

AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 16 April 2019

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

COUNCIL:

Cr A Young – Mayor

Cr LT McPhee

Cr J Benham

Cr C Jeffery

Cr L Johnson

Cr B Moar

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SECTION A – PROCEDURAL MATTERS

- **Open**

- **Acknowledgement of Country**

- **Prayer**

- **Apologies**

- **Affirmation of Office and Declaration**

The Chief Executive Officer, John McLinden to conduct the signing of the Affirmation of Office and the Code of Conduct declaration.

Councillor elect Nicole McKay take the Affirmation of Office and declaration.



Swan Hill Rural City Council

Affirmation of Office

Nicole McKay

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of Councillor in the best interests of the people in the municipal district of Swan Hill Rural City and faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1989 or any other Act, to the best of my skill and judgement.

_____/_____/2019

Signed
Nicole McKay

_____/_____/2019

Witness
John McLinden, Chief Executive Officer
Swan Hill Rural City Council

COUNCILLOR CODE OF CONDUCT



Declaration by Councillor

I, Councillor Nicole McKay hereby declare that I have read the Councillor Code of Conduct for Swan Hill Rural City Council, adopted on 21 February 2017, and declare that I will abide by this Code.

Signed (Cr)

Date

Witnessed by:

John McLinden, Chief Executive Officer

Signed (CEO)

Dated

- **Confirmation of Minutes**
 - 1) Ordinary Meeting held on 19 March 2019
 - 2) Extraordinary Council Meeting held on 8 April 2019
- **Declarations of Conflict of Interest**
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
- **Public Question Time**

SECTION B – REPORTS

B.19.27 INTENTION TO DECLARE A SPECIAL RATE FOR THE SWAN HILL REGION – CONSIDERATIONS OF SUBMISSIONS

Responsible Officer:	Director Development and Planning
File Number:	S12-34-00
Attachments:	<ol style="list-style-type: none">1 Declaration of a Special Rate for the Swan Hill Region and Area of municipality covered by the Special Rate2 Australian Valuation Property Classification Codes

Declarations of Interest:

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

Summary

Council resolved at its Ordinary Meeting on Tuesday, 20 November 2018 to give notice of its intention to declare a Special Rate for marketing and business development purposes under Section 163 of the Local Government Act 1989 (the Act). The intent outlined the Special Rate if declared would apply to commercial, industrial and tourism and hospitality properties within the defined area of the municipality for a period of seven years, commencing 1 July 2019 in accordance with the attached declaration.

An extensive consultation process has occurred with the intent advertised in The Swan Hill Guardian newspaper, direct mail issued to impacted ratepayers inviting comment in favour or against the Special Rate. Submitters were also given the opportunity to address Council. Council will now consider all submissions received to inform their decision on the Special Rate Declaration.

Discussion

Background

A Special Rate scheme has been in place since 2002, and the current scheme will cease on the 30 June 2019. At the December 2018 Ordinary Meeting, Council resolved to vary the geographic area impacted by the Special Rate to the townships and surrounding area of Swan Hill and Lake Boga.

It is intended that the declared Special Rate scheme is applied for a period of seven years from the 1 July 2019, with \$359,187 raised in the first year. For each of the subsequent six years, the Special Rate will increase from the previous year's total, by CPI. Based on the proposed new boundary there are 28 less Commercial properties, 32 less Industrial properties and 4 less Tourism and Hospitality properties included. The rateable base of properties will consist of the following breakdown:

Special Rate Category	No of Rateable Properties	Removed Properties
Tourism and Hospitality	35	4
Commercial	388	28
Industrial*	251	32
Total	674	64

*Note that there are two new rateable industrial properties since the commencement of the notification period that are not included in the above count.

The marketing and business development programs undertaken by Swan Hill Incorporated will involve activities to promote the Swan Hill region as a place to shop and visit. These activities whilst determined by industry representatives are approved annually by Council under the terms of agreement with Swan Hill Incorporated that requires the presentation of a strategic and marketing plan prior to payment.

Public notification

In line with sub-sections 163 (1A), (1B) and (1C) of the Local Government Act 1989, a public notice of the intent to declare a Special Rate was published in The Swan Hill Guardian newspaper on Friday, 1 February 2019 providing details of how the Special Rate will be assessed and levied, and inviting submissions from property owners and/or occupiers responsible for payment of the Special Rate.

In addition, details of the proposed declaration were mailed to each property owner and occupier of each of the 674 properties within the Special Rate geographic area with mail issued on Friday, 1 February 2019 and again the opportunity for submissions were outlined in accompanying correspondence (see attachment 1). All submissions and supporting material were required to be received by the close of business on Friday, 1 March 2019 as per sections 163A and 163B of the Act.

A reminder notice advising of the pending deadline was published in The Swan Hill Guardian newspaper on Friday, 22 February 2019. The public notice and correspondence detailed that anyone requesting to be heard in support of their submission was entitled to appear before a meeting of Council or be represented by a person acting on their behalf at a Special Meeting of Council at the Town Hall on Wednesday, 13 March 2019. And further, that Council will consider the submissions and declaration of the Special Rate on 16 April 2019. During the public notification period Council received submissions from 33 per cent of those affected by the Special Rate, in addition to 19 ratepayers making contact for further information.

Summary of submissions received

There are 674 properties liable to pay the Special Rate based on the proposed geographic area of the townships and surrounds of Swan Hill and Lake Boga. A total of 192 written submissions were received consisting of:

- 169 submissions representing 226 property assessments
- 1 submission disqualified due to change of ownership/occupier of the property

- 22 submissions considered as duplicates

Three submissions requested to address Council of which two submitters addressed Council at the Special Meeting on the 13 March 2019, whilst the third made arrangements to meet with Councillors post the Special Meeting due to exceptional circumstances.

The translation of eligible submissions received to property assessments was undertaken due to the number of single submissions received from multiple property owners, both in support and objecting to the Special Rate. The majority of submissions received are forms issued by Swan Hill Incorporated in favour of the Special Rate that involved businesses completing contact details, signing and returning to Council. Similarly, there were also two pro-forma letters submitted by some objectors. Other submissions contained more detail providing comment to support their submission.

In summary:

	Number of Properties	Percentage of Rateable Properties
No response	448	67%
Support	163	24%
Objections	63	9%
Total Rateable Properties	674	100%

Submissions in Support of the Special Rate

Submissions in support of the Special Rate were provided by 164 property assessments totaling 24 per cent of properties impacted by the Special Rate. Whilst the bulk of these submissions were template letters provided to businesses by Swan Hill Incorporated, additional comments include:

- Swan Hill Incorporated has successfully improved external awareness of the region and increased tourism visitation
- The achievements and voluntary contribution of the Board and sub-committee members needs to be acknowledged
- The rate is essential to ongoing promotion of the region and supports the efforts of individual businesses
- Successful promotions attract customers
- Tourism is an essential industry for the region due to the multiplier effect and diversifying the local economy
- The rate should be in place for seven years as a three-year cycle would be counter productive
- The model of the Special Rate scheme in Swan Hill is the envy of other regions

Some submissions, whilst indicating support for the Special Rate did raise concerns

- A lack of contact from Swan Hill Incorporated, particularly for businesses in the industrial sector that were unaware that they were currently paying the Special Rate
- Some traders felt excluded from promotional opportunities that were focused on the main street traders
- The application of commercial and industrial rate classifications impacting on rate payments

Presentations by two submitters as requested in their submissions added no new information for consideration.

Submissions Objecting to the Special Rate

A total of 63 properties or 9 per cent of properties affected by the Special Rate objected to the Special Rate or components of the rate.

These concerns are summarised as:

- a. Special Rate places an unnecessary financial burden on business and land owners

Comment

An example cited by a tourism provider discussed the commissions payable to online travel agents as an example impacting on their products profitability. It is essential that marketing and industry development bodies exist to assist businesses to remain competitive through supported and coordinated marketing, as well as providing support and development for best practice. The retraction of expenditure does not attract investment and at a time when businesses require increased income. The Special Rate scheme offers regional marketing to attract expenditure through attraction of tourism dollars or investment in the region due to greater awareness.

- b. Swan Hill Incorporated has a narrow focus and has failed to communicate effectively with the broader business base that pays the levy

Comment

The comments relating to improving communication provide a great opportunity for Swan Hill Incorporated to engage with businesses that indicate they are genuinely interested in the activities undertaken by Swan Hill Incorporated. It should be noted that Swan Hill Incorporated consists of a single staffer and a Board of volunteers limiting the level of regular personal contact. The monthly e-newsletter is the primary level of communication and potentially some review may need to occur if the newsletter is not serving its purpose. The Board and sub-committees also meet regularly and businesses are welcome to attend.

The marketing strategy of Swan Hill Incorporated is to identify products and services that have the ability to attract visitors (known as hero products) and use these for promotional purposes. Balancing the exposure of these businesses in comparison to the interests of other businesses will always pose a challenge, however the

increased exposure of the region leading to visitor attraction will have „spin-off“ benefits for other businesses. Greater participation by other businesses in terms of planning and support for activities can provide greater exposure for all business.

c. Concerns about governance processes

Comment

The development of an agreement between Council and a representative body for local business and industry is the most effective structure enabling business input to the activities funded by the Special Rate. By working with Swan Hill Incorporated, business has the ability to determine the strategy direction and activities undertaken. However, the Agreement developed with Council enables a reporting mechanism to ensure the direction and activities undertaken are aligned with accepted strategies, marketing plans and budgets. The Agreement can also contain an exit clause to ensure the protection of either party and that activities undertaken are in the best interests of the Swan Hill region.

d. Inequity of application of the Special Rate – should apply to all ratepayers, or home-based businesses as well.

Comment

Designing an equitable system when considering the introduction of the Special Rate requires clear identification of the purpose and the requirements of the Rate. The structuring of the Special Rate is designed to support and develop businesses as detailed in the declaration. This is determined by the Australian Valuation Property Classification Codes for each premises. Home based businesses would be classified as residential properties and therefore not subject to the Special Rate. A voluntary contribution is available for home based businesses as it is not practical to invest time and resources into the identification and pursuit of home based businesses.

In regard to the proposal to apply the Special Rate to all ratepayers within the municipality, the current process would need to be abandoned. To achieve a flat rate per assessment would need a Municipal charge (also part of the rate cap). It would require an application for a higher rate cap that involves considerable effort and if unsuccessful would leave Council without funding. It would also mean that large national businesses would be paying the same as small businesses and residents.

e. *Capping maximum payment*

Comment

Note that this already applies. As outlined in the declaration for the first year (2019/2020) the following minimum and maximums would apply:

Property Classification	Minimum	Maximum
Tourism	\$50.00	\$6,949.74
Commercial	\$50.00	\$6,949.74
Industrial	\$50.00	\$347.49

As per Section 166 of the Act, there is provision to vary the Special Rate at any time so long as no ratepayer has the amount payable increased by 10 per cent.

f. No benefit to business not associated with the Tourism sector or on vacant land

Comment

The intended outcome of the activities funded by the Special Rate is to increase business turnover through marketing the region as a place to shop and visit. These benefits are accrued by the property owner directly or by association in a secondary capacity as the multiplier effect of the tourism dollar spend is well known in which the tourism or hospitality business income is spent on trades or other services not necessarily identified as a tourism business. Concerns from submissions in regard to the vacant premises not benefiting have been addressed in similar cases by the Victorian Civil and Administrative Tribunal (VCAT) in which the current use of the premises is not a primary consideration in the assessment of the benefit accrued by the property owner as detailed above. VCAT also considers that non-retail or non-tourism businesses do receive a secondary benefit through the Special Rate in that marketing activities lifts the profile of the region leading to increased demand for services and land. Maintaining these benefits are also critical in difficult economic periods when the presentation of a unified regional approach is critical.

g. Term of seven years is too long – 3 or 4 years maximum

Comment

The proposed seven year period for the Special Rate is to improve the strategic approach of Swan Hill Incorporated and better manage the Council resources allocated to the consultation process of renewing the scheme. It will enable the recruitment and training of staff members to help administer the activities of Swan Hill Inc. Swan Hill Incorporated is required to annually submit the strategic plan, marketing plan and budget to Council for approval as part of the agreement to receive funds raised from the Special Rate.

In addition, a seven year time frame will align with the middle of the Council election cycle, enabling the 2024 Council to be in place for two years, prior to consideration of renewal of the Special Rate scheme.

Consultation

Significant consultation has been undertaken as outlined in the public notification process in line with sub-sections 163 (1A), (1B) and (1C) of the Act consisting of public notices and direct mail to property owners/occupiers subject to payment of the Special Rate.

A total of 19 owners/occupiers contacted the Council staff for further information prior to the close of submissions. Council staff also attended the Residents and Ratepayers Association meeting on Monday, 25 February 2019 to address questions relating to the Special Rate. A public hearing of submissions was scheduled for Wednesday, 13 March 2019 in which three submitters requested to speak to their submission and two presented.

Financial Implications

The consideration of submissions in relation to the Special Rate has no financial implications for Council.

Social Implications

The consideration of submissions in relation to the Special Rate has no social implications for Council.

Economic Implications

The consideration of submissions in relation to the Special Rate has no economic implications for Council.

Environmental Implications

The consideration of submissions in relation to the Special Rate has no environmental implications for Council.

Risk Management Implications

The consideration of submissions in relation to the Special Rate has no risk management implications for Council.

Council Plan Strategy Addressed

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

Options

1. Consider submission for Councils intention to declare a special rate for the promotion of the Swan Hill region.
2. Delay the consideration of submissions

Recommendations

That Council:

1. **Notes that it has completed the consultation process in compliance with Section 223 of the Local Government Act 1989.**
2. **Consider the submissions received in relation to the Special Rate.**
3. **Communicate its consideration of submissions to the persons who made submissions to the Special Rate.**
4. **Proceed to declare a Special Rate.**

Intent to Declare a Special Rate for the Swan Hill Region

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

Council specifies:

- (a) The purpose of the Special Rate is to defray the expenses in relation to the performance of functions within the Swan Hill region, which Council considers are necessary and appropriate for the encouragement of business development and commerce through the promotion and development of the region as a place to live, work, invest, shop and visit.
- (b) The area for which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes for the parishes and localities within the Swan Hill Rural City (as detailed on the Map in Attachment One)
- (c) Council considers that the performance of the functions, as outlined in paragraph (a), will assist it in fulfilling the following facilitating objectives of Council which are set out in Section 3C(2) of the Local Government Act:
 - to promote the social, economic and environmental viability and sustainability of the municipal district.
 - to promote appropriate business and employment opportunities.
- (d) The total cost of the performance of the functions is:
 - (i) for the first year of the Special Rate -be \$359,187 this figure is inclusive of the Consumer Price Index (CPI*) at September 2018. Council's administrative costs of \$6,000 has been factored into this figure);
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*
- (e) The total amount of the Special Rate to be levied is:
 - (i) for the first year of the Special Rate - \$359,187;
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*
- (f) The land in relation to which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes in the parishes and localities within the Swan Hill Rural City (as detailed on the Map in Attachment One).
- (g) The manner in which the Special Rate is assessed (that is, the criteria to be used as the basis for levying the Special Rate) is:

For the first year of the Special Rate:

- for tourism and hospitality properties (based on Australian Valuation Property Classification Codes [AVPCC] as detailed in Attachment Two) a rate in the dollar of each property's Capital Improved Value

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

(CIV), in order to raise a total of \$86,614 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.

- for commercial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise \$234,294 after inclusion of providing a 50% write-off for properties in common occupancy with a residence, with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.
- for industrial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise a total of \$38,279 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$347.49.

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

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

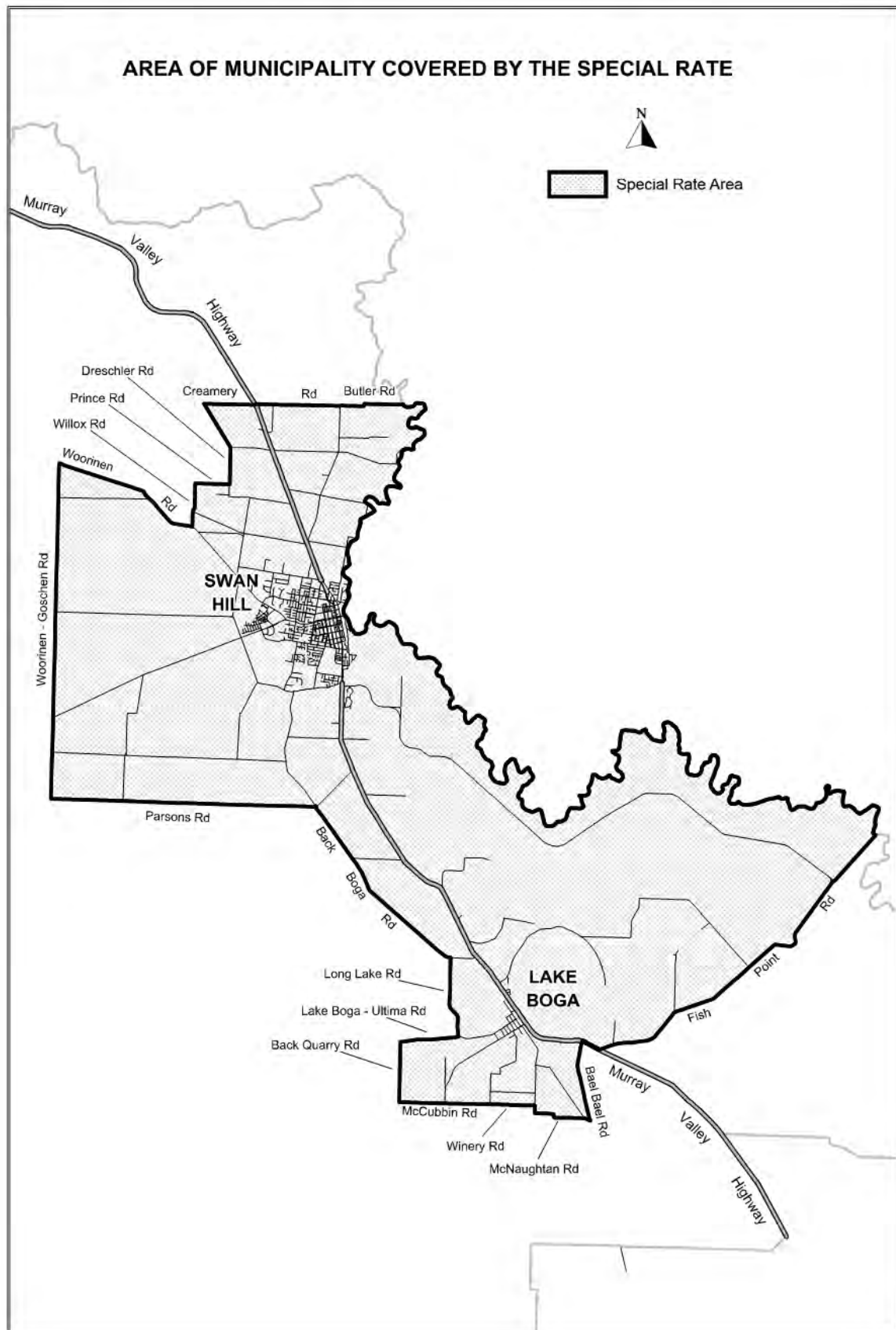
- (h) The Special Rate is levied by sending a notice in each year the Special Rate remains in force, to the persons liable to pay it, requiring that the Special Rate for that year be paid in four separate instalments, or by all four instalments together, by the dates which are specified in each respective notice.
- (i) The Special Rate commences on 1 July 2019 and remains in force for a period of seven years from that date, until 30 June 2026.

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

- (j) Should a property included in the Special Rate receive a supplementary valuation that changes its AVPCC to residential land or primary production that property will cease to be included in the Special Rate from the date the supplementary valuation for that property is returned to Council.
- (k) Should a property in the area covered by the Special Rate receive a supplementary or other valuation which includes it as a new or amended rateable property in the Special Rate, that property will be included in the appropriate AVPCC category of the Special Rate from the beginning of the financial year following the date the supplementary or other valuation for that property is returned to Council.
- (l) The Council considers that there will be a special benefit to persons required to pay the Special Rate in that there will be a special benefit over and above that available to persons not the subject of the Special Rate and directly and indirectly, the viability of the Swan Hill region as a commercial, industrial and tourism region will be enhanced through increased commerce and economic activity. Further, the value of the properties included in the scheme, their desirability as letting propositions (where applicable) and their general image and stature, both separately and severally in the context of the area generally, will be maintained or enhanced.
- (m) Council further considers, and formally determines for the purposes of sections 163(2)(a), (2A) and (2B) of the Act, that the estimated proportion of the total benefits of the Scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Special Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of the proposed Special Rate are marketing, promotion and business development related and will accordingly only benefit the owners and occupiers of those properties and businesses included in the scheme.

John McLinden
Chief Executive Officer
Swan Hill Rural City Council

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



Attachment Two

Australian Valuation Property Classification Codes

Tourism & Hospitality

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

Commercial

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

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

Industrial

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

B.19.28 DECLARATION OF A SPECIAL RATE FOR THE SWAN HILL REGION

Responsible Officer:	Director Development and Planning
File Number:	S12-34-00
Attachments:	1 Declaration of a Special Rate for the Swan Hill Region and Area of municipality covered by the Special Rate 2 Australian Valuation Property Classification Codes

Declarations of Interest:

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

Summary

Council resolved at its Ordinary Meeting on Tuesday, 20 November 2018 to give notice of its intention to declare a Special Rate for marketing and business development purposes under Section 163 of the Local Government Act 1989. The Special Rate will apply to commercial, industrial and tourism and hospitality properties within the defined area of the municipality for a period of seven years, commencing 1 July 2019. This report recommends that the Council declare the Special Rate.

Discussion

Council determined to commence the process of declaring a Special Rate for a period of seven years at its Ordinary Meeting on Tuesday, 20 November 2018. At the December 2018 Ordinary Meeting, Council resolved to vary the geographic area impacted by the Special Rate to the townships and surrounding area of Swan Hill and Lake Boga.

All the legislative requirements as outlined in the Act for the attached Declaration of a Special Rate for the Swan Hill Region have now been completed.

Submissions received in relation to the Special Rate are summarized in the following table:

	Number of properties	Percentage of rateable properties
No response	448	67%
Support	163	24%
Objections	63	9%
Total Rateable Properties	674	100%

Under Section 163B(6) of the Act "Council cannot make a declaration if Council receives objections from persons who will be required to pay the special rate or special charge in respect of a majority of the rateable properties in respect of which the special rate or special charge would be imposed. As indicated in the above table, objections were received from approximately 9 per cent of such properties.

If Council decides to declare the Special Rate all affected properties will be issued with a letter outlining the declaration. In addition, all persons who made submissions regarding the Special Rate will be notified in writing of Council's decision.

The Special Rate, if declared, can be subject to appeal. Within one month of issue of the Special Rate letter by Council, any persons liable to pay the Special Rate can appeal to the Victorian Civil and Administrative Tribunal (VCAT).

If the Special Rate is declared then Council will need to determine if the delivery of the objectives of the Special Rate is best performed by Swan Hill Inc (as it has been the case in recent years) or if another delivery model is to be pursued. This matter will need to be addressed as a matter of urgency to avoid a hiatus in service delivery and the ongoing activities of Swan Hill Inc.

Variation of the Special Rate can occur at anytime in accordance with Section 166 of the Local Government Act 1989.

Consultation

Consultation has been completed in accordance with the Act.

Public notice has been provided along with written notice at all affected ratepayers. Council has received, heard and considered all submissions.

Financial Implications

Council's administrative costs consist primarily of levying the Special Rate, collecting the contributions from property owners or occupiers and forwarding the relevant amounts to Swan Hill Incorporated. It is estimated that these costs will total \$6,000pa.

Social Implications

It is anticipated that the activities supported by the Special Rate will increase employment and population, stimulate business activity and attract investment contributing to improved social outcomes for the community.

Economic Implications

It is expected that the activities supported by the Special Rate will increase external awareness of the Swan Hill region leading to higher levels of visitation and potential attraction of new residents.

Environmental Implications

Nil.

Risk Management Implications

Failure to declare the Special Rate will leave this region without sufficient funds for the promotion and development of businesses.

Council Plan Strategy Addressed

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

Options

1. Declare the Special Rate for marketing and business development in the Swan Hill Region.
2. Abandon the proposed Special Rate.
3. Vary the proposed Special Rate.

Recommendations

That Council:

- 1. Declare the Special Rate for marketing and business development programs in the Swan Hill region as per the Intent to Declare a Special Rate (attached).**
- 2. Notify all owners and occupiers of properties affected by the Special Rate and all persons who made submission regarding the Special Rate in writing of Council's decision to declare a Special Rate.**

Intent to Declare a Special Rate for the Swan Hill Region

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

Council specifies:

- (a) The purpose of the Special Rate is to defray the expenses in relation to the performance of functions within the Swan Hill region, which Council considers are necessary and appropriate for the encouragement of business development and commerce through the promotion and development of the region as a place to live, work, invest, shop and visit.
- (b) The area for which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes for the parishes and localities within the Swan Hill Rural City (as detailed on the Map in Attachment One)
- (c) Council considers that the performance of the functions, as outlined in paragraph (a), will assist it in fulfilling the following facilitating objectives of Council which are set out in Section 3C(2) of the Local Government Act:
 - to promote the social, economic and environmental viability and sustainability of the municipal district.
 - to promote appropriate business and employment opportunities.
- (d) The total cost of the performance of the functions is:
 - (i) for the first year of the Special Rate -be \$359,187 this figure is inclusive of the Consumer Price Index (CPI*) at September 2018. Council's administrative costs of \$6,000 has been factored into this figure);
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*
- (e) The total amount of the Special Rate to be levied is:
 - (i) for the first year of the Special Rate - \$359,187;
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*
- (f) The land in relation to which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes in the parishes and localities within the Swan Hill Rural City (as detailed on the Map in Attachment One).
- (g) The manner in which the Special Rate is assessed (that is, the criteria to be used as the basis for levying the Special Rate) is:

For the first year of the Special Rate:

- for tourism and hospitality properties (based on Australian Valuation Property Classification Codes [AVPCC] as detailed in Attachment Two) a rate in the dollar of each property's Capital Improved Value

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

(CIV), in order to raise a total of \$86,614 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.

- for commercial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise \$234,294 after inclusion of providing a 50% write-off for properties in common occupancy with a residence, with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.
- for industrial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise a total of \$38,279 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$347.49.

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

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

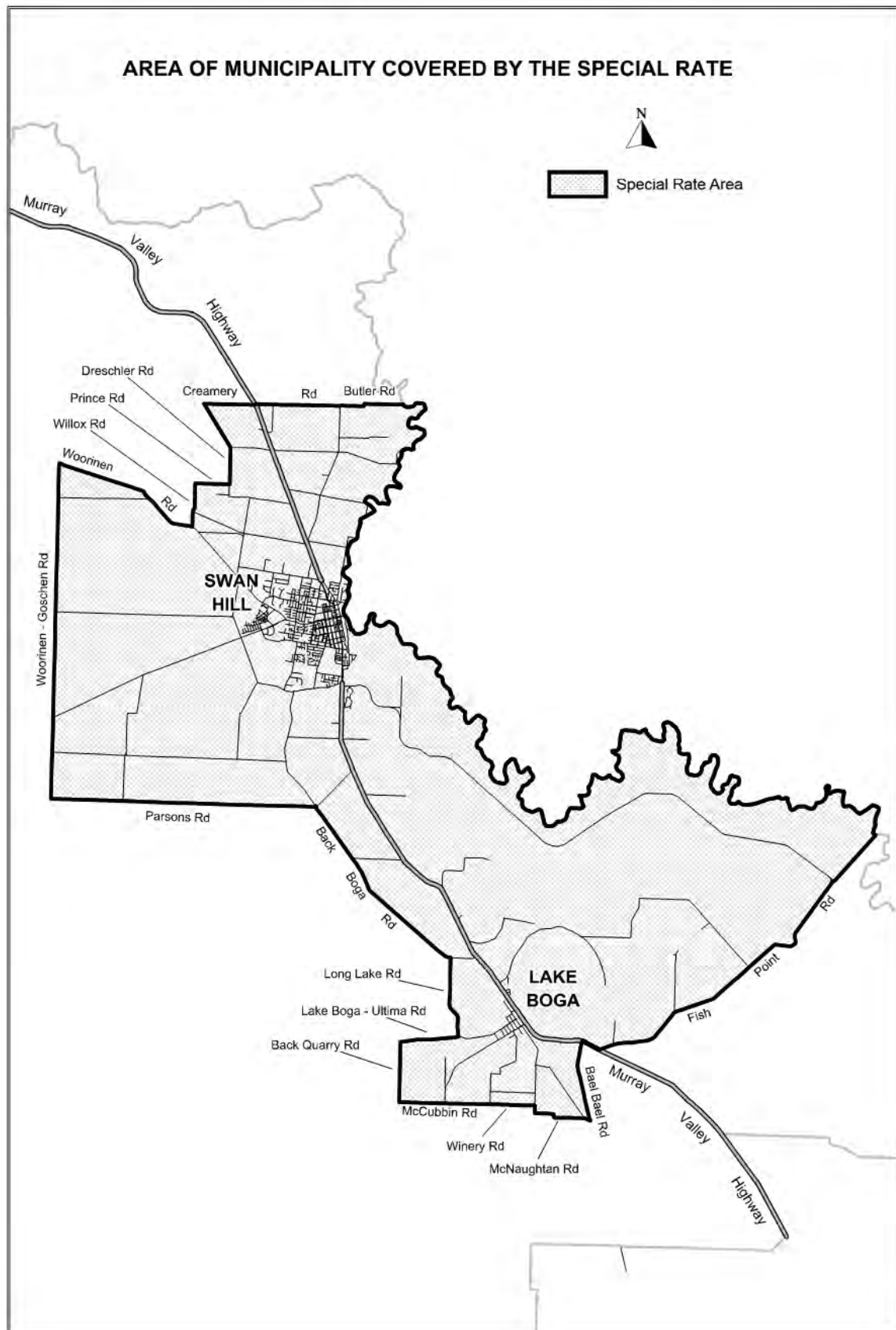
- (h) The Special Rate is levied by sending a notice in each year the Special Rate remains in force, to the persons liable to pay it, requiring that the Special Rate for that year be paid in four separate instalments, or by all four instalments together, by the dates which are specified in each respective notice.
- (i) The Special Rate commences on 1 July 2019 and remains in force for a period of seven years from that date, until 30 June 2026.

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

- (j) Should a property included in the Special Rate receive a supplementary valuation that changes its AVPCC to residential land or primary production that property will cease to be included in the Special Rate from the date the supplementary valuation for that property is returned to Council.
- (k) Should a property in the area covered by the Special Rate receive a supplementary or other valuation which includes it as a new or amended rateable property in the Special Rate, that property will be included in the appropriate AVPCC category of the Special Rate from the beginning of the financial year following the date the supplementary or other valuation for that property is returned to Council.
- (l) The Council considers that there will be a special benefit to persons required to pay the Special Rate in that there will be a special benefit over and above that available to persons not the subject of the Special Rate and directly and indirectly, the viability of the Swan Hill region as a commercial, industrial and tourism region will be enhanced through increased commerce and economic activity. Further, the value of the properties included in the scheme, their desirability as letting propositions (where applicable) and their general image and stature, both separately and severally in the context of the area generally, will be maintained or enhanced.
- (m) Council further considers, and formally determines for the purposes of sections 163(2)(a), (2A) and (2B) of the Act, that the estimated proportion of the total benefits of the Scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Special Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of the proposed Special Rate are marketing, promotion and business development related and will accordingly only benefit the owners and occupiers of those properties and businesses included in the scheme.

John McLinden
Chief Executive Officer
Swan Hill Rural City Council

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



Attachment Two

Australian Valuation Property Classification Codes

Tourism & Hospitality

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

Commercial

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

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

Industrial

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

B.19.29 APPLICATION FOR A CONSENT ORDER TO ALLOW THE USE AND DEVELOPMENT OF A TELECOMMUNICATIONS FACILITY AT 3 STATION STREET, LAKE BOGA

Responsible Officer: Director Development and Planning
File Number: 2018/1
Attachments: 1 Consent order request
2 Permit conditions

Declarations of Interest:

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

Summary

This report seeks a Council resolution to accept the offer of a consent order by the permit applicant to allow the use and development of the land for a telecommunications facility.

Discussion

Planning history

A planning application to use and develop the land for a telecommunications facility was lodged with Council on 22 December 2017.

This application proposed the following:

- 40m telecommunications monopole;
- 7 panel antennas;
- 2 outdoor units at ground level;
- 2.4m high chainlink security compound fencing; and
- Ancillary equipment associated with operation of the facility.

This application was advertised and no objections were received.

Following the advertising process, officers received advice from CASA's representative at Council that the monopole must be painted with candy stripes. This request triggered an amendment to the application and that it had to be re-advertised, which lead to the receipt of 12 objections.

At the Council meeting on 18 September 2018 Council refused the permit application.

Victorian Civil and Administrative Tribunal (VCAT) appeal

Following Council's decision in September 2018, an appeal was lodged with VCAT by the applicant to challenge Council's decision. All of the objectors were given the opportunity to voice their concerns to VCAT by becoming party to the appeal – none chose to do so.

Subsequently, on 19 March 2019 a letter was received from the applicant requesting Council to consider an offer for a Consent Order to be made.

Consent Order request

Consent orders are made in an effort to avoid VCAT hearings and usually involve a compromise that everyone, involved in the appeal, must agree to. In this instance, the compromise put to Council includes the following:

- reduce the height of the tower from 40m to 35m;
- remove the candy striping from the tower, as it is no longer required; and
- introduce screening vegetation around the base of the tower.

Given that none of the objectors are party to the appeal, Council can consider this offer for a Consent Order without considering their concerns. However, an effort has been made to obtain their views on this request. A letter has been sent to the objectors outlining the proposal and seeking their views, with the closing date for comments by noon 8th April 2019. As of the 8th April 2019 no responses received.

Note that this offer of Consent Order is similar to what was originally proposed when no objections were received.

The completed Consent Order will include the conditions as previously provided to Council at the ordinary Council meeting in September 2018, but modified to include the above concessions as well as a new condition, which will require the permit applicant to carry out a test of Electro Magnetic Energy (EME) levels once the facility is operational, to check for compliance with the relevant standards. The new condition is in response to the objectors concerns raised about the EME levels, and is an effort to allay some of their concerns. The conditions are attached to this report.

Consultation

All original objectors have been made aware of the consent order request, and were advised that they need to provide a submission if they want their concerns to be considered.

Financial Implications

The cost of preparing for and attending a VCAT appeal is likely to be in the order of \$10,000. From experience and VCAT decisions it is unlikely that Council will be successful in defending its decision to refuse the application.

Social Implications

There are no known negative social implications. Social benefits will arise from the increased connectivity for the region.

Economic Implications

The potential for economic growth is supported by the improved connectivity and service provisions that the proposal will offer.

Environmental Implications

There are no known environmental implications and no removal of native vegetation is required.

Risk Management Implications

There are no known risks associated with the proposal.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. That Council accept the offer of Consent Order.
2. That Council reject the offer of Consent Order and proceed with the current VCAT appeal.

Recommendation

That Council accept the offer of Consent Order as outlined in this report.



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19 March 2019

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

BY EMAIL: jmclinden@swanhill.vic.gov.au

Without prejudice

Dear John,

VCAT planning appeal P2285/2018 – proposed development of a fixed wireless broadband telecommunications facility at 3 Station Street, Lake Boga, VIC, 3584

Thank you for the opportunity to speak with you and members of your planning division on 7 March 2019 regarding the above planning appeal.

As discussed at that meeting, we provide further information about nbn's proposed telecommunications facility at Lake Boga and our proposed changes to nbn's proposal in response to Council's concerns.

The information in this letter is provided to Council on a without prejudice basis in a genuine effort to settle the appeal with Council by consent.

1. Location of the facility

Council queried why nbn is proposing to build a new telecommunications facility in the centre of the Lake Boga town, rather than co-siting our facility with a water tower located to the north-west of the town, or alternatively co-locating on the Telstra tower to the east of the town.

Given nbn's coverage and capacity requirements, the placement of the proposed tower should ideally be in close proximity to the densely populated centre of town in order to evenly distribute user traffic across the different sector antennas. If too many premises are put onto the one sector antenna, the end user experience will be impacted with decreased internet speeds and connectivity. Due to spectrum limitations and radio interference issues, the panel antennas cannot be overlapped to cover the same geographic area.

The Telstra facility was investigated during the initial site acquisition stages however was discounted as it did not meet nbn's coverage objectives. The main township, where a significant number of users reside, would be served by a single sector antenna. This was assessed as overloading that sector, leading to traffic congestion and poor user experience during busy periods. Please see comparative coverage maps at the Appendix showing indicative coverage of nbn's proposed facility, as compared to a co-location on the Telstra tower.

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The location of the water tower was also investigated as a candidate but was discounted. Albeit less severe, it was assessed to pose a similar technical challenge as the Telstra co-location (with the central area of Lake Boga being served by a single sector antenna) and nbn was also concerned about protracted commercial negotiations with the water authority.

2. Visual amenity

Council expressed concerns regarding the visual impact of nbn's proposed facility to the Lake Boga town and nearby residences. While we acknowledge that the facility will have some visual impact, nbn considers that this impact is acceptable in light of the underlying public use zoning and surrounding vertical infrastructure such as grain silos and electrical poles and wires.

To minimise the visual impact of our facility, we propose to amend our proposal to:

- reduce the height of the tower from 40 metres to 35 metres;
- remove the candy striping from the tower; and
- introduce screening vegetation around the base of the tower.

Reduction in tower height

nbn has determined that a lower tower height of 35 metres will provide acceptable coverage outcomes. The reduction in height to 35 metres will reduce the visual impact of the tower by reducing the protrusion of the top of the tower so it is more visually consistent with surrounding buildings and other vertical infrastructure (such as poles, silos and other towers in proximity to the project area). The reduced height will also allow for greater screening of the upper part of the tower by existing mature vegetation when viewed from a distance.

Removal of candy-striping

nbn has reviewed Council's request for candy-striping of the tower in consultation with the Civil Aviation Safety Authority (CASA) and determined that it is not required. CASA has advised nbn that:

- it does not have a record of assessing nbn's application during the planning assessment process; and
- the tower is well outside the Obstacle Limitation Surface Area for Swan Hill Aerodrome, and as such, CASA is unlikely to have input into the appeal.

We understand that only one pilot has a licence to land a seaplane on Lake Boga. If Council remains concerned about this issue despite CASA's position, we would be willing to accept a permit condition requiring lighting on the tower.

We note that Council only received one objection in response to nbn's original proposal without candy-striping, which was subsequently withdrawn. The additional objections were received in response to nbn amending the application to include candy-striping.

Proposed landscaping

nbn proposes to introduce landscaping around the fenced compound to screen views towards nbn's facility from Station Street. Please see enclosed a copy of nbn's proposed landscaping plan, currently in draft format (and subject to landlord approval).

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3. Concerns regarding electromagnetic emissions

Council advised that some members of the public are concerned about electromagnetic emissions (EME) generated by the telecommunications facility. nbn takes its obligations to comply with EME safety standards very seriously. Proposed emissions from nbn's facility are very low and would be a small fraction (less than 1%) of the maximum allowable levels under the ARPANSA Standard¹.

To address community concerns in this regard, nbn would be willing to accept a permit condition requiring nbn to carry out a test of EME levels once the facility is operational to check for compliance with the ARPANSA Standard.

We note that the VCAT "Red Dot" decision in *Mason v Greater Geelong CC* [2013] VCAT 2057 (16 December 2013) held that VCAT is unable to consider EME as a relevant or determinative issue where the ARPANSA standard will be met.

4. Further comments

Finally, we emphasise that provision of an nbn™ fixed wireless broadband service will provide important benefits to the Lake Boga community through the provision of access to broadband internet. According to the Australian Government NationalMap data, residences immediately outside the Lake Boga township (within the coverage area of the proposed facility) currently experience poor quality and availability of internet services.

5. Next steps

We look forward to receiving your response to this letter. If Council is minded to continue settlement discussions with nbn, we would be happy to prepare draft consent orders for consideration by Council.

If you have any questions, or would like any further information regarding the matters raised in this letter, please do not hesitate to contact me on 0409 289 000, or our nbn Local contact Graham Soawyer on 0409 369 768.

Yours sincerely

A handwritten signature in black ink, appearing to be 'GT', written over a horizontal line.

George Tzakis
Executive Manager Network and Carrier Relations, NC&P Wireless & Transit

Enc.

¹ Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), 2002, 'Radiation Protection Standard: Maximum Exposure Levels to Radiofrequency Fields — 3 kHz to 300 GHz', Radiation Protection Series Publication No. 3, ARPANSA, Yallambie Australia

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Appendix

Figure 1.0 – Indicative Telstra co-location radio frequency coverage prediction. A service qualification is required to confirm coverage and level of service. The colours represent the different sector antennas.

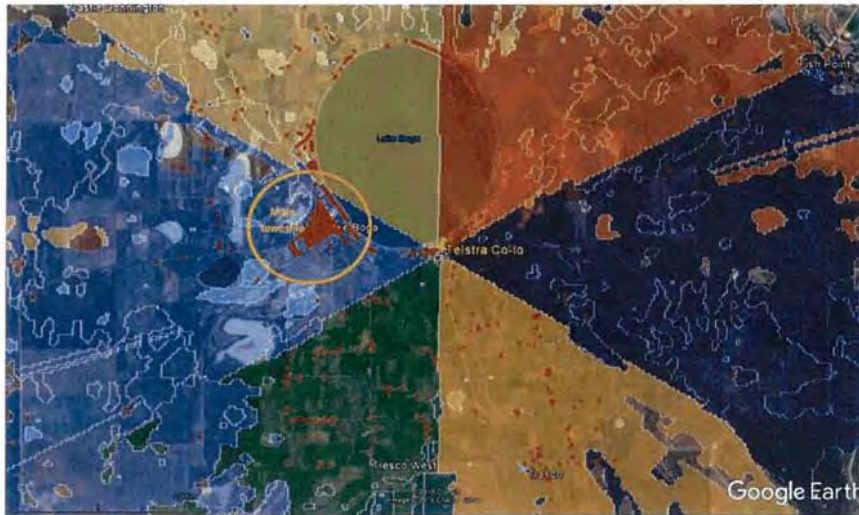
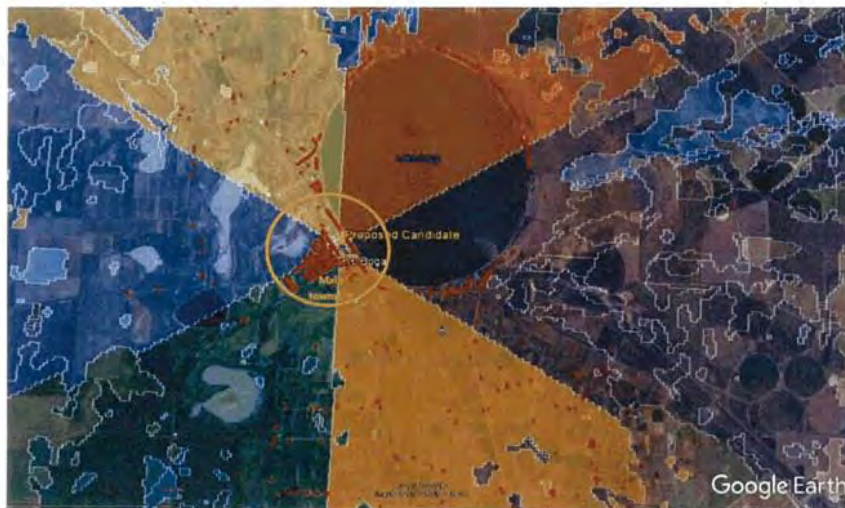


Figure 1.1 – Indicative radio frequency coverage prediction of the proposed Greenfield candidate. A service qualification is required to confirm coverage and level of service.



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PLANNING PERMIT CONDITIONS

1. Prior to the commencement of the use of the development, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions. The plans must be generally in accordance with the plans submitted with the application prepared by Visionstream on 27 June 2018 but modified to show:
 - a) A reduced height of the tower from 40 metres to 35 metres;
 - b) Remove the candy striping from the tower;
 - c) Introduce screening vegetation around the base of the tower;
 - d) The depiction of the Tree Protection Zone of each tree in the vicinity of the proposed compound area and access track;
2. Prior to the commencement of the use and development, two copies of a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of this permit. The landscaping plan must show:
 - i. a schedule of all proposed canopy trees, shrubs/small trees and ground cover; and
 - ii. The location of each species to be planted and the location of all areas to be covered by grass, lawn or other surface materials.
3. The use and development as shown on the endorsed plan must not be altered without the written consent of the Responsible Authority.
4. Upon completion of the buildings and works, the site must be cleared of all excess and unused building materials and debris to the satisfaction of the Responsible Authority.
5. All buildings and works must be maintained in good order and appearance to the satisfaction of the Responsible Authority.
6. All operational equipment must comply with the Australian Communications and Media Authority, ARPANSA and Electromagnetic Energy & Radiation requirements to the satisfaction of the Responsible Authority.

7. Any communications infrastructure decommissioned and no longer required at the telecommunications facility must be removed from the site in one month of being decommissioned and no longer required to the satisfaction of the Responsible Authority.
8. If the telecommunications facility hereby approved becomes redundant, all above ground infrastructure associated with the telecommunication facility must be removed and the area reinstated to the satisfaction of the Responsible Authority. All works to comply with this condition must be completed within three months of the facility ceasing to operate and must be at the expense of the permit holder.
9. During construction, measures must be undertaken to protect the existing trees in the vicinity of the proposed compound and access track, including (but not limited to):
 - a) Tree protection fencing;
 - b) No vehicle or pedestrian access, trenching or soil excavation within any Tree Protection Zone; and

Engineering

10. That storm water runoff from all buildings, tanks and paved areas must be connected into the existing drainage system.
11. Under Part 175 of Civil Aviation Safety Regulations (CASR) Council require the Civil Aviation Safety Authority Advisory Circular "Reporting of tall structures and hazardous plume sources" AC 139-08 v2.0 March 2018 – Tall Structure Vertical Obstacle Notification Form to be completed and submitted to Airservices Australia and a copy of the form sent to Council.
<https://www.casa.gov.au/rules-and-regulations/standard-page/advisory-circulars>

Expiry

12. This permit will expire if one of the following circumstances applies:
 - a) The use and development is not started within two (2) years of the date of this permit; or
 - b) The development is not completed within four (4) years from the date of this permit.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards.

If a request is made outside of the above time, the responsible authority cannot consider the request and the holder of this permit cannot apply to the Victorian Civil and Administrative Tribunal (VCAT) for a review of this matter.

Notes

- a. All building works associated with this development must be in accordance with the Building Act 1993, Building Regulations 2018 and the Building Code of Australia.
- b. A building permit will be required for the building work associated with this development.

B.19.30 PLANNING APPLICATION 2018/144 DEVELOPMENT OF THREE DWELLINGS AND A FOUR LOT SUBDIVISION IN THE GENERAL RESIDENTIAL ZONE

Responsible Officer: Director Development and Planning
File Number: 2018/144
Attachments: 1 Development Plans Clause 55 assessment

Declarations of Interest:

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

Summary

This report seeks a Council resolution to approve the application for the development of three dwellings and a four lot subdivision in the General Residential Zone.

Discussion

Location and existing conditions

The subject site is located at 16 Gregg Street, approximately 500 metres from the southern edge of the Swan Hill CBD and approximately 100 metres from the Marraboor River. The land is zoned General Residential with no overlays affecting the land.

The subject site is approximately 2063m² and currently contains a small dwelling with a carport and associated sheds toward the south of the lot and a small unit toward the rear of the lot. The subject site is located within a developed residential area with a public area to the rear accommodating the Swan Hill Regional Art Gallery, Spoons restaurant, Mitchell, Bourke and Wills Lodges, and the Gem paddle steamer, as indicated in figure1.



Figure 1. Aerial image of the subject site and surrounds.

The subject site is zoned General Residential Zone (GRZ) with Public Park and Recreation Zone (PPRZ) to the rear and Public Conservation and Resource Zone (PCRZ) located nearby to the east, as shown in figure 2. There are no overlays applicable to the land.



Figure 2. Zoning of the subject site and surrounds.

The land is rectangular with a street frontage of 25.3 metres and a maximum length of 85 metres. Access is currently via a single crossover at the eastern boundary.

Proposal

The proposal involves developing three dwellings behind the existing dwelling and the subsequent subdivision of the lot into four lots, as shown in figure 3.

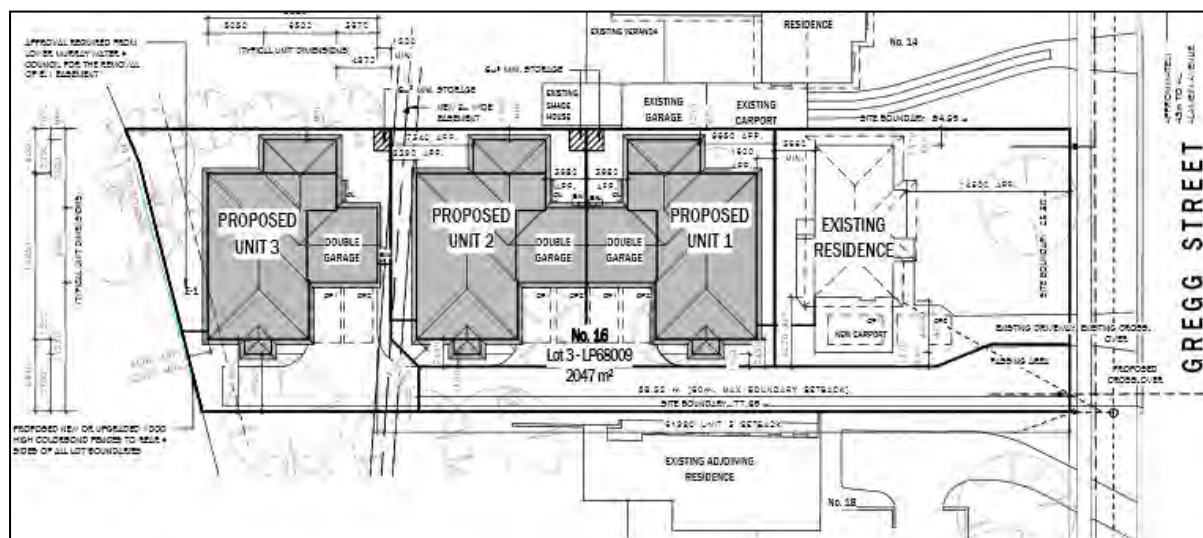


Figure 3. Proposed unit development and subdivision.

The internal layout of all proposed units are similar and each unit includes 3 bedrooms, 2 bathrooms, a laundry, an open kitchen/meals/living area and a double garage. Each unit will include an alfresco area and private open space to the rear.

The proposed development includes widening the crossover to a total width of approximately 9 metres. The eastern part of the crossover will provide access to the concrete driveway for the existing dwelling with the remainder providing access to the shared driveway on common property servicing the three proposed units.

The development will include landscaping, space adding for 2 visitor vehicles per unit and new or upgraded fencing to the rear and sides of all lot boundaries.

Assessment against the Planning Scheme

The primary planning considerations regarding the proposal are whether the subdivision and unit development meets the purpose of the zone and is in accordance with state and local planning policy.

Zoning

The proposed development is located within the GRZ. In addition to implementing the Municipal Planning Strategy and the Planning Policy Framework, the purpose of the zone is to encourage development that respects the neighbourhood character of

the area and to encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport.

As the subdivision is subsequent to the development, a permit is required under Clause 32.08-6 for the construction of two or more dwellings on a lot and under Clause 32.08-3 for the subsequent subdivision.

Clause 32.08-4 stipulates that the minimum garden area requirement for a lot above 650 sq m is 35 per cent. The proposed development includes 38.63 per cent garden area and is therefore in compliance with the Clause.

The application must meet the standards and objectives of Clause 55 - ResCode, which is used to ensure that residential development respects existing neighbourhood character, provides reasonable standards of amenity for existing and new residents, and to encourage residential development that is responsive to the site and the neighbourhood. Application requirements also include the neighbourhood and site description and design response as required in Clause 55.

A full copy of the responses to the objectives and standards of Clause 55 can be found below. The proposal complies with all the relevant objectives and standards.

Planning Policy Framework

Clause 11.01-1S Settlement

The objective of the Clause is to promote the sustainable growth and development of Victoria and deliver choice and opportunity for all Victorians through a network of settlements.

The proposed development responds to the relevant strategies of the Clause by providing infill development in an existing area within walking distance to the Swan Hill CBD, the location and proposed increase in density will support sustainable development by allowing sustainable transport, maximising accessibility and limiting urban sprawl. The proposal will contribute to urban renewal by providing contemporary, energy efficient units and renewed landscaping.

Clause 11.02-1S Supply of urban land

The objective of the Clause includes to ensure that a sufficient supply of land is available for residential uses.

The proposal responds to the relevant strategies of the Clause by redeveloping and intensifying an existing urban area. The proposed development has been designed to minimise any negative impacts to the existing neighbourhood character and landscaping is considerate of the area and the climate. The land is capable of accommodating the proposed development and any potential natural hazards or environmental impact has been considered. The area is currently serviced and existing infrastructure will be utilised. The proposed development provides a density appropriate to the area, which is well serviced and provides high accessibility to the CBD and community and recreational facilities.

Clause 15.01-2S Building design

The objective of the Clause is to achieve building design outcomes that contribute positively to the local context and enhance the public realm.

The proposed development is single storey and is considered of an appropriate height, scale and massing, which will minimise any detrimental impact. The proposed units provide for personal and property safety with all entrances visually accessible. Safe access and egress for pedestrians, cyclists and vehicles is provided with an open driveway and the ability for vehicles to exit in a forward manner. The proposed landscaping is responsive to the area as species include a mixture of native plants and plants with high tolerance.

Clause 15.01-3S Subdivision design

The objective of the Clause is to ensure the design of subdivisions achieves attractive, safe, accessible, diverse and sustainable neighbourhoods.

The proposed development responds to the relevant strategies of the Clause by contributing to a more compact neighbourhood and by providing a range of lot sizes that are within walking distance to the CBD and other activities.

Clause 15.01-5S Neighbourhood character

The objective of the Clause is to recognise, support and protect neighbourhood character, cultural identity, and sense of place.

The neighbourhood character of the area is difficult to identify due to a mixture of form and material. A variety of dwelling sizes and styles occurs with both single and double storey dwellings constructed of brick, rendered brick or timber having pitched or flat roofs. Some lots contain front fences while others contain open front yards. The area is quite vegetated particularly toward the Marraboor River with frequent street trees along neighbourhood streets. The proposed development will have minimal impact on the appearance of Gregg street as the proposed units are set in behind the existing dwelling to be retained and no street vegetation will require removal. There are no heritage overlays in the area.

Clause 16.01-1S Integrated housing

The objective of the Clause is to promote a housing market that meets community needs.

The proposed development meets the strategies of the Clause by increasing the supply of housing in existing urban areas by facilitating increased housing yield in an appropriate location and on under-utilised urban land. The proposed development contributes to ensuring an appropriate quantity, quality and type of housing that is integrated with infrastructure and services is provided.

Clause 16.01-2S Location of residential development

The objective of the Clause is to locate new housing in designated locations that offer good access to jobs, services and transport. The proposed development responds to the strategies of the Clause by encouraging higher density housing development on sites that are well located in relation to jobs, services and public transport. The proposed development also contributes to redeveloping an established urban area thereby reducing the pressure for fringe development and facilitating residential development that is cost effective in infrastructure provision.

Clause 16.01-3S Housing diversity

The objective of the Clause is to provide for a range of housing types to meet diverse needs. The proposed development responds to the Clause by providing medium-density housing that respects the neighbourhood character, improves housing choice, utilises existing infrastructure and improves energy efficiency of housing.

Clause 16.01-4S Housing affordability

The objective of the Clause is to deliver more affordable housing closer to jobs, transport and services. The proposed development will increase housing and lot size choice in well-located areas.

Local Planning Policy Framework

Clause 21.02 Key Influences and Issues

The key influences in relation to the municipality include:

- Moderate population growth;
- Decline in the size of households;
- Ageing population that requires diversified housing stock.

The proposed development responds to the key influences by providing for population growth and an ageing population by increasing the availability of smaller dwellings on smaller lots in a well-serviced area.

Clause 21.04 Settlement and housing

Objective 5 of the Clause is to accommodate the majority of population growth within urban centres. The proposed development responds to the strategies by encouraging infill development in urban areas within town boundaries.

Clause 21.10 Local Areas

The Clause addresses settlement and housing needs and aims to provide for continuing residential growth and infill development in fully serviced areas within the southern boundary of the urban areas. By producing infill development on under-utilised urban land, the proposed development will contribute to limiting the need for new infrastructure and service provision.

Particular Provisions

Clause 55 Two or more dwellings on a lot and residential buildings

In addition to implementing the MPS and the PPF, the purpose of the Clause is to achieve residential development that respects the existing neighbourhood character, to encourage residential development that provides reasonable standards of amenity for existing and new residents and to encourage residential development that is responsive to the site and the neighbourhood.

A full assessment of the proposed development against the necessary sub-clauses has been conducted. The proposed development complies with the objectives and the standards of the Clause as shown in the attached.

Objections

A total of two submissions were received. The second submission dated 24 January 2019 included 29 supporting signatures. The primary concerns raised in the submissions include:

- Loss of community character
- Traffic generation
- Road safety
- Adequacy of parking
- Removal of vegetation
- Noise disturbance
- Loss of privacy and over shadowing
- Loss of visual amenity
- Storm water management
- Burden on existing infrastructure

Loss of Community Character

The affect of a development on the Neighbourhood Character of the area is often a cause for concern among existing residents. The Department of Planning and Community Development's general practice note on Understanding Neighbourhood Character explains:

„Neighbourhood character is essentially the combination of the public and private realms.... The key to understanding character is being able to describe how the features of an area come together to give that area its own particular character. Breaking up character into discrete features and characteristics misses out on the relationships between these features and characteristics. Understanding how these relationships physically appear on the ground is usually the most important aspect in establishing the character of the area“.

In relation to this definition, the proposed development will have minimal impact on the current neighbourhood character as the proposed townhouses will be adequately concealed from the streetscape, having said this, it is considered that the elements

that contribute to the suggested neighbourhood character go beyond the appearance of dwellings.

The objectors refer to the area as having a „low population density“ which creates a peaceful and tranquil neighbourhood.

While there are some large lots toward the eastern end of Gregg Street, the majority of lots within the area have an average size of approximately 720m². The lot sizes are considered quite standard for residential areas within the township of Swan Hill.

The proposed lot sizes for the development are:

Lot 1 - 544m²
Lot 2 - 355m²
Lot 3 - 367m²
Lot 4 - 523m²

While the lot sizes are smaller than the average lot sizes in the area, they are significantly larger than other lots within the municipality that accommodate units and townhouses. Examples of other subdivided lots include lots from 120m² (Pritchard street) to 240m² (Betts Court).

It is not considered that the relative size of the proposed lots will result in over development or changes to the character of the area.

The objectors also make reference to opportunities for developers to construct units elsewhere where there is a strong desire for units. It is not considered that any area would have an increase or decrease in desirability for units and that supply and demand is directed by population growth and availability for infill development within existing neighbourhoods.

The objection also compares the neighbourhood to River Oaks in relation to low density. River Oaks is zoned Low Density Residential Zone and, therefore, is subject to different minimum lot sizes. The average lot size in the River Oaks area is well over 2000m². Due to the different zoning of the two areas, no comparisons can be afforded.

The objectors also discuss that subdivision should not be allowed in the area. The Planning Scheme clearly allows subdivision of land in the General Residential zone to lot sizes of well below the proposed lots.

Traffic Generation

The objectors raised the issue of inconvenience and traffic generation during construction. While it is appreciated that times of construction can impact negatively upon neighbours, construction is unavoidable for any progress and development and it can be imposed upon any resident at any time whether a permit is required or not. Construction periods have decreased over time with the availability of improved

construction techniques. The temporary inconvenience during periods of constructions is not considered to contribute to grounds to refuse a planning permit.

The concerns over traffic increases were also attributed to the potential of six extra vehicles to the area on the basis that each proposed townhouse would have two vehicles. The road and road system in the immediate area is designed and configured to cope with the increase in traffic movements that this development will introduce, and it is considered that the potential increase in traffic as a percentage of all traffic in the area is minor.

The objectors also raised the issues that visitors of future residents may contribute to the congestion of Gregg Street. Each proposed townhouse will have parking for four vehicles which is considered more than adequate and meets the requirements of the Planning Scheme.

Road Safety

The objectors claim that Gregg Street is a narrow street and that congestion will be amplified by on-street parking causing additional concerns regarding road safety. As mentioned above, each proposed townhouse can accommodate four vehicles and as such, on-street car parking is not considered to be a cause for concern.

Adequacy of Parking

The objectors refer to the extended width of the crossover reducing the availability of on-street car parking. The extended width of the crossover will reduce on-street car parking by one vehicle. As each townhouse provides ample on-site parking, this is not considered to be cause for concern.

Infrastructure

The objections raised concerns regarding the limitations of the existing services and obstruction to any future upgrades caused by the proposed townhouses. As this is a matter of the referral authorities, Lower-Murray Water, Powercor and Enwave, and no objections from these authorities have been received, the infrastructure is considered adequate to accommodate the proposed development.

Area of Aboriginal Cultural Heritage Sensitivity

The objectors raised concerns over the Cultural Heritage Sensitivity of the area. The proposed development has been assessed against Aboriginal Heritage Regulations 2018 and has found to be exempt from the need for a Cultural Heritage Management Plan due to the previous significant ground disturbance.

Devaluing Properties

Property devaluation is not a matter addressed by the Planning Scheme and cannot be considered relevant to the decision in relation to planning.

Precedent

The objectors feel that approving the proposed development will set a precedent for further developments of this nature. While it is difficult to comment on what may or may not occur in the future, the zoning allows for development of this nature and no preventative controls are in place.

Consultation

A mediation meeting was conducted for Friday 15 March 2019 at 1pm. In attendance at the meeting were two representatives for the applicant and seven representatives for the objectors.

The outcome of the meeting included potential alterations to the fence height of the eastern boundary to minimise overlooking.

No other issues were resolved.

Financial Implications

As the proposed development is of a private nature on private land, no financial implications to Council are foreseen.

Social Implications

The proposed development will provide a diversity of more affordable housing on smaller lots to accommodate a diverse community.

Economic Implications

The proposed development will provide a diversity of additional housing in a highly sought after area to accommodate new and relocating residents to the area.

Environmental Implications

As only a limited amount of vegetation will be removed to accommodate the proposed development, no environmental implications are foreseen.

Risk Management Implications

There are no foreseeable risk management implications.

Council Plan Strategy Addressed

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

Options

Council has two options when considering this application:

1. Issue a Notice of Decision to Grant a Planning Permit with conditions; or
2. Issue a Notice of Refusal for the planning application.

Recommendations

That Council issue a Notice of Decision to Grant a Planning Permit for the application for development of three dwellings and a four lot subdivision in the General Residential Zone subject to the following conditions:

- 1 The use and development as shown on the endorsed plans must not be altered without the prior written consent of the Responsible Authority.
- 2 The subdivision allowed by this permit and shown on the plans endorsed must not be amended for any reason without the prior written consent of the Responsible Authority.
- 3 The owner of the land (the permit holder) must enter into an agreement with:
 - a) a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and
 - b) a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.
- 4 Prior to the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land (permit holder) must provide written confirmation from:

- a) a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
 - b) a suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.
- 5 Prior to the issue of an occupancy permit vehicular crossings shall be constructed in accordance with the endorsed plan(s) to the satisfaction of the Responsible Authority, and must:
- a) Be constructed at right angles to the road, and any redundant crossing shall be removed and replaced with concrete (kerb and Channel)
 - b) Be setback a minimum of one metre from any side-entry pit, power or telecommunications pole, manhole cover or marker, or street tree.
- 6 Prior to the issue of an occupancy permit the internal access driveway must be constructed, formed, finished and drained to the satisfaction of the Responsible Authority.
- 7 The applicant/owner must restrict sediment discharges from any construction sites within the property in accordance with Construction Techniques for Sediment Pollution Control (EPA 1991) and Environmental Guidelines for Major Construction Sites (EPA 1995).
- 8 Prior to the plan of subdivision being certified or commencement of the development, whichever occurs first, a drainage plan with computations prepared by a suitably qualified person to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and a minimum of three copies must be provided. The plans must be in accordance with Council's Infrastructure Design Manual and include:
- a) How the land will be drained;
 - b) Underground pipe drains conveying stormwater to the legal point of discharge;
 - c) Measures to enhance stormwater discharge quality from the site and protect downstream waterways;
 - d) A maximum discharge rate from the site equivalent to predevelopment rate of discharge;

- e) Documentation demonstrating approval from the relevant authority for the legal point of discharge.
- 9 Prior to the issuing of a Statement of Compliance for the subdivision or before occupation of the dwelling(s), whichever occurs first, all drainage works required by the approved drainage plan must be completed to the satisfaction of the Responsible Authority.
- 10 Underground drainage associated with each dwelling including open space areas must be wholly contained within the boundaries of the land associated with such dwelling or must be wholly contained within the common property areas on the land to the satisfaction of the Responsible Authority.
- 11 Prior to issuing the Statement of Compliance for the subdivision approved by this permit, the owner must pay to Council a 5% cash-in-lieu open space contribution in respect to all of the land in the subdivision pursuant to Section 18 of the Subdivision Act 1988.
- The valuation must be undertaken by a suitably qualified person as specified by the Subdivision Act 1988, and at no cost to Council.
- 12 The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to Lower Murray Water pursuant to Section 8 of that Act.
- 13 The requirements of Lower Murray Water must be met, in regard to the provision of water supply and sewerage services to the land, including payment of all associated costs prior to the Corporation agreeing to the issue of a Statement of Compliance.
- 14 The holder of this permit or authorised agent must meet Lower Murray Water's requirements regarding easements in favour of the Lower Murray Urban and Rural Water Corporation prior to the submission of any plan of subdivision for Certification.
- 15 The plan of subdivision submitted for certification under the Subdivision Act 1988 shall be referred to the Distributor in accordance with Section 8 of that Act.
- 16 The applicant shall provide a electricity supply to all lots in the subdivision in accordance with the Distributor's requirements and standards.
- 17 The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR)

Expiry

- 18 This permit will expire if one of the following circumstances applies:

- a) The development is not commenced within two (2) years of the date of this permit.
- b) The development is not completed within four (4) years of the date of this permit.
- c) The use is not commenced within two (2) years of the completion of the development.
- d) The plan of subdivision is not certified within two (2) years of the date of this permit.
- e) The plan of subdivision is not registered at Land Registry within five (5) years of the certification of the subdivision.

In accordance with *Section 69* of the *Planning and Environment Act, 1987*, the Responsible Authority may extend the periods referred to if a request is made in writing.

NOTES

Responsible Authority

- 1 All building works associated with this development must be in accordance with the Building Act 1993, Building Regulations 2018 and the Building Code of Australia.
- 2 A building permit will be required for the building work associated with this development.
- 3 A works within the road reserve permit will be required from Council prior to commencement of any works within the road reserve area (crossovers).

Lower Murray Water

- 4 The Owners Corporation is responsible for the maintenance and proper working order of the common sanitary drain and common water service serving the allotments and/or common property.

Powercor

- 5 Extension, augmentation or rearrangement of the Distributor's electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.
- 6 Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.

Clause 55 assessment

Relevant Particular Provisions

Title & Objective	Standard	Complies/ Does Not Comply/ Variation Required
<p>Clause 55.02-1</p> <p>Neighbourhood character objectives</p> <p>To ensure that the design respects the existing neighbourhood character or contributes to a preferred neighbourhood character.</p> <p>To ensure that development responds to the features of the site and the surrounding area.</p>	<p>B1</p> <p>The design response must be appropriate to the neighbourhood and the site.</p> <p>The proposed design must respect the existing or preferred neighbourhood character and respond to the features of the site.</p>	<p>Complies</p> <p>The area is comprised of various lot sizes with the subject site being in the larger range.</p> <p>There is generally one dwelling per lot although previous subdivisions and developments have occurred in 2009 and 2013.</p> <p>When considering neighbourhood character, the size of the dwellings on the lots was also considered with some dwellings exceeding more than 50% of the lot. The houses adjacent to the subject site are somewhat larger than the existing dwelling at 16 Gregg street.</p> <p>There is no preferred character specifically identified in the planning scheme.</p> <p>The existing character is difficult to define with a variety of dwelling styles, sizes and construction materials.</p> <p>The style of the dwellings in the area is generally older style brick veneer or timber clad dwellings. While most dwellings are single storey there are a number of double storey dwellings including two townhouses on small lots in proximity to the subject site.</p> <p>Some dwellings consist of front fences.</p> <p>Landscaping is generally well maintained with lawns and vegetation.</p> <p>Street trees generally line the streets within the neighbourhood.</p>
<p>Clause 55.02-2</p> <p>Residential policy objectives</p> <p>To ensure that residential development is provided in accordance with any policy for housing in the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.</p>	<p>B2</p> <p>An application must be accompanied by a written statement to the satisfaction of the responsible authority that describes how the development is consistent with any relevant policy for housing in the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.</p>	<p>Variation required</p> <p>The application refers to the development addressing Planning Policy Framework Clause 16.01-2S - Location of residential development, Clause 16.01-3S - Housing diversity, Clause 16.01-4S Housing affordability.</p> <p>In regards to the Municipal Planning Strategy, the application refers to the development addressing Clause 21.04-1</p>

SECTION B - REPORTS

16 April 2019

<p>To support medium densities in areas where development can take advantage of public transport and community infrastructure and services.</p>		<p>Settlement hierarchy, Clause 21.04-2 Orderly growth of towns and settlements and Clause 21.10-1 Swan Hill.</p>
<p>Clause 55.02-3</p> <p>Dwelling diversity objective</p> <p>To encourage a range of dwelling sizes and types in developments of ten or more dwellings.</p>	<p>B3</p> <p>Developments of ten or more dwellings should provide a range of dwelling sizes and types, including:</p> <ul style="list-style-type: none"> • Dwellings with a different number of bedrooms. • At least one dwelling that contains a kitchen, bath or shower, and a toilet and wash basin at ground floor level. 	<p>N/a</p> <p>The proposal is for three dwellings.</p>
<p>Clause 55.02-4</p> <p>Infrastructure objectives</p> <p>To ensure development is provided with appropriate utility services and infrastructure.</p> <p>To ensure development does not unreasonably overload the capacity of utility services and infrastructure.</p>	<p>B4</p> <p>Development should be connected to reticulated services, including reticulated sewerage, drainage, electricity and gas, if available.</p> <p>Development should not unreasonably exceed the capacity of utility services and infrastructure, including reticulated services and roads.</p> <p>In areas where utility services or infrastructure have little or no spare capacity, developments should provide for the upgrading of or mitigation of the impact on services or infrastructure.</p>	<p>Complies</p> <p>The proposed development is in an area with existing infrastructure connections and is of a scale that should not exceed the capacity of existing reticulated services (potable water, electricity) or the ability of such services to service the site.</p> <p>The application was referred to the relevant referral authorities, including electricity, water and gas providers, and no objections were received.</p> <p>Suitable drainage can be achieved subject to compliance with the conditions proposed by SHRCC Engineering Department.</p>
<p>Clause 55.02-5</p> <p>Integration with the street objective</p> <p>To integrate the layout of development with the street.</p>	<p>B5</p> <p>Developments should provide adequate vehicle and pedestrian links that maintain or enhance local accessibility.</p> <p>Development should be oriented to front existing and proposed streets.</p> <p>High fencing in front of dwellings should be avoided if practicable.</p> <p>Development next to existing public open space should be laid out to complement the open space.</p>	<p>Complies</p> <p>The proposed units will have adequate vehicle and pedestrian links. Each unit will have a front door, a garage and vehicle parking facing the common and private driveways that run along the western boundary.</p> <p>While some fencing is proposed between the units, the fencing is unlikely to impact on integration with the street.</p> <p>Land zoned Public Park and Recreation is located to the rear of the property however no access will be provided. Land zoned Public Conservation and Resource is located approximately 80m from the subject site and will be</p>

		accessible for future residents.
<p>Clause 55.03-1</p> <p>Street setback objective</p> <p>To ensure that the setbacks of buildings from a street respect the existing or preferred neighbourhood character and make efficient use of the site.</p>	<p>B6</p> <p>Walls of buildings should be set back from streets:</p> <ul style="list-style-type: none"> • At least the distance specified in a schedule to the zone, or • If no distance is specified in a schedule to the zone, the distance specified in Table B1. <p>Porches, pergolas and verandahs that are less than 3.6 metres high and eaves may encroach not more than 2.5 metres into the setbacks of this standard.</p>	<p>Complies</p> <p>As the existing dwelling will be retained, no changes to the current street setback will occur. The current setback is considered appropriate.</p>
<p>Clause 55.03-2</p> <p>Building height objective</p> <p>To ensure that the height of buildings respects the existing or preferred neighbourhood character.</p>	<p>B7</p> <p>The maximum building height should not exceed the maximum height specified in the zone, schedule to the zone or an overlay that applies to the land.</p> <p>If no maximum height is specified in the zone, schedule to the zone or an overlay, the maximum building height should not exceed 9 metres.</p>	<p>Complies</p> <p>There is no specified height limit in the Schedule to the General Residential Zone, as such the maximum 9m specified in this clause applies.</p> <p>The proposed dwellings will have a ceiling height of 2.7m and a height at roof pitch of 5.2m and will therefore not exceed the standard.</p> <p>The neighbourhood character is predominantly single storey dwellings with some double storey dwellings in proximity including at number 22 Gregg Street. The proposed development respects the neighbourhood character in terms of building height.</p>

<p>Clause 55.03-3</p> <p>Site coverage objective</p> <p>To ensure that the site coverage respects the existing or preferred neighbourhood character and responds to the features of the site.</p>	<p>B8</p> <p>The site area covered by buildings should not exceed:</p> <ul style="list-style-type: none"> • The maximum site coverage specified in a schedule to the zone, or • If no maximum site coverage is specified in a schedule to the zone, 60 per cent. 	<p>Complies</p> <p>No maximum site coverage is specified in the schedule to the General Residential zone. As such the maximum site coverage permitted is 60% pursuant to this clause.</p> <p>Each proposed unit will have a combined floor area of 206 sq m with a 3 sq m shed. Bringing the total of proposed buildings to 627 sq m. With the carport replacement, the existing residence will have a floor area of approximately 170 sq m.</p> <p><u>Lot 1</u></p> <p>Area - 544m² Building - 170m² 31.25%</p> <p><u>Lot 2</u></p> <p>Area - 355m² Building - 209m² 58.87%</p> <p><u>Lot 3</u></p> <p>Area - 367m² Building - 209m² 57%</p> <p><u>Lot 4</u></p> <p>Area - 523m² Building - 209m² 40%</p> <p><u>Total subject site</u></p> <p>Area - 2047m² Building - 797m² 38.9%</p>
<p>Clause 55.03-4</p> <p>Permeability objectives</p> <p>To reduce the impact of increased stormwater run-off on the drainage system.</p> <p>To facilitate on-site stormwater</p>	<p>B9</p> <p>The site area covered by the pervious surfaces should be at least:</p> <ul style="list-style-type: none"> • The minimum area specified in a schedule to the zone, or • If no minimum is specified in a 	<p>Complies</p> <p>No minimum permeable area is specified in the schedule to the General Residential Zone. As such, the minimum permeable area permitted is 20% pursuant to this clause.</p>

<p>infiltration.</p>	<p>schedule to the zone, 20 percent of the site.</p>	<p><u>Lot 1</u> Area - 544m² Permeable surface - 381m² 70%</p> <p><u>Lot 2</u> Area - 355m² Permeable surface - 98m² 27.6%</p> <p><u>Lot 3</u> Area - 367m² Permeable surface - 110m² 30%</p> <p><u>Lot 4</u> Area - 523m² Permeable surface - 208m² 40%</p> <p><u>Total subject site</u> Area - 2047m² Permeable surface - 797m² 38.9%</p>
<p>Clause 55.03-5</p> <p>Energy efficiency objectives</p> <p>To achieve and protect energy efficient dwellings and residential buildings.</p> <p>To ensure the orientation and layout of development reduce fossil fuel energy use and make appropriate use of daylight and solar energy.</p>	<p>B10</p> <p>Buildings should be:</p> <ul style="list-style-type: none"> • Oriented to make appropriate use of solar energy. • Sited and designed to ensure that the energy efficiency of existing dwellings on adjoining lots is not unreasonably reduced. <p>Living areas and private open space should be located on the north side of the development, if practicable.</p> <p>Developments should be designed so that solar access to north-facing windows is maximised.</p>	<p>Complies</p> <p>The living areas for the proposed units are orientated to the east with proposed units 1 and 2 also having a partial northern aspect and proposed unit 1 have a partial southern aspect.</p> <p>The majority of POS will be to the eastern side of each proposed unit with proposed unit 3 and the existing dwelling also including partial areas of POS orientated to the north.</p> <p>Given the climate of the area, the orientation of living areas and POS is considered appropriate.</p>

<p>Clause 55.03-6</p> <p>Open space objective</p> <p>To integrate the layout of development with any public and communal open space provided in or adjacent to the development.</p>	<p>B11</p> <p>If any public or communal open space is provided on site, it should:</p> <ul style="list-style-type: none"> • Be substantially fronted by dwellings, where appropriate. • Provide outlook for as many dwellings as practicable. • Be designed to protect any natural features on the site. • Be accessible and useable. 	<p>N/a</p> <p>No public or communal open space will be provided onsite.</p> <p>All units will have their own POS.</p>
<p>Clause 55.03-7</p> <p>Safety objective</p> <p>To ensure the layout of development provides for the safety and security of residents and property.</p>	<p>B12</p> <p>Entrances to dwellings and residential buildings should not be obscured or isolated from the street and internal accessways.</p> <p>Planting which creates unsafe spaces along streets and accessways should be avoided.</p> <p>Developments should be designed to provide good lighting, visibility and surveillance of car parks and internal accessways.</p> <p>Private spaces within developments should be protected from inappropriate use as public thoroughfares.</p>	<p>Complies</p> <p>Dwelling access will not be obscured or isolated from the street or by vegetation and all entrances will face onto the private and shared driveway.</p> <p>The open and well lit nature of the accessways will provide for adequate visibility and surveillance of car parks and internal accessways.</p> <p>Private open space will not be accessible as public thoroughfares.</p>
<p>Clause 55.03-8</p> <p>Landscaping objectives</p> <p>To encourage development that respects the landscape character of the neighbourhood.</p> <p>To encourage development that maintains and enhances habitat for plants and animals in locations of habitat importance.</p> <p>To provide appropriate landscaping.</p> <p>To encourage the retention of mature vegetation on the site.</p>	<p>B13</p> <p>The landscape layout and design should:</p> <ul style="list-style-type: none"> • Protect any predominant landscape features of the neighbourhood. • Take into account the soil type and drainage patterns of the site. • Allow for intended vegetation growth and structural protection of buildings. • In locations of habitat importance, maintain existing habitat and provide for new habitat for plants and animals. • Provide a safe, attractive and functional environment for residents. 	<p>Complies</p> <p>The proposal will ensure that landscaping is provided throughout the development that is appropriate to the area. A mixture of lawn, native species and high tolerance species have been included in the landscape plan.</p> <p>The landscaping to the front of the proposed units and on the western border of the driveway will act to soften the built form of the proposed units.</p> <p>The landscaping to the street frontage of the existing dwelling will remain where possible and will therefore remain consistent with the existing residential character of the neighbourhood.</p> <p>No landscape requirements are specified in the schedule to the</p>

	<p>Development should provide for the retention or planting of trees, where these are part of the character of the neighbourhood.</p> <p>Development should provide for the replacement of any significant trees that have been removed in the 12 months prior to the application being made.</p> <p>The landscape design should specify landscape themes, vegetation (location and species), paving and lighting.</p> <p>Development should meet any additional landscape requirements specified in a schedule to the zone.</p>	<p>zone.</p>
<p>Clause 55.03-9</p> <p>Access objective</p> <p>To ensure the number and design of vehicle crossovers respects the neighbourhood character.</p>	<p>B14</p> <p>The width of accessways or car spaces should not exceed:</p> <ul style="list-style-type: none"> • 33 per cent of the street frontage, or • if the width of the street frontage is less than 20 metres, 40 per cent of the street frontage. <p>No more than one single-width crossover should be provided for each dwelling fronting a street.</p> <p>The location of crossovers should maximise the retention of on-street car parking spaces.</p> <p>The number of access points to a road in a Road Zone should be minimised.</p> <p>Developments must provide for access for service, emergency and delivery vehicles.</p>	<p>Variation required</p> <p>The site frontage is approximately 25.3m and therefore crossovers should not exceed 33 per cent of the street frontage. Based upon the site plan, the total width of the double crossover will be approximately 8.75m, which is 34.6% of the total street frontage.</p> <p>While this width slightly exceeds the standard, the dual driveway servicing a total of four dwellings is considered appropriate.</p> <p>A potential reduction of street parking for one vehicle may result however as each dwelling will provide adequate visitor parking and it is unlikely that any street parking will be required, the width of the crossover is considered appropriate.</p> <p>There will be adequate access for service, emergency and delivery vehicles to the site.</p>
<p>Clause 55.03.10</p> <p>Parking location objectives</p> <p>To provide convenient parking for resident and visitor vehicles.</p> <p>To protect residents from vehicular noise within developments.</p>	<p>B15</p> <p>Car parking facilities should:</p> <ul style="list-style-type: none"> • Be reasonably close and convenient to dwellings and residential buildings. • Be secure. • Be well ventilated if enclosed. <p>Shared accessways or car parks of other dwellings and residential buildings should be located at least 1.5 metres from the windows of habitable rooms. This setback may</p>	<p>Complies</p> <p>Each unit will include double garage and space for two visitor vehicles in front of the double garage. The garages are:</p> <ul style="list-style-type: none"> • Located close and convenient to each unit with internal access provided; and • Will be secure, and ventilated. <p>The carport to the existing dwelling will be slightly relocated and will also be convenient, secure and</p>

	<p>be reduced to 1 metre where there is a fence at least 1.5 metres high or where window sills are at least 1.4 metres above the accessway.</p>	<p>ventilated. The shared accessway is located at a distance greater than 1.5m from any habitable room window.</p>
<p>Clause 55.04-1 Side and rear setbacks objective To ensure that the height and setback of a building from a boundary respects the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings.</p>	<p>B17 A new building not on or within 200mm of a boundary should be set back from side or rear boundaries:</p> <ul style="list-style-type: none"> • At least the distance specified in a schedule to the zone, or • If no distance is specified in a schedule to the zone, 1 metre, plus 0.3 metres for every metre of height over 3.6 metres up to 6.9 metres, plus 1 metre for every metre of height over 6.9 metres. <p>Sunblinds, verandahs, porches, eaves, fascias, gutters, masonry chimneys, flues, pipes, domestic fuel or water tanks, and heating or cooling equipment or other services may encroach not more than 0.5 metres into the setbacks of this standard.</p> <p>Landings having an area of not more than 2 square metres and less than 1 metre high, stairways, ramps, pergolas, shade sails and carports may encroach into the setbacks of this standard.</p>	<p>Complies Those parts of the new units not on or within 200mm of a site boundary are setback by more than 1m from new or existing side or rear boundaries. The alfresco area to each proposed unit is setback 1m from the rear boundaries of the proposed lots.</p>
<p>Clause 55.04-2 Wall on boundaries objective To ensure that the location, length and height of a wall on a boundary respects the existing or preferred neighbourhood character and limits the impact on the amenity of existing dwellings.</p>	<p>B18 A new wall constructed on or within 200mm of a side or rear boundary of a lot or a carport constructed on or within 1 metre of a side or rear boundary of lot should not abut the boundary:</p> <ul style="list-style-type: none"> • For a length of more than the distance specified in a schedule to the zone; or • If no distance is specified in a schedule to the zone, for a length of more than: <ul style="list-style-type: none"> - 10 metres plus 25 per cent of the remaining length of the boundary of an adjoining lot, or - Where there are existing or simultaneously constructed walls or carports abutting 	<p>Complies The garages of proposed units 1 and 2 will share a wall on the boundary between proposed lots 2 and 3. The shared wall on the boundary will not exceed 10m.</p>

	<p>the boundary on an abutting lot, the length of the existing or simultaneously constructed walls or carports,</p> <p>whichever is the greater.</p> <p>A new wall or carport may fully abut a side or rear boundary where slope and retaining walls or fences would result in the effective height of the wall or carport being less than 2 metres on the abutting property boundary.</p> <p>A building on a boundary includes a building set back up to 200mm from a boundary.</p> <p>The height of a new wall constructed on or within 200mm of a side or rear boundary or a carport constructed on or within 1 metre of a side or rear boundary should not exceed an average of 3.2 metres with no part higher than 3.6 metres unless abutting a higher existing or simultaneously constructed wall.</p>	
<p>Clause 55.04-3</p> <p>Daylight to existing windows objective</p> <p>To allow adequate daylight into existing habitable room windows.</p>	<p>B19</p> <p>Buildings opposite an existing habitable room window should provide for a light court to the existing window that has a minimum area of 3 square metres and minimum dimension of 1 metre clear to the sky. The calculation of the area may include land on the abutting lot.</p> <p>Walls or carports more than 3 metres in height opposite an existing habitable room window should be set back from the window at least 50 per cent of the height of the new wall if the wall is within a 55-degree arc from the centre of the existing window. The arc may be swung to within 35 degrees of the plane of the wall containing the existing window.</p> <p>Where the existing window is above ground floor level, the wall height is measured from the floor level of the room containing the window.</p>	<p>Complies</p> <p>Daylight to the existing habitable room windows will not be obstructed by the proposed development.</p>
<p>Clause 55.04-4</p> <p>North-facing windows objective</p> <p>To allow adequate solar access to</p>	<p>B20</p> <p>If a north-facing habitable room window of an existing dwelling is within 3 metres of a boundary on</p>	<p>N/a</p> <p>The proposed dwellings will not be located in proximity to north facing</p>

<p>existing north-facing habitable room windows.</p>	<p>an abutting lot, a building should be setback from the boundary 1 metre, plus 0.6 metres for every metre of height over 3.6 metres up to 6.9 metres, plus 1 metre for every metre of height over 6.9 metres, for a distance of 3 metres from the edge of each side of the window. A north-facing window is a window with an axis perpendicular to its surface oriented north 20 degrees west to north 30 degrees east.</p>	<p>windows of adjoining properties.</p>
<p>Clause 55.04-5</p> <p>Overshadowing open space objective</p> <p>To ensure buildings do not significantly overshadow existing secluded private open space.</p>	<p>B21</p> <p>Where sunlight to the secluded private open space of an existing dwelling is reduced, at least 75 per cent, or 40 square metres with minimum dimension of 3 metres, whichever is the lesser area, of the secluded private open space should receive a minimum of five hours of sunlight between 9 am and 3 pm on 22 September.</p> <p>If existing sunlight to the secluded private open space of an existing dwelling is less than the requirements of this standard, the amount of sunlight should not be further reduced.</p>	<p>Complies</p> <p>The sunlight to the existing secluded private open space of adjoining dwellings will not be reduced as the proposed units are single storey and the shadow diagrams provided with the application indicate minimal overshadowing.</p>
<p>Clause 55.04-6</p> <p>Overlooking objective</p> <p>To limit views into existing secluded private open space and habitable room windows.</p>	<p>B22</p> <p>A habitable room window, balcony, terrace, deck or patio should be located and designed to avoid direct views into the secluded private open space of an existing dwelling within a horizontal distance of 9 metres (measured at ground level) of the window, balcony, terrace, deck or patio. Views should be measured within a 45 degree angle from the plane of the window or perimeter of the balcony, terrace, deck or patio, and from a height of 1.7 metres above floor level.</p> <p>A habitable room window, balcony, terrace, deck or patio with a direct view into a habitable room window of existing dwelling within a horizontal distance of 9 metres (measured at ground level) of the window, balcony, terrace, deck or patio should be either:</p> <ul style="list-style-type: none"> • Offset a minimum of 1.5 metres from the edge of one window to the edge of the other. • Have sill heights of at least 1.7 	<p>Complies</p> <p>Views from the internal and external areas of all proposed units are obscured by fencing between the proposed lots and existing lots.</p>

	<p>metres above floor level.</p> <ul style="list-style-type: none"> • Have fixed, obscure glazing in any part of the window below 1.7 metre above floor level. • Have permanently fixed external screens to at least 1.7 metres above floor level and be no more than 25 per cent transparent. <p>Obscure glazing in any part of the window below 1.7 metres above floor level may be openable provided that there are no direct views as specified in this standard.</p> <p>Screens used to obscure a view should be:</p> <p>Perforated panels or trellis with a maximum of 25 per cent openings or solid translucent panels.</p> <ul style="list-style-type: none"> • Permanent, fixed and durable. • Designed and coloured to blend in with the development. <p>This standard does not apply to a new habitable room window, balcony, terrace, deck or patio which faces a property boundary where there is a visual barrier at least 1.8 metres high and the floor level of the habitable room, balcony, terrace, deck or patio is less than 0.8 metres above ground level at the boundary.</p>	
<p>Clause 55.04-7</p> <p>Internal views objective</p> <p>To limit views into the secluded private open space and habitable room windows of dwellings and residential buildings within a development.</p>	<p>B23</p> <p>Windows and balconies should be designed to prevent overlooking of more than 50 per cent of the secluded private open space of a lower-level dwelling or residential building directly below and within the same development.</p>	<p>Complies</p> <p>The proposed units are single storey and no overlooking of secluded private open spaces will be possible.</p>
<p>Clause 55.04-8</p> <p>Noise impacts objectives</p> <p>To contain noise sources in developments that may affect existing dwellings.</p> <p>To protect residents from external noise.</p>	<p>B24</p> <p>Noise sources, such as mechanical plant, should not be located near bedrooms of immediately adjacent existing dwellings.</p> <p>Noise sensitive rooms and secluded private open spaces of new dwellings and residential buildings should take account of noise sources on immediately adjacent properties.</p> <p>Dwellings and residential buildings</p>	<p>Complies</p> <p>The proposed units will be located within an existing residential area; there are no significant noise sources in the immediate area likely to require noise mitigation measures.</p>

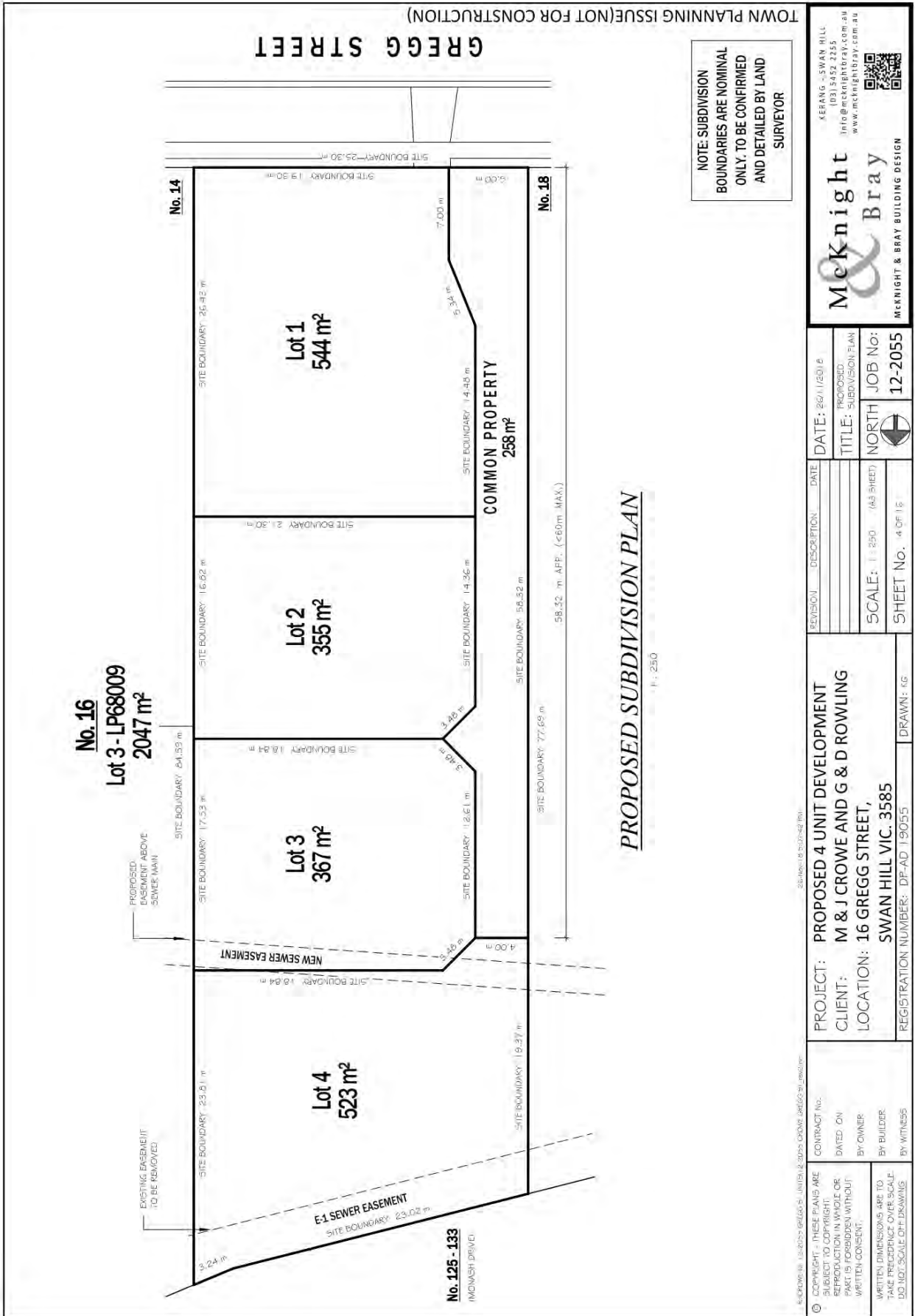
	close to busy roads, railway lines or industry should be designed to limit noise levels in habitable rooms.	
<p>Clause 55.05-1</p> <p>Accessibility objectives</p> <p>To encourage the consideration of the needs of people with limited mobility in the design of developments.</p>	<p>B25</p> <p>The dwelling entries of the ground floor of dwellings and residential buildings should be accessible or able to be easily made accessible to people with limited mobility.</p>	<p>Complies</p> <p>Entry into each unit will be via a standard front door, which will provide easy access including to those with limited mobility.</p>
<p>Clause 55.05-2</p> <p>Dwelling entry objective</p> <p>To provide each dwelling or residential building with its own sense of identity.</p>	<p>B26</p> <p>Entries to dwellings and residential buildings should:</p> <ul style="list-style-type: none"> • Be visible and easily identifiable from streets and other public areas. • Provide shelter, a sense of personal address and a transitional space around the entry. 	<p>Complies</p> <p>Each unit has a clearly identifiable and easily accessible entrance with a transitional space around the point of entry.</p>
<p>Clause 55.05-3</p> <p>Daylight to new windows objective</p> <p>To allow adequate daylight into new habitable room windows.</p>	<p>B27</p> <p>A window in a habitable room should be located to face:</p> <ul style="list-style-type: none"> • An outdoor space clear to the sky or a light court with a minimum area of 3 square metres and minimum dimension of 1 metre clear to the sky, not including land on an abutting lot, or • A verandah provided it is open for at least one third of its perimeter, or • A carport provided it has two or more open sides and is open for at least one third of its perimeter. 	<p>Complies</p> <p>All habitable rooms (i.e bedrooms and dining/living room areas) will have direct access to daylight through large windows located at appropriate setbacks from fences and other dwellings.</p>
<p>Clause 55.05-4</p> <p>Private open space objective</p> <p>To provide adequate private open space for the reasonable recreation and service needs of residents.</p>	<p>B28</p> <p>A dwelling or residential building should have private open space of an area and dimensions specified in a schedule to the zone.</p> <p>If no area or dimensions are specified in a schedule to the zone, a dwelling or residential building should have private open space consisting of:</p> <ul style="list-style-type: none"> • An area of 40 square metres, with one part of the private open space to consist of secluded 	<p>Complies</p> <p>Each unit will have more than 40m² of private open space, with a minimum area of 25m² (with minimum dimensions of 3m) and convenient access to the living room of each unit.</p>

	<p>private open space at the side or rear of the dwelling or residential building with a minimum area of 25 square metres, a minimum dimension of 3 metres and convenient access from a living room, or</p> <ul style="list-style-type: none"> • A balcony of 8 square metres with a minimum width of 1.6 metres and convenient access from a living room, or • A roof-top area of 10 square metres with a minimum width of 2 metres and convenient access from a living room. <p>The balcony requirements in Clause 55.05-4 do not apply to an apartment development.</p>	
<p>Clause 55.05-5</p> <p>Solar access to open space objective</p> <p>To allow solar access into the secluded private open space of new dwellings and residential buildings.</p>	<p>B29</p> <p>The private open space should be located on the north side of the dwelling or residential building, if appropriate.</p> <p>The southern boundary of secluded private open space should be set back from any wall on the north of the space at least $(2 + 0.9h)$ metres, where „h” is the height of the wall.</p>	<p>Complies</p> <p>The POS of proposed unit 3 will be primarily oriented to the north with the POS of proposed units 1 and 2 sharing eastern and northern orientation.</p> <p>A portion of the POS for proposed unit 1 will have a southern boundary, the southern boundary is setback in excess of the standard required.</p>
<p>Clause 55.05-6</p> <p>Storage objective</p> <p>To provide adequate storage facilities for each dwelling.</p>	<p>B30</p> <p>Each dwelling should have convenient access to at least 6 cubic metres of externally accessible, secure storage space.</p>	<p>Complies</p> <p>Each unit will have convenient access to at least 6m³ of externally accessible, secure storage space, including the use of sheds to the rear.</p>
<p>Clause 55.06-1</p> <p>Design detail objective</p> <p>To encourage design detail that respects the existing or preferred neighbourhood character.</p>	<p>B31</p> <p>The design of buildings, including:</p> <ul style="list-style-type: none"> • Facade articulation and detailing, • Window and door proportions, • Roof form, and • Verandahs, eaves and parapets, <p>should respect the existing or preferred neighbourhood character.</p> <p>Garages and carports should be visually compatible with the development and the existing or preferred neighbourhood</p>	<p>Complies</p> <p>The proposed units have been designed to respect the existing neighbourhood character, in particular, the breakup of the building profile through modulation, the use of residentially compatible materials and an overall design sympathetic to the type of residential development in the area.</p> <p>The garages are setback from the dwelling facades and will not be visible from the street.</p>

SECTION B - REPORTS

16 April 2019

	character.	
<p>Clause 55.06-2</p> <p>Front fences objective</p> <p>To encourage front fence design that respects the existing or preferred neighbourhood character.</p>	<p>B32</p> <p>The design of front fences should complement the design of the dwelling or residential building and any front fences on adjoining properties.</p> <p>A front fence within 3 metres of a street should not exceed:</p> <ul style="list-style-type: none"> • The maximum height specified in a schedule to the zone, or • If no maximum height is specified in a schedule to the zone, the maximum height specified in Table B3. 	<p>N/a</p> <p>No front fence to Gregg Street is proposed.</p>
<p>Clause 55.06-3</p> <p>Common property objectives</p> <p>To ensure that communal open space, car parking, access areas and site facilities are practical, attractive and easily maintained.</p> <p>To avoid future management difficulties in areas of common ownership.</p>	<p>B33</p> <p>Developments should clearly delineate public, communal and private areas.</p> <p>Common property, where provided, should be functional and capable of efficient management.</p>	<p>N/a</p> <p>Access to the proposed units is to be provided via a shared driveway on 258m² of common property. The common property is practical and easily maintained.</p>
<p>Clause 55.06-4</p> <p>Site services objectives</p> <p>To ensure that site services can be installed and easily maintained.</p> <p>To ensure that site facilities are accessible, adequate and attractive.</p>	<p>B34</p> <p>The design and layout of dwellings and residential buildings should provide sufficient space (including easements where required) and facilities for services to be installed and maintained efficiently and economically.</p> <p>Bin and recycling enclosures, mailboxes and other site facilities should be adequate in size, durable, waterproof and blend in with the development.</p> <p>Bin and recycling enclosures should be located for convenient access by residents.</p> <p>Mailboxes should be provided and located for convenient access as required by Australia Post.</p>	<p>Complies</p> <p>The layout and location of the proposed units includes sufficient space for the provision of services.</p> <p>Each dwelling will have adequate space for bins with convenient access.</p> <p>The location of mailboxes has yet to be confirmed but is highly likely to be at the front of the site where there is ample space.</p>



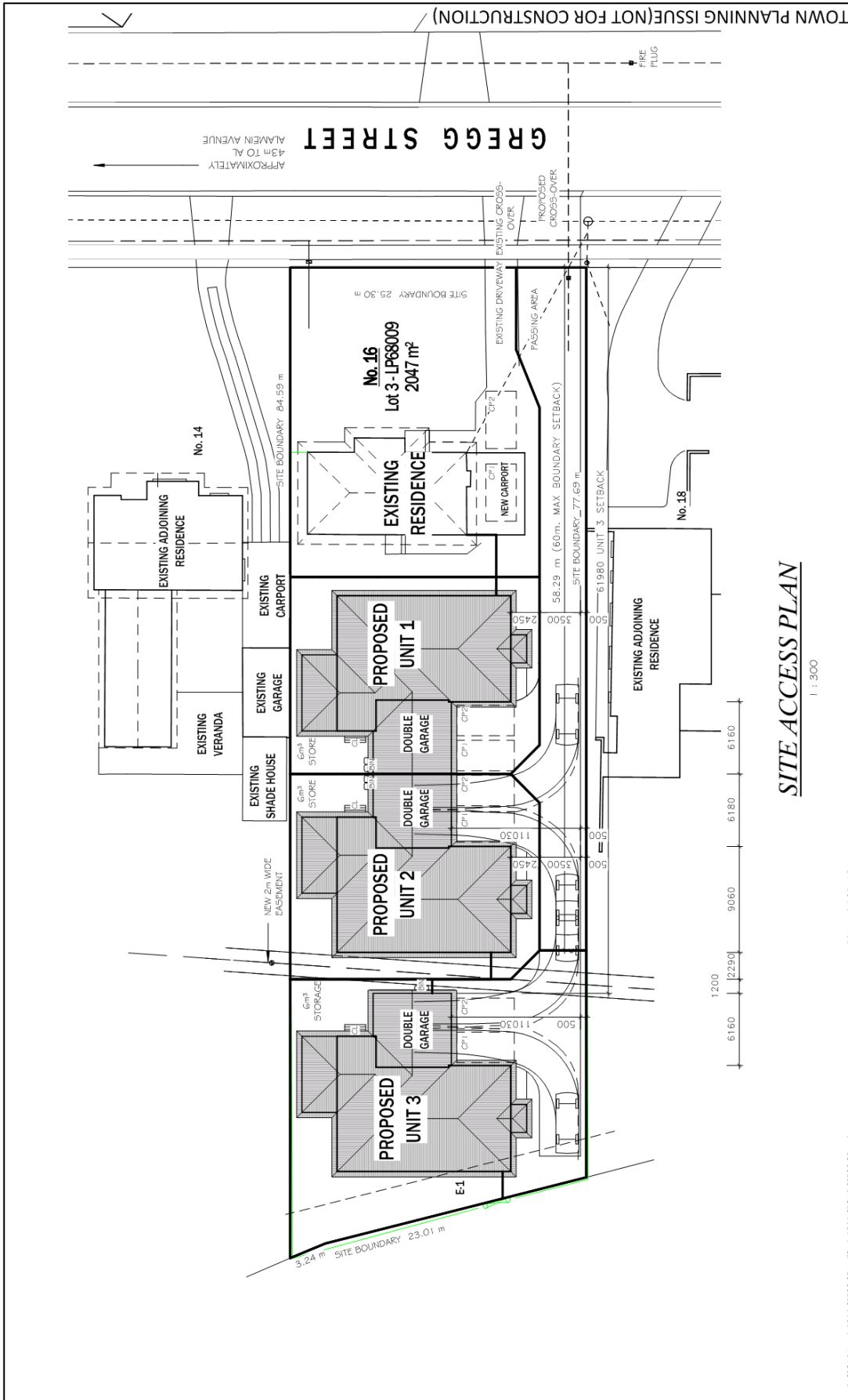
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Mcknight & Bray
MCKNIGHT & BRAY BUILDING DESIGN

REVISION	DESCRIPTION	DATE
		DATE: 26/11/2016
TITLE: SUBDIVISION PLAN		
SCALE: 1: 250 (A3 SHEET)		NORTH
JOB No: 12-2055		
SHEET No. 4 of 15		

PROJECT: PROPOSED 4 UNIT DEVELOPMENT	DATE: 26/11/2016
CLIENT: M & J CROWE AND G & D ROWLING	TITLE: SUBDIVISION PLAN
LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585	SCALE: 1: 250 (A3 SHEET)
REGISTRATION NUMBER: DP-AD 19055	JOB No: 12-2055
DRAWN: FG	

CONTRACT No.	DATE: 26/11/2016
BY OWNER	TITLE: SUBDIVISION PLAN
BY BUILDER	SCALE: 1: 250 (A3 SHEET)
BY WITNESS	JOB No: 12-2055
DRAWN: FG	



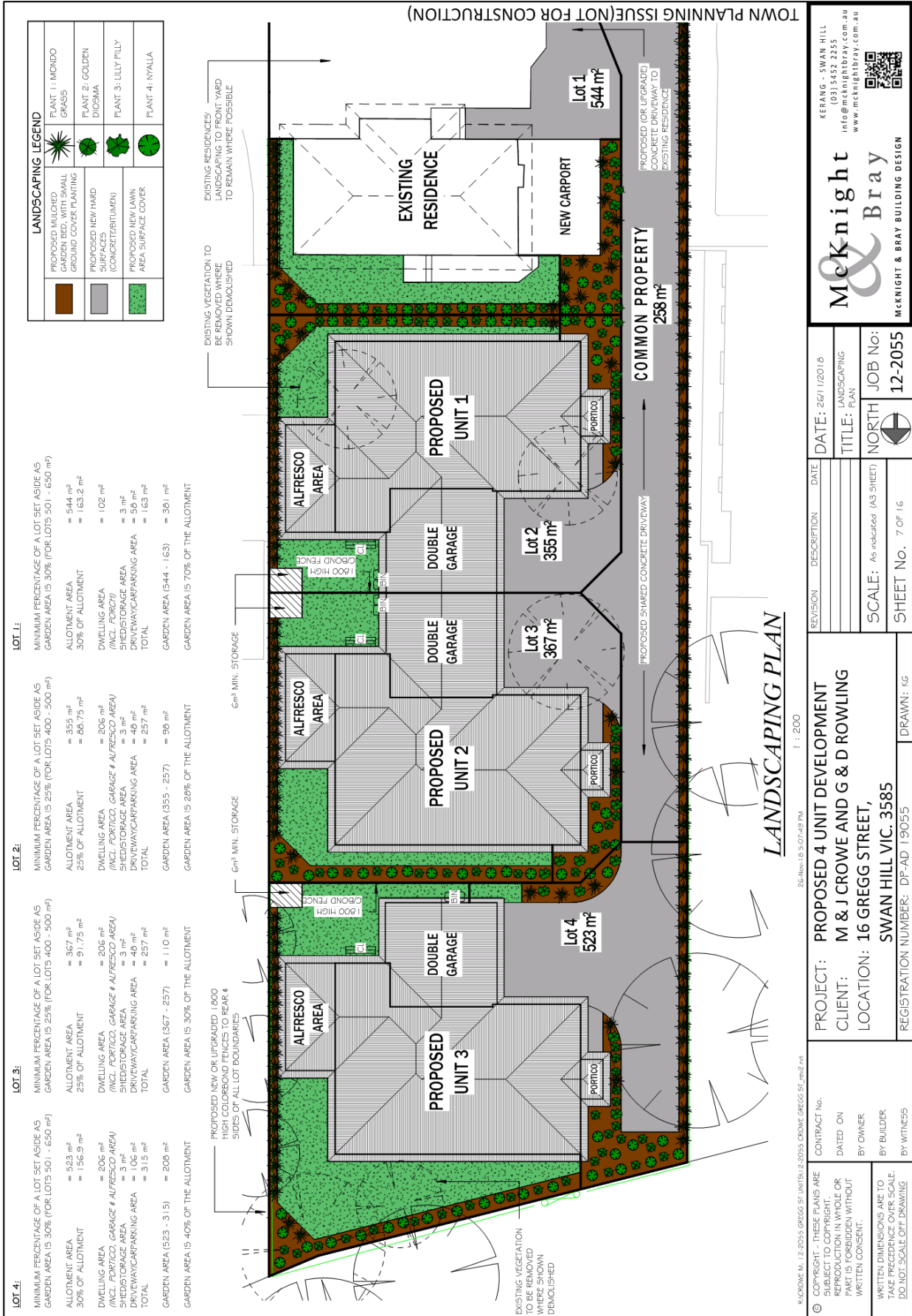
SITE ACCESS PLAN

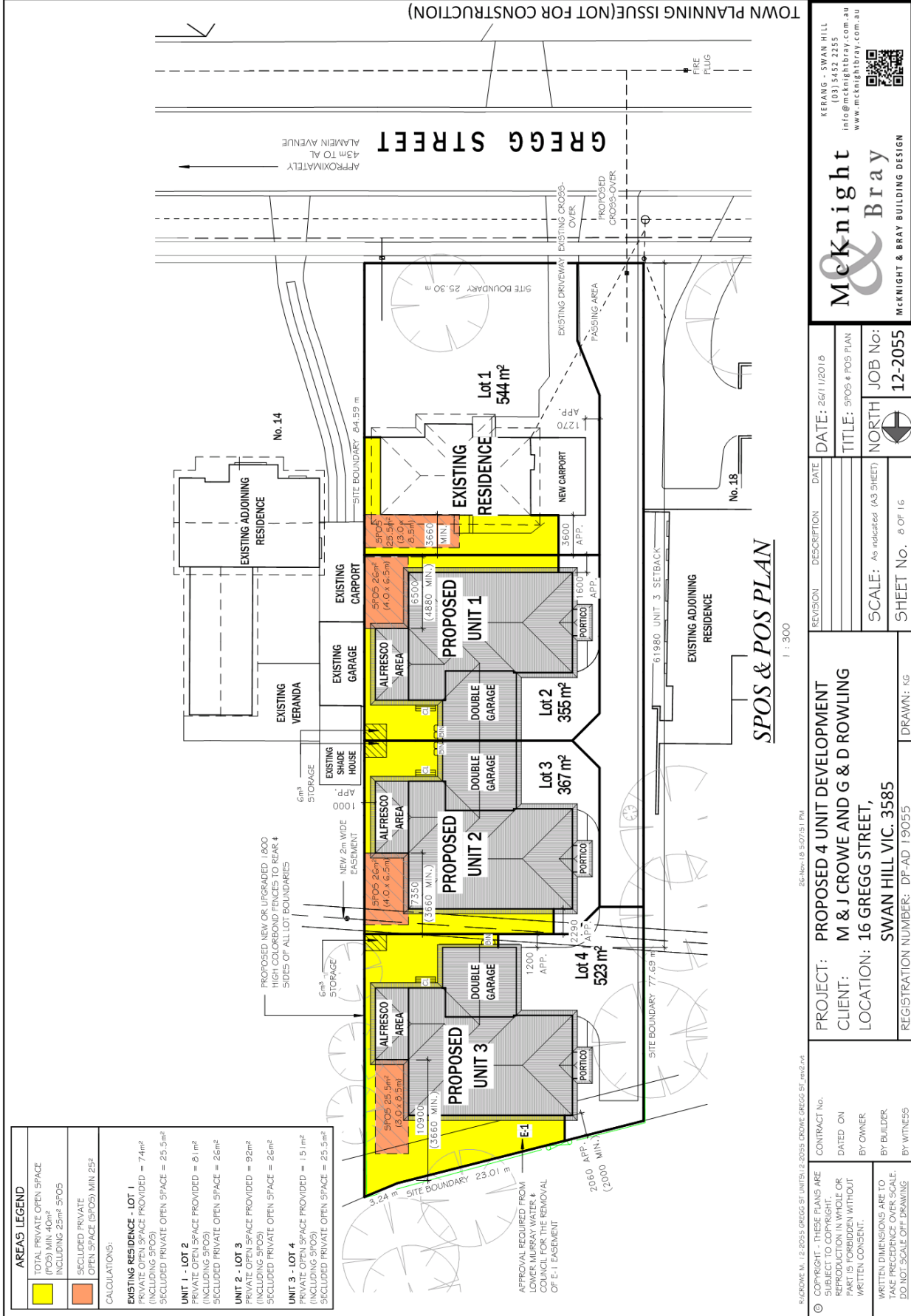
1 : 300

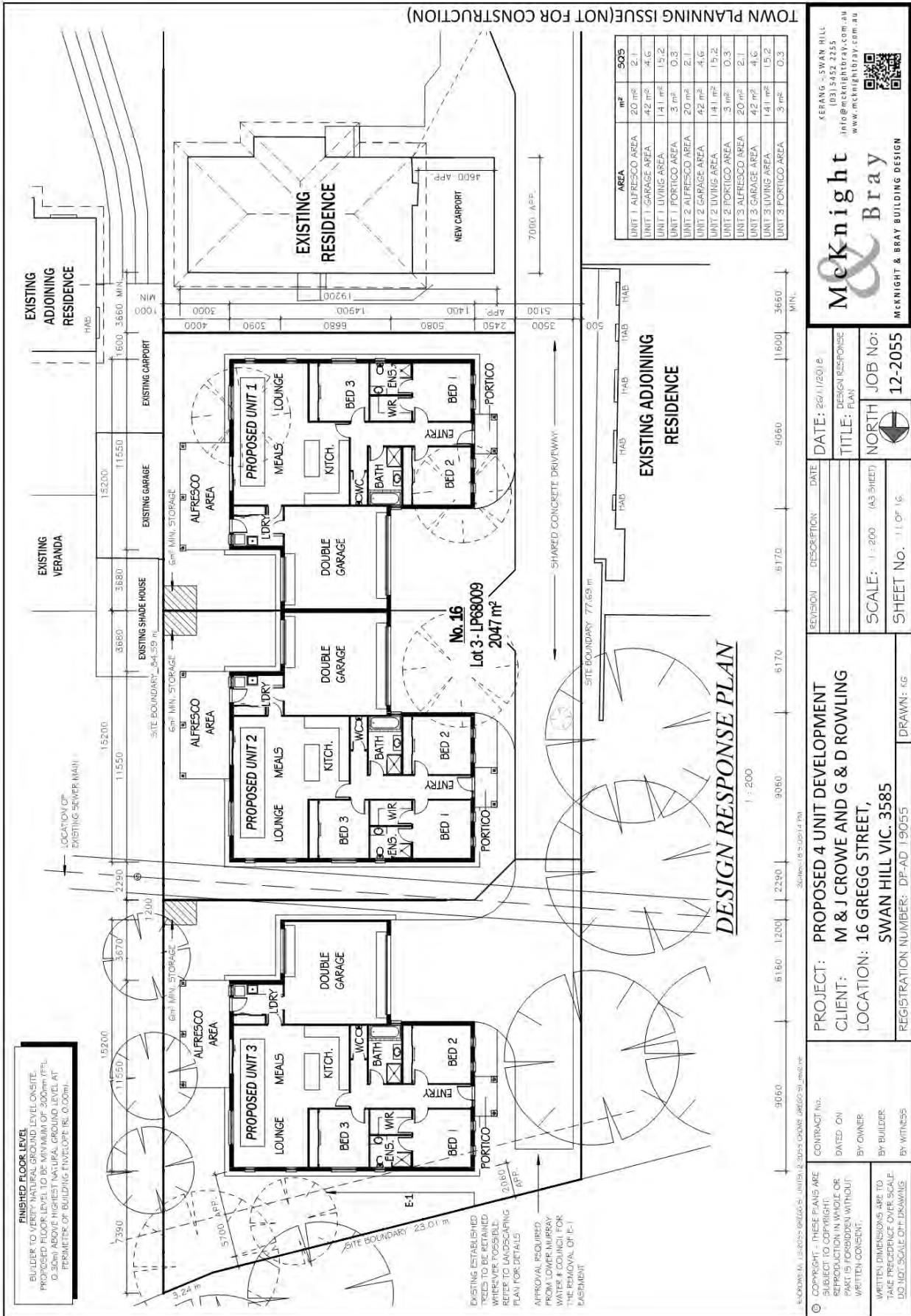
PROJECT: PROPOSED 4 UNIT DEVELOPMENT CLIENT: M & J CROWE AND G & D ROWLING LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585 REGISTRATION NUMBER: DP-AD 19055 DRAWN: KG		DATE: 26/11/2016 TITLE: PROPOSED ACCESS PLAN SCALE: 1 : 300 (A3 SHEET) SHEET No. 6 OF 16	
CONTRACT No. DATED ON BY OWNER BY BUILDER BY WITNESS		NORTH JOB No: 12-2055	
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FINISHED FLOOR LEVEL
 BUILDER TO VERIFY NATURAL GROUND LEVEL ON-SITE.
 PROPOSED FLOOR LEVELS ARE 500MM (1'6")
 TO 50MM ABOVE HIGHEST NATURAL GROUND LEVEL AT
 PERIMETER OF BUILDING ENVELOPE (REL. 0.000m).

EXISTING ESTABLISHED TREES TO BE RETAINED WHEREVER POSSIBLE. REFER TO LANDSCAPING PLAN FOR DETAILS.
 APPROVAL REQUIRED FROM LOWER MURRAY WATER COUNCIL FOR REMOVAL OF E-1 BUSHMANT.

AREA	m ²	50%S
UNIT 1 ALFRESCO AREA	20 m ²	2.1
UNIT 1 GARAGE AREA	42 m ²	4.6
UNIT 1 LIVING AREA	14.1 m ²	1.5.2
UNIT 1 PORTICO AREA	3 m ²	0.3
UNIT 2 ALFRESCO AREA	20 m ²	2.1
UNIT 2 GARAGE AREA	42 m ²	4.6
UNIT 2 LIVING AREA	14.1 m ²	1.5.2
UNIT 2 PORTICO AREA	3 m ²	0.3
UNIT 3 ALFRESCO AREA	42 m ²	4.6
UNIT 3 LIVING AREA	14.1 m ²	1.5.2
UNIT 3 PORTICO AREA	3 m ²	0.3

DESIGN RESPONSE PLAN

1 : 200

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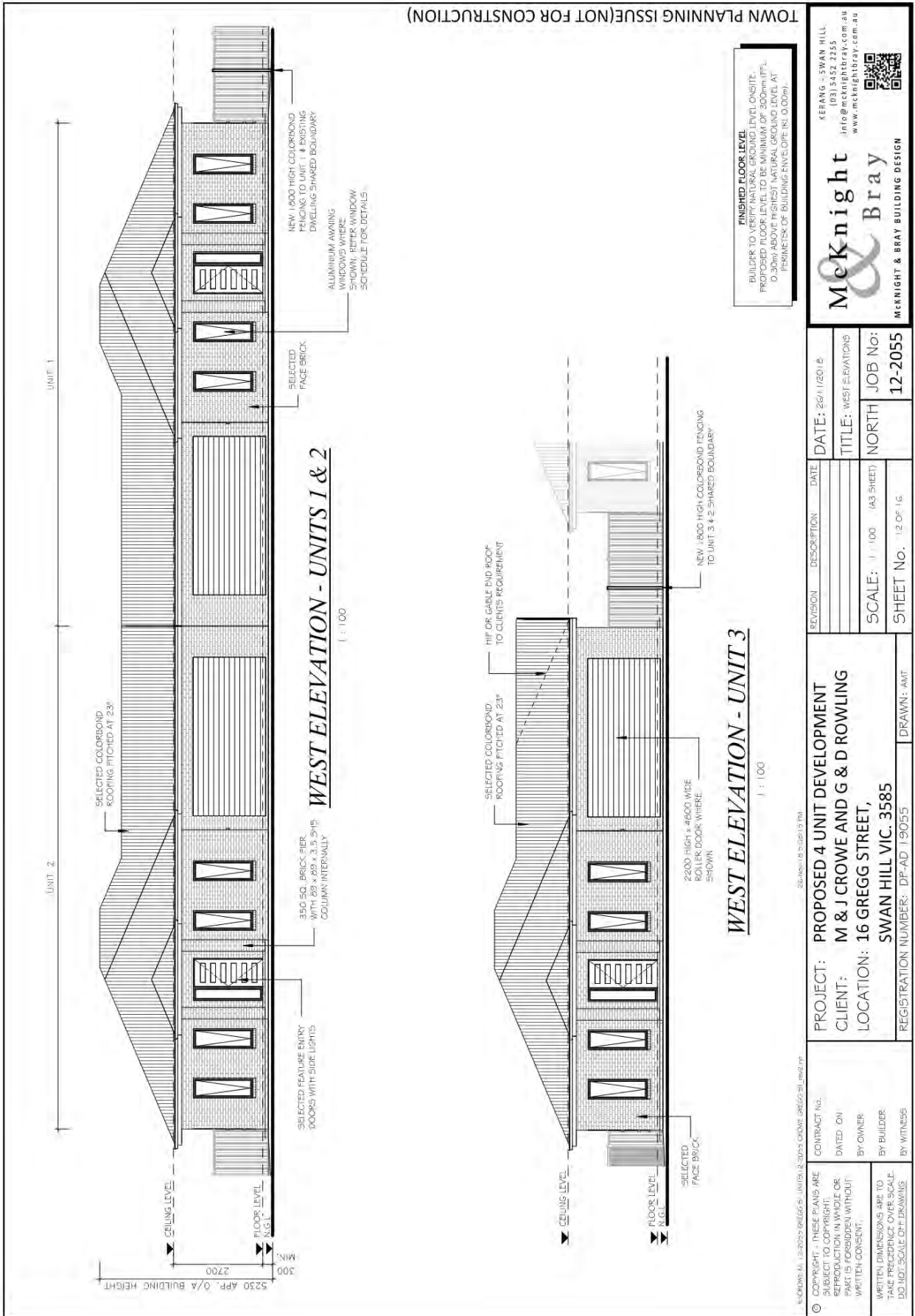
CONTRACT NO. BAKED ON BY OWNER BY BUILDER BY WITNESS
 PROJECT: PROPOSED 4 UNIT DEVELOPMENT
 CLIENT: M & J CROWE AND G & D ROWLING
 LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585
 REGISTRATION NUMBER: DP-AD 19055 DRAWN: FG

REVISION DESCRIPTION DATE
 TITLE: DESIGN RESPONSE PLAN
 SCALE: 1 : 200 (A3 SHEET)
 SHEET No. 11 OF 16
 NORTH
 JOB No: 12-2055

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TOWN PLANNING ISSUE (NOT FOR CONSTRUCTION)



TOWN PLANNING ISSUE (NOT FOR CONSTRUCTION)

FINISHED FLOOR LEVEL
 BUILDER TO VERIFY NATURAL GROUND LEVEL ON SITE.
 PROPOSED FLOOR LEVEL TO BE MINIMUM OF 300mm (FFL) 0.30m ABOVE HIGHEST NATURAL GROUND LEVEL AT PERIMETER OF BUILDING ENVELOPE (RL 0.00m).

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 MCKNIGHT & BRAY BUILDING DESIGN

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REVISION	DESCRIPTION	DATE
SCALE: 1 : 100 (A3 SHEET)	NORTH	JOB No: 12-2055
SHEET No. 12 OF 16		DATE: 26/11/2018
TITLE: WEST ELEVATIONS		

PROJECT: PROPOSED 4 UNIT DEVELOPMENT	DATE: 26/11/2018
CLIENT: M & J CROWE AND G & D ROWLING	TITLE: WEST ELEVATIONS
LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585	SCALE: 1 : 100 (A3 SHEET)
REGISTRATION NUMBER: DP-AD 19055	SHEET No. 12 OF 16
DRAWN: AMT	JOB No: 12-2055

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CONTRACT NO. DATED ON BY OWNER BY BUILDER BY WITNESS

EAST ELEVATION - UNITS 1 & 2
1 : 100

EAST ELEVATION - UNIT 3
1 : 100

FINISHED FLOOR LEVEL
BUILDER TO VERIFY NATURAL GROUND LEVEL ON SITE.
PROPOSED FLOOR LEVEL TO BE MINIMUM OF 300mm (FFL
0.30m) ABOVE HIGHEST NATURAL GROUND LEVEL AT
PERIMETER OF BUILDING ENVELOPE (RL 0.000m).

5230 APP. D/A
BUILDING HEIGHT
2700
CEILING LEVEL
FLOOR LEVEL
MIN.
300

UNIT 1
UNIT 2

SELECTED COLORBOND ROOFING FITTED AT 23°

350 50 BRICK PIERS WITH 253 x 89 x 3.5 SPIES COLUMN INTERVALLY

SELECTED ALUMINIUM SLIDING DOOR UNIT. REFER WINDOW SCHEDULE FOR DETAILS

SELECTED HALF GLASS DOORS WHERE SHOWN

ALUMINIUM SLIDING WINDOWS WHERE SHOWN. REFER WINDOW SCHEDULE FOR DETAILS

HIP OR GABLE END ROOF TO CLIENT'S REQUIREMENT

1800 HIGH COLORBOND FENCES TO SIDE & REAR. BOUNDARIES BEHIND BUILDING LINE

2200 HIGH x 2700 WIDE ROLLER DOOR

SELECTED FACE BRICK

DATE: 26/11/2016
TITLE: EAST ELEVATIONS
NORTH
JOB No: 12-2055

REVISION DESCRIPTION DATE
SCALE: 1 : 100 (A3 SHEET)
SHEET No. 13 OF 16

PROJECT: PROPOSED 4 UNIT DEVELOPMENT
CLIENT: M & J CROWE AND G & D ROWLING
LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585
REGISTRATION NUMBER: DP-AD 19055
DRAWN: AMT

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MCKNIGHT & BRAY 12-2055 GREGG ST, SWAN HILL VIC. 3585
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KERANG - SWAN HILL (03) 5452 2255
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MCKNIGHT & BRAY BUILDING DESIGN

TOWN PLANNING ISSUE (NOT FOR CONSTRUCTION)

NORTH ELEVATION - UNIT 1
1 : 100

SOUTH ELEVATION - UNIT 1
1 : 100

MARK	CODE	HEIGHT	WIDTH	TYPE COMMENTS	GLAZING	LOCATION
G01.1	21.21	2100	2100	ALUMINIUM SLIDING DOOR	CLEAR	WYALS
W1.1	5L	2100	400	ALUMINIUM FIXED SIDELIGHT ENTRY	CLEAR	BED 1
W1.2	1A.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 2
W1.3	1B.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 2
W1.4	1C.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BATH
W1.5	1D.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	LDRY
W1.6	20.21	2000	2100	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W1.7	1A.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W1.8	1A.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W1.9	1A.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W1.10	1D.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W1.11	1B.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W1.12	1B.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 1

WINDOW SCHEDULE - UNIT 1

PROJECT: PROPOSED 4 UNIT DEVELOPMENT
 CLIENT: M & J CROWE AND G & D ROWLING
 LOCATION: 16 GREGG STREET, SWAN HILL VIC. 3585
 REGISTRATION NUMBER: DP-AD 19055

DATE: 26/11/2018
 TITLE: ELEVATIONS - NORTH UNIT 1
 SCALE: 1 : 100 (A3 SHEET)
 SHEET No. 14 OF 16

DATE: 26/11/2018
 TITLE: ELEVATIONS - NORTH UNIT 1
 SCALE: 1 : 100 (A3 SHEET)
 SHEET No. 14 OF 16

REGISTRATION NUMBER: DP-AD 19055

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WINDOW SCHEDULE - UNIT 2						
MARK	CODE	HEIGHT	WIDTH	TYPE COMMENTS	GLAZING	LOCATION
W2.1	21 21	2100	2100	ALUMINIUM SLIDING DOOR	CLEAR	LOUNGE
W2.1	5c	2100	400	ALUMINIUM FIXED SIDELIGHT	CLEAR	BED 2
W2.2	15 0c	1500	500	ALUMINIUM AWNING WINDOW	CLEAR	BED 1
W2.3	15 0c	1500	500	ALUMINIUM AWNING WINDOW	CLEAR	BED 1
W2.4	10 0c	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	PN5
W2.5	15 15	1500	1500	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W2.6	15 0c	1500	600	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W2.7	15 0c	1500	600	ALUMINIUM AWNING WINDOW	CLEAR	LOUNGE
W2.8	20 21	2000	2100	ALUMINIUM SLIDING WINDOW	CLEAR	LOUNGE
W2.9	10 0c	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	BATH
W2.10	10 0c	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	BATH
W2.11	15 0c	1500	500	ALUMINIUM AWNING WINDOW	CLEAR	BED 2
W2.12	15 0c	1500	500	ALUMINIUM AWNING WINDOW	CLEAR	BED 2

TOWN PLANNING ISSUE (NOT FOR CONSTRUCTION)

PROJECT: PROPOSED 4 UNIT DEVELOPMENT
 CLIENT: M & J CROWE AND G & D ROWLING
 LOCATION: 16 GREGG STREET,
 SWAN HILL VIC. 3585

DATE: 26/11/2018
 TITLE: ELEVATIONS - UNIT 2
 NORTH JOB No: 12-2055
 SCALE: 1:100 (A3 SHEET)
 SHEET No. 15 OF 16

REGISTRATION NUMBER: DP-AD 19055
 DRAWN: FG

CONTRACT No.
 DATED ON
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FINISHED FLOOR LEVEL
 BUILDERS TO VERIFY NATURAL GROUND LEVEL ON SITE.
 PROPOSED FLOOR LEVELS TO BE MINIMUM OF 500mm (PFL)
 ABOVE FINISHED FLOOR LEVEL AT PERIMETER OF BUILDING ENVELOPE (N.G. & D.P.S.)

TOWN PLANNING ISSUE (NOT FOR CONSTRUCTION)

NORTH ELEVATION - UNIT 3
1 : 100

MARK	CODE	HEIGHT	WIDTH	TYPE COMMENTS	GLAZING	LOCATION
GD5.1	21.21	2100	2100	ALUMINIUM SLIDING DOOR	CLEAR	BED 3
W3.1	5L	2100	400	ALUMINIUM FIXED SIGHTLIGHT	CLEAR	BED 2
W3.2	4.06	1600	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 1
W3.3	4.06	1600	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 1
W3.4	0.06	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	ENS
W3.5	1.5.13	1500	1500	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W3.6	1.5.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W3.7	1.5.06	1800	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 3
W3.8	20.21	2000	2100	ALUMINIUM SLIDING WINDOW	CLEAR	BED 3
W3.9	10.06	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	LDRY
W3.10	0.06	1000	600	ALUMINIUM SLIDING WINDOW	CLEAR	BATH
W3.11	1.5.06	1600	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 2
W3.12	1.5.06	1600	600	ALUMINIUM AWNING WINDOW	CLEAR	BED 2

HP OR GARLF END ROOF TO BE CLIENTS REQUIREMENT

1600 HIGH COLORBOND FENCES TO SIDE & REAR BOUNDARIES BEHIND BUILDING LINE

SOUTH ELEVATION - UNIT 3
1 : 100

5230 APP. O/A BUILDING HEIGHT
 300 MIN.
 2700
 1600 HIGH COLORBOND FENCES

ALUMINIUM AWNING WINDOWS WHERE SHOWN. REFER WINDOW SCHEDULE FOR DETAILS

350 50 BRICK PIER WITH 65 x 89 x 3.5 515 COLUMN INTERNALLY

ALUMINIUM SLIDING WINDOWS WHERE SHOWN. REFER WINDOW SCHEDULE FOR DETAILS

1600 HIGH COLORBOND FENCES TO SIDE & REAR BOUNDARIES BEHIND BUILDING LINE

PROJECT: PROPOSED 4 UNIT DEVELOPMENT
 CLIENT: M & J CROWE AND G & D ROWLING
 LOCATION: 16 GREGG STREET,
 SWAN HILL VIC. 3585

DATE: 26/11/2016
 TITLE: ELEVATIONS - UNIT 3
 NORTH JOB No: 12-2055
 SCALE: 1:100 (A3 SHEET)
 SHEET No. 1 of 16

REGISTRATION NUMBER: DP-AD 19055
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CONTRACT No.
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B.19.31 PLANNING APPLICATION 2018/54 – USE AND DEVELOPMENT OF THE LAND FOR A SECOND DWELLING IN FARMING ZONE AFFECTED BY THE LAND SUBJECT TO INUNDATION OVERLAY AND ALTERATION TO ACCESS IN A ROAD ZONE CATEGORY 1.

Responsible Officer: Director Development and Planning
File Number: 2018/54
Attachments: 1 Proposed site plan and Floor and Elevation Plans

Declarations of Interest:

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

Summary

This report seeks a Council resolution to refuse the application for the use and development of the land for a second dwelling in the Farming Zone and altering access to a Road Zone.

Discussion

Location and existing conditions

The subject site is located at 4474 Murray Valley Highway in Piangil, on the eastern side of the Murray Valley Highway approximately 600 metres north of its intersection with the Mallee Highway. The site is approximately 44 kilometres from the Swan Hill Central Business District and approximately 75 metres to the west of the Murray River with crown land separating the two.

The subject site is rectangular in shape with an overall area of approximately 45.36 hectares. The site currently contains one existing dwelling that is sited to the south western corner of the land with associated outbuildings. The land has been laser levelled for irrigation purposes and was previously used for the training of harness racing horses.



Figure. 1 Aerial image of site and surrounds

The land is zoned Farming Zone and affected by the Land Subject to Inundation (LSIO) covering the site in its entirety. The land is also partly affected by the Bushfire Management Overlay (BMO) and Vegetation Protection Overlay (VPO). The majority of land surrounding the subject site is also zoned Farming with land bordering the Murray River zoned Public Conservation and Resource Zone (PCRZ).



Figure 2. Zoning and overlays of the subject site and surrounds.

The subject land is also located outside the Gazetted Irrigation District, therefore, the minimum size for a dwelling to be considered on the land as an “as of right” is 100ha.

Proposal

The applicant is seeking approval for the use and development of the land for a second dwelling. The proposed dwelling is required by the landowner who intends to farm the land. The landowner currently farms other land in the Kooloonong area approximately 42 km away. Their entire landholding consists of approximately 6000 hectares and is in production for grazing and cropping.

The subject land has been laser leveled for irrigation, and a financial farm plan has been provided in support of the subject land being developed for walnut trees with irrigation from the Murray River.

The existing dwelling on the land is to be utilised to provide accommodation for a farm manager.

The proposed dwelling will be sited to the rear of the land, approximately 1 km setback from the road, and approximately 260 metres from the Murray River. The proposed dwelling location is clear of any native vegetation. All services are proposed to be provided to the dwelling. The proposed dwelling will comprise four bedrooms, living and dining area, study, two bathrooms with an overall habitable area 264m². It will also comprise a veranda and alfresco area with a combined area of approximately 179m².

The existing northern access will be utilised from the Murray Valley Highway, with a new proposed 8 metre wide internal access driveway to be constructed to the proposed dwelling. A letter has been submitted with the application from an earth moving company supporting the specified requirements to construct the internal access road.

Assessment against the Planning Scheme

The primary planning concern is the facilitation of development in an area prone to flooding. The purpose of the Land Subject to Inundation Overlay (LSIO) is to both protect residents and property from the damaging effects of floods and also to maintain the natural flow of floodwaters by minimising potential obstruction.

Additional concerns include the zoning of the land and the potential to set a precedent for land zoned Farming.

The decision to be made is whether it is appropriate to permit the use and development given the applicable planning policies, decision guidelines and controls that apply to the land, in particular those about flooding and the management of risks.

The key questions to consider are:

- Does the proposal comply with the provisions of the zone?
- Does the proposal comply with the overlay?
- Is the proposed development in accordance with the policies and provisions of the Swan Hill Planning Scheme?
- Will the proposal result in inappropriate development within a flood prone area?

Zoning

The proposed development is located within the Farming Zone. In addition to implementing the Municipal Planning Strategy (MPS) and the Planning Policy Framework (PPF), the purpose of the zone as relevant to the proposal is to:

- provide for the use of land for agriculture;
- encourage the retention of productive agricultural land;
- ensure that non-agricultural uses, including dwellings, do not adversely affect the land for agriculture;
- encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.

The Farming Zone at Clause 35.07-2 requires the following when land is to be used for a dwelling:

- Access to the dwelling must be provided via an all-weather road with dimensions adequate to accommodate emergency vehicles.
- The dwelling must be connected to a reticulated sewerage system or if not available, the waste water must be treated and retained on-site in accordance with the State Environment Protection Policy (Waters of Victoria) under the Environment Protection Act 1970.
- The dwelling must be connected to a reticulated potable water supply or have an alternative potable water supply with adequate storage for domestic use as well as for fire fighting purposes.
- The dwelling must be connected to a reticulated electricity supply or have an alternative energy source.

The following permit triggers are applicable to this proposal:

- The use of the land for a second dwelling requires a permit in the Farming Zone.
- A permit is also required to construct a building or carry out works associated with a use where a permit is required.
- A permit is required to construct a building or to construct or carry out works with the Land Subject to Inundation Overlay.

The Farming Zone provides specific purposes in relation to use of land. Included among these is the use of land for agriculture and the impacts from non-agricultural land uses. Currently there is no active agricultural production occurring on the site. A financial farm plan has been provided indicating that it is the intention of the

landowner to use the land for agriculture and reintroduce irrigation, increasing the productiveness of the land and therefore justify the need for an additional dwelling on the property.

State and local policy and the purpose of the Farming Zone require that a dwelling will only be acceptable where it can be clearly demonstrated, that the dwelling is required as a secondary component to support the primary agricultural use of the land.

The following decision guidelines, specific to dwellings in the Farming Zone, are applicable:

- *Whether the dwelling will result in the loss or fragmentation of productive agricultural land.*
- *Whether the dwelling will be adversely affected by agricultural activities on adjacent and nearby land due to dust, noise, odour, use of chemicals and farm machinery, traffic and hours of operation.*
- *Whether the dwelling will adversely affect the operation and expansion of adjoining and nearby agricultural uses.*
- *The potential for the proposal to lead to a concentration or proliferation of dwellings in the area and the impact of this on the use of the land for agriculture.*

The location of the dwelling including associated outbuildings, yard area, and internal access road would remove a portion of land from potential agricultural production. The internal road and location of the dwelling are shown in the picture below.



The proposed location of the dwelling indicates that the prime reason for the dwelling is for rural lifestyle purposes, rather than being required to farm the land.

It is policy in the Planning Scheme that the development of second and subsequent dwellings are required to be located near existing infrastructure, to ensure minimal impact on agricultural land.

As advised by the landowner, a second dwelling would provide an opportunity for a worker to live on the land, but not necessarily to manage the subject land. The current proposal does not comply with Strategy 2.1 of Clause 21.06-1 of the Swan Hill Planning Scheme, which requires that all dwellings on the land must have a relationship with and is required to directly support the continuing operation of an **existing** rural use conducted on the land.

Overlays

The subject site is entirely covered by the Land Subject to Inundation Overlay (LSIO). In addition to implementing the MPS and the PPF, the purpose of the overlay as relevant to the proposal is to:

- Identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority;
- Ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant increase in flood level or flow velocity;
- Protect water quality; and
- Ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.

A permit is required to construct a building or to construct or carry out works.

The decision guidelines of the overlay include any comments from the relevant floodplain management authority. The application was referred to Mallee Catchment Management Authority (MCMA). While the catchment authority has no objections to the application, it advises that in the event of a 1% AEP flood event, it is likely that the entire location would be subject to inundation from the Murray River.

The location of the proposed development has the potential to cause flood risk to life, health and safety and has the potential to prevent egress in the event of flooding. The internal access driveway is to be built no higher than 500 mm below the designated flood level, therefore the accessway would need to be constructed at 61.65 metres AHD (as per the Catchment Authority's advice).

Given the internal access way, 1km in length, must be constructed at 500mm below flood level, it cannot be considered as an all weather road, therefore, the proposal

cannot meet the requirements of Clause 35.07-2 which requires access to be all weather.

Particular Provisions

The land is adjacent to a Road Zone Category 1. In addition to implementing the MPS and the PPF, the purpose of the provision as relevant to the proposal is to ensure appropriate access to identified roads.

- A permit is required to alter access to a road in a Road Zone Category 1.

The decision guidelines of the provision include any comments from the relevant road authority. The application was referred to VicRoads who had no objection, subject to conditions.

Planning Policy Framework

Clause 13.01-1S Natural hazards and climate change

The objective of the Clause is to minimise the impacts of natural hazards and adapt to the impacts of climate change through risk-based planning. Strategies include directing population growth and development to low risk locations and siting and designing development to minimise risk to life, property, the natural environment and community infrastructure from natural hazards.

The proposal is not in accordance with the Clause as the area cannot be considered a low risk location and the potential risk to life, property and the natural environment by the flood prone location cannot be overlooked.

Clause 13.03-1S Floodplain management

The objectives of the Clause are to assist the protection of:

- Life, property and community infrastructure from flood hazard;
- The natural flood carrying capacity of rivers, streams and floodways;
- The flood storage function of floodplains and waterways;
- Floodplain areas of environmental significance or of importance to river health.

One of the strategies to achieve this is to avoid intensifying the impact of flooding through inappropriately located use and development.

The proposed use and development is located within the LSIO which serves to ensure that development maintains the free passage and temporary storage of

floodwaters and minimises flood damage. A development of this nature located within the LSIO has the potential to intensify the impact of flooding causing risk to both the occupying residents and nearby residents.

Local Planning Policy Framework

Clause 21.05-4 Flooding

The objective of the Clause is to protect the floodplain from inappropriate development. Strategies to achieve this include discouraging development that could adversely inhibit the flow of flood waters and to maintain the function of the flood plain development.

The proposed development is setback from the front boundary approximately 1km with an 8m wide internal access driveway and has the potential to inhibit the flow of flood waters.

Clause 22.01 Flooding

Objectives of the Clause include to maintain the unobstructed passage of floodwaters and to provide suitable flood plain management which will ensure that any new development is suitably designed and compatible with the identified flood hazard and local drainage characteristics.

It is policy to permit the construction of a dwelling on land designated as liable to flooding where:

- This will not adversely affect the function of the floodplain.
- The floor level height of the dwelling is not less than 300mm above the designated 1% flood probability level.
- The construction standards for all works comply with relevant Building Codes and have regard to soil base and local drainage considerations.
- An effective disposal system is provided to the satisfaction of the responsible authority, where a septic tank system or similar suitable waste disposal connected to a dwelling is installed below the designated 1% flood probability level.

It is difficult to determine the effect the dwelling may have on the function of the floodplain. The floor level height and information on the disposal system can be conditioned to meet the required standards. However, works associated with the construction of the internal driveway may have an adverse affect on the function of the flood plain.

Referral Authorities

Mallee Catchment Management Authority

The catchment management authority has no objections subject to:

- The finished floor level of the dwelling must be set at a minimum of 300mm above designated flood level. The designated flood level for the property is 62.17m AHD, (i.e. no lower than 62.47m to Australian Height Datum).
- Water resistant building materials that minimise the physical effects of flooding on the dwelling and its contents up to the Nominal Protection Level (i.e. 62.47 m AHD).
- Any earthen land fill at the site of the dwelling must be limited to a maximum area of the immediate curtilage of the dwelling.
- The dwelling is to be built on a pad at or above the designated flood level, (i.e. the pad would need to be constructed at or above 62.17 m AHD).
- Accessway from the dwelling to outside the floodplain is to be no more than 500 mm below the designated flood level, (ie. the accessway would need to be constructed at 61.65 m AHD).

While the catchment management authority has not objected to the proposal, one of the concerns regarding the development is that the approval of the proposal has the potential to set a precedent that may compromise planning decisions in the future.

VicRoads

VicRoads has no objections subject to:

- Prior to commencement of any works on the subject land, the following must be completed to the satisfaction of and at no cost to VicRoads:
 - a. The existing northern crossover is removed and reinstated to match existing conditions.
 - b. The existing southern crossover is upgraded in accordance with VicRoads Standard Drawing SD 2066 – Typical Rural Driveway Access to Residential Properties at a minimum width of 7.5m from the edge of carriageway to the property boundary.

- Driveways must be maintained in a fit and proper state so as not to compromise the ability of vehicles to enter and exit the site in a safe manner or compromise operational efficiency of the road or public safety (eg. by spilling gravel onto the roadway).

Summary

The proposed second dwelling is located within the Farming Zone and affected by the Land Subject to Inundation Overlay and has the potential to set a precedent for further development. It is necessary to apply the precautionary principle when assessing development in hazardous areas.

The VCAT case *Cook v Alpine SC* [2011] states the following in relation to applications in flood prone areas:

“The State and Local Policy Frameworks of the Planning Scheme recognise and articulate the problems associated with the development and use of flood prone land. Flood plains are to be managed in a manner that assists in the protection of life, property and community Infrastructure. Policy seeks to avoid both use and development that intensifies the impacts of flooding.

There are important safety issues associated with developing in areas that are prone to flooding. The safety issues not only relate to the occupants of the development, but also to emergency services personnel who are called upon to assist those trapped by floodwaters.

Reliance on occupants receiving adequate warning of rising floodwaters and then having sufficient time to act on the warning is not sufficient to address the very real risks that are associated with developing within flood prone areas such as this. Warnings may not be received in time and, indeed, if received, may be ignored. As a consequence, occupants may find themselves unable to escape the flooding.

The constraint imposed on the development and use of the land by its flood prone nature is, in my view, significant enough in this instance to lead to a conclusion that a permit should not be granted. To do so would represent an intensification of residential use within a floodplain and in an area where access to, and egress from, the review site will be impossible during a flood event. The outcome is contrary to policy that expressly seeks to protect life and property from flood hazard.”

While the development is not prohibited, caution in approving these sort of applications must be had. The repercussions include – putting at risk property and life by allowing a dwelling to be erected in a flood prone area, and the setting of a precedent for further inappropriate development on land subject to inundation. The

combination of flood risks with little policy support for further development in the area weighs against granting a planning permit.

Objections

There were no objections to the application.

Consultation

No consultation has occurred as there were no objections to the application.

Financial Implications

As the proposed use and development is of a private nature on private land, no financial implications to Council are foreseen with the exception of potential emergency service requirements in the event of flooding.

Social Implications

It is unlikely that social implication would result from the proposed use and development with the exception of risk to life and property for the owner/occupier.

Economic Implications

Economic implications could occur in the event of a natural disaster and the emergency services efforts that may be required.

Environmental Implications

No vegetation will be removed to accommodate the proposed development, no environmental implications are foreseen.

Risk Management Implications

The proposed use and development is located within an area at risk of flooding. The precautionary principle should be applied when considering the application.

Council Plan Strategy Addressed

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

Options

Council has two options when considering this application:

1. Issue a Notice of Decision to Grant a Planning Permit with conditions; or
2. Issue a Notice of Refusal for the planning application.

Recommendations

That Council issue a Notice of Refusal for the application for use and development of the land for a second dwelling in the Farming Zone affected by Land Subject to Inundation Overlay and alteration to access in a Road Zone, Category 1 on the following grounds:

- 1. The application is not consistent with State and local planning policy, in particular:**
 - Clause 13.01-1S Natural hazards and climate change – the proposal is not in accordance with the Clause as the area cannot be considered a low risk location and the potential risk to life, property and the natural environment by flood prone location cannot be overlooked.**
 - Clause 13.03-1S Floodplain management – the proposed use and development is subject to risk to life, property and the natural environment.**
- 2. The application does not comply with Clause 35.07-2 of the Swan Hill Planning Scheme.**
- 3. The application is not consistent with the purpose of the Land Subject to Inundation Overlay at Clause 44.04, which is to ensure that development maintains the free passage and temporary storage of floodwaters and minimises flood damage.**

Planning Permit conditions

If a permit was to be issued, the following conditions would be recommended:

1. Prior to the commencement of the development, three copies of amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will form part of this permit. The plans must be generally in accordance with the plans received on 7 November 2018 and prepared by McKnight & Bray but modified to show:
 - a. Showing the dwelling with associated yard area and the potential location of sheds.
2. Development as shown on endorsed plans must not be altered without the prior

written consent of the Responsible Authority.

3. Prior to the construction of the dwelling, evidence must be provided by the permit holder that the land can be irrigated and that all associated irrigation infrastructure is constructed and completed to the satisfaction of the Responsible Authority.

Engineering Department

4. Prior to issuing an occupancy permit for the dwelling, the internal access driveway must be constructed, formed, finished and drained to the satisfaction of the Responsible Authority.
4. The applicant/owner must restrict sediment discharges from any construction sites within the property in accordance with Construction Techniques for Sediment Pollution Control (EPA 1991) and Environmental Guidelines for Major Construction Sites (EPA 1995).
5. Prior to issuing an occupancy permit, the permit holder must ensure that stormwater runoff from the development/site can be retained within the boundaries of the lot to the satisfaction of the Responsible Authority.

Health Department

6. Prior to the construction of the dwelling on the land, a Land Capability Assessment is required to be submitted and approved by Council's Environmental Health Officer.
7. Prior to issuing an occupancy permit for the dwelling, the dwelling shall be fitted with a wastewater treatment and disposal system to a design approved Council's Environmental Health Officer and such that all effluent is disposed of within the boundaries of the allotment.

Mallee Catchment Management Authority

8. The finished floor level of the dwelling must be set at a minimum of 300mm above the designated flood level. NOTE: The designated flood level for the property is 62.17 metres AHD, (ie. the floor level would need to be constructed at or above the Nominal Flood Protection Level (NPL) of 62.47 metres AHD).
9. Any chemicals, oil, fuel, grease, waste or other potential pollutants must be stored above the Nominal Protection Level (62.47 metres AHD). Adequate storage areas and shelving must be provided for this purpose.
10. Water resistant building materials that minimise the physical effects of flooding on the dwelling and its contents must be used for foundations, footings, floors and retaining walls up to the Nominal Protection Level (ie 62.47 metres AHD).
11. Electrical fittings must comply with the relevant power authority and should be fixed above the Nominal Flood Protection Level (ie. 62.47 metres AHD).
12. Any earthen landfill at the site of the dwelling must be limited to a maximum area of the immediate curtilage of the dwelling.

13. Accessway from the dwelling to outside the floodplain is to be no more than 500 mm below the designated flood level, (ie. the accessway would need to be constructed at 61.65 metres AHD).
14. The dwelling is to be built on a pad at or above the designated flood level, (ie. the pad would need to be constructed at or above 62.17 metres AHD).

Vic Roads

15. Prior to the commencement of any works on the subject land, the following must be completed to the satisfaction of and at no cost to VicRoads:
 - a. The existing northern crossover is removed and reinstated to match existing conditions.
 - b. The existing southern crossover is upgraded in accordance with VicRoads Standard Drawing SD 2066 – Typical Rural Driveway Access to Residential Properties at a minimum width of 7.5m from the edge of carriageway to the property boundary.
16. Driveways must be maintained in a fit and proper state so as not to compromise the ability of vehicles to enter and exit the site in a safe manner or compromise operational efficiency of the road or public safety (eg. by spilling gravel onto the roadway).

Notes

From the Building Department

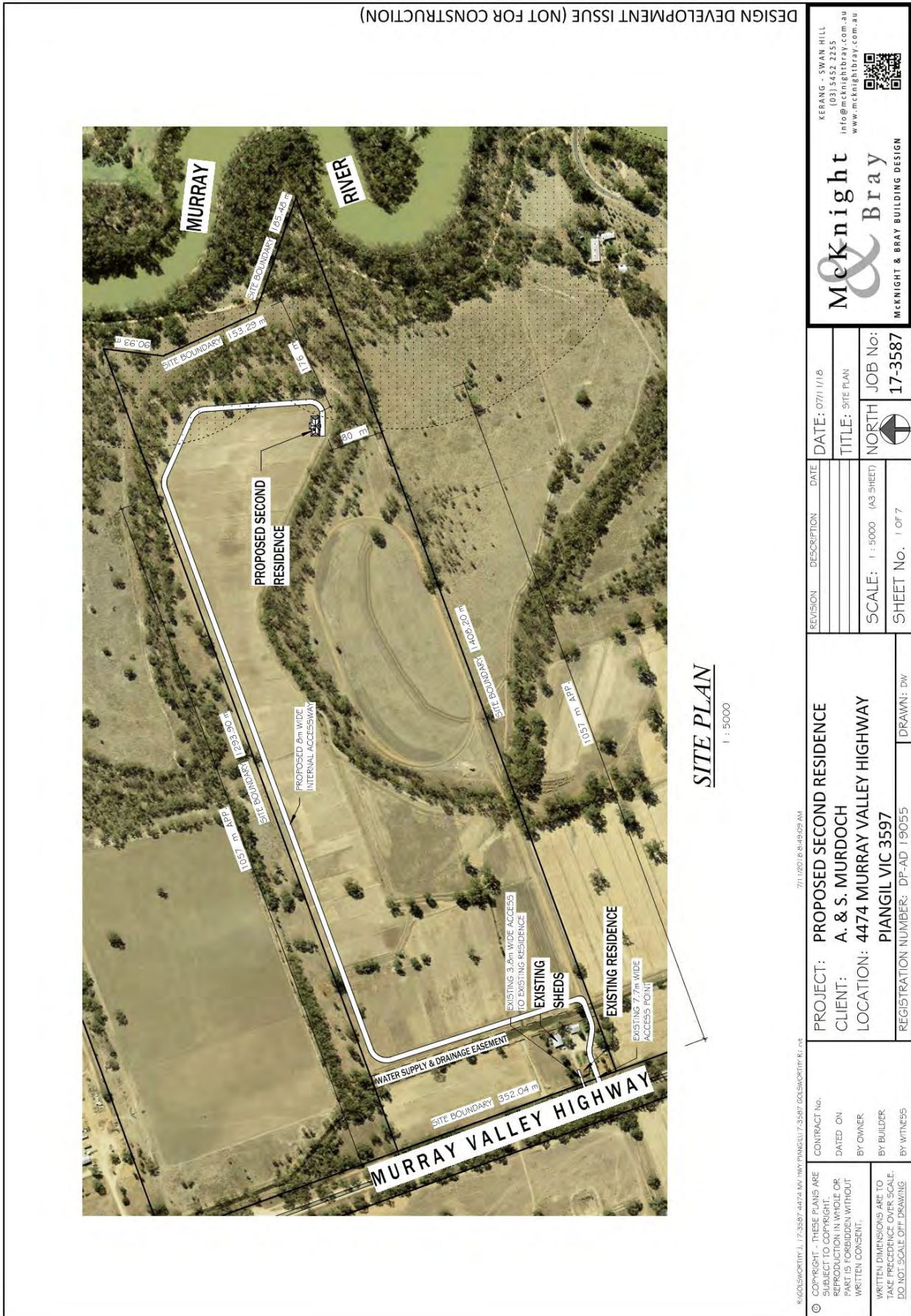
- a. All building works associated with this development must be in accordance with the Building Act 1993, Building Regulations 2018 and the Building Code of Australia.
- b. A building permit will be required for the building work associated with this development.

From the Health Department

- c. A separate permit must be obtained from Council's Public Health Services Department prior to installation of the septic tank system.

From VicRoads

- d. Separate consent for works within the road reserve and the specifications of these works is required under the Road Management Act. For the purposes of this application the works will include:
 - o Removal of the northern crossover.
 - o Upgrade to the southern crossover.



SITE PLAN

1 : 5000

DESIGN DEVELOPMENT ISSUE (NOT FOR CONSTRUCTION)

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CONTRACT No.
DATED ON
BY OWNER
BY BUILDER
BY WITNESS

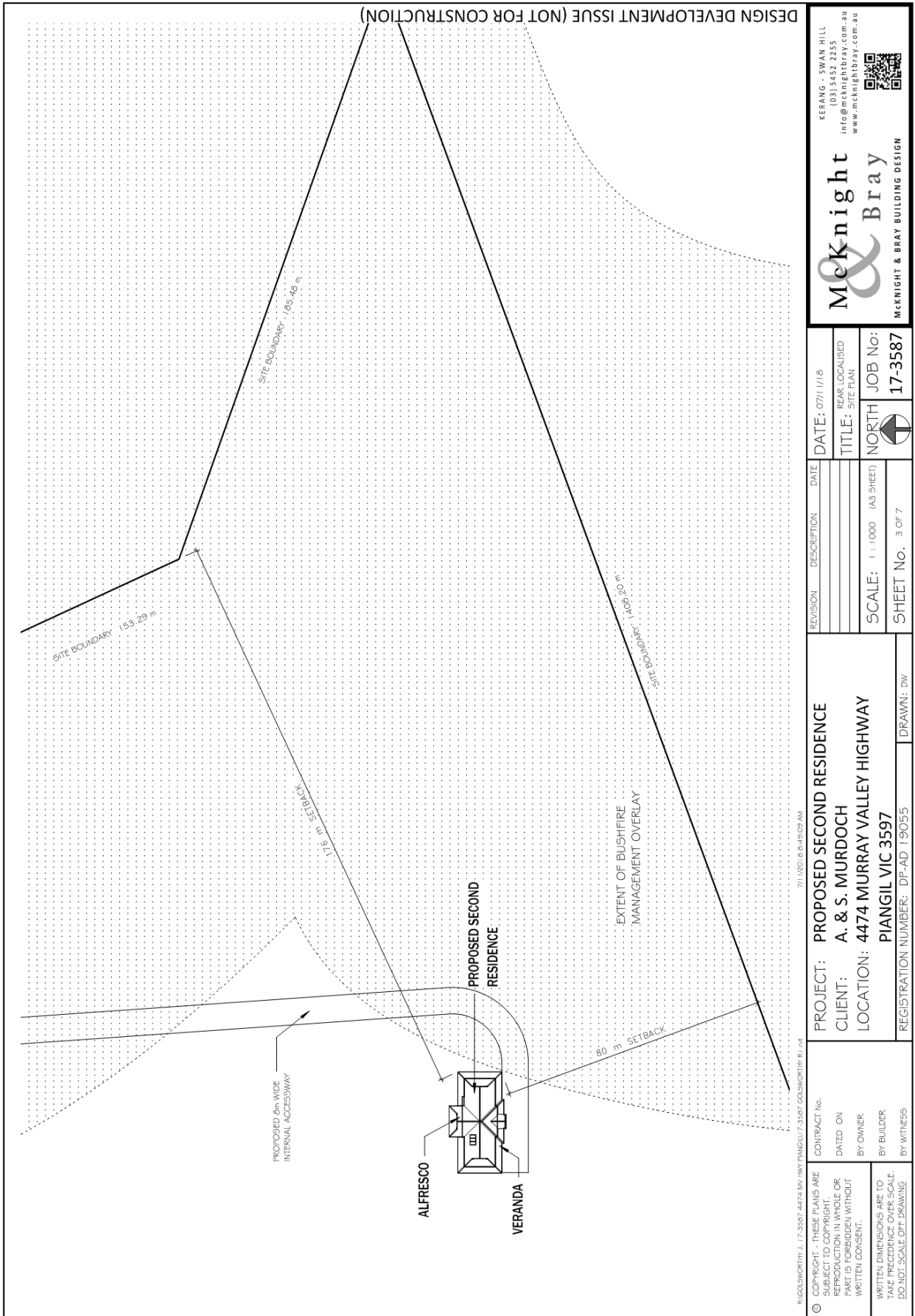
PROJECT: PROPOSED SECOND RESIDENCE
CLIENT: A. & S. MURDOCH
LOCATION: 4474 MURRAY VALLEY HIGHWAY
PIANGIL VIC 3597
REGISTRATION NUMBER: DP-AD 19055
DRAWN: DW

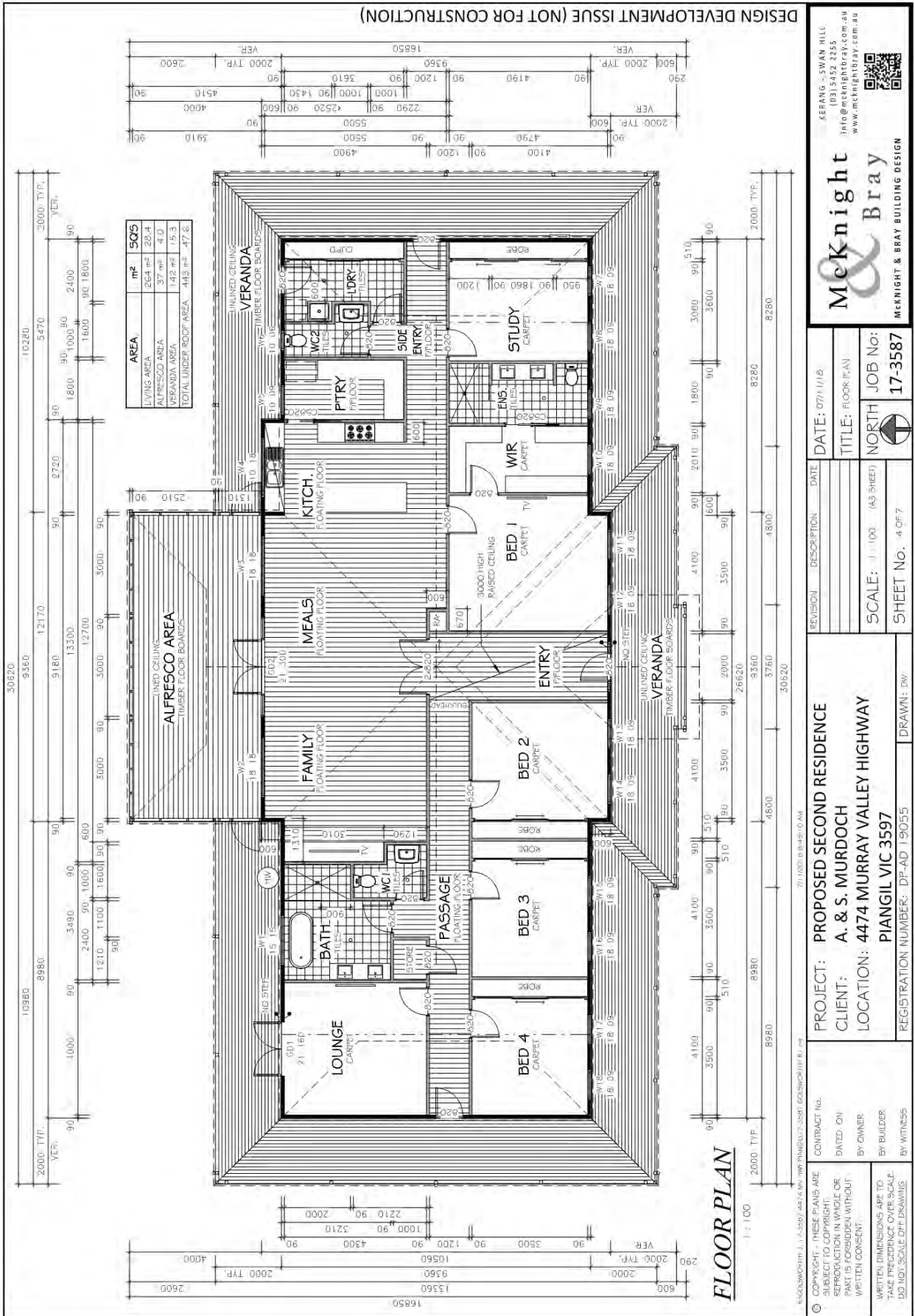
REVISION	DESCRIPTION	DATE
SCALE: 1 : 5000 (A3 SHEET)		
SHEET No. 1 OF 7		

DATE: 07/11/18
TITLE: SITE PLAN
NORTH JOB No: 17-3587

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SOUTH ELEVATION
1 : 100

WEST ELEVATION
1 : 100

LEGEND

- HW SELECTED HOT WATER SERVICE UNIT
- SWHS SOLAR HOT WATER SERVICE PANELS

DESIGN DEVELOPMENT ISSUE (NOT FOR CONSTRUCTION)

7/1/2023 8:49:00 AM

PROJECT: PROPOSED SECOND RESIDENCE
 CLIENT: A. & S. MURDOCH
 LOCATION: 4474 MURRAY VALLEY HIGHWAY
 PIANGIL VIC 3587

REGISTRATION NUMBER: DP-AD 19055

DATE: 07/11/16
 TITLE: ELEVATIONS
 NORTH JOB No: 17-3587

SCALE: 1:100 (A3 SHEET)
 SHEET No. 5 OF 7

CONTRACT No. BAKED ON BY OWNER
 BY BUILDER
 BY WITNESS

REGISTRATION NUMBER: DP-AD 19055

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NORTH ELEVATION
1 : 100

EAST ELEVATION
1 : 100

LEGEND

- HW SELECTED HOT WATER SERVICE UNIT
- MB REFLECTION LOCATION TO BE CONFIRMED ON SITE PRIOR TO SETOUT
- SWWS SOLAR HOT WATER SERVICE PANELS

WINDOW SCHEDULE

MARK	CODE	HEIGHT	WIDTH	SILL HEIGHT	HEAD HEIGHT	TYPE COMMENTS	LOCATION
G02	21 300	2100	3000	0	2100	2 x 2620 WIDE TIMBER FRAMED FULL GLAZED DOORS WITH FIXED TIMBER FRAMED SIDELIGHTS	FAMILY
S1	5	2700	1500	0	2700	FIXED GLAZED SIDE LIGHT	ENTRY
W1	15 15	1500	1500	600	2100	ALUMINIUM DOUBLE HUNG	BATH1
W2	16 16	1600	1600	300	2100	ALUMINIUM DOUBLE HUNG	FAMILY
W3	16 16	1600	1600	300	2100	ALUMINIUM DOUBLE HUNG	FAMILY
W4	10 18	1000	1600	1100	2100	ALUMINIUM DOUBLE HUNG	FAMILY
W5	10 05	1000	900	1100	2100	ALUMINIUM DOUBLE HUNG	PTRY
W6	10 06	1000	600	1100	2100	ALUMINIUM DOUBLE HUNG	WC2
W7	16 09	1600	900	900	2100	ALUMINIUM DOUBLE HUNG	STUDY
W8	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	STUDY
W9	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	EVEN
W10	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W11	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W12	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W13	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W14	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W15	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W16	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W17	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR
W18	16 09	1600	900	300	2100	ALUMINIUM DOUBLE HUNG	WIR

WINDOW SCHEDULE

MARK	CODE	HEIGHT	WIDTH	SILL HEIGHT	HEAD HEIGHT	TYPE COMMENTS	LOCATION
D01	21 160	1640	1640	0	2040	TIMBER FRAMED FULL GLAZED DOORS	LOUNGE

DESIGN DEVELOPMENT ISSUE (NOT FOR CONSTRUCTION)

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REGISTRATION J. J. A. 3587 487 4 BY: MW PIANGILU/3587 COLSWICK (TY R) (M)

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PROJECT: PROPOSED SECOND RESIDENCE

CLIENT: A. & S. MURDOCH

LOCATION: 4474 MURRAY VALLEY HIGHWAY PIANGIL VIC 3587

REGISTRATION NUMBER: DP-AD 19055

DRAWN: DW

DATE: 07/11/16

TITLE: ELEVATIONS

NORTH JOB No: 17-3587

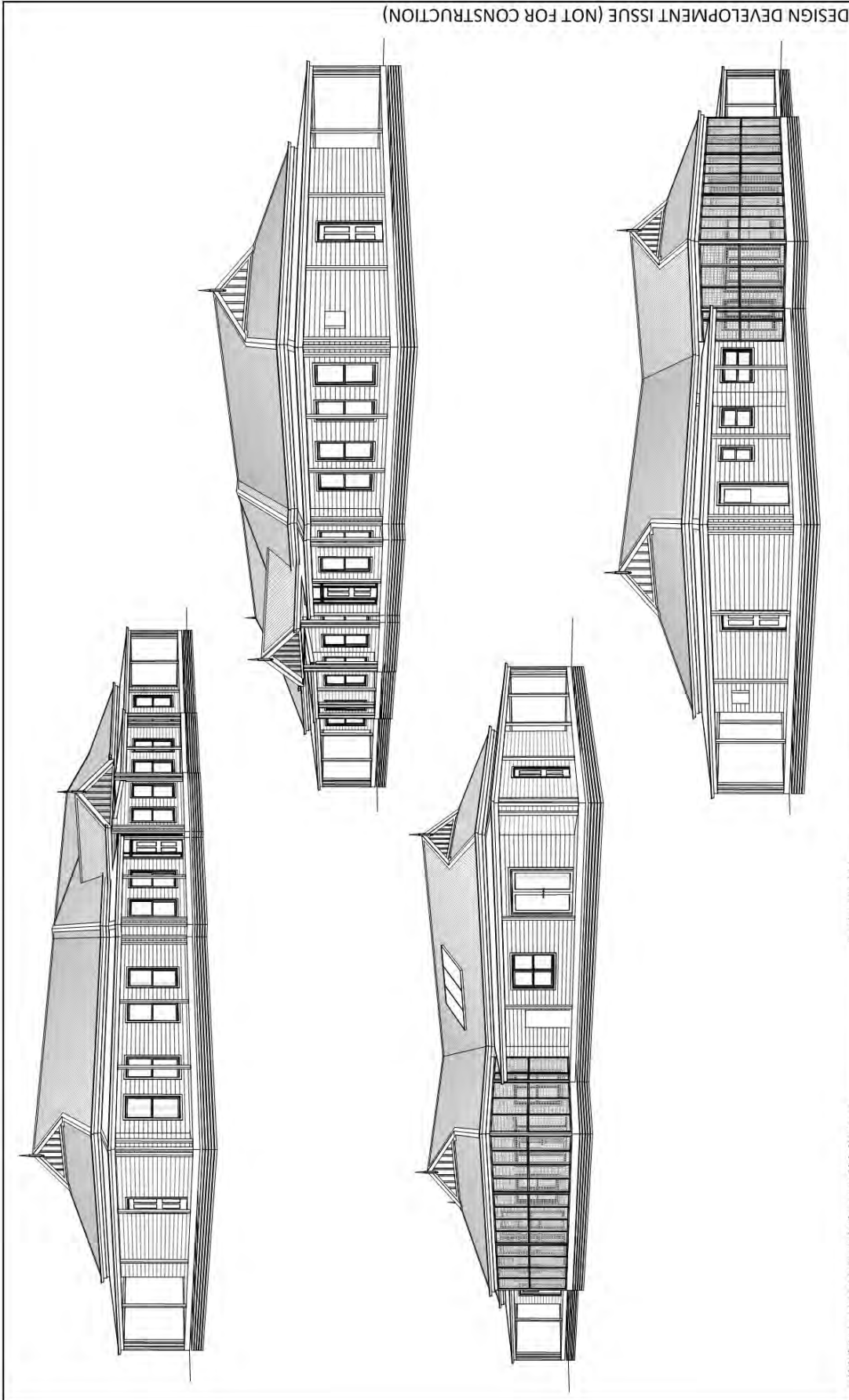
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SHEET No. 6 OF 7

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KINGSTON J. 17-3587 4474 MURRAY VALLEY HIGHWAY PIANGIL VIC 3597 COLSNOX(DT) R.1.1/1

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CONTRACT NO. DATED ON BY OWNER BY BUILDER BY WITNESS		PROJECT: PROPOSED SECOND RESIDENCE CLIENT: A. & S. MURDOCH LOCATION: 4474 MURRAY VALLEY HIGHWAY PIANGIL VIC 3597 REGISTRATION NUMBER: DP-AD 19055		DRAWN: DW	
REVISION	DESCRIPTION	DATE	DATE: 07/1/11/15	TITLE: 3D PERSPECTIVES	
SCALE: (A3 SHEET)	SHEET No. 7 OF 7	NORTH	JOB No: 17-3587	MCKNIGHT & BRAY BUILDING DESIGN	

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B.19.32 FINANCIAL HARDSHIP POLICY

Responsible Officer: Director Corporate Services
File Number: S29-03-13
Attachments: 1 Financial Hardship Policy

Declarations of Interest:

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

Summary

This policy sets the parameters for Council staff to process applications for financial hardship.

The policy aids Council staff in its dealings with the community.

Discussion

The financial hardship policy was last reviewed in December 2015. From that review date, Council has received a total of 11 financial hardship applications. Of the 11 applications received, only 1 has not been successfully resolved.

All applications received have been for property rates amounts.

The reviewed policy has not changed. Minor changes to the associated procedure have been made to update the contact details of Mallee Family Care and their Rural Financial Counselling Service, and to list Swan Hill Neighbourhood House as an external referral service.

Consultation

The policy has been discussed with those members of Council staff that may receive financial hardship applications, and, on an intermittent basis, with the listed External Referral Services Agencies.

Financial Implications

Adoption of the policy requires a small reduction in interest received and rates collected.

Social Implications

The policy facilitates empathic and compassionate interaction with hardship applicants.

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

The policy mitigates the risk of some potentially difficult to collect debts.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council may choose to adopt or make changes to the Financial Hardship Policy.

Recommendation

That Council adopt the Financial Hardship Policy as presented.

Date Adopted	November 2014
Date Reviewed	April 2019
To be Reviewed	April 2022

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



POLICY TITLE FINANCIAL HARDSHIP POLICY

POLICY NUMBER CPOL/CORP234

1. PURPOSE

This policy provides a set of guidelines for the treatment of those customers whom are experiencing genuine financial hardship or are clearly having difficulty in meeting their financial obligations to Council.

2. SCOPE

This policy applies to Council employees whom have responsibility to consider applications for financial hardship.

3. POLICY

Council will consider all applications for Financial Hardship, made in writing on the Financial Hardship Application Form, in a respectful, compassionate, fair, sensitive and confidential manner.

Financial Hardship Application Forms are available from Council offices or on Council's website, and can be lodged:

In person 45 Splatt Street, SWAN HILL
72 Herbert Street, ROBINVALE

Email council@swanhill.vic.gov.au

By post Chief Executive Officer
45 Splatt Street
SWAN HILL VIC 3585

Criteria for genuine financial hardship or a customer clearly experiencing difficulty in meeting their financial obligations to Council, is detailed in the Financial Hardship Procedure-PRO/CORP234

Decisions made on applications are subject to review by the Chief Executive Officer.

Where appropriate Council will refer customers to relevant counselling services for assistance.

Date Adopted November 2014
Date Reviewed April 2019
To be Reviewed April 2022

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



4. RELATED POLICIES/DOCUMENTS

Debt Collection Policy- POL/CORP204
Financial Hardship Application Form
Financial Hardship Application - Appeal Form

5. RELATED LEGISLATION

Local Government Act 1989

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

B.19.33 COUNCIL PLAN – PROGRESS REPORT FOR THE THIRD QUARTER OF 2018/19

Responsible Officer: Director Corporate Services
File Number: S16-28-03
Attachments: 1 Council Plan Progress Report

Declarations of Interest:

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

Summary

The purpose of this Report is to present the third quarter progress update of Council's performance against the Council Plan 2017-2021. The period reported is from 1 January 2019 to 31 March 2019.

The quarterly progress report, provided as an attachment, offers a summary of the progress against the five Council Plan areas; Economic Growth, Community Enrichment, Infrastructure, Governance and Leadership, and Environment. The report also provides updates for any actions carried over from previous years.

The intent of this report is to give Councillors and the community the confidence that Council is on track to meet its published commitments.

Discussion

In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four-year Council Plan on 27 June 2017.

The plan is a strategic document outlining what Swan Hill Rural City Council will do to help achieve Council's and the community's vision for the municipality.

The plan describes Council's priorities and outcomes for its four-year term and how these will be resourced.

The plan has been divided into five areas:



Economic Growth



Community Enrichment



Infrastructure



Governance and Leadership



Environment

This report provides the third quarter update in relation to the actions taken and progress made to achieve these goals and strategic objectives in the 2018/19 financial year.

Regular reporting to Councillors and the community is a key principle of transparency and good governance. This report will be provided to Council on a quarterly basis and published online for the community to access.

Some of the key highlights from the third quarter include:

- Funding was announced in March 2019 for implementation of elements of Riverfront Masterplans within Swan Hill and Robinvale.
- Over half of the Swan Hill Regional Livestock Exchange redevelopment works have been completed. Two cattle sales and one sheep sales were successfully conducted despite the construction works. Project is on track and within budget.
- Work to install a public convenience area at the Paragon Cafe was completed in March.
- Six scholarship places were advertised in January 2019, and five places were awarded into the following workgroups: Engineering, Economic Development, Youth Inc, and the Depot.
- The community had the opportunity to provide feedback through a survey on the off-leash dog parks at the half way point of the trial. The survey was made available through Council's website and Facebook and 103 responses were received from the community.
- Council's IT Unit are currently working on improved customer services processes for planning applications.
- The 2019 Community Satisfaction Survey has been conducted and Council is awaiting results.
- The „Swan Hill Needs A New Hospital“ Group will continue to advocate to the newly elected State Government and at the federal election as appropriate.

Consultation

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

Financial Implications

This report contains no financial implications, however many of the initiatives contained within the Council Plan requires Council to allocate funds in its 2018/19 budget to implement the Council Plan.

Social Implications

The report is provided and made available to the community to increase awareness of the activities of Council, provide a mechanism for transparency and could increase community involvement in decision making at Council level.

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

Council is required to be compliant with the *Local Government Act 1989* in regards to the Council Plan and annual reporting. This quarterly report supports that compliance.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Not applicable for this report.

Recommendation

That Council adopts the third quarter Council Plan - Progress Report 2018/19.



Council Plan Progress Report - March 2019



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Key result area snapshot	5

Key Results Areas

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Community Enrichment	17
Infrastructure	27
Governance and Leadership	34
Environment	42

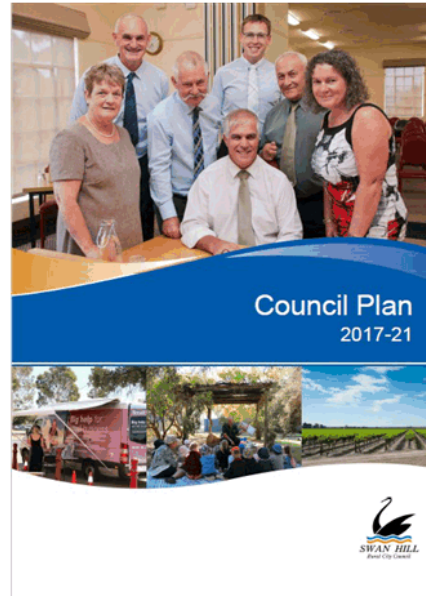
Introduction

What is the Council Plan?

The Council Plan is a strategic document outlining what the Swan Hill Rural City Council (Council) will do to achieve Council's and the community's vision for the municipality. The 2017-2021 plan describes Council's Strategic Initiatives for its four-year term.

The Council Plan is an important document that drives everything the Swan Hill Rural City Council does over a four-year period. It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured. The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the next financial year.






Council is held accountable for its progress on the Council Plan's outcomes through quarterly progress reports, and annually in the Swan Hill Rural City Council's Annual Report.



How we will track and measure our progress

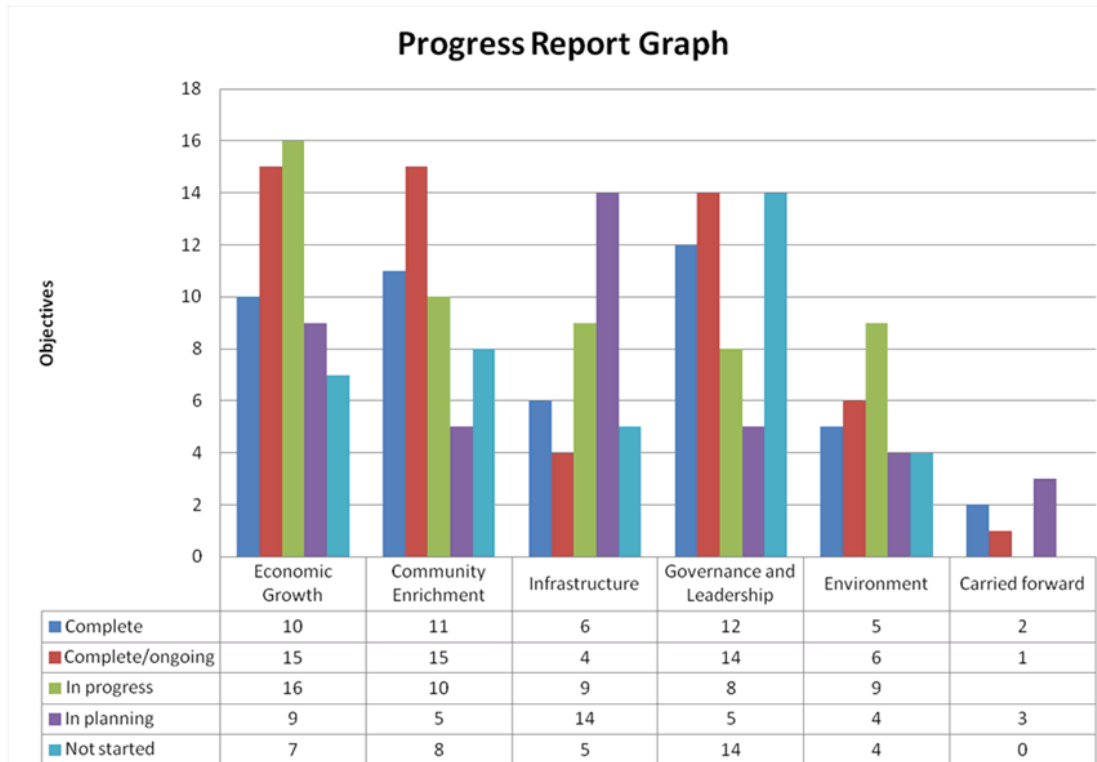
Each of the Council Plan Initiatives has a number of objectives that will track Council's progress. Council will report on its progress in completing the four-year priorities quarterly with updated progress commentary.

All objectives will be marked with the following symbols to represent their current status:

-  Complete - the objective has been completed.
-  Completed/Ongoing - objectives/actions that span over a number of years that cannot be marked as completed until later years.
-  In progress - these objections are past the planning phase, and are in progress towards completion.
-  In planning - objectives that are not complete or in progress but actions have been taken are marked as in planning stage.
-  Not started - objectives that have not been commenced at the time of reporting.

Overall results snapshot

The Council Plan 2017-21 includes 86 initiatives and 231 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. As some objectives/actions span over a number of years they cannot be marked as completed until later years.









The following objectives were marked as complete during the third quarter:

- **Develop and implement a Cultural Plan:** The Creative Strategy was adopted by Council at the October Council meeting.
- **Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects:** Strategy endorsed by Council in September 2018.
- **Work with Goulburn Murray Water to decommission channel number 9:** Work on decommissioning is complete. Land tenure is in final stages of investigation.
- **Complete project scope and plan to enable future funding submission for active trail between Swan Hill and Lake Boga:** Project scope and plan completed. Waiting on funding.
- **Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects:** Strategy endorsed by Council.
- **Research and report to council on contemporary consultation methods:** A discussion paper has been developed and was presented to Council Assembly in October 2017.

- **Use established connections/partnerships to promote a positive Council image:** We seek opportunities to reinforce the message that we are here for the community through our media engagement and in our Mayoral Columns in local newspapers.
- **Implement National Assessment Tool (NAT) auditing across the organisation:** Auditing schedule adopted by ELT October 2017. Four internal audits completed to date.
- **Test the Business Continuity Plan:** Business Continuity Plan testing Completed November 2017.
- **Implement ongoing training and education program:** Training needs database developed post annual performance review in July 2018. More than 5,000 hours of organisational training was provided to staff during the 2017-18 year, or 24 hours per EFT, this is due to additional online learning modules being assigned to staff.
- **Develop marketing material on key advocacy issues:** A prospectus of potential government investment opportunities has been prepared and will continue to be updated.
- **Complete an investigation into stormwater runoff:** Key issues Identified with needed work scoped and costed through updating the 10 Year Major Projects Plan. Concerns are captured through Sysaid, investigated with tasks assigned to the engineering design staff where needed.
- **Review plant and corporate fleet requirements:** Established plant committee to review plant and equipment requirements, current and future. Utilisation of all plant and vehicles captured and reports being established. Car pooling established across whole of Council. Car pool booking system established and accessible for all Council staff. Second meeting of Plant Committee to be scheduled in Feb to review half yearly utilisation reports and present 10-year plant replacement plan for discussion. Plant Committee meeting discussion on additional plant in road maintenance for increased sustainability of unsealed road network. Adjusted replacement program to reflect altered priorities. Identifying potentially underutilised plant, for discussion and action.
- **Review data for current green waste service:** Green waste service in place and it is expanding. Organics has been investigated by EDU.
- **Develop and implement a green waste information campaign:** Council officers are running a green waste management media campaign in September each year. A plan in place for promoting free green waste disposal at Robinvale and Swan Hill Landfill one weekend per year.
- **Determine the long-term site for the Swan Hill Regional Art Gallery:** Art Gallery Advisory Board has reviewed the 'must haves' for the design, and during September 2018 design architects will incorporate these aspects into concept designs for the two main options. Council to determine the preferred site at December 2018 Meeting.
- **Advocate for improved transport links:** Central Murray Regional Transport Strategy draft completed.
- **Review the Pioneer Settlement promotion plan:** Plan presented to Council Assembly in June 2018. Plan now in place for 2019-19 financial year.
- **Enhance the Heartbeat of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience:** All infrastructure has been installed and all sound scapes and lighting is now operational.
- **Complete audit of areas with de-watered land:** An audit was completed and further strategic work is to be undertaken.

Objectives carried forward from Council Plan 2013-17

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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	In planning 	<p>Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November 2014, concluding in February 2015.</p> <p>Update with Gallery Advisory Committee June 2015, ELT review of project 22 June, Cr Assembly discussion November 2015. Awaiting Riverfront Investment project to be undertaken to determine next steps. Presentation to Councillors November 2017 on history of project. Project flagged with Mark Gepp, Member for Northern Victoria. June 2018: included in EOI for Our Region - Our Rivers funding, as major project for Council. Risk Assessment, consultations on preferred site during June 2018. Art Gallery Advisory Board has reviewed the 'must haves' for the design, and during September 2018 design architects will incorporate these aspects into concept designs for the two main options. Council considering preferred site. Liaising with Creative Victoria about a State Government contribution (December 2018).</p>
12.5 Develop and implement a Cultural Plan	12.5.3 Development continues	Complete 	The Creative Strategy was adopted by Council at the October Council meeting.
13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.2 Implement actions identified in Aboriginal Partnership Plan	Complete/ongoing 	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.
15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	Complete 	Review of MSS is complete. Amendment C73 has been authorised by the Minister subject to conditions. C73 is currently on exhibition until 15 April 2019.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.6 Modernisation undertaken, Channel decommissioned.	In planning 	Land tenure options investigation in progress. Report with suggested option will be presented to Council in May 2019.
	19.2.7 Gain ownership of the available land for future development	In planning 	Finalising options and actions needed to be taken to secure land. Will present a report to Council in May 2019.







Key result area Economic growth











“We will encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses”.








We will:







1. Encourage and attract new business to our region.
2. Assist existing businesses to expand and increase their efficiency.
3. Have a region with an equipped and productive workforce.
4. Provide land use planning that is responsive and which proactively encourages appropriate development.







What have we done

STRATEGIC INITIATIVE	OBJECTIVE	PROGRESS	COMMENTARY
1.1 Formulate new ways to encourage new business development.	1.1.1 Identify and investigate suitable land parcels for new business.	Complete 	Economic and Community Development Unit continue to work with Planning to identify opportunities to expand new businesses. Working with company to establish demolition service in Swan Hill and individual for new business in Manangatang.
	1.1.2 Apply for funding through Regional Development Victoria (RDV).	In planning 	RDV undertaking review process and there are no grants available at this time.
	1.1.3 Develop a business expansion or relocation strategy.	In progress 	Business Expansion and Retention Strategy completed and presented to Council, but need for additional work identified.
	1.1.4 Commence an Investment Attraction campaign.	Completed/ ongoing 	Through the Connect U program, businesses are being visited to identify vacant positions within these industries. This data will assist to inform the business expansion relocation strategy. Will follow the Liveability campaign.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
1.2 Identify the types of businesses suited to this region and develop investment prospectuses.	1.2.1 Perform an industry gap analysis.	In progress 	To be presented to Council April 2019.
	1.2.2 Review the Investment Attraction Policy.	In progress 	Currently reviewed and will be presented to Council mid 2019.
	1.2.3 Develop suite of industry and business prospectuses.	In planning 	In progress.
	1.2.4 Market the opportunities available.	Completed/ongoing 	Working on possible investment by developers to construct residential and commercial ventures, in particular short term residential. Working with manufacturing industry to attract new businesses to the region.
1.3 Investigate and identify potential export opportunities and facilitate connections.	1.3.1 Analyse the region's products and identify where we have competitive advantages that may provide opportunities for growth.	Not started 	To be completed as part of the Liveability Campaign.
	1.3.2 Investigate what role Council can play with development of new markets.	Not started 	Assistance with agriculture export opportunities.
	1.3.3 Facilitate connections and partnerships to achieve market access.	In progress 	Organised information sessions on labour related issues.
	1.3.4 Encourage the establishment of value adding industries.	In progress 	Assisting horticulture producers to enter the export market or strengthen existing markets through assisting with sourcing funding for new infrastructure and facilitating planning processes. Identifying training and advice opportunities for the agriculture sector.
1.4 Pursue new businesses that are upstream processors for our local produce.	1.4.1 Engage with local industry to identify opportunities.	In progress 	Assisting retail businesses to expand premises. Facilitating for local goods and services industries to be competitive in tendering contracts for new developments such as solar farms.
	1.4.2 Work with industry to establish new businesses.	In progress 	Working with interstate composting business to establish new composting business in Swan Hill region.





FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
1.5 Promote new technologies and new ways of working.	1.5.1 Investigate and market opportunities for internet based business.	Not started 	Delivery of a series of training programs for businesses. Information sessions and mentoring also facilitated.
	1.5.2 Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops.	Not started 	Training for job readiness delivered through Connect U. Business training in conjunction with Australian Small Business Advisory Services around Digital Solutions.
1.6 Increase the availability of appropriate housing to support growth of industry and agriculture.	1.6.1 Investigate the housing needs and identify appropriate solutions.	Completed/ongoing 	Housing in Robinvale is of concern and a program of ensuring compliance has been underway for over one year. This will continue for some time as more non compliant housing is identified. The development of a housing strategy and the accompanying population analysis is underway.
	1.6.2 Facilitate combined public and private sector investment to diversify housing stock.	Completed/ongoing 	Ensuring adequate land is available and appropriately zoned for housing is Council's role. Officers have been liaising with owners of land ready for development to assist in progressing development - both in Swan Hill and Robinvale. Advocacy is underway with the state government to ensure diversity in housing types is achieved across the municipality. Further lots have been released at Tower Hill with significant interest and uptake.
2.1 Encourage the growth of agriculture through appropriate advocacy and strategic planning.	2.1.1 Advocate for improved transport links.	Complete 	Central Murray Regional Transport Strategy draft completed.
	2.1.2 Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported.	In progress 	Review of MSS is complete. Amendment C73 includes the implementation of the commendations within the Rural Land Use Strategy, which is used to protect agriculture. Amendment C73 has been authorised by the Minister subject to conditions. C73 is currently on exhibition until 15 April 2019.
	2.1.3 Implement the Rural Land Use Strategy.	In progress 	Will be implemented as part of Amendment C73 excluding the Rural Living Zone areas.









FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	Complete 	Working with OLAM to establish telecommunications towers in Wemen and Annuello, and looking at possibility of point-to-point laser technology.
	2.2.2 Investigate opportunities for agri-tourism products and experiences e.g. paddock to plate, farm stays.	Completed/ongoing 	Initial audit of Farm Gates between Robinvale and Swan Hill has been undertaken. Next stage is to develop product / experiences based on seasonality and product type and location. Audit to be undertaken in other outlying 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.	Completed/ongoing 	Ongoing discussion and liaison via Loddon Mallee Procurement Excellent Network.
	2.3.2 Conduct workshops and provide advice to local business and tenderers to improve their tendering processes.	Completed/ongoing 	Procurement Policy reviewed and adopted at December 2018 Council Meeting. Several sessions on a range of topics have been conducted by EDU with local businesses.
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.	Completed/ongoing 	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.	In progress 	An advocacy document will be prepared for the upcoming Federal government election that outlines major infrastructure requirements for the municipality. A submission has been made to Australian Energy Market Operator in relation to the construction of infrastructure to enable additional solar farms to be establish and fed into the grid.










FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
2.5 Investigate options for investment in renewable energy technologies for the municipality.	2.5.1 Complete and adopt a study.	In progress 	The Social Access Solar Garden Project led by the Institute of Sustainable Futures is now complete. However more work is required on site selection and the business model SHRCC was interested in testing was not adequately tested through the project. No further investigation has taken place since November 2018.
	2.5.2 Facilitate renewable energy projects.	In planning 	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.	Completed/ongoing 	The Connect U program has included the manufacturing industry on the website/portal. This portal has been established as an alternative to setting up a committee.
	2.6.2 Complete an analysis of relevant industry data.	Completed/ongoing 	Data recorded and analysed after each business visit.
	2.6.3 Identify and prioritise government grant applications.	Completed/ongoing 	Ongoing
	2.6.4 Develop business prospectus.	Not started 	



Complete an analysis of relevant industry data: Business Expansion and Retention Strategy completed and presented to Council for adoption. Through the Connection U program, businesses are being visited to identify vacant positions within these industries.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
2.7 Improve the commercial position of the Pioneer Settlement.	2.7.1 Implement the Day Product Review.	In progress 	Ongoing, with most items purchased. The toilet at the Paragon Cafe was completed in March 2019.
	2.7.2 Review the promotion plan.	Complete 	Plan presented to Council Assembly in June 2018. Plan now in place for 2018-19 financial year.
	2.7.3 Enhance the Heartbeat of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience	Complete 	All infrastructure has been installed and all sound scapes and lighting is now operational.
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.	In progress 	Awaiting results of special rate.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
3.1 Assist local businesses to up-skill and retrain their workforce.	3.1.1 Identify skills shortages and training gaps.	In planning 	Connect U program funding approved by RDV. Interviews with employers ongoing.
	3.1.2 Advocate for support for regional training opportunities.	Not started 	
	3.1.3 Create partnerships to deliver short courses and training.	Completed/ongoing 	Training for job readiness delivered through Connect U. Business training in conjunction with Australian Small Business Advisory Services around Digital Solutions.
3.2 Promote the benefits of the region as a place to live, work and invest.	3.2.1 Participate in regional expos.	Not started 	No regional expo opportunities in past three months have been applicable.
	3.2.2 Support regional promotion of the municipality.	Completed/ongoing 	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 Advertised all job vacancies with a link to a website that outlines regional information.	Completed 	Job advertisements contain links to the New Residents Guide and Discover Swan Hill sections on Council's website.
	3.2.4 Develop New Residents Guide.	Completed 	Launched in September 2017. Media release published in The Guardian on 27/08/17. Guides available for Swan Hill and Robinvale, printed and online and updated when needed.
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.	In progress 	Connect U program funded by RDV. Constant monitoring via Agribusiness committee and industry visits.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	In progress 	Review of MSS is complete. Diverse housing and land availability was considered during this review. Additional land was not required due to the approval of the C58 Amendment: South West Development.
	3.4.2 Investigate opportunities for improved public transport.	Completed/ongoing 	Continued support and involvement in Mallee Local Transport Forum.
	3.4.3 Investigate alternative ways to provide accommodation.	In progress 	Robinvale Housing Strategy and Population Determination underway.
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.	Completed 	Council no longer facilitates the Robinvale Employment Network project.
4.1 Review of the Municipal Strategic Statement (MSS).	4.1.1 Revise Municipal Strategic Statement (MSS) and refer back to the Minister for approval.	Completed 	MSS has been 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.	Completed/ongoing 	Rural living land has been identified in the Rural Land Use Strategy to be rezoned. The Minister for Planning requested that the Rural Living Zone areas be taken out of Amendment C73. A further review of the Rural Residential land supply of the municipality will be undertaken to justify rural living re-zonings.
	4.2.2 Rezone land as approved by Council.	In planning 	Rural Living land has been identified in the Rural Land Use Strategy to be rezoned. A further rural residential review will be undertaken to justify any rezoning of land to Rural Living Zone.
4.3 Investigate and develop options for de-watered farming land.	4.3.1 Complete audit of areas with de-watered land.	Complete 	An audit was completed and further strategic work is to be undertaken.
	4.3.2 Develop and implement strategy to address issues.	In planning 	Further strategic work to be undertaken.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
4.4 Review of the availability and suitability of industrial land in Swan Hill and Robinvale.	4.4.1 Complete an Industrial Zones Strategy.	In progress 	The Review has been completed and awaiting adoption by Council.
	4.4.2 Amend planning scheme as appropriate.	In planning 	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.	In planning 	Further strategic work to be undertaken.




Key results area Community Enrichment







“We will provide a range of services to individuals and to the broader community that assist all in our community to live healthy, fulfilling lives. We will embrace our role as a regional centre by providing a range of cultural opportunities ”






We will:

1. Help all people to find a place in our community.
2. Provide services and support initiatives that create a healthy and safe community.
3. Develop a community with a sense of pride and responsibility/ownership that strives to achieve its aspirations.

What have we done







FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
5.1 Review and implement the Aboriginal Partnership Plan.	5.1.1 Undertake initiatives with the intent to work toward developing a Registered Aboriginal Party.	In progress 	Wandarrah Action Committee (WAC) continue to implement initiatives from the Aboriginal Community Partnership Strategy (ACPS). In March 2018 WAC will be reviewing the ACPS action plan with the aim of starting to narrow down the WAC goals into developing a Reconciliation Action Plan (RAP).
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.	Completed/ongoing 	Korri 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. Koori traineeship in Business Administration set up in July 2017. Koori scholarships advertised in 2019 with no applications received.










FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	Completed/ongoing 	June 2018 update - Settlement Services Group meetings are irregular, but DCCS remains active participant and attends welcome nights. Settlement Services Group no longer funded in Swan Hill (November 2018), but refugee support events continue within community groups.
	5.3.2 Assist with the delivery of multi-cultural events.	Completed/ongoing 	Swan Hill Harmony Day community celebrations took place in March 2018 with involvement from a wide range of community members and organisations. Celebrations are scheduled for 30 March 2019. The library meeting room is used weekly by a volunteer community group to run English conversation sessions for migrant women.
	5.3.3 Review of service access plans to ensure inclusion.	Complete 	Plans reviewed and adopted in December 2017. Quarterly reports on achievements to be presented to Councillor Assembly, with six-monthly reports to Council Meeting.
	5.3.4 Investigate and advocate for ways of skilled people attaining permanent residency (included as part of 18/19 review).	Not started 	Council is in discussions with Sunraysia Migration Ethnic Communities (SMEC) regarding relocation of refugees and migrants within the municipality. Currently working with RDV to establish a program funded by the Commonwealth Government to settle metropolitan based refugees in the municipality.
5.4 Develop and implement Disability Action Plan.	5.4.1 Adopt the plan.	Complete 	Adopted at December 2017 Council Meeting.
	5.4.2 Implement the actions within timelines.	In progress 	The Community Access and Inclusion Strategy (CAIS) and its implementation plan was adopted by Council at the December 2017 meeting. The strategy's actions are in the process of being implemented.







FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
5.5 Implement actions from the Youth Strategy 2015-19.	5.5.1 Review make up and role of Youth Council.	Complete 	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.	In progress 	2017-2018 Annual Operational Plan prepared and actions for 2017-18 were implemented. 2018-19 Operational Plan prepared and actions being implemented.
	5.5.3 Improve partnerships and relationships with other youth services.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan. All events are evaluated.
	5.5.4 Hold youth specific events.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan. Events held include Youth Week Leadership Camp, Youth Ball, and Empower Project has commenced.
	5.5.5 Review Youth Strategy (included as part of 18/19 review).	Not started 	










Undertake initiatives with the intent to work toward developing a Registered Aboriginal Party (RAP): Wandarrah Action Committee (WAC) continue to implement initiatives from the Aboriginal Community Partnership Strategy (ACPS). In March 2018 WAC will be reviewing the ACPS action plan with the aim of starting to narrow down the WAC goals into developing a Reconciliation Action Plan (RAP).

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
5.6 Strengthen our connection with youth.	5.6.1 Review the structure of the Youth Council with young people.	Complete 	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.
	5.6.2 Deliver a responsive and relevant program of Youth Services.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan.
	5.6.3 Deliver the actions within the Youth Strategy.	In progress 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan. Events held include Youth Week Leadership Camp, Youth Ball, and Empower Project has commenced.
	5.6.4 Develop work placement and work experience programs.	Completed/ongoing 	2017- Four scholarships (Engineering, IT, Environment and Eco Dev) and two scholarship places for indigenous students (no applications). We were able to employ an indigenous business trainee in Robinvale. 2018 - 15 students completed work experience, 7 students completed structured workforce learning as part of their Vet in School program. 2019 - 6 Scholarship places advertised and 5 were awarded into the following workgroups: Engineering, Economic Development x 2, Youth Inc, Depot.
	5.6.5 Implement the Robinvale Employment Program in accordance with the funding agreement.	Complete 	Council have exited out of the Robinvale Employment Network program.
	5.6.6 Maintain and develop our partnerships with youth agencies.	Completed/ongoing 	YACVic Rural Officer is co-located at Youth Inc. 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. Empower Project has started and will continue over four years.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
5.7 Develop and implement Cultural Services Plan.	5.7.1 Develop and adopt a plan.	Complete 	The Creative Strategy was adopted by Council at the October 2018 Council meeting.
	5.7.2 Implement initiatives within timeframes and subject to adequate resourcing.	In planning 	Cultural Services Team forum was held in November as part of planning implementation process. The Cultural Services team have planned and delivered a range of services to the community. The annual Performing Arts program was launched in January; The ACRE project has been liaising with neighbouring councils to gain support for a region-wide sculptural event and trail; The Library has delivered technology programs out in the community.
6.1 Review and implement actions within the Public Health and Wellbeing Plan.	6.1.1 Review the Plan, including actions, to address violence against women.	Complete 	Adopted at the October 2017 Council Meeting. An annual operational action plan for quarterly reporting has been developed.
	6.1.2 Report on status of actions biannually.	Completed/ongoing 	Reporting undertaken bi-annually, beginning in February 2018.
6.2 Strategically position Council's ongoing role regarding the community-based aged care reforms.	6.2.1 Produce an options paper on integration of Commonwealth Home Support Program to National Standards.	Complete 	Options paper completed - investigation of findings and responses to be developed.
	6.2.2 Ascertain how HACC/Commonwealth Home Support Program services can be delivered within funding levels.	In progress 	In progress, due to uncertainty and lack of definitive information from the Commonwealth.
	6.2.3 Develop positive Aging Plan.	Not started 	
6.3 Review and determine Council's role in early years and child care services.	6.3.1 Review early years services.	In planning 	Scope of Early Years Plan being developed for completion during 2019-20.
	6.3.2 Produce a report on outcomes and provide recommendations.	Not started 	






FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
6.3 Review and determine Council's role in early years and child care services (continued).	6.3.3 Develop an Early Years Plan (EYP).	In planning 	Plan to be scoped during 2019-20, as awaiting data from vulnerabilities/ disadvantage studies. This will assist in narrowing the scope to what is required in the Plan. June 2018 update: following completion and opening of Early Learning Centre in Robinvale, and work associated with key data in the LGA, scoping of the plan will commence - estimated first quarter of 2019. Funding is scheduled for 2019-20, which is when Early Years Plan will be completed.
	6.3.4 Implement EYP actions within timeframes and resources.	Not started 	
6.4 Improve personal and community safety by working with partners on community safety issues.	6.4.1 Promote awareness of the Community Charter for the Prevention of Violence against Women.	In planning 	Council participated in the '16 Days of Action' facilitated by the State, and undertook Orange events that were promoted on social media and in the press. Council will be undertaking a gender equity audit and assessing White Ribbon compliance during 2018-19.
	6.4.2 Implement the requirements of Child Safety Standards.	Completed 	Child Safe Directive and Reporting Procedure reviewed by ELT in September 2017. Revised Child Safe Standards Policy presented for adoption at the December 2017 Council meeting. Ongoing actions to remain compliant will continue. DHHS conducted an audit of Child Safe Standards in June 2018, and determined Council is compliant.
	6.4.3 Expand and continue CCTV operation.	In progress 	Requirements and opportunities are monitored and investigated with relevant stakeholders.
	6.4.4 Enforce local laws and develop a MOU with Victoria Police to support additional community crime prevention measures.	Completed/ongoing 	Council has attended Police call out sessions to educate and update Officers on the new Local Law No.2 2017 and provided resources in Robinvale and Swan Hill. Council and Police MoU has been updated.




FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
6.5 Plan for the future provision of sport and recreation facilities and services.	6.5.1 Support the development of sport and recreation clubs across the municipality.	Completed/ongoing 	Swan Hill Recreation Reserves Master Plan was endorsed at the Council meeting in May 2018. A Recreation Implementation Plan (working document) has been developed and was endorsed by Council on 19 March 2019. Clubs will continue to be supported through Council's Community Grants Programs. The Swan Hill Aquatics Strategic Plan is currently in progress.
	6.5.2 Complete and implement the Recreation Reserve Master Plan.	In progress 	Masterplan completed.
6.6 Expand library services in Robinvale and review the delivery of library services in our small communities.	6.6.1 Scope, fund and complete Robinvale Library Project within limitations.	In planning 	The funding has been secured by the Education Department. An architectural firm has been engaged by the Education Department to manage the project. A community survey has been conducted to determine the library programming and opening hours the Robinvale community would like for the community library. The Design Brief has been developed.
	6.6.2 Develop an effective partnership arrangement with Robinvale P-12 College.	In planning 	June 2018: Community Joint Use Agreement (CJUA) has been developed into draft form, and scoping of the project will continue into 2018-19. It is anticipated that plans will be developed and operational model agreed in early 2019, which will finalise the Joint Use Agreement. Community needs and design to begin early 2019, with CJUA now in operation (December 2018).
	6.6.3 Confirm that the new library is meeting the Robinvale community's needs.	Not started 	

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
6.7 Investigate the need for an off leash dog park.	6.7.1 Survey community needs for off-leash dog park.	Complete 	Survey completed in May 2017. The survey results were taken to Council in November 2017 and resulted in Council adopting to trial four off leash areas for two years. At the half way point of the trial, a survey was completed to assess how the community thought that the trial was working. The survey was completed online in late January 2019 and the results will be presented to Council in March 2019.
	6.7.2 Develop a project scope if the community need is identified.	Completed/ongoing 	In November 2017, Council adopted to trial four off leash areas for two years. Signage, rubbish bins, dog waste dispensers/bags were installed in all areas. Council conducted a media campaign to educate dog and non-dog owners about the use of these areas. Over the two year trial, quarterly assessments will be undertaken to gauge use, compliance and complaints. The community had the opportunity to provide feedback through a survey at the half way point of the trial that was made available through Council's website and Facebook. 103 responses were received from the community. The end date of the trial is December 2019.



Investigate the need for an off leash dog park: The community had the opportunity to provide feedback through a survey at the half way point of the trial that was made available through Council's website and Facebook. 103 responses were received from the community.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
7.1 Support the capacity of communities to self-manage and self-regulate.	7.1.1 Review and renew Community plans as appropriate.	In progress 	Robinvale Plan - reviewed and updated Aug 2017 Lake Boga - Plan-reviewed and updated Nov 2017 Swan Hill - No review needed, Council does not want a Swan Hill Community Plan Piangil - reviewed 2018 Woorinen - review completed 2018 Nyah - Due now Boundary Bend - review complete 2018 Beverford - working to re establishing the group, possibility of joining with Speewa and Tyntynder Ultima - completed 2017 Manangatang - review complete 2018 Wemen - review complete 2018
	7.1.2 Implement ways to encourage all communities to actively participate in the community grants program.	Completed/ongoing 	All communities are encouraged via email and by Council representatives at TRG meetings to apply for the community grants. TRG are encouraged to distribute the grant info throughout their community and networks encouraging other local community groups to be involved.
	7.1.3 Advocate on behalf of our communities for priority issues and opportunities.	Completed/ongoing 	Continue to work with the TRG to prioritise their projects, updating implementation plans on a yearly basis to reflect their hopes and aspirations. In March Council is working with a consultant to develop a Community Infrastructure Implementation Plan, with the aim of preparing a place-making and liveability plan for each of the small towns.
	7.1.4 Sponsor Loddon Murray Community Leadership Program.	Completed/ongoing 	Support is provided on an annual basis, subject to the Annual Budget process.
7.2 Review each of our Community Plans.	7.2.1 Develop and publish new Community Plans.	In progress 	Robinvale Plan-reviewed and updated Aug 2017 Lake Boga-Plan-reviewed and updated Nov 2017 Swan Hill - No review needed, Council does not want a SHCP Piangil - reviewed 2018 Woorinen - review completed 2018 Nyah - review completed 2018 Boundary Bend - review complete 2018 Beverford - working to re establishing the group, possibility of joining with Speewa and Tyntynder Ultima completed 2017 Manangatang - review complete 2018 Wemen - review complete 2018

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
7.3 Plan for the development of the Swan Hill Regional Art Gallery precinct.	7.3.1 Determine the long-term site for Swan Hill Regional Art Gallery.	Complete 	Art Gallery Advisory Board has reviewed the 'must haves' for the design, and during September 2018 design architects will incorporate these aspects into concept designs for the two main options. Council to determine the preferred site at December 2018 Meeting.
	7.3.2 Prepare final Gallery designs for approval and costed.	Not started 	
	7.3.3 Secure funding and complete the project.	Not started 	



Determine the long-term site for Swan Hill Regional Art Gallery: Art Gallery Advisory Board has reviewed the 'must haves' for the design, and during September 2018 design architects will incorporate these aspects into concept designs for the two main options. Council to determine the preferred site at December 2018 Meeting.



Key results area Infrastructure






“We will provide and maintain publicly accessible infrastructure that is appropriate for the community’s needs in the most effective and efficient manner possible.”

We will have:

1. Infrastructure that appropriately services community needs.
2. Infrastructure that is provided and appropriately maintained in accordance with agreed standards.
3. A strong focus on asset management systems and planning.







What have we done






FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
8.1 Manage Council’s roads and road related infrastructure in line with the Road Management Plan.	8.1.1 Complete 100% of inspections outlined in Road Management Plan (RMP) by identified time frames.	In progress 	New Road Management Plan (RMP) commenced on 1 July 2017. Council Officers are meeting all timeframes set out in the RMP.
	8.1.2 Ensure 100% defects are repaired in line with RMP timeframes	In progress 	All defect repair timeframes 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 Boga and Swan Hill.	8.2.1 Complete project scope and plan to enable future funding submission	Complete 	Project scope and plan completed. Waiting on funding.








FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
8.3 Advocate for improved transport routes across the region.	8.3.1 Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects.	Complete 	Strategy endorsed by Council in September 2018.
	8.3.2 Advocate with CMRTF for funding for identified projects.	Not started 	
	8.3.4 Advocate with the Rail Freight Alliance for funding for suitable rail projects.	Not started 	
8.4 Pursue funding for a levee bank at Robinvale.	8.4.1 Complete detailed design.	Complete 	<ol style="list-style-type: none"> 1. Detailed designs complete. 2. DELWP and Parks Vic are agreeable on using the land south of Smythy Road as a borrow pit (detailed design needed). 3. DELWP granted their approval for Geo-testing to the area in discussion. We have a quote for this test. 4. Application lodged for a planning permit with the planning department. 5. Geotechnical test confirmed the suitability of clay from south of Smythy Road. Process of designing the retarding basin for DELWP and Parks Victoria approval is underway. 6. Council's Infrastructure unit applied for extra funding from NDRGS (\$379,960). Announcement of funding outcome is expected in October 2018.
	8.4.2 Lodge funding application.	Complete 	Council secured \$710,000 through the 2016-17 NDRGS and first instalment of \$355,000 received. We have applied for additional funding through DEWLP, which was successful. Project is at planning permit stage.



Identify and successfully apply for funding opportunities: Funding was announced in March 2019 for implementation of Riverfront Masterplans within Swan Hill and Robinvale.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
8.5 Review the Swan Hill Active Transport Strategy.	8.5.1 Review the Strategy.	In planning 	The Active Transport Strategy (ATS) is being reviewed as part of the Missing Links Strategy. Implementation table has been updated from ATS.
	8.5.2 Adopt the reviewed Strategy.	Not started 	
8.6 Review the way that we procure and maintain our Infrastructure.	8.6.1 Continuously improve the efficiency of our works and maintenance crew.	In progress 	Tablet computers are progressively being rolled out to Works teams. These enable staff to record daily completion of tasks.
	8.6.2 Identify opportunities to rationalise assets and facilities that do not have an identified service need.	In planning 	Work is progressing on a Public Convenience Facilities Strategy. Asset rationalisation strategy will be developed by Dec 2019.
	8.6.3 Conduct a review of public facilities including public toilets (included as part of 18/19 review).	In planning 	Working with the Engineering and Asset Departments to finalise a Public Convenience Strategy.
8.7 Maximise community benefits from the opportunities presented at the Chisholm Motor Sports Complex.	8.7.1 Continue to work with Community Groups of Chisholm Motor Sports complex.	Completed/ongoing 	Council is developing a draft lease agreement which will replace the Recreation Reserve Agreements that Council currently has in place with each individual user group. This lease will be between Council and the Chisholm Reserve Complex Inc. (CRC Inc.) and will have sub lease agreements with each user group. Chisholm Reserve Complex Inc. Special Meeting was held on 22 August 2018 to discuss boundary proposals. A site meeting was held Monday, 27 August 2018 and proposed boundaries identified. A boundary proposal to be presented by the CRC Inc. for approval in October 2019.








FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
9.1 Implement Swan Hill and Robinvale Riverfront Masterplan.	9.1.1 Identify and successfully apply for funding opportunities.	Completed/ongoing 	There has been three unsuccessful attempts for external funds to support the Lighting Up Riverside Park. Another application was submitted in the 2018/19 FY. Project costs \$270,000. Application to Regional Growth Fund was submitted to update Robinvale Riverfront Masterplan. This application was not successful. Funding was announced in March 2019 for implementation of Riverfront Masterplans within Swan Hill and Robinvale.
	9.1.2 Ensure projects complete in accordance with timelines.	In planning 	Play precinct and Japanese garden projects to commence in 2019.
	9.1.3 Identify and encourage private sector investment.	In progress 	Commercial Development Strategy completed.
9.2 Ensure developers comply with the Infrastructure Design Manual where relevant to local standards.	9.2.1 Improve internal and external stakeholders understanding of the Infrastructure Design Manual.	Completed/ongoing 	Ongoing communication with developers and Council's Planning Department through pre-application meetings and post-application Engineering referrals to Planning.
	9.2.2 Develop local policy position in areas where the Infrastructure Design Manual can be varied.	In planning 	<ol style="list-style-type: none"> Ongoing discussions and consultation with key stakeholders including; IDM Author, Design and Development Consultants and Council Staff. A report was presented to Council meeting in this regard. Old policy named Footpath on Road Reserve has been cancelled and replaced by the IDM requirement. It was recommended that the current IDM is to be reviewed over time to Councils particular needs.






FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
9.3 Upgrade Swan Hill Livestock Selling Complex.	9.3.1 Implement upgrade project.	In progress 	Over half of the redevelopment works have been completed. Two cattle and one sheep sales were successfully conducted despite the construction works. Project is on track and within budget.
	9.3.2 Identify funding opportunities for future stages.	In planning 	No funding opportunities identified at present. Continuing to investigate new funding sources.
9.4 Review the Road network and classify each road.	9.4.1 Complete a service review of the road network.	In progress 	Road review currently being further refined with Depot and Engineering works team. Anticipate a proposed Road Network to be reviewed in May, with further discussions with Director Infrastructure, then ELT, about where to from there.
	9.4.2 Identify and pursue funding opportunities for upgrades.	Not started 	
9.5 Plan and deliver Council's capital works program and Major Project Plan.	9.5.1 Minimise capital works and major project carry over from year to year.	In planning 	Work in progress.
	9.5.2 Complete Major Projects Plan review each year.	In planning 	Major Projects review will occur in October 2017.
	9.5.3 Minimise project budget overruns.	In planning 	Work in progress.

Upgrade Swan Hill Livestock Selling Complex:

Over half of the redevelopment works have been completed. Two cattle and one sheep sales were successfully conducted despite the construction works. Project is on track and within budget.



FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
10.1 Actively pursue opportunities from decommissioned irrigation infrastructure.	10.1.1 Work with Goulburn Murray Water to decommission channel number 9.	Complete 	Work on decommissioning is complete. Land tenure is in final stages of investigation.
	10.1.2 Identify opportunities for land parcels taken over by Council.	In progress 	Initial discussions held with ELT and Council. Draft 10-Year Major Projects Plan includes funding for scoping, design and implementation. Proposal for McCallum Street culvert being considered. A list of property owners, easements and GMW intentions for each separate parcel of land has been prepared. Advice is being sought on the process to acquire unused land with former channels from deceased estates. A valuation on some of the parcels is being obtained to enable an estimate of the total acquisition costs to be prepared.
	10.1.3 Identify funding opportunities to upgrade newly available land.	In planning 	Concept plans are being prepared for discussion with Council.
10.2 Complete the Recreation Reserve Masterplan.	10.2.1 Adopt the Recreation Reserves Masterplan.	Completed 	Completed and endorsed at May 2018 Council meeting.
	10.2.2 Establish a long term operational maintenance program for Council managed reserves.	In planning 	Working through the Recreation Reserve Masterplan to identify key areas.
	10.2.3 Investigate funding options to implement actions within the Masterplan.	Completed/ongoing 	Funding has been identified for the following projects: Robinvale Cricket Nets, Showground Cricket Nets, Gurnett Oval Cricket Nets, Showgrounds Change Rooms, Aquatics Strategic Plan, Lake Boga Recreation Reserve Playground, Riverside Park Robinvale Playground, Nyah Netball Courts.
	10.2.4 Review and update user agreements between Council and recreation reserve users groups.	In progress 	Recreation Reserve Agreements expire in September 2019.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
10.3 Review current use of council facilities.	10.3.1 Produce usage report, including analysis of non-Council facilities that provide similar services.	Not started 	
	10.3.2 Identify opportunities to rationalise Council assets.	In planning 	1. Ongoing with all leases. 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.	In progress 	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 are coordinating with other departments regarding their contribution to the Pacesetter upgrade through the budgeting process. Awaiting financial commitment from other Departments before engaging Pacesetter to complete works.
	10.4.2 Develop and update policies, strategies and registers.	In planning 	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 depending on Pacesetter findings. 4. Asset Management Plan adopted in December 2017. 5. Further discussions and development of policy being undertake to incorporate Recreation Reserve Agreements.
	10.4.3 Complete a centralised asset register.	In planning 	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.



Key results area Governance and Leadership








“We will represent the interests of our community, conduct our affairs openly, with integrity, reflecting the high levels of governance expected by our community. We will plan for the long term growth and development of our municipality by committing to a robust program of strategic planning.”







We will have:






1. Positive community engagement through appropriate and constructive consultation.
2. Effective and efficient utilisation of resources.
3. Effective partnerships and relationships with key stakeholders and staff.
4. Effective advocacy and strategic planning.

What have we done

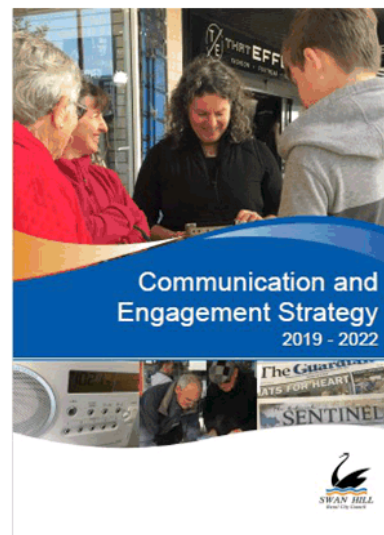
FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
11.1 Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	11.1.1 Undertake Council Services Review.	In progress 	Staff realignment occurred during November 2018.
	11.1.2 Implement the new IT Strategy.	In progress 	We are currently working on improved Customer Services processes for Planning applications, we remain on target for the completion of the initiatives as per the ICT Strategic plan. The Planning processes improvements will feed directly into the community portal and will provide another channel in to Council for Customer Service improvements.
	11.1.3 Implement Customer Service Strategy actions.	Completed/ongoing 	Ongoing.









FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
11.2 Use social media as a medium for community consultation and communication.	11.2.1 Introduce Facebook advertising.	Complete 	Facebook advertising is regularly used and posts are continuing to be used to consult and communicate with the public.
	11.2.2 Increase the use of online survey tools.	Completed/ongoing 	Online surveys have been used as a community consultation tool for Council's - Communication and Engagement Strategy 2019-22 - 212 responses, Off-leash Dog Park - 103 responses, and Robinvale Community Library - 146 responses.
11.3 Establish new and alternative methods of consultation.	11.3.1 Research and report to council on contemporary consultation methods.	Complete 	A discussion paper has been developed and was presented to Council Assembly in October 2017.
	11.3.2 Investigate the use of multilingual publications.	Not started 	
	11.3.3 Increase the use of social media, online survey tools.	Complete 	We have been increasing the use of social media for public information (Facebook), an online survey was used effectively for the consultation regarding the communication strategy in July 2018. This will continue to occur. We are also investigating use of other social media platforms, like Twitter and Instagram.
	11.3.4 Increase the use of current and professional networks and contacts to canvass opinion and share information.	In planning 	MRGC CEOs continues to be a useful forum.
	11.3.5 Review Councils Communication strategy.	Complete 	Discussions with ELT and Council occurred in May 2018. A Communication Survey was completed in July 2018 with 212 responses from the community. New Communication and Engagement Strategy adopted by Council in December 2018.








FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	Completed/ongoing 	Beef producer consultation on the Saleyards redevelopment through the establishment of a working group will deliver a better result. As an organisation we are increasing our commitment to engage with the community affected by our projects. Nyah Road reconstruction and line-marking are recent examples. Further consultation being conducted to close the loop regarding the Murray River Interpretive Centre Feasibility Study outcomes. Consultation due to be held 18 - 19. Aboriginal Cultural Awareness campaign. An online survey was used to consult with the community regarding the recently adopted Communication and Engagement Strategy.
	11.4.2 Conduct training for staff.	Not started 	
	11.4.3 Implement a project management system.	Not started 	
11.5 Develop a strong positive message and image for Council and the region.	11.5.1 Publish two community newsletters a year.	Completed/ongoing 	Summer newsletter published and distributed in December 2018. Winter newsletter published and distributed in July 2018.
	11.5.2 Use Facebook advertising and social media to promote Council.	Complete 	Promotion continues through regular use of Council's Facebook page.
	11.5.3 Use established connections/partnerships to promote a positive Council image.	Complete 	We seek opportunities to reinforce the message that we are here for the community through our media engagement and in our Mayoral Columns in local newspapers.









FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
12.1 Continually improve workplace safety and staff health and wellbeing.	12.1.1 Participate in MAV Workcover self insurance scheme.	Complete 	Officially commenced in this scheme November 2017. First self-audit of 29 key areas submitted to MAV December 2017. Group 1-4 policies and procedures adopted. Internal Audits continue to be implemented in accordance with the schedule.
	12.1.2 Develop and implement an OH&S framework.	In progress 	Initial audit has been completed. OHS Management plan adopted by ELT and OHS committee in August 2018. Actions will be regularly reported on to ELT and the OHS committee.
	12.1.3 Implement National Assessment Tool (NAT) auditing across the organisation.	Complete 	Auditing schedule adopted by ELT October 2017. Four internal audits completed to date.
	12.1.4 Test the Business Continuity Plan.	Complete 	Business Continuity Plan testing Completed November 2017.
	12.1.5 Review and develop Councils Risk Framework and Strategy.	In progress 	Council's Risk Management Framework, Policy, and Risk Register are currently under review. Draft documents to be presented to ELT and Risk Committee in April 2019.










Include effective community engagement processes in all planning and project delivery plans: An online survey was used to consult with the community regarding the recently adopted Communication and Engagement Strategy. Over 200 responses were received from the community.



FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	Completed/ongoing 	2018 - Survey completed results to be presented to Council in July. 2019 - Survey questions confirmed, and media release sent out in February 2019. Community survey currently underway.
	12.2.2 Review, report and act as appropriate on survey results, formal submissions and specific consultations.	Completed/ongoing 	Community Satisfaction Survey results are analysed and reported to Council annually. Complete for 2017 and 2018.
12.3 Implement a Project Management System.	12.3.1 Review and improve current processes.	Not started 	
	12.3.2 Implement a centralised Project Management System utilised throughout the organisation.	Not started 	
12.4 Review council services for efficiency, effectiveness and quality.	12.4.1 Prioritise services for a detailed review.	Not started 	
	12.4.2 Identify relevant benchmarks for a service review.	Not started 	
	12.4.3 Implement an improvement plan.	Not started 	
	12.4.4 Implement the IT Strategy.	In progress 	We are continually reviewing and improving Council's external facing business processes, the community portal, building and planning processes are currently being worked through along with a range of online forms.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
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.	In planning 	Work with community organisations to identify gaps.
	13.1.2 Identify area in which to increase co-operation.	Not started 	
	13.1.3 Form strategies and partnerships for key issues / projects.	Completed/ongoing 	Some examples include the Saleyards redevelopment, advocacy for the Swan Hill Bridge replacement, housing in Robinvale, and the Swan Hill hospital.
13.2 Encourage and support Council representatives to obtain positions on relevant boards that support council's activities, providing these duties do not conflict with Council responsibilities.	13.2.1 Identify Key Board positions.	Not started 	
	13.2.2 Discuss Board position opportunities regularly at Councillor Assemblies and Management meetings.	Not started 	
	13.2.3 Develop advocacy strategies.	In planning 	In progress.
	13.2.3 Train staff and Councillors on Governance responsibilities and industry based awareness.	Completed/ongoing 	Presentations given to Councillors on Conflict of Interest and Principle Conduct Officer provisions of Local Government Act in November 2017, and draft new Local Government Bill in February 2018. Audit of Returns of Interest conducted in January 2018. Presentation on return of Interest forms conducted in June 2018.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
13.3 Ensure regular dialogue with neighbouring municipalities and other stakeholders.	13.3.1 Schedule regular meetings with Murray River Shire, Balranald Shire and Murray River Group of Councils.	In progress 	The Mayor recently contacted newly elected Councillors 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. Council met with Balranald Shire in July 2018 and will be meeting with Murray River Council in the last quarter of 2018.
	13.3.2 Schedule meetings with State Government Representatives.	In progress 	Meeting held with Andrew Broad, Peter Walsh and Peter Crisp 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.	Complete 	Training needs database developed post annual performance review in July 2018. More than 5,000 hours of organisational training was provided to staff during the 2017-18 year, or 24 hours per EFT, this is due to additional online learning modules being assigned to staff.
	13.4.2 Recognise achievements in innovation and best practice, including through the staff awards.	Completed/ongoing 	Staff awards were held in August 2017 and 2018. 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.	Not started 	
	13.4.4 Utilise management and leadership development programs.	Completed/ongoing 	The CEO, Directors and Managers are engaged in a leadership development program for 2017/18.
	13.4.5 Increase cross-organisational awareness and resource sharing.	Not started 	
	13.4.6 Invite Councillors to all staff recognition events.	Completed/ongoing 	Councillors attended Staff Recognition Awards and the Staff/Councillor Christmas event in 2017 and 2018.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
13.5 Council to lead the conversation on Bridge placement with the community.	13.5.1 Represent councils views at stakeholder meeting.	In progress 	Council has requested a review of the heritage values of the Swan Hill bridge and has requested authorities review the location of a new bridge in light of the BPAC Engineers Australia Report.
	13.5.2 Conduct public engagement and awareness campaign.	Not started 	
14.1 Improve effectiveness of Council's advocacy.	14.1.1 Identify the key issues to be advocated for.	In planning 	A draft Advocacy Strategy has been prepared and will be workshopped with Council in early 2018.
	14.1.2 Develop and implement an Advocacy Strategy.	In planning 	A draft Advocacy Strategy has been prepared and will be work shopped with Council in early 2018.
14.2 Work with Swan Hill District Health and Robinvale District Health Services to develop joint advocacy strategies for improved health services for our community.	14.2.1 Adopt the health precinct plan into the Swan Hill Planning Scheme.	Complete 	Council adopted Health Precinct Plan into Swan Hill Planning Scheme in November 2017.
	14.2.2 Regular meetings with relevant bodies to determine needs.	Completed/ongoing 	A 'Swan Hill needs a new Hospital' group has been operational for some time and includes officers and Councillors working with the community to advocate for a new hospital. The Group will continue to advocate to the newly elected Sate Government and at the federal election as appropriate.
	14.2.3 Advocate State and Federal Government.	Completed/ongoing 	Swan Hill District Health and the proposed redevelopment is a key part of Council's Advocacy Strategy. Swan Hill Needs a New Hospital campaign was initiated in June 2018, and the process has continued with various activities, and presentation of petition/ letters to Minister, post-June.
14.3 Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies.	14.3.1 Develop marketing material on key issues.	Complete 	A prospectus of potential government investment opportunities has been prepared and will continue to be updated.
	14.3.2 Strategically meet with key stakeholders and policy makers.	Completed/ongoing 	The Murray River Group of Councils has been particularly useful for Council in regional advocacy.







Key results area Environment






“We will adopt work practices and implement policies that reduce the environmental impact, advocate for the protection of our environment and fulfil our regulatory obligations.”

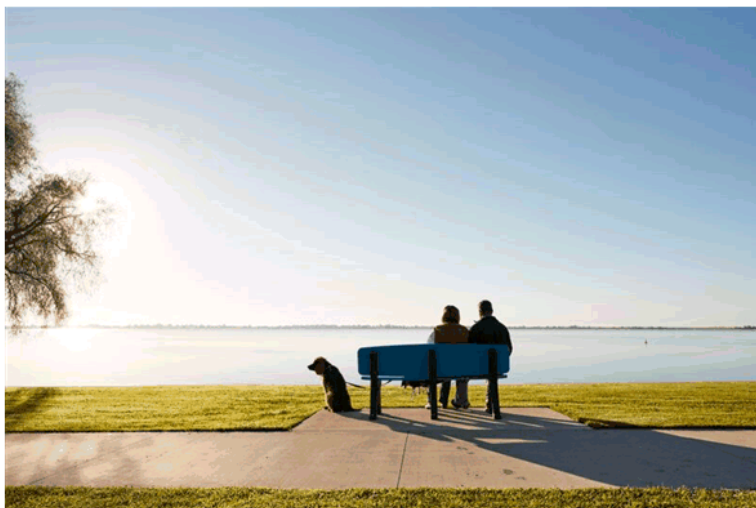
We will have:

1. Sound policies and practices that protect and enhance our environment.
2. A waste management program that is environmentally and financially sustainable.




What have we done





FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.1 Be actively involved in external discussions that affect the Murray River, its tributaries and lake systems.	15.1.1 Nominate a Councillor to represent Council on the Murray Darling Association.	Complete 	Swan Hill Rural City Council has withdrawn its membership to the Murray Darling Association.
	15.1.2 Lodge submissions to Federal agencies via Murray River Group of Councils and report to Council.	In progress 	CEO has contributed to the Murray River Group of Councils advocacy campaign ACT 2017. MRGC continues to have a voice on the socio-economic impacts of the Murray Darling Basin Plan.
15.2 Maintain and improve the condition of Lake Boga foreshore and its environs within our area of control in collaboration with other stakeholders.	15.2.1 Continue restoration works.	In planning 	Discussions with other stakeholders will begin on who is responsible for certain areas.
	15.2.2 Chair and attend Lake Boga Land and On Water Management Plan meetings.	Completed/ongoing 	Meetings of the committee are regular and a variety of projects are underway, including a grant for the construction of a new fishing platform.






FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.3 Seek to influence how environmental water is used within the municipality.	15.3.1 Attain membership to Catchment Management Authorities (CMA).	Not started 	
	15.3.2 Seek a position on CMA committees.	Not started 	
15.4 Investigate opportunities to improve stormwater runoff from townships into the River.	15.4.1 Complete an investigation.	Complete 	1. Key issues Identified with needed work scoped and costed through updating the 10 Year Major Projects Plan. 2. Concerns are captured through Sysaid, investigated with tasks assigned to the engineering design staff where needed. Ongoing.
	15.4.2 Action recommendations.	Not started 	
	15.4.3 Identify funding opportunities and submit applications.	In progress 	Ongoing.










Maintain and improve the condition of Lake Boga foreshore and its environs within our area of control in collaboration with other stakeholders: Discussions with other stakeholders will begin on who is responsible for certain areas.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.5 Investigate alternative energy for council buildings, and a community solar option.	15.5.1 Identify additional buildings to connect to renewable energies.	In progress 	Council has joined Sustainability Victoria Local Government Energy Saver Program to take advantage of initiatives targeted at identified resource constrained municipalities. Stream 1: Establish Local Government Corporate Emissions Profile and Reduction Plan. Stream 2: Local Government owned facility energy audits. Stream 3: Implementation of Retrofit Work (funding opportunities of up to \$100,000). Ongoing investigation 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.	In progress 	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. Currently undertaking Stream 2 to conduct detailed audits on selected facilities. The reports will inform decision making on which facilities should have renewable energy installs and/or energy efficient upgrades. Reports will hopefully be completed by the end of March 2019. Stream 3 will then be accessed to fund the installs and upgrades. Previous works that were accessed for Stream 3 being the battery install has run into difficulties and effectively has not been operational since install. We are currently working with Sustainability Victoria and the installer to resolve the technical issues. This is at the cost of the installer. Expected time frames for this resolution is the end of March 2019.
15.6 Advocate for improved control on private and public land of feral pests and weeds.	15.5.3 Engage with local Landcare groups.	Completed/ongoing 	The 2017-18 program has been delayed however works are now underway to control identified pest and weed species. Potentially the works for the 2017-18 program will be complete by October of this year. Council has allocated proportional funding to each group to assist each group complete their programs based on total road length in each area. Funding applications for the 2018-19 program have been submitted and Council has provided a letter of support for each application. Council Officers continue to remain in close contact with Landcare Coordinators to assist groups in achieving the control targets and reporting requirements.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.6 Advocate for improved control on private and public land of feral pests and weeds (continued)	15.6.4 Identify and reduce box thorn infestations.	Completed/ongoing 	Boxthorn control is being undertaken by landcare groups in the southern portion of the Mallee Catchment Authority areas around Nyah West. Within the North Central Catchment Management Authority areas boxthorn is being controlled in the Tresco and Tyntynder areas by landcare groups. Boxthorn still remains a huge issue and there are insufficient resources to effectively have a region wide control program.
	15.6.5 Extend fruit fly program.	Completed/ongoing 	New governance board has been formed and EDU staff are board members. Regional Action Plan adopted and will be implemented.
15.7 Review our work methods to reduce the environmental impact of what we do.	15.7.1 Review our fuel usage.	Completed/ongoing 	Fuel consumption figures captured and reports being established within fleet management system. Consumption data provided to Council's Environmental Officer for inclusion in energy and green house gas reduction study. Awaiting preliminary outcomes and recommendations. Preliminary report received and discussed. Main recommendation to replace 32 vehicles with electric (unreasonable). Other suggestions for reduction of fuel will be further investigated.
	15.7.2 Review plant and corporate fleet requirements.	Complete 	Established plant committee to review plant and equipment requirements, current and future. Utilisation of all plant and vehicles captured and reports being established. Car pooling established across whole of Council. Car pool booking system established and accessible for all Council staff. Second meeting of Plant Committee to be scheduled in Feb to review half yearly utilisation reports and present 10 -year plant replacement plan for discussion. Plant Committee meeting discussion on additional plant in road maintenance for increased sustainability of unsealed road network. Adjusted replacement program to reflect altered priorities. Identifying potentially underutilised plant, for discussion and action.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.7 Review our work methods to reduce the environmental impact of what we do (continued).	15.7.3 Investigate and use where possible sustainable building practices.	In progress 	We are electing to use (where possible) less obtrusive means of auguring so as to minimise damage to earth integrity 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.	In progress 	Recycled materials used in Nyah Road median strip, (recycled material borders, drought tolerant plants, low maintenance landscaping). On-going in other areas as replacement is required.
15.8 Define Councils approach to fulfilling our environmental enforcement obligations.	15.8.1 Develop a clear Policy.	In progress 	The planning scheme covers all the requirements for Council's environmental enforcement obligations. The Senior Environmental Officer assists the Planning Department with illegal native vegetation removal. DELWP have developed amended native vegetation management rules which are now in force. The Planning Scheme will need to be amended to incorporate all relevant changes. Council staff have completed training to acquaint themselves with the new regulations. Additional training has been provided to field staff and Council was successful in securing the Roadside Maintenance Exemption within defined envelopes depending on classification assigned to particular roads throughout the municipality.
16.1 Review and implement the Waste Management Plan.	16.1.1 Approve a revised and updated Waste Management Plan.	In progress 	Ongoing review. Must be timed with the renewal of the Waste Management Service Contracts due for re-tendering in 2020.
	16.1.2 Implement identified actions.	In progress 	<ol style="list-style-type: none"> 1. Ongoing progressive capping 2. Ongoing investigation into relocating the Materials Recycling Facility from Gray Street to the Swan Hill Landfill site. 3. Implementing Key Schedule Capital Works (Ongoing) 4. Ongoing works to ensure compliance with EPA/ Licence conditions.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
16.2 Investigate opportunities for green waste and organic collection service.	16.2.1 Review data for current green waste service.	Complete 	Green waste service in place and it is expanding. Organics has been investigated by EDU. (Ongoing).
	16.2.2 Develop and implement a green waste information campaign.	Complete 	Council officers are running a green waste management media campaign in September each year. A plan in place for promoting free green waste disposal at Robinvale and Swan Hill Landfill one weekend per year.
	16.2.3 Investigate organic waste disposal opportunities.	Completed/ongoing 	Grant applied for to fund a business plan for regional composting facility between Buloke, Yarriambiack and Swan Hill.
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 Loddon Mallee Waste Resource Recovery Forum.	Not started 	
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.	In planning 	No viable projects identified at this stage.
	16.4.2 Secure funding for identified projects.	In planning 	No viable projects identified at this stage.
	16.4.3 Investigate opportunities for recycling industry within the municipality (included as part of 18/19 review).	In planning 	Working with a new business trying to establish a demolition recycling business in Swan Hill.



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Swan Hill Business Centre
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B.19.34 ROAD DISCONTINUANCE BM23 BUMBANG

Responsible Officer: Director Infrastructure
File Number: AST-RD-16332-03
Attachments: 1 Plan

Declarations of Interest:

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

Summary

A request has been received from an adjacent owner for the discontinuance and purchase of the road known as BM23 Bumbang.

This report provides Council with a recommendation to discontinue the road under Section 206 and Schedule 10 Clause 3 of the Local Government Act, 1989 (Act). If discontinued, the land from the road will be transferred to the Crown for sale to the adjacent landowner.

Discussion

Council has been approached by the landowner of Lot 1 PS540890, requesting the discontinuance of BM23 Bumbang, being road adjacent to their property. They are investigating the possibility of them purchasing the land and consolidating it into their title. Plan attached.

The section of road proposed to be sold is 10.852 ha, unformed natural surface.

Further investigations revealed that there are no Section 173 agreements or easements attached to the title. On inspection, it has been determined that this road is "not reasonably required as a road for public use".

The statutory procedures require that consultation must be undertaken before the Council makes a final decision.

Consultation

Department of Environment Land Water & Planning (DELWP) has been consulted and are in favour of the discontinuance and sale.

Council will consult with the community through a „Public Notice“ inviting submissions to be published in the Guardian newspaper, in accordance with Section 223 of the Local Government Act 1989.

Financial Implications

Since the portion of land to be consolidated has not been constructed as part of the road reserve, Council and the public will not be disadvantaged in any way.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that is provided and appropriately maintained in accordance with agreed standards.

Options

1. Council uses its power:

Acting under Clause 3 of Schedule 10 of the Local Government Act 1989; to

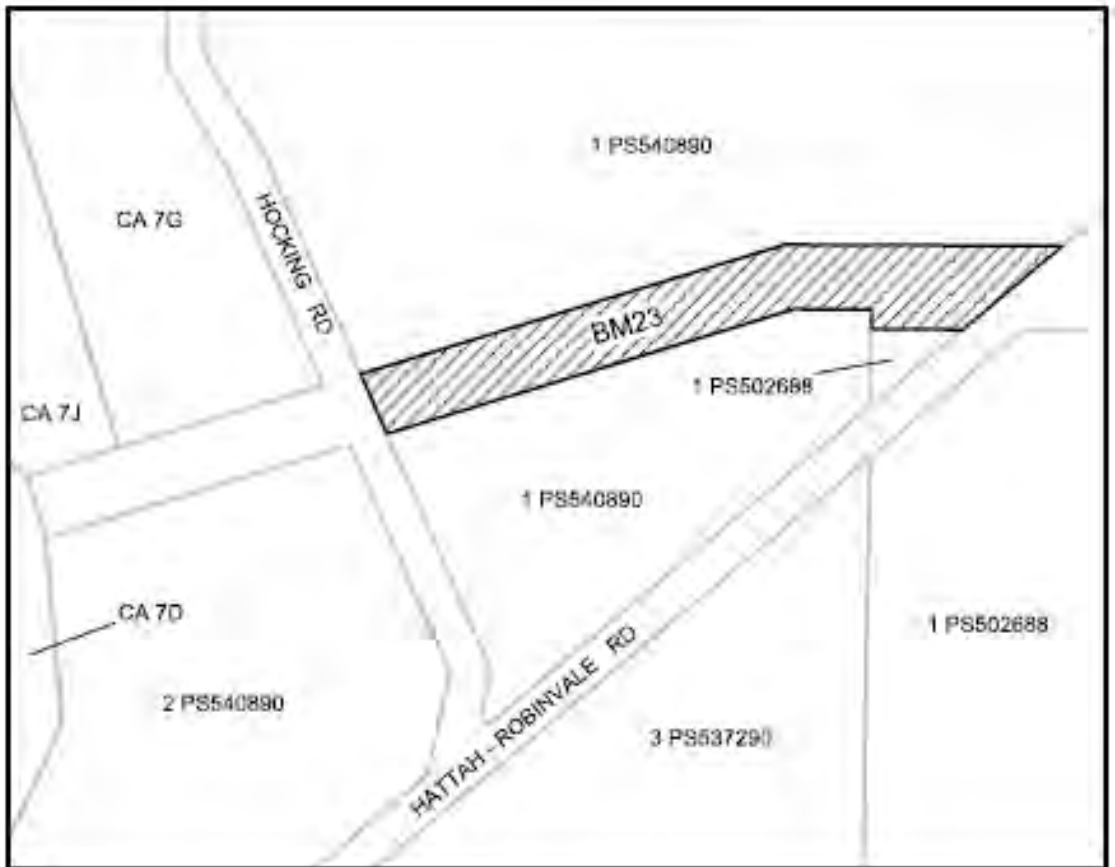
- 1.1. Commence the statutory procedures to discontinue BM23 Bumbang being a road which is shown on the plan attached to this report and labelled as Attachment 1;
- 1.2. Publish a public notice of the proposed discontinuance be given under sections 207A and 223 of the Local Government Act 1989;
- 1.3. Authorise John McLinden, Chief Executive Officer to undertake the administrative procedures necessary to enable Council to carry out its functions under Section 223 of the Local Government Act 1989, and
- 1.4. Hear and consider any submissions received pursuant to Section 223 of the Local Government Act 1989 at a Council meeting.

Recommendations

That Council being of the opinion that the road shown hatched on the plan is not required as a road for public use,

- 1. Discontinue the road under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989; and**
- 2. Return the land from the road to the Crown.**

Attachment1



AREA OF ROAD TO BE
CLOSED = 10.8520 ha

PARISH OF BUMBANG

(Text in parcels are crown allotment / lot & plan numbers)

B.19.35 FUTURE OF THE REGIONAL JOBS AND INFRASTRUCTURE FUND

Responsible Officer: Chief Executive Officer
File Number: S16-22-28
Attachments: Nil

Declarations of Interest:

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

Summary

Regional Victoria has benefited from over \$1 billion in infrastructure projects made possible by the \$1 billion Regional Jobs and Infrastructure Fund which has been available to regional communities for the last eight years.

The certainty of this fund is unclear and is due to wind up on 30 June 2019. The Victorian Government has made no statements in relation to the renewal of this fund and it is recommended that Council lobby the State Government for the fund's continuation.

Discussion

Rural Victoria has benefited from the \$1 billion regional jobs and infrastructure fund for a number of years. The program was initially set up in 2011 for an eight year period as the regional growth fund. Following the election of the Andrews Labor Government the program was rebadged to regional jobs and infrastructure fund but, largely operated in the same way as the previous fund with very similar objectives.

The objectives of the fund are to support infrastructure and economic growth in regional Victoria. The funds are only available to regional areas and provided a pool of \$1 billion over eight years, from which regional industry and communities could draw (upon application) to fund improvements that would drive the economy of regional Victoria.

The Swan Hill Rural City Council and its community has benefited from this fund through the following grants over the last 4 years alone.

Swan Hill Regional Arts, Indigenous and Cultural Precinct	Stronger Regional Communities Plan (RJIF)	\$300,000.00
Stories Beneath the Vale	Stronger Regional Communities Plan (RJIF)	\$50,000.00
Swan Hill - Live Better	Stronger Regional Communities Plan (RJIF)	\$50,000.00
Robinvale Housing Strategy	Stronger Regional Communities Plan (RJIF)	\$50,000.00
Connect U	Regional Skills Fund (RJIF)	\$270,000.00
Enhancing the Swan Hill Farmers' Market	Farmers' Markets Support Program (RJIF)	\$15,000.00
Boosting Boundary Bend Project	Rural Development (RJIF)	\$75,000.00

Swan Hill River Walk Enhancement Stage 2	Rural Development (RJIF)	\$256,500.00
Catalina Park Activation	Rural Development (RJIF)	\$297,000.00
Establishing the Swan Hill Region Farmers' Market	Farmers' Markets Support Program (RJIF)	\$19,500.00

In the lead up to the 2018 State Election, the current Andrews Labor Government made no commitments to renew this funding program. Following the election there has been no statements from the Government providing any certainty that the existing fund will be renewed. The current Regional Jobs and Infrastructure Fund is due to wind up on 30 June 2019.

Given the importance of this fund to regional Victoria and the benefits that this fund has provided to the Swan Hill community over the last eight years, it is suggested that Council should lobby our local members, along with the Minister for Regional Development, the Honorable Jaclyn Symes and the Victorian Premier, the Honorable Daniel Andrews.

In advocating for the continuation of this fund, Council should demonstrate the value that previous grants have provided to our community and implore the Government to renew the Regional Jobs and Infrastructure Fund.

Council Plan Strategy Addressed

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

Options

Council can choose to alter or accept the recommendation.

Recommendations

That Council:

- 1. Writes to our local members, along with the Honorable Jaclyn Symes, Minister for Regional Development and the Honorable Daniel Andrews Victorian Premier advocating for the continuation of the Victorian Regional Jobs and Infrastructure Fund.**
- 2. Prepares a motion for the MAV State Council meeting in May and seek the support of the Murray River Group of Council and the Loddon Campaspe Councils for this motion.**

B.19.36 MALLEE REGIONAL ECONOMIC GROWTH STRATEGY

Responsible Officer: Chief Executive Officer
File Number: S12-01-04
Attachments: 1 Mallee Regional Economic Growth Strategy

Declarations of Interest:

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

Summary

The purpose of this report is to consider the endorsement of the Mallee Regional Economic Growth Strategy to support the Mallee economy.

Discussion

The purpose of the Mallee Regional Economic Growth Strategy is to focus actions towards those activities that will provide the greatest benefit to the region's economy. The document could also provide a platform for coordinated regional advocacy.

The Strategy is a successor to the Loddon Mallee Regional Strategic Plan 2015-18 that was prepared by the Loddon Mallee RDA. In comparison to its predecessor, the Regional Economic Growth Strategy has a tighter economic focus.

This new Strategy has been prepared using inputs from several workshops held across the region and the two Regional Partnership Assemblies held in 2018. The Strategy was authored by REMPLAN and is underpinned by a technical document prepared in August 2018.

It is proposed that this Strategy is owned by the region. The Mallee Regional Partnership (MRP) is seeking Councils endorsement of the Strategy along with the endorsement of all other LGAs in the region as well as other core economic focused regional bodies.

The Regional Economic Growth Strategy has a 10-year planning horizon. Once the Strategy is endorsed, work will commence on an implementation plan and production of an Investment Prospectus that will highlight those shovel-ready investments that need to be made to realise the vision within the Strategy. The MRP will be seeking input in the development of this Investment Prospectus.

Like earlier Regional Strategic Plans, it is envisaged that this Regional Economic Growth Strategy could be used by all the region's stakeholders to demonstrate where a proposed investment is aligned with regional priorities. The Strategy will also be used by the Loddon Mallee RDA and Regional Partnership Committees to focus their efforts.

Council Plan Strategy Addressed

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

Options

Council can choose to endorse or not endorse the Mallee Regional Economic Growth Strategy as presented.

Recommendation

That Council endorse the Mallee Regional Economic Growth Strategy to assist in focussing action and advocacy efforts on activities that will support the Mallee economy.



Mallee
 Regional Economic Growth Strategy
 Regional Investment Feasibility Study



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Mallee Regional Economic Growth Strategy

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Disclaimer

All figures and data presented in this document are based on data sourced from the Australia Bureau of Statistics (ABS), and other government agencies. Using ABS datasets, the regional economic modelling software REMPLAN, developed by REMPLAN has been applied to generate industrial economic data estimates. This document is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any suggestions mentioned in the report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any action and accept no responsibility for the consequences of pursuing any of the findings or actions discussed in the document.

Document version

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Executive Summary

The Loddon Mallee Regional Development Australia (RDA) Committee in collaboration with the Mallee Regional Partnership (MRP) initiated the development of a Regional Economic Growth Strategy. To be delivered over three distinct project stages, it will develop the next significant strategic economic development framework at a regional scale.

A Regional Economic Growth Strategy is critical for the next phase of investment throughout the Loddon Mallee. The Regional Economic Growth Strategy will provide a strategic basis and rationale for priority investment and projects throughout the region.

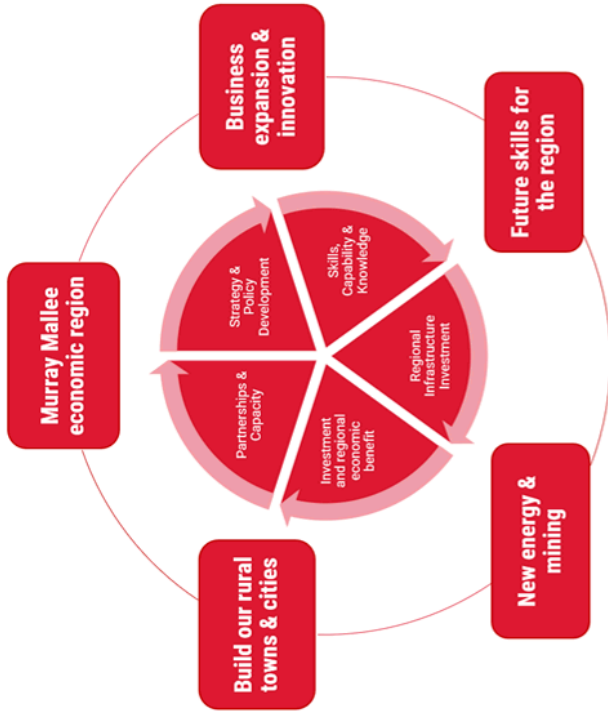
Stage One of the project involved preparing a consolidated economic analysis outlining priority investment areas.

The Mallee region is an economic powerhouse that leverages horticultural investment and large-scale food industry production to support local prosperity. Agriculture, Forestry & Fishing and Manufacturing & Construction are the top three industry sectors, representing \$4.458 billion (43.6%) of total output in the Mallee region.

Since the last Census 17,458 new jobs were created in the Mallee region, primarily across Health Care & Social Assistance, Construction, Accommodation & Food Services, Education & Training, Agriculture, Forestry & Fishing and Administrative services.

Five regional focal investment areas underpin the success of the region, as outlined in Figure ES-01. This includes a focus on the Murray Mallee cross border economic zone, investing in the regional strength of horticulture and agriculture and attracting the right local skills across a range of sectors. In addition, the Regional Economic Growth Strategy requires investment and improvement in the areas of energy generation, mineral resources, digital connectivity, as well as tourism and associated infrastructure for residents and visitors.

Figure ES-01 Regional Economic Growth Strategy Framework



The following table summarises the regional focal investment area initiatives that will drive the economic objectives for the region and deliver broader economic benefits.

Mallee Regional Economic Growth Strategy

Table ES - 1 Summary of the Regional Focal Investment Area Initiatives

Focal Area	Economic Objective	Economic Priority	Economic Benefit
<p>Murray Mallee economic region</p>	<p>Economic transport connections</p>	<ul style="list-style-type: none"> • Create two-lane Murray River crossings at Swan Hill and Tooleybuc capable of handling oversize and over-mass vehicles including High Performance Freight Vehicles (HPFV). • Commence planning for a second road bridge in Mildura. • Identify and develop a clearly defined HPFV road network that connects with the NSW and Victorian arterial road network and connects with the ports of Melbourne and Geelong. • Progressively upgrade the carrying capacity of important freight routes within the Goulburn Murray Irrigation District (GMID) that are constrained by bridges and culverts. • Complete the Murray Basin Rail Project and support related development by logistics companies to ensure it is fully utilised. • Commence a feasibility study of a standard gauge rail connection between Yelta (near Merbein) and either Menindee or Broken Hill providing intercontinental rail connection with Darwin, Perth and Sydney. 	<ul style="list-style-type: none"> • More regional export (\$M) • More regional employment (jobs) • Better levels of service delivery
	<p>Increase regulatory efficiency</p>	<ul style="list-style-type: none"> • Ensure the newly appointed Victorian Cross Border Commissioner (VCBC) is focused on the most important issues facing the region's economy, including, but not limited to: <ul style="list-style-type: none"> ◦ Harmonisation of heavy vehicle rules on allowable weights and configurations of vehicles and drivers' licenses, and ◦ Differences in labour hire regulations between NSW and Victoria. • If proven successful, advocate to continue the VCBC role after the trial period ends. 	<ul style="list-style-type: none"> • Benefit 1 – Streamlined regulatory and licensing requirements • Benefit 2 – Growth in the border economies through dedicated cross border facilitation • Benefit 3 – Reduced barriers to accessing services regardless of state boundaries.

Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
	<p>Coordination and advocacy</p>	<ul style="list-style-type: none"> Renew efforts to undertake economic development planning for the Functional Economic Zone crossing the NSW and Victorian border and establish resourcing arrangements to implement the plans. Maintain efforts to coordinate via jurisdictions such as the Murray River Group of Councils, and the Central Murray Regional Transport Forum. Create a Sunraysia Agrifood Network to articulate the long-term strategic vision for the horticultural industry along the Murray River. Advocate for common issues such as freight, water and biosecurity policy. Consider a prospectus (or similar) to support attraction of both government and private investment in the region's industries. Support investment and expenditure for key regional industry sectors including agriculture, manufacturing, construction and tourism. 	<ul style="list-style-type: none"> Larger regional population (persons) Increased regional export (\$M)
	<p>Sustainable use of irrigation water</p>	<ul style="list-style-type: none"> Better understand and engage in national water policy to ensure it encourages sustainable and productive use. Investigate physical constraints to supplying water to the Mallee and what can be done to mitigate negative effects. Fund infrastructure renewal in irrigation districts to achieve resource efficiency. 	<ul style="list-style-type: none"> Scenario modelling of water allocations equivalent to millennium drought conditions could result in a 20 percent reduction in production and result in \$32.247 million less regional output and a contraction of 225 jobs in the local supply chain. Sustainable water use implementation is required to ensure more private investment (\$M), co-ordinated delivery of land use and infrastructure, and population (persons) and industry growth (\$ Value-add).

Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
<p>Business expansion & innovation</p>	<p>Export opportunities</p>	<ul style="list-style-type: none"> Leverage momentum in Free Trade Agreements. Test the feasibility of creating a Mildura inland port, with infrastructure and services to facilitate export, such as quarantine, AQIS and fumigation. Ensure State and Federal government support for export businesses. Ensure governments invest in regional freight infrastructure. 	<ul style="list-style-type: none"> Increased regional export (\$M). Increased regional employment (jobs) Co-ordinated delivery of land use and infrastructure to support economic development.
	<p>Value adding opportunities and supply chain improvement</p>	<ul style="list-style-type: none"> Complete supply chain analysis to understand demand for export, local value-add opportunities and farm income diversification, including opportunities to leverage current and future transport infrastructure. Invest in interconnecting transport infrastructure such as intermodal sites Attract new rail operators to extend value to local businesses and create a competitive freight market to access Victorian ports. Pursue business opportunities, such as new services, as identified in the supply chain analysis. Utilise the supply chain analysis to inform freight route planning. 	
	<p>Attract new business investment</p>	<ul style="list-style-type: none"> Extend current government support for private businesses wishing to expand, through grants, export assistance and help with planning issues. Create a Regional Capital Investment Fund (or similar) to support businesses wishing to expand and requiring access to equity. 	
	<p>Regional research and development (R&D)</p>	<ul style="list-style-type: none"> Expand the capability and depth of the agricultural R&D and extension-focused institutions within the region, including Birchip Cropping Group, Southern Mallee Farming Systems, Mallee Sustainable Farming, Irymple Horticulture Centre, La Trobe University and SuniTAFE. Realise the potential for the newly formed Mallee Regional Innovation Centre (MRIC) to drive innovation and the uptake of technology. 	<ul style="list-style-type: none"> Research activities drive economic benefits for the region, for example MRIC is estimated to create annual economic benefits of \$19.7 million arising from its research program.



Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
	Digital connectivity for agricultural systems	<ul style="list-style-type: none"> • Encourage implementation of new technologies particularly the use of: <ul style="list-style-type: none"> ○ Automation ○ Internet of Things (IoT) ○ Data sharing and use of big data • Provide fit-for-purpose networks to allow uptake of new technologies. • Investigate the role of government subsidies and user pays arrangements in establishing these networks. 	<ul style="list-style-type: none"> • Research investment will boost the number of local jobs in tertiary education. • Better digital connectivity drives business efficiency and positions industry to leverage digital technologies to improve productivity. • A 25% increase in productivity in blackspot areas could generate an additional \$52.038 million and support up to 303 (direct and indirect) long term jobs. • A sustainable workforce.
Future skills for the region	Ensure school leavers are ready for work or further education	<ul style="list-style-type: none"> • Encourage Mallee students to complete Year 12 or vocational training. • Increase awareness amongst students of career paths available within local industries. • Establish a Mildura based Tech School that encourages take up of STEM (Science, Technology, Engineering and Mathematics) related careers and ensure the Tech School benefits students from the broader region. 	
	Create the skilled workers required by our industries	<ul style="list-style-type: none"> • Better orientate the vocational and higher education sectors to expand their course range in the Mallee to focus on the needs of industry. • Support and encourage the dual enrolment model developed by La Trobe University and SuniTAFE. • Undertake a Skills Demand Assessment in the dryland parts of the Mallee region and develop options to meet these needs. 	
	Encourage skilled migration	<ul style="list-style-type: none"> • Establish concierge and settlement services to encourage skilled workers to relocate to the Mallee. 	



Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
		<ul style="list-style-type: none"> Explore other options for encouraging skilled migration (both domestic, secondary and from overseas) e.g. supported visa schemes, creation of a Designated Area Migration Agreement (DAMA) and marketing job opportunities in the region. Complete the Robinvale housing strategy and ensure its implementation. 	<ul style="list-style-type: none"> Population growth supports economic activity and broader regional benefits. Based on the current demographic profile of the Mallee region, a general population increase of 1,000 residents would see an additional 405 working residents, 373 of which would work within the region.
	Provide adequate worker housing and other fundamental services		
New energy and mining	Unlocking new energy	<ul style="list-style-type: none"> Develop an energy roadmap to understand how to move the region to a new energy future. Develop an advocacy and engagement strategy to address regulatory barriers and identify grid constraints within the system. Advocate to the Australian Energy Market Operator (AEMO) for a feasibility study into the duplication of the existing transmission lines in north west Victoria to unlock constrained renewable energy investment throughout the Mallee region. Advocate for changes to national policy to ensure decisions about grid infrastructure are based on the complete economic Cost Benefit Analysis and not a financial assessment of the transmission line. Advocate for changes to national policy that currently restrict movement of electricity between states. 	<ul style="list-style-type: none"> If the proposed \$2.8 billion of pent up utility scale investment was constructed over a 20 year period with annual construction totals of \$140 million, it is estimated that up to 549 jobs would be supported throughout the broader Loddon Mallee Region.
	Capitalising on the Mallee's mineral sands and rare earth deposits	<ul style="list-style-type: none"> Encourage further opportunities for mineral sands and rare earths mining within the region. Ensure the completion of the Murray Basin Rail Project to support mineral sands mining in the Lalbert area. 	



Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
<p>Improving liveability in rural cities & towns</p>	<p>Boost our Rural Cities</p>	<ul style="list-style-type: none"> • In areas of population growth ensure that facilities grow with increasing demand: <ul style="list-style-type: none"> ◦ Renew Swan Hill Hospital ◦ Build the South Mildura Recreational Centre • Complete the visions of the cities of Swan Hill and Mildura to better orientate their CBDs towards the riverfront. • Prepare a preliminary business case for a convention centre suited to Mildura. Explore potential markets, appropriate style and scale, and audit established accommodation facilities to assess their adequacy. • Advocate and lobby for location of a Government agency to be headquartered in Mildura or surrounds. • Support increased numbers of international students attending tertiary institutions. 	
	<p>Improved passenger services</p>	<ul style="list-style-type: none"> • Realise the aspiration within the Regional Network Development Plan (<i>Connecting Regional Victoria</i>) of having five return passenger train services per day between Melbourne and Swan Hill. • Noting that Mildura is the only regional city in Victoria without a passenger rail service connection to Melbourne, explore alternative ways connection to Melbourne can be facilitated, including considering airfare subsidies (such as in Queensland https://www.tmr.qld.gov.au/LocalFareScheme). • Undertake a feasibility study exploring the potential of a regular commuter flight from Bendigo to Adelaide via Mildura. 	
	<p>Vibrant small towns</p>	<ul style="list-style-type: none"> • Explore the role of co-design, place-making and citizen-led approaches to activate township renewal. • Provide funding to stimulate amenity enhancements, community infrastructure projects and capacity building in small towns. • Develop innovative service delivery models for primary healthcare and childcare. • Provide improved small town transport options and digital connectivity. 	<ul style="list-style-type: none"> • Attract and retain people and businesses in small Mallee towns.



Mallee Regional Economic Growth Strategy

Focal Area	Economic Objective	Economic Priority	Economic Benefit
	<p>Infrastructure supporting the visitor economy</p>	<ul style="list-style-type: none"> Address the lack of overtaking lanes and provide intersection treatments on major tourist routes that are shared with freight traffic, including the Sturt, Sunraysia, Mallee and Murray Valley highways. Seal Arumpo Road and Marma Box Creek Road (NSW) to permit all-weather access to Mungo National Park. Bring access roads to Lake Tyrrell and the expanding Silo Art Trail up to a safe and appropriate standard. Provide excellent mobile reception on all major tourist routes. 	
	<p>Build the value of our tourism assets</p>	<ul style="list-style-type: none"> Complete construction of the Murray River Adventure Trail, incorporating the Kerang-Koondrook Rail Trail, the Koondrook to Cohuna Forest Trail, the Koondrook to Torrumbarry Trail, and Ports of the Murray. Build the Swan Hill to Lake Boga Active Trail. Realise the potential of Lake Tyrrell and the Tchingal Trail between the lake and Birchip. Expand the Silo Art Trail into the Mallee LGAs. Encourage the development of indigenous tourism enterprises. Create a tourism body that provides focus and coordination of tourism opportunities for the whole of the Wimmera and Mallee dryland regions. Market the unique tourism offerings of this area. Support local tourism training for small businesses. 	<ul style="list-style-type: none"> Modelling the potential impact of increasing the average length of stay of International and Domestic Overnight visitors by a single night is estimated to generate an additional \$91.238 million annually, creating 512 direct jobs and up to another 247 jobs across other industries in the Mallee that have exposure to the visitor economy.



1 Project Sponsorship & acknowledgement

To be finalised – proposed joint piece (Mallee Regional Partnership Chair and Loddon Mallee RDA Chair)

2 Introduction

The Regional Economic Growth Strategy (the Strategy) outlines a strategic direction for the Loddon Mallee region to invest in skills, build capability and leverage recent and future capital infrastructure through a package of targeted and ‘unique to region’ investment.

The Strategy aims to increase capacity and prosperity for the residents of both the Loddon Campaspe and Mallee sub regional areas of the Loddon Mallee. The initiatives and strategic direction outlined in the Strategy are integrated and multifaceted, addressing economic focal areas of regional innovation and connection, regional manufacturing and food industry, economic resource management and forests, heritage and landscape. Throughout both regions, investing in skills and supporting relationships beyond the region are central strategies.

Regional economic strategies reflect the complexity of regional development. While the primary objective of this strategic work is underpinned by economic development, insights from practitioners, policy makers, institutional managers and senior local government staff have enabled the integration of broader policy objectives across education, housing, urban design, environmental restoration and protected areas management. The integration of these policy approaches drives success and economic prosperity of a region and its community.

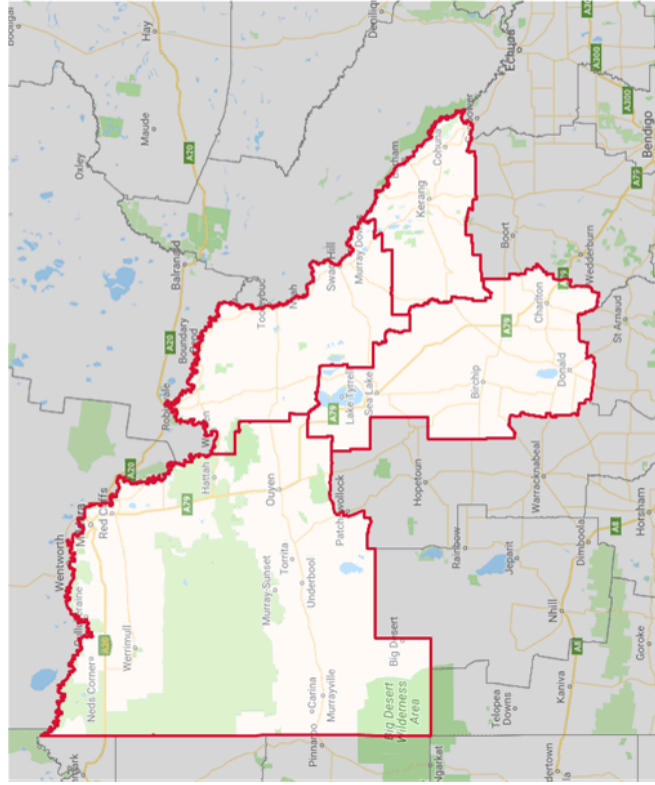
The Regional Economic Growth Strategy is unashamedly focused on increased employment, growing Gross Regional Product (GRP) and improving prosperity of the region, as recognised through productivity gains, increased wages and salaries, and higher level of educational attainment.

2.1 Project Scope

Project work has been undertaken within the Loddon Mallee across both the Regional Partnership sub regional areas of the Loddon Campaspe and Mallee regions. The following Strategy is focused on the Mallee region.

The Mallee region is comprised of the following four Local Government Areas: Mildura Rural City, Swan Hill Rural City, Gannawarra Shire and Buloke Shire.

Figure 2-1 Mallee Region



<https://remplan.co/2QMwPDc>

Investment objectives for the Loddon Mallee are consistent throughout the two regions, but the strategies are unique to each region. Objectives include investment targeted to support enhancement of key areas of capital (Table 2-1).

Table 2-1 Targeted areas of investment to increase capital

Capital	Area of investment strategy
Political	Strategy & Policy Development
Human	Skills, Capability & Knowledge
Built	Regional Infrastructure Investment
Cultural	Celebrating our region and heritage
Social & Financial	Partnerships & Capacity

At a sub-regional level the Strategies are focused on the specialisation opportunities of the region and respond to the key drivers of the sub-regional economies. In the southern Loddon Campaspe region population is the driver of economic activity, demanding and supporting regional services. While in the north and the Mallee region, the overriding economic driver is production and export driven activity where rural land use provides economic return to the region through high levels of output per worker.

Of course, this simple view does not reflect the complexity of each region. However, it is fundamental in the approach to the development of the Strategy and as a result targeted investment to support sub-regional prosperity across the Loddon Mallee.

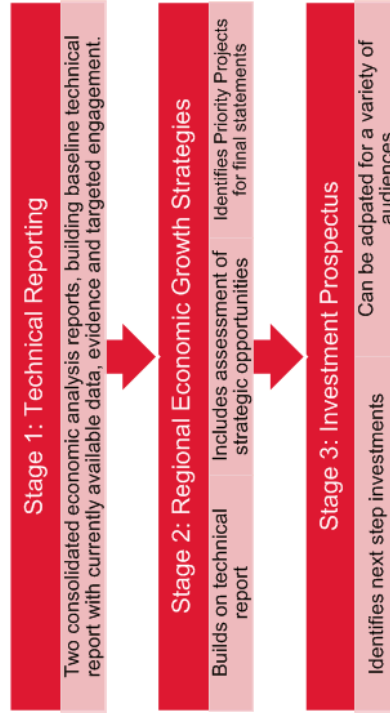
2.2 Project Background

The Regional Economic Growth Strategy is being delivered over three distinct project stages, as outlined in Figure 2-2. Stage One involved a consolidated economic analysis of the current situation based on evidence (data information) and targeted engagement to provide insights and identify emerging priority areas for regional economic development.

Stage Two has built on this evidence base and prepares a consolidated Regional Economic Growth Strategy utilising strategic opportunity assessment and priority project identification.

Stage Three of the project will involve the preparation of a revised and updated Investment Prospectus for the Loddon Mallee region.

Figure 2-2 Regional Economic Growth Strategy Project Method



2.2.1 Current economic profile

The latest key economic indicators for the Mallee region demonstrate challenging population growth figures. Across the region the 20-year annual average growth rate is -0.41 percent. While Mildura Rural City is forecast to sustain over 0.7 percent, the *Victoria in Future 2016* report forecasts negative growth across the other three municipalities.

The strength of the Agriculture, Forestry & Fishing sector is apparent. It is the most important sector within the Mallee in terms of total output, total employment and contribution to Gross Regional Product (Value-added).

In addition, the tourism sector remains an important contributor representing 7.1% of all jobs and the sixth largest industry sector in terms of total revenue (Output) generating \$474.364 million.

Table 2-3 Key Economic Profile Statistics – Mallee Region

Estimated Resident Population 92,777 (ABS)	Annual Population Growth Rate -0.41% (VIF)	Projected Population 2031 93,844 (VIF)
Gross Regional Product (GRP)(\$B) \$5.332	Per Capita GRP (\$'000) \$58.451	Per Worker GRP (\$'000) \$140.166
Total Output (\$B) \$10.222	Total Employment (Jobs) 38,038	Total Value-added (\$B) \$4.923
Top 3 Sectors by Output 16.5% Agriculture, Forestry & Fishing 15.6% Manufacturing 11.5% Construction	Top 3 Sectors by Jobs 15.6% Agriculture, Forestry & Fishing 13.8% Health Care & Social Assistance 12.3% Retail Trade	Top 3 Sectors by Value-added 16.2% Agriculture, Forestry & Fishing 8.9% Health Care & Social Assistance 7.4% Construction
Tourism Output (\$M) \$474.364	Tourism Employment 2,700	Tourism Value-added (\$M) \$216.366

Source: Australian Bureau of Statistics, Victoria in the Future, REMPLAN.

Note: Economic estimates above exclude Rental, Hiring and Real Estate Services of which a significant component includes 'Ownership of Dwellings'. Ownership of dwellings consists of landlords and owner-occupiers of dwellings. Owner-occupiers are regarded as operating a business that generates a gross operating surplus. The imputation of a rent to owner-occupied dwellings enables the services provided by dwellings to their owner-occupiers to be treated consistently with the marketed services provided by rented dwellings to their tenants.

3 Mallee Regional Economic Growth Strategy

3.1 Preferred Economic Future

The Murray River is at the heart of Australia's most vibrant economic regions. Since 2019 decisions about the Mallee region's economy have been made without thinking that is constrained by State borders. This has enabled industry and workers to benefit from expanded opportunities.

The horticultural industry bordering the Murray River has prospered. The maturation of national water policy has resulted in stable and sustainable levels of water supply for both the industry and environment. Increased focus on innovation within the industry has resulted in greater productivity and increased value adding.

A predicted shortage of skilled workers was averted due to a coordinated response that resulted in more worker housing; migration into the area; targeted vocational training and better work readiness in school leavers.

Freight movement across the region has been greatly improved. Constraints to road freight movement have been fixed, river crossings are fit for purpose. The Murray Basin Rail Project has delivered the reduced cost benefits predicted and also removed much of the freight from our roads.

Visitation to Mildura has greatly increased with the introduction of subsidised flights to Melbourne and the opening of a Bendigo-Mildura-Adelaide route. The new convention centre has found a niche market attracting conferences from national businesses.

Continued investment on the riverfront has reoriented both Swan Hill and Mildura's CBD to the river creating new opportunities for each of these cities.

Improved digital connectivity has made huge improvements to the lives of rural Mallee residents, overcoming the tyranny of distance. Digital connectivity provides an antidote to social isolation, but also allows people to actively participate in the economy and receive the services that allow them to remain in their smaller towns.

Agriculture has adopted the Internet of Things and seen productivity increases as a result. Tourists are able to stay connected.

Cost effective, innovative services for rural areas have been tailored to suit the dispersed population. There is now equivalence in health services, education and training services, and childcare services available to rural residents. The Small Town, Big Difference fund has also brought greater vibrancy to the Mallee towns. Together these initiatives have resulted in retention and growth in the populations of the small towns, but also increased participation in the workforce.

Investment in the 'Ports of the Murray' and the 'Murray River Adventure Trail' have resulted in a large increase in visitation that has resulted in considerable private investment. Likewise, the investment in the tourism assets in the dryland parts of the region are having a similar impact. Investments into the Silo Art Trail and Lake Tyrrell saw a similarly large response in private investment and have raised the prominence of Wimmera Mallee tourism. Regional tourism has benefited from indigenous business ventures that have added an extra cultural dimension to the tourism offering.

With the shift to 50 percent renewables, Western Victoria is now powering the State. Investment in our electrical distribution networks, the increasing cost effectiveness of solar, and cheap battery storage, have unblocked the latent potential for solar farms in North Western Victoria.

3.2 Investment Objectives

Identifying areas of focus is the key to the development of a Regional Economic Growth Strategy. Regional focal investment areas will help categorise priorities that best leverage existing regional strengths and address weaknesses.

The purpose of this document is not to detail or design specific investment projects, rather to outline preliminary investment logic at both a program and focal area level to support further substantiation.

Importantly, while the focal areas are targeted and proposed actions and responses have been aligned to a specific area, the proposals are often integrated and holistic in their approach. In several focal areas, a project or initiative has a positive impact on or supports a proposal in another nominated priority area.

The role of government and regional structures including *Regional Partnerships* and *Regional Development Australia* to expedite and support economic development within their region is fundamentally linked with policy. While this policy support is often expressed through advocacy and engagement, it is most commonly demonstrated through contractual agreements, financial instruments and grants.

Key partners in the region are Local Government bodies, whose regional economic development efforts are commonly directed toward capital investment in infrastructure and assets, regulatory change of land use planning, and a range of business support approaches, such as collaboration/networking, lobbying and promotion.

Central to many of these decisions is co-ordination of strategic line of sight between demonstrated business need, evidence and information, strategies and plans and business case development to unlock capital.

Each of the focal areas provides an investment summary with overview of strategic assessment. Summary material included in the Strategy has been supported through technical reporting and subject matter expert workshops.

The Strategy provides an overview of each focal area including:

- Economic objectives – why the region should target this focal area
- Economic priorities – description of investment/service need, including likely high-level solutions and priority recommended actions
- Economic benefits – preliminary assessment of regional investment benefits.

Recommended actions are aligned to the Victorian Government's role but ultimately seek to unlock private sector investment. Typically, these approaches recognise a need for partnership in the investment.

4 Regional Focal Investment Areas

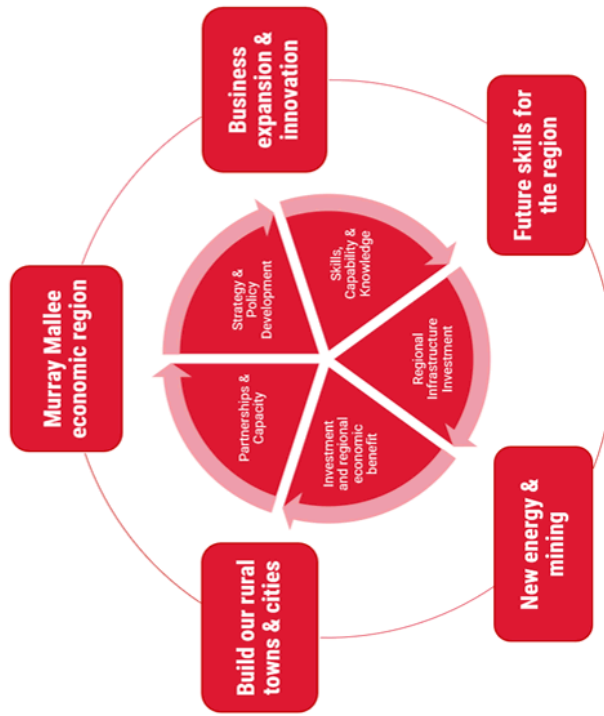
The Regional Economic Growth Strategy outlines priority areas that leverage strengths and address problems requiring investment to remove impediments to increased productivity and prosperity in the Mallee region.

The positive economic outcomes (increased productivity and prosperity) of the Mallee region will be structured around the success of key regional strengths.

These positive economic outcomes are fundamentally driven by a strong relationship to the attraction and capability of the region’s human capital, structural policy shifts that advance future strategy and investment in the region’s built and natural environment.

Forging new regional success stories, economic outcomes and positive histories links to the future with the region’s significant cultural heritage. These lived experiences underpin the success of the region. Shared experience and cultural celebration is the bond that ensures economic outcome within the regions is fostered through partnership and celebration and broad regional relationships that extend beyond the immediate Mallee region.

Figure 4-1 Regional Economic Growth Strategy Framework



4.1 Murray Mallee economic region

4.1.1 Economic objectives

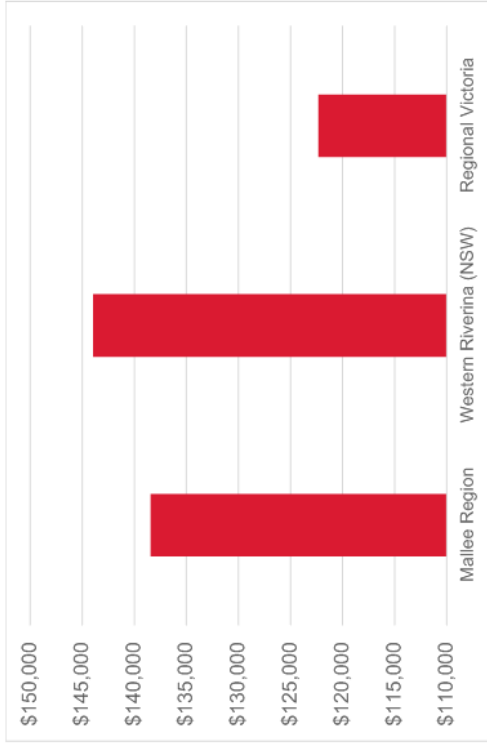
The importance of the Murray Mallee region (incorporating Central Murray NSW) requires a co-ordinated policy to drive investment to support the regions businesses, communities and long-term prosperity. Recognising the region as an economic zone will enable co-ordinated marketing, infrastructure provision, and accelerate access to export markets for local value adding.

Geography is a key influence on the region's prosperity, and accessible water from the Murray River is vital to drive productivity and a strong economy. Productivity, not population, drives the region's contribution to Gross Regional Product (GRP). Accessible and secure access to water underpins both food related industry (agriculture and manufacturing) as well as the region's visitor economy.

Establishing the Murray Mallee as a nationally significant economic region requires policy and investment that focuses on production (rather than population) and cross border connections.

Productivity per worker is higher in the Mallee region than the rest of regional Victoria. This trend extends across other resource-based food regions in the Western Riverina (NSW - including the Local Government Areas (LGAs) of Balranald, Murray River and Wentworth). (See Figure 4-2).

Figure 4-2 Food Industry Employment – Value(\$)-added per workers



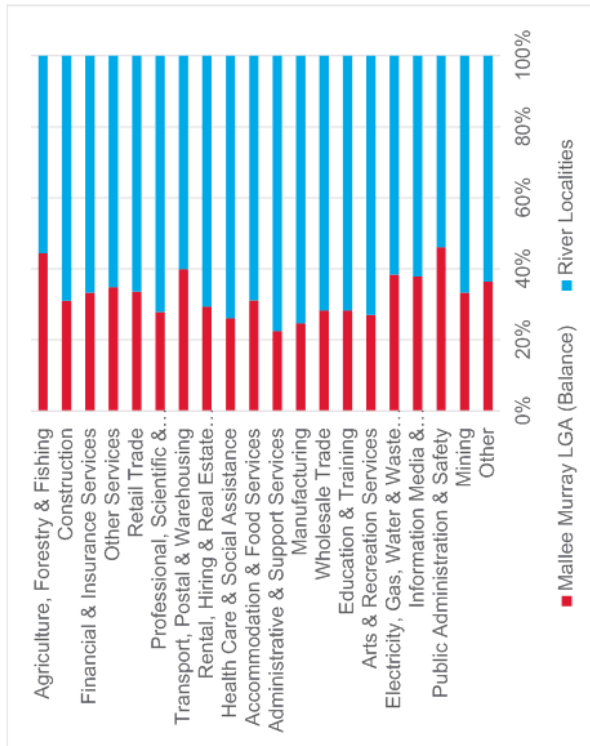
Regional economic activity naturally extends across State borders, with notable land and resource based economic activity in NSW, and a higher proportion of urban settlement and household driven economic activity in Victoria. Business activity is also concentrated toward localities that adjoin the Murray River.

Across all industry sectors, on average 67 percent of businesses located within the Murray Mallee LGAs (Central Murray) are in localities¹ that adjoin the Murray River. The concentration of business types includes Agriculture, Forestry & Fishing, Construction, Financial & Insurance Services, Other Services and Retail Trade.

¹ Localities are Australian Bureau of Statistics Gazetted Suburbs.



Figure 4-3 Murray Mallee LGAs Business by Sector, Localities adjoining Murray River



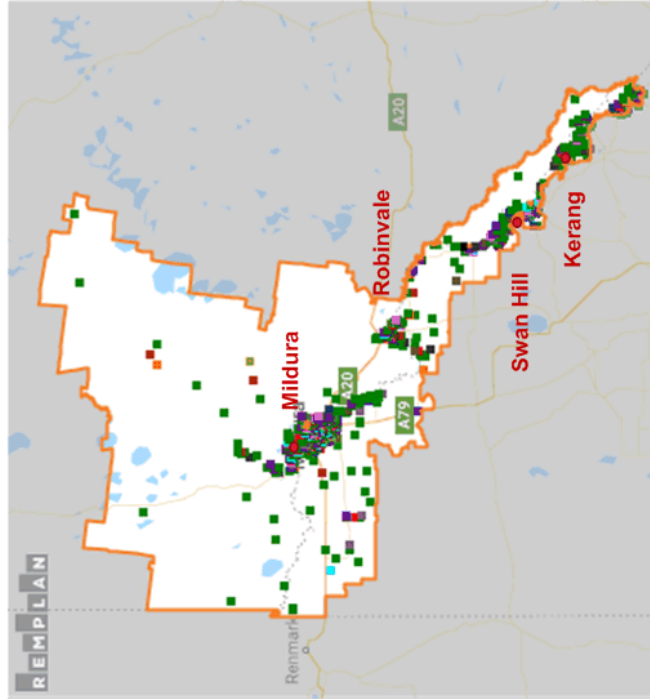
Source: REMPLAN Business Module, (map of region <https://remplan.co/2Hzww1a>)

The region's economic activity is tied to sustained levels of economic productivity associated with horticulture and dryland agriculture. Over the last five years, the Murray Mallee region has generated comparably high productivity levels, driven by primary producers investing in technology and systems to drive output and counter higher costs and limited access to local labour. The impact of economic transition and population decline in rural areas of the region has required a private sector led response to ensure ongoing economic output.

Public infrastructure investment and regulatory reform will continue to drive output (revenue \$M) by key industry sectors and support longer term prosperity for the region.

There is a need to shift funding models for the region to recognise the sustained economic output that exists in the absence of population growth to ensure higher levels of public and private investment per capita.

Figure 4-4 57% of Murray Mallee Businesses are located in localities adjoining the Murray



4.1.2 Economic priorities

4.1.2.1 Economic transport connections

The region performs an important national role. While not associated with population growth like metropolitan or regional centres, the nationally significant contribution in the Murray Mallee region from food related industries demands an equitable infrastructure investment by government.

Critical investment to increase productivity and support improved connections from farm gate to processing facility/market/port will drive investment and increased profitability for Murray Mallee businesses.

Regional priorities have been identified in the Central Murray Regional Transport Strategy (2018) that seek to improve connections for industry export, community connections and the visitor economy. Investment in regional transport infrastructure is the cornerstone to boosting productivity and economic benefit.

There is a need to identify and develop a High Productivity Freight Vehicle (HPFV) network that connects with the NSW and Victorian arterial road network, as well as the ports of Melbourne and Geelong. This freight network needs to include the Hattah to Robinvale Road, the Calder Highway Corridor, and the Sunraysia. Sturt, Mallee and Murray Valley highways.

The Transport Strategy includes a focus on freight route priorities including for first mile/last mile trips, supply chain analysis, and broader highway and road infrastructure upgrades.

The flow of goods and services throughout the region does not recognise geographic or administrative boundaries. There remains a need to improve cross border connections to support increased economic benefit. Modernising and upgrading old bridge assets would enable HPFVs to cross at Swan Hill and Tooleybuc, improving safety and industry efficiency.

Other central plans and investment includes a broader strategic assessment for a second bridge crossing at Mildura, leveraging air transport, completing the Murray Basin Rail Project with an emphasis on the Mildura to Murrayville lines, and rail connection for Mildura to the transcontinental railway.

Future investment criteria should recognise the region's increased levels of production and greater value-add contribution per worker. The region contributes significantly to Gross Regional Product, and infrastructure delivery should recognise this contribution by business and industry in the region.

4.1.2.2 Regulatory efficiency

The unintended consequences of regulatory structures that straddle the Murray River impact community and businesses daily. Multiple levels of government - Local and two State Governments results in additional administrative and regulatory burden for the border communities.

The role of Cross Border Commissioners requires support and information from regional leadership to support greater efficiencies that reduce costs to business. Common impacts occur for business accreditation/approvals, construction related activity triggering planning and building requirements.

The need for dual accreditation and access to training requirements often act as inhibitors to seamless economic activity within cross border communities. Two issues requiring immediate attention include the harmonisation of regulations controlling heavy vehicle crossing between NSW and Victoria, and the differences in labour hire regulations between the two states.

There are other misalignments of regulation that need to be addressed. It is important that both the NSW and Victorian Cross Border Commissioners engage with Mallee businesses to identify other high priorities.

4.1.2.3 Coordination and advocacy

Enabling economic development to occur at a regional scale requires coordination between governments to drive activity.

Recognising the scale of business and community services that support the local economy will be important in targeting resources. Critical first actions should be directed towards renewing efforts to undertake economic development planning for the Functional Economic Zone crossing the NSW and Victorian border and establishing resourcing arrangements to implement the plans.

Enabling action across borders will require building a strengthened Murray Mallee region governance framework across Central Murray councils focused on economic prosperity and social/community infrastructure needs that reflect the region's needs. Consideration needs to be given to investment attraction to the Murray Mallee. Seeking both government support for related policy change and infrastructure funding, but also seeking private investment throughout the Murray Mallee Region.

Pre-existing efforts to coordinate between jurisdictions such as through the Murray River Group of Councils, the Railing Ahead advocacy group, and the Central Murray Regional Transport Forum have proven value and can lay claim to achieving funding for Murray Basin Rail and realising the Ports of the Murray projects. These sorts of forums should be valued and be well resourced.

Horticulture in the Murray Mallee is not one but several industries, each industry having its own peak representational organisation. There is no regional voice for the food industry in the Murray Mallee. It is recommended that a Sunraysia Agrifood Network is established to articulate the long-term strategic vision for the entire horticultural region along the Murray and

advocate for common issues such as freight, water and biosecurity policy change.

4.1.2.4 Sustainable use of irrigation water

The recent growth and prosperity in the Mallee region's irrigated horticultural base has been in contrast to the experience in other regions. And to some extent the current confidence of the horticultural industry in the Murray Mallee is masking issues that our irrigators will have to face in the future.

The growth seen in horticultural plantings has arisen from amendments to Victoria's Water Act made in the 1980s. These changes allow water to be transferred between farms. As a rule, water is sold to more profitable enterprises (that can afford to pay higher prices), and the Mallee has benefited from this trade.

Figure 4-5 illustrates the expansion seen in the region over the past two decades. Since 1997 through to 2015, increases in area of irrigable horticulture throughout the Victorian Mallee went from 39,700 to 73,000 ha. While at the same time horticultural plantings in the Goulburn Murray Irrigation District have remained stable and constant².

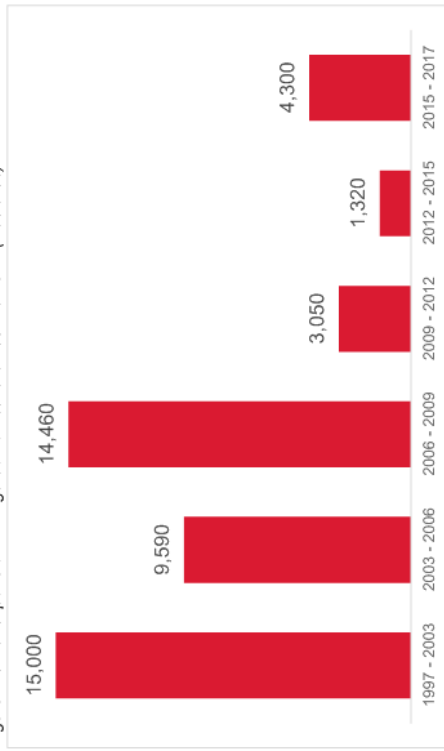
Whilst the area of Mallee horticultural plantings has more than doubled since water transfers became possible. The total pool of water in the Murray Darling Basin available for irrigation has reduced.

This reduction has occurred as a result of implementation of the Murray Darling Basin Plan which is seeking to see some of the water once used for irrigation to maintain environmental condition. The Mallee region has benefited from this shift seeing environmental water ensure the future of iconic wetlands at Hattah Lakes, Gunbower Forest and Lindsay and Wallpolla Islands.

² TC&A & Frontier Economics (2017) Social & economic impact of the Basin Plan in Victoria.

As the irrigators in the Mallee are now using a greater volume of water, and a greater overall proportion of the total amount of water flowing down the Murray River, there are two issues looming for the region.

Figure 4-5 Net expansion in irrigated horticulture 1997 to 2017 (Hectares)



Source: SunRCS Annual Report 2017 [Sunraysia Rural Counselling Service Inc. – SunRISE Mapping & Research Report]

The first of these is that the Mallee region is approaching the physical limit to the amount of water that can flow down the river at peak demand times. Secondly, if another drought of the scale experienced during the 'Millennium Drought' 2001 – 2009, was to occur the Mallee region will be more exposed to its impact.

The 2017, *Social and economic impacts of the Basin Plan in Victoria* report prepared by TCA and Frontier Economics for the Victorian Government has predicted that '(i)f allocations in a future drought were to drop to 32% (impact equivalent to the millennium drought), one fifth of current horticultural plantings may need to be dried off'. This direct loss of production would have a significant economic and social impact throughout the region.

These challenges require us to better understand and engage in national water policy to ensure that the policy settings encourage sustainable and productive use given the climatic variations that occur. The region should continue to investigate the physical constraints to the supply of water to the Mallee and examine what can be done to mitigate against these constraints.

The region must seek investment in our irrigation distribution systems to increase the efficiency of the water supply networks (Goulburn Murray Water and Lower Murray Water). Likewise, primary producers need to be supported in adopting water efficient irrigation systems.

4.1.3 Economic benefits

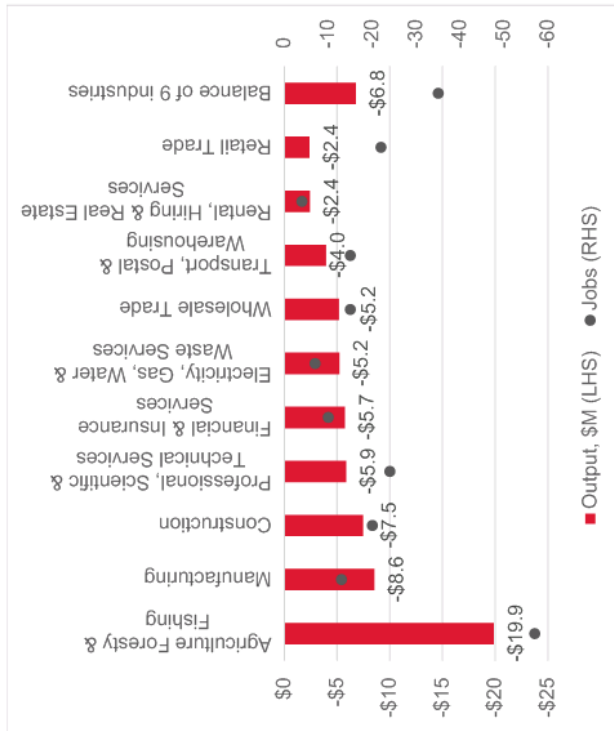
The horticultural sector is a major contributor to regional output for the Mallee region, contributing an estimated \$865.614 million or 8.5percent of total regional output. The sector is also an important employer, supporting over 2,700 jobs. Large reductions in the level of output generated by this sector could have potential negative effects for the economy of the region.

The scenario outlined above from the TCA and Frontier Economics report predicted that the impact of water allocations equivalent to that experienced in the millennium drought could result in one fifth (20%) of horticultural plantings being dried off. The flow on impact through local supply chains of a 20 percent reduction in horticultural output in the Mallee region could potentially see a total reduction in regional output of \$32.247 million accompanied by a contraction of 225 jobs in local supply chain organisations (Figure 4-6).

Cross border communities face a range of additional issues, burdens and requirements that are not present in non-cross border contexts. A Cross Border Commissioner is considered an important resource to facilitate both economic and social transformation and deliver benefits for cross border communities.

A Cross Border Commissioner is anticipated to deliver three key benefits for Victorian communities. These are outlined on the following page.

Figure 4-6 Impact on output and employment as a result of 20% contraction in horticulture



Source: REMPLAN Economy

Benefit 1 – Streamlined regulatory and licensing requirements.

- Reduce the burden of differing regulatory and legislative requirements for Victorian based workers and businesses that also work or operate in NSW.
- A study shows that small businesses operating in cross border communities incur compliance costs averaging 330 hours per annum, a 74 percent greater regulatory burden than businesses operating outside cross border communities.

- Examples are provided relating to duplication or differing regulation for bus companies, construction trades and Department of Justice and Regulation

Benefit 2 – Growth in the border economies.

- There is currently limited ability to fund projects which would deliver significant economic impact to Victoria due to them being located across the border, in whole or in part.
- The private sector would benefit greatly from a visible, dedicated resource to facilitate cross border projects.
- The benefits accrue primarily due to taking a regional perspective. When considered individually, the communities along the border may be small, but as a whole they are economic regions generating considerable levels of economic activity.
- An example is provided of a business expansion project (cross border pipeline) for a food product manufacturer that has been stalled for 20 years.

Benefit 3 – Reduced barriers to accessing services regardless of location.

- The existing state focused service delivery model is preventing equitable access of services in cross border communities.
- This is a social benefit for people living in cross border communities. Vulnerable people in cross border communities are often physically distant from state-based services that they require in their own state, but close to the same service across the border and unable to access it.
- Examples are given relating to services provided to victims of family violence and other non-law enforcement support services.

Other benefits include:

- Streamlining working relationships not only with NSW, but potentially SA and TAS
- Positioning border regions as well-connected communities, and
- Aligning with current policy: Regional Economic and Development Services Review 2015 and Victoria's Regional Statement 2015.

4.2 Business expansion & innovation

4.2.1 Economic objectives

The Food Industry sector (made up of Agriculture, Forestry & Fishing and Food Product Manufacturing) contributes \$2,382.249 million (23.3%) of total output in the Mallee and supports over 6,950 jobs in the region.

The Food Industry provides a higher proportional share of GRP than Health Care and Social Assistance, Construction, Education & Training and Retail Trade in the region (Figure 4-7).

The region’s agricultural success directly drives increased levels of regional export and demands higher levels of local regional employment.

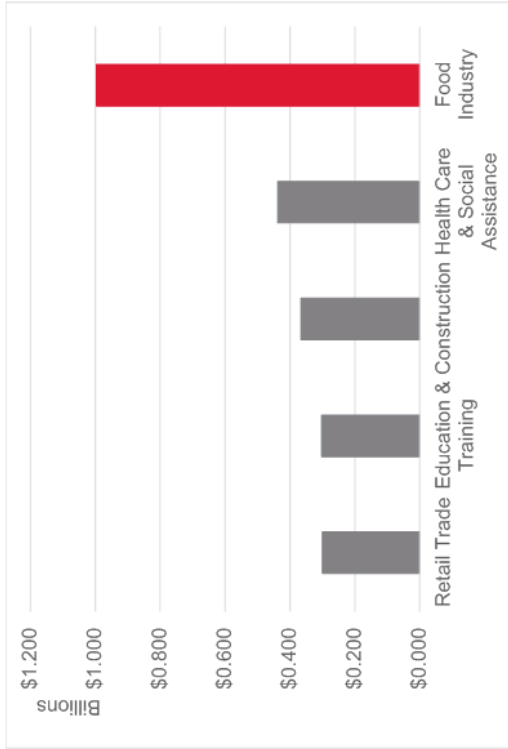
There is a need to ensure innovation drives greater efficiency and economic return rather than simply focusing on volume of production.

The future for both our irrigated and dryland agricultural industries lies in becoming more productive with available resources, adopting new technologies, adapting and implementing business level innovation to create greater efficiency and increased local value adding.

The importance of the food industry that includes representation of both primary production (Agriculture) and secondary and tertiary value-adding through local food manufacturing is strategically important for the region.

Research suggests ‘unconstrained digital agriculture’ could achieve a 25 percent increase in Gross Value of Production. There is clearly a need to position the region for high speed mobile network investment beyond the coverage extended by existing 3G and future 4GX networks³.

Figure 4-7 Contribution to GRP (Value Added) Food Industry (Agriculture, Food & Beverage Manufacturing) in the Mallee Region.



Source: REMPLAN Economy Analysis

Secure, reliable, cost effective and efficient digital connectivity infrastructure is fundamental to improved regional business opportunities. Put simply, current coverage and network speed is inadequate and requires adequate investment to ensure equitable provision of services throughout the Mallee region.

³ CRDC (2017) Accelerating Precision Agriculture to Decision Agriculture – Enabling digital agriculture in Australia.



4.2.2 Economic priorities

4.2.2.1 Export opportunities

Free Trade Agreements created over the past decade with some of our main trading partners include:

- Australia-Chile (ACI-FTA) 2009
- ASEAN-Australia-New Zealand (AANZFTA) 2010 – 2012
- Malaysia-Australia (MAFTA) 2013
- Korea-Australia (KAFTA) 2014
- Japan-Australia (JAEPA) 2015
- China-Australia (ChAFTA) 2015, and
- Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) 2018.

Agreements are expected to be ratified with Indonesia, Hong Kong, Peru and the Pacific Island nations and more free trade agreements are in negotiation with the European Union, India and the Gulf Nations.

Generally, free trade agreements help make Australia's exports more competitive enabling market access for exports in a faster and in a more cost-effective manner. But to do so requires potential exporters to act on the opportunities available.

Many Mallee region primary producers are actively exporting. \$3.2 billion⁴ in product is exported from the Mallee each year. Approximately 60 percent of grain produced in the Mallee each year is exported. In addition, the Mallee is responsible for between 75 and 80 percent of horticultural exports from Victoria.

The scale of exports already originating from the Mallee may warrant the creation of a Mildura inland port, with infrastructure and services to facilitate export, such as quarantine, AQIS and fumigation.

There is a significant role for both State and Federal Governments and peak industry bodies to support businesses interested in becoming export ready. Governments also have a role in ensuring appropriate investment in freight infrastructure to ensure the supply chain is optimised.

4.2.2.2 Value adding opportunities and supply chain improvement

Much of the product exported out of the Mallee receives value adding elsewhere.

A supply chain analysis is needed to understand the potential for local value-add opportunities, such as in food product manufacturing, prior to commodities leaving the region. Often value adding opportunities allow pre-existing enterprises to diversify their income and expand their workforce.

The Murray Basin Rail Project will reduce the cost of transporting goods, it will increase the load carried per car, improve the speed of trips, expand the choice of port (Melbourne, Geelong or Portland) and increase the number of operators on the line by employing standard gauge rail. All is anticipated to reduce the cost of transporting goods.

To realise the full benefit of the Murray Basin Rail Project investment is required in interconnecting transport infrastructure development, such as intermodal sites. New rail operators must be attracted to the region to ensure value is extended to local businesses to encourage competition between the three Victorian ports.

4.2.2.3 Attract new business investment

Private investment is the engine room of the economy and the Mallee region needs to attract as much investment as possible.

⁴ invest.agriculture.vic.gov.au - interactive mapped data; industries; regions

Both State and Commonwealth Governments have played a role in supporting businesses that wish to establish or expand in the region. Grants have been provided, as well as support to overcome planning hurdles, attract investment and establish trade opportunities.

In the 2017/18 financial year the Victorian Government granted \$1.78 million to businesses across the Mallee region. This support leveraged \$7.573 million in private investment and resulted in the creation of an estimated 108 new jobs in the region.

With greater demand for grants that help businesses expand than is capable of being met through current government programs, it is recommended government support is not increased.

It can be difficult to obtain government support for business expansion when the investment aims to increase economic output but doesn't create many new jobs. Often Mallee businesses are operating in areas with full employment, and skilled labour is not readily found. Investment in these businesses is important to ensure their ongoing profitability and protect against job losses that would occur if the business fails.

Businesses report difficulty in accessing equity to support business growth, so evidence is being collected to substantiate these concerns. If proven, there is a need to seek solutions such as developing a line of business capital through a product such as a Regional Capital Investment Fund.

4.2.2.4 Regional research and development

While improvements in total revenue (output) can arise from increased scale and intensity of an operation, implementing a new process, marketing method, organisation method or product innovation will drive gains in productivity and support business growth.

Research economists estimate that 85 percent of increased productivity is due to new or innovative approaches⁵.

The Mallee region has a deficit in efforts to drive innovation through research and development activities. The Mildura and Swan Hill Regional City areas score poorly for 'Innovation' in the Regional Australia Institute's 'Regional Competitiveness Index'⁶, with the two LGAs ranked 480th and 493rd out of Australia's 563 LGAs. On the sub-indices 'Registered Research Service Providers' and 'Research and Development Managers' both LGAs were on the lowest possible ranking.

It is important to build on the capacity of our region's industries. The recent establishment of the Mallee Regional Innovation Centre – a joint venture between the University of Melbourne and LaTrobe University - is estimated to create annual economic benefits arising from the Centre's research program of \$19.7 million per year. This economic benefit arises from increased agricultural production, irrigation water savings, and cost savings in the delivery of environmental watering programs.

While regional institutions have a role in directly pursuing research, the need to ensure innovation knowledge is shared with those working in industry (through training, extension and higher education) is fundamental for the future of the region. Institutions with a focus on the Mallee food industry, such as La Trobe University, the Birchip Cropping Group, Southern Mallee Farming Systems, Mallee Sustainable Farming, the Inymple Horticulture Centre and SuniTAFE, have adopted research and extension responsibilities.

Innovation is needed to address the uncertainties and challenges facing our agricultural industries. Increasing energy and fuel prices, climate change, challenging seasonal conditions and the need to maintain profitable agricultural businesses in an increasingly complex environment are key challenges for the sector.

⁵ Innovation and economic growth, by Nathan Rosenberg, OECD 2004

⁶ <http://insight.regionalaustralia.org.au/> (first edition)

4.2.2.5 Digital connectivity for agricultural systems

Smart farming is the incorporation of information and communication technologies into farm equipment, and sensors into agricultural production systems. It allows a large volume of data and information to be generated via process automation.

Smart farming relies on being able to transmit and store data remotely for analysis to aid decision making. In turn agriculture benefits from better management, monitoring and evaluation techniques to support greater economic return.

However digital connectivity in parts of the Mallee is inadequate to support many of these new technologies. Mapping of mobile connectivity (Telstra, Optus and Vodafone) across most of the Mallee was conducted in 2017 by the Loddon Mallee RDA Committee⁷. This mapping surveyed 5,423 kilometres of road within Buloke shire – typical Mallee grain cropping country. Ratings of ‘very poor’ to ‘black spot’ were recorded for a total of 940 kilometres on all three carrier networks, demonstrating that current mobile coverage isn’t adequate to support smart farming.

Whilst some subsidies have been provided to fix mobile blackspots, the scale of funding hasn’t been adequate to impact on these broadscale areas, and the funding has been weighted towards fixing blackspots in areas with more population.

The Victorian Government is currently running four ‘Internet of Things’ trials in key agricultural areas, covering Victoria’s major agriculture sectors of dairy, broad-acre cropping, meat production and horticulture. The trials will investigate issues from the network level all the way through to end-user devices and machinery on-farm.

Ensuring fit-for-purpose networks are built to allow uptake of new smart farming technologies will be an important outcome once trials are

completed. Building these networks requires a clear understanding of the right combination of government subsidy and user pays arrangements. While advocating for improved infrastructure is essential, the region must be ready for new opportunities, developing skills in digital literacy, and addressing industry data standards to match technology requirements.

4.2.3 Economic benefits

The mapping of mobile connectivity in 2017 showed blackspots covering 12 percent of the land area of Buloke, Swan Hill and Gannawarra LGAs. Many more areas had coverage from only one carrier.

With much of this area being productive agricultural land, mobile blackspots potentially limit the productivity gains that could be realised with digital connectivity.

In a scenario where blackspot areas experienced a 25 percent increase in productivity through better digital connections, this could potentially generate an additional \$52.038 million of direct output each year. This is outlined in Table 4-1.

Table 4-1 Economic impact of 25% productivity gains over a proportion of Mallee region

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$52,038	\$27,462	\$10,103	\$89,602	1.722
Long Term Employment (Jobs)	179	84	40	303	1.693
Value-added (\$M)	\$23,685	\$11,956	\$5,731	\$41,371	1.747

Source: REMPLAN Economy

⁷ Digital Economy Group (2017) Regional Development Australia – Loddon Mallee, Mobile Coverage Report



4.3 Future skills for the region

4.3.1 Economic objectives

There is a disconnect between the demand for skills in the region and the skills available to support industry growth. Despite growth in regional employment, local employers continue to report difficulty attracting the right skills.

The Victorian Skills Commissioner's report, *Regional Skills Demand Profile, The Mallee (2017)*, predicts it will become even harder to find skilled workers, with up to 4400 more workers being required in the Mallee by 2020.

This skills deficit is compounded by a local workforce with a higher proportion of lower income earners. An ageing workforce and changing demographics will lead to additional demand for skills. Increasing the number of young people working or engaged in further study and/or the local workforce supports improved socio-economic performance of the region, lifting overall prosperity.

The Mallee region is experiencing demand for up to 4,350 positions requiring Certificate Level 3 or 4 in the occupations of Community & Personal Service Workers, Clerical & Administrative Workers, Sales Workers, Labourers and Managers across a range of key local sectors (Table 4-2).

Targeted skills and training development is required to support employees in the largest growth industries of Health Care & Social Assistance, Construction, Accommodation & Food Services, Education & Training, Agriculture, Forestry & Fishing, Administrative & Support Services and Manufacturing. This will include re-training lower skilled workers to mitigate the impact of automation and new technology⁸.

Table 4-2 Preliminary outlook on job growth by industry

Industry Group	Estimated FTE (circa)	Taskforce estimate of 2017-2020 workforce growth (CAGR)	Total required workforce growth (range)
Horticulture	4300	3.5% - 7.0%	600 - 1100
Other agriculture	2400	0.5% - 1.5%	100 - 200
Hospitality and tourism	2900	2.0% - 2.5%	250 - 300
Construction	2300	1.8% - 3.5%	200 - 300
Manufacturing	2300	2.5% - 4.5%	250 - 400
Transport, logistic & automotive	3300	2.6% - 4.5%	350 - 550
Retail trade	5500	1.5% - 2.0%	400 - 500
Healthcare & social assistance	6200	2.9% - 4.2%	750 - 1000

Source: (Recreated table) Victorian Skills Commissioner (2017) Regional Skills Demand Profile, The Mallee.

⁸ Productivity Commission (2016) Digital Disruption: What do governments need to do?

Economic priorities

4.3.1.1 Ensure school leavers are ready for work or further study

The percentage of Mallee school leavers who did not complete year 12 was 63.31 percent in the Mallee compared with 33.06 percent⁹ in metropolitan Melbourne (inner-middle).

Some 8.43 percent of 15-19-year-olds are not engaged in school or employment, compared to 4.8 percent in metropolitan Melbourne.

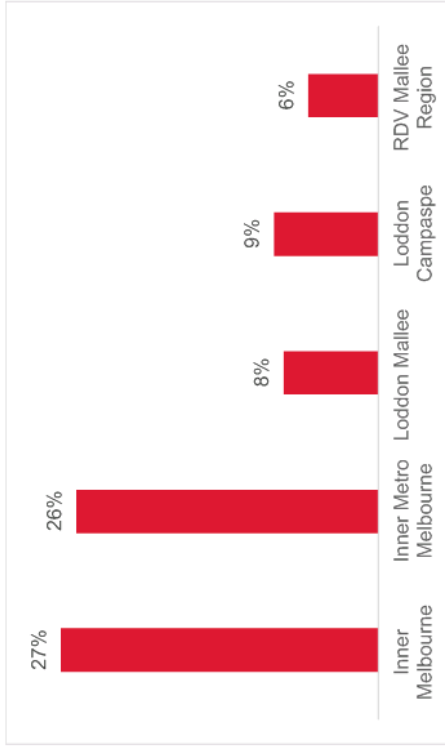
Improving student engagement and educational attainment is a complex issue, with entrenched social disadvantage and other deep-seated issues contributing to the problem.

Approaches taken in some jurisdictions to improve educational outcomes include increased attention on early years literacy, and ensuring children start school with issues such as learning difficulties and speech therapy needs being addressed. It is also important that there are safety nets in place if a child falls behind its peers.

The region's future workforce must be able to cope with increasing complexity and well equipped to deal with change. Training and education will help them prepare, yet fewer Mallee children complete higher education compared to the average for Victoria. Bachelor's degree attainment (or higher) across the regional population is below half that seen in metropolitan Melbourne (Figure 4-8).

To ensure school leavers are ready for the demands of industry demand and an increased interest in Science Technology Engineering and Mathematics (STEM), establishing a Mildura based Tech School to service students in the broader region is a key priority.

Figure 4-8 Percentage of Population with Bachelors degree or higher



ABS 2016, Compiled in REMPLAN Community

Ten Tech Schools have been established across the state, focused on technology rather than trades. They are well resourced and furnished with cutting edge technology designed to stimulate an interest in STEM subjects.

To ensure secondary students, parents and careers teachers know about the range of career opportunities available in the region, growing industries need to invest in increasing awareness of their industry and the employment opportunities within it.

Career mentoring programs may be one approach. The Robinvale Mentoring Project successfully engaged young people with local regional economic opportunities. Mentors with skills across trades, agriculture, horticulture and business were able to pass their knowledge and experience

⁹ Regional Development Victoria Information Portal: <https://www.rdv.vic.gov.au/information-portal/regional-snapshot> - Percentage who did not complete year 12 (2016)



to local students, lifting aspiration and fostering insights into the link between education and local employment opportunities.

4.3.1.2 Create the skilled workers required by our industries

There is a need to better match skills requirements to local training on offer. Educational providers and professionals report students completing training programs for skills that have limited employment opportunities within the Mallee region, and yet other skills required by local industries are not being offered through training courses. Improving the link between workforce skills strategies and demand for local workforce and capability will be important.

In the *Regional Skills Demand Profile, The Mallee (2017)*, the Victorian Skills Commissioner identified the types of skilled workers needed over the next three years and the courses required to deliver these skills.

Since publication, the Skills Commissioner has maintained a presence within the region and by working with the vocational sector has made progress in improving the vocational training offering to ensure it is in line with industry needs.

In other regions collaborative industry networks have been established to support skills development, communicate future needs of the workforce and provide career advice connected to local industry. This model should be explored for the Murray Mallee region.

The work of the Skills Commissioner in assessing the skills needs of larger businesses - particularly in the Murray Mallee - has been very successful. There is a strong appetite to complete the Region Skills Demand Assessment for the Mallee by examining needs in the less populated dryland areas away from the Murray River.

Increasing the relatively low numbers of people with bachelor degrees or higher is another challenge that needs to be met. The Mildura campus of La Trobe University provides Nursing and Business degree courses and Monash University offers support for postgraduate medical education. But

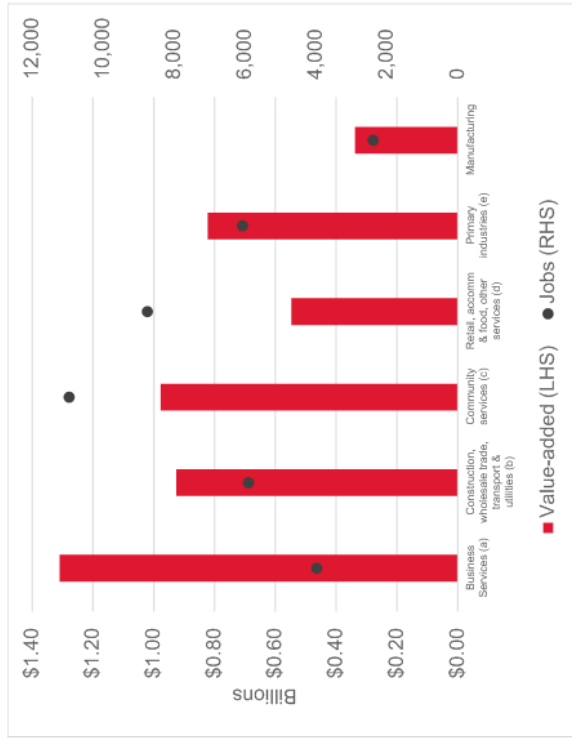
other courses that relate to local industries like Agricultural Science or Engineering require an undergraduate to travel to either Adelaide, Melbourne, Bendigo or further afield. Increasing participation of students in the region will also require addressing the costs of commuting.

The capping of Commonwealth Supported Places (CSP) funding for domestic university students adversely affects the region. The university campuses and clinical schools in the region cannot grow in this environment, and without growth, educational attainment will not increase. Innovative programs such as the dual enrolment (degree-diploma) model delivered jointly by SuniTAFE and La Trobe University have been adversely affected by CPS capping.

These programs have proven the ability to grow pathway opportunities for students in segments of society that have traditionally had very low participation in higher education.

This need to match skills to high performing industries is also evident when comparing industries relative to the contribution to Gross Regional Product, by Value Added, compared with local employment levels. As outlined in Figure 4-9, there is opportunity to expand employment to increase economic contributions with a focus on Business Services, Primary Industries and Manufacturing. These local sectors sustain high levels of contribution to Gross Regional Product (value-added) and have lower levels of employment than community services and service industries concentrated in retail, accommodation and food services.

Figure 4-9 Industry contribution to GRP (Value-Added) compared with local jobs



Source: REMPLAN, Mallee Region dataset.

4.3.1.3 Encourage Skilled Migration

There is a need to support development of skills by immigrants to feel supported and stay locally. This has been successful in places such as Nhill (with the Luv-a-Duck business) by including support for English language learning, and access to health and education programs to support newcomers. Formalising these opportunities through a concierge and settlement service will help encourage skilled workers to relocate to the Mallee region. This service is anticipated to assist and co-ordinate arrival,

¹⁰ 3300 is the population recorded during the 2016 ABS census – but it is suspected that the population is considerably higher.



entry, immigration, and local accreditation pathways through assistance with key social and community organisations.

The region should also explore other options for encouraging skilled migration (domestic, secondary and overseas). This can include supported visa schemes, creating a Designated Area Migration Agreement (DAMA) and marketing job opportunities in the region.

4.3.1.4 Provide adequate worker housing and other fundamental services

Some smaller towns in the Mallee struggle to attract workers due to a lack of services. Workers are more likely to be attracted to an area with adequate housing, transport, health services, education and lifestyle opportunities.

Robinvale, population 3,300¹⁰, has a critically low stock of suitable housing, as locals and seasonal workers face lower-than-average rental vacancy rates and illegal rooming issues.

A housing strategy is currently being developed by Swan Hill Rural City to understand what can be done to alleviate housing pressure in Robinvale. The study will assist in identifying strategies to overcome issues of housing supply and preferences to support current and future workforce demand.

The dispersed and often modest scale of many townships throughout the Mallee presents a significant challenge for renewal and investment. However, investment in towns promotes pride and aspiration and is good for both visitors and residents.

There are indications that the local horticultural industry surrounding Robinvale is prepared to invest in solutions to problems found within the community, such as a housing shortage. In fact, in late December 2018 it was reported that more than 40 new rooms will be created on two on-farm

developments that are being built at Lake Powell and on Happy Valley Road¹¹

Employers should be encouraged to participate in solving issues in their communities as they ultimately benefit from having an available, secure and skilled workforce. There is an opportunity for co-investment by government and industry in presentation and infrastructure to improve the amenity of local towns.

4.3.2 Economic benefits

Population growth is a proven economic driver. Areas with growing populations typically experience growth in service sectors such as health care, education, retail and food. Larger populations can also mean access to a larger pool of labour for employers.

Based on the current demographic profile of the Mallee region, a general population increase of 1,000 residents would see an additional 405 working residents, 373 of which would be employed within the region. These additional 373 workers would generate an estimated \$172.968 million in output annually and support an additional 268 jobs through supply chain and consumption effects.

Table 4-3 Economic impact of 1,000 new residents in the Mallee Region

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$97.936	\$42.870	\$32.162	\$172.968	1.766
Long Term Employment (Jobs)	373	139	129	641	1.718
Value-added (\$M)	\$46.888	\$18.705	\$18.244	\$83.836	1.788

Source: REMPLAN Economy

¹¹ Reported in Sunraysia Daily 05/12/2018



4.4 New energy and mining

4.4.1 Economic objectives

Unlocking the potential for large scale energy generation is a critical regional economic focal area for the North West of Victoria.

Nineteen large-scale solar projects, valued over \$2.8 billion, have received planning permission, or are either under construction or operational in the four municipalities across the Mallee. These projects have a combined energy generation of 2380 MW (Figure 4-13), which exceeds the generation from Victoria’s largest coal fired power station Loy Yang A which produces approximately a third of Victoria’s electricity.

Planning departments within the four Mallee LGAs are aware of a further 13 prospective solar farm developments. This additional 2950 MW would bring the region’s total potential generating capacity to 5,280 MW.

The region is also experiencing recent investment in battery storage, with interest expected to accelerate. Battery storage has the capacity of providing solar electricity at times of peak demand.

The Australian Energy Market Operator (AEMO) is undertaking the planning required to adapt to a rapid increase in renewable generation. AEMO’s recent work proposes the required network enhancements for Western Victoria.¹² Even this current report hasn’t recognised the full extent of the potential for large scale solar farm development in north west Victoria. The current draft of the *Western Victorian Renewable Integration – Project Assessment Draft Report* (AEMO, 2018) does not recommend any major upgrades to the carry capacity of transmission lines in the north west of Victoria in the short to medium term. This position will effectively halt further expansion of large scale solar in north west Victoria.

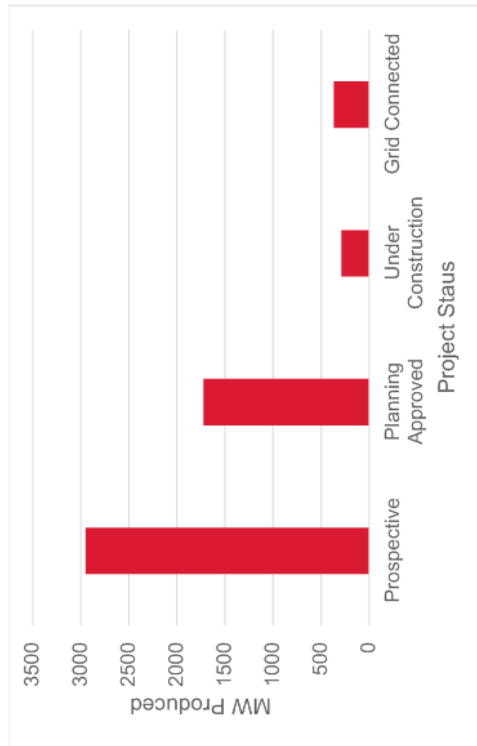
¹² December 2018 draft of “Western Victoria Renewable Integration – Project Assessment Draft Report, Australian Energy Market Operator (AEMO)



The impacts of national renewable energy policy and global increase in gas pricing on regional businesses has led owners and company Directors to nominate both energy pricing and policy as their top two economic challenges (behind an ‘ineffective’ taxation system).

Despite planned and approved renewal energy projects, increased system strength within the grid is at the core of local renewable energy investment.

Figure 4-10 Mallee Region Large Scale Solar Power Projects



Source: RDV (2019) *Loddon Mallee Renewable Energy Projects*.

Current and projected system strength is a measure of the capacity of the local power system to respond to disturbances in the system and maintain stability. Despite recent State policy efforts to address the mix of power within the region, Victoria is behind NSW (including the ACT) in production of large-scale systems of more than 100 kW.

Reliable access to digital connectivity continues to inhibit investment in the Mallee region. Digital infrastructure improvements are required to meet latent industry demands from agriculture, health, education and the local government sectors.

4.4.2 Economic priorities

4.4.2.1 **Unlocking new energy**

The Mallee receives more energy from the sun than the rest of Victoria. The cost of producing electricity through solar farms has reduced to such an extent that it is now competitive with conventional generation technologies. However, a 'Catch 22' situation appears to be holding back the development of renewables in the Mallee. It has been described as 'the developers won't invest where there's no transmission capacity, and transmission capacity won't be opened up until there are developers!'

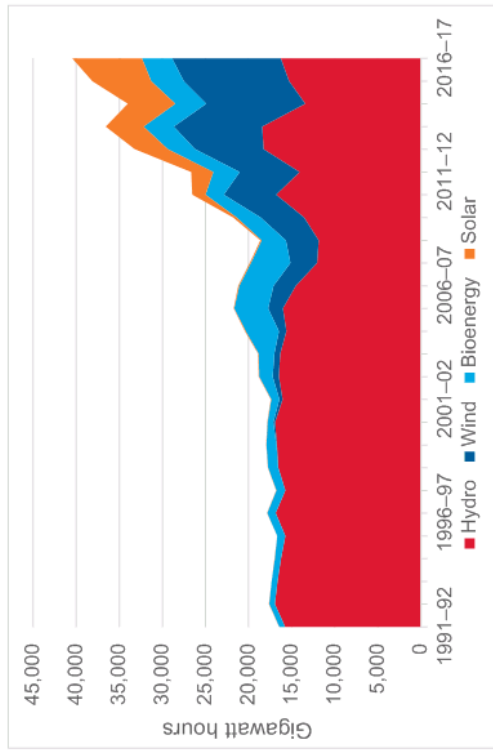
There is enough evidence to warrant national policy change to support infrastructure interventions into the national grid based on a whole-of-life cost benefit analysis that recognises both direct and in-direct economic benefits for the region.

In locations like the Mallee region where significant energy generation opportunities exist, the impact of national policy on new transmission infrastructure as well as restrictive jurisdictional trading policies inhibit local regional economic investment.

Energy generation across Australia was dominated by coal in 2016-17, however the renewable energy sector represented 16 per cent of Australia's electricity generation in the same year. This was a result of a 6 per cent increase across the solar, hydro, and wind generation mix. Solar generation

grew by 18 per cent predominantly as a result of growth in existing large-scale facilities and small-scale rooftop solar Photo Voltaic installations¹³.

Figure 4-11 Australian electricity generation from renewable sources

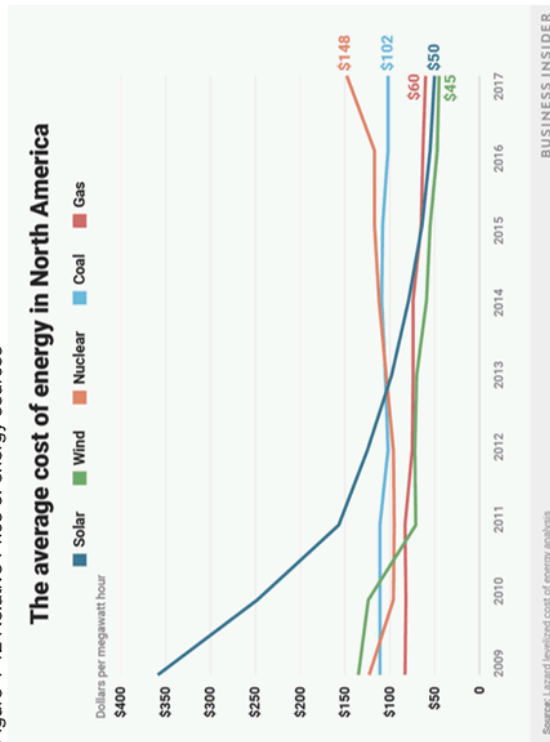


Source: Department of the Environment and Energy (2018) Australian Energy Statistics

¹³Department of the Environment and Energy (2018), Australian Energy Update 2018, August, Canberra.



Figure 4-12 Relative Price of energy sources



Source: Business Insider – Derived from the Lazard Levelised Cost of Energy Analysis

The current regulatory environment for the Australian Energy Market Operator (AEMO), in its role as national energy regulator, is limited to the consideration of financial benefits of new transmission infrastructure. The assessment is focused on revenue opportunities without considering the broader economic benefits from more dispersed energy generation in rural and regional locations.

The other necessary change is recognising the limitations of transmission costs for interstate electricity trading. This has the potential to limit access to cost competitive locally generated energy to support regional economic development where 'notional' cost of transmission may 'theoretically' include costs to a central Victorian location.

There is a need to develop an advocacy and engagement strategy to address regulatory barriers and grid constraints. The strategy will ultimately support State and Local Government policies that currently enable approval of renewable energy projects.

Opportunity exists to build additional transmission capacity between Mildura and Melbourne duplicating the existing AC transmission line. The region should advocate for the AEMO to determine the feasibility of investment into the duplication of the existing transmission lines in north west Victoria to unlock constrained renewable energy investment. There is private investor interest in building a transmission line of this nature to help accommodate forecast increase in renewable energy generation.

The feasibility study should recognise the opportunity for unlocking renewable energy generation projects within the Mallee and likely procurement models that require private investment to enable development of a new DC line.

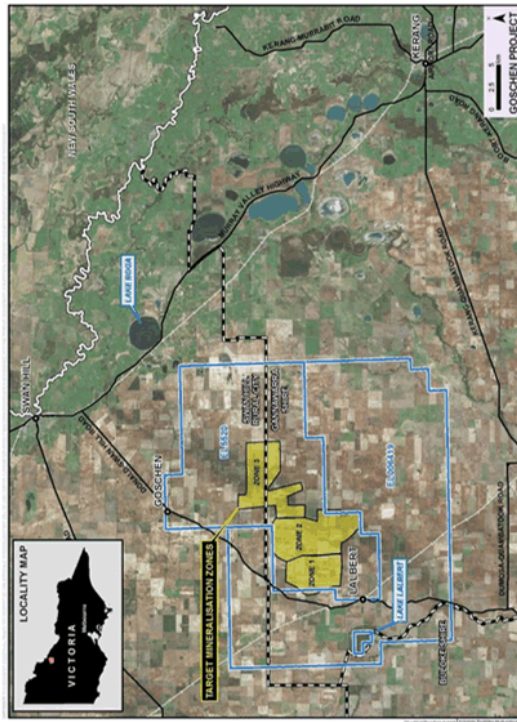
4.4.2.2 Capitalising on the Mallee's mineral sands and rare earth deposits

Beneath its soil the Mallee has hidden reserves of sands rich in minerals and rare earths. Minerals such as ilmenite, zircon and rutile are used in pigments, ceramics, nuclear fuel rods, catalytic fuel converters, water and air purification systems, electronics componentry and fibre optics. Rare earths are used in high technology applications such as lasers, magnets, batteries and fibre-optic telecommunication cables.

The extensive Murray Basin reserves of mineral and rare earth rich sands have been known to exist since the 1960s and have been mined since the 1980s. The minerals generally collect in long narrow 'strands' that have been mined through open cut. The Goschen Rare Earths and Mineral Sands project is a proposal by VHM Limited to mine an area between Kerang and Swan Hill. The proposal is of considerable scale; predicted to model the benefit of up to 250 people and operate for up to 30 years.

Cooperation with VHM in the planning phase will ensure the region realises the full benefit of the mine, including potential water pipelines that could be leveraged to support new horticultural developments win the region. Opportunities for similar operations exist across both the Mallee and Wimmera and should be encouraged.

Figure 4-13 Location of the proposed Goschen Rare Earths and Mineral Sands Project



Source: <https://www.vhmitd.com.au/project/project-overview/>

The Goschen mine will also likely rely on the completion of the Murray Basin Rail Project to enable the rare earths and mineral sands to be taken to port.

4.4.3 Economic benefits

Estimates of the proposed \$2.8 billion solar farm generation expenditure have been modelled over a 20 year period to estimate a typical annual benefit of solar farm construction. Assuming an equitable distribution of annual construction, this amounts to a total of \$140,000 million expenditure per annum.

Based on a typical expenditure across utility scale solar farm installations, the economic benefit for industries within the Loddon Mallee, including Heavy & Civil Engineering Construction (for roads and access), Construction Services (for installation) and Professional Services (for Planning, Engineering and Design) have been assessed for economic benefit. Technology expenditure, which typically amounts to 45% of the project, has been omitted from assessment as it is assumed most associated technology will be imported to the region from overseas suppliers.

Under this scenario, a direct annual increase of \$77 million per annum could support 241 direct jobs and up to 549 per annum when considering both direct and indirect benefits that would accrue throughout the broader Loddon Mallee region (Table 4-4).

Table 4-4 Typical Annual Construction of Utility Solar Farm

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$77,000	\$57,169	\$33,872	\$168,040	2.182
Employment (Jobs)	241	179	129	549	2.278
Value-added (\$M)	\$29,249	\$22,649	\$18,719	\$70,617	2.414

Advice from LGAs actively engaged with utility scale solar farm proponents indicate the benefit of scale of operation to ongoing employment. While the most significant benefit can be attributed to the short-term impacts of construction activity over an extended period, it is anticipated that facility operations will support direct and indirect employment within the Mallee Region.

flow on benefits. Total employment, including all direct, supply-chain and consumption effects could support an increase in regional jobs up to 425 jobs.

Direct employment varies from one job to manage a 1 MW facility through to six jobs for a 300 MW site. The impact of a 300 MW site directly employing six local people could amount to over \$4 million in output and support up to 15 jobs when considering direct and flow on benefits (Table 4-5).

Table 4-5 Utility Solar Generation Facility – Typical Operational Benefit

	30 MW Facility	100 MW Facility	300 MW Facility
Workers	1	3	6
Output (\$M)	\$ 0.689	\$ 2.068	\$ 4.136
Total Jobs	3	7	15

The economic benefit of the proposed Goshen mine that leverages mineral sand deposits within the region is significant. Estimates of the planning, design and establishment of the mine are beyond this strategy, however preliminary assessment of the ongoing benefits of 250 jobs within the Mallee Region clearly demonstrates the broader industrial and consumption benefits throughout the economy.

The total output estimate for Mallee Region is \$10,212.707 million and Mineral Sands, or the *Non Metallic Mineral Mining* sector is estimated to contribute \$28,009 million (0.3%) of total output. The ongoing employment of 250 workers in this sector is estimated to support an increase in Gross Regional Product by \$64.407 million and a direct increase in output of \$82.379 million. Forecasts of the 250 direct jobs in the sector would have

4.5 Improving liveability in rural cities and towns

4.5.1 Economic objectives

Liveability underpins investment decisions and attracts not only workers but partners and families who support social and community capital in the region. The ability to attract inward migration, a strong workforce and tourism visitation is essential for the region's economy. A failure to invest in the liveability of settlements is a handbrake on economic growth.

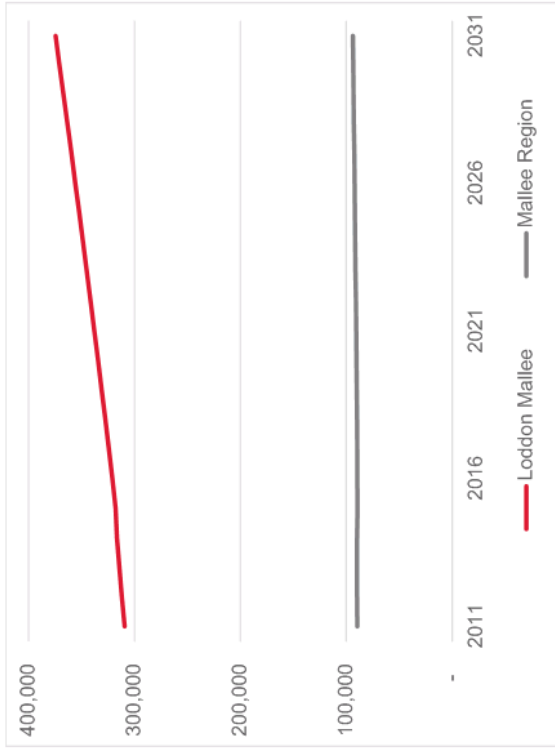
The ability to attract visitors and skilled workers is critical for all regions. However, in the absence of improved infrastructure for communities the Mallee region is disadvantaged. While economic output is driven through increased output per worker, static population growth throughout the region presents challenges to governments. Long range forecasts suggest a proportional decline in the region's population.

To secure a stable future workforce, the Mallee needs to attract new residents. Long range forecasts suggest a proportional decline in the region's population. The region is forecast to be home to 375,000 people in 2031. The Mallee is projected to decrease its proportional share of population within the RDA Loddon Mallee region to 25 percent in 2031 (Fig 4-17).

Issues of distance, poor local infrastructure and services in rural communities has affected the region's ability to attract workers. Localised market failure is constraining appropriate housing in key economic locations.

With investment to strengthen the arts and culture, and boost social capital infrastructure such as housing, schools and hospitals, liveability will increase and support regional job retention. This will also facilitate improved levels of community service and support an adequate skilled workforce for the region.

Figure 4-14 Regional Population Growth



Source: Mallee Region (VIF 2016, Compiled by REMPLAN)

Despite unprecedented levels of private investment throughout the region, evidence of regional prosperity is lacking in many of the region's small settlements and townships.

The dispersed and often modest scale of many townships throughout the Mallee presents a significant challenge for renewal and investment. However, investment in towns promotes pride and aspiration and is good for both visitors and residents.

Any investment in the improving the liveability or vibrancy of towns and cities will also benefit the visitor economy.

Tourism in the Mallee has traditionally centred around the Murray River but there are many more attractions such as the Mallee National Parks, Lake Tyrrell and the developing Silo Art Trail, Gunbower State Forest, Kerang Lakes and abundant Indigenous culture and European heritage.

The tourism sector contributes 2555 jobs (7.1%) and \$474.364 million to the economy. International visitation to regional Victoria increased by 9.8% in 2017, however, international overnight expenditure in the Murray tourism region experienced a decrease of 42.1 percent down to \$54 million. Tourism product development leveraging the connection of the region to local indigenous groups, natural assets and stories has been identified as a significant gap in the local offering.

4.5.2 Economic priorities

4.5.2.1 Boost our rural cities

Mildura and Swan Hill are the largest, most populous, and only cities in the Mallee region, and accommodate most of the region's population growth.

As a Regional City¹⁴, Mildura has the most population services and employment in the region including major retailing, hospitals, university, transport interchanges, and utility services. It also services extensive communities of interest.

As a Regional Centre, Swan Hill has a large and diverse population with significant retail and employment bases that service extensive communities of interest. There is access to hospitals, education, arts and cultural facilities with well-defined commercial and industrial precincts.

Being relatively remote, it is important that Swan Hill and Mildura have an extensive a range of services available to their residents. Improved services

and opportunities help attract businesses and increase population, which in turn helps to attract more services.

To accommodate current growth, there is a need to renew the Swan Hill Hospital, complete the *Mildura Future Ready* suite of projects and complete the vision for both cities of better orientating their CBDs towards the Murray River.

In Mildura a more comprehensive package of tourism opportunities is needed, including addressing the need for an appropriately scaled convention centre. A preliminary business case should be prepared that explores the potential market, style and scale of convention centre in Mildura. This study should include an audit of established accommodation facilities to assess their adequacy.

Mildura should also advocate and lobby for the relocation of a government agency such as divisions of the Murray Darling Basin Authority (MDBA) that undertake river regulation, and joint venture activities like salinity management that are funded with contributions from NSW, Victoria and South Australia. These functions would be well placed in Mildura which is near all three contributing states.

A multicultural and export-focused Mildura can build upon its global outlook and leverage connections. The new pilot academy being established at Mildura Airport has potential to expand, possibly to other regional centres.

La Trobe University's Mildura Campus has the capacity to attract and support more international students. At present the campus has approximately 100 international students but this number could rise to 300 with appropriate services in place. International students are valuable to the visitor economy with families often visiting their children.

¹⁴ Definition provided within the Loddon Mallee North Regional Growth Plan, 2014

Mildura continues to offer a point of difference for visitors to the Mallee, with access to the Murray River, a Mediterranean climate and a rich calendar of events. It plays a key role in the region's visitor economy, with accommodation, food services and transport dominating visitor expenditure and as a result local tourism related employment. When compared with other regional cities the proportion of income associated with Arts and Recreation in Mildura clearly has greater capacity to grow.

4.5.2.2 Improved passenger services

The most impactful change that can be made to improve the appeal of Mildura and Swan Hill to residents, businesses and visitors is to improve their connection to the rest of the state.

Whilst the two rural cities have a good range of services, residents must travel to larger centres to access some specialist medical services, arena scale entertainment, a wide range of university courses and other specialised services. Improving transport connections will enable better access to these services.

In Swan Hill the most important transport need is more frequent passenger trains between Swan Hill and Melbourne. The *Regional Network Development Plan (Connecting Regional Victoria)* recommends five return passenger trains each day. Investment in rolling stock, as well as line and signalling upgrades will help achieve this. Providing efficient connection to Melbourne will also enable day commuter trips to Bendigo.

Mildura is the only top ten regional city in Victoria without a passenger rail service to Melbourne. Whilst there is popular support for a passenger train between Melbourne and Mildura, the high capital and operating cost weigh against this proposal.

As an alternative, airfare subsidies should be considered. Capping the subsidy to correspond with government funding of regional rail would be

reasonable from a cost perspective and help achieve equivalence in service. Airfare subsidies are provided in Queensland in similar circumstances¹⁵.

Building on the recent introduction of commuter flights between Bendigo and Sydney, it is proposed that regional advocacy focuses on attracting a commuter flight from Bendigo to Adelaide with a stopover in Mildura. This could be supported by the Bendigo Adelaide bank headquartered in Bendigo and should be popular given the large volume of passenger cars regularly driving between Bendigo and Mildura.

4.5.2.3 Vibrant small towns

The Mallee contains a high concentration of small towns, with 15 percent of the population living in settlements of fewer than 2,500 people (Figure 4-15).

Population loss and the subsequent loss of services has confronted many small Mallee towns. "You lose your football team; the town suffers and very often the town dies."¹⁶ A familiar Mallee theme, but likely a symptom not the cause. There are many examples of small towns reversing the trend and retaining their vibrancy by communities working together as volunteers with a common purpose.

Approaches often used to support towns facing population decline include:

- Encouraging passing traffic to stop, thus encouraging patronage of local shops. This can be achieved by installing public toilets, painting silos, and other initiatives.
- Replacing multiple community facilities with one facility that serves multiple purposes, such as housing the CFA with the Bowls Club. This ensures more cost-effective use of available funds.
- Community buy-outs of services the community wants to keep, such as pubs, general stores or even hardware stores.

¹⁵ <https://www.tmr.qld.gov.au/LocalFareScheme>

¹⁶ABC Mildura-Swan Hill 10 July 2015

- Creating community hubs to provide a range of services not found elsewhere. Often these facilities attract tenants like banks.
- Providing free housing to entice essential service providers such as doctors.

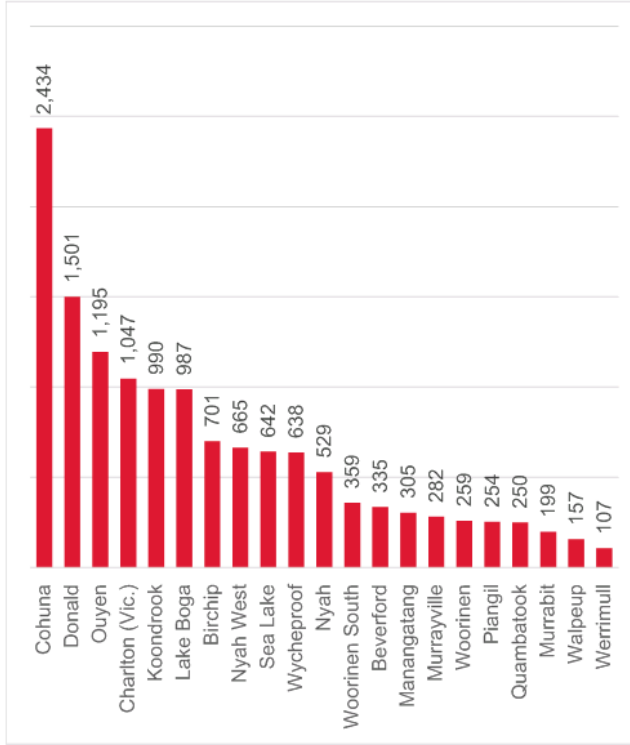
Examples of all these community driven innovations exist across the Mallee. Grants provided to small towns often leverage considerable community input. Innovative funding models such as the Mallee Regional Partnership’s ‘Small Towns, Big Difference’ fund could be employed to stimulate activity in small towns through amenity enhancements, community infrastructure projects and capacity building.

The role of co-design, place-making and citizen-led township renewal should be explored. Local government has a role in ensuring that community efforts are strategically targeted and small-town leadership and capacity building nurtured.

The local, state and federal governments that serve these communities also need to explore innovative ways to ensure services to our small towns in a cost-effective manner. Often the method of service delivery used in more populous areas is not fit-for-purpose. For instance, whilst it has been argued that there is an oversupply of GPs in metropolitan areas there are communities in the Mallee who cannot attract GPs to their towns¹⁷.

Innovative solutions need to be found. The Federal Government should support GP training models that bring more GPs to rural areas. The Federal and State Governments need to collaborate on developing alternative models for primary care services where GPs are scarce.

Figure 4-15 Population of gazetted localities in Mallee Region – > 100 to < 2,500 residents



Source: ABS (2016) Census. Compiled by REMPLAN Community.

¹⁷ Kerang campaigns for GP, ABC 2 Nov 2018

Figure 4-16 Kerang residents plea for a GP



Source: <https://www.youtube.com/watch?v=kff-i3FFMmw>

Similarly, childcare and early childhood programs are geared towards larger regional towns and cities and are less viable in small rural towns. This disproportionately affects rural families (particularly women) where members are consequently unable to work – either on or off-farm – while raising children. Greater compliance regulations have inhibited family day care operations, a model which has been more suited to rural communities.

Digital connectivity and small-town transport options are key to improving services. Both the private and public sectors are moving to digital platforms to deliver services, could have been a great leveller in service provision – giving rural and remote communities the same level of service as their

metropolitan counterparts. However poor digital connectivity in much of the Mallee reinforces the divide in service provision.

Apart from being important for service provision, digital connectivity allows people to participate in the economy. The number of workers telecommuting or participating in the “gig economy” through part time, temporary or contract work is increasing. The Mallee region’s comparatively higher costs for a lower standard broadband service, coupled with inadequate mobile connectivity, means people in regional areas are disadvantaged when it comes to participating in this new style of working.

Digital connectivity needs to be recognised as a fundamental service for rural areas. All levels of government need to understand what level of service is appropriate and work together on a plan for how this is delivered, taking into account lower populations and the Council rates they are able to achieve.

This concern has been championed by RCV, an alliance representing the 38 rural councils in Victoria, who explored issues associated with the low rate base problem and developed an action plan. The recommendations in RCV’s *Sustainability Reform Program*¹⁸ need to be implemented.

4.5.2.4 Infrastructure supporting the visitor economy

Infrastructure investment is required to support growth in the visitor economy.

Roads need to be improved for safer travel. On the Sturt, Sunraysia, Mallee and Murray Valley Highways, where major tourist routes are shared with freight traffic, overtaking lanes and better intersections are needed.

To encourage tourism to its ‘gateway to the outback,’ the Mallee region must have all-weather access to Mungo National Park by sealing Arumpo Road and Marma Box Creek Road in NSW. In addition, the roads into Lake Tyrrell

¹⁸ <https://www.localgovernment.vic.gov.au/grants/rural-and-regional-councils-sustainability-reform>

and along the expanding Silo Art Trail must be brought up to a safe and appropriate standard.

Excellent mobile reception is required along all tourist routes. Tourists expect mobile connectivity that allows for 'on-demand' research, navigation and purchase of tourism-related services. They want to upload photos to social media, stay in touch with friends and be able to call for help if needed.

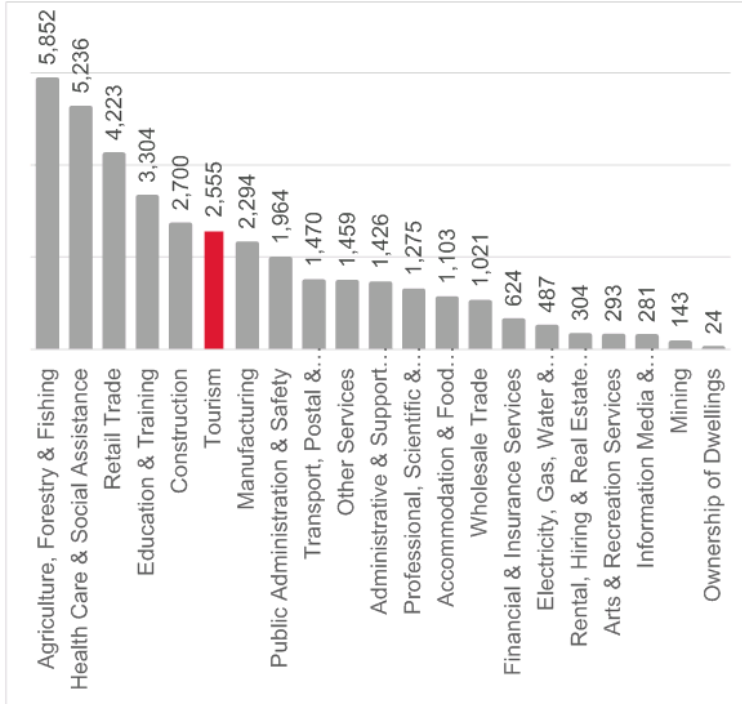
4.5.2.5 Build the value of the region's tourism assets

Tourism is estimated to employ 2555 people in the Mallee region but this figure could increase by taking a coordinated approach to destination marketing and developing the existing tourism assets. Opportunities include:

- Completing construction of the Murray River Adventure Trail, incorporating the Kerang-Koondrook Rail Trail, Koondrook to Cohuna Forest Trail, Koondrook to Torrumbarry Trail, and Ports of the Murray
- Building the Swan Hill to Lake Boga Active Trail
- Realising the potential of Lake Tyrrell and Tchingal Trail between the lake and Birchip
- Expanding the Silo Art Trail into the Mallee Shires.

The current Tourism Board structure is inadequate to support tourism development in the Mallee. The region needs a tourism body that provides focus and coordination of opportunities for the entire Wimmera and Mallee dryland region (including the Mallee National Parks, the Silo Trail and Lake Tyrrell) and is resourced to effectively market this region.

Figure 4-17 Mallee Region Employment



Source: REMPLAN Tourism Analysis

There is an urgent need for tourism training and ongoing support for local businesses. Stronger connections with local indigenous groups should be developed to ensure recognition of culturally significant traditions and landscapes and facilitate the development and promotion of tourism focused enterprises.

4.5.3 Economic benefits

Current estimates of visitation in the Mallee Tourism Region¹⁹ suggest total annual visitation of 1.147 million visitors. This is made up of 25,000 international visitors, 627,000 domestic overnights and 495,000 domestic day visitors.

The regional economy benefits when visitors extend their stay and increase their expenditure. Encouraging longer stays, higher value visitation and international visitors is a key target to boost regional exports.

Modelling the impact of increasing the average length of stay of International and Domestic Overnight visitors by a single night is estimated to generate an additional \$91.238 million annually. Taking into account indirect benefits, potential exists to create 512 direct jobs and another 247 jobs in industries with exposure to the visitor economy. Note that this excludes visitation to Buloke Shire, which contains two developing tourism products in the Silo Art Trail and Lake Tyrrell.

Table 4-4 Marginal economic benefit of an additional nights visitation within the region

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$91.238	\$37.149	\$30.537	\$158.924	1.742
Long Term Employment (Jobs)	512	125	122	759	1.482
Value-added (\$M)	\$40.929	\$16.376	\$17.322	\$74.627	1.823

¹⁹ TRA Regional Profiles, 2015. The Mallee Tourism Region includes the Local Government Areas of Mildura (RC), Swan Hill (RC) and Gannawarra (S) but excludes Buloke (S).



5 Workshop Engagement

Chris Parham	Mildura Rural City Council
Chris Sounness	Birchip Cropping Group
Dean Wickham	Sunraysia Mallee Ethnic Communities Council
Debbie Lane	NSW Department Premier & Cabinet
Gareth Hatley	Victorian Planning Authority
Geoff Dea	SuniTAFE
Glenn Stewart	Mallee Regional Partnership
James Goldsmith	Buloke Shire Council
Jerri Nelson	Buloke Shire Council
Keith MacQueen	Bendigo Adelaide Bank
Kirsten Lloyd	Mildura Regional Development
Les Chettleburgh	NSW Department Premier & Cabinet
Leonie Burrows	Leonie Burrows & Associates
Phil Endley	Lower Murray Water
Sharon Morrell	Mildura Regional Development

B.19.37 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION VOTING DELEGATE

Responsible Officer: Chief Executive Officer
File Number: S16-20-01
Attachments: Nil

Declarations of Interest:

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

Summary

At the March 2019 Council Meeting Council approved the attendance of the Mayor, Councillor Ann Young, Councillor Jade Benham and CEO John McLinden at the 2019 Australian Local Government Association Conference in Canberra.

Council needs to formally endorse one of the conference participants to exercise Councils voting rights at the National General Assembly. It is suggested that the Mayor, Councillor Ann Young should be authorised to exercise Councils vote at this Assembly.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Recommendations

That Council authorise the Mayor, Councillor Ann Young to exercise the voting rights of the Swan Hill Rural City Council at the 2019 National General Assembly to be held in Canberra.

B.19.38 PROPOSED CHANGE OF LOCATION FOR MAY ORDINARY COUNCIL MEETING

Responsible Officer: Chief Executive Officer
File Number: S16-05-03
Attachments: Nil.

Declarations of Interest:

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

Summary

This report seeks to change the location of the Ordinary Council meeting for the month of May to be held in Robinvale instead of Swan Hill at 6pm.

Discussion

Council will be asked to consider and decide on the proposed sale of 71-77 Bromley Road, Robinvale at the May Council meeting and given that Council has received much community interest in this decision, it is desirable that the meeting be held in Robinvale.

If Council were to hold the meeting in Swan Hill it may mean that some community members from Robinvale may not be able to attend.

It is suggested the Council consider moving the May Council Meeting to the Robinvale Community Centre on the 21 May 2019.

Consultation

There has been no consultation outside the organisation in relation to this matter.

Financial Implications

Nil

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

Nil

Council Plan Strategy Addressed

Positive community engagement through appropriate and constructive consultation. - Positive community engagement and inclusiveness.

Options

1. Council reschedule the May Council Meeting on Tuesday, 21 May 2019 and advertise this change of location in local newspapers or
2. Council take no action

Recommendation

That Council move the Council meeting scheduled for Tuesday, 21 May 2019, to the new location of Robinvale, Community Centre commencing at 6pm and advertise this change of location in newspapers circulated throughout the municipality.

B.19.39 APPOINTMENT OF COUNCIL DELEGATES TO OUTSIDE ORGANISATIONS

Responsible Officer: Chief Executive Officer
File Number: S16-20-01
Attachments: 1 Council Representatives

Declarations of Interest:

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

Summary

The purpose of the report is to consider and review the appointment of Councillors to outside organisations and community groups following the recent Councillor resignations and subsequent elections in the Robinvale and Murray Mallee Wards.

Discussion

Council makes appointments to various external organisations and community groups. This assists Council in working closely with its community and taking part in a wide range of activities associated with the development of the Municipality.

Consultation

Not applicable.

Financial Implications

Travel and accommodation costs will be incurred by Councillors and are reimbursed. These costs are budgeted for annually.

Social, Economic and Environmental Implications

Appointments to external organisations will assist Council in achieving its economic, social and environmental objectives.

Risk Management Implications

Nil.

Council Plan Strategy Addressed

Effective partnerships and relationships with key stakeholders and staff. -
Effective partnerships and relationships with key stakeholders.

Options

Some of the appointments are mandatory (eg Audit Committee) and others are optional.

Recommendation

That Council appoint Councillors to external organisations as shown in Attachment 1 to this report.

COUNCIL DELEGATES

Organisation	Councillor Representative	Councillor / Officer December 2018	Councillor / Officer April 2019
Asset Naming Sub-Committee (of Council)	Mayor or Deputy Mayor 1 Councillor as member	Cr Katis Cr McPhee	Cr Benham Cr McPhee
Audit Committee	2 Councillors as members	Cr Jeffery Cr Johnson	Cr Jeffery Cr Johnson
Chief Executive Officer Performance Review Committee	Mayor, Immediate Past Mayor and Councillor	Cr Young Cr McPhee Cr Johnson	Cr Young Cr McPhee Cr Johnson
Swan Hill Regional Livestock Exchange	Councillor Officer	Cr Moar	Cr Moar
Swan Hill Indoor Sport & Recreation Centre Committee of Management	Ward Councillors as observers	Cr Jeffery	Cr Jeffery
Swan Hill Leisure Centre Committee of Management	Councillor as Delegate Councillor as Sub-Delegate	Cr Johnson Cr Moar (sub delegate)	Cr Johnson Cr Moar (sub delegate)
Swan Hill Regional Art Gallery Advisory Committee	Councillor as member	Cr Young	Cr Young
Alan Garden Reserve, Committee of Management	Councillor as a member	Cr Jeffery	Cr Jeffery
Loddon Mallee Waste and Resource Recovery Board	Councillor as Director on Group Board	Cr Moar	Cr Moar
Municipal Association of Victoria	Councillor as Delegate Councillor as Sub-Delegate	Cr McPhee Cr Norton (sub delegate)	Cr McPhee Cr Johnson (sub delegate)
Municipal Emergency Management Planning Committee	Councillor as Chair	Cr McPhee Cr Jeffery (sub-delegate)	Cr McPhee Cr Jeffery (sub-delegate)

Organisation	Councillor Representative	Councillor / Officer December 2018	Councillor / Officer April 2019
Murray Mallee Local Learning & Employment Network (MLLEN)	Councillor/Officer as member	Cr Johnson	Cr Johnson
Murray River Group of Councils	Mayor and CEO	Mayor CEO	Mayor CEO
North West Municipalities Association	Mayor and CEO or Councillors	Cr Norton	Cr McPhee
Swan Hill Inc.	Councillor/Officer as board member	Cr Johnson	Cr Johnson
Lake Boga Land on Water Committee of Management	Councillor as member	Cr McPhee	Cr McPhee
Chisholm Reserve Inc Meeting		Cr Young	Cr Young
Agribusiness Advisory Committee	Councillor as member	Cr Moar	Cr Moar
Event Support Fund	Mayor	Mayor and Cr Jeffery	Mayor and Cr Jeffery
Joint Bridge Committee between Murray River Council and Swan Hill Rural City Council	Councillors	Cr McPhee and Cr Moar	Cr McPhee and Cr Moar
Community Development Fund	Councillors	Mayor and Cr Jeffery	Mayor and Cr Jeffery
North Central Catchment Partnership Agreement (Forum)	Councillor as a Member	Cr Norton	Cr Moar

Committee	Councillor 2017/18	Councillor 2018/19
Robinvale Aboriginal Elders Committee	Cr Katis	Cr Benham
Robinvale Euston Business Association	Cr Katis	Cr Benham
Lake Boga Inc	Cr McPhee	Cr McPhee
Manangatang Improvement Group	Cr Norton	Cr McKay
Nyah Action Group	Cr Norton	Cr McKay
Ultima Progress Association	Cr McPhee	Cr McPhee
Bigger Better Beverford Group	Cr Johnson Cr Jeffery Cr Young Cr Moar	Cr Johnson Cr Jeffery Cr Young Cr Moar
Woorinen Progress Association	Cr Johnson Cr Jeffery Cr Young Cr Moar	Cr Johnson Cr Jeffery Cr Young Cr Moar
Piangil Community Group	Cr Norton	Cr McKay
Boundary Bend Progress Association	Cr Norton	Cr McKay
Wemen Progress Association	Cr Katis	Cr Benham
Rail Freight Alliance	Cr Young	Cr Young
Central Murray Regional Transport Forum	Mayor	Mayor
Community Grants	Mayor	Mayor
Rural Councils Victoria	Cr Young Cr Norton (sub delegate)	Cr Johnson Cr McPhee (sub delegate)
Local Aboriginal Network Robinvale	Cr Katis	Cr Benham
Local Aboriginal Network Swan Hill	Cr Johnson Cr McPhee (sub delegate)	Cr Johnson Cr McPhee (sub delegate)
Robinvale Improvement Group	Cr Katis	Cr Benham
Grampians Wimmera Mallee Water Advisory Committee	Cr Norton	Cr McKay

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.19.5 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

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
920	Section 173 Agreement with Lake Lucas Almonds P/L for ongoing ownership and maintenance responsibilities for pipelines under Lucas Lane, Piangil.	Between Swan Hill Rural City Council and Lucas Almonds Pty Ltd.	19/03/19
921	Offer of finance from Commonwealth Bank	Between Swan Hill Rural City Council and The Commonwealth Bank of Australia.	19/03/19
922	S5 Instrument of Delegation to the Chief Executive Officer	Between Swan Hill Rural City Council to the Chief Executive Officer.	26/03/19
923	S6 Instrument of Delegation to Swan Hill Rural Council members of staff.	Between Swan Hill Rural City Council to Members of Council Staff.	26/03/19
924	Lease – 50-52 Campbell Street, Swan Hill	Between Swan Hill Rural City Council and H.Coutlis (Landlord)	08/04/19

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

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

C.19.6 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

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

Declarations of Interest:

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

Summary

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

Discussion

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

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

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

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

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

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

Recommendation

That Council note the contents of the report.

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
19 March 2019 at 3.45pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Presentation by Mallee Regional Partnership - Mallee Regional Economic Growth Strategy
- Murray Regional Tourism Board

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

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

Apologies

- Cr Gary Norton

OFFICERS

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

Other

- Robyn Evans, Regional Development Victoria
- Mark Francis, Murray Regional Tourism Board
- Win Scott, Chair Mallee Regional Partnership
- Linda Beilharz OAM, Chair Loddon Mallee Regional Development Australia

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
26 March 2019 at 31pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Councillor Only Session
- Gillespie Street Special Rate Scheme
- Saleyards progress Update
- Coffee with a Councillor
- Special Rate
- 36 Ronald Street Robinvale (Backpackers)
- 4474 Murray Valley highway (2nd Dwelling Piangil)
- Policy – Financial Hardship
- BM23 Bumbang Road Discontinuances
- 71-77 Bromley Road Submissions

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Ann Young
- Cr Chris Jeffery
- Cr Lea Johnson
- Cr Bill Moar
- Cr Jade Benham

Apologies

- Cr Gary Norton
- Cr Les McPhee

OFFICERS

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Ranjani Jha, Capital Projects Manager
- Dione Heppell, Construction Project Manager Regional Livestock Exchange Redevelopment
- Felicia Chalmers, Media & PR Coordinator
- Tony Heffer, Customer Service & Revenue Co-ordinator
- Gaye Cutajar, Technical Officer

Other

- Robyn Evans, Regional Development Victoria
- Mark Francis, Murray Regional Tourism Board
- Win Scott, Chair Mallee Regional Partnership
- Linda Beilharz OAM, Chair Loddon Mallee Regional Development Australia

CONFLICT OF INTEREST

- Cr Bill Moar declared a conflict of interest due to a close association in item 5 on the agenda (Special Rate) and left the chambers when this item was presented.

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
2 April 2019 at 1pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Special Levy Analysis of submission
- Leigh Firman – Science Party for Mallee
- KSI Report 3rd Quarter
- Acre 2020 Presentation
- Appointment of Councillors on outside organisations
- Future of the Regional Jobs and Infrastructure Fund
- 16 Gregg Street – Four lot subdivision & 3 units (M Crowe Development)
- No.9 Channel Project and land tenure

ADDITIONAL ITEMS DISCUSSED

- Veolia – Recycling contract dispute
- RCV Mayors, Councillors and CEO Forum

ATTENDANCE

Councillors

- Cr Ann Young
- Cr Lea Johnson
- Cr Bill Moar
- Cr Jade Benham
- Cr Les McPhee

Apologies

- Cr Chris Jeffery

OFFICERS

- John McLinden, Chief Executive Officer
- Svetla Petkova, Director Infrastructure
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Ian Tully, Art Gallery Directory
- Kim Bennett, Regional Arts Development Officer
- Stefan Louw,

Other

- Leigh Firman, Science Party for Mallee
- James Golsworthy, Consultant
- Kendall Atkinson and Ian Wright, GMWater, Connections - Project

CONFLICT OF INTEREST

- Cr Bill Moar declared a conflict of interest due to a close association in item 1 on the agenda (Special Levy Analysis of submission) and left the chambers when this item was presented.

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION G – IN CAMERA ITEMS

Recommendation

That Council close the meeting to the public on the grounds that the following report(s) include proposed development

B.19.40 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT