

AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 16 July 2019

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

COUNCIL:

Cr A Young – Mayor

Cr LT McPhee

Cr J Benham

Cr C Jeffery

Cr L Johnson

Cr B Moar

Cr N McKay

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SECTION A – PROCEDURAL MATTERS

- **Open**

- **Acknowledgement of Country**

- **Prayer**

- **Apologies**

- **Confirmation of Minutes**
 - 1) Ordinary Meeting held on 25 June 2019

- **Declarations of Conflict of Interest**

RECEPTIONS AND READING OF PETITIONS, MEMORIALS, JOINT LETTERS AND DEPUTATIONS

PE.19.2 BUS SHELTER PETITION

Attachments: 1 Petition for Bus Shelter

Declarations of Interest:

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

On 2 July 2019, Council received by mail a petition for a bus shelter and bus stop in the vicinity of Murray Gardens Retirement Village, Stradbroke Avenue, Swan Hill.


Members of the community feel that this service would be of benefit to the social and safety aspects of residents in this area.

Recommendations

That Council:

- 1. Receive the Petition.**
- 2. Request that a report be prepared for Councils consideration exploring the merits of the request contained within the Petition.**

113381

Date Rec'd	02 JUL 2019	File #	S01-03-02
Workflow	ESD	Doc #	S32-01-12
Copies	EA DI	Sec. #	
BW / Col	CEO		
Comments			

To The Mayor,

Councillor Young, Swan hill City Council.

Dear Councillor Young,

Enclosed you will find petition papers, with signatures acknowledging the need for a bus shelter and bus stop, in the vicinity of Murray Gardens Retirement Village, Stradbroke Ave Swan Hill.

There are 657 names (really 687 but I have deducted 30 off the total due to some being children and others illegible.)

I was very fortunate to be assisted by friends and people in business. A huge contributor to my cause was Ms Barbara Lowe , , Grey St Shop, and other corner shops and my hairdresser. This assistance was tremendous with big results in a short time.

The rest were gathered by me , by door knocking , (Time consuming for few results , Due to work hours, weather etc); around the streets near the village.

People were very enthusiastic and endorsed our need for such a service. The social and safety benefits being obvious. .

Many would appreciate your support for our urgent need -

Yours sincerely

Margaret Cooper (resident – Murray gardens Retirement Village)

#18

BUS SHELTER PETITION.

For 110 STRADBROKE AVE SWAN HILL. 3585

NAME	ADDRESS	SIGNATURE	PHONE
M. Cooper	13/110 STRADBROKE AVE SWAN HILL	M. L. Cooper	50 322 394 0429 573617
SHEILA BENNETT	5/110 STRADBROKE AVE SWAN HILL	Sheila M. Bennett	0419 397618
KAY KELLEY	6/110 STRADBROKE AVE	Kay Kelley	13 50324234
[Signature]	Unit 1/110 Stradbroke Ave Swan Hill	[Signature]	50323153
Val Benz	9/110 Stradbroke Avenue SH	[Signature]	50321880
R. Nasisi	12 BETTS CRT	R. Nasisi	50324108
[Signature]	4 BETTS CRT	[Signature]	
CARLY-MAKIE WARK	7 Betts Crt	[Signature]	0422 102 041
b Glone	6 Betts crt	[Signature]	0447125627
P Martin	3/8 Betts Crt	[Signature]	045 7733314
Jay Powell	3/9 Betts Crt	J.O. Powell	0417 055976
L Jalbot	4/9 Betts Crt	L Jalbot	50321608
[Signature]	6/9 Betts Crt	Erina Sosaigo	0417942822 50321608
Helen Squires	42 Thurla St Swanhill	[Signature]	0456 069 694
Helen Czell	73 Chapman St,	[Signature]	50 321550
ELIZ. KEARNEY	41 Butterworth St. S. Hill	Eliz. Kearney	0409430766

To the members of the Swan Hill Rural City Council-

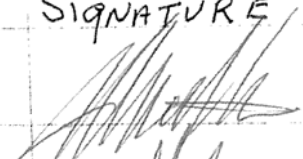
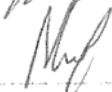
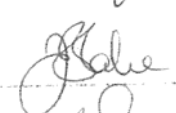

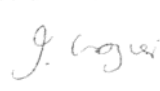

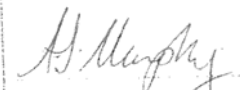
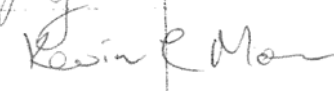


The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
John Caldwell	199 Gray St Swan Hill	<i>[Signature]</i>	0429332662
NANETTE LARGE	118 LOGAN ST. SWAN HILL	<i>Nanette E. Large</i>	0703652262
Bady Kean	118 Nallas	<i>[Signature]</i>	
Trudy Bell	Unit 4/29A Pritchard St	<i>T Bell</i>	-
John Turgage	14 Susan Street Belderton	<i>[Signature]</i>	-
Mare field	169 McCallum	<i>[Signature]</i>	
Ruby Stanley McCarthy	169 McCallum	<i>K Stanley</i>	
KEN + DEB	50 PRITCHARD	<i>[Signature]</i>	
CLENDA KLABBERS	11 PASCOE ST S/Hill	<i>C.M. Klabbers</i>	
VERNA FRENCH	96 BISH ROAD SWAN HILL	<i>Verna French</i>	0488524068
EMINE BROWN	19A HIGH ST. SWAN HILL 3585	<i>Emine M. Brown</i>	50324824
Lois GADY	347 JOURNALS SWAN HILL 3585	<i>[Signature]</i>	
ELIZ. KEARNEY	41 BUTTERWORTH ST; S. HILL	<i>Eliz. Kearney</i>	040945071
Elaine McDonald	152 Marlong St S. Hill	<i>Elaine McDonald</i>	503247

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To the members of the Swan Hill Rural City Council-

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NAME	ADDRESS	SIGNATURE	PHONE.
MATT MORQUAN	86 SMITH ST W/SOUTH		0401472142
NAVADA GREAT	36 SMITH ST W/SOUTH.		0423732998
Jenny Blake	85 River St Coleraine		0350201179
Wyn Scott	86 Moo st Coleraine		0907461802
Jill Croger	Marfield St, Ivanhoe		0269953910
JAN WOOD	1 GORDON CT SWAN HILL		
Amanda Murphy	87 Rutherford St S.H		0350323110
Kevin Moon	536 Kerang/Koondrook Rd.		
Belinda Bless	16 Donatille Crescent		0423746060
Janet Dale	29 Spiatt St SH		0459023550

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NAME	ADDRESS	SIGNATURE	PHONE
Nicole Helbard	58 Pritchard St S/Hill	N Helbard	0413572664
Mitzi Street	2 Logan St Swan Hill	M Street	50332662
LINDA PORTER	375 MVH Swan Hill	L Porter	0412882527
LUCAS PONSKEW	8 DUNSTON ST SWAN HILL	Lucas Ponskew	0408317938
LEAZA THREADCOLD	P.O. Box 199 SWAN HILL	Leaza Threadcold	0427302638
Gabrielle Chapman	41 Mellor Gr Swan Hill	G Chapman	0447336223
GLENN STREET	2 LOGAN ST SWAN HILL	G Street	50332662
PAULA ISMA	17 Logan St. S-H	P Isma	50323146
GILLIAN WILLIAMS	21 ASHTON ST. S.H.	G Williams	50329385
Tash White	12 Merton St	T White	049718169
BAYAN BICIL	96 MURKORR ST	B Bicol	50324906
Sue Trotter	6 Ledwidge cat	S Trotter	0417347386
Jo Hansen	Stander St	J Hansen	50321349
Tennille Harrison	26 Parkview Drive, Swan Hill	T Harrison	0438055282

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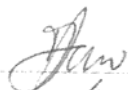


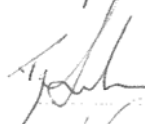

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NAME	ADDRESS	SIGNATURE	PHONE
J & J Kraehmer	15 Betts at Swan Hill	J Kraehmer	0427322913
Belinda Murchie	5 Betts Cr	[Signature]	0407960523
Hazel Kaylock	11 Betts Court	H Kaylock	0429340526
Haren Lynch	5/9 Betts Cr	H Lynch	50322089
ANDRIA GANNON POTTER	418 BETTS COURT	andria.potter	048867339
Lorraine McKay	7/10 BETTS COURT	L.J. McKay	045931912
Damian Crowe	4/10 Betts Court	[Signature]	0499682608
Joy THOMAS	5/10 Betts Court	[Signature]	0427140335
KAYE ELFORD	3 BETTS COURT	K.E. Elford	50323820
Erika Zanker	2 Betts Court	[Signature]	0422253898
Thomas Hickey	2 betts Court	[Signature]	044815712
Simone Wren	1/8 Betts Court	S. Wren	042732436
Parwinda Kaur	1 Betts Court	[Signature]	0438160652

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NAME	ADDRESS	SIGNATURE	PHONE
Maria Barbato	6 Betts ave	Maria Barbato	
A. Gwastakeyname	2 Kimer St Swan Hill		0438412561
B Catton	244 Cottman RD		
Vaughn Catton	244 Cottman Rd		0438079654
Termy Hano	69 Palmer St W/south		
CHRIS O'TOOLE	91 Cumming Ave Birchup		
Mitch Pippin	Wagga Wagga NSW		
The Jackson	" "		
Jess White	32 Esare drive		
Jasmine Ogans	Woorinen	Jayne	

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NAME	ADDRESS.	SIGNATURE	PHONE
J Gilbert	678 Tyntynnder Rd	John Gilbert	0455283336
D O'SULLIVAN	56 THURLA ST	D O'hille	50321414
S McPhennan	26 CLARK ST	S McPhennan	
CHERYL BERTS	32 CLARK ST, SH	Cheryl	
Danielle Smyth	2 Durham drive	Danielle	
Betty Day	52 MURLONG STREET	B Day	
Maxine	170 Highway	Maxine	
WADE SQUARES	42 THURLA ST	Wade	0448885816

op. CR Les McPhee, Mayor ,

Swan Hill Rural City Council, Swan hill 2585.

13-9-2018.

Dear Cr McPhee ,

I wish to request the installation of a bus stop and shelter to be positioned in Stradbroke Ave. Swan Hill, in the vicinity of the Murray Gardens Retirement Village. I have also approached residents in the estate, The Billabong", adjoining the Retirement Village, and they agree with the need for a coach stop.

I have the approval of the t Committee of Management of Murray Gardens, to make this request on behalf of the village.

I have consulted with the Swan Hill Bus Lines and they have assured me that such a Bus stop is feasible, subject to the necessary approval.

I have also contacted the Victorian Department of Public transport as to the possible installation of such a service. They again requested the approval of The Council and coach service and also allocation of funds by the Government. Mr Peter Walsh is aware of our request and has agreed to present it.

I respectfully, request that the Swan Hill Rural City Council members give their approval for the installation of the bus stop.

Margaret Cooper

13/110 Stradbroke Ave




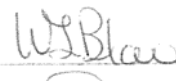
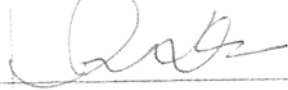

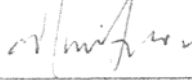

Swan Hill 3585

NAME	ADDRESS	SIGNATURE.	PHONE
Diare Wells	7/110 Stradbroke Ave Swan Hill 3585	Diare Wells	0408 724 714
Morrill Hawkins	14/110 Stradbroke Ave Swan Hill 3585	Morrill Hawkins	0407 324 994
Olivia Maxwell	Unit 12/110 Stradbroke Ave Swan Hill	O. M. Maxwell	503 214 78
Coral Henderson	16/110 Stradbroke Ave	C. M. Henderson	503 242 55
Frank Klined	15/110 Stradbroke Ave Swan Hill 3585	Frank Klined	503 231 53
GORDON ATKINS	4/110 STRADBROKE AVE SWAN HILL 3585	Gordon Atkins	0427 305 399
MARY PRESLEY	11/110 STRADBROKE AVE SWAN HILL, VIC 3585	Mary Presley	0428 846 232
Rob Linnman	Unit 10. 1/110 Stradbroke Ave Swan Hill	Rob Linnman	503 294 95

To the members of the Swan Hill Rural City Council-

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01.

NAME	ADDRESS	SIGNATURE	PHONE
IAY VENTON	31 Hayes Rd Lake Boga		50372499
EDDIE EARLE	Wooriner South		0803570900
Kelli Hogg	Swan Hill		N/A.
Wendy Blair	Swan Hill		—
COLIN DAVIS	Swan Hill		50321570
Ash Evans	Swan Hill		0402136559
NEIL JONES	Swan Hill		0429705666
o. Verman	Swan Hill		0429329223
M. Gochinke	Swan Hill		0429050656

~~PLEASE SWAN BOTH FARMS~~
COUNCILS

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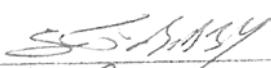


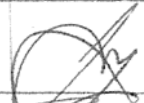


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NAME	ADDRESS	SIGNATURE	PHONE
Pat Henderson	15 Poole Blvd	P.M. Henderson	
Ross McKane	Woodroge	[Signature]	
A Bennett	Bendigo	[Signature]	
M. Noonan	Swan Hill	M. E. Noonan	
Renee White	Manangatang	[Signature]	
Sue Jeffery	ULTIMA	Sue Jeffery	
M.G. Henderson	15 Poole Blvd	M.G. Henderson	
Di Shear	Tyntinder St	[Signature]	
S. Green	Swan Hill	S. Green	
LIAMNE LOUGHRAN	Swan Hill	[Signature]	

[Handwritten mark]

To the members of the Swan Hill Rural City Council-


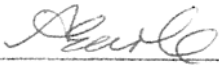

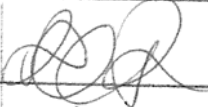
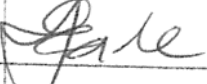
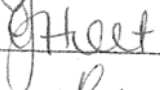
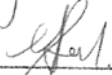
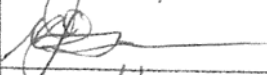
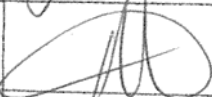

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NAME	ADDRESS	SIGNATURE	PHONE
Zac Denham	1 Chisholm Street Swan Hill		0418573332
Kade Benfield	22 Wilkins Grove Swan Hill		0436021474
PATRICK CROWE	107 SPLATT ST SWAN HILL		0417025811
MARCUS WAXIE	18 DUNSTONE ST SWAN HILL	marcuswaxie	0427267441
Sean Bibby	5 Alder dr Swan Hill		0418322853
David White	36 Bombardieri Lane		0418838540
Olive Wise	11 Gerrard st		0403407256
KAYLE KIRBY	3 DONAILE	KK	0407852202
SCOTT ZAMBELLI	62 POOLE BLVD SH		0438332824
CAROLYN ZAMBELLI	" " " "		0438542347
IANUA WARGREAVE	168 HOLDSWORTH ROAD BENDIGO		0473883820

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To the members of the Swan Hill Rural City Council-

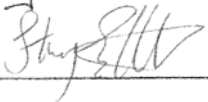
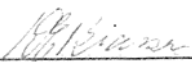
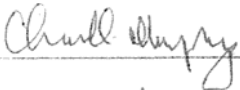
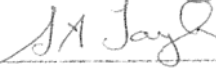
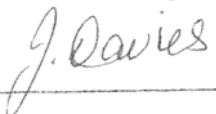

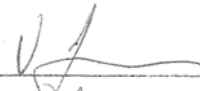
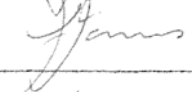

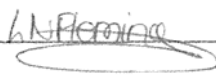
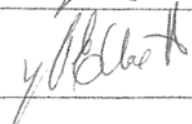
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NAME	ADDRESS	SIGNATURE	PHONE
Barry Middleton	192 Stradbroke Ave	B Middleton	04283 23033
Kate Lohrey	8 Clarravong Ct Swan Hill		0475 384455
KAREN GILBEE	SEA LAKE RD SWAN HILL	KTGil	0428313965
ADRIAN POWER	YANA ST.	Adrian Power	0427 396364
ANGELA FARLE	Wattie St, SWAN HILL		0447966011
L. BROWN.	NYAH NEST	L Brown	50302426
N. Hawkins	Bryan Street Swan Hill		50330030
Debra Ruslock	20 Melb. Grove		0427933663
Clancy Enrie	Pental Island		0428 315558
Elesha Holt	Tresco		0447478458
Wonna Kolay	Swan Hill		0419153174
Maurice Day	Swan Hill		0428640745
Nicole Maple	6 Boigbeat		0408262183
Lee Surrell		17 Boree Drive Tower Hill	0448-024543

K2.

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The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Stacey Elliott	45 Pritchard St		0408111349
Dot Brassier	Swan Hill		0350322662
C. Murphy	Swan Hill		035032276
S Taylor	Swan Hill		-
J. Davies	Lalbert		-
Alison O'Reilly	Swan Hill		0439 971593
	Swan Hill		0439 971593
Lise Turnbull	SWAN HILL	Lise T.	
Val Jean	Swan Hill		0428328497
Julie James	Swan Hill		0429321511
JENNY NOWAN	BIRCHUP VIC. 3883		0400623260
Lisa Fleming	Swan Hill		
Kaylene James	Mullawil	Kaylene James	
LIM ELLIOTT	SWAN HILL		0429322270

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To the members of the Swan Hill Rural City Council-


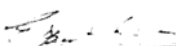







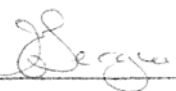
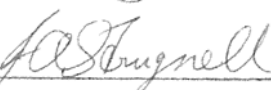

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Raybir	5/14 Millers street	<i>Raybir</i>	0450072801
Neetu	bath court	<i>Neetu</i>	0431836479
Sam	Princes St	<i>Sam</i>	
Jonny Gleeson	58 1/2 St.	<i>Jonny Gleeson</i>	0429 329268
Remidy Burney	73 Lutterford	<i>Remidy</i>	0432833262
Sheannon Gleeson	6 Teatree Dr, S/Hill	<i>Sheannon</i>	0438037177
Molly Cutri	377 Chilmington Rd	<i>Molly</i>	0417335954
Leonie Phelan	Swan Hill	<i>Leonie</i>	0400655313
NAOMI DULLARD	1 Boys St, Swan Hill	<i>Naomi</i>	0439355614
Klen Trafford	69 MONASH AVE. Nyah West.	<i>Klen</i>	0408435778
Megan Pidgeon	13 Woodgate Rd, Michayels	<i>Megan</i>	0431705707
Dee Beggs	Nyah West	<i>Dee</i>	
Patsy Bleekand			
Marg Bleekand			

K2

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
A. BUTCHER	17 CURRIE ST SWAN HILL		
ERIC BUTCHER	17 CURRIE ST SWAN HILL		
Carlie Maher	388 Mulvabit West rd Goon Crossing	Carlie Maher	
Millie Holland	55876 Donald Road Swan Hill		
Heather CHASLETT	S. H		
MELINDA GRAHAM	DOUGLAS AVE SWAN HILL		
Georgi KELLY	4/478 Campbell Street	OKelly	
Renee Hirst	441 Campbell St S/Hill		
Jen Pickering	32 Bombardier Lane		
N. de Tierne	Traralgon 3844		
Teagan Blamble	35-39 Sea Lake rd Swan Hill		
Elva Teague	30 mortoo St Swan Hill		
Judy Strugnell	12 Mulbar St Swan Hill		
KELLIE HILCOX	14 FERGUSON CRT		

KL

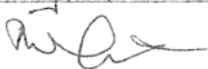

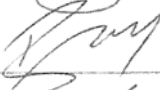

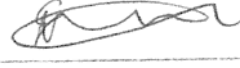
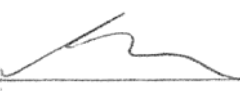
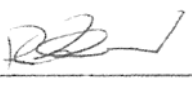
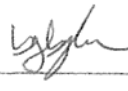

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Brenda Lambert	Naretha St Swan Hill	B Lambert	0447 127 866
Caitlin Barakatta	Grady Street	C Barakatta	0447 483 624
Sally Rae	Kiplite	Sally Rae	0429382041
Warren Snyder	Swan Hill	W Snyder	0407 554 240
Vendy Barnes	Swan Hill	V Barnes	0400 190 094
Alison Berris	Swan Hill	Alison Berris	0437 600 367
Alison P Fox	LALBERT	Alison Fox	
Emma Morpeth	Woorinen	E Morpeth	0401 980 298
Lorraine Rogers	Lake Boga	L Rogers	0488 207 441
Kaydee Wabel	Swan Hill	K Wabel	0494 812 711
Val Howe	Swan Hill	V Howe	0400 995 368
Bronk Watling	Nyah	Bronk Watling	0439 048 734
Bonnie Kelly	Murraydale	B Kelly	0427 942 960
Marg Bott	Swan Hill	M Bott	0400 843 000

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Thomas Gilbert	11 Stewart Street		0400097082
DAMIAN Wilson	3/37 PRITCHARD ST SWAN HILL		0407322833
BRAD CARROLL	19 Burton St, Swan Hill		0400816687
Tim Stykes	8 Maddern Crt		0448508543
Erin Coburn	33 SPLATT ST		0409951941
Jess Mewett	16 Ettramen Ave Swan Hill	Allenrett.	0419436049
MICHAEL CRAWF	107 SPLATT ST SWAN HILL		0608332423
Russell Coburn	33 SPLATT ST		
ANNE WATTE	18 Dunstone St, SH	Awaltte	04 87 329871
Brayden Bigham	2 Green Court		0436477047
Isaiah Bull	133 Murlang Street	I. Bull	0490042894
Daniel White	36 Bombardieri Lane		0418838540



To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Chelsea Hargreaves	63 Chapman St Swan Hill		0418475596
LUKE BROWN	63 CHAPMAN ST SWAN HILL		0410037124
J MILLER	3 JOLLY ST NICHIEPROOF		
GEORGIA STYLES	8 MADDERN CRT SWAN HILL		0497286276
ROD CARROLL	7 CURRAWONG CRT MURRAY DOWNS		0487841451
IAN RAY	2 RIVERBARKS DRIVE SWAN HILL		0418500086
LUKE KELLY	3 DENHAM DVE		0400778148
Jenny WATKINS	10 Mundara St		0473473447
Tim Triplett	Swan Hill		
SCOTT ZAMBELLI	62 POOLE BLVD SWAN HILL		0438332824
MAL DEVEREUX	386 CAMPBELL ST		
Reece Collins	156 Navetha St		0419324597
Brock Storer	4 Marks Ct		0402611148
MARCUS WATKINS	18 DUNSTONE ST		0427267441
Zac Denham	1 Chisholm St		0418573332

PLEASE SIGN

①

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BAMB

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

①④
Murray Rd

NAME	ADDRESS	SIGNATURE	PHONE
Jo Pierce	44 Tyntynder	Jo Pierce	
Yvonne Middel	Sellick St. & West	Yvonne Middel	
	D HEADON	Swan Hill	
	Billabong	Swan Hill	
M. Gill	32 Barber St.		
Connie Pino	48 Gummow St.		
Steve Lyons	37 Donnington St	Steve Lyons	
Sue Ginnell	Elizabeth St SW.Hill.	SD	
B. Wood	142 15 QUINN DR B. Wood	B. Wood	
Bill Wood	140 CHAPMAN ST SWAN HILL		
Steve			
Steve Ventura			
A. M. J.	3 Green Cub	Swan Hill	

PLEASE SIGN

BARB


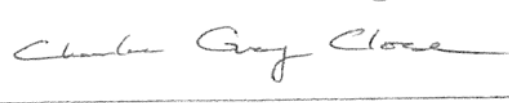

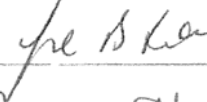
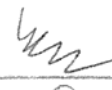

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~~BARB~~

14

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
NARELLE THOMPSON	13 BURTON ST SWAN HILL	N Thompson	0429629936
KEVIN ADAMS	14 MORTON ST SWAN HILL	K.S Adams	0429376490.
Ann Adams	14 Morton St Swan Hill	A Adams	0476558931
T. McEadyen	Donnington Swan Hill	T. McEadyen	0408159975
Jaya Pollard	COMORATION AV SWAN HILL	Jaya Pollard	50 325748
	Cheryl Gay Close		0437700151
KANE BARNHAM	115 STATION ST		0400060527
JASON BARTON	Tymunder		0477 001 931
Rose Bennett	Lalbert	Rose Bennett	0408500362.
RON MURRAY	CRAV STREET SWAN HILL	R S Murray	0429 323765
Nancy McKenzie	Everingham Street	Nancy McKenzie	50 322515.
Lillian McInnes	83 Gray Street		0403125319
DON WITNEY	CASTCE DONNINGTON	D. W. Witney	—
Peter Paul	WATCHIE		—

PLEASE SIGN

~~BTJ~~ (3)
BAMB

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village. 14

NAME	ADDRESS	SIGNATURE	PHONE
GEORGE HAUSHAR	44 GRAY ST.		0467959857
Craig Meara	Fox Rd		0427573324
Sharon Bennett	Lake Boga		0438372440
Angy Mack	Swan Hill		
Deanna Loree	Swan Hill		0409564834
Sam Beay	12 Rutledge St Swan Hill		0407035886
Andrew Bennett	Swan Hill		
Rosalee Bafe	Swanhill		
Jonny Gleason	Swan Hill		0429329288
MAX BURNS	SWAN HILL		0498534924
STAN EDELSTEIN	SWAN HILL		50324405
BEV BEAY	SWAN HILL		
CHRIS WILLIAMS	Swan Hill		
G Goodings	Swan Hill		

BARRS

(4)

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

(14)

NAME	ADDRESS	SIGNATURE	PHONE
Marita Saville	Swan Hill	M Saville	
R. Kelso	Murlong rd	R Kelso	
R. Stewart	Sellastr.	R J Stewart	
J. Pearson	Swan Hill	J Pearson	
D. Hedley	Woorinen	D Hedley	
Frank Fogarty	51 Burton St Swan Hill	Frank Fogarty	
CHERYL HAYES.	3/80 Splatt st	SWAN HILL.	
PEARL OTOOBE	59 STATION ST	LAKE BOGA	
Donald Bennett	Lalbert	Donald Bennett	
Dimity Blake	Swan Hill	D Blake	
Brendan Silber	Swan Hill	B Silber	
Ezedra Waldron	" "	E Waldron	
Shae Post	" "	Shae Post	
Shae Post	Lake Boga	Shae Post	





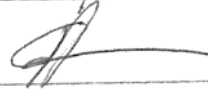
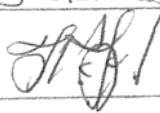
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BanB.

14

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
K. MITCHELL	Swan Hill	K Mitchell.	
J Deverent	Swan Hill.		
Glen Matthews	Swan Hill	G. Math	
D. SPENCER	Swan Hill		
B. Kelly	Swan Hill	B. Kelly	
Kerri Wakefield	Swan Hill	Kerri Wakefield	
K. Green	Swan Hill		
K. Sumpsterhays	Lake Boga	K Sumpsterhays	
B. Green	Swan Hill		
PREMI	BIRCHUP		
MICK CROPPER	Swan Hill	Mick Cropper	
Wendy ockers.	Speewa	Wackers	
John. Windt	Swan Hill	J Windt	
John. Windt			

6

BARB

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village. 14

NAME	ADDRESS	SIGNATURE	PHONE
STACEY	KIDMAN REID	[Signature]	0438 353208
BRYANT	BURTON ST	[Signature]	50322409.
DUNN	Mellool NSW	[Signature]	50345232.
J. OBrien	Wooramen Str.	[Signature]	0417080288
R. BOSCHER	1/15 High St. S/H	[Signature]	N/A
BARB v LAARHOVEN	39 RUTHERFORD	[Signature]	-
COL BUSSE	12 PEPPERCORH MEWS.	[Signature]	50322277.
Rachael Schultz	6 Parkview Drv.	[Signature]	0437366326
J. Miliado	Swan Hill	[Signature]	-
MICK COPPER	SWAN HILL	[Signature]	-
D. MILLS	SWAN HILL	[Signature]	-
Mr. McDonald	Swan Hill	[Signature]	-
K STEVENS	Swan Hill	[Signature]	-
P.S. Stone	Swan Hill	[Signature]	0409885457

7

Banns

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Sue McGrath	8 LOCK DRIVE SWAN HILL	S. McGrath	
Jake Schmidt	89 Wattle St	J. Schmidt	
MAY WARD	Susan Hill	Susan Hill	
Bev Darby	Swan Hill	Bev Darby	
Gail Wilson	Swan Hill	Gail Wilson	
Lynne Payne	MVA Tynhynder South	Lynne Payne	
ARTHUR INGRAM	ULTIMA	A. Ingram	
D. Coulter	Swan Hill	D. Coulter	
A. Harrison	Swan Hill	A. Harrison	
K. Murphy	Swan Hill	K. Murphy	
S. Hopkins	Swan Hill	S. Hopkins	
Wendy Broussard	SWAN HILL	Wendy Broussard	
John Selbeck	SWAN HILL	J. Selbeck	
Pat Selbeck	SWAN HILL	P. Selbeck	

8

BAMB

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
HEATHER BOULTON GRAY BOULTON	36 ROYS ST SHILL	[Signature]	50324599
Andrew Yates	171 STRAPBROKE AVE GRAY ST Swan Hill	[Signature]	
Susan Rasmalen	18 AERODROME EXT ROAD	[Signature]	50552091
GREG WALLEN	Swan Hill	[Signature]	
Melissa Gahan	15 POOLE BLVD SWAN HILL	[Signature]	
Heather Hicks	Swan Hill	[Signature]	
BEVERLY	Swan Hill		
RIP CASTRO	Swan Hill		
John Monahan	111 Coronation Ave Swan Hill	[Signature]	
Elyssa Burton	Swan Hill	Elyssa Burton	
Kayla Burton	Swan Hill		
Cathy Burton	Swan Hill		
Darryl Burton	Swan Hill		

BAMB

9

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to, or adjacent to our village.

NAME	ADDRESS.	SIGNATURE	PHONE
Nikki Capone	Kennon CASH	Nikki Capone	0439322283
Hudson Garry	24 Campbell St	<i>Hudson</i>	—
Nick Webb	906 Waitchie road	Nicholas webb	—
Quinton McKenzie	—	<i>Quinton McKenzie</i>	0429302177
Piero Ramirez	—	<i>Piero</i>	—
D Hedley	—	<i>D Hedley</i>	—
L Zucco	Woopines	<i>L Zucco</i>	—
Dakota Zucco	—	<i>Dakota Zucco</i>	—
JATTAYRE.	S/Hill	—	—
E. KAYLOCK	Swan Hill	<i>E Kaylock</i>	0428340521
Tanisha Frazz	Swan Hill	<i>Tanisha</i>	—
Tyson Hayes	Swan Hill	<i>Tyson</i>	0444038615
Kyle Grinett	Swan Hill	<i>K Grinett</i>	—
N. Henson	Swan Hill	<i>N. Henson</i>	—

10

B7720

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
Paul Lewis	Swan Hill	P. D. Lewis	0472603226
DIANNE HEARD	SWAN-HILL	Dianne Heard	
BRETT ALLAN	SWAN HILL	Brett Allan	
Kate Corrie	Swan Hill	Kate Corrie	
SUE & BRYAN	SWAN HILL	Sue & Bryan	
Jamanda Dimech	Ultima	Jamanda Dimech	
Dobie James	Swan Hill	Dobie James	
Andrew Yates	Swan Hill	Andrew Yates	
Ign Seemell	Swan Hill	Ign Seemell	
M. Cropper	Swan Hill	M. Cropper	
A. Allen	Lake Bays	A. Allen	
Mary Scoble	233 BISH Rd Swan Hill	Mary Scoble	
P. Baber	9 Lynden St. Swan Hill	P. Baber	
U Palmer	50 Burton St SH	U Palmer	

11

6/11/13

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
Lydia Condely	49 Burton St S/H	Lydia Condely	0419511008
LUCY Hedder	Woolf in on	—	—
Brady	Manangatang	Brady	—
John Ren Nella O'Brien	124 Thurla St	—	0407353815
—	Notting Rd S/Hill	—	—
—	15 BRAY ST S/Hill	—	—
Rachel Lenon	Nyah west	Lenon	0415
Lisa Findlay	154 River Rd. S.H.	Findlay.	—
LARRY WHITFIELD	13 DOWNS ACRE ST. SWAN HILL	Larry Whitfield	—
H. CARROLL	MANANGATANG	H. Carroll.	—
MOLLIE NOWAK	SWAN HILL	—	—
GARY BALLINGER.	SWAN HILL	Gary Ballinger	—
Danny / Barry	SWAN HILL	Danny / Barry	—
Shere Post	Lake Boga	—	—

B 2123 (12)

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
Ross Gibson	80 HIGH ST	[Signature]	
DEAN FAARU	17 CHARLIE WAY	[Signature]	
Chris Kirby	2 Dewey	[Signature]	
Roger Lount	Swan Hill	[Signature]	
Owen Ginnick	SWAN HILL	[Signature]	
P. de Morton	80 Splott St SH	[Signature]	
H HESLOP	5 DENNISTON ST SWAN HILL	[Signature]	
M. Zanker	Murray Gardens	[Signature]	
A. Huberman	Geelong	[Signature]	
D. WAKE	5 DENNISTON CRT SH.	[Signature]	
C Burgess	HALL CT	[Signature]	
W M Murray	Bonnie Doon RD S / Hill	[Signature]	
M Duochin	6/73A CHAPMAN ST	[Signature]	
E. Bate	FL3 21 PRITCHARD HILL	[Signature]	

B A I B

13

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
Andrew Suttler	48 Croy St Swan Hill	[Signature]	041870843
D. Jones	Croy St. S.H.	[Signature]	
P. BRUTON	1 BAMBROCK CT SH.	[Signature]	
C. FADLEY	1364 Wulatan Rd. Ardboys	[Signature]	
Pam Mangles	597 Holmes Rd Swan Hill	[Signature]	-
B. MURRAY	KIMA ST. SWAN HILL	[Signature]	-
S. Coburn	364 Beveridge St	[Signature]	
Val Cleary	31 Navie Street	[Signature]	
MARG CLEELAND	77 WATTIE ST.	[Signature]	
Jamette Tucker	80 High St. S.H	[Signature]	
Glenda Coulter	1/365 Beveridge	[Signature]	
Helen Tripathi	11 Red Gum Street	[Signature]	
Wendy Broussard	11 Wilkins Grove	[Signature]	
Diederik Drozoff	6 NARROO DRIVE SWAN HILL	[Signature]	

BAILS

(14)

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE.
Madeline Drosty	6 Nelder Drive S/H		
B Sinapras	Lake Boga	B Sinapras	
A Edul	Burwood	A Edul	
W. Merson	53 Rutherford St.	W. Merson	
Norma Everett	6 Postle Blvd S/H	N Everett	
B. Blouffe	45 Gray St S/H	B Blouffe	
Brenda Bishop	91 High St	B Bishop	
Aileen Casey	87 Gray St	A Casey	
Danna Crease	Chapman St	D Crease	
B Mc Cartney	Leck Blvd. S.H	B McCartney	
A Mills	59 GRAY ST	A Mills	
TANIA CACCIVELLO	PIANGIL	T Caccivello	
P. Rowe	4 Mill	P. Rowe	
Kevin Ballard	36 Gray St	K Ballard	

15

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
R. Date	30 Gray st	R. Date	50331339
R. Rogers	169 Murlong St	M.L. Rogers	50321999
J. Peters	7 Makepeace st	J. Peters	042180536
E. Bish	43A Gummow St.	E. Bish	50322397
N. Meering	57A Gummow St.	Norma Meering	50332785
B. Pearce	SWAN HILL	B. Pearce	
J. Adams	Swan Hill	J. Adams	
S. Silver	SWAN HILL	S. Silver	
REG JINNETT	70 MAILECEP	Reg Jinnett	5032327
Rebecca Hill	SWAN HILL	Rebecca Hill	
Gayle Biddle	MANMANTANCE	Gayle Biddle	
Glenn Anton	34 Gray Street	G. Anton	
Liz Martin	1 Foster St	Liz Martin	
Ang K... ..	1 Rose St	Ang K...	

16

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

BANB

NAME	ADDRESS	SIGNATURE	PHONE
Jess Maw	19 Notting Rd Swan Hill		0407054713
M. McDonald	5 Sellick St. SH.		
E Moore	Holloway Grove		
Lynne Parker	PO Box 165, North Essendon.		0421 509660.
Derek Parker	" "		"
Nicola Parker	" "	Nicola Parker	"
Joshua Parker	" "	Joshua Parker	"
Elizabeth Matheson	1105 Pentall Is Rd Pentall Island	E Matheson	50 37 2769
SHIRLEY DURDEN	ADAMS Rd, S. Hill		
Kieren Dwyer	" "	Kieren	
Hannah Mason	83 Grey St, Swan Hill	H Mason	
NORL BARBER			
PAUL LEWRY	Swan Hill		
FRANCES TAKA	Swan Hill		

17

To the members of the Swan Hill Rural City Council-





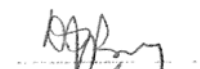





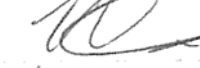
The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Natia Buchanan	90 Rutherford Street	<i>Natia Buchanan</i>	0424497001
CHRISTINE MURDOCH	17 CHISHOLM ST	<i>C Murdoch</i>	0429754215
WILMA VERNON	2/30 NOWIE ST	<i>W Vernon</i>	
Sharon Zielke	11494 Campbell St	<i>Sharon Zielke</i>	0498617651
Zed Garlick	46 Poole Blvd	<i>Zed Garlick</i>	04889
Simone Laens	167 Stradbroke Ave	<i>Simone Laens</i>	0499 536 508
Peter Ritchie	13 Dellar St	<i>P. Ritchie</i>	0417573021
John Ginnett	Elizabeth St Still	<i>J Ginnett</i>	
Doug Boyd	13 Wilson St	<i>D Boyd</i>	
Di Vanhessum	Swan Hill	<i>Di Vanhessum</i>	
Tamara Squires	Swan Hill	<i>Tamara Squires</i>	
under Chalbourne	Swan Hill	<i>Chalbourne</i>	0497296 987
MAVIS WARDLE	SWAN HILL	<i>M Wardle</i>	
John Siebert	Lake Boga	<i>John Siebert</i>	0488331119

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To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Felicity Kemp	Swan Hill		0432093065
BEV BEASLY	SWAN HILL		
Vicki Lloyd	Nyah West	Vicki Lloyd	0427302375
DAVID WARBORNE	SWAN HILL		0224057908
Travis Dow	Swan Hill		
My Bony	SWAN HILL		
ALAN TAYLOR	SWAN HILL		
Rick Collie	Uthmaniyah		
Al Teague	Swan Hill		
Josh Ellis	Swan Hill		
G O'NEILL	Swan Hill		
Y. Kelly	Swan Hill		
Janice Harvey	SWAN HILL	Janice Harvey	0455263028
Jean Edwards	Swan Hill	Jean Edwards	

PLEASE SIGN

Bump? ~~17~~ 18
19

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
B. ROWE	48 GRAY ST SWAN HILL	B. Rowe	0487604203
Brian Palko	36 Gray Street	[Signature]	
BETTY FOX	LALBERT RD. SWAN HILL	Betty M Fox	
Kierkerfoot	Swan Hill		
Russ Taylor	Swan Hill	[Signature]	
Emma Billing	Swan Hill	[Signature]	
BILL KING	SWAN HILL	[Signature]	
Shanae O'Meara	Swan Hill	[Signature]	
Jai Arnett	Swan Hill		
CHERYL STOROW	Beverford	[Signature]	
GARRY McCAIG	SWAN Hill	[Signature]	0413188261
B. J. FORT	Swan Hill	Michael J Fort	
B. DEIGHTON	SWAN Hill	[Signature]	50331724
I. Kelly	swan Hill	[Signature]	0478783589

Bomb

20

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
H. Davies	55 WEARNE RD TYNNEY RD 3568		
A. Martin	S. Hill	A. Martin	
C. Farrer	S.H.		
Jenni Drey	Swan Hill		
Emma Thompson	Nyan	Emma Thompson	
Maree Miles	Ultima	Maree Miles	
Bob Rogers	S/Hill		
Mary Rogers	Swan Hill		
Brandon Lusk	Swan Hill		
Geoff Dunstan	Swan Hill		
A. Bayly	Swan Hill		
Wendy Broussard	Swan Hill		
PAT King	Swan Hill		
V. Foster	Speewa		

BANB 21.

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
Heather Hicks	57 Poole Blvd	H. E. Hicks	0428351293
Dylyn Dejong	21 LG gas street	Dylyn Dejong	0447199512
Di Heslop	11 Dunstone St.	Di Heslop	—
SHIRLEY DURDEN	Swan Hill	S. Durden	0350330336
TONI PORTER	WOORINEE ST	Toni Porter	0408155744
LINDSAY ROBINS	12 MELLOR	L. Robins	—
MICHAEL HARROP	NOWIE ST	M. Harrup	—
JOAN NOTTING	STANDRIDGE AVE	J. Notting	—
JERINIA AGOSTA	NOWIE ST	J. Agosta	50322127
Heather Grant	10 Coyne Cr Swan Hill Adelaide	H. Grant	040837653
KATHY MASON	MASON	K. Mason	—
Vicki Devereaux	Swan Hill	V. Devereaux	—
Pete Lamaro	Swan Hill	P. Lamaro	—
Lecinne Peck	Swan Hill	L. Peck	0438 845413

22

To the members of the Swan Hill Rural City Council-

The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
		Kate Cuckling	0476960358
B. McCormack	TRESCO	Bry McCormack	
F. CHAMBERS	SWAN HILL.	F. Chambers	50324612
S. GILSON	Swan Hill	S. Gilson	0429-76858
J. IRVIN	Swan Hill	J. Irvin	5408502145
Ryan Pitts	Swan Hill	Ryan Pitts	0448826081
E. de Mink	Ultima	E. de Mink	
Val Paull	Swan Hill	Val Paull	503
Joy Murray	Swan Hill	Joy Murray	
S. WORTON	Blatze Swan Hill	S. Worton	0424298531
Paige Wornev	Swan Hill	Paige Wornev	
Dean Porter	Swan Hill.	Dean Porter	
MAT FILBIN	SWAN HILL	Mat Filbin	
DAMIAN CHAPMAN	SWAN HILL	D. Chapman	

23

To the members of the Swan Hill Rural City Council-


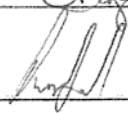
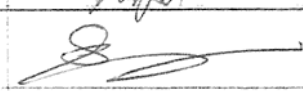
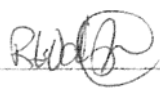
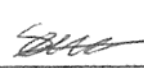



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NAME	ADDRESS	SIGNATURE	PHONE
<i>[Signature]</i>		<i>[Signature]</i>	
Therese Comitti		<i>[Signature]</i>	
NSLA BAXTER		Nola Baxter	
Julie Whateley	94 High St S Hill	<i>[Signature]</i>	
Sarah Vernon	1 barnett St S Hill	<i>[Signature]</i>	
BRETT PAULL	11 Kings	B Paull	
HEATHER MONK	188 STRADBROKE AVE	<i>[Signature]</i>	
David Dooh	18 Wannon ^{ct}	<i>[Signature]</i>	
PETER HARLEY	2 Wannon CRT S Hill	<i>[Signature]</i>	
Elizabeth Pomeroy	95A High Street	<i>[Signature]</i>	
K FOOTI	Swan Hill		
G. Smith	34 PARKVIEW DR.	<i>[Signature]</i>	
DoA Pendlebury	50 Poole Blvd SH	<i>[Signature]</i>	
<i>[Signature]</i>	6 Guardian COURT	<i>[Signature]</i>	

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The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
C Bryan	Swan Hill		
M. HOWARD	Swan Hill		
S. Paynter	Swan Hill		
R. Walsh	Swan Hill		
Maureen Stevens	Swan Hill	Ms Stevens	0458162216
Shanae O'Hearn	Swan Hill		
B. Belfrage	Swan Hill	B. Belfrage	
D. ROBERTS	Swan Hill		
L. Moer	Swan	L. Moer	
P. Johnson	Swan	Paige	
G. Powell	Swan Hill		
P. Water	Swan Hill		
Timmins	Swan Hill		
A. King	Swan Hill	A. King	

25

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The residents of Murray Gardens Retirement Village, with residents of The Billabong Estate and neighbours, wish to draw the attention of the council members the need for a bus stop near to or adjacent to our village.

NAME	ADDRESS	SIGNATURE	PHONE
WENDY BRUSSAR	11 Wilking Grove	W.B. Brussar	0428332462
Jocki Bird	25 Rutherford	J Bird	
Sam Nelson	5 Mundke Ave	S Nelson	
Ruth Macfarlane	32 Poole Blvd	R Macfarlane	
Ueki Dewere	156 Runciman Rd	Ueki Dewere	
Jenni Chung 6 Macle	22 Loch Drive Sw WOODRIDGE	J Chung	
R. Aston	10 Ellwood crt	R. Aston	0407801596
Naneisha Aston	10 Ellwood crt	N. Aston	
AMOL INGRAM	22 GLANSTONG AVE URTIMA	A. Ingram	
Ava Crow	6 Goyne Crescent		
Denna Woodstenerck	Unit 1/145 McCAULUM STREET	D Woodstenerck	
Viv Holland	2a Doyle St	V Holland	
Kylie Hehea	25 Young St Swan Hill	K Hehea	

[REDACTED]

[REDACTED]

[REDACTED]



- **Public Question Time**

SECTION B – REPORTS

B.19.67 RISK MANAGEMENT POLICY AND FRAMEWORK

Responsible Officer:	Director Corporate Services
File Number:	S16-25P-04-216
Attachments:	1 Risk Management Policy 2 Risk Management Framework

Declarations of Interest:

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

Summary

Effective risk management is essential for sound strategic and financial planning and ongoing business. Council has a Common Law duty of care and statutory responsibilities to ensure that risk management is incorporated in all aspects of its business. The attached draft Risk Management Policy and Framework has been prepared in response to these requirements.

Discussion

The Risk Management Policy and Framework outlines processes for ensuring that:

- Risk management is everyone's responsibility and an integral part of all Council processes;
- Council has a current and comprehensive understanding of its risks;
- Staff, contractors and the community are protected against personal, physical and financial losses that is within the control of Council, and
- Risk management enables continual improvement of the organisation.

Consultation

Equivalent policies and frameworks of other Councils in Victoria were reviewed during the drafting process.

The draft policy and framework has been presented to Council's Executive Leadership Team (ELT) for comment and councilor assembly for Councillor input. All feedback received was positive and suggestions for minor amendments were made. These have been incorporated into the draft documents where appropriate.

Financial Implications

The effective management of risk ensures the efficient, effective and ethical use of resources and services by rate-payers, residents, staff and visitors.

Social Implications

The effective management of risk ensures the efficient, effective and ethical use of resources and services by rate-payers, residents, staff and visitors.

Economic Implications

The effective management of risk ensures the efficient, effective and ethical use of resources and services by rate-payers, residents, staff and visitors.

Environmental Implications

The effective management of risk ensures that Council activities and assets do not create unreasonable levels of risk to the environment.

Risk Management Implications

The Risk Management Policy and Framework provides an integrated and consistent approach to risk management to ensure that risks are identified and addressed during planning, decision-making and everyday operations.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Nil

Recommendation

That Council adopt the Policy and Framework as presented.

Date Adopted	November 2007
Date Reviewed-current as at	July 2019
To be Reviewed	July 2023

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



POLICY TITLE RISK MANAGEMENT

POLICY NUMBER CPOL/CORP216

1. PURPOSE

Swan Hill Rural City Council ('Council') recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates. Council recognises that by embedding risk management into all organisational systems and processes Council will optimise its ability to meet its organisational objectives.

The purpose of this policy is to ensure Council manages risk effectively, to maximise the ability for Council to deliver on its objectives, promote sound decision-making and prioritise resources.

2. SCOPE

This Policy applies to all activities undertaken across Council.

3. POLICY

Council will create a risk aware culture that effectively and systematically manages risk in order to maximise opportunities and limit adverse affects in accordance with AS/NZS ISO 3100:2009 Risk management standard.

To achieve these goals Council will:

- Implement, monitor and review Council's Risk Management Framework
- Integrate risk management into existing planning and operational activities
- Facilitate continual improvement of risk management through the setting and review of objectives and targets
- Provide timely and transparent communication and consultation with stakeholders
- Provide staff with the appropriate skills in risk management principles and processes
- Assign clear responsibilities to staff at all levels for managing risk
- Ensure the Policy is properly communicated and understood
- Regularly review risk management performance as part of our commitment to continuous improvement

4. RESPONSIBILITIES

All staff, contractors and volunteers have a significant role in the management of risk and are responsible for identifying and reporting risks, adhering to Council's Risk Management Policy, Framework and any related documentation.

5. RELATED POLICIES/DOCUMENTS

Risk Management Framework
Occupational Health and Safety Policy - POL/OHS901
Fraud Control Policy – POL/CORP226

Date Adopted November 2007
Date Reviewed-current as at July 2019
To be Reviewed July 2023

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



Incident and Hazard Reporting – POL/CORP230
Staff Code of Conduct – POL/STAFF127
Business Continuity Policy – POL/CORP233

6. RELATED LEGISLATION

Australian/New Zealand Standard ISO 31000:2018 – Risk management – Principles and guidelines
Occupational Health and Safety Act 2004
Local Government Act 1989

Signed: _____ Mayor Date: _____



Risk Management Framework

2019



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Introduction

Context

Council recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates.

Council is committed to creating a positive risk aware culture where Council effectively and systematically manages risk. Recognising and responding to opportunities, as well as effectively managing for things that could go wrong, will not only support the success of Council in meeting its objectives but also ensure that Council remains relevant and resilient into the future.

Definition of risk and risk management

Risk is defined in ISO Guide 73:2009 as the 'effect of uncertainty on objectives, where an effect is the deviation from what is expected'. Risk is the potential for either a positive or negative deviation from the objectives Council expects to achieve. Risk is often expressed in terms of an event's consequences and the likelihood of its occurrence.

ISO Guide 73:2009 defines risk management as 'coordinated activities to direct and control an organisation with regard to risk'. Risk management should occur in a systematic, transparent and disciplined way that will contribute to Council's success in delivering its objectives.

The benefits of a robust Risk Management Framework include:

- improved ability to identify, evaluate, and manage threats and opportunities
- enable better decision making
- improved accountability and better governance
- improved organisational performance and resilience
- maintain the community's confidence in the services that are delivered by Council

Purpose

The purpose of the Risk Management Framework is to provide:

- an understanding of Council's risk management processes;
- describe the roles and responsibilities for managing risk; and
- outline the process for reporting and ongoing monitoring and review of risk.

Risk Management Standard

Council's Risk Management Framework is based on the International Risk Management Standard *AS/NZS ISO 31000:2009 Risk management - principles and guidelines*. The Standard provides a generic, internationally accepted basis for best practice risk management.

The 11 **principles of risk management** state that risk management:

- a) creates and protects value;
- b) is an integral part of the agency's processes;
- c) is part of decision making processes;
- d) explicitly addresses uncertainty;
- e) is systematic, structured and timely;
- f) is based on the best available information;
- g) is tailored to the agency;
- h) takes human and cultural factors into account;
- i) is transparent and inclusive;
- j) is dynamic, iterative and responsive to change; and
- k) facilitates continual improvement of the agency

Relationship to other policies

Council takes an integrated approach to managing risk and consideration and management of risk forms part of both our operational and audit work.

The Risk Management Framework is supported by, and developed having regard to the following documents:

- Annual Budget & Long Term Financial Plan
- Council Plan 2017-2021
- Local Government Act 1989 and other relevant Acts

- Asset Management Policy
- Business Case Directive
- Business Continuity and Disaster Recovery
- Code of Conduct
- Communication Strategy
- Delegations of Authority
- Fraud Control Policy
- Health and Wellbeing Plan
- Insurance manual/policies
- Internal Audit / Audit Committee and other audits
- IT Security Directive and IT Strategy
- Media Policy
- Occupational Health and Safety Policy
- Organisational Structure
- Procurement Policy & Delegations of Financial Authority
- Records Management
- Regulatory Compliance
- Road Management plan

Risk Management Framework

Council has adopted an organisational risk management program in accordance with the principles set out in the International Standard AS/NZS ISO31000:2009.

Risk Management Policy

Key to the Risk Management Framework is a policy statement that communicates Council's commitment to the development of a positive risk aware culture, where risk management is part of everyday activity throughout Council and establishes clear expectations regarding staff responsibility for identifying and managing risk.

Risk Management Procedure

The Risk Management Procedure (Figure 1) is an interactive process consisting of seven defined steps.

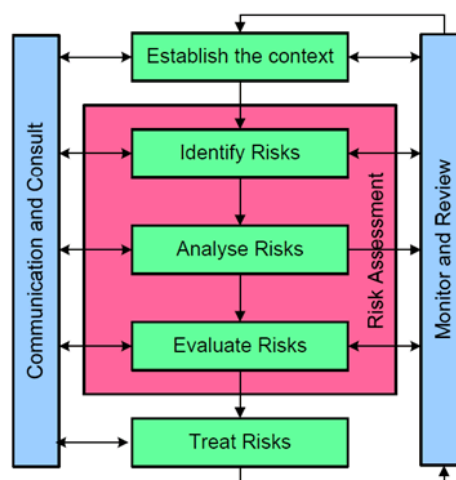


Figure 1 – Risk Management Process AS/NZ ISO 31000:2009.

The key elements of a risk management process are as follows:

- **Establish the context** means understanding Council's objectives, defining internal and external factors that could be a source of uncertainty, helping identify risk and setting the scope and risk criteria for the remaining risk management process.
- **Risk identification** determines what, where, when, why and how risks could arise, and the effect this would have on the Council's ability to achieve its objectives. Risks may also be investigated through workshops that engage relevant stakeholders drawn from the public, private or community sectors.
- **Risk analysis** determines the risk level against the risk criteria by understanding how quickly a risk can occur, the sources and cause of a risk, the consequences and likelihood of those consequences. Analysis takes into account the effectiveness of existing controls.
- **Risk evaluation** compares the level of risk against the risk criteria and considers the need for treatment. Assessing the risks in relation to each other supports prioritisation and highlights differences. Mitigation strategies can be taken into account to derive the residual risk.
- **Risk treatment** involves assessing and selecting one or more options for modifying risks by changing the consequences or likelihood and implementing selected options through a treatment plan.

- **Communication and consultation** takes place throughout the risk management process with all identified stakeholders to ensure those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made.
- **Monitoring and review** confirms that risk and the effectiveness of control and risk treatments are monitored and reported to ensure that changing context and priorities are managed and emerging risks identified.

The Risk Management Procedure section of this document provides a detailed procedure on this process.

Risk appetite

Risk appetite statements support risk evaluation and defines the amount and type of risk Council is willing to accept or retain in order to achieve objectives. The treatment of all Council risks should take into account risk appetite.

Council's risk appetite statements will be reviewed on a regular basis and updated as required to reflect:

- Council's changing vulnerability to certain types of risks
- New and emerging risks
- Council's increasing levels of risk management maturity
- Changes to Council's management, organisational structure or objectives

Risk register

To manage risk effectively across Council, key stakeholders must have full knowledge of the range of risks Council faces, including how these risks might change with time, and the associated risk control strategies.

Council captures this information in the risk register. The risk register is a list of the risks, strategic, operational and project, which have been identified and assessed using Council's formal risk management process.

The risk register is a living document subject to regular review. Risk Owners are responsible for entering risks into the risk register and updating as risks are addressed, risk treatment strategies change and/or new risks are identified.

Council's risk register captures the following core information:

Risk ID	Unique identifier which identifies the risk
Date	Date the risk was identified
Risk Category	The category that the risk best fits
Description	A description of the risk
Consequences	A description of the consequences/impact of the risk
Risk Type	Type of risk - strategic, operational or project
Business Unit	The business unit(s) responsible for the risk
Risk owner	The position(s) who is responsible for managing the risk
Current control strategy	Existing controls that are in place
Inherent risk rating	Risk rating before controls or mitigating action, risk rating as per risk matrix
Current control effectiveness	Level of effectiveness of current controls
Residual risk rating	Risk rating after controls

Risk Management Strategy

Council's risk management strategy describes Council's future vision, direction and objectives for risk management.

The Risk Management Strategy contains the risk management plan that details the key activities designed to achieve these objectives and includes:

- roles, accountabilities and responsibilities
- timeframes for risk management activities
- performance measures
- review processes

Risk Management Information System

A risk management information system used consistently across an organisation can aid and develop communication, understanding and management of risks.

Council's risk management information system is tickit on demand. Tickit on demand is used to:

- record all risks across Council (Council's risk register)
- provide reports summarising Council's total risk exposure and risk profile
- track progress and implementation of risk treatment
- capture actual losses or gains and near-miss risk events (incident reporting)

Risk criteria

To ensure a common understanding of how to evaluate the significance of a risk Council needs a set of standard risk criteria.

Council's risk criteria have been developed taking into account the environment Council's risk management process operates in. The criteria provide guidance on what types of risk will be considered and how these will be measured, and establishing criteria to decide if a given risk is acceptable or tolerable.

Council's risk criteria include:

- **Consequence levels:** the scale used to assess consequences of a risk
- **Consequence table:** a matrix where consequence levels are described for different types of consequences
- **Likelihood table:** the scale used to assess the likelihood of a risk
- **Control effectiveness:** the scale used to assess risk controls
- **Risk matrix:** a technique used to combine consequence and likelihood to determine the level of a risk
- **Risk appetite:** describes the escalation actions required for each risk level

Refer to Appendix 2 for descriptions of the above risk criteria.

Risk Management Procedure

The Risk Management Procedure is a core component of the Risk Management Framework. The formal risk management process enables Council to establish the context, understand what is uncertain, identify and assess what could happen and make a decision about what needs to occur.

The following Risk Management Procedure is provided as a flow chart in Appendix 3.

Establish the context

The process starts by understanding the context within which the business unit or project for which the risk assessment is being developed exists.

Risk Owners are responsible for establishing the context prior to the commencement of the risk assessment stage of the process. Assistance can be provided by the Risk and Compliance Officer or members of the Risk Management Committee.

Risk assessment

Risk assessment is a structured approach to identify and analyse the uncertainties that exists in meeting Council's objectives. Risk assessment consists of three stages: risk identification, risk analysis and risk evaluation.

Stage one: Risk identification

Risk identification is the process of finding, describing and recognising uncertainties that might enhance or hinder Council's ability to achieve its objectives.

All staff are responsible for identifying and reporting risks. Assistance can be provided by the Risk and Compliance Officer or members of the Risk Management Committee.

How to identify risks

Council uses both a systematic and incidental approach to identify new hazards and risk, including:

- Structured risk and opportunity identification processes for example risk workshops, departmental planning process
- Identification through normal Council activities for example meetings, inspections, internal and external feedback
- Assessment against standards for example quality reviews and audits, internal and external audits
- Incidents (risk events) or complaints
- Investigation processes

How to describe risks

The risk description needs to be written in a manner that ensures that the cause, event and impact on Council's objectives are consistently and clearly defined and differentiated and so that those who were not involved in the assessment process can understand the risk.

Note: Risks often have more than one cause, and you may need to determine whether the risk is better described and analysed being combined or identified separately.

How to classify risks

All identified risks are classified under the most suitable risk category; financial; environmental; reputation; infrastructure, assets and systems; legal or health and safety.

Refer to Appendix 2 Table 6 for descriptions of risk categories.

Stage two: Risk analysis

This step involves determining the likelihood and consequence of each risk, in order to establish the level of risk. The aim is to understand the nature and level of the risk, the current controls and the effectiveness of the controls in place so a decision can be made about whether the risk needs to be treated.

Risk Owners are responsible for the risk analysis and determining the inherent and residual risk ratings and assessing the effectiveness of the controls. Assistance can be provided by the Risk and Compliance Officer or members of the Risk Management Committee.

How to determine the level of risk (risk rating)

To determine the level of risk (risk rating) you need to estimate the consequence and likelihood of the risk and combines these components.

Risk rating = likelihood x impact (consequence)

Refer to Appendix 2 Table 3 for Risk Likelihood, Table 7 for Risk Consequence descriptions and Table 1 for Risk Matrix.

How to assess the effectiveness of controls

To rate the effectiveness of controls review the controls against Council's control effectiveness criteria.

Refer to Appendix 2 Table 2 for control effectiveness criteria.

Stage three: Risk evaluation

Risk evaluation is the process of deciding which risks require further treatment and in what order. It is based on the outcomes of risk analysis. It involves determining where the risk, after existing controls are applied, sits compared with the level of risk Council is prepared to accept or tolerate and the need for and priority of further treatment.

The Risk Owner is responsible for the evaluation of risks. Assistance can be provided by the Risk and Compliance Officer or members of the Risk Management Committee.

How to evaluate a risk

Assess the residual risk rating, taking into consideration the effectiveness of controls against Council's risk appetite and tolerance levels.

Where the residual risk exceeds these levels the risk will need to be treated.

Risk treatment

Risk treatment is the process of identifying, selecting and implementing responses to risks that fall outside the risk levels Council is prepared to accept or tolerate.

This part of the risk management process seeks to reduce the residual risk level to within Council's determined risk appetite and tolerance levels through the development of additional controls that address the underlying causes and/or gaps with the current controls. It involves setting priorities for risk treatment actions, including responsibilities, timeframes, proposed treatment measures and follow up action.

The Risk Owner is responsible for leading the development of risk treatment plans and ensuring the risk treatment actions are implemented effectively and within agreed timeframes. Assistance can be provided by the Risk and Compliance Officer or members of the Risk Management Committee.

Risk Treatment Options

Risk may be treated with one of the following approaches.

1. Changing the likelihood by developing and implementing strategies to change the likelihood of the risk occurring, either to reduce the chance of negative outcomes or increase the chance of positive outcomes
2. Changing the consequence by developing and implementing strategies to reduce the size of negative outcomes or increase the size of positive outcomes
3. Transfer or share the risk with a third party, such as a contractor or insurer.
4. Avoid the risk by not undertaking the activity.
5. Accept the risk based on informed decision: This may be appropriate where the remaining risk levels are insufficient to justify potential treatment options or where it is not possible or is not cost-effective to treat the residual risk.

How to determine the most appropriate risk treatment

Risk treatments need to be cost-effective, practicable and commensurate with the level of the risk.

When selecting the most appropriate treatment or combination of treatments you need to balance the costs and resource requirements against the likely benefits. Both financial and non-financial costs and benefits should be considered in making this assessment.

Monitoring and review

The purpose of regular monitoring and review is to confirm that risks and the effectiveness of control and risk treatments continue to be relevant to the changing context, priorities are managed and emerging risks identified.

Risk Owners are responsible for the ongoing monitoring and review of risks within their area of responsibility at the appropriate intervals in accordance with Risk Appetite table (refer to Appendix 2 Table 4).

Roles and responsibilities

An overview of Council's key risk management responsibilities is set out below:

All staff and volunteers	<ul style="list-style-type: none"> Contribute to effective risk management within their area of responsibility, including the identification of emerging risks and opportunities Adhere to Council's risk management policy and procedures Contribute feedback to risk management review processes
Chief Executive Officer	<ul style="list-style-type: none"> Lead and champion Council's commitment to developing a positive risk-aware culture Ensure that risk management is integrated across key organisational strategic and operational planning and reporting Support the ongoing resourcing and implementation of risk management Monitor and evaluate performance of Directors against risk management responsibilities
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> Foster a positive risk-aware culture across the organisation Oversee the implementation of risk management across the organisation Define and communicate Council's risk appetite and tolerance Identify, assess and manage strategic risks Review and endorse Risk Management Policy, Framework and supporting processes and templates
Directors	<ul style="list-style-type: none"> Foster a positive risk-aware culture across the organisation Implements risk management within their directorate Ensure their staff members are aware of expectations in relation to risk management Monitor and evaluate performance of direct reports against risk management responsibilities
Managers	<ul style="list-style-type: none"> Foster a positive risk-aware culture across the organisation Implements risk management within their area of responsibility Ensure their staff members are aware of expectations in relation to risk management Monitor and evaluate performance of direct reports against risk management responsibilities
Project Managers	<ul style="list-style-type: none"> Develop strategies for the management of project risks and document these strategies in the project plan Ensure the effective management of risks within the project team to support the achievement of project objectives Escalate risks to the project control group, the project sponsor or the ELT (where required)
Risk and Compliance Officer	<ul style="list-style-type: none"> Foster a positive risk-aware culture across the organisation Coordinate the development and implementation of the risk management policy, framework and associated processes across the organisation Provide specialist risk management assistance, support and training to staff members Oversee the management of council's risk information system Coordinate the monitoring and review of risk management implementation and effectiveness Coordinate communication and reporting on risk management for the risk management committee Support the operation of the risk management committee

Risk Owners	<ul style="list-style-type: none"> • Manage risks responsible for within Council's risk appetite and tolerance levels • Oversee implementation and effectiveness of risk controls and treatment action plans
Risk Management Committee	<ul style="list-style-type: none"> • Foster a positive risk-aware culture across the organisation • Support the implementation of the Risk Management Policy and Framework • Establish and monitor key performance indicators for the implementation and operation of the Risk Management Framework • Facilitate the formal review and update of the Risk Management Framework • Monitor event and insurance claim trends
Audit Committee	<ul style="list-style-type: none"> • Provide independent assurance, advice and assistance to council on risk management, control, governance, and external accountability responsibilities as defined in the audit committee charter
Internal Audit	<ul style="list-style-type: none"> • Provide assurance to the ELT, Audit Committee and the Risk Management Committee on the effectiveness of the system of internal controls and risk management

Reporting

Accurate and timely reporting of risk information is essential to good corporate governance. Information on current and emerging risks, and treatment and monitoring plans should be used in strategic planning, divisional, operational and project management processes to provide reasonable assurance that Council's objectives will be met.

The following table summarises the reporting required for risk management:

Report name	Content	Audience	Responsibility	Frequency
Risk Register	Summary of Risk Register Report will reflect: <ul style="list-style-type: none"> • Risks in each category and any new high or extreme risks and overdue for review 	Council ELT	Risk and Compliance Officer	Annually
Risk Management Report	Report on all facets of risk within council at a high level Reports will reflect: <ul style="list-style-type: none"> • Risk profile • New and emerging or potential threats • Recent Risk Treatment Plans that have been implemented • Risk event statistics and trends • Performance against KRIs 	ELT Risk Management Committee	Risk and Compliance Officer	Quarterly
		Audit Committee	Risk and Compliance Officer	Six monthly
Operational Risk Report	Reports on risk profile for respective operational area. Report will reflect: <ul style="list-style-type: none"> • Medium, high or extreme risks • Details of risks that have ineffective controls • Risks that are not being monitored 	Risk Owners Business Unit Managers Project Managers	Risk and Compliance Officer	Quarterly
Extreme risk notification	Notification of risks with a residual risk rating of Extreme.	ELT Risk and Compliance Officer	Risk Owners	Prompt report/advice to ELT
Internal audit report	Outcomes from internal audit	Audit Committee	Internal Auditor	Quarterly
External audit report	Outcomes from external audit	ELT and Risk Management Committee	Auditor / Insurance Auditors	As required
Incident Report	Communicate risks realised, including control failures	Risk and Compliance Officer Risk Owner	Employee	Ad hoc – as they occur

Staff Communication	Includes but not limited to risk management policy and framework, training and development	All employees	Risk and Compliance Officer	As required
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Monitoring and Review

Monitoring and reviewing Council's risk management framework is essential in ensuring it remains fit for purpose and assessing whether Council's approach to risk management remains consistent with its objectives.

Council assesses risk management performance formally through the regular risk monitoring and review activities detailed below:

Activity	Description	Responsibility	Timing
Key Risk Indicator	Report on performance indicators that measure the extent to which the risk management framework is contributing to achieving Council's objectives.	Risk Management Committee	Annually
Risk Management Plan	Review the progress of the risk management implementation plan	Risk Management Committee	Quarterly
Risk Management Framework	Conduct an audit of the risk management framework's effectiveness based on the 11 principles set out in ISO 31000	Risk Management Committee	Bi-annually
Risk Management Policy and Framework	Review and update the Risk Management Policy and Framework to ensure it remains relevant to our external and internal context	Risk Management Committee	Bi-annually
Risk Management Maturity	Review the alignment of Council's risk management framework with the ISO 3100 standard and test the maturity of Council's framework against a set of success indicators for each attribute	Risk Management Committee	Annually
Risk culture	Conduct an assessment of the risk management culture risk culture assessment	Risk and Compliance Officer	Annually

Appendices

Appendix 1 - Glossary

Term	Definition/Comments
Council	The Council of the Swan Hill Rural City Council
Risk	The effect of uncertainty on objectives. It is measured in terms of a combination of the likelihood of an event and its consequences.
Risk management	coordinated activities to direct and control an organisation with regard to risk
Risk Management process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context and identify, analyzing, evaluating, treating and monitoring and reviewing risk.
Risk appetite	The amount and type of risk an organisation is prepared to accept or avoid in pursuit of its goals.
Risk assessment	The overall process of risk identification\, risk analysis and risk evaluation.
Risk category	A class or group of risk events based on their risk consequence.
Risk owner	person or entity with the accountability and authority to manage a risk
Risk tolerance	Council's readiness to bear the risk after risk treatment in order to achieve objectives. Risk tolerances are based on the maximum level of acceptable risk and may be expressed in various ways depending on the nature of the risk.
Risk treatment	process to modify risk, it can involve: <ul style="list-style-type: none"> • avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk • taking or increasing risk in order to pursue an opportunity • removing the risk source • changing the likelihood • changing the consequences • sharing the risk with another party or parties (including contracts and risk financing) • retaining the risk by informed decision Sometimes referred to as "risk mitigation", or "risk reduction".
Risk owner	person or entity with the accountability and authority to manage a risk
Residual Risk	Risk remaining after risk treatment

Inherent Risk	The risk that is present before any controls are put in place to manage that risk. The total plausible maximum impact on an organisation arising from a risk without regard to controls
Strategic Risk	Risks associated with Council's achievement of high-level goals, aligned with and supporting Council plan objectives.
Operational Risk	Risks associated with effective and efficient use of Council's resources.
Consequence	The outcome or impact of an event. Consequences can be positive or negative.
Control	A measure that modifies a risk. This could be a process, policy, device, practice or other action.
Likelihood	The chance that something might happen.
Risk Management Strategy	Describes Council's future vision, direction and objectives for risk management. It incorporates key activities designed to achieve these objectives and the plan to build risk management capability and maturity.
Event	Occurrence of a particular set of circumstances.
Risk avoidance	An informed decision not to become involved in, or to withdraw from, a risk.
Risk evaluation	The process of comparing the level of risk against risk criteria.
Risk criteria	The term of reference by which the significant of risk is assessed.

Appendix 2 – Risk criteria

Table 1 - Risk matrix

		CONSEQUENCE				
		1	2	3	4	5
LIKELIHOOD	A	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
	B	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	C	LOW	MEDIUM	HIGH	HIGH	HIGH
	D	LOW	LOW	MEDIUM	MEDIUM	HIGH
	E	LOW	LOW	MEDIUM	MEDIUM	HIGH

Table 2 - Control effectiveness

Control Effectiveness	Description
Effective	Existing controls address risk, are in operation and are applied consistently. Management is confident that the controls are effective and reliable. Ongoing monitoring is required.
Partially effective	Controls are only partially effective, require ongoing monitoring and may need to be redesigned, improved and supplemented.
Ineffective	Management cannot be confident that any degree of risk modification is being achieved. Controls need to be redesigned.

Table 3 - Risk likelihood

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

Table 4- Risk Appetite

Council is committed to ensuring risks are controlled in order to protect both internal and external stakeholders. Due to the varying risks Council programs and projects face, Council has put in place the following levels of risk that will be used to assess the acceptability of our risks:

Residual Risk Rating	Risk Escalation	Response (Actions)	Review frequency
Extreme	ELT – immediately when identified	Require authorisation by ELT. To accept the risk the activity must be vital to achieving Council's objectives and all other options explored.	Monthly
High	ELT - immediately when identified	Acceptable when ELT has reviewed the risk and agreed to accept it.	Six months
Medium	Responsible Manager	Council will accept the risk and manage the risk using existing processes and controls.	Every two years
Low	Responsible Manager	Council will accept the risk and manage the risk using existing processes and controls.	Every three years

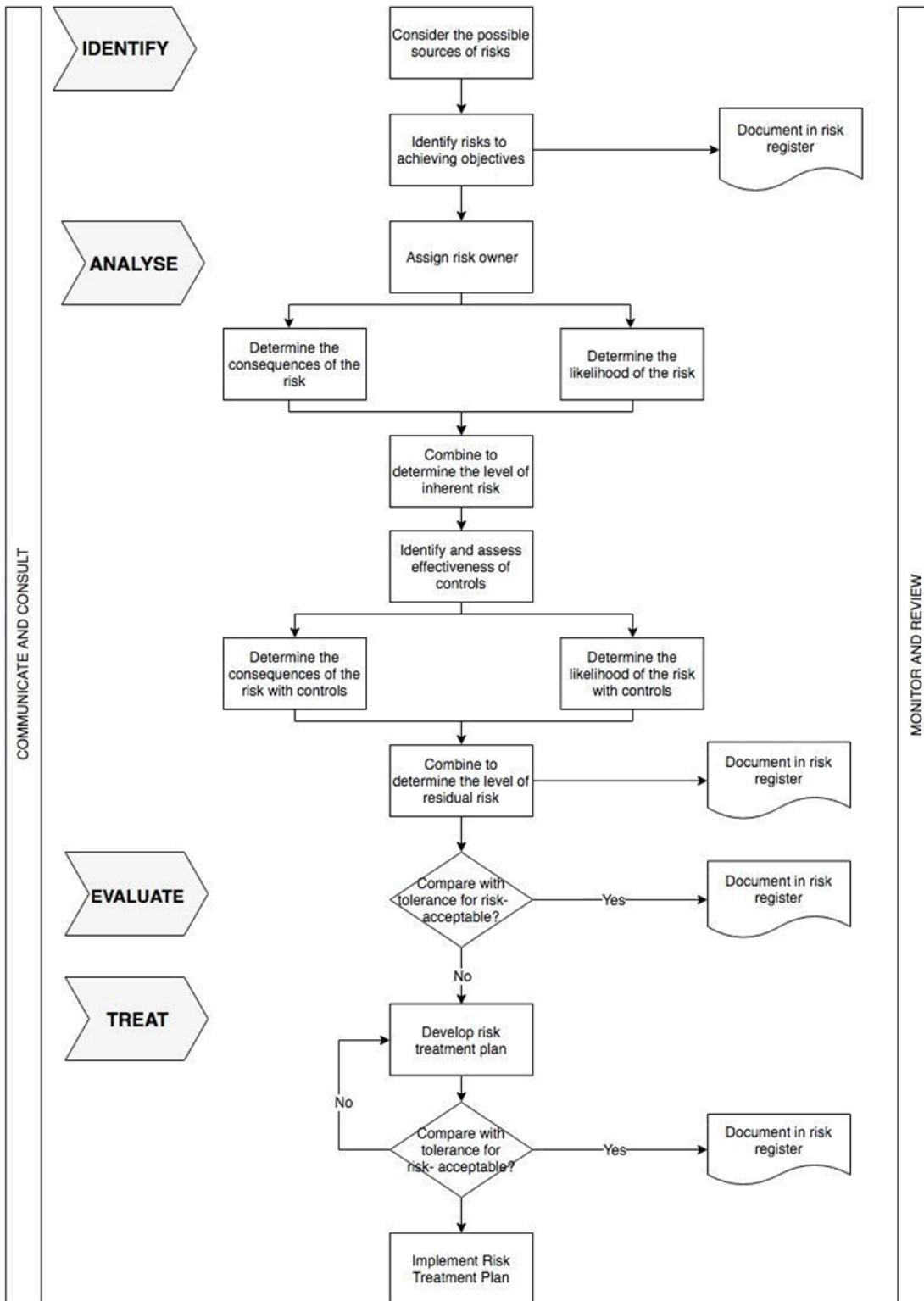
Table 5 - Risk consequence category

Risk Consequences Category	Description of Risks
Financial	Risks which have the potential to give rise to a financial loss.
Environmental	Risks of reduction in environmental amenity, either on Council owned or controlled sites or more broadly in the community. Environmental impact needs to be directly attributed to the actions of Council.
Health and safety	Risks related to the health and safety of employees, contractors and third parties, clients, tenants, volunteers, visitors and the community more broadly working on any Council owned or controlled site or impacted on by the direct actions of Council.
Reputation	Risks which would reduce the standing and reputation of Council in the local and broader community and with government.
Infrastructure, assets and systems	Damage to Council owned or Council controlled assets. Risks with the potential to limit or remove council services for a period of time.
Legal	Risks resulting from a failure to comply with legislative, contractual and regulatory requirements which apply to the operations of Council.

Table 6- Risk consequence

Consequence	Risk Category						
	Financial	Environmental	Health and safety	Reputation	Infrastructure, assets and systems	Legal	
Catastrophic	Extensive financial loss > \$7.5M (Approximately 15% of annual revenue)	Widespread irreversible environmental damage.	Multiple fatalities or extensive long term injury to a group.	State Government dissolves the municipality.	Extensive and total loss of functions across organization greater than 14 days. Long term loss of large facility including total damage to assets such as IT and data.	Regulatory or contract breaches causing very serious litigation, including major class action. Potential multiple criminal penalties or civil liability action.	5
Major	Significant financial loss (\$150k - \$1M)	Significant environmental damage taking up to 5 years to repair. Requires moderate restorative work.	Significant injury involving treatment or hospitalization. Rehabilitation within 2 years.	Extensive or serious public criticism or media coverage. Potential for broad media attention.	Significant downtime or outage in multiple areas of organisation up to 14 days. Substantial management required. Damage to one part of major facility. Moderate damage/ loss of major assets including IT and data.	Regulatory or contract breaches causing investigation by a relevant authority. Moderate fines and prosecution.	4
Minor	Minimal financial loss (<\$50,000)	Brief, non hazardous temporary pollution or damage.	First Aid only required.	No media coverage, complaint to employee.	Less than 7 day outage of a single area.	Negligible impact. No fines or prosecution likely.	1
Insignificant							

Appendix 3 – Risk Management Procedure flow chart



B.19.68 LONG TERM FINANCIAL PLAN 2019/20 TO 2028/29

Responsible Officer: Director Corporate Services
File Number: S15-06-05
Attachments: 1 Long Term Financial Plan 2019/20 to 2028/29

Declarations of Interest:

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

Summary

Officers have developed a Long Term (10 year) Financial Plan for the organisation. The Plan is based on a number of assumptions which are detailed in the Plan. The Plan will be reviewed annually once the Council Annual Budget has been adopted. The Long Term Financial Plan 2019/20 to 2028/29 is presented for adoption.

Discussion

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

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

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

The base year for the Plan is the adopted 2019/20 Council Budget. Each year's financial information is projected from the preceding year by applying the specified assumptions and any changes due to a specific event, such as increased revenue from a particular service or expected increases in expenditure that are currently known. The adopted Ten Year Major Projects Plan has been used as the basis for capital and non-recurrent operational expenditure and the associated grant income. Any additional operational efficiencies will be used to offset the reduction, in real terms, in grant income and the operational and maintenance costs of new assets that are to be constructed over the life of the Plan.

Some key aspects of the Plan are:-

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

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

The Long Term Financial Plan 2019/20 to 2028/29 is presented for adoption.

Consultation

Council's Executive has reviewed the Plan.
The Plan was discussed at a Councillor Assembly held on 28 May 2019.

Financial Implications

The Plan will guide Council's future financial decisions.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

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

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council can choose to adopt or not adopt the Long Term Financial Plan 2019/20 to 2028/29.

Recommendation

That Council adopt the Long Term Financial Plan 2019/20 to 2028/29 as presented.



Long term financial plan 2019/20 - 2028/29 DRAFT



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1. Executive summary

1.1 Introduction

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 20,759 people. It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Woorinen, Ultima, Manangatang, Boundary Bend and Tresco. Featuring a modern and thriving regional centre, the Swan Hill municipality also boasts the characteristics of rural living including a strong community and relaxed lifestyle.

Agriculture and manufacturing drive the Swan Hill Rural City economy. Almost 19 per cent of the total economic output from the region comes from agricultural production. Irrigated farming (including stone fruit, grapes, nuts, olives and vegetable production) accounts for over 11 per cent of the total economic output for the municipality, while traditional livestock and broadacre farming accounts for almost four per cent. More than 18 per cent of all jobs in the city are directly related to agriculture. Food manufacturing (processing) accounts for almost 10 per cent of the municipality's economic output. Expansion of horticultural and food processing industries is expected to continue over the life of this plan.

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

1.2 Purpose

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

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

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

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

Key financial issues and challenges

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

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

Strategies to address these challenges

The key strategies embedded in the LTFP are to:

- Identify alternative revenue streams to take pressure off rate increases (Refer 2.1.3)
- Aggressively pursue government grants to fund new infrastructure and services (Refer 2.1.7 & 2.1.8)
- Actively lobbying for a return of funding for Local Government to a minimum of 1% of Federal Taxation Revenue
- Ensure that service users are making reasonable contributions to the cost of those services through appropriate fees and charges (Refer 2.1.3)
- Seek greater financial and community returns from Council's property portfolio including the rationalisation of property holdings (Refer 2.1.9)
- Review the operating budget to ensure Council is delivering the right services in the most cost effective way, including sharing facilities or services with other organisations (Refer 2.2.2)
- Identify sustainable efficiency gains in the operating budget (Refer 2.2.1 & 2.2.2)
- Ensure that any new programs or projects generate specific community value and are funded in a sustainable way
- Reduce the level of debt held by Council and ensure that any new debt is based on a sound business case and demonstrated community benefit (Refer 2.2.4)
- Increase funding for capital renewal and new/upgrade works (Refer 2.2.2)
- Continue to capture additional Rates due to new development and expansion within the municipality (Refer 2.1.1)

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

Summary of key outcomes

The LTFP is a 10 year plan that feeds directly into the Annual Budget and the Strategic Resource Plan (four year view). The updated Strategic Resource Plan for 2019/20 seeks to deliver the following key outcomes:

- Maintain Council's liquidity ratio at a level greater than 150 per cent
- A \$5.07 million reduction in net debt from \$5.25 million at the end of 2018/19 to \$0.2 million in 2028/29 – a 97 per cent reduction
- The ongoing renewal of infrastructure assets with more than \$7.1 million forecast in each financial year
- A prudent cash balance with an increase in cash reserves to \$16.8 million in 2028/29.

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

1.3 Strategic Planning Framework

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

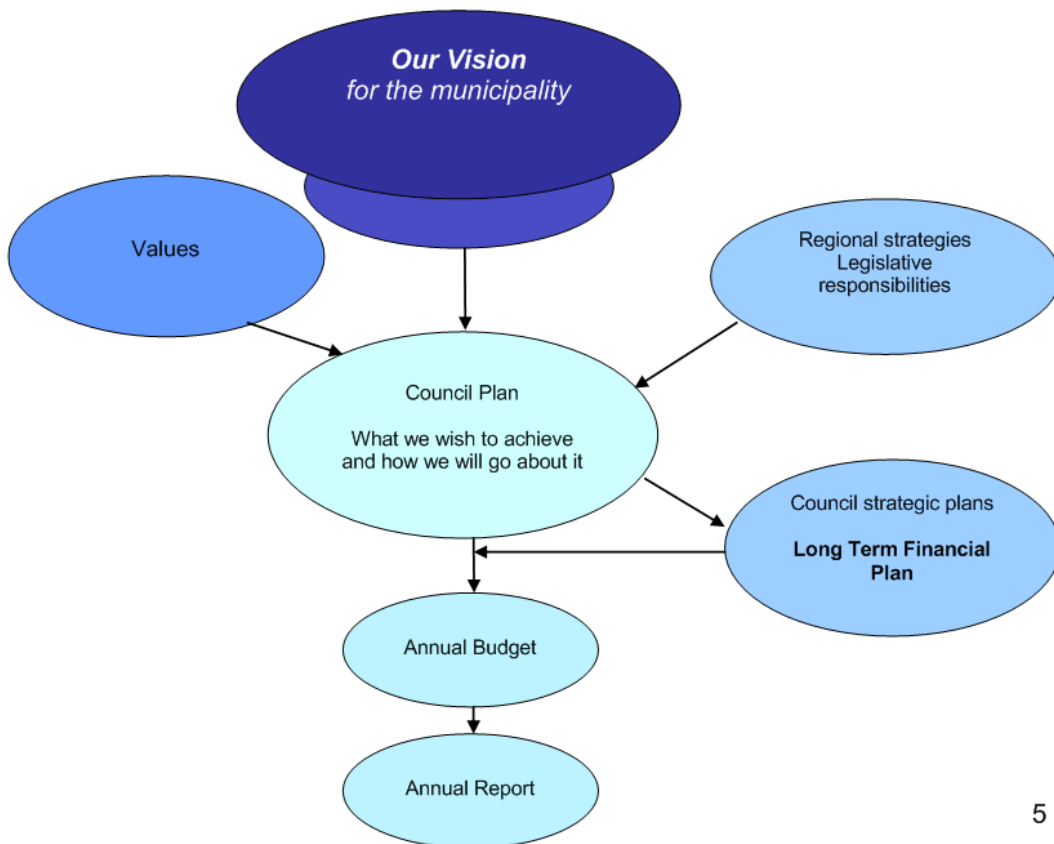
The purpose of the SRP is to:

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

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

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

Council's Strategic Planning Framework



1.4 Long Term Financial Plan objectives

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

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

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

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

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

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

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

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

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



2. Key assumptions

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
CPI	2.25%	2.10%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

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

2.1 Income

2.1.1 Rates and charges

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rates	1.02%	2.10%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste	0%	2.10%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Supplementary Rates (\$'000 p.a.)	132	176	243	161	161	163	181	187	208	197

2.1.2 Statutory fees and fines

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

Assumptions: Percentage increase (%) consistent with CPI.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Statutory fees and fines	2.25%	2.10%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

2.1.3 User fees

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

Assumptions: Increased patronage at the Heartbeat of the Murray.
 Increased admissions at the Pioneer Settlement due to day-product improvements and additional marketing.
 Council withdrawal from providing Family Day Care services.
 The installation of Jet Fuel facilities at the Swan Hill Aerodrome will provide an additional source of revenue.
 The redevelopment of the Swan Hill Livestock Exchange will result in additional income.
 Additional car parking meter fees to be recognised.
 All other fees and charges to increase 1% higher than CPI.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
User fees and charges	3.25%	3.10%	3.25%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Pioneer Settlement Heartbeat of the Murray (\$'000 p.a.)	-	20	-	-	-	-	-	-	-	-
Pioneer Settlement – General Admissions (\$'000 p.a.)	-	-	20	-	-	-	-	-	-	-
Family Day Care (\$'000 p.a.)	-	(50)	-	-	-	-	-	-	-	-
Sale of Jet Fuel (\$'000 p.a.)	-	5	-	-	-	-	-	-	-	-
Livestock Exchange (\$'000 p.a.)	-	25	15	-	-	-	-	-	-	-
Car parking meter fees (\$'000 p.a.)	-	5	-	-	-	-	-	-	-	-

2.1.4 Contributions – cash

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

Assumptions: Cash contributions included in the 10 year major projects plan.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Major projects and capital works (\$'000 p.a.)	105	54	153	58	177	81	155	314	464	117

2.1.5 Grants – operating (recurrent)

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

Assumptions: Grants Commission funding has been forecast to increase by CPI.
All other operational grants are forecast to increase by CPI.
Withdrawal of Family Day Care program funding.
Forecast increase in Victoria Grants Commission allocation.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Grants Commission	2.25%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%
Operational Grants	2.25%	2.10%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Family Day Care (\$'000 p.a.)	-	(100)	-	-	-	-	-	-	-	-
Victoria Grants Commission (\$'000 p.a.)	-	30	-	-	-	-	-	-	-	-

2.1.6 Grants – operating (non-recurrent)

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

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

2.1.7 Grants – capital (recurrent)

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Roads to Recovery (\$'000 p.a.)	1,147	1,040	1,055	1,070	1,085	1,100	1,115	1,148	1,171	1,195

2.1.8 Grants – capital (non-recurrent)

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

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

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Plant and Equipment (\$'000 p.a.)	73	295	294	313	376	437	395	415	299	338
Land and Buildings (\$'000 p.a.)	116	60	104	-	-	-	-	-	-	-

2.1.10 Other income

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Interest (\$'000 p.a.)	718	697	579	647	679	675	674	671	696	692
Other income	2.25%	2.35%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%

2.2 Expenses

2.2.1 Employee costs

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

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

Council's withdrawal from Family Day Care.
Reduction in overtime hours at the Swan Hill Town Hall.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Employee costs – including oncosts	3.00%	3.00%	3.00%	3.25%	3.25%	3.25%	3.50%	3.50%	3.50%	3.50%
Commonwealth Aged Care Reform (\$'000 p.a.)	-	(50)	-	-	-	-	-	-	-	-
Family Day Care (\$'000 p.a.)	-	(78)	-	-	-	-	-	-	-	-
Swan Hill Town Hall (\$'000 p.a.)	-	(10)	-	-	-	-	-	-	-	-

2.2.2 Materials and services

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

Assumptions: Annual increase on all contract payments, materials and services.
Operational resources as identified in the Council Plan.
Additional resources allocated towards infrastructure maintenance and renewal.
Withdrawal from Family Day Care services.
Library bookmobile reduction of services.
Reduction in Economic Development Investment Incentive.

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Contracts and materials	2.25%	2.35%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Utilities	0%	2.10%	5.00%	2.25%	2.50%	5.00%	2.50%	2.50%	5.00%	2.50%
Council plan operational resources (\$'000 p.a.)	-	20	30	30	30	30	30	30	30	30
Infrastructure maintenance and renewal (\$'000 p.a.)	-	40	40	40	40	40	40	40	40	40
Family Day Care (\$'000 p.a.)	-	(113)	-	-	-	-	-	-	-	-
Bookmobile (\$'000 p.a.)	-	(40)	-	-	-	-	-	-	-	-
EDU Investment Incentive (\$'000 p.a.)	-	(25)	-	-	-	-	-	-	-	-

2.2.3 Depreciation and amortisation

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

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

2.2.4 Finance costs

Finance costs include the interest paid by Council on loans.

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

2.2.5 Other expenses

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

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

	Budget	Forecast								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Other expenses	2.25%	2.35%	2.50%	2.50%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%

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

3. Financial sustainability

3.1 Introduction

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

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

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

To be effective, it is essential those indicators:

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

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

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

This section includes:

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

3.2 Victorian Auditor-General's Office Indicators

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

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

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

Measures of sustainability

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

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

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

Indicator	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Net result	10.7%	12.1%	16.2%	9.3%	13.2%	9.2%	9.4%	8.3%	8.7%	8.1%
Liquidity	2.87	1.92	2.66	2.80	2.86	2.60	2.69	2.63	2.68	2.67
Internal financing	86.2%	93.0%	105.8%	111.0%	103.1%	96.2%	100.6%	97.4%	103.4%	98.0%
Indebtedness	23.4%	10.6%	9.7%	8.8%	7.8%	5.8%	4.9%	4.1%	3.4%	3.1%
Capital replacement ratio	1.96	1.81	1.96	1.47	1.79	1.68	1.60	1.58	1.52	1.58
Renewal gap ratio	0.98	0.94	0.98	0.87	1.06	1.08	1.13	1.14	0.94	1.02

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

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

4. Asset management and capital works

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

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

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

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

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

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

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Renewal expenditure (\$000's p.a.)	9,014	7,100	7,414	8,376	9,927	11,158	12,093	10,568	9,870	11,459
Upgrade expenditure (\$000's p.a.)	141	1,637	2,022	338	1,128	409	239	2,410	1,036	336

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

Strategic direction

Short term

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

Medium / long term

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

5. Rating Strategy

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

Strategy development

In developing the Long Term Financial Plan, rates and charges were identified as a significant source of revenue, accounting for 52.8 per cent of total income in 2018/19 and increasing to 58.4 per cent at the plan end date in 2028/29. Like many other rural municipalities, Swan Hill Rural City Council relies heavily on rate income and therefore planning for future rate increases has been an important component of the Long Term Financial Plan process.

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

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

The key elements of the current Rating Strategy are:

- Increases in Capital Improved Value (CIV) due to new developments will be used to generate extra rate revenue, not to reduce the general rate.
- Not-for-profit recreational properties will be rated at the normal applicable rate but will receive a Council contribution/grant equivalent to 50 per cent of the rates applied.
- Commercial properties in Swan Hill and Robinvale will be rated on a differential rate set 30 per cent higher than the general rate.
- Properties within the drainage districts in the townships of Swan Hill and Robinvale will be rated on a differential rate four per cent higher than the rates that would otherwise apply. The additional rate recognises the easier access to services and the additional services, such as drainage, that residents in Swan Hill and Robinvale enjoy.
- Vacant land in the townships of Swan Hill and Robinvale that has remained vacant, i.e. without a dwelling for more than five years since it was last zoned as residential or three years after it was last sold as a subdivided residential allotment, will be rated on a differential rate 200 per cent higher than the rate that would otherwise apply to the property.
- Broadacre cereal/sheep properties receive a 20 per cent discounted differential rate (increased from 15% to 20% in 2019/20).

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

General Rate

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

Urban Rate

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

Vacant Residential Land Rate

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

Commercial Rate

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

Dry Land Farming Rate

- a. **Objective** – The differential rate is to help reflect the increased difficulty in accessing the full range of Council services that dry land farming properties face, the disproportionate increase in property values over the last five years and the increased risk of seasonal income variations than faced by other farming properties
- b. **Types and classes of land** – Farmland without access to irrigation infrastructure primarily used for broadacre cropping and sheep production within Australia Valuation Property Classification Codes (AVPC) of 510, 520, 523, 524 or 530
- c. **Geographic location** – Anywhere in the municipality
- d. **Use of land** – Broadacre cropping and sheep production with AVPC Codes of 510, 520, 523, 524 or 530
- e. **Planning scheme zoning** – Farm land
- f. **Types of buildings** – Any or none
- g. **Rate** – The rate is set 20 per cent below the General Rate

Special Marketing Levy

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

Waste Management

- a. **Objective** – To provide a cost effective, innovative and environmentally responsible waste management service to the municipality. Collection services are provided for garbage, recyclable and green waste
- b. **Types and classes of land** – Residential land within the garbage collection zone that has a permanent dwelling established on it
- c. **Geographic location** – Townships within the Swan Hill Rural City Council municipality.
- d. **Use of land** – Residential and Rural with a private dwelling
- e. **Planning scheme zone** – Residential and Rural zoned land
- f. **Types of buildings** – Residential
- g. **Rate** – Charges for the waste collection service within the municipality for 2019/20 are:

Garbage	120 litre mobile wheelie bin with 240 litre recycling bin \$300
	240 litre mobile wheelie bin with 240 litre recycling bin \$455
Green Waste	240 litre mobile wheelie bin \$95

Solar Farms

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

Strategic direction

Short term

That Council property rates be increased by 1.02% for the 2019/20 year.

Medium / long term

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

6. Long Term Borrowing Strategy

6.1 Introduction

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

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

It is Council's intention to not exceed \$9 million in outstanding debt, which is well below the level that can be comfortably accommodated. Council has set a goal of reducing debt to under \$0.2 million by the end of 2028/29.

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

Financial Year	Loans outstanding at end of financial year \$'000	Net loans outstanding* \$'000	New borrowings \$'000	Annual principal, interest and reserve funding \$'000	% Rates and charges (adjusted for loan repayment reserve)
2018/19	7,879	5,252	1,800	1,524	5.49%
2019/20	7,903	4,567	500	1,541	5.45%
2020/21	7,857	3,796	500	1,617	5.56%
2021/22	2,707	2,707	-	1,322	4.41%
2022/23	2,451	2,326	-	489	1.59%
2023/24	2,185	1,935	-	489	1.54%
2024/25	1,907	1,532	-	489	1.49%
2025/26	1,118	1,118	-	489	1.45%
2026/27	817	817	-	344	0.99%
2027/28	504	504	-	344	0.96%
2028/29	178	178	-	344	0.93%

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

6.2 Borrowing Strategy

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

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

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

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

6.3 Local Government Funding Vehicle

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

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

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

Strategic direction

Short term

Borrow \$500,000 in 2019/20 to fund capital works projects.

Medium / long term

Borrow another \$500,000 in 2020/21 to fund further capital works projects, and reducing our interest bearing loans and borrowings to \$178,000 by 2028/29.

7. Reserves

7.1 Introduction

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

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

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

7.2 Reserves held by Council

Council's statutory reserves at 30 June 2019 are forecast to be:

Resort and recreation reserve	\$125,682
Car park reserve	\$75,107
EPA License requirements	\$1,374,995

Council's discretionary reserves at 30 June 2019 are forecast to be:

Drainage reserve	\$235,591
Waste management reserve	\$1,706,585
Loan principal repayment reserve	\$2,626,380

Strategic direction

Short term

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

Medium / long term

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

8. Conclusion

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

9. Appendix A

Swan Hill Rural City Council

Budgeted Income Statement

	Strategic Resource Plan Projections										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Income											
Rates and charges	28,297	29,067	29,964	30,800	31,830	32,789	33,790	34,901	35,982	37,079	
Statutory fees and fines	961	991	1,013	1,036	1,062	1,089	1,116	1,144	1,172	1,202	
User fees	4,638	4,787	4,977	5,139	5,319	5,505	5,698	5,897	6,104	6,317	
Grants - operating (recurrent)	9,711	9,845	10,066	10,293	10,550	10,814	11,084	11,361	11,646	11,937	
Grants - operating (non-recurrent)	5,304	275	285	291	298	304	311	317	322	324	
Grants - capital (recurrent)	1,147	1,040	1,055	1,070	1,085	1,100	1,115	1,148	1,171	1,195	
Grants - capital (non-recurrent)	2,956	2,500	4,938	986	3,582	1,252	1,296	537	1,100	981	
Contributions - cash	121	54	153	58	177	81	155	314	484	117	
Net gain on disposal of property, infrastructure and equipment	189	355	398	313	376	437	395	415	299	338	
Other income	3,514	3,440	3,384	3,516	3,623	3,693	3,769	3,847	3,950	4,030	
Total Income	56,838	52,354	56,233	53,502	57,902	57,064	58,729	59,881	62,210	63,520	
Expenses											
Employee benefits	(20,083)	(20,639)	(21,253)	(21,939)	(22,647)	(23,378)	(24,191)	(25,032)	(25,902)	(26,803)	
Materials and services	(12,976)	(13,184)	(13,612)	(14,019)	(14,471)	(14,967)	(15,445)	(15,937)	(16,476)	(16,995)	
Depreciation and amortisation	(9,297)	(9,255)	(9,670)	(10,017)	(10,415)	(10,669)	(10,909)	(11,359)	(11,609)	(11,603)	
Bad and doubtful debts	(2)	(11)	(14)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Finance costs	(362)	(354)	(212)	(105)	(94)	(83)	(71)	(38)	(25)	(12)	
Other expenses	(8,065)	(2,632)	(2,445)	(2,441)	(2,658)	(2,731)	(2,642)	(2,590)	(2,815)	(3,003)	
Total Expenses	(50,785)	(46,075)	(47,206)	(48,536)	(50,300)	(51,844)	(53,274)	(54,972)	(56,843)	(58,433)	
Surplus for the year	6,053	6,279	9,027	4,966	7,602	5,220	5,455	4,909	5,367	5,087	
Other comprehensive income											
Net asset revaluation increment	2,565	6,717	8,108	6,812	8,622	8,699	9,245	7,462	9,594	7,872	
Comprehensive result	8,618	12,996	17,135	11,778	16,224	13,919	14,700	12,371	14,951	12,959	

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

Budget	Strategic Resource Plan Projections									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets										
Cash and cash equivalents	21,012	20,273	16,691	18,516	19,405	19,166	19,125	19,075	19,872	19,831
Trade and other receivables	2,140	3,017	3,250	3,071	3,332	3,288	3,381	3,448	3,575	3,665
Other assets	772	772	772	772	772	772	772	772	772	772
Total current assets	23,924	24,062	20,713	22,359	23,509	23,226	23,278	23,295	24,219	24,268
Non-current assets										
Trade and other receivables	130	120	109	98	97	97	97	97	97	97
Property, infrastructure, plant and equipment	475,493	487,836	503,336	513,419	528,444	543,584	556,638	568,892	582,828	595,698
Total non-current assets	475,623	487,956	503,445	513,517	528,541	542,681	556,735	568,989	582,925	595,795
Total assets	499,547	512,018	524,158	535,876	552,050	565,907	580,013	592,284	607,144	620,063
Current liabilities										
Trade and other payables	2,448	1,857	1,888	1,933	1,999	2,065	2,112	2,164	2,237	2,320
Interest-bearing loans and borrowings	573	5,184	263	274	286	798	310	323	281	105
Provisions	5,326	5,476	5,626	5,776	5,926	6,076	6,226	6,376	6,526	6,676
Total current liabilities	8,347	12,517	7,777	7,983	8,211	8,939	8,648	8,863	9,044	9,101
Non-current liabilities										
Provisions	1,415	1,423	1,431	1,439	1,447	1,455	1,462	1,471	1,479	1,487
Interest-bearing loans and borrowings	7,384	2,681	2,418	2,144	1,858	1,060	750	426	146	41
Total non-current liabilities	8,799	4,104	3,849	3,583	3,305	2,515	2,212	1,897	1,625	1,528
Total liabilities	17,146	16,621	11,626	11,566	11,516	11,454	10,860	10,760	10,669	10,629
Net assets	482,401	495,397	512,532	524,310	540,534	554,453	569,153	581,524	596,475	609,434
Equity										
Accumulated surplus	288,408	293,827	306,124	309,390	315,800	321,217	326,537	331,356	335,763	340,933
Asset revaluation reserve	178,623	185,341	193,448	200,260	208,882	217,581	226,826	234,288	243,873	251,744
Other reserves	15,370	16,229	12,960	14,660	15,852	15,655	15,790	15,880	16,839	16,757
Total equity	482,401	495,397	512,532	524,310	540,534	554,453	569,153	581,524	596,475	609,434

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

Budget	Strategic Resource Plan Projections											
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities												
Receipts												
Rates and charges	28,261	29,152	30,331	31,418	32,226	33,372	34,315	35,479	36,545	37,673		
Statutory fees and fines	961	994	1,026	1,057	1,075	1,108	1,133	1,163	1,191	1,221		
User fees	5,102	4,801	5,038	5,242	5,385	5,603	5,786	5,995	6,199	6,419		
Grants - operating	15,016	10,149	10,478	10,796	10,983	11,316	11,572	11,872	12,155	12,457		
Grants - capital	4,103	3,551	6,066	2,098	4,725	2,394	2,448	1,713	2,306	2,211		
Contributions – monetary	121	54	153	58	177	81	155	314	464	117		
Interest	718	697	579	647	679	675	674	671	696	692		
Other revenue	4,431	4,626	5,065	4,851	5,213	5,296	5,331	5,445	5,546	5,751		
	58,713	54,024	58,736	56,167	60,463	59,845	61,414	62,652	65,102	66,541		
Payments												
Employee benefits	(19,926)	(21,707)	(21,990)	(22,692)	(23,424)	(24,186)	(25,038)	(25,906)	(26,804)	(27,741)		
Materials and services	(20,817)	(13,973)	(14,189)	(14,606)	(15,073)	(15,590)	(16,092)	(16,598)	(17,154)	(17,694)		
Other payments	(2,262)	(2,790)	(2,549)	(2,543)	(2,769)	(2,847)	(2,754)	(2,698)	(2,931)	(3,125)		
	(43,005)	(38,470)	(38,728)	(39,841)	(41,266)	(42,623)	(43,884)	(45,202)	(46,889)	(48,560)		
Net cash provided by operating activities	15,708	15,554	20,008	16,326	19,197	17,222	17,530	17,450	18,213	17,981		
Cash flows from investing activities												
Payments for property, plant and equipment	(18,226)	(16,717)	(18,909)	(14,707)	(18,629)	(17,893)	(17,426)	(17,912)	(17,616)	(18,349)		
Proceeds from sales of property, plant and equipment	946	870	715	574	689	801	724	760	548	620		
Net cash used in investing activities	(17,280)	(15,847)	(18,194)	(14,133)	(17,940)	(17,092)	(16,702)	(17,152)	(17,068)	(17,729)		
Cash flows from financing activities												
Finance costs	(362)	(354)	(212)	(105)	(94)	(83)	(71)	(38)	(25)	(12)		
Proceeds from borrowings	500	500	-	-	-	-	-	-	-	-		
Repayment of borrowings	(502)	(592)	(5,184)	(263)	(274)	(286)	(798)	(310)	(323)	(281)		
Net cash used in financing activities	(364)	(446)	(5,396)	(368)	(368)	(369)	(869)	(348)	(348)	(293)		
Net increase (decrease) in cash and cash equivalents	(1,936)	(739)	(3,582)	1,825	889	(239)	(41)	(50)	797	(41)		
Cash and cash equivalents at beginning of year	22,948	21,012	20,273	16,691	18,516	19,405	19,166	19,125	19,075	19,872		
Cash and cash equivalents at end of year	21,012	20,273	16,691	18,516	19,405	19,166	19,125	19,075	19,872	19,831		

10. Appendix B

Swan Hill Rural City Council Budgeted Capital Works Statement

	Budget 2019/20 \$'000	Strategic Resource Plan Projections									
		2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	
Capital works areas											
Land	650	1,321	1,364	1,406	1,448	1,489	1,530	1,571	1,611	1,601	
Buildings	3,401	2,780	7,490	2,535	1,910	1,670	2,100	1,683	2,445	1,313	
Plant & Equipment	1,093	1,227	1,224	1,306	1,564	1,819	1,646	1,727	1,246	1,410	
Fixtures, fittings and furniture	18	33	40	33	33	33	34	34	35	35	
Computers and telecommunications	310	257	260	262	265	565	268	275	278	534	
Library Books	145	147	152	157	162	162	167	172	177	177	
Sealed Roads	4,702	4,857	3,627	3,876	3,997	4,601	4,867	5,356	4,621	5,557	
Unsealed Roads	1,024	1,048	1,164	1,182	1,323	1,620	1,887	1,473	1,738	2,070	
Footpaths	344	334	249	481	537	592	688	624	464	440	
Drainage	666	421	49	222	43	223	274	1,224	1,455	225	
Parks & Open Space	4,066	1,547	1,555	1,998	2,765	2,178	2,040	2,207	2,011	1,084	
Recreation Leisure	651	400	120	-	2,940	370	400	-	-	1,300	
Other infrastructure	1,156	20	20	40	80	80	80	80	80	80	
Waste Management	-	925	-	-	-	1,000	-	-	-	1,000	
Total capital works	18,226	15,317	17,314	13,498	17,067	16,402	15,981	16,426	16,161	16,826	
Represented by:											
Asset renewal	9,014	7,100	7,414	8,376	9,927	11,158	12,093	10,568	9,870	11,459	
New assets	9,071	6,580	7,878	4,784	6,012	4,835	3,649	3,448	5,255	5,031	
Asset expansion	-	-	-	-	-	-	-	-	-	-	
Asset upgrade	141	1,637	2,022	338	1,128	409	239	2,410	1,036	336	
Total capital works	18,226	15,317	17,314	13,498	17,067	16,402	15,981	16,426	16,161	16,826	

B.19.69 COUNCIL PLAN - PROGRESS REPORT FOR THE FOURTH 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 fourth quarter progress update of Council's performance against the Council Plan 2017-2021. The period reported is from 1 April 2019 to 30 June 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 fourth 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 fourth quarter include:

- A Business Expansion and Retention Strategy has been completed and presented to Council.
- Council received 15 submissions for Amendment C73 and is currently liaising with submitters.
- Doing Business with Council information sessions were held in Swan Hill and Robinvale giving contractors an overview of Councils procurement and tendering processes, and information on the Rapid Contractor Management system.
- A Special Rate for marketing and business development programs in the Swan Hill region was declared.
- Works on the new Swan Hill Riverside Skate Park commenced in May.
- Over 70 per cent of construction activities at the Swan Hill Regional Livestock Exchange have been finalised.
- A new Facebook page for the Swan Hill Big Green Shed was launched in June.
- Council's CEO and Councillors attend the National General Assembly in June.
- An Advocacy Strategy outlining key issues for Council was adopted.
- Perrin Street, Robinvale was resurfaced with asphalt incorporating crumbed rubber from recycled tyres.

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 adopt the fourth quarter Council Plan - Progress Report 2018/19.



Council Plan Progress Report - June 2019



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Key Results Areas

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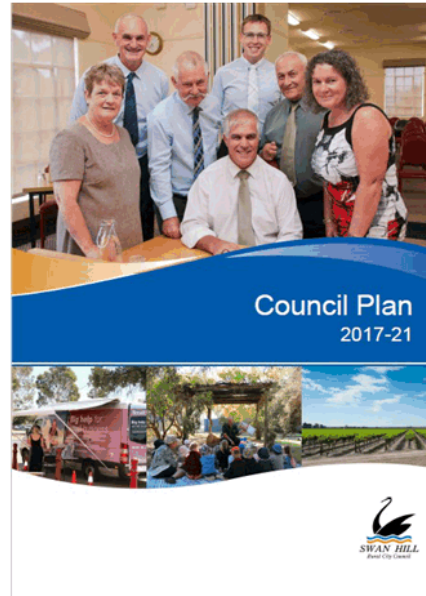
Introduction

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.

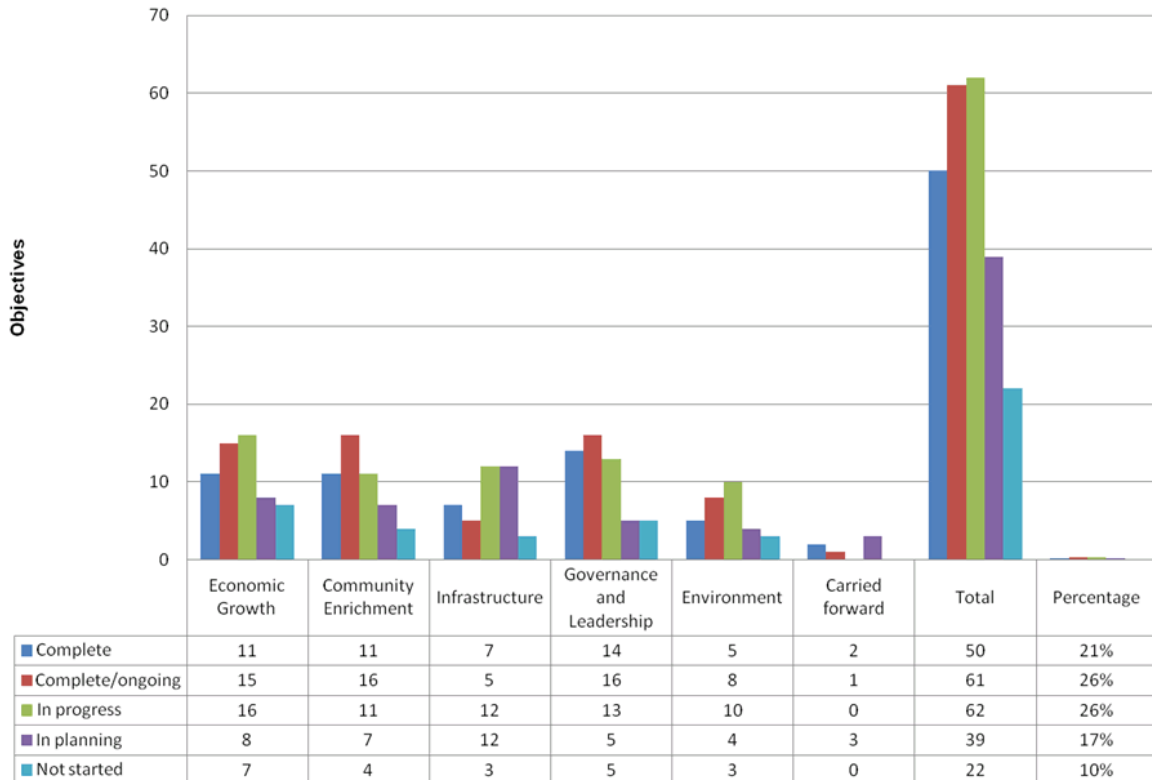
All objectives will be marked with the following symbols to represent their current status:

-  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 objectives 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 234 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.

Progress Report Graph







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



- 1.1.3 Develop a business expansion or relocation strategy
- 9.4.1 Complete a service review of the road network
- 14.1.1 Identify the key issues to be advocated for to improve the effectiveness of Council's advocacy.
- 13.2.3 Advocate State and Federal government for improved health services for our community.

The following number of objective had a progress status change during the fourth quarter:

- 3 objectives marked completed/ongoing
- 11 objectives marked in progress
- 3 objectives marked in planning

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 	Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November 2014, concluding in February 2015. 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). June 2019: no success with additional government funding, but philanthropic funding is being sought during August/ September 2019.
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 	Finalising options for opportunities and land ownership. Have received a contract from DHHS for purchase of their land. Project scope to be developed and presented to Council. June 2019: We have received legal advice concerning acquisition of deceased estates.
	19.2.7 Gain ownership of the available land for future development	In planning 	Finalising options for opportunities and land ownership. Have received a contract from DHHS for purchase of their land. Project scope to be developed and presented to Council. June 2019: We have received legal advice concerning acquisition of deceased estates.







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.	Complete 	Business Expansion and Retention Strategy completed and presented to Council in April 2018 Follow up work is being completed by monitoring jobs and talking to employers on barriers.
	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 	The industry gap analysis is scheduled to be presented to Council July 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. Housing strategy and the accompanying population analysis are in draft stage.
	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. Exhibition period for C73 has ended. Received 15 submissions and are now liaising with submitters. Council report due on 16 July 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. Doing Business with Council information sessions held in June 2019.
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 was prepared for the recent Federal government election that outlined 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.











Three information sessions have been held for tradies and contractors to learn more about how they can do business with Council. The sessions covered the new prequalification system for contractors, as well as different ways to get work with Council, how Council evaluates tenders and submissions, and how to find out about projects and works with Council.










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 	

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 works continue including upgrades to kitchen equipment at Lodges and Lower Murray Inn, new toilet at Paragon Café, and Installation of cool room on the Pyap. Day product improvements include major building maintenance and soundscape implementation.
	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 	New evening soundscapes implemented enhancing the walk to and from the Paragon. Long term plan for new entry building will include the 'Heartbeat holding area'.
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 	A Special Rate for marketing and business development programs in the Swan Hill region was declared at the April 2019 Council Meeting.



Ongoing works continue at the Pioneer Settlement including upgrades to kitchen equipment at Lodges and Lower Murray Inn. Installation of cool room on the Pyap. Day product improvements include major building maintain and soundscape implementation.

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 draft and Population Determination draft completed and due to be presented to Council.
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). The ACPS was reviewed in April 2019. The reviewed document is currently out for comment. The review aimed 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 	Koori 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. June 2019: Council is represented on local refugee groups, including attendance at forums, consultations with Sunraysia Mallee Ethnic Communities Council and other groups. Regular updates to refugee groups on Council services, guidance and assistance is provided.
	5.3.2 Assist with the delivery of multi-cultural events.	Completed/ongoing 	Swan Hill Harmony Day community celebrations took place in March 2018 and 2019, with involvement from a wide range of community members and organisations. Plans are underway for the 2020 event. 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 	














Wandarrah Action Committee (WAC) continue to implement initiatives from the Aboriginal Community Partnership Strategy (ACPS). The ACPS was reviewed in April 2019. The reviewed document is currently out for comment. The review aimed to narrow down the WAC goals into developing a Reconciliation Action Plan (RAP).



Stan Grant's visit was a hit!
An estimated 200 people attended the keynote address in Robinvale, 110 attended the Swan Hill dinner, and with nearly 60 at the Swan Hill business breakfast, it was the best attended business breakfast so far. Stan also met with elders in both towns and visited schools.






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.	Completed/ongoing 	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; the performing arts program has delivered a diverse range of touring shows.
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 	A draft project brief for a Municipal Early - Middle Years Plan was discussed with ELT in March and June 2019. A presentation was delivered to Councillor Assembly in June 2019.
	6.3.2 Produce a report on outcomes and provide recommendations.	In planning 	A key objective of the Municipal Early - Middle Years Plan is to define Council's role and investment in early - middle years services. It is anticipated that the plan will be complete by end of December 2019.

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 	Funding is scheduled for 2019-20, which is when Early Years Plan will be completed. June 2019: scoping of plan for the Municipal Early and Middle Years Plan has been completed following discussions with executive and Councillors, and request for submissions will be sought during June/July 2019 to engage an external agency to assist with this work. The engagement is set to commence in August and be completed in December 2019, allowing for Council consideration and adoption in early 2020.
	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. June 2019: gender equity audit delayed due to lack of resources, but with assistance of Women's Health Loddon Mallee, will take place during 2019-2020.
	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. The project continues to remain on track with the schematic design phase completed mid June and the design development phase has now commenced.
	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). June 2019: the joint use agreement with the Education Department is nearly completed, and initial concept drawings and schematics are agreed by all parties. The next piece of work is to finalise the operational needs of the facility. Tenders to be awarded by December 2019, with works completed in late 2020 and opening in early 2021.
	6.6.3 Confirm that the new library is meeting the Robinvale community's needs.	In progress 	Consultation with the Robinvale community is well advance and is being fed into the Library design.

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.

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 Town Representative Groups (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. These plans will guide Council and the TRG for funding applications and provide a structured five year plan.
	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.	In planning 	June 2019: Work on final concept proposals continues with consultations with stakeholders in June 2019. Timeline is now for Council to consider the concept options in July/August. This concept is part of the multi-use facility to be built at the Pioneer Settlement.
	7.3.3 Secure funding and complete the project.	In progress 	Funding has been secured.






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.	In progress 	Advocacy brochures are being finalised to assist in sourcing funding.
	8.3.3 Advocate with the Rail Freight Alliance for funding for suitable rail projects.	Not started 	
	8.3.4 Advocate for the full implementation of the Murray Basin Rail Project.	In progress 	Letters have been written to relevant Ministers and the CEO has spoken with the media.
8.4 Pursue funding for a levee bank at Robinvale.	8.4.1 Complete detailed design.	Complete 	<ol style="list-style-type: none"> Detailed designs complete. DELWP and Parks Vic are agreeable on using the land south of Smythy Road as a borrow pit (detailed design needed). DELWP granted their approval for Geo-testing to the area in discussion. We have a quote for this test. Application lodged for a planning permit with the planning department. 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. 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.








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 progress 	Play precinct and Japanese garden projects to commence in 2019. Works on the new Swan Hill skate park commenced in May 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"> 1. Ongoing discussions and consultation with key stakeholders including; IDM Author, Design and Development Consultants and Council Staff. 2. A report was presented to Council meeting in this regard. 3. Old policy named Footpath on Road Reserve has been cancelled and replaced by the IDM requirement. 4. It was recommended that the current IDM is to be reviewed over time to Councils particular needs.








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 (pictured)
- Riverside Park Robinvale Playground
- Nyah Netball Courts

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
9.3 Upgrade Swan Hill Livestock Selling Complex.	9.3.1 Implement upgrade project.	In progress 	Over 70 per cent of construction activities have been finalised. Extension of time for the cattle yards redevelopment has been granted till the end of September in recognition of the extra work the contractor has to perform to ensure the yards are functional.
	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.	Complete 	Completed and incorporated in the Road Management Plan
	9.4.2 Identify and pursue funding opportunities for upgrades.	In progress 	Round one grants have included: Lake Boga Ultima Road Reconstruction and Dead Horse Lane project development The total contribution from the State Government to Swan Hill Rural City Council is \$700,000.00. Round two grants have included: - Dead Horse Lane (construct 2.3km from Sea Lake Swan Hill Road to EOS). \$336,250 has been budgeted for in the 2019/20 financial year. - Kenley Road (widen 4.1m seal to 6.2m for approximately 4km starting from MVH) \$210,000 has been budgeted for in the 2019/20 financial year. - Lutzies Road Ext (resheet 1.2km and realign intersection onto Sea Lake Swan Hill Rd) \$81,550 has been budgeted for in the 2019/20 financial year We received \$1,200,000 in extra funds from the second round to compliment SHRCC's budget.
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.	Complete/ongoing 	Major Projects Plan is reviewed annually in Nov/Dec.
	9.5.3 Minimise project budget overruns.	In planning 	Work in progress.

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. We have received legal advice concerning acquisition of deceased estates.
	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 	Assigned to the Enterprise Asset Manager for completion in the new financial year
	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. Assigned to the Enterprise Asset Manager for completion in the new financial year
	10.4.3 Complete a centralised asset register.	In planning 	In progress.






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. Councils involvement in Family Day Care will cease on 30 June 2019.
	11.1.2 Implement the new IT Strategy.	In progress 	We are currently working on improved Customer Services processes for Statutory 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. System currently undergoing review.
	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. A new Facebook page for the Swan Hill Big Green Shed was launched in June 2019.
	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.	In planning 	Internally mentor and provide guidance for new and existing staff in effective community engagement. Investigate alternative engagement options eg. Bang the Table, Engagement HQ
	11.4.3 Implement a project management system.	In planning 	The workflow and policies and procedures are currently under review.
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. Winter 2019 newsletter currently being drafted.
	11.5.2 Use Facebook advertising and social media to promote Council.	Complete 	Promotion continues through regular use of Council's Facebook page. A new Facebook page was created for the Swan Hill Big Green Shed was launched in June 2019.
	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 are 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 were presented to ELT and Risk Committee in April 2019.












A number of advocacy strategies have been developed including Our River - Our Region, Our Hospital, Central Murray Region Central Transport Strategy, and Our top five projects. These documents are used when advocating for strategic projects with government bodies.

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 completed and results expected in June 2019
	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, 2018 and 2019. Results from 2019 survey expected in June 2019.
12.3 Implement a Project Management System.	12.3.1 Review and improve current processes.	In planning 	The workflow and policies and procedures are currently under review.
	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.	In progress 	Staff realignment occurred during November 2018. Councils involvement in Family Day Care will cease on 30 June 2019.
	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, planning processes and an online payment gateway are currently being developed and are scheduled for testing in early June. In addition we have replaced paper based processes 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.	In progress 	Council have engaged and partnered with organisations and businesses, holding business breakfasts and training sessions.
	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.	Completed/ongoing 	Council have a number of staff on boards including the Swan Hill Hospital Board, Robinvale Hospital Board, the local school boards and community sporting group boards. Councillors sit on a variety of boards which is determined following Mayoral elections each November.
	13.2.2 Discuss Board position opportunities regularly at Councillor Assemblies and Management meetings.	In progress 	As opportunities arise these are discussed and relevant officers identified.
	13.2.3 Develop advocacy strategies.	Completed 	A number of advocacy strategies have been developed including Our River – Our Region, Our Hospital, Central Murray Region Central Transport Strategy, and Our Top Five Projects. These documents are used when advocating for strategic projects with government bodies.
	13.2.4 Train staff and Councillors on Governance responsibilities and industry based awareness.	Completed/ongoing 	Presentations given to Councillors on Conflict of Interest and Principal 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. Training session on Local Law No. 1 delivered to Councillors in May 2019.

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.	Complete/ongoing 	The CEO regularly attends Murray River Group of Councils meetings. Latest meeting was held in June 2019.
	13.3.2 Schedule meetings with State Government Representatives.	In progress 	Meeting held regularly with local members. Meetings held prior to recent elections. CEO and Councillors attend the National General Assembly in June each year.
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. Coordinators completed a Leadership Development program in 2017/18.
	13.4.5 Increase cross-organisational awareness and resource sharing.	In progress 	Staff short term vacancies filled internally in the first instance. Resource sharing occurs on an ongoing basis. Staff filling in across different work groups to up-skill.
	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.	In progress 	Council regularly issues media releases. The Swan Hill bridge is part of Councils state and federal advocacy strategy.
14.1 Improve effectiveness of Council's advocacy.	14.1.1 Identify the key issues to be advocated for.	Complete 	The Advocacy Strategy outlining key issues was adopted by Council in May 2019.
	14.1.2 Develop and implement an Advocacy Strategy.	In progress 	The Advocacy Strategy outlining key issues was adopted by Council in May 2019.
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 State and Federal Government 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 	No positions were filled at the last CMA elections.
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 	Successful funding application for \$410,000 from NDRGS with \$205,000 from Council.






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. Detailed audits on selected facilities have now been completed. ELT have approved priority works.








FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
15.6 Advocate for improved control on private and public land of feral pests and weeds (continued)	15.6.1 Engage with local Landcare groups	Completed/ongoing 	The 2017-18 program has now been reported on to Department of Employment, Training, Jobs and Resources with some monies required to be rolled over due to uncompleted projects by Landcare. Council has allocated proportional funding to each group to assist each group complete their programs based on total road length in each area. Council Officers continue to remain in close contact with Landcare Coordinators to assist groups in achieving the control targets and reporting requirements.
	15.6.2 Identify and reduce box thorn infestations.	Completed/ongoing 	Council will now focus all Roadside Weeds and Pest Program funds for the 2018-2019 program to Boxthorn control on roadsides. A contractor will be selected by end of July to undertake these works. The control area will extend from Piangil to Lake Boga. Some money will be required to be rolled over to complete projects.
	15.6.3 Extend fruit fly program.	Completed/ongoing 	New funding applied for at local and regional level. Good results with the tree removal program. SHRCC staff on executive committee board.
	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 staff are board members. Regional Action Plan adopted and will be implemented.

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
<p>15.7 Review our work methods to reduce the environmental impact of what we do.</p>	<p>15.7.1 Review our fuel usage.</p>	<p>Completed/ongoing</p> 	<p>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.</p>
	<p>15.7.2 Review plant and corporate fleet requirements.</p>	<p>Complete</p> 	<p>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.</p>



In April 2019, the resurfacing of Perrin Street, Robinvale was completed with asphalt incorporating crumbed rubber, made from recycled tyres. This material comes with a predicted life span of five to 10 extra years, compared with traditional asphalt.

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). In April 2019, the resurfacing of Perrin Street, Robinvale was completed with asphalt incorporating crumbed rubber, made from recycled tyres. This material comes with a predicted life span of five to 10 extra years, compared with traditional asphalt.
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. Construction of the e-waste sheds is completed. 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	In progress 	Loddon Mallee Waste Resource Recovery Forum continue to lobby government.
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.



Swan Hill Rural City Council

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Swan Hill Business Centre

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B.19.71 EVENTS SUPPORT FUND 2019/20 PROGRAM

Responsible Officer: Director Development and Planning
File Number: S17-01-04-06
Attachments: Nil

Declarations of Interest:

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

Summary

This report provides Council with information in relation to the Events Support Fund Program 2019-2020. It also makes recommendations to assist Council in determining which grants should be awarded.

Discussion

Event Support Fund

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

Events funded may include:

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

A committee comprising of the Chief Executive Officer, Director Development & Planning, Manager, Cultural Development & Libraries, Works Manager and two Councillors (Cr Young, Mayor and Cr Jeffery) was formed to evaluate all applications against the set criteria. Unfortunately, the Mayor was unable to attend.

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

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

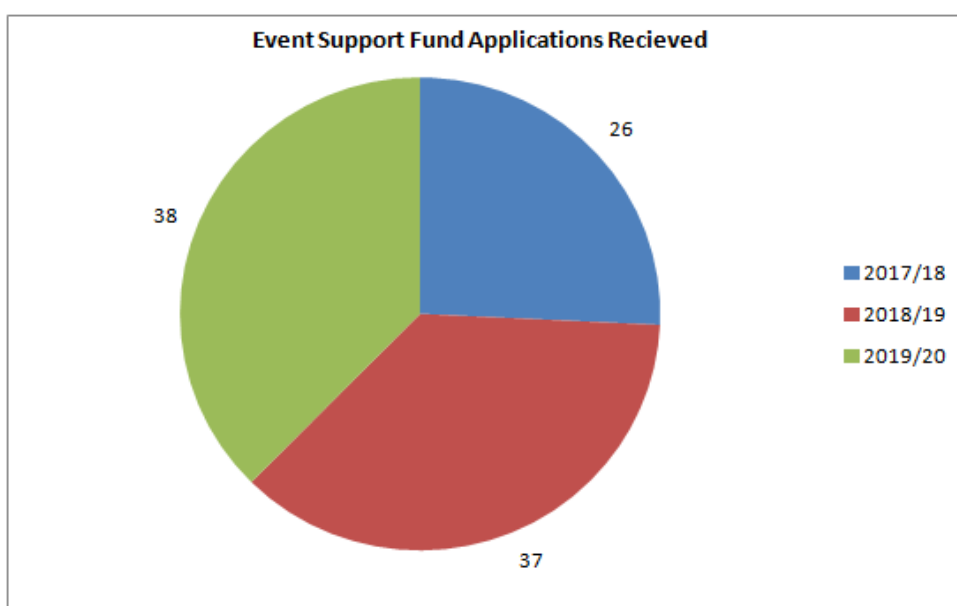
Applications Reviewed

Council received 38 applications for the Event Support Fund 2019/2020, one application more than for the previous round in 2018/2019.

The total value requested from Council by all applicants in this round was \$142,900 (including \$30,000 for New Year's Eve).

There are two applicants from 2018/19 that have not yet acquitted their funds.

Please see graph below which depicts the number of applications received in previous years.



The sharp increase in applications from 2017/2018 is assumed to be partly due to the review of grant programs which occurred late 2017, resulting in all events (small and large) being directed to apply for Event Support Fund, rather than through the Community Development Fund or Community Support Fund, as they had in the past.

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

The methods of promotion were through our Mailchimp Grants Database, Council Website, Facebook and in the Swan Hill Guardian (New Year's Eve).

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

This year Council received a number of new events, including the Jamboree Drag Racing Event, Swan Hill Food Truck Festival and Robinvale Lantern Festival. Some previous events have also reapplied through this year's program.

Successful Versus Unsuccessful Grant Projects

It has been proposed by the panel that 33 of the applications should be funded and four of the applications not funded. The remaining application is for a New Year's Eve event and is discussed later in the report.

In comparison to the 2018/2019 round, the committee recommended 32 applications to be funded and 5 applications not to be funded. During the panel meeting it was identified that several applicants had not submitted a budget, as part of their application. This was followed up and the majority of these applications were able to submit a budget and if relevant additional supporting evidence for their event.

Successful Grants

Council's Event Support Fund is provided with \$75,000. This contains event sponsorship and logistical support. These in-kind logistical costs have a physical cost to Council and will be distributed to the appropriate departments throughout the year, such as traffic management, cleaning and fencing. Last year's round did not allow for enough funds to be distributed. This has been taken in to consideration to allow enough funds for the 2019/2020 round.

A variety of events have been proposed. They vary in their specifications, including size, theme, purpose, location and venue. Upon Council's decision, Council officers will notify successful applicants to advise unsuccessful applicants including providing guidance on reasons for not being successful.

The following table represents the 2019/20 applications recommended for funding.

Name of event	Request	Cash Contribution	In-kind (value)	In-kind Support Comments	Total Value
Mallee Almond Blossom Festival	Logistical support and event sponsorship \$5,000	\$2,000	\$1,500	Venue hire, cleaning	\$3,500
2020 Robinvale Euston Ski Race	Event sponsorship \$5,000.00	\$2,000	0	Assist with cost of Ambulance and Paramedic services necessary for the safety of competitors and spectators.	\$2,000
Jamboree Drag Racing Event	Event sponsorship \$5,000.00	\$5,000	0		\$5,000

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Name of event	Request	Cash Contribution	In-kind (value)	In-kind Support Comments	Total Value
Swan Hill Region Food & Wine Festival	Event sponsorship \$10 000	\$3,000	\$5,000	Entertainment and venue hire	\$8,000
Christmas Twilight Market*	Event sponsorship \$4,500	\$4,500	0		\$4,500
Swan Hill Bowls Autumn Carnival	Event sponsorship \$2,000	\$1,000	0		\$1,000
Swan Hill Things with Strings Festival	Event sponsorship \$18,000.00	\$5,000	\$1,000	Traffic management and provision of signage – across 3 days	\$6,000
Swan Hill Show	Event sponsorship \$5,000	\$1,000	\$800	Cleaning, traffic management and signage	\$1,800
RACV 2020 National Veteran Vehicle Rally**	Logistical support and event sponsorship \$5,000	\$3,000	\$5,000	1st time event venue hire and traffic management	\$8,000
Massive Murray Paddle	Event sponsorship \$5,000	\$2000	0		\$2000
Academy Challenge	Event sponsorship \$4,000	\$500	0		\$500
TREE Multi-Fest	Event sponsorship \$5,000.00	\$1500	\$500	Traffic management and signage	\$2,000
Robinvale Lantern Festival	Logistical support and event sponsorship \$5,000	\$1500	\$750	Traffic management, fencing and signage	\$2,250
Voyage Fitness Riverside Tri***	Logistical support and event sponsorship	\$1,500	\$1,500	Traffic management, toilets and bins	\$3,000

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Name of event	Request	Cash Contribution	In-kind (value)	In-kind Support Comments	Total Value
	\$3,000				
Lake Boga Yacht Club Easter Regatta 2020	Event sponsorship \$1,000.00	\$1,000	0		\$1,000
Swan Hill Food Truck Festival****	Logistical support and event sponsorship \$5,000	\$5,000	\$1,000	Signage, traffic management and cleaning costs	\$6,000
9th Annual Rally	Logistical support and event sponsorship \$1,000	\$500	0		\$500
Swan Hill Badminton Associations Veteran Tournament*****	Event sponsorship \$2,000.00	\$750	0		\$750
Nyah District Christmas Carnival	Logistical support and event sponsorship \$1,500	\$1,050	\$450	Traffic management	\$1,500
31st Anniversary - 150 Target, 2 day event	Event sponsorship \$1,000	\$500	0		\$500
Art Exhibition	Event sponsorship \$2,000.00	\$1,000	0		\$1,000
Community Carols By Candlelight	Logistical support and event sponsorship \$2,000.00	\$250	\$500	Bins cleaning and toilets	\$750
Swan Hill Film Festival 2019	Logistical support and event sponsorship \$1,500	\$1,000	\$250	2nd time event, plan for growth and sustainability Art Gallery venue hire	\$1,250

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Name of event	Request	Cash Contribution	In-kind (value)	In-kind Support Comments	Total Value
Art & Craft Exhibition "Ultima through the eyes of the Locals"	Logistical support and event sponsorship \$550	\$550	\$450	Signage, photocopying and expenses for hire provided for hall and park.	\$1,000
IQD 2020 International Quilting Day 2020	Event sponsorship \$1,000.00	\$500	0		\$500
Bobbin On The Murray	Event sponsorship \$400	\$200	0		\$200
Mental Health Week	Event sponsorship \$1,000	0	\$1,000	Venue hire only Using riverside park instead	\$1,000
PCQHA Swan Hill Multi Judged Classic Show	Event sponsorship \$500 to \$2000	\$500	0		\$500
Life Explosion - Free Community day	Event sponsorship \$500.00	\$500	0		\$500
NAIDOC Dreamtime ball*****	Logistical support and event sponsorship \$4,000	0	\$500	Venue-hire only	\$500
Men's Health night	Event sponsorship \$500.00	\$500	0		\$500
Chinkapook Christmas Tree	Event sponsorship \$500.00	\$500	0		\$500
We Believe in Unicorns black tie ball	Logistical support and event sponsorship	0	\$2,500	Town Hall hire	\$2,500

Name of event	Request	Cash Contribution	In-kind (value)	In-kind Support Comments	Total Value
	\$5,000				
Total		\$47,800 (sponsorship only)	\$22,700 (in-kind only)		\$70,500 (sponsorship and in-kind)

Addition information to consider.

***Christmas Twilight Market**

Funds received on the condition they continue to grow the event and potentially duplicate the event at other times during the year.

****RACV 2020 National Veteran Vehicle Rally**

This is a major event which will be held in October 2020 and is a once only event.

*****Voyage Fitness Riverside Tri**

Funds received on the condition they provide evidence of addressing innovation, as this event has been funded in previous years

****** Swan Hill Food Truck Festival**

Funds received on the condition they work closely with Council to ensure success.

******* Swan Hill Badminton Associations Veteran Tournament**

Funds received on the condition that it becomes financially sustainable

*******NAIDOC Dreamtime ball**

Funds to be received on the condition they identify a suitable venue, as the Town Hall is unavailable as it is booked for another event. They are investigating other venue options.

The panel has allocated a total of \$47,800 in event sponsorship and a further \$22,700 in logistical support (in-kind). This allows \$4,500 in reserve for any events Council wishes to support during the coming year.

Unsuccessful Grants

The proposed unsuccessful Event Support Fund applications for 2019/20:

Event	Request	Unsuccessful Reason
Swan Hill June Carnival	Event sponsorship \$2,500	Extensive history of operation and substantial revenue from gates
Manangatang Cup 2019	Event sponsorship \$2,000	Extensive history of operation, should be financially independent
Robinvale Easter Camp 2020	Logistical support and event sponsorship \$5,000	Application did not address the criteria in sufficient detail
Rider Safety Clinic	Event sponsorship \$2,000	The project does not fit the criteria

Undetermined Grant Application

New Year's Eve

Through the Events Support Funds process Council received only one application to hold a New Year's Eve event. This event is to take place in Riverside Park, Swan Hill. The application for New Year's Eve was reviewed by the panel. In comparison to last year, the same event received \$30,650 in event sponsorship and logistical support. A decision on whether the event will proceed this year is required to enable adequate time for the event to be organised, especially given the time of the year it is held. This year the applicant is requesting \$30,000 sponsorship and \$3,000 in logistical support.

A family focused event featuring live music, children's activities, food vans and two firework displays.

Expected total attendance is between 1,000 and 2,000. This number will be made up of local residents and visitors who are holidaying in the area; particularly those staying at the Swan Hill Riverside Big4 Caravan Park.

There will be an entry fee of \$10.00.

Online Submissions

Based on the success of the Community Grants' online application process in previous years, in 2018-19, Council introduced the online-only grant application process again in 2019-20.

The online portal gave applicants the ability to complete their application online, with the option to save and return to the submission for up to thirty days. Support for completing the forms online or answering queries was provided over the phone, or via email.

Council Officers will continue to review the process and identify areas for improvement for the 2020/21 round, but overall the transition to an online grants process has been overwhelmingly positive.

Consultation

Council's media department distributed media releases which were published in The Swan Hill Guardian and The Robinvale Sentinel. The grants program was promoted through the Economic Development Unit Newsletter, the Council website, a specific grants mailing list and via Council's social media with additional 'boosts' to ensure coverage to the whole municipality.

Prior to the applications closing further notifications were sent via email to the Event Support Fund's successful and unsuccessful applicants from 2018/19.

Financial Implications

Council sets aside \$75,000 for the Event Support Fund. Council will also provide logistical support (covering the cost of traffic management, provision of signage, cleaning, fencing, venue hire etc) up to the value of \$25,000.

There is an additional budget allocation of \$30,000 in the 2019/2020 to run New Year's Eve Event/s.

Social Implications

By providing funding for projects and events under the Community Grants program, Council helps in fostering stronger communities in the municipality. The successful operation of community organisations and clubs plays a vital role in ensuring a vibrant and healthy community.

Community organisations will be able to hold events which will result in increased participation, health and fitness, social gatherings and interaction.

Economic Implications

Funding through the Event Support Fund program will assist clubs and organisations to become adequately resourced to hold club and community based activities and reduce financial pressure.

Events to the value of \$70,500 will be completed by community and other organisations by mid 2020.

REMPPLAN Data Analysis

Based on the applications which the Panel recommends to be approved, the economic benefit for the region is in the vicinity of \$11,500,000. This figure is exclusive of the New Year's Eve event for which the economic benefit has been estimated at \$341,625.

Environmental Implications

Not applicable.

Risk Management Implications

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

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

Council Plan Strategy Addressed

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

Options

Council to approve the Events Support Fund 2019/2020 successful and unsuccessful recommendations, as presented in this report.

1. Council amend the recommendations presented in this report and then approve the 2019/2020 successful and unsuccessful projects as changed.
2. Council approves the application for the Swan Hill New Year's Eve Event, as presented in this report.
3. Council not approve the application for the Swan Hill New Year's Eve Event.

Recommendations

That Council:

1. **Approves the following 2019/20 Event Support Fund grant recipients.**

Name of event	Total Value
Mallee Almond Blossom Festival	\$3,500
2020 Robinvale Euston Ski Race	\$2,000
Jamboree Drag Racing Event	\$5,000
Swan Hill Region Food & Wine Festival	\$8,000
Christmas Twilight Market	\$4,500
Swan Hill Bowls Autumn Carnival	\$1,000
Swan Hill Things with Strings Festival	\$6,000
Swan Hill Show	\$1,800
RACV 2020 National Veteran Vehicle Rally	\$8,000
Massive Murray Paddle	\$2,000
Academy Challenge	\$500

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TREE Multi-Fest	\$2,000
Voyage Fitness Riverside Tri	\$3,000
Lake Boga Yacht Club Easter Regatta 2020	\$1,000
Swan Hill Food Truck Festival	\$6,000
Robinvale Lantern Festival	\$2,250
9th Annual Rally	\$500
Swan Hill Badminton Associations Veteran Tournament	\$750
Nyah District Christmas Carnival	\$1,500
31st Anniversary - 150 Target, 2 day event	\$500
Art Exhibition	\$1,000
Community Carols by Candlelight	\$750
Swan Hill Film Festival 2019	\$1,250
Art & Craft Exhibition "Ultima through the eyes of the Locals"	\$1,000
IQD 2020 International Quilting Day 2020	\$500
Bobbin On The Murray	\$200
Mental Health Week	\$1,000
PCQHA Swan Hill Multi Judged Classic Show	\$500
Life Explosion Free Community day	\$500
NAIDOC Dreamtime ball	\$500
Men's Health night	\$500
Chinkapook Christmas Tree	\$500
We Believe in Unicorns black tie ball	\$2,500
Total (sponsorship and in-kind, excluding the \$30,000 for NYE)	\$70,500

- 2. Approve the New Year's Eve Event application and providing \$27,000 in sponsorship and \$3,000 in logistical support.**

B.19.70 COMMUNITY DEVELOPMENT FUNDING PROGRAM 2019/20

Responsible Officer: Director Development and Planning
File Number: S17-01-01-06
Attachments: Nil

Declarations of Interest:

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

Summary

This report provides Council with information in relation to the 2019-2020 Community Development Fund. It also makes recommendations to assist Council in determining which grants should be awarded.

Discussion

Community Development Fund

The Community Development Fund provides up to \$5,000 for eligible community groups to carry out their objectives.

Projects funded may include:

- Structural repairs or minor upgrades to community facilities
- New or upgraded equipment essential to the operation of the community group
- Current OH&S or risk management issues
- New programs or activities within a community
- Projects for specific high needs groups
- Projects that promote local sustainability initiatives, environmental innovation, create proud community spaces and promote responsible water usage and conservation.
- Protection, conservation and restoration of heritage items and assets.
- Club capacity (training, business plans etc)

A committee comprising of the Chief Executive Officer, Councillor Jeffery, Buildings coordinator and Community Planning Officer evaluated all applications against the criteria. The Mayor Cr Young was unable to attend panel meeting.

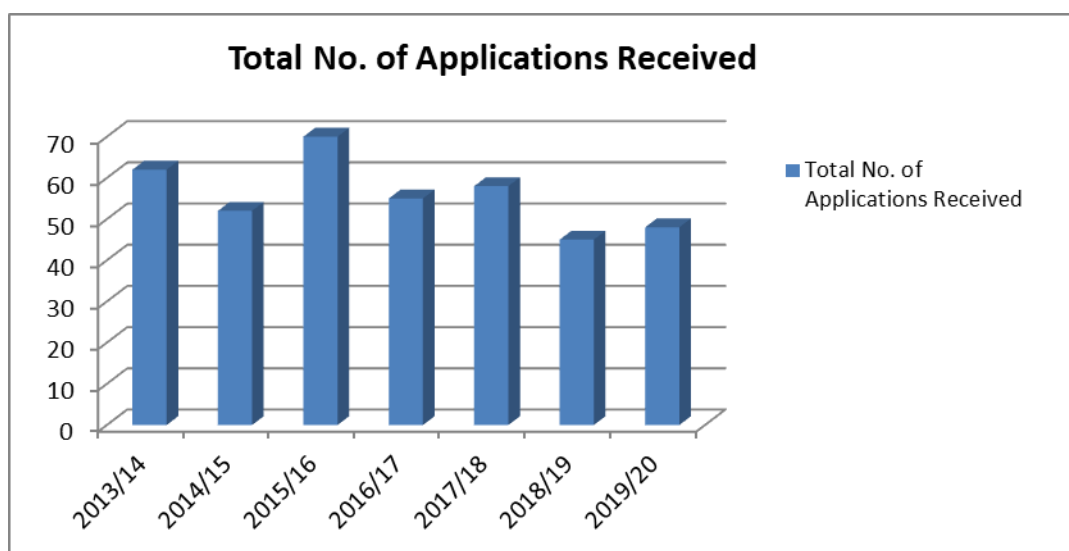
Each application was assessed on its merits and the following factors were taken into account to determine priorities for funding:

- Number of active members
- The immediate and future contribution the project will make to support community development and resilience
- Availability of alternative facilities – Is there other viable options/alternatives?
- Any other evidence of demand – how much is the project needed?

- Minor or local festivals or events that have broad community benefit
- Long term viability of applicant organisation.
- Level of cash or in-kind contribution – what is the organisation contributing to the project? Are they contributing in-kind?
- Availability of other funding source(s).
- Prior receipt and utilisation of grants – has the organisation acquitted all previous community grants to the satisfaction of Council?

Applications Received

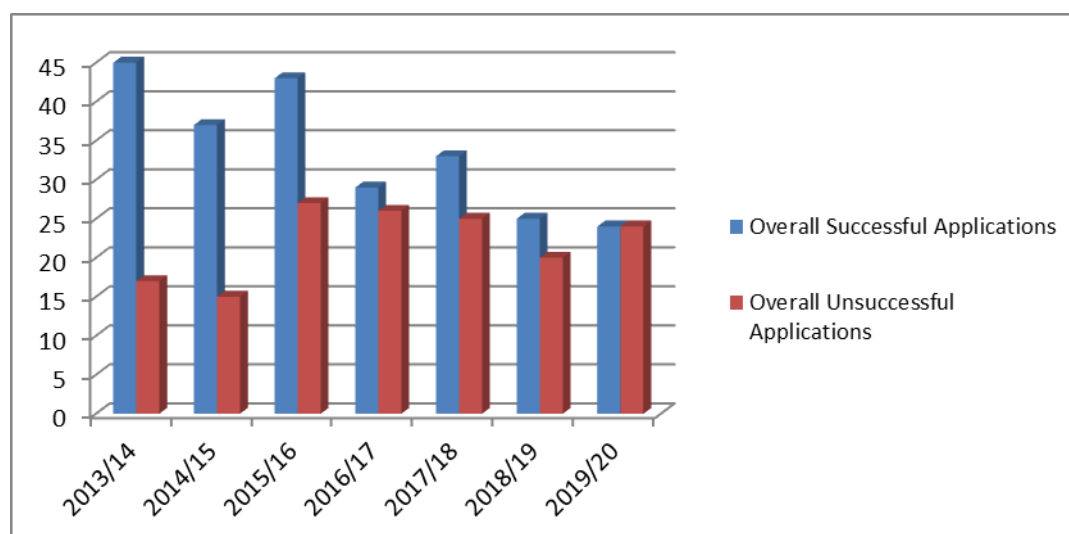
Council received 48 applications this round. This is compared to 45 in 2018/19 and 58 in 2017/18. From 2018/19 community events were not funded from this program. Below is a snapshot of the number of applications received in comparison with previous years.



Successful Versus Unsuccessful Grant Projects

Of the 48 applications received this round, 24 are recommended for approval. This is compared to 56 per cent successful in 2018/19.

Below is a snapshot of the number of successful and unsuccessful Community Development Fund Grants compared to previous years.



Determining Successful Grants

The total value requested from Council by all 48 applicants in this round was \$178,834

The funds available are able to support 24 projects up to the value of \$67,265. Successful applicants will contribute approximately \$101,099.86 in cash, in kind and sponsorship/other funding to match Council's funds. This will result in just over \$168,000 worth of community projects being completed by 30 April 2020.

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

Below are the Community Development Fund projects recommended for approval:

Name of Organisation	Project Name	Value Funded	Value Requested
Robinvale Netball Association	New netball pole pads - upgrade to new high density foam pads	\$ 500.00	\$ 500.00
Swan Hill Gymnastics Club	Purchase of Gymnastics Equipment - replacement / upgrade of equipment	\$ 5,000.00	\$ 5,000.00
Tooleybuc / Manangatang Football Netball Club Inc	New globes - 3 new globes for light towers at football ground	\$ 5,000.00	\$ 5,000.00
Lake Boga Sports Club Inc	Upgrade goal posts - replacement of goal posts	\$ 5,000.00	\$ 5,000.00
Swan Hill Football Netball Club	Ball catch nets behind McCallum Street end	\$ 5,000.00	\$ 5,000.00
Manangatang Public Hall Committee	Kitchen upgrade - replacement of old stoves with new freestanding range	\$ 1,500.00	\$ 1,500.00

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Name of Organisation	Project Name	Value Funded	Value Requested
Girl Guides Assoc of Victoria - Nyah Girl Guides	Bringing life back to our hall - repairs to electrical works, toilets, flooring, upgrade kitchen and blinds	\$ 5,000.00	\$ 5,000.00
Manangatang Tennis Club Inc	New nets for Manangatang Tennis Club	\$ 500.00	\$ 500.00
Tyntynder South Hall Dance Committee *	Hall roof replacement	\$ 5,000.00	\$ 5,000.00
Mid Murray Pistol Club	Upgrade power and air supply - reliability of power and sufficient air pressure to turn targets	\$ 2,690.00	\$ 2,690.00
Piangil Memorial Park Reserve	Modernising Piangil's Community Resources - purchase kitchen equipment, TV, data projector & PA	\$ 2,733.00	\$ 2,733.00
Manangatang Recreation Reserve Committee	Purchase new display fridge	\$ 1,000.00	\$ 1,425.00
Swan Hill Stroke Support Group	Reprint of a book with an update of a stroke survivors journey	\$ 500.00	\$ 500.00
Lake Boga Football Netball Club	Grandstand Seating - purchase of new grandstand module	\$ 1,431.65	\$ 1,431.65
Swan Hill Riding for the Disabled RDA	Upgrade to arena fence - rub back, rust proof and repaint arena fence	\$ 500.00	\$ 2,500.00
Swan Hill Theatre Group	Finish the floor - new vinyl floor coverings to seating area	\$ 5,000.00	\$ 5,000.00
Chinkapook Reserves Committee of Management Inc	New Windows - install new windows at Chinkapook Hall	\$ 3,161.00	\$ 3,161.00
Swan Hill Aboriginal Dance Group**	Wemba Wemba to Gadigal - costs for dance group to travel to Sydney	\$ 2,000.00	\$ 5,000.00
Swan Hill Junior Fire Brigade***	Junior Leadership Development Camp - cost to conduct training camp	\$ 2,000.00	\$ 3,500.00
Wemen Progress Association	Healthy Rainwater for Wemen Hall - gutter guards, filtration system, rainwater pump	\$ 3,000.00	\$ 4,635.00
Swan Hill Farmers Market	Staff & Committee Professional Development - first aid training, improve skills, upgrade storage	\$ 855.00	\$ 1,700.00
Swan Hill Neighbourhood House	Finding Swan Hill Neighbourhood House - new signage, grading of entrance & car park	\$ 3,894.00	\$ 3,894.00

SECTION B - REPORTS

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Name of Organisation	Project Name	Value Funded	Value Requested
Robinvale Rifle Club	Electronic Target - provide additional target	\$ 5,000.00	\$ 5,000.00
Swan Hill Community Toy Library	Toy Library Improvements - shelving, signage and toys	\$ 1,000.00	\$ 2,040.00
		\$67,264.65	\$77,709.65

*Approval for the Tyntynder South Hall Dance Committee application is subject to additional funding received from additional grant bodies.

**Funding approved for Swan Hill Aboriginal Dance Group is only to be used for accommodation costs for dance troupe when attending performance at Sydney Opera House

***Funding approved for Swan Hill Junior Fire Brigade is only to be used for travel costs associated with project.

Determining Unsuccessful Grant Projects

Below are the 24 Community Development Fund projects not recommended for approval:

Name of Organisation	Project Name	Value Requested
Italian Social club	Minor upgrade to kitchen - replacement of roller door servery window	\$ 5,000.00
Lake Boga Flying Boat Museum	Purchase of new POS system	\$ 5,000.00
Life Saving Victoria	Aquatic Safety Education for Swan Hill Youth - aquatic safety programs	\$ 5,000.00
Murray Mallee Adult Community Education	Community Engagement Transport - purchase of 12 seater bus	\$ 5,000.00
Murray Mallee Local Learning & Employment Network (MMLLEN)	Code the Mallee - create club to learn computer programming skills	\$ 5,000.00
Murray Valley Aboriginal Co-operative	Restoration - upgrade to toilet facilities	\$ 5,000.00
Murraydale Tennis Club	Toilets & Building Maintenance - lighting, fans, floor coverings, painting	\$ 5,000.00
Nyah and District Pony Club	Enclosed dressage arena	\$ 4,200.00
Piangil RSL Sub Branch	New construction of outdoor/BBQ shelter at rear of RSL premises	\$ 3,000.00
Robinvale & District Lions Club	New trailer for jumping castle	\$ 5,000.00

Name of Organisation	Project Name	Value Requested
Robinvale Euston Ski Race Committee	Marquee replacement	\$ 2,500.00
Robinvale Pistol Club	Solar - Installation of a 4kw solar power system	\$ 5,000.00
Robinvale Villers-Bretonneux Association	Memorial - Memorial within Robinvale Memorial Park	\$ 2,985.00
Rotary Club of Robinvale - Euston	Rotary Park in Robinvale - replace seating, install picnic tables/seats	\$ 4,000.00
Speewa Heritage Collectors Club Inc	Partial Roof Renovation - kitchen area	\$ 1,600.00
Swan Hill College / Clontarf Foundation	Clontarf Foundation room development - new carpet floor coverings	\$ 2,874.50
Swan Hill Genealogical and Historical Society Inc	Swan Hill Guardian Digitisation - digitise Guardian	\$ 2,000.00
Swan Hill Lawn Tennis and Croquet Club	Beautification of irrigation pipeline – install watering line & replant shrubs	\$ 2,500.00
Swan Hill Martial Arts Budokai Inc	Low Impact Matting Purchase	\$ 3,000.00
Swan Hill Motorcycle Club	Installation of new toilet facility - Motocross precinct of Chisholm Reserve	\$ 5,000.00
Swan Hill Rostered Playgroup Inc	Resource Upgrade & Community Education - sensory equipment & info session	\$ 1,540.00
We are Vivid	Seed to Plate - new garden beds, create edible garden used in conjunction with learning program	\$ 4,924.84
Woorinen Football Netball Club	Family Zone - build sheltered BBQ area	\$ 5,000.00
Woorinen South Preschool Inc	Indoor Space Upgrade - skylight, fridge, floor mats, upgrade toilets	\$ 5,000.00

Online Submissions

Council introduced the online-only grant application process in 2018-19. This portal gave applicants the ability to complete their application online, with the option to save and return to the submission for up to thirty days.

Consultation

Council's media department distributed two media releases, one in early April and another in June, just prior to applications closing.

The community grants program was also promoted through a grants mailing list, the Economic and Community Development Department's Business Newsletter and via Council's social media with additional 'boosts' to ensure coverage to the whole municipality.

Financial Implications

Council set aside \$70,000 for the 2019-2020 Community Development Fund grants.

Social Implications

By providing funding for projects under the Council's Grants program, we will foster stronger communities in our municipality. The successful operation of our community organisations and clubs play a vital role in ensuring a vibrant and healthy community.

Community organisations will be able to undertake minor upgrades to facilities, purchase necessary equipment which will result in increased participation, health and fitness, social gatherings and interaction.

Economic Implications

Funding through the Community Grants program will assist clubs and organisations to become adequately resourced to hold club and community based activities and reduce financial pressure to maintain club facilities and equipment.

Projects to the value of just over \$168,000 will be completed by community organisations by 30 April 2020.

Environmental Implications

Projects funded under this grants program will enable community groups to create sustainable community spaces.

Risk Management Implications

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

Council Plan Strategy Addressed

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

Options

1. Council approve the 2019/2020 Community Development Fund successful and unsuccessful recommendations, as presented in this report.
2. Council amend the recommendations presented in this report and then approve the 2019/2020 successful and unsuccessful projects, as changed.

Recommendations

That Council:

1. **Approve the following grants from the 2019/2020 Community Development Fund.**

Name of Organisation	Project Name	Value Funded
Robinvale Netball Association	New netball pole pads - upgrade to new high density foam pads	\$ 500.00
Swan Hill Gymnastics Club	Purchase of Gymnastics Equipment - replacement / upgrade of equipment	\$ 5,000.00
Tooleybuc / Manangatang Football Netball Club Inc	New globes - 3 new globes for light towers at football ground	\$ 5,000.00
Lake Boga Sports Club Inc	Upgrade goal posts - replacement of goal posts	\$ 5,000.00
Swan Hill Football Netball Club	Ball catch nets behind McCallum Street end	\$ 5,000.00
Manangatang Public Hall Committee	Kitchen upgrade - replacement of old stoves with new freestanding range	\$ 1,500.00
Girl Guides Assoc of Victoria - Nyah Girl Guides	Bringing life back to our hall - repairs to electrical works, toilets, flooring, upgrade kitchen and blinds	\$ 5,000.00
Manangatang Tennis Club Inc	New nets for Manangatang Tennis Club	\$ 500.00
Tyntynder South Hall Dance Committee *	Hall roof replacement	\$ 5,000.00
Mid Murray Pistol Club	Upgrade power and air supply - reliability of power and sufficient air pressure to turn targets	\$ 2,690.00
Piangil Memorial Park Reserve	Modernising Piangil's Community Resources - purchase kitchen equipment, TV, data projector & PA	\$ 2,733.00
Manangatang Recreation Reserve Committee	Purchase new display fridge	\$ 1,000.00
Swan Hill Stroke Support Group	Reprint of a book with an update of a stroke survivors journey	\$ 500.00

SECTION B - REPORTS

16 July 2019

Name of Organisation	Project Name	Value Funded
Lake Boga Football Netball Club	Grandstand Seating - purchase of new grandstand module	\$ 1,431.65
Swan Hill Riding for the Disabled RDA	Upgrade to arena fence - rub back, rust proof and repaint arena fence	\$ 500.00
Swan Hill Theatre Group	Finish the floor - new vinyl floor coverings to seating area	\$ 5,000.00
Chinkapook Reserves Committee of Management Inc	New Windows - install new windows at Chinkapook Hall	\$ 3,161.00
Swan Hill Aboriginal Dance Group**	Wemba Wemba to Gadigal - costs for dance group to travel to Sydney	\$ 2,000.00
Swan Hill Junior Fire Brigade***	Junior Leadership Development Camp - cost to conduct training camp	\$ 2,000.00
Wemen Progress Association	Healthy Rainwater for Wemen Hall - gutter guards, filtration system, rainwater pump	\$ 3,000.00
Swan Hill Farmers Market	Staff & Committee Professional Development - first aid training, improve skills, upgrade storage	\$ 855.00
Swan Hill Neighbourhood House	Finding Swan Hill Neighbourhood House - new signage, grading of entrance & car park	\$ 3,894.00
Robinvale Rifle Club	Electronic Target - provide additional target	\$ 5,000.00
Swan Hill Community Toy Library	Toy Library Improvements - shelving, signage and toys	\$ 1,000.00

2. Notify all unsuccessful applicants and assist them with other avenues for funding or assistance in applying in the future

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.19.11 SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments: Nil.

Declarations of Interest:

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

Summary

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

Discussion

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

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

Consultation

Not applicable

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

Background

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

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

Issues

The following documents were signed and sealed since the last Council meeting:

No.	Document Type	Document Description	Date signed/sealed
930	Section 173 Agreement – for ongoing maintenance and ownership of a private asset in Road Reserve (Cottman Road, Beverford – Lot 1 PS726418Q Vol 11877 Fol244	Between SHRCC and M.R.Mangiameli.	25-6-19
931	Occupancy lease – Swan Hill Visitor Information and Community Comfort Centre	Between SHRCC and Swan Hill Visitor and Community Comfort Centre Inc.	25-6-19
932	Section 173 Agreement for the installation of a pipe in road – ongoing ownership and maintenance of pipeline (Lot 4 LP97375 Parish of Tol Tol)	Between SHRCC and L&T Ingaliso.	25-6-19
933	Section 173 Agreement – Ongoing maintenance of private infrastructure in Road as part of GMW works – (Woodgate Road, Crown allotment 10 Section F, Parish of Tyntynder, Vol 07516 Fol 008)	Between SHRCC and N.G.Probyn and M.Probyn.	25-6-19
934	Occupancy Lease 58 Lalbert Rd Lake Boga	Between SHRCC and Lake Boga & District Landcare Group	2-7-19

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.19.12 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
2 July 2019 at 1pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Councillor only Session
- Coffee with a Councillor
- KSI Report 4th Quarter
- Risk Policy and Risk Framework
- Signage Proposal by M.Brereton, G.Clark and L.French
- Calder Highway Improvement Committee
- Road Management Plan – Submissions
- Active and Adventure Play Presentation
- Rural Planning Presentation

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Ann Young
- Cr Les McPhee
- Cr Chris Jeffery
- Cr Lea Johnson
- Cr Bill Moar
- Cr Jade Benham
- Cr Nicole McKay

Apologies

- Nil

OFFICERS

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- David Lenton, Director Corporate Service
- Felicia Chalmers, Media and PR Co-ordinator
- Helen Morris, Organisational Development Manager
- Laura O'Dwyer, Enterprise Assets Manager
- Stefan Louw, Development Manager
- Rachael Blandthorn, Principal Planner
- Jessica Chislett, Risk and Compliance Officer
- Nathan Keighran, Liveability and Project Development Coordinator
- Fiona Gorman, Economic and Community development Manager

Other

-

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION G – IN CAMERA ITEMS

Recommendation

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

B.19.66 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT