

AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 25 June 2019

To be held Swan Hill Town Hall
Meeting Room 1
McCallum Street, Swan Hill
Commencing at 6:00 PM

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 21 May 2019
 - 2) Extraordinary Council Meeting held on 11 June 2019

- **Declarations of Conflict of Interest**

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

- **Public Question Time**

SECTION B – REPORTS

B.19.54 ADOPTION OF 2019/20 BUDGET

Responsible Officer: Director Corporate Services
File Number: S15-06-10
Attachments: Nil.

Declarations of Interest:

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

Summary

Following the statutory advertising period, the 2019/20 Budget is ready for adoption. The Budget is the primary source of financial control across Council operations, and expresses the nature and level of Council's service and infrastructure provision in financial terms for the 2019/20 financial year.

Discussion

At the close of the statutory advertising period three submissions were received. The submissions were formally received and heard at the Special Council Meeting on 11 June 2019. A response to points raised in the submissions was provided at that meeting. Officers believe the points raised in the submissions do not require the Budget to be amended. Council is now in a position to adopt the Budget.

Councillors have been involved in the preparation of the Budget and are well informed as to its content; however highlights and significant issues are as follows:

1. Rating Strategy

The 2019/20 budget proposes an average increase on the annualized 2018/19 rates of 1.02%. A 1% early payment discount will apply if rates installments are paid in full by 30 September 2019.

The proposed average rate rise is below the State Government's Rate Cap of 2.5%. As a result of new Valuation that will be applied from July 2019 the Dry Land Farmers Differential Rate discount on the General Rate has been increased from 15% to 20%. This will result in a more even distribution of the rate rise due to the new valuations and provides some relief for farmers dependent on local rainfall which was lacking during the 2018 growing season.

2. Waste Management

The budget reflects increased Waste Management charges at landfill sites in line with State Government policy changes and the increased cost of processing Recyclable materials and general cost increases. The fee for a 120 litre garbage bin will be unchanged at \$300 and a 240 litre bin will also remain at \$455. The optional green waste service charge will reduce by \$5 to \$95.

3. Operations

The budget maintains the current level of operational services except where Government Policy changes are occurring or a service can be better provided by the private sector. \$41.5 million (excluding depreciation) will be spent on these services primarily on Infrastructure maintenance and provision, Family, Youth and Aged services, Recreational facilities, Economic Development, Tourism, Waste Management and Municipal administration costs.

4. Capital Works

The Budget proposes \$18.2 million capital works program focusing on infrastructure replacement. This is dependent on receiving \$4.1 million in external funding. Some of the major works to be undertaken include \$5.7 million for road works, \$2.5 million to start the implementation of the Our Region Our Rivers Project including Bromley Road beautification, \$0.5 million towards construction of the Robinvale town levee, \$0.3 million to replace and improve footpaths, \$0.5 million for major maintenance to community buildings, \$0.4 million to implement Community Plans and \$0.4 million for an upgrade to the Netball Courts at Nyah Recreation Reserve.

5. Asset Management

The Budget is clearly focused on asset management issues and the need to fund infrastructure replacement. \$9 million (subject to external funding) will be spent replacing Councils assets, primarily roads, footpaths and drains.

6. Financial Management

The Budget predicts an operating surplus of \$6.1 million and a rates surplus of \$0.06 million. Net debt will decrease by \$0.7 million. Net assets are budgeted to increase by \$8.6 million due mainly to asset revaluations and capital expenditure. Cash and investments will be steady at \$21 million. Current assets will exceed current liabilities at 30 June 2020 by \$15.6 million.

Consultation

The Draft Budget was presented at community information sessions in Robinvale and Swan Hill. The Swan Hill session was live streamed on Facebook and made available on Councils website.

A formal advertising and submission process has taken place. Three submissions were received. Suggestions for projects and programs from the community were received throughout the year and considered as part of the Budget preparation process.

Financial Implications

Adoption of the 2019/20 Budget authorises Council officers to expend Council funds and raise revenue to implement the budgeted programs and projects.

Social Implications

Council's budget covers all aspects of Council operations and therefore impacts economic, social and environmental outcomes.

Economic Implications

As above.

Environmental Implications

As above.

Risk Management Implications

Setting a budget is a vital control that enables the organisation to track financial performance.

Council Plan Strategy Addressed

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

Options

1. Adopt the 2019/20 Budget as advertised.
2. Adopt the 2019/20 Budget with minor amendments.

Recommendations

That Council:

1. **Having considered the three submissions, adopt the budget as advertised.**
2. **Declare that \$24,468,550 be raised in rates for the 2019/20 financial year.**
3. **Declare a Differential Rate of 0.754229 cents in the dollar of Capital Improved Value for rateable Commercial properties within Residential 1, Business or Industrial zones of the Swan Hill Planning Scheme in the townships of Swan Hill and Robinvale.**
4. **Declare a Differential Rate of 0.603384 cents in the dollar of Capital Improved Value for rateable Residential and Industrial properties within the drainage districts Swan Hill and Robinvale townships.**
5. **Declare a Differential Rate of 1.206767 cents in the dollar of Capital Improved Value for rateable Vacant Residential land within the townships**

of Swan Hill and Robinvale that has remained as vacant land for a minimum of 5 years since it was last zoned as residential land or 3 years after its sale as a residential allotment, whichever is the latter.

6. **Declare a Differential Rate of 0.464141 cents in the dollar of Capital Improved Value for rateable farming properties without access to irrigation water infrastructure and which are primarily used for broad acre grain/sheep production and are allocated an Australian Valuation Property Classification Code of 510, 520, 523, 524 or 530.**
7. **Declare a Differential Rate of 0.580176 cents in the dollar of Capital Improved Value for all other rateable land within the municipality.**
8. **Declare a Garbage Service Charge of \$300 for a 120 litre bin service and \$455 for a 240 litre bin service for residential properties within the declared garbage service areas of the Municipality, for the year commencing 1 July 2019.**
9. **Declare an optional Green Waste Garbage Service Charge of \$95 for a 240 litre bin service for Residential properties within the declared garbage service area of Swan Hill City (collection area number 20) for the year commencing 1 July 2019.**
10. **Authorise borrowings of up to \$500,000 for capital works in 2019/20.**
11. **Provide a payment equivalent to 50% of the applicable rates for Not-For-Profit recreational properties which would have been previously entitled to the lower Recreational Differential Rate.**
12. **Provide a payment equivalent to 50% of the difference between the Commercial Rate and Urban Rate in Swan Hill and Robinvale for Commercial properties in Common Occupancy with a residence.**

B.19.55 SWAN HILL RURAL CITY COUNCIL ELECTORAL REVIEW

Responsible Officer: Director Corporate Services
File Number: S16-07-02
Attachments: 1 Electoral Structure of Swan Hill Rural City Council

Declarations of Interest:

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

Summary

As part of a regular schedule and as required by Section 219A of the Local Government Act the Victorian Electoral Commission (VEC) is conducting a review of the Swan Hill Rural City Council electoral structure. The review will take place between June and October 2019. The outcomes of the review will form the basis of the electoral structure for the 2020 Council election.

This report seeks to inform Council of the review, determine whether Council wants to make a submission to the review and, if so, seeks direction as to the issues to be raised in that submission.

Discussion

The VEC is conducting a review of Council's electoral structure. The review is part of the VEC's regular system of reviews that occur every 8 to 12 years unless special circumstances exist. The review involves two opportunities for submissions, one as part of the preliminary review and the second in response to the VEC's preliminary recommendations. Preliminary submissions are due by 10 July 2019. The preliminary report is due to be released on 7 August 2019 with submissions to that report closing on 4 September 2019.

The final report is due to be released on 2 October 2019 and will be submitted to the Minister for Local Government at which time the Minister will make a determination on the Electoral Structure for Swan Hill Rural City Council.

Current Structure

Currently Council is divided into four Wards (attached Map) with seven Councillors. The Central Ward, which covers most of Swan Hill Township and extends out to Woorinen and Beverford, elects four Councillors. The other three Wards elect one Councillor each.

The Robinvale Ward covers Robinvale Township, soldier settlements area and extends out to include Wemen, Bannerton and Lake Powell, elects one Councillor. Murray Mallee Ward covers the area South of Robinvale Ward down to Polisbet Rd and Bulga Road. It includes the townships of Annuello, Boundary Bend, Piangil, Manangatang, Nyah, Nyah West and Vinifera. Lakes Wards extends from the Southern side of Werril St Swan Hill to the Southern Municipal Boundaries. It includes the townships of Waitchie, Ultima, Lake Boga and Tresco.

The number of voters in each Ward and the average per Councillor is shown in the table below. The information is based on the 2016 Council election.

Ward	Approximate Number of Voters	Average number of Voters per Councillor
------	------------------------------	---

Central	8,629	2,157
Robinvale	2,050	2,050
Murray Mallee	1,989	1,989
Lakes	2,017	2,017
Total	14,685	2,098

The electoral rules allow for a variance of up to 10% between the Municipal average number of voters per Councillor and the highest and lowest Ward averages. In 2016 this would have been a low of 1,888 and a high of 2,308, however the VEC usually recommends a tighter range of lowest and highest averages to ensure that population changes between Electoral Reviews do not trigger a special circumstances review in between the normal schedule.

2019 Electoral Review Considerations

The 2019 Electoral Review will consider any population movements between Wards, whether the number of Wards is still appropriate, whether to have Wards at all, the total number of Councillors and, if a Ward structure is recommended to be retained, the number of Councillors per Ward.

Given our population size it is unlikely that an increase in the total number of Councillors will be approved. In the VEC Electoral Review of Moira Shire Council (Moira) the preliminary report released earlier this year stated that its 2,787 average numbers of Voters per Councillor is at the bottom of the range but due to its geographic size of 4,045 square kilometres then the average could be justified. Moira has nine Councillors.

While SHRCC is 6,116 square kilometres or 33% larger our average voters per Councillor is 25% below that of Moira and well below the VEC target of at least 22,000 voters to justify an increase in the total number of Councillors. Moira is estimated to have 25,086 voters compared to SHRCC 14,685. Council will have to use our geographic size and population spread as an argument to retain the current seven Councillors and not reduce to six. The total number of Councillors will also have an impact on any Ward structure as discussed below.

A key issue for Council to consider is whether a Ward structure should be retained. The Local Government Act 1989 (Act) requires Councillors to act in the best interests of the people Municipal District and local community. There is no mention in the Act of the interests of specific Wards although this could possibly be assumed from the term "local community". The Act specifically defines local community as:-

Local community includes—

- (a) people who live in the municipal district; and
- (b) people and bodies who are ratepayers; and
- (c) people and bodies who conduct activities in the municipal district.

It can be argued that a Ward structure could lead to a Councillor focusing more on Ward issues than the interests of the whole Municipal District; however this will depend on the approach taken by each Councillor.

The Submission Guide issued by the VEC for the current Electoral Review into Moyne Shire Council (Moyne) lists the main advantages and disadvantages of Unsubdivided electoral structures compared to a Ward structure. These are summarized as follows:-

UNSUBDIVIDED STRUCTURE

Positive Features	Less Positive Features
Promotes the concept of council-wide focus with Councillors being elected by, and concerned for, the local Council as a whole rather than parochial interests.	May lead to significant communities of interest and points of view being unrepresented.
Gives residents and ratepayers a choice of Councillors to approach with their concerns	May lead to confusion of responsibilities and duplication of effort on the part of Councillors.
Each voter has the opportunity to express a preference for every candidate for the Election and provides a wider choice for voters.	Large numbers of candidates might be confusing for voters.
Removes the need to define Ward boundaries which may not match communities of interest.	May lead to Councillors being relatively inaccessible for residents in parts of the Municipality.
If a Councillor resigns or is unable to complete their term, a replacement Councillor is elected through a count back system, negating the need for a by-election.	May be difficult for voters to assess the performance of individual Councillors.
Avoids different voting systems which occur where wards have uneven numbers of Councillors.	If only a few candidates contest the general Election, the count back system may elect a candidate who only polled a small percentage of the vote.
Reduces the perception of electors of single Ward Councillors that their Councillor will be more influential than is likely to be the case.	
Any person on the Voters roll within the Municipal District can stand for election in any Ward they choose. This reduces the communities of interest and accessibility benefits of a Ward structure.	

Another consideration that could influence Council's decision whether to argue to retain a Ward structure is change to the Act that is likely to occur over the next three years. The lapsed Bill, introduced to amend the Act by the State Government during 2018, contained provisions that would have required each Ward to have the same number of Councillors. At this stage it is likely that these provisions will be retained when a new Bill to amend the Act is introduced to State Parliament. Such provisions would require that the current Ward structure for SHRCC be replaced. This would require another Electoral Review and the associated administration and expense possibly before the 2024 Council elections. Council does have the option to argue for retention of the current structure and then wait and see what the new Act requires when it is passed. If this is the case the best option would be to argue for minor boundary changes to the current Wards to take account of population/voter movements only.

If the new Act is passed with the previously intended electoral provisions, the only practical way Council could retain seven Councillors would be to have seven Wards each with one Councillor, the Central Ward would have to be split into four very small Wards with little or no connection to a defined community of interest. This is likely to increase election costs and be confusing for voters who may struggle to differentiate between which Councillors are in their Ward and which are not.

An increase in the number of Councillor to eight or nine is not likely to be acceptable to the VEC given the comments in the Moira Electoral Review, noted above. A reduction in the total number of Councillors to six would provide the options of six Wards of one Councillor, three Wards of two Councillors or two Wards of three Councillors.

Six Wards with one Councillor each would suffer the same disadvantages as seven wards with one Councillor each. Three Wards each with two Councillors could be a practical option although Murray Mallee Ward would be likely to disappear under this option as it would be combined with Robinvale Ward. Lakes Ward would have to expand to include a much larger section of Swan Hill Township.

Two Wards with three Councillors would present a range of options for Ward structures but all would mean combining Robinvale Ward with Murray Mallee Ward either combined with Lakes Ward and the northern part of Central Ward to create a Rural Ward with Central Ward reducing to three Councillors, or, the alternative would be for Robinvale, Murray Mallee and a large part of Central Ward including parts of Swan Hill to form a Ward with Lakes and the rest of Swan Hill township forming the other Ward.

If Council's preference is to retain the current structure with minor amendments until the new Act comes into force then the likely impacts will be that some of Central Ward will have to be absorbed into Murray Mallee and/or Lakes Wards. If the number of registered voters in Robinvale Ward has increased substantially then it is possible that part of Robinvale Ward would have to be moved into Murray Mallee Ward as well.

Council could propose the retention of seven Councillors with a different Ward structure until the new Act comes into force. For example, three Wards – Central (four Councillors), Robinvale (two Councillors) and Lakes (one Councillor) or Central (four), Robinvale (one) and combined Murray Mallee and Lakes (two) or Central Ward (four) and Rural Ward (three). Given the large voter base in Swan Hill Township any seven Councillor system will have to have Ward boundaries that take in a large number of voters from the current Central Ward.

The VEC has produced an interactive map for Council's Ward boundaries that enable users to create different scenarios. Once Council's preference is determined Officers can attempt to develop a scenario to support a submission.

Council direction is sought on:-

1. Whether Council wants to make a preliminary submission to the Electoral Review of SHRCC;
2. Whether Council wants to retain a seven Councillor structure or reduce to six;
3. Whether Council wants to retain a Ward based structure, and if so;
4. Council's preferred Ward structure.

Consultation

There is no statutory requirement for Council to consult in relation to its own submission, if any. VEC timelines for their consultation process would not provide sufficient time for this occur, however, any member of the public or any organisation can make a submission to the VEC in relation to the Swan Hill Rural City Council Electoral Review. This must be done through the VEC system not Council's.

Financial Implications

Council is required to fund the VEC for the work they are undertaking to complete the Electoral Review. An estimate of this amount has been included in Council proposed 2019/20 Budget.

The costs for holding elections, remunerating and supporting Councillors will vary depending on the outcome of the review especially the number of Councillors and Wards. The cost of current structure of seven Councillors over four Wards is included in the proposed 2019/20 Budget.

Social Implications

An appropriate electoral structure will help Councillors to appropriately represent Public views and opinions in Council advocacy and decision making.

Economic Implications

Not directly relevant to this report.

Environmental Implications

Not directly relevant to this report.

Risk Management Implications

The risk of not forming a consensus view and making a submission is that the views of Council will not be considered by the VEC.

Council Plan Strategy Addressed

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

Options

These are discussed in the report. Council needs to determine its preferred total number of Councillors and Ward structure. Any structure will have to be consistent with the Act and VEC requirements.

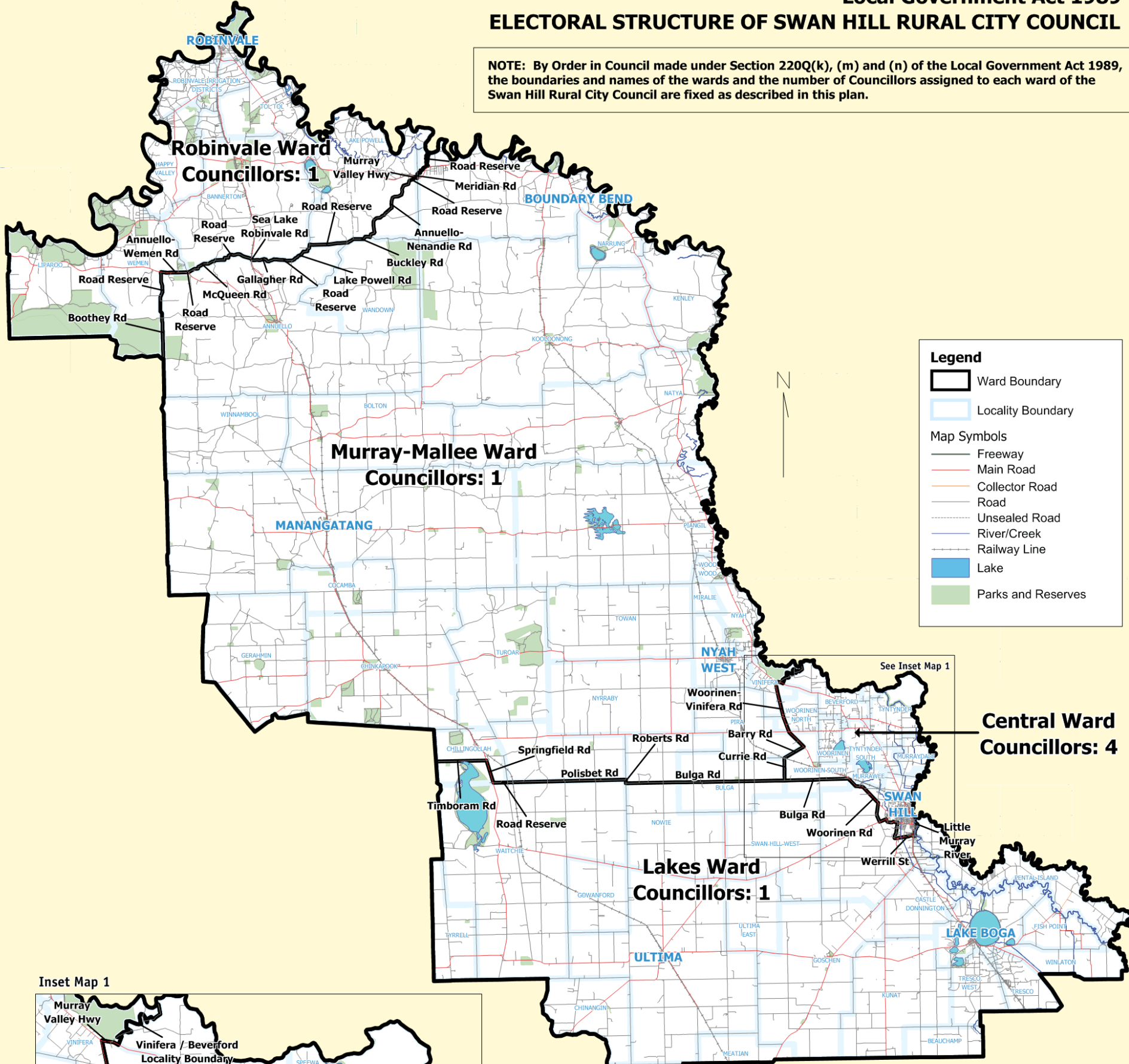
Recommendations

That Council:

- 1. Make a submission to the Victorian Electoral Commission in relation to the review of the Electoral Structure of Swan Hill Rural City Council**
- 2. Indicate in the submission that Council believes the appropriate number of Councillors for this Municipality is seven.**
- 3. Determine whether or not to indicate in the submission support for the retention of current Ward system for Swan Hill Rural City Council or to move to an Unsubdivided Municipality.**

Local Government Act 1989 ELECTORAL STRUCTURE OF SWAN HILL RURAL CITY COUNCIL

NOTE: By Order in Council made under Section 220Q(k), (m) and (n) of the Local Government Act 1989, the boundaries and names of the wards and the number of Councillors assigned to each ward of the Swan Hill Rural City Council are fixed as described in this plan.

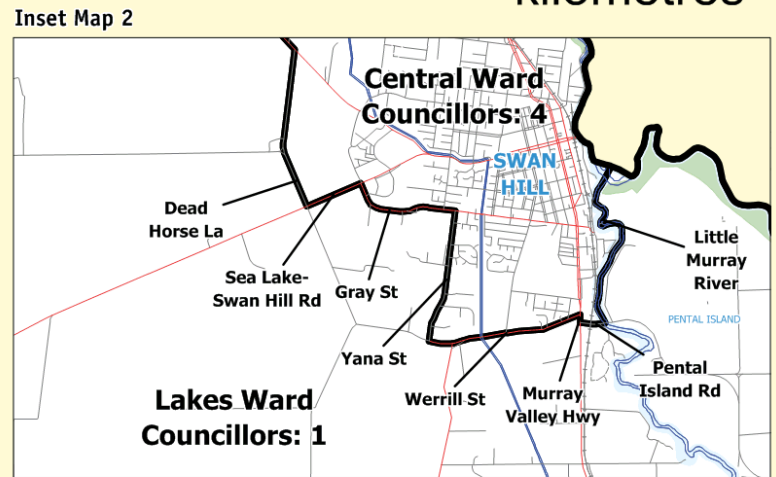
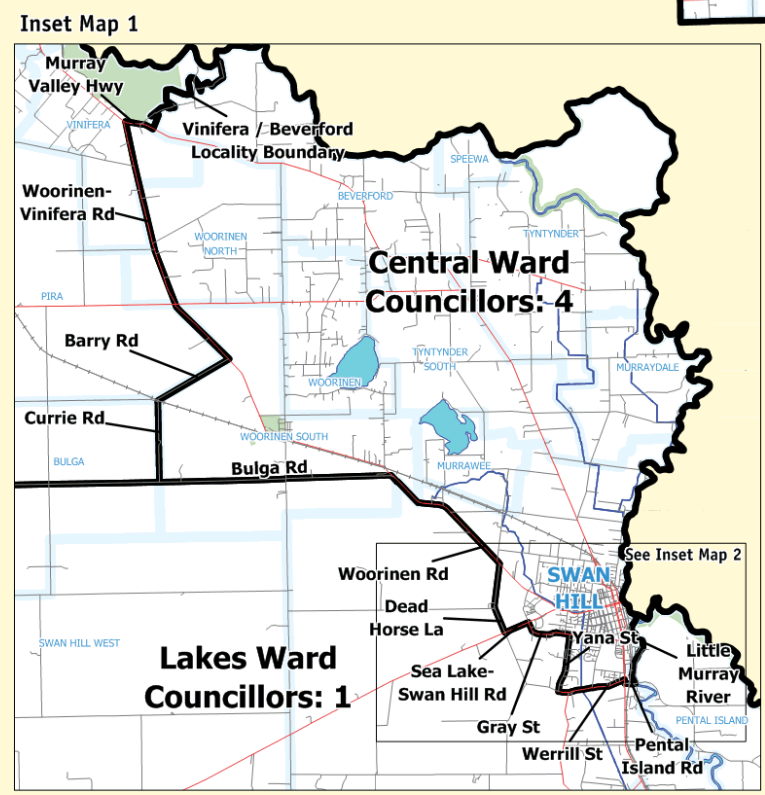
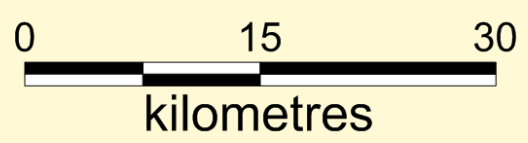


Legend

- Ward Boundary
- Locality Boundary

Map Symbols

- Freeway
- Main Road
- Collector Road
- Road
- Unsealed Road
- River/Creek
- Railway Line
- Lake
- Parks and Reserves



I hereby certify that the electoral boundaries shown on this map have been aligned to the VicMap property grid to represent those boundaries as presented in the Electoral Representation Review Final Report for Swan Hill Rural City Council, submitted to the Minister for Local Government on 3 September, 2007.

Steven Tully, Electoral Commissioner

Electoral Structure of
Swan Hill Rural City Council

LEGL./07-318

B.19.56 COUNCIL PLAN 2017-21 (2018/19 REVIEW)

Responsible Officer: Director Corporate Services
File Number: S16-24-01
Attachments: 1 Council Plan 2017-21 (2018/19 Update)

Declarations of Interest:

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

Summary

Under section 125(7) of the *Local Government Act 1989* (VIC), at least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan. It is not mandatory that changes be made at each review.

No content adjustments were made as a result of the 2018-19 review.

Discussion

The Council Plan review was discussed at Councillor Assembly on 23 April 2019. Direction was given to officers to continue with the Strategic Objectives and associated actions within the current Council Plan. There were no recommendations for any adjustments in respect to the remaining period of the Council Plan. Therefore no public submission process was required. The only changes were to update the Councillor photographs due to the recent by-election.

Consultation

All members of the Executive Leadership Team have reviewed the Plan. Councillors reviewed the Plan at a Councillor Assembly in April 2019.

Financial Implications

Initiatives in the Council Plan will be referred to the annual Budget process.

Social Implications

The Council Plan will impact on the social, economic and environment aspects of our municipality, as set out in the Council Plan.

Economic Implications

See above.

Environmental Implications

See above.

Risk Management Implications

Nil

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council can chose to adopt or make any changes to the recommendation.

Recommendation

That Council make no changes to the Council Plan other than the update of Councillor photos.



Council Plan 2017-21

2018/19 Update



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Foreword

The Swan Hill region is booming socially and economically. The people of this region are friendly and enjoy a range of cultural and sporting pursuits. There is abundant employment and a booming economy, primarily built on agriculture and the need to service the agriculture sector.

This region is home to some fantastic natural attractions and our economy benefits from the visitors drawn to our majestic Murray River, our extensive lake system, the Riverine forests, the unique Mallee landscapes and splendid climate.

The Swan Hill region, with its many small towns and its large centres of Swan Hill and Robinvale, is a great place to live.

The community has elected a Council with high levels of energy and optimism. They come from diverse backgrounds but they share one thing in common - a passion for this community and its future.

This Council Plan sets out the municipality's vision for the future and has ordered our activities over the next four years into five key areas – economic growth, community enrichment, infrastructure, governance and leadership, and environment.

The Council Plan plays an important role in shaping the future for the Swan Hill municipality, setting a broad direction for the next four years.

It recognises that everything we do impacts our community, our economy or our environment. It acknowledges that in order to achieve our vision and objectives, we must operate effectively.

Council will determine details of specific activities, programs and projects each year. But everything Council undertakes in the next four years will be based on the strategies included in this Council Plan.

Working with our community and our many stakeholders and partners, we will achieve our vision of creating a prosperous and healthy community enjoying quality facilities and services where everyone has the chance to realise their full potential.

We invite you to delve deeper into this plan and discover the many exciting opportunities this Council sees for the future of our community. Through reading this plan perhaps you will become as excited by the future as we are, and consider playing an increased role in helping build the community that you want for the future.



Economic growth



Community enrichment



Infrastructure



Governance and leadership



Environment

You and our Council Plan

The Council Plan is our commitment to our community, using innovation, good governance and responsible management of community resources. We encourage all residents, businesses and community organisations to use the Council Plan to monitor Council's progress as we strive to achieve our shared vision for the municipality.

This plan details Council's priorities for the upcoming four-year period and outlines the activities Council will focus on achieving.

Council recognises that it is through listening to our community that we are able to develop this four-year Council Plan and set the strategic direction for the organisation for the period of our elected term.

This plan provides information to a variety of audiences including all community groups, businesses, ratepayers, visitors, investors, government agencies and other interested stakeholders.

As a high level strategic document, the Council Plan directs the priorities of the Strategic Resource Plan, which ensures there are sufficient financial and non-financial resources to deliver the plan.

The development of a Council Plan is a statutory requirement of Section 125 of the Local Government Act 1989 (Vic). Council is legally required to develop and adopt a Council Plan by 30 June of the year following a general election.

The Council Plan must include the strategic objectives of Council, the strategies for achieving the objectives for the next four years along with the strategic indicators for monitoring the achievement of the objectives.

Regardless of the legislative requirement to prepare a Council Plan, Swan Hill Rural City Council recognises the value of sound strategic planning processes. It is through our vigorous adherence to decision making, informed by well developed strategies and plans that we maximise the value we provide to our community when employing the scarce resources at our disposal.

Definitions

Council	means Swan Hill Rural City Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989
Councillors	means the individuals holding the office of a member of Swan Hill Rural City Council
Council officer	means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

Our place in the region



The Swan Hill Rural City Council municipality is home to the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Woorinen, Ultima, Manangatang, Boundary Bend and Tresco.

Swan Hill Rural City Council is located on the Murray River in north-west Victoria. Our region is home to 20,361 people.

With an area covering 6,116km², we have 3,492 kilometres of local roads connecting 11,939 rateable properties.

Agriculture and manufacturing drive the economy. Our region's gross regional product is \$1.18 billion. Agriculture accounts for almost 16 per cent of the region's total economic output, with more than 40 products grown commercially in the municipality.

Irrigated farming (including stonefruit, grapes, nuts, olives and vegetable production) accounts for over 11 per cent of our economic output, 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.

Tourism and retail sectors are also strong. About 656,000 people visit the municipality each year, injecting about \$95 million into our local economy.

Our population statistics show our community members are 51 per cent male and 49 per cent female. We have a median age of 38 years.

Almost 8,000 of our residents are employed and nearly 45 per cent of these individuals work in agricultural, health care or the retail industry.

A message from our Mayor and CEO

Swan Hill Rural City Council plays a vital role in shaping the future prosperity, health and wellbeing of our municipality.

This Council Plan 2017-2021 will ensure our organisation remains progressive, dynamic and committed as we aim to achieve this. The plan is a high level, strategic document that will guide us as we make decisions in the best interest of our communities.

It will help us monitor our performance, stay on track and meet the legislative requirements of the Local Government Act 1989.

Importantly, the Council Plan is based on what Council understands to be most important to people's lives, hopes and aspirations, and the kind of community we all want in the years ahead. This information comes from a collaborative process between elected Councillors, the organisation and the community.

As you read through this Council Plan, you will see that it sets out our organisation's key result areas, key strategic activities and our performance indicators over the plan's four-year life.

These five key result areas are - Economic growth, Community enrichment, Infrastructure, Governance and leadership, and Environment.

Over the next four years, we will monitor our progress against our performance indicators every quarter. Results will be reported to Council and published in our Annual Report.

The Council Plan will also guide future financial plans, the annual budget, annual operational plans and continuous service improvement. Other key plans are also aligned to the Council Plan, including, but not limited to, the Public Health and Wellbeing Plan, Strategic Resource Plan and Long Term Financial Plan and Budget.

It gives us great pleasure to present the community with the Council Plan 2017-2021.



John McLinden
Chief Executive Officer

Councillor Les McPhee
Mayor

June 2017

Our Councillors



A Bi-election was held in 2019 resulting in the election of two new Councillors.

Image: Cr Bill Moar, Cr Jade Benham, Cr Nicole McKay, Cr Les McPhee, Cr Ann Young, Cr Lea Johnson and Cr Chris Jeffery.

Our electoral structure consists of four wards.

Central Ward

Councillor Lea Johnson (elected 2016)
Councillor Ann Young, Mayor (elected 2016)
Councillor Bill Moar (elected 2016)
Councillor Chris Jeffery (elected 2016)

Lakes Ward

Councillor Les McPhee (elected 2008)

Murray Mallee Ward

Councillor Gary Norton (elected 2003-2019)
Councillor Nicole McKay (elected 2019)

Robinvale Ward

Councillor John Katis (elected 1997-2019)
Councillor Jade Benhan (elected 2019)

Our Vision

A prosperous and healthy community enjoying quality facilities and services.

Our Mission

We will lead, advocate, partner and provide efficient services and opportunities for growth and the wellbeing of our community and environment.

Our Values

Council values our residents and community and will be responsive to their needs. In pursuing our objectives, we believe in, and are committed to, the following values:

Community engagement

We will ensure that our communities are consulted, listened to and informed.

Leadership

We will be at the centre of our community and by actively engaging our community we will form the collective view on strategic issues and will then express our views through strong advocacy.

Fairness

We will value and embrace the diversity of our community and ensure that all people are treated equally.

Accountability

We will be transparent and efficient in our activities and we will always value feedback.

Trust

We will act with integrity and earn the community's trust by being a reliable partner in delivering services and providing facilities.

Our key result areas

To achieve our Mission, Council has identified five Key Result Areas.



Economic growth

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



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.



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.



Governance and leadership

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



Environment

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



Key result area Economic growth

Strategic objectives

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.

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



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Encourage and attract new business to our region</p> <ul style="list-style-type: none"> • Business and rural development • Economic development • Visitor information centre services <p>Assist existing businesses to expand and increase their efficiency</p> <ul style="list-style-type: none"> • Tourism marketing and promotion • Economic development • Pioneer Settlement • Grant funding administration <p>Have an equipped and productive workforce</p> <ul style="list-style-type: none"> • Tourism marketing and promotion • Business and rural development • Grant funding administration • Industry training <p>Provide land use planning that is responsive to current needs and proactive for future needs</p> <ul style="list-style-type: none"> • Building services • Planning development administration • Planning investigations and enforcement • Statutory planning (planning permits) • Strategic land use planning 	<ul style="list-style-type: none"> • Economic Development Strategy • Swan Hill Rural City Council Tourism Strategy • Swan Hill Residential Development Strategy 2006-2030 • Aboriginal Partnership Plan • Lake Boga Economic Development Tourism and Marketing Strategy • Sustainable Living Strategy • Active Transport Strategy • Swan Hill Planning Scheme Municipal Strategic Statement • Swan Hill Rural City Council Planning Scheme • Workforce Development Strategy • Robinvale Economic Development Strategy • Retail Strategy • Swan Hill Riverfront Masterplan 	<ul style="list-style-type: none"> • Building Act 1993 • Building Regulations 2006 • Planning and Environment Act 1987 • Subdivisions Act 1988 • Swan Hill Planning Scheme

Strategic objective 1

Encourage and attract new business to our region

Strategic initiatives	How we will know we have achieved this
Formulate new ways to encourage new business development	<ul style="list-style-type: none"> Identify and investigate suitable land parcels for new business Apply for funding through Regional Development Victoria Develop a business expansion or relocation strategy Commence an investment attraction campaign
Identify the types of businesses suited to this region and develop investment prospectuses	<ul style="list-style-type: none"> Perform an industry gap analysis Review the Investment Attraction Policy Develop a suite of industry and business prospectuses Market the opportunities available
Investigate and identify potential export opportunities and facilitate connections	<ul style="list-style-type: none"> Analyse the region's products and identify where we have competitive advantages that might provide opportunities for growth Investigate what role Council can play with development of new markets Facilitate connections and partnerships to achieve market access Encourage the establishment of value adding industries
Pursue new businesses that are upstream processors for our local produce	<ul style="list-style-type: none"> Engage with local industry to identify opportunities Work with industry to establish new businesses
Promote new technologies and new ways of working	<ul style="list-style-type: none"> Investigate and market opportunities for internet based business Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops
Increase the availability of appropriate housing to support growth of industry and agriculture	<ul style="list-style-type: none"> Investigate housing needs and identify appropriate solutions Facilitate combined public and private sector investment to diversify housing stock

Our ongoing responsibilities

- Actively pursue decentralisation of State and Federal Government services to establish in the local area
- Implement and review the Economic Development Strategy
- Support growth in our satellite communities
- Encourage new business development through support and facilitation
- Provide marketing and tourism information services
- Implement procurement practices to encourage local investment
- Manage the Tower Hill development and others
- Support and develop tourism product

Strategic objective 2

Assist existing businesses to expand and increase their efficiency

Strategic initiatives	How we will know we have achieved this
Encourage the growth of agriculture through appropriate advocacy and strategic planning	<ul style="list-style-type: none"> Advocate for improved transport links Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported Implement the Rural Land Use Strategy
Investigate opportunities for agricultural businesses to establish new enterprises	<ul style="list-style-type: none"> Engage with local industry to identify opportunities, for example clean energy on farms Investigate opportunities for agri-tourism products and experiences, for example paddock to plate, farm stays
Encourage organisations to joint tender for works and services	<ul style="list-style-type: none"> Investigate and where possible implement shared contracts and services with the region's Councils Conduct workshops and provide advice to local businesses and tenderers to improve their tendering processes
Actively pursue opportunities for regionally focused infrastructure	<ul style="list-style-type: none"> Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses, for example rail freight Advocate for adequate and alternative utility supplies
Investigate options for investment in renewable energy technologies for the municipality	<ul style="list-style-type: none"> Complete and adopt a study Facilitate renewable energy projects
Encourage and assist existing business to pursue value adding to their industry	<ul style="list-style-type: none"> Undertake forums and discussions with industry to understand opportunities Complete an analysis of relevant industry data Identify and prioritise government grant applications Develop a business prospectus
Improve the commercial position of the Pioneer Settlement	<ul style="list-style-type: none"> Implement the day product review Review the promotion plan Enhance the Heartbeat of the Murray by improving operational effectiveness and adding additional elements to the visitor experience
Utilising Swan Hill Incorporated, market and promote the region as a place to live, work and invest	<ul style="list-style-type: none"> Continue agreement with Swan Hill Incorporated

Our ongoing responsibilities

- Liaise with existing employers and associations about the potential for growth and expansion
- Facilitate an environment that is conducive to a sustainable and growing local business sector
- Provide opportunities for local residents to improve their skill levels and access employment
- Support the Agribusiness Committee
- Caravan parks
- Tourist Information Centre

Strategic objective 3

Have a region with an equipped and productive workforce

Strategic Initiatives	How we will know we have achieved this
Assist local businesses to up-skill and retrain their workforce	<ul style="list-style-type: none"> Identify skills shortages and training gaps Advocate for regional training opportunities Create partnerships to deliver short courses and training
Promote the benefits of the region as a place to live, work and invest	<ul style="list-style-type: none"> Participate in regional expos Support regional marketing of the municipality Advertise all job vacancies with a link to a website that outlines regional information Develop a New Residents Guide
Implement the Workforce Development Strategy	<ul style="list-style-type: none"> Complete a project to quantify labour force data from within the municipality, with a particular focus on the agricultural sector
Encourage the development of appropriate accommodation for various workforces	<ul style="list-style-type: none"> Review the Municipal Strategic Statement (MSS) and Planning Scheme to ensure diverse housing and land is available Investigate opportunities for improved public transport Investigate alternative ways to provide accommodation
Improve the employability skills of the long term unemployed and unskilled in Robinvale and district	<ul style="list-style-type: none"> Continue the Robinvale Employment Network Program

Our ongoing responsibilities

- Support skilled migration
- Promote our municipality as a preferred lifestyle living place
- Encourage and support local employment opportunities
- Lobby to expand locally-available educational opportunities
- Workforce development
- Continue to explore opportunities to increase affordable housing supply
- Provide Council traineeships and scholarships

Strategic objective 4

Provide land use planning that is responsive and which proactively encourages appropriate development

Strategic initiatives	How we will know we have achieved this
Review the Municipal Strategic Statement (MSS)	<ul style="list-style-type: none"> • Revise Municipal Strategic Statement (MSS) and refer back to the Minister for approval
Identify and zone appropriate land for future development	<ul style="list-style-type: none"> • Identify land through strategic work program • Rezone land as approved by Council
Investigate and develop options for de-watered farming land	<ul style="list-style-type: none"> • Complete audit of areas with de-watered land • Develop and implement strategy to address issues
Review the availability and suitability of industrial land in Swan Hill and Robinvale	<ul style="list-style-type: none"> • Complete an Industrial Zones Strategy • Amend planning scheme as appropriate
Review small towns for further housing development	<ul style="list-style-type: none"> • Develop and implement Small Town Strategy

Our ongoing responsibilities

- Ensure Council's policies encourage development
- Planning Compliance
- Building Compliance
- Advocate for water, sewer and potable water across our municipality



Key result area Community enrichment

Strategic objectives

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.

“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”



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Ensure all people have a place in our community</p> <ul style="list-style-type: none"> • Arts and culture • Community and major events • Libraries • Major facilities administration • Recreation planning, development and support • Social planning and policy • Youth development • Positive ageing <p>Provide services and support initiatives that create a healthy and safe community</p> <ul style="list-style-type: none"> • Early years service planning • Family day care • Maternal and child health • Occasional care • Aged services planning • Delivered meals • Home and community care • Rural Access and health promotion • Environmental health • Domestic wastewater • Food safety • Immunisations • Municipal and emergency management • Community emergency management • Community fire safety • Fire prevention • Regulatory services • Local laws • School crossing management <p>Develop a community with a sense of pride and responsibility/ownership that strives to achieve its aspirations</p> <ul style="list-style-type: none"> • Community development • Community planning and engagement • Community capacity building 	<ul style="list-style-type: none"> • Youth Strategic Plan 2015-2019 • Disability Action Plan • Playgrounds Strategy • Robinvale Leisure Centre Management Plan • Swan Hill Leisure Centre Management Plan • Art Gallery Collection Management Plan • Parks and Reserves Master plan • Public Health and Wellbeing Plan • Aboriginal Partnership Plan • Swan Hill Community Plan • Lake Boga Community Plan • Piangil Community Plan • Woorinen Community Plan • Nyah/Nyah West Community Plan • Robinvale Community Plan • Boundary Bend Community Plan • Beverford Community Plan • Ultima Community Plan • Manangatang Community Plan • Wemen Community Plan • Municipal Emergency Management Plan 	<ul style="list-style-type: none"> • Aged Care Act 1997 • Carers Recognition Act 2012 • Children Youth and Families Act No. 96 of 2005 (Vic) • Country Fire Authority Act 1958 • Disability Discrimination Act 1992 • Disability Amendment Act 2012 • Education and Care Services National Law Act 2010 • Emergency Management Act 2013 • Environmental Protection Act 1970 • Food Act 1984 • Home and Community Care Act 1985 • Health Records Act 2001 • Public Health and Wellbeing Act 2008 • Residential Tenancies Act 1997 • Tobacco Act 1987 • Working with Children Check Act 2005

Strategic objective 1

Help all people find a place in our community

Strategic initiatives	How we will know we have achieved this
Review and implement the Aboriginal Partnership Plan	<ul style="list-style-type: none"> Undertake initiatives with the intent to work toward developing a Reconciliation Action Plan (RAP)
Investigate opportunities to develop Aboriginal leadership capabilities	<ul style="list-style-type: none"> Investigate leadership opportunities, for example scholarships, grants, host a forum with young people and local service providers
Establish and maintain partnership with organisations that support Culturally and Linguistically Diverse (CALD) communities	<ul style="list-style-type: none"> Participate in the Settlement Services group to provide support to new arrivals through adapting service provision Assist with the delivery of multicultural events Review of service access plans to ensure inclusion
Develop and implement Disability Action Plan	<ul style="list-style-type: none"> Adopt the plan Implement the actions within timelines
Implement actions from the Youth Strategy 2015-19	<ul style="list-style-type: none"> Review make up and role of Youth Council Implement actions in the Youth Strategy within budget and timelines Improve partnerships and relationships with other youth services Hold youth specific events
Strengthen our connection with youth	<ul style="list-style-type: none"> Review the structure of the Youth Council with young people Deliver a responsive and relevant program of Youth Services Deliver the actions within the Youth Strategy Develop work placement and work experience programs Implement the Robinvale Employment Program in accordance with the funding agreement Maintain and develop our partnerships with youth agencies
Develop and implement Cultural Services Plan	<ul style="list-style-type: none"> Develop and adopt a plan Implement initiatives within timeframes and subject to adequate resourcing

Our ongoing responsibilities

- Provide support, advice and advocacy for community groups
- Provide support to strengthen community leadership
- Provide support for links between the community, key organisations and Council
- Respect Aboriginal culture and identity
- Support Aboriginal engagement
- Promote compliance with the Aboriginal Heritage Act
- Fly the Aboriginal flag at our offices
- Actively participate in Settlement Services Committee meetings

Strategic objective 2

Provide services and support initiatives that create a healthy and safe community

Strategic initiatives	How we will know we have achieved this
Review and implement actions from the Public Health and Wellbeing Plan	<ul style="list-style-type: none"> Review the plan, including actions, to address violence against women Report on status of actions biannually
Strategically position Council's ongoing role regarding the community-based aged care reforms	<ul style="list-style-type: none"> Produce an options paper on integration of Commonwealth Home Support Program to National Standards Ascertain how HACC/Commonwealth Home Support Program services can be delivered within funding levels Develop a Positive Ageing Plan
Review and determine Council's role in early years and child care services	<ul style="list-style-type: none"> Review early years services Produce a report on outcomes and provide recommendations Develop an Early Years Plan Implement Early Years Plan actions within timeframes and resources
Improve personal and community safety by working with partners on community safety issues	<ul style="list-style-type: none"> Promote awareness of the Community Charter for the Prevention of Violence Against Women Implement the requirements of Child Safety Standards Expand and continue CCTV operation Enforce local laws and develop an MOU with Victoria Police to support additional community crime prevention measures
Plan for the future provision of sport and recreation facilities and services	<ul style="list-style-type: none"> Support the development of sport and recreation clubs across the municipality Complete and implement the Recreation Reserves Masterplan
Expand library services in Robinvale and review the delivery of library services in our small communities	<ul style="list-style-type: none"> Scope, fund and complete Robinvale Library Project within limitations Develop an effective partnership arrangement with Robinvale P-12 College Confirm that the new library is meeting the Robinvale community's needs Review delivery of library services in our small communities
Investigate the need for an off leash dog park	<ul style="list-style-type: none"> Survey community about need for an off-leash dog park Develop a project scope if the community need is identified

Our ongoing responsibilities

- Maintain relationships and provide resources to external organisations for emergency management
- Health promotion and education
- Provide public library services and explore possibilities for expanding library services
- Provide a range of diverse cultural, arts and community experiences via festivals, events, ceremonies and iconic celebrations
- Participate in and promote significant days and cultural celebrations
- Maintain services that improve amenity and liveability of our towns
- Lead and test emergency management planning and processes

Strategic objective 3

Develop a community with a sense of pride and responsibility/
ownership that strives to achieve its aspirations

Strategic initiatives	How we will know we have achieved this
Support the capacity of communities to self-manage and self-regulate	<ul style="list-style-type: none"> • Review and renew Community Plans as appropriate • Implement ways to encourage all communities to actively participate in the community grants program • Advocate on behalf of our communities for priority issues and opportunities • Sponsor Loddon Murray Community Leadership Program
Review each of our Community Plans	<ul style="list-style-type: none"> • Develop and publish new Community Plans
Plan for the development of the Swan Hill Regional Art Gallery precinct	<ul style="list-style-type: none"> • Determine a long-term site for Swan Hill Regional Art Gallery • Prepare final Gallery designs for approval and costing • Secure funding and complete the project

Our ongoing responsibilities

- Provide access to funds to the community through grant contributions and in-kind support
- Preserve important heritage
- Acknowledge the changing cultural identity and celebrate diversity of the municipality
- Compile a vulnerable residents list for emergency management



Key result area Infrastructure

Strategic objectives

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.

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



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Infrastructure that is provided and appropriately maintained in accordance with agreed standards</p> <ul style="list-style-type: none"> • Engineering services • Infrastructure planning and development • Design • Drainage projects • Works inspections • Traffic management <p>A strong focus on asset management systems and planning</p> <ul style="list-style-type: none"> • Asset management • Contracts and projects • Facilities and fleet administration • Facilities management • Fleet management • Civic works • Local roads and pathways maintenance • Private works • Road reserves drainage <p>Transport networks that appropriately service community needs</p> <ul style="list-style-type: none"> • Parks and open space • Road safety • Street lighting • Active parks and reserves • Bus shelters • Open space maintenance 	<ul style="list-style-type: none"> • Municipal Fire Management Plan • Road Management Plan • Road Asset Management Plan • Parks and Road Reserve Strategy • Domestic Wastewater Management Plan • Alan Garden and Swan Hill Showgrounds Masterplan • Building Asset Management Plan • Bromley Road Streetscape Master Plan – Robinvale • Footpath Asset Management Plan • Irrigation Asset Management Plan • Ken Harrison Sporting Complex Master Plan • Kerb and Channel Asset Management Plan • Landfills Asset Management Plan • North Park Reserve Masterplan • Plant and Fleet Asset Management Plan • Playground Asset Management Plan • Playground Development Strategy • Public Roads Register • Swan Hill Reserves Masterplan 	<ul style="list-style-type: none"> • Building Act 1993 • Building Regulations 2006 • Electricity Safety (Electric Line Clearance) Regulations 2010 • Electricity Safety Act 1998 • Local Government Act 1989 • Rail Safety Act 2006 • Road Management Act 2004 • Road Safety Act 1986 • Transport Act 1983 • Water Act 1989

Strategic objective 1

Infrastructure that appropriately service community needs

Strategic initiatives	How we will know we have achieved this
Manage Council's roads and road related infrastructure in line with the Road Management Plan	<ul style="list-style-type: none"> • Complete 100 per cent of inspections outlined in Road Management Plan by identified • Ensure 100 per cent of defects are repaired in line with Road Management Plan
Advocate for funding for an active trail between Lake Boga and Swan Hill	<ul style="list-style-type: none"> • Complete project scope and plan to enable future funding submission
Advocate for improved transport routes across the region	<ul style="list-style-type: none"> • Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects • Advocate with CMRTF for funding for identified projects • Advocate with the Rail Freight Alliance for funding for suitable rail projects
Pursue funding for a levee bank at Robinvale	<ul style="list-style-type: none"> • Complete detailed design • Lodge funding application
Review the Swan Hill Active Transport Strategy	<ul style="list-style-type: none"> • Review the Strategy • Adopt the reviewed Strategy
Review the way we procure and maintain our infrastructure	<ul style="list-style-type: none"> • Continuously improve the efficiency of our works and maintenance crew • Identify opportunities to rationalise assets and facilities that do not have an identified service need
Maximise community benefits from the opportunities presented at the Chisholm Motorsports Complex	<ul style="list-style-type: none"> • Continue to work with community groups of Chisholm Motorsports complex

Our ongoing responsibilities

- Manage and maintain aerodrome
- Develop a Missing Link Footpath Strategy
- Deliver planned infrastructure in line with Capital Works and Major Project Program
- Maintain roads and road infrastructure in line with service standards
- Review maintenance service standards for roads and road related infrastructure
- Review maintenance service standards for parks and public open spaces
- Review maintenance service standards for facilities

Strategic objective 2

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

Strategic initiatives	How we will know we have achieved this
Implement Swan Hill and Robinvale riverfront masterplans	<ul style="list-style-type: none"> Identify and successfully apply for funding opportunities Ensure projects are completed in accordance with timelines Identify and encourage private sector investment
Ensure developers comply with the Infrastructure Design Manual where relevant to local standards	<ul style="list-style-type: none"> Improve internal and external stakeholders' understanding of the Infrastructure Design Manual Develop a local policy position in areas where the Infrastructure Design Manual can be varied
Upgrade Swan Hill Livestock Selling Complex	<ul style="list-style-type: none"> Implement upgrade project Identify funding opportunities for future stages
Review the road network and classify each road	<ul style="list-style-type: none"> Complete road network service review Identify and pursue funding opportunities for upgrades
Plan and deliver Council's capital works program and Major Project Plan	<ul style="list-style-type: none"> Minimise capital works and major project carryover from year to year Complete Major Projects Plan review each year Minimise project budget overruns

Our ongoing responsibilities

- Provide, maintain and upgrade hard infrastructure like footpaths, lighting, roads, urban drainage, buildings and street cleaning
- Provide and maintain recreation facilities
- Operate, maintain and renew established Council facilities
- Manage and maintain parks and urban public spaces

Strategic objective 3

A strong focus on asset management systems and planning

Strategic initiatives	How we will know we have achieved this
Actively pursue opportunities from decommissioned irrigation infrastructure	<ul style="list-style-type: none"> • Work with Goulburn Murray Water to decommission channel number 9 • Identify opportunities for land parcels taken over by Council • Identify funding opportunities to upgrade newly available land
Complete the Recreation Reserves Masterplan	<ul style="list-style-type: none"> • Adopt the Recreation Reserves Masterplan • Establish a long term operational maintenance program for Council-managed reserves • Investigate funding options to implement actions from the masterplan • Review and update user agreements between Council and recreation reserve user groups
Review current use of Council facilities	<ul style="list-style-type: none"> • Produce usage report, including analysis of non-Council facilities that provide similar services • Identify opportunities to rationalise Council assets
Plan and deliver assets for the current and future needs of our growing community and changing environment	<ul style="list-style-type: none"> • Implement an effective asset management system • Develop and update policies, strategies and registers • Complete a centralised asset register

Our ongoing responsibilities

- Develop, review and implement Asset Management Plans
- Maintain and renew current assets in accordance with Asset Management Plans
- Manage existing assets
- Administer Council's property portfolio
- Review user agreements for Council-maintained facilities



Key result area Governance and leadership

Strategic objectives

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.

“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.”



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Positive community engagement through appropriate and constructive consultation</p> <ul style="list-style-type: none"> • Communications and public relations • Council elections • Councillor support • Customer service <p>Effective and efficient use of resources</p> <ul style="list-style-type: none"> • Financial management and planning • Procurement • Risk management • Human resource management • Information technology • Records management • Management accounting • Rates administration • Rating and property services • Revenue administration <p>Effective partnerships and relationships with key stakeholders and staff</p> <ul style="list-style-type: none"> • Organisational development • Human resources • Occupational health and safety • Risk management <p>Information services</p> <ul style="list-style-type: none"> • Information technology management and support • Records and information management <p>Effective advocacy and strategic planning</p> <ul style="list-style-type: none"> • Executive services • Council support • Financial management • Corporate planning and improvement • Corporate governance • Local Government legislative compliance 	<ul style="list-style-type: none"> • Council Plan • 10 Year Financial Plan • Customer Service Strategy • Customer Service Charter • Communication Strategy • Budget • Annual Report • Best Value Report • Local Law No. 1 • 10 Year Major Project Plan 	<ul style="list-style-type: none"> • Local Government Act 1989 • Charter of Human Rights and Responsibilities Act 2006 • Disability Discrimination Act 1992 • Equal Employment Opportunity Act 2010 • Fair Work (Commonwealth Powers) Act 2009 • Freedom of Information Act 1982 • Privacy and Data Protection Act 2014 • Occupational Health and Safety Act 2004 • Protected Disclosure Act 2012 • Valuation of Land Act 1960 • Victorian Grants Commission Act 1976 • Workplace Injury Rehabilitation and Compensation Act 2013 • Municipal Association of Victoria Act 1907

Strategic objective 1

Positive community engagement through appropriate and constructive consultation

Strategic initiatives	How we will know we have achieved this
Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	<ul style="list-style-type: none"> • Undertake Council services review • Implement the IT Strategy • Implement Customer Service Strategy actions
Use social media as a medium for community consultation and communication	<ul style="list-style-type: none"> • Introduce Facebook advertising • Increase the use of online survey tools
Establish new and alternative methods of consultation	<ul style="list-style-type: none"> • Research and report to council on contemporary consultation methods • Investigate the use of multilingual publications • Increase the use of social media and online survey tools • Increase the use of current and professional networks and contacts to canvass opinion and share information • Review Council's Communication Strategy
Champion a culture that values strong community engagement	<ul style="list-style-type: none"> • Include effective community engagement processes in all planning and project delivery plans • Conduct training for staff • Implement a project management system
Develop a strong positive message and image for Council and the region	<ul style="list-style-type: none"> • Publish two community newsletters a year • Use Facebook advertising and social media to promote Council • Use established connections/partnerships to promote a positive Council image

Our ongoing responsibilities

- Maintain public question time at start of each Council meeting
- Ensure Council meetings remain open to all members of the public
- Conducting Council meetings at a range of locations
- Issue regular media releases to local newspapers, radio stations and TV stations, and share on social media
- Update and develop Council's website
- Participate in community satisfaction and service specific surveys
- Provide senior managers and Council representation at community group meetings
- Produce and distribute community newsletter twice per year

Strategic objective 2

Effective and efficient utilisation of resources

Strategic initiatives	How we will know we have achieved this
Continually improve workplace safety and staff health and wellbeing	<ul style="list-style-type: none"> • Participate in MAV Workcover self insurance scheme • Develop and implement an OHS framework • Implement National Assessment Tool (NAT) auditing across the organisation • Test the Business Continuity Plan • Review and develop Council's Risk Framework and Strategy
Review results of community satisfaction survey, submissions and community consultations to identify and respond to changes in service demand or expectations	<ul style="list-style-type: none"> • Participate in the annual community satisfaction survey • Review, report and act as appropriate on survey results, formal submissions and specific consultations
Implement a project management system	<ul style="list-style-type: none"> • Review and improve current processes • Implement a centralised project management system to be used throughout the organisation
Review Council services for efficiency, effectiveness and quality	<ul style="list-style-type: none"> • Prioritise services for a detailed review • Identify relevant benchmarks for a service review • Implement an improvement plan • Implement the IT Strategy

Our ongoing responsibilities

- Continue the Independent Audit Committee and internal audit function
- Provide tailored and targeted staff training and development
- Maintain and improve an appropriate system of internal controls
- Explore opportunities to share resources with other Councils on a regional basis to minimise costs and/or improve service delivery
- Manage finances with a view on the impact to future generations
- Demonstrate financial, social and environmental responsibility
- Review 10 Year Financial Plan annually
- Review 10 Year Major Project Plan annually
- Prepare an Annual Budget and Annual Report
- Regularly review procurement policy and practices
- Negotiate new Enterprise Agreement

Strategic objective 3

Effective partnerships and relationships with key stakeholders and staff

Strategic initiatives	How we will know we have achieved this
Engage and partner with organisations, business and individuals to increase co-operation and avoid duplication of resources when common objectives are identified	<ul style="list-style-type: none"> • Conduct skills audit of community organisations • Identify area in which to increase co-operation • Form strategies and partnerships for key issues/projects
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	<ul style="list-style-type: none"> • Identify key board positions • Discuss board position opportunities regularly at Councillor Assemblies and management meetings • Develop advocacy strategies • Train staff and Councillors on governance responsibilities and industry based awareness
Ensure regular dialogue with neighbouring municipalities and other stakeholders	<ul style="list-style-type: none"> • Schedule regular meetings with Murray River Council, Balranald Shire Council and Murray River Group of Councils • Schedule meetings with State Government representatives
Ensure we have appropriately skilled staff that are aligned to the organisational values of Council and are recognised accordingly	<ul style="list-style-type: none"> • Implement ongoing training and education program • Recognise achievements in innovation and best practice, including through the staff awards • Pursue industry and professional recognition for staff • Utilise management and leadership development programs • Increase cross-organisational awareness and resource sharing • Invite Councillors to all staff recognition events
Council to lead the conversation on Swan Hill bridge placement with the community	<ul style="list-style-type: none"> • Represent Council's views at stakeholder meetings • Conduct public engagement and awareness campaign

Our ongoing responsibilities

- Recognise and reward high achievers and exceptional service
- Maintain membership of relevant professional bodies
- Maintain membership of relevant regional groups and organisations
- Continue regular meetings with key stakeholders
- Host targeted and timetabled meetings with elected State and Federal representatives
- Regularly meet with other representative bodies
- Regularly engage with stakeholders that have key responsibilities for the Murray Darling Basin, native vegetation, Crown land reserves and environmental protection
- Proactively promote the opportunities for shared facilities for Murray Mallee Local Learning and Employment Network, TAFE and other educational institutions
- Support local business associations
- Build relationships with relevant businesses, developers and organisations to meet our future infrastructure needs
- Regularly meet with agricultural grower groups and large horticulture producers
- Develop a new Enterprise Agreement

Strategic objective 4

Effective advocacy and strategic planning

Strategic initiatives	How we will know we have achieved this
Improve effectiveness of Council's advocacy	<ul style="list-style-type: none"> Identify the key issues to be advocated for Develop and implement an Advocacy Strategy
Work with Swan Hill District Health and Robinvale District Health Services to develop joint advocacy strategies for improved health services for our community	<ul style="list-style-type: none"> Adopt the Health Precinct Plan into the Swan Hill Planning Scheme Regularly meet with relevant bodies to determine needs Advocate to State and Federal governments
Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies	<ul style="list-style-type: none"> Develop marketing material on key issues Strategically meet with key stakeholders and policy makers

Our ongoing responsibilities

- Maintain 10 Year Financial Plan
- Develop and review plans, policies, directives and procedures as required
- Annually review the Council Plan
- Ensure sufficient and appropriately zoned land is available
- Pursue strategic land acquisitions and progress through a strategic land disposals report
- Provide efficient planning practices to ensure timely outcomes



Key result area Environment

Strategic objectives

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.

“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.”



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Sound policies and practices that protect and enhance our environment</p> <ul style="list-style-type: none"> • Climate change reduction and adaptation programs • Nature reserve management • Roadside invasive plant and animal control • Open space administration and planning • Community sustainable living partnership programs <p>A waste management program that is ecologically and financially sustainable</p> <ul style="list-style-type: none"> • Community education • Kerbside collection – garbage, recycling, green waste • Street cleaning and bins • Waste disposal • Waste services planning 	<ul style="list-style-type: none"> • Waste Management Strategy • Resilience Action Strategy • Sustainable Living Strategy • Heritage Plan • Sustainable Water Use Plan • Robinvale Irrigation System Review • Municipal Fire Prevention Plan • Swan Hill Flood Mitigation Scheme Operations Manual • Robinvale Township Floodplain Management Plan • Municipal Emergency Management Plan • Lake Boga Management Plan • Swan Hill CBD Car Parking Strategy 	<ul style="list-style-type: none"> • Aboriginal Heritage Act 2006 • Catchment and Land Protection Act 1994 • Coastal Management Act 1995 • Crown Land (Reserves) Act 1978 • Environment Protection Act 1970 • Environment Protection Biodiversity Conservation Act 1999 • Flora and Fauna Guarantee Act 1988 • Heritage Act 1995 • Parks Victoria Act 1998 • Water Act 1989

Strategic objective 1

Sound policies and practices that protect and enhance our environment

Strategic initiatives	How we will know we have achieved this
Be actively involved in external discussions that affect the Murray River, its tributaries and lake systems	<ul style="list-style-type: none"> Nominate a Councillor to represent Council on the Murray Darling Association Lodge submissions to Federal agencies via Murray River Group of Councils and report to Council
Maintain and improve the condition of Lake Boga foreshore and its environs within our area of control in collaboration with other stakeholders	<ul style="list-style-type: none"> Continue restoration works Chair and attend Lake Boga Land and On Water Management Plan meetings
Seek to influence how environmental water is used within the municipality	<ul style="list-style-type: none"> Attain membership to Catchment Management Authorities (CMA) Seek a position on CMA committees
Investigate opportunities to improve stormwater run-off from townships into the river	<ul style="list-style-type: none"> Complete an investigation Action recommendations Identify funding opportunities and submit applications
Investigate alternative energy for Council buildings, and a community solar option	<ul style="list-style-type: none"> Identify additional buildings to connect to renewable energies Prepare a business case for each option
Advocate for improved control on private and public land of feral pests and weeds	<ul style="list-style-type: none"> Engage with local Landcare groups Identify and reduce boxthorn infestations Extend fruit fly program
Review our work methods to reduce the environmental impact of what we do	<ul style="list-style-type: none"> Review our fuel usage Review plant and corporate fleet requirements Investigate and use where possible sustainable building practices Investigate and use where possible recycled materials
Define Council's approach to fulfilling our environmental enforcement obligations	<ul style="list-style-type: none"> Develop a clear policy

Our ongoing responsibilities

- Regularly review and seek new ways of undertaking works and delivering services to reduce our effect on the environment, including native tree enforcement
- Pursue external funding to help finance projects to improve the natural environment
- Promote the need for businesses, agencies and individuals to become aware of and reduce their impact on the natural environment
- Manage the natural environment in ways that are under our direct control
- Review, monitor and enforce regulatory services like animal management, car parking and school crossings
- Identify possibilities and encourage multi-user recreation, health and cultural facilities
- Provide education and support to Council departments and our community on reduce, reuse and recycle options for energy, water and waste
- Comply with regulatory and statutory requirements
- Murray Darling Plan
- Review Tree Management Policy and related documents

Strategic objective 2

A waste management program that is environmentally and financially sustainable

Strategic initiatives	How we will know we have achieved this
Review and implement the Waste Management Plan	<ul style="list-style-type: none"> • Approve a revised and updated Waste Management Plan • Implement identified actions
Investigate opportunities for green waste and organic collection services	<ul style="list-style-type: none"> • Review data for current green waste service • Develop and implement a green waste information campaign • Investigate organic waste disposal opportunities
Continue to lobby for a statewide container deposit scheme	<ul style="list-style-type: none"> • Have the container deposit scheme identified as a priority in the Loddon Mallee Waste Resource Recovery Forum
Develop projects that can be funded from the Victoria Sustainability Fund to provide environmental benefits for our community	<ul style="list-style-type: none"> • Identify projects • Secure funding for identified projects

Our ongoing responsibilities

- Operate waste removal, disposal and recycling services
- Educate the community on waste management and reduction, including illegal dumping
- Provide waste management services
- Maintain an active membership to the Loddon Mallee Waste Resource Recovery Forum

Strategic Resource Plan

A high-level summarised Strategic Resource Plan for the years 2017/18 to 2020/21 has been developed as part of Council's forward financial planning and to enable Council to consider the budget in a longer-term context.

The plan takes the objectives and strategies from the Council Plan and expresses them in financial and resource terms for the next four years.

The Plan will be updated annually to ensure the underlying assumptions remain accurate and to take account of any unexpected changes. These changes can be significant especially where capital grants become available, a major project is delayed, a new government-funded program becomes available or government funding is reduced.

In preparing the Strategic Resource Plan, Council has complied with the following principles of sound financial management:

- Prudent management of financial risks relating to debt, assets and liabilities.
- Provision of reasonable stability in the level of rate in the dollar (Council's tax rate).
- Consideration of the financial effects of Council decisions on future generations.
- Accurate and timely disclosure of financial information.

The key objective of the Strategic Resource Plan is financial sustainability in the short to medium term, while achieving the Council Plan objectives. Council also intends to take advantage of current financial conditions and any available government funding to pursue its long-term growth targets for the municipality. Other key objectives that underpin the Strategic Resource Plan are:

- Maintaining existing service levels with any increases funded externally, from efficiencies or additional rate revenue generated through economic development.
- Achieving a recurrent underlying operating surplus annually.
- Maintaining capital expenditure program of at least \$10 million per annum.
- Maintaining annual cash surpluses.
- An emphasis on funding replacement of existing infrastructure at the end of its useful life where required.
- Maintaining or rationalising infrastructure in consultation with the community.
- Progressively reducing loans to ensure borrowing capacity is available in the future to help fund peaks in infrastructure replacement.

Various Council strategic documents feed into the Strategic Resource Plan or have an impact on the assumptions underlying the Plan. These include:

- Council Plan
- Public Health and Wellbeing Plan
- Asset management plans
- Rating Strategy
- Funding and services agreements
- Environment/Sustainability Strategy
- Municipal Strategic Statement and Swan Hill Planning Scheme
- Economic Development Strategy
- Workforce Plan
- Pioneer Settlement Masterplan and Interpretive Plan
- Major Projects Plan
- Riverfront Masterplan
- Enterprise Bargaining Agreement

Achieving the Council Plan and its strategies is dependent on Council's ability to effectively plan for and manage its resources. These Council resources can be grouped under three main categories: Financial, Staff and Infrastructure.

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Financial plan

The following table summarises the key financial results for the next four years as set out in the Strategic Resource Plan for years 2017/18 to 2020/21.

Indicator	Forecast		Strategic Resource Plan			Trend +/-
	Actual	Budget	Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	6,462	6,423	3,940	6,936	3,720	-
Adjusted underlying result	3,548	1,071	2,344	2,644	2,735	+
Cash and investments balance	14,483	13,937	17,085	19,169	20,631	+
Cash flow from operations	15,074	17,001	14,324	17,844	15,437	-
Capital works expenditure	13,956	16,880	10,939	14,872	13,276	-

Key to forecast trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

In assessing the contents of its Strategic Resource Plan, Council measures the results of the plan against a number of key indicators that are used by the Victorian Auditor General's Office (VAGO) in measuring the financial sustainability of Council. The results of these ratios are then classed as being in a low risk, medium risk or high risk category. It is Council's aim that all our indicators are in the low risk category. The following table shows the results of Council's Strategic Resource Plan against the VAGO indicators:

Auditor General Ratio	High Risk (Red)	Medium Risk (Yellow)	Low Risk (Green)	Budget	Strategic Resource Plan Projections		
				2017/18	2018/19	2019/20	2020/21
Net result	<-10%	-10%-0%	>0%	12.2%	8.0%	12.9%	7.2%
Liquidity	<=0.75	0.75 - 1.0	>1.0	2.09	2.54	2.78	1.87
Internal financing	<75%	75% to 100%	>100%	91.6%	119.0%	110.0%	106.8%
Indebtedness	>60%	40-60%	<40%	25.3%	25.2%	24.7%	12.8%
Capital replacement	<1.0	1.0 to 1.5	>1.5	2.13	1.32	1.70	1.44
Renewal gap	<0.5	0.5 to 1.0	>1.0	1.22	0.96	1.30	1.01

Using the VAGO ratios, Council has attained a low risk score in the majority of assessments, and those with a medium risk score are trending towards the low risk score in future years. This being the case, Council will retain its overall low risk score.

Key assumptions/outcomes

- **Rates** – continued increases in rate revenue are expected due to the value of economic development that is anticipated to occur over the next four years. Rateable Capital Improved Value (CIV) is conservatively expected to increase by approximately \$126 million from new development over this time. Council's Rating Strategy is to capture increased CIV due to development as additional rate revenue rather than using it to reduce the rates paid by existing ratepayers.
- **Recurrent grants** – Federal and State government grants are expected to continue to reduce in real terms, continuing the trend of the last 25 years.
- **User charges** – existing fees and charges will be increased by an average of 4.15% per annum with additional charges for any new services Council introduces.
- **Borrowings** – net borrowings are to progressively decrease over the life of the plan. Council's borrowing levels will remain at historically low levels as a percentage of income.

- **Service levels** – Council intends to increase expenditure on infrastructure maintenance and replacement over the four years of the plan. Any other major changes to service levels requiring increased resource requirements will generally be funded externally or from internal efficiencies.
- **Employee costs** – forecast to increase in line with national and industry trends, with a slight reduction in aged care staff as Council funded services are reduced in years 2018/19 and 2019/20.
- **Other costs** – generally expected to increase at between 1% and 2 % above CPI.
- **Capital expenditure** – a consistent level of capital expenditure is forecast for the next four years of the plan. This is consistent with Council's vision of growing the municipality.
- **Operating result** – operating result will vary over the next four years dependent on the level of external capital funding achieved each year. The forward plan indicates sustained underlying surpluses in the operating result annually.
- **Cash and investments** – the underlying cash position will progressively increase over the period of the plan. Council intends to build up cash reserves to help fund future infrastructure replacement requirements.

Financial statements

A detailed analysis of the financial resources to be used over the four year period of the Council Plan is displayed in the following financial statements:

- Comprehensive income statement
- Balance sheet
- Statement of changes in equity
- Statement of cashflows

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	25,868	26,639	27,371	28,258	29,161
Statutory fees and fines	937	971	990	1,013	1,037
User fees	5,124	4,683	4,889	5,147	5,374
Grants - Operating	13,725	9,628	9,782	10,297	10,234
Grants - Capital	4,230	5,713	2,564	5,278	2,349
Contributions - monetary	1,012	1,655	40	40	37
Net gain on disposal of property, infrastructure, plant and equipment	161	315	138	170	50
Other income	2,779	3,343	3,448	3,671	3,653
Total income	53,836	52,947	49,222	53,874	51,895
Expenses					
Employee costs	19,420	19,637	20,214	20,730	21,351
Materials and services	14,634	12,342	12,713	13,104	13,514
Bad and doubtful debts	2	2	15	13	15
Depreciation and amortisation	8,297	8,697	9,136	9,532	10,056
Borrowing costs	403	380	375	377	382
Other expenses	4,618	5,466	2,829	3,182	2,857
Total expenses	47,374	46,524	45,282	46,938	48,175
Surplus for the year	6,462	6,423	3,940	6,936	3,720
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment	7,288	7,208	10,025	7,008	10,770
Total comprehensive result	13,750	13,631	13,965	13,944	14,490

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	14,483	13,937	17,085	19,169	20,631
Trade and other receivables	2,909	2,995	2,826	3,099	2,987
Inventories	164	110	110	110	110
Other assets	212	174	174	174	174
Total current assets	17,768	17,216	20,195	22,552	23,902
Non-current assets					
Trade and other receivables	83	83	73	62	52
Property, infrastructure, plant & equipment	452,181	466,315	477,199	489,448	502,838
Intangible assets	1,434	1,434	1,434	1,434	1,434
Total non-current assets	453,698	467,832	478,706	490,944	504,324
Total assets	471,466	485,048	498,901	513,496	528,226
Liabilities					
Current liabilities					
Trade and other payables	1,840	1,901	1,681	1,750	1,772
Trust funds and deposits	394	394	394	394	394
Provisions	5,427	5,488	5,550	5,614	5,678
Interest-bearing loans and borrowings	974	457	326	349	4,904
Total current liabilities	8,635	8,240	7,951	8,107	12,748
Non-current liabilities					
Provisions	1,726	1,729	1,732	1,735	1,738
Interest-bearing loans and borrowings	7,035	7,379	7,553	7,704	3,300
Total non-current liabilities	8,761	9,108	9,285	9,439	5,038
Total liabilities	17,396	17,348	17,236	17,546	17,786
Net assets	454,070	467,700	481,665	495,950	510,440
Equity					
Accumulated surplus	273,212	280,365	281,126	285,886	288,405
Reserves	180,858	187,335	200,539	210,064	222,035
Total equity	454,070	467,700	481,665	495,950	510,440

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2017/18				
Balance at beginning of the financial year	454,070	273,212	169,834	11,024
Surplus/(deficit) for the year	6,423	6,423	-	-
Net asset revaluation increment	7,208	-	7,208	-
Transfer to other reserves	-	(3,692)	-	3,692
Transfer from other reserves	-	4,423	-	(4,423)
Balance at end of the financial year	467,700	280,365	177,042	10,293
2018/19				
Balance at beginning of the financial year	467,700	280,365	177,042	10,293
Surplus/(deficit) for the year	3,940	3,940	-	-
Net asset revaluation increment	10,025	-	10,025	-
Transfer to other reserves	-	(6,191)	-	6,191
Transfer from other reserves	-	3,012	-	(3,012)
Balance at end of the financial year	481,665	281,126	187,067	13,472
2019/20				
Balance at beginning of the financial year	481,665	281,126	187,067	13,472
Surplus/(deficit) for the year	6,936	6,936	-	-
Net asset revaluation increment	7,349	-	7,349	-
Transfer to other reserves	-	(2,474)	-	2,474
Transfer from other reserves	-	298	-	(298)
Balance at end of the financial year	495,950	285,886	194,416	15,648
2020/21				
Balance at beginning of the financial year	495,950	285,886	194,416	15,648
Surplus/(deficit) for the year	3,720	3,720	-	-
Net asset revaluation increment	10,770	-	10,770	-
Transfer to other reserves	-	(2,206)	-	2,206
Transfer from other reserves	-	1,005	-	(1,005)
Balance at end of the financial year	510,440	288,405	205,185	16,849

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	25,843	26,549	28,035	28,614	29,747
Statutory fees and fines	937	971	1,014	1,026	1,058
User fees	5,637	5,151	5,008	5,212	5,482
Grants - operating	13,725	9,628	10,019	10,427	10,440
Grants - capital	4,230	5,714	2,626	5,344	2,396
Contributions - monetary	1,012	1,655	40	40	37
Interest received	542	525	643	720	765
Other receipts	2,563	3,266	2,874	2,989	2,947
Net GST refund/payment	2,620	2,536	1,529	1,980	1,836
Employee costs	(19,334)	(19,573)	(21,151)	(21,535)	(22,196)
Materials and services	(22,701)	(19,421)	(16,313)	(16,973)	(17,075)
Net cash provided by operating activities	15,074	17,001	14,324	17,844	15,437
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(15,351)	(18,568)	(12,033)	(16,228)	(14,458)
Proceeds from sale of property, infrastructure, plant and equipment	804	1,575	1,189	671	715
Net cash provided by/(used in) investing activities	(14,547)	(16,993)	(10,844)	(15,557)	(13,743)
Cash flows from financing activities					
Finance costs	(403)	(380)	(375)	(377)	(382)
Proceeds from borrowings	500	800	500	500	500
Repayment of borrowings	(760)	(974)	(457)	(326)	(350)
Net cash provided by/(used in) financing activities	(663)	(554)	(332)	(203)	(232)
Net increase/(decrease) in cash & cash equivalents	(136)	(546)	3,148	2,084	1,462
Cash and cash equivalents at the beginning of the financial year	14,619	14,483	13,937	17,085	19,169
Cash and cash equivalents at the end of the financial year	14,483	13,937	17,085	19,169	20,631

Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2016/17		2017/18	Projections	2018/19	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.0%	2.3%	4.9%	5.3%	4.7%	+
Liquidity								
Working capital	Current assets / current liabilities	2	205.8%	208.9%	254.0%	278.2%	187.5%	-
Unrestricted cash	Unrestricted cash / current liabilities		146.3%	159.9%	205.2%	226.8%	155.7%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	31.1%	29.6%	28.9%	28.8%	28.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.5%	5.1%	3.1%	2.5%	2.5%	+
Indebtedness	Non-current liabilities / own source revenue		25.1%	25.3%	25.2%	24.7%	12.8%	+
Asset renewal	Asset renewal expenses / depreciation	4	117.3%	114.5%	75.2%	83.2%	84.1%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	50.5%	55.6%	57.2%	56.4%	57.2%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.71%	0.72%	0.74%	0.75	0.77%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,970	\$3,873	\$3,745	\$3,853	\$3,926	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,591	\$1,630	\$1,664	\$1,696	\$1,731	+
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year		20%	19%	18%	18%	18%	o

Key to forecast trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1	Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue providing core services and meet its objectives. Improvement in financial performance is expected over the period. Continued losses would mean reliance on Council's cash reserves or increased debt to maintain services.
2	Working capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase until the final year of the plan. This is due to cash reserves being increased so that the payout of interest only loans can be met at the end of the loan term.
3	Debt compared to rates – Council is reducing reliance on debt against its annual rate revenue through redemption of long-term debt.
4	Asset renewal – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council will also continue to upgrade existing infrastructure to modern standards. These upgrades effectively renew part of Council's infrastructure however upgrade expenditure is not included in this ratio.
5	Rates concentration – Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources due to government grants increasing by less than cost increases.

Staff

The range of services that Council delivers involves the abilities, efforts and competencies of 219 effective full-time equivalent (EFT) staff as at 30 June 2017. The skills and qualifications of Council's workforce is diverse, from aged care, civil engineering, curatorial, library, environmental health, finance, planning, building, marketing, nursing and many other fields. At Swan Hill Rural City Council, we recognise the importance that each individual plays in achieving our goals.

The employment of Council's staff is governed by the Fair Work Act 2009, Local Authorities Award and the Swan Hill Rural City Council Enterprise Agreement (EBA). These agreements provide for general and performance-based salary increases as well as a number of workplace flexibilities and other benefits aimed at improving efficiency and attracting/retaining staff. Council also uses consultants for specialised work.

Our aim is to ensure that Council is a great place to work, where the capability of our people is nurtured and performance is focused on delivering exceptional service for our communities.

These priorities drive the activities, policies and procedures implemented to ensure that Council continues to be a great place to work.

Council's staff strategies include:

- A focus on extending the skills of staff to increase efficiency.
- Ongoing implementation of the Workforce Strategy including:
 - Succession planning
 - Recruitment and retention of staff
 - Apprenticeships, traineeships and/or bursaries
 - Accessing non-customary employment pools.
- Indigenous Employment Strategy.
- Offering phased retirement options to extend the careers of higher skilled staff.
- Ongoing development of systems and processes to continually improve productivity.

Summary of permanent staff

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	19,420	19,637	20,214	20,730	21,351
Employee costs - capital	719	572	590	608	626
Total staff expenditure	20,139	20,209	20,804	21,338	21,977
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	219.2	218.2	217.0	216.0	216.0
Total staff numbers	219.2	218.2	217.0	216.0	216.0

A summary of the Statement of Human Resources categorised according to the organisational structure of Council is included below:

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Directorate					
Corporate Services					
Permanent full time	3,742	3,842	3,954	4,056	4,177
Permanent part time	1,048	706	727	745	768
Infrastructure					
Permanent full time	5,836	6,352	6,539	6,706	6,906
Permanent part time	53	87	89	92	95
Development and Planning					
Permanent full time	2,682	2,064	2,125	2,179	2,244
Permanent part time	1,328	979	1,008	1,033	1,065
Community and Cultural Services					
Permanent full time	2,039	2,637	2,917	2,991	2,867
Permanent part time	2,692	2,970	2,855	2,928	3,229
Total staff expenditure	19,420	19,637	20,214	20,730	21,351

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
Directorate	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	EFT	EFT	EFT	EFT	EFT
Corporate Services					
Permanent full time	35	35	35	35	35
Permanent part time	9.8	9.8	9.8	9.8	9.8
Infrastructure					
Permanent full time	74	74	74	74	74
Permanent part time	0.7	0.7	0.7	0.7	0.7
Development and planning					
Permanent full time	22	22	22	22	22
Permanent part time	10.9	10.9	10.9	10.9	10.9
Community and cultural services					
Permanent full time	31	30	30	30	30
Permanent part time	35.8	35.8	34.6	33.6	33.6
Total staff numbers	219.2	218.2	217.0	216.0	216

Infrastructure

Council provides, maintains and is responsible for the replacement of \$452 million of assets. The majority of these assets comprise infrastructure such as roads, drains, community buildings and recreation centres – all 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 asset 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 balance community needs and financial capability.

As infrastructure ages, there will be an increasing need for greater funding to replace and maintain the assets we currently have. This will need to be considered in the context of infrastructure growth generated by the ongoing development along the Murray River corridor.

During the four years of the Council Plan, Council is committed to maintaining its existing infrastructure and allocating sufficient resources to ensure that existing infrastructure is maintained to an appropriate standard. Council allocates additional funds annually. Council will also 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 will continue as an active partner in the Municipal Association's STEP Program to continually improve the way we manage our infrastructure assets.

Council's four year plan also focuses on establishing the groundwork for its long-term growth targets. To assist in this process, considerable investment in riverfronts and central business districts of Swan Hill and Robinvale are planned. These assets are seen as vital to support business and population growth in the long term. The low interest rate environment and availability of significant government funding make the next four years an excellent time to begin the investment in these projects. Growth will also be assessed through the rezoning of land for residential use in the South West Development Precinct and the ongoing development of Tower Hill Residential Estate in Swan Hill. Council will free-up some of its surplus land holdings to promote appropriate private investment in Robinvale and Swan Hill.

Council's four year capital works program is detailed in the following Statement of Capital Works. It presents the forecast works by asset category, type of works (renewal, upgrade etc.) and how the works are funded.

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	474	1,299	-	1,308	1,452
Buildings	601	1,050	2,115	4,915	715
Total property	1,075	2,349	2,115	6,223	2,167
Plant and equipment					
Plant, machinery and equipment	2,006	1,152	1,129	1,072	1,265
Fixtures, fittings and furniture	15	-	22	22	23
Computers and telecommunications	210	245	248	250	258
Total plant and equipment	2,231	1,397	1,399	1,344	1,546
Infrastructure					
Sealed roads	4,819	5,216	3,386	3,263	4,607
Unsealed roads	1,092	878	1,148	1,165	980
Footpaths and cycleways	429	216	232	438	244
Drainage	1,181	976	220	220	-
Recreational, leisure and community facilities	837	585	75	-	-
Waste management	-	203	255	-	925
Parks, open space and streetscapes	1,142	2,919	323	1,134	967
Other infrastructure	808	1,924	1,512	930	1,680
Total infrastructure	10,308	12,917	7,151	7,150	9,403
Heritage and culture					
Library books	138	142	149	155	160
Pioneer Settlement	204	75	125	-	-
Total heritage and culture	342	217	274	155	160
Total capital works expenditure	13,956	16,880	10,939	14,872	13,276
Represented by:					
New asset expenditure	3,495	6,241	2,205	2,455	3,084
Asset renewal expenditure	9,731	9,955	6,869	7,926	8,460
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	730	684	1,865	4,491	1,732
Total capital works expenditure	13,956	16,880	10,939	14,872	13,276
Source of funding:					
Grants	4,235	5,714	2,564	5,278	2,349
Contributions	955	108	11	12	9
Council cash	8,466	10,258	7,864	9,082	10,418
Borrowings	300	800	500	500	500
Total funding sources	13,956	16,880	10,939	14,872	13,276

B.19.57 AUDIT COMMITTEE

Responsible Officer: Director Corporate Services
File Number: S15-28-01
Attachments: 1 Confidential Minutes 13-6-19

Declarations of Interest:

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

Summary

Council's Audit Committee met on 13 June, 2019 and this report summarises the items that were discussed at the meeting.

Discussion

The Audit Committee met on 13 June 2019 and as well as the usual procedural items the agenda items included:

1. Department Presentation on Recycling and Waste management.
2. Update on the Drag Strip.
3. An update in relation to the Our Region Our Rivers project was given to the Committee noting two projects underway being concept plan preparation for the "Our Place" building and Bromley Road beautification.
4. Interim Management Letter from Crowe Horwath was presented with no issues raised from VAGO.
5. A detailed report on Awareness and compliance of Councils policies and procedures from Jamie Lam RSM was presented to the Committee. Management has accepted the recommendations and nominated responsible officers and dates to address the recommendations in the report.
6. Risk Management Report noting that a new Risk and Compliance Officer has commenced with Council which will ensure that regular reporting to Audit Committee can take place every 3 months. The Business Continuity Plan is up for review this year.
7. Fees and charges – the policy for setting of Fees and Charges is to be reviewed and reported back to Council.
8. Quarterly Review of Financial Performance and Position to 31 March 2019 was presented noting that at the end of March the forecast result was better than budget.

Consultation

Not applicable.

Financial Implications

The sitting fees paid to independent members on the Audit Committee is adjusted annually by CPI. Sitting fees are included in Councils Budget.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

The Audit Committee helps to oversee Councils risk management practices. Internal and other audits are routinely done to reduce the risk to Council.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council note the contents of this report.

Attachment

- Audit Committee Confidential Minutes
13 June 2019

B.19.58 CHILD SAFE STANDARDS POLICY

Responsible Officer: Director Community & Cultural Services
File Number: S23-01-01
Attachments: 1 Child Safe Standards Policy

Declarations of Interest:

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

Summary

This report provides Council with the revised Child Safe Standards Policy following a review, and presents the Policy for adoption.

Discussion

Council's Child Safe Policy was adopted in August 2016, as a crucial first step towards organisational compliance with the Victorian Child Safe Standards.

Following the one-year anniversary of the adoption, the Policy was reviewed in 2017 with the only change being the inclusion of a point highlighting the recent requirement for mandatory reporting of incidents for all people and services.

The Policy has been further reviewed by the Child Safe Standards working group, and has been assessed against the latest updates to the implementation of the Child Safe Standards.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

The Child Safe Standards were introduced by the Victorian Government in response to the Royal Commission into child abuse. The intent of this Policy is part of the local response to the Standards and greater protection for children.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Council was required to have an adopted Policy relating to the Child Safe Standards in place from 2016. As a Category 1 organisation, the adoption of a Policy was necessary to begin formal compliance with the new legislation.

Council Plan Strategy Addressed

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

Options

- 1. Make changes to the reviewed Policy and adopt the Policy.**
- 2. Adopt the Policy as presented.**

Recommendation

That Council adopt the Child Safe Standards Policy as presented.

Date Adopted	September 2017
Date Reviewed-current as at	June 2019
To be Reviewed	June 2022

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



POLICY TITLE **CHILD SAFE POLICY**

POLICYNUMBER **CPOL/STAFF143**

1. PURPOSE

The Victorian child safe standards are part of a mandatory regulatory scheme that supports organisations to be safer for children by requiring organisations to implement policies and procedures to prevent, respond to and report allegations of child abuse.

2. SCOPE

This policy applies to all Swan Hill Rural City Council (Council) Councillors, staff, volunteers, contractors, work experience students, and industry placement students.

3. POLICY

This policy demonstrates Council's commitment to child safety. Council aims to provide children with an environment that is safe and welcoming and encourages participation. The objectives of this policy include:

- To reflect Council's commitment to provide a safe environment where every person has the right to be treated with respect and is safe and protected from harm.
- To provide Councillors, staff, volunteers and contractors with guidance on their responsibilities for identifying possible occasions for child abuse and for establishing controls and procedures for preventing such abuse and/or detecting such abuse when it occurs.
- To ensure decisions and actions are consistent with the Victorian Child Safe Standards.

Council is committed to promoting and protecting the interests and safety of children. We have zero tolerance for child abuse.

All children who come to Swan Hill Rural City Council facilities have a right to feel and be safe. Council is committed to the safety and well-being of all children participating in our programs and visiting our libraries. We aim to create a safe and friendly environment where children feel safe and valued and where the views of children are encouraged and respected. Council is committed to promoting and protecting, at all times, the best interests of children involved in its programs.

All children, regardless of their gender, race, religious beliefs, age, disability, sexual orientation, family or social background, have equal rights to protection from abuse.

Council supports and respects all children, staff and volunteers. Council values and celebrates diversity within the community and workforce and does not tolerate any discrimination practices. Council is committed to the cultural safety of Aboriginal children, and those from culturally and linguistically diverse backgrounds, and to providing a safe environment for children living with a disability.

Date Adopted	September 2017
Date Reviewed-current as at	June 2019
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A child safe organisation is one that understands if we accept behaviour that is concerning to us without speaking up, we are condoning it. The essence of the Child Safe Standards is a widely understood commitment to saying something, if you see something. While it takes many components to build a child safe organisation, the standards primary focus is fostering a common attitude shift from “that behaviour is worrying but it isn’t my concern” to “it is my concern”.

4. THE STANDARDS

The child safe standards apply to organisations providing services or facilities or employing children or young people in Victoria.

The standards support child safety by changing the way in which organisations and their staff, volunteers and members work so that protecting children is always considered, taken seriously and acted on.

Victoria has seven child safe standards that focus on governance and leadership, documenting, identifying and managing risk; and promoting the participation of, and empowering, children.

- Standard 1: Strategies to embed an organisational culture of child safety, including through effective leadership arrangements.
- Standard 2: A child safe policy or statement of commitment to child safety.
- Standard 3: A code of conduct that establishes clear expectations for appropriate behaviour with children.
- Standard 4: Screening, supervision, training and other human resources practices that reduce the risk of child abuse by new and existing personnel.
- Standard 5: Processes for responding to and reporting suspected child abuse.
- Standard 6: Strategies to identify and reduce or remove risks of child abuse.
- Standard 7: Strategies to promote the participation and empowerment of children.

The child safe standards also include three principles that recognise that while all children are vulnerable some groups of children face additional risks – Aboriginal children; children from culturally and/or linguistically diverse backgrounds; and children with disabilities. In complying with the Victorian child safe standards, organisations must apply the principles in addressing the seven standards. The principles are:

- Principle 1 - promoting the cultural safety of Aboriginal children
- Principle 2 - promoting the cultural safety of children from culturally and /or linguistically diverse backgrounds
- Principle 3 – promoting the safety of children with a disability

If any person believes a child is in immediate risk of abuse, telephone 000.

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Date Reviewed-current as at	June 2019
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5. WHAT IS CHILD ABUSE

This policy acknowledges that there is a continuum of abuse of children. All such events, regardless of whether they are seen as 'harm' or 'abuse' are damaging. Expressing concern regarding behaviour where there is a risk of physical or emotional harm to a child will help in preventing more serious abuse.

Physical: Physical violence occurs when a child suffers or is likely to suffer significant harm from a non-accidental injury or injuries inflicted by another person. Physical violence can be inflicted in many ways including beating, shaking, burning or use of weapons (such as belts and paddles).

Sexual: Sexual offences occur when a person involves a child in sexual activity, or deliberately puts the child in the presence of sexual behaviours that are exploitative or inappropriate to his/her age and development. Child sexual abuse can involve a range of sexual activities including fondling, masturbation, penetration, voyeurism and exhibitionism. It can also include exposure to or exploitation through pornography or prostitution, as well as grooming behaviour.

Emotional or Psychological: Serious emotional or psychological abuse occurs when harm is inflicted on a child through repeated rejection, isolation, or by threats of violence. It can include derogatory name-calling and put-downs, or persistent and deliberate coldness from a person, to the extent where the behaviour of the child is disturbed or their emotional development is at serious risk of being impaired. Serious emotional or psychological abuse could also result from conduct that exploits a child without necessarily being criminal, such as encouraging a child to engage in inappropriate or risky behaviours.

Neglect: Serious neglect is the continued failure to provide a child with the basic necessities of life, such as food, clothing, shelter, hygiene, medical attention or adequate supervision, to the extent that the child's health, safety and/or development is, or is likely to be, jeopardised. Serious neglect can also occur if an adult fails to adequately ensure the safety of a child where the child is exposed to extremely dangerous or life threatening situations.

Grooming Grooming is an offence which targets communication by an adult, including online communication, with a child or their parents with the intent of committing child sexual abuse.

6. DEFINITIONS

Aboriginal or Torres Strait Islander Child A person under the age of 18 who identifies as Aboriginal and/or Torres Strait Islander

Child A person who is under the age of 18

Date Adopted	September 2017
Date Reviewed-current as at	June 2019
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Child abuse	<p>For the purposes of the Child Safe Standards, abuse constitutes any act committed against a child involving:</p> <ul style="list-style-type: none"> • Physical violence • Sexual offences • Serious emotional or psychological abuse • Serious neglect. • Grooming <p>Further explanation of these types of abuse is provided in the section 'What is child abuse?'</p>
Child safety	In the context of the Child Safe Standards, child safety means measures to protect a child from abuse
Child Safe Organisation	In the context of the Child Safe Standards, a child safe organisation is one that meets the Child Safe Standards by proactively taking measures to protect children from abuse.
Cultural safety for Aboriginal Children	The positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination, and more than cultural awareness and cultural sensitivity.
Cultural safety for children from culturally and / or linguistically diverse backgrounds	A child or young person who identifies as having particular cultural or linguistic affiliations by virtue of their place of birth, ancestry or ethnic origin, religion, preferred language or language spoken at home or because of their parents identification on a similar basis.
Children with a disability	A disability can be any physical, sensory, neurological disability, acquired brain injury or intellectual disability or developmental delay that affects a child's ability to undertake everyday activities. A disability can occur at any time in life. Children can be born with a disability or acquire a disability suddenly through an injury or illness. Some disabilities may be obvious while others are hidden.
Reasonable belief	<p>If an adult has a reasonable belief that an incident has occurred then they must report the incident. A 'reasonable belief' or a 'belief on reasonable grounds' is not the same as having proof but is more than mere rumour or speculation. Factors contributing to reasonable belief may be:</p> <ul style="list-style-type: none"> • A child states they or someone they know has been abused (noting the sometimes the child may in fact be referring to themselves) • Behaviour consistent with that of an abuse victim is observed • Someone else has raised a suspicion of abuse but is unwilling to report it • Observing suspicious behaviour

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Failure to Disclose	Requires any adult who holds a reasonable belief that a sexual offence has been committed in Victoria by an adult against a child (aged under 16) must disclose that information to police or Child Protection. Applies to everyone in the community, not just mandated professionals. Maximum penalty 3 years imprisonment.
Failure to Protect	Applies to people who hold a position of authority within organisations who know of a risk of child sexual abuse by someone in the organisation and have the authority to reduce or remove the risk, but negligently fail to do so. Maximum penalty 5 years imprisonment.
Grooming	Individuals who communicate, including online communication, with a child under the age of 16 or their parents, with the intent of committing child sexual abuse. Maximum penalty 10 years imprisonment.
Mandatory Reporting	Positions such as Nurses, Police, Teachers and Early Childhood Educators carry explicit requirements concerning mandatory reporting. Swan Hill Rural City Council standards and this policy will apply unless more onerous occupational standards exist.

7. KEY ROLES AND RESPONSIBILITIES

Every person employed with or acting on behalf of Council has a responsibility to understand their important and specific role, individually and collectively, to ensure that the wellbeing and safety of all children is at the forefront of all they do and every decision they make. Key roles and responsibilities have been outlined for the purpose of clarity and understanding as follows:

Key Role	Key Responsibilities
All Employees	<ul style="list-style-type: none"> Complete the compulsory Child Safe induction training on commencement of employment with Council. Conduct work according to the requirements of the Child Safe Policy, procedures and Code of Conduct. Report all concerns regarding child safety or harm to the Child Safety Officer. Be aware of and participate in, if required, the review of Service Unit Risk Analysis, which identifies, assesses and controls your workplace risk. Where a child is in immediate danger call 000.
Child Safety Officer	<ul style="list-style-type: none"> Act as the first point of contact for child safety concerns or allegations of abuse within council and provide support to other personnel. Oversee the implementation of Child Safe policies and procedures. Take the lead in creating an organizational culture of protecting children from abuse. Ensuring an appropriate response to child abuse allegations

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	<p>and risks.</p> <ul style="list-style-type: none"> Engage the assistance of expert advice as required when the nature of the child safety issue is beyond experience, knowledge or qualifications. Confirm relevant authorities have been notified. ie Department Health and Human Services (DHHS) child protection, Department of Education and Training (Quality Assessment and Regulation Division) , Police for imminent risk and the Commission for Children and Young People of reports of allegations of child abuse and misconduct towards children.
<p>Organisational Development Manager</p>	<ul style="list-style-type: none"> Act as a point of contact for child safety concerns or allegations of abuse within council and provide support to other personnel. Oversee the implementation of Child Safe policies and procedures. Engage the assistance of expert advice as required when the nature of the child safety issue is beyond experience, knowledge or qualifications Oversee any investigations arising from Reportable Conduct
<p>Directors and Managers</p>	<ul style="list-style-type: none"> Receive reports of child safety concerns or allegations of abuse within Council. Take the lead in creating an organizational culture of protecting children from abuse. Ensuring an appropriate response to child abuse allegations and risks. Offer support to the child, the parents, the person who reports and the accused staff member or volunteer. Initiate internal processes to ensure the safety of the child, clarify the nature of the complaint and commence disciplinary process (if required). Decide, in accordance with legal requirements and duty of care, whether the matter should/must be reported to the police or Child Protection and make report as soon as possible if required.
<p>Human Resources</p>	<ul style="list-style-type: none"> Provide information (including Code of Conduct) relating to the Child Safe Standards and Child Safe Policy via training / Induction material and make available to managers, team leaders and coordinators for dissemination. Manage Council's disciplinary procedures as they apply to the Child Safe Standards and Child Safe Policy. Apply relevant recruitment and pre-employment screening processes to select appropriate staff to work with children. Support staff to build resilience and cope with child abuse incidences, for example through resilience training, Employee Assistance Program (EAP) counseling service. Reflect a culture of child safety in Learning and Development activities.

Date Adopted	September 2017
Date Reviewed-current as at	June 2019
To be Reviewed	June 2022

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CEO	<p>The Reportable Conduct Scheme imposes new obligations on heads of organisations that are within the scheme. This includes requirements to:</p> <ul style="list-style-type: none"> • have in place systems to prevent child abuse and, if child abuse is alleged, to ensure allegations can be brought to the attention of appropriate persons for investigation and response • ensure that the Commission is notified and given updates on the organisation's response to an allegation. <p>The Reportable Conduct Scheme does not replace the need to report allegations of child abuse to Victoria Police. When an allegation is made the head of entity:</p> <ul style="list-style-type: none"> • must notify the Commission within 3 business days of becoming aware of a reportable allegation. • must investigate an allegation – <i>subject to police clearance on criminal matters.</i> • must advise the Commission who is undertaking the investigation. • must manage the risks to children. • Within 30 calendar days, provide the Commission detailed information about the reportable allegation and any action you have taken. • must notify the Commission of the investigation findings and any disciplinary action the head of entity has taken (or the reasons no action was taken).
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Note further information on the Reportable Conduct Scheme can be found at www.ccyp.vic.gov.au

8. RECORDS

In 2015, the Victorian Government removed all limitation periods that apply to civil actions for damages founded on child abuse by amending the *Limitations of Actions Act 1958*. This means that Victorian public sector offices cannot destroy any records which are likely to be needed for civil action legal proceedings, for at least the life of the child and possibly longer. Affected records will be managed and retained in accordance with Public Record Office Victoria (PROV) standards and with Council's *Records Management Policy POL/CORP214*.

9. RELATED POLICIES/DOCUMENTS

Reporting Concern about Children or Young People POL/HUMAN604
 Police Checks PRO/STAFF141
 Working with Children Check PRO/STAFF142
 Staff Code of Conduct POL 017
 Privacy Policy POL/PRO211
 Equal Opportunity Employment POL/STAFF105
 Protected Disclosures POL/GOV018

Date Adopted	September 2017
Date Reviewed-current as at	June 2019
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Serious Misconduct Negligence and Fraud POL/STAFF123, 124
Occupational Health and Safety – CPOL/OHS901
Disciplinary Policy – POL/STAFF104
Termination of Employment – POL/STAFF130
Records Management Policy POL/CORP214

10. RELATED LEGISLATION

Education and Care Services National Law 2010
Education and Care Services National Regulations 2011
Commonwealth Family Assistance Law:
Equal Opportunity Act 2010
Occupational Health and Safety Act 2004
Charter of Human Rights and Responsibilities Act 2006
Child Wellbeing and Safety Act 2005
Children, Youth and Families Act 2005
Commission for Children and Young People Act 2012
Crimes Act 1958
Privacy and Data Protection Act 2014
Public Records Act 1973
Working with Children Act 2005
Limitations of Actions Act 1958

Signed: _____ Mayor Date: _____

B.19.59 MANAGEMENT OF THE MARKETING AND BUSINESS DEVELOPMENT SPECIAL RATE

Responsible Officer:	Director Development and Planning
File Number:	S29-08-01
Attachments:	<ol style="list-style-type: none">1 Agreement between Swan Hill Rural City Council and Swan Hill Promotion and Development Corporation Inc. (Swan Hill Inc.) (2014)2 Swan Hill Inc. Marketing Plan and Budget for 2018/19 Council Report, 16 October 20183 Swan Hill Special Rate Review Report, 2014-2019 - Council Assembly, 11 October 20184 Intent to Declare a Special Rate Report - Council Meeting, 20 November 2018

Declarations of Interest:

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

Summary

This report seeks a resolution from Council for the management of the Marketing and Business Development Special Rate (Special Rate). This Special Rate was declared at the April 2019 Ordinary Meeting of Council and takes effect from 1 July 2019.

Discussion

The Special Rate declared at the Ordinary Meeting of Council held on Tuesday, 16 April 2019 applies to commercial, industrial, and tourism and hospitality properties within a defined area of the municipality (Swan Hill and Lake Boga). The Special Rate is for a period of seven years, commencing 1 July 2019.

As a result of the declaration of the Special Rate, Council is required to determine how the Special Rate will be managed and by whom.

There are two models which could be considered by Council for the distribution of the Special Rate, from 1 July 2019. These models are:

1. An Agreement with Swan Hill Incorporated or like representative body.
2. Establishment of a Marketing and Business Unit within Council.

An Agreement with Swan Hill Incorporated (Swan Hill Inc.):

The first declaration of the Special Rate in 2002 resulted in the establishment of Swan Hill Inc. Currently the Special Rate is managed and delivered through an agreement between Swan Hill Inc. and Council which expires 30 June 2019

Swan Hill Inc. has managed the use of the Special Rate for the past 17 years. During this time, a Board of Management has been established as well as two sub-committees. These committees are fully operated by volunteers from the business, tourism, hospitality and industry sectors. In 2013 Swan Hill Inc. took on the responsibility of employing a Marketing Coordinator. This was at the request of Council.

Swan Hill Inc. spends the funds as specified in the Special Rate Declaration and in accordance with an Agreement with Council that calls for the submission of an annual marketing plan and budget, regular financial reporting and audited annual financial statements, and engagement with those businesses and owners paying the rate. See copy of the agreement attached – please note specifically Clauses 3.3, 3.4 (3.4.1 through to 3.4.3), 3.5).

The main concerns expressed through the engagement with the ratepayers who contribute to the Special Rate in relation to Swan Hill Inc has been the engagement between Swan Hill Inc and the individual members, and the specific benefit that individuals receive by paying the rate. Swan Hill Inc. has articulated the effort it goes to, to ensure members are informed about individual programs as well as the benefit that the whole of the business community receives from each program. All ratepayers are provided an opportunity to contribute to the development programs. The current agreement with Swan Hill Inc outlines that those that pay the rate must be given the opportunity to have input in to how it is spent. Council could ask that this be more specifically addressed in both the strategic plan and annual marketing plans and programs of Swan Hill Inc to ensure it is satisfied that this is occurring. No change to the agreement in this regard would be required. Council does have the ability to amend the agreement however if it chooses.

As Council is aware Swan Hill Inc has been reviewing its Rules of Association and how, it should it operate into the future. Informal advice from the Board is that a Special General Meeting will be held in July and the name will change on the Rules of Association from Swan Hill Promotions and Development Corporation Association to Swan Hill Incorporated, a new Rules of Association will be adopted, the validity of all operations of the association since the 2014 annual general meeting will be confirmed. Council will need to review these prior to entering into a new seven year agreement and assist with establishing a membership data base from the ratepayers.

Establishment of a Marketing and Business Unit within Council:

The second option for Council is to retain the funds raised and establish a new Marketing and Business Unit within Council. This is likely to require the employment of additional resources. This option does allow greater opportunities to align the broader economic development functions of Council with Marketing and business development.

This model would not however have the support of a Board or sub-committees (all volunteers). This model would also reduce the grassroots contact that ratepayers have with their peers in determining the use of the funds raised. Council would be

responsible for setting a strategic plan, an annual marketing, and events plan and the engagement with the ratepayers.

Summary

Both options suggested will ensure that a marketing and business development function for Swan Hill and Lake Boga ratepayers will occur. The continuing relationship with Swan Hill Inc will ensure continuity, grassroots representation and ownership of the programs that are established. Retaining the funds and establishing a business and marketing function within Council may enable the streamlining of programs and actions. However this option is not recommended. There is an expectation by the ratepayers who pay the rate that Swan Hill Inc will still exist and carry on the work that it has for many years. It is considered that the volunteer board and special interest committees work well and generally ensure the views of the ratepayers are considered.

Consultation

In declaring the Special Rate Council completed consultation in accordance with the Local Government Act.

Informal discussions with the board of Swan Hill Inc have occurred and currently the Board is keen to see it continue to be responsible for the management of the Special Rate funds. It is also apparent that Council concerns in relation to communication with the ratepayers can be addressed through the agreement with Council.

Financial Implications

The current cost for Council to administer the Special Rate is estimated at \$6,000 annually. This administration consists primarily of levying the Special Rate, collecting the contributions from property owners or occupiers and forwarding the relevant amounts to Swan Hill Incorporated.

Social Implications

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

Economic Implications

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

Environmental Implications

Nil.

Risk Management Implications

Swan Hill Inc. and its sub-committees are well recognised and regarded in the region. They undertake their activities in a voluntary capacity; and have done so for the past 17 years. If Council opt to change this arrangement with Swan Hill Inc., this would result in the disbandment of the Swan Hill Inc. This could have repercussions for Council among the community.

Council Plan Strategy Addressed

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

Options

1. Enter into a new agreement with Swan Hill Incorporated or equivalent entity to manage the Special Rate for a period of 7 years commencing 1 July 2019
2. Establish a Marketing and Business Unit within Council to manage the Special Rate.

Recommendation

That Council:

1. **Develop a new agreement with Swan Hill Incorporated or its equivalent entity to manage the Special Rate for a period of 7 years commencing 1 July 2019.**
2. **Present a new agreement for adoption to a future Council Meeting.**

AN AGREEMENT made on

BETWEEN:

SWAN HILL RURAL CITY COUNCIL
having a Municipal Office at 45 Splatt Street, Swan Hill, Victoria
("Council")

-and-

Swan Hill Promotion and Development Corporation Incorporated (Swan Hill Incorporated)
having its Principal Office at Corner of McCrae and Curlewis Streets,
Swan Hill, Victoria
("the Association")

RECITALS

- A. On 18 April 2014 Council declared a Special Rate in the terms detailed in the Declaration annexed to this Agreement.
- B. The purpose of the Special Rate is to defray the expenses in relation to the performance of functions within the Swan Hill region, which Council considers are necessary and appropriate for the encouragement of business development and commerce through the promotion and development of the region as a place to live, work, invest, shop and visit (as is more particularly defined in the Declaration).
- C. Council has agreed to use the money from the Special Rate by paying the monies received to the Association so that the Association may, in turn, perform those activities described in Recital B.
- D. The Association has agreed to perform those activities described in Recital B, and to use the money paid to it by Council (and referable to the Special Rate) to perform such activities.
- E. The parties have agreed to record their agreement in writing.
- F. This agreement will continue for as long as the Special Rate remains in force, subject to the terms of this agreement.

OPERATIVE PROVISIONS

1 INTERPRETATION

In this Agreement, unless the context or subject-matter indicates otherwise, the following words and phrases are defined to mean:

“Financial Year” has the same meaning as in Section 3(1) of the *Local Government Act 1989*.

“Strategic Plan” means the Strategic Plan described in Clause 2.2. Generally the Strategic Plan will be a rolling long-term (five year) Plan describing the marketing aims, objectives and strategies that will guide the delivery of the Annual Marketing Plan and Budget and the likely benefits and beneficiaries of these activities.

“Annual Marketing Plan and Budget” means the Annual Marketing Plan and Budget described in Clause 2.2. At a minimum, the Annual Marketing Plan and Budget should detail the strategies to be engaged, the actions to be undertaken, and the likely expenditure on the various activities.

“Special Rate” means the Special Rate described in the Declaration.

2 COUNCIL OBLIGATIONS

- 2.1 Subject to the *Local Government Act 1989*, Council will in each year during which the Special Rate is in force, levy the Special Rate on those persons who are liable to pay it.
- 2.2 On or before 30 November in the first financial year of this agreement and on or before the previous 31 May in each subsequent financial year during which the Special Rate is in force, the Association will submit to Council for its approval a Strategic Plan (covering at least the remaining period of the Special Rate period) and an Annual Marketing Plan and Budget (covering the period 1 July to 30 June of each year) and specifying how it is proposed to expend the expected total sum raised by the Special Rate.
- 2.3 If Council approves the Strategic Plan and the Annual Marketing Plan and Budget, on or before 31 December in the first financial year of this agreement and on or before the previous 30 June in each subsequent year during which the Special Rate is in force Council will pay to the Association the sum which Council is due to collect by levying the Special Rate on the persons who are liable to pay it, in accordance with the following schedule:

30 September – 25% of expected Special Rate receipts
30 November - 25% of expected Special Rate receipts
28 February - 25% of expected Special Rate receipts
30 June – remainder of actual Special Rate receipts

In the first year of the agreement outstanding payments will be paid as soon as Council approves the Strategic Marketing Plan and the Annual Marketing Plan and Budget.

- 2.4 The dates specified in Clauses 2.2 and 2.3 may be varied for any financial year by agreement between Council and the Association.

3 ASSOCIATION OBLIGATIONS

- 3.1 The Association acknowledges that:

- 3.1.1 Council is not liable or responsible for the activities of the Association or for its debts, liabilities, expenses, losses or deficiencies.
- 3.1.2 This agreement does not constitute a partnership agreement or a guarantee or indemnity of the Association or its activities by the Council.
- 3.1.3 The Association must indemnify, keep indemnified and hold harmless the Council, and its Councillors and staff, from and against all actions, claims, losses, damages, penalties, demands or costs (including, without limitation, all indirect losses, consequential losses and legal costs on a full indemnity basis) consequent upon, occasioned by, arising from or connected with the Association's performance or purported performance of its obligations under this Agreement.

The Indemnity will be limited to the extent of the Associations insurance coverage as detailed in clause 3.1.4 (excluding any claims that are the result of wilful deliberate or fraudulent activities or breaches of the law).

- 3.1.4 The Association shall, at all times, during the term of this Agreement be the holder of current Public Liability, Professional Indemnity insurances policies in respect of activities set out in this agreement for an amount of not less than \$10 million. The said policies shall be affected with an insurer approved by the Council. The Policies shall cover such risks and be subject only to such conditions and exclusions approved by Council and shall extend the cover to Council in respect to claims arising out of the negligence of the association.
- 3.2 The Association agrees that the sum paid to it will be expended solely in fulfilling the purpose of the attached Special Rate Declaration.
- 3.3 All expenditure shall be in accordance with the Association's "Statement of Purpose" and "Rules of Association". If the Association alters its "Statement of Purpose" and "Rules" in any significant manner, it will advise Council of these changes.
- 3.4 The Association agrees that in performing (or attempting to perform) the activities described in Clause 3.2, it will
- 3.4.1 in preparing the Strategic Plan and Annual Marketing Plan and Budget provide the opportunity for all persons liable to pay the Special Rate to have input into their preparation;
- 3.4.2 not substantially deviate from the Annual Marketing Plan and Budget approved by Council unless Council has given its written consent to such deviation;

- 3.4.3 undertake the activities in a manner which benefits the whole of the Swan Hill region, and encourages participation and involvement by all persons liable to pay the Special Rate irrespective of their geographic location or the nature of their business activity.
- 3.5 As soon as it is reasonably practicable after the end of each half of each financial year during which the Special Rate is in force, the Association must provide to Council a report (through a Director of the Association presenting to a meeting of Council), and must report to persons liable to pay the Special Rate, detailing how the sum paid to it was expended during the half of the financial year.
- 3.6 As soon as is reasonably practicable after the end of each financial year during which the Special Rate is in force the Association must provide to Council a financial statement:
- 3.6.1 audited by a person who is:
- 3.6.1.1 registered as a Company Auditor; or
- 3.6.1.2 a holder of a certificate to practice as an auditor issued by the Australian Society of Certified Practicing Accountants or the Institute of Chartered Accountants in Australia;
- 3.6.2 detailing how the sum paid to it was expended during the financial year to which the financial statement relates.
- 3.7 If Council appoints a member of its staff or another person to investigate or audit the manner in which the sum paid to the Association is being or has been expended, and the member of staff or other person so appointed requests access to any premises, books of account, documents or other material in the possession of the Association (or in the case of books of account, documents or other material in the care, custody or control of the Association) the Association shall:
- 3.7.1 forthwith provide the access to the member of staff or person so appointed; and
- 3.7.2 provide all reasonable co-operation and assistance to the person so appointed, in order that he or she may conduct the investigation or audit.

4 REMEDIES

- 4.1 Subject to paragraph 4.6 and 4.7 hereof if in the opinion of Council the Association is in breach of its obligations as set out in this agreement the Council may withhold payment of funds to the Association.
- 4.2 The Council shall not be required to restore payment of funds until it is satisfied that the Association is;
- a) fulfilling its obligations under the agreement or
 - b) has stopped any action or activity which is outside the charter and obligations of this agreement or
 - c) has resumed action or activities to ensure that it fulfils its obligations subject to paragraph 4.7 hereof.

- 4.3 Subject to paragraph 4.6 and 4.7 hereof if in the opinion of Council the Association has without approval substantially deviated from the Annual Marketing Plan and Budget as approved by Council then Council may withhold payment of funds to the Association.
- 4.4 Council shall not be required to resume payment of funds until;
- a) it is satisfied that the Association has not deviated from the plan and budget or
 - b) an amended plan and or budget is approved by Council or
 - c) the Association undertakes to comply with the approved plan or budget.
- 4.5 Prior to withholding fund payments the Council shall give the Association 14 days written notice of the breach of the agreement or the deviation from the plan and budget.
- 4.6 The Association may within the 14 day period of notice present submissions to the Council in respect of the alleged breach and/or deviation.
- 4.7 If the Association fails to make submissions or if after consideration of the submissions the Council is not satisfied that the Association has satisfactorily rectified the breach or is satisfied that there has been a substantial deviation it shall withhold funds and will not be required to resume payment of funds except in accordance with clauses 4.2 or 4.4 hereof.
- 4.8 Upon being satisfied that the conditions in 4.2 or 4.4 have been met, the Council shall immediately resume the payment of funds to the Association.
- 4.9 The Association shall within two months of the service of Notice, remedy any breach of the Agreement or in the case of deviation from the plan and budget address the deviation to the satisfaction of Council.
- 4.10 If the Association fails to remedy the breach or fails to address the deviation within the period of two months, subject to clause 8.1, the parties shall within fourteen days of the expiration of the two months, attend at arbitration in an effort to resolve the outstanding issues.
- 4.11 If at the conclusion of arbitration the outstanding issues have not been resolved, the parties agree that Council may immediately terminate the Agreement.
- 4.12 If the Agreement is terminated pursuant to paragraph 4.11:-
- 4.12.1 No further monies shall be paid to the Association;
 - 4.12.2 The Association shall immediately return to Council any funds which it holds to its credit in any of the Association Accounts;
 - 4.12.3 The Council shall assume responsibility for the expenditure proceeds of the Special Rate for the purposes which the Declaration was made;
 - 4.12.4 The Council shall assume responsibility for any payments for which the Association reasonably contracted prior to the termination of the Agreement.

5 MUTUAL ASSISTANCE

Council and the Association shall, at regular intervals, monitor the operation of this Agreement and the discharge of the parties' obligations under it, and, to this end, shall appoint or nominate persons to liaise and consult, and facilitate implementation of this Agreement.

6 COUNCIL STAFF ASSISTANCE

6.1 By mutual agreement Council will provide resources to assist the Association in meeting its obligations under this agreement.

7 ARBITRATION CLAUSE

7.1 The Council and the Association undertake at all times during this Agreement to use their best endeavours to ensure that any disputes or differences arising under this Agreement are resolved informally and in a spirit of mutual co-operation and understanding and that any steps to formally arbitrate a dispute are taken as a last resort.

7.2 Should any dispute regarding the operation of any part of this agreement arise either party may exercise its right to refer the matter to an independent arbitrator appointed by the Institute of Arbitrators and Mediators Australia.

**THE COMMON SEAL OF THE
SWAN HILL RURAL CITY COUNCIL**

Was hereunto affixed in the presence of:

_____ Councillor

_____ Councillor

_____ Chief Executive Officer

**THE COMMON SEAL OF THE
SWAN HILL PROMOTION AND
DEVELOPMENT INCORPORATION INC
(SWAN HILL INCORPORATED)**

Was hereunto affixed in the presence of:

_____ Chairperson

_____ Board Member

Swan Hill Incorporated Funding Agreement

Declaration of a Special Rate for the Swan Hill Region



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

Council specifies:

(a) The purpose of the Special Rate is to defray the expenses in relation to the performance of functions within the Swan Hill region, which Council considers are necessary and appropriate for the encouragement of business development and commerce through the promotion and development of the region as a place to live, work, invest, shop and visit.

(b) The area for which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes within the following parishes and localities within the Swan Hill Rural City (as detailed on Map in Attachment A):

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

(c) Council considers that the performance of the functions, as outlined in paragraph (a), will assist it in fulfilling the following facilitating objectives of Council which are set out in Section 3C(2) of the Local Government Act:

- to promote the social, economic and environmental viability and sustainability of the municipal district.
- to promote appropriate business and employment opportunities.

(d) The total cost of the performance of the functions is:

- (i) for the first year of the Special Rate - \$339,130 (including Council's contributing administrative costs of \$5,200);
- (ii) for each of the subsequent four years the Special Rate remains in force - the previous year's total amount of the Special Rate plus Consumer Price Index (CPI)⁽¹⁾.

(e) The total amount of the Special Rate to be levied is:

- (i) for the first year of the Special Rate - \$339,130;
- (ii) for each of the subsequent four years the Special Rate remains in force - the previous year's total amount to be levied plus CPI⁽¹⁾.

(1) Based upon the movement in the March quarter annual weighted average of the eight capital cities all groups index as published by the Australian Bureau of Statistics.

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

For the first year of the Special Rate:

- for tourism and hospitality properties (based on Australian Valuation Property Classification Codes [AVPCC] as detailed in Attachment B) a rate in the dollar of each property's Capital Improved Value (CIV), in order to raise a total of \$82,360 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,000.
- for commercial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise \$218,380, after inclusion of providing a 50% write-off for properties in common occupancy with a residence, with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,000.
- for industrial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise a total of \$38,390 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$300.

For each of the subsequent four years the Special Rate remains in force, the rates in the dollar will be adjusted to be in accordance with the previous year's total amount of the Special Rate plus CPI⁽¹⁾ apportioned over the sectors as follows:

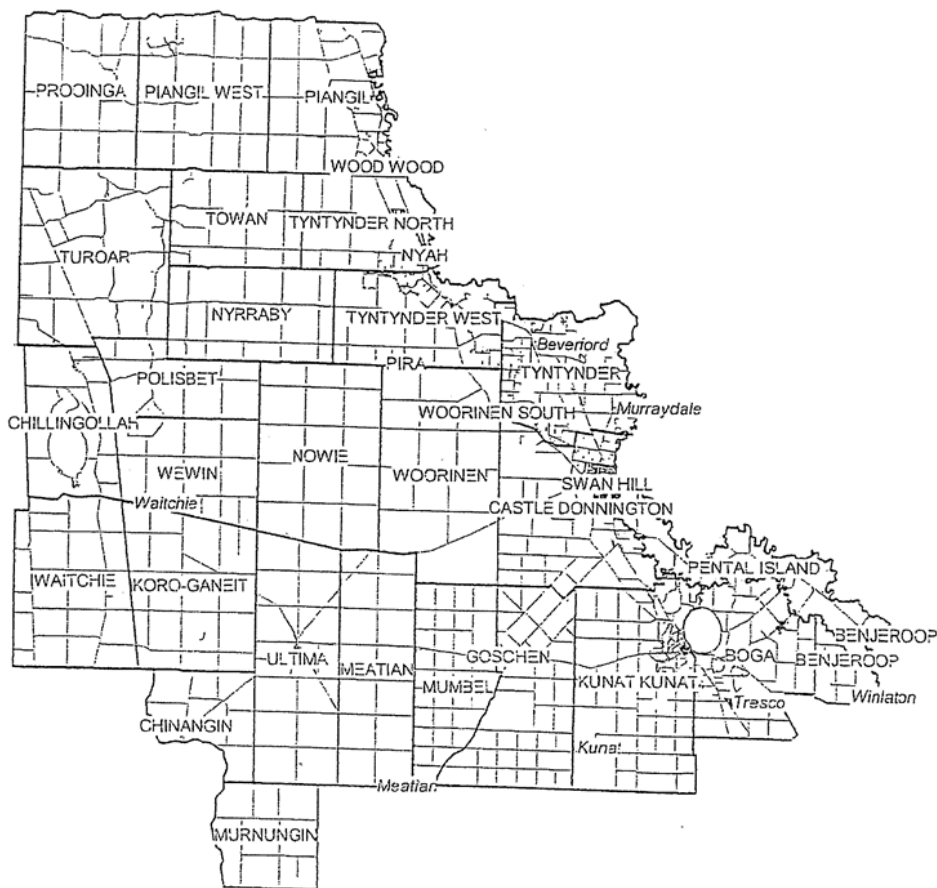
- for tourism and hospitality properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50pa. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year.
 - for commercial properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50pa. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year. A 50% write-off will apply to properties in common occupancy with a residence.
 - for industrial properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50pa. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year.
- (h) The Special Rate is levied by sending a notice in each year the Special Rate remains in force, to the persons liable to pay it, requiring that the Special Rate for that year be paid in four instalments by the dates which are specified in each respective notice.
- (i) The Special Rate commences on 1 July 2014 and remains in force for a period of five years from that date, until 30 June 2019.

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

Dean Miller
Chief Executive Officer
Swan Hill Rural City Council

Attachment A

Area of land covered by the Special Rate



Attachment B

Australian Valuation Property Classification Codes

Tourism & Hospitality

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

Commercial

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

 Swan Hill Incorporated Funding Agreement

284	Vehicle Sales Centre
300	Industrial Development Site
303	Industrial Land (buildings add no value)
310	General Purpose Factory
320	General Purpose Warehouse
561	Vineyard
562	Plant/Tree Nursery
572	Native Hardwood (standing timber)
690	Post Offices
696	Television/Radio Station -Purpose Built
698	Telephone Exchange - Purpose Built
715	Day Care Centre For Children
813	Outdoor Sports-Extended Area/Cross Country
820	Indoor Sports Centre
830	Library/Archives

Industrial

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

Councillor Bill Moar left the meeting at 4:05pm due to an indirect conflict of interest.

B.18.77 SWAN HILL INCORPORATED ANNUAL MARKETING PLAN AND BUDGET FOR 2018/19

Responsible Officer: Director Development and Planning
File Number: S12-24-05
Attachments: 1 Marketing Plan

Declarations of Interest:

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

Summary

This report recommends Council adopt the Swan Hill Incorporated Annual Marketing Plan and Budget for the 2018-2019 financial year.

Discussion

As per the agreement between Swan Hill Incorporated (Swan Hill Inc) and the Swan Hill Rural City Council (Council), in order for Swan Hill Inc to receive the funds collected through the Special Rate for its marketing programs, Council must first approve Swan Hill Inc's Annual Marketing Plan and Budget.

The annual marketing plan is built around four strategies:

1. Visitation to the Region
2. Shopping in the Region
3. Advocacy
4. Business Support

Highlights of the Marketing Plan include building on the success of the "tell em Swanny sent ya" campaign and the dedication of funds for digital marketing. In addition the plan includes the continuation of popular events such as Market Day and the Swan Hill Region Food and Wine Festival. There will also be a continued focus on engaging and supporting Swan Hill businesses through a strong advocacy and business support program.

The 2018/19 Swan Hill Inc annual budget is made up of the following:

- Income – Total income of \$538,813. This includes a carry-forward amount of \$56,554, Special Rate income of \$366,278 and income from various promotions/events
- Expenses – Total expenses are \$538,813. This includes Administration expense of \$84,771 Business Support and Advocacy expense of \$16,500, Marketing expense of \$362,542, Promotion expense of \$12,000 and Traders expense of \$63,000.

Consultation

Swan Hill Incorporated has consulted with their members in the development of the Marketing Plan and Annual Budget.

Financial Implications

There are no financial implications for Council as the activities outlined in the plan are funded through the Special Rate.

Social Implications

It is anticipated that the successful implementation of the Marketing Plan and Annual Budget will result in increased visitation to the region.

Economic Implications

It is anticipated that the activities to be carried out under the Marketing Plan and Annual Budget will assist the local economy by increasing visitor numbers and in turn support additional employment, residents and business development.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

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

Options

Council can choose to approve the Annual Marketing Plan and Budget or not. By not approving the Annual Marketing Plan and Budget Swan Hill Inc would be unable to deliver the outcomes sought by adopting the Special Rate.

Recommendation

That Council approves the Swan Hill Incorporated Annual Marketing Plan and Budget for 2018/2019.

95/18 Motion

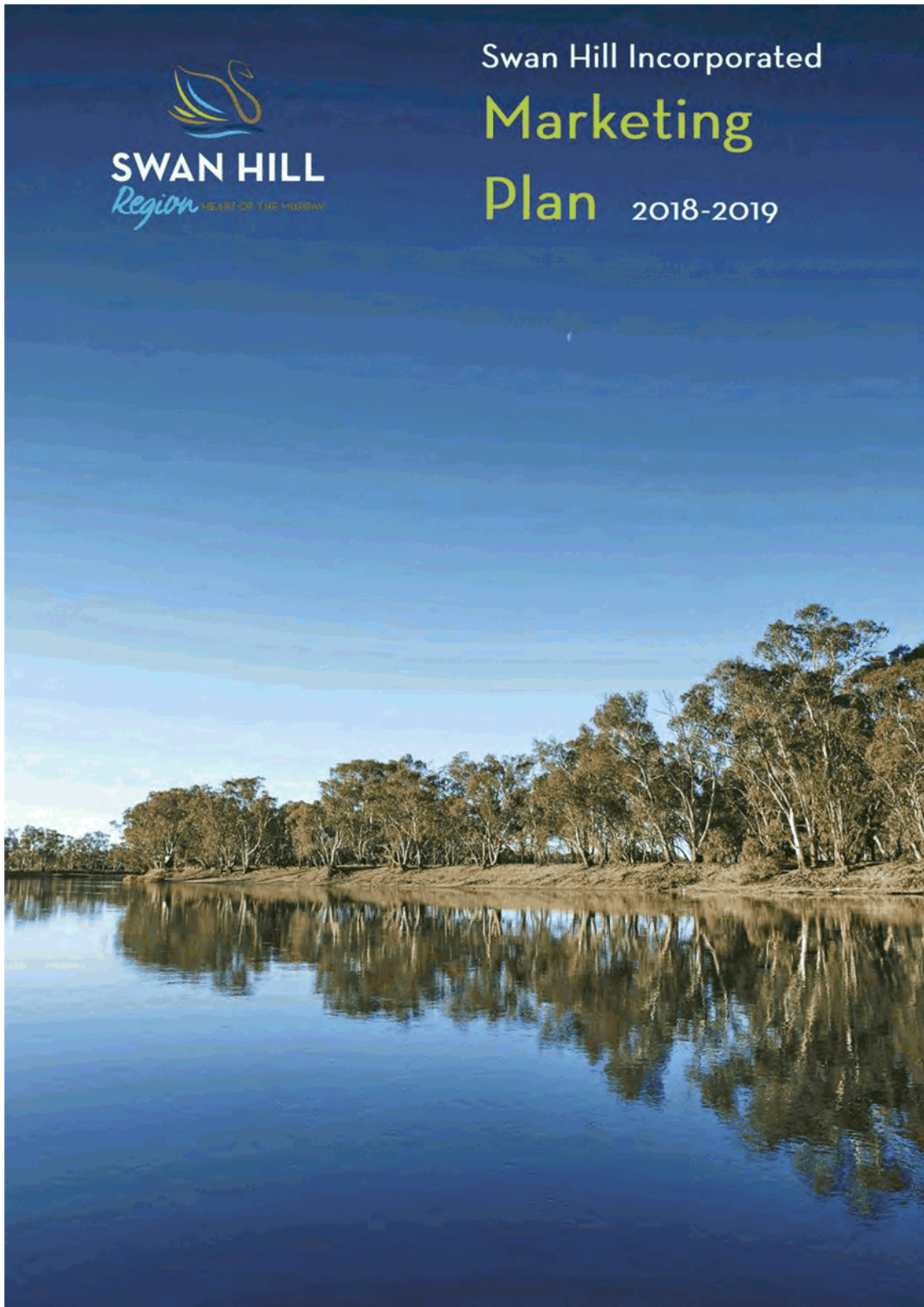
MOVED Cr Young

That Council approves the Swan Hill Incorporated Annual Marketing Plan and Budget for 2018/2019.

SECONDED Cr Jeffery

The Motion was put and CARRIED

Councillor Moar returned to the meeting at 4:08pm and was informed of the decision.



Swan Hill Incorporated 2018-2019 Budget



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Swan Hill Incorporated 2018-2019 Budget



INTRODUCTION

Swan Hill Incorporated has developed this annual marketing plan and budget to deliver a comprehensive set of priorities and actions for the organisation over the next 12 months. The function of the marketing plan is to deliver outcomes from the strategies documented in the strategic plan. It includes a tactical plan outlining the key initiatives, activities and timings.

KEY PARTNERS

Swan Hill Rural City Council

Swan Hill Incorporated will work directly and collaboratively with the Swan Hill Rural City Council to ensure the success of the plan.

Business Community

Swan Hill Incorporated will represent the best interests of its members by providing leadership to, and engaging with, the business community through strong communication.

Regional, State and Federal Tourism, Development and Government Organisations

Swan Hill Incorporated will work collaboratively with State and Federal Government and relevant industry organisations including the Murray Regional Tourism Board, Tourism Victoria, Regional Development Victoria, Destination New South Wales and Regional Development Australia. Each of these agencies will provide Swan Hill Incorporated with a range of opportunities not the least of which will be for additional funding for projects or events.

The Community

Swan Hill Incorporated will engage with the local community to promote the benefits of supporting local businesses and championing their own region.

ECONOMIC BENEFITS

The promotion of our Region is focused on bringing visitors to Swan Hill and the surrounding region. Results from Tourism Research Australia for the year 31 December 2017 showed that the Swan Hill Region experienced 412 000 domestic and international overnight visitors in that time. This equated to a 22% increase on the previous year.

Fact sheets produced by Tourism Victoria Research Unit in December 2017 show the average expenditure in the Murray region to be \$171 per night.

The visitor economy results in many businesses, not directly related to tourism, benefiting significantly from the proceeds of visitors to the region.

Swan Hill Incorporated 2018-2019 Budget



ABOUT SWAN HILL INCORPORATED

Swan Hill Incorporated has operated under the Special Rate for the past 16 years and been very successful in the promotion of Swan Hill and the region.

Our Purpose:

To market and promote the Swan Hill Region.

Our Vision:

We will be the relevant organisation supporting business in the marketing and promotion of our region.

Our Strategies:

Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

Shopping in the Region

Specifically market the Swan Hill region as a place to shop and encourage the provision of quality service.

Promote and educate the importance of shopping locally.

Advocacy

Engage with and advocate on behalf of members.

Business Support

Provide support and direction to members.

OUR STRUCTURE

Swan hill Inc. has a Board of Directors and four sub-committees to cover:

- Marketing
- Traders
- Business Advocacy
- Business Support

In total we currently have 22 volunteers that make up our main board and the sub committees. Each of these people give their time voluntarily and a number of them have done so since Swan Hill Inc.'s inception.

Swan Hill Incorporated 2018-2019 Budget



Swan Hill Inc. Board Members

Murray Ray - Chairman
 Greg Roberts - Vice Chairman - Murray Downs Golf & Country Club, Spoons Riverside & Swan Hill Club
 Sebastian Parseghian - Swan Hill Toyota and Kia
 Colin McAlpine - Sew Graphics
 Claire Billing - Swan Hill Disposals
 Paul Dillon - Mallee Rising
 Stuart King - Swan Hill Hire & Nifty's Car Hire
 Brian Richardson - Jane Eliza Motor Inn
 Chris Jeffrey - Swan Hill Rural City Council

Marketing Committee

Janelle Earle - Chairlady - Pioneer Settlement
 Greg Roberts - Vice Chairman - Murray Downs Golf & Country Club, Spoons Riverside & Swan Hill Club
 Brian Richardson - Jane Eliza Motor Inn
 Jessica Warburton - Pioneer Settlement
 Ainsley O' Bryan - Swan Hill Big4 Riverside
 Lauren Schmidt - Murray Downs Golf & Country Club, Spoons Riverside & Swan Hill Club

Traders Committee

Colin McAlpine - Chairman - Sew Graphics
 Paul Dillon - Mallee Rising
 Terry Jennings - Northern Shoe Store
 Carolyn Willox - Ultimate Fashion
 Renee McCaig - Ultimate Fashion
 Colin Hayward - Stihl Shop Swan Hill
 Paul McKee - Homes Hardware
 Stephen Colombo - Colombo's Pasta Bar & Café
 Rob Duffield - The Guardian

Business Support Committee

Sebastian Parseghian - Swan Hill Toyota and Kia
 Claire Billing - Swan Hill Disposals

Business Advocacy Committee

Paul Dillon - Mallee Rising
 Stuart King - Swan Hill Hire & Nifty's Car Hire

Swan Hill Incorporated 2018-2019 Budget



All Swan Hill Inc. members are encouraged to attend the committee meetings monthly to be able to hear what is proposed and are welcome to put forward ideas for the expenditure of available funds.

HOW HAVE WE PROMOTED THE REGION SINCE 2014 - 2018

The Swan Hill Inc. Marketing Committee have annually developed and executed a marketing plan to promote the Swan Hill region through the following key activities:

- **Mainstream Marketing**
Regional TV advertising together with Press advertising in Metro newspapers. Our current campaign is Dane Swan promoting Swan Hill.
- **Digital Marketing**
 - Targeted digital marketing on Facebook, Instagram and You Tube have formed the basis of our digital marketing campaigns.
 - New consumer website which forms part of the Murray River Tourism digital platform - Visit Swan Hill was launched in 2016
- **Partnered with Murray Regional Tourism Board**
We partnered with the Murray Regional Tourism Board which allows us to access programs at a subsidised rate. We participated in a number of promotions like What's Up Down Under, Master Chef, consumer shows such as Masters Golf, Melbourne Show and Caravan & Camping.
- **Food and Wine Festival**
We have successfully presented an annual Food and Wine weekend which attracts visitors from far and wide to our region. Visitor numbers through the gate has increased by 115% for the past 4 years in comparison to the previous 4 years.
- **Official Visitor Guide and Touring Guides**
We have also promoted our region with the production of 2 visitor guides which are distributed state wide in visitor information centres.
- **Partnered with Swan Hill Rural City Council**
We partnered with SHRCC on the Discover More Project, The Good Day Show & Master Chef.

Swan Hill Incorporated 2018-2019 Budget



HOW HAVE WE PROMOTED SHOPPING IN OUR REGION?

The Swan Hill Inc. Traders Committee have every year developed and executed a marketing plan that has promoted shopping locally through the following key activities:

- **Mother's Day Promotion**
This competition is run for 2 weeks from the beginning of May till Mother's Day. Locals are encouraged to shop locally and take part in the competition. 1 Lucky winner wins a \$500 pamper hamper.
- **EOFY Campaign**
A new campaign that started in 2017 to encourage shopping in a June which is a quieter time of the year for traders. The campaign begins mid-June with all businesses providing a loss leader product which is advertised on radio and appears every week in the Guardian from the beginning of the promotion. The campaign culminates on the last Friday of June with an outside broadcast.
- **Buy Local Campaign**
In 2016 The Swan Hill Traders Committee in partnership with The Guardian ran a buy local campaign consisting of a 286 page booklet filled with discount coupons from local businesses in the region. Locals were encouraged to purchase the book for \$20 with thousands of dollars' worth of in savings. The campaign culminated with a lucky winner winning a car and 8 follow-up prizes of 1000 Swan Hill Inc. dollars.
- **Buy Swan Hill / Local Loop Campaign**
Swan Hill Inc. partnered with Ace Radio every year to run the local loop, which is now known as 'The Buy Swan Hill' campaign. Local businesses receive an allocated number of 30 second slots on the radio for the duration of the year. The message in every advert conveyed the importance of supporting shopping locally.
- **Market Day**
An annual event held in October. A portion of Campbell Street is closed off and is filled with stalls and entertainment for young and old, whilst the Traders bring their wares out onto the foot paths. The event has consistently proven to be very popular amongst locals as well as visitors in town.
- **Christmas Decorations & Christmas Shopping Campaign**
Every year Swan Hill Inc. ensures that the greater CBD area is adorned with colourful Christmas decorations to create a festive atmosphere in town.

Swan Hill Incorporated 2018-2019 Budget



From mid-November till Mid December our Christmas Shopping competition is held. By shopping locally ever customer received 1 entry for every purchase made. 3 lucky winners stand a chance to win 1 of 3 giant Christmas stockings filled with donations from local businesses and 8 winners stand a chance to win 1000 Swan Hill Dollars each.

SUPPORTING LOCAL EVENTS

- **Funded Community Projects**

Swan Hill Inc. provides funding and marketing assistance to numerous community projects. Since 1 July 2015 we have provided support to the following festivals, events & projects totalling \$84 000:

Festival of Motorsports, Bowls Victoria, CBD Street Flags, Lake Boga Easter Regatta, Farmers Market, George Fairfax Festival, Heartbeat of the Murray Laser Light Show, Jazz Convention, Lake Boga Brochures, Nyah Harness Racing Sponsorship, Da Vinci Exhibition, Harmony Day, Country Week Tennis, Swan Hill Show, Swan Hill Show & Shine.

BUSINESS FORUMS

- **Advocacy - To engage with and advocate on behalf of our members.**

- Bi-annual advocacy forums have been held to provide our members & stakeholders with a platform to engage with Swan Hill Inc. and to raise issues that the Swan Hill Inc. Board can advocate for on their behalf.
- Swan Hill Inc. has conducted regular reviews annually with Councillors and the Council Executive team to provide updates on key achievements aligned with the annual Marketing Plan.
- Monthly meetings are held with the CEO and senior staff of Council to raise issues and share information.

- **Business Support - Provide business support and direction to members and encourage the provision of quality service.**

We have hosted 2 forums per year which included motivational /educational speakers and provided a platform for networking. Over the past 4 years the guest speakers have been: Max Walker, Chris Helder, Dave Staughton and Paul Lyons.

Swan Hill Incorporated 2018-2019 Budget



OUR KEY BRAND MESSAGE

“Swan Hill region – Heart of the Murray” will continue as the key theme, brand, as it provides the region with both a location identifier and a sense of “community and liveability”.

Other key messages will be:

- Escape the city to an authentic country location with a variety of activities.
- The Murray River in Swan Hill is the natural part of the river, it allows for leisurely activities such as fishing and camping.
- The region is not commercialised – it has a good mix of boutique and regular shops. Something for the whole family.

Swan Hill's point of difference is its slower pace, natural surroundings and because of the low key water sport activities allowed on the river, the region has a sense of serenity.

Unique selling points:

- Authenticity
- Murray River
- History - Pioneer Settlement, Heartbeat of the Murray, Lake Boga Flying Boat Museum
- Golf – quality of experience
- Fishing - Cod
- Lake Boga
- Nyah Forest – Trails, Biking & Waking
- Events - Regional events

Swan Hill Incorporated 2018-2019 Budget



Strategy One - Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

Committee: Marketing

The Marketing Committee has outsourced the digital component of the marketing plan to Cracking Media and the targeted mainstream component will be outsourced to Alchemy Media.

Digital Component Strategy

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> Project Management, Communication & Documentation 	<p>Management of the overall strategy including the modules, stakeholders, timelines and budgets.</p> <p>Capture the marketing activities and deliverables to ensure up to date information. This includes project forms, meeting minutes, capturing information relevant to the region or marketing to share with stakeholders.</p>	Monthly	\$5 900
Total			\$5 900

Swan Hill Incorporated 2018-2019 Budget



Digital Media

This module captures the digital media activities associated with marketing the Swan Hill Region to increase duration and frequency of tourist visitations to the region.

Initiative	Description	Timing	Annual Budget
▪ Website/SEO	Develop articles to use throughout the year.	August - Nov 18 & Jan - April 19	\$6 500
▪ Distribution of Content	Distribute the articles using both paid and unpaid channels including traditional media, online websites, blogs, social media and remarketing tools such as Outbrain.	Throughout the year	\$2 000
Total			\$8 500

Social Media

This module captures the social media tasks and activities required to assist Swan Hill Incorporated in meeting their objectives of increasing the duration and frequency of tourist visitations to the region.

Initiative	Description	Timing	Annual Budget
▪ Instagram content	Develop and document content for the @visitswanhill Instagram account every month.	Monthly	\$14 000
▪ Facebook content	Develop and document content for the Visit Swan Hill Facebook page every month.	Monthly	\$6 000
▪ Listing Site Management	Create, update and maintain listings for the Swan Hill region across various sites.	September 18, November 18 & March 19	\$1 900
▪ Facebook & Instagram Campaigns	Boost relevant Facebook and Instagram posts. 1 campaign per month (boost post, competition, etc)	Monthly	\$8 200
Total			\$30 100

Swan Hill Incorporated 2018-2019 Budget



Public Relations

This document captures the public relations tasks and activities required to assist Swan Hill Incorporated in meeting their objectives of increasing the duration and frequency of tourist visitations to the region.

Initiative	Description	Timing	Annual Budget
▪ Media releases	Prepare and distribute four media releases throughout the year.	Seasonal	\$3 000
▪ Community Education	Community Education: 1 business tutorial about Google Business & Maps tutorial (2018), 1 other newsletter or blogger outreach TBC (2019)	October 18 & March 19	\$2 000
Total			\$5 000

Campaign & Education

The module of "Campaigns and Education" will focus on e-newsletter to Visit Swan Hill subscriber base.

Initiative	Description	Timing	Annual Budget
▪ E-Newsletters	Create & distribute 4 newsletters to Visit Swan Hill subscribers seasonally.	Seasonally	\$2 000
Total			\$2 000

Evaluation & Reporting

Initiative	Description	Timing	Annual Budget
▪ Metrics Report	A monthly metrics report to capture the marketing activities.	Monthly	\$5 000
Total			\$ 5 000

Total Digital Component			\$56 500
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Swan Hill Incorporated 2018-2019 Budget



Targeted Mainstream Media

Initiative	Description	Timing	Annual Budget
▪ TV	Promote Dane Swan campaign on regional TV.	Monthly	\$52 000
▪ Digital & Social Media Strategy- Geo Targeting	Target specific data segments	Monthly	\$28 800
Total			\$80 000

Other Marketing Opportunities

Initiative	Description	Timing	Annual Budget
▪ Marketing Opportunities with Murray River Tourism	• Opportunities that arise with MRT	Adhoc	\$17 050
▪ Photography	• Update photo library with seasonal photos.	Seasonal	\$8 000
▪ Opportunistic Promotions	• This allows Swan Hill Inc. to take part in campaigns or opportunities that arise during the year.	Ongoing	\$ 3 089
	• Promote liveability video undertaken by SHRCC	Ongoing	\$10 000
	• Editorial & advertising in the Spring edition of Caravanning Australia - feature on the Murray River	September/Oct 18	\$2 318
▪ Swan Hill Region Food & Wine Festival	One of Swan Hill's premier events. The festival attracts visitors from inter and intrastate.	March	\$60 000
▪ Visit Swan Hill Website - Maintenance agreement with MRT		Annually	\$7 050
▪ Official Visitor Guide Distribution	Distribute visitor guides to Information Centres.		\$6 000
Total			\$113 506

Total Strategy 1: Visitation to the region

\$250 007

Swan Hill Incorporated 2018-2019 Budget



Strategy Two – Shopping in the region

Promote the Swan Hill region as a place to shop.

Committee: Traders

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> ▪ Promote and educate the importance of shopping locally 	Participate in the Ace Radio 'Buy Swan Hill' Promotion.	Monthly	\$2 000
<ul style="list-style-type: none"> ▪ Develop a targeted annual calendar of promotions to strengthen trade within the Swan Hill Region. 	<ul style="list-style-type: none"> • Conduct specific shopping promotions including Market Day, Christmas Stocking Promotion and other promotion(s) throughout the year. 	October to June	\$44 000
<ul style="list-style-type: none"> ▪ Christmas Decorations 	<ul style="list-style-type: none"> • Decorate the CBD with Christmas decorations 	November to January	\$7 000
<ul style="list-style-type: none"> • Youth Engagement Project 	<ul style="list-style-type: none"> • Project to understand the buying habits of young people. • Develop insights to share with local businesses to develop skills and adapt their behaviour to attract young people to shop local. • Influence & educate the community about the importance of buying local versus spending their money outside of the region. 	Throughout the year	\$9 000
Total			\$62 000

Swan Hill Incorporated 2018-2019 Budget



Strategy Three – Advocacy

Engage with and advocate on behalf of members

Committee: Board & Advocacy Committee

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> ▪ Establish and maintain a leadership role by engaging with local businesses 	<ul style="list-style-type: none"> • Continue to communicate regularly and effectively with members and stakeholders using preferred methods of communication such as radio, social media, e-mails, telephone calls, visits, corporate website etc. 	Ongoing	\$6 000
	<ul style="list-style-type: none"> • Engage with government agencies and relevant organisations to advocate on behalf of members and the region. 	As needed	Nil
	<ul style="list-style-type: none"> • Schedule two networking forums for the year providing members with the opportunity to attend, raise issues and network with other members. 	October & May	\$ 700
<ul style="list-style-type: none"> ▪ Develop a strong and mutually supportive relationship with Council 	<ul style="list-style-type: none"> • Conduct three (2) reviews annually with Councillors to provide updates on key achievements aligned with the Annual Marketing Plan. 	October & May	Nil
	<ul style="list-style-type: none"> • Continue to hold monthly briefings with the Council CEO and senior staff to raise issues and share information. 	Ongoing	Nil

Total Strategy 3: Advocacy

\$ 6 700

Swan Hill Incorporated 2018-2019 Budget



Strategy Four – Business Support

Provide business support and direction to members and encourage the provision of quality service.

Committee: Board & Business Support Committee

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> ▪ Provide members with opportunities to grow their business through educational and motivational events. 	<ul style="list-style-type: none"> • Host Business Support Forum which includes motivational speakers / educational and networking events designed to appeal to members. 	August	\$6 300

Total Strategy 4: Business Support

\$6 300

Swan Hill Incorporated 2018-2019 Budget



Swan Hill Incorporated – Annual Budget 2018 - 2019

Income

Carried Forward from 2017	22 486
Bank Interest	800
Membership SHI (Voluntary)	8,300
Special Rate Income	362 065
Swan Hill Region Food and Wine	60,000
Total INCOME	453 650

Expenses

Administration

Audit	2,400
Bank Fees	60
Incorporation Fees	115
Insurances	3,000
Other Office Expenses	1,800
Payroll Expenses	64,171
Printer Lease	1 620
Postage	800
Printing	500
Reckon Financial Software	550
Staff Training	1,500
Stationary	350
Superannuation Payment	6,096
Special Rate Costs	1,600
Telephone/Mobile	1,900
VTIC Membership	660
Wages	1,500
Workers Compensation	700
Total Administration	89 322

SWAN HILL REGION SPECIAL RATE 2014 - 2019 REVIEW

Responsible Officer:
File Number:

Director Development & Planning
FILE NUMBER HERE
(a report cannot be placed into the system without the file number)

Attachments:

1. Agreement between Swan Hill Rural City Council and Swan Hill Promotion and Development Corporation Inc. (Swan Hill Inc.)
2. Economic Development Strategy Implementation Plan 2017-2018
3. Economic Development Strategy Implementation Plan 2018-2019
4. Swan Hill Inc – Marketing Our Region
5. Swan Hill Inc. Submission to Council to renew the Special Rate
6. Special Rate Reinstatement – Key Dates

Assembly Date:

9 October 2018

Declarations of Interest:

Officer

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

Summary

This report is to inform Council of the achievements facilitated by Swan Hill Inc. through the Special Rate during the current declaration, 2014 to 2019.

The report will also clarify the roles and responsibilities of Swan Hill Inc. in comparison to Council's Economic and Community Development Unit.

Discussion

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

Swan Hill Inc. spends the funds as specified in the Special Rate Declaration and in accordance with an Agreement with Council that calls for the submission of annual marketing plans and budgets, regular financial reporting and audited annual financial statements.

During the past five years, the average annual income Swan Hill Inc. has received from Council is \$353,500.00.

A key component of economic development is regional marketing activities to attract increased residents, shoppers, buyers and visitors. The proposed Special Rate is an excellent method to provide funding for these marketing activities.

Additionally, during the past five years Swan Hill Inc. (through representing

businesses in the Swan Hill region) has made a concerted effort in its marketing program. In partnership with Council, Swan Hill Inc. has successfully undertaken the following marketing and development activities:

- The Swan Hill Inc. Traders Committee developed and executed an annual marketing plan that promotes shopping locally, through the following key activities:
 - Mother's Day promotion
 - End of Financial Year campaign
 - Buy Local campaign
 - Buy Swan Hill/Local Loop campaign
 - Market Day
 - Christmas decorations and Christmas shopping campaign

- Supported local events through funding and marketing assistance for numerous community projects. Since, July 2014 Swan Hill Inc. has provided support for more than 15 major festivals, events and projects totalling \$86,000. (This amount is exclusive of the Food and Wine Festival).

- Conducted regular reviews with Council and the Council Executive Team to provide updates on key achievements aligned with the annual Marketing Plan.

- Provided support for businesses through organising biannual forums. Swan Hill Inc. has hosted two forums per year which included motivational and educational speakers. These forums also provided a platform for networking. During the past four years the forums have attracted sought-after guest speakers including:
 - Max Walker - June 2015 – Leadership, Communication and Attitude – 56 guests
 - Chris Helder – February 2016 – Useful Beliefs, because it's better than positive thinking – 46 guests
 - Chris Helder – October 2016 – The Power of Influence – 87 guests
 - Dave Staughton - February 2017 – Finding growth opportunities in turbulent times – prepare your business for the future – 40 guests
 - Paul Lyons – August 2017 – The Change Journey – 50 guests
 - NBN presentation – February 2018 - 20 guests
 - Paul Lyons – May 2018 – Difficult Conversations – 54 guests
 - Paul Lyons – August 2018 – Delegation & Time Management – 41 guests

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

The legislative requirements under the Local Government Act 1989 relating to the renewal of a Special Rate must specify the total cost of the Special Rate.

The total cost includes:

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

It is envisaged that the current reporting and accountability that is in place continue, and that Swan Hill Inc. submit Strategic Plans, Annual Marketing Plans and Budgets for the approval of Council.

It is worth noting that there is a key difference between Swan Hill Inc. and Council’s Economic Development programs. Swan Hill Inc. focuses on promotion and marketing of our region, whereas Council’s Economic Development focuses on employment and creating new goods and services such as tourism product and business growth.

Swan Hill Inc. achievements from 2014 to 2019

- From January 2014 to March 2018 visitation numbers to our region were 3.4 million. This is a six per cent increase since 2013.
- \$456,000 was spent on extensive regional television and metropolitan press advertising for the region.
- \$86,000 in sponsorships was provided to local clubs for events, festivals and sporting events.
- A new consumer website was launched April 2016 visitswanhill.com.au

Swan Hill Inc. was fundamental in promoting our region through campaigns such as “Tell them Swanny sent you” as well as bringing the top-rated television program MasterChef to the Pioneer Settlement in 2017.

Travel to Swan Hill region	Dec-14	Dec-17	% increase to 2017
Domestic overnight visitors	288,000	403,000	28.5%
International overnight visitors	5,200	9,400	44.7%
Domestic day trip visitors	272,000	283,000	3.9%
Domestic nights spent in the region	692,000	967,000	28.4%

For further achievements, refer to the attached brochure Swan Hill Inc. *Marketing Our Region*.

Council’s role in Economic Development

As illustrated in Swan Hill Rural City Council’s Economic Development Strategy, the driving philosophy underpinning this strategy is to expand the strengths, develop new opportunities and take up the challenges to drive economic growth and prosperity for the next five years and beyond.

Council’s role focuses on planning, partnering, supporting, advocating and leading in line with past accomplishments. Examples of these accomplishments include the

rezoning of public land to accommodate commercial investment (such as Bunnings) and the ongoing development of Tower Hill in Swan Hill. It is Council's role to lead and facilitate an environment that supports jobs and population growth for the region.

Through Council's community planning process, regional towns have the chance to play an active role in identifying initiatives and delivering real economic outcomes for their communities. Community Plans can be found on the Council website <https://www.swanhill.vic.gov.au/about/overview/plans-and-strategies/community-plans/>

Key achievements from the Economic Development Strategy Implementation Plan 2017-2018 and desired outcomes for 2018 to 2019 are attached.

If a Special Rate is declared beyond this term, stronger synergies can be forged between Swan Hill Inc. and Council through the delivery of the Economic Development Strategy Implementation Plan (EDSIP). The EDSIP has highlighted a number of new products to be developed in the coming years as part of the economic development initiatives program.

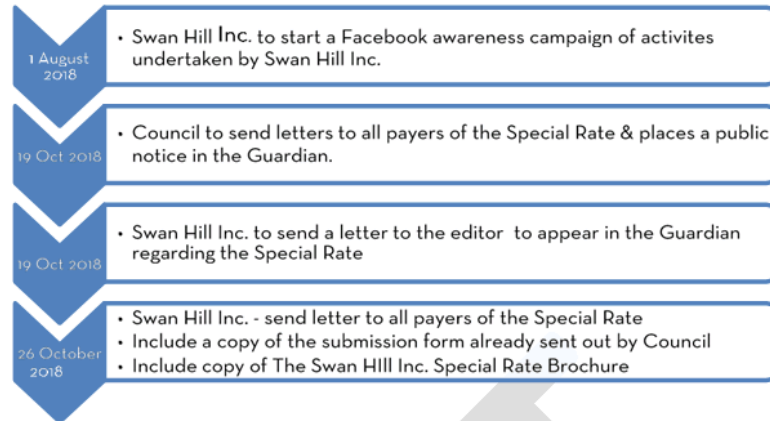
Without the funds raised by the Special Rate, satisfying the diverse needs of local businesses would be difficult for Swan Hill Inc. to achieve.

Consultation

Swan Hill Inc. has been very conscious of gaining strong property owner and business support for the Special Rate proposal. To this extent it has developed a proposal that it considers to be reasonable and offers a "special benefit" to all businesses and property owners.

Consultation with business operators and property owners has been extensive. An information brochure was distributed to all affected businesses and property owners in October 2018. Swan Hill Inc. has promoted and discussed the proposal with a large number of individual businesses, including through business meetings and business forums where appropriate, and directly through visits to businesses and property owners.

Highlighted in the Swan Hill Inc. *Submission to Council to Review Special Rates* (as attached) is a communication plan which identifies the following key actions and timelines for consultation with members.



It is the responsibility of Swan Hill Inc. to undertake consultation and gain support from their members for a Special Rate. This support needs to be conveyed to Council in order to have the confidence that the business community is in support of such a Special Rate. **Financial Implications**

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

Social Implications

The social implications and snowball effect of not declaring a Special Rate will not only affect those who contribute to the Special Rate, but will impact on our permanent residents who rely on the jobs generated through tourism and hospitality, and commercial and industrial sectors, which would inevitably see a seepage of skilled professionals to other areas. These further impact on our local communities through sponsorship, volunteers and running of organisations, groups and a variety of clubs.

Economic Implications

A key component of economic development is regional marketing activities to attract increased residents, shoppers, buyers and visitors. The proposed Special Rate is an excellent method to provide funding for these marketing activities as well as the required revenue to do this at a high level within the region.

Council pays an annual subscription to Murray Regional Tourism of \$14,000. This is different from the contribution supported with further funds from Swan Hill Inc. which contribute to promotion and marketing campaigns on an opportunistic basis. This leverages Murray Regional Tourism's buying power within the region, providing a cooperative marketing opportunity which covers national and international tourism and specific targets for future tourism.

Environmental Implications

NIL

Risk Management Implications

Not supporting a Special Rate scheme risks not having the financial resources, a committed board within Swan Hill Inc. and dedicated marketing officer to facilitate promotion and development programs for our region.

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

Council Plan Strategy Addressed *Economic Growth* - Encourage and attract new business to our region.

Suggested Options

1. Council note and acknowledge the achievements of Swan Hill Inc. through the delivery of the current Special Rate 2014-2019.
2. Council note the important role Swan Hill Inc. play to promote and market new products developed by Council.

Or

1. Council doesn't note and acknowledge the achievements of Swan Hill Inc. through the delivery of current Special Rate 2014-2019.
2. Council doesn't note the important role Swan Hill Inc. play to promote and market new products developed by Council.

Recommendation

That Council:

1. Council note and acknowledge the achievements of Swan Hill Inc. through the delivery of the current Special Rate 2014-2019.
2. Council note the important role Swan Hill Inc. play to promote and market new products developed by Council.

SECTION B – REPORTS**B.18.88 INTENTION TO DECLARE A SPECIAL RATE FOR THE SWAN HILL REGION**

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

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

Summary

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

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

Discussion

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

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

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

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

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

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

Process for implementing a Special Rate

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

The need to specify in a declaration:

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

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

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

The total cost includes:

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

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

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

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

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

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

Issues Council may wish to review include:

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

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

Commercial – Minimum - \$50 and Maximum - \$6949.74
 Industrial – Minimum - \$50 and Maximum - \$347.49
 Tourism and Hospitality – Minimum - \$50 and Maximum \$ 6949.74

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

2. The Geographic spread of the special rate area:

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

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

SECTION B - REPORTS

20 November 2018

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

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

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

Conclusion

Council needs to consider the following:-

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

Consultation

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

Financial Implications

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

Social Implications

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

Economic Implications

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

Environmental Implications

Nil

Risk Management Implications

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

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

Council Plan Strategy Addressed

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

Options

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

Recommendations

That Council:

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

109/18 Motion

MOVED Cr Norton

That Council:

- 1. Give notice of its intention to declare a Special Rate that only applies to the Swan Hill and Lake Boga business districts.**
- 2. Give notice of its intention to declare a Special Rate with no changes to ratios of the groups who pay the rate.**
- 3. Under Section 163 (1A) of the Local Government Act (1989) give notice of its intention to declare a Special Rate on 1 July 2019 (in accordance with the notice in Annexure 'A' to this report) for the purpose of defraying expenses in undertaking marketing and business development programs associated with the encouragement of commerce in the Swan**

Hill region.

4. **Under Section 163 (1B) of the Act, place a public notice in the Swan Hill Guardian newspaper of the proposed declaration and the right of a person to make a submission Under Section 223 of the Act (to be considered by Council in accordance with Section 223 (1)) and to make an objection under Section 163 (1B) and 163(1C) of the Act.**
5. **Under Section 163 (1C) of the Act, send a notice of the proposed declaration to each person who will be liable for the proposed Special Rate within three days of the publication of the public notice in the Swan Hill Guardian newspaper.**

SECONDED Cr Katis

The Motion was put and CARRIED

Councillor Bill Moar returned to the meeting at 4.21pm and was informed of the decision.

Declaration of a Special Rate for the Swan Hill Region

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

Council specifies:

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

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

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

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

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

For the first year of the Special Rate:

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

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

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

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

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

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

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

John McLinden
Chief Executive Officer
Swan Hill Rural City Council

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

Attachment 2Australian Valuation Property Classification Codes**Attachment Two***Australian Valuation Property Classification Codes*Tourism & Hospitality

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

Commercial

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

<u>Attachment 2</u>	<u>Australian Valuation Property Classification Codes</u>
284	Vehicle Sales Centre
300	Industrial Development Site
303	Industrial Land with ancillary improvements only
310	General Purpose Factory
320	General Purpose Warehouse
561	Vineyard
562	Plant/Tree Nursery
572	Native Hardwood (standing timber)
690	Post Offices
696	Television/Radio Station – Purpose Built
698	Telephone Exchange – Purpose Built
715	Day Care Centre For Children
813	Outdoor Sports –Extended Areas/Cross Country
820	Indoor Sports Centre
830	Library/Archives

Industrial

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

B.19.60 GILLESPIE STREET SPECIAL CHARGE SCHEME

Responsible Officer:	Director Infrastructure
File Number:	S32-02-01, AST-Rd-22072
Attachments:	1 Gillespie Street Map indicating special charge scheme extent 2 Estimated contribution and instalment details

Declarations of Interest:

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

Summary

This report is to update Council on the Gillespie Street upgrade to a sealed road under the Special Charge Scheme and seeks a Council resolution to proceed with the "Notice of Intention" Process.

Discussion

Council officers have been discussing the Special Charge Scheme with the residents for the upgrade of Gillespie Street, Swan Hill to a sealed standard with associated works. An initial survey was conducted in February 2018 with homeowners bearing the full cost of contribution. At that stage the proposal was not supported by the majority as the contribution cost was too high. It was anticipated that more members would support the scheme if the cost was reduced. Since Council has decided to bear 50% of the total upgrade cost which will reduce the individual contribution of the user group members significantly.

At the Ordinary Council meeting held on 16 October 2018 Council resolved the following:

97/18 Motion

Moved Cr Norton

That Council:

- 1. Resolve to engage a consultant to prepare detailed designs and cost estimates for the construction and sealing of section of Gillespie Street north of Bryan Street.**
- 2. Implement a Special Charge Scheme in accordance with Local Government Act 1989 legislation and regulations to finance the contribution of the above design noting that as land manager of the land on the eastern side of the street Council will be required to pay 50% of the total cost.**

SECONDED Cr Jeffery

The Motion was put and CARRIED

In accordance to Council's resolution the final design and drawings have been prepared and further discussion with the property owners has occurred. The next step to proceed with the Scheme involves Council issuing a Notice of Intention to levy a Special Charge providing information on estimated cost contribution by each owner. The property owners will have the opportunity to think about the Scheme and make verbal or written submissions which will be considered by the Council in making a decision whether the project should be undertaken. If the project is to proceed, the tendering process will need to be undertaken and accounts sent out followed by the construction process. Upon the completion of construction process the actual cost will be determined and amended contribution cost sent out to the residents. The process is elaborated in further detail in the report below under suggested options.

From the discussions at the last consultative meeting it appeared that the owners are still thinking about the Scheme but would like Council to move on to the next step.

The residents have shown preference towards option 2 which would incorporate construction of 7.5m sealed road with kerb on west side and storm water drainage works.

To implement the project the required process is as follows:

1. Council sends out Notice of Intention to the proposed contributors and places notices in local papers. This is not a bill of payment.
2. Allow 28 days to receive formal submissions to Council
3. Council receives, hears and considers written submissions and makes resolves to proceed or not. Council can only proceed if 50% or more participants are in favour of the project and are willing to pay their financial contribution.
4. If supported, Council sends out Notices of Levy for the scheme. This is not a bill of payment.
5. A 30 days appeal period to Victorian Civil and Administrative Appeals Tribunal (VCAT) would then apply. This is the last opportunity to receive any objections from public.
6. VCAT considers objections (if any) and makes a decision.
7. Council considers VCAT decision.
8. If the project is to proceed, tenders would then be called for the construction works.
9. If the project is supported by Council, letters including estimated cost amounts are sent out. This is a bill of payment either full or in installment if Council decides to offer the amount to be paid over a period of at least four financial years.
10. Project/construction is carried out.
11. Actual cost is assessed and accounts varied if actual cost is within +/- 10% of estimated cost. If the variation is more than +/- 10% Council absorbs the amount in excess of 10% variation.

To proceed the next step is to send out Notice of Intention to implement the Gillespie Street Private Street Scheme including the proposed contributions and place notices in local papers.

The total project cost is \$161,200 and Council has agreed to contribute 50% (\$80,600) with the residents to pay the balance of \$80,600. There are eight properties with full contribution and two properties with quarter contribution because the road in front of 2A Bryan Street is already sealed and 23 Wilson Street has the main access through Wilson Street.

Accordingly the estimated financial contributions will be as follows:

- Full contribution for eight properties/ property (ex. GST) \$9482.35.
- Quarter Contribution for two properties/property (ex. GST) \$2370.60.

Duration and frequency of payment

Section 177 (5) of the Local Government Act 1989 regarding payment of rates and charges allows for payment in installments over a period of at least four years. Council may include in the amount of installments a component for reasonable interest cost which must not exceed the estimated borrowing costs by more than 1%.

Consultation

Further consultation was held with the user group on 4 February 2019 to:

- Present and discuss the draft design
- Answer any queries and seek comments for design finalisation
- Explain the process from here
- Seek in principle support to move on to the next step

Financial Implications

If Council decides to proceed with the project a 50% financial contribution will be required from the Council which will be \$80,600 based on design estimates (total estimated cost is \$161,200).

Less wear and tear to the current unsealed road surface and less expenditure on the ongoing maintenance.

Social Implications

The construction and sealing of Gillespie Street will make the road similar to other local sealed roads increasing the satisfaction level amongst majority of the local residents.

Economic Implications

The upgrade of Gillespie Street may increase the valuation of properties located along this section of road which may benefit the home owners.

Environmental Implications

The upgrade of Gillespie Street will result in a better flow of stormwater, pedestrian access.

Risk Management Implications

The improved sealed road surface is likely to improve the safety factor due to better road surface standard in all weather conditions.

There is a risk that some of the residents might disagree with the special charge scheme and appeal to Victorian Civil and Administrative Appeals Tribunal (VCAT).

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

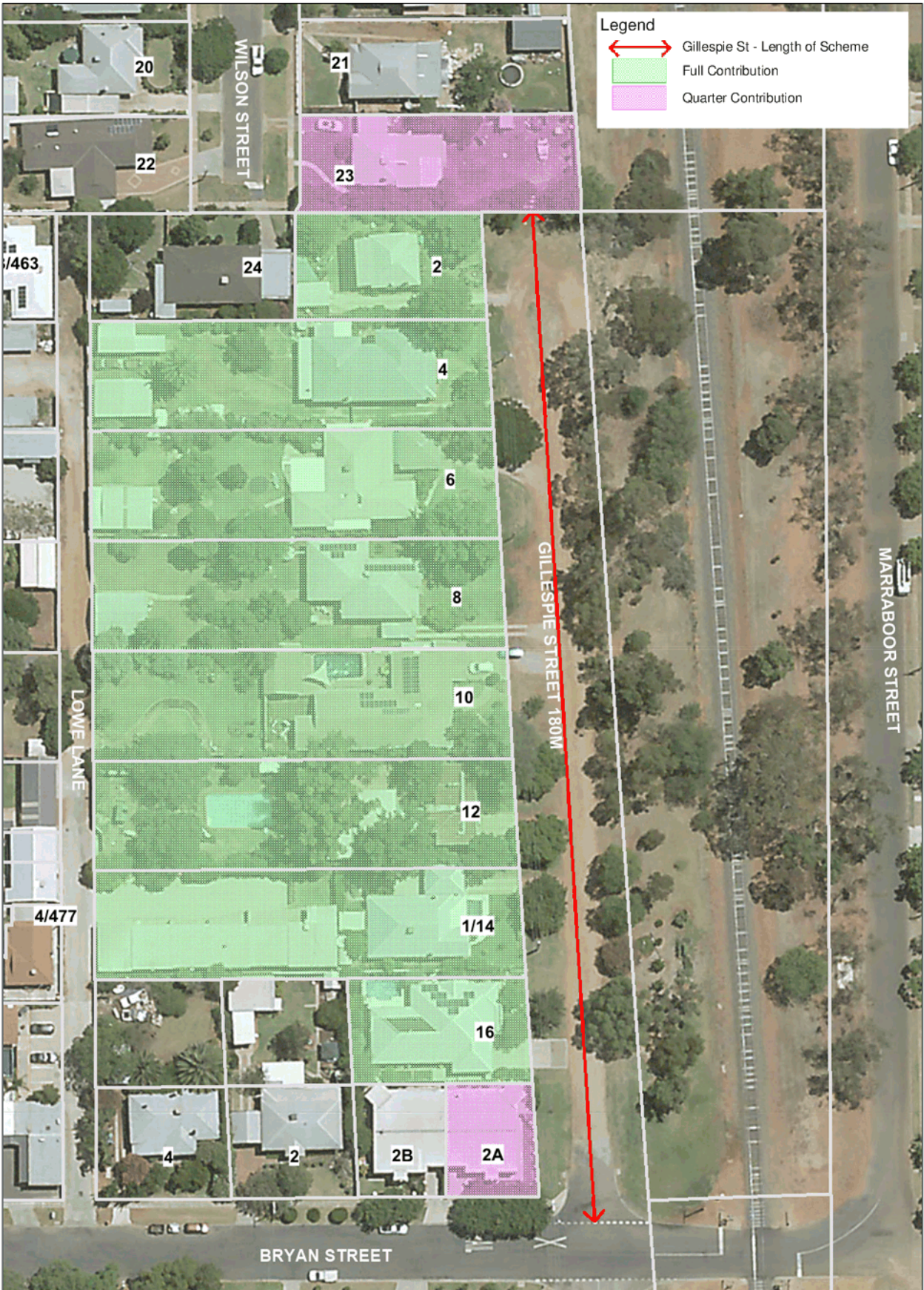
- 1. Council continues with the next step of the project.**
- 2. Council discontinues the project.**

Recommendations

That Council:

- 1. Proceed to issue a Notice of Intention to implement the Gillespie Street Private Street Scheme in accordance with the processes required by the Local Government Act 1989.**
- 2. If the Scheme proceeds allow contributors to pay their share of the Scheme cost in a lump sum or in 16 quarterly instalments.**
- 3. Utilise the estimated Scheme contribution shares as detailed in Attachment 2 for the purposes of the Scheme subject to the final Construction costs being determined and applied in accordance with the Local Government Act 1989.**
- 4. Apply an interest rate of 4.28% per annum where instalment payment option is chosen by a contributor.**

Gillespie Street - Special Charge Scheme Properties



GILLESPIE STREET SPECIAL CHARGE SCHEME

Item No.	Assess. No.	Owner(s)	Property Address	Proposed Contribution	Interest (at 4.28% Reducing)	Total of Contribution & Interest	Quarterly Instalment
1	9697		2 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
2	9695		4 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
3	9691		6 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
4	9684		8 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
5	9680		10 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
6	9679		12 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
7	9658		14 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
8	9656		16 Gillespie Street	\$9,482.35	\$885.65	\$10,368.00	\$648.00
9	13462		2A Bryan Street	\$2,370.60	\$221.40	\$2,592.00	\$162.00
10	9975		23 Wilson Street	\$2,370.60	\$221.40	\$2,592.00	\$162.00
				\$80,600.00	\$7,528.00	\$88,128.00	\$5,508.00

B.19.61 CHAIN OF RESPONSIBILITY POLICY

Responsible Officer: Director Infrastructure
File Number: S16-25P-06-517
Attachments: 1 Chain of Responsibility Policy

Declarations of Interest:

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

Summary

Council has an obligation under the *Heavy Vehicle National Law* (HVNL) to comply with Chain of Responsibility requirements.

Adoption of this Policy confirms Council's commitment to comply with the Chain of Responsibility requirements.

Discussion

Chain of Responsibility (CoR) is a nationally legislated program of compliance and enforcement that aims to improve safety and reduce accidents across the road transport industry.

The "Chain of Responsibility" extends legal liability for certain road law offences to all parties who by their actions, inactions or demands exercise control or influence over the entire transport chain.

The CoR laws apply across all areas of the transport supply chain, including Council's fleet vehicles with a weight of 4.5 tonnes or more. The aim of CoR is to positively influence the actions of those involved in the heavy vehicle transport industry and ensure all parties who influence on-road behaviour are held accountable for breaches of road transport laws.

This policy has been created to outline Council's commitment to comply with the Chain of Responsibility requirements and outline how Council will achieve compliance. This policy forms part of Council's overarching Safety Management System.

Consultation

Council has established a Chain of Responsibility Working Group consisting of several Council employees ranging from Officer to Director level.

The Group's role is to advise and implement Council's responsibilities in relation to the legislation.

Financial Implications

Significant fines may be imposed on road transport operators and their officers for breaches of the NHVL. Many of the offences in the new HVNL attract a maximum penalty of \$10,000 per offence, with the potential for that **penalty to be multiplied by five** pursuant to section 596 **where a corporation is charged**.

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

Risks identified for non-compliance with the Heavy Vehicle National Law: Chain of Responsibility include:

- reputational damage to Council;
- legal liability in the way of fines and penalties; or
- injury/death of staff member/contractor.

Council Plan Strategy Addressed

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

Options

1. Council adopts the Chain of Responsibility Policy as presented;
2. Council adopts the Chain of Responsibility Policy with amendments; or
3. Council does not adopt the Chain of Responsibility Policy.

Recommendation

That Council adopts the Chain of Responsibility Policy as presented.

POLICY TITLE CHAIN OF RESPONSIBILITY POLICY

POLICY NUMBER CPOL/OHS922

1. PURPOSE

This policy provides a framework to ensure Swan Hill Rural City Council (Council) staff, contractors, volunteers, and suppliers promote public safety in our transport activities and manage compliance to our Chain of Responsibility obligations.

2. BACKGROUND

Chain of Responsibility is a nationally legislated program of compliance and enforcement that aims to improve safety and reduce accidents across the road transport industry. Chain of Responsibility law imposes responsibilities on all parties which have control or influence over heavy vehicle road transport tasks involving mass, dimension, loading, speed and fatigue; these laws are applicable to Council's fleet operations for vehicles over 4.5 tonnes.

3. SCOPE

This Policy applies to all Council staff, contractors, volunteers, and suppliers that have responsibility for or involvement in, consigning, packing, loading, driving, operating and receiving goods on behalf of Council.

4. POLICY

Council recognises its safety duties under the *Heavy Vehicle National Law (HVNL)* to ensure the safety of its transport activities.

Council is committed to the provision of services to the community and the construction and maintenance of its infrastructure assets in the safest way possible for our loaders, receivers, contractors, heavy vehicle drivers and the general public, to ensure the safety of all within our operations and supply chain.

To achieve this, Council undertakes to comply with all Chain of Responsibility legislation and associated regulations.

In implementing this Policy, Council will:

- Continue a consultative approach with our staff, vendors, heavy vehicle contractors, transport business operators, local government partners and stakeholders;
- Apply risk management principles in the identification, assessment and control of risks involved in all our activities involving heavy vehicles;
- Maintain and monitor systems to manage safety and ensure compliance with all requirements of the Chain of Responsibility laws, including auditing of the system
- Provide adequate and appropriate information, training and supervision in Chain of Responsibility responsibilities; and
- Provide appropriate and relevant resources to meet this commitment.

Compliance with Chain of Responsibility legislative requirements is the responsibility of all Council staff and contractors to ensure the safety of the general public, staff and heavy vehicle drivers.

Council takes the Chain of Responsibility obligations seriously. Any breach of this Policy and supporting Procedures and processes may result in disciplinary action.

5. RELATED POLICIES/DOCUMENTS

Occupational Health and Safety Policy CPOL/OHS901

6. RELATED LEGISLATION

Heavy Vehicle National Law

Heavy Vehicle (General) National Regulation

Heavy Vehicle (Mass, Dimension and Loading) National Regulation

Heavy Vehicle (Registration) National Regulation

Heavy Vehicle (Fatigue Management) National Regulation

Heavy Vehicle (Vehicle Standards) National Regulation

Signed: _____

Mayor

Date: _____

B.19.62 PRIVATE ASSETS IN ROAD RESERVES POLICY

Responsible Officer:	Director Infrastructure
File Number:	S29-03-13
Attachments:	1 CPOL/INFRA517 Private Assets in Roads Policy 2 CPRO/INFRA517 Private Assets in Roads Procedure

Declarations of Interest:

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

Summary

This report seeks a resolution to adopt the new Private Assets in Road Reserves Policy.

Discussion

Council is responsible for the provision and maintenance of local roads infrastructure.

This policy provides a framework designed to protect the purpose of the road and the road user. In doing so, it outlines the criteria and requirements under which private assets are permitted in the road reserve.

Swan Hill Rural City Council (Council) is responsible for the provision and maintenance of local roads infrastructure.

All roads have a defined road reserve which is owned or managed by Council and the legislative framework for such is established under the *Local Government Act 1989* and the *Road Management Act 2004*. Such legislation provides a rigorous framework designed to protect the purpose of the road and the road user.

It is acknowledged that the use of the road must be considered alongside other factors such as economic benefit and social need, which may require the installation of non-road infrastructure in the form of privately owned assets. Notwithstanding this, the Policy intends to provide a framework to enable such needs to be balanced with the protection of the primary purpose of the road.

Some statutory service providers have rights and obligations outlined in various Acts to install infrastructure in road reserves without permission of the road authority. Private individuals do not have this right. This policy does not cover or deal with assets that are installed and/or maintained by a statutory service provider.

Under section 34 of the *Road Management Act 2004* a responsible road authority is compelled to manage the use of roads having regard to the principle that the primary purpose of a road is to be used by members of the public, and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road. It further requires the authority to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility services.

Infrastructure within road reserves includes, but is not limited to, the road itself (including formation and sub grade), pavement, seal, shoulders, guideposts, table drains or side cuts, culverts and regulatory or discretionary road signage installed by the road authority.

Maintenance obligations are imposed on all owners of infrastructure in a road reserve through the *Road Management Act 2004* and other Acts include such things as inspection requirements, documentation, processes for undertaking works and safety regulations. The vast majority of owners of infrastructure within road reserves are statutory service providers. Such bodies have a legislative framework within which they operate, and access to appropriate levels of insurance coverage should legal proceedings be undertaken against them.

Prior to the installation of private infrastructure in Council's road reserve, an executed Section 173 agreement under the Planning and Environment Act 1987 is required.

Consultation

This policy has been reviewed and discussed with relevant Council staff.

Financial Implications

Nil

Social Implications

To ensure an appropriate road network is provided.

Economic Implications

To ensure an appropriate road network is provided.

Environmental Implications

Nil implications for the policy, however, native vegetation issues may arise during the asset installation and will need to be addressed appropriately.

Risk Management Implications

This policy mitigates the risk of legal implications by using current legislation.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. That Council adopt the Private Assets in Roads Reserves Policy
2. That Council does not adopt the Private Assets in Roads Reserves Policy
3. That Council amend the Private Assets in Roads Reserves Policy

Recommendation

That Council adopt the Private Assets in Roads Reserves Policy.

POLICY TITLE PRIVATE ASSETS IN ROAD RESERVES**POLICY NUMBER CPOL/INFRA517****PURPOSE**

To define the criteria and requirements under which private assets are allowed in the road reserve.

SCOPE

Council seeks to provide a consistent and efficient process for the way in which private assets are allowed to be placed in Council's road reserves.

POLICY

Council is responsible for the provision and maintenance of local roads infrastructure.

Infrastructure within road reserves includes, but is not limited to, the road itself (including formation and sub grade), pavement, seal, shoulders, guideposts, table drains or side cuts, culverts and regulatory or discretionary road signage installed by the road authority.

Maintenance obligations are imposed on all owners of infrastructure in a road reserve through the *Road Management Act 2004* and other Acts include such things as inspection requirements, documentation, processes for undertaking works and safety regulations. The vast majority of owners of infrastructure within road reserves are statutory service providers, however some are private landowners.

Prior to the installation of private infrastructure in Council's road reserve, an executed Section 173 agreement under the Planning and Environment Act 1987 is to be entered into. This document is a legally binding agreement between Council and the landowner (tied to title). The agreement sets out the arrangements for:

- ongoing ownership and use of an asset;
- works, maintenance; and
- risk allocation in respect of the asset because it is located in, on or under the road.

RELATED LEGISLATION

Road Management Act 2004

Local Government Act 1989

Planning and Environment Act 1987

RELATED POLICIES/DOCUMENTS

Private Assets In Road Reserves Procedure

Section 173 Agreement

Works Within Road Reserve Permit

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

PROCEDURE TITLE PRIVATE ASSETS IN ROAD RESERVES**PROCEDURE NUMBER CPRO/INFRA517****ENABLING POLICY/DIRECTIVE**

PRIVATE ASSETS IN ROAD RESERVES CPOL/INFRA517

ENABLING LEGISLATION

Road Management Act 2004

Local Government Act 1989

Planning and Environment Act 1987

PURPOSE

The purpose of this procedure is to ensure the criteria and requirements under which private assets are allowed in the road reserve.

DEFINITIONS

Asset - a physical component of a facility which has value, enables services to be provided.

Exceptional circumstances - the existence of a physical obstacle (buildings, natural structures including waterways, rock formations, culturally sensitive land, land with significant native vegetation) that prevents access and an alternative route is not available; or where all reasonable attempts have been unsuccessful in obtaining the necessary consent of a non-beneficiary landowner, and a reasonable alternate route within private land is not available.

The determination of exceptional circumstance will be at the sole discretion of Council's Director Infrastructure. This assessment is required to be balanced with the requirement of Council to protect the road reserve as outlined in s4(d) of the *Road Management Act 2004*.

Non-road infrastructure - means infrastructure in, on, under or over a road which is not road infrastructure.

Responsible road authority - means the road authority which has operational functions as determined in accordance with s37 of the *Road Management Act 2004*. For the purposes of this policy the responsible road authority is Council.

Road infrastructure – means the infrastructure which forms part of a roadway, pathway or shoulder, including:

- structures forming part of the roadway, pathway or shoulder; and
- materials from which a roadway, pathway or shoulder is made.

Road reserves – means all of the area of land that is within the boundaries of a road.

Section 173 Agreement – is a legal contract allowed under s221 of the *Road Management Act 2004* and/or s173 of the *Planning and Environment Act 1987* that outlines rights and obligations and is attached to title of private land.

Statutory service providers – authorities empowered under an Act with providing utility services such as power, gas, water, and telecommunication infrastructure.

User Pays Principle – when users pay the full costs of the goods or services they consume. It is premised on a principle that those who do not use a service should not be obligated to pay for it. Such a principle is most effective when the beneficiary aligns exactly with the user.

Works Within Road Reserve permit – evidences the final approvals for work that, once received, allows works within the road reserve to commence.

SCOPE

Swan Hill Rural City Council (Council) is responsible for the provision and maintenance of local roads infrastructure.

All roads have a defined road reserve which is owned or managed by Council and the legislative framework for such is established under the *Local Government Act 1989* and the *Road Management Act 2004*. Such legislation provides a rigorous framework designed to protect the purpose of the road and the road user.

It is acknowledged that the use of the road must be considered alongside other factors such as economic benefit and social need, which may require the installation of non-road infrastructure in the form of privately owned assets. Notwithstanding this, the Policy intends to provide a framework to enable such needs to be balanced with the protection of the primary purpose of the road.

Some statutory service providers have rights and obligations outlined in various Acts to install infrastructure in road reserves without permission of the road authority. Private individuals do not have this right. This policy does not cover or deal with assets that are installed and/or maintained by a statutory service provider.

Under section 34 of the *Road Management Act 2004* a responsible road authority is compelled to manage the use of roads having regard to the principle that the primary purpose of a road is to be used by members of the public, and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road. It further requires the authority to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility services.

Infrastructure within road reserves includes, but is not limited to, the road itself (including formation and sub grade), pavement, seal, shoulders, guideposts, table drains or side cuts, culverts and regulatory or discretionary road signage installed by the road authority.

Maintenance obligations are imposed on all owners of infrastructure in a road reserve through the *Road Management Act 2004* and other Acts include such things as inspection requirements, documentation, processes for undertaking works and safety regulations. The vast majority of owners of infrastructure within road reserves are statutory service providers. Such bodies have a legislative framework within which they operate, and access to appropriate levels of insurance coverage should legal proceedings be undertaken against them.

Prior to the installation of private infrastructure in Council's road reserve, an executed Section 173 agreement under the Planning and Environment Act 1987 is required.

PROCEDURE

1. Legal Framework

A Section 173 Agreement will be required to be entered into with the beneficiary landowner prior to approval of works in road reserves. The provision of assets is usually for the benefit of the current owner of the land and it is appropriate that obligations should be transferred with the land to ensure integrity of the management framework.

2. Requirements of a Section 173 Agreement

Inspection requirement: For assets installed within road reserves, inspections will be required upon completion of the works.

Maintenance requirements: includes the execution of all works of any description which are required to keep the road or infrastructure in the state of utility determined in accordance with the *Road Management Act 2004* or any other Act deemed applicable.

Public liability insurance of \$10,000,000 (or such increased amount as may be periodically advised in writing by Council) to be held and kept current.

3. Design Considerations

Council will require any assets within road reserves to be installed fence to fence, by the shortest possible route or running perpendicular across roads. Required technical specifications regarding design, annual maintenance, depth, materials and location requirements will be outlined to the applicant by Council's Director Infrastructure.

Applications to install assets running longitudinally within road reserves will only be approved in exceptional circumstances. Should such a circumstance exist, and an application is received to install a privately owned asset longitudinally in a road reserve, permission would only be granted after the acceptance of the following conditions, including but not limited to:

- a) The availability of the corridor within the road reserve between the road reserve fence line and the commencement of Council's road drainage infrastructure. This is the only location where Council will consent to such privately owned assets being installed.
- b) Only the portion of the pipeline or other asset affected by the exceptional circumstance will be considered for inclusion in the road reserve.
- c) Applicant enters into an agreement with Council for use of the part of the road reserve required for installation of the infrastructure.
- d) Council will, at its discretion, retain the right to terminate the agreement with a minimum of one months notice, and recover costs for non-compliance should the landholder fail to maintain the asset in good condition.
- e) Should Council provide notice under clause d, the landholder will be required to remove the infrastructure and reinstate the reserve to Council's satisfaction, at their own cost.

4. Construction Considerations

Council's preferred construction approach for installation of privately owned assets is to bore under roads. However, it is acknowledged this is sometimes not possible and in such cases, trenches may be the only reasonable alternative.

Requirements for construction will be outlined in detail during the application process and will be controlled through the issuing of a Works Within Road Reserve Permit.

5. Payment of Fees

The costs associated with the generation and application of the Section 173 Agreement onto a beneficiaries land title will be borne by the applicant.

6. Ongoing Obligations

Council requires landowners to:

- Inspect the asset annually; and
- Maintain public liability insurance to Council's satisfaction.

Appropriate management frameworks are crucial within road reserves given the risk associated to communities and Council should incidents/accidents occur.

RELATED POLICIES/PROCEDURES/DOCUMENTS

Section 173 Agreement

Works Within Road Reserve Permit

Signed: _____ **CEO**

Date: _____

B.19.63 DISCONTINUANCE AND DISPOSAL OF ROADS POLICY

Responsible Officer: Director Infrastructure
File Number: S29-03-13
Attachments: 1 Discontinuance and Disposal of Roads Policy

Declarations of Interest:

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

Summary

This report seeks a resolution to adopt the new Discontinuance and Disposal of Roads Policy.

Discussion

The Road Discontinuance Policy was last reviewed in May 1997.

Since this time, the Road Management Act was introduced and a need to bring the policy up to date and in line with current legislation arose. This policy is a complete rewrite of the original.

The policy outlines

- the requirements for road discontinuance; and
- the requirements for disposal of roads that are no longer required for public use.

Conditional on the outcome of public consultation (section 223 of the *Local Government Act 1989*), Council has the power to discontinue a road within its municipality. All actions must be lawfully and properly carried out with a special focus on public consultation and the impartial consideration by Council of any submissions received.

It is the policy of the Council that:

A road should not be discontinued without assessing:

- if that action results in an outcome contrary to the interests of the general public
- the requirements of the emergency service providers and statutory service authorities
- the effects on Council infrastructure and services
- the effects on abutting properties and buildings and their owners and occupiers
- the effects on future use

Roads should only be closed under the provisions of the *Planning and Environment Act 1987* when the closure is associated with an overall redevelopment or rezoning of land.

The sale of the land resulting from the discontinuance must undergo a public notification process under the *Local Government Act 1989*, but is not open to submissions. If it is intended to sell a road that is proposed to be discontinued, this intention must be identified in the notice proposing the discontinuance. If the road being discontinued is Crown land, it is to be returned to the Crown.

Consultation

This policy has been reviewed and discussed by relevant Council staff.

Financial Implications

Nil implications for the policy, however each discontinuance will attract its own implications and will be addressed case by case.

Social Implications

To ensure an appropriate road network is provided.

Economic Implications

To ensure an appropriate road network is provided.

Environmental Implications

Nil implications for the policy. However, native vegetation issues may arise during the discontinuance process and will need to be addressed appropriately.

Risk Management Implications

This policy mitigates the risk of legal implications by using current legislation.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. That Council adopt the Discontinuance and Disposal of Roads Policy
2. That Council does not adopt the Discontinuance and Disposal of Roads Policy
3. That Council amend the Discontinuance and Disposal of Roads Policy

Recommendation

That Council adopt the Discontinuance and Disposal of Roads.

Date Adopted	June 2019
Date Reviewed-current as at	
To be Reviewed	June 2020

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



POLICY TITLE DISCONTINUANCE AND DISPOSAL OF ROADS

POLICY NUMBER CPOL/CORP242

1. PURPOSE

To define the criteria and requirements under which roads are discontinued and sold under the *Local Government Act 1989* within the Swan Hill Municipality.

2. SCOPE

Council seeks to provide a consistent and efficient process for the discontinuance and/or sale of roads within its Municipality; including provision to return crown land to the Crown

3. POLICY

Conditional on the outcome of public consultation (section 223 of the *Local Government Act 1989*), Council has the power to discontinue a road within its municipality. All actions must be lawfully and properly carried out with a special focus on public consultation and the impartial consideration by Council of any submissions received.

It is the policy of the Council that:

- A road should not be discontinued without assessing:
 - if that action results in an outcome contrary to the interests of the general public
 - the requirements of the emergency service providers and statutory service authorities
 - the effects on Council infrastructure and services
 - the effects on abutting properties and buildings and their owners and occupiers
 - the effects on future use
- Roads should only be closed under the provisions of the *Planning and Environment Act 1987* when the closure is associated with an overall redevelopment or rezoning of land.

The sale of the land resulting from the discontinuance must undergo a public notification process under the *Local Government Act 1989*, but is not open to submissions. If it is intended to sell a road that is proposed to be discontinued, this intention must be identified in the notice proposing the discontinuance.

If the road being discontinued is Crown land, it is to be returned to the Crown.

4. RELATED POLICIES/DOCUMENTS

Discontinuance and Disposal of Roads Procedure

Local Government Best Practice Guidelines for the Sale and Exchange of Land

Date Adopted June 2019
Date Reviewed-current as at
To be Reviewed June 2020

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



5. RELATED LEGISLATION

- Local Government Act 1989
- Road Management Act 2004
- Planning and Environment Act 1987
- Subdivision Act 1988
- Limitations of Actions Act 1958
- Transfer of Land Act 1958

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

B.19.64 PROPOSED HONOUR BOARD RECOGNISING SWAN HILL CITIZENS OF THE YEAR

Responsible Officer: Chief Executive Officer
File Number: S01-01-08
Attachments: 1 Wall inside Town Hall, Quote from Signs Plus,
Quote from InTouch

Declarations of Interest:

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

Summary

Council has received correspondence from a community member suggesting that Council erect a publicly visible Honour Board recognising Swan Hill's Citizens of the year.

Discussion

The Citizen of the Year Award provides an opportunity to acknowledge and celebrate the contributions made by members of our community. Anyone can nominate someone they believe deserves recognition for their valuable and selfless efforts.

The proposal of a public honour board provides a tangible way to assist Council with leadership of its community by engendering a sense of pride in our citizens. This proposal sees the names of each citizen of the year displayed in a public place and viewed by all who pass by.

History

The Citizen of the Year Award was first introduced in 1981-82 when Barry Steggall was the Mayor. A community committee was established to create guidelines for the award.

Permanent Recognition

There is no permanent public recognition for recipients of the Citizen of the Year Award in Swan Hill. Information contained in the correspondence and conversations held between the Community Planning Officer and the community member resolved a number of recommendations and outcomes:

Bendigo Bank, corner Campbell and McCrae Steet - external South wall

Pros: very visible and prominent location with an opportunity to engage the local community and visitors and supported by the Bendigo Bank Manager.

Cons: the names would be located on the external wall, the risk of graffiti and the defacing of names was a primary concern.

Outcome: not a viable option

Visitor Information Centre, corner Curlewis and McCrae Street

Pros: busy location, with an opportunity to engage predominately with visitors.

Cons: space is very limited within the Information Centre, not a lot of locals would see the board.

Outcome: not a viable option

Town Hall, McCallum St

Pros: busy location for both locals and visitors, proposed location is visible from the footpath, Town Hall houses many other important honour rolls, Town Hall staff identified a space wall space (see attached photos)

Cons:

Outcome: Viable option

Design

Option 1: Town Hall staff recommended that the proposed honour board be designed to match the other boards located on the walls of the Town Hall. The Honour Board will be constructed out of Jarrah timber and the text will be in gold.

Option 2: A digital honour board

A digital interactive touch screen honour board, to be used to display photos, history and names of those who have been recipients of the Australia Day Citizen of the Year Award. installing digital signage can reduced costs for gold writing of honour boards, are suitable when there is limited wall space, and allows for the ability to honour the person in more detail with text, images and videos.

Consultation

No consultation with the wider community has taken place at this stage.

Financial Implications

Cost to construct a traditional timber honour board - **\$2,978 (inc GST)** - Details attached

Annual updates to the traditional honour board - **\$ 100**

Cost to install a digital honour board - **\$8,935.30 (inc GST)** - Details attached

Social Implications

By displaying the list of recipients of the Citizen of the Year Award Council will instill a sense of pride and place within our community

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

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

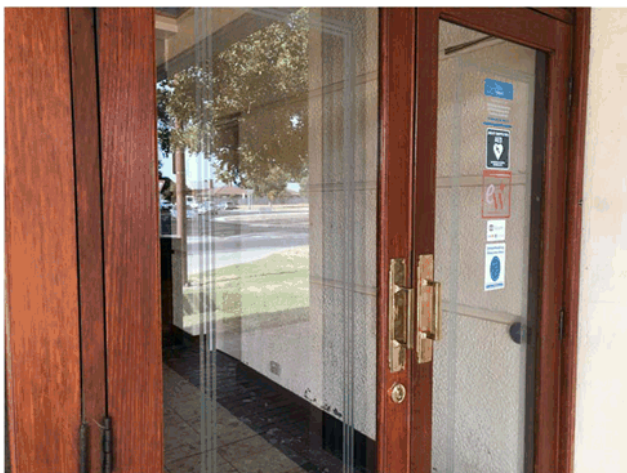
Options

1. Council allocate funds from the budget to construct and install a traditional timber honour board.
2. Council allocate funds from the budget to install a digital touch screen honour board.

Recommendation

That Council allocate funds in the 2020/2021 budget to construct and install a traditional timber honour board.

Attachments: Wall inside Town Hall, Quote from Signs Plus, Quote from InTouch



Traditional Honour Board

Signs Plus

1x 2400mm x 1200mm (inside measurement) or 2000mm wide if you need, honour board

Moulded edging to suit your needs, all made out of Jarrah.

Aluminium mounding strip on the back with adjacent part to suit.

Metallic gold lettering with a decorative heading if needed.

Total cost: \$2298 incl GST

Digital Honour Board



In Touch Screens
 ABN: 21 627 183 260
 Phone: 02 9939 6251
 Email: office@intouchscreens.com.au
 Website: www.intouchscreens.com.au

Quotation

Quotation # Q25637

Bill To
 Swan Hill Council

Ship To

Date	Sales Rep	Quotation Valid to
13/5/2019	Jody Phillips	11/6/2019

Qty	Item	Unit Price	Amount
1	INDT550 55" Commercial-grade touch screen, - Pure-flat design, edge-to-edge glass, silver trim, - Projected capacitive (PCAP) 10-point multi-touch technology, - 1920 x 1080 (16:9 widescreen) Full HD resolution, - 3 years warranty.	\$5,995.00	\$5,995.00
1	INWM-TH40100UF The TH-40100-UF is a heavy duty wall mount to suit touch screens weighing up to 150kg. - Suitable for 55" - 65" touch screens, - Landscape orientation, - Maximum weight: 150kg, - Wall to screen distance: 39mm, - 3 levels of post-installation height adjustment - Incorporates a lockable security bar (requires a small padlock)	\$149.00	\$149.00
1	PC-KIOSK Optional Kiosk PC (or your IT Department may supply your own if preferred) i3 Processor, 4Gb Ram, Windows 10 Professional, 3 Years Warranty	\$994.00	\$994.00
2	SOFTWARE - TOUCH PRESENTER Optional: Touch Presenter Information Kiosk Software Licences One for development PC Plus one for each kiosk	\$390.00	\$780.00
1	FREIGHT Freight charge with Cope Sensitive Freight to Swan Hill	\$205.00	\$205.00

To proceed with this order, please send a PO to sales@intouchscreens.com.au or process payment by these options:

EFT Details:
 Commonwealth Bank
 Account Name: In Touch Screens
 BSB: 062-287
 Account Number: 1042 7640



Card Number: _____
 Expiry: ____/____
 Name on Card: _____
 Signature: _____

Subtotal	\$8,123.00
Tax Total	\$812.30
Total	\$8,935.30

Payments made by credit card will incur a processing fee of 1.5% for VISA or MASTERCARD, or 2.9% for American Express.
 NOTE: Please refer to our [website](#) for our terms and conditions of sale.

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.19.9 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
927	173 Agreement (Subdivision of land (House Lot excision via Boundary Realignment 73 Damour Road Robinvale	Between SHRCC and D Calabro and M Calabro	21-5-19
928	173 Agreement – Planning Permit 2017/84 Condition 15 Dead Horse Lane Swan Hill	Between SHRCC and RJ and JM Pearson Super Pty Ltd and Lower Murray Urban and Rural Water Corporation.	11-6-19
929	Transfer of Lease General Store at the Pioneer Settlement	Between SHRCC and CS Roberts and SM Tantay	11-6-19

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.19.10 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
21 May 2019 at 11.50am, Information Centre (EDU), Council Chambers**

AGENDA ITEMS

- GM water – Presentation
- Distribution of Special Rates Level
- Decommissioned land Channel No 9
- Jet A1 Fuel Report
- Worker Accommodation in Robinvale

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

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

Apologies

- Cr Les McPhee

OFFICERS

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

Other

- Representatives from GMWater

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
28 May 2019 at 1pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Presentation of LTFFP
- Waste and Recycling Contracts Discussion
- Private Assets in Road Reserves Policy
- Discontinuance and Disposal of Roads Policy
- Drought project report
- Swan Hill Saleyards
- Chain of Responsibility
- Local Law No.1

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
- Svetla Petkova, Director Infrastructure
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Dione Heppell, Construction Project Manager Regional Livestock Exchange
Redevelopment
- Dallas Free, Works Manager

Other

- Representatives from NDHS

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
11 June 2019 at 1pm, Swan Hill Town Hall, Council Chambers**

AGENDA ITEMS

- Child Safe Standards Policy
- Municipal Early and Middle Years Plan
- Homelessness project – Haven Home Safe
- Citizenship Authorisation for Robinvale
- Balloon Releases
- Central Victorian Greenhouse Alliances – Update
- New Facility Naming process
- Robinvale Medical Centre request for land
- De-accessioning plan for the Pioneer Settlement
- Dr Rex Prabhu

ADDITIONAL ITEMS DISCUSSED

- Lifeline
- Yamagata Garden
- Heritage controls on the Swan Hill Bridge
- Yamagata 40 year celebrations
- Drag strip
- Cr Development Weekend
- James Thompson OAM

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
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Jan McEwan, Family Youth & Children Services Manager
- Sam Steel, Senior Environment Officer
- Jessica Warburton, General Manager Pioneer Settlement

Other

- Rebecca Green and Trevor Gibbs – Home Safe
- Dr Rex Prabhu

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 industrial matters.

B.19.65 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT