

# AGENDA

## ORDINARY MEETING OF COUNCIL

Tuesday, 19 May 2020

To be held Swan Hill Town Hall  
McCallum Street, Swan Hill  
Commencing at 2:00 PM

**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 21 April 2020
- **Declarations of Conflict of Interest**
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
- **Public Question Time**

## **SECTION B – REPORTS**

### **B.20.24 RE-SUBDIVISION (HOUSE EXCISION) OF LAND IN THE FARMING ZONE 1665 ROBINVALE-SEA LAKE, BANNERTON & 390 PHILLIPS ROAD, BANNERTON**

**Responsible Officer:** Director Development and Planning  
**File Number:** 2019/131  
**Attachments:** 1 Proposed Plan

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

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

#### **Summary**

This report seeks a Council resolution to refuse a planning permit application. The planning application is for a re-subdivision of land (house excision) in the Farming Zone, located at 1665 Robinvale-Sea Lake Road and 390 Phillips Road.

#### **Discussion**

##### Location and existing conditions

The subject crown allotments (as shown on figure 1) are located at 1665 Robinvale-Sea Lake Road and 390 Phillips Road, Bannerton, 19 kilometres south of the Robinvale Central Business District. The surrounding area is predominantly dry land agriculture with larger holdings of irrigated farmland to the east and south-west.

The subject crown allotments are zoned Farming Zone with no overlays. CA 44 Parish of Margooya adjoins land zoned Road Zone Category 1 and is approximately 296.4 ha in size containing one dwelling, associated outbuildings and some remnant native vegetation with the remainder of the land being actively used for dry land agriculture. CA 45 Parish of Margooya is approximately 274.6 ha in size and contains some remnant native vegetation with the remainder being actively used for dry land agriculture.

##### Proposal

The owners of both crown allotments wish to re-align the boundaries to excise off the dwelling on CA 44 Parish of Margooya from the agricultural land and consolidate the residual agricultural land with CA 45 Parish of Maragooya.

This will reduce the size of CA 44 from approximately 296.4 ha to 12.66 ha and will contain one dwelling, associated outbuildings and remnant native vegetation. The owner of proposed lot 1 intends to retire from farming, live in the dwelling and sell the

residual agricultural land of 283.7 ha to his sons who are the owners of CA 45, bringing the balance of proposed lot 2 to 558.08 ha.

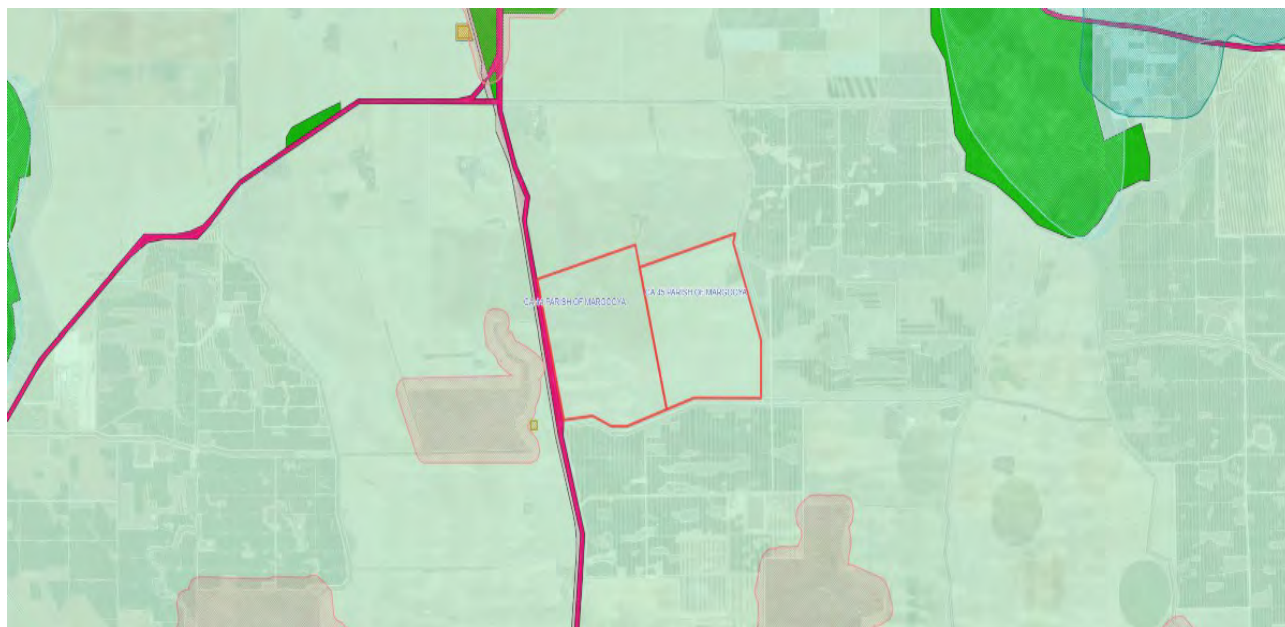


Figure 1: Zoning and location of subject land



Figure 2: Aerial of site and surrounding area

## **Assessment of the planning application**

### **Background**

Upon the assessment of the proposal Council officers contacted the applicant to advise that based on the information provided, the application did not provide sufficient justification to support the proposal. Additionally, the proposal did not comply with the purpose of the Farming Zone, or state and local policy, in particular

clause 21.06-1 of the planning scheme Council's Natural Resource Management policy, which is explained in the latter part of the report.

The applicant was advised that it was considered unlikely that officers would support the application. Council officers provided the applicant with an alternative to the boundary realignment in form of establishing a lifetime estate.

The applicant then provided further information to support the application and advised that a lifetime estate was not an option without an elaboration as to why this was not an acceptable outcome to the owner.

Upon receipt and further assessment of the additional information provided by the applicant, it was concluded that the application still failed to support the purpose of the Farming Zone or State planning policy and Council's Natural Resource management policy.

There is a common theme throughout the application that the subdivision is sought to allow for the creation of a rural lifestyle lot for personal retirement purposes rather than to improve or protect the land for agricultural purposes.

The Rural Land Use Strategy makes it clear that: *"planning policy will not to be used to solve matters that are in the domain of good business planning and management including succession planning and farm viability"*.

Further to the above member Laurie Hewet had the following to say about justification based on personal circumstances and their relevance in determining whether to grant or refuse to grant a permit in *Adams v Indigo SC [2002]*:

*'While I do not dispute the applicant's intentions in relation to this application and I acknowledge that they have a demonstrated, long term commitment to this community and farming of this land, the applicant's personal circumstances are not relevant to my deliberations. This point has been the subject of a large number of decision of this Tribunal and its predecessor Tribunals over many years, and it's been consistently held that an applicant's personal reasons for pursuing a proposal are not matters which can be given significant weight and cannot outweigh the need for proper and orderly planning of an area. I have not been presented with any submission which would persuade to depart from that position'.*

The Rural Land Use Strategy (proposed to be an incorporated document as part of planning scheme amendment C73) suggests that there is an expectation among Farmers to subdivide and to dispose of their land as they desire as this was the norm prior to changes to regulations some time ago. Planning decisions of the past are not viable examples to continue to approve inappropriate re-subdivisions. This idea is supported by the Rural Land Use Strategy through the following statement:

*'Legacies of past planning decisions are not justification for maintaining inappropriate planning policy or provide precedence'.*

Policy direction

- State Planning Policy Framework

**Clause 14.01-1S - Protection of agricultural land**

Objective: "To protect the state's agricultural base by preserving productive farmland".

Relevant Strategies:

- Avoid permanent removal of productive agricultural land from the state's agricultural base without consideration of the economic importance of the land for the agricultural production and processing sectors
- Protect productive farmland that is of strategic significance in the local or regional context.
- Protect productive agricultural land from unplanned loss due to permanent changes in land use.
- Prevent inappropriately dispersed urban activities in rural areas
- Protect strategically important agricultural and primary production land from incompatible uses.

It is also a requirement when considering a proposal to use, subdivide or develop agricultural land, to consider the:

- Desirability and impacts of removing the land from primary production, given its agricultural productivity.
- Impacts on the continuation of primary production on adjacent land, with particular regard to land values and the viability of infrastructure for such production.
- Compatibility between the proposed or likely development and the existing use of the surrounding land.

Assessment against the policy

**Why is the proposal non compliant?**

The proposal does not support the above strategies as it will result in the permanent removal of the dwelling and 12.66 ha of land from the going agricultural concern. It is considered that this dwelling and land is required to efficiently operate the agricultural production on the land and potentially other land within the area.

It is acknowledged that the current owner and occupier of proposed lot 1 will remain the occupant of the existing dwelling and that he will sometimes assist with the agricultural activities that occur on proposed lot 2. However, the principles and objectives of planning in Victoria have a long term approach to land use. The proposal might have merit in the short-term, but it is very likely in the medium term that proposed lot 1 will end up in different ownership and there may be no association with the agricultural activities in the area. It is likely that it will be sought

for rural lifestyle purposes, and may cause conflict with farming practices in the vicinity.

The proposal has the possibility of setting precedence in the area, which can result in a proliferation of dwelling excisions or small lot creation through re-subdivision and subsequently have an effect on agriculture. It is well established that rural lifestyle lots often lead to inflated prices of agricultural land far exceeding its capital value. This is a consequence of decisions made in the past allowing for inappropriate subdivisions and boundary realignments.

Further to the above, State policy specifically discourages re-subdivisions such as this to "Avoid the subdivision of productive agricultural land from diminishing long-term productive capacity of the land". Within an area such as this it is common practice for farmers to own and operate multiple lots within a farming business and by allowing these kinds of re-subdivisions the long-term productive capacity of the land is diminished.

The subject land is located within an area that is progressively transitioning from dry land – to irrigated – agriculture. Land used for irrigated agriculture has almost doubled within the municipality in the past 20 years. The majority of growth has occurred in the north of the municipality extending between Boundary Bend, Robinvale and Wemen (see figure 3). Irrigation farming is more intense in nature and requires more manpower to manage the workload, than dry land farming. This creates a need for additional dwellings to house workers. Therefore, the creation of a de facto rural lifestyle lot would be detrimental to the potential future expansion of agricultural activities in the area.

Member Laurie Hewet accurately explains the consequences of allowing house lot excisions that has the potential to become rural lifestyle lots in *Adams v Indigo SC [2002]*

*'As I have indicated above Mr Bannerton went to some lengths to demonstrate the difficulties confronted by his clients in enlarging their land holding as a consequence of the fragmented subdivision and landownership patterns of agricultural land in this locality, a feature which exists as a direct consequence of the decision making of previous councils. I agree with Mr Bannerton that inflated land values being achieved in this locality are partly due to its proximity to the expanding urban areas of Albury/Wodonga, but they are also partly attributable to the fact that productive agricultural land holdings have in the past been fragmented by small lot subdivisions and house lot excisions which have provided the opportunity for those seeking alternative residential lifestyle to acquire land holdings which are of stable size for that purpose, but not for viable agricultural use.*

*In my view, the proposal before me represents a typical example of those applications which have previously been approved and which have contributed to the present difficulties by the applicant in enlarging their present land holdings'.*



While there are obvious benefits of the consolidation proposed by the applicant, like the creation of a 558 ha lot. The long term negative consequences of creating a rural lifestyle lot that has the potential not to be associated with agriculture, far outweighs those benefits.

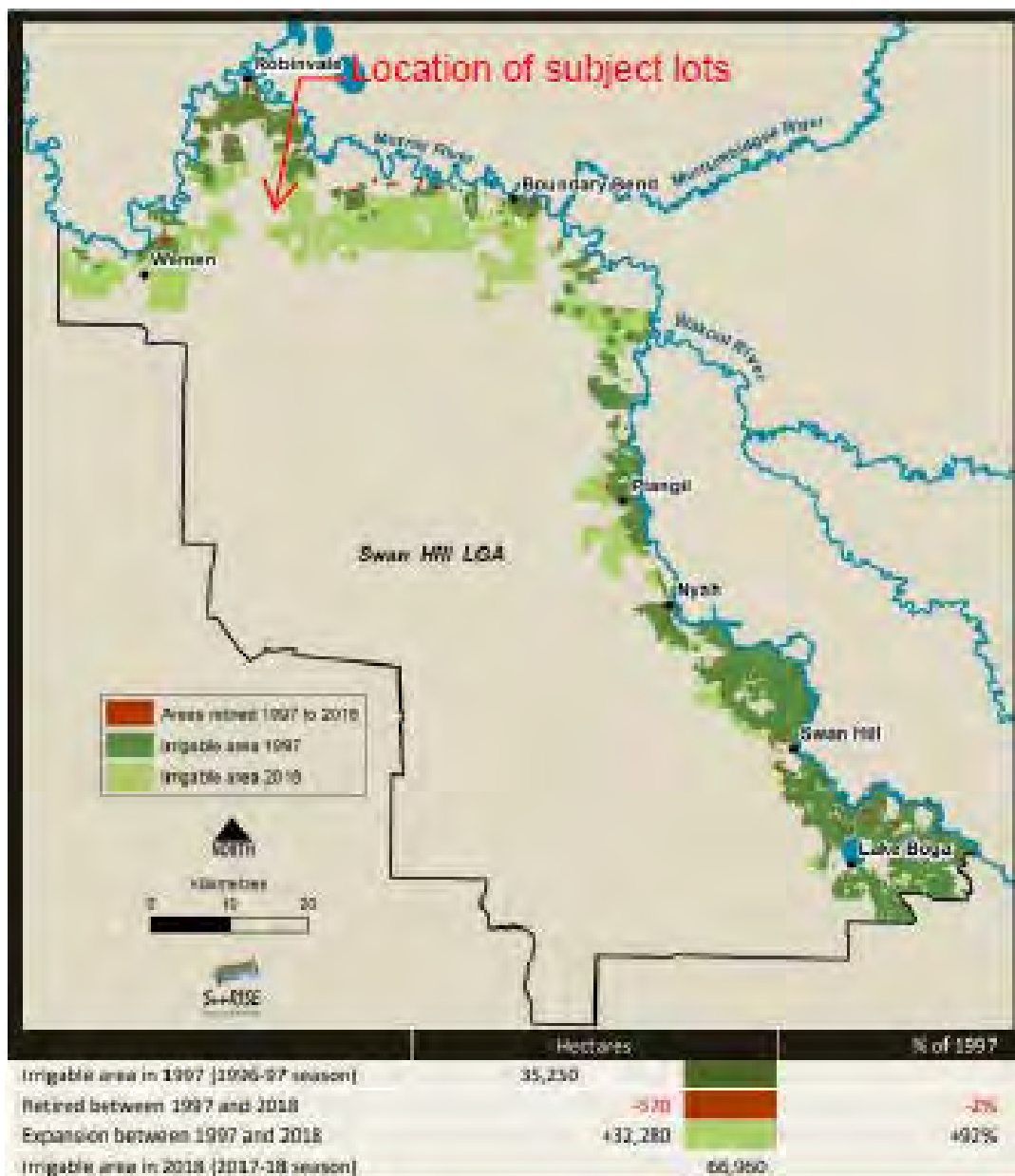


Figure 3: Shows the Irrigation expansion and retired areas in Swan Hill Rural City Council between 1997 and 2018 from 'Irrigated crops in the Swan Hill LGA, 1997 to 2018', produced by SunRISE Mapping & Research.

**Clause 14.01-2S - Sustainable agricultural land use**

Objective: "To encourage sustainable agricultural land use".

Relevant strategies:

- Ensure agricultural and productive rural land use activities are managed to maintain the long-term sustainable use and management of existing natural resources.

Assessment against the policy

**Why is the proposal non compliant?**

It is considered that the proposal offers a short-term solution which will have long-term effect on the land use in the area insofar that it creates an incompatible use to the current agricultural use and subsequently produces a land use conflict that is not there currently.

Refer to the following decision by the Victorian Civil and Administrative Tribunal (VCAT), *Alford v Corongamite SC [2017] 704* is a 2 lot subdivision in the Farming Zone, excising the dwelling from the agricultural land, and is similar to the current application in that the member mentions boundary realignment on the same line as a two lot subdivision. Megan Carew, member states:

*'it is recognised that some subdivision activities in rural areas can improve productive farming outcomes, such as through the consolidation of farm property or the divestment of farming assets from enterprise to another. However, the subdivision of land to adjust existing title boundaries (boundary realignment) or to remove an existing dwelling from the property (a house lot excision) can pose a risk to the 'right to farm' by introducing small residential lots into farming areas.*

*The use and development of land for housing has the potential to permanently remove land from agricultural activity, particularly when the residential activity does not relate to a farming enterprise.*

*Subdivision and the use and development of the land for dwellings is not supported where it has the ability to impact on the 'right to farm' existing rural properties or remove land from agricultural production'.*

Further to this member Laurie Hewet made the following remark in *Adams v Indigo SC [2002]*

*'While I acknowledge that the applicant's actions in acquiring the review site as part of an enlargement strategy for the existing land holding is an outcome which is sought to be achieved by the planning scheme, a planning permit is not required to achieve this outcome and this is not what the current subdivision is intended to achieve. The outcome which will result from the granting of a permit for the subdivision and landownership pattern of rural land in this locality will be further fragmented in indirect conflict with the outcomes sought to be achieved by the applicable policy framework and zone provisions.*

It is worth noting that in this instance there is only one rural lifestyle lot in a 5 kilometre radius that was created prior to regulation changes restricting rural subdivisions. Additionally, there are only a handful of rural lifestyle lots within the municipality's dry land agricultural areas, which is an indicator that the dwellings in these areas are required for the ongoing sustainable agricultural production of the land.

#### **Clause 16.01-5S - Rural residential development**

Objective: "To identify land suitable for rural residential development".

Relevant strategies:

- Discourage development of small lots in rural zones for residential use or other incompatible uses.

*Assessment against policy*

#### **Why is the proposal non compliant?**

State policy specifically discourages the development of small and isolated lots in rural zones. Residential use of land is considered an urban activity, which is incompatible with agriculture. This is due to current and future activities potentially resulting in off-site effects (dust and noise) negatively impacting the expected amenity level of a rural living experience. Although this may not be an issue for the current owner, prospective purchasers are likely to expect a peaceful rural lifestyle. For this reason rural living is encouraged by the planning scheme to be located in designated areas in proximity to larger settlements.

This proposal is creating a small isolated lot and subsequently introducing an incompatible use due to high amenity expectations and therefore does not comply with the policy.

- *Local Planning Policy Framework (including Municipal Strategic Statement)*

#### **Clause 21.06-1**

Overview:

The agricultural sector is a significant source of economic activity in the municipality. Subdivision and rural housing in rural areas that is not associated with dedicated rural and agricultural activities can potentially undermine the viability of the rural sector through land use conflict, loss of productive agricultural land, use of infrastructure and water that could be used for agricultural production, and land values exceeding agricultural value.

Housing for lifestyle purposes in rural areas has the potential to create demand for community and physical infrastructure that may be more appropriately located in dedicated rural living areas.

Key Issues:

- Recognise the importance of the agricultural sector to the local economy.
- Recognise the potential for subdivision and rural dwellings to undermine agriculture.

Objective 1:

*To ensure that any subdivision of land is for the rural or agricultural use and development of land, rather than for rural lifestyle lots and development.*

Strategy 1.2 Consider any excision of land in dryland farming areas that is linked and required for the ongoing rural and agricultural use of land.

Strategy 1.3 Require any proposed dwelling excision of land to occur via the realignment of existing titles.

Strategy 1.4 Discourage any proposed excision of land if the existing dwelling is to be excised is required to maintain the ongoing agricultural production and rural use of the land

*Assessment against policy*

**Is the proposal compliant?**

It is acknowledged that the current proposal does comply with Strategy 1.3, wherein dwelling excision of land is to occur via boundary realignment of existing titles. The proposal also complies with the minimum area for the residual lot in the zone and the minimum setback of 30 metres from the dwelling on the land to be excised from any agricultural activity on adjoining land.

The fact that the proposal meets some requirements does not warrant the granting of a permit. This is summed up by member Laurie Hewet in *Adams v Indigo SC [2002]*

*I acknowledge that the configuration of the subdivision does meet certain relevant tests under that clause, however this does not outweigh my principal findings with respect to the application's failure to achieve acceptable outcomes having regard to the policy framework in its totality.*

**Why is the proposal non compliant?**

The proposal does not comply with the maximum area of 2 hectares for the lot with the existing house located on it. The policy does make exceptions for the area to be as near as practicable if buildings and dwelling infrastructure covers a large area. The existing dwelling and buildings are in excess of 370m from the access at Robinvale-Sea Lake Road, so it is not practicable for the lot to be less than 2 ha.

The applicant makes reference to two VCAT cases to substantiate support for the proposal. The VCAT cases used as examples were:

- *Great Southern Plantations Ltd v Colac Otway SC (Red Dot) [2006] VCAT 468 (31 March 2006)* is a two lot subdivision of a lot with a size of 80.62 hectares into a lot with an area of 5.19 ha, including an existing dwelling, and lot of 75.43 which will accommodate a blue gum eucalyptus plantation.

Deputy President Helen Gibson makes the following statement in regards to the existing dwelling being surplus to the requirement of the agricultural use:

*The timber companies have no use for or desire to continue to own dwellings located on properties. Unlike traditional grazing and other agricultural land uses, few timber plantations are compromised of owner/occupier agricultural properties.*

- *Midway Pty Ltd v Colac Otway SC [2006] VCAT 15 (5 January 2006)* is a two lot subdivision of a 32.77 ha lot into a 3.4 ha lot, including an existing dwelling, which is to be sold and a balance area of 29.37 ha which is to be used for timber production.

The use of land for Timber production have considerably less effect on the amenity of nearby residential uses in comparison to dry land farming as stated in member Laurie Hewet's deliberation:

*As a consequence of the generally passive nature of the activities associated with a timber plantation (other than harvesting which occurs every 15 to 20 years), a dwelling and a timber plantation are likely to be more compatible neighbouring uses than a dwelling and other rural uses where amenity impacts may arise from regular spraying, irrigation, machinery and stock movements. The significance of this is that where the amenity of a dwelling is affected by the activities of the adjoining rural use, it is the viability of the rural use which is often prejudiced by the existence of a dwelling.*

As can be deduced from the above excerpts the cases are not similar to the proposal for the following reasons; the nature of the agricultural activity conducted on the land has been one of the main determining factor in the above cases; and the excerpts make it clear that there is a distinct difference between dry land agriculture and timber production, particularly in relation to amenity impact and owner/occupier agricultural properties.

The objective and strategies clearly discourage proposals such as this. The proposal does not meet these requirements by creating a separate rural lifestyle lot for an existing dwelling that is required for the ongoing agricultural production and rural use of the land.

Further to the above, the subject land is in an area identified as high value agricultural land (as shown in figure 4) in the Rural Land Use Strategy. Additionally, as mentioned, there is a clear trend in this area for the conversion of dry land agriculture to irrigated agriculture (see figure 3). As such the land is a candidate to be converted to irrigated horticultural land under the right ownership. This is also

evident through the proximity of the land to the larger holdings of irrigated land as mentioned in the start of this report (as shown in figure 2). It cannot be assumed that agricultural land in excess of 558 ha in size would not require a dwelling for future operations of the land. Approval of this application would undermine the agricultural significance of the area and subsequently the opportunity to convert the land to irrigated agricultural land in the future.

Figure 4: Shows a map of productive agricultural land in Swan Hill Rural City Council from the Rural Land Use Strategy.

- *Zoning provisions*

### **Farming zone**

The purpose of the Farming Zone is as follows:

- To implement the Municipal Planning Strategy (MPS) and the Planning Policy Framework (PPF).
- To provide for the use of land for agricultural land.
- To encourage the retention of productive agricultural land.

- To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture
- To encourage the retention of employment and population to support rural communities.
- To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.
- To provide for the use and development of land for the specific purposes identified in a schedule to this zone.

The proposed re-subdivision does not meet the purpose of the Farming Zone, because it **does not**:

- Implement MPS and PPF.
- Provide for the use of all land for agriculture.
- Encourage the retention of productive agricultural land.
- Encourage that non-agricultural related uses do not adversely affect the use of land for agriculture.

## **Consultation**

### *Public notification*

The only consultation conducted in association with this proposal occurred with the applicant as part of the planning process.

### *Internal referrals*

The application was internally referred to the following departments for comment:

1. Building Department - No objection.
2. Engineering Department - No objection
3. Environment Department - No objection

### *External referrals*

1. VicRoads - No objection.

## **Financial Implications**

The proposed development is of private nature and it is therefore considered not to be any foreseen implications to Council.

## **Social Implications**

A possible social impact is off-site effects of the surrounding agricultural activities such as dust from cropping and noise from the use of machinery at night on the residents living in the excised dwelling.

## **Economic Implications**

Agriculture has been identified as being an important part of the municipality's economy, and permanent removal of agricultural land for rural lifestyle purposes will have a negative economic impact.

## **Environmental Implications**

A possible environmental impact is off-site effects of the surrounding agricultural activities such as dust from cropping and noise from the use of machinery at night on the residential use of the excised dwelling.

## **Risk Management Implications**

There are no known risks associated with the proposed subdivision.

## **Council Plan Strategy Addressed**

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

## **Options**

1. That Council issue a Refusal to grant a planning permit for the re-subdivision (dwelling excision) of land located at 1665 Robinvale-Sea Lake Road & 390 Phillips Road, Bannerton, or;
2. That Council grant a permit for the re-subdivision (dwelling excision) of land located at 1665 Robinvale-Sea Lake Road & 390 Phillips Road, Bannerton subject to conditions and in accordance with the endorsed plans.
  - 1 Prior to certification of the subdivision approved by this permit a copy of amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans must be generally in accordance with the plans submitted, but modified to show:
    - a) The amendments requested by the Department of Transport set out in conditions 8 to 10 of this permit.
  - 2 The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity, gas and telecommunication services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.
  - 3 All existing and proposed easement and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision



submitted for certification in favour of the relevant authority for which the easement or site is to be created.

- 4 The Plan of Subdivision must be submitted for certification under the *Subdivision Act 1988* must be referred to the relevant authority in accordance with Section 8 of that Act.
- 5 Prior to the certification of the Plan of Subdivision, the owner/s of the lot/s must enter into an agreement with the Responsible Authority in accordance with *Section 173* of the *Planning and Environment Act 1987*. The agreement must provide for:
  - a) No dwelling will be permitted on proposed lot 2.
  - b) The owners of proposed lot 1 acknowledge that the dwelling is located within an agricultural area and may be detrimentally affected by agricultural practices on adjoining and nearby land.

Prior to Statement of Compliance being issued:

- a) Application must be made to the Registrar of Titles to register the Section 173 Agreement on the title to the land, under *Section 181* of the Same Act.
  - b) The owner/s must pay all costs (including Council's costs) associated with the preparation, execution, registration and (if later sought), cancellation of the Section 173 Agreement.
- 6 The existing vehicle crossings must be upgraded, if required, in accordance with the Infrastructure Design Manual (IDM) standards.
  - 7 That storm water runoff from all buildings, tanks and paved areas must be dissipated as normal un-concentrated overland flow clear of all buildings and property boundaries.

#### **Department of Transport**

- 8 All vehicular access from Robinvale-Sea Lake Road to Lot 1 must be via the existing access and not additional vehicular access from Robinvale-Sea Lake Road will be permitted.
- 9 All vehicular access from Robinvale-Sea Lake Road to Lot 2 must be via the existing access (near the northern boundary) and no additional vehicular access from Robinvale-Sea Lake Road will be permitted.
- 10 Existing vehicular access to lot 2 at the corner of Curran Road and Robinvale-Sea Lake Road must be relocated along Curran Road beyond 50 metres from Robinvale Sea-Lake Road.

**Expiry:**

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

- a) The Plan of Subdivision is not certified within two (2) years of the date of this permit.
- b) The plan of Subdivision is not registered at Land Registry within five (5) years of the certification of the subdivision.

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

**NOTE(S):**

*From the Responsible Authority*

- a) A works within the road reserve permit will be required from Council prior to commencement of any works within the road reserve area (crossover).
- b) No vegetation shall be removed on Lot 1 or in the road reserve unless with the prior written consent (issuing of a permit) of the Responsible Authority.

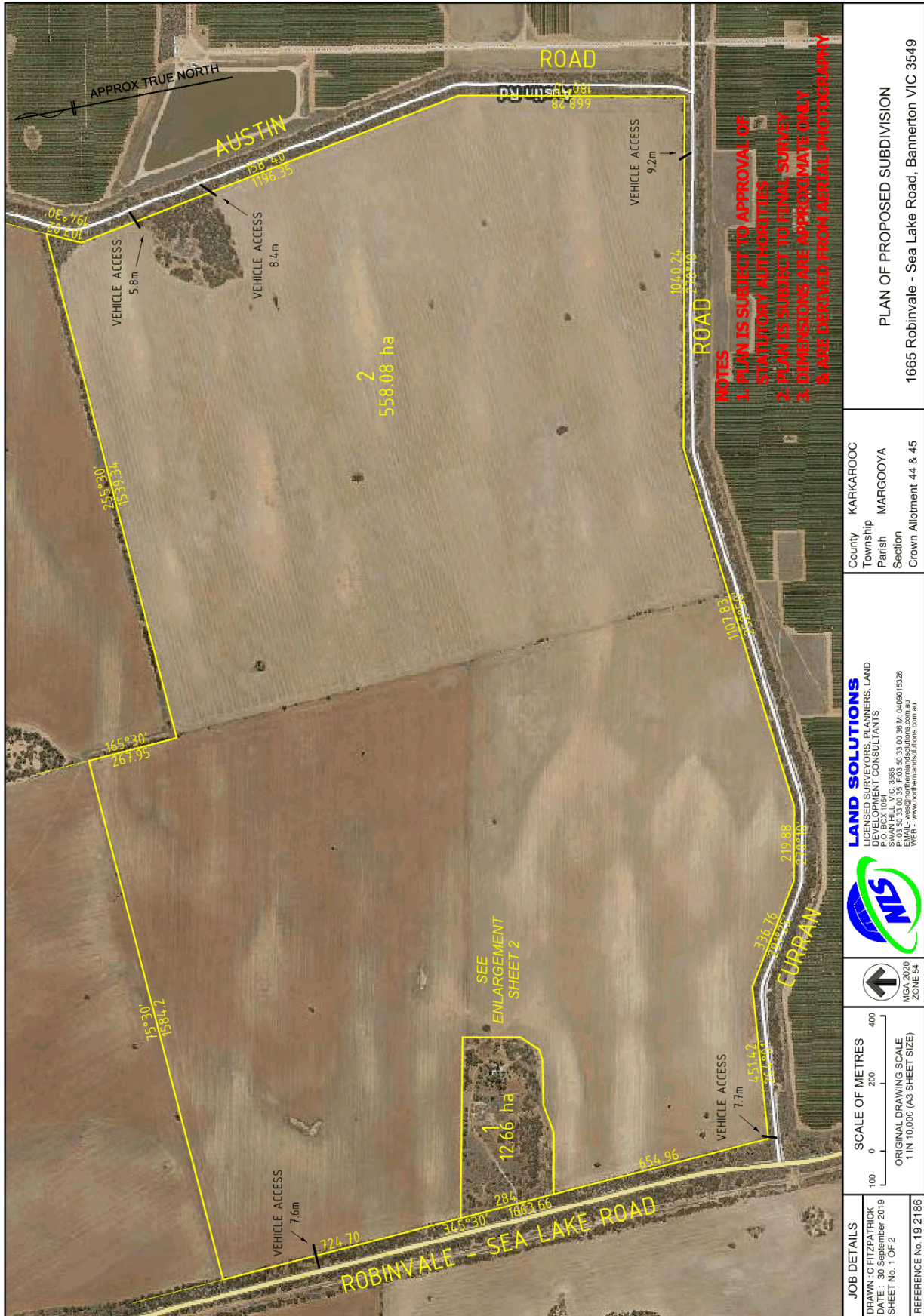
*From the Department of Transport*

- a) No work must be commenced in, on, under or over the road reserve without having first obtaining all necessary approval under the *Road Management Act 2004*, the *Road and Safety Act 1986*, and any other relevant acts or regulations created under those Acts.
- b) The discharge of any drainage onto Robinvale-Sea Lake Road reserve is not permitted unless approved in writing by Head, Transport of Victoria (Head, TfV).
- c) Once Council makes its decision, please forward a copy of the decision of the Department as required under *Section 66 of the Planning and Environment Act 1987*.

**Recommendation**

1. That Council issue a Refusal to grant a planning permit for the re-subdivision (dwelling excision) of land located at 1665 Robinvale-Sea Lake Road & 390 Phillips Road Bannerton based on the following grounds:

- a. The proposal is not consistent with the State and Local planning policies, in particular:
- Clause 14.01-1S Protection of agricultural land
  - Clause 14.01-2S Sustainable agricultural land use
  - Clause 16.01-5S Rural Residential development, and
  - Clause 21.06-1 Rural areas
- b. The proposal is not consistent with the purpose of the Farming Zone, in particular:
- To implement the Municipal Planning Strategy and the Planning Policy Framework
  - To provide for the use of land for agriculture
  - To encourage the retention of productive agricultural land, and
  - To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.



**NOTES**  
 1. PLAN IS SUBJECT TO APPROVAL OF STATUTORY AUTHORITIES  
 2. PLAN IS SUBJECT TO FINAL SURVEY  
 3. DIMENSIONS ARE APPROXIMATE ONLY  
 & ARE DERIVED FROM AERIAL PHOTOGRAPHY

<p><b>JOB DETAILS</b>                  DRAWN: C FITZPATRICK                  DATE: 30 Sep 2019                  SHEET No. 1 OF 2</p>	<p><b>SCALE OF METRES</b>                  0 100 200 400                  ORIGINAL DRAWING SCALE                  1 IN 10,000 (A3 SHEET SIZE)</p>	<p><b>LAND SOLUTIONS</b>                  LICENSED SURVEYORS, PLANNERS, LAND DEVELOPMENT CONSULTANTS                  89 WARRILL VIC 3985                  P: 03 50 33 30 35 F: 03 50 33 30 38 M: 0496015326                  WWW.LANDSOLUTIONS.COM.AU</p>	<p><b>County</b> KARKAROOO  <b>Township</b> MARGOOYA  <b>Parish</b> MARGOOYA  <b>Section</b> Crown Allotment 44 &amp; 45</p>	<p><b>PLAN OF PROPOSED SUBDIVISION</b>                  1665 Robinvale - Sea Lake Road, Bannerton VIC 3549</p>
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<p><b>JOB DETAILS</b></p> <p>DRAWN : C FITZPATRICK          DATE : 30 September 2019          SHEET No. 2 OF 2          REFERENCE No. 19 2186</p>	<p><b>SCALE OF METRES</b></p> <p>20 0 40 80</p> <p>ORIGINAL DRAWING SCALE          1 IN 2,000 (A3 SHEET SIZE)</p>	<p>APPROX TRUE NORTH</p> 	<p><b>LAND SOLUTIONS</b>          LICENSED SURVEYORS, PLANNERS, LAND DEVELOPMENT CONSULTANTS</p> <p>P.O. BOX 1, 1054          P.O. BOX 33, 30 95 FOS 50 33 00 98 M. 04001 5326          EMAIL: <a href="mailto:www.land@landolutions.com.au">www.land@landolutions.com.au</a>          WEB: <a href="http://www.landolutions.com.au">www.landolutions.com.au</a></p>	<p>County: KARKAROOOC          Township: MARGOOVA          Parish: Crown Allotment 44 &amp; 45</p>	<p>PLAN OF NATIVE VEGETATION &amp; ACCESS</p> <p>1665 Robinvale - Sea Lake Road, Bannerton VIC 3549</p>
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## **B.20.25 EXTENSION OF TIME – 2015/113 FOUR LOT SUBDIVISION IN GENERAL RESIDENTIAL ZONE**

**Responsible Officer:** Director Development and Planning  
**File Number:** 2015/113  
**Attachments:** Nil

### **Declarations of Interest:**

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

### **Summary**

This report seeks approval to refuse a request for an extension of time to planning permit 2015/113.

### **Discussion**

#### *Permit history*

**Planning Permit 2015/113** for a Four Lot Subdivision in the General Residential Zone located at 17 Albert Street, Swan Hill was originally approved on 21 December 2015, with an expiry date of 21 Dec 2017.

An extension of time was applied for by the applicant on 21 December 2017, which was approved for an additional two years and expired on 21 December 2019. It appears that in the original assessment of the application the access to proposed lots 3 and 4 was determined to be an 'access lane' instead of the applicable 'access place' as identified in Clause 56.06-8, Standard C21 of the planning scheme. An 'access lane' is a side or rear lane principally providing access to parking on lots with another street frontage, in this case lots 3 and 4 do not have another street frontage, therefore should have been assessed as an 'access place', which is a minor street providing local residential access with shared traffic.

In early 2019 a pre-application meeting was held between Council staff, the current owner and a previous consultant for the development of four dwellings and a four lot subdivision at 17 Albert Street, Swan Hill. Advice was given that it is unlikely that the proposal would be supported due to access off the lane way not being to Infrastructure Design Manual (IDM) standard. It was suggested that a redesign incorporating access off Albert Street should be considered.

On 9 September 2019, planning **permit application 2019/104** was received for the identical proposal as presented at the pre-application meeting, albeit by a different consultant. Upon receipt of Planning Permit application 2019/104 the applicant was provided a copy of the pre-application advice previously given on the proposal, the applicant chose to progress planning application 2019/104 with the knowledge that it was unlikely to be recommended for approval.

The permit application was subsequently refused by Council on 17 March 2020 based on the following grounds;

1. The proposal was not compliant with the requirements of the Swan Hill Planning Scheme in particular;
  - Clause 56.06-8, Standard C21. Table C1 Design of roads and neighbourhood streets, Access Place.
  - 7.5m was required, 4m was proposed.
2. The proposal was considered an overdevelopment of the site as it does not comply with Clause 56.06-8 of the planning scheme and the Infrastructure Design Manual.

*Assessment for Extension of Time of Permit 2015/113 four lot subdivision – a request for a second extension of time for the original permit was made on 2 March 2020.*

Under Section 69(1) of the Planning and Environment Act the owner or the occupier of the land can ask the responsible authority for an extension of time, six months prior or after the expiry date of the planning permit, if no development has commenced.

The assessment for an extension of time is completed by a test against The Kantor principles highlighted in *Kantor v Murrindindi Shire Council* (1997) 18 AATR 285 as the lead case setting out relevant considerations for applicants seeking to extend a planning permit (prior to commencement of works). The tests in *Kantor* can be summarised as:

- Whether there has been a change of planning policy;
- Whether the land owner is seeking to warehouse the permit;
- Any intervening circumstances which bear upon the grant or refusal of the extension request;
- The lapse of time between the permit and the request;
- Whether the time limit imposed was adequate;
- The economic burden imposed on the land owner by the permit;
- The probability of a permit issuing should a fresh application be made;

In the assessment against the Kantor principles for Planning Permit 2015/113, the following considerations were determined;

- *Whether there has been a change of planning policy;*

Yes – Update to Infrastructure Design Manual (IDM) Version 5.3 2019

Councils standards for infrastructure requires all road reserve widths to be sufficient to accommodate the Carriageway, i.e. pedestrian access, emergency vehicles etc, in accordance with the IDM Version 5.3 2019, requiring 6 metres plus 1.5 metre footpaths on both sides of the carriageway. For this proposal a footpath on one side was considered adequate. Only 5.5m has been provided. The IDM was updated in 2019 to the current version 5.3.

- *Whether the land owner is seeking to warehouse the permit;*

Yes - in excess of four years has passed and the permit has not commenced, nor have plans been provided for endorsement. There has also been one previous extension of time approved on 25 October 2017 prior to IDM Version 5.3 2019.

The current landowner purchased the property on 12 January 2018. On 16 September 2019 the applicant and the current landowner were advised that a current planning permit for a four lot subdivision existed on the land, and that as all lots were over 300 square metres a planning permit for the development would not be required.

The applicant decided to not utilise the approved Planning Permit 2015/113 and to progress with Planning Application 2019/104, with the knowledge previously provided by the Planning Department that the application was unlikely to be approved, in effect warehousing the permit.

- *Any intervening circumstances which bear upon the grant or refusal of the extension request;*

Yes – Lane way widening would not be able to be extended further along the existing lane way, as it does not go for the whole length of lot 4.

- *The lapse of time between the permit and the request;*

4 years 3 months

- *Whether the time limit imposed was adequate;*

The time imposed was considered adequate

- *The economic burden imposed on the land owner by the permit;*

The refusal of this permit does not stop the site from being developed but will require a change to the design of the development.

- *The probability of a permit issuing should a fresh application be made;*

A fresh application would not be issued with a Permit as seen with Planning Application 2019/104 being refused by Council, which is an identical development to 2015/113.



Below is a plan provided in Planning Application 2015/113, please note it is not an endorsed plan.



**Consultation**

Public consultation was not required.

### **Financial Implications**

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

### **Social Implications**

At present Swan Hill is in a housing shortage particularly for rental properties, this development could provide four additional properties to the market.

### **Economic Implications**

Additional housing supply would have a positive effect on housing affordability.

### **Environmental Implications**

It is not anticipated that the development would have a detrimental impact on the environment.

### **Risk Management Implications**

Increased pedestrian and vehicle usage of the carriageway as a result of this proposal without a properly formed footpath would create a significant risk to safety.

Other traffic concerns associated with this proposal include; two-way traffic down a lane way that is only 5.5 metres in width, limited access for emergency vehicles and trucks, such as removalist trucks.

There is also the potential for the creation of a bottle neck effect at the point the lane way reduces from 5.5 metres to 4 metres adjacent to proposed lot 4.

### **Council Plan Strategy Addressed**

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

### **Options**

**Council has two options when considering this application:**

- 1. Issue an approval for the Extension of Time to permit 2015/113 ; or**
- 2. Refuse the Extension of Time application to permit 2015/113.**

### **Recommendations**

**That Council That Council refuse the Extension of Time application for the subdivision of 4 lots – 17 Albert Street Swan Hill – 2015/113 and notify the applicant and landowner of the decision.**

## **B.20.26 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 31 MARCH 2020**

**Responsible Officer:** Director Corporate Services  
**File Number:** 42-20-00  
**Attachments:** 1 Income & Expenditure and Balance Sheet

### **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 nine months to 31 March 2020 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 9 months ended 31 March 2020 are included with this report.

Major variations to budget as at 31 March 2020 are explained by way of notes on the attached report.

The forecast result is expected to be slightly worse than budget at this stage of the financial year. The predicted surplus assumes that Major Projects and Capital Works during the last three months of the financial year will be within budget.

As the COVID situation is not yet resolved there is considerable uncertainty in the current financial forecasts.

Significant forecast variations to budget include:

	<b>Current Forecast Variances</b>		<b>Previous 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	\$1,779,000	Favourable	\$1,778,000	Favourable
Employee Costs (net)	\$246,000	Favourable	\$53,000	Favourable
Workcover Premiums	\$20,000	Favourable	\$15,000	Favourable
Insurance	\$50,000	Unfavourable	\$30,000	Unfavourable
Interest Income	\$83,000	Favourable	\$100,000	Favourable
Pioneer Settlement Net Result	\$224,000	Unfavourable	\$4,000	Favourable

**REPORTS**

19 May 2020

Family Day Care (Program reauspiced)	\$44,000	Favourable	\$45,000	Favourable
Arbovirus Control Program	\$7,000	Unfavourable	-	-
Art Gallery Income (COVID)	\$7,000	Unfavourable	-	-
Building works reprioritised	\$114,000	Favourable	-	-
Caravan park Leases (COVID)	\$65,000	Unfavourable	-	-
Harmony Day (COVID)	\$10,000	Favourable	-	-
Economic Development Initiatives	\$17,000	Favourable	-	-
Yamagata Student Feb (Council)	\$19,000	Favourable	-	-
Emergency Management COVID Response	\$50,000	Unfavourable	-	-
Legal Costs (Engineering)	\$23,000	Unfavourable	-	-
Rates (net)	\$9,000	Favourable	-	-
Livestock Exchange net result	\$9,000	Unfavourable	-	-
Marketing & Info Centre Sales (COVID)	\$17,000	Unfavourable	-	-
Parking Fees (COVID)	\$63,000	Unfavourable	-	-
Performing Arts (net)	\$54,000	Favourable	-	-
Public Lighting	\$15,000	Unfavourable	-	-
Sports field Hire Income (COVID)	\$17,000	Unfavourable	-	-
Robinvale & Shill Leisure Centres	\$61,000	Favourable	-	-
Swan Hill Indoor Sports Centre (net)	\$5,000	Unfavourable	-	-
Footpaths Capital works (Grants)	\$122,000	Favourable	-	-
Building Permit Income	\$55,000	Unfavourable	\$30,000	Unfavourable
Out of School Hours/Vacation Program (net)	\$12,000	Favourable	\$30,000	Favourable
Community Care Programs Net Result	\$38,000	Favourable	\$20,000	Favourable
Electoral Representation Review	\$42,000	Favourable	\$40,000	Favourable
Rates Interest Abandonments & Collection Costs	\$9,000	Unfavourable	\$5,000	Favourable
Interest Expense & Loan Repayment	\$6,000	Unfavourable	\$6,000	Unfavourable
Provision for Legal Fees – Valuation appeal	\$100,000	Unfavourable	\$100,000	Unfavourable
Transfer to Valuation Appeals Reserve	\$150,000	Unfavourable	\$150,000	Unfavourable
Parking Fines	\$44,000	Unfavourable	\$30,000	Unfavourable
Planning Permit Fees	\$15,000	Unfavourable	\$15,000	Favourable
Planning Consultants	\$10,000	Favourable	\$10,000	Favourable
Swan Hill Town Hall User Fees (net)	\$51,000	Unfavourable	\$20,000	Unfavourable
Printing Costs	\$14,000	Favourable	\$10,000	Favourable
Jobs Skills Processing Income	\$6,000	Favourable	\$8,000	Favourable
Non- Voting Fines	-	-	\$5,000	Favourable
Other Minor Variances (net)	\$35,000	Favourable	\$20,000	Favourable
	<b>\$1,797,000</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>\$6,000</b>	<b>Unfavourable</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 \$6,000 worse 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 result is subject to income and costs trending as expected over the final three 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 \$6,000 worse than budget at this stage.**

**SWAN HILL RURAL CITY COUNCIL  
STATEMENT OF INCOME & EXPENDITURE  
FOR THE 9 MONTHS ENDING 31/03/2020**

	Actual Year To Date 31/03/2020 \$000	Budget Year To Date 31/03/2020 \$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	28,245	28,297	(52)	-0.2%	28,297	
Statutory fees & fines	691	715	(24)	-3.4%	961	
User fees	3,294	3,448	(154)	-4.5%	4,638	
Grants - Operating (recurrent)	4,732	7,303	(2,571)	-35.2%	9,711	1
Grants - operating (non-recurrent)	1,988	3,913	(1,925)	-49.2%	5,304	2
Grants - capital (recurrent)	1,492	860	632	73.4%	1,147	3
Grants - capital (non-recurrent)	4,967	5,729	(762)	-13.3%	2,956	4
Contributions - cash non recurrent	201	145	56	38.6%	121	5
Interest income	466	536	(70)	-13.1%	718	6
Proceeds from disposal of assets	235	855	(620)	-72.5%	946	7
Other revenue	1,621	2,075	(454)	-21.9%	2,796	8
<b>TOTAL INCOME</b>	<b>47,932</b>	<b>53,876</b>	<b>(5,944)</b>	<b>-11.0%</b>	<b>57,595</b>	
<b>OPERATING EXPENSES (Excluding Depreciation) :-</b>						
Employee benefits	14,394	15,448	(1,054)	-6.8%	20,083	
Contract payments materials & services	11,265	17,574	(6,309)	-35.9%	19,942	9
Bad & doubtful debts	3	1	2	200.0%	2	
Finance costs	165	210	(45)	-21.4%	362	10
Other expenses	894	791	103	13.0%	1,099	11
<b>TOTAL OPERATING EXPENSES (Excl. Depn.)</b>	<b>26,721</b>	<b>34,024</b>	<b>(7,303)</b>	<b>-21.5%</b>	<b>41,488</b>	
<b>OPERATING RESULT ( Excl. Depn. )</b>	<b>21,211</b>	<b>19,852</b>	<b>1,359</b>	<b>6.8%</b>	<b>16,107</b>	
<b>CAPITAL ITEMS :-</b>						
Capital works/asset purchases - funding sourced	8,202	12,523	(4,321)	-35%	16,697	12
Capital works/asset purchases - funding not sourced	0	0	0	0%	1,529	
<b>SURPLUS (DEFICIT) AFTER CAPITAL ITEMS</b>	<b>13,009</b>	<b>7,329</b>	<b>5,680</b>	<b>78%</b>	<b>(2,119)</b>	
<b>ADD FINANCING TRANSACTIONS</b>						
Loan principal redemption	(359)	(377)	18	-4.6%	(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>3,455</b>	<b>3,438</b>	<b>18</b>	<b>0.5%</b>	<b>2,174</b>	
<b>BUDGET RESULT SURPLUS</b>	<b>16,464</b>	<b>10,766</b>	<b>5,698</b>	<b>52.9%</b>	<b>55</b>	

- 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.
- 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 May.
- The 2019/20 Roads to Recovery allocation was increased by \$1.43M. Works have been brought forward to utilise this additional funding immediately.
- Timing issue. Capital grants from the Our Region Our Rivers funding are \$562K below budget. Refer Note 2. Grants for the Riverside Park Adventure Playground (\$170K) will be paid upon submission of final acquittal.
- Resort and Recreation levies totalling \$42K have been received for new developments. The full year budget was \$5K.
- Timing issue. Current term deposits have accrued \$98K in interest income and will be recognised at maturity.
- The budget had allowed for the sales of land in Robinvale. The sales have not yet happened. Trade in's on plant and fleet are \$179K below forecast.
- Tower Hill land sales are \$583K below forecast. Four more lots are expected to settle by 30 June 2020.
- The majority of this variance relates to Major Project expenses which are currently \$5.23M below forecast. Of this figure, \$3.52M relates to the Our Region Our Rivers payments to partner Councils. As per Note 2. above, only two of this years three instalments have fallen due, so the corresponding payments are yet to be made. Contractor costs for waste management are \$242K below forecast as there are invoices for February and March still to be received. Building and property maintenance expenses are \$185K below forecast.
- Timing issue. The forecast had allowed for bi-annual repayments of interest on the 2018/19 borrowings of \$1.8M. Payments are being made monthly.
- Timing issue. The majority of this variance relates to annual vehicle registrations. Registrations are for the period April to March and an accrual for the 2020/21 expense will be raised at year end.
- As per the comments above, the majority of the variance (\$1.5M) is due to Our Region Our Rivers projects awaiting commencement. Sealed Roads were \$1.7M below forecast at 31 March, however resealing works of \$1.44M were completed in April. The forecast had allowed for the Robinvale Levee project (\$900K) to be completed by March, however works was yet to begin.

**SWAN HILL RURAL CITY COUNCIL  
SUMMARISED BALANCE SHEET  
AS AT 31/03/2020**

	This Year Actual As At 31/03/2020 \$000	Last Year Actual As At 31/03/2019 \$000	\$ Movement Y.T.D. \$000	% Movement 2019/20	Budget As At End 2019/20 \$000
<b>CURRENT ASSETS:-</b>					
Cash and Cash Equivalents	37,629	30,985	6,644	21.4%	21,012
Trade & Other Receivables	6,528	5,734	794	13.8%	2,140
Inventories	189	121	68	56.2%	85
Other Assets	221	194	27	13.9%	687
<b>TOTAL CURRENT ASSETS</b>	<b>44,567</b>	<b>37,034</b>	<b>7,533</b>	<b>20.3%</b>	<b>23,924</b>
<b>CURRENT LIABILITIES:-</b>					
Trade & Other Payables	1,705	1,028	677	65.9%	2,301
Trust Funds & Deposits	247	272	(25)	-9.2%	147
Provisions	5,223	4,945	278	5.6%	5,326
Interest Bearing Loans & Borrowings	546	359	187	52.1%	573
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,721</b>	<b>6,604</b>	<b>1,117</b>	<b>16.9%</b>	<b>8,347</b>
<b>NET CURRENT ASSETS</b>	<b>36,846</b>	<b>30,430</b>	<b>6,416</b>	<b>21.1%</b>	<b>15,577</b>
<b>NON-CURRENT ASSETS:-</b>					
Trade & Other Receivables	111	122	(11)	-9.0%	130
Property, Plant, Equipment & Infrastructure	459,638	449,519	10,119	2.3%	473,650
Intangible Assets	2,765	1,843	922	50.0%	1,843
<b>TOTAL NON-CURRENT ASSETS</b>	<b>462,514</b>	<b>451,484</b>	<b>11,030</b>	<b>2.4%</b>	<b>475,623</b>
<b>NON-CURRENT LIABILITIES:-</b>					
Interest Bearing Loans & Borrowings	7,026	7,745	(719)	-9.3%	7,384
Provisions	1,411	1,346	65	4.8%	1,415
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>8,437</b>	<b>9,091</b>	<b>(654)</b>	<b>-7.2%</b>	<b>8,799</b>
<b>TOTAL NET ASSETS</b>	<b>490,923</b>	<b>472,823</b>	<b>18,100</b>	<b>3.8%</b>	<b>482,401</b>
<b>EQUITY:-</b>					
Accumulated Surplus & Reserves	312,256	302,063	10,193	3.4%	288,408
Asset Revaluation Reserve	178,667	170,760	7,907	4.6%	193,993
<b>TOTAL EQUITY</b>	<b>490,923</b>	<b>472,823</b>	<b>18,100</b>	<b>3.8%</b>	<b>482,401</b>



## **B.20.27 AMENDMENTS TO THE RENEWABLE ENERGY POWER PURCHASE AGREEMENT FOR LOCAL GOVERNMENT**

**Responsible Officer:** Director Corporate Services  
**File Number:** S14-04-01-03  
**Attachments:** Nil

### **Declarations of Interest:**

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

### **Summary**

The purpose of this report is to obtain Council approval to change to the agreed tender process to enter into a new long- term electricity contract via a Power Purchase Agreement (PPA) with other Victorian councils in partnership with MAV.

### **Discussion**

#### **Background**

On 16 July 2019 Council agreed to enter into a new long- term electricity contract via a Power Purchase Agreement (PPA) with other Victorian councils in partnership with MAV.

Darebin, the MAV and the Project Steering Committee (PSC) progressed work on development of the LG PPA Tender, including:

- Seeking advice relating to the application of National Competition Policy and Competitive Neutrality Policy and any necessary applications for authorisation from the Australian Competition and Consumer Commission (**ACCC**)
- Drafting specifications including technical specifications
- Seeking probity advice
- Progressing work to establish the various governance and contractual arrangements required to run the tender phase of the LG PPA project, including preparation of a draft Memorandum of Understanding between Darebin and the MAV
- Assessing risk.

The MAV appointed Martin Thompson, Senior Partner at Crowe Australasia as a Probity Advisor. Martin Thompson provided MAV with advice that:

- The energy consultants providing advice for the purposes of the LG PPA Tender  
must be engaged directly by the MAV

- The MAV must be able to undertake all procurement activities with direct line of sight and control of all stages, interactions, relationships and conversations as they relate to the procurement activity to ensure the integrity of the procurement process
- Without a direct contractual arrangement between the energy consultant and the MAV, it is unable to control adherence to probity for all aspects of the LG PPA Tender.

The MAV has advised that, given the nature of this advice, and that the contract with Energetics was held by Darebin and established prior to the MAV's commencement as Tendering Agent, either a change in the contractual arrangements, or an alternative approach, would be required to meet the MAV's probity requirements.

After extensive discussions, and considerable exploration of contractual, legal and other options, seeking to achieve the requisite direct relationship between the MAV and Energetics, or to otherwise provide for the continuation of Energetics with the MAV as Tendering Agent, it became that this could not be achieved.

Therefore with the MAV's support, an adjustment to the governance arrangement was made, with Darebin, as lead Council, to continue to work with Energetics under the existing energy advisory contract and will engage a different tendering supplier to run the tender. The MAV acknowledges that the existing Agency Agreement will need to be ended before a different Tendering Supplier is appointed and has advised that it is prepared to agree to terminate each individual agency agreement upon written request from each council.

As a result of the latter and the application to the ACCC the project timelines have been adjusted. The following are updated key dates and milestones for the tender stage are as follows (subject to change)

<b>Date</b>	<b>Milestone</b>
May- Jun 2020	Tender Development
July 2020 – Aug 2020	Tender period
Sept 2020 – Nov 2020	Tender Evaluation
Dec 2020 – Jan 2021	Contract negotiations
Feb 2021 – March 2021	Award Contract
April 2021 – May 2021	Contract Management

## **Consultation**

Community consultation is not appropriate for this item.

## **Financial Implications**

As per the report presented on 16 July 2019, the proposed PPA is estimated to provide Council with electricity at costs lower than BAU through a PPA 10 year contract. Council already committed to contribute \$4 000 (Excl. GST) towards the tender process. It is expected that this cost will remain more or less the same.

## **Social Implications**

Setting an example to the community of an environmentally conscious organisation by purchasing electricity sourced from renewable energy facilities within Victoria.

## **Economic Implications**

Demonstrates support for the renewable energy sector which is identified as a priority area for investment attraction within our municipality.

## **Environmental Implications**

Reduction in corporate greenhouse gas emissions by procuring renewable electricity.

## **Risk Management Implications**

### *Policy changes*

Federal and State Government energy policy heavily influences the electricity market. The assumption is that the higher the renewable mix, the cheaper energy becomes over time. Given the current state of Federal and State Government energy policy, it is assumed that a mid-renewables scenario is the most likely to eventuate in the next 10 years. This has been factored into the business case.

### *Market risks*

There are risks inherent in all electricity contracts. Short-term contracts (our current position) expose Council to future market prices and are considered higher risk. Long-term fixed contracts protect from rising prices, however have the potential to leave Council 'out of money' if electricity prices fall more than predicted. This risk is somewhat managed by the models proposed in the PPA business case and solar farm preliminary feasibility study. Energetics has vast experience in electricity market analysis and has fed all relevant data into the scenarios, along with informed predictions.

### *Contractual risks*

Council is being asked to commit to the PPA project at tender stage, without final contacts to review, and there is an expectation that Council will proceed with the engagement as part of this.

To manage this risk, special contract conditions will be developed under advice from Energetics, and the tender outcome will be subject to the final offer being within pre-agreed price parameters (no greater than the net present cost of BAU). Legal advisers will be contracted by the Project Working Group to review documentation on behalf of councils.

### **Council Plan Strategy Addressed**

***Governance and leadership*** - Effective and efficient utilisation of resources.

### **Options**

Council can choose to adopt or amend the recommendation.

### **Recommendations**

**That Council agrees to:**

- 1. Terminate our agreement with MAV for the purpose of the PPA agreement.**
- 2. Appoint Darebin City Council as lead Agent to secure the long term PPA and appoint a new procurement/contracting agent.**
- 3. Authorise the signing of the Participation Deed to enable actions under point 2 to occur.**

## **B.20.28      AUDIT COMMITTEE**

**Responsible Officer:**            Director Corporate Services  
**File Number:**                    S15-28-01  
**Attachments:**                    1      Audit Committee Minutes 16-4-20

### **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 16 April 2020 and this report summarises the items that were discussed at the meeting.

### **Discussion**

The Audit Committee met on 16 April 2020 and as well as the usual procedural items the agenda items included:

1. Department presentation on the Public Interest Disclosure Act.
2. Drag Strip repair update.
3. Internal Audit – Data Protection, by RSM
4. Audit Strategy Y/E June 2020 and Draft Interim Management Letter, by Crowe.
5. Risk Management Update.
6. Fees and Charges progress report.
7. Quarterly Review of Financial Performance and Position to 31 December 2019.
8. Member sitting fees CPI increase.
9. Pandemic Planning and Response.
10. Report on any significant Legislative changes affecting Council.
11. Report of Suspected and Actual Frauds, Theft & Breaches of Law by Management.

### **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  
16 April 2020

## **B.20.29 COUNCIL PLAN – PROGRESS REPORT FOR THE THIRD QUARTER OF 2019/20**

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

### **Declarations of Interest:**

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

### **Summary**

The purpose of this report is to present the third quarter progress update of Council's performance against the Council Plan 2017-2021. The period reported is from 1 January 2020 to 31 March 2020.

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

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

### **Discussion**

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

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

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

The plan has been divided into five areas:



Economic Growth



Community Enrichment



Infrastructure



Governance and Leadership



Environment



This report provides the third quarter update in relation to the actions taken and progress made to achieve these goals and strategic objectives in the 2019/20 financial year.

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

Some of the key highlights from the third quarter include:

- Connect U program being reviewed. SuniTAFE Swan Hill has a new program called Skills and Job Centre that will fulfil some of this objective EDC is on committee.
- We have participated in regional expos such as attendance at Country Tennis Week in Albury to showcase region.
- Industry and professional recognition for staff.
- 2018 Councils Youth Support Co-ordinator was inducted into the Youth Affairs Council Victoria Hall of Fame.
- 2018 and 19 recognition in the Premiers Active April.
- Recognition in the Vic Health Healthy Workplaces Program for Smoking, Physical Activity and Mental Health and Wellbeing.
- Council has partnered in the Try Test and Learn program, a Federal initiative auspiced by the Sunraysia Mallee Ethnic Communities Council to relocate underemployed and unemployed refugees from metropolitan areas to regional Victoria.
- Robinvale Community Library building works commenced in February 2020.
- Council have completed the review on improved Customer Services processes for Statutory Planning applications and have introduced a web based solution for planning applications.
- Council is Investigating the possibility of using an online platform like Bang the Table as a community engagement tool.

### **Consultation**

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

### **Financial Implications**

This report contains no financial implications, however many of the initiatives contained within the Council Plan requires Council to allocate funds in its 2019/20 budget to implement the Council Plan.

### **Social Implications**

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

### **Economic Implications**

Implementation of the actions will improve a number of economic outcomes for our community.

### **Environmental Implications**

Implementation of the actions will improve a number of environmental outcomes for our community.

### **Risk Management Implications**

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

### **Council Plan Strategy Addressed**

***Governance and leadership*** - Effective and efficient utilisation of resources.

### **Options**

Not applicable for this report.

### **Recommendation**

**That Council adopts the third quarter Council Plan - Progress Report 2019/20.**



# Council Plan Progress Report - March 2020



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# Introduction

## What is the Council Plan?

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

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

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



## How we will track and measure our progress

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

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



Complete - the objective has been completed.



Completed/Ongoing - objectives/actions that span over a number of years that cannot be marked as completed until later years.



In progress - these objections are past the planning phase, and are in progress towards completion.



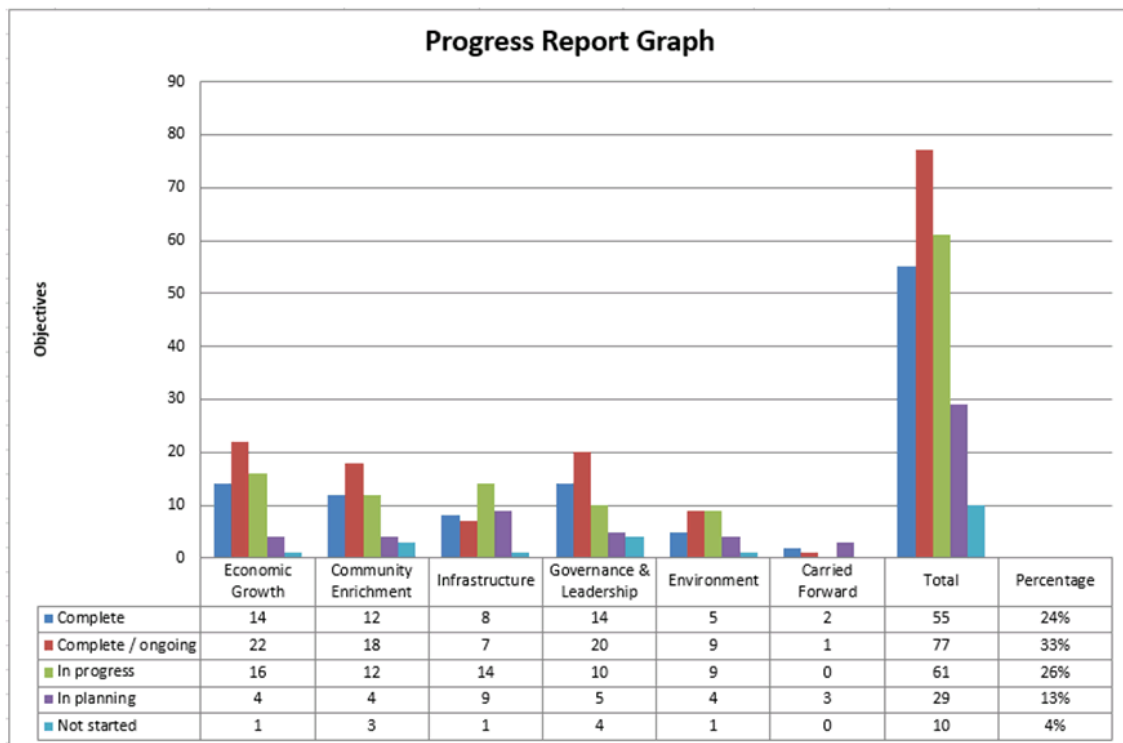
In planning - objectives that are not complete or in progress but actions have been taken are marked as in planning stage.



Not started - objectives that have not been commenced at the time of reporting.

## Overall results snapshot

The Council Plan 2017-21 includes 92 initiatives and 232 actions through which the achievement of the Council Plan may be measured over its four-year term. Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets. As some objectives/actions span over a number of years they cannot be marked as completed until later years.







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

- Identify skills shortages and training gaps. Connect U program being reviewed. SuniTAFE Swan Hill has a new program called Skills and Job Centre that will fulfil some of this objective EDC is on committee ( 3.1.1. ).
- Participate in regional expos. Attendance at Country Tennis Week in Albury to showcase region. (3.2.1.).
- Pursue industry and professional recognition for staff. 2018 Councils Youth Support Co-ordinator was inducted into the Youth Affairs Council Victoria Hall of Fame. 2018 and 19 recognition in the Premiers Active April. Recognition in the Vic Health Healthy Workplaces Program for Smoking, Physical Activity and Mental Health and Wellbeing (13.4.3.).



Council has made progress on the following:

- Council has partnered in the Try Test and Learn program, a Federal initiative auspiced by the Sunraysia Mallee Ethnic Communities Council to relocate underemployed and unemployed refugees from metropolitan areas to regional Victoria (5.3.4.).
- Robinvale Community Library building works commenced in February 2020 (6.6.1)
- Council have completed the review on improved Customer Services processes for Statutory Planning applications and have introduced a web based solution for planning applications (11.1.2).
- Council is Investigating the possibility of using an online platform like Bang the Table as a community engagement tool (11.4.2).

## Objectives carried forward from Council Plan 2013-17

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	In planning 	Our Region Our Rivers funding secured. On 17 September Council endorsed Option 1 concept for further design work by architects, and the project is proceeding. Further opportunities for funding is being sought on an ongoing basis. As of April 2020 two potential sites with two possible designs each have been considered in response to public submissions.
12.5 Develop and implement a Cultural Plan	12.5.3 Development continues	Complete 	October 2018 The Creative Strategy was adopted by Council
13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.2 Implement actions identified in Aboriginal Partnership Plan	Complete/ongoing 	Aboriginal Community Partnership Strategy adopted September 2017. The Actions within the Plan will continue to be implemented. New strategy in draft format. Murray River Cultural Centre Feasibility Study has commenced.
15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	Complete 	Review of MSS is complete. Amendment C73 has been authorised by the Minister subject to conditions and has proceeded through the amendment process. Amendment C73 is currently with the Minister for Planning awaiting final approval.



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.6 Modernisation undertaken, Channel decommissioned.	In planning 	Finalising options for opportunities and land ownership. Have received a contract from DHHS for purchase of land. Project scope to be developed and presented to Council in 2019: We have received legal advice concerning acquisition of deceased estates. The options will be presented to Council for consideration in May 2020.
	19.2.7 Gain ownership of the available land for future development	In planning 	Finalising options for opportunities and land ownership. Have received a contract from DHHS for purchase of land. In discussions with GMW in regards to transfer of their land. Project scope to be developed and presented to Council in 2019: We have received legal advice concerning acquisition of deceased estates.



## Key result area Economic growth











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








We will:







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







### What have we done





STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
1.1 Formulate new ways to encourage new business development.	1.1.1 Identify and investigate suitable land parcels for new business.	Complete 	March 2018. Economic and Community Development Unit continue to work with Planning to identify opportunities to expand new businesses.
	1.1.2 Apply for funding through Regional Development Victoria (RDV).	In planning 	Council were successful in obtaining \$3.98M funding from both RDV and BBRF that will support new commercial activities within the Swan Hill Riverfront Precinct. Works include providing improved public access infrastructure from CBD to riverfront and the creation of new public spaces / facilities such as the active play precinct.
	1.1.3 Develop a business expansion or relocation strategy.	Complete 	April 2018 Business Expansion and Retention Strategy completed and presented to Council. Follow up work is being completed by monitoring jobs and talking to employers on barriers.
	1.1.4 Commence an Investment Attraction campaign.	Completed/ ongoing 	Ongoing through business visits and networking. Working closely with RDV Industry Engagement Officers









STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
1.2 Identify the types of businesses suited to this region and develop investment prospectuses.	1.2.1 Perform an industry gap analysis.	Completed/ongoing 	The industry gap analysis is scheduled to be presented to Council later this year.
	1.2.2 Review the Investment Attraction Policy.	In progress 	Currently reviewed and will be presented to Council later this year.
	1.2.3 Develop suite of industry and business prospectuses.	In progress 	Development has commenced.
	1.2.4 Market the opportunities available.	Completed/ongoing 	Working on possible investment by developers to construct residential and commercial ventures, in particular short term residential. Working with manufacturing industry to attract new businesses to the region.
1.3 Investigate and identify potential export opportunities and facilitate connections.	1.3.1 Analyse the region's products and identify where we have competitive advantages that may provide opportunities for growth.	In progress 	To be completed as part of the Liveability Campaign.
	1.3.2 Investigate what role Council can play with development of new markets.	In progress 	Assistance with agriculture export opportunities.
	1.3.3 Facilitate connections and partnerships to achieve market access.	In progress 	Organised information sessions on labour related issues. Continue to inform the horticulture industry of available export opportunities through grants and training programs
	1.3.4 Encourage the establishment of value adding industries.	In progress 	Assisting horticulture producers to enter the export market or strengthen existing markets through assisting with sourcing funding for new infrastructure and facilitating planning processes. Identifying training and advice opportunities for the agriculture sector.
1.4 Pursue new businesses that are upstream processors for our local produce.	1.4.1 Engage with local industry to identify opportunities.	In progress 	Assisting retail businesses to expand premises. Facilitating for local goods and services industries to be competitive in tendering contracts for new developments such as solar farms.
	1.4.2 Work with industry to establish new businesses.	In progress 	Working with interstate composting business to establish new composting business in Swan Hill region. Working with new businesses in retail, hospitality and construction.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
1.5 Promote new technologies and new ways of working.	1.5.1 Investigate and market opportunities for internet based business.	In progress 	Delivery of a series of training programs for businesses. Information sessions and mentoring also facilitated.
	1.5.2 Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops.	Completed/ongoing 	September 2019 Training for job readiness delivered through Connect U. Business training in conjunction with Australian Small Business Advisory Services around Digital Solutions. Workshops held on drone technology and combat online shopping. Delivered ATO workshops with a component explaining new online tools for businesses
1.6 Increase the availability of appropriate housing to support growth of industry and agriculture.	1.6.1 Investigate the housing needs and identify appropriate solutions.	Completed/ongoing 	March 2020: The amount of available housing in both Swan Hill and Robinvale is of concern. A housing strategy is complete for Robinvale. An action plan has been developed and some actions commenced. Officers are working with a range of government agencies to assist in investment. A Planning permit has been submitted for the subdivision of land to build houses in Ronald Street Robinvale .
	1.6.2 Facilitate combined public and private sector investment to diversify housing stock.	Completed/ongoing 	Officers have been liaising with owners of land ready for development to assist in progressing development - both in Swan Hill and Robinvale. Advocacy is underway with the state government to ensure diversity in housing types is achieved across the municipality. Further lots are under development at Tower Hill.
2.1 Encourage the growth of agriculture through appropriate advocacy and strategic planning.	2.1.1 Advocate for improved transport links.	Complete 	Central Murray Regional Transport Strategy adopted.
	2.1.2 Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported.	Completed/ongoing 	Review of MSS is complete. Amendment C73 includes the implementation of the commendations within the Rural Land Use Strategy, which is used to protect agriculture. Amendment C73 has been authorised by the Minister subject to conditions. Exhibition period for C73 has ended. Received 15 submissions. Panel hearing was 19 November 2019. Council adopted the amendment on 17 March 2020. Amendment is sent to the minister for approval.
	2.1.3 Implement the Rural Land Use Strategy.	In progress 	Will be implemented as part of Amendment C73 excluding the Rural Living Zone areas.










STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
2.2 Investigate opportunities for Agricultural businesses to establish new enterprises.	2.2.1 Engage with local industry to identify opportunities, for example clean energy on farms.	Complete 	Working with OLAM to establish telecommunications towers in Wemen and Annuello, and looking at possibility of point-to-point laser technology. Wemen and Bannerton solar farms operating on land leased from farmers.
	2.2.2 Investigate opportunities for agri-tourism products and experiences e.g. paddock to plate, farm stays.	Completed/ongoing 	Initial audit of Farm Gates between Robinvale and Swan Hill has been undertaken. Next stage is to develop product / experiences based on seasonality and product type and location. Audit to be undertaken in other outlying areas and stage the implementation.
2.3 Encourage organisations to joint tender for works and services.	2.3.1 Investigate, and where possible implement, shared contracts and services with the region's Councils.	Completed/ongoing 	Ongoing discussion and liaison via Loddon Mallee Procurement Excellent Network. Council has recently engaged with 6 other Councils for new procurement contracts. We are currently participating in a joint Power Purchase Agreement with 47 other Councils. Council has made all Municipal Association of Victoria (MAV) contracts available to staff as an alternative to Council's own tender procurement process.
	2.3.2 Conduct workshops and provide advice to local business and tenderers to improve their tendering processes.	Completed/ongoing 	Procurement Policy reviewed and adopted at December 2019 Council Meeting. Several sessions on a range of topics have been conducted by EDU with local businesses. Doing Business with Council information sessions held in June 2019.
2.4 Actively pursue opportunities for regionally focused infrastructure.	2.4.1 Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses e.g. rail freight.	Completed/ongoing 	Council maintains an active role in the Victorian Rail Freight Alliance and is the coordinating member of the Central Murray Regional Transport Forum.
	2.4.2 Advocate for adequate and alternative utilities supplies.	In progress 	Council continues to advocate to both state and federal governments and agencies about major infrastructure requirements for the municipality. Submissions are either made or supported in this regard

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
2.5 Investigate options for investment in renewable energy technologies for the municipality.	2.5.1 Complete and adopt a study.	Completed/ongoing 	The Social Access Solar Garden Project led by the Institute of Sustainable Futures is now complete. However more work is required on site selection and the business model. SHRCC was interested in testing was not adequately tested through the project. No further investigation has taken place since November 2018. Opportunities for landholders and businesses do exist however through the Mallee Sun Solar Bulk Buy to lower energy costs.
	2.5.2 Facilitate renewable energy projects.	In planning 	Meetings have been held with State and Federal politicians to raise awareness of the need to fund a network upgrade to allow more solar energy to enter the grid and be used in Melbourne and parts of the state and interstate.
2.6 Encourage and assist existing business to pursue value adding to their industry.	2.6.1 Undertake forums and discussions with industry to understand opportunities.	Completed/ongoing 	The Connect U program has included the manufacturing industry on the website/portal. This portal has been established as an alternative to setting up a committee.
	2.6.2 Complete an analysis of relevant industry data.	Completed/ongoing 	Data recorded and analysed after each business visit.
	2.6.3 Identify and prioritise government grant applications.	Completed/ongoing 	Ongoing Applied for and received the following grants: Federal Government Drought Funding – Round 1 Federal Government Drought Funding – Round 2 Applied for the following grants: Murray Darling Basin Economic Development Fund Regional Airports Program Victorian Camping Grants (For Robinvale , Swan Hill and Lake Boga)
	2.6.4 Develop business prospectus.	Not started 	

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
2.7 Improve the commercial position of the Pioneer Settlement.	2.7.1 Implement the Day Product Review.	In progress 	Almost all works completed onsite. Final stages on Lower Murray Inn will be completed by end of financial. Other major maintenance work will commence shortly on two other buildings.
	2.7.2 Review the promotion plan.	Complete 	Plan presented to Council Assembly in June 2018. Plan now in place for 2018-19 financial year onwards.
	2.7.3 Enhance the Heartbeat of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience.	Complete 	New evening soundscapes implemented enhancing the walk to and from the Paragon. Long term plan for new entry building will include the 'Heartbeat holding area'.
2.8 Utilise Swan Hill Incorporated, market and promote the region as a place to live, work and invest.	2.8.1 Continue agreement with Swan Hill Incorporated.	Complete 	A Special Rate for marketing and business development programs in the Swan Hill region was declared at the April 2019 Council Meeting. The agreement between Council and Swan Hill Inc. was adopted by Council at the September Council Meeting.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
3.1 Assist local businesses to up-skill and retrain their workforce.	3.1.1 Identify skills shortages and training gaps.	Completed/ongoing 	Connect U program being reviewed due to resignation of coordinator. Meeting with SuniTAFE and MMLLEN to determine direction to happen in new year. suniTAFE Swan Hill has a new program called Skills and Job Centre that will fulfil some of this object.
	3.1.2 Advocate for support for regional training opportunities.	In progress 	EDC attending meeting with SuniTAFE re Nursing training. Council has input in the Skills and Job Centre program.
	3.1.3 Create partnerships to deliver short courses and training.	Completed/ongoing 	Training for job readiness delivered through Connect U. Business training in conjunction with Australian Small Business Advisory Services around Digital Solutions.
3.2 Promote the benefits of the region as a place to live, work and invest.	3.2.1 Participate in regional expos.	Completed/ongoing 	Attendance at Country Tennis Week in Albury to showcase region.
	3.2.2 Support regional promotion of the municipality.	Completed/ongoing 	Council signed new MoU with Murray Regional Tourism Board in August 2017 and continues partnership with Swan Hill Inc to leverage and collaborate on regional promotional opportunities. Dream Swan Hill campaign launched in October 2019 and ramping up in 2020
	3.2.3 Advertised all job vacancies with a link to a website that outlines regional information.	Completed 	Job advertisements contain links to the New Residents Guide and Discover Swan Hill sections on Council's website.
	3.2.4 Develop New Residents Guide.	Completed 	Launched in September 2017. Media release published in The Guardian on 27/08/17. Guides available for Swan Hill and Robinvale, printed and online and updated when needed.
3.3 Implement the Workforce Development Strategy.	3.3.1 Complete a project to quantify labour force data from within the municipality, with a particular focus on agricultural sector.	In progress 	Constant monitoring via Agribusiness committee and industry visits. SunRise 21 is completing a report on growth in horticulture which will allow extrapolation of data re employment



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
3.4 Encourage the development of appropriate accommodation for various workforces.	3.4.1 Review the Municipal Strategic Statement (MSS) and Planning Scheme to ensure diverse housing and land is available.	In progress 	Review of MSS is complete. Diverse housing and land availability was considered during this review. Additional land was not required due to the approval of the C58 Amendment: South West Development. Continuing to review rural living land supply, this will form part of the settlement strategy that is to be undertaken.
	3.4.2 Investigate opportunities for improved public transport.	Completed/ongoing 	Continued support and involvement in Mallee Local Transport Forum.
	3.4.3 Investigate alternative ways to provide accommodation.	Completed/ongoing 	Robinvale Housing Strategy and Population Determination completed and implementation planned. Dec 2019 Council is in the process of subdividing Ronald Street Robinvale and continues with Stage 12 development of Tower Hill.
3.5 Improve the employability skills of the long term unemployed and unskilled in Robinvale and district.	3.5.1 Continue to facilitate the Robinvale Employment Network project.	Completed 	Council no longer facilitates the Robinvale Employment Network project.
4.1 Review of the Municipal Strategic Statement (MSS).	4.1.1 Revise Municipal Strategic Statement (MSS) and refer back to the Minister for approval.	Completed 	MSS has been re-written removing the need for a review in 2018.
4.2 Identify and zone appropriate land for future development.	4.2.1 Identified land through strategic work program.	Completed/ongoing 	Rural living land has been identified in the Rural Land Use Strategy to be rezoned. The Minister for Planning requested that the Rural Living Zone areas be taken out of Amendment C73. A further review of the Rural Residential land supply of the municipality will be undertaken to justify rural living re-zonings.
	4.2.2 Rezone land as approved by Council.	In progress 	Rural Living land has been identified in the Rural Land Use Strategy to be rezoned. A further rural residential review will be undertaken to justify any rezoning of land to Rural Living Zone. Prepare a Settlement Strategy that identifies and recommends rural residential and rural living development opportunities
4.3 Investigate and develop options for de-watered farming land.	4.3.1 Complete audit of areas with de-watered land.	Complete 	An audit was completed and further strategic work is to be undertaken.
	4.3.2 Develop and implement strategy to address issues.	In planning 	Further strategic work to be undertaken.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
4.4 Review of the availability and suitability of industrial land in Swan Hill and Robinvale.	4.4.1 Complete an Industrial Zones Strategy.	Complete 	The review has been completed and adopted by Council.
	4.4.2 Amend planning scheme as appropriate.	Complete 	No amendment required as a result of the strategy.
4.5 Review Small towns for further housing development.	4.5.1 Develop and implement Small Town Strategy.	In planning 	Further strategic work to be undertaken.





## Key results area Community Enrichment

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







We will:






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







### What have we done










STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
5.1 Review and implement the Aboriginal Partnership Plan.	5.1.1 Undertake initiatives with the intent to work toward developing a Registered Aboriginal Party.	In progress 	Wandarrah Action Committee (WAC) continue to implement initiatives from the Aboriginal Community Partnership Strategy (ACPS). The ACPS Adopted by Council February 2020. The Aboriginal Community Development Office 2 days per week role to be reviewed with the position now vacant. An Aboriginal Liaison Officer engaged through Altus to assist to develop the Our Place - Interpretive Centre on a needs base. (focus on identifying a Aboriginal language name and business model remain key focus) January Newsletter Developed / Communication list developed and system for distribution of information such as invitations and newsletters working well. Meeting held with Council and the Elders at the Pioneer Settlement 16 March. Naming workshop held with key elders and VACL language officer 18 March.
5.2 Investigate opportunities to develop Aboriginal leadership capabilities.	5.2.1 Investigate leadership opportunities e.g. scholarship, grants, host a forum with young people and local service providers.	Completed/ongoing 	Koori Youth Council of Victoria held their Blackout event in Swan Hill in June 2017, and was targeted at engaging young Aboriginal community members. Around 90 attended on the day. Koori traineeship in Business Administration set up in July 2017. Koori scholarships advertised in 2019 with no applications received.







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STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
5.3 Establish and maintain partnership with organisations that support Culturally and Linguistically Diverse (CALD) communities.	5.3.1 Participate in the Settlement Services Group to provide support to new arrivals through adapting how services are provided.	Completed/ongoing 	June 2019: Council is represented on local refugee groups, including attendance at forums, consultations with Sunraysia Mallee Ethnic Communities Council and other groups. Regular updates to refugee groups on Council services, guidance and assistance is provided.
	5.3.2 Assist with the delivery of multi-cultural events.	Completed/ongoing 	Annual Swan Hill Harmony Day community celebrations take place (cancelled in 2020 due to Covid-19). The library meeting room is used weekly by a volunteer community group to run English conversation sessions for migrant women.
	5.3.3 Review of service access plans to ensure inclusion.	Complete 	Plans reviewed and adopted in December 2017. Quarterly reports on achievements to be presented to Councillor Assembly, with six-monthly reports to Council Meeting.
	5.3.4 Investigate and advocate for ways of skilled people attaining permanent residency (included as part of 18/19 review).	In Progress 	Council is a partner in the Try Test and Learn program, a Federal initiative auspiced by the Sunraysia Mallee Ethnic Communities Council to relocate underemployed and unemployed refugees from metropolitan areas to regional Victoria
5.4 Develop and implement Disability Action Plan.	5.4.1 Adopt the plan.	Complete 	Adopted at December 2017 Council Meeting.
	5.4.2 Implement the actions within timelines.	Complete 	The Community Access and Inclusion Strategy (CAIS) and its implementation plan was adopted by Council at the December 2017 meeting. The Community Access and Inclusion Strategy (CAIS) has been integrated into Council's core business. The Rural Access Officers role ceased at 31 December 2019. Council no longer receives external funding for this program. Infrastructure will be inclusive of all abilities as a way of doing things. This was recently exemplified by the Swan hill Riverside Park adventure playground - all abilities status.






STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
5.5 Implement actions from the Youth Strategy 2015-19.	5.5.1 Review make up and role of Youth Council.	Complete 	A review of the make up and role of Youth Council was undertaken by Youth Council and discussed at Council Assembly in July and September 2017.
	5.5.2 Implement actions in the Youth Strategy within budget and timelines.	In progress 	2017-2018 Annual Operational Plan prepared and actions for 2017-18 were implemented. 2018-19 Operational Plan prepared and actions being implemented. Operational plan was developed for 2019-2020 and is being implemented.
	5.5.3 Improve partnerships and relationships with other youth services.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan. All events are evaluated.
	5.5.4 Hold youth specific events.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2018-19 Annual Operational Plan. Events held include Youth Week Leadership Camp, Youth Ball, and Empower Project has commenced.
	5.5.5 Review Youth Strategy (included as part of 18/19 review).	In progress 	Local Logic Place has been appointed to conduct the new Youth Strategy 2020-2025



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
5.6 Strengthen our connection with youth.	5.6.1 Review the structure of the Youth Council with young people.	Complete 	A review of the make up and role of Youth Council was undertaken by Youth Council and discussed at Council Assembly in July and September 2017.
	5.6.2 Deliver a responsive and relevant program of Youth Services.	Completed/ongoing 	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2019-2020 Annual Operational Plan.
	5.6.3 Deliver the actions within the Youth Strategy.	In progress 	Events held include Youth Week Leadership Camp, Youth Ball, and Empower Project has commenced. Up Skilling and leadership opportunities have been delivered to young people.
	5.6.4 Develop work placement and work experience programs.	Completed/ongoing 	2019 - 6 Scholarship places advertised and 5 were awarded into the following workgroups: Engineering, Economic Development x 2, Youth Inc, Depot.
	5.6.5 Implement the Robinvale Employment Program in accordance with the funding agreement.	Complete 	Council has exited out of the Robinvale Employment Network program.
	5.6.6 Maintain and develop our partnerships with youth agencies.	Completed/ongoing 	YACVic Rural Officer is co-located at Youth Inc. Youth Support Program staff attend relevant network meetings including Southern Mallee Sub Regional Group, Child Youth and Family Network, Victorian Rural Youth Services, and Swan Hill College Wellbeing Team. Empower Project has started and will continue over four years.






STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
5.7 Develop and implement Cultural Services Plan.	5.7.1 Develop and adopt a plan.	Complete 	The Creative Strategy was adopted by Council at the October 2018 Council meeting.
	5.7.2 Implement initiatives within timeframes and subject to adequate resourcing.	Completed/ongoing 	Sept 2019 The Library, Art Gallery and Performing Arts programs have delivered a range of programs, activities and exhibitions.
6.1 Review and implement actions within the Public Health and Wellbeing Plan.	6.1.1 Review the Plan, including actions, to address violence against women.	Complete 	Adopted at the October 2017 Council Meeting. An annual operational action plan for quarterly reporting has been developed.
	6.1.2 Report on status of actions biannually.	Completed/ongoing 	Reporting undertaken bi-annually, beginning in February 2018. Ongoing: No formal reporting is required linked to funding, but reports to key representative groups are provided.
6.2 Strategically position Council's ongoing role regarding the community-based aged care reforms.	6.2.1 Produce an options paper on integration of Commonwealth Home Support Program to National Standards.	Complete 	Options paper completed - investigation of findings and responses to be developed.
	6.2.2 Ascertain how HACC/Commonwealth Home Support Program services can be delivered within funding levels.	In progress 	In progress, due to uncertainty and lack of definitive information from the Commonwealth.
	6.2.3 Develop positive Aging Plan.	Not started 	
6.3 Review and determine Council's role in early years and child care services.	6.3.1 Review early years services.	In planning 	Local Logic Place is the consultant appointed to undertake the Municipal Early - Middle Years Plan in August 2019. One of the objectives of this project is to define Council's role and investment in early - middle years services.
	6.3.2 Produce a report on outcomes and provide recommendations.	In progress 	Local Logic Place provided an overview of MEMYP consultation at Council Assembly on 26th November 2019. A draft MEMYP was presented at Council Meeting on 18th February 2020 where it was approved to be circulated for public comment for three weeks. The period for public comment has now passed and the MEMYP will be presented at the April Council Meeting 2020




STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
6.3 Review and determine Council's role in early years and child care services (continued).	6.3.3 Develop an Early Years Plan (EYP).	In progress 	Funding is scheduled for 2019-20, which is when Early Years Plan will be completed. June 2019: scoping of plan for the Municipal Early and Middle Years Plan has been completed following discussions with executive and Councillors, and request for submissions will be sought during June/July 2019 to engage an external agency to assist with this work. The engagement is set to commence in August and be completed in December 2019. Due for adoption at April 2020 Council Meeting.
	6.3.4 Implement EYP actions within timeframes and resources.	Not started 	
6.4 Improve personal and community safety by working with partners on community safety issues.	6.4.1 Promote awareness of the Community Charter for the Prevention of Violence against Women.	In planning 	Council participated in the '16 Days of Action' facilitated by the State, and undertook Orange events that were promoted on social media and in the press. Council will be undertaking a gender equity audit and assessing White Ribbon compliance during 2018-19. June 2019: gender equity audit delayed due to lack of resources, but with assistance of Women's Health Loddon Mallee, will take place during 2019-2020.
	6.4.2 Implement the requirements of Child Safety Standards.	Completed 	Revised Child Safe Standards Policy presented for adoption at the December 2017 Council meeting. Ongoing actions to remain compliant will continue. DHHS conducted an audit of Child Safe Standards in June 2018, and determined Council is compliant.
	6.4.3 Expand and continue CCTV operation.	In progress 	Requirements and opportunities are monitored and investigated with relevant stakeholders.
	6.4.4 Enforce local laws and develop a MOU with Victoria Police to support additional community crime prevention measures.	Completed/ongoing 	Council has attended Police call out sessions to educate and update Officers on the new Local Law No.2 2017 and provided resources in Robinvale and Swan Hill. Council and Police MoU has been updated.



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
6.5 Plan for the future provision of sport and recreation facilities and services.	6.5.1 Support the development of sport and recreation clubs across the municipality.	Completed/ongoing 	Swan Hill Recreation Reserves Master Plan was endorsed at the Council meeting in May 2018. A Recreation Implementation Plan was developed and was endorsed by Council on 19 March 2019. Clubs will continue to be supported through Council's Community Grants Programs. The Swan Hill Aquatic Needs Analysis is completed and was considered by Council in December 2019. Council will undertake further consultation with community on the Aquatics Needs Analysis in April 2020. Council is also in the process of completing an Indoor Recreation Development Plan and a Showgrounds site Development plan.
	6.5.2 Complete and implement the Recreation Reserve Master Plan.	In progress 	Masterplan completed and implementation commenced.
6.6 Expand library services in Robinvale and review the delivery of library services in our small communities.	6.6.1 Scope, fund and complete Robinvale Library Project within limitations.	In planning 	The funding secured by the Education Department. An architectural firm engaged by the Education Department to manage the project. Community survey conducted to determine the library programming and opening hours the Robinvale community would like for the community library. The Design Brief developed. The project continues to remain on track with the schematic design phase completed mid June and the design development phase completed and signed off in August. Building works commenced in February 2020.
	6.6.2 Develop an effective partnership arrangement with Robinvale P-12 College.	In planning 	June 2018: Draft Community Joint Use Agreement (CJUA) developed. June 2019: the joint use agreement with the Education Department is nearly completed, and initial concept drawings and schematics are agreed by all parties. The next piece of work is to finalise the operational needs of the facility. Building works commenced in February 2020. with works to be completed in late 2020 and opening in early 2021.
	6.6.3 Confirm that the new library is meeting the Robinvale community's needs.	Not started 	This can only be completed after the library opens which is expected to be in early 2021. Community consultation to determine the Robinvale community's needs was completed in late 2018 to determine the community's needs and incorporate these in the library design.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
6.7 Investigate the need for an off leash dog park.	6.7.1 Survey community needs for off-leash dog park.	Complete 	Survey completed in May 2017. The survey results were taken to Council in November 2017 and resulted in Council adopting to trial four off leash areas for two years. At the half way point of the trial, a survey was completed to assess how the community thought that the trial was working. The survey was completed online in late January 2019 .
	6.7.2 Develop a project scope if the community need is identified.	Completed/ongoing 	In November 2017, Council adopted to trial four off leash areas for two years. Signage, rubbish bins, dog waste dispensers/bags were installed in all areas. Council conducted a media campaign to educate dog and non-dog owners about the use of these areas. Over the two year trial, quarterly assessments will be undertaken to gauge use, compliance and complaints. The community had the opportunity to provide feedback through a survey at the half way point of the trial that was made available through Council's website and Facebook. 103 responses were received from the community. At the September Council meeting Council resolved to cease the trial and continue only with one off leash area. Council also resolved to budget in the future for off leash parks in Robinvale and Swan Hill.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
7.1 Support the capacity of communities to self-manage and self-regulate.	7.1.1 Review and renew Community plans as appropriate.	Completed/ongoing 	Robinvale Plan - reviewed and updated Aug 2017 Lake Boga - Plan-reviewed and updated Nov 2017 Swan Hill - No review needed, Council does not want a Swan Hill Community Plan Piangil - reviewed 2018 Woorinen - review completed 2018 Nyah - Due now Boundary Bend - review complete 2018 Beverford - working to re establishing the group, possibility of joining with Speewa and Tyntynder Ultima - completed 2017 Manangatang - review complete 2018 Wemen - review complete 2018
	7.1.2 Implement ways to encourage all communities to actively participate in the community grants program.	Completed/ongoing 	All communities are encouraged via email and by Council representatives at TRG meetings to apply for the community grants. TRG are encouraged to distribute the grant info throughout their community and networks encouraging other local community groups to be involved.
	7.1.3 Advocate on behalf of our communities for priority issues and opportunities.	Completed/ongoing 	Continue to work with the Town Representative Groups (TRG) to prioritise their projects, updating implementation plans on a yearly basis to reflect their hopes and aspirations.the "Vibrant Villages" town concept plans have been finalised, and a funding application submitted to RDV for \$500K for implementation. These plans will guide Council and the TRG for funding applications and provide a structure 5 year plan
	7.1.4 Sponsor Loddon Murray Community Leadership Program.	Completed/ongoing 	Support is provided on an annual basis, subject to the Annual Budget process.
7.2 Review each of our Community Plans.	7.2.1 Develop and publish new Community Plans.	Completed/ongoing 	Robinvale Plan-reviewed and updated Aug 2017 Lake Boga-Plan-reviewed and updated Nov 2017 Swan Hill - No review needed, Council does not want a SHCP Piangil - reviewed 2018 Woorinen - review completed 2018 Nyah - review completed 2018 Boundary Bend - review complete 2018 Beverford - working to re establishing the group, possibility of joining with Speewa and Tyntynder Ultima completed 2017 Manangatang - review complete 2018 Wemen - review complete 2018. In conjunction to the reviews, each community plan has been vital in the development of the Vibrant Villages milk bar plans. This has provided Council with a mini review of priorities for each of the towns, not including Wemen and Robinvale. The Milk Bar plans will be reviewed annually, keeping priorities up to date.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
7.3 Plan for the development of the Swan Hill Regional Art Gallery precinct.	7.3.1 Determine the long-term site for Swan Hill Regional Art Gallery.	Complete 	Reviewing two potential sites as a result of public concerns and a council resolution. Designs and options are being investigated.
	7.3.2 Prepare final Gallery designs for approval and costed.	In progress 	Sept 2019 Council endorsed Option 1 concept for further design work by architects.
	7.3.3 Secure funding and complete the project.	In progress 	Funding has been secured.






## Key results area Infrastructure







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







We will have:






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

### What have we done








STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
8.1 Manage Council’s roads and road related infrastructure in line with the Road Management Plan.	8.1.1 Complete 100% of inspections outlined in Road Management Plan (RMP) by identified time frames.	Completed/ongoing 	New Road Management Plan (RMP) commenced on 1 July 2017. Council Officers are meeting all timeframes set out in the RMP.
	8.1.2 Ensure 100% defects are repaired in line with RMP timeframes	In progress 	All defect repair timeframes are being met in accordance with RMP. An internal 'Safety Action Plan' process has been implemented and shall be used in instances where appropriate warning of a defect is required until a suitable repair or treatment can be completed.
8.2 Advocate for funding for an active trail between Lake Boga and Swan Hill.	8.2.1 Complete project scope and plan to enable future funding submission	Completed 	Preliminary work only undertaken—significant scoping needs to be undertaken before grants could be applied for—eg detailed design, CHMP, tree assessment, formal Vic Track Approval








STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
8.3 Advocate for improved transport routes across the region.	8.3.1 Work with the Central Murray Regional Transport Forum (CMRTF) to identify regional priority projects.	Complete 	Strategy endorsed by Council in September 2018.
	8.3.2 Advocate with CMRTF for funding for identified projects.	In progress 	Advocacy brochures are being finalised to assist in sourcing funding.
	8.3.3 Advocate with the Rail Freight Alliance for funding for suitable rail projects.	In progress 	Ongoing as opportunities arise
	8.3.4 Advocate for the full implementation of the Murray Basin Rail Project.	In progress 	Letters have been written to relevant Ministers and the CEO has spoken with the media.
8.4 Pursue funding for a levee bank at Robinvale.	8.4.1 Complete detailed design.	Complete 	<p>March 2020:</p> <ol style="list-style-type: none"> <li>1. Formatted tendering document ready for final approvals (minor changes may be required to integrate Wildlife &amp; Environmental Management elements).</li> <li>2. Design drawings updated to include cultural heritage elements (scarred trees and their TPZs).</li> <li>3. Planning application submitted and is in-progress.</li> <li>4. Wildlife Management Plan and Construction Environmental Management Plan - preparation in progress, consultants engaged to deliver (endorsed plans will form part of the planning permit, endorsement required prior to works start).</li> <li>5. CHMP #14399 in-progress through approval stages, to be fully approved prior to commencement of works (approval delayed due to AV personnel deployment to Victorian bushfire-affected areas).</li> </ol>
	8.4.2 Lodge funding application.	Complete 	Council secured \$710,000 through the 2016-17 NDRGS and first instalment of \$355,000 received. We have applied for additional funding through DEWLP, which was successful. Project is at planning permit stage.






STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
8.5 Review the Swan Hill Active Transport Strategy.	8.5.1 Review the Strategy.	In planning 	The review of the active transport strategy was carried out as part of the Missing Links plan.
	8.5.2 Adopt the reviewed Strategy.	In progress 	A revised Active Transport Strategy is being prepared for presentation to Council
8.6 Review the way that we procure and maintain our Infrastructure.	8.6.1 Continuously improve the efficiency of our works and maintenance crew.	In progress 	Tablet computers are progressively being rolled out to Works teams. These enable staff to record daily completion of tasks.
	8.6.2 Identify opportunities to rationalise assets and facilities that do not have an identified service need.	In planning 	Work is progressing on a Public Convenience Facilities Strategy. Asset rationalisation strategy will be developed Following asset management plan development.
	8.6.3 Conduct a review of public facilities including public toilets (included as part of 18/19 review).	In planning 	Working with the Engineering and Asset Departments to finalise a Public Convenience Strategy. Currently out to community consultation until May 2020.
8.7 Maximise community benefits from the opportunities presented at the Chisholm Motor Sports Complex.	8.7.1 Continue to work with Community Groups of Chisholm Motor Sports complex.	Completed/ongoing 	Lease agreement and sub-leases finalised. The CRC have signed the lease agreement and 1 of the 6 motor sports clubs have returned signed sub-leases. Reminders have been sent to return sub-leases by March meeting. Name change to Swan Hill MotorPlex approved and Gazetted. CRC have reviewed master plan and developed an implementation plan 2019/20 which will be presented to Council in April for adoption.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
9.1 Implement Swan Hill and Robinvale Riverfront Masterplan.	9.1.1 Identify and successfully apply for funding opportunities.	Completed/ongoing 	In December 2019 SHRCC was successful in obtaining \$292k from the PSIF funding stream to Light Up Riverside Park. An allocation from the 2019 budget of \$110k has enabled a tender to go out for the development of the Robinvale Riverfront Masterplan, tenders have come back and are being assessed.  Active Play Precint and Skate Park has been completed at Swan Hill Riverside Park.
	9.1.2 Ensure projects complete in accordance with timelines.	In progress 	Play precinct and Japanese garden projects to commence in October 2019. Works on the new Swan Hill skate park completed September 2019.
	9.1.3 Identify and encourage private sector investment.	In progress 	Commercial Development Strategy completed. Currently pursuing land acquisition opportunities.
9.2 Ensure developers comply with the Infrastructure Design Manual where relevant to local standards.	9.2.1 Improve internal and external stakeholders understanding of the Infrastructure Design Manual.	Completed/ongoing 	Ongoing communication with developers and Council's Planning Department through pre-application meetings and post-application Engineering referrals to Planning. Improved engineering process by organising pre-planning permit application meetings with developers to conceptually approve drainage and other infrastructure provisions.
	9.2.2 Develop local policy position in areas where the Infrastructure Design Manual can be varied.	In planning 	1. Ongoing discussions and consultation with key stakeholders including; IDM Author, Design and Development Consultants and Council Staff. 2. A report was presented to Council meeting in this regard. 3. Old policy named Footpath on Road Reserve has been cancelled and replaced by the IDM requirement. 4. It was recommended that the current IDM is to be reviewed over time to Councils particular needs.  Recently Council requested some improvement in IDM related to road and footpath classification based on traffic volume which was successful



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
9.3 Upgrade Swan Hill Livestock Selling Complex.	9.3.1 Implement upgrade project.	Complete 	Completed September 2019.
	9.3.2 Identify funding opportunities for future stages.	In planning 	No funding opportunities identified at present. Continuing to investigate new funding sources.
9.4 Review the Road network and classify each road.	9.4.1 Complete a service review of the road network.	Complete 	Completed and incorporated in the Road Management Plan
	9.4.2 Identify and pursue funding opportunities for upgrades.	In progress 	<p>Round one grants have included: Lake Boga Ultima Road Reconstruction and Dead Horse Lane project design. The total contribution from the State Government to Swan Hill Rural City Council is \$700,000.</p> <p>Round two grants have included: - Dead Horse Lane (construct 2.3km from Sea Lake Swan Hill Road to EOS). \$336,250 has been budgeted for in the 2019/20 financial year. - Kenley Road (widen 4.1m seal to 6.2m for approximately 4km starting from MVH) \$210,000 has been budgeted for in the 2019/20 financial year. - Lutzies Road Ext (resheet 1.2km and realign intersection onto Sea Lake Swan Hill Rd) \$81,550 has been budgeted for in the 2019/20 financial year We received \$1,200,000 in extra funds from the second round to compliment SHRCC's budget.</p>
9.5 Plan and deliver Council's capital works program and Major Project Plan.	9.5.1 Minimise capital works and major project carry over from year to year.	In planning 	Work in progress.
	9.5.2 Complete Major Projects Plan review each year.	Complete/ongoing 	Major Projects Plan is reviewed annually in Nov/Dec.
	9.5.3 Minimise project budget overruns.	In planning 	Work in progress.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
10.1 Actively pursue opportunities from decommissioned irrigation infrastructure.	10.1.1 Work with Goulburn Murray Water to decommission channel number 9.	Complete 	Work on decommissioning is complete.
	10.1.2 Identify opportunities for land parcels taken over by Council.	In progress 	Initial discussions held with ELT and Council. 10-Year Major Projects Plan includes funding for scoping, design and implementation. A list of property owners, easements and GMW intentions for each separate parcel of land has been prepared. Advice has been obtained on the process to acquire unused land with former channels from deceased estates. A valuation on some of the parcels has been obtained to enable an estimate of the total acquisition costs to be prepared. Sept 2019 Awaiting concept plan and cost estimates on possible pathway(s).
	10.1.3 Identify funding opportunities to upgrade newly available land.	In planning 	Concept plans are being prepared for discussion with Council.
10.2 Complete the Recreation Reserve Masterplan.	10.2.1 Adopt the Recreation Reserves Masterplan.	Completed 	Completed and endorsed at May 2018 Council meeting.
	10.2.2 Establish a long term operational maintenance program for Council managed reserves.	In planning 	Working through the Recreation Reserve Masterplan to identify key areas.
	10.2.3 Investigate funding options to implement actions within the Masterplan.	Completed/ongoing 	Funding has been identified for the following projects: Robinvale Cricket Nets, Showground Cricket Nets, Gurnett Oval Cricket Nets, Showgrounds Change Rooms, Aquatics Strategic Plan, Lake Boga Recreation Reserve Playground, Riverside Park Robinvale Playground, Nyah Netball Courts.
	10.2.4 Review and update user agreements between Council and recreation reserve users groups.	In progress 	Recreation Reserve Agreements were sent to clubs in September 2019. Officers are following up on agreements which have not been returned along with required attachments - Risk Management Plan, Risk Management Policy, Medical Emergency Plan, Insurance, Oval inspection report, Building inspection report.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
10.3 Review current use of council facilities.	10.3.1 Produce usage report, including analysis of non-Council facilities that provide similar services.	Not started 	- Ways to better calculate accurate usage are being investigated.  - The public Convenience Strategy utilised toilet paper usage to better gauge and rank usage to assist with decision making..
	10.3.2 Identify opportunities to rationalise Council assets.	In progress 	1. Asset Management Plans are being developed as assets are conditioned rated for valuation purposes. Asset management plans are to ISO55000 standard and include rationalisation discussion. 2. Toilet Strategy is currently out for public consultation and has included a number of decommissions and co-locations within the 10 year improvement plan. 3. Multi-use options are considered for all new facilities.
10.4 Plan and deliver assets for the current and future needs of our growing community and changing environment.	10.4.1 Implement an effective asset management system.	Completed/ongoing 	1. Asset Management Working Group has been reconvened to investigate the Asset Systems used within Council.  2. Asset Framework to be developed which will drive the asset systems.
	10.4.2 Develop and update policies, strategies and registers.	In progress 	Asset Management Plan adopted in December 2017. - Asset Naming Policy and Procedure approved 2019 Further discussions and development of policy being undertake to incorporate Recreation Reserve Agreements.  The following policies, plans and strategies are being finalised  - Transport Asset Management Plan - Public Convenience Strategy - Asset Framework - Asset Data Dictionary  the Asset Framework will lead to reviewed Asset Policy and strategies.
	10.4.3 Complete a centralised asset register.	In progress 	1. Asset Registers are all within Authority and constantly being updated to reflect capital works.  2. Asset Data Dictionary is being developed and asset registers will be cleaned and adjusted to suit as Condition and valuations are completed. This will mean that data is kept in a consistent and efficient manner as required for making decisions and reporting.  Asset Framework will identify the future requirements and therefore Council will be able to make better decision regarding what needs to be in registers.






## Key results area Governance and Leadership

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

We will have:








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







### What have we done






STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
11.1 Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	11.1.1 Undertake Council Services Review.	In progress 	Staff realignment occurred during November 2018. Ongoing Aged Care Reform. FDC program re-auspiced from July 2019. Multi-purpose building proposed as part of Our Place Development
	11.1.2 Implement the new IT Strategy.	In progress 	We have completed the on improved Customer Services processes for Statutory Planning applications and have introduced a web based solution for planning applications. We have introduced an online payment method for Pool registrations and the Art Gallery's print and drawing awards. a we remain on target for the completion of the initiatives as per the ICT Strategic plan. We have also trialed a new web based chat function and Customer Service model which will be reported against to ELT in the coming weeks.
	11.1.3 Implement Customer Service Strategy actions.	Completed/ ongoing 	Ongoing.









Key result area: Governance and Leadership

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









STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
11.4 Champion a culture that values strong community engagement.	11.4.1 Include effective community engagement processes in all planning and project delivery plans.	Completed/ongoing 	As an organisation we are increasing our commitment to engage with the community affected by our projects. Nyah Road reconstruction and line-marking are recent examples. An online survey was used to consult with the community regarding the recently adopted Communication and Engagement Strategy.
	11.4.2 Conduct training for staff.	In planning 	Investigating the possibility of using an online platform like Bang the Table as a community engagement tool. If successful staff will require training
	11.4.3 Implement a project management system.	In planning 	The workflow and policies and procedures are currently under review.
11.5 Develop a strong positive message and image for Council and the region.	11.5.1 Publish two community newsletters a year.	Completed/ongoing 	Winter newsletters published and distributed in July 2019. Summer newsletter distributed 2020.
	11.5.2 Use Facebook advertising and social media to promote Council.	Complete 	Promotion continues through regular use of Council's Facebook page. A new Facebook page was created for the Swan Hill Big Green Shed was launched in June 2019.
	11.5.3 Use established connections/ partnerships to promote a positive Council image.	Complete 	We seek opportunities to reinforce the message that we are here for the community through our media engagement and in our Mayoral Columns in local newspapers.










STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
12.1 Continually improve workplace safety and staff health and wellbeing.	12.1.1 Participate in MAV Workcover self insurance scheme.	Complete 	Officially commenced in this scheme November 2017.
	12.1.2 Develop and implement an OH&S framework.	In progress 	Initial audit has been completed. OHS Management plan adopted by ELT and OHS committee in August 2018. Worksafe occupational health and safety management system (OHSMS) audit in November 2019, 68% conformance. Remedial Action plan submitted and approved. February actions completed for desk Audit.
	12.1.3 Implement National Assessment Tool (NAT) auditing across the organisation.	Complete 	Auditing schedule adopted by ELT October 2017. Four internal audits completed to date.
	12.1.4 Test the Business Continuity Plan.	Complete 	Business Continuity Plan testing Completed November 2017 and November 2019.
	12.1.5 Review and develop Councils Risk Framework and Strategy.	Complete 	July 2019 Council's Risk Management Framework adopted by Council , Policy, and Risk Register have been reviewed. Council's Business Continuity Management Framework and plans have been reviewed and approved by ELT. Risk Management for Risk Owners training has commenced. Risk management roles and responsibilities have been included in induction training for all staff and risk management responsibility statements for position descriptions have been developed. Risk reporting to the Audit Committee continues.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
12.2 Review results of community satisfaction survey, submissions and community consultations to identify and respond to changes in service demand or expectations.	12.2.1 Participate in annual community satisfaction survey.	Completed/ongoing 	Community survey completed March 2019. Results presented to Council in August 2019
	12.2.2 Review, report and act as appropriate on survey results, formal submissions and specific consultations.	Completed/ongoing 	Community Satisfaction Survey results are analysed and reported to Council annually. Complete for 2017, 2018 and 2019.
12.3 Implement a Project Management System.	12.3.1 Review and improve current processes.	In planning 	The workflow and policies and procedures are currently under review.
	12.3.2 Implement a centralised Project Management System utilised throughout the organisation.	Not started 	
12.4 Review council services for efficiency, effectiveness and quality.	12.4.1 Prioritise services for a detailed review.	In progress 	Staff realignment occurred during November 2018. Councils involvement in Family Day Care ceased on 30 June 2019. Ongoing review of Councils role in Aged Care.
	12.4.2 Identify relevant benchmarks for a service review.	Not started 	
	12.4.3 Implement an improvement plan.	Not started 	
	12.4.4 Implement the IT Strategy.	Completed/ongoing 	We are continually reviewing and improving Council's external facing business processes, the community portal, planning processes and an online payment gateway have been completed and we are currently investigating a "Go Live" date for a web chat and new Customer Service process.



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
13.1 Engage and partner with organisations, business and individuals to increase co-operation and avoid duplication of resources when common objectives are identified.	13.1.1 Conduct skills audit of community organisations.	In planning 	Work with community organisations to identify gaps.
	13.1.2 Identify areas in which to increase co-operation.	In progress 	Council have engaged and partnered with organisations and businesses, holding business breakfasts and training sessions.
	13.1.3 Form strategies and partnerships for key issues / projects.	Completed/ongoing 	Some examples include the Saleyards redevelopment, advocacy for the Swan Hill Bridge replacement, housing in Robinvale, and the Swan Hill hospital.
13.2 Encourage and support Council representatives to obtain positions on relevant boards that support council's activities, providing these duties do not conflict with Council responsibilities.	13.2.1 Identify Key Board positions.	Completed/ongoing 	Council have a number of staff on boards including the Swan Hill Hospital Board, Robinvale Hospital Board, the local school boards and community sporting group boards. Councillors sit on a variety of boards which is determined following Mayoral elections each November.
	13.2.2 Discuss Board position opportunities regularly at Councillor Assemblies and Management meetings.	In progress 	As opportunities arise these are discussed and relevant officers identified.
	13.2.3 Develop advocacy strategies.	Completed 	A number of advocacy strategies have been developed including Our River – Our Region, Our Hospital, Central Murray Region Central Transport Strategy, and Our Top Five Projects. These documents are used when advocating for strategic projects with government bodies.
	13.2.4 Train staff and Councillors on Governance responsibilities and industry based awareness.	Completed/ongoing 	Presentations given to Councillors on Conflict of Interest and Principal Conduct Officer provisions of Local Government Act in November 2017, and draft new Local Government Bill in February 2018. Audit of Returns of Interest conducted in January 2018. Presentation on return of Interest forms conducted in June 2018. Training session on Local Law No. 1 delivered to Councillors in May 2019. Review of Local Law No 1 was presented to Council Assembly in March 2020

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
13.3 Ensure regular dialogue with neighbouring municipalities and other stakeholders.	13.3.1 Schedule regular meetings with Murray River Shire, Balranald Shire and Murray River Group of Councils.	Complete/ongoing 	The CEO regularly attends Murray River Group of Councils meetings. Latest meeting was held in June 2019.
	13.3.2 Schedule meetings with State Government Representatives.	In progress 	Meeting held regularly with local members. Meetings held prior to recent elections. CEO and Councillors attend the National General Assembly in June each year.
13.4 Ensure we have appropriately skilled staff that are aligned to the organisational values of Council and are recognised accordingly.	13.4.1 Implement ongoing training and education program.	Completed/ongoing 	Training needs database developed post annual performance reviews in July each year and organisational training plan implemented. More than 4,500 hours of organisational training was provided to staff during the 2018-19 year, or 22 hours per EFT, this is due to additional online learning modules being assigned to staff.
	13.4.2 Recognise achievements in innovation and best practice, including through the staff awards.	Completed/ongoing 	Staff awards were held in August 2017, 2018 and 2019. Commenced a regular innovation section in the Staff Matters Newsletter. Two staff recognised in December 2017 for innovative Occupational Health and Safety practices. 2019 Staff Awards held August 2019.
	13.4.3 Pursue industry and professional recognition for staff.	Completed/ongoing 	2018 Councils Youth Support Co-ordinator was inducted into the Youth Affairs Council Victoria Hall of Fame. 2018 and 19 recognition in the Premiers Active April. Recognition in the Vic Health Healthy Workplaces Program for Smoking, Physical Activity and Mental Health and Wellbeing.
	13.4.4 Utilise management and leadership development programs.	Completed/ongoing 	The CEO, Directors and Managers were engaged in a leadership development program for 2017/18. Coordinators completed a Leadership Development program in 2017/18. Senior Accountant participating in LGFin Pro mentoring program.
	13.4.5 Increase cross-organisational awareness and resource sharing.	In progress 	Staff short term vacancies filled internally in the first instance. Resource sharing occurs on an ongoing basis. Staff filling in across different work groups to up-skill.
	13.4.6 Invite Councillors to all staff recognition events.	Completed/ongoing 	Councillors attended Staff Recognition Awards 2017, 2018, 2019 and the Staff/Councillor Christmas event in 2017, 2018 and 2019

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
13.5 Council to lead the conversation on Bridge placement with the community.	13.5.1 Represent councils views at stakeholder meeting.	In progress 	Council has requested a review of the heritage values of the Swan Hill bridge and has requested authorities review the location of a new bridge in light of the BPAC Engineers Australia Report.
	13.5.2 Conduct public engagement and awareness campaign.	In progress 	Council regularly issues media releases. The Swan Hill bridge is part of Councils state and federal advocacy strategy.
14.1 Improve effectiveness of Council's advocacy.	14.1.1 Identify the key issues to be advocated for.	Complete 	The Advocacy Strategy outlining key issues was adopted by Council in May 2019.
	14.1.2 Develop and implement an Advocacy Strategy.	Complete 	The Advocacy Strategy outlining key issues was adopted by Council in May 2019.
14.2 Work with Swan Hill District Health and Robinvale District Health Services to develop joint advocacy strategies for improved health services for our community.	14.2.1 Adopt the health precinct plan into the Swan Hill Planning Scheme.	Complete 	Council adopted Health Precinct Plan into Swan Hill Planning Scheme in November 2017.
	14.2.2 Regular meetings with relevant bodies to determine needs.	Completed/ongoing 	A 'Swan Hill needs a new Hospital' group has been operational for some time and includes officers and Councillors working with the community to advocate for a new hospital. The Group will continue to advocate to the newly elected State and Federal Government as appropriate.
	14.2.3 Advocate State and Federal Government.	Completed/ongoing 	Swan Hill District Health and the proposed redevelopment is a key part of Council's Advocacy Strategy. Swan Hill Needs a New Hospital campaign was initiated in June 2018, and the process has continued with various activities, and presentation of petition/ letters to Minister, post-June.
14.3 Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies.	14.3.1 Develop marketing material on key issues.	Complete 	A prospectus of potential government investment opportunities has been prepared and will continue to be updated.
	14.3.2 Strategically meet with key stakeholders and policy makers.	Completed/ongoing 	The Murray River Group of Councils has been particularly useful for Council in regional advocacy.







## Key results area Environment






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



We will have:




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





### What have we done

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




STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
15.3 Seek to influence how environmental water is used within the municipality.	15.3.1 Attain membership to Catchment Management Authorities (CMA).	In progress 	A Council position on MDBP is under development.
	15.3.2 Seek a position on CMA committees.	In progress 	No positions were filled at the last CMA elections.
15.4 Investigate opportunities to improve stormwater runoff from townships into the River.	15.4.1 Complete an investigation.	Complete 	1. Key issues Identified with needed work scoped and costed through updating the 10 Year Major Projects Plan. 2. Concerns are captured through Sysaid, investigated with tasks assigned to the engineering design staff where needed. Ongoing.
	15.4.2 Action recommendations.	Not started 	
	15.4.3 Identify funding opportunities and submit applications.	In progress 	Successful funding application for \$410,000 from NDRGS with \$205,000 from Council.








STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
15.5 Investigate alternative energy for council buildings, and a community solar option.	15.5.1 Identify additional buildings to connect to renewable energies.	In progress 	Council has joined Sustainability Victoria Local Government Energy Saver Program to take advantage of initiatives targeted at identified resource constrained municipalities. Stream 1: Establish Local Government Corporate Emissions Profile and Reduction Plan. Stream 2: Local Government owned facility energy audits. Stream 3: Implementation of Retrofit Work (funding opportunities of up to \$100,000). Ongoing investigation into solar options for facilities. Investigation of natural gas connection to Council owned buildings where possible.
	15.5.2 Prepare a business case for each option.	In progress 	Sustainability Victoria has made available funding to identified resource constrained councils including the Swan Hill Rural City Council to participate. Detailed audits on selected facilities have now been completed. ELT have approved priority works. Stream 3 works are now underway and is expected to be completed by April 2020. Works include solar installs on Swan Hill Depot, Nyah Community Centre, Lake Boga Community Centre, Robinvale Community Centre and Swan Hill Basket Ball Stadium. LED lighting installs will occur on main office building in Splatt St, Swan Hill Depot and Robinvale community centre. Variable speed drives will be installed at Nyah Pool and Manangatang Pool. The Splatt St main office also receive 30kWh battery install. Finally all sites that have upgrades will have Solar Analytics monitoring system that will enable staff to monitor electricity systems to help quantify the benefits of the upgrades and provide useful data on where further improvements can occur.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
15.6 Advocate for improved control on private and public land of feral pests and weeds (continued)	15.6.1 Engage with local Landcare groups	Completed/ongoing 	Continue to provide support to landcare groups through landcare facilitators to support landholders in controlling pests and weeds.
	15.6.2 Identify and reduce box thorn infestations.	Completed/ongoing 	Boxthorn control will shift from the Piangil-Swan Hill area to Lake Boga-Tresco area for 2019-20. As previously reported over 10,000 boxthorn plants were controlled in the Piangil-Swan Hill area using Tebuthiuron 200 which is a granular chemical and lasts 3 to 4 years and can be applied in any weather conditions. This technique has been highly successful and Council Officers hope to continue this effort over a 10 year period to encompass as much of the municipality as possible.
	15.6.3 Extend fruit fly program.	Completed/ongoing 	New funding applied for at local and regional level. Good results with the tree removal program. SHRCC staff on executive committee board.

STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
15.7 Review our work methods to reduce the environmental impact of what we do.	15.7.1 Review our fuel usage.	Completed/ongoing 	Fuel consumption figures captured and reports being established within fleet management system. Consumption data provided to Council's Environmental Officer for inclusion in energy and green house gas reduction study. Preliminary report received and discussed. Main recommendation to replace 32 vehicles with electric (impractical). Other suggestions for reduction of fuel will be further investigated.
	15.7.2 Review plant and corporate fleet requirements.	Complete 	Established plant committee to review plant and equipment requirements, current and future. Utilisation of all plant and vehicles captured and reports being established. Car pool booking system established and accessible for all Council staff. Adjusted replacement program to reflect altered priorities. Identifying potentially underutilised plant, for discussion and action.
15.7 Review our work methods to reduce the environmental impact of what we do (continued).	15.7.3 Investigate and use where possible sustainable building practices.	In progress 	We are electing to use (where possible) less obtrusive means of auguring so as to minimise damage to earth integrity and use compaction rather than concrete. Removing excess sprinklers to eliminate excessive watering, ongoing investigations into reclaiming storm water.
	15.7.4 Investigate and use where possible recycled materials.	Complete/ongoing 	Recycled materials used in Nyah Road median strip, (recycled material borders, drought tolerant plants, low maintenance landscaping). In April 2019, the resurfacing of Perrin Street, Robinvale was completed with asphalt incorporating crumbed rubber, made from recycled tyres. This material comes with a predicted life span of five to 10 extra years, compared with traditional asphalt.



STRATEGIC INITIATIVES	ACTION	PROGRESS	COMMENTARY
15.8 Define Councils approach to fulfilling our environmental enforcement obligations.	15.8.1 Develop a clear Policy.	In progress 	The planning scheme covers all the requirements for Council's environmental enforcement obligations. DELWP have developed amended native vegetation management rules which are now in force. The Planning Scheme will need to be amended to incorporate all relevant changes. Council staff have completed training to acquaint themselves with the new regulations. Additional training has been provided to field staff and Council was successful in securing the Roadside Maintenance Exemption within defined envelopes depending on classification assigned to particular roads throughout the municipality.
16.1 Review and implement the Waste Management Plan.	16.1.1 Approve a revised and updated Waste Management Plan.	Complete/ongoing 	<p>Victorian Government's release of the State's circular economy policy - Recycling Victoria. The policy outlines a 10-year action plan, with more than \$300 million committed to fundamentally transform Victoria's recycling sector, reduce waste, and set Victoria up for a more sustainable future.</p> <p>Recycling Victoria commits \$49.5 million in new funding to target infrastructure for priority materials; paper and cardboard, plastic, glass and hazardous waste (solvents). This commitment builds on the \$28 million already committed in the 2019-20 budget delivering a record investment in Victoria's recycling infrastructure.</p> <p>The Recycling Victoria Infrastructure Fund is designed to assist businesses to improve the quality of materials recovered and increase the capacity and capability of Victoria's resource recovery sector.</p> <p>Council currently reviewing its position with respect to circular economy policy and in discussion with Veolia to explore short-term extension of the current contract.</p> <p>The joint procurement process has been discontinued by the Regional Waste Management Group as limited benefit to any Council.</p>
	16.1.2 Implement identified actions.	Complete/ongoing 	<ol style="list-style-type: none"> <li>1. Ongoing progressive capping</li> <li>2. Ongoing investigation into relocating the Materials Recycling Facility from Gray Street to the Swan Hill Landfill site.</li> <li>3. Construction of the e-waste sheds is completed.</li> <li>4. Ongoing works to ensure compliance with EPA/ Licence conditions.</li> </ol>

FOUR YEAR PRIORITY	OBJECTIVE	PROGRESS	COMMENTARY
16.2 Investigate opportunities for green waste and organic collection service.	16.2.1 Review data for current green waste service.	Complete 	Green waste service in place and it is expanding. Organics has been investigated by EDU. (Ongoing).
	16.2.2 Develop and implement a green waste information campaign.	Complete 	Council officers are running a green waste management media campaign in September each year. A plan in place for promoting free green waste disposal at Robinvale and Swan Hill Landfill one weekend per year. We need to launch new campaign in Lake Boga and Robinvale townships. Calendar of Green waste collection circulated to the participated residents every year.
	16.2.3 Investigate organic waste disposal opportunities.	Completed/ongoing 	Grant applied for to fund a business plan for regional composting facility between Buloke, Yarriambiack and Swan Hill to be completed April 2020.
16.3 Continue to lobby for a state-wide container deposit scheme.	16.3.1 Have the container deposit scheme identified as a priority in the Loddon Mallee Waste Resource Recovery Forum	In progress 	Loddon Mallee Waste Resource Recovery Forum continue to lobby government. Now this has been announced as state wide policy to be implemented by 2023
16.4 Develop projects that can be funded from the Victoria Sustainability Fund that provide environmental benefits for our community.	16.4.1 Identify projects.	In planning 	No viable projects identified at this stage.
	16.4.2 Secure funding for identified projects.	In planning 	No viable projects identified at this stage.
	16.4.3 Investigate opportunities for recycling industry within the municipality (included as part of 18/19 review).	In planning 	Working with a new business trying to establish a demolition recycling business in Swan Hill.



**Swan Hill Rural City Council**

**Postal Address**

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45 Splatt Street Swan Hill, Victoria 3585

Phone: (03) 5036 2333 Fax: (03) 5036 2340

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

### **C.20.7 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
979	Deed of Variation of Lease	Between Swan Hill Rural City Council and Swan Hill Senior Citizens Inc.	15-04-20
980	Section 173 Agreement Planning Permit: 2019-71 Condition No 10-86 – O'Connor Lane, Tol Tol, native vegetation offset requirement	Between Swan Hill Rural City Council and Sunvale Produce Pty Ltd	15-04-20
981	Deed of Variation of Lease	Between Swan Hill Rural City Council and Nyah West and District Senior Citizens.	21-04-20

**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.20.8 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S15-05-06  
**Attachments:** 1 Councillor Assembly Attendance

### **Declarations of Interest:**

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

### **Summary**

The Local Government Act 1989 requires that the details of Councillor Assemblies be reported to Council meetings on a monthly basis.

### **Discussion**

The State Government has amended the Local Government Act 1989 which requires Council to report on Councillor Assemblies.

Whilst Minutes do not have to be recorded, Agenda items and those in attendance must be, and a report presented to Council.

An assembly of Councillors is defined as a meeting that is planned or scheduled at which at least half of the Council and one Officer are in attendance, and where the matters being considered that are intended or likely to be the subject of a Council decision.

No formal decisions can be made at an assembly but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent assemblies of Council are attached.

### **Consultation**

Not applicable.

### **Financial Implications**

Not applicable.

### **Social Implications**

Not applicable.

**Economic Implications**

Not applicable.

**Environmental Implications**

Not applicable.

**Risk Management Implications**

Not applicable.

**Council Plan Strategy Addressed**

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

**Options**

Council must comply with the requirements of the Local Government Act 1989.

**Recommendation**

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

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
21 April 2020 at 1pm, Via Video Link (GoToMeeting)**

**AGENDA ITEMS**

- Our Place up-date

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Les McPhee
- Cr Lea Johnson
- Cr Jade Benham
- Cr Bill Moar
- Cr Ann Young

**Apologies**

- Cr Chris Jeffery
- Cr Nicole McKay

**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
- Candis Fraser, Project Manager Our Place
- Dione Heppell, Construction Project Manager Regional Livestock Exchange Redevelopment

Other

- Nil

**CONFLICT OF INTEREST**

- Nil



**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
28 April 2020 at 1pm, Via Video Link (GoToMeeting)**

**AGENDA ITEMS**

- Mallee Regional Partnerships WiFi Funding
- Our Place – Update on the designs for the two options and Community consultation program
- KSI 3rd Quarter
- Intersections Gray & Campbell and Murlong & McCallum
- 17 Albert Street Swan Hill Planning Permit extension request

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Chris Jeffery
- Cr Les McPhee
- 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
- Candis Fraser, Project Manager Our Place
- Muriel Scholz, Senior Economic Development Officer
- Bec Lyons, Visitors Services & Bookings Officer
- Dione Heppell, Construction Project Manager Regional Livestock Exchange Redevelopment
- Stefan Louw, Development Manager
- Nazrul Islam, Engineering and Capital Projects Manager
- Helen Morris, Organisational Development Manager

Other

- Gerard Brandrick, Our Place - Architect

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
5 May 2020 at 1pm, Via Video Link (GoToMeeting)**

**AGENDA ITEMS**

- Councillor Only Session
- Live-streaming of Council Meetings
- Possible Land Purchase
- Swan Hill District Health
- Our Place
- Urban Tree Management Plan
- Waste Management
- Power Purchase Agreement

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Chris Jeffery
- Cr Les McPhee
- 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
- Candis Fraser, Project Manager Our Place
- Dione Heppell, Construction Project Manager Regional Livestock Exchange Redevelopment
- Dallas Free, Works Manager
- Simon Burge, Senior Technical Officer
- Nazrul Islam, Engineering and Capital Projects Manager
- Julie Wiggins, Procurement and Properties Coordinator

Other

- Peter Abraham and Rosanne Kava (Swan Hill District Health)

**CONFLICT OF INTEREST**

- Nil

**SECTION D – NOTICES OF MOTION**

**SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA**

**SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS**

**SECTION G – IN CAMERA ITEMS**