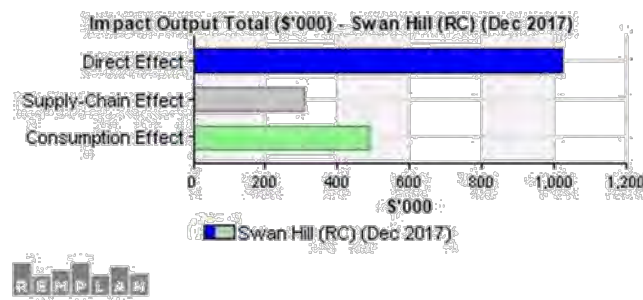
## Employment

*Employment growth is expected in the next five years.*

The businesses surveyed have a total number of 740 EFT employees. This was an increase of 46 EFT from survey results conducted in 2013. While the 2013 survey indicated potential job creation of approximately 80 positions over this period, these results are fairly consistent, when taking in consideration four businesses closed during this period, at a loss of over 10 EFT.

Using economic modeling over the 5 year period, the annual direct impact of 46 new fulltime positions for the Swan Hill region is:

- An additional direct injection of \$1.02 million into local economy each year;
- Support additional 3 employment positions.



This economic modeling indicated the importance of job creation for the regional economy.

From the 2017 survey, it is expected the number of EFT staff will continue to increase by almost 12% (88) over the next five years, with majority of this growth expected in the Health and Agriculture sectors.

*37% of business stated difficulty in retaining employees.*

The region has a fairly stable and committed workforce. However, businesses are finding it more and more of a challenge to retain skilled workers for extend periods of time, due to the changing workforce practices. These concerns are illustrated with this issue rising by 10% since 2013.

*63 % of businesses stated that they found it difficult to source certain skills locally*

This supports the findings of the Swan Hill Region Workforce Development Strategy and is an ongoing issue for regional places in Australia.

To ensure the region is able to capitalise on possible future economic growth, a clearer understanding is required to determine what the key attraction issues are for the region and what are the current barriers / issues that prevent people relocating to the Swan Hill region.

## SWOT

### *The strengths of owning and operating in Swan Hill region included;*

- *Customer loyalty*
- *Lifestyle*
- *Diverse agriculture*
- *Distance from competitors*

32% survey respondents indicated 'customer loyalty' as the region's biggest strength. Loyal customers create repeat business increasing revenue and profitability. There is also a cost associated with acquiring new customers so maintaining customer loyalty reduces the cost of doing business.

'Lifestyle' was also well represented, with 17% of businesses stating this as one of the key strengths for the region. Work life balance is important for business owners, and the region offers many advantages such as reduced travel time to and from work.

Swan Hill region's 'diverse agricultural' base was also a strength (13%), particularly for directly related service industries.

Swan Hill location and 'distance from competitors' was also highlighted as a distinct advantage, with 13% positive response. However, with the ongoing advances in technology, in particular internet, this is rate has decreased from 2013 survey 25%.

### *The weaknesses of operating a business in Swan Hill region include;*

- *Slow Population Growth*
- *Distance & Freight costs*
- *Skill staff and online presence*

The region's population is still the major concern (as it was in the 2013 survey) with 24% businesses indicating this as the major weakness of operating a business in Swan Hill region.

'Freight costs' are a concern for both importing and exporting items to and from the region. 'Access skilled staff' and the threat of 'online competition' were also seen as a weakness.

### *The most popular key opportunities for the Swan Hill region were;*

- *Housing development*
- *Horticultural / Agricultural development*
- *Tourism development*

With a 15% respondent rate, the need to provide more diverse housing land / estate was identified as the most as the biggest opportunity for the region. The development of the South West Precinct in Swan Hill and new housing estate at Lake Boga are expected to support this opportunity. Further investigation needs to be undertaken to support the creation of housing developments in the Robinvale region.

'Tourism development', in particular within the Riverfront Precinct, has been identified in the Economic Development Strategy 2017-2021 as a key opportunity in attracting new business investment.

## Energy Consumption

**61% of businesses have considered ways to reduce their energy consumption.**

This is consistent with 2013 business survey results and reflects the ongoing issues business face today, in a bid to combat the significant increase in energy prices. A number of businesses indicated they were limited to what they can do, in terms of reducing their power consumption. This is particularly evident in one business that wants to have solar panels installed on the premises, but was unable to do so due to their current business arrangement (lessees).

Further developments, such as the potential Swan Hill Solar Garden, could be options to resolve this issue.



## NEXT STEP

Within the survey, there are a number of current themes and or issues that are consistent with recent Council strategic documents, including Council's Plan 2017-2021 and Swan Hill Region Economic Development Strategy 2017-2022 (SHREDS) . These include:

- **Lack of population growth;**
- **Lack of housing development;**
- **Employment issues– attraction and retention;**
- **Energy consumption.**

The SHREDS provides a strategic direction for economic growth for the Swan Hill region over the next five years, with a focus on expanding the regions strengths, development new opportunities and take up the challenge. The strategic initiatives outlaid in this strategy that correlate with the findings of this report include enhancing the regions image as a location to live, work and invest, advocate for the alignment of local education, training and service providers with the needs of local businesses and industry sectors and improved housing accessibility.

As such, Council's Economic Development Unit will pursue the following actions over the next 12 months

- 1. Promote housing development opportunities in the region**
  - a. Consultation with developers to promote residential development opportunities through the South West Precinct Subdivision
  - b. Facilitated a Robinvale Housing Summit and follow up meetings
  - c. Financially supporting the development of a Robinvale Housing Strategy
- 2. Investigate marketing campaigns to promote employment opportunities and livability factors for the region**
  - a. Work with Swan Hill Inc. to develop a local pride campaign featuring local retailers who have indirectly benefit from the tourism growth
  - b. Work with Swan Hill Inc. to develop a campaign to encourage people to move to our region
  - c. Use of social media to create local pride
- 3. Support the implementation of Connect U program**
  - a. Supported the cloud based program to supports regional skills development and attraction
- 4. Community Solar Garden**
  - a. Supported a pilot program in partnership with the local business community.

## CONCLUSION

Key findings from the BEAR report supports Council's commitment to the local economy over the past 10 years with positive results in key indicator such as high business confidence levels and growth in employment. The business visits also provided Council's Economic Development staff with the opportunity to reiterate and strengthen their relationships with the business community.

The earmarked action listed within this report supports Council's strategic direction and new strategy documents, with a focus on population, housing and employment growth.

## **B.18.23 FOOTPATHS IN ROAD RESERVES AND PARKS POLICY**

<b>Responsible Officer:</b>	Director Infrastructure
<b>File Number:</b>	S32-28-02
<b>Attachments:</b>	1 Footpath Comparison Table 2 Footpath in Road Reserves and Parks Policy

### **Declarations of Interest:**

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

### **Summary**

This report seeks a Council resolution to retire the Council Policy called *Footpaths in Road Reserves and Parks* (Footpath Policy) and instead use the Infrastructure Design Manual (IDM) which was adopted by Council in 2013 as the only document for footpath standards.

### **Discussion**

The *Footpaths in Road Reserves and Parks* policy is due for review. This report discusses options for the review of the policy.

The IDM was adopted by Council in April 2013 and has since been used as the standard for the construction of footpaths and other infrastructure by both Council and developers for most developments within the municipality. The IDM covers all of the subject matter contained in the Footpath Policy as well as setting standards for most other types of Council infrastructure.

There are, however, some differences between the IDM and the Footpath Policy which leads to inconsistent application of footpath construction standards because the 2 contradictory policies both exist side by side. The IDM generally adopts a higher standard than the Footpath Policy both in terms of engineering and community amenity. The differences between Council's 2001 Footpath policy and the IDM are summarised in the attachment.

Using only the IDM to define Council's standards would ensure that standards are applied consistently and equally between different developers and between Council works and private works.

The IDM has been adopted by, and is regularly reviewed by, 41 Councils (mainly regional or rural) throughout Victoria and is therefore easily defended at VCAT or court should it be questioned at any time.

Council officers therefore propose that Council's Footpath Policy be abandoned and that only the IDM be used to set Council's standards for footpath construction in the future.

## **Consultation**

No formal consultation has been carried out but anecdotally local developers have criticised Council for having 2 policies and have accused Council of applying the more lenient policy to Council works and the more strict policy to developer's works. Consultants employed by local developers have readily accepted the standards set out in the IDM as it is the standard they are familiar with from other municipalities.

## **Financial Implications**

There are no immediate financial implications as all new developments requiring footpaths are funded by the developer, however ongoing maintenance will be at council's expense and if Council decides to retrospectively apply the IDM standards to existing development then capital expenditure in the millions of dollars could be required. As far as Council officers are aware, no other councils have applied the IDM in retrospect.

## **Social Implications**

Compliance with the IDM will produce a higher standard of amenity to the community than the Council Footpath policy.

## **Economic Implications**

Most developers already comply with the requirements of the IDM so adopting it as the only standard for works in this municipality will make little or no difference to development costs. There will be some increases in costs for the Tower Hill Subdivision if Council elects to retrospectively apply IDM standards to this subdivision.

## **Environmental Implications**

The IDM sets standards for the environmental management of construction sites which will improve environmental outcomes.

## **Risk Management Implications**

Council's Footpath Policy may not be fully compliant with the Disability Discrimination Act (DDA) while the IDM takes a conservative approach and is more likely to be compliant and represents a reduction in risk to Council.

## **Council Plan Strategy Addressed**

***Infrastructure*** - Infrastructure that appropriately services community needs.

## Options

1. Do nothing and continue to use both Council's Footpath Policy and the IDM. This will perpetuate the situation of uncertainty about which standard applies in particular circumstances and leaves Council open to criticism for having double standards. (Not recommended).
2. Update and rewrite the Footpath policy so that it overrides the IDM – The IDM is used by Council to set standards for many other types of infrastructure such as roads and drainage so the Policy would have to specify in detail which parts of the IDM it overrode. This would be awkward to administer. The Footpath Policy may not be compliant with the DDA. To update it to reduce the risk to Council of noncompliance would make it essentially the same as the IDM. (Not recommended).
3. Abandon the Footpath Policy and rely solely on the IDM to set Council's standards of footpath construction – this is the most expensive option as the IDM standard is higher than the Footpath Policy and will cost developers and Council more to implement, but reduces the risk to Council of non-compliance with the DDA. Council could apply to the IDM committee for cost reducing amendments at a later date. This is recommended as an interim solution until the risk to Council of modifying the IDM can be properly evaluated.

## Recommendations

### That Council:

1. **Abandon the Council policy titled *Footpaths in Road Reserves and Parks* and instead refer only to the Infrastructure Design Manual to define Council standards for footpath construction.**
2. **Officers' conduct a thorough investigation into the risk to Council of modifying the IDM to reduce the cost of the provision of footpaths and provide further recommendations to Council, if any departures from the IDM are proposed.**

**36/18 Motion**

**MOVED Cr Norton**

**That Council:**

- 1. Abandon the Council policy titled *Footpaths in Road Reserves and Parks* and instead refer only to the Infrastructure Design Manual to define Council standards for footpath construction.**
- 2. Officers' conduct a thorough investigation into the risk to Council of modifying the IDM to reduce the cost of the provision of footpaths and provide further recommendations to Council, if any departures from the IDM are proposed.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

The Mayor stated that in the next report B15.25 INTERSTATE AND OVERSEAS TRAVEL that Councillor Johnson was also interested in attending the conference in Canberra. If Council was agreeable the Mayor would not go and instead send the Deputy Mayor, Cr Young and Cr Johnson.

The Mayor, Councillor McPhee vacated the Chair and along with Cr Johnson and Cr Young left the meeting at 5:17 PM due to their conflict of interest in the next report.

Due to the Mayor and Deputy mayor both having a conflict of interest there was an election for the Chair. Cr Katis nominated Cr Norton to be the Chair to which Cr Norton accepted.

**37/18 Motion**

**MOVED Cr Moar**

**That Councillor Norton be elected as the Chair at 5.17pm.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**



FOOTPATH POLICY COMPARISON TABLE			Comments
Council Policy adopted 2001	IDM Version 5.01 Jan 2017		
This policy provides clear guidelines as to the type and standard of footpaths to be constructed and maintained in streets and parks throughout the Swan Hill Municipality.	To clearly document Council's requirements for the design and development of Infrastructure that is or will become Council's Infrastructure.		Same
This policy applies to the construction of all new footpaths and the reconstruction of existing paths within the municipality.	To ensure that minimum design criteria are met in regard to the design and construction of Infrastructure within the municipalities regardless of whether it is constructed by Council or a Developer.		Same
	When there is a conflict with Standard Drawings or other Council policies, the Manual will take precedence where the matter relates to Infrastructure standards.		
The standard width of footpath shall be 1.2m for most applications, and 2.0m or greater may be adopted in high pedestrian areas or shared bicycle paths.	The minimum footpath width should be 1.5m in residential areas and 2.0m in commercial areas.		In recent years Council and developers have been constructing footpaths and shared paths to IDM standards.
	Shared paths should be designed and constructed in accordance with the Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths, 2010 and any VicRoads supplement to those guidelines, and be at least 2.5m wide.		
Concrete footpaths shall be constructed using a minimum 75mm thick, 28 32 mpa concrete with F82 mesh centrally located.	Footpaths of 75mm thickness are acceptable only in well-established areas where the risk of site construction damage is negligible. On greenfield sites, or where there is significant scope for further development, the depth of the footpath should be 125mm throughout.		75mm thick footpaths are often cracked and broken by construction traffic in the first year of their life
All footpaths shall comply (where practicable) with AS1428.1 "Design for Access and Mobility". If compliance with AS1428.1 is not practical due to land slope, tree location etc, then the footpath should comply with AS1657 "Fixed Platforms, Walkways, Stairways and Ladders".	Council requires that footpaths are required for all frontages, (ie both sides of street) including fully around court to be in accordance with the principles of the Disability Discrimination Act 1992.		AS1428 is about access to buildings but provides standards for footpath details such as grades and crossfall. There is no Australian Standard that gives guidance in regard to where footpath should be provided within road reserves. Instead Councils have to rely on an interpretation of the DDA itself.
Residential courts Serving less than 20 dwellings.	No footpath required.	Residential court bowl	"
Residential Collectors	If traffic counts exceed 1000 vpd, footpath provided on both sides.	Collector	"
Other residential streets	Footpath on one side only, preferably on same side as powerlines.	Access street	"
Industrial Zones	No footpath required.	Industrial Streets	"
Commercial Zones	Provide footpath on both sides	Commercial street	"

Date Adopted	June 2001
Date Reviewed	August 2014
To be Reviewed	August 2016

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



**POLICY TITLE** FOOTPATHS IN ROAD RESERVES AND PARKS

**POLICY NUMBER** POL/INFRA506

### **PURPOSE**

This policy provides clear guidelines as to the type and standard of footpaths to be constructed and maintained in streets and parks throughout the Swan Hill Municipality.

### **SCOPE**

This policy applies to the construction of all new footpaths and the reconstruction of existing paths within the municipality.

### **POLICY**

All footpaths shall comply (where practicable) with AS1428.1 "Design for Access and Mobility". If compliance with AS1428.1 is not practical due to land slope, tree location etc, then the footpath should comply with AS1657 "Fixed Platforms, Walkways, Stairways and Ladders".

The standard width of footpath shall be 1.2m for most applications, and 2.0m or greater may be adopted in high pedestrian areas or shared bicycle paths. Council may further incorporate a kerb to property line construction. This shall only be adopted where pedestrian traffic makes it too difficult to maintain a grass nature strip e.g. commercial areas.

### **RELATED POLICIES/DOCUMENTS**

Special Rates and Charges Policy – POL/INFRA507  
Council's Infrastructure Design Manual  
Footpath Asset Management Plan

### **RELATED LEGISLATION**

Road Management Act 2004  
Victorian Charter of Human Rights and Responsibilities Act 2006

**Signed:** Les McPhee

**Mayor**

**Date:** 05/11/2014

Date Adopted	June 2001
Date Reviewed	August 2014
To be Reviewed	August 2016

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



**PROCEDURE TITLE** FOOTPATHS IN ROAD RESERVES AND PARKS

**PROCEDURE NUMBER** PRO/INFRA506P

**ENABLING POLICY/DIRECTIVE**

FOOTPATHS IN ROAD RESERVES AND PARKS – POL/INFRA506

**ENABLING LEGISLATION**

Road Management Act 2004

Victorian Charter of Human Rights and Responsibilities Act 2006

**PURPOSE**

The purpose of this procedure is to provide clear guidelines as to the type and standard of footpaths to be constructed and maintained in streets and parks throughout the Swan Hill municipality.

**SCOPE**

This procedure applies to the construction of all new footpaths within the municipality, as well as required or budgeted footpath reconstruction works.

**PROCEDURE**

### 1. Footpath Types

The following surface types may be utilised for the footpaths.

Surface Type	Where Used
Concrete cast in-situ (reinforced)	This is the standard type of footpath to be used in most situations.
Asphalt Concrete (AC)	Where higher soil movements are apparent and has general public acceptance.
Unsealed crushed rock	Parks and reserves where a more natural appearance is desirable. Footpaths where tree roots will continue causing a possible liability for Council.
Segmented	Brick paving; may include concrete slabs used as landscaping feature for use in CBD and/or commercial areas.

Date Adopted	June 2001
Date Reviewed	August 2014
To be Reviewed	August 2016

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



## 2. Footpath Widths

The following widths of footpath shall apply.

Width	Applications
1.2	Standard for most areas (commencing 0.3m from property boundary)
1.5	Includes the construction of the standard footpath as for the 1.2m format, however the 0.3m to fence line may be required to be constructed.
2.0	For high pedestrian traffic areas, or shared bicycle paths.
Kerbs to property boundary	Where pedestrian traffic makes it too difficult to maintain a grass nature strip e.g. CBD.

## 3. Footpath Locations

The location of footpaths shall be as follows.

Location Type	Footpath Requirements
Residential courts Serving less than 20 dwellings.	No footpath required.
Residential Collectors	If traffic counts exceed 1000 vpd, footpath provided on both sides.
Other residential streets	Footpath on one side only, preferably on same side as powerlines.
Industrial Zones	No footpath required.
Commercial Zones	Provide footpath on both sides
High pedestrian traffic areas	Provide footpath on both sides e.g. schools, sporting facilities, local shops.
Parks and Reserves	As required
Low Density Residential Zoning	No footpath required.

## 4. Construction Standards

Where possible, the footpath shall comply with AS1428.1 "Design For Access and Mobility". If compliance with AS1428.1 is not practical due to slope of the land or other reason, then the footpath should comply with AS1657 "Fixed Platforms, Walkways Stairways and Ladders".

Crossfall  
 - max 1:40 (2.5%)  
 - min 1:60 (1.67%)

Longitudinal Slope  
 - desirable maximum 1:33 (3%)  
 - steeper grades may be used for short lengths (see AS 1428.1)  
 - absolute maximum 1:8 (12.5%) (without assistance)  
 For grades steeper than 1:8, steps or ramp with handrail is required.

Date Adopted	June 2001
Date Reviewed	August 2014
To be Reviewed	August 2016



Concrete footpaths shall be constructed using a minimum 75mm thick, 28-32 mpa concrete with F82 mesh centrally located. The reinforcing mesh shall have a clearance to any construction joint not less than 25mm or greater than 40mm.

Kerb ramps shall be provided everywhere a footpath crosses a kerb, in accordance with AS 1428.1.

Council will aim to remove slab footpaths from residential areas.

Tactile surfacing for the visually impaired is to be installed at selected locations. A plan of these proposed routes shall be developed and maintained by Council's Engineering Services Department. Wherever a crossing is replaced, it shall be upgraded to tactile standard, as per AS 1428.1.

Footpath levels should not be altered for a new building, and a standard permit condition placed on permits, or as approved by Council's Engineering Services Department.

**5. Maintenance Standards**

Regular inspections (annually) shall be carried out on all constructed footpaths so as to locate tripping hazards and overhanging vegetation.

A footpath maintenance program shall be established following this inspection. Routine maintenance will then be carried out by, or co-ordinated by, Council's Engineering Works Department. A footpath replacement program shall also be established and maintained by Council's Engineering Department. This program lists all works involving sections of footpath too large or too badly damaged to repair under routine maintenance. This may involve the grinding of footpath lips.

Signed: Dean Miller CEO Date: 02/12/2014

## **B.18.24 INTERSTATE AND OVERSEAS TRAVEL**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S16-04-05  
**Attachments:** Nil

**Declarations of Interest:** Officer

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

### **Summary**

This report proposes that Council be represented at the ALGA Conference in Canberra by the Mayor, Councillor Les McPhee and Councillor Ann Young.

### **Discussion**

The annual ALGA Conference in Canberra is the only opportunity that Local Government has to bring all Mayors; CEO"s and key decision makers together at the one event.

At previous events Swan Hill Rural City Council has taken the opportunity to meet with Federal Ministers and Shadow Ministers to communicate the major projects and issues that are affecting the people of the municipality. Joint advocacy meetings with the Murray River Group of Councils have been extremely effective on topics such as the Basin Plan.

It is suggested that Council send Councillors McPhee and Young as its delegation to ensure that maximum benefit can be gained from the 3 days.

This delegation of the Mayor and another Councillor will provide for effective representation of Swan Hill Rural City Council at the conference.

### **Financial Implications**

Accommodation and travel costs are associated with attending this conference.

### **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 can choose to change the number of representatives attending the conference.

### **Recommendations**

**That Council:**

- 1. Authorise the travel of the Mayor – Cr Les McPhee and Cr Ann Young to represent Council at the ALGA Conference in Canberra from 17 June 2016 to 20 June 2016.**
- 2. Request all participants to submit reports to Council upon return from the conference.**

### **38/18 Motion**

**MOVED Cr Jeffery**

**That Council:**

- 1. Authorise the travel of the Cr Lea Johnson and Deputy Mayor Cr Ann Young to represent Council at the ALGA Conference in Canberra from 17 June 2016 to 20 June 2016.**
- 2. Request all participants to submit reports to Council upon return from the conference.**
- 3. Cr Young be the delegate to vote at the meeting.**

**SECONDED Cr Katis**

**The Motion was put and CARRIED**

Councillor McPhee, Johnson and Young returned to the meeting at 5:20 PM and were informed of the decision. Cr Norton vacated the Chair and the Mayor reassumed the Chair.

## **B.18.25 CEO PERFORMANCE REVIEW COMMITTEE**

**Responsible Officer:** Mayor, Councillor  
**File Number:** PER-EMP-11152  
**Attachments:** Nil

### **Declarations of Interest:**

Mayor, Cr Les McPhee - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

In accordance with the Contract of Employment and Council's adopted procedure, a formal review of his performance must be undertaken annually by a Committee of Council comprising the current Mayor, and at least two other Councillors.

The Council Performance Review Committee, currently comprises of the Mayor (Cr. McPhee), Cr. Norton and Cr. Johnson. Cr Norton will be unable to participate in this years review and it is suggested that Council nominate another Councillor to the Council Performance Review Committee.

### **Council Plan Strategy Addressed**

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

### **Recommendation**

**That Council nominate Cr Jeffery to replace Cr Norton on the Council Performance Review Committee.**

### **39/18 Motion**

#### **MOVED Cr Katis**

**That Council nominate Cr Jeffery to replace Cr Norton on the Council Performance Review Committee.**

#### **SECONDED Cr Johnson**

**The Motion was put and CARRIED**



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

### **C.18.5 SIGN & SEAL REPORT**

**Responsible Officer:** Chief Executive Officer

**Attachments:** Nil.

**Declarations of Interest:**

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

**Summary**

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

**Discussion**

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

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

**Consultation**

Not applicable

**Financial Implications**

Not applicable

**Social Implications**

Not applicable

**Economic Implications**

Not applicable

**Environmental Implications**

Not applicable

**Risk Management Implications**

Not applicable

**DECISIONS WHICH NEED ACTION/RATIFICATION**

17 April 2018

**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
878	Sub Lease of Café at Catalina Museum	Between Swan Hill Rural City Council and Lions Club of Lake Boga Inc (the tenant) and Rebecca Hart (the sub tenant_ Catalina Museum Café and Decking Area.	20-03-18
879	Section 173 Agreement – Wemen Solar Farm – Private assets in Council’s Road Reserve – Booths Road, Wemen.	Between Swan Hill Rural City Council and the owners (K.F.Mitchell, P.D.Mitchell, N.J.Mitchell and L.A.Mitchell) and Wemen Asset Co Pty Ltd.	20-03-18

**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.**

**40/18 Motion**

**MOVED Cr Norton**

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

**SECONDED Cr Katis**

**The Motion was put and CARRIED**

## **C.18.6 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.

**DECISIONS WHICH NEED ACTION/RATIFICATION**

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17 April 2018

**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.**

**41/18 Motion**

**MOVED Cr Katis**

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

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**

**20 March 2018 at 6.30pm (after the Council Meeting), Swan Hill Town Hall, Council Chambers**

**AGENDA ITEMS**

- Request from Australian Independent Retirees (New Hospital for Swan Hill)
- ALGA conference in Canberra 17 June - 20 June 2018

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Cr Chris Jeffery

**OFFICERS**

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Bruce Myers, Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Sharon Lindsay, Executive Assistant

Other

- Nil

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
27 March 2018 at 9am, Bus Tour**

**AGENDA ITEMS**

- Boundary Bend Progress Association Group Tour
- Manangatang Improvement Group tour

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Cr Ann Young

**OFFICERS**

- John McLinden, Chief Executive Officer
- Bruce Myers, Director Community & Cultural Services
- Helen Morris, Acting Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Felicity O'Rourke, Community Planning Officer

Other

- Wendy Boram
- Freule Jones

**CONFLICT OF INTEREST**

- Nil

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

**AGENDA ITEMS**

- Councillor Only Session
- Occupational Health and Safety Policy
- Footpaths in Road Reserves & Parks Policy Report
- Annual Murray Regional Tourism Presentation
- Wirsol
- MESS Review
- New Year Eve

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Cr Ann Young
- Cr Gary Norton

**OFFICERS**

- Heather Green, Acting Chief Executive Officer/ Director Development and Planning
- Helen Morris, Acting Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Stefan Louw, Development Manager
- Meagan Monk, Community Recreation & Grants Officer
- Fiona Gormann, Community Development and Riverfront Coordinator
- Nathan Keighran, Economic Development & Tourism Project Officer
- Roger Lambert, Senior Design Engineer

Other

- Nil

**CONFLICT OF INTEREST**

- Nil

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

**AGENDA ITEMS**

- Councillor Only Session "CEO Review"
- Creative Strategy (Consultants)
- Land Acquisition
- KSI's 3rd Quarter
- Business Expansion and Retention Report 2017
- Proposed Rate Recovery Sales 2018-19
- North West Municipalities Association future position

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Nil

**OFFICERS**

- Bruce Myers, Acting Chief Executive Officer/ Director Community & Cultural Services
- Heather Green, Director Development and Planning
- David Lenton, Director Corporate Services
- Helen Morris, Organisational Development Manager
- Camille Cullinan, Manager Cultural Development & Libraries
- Nathan Keighran, Economic Development & Tourism Project Officer
- Muriel Scholz, Senior Economic Development Officer
- Tony Heffer, Customer Service & Revenue Co-ordinator
- Ian Tully, Gallery Director
- Yvette Myhill, Town Hall Director

Other

- Merryn Tinkler, Consultant (item 2)
- Bryce Ives, Consultant (item 2)

**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**

**Cr Ann Young**

Horizon 360 Conference - Moama  
Rural Councils Victoria

**Cr Lea Johnson**

Harmony Day  
Visit to Boundary Bend and Manangatang  
Residents and Ratepayers Association meeting  
Rural Councils Victoria  
Audit Committee meeting

**Cr Gary Norton**

MAV Board Meeting (23-2-18)  
MAV Board Meeting (6-4-18)  
Mr Jack Larkins Funeral Service (Former Councillor)  
Nyah District Action Group  
Rural Councils Victoria

**Cr Bill Moar**

Woorinen District Progress Association Meeting

**Cr Chris Jeffery**

Town Hall Performing Arts Season Launch  
Alan Garden Committee Meeting  
Swan Hill Indoor and Recreational Centre  
Lake Boga Inc Meeting  
Swan Hill Inc Meeting  
Swan Hill 4WD Club Meeting  
Rural Councils Victoria  
Alan Garden Committee Meeting  
Spoke as a Guest to 2018 Loddon Murray Community Leadership Program  
Swan Hill Speedway Meeting  
Council Asset Naming Committee

**Cr John Katis**

Robinvale Housing Summit (second meeting)  
ABC television "Housing and Accommodation Program"  
Julius Colman (Founder of Coleman Foundation) talk on Community Issues  
Football Match with "ABC program"  
Visit to Boundary Bend and Manangatang  
Community Solar Information Night

**Cr Les Mcphee**

Citizenship ceremony  
Housing Summit in Robinvale  
Robinvale Business Mixer  
Harmony Day Riverside Park  
Meeting re: Community Advocacy campaign for Hospital  
Yamagata Civic Farwell  
3SH Radio Interview  
Visit to Boundary Bend and Manangatang  
Mayor/CEO meeting  
Win TV interview re: scanning of sheep at Saleyards  
Mr Ken Young's Funeral  
Opening Women's Regional sides championship at Murray Downs  
Mayor/CEO meeting  
Men's Health night at Town Hall  
Meeting with Acting Deputy Prime Minister Michael McCormack in Mildura

**42/18 Motion**

**MOVED Cr Norton**

**That standing orders be suspended at 5.28pm for a short break.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

**43/18 Motion**

**MOVED Cr Jeffery**

**That Standing Orders be resumed at 5.32pm.**

**SECONDED Cr Norton**

**The Motion was put and CARRIED**

**SECTION G – IN CAMERA ITEMS**

**44/18 Motion**

**MOVED Cr Norton**

**That Council close the meeting to the public on the grounds that the following report(s) include personal and contractual matters at 5.32pm.**

**SECONDED Cr Katis**

**The Motion was put and CARRIED**

- B.18.26 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.18.27 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.18.28 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.18.29 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**

**45/18 Motion**

**MOVED Cr Norton**

**That Council move out of Camera at 6.11pm.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

**SECTION H – DECISIONS MADE IN CAMERA**

**B.18.26 PROPOSED RATE RECOVERY SALES – 2018-2019 YEAR**

**46/18 Motion**

**MOVED Cr Katis**

**That Council Under Section 181 of the Local Government Act 1989, sell the land as listed in Attachment No.1 “Proposed Rate Recovery Sales Listing – 2018/2019”, or cause the land to be transferred to itself, for an amount equal to or more than the estimated value of the land as set out in a written valuation of the land that is not more than 6 months prior to the date of the sale or transfer.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

**B.18.27 PROPERTY PURCHASE SWAN HILL**

**47/18 Motion**

**MOVED Cr Katis**

**That Council authorise the CEO to negotiate and purchase the property at the agreed value.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

**B.18.28 SWAN HILL RIVERFRONT COMMERCIAL DEVELOPMENT  
STRATEGY 2017 AND SWAN HILL GRAINCORP SITE BUSINESS CASE**

**48/18 Motion**

**MOVED Cr Norton**

**That Council give in principle agreement to use the Swan Hill Riverfront Commercial Strategy and GrainCorp Site Business Case for the purposes of providing the opportunities and providing business cases for grant applications.**

**SECONDED Cr Johnson**

**The Motion was put and CARRIED**

**B.18.29 MURRAY RIVER INTERPRETIVE CENTRE FEASIBILITY 2017**

**49/18 Motion**

**MOVED Cr Norton**

**That Council:**

- 1. In principle agreement for the Murray River Interpretive Centre Feasibility Study (in-camera) for the purposes of, providing a business case for a expression of interest under the Regional Growth Fund.**
- 2. Officers investigate the inclusion of the Swan Hill Pioneer Settlement into model 5 and also as an alternative location for Model 5 - Art Gallery Combined Model.**

**SECONDED Cr Jeffery**

**The Motion was put and CARRIED**

There being no further business the Mayor, Councillor Les McPhee closed the meeting at 6.11pm.