

# AGENDA

## ORDINARY MEETING OF COUNCIL

Tuesday, 18 February 2020

To be held at the  
Swan Hill Town Hall, Council Chambers  
McCallum Street, Swan Hill  
Commencing at 2pm

**COUNCIL:**

Cr B Moar – Mayor

Cr A Young

Cr LT McPhee

Cr J Benham

Cr C Jeffery

Cr L Johnson

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 17 December 2019
  - 2) Extraordinary Council Meeting held on 11 February 2020
  
- **Declarations of Conflict of Interest**
  
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
  
- **Public Question Time**

## **SECTION B – REPORTS**

### **B.20.1 MUNICIPAL EARLY-MIDDLE YEARS PLAN 2020-2030**

**Responsible Officer:** Director Community & Cultural Services  
**File Number:** S06-24-03  
**Attachments:** 1 Draft MEMYP

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

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

#### **Summary**

This report presents the draft Municipal Early-Middle Years Plan for Council consideration, and recommends that the Plan be made available for the community for comment.

#### **Discussion**

Swan Hill Rural City Council commenced the development of its Municipal Early-Middle Years Plan (MEMYP) in mid-2019. Recognising the significance of this work, the importance of the communities served and the timeframes required to enact some of the changes needed, the Plan encompasses a vision and commitments for the next ten years (2020-2030).

The Municipal Early-Middle Years Plan is intended to strategically align efforts across Council and community to improve the health and wellbeing of all children aged 0-12 years in the municipality, and to positively influence and improve their health, educational and developmental outcomes. In achieving this aim the Objectives of the Municipal Early-Middle Years Plan are to:

1. Enable better outcomes for children aged 0-12 years,
2. Define Council's role and investment in early – middle year's services, and
3. Ensure current and future needs and demands for early year's services, workforce and infrastructure across our communities are identified and planned (with a focus on 3yo pre-school).

The MEMYP specifically examines three overarching themes of Infrastructure, Relevant and Flexible Services, and Workforce.

In researching and developing the Municipal Early-Middle Years Plan, it was recognised that working collaboratively with community and agencies as key stakeholders is important for the outcomes of our families and children aged 0-12 years.

The research and development of the MEMYP occurred between August 2019 and February 2020, following the appointment of local research business Local Logic Place.

The MEMYP is a public document that may be utilised by any organisation and has a number of linked background documents which can be shared with the public including:

1. Report: Alignment with Key Strategic Documents and Plans
2. Report: Demographic Profile
3. Report: Data Story
4. Report: Consultation Summary Data
5. Report: Mapping Service Supply and Demand – this document is not for public consumption.

The MEMYP aims to guide the delivery of services for children aged 0-12 years and their families into the future. In doing so it is important to acknowledge the ongoing commitment of Early – Middle Years agencies and the broader community.

However, work remains in developing a culture where the active inclusion and care of all children and families is deeply ingrained across the whole community. For this reason the Plan has been prepared with an emphasis on working in partnerships.

### **Consultation**

Three key methods were utilised in hearing from children and young people:

- Drawing exercise: a simple drawing exercise was offered to all children in preschool and grades Prep, 1, 2 and 3 in the services of Manangatang P-12 College and Manangatang Kindergarten; Woorinen District Primary School and Woorinen Kindergarten; Robinvale College and Robinvale Kindergarten; and Swan Hill Primary School and throughout the Swan Hill LGA based Shine Bright Kindergarten services. Children had the option to complete drawings in response to the following two questions – ‘To be happy, healthy and safe I need...’ and ‘What I love about my community...’ In total 269 drawings were completed.
- Online Survey: an online was circulated to all grades 4, 5 and 6 students across the 14 public and private schools within the Swan Hill LGA. The survey included 11 questions capturing brief demographic information along with quantitative and qualitative responses to a series of key questions focussing on personal and family needs, strengths and deficits of their local communities and how best to hear student voice [418 respondents]
- Student discussion groups: three student discussion groups were held at Swan Hill Vacation Care [two groups totalling 16 young people] and with Robinvale College grades 3-4 students [one groups totalling 45 young people]. Swan Hill Vacation Care participants also had the option of completing a drawing exercise [61 participants]

Based on these various methods a total of 748 children and young people were heard from in the development of the Swan Hill Rural City Council Municipal Early-Middle Years Plan.

Three key methods were utilised in hearing from parents, carers, extended family and community:

- Online Survey: an extensive online survey was developed and circulated through a range of mediums including the Swan Hill Rural City Council facebook page, Swan Hill Parents & Bubs facebook page, various associated facebook pages; long day care, preschool and school newsletters and notice boards; and service provider networks. The survey was a considerable length and included both quantitative and qualitative questions. In total 207 online surveys were completed [207 participants]
- 'Quick 4' Online Survey: a shorter online survey was also developed and circulated through similar methods as the main online survey. The 'Quick 4' survey asked participants four central questions. In total 73 'Quick 4' online surveys were completed [73 participants]
- Individual in-person conversations: awareness, literacy, access to a computer / device and internet connection were all recognised as potential barriers to survey completion. To ensure the Plans' development included the voices of harder to reach communities and cohorts a series of events / existing engagement opportunities were attended. This included targeted visits to the communities of Woorinen, Manangatang, Swan Hill and Robinvale and to specific cohorts including Indigenous families, culturally and linguistically diverse families and families with a child or children with additional needs. Individual in-person conversations included:
  - Woorinen: three opportunities were created to hear from Woorinen families including attendance at the Woorinen District Primary School assembly (11<sup>th</sup> November), attendance at the Woorinen Kindergarten to coincide with 'pick-up' time and attendance at the Woorinen Playgroup (19<sup>th</sup> November). In total seven families were reached through these opportunities [7 participants]
  - Manangatang: three opportunities were created to hear from Manangatang families including attendance at the Manangatang Playgroup, attendance at the Manangatang Kindergarten to coincide with 'pick-up' time and attendance at Manangatang P-12 College to coincide with 'pick-up' time (14<sup>th</sup> November). In total seven families were reached through these opportunities [7 participants]
  - Robinvale: the researcher attended the Robinvale Community Supported Playgroup (23<sup>rd</sup> October). In total eleven families were reached through this event [11 participants]
  - Swan Hill: the researcher attended the Swan Hill Parents & Bubs 'Splash Park' event (16<sup>th</sup> November). In total eight families were reached through this event [8 participants]
  - Families with additional needs: the researcher attended the Swan Hill My Time Supported Playgroup (19<sup>th</sup> November). In total three families were reached through this event [3 participants]

Based on these various methods a total of 316 parents, carers, extended family and community members were heard from in the development of the Swan Hill Rural City Council Municipal Early-Middle Years Plan.

Three key methods were utilised in hearing from service providers representing a range of organisations:

- Online survey – ECEC Service Providers: a dedicated survey was designed for Long Day Care providers within the Swan Hill LGA. The main purpose of the survey was to better understand preschool supply and demand factors over the coming few years (particularly in light of Funded Kindergarten for 3 year olds), and ascertain desired role of Maternal and Child Health. In total six online surveys were completed representing 100% of the target cohort [6 participants]
- Online Survey – all Service Providers: a purpose designed survey administered online and circulated through the Swan Hill Child, Youth and Family Network and the Robinvale Early Years Network and internally through a range of local organisations [44 participants]
- Dedicated discussion group: dedicated discussion groups were held with service providers through the Municipal Early-Middle Years Plan Project Control Group meetings [5 meetings with 5 group members] and the Municipal Early-Middle Years Plan Research Reference Group Sessions [2 sessions with 12 and 10 participants] Robinvale Early Years Network [8 participants] and Swan Hill Rural City Council Early and Middle Years team together with Library service staff [10 participants]. Opportunistic and incidental learnings were gleaned from participation in the Better Together Collective's Collaborative Table planning session [10 participants], with staff supporting playgroups and at school and preschool services during parent/carer consultations and review of Kindergarten data (Ernst & Young) [66]

Based on these various methods a total of 116 service providers were heard from in the development of the Swan Hill Rural City Council Municipal Early-Middle Years Plan.

### **Financial Implications**

Any opportunities from the Plan that have financial implications will be referred to Council's annual budget processes.

An indicative amount for infrastructure over the lifetime of the Plan has been added to the Major Projects Plan in future years, and is reviewed annually. This is to facilitate leveraging for external funding for priorities.

### **Social Implications**

The MEMYP aims to guide the delivery of services for children aged 0-12 years and their families into the future. In doing so it is important to acknowledge the ongoing commitment of Early – Middle Years agencies and the broader community.

### **Economic Implications**

More coordinated and effective investment in the early years leads to great school-readiness and attainment of Year 12, therefore reducing issues associated with lack of employability and youth justice, as examples.

### **Environmental Implications**

Any infrastructure improvements will take environmental sustainability into account during design.

### **Risk Management Implications**

Services associated with early and middle years present an inherent level of risk with compliance, Child Safe Standards and supporting vulnerable families. This is managed and will continue to be managed.

### **Council Plan Strategy Addressed**

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

### **Options**

1. That Council approves the draft Municipal Early and Middle Years Plan for public consultation for a period of 3 weeks.

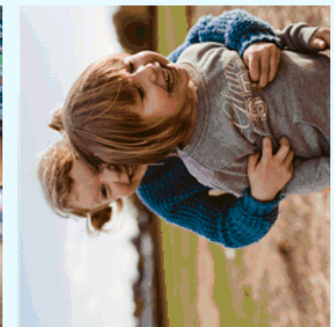
Or

2. That Council suggests further changes to the MEMYP prior to a period of community feedback.

### **Recommendation**

**That Council approves the draft Municipal Early-Middle Years Plan for public consultation for a period of 3 weeks.**





# Swan Hill Rural City Municipal Early-Middle Years Plan 2020-2029



(inside front cover)

## ACKNOWLEDGEMENT OF COUNTRY

Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we operate, and pays its respects to their Elders, past and present.

## ACKNOWLEDGMENTS

The Swan Hill Rural City Council would like to acknowledge the contribution of families, children, young people, community members and service and community partners who provided their knowledge and advice and participated in the consultation process to develop the *Swan Hill Rural City Municipal Early-Middle Years Plan 2020-2029* (the *Plan*).

We acknowledge the close guidance of our Project Control Group consisting of:

- Cindy Hinterholz (Early Years Co-ordinator - Robinvale District Health Services, Partnership Manager - Our Place Robinvale, member of the Better Together Collective Collaborative Table)
- Gayle Taylor (Head of Dietetics & Health Promotion - Swan Hill District Health, member of Swan Hill Pregnancy and Early Years Collaborative and the Better Together Collective Collaborative Table)
- Bruce Myers (Director Community and Cultural Services - Swan Hill Rural City Council, member of the Better Together Collective Collaborative Table)
- Jan McEwan (Family Youth and Children's Services Manager - Swan Hill Rural City Council, member of Swan Hill Pregnancy and Early Years Collaborative and the Better Together Collective Collaborative Table)
- Robyn Burns (Team Leader - Maternal Child Health - Swan Hill Rural City Council, member of Swan Hill Pregnancy and Early Years Collaborative)

We also acknowledge the combined efforts of a range of child and family focussed initiatives that have preceded the *Municipal Early-Middle Years Plan* including: the Robinvale Early Years Network (REYN), Child Family and Youth Network (CYFN), Communities for Children, Our Place Robinvale, Better Together Collective and Pregnancy and Early Years Collaborative to mention just a few.

Special acknowledgement and thanks goes to staff at Mallee Family Care, Robinvale District Health Services, Swan Hill District Health and community group Parents & Bubs – Swan Hill & District for their efforts in ensuring the consultation opportunities reached as many people as possible.

## GLOSSARY

**Swan Hill Rural City municipality:** is the local government area (LGA) governed by the Swan Hill Rural City Council, covering a geographical area of 6115.3km<sup>2</sup> and stretching from the Swan Hill township in the south to Robinvale in the North and bordered by the Murray River for its Eastern and Northern boundary. This Plan uses the term Swan Hill Rural City municipality throughout to refer to the entire local government area.

**Early years:** the period of a child's life from 0-8 years; within which the 'first 1000 days' covers the time from conception to age 2 years.

**Middle years:** Within Australian research the middle years in a young person's life is typically taken to refer to the ages between nine and 12 years. This definition recognises the broadly accepted parameters of the early years encompassing the ages 0-8 years and youth encompassing the ages 12 through to 25 years (or some variation therein).

## WELCOME

Welcome to Swan Hill Rural City Council's first Municipal Early-Middle Years Plan to be formally adopted by Council. Our *Swan Hill Rural City Municipal Early-Middle Years Plan 2020-29* aims to improve the health and wellbeing of children aged 0-12 years and their families across the entire Swan Hill Rural City municipality. The *Plan* incorporates feedback from a comprehensive community engagement process which focused on what is valued by our community and their hopes and aspirations for the future.

Swan Hill Rural City Council recognises that the first twelve years of every child's life are crucial for their healthy growth, wellbeing and development. Accordingly, the *Municipal Early-Middle Years Plan* aims to enhance the health and wellbeing of children and families by providing a framework to prioritise needs, plan for the future, facilitate partnerships and direct resources.

Whilst Council has embodied a long-term commitment to its families, children and young people and plans to support these cohorts have guided the work of Council in the past – this is the first time an *Early-Middle Years Plan* has been officially adopted by Council – it is in this way that the voices of almost 1,200 local residents now guide and inform this work with accountability and rigour.

There are two parts to the *Swan Hill Rural City Municipal Early-Middle Years Plan*. The first part - this document – outlines the purpose of the *Plan*, an understanding of the strengths and challenges faced by families in the Swan Hill LGA, the processes involved in developing the *Plan* and the overarching themes and objectives. The second 'part' is a series of background documents containing more comprehensive coverage of community level demographics, key health and wellbeing indicators for children aged 0-12 years and their families and a summary of findings emerging from the consultation data.

**CONTENTS<sup>1</sup>**

- Acknowledgment to Country
- Acknowledgements
- Welcome
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- A community wide movement
- Who we are
- How we heard from you – the people who matter most
- What we will do – key directions and objectives
- Our strengths and challenges
- What the evidence base tells us works
- What happens next?

DRAFT

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<sup>1</sup> Note each section of the *Municipal Early-Middle Years Plan* is supported by a more comprehensive background document. Application can be made to Swan Hill Rural City Council to access these more detailed supporting documents by contacting Jan McEwan, Family Youth and Children's Services Manager, [jmcewan@swanhill.vic.gov.au](mailto:jmcewan@swanhill.vic.gov.au)

## BACKGROUND

According to the Municipal Association of Victoria (MAV) the purpose of Municipal Early Years Plans is to foster a **whole-of-community and whole-of-system approach to building community strength and addressing the underlying causes of inequity and vulnerability of children and families**. Municipal Early Years Plans are place-based with a focus on prevention, equity, health and long-term social and educational outcomes for children (MAV, 2018. Resource Guide to Municipal Early Years Planning).

Further to this purpose Swan Hill Rural City Council (SHRCC) stipulated the *Plan* must provide **strategic direction for the development and coordination of early – middle years programs, activities and other community development processes that impact on children and their families**. The Plan does this by assessing and identifying community need, prioritising actions and suggesting programs, projects and activities to deliver outcomes that will **enhance the health and wellbeing of children and families in the municipality**. In doing so the *Plan* specifically examined three overarching themes:

- Ensuring the required **family friendly and culturally safe infrastructure** is planned for and achieved in the short, medium and long term
- Providing **services that are relevant and flexible so as to meet the needs of modern families** and
- Ensuring an adequate quantity of **staff skilled to fully meet the needs of our diverse community** (SHRCC, 2019. Municipal Early-Middle Years Plan Research Brief).

Whilst Council cannot control all the factors affecting the lives of families and children, we recognise **we have a connection to our families through:**

- the **services and infrastructure we provide;**
- the **organisations we partner with;** and
- the **work we do with other levels of government to represent our community** and seek the resources our children and families require.

As such Council's role in improving outcomes for children and their families and in ensuring all members of our community reach their fullest potential is both significant and diverse and includes our efforts as advocate, planner, leader, facilitator, partner, manager, broker, service provider, researcher, facility provider and program funder. Within these advocacy and partnership is increasingly important.

In terms of **actual service provision** to support improved outcomes for our children and young people aged 0-12 years and their families we deliver:

- **Maternal and Child Health (MCH)** consists of the Universal MCH Service and Enhanced MCH Service. The service is a free primary health service available to all families with children from birth to school age. The Universal MCH Service consists of the Key Ages and Stages consultations and a flexible service component. The Enhanced MCH Service focuses on children and families at risk of poor health and wellbeing outcomes, in particular where multiple risk factors for poor outcomes are present. The Enhanced MCH Service is provided in addition to the suite of services offered through the Universal MCH Service and provides a more intensive level of support for families. The MCH Service is provided in partnership between local government and the Department of Health and Human Services (DHHS). Swan Hill Rural City Council provides MCH centre-based services across the communities of Swan Hill, Robinvale, Nyah West, Lake Boga, Woorinen South and Manangatang. Home visiting services are provided for the first Key Age and Stage check and additionally as required.
- **Out of School Hours (OoSH) care programs** including After school care, Vacation care and care on Pupil free days (if numbers demand) offer high-quality child care for primary school-aged children in a safe, fun environment. They focus on positive learning results which meet the needs and interests of children and their families.

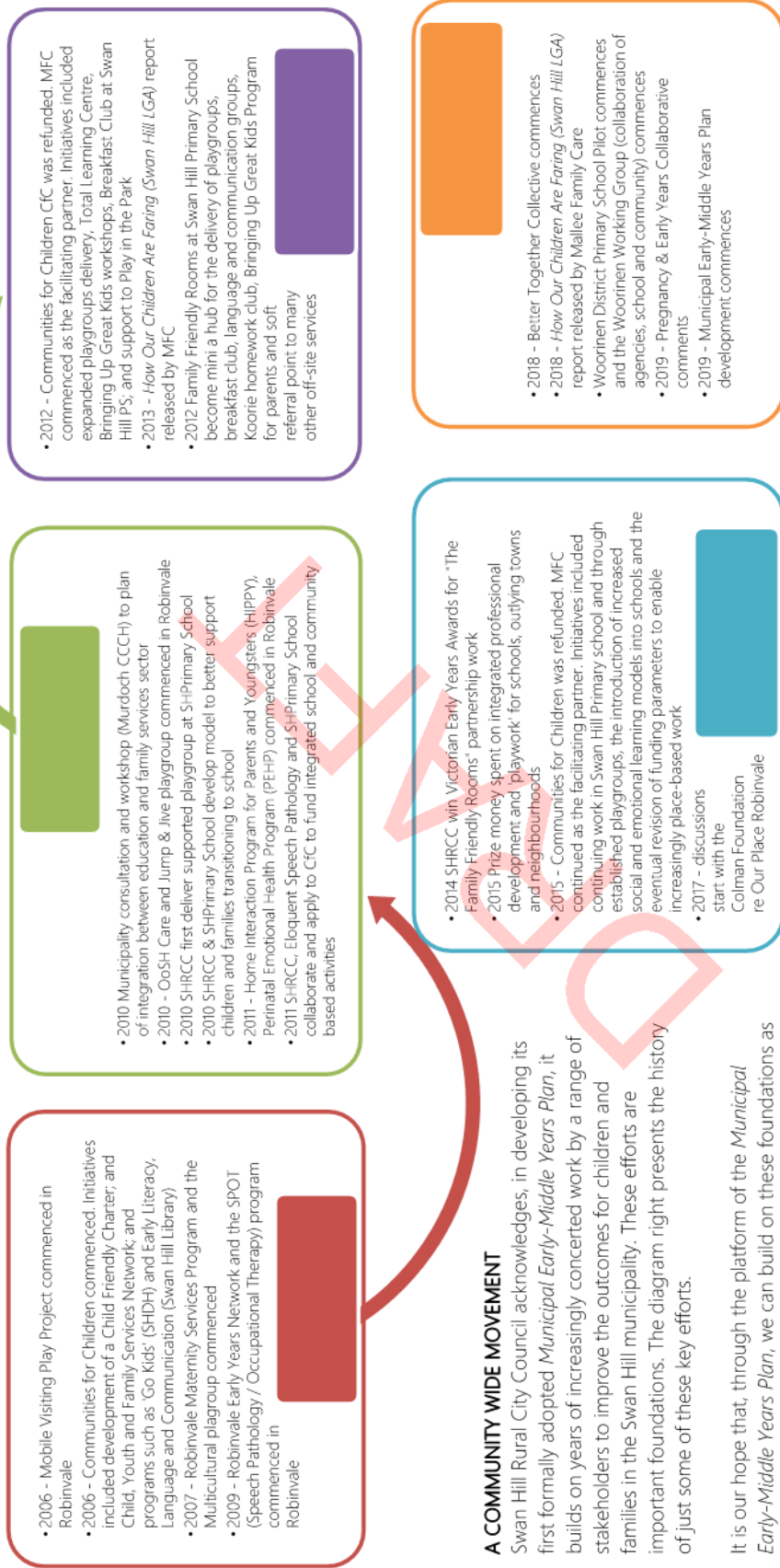
- Swan Hill Rural City Council provides OoSH programmes in Swan Hill only. Robinvale District Health Services provides OoSH programmes in Robinvale. No OoSH programming is delivered to other Swan Hill municipality communities.
- **Immunisations** The National Immunisation Program (NIP) Schedule is a series of immunisations given at specific times throughout your life. The immunisations range from birth through to adulthood. Swan Hill Rural City Council provides one morning session of immunisations and one evening session of immunisations each month (i.e. two sessions monthly) from Swan Hill. Robinvale District Health Services provides immunisations services to Robinvale and surrounds. Immunisations can also be provided through private medical clinics by appointment.
- **Communities for Children activities** Swan Hill Rural City Council is funded by the Federal government's Communities for Children Program to deliver a limited number of activities including the Bringing Up Great Kids parenting programs throughout the Swan Hill LGA. Communities for Children activities aim to strengthen parenting skills and family relationships by ensuring that parents have access to high quality parenting information, skills training and support.
- **Library services** Swan Hill Rural City Council provides a permanent Library within the community of Swan Hill, has recently co-invested in the building of a new Library facility within the community of Robinvale and provides a mobile library service to the communities of Robinvale (weekly until the fixed infrastructure is finalised) and fortnightly to Beverford, Boundary Bend, Lake Boga, Manangatang, Nyah and Nyah West (main street and preschool).
- Within the Swan Hill Town library a comprehensive range of opportunities for children (kids corner), young people (teen zone) and their families are offered including:
  - o Regular features such as Lego and creative play spaces, book readings, Move and Groove, Saturday Storytime and Baby Rhyme Time, and
  - o Additional school holiday programs which provide (mostly) free, interactive events and activities, often in conjunction with local service providers.
- Regardless of their location all Swan Hill Rural City library members have access to services and resources such as ebooks and eAudiobooks, emagazines, and subscription based sites such as Studioity (online learning service that connects Grades 4 to 12 students to qualified, expert tutors) and Trove (comprehensive content relating to Australia from libraries, museums, archives and other research organisations) to mention only two.
- **Child and family friendly events** including Australia Day and Harmony Day celebrations.
- **Victorian Child Safe Standards & National Principles for Child Safe Organisations** Swan Hill Rural City Council has been working for some time to implement the Victorian Child Safe Standards. Since the development of the National Principles for Child Safe Organisations and the DHHS recommendation that the Standards are amended to align with the Principles Council is also adhering to these National Principles.

In addition to direct service delivery Swan Hill Rural City Council provides a range of **critical early-middle years infrastructure** that supports children and families across the municipality. This includes outdoor play spaces, bike paths, Maternal and Child Health, kindergarten and playgroup facilities, and sport and leisure centres.

Further to our direct service and infrastructure delivery Swan Hill Rural City Council recognises the early and middle years as a time of immense change and equally that our communities are changing. New government policies and programs emerge, service providers evolve and are sometimes lost, funding parameters do not always match community needs and our changing population creates new demands for service flexibility and accessible and inclusive infrastructure. Council clearly recognises that if we are to

respond to these changing needs in an adaptive and effective way we must plan, lead and advocate with children and families and work in a 'whole of community' partnership approach with other levels of government and the community. Critically we recognise this will require advocacy and an integration of infrastructure, service systems and practice philosophies.

DRAFT



**A COMMUNITY WIDE MOVEMENT**

Swan Hill Rural City Council acknowledges, in developing its first formally adopted *Municipal Early-Middle Years Plan*, it builds on years of increasingly concerted work by a range of stakeholders to improve the outcomes for children and families in the Swan Hill municipality. These efforts are important foundations. The diagram right presents the history of just some of these key efforts.

It is our hope that, through the platform of the *Municipal Early-Middle Years Plan*, we can build on these foundations as they are important forebears to this work. With this in mind, representatives of these initiatives and movements have been intricately involved in the *Plan's* development including both the research methodology's development and implementation and the review of subsequent data and drafts. In this way the *Plan's* Key Directions and Objectives are guides for the common work and focus of far more than only the Swan Hill Rural City Council.



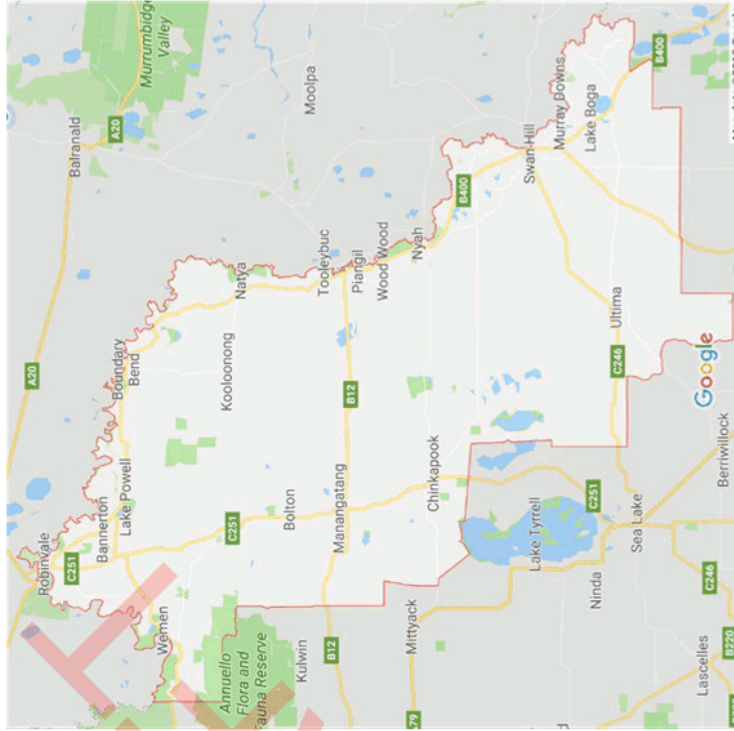
**WHO WE ARE**

The Swan Hill Rural City municipality is home to around 20,500 people, amongst these are 4,942 families. Based on the 2016 Census of Population and Housing Aboriginal and/or Torres Strait Islander people made up 4.0% of the population, totalling more than 800 community members. Whilst the median age of the Aboriginal and Torres Strait Islander population was 21 years, the median age across the entire LGA population was 40 years (compared to a Victorian median of 37 years).

Of our population 74.7% were born in Australia - more than 15,000 of our 20,000 community members. This is in contrast to 81.9% of our population identifying as Australian born in the 2011 Census suggesting an increasing cultural diversity across our municipality. At the time of the 2016 Census of Population and Housing **there were 3,408 children aged 0-12 years**. Consistent annual birth rates would suggest this number remains relatively constant.

The Swan Hill city itself has a population of almost 11,000 and is a regional service centre for some 40,000 people across the catchment. This catchment stretches along the Murray Valley into our state's Mallee and the Western Riverina in New South Wales. The next largest centre within the Swan Hill municipality is Robinvale. Robinvale has a registered population of 3,313 (at the SA2 level<sup>2</sup>), which is disputed to be more accurately between a minimum of 7,205 and a maximum of 12,131<sup>3</sup>.

The Swan Hill Rural City Council municipality is home to the townships and localities of: Annuello, Beverford, Boundary Bend, Bannerton, Bolton, Chinkapook, Kooloonong, Lake Boga, Lake Powell, Manangatang, Natya, Nyah, Nyah West, Piangil, Robinvale, Swan Hill, Tresco, Tresco West, Ultima, Wemen, Wood Wood, Woorinen and Woorinen South.



2016 Census of Population and Housing, Swan Hill (RC) (LGA26610)			
AGE BY SEX Count of persons			
Age (years):	Males	Females	Persons
0	141	110	257
1	154	117	265
2	119	127	240
3	151	117	270
4	159	134	295

<sup>2</sup> Statistical Area 2 level, a geographical measure applied by the Australian Bureau of Statistics, are designed to reflect functional areas that represent a community that interacts together socially and economically.

<sup>3</sup> research by GeoGraphia (Robinvale Population Determination Briefing Paper, prepared for Swan Hill Rural City Council July 2019) outlines a population estimation exercise to provide a more accurate measure of the actual, daily resident population in the Robinvale SA2

0-4 years	718	607	1,326
5	133	142	276
6	138	137	277
7	156	115	272
8	131	145	273
9	135	125	259
5-9 years	688	668	1,355
10	127	106	229
11	124	131	258
12	133	108	240
10-12 years	384	345	727

[https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/communityprofile/LGA26610?opendocument](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/LGA26610?opendocument)

### HOW WE HEARD FROM YOU – AS THE PEOPLE WHO MATTER MOST

Comprehensive stakeholder consultation was a key focus of the *Swan Hill Rural City Municipal Early-Middle Years Plan* – with children, young people, parents and carers and service providers central to this. The ten-year life span of the *Plan*, alongside the fact that it was the first plan of this kind to be formally adopted by Swan Hill Rural City Council added significant weight to hearing community voice. Importantly, key partner collaboration in the design of methods and specific questions ensured the information needs of a range of stakeholders were met through the *Plan*'s consultation efforts.

In total **1, 184 community voices informed the Plan** with the detail of each of the *Swan Hill Rural City Municipal Early-Middle Years Plan*'s Key Directions and Objectives emerging directly from the review and analysis of these voices. The engagement and consultation process spanned the majority of the *Plan*'s development, commencing in early September and concluding in mid-December, the details of which are summarised below (including cohort, methods and numbers reached).

Three methods were utilised in **hearing from a total of 748 children and young people** including a drawing exercise to enable us to hear from younger children, an online survey to students in grades 4, 5 and 6 and student discussion groups.

The drawing exercise was offered to children in preschool and grades Prep, 1, 2 and 3. Children had the option to create drawings in response to two questions – 'To be happy, healthy and safe I need...' and 'What I love about my community...'. In total 269 drawings were completed. An online survey was designed and circulated to all grades 4, 5 and 6 students across the 14 public and private schools within the Swan Hill LGA. The survey included 11 questions capturing brief demographic information along with quantitative and qualitative responses to a series of key questions focussing on personal and family needs: strengths and deficits of their local communities and how best to hear student voice. In total 418 students responded to the online survey. Additionally, three student discussion groups were held at Swan Hill Vacation Care (16 young people) and with Robinvale College grades 3-4 students (45 young people).

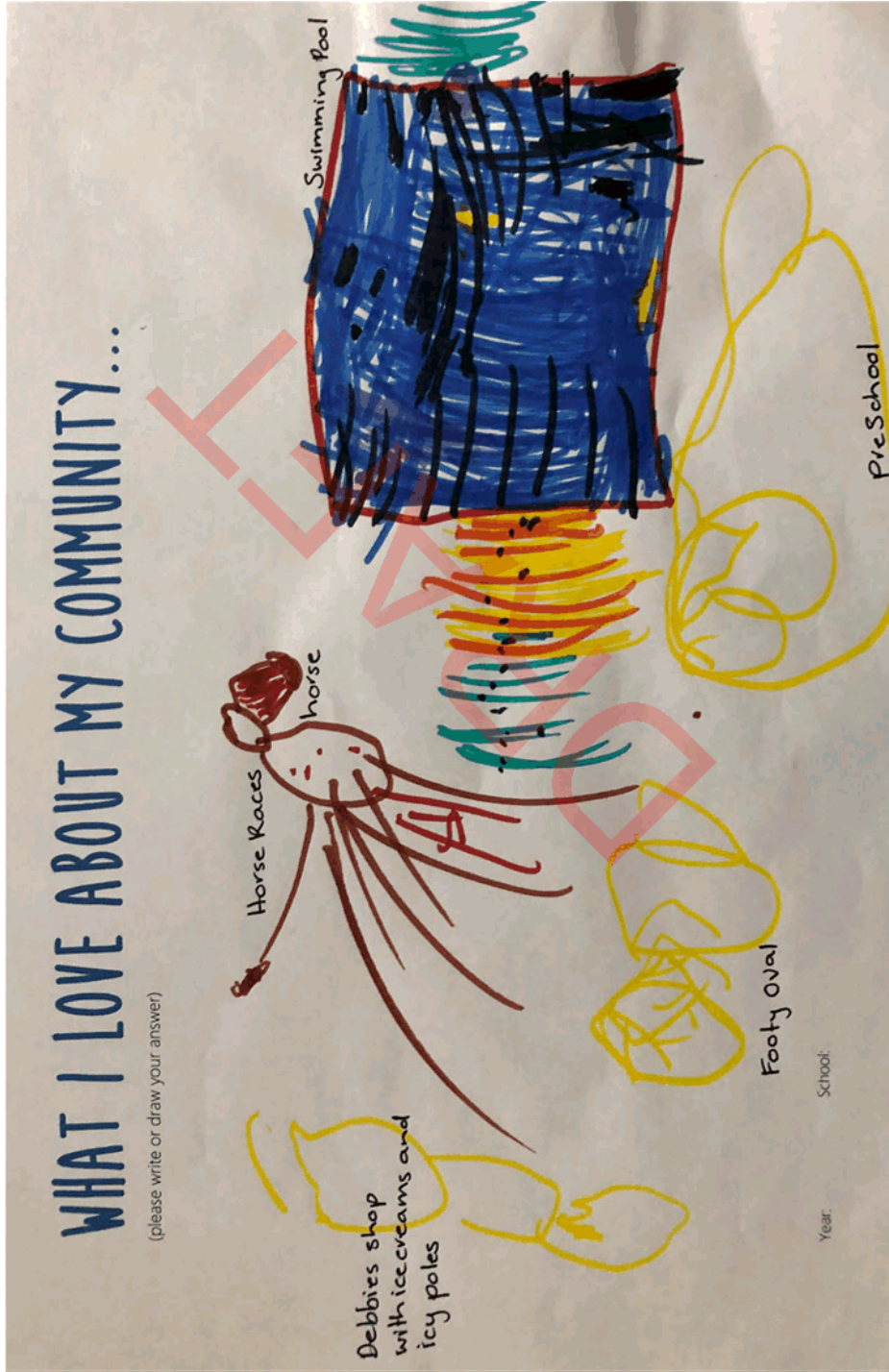
Three methods were utilised in **hearing from a total of 320 parents, carers, extended family and community members**.

An extensive online Survey was developed and circulated through a range of mediums including the Swan Hill Rural City Council and Parents & Bubs - Swan Hill & District facebook pages; long day care, preschool and school newsletters and notice boards; and service provider networks. The survey was lengthy and included both quantitative and qualitative questions. In total 207 online surveys were completed. Additional to the full-length survey a shorter 'Quick 4' Online Survey was developed and circulated through similar methods. In total 73 'Quick 4' online surveys were completed. Finally, individual in-person conversations took place to ensure the *Plan*'s development included the voices of harder to reach communities and cohorts. The researchers attended a series of events and existing engagement opportunities including targeted visits to the communities of Woorinen, Manangatang, Swan Hill and Robinvale and to specific cohorts including Aboriginal families, culturally and linguistically diverse families and families with a child or children with additional needs. A further 36 parents and carers were reached through this method.

Three methods were utilised in **hearing from a total of 116 different service providers** representing a range of organisations.

An online survey was delivered to Long Day Care providers within the Swan Hill LGA. The main purpose of the survey was to better understand preschool supply and demand factors over the coming few years (particularly in light of Funded Kindergarten for 3 year olds), and ascertain the evolving role of Maternal and Child Health. In total six online surveys were completed representing 100% of the target cohort. A second online survey for all service providers was designed and circulated through the Swan Hill Child, Youth

and Family Network and the Robinvale Early Years Network and a range of local organisations. In total 44 service providers participated in this survey. Finally, dedicated discussion groups were held with services enabling a further 66 service providers to inform the Plan.



**WHAT YOU SAID**

The number and diversity of community voices reached through the consultation for the Plan further strengthens the largely unified response shared by the people and communities involved. Whilst there were obviously differences in the detail of needs and hopes amongst our communities – overwhelmingly you told us your needs and hopes were the same –

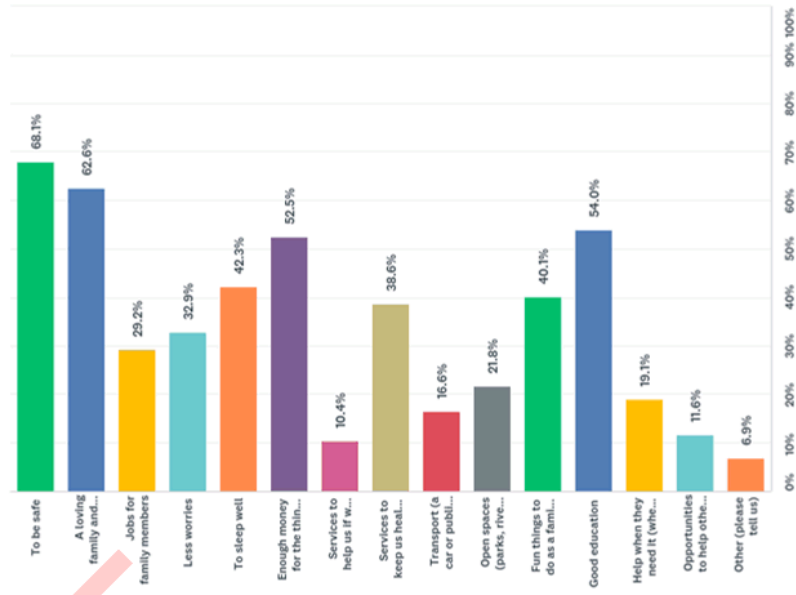
- ✓ to live happily and safely together as a family;
- ✓ for your children to grow and thrive with every opportunity to realise their dreams;
- ✓ to be able to do and be together as a family – attending spaces, activities and events which are affordable, accessible and safe;
- ✓ to learn and to work; and
- ✓ to have access locally to the key services and supports you need.

An expanse of community voice was collected to inform the Plan of which only the smallest amount is presented here as key themes and understandings.

When we asked our younger children – through preschools to Grade 3 – to draw ‘What I love about my community...’ the five most common themes drawn were around *Parks and playgrounds* (39.1%), *Things to do / activities* (28.9%), *Safe and caring communities* (12.0%), *Education* (10.2%) and *Friends* (9.8%). When asked to draw ‘To be happy, healthy and safe I need...’ the most common themes were around *Necessities (food, water, housing)* (37.3%), *Family* (15.0%), *Services (hospital, police etc)* (11.1%), *Activities (sports, parks etc)* (10.8%), *Friends* (9.2%), *Nature / environment* (5.4%), and *Security* (4.5%).

The survey reaching 418 Grades 4-6 students from across the Swan Hill LGA asked them to select “To be happy, healthy and safe my family needs...” from a list of 15 items. The most selected responses included: *To be safe* (68.1% of responses), *A loving family and friends* (62.6%), *Good education* (54.0%), *Enough money for the things we really need (water, food, clothes)* (52.5%), *To sleep well* (42.3%), *Fun things to do as a family that are free or low cost* (40.1%) and *Services to keep us healthy (Doctors, dentists, hospitals and nurses)* (38.6%). When asked to comment on “The thing I like most about my community is....” the overwhelming response were themes regarding their *Community members / people including that they are inclusive, welcoming, friendly, and ‘care about kids’* and the *great parks and spaces* (see graph, right).

As parents, carers, extended family and community members you shared critically important information with us. One online survey question asked “As a community what do we do well for children aged 0-5 years and their families?” responses were grouped into six broad themes including *Playgroups* (31.4% of all mentions), *Library including the Swan Hill Town Library, Mobile Library service and Swan Hill Community Toy Library* (19.8%), *Maternal and Child Health service* (16.5%), *Parks and playgrounds* (13.2%), *Preschool / kindergarten* (10.7%) and *Childcare* (8.3%).



Parents and carers of children aged 0-5 years were also asked "As a community what could we do better for children aged 0-5 years and their families?" The six most mentioned themes were around *Improved playground / park infrastructure* (17.6% of all mentions), *Indoor / all-weather play options* (16.8%), *Increased local access to health and wellbeing supports and specialists, especially for vulnerable families* (11.5%), *Family friendly facilities, like 'Parents' Room' or a Family Hub* (10.7%), *More diverse and out of hours activities for children and families* (8.4%), and *Increased childcare availability and affordability (especially in rural communities)* (7.6% of mentions).

Parents and carers of children aged 5-12 years were asked "What do you see as the main concerns for your children aged 5-12 years?" The most mentioned themes were around *Limited age and ability appropriate activities* (18.3% of all mentions), *Education choice and quality* (14.6%), *Connection, relationships, friendships, healthy opportunities for socialisation and respect* (13.4%), *Educational support and resourcing (including support for parents in supporting their children)* (8.5%), *Cost of extracurricular activities (including travel)* (7.3%), *Mental health (including anxiety, lack of confidence)* (6.1%), *Bullying in schools* (6.1%), *Poor playground / park spaces (rural communities)* (3.7%), *Support services (access and cost)* (3.7%), and *After school and holiday care* (3.7%).

The online survey asked all parents and carers "Do any of the children you are a parent / carer to have additional needs?" – 20.9% of parents and carers indicated Yes. When asked to comment on service needs the most commonly noted gaps were around paediatric support, mental health support for young people under the age of 11 years and the challenges experienced through the National Disability Insurance Scheme (NDIS) application process and subsequent use of NDIS funding.

The online survey also asked all parents and carers "What are your hopes or dreams for you and your family?" The most mentioned themes were to be (or for) *Happy* (21.5% of all mentions), *Healthy* (20.1%), *Safe* (6.6%), *Personal success and growth* (6.6%), *Inclusion and connection* (5.5%), *Quality Education (including further education)* (4.7%), *To stay in our current community* (4.7%), and *Employment opportunities* (4.4%).

Parents and carers were asked to select the "Services or groups WE NEED MORE OF in the Swan Hill LGA?" from a list of 15 broad options – the most selected services were *Other early years activity (e.g. kinder gym, reading groups at your local library)* (41.0% of all selections), *Family / Children's Hub* (33.6%), *Child Care/Family Day Care* (31.1%), *School holiday programs (for example at the library, swimming pool, Pioneer Settlement)* (31.1%), *Allied Health Services (e.g. Dietitian, speech therapy, occupational therapy)* (30.3%), *Services for new parents (including new parent's groups etc.)* (28.7%), *Playgroups* (27.9%), *Parenting education groups or programs (e.g. Bringing Up Great Kids, Parents Under Pressure)* (27.0%), *Family Support Services (e.g. social worker, counselling services, psychologist)* (27.0%), *Support for children with special needs* (26.2%), and *Before and after school care* (20.5%).

From this parents and carers were asked "How can we make our services more friendly for everyone?" The most mentioned broad themes were *Friendly, non-judgemental, inclusive, supportive and culturally respectful to all community members* (19.7% of all mentions), *Appointments - flexible times and simple systems for making appointments (after hours, weekends)* (13.1%), *Increased awareness of what services are available (including accessibility and eligibility)* (9.8%), *Providing services into smaller rural communities (or even larger communities serviced through hub and spoke models)* (8.2%), *High quality services with skilled staff (staff who are more aware of the realities of modern families/parenting)* (8.2%), *Service collaboration (no wrong door, soft referrals)* (6.6%), *Bring parents together (for example through Parent Groups) encourage peer learning and support* (6.6%), *Affordable for all* (6.6%), and *Location and Co-location of services (including whether they looked welcoming, family friendly and culturally respectful)* (6.6%).

When asked "How would you like to hear about the services you need as a family?" The most mentioned themes were *Dedicated local advertising (facebook page, website, purpose-built APP, tv, radio, parenting magazine, Newspaper)* (24.8%), *Social Media / Facebook* (23.1%), *Parenting group E-list* (15.7%), *School / Preschool / childcare newsletters* (9.1%), *Online* (7.4%), *Health / support services (Hospitals, Maternal and Child Health, Library)* (7.4%), *Text messages* (4.1%) and *Post (newsletter)* (4.1%).

The second online survey – the Quick 4 survey – asked parents and carers “What is the hardest thing your family faces (or has faced)?” The most mentioned hardships were *Accessing appropriate and timely health services (GPs, pregnancy services, Paediatricians)* (29.0%), *Geographical isolation* (10.0%), *Financial hardship / Cost of living* (10.0%), *Lack of appropriate / affordable play and extracurricular options for children / families* (7.0%), *Poor mental health (parent or child)* (7.0%), *Child Care* (6.0%), *Poor health* (4.0%), *Shopping facilities* (4.0%), *Lack of housing (affordable, appropriate), Being a single parent / blended family / co-parenting, No public transport* (3.0% each), and *Parenting, Work-life balance, Employment opportunities, Emotional hardship / grief (suicide, death) and Struggling communities (businesses closing, population decline, ageing amenities)* (2.0% each).

Parents and carers were also heard from through a range of in-person settings. Researchers attended schools and preschools at ‘pick-up’ times, school assemblies, playgroups and planned community events to ensure as many families as possible could inform the *Plan*. A huge diversity of families were reached through these methods, including some highly disadvantaged families facing multiple layers of vulnerability. Even in group settings conversations were with individuals. In this way highly personal experiences and sensitive issues were shared. Families sought the same key things: connection, inclusion and belonging; empathetic and respectful support; services that were easy to find, accessible, connected and knowledgeable; to tell their story only once; spaces, events and activities that were family friendly; high quality education for their children and, later, employment opportunities. Parents and carers also sought opportunities to come together and learn from each other – parent groups, both for parents of older children, for fathers and for carers were all requested. It was through these conversations especially that the challenges experienced through the introduction of the NDIS were highlighted.

Through the research process service providers informed our understanding of community needs through an online survey and a series of discussion groups. Together the knowledge of our service providers overwhelmingly confirmed:

- For a growing proportion of our families there is increasing vulnerability and complexity in their lives. Traditional service models are not meeting the needs of these families,
- The importance of service relationships in reaching and supporting all children and families and particularly our most vulnerable children and families is central,
- Maternal and Child Health is a critical early service in the lives of our children and families and positive connection with MCH plays an important role in prevention and early intervention,
- Families and children are healthiest when they are connected with other families and their communities and know and can link easily with the services they need, and
- Families are seeking services that are simple to access and use and who work together. The co-location of key services into Hubs is a growing expectation of our families.

These observations made by service providers through the *Plan*’s consultation process reflect the information shared by key community and service movements such as Parents and Bubs Swan Hill & District, the Robinvale Early Years Network, the Swan Hill Child Youth and Family Network, Better Together Collective and Pregnancy and Early Years Collaborative.

## WHAT WE WILL DO – KEY DIRECTIONS & OBJECTIVES

### OUR VISION for the EARLY-MIDDLE YEARS

*'The Swan Hill Rural City Municipality plans to provide for, promote and act mindfully for children from conception to 12yrs (and beyond) to experience a safe and connected community where the enjoyment of life, good health, safety, learning and development is of the highest priority.*

*There is work to be done in developing a culture of inclusion and high expectations in the homes, services, environments and neighbourhoods where young children and families are living and accessing.*

*We know that not all of our children and families have the same needs or expectations and have decided that if we focus our improvements on the most vulnerable and children with the highest risk of poor life outcomes we can make the greatest difference to our entire community.'*

The *Municipal Early-Middle Years Plan* aims to guide the delivery of services and decisions for children aged 0-12 years and their families into the future. In doing so it is important to acknowledge the ongoing commitment of Early-Middle Years agencies and the broader community in supporting children have the critical opportunities they need to grow and learn in an inclusive and caring environment. However, work remains in developing a culture where the active inclusion and care of all children and families is deeply ingrained across our whole municipality. For this reason the *Plan* has been prepared with an emphasis on working together in partnerships. We believe that if our services and actions meet the needs of our most vulnerable and highest risk children and families then we will build a baseline that meets the needs of all our children and families.

### KEY DIRECTIONS

The *Swan Hill Rural City Municipal Early-Middle Years Plan* has six **Key Directions** to guide the practice of Early-Middle Years services over the next decade. These Key Directions bring together an understanding of our population, the current Early-Middle Years' service system, government policies and funding and, most importantly, our community's voice. These **Key Directions are our response to the priorities identified by our children, young people, families, community members and service providers** together with what evidence tells us works.

**KEY DIRECTION 1 - Our children, from conception, have every opportunity to be healthy**

**KEY DIRECTION 2 - Our families are happy, healthy, connected and safe**

**KEY DIRECTION 3 - Our Early-Middle Years workforce is skilled, client focused, supported, connected and responsive**

**KEY DIRECTION 4 - Our services are high quality, flexible and innovative, working together for our children and families**

**KEY DIRECTION 5 - Our infrastructure is high quality, flexible, accessible and future focused**

**KEY DIRECTION 6 - Our whole community values and upholds the rights of all children and families**

**KEY DIRECTION 1 - Our children, from conception, have every opportunity to be healthy**

**Purpose:** to ensure every child living in the Swan Hill municipality has the best start in life through conception, pregnancy, the early and middle years and into their youth.



Behind the eight ball

*"A child's earliest years fundamentally shape their life chances. Gaps in capabilities between children from socioeconomically disadvantaged families and their more advantaged peers appear early in life. Starting school 'behind the eight ball' can begin a cycle of disadvantage that sets a trajectory for poorer outcomes later in life" (McLachlan, et. al. 2013).*

**Background:** the evidence base is clear, the environment and experiences of our children in utero, and in the early and middle years is formative, shaping their outcomes through life. Investment early in life and early in an area of concern gives the greatest potential for the best outcomes – thus ensuring our children reach their fullest potential for both themselves and their communities. Research shows this investment provides strong financial returns and, more importantly, can dramatically improve whole of life chances and outcomes for our most vulnerable community members.

As a community you told us very clearly you want the very best for your children and young people. We recognise the shared role that families, the community and services play in helping children achieve their full potential.

**Objectives:** the following Objectives apply to Key Direction 1

- The delivery of supports and services to our children, young people and their families ensure the highest quality tertiary services and a strengthened approach to prevention and early intervention,
- Family and Early Years services will wrap around our most vulnerable families from their child's conception, adopting a life course approach in their support – this is a commitment between Swan Hill Rural City Council and key partners to support and nurture each vulnerable child within their family unit
- All children and families are provided the necessary services, supports and opportunities to achieve their best possible physical and mental health, service gaps specific to paediatric and visiting specialists, and in supporting children under 12 years with mental health concerns, is significant within this
- All families with children will have opportunities from birth to connect with other families and services through formal and informal platforms such as parent groups, playgroups and community events
- All families with children from birth to school age will be supported in connecting with Maternal and Child Health and undertaking scheduled immunisations
- Families will be supported in ensuring optimal nutrition for their children including through breastfeeding as per the Australian Dietary Guidelines and Infant Feeding Guidelines
- All children will be supported to attend early education services with high quality funded kindergarten for three and four year olds provided in settings which meet the needs of our families and their children, early opportunities to experience our Indigenous culture and language are presented in these settings
- All children, and particularly vulnerable children, are supported at key life stage and education phase transition points
- School aged children and their families will be given every opportunity to achieve their educational goals in safe and supportive settings, additional support will be provided at periods of transition
- Services will work to increase the literacy and numeracy skills of our children and their families
- All services will work to build the social and emotional wellbeing of our children and their families, with a balance of universal and targeted strategies developed

**KEY DIRECTION 2 - Our families are happy, healthy, connected and safe**

**Purpose:** to acknowledge and protect all families – understanding their health, safety, sense of belonging and happiness is central to the wellbeing of our children.

**Background:** families are the guardians of each child's first environment, their parents or carers are their first educators and the most significant influencers in their lives for many years. Research shows that families who are happy, healthy, connected and safe have the capacity to parent more successfully, coping more evenly with the challenges of

parenting. This Plan recognises that our families come in all forms – within this we must specifically acknowledge the importance of including fathers in groups and settings traditionally set aside for mothers (for example First Time Mothers Groups, Maternal and Child Health).

The Committee for Economic Development of Australia (2015) believes

Inheriting disadvantage.....  
\*...children who grow up in a home with entrenched disadvantage are more likely to graduate to a lifetime of disadvantage. In effect, they are likely to inherit disadvantage.\*  
(Committee for Economic Development of Australia, 2015)

An increasing proportion of our families are experiencing entrenched, intergenerational disadvantage. The problem is both significant and complex; and current policies to remove entrenchment are not working. This complexity is a reflection of the factors causing and impacting on disadvantage – some of which are systemic – that is they are ‘conditions’ that hold problems in place. Equal pay for equal work is an example of a systemic barrier and one our governments are working to address. Implicit in systemic factors are hidden rules - the unspoken habits and cues of a group which enable that group to hold a power over others. Hidden rules exist within race, nationality, region, age, sex, religion, and economic class.

The research shows that minimising the risk of disadvantage becoming entrenched in high-risk individuals requires a suite of policies to address the many influencing factors including: coordinated, long-term, flexible funding streams; life-course or long-term policies; and building community capacity and strategic leadership. The report by the House of Representatives Select Committee on Intergenerational Welfare Dependence (2019) sets out two over-arching principles essential to successful programs for shifting entrenched disadvantage: place-based programs; and wrap-around services (wrap-around services are individualised, co-ordinated and take a holistic approach).

There’s certainly evidence that bringing together supports that address both the needs of children and the needs of parents at the same time can have a multiplier effect more effective than working in isolation on particular aspects. Bringing together high quality early-learning pathways to economic participation for parents; building parents’ capacity as their child’s first teacher, and enhancing a family’s community connections and social participation are all identified as having powerful impacts.

Regardless of approach, as a starting point we must recognise that the longer we chose to ignore the pervasiveness of disadvantage and refuse to recognise how implicit it is in the wellbeing of our families and children the more entrenched it will become.

As a community you told us very clearly you want to live as families who are healthy, happy and safe, in communities where you can belong and feel valued. You seek spaces and opportunities to come together as families and enjoy and learn from each other. We heard this equally from our children, young people and their families. As parents you told us we need to do better at supporting all parents but particularly at supporting our fathers and our families and children with additional needs and vulnerabilities. Whilst services such as childcare was considered a strength within the community of Swan Hill, for all other communities across the Swan Hill municipality there were significant unmet needs.

**Objectives:** the following Objectives apply to Key Direction 2

- All families live free from the fear or threat of family and community violence
- All families live free from discrimination and our community diversity is respected in all forms. Hidden rules and assumed practices are questioned and changed
- Services, supports and community opportunities ensure families can connect regularly with each other in safe settings and spaces
- Our communities have access to healthy and affordable foods and activities and spaces which support physical activity, and learning opportunities to support the knowledge required for improving health and wellbeing

- Families are respected, confident and have the capabilities to support their children's development at all ages and stages, this includes through various parenting models such as co-parenting, sole parenting and couple parenting
- All families are supported in work and respite through access to affordable and appropriate childcare, including the development of models which respond to clearly expressed local needs in our rural communities and for our families with children with additional needs
- Families have access to information about the risk and protective factors for child development and the services and supports available for children and families
- Traditional parenting roles are evolving with parents sharing the breadwinner and principal carer roles more evenly. Fathers are playing an increasingly active parenting role services and supports must reflect this evolution
- As a community we respect, welcome and include the full diversity of families including all cultural and religious backgrounds, gender diverse families, nuclear, sole parent and blended families, and foster and kinship families including an increasing number of grandparent led families. As services we understand and appreciate cultural differences in order to plan and provide services that meet the needs of all families
- We are critical to systemic conditions which hold entrenched disadvantage in place for our vulnerable families and at risk children – we 'lift our gaze' from being reactive to end-point 'issues and symptoms', instead redirecting our effort to proactive change at Federal, State and Local Government and intra-community levels

### **KEY DIRECTION 3 - Our Early-Middle Years workforce is skilled, client focused, supported, connected and responsive**

**Purpose:** to ensure our Early-Middle Years workforce is of both a quality and quantity that enables our services to meet the needs of our children and their families

**Background:** research demonstrates that families will most reliably use the services they need when service providers are believed to be skilled, knowledgeable, experienced, respectful, consistent in the role and people they can form a relationship with. Alongside these practice attributes are provision qualities – the service is available in a timely way, appointment times are flexible, appointments are simple to make, referral (if required) is straightforward, appointment reminders are offered, waiting spaces are family friendly, transport options are considered, and cultural and language barriers are addressed.

As a community you told us that you value the relationships you have with your trusted service providers and equally how services can fail you. You need services that are accessible, available, respectful and skilled, that deliver what they say they will and follow-up as needed. Our service providers told us that the complexity and needs of many clients are growing and, as services, they are often under-resourced to respond at the scale needed. The way we work together and the frameworks and infrastructure that supports this collaboration will be critical in changing outcomes for our children and families.

**Objectives:** the following Objectives apply to Key Direction 3

- Provide high quality opportunities for building the skills and knowledge of all service providers across universal areas such as strengths-based practice, entrenched disadvantage, trauma, family violence, gender equity, white privilege and cultural awareness and respect
- Safeguard existing and create new opportunities for service providers to network and share knowledge
- Create multi-skilled teams which blend disciplines to better service clients including through models which enable inter-agency and sector teams and the sharing of staff
- Increase flexibility in models of position development and recruitment including sharing staff and co-funded positions
- Work to remove professional 'power' and damaging practice 'boundaries' which do not service the needs of our children and families and jeopardise opportunities for partnership and collaborative practice
- Work within existing platforms and create new opportunities to promote career opportunities across the Swan Hill municipality

Systems

"Complex problems such as mass incarceration, educational disparities..... remain [because of the] constraints that surround [them]. Constraints include government policies, societal norms and goals, market forces, incentives, power imbalances, knowledge gaps, embedded social narratives, and many more. These surrounding conditions are the 'water' [systems] explore more deeply." John Kania, Mark Kramer, Peter Senge (2018)

- Consider, when required, the role of incentives in attracting a skilled workforce to our communities – the provision of housing and community amenity may be central to this, and increased investment in succession planning models
- Acknowledge and promote the incredible efforts of our services providers. As a municipality valuing our children and families means valuing the services that exist to support them

**KEY DIRECTION 4 - Our services are high quality, flexible and innovative, working together for our children and families**

**Purpose:** to meet the needs of our children and families' organisations and agencies must continue to offer high quality services that evolve with the needs and complexities of our communities. Partnership in service provision are central to this.

**Background:** service provider and community partnerships are increasingly being identified as a priority of governments, community organisations and within the Early-Middle Year's sector. The evidence base confirms that our most complex problems, such as entrenched disadvantage and family violence, will only be addressed through collaborative approaches for collective impact which see services work together with communities to understand and implement local and regional solutions. Demographic changes across the Swan Hill municipality including increasing levels of vulnerability and disadvantage across some critical health, wellbeing and education indicators alongside systemic issues that impact on families and the conditions under which they raise children are encouraging our area's service providers to work together to respond more appropriately to emerging needs.

Research shows that inter-agency partnerships can better support families by ensuring a more consistent approach across service types thus making services more accessible, supporting information sharing and streamlining referral and follow-up. Partnerships pool funding, align community goals, share data and information and agree on indicators which reflect sought changes in population health (in preference to programmatic achievements). However, partnerships require both leadership and staffing and our local research recognised some shortfall in workforce EFT and capacity to service the needs of our complex community members.

There are already a range of partnerships throughout the Swan Hill municipality between local, State and Federal Government, community agencies, education facilities, not for profit and for profit organisations, philanthropies and businesses. Included amongst these are the Robinvale Early Years Network, the Swan Hill District Health led *Pregnancy and Early Years Collaborative*, the *Our Place Robinvale* approach and the *Better Together Collective*.

During the community consultations undertaken to develop the *Plan*, families told us they seek services that are simple to find, flexible, efficient, connected and 'in-sync'. As families you did not want to re-tell their story, struggle to connect with services or be constantly passed on to another service because they did not fit funding parameters. Increasing promotion and awareness of services was central to this and families expressed a clear preference for online and electronic sources. Further to this you told us appointment times needed greater availability and flexibility to meet the changing needs of single parents and shift workers. Equally service providers made it clear that affordable, inclusive, coordinated and accessible services were vital in ensuring all children have the best start in life.

**Objectives:** the following Objectives apply to Key Direction 4

- Provide families with clear, concise and up-to-date information about programs and services in formats that meet their needs including electronic and physical forms

- Recognise, document and work to address workforce shortages across the Swan Hill municipality
- Develop whole of community inter-agency partnerships to coordinate efforts and funding to provide high quality, accessible and responsive Early-Middle Years and family services and programs that respond to the priority needs of all children and their families
- Support access and participation in early childhood services for children living in Out of Home Care
- Partner to deliver a further enhanced and Swan Hill municipality developed Family (previously Maternal) and Child Health model which provides increased capacity for support starting in pregnancy, continued nurse home visiting and intensive support (over and above Key Ages and Stages) to our most vulnerable families
- Encourage the sharing of program, client and research data to improve our evidence base and to help plan, deliver and advocate for responsive, place-based services
- Advocate to State and Federal Governments for funding and support in response to the emerging needs of the community and the investment required for collective impact
- Strengthen 'no wrong door' referral pathways across universal, targeted and intensive early childhood and family support services
- Improve outreach and engagement with vulnerable families in supporting child development in the home and in participating in services at all levels, especially universal health, early childhood education and care, and family support
- Partner with our communities to inform continued advocacy around models and frameworks which do not fully serve their needs (the National Disability Insurance Scheme [NDIS] is a critical current example of this) and equally around developing models and frameworks which will meet and surpass their needs
- Implement the *Plan* and evaluate its effectiveness in achieving strong partnerships, objectives and actions

#### **KEY DIRECTION 5 - Our infrastructure is high quality flexible, accessible and future focused**

**Purpose:** to plan for, encourage and support the development of quality, flexible, accessible and future focused family friendly spaces and infrastructure that meets the needs of modern families now and into the long-term future (50 years and beyond).

**Background:** Swan Hill Rural City is a geographically large municipality, experiencing some population growth in its main service centres of Swan Hill and Robinvale and trends of declining population in its more isolated rural communities. Supporting infrastructure to safeguard sustainable, cohesive and healthy communities requires a planned approach to the upgrade and maintenance of existing infrastructure and the strategic and coordinated establishment of new infrastructure. All infrastructure development must reflect the evolving role of Swan Hill and Robinvale and regional centres. It is imperative that the development of these services and infrastructure is responsive to changing community needs, priorities and desires.

In light of the introduction of funded three-year-old kindergarten programming in 2022 and the increasing demands this will place on existing kindergarten infrastructure, early years education infrastructure were a particular focus of the *Municipal Early-Middle Years Plan's* consultations. International research indicates the educational, transitional and service sustainability advantages of co-locating kindergartens on-site at schools. This research is supported by our Victorian Department of Education and Training. Our research focussed on the hopes and needs of all our communities and specifically on those currently utilising aged kindergarten infrastructure including Swan Hill North and South Kindergartens, Woorinen South Kindergarten and Manangatang Kindergarten.

Through the community consultation most families surveyed indicated a preference for kindergartens to be located on school sites and for service hours to reflect a mix of needs, including that of working families. Early years education service provider consultations confirmed several new entrants into the Swan Hill early years education service

delivery space will be operating by early 2021. Infrastructure requirements for the Swan Hill and Woorinen services should reflect this evolving demand space. The Manangatang Kindergarten facility is the oldest in the municipality and requires significant investment. Comprehensive consultation with the Manangatang community and a range of key external stakeholders is required to further understand the community's needs and preferences into the longer term. This is a conversation for both current and future families of the service.

Maternal and Child Health infrastructure, also in the communities of Swan Hill, Woorinen South and Manangatang, were areas of concern. The Swan Hill infrastructure is the most urgent amongst these as it is already not meeting the needs of the service, staff or our community. This increasingly unmet need aligns with the evolving conversation for a 'Child and Family'<sup>4</sup> Hub in Swan Hill (recognising a developing 'Hub' is already in place in Robinvale). As a community you clearly told us Maternal and Child Health would be a critical service in a Hub setting. Research shows us that the co-location of Maternal and Child Health with other key allied health services increases opportunities for positive outcomes for our families. Locally the highly successful co-location of Maternal and Child Health within Robinvale District Health Services is an example of improving outcomes for our children and their families. The Swan Hill 'Hub' conversation should be considering all localised possibilities including co-location in the proposed new Swan Hill District Hospital, co-location within an existing service or vacant infrastructure (both Council owned and other) and purpose-built infrastructure.

Through the community consultation you told us clearly you need infrastructure that is welcoming, accessible and functional, bringing services together under one roof and open to multiple purposes. We recognise that within the municipality Swan Hill is becoming an increasingly significant regional centre and will continue to do so. For our rural families we must work to offer a service centre that caters for families from outlying communities who may need to be in Swan Hill for full days during the heat of summer and days of rain – a 'Hub' of early and middle years services including spaces to feed and change babies and entertain older children was a clear request.

**Objectives:** the following Objectives apply to Key Direction 5

- Ensure all new infrastructure across the Swan Hill municipality which has a role in servicing our children and families (including education, health, wellbeing and recreation infrastructure) reflects the needs of our families now and into the future. Services with a key role in prevention and early intervention should be prioritised in all infrastructure builds if we are to truly improve long term outcomes for our children and families
- All new infrastructure and all renovation investments reflect the needs of children and families as child friendly, accessible, welcoming and culturally appropriate and safe
- As regional centres Swan Hill and Robinvale require child and family 'Hubs' – family friendly and safe spaces families can gather to have their amenity, social and service needs met. This work is underway in Robinvale at the Robinvale College with an Early Years Hub and community/school library a combined effort of multiple stakeholders. Swan Hill requires a continuing coordinated effort in this space as a matter of priority
- Encourage businesses to respond proactively to the community's desire for family friendly indoor, all-weather and sensory play spaces
- Ensure all early years education infrastructure across the Swan Hill LGA meets the needs and preferences of our families as demand for kindergarten places increases. Co-location onto school sites should be closely considered
- All education infrastructure (including early and middle years) should create opportunities to co-locate playgroups and visiting children's services on-site, drawing of the success of the Woorinen Pilot and Upstream Australia's community of services and schools (COSS) model
- Ensure all Maternal and Child Health infrastructure across the Swan Hill LGA meets the needs and preferences of our families as a critical prevention and early intervention service

<sup>4</sup> Working title, with the name and parameters of a Hub still very much a part of ongoing conversations

### KEY DIRECTION 6 - Our whole community values and upholds the rights of children and young people

**Purpose:** to ensure the creation of child friendly environments that are safe and welcoming to all children and uphold the rights of children to participate in the decisions that have an impact on their lives and to meet legislated Child Safe Standards.

**Background:** children are among the most vulnerable members of our community and it is the role of the whole community to ensure their safety. As Australia is a signatory to the United Nations Convention on the Rights of the Child, all Australian children have recognised rights, including the right to play, health care, and loving and caring home environments. The responsibility for improving outcomes for all children lies not only with their families but also with the community as a whole. This includes Swan Hill Rural City Council and other government and non-government services responsible for providing a range of programs, activities and facilities for families and young children across the Swan Hill municipality.

Through the consultation it was our children and young people who told us most clearly that safe and friendly communities mattered to them. As our youngest participants in the research you also told us, and demonstrated through your responses, that you are informed and knowledgeable in not only your own needs, but in the needs of your families and communities. We respect immensely the importance of what you shared and your wish to continue sharing into the future.

**Objectives:** the following Objectives apply to Key Direction 6

- Ensure safe environments for children and their families, including both private and public spaces
- Provide equitable access for children - regardless of gender, ethnicity, religion or ability - to diverse and supportive environments and services that respond to the needs and aspirations and are nurturing, culturally appropriate and safe
- Provide children with the right to freedom of expression, to seek and receive information and influence decisions that affect them including decisions about their community and their health and wellbeing
- Incorporate the needs and rights of children when developing municipal planning documents and strategic directions
- Increase community awareness about the importance of early childhood, the value of children, role of parents and those who work with children
- Create communities with strong cultural and amenity value, including clean and maintained spaces and opportunities for community and individual pride
- Support organisations, programs and initiatives that promote children's safety in the community

Action Plan

Each Key Direction and its Objectives has led to the development of a significant range of actions to be undertaken by Swan Hill Rural City Council in partnership with community and organisations. These Actions will be outlined in Council's Annual Action Plan, the development of which have been supported by initiatives such as the *Pregnancy and Early Years Collaborative*, the *Robinvale Early Years Network*, the *Our Place Robinvale* approach and the *Better Together Collective* and Mallee Family Care as the *Communities for Children* facilitating partner.





**OUR STRENGTHS AND CHALLENGES**

We believe data about our community should not define us but instead guide our actions as, whilst this data may indicate a measurement pattern, it can never reveal the full story - context is critical and the anecdotal evidence that supports any indicator is significant in completing the 'picture'. Moreover, the indicators presented below are for the Swan Hill Rural City municipality (Swan Hill LGA) and are not necessarily reflective of the towns and localities within. For example, Australian Early Development Census (AEDC) data for the Swan Hill LGA is less favourable than the same data drawn for the Robinvale community alone. As such making inferences from data should always be undertaken with caution.








An understanding the **coding methodology** is critical.

- The 'figure' colour indicates whether the Swan Hill LGA is faring more or less favourably than our Victorian counterparts. A red figure indicates we are faring less favourably and a green figure indicates we are faring more favourably. A figure in grey is neutral.
- The trend arrow indicates whether the prevalence of the measure in question has increased (upwards arrow) or decreased (downwards arrow). The colour of the arrow indicates whether this change is positive (green) or negative (red). An arrow in grey is neutral. For example, a red downwards facing arrow indicates that we are faring decreasingly less well at a measure, full-time participation in secondary school education at age 16 is an example of this.





The data below is a snapshot in time of a small selection of the key indicators we understand to be significant factors in both protecting and placing at risk our children, young people and families. A more comprehensive collection of indicators is contained in the supporting document. The indicators presented below follow a 'life course' model starting with pregnancy and moving progressively through the ages.

<p><b>Smoking during pregnancy (2009 to 2011)</b> Swan Hill LGA <b>17.5%</b> Victoria 11.4%</p>		<p><b>Smoking during pregnancy (2012 to 2014)</b> Swan Hill LGA <b>22.2%</b> Victoria 15.0%</p>
<p><b>Low birth weight babies (2009 to 2011)</b> Swan Hill LGA <b>7.5%</b> Victoria 6.6%</p>		<p><b>Low birth weight babies (2012 to 2014)</b> Swan Hill LGA <b>6.0%</b> Victoria 6.3%</p>
<p>Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2013 &amp; 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a></p>		
<p><b>Number of infants reported as fully breastfed at 3 months of age during the financial year (2010/2011)</b> Swan Hill LGA <b>42.1%</b> Victoria 51.8%</p>		<p><b>Number of infants reported as fully breastfed at 3 months of age during the financial year (2014/2015)</b> Swan Hill LGA <b>46.4%</b> Victoria 51.8%</p>
<p>Source: VCAMS <a href="https://public.tableau.com/views/2_1_2/MCInd_2_17?embed=yes&amp;display_count=no&amp;linktarget=self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/2_1_2/MCInd_2_17?embed=yes&amp;display_count=no&amp;linktarget=self&amp;tabs=no&amp;showVizHome=no</a></p>		
<p><b>Proportion of children attending 3.5 year key ages and stages visit (2011)</b></p>		<p><b>Proportion of children attending 3.5 year key ages and stages visit (2015)</b></p>



Swan Hill LGA <b>52.2%</b> Victoria 62.8%		Swan Hill LGA <b>66.3%</b> Victoria 66.3%
Source: VCAMS <a href="https://public.tableau.com/views/30_5VICind30_57:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/30_5VICind30_57:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no</a>		
<b>Kindergarten participation rate (2012)</b> Swan Hill LGA <b>97.4%</b> Victoria 98.0%		<b>Kindergarten participation rate (2015)</b> Swan Hill LGA <b>97.5%</b> Victoria 97.9%
Rank amongst Victorian LGAs – NA		Rank amongst Victorian LGAs – 37 <sup>th</sup>
Source: Victoria Health LGA Profiles, Swan Hill 2013 & 2015 <a href="https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015">https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015</a> VCAMS <a href="https://www.education.vic.gov.au/about/research/Pages/vcamstableau.aspx">https://www.education.vic.gov.au/about/research/Pages/vcamstableau.aspx</a>		
<b>Children fully immunised at 5 year of ages (2011/2012)</b> Swan Hill LGA <b>86.3%</b> Victoria 91.4%		<b>Children fully immunised at 5 years of age (2017)</b> Swan Hill LGA <b>95.8%</b> Victoria 94.5%
Source: PHIDU – The Social Health Atlas of Australia Data by Local Government Area Published: 2013 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>		
<b>Early childhood development: AEDC, Developmentally vulnerable on one or more domains (2012)</b> Swan Hill LGA <b>21.0%</b> Victoria 19.5%		<b>Early childhood development: AEDC, Developmentally vulnerable on one or more domains (2018)</b> Swan Hill LGA <b>27.0%</b> Victoria 19.9%
Source: Australian Early Development Census Community Profile 2018 - Swan Hill, VICTORIA <a href="http://www.aedc.gov.au">www.aedc.gov.au</a>		
<b>Proportion of children at school entry with emotional or behavioural difficulties (2013)</b> Swan Hill LGA <b>4.7%</b> Victoria 4.4%		<b>Proportion of children at school entry with emotional or behavioural difficulties (2017)</b> Swan Hill LGA <b>5.8%</b> Victoria 4.9%
Source: VCAMS <a href="https://public.tableau.com/views/10_1_0VICind10_17:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/10_1_0VICind10_17:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no</a>		
<b>Proportion of children in first year of primary school who have been assessed by the school nurse (2011)</b> Swan Hill LGA <b>81.4%</b> Victoria 84.4%		<b>Proportion of children in first year of primary school who have been assessed by the school nurse (2015)</b> Swan Hill LGA <b>86.6%</b> Victoria 82.9%
Source: VCAMS <a href="https://public.tableau.com/views/30_6VICind30_67:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/30_6VICind30_67:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no</a>		
<b>Percentage of students who feel socially connected and get along with their peers (2011) Year 5 &amp; 6</b> Swan Hill LGA <b>68.8%</b> Victoria 71.1%		<b>Percentage of students who feel socially connected and get along with their peers (2015) Year 5 &amp; 6</b> Swan Hill LGA <b>57.1%</b> Victoria 69.4%
Source: VCAMS <a href="https://public.tableau.com/views/33_2_0VICind33_27:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/33_2_0VICind33_27:embed=y&amp;display_count=no&amp;linktarget=_self&amp;tabs=no&amp;showVizHome=no</a>		
<b>Percentage of students who feel socially connected and get along with their peers (2011) Years 7 to 9</b> Swan Hill LGA <b>53.9%</b>		<b>Percentage of students who feel socially connected and get along with their peers (2015) Years 7 to 9</b> Swan Hill LGA <b>46.5%</b>

Victoria 58.8%	Victoria 54.6%
Source: VCAMS <a href="https://public.tableau.com/views/33_2_0VICInd33_27:embed=y&amp;display_count=no&amp;linktarget_self&amp;tabs=no&amp;showVizHome=no">https://public.tableau.com/views/33_2_0VICInd33_27:embed=y&amp;display_count=no&amp;linktarget_self&amp;tabs=no&amp;showVizHome=no</a>	
<b>Full-time participation in secondary school education at age 16 (2011)</b> Swan Hill LGA <b>82.9%</b> Victoria 81.8%	<b>Full-time participation in secondary school education at age 16 (2016)</b> Swan Hill LGA <b>77.9%</b> Victoria 86.1%
Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2013 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>	
<b>Child protection substantiations per 1,000 eligible population (2010/2011)</b> Swan Hill LGA <b>9.8</b> Victoria 6.7 Rank amongst Victorian LGAs – 25 <sup>th</sup>	<b>Child protection substantiations per 1,000 eligible population (2014/2015)</b> Swan Hill LGA <b>20.7</b> Victoria 11.4 Rank amongst Victorian LGAs – 6 <sup>th</sup>
Source: Victoria Health LGA Profiles, Swan Hill 2013 & 2015 <a href="https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015">https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015</a>	
<b>Family Violence Incidents per 1,000 (2012/2013)</b> Swan Hill LGA <b>26.4</b> Victoria 10.8 Rank amongst Victorian LGAs – 2 <sup>nd</sup>	<b>Family Violence Incidents per 1,000 (2014/2015)</b> Swan Hill LGA <b>28.9</b> Victoria 12.4 Rank amongst Victorian LGAs – 3 <sup>rd</sup>
Source: Victoria Health LGA Profiles, Swan Hill 2013 & 2015 <a href="https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015">https://www2.health.vic.gov.au/about/publications/data/mallee-area-2015</a>	
<b>Jobless families with children aged less than 15 years (2011)</b> Swan Hill LGA <b>16.5%</b> Victoria 12.3%	<b>Jobless families with children aged less than 15 years (2016)</b> Swan Hill LGA <b>15.0%</b> Victoria 11.0%
Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2013 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>	
<b>Children in families where the mother has low educational attainment (year 10 or below) (2011)</b> Swan Hill LGA <b>26.3%</b> Victoria 17.0%	<b>Children in families where the mother has low educational attainment (year 10 or below) (2016)</b> Swan Hill LGA <b>17.8%</b> Victoria 12.7%
Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2014 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>	
<b>Children in low income, welfare-dependent families (2011)</b> Swan Hill LGA <b>25.8%</b> Victoria 20.7%	<b>Children in low income, welfare-dependent families (2017)</b> Swan Hill LGA <b>27.6%</b> Victoria 19.3%
Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2013 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>	
<b>SEIFA Index of Relative Socio-economic Disadvantage* (2011)</b> Swan Hill LGA <b>950</b> Victoria 1010	<b>SEIFA Index of Relative Socio-economic Disadvantage* (2016)</b> Swan Hill LGA <b>947</b> Victoria 1010
* Index score (based on Australian score of 1000) Source: PHIDU - The Social Health Atlas of Australia Data by Local Government Area Published: 2013 & 2019 <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a>	

<p>People with a profound or severe disability (includes people in long-term accommodation), All ages (2011)</p> <p>Swan Hill LGA <b>5.3%</b> Victoria 4.7%</p> <p>Source: PHIDU – The Social Health Atlas of Australia. Data by Local Government Area. Published: 2014 &amp; 2019. <a href="http://phidu.torrens.edu.au/social-health-atlases">http://phidu.torrens.edu.au/social-health-atlases</a></p>		<p>People with a profound or severe disability (includes people in long-term accommodation), All ages (2016)</p> <p>Swan Hill LGA <b>6.0%</b> Victoria 5.4%</p>
<p>Proportion of adult population with psychological distress, by level - High/Very high K10: 22+ (2014)</p> <p>Swan Hill LGA <b>8.2%</b> Victoria 12.6%</p> <p>Source: Victorian Population Health Surveys (2014 and 2017) <a href="https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey">https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey</a></p>		<p>Proportion of adult population with psychological distress, by level - High/Very high K10: 22+ (2017)</p> <p>Swan Hill LGA <b>23%</b> Victoria 15%</p>
<p>Proportion of adult population by BMI category, Obese (&gt; =30.0 kg/m2), (2014)</p> <p>Swan Hill LGA <b>27.9%</b> Victoria 18.8%</p> <p>Source: Victorian Population Health Surveys (2014 and 2017) <a href="https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey">https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey</a></p>		<p>Proportion of adult population by BMI category, Obese (&gt; =30.0 kg/m2), (2017)</p> <p>Swan Hill LGA <b>29%</b> Victoria 19%</p>
<p>Lifetime risk of alcohol-related harm, by risk category – Increased Risk (2014)</p> <p>Swan Hill LGA <b>61.9%</b> Victoria 59.2%</p> <p>Source: Victorian Population Health Surveys (2014 and 2017) <a href="https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey">https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey</a></p>		<p>Lifetime risk of alcohol-related harm, by risk category – Increased Risk (2017)</p> <p>Swan Hill LGA <b>55%</b> Victoria 59%</p>

These indicators absolutely reflect what our service providers are seeing for the families they work to support. The reality is too many of our children and families are doing worse than their Victorian peers and, significantly, this trend is worsening despite years of hard work by skilled professionals throughout our municipality. We have been working to support families through our normal practice, however this normal practice no longer meets their needs.

The recognition that working as we have been is not supporting meaningful change for all our children and families was the impetus for the formation of the *Better Together Collective* and its backbone group the Collaborative Table. Equally these poor outcomes were the impetus for early initiatives such as the Mobile Visiting Play Program in Robinvale and more recently the *Pregnancy and Early Years Collaborative* in Swan Hill. We understand we need to 'do' differently to make change and we see partnership as key – this is the foundation of collective impact.

In the movement to do better, together these indicators – the story of our children and families – is our starting point.

**WHAT THE EVIDENCE BASE TELLS US WORKS**

Central to the *Swan Hill Rural City Municipal Early-Middle Years Plan* was the development of Key Directions, Objectives and Actions that reflect our communities' needs alongside what the local, national and international evidence base showed us 'worked' in making the changes our communities needed.

To build a comprehensive 'evidence base' the following key areas of research were reviewed:

- Understanding of the widening 'gap' between the advantaged and disadvantaged in our communities. The House of Representatives Select Committee on Intergenerational Welfare Dependence (2019) notes in its comprehensive report regarding welfare provision, which it considers to be largely well targeted and mostly adequate, that "missing are more targeted early intervention programs that can break the cycle of poverty". The Committee for Economic Development of Australia (2015) believes two aspects of entrenched disadvantage are clear: the problem is both significant and complex; and current policies to remove entrenchment are not working.

The research base clearly shows the negative impact of disadvantage and under-resourcing, and particularly intergenerational under-resourcing on children, families and communities, and the complexity of the issues that can result. It is now known that differences between children from advantaged and disadvantaged backgrounds can be evident as early as nine months of age. These developmental differences are evident across cognitive, social, behavioural, and health outcomes and increase over time, with advantages and disadvantages accumulating throughout life.

- Importance of the early and middle years on positive life trajectories. There is now clear evidence from Australia and abroad that the early years of a child's life have a profound impact on their health, development, learning and wellbeing with early childhood development outcomes identified as important markers of the welfare of children and significant indicators of both individual and national productivity, health and human capital.

- The benefits of prevention and early intervention. Research shows investing in resources to support children in their early and middle years of life creates opportunities for the development of basic and complex skills and brings long-term benefits to them and the whole community. Researchers have shown the return on investment for financing high quality early childhood supports - with as little as \$2 returned on every \$1 invested and as much as a \$16 return on investment by the time



- the child reaches age 40 ([www.heckmanequation.org](http://www.heckmanequation.org)). By investing in our children we can AT LEAST double our investment value. Beyond financial gain is the ethical obligation – our children have the right to be supported and protected in reaching their full potential.
- However, shifting entrenched disadvantage and remedying the challenges it creates is amongst our most complex policy issues. It has been described as a ‘wicked’ problem - a problem with multiple causes, which is difficult to define, cannot be attributed to a single discipline or policy area and is without easy, linear remedy. Recent research suggests locally tailored and whole-of-community approaches as key to their solution. Models such as Social Determinants of Health provide a critical lens through which to further understand wicked problems.
  - Municipal Early-Middle Years planning enables us to hear the voice of children and their families in the development and implementation of all Plans. Central in guiding this is the *Convention on the Rights of the Child* and the Victorian *Child Safe Standards* and the *National Principles for Child Safe Organisations*.
  - Mindful selection of a place-led model for collaborative collective impact. Services must work differently with each other through the principles of collaboration and partnership for collective impact including through a shared vision and language, pooled funding, coordinated spending, co-location where possible, and dedicated infrastructure for the sharing of client story and data. The Department of Social Services notes ‘place-based approaches are required when addressing complicated or complex problems where the disadvantage is concentrated and the characteristics of the place contribute to entrenched problems and/or intergenerational cycles of disadvantage’.

The image (above right) shows the structure of the evidence base and literature and the core principles and understandings they support. These principles, alongside community voice, underpin the *Swan Hill Rural City Municipal Early-Middle Years Plan’s* Key Directions, Objectives and Actions.

## **B.20.2 ABORIGINAL COMMUNITY PARTNERSHIP STRATEGY REVIEW**

<b>Responsible Officer:</b>	Director Development and Planning
<b>File Number:</b>	S03-24-04
<b>Attachments:</b>	1 Aboriginal Community Partnership Strategy 2017-2021 2 Aboriginal Community Partnership Strategy Implementation Plan 2017-2021

### **Declarations of Interest:**

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

### **Summary**

This report is to inform Council that the Wandarrah Action Committee (WAC) has reviewed the Aboriginal Community Partnership Strategy Implementation Plan 2017 – 2021 and requests Council's approval.

### **Discussion**

As part of the implementation and management of the Aboriginal Community Partnership Strategy 2017-2021 (ACPS) it is a requirement that reporting, reviewing and evaluating take place in accordance with the timelines listed below.

<b>Requirements</b>	<b>Due date</b>
Endorse by both Council and Elders	September
Six-monthly review	March
Annual review and report to Council and Elders	September
Evaluation and redevelopment of Implementation Plan – Action Plan	March

WAC members reviewed the Strategy at their October 2019 meeting and made a number of suggested changes regarding wording, as well as updating information relating to programs and staff. The suggested changes have been tracked (refer attachment 2) for Council consideration and adoption.

#### *Strategy One: Jobs, Land & Economy*

Changes include:

- Creation of a WAC newsletter to keep community informed (1.1)
- Our Place will provide a space for the local Aboriginal community to sell goods and provide support for Aboriginal start-up businesses (1.2)
- HR more emphasis promoting traineeships and scholarships available to Aboriginal people (1.3)

- Making local Aboriginal businesses aware of any financial support through available grants (1.4)

Remove:

- Robinvale Employment Network as the program is no longer run by Council (1.4)

#### *Strategy Two: Children & School*

No changes were made to this Strategy as the committee would like further consultation to take place. WAC would like to invite Local Aboriginal Education Consultative Groups (LAECG) to a meeting to discuss further.

#### *Strategy Three: Safety and Wellbeing*

Changes include:

- Amending responsibility of some actions to alternative organisations who can better service these actions or increasing the number of responsible agencies who can assist in the delivery. This is primarily in regards to increasing understating and providing support to local Aboriginal families (3.1 & 3.4)
- Expand membership of WAC to include new service providers (3.1)

#### *Strategy Four: Culture and Capability*

Changes include:

- Develop and deliver Cultural Awareness Training (4.2)
- Inclusion of support for significant dates and not just cultural events (4.3)
- Creation of tribal boundary signage and site plaques (4.7)
- Support for current and upcoming cultural initiatives (4.8)

### **Consultation**

The consultation process with WAC has been completed with the suggested changes detailed in writing.

### **Financial Implications**

No financial implications.

### **Social Implications**

The review and subsequent changes to the current ACPS will further enhance Council's relationship with the local Aboriginal community and service providers.

### **Economic Implications**

No economic implications.

### **Environmental Implications**

No environmental implications.

### **Risk Management Implications**

All suggested changes will be approved by Council prior to release of new ACPS.

### **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. Adopt and support the proposed changes to the Aboriginal Community Partnership Strategy Implementation Plan 2017-2021.
2. Modify and adopt the proposed changes to the Aboriginal Community Partnership Strategy Implementation Plan 2017-2021.
3. Not adopt the proposed changes to the Aboriginal Community Partnership Strategy Implementation Plan 2017-2021.

### **Recommendation**

**That Council adopt and support the proposed changes to the Aboriginal Community Partnership Strategy Implementation Plan 2017-2021 as outlined in the attachment to this report.**





# Aboriginal Community Partnership Strategy 2017 - 2021



## Acknowledgement of Country

The Aboriginal Advisory Group and Council acknowledge the traditional custodians of the land and pays its respects to their elders, past and present within the Swan Hill Municipality.

For questions relating to this document, please contact

Community Development Unit  
Swan Hill Region Information centre  
Cnr McCrae and Curlewis Streets  
(PO Box 488)  
Swan Hill VIC 3585  
Phone: 5036 2450



Front page - Red-tail cockatoo photo courtesy Zoos Victoria.

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## Executive summary

The Aboriginal Community Partnership Strategy 2017-2021 (Strategy) has been developed to ensure Council, together with the Aboriginal Advisory Group, continues to strengthen the partnership with Aboriginal and Torres Strait Islander communities within our municipality. Council's Community Development Unit will oversee and assist with the implementation of this Strategy.

The Strategy's aim is to encourage people who reside in or visit the Swan Hill region to embrace our Aboriginal culture and people throughout the municipality.

This Strategy highlights Council's and the Aboriginal Advisory Group's commitments, aims, actions and goals which will be achieved through working in partnership with Aboriginal and Torres Strait Islander communities through the implementation stage.

There has been extensive community consultation undertaken with local Aboriginal communities through established networks, brokerage and contracted consultants. This has resulted in four key documents:

- Swan Hill Rural City Aboriginal Partnership Plan
- Swan Hill Local Aboriginal Community Plan
- Robinvale Local Aboriginal Community Plan
- Commonwealth Government's Local Indigenous Advancement Strategy

The Strategy integrates the findings of these four documents to articulate a four-year plan to deliver outcomes in partnership with local Aboriginal communities.

A four-year implementation plan is also included and will evolve over the course of its delivery. This plan will be reviewed annually and redeveloped accordingly.

Throughout the life of the Strategy, the local Aboriginal community will continue to provide input and feedback through established partnerships and networks. These local networks and partnerships assist to deliver services or advocate on behalf of wider Aboriginal communities and include the Aboriginal Advisory Group, service providers, organisations, the Community Elders Gathering and the Swan Hill and Robinvale Local Aboriginal Networks.

There are four key strategies and 19 goals within the Strategy. These key strategies are:

Strategy one: Jobs, Land and Economy

Strategy two: Children and Schools

Strategy three: Safety and Wellbeing

Strategy four: Culture and Capability

Developed to encompass both Commonwealth and State Government systems, this Strategy opens opportunities to collaboratively gain the best outcomes for our local Aboriginal communities.

Its strength lies in its ability to be delivered through resources available within Council, service providers and local Aboriginal networks, while providing an opportunity to source external resources to further develop the partnerships between Council and our local Aboriginal communities.

## Aboriginal Advisory Group

The Strategy will be overseen by an Aboriginal Advisory Group made up of Council representatives and Aboriginal service providers.

The Aboriginal Advisory Group will be responsible for:

- Ensuring the Aboriginal Community Partnership Strategy is representative of the Aboriginal community and is implemented as set out in the Implementation Plan – Action Plan.
- Supporting Council's Community Development Unit to deliver the Strategy and will be required to meet quarterly per year.
- Reviewing the Strategy in alignment with the Council Plan and Local Aboriginal community and local Aboriginal service providers
- Reviewing and providing information on the progress of the Implementation Plan – Action Plan annually.

It will be the responsibility of the Community Development Unit to provide Council with an Implementation Plan – Action Plan progress report annually.

## Council direction and objectives

### Council Plan

The Swan Hill Rural City Council Plan 2017-21 articulates the municipality's strategic direction and details its commitments towards achieving its vision for the future. It includes a range of strategic objectives and initiatives that Council intends to undertake during the next four years to achieve this vision.

The five key strategic areas Council is committed to are:

- Economic growth and innovation
- Community enrichment
- Infrastructure
- Governance and leadership
- Environment

Council's vision and mission are:

### Our Vision

A prosperous and healthy community enjoying quality facilities and services. To live a quality life (peace and harmony) with quality surroundings.

### Our Mission

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

## Introduction

The Aboriginal Community Partnership Strategy's vision is that people who reside in or visit the Swan Hill region embrace Aboriginal culture and people throughout the municipality. Additionally, this Strategy aims to continue to strengthen the partnership with Aboriginal and Torres Strait Islander communities within our municipality.

The Strategy has been developed collaboratively through the Aboriginal Advisory Group and community, which includes representatives of service providers, networks and organisations throughout the municipality.

Encompassing four strategies and a number of goals, the Strategy also highlights commitments, aims and actions to be achieved through working in partnership with Aboriginal and Torres Strait Islander communities.

Information contained in this Strategy has been sourced from four Aboriginal community plans, all of which have been developed in consultation with members from Aboriginal communities within the Swan Hill municipality.

The Aboriginal Advisory Group has integrated these plans to create a Strategy that represents all levels of government and reflects the desired outcomes of the local Aboriginal communities as depicted by the communities themselves.

Performance against the Aboriginal Community Partnership Strategy 2017-2021 will be monitored six-monthly and reported to Council and the Community Elders Gathering annually.

It will be the responsibility of the Community Development Unit to provide Council with an Implementation Plan – Action Plan progress report annually. This report will also be able to be used to inform the Community Elders Gathering.

## Background

The Wamba Wamba, Latji Latji, Tatti Tatti, Waddi Waddi and Barapa Barapa peoples are the original custodians of the land known as the Swan Hill Rural City and our region remains strong in Aboriginal cultural heritage values.

The Murray River (Milloo) was a constant source of both food and water and an integral aspect in the day-to-day lives of Aboriginal people. A map detailing the traditional owner's lands within the municipality can be found on [www.maggolee.org.au](http://www.maggolee.org.au).

European settlement of the region severely disrupted the significant spiritual, cultural and physical relationship with the land that the Latji Latji, Tatti Tatti, Wamba Wamba, Barapa Barapa and the Waddi Waddi peoples, and their neighbouring groups, had maintained for many thousands of years.

Activities in relation to Aboriginal affairs have been largely limited to the themes of Reconciliation, Cultural Heritage Management and Native Title.

Where Reconciliation is concerned, local Aboriginal community members and Aboriginal organisations in Swan Hill and Robinvale celebrate and support NAIDOC Week, which is supported by Swan Hill Rural City Council. These celebrations are carried out during the entire week, with each day consisting of different activities and celebrations. In addition to NAIDOC Week there are various festivals and community-run events.

The Lake Boga Story Wall is one of the six symbols of Reconciliation around Australia. The Swan Hill Regional Art Gallery also hosts exhibitions annually by local artists, including displays of painting, sculpture and basket weaving.

An existing park is being upgraded into an Aboriginal-themed residential park. The park, currently known as Jaycee Park in Harrison Crescent Swan Hill, underwent a redevelopment to reflect Aboriginal culture and heritage. Following discussions with Aboriginal and non-Aboriginal community members, the Jaycee Park Meeting Place officially opened in August 2016. The intent of the Meeting Place aims to bring the community together, acknowledging local Aboriginal communities and neighbouring clans, as well as providing a usable space for neighbours around Jaycee Park.

One of Swan Hill's main tourist attractions, the Heartbeat of the Murray was created in conjunction with local traditional owner groups and Aboriginal community members. The dreamtime stories of the beginning of time, the creation of the Murray River and spiritual evolution are brought to life with a sound, light and laser show set on the waters of the Little Murray River.

In relation to cultural heritage management, this has traditionally been undertaken through Aboriginal Victoria and involves the local traditional owners and custodians who undertake culturally-appropriate care of sites throughout the municipality.

The implementation of the Aboriginal Heritage Act (2006) and Aboriginal Heritage Amendment Act (2016), which includes a requirement to provide Cultural Heritage Management Plans, is a step forward in the identification and preservation of local Aboriginal cultural history.

## Working in partnership

The Strategy has been developed collaboratively through the Aboriginal Advisory Group which includes representatives of service providers, networks and organisations throughout the municipality.

Through this collaboration, a range of resources is available to help deliver the actions outlined within the Strategy. As the Strategy has also been developed to encompass Commonwealth and State Government systems, it provides further opportunities to gain the best outcomes for our local Aboriginal communities.

Additionally, the local Aboriginal community will provide input and feedback into the Strategy through established partnerships and networks, including the Aboriginal Advisory Group, service providers, organisations, the Community Elders Gathering and the Swan Hill and Robinvale Local Aboriginal Networks.

## Aboriginal Advisory Group's commitment

This Strategy incorporates goals and actions on behalf of a number of service providers and support networks. These are:

### Department of Justice

Victorians may come into contact with the justice system as a volunteer, a witness, to attend court, to support family and friends, or to participate in shaping legislation.

The Victorian justice system includes policymaking and law reform, policing, courts and tribunals, dispute resolution, penalties and fines, prisons, corrections and parole, legal assistance and victim support.

The department and its business units and agencies deliver services across all areas of the justice system in Victoria, including to the aboriginal communities. The department focuses on access to justice and fair outcomes, the protection of rights and the rule of law.

### Koori Courts Aboriginal Courts

The Koori Court Aims to:

- Increase Koori ownership of the administration of the law;
- Increase positive participation by Koori offenders;
- Increase the accountability of the Koori offenders, families, and community;
- Encourage defendants to appear in Court;
- Reduce the amount of breached court orders;
- Deter offenders from re-offending;
- Increase community awareness about community codes of conduct and standards of behaviour; and
- Explore sentencing alternatives prior to imprisonment.

### Murray Mallee LLEN

- The MMLLEN vision is that all young people in our communities are successfully engaged in education, training and employment.
- MMLLEN has a particular focus on young people at risk of disengaging, or have already disengaged, from education and training and are not in meaningful employment.
- MMLLEN has a goal to have a strong and cohesive community working together for the benefit of all young people.

### Mallee District Aboriginal Service

Our Vision: Generations of vibrant, healthy and strong Aboriginal communities.

### LAN Robinvale and Swan Hill

The LAN groups have identifies six priority areas:

- Strengthening Culture
- Economic Participation
- Support for Young People
- Building a Stronger LAN
- Community Planning and Partnerships



## Suni TAFE

- Promote the establishment and success of Aboriginal businesses in Swan Hill
- Improve rates of retention among Aboriginal employees/mentor programs

## Swan Hill Police

- In partnership with Aboriginal community groups, develop and maintain knowledge of Aboriginal issues within the local area and maintain a contemporary knowledge of relevant legislation, policies and procedures.
- Contribute to establishing effective communication and networking between Police members, local Aboriginal community members and other government and non-government agencies.
- Establish and maintain a positive partnership environment in which Aboriginal communities are encouraged to communicate and interact with Police members to proactively resolve issues and actively promote awareness of the role of Victoria Police within Aboriginal communities.
- Assist in developing, implementing and delivering appropriate training programs.
- Represent Victoria Police as required at relevant Aboriginal meetings, forums or events.
- Participate in the development and implementation of appropriate strategies to improve service delivery to customers based on customer needs.
- Attend to welfare needs and provide support to Aboriginal persons in custody; working alongside Aboriginal Community Justice Program (ACJP) members.

## Swan Hill District Health

- Assistance and improve access, availability of health services for the Aboriginal community.
- Information, programs and resources so informed decisions can be made concerning treatment, prevention and rehabilitation services.

## Victorian Aboriginal Legal Service

- Promote social justice for Aboriginal and Torres Strait Islander peoples;
- Promote the right of Aboriginal and Torres Strait Islander peoples to empowerment, identity and culture;
- Ensure that Aboriginal and Torres Strait Islander peoples enjoy their rights, are aware of their responsibilities under the law and have access to appropriate advice, assistance and representation;
- Reduce the disproportionate involvement of Aboriginal and Torres Strait Islander peoples in the criminal justice system; and
- Promote the review of legislation and other practices which discriminate against Aboriginal and Torres Strait Islanders.

## Council's commitment

To assist with closing the gap, the involvement of all levels of government, a range of organisations, businesses and communities as well as individuals themselves is required.

As part of its commitment to our Aboriginal communities, Council supports seven key action areas:

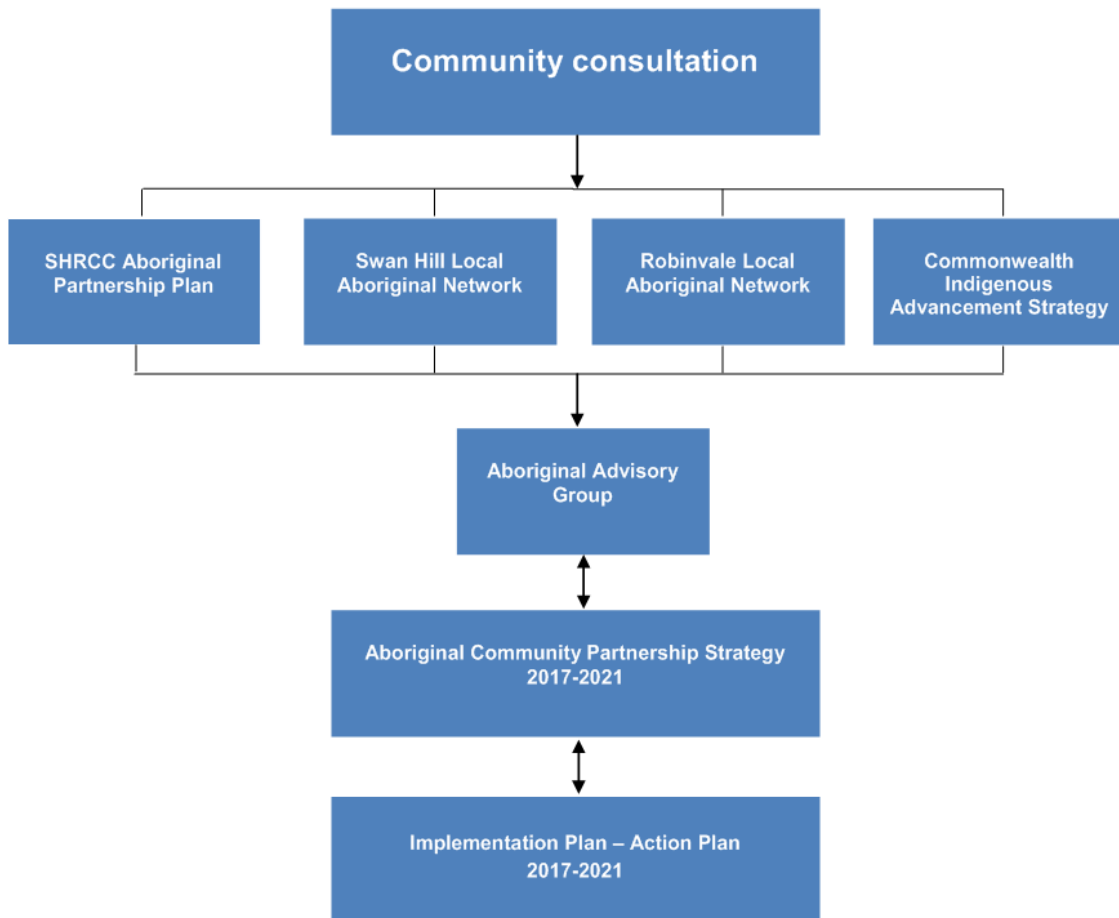
1. Develop and Implement the Aboriginal Community Partnership Strategy Action Plan.
2. Participation in Local Aboriginal Networking Groups in Swan Hill and Robinvale.
3. Support and encourage Cultural events, festivals, carnivals and gatherings.
4. Support and encourage young people to obtain their drivers licence in Swan Hill and Robinvale.
5. Engage with local community; attend community meetings, workshops, forums, summits, ceremonies.
6. Implement the Aboriginal Employment Strategy
7. Provide our community with information around mental health and wellbeing.

## The development of the Aboriginal Community Partnership Strategy

Information contained in this Strategy has been sourced from four Aboriginal community plans, all of which have been developed in consultation with members from Aboriginal communities within the Swan Hill municipality.

The Aboriginal Advisory Group has integrated these plans to create a Strategy that represents all levels of government and reflects the desired outcomes of the local Aboriginal communities as depicted by the communities themselves.

### Consultation process



## Implementation Plan

In alignment with good governance, policies, strategies and plans will be developed to ensure best practices and outcomes are achieved for the Aboriginal communities within our municipality.

### Strategy one: Jobs, Land and Economy

- 1.1 Engagement with local Aboriginal communities
- 1.2 Promote the establishment and success of Aboriginal business in Swan Hill
- 1.3 Increase Aboriginal employment
- 1.4 Improve rate of retention of the Aboriginal employees/mentor programs
- 1.5 Diversify employment opportunities for Aboriginal people of Swan Hill
- 1.6 Support and encourage young people to obtain their drivers licence

### Strategy two: Children and Schools

- 2.1 Develop strategies to retain Aboriginal children in school to complete year 12
- 2.2 Build Aboriginal communities' human capital

### Strategy three: Safety and Wellbeing

- 3.1 Build social capital between Aboriginal individuals, families and mainstream
- 3.2 Foster a greater connection to non-Aboriginal people and mainstream institutions
- 3.3 Redevelopment of a family resources guide
- 3.4 Provide our remote communities with information around mental health and wellbeing
- 3.5 Planning for emergency situations on an as-needs basis.

### Strategy four: Culture and Capability

- 4.1 Councillors and officers act confidently regarding Aboriginal culturally-sensitive issues
- 4.2 Cultural events, festivals and gatherings are conducted
- 4.3 Build leadership within our Aboriginal community
- 4.4 Support investigations for a Murray River/Milloo Interpretive Centre
- 4.5 Continue Acknowledgement of Country in Council's publications
- 4.6 Land use activities follow Aboriginal cultural heritage protocols

## Implementation and management

Performance against the Aboriginal Community Partnership Strategy 2017-2021 will be monitored six-monthly and reported to Council and the Community Elders Gathering annually.

Reporting, review and evaluation will take place in accordance with the timeframes listed below.

Requirement	Due date
Endorse by both Council and Elders	September 2017
Six-monthly review	March 2018
Annual review and report to Council and Elders	September 2018
Evaluation and redevelopment of Implementation Plan – Action Plan	March 2019

## Evaluation

Evaluation questions:

1. Has the Strategy done what it set out to do?
2. Has the partnership between Aboriginal communities and Council been strengthened?
3. What worked and what needs to be improved or changed?
4. Do local Aboriginal communities feel reconciliation is progressing?

## References

- Indigenous Affairs Network/Department of Prime Minister and Cabinet - Indigenous Advancement Strategy August 2014.
- Self Determined Sustainable Aboriginal Development in the Swan Hill District, Victoria; A Strategic Plan by the Swan Hill Local Aboriginal Network (SHLAN), November 2013.
- The Marawarpina Aboriginal Network, Robinvale Local Aboriginal Network Community Plan 2012-2017.
- Victorian Aboriginal Local Government Action Plan 2016.
- [www.maggolee.org.au](http://www.maggolee.org.au)

## Relevant strategic documents

The following documents further contribute to the health and wellbeing of local Aboriginal communities:

- Indigenous Affairs Network/Department of Prime Minister and Cabinet - Indigenous Advancement Strategy August 2014.
- Self Determined Sustainable Aboriginal Development in the Swan Hill District, Victoria; A Strategic Plan by the Swan Hill Local Aboriginal Network (SHLAN), November 2013.
- The Marawarpina Aboriginal Network, Robinvale Local Aboriginal Network Community Plan 2012-2017.
- Victorian Aboriginal Local Government Action Plan 2016.

Appendix One

Implementation Plan – Action Plan 2017-2021

In alignment with good governance, policies, strategies and plans will be developed to ensure best practices and outcomes are achieved for the Aboriginal communities within our municipality.

Strategy one: Jobs, Land and Economy

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
1.1. Engagement with local Aboriginal communities	Continue protocols and meetings to ensure support for progress of implementing the Aboriginal Community Partnership Strategy.	Community Development Unit Aboriginal Community Partnership Strategy - Aboriginal Advisory Group (Advisory Group) Appointed Councillors	2017- 2021 Ongoing	Existing resources	Welcome/Acknowledgement of Country Council is well represented within the Aboriginal communities in the municipality
1.2. Promote the establishment and success of Aboriginal businesses in Swan Hill and Robinvale	Assist to identify and ensure the delivery of an adequate training for the sustainability of emerging Aboriginal small business operators.	TAFE Business Consultant Indigenous Business Australia (IBA)	2017- 2021 Ongoing	External resources	Local Aboriginal businesses established Increased numbers of private Aboriginal enterprises
1.3. Increase Aboriginal employment	Review Aboriginal Employment Strategy. Employment and skilling up of Aboriginal employees within Council. Review Aboriginal Community Partnership Plan.	Human Resources Community Development and Riverfront Coordinator Advisory Group	December 2017 June 2017	Existing resources Existing resources	Review undertaken of employment and skilling of Aboriginal employees within Council Aboriginal Community Partnership Plan reviewed

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
1.4. Improve rates of retention among Aboriginal employees/mentor programs	Investigate ways of increasing Aboriginal employment in agriculture, manufacturing, wholesale trade, retail trade, accommodation and food services, transport industries.	Community Development and Riverfront Coordinator	2017- 2021 Ongoing	Existing resources	Investigate Murray River/Milloo Interpretive Centre
		TAFE			Aboriginal Economic Business Plan
	Work with employers to develop and implement Aboriginal employment policies	Robinvale Employment Network Coordinator	2017- 2021 Ongoing	Existing resources	Underlying issues and conflict resolution are identified and resolved
		Community Development and Riverfront Coordinator Job network providers			Government support for job programs.
1.5. Diversify employment opportunities for Aboriginal people of Swan Hill	Investigate the number of Aboriginal identified positions in government and non-government organisations and develop strategies to increase positions	Job network providers	2017 - 2021 Ongoing	Existing resources	Job opportunities are increased
		Human Resources employment/training agency			Job opportunities are increased
	Identify employers to employ Aboriginal people	Job network providers	2017- 2021 Ongoing	Existing resources	Job opportunities are increased

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
1.6 Support and encourage young people to obtain their drivers licence	Promote L2P program	Community Development Unit Robinvale Employment Network Coordinator	2017- 2021 Ongoing	Existing resources	Increased opportunities for employment



## Strategy two: Children and Schools

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes
2.1. Develop strategies to retain Aboriginal children in school to complete Yr 12	Partner to develop strategies to retain Aboriginal children in school. Build relationships and communication with schools, Principals, KESOs and parents	LAECG MCYAP Council Youth Support Officer (Advocacy role)	2017- 2021 Ongoing	External Resources	Increase number of Aboriginal Youth remaining in school and completing Yr12
	Approach VAEAI for support and advice	Council Youth Support Officer (Advocacy role)	2017- 2021 Ongoing	External Resources	
	Develop culturally-appropriate curriculum and more culturally appropriate teaching techniques	KESO (LAECG)	2017- 2021 Ongoing	External Resources	New culturally-appropriate programs developed and implemented
2.2. Build Aboriginal communities' human capital	As required, provide direction to foster parents and Aboriginal children in care, about how to link into cultural participation and education activities	KESO RLAN SHLAN Clontarf Foundation	2017- 2021 Ongoing	External Resources	Increased retention of Aboriginal students in education

Koori Education Support Officer (KESO)  
Local Aboriginal Education Community Group (LAECG)  
Mallee Children and Youth Area Partnership (MYCAP)  
Swan Hill Local Aboriginal Network (SHLAN)  
Robinvale Local Aboriginal Network (RLAN)

Aboriginal Community Partnership Strategy 2017-2021

Strategy Three: Safety and Wellbeing

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
3.1. Build social capital between Aboriginal individuals, families and the mainstream community	Assist to create an Aboriginal themed recreational park	Community Planning Officer Community Development Unit Swan Hill Local Aboriginal Network (SHLAN) Robinvale Local Aboriginal Network (RLAN) Community Elders Gathering	2017 - 2019	Council allocation – 16/17 FY. External Resources	Increase safety and wellbeing within the community
	Increase understanding in the Swan Hill Aboriginal community of the value of and ways to build improved social norms about gender relations, parenting, and the fulfilment of family responsibilities	SHLAN RLAN	2017- 2021 Ongoing	External Resources	Increase safety and wellbeing within the community
	Provide support to Aboriginal family groups to evaluate their own progress in development, governance, economic and social and cultural	SHLAN RLAN	2017- 2021 Ongoing	External Resources	Increase safety and wellbeing within the community

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
	Liaise with alternative dispute resolution network (Bendigo) Dept. of Justice (DOJ) Central Office – regards to holding future Lateral Violence workshop, the training of community members in dispute resolution and development in communities of dispute resolution institutions – supporting the Koorie children courts and adult courts	SHLAN RLAN	2017- 2021 Ongoing	External Resources	Koorie children and adults are supported in the Justice system
	Build relations between the agencies involved with Aboriginal people in Swan Hill	Community Development Unit (Advocacy Role) SHLAN RLAN	2017- 2021 Ongoing	External Resources	Projects are delivered in partnership with Council and the Aboriginal community.
3.2. Foster a greater connection to non-Aboriginal people and mainstream institutions	Attend meetings and work with activities of partner agencies involved with Aboriginal people in Swan Hill	Advisory Group	2017- 2021 Ongoing	Existing Resources	
3.3. Development of a family resources guide	Collect information for the resource	Swan Hill Aboriginal Network Group	2017-2021	External Resources	Strengthening Aboriginal communities

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes
3.4. Providing our communities with information around mental health and wellbeing	Actively involved in the Southern Mallee PCP ICE prevention workshops /meetings	Community Development Unit Youth Services SHLAN RLAN	2017- 2021 Ongoing		Reduced number of suicides in our communities.

**Strategy Four: Culture and Capability**

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes
4.1. Councillors and officers act confidently regarding Aboriginal culturally-sensitive issues	Developments required to use Aboriginal Victoria (AV) planning tool and seek advice from Heritage Advisors and AV.	Planning Department Community Development Unit	2017- 2021 Ongoing  June 2017	External Resources	Cultural Heritage Management Plans (CHMP) undertaken in culturally-sensitive areas.  Cultural Heritage Management Directive developed.

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes
	Source Aboriginal cultural training for delivery to Councillors and officers Obtain and distribute information to Councillors and Council on local Aboriginal history and cultural heritage, including raising of the Aboriginal Flag.	Human Resources	2017- 2021 Ongoing	To be identified within Council Budget Existing Resources	Councillors and Officers undertake Aboriginal cultural training
4.2. Cultural events, festivals and gatherings are conducted	Advocate for inspiring cultural events to be run in our municipality	Community Development Unit SHLAN RLAN	2017- 2021 Ongoing	External	Cultural events are ran such as NAIDOC Week. Cultural pride is evident in our community
4.3. Build leadership within our Aboriginal community	Encourage local participation in leadership and personal development programs/opportunities	SHLAN RLAN	2017- 2021 Ongoing	External	Our community is proud to be Aboriginal
4.4. Support the development of the Murray River/Milloo Interpretive Centre	Work in partnership with all levels of government and relevant agencies to carry out a feasibility study, designs, source funding, construct and open for business.	Community Development and Riverfront Coordinator	2017- 2021 Ongoing	External Resources \$200,000 Feasibility Study \$3m to \$5m Culture Centre	A Keeping Place in Swan Hill for culture experiences, education and employment of Aboriginal community members. Opportunities are being investigated to build an Aboriginal Cultural Centre on the Murray River
	Seek training for community members to	Swan Hill Aboriginal Network Group	2017- 2021 Ongoing	External Resources	Community members trained in collecting oral

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes
	collect oral histories.	Robinvale Aboriginal Net work Group.			history.
	Develop a Community Elders Gathering that will include a range of activities including the collection of oral histories.	TAFE Advisory Group LANs Network	2017- 2021 Ongoing	External Resources	Aboriginal History is recorded  Story telling is an activity within the Murray River/Milloo Interpretive Centre
4.5. Acknowledgement of Country in Council's publications	Continual inclusion of the Acknowledgement of Country as part of Council's documents.	Media	2017- 2021 Ongoing	Existing Resources	Acknowledgement of Country is included in Council documents.
	Nominate Aboriginal names (after consultation) for consideration of Asset Naming Committee.	Advisory Group	2017- 2021 Ongoing	Existing Resources	
4.6. Land use activities follow Aboriginal cultural heritage protocols	Ensure Council has procedures and policies in place for CHMPs (where relevant and appropriate) to be undertaken prior to any land use development. Ensure that AV Planning Tool is completed for projects before any ground works commence.	Town Planners  All departments	2017- 2021 Ongoing	Existing Resources  Existing Resources	Protection of Aboriginal culturally-sensitive areas.  Cultural Awareness Policy and Procedures

## Appendix Two

### Aboriginal Advisory Group

Swan Hill Rural City Councillor (Robinvale Ward)

Swan Hill Rural City Councillor (Central Ward)

Swan Hill Rural City Councillor (Central Ward)

Council's Community Development and Riverfront Coordinator

Local Aboriginal Network Robinvale and Swan Hill Broker

Robinvale Aboriginal Service Providers (shared responsibility)

Local Aboriginal Network Swan Hill Chairperson

Local Aboriginal Justice Action Committee Project Officer

Mallee District Aboriginal Service Manager Family Services

Swan Hill District Health Aboriginal Liaison

Suni TAFE Dulka Yuppata Koorie Cultural Centre Koori Liaison Officer Swan Hill

Victorian Aboriginal Legal Service Client Services Officer

Swan Hill Police Aboriginal Community Liaison Officer

Koori Court Officer

Murray Mallee LLEN

Koori Engagement Support Officers (KESO) Shared responsibility representing

- FLO CAMPUS
- North Primary School
- Swan Hill Primary School
- Swan Hill College Education

Community Members – (Elected through an Expression of Interest/Nomination process)

Membership was sought through local community recommendations to ensure a wide representation of the local Aboriginal service providers. Elders and the local Aboriginal community will be informed on actions and outcomes of the Aboriginal Community Partnership Strategy through the Local Aboriginal Networks based in Robinvale and Swan Hill and the Community Elders Gathering.

## Implementation Plan – Action Plan 2017-2021

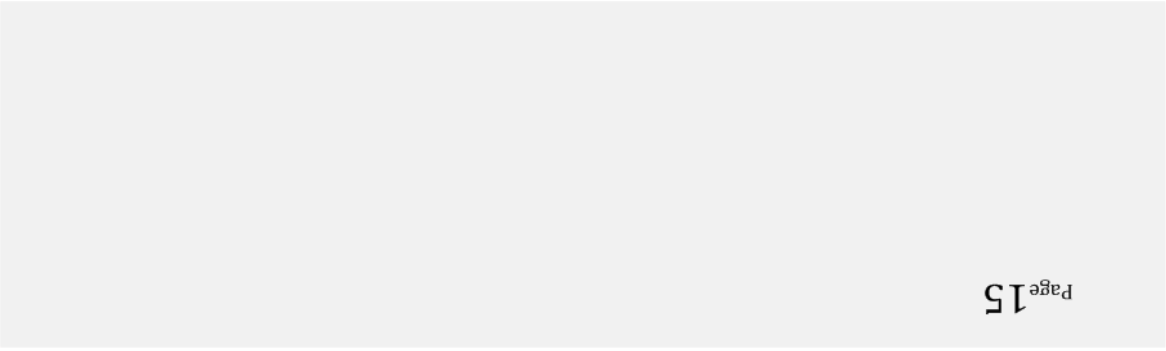
In alignment with good governance, policies, strategies and plans will be developed to ensure best practices and outcomes are achieved for the Aboriginal communities within our municipality

### Strategy one: Jobs, Land and Economy

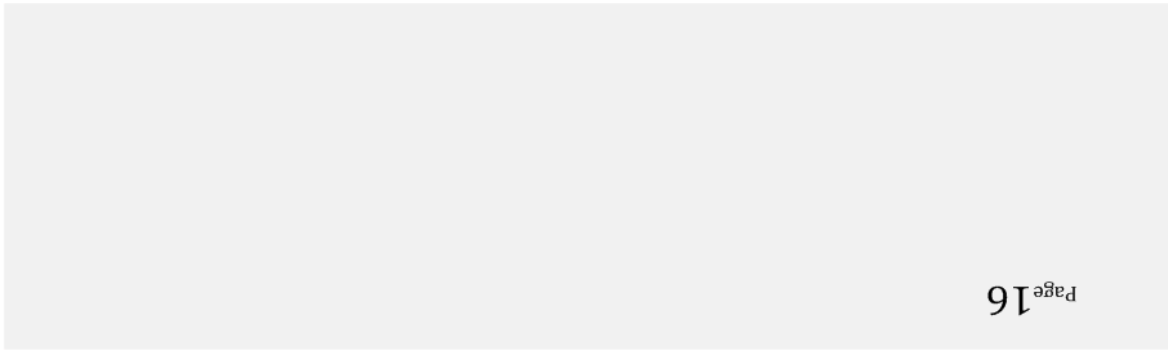
Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes	Deliverables
1.1. Engagement with local Aboriginal communities	Continue protocols and meetings to ensure support for progress of implementing the Aboriginal Community Partnership Strategy.	Community Development Unit Wandarrah Action Committee (WAC) Appointed Councilors	2017-2021 Ongoing	Existing resources	Welcome/Acknowledgement of Country Council is well represented within the Aboriginal communities in the municipality WAC are the conduit between Council and the community, conveying feedback and keeping both the Aboriginal community and Council informed.	Acknowledgment is performed at each Council meeting WAC meetings held at least quarterly. <b>Wandarrah Newsletter to be developed and distributed at least quarterly.</b>
1.2. Promote the establishment and success of Aboriginal businesses in Swan Hill and Robinvale	Assist to identify and ensure the delivery of an adequate training for the sustainability of emerging and established Aboriginal small business operators.	TAFE Business Consultant Indigenous Business Australia (IBA) ECDU WAC	2017-2021 Ongoing	External resources	Local Aboriginal businesses established Increased numbers of private Aboriginal enterprises	IBA sessions held in Swan Hill and Robinvale <b>Our Place will provide a space for local Aboriginal community to sell goods, and provide support for Aboriginal start up businesses.</b>

Aboriginal Community Partnership Strategy 2017-2021 Update 18 April 2019

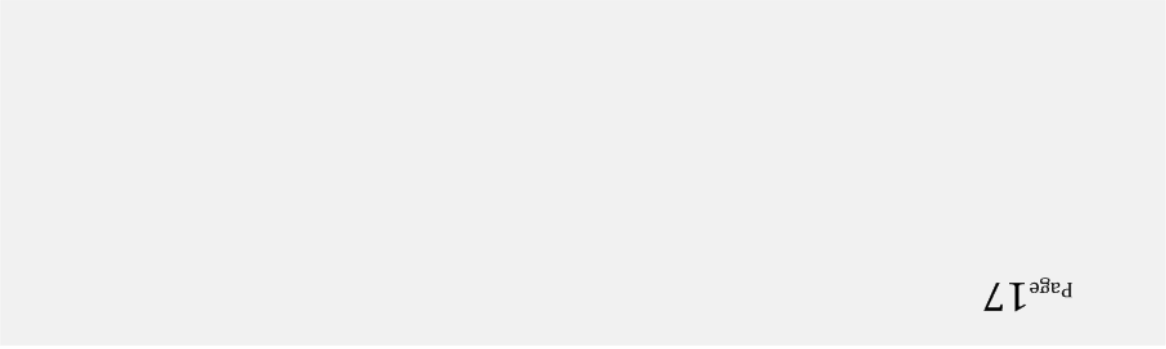




<p>1.3. Increase Aboriginal employment</p>	<p>Review Aboriginal Employment Strategy. Employment and skilling up of Aboriginal employees within Council.</p>	<p>Human Resources</p>	<p>December 2017</p>	<p>Existing resources</p>	<p>Review undertaken of employment and skilling of Aboriginal employees within Council                  Increased numbers of Aboriginal people employed within Council.                  Aboriginal employees feel culturally safe to identify with their culture                  Uptake of Council traineeships and scholarships to Aboriginal people</p>	<p>Internal recruitment procedures and recording methods are improved and capture the numbers of Aboriginal employees at Council.                  Traineeships and Scholarships undertaken by Aboriginal people.                  Programs such as the ACDO and Cultural Educator at the Pioneer Settlement continue to employ Aboriginal community members</p>
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Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes	Deliverables
1.4	Investigate ways of increasing Aboriginal employment in the municipality  Liaise with employers to develop and implement Aboriginal employment policies. I.e provide a better understanding of time required to attend to Sorry business and other cultural needs.	WAC ECDU-business breakfast Employment Agencies	2017- 2021 Ongoing	Existing resources	<ul style="list-style-type: none"> <li>Creating partnerships with local business</li> <li>Local Aboriginal Businesses are made aware of any financial support through available grants</li> <li>Businesses are made aware of any incentives available to support the employment of Aboriginal people.</li> </ul>	Employment agencies attend WAC meetings  Employment Agencies and Job seekers use the Connect U website  Aboriginal Businesses are invited to attend the Business Breakfast and Business Mixers
1.5	Investigate the number of Aboriginal identified positions in government and non-government organisations and develop strategies to increase positions	Job network providers Clontarf	2017 - 2021 Ongoing	Existing resources	Job opportunities are increased	
	Identify partnership opportunities in the Aboriginal Employment Plan	Human Resources employment/training agency	2017- 2021 Ongoing	Existing resources	Job opportunities are increased	Implementation of the Aboriginal Employment Plan



1.6 Support and encourage young people to obtain their drivers license	Promote L2P program	Community Development Unit	2017- 2021 Ongoing	Existing resources	Increased opportunities for employment	Young Aboriginal people again their license through the L2P program within Swan Hill and Robinvale.
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## Strategy two: Children and School

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes	Deliverables
2.1. Develop strategies to retain Aboriginal children in school to complete Yr 12	Partner to develop strategies to retain Aboriginal children in school. Build relationships and communication with schools, Principals, KESOs and parents	LAECG MCYAP Council Youth Support Officer (Advocacy role) MDAS Headspace	2017- 2021 Ongoing	External Resources	Increase number of Aboriginal Youth remaining in school and completing Yr12	The Local Aboriginal Educator Consultative Groups and Wandarrah Action Committee to meet to strengthen partnership and promote strategies being undertaken to encourage Aboriginal youth to remain in school and complete Year 12
	Approach VAEAI for support and advice	(LAECG)	2017- 2021 Ongoing	External Resources		
	Develop culturally-appropriate curriculum and more culturally appropriate teaching techniques	KESO (LAECG)	2017- 2021 Ongoing	External Resources	New culturally-appropriate programs developed and implemented	
2.2. Build Aboriginal communities' human capital	As required, provide direction to foster parents and Aboriginal children in care, about how to link into cultural participation and education activities	KESO (LAECG) Clontarf Foundation	2017- 2021 Ongoing	External Resources	Increased retention of Aboriginal students in education	

Strategy Three: Safety and Wellbeing

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes	Deliverables
3.1 Build social capital between Aboriginal individuals, families and the mainstream community	Assist to create an Aboriginal themed recreational park	WAC	2017 - 2019	Council allocation – 16/17 FY. External Resources	Increase safety and wellbeing within the community	Continuing to focus on Open Spaces create Aboriginal themes by use of art work and authentic Aboriginal stories. Our Place – Interpretive Centre Swan Hill Riverside Park
	Increase understanding in the Swan Hill Aboriginal community of the value of and ways to build improved social norms about gender relations, parenting, and the fulfilment of family responsibilities	MDAS	2017- 2021 Ongoing	External Resources	Increase safety and wellbeing within the community	Information sharing days
	Provide support to Aboriginal family groups to evaluate their own progress in development, economic, and social and cultural	WAC Agencies	2017- 2021 Ongoing	External Resources	Increase safety and wellbeing within the community	Agencies work with clients through their core business

Goal	Action	Responsibility	Timeframe	Estimated Cost/Budget allocation	Desired Outcomes	Deliverables
	Liaise with alternative dispute resolution network Dept. of Justice (DOJ) Central Office – regards to holding future Lateral Violence workshop, the training of community members in dispute resolution and development in communities of dispute resolution institutions – supporting the Koorie children courts and adult courts	Dispute Resolution Centre Victoria	2017- 2021 Ongoing	External Resources	Violence training for WAC and the wider Aboriginal community	Delivery of a healing lateral violence, healing workshops for Council staff, WAC and DHHS
	Build relations between the agencies involved with Aboriginal people in Swan Hill	WAC	2017- 2021 Ongoing	External Resources	Broaden the membership of WAC to encompass a range of service providers and community such as Parks and LAECG Council Aboriginal employees invited to attend WAC meetings	Participation in the DHHS Charter Increased membership on WAC

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<p>3.2. Foster a greater connection to non-Aboriginal people and mainstream institutions</p>	<p>Attend meetings and work with activities of partner agencies involved with Aboriginal people in Swan Hill</p>	<p>MFC WAC ECDM ACDO</p>	<p>2017- 2021 Ongoing</p>	<p>Existing Resources</p>	<p>Increased understanding in issues that affect Aboriginal people i.e White Privilege and Cultural Safety.</p>	<p><b>Training in Cultural Safety is undertaken by Council Staff and WAC members.</b></p>
<p>3.3. Development of a family resources guide</p>	<p>Collect information for the resource</p>	<p>Mutakoupay LAN And RLAN Aboriginal Community Development Officer</p>	<p>2017-2021</p>	<p>External Resources</p>	<p>Strengthening Aboriginal communities MLAN to develop family / cultural resource</p>	<p><b>MLAN develop family and cultural resources</b></p>
<p><b>Goal</b></p> <p>3.4. Providing our communities with information around mental health and wellbeing</p>	<p><b>Action</b></p> <p>Actively involved in programs such as the Southern Mallee PCP ICE prevention workshops /meetings Headspace</p>	<p><b>Responsibility</b></p> <p>SHDH – Headspace MDAS LAJAC WAC-distribute information</p>	<p><b>Timeframe</b></p> <p>2017- 2021 Ongoing</p>	<p><b>Estimated Cost/Budget allocation</b></p>	<p><b>Desired Outcomes</b></p> <p>Reduced number of suicides in our communities.</p>	<p><b>Deliverables</b></p> <p>Reduced number of suicides in our communities.</p>

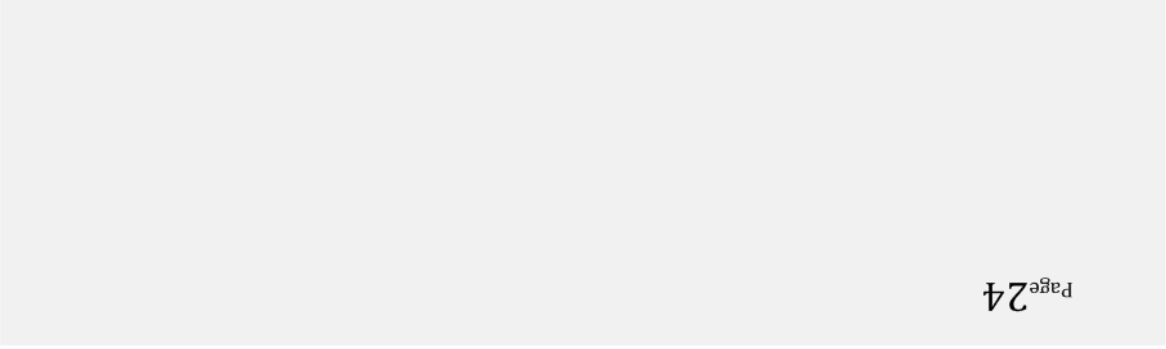
Strategy Four: Culture and Capability

Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes	Deliverables
4.1. Councillors and officers act confidently regarding Aboriginal culturally-sensitive issues	Developments required to use Aboriginal Victoria (AV) planning tool and seek advice from Heritage Advisors and AV.	Development Department Council	2017 - 2021	External Resources	Cultural Heritage Management Plans (CHMP) undertaken in culturally-sensitive areas. Cultural Heritage Management Directive developed.	Council staff continue to undertake training with AV regarding the Aboriginal Cultural Heritage Act, including ACHR, who now have access to the Victorian Aboriginal Cultural Heritage Register.

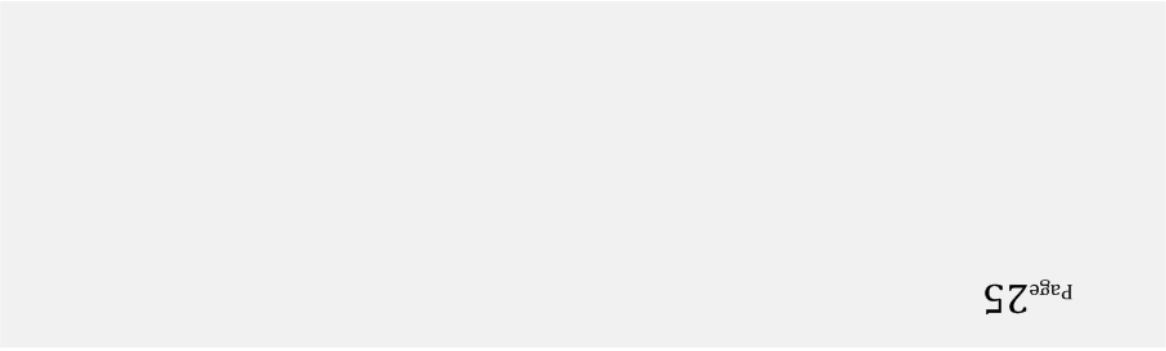


Goal	Action	Responsibility	Timeframe	Estimated cost/budget allocation	Desired Outcomes	Deliverables
4.2 Cultural Awareness training	Deliver local cultural awareness training.	Human Resources WAC-develop training	2017- 2021 Ongoing	To be identified within Council Budget through Aboriginal Affairs Existing Resources	Councillors and all Council staff undertake Aboriginal cultural training annually	Develop and deliver Cultural Awareness Training
4.3. Cultural events, festivals and gatherings are conducted	Advocate for inspiring cultural events to be run in our municipality and support significant dates	ACDO ECDD WAC NAIDOC Committee	2017- 2021 Ongoing	External	Cultural events are run such as NAIDOC Week, Harmony Day Reconciliation Week. Cultural pride is evident in our community	Cultural Events are hosted within the municipality. A Council Reconciliation Action Plan
4.3. Build leadership within our Aboriginal community	Encourage local participation in leadership and personal development programs/opportunities	Mutakoupay LAN RLAN	2017- 2021 Ongoing	External	Our community is proud to be Aboriginal people participate in the LMLP	Support leadership programs

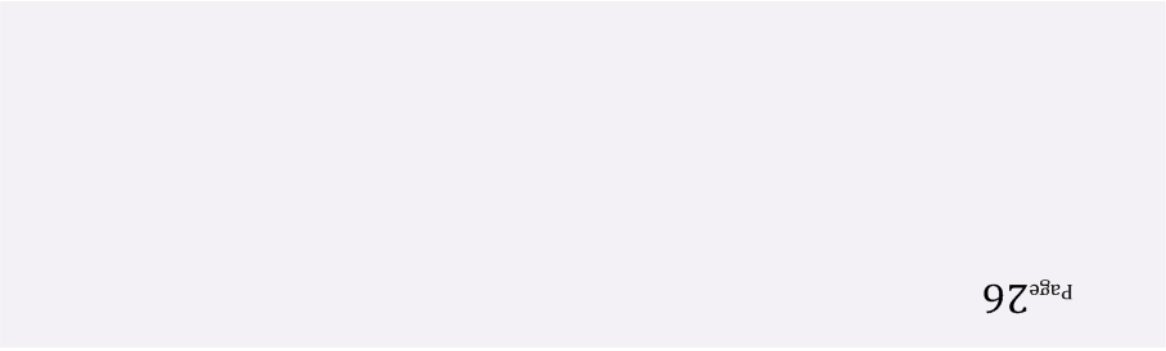
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<p>4.4. Support the development of the Our Place Interpretive Centre</p>	<p>Work in partnership with all levels of government and relevant agencies to carry out a feasibility study, designs, source funding, construct and open for business.</p>	<p>WAC Economic and Community Development Manager ACDO</p>	<p>2017- 2021 Ongoing</p>	<p>External Resources \$200,000 Feasibility Study \$10M to build Our Place</p>	<p>An incubator in Swan Hill for culture experiences, education and employment of Aboriginal community members. Council together with input from WAC develop business case for management and governance of Our Place Development of a Communication Strategy to ensure a wide engagement of the local Aboriginal community in the development of Our Place</p>	<p>WAC continue working closely with the SHRCC with the development of Our Place Our Place Business Model completed</p>
	<p>Seek training for community members to collect oral histories.</p>	<p>WAC MLAN/Robinvale Local Aboriginal Network Groups.</p>	<p>2017- 2021 Ongoing</p>	<p>External Resources</p>	<p>Community members trained in collecting oral history.</p>	<p>Stories used as part of Our Place - Interpretive Centre</p>



	Develop a Community Elders Gathering that will include a range of activities including the collection of oral histories.	DHHS TAFE Advisory Group LANS Network	2017- 2021 Ongoing	External Resources	Aboriginal History is recorded DHHS service charter Story telling is an activity within the Our Place Interpretive Centre	<b>DHHS charter finalised</b>
4.5.	Acknowledge ment of Country in Council's publications	Media EDU ACDO	2017- 2021 Ongoing	Existing Resources	Acknowledge ment of Country is included in Council documents.	<b>Acknowledgement in Council documents</b>
	Nominate Aboriginal names (after consultation) for consideration of Asset Naming Committee.	WAC Asset Naming Committee	2017- 2021 Ongoing	Existing Resources	Our Place has an Aboriginal name More Aboriginal language used in naming of new assets	<b>The State Government naming rules are used to name Our Place</b>
4.6.	Land use activities follow Aboriginal cultural heritage protocols	Development department and Project Managers and members of the Works Department	2017- 2021 Ongoing	Existing Resources	Protection of Aboriginal culturally-sensitive areas.	<b>All development considered cultural sensitive areas</b>



	Ensure that AV Planning Tool is completed for projects before any ground works commence.	All departments	2017- 2021 Ongoing	Existing Resources	Cultural Awareness Policy and Procedures	
4.7 Welcome to the 5 tribal boundaries signage and significant sites plaques EG. Meeting places	Work with TO to establish boundaries and allocate budget for signage	WAC ACDO TO EDU	Ongoing	Existing Resources	Reconciliation and acknowledgment of 5 local TO groups within our municipality	<b>Tribal boundary signage and site plaques are located within the municipality.</b>
4.8 Encourage Traditional and contemporary cultural practices	Support current and upcoming cultural initiatives	WAC Wider community			Stronger community, reconciliation, building community capacity	<b>Council's Reconciliation Action Plan developed</b>

### **B.20.3 PLANNING SCHEME AMENDMENT – SWAN HILL PLANNING SCHEME REVIEW C073**

**Responsible Officer:** Director Development and Planning  
**File Number:** S22-03-01-19  
**Attachments:** 1 Panel Report (dated 16 December 2019)

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

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

#### **Summary**

The purpose of this report is to request Council to:

- Consider the report and recommendations of the independent Planning Panel appointed by the Minister for Planning to review Planning Scheme Amendment C073;
- To determine whether to adopt Planning Scheme Amendments C073 (with or without changes) and request Ministerial approval.

#### **Discussion**

Council at its meeting of 19 December 2017 resolved to place Amendment C073 on public exhibition between 14 February 2019 and 6 April 2019. Fifteen (15) submissions were received in response to the exhibition.

On 20 August 2019, Council resolved to refer the submissions to an independent Planning Panel.

A Directions Hearing was held in relation to the amendment on 16 September 2019. The Panel then met in Swan Hill on 19 November 2019 to hear submissions to the amendment.

This process is now complete and if Council chooses, the amendment can now proceed to the final stage in the process, which is for Council to adopt the amendment and forward the amendment to the Minister for Planning for approval and gazettal.

#### Planning Panel Process

At the panel hearing was Council provided its submission in two parts, with Part A circulated to all parties prior to the hearing and Part B circulated and presented at the hearing. Only two (2) submitters took the opportunity to address the Panel.

The Panel Report was received on 16 December 2019 and is included as an attachment. Overall the Panel has supported the amendment and recommends

adoption as exhibited but with changes. The Panel report was released to the public on 13 January 2019 and all submitters were directly notified of its release.

Council must now consider the report and recommendations of the Panel, and determine whether to adopt the amendment (as exhibited or with changes).

Planning Panel Report and Recommendations

The Panel has recommended that amendment C073 to the Swan Hill Planning Scheme be adopted as exhibited, subject to the following changes:

**Panel recommendations and officer comments**

Rec. No.	Panel Recommendation	Officer Recommendation
1	<p><b>Amend Clause 02.03 in the form of Document 5 as contained in Appendix E to:</b></p> <ul style="list-style-type: none"> <li>• refer to Lake Boga's commuter role to Swan Hill</li> <li>• refer to the single Farming Zone schedule</li> <li>• provide more accurate references to local waste facilities</li> <li>• refer to minimising off site impacts for uses within the Karinie Street industrial estate in Swan Hill</li> <li>• update references to the Swan Hill Murray River bridge crossing.</li> </ul>	<p>These changes refer to minor issues, edits and corrections to improve the exhibited Clause 02.03.</p> <p><b>Recommendation:</b> Accept the changes.</p>
2	<p><b>Amend the Strategic Framework Plan at Clause 02.04 by adding a reference to Lake Boga as follows:</b></p> <p>Develop the commuter, recreational and tourism role.</p>	<p>This was an omission.</p> <p><b>Recommendation:</b> Accept the change.</p>
3	<p><b>Amend Clause 14.01-1L to refer to the single Farming Zone schedule.</b></p>	<p>This change is a result of the change to one Farming Zone schedule and is therefore a correction.</p> <p><b>Recommendation:</b> Accept the change.</p>
4	<p><b>Amend Clause 17.03-2L in the form of Document 16 as contained in Appendix H.</b></p>	<p>This change relates to the inclusion of words so that the guideline makes sense.</p>

		<b>Recommendation:</b> Accept the change.
5	<b>Amend Clause 19.01-2L to revise policy statements with the single Farming Zone schedule in the form of Document 10 as contained in Appendix F.</b>	This change results in clearer strategies and also makes corrections in reference to the Farming Zone.  <b>Recommendation:</b> Accept the change.
6	<b>Amend Clause 19.02-1L by deleting the first strategy.</b>	The first strategy was too broad.  <b>Recommendation:</b> Accept the change.
7	<b>Amend the strategy in Clause 19.03-5L to read the following:</b> <ul style="list-style-type: none"> <li>Protect the Swan Hill and Robinvale landfill sites and Swan Hill transfer station against encroachment by incompatible uses.</li> </ul>	This change involves the consolidation of three strategies into one, making it easier to read.  <b>Recommendation:</b> Accept the change.
8	<b>Delete Schedule 2 to the Farming Zone</b>	This relates to a correction.  <b>Recommendation:</b> Accept the change.
9	<b>Amend the minimum subdivision area and minimum area for which no permit is required to use land for a dwelling in the schedule to the Farming Zone in the form contained in Document 6 as contained in Appendix D to refer to irrigated farmland in the following manner:</b> <ul style="list-style-type: none"> <li>Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water</li> </ul>	These are all corrections as a result of going back to one schedule in the Farming Zone.  <b>Recommendation:</b> Accept the change.
10	<b>Amend the references to the exemption for ground level extensions to existing dwellings and reference to the 1% AEP flood event in the schedule to the Land Subject to Inundation Overlay in the form of Document 7 as contained in Appendix G.</b>	These changes include making the exemptions easier to understand and minor edits.  <b>Recommendation:</b> Accept the change.

**SECTION B - REPORTS**

18 February 2020

11	<b>Amend Clause 42.01-1 in the form of Document 17 as contained in Appendix H.</b>	Formatting changes.  <b>Recommendation:</b> Accept the change.
12	<b>Amend the relevant zone maps to reflect the merging of Schedules 1 and 2 to the Farming Zone.</b>	Map corrections to match one Farming Zone.  <b>Recommendation:</b> Accept the change.
13	<b>Amend Zone Maps 38 and 40 to ensure the Parking Overlay is not applied to land in the General Residential Zone.</b>	Map correction.  <b>Recommendation:</b> Accept the change.
14	<b>Amend the schedule to Clause 66.04 to make the North Central Catchment Management Authority a recommending referral authority for all applications in Schedules 1 and 3 of the Environmental Significance Overlay.</b>	Correction.  <b>Recommendation:</b> Accept the change.
15	<b>Amend the schedule to Clause 72.08 by inserting the Loddon Mallee Waste and Resource Recovery Implementation Plan, 2017 as a Background Document.</b>	Correction.  <b>Recommendation:</b> Accept the change.
16	<b>Amend Clause 74.01 to refer to a single Farming Zone schedule.</b>	Correction.  <b>Recommendation:</b> Accept the change.



<b>17</b>	<p><b>Amend the schedule to Clause 74.02 in the form contained in Document 15 and contained in Appendix C to:</b></p> <ul style="list-style-type: none"><li>• “develop and implement a Settlement Strategy, including investigating opportunities that many arise for land around Lake Boga” and deleting:</li><li>• Investigate candidate areas for rural living as identified in the Rural Land Use Strategy</li><li>• Investigate the potential for low density residential growth north of Lakeside Drive, Lake Boga outside the Land Subject to Inundation Overlay.</li></ul>	<p>These changes were made as a result of the submissions heard at the Panel hearing, and clarifies the need for further work in relation to future investigation into rural residential land and the proposed Settlement Strategy.</p> <p><b>Recommendation:</b> Accept the change.</p>
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### **Consultation**

As previously stated, public exhibition of the Amendment took place during the months of February and April 2019.

All submitters were advised on 13 January 2019 that the Panel Report for the Amendment was made public, and a copy of the document was provided on Council’s website. Hardcopies of the report were also provided to the submitters.

### **Financial Implications**

There are no adverse financial implications, other than for Council to pay the Planning Scheme Amendment fees, which could be burdensome given that a Planning Panel was held for this amendment.

### **Social Implications**

There are no adverse social implications associated with this amendment.

### **Economic Implications**

There are no adverse economic implications associated with this amendment.

### **Environmental Implications**

There are no adverse environmental implications associated with this amendment.

## **Risk Management Implications**

Failure to implement robust land use strategies and policies leaves Council vulnerable to inappropriate and adhoc development.

## **Council Plan Strategy Addressed**

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

## **Options**

The Planning and Environment Act 1987 requires Council to formally determine whether to adopt amendment C073, and Ministerial Direction No. 15 requires that this determination must be made within 40 business days of receiving the Panel Report, which is Friday 14 February 2020.

In reaching its decision, Council must consider all the Panel's recommendations but it is not obligated to accept them. If in adopting the amendment, Council does not accept one or more of the Panel's recommendations; it must outline the reasons why when submitting the amendment to the Minister for Planning for approval.

At this stage of the amendment process, the options available to Council under the Planning and Environment Act 1987 are:

- Option 1:  
To adopt amendment C073 (with the changes recommended by the Panel);
- Option 2:  
To adopt amendments C073 as exhibited (without recommended changes);
- Option 3:  
Decide to abandon the amendment.

Option 1, adoption of the amendment with all the changes recommended by the Panel is recommended.

## **Recommendations**

### **That Council:**

- 1. Having considered the report and recommendations of the independent Planning Panel, adopt amendment C073 to the Swan Hill Planning Scheme, pursuant to Section 29 of the *Planning and Environment Act 1987* with the changes contained within the Panel Report;**

- 2. Authorise the Chief Executive Officer (or delegate) to finalise the amendment documentation for Ministerial approval;**
- 3. Submit the adopted amendment C073, together with the prescribed information, to the Minister for Planning for approval pursuant to Section 31 of the *Planning and Environment Act 1987*.**

*Planning and Environment Act 1987*

Panel Report

Swan Hill Planning Scheme Amendment C73swan  
Implementation of Planning Scheme Review and Planning  
Policy Framework

16 December 2019



*Planning and Environment Act 1987*

Panel Report pursuant to section 25 of the Act

Swan Hill Planning Scheme Amendment C73swan

Implementation of Planning Scheme Review and Planning Policy Framework

16 Decmeber 2019

A handwritten signature in black ink, enclosed in a thin yellow rectangular border. The signature is stylized and appears to read 'DM'.

David Merrett, Chair

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<b>Appendix H Panel preferred version of Clauses 17.03-2 and 42.01-1</b>	

## Glossary and abbreviations

the Amendment	Swan Hill Planning Scheme Amendment C73swan
CHMP	Cultural Heritage Management Plan
Council	Swan Hill Rural City Council
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
ESO	Environmental Significance Overlay
FZ	Farming Zone
LDRZ	Low Density Residential Zone
LPPF	Local Planning Policy Framework
LSIO	Land Subject to Inundation Overlay
MPS	Municipal Planning Strategy
NCCMA	North Central Catchment Management Authority
PO	Parking Overlay
PPF	Planning Policy Framework
RDZ1	Road Zone Category 1
RLUS	Swan Hill Rural Land Use Strategy 2015
RLZ	Rural Living Zone

## Overview

Amendment summary	
<b>The Amendment</b>	Swan Hill Planning Scheme Amendment C73swan
<b>Common name</b>	Implementation of Planning Scheme Review and Planning Policy Framework
<b>Brief description</b>	<p>The Amendment implements a new Municipal Planning Strategy and updated Planning Policy Framework based on:</p> <ul style="list-style-type: none"> <li>• Swan Hill Planning Scheme Review Report (2015)</li> <li>• Swan Hill Council Plan (2017-2020)</li> <li>• Swan Hill Health and Wellbeing Plan (2017-2020)</li> <li>• Swan Hill Riverfront Precinct Master Plan (2013)</li> <li>• Swan Hill Car Parking Strategy (2016)</li> <li>• Swan Hill Rural Land Use Strategy (2016)</li> <li>• Swan Hill Health Precinct Study (2017).</li> </ul>
<b>Subject land</b>	All land in the municipality
<b>The Proponent and Planning Authority</b>	Swan Hill Rural City Council
<b>Authorisation</b>	Conditional authorisation dated 1 August 2018
<b>Exhibition</b>	14 February to 6 April 2019
<b>Submissions</b>	Number of Submissions: 15 (8 from agencies and 7 landowners) Refer to Appendix A

Panel process	
<b>The Panel</b>	David Merrett
<b>Directions Hearing</b>	16 September 2019, Swan Hill Region Information Centre
<b>Panel Hearing</b>	19 November 2019, Swan Hill Region Information Centre
<b>Site inspections</b>	18 November 2019, unaccompanied of the Lake Boga sites
<b>Appearances</b>	Swan Hill Rural City Council represented by John Keane, planning consultant, and assisted by Stefan Louw, Council planner Kilter Rural Pty Ltd represented by Cameron Gray of St Quentin Consulting Les McPhee
<b>Citation</b>	Swan Hill PSA C73swan [2019] PPV
<b>Date of this Report</b>	16 December 2019



## Executive summary

Swan Hill Planning Scheme Amendment C73 (the Amendment) seeks to implement the Swan Hill Planning Scheme Review Report (2015) and the outcomes of the following strategic work:

- Swan Hill Council Plan 2017-2020
- Swan Hill Health and Wellbeing Plan 2017-2020
- Swan Hill Health Precinct Study 2017
- Swan Hill Riverfront Precinct Master Plan 2013
- Swan Hill Car Parking Strategy 2016
- Swan Hill Rural Land Use Strategy 2016.

It also seeks to translate the current Local Planning Policy Framework into a new Municipal Planning Strategy and updated Planning Policy Framework, consistent with Amendment VC148.

The role of the Panel is to consider the suitability of the Amendment in line with submissions received rather than to critically evaluate all aspects of the proposed Municipal Planning Strategy and updated policy.

The Amendment received 15 submissions; eight from agencies and seven from landowners (or their representatives). Two of the landowner submissions were withdrawn and one raised issues that were not relevant to the Amendment. Key issues raised in submissions included:

- whether references to the role of Lake Boga in the Municipal Planning Strategy are strong enough
- whether land in Lake Boga should be rezoned for rural residential purposes. If not, how should potential sites be reflected in the policy framework?
- minor issues, edits and corrections.

The current strategic role of Lake Boga is as a commuter town to Swan Hill with a developing recreational and tourism focus. The Panel agreed with the submissions that this has not been translated into the new Municipal Planning Strategy and recommends this occur. Swan Hill Rural City Council (Council) will commence a Settlement Strategy in 2020 to address the Lake Boga-based submissions and more broadly the supply of land for rural residential purposes and other uses.

The Panel did not have the ability to consider the rezoning of land as part of this Amendment as this was not proposed in the exhibited documentation and it is appropriate that Council work towards a Settlement Strategy in 2020, where these can be considered further.

While four years has elapsed since the completion of the planning scheme review, the Panel appreciates that Council sought to introduce its recommendations in 2016 but was delayed because of changes to the drafting of planning schemes in Victoria, principally via Amendment VC148.

### Recommendations

Based on the reasons set out in this Report, the Panel recommends that Swan Hill Planning Scheme Amendment C73swan be adopted as exhibited subject to the following:

Municipal Planning Strategy

- 1 Amend Clause 02.03 in the form of Document 5 as contained in Appendix E to:
  - refer to Lake Boga's commuter role to Swan Hill
  - refer to the single Farming Zone schedule
  - provide more accurate references to local waste facilities
  - refer to minimising off site impacts for uses within the Karinie Street industrial estate in Swan Hill
  - update references to the Swan Hill Murray River bridge crossing.
- 2 Amend the Strategic Framework Plan at Clause 02.04 by adding a reference to Lake Boga as follows:
  - *Develop the commuter, recreational and tourism role.*

Planning Policy Framework

- 3 Amend Clause 14.01-1L to refer to the single Farming Zone schedule.
- 4 Amend Clause 17.03-2L in the form of Document 16 as contained in Appendix H.
- 5 Amend Clause 19.01-2L to revise policy statements with the single Farming Zone schedule in the form of Document 10 as contained in Appendix F.
- 6 Amend Clause 19.02-1L by deleting the first strategy.
- 7 Amend the strategy in Clause 19.03-5L to read the following:
  - *Protect the Swan Hill and Robinvale landfill sites and Swan Hill transfer station against encroachment by incompatible uses.*

Zones

- 8 Delete Schedule 2 to the Farming Zone.
- 9 Amend the minimum subdivision area and minimum area for which no permit is required to use land for a dwelling in the schedule to the Farming Zone in the form contained in Document 6 as contained in Appendix D to refer to irrigated farmland in the following manner:
  - *Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water.*

Overlays

- 10 Amend the references to the exemption for ground level extensions to existing dwellings and reference to the 1% AEP flood event in the schedule to the Land Subject to Inundation Overlay in the form of Document 7 as contained in Appendix G.
- 11 Amend Clause 42.01-1 in the form of Document 17 as contained in Appendix H.

Mapping

- 12 Amend the relevant zone maps to reflect the merging of Schedules 1 and 2 to the Farming Zone.
- 13 Amend Zone Maps 38 and 40 to ensure the Parking Overlay is not applied to land in the General Residential Zone.

General provisions

- 14 Amend the schedule to Clause 66.04 to make the North Central Catchment Management Authority a recommending referral authority for all applications in Schedules 1 and 3 of the Environmental Significance Overlay.

Operational provisions

- 15 Amend the schedule to Clause 72.08 by inserting the Loddon Mallee Waste and Resource Recovery Implementation Plan, 2017 as a Background Document.
- 16 Amend Clause 74.01 to refer to a single Farming Zone schedule.
- 17 Amend the schedule to Clause 74.02 in the form contained in Document 15 and contained in Appendix C to:

*“develop and implement a Settlement Strategy, including investigating opportunities that many arise for land around Lake Boga”*

and deleting:

- *Investigate candidate areas for rural living as identified in the Rural Land Use Strategy*
- *Investigate the potential for low density residential growth north of Lakeside Drive, Lake Boga outside the Land Subject to Inundation Overlay.*

# 1 Introduction

## 1.1 The Amendment

### (i) Amendment description

The purpose of the Amendment is to implement the Swan Hill Planning Scheme Review Report (2015) and the outcomes of the following strategic work:

- Swan Hill Council Plan 2017-2020
- Swan Hill Health and Wellbeing Plan 2017-2020
- Swan Hill Health Precinct Study 2017
- Swan Hill Riverfront Precinct Master Plan 2013
- Swan Hill Car Parking Strategy 2016
- Swan Hill Rural Land Use Strategy 2016 (RLUS).

Specifically, the exhibited Amendment proposes to:

#### Planning Policy Framework

1. Replace the existing Local Planning Policy Framework with a new Municipal Planning Strategy (MPS) at Clause 02 and a modified Planning Policy Framework (PPF) at Clauses 11 to 19 (inclusive) to include policy directions arising from the above reports

#### Maps

2. Insert the Mixed Use Zone (and schedule) to a site at the entrance to Lake Boga (11 Lakeside Drive)
3. Replace the existing Farming Zone with a new Farming Zone 1 and Farming Zone 2
4. Replace Environmental Significance Overlay 1 (ESO1) mapping with an expanded area along the Murray River consistent with neighbouring Councils
5. Delete Design and Development Overlay 6 from land near Lake Boga as it is no longer required
6. Delete Development Plan Overlay 2 from some land zoned Low Density Residential near Swan Hill where it is no longer required
7. Delete Development Plan Overlay 4 from land at North Park in Swan Hill as it is fully developed
8. Apply the Parking Overlay (PO) in central Swan Hill Township to reflect the outcomes of the Swan Hill Parking Strategy 2016
9. Update Planning Scheme Map Nos. 1-47 (inclusive)

#### Schedules

10. Replace the existing schedule to the Low Density Residential Zone (LDRZ) to introduce a permit trigger of 200 square metres for an outbuilding
11. Replace the existing schedule to the Rural Living Zone (RLZ) and specify a minimum lot size of 2 hectares to manage subdivision and development

12. Replace the existing schedule to the Farming Zone (FZ) with two new schedules (FZ1 and FZ2) to manage subdivision and development in line with the recommendations of the RLUS
13. Make modifications to the schedules to the General Residential Zone, Industrial 1 Zone and Commercial 1 Zone to make them consistent with the Ministerial Direction on the Form and Content of Planning Schemes
14. Make modifications to Schedules 1, 2, 3 and 4 of the Special Use Zone to make them more consistent with the Ministerial Direction on the Form and Content of Planning Schemes
15. Insert a new Schedule 1 to the Environmental Significance Overlay (ESO1) to specifically deal with the Murray River corridor consistent with neighbouring municipalities and consistent with the Ministerial Direction on the Form and Content of Planning Schemes
16. Insert a new Schedule 3 to the Environmental Significance Overlay (ESO3) to specifically deal with Waterways, Wetlands and Lake Environs (other than affected by ESO1) consistent with the Ministerial Direction on the Form and Content of Planning Schemes
17. Make modifications to Schedule 1 to the Vegetation Protection Overlay to update references to current regulations and to be consistent with the Ministerial Direction on the Form and Content of Planning Schemes
18. Make modifications to Schedule 1 to the Design and Development Overlay to clarify referral and notice requirements and to be consistent with the Ministerial Direction on the Form and Content of Planning Schemes
19. Make modifications to Schedule 2 to the Design and Development Overlay to modify design objectives and include references to the Swan Hill Riverfront Precinct Master Plan (2013) and to be consistent with the Ministerial Direction on the Form and Content of Planning Schemes
20. Make modifications to Schedules 1, 2, 3 and 5 to the Development Plan Overlay to restructure the schedule consistent with the Ministerial Direction on the Form and Content of Planning Schemes and to include reference to the Infrastructure Design Manual
21. Insert a new Schedule to the Land Subject to Inundation Overlay (LSIO) to reflect the approach adopted to flood risk in other municipalities and to be consistent with the Ministerial Direction on the Form and Content of Planning Schemes
22. Insert a new PO Schedule to reflect the outcomes of the Swan Hill Parking Strategy (2016)

Particular provisions

23. Modify the schedule to Clause 61.03 to update map references

24. Modify the schedule to Clause 66.04 to include ESO1 and ESO3 and to introduce a generic reference to Water authorities

#### Operational provisions

25. Amend the Schedule to Clause 72.03 to update the list of maps in the planning scheme  
26. Amend the Schedule to Clause 72.08 to insert the names of Background documents.

The Amendment retains the following Clause 22 local policies without change:

- 22.01 Flooding
- 22.02 Car parking.

#### **(ii) Council's proposed changes to the Amendment**

Following Council's consideration of submissions and issues discussed at the Hearing, it recommended various changes to the Amendment. These were outlined in Council's Part B submission and in Documents 5 to 19 (inclusive) at the Hearing.

The key change was to revert back to the single FZ schedule, with new text, to recognise that tradable water rights results in a "*blurring*" of the line between dryland and irrigated agricultural land.

The Panel has reviewed the changes sought by Council and supports them, unless otherwise recommended in this Report.

## **1.2 Background**

The following is a summary and status of the various strategic reports that form the basis of this Amendment.

#### **(i) Swan Hill Planning Scheme Review 2015**

The review report was adopted by Council in October 2015. An outcome of the 2015 Review was the need for a more contemporary LPPF in terms of its content and (to a lesser extent) its structure and that most of the zones, overlays and schedules in the Planning Scheme required some level of review and modification.

Overall, the 2015 Review confirmed that the strategic basis of the Swan Hill Planning Scheme was fundamentally sound and was evolving progressively to reflect completed strategic work and changing community needs. It was apparent in the 2015 Review that there were further gaps within the strategic work that needed to be completed and adopted by Council. The adoption of the RLUS, the Swan Hill Car Parking Study and Amendment C58 (among others) has already addressed many of these gaps.

#### **(ii) Swan Hill Council Plan 2017-2020**

Council considered that the Amendment was generally consistent with the new Council Plan.

#### **(iii) Swan Hill Public Health and Wellbeing Plan 2017-2020**

Existing priorities that relate to the planning scheme that derive from this Plan are:

- inclusion of Healthy by Design Guidelines in developments such as the Swan Hill South West Precinct residential development
- promoting the reduction in usage of private motor vehicles through the implementation of the Active Transport Strategy.

**(iv) Swan Hill Health Precinct Study 2017**

This Study was adopted by Council in 2018.

The Study involved the development of a precinct plan to increase job density and industry clustering in the health services sector around the Swan Hill Hospital. The preferred area for health facility expansion is included on the Swan Hill Framework Plan at Clause 02.04 as part of the Amendment.

**(v) Swan Hill Riverfront Precinct Master Plan 2013**

The Master Plan was completed in 2013 and has been adopted by Council. It identifies a long-term plan for the public land between the Milloo Street wetlands in the west and the Pental Island bridge in the east, including the Pioneer Settlement.

The Amendment makes changes to Schedule 2 to the Design and Development Overlay as it applies to the Swan Hill River Precinct.

**(vi) Swan Hill Car Parking Strategy 2016**

Council adopted the Swan Hill Car Parking Strategy in June 2016.

The outcome of the Strategy has informed the Amendment including a new Schedule to Clause 52.06, a car parking cash in lieu scheme and PO with schedule for the study area.

**(vii) Swan Hill Rural Land Use Strategy 2016**

Council adopted the Rural Land Use Strategy in September 2016.

The RLUS contained recommendations including two new schedules for the FZ1 and FZ2 broadly based on irrigation land and dryland and three new RLZ areas near Robinvale, Nyah and Swan Hill. In line with the modified PPF, the Amendment limited new housing development in rural areas by introducing new schedules to the FZ and identifying mechanisms to break the nexus between small lots in the FZ and development of those lots for housing which is not used in association with agriculture.

### 1.3 Minister's authorisation

The RLUS supported the rezoning of some land in Swan Hill, Robinvale and Nyah to the Rural Living Zone to address a lack of land supply. Authorisation was sought from the Minister in January 2018. In accordance with section 9(2) of the *Planning and Environment Act 1987* the Department of Environment, Land, Water and Planning (DELWP) conditionally authorised Council as the Planning Authority to prepare the Amendment on 1 August 2018. Notably, the letter of authorisation included the following condition:

That the rezoning of land to Rural Living Zone (RLZ) at Swan Hill, Robinvale and Nyah be deleted, as it would result in a potential oversupply of land in the RLZ and does not strategically consider the provision of land in the RLZ and Low Density Residential Zone

(LDRZ) within the wider municipal context, as required by Planning Practice Note No. 37 – Rural Residential Development, June 2015. This should be considered for inclusion in a separate, future rural residential amendment, which should include supporting documentation providing the size in hectares of each of the candidate areas for rezoning.

The exhibited Amendment therefore did not include any rural living rezoning of land.

## 1.4 Summary of issues raised in submissions

### (i) Swan Hill Rural City Council

The key issues for Council were:

- implementing the range of strategic work that it has recently undertaken
- implementing the recommendations of the Swan Hill Planning Scheme Review 2015
- translating the current LPPF into the PPF, consistent with Amendment VC148.

### (ii) Relevant agencies

The key issues for the North Central Catchment Management Authority (NCCMA) were to simplify the wording for dwelling exemptions in the LSIO and seek to become a recommending referral authority for land affected by the ESO1 (Murray River corridor) and ESO3 (Waterways, wetlands and lake environs).

The key issues for the Country Fire Authority were to seek explicit reference to the protection of life and property in Clause 02 and require an assessment of water pressure and hydrant systems in all future development.

The Loddon Mallee Waste and Resource Recovery Group requested additions to Clauses 02.03 and 19.03-5L (Waste and resource recovery).

The Environment Protection Authority (EPA) sought stronger references to the protection of buffers in the Karinie Street industrial estate in Swan Hill.

VicRoads sought minor changes to Clause 02.03 regarding the Murray River bridge crossing options in Swan Hill, the correction of an error in the FZ2 and opposed the reduction in building setbacks from Road Zone - Category 1 land from 100 metres to 50 metres.

### (iii) Individual submitters or groups of submitters

The key issues for submitters were:

- to seek the rezoning of land at Lake Boga for rural residential development
- to seek stronger references in the MPS for Lake Boga.

These issues remain unresolved.

Submissions 1 and 5 were withdrawn and Submission 2 raised issues that were not relevant to the Amendment. This submission requested the refund of planning application fees.

## 1.5 The Panel's approach

Panel Direction 1c advised that the Panel did not require an extensive cross-referencing exercise of all clauses of the new MPS and PPF, but that an overview would suffice. The Panel



accepts the outline Council provided in its Part A submission. Accordingly, the Panel has restricted its consideration principally to issues raised in submissions and recommended some improvements to the MPS and PPF.

The Panel notes that the drafting of the MPS and PPF was a collaborative effort between Council and DELWP staff. It was subject to a number of delays, principally due to changes to the drafting of planning schemes evolving out of the approval of Amendment VC148. The Panel understands that the delays were out of the Council's control and what has been provided is a new MPS and PPF that is contemporary and succinct and, importantly, compliant with VC148.

The key unresolved issue is how to address land that has potential for rural residential development around Lake Boga. The Panel has taken the opportunity to correct errors in the exhibited documents and endorse the agreed changes between Council and submitters where appropriate.

The Panel has assessed the Amendment against the principles of net community benefit and sustainable development, as set out in Clause 71.02-3 (Integrated decision making) of the Swan Hill Planning Scheme.

The Panel considered all written submissions made in response to the exhibition of the Amendment, observations from site visits, and submissions and other material presented to it during the Hearing. All submissions and materials have been considered by the Panel in reaching its conclusions, regardless of whether they are specifically mentioned in the Report.

This Report deals with the issues under the following headings:

- Planning context
- Lake Boga
- Minor issues, edits and corrections.

## 2 Planning context

### 2.1 Planning policy framework

Council's Part A submission provided a strategic assessment of the Amendment and a discussion of the overarching policy context.

Council advised there are 85 opportunities to provide local content in the new MPS and PPF and it has used 25 of these, including:

- Clause 11.03-1L - Activity centres
- Clause 12.01-1L - Protection of biodiversity
- Clause 12.03-1L - River corridors, waterways, lakes and wetlands
- Clause 13.07-1L - Non-residential uses in residential areas
- Clause 14.01-1L - Protection of agricultural land
- Clause 14.01-2L - Sustainable agricultural land use
- Clause 15.01-1L - Urban design
- Clause 15.03-1L - Heritage conservation
- Clause 16.01-2L - Location of residential development
- Clause 17.02-1L - Business
- Clause 17.02-2L - Out-of-centre development
- Clause 17.03-1L - Industrial land supply
- Clause 17.03-2L - Industrial development siting
- Clause 17.04-1L - Facilitating tourism
- Clause 18.02-3L - Road system
- Clause 19.01-2L - Renewable energy
- Clause 19.02-1L - Health facilities
- Clause 19.03-2L - Infrastructure design and provision
- Clause 19.03-5L - Waste and resource recovery.

Council submitted that the policy directions in the Amendment were consistent with the PPF and highlighted the various Background documents that had been prepared to inform the new PPF more broadly.

### 2.2 Other relevant planning strategies and policies

#### (i) Loddon Mallee North Regional Growth Plan 2013

The Loddon Mallee North Regional Growth Plan provides broad direction for land use and development across the Loddon Mallee region, as well as a more detailed planning framework for the key regional centre of Swan Hill.

Council submitted that the Amendment supports the Loddon Mallee Regional Growth Plan as:

- the PPF outlines key directions for the growth and development of regional Victoria, including strategies to maintain its competitive edge. These strategies and objectives include protection of agriculture through identification and protection of strategically significant rural areas and limiting inappropriately dispersed urban activities in rural areas

- the Amendment is consistent with the objectives and strategies of the Planning Policy Framework and the incorporated Loddon Mallee North Regional Growth Plan (2014).

#### (ii) **Municipal Planning Strategy**

The Amendment introduces a new Municipal Planning Strategy.

Clause 02.01 outlines the local context. Clause 02.02 outlines the vision as informed by the Council Plan 2017-2020. Clause 02.03 outlines the strategic directions. Clause 02.04 contains the strategic framework plan and town-based framework plans for Swan Hill, Robinvale, Lake Boga and Nyah-Nyah West.

At around 3000 words, the MPS is within the 5000-word cap required by the Ministerial Direction on Form and Content of Planning Schemes.

### **2.3 Ministerial Directions and Practice Notes**

The Explanatory Report and Council's Part A submission discuss how the Amendment meets the relevant requirements of Ministerial Direction 11 (Strategic Assessment of Amendments) and *Planning Practice Note 46: Strategic Assessment Guidelines*, August 2018. That discussion is not repeated here.

### **2.4 Discussion and conclusion**

For the reasons set out in the following chapters, the Panel concludes that the Amendment is supported by, and implements, the relevant sections of the PPF, and is consistent with the relevant Ministerial Directions and Practice Notes. The Amendment is well founded and strategically justified, and the Amendment should proceed subject to addressing the more specific issues raised in submissions as discussed in the following chapters.

### **2.5 Recommendation**

The Panel recommends:

**The Panel recommends that Amendment C73swan to the Swan Hill Planning Scheme be adopted as exhibited subject to the changes recommended by the Panel.**

## 3 Lake Boga

### 3.1 The issues

The key issues are:

- what is the strategic role of Lake Boga and how should this be represented?
- whether land should be rezoned for rural residential purposes at Lake Boga as part of this Amendment. If not, then how should potential sites be reflected in the policy framework?
- whether the boundary between the General Residential Zone and the FZ at Haven Estate should be adjusted.

### 3.2 Submissions

Council advised that the RLUS was completed in 2015 and adopted in 2016. The RLUS found that there were 583 rural residential lots, of which only 35 were vacant. It concluded:

At take up rates of 8 low density lots and 1 rural living lots per annum respectively, there is around 4 years supply of LDRZ and 7 years supply of RLZ. Most of the vacant supply is located around Swan Hill and lake Boga ... and comprises LDRZ lots.

The Amendment submitted for authorisation supported the rezoning of some land and identified some longer term 'investigation areas'. As outlined in Section 1.3 the Minister granted conditional authorisation that required the deletion of all rural living rezonings and for these to be considered under a separate amendment. The Minister did this to ensure there was a municipal-wide understanding of the implications of *Planning Practice Note 37: Rural Residential Development*, June 2015.

Council advised it had committed to a Settlement Strategy that would address this and other issues across the municipality. Council is in discussions with DELWP on the project brief and hopes to appoint consultants in the first half of 2020. Council resolved to refer Submissions 5, 6 and 14 to the Settlement Strategy process.

In its Part C Submission Council concluded it:

...would welcome a recommendation from the Panel that the upcoming 'Settlement Strategy' (whatever it is ultimately called) includes specific reference to exploring the opportunities and constraints for residential development (in whatever form) around Lake Boga in consultation with Goulburn Murray Water and affected landowners.

Mr Gray appeared on behalf of Kilter Rural Pty Ltd, which owns land on the eastern side of Lake Boga. A request to rezone the land was lodged with Council in October 2012 which sought to rezone the land to the LDRZ. The request was placed on hold pending the completion of the RLUS. While rezoning of land was not part of the Amendment, Mr Gray considered the Amendment did "*consider the future provision of rural residential land at lake Boga and, in doing so, seeks to introduce strategic directions regarding the locations, provision and conditions under which rural residential land should be provided in this locality.*"

Mr Gray considered "*the specific land use and development directions that are sought to be introduced unreasonably prejudice and preclude the Subject Land from consideration as a potentially suitable development site under Council's proposed Settlement Strategy.*"

Mr Gray categorised his client's concerns into the following:

Strategic role of Lake Boga

The Amendment proposes to delete Map 1b (Land Use Framework Plan) and the Swan Hill Sub-Regional Framework Plan which refers to Lake Boga as "*develop commuter, recreation and tourism role*" and "*prepare Lake Boga Urban Design Framework*". Mr Gray submitted that none of the supporting strategic documents in the Planning Scheme Review justify changing the strategic role of Lake Boga. Mr Gray requested the Amendment be changed to reinstate the currently articulated strategic role of Lake Boga in the overall Settlement Strategy for Lake Boga and, as appropriate, incorporate the key land use and development directions detailed in the Lake Boga Economic Development, Tourism and Marketing Strategy.

Lake Boga Urban Design Framework

Mr Gray considered the need for an Urban Design Framework should be retained in the Swan Hill Planning Scheme.

Infrastructure provision

Mr Gray submitted that Clause 16.01-2L should be amended to remove the mandate for fully reticulated services for low density residential development and ensure policy distinguishes between residential development and low density residential development.

Investigation areas for low density / rural living development

Mr Gray considered the schedule to Clause 74.02 should not restrict the ambit of the investigation to only rural living candidate areas that were identified in the RLUS. Council accepted this and proposed to delete:

- Investigate candidate areas for rural living as identified in the Rural Land Use Strategy
- Investigate the potential for low density residential growth north of Lakeside Drive, Lake Boga outside the LSIO.

This would be replaced with the renaming of the Small Towns Strategy as the Settlement Strategy:

- Develop and implement a Settlement Strategy.

Mr Pye from Northern Land Solutions (Submitter 12) requested that the boundary between the General Residential Zone and the FZ at the Haven Estate at the southern of Lake Boga be adjusted on the basis the approved Cultural Heritage Management Plan (CHMP) did not exclude this land being in a residential zone.

Council resolved to write to adjoining landowners inviting them to comment on the proposal. Council tabled Document 4 which contained an email from the landowner to the north, Jacqueline Storer in which she does not object provided a seven metre wide tree buffer be developed along the common boundary.

### **3.3 Discussion and conclusion**

The Panel accepts that Council has committed to a Settlement Strategy in 2020 and referred the foreshadowed rural residential submissions from this Amendment to that process.

The Panel has some sympathy for landowners that wanted this issue to be addressed by now and recommends Council work with its community to progress the Settlement Strategy in 2020 as a priority project.

The Panel responds to remaining issues emerging in submissions.

**(i) Strategic role of Lake Boga**

The Panel agrees with Mr Gray that references to the role of Lake Boga seem to have been lost in the translation to the MPS and PPF. The exhibited strategic framework plan at Clause 02.04 does not refer spatially to Lake Boga and did not carry forward the current reference to Lake Boga from other framework plans. Council agreed that this was an error and welcomed a Panel recommendation to rectify this.

The Panel does not consider there is a need to reinstate the sub-regional framework plan, but there is need to reinstate the reference to Lake Boga and the intent to develop its role as a commuter town to Swan Hill, recreational and tourism role.

The Panel was not provided with a copy of the Lake Boga Economic Development, Tourism and Marketing Strategy so the Panel is unable to make any findings concerning it.

**(ii) Lake Boga Urban Design Framework**

The Panel understands the intent to prepare an urban design framework has been part of the planning scheme for many years but has not been acted on. While 2015 Review Report did not recommend this requirement be deleted, it is not currently listed as a further work item for Lake Boga, including Clause 21.10-3 that contains the local area policy for Lake Boga.

The Panel doubts whether there is a clear benefit in committing to prepare an urban design framework for Lake Boga. This, together with Council's inaction on this requirement over the years, indicates it is not a high priority and should be deleted. The Settlement Strategy is likely to address issues that an urban design framework for Lake Boga may otherwise address.

**(iii) Infrastructure provision**

Not all low density residential development will be connected to a reticulated sewerage service. This is recognised in the purpose of the zone and the use of two default minimum subdivision sizes depending on whether reticulated sewerage is provided.

Mr Gray considered the use of "*discourage*" in Clause 16.01-2L would mandate that this development should only occur in areas adjacent to existing development with reticulated services.

The Panel disagrees. Policy does not have the ability to prohibit a certain outcome. One of Council's roles is to develop locally relevant policy and it is doing so in discouraging this type of development. This should not be interpreted as a mandated policy provision or inconsistent with the purpose of the zone, as the zone itself provides for two quite different outcomes depending on infrastructure provision.

On this basis, the Panel does not agree there is a need to distinguish between residential and low density residential development for the provision of infrastructure.

**(iv) Investigation areas for low density / rural living development**

Council has committed itself to preparing a Settlement Strategy and has referred some submissions to this Amendment to that process. The Panel agrees there is a need to refer directly to the Settlement Strategy as an item of further strategic work instead of the current reference to a Small Towns Strategy and investigating only candidate area from the RLUS.

The Panel also supports Council's request that the further work item for the Settlement Strategy refer more directly to opportunities that may arise for land around Lake Boga.

**(v) Haven Estate**

The Panel understands Amendment C46 rezoned the Haven Estate land for residential development on 5 December 2013.

The Panel appreciates that:

- the adjustment to the zone boundary is relatively minor that would not result in increased lot yield but just increase depth of lots already approved on a development plan
- is now supported by a CHMP that found there to be no sub-surface areas of cultural significance due to cemented sands and a modified surface from agricultural development
- Council has attempted to advise relevant landowners (the most relevant is conditionally in support).

However, the Panel is reluctant to support this rezoning as it may have implications for the approved CHMP. The submitter did not attend the Hearing and the Panel was not presented with the approved CHMP to demonstrate conclusively that the area has no cultural heritage significance. To do otherwise would rely on assertions in a written submission by the landowner and Council's submission at the Hearing that the area is of negligible cultural heritage significance. It may also raise procedural fairness issues for the relevant Registered Aboriginal Party. This is a matter that should be addressed as part of the implementation of the Settlement Strategy that will have a focus on Lake Boga.

**3.4 Recommendations**

The Panel recommends:

**Amend Clause 02.03 to refer to Lake Boga's commuter role to Swan Hill.**

**Amend the Strategic Framework Plan at Clause 02.04 by adding a reference to Lake Boga as follows:**

*Develop the commuter, recreational and tourism role*

**Amend the schedule to Clause 74.02 in the form contained in Document 15 and contained in Appendix C to "develop and implement a Settlement Strategy, including investigating opportunities that many arise for land around Lake Boga" and deleting:**

*Investigate candidate areas for rural living as identified in the Rural Land Use Strategy*

***Investigate the potential for low density residential growth north of Lakeside Drive, Lake Boga outside the LSIO.***



## 4 Minor issues, edits and corrections

### 4.1 The issues

The key issues are:

- whether land in the Farming Zone;
  - should be affected by two schedules to distinguish between dry and irrigated farming land
  - whether the trigger for a permit for land adjacent to land in the Road Zone 1 (RDZ1) should be reduced from 100 metres to 50 metres
- how to refer to the Loddon Mallee Waste and Resource Recovery Implementation Plan 2017
- whether the NCCMA should be a recommending referral authority for all applications in the ESO1 and ESO3 and how the exemption for ground level extensions to existing dwellings in the LSIO should be drafted
- how to refer to buffers for an industrial estate in Karinie Street, Swan Hill
- how the strategic directions should refer to the Swan Hill Murray River bridge crossing issue
- avoiding duplication of state policy.

### 4.2 Farming Zone

#### (i) Submissions

Submitter 10 (Northern Land Solutions) opposed the exhibited demarcation between the FZ1 and FZ2 as it does not accurately reflect dryland and irrigated land especially in those areas where water licences have been issued outside gazetted irrigation areas. One of the relevant water authorities, Goulburn Murray Water (Submitter 15), also raised similar concerns.

Council accepted that 'dryland' now has access to water by virtue of purchasing a water licence and 'irrigated land' can now sell off its water. Council agreed that a single schedule should be retained and accepted the Panel's suggested wording in referring to irrigated land:

Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water.

VicRoads (Submitter 11) considered the reduction in the setback permit trigger had not been justified and was inconsistent with the provision in other planning schemes. Council submitted that:

[it] received numerous applications for minor buildings and works within 100m of a Road Zone and the reduction to 50m will remove some of these applications. So long as there is no new access to the Road Zone, it is unclear on what basis that VicRoads opposes the minor change.

#### (ii) Discussion and conclusion

The Panel proposed the alternate wording for a single FZ schedule, which was accepted by Council. Submitter 10 did not attend the Hearing however reverting back to the single schedule addresses the concern raised.

Planning scheme reviews provide an opportunity to remove inappropriate permit triggers from the planning scheme, in order to improve its operational efficiency. In this instance the permit trigger is not being removed: but its quantum is being reduced. The Panel agrees with Council that the amended 50 metre setback is appropriate and should not result in adverse outcomes as development within 50 metres of a RDZ1 will still require consent from VicRoads. Council provided Document 6 which contained a revised FZ schedule that addressed the above issues.

### (iii) Recommendations

The Panel recommends:

**Delete Schedule 2 to the Farming Zone.**

**Amend the minimum subdivision area and minimum area for which no permit is required to use land for a dwelling in the Schedule to the Farming Zone in the form contained in Document 6 as contained in Appendix D to refer to irrigated farmland in the following manner:**

*Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water.*

**Amend Clause 02.03 and Clause 14.01-1L to refer to the single Farming Zone schedule in the form of Document 5 as contained in Appendix E.**

**Amend Clause 19.01-2L to revise policy statements with the single Farming Zone schedule in the form of Document 10 as contained in Appendix F.**

**Amend Clause 74.01 to refer to a single Farming Zone schedule.**

**Amend the relevant zone maps to reflect the merging of Schedules 1 and 2 to the Farming Zone.**

## 4.3 Loddon Mallee Waste and Resource Recovery Group

### (i) Submissions

The Loddon Mallee Waste and Resource Recovery Group (Submitter 7) requested additions to Clause 02.03 (Strategic directions), Clause 19.03-5L (Waste and resource recovery) and the insertion of the Loddon Mallee Waste and Resource Recovery Implementation Plan 2017 as a Background Document and other documents at Clause 72.08.

Council submitted that “*while there is qualified support for inclusion of some additional detail in the amendment at Clauses 2 and 19.03-5L, much of the requested information can remain in Background Documents.*” Council supported references to the Robinvale landfill and transfer stations and the Swan Hill depot and transfer station at Clause 02.03 and their buffer protection in Clause 19.03-5L. Council accepted the insertion of the implementation plan as a Background Document but no other documents.

**(ii) Discussion and conclusion**

Managing waste and resource recovery is critical at the local level and protecting these facilities through appropriate planning policy and provisions is important. While the Loddon Mallee Waste and Resource Recovery Group did not attend the hearing, the Panel considers Council has struck the right balance in supporting some additional references and endorsing the Loddon Mallee Waste and Resource Recovery Implementation Plan as a Background document. The Panel accepts that this approach is correct in the circumstances and supports the minor additions to Clauses 02.03 (Document 5), 19-03-5L (Document 12) and schedule to 72.08 (Document 13).

**(iii) Recommendations**

The Panel recommends:

**Amend Clause 02.03, under Infrastructure, to provide more accurate references to local waste facilities in the form of Document 5 as contained in Appendix E.**

**Amend the strategy in Clause 19.03-5L to read the following;**

*Protect the Swan Hill and Robinvale landfill sites and Swan Hill transfer station against encroachment by incompatible uses.*

**Amend the schedule to Clause 72.08 by inserting the Loddon Mallee Waste and Resource Recovery Implementation Plan (LMWRRG, 2017) as a Background Document.**

**4.4 North Central Catchment Management Authority****(i) Submissions, discussion and conclusion**

The NCCMA proposed a simplified text for the ground level extension to existing dwelling exemption in the LSIO schedule. Council supported this proposed text. The Panel supports this more succinct set of words.

The NCCMA also requested modified terminology for the identification of the 1 in 100 year flood event, which the Panel supports.

The Panel supports the inclusion of the NCCMA as a recommending referral authority for all applications in the ESO1 and ESO3. As the local floodplain manager, it is appropriate that the NCCMA has a more formal role in the management of the Murray River corridor and waterways, wetlands and lake environs.

**(ii) Recommendations**

The Panel recommends:

**Amend the references to the exemption for ground level extensions to existing dwellings and reference to the 1%AEP flood event in the schedule to the Land Subject to Inundation Overlay in the form of Document 7 as contained in Appendix G.**

1. **Amend the schedule to Clause 66.04 to make the North Central Catchment Management Authority a recommending authority for all applications in Schedules 1 and 3 of the Environmental Significance Overlay.**

#### **4.5 Environment Protection Authority**

##### **(i) Submissions, discussion and conclusion**

The EPA (Submitter 9) sought a more specific reference to minimising negative off-site impacts to sensitive uses for land in the Karinie Street industrial estate in Swan Hill. Council supported this. The Panel supports the proposed text put forward by the EPA.

##### **(ii) Recommendation**

The Panel recommends:

**Amend Clause 02.03, under Economic Development, to refer to minimising off site impacts for uses within the Karinie Street industrial estate in Swan Hill in the form of Document 5 as contained in Appendix E.**

#### **4.6 Swan Hill Murray River bridge**

##### **(i) Submissions, discussion and conclusion**

VicRoads proposed revised text for Clause 02.03 in how it refers to the Swan Hill Murray River bridge crossing. Council supported this text.

The current text refers to the lack of Council support for the 'Route 9a' bridge option. The revised text deletes the reference to Route 9a and replaces it with "*pending consideration of feasible river crossing opportunities.*" The Panel considers this seems to be a more balanced approach to this issue.

##### **(ii) Recommendation**

The Panel recommends:

**Amend references to the Swan Hill Murray River bridge crossing at Clause 02.03, under Transport, in the form of Document 5 as contained in Appendix E.**

#### **4.7 Avoiding duplication of state policy**

##### **(i) Submissions, discussion and conclusion**

Council proposed to delete the following strategy of Clause 19.02-1L as it duplicates state policy and is not locally specific:

Encourage the expansion of the health care sector in the municipality.

The Panel supports this improvement.

##### **(ii) Recommendation**

The Panel recommends:

**Amend Clause 19.02-1L by deleting the first strategy.**

#### **4.8 Correction of errors**

##### **(i) Submissions, discussion and conclusion**

The Panel identified drafting errors in:

- Clause 17.03-2L (Industrial development siting) and Clause 42.01-1 (ESO1) which contained notes that should be deleted. Council supported this.
- the mapping of the Parking Overlay where it had been applied to residential land around the Swan Hill activity centre. Council agreed that this was an error and the PO should be deleted from residential land.

##### **(ii) Recommendation**

The Panel recommends:

**Amend Clauses 17.03-2L and 42.01-1 in the form of Documents 16 and 17 respectively as contained in Appendix H.**

**Amend Zone Maps 38 and 40 to ensure the Parking Overlay is not applied to land in the General Residential Zone.**

## Appendix A Submitters to the Amendment

No.	Submitter
1	Withdrawn
2	Belinda and Christopher Day
3	Lower Murray Water
4	Country Fire Authority
5	Withdrawn
6	Les McPhee
7	Loddon Mallee Waste and Resource Recovery Group
8	Environment Protection Authority
9	Department of Transport
10	Northern Land Solutions
11	VicRoads
12	Northern Land Solutions
13	North Central Catchment Management Authority
14	Kilter Rural Pty Ltd
15	Goulburn Murray Water

## Appendix B Document list

No.	Date	Description	Provided by
1	11/11/2019	Council Part A submission	Council
2	19/11/2019	Council Part B submission	Council
3	19/11/2019	Email dated 23/10/2019 from Robert Rorke, Department of Environment, Land, Water and Planning	Council
4	19/11/2019	Email from Jacqueline Storer	Council
5	19/11/2019	Post exhibition changes to Clause 02.03	Council
6	19/11/2019	Post exhibition changes to Farming Zone Schedules 1 and 2	Council
7	19/11/2019	Post exhibition changes to Schedule 1 to Land Subject to Inundation Overlay	Council
8	19/11/2019	Post exhibition changes to the schedule to Clause 66.04	Council
9	19/11/2019	Post exhibition changes to Clause 14.01-1L1	Council
10	19/11/2019	Post exhibition changes to Clause 19.01-2L	Council
11	19/11/2019	Post exhibition changes to Clause 19.02-1L	Council
12	19/11/2019	Post exhibition changes to Clause 19.03-5L	Council
13	19/11/2019	Post exhibition changes to the schedule to Clause 72.08	Council
14	19/11/2019	Post exhibition changes to the schedule to Clause 74.01	Council
15	19/11/2019	Post exhibition changes to the schedule to Clause 74.02	Council
16	19/11/2019	Post exhibition changes to Clause 17.03-2L, Schedule 1 to the Environmental Significance Overlay, Schedules 1 and 2 to the Development Plan Overlay	Council
17	19/11/2019	Kilter Rural Pty Ltd submission	Cameron Gray, St Quentin Consulting
18	19/11/2019	Les McPhee submission	Les McPhee

## Appendix C Panel preferred version of Clause 74.02

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Proposed  
C73  
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### SCHEDULE TO CLAUSE 74.02 FURTHER STRATEGIC WORK

#### Further strategic work

--/--20--  
Proposed  
C73

- Develop and implement a SSettlement Strategy, including investigating opportunities for land around Lake Boga.
- Investigate the Swan Hill Racecourse land fronting the highway for potential urban uses.
- Investigate a future heavy vehicle bypass to the west of Swan Hill with access to industrial areas in the vicinity of Dead Horse Lane, Back Boga Road and Memorial Drive as identified on the Swan Hill Framework Plan at Clause 02.04.
- Identify longer term land use opportunities for the former aerodrome site adjacent to Anzac Road in Robinvale.
- Investigate the potential for a new industrial estate south of Pethard Road and west of the Murray Valley Highway, Robinvale.
- Complete updated flood data and local floodplain development plans for all relevant river precincts.
- Investigate and develop options for de-watered farming land.
- Engage with Goulburn Murray Water, DELWP, the Victorian Planning Authority and the community regarding the viability and sustainability of previously farmed small irrigated lots and review planning controls accordingly.
- Investigate options for seasonal farmer accommodation.
- Prepare a town entry design concept for Murray Valley Highway/Latje Road intersection at Robinvale.
- Complete Industrial Zones Strategy.
- Continue the staged development of the Swan Hill Riverfront Master Plan
- Complete and implement the Swan Hill Riverfront Commercial Development Strategy.
- Investigate the need for a revision of the Airport Environs Overlay at Swan Hill airport.
- Investigate options for an appropriate location and alignment of the river crossing at Swan Hill.
- Investigate the appropriate zones and overlays to apply to existing landfill and transfer stations.



## Appendix D Panel preferred version of the schedule to the Farming Zone

DD/MM/20--  
Proposed  
C73

### SCHEDULE TO CLAUSE 35.07 FARMING ZONE

Shown on the planning scheme map as **FZ**.

#### 1.0 Subdivision and other requirements

DD/MM/20--  
Proposed  
C73

Minimum subdivision area (hectares)	Broadacre Farmland	100 hectares
		020 hectares
	<u>Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water.</u>	
Minimum area for which no permit is required to use land for a dwelling (hectares)	Broadacre Farmland	100 hectares
		020 hectares
	<u>Irrigated farmland as defined by Lower Murray Water or Goulburn Murray Water.</u>	
Maximum area for which no permit is required to use land for timber production (hectares)	All land	None specified
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres)	All land	250 square metres
Maximum floor area for which no permit is required to construct an out-building associated with a dwelling (square metres)	All land	250 square metres
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres)	All land	500 square metres

Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	50 metres
	<b>A</b> <u>Any other road</u>	20 metres
Minimum setback from a boundary (metres).	All land	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	All land	50 metres
Earthworks which change the rate of flow or the discharge point of water across a property boundary	All land	
Earthworks which increase the discharge of saline groundwater	All land	

## Appendix E Panel preferred version of Clauses 02.03 and 14.01-1L

### 02.03 STRATEGIC DIRECTIONS

DD/MM/20--  
Proposed  
C73

#### Settlement

**Swan Hill** is the largest town in the municipality (about 10,000 people) and has a regional service role that extends beyond the municipal and state borders. Most population growth is expected at Swan Hill which, with the exception of low-lying areas to the south of the urban area, has no infrastructure constraints for the future development of the town.

**Robinvale** plays a similar role at a smaller scale for those areas in the north of the municipality. Robinvale's population (about 4000) has increased in recent years due to industry changes and the growth in irrigated horticulture.

**Lake Boga** (750 population) is an attractive, lakeside village and tourist town within commuting distance of Swan Hill providing a range of water based and recreational activities as well as a diverse ecosystem. Growth is expected to continue at Lake Boga with the added security of water in the lake and the potential of residential land with lake views.

**Nyah and Nyah West** are border towns located on the Murray Valley Highway about 27 kms north west of Swan Hill. The towns have a combined population of about 1200 people. The Nyah West town centre comprises a fine collection of substantially intact inter-War buildings which enhance its tourism potential.

Smaller centres such as Manangatang, Ultima, Woorinen, Boundary Bend, Piangil, Wood and Beverford serve local needs.

Settlement planning for Swan Hill Rural City will:

- Locate the majority of population growth within Swan Hill and Robinvale.
- Maintain Swan Hill and Robinvale as regional service centres which other towns rely on.
- Facilitate residential growth in smaller towns.
- Co-ordinate residential growth so that infrastructure is provided equitably between the developer and the community.
- Provide rural residential development within planned estates.
- Limit further subdivision and dwellings for residential purposes within farming areas.

#### Environment and Landscape Values

The Murray River and its wetlands provide significant habitat values. The threats and pressures on the Murray River and adjacent riparian vegetation from expanding development are a major challenge for waterway health.

The municipality hosts two major wildlife corridors (the Murray River and Lalbert Creek) which are essential for the movement, development and survival of flora and fauna. The Mallee Regional Catchment Strategy and the North Central Regional Catchment Strategy provide an assessment of environmental values and actions to protect these values.

The Nyah and Vinifera State Forests of redgum and box contain a wealth of archaeological material relating to ancient Aboriginal occupation, including canoe trees, middens, burial grounds and boundary markers. At the east end of the Vinifera State Forest is the location of the first commercial rice crop in Australia.

In protecting environmental and landscape values, Council will:

- Protect the environmental values of the Murray River corridor.
- Improve stormwater run-off from townships into the Murray River.

- Protect and maintain remnant native vegetation for catchment health and prevention of erosion, particularly in dryland farming areas.

### Environmental Risks and Amenity

Floodplains of the Murray River and its tributaries affect urban and rural areas although there is an absence of accurate data to identify floodways and land subject to inundation. Areas at risk from flooding include the Murray River, Little Murray River and Lalbert Creek.

Residential areas within these towns often require complementary non-residential uses (medical centres, vet clinics, child care centres, places of assembly, places of worship and convenience shops etc) for the convenience of local residents.

In addressing environmental risks and amenity, Council will:

- Identify those portions of the River Murray, Avoca River, Little Murray River and Lalbert Creek flood plains that are inundated in a 1% flood event.
- Locate non-residential uses within towns that avoid loss of privacy and amenity, while providing a service and convenience to residents.

### Natural Resource Management

The *Rural Land Use Strategy* (RMCG, 2016) (the 'RLUS') responded to current and emerging rural land use issues and opportunities in the municipality. The RLUS identified [that the Farming Zone](#) will:

- Promote and encourage commercial scale broad acre agriculture such as livestock grazing and cropping, large scale irrigated development and 'Farmland of Regional Strategic Significance'.
- Protect the opportunity for future horticultural development on 'Farmland of Strategic Significance'.
- Promote and encourage commercial scale horticulture and other irrigated agriculture.
- Protect agricultural activity from conflicting land uses.

Further subdivision of [Farming Zone land](#) in dryland areas will rarely be required given the large supply of lots and the trend in increasing scale of landholdings. [Other farming land](#) is close to the Murray River and has been significantly fragmented. There is a legacy of small rural lots in irrigated and high amenity areas close to the Murray River and urban centres has become popular for rural residential use. Further fragmentation through land subdivision could have considerable implications for agricultural production.

Dwellings and small lot subdivision in the rural areas that are not associated with agricultural activities could potentially undermine the viability of the rural sector. This could occur through land use conflict, loss of productive agricultural land, use of infrastructure and water that could otherwise be used for agricultural production, and inflated land values that exceed agricultural value. Housing for lifestyle purposes in rural areas also has the potential to create demand for community and physical infrastructure that may be more appropriately located in dedicated rural living areas.

In order to manage the natural resources in the Rural City, Council will:

- Protect horticultural and dryland agriculture as it is fundamental for economic growth.
- Discourage small lot subdivision in rural areas that undermine the productive agricultural base of Swan Hill.
- Discourage dwellings in rural areas that are not related to agriculture.
- Discourage land uses in the Farming Zone that are not directly related to agriculture, or that have an adverse impact on agricultural opportunities.
- Support rural industry so long as it is associated with a rural activity.
- Direct rural industries to locations where the impact on agricultural land and off site effects are minimised, and where good road access is available.

- Encourage the proper siting and design of intensive animal production to protect residential amenity and environmental quality.

### **Built Form and Heritage**

Improvements to the design of buildings will improve the visual character and appearance of towns, especially at its entrances.

Heritage places in Swan Hill Rural City are valuable and irreplaceable elements which can contribute to the creation of a sense of place and connectivity to the past, as well as enrich the experience of tourists. The conservation and maintenance of this heritage has community, economic and cultural significance. Aboriginal heritage sites and objects are an important element of the pre-history of the municipality.

In protecting heritage assets and promoting built form improvements, Council will:

- Encourage well designed development at entrances to townships.
- Encourage highway development that is setback, landscaped and of a scale that maintains township character.
- Protect Aboriginal and European heritage for the growth of tourism and a sense of place.
- Preserve the historical attributes of all towns.
- Facilitate well sited and well designed industrial areas that provide a good level of amenity for workers and visitors.
- Minimise visual, acoustic or other off-site effects of industrial areas on surrounding land uses.

### **Economic Development**

The region has an economic output of over \$1 billion and irrigated farming (including stonefruit, grapes, nuts, olives and vegetable production) account for 11% of economic output with traditional livestock and broadacre farming accounting for another 4%. The municipality is supported by food processing and rural services industries linked to the large agricultural base. The food-processing sector has consistently been identified as a growth area and opportunities are available to set up industries which will add value to products.

The health care and social assistance sector is the second largest employment sector in the municipality providing 13.7% of jobs, and the demand for health services is set to increase.

The Swan Hill CBD is the dominant business location in the municipality, and it plays an important regional role. Local shops and services provided in small towns play a local convenience role and are an important part of the local community.

Swan Hill township is the main industrial base being a service centre processing local product. There are opportunities for new industrial development within Swan Hill's major industrial area at Karinie Street- [subject to minimizing negative off site impacts on nearby sensitive land uses](#). There are substantial opportunities for infill and consolidation within the Moore Street industrial area in Robinvale subject to visual amenity issues being addressed.

The municipality has large deposits of mineral sands and gravel and a large mineral sand mining operation has already been established at Wemen. Another emerging industry is solar power generation.

Tourism attractions based on the Murray River, the river towns, Lake Boga and the Swan Hill Pioneer Settlement are also important components of the municipality's tourism role. Horticultural product and special regional events are becoming important components of local and regional tourism.

In promoting economic development in the Rural City, Council will:

- Facilitate value-adding to agricultural product.
- Facilitate the growth of the health care and social assistance sector in the Swan Hill Health Precinct.

- Promote the health precinct containing the Swan Hill District Hospital, associated health care services and private health care providers.
- Maintain the primacy of the Swan Hill CBD
- Discourage highway commercial development that competes with the role of the Swan Hill CBD.
- Facilitate the growth of the mineral sands and solar industries.
- Facilitate significant tourism opportunities with the redevelopment of the riverside precincts, the Pioneer Settlement and the new Murray River bridge crossing.

### Transport

The local economy partly depends upon efficient transport corridors especially the Loddon and Murray Valley Highways. The local road network is important transport infrastructure that needs to be maintained and improved especially for all weather access.

The *Swan Hill Car Parking Strategy* (Traffix Group, 2016) identified that there is scope to reduce car parking requirements within the Swan Hill central area. A 'cash in lieu' system was identified for payments to be made instead of providing car parking spaces.

Regional airports are located at Swan Hill and Robinvale. ~~he~~The new Swan Hill Murray river crossing provides opportunities to implement the Riverside Precinct Master Plan, [pending consideration of other feasible](#) river crossing opportunities.

Transport planning for Swan Hill Rural City will:

- Integrate urban development with road-based transport planning.
- Provide adequate car parking within townships.
- Provide better access to industrial areas by a future heavy vehicle bypass to the west of Swan Hill township.
- Encourage Swan Hill airport to cater for growth.
- Facilitate inter-modal freight facilities within the municipality.

### Infrastructure

The efficient delivery of infrastructure is a fundamental element in providing affordable and diverse housing and generating economic growth. The community expects that developers should contribute to the cost of utility, service and community infrastructure.

The *Infrastructure Design Manual* (Local Government Infrastructure Design Association) provides standardised design requirements to improve the efficient assessment and delivery of infrastructure.

Water supply is available via the Murray River system and the Torrumbarry Irrigation System. Maintaining water quality of the Murray River is of vital importance for Swan Hill's future water supply. Reticulated sewerage is available in Swan Hill, Robinvale, Lake Boga and Nyah/Nyah West. Irrigation districts served by large pumping stations are located at Robinvale, Nyah and Tresco. The Northern Mallee Pipeline delivers stock and domestic water from the Murray River to dryland farms and towns.

The provision of reticulated gas is important for value adding industries and reducing the community's carbon footprint. Council is part of the Loddon Mallee Waste and Resource Recovery Group and it hosts landfill [sites in Swan Hill and Robinvale, a depot](#) in Swan Hill and transfer stations at [Manangatang Swan Hill, Robinvale, Manangatang](#), Piangil and Ultima.

Infrastructure planning and delivery for Swan Hill Rural City will:

- Facilitate a coordinated, efficient and equitable approach to the provision of infrastructure and community facilities.
- Ensure new urban development in township areas is connected to reticulated services.
- Encourage development to be in accordance with the *Infrastructure Design Manual*.

- Protect and consolidate water supply and irrigation infrastructure.
- Adopt improved irrigation practices via programs such as the Northern Victorian Irrigation Renewal Project (NVIRP).
- Require urban development to be connected to reticulated services.
- Manage stormwater as a key consideration for urban development.
- Identify and protect waste and resource recovery facilities.

**14.01-1L1 Agriculture**

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Proposed  
C73

**Policy application**

This policy applies to all land within the Farming Zone.

**Objective**

To avoid land use conflicts between agricultural and non-agricultural land uses.

**Strategies**

Discourage non-agricultural use and development in all rural areas other than those that support agriculture.

Separate agricultural and non-agricultural uses by using landscape buffers, orientation and siting of buildings.

- Consider the effect of the proposed use and development on the amenity of adjacent land.

**Policy guidelines**

Consider as relevant:

- Encouraging the following uses in the Farming Zone:
  - agriculture
  - extractive industry (only in dryland areas).
  - mineral sands facility (only in dryland areas).
  - primary produce sales
  - tourism facilities in association with or that complement agriculture such as wine tasting and farm gate sales.
  - renewable energy facility (only in dryland areas).
  - rural industry in association with a rural activity.
- Discouraging the following uses in the Farming Zone:
  - convenience shop
  - dwelling other than in association with agriculture
  - industry (other than rural industry or extractive industry in dryland area)
  - motor racing track
  - hotel
  - renewable energy facility on irrigated land
  - tavern
  - trade supplies
  - service station
  - warehouse (other than rural store).

**Objective**

To discourage new dwellings that undermine the productive agricultural base of the municipality.

**Strategies**

Discourage any new dwelling unless it has a relationship with and is required to directly support the continuing operation of an existing rural use conducted on the land.

Ensure that the agricultural use has been established on the land prior to the construction of a dwelling.



Discourage any new dwelling that will have an adverse impact on other rural land uses on the land, adjoining land and the general area.

Specify a lot size for a new dwelling in the Farming Zone that is larger than (or equal to) the minimum lot size for subdivision.

#### **Policy guidelines**

Consider as relevant:

- Requiring that any new dwelling:
  - is on a lot of at least 2ha.
  - is set back from neighbouring farmland by at least 50m and does not reduce the potential for agricultural production or other rural uses on surrounding farmland.
  - does not have an adverse effect on existing rural and irrigation infrastructure.
- Whether there is a need for an agreement under Section 173 of the Act that specifies that the land may not be further subdivided (except in accordance with the minimum lot size in the zone).

#### **Objective**

To discourage small lot subdivision that prejudices surrounding agricultural activities.

#### **Strategies**

Discourage 'small lot' subdivision unless the balance lot is at least the minimum lot size specified in the zone.

Discourage small lot subdivision to meet personal and financial circumstances.

Prevent small lot subdivision to create lots for 'rural lifestyle' purposes.

Encourage any excised lot to be of a manageable size that maintains sufficient land on the balance lot to support agricultural activity.

Require the excision of a dwelling to be via the re-subdivision of existing lots so that the number of lots is not increased.

Discourage the creation of long, narrow lots, 'axe handle' lots or island-style lots.

Discourage subdivisions that will impact on significant farm infrastructure.

Discourage further subdivision (by any method) of land where a dwelling has already been excised from the land.

Discourage the excision of a dwelling if it is required for the carrying out of agricultural activities on the land.

Ensure the excision dwelling is habitable and has existing use rights under Clause 63.

Encourage a beneficial agricultural outcome for the land.

- Consolidate land in the same ownership if consolidation would facilitate the productive use of land.

#### **Policy guidelines**

Consider as relevant:

- Discouraging applications proposing an area greater than 2 hectares for a dwelling lot.
- Whether there is a need for an agreement under Section 173 of the Act which:
  - prevents the subdivision of any new house erected after 30 September 2016;
  - prevents the construction of a dwelling on any residual lot created;

- prevents further subdivision of any lot so as to create another lot for an existing or future dwelling.

**Policy documents**

Consider as relevant:

*Swan Hill Rural Land Use Strategy (RMCG, 2016)*

## Appendix F Panel preferred version of Clause 19.01-2L

### 19.01-2L Renewable energy

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Proposed  
C73

#### Strategies

Encourage solar power generating plants and other forms of renewable energy in dryland farming areas.

Discourage solar power and renewable energy generating plants on irrigated land as defined by the relevant water authority within the Farming Zone-..

## Appendix G Panel preferred version of schedule 1 to the Land Subject to Inundation Overlay

DD/MM/20-- Proposed C73	<p><b>SCHEDULE 1 TO CLAUSE 44.04 LAND SUBJECT TO INUNDATION OVERLAY</b></p> <p>Shown on the planning scheme map as <b>LSIO</b>.</p> <p><b>Riverine flooding</b></p> <p><b>1.0 Land subject to inundation objectives to be achieved</b></p> <p>None specified</p> <p><b>2.0 Statement of risk</b></p> <p>None specified</p> <p><b>3.0 Permit requirement</b></p> <p>A permit is not required for the construction of buildings or the construction or carrying out of works for the following:</p> <p>Replacement buildings</p> <ul style="list-style-type: none"> <li>• if the footprint of the replacement building(s) is the same or less than the original building(s); and</li> <li>• if the floor level of the replacement building is finished at least 300 mm above the <u>1% AEP</u> flood level; and</li> <li>• if the replacement building is on unenclosed foundations such as stumps or piers with open style cladding below floor level.</li> </ul> <p>External alterations to existing buildings</p> <ul style="list-style-type: none"> <li>• if the original building footprint remains the same.</li> </ul> <p>Ground level extensions to existing buildings (other than dwellings)</p> <ul style="list-style-type: none"> <li>• if the floor level of the extension is at least 300mm above the <u>1% AEP</u> flood level; or</li> <li>• if the floor level of the extension is not lower than the existing floor level and the gross floor area of the extension is no greater than 20 sq.m.</li> </ul> <p>Ground level extensions to existing dwellings</p> <ul style="list-style-type: none"> <li>• <u>eRepairsif the gross floor area of the dwelling extension does not exceed 40 square metres and the existing floor level is no lower than 300 millimetres below the 1% AEP flood level, subject to the extension being constructed no lower than the existing floor level.</u></li> </ul> <p><u>Repairs</u> and routine maintenance of existing fences</p> <ul style="list-style-type: none"> <li>• if the fence design and materials remain the same.</li> </ul> <p>New or replacement fence</p> <ul style="list-style-type: none"> <li>• if the fencing complies with any approved CMA guidelines for fencing in flood prone areas.</li> </ul> <p>Earthworks</p> <ul style="list-style-type: none"> <li>• if the earthworks are associated with a dam exempted by Clause 62.02-1.</li> </ul>
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- if the earthworks do not raise ground level topography by more than 300 millimetres.
  - if there is a protective levee bank around the immediate surrounds of a habitable dwelling.
- A building which is open on all sides (and with unenclosed foundations) including a pergola, carport, domestic shed, verandah, deck, animal enclosure, outbuilding, stockyard or agricultural shed.
- Road works or works to any other access way (public or private) that:
- do not change the finished level of the road surface; or
  - are limited to resurfacing of an existing road.
- Bicycle or pedestrian paths where there is no alteration in the natural ground level.
- Repairs and routine maintenance that do not affect the height, length, width or location of any levee or embankment.
- An enclosed shed of less than 10sqm gross floor area.
- A pump shed.
- An in-ground domestic swimming pool or spa, and associated mechanical and safety equipment where:
- the excavated spoil is removed from within the 1% AEP floodplain; and
  - the perimeter edging of the pool is finished at natural ground level.

**4.0 Application requirements**

DD/MM/20--  
Proposed  
C73

The following application requirements apply to an application for a permit under Clause 44.04, in addition to those specified in Clause 44.04 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- Plans demonstrating that the proposed development does not adversely affect the passage of floodwaters and does not increase the overall flood risk on the site.
- Plans that specify the floor level of the existing dwelling as determined by a licensed surveyor to AHD.

**5.0 Decision guidelines**

DD/MM/20--  
Proposed  
C73

None specified

## Appendix H Panel preferred version of Clauses 17.03-2L and 42.01-1

### 17.03-2L Industrial Development Siting

dd/mm/yyyy  
Proposed  
C73

#### Policy application

This policy applies to all land within the Industrial 1 Zone (IN1Z)

#### Objective

To site and design industrial buildings and works that are compatible with the surrounding area.

#### Strategies

Locate industrial development having regard to the amenity of the local area and nearby facilities.

- Encourage the façade of all buildings facing an external road to be constructed of brick, glass, or painted/treated concrete, or colorbond steel cladding.
- Ensure industrial development is connected to reticulated water, sewerage, power and storm water facilities.
- Encourage industrial development to incorporate water sensitive urban design and re-use.
- Identify setback areas for landscaping, vehicle and pedestrian access and car parking.
- Require all loading and unloading to be carried out within property boundaries.
- Require driveways, car parking areas and external storage areas to be constructed of an impervious all-weather surface as a minimum standard.

#### Policy guidelines

- Consider as relevant:
  - Encouraging the following minimum setback distances:
    - 10.0 metres from external walls to front boundary.
    - 5.0 metres to side street boundary for corner allotments.
    - 3.0 metres from side or rear boundaries for steel framed structures and metal cladding, or on boundary for brick or concrete walls.
      - Encouraging land within 10.0 metres of the front boundary to be used for car parking, access and landscaping.
      - Encouraging a minimum setback of 3.0 metres for offices and amenity buildings where car parking is not in front of industrial buildings.
      - Encouraging a minimum 2.0 metres wide strip for landscaping along the frontage of allotments and the sideage of corner allotments.

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Proposed  
C73**SCHEDULE 1 TO CLAUSE 42.01 ENVIRONMENTAL SIGNIFICANCE OVERLAY**

Shown on the planning scheme map as **ESO1**.

**Murray River Corridor****1.0 Statement of environmental significance**DD/MM/20..  
Proposed  
C73

Clause 2 and the NSW *Murray Regional Environment Plan No. 2 – Riverine Land* identify the Murray River as an asset of National and State significance. The Murray River, its tributaries and its environs serve a variety of environmental, economic, social, and recreational and tourist functions.

**2.0 Environmental objective to be achieved**DD/MM/20--  
Proposed  
C73

To protect the environs of the Murray River recognising its importance for biodiversity, nature conservation, flooding, economic development, cultural values, recreation and tourism.

**3.0 Permit requirement**DD/MM/20--  
Proposed  
C73

A permit is not required to construct a building or construct or carry out works for:

- An extension to an existing dwelling, subject to the buildings and works being less than 250 square metres in floor area and located greater than 60 metres from the Murray River or the Crown land boundary;
- Minor buildings and works including a pergola, veranda, decking, garage, carport, water tank, domestic shed or swimming pool associated with an existing dwelling, subject to the buildings and works being located greater than 60 metres from the Murray River or the Crown land boundary;
- An agricultural building for the storage of farm machinery or farm vehicles, or a workshop associated with a rural use in a rural zone, subject to the buildings and works being located greater than 60 metres from the Murray River or the Crown land boundary;
- Extensions and upgrades to an existing pump shed and associated pipe infrastructure;
- A hay shed with open sides;
- A mast, antenna or telecommunications tower;
- Open type fencing (not including solid fences such as wooden or metal paling fences, cyclone mesh fences or brick, stone or concrete wall); and
- Roadworks carried out by a public authority.

**4.0 Application requirements**DD/MM/20--  
Proposed  
C73

None specified

**5.0 Decision guidelines**DD/MM/20--  
Proposed  
C73

The following decision guidelines apply to an application for a permit under Clause 42.01, in addition to those specified in Clause 42.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

**Access**

- Whether the proposal will result in the obstruction of the waterway and foreshore.

- Whether the proposed access will adversely impact on flora and fauna.

**Bank disturbance**

- Whether the proposal will result in disturbance to the shape of the bank.

**Biodiversity**

- Whether the proposal:
  - Will adversely impact on existing flora and fauna values (including migratory species) including the potential for future recovery of threatened populations.
  - Will adversely impact on flora and fauna and areas of native vegetation.
  - Is located on land that has the capability to sustain the development.
  - Reduces opportunities for increasing vegetation connectivity.
  - Incorporates appropriate revegetation and tree planting programs.
  - Does not impact on adjoining environmentally sensitive areas.

**Building setbacks and design**

- Whether the development is within 60 metres of a watercourse or from an existing river levee or Crown land boundary (whichever is the greater).
- The setback of the proposed development from a watercourse or from an existing river levee or Crown land boundary.
- Whether the proposed development complements the natural environment.

**Earthworks**

- Whether the proposal will result in earthworks which obstruct natural flow paths or drainage lines or impact existing wetlands.

**Effluent disposal**

- Whether the proposed method of effluent disposal is appropriate and in accordance with the *Code of Practice – Onsite Wastewater Management*.
- Whether excess stormwater should be disposed of on-site and away from any septic absorption area.

**Heritage**

- Whether the proposed development is designed so as to protect and enhance historic and archaeological sites and the natural and cultural heritage of the river environs.

**Land degradation**

- Whether it is appropriate for any approval to include permit conditions which specifically address land degradation processes including erosion, native vegetation decline, pollution of ground or surface water, salinisation and soil acidity and adverse effects on the quality of land and water habitats.

**Landscape**

- The visual impact of the proposal on the riverine landscape and whether this may be lessened through the planting of a variety of appropriate indigenous vegetation species and by other means as appropriate.



**River related development**

- The appropriateness of the location of the development with respect to the bank of the Murray River, or whether the development should be located outside the overlay area.
- Whether it is appropriate for any approval within this overlay area to include permit conditions which provide for and facilitate public access to the foreshore.

**Subdivision**

- The impact of the subdivision on areas of native vegetation and the Murray River Reserve.
- The impact of subdivision (or re-subdivision) on the Murray River corridor and other public land as floodplains and as buffer areas for nutrients and other pollutants.

**Water quality**

The views of the relevant water authority on the quality of water in the Murray River and what measures are proposed to reduce the prospects of pollution.

## **B.20.4 PUBLIC CONVENIENCE STRATEGY 2020-2030**

<b>Responsible Officer:</b>	Director Infrastructure
<b>File Number:</b>	S11-24-06
<b>Attachments:</b>	1 Public Convenience Strategy 2020-2030 2 Public Convenience Strategy 2020-2030 Reference Information and Design Guidelines

### **Declarations of Interest:**

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

### **Summary**

This report presents the draft Public Convenience Strategy 2020-2030 for discussion prior to seeking a Council resolution to approve the draft for community consultation.

### **Discussion**

Council provides a good network of public conveniences in town areas, wayside rest stops, recreation reserves and parks across the municipality.

This strategy looks at the way Council can provide this service to meet current and future needs of the community in a cost effective way.

The aim of this strategy is to:

- Outline the level of public toilet services that Council will aim to provide, based on clear criteria.
- Outline how Council will maintain a network of safe, accessible, clean and environmentally sustainable public toilets.
- Provide a framework for consistent decision making on the provision, renovation, maintenance and decommission of public toilets.
- Ensure the provision of public toilets is cost effective and meets the defined levels of service.
- Outline a proposed 10-year plan for existing and new public toilets across the municipality.

The development of this strategy has included an in depth analysis of the current provision of public conveniences in each town, existing Council strategies, customer requests over the preceding two years, current costs, level of service provisions and current industry standards and trends for public conveniences.

Attachment 1 contains the findings and recommendations from this analysis to provide a strategy to ensure consistent, equitable and clear understanding of future provision of public conveniences in the municipality. Detailed findings and analysis

are available in attachment 2 - Public Convenience Strategy 2020- 2030 Reference Information and Design Guidelines

### **Consultation**

Internal consultation with relevant Council officers has been carried out as part of this strategy to gain a full understanding of current issues and costs associated with the ongoing maintenance of Council owned and managed public conveniences.

Direct public consultation was not sought during the development of this strategy, however, all customer requests relating to our public conveniences for the two years preceding were analysed to gain an understanding of public perceptions, ideas and issues.

It is recommended that this strategy now be released for public consultation.

This will include consultation with town representative groups, disability support groups, parenting groups, tourism bodies and be available on Council's website.

### **Financial Implications**

A suggested improvement program has been developed and included as part of this strategy. Based on the suggested 10 year improvement program, potential capital costs of this strategy are \$2.56 Million over 10 years or an average of \$256,000 per year.

### **Social Implications**

The better provision of DDA compliant, family friendly facilities will improve the lives and social opportunities of residents and visitors while a modern and improved public convenience network will increase community safety and the overall impression of our region.

### **Economic Implications**

A clean, modern, family friendly public convenience network that is available to residents, shoppers and tourists will present the Swan Hill region as a place that is nice to come back to.

### **Environmental Implications**

Sustainable and environmentally friendly considerations have been included in the design guidelines.

### **Risk Management Implications**

Council has 12 out of 46 facilities which are DDA compliant. While there are no requirements for previous constructions to be fully compliant, there is risk to Council's reputation if this issue is not addressed.

Modern amenities designed to address crime, vandalism and sustainability may reduce the risk to users and to the reputation of Council. Ageing infrastructure is prone to greater maintenance costs occurring in the future as well as more likely to be vandalised or attract anti-social behavior.

### **Council Plan Strategy Addressed**

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

### **Options**

Council can choose to adopt or amend the recommendation as presented

### **Recommendations**

**That Council release the Public Convenience Strategy 2020-2030 and associated Public Convenience Strategy 2020- 2030 Reference Information and Design Guidelines for public consultation.**

# Public Convenience Strategy 2020-2030



## Terms used in this strategy

### **Australian Standard (AS1428)**

AS1428 specifies that new buildings must be capable of providing access to people with disabilities. Particular attention is focused on continuous accessible paths of travel for wheel chair users, access for people with ambulatory disabilities and access for people with sensory disabilities

### **Changing Places Toilet**

Public convenience facilities that cater for people with severe or profound disabilities. These facilities incorporate full sized change tables, tracking hoist systems, large circulation spaces and a centrally placed toilet with room for carers

### **Co-located facility**

An externally accessible public toilet that is attached to or within another building that has a separate purpose.

### **Crime Prevention through Environmental Design (CPTED)**

Crime Prevention Through Environmental Design (CPTED) is based on the principle that proper design and effective use of buildings and public spaces in neighborhoods can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life for citizens

### **Disability Discrimination Act (DDA)**

The Disability Discrimination Act 1992 (DDA) makes it unlawful to discriminate against a person, in many areas of public life, including employment, education, getting or using services, renting or buying a house or unit, and accessing public places, because of their disability.

### **Environmentally Sustainable Design (ESD)**

An integrated and holistic approach to design that aims to reduce negative environmental impacts and improve the health of building occupants. ESD includes concepts such as the promotion of renewable energy, reducing water use, the inclusion of environmentally friendly building materials and optimising operational practices.

### **Gender-Neutral**

Used to describe a facility that is accessible to all people regardless of gender.

### **Public Conveniences**

Toilet facilities provided for the use of members of the public, or patrons of a facility

### **Restricted Public Conveniences**

Public toilets located with a facility accessible by members of the public. The use of these toilets is ancillary to the main function of the facility and the toilets are not accessible when the facility is closed for e.g. Library or recreation reserve

### **Private Public Conveniences**

Privately owned toilets available to the public e.g. Service stations, supermarkets

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## Introduction

Swan Hill Rural City Council provides a good network of public toilets at town areas, wayside rest stops, recreation reserves and parks across the municipality.

This strategy looks at the way Council can provide this service to meet current and future needs of the community in a cost effective way.

The aim of this strategy is:

- Outline the level of public toilet services that Council will aim to provide, based on clear criteria.
- Outline how Council will maintain a network of safe, accessible, clean and environmentally sustainable public toilets.
- Provide a framework for consistent decision making on the provision, renovation, maintenance and decommissioning of public toilets.
- Ensure the provision of public toilets is cost effective and meets the defined levels of service.
- Outline a proposed 10-year plan for existing and new public toilets across the municipality.

When it comes to the provision of public toilets, the following requirements have been identified as important by the general public as well as facility managers:

- efficient and effective supply to meet the needs of the public
- meet DDA compliance requirements
- low maintenance
- safe for users
- easy to clean
- vandal resistant
- suitable location
- environmentally friendly and sustainable

The development of this strategy has included an in depth analysis of the current provision of public conveniences in each town, existing Council strategies, customer requests over the preceding two years, current costs and level of service provisions and current industry standards and trends for public conveniences.

The following document contains the findings and recommendations from this analysis to provide a strategy to ensure consistent, equitable and clear understanding of future provision of public conveniences in the municipality. Detailed findings and analysis are available in a supplementary document Public Convenience Strategy 2020-2030 Reference Information and Design Guidelines.



## Current services

Council currently provides 46 facilities throughout the municipality. These facilities service a wide variety of uses and requirements within the community including:

- 3 CBD amenities serving shoppers and visitors at large centres
- 6 amenities servicing foreshore areas beside waterways and lakes
- 5 amenities at rural community centres or halls
- 9 amenities servicing playgrounds
- 13 amenities servicing recreation reserves
- 5 wayside stops (on highways)
- 3 amenities servicing the saleyards
- 1 facility servicing the Swan Hill Aerodrome
- 1 Comfort Centres

In addition to these facilities, private public toilets at places like service stations and supermarkets have also been considered within the analysis and recommendations. While these facilities are not Council owned or managed, the provision of freely-available public amenities can be enabled through the building act to ensure that an increase of potential visitors to an area is addressed without further costs to Council. Private toilets that are not available to the general public without membership or payment, such as libraries, the Town Hall, gyms and privately owned cafes are not included.

## Costs analysis

There are two main costs elements associated with public toilets – the external cleaning contract and internal costs associated with maintenance by Council staff.

	2015/2016	2016/2017	2017/2018	2018/2019
Cleaning contract*	\$469,170	\$460,390	\$447,175	\$454,780
Maintenance	\$38,351	\$38,536	\$48,044	\$93,267

\* Contract also includes the cleaning of barbecues

In 2018-19 the actual spend on cleaning was \$455k which equates to approximately \$9891 per facility or \$2310 per cubicle per year.

In 2018-2019 there was a large increase in programmed and reactive maintenance across the municipality and a large increase in vandalism in Swan Hill.

## Usage

Current usages of Council public conveniences can be estimated based on toilet paper usage at each facility. The analysis allowed for the facilities to be divided in low, medium and high use as follows. To account for busy and quiet months, an average count of toilet paper sheets used per month was calculated.

Low	Medium	High
Swan Hill Aerodrome, Swan Hill	Robinvale Riverside Park Recreation Reserve, Robinvale	Robinvale Caix Square, Robinvale
Alan Garden Reserve Football, Swan Hill	Robinvale skate park/netball court, Robinvale	Robinvale Tourist Information Bay, Robinvale
Swan Hill Ken Harrison Reserve soccer, Swan Hill	Swan Hill Tourist Information Bay, Swan Hill	Swan Hill Ken Harrison Reserve main, Swan Hill
Swan Hill Show CFA N/E, Swan Hill	Gurnett Oval, Swan Hill	McCallum Street, Swan Hill
Swan Hill Show N/W, Swan Hill	Swan Hill Show Society S/W, Swan Hill	Swan Hill Region Information Centre, Swan Hill
Swan Hill saleyards, Swan Hill	Steggall Park, Swan Hill	Riverside Park, Swan Hill
Robinvale Ronald Street playground, Robinvale	Swan Hill saleyards truck wash, Swan Hill	Lake Boga Catalina Museum Park, Lake Boga
Boundary Bend Memorial Park, Boundary Bend	Lake Boga Block 4, Lake Boga	Jacaranda Crescent, Lake Boga
Woorinen South Community Centre, Woorinen South	Lake Boga Block 5, Lake Boga	Lake Boga wayside stop, Lake Boga
Lake Boga Gray Park, Lake Boga	Larundel Street, Manangatang	
Lake Boga Kennel Club, Lake Boga	Lowan Park, Manangatang	
Lake Boga Recreation Reserve, Lake Boga	Nyah Highway rest stop, Nyah	
	Nyah Recreation Reserve netball north, Nyah	
	Nyah Recreation Reserve south, Nyah	
	Nyah West Memorial Park, Nyah West	
	Piangil	
	Robinvale boat ramp, Robinvale	

## DDA compliance

Currently, only 12 of the 46 Council owned public conveniences have disabled facilities of some sort. Of those that are classed as accessible, it was observed that they would not meet current AS1428 accessibility standards. It was observed that some toilets classified as being accessible have:

- Missing grab rails on internal doors
- Missing or incorrect dimensions on grab rails internally
- Inadequate cubicle dimensions
- Hand basins that are not within the cubicle or too far from the toilet
- Incorrect toilet pans and placements
- Poor access from car park to toilet or steep entrances/barriers to toilets
- Inward opening doors

While it is not a requirement that older facilities comply with the AS1428 standard, a program of assessment and improvement of accessibility will be implemented.

## Design standards

Modern design standards tend towards facilities that increase public safety, reduce vandalism and easy to maintain and therefore cheaper in the long term. Crime Prevention Through Environmental Design (CPTED) is a design philosophy based on the principle that proper design and effective use of buildings and public spaces lead to reduction of crime and an improvement in the quality of life for citizens.

Currently only 5 of the 46 public conveniences owned and managed by SHRCC are designed to CPTED design principles with the majority of our facilities following traditional out-dated separate gender maze format design.

## Customer feedback

Customer and cleaner requests give insight into the community perception of public toilets. The below shows requests received in 2017 and 2018.

	2017	2018
Compliment	0	2
Level of service - cleaning	0	3
Level of service - disabled access	0	1
Level of service - request for new facility*	1	5
Maintenance	89	202
Vandalism	16	28
<b>Total</b>	<b>106</b>	<b>241</b>

\* Requests for new facilities were for Wemen (1), George Lay Park Swan Hill (2), Swan Hill Showgrounds poultry shed (2) and a shower facility at Woorinen South Hall.

It was found that 67% of the requests came from the Cleaning Contractor. This indicates that the cleaners are the frontline in identifying issues before the general public is aware or concerned.

## Related plans and strategies

Refer to Convenience Strategy 2020-2030 Reference Information and Design Guidelines for full references to public toilets in these strategic documents:

- Council Plan 2017-2021(2018/2019 update)
- Community Access and Inclusion Strategy 2017-21 (CAIS). Please note currently only 12 of the 46 Council owned public conveniences have disabled facilities of some sort. Many of these 12 are not compliant with the current AS1428 design standards
- Community Plans
- Domestic Wastewater Management Plan 2012 (DWMP)
- Playground Asset Management Plan 2008
- Recreation Reserve Master Plans (for Gurnett Oval Swan Hill, Swan Hill Showgrounds, Riverside Park Swan Hill, Lake Boga Recreation Reserve, Nyah Recreation Reserve)
- Sustainable Living Strategy 2017-27

This strategy will be updated in the second year of the Council's term of office to ensure relevance and alignment with community expectations.

## Desired levels of service

### Classification levels

In order for consistency and equity, public convenience places will be classified to assist with determining the level of service that Council will provide. These classifications are predominately based on usage and the following table shows how these classifications have been applied. Some ranges overlap, and in these cases the overall use and the general public perception will be factored in.

Tier	Consumables range	Strategic Tier
1	9000+	High profile/high usage
2	6000 – 15000	CBD toilet or in a high profile urban area
3	0 - 6000 0 - 8000	Urban – local park or sporting reserve Rural – local park, sporting reserve or wayside stop
4		Open on demand

### Distribution - where should there be a public convenience?

In rural areas (population less than 1000) we will provide public toilets as follows:

- towns that have a population of more than 100 and that have a Council-owned playground will be provided one facility
- roadsides – preferably provided and maintained by Regional Roads Victoria or Roadhouses; where required to be provided by Council, one Tier 3 facility, open 24 hours and a maximum of 45 minutes drive from an alternative facility

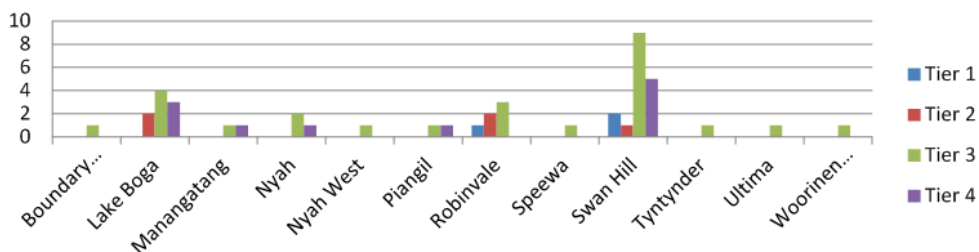
In urban areas (population more than 1000) we will provide public toilets as follows:

- in CBD areas so that people are always within 500m of a publicly available toilet (including private public toilets)
- in all playgrounds classed as ‘regional’ and any newly constructed ‘district’ playgrounds classification as per the relevant Asset Management Plan
- within 2.5km (15-20 minutes’ walk) of a shared pathway, where practical

#### Recreation Reserves

- recreation reserves where there are currently publicly accessible conveniences separate to the clubrooms; however, it is preferable that these facilities be co-located into clubrooms at their end of life to reduce vandalism and maintenance costs

The classification of each facility will be dependent on the level of usage of the facility or the strategic tier as outlined in the table above. Current usages statistics indicate the following breakdown of tiers per town.



## Level of service – what service can communities expect?

The following table outlines the levels of service that can be expected at Council owned or managed toilet facilities. Some of the levels of service have been broken down to peak and general use, reflecting higher use over holiday periods. In the below table, urban refers to towns with populations greater than 1000.

Service		Tier 1	Tier 2	Tier 3	Tier 4
Cleans per week*	General	14	7	2 (Urban) 1 (Rural)	1 or as required
	Peak Period	14	14	14 (Urban) 2 (Rural)	1 or as required
Hot water**		Yes	Yes	No	No
Liquid soap dispensers**		Yes	Yes	No	No
Hand dryers**		Yes	Yes	No	No
Baby change**		Yes	Yes	If near a playground	No
All abilities**		Minimum of 2	Minimum of 1	Minimum of 1	N/A
Opening hours	Urban	Dawn to dusk or 24 hours	Dawn to dusk or 24 hours	Dawn to dusk or Disabled 24h	On demand
	Rural	24 hours	24 hours	24 hours	On demand
Example of locations		<ul style="list-style-type: none"> <li>• CBD areas pop more than 1000</li> <li>• Tourist drawcards</li> </ul>	<ul style="list-style-type: none"> <li>• High use recreation reserves</li> <li>• Regional playgrounds</li> <li>• Large activity areas</li> <li>• Other high use areas</li> </ul>	<ul style="list-style-type: none"> <li>• CBD areas in urban areas.</li> <li>• Adjacent high use playgrounds</li> <li>• Multi use recreation reserves</li> <li>• Sports/pavilions</li> </ul>	<ul style="list-style-type: none"> <li>• Low use facilities on a booking system</li> <li>• Low use facilities within 500m of another private or public toilet (i.e. near a clubroom)</li> <li>• Scheduled for decommission at end of life</li> </ul>

\* To be implemented only when current cleaning contract has expired and does not preclude reactive cleaning for emergency cleans

\*\* Only in new builds/renewals designed to CPTED standard (i.e. washbasin in visible area that limits vandalism/theft)

## Recommendations

### Identified gaps in service levels

While most public conveniences were found to be in good condition, the following gaps between our current facilities and proposed levels of service were identified. These gaps will be the drivers for future improvements to our facilities.

#### DDA Compliance

In both the 2011 and 2016 census, 5.4% of council residents identified as needing assistance for daily activities due to a severe or profound disability. The provision of access to public toilets for persons with disabilities is also a requirement of the building code. All new toilets are required to be accessible.

Currently, only 12 of 46 council managed public conveniences have some kind of disabled facilities of some sort, many of which are not fully compliant.

<p><b>Recommendation 1:</b> Implement a program of upgrading or retrofitting public conveniences to meet DDA requirements</p>
<p><b>Recommendation 2:</b> Consider the provision of at least one Changing Places Toilet in Swan Hill and Robinvale when upgrading the leisure centres.</p>

#### Distribution

A proximity analysis of public conveniences was carried out for each town. In depth detail of this study can be seen in Public Convenience Strategy 2020-2030 Reference Information and Design Guidelines.

Provision	Gaps	Potential over-service
<b>Rural Towns – one facility in towns with a playground</b>	None Identified	Manangatang – Larundel St Piangil Public Toilets
<b>Roadsides – 45 minutes between facilities</b>	None Identified	None Identified
<b>Urban – CBD Toilets</b>	None identified currently, however McRae St is a leased building and provisions for access need to be considered at the conclusion of the lease	None Identified
<b>Urban - Playgrounds</b>	Currently no gaps. Review of the current playground hierarchy with the Playground Asset Management Plan is required, particularly in relation to George Lay Park which is currently classified as a Tier 3.	None Identified

Provision	Gaps	Potential over-service
<b>Urban – 2.5km from a facility on Shared Pathways</b>	No gaps identified	Lake Boga Toilet Block 3
<b>Recreation Reserves</b>	No gaps identified	Potential co-location opportunities at <ul style="list-style-type: none"> <li>○ Lake Boga</li> <li>○ Nyah</li> <li>○ Robinvale</li> <li>○ Alan Gardner</li> <li>○ Gurnett Oval</li> <li>○ Ken Harrison Reserve</li> </ul>

**Recommendation 3:**

Investigate options regarding ongoing use of McCrae St amenities on termination of lease or alternatively plan for construction of a new facility in the south east area of Swan Hill CBD

**Recommendation 4:**

Review the Playground Asset Management Plan, in particularly playground classification criteria and public convenience provisions.

**Recommendation 5:**

Consider Co-location of amenities at Recreation Reserves when clubrooms or pavilions are being renovated.

Levels of Service

Prior to the implementation of this strategy, there are no consistent levels of service or classification system for public conveniences. Cleaning, opening hours and services provided are currently inconsistent between towns or building types.

Only 5 out of 46 public conveniences are consistent with CPTED design

**Recommendation 6:**

Adherence to Design guidelines for the construction of new public conveniences and any significant refurbishment requiring building permits



## Improvement program

A number of toilets are now reaching the end of their economic or functional life, this together with increasing public expectations, disability access requirements and an improved awareness of health and safety issues necessitates a programme of capital works including new toilets, renewals or retrofitting of existing toilets as well as the decommission of toilets that are no longer required or can't be retrofitted.

The following 10-year improvement plan includes, subject to budget and major projects approvals:

- 15 Renewals (7 Small, 6 Medium and 2 Large)
- 1 Renovation of existing public conveniences
- 7 Co-location of public conveniences into another facility
- 10 Decommissions of public conveniences
- 4 Refurbishments of existing facilities
- 1 New facilities

This equates to \$2.56 Million over 10 years or an average of \$256,000 per year. The 2020 to 2023 major projects have already been allocated and without budgeting changes it will only be possible to complete lower cost renovations or refurbishment out of the building maintenance budgets. Replacements or new facilities will be prioritised for the 2024/25 financial year.

### Refurbish, renovate or renew?

Most of the public conveniences in SHRCC are outdated in their internal configuration but are structurally sound. Redesign of the internal toilet configuration, while retaining most of the existing structure may also reduce landfill waste.

Where toilets are in good condition, DDA compliant and only in need of a freshen up, then a basic refurbishment may be all that is required. A renovation is preferable in the following circumstances:

- the facility is not identified for decommission or co-location with another building
- the existing facility is in a good location
- the cost of renovation is less than 70% of the construction of a new facility
- the structural condition of the building is in good to very good condition
- the reconfiguration of the structure can include a DDA compliant cubicle

If the facility has been identified as required, in a fair to poor condition and the cost- benefit of renovation is cost prohibitive or the facility is unable to be renovated to the required standards, then the building will be identified for replacement. The number of cubicles required will be assessed based on the expected average usage of the facility with consideration into the provision of portable toilets for infrequent, large events.

## Upgrade options

The following options are standard costs that will be used in the development of the improvement program. Each of the costs includes the use of stainless steel fittings and fixtures and reuse existing septic or sewer connections. Costs are exclusive of GST.

### Basic refurbishment

Minimal work to freshen up. For example new toilets and sinks and paint

Cost: \$1100 per cubicle

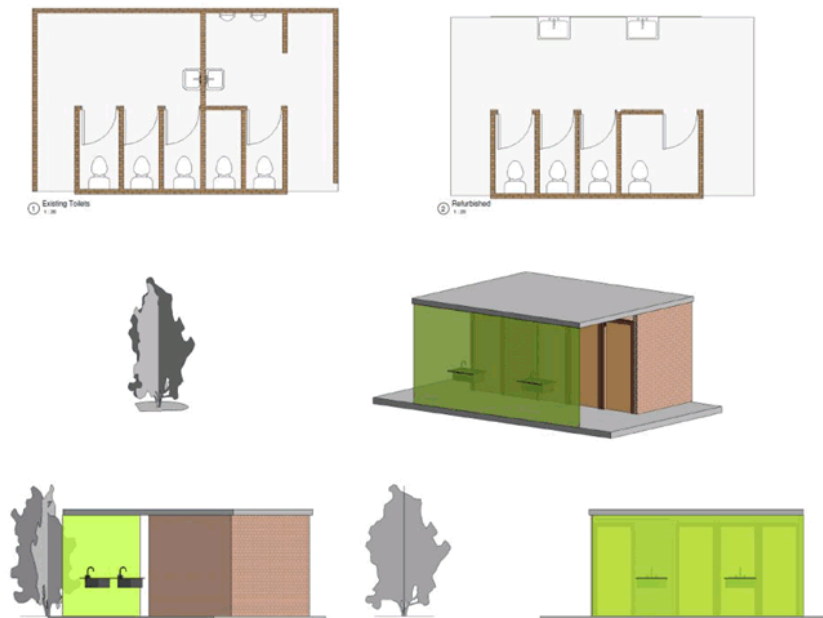
### Renovation

Renovation of traditionally designed public toilet blocks with a maze entry, can facilitate the introduction of CPTED design principles into existing toilet blocks.

- a translucent screened approach or hand basin lobby can provide privacy while maintaining some visibility; screens should be lightweight but dark in colour with continuous gaps to the floor
- self contained cubicles opening directly onto public spaces with no lobby
- cubicles opening directly onto active areas with hand basins in public areas

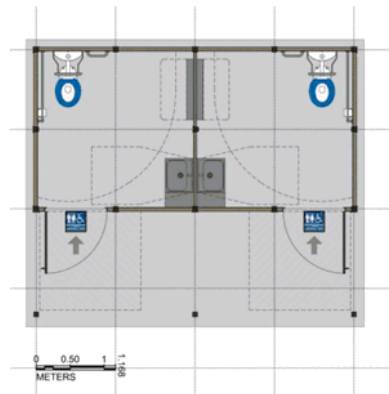
For renovation of traditionally designed public toilet blocks, the maze entry can be removed or replaced to achieve option 1 or 3 above. If the cubicles are large enough Option 2 may be possible. Continuous gaps to the bottom of cubicle walls and doors should be provided along with permeable screens to the area between the top of the door and underside of the roof. This provides security while allowing ventilation and some natural light. Blind corners should be removed through redesign.

Estimated Cost: \$30-70k



Replacement – Small

Two Gender-neutral Cubicles with LH and RH Disabled Facilities  
Cost: \$100,000



Replacement – Medium

Up to 5 Gender-neutral Cubicles with LH and RH Disabled Facilities.



Cost \$130,000  
\$150,000 with Showers

Replacement – Large

8-10 Gender-neutral Cubicles with LH and RH Disabled Facilities.



Cost \$260000  
\$320000 with Showers

### Decommission

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Estimate based on the demolition, disposal charges and rehabilitation/landscaping

Cost \$20,000.

### Portable Convenience Hire

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Portable Toilet - hire single cubicle

\$100 one day or first week

\$40 per week thereafter

Portable Toilet - all abilities

\$350 one day or one week

\$140 thereafter

## 10 Year Improvement Plan

Asset ID	Amenity Name	Township	Tier	Recommendation	Recommended Year	Approx cost
36791	Boundary Bend Memorial Park Toilets	Boundary Bend	3	RECOMMENDATION 1: New Small Facility		\$ 100,000.00
				RECOMMENDATION 2: Basic Refurbishment		\$ 10,000.00
				RECOMMENDATION 3: New Small Facility with Shower		\$ 130,000.00
36490	Lake Boga Block 3	Lake Boga	4	RECOMMENDATION - Decommission with No Replacement. Retain the concrete slab for re-purposing i.e.: a mosaic concrete surface for a park seat.	2021/22	\$ 20,000.00
36480	Lake Boga Block 4	Lake Boga	3	RECOMMENDATION 1 - Renovation	2020-2021	\$ 35,000.00
				RECOMMENDATION 2 - Renewal - Small to Medium facility (showers?), septic works required		\$ 130,000.00
36491	Lake Boga Block 5	Lake Boga	3	RECOMMENDATION - Renewal - Medium Facility with showers	2028/29	\$ 150,000.00
36492	Lake Boga Catalina Museum Park	Lake Boga	3	RECOMMENDATION - Renewal - Small Facility (relocate to better location)		\$ 100,000.00
36401	Lake Boga Gray Park	Lake Boga	3	RECOMMENDATION - Renewal - Small Facility		\$ 100,000.00
36489	Lake Jacaranda Crescent Boga	Lake Boga	2	RECOMMENDATION - Renewal - Large facility including showers.		\$ 320,000.00
37499	Lake Boga Kennel Club	Lake Boga	4	RECOMMENDATION - Decommission at end of life		\$ 20,000.00
37224	Lake Boga Recreation Reserve	Lake Boga	4	RECOMMENDATION - Co-location with Football/Netball Clubrooms		\$ 30,000.00
36285	Lake Boga Wayside Stop	Lake Boga	2	RECOMMENDATION - Renewal - Medium Facility with showers	2029/30	\$ 150,000.00
36816	Larundel Street Public Toilets	Manangatang	4	RECOMMENDATION 1 - Decommission and direct users to Watlie St Facility		\$ 100,000.00
				RECOMMENDATION 2 - Renewal - small facility		\$ 20,000.00
36725	Lowan Park	Manangatang	3	Nil		

Asset ID	Amenity Name	Township	Tier	Recommendation	Recommended Year	Approx cost
36889	Nyah West Memorial Park	Nyah West	3	RECOMMENDATION - New small facility. Combined with Performance stage	2028	\$ 100,000.00
37210	Nyah Highway Rest stop	Nyah	3	Nil		\$ -
37245	Nyah Recreation Reserve Netball North	Nyah	3	RECOMMENDATION - Co-location with Netball change rooms and incorporate an externally accessible facility.		\$ 30,000.00
37246	Nyah Recreation Reserve South	Nyah	4	RECOMMENDATION - Decommission at end of life		\$ 20,000.00
36819	Piangani Community Centre Toilets	Piangani	3	Nil		\$ -
37852	Piangani Public Toilets	Piangani	4	RECOMMENDATION - Decommission and utilise Piangani community hubs externally accessible toilet.	2021-2022	\$ 20,000.00
36502	Robinvale Boat Ramp Toilets	Robinvale	2	RECOMMENDATION - Renewal - Medium Facility		\$ 130,000.00
36276	Robinvale Square Public Toilet	Robinvale	1	Nil		\$ -
37346	Robinvale Riverside Park Rec Reserve Toilets	Robinvale	3	RECOMMENDATION 1 - Incorporate into Main Sporting Pavilion and remove all walls, fill in plumbing and leave as Shelter RECOMMENDATION 2 - Renewal - Small Facility with shower as it is by a dump point RECOMMENDATION 3 - Renovation		\$ 100,000.00
42056	Robinvale Street Playground Toilets	Robinvale	3	Nil		\$ 15,000.00
37327	Robinvale Park/Netball Toilets	Robinvale	3	RECOMMENDATION: Co-locate with Leisure Centre development to include one accessible unisex toilet.		\$ 30,000.00
37569	Robinvale Information Bay	Robinvale	2	RECOMMENDATION - Refurbishment of Shower facility including better ventilation		\$ 10,000.00
37493	Speewa Hall Toilets	Speewa	3	Nil		\$ -

Asset ID	Amenity Name	Township	Tier	Recommendation	Recommended	Approx cost
					Year	
36239	Alan Garden Reserve Football Toilets	Swan Hill	3	RECOMMENDATION 1 – Renewal with Small facility		\$ 100,000.00
				RECOMMENDATION 2 - Decommission at end of life		\$ 20,000.00
				RECOMMENDATION 3 – Renewal with Medium Facility		\$ 130,000.00
43931	Milloo St Boat Ramp	Swan Hill	3	Nil		\$ -
36233	Swan Hill Aerodrome	Swan Hill	4	RECOMMENDATION - Decommission - access to terminal 24/7		\$ 20,000.00
				Nil		\$ -
36711	Swan Hill Cafe on Karinie	Swan Hill	3	Review Park classification in Playground Asset Management Plan (PAMP) to be "District" park and include the construction (plus sewer connections) of a new small facility in a future budget (2024 onwards)	2020/21 review of PAMP	\$ 130,000.00
36963	Swan Hill Gurnett Oval Toilets	Swan Hill	4	RECOMMENDATION - Decommission, co-locate with clubrooms	2024 onwards	\$ 40,000.00
36649	Swan Hill Ken Harrison Reserve Main	Swan Hill	3	RECOMMENDATION - Refurbishment		\$ 20,000.00
36645	Swan Hill Ken Harrison Reserve Soccer	Swan Hill	4	RECOMMENDATION - Co-locate with new soccer facility		\$ 20,000.00
36785	Swan Hill McCallum Comfort Centre	Swan Hill	4	RECOMMENDATION - Decommission at end of life.		\$ 20,000.00
36786	Swan Hill McCallum Street Toilets	Swan Hill	1	RECOMMENDATION 1 - Refurbishment		\$ 40,000.00
				RECOMMENDATION 2 - Renewal - Large facility		\$ 260,000.00
36453	Swan Hill McCrae Tourist Information	Swan Hill	2	RECOMMENDATION 1 - Ensure toilets continue to be available to public once lease is up		Lease
				RECOMMENDATION 2 - Rebuild Large Facility at a different location (Will need land)		\$ 300,000.00
37365	Swan Hill Riverside Park Toilets	Swan Hill	2	RECOMMENDATION - Renewal with Large facility		\$ 260,000.00
36717	Swan Hill Sale Yards	Swan Hill	4	RECOMMENDATION - Renewal - Small facility with sewerage connection		\$ 130,000.00

Asset ID	Amenity Name	Township	Tier	Recommendation	Recommended Year	Approx cost
36718	Swan Hill Saleyards Truck Wash Toilets	Swan Hill	3	RECOMMENDATION: Decommission at end of life and redirect to Karribe Toilets.		\$ 20,000.00
				RECOMMENDATION 2 - Combine with Saleyards toilet at better location accessible to trucks drivers		\$ -
37483	Swan Hill Show CFA N/E Toilets	Swan Hill	3	RECOMMENDATION - Co-Location with Leisure Centre		\$ 30,000.00
37481	Swan Hill Show N/W Men's and Women's Toilets	Swan Hill	3	RECOMMENDATION - Decommission at end of life		\$ 20,000.00
37480	Swan Hill Show Society S/W Toilets	Swan Hill	3	RECOMMENDATION - Renewal with lockable medium facility		\$ 130,000.00
39061	Swan Hill Steggall Park	Swan Hill	3	Nil		\$ -
37562	Swan Hill Tourist Information Bay	Swan Hill	2	RECOMMENDATION - Renewal - medium facility		\$ 130,000.00
37286	Tyntynder South Hall Toilets	Tyntynder	3	Nil		\$ -
37189	Ultima Lion's Park Women	Ultima	3	RECOMMENDATION - Build small facility with Shower		\$ 130,000.00
			N/A	Continue to lobby Regional Roads Victoria to provide a facility		\$ -
37314	Woorinen South Community Centre	Woorinen South	3	Nil		\$ -

\* Where more than one option/recommendation exists for a facility, recommendation 1 has only been considered in the overall program costs. Other recommendations may be considered depending on budgets and funding availability.





# Public Convenience Strategy 2020-2030

## Reference Information and Design Guidelines



Adopted: XX  
Gazetted: XX  
Commenced: XX



## Terms used in this strategy

### **Australian Standard (AS1428)**

AS1428 specifies that new buildings must be capable of providing access to people with disabilities. Particular attention is focused on continuous accessible paths of travel for wheel chair users, access for people with ambulatory disabilities and access for people with sensory disabilities.

### **Changing places toilet**

Public toilet facilities that cater for people with severe or profound disabilities. These facilities incorporate full sized change tables, tracking hoist systems, large circulation spaces and a centrally placed toilet with room for carers.

### **Co-located facility**

An externally accessible public toilet that is attached to or within another building that has a separate purpose.

### **Crime Prevention through Environmental Design (CPTED)**

Crime Prevention through Environmental Design (CPTED) is based on the principle that proper design and effective use of buildings and public spaces in neighborhoods can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life for citizens

### **Disability Discrimination Act (DDA)**

The Disability Discrimination Act 1992 (DDA) makes it unlawful to discriminate against a person, in many areas of public life, including employment, education, getting or using services, renting or buying a house or unit, and accessing public places, because of their disability.

### **Environmentally Sustainable Design (ESD)**

An integrated and holistic approach to design that aims to reduce negative environmental impacts and improve the health of building occupants. ESD includes concepts such as the promotion of renewable energy, reducing water use, the inclusion of environmentally friendly building materials and optimising operational practices.

### **Gender-neutral**

Used to describe a facility that is accessible to all people regardless of gender.

### **Public conveniences**

Toilet facilities provided for the use of members of the public, or patrons of a facility.

### **Restricted Public Conveniences**

Public toilets located with a facility accessible by members of the public. The use of these toilets is ancillary to the main function of the facility and the toilets are not accessible when the facility is closed e.g. library or recreation reserve.

### **Private Public Conveniences**

Privately owned toilets available to the public e.g. service stations, supermarkets.

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## 1. Strategic objectives identified from other strategies

While Council has no statutory requirement to provide public toilets (other than in certain public buildings), the adequate provision will assist the Council in meeting its strategic outcomes. There are a number of relevant Council Plans and strategies that have informed the development of this Strategy.

### Council Plan 2017-2021(2018/2019 Update)

The Council Plan outlines five key result areas that will guide decision making over the next term of Council. Of relevance are;

#### Community Enrichment

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1. Help all people 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.

#### Infrastructure

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1. Infrastructure that appropriately service 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.

### Community Access and Inclusion Strategy 2017-21 (CAIS)

In our municipality, 22 per cent of our population (4,489 people), have a disability. According to the Australian Bureau of Statistics (ABS) data from 2011, of the 20,449 people living in our municipality, 5.4 per cent (1,100 people), identified as needing assistance for daily activities due to a severe or profound disability.

Council is committed to ensuring all property maintenance, upgrades and contracts comply with AS1428.1-5 requirements to increase inclusion and participation in the community for people with a disability.

Currently only 13 of the 46 Council owned public conveniences have disabled facilities of some sort. Many of these 13 are not compliant with the current AS1428 design standards.

The CAIS key priority three - Infrastructure states that council will:

- 3.1. Ensure Council buildings, facilities and infrastructure are accessible for all
- 3.2. Improve and upgrade current Council facilities and infrastructure to meet disability requirements
- 3.3. Promote and create readily available information on accessible infrastructure
- 3.4. Create new inclusive infrastructure

The following Key Actions have been identified in the CAIS Strategy to address these priorities and will be considered in this strategy:

- request through the budget process that Council commit an annual budget to retro fit existing Council infrastructure that does not meet accessibility standards
- investigate providing toilet facilities at all Council parks and reserves where no facilities are available
- develop a strategic method to ensure that where toilet facilities are available at least one is an accessible, gender-neutral sanitary facility
- progressively update toilets to meet accessible requirements for all Council buildings, including the Swan Hill Regional Library and Swan Hill Town Hall
- provide extra facilities in existing toilets, such as shelving, handrails, etc
- investigate feasibility of a Changing Places Toilet

### Community Plans

Each town has developed a Community Plan. New or upgraded public conveniences have been identified as projects in Lake Boga and Nyah, as well as along the Swan Hill Riverfront.

### Domestic Wastewater Management Plan 2012 (DWMP)

Council is required under the provisions of the State Environment Protection Policy (Waters of Victoria) to prepare a DWMP in consultation with the local community and relevant stakeholders. This plan provides the necessary strategies to ensure the existing septic tank systems, and any new installation, are installed, maintained and monitored so as to protect the health of the community and the surrounding physical environment.

The plan also identifies priority towns for the provision of sewer networks.

### Playground Asset Management Plan 2008

The Playground Asset Management Plan defines the level of service that is expected for playgrounds. Playground classifications are Local, District and Regional.

- Regional playgrounds are greater than 3.5ha with high quality facilities and play activities accessible to children and adults with a range of disabilities. They will also have accessible car parking, toilets and shelter.
- District playgrounds are greater than 2ha, visits will be longer than for a Local playground. Toilets, picnic/BBQ facilities and shelter will therefore most likely be required, depending upon the site. Car parking will be required.
- Local playgrounds are smaller than District or Regional and cater for "Local" kids. They generally have no parking or facilities as visitors live nearby and mostly walk to the park. Access for people with disabilities to the site, into the park and to some play equipment is important but full accessibility will not always be achievable or feasible. The level of development, and the target age group will vary from site to site

The levels of Service within the Playground Asset Management Plan specify that public conveniences are to be provided at all Regional playgrounds and any new District playgrounds. The plan has not identified the installation of public convenience facilities at any Local Parks or already existing District parks.

## Recreation Master Plans

The following actions regarding public toilets have been identified:

### Gurnett Oval

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- Remove the public toilets currently located on the eastern side of the reserve (assumes new public toilets are provided in the redeveloped pavilion).

### Swan Hill Showgrounds

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- Develop a new multifaceted pavilion with externally accessible gender-neutral toilets including an ambulant toilet.
- Assess the merits of installing a 'Changing Place' facility at the Showgrounds reserve.
- Assess the feasibility of relocating the outdoor pool to the Showgrounds Reserve (Aquatics Strategic Plan) and investigate externally accessible public toilets (toilets which can be accessed from outside the pool complex).
- Complete a toilet strategy to determine which toilets should be rationalised or integrated into new or existing facilities (this strategy).

### Riverside Park – Robinvale

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- Upgrade public toilets in accordance with Council's public toilets strategy. (Cricket and Skate park).
- Explore the feasibility of extending the gym and fitness rooms at the Leisure Centre (and possibility to incorporate externally accessible toilets).
- Invest in the main change rooms as a central change facility for all clubs (rugby/cricket/ AFL). Upgrade existing AFL change rooms - construct gender-neutral change/toilet facilities to accommodate the three codes, all genders and all abilities to relevant sporting code and AS. Investigate if a new change facility/extension of existing cricket pavilion is required to meet needs of junior football, junior cricket and rugby participants and umpires. (Opportunity to combine the old cricket toilets into this facility).

### Lake Boga Recreation Reserve

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- Undertake concept planning and a cost-benefit analysis to explore the best options to renovate the pavilion. Redevelop the pavilion to include an expanded and updated kitchen with a separate canteen, a larger social room and updated home and away change rooms and umpires' rooms are per facility guidelines for Australian Rules football and cricket. Make pavilion DDA compliant. (Opportunity to create externally accessible toilets)

### Nyah Recreation Reserve

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- Improve the safety of the public toilets by installing sensor security lights to the two existing buildings.
- Upgrade the toilets near the shed and the netball pavilion. Incorporate toilets in the main pavilion or as an extension to the netball pavilion.

### Sustainable Living Strategy 2017-27

Swan Hill Rural City Council's Sustainable Living Strategy sets out the direction and objectives over 10 years (2017-2027), complimented by four-yearly action plans to achieve the municipality's sustainability goals and aspirations. The strategy focuses on Council promoting the role that the environment plays in increasing the local economy and quality of life. A main point of the document is to lead by example.

Particular reference is made to protect public health, prevent the deterioration of water quality and reduce the incidence of water pollution and litter entering our waterway by the incorporation of Water Sensitive Urban Design (WSUD) principles. In addition, demonstrating leadership by applying sustainable water management and innovative water conservation practices.

## 2. Current Status of Public Convenience’s in SHRCC

### What we manage at the moment

The Council currently provides 46 different facilities throughout the municipality.

Township	Classification*				Total Facilities	No. Individual Cubicles	No of Shower Cubicles
	1	2	3	4			
Boundary Bend			1		1	3	
Lake Boga		2	4	3	9	41	13
Manangatang			1	1	2	8	1
Nyah			2	1	3	19	
Nyah West			1		1	5	
Piangil			1	1	2	6	1
Robinvale	1	2	3		6	27	3
Speewa			1		1	2	
Swan Hill	1	3	9	5	18	79	4
Tyntynder			1		1	3	
Ultima			1		1	1	
Woorinen South			1		1	3	

\*Refer to Section 4 Levels of Service – Classifications for criteria

### DDA compliance

The majority of Council provided public toilets do not provide accessibility, and of those that are classed as accessible it was observed that they would not meet current AS1428 accessibility standards. In particular, it was observed that some “accessible” toilets have:

- missing grab rails on internal doors
- missing or incorrect dimensions on grab rails internally
- inadequate cubicle dimensions
- hand basins that are not within the cubicle or too far from the toilet
- incorrect toilet pans and placements
- poor access from car park to toilet or steep entrances/barriers to toilets
- inward opening doors

While it is not a requirement that older facilities comply with the AS1428 standard, a program of assessment and improvement of accessibility requirements will be implemented as part of the improvement program.



## Usage

The simplest way to get an understanding of how often a facility is used is to assess the amount of consumables that are used at each facility. The cleaning contractors report back to Council the amount of toilet paper that they replace at each facility per month. Toilet paper usage can be measured in the number of jumbo rolls (500 leafs), interleaf (200 leafs) or average rolls (180 leafs) replaced.

To account for busy and quiet months, an average count of leafs used per month was calculated for each public convenience.

Low	Medium	High
Swan Hill Aerodrome, Swan Hill	Robinvale Riverside Park Rec Reserve Toilets, Robinvale	Robinvale Caix Square Public Toilet, Robinvale
Alan Garden Reserve Football Toilets, Swan Hill	Robinvale Skate Park/Netball Court Toilets, Robinvale	Robinvale Tourist Information Bay, Robinvale
Swan Hill Ken Harrison Reserve Soccer, Swan Hill	Swan Hill Tourist Information Bay , Swan Hill	Swan Hill Ken Harrison Reserve Main, Swan Hill
Swan Hill Show CFA N/E Toilets, Swan Hill	Swan Hill Gurnett Oval Toilets, Swan Hill	Swan Hill McCallum Street Toilets, Swan Hill
Swan Hill Show N/W Men's and Women's Toilets, Swan Hill	Swan Hill Show Society S/W Toilets, Swan Hill	Swan Hill McCrae Tourist Information, Swan Hill
Swan Hill Sale Yards, Swan Hill	Swan Hill Steggall Park, Swan Hill	Swan Hill Riverside Park Toilets, Swan Hill
Robinvale Ronald Street Playground Toilets, Robinvale	Swan Hill Saleyards Truck Wash Toilets, Swan Hill	Lake Boga Catalina Museum Park , Lake Boga
Boundary Bend Memorial Park Toilets, Boundary Bend	Lake Boga Block 4, Lake Boga	Lake Boga Jacaranda Crescent, Lake Boga
Woorinen South Community Centre, Woorinen South	Lake Boga Block 5, Lake Boga	Lake Boga Wayside Stop, Lake Boga
Lake Boga Gray Park, Lake Boga	Larundel Street Public Toilets, Manangatang	
Lake Boga Kennel Club, Lake Boga	Lowan Park, Manangatang	
Lake Boga Recreation Reserve, Lake Boga	Nyah Highway Rest stop, Nyah	
	Nyah Recreation Reserve Netball North, Nyah	
	Nyah Recreation Reserve South, Nyah	
	Nyah West Memorial Park, Nyah West	
	Piangil Public Toilets, Piangil	
	Robinvale Boat Ramp Toilets, Robinvale	

Note: Based on overall average consumable consumption

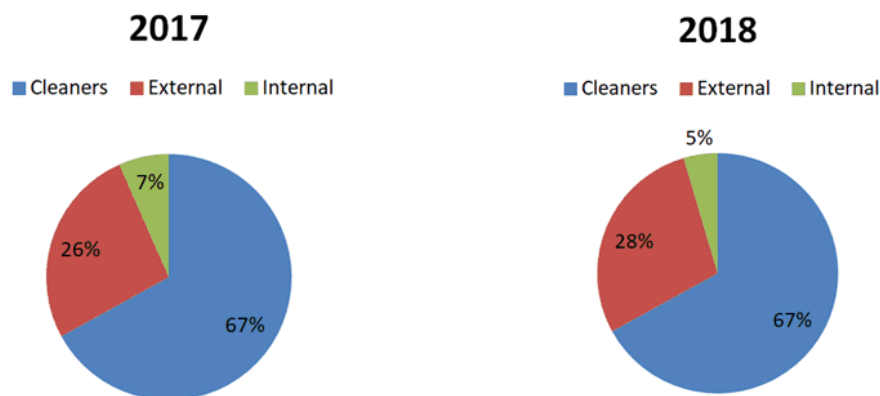
## Customer feedback

As part of this strategy, the past two years of SysAid requests were analysed to garner an insight into the public perception of amenities with Swan Hill Rural City Council.

	2017	2018
Compliment	0	2
Level of Service - Cleaning	0	3
Level of service - Disabled access	0	1
Level of Service - Request for new facility*	1	5
Maintenance	89	202
Vandalism	16	28
<b>Total</b>	<b>106</b>	<b>241</b>

Note: Requests for new facilities have been Wemen (1), George Lay Park (2), Poultry shed at Swan Hill Showgrounds (2) and a shower facility at Woorinen South Hall

Further analysis was also carried out with regards to how Council receives requests for notifications of issues for public conveniences. In both 2017 and 2018, it was found that 67% of requests came from the Cleaning contractor. This indicates that the cleaners are the frontline in identifying issues before the general public is aware or concerned.



The following table identifies the top 10 facilities for maintenance and vandalism requests

Facility	Maintenance Requests	Vandalism Requests	Total Requests
McCallum Street	43	7	50
Riverside Park, Swan Hill	26	4	30
Swan Hill Information Centre – McCrae St	25		25
Lake Boga Block 4	16	2	18
Lake Boga Wayside Stop	17	1	18
Larundal St - Managatang	11	1	12

Caix Square- Robinvale	7	4	11
Ken Harrison - Soccer	5	4	9
Ronald St - Robinvale	8	1	9
Robinvale Information Centre	5	3	8
Lake Boga Jacaranda	7	1	8

## Costs

### Cleaning Contract (External)

The cleaning contract provides a \$/month cost for each facility but this does not take into consideration additional costs such as call outs or maintenance resolved by the contracted company. Also, actual expenditure in the financial system is not broken down to facility level which makes it difficult to calculate the actual cost at each individual public convenience.

	2015/2016	2016/2017	2017/2018	2018/2019
<b>Cleaning Contract*</b>	\$469,170	\$460,390	\$447,175	\$454,780

\* Contract also includes the cleaning of BBQ's

In 2018-19 the actual spend on cleaning was \$455k which equates to approximately \$9891 per facility or \$2310 per cubicle per year. This does not account for the fact that some amenities get cleaned more often than others but does give a good impression that reducing the overall amount of cubicles will positively impact the cleaning budget.

### Operational, Programmed, Reactive and Vandalism Maintenance

The internal expenses for the past four years are summarised below. Internal expenses include labor and materials associated with Council staff performing maintenance on council facilities.

	2015-16	2016-17	2017-18	2018-19
<b>Operational</b>	<b>\$2,733.28</b>	<b>\$3,391.31</b>	<b>\$6,789.68</b>	<b>\$4,277.21</b>
Lake Boga	\$221.89	\$268.06	\$2,054.32	\$867.80
Manangatang	\$57.90	\$484.46	\$62.32	\$63.56
Nyah	\$28.95	\$29.82	\$31.16	\$104.64
Nyah West	\$57.90	\$59.64	\$31.16	\$31.78
Robinvale	\$86.85	\$89.46	\$364.76	\$95.34
Swan Hill	\$615.31	\$746.18	\$1,595.73	\$1,622.18
Tyntynder	\$148.71	\$153.17	\$160.06	\$163.26
Ultima	\$933.57	\$924.69	\$1,679.01	\$703.21
Woorinen South	\$582.20	\$635.83	\$811.16	\$625.44
<b>Programmed Maintenance</b>	<b>\$ -</b>	<b>\$3,324.52</b>	<b>\$2,700.17</b>	<b>\$15,817.61</b>
Boundary Bend	\$ -	\$ -	\$ -	\$3,810.00
Lake Boga	\$ -	\$142.70	\$999.05	\$907.60
Swan Hill	\$ -	\$3,181.82	\$1,701.12	\$11,100.01

<b>Reactive Maintenance</b>	<b>\$21,277.01</b>	<b>\$24,580.71</b>	<b>\$27,112.28</b>	<b>\$57,939.78</b>
Boundary Bend	\$530.00	\$745.20	\$415.00	\$7,902.85
Lake Boga	\$5,663.98	\$5,687.57	\$5,633.49	\$13,632.93
Manangatang	\$370.88	\$ -	\$978.11	\$245.12
Nyah	\$1,355.12	\$804.73	\$773.17	\$11,156.50
Nyah West	\$441.57	\$464.22	\$996.92	\$106.89
Piangil	\$618.40	\$473.75	\$292.48	\$882.30
Robinvale	\$259.00	\$1,805.01	\$3,488.59	\$3,028.54
Swan Hill	\$12,038.06	\$14,025.23	\$14,282.02	\$20,669.65
Ultima	\$ -	\$575.00	\$252.50	\$315.00
<b>Vandalism maintenance</b>	<b>\$14,341.04</b>	<b>\$7,239.59</b>	<b>\$11,441.92</b>	<b>\$15,232.55</b>
Lake Boga	\$1,006.80	\$108.53	\$1,756.32	\$1,531.35
Manangatang	\$53.06	\$128.78	\$636.99	\$117.70
Nyah	\$419.42	\$185.41	\$266.09	\$131.61
Nyah West	\$864.05	\$620.86	\$709.69	\$613.84
Robinvale	\$346.58	\$1,986.57	\$2,498.30	\$709.43
Swan Hill	\$11,651.13	\$4,209.44	\$5,574.53	\$12,128.62
<b>Grand Total</b>	<b>\$38,351.33</b>	<b>\$38,536.13</b>	<b>\$48,044.05</b>	<b>\$93,267.15</b>

In 2018-2019 there was a large increase in programmed and reactive maintenance, well as a large increase in vandalism in Swan Hill.

Some of these programmed and reactive cost increases can be attributed to the following:

- reln drain issues at Boundary Bend programmed
- renewal of McCrae St flooring
- Swan Hill Riverside Park plumbing issues due to blockages and old dump point removal
- bollards to protect realm drains at Lake Boga block 5
- servicing of ongoing issues for septic and realm drains at Lake Boga block 4
- water tank and dump point servicing at Nyah West
- \$6k at McCallum St vandalism including graffiti removal and smashed fittings

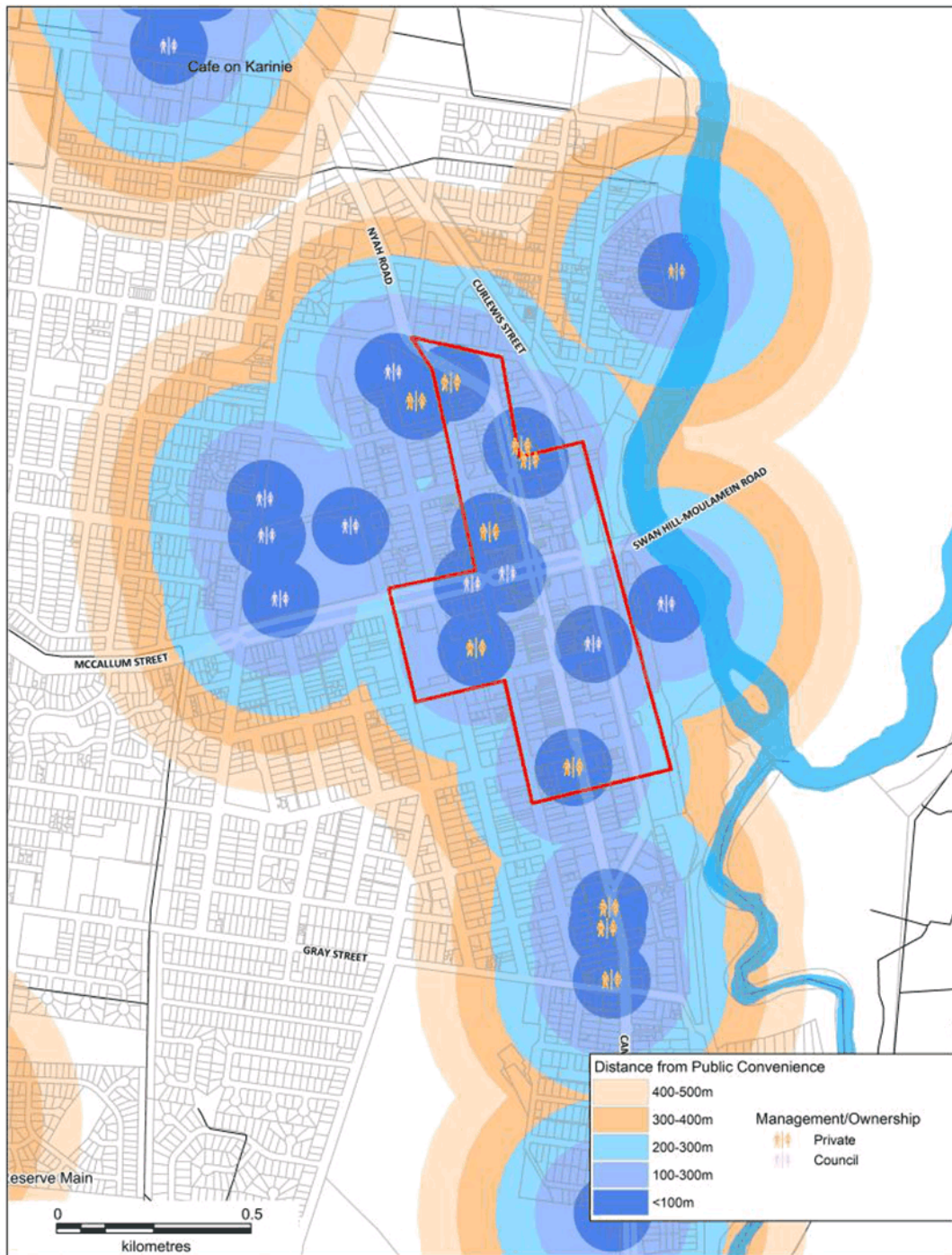
### Proximity Analysis

A spatial analysis was carried out for Swan Hill and Robinvale to assess any gaps in access to a public convenience within the CBD areas.

Council facilities and private public conveniences at places such as service stations and supermarkets that are freely available to the public were included in the analysis. The following maps indicate that all areas within the CBD's of Swan Hill and Robinvale currently meet the requirement for all areas to be within 500m of a public convenience.

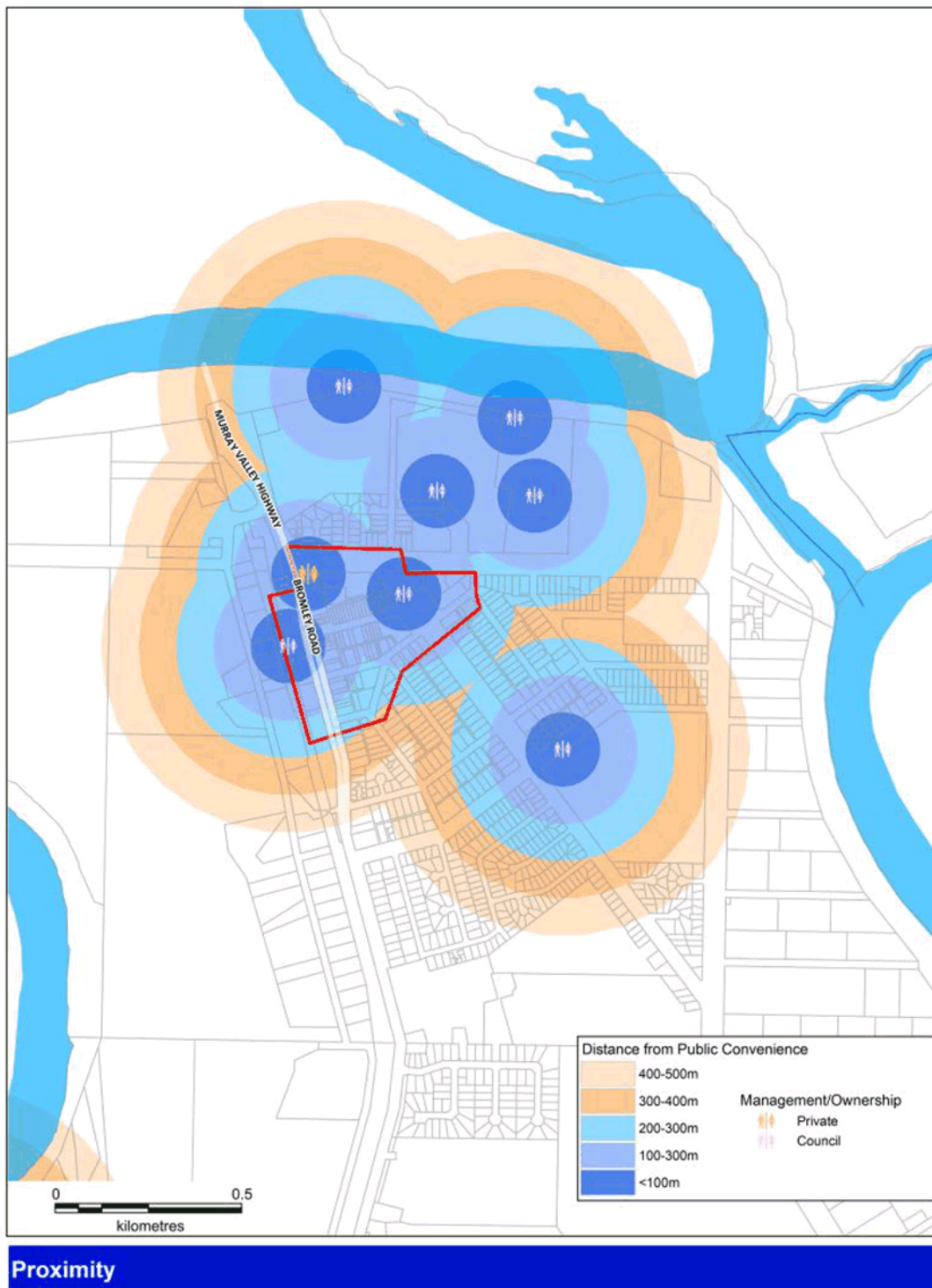
Private conveniences that are not available to the general public off the street without membership or payment, such as libraries, the Town Hall and privately owned cafes have not been considered in the proximity analysis.

Swan Hill Proximity Analysis



Proximity

Robinvale Proximity Analysis



Proximity

### 3. Design Guidelines for future construction of Public Conveniences in SHRCC

It has been the experience of authorities over the world, that unless design and location of public amenities are carefully considered, anti-social and management problems can be problematic.

Legislation and design standards also influence the overall layout and function of public conveniences. The majority of Council public conveniences are no longer compliant with these standards as they have been designed in the traditional, separate gender, maze entry design with limited provision for disabled access.

Modern design calls for standard cubicles that face directly towards activity areas with external, communal wash basins and see-through privacy screens, while DDA compliant facilities need to be fully self-contained with wash basins available within the cubicle.

The following section outlines the design guidelines that will be adhered to for the construction of new public conveniences and any significant refurbishment requiring building permits.

#### Legislation, Acts and design principles

- AS1428.1 and 1428.2 Design for Access and Mobility
- AS.NZS 1158.6 Lighting for Roads and Public Spaces
- Building Code of Australia 2019
- Disability Discrimination Act 1992
- Crime Prevention through Environmental Design

#### Equality

##### Disabled Access

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In both the 2011 and 2016 census, 5.4 per cent of council residents identified as needing assistance for daily activities due to a severe or profound disability. The provision of access to public toilets for persons with disabilities is also a requirement of the building code. All new toilets are required to be accessible.

New constructions shall comply with Australian standards AS1428 to ensure access to the building and fit out of the building are suitable for people with disabilities. Access should recognise wheelchair users, mothers with prams (double), those with ambulant disabilities as well as those other disabilities such as limitations with visual capacity.

Access to the site from the surrounding area and parking areas must also be considered.

The design of DDA compliant facilities should also anticipate future provisions in access and equality legislation such as further enhancement of standards or the accommodation of mobility scooters.

Ideally in addition to the standards required by AS1428, cubicles should be designed to allow the entry and maneuvering of mobility scooters. Scooters should not need to be left unattended as they are often used to carry shopping medical equipment and valuables. Recommended approaches to 'future proofing' cubicles include:

- configure cubicle entry to provide a minimum 1000mm clear opening
- minimum cubicle size of 3000x3000mm to allow circulation space for a large mobility scooter to perform a 180° turn
- avoid using walls for load bearing and bracing. Non-structural walls can be easily moved or openings widened to meet any new requirements.

#### Changing Places Facility

These facilities are for people with high-need disability and their carers, allowing them to take extended excursions away from their home or place of care. A 'Changing place' facility generally accommodates a WC pan, a motorised hoist and an adjustable motorised change table. As these facilities contain special equipment and are unstaffed they are not available to the general public and are only accessible via an MLAK (Master Locksmith Access Key) key.

'Changing Places' facilities are being considered as part of the Recreation Reserve Masterplans.

#### Baby Change Facilities

Baby Change facilities are desirable where there is adequate space within the toilet building and where young children are likely to be present. Key Requirements are as follows:

- gender-neutral accessible
- continuous accessible paths of travel from property entrance or any onsite carparks to the baby change table
- clear, easy to read signage and operating instructions that can easily be read by a person when standing or seated and incorporating raised tactile and Braille elements
- hand basin with lever or sensor operated taps, within reach of the change table
- adequate circulation space for a person using a pram, stroller or wheelchair to move around easily and access all fixtures fittings within the space, for example, baby change table, wash basin and nappy bin (placement near entry point will ensure it is closed prior to vacating)
- space to approach the baby change table from both the front and side
- nappy disposal unit provided in an accessible location



## Safety and security

All new and remodeled conveniences will be assessed for safety and security in respect to Crime Prevention through Environmental Design principles (CPTED).

## Improvements to lighting

Toilets would generally benefit from improved levels of natural light. Where this cannot be achieved this should be supplemented with artificial light.

For day time use, consideration should be given to maximizing natural light by:

- installation of skylights
- elevated screening
- use of clear or translucent roofing materials
- use of metal mesh lobby screens to enhance surveillance and natural light



Photo 1 - Example of the use of Skylights

Lighting should be controlled by proximity sensors to minimise energy use and attractiveness to insects. Exterior lighting including adequate pathway lighting should also be provided and be controlled by proximity sensors where appropriate. All lighting should be mounted high with vandal resistant fittings.

## Blue lights

In theory, blue light deters injecting drug users by making it difficult to see veins and injection sites on the body. However, research suggests that its use is not successful in preventing drug use, as drug users often inject in dark conditions. In places where blue light may be successful the problem is often displaced to another location. Blue monochromatic light creates an eerie atmosphere and can create the feeling of being unsafe. It is therefore recommended that the use of blue light in public conveniences be avoided.

For health and safety reasons, Council has installed syringe bins in all of our public conveniences. This is a responsible measure to minimize the risk of harm to all members of the community.

## Improvements to Public Safety

### Visibility

In addition to normal building orientation issues, the most significant factor in public toilet orientation is to ensure that entrances are visible, with good fields of view from active areas. Where vegetation is present around public toilets this should be carefully managed to improve visibility. This will have the added benefit of improving light and airflow to the building and will prolong the life of the asset.

### Gender allocation

While the overwhelming preference of users is for single gender facilities, the provision of gender-neutral or unisex facilities that open directly to a public space afford the best protection from vandalism and undesirable behavior.

There are a number of reasons why gender-neutral facilities are preferable including:

- space (and construction cost) is minimized
- turnover of available toilets is maximized
- users, especially children, are protected from inappropriate contact with strangers
- caregivers of disabled persons or children may be of opposite gender
- maintenance can be undertaken on individual units without closing the whole facility

Where separate male/female facilities are used, particular attention must be paid to the design, condition and maintenance of partition systems to ensure privacy and security is maintained for users. This approach is supported by CPTED.

### Communal hand washing

When designing multiple cubicles that aren't intended for disabled access, hand wash facilities are best placed in a communal area outside of the toilet cubicle. Bringing people into one area for hand washing allows for increased casual surveillance, reduced vandalism and assists with turnover in busy amenities.

DDA compliant cubicles will require hand washing facilities to be included in the cubicles.

### Urinals

The use of urinals in amenities should be avoided as they require additional screening and lobby space for privacy reasons. The lobby screening provides cover for loitering and the urinals themselves and maintenance and vandalism issues.

### Location and proximity to other elements

Gathering points need to be located at a distance to remove the ability for the public to loiter close to the amenities block. Street furniture such as park benches, noticeboards and BBQ's that may encourage an excuse to gather or loiter need to be positioned far enough back to not block view lines and not promote people gathering near a toilet block that may have harmful intentions.



Photo 2 - Example of inappropriate positioning of street furniture

The proximity to car parking facilities needs to be considered as they can become loitering spaces whereby people can wait in their cars and watch those entering/exiting amenities.

### Co-location

Co-location with a parent building enables the management of cleaning and monitoring of the facilities to be coordinated with normal operating hours and the facilities to be locked at other times. Where direct external access is available, casual use outside opening hours can be permitted when desirable. Ultima Public Hall as well as the Piangil and Woorinen South Community Centres have co-located toilets that are externally accessible.

Stand alone conveniences at Recreation Reserves should be co-located with clubrooms or leisure centre's if the facilities are to be upgraded. This has been incorporated into the Recreation Reserve Masterplans.

### Sustainability

Swan Hill Rural City Council's Sustainable Living Strategy focuses on Council promoting the role that the environment plays in increasing the local economy and quality of life. A main point that the strategy makes is that Council should lead by example. As such, the following Environmentally Sustainable Design (ESD) principles should be considered for the design of new public conveniences:

- location of Public Conveniences should consider impact on the environment
- water storage tanks should be incorporated into the design with greywater or stormwater collection for flushing; care should be taken that they do not provide hiding or climbing places
- the use of solar power for water heating or lighting should be implemented where practicable and required
- consider the use of recycled materials or materials with low embodied energy but only if they meet other requirements

### Signage

Signage and labeling, both with the toilets and directional, should be clear and legible and be in accordance with AS 1428 and AS1742.

In addition to this, a sign or signs should be provided in a conspicuous location with the following information:

- Council Logo
- name of amenities and/or address or council asset id
- contact number to report maintenance issues
- opening Hours where applicable
- location of nearest permanently opened facility if not 24 hours

## Maintenance, cleaning and hygiene

### Improvements to serviceability

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Potential improvements to serviceability mainly relate to ensuring floor surfaces drain freely and are non-porous. All new toilets should have epoxy coated or tiled self draining floors.

It is also important that area's where dirt and rubbish may accumulate, or insects, birds, rodents or snakes can inhabit are eliminated. Surfaces should be easy to clean and remain stain free, while fixtures should be resistant to graffiti, vandalism and easy to replace if required.

### Improvements to hand cleaning

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The ability to wash hands with soap and dry hands with limited contact with toilet surfaces is an important element of hygiene. Elements that should be considered are:

- liquid soap dispensers/sanitiser
- cold water sensor tap/cold water push tap
- hand dryers
- hot water if also required for showers at the facility

Paper towels are not generally suitable to public toilets because of high cost of servicing and potential for litter and vandalism (particularly fire).

Hand dryers or soap dispensers will be considered on a site by site basis and only where risk of damage is minimal. If provided they need to be constructed of, or concealed within stainless steel enclosures with vandal proof fixings.

Free standing sanitary disposal bins are supplied in most toilets.

While maintenance was found to be generally sufficient, attention to resolving vandalism such as physical damage and graffiti quickly can assist in the reduction of further vandalism.

### Ventilation

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Effective ventilation systems, whether natural or mechanical, can prevent the bad smells often associated with public toilets.

## Finishes, fixtures and fittings

### Anti graffiti exterior/interior finishes and treatments

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Council will consider measures to disrupt smooth blank continuous surfaces on exterior walls. Strategies could include the use of multi-coloured murals that relate to the surroundings or multiple materials, colours or textures. Internal door faces should have a protective anti-graffiti coating or stainless steel finish.

## Floors

Surfaces should be non-slip fully verified tile, epoxy grouted or broom finished concrete. They should be mid to dark toned to hide dirt and grime. Floor drains with adequate slopes to prevent ponding of water should be provided.

## Walls

Surfaces must be impact resistant and easy to clean. Light, bright surfaces will present a cleaner feel to users and create a safer environment.

## Plumbing fixtures

All plumbing fixtures and fittings should be selected and managed with whole of life costs and water conservation as a priority. WC should be fabricated from heavy gauge stainless steel with integrated toilet seat to conceal drainage and water supply, prevent vandalism and make cleaning easier. Exposed cisterns should be avoided as they can easily be vandalised. The ideal option is for the cisterns to be located in a service duct.

Provide substantial noggins and internal framing to support wall mounted basins, grab rails and accessories.

Porcelain fixtures should only be used in low risk or staffed facilities. Tapware should be robust and vandal proof with replacements readily available from major manufacturers.

All water supply and drainage pipework should be concealed in secure but accessible ducts if possible.

All fixtures are to comply with AS1428.

## 4. Public Conveniences on a page.

Information on each public convenience managed by SHRCC has been collated on the following pages.

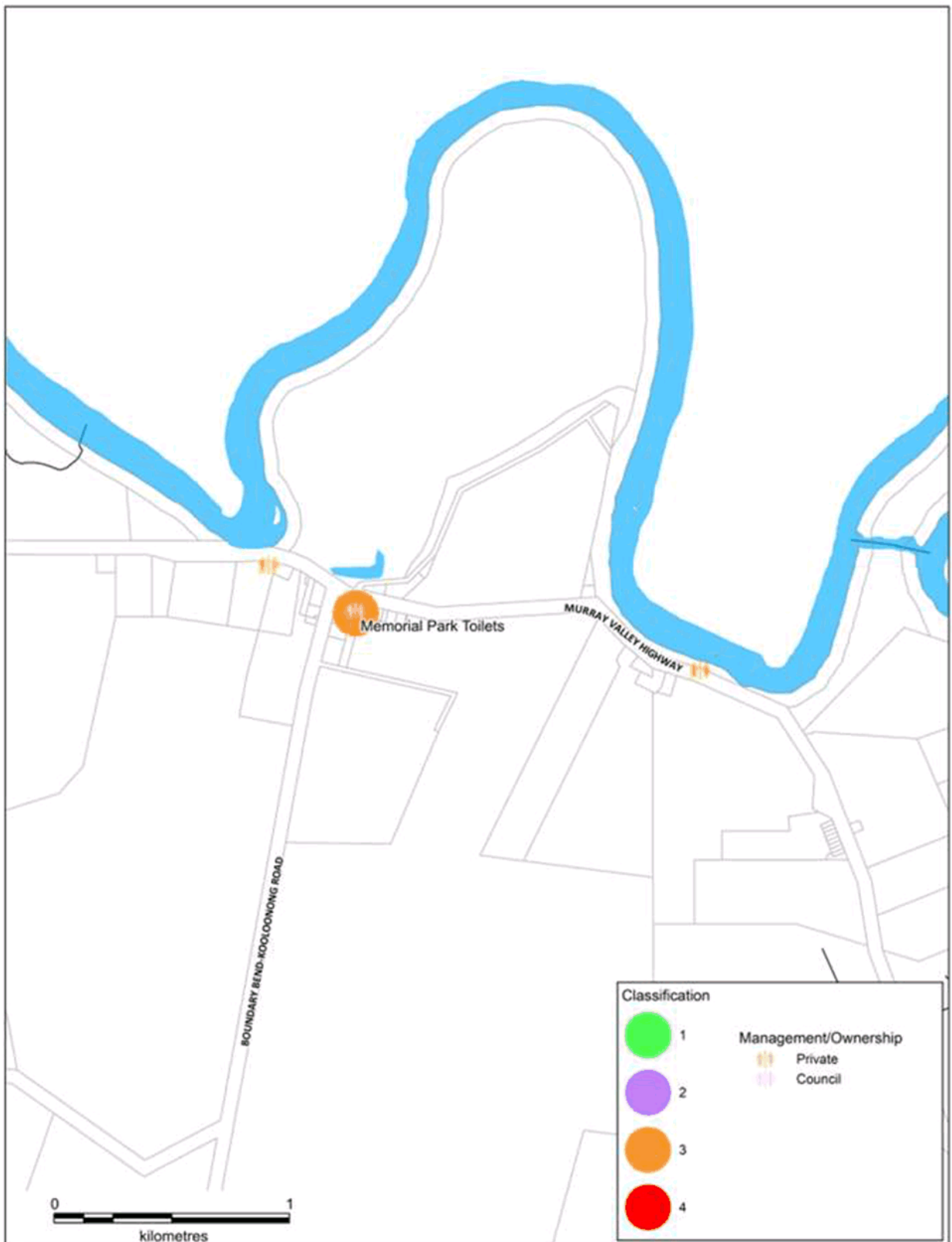
Information included on each summary include the following where available:

- Name and address of the facility
- Photograph of facility
- Valuation details
- Facility composition
- Maintenance costs
- Sysaid requests summary
- Aerial Photo
- Recommendations

## **Boundary Bend**

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Boundary Bend Memorial Park Toilets	3	725	\$13,728.05	12

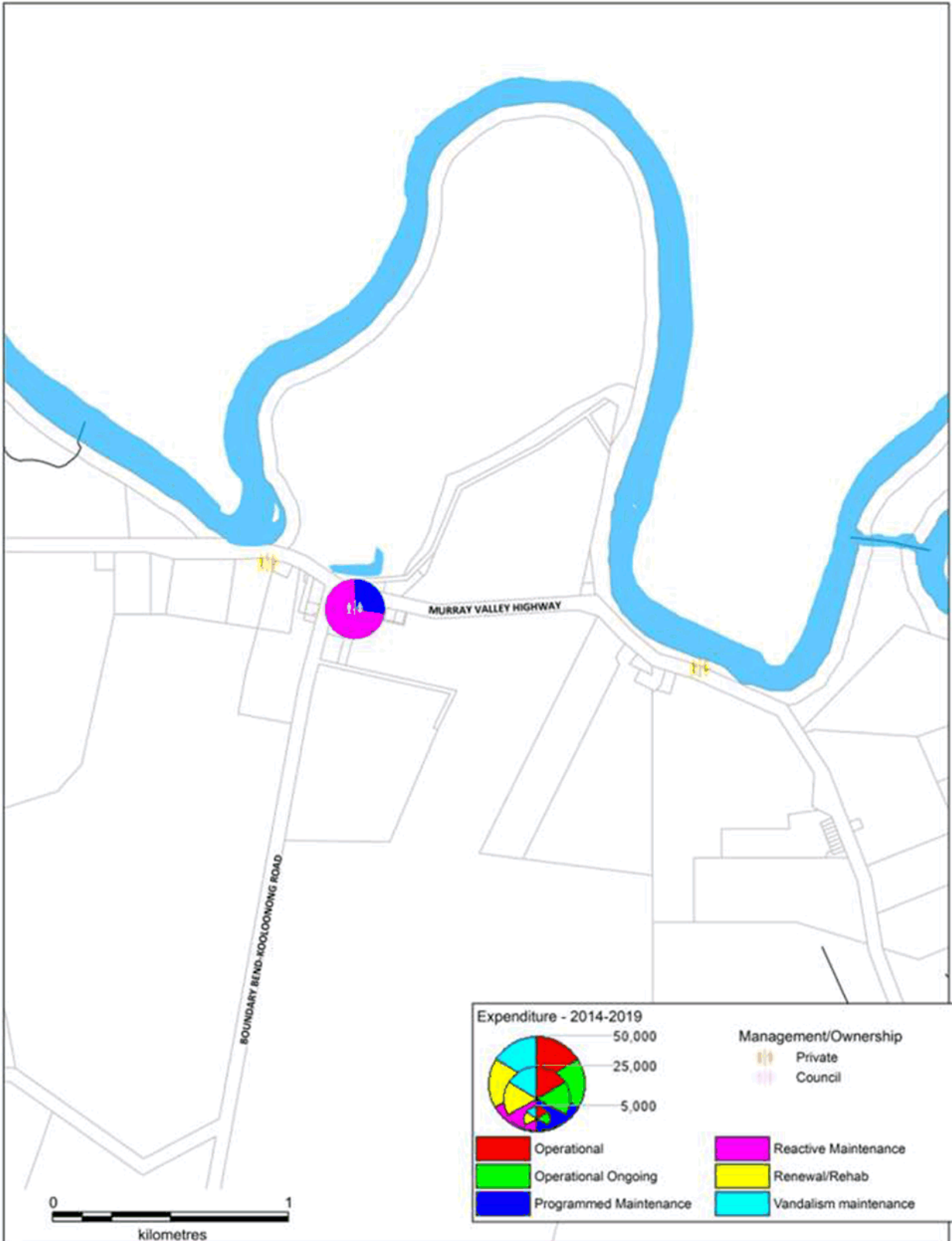
## Boundary Bend



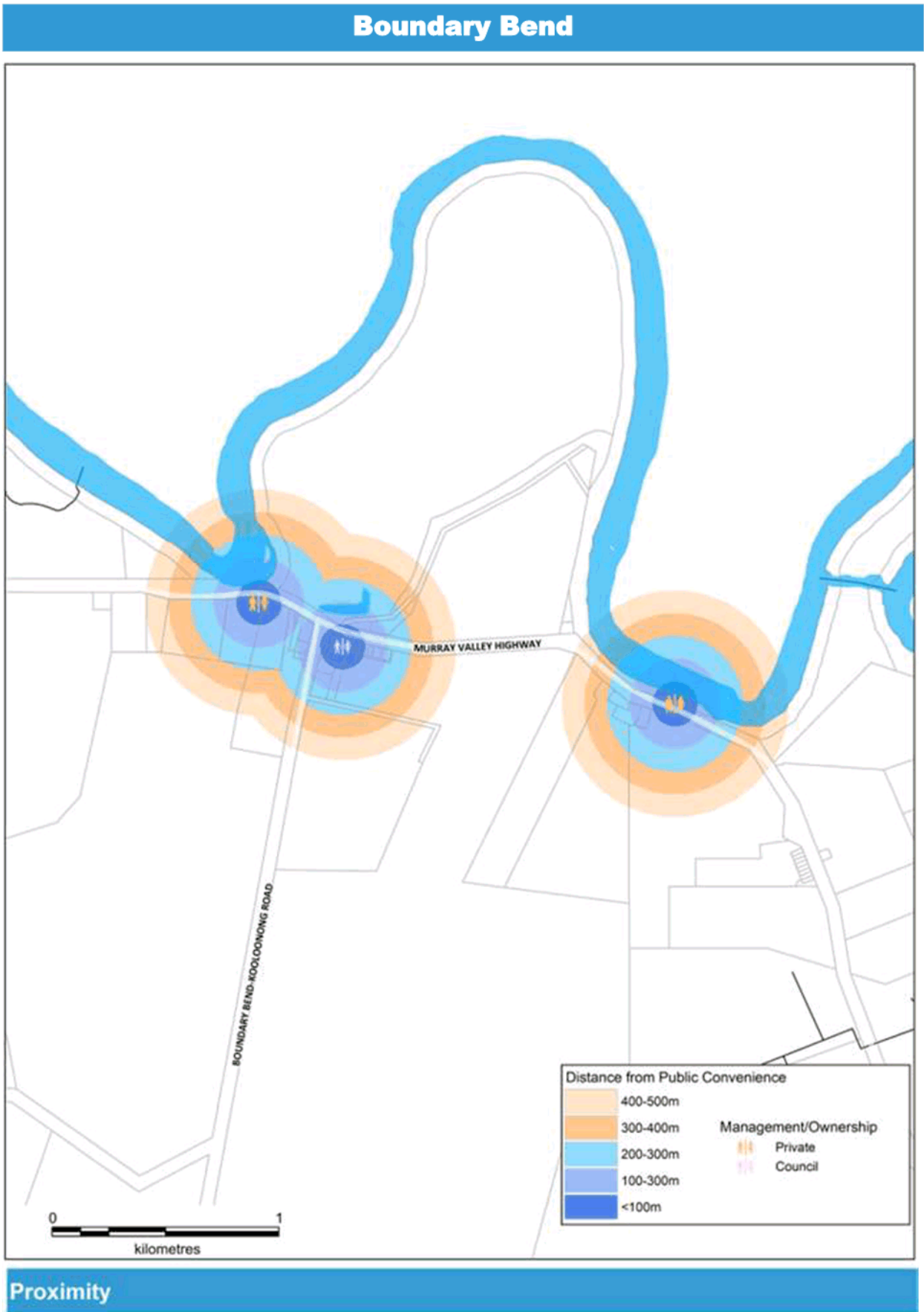
## Classification



## Boundary Bend



## Expenditure



## Boundary Bend

**Boundary Bend Memorial Park Toilets**

**Asset ID** 36791

**Address** Murray Valley Hwy, Boundary Bend

**Open Hours** 24 / 7

Construction year	1940	Valuation	\$60,000.00
Expected Life	139	WDV	\$42,445.18
Remaining Life	61	Acc Depreciation	\$17,554.82



<b>Number of Cubicles</b>	<b>3</b>	<b>Baby Change Station</b>	
Male	1	Hot Water	no
Female	2	Urinal	yes
Unisex	0	Toilet Paper	INTERLE
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	NO
		Av Consum/m	725

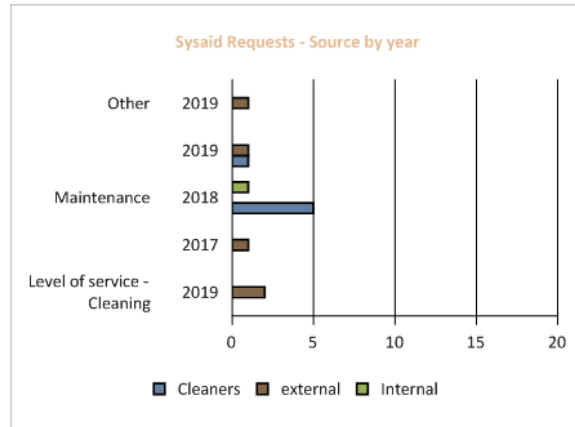
No. Cleans	Frequency	\$/m
2	Weekly	
Condition	Usage	
Poor	Low	

**General Comments**

Former school site building. Miniature pans and insufficient for Wayside Stop purposes. No plumbed tank water and reliant on river pump and septic. Reln Drain redone recently due to failing,

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Programmed Maintenance	\$0.00	\$0.00	\$0.00	\$3,810.00	\$0.00
Reactive Maintenance	\$530.00	\$745.20	\$415.00	\$7,902.85	\$325.00

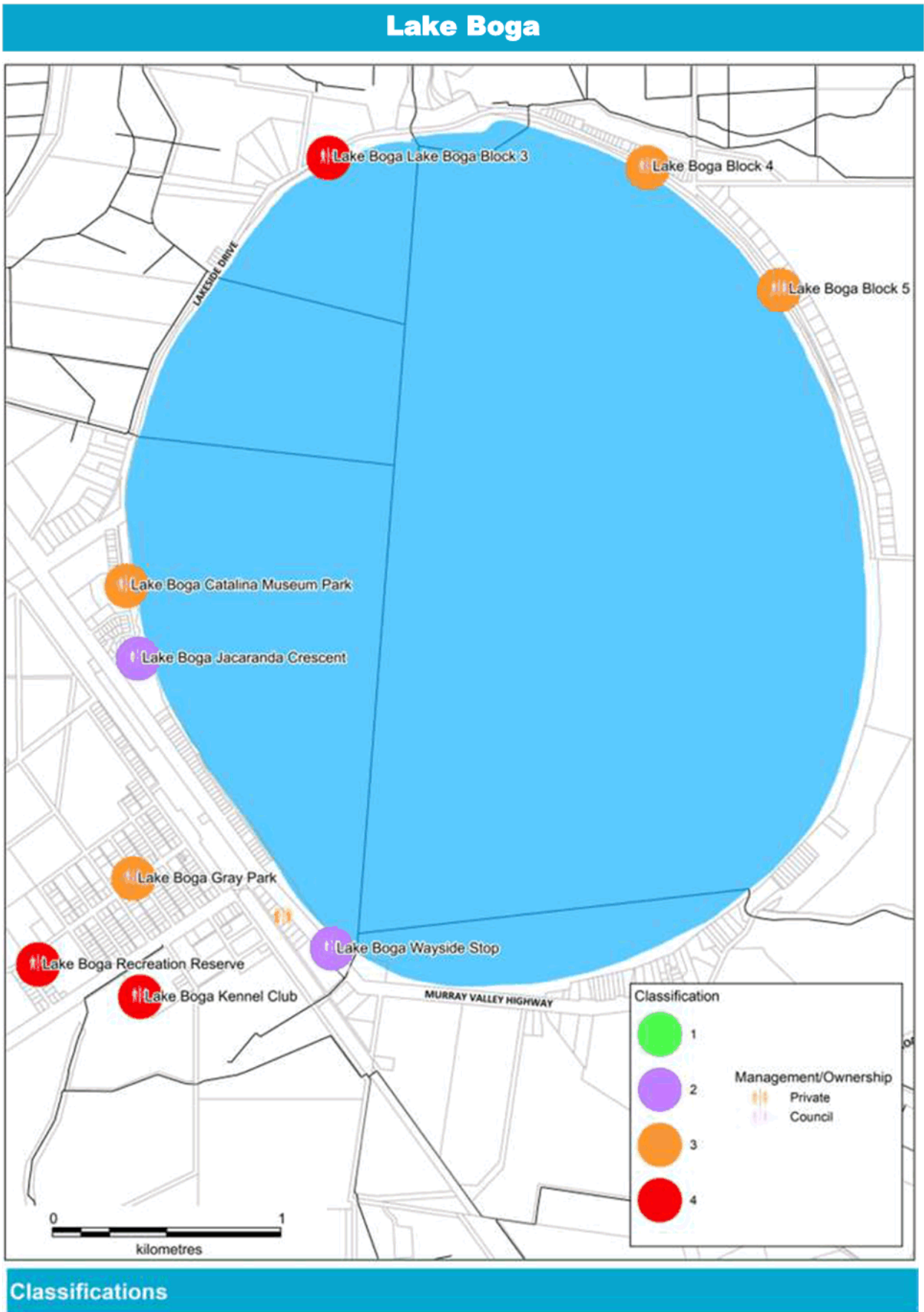


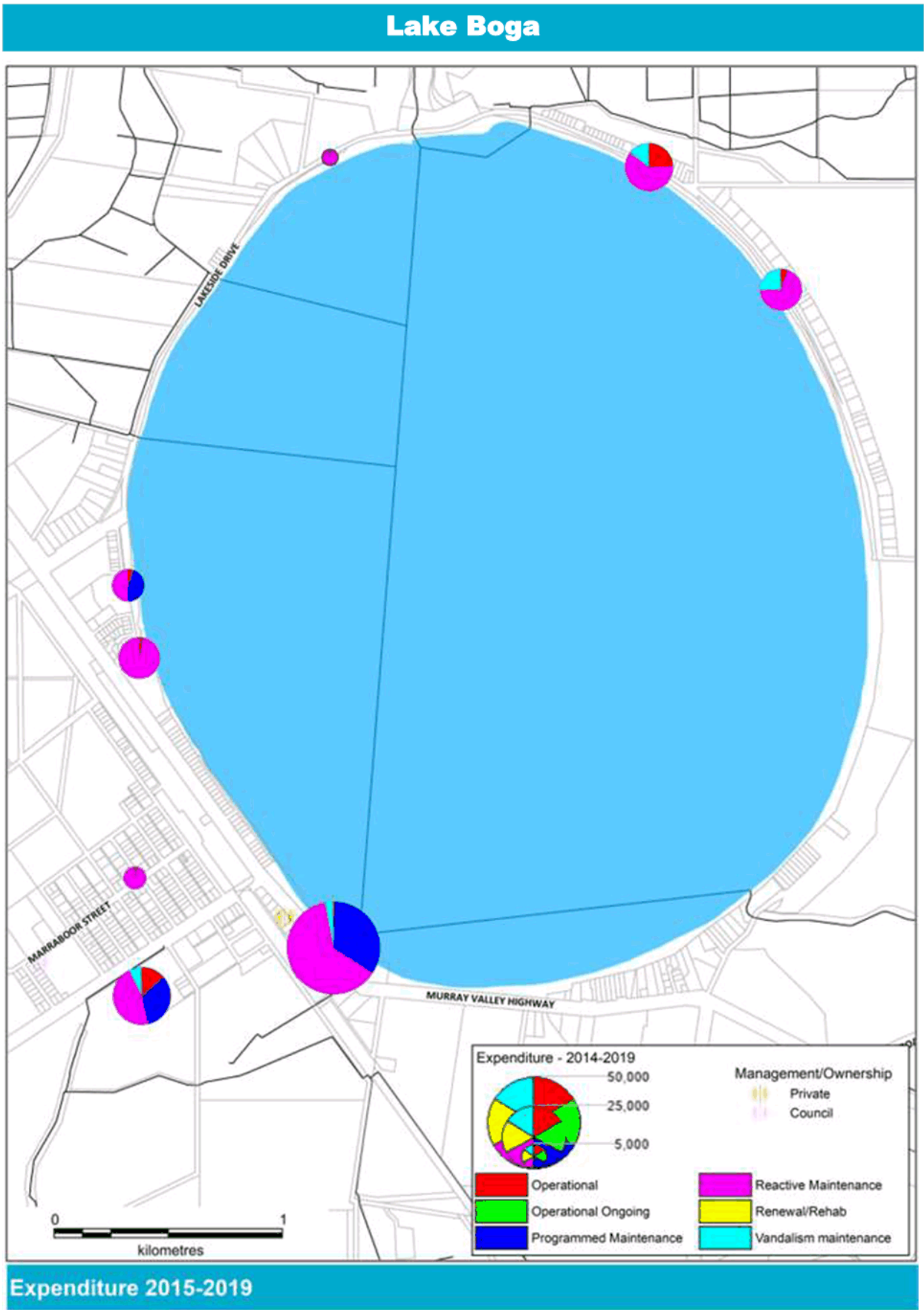
Reccommendation	Year
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- RECOMMENDATION 1: Basic Refurbishment \$10K  
 RECOMMENDATION 2: New Small Facility \$100k

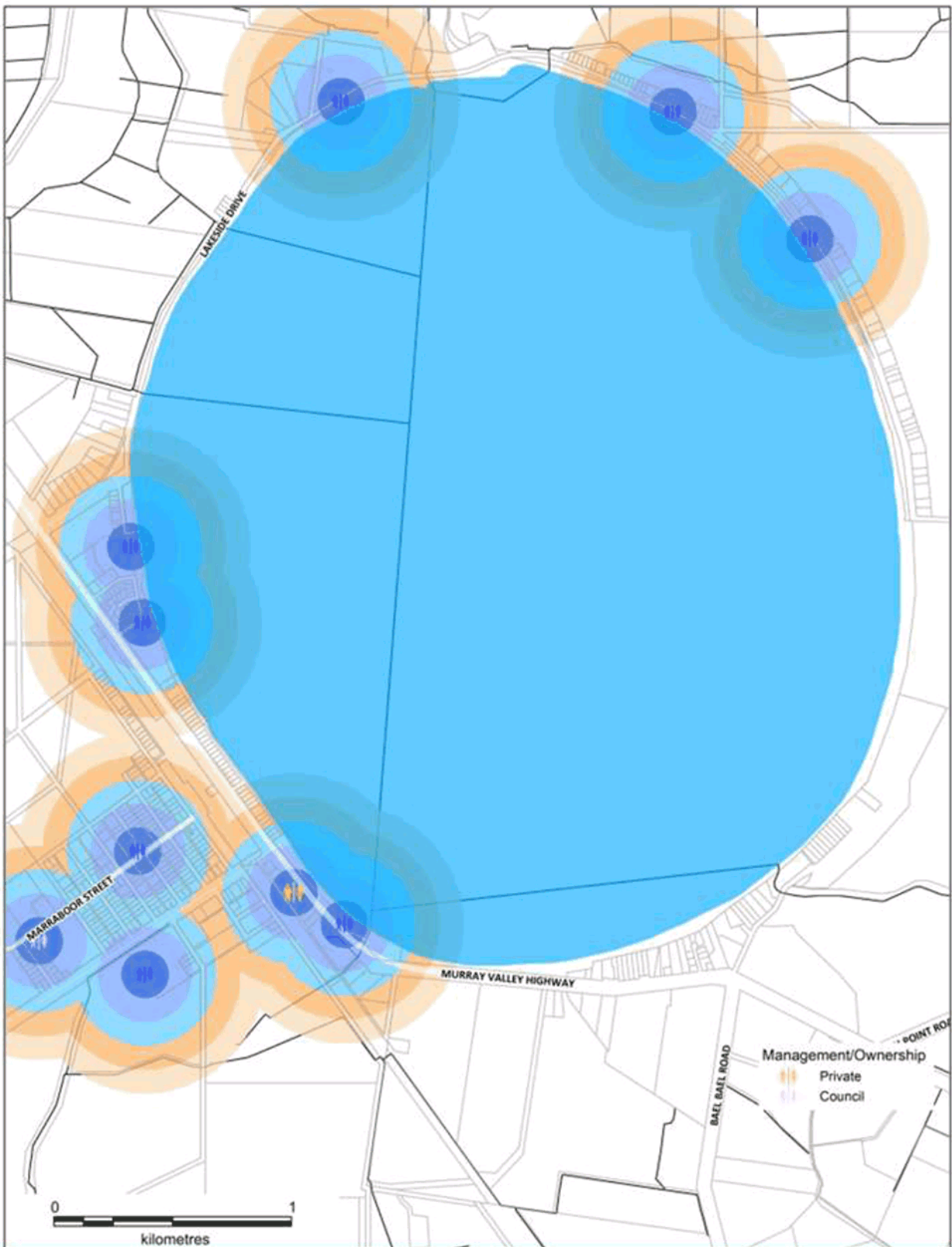
## Lake Boga

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Lake Boga Block 3	4	0	\$1,329.90	4
Lake Boga Block 4	3	2125	\$9,958.58	22
Lake Boga Block 5	3	3375	\$7,721.85	9
Lake Boga Catalina Museum Park	3	10125	\$4,608.84	10
Lake Boga Gray Park	3	875	\$2,566.78	9
Lake Boga Jacaranda Crescent	2	11750	\$7,336.23	15
Lake Boga Kennel Club	4	0	\$1,004.35	1
Lake Boga Recreation Reserve	4	375		3
Lake Boga Wayside Stop	2	13375	\$7,835.98	20





# Lake Boga



Proximity Map

## Lake Boga

**Lake Boga Kennel Club**

**Asset ID** 37499

Address Cemetery Rd, Lake Boga

Open Hours AS REQ

Construction year	1972	Valuation	\$130,870.08
Expected Life	96	WDV	\$61,799.12
Remaining Life	50	Acc Depreciation	\$69,070.96



Number of Cubicles	5	Baby Change Static	No
Male	2	Hot Water	No
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	INTERLE
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	0

No. Cleans	Frequency	\$/m
AS REQ	AS REQ	
Condition	Usage	
Medium	Low	

**General Comments**

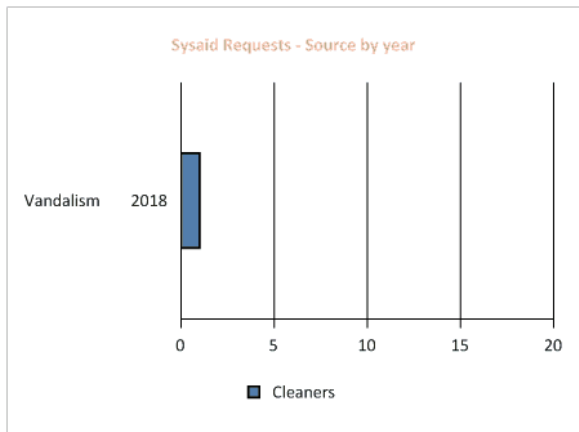
Asset is structurally sound however the fit-out is in poor condition and requires renewal. The toilet block is opened upon request and generally accompanies bookings at the Sporting Complex which are currently infrequent.

There is also the provision of toilets, showers and hot water in the pavilion 20 metres away. The Swan Hill Pony Club has recently expressed an interest in moving their club to Lake Boga and is looking to use the pavilion and accompanying infrastructure, including the toilet block with a view to using it during gymkhana's and events attracting larger numbers of participants.

There is no provision to carry out refurbishment works to the toilet block.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Vandalism maintenance	\$0.00	\$0.00	\$653.00	\$351.35	\$0.00



Reccommendation	Year
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RECOMMENDATION - Decommission at end of life



## Lake Boga

**Lake Boga Recreation Reserve**

**Asset ID** 37224

Address 57 Marraboor St, Lake Boga

Open Hours 24 / 7

Construction year	1975	Valuation	\$189,034.56
Expected Life	53	WDV	\$62,651.45
Remaining Life	10	Acc Depreciation	\$126,383.11



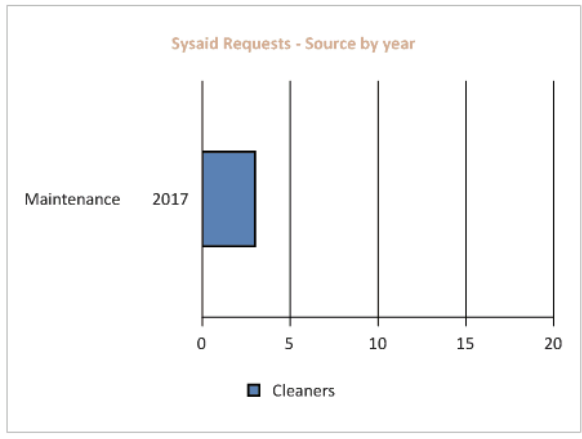
Number of Cubicles	6	Baby Change	Static	No
Male	2	Hot Water		No
Female	4	Urinal		Yes
Unisex	0	Toilet Paper		JUMBO
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point		No
		Av Consum/m		375

No. Cleans	Frequency	\$/m
1	WEEKLY	\$86.60
Condition	Usage	
Poor	Low	

**General Comments**

Basic toilet amenity servicing the needs of the sporting users at the Lake Boga Recreation Reserve (cricket, football and netball clubs). Popular mainly on a Saturday during winter, the toilet is open all year round. There are alternate toilets, including all abilities toilets in the main pavilion.

Maintenance costs



Reccommendation	Year
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RECOMMENDATION - Co-location with Football/Netball Clubrooms

## Lake Boga

**Lake Boga Catalina Museum Park**

**Asset ID 36492**

Address Wilakool Avenue, Lake Boga

Open Hours 24 / 7

Construction year	1964	Valuation	\$87,246.72
Expected Life	84	WDV	\$5,856.41
Remaining Life	30	Acc Depreciation	\$81,390.31



Number of Cubicles	4	Baby Change Static	No
Male	2	Hot Water	No
Female	2	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	10125

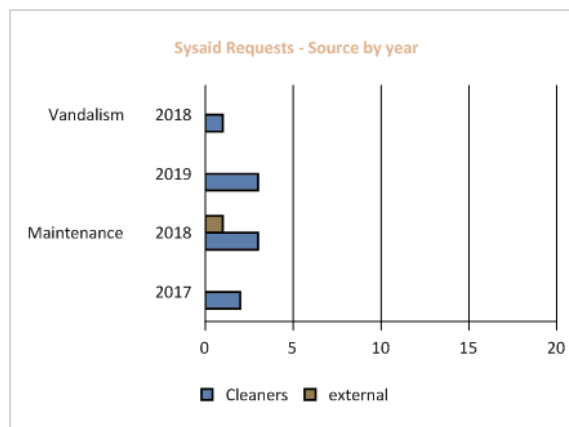
No. Cleans	Frequency	\$/m
7	DAILY	\$455.88
Condition	Usage	
Poor	Medium	

**General Comments**

Situated next to the new playground, The toilet block is within the proximity of a walking path and there's a BBQ shelter 150m away. The toilet block is 313m away from the Jacaranda Crescent block and sits in what is a cultural heritage sensitive zone. It sits approximately 30m back from the shoreline and services mainly holiday makers and Lake users. There are toilets located in the nearby Catalina Museum servicing the needs of tourists. There are toilets located very close at the Cafe and museum.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Programmed Maintenance	\$0.00	\$142.70	\$999.05	\$907.60	\$0.00
Reactive Maintenance	\$0.00	\$1,204.99	\$625.02	\$486.13	\$0.00
Operational	\$57.88	\$59.62	\$62.30	\$63.55	\$0.00



Reccomendation	Year
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**RECOMMENDATION - Renewal- Small Facility (relocate to better location to open up area from museum. I.e. Carpark side of playground)**

## Lake Boga

**Lake Boga Block 5**

**Asset ID 36491**

Address Lakeside Drive, Lake Boga

Open Hours 24 / 7

Construction year	1972	Valuation	\$92,945.01
Expected Life	77	WDV	\$11,384.85
Remaining Life	31	Acc Depreciation	\$81,560.16



Number of Cubicles	3	Baby Change	Static	No
Male	2	Hot Water	Yes	
Female	1	Urinal	Yes	
Unisex	0	Toilet Paper	JUMBO	
Disabled / Fa	0	Hand Dryers		0
Showers	4	Dump Point	No	
		Av Consum/m		3375

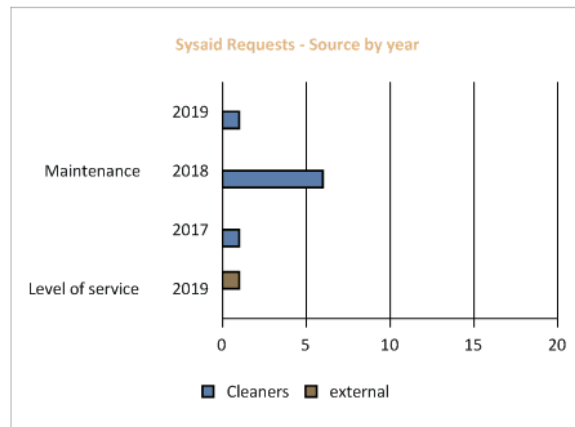
No. Cleans	Frequency	\$/m
10	DAILY	\$1,418.28
Condition	Usage	
Medium	High	

**General Comments**

This building is located another 887 metres further south along Lake Side Drive. The building condition is reasonable given its age. There are showers and a solar hot water service. The facility is sufficient for the needs of those who camp around the lake in the zone 5 camping area. The septic and reln drains in this area are functioning quite well at this time.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$696.42	\$665.52	\$0.00	\$3,996.61	\$0.00
Vandalism maintenance	\$462.00	\$108.53	\$1,103.32	\$280.15	\$0.00
Operational	\$38.59	\$119.00	\$124.61	\$127.10	\$0.00



Reccomendation	Year
RECOMMENDATION - Renewal - Medium Facility with showers	2028/29

## Lake Boga

**Lake Boga Block 3**

**Asset ID** 36490

Address Lakeside Drive, Lake Boga

Open Hours 24/7

Construction year	1964	Valuation	\$90,046.72
Expected Life	64	WDV	\$3,714.18
Remaining Life	10	Acc Depreciation	\$86,332.54



Number of Cubicles	4	Baby Change	Static	No
Male	2	Hot Water	Yes	
Female	2	Urinal	Yes	
Unisex	0	Toilet Paper	JUMBO	
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point	No	
		Av Consum/m		0

No. Cleans	Frequency	\$/m
10	DAILY	\$455.88
Condition		Usage

**General Comments**

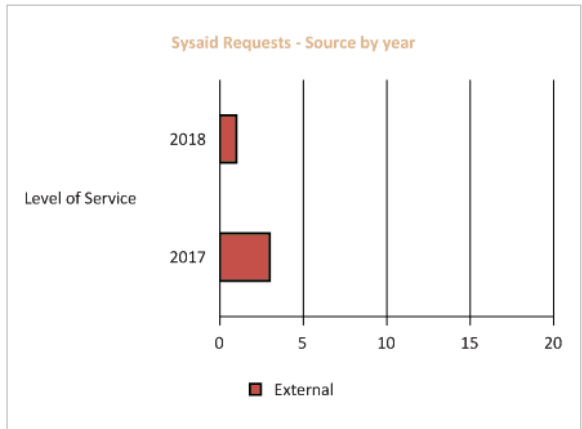
The toilet block, as per the consumables figures, is used the least of the nine public toilets in Lake Boga. In 2014 a chain mesh fence was constructed on the lake side of the building as a precaution to protect passers-by from a potential wall collapse. There was however nothing preventing and inward collapse of the same wall. Along with septic issues and structural concerns, the block was closed to the public in 2016.

The overall building aesthetic is tired and unappealing and the building is not in keeping with any improvements made to other areas of the lake foreshore. The reln drains are struggling to discharge septic waste and given the proximity to the lake, there is a fear of adverse environmental impacts.

Although set along a section of the Lake Boga scenic walking path, the building is possibly excessive to the amenity needs around the Lake’s perimeter – the toilet block is 2.779km to the Catalina Park toilet block and 713m to Lake Side Drive block 4. Block 5 is a further 887m south of block 4 but both block 4 and 5 are designated camping areas around the lake. The area around Block 3 is not

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$1,005.00	\$0.00	\$0.00	\$324.90	\$0.00



## Lake Boga

Reccomendation

Year

RECOMMENDATION - Decommission with No Replacement. Retain the concrete slab for re-purposing i.e.: 2021/22  
a mosaic concrete surface for a park seat.

## Lake Boga

**Lake Boga Jacaranda Crescent**

**Asset ID 36489**

Address Jacaranda Crescent, Lake Boga

Open Hours 24 / 7

Construction year	1962	Valuation	\$174,493.44
Expected Life	106	WDV	\$37,689.06
Remaining Life	50	Acc Depreciation	\$136,804.38



Number of Cubicles	5	Baby Change	Static	No
Male	2	Hot Water	Yes	
Female	3	Urinal	Yes	
Unisex	0	Toilet Paper	JUMBO	
Disabled / Fa	0	Hand Dryers		0
Showers	4	Dump Point	No	
		Av Consum/m		11750

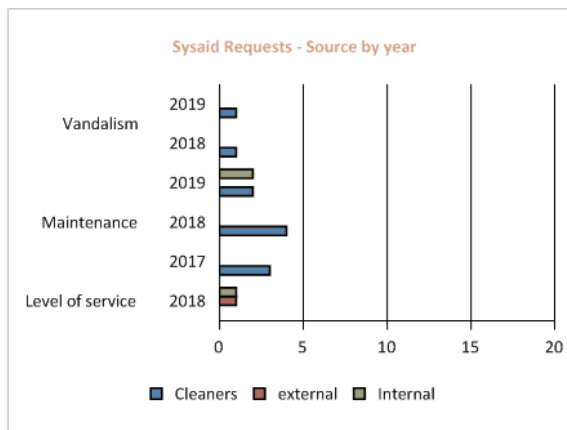
No. Cleans	Frequency	\$/m
7	DAILY	\$1,620.90
Condition	Usage	
Poor	High	

**General Comments**

This amenity is the most popular on the Lake Boga Foreshore. It sits in close proximity to a popular boat ramp, walking path and BBQ shelter. The lawns and foreshore are well maintained along this reserve. The structure has very outdated tap and shower fittings that constantly leak and cannot be repaired without wall removal. Also has a urinal and all the internal fixtures and partitions although function adequately are dated and tired. The building sits on the edge of Council maintained parkland and is about 70m distance from the Lake edge. It doesn't interfere with the outlook from nearby residences and there's plenty of space for caravan and boat trailers to park nearby.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$778.72	\$675.50	\$2,135.21	\$3,503.45	\$0.00
Operational	\$57.88	\$59.62	\$62.30	\$63.55	\$0.00



Reccomendation	Year
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RECOMMENDATION - Renewal - Large facility including showers.

## Lake Boga

**Lake Boga Block 4**

Asset ID 36480

Address Lakeside Drive, Lake Boga

Open Hours 24/7

Construction year	1964	Valuation	\$93,063.17
Expected Life	78	WDV	\$4,252.57
Remaining Life	24	Acc Depreciation	\$88,810.60



Number of Cubicles	4	Baby Change	StaticNo
Male	1	Hot Water	No
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	2125

No. Cleans	Frequency	\$/m
7	DAILY	\$455.88
Condition		Usage
Poor		Medium

**General Comments**

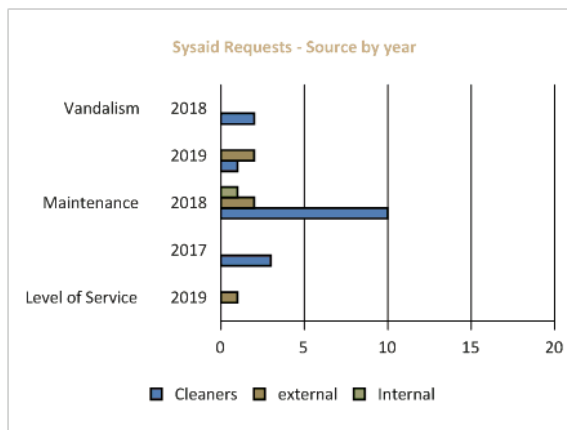
The toilet block is located on Lake Boga Foreshore, 713m south (further around Lake Side Drive) from block 3. The facility is regularly used in high season as per the consumables report. The land around block 4 is a designated camping area, although campers are encouraged to locate around Block 5 in the first instance and will spill out to area 4.

The toilet is a 'cookie cut' of Block 3, was built at the same time and has a similar aesthetics and features. Although functional, the building is cosmetically unappealing and has no hot water. The septic system requires regular attention and is close to end of life.

In 2015 a land capability assessment was carried out for both block 3 & 4

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$304.45	\$1,531.33	\$908.29	\$3,375.50	\$0.00
Vandalism maintenance	\$544.80	\$0.00	\$0.00	\$899.85	\$0.00
Operational	\$38.59	\$0.00	\$1,773.95	\$581.82	\$0.00



Reccommendation	Year
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- RECOMMENDATION 1 - Renovation \$35k
- RECOMMENDATION 2 - Renewal - Small to Medium facility (showers?), Septic works required if full

## **Lake Boga**

replacement \$130k - \$150k



## Lake Boga

**Lake Boga Gray Park**

**Asset ID 36401**

Address Marraboor St, Lake Boga

Open Hours 24 / 7

Construction year	1996	Valuation	\$87,246.72
Expected Life	22	WDV	-\$0.28
Remaining Life	0	Acc Depreciation	\$87,247.00



Number of Cubicles	6	Baby Change Static	No
Male	2	Hot Water	No
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	875

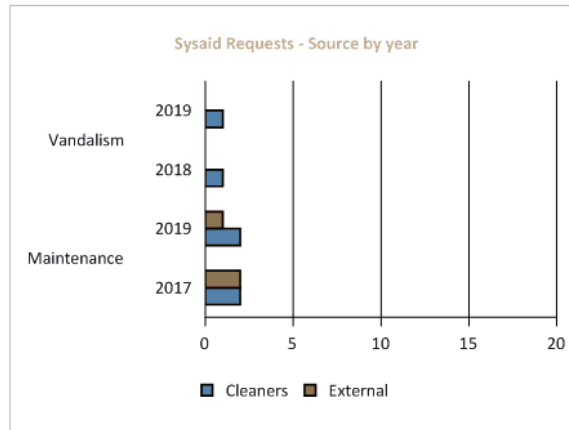
No. Cleans	Frequency	\$/m
7	DAILY	\$506.53
Condition	Usage	
Medium	Medium	

**General Comments**

Basic toilet amenity that services the immediate park and playground area. Close to the main street shops; the block shows no signs of cracking or wear beyond those of interior fixtures. Minor maintenance issues only (seals) with low levels of vandalism. Reasonably low use as per the consumables report.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$0.00	\$259.86	\$160.70	\$144.39	\$1,880.12
Operational	\$28.95	\$29.82	\$31.16	\$31.78	\$0.00



Reccommendation	Year
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RECOMMENDATION - Renew - Small Facility

## Lake Boga

**Lake Boga Wayside Stop**

**Asset ID 36285**

Address Murray Valley Highway, Lake Boga

Open Hours 24 / 7

Construction year	1975	Valuation	\$130,219.94
Expected Life	63	WDV	\$8,733.55
Remaining Life	20	Acc Depreciation	\$121,486.39



Number of Cubicles	4	Baby Change	StaticNo
Male	2	Hot Water	Yes
Female	2	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	5	Dump Point	No
		Av Consum/m	13375

No. Cleans	Frequency	\$/m
7	DAILY	\$810.45
Condition		Usage
Good		High

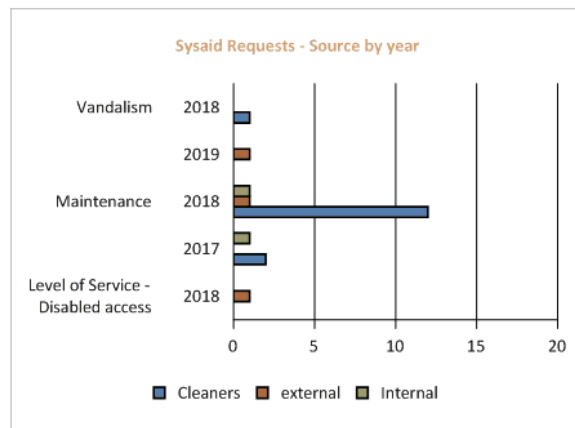
**General Comments**

The building is subject to heavy all year around use. There is large patronage from car and truck travellers who take advantage of the highway location and easy parking.

The facility also doubles for Caravan Park patrons in the height of holiday season. The facility has tiled floors and showers, timber doors and partitioning. Apart from some cosmetic re-tiling, paintwork, the installation of pathways, and some landscaping there has been no significant refurbishment or re-design to the toilet block since it was constructed.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$2,879.39	\$1,350.37	\$1,804.27	\$1,801.95	\$0.00

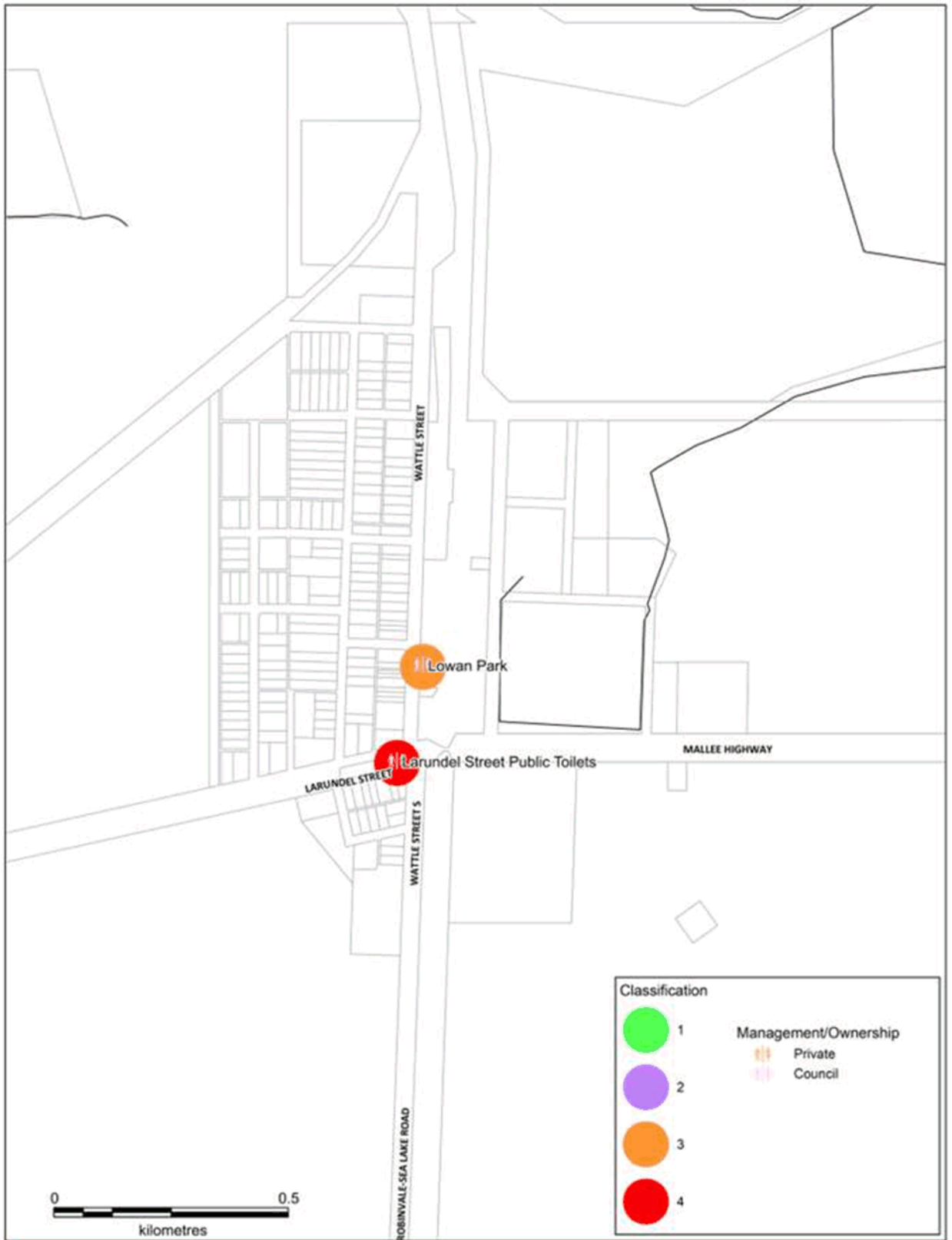


Reccommendation	Year
RECOMMENDATION - Renew - Medium Facility with showers	2029/30

## Manangatang

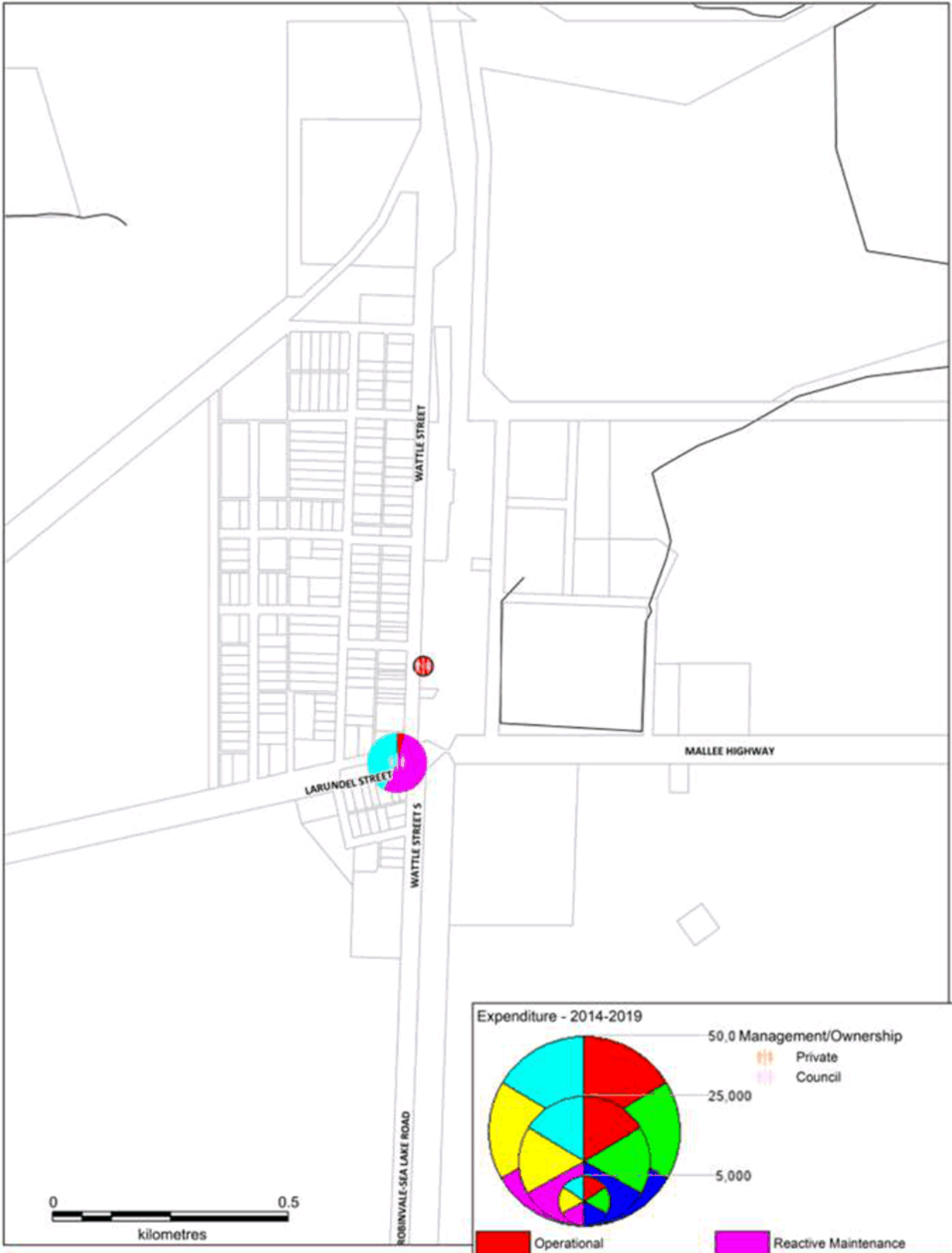
Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Larundel Street Public Toilets	4	7250	\$3,757.24	14
Lowan Park	3	5625	\$521.71	7

# Manangatang



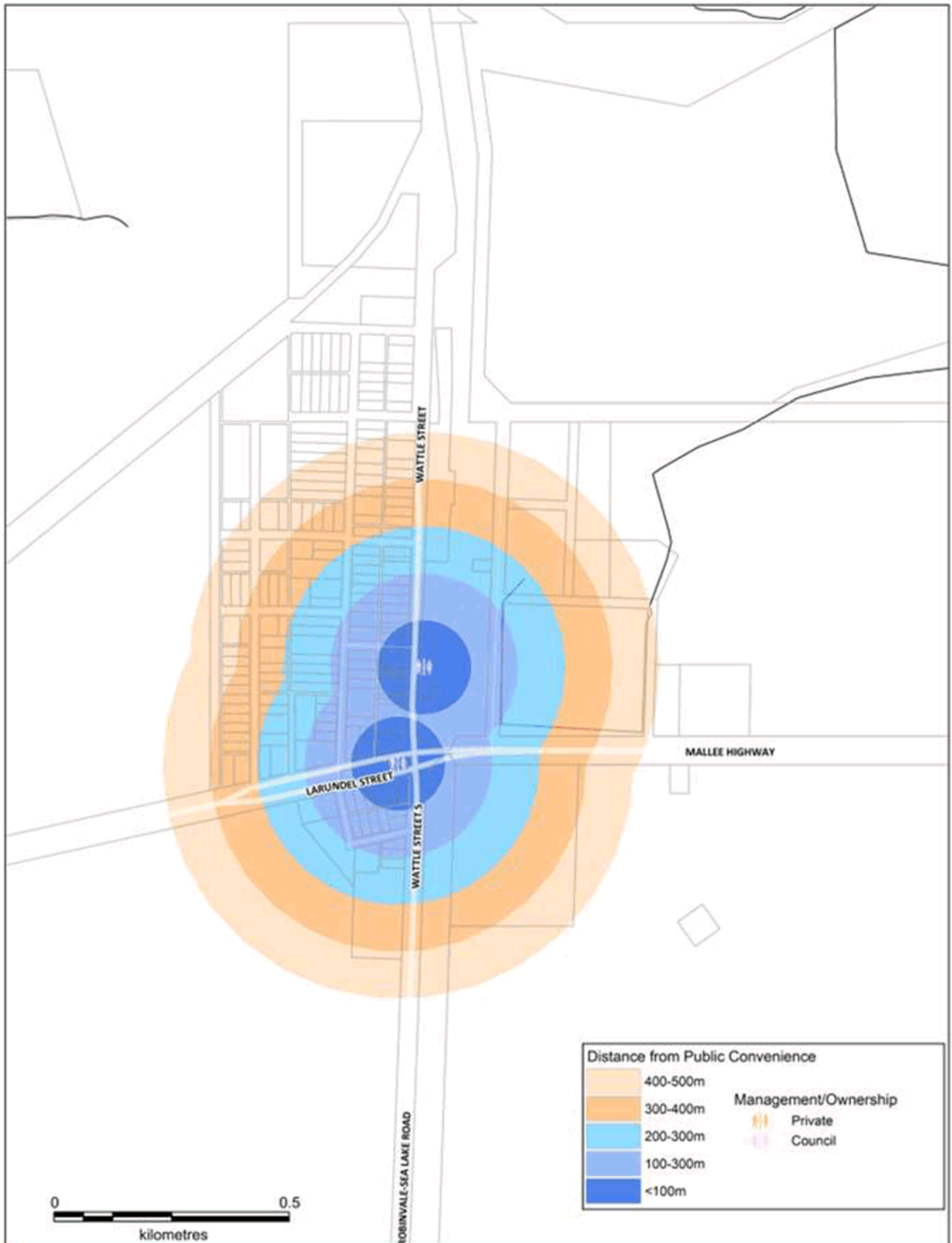
## Classification

# Manangatang



## Expenditure

# Manangatang



# Proximity

## Manangatang

**Larundel Street Public Toilets** **Asset ID** 36816  
 Address Larundel Street, Manangatang Open Hours 24 / 7

Construction year 1965 Valuation \$87,246.72  
 Expected Life 63 WDV \$1,419.78  
 Remaining Life 10 Acc Depreciation \$85,826.94



Number of Cubicles 5 Baby Change Static No  
 Male 2 Hot Water No  
 Female 3 Urinal Yes  
 Unisex 0 Toilet Paper JUMBO  
 Disabled / Fa 0 Hand Dryers 0  
 Showers 0 Dump Point No  
 Av Consum/m 7250

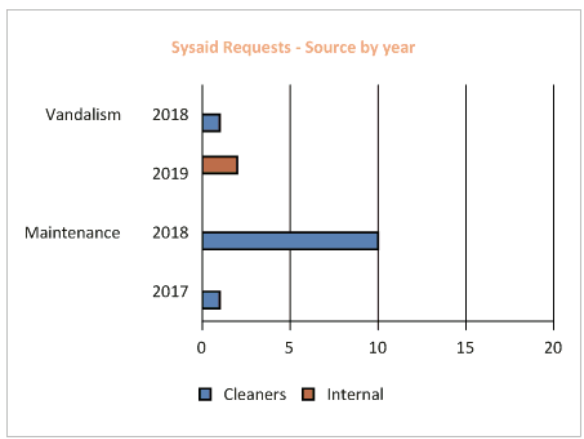
No. Cleans	Frequency	\$/m
7	DAILY	\$455.88
Condition	Usage	
Poor	Medium	

**General Comments**

Basic toilet amenity servicing the needs of travellers and visitors. Opposite the vline bus stop and highway between Adelaide and Sydney

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$370.88	\$0.00	\$978.11	\$245.12	\$410.00
Vandalism maintenance	\$53.06	\$128.78	\$636.99	\$117.70	\$670.07
Operational	\$28.95	\$54.64	\$31.16	\$31.78	\$0.00



Reccommendation	Year
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- RECOMMENDATIO 1 - Decommission and direct users to Wattle St Facility
- RECOMMENDATION 2 - Renew - small facility

## Manangatang

**Lowan Park**

Asset ID 36725

Address Wattle St, Manangatang

Open Hours 24 / 7

Construction year	1999	Valuation	\$36,000.00
Expected Life	88	WDV	\$23,056.74
Remaining Life	69	Acc Depreciation	\$12,943.26



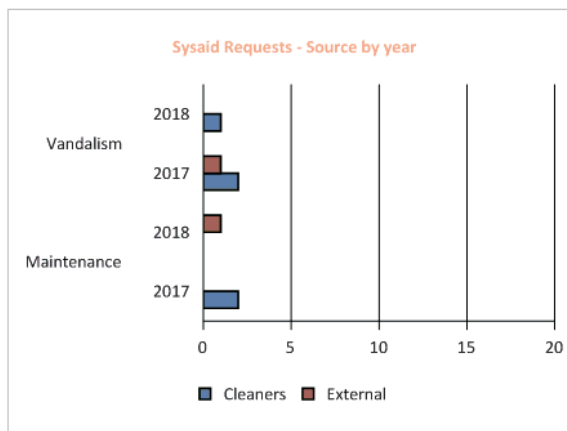
Number of Cubicles	3	Baby Change Static	Yes
Male	1	Hot Water	Yes
Female	1	Urinal	No
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	1	Hand Dryers	3
Showers	1	Dump Point	No
		Av Consum/m	5625

No. Cleans	Frequency	\$/m
7	DAILY	\$607.84
Condition		Usage
Good		Medium

General Comments

Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Operational	\$28.95	\$429.82	\$31.16	\$31.78	\$0.00



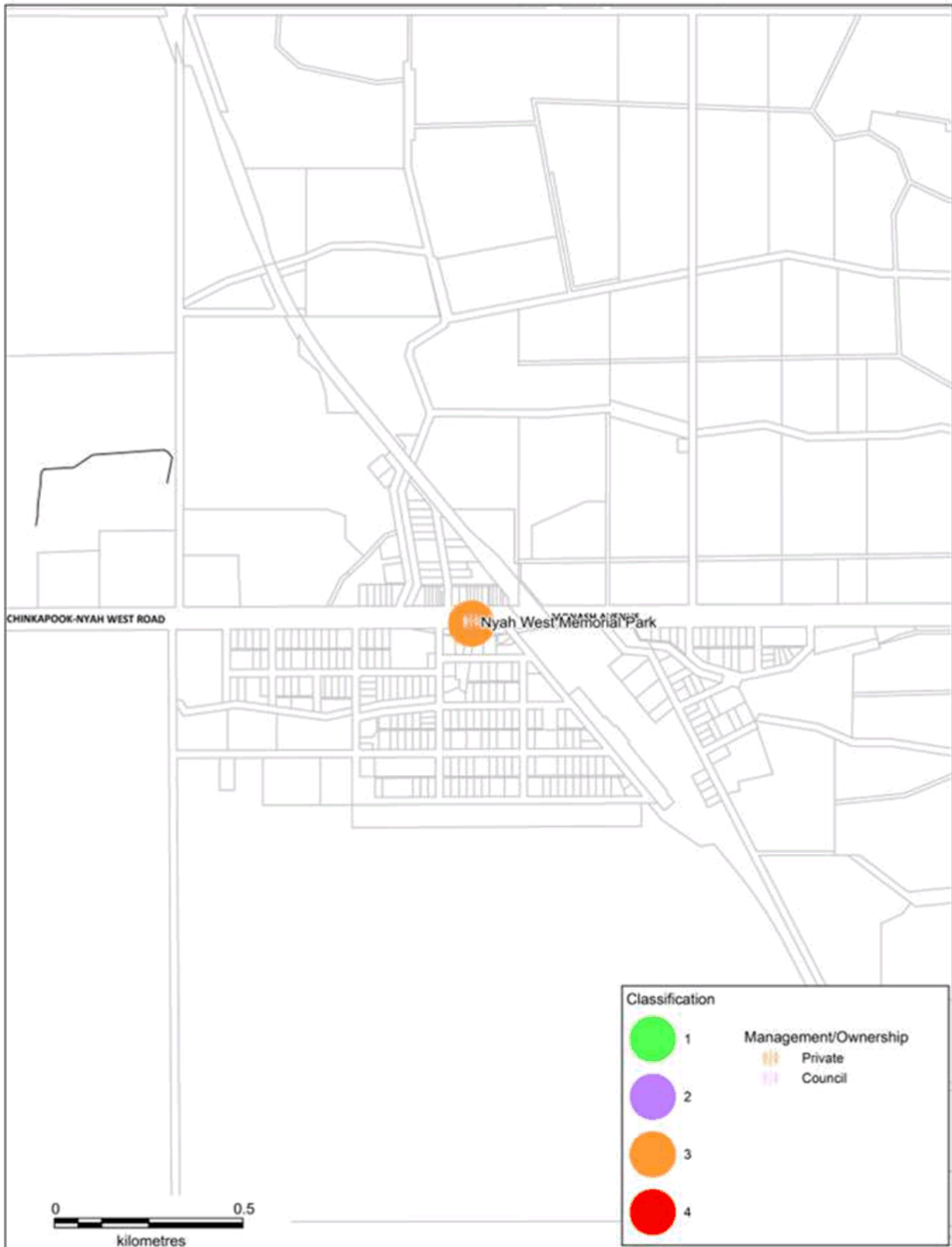
Reccommendation	Year
Nil	



## Nyah West

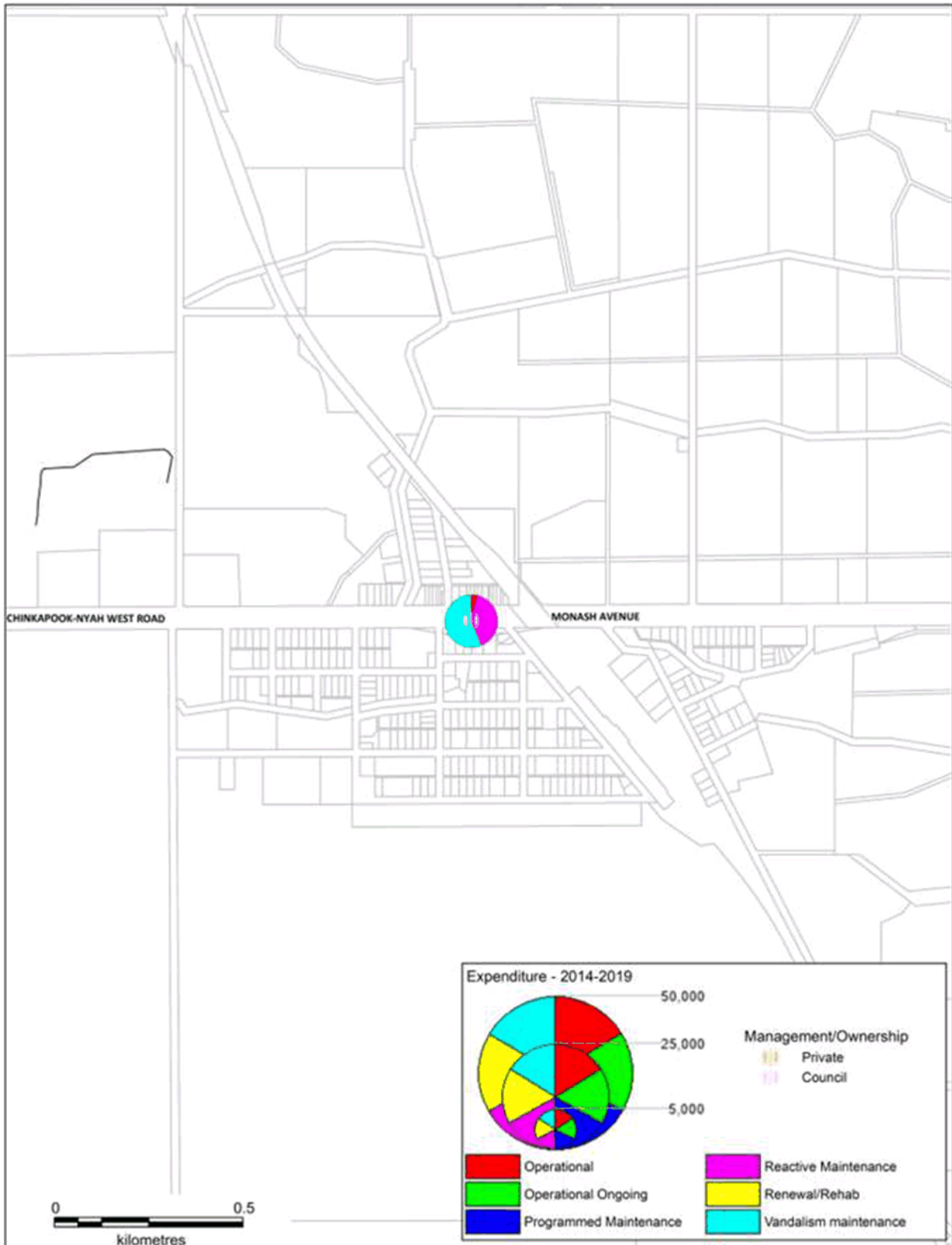
Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Nyah West Memorial Park	3	1625	\$4,998.52	5

# Nyah West



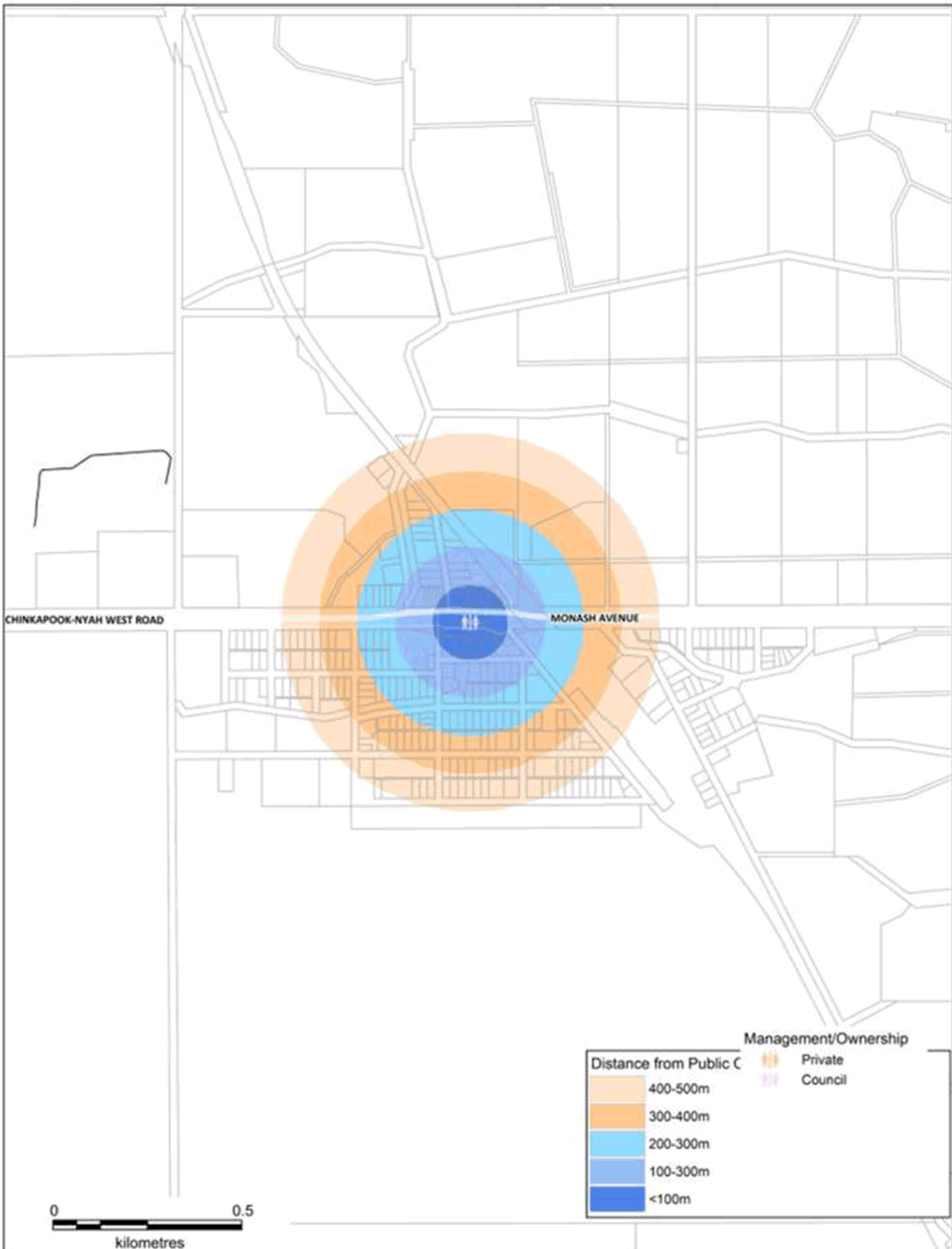
## Classifications

## Nyah West



## Expenditure

# Nyah West



## Proximity

## Nyah West

**Nyah West Memorial Park**

Asset ID 36889

Address Monash Avenue, Nyah West

Open Hours 24 / 7

Construction year	1978	Valuation	\$101,787.84
Expected Life	82	WDV	\$12,349.37
Remaining Life	42	Acc Depreciation	\$89,438.47



Number of Cubicles	5	Baby Change Static	No
Male	2	Hot Water	No
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	1625

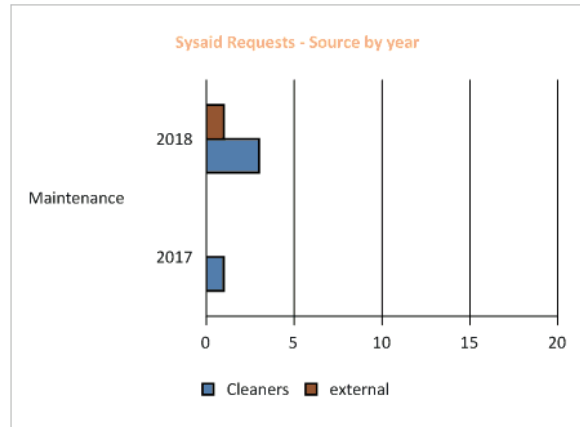
No. Cleans	Frequency	\$/m
7	DAILY	\$506.53
Condition	Usage	
Medium	Medium	

**General Comments**

Basic toilet amenity that services the immediate park and playground area, situated in the middle of the main st shops. Toilet facility is in fair condition with relatively new cisterns throughout

**Maintenance costs**

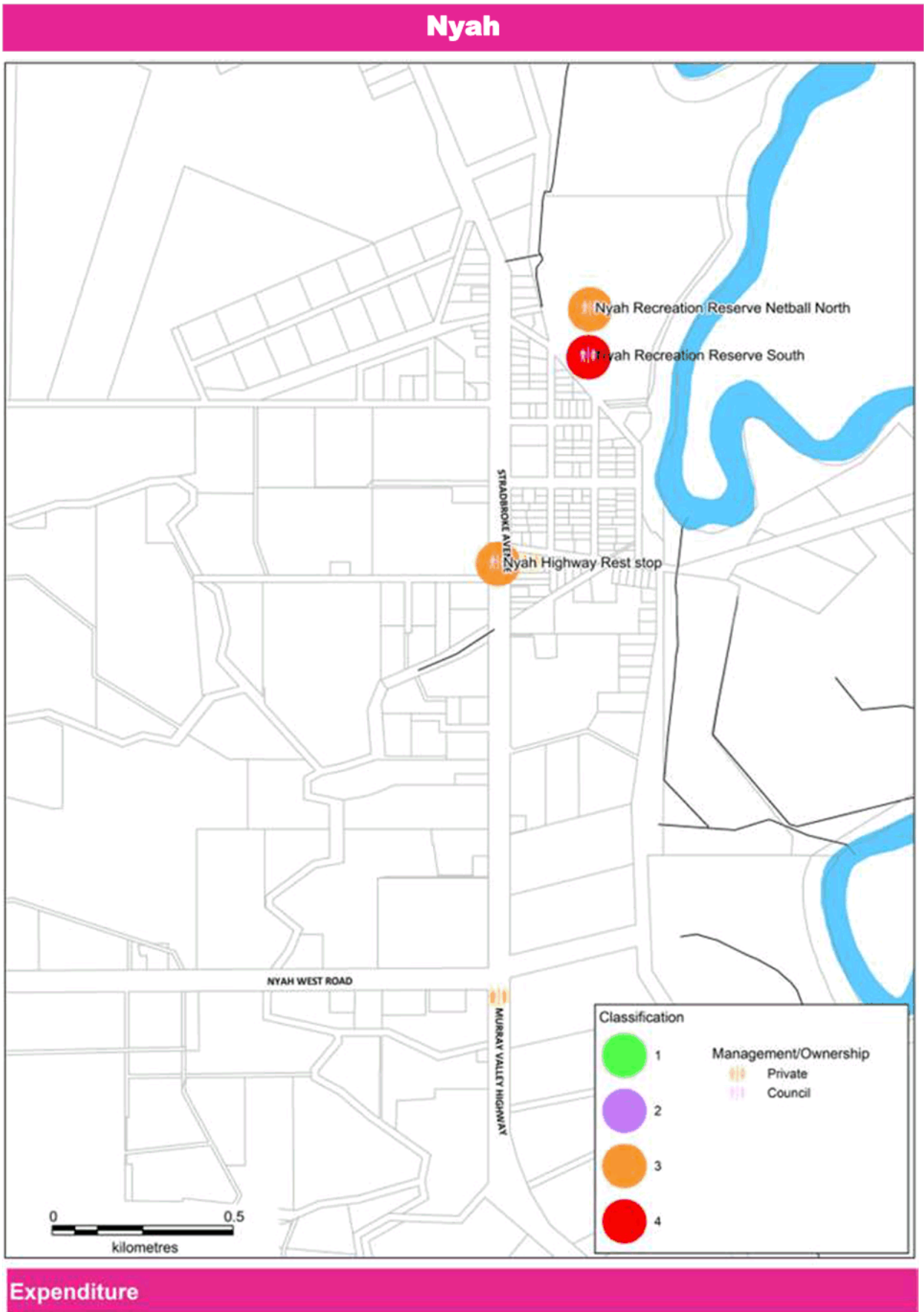
EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$441.57	\$464.22	\$996.92	\$106.89	\$0.00
Vandalism maintenance	\$864.05	\$620.86	\$709.69	\$613.84	\$0.00
Operational	\$57.90	\$59.64	\$31.16	\$31.78	\$0.00



Reccommendation	Year
RECOMMENDATION - New small facility. Combined with Performance stage	2028

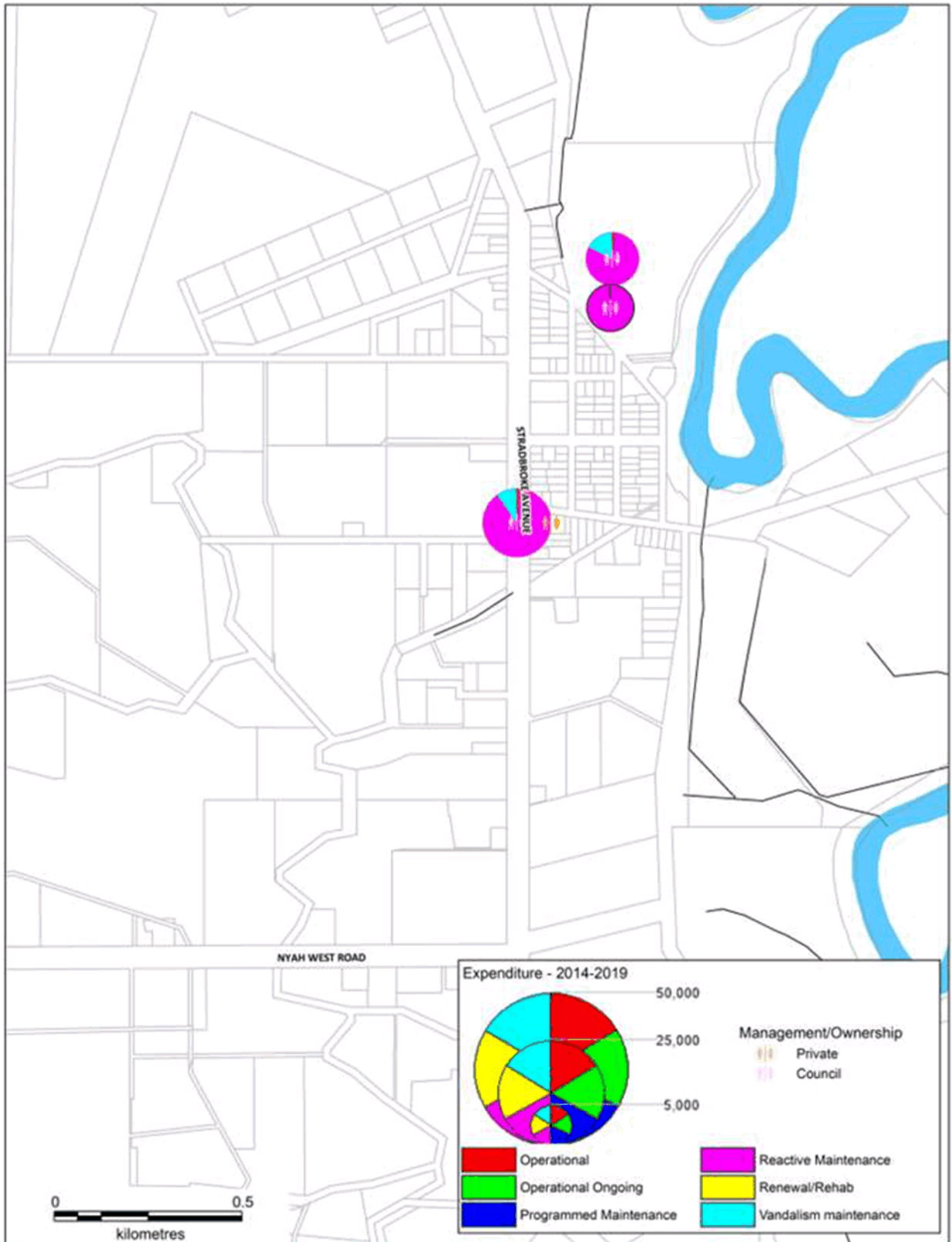
## Nyah

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Nyah Highway Rest stop	3	1625	\$7,414.80	13
Nyah Recreation Reserve Netball North	3	4000	\$4,736.96	10
Nyah Recreation Reserve South	4	1500	\$3,706.65	6



### Expenditure

**Nyah**



**Expenditure**



## Nyah



## Proximity

## Nyah

**Nyah Recreation Reserve South**

**Asset ID** 37246

Address River St, Nyah

Open Hours 24 / 7

Construction year	1938	Valuation	\$87,246.72
Expected Life	80	WDV	-\$0.28
Remaining Life	0	Acc Depreciation	\$87,247.00



Number of Cubicles	3	Baby Change	Static	No
Male	1	Hot Water		No
Female	2	Urinal		Yes
Unisex	0	Toilet Paper		JUMBO
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point		No
		Av Consum/m		1500

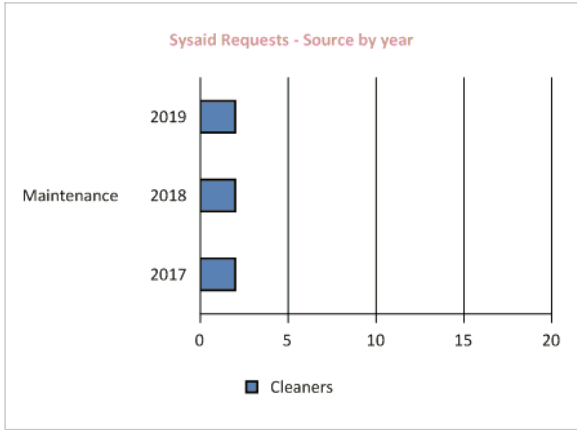
No. Cleans	Frequency	\$/m
	WEEKLY	\$36.08
Condition	Usage	
Poor	Low	

**General Comments**

Reinforced concrete slab, timber frame, solid brick, colorbond roof. Used campers and sporting, but less use now that trotting isn't on

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$0.00	\$314.18	\$256.82	\$3,135.65	\$0.00



Reccommendation	Year
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RECOMMENDATION - Decommission at end of life

## Nyah

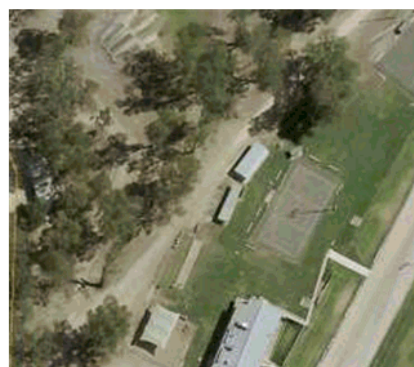
### Nyah Recreation Reserve Netball North

**Asset ID** 37245

**Address** River St, Nyah

**Open Hours** 24 / 7

Construction year	1965	Valuation	\$145,411.20
Expected Life	63	WDV	\$2,434.56
Remaining Life	10	Acc Depreciation	\$142,976.64



Number of Cubicles	10	Baby Change Static	No
Male	4	Hot Water	No
Female	6	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	0	Dump Point	Yes
		Av Consum/m	4000

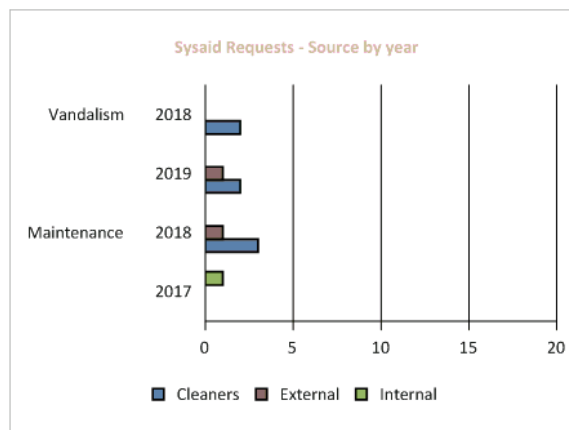
No. Cleans	Frequency	\$/m
1	WEEKLY	\$759.76
Condition	Usage	
Medium	High	

**General Comments**

Made of Cement sheeting walls similar to Lake Boga recreation reserve. Adjacent to the dump point. Currently used as the away change rooms as no facilities in the Netball building.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$65.00	\$262.73	\$420.30	\$3,069.62	\$0.00
Vandalism maintenance	\$262.35	\$0.04	\$0.00	\$12.27	\$571.79
Operational	\$0.00	\$0.00	\$0.00	\$72.86	\$0.00



Reccommendation	Year
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**RECOMMENDATION** - Co-location with Netball changerooms and incorporate an externally accessible facility.

## Nyah

**Nyah Highway Rest stop**

Asset ID 37210

Address Stradbroke Avenue, Nyah

Open Hours 24 / 7

Construction year	1995	Valuation	\$125,053.63
Expected Life	80	WDV	\$37,309.91
Remaining Life	57	Acc Depreciation	\$87,743.72



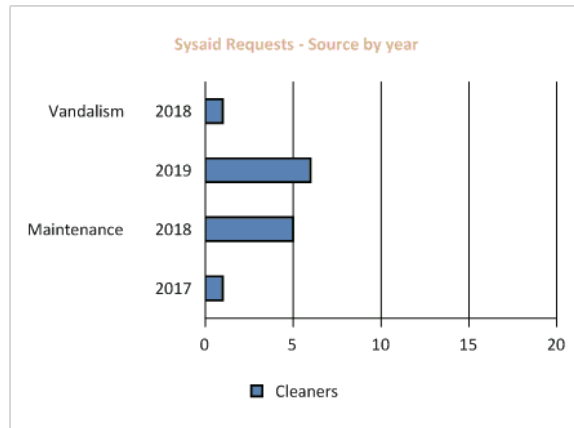
Number of Cubicles	6	Baby Change	Static	No
Male	2	Hot Water	Yes	
Female	3	Urinal	Yes	
Unisex	0	Toilet Paper	JUMBO	
Disabled / Fa	1	Hand Dryers		2
Showers	0	Dump Point	No	
		Av Consum/m		1625

No. Cleans	Frequency	\$/m
14	DAILY	\$1,418.28
Condition		Usage
Good		High

General Comments  
built 1995, no issues

Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$1,290.12	\$227.82	\$96.05	\$4,951.23	\$0.00
Vandalism maintenance	\$157.07	\$185.37	\$266.09	\$119.34	\$0.00
Operational	\$28.95	\$29.82	\$31.16	\$31.78	\$0.00

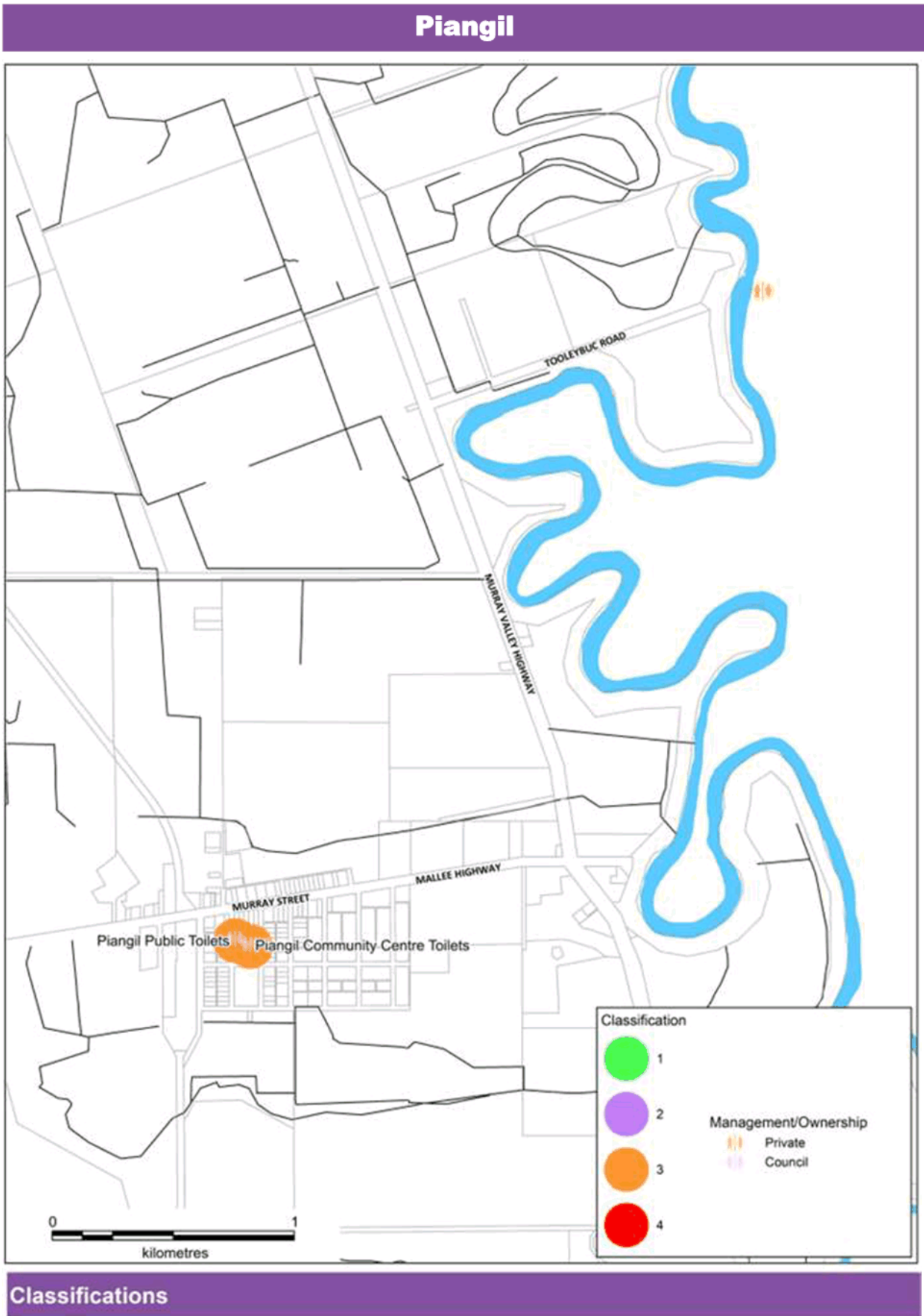


Reccommendation	Year
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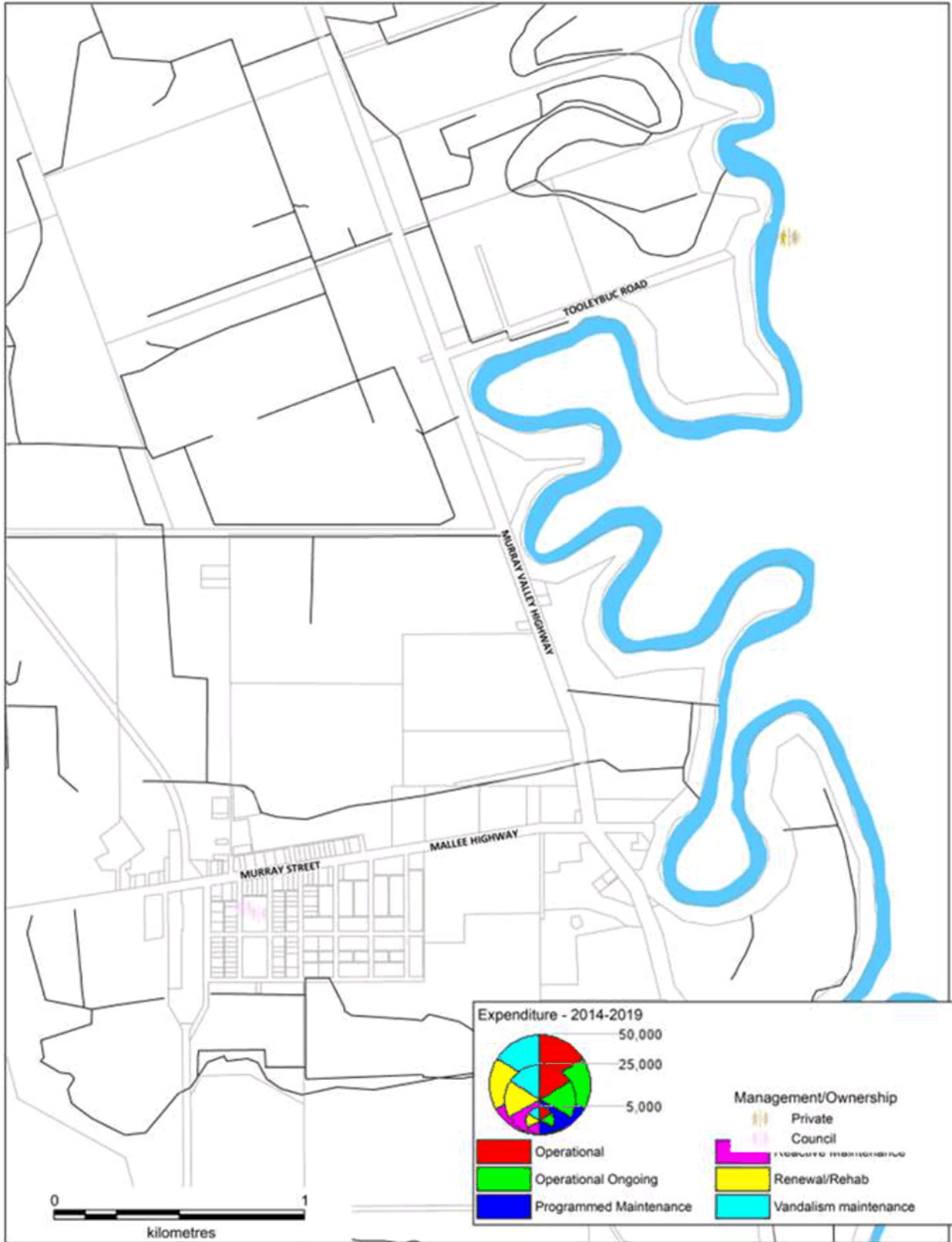
Nil

**Piangil**

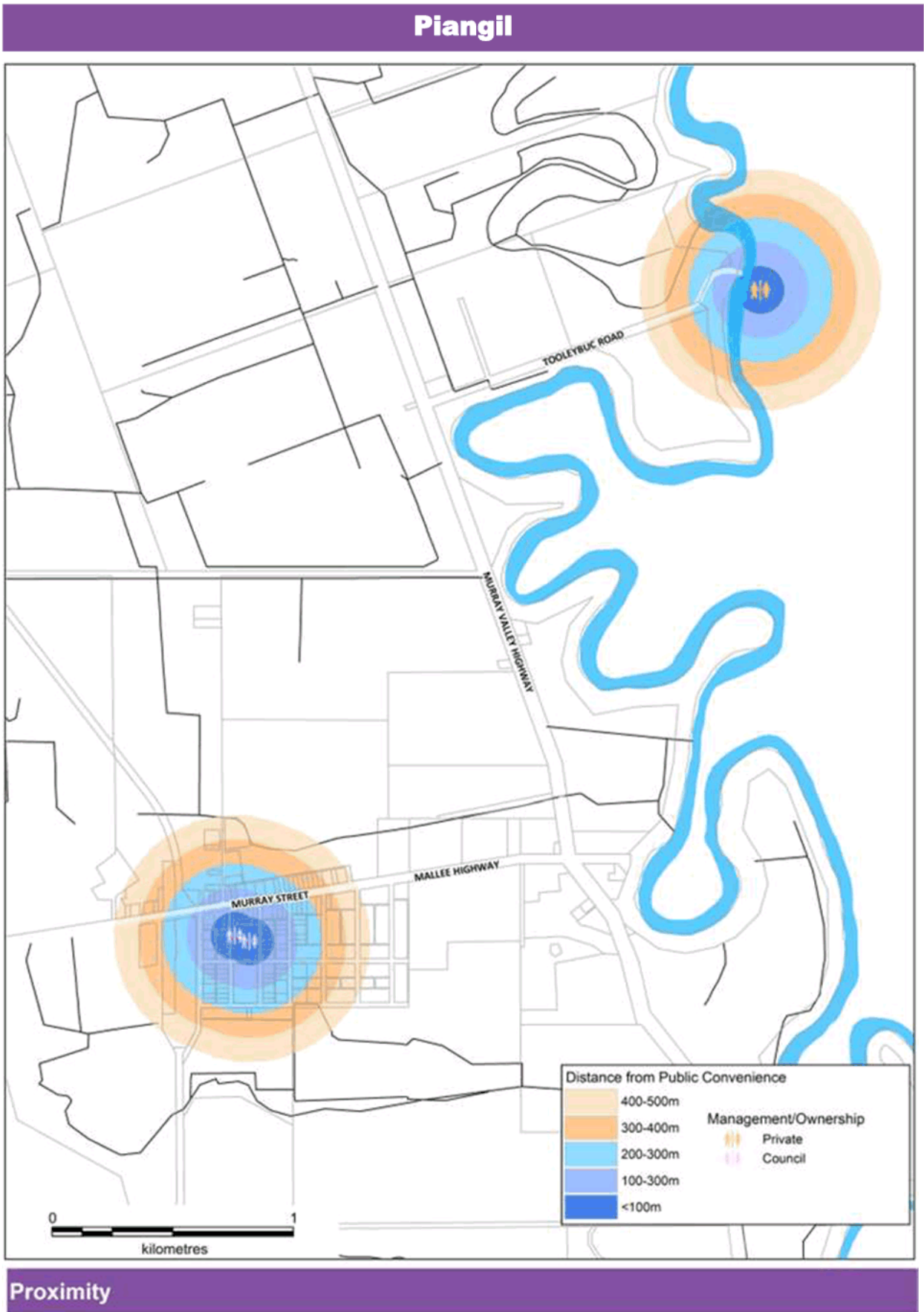
Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Piangil Community Centre Toilets	3			0
Piangil Public Toilets	4	1500	\$2,266.93	6



**Piangil**



**Expenditure - None indicated**





## Piangil

### Piangil Public Toilets

Asset ID 37852

Address Hall St, Piangil

Open Hours 24 / 7

Construction year	1938	Valuation	\$58,164.48
Expected Life	80	WDV	\$0.48
Remaining Life	0	Acc Depreciation	\$58,164.00



Number of Cubicles	5	Baby Change	Static	No
Male	2	Hot Water		No
Female	3	Urinal		Yes
Unisex	0	Toilet Paper		JUMBO
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point		No
		Av Consum/m		1500

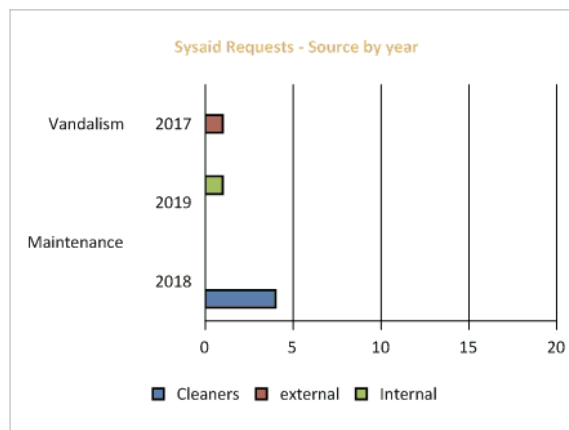
No. Cleans	Frequency	\$/m
2	WEEKLY	\$144.33
Condition		Usage
Poor		Medium

#### General Comments

When Council built the new public hall, it was agreed with the local committee that the old toilets would be decommissioned and the Community toilets would be utilised with external access.

#### Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$618.40	\$473.75	\$292.48	\$882.30	\$0.00



Reccommendation	Year
RECOMMENDATION - Decommission at end of life and utilise Piangil Community Hubs externally accessible toilet.	2021

## Piangil

**Piangil Community Centre Toilets**

**Asset ID** 36819

Address 8 Beveridge St, Piangil

Open Hours

Construction year Valuation  
 Expected Life WDV  
 Remaining Life Acc Depreciation



Number of Cubicles 1 Baby Change Static  
 Male Hot Water  
 Female Urinal  
 Unisex 1 Toilet Paper  
 Disabled / Fa Hand Dryers  
 Showers 1 Dump Point  
 Av Consum/m

No. Cleans	Frequency	\$/m
Condition	Usage	
Good		

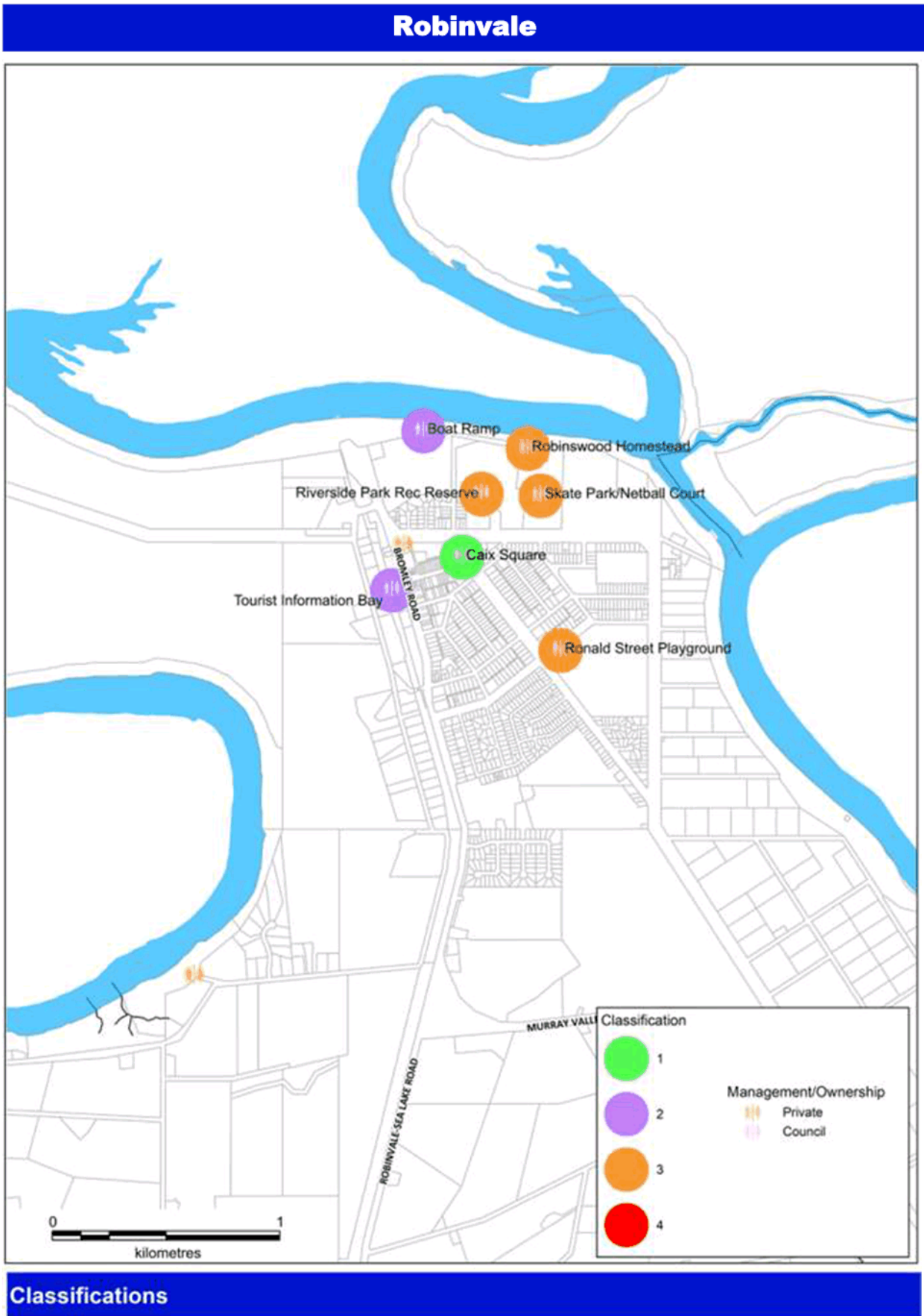
General Comments  
 Externally accessible toilets within the Piangil community Centre.  
 Maintenance costs

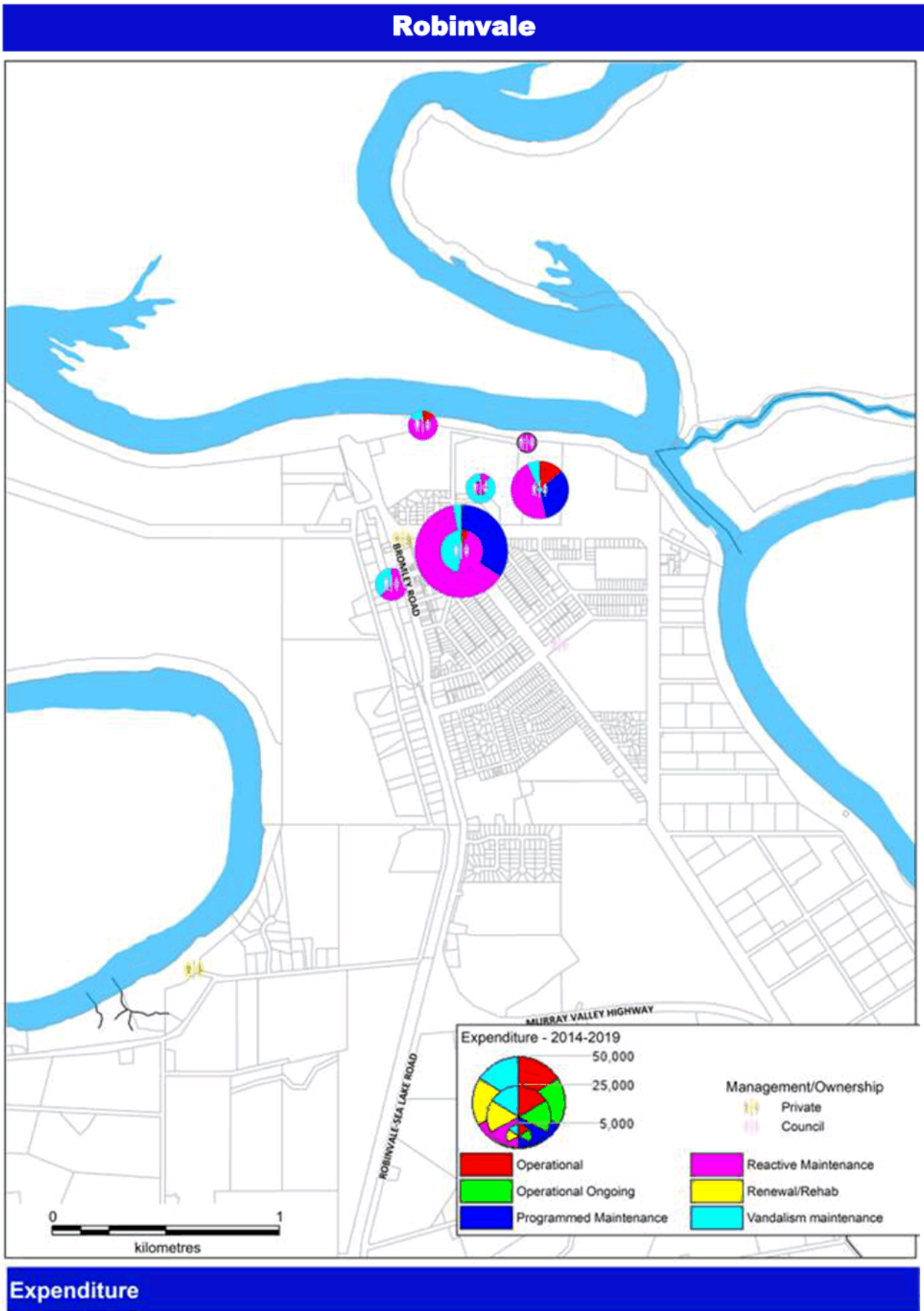


Reccommendation	Year
Nil	

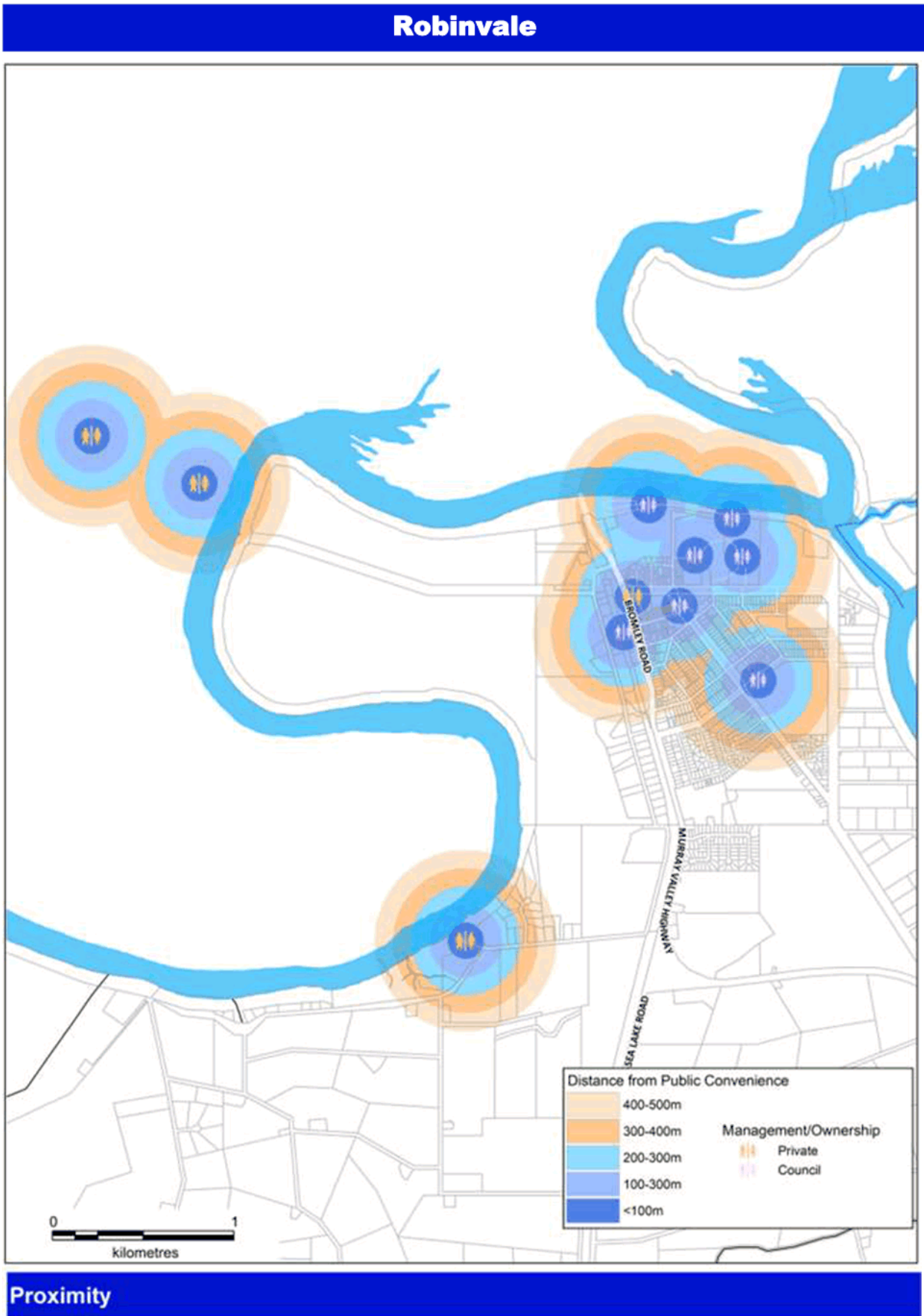
## Robinvale

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Robinvale Boat Ramp Toilets	2	5375	\$901.42	3
Robinvale Cain Square Public Toilet	1	9375	\$7,335.00	20
Robinvale Riverside Park Rec Reserve Toilets	3	1125		5
Robinvale Ronald Street Playground Toilets	3	680		11
Robinvale Skate Park/Netball Court Toilets	3	3375	\$1,654.78	6
Robinvale Tourist Information Bay	2	6885	\$5,092.82	17





### Expenditure



# Robinvale

**Robinvale Ronald Street Playground Toilets**

**Asset ID** 42056

Address Ronald St, Robinvale

Open Hours

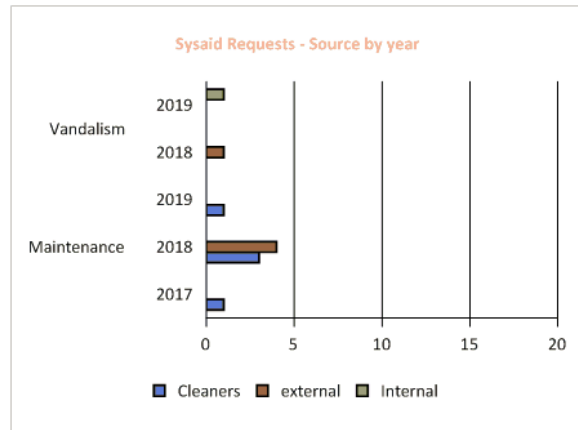
Construction year	2015	Valuation	\$84,559.43
Expected Life	50	WDV	\$79,342.11
Remaining Life	47	Acc Depreciation	\$5,217.32



Number of Cubicles	2	Baby Change	Static
Male		Hot Water	
Female		Urinal	
Unisex		Toilet Paper	
Disabled / Fa		Hand Dryers	
Showers		Dump Point	
		Av Consum/m	680

No. Cleans	Frequency	\$/m
Condition		Usage
Good		Low

General Comments  
 High vandalism rate.  
 Maintenance costs



Reccommendation	Year
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Nil

# Robinvale

**Robinvale Tourist Information Bay**

**Asset ID 37569**

Address Bromley Rd, Robinvale

Open Hours 24 / 7

Construction year	1995	Valuation	\$206,483.90
Expected Life	78	WDV	\$54,498.36
Remaining Life	55	Acc Depreciation	\$151,985.54



Number of Cubicles	6	Baby Change	StaticNo
Male	2	Hot Water	Yes
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	1	Hand Dryers	3
Showers	1	Dump Point	No
		Av Consum/m	6885

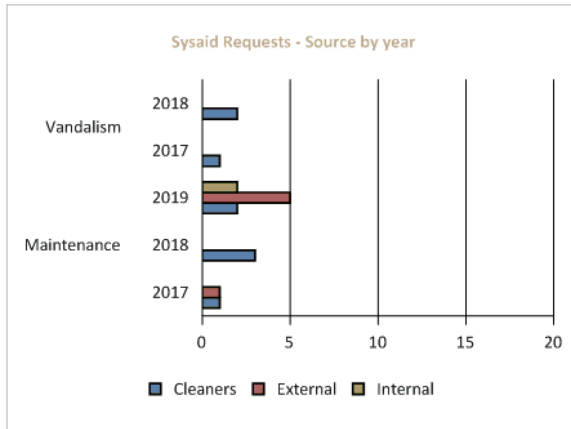
No. Cleans	Frequency	\$/m
14	DAILY	\$1,418.28
Condition	Usage	
Good	High	

**General Comments**

Facility built in 1995, generally issue however there is a major concern regarding the shower which is possibly leaking behind the wall, mould and fungus issues.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$89.00	\$1,364.42	\$1,452.55	\$248.26	\$0.00
Vandalism maintenance	\$251.57	\$803.05	\$810.52	\$57.55	\$15.90



Reccommendation	Year
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RECOMMENDATION - Refurbishment of Shower facility including better ventilation



## Robinvale

**Robinvale Riverside Park Rec Reserve Toilets**

**Asset ID 37346**

Address Accessed off Robin St, Robinvale

Open Hours 24 / 7

Construction year	1975	Valuation	\$232,657.92
Expected Life	93	WDV	\$45,166.96
Remaining Life	50	Acc Depreciation	\$187,490.96

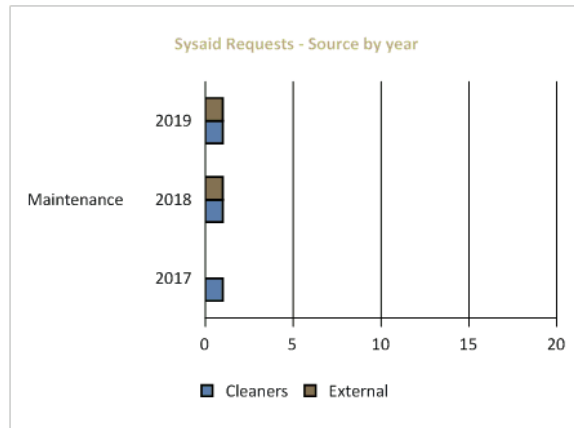


Number of Cubicles	5	Baby Change	Static	No
Male	2	Hot Water		No
Female	3	Urinal		Yes
Unisex	0	Toilet Paper		JUMBO
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point		No
		Av Consum/m		1125

No. Cleans	Frequency	\$/m
1	WEEKLY	\$86.60
Condition		Usage
Medium		Medium

**General Comments**

Adjacent the dump point. Very old facility and open to rubbish and weather. High vandalism.  
Maintenance costs



Reccomendation	Year
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- RECOMMENDATION 1 - Incorporate into Main Sporting Pavilion and remove all walls, fill in plumbing and leave as Shelter \$25k
- RECOMMENDATION 2 - Renewal - Small Facility with shower as it is by a dump point \$100k
- RECOMMENDATION 3 - Refurbishment \$15k

# Robinvale

**Robinvale Skate Park/Netball Court Toilets**

**Asset ID 37327**

Address Latje Rd, Robinvale

Open Hours 24 / 7

Construction year	1980	Valuation	\$959,350.39
Expected Life	80	WDV	\$113,535.61
Remaining Life	42	Acc Depreciation	\$845,814.78



Number of Cubicles	5	Baby Change	Static	No
Male	2	Hot Water	No	No
Female	3	Urinal	Yes	Yes
Unisex	0	Toilet Paper	JUMBO	
Disabled / Fa	0	Hand Dryers		0
Showers	0	Dump Point	No	
		Av Consum/m		3375

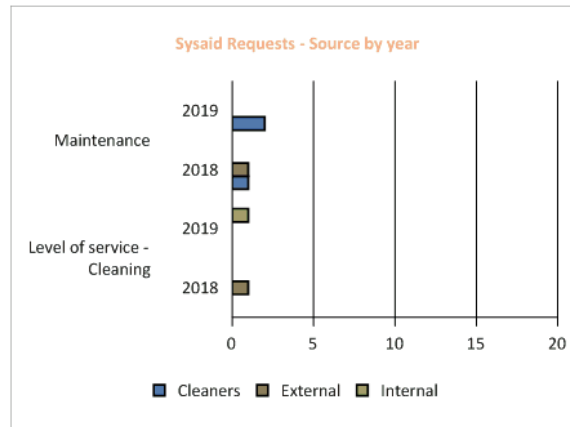
No. Cleans	Frequency	\$/m
7	DAILY	\$506.53
Condition		Usage
Poor		Low

**General Comments**

Utilised by Netball on Saturdays and by skate park. Approaching end of life. Netball Court redevelopment, as well as Leisure Centre expansion plans provide many RECOMMENDATIONS for the decommissioning of this facility.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$0.00	\$0.00	\$121.50	\$108.00	\$0.00
Operational	\$28.95	\$29.82	\$31.16	\$31.78	\$0.00
Reactive Maintenance	\$0.00	\$85.00	\$732.75	\$144.39	\$0.00
Vandalism maintenance	\$0.00	\$147.00	\$0.00	\$194.43	\$0.00



Reccommendation	Year
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RECOMMENDATION : Co-locate with Leisure Centre development to include one accessible unisex toilet.

## Robinvale

### Robinvale Boat Ramp Toilets

**Asset ID** 36502

Address McLennan Drive, Robinvale

Open Hours 24 / 7

Construction year	1965	Valuation	\$110,512.51
Expected Life	57	WDV	-\$0.49
Remaining Life	4	Acc Depreciation	\$110,513.00



Number of Cubicles	3	Baby Change	StaticNo
Male	1	Hot Water	Yes
Female	2	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	0	Hand Dryers	0
Showers	2	Dump Point	No
		Av Consum/m	5375

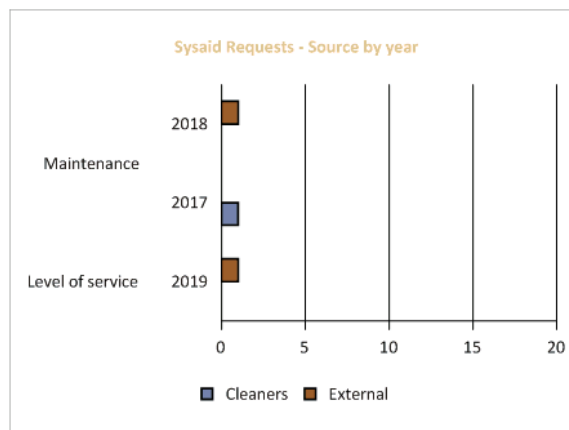
No. Cleans	Frequency	\$/m
7	DAILY	\$506.53
Condition		Usage
Poor		Medium

**General Comments**

Basic toilet amenity servicing the needs of travellers, water users and events, as well as overflow for the caravan park. No accessible toilets, tired and due for renewal.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$87.00	\$88.00	\$460.32	\$144.39	\$0.00
Operational	\$28.95	\$29.82	\$31.16	\$31.78	\$0.00



Reccommendation	Year
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RECOMMENDATION - Renewal - Medium Facility

# Robinvale

**Robinvale Cain Square Public Toilet**

**Asset ID 36276**

Address 22 George St, Robinvale

Open Hours DAYLIGHT

Construction year	1999	Valuation	\$145,411.20
Expected Life	49	WDV	\$9,644.32
Remaining Life	30	Acc Depreciation	\$135,766.88



Number of Cubicles	6	Baby Change Static	Yes
Male	2	Hot Water	Yes
Female	3	Urinal	Yes
Unisex	0	Toilet Paper	JUMBO
Disabled / Fa	1	Hand Dryers	0
Showers	0	Dump Point	No
		Av Consum/m	9375

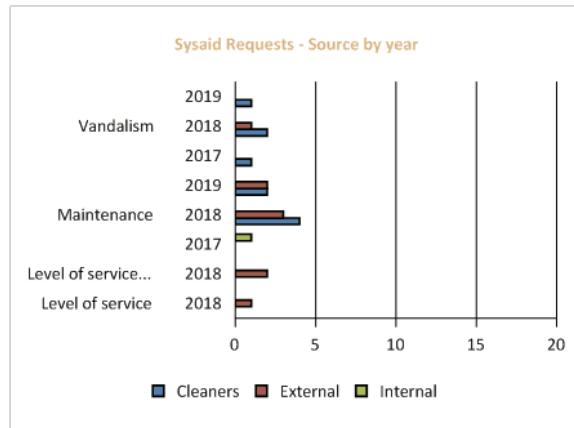
No. Cleans	Frequency	\$/m
14	DAILY	\$1,316.98
Condition		Usage
Good		High

**General Comments**

Prone to vandalism. Although a newer facility, it looks tired and in need of love.

**Maintenance costs**

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$83.00	\$267.59	\$721.47	\$2,383.50	\$0.00
Vandalism maintenance	\$95.01	\$1,036.52	\$1,687.78	\$457.45	\$209.69
Operational	\$28.95	\$29.82	\$302.44	\$31.78	\$0.00



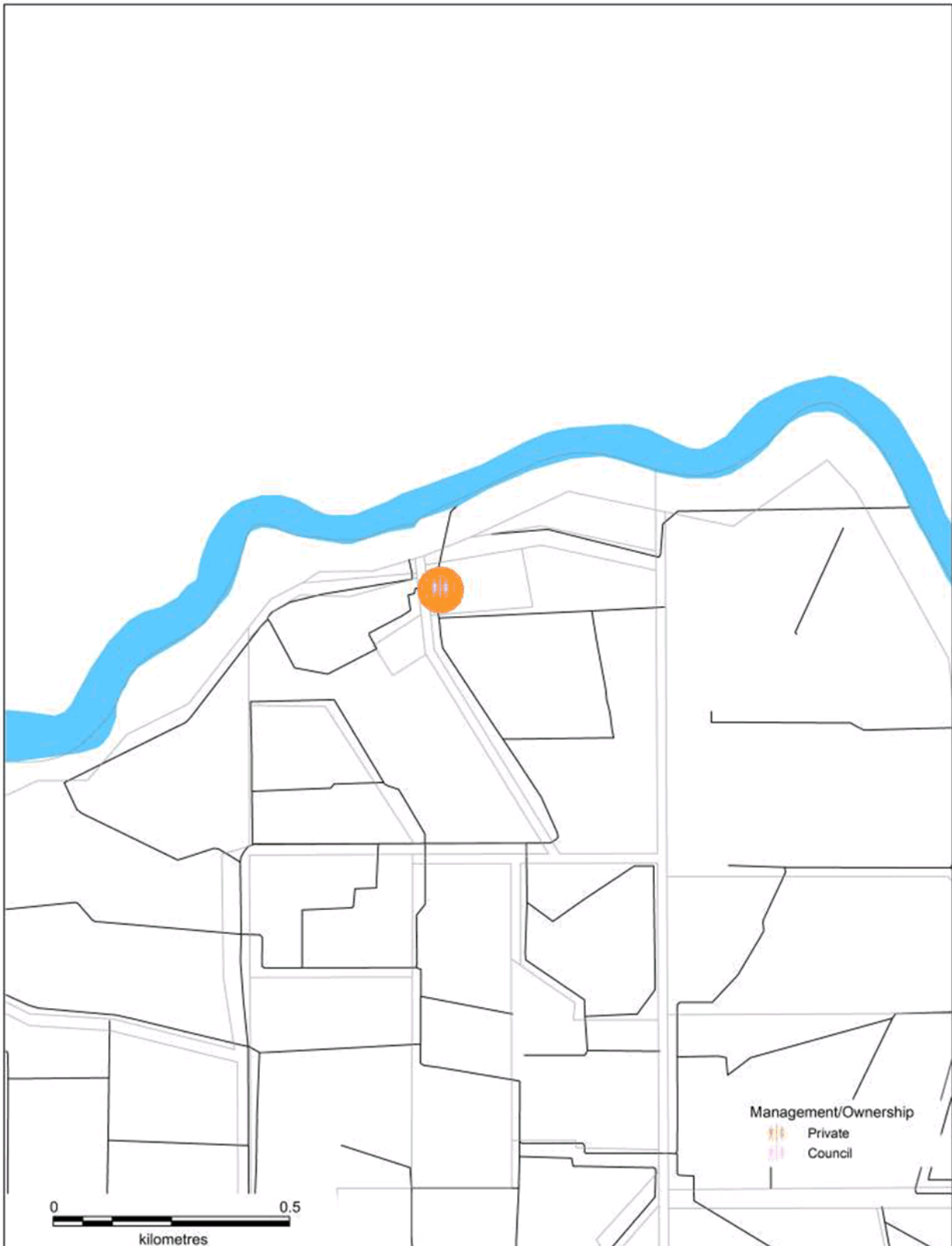
Reccommendation	Year
-----------------	------

NIL

# Speewa

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Speewa Speewa Hall Toilets	3			0

## Speewa



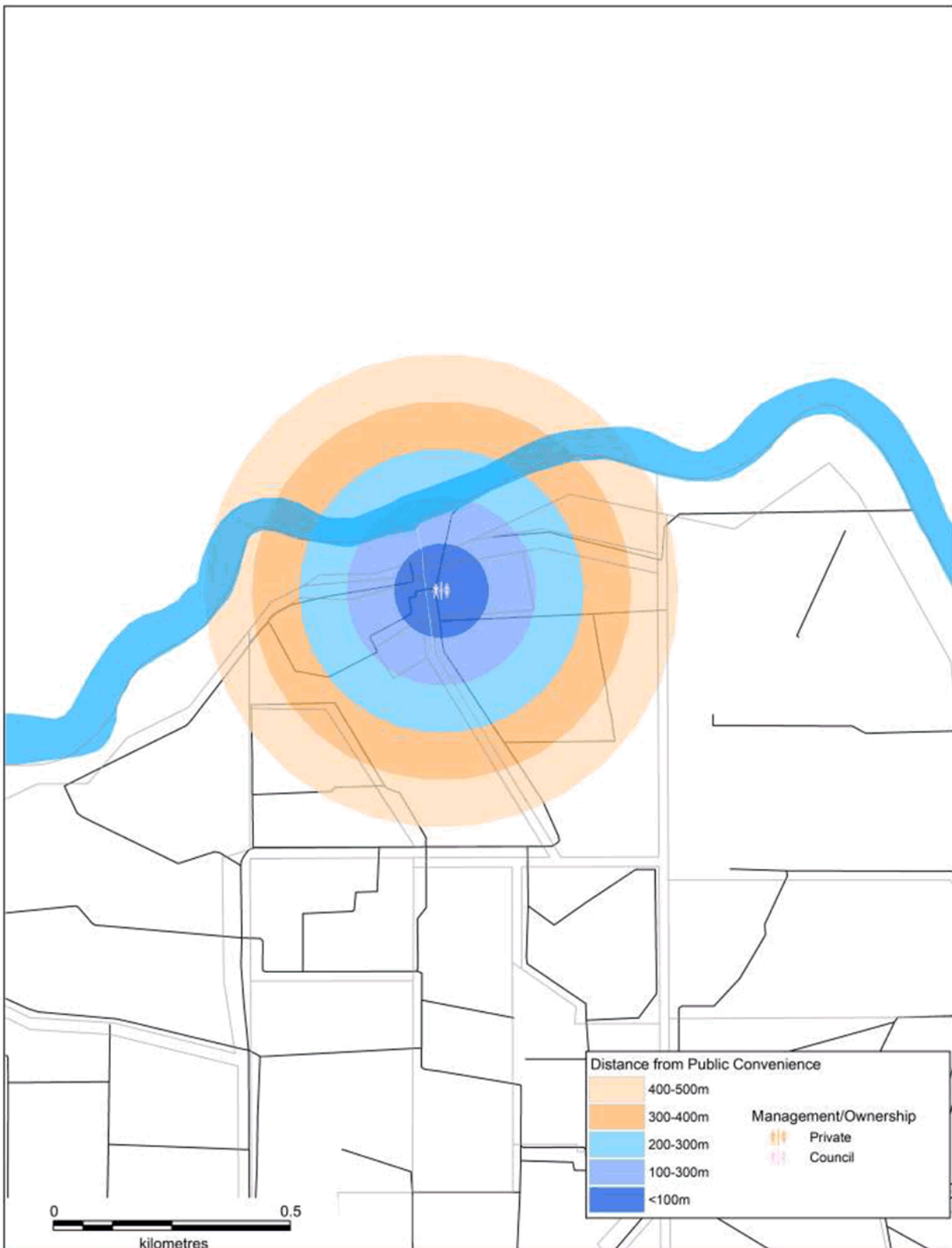
### Classification

## Speewa



Expenditure - None noted

# Speewa



## Proximity



## Speewa

**Speewa Speewa Hall Toilets**

**Asset ID** 37493

**Address** 502 Speewa Punt Rd, Speewa

**Open Hours**

Construction year	1958	Valuation	\$87,246.72
Expected Life	80	WDV	\$2,489.15
Remaining Life	20	Acc Depreciation	\$84,757.57



Number of Cubicles	2	Baby Change	Static
Male		Hot Water	
Female		Urinal	
Unisex		Toilet Paper	
Disabled / Fa		Hand Dryers	
Showers		Dump Point	
		Av Consum/m	

No. Cleans	Frequency	\$/m
Condition	Usage	

**General Comments**

A lot of use by punt users and campers. Council has no direct responsibility for the upkeep or cleaning of the facility but have supplied loose leaf toilet paper in the past. The responsibility of the toilet block is accounted for in the user agreement of the Public Hall.

Maintenance costs

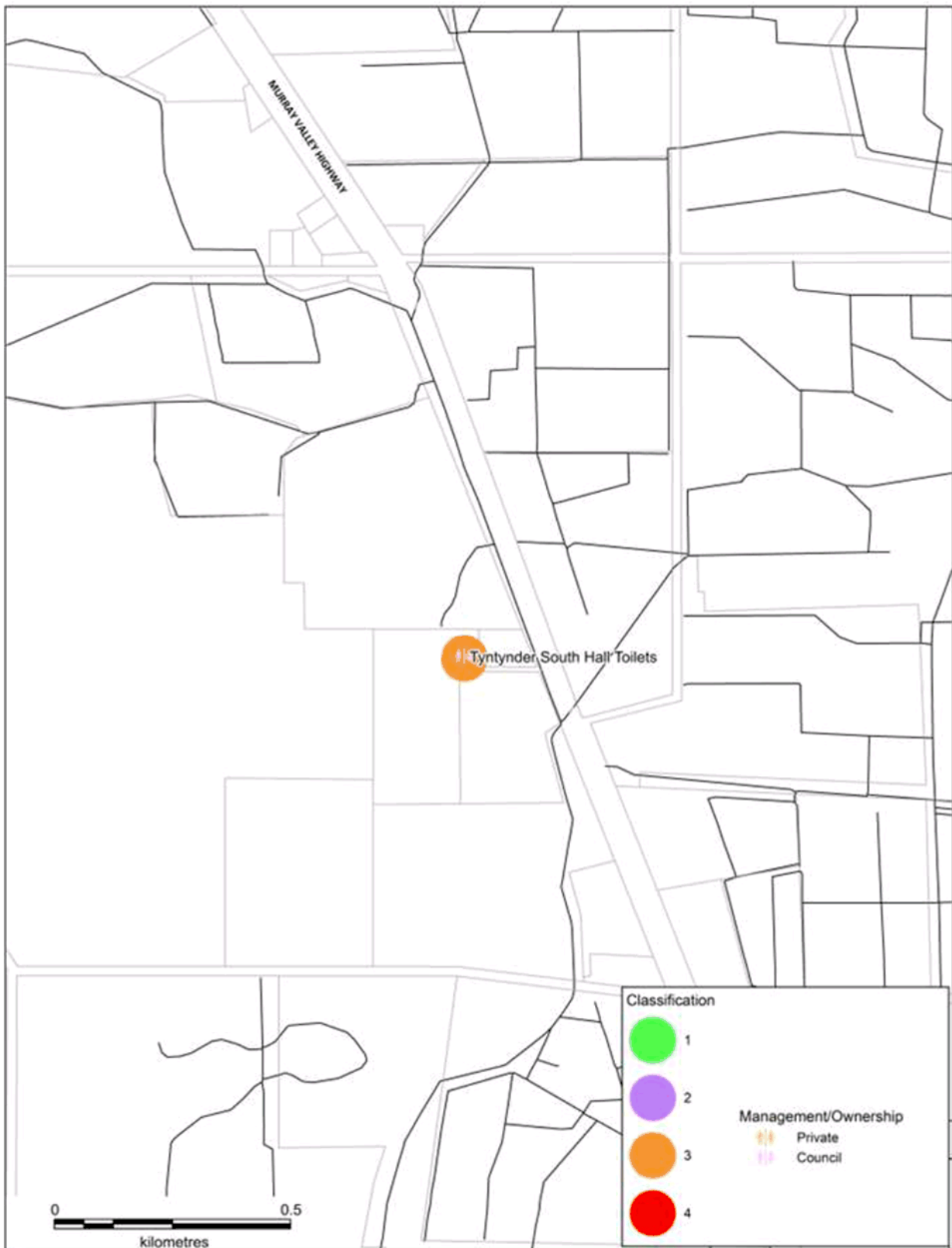


<b>Reccommendation</b>	<b>Year</b>
------------------------	-------------

## Tyntynder

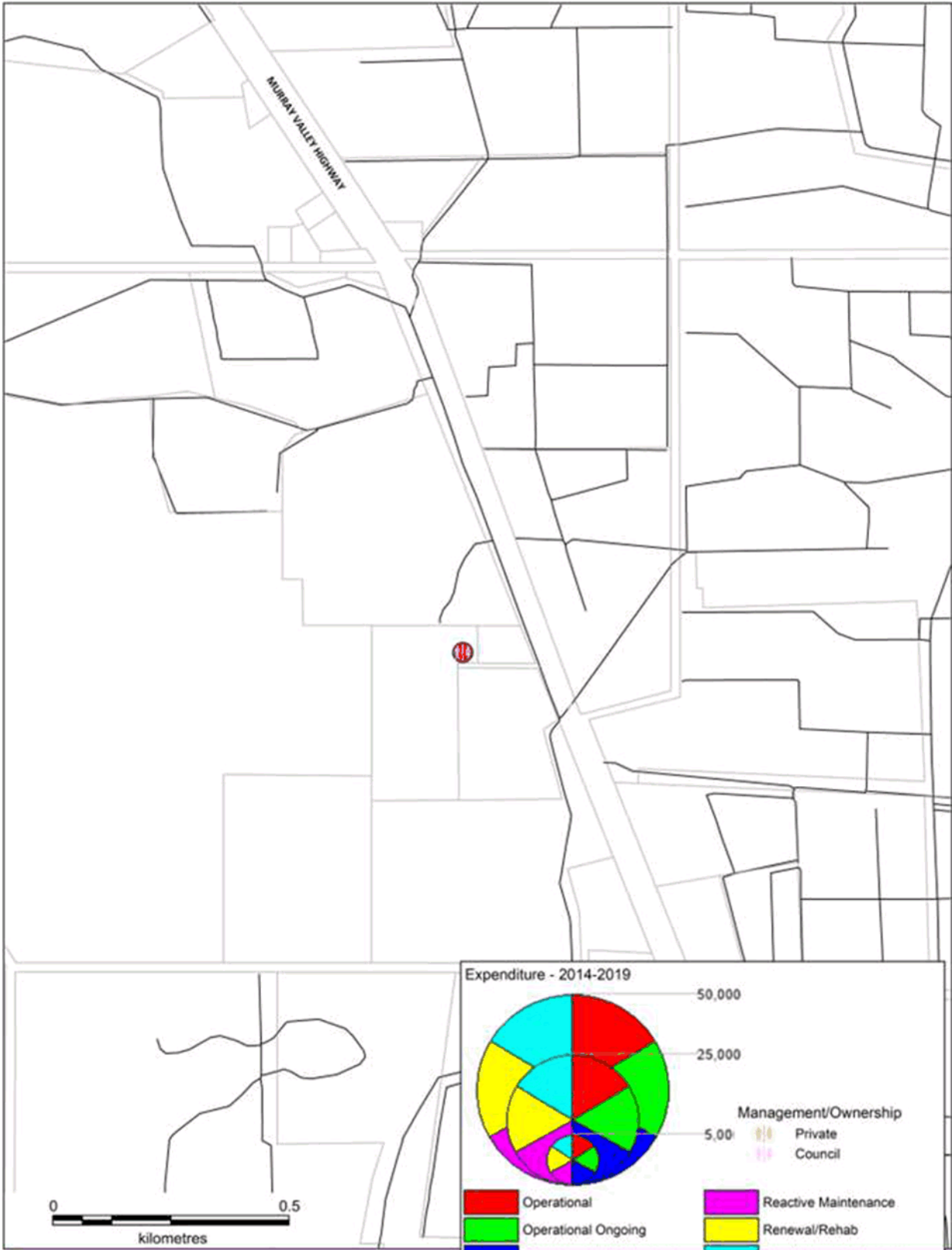
Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Tyntynder South Hall Toilets	3		\$625.20	0

# Tyntynder



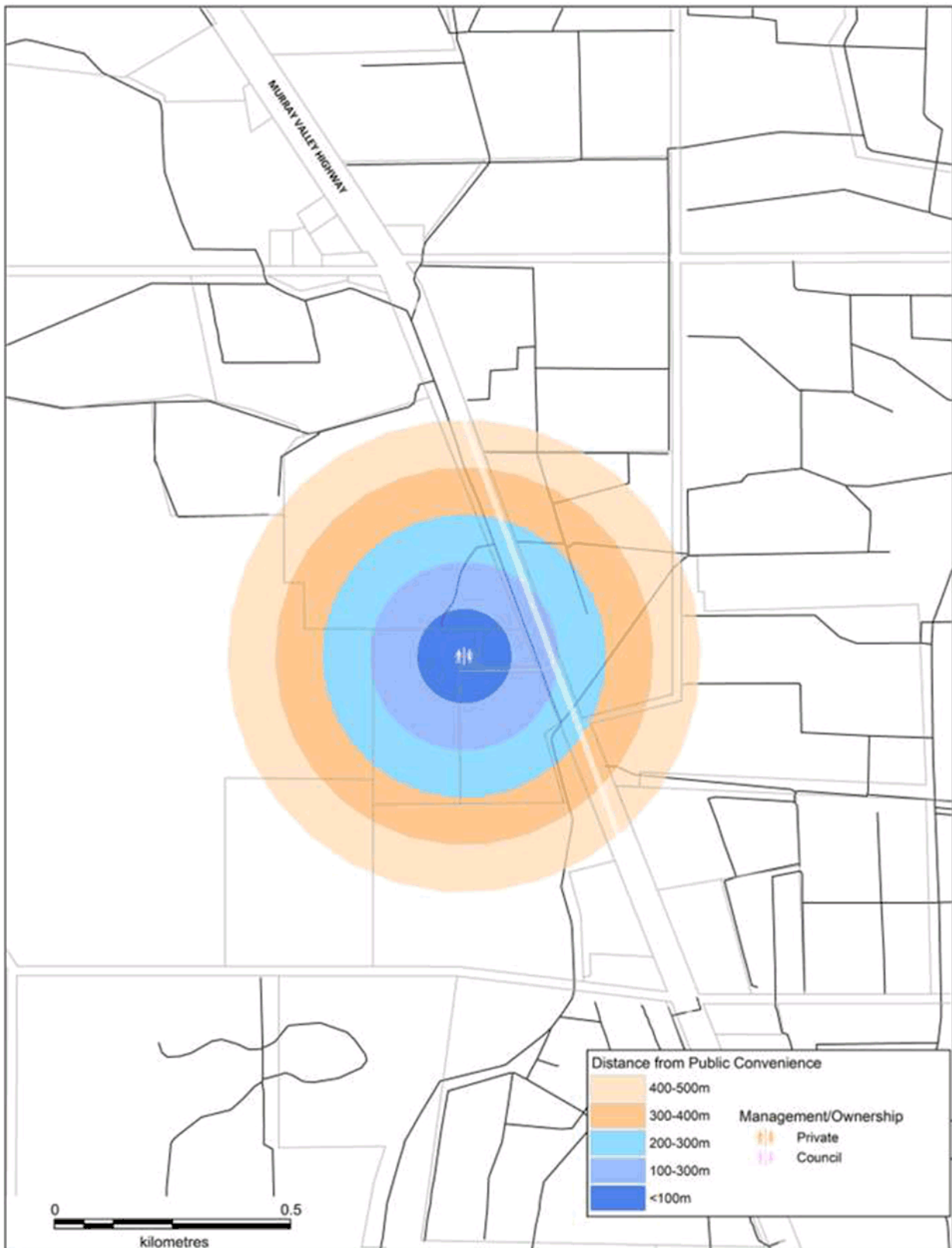
## Expenditure

# Tyntynder



## Expenditure

# Tyntynder



## Proximity

## Tyntynder

**Tyntynder South Hall Toilets**

Asset ID 37286

Address Open Hours

Construction year	2013	Valuation	\$206,989.99
Expected Life	25	WDV	\$98,999.99
Remaining Life	20	Acc Depreciation	\$107,990.00



Number of Cubicles	Baby Change Static
Male	Hot Water
Female	Urinal
Unisex	Toilet Paper
Disabled / Fa	Hand Dryers
Showers	Dump Point
	Av Consum/m

No. Cleans	Frequency	\$/m
Condition	Usage	

General Comments

Used mainly for functions at the Tyntynder South Hall and the Equestrian Facilities, the toilets are not available as a public toilet to the general public. They are currently in very good condition and were funded through grant and community fundraising efforts.

Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Operational	\$148.71	\$153.17	\$160.06	\$163.26	\$0.00



Reccommendation	Year
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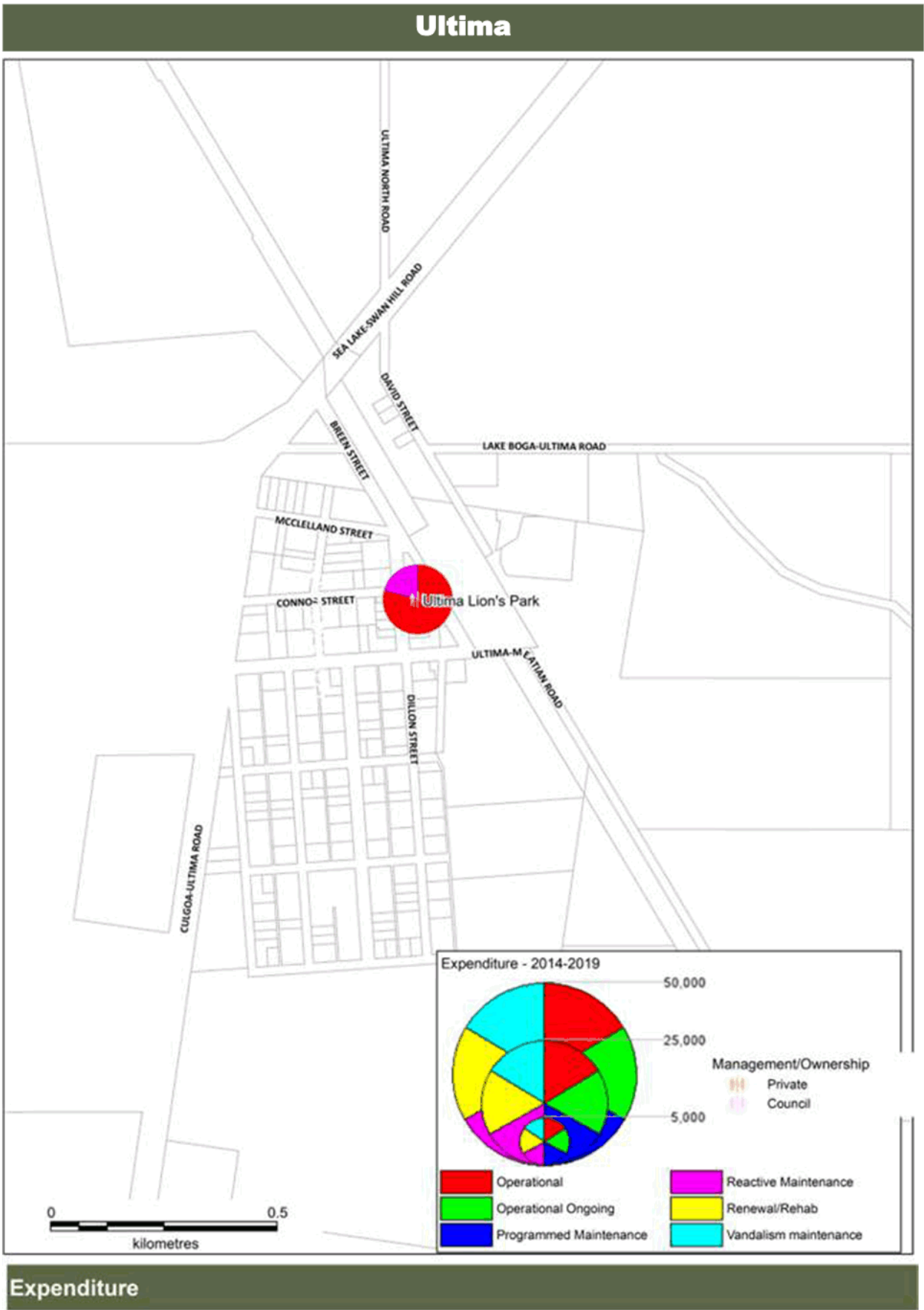
Nil

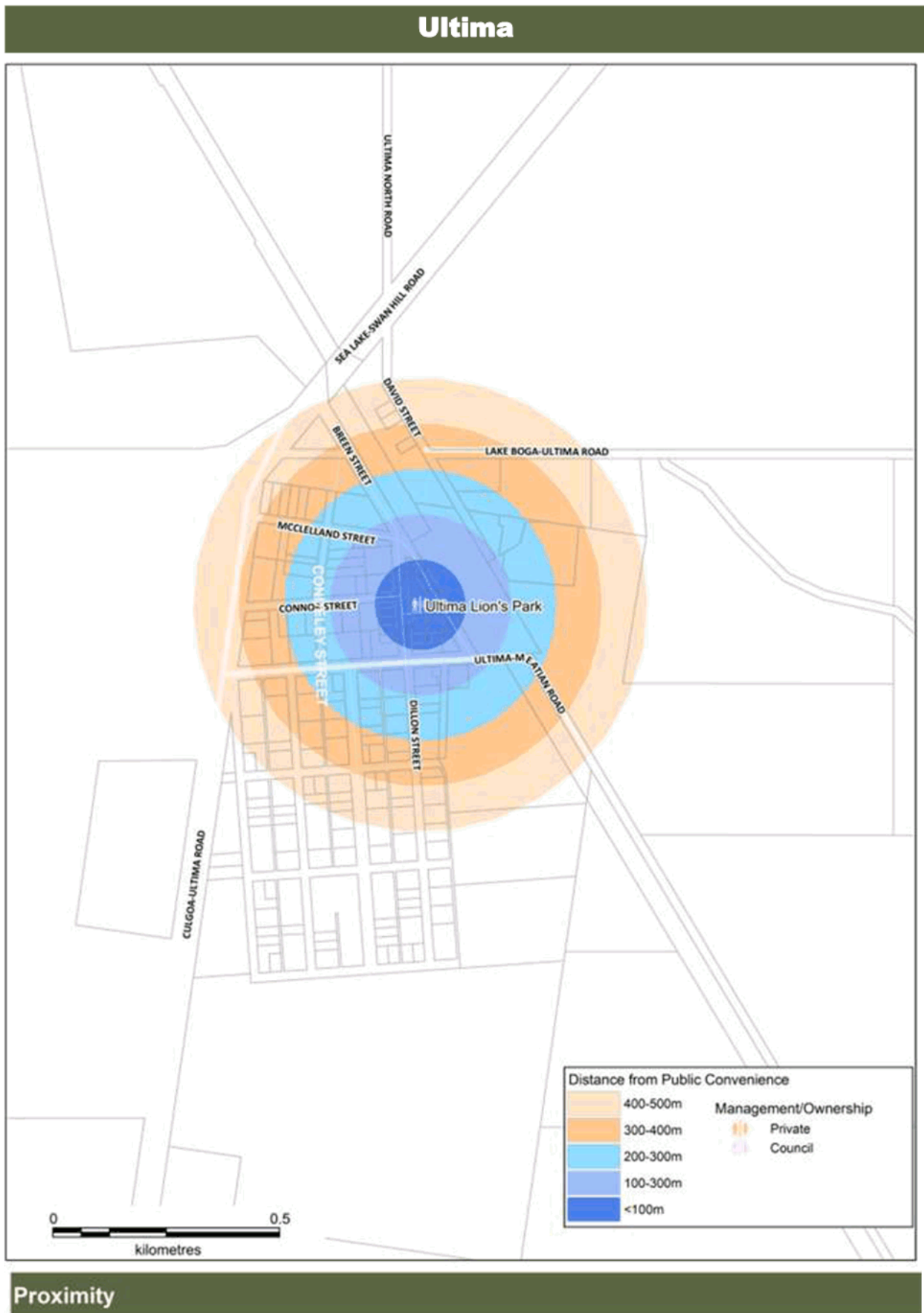
# Ultima

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Ultima Lion's Park	3		\$5,481.64	1









# Ultima

**Ultima Lion's Park**

**Asset ID 37189**

Address

Open Hours

Construction year	1950	Valuation	\$465,315.84
Expected Life	80	WDV	\$7,670.70
Remaining Life	12	Acc Depreciation	\$457,645.14



Number of Cubicles	1	Baby Change Static
Male		Hot Water
Female		Urinal
Unisex	1	Toilet Paper
Disabled / Fa	1	Hand Dryers
Showers		Dump Point
		Av Consum/m

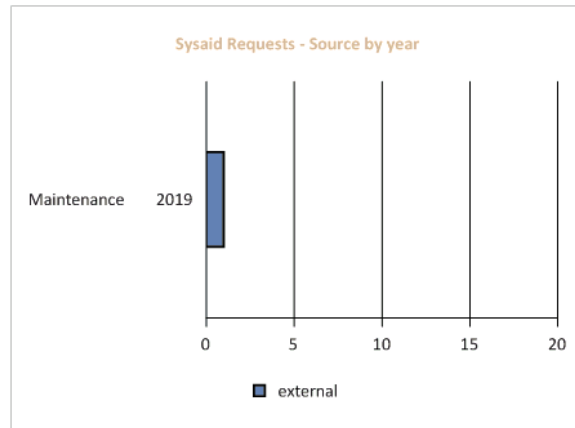
No. Cleans	Frequency	\$/m
Condition	Usage	
Good	Low	

General Comments

A single toilet, externally accessible off the Ultima Public Hall

Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Reactive Maintenance	\$0.00	\$575.00	\$252.50	\$315.00	\$0.00
Operational	\$933.57	\$924.69	\$1,679.01	\$703.21	\$98.66



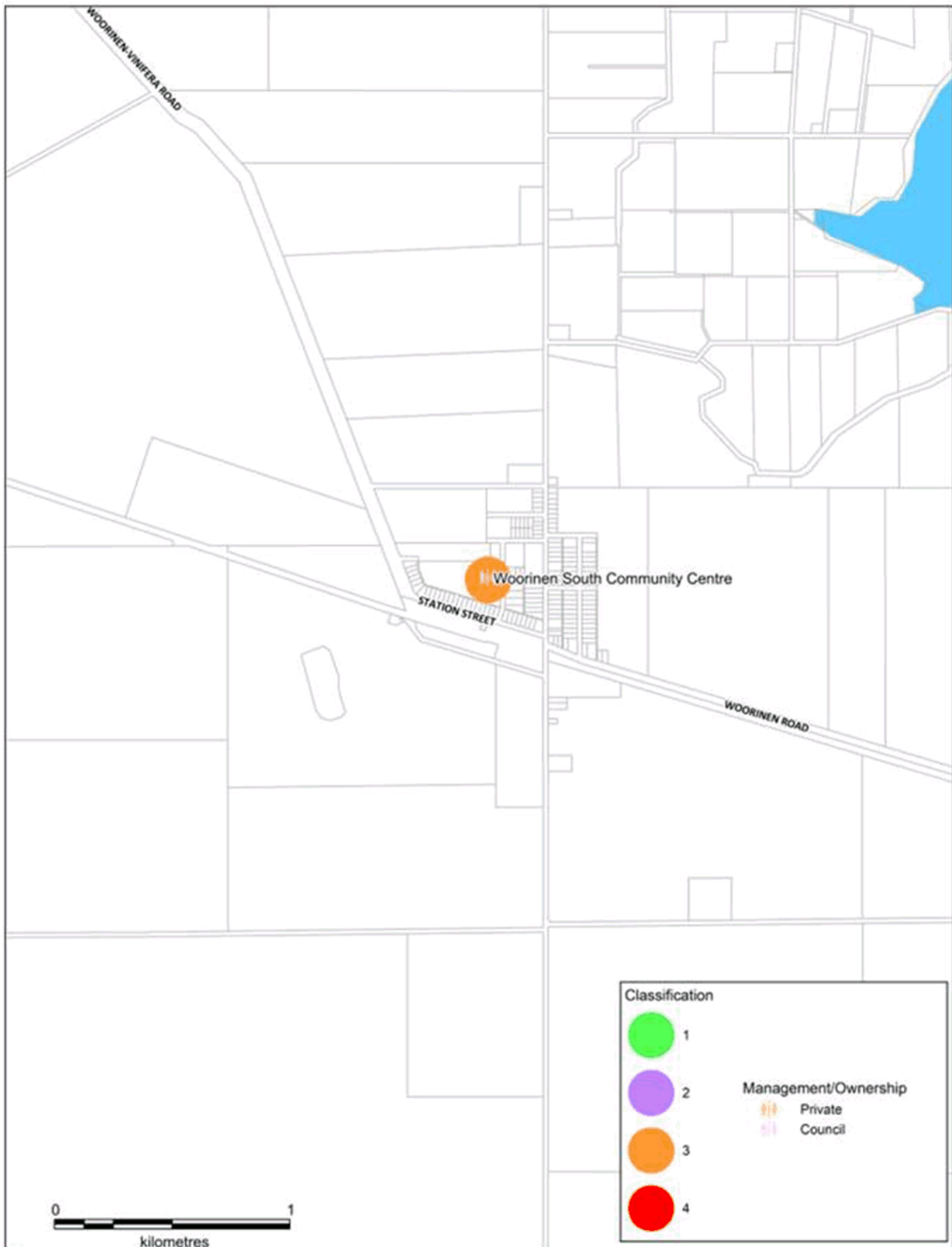
Reccommendation	Year
-----------------	------

RECOMMENDATION - Build Small Facility with Shower

## Woorinen South

Amenity Name	Classification	Average Consumerables per month	2015-2019 Expenditure	SysaidReq
Woorinen South Community Centre	3	750	\$2,721.29	7

## Woorinen South

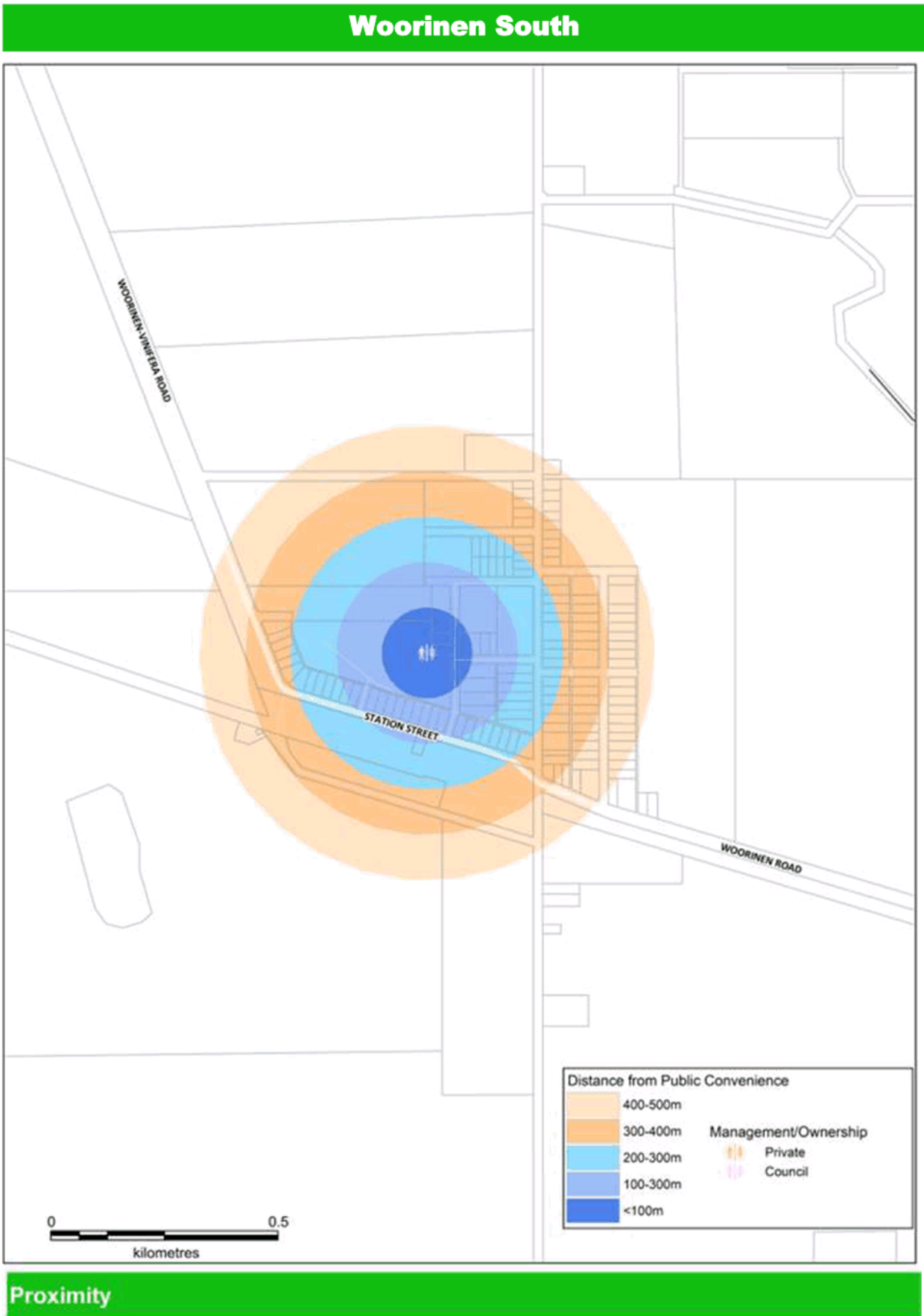


### Classification

## Woorinen South



## Expenditure



## Woorinen South

**Woorinen South Community Centre**

**Asset ID 37314**

Address

Open Hours

Construction year	1981	Valuation	\$297,627.82
Expected Life	89	WDV	\$57,446.94
Remaining Life	52	Acc Depreciation	\$240,180.88



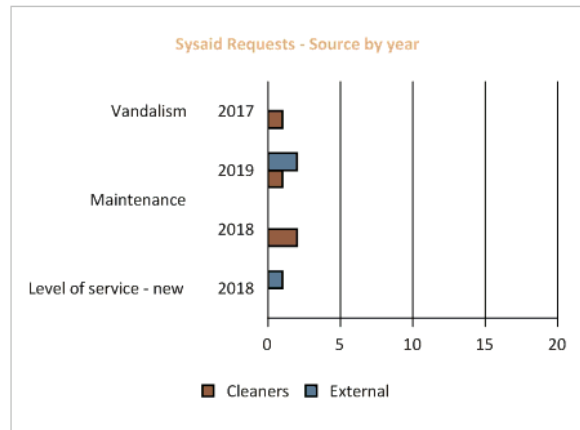
Number of Cubicles	Baby Change Static	
Male	Hot Water	
Female	Urinal	
Unisex	Toilet Paper	
Disabled / Fa	Hand Dryers	
Showers	Dump Point	
	Av Consum/m	750

No. Cleans	Frequency	\$/m
Condition	Usage	
Medium	Low	

General Comments

Maintenance costs

EXPENSE TYPE	2015-16	2016-17	2017-18	2018-19	2019-2020 YTD
Operational	\$582.20	\$635.83	\$811.16	\$625.44	\$66.66



Reccommendation	Year
Nil	



## **B.20.5 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 31 DECEMBER 2019**

**Responsible Officer:** Director Corporate Services  
**File Number:** 42-20-00  
**Attachments:** 1 Balance Sheet  
 2 Information Statement

### **Declarations of Interest:**

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

### **Summary**

A review of Council's Financial Performance (Income and Expenditure) and Financial Position (balance sheet) to the adopted Budget for the six months to 31 December 2019 has been conducted and the results are summarised in this report.

### **Discussion**

A summarised Statement of Income and Expenditure and a summarised Balance Sheet for the 6 months ended 31 December 2019 are included with this report.

Major variations to budget as at 31 December 2019 are explained by way of notes on the attached report.

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

Significant forecast variations to budget include:

	<b>Previous Forecast Variances</b>		<b>Current Forecast Variances</b>	
Grants Commission (including Transfer from Reserve)	\$44,000	Favourable	\$44,000	Favourable
Roads Grants Commission (inc Transfer from Reserve)	\$12,000	Favourable	\$12,000	Favourable
Additional Road Works	\$12,000	Unfavourable	\$12,000	Unfavourable
Grants expected 2018/19 Received 2019/20	\$1,777,000	Favourable	\$1,778,000	Favourable
Employee Costs (net)	\$4,000	Unfavourable	\$53,000	Favourable
Workcover Premiums	\$10,000	Unfavourable	\$15,000	Favourable
Insurance	\$30,000	Unfavourable	\$30,000	Unfavourable
Interest Income	\$50,000	Favourable	\$100,000	Favourable
Pioneer Settlement Net Result	\$35,000	Unfavourable	\$4,000	Favourable
Family Day Care (Program reauspiced)	\$15,000	Favourable	\$45,000	Favourable

Building Permit Income	-	-	\$30,000	Unfavourable
Out of School Hours/Vacation Program (net)	-	-	\$30,000	Favourable
Community Care Programs Net Result	-	-	\$20,000	Favourable
Electoral Representation Review	-	-	\$40,000	Favourable
Rates Interest Abandonments & Collection Costs	-	-	\$5,000	Favourable
Interest Expense & Loan Repayment	-	-	\$6,000	Unfavourable
Provision for Legal Fees – Valuation appeal	-	-	\$100,000	Unfavourable
Transfer to Valuation Appeals Reserve	-	-	\$150,000	Unfavourable
Parking Fines	-	-	\$30,000	Unfavourable
Planning Permit Fees	-	-	\$15,000	Favourable
Planning Consultants	-	-	\$10,000	Favourable
Swan Hill Town Hall User Fees	-	-	\$20,000	Unfavourable
Printing Costs	-	-	\$10,000	Favourable
Jobs Skills Processing Income	-	-	\$8,000	Favourable
Non- Voting Fines	-	-	\$5,000	Favourable
Other Minor Variances (net)	\$4,000	Favourable	\$20,000	Favourable
	<b>\$1,811,000</b>	<b>Favourable</b>	<b>\$1,836,000</b>	<b>Favourable</b>
Less: Income owing from 2018/19	\$1,803,000	Unfavourable	\$1,803,000	Unfavourable
<b>Net Variation to 2019/20 Budget</b>	<b>\$8,000</b>	<b>Favourable</b>	<b>\$33,000</b>	<b>Favourable</b>

### Consultation

Consultation occurred as part of the Budget preparation process.

### Financial Implications

The report shows a predicted rates determination surplus \$33,000 better than budget for the 2019/20 financial year.

### Social Implications

Not relevant to this item.

### Economic Implications

Not relevant to this item.

### **Environmental Implications**

Not relevant to this item.

### **Risk Management Implications**

The anticipated surplus is subject to income and costs trending as expected over the final nine months of the year.

### **Council Plan Strategy Addressed**

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

### **Options**

Nil

### **Recommendation**

**That Council note that the anticipated end of financial year result is \$33,000 better than budget at this stage.**

**SWAN HILL RURAL CITY COUNCIL  
SUMMARISED BALANCE SHEET  
AS AT 31/12/2019**

	This Year Actual As At 31/12/2019 \$000	Last Year Actual As At 31/12/2018 \$000	\$ Movement Y.T.D. \$000	% Movement 2019/20	Budget As At End 2019/20 \$000
<b>CURRENT ASSETS:-</b>					
Cash and Cash Equivalents	36,580	30,881	5,699	18.5%	21,012
Trade & Other Receivables	11,481	9,905	1,576	15.9%	2,140
Inventories	200	120	80	66.7%	85
Other Assets	228	194	34	17.5%	687
<b>TOTAL CURRENT ASSETS</b>	<b>48,489</b>	<b>41,100</b>	<b>7,389</b>	<b>18.0%</b>	<b>23,924</b>
<b>CURRENT LIABILITIES:-</b>					
Trade & Other Payables	396	364	32	8.8%	2,301
Trust Funds & Deposits	252	197	55	27.9%	147
Provisions	5,325	5,194	131	2.5%	5,326
Interest Bearing Loans & Borrowings	496	425	71	16.7%	573
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,469</b>	<b>6,180</b>	<b>289</b>	<b>4.7%</b>	<b>8,347</b>
<b>NET CURRENT ASSETS</b>	<b>42,020</b>	<b>34,920</b>	<b>7,100</b>	<b>20.3%</b>	<b>15,577</b>
<b>NON-CURRENT ASSETS:-</b>					
Trade & Other Receivables	111	131	(20)	-15.3%	130
Property, Plant, Equipment & Infrastructure	459,457	449,371	10,086	2.2%	473,650
Intangible Assets	2,765	1,843	922	50.0%	1,843
<b>TOTAL NON-CURRENT ASSETS</b>	<b>462,333</b>	<b>451,345</b>	<b>10,988</b>	<b>2.4%</b>	<b>475,623</b>
<b>NON-CURRENT LIABILITIES:-</b>					
Interest Bearing Loans & Borrowings	7,189	6,019	1,170	19.4%	7,384
Provisions	1,395	1,378	17	1.2%	1,415
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>8,584</b>	<b>7,397</b>	<b>1,187</b>	<b>16.0%</b>	<b>8,799</b>
<b>TOTAL NET ASSETS</b>	<b>495,769</b>	<b>478,868</b>	<b>16,901</b>	<b>3.5%</b>	<b>482,401</b>
<b>EQUITY:-</b>					
Accumulated Surplus & Reserves	317,102	308,108	8,994	2.9%	288,408
Asset Revaluation Reserve	178,667	170,760	7,907	4.6%	193,993
<b>TOTAL EQUITY</b>	<b>495,769</b>	<b>478,868</b>	<b>16,901</b>	<b>3.5%</b>	<b>482,401</b>

**SWAN HILL RURAL CITY COUNCIL  
STATEMENT OF INCOME & EXPENDITURE  
FOR THE 6 MONTHS ENDING 31/12/2019**

	Actual Year To Date 31/12/2019 \$000	Budget Year To Date 31/12/2019 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2019/20 \$000	Notes
<b>OPERATING INCOME :-</b>						
Rates, garbage charges and marketing levy	28,219	28,297	(78)	-0.3%	28,297	
Statutory fees & fines	492	499	(7)	-1.4%	961	
User fees	2,302	2,273	29	1.3%	4,638	
Grants - Operating (recurrent)	3,600	4,895	(1,295)	-26.5%	9,711	1
Grants - operating (non-recurrent)	1,063	3,675	(2,612)	-71.1%	5,304	2
Grants - capital (recurrent)	210	287	(77)	-26.8%	1,147	3
Grants - capital (non-recurrent)	3,388	4,773	(1,385)	-29.0%	2,956	4
Contributions - cash non recurrent	121	96	25	26.0%	121	5
Interest income	257	354	(97)	-27.4%	718	6
Proceeds from disposal of assets	91	183	(92)	-50.3%	946	7
Other revenue	934	1,384	(450)	-32.5%	2,796	8
<b>TOTAL INCOME</b>	<b>40,677</b>	<b>46,716</b>	<b>(6,039)</b>	<b>-12.9%</b>	<b>57,595</b>	
<b>OPERATING EXPENSES (Excluding Depreciation) :-</b>						
Employee benefits	9,607	10,042	(435)	-4.3%	20,083	
Contract payments materials & services	7,342	11,632	(4,290)	-36.9%	19,942	9
Bad & doubtful debts	0	1	(1)	0.0%	2	
Finance costs	142	166	(24)	-14.5%	362	10
Other expenses	561	536	25	4.7%	1,099	
<b>TOTAL OPERATING EXPENSES (Excl. Depn.)</b>	<b>17,652</b>	<b>22,377</b>	<b>(4,725)</b>	<b>-21.1%</b>	<b>41,488</b>	
<b>OPERATING RESULT ( Excl. Depn. )</b>	<b>23,025</b>	<b>24,340</b>	<b>(1,315)</b>	<b>-5.4%</b>	<b>16,107</b>	
<b>CAPITAL ITEMS :-</b>						
Capital works/asset purchases - funding sourced	4,971	8,349	(3,378)	-41%	16,697	11
Capital works/asset purchases - funding not sourced	0	0	0	0%	1,529	
<b>SURPLUS (DEFICIT) AFTER CAPITAL ITEMS</b>	<b>18,054</b>	<b>15,991</b>	<b>2,063</b>	<b>13%</b>	<b>(2,119)</b>	
<b>ADD FINANCING TRANSACTIONS</b>						
Loan principal redemption	(238)	(251)	13	-5.2%	(502)	
Transfers to/from reserves	3,814	3,814	0	0.0%	2,176	
Proceeds from loans	0	0	0	0.0%	500	
<b>TOTAL FINANCING TRANSACTIONS</b>	<b>3,576</b>	<b>3,563</b>	<b>13</b>	<b>0.4%</b>	<b>2,174</b>	
<b>BUDGET RESULT SURPLUS</b>	<b>21,630</b>	<b>19,554</b>	<b>2,076</b>	<b>10.6%</b>	<b>55</b>	

- 1 Fifty per cent of Council's 2019/20 Victoria Grants Commission allocation was received in June 2019. This variance will remain for the year and is offset by increased cash holdings on the balance sheet.
- 2 Timing issue. The majority of non-recurrent operating grants (\$4.5M) belong to the Our Region Our Rivers grant. Receipt of these funds had been forecast over the year, however the grant is being paid in three instalments, with the next instalment due in February.
- 3 Council's first Roads to Recovery instalment was less than forecast. The budgeted amount of \$1.147M will be claimed by the end of the financial year.
- 4 Timing issue. Capital grants from the Our Region Our Rivers funding are \$700K below budget. Refer Note 2. Grants for the Riverside Skate Park (\$200K) and Adventure Playground (\$590K) will be paid upon submission of final acquittals.
- 5 Resort and Recreation levies totalling \$42K have been received for new developments. The full year budget was \$5K.
- 6 Timing issue. Current term deposits have accrued \$126K in interest income and will be recognised at maturity.
- 7 There have been minimal plant and fleet purchases in the year to date, so revenue from trade in's are currently below forecast.
- 8 Tower Hill land sales are \$566K below forecast. Four lots have been sold since December 2019.
- 9 The majority of this variance relates to Major Project expenses which are currently \$3.5M below forecast. Of this figure, \$2.58M relates to the Our Region Our Rivers payments to partner Councils. As per Note 2. above, only one of this years three instalments have fallen due, so the corresponding payments are yet to be made. Contractor costs for waste management are \$466K below forecast as there are invoices for November and December still to be received.
- 10 Council's interest only loans have accrued \$33K in interest costs which will be booked when the instalments are due in May and June.
- 11 As per the comments above, the majority of the variance (\$1.13M) is due to Our Region Our Rivers projects awaiting commencement. Sealed Road and Roads to Recovery capital works are also \$835K below forecast, due the major resealing works not being undertaken until March.

## **B.20.6      AUDIT COMMITTEE**

**Responsible Officer:**            Director Corporate Services  
**File Number:**                      S15-28-01  
**Attachments:**                      1      Audit Committee Minutes 12-12-19

### **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 12 December, 2019 and this report summarises the items that were discussed at the meeting.

### **Discussion**

The Audit Committee met on 12 December 2019 and as well as the usual procedural items the agenda items included:

1. A Department Presentation on Municipal Emergency Management was given to the Committee by the Works Manager.
2. Update on the progress of the Drag Strip repairs.
3. Quarterly Risk Report was presented for noting.
4. Insight review on Planning Capital and Maintenance works with further actions to be reported to Audit Committee over the next twelve months.
5. Update on the progress of IT Security by auditors was given with Cyber Security being a large risk to Council.
6. The Chairman presented a brief report to Audit Committee with an overview of the past twelve months.
7. Quarterly Review of Financial Performance & Position to 30 September 2019 was presented for noting.
8. Local Government Act is now in the House of Representatives being debated and could be in place by the end of this year.

### **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  
12 December 2019



**B.20.7 2018/19 BEST VALUE REPORT – INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS**

**Responsible Officer:** Director Corporate Services  
**File Number:** S16-28-01  
**Attachments:** 1 2018/19 Best Value Report

**Declarations of Interest:**

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

**Summary**

A requirement of the Best Value sections of the Local Government Act 1989 is the setting of Quality and Cost Standards for all Council services and annual reporting against these standards to the community.

This report contains the actual performance for Council services against the quality and cost targets and Local Government Performance Reporting Framework Indicators set for 2018/19.

**Discussion**

The Local Government Act 1989 requires Council to review its operations to ensure that the services provided to the community represent 'Best Value'.

Best Value requires that quality and cost standards be developed for each major service area. The standards assist the community in determining whether a service is effective (quality) and efficient (cost). Quality and Cost standards and targets are prepared for each major service area, and recommendations have been made to review selected targets for the 2019/20 reporting period.

With the introduction of the Local Government Performance Reporting Framework (LGPRF) and mandatory reporting indicators, officers have taken the opportunity to review and align our standards with the LGPRF and have included the results in the Best Value report.

Council currently reports on 140 Quality and Cost Standards across 10 service groups and an additional 41 LGPRF indicators.

The attached report details the actual result achieved and explanations on variations where targets have not been achieved.

The table below provides a brief summary of achievements for the year. Details and variance explanations can be found in the attached report.

Service Group	Number of standards/indicators				Total
	Exceeded	Achieved	Not achieved	Not applicable	
Transport Services (page 3)	6	2	4	-	12
Family and Children's Services (page 5)	5	2	-	-	7
Economic Prosperity (page 7)	1	4	3	-	8
Community Care Services (page 9)	1	3	4	-	8
Community Wellbeing (page 10)	2	1	4	-	7
Waste Management (page 13)	1	-	2	-	3
Community Amenity (page 14)	6	2	1	-	9
Recreation, Culture and Leisure Services (page 16)	13	1	23	-	37
Organisational Support (page 21)	11	10	19	-	40
Governance and Leadership (page 26)	3	1	5	-	9
<b>Total</b>	<b>49</b>	<b>26</b>	<b>65</b>	<b>-</b>	<b>140</b>
<b>Achieved in 2018/19</b>	<b>35%</b>	<b>19%</b>	<b>46%</b>	<b>-</b>	<b>100%</b>
<b>Achieved in 2017/18</b>	<b>37%</b>	<b>18%</b>	<b>44%</b>	<b>1%</b>	<b>100%</b>

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
<b>LGPRF</b>				
Transport Services (page 4)	4	1	-	5
Family and Children's Services (page 6)	5	0	-	5
Community Wellbeing (page 10)	11	1	-	12
Waste Management (page 13)	5	0	-	5
Recreation, Culture and Leisure Services (page 17, 19)	8	1	-	9
Leadership and Governance (page 26)	5	0	-	5
<b>Total</b>	<b>38</b>	<b>3</b>	<b>-</b>	<b>41</b>
<b>Achieved in 2018/19</b>	<b>93%</b>	<b>7%</b>	<b>-</b>	<b>100%</b>
<b>Achieved in 2017/18</b>	<b>91%</b>	<b>9%</b>	<b>-</b>	<b>100%</b>

### **Consultation**

The Quality and Cost Standards and LGPRF indicators have been reviewed in consultation with the employees responsible for each service and members of the Executive Leadership Team.

### **Financial Implications**

Resources to achieve the performance indicators are provided through the Annual Budget process.

### **Social Implications**

Not applicable for this item.

### **Economic Implications**

Not applicable for this item.

### **Environmental Implications**

Not applicable for this item.

### **Risk Management Implications**

Measurement of performance against agreed standards helps to identify areas that may need additional resources or management attention.

### **Council Plan Strategy Addressed**

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

### **Options**

Council may choose to adopt or amend the recommendation.

### **Recommendations**

#### **That Council:**

- 1. Adopt the Best Value Report as presented.**
- 2. Adjust the 2019/20 targets as indicated in the report.**

# Swan Hill Rural City Council Best Value Report 2018/19

## Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators				Total
	Exceeded	Achieved	Not achieved	Not applicable	
Transport Services (page 3)	6	2	4	-	12
Family and Children's Services (page 5)	5	2	-	-	7
Economic Prosperity (page 7)	1	4	3	-	8
Community Care Services (page 9)	1	3	4	-	8
Community Wellbeing (page 10)	2	1	4	-	7
Waste Management (page 13)	1	-	2	-	3
Community Amenity (page 14)	6	2	1	-	9
Recreation, Culture and Leisure Services (page 16)	13	1	23	-	37
Organisational Support (page 21)	11	10	19	-	40
Governance and Leadership (page 26)	3	1	5	-	9
<b>Total</b>	<b>49</b>	<b>26</b>	<b>65</b>	<b>-</b>	<b>140</b>
<b>Achieved in 2018/19</b>	<b>35%</b>	<b>19%</b>	<b>46%</b>	<b>-</b>	<b>100%</b>
<b>Achieved in 2017/18</b>	<b>37%</b>	<b>18%</b>	<b>44%</b>	<b>1%</b>	<b>100%</b>

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
LGPRF				
Transport Services (page 4)	4	1	-	5
Family and Children's Services (page 6)	5	0	-	5
Community Wellbeing (page 10)	11	1	-	12
Waste Management (page 13)	5	0	-	5
Recreation, Culture and Leisure Services (page 17, 19)	8	1	-	9
Leadership and Governance (page 26)	5	0	-	5
<b>Total</b>	<b>38</b>	<b>3</b>	<b>-</b>	<b>41</b>
<b>Achieved in 2018/19</b>	<b>93%</b>	<b>7%</b>	<b>-</b>	<b>100%</b>
<b>Achieved in 2017/18</b>	<b>91%</b>	<b>9%</b>	<b>-</b>	<b>100%</b>

## Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

Footpaths

Aerodromes

Roads - sealed and unsealed

Footpaths				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Grinding metres/year	100	94 <sup>(1)</sup>	29	26
Replacement square metres/year	1,500	1680	225	1,295
Average response time to address service requests Weeks	2	1	1	2
Number of service requests received that address issues on footpaths	50	47	45	61
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$1.00 <sup>(2)</sup>	0.88	\$1.02

Variance comments:

<sup>(1)</sup> Council's Road Management Plan scheduled inspections identified more defects in 2018/19 that required grinding, than were identified in 2017/18.

<sup>(2)</sup> An increase in capital footpath projects resulted in less maintenance on the existing footpath network.

Aerodromes				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	100%	100%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not exceed 6% to previous year.	6%	12.7% <sup>(1)</sup>	(7%)	8%

Variance comment:

<sup>(1)</sup> The increase in cost for aerodrome maintenance is due to dry weather conditions during 2018/19.

<b>Roads</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Completion of asset inspection as per the Road Management Plan	100%	100%	100%	100%
Average response time to address service requests Weeks	3	1	1	2
Number of Service Requests received that address issues on roads:				
• Sealed roads	90 <sup>(1)</sup>	49	75	119
• Unsealed roads	100	128	121	198
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$5.65 <sup>(2)</sup>	\$6.42	\$4.90
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Sealed local road requests</b> Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range:10 to 120 requests.	10-120	5.54	8.47	13.43
<b>Sealed local roads below the intervention level</b> Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 80 - 100%	80-100%	98.76%	98.31%	98.31%
<b>Cost of sealed local road reconstruction</b> Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$20 - \$200.	\$20 - \$200	\$25.14	\$45.45	\$29.04
<b>Cost of sealed local road resealing</b> Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$4 - \$30.	\$4 - \$30	\$6.84	\$5.72	\$3.96
<b>Satisfaction with sealed local roads</b> Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 – 100.	50-100	46	50	49

## Variance comments:

<sup>(1)</sup> Request to remove the Sealed roads Quality standard as it is repeated in the LGPRF Indicator section

<sup>(2)</sup> Utilising contractors to complete extra resheets has increased the cost to resheet unsealed roads. Contractors are more expensive than Council's internal road construction team.

## Family and Children's Services

(Report adopted by Council September 2002)

*Programs within this service:*

Out Of School Hours Child Care consisting of:

- Before and After School Child Care
- Vacation Child Care
- Mobile Vacation Child Care

Preschools

Family Day Care

Maternal and Child Health

### Out of School Hours Child Care

Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$4.61	\$3.79	\$4.52	\$4.20

Variance comment:

### Family Day Care

Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$4.38	\$3.88	\$4.30	\$5.80

Variance comment:

### Maternal and Child Health

Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Percentage of children enrolled from birth notifications received	98%	99%	100%	96%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	73%	65%	64%
Net cost to Council per consultation.	\$112.50	\$99.55	\$113.91	\$120.49
LGPRF Indicator	Target	2018/19	2017/18	2016/17
Participation in first MCH home visit Number of first MCH home visits / Number of birth notifications received. Expected range: 90 - 110%	90-110%	94.90%	90.35%	96.25%

<b>Infant enrolments in MCH service</b> Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%	90-110%	100.00%	100.00%	100.63%
<b>Cost of MCH service</b> Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	\$81.12	\$94.60	\$73.87
<b>Participation in the MCH service</b> Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 70 - 100%	70-100%	73.14%	73.03%	73.28%
<b>Participation in MCH service by Aboriginal children</b> Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 60 - 100%	60-100%	60.08%	62.18%	41.88%

Variance comments:



## Economic Prosperity Services

(Report adopted by Council February 2003)

*Programs within this service:*

Economic Development Unit  
Swan Hill Livestock Exchange  
Tower Hill Estate development

<b>Economic Development</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Achieve population growth for the municipality	0.1%	-0.4%	2.4%	-0.2%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	3.2%	4%	4%
Total number of visitors to the Swan Hill Region Information Centre	-	18,859 <sup>(1)</sup>	42,312	45,525

Variance comment:

<sup>(1)</sup> Visitor numbers provided in 2017/18 came from a door counter, which proved to be very unreliable given the recording of staff moments within the building. In July 2018/19 manual visitor counting was commenced. Recommend to council that we remove this indicator as it is not accurate, and instead use the Murray River Tourism visitation statistics.

<b>Swan Hill Livestock Exchange</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%	100%
Cost of operating the complex as a % of total sale value Net operating expenditure as a percentage of gross livestock sales (recorded in Livestock Exchange System) plus truck wash sales and agistment, less water stand pipe sales.	0.98% <sup>(1)</sup>	-	0.96%	0.85%
Total turnover (Cattle plus Sheep and Goats) demonstrating contribution to the local economy	\$54.6m <sup>(2)</sup>	\$54.6m	-	-
Ratio of cost to operate the livestock exchange verses income generated (income from sales of cattle, sheep, goats, truck wash and agistment divided by the operational costs including depreciation and reserves)	1.00 <sup>(2)</sup>	1.27	-	-

Variance comment:

<sup>(1)</sup> It is recommended that the indicator Cost of operating the complex as a % of total sale value be removed and replaced with two new indicators as shown above <sup>(2)</sup>.

Tower Hill Estate				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Subdivide and sell lots	18	12 <sup>(1)</sup>	5	12
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes	Yes

Variance comments:

- <sup>(1)</sup> Stage 11 of the Tower Hill Residential Development was released in December 2018 resulting in an increase in lots sold from the previous year.

## Community Care Services

(Report adopted by Council February 2003)

*Programs within this service:*

Client assessments

General Home, Personal and Respite Care

Food services

Aged Accommodation

Senior Citizen centres

Community Care Services				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
<b>Client Needs</b> Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client <ul style="list-style-type: none"> <li>• High needs clients</li> <li>• Medium needs clients</li> <li>• Low needs clients</li> </ul>	100% 80% 70%	100% 80% 70%	100% 80% 70%	89% 80% 67%
<b>Average cost per hour of service:</b> <ul style="list-style-type: none"> <li>• General Home Care</li> <li>• Personal Care</li> <li>• Respite Care</li> </ul>	\$51.54 \$53.72 \$54.00	\$64.92 \$69.21 \$65.00	\$60.10 \$71.25 \$58.36	\$62.24 \$66.52 \$61.40
<b>Average cost per meal</b> Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$11.00	\$13.70	\$13.32
<b>Senior Citizen Centre's</b> Total cost to operate Senior Citizen Centre's and related activities	\$11,500	\$18,088 <sup>(1)</sup>	\$11,278	\$5,195

Variance comments:

<sup>(1)</sup> The actual for 2018/19 was higher than previous years and there was unscheduled repairs completed.

# Community Wellbeing Services

(Report adopted by Council June 2003)

*Programs within this service:*

Planning

Building Department

Regulatory Services – Animal Management

Parking Control

Food safety

<b>Planning</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Average number of days required to issue planning permits	58	47	57	53
Cost per capita to maintain currency and appropriateness of the Planning Scheme Gross cost to Council / Population of the municipality	\$20	\$25 <sup>(1)</sup>	\$24	\$22
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Time taken to decide planning applications</b> The median number of days between receipt of a planning application and a decision on the application. Expected range: 30 – 110 days	30-110	47	57	53
<b>Planning applications decided within 60 days</b> Number of planning application decisions made within 60 days/Number of planning application decisions made. Expected range: 40 – 100%	40-100%	82.63%	70.55%	82.69%
<b>Cost of statutory planning service</b> Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$4,000	\$500 - \$4,000	\$2,540	\$2,866	\$2,560
<b>Planning decisions upheld at VCAT</b> Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications. Expected range: 30 – 100%	30-100%	0%	0%	50%

Variance comments:

<sup>(1)</sup> The Cost per capita to maintain currency and appropriateness of the Planning Scheme is greater than the target due to the use of consultants for strategic planning purposes.

<b>Building Department</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Average number of days required to issue building permits	18	25 <sup>(1)</sup>	20.9	21
Net cost to Council per building permit (Profit)	\$305	\$752 <sup>(2)</sup>	\$378	\$318

Variance comments:

<sup>(1)</sup>This target was exceeded due to staffing shortages.

<sup>(2)</sup> The increase in the net cost to Council per building permit has increased due to high consultancy fees and a reduction in applications received.

<b>Regulatory Services – Animal Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Average cost to Council to enforce Local Laws per registered animal	\$89.00	\$69.73	\$67.01	\$84.59
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Time taken to action animal management requests</b> Number of days between receipt and first response action for all animal management requests / Number of animal management requests. Expected range: 1 to 10 days	1 - 10	2	1	1
<b>Animals reclaimed</b> Number of animals reclaimed / Number of animals collected. Expected range: 30 – 90%	30-90%	21.88%	31.16%	25.75%
<b>Cost of animal management service</b> Direct cost of the animal management service/Number of registered animals. Expected range: \$10 - \$70	\$10-\$70	\$69.73	\$67.01	\$69.83
<b>Animal management prosecutions</b> Number of successful animal management prosecutions. Expected range: 0 to 50 prosecutions	0 - 50	0	2	1

Variance comments:

<b>Parking Control</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Hours ticket machines are not functional	-( <sup>(1)</sup> )	0.6%	0.7%	1.6%
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	(\$120)	(\$85.65) <sup>(2)</sup>	(\$24)	(\$58)

Variance comments:

<sup>(1)</sup> Recommend to add a target for the Quality standard of 1.0%.

<sup>(2)</sup> Recommend to change cost target to (\$90).

<b>Food Safety</b>				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Time taken to action food complaints</b> Number of days between receipt and first response action for all food complaints / Number of food complaints. Expected range: 1 to 10 days	1 - 10	1.10	1.82	1.00
<b>Food safety assessments</b> Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984. Expected range: 50 – 100%	50-100%	93.17%	87.15%	94.44%
<b>Cost of food safety service</b> Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984. Expected range: \$300 - \$1,200	\$300-\$1,200	\$455.11	\$498.68	\$850.09
<b>Critical and major non-compliance notifications</b> Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises. Expected range: 60 – 100%	60-100%	81.25%	94.74%	100%

Variance comments:

# Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

Kerbside collection service

Landfills

Waste Collection				
LGPRF Indicator	Target	2018/19	2017/18	2016/17
<b>Kerbside bin collection requests</b> Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 10 to 300 requests	10-300	30.88	22.86	25.38
<b>Kerbside collection bins missed</b> Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000. Expected range: 1 – 20 bins	1-20	2.37	3.19	2.32
<b>Cost of kerbside garbage bin collection service</b> Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$40 - \$150	\$40-\$150	\$57.09	\$55.79	\$55.31
<b>Cost of kerbside recyclables bin collection service</b> Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins Expected range: \$10 - \$80	\$10 - \$80	\$28.49	\$27.81	\$27.74
<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins. Expected range: 20 – 60%	20-60%	30.26%	30.55%	34.53%

Variance comments:

Landfill				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Net cost per capita of waste deposited at Swan Hill landfill sites	\$25.33	\$23.77	\$23.21	\$16.21
Net cost per capita of waste deposited at Robinvale landfill sites (exc GST)	\$62.00	\$63.17 <sup>(1)</sup>	\$61.67	\$51.36
Net cost per capita to maintain rural landfill sites (exc GST)	\$9.55	\$9.59 <sup>(2)</sup>	\$9.36	\$9.98
*Net cost per capita = Budgeted contract cost OR actual contract cost / Population served				

Variance comment:

<sup>(1)</sup> <sup>(2)</sup> Cost increase for waste has exceeded increases in official population figures.

## Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

Environmental Standards

Street Beautification

Public Lighting

Environmental Standards				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Maintain potable water consumption below 2011/12 levels for parks and gardens annually Source: 2012 - 2016 Sustainable Water Use Plan	37,000kL	45,820	46,201kL	41,278kL
Maintain current power usage in Council's 8 highest energy use buildings: <ul style="list-style-type: none"> <li>• Kilowatts</li> <li>• Greenhouse gas emissions</li> </ul>	1.07M kWh 1,262T	0.979 kWh 1,048T	0.978M kWh 1,154T	0.954M kWh 1,125T
Total cost to Council for stationary energy of Council owned infrastructure Including street lighting	\$674,950	\$528,258	\$603,579	\$503,465

Variance comment:

Street Beautification				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	4	5	6
Number of community street tree theme consultations Minimum of two annually	2	2	3	0
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	\$59,500	\$59,210	\$60,580	\$59,000

Variance comment:

Public Lighting				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Net increase in number of streetlights to existing network per year New light and pole assembly	3	4	12	1
Cost to Council for public lighting per streetlight Electricity costs are increasing and it is expected they will continue to increase over coming years	\$113.69 <sup>(1)</sup>	\$82.64	\$84.12	\$84.69

Variance comments:

<sup>(1)</sup> It is recommended that the target for this indicator is reviewed in 2019/20 and reduced to \$100.



## Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

*Programs within this service:*

Art Gallery

Performing Arts

Pioneer Settlement

Library

Community Centres and Swan Hill Town Hall PACC

Parks, Gardens, Recreation Reserves and Other Sporting Facilities

Indoor Sports Facilities and Swimming Pools

<b>Art Gallery</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Number of visitors to the Art Gallery per annum	11,000	12,359	15,723	12,122
Number of exhibitions	25	17 <sup>(1)</sup>	19	21
Number of events other than exhibitions Concerts, conferences, functions etc	30	28	40	51
Net cost to Council to operate the Gallery per visitor	\$26.14	\$28.70 <sup>(2)</sup>	\$17.20	\$26.64

Variance comments:

<sup>(1)</sup> The direction of the gallery is to decrease the number of exhibitions to a manageable size, and extending the length of the exhibitions where possible and striving for a more meaningful engagement with visitors. Recommend reducing quality target from 25 to 20.

<sup>(2)</sup> Renovations to the gallery foyer and unaccounted spend on artist in residence project impacted on budget.

<b>Performing Arts</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Number of people attending performing arts events per annum	3,000	2,400 <sup>(1)</sup>	3,875	2,060
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	\$61.95	\$102.29 <sup>(2)</sup>	\$11.36	\$61.20

Variance comment:

<sup>(1)</sup> New ticketing system has now been in place for a year, however a module that captured audience numbers for reporting purposes was not activated correctly during initial set-up. This has caused some issues with capturing accurate numbers. The issue has been rectified.

<sup>(2)</sup> The 2017-18 figures did not include all staff and venue costs associated with performances. There were some performances that produced lower ticket sales than expected.

<b>Pioneer Settlement</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Number of visitors to the Pioneer Settlement per annum	80,000	81,954	76,104	73,031
Net cost to Council to operate the Pioneer Settlement Museum per visitor	\$9.20	\$10.17 <sup>(1)</sup>	\$9.78	\$13.43

Variance comments:

<sup>(1)</sup> While visitation was up on target some unbudgeted expenses occurred, in relation to the Pyap, there was an increase in insurance premiums and a new fire safety system was required to be installed following our survey.

<b>Libraries</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	80,500	75,663 <sup>(1)</sup>	80,187	79,703
Number of special events held in Library	15	58	84	44
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Library collection usage Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items	1-10	1.61	1.67	1.59
Standard of library collection Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 40 – 90%	40-90%	54.28%	53.41%	45.28%
Cost of library service Direct cost to Council of the library service / Number of visits Expected range: \$3 - \$15	\$3-\$15	\$14.21	\$16.23	\$13.34
Active library members Number of active library members/Municipal population Expected range: 10 – 40%	10-40%	16.90%	18.08%	19.91%

Variance comments:

<sup>(1)</sup> The impact of Council no longer servicing Buloke Shire (5 less mobile library stops each fortnight) is a major factor. Library users are visiting library services less often, but staying longer and using a wider range of services.

Community Centres and Swan Hill Town Hall PACC				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Number of times the community centre/facility is used by the community each year:				
• Manangatang	150	114 <sup>(1)</sup>	138	121
• Nyah	100	108	173	185
• Lake Boga	100	81 <sup>(1)</sup>	63	72
• Robinvale	180	186	115	110
• Swan Hill Town Hall PACC	250	229 <sup>(1)</sup>	434	445
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	16,497 <sup>(2)</sup>	31,374	23,051
Net operating cost to Council per usage of the facility:				
• Manangatang	\$250	\$92	\$90	\$30
• Nyah	\$400	\$376	\$407	\$275
• Lake Boga	\$250	\$156	\$385	\$250
• Robinvale	\$600	\$792 <sup>(3)</sup>	\$591	\$627
• Swan Hill Town Hall PACC	\$1,054	\$1,769 <sup>(4)</sup>	\$1,144	\$1,209
Net operating cost to Council per person using the Swan Hill Town Hall PACC	\$14.65	\$24.55 <sup>(5)</sup>	\$15.79	\$23.33
Actual net cost / Number of people attending				

Variance comments:

<sup>(1)</sup> Community usage has reduced for Manangatang, and Swan Hill Town Hall PACC, usage has increased from 17/18 for Lake Boga however all three are under target.

<sup>(2)</sup> 2018-19 was an 'off year' for some events only conducted every two years - such as two debutante balls, the Swan Hill Primary School concert, and State Schools Extravaganza (which has now ceased). Each of these events utilised the venue capacity.

<sup>(3)</sup> The venue required capital building renewal expenditure and compliance work during 2018-19.

<sup>(4)</sup> The venue required more maintenance and compliance work during 2018-19.

<sup>(5)</sup> The increase to the net operating cost to Council per person using the Swan Hill Town Hall PACC has increased due to a decrease in the use of the facility and an increase in maintenance and compliance work during 2018-19.

Parks, Gardens, Recreation Reserves and Other Sporting Facilities				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Maintain grass height between 25 – 60 mm	100%	100%	100%	100%
Net operating cost per hectare:				
• Parks and gardens	\$13,000	\$12,825	\$11,200	\$12,000
• Recreation reserves	\$12,500	\$16,030 <sup>(1)</sup>	\$13,200	\$12,500

Variance comments:

(1) The increase in net operating cost per hectare for Recreation Reserves is due to Council focusing on renovating several sports field surfaces. These locations required an additional spray program and ground maintenance.

<b>Indoor Sports Facilities and Swimming Pools</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Number of visitors/users of the indoor sports facilities/swimming pools:				
<ul style="list-style-type: none"> <li>Swan Hill Leisure Centre and Indoor Pool</li> <li>Swan Hill Indoor Sport and Recreation Centre</li> <li>Robinvale Leisure Centre and Pool</li> </ul>	80,000 42,000 27,000	80,623 51,977 27,636	74,641 41,748 26,659	81,429 36,300 23,000
Number of visitors/users of outdoor swimming pools:				
<ul style="list-style-type: none"> <li>Swan Hill Outdoor Pool</li> <li>Nyah Pool</li> <li>Manangatang Pool</li> </ul>	20,000 9,000 7,000	17,772 <sup>(1)</sup> 7,264 3,847 <sup>(2)</sup>	19,645 6,343 5,723	20,911 8,549 6,228
Net cost to Council per visitor to operate indoor facilities:				
<ul style="list-style-type: none"> <li>Swan Hill Leisure Centre and Indoor Pool</li> <li>Swan Hill Indoor Sport and Recreation Centre</li> <li>Robinvale Leisure Centre and Pool</li> </ul>	\$6 \$1 \$10	\$6.42 \$2.25 <sup>(3)</sup> \$14.91 <sup>(4)</sup>	\$8 \$3 \$14	\$7 \$1 \$15
Net Operating expenditure / Number of visitors/users				
Net cost to Council per visitor to operate outdoor pools:				
<ul style="list-style-type: none"> <li>Swan Hill Outdoor Pool</li> <li>Nyah Pool</li> <li>Manangatang Pool</li> </ul>	\$11 \$7 \$10	\$14.95 <sup>(1)</sup> \$6.96 \$16.07 <sup>(2)</sup>	\$12.78 \$7.44 \$11.12	\$14.24 \$6.65 \$8.43
Net Operating expenditure / Number of visitors/users				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>User satisfaction with aquatic facilities (optional)</b> User satisfaction with how council has performed on provision of aquatic facilities. Expected range: 0 to 100	-	-	-	-
<b>Health inspections of aquatic facilities</b> Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4	1-4	1	0	1
<b>Reportable safety incidents at aquatic facilities</b> Total number of WorkSafe reportable aquatic facility safety incidents Expected range: 0 to 20 incidents	0-20	0	1	1
<b>Cost of indoor aquatic facilities</b> Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$3-\$10	-\$3-\$10	\$7.13	\$7.85	\$6.58
<b>Cost of outdoor aquatic facilities</b> Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities. Expected range: \$3 - \$20	\$3-\$20	\$22.57	\$18.11	\$16.08
<b>Utilisation of aquatic facilities</b> Number of visits to aquatic facilities / Municipal population Expected range: 1 to 10 visits	1-10	5.57	5.51	6.15

#### Variance comments:

(1) The Net Cost to operate the Swan Hill Outdoor Pool is directly related to the reduction in usage and the extensive maintenance work carried out. The Swan Hill Outdoor Pool waterside columns and stairs were repainted, and wet deck drain covers were replaced around the 50 metre and waterside pools.

(2) The Net Cost to operate the Manangatang Outdoor Pool is directly related to the reduction in usage

<sup>(3)</sup> The increase in 18/19 and 17/18 per person is due to wages and contributions being included in 2017/18 to show the true cost of running the facility. Recommend target be changed to \$2.50 to reflect this.

<sup>(4)</sup> Extensive maintenance work was carried out at the Robinvale Leisure Centre in 2018/19. The Robinvale Leisure Centre maintenance included painting the pool and the replacement of tiles.

## Organisational Support

(Report adopted by Council June 2004)

*Programs within this service:*

Customer Service Revenue Control

Robinvale Resource Centre

Information Management

Information Technology Services

Finance Services

Asset Management

Human Resources

Commercial Services and Risk Management

Plant and Fleet Management

### Customer Service Revenue Control and Robinvale Resource Centre

Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Rate debtor collections as a percentage of Total Rate Income	96%	95% <sup>(1)</sup>	96%	96%
Cost of providing Customer Service and Revenue Control Services Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure	1.20%	1.16%	1.59%	1.17%
Cost of providing customer services from the Robinvale Resource Centre per head of population Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district	\$63.50	\$71.26 <sup>(2)</sup>	\$62.28	\$63.71

Variance comments:

<sup>(1)</sup> The supplementary rates for the solar farms were outstanding at the EOFY.

<sup>(2)</sup> Maternity relief position filled and retirement of Robinvale Community Centre Caretaker has resulted in staffing relief arrangements from the Robinvale Resource Centre (existing staff).

### Information Management

Quality/Cost Standard	Target	2018/19	2017/18	2016/17
(1) Service meets agreed timeframes for incoming correspondence registration: <ul style="list-style-type: none"> <li>• 3.40pm Monday</li> <li>• 2.20pm Tuesday – Friday</li> </ul>	Yes Yes	Yes Yes	Yes Yes	Yes Yes
(2) Cost of service as a percentage of total operating expenses (excluding major projects). <sup>(3)</sup> Information Management Program / Total Operating Expenditure	<0.81%	0.58%	0.71%	0.81%

Variance comments:

<b>Information Technology Services</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Authority System available	98%	97% <sup>(1)</sup>	100%	98%
Network Services available	98%	99%	98%	98%
Internet Services available	98%	100%	100%	98%
Cost of providing IT services as a percentage of total operating expenses IT program (bottom line 3345) / Total operating expenditure	<3.0%	2.5%	2.9%	2.3%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal devices supported	\$3,870	\$3,856	\$3,870	\$3,624

Variance comments:

(1) A decrease in the percentage that the Authority System was available was a direct result of the version 7 upgrade taking longer than expected to complete.

<b>Finance Services</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(4) Meet all statutory reporting obligations: <ul style="list-style-type: none"> <li>Annual Report</li> <li>Business Plan and Annual Budget</li> <li>Victoria Grants and Commission Return</li> <li>Local Government Sector Borrowings Surveys</li> <li>Taxation (PAYG, GST and FBT)</li> </ul>	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes
(5) Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	2.0%	2.14% <sup>(1)</sup>	2.11%	1.93%

Variance comments:

(1) Temporary staff required to cover extended staff leave.

Asset Management				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
(6) National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place:				
• Strategic Planning	85	63 <sup>(1)</sup>	64	92
• Annual Budget	100	94	94	100
• Annual Report	95	95	95	95
• Asset Management Policy	90	65 <sup>(2)</sup>	65	85
• Asset Management Strategy	100	50 <sup>(3)</sup>	50	100
• Asset Management Plans	75	57 <sup>(4)</sup>	13	70
• Governance and Management	60	46 <sup>(1)</sup>	39	29
• Levels of Service	60	25 <sup>(5)</sup>	25	44
• Data and Systems	80	59 <sup>(6)</sup>	60	69
• Skills and Processes	65	43	43	43
• Evaluation	60	-( <sup>1</sup> )	33	42
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)	0.90	0.64 <sup>(6)</sup>	0.72	0.52

## Variance comments:

<sup>(1)</sup> Strategic Planning, Governance and Management, and Evaluation of the improvement action plan can only be finalised once all Asset Management Plans are reviewed.

<sup>(2)</sup> Council's Asset Management Policy and Strategy are currently under review.

<sup>(3)</sup> Asset working group has been reconvened and will work towards an asset maturity assessment and Asset Strategy and an improvement plan.

<sup>(4)</sup> Asset Management Plans are currently under review.

<sup>(5)</sup> Levels of Service are being updated as Asset plans/strategies are implemented (prioritising based on condition assessment schedule). Footpath AMP and Public Convenience strategy in draft form and should be approved as internal documents by end of year.

<sup>(6)</sup> Asset Data dictionary is being prioritised and should be implemented by EOFY.

Human Resources				
Quality/Cost Standard	Target	2018/19	2017/18	2016/17
Number of staff issues referred to Fair Work Australia	Nil	Nil	Nil	Nil

Number of organisational training hours provided per EFT	7 hours	22	24	14
Cost of providing Human Resource Services as a per cent of total operating expenses	1.20%	1.19%	1.00%	0.96%

Variance comment:

<b>Commercial Services and Risk Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(7) All tendering and acquisitions undertaken by Commercial Services is done in accordance with adopted Council policy.	Yes	Yes	Yes	Yes
Cost of providing commercial services as a percentage of Total Council Operating Expenses. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.2%	1.09%	0.90%	0.99%
Risk Management - WorkCover (EFT to premiums)	\$2,300	\$2,303 <sup>(1)</sup>	2,278	\$2,132
Risk Management – Property (Value of property v Premium)	\$0.0020	\$0.0012	\$0.0013	\$0.0016
Risk Management – Registered Motor Vehicles Unit cost	\$425	\$505 <sup>(2)</sup>	\$372	\$559

Variance Comment:

<sup>(1)</sup> Council received a long term claim in 18/19 which resulted in an increase in a cost to the WorkCover premium.

<sup>(2)</sup> One major claim from the thief of a prime mover and dog trailer.

<b>Plant and Fleet Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(8) Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	89%	90%	87%
Average cost of scheduled services for passenger and light commercial vehicles Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$124	\$138 <sup>(1)</sup>	\$125	\$111
Average cost of scheduled services for major plant items Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$218	\$244 <sup>(2)</sup>	\$229	\$210

Variance comment:

<sup>(1)</sup> <sup>(2)</sup> During the period 2018/19 several items had higher usage than forecast and required additional services meaning an increase to the average cost to both heavy plant and fleet service.



## Governance and Leadership

(Report adopted by Council May 2005)

*Programs within this service:*

Elected Members  
Community Development  
Corporate Governance  
Media and Events

<b>Elected Members</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(9) Community satisfaction with Council's advocacy role per annual Local Government Survey	54	52 <sup>(1)</sup>	55	54
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	54 <sup>(1)</sup>	59	58

Variance comment:

<sup>(1)</sup> A number of politically sensitive issues were topical at the time of the survey

<b>Community Development</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(10) Government and other funding attracted during the year to supplement community and Council activities	\$800,000	\$3,270,000 <sup>(1)</sup>	\$2,072,419	\$845,690
Number of actions implemented out of community plans At least one action per plan	30	24 <sup>(2)</sup>	25	20
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	0.87%	0.75%	3.3%

Variance comment:

<sup>(1)</sup> This increase is a result of the Our River Our Regions funding and also our activities and projects are being fully scoped and are made 'shovel ready' to apply for funding as opportunities arise through external funding bodies. This readiness has seen an increase in successful funding applications, as funding bodies are more confident in our delivery of these activities and projects within the set criteria, budget and timeframes.

<sup>(2)</sup> Number of actions have decreased due to communities identifying a smaller number of larger projects.

<b>Corporate Governance</b>				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
Council decisions made at Council Meetings closed to the Public Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors Expected range: 0 – 30%	0-30%	5.56%	7.73%	9.26%
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Expected range: 40 – 70%	40-70%	54	55	58
Councillor attendance at Council Meetings Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election. Expected range: 80 – 100%	80-100%	96.64%	97.96%	97.62%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election. Expected range: \$30,000 - \$80,000	\$30K-\$80K	\$43,621	\$41,456	\$40,441
Satisfaction with Council decisions Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community Expected range: 40 – 70%	40-70%	51	54	53

Variance comments:

<b>Media and Events</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
(11) Number of media releases distributed annually	130	123 <sup>(1)</sup>	115	118
Number of social media post annually	1,700	1,417 <sup>(2)</sup>	1,683	1,089
Production and distribution of Council's Community Newsletter Twice per year	2	2	1	3
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.5%	0.4%	0.4%	0.4%

Variance comments:

(1) Changes to staffing levels and new staff commencing has resulted in less distributions of media releases

(2) As above

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

### **C.20.1 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.

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

No.	Document Type	Document Description	Date signed/ sealed
960	Bituminous Sealing and Asphaltting of Roads in the Swan Hill Rural City Council Contract 20361201	Between Swan Hill Rural City Council and Primal Surfacing	17/12/19
961	Section 173 Agreement – 142 Gray Street, Swan Hill	Between Swan Hill Rural City Council and Gapstead Pty Ltd and Lower Murray Urban and Rural Water Corporation	17/12/19
962	Schedule 4 – Section 400 of the Land Act 1958 – To declare Southern part of Goggin Road, Tresco as unsealed	Between Swan Hill Rural City Council and Department of Environment, Land, Water and Planning	17/12/19

**DECISIONS WHICH NEED ACTION/RATIFICATION**

18 February 2020

963	Australia Day Citizen of the Year 2019 – Narelle McClure	Citation	07/01/20
964	Australia Day Young Citizen of the Year 2019 – Hanna Roberts	Citation	07/01/20
965	Australia Day Community Event 2019 – The Nyah District Christmas Carnival	Citation	07/01/20
966	Section 173 Agreement Invincible Bend Land Tol Tol	Between Swan Hill Rural City Council and B&L Gervasi	28/01/20
967	Deed of Variation of Lease – Corner McCrae and Curlewis Street	Between Swan Hill Rural City Council and Southland Packers (Pty) Ltd	28/01/20
968	Section 173 Agreement – 142 Gray Street, Swan Hill	Between Swan Hill Rural City Council and Gapstead Pty Ltd and Lower Murray Urban and Rural Water Corporation	28/01/20
969	Deed of Renewal of Lease Swan Hill Showground's and Alan Garden Reserve	Between Swan Hill Rural City Council and Swan Hill Showground's and Alan Garden Reserve and Swan Hill District and Pastoral Society	28/01/20
970	Our Place Detailed Design Swan Hill Rural City Council Contract No 20379201	Between Swan Hill Rural City Council and Brandrick Architects	28/01/20
971	Robinvale Riverside Caravan Park – Applying for a Mortgage	Between Swan Hill Rural City Council and Commonwealth Bank of Australia	04/02/20
972	Section 173 Agreement For Building over Easement 99 Heywood Lake Road, Narrung	Between Swan Hill Rural City Council and Chislett Developments Pty Ltd	04/02/20

**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.20.2 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  
4 February 2020 at 1pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Councillor Only Session
- Our Place – Update and Engagement Plan
- Aboriginal Community Partnership Strategy Implementation Plan Review
- Public Convenience Strategy
- Airport Master Planning
- MEMYP – Infrastructure Overview

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Cr Les McPhee
- Cr Lea Johnson

**OFFICERS**

- John McLinden, Chief Executive Officer
- David Lenton, Director Corporate Service
- Heather Green, Director Development and Planning
- Bruce Myers, Director Community & Cultural Services
- Svetla Petkova, Director Infrastructure
- Fiona Gormann, Economic and Community Development Manager
- Laura O-Dwyer, Enterprise Assets Manager
- Jan McEwan, Family Youth & Children's Services Manager

Other

- Nil

**CONFLICT OF INTEREST**

- Nil



**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
28 January 2020 at 1pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- 2020/21 Fees and Charges review
- Economic and Community Development Projects & Grants Quarterly report
- Native Vegetation Enforcement
- Our Place Update & Locomotive discussion
- Recycling update
- Roads to Recovery

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Nil

**OFFICERS**

- John McLinden, Chief Executive Officer
- David Lenton, Director Corporate Service
- Heather Green, Director Development and Planning
- Bruce Myers, Director Community & Cultural Services
- Svetla Petkova, Director Infrastructure
- Muriel Scholz, Senior Economic Development Officer
- Nathan Keighran, Liveability and Project Development Coordinator
- Stefan Louw, Development Manager
- Candis Fraser, Project Manager, Our Place
- Dallas Free, Works Manager

Other

- Nil

**CONFLICT OF INTEREST**

- Nil

## **SECTION D – NOTICES OF MOTION**

### **D.20.1 SWAN HILL HOSPITAL**

Having given due notice, **Councillor Les McPhee**

**MOVED that:**

**Council write to the Honorable Jenny Mikakos Minister for Health, calling on her to release the Feasibility Study into the replacement of the Swan Hill Hospital immediately.**

#### ***Preamble***

Council and the Swan Hill community have for a number of years been expressing a desire to be provided with a modern, state-of-the-art Hospital suitable to meet the needs of this community. The community has formed a Swan Hill Needs A New Hospital committee, which has been active over the last two years in advocating for a modern Hospital to meet the needs of this growing community.

The community is becoming increasingly frustrated with the lack of information being provided about the progress of planning for a new Hospital by the Victorian State Government.

I understand that the master planning work has now been completed and that a Feasibility Study has been undertaken for the Victorian Government looking at the options for the replacement of the Swan Hill Hospital.

Given the extremely high level of interest within the Swan Hill community around this topic, I call on the Health Minister to immediately release this Feasibility Study and to provide commentary to the Swan Hill community on the government's intentions.

**SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA**

**SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS**

**SECTION G – IN CAMERA ITEMS**