

MINUTES

SPECIAL MEETING OF COUNCIL

Tuesday, 7 July 2020

Held in the Swan Hill Town Hall
McCallum Street, Swan Hill
Commenced at 1pm

COUNCIL:

Cr B Moar – Mayor

Cr A Young
Cr LT McPhee
Cr J Benham
Cr C Jeffery
Cr L Johnson
Cr N McKay

Confirmed 21 July 2020

Chairperson.....

SECTION A – PROCEDURAL MATTERS3
SECTION B – REPORTS.....4
B.20.38 RECEIVE AND HEAR SUBMISSIONS TO THE PROPOSED
2020/21 BUDGET4
B.20.39 COUNCIL PLAN 2017-21 (2019/20 REVIEW, HEAR AND
CONSIDER SUBMISSIONS34
B.20.40 OUR PLACE PROJECT - SITE LOCATION95

SECTION A – PROCEDURAL MATTERS

- **Open**

Mayor, Councillor Bill Moar assumed the chair and declared the meeting open at 1.15pm.

- **Acknowledgement of Country**

Mayor, Councillor Bill Moar read the Acknowledgement of Country.

- **Prayer**

Cr Lea Johnson read the prayer.

- **Apologies**

Nil

- **Confirmation of Minutes**

Nil

- **Declarations of Conflict of Interest**

Nil

SECTION B – REPORTS

B.20.38 RECEIVE AND HEAR SUBMISSIONS TO THE PROPOSED 2020/21 BUDGET

Responsible Officer:	Director Corporate Services
File Number:	S15-06-11
Attachments:	1 Submission 1
	2 Submission 2
	3 Submission 3
	4 Submission 4
	5 Submission 5
	6 Submission 6

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 enable Council to receive and hear submissions for the Proposed 2020/21 Annual Budget.

At the close of the submission period six submissions were received. One submitter requested to speak to their submission.

Discussion

Council advertised for submissions to its Proposed 2020/21 Annual Budget in the Swan Hill Guardian on 29 May 2020 and the Robinvale Sentinel on 28 May 2020.

The Statutory period for making submissions has now passed. As required under the Local Government Act 1989. Council must now formally receive, hear and then consider all submissions. Consideration of submissions will occur at a Special Council Meeting to be held on Tuesday 14 July 2020.

At the close of the submission period six submissions were received. One of the submitters has requested to speak to their submission.

Summary of Submission 1

The submitter advocates for Solar Heating of the Nyah Pool and asks whether the project in the draft budget will include the heating.

Summary of Submission 2

The submitter seems to disagree with the budgeted allocation of \$150,000 for Library books and materials.

The submission questions the scope of works at the Swan Hill Aerodrome and whether the previously proposed flight school would include a financial contribution from the flight school owners.

Summary of Submission 3

The submission questions the need for indented parking in Yana Street, Swan Hill. It raises a question of lack of control over parking habits.

The submitter also questions whether the project is to support the previously proposed flight school.

They suggest the money should be reallocated to Bus Shelters or reduced Tip fees.

Summary of Submission 4

The submitter asks when Naretha Street Swan Hill road upgrade works will occur and whether kerbs and driveways will be adjusted as part of the works.

Summary of Submission 5

The submitter would like more funding for local roads and areas outside of Swan Hill Township. He argues that less funding should be provided for non-infrastructure related projects.

Summary of Submission 6

The submission suggests that an Aerodrome Masterplan should be prepared and asks three specific questions in relation to that suggestion.

Responses to the questions will be provided as part of the report to “Consider Submissions: at the Special Council Meeting to be held on 14 July 2020.

Consultation

The submission process is part of the consultation process for the budget.

Financial Implications

The hearing of submissions has no financial implications.

Social Implications

The hearing of submissions allows for community participation in Councillor decision making leading to improved social outcomes.

Economic Implications

The hearing of submissions has no economic implications.

Environmental Implications

The hearing of submissions has no environmental implications.

Risk Management Implications

The hearing of submissions has no risk management implications.

Council Plan Strategy Addressed

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

Options

After considering the submissions Council can choose to adopt or amend the 2020/21 Annual Budget.

Recommendations

That Council Receive and Hear submissions to the Proposed 2020/21 Annual Budget.

62/20 Motion

MOVED Cr McPhee

That Council Receive and Hear submissions to the Proposed 2020/21 Annual Budget.

SECONDED Cr Johnson

The Motion was put and CARRIED

63/20 Motion

MOVED Cr McPhee

That standing orders be suspended.

SECONDED Cr Johnson

The Motion was put and CARRIED

Mr Andy Millar spoke to his submission.

64/20 Motion

MOVED Cr McPhee

That Standing Orders be resumed.

SECONDED Cr Johnson

The Motion was put and CARRIED

Budget_enquiry_Nyah_Swimming_Pool

FROM: Lauren Paynter

FEEDBACK:

Hi David,

Will the upgrade to the heating system at the Nyah Swimming Pool include the introduction of solar heating?

The Nyah Pool desperately needs solar heating to meet community needs, so I think this is a wise investment for the Council.

Thanks

submission_to_draft_budget_ritchie

FROM: Jack Ritchie

ADDRESS:

FEEDBACK:

\$150K on library books, really

Funds on airstrip. Is this for general repairs or for the fly school that is supposed to be coming ? If fly school and theirs foreign interest, are they contributing capital towards the reconstruction?

SPEAK AT COUNCIL MEETING: No

CONTACT PHONE:

submission_to_draft_budget_donnan

FROM: Michelle Donnan's

ADDRESS: ;

FEEDBACK:

Why would you waste money on indented parking in Yana Street when the parents attending the school in vehicles and young adventurers staff drive all over the sidewalk area and along the bike path. They park wherever they like on the sidewalk .

I have to wonder if this is just another look after a mate project or if it is getting ready for the new flying school project, that no one wants, to assist with the extra traffic.

I am sure that money can be put towards something better like bus shelters for the elderly and cheaper tip fees. I live in Yana street and I can already see this is going to be another waste of rate payers money again..

SPEAK AT COUNCIL MEETING: No

CONTACT PHONE:

-----Original Message-----

From: donotreply@swanhill.vic.gov.au

Sent: 1/06/20 11:08 AM

To: SWANHILL.VIC.GOV.AU\council, ktaylor@swanhill.vic.gov.au

Subject: Your Say - Draft budget released for public comment

FROM: Michelle Alexander

ADDRESS:

FEEDBACK:

Do you know when Naretha Street road upgrade is to start and will drive way curb to footpaths be included?

SPEAK AT COUNCIL MEETING: No

CONTACT PHONE:

budget_submission_infrastructure_projects_and_road_maintenance_goodwin

i would like to find out why the council feels that 4m or more dollars needs to be spend on non-infrastructure projects, when roads in the towns outside of swan hill are in need of repair and refusal to do so with the reasoning being not enough funds in the budget

why is it that swan hill get the majority of the budget but those that also need it in the councils area are getting less then 500 thousand for infrastructure and repairs and do not actually get repairs.

i would think councils priority should be to its base functions (which is ALL of the councils area not just swan hill) and do the repairs and upgrades for all of the council area

then once all the maintenance is done then push the budget into other area's.

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Request User:

**Save Swan Hill Serenity Action Group Inc.
SSHSAG**

Submission to the draft budget of the SHRCC for 2020/2021

Save Swan Hill Serenity Action Group Inc. (SSHSAG) take this opportunity to make the following submission to Council regarding the draft budget of 2020/2021

We are principally interested in the areas of the budget pertaining to the Aerodrome. We note the following budget items or lines.

* 4.1.4 Grants	
Capital Grants	
Non- recurrent - state government	
Aerodrome	\$ 900,000.00
* Capital works program	
Swan Hill aerodrome - refurbishments	\$ 450,000.00
Swan Hill aerodrome - lighting and runway	
Reconstruction	\$ 1,885,000.00
Other infrastructure	
Swan Hill aerodrome - renewal works	\$ 445,000.00
	\$ 3,680,000.00

This is a significant amount being budgeted for in the 2020/21 year.

In a recent interview on the ABC the SHRCC CEO indicated that works have been budgeted. But the situation was now "fluid" as the flight training school negotiations had been suspended. The funds were still available, the Council were committed to improving the aerodrome and were monitoring changing circumstances while never closing the door on future discussions.

We understand that there is no committee of management of the Swan Hill Aerodrome. From the budget there appears to be 10 hanger site leases, a workshop lease, a site lease for the weather station and a cropping lease. There is also a pavement concession charge based on the weight of aircraft.

We note that in the Australian Standards Catalogue SA HB 149:2016 (refer attached) there is a need for an Airport Master Plan to forecast the development of airports including the impact of noise. Such a plan has the dual function of guiding an airports owner's business decisions and informing the airport users and the community. It is suggested that an Airport Master Plan should have four fundamental sections covering business, operations, community and environment.

Save Swan Hill Serenity Action Group Inc.

saveswanhillserenity@outlook.com

**Save Swan Hill Serenity Action Group Inc.
SSHSAG**

We ask the Council whether there is an Airport Master Plan for the SH Aerodrome?

If so, did the workshop with aviation projects (refer to link below) produce an appropriate public document and did it involve any community consultation?

If not would Council consider, especially in light of the current fluid situation the proposal to develop an Airport Master Plan to link the improvements to the changing circumstances?

We continue to be committed to the future of the aerodrome. It is an essential community asset providing a vital plank in the regions health service, emergency response network and postal services.

The Airport should always be owned by the community, represented by Council.

We understand the opportunities that can be canvassed through aerodrome improvements of increased traffic, commercial and private, via freight of produce and tourism. We want the aerodrome to continue to be an asset to the community and be managed in a manner reflecting due diligence and community consultation

A.J. Millar, on behalf of

Save Swan Hill Serenity Action Group Inc.

Tuesday, 23 June 2020

Encl:

Standards Australia Handbook 149:2016
The Importance of an Airport Master Plan

Link to:

Swan Hill Airport Master Plan Workshop
<https://www.aviationprojects.com.au/our-projects-view/swan-hill-master-plan-workshop-51>

CC

Chief Executive Officer - SHRCC Mr John McLinden
slindsay@swanhill.vic.gov.au
council@swanhill.vic.gov.au

Save Swan Hill Serenity Action Group Inc.

saveswanhillserenity@outlook.com

The Importance of an Airport Master Plan.

SA HB149:2016 calls for an Airport Master Plan to forecast the future direction (development) of the airport and the associated impacts on existing noise. Kempsey Airport doesn't have an Airport Master Plan, although Kempsey Shire Council has included funding in budget forecasts to develop one. The absence of an Airport Master Plan has led to a series of reactive, ad hoc development decisions.

An Airport Master Plan should have four fundamental subsections, Business, Operations, Community and Environment. An Airport Master Plan has the dual function of guiding an airport owner's business decisions and informing the community, including airport users. Some documents will span several subsections; for example, a Noise Management Plan should span Operations, Community and Environment. Documents that should be developed for each subsection include:

- Business
 - Business Plan
 - Airport Development Plan
 - Annual Budget (within the overall Council budget)
 - Cost Benefit analysis
- Operations
 - En Route Supplement Australia (ESRA) (existing but inadequate)
 - Fly Neighbourly Agreement (existing but inadequate)
 - NOtice To AirMan (NOTAM) (existing)
- Community
 - Community Impact Assessment
 - Noise Management Plan (existing but inadequate)
 - Community Engagement Strategy (existing)
- Environment
 - Environment Impact Assessment
 - ANEF contours
 - Noise Management Plan (existing but totally inadequate)

SA HB 149:2016

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2
3
4
5
6
7
8
9
10

Handbook

Acoustics—Guidance on producing information on aircraft noise



This Australian Handbook was prepared by Committee EV-011, Aircraft and Helicopter Noise. It was approved on behalf of the Council of Standards Australia on 2 June 2016. This Handbook was published on 17 June 2016.

The following are represented on Committee EV-011:

- Air Services Australia
- Aircraft Noise Ombudsman
- Australian Acoustical Society
- Australian Airports Association
- Australian Association of Acoustical Consultants
- Australian Helicopter Industry Association
- Australian Local Government Association
- Australian Window Association
- Consult Australia
- Department of Defence (Australian Government)
- Department of Environment, Land, Water and Planning, Vic.
- Department of Infrastructure and Regional Development (Australian Government)
- Department of Planning, WA
- Department of Planning and Environment, NSW
- Department of Planning, Transport and Infrastructure, SA
- Department of Transport and Main Roads, Qld
- Master Builders Australia
- National Acoustic Laboratories
- Northern Territory Planning Commission
- Planning Institute Australia
- Property Council of Australia
- University of New South Wales
- Urban Development Institute of Australia

This Handbook was issued in draft form for comment as DR SA HB 149:2015.

Standards Australia wishes to acknowledge the participation of the expert individuals that contributed to the development of this Handbook through their representation on the Committee and through the public comment period.

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Standards Australia welcomes suggestions for improvements, and encourages readers to notify us immediately of any apparent inaccuracies or ambiguities. Contact us via email at mail@standards.org.au, or write to Standards Australia, GPO Box 476, Sydney, NSW 2001.

PREFACE

This Handbook was prepared by the Standards Australia Committee EV-011, Aircraft and Helicopter Noise.

This Handbook provides guidance on the preparation of information on aircraft noise for dissemination to the public. It is not a land use planning tool. The Standards Australia document AS 2021, *Acoustics—Aircraft noise intrusion—Building siting and construction* provides a standard for use in land use planning, and the siting and construction of buildings in the vicinity of airports. This Handbook is intended to improve the availability of information about aircraft noise in a form that will allow individuals to make personal judgements about the impact of that noise on themselves.

Individuals may use information published in accordance with This Handbook as part of a judgement about whether or not an area is suitable for them personally, either as a place of residence or as a work location.

Individuals may be more or less affected by aircraft noise depending on the specific characteristics of that noise, their personal circumstances, their individual sensitivities and their lifestyle. Consequently, when members of the general public make personal decisions about the impact of aircraft noise they may require information additional to that represented by an Australian Noise Exposure Forecast (ANEF) chart. Some individuals may be relatively unaffected by noise within the highest ANEF contour zones, and conversely some people may be seriously affected by relatively low levels of noise in areas outside the lowest ANEF contours shown on an ANEF chart.

This Handbook addresses noise generated by aircraft inflight, taking-off or landing and excludes ground-based airport operations, for example, aircraft taxiing, testing of aircraft engines, mobile equipment, etc.

STANDARDS AUSTRALIA

Australian Handbook

Acoustics—Guidance on producing information on aircraft noise

SECTION 1 SCOPE AND GENERAL

1.1 SCOPE

This Handbook provides guidance on how information about aircraft noise and its impacts on areas in the vicinity of airports can be presented in a clearer, less technical and more informative manner for the general public. It is not a standard and does not propose any absolute value for when aircraft noise is acceptable or unacceptable. Information provided in accordance with This Handbook may assist individuals in making their own judgements about the acceptability of aircraft noise, taking into account their own personal circumstances. This Handbook is also not intended as a guide to land use planning and building treatments in the vicinity of an airport. That is a matter for Australian Standard AS 2021:2015, *Acoustics—Aircraft noise intrusion—Building siting and construction* (see Clause 1.3).

The tools presented in this Handbook seek to assist in explaining aircraft noise as it is perceived on the ground in an open air environment.

1.2 OBJECTIVE

This Handbook provides guidance on the production and publication of information that describes and explains aircraft noise, so that it is provided in a manner that is comprehensible to the general public. It is also intended as a means of providing consistency in the presentation of such information, to further assist individuals in making informed decisions about the extent that aircraft noise may impact on them personally.

1.3 APPLICATION

The guidance provided in this Handbook is intended for use by airport owners and operators, government agencies, and other organisations, when producing and promulgating information on the distribution of aircraft noise around an airport. Provision of information in a format that is meaningful to the public will assist both the agencies presenting the information, and the public for whom that information is provided.

Organisations promulgating this Handbook should provide clear advice around how building form, construction materials, layout and orientation can and will affect how aircraft noise is conveyed through buildings to interior spaces.

AS 2021 has been developed specifically to assist in land use planning in the vicinity of airports, and in determining appropriate building constructions. AS 2021 is intended for use by land use planners when determining areas where certain types of noise sensitive development should or should not occur, and the acoustic treatment of buildings within noise affected areas. AS 2021 presents information about aircraft noise primarily in the form of a single composite index as the Australian Noise Exposure Forecast (ANEF).

AS 2021 is not intended to present information to the general public about the nature of aircraft noise that they might experience on a day to day basis.

NOTE: Appendix A provides an explanation of some of the key terms used in this Handbook.

1.4 REFERENCED DOCUMENTS

The following document is referred to in this Handbook.

AS
2021 Acoustics—Aircraft noise intrusion—Building siting and construction

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SECTION 2 KEY AIRCRAFT NOISE METRICS

2.1 INTRODUCTION

Information for the general public about aircraft noise should provide details of the seven key features of that noise as it might affect the public, as follows:

- (a) Where aircraft fly.
- (b) How often aircraft fly.
- (c) How much noise aircraft make.
- (d) When aircraft fly.
- (e) How widely noise will be heard.
- (f) Current and projected future noise impacts.
- (g) Other factors.

The information described in this Handbook is necessarily confined to external noise levels. In producing information it should be made clear that indoor noise levels will be affected by the specific nature of any building or its construction.

Published information should also be explicit about the timeframes over which any information applies. The information may be based on existing noise levels, or it may be a short, medium or long-term forecast. Any information provided should be clear on its relationship to other forecasts such as those in airport master plans. Where the information is based on a forecast it should include discussion of any important contingent events (such as approval of a new runway or securing significant new business), and should include material to clarify the likelihood of such events occurring.

2.2 KEY AIRCRAFT NOISE INFORMATION

2.2.1 General

The following items represent the key components of an aircraft noise information package. They may not all be required for every airport, but they should be regarded as the key elements of noise information dissemination, and should only be discarded if there is a sound basis for doing so.

ANEF charts (prepared in accordance with AS 2021) would not generally be expected to provide information that might more broadly assist the public to understand the nature or potential impact of aircraft noise. Nevertheless they do provide information that is useful to some members of the public. Accordingly it is useful to provide links to, or cross references for, ANEF charts when providing information on aircraft noise.

2.2.2 Presenting information to the public

The information described in this Handbook can be presented in a variety of media forms. The best or most effective form of presentation will vary according to the specific audience, but could include the following:

- (a) Paper based material.
- (b) Physical exhibits.
- (c) Online material (including downloadable material and material provided through an app or web interface).
- (d) Other new media forms as they become available.

2.3 THE SEVEN KEY FEATURES OF AIRCRAFT NOISE INFORMATION

2.3.1 Where aircraft fly (flight corridor maps)

Aircraft in the vicinity of airports are generally required to fly in predictable and consistent patterns. This is achieved by the pilot intending to fly a defined flight path, often displayed as a line drawn on a map. However, practically, it is not possible for an aircraft to fly precisely along those flight paths. The location of actual flight paths will vary due to aircraft performance, pilot technique, wind and other factors. As such, pure 'flight path' maps may do little to explain where aircraft actually fly.

A clearer representation for the public may be achieved by providing flight corridor maps showing a 'corridor' being a width on either side of the centreline of the flight path depicting where aircraft are expected to track. The map should show and label a set of departure and arrival corridors, such that at least 95% of all airport movements are captured within one of the corridors.

Flight corridors vary in width depending on the type of flight path, navigational aids, the capability of the aircraft and the inclusion of turning points. For example, a flight corridor may be very narrow for flight paths used exclusively by aircraft utilising highly accurate satellite navigation systems such as Required Navigational Performance (RNP) or Smart Tracking, or aircraft approaching an airport utilising an Instrument Landing System (ILS). Conversely, it may be wide where it includes an altitude-based turning point.

Flight corridors should be in a form that provides a clear picture of where aircraft fly. This may require a shaded band to cover a broad area either side of the published flight path. Graduated shading can distinguish between that part of the corridor that generates the most noise (i.e. high percentage of flight movements) and that part of the corridor with lower noise levels (i.e. low percentage of flight movements). Graduated shading can also be used to depict the expected altitude of aircraft on the flight path. Whatever method is used to present the corridor, it is important to explain clearly what it means and how it should be interpreted.

Where there are substantial differences in the extent to which flight paths are used by jet and non-jet aircraft, separate jet and non-jet paths should be shown and labelled.

The Department of Defence produces maps to represent the main flight paths used by military aircraft in the vicinity of an airfield and/or training area. These provide an indication of where aircraft may be expected to fly. Military flight path maps are also produced as part of environmental assessment documents, and indicate how military aircraft intend to use an air weapons range. The actual location of an aircraft with respect to the flight path will vary depending on operational and safety needs.

As with civil airports, military air traffic controllers keep aircraft at safe distances from each other in the air and on the ground, while arranging them in a sequence for landing and take-offs along organised flight paths. Because of the short range of military fast jets in particular, military aircraft often fly more flexible departure and arrival routes in order to maximise useful operating time. When flying in formation, military aircraft may take off and fly in pairs or in close proximity. These practices can increase the noise heard for short periods.

2.3.2 How often aircraft fly

Information provided should show the amount of use that each flight corridor receives. This should be shown by labelling flight corridors with the following:

- (a) Average daily aircraft movements.
- (b) The daily range of movements, in the form of a minimum and maximum number of movements.
- (c) Movements in that corridor as an annual percentage of all movements at the airport.

- (d) The percentage of days per year with no movements.

If there is significant daily or seasonal variation, this should be shown by providing separate flight corridor maps for relevant periods which may require day, evening, night, weekday, weekend and seasonality differentiation.

2.3.3 How to describe and define aircraft noise

2.3.3.1 General

Most major or significant airports (e.g. the capital city airports) have ANEF contour charts. ANEF charts and the application of AS 2021 remain the key planning tools for regulatory and planning agencies in defining sensitive land use zones and requiring building treatments in the vicinity of an airport.

ANEF charts are not intended for use as an information tool for the presentation of aircraft noise to the general public. However any presentation of information on aircraft noise should include links or cross references to ANEF charts for the relevant airport as supplementary information.

2.3.3.2 Alternative representations of aircraft noise information

Alternative representations are as follows:

(a) N-contour maps

The level of noise that can be heard from overflying aircraft can be described in many different ways. These include the use of composite noise indices (such as an ANEF), maximum noise levels due to different aircraft operations, and the number of events above a specified noise level. While all these measures have their place, 'number above' (N-contour) maps have proved to be a useful means of communicating with the general public about potential aircraft noise impact and are recommended for inclusion in presentation material.

N-contour maps are prepared with reference to a specified decibel level, a specified time period (for example, 7 am to 7 pm, or 24 hours) and a specified period of the year (for example, a season, or the full year). The decibel level, time period and period of the year should be stated explicitly on each map. N-contour maps indicate the average number of aircraft noise events per day (within the specified time ranges) which have a noise level (as defined below) at or exceeding the specified decibel value for the map. Contour lines on the map show the area within which the average number of aircraft noise events per day exceeding the specified decibel level is at least the value shown on the contour.

For example, a 20 event N70 contour means that the land within that contour line will experience an average of at least 20 events per day with a noise level of 70 dB(A) or more, in the period to which the contour map applies. The decibel levels specified in N-contour maps represent the maximum A-weighted noise level reached during an approach, departure or fly-over of an aircraft, using 'Slow' time constant (L_{ASmax}).

Such maps should be included in any presentation of the impact of aircraft noise in the vicinity of airports.

N-contour maps generally provide a good indication of the frequency and loudness of aircraft noise events at a particular location, but this will not always be the case. Airports with unusual movement patterns may require the use of other indicators. An airport with less frequent traffic, but high levels of noise when used, could usefully present information based on the maximum aircraft noise level occurring at any location, using L_{Amax} contours as described below.

Typically N-contour maps present the annual average number of events per day. However, depending on circumstances it is often helpful to provide N-contours representing the average number of events per day within certain time periods and/or, during specific seasons, or during specific times when different airport operating procedures may apply. Appropriate time periods for such contours are discussed in Clause 2.3.4.

This Handbook does not prescribe a fixed set of decibel levels or numbers of events that should be used in N-contours. However, as guidance, the maps should generally present the N70 contours for daytime traffic and N60 contours for night-time traffic. Typically these maps would include contours representing 10 events and 20 events per day, although contours representing 50, 100 and 200 events should be considered for airports with high traffic numbers.

It may be appropriate to use shaded bands, especially if the map contains only one or two contour lines, to highlight that there may not be a great difference in the noise impact either side of the N-contour. Alternatively, accompanying material could make it clear that the noise does not stop at the contour.

(b) *Maximum noise contours*

L_{Amax} contour maps indicate the loudest aircraft noise event experienced at the location (within the specified time ranges). Contour lines on the map show the area within which the loudest aircraft noise events (L_{ASmax}) can be expected to exceed the specified decibel level shown on the contour. The contours may exclude events that are not typical of that location, for example, a missed approach to a runway. Noise reduces with distance, with high noise levels likely to occur near an airport or a flight path, and lower noise levels occurring further away. While L_{Amax} contours are effective at showing this change, they should be supplemented with sufficient descriptive advice to allow them to be interpreted carefully. In particular, it should be noted that the contours do not represent the noise level from any specific event—along the contour the loudest event at one location may occur on a different occasion from the loudest event at another location.

(c) *Average noise contours*

Maps showing 'average' noise (L_{Aeq}) can be useful to identify and compare the overall contribution of aircraft noise to the wider urban, suburban and rural environment. In quiet locations, or at night, aircraft may be a dominant source of noise, however this may not be as significant for locations near freeways, railways, commercial precincts or during busy daytime hours. However, care should be taken in making comparisons between noise from different sources, as studies indicate that reaction to the same L_{Aeq} noise level differs between sources.

(d) *Other useful information*

Other information about the frequency of noise, particularly for loud noise events or where specific weather conditions can dictate unusual patterns of flying activity, can also be useful to describe aircraft noise affecting specific locations. This information, which may be displayed on maps, in charts and other graphical forms, may help residents understand unusual activity periods such as military training that do not occur on a daily basis.

2.3.4 When aircraft fly

Information on aircraft noise exposure needs to consider aircraft movements separately during the day, evening and night periods. Most airports would require separate N-contour maps showing daytime and night-time, and probably also evening. Typical definitions for these periods are set out below, but these may vary as indicated.

The time of day at which aircraft noise occurs is one of the most critical elements in allowing individuals to make judgements about the likely impact of that aircraft noise. Night-time noise is likely to be of greater concern to most people than daytime noise, as it is likely to occur in a context of less background noise, making it more prominent. Equally, evening noise and early morning noise are likely to be more intrusive for more people than noise in the middle of the day. On the other hand this pattern may be very different for some individuals such as shift workers.

Presenting information about the timing of aircraft noise raises challenges around how day, evening and night periods are defined. Aircraft noise information needs to describe the difference between day, evening and night-time and adapt to local conditions such as the amount of background noise in the evening or at night, which can vary from location to location.

In the Australian context, the following time bands are widely used: daytime 6 am to 6 pm, evening 6 pm to 11 pm and night 11 pm to 6 am. In other regions these time bands could be daytime 7 am to 7 pm, evening 7 pm to 11 pm, and night 11 pm to 7 am. The use of time bands and their definitions should be clear and explained. For airports with particularly heavy traffic at the margins of these time zones it may be appropriate to provide additional maps. (For example, airports with a morning peak starting at 5 am should make this clear.) Airports with curfews may still need to show night-time movements to cover exempt flights, but may also need to show peaks if they occur in late evening or early morning. Daylight savings influences may also require explanation.

Seasonal variations often deserve specific attention. For those living (or contemplating living) in the vicinity of airports seasonal variation in noise levels can be critical. Such variation can result in people being misled about noise levels by inspecting the property in a 'low noise' season (or indeed a high noise season), and can have a major impact on individuals with a particular lifestyle such as those who use outdoor areas more in the appropriate season. Seasonal variation may be represented by graphs, but can also be shown on flight corridor maps, or by separate N-contour maps by season. All presentations should show variation as it relates to specific corridors rather than as a variation in overall movements at the airport, as often the seasonal variation is about movements using alternate flight paths.

2.3.5 How widely noise will be heard

Complaints about aircraft noise have been lodged by individuals living over 30 km from an airport with the aircraft operating at over 10 000 feet. This does not mean that aircraft noise information should be provided for every part of the country or even for a 30 km radius around every airport, but it does highlight the need for an expansive view of those who may be affected by aircraft noise. Importantly, any information provided should state clearly and explicitly that aircraft noise will extend beyond the lines and contours shown on most aircraft noise maps and that it is likely that everyone in any city or town served by an airport will hear some aircraft noise.

Aircraft noise information should encompass most people who may be concerned about aircraft noise. The information referred to in Clauses 2.3.3 to 2.3.6 is likely to encompass the majority of people affected by frequent noise but not necessarily those affected by less frequent but loud noise.

It is important to ensure that users of aircraft noise information clearly understand there will be noise outside the noise contours shown on any diagrams. How such information is presented will vary according to circumstance. It may include a clear and explicit statement that aircraft noise will be heard over a much wider area than that shown on diagrams, or will be heard at some stage everywhere within a city or town with an airport. Such a statement should be a prominent part of any information package.

2.3.6 Current and projected noise impacts

Inaccurate and/or inadequate information about aircraft noise could have serious and real effects on those living in the vicinity of airports, or those with interests in land in the vicinity of airports. For some people, the level of aircraft noise may be a critical component of the decision as to where to live. Equally, poor communication of aircraft noise information may impact on the long-term operational sustainability of the airport. Accordingly, it is important that the information provided is accurate and fair.

Presentations showing current noise levels should use the records of current aircraft movements. Information should also be provided about anticipated future movements and associated noise levels. Generally information on future air traffic arrangements should cover the same range of information that has been provided for current air traffic and as set out in this Handbook.

Forecasts can be based on a variety of assumptions and may be for various periods into the future. Forecasts should set out clearly and explicitly state the assumptions and timeframes on which they are based. In particular the forecasts should spell out whether they assume the occurrence of specific events (such as the opening of a new runway, or the establishment of new services) and should provide a clear rationale, timeframe and likelihood.

The assumptions underlying forecasts should be clearly articulated in supporting documentation, including comparison with current activity, explanation of changes due to aircraft fleet developments or changing technologies, and assumptions about runway usage for the airport. It should also be clear how forecasts and associated projected noise impacts align with those presented in any other documents, such as airport master plans.

In some cases forecasts may be based on the ultimate capacity of the airport, to a 20 year horizon or well beyond. An ultimate capacity forecast is a useful adjunct to a time limited forecast as many of those interested in the noise impacts from an airport may intend to use property in the vicinity of the airport well beyond a 20 year period. This is particularly the case if the airport and its flight paths are located near areas considered for future urban development as part of metropolitan or regional strategic plans. If an ultimate capacity forecast is used, that also should be explicit, including the reasoning and assumptions behind the decision to use it and a demonstration of how it aligns with broader strategic land use planning processes.

To ensure that forecasts can account for and be monitored against changes in aviation activity and land use in the vicinity of airports, they should be periodically reviewed and new forecasts prepared. It is recommended that forecasts be reviewed every 5 to 10 years.

2.3.7 Other factors

Other factors can affect community and individual responses to airport noise. These factors should be reflected in the information provided. Some examples are set out below.

There is clear evidence that people are more affected by aircraft noise in the wake of significant changes to the level or pattern of noise exposure. Changes could include an abrupt or large change in the amount, extent or timing of aircraft noise. Where significant change is expected, or has occurred, this should be clearly identified and information provided at greater levels of detail. For example, areas that did not previously have aircraft flying directly overhead should be provided with more detailed information.

The character of aircraft noise may also have a noticeable effect in the number of individuals disturbed by that noise. For example, the introduction of traffic surveillance helicopters may not significantly increase the frequency of occurrence, or loudness of aircraft noise events, but their tendency to hover in one location for extended periods may cause concern.

To ensure the highest level of understanding about aircraft noise it is important to provide information about changes well before the change. Where changes are temporary (such as for runway works) this should be clearly explained and estimates of timeframes should be provided.

Ancillary fact sheets should be provided explaining the nature of activities at the airport where an explanation of special factors would assist the public to understand the impacts from an airport. Common examples include the following:

(a) *Upcoming permanent or temporary changes to flight paths and flight activities*

This might include runway closures for maintenance or upgrades, specific activities such as additional flights during bushfires and searches, and regular events such as air shows. Timeframes should be based on realistic forecasts but should also highlight the chances of shorter or longer periods. Where events are not readily forecast it may be necessary to explore options for notification at the time of an event, e.g. a public notice on a website or through other media to advise of search activities and their expected duration.

(b) *Likely duration of individual noise events (e.g. helicopters that might hover for extended periods)*

Information should include advice about noise events that are likely to be unusually long. This could include helicopters that hover in one location for extended periods (e.g. while filming sports events or monitoring traffic or small aircraft that might circle in a confined area such as parachute aircraft circling for height).

(c) *Likely respite between noise events*

For many of those who experience high levels of aircraft noise, respite from that noise is an important consideration. Advice about respite should only be included where that respite is either predictable, frequent or is likely to be of an extended duration. Short term fluctuations in the level of aircraft noise should not be regarded as respite and nor should random or occasional periods of quiet.

(d) *Likely variability due to regular or irregular circumstances*

The public should be given clear information about the impact of changes such as: seasonal variation due to weather or passenger numbers, variations due to daylight saving, and peak periods (or varying student numbers) for flying schools.

(e) *Specific acoustic characteristics*

The nature of the noise from various types of aircraft can have differing impacts on individuals. The higher pitch of the noise from small aircraft flying circuits, or the very different character of helicopter noise are examples of variations that should be highlighted in aircraft noise information. The variation might also be related to specific types of aircraft operation, for example, helicopter training includes a significant amount of very low level hovering.

(f) *Foreseeable variations in response to weather events*

Weather patterns or specific weather events can have a major impact on airport and aircraft operations. Consequent variations should be explained and emphasised depending on their significance.

SECTION 3 FURTHER NOISE INFORMATION

3.1 INTRODUCTION

The material in Section 2 of This Handbook should be regarded as a minimum amount of material to provide comprehensive information about aircraft noise at or around an airport. It should not be regarded as the maximum or even the optimum amount of information.

The technology available to assist in explaining aircraft noise is changing. Not all the new technologies will be available to all those trying to communicate with the public about aircraft noise. However, airports and government agencies responsible for providing aircraft noise information should consider the use of new technologies to enhance the information provided. The guiding principle should be to enhance the capacity of the public to access clear, simple, non-technical information that addresses the key features of aircraft noise set out in Clause 2.1.

Material that could enhance the public's understanding of aircraft noise includes the items set out in the following paragraphs.

3.2 ADVANCED DESCRIPTIONS OF AIRCRAFT NOISE

3.2.1 Locating particular addresses or areas on any maps provided

It is important that people should be able to work out which areas are affected by noise and ~~how much particular areas are affected. All maps should allow for this.~~ At the next level it is valuable to allow individuals to identify an exact location on these maps. Various methods exist for doing this ranging from software based models through to the use of a simple paper or electronic overlay.

3.2.2 Dynamic modelling of the pattern of aircraft noise

It can be difficult for members of the public to understand how aircraft noise on the ground varies during the movement of the aircraft. Technology now allows for sophisticated dynamic visual simulations of the aircraft noise from a particular flight. Such representations can be expensive and time consuming to produce but should become more accessible over time. Where available they provide much enhanced opportunities to improve communication with the public about aircraft noise impact.

Audible simulations of aircraft noise, while useful in certain specific situations, have been found to be confusing in other cases, and should be used with caution.

3.2.3 Interactive noise modelling

The development of maps showing aircraft noise impacts at a particular location is a highly complex task as it needs to accommodate many variables ranging from the type of aircraft, the load on the aircraft, wind direction, thrust settings, weather conditions and the topography of the terrain. Historically, the solution has been development of contour maps showing zones with a range of noise [for example, between 20 and 50 events per day of over 70 dB(A)]. Over time it can be anticipated that there will be a growing ability to draw on data through software able to map the exact noise impact at a specific location. As an example it may be possible to access information on the number of events at 60, 65 70 and 80 dB(A) at a particular address. As technology in this area develops, airports and agencies should be alert to the opportunity to enhance the information available to the public.

3.2.4 Links to existing information

The public is generally able to understand how and why cars travel in certain patterns and certain places, but this understanding does not translate well into aviation. It is often not at all clear to individuals as to why aircraft do not fly on more precise flight paths; why separation between aircraft is required; or why aircraft approach and depart from airports in specific patterns. It is important to clearly explain why aircraft need to fly according to specific rules. Much of this information is readily available through internet sources. This information should be readily available to the public either by way of reference to existing material or by way of material specifically prepared.

3.2.5 Industry best practice

The challenge of presenting clear and accessible information on aircraft noise is not limited to a few airports nor indeed to Australia. Those responsible for providing aircraft noise information should remain alert to world's best practice and enhance the information provided in accordance with Section 2 above with any such improved forms of presentation where possible.

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APPENDIX A
EXPLANATION OF TERMS
(Informative)

A1 AUSTRALIAN NOISE EXPOSURE FORECAST (ANEF)

A unit used to measure aircraft noise exposure. It provides a composite noise level normally averaged over a year, and is the key tool on which land use planning decisions related to aircraft noise are made in Australia. However, it does not provide information in a format that allows members of the public to understand the nature of aircraft noise at a specific location.

A2 ANEF CHART

The official forecast of future noise exposure patterns around an airport, in terms of ANEF. It is based on a forecast of the total noise load from aviation, as calculated by a formula set out in AS 2021:2015. It is presented as a diagram or map that shows lines representing ANEF contours, usually at levels of 20, 25, 30 and possibly 35 and 40, on the ANEF scale.

A3 REQUIRED NAVIGATION PERFORMANCE (RNP)

Technology that allows aircraft to navigate very precisely using satellite based navigation. It is available in a growing number of modern aircraft. In turn it allows flight paths to be designed more precisely, including curved paths which are not possible using older technologies. This can lead to significant changes in the aircraft noise outcome.

A4 SMART TRACKING

Alternative name for RNP, providing a more descriptive title.

A5 INSTRUMENT LANDING SYSTEM (ILS)

A system for assisting aircraft to land in bad weather. It comprises a guiding signal sent from the airport to the aircraft and a flight path that aligns the aircraft with the runway a long way from the airport. It can also be used in fine weather to assist a pilot or to allow a pilot to meet certification requirements.

A6 A-WEIGHTED DECIBELS (dB(A))

In the context of this document, refers to a measure that approximates the loudness of an environmental sound as heard by a human listener (with normal hearing), taking account of the frequency response of the human ear. A change of 3 dB(A) is generally regarded as just discernible by humans, 5 dB(A) is regarded as clearly discernible, and 10 dB(A) is generally regarded as leading to the subjective impression of a doubling or halving of loudness.

NOTE: This is not a technical definition of the term 'decibel'.

A7 AIRCRAFT NOISE EVENT

Any instance in which an aircraft creates noise at a receiving location over a limited period. This can include noise created while the aircraft is taking off or landing, or in flight. It can include noise of any level, regardless of whether most, some or any people would find the noise annoying.

A8 L_{ASmax}

The highest sound level, in dB(A), that is reached during a specific single aircraft noise event. The 'A' in this designation refers to the fact that A-weighted decibels are used. The 'S' means that the maximum has been measured using a 'Slow' time weighting.

NOTE: The terms L_{ASmax} and L_{Amax} are often used interchangeably. However, in this document they are used with the specific meanings described in this Paragraph (Paragraph A8).

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B.20.39 COUNCIL PLAN 2017-21 (2019/20 REVIEW, HEAR AND CONSIDER SUBMISSIONS)

Responsible Officer:	Director Corporate Services
File Number:	S16-24-01
Attachments:	1 Council Plan 2017-21 (2019/20 Review) 2 Summary of proposed amendments 3 Submission 1 4 Submission 2

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 enable Council to receive, hear and consider submissions for the proposed amendments, following the 2019/20 review of the Council Plan 2017-21.

Discussion

The Council Plan review was discussed at Councillor Assembly on Tuesday, 26 May 2020.

Council advertised for submissions to its proposed Council Plan 2017-21 amendments in the Swan Hill Guardian on 29 May 2020.

The Statutory period for making submissions has now passed. As required under the Local Government Act 1989 Council must now formally receive, hear and consider all submissions.

At the close of the submission period two submissions were received. One submitter has requested to speak to their submission.

Summary of Submissions

Submission 1

1. Agriculture and horticulture seem to be interchangeable. It is recommended that statistics be provided for horticulture as distinct from agriculture.
2. Council must operate effectively and efficiently.
3. The plan is for 2017-21 but the update is for 2019/20. The plan refers to four years when there is only one year remaining. Is that usual?

SECTION B - REPORTS

7 July 2020

4. The Swan Hill Rural City Council is not located on the Murray River; rather it is adjacent to the river.
5. It is welcoming to see the Geografia population figure clearly stated in the plan. Will Council now use this figure in all Council documents?
6. In which city is 18% of all jobs related to agriculture? What about the other towns?
7. How many tourists visit each town? Can you provide a reference for that figure?
8. All statistics should be referenced. Otherwise they are unsubstantiated assertions.
9. People can't be treated equally; rather treatment is equitable, dependent on their circumstances.
10. What is the 'regional centre'? Swan Hill? How can Council embrace its role as a regional centre? It is not a regional centre. It may be located in Swan Hill and centred on Swan Hill but Council must focus on and embrace the municipality.
11. All documents and legislation should be dated.
12. What are your satellite communities? How about 'support growth in all communities and towns within the municipality'?
13. Why is Swan Hill singled out regarding 'Manage the Tower Hill development and others'? All developments are important for their respective towns and communities.
14. Does Swan Hill Inc. still receive an annual budget from Swan Hill Rural City Council? If so how much? Can you confirm if a similar organisation in Robinvale also receives a budget, proportional to that received by Swan Hill Inc., and based on the acknowledged mean population of 7,900 residents?
15. What does Swan Hill Inc. do for towns outside Swan Hill? Does it promote the region? If so how? Please note I have read their website and apart from Christmas decorations it appears to be totally Swan Hill centric. I will contact them.
16. De-watered farming land. Unbundling water from land was a mistake. However, can you outline Council's intentions?
17. The on-road bike path on Murray Valley Highway does not meet this objective. It is neither appropriate nor does it meet a community need. The community does however need appropriately located and correctly surfaced cycle and walking paths.
18. Planned infrastructure is not delivered in line with the Capital Works and Major Project Program.
19. Centenary Park is neither managed nor maintained as it is yet to be developed.
20. It is concerning that Council does not have an Asset Management Plan irrespective of whether the LGA required one or not.

21. It is good to see a requirement to develop a Community Engagement Strategy and a Public Transparency Policy. Measures of success will be of interest. Will they be Council focused or community focused?
22. Council meetings should continue to be live streamed to ensure they remain open and accessible to all members of the public.
23. Council participates in community satisfaction surveys but how does it prove it acts on the results?
24. Board positions. Councillors on boards should be a resident of the represented community.
25. The workforce turnover seems high at a forecast of 20% to now 18%. This would bring significant recruiting and training program costs. It also means there is a high loss of corporate knowledge. Best practice is a turnover of about 6% (Australian HR Institute website). Why do people leave?

Officer Response to Submission 1

1. Horticulture is a sub-set of Agriculture. No required change.
2. The Key result area Governance and Leadership - Effective and efficient utilisation of resources considers this point already. No change required.
3. Yes, it is an update to the original plan. No change required.
4. This expression is a commonly used term or phrase. No change required.
5. These figures will be used wherever relevant. No change required.
6. The figure is used across the whole Municipality. Individual District figures are not available. No change required.
7. Statistics are only collected at Municipal level. No change required.
8. We will reference where possible, some are Council's informed opinions, not from a technical paper.
9. This is a matter of opinion. No change required.
10. The Council Plan contains initiatives, goals, objectives and actions that cover the whole Municipality. No change required.
11. Dates were left off documents which are currently under review, the current document year can be added however these will be out of date once new documents have been adopted.
12. The Council Plan contains initiatives, goals, objectives and actions that cover the whole Municipality. No change required.
13. This is a Council run development so it is specifically mentioned. No change required.
14. Swan Hill Incorporated receives \$365,000 from Council. These funds are raised as an extra levy on Swan Hill and surrounds. There is no specific marketing levy on business in Robinvale. Previous attempts to implement this have not been supported. No change required.

15. Swan Hill Incorporated is not a Council service, it is an independent trading association. Specific marketing levy is only raised from Lake Boga and Swan Hill district.
16. Council has no authority or power in relation to water policy, Council lobbying position is spelt out in the Management of the Murray Darling Basin, Position paper – October 2019. No change required.
17. This is an opinion however the need for additional bike paths can be considered in the future. No change required.
18. Capital works progress as funding is sourced, approvals are obtained and staff resources permit. No change required.
19. Centenary Park is regularly mowed, a development plan is being prepared. No change required.
20. Council has a plan but is due for review. No change required.
21. Awaiting guidelines from Local Government Victoria. No change required.
22. Noted. No change required.
23. Regular reports to the community, media releases etc. No change required.
24. Opinion noted. Councillors represent entire Municipality and often are on Regional boards. No change required
25. People leave for a wide variety of reasons as they do in any industry or business. The current total Workforce Turnover Rate for all Councils in Victoria is 13.42%, Large Shires 14.41% (HR Benchmarking Survey, MAV 2019). Swan Hill Rural City Council's current turnover of 11.31% is lower than the original forecast and projections of 2016/17. Turnover also brings benefit of introducing new skills, renewed enthusiasm and opportunities. No change required

Submission 2

1. Supports amendment number 14 page 11, Addition of the Robinvale Housing Strategy.
2. Supports amendment number 15 page 11, Addition of the Robinvale Population Determination: Briefing Paper.

Officer Response to Submission 2

1. Currently recommended no change required.
2. Currently recommended no change required.

Consultation

All members of the Executive Leadership Team have reviewed the plan. Councillors reviewed the Plan at a Councillor Assembly in May 2020.

Financial Implications

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

Social Implications

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

Economic Implications

See above.

Environmental Implications

See above.

Risk Management Implications

Risks are considered before implementing each of the initiatives in the Council Plan.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

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

Recommendations

That Council:

- 1. Receive and hear the submission to the proposed amendments to the Council Plan 2017-21.**
- 2. Consider the submissions and the officer's response.**
- 3. Having considered the submissions make no further changes to the Council Plan 2017-21(2019/20 Review).**
- 4. Adopt the Council Plan 2017-21 (2019/20 Review) as presented.**
- 5. Write to the submitters thanking them for their submission and outlining Councils response.**

65/20 Motion

MOVED Cr Jeffery

That Council:

- 1. Receive and hear the submission to the proposed amendments to the Council Plan 2017-21.**
- 2. Consider the submissions and the officer's response.**
- 3. Having considered the submissions make no further changes to the Council Plan 2017-21(2019/20 Review).**
- 4. Adopt the Council Plan 2017-21 (2019/20 Review) as presented.**
- 5. Write to the submitters thanking them for their submission and outlining Councils response.**

SECONDED Cr Benham

The Motion was put and CARRIED



Council Plan 2017-21 (2019/20 Review)



Contents

Foreword	3
You and our Council Plan	4
Our place in the region	5
A message from our Mayor and CEO	6
Our Councillors.....	7
Our Vision.....	8
Our Mission	8
Our Values	8
Our key result areas	9
Key result area Economic growth	10
Our current services, strategic documents and relevant legislation.....	11
Key result area Community enrichment	16
Our current services, strategic documents and relevant legislation.....	17
Key result area Infrastructure.....	21
Our current services, strategic documents and relevant legislation.....	22
Key result area Governance and leadership	26
Our current services, strategic documents and relevant legislation.....	27
Key result area Environment.....	33
Our current services, strategic documents and relevant legislation.....	34
Strategic Resource Plan	37

Foreword

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

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

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

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

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

The 2020 update has recognized the significant impact the Covid-19 response and the requirements that the new Local Government Act 2020 will have on our Community and Councils operations.

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

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

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

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

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



Economic growth



Community enrichment



Infrastructure



Governance and leadership



Environment

You and our Council Plan

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

This plan details Council's priorities for the upcoming four-year period and outlines the activities Council will focus on achieving. Where necessary it has been adjusted in the light of the new Local Government Act 2020 and for the impact of Covid-19.

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

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

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

The development of a Council Plan is a statutory requirement of Section 90 of the Local Government Act 2020 (Vic). Council is legally required prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.

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

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

Definitions

Council	means Swan Hill Rural City Council, being a body corporate constituted as a municipal Council under the Local Government Act 2020
Councillors	means the individuals holding the office of a member of Swan Hill Rural City Council
Council officer	means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

Our place in the region



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

Swan Hill Rural City Council is located on the Murray River in north-west Victoria. Our region is home to 20,584 people (2016 Census data). In a recent study by Geografia (2019) there is substantial evidence to suggest that Robinvale's true year-round population is notably higher than the official Estimated Resident Population (ERP) of 3,359. The evidence suggests there is a mean population in Robinvale in the order of 7,900 residents.

With an area covering 6,116km², we have 3,492 kilometres of local roads connecting 12,041 rateable properties.

Agriculture and manufacturing drive the economy. Our region's gross regional product is \$2.7 Billion (Remplan 2020), of which Horticulture represents \$1.118 Billion (SunRISE Report 2019) Agriculture accounts for almost 21 per cent of the region's total economic output, with more than 40 products grown commercially in the municipality.

Irrigated farming (including stonefruit, grapes, nuts, olives and vegetable production) accounts for over 15 per cent of our economic output, while traditional livestock and broadacre farming accounts for almost 4.5 per cent. More than 18 per cent of all jobs in the city are directly related to agriculture, Remplan, (2020).

Tourism and retail sectors are also strong. About 656,000 people visit the municipality each year, injecting about \$55 million into our local economy.

Our population statistics show our community members are 51 per cent male and 49 per cent female. We have a median age of 40 years (Australian Bureau of Statistics).

Almost 9,033 of our residents are employed and nearly 45 per cent of these individuals work in agricultural, health care or the retail industry (Australian Bureau of Statistics).

A message from our Mayor and CEO

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

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

It will help us monitor our performance, stay on track and meet the legislative requirements of the Local Government Act 2020.

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

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

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

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

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

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



John McLinden
Chief Executive Officer

Councillor Bill Moar
Mayor

Our Councillors



A Bi-election was held in 2019 resulting in the election of two new Councillors.
Image: Cr Bill Moar, Cr Jade Benham, Cr Nicole McKay, Cr Les McPhee, Cr Ann Young, Cr Lea Johnson and Cr Chris Jeffery.

Our electoral structure consists of four wards.

Central Ward

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

Lakes Ward

Councillor Les McPhee (elected 2008)

Murray Mallee Ward

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

Robinvale Ward

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

Our Vision

A prosperous and healthy community enjoying quality facilities and services.

Our Mission

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

Our Values

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

Community engagement

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

Leadership

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

Fairness

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

Accountability

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

Trust

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

Our key result areas

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



Economic growth

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



Community enrichment

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



Infrastructure

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



Governance and leadership

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



Environment

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



Key result area Economic growth

Strategic objectives

We will:

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

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



Our current services, strategic documents and relevant legislation

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

Strategic objective 1

Encourage and attract new business to our region

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

Our ongoing responsibilities

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

Strategic objective 2

Assist existing businesses to expand and increase their efficiency

Strategic initiatives	How we will know we have achieved this
Encourage the growth of agriculture through appropriate advocacy and strategic planning	<ul style="list-style-type: none"> Advocate for improved transport links Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported Implement the Rural Land Use Strategy
Investigate opportunities for agricultural businesses to establish new enterprises	<ul style="list-style-type: none"> Engage with local industry to identify opportunities, for example clean energy on farms Investigate opportunities for agri-tourism products and experiences, for example paddock to plate, farm stays
Encourage organisations to joint tender for works and services	<ul style="list-style-type: none"> Investigate and where possible implement shared contracts and services with the region's Councils Conduct workshops and provide advice to local businesses and tenderers to improve their tendering processes
Actively pursue opportunities for regionally focused infrastructure	<ul style="list-style-type: none"> Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses, for example rail freight Advocate for adequate and alternative utility supplies
Investigate options for investment in renewable energy technologies for the municipality.	<ul style="list-style-type: none"> Complete and adopt a study Facilitate renewable energy projects
Encourage and assist existing business to pursue value adding to their industry.	<ul style="list-style-type: none"> Undertake forums and discussions with industry to understand opportunities Complete an analysis of relevant industry data Identify and prioritise government grant applications Develop a business prospectus
Improve the commercial position of the Pioneer Settlement	<ul style="list-style-type: none"> Implement the day product review Review the promotion plan Enhance the Heartbeat of the Murray by improving operational effectiveness and adding additional elements to the visitor experience
Utilising Swan Hill Incorporated, market and promote the region as a place to live, work and invest.	<ul style="list-style-type: none"> Continue agreement with Swan Hill Incorporated
Help existing businesses recover from the Covid-19 restrictions	<ul style="list-style-type: none"> Business support and advice including access to Government support Develop a Business Support Grants Program Review and Adjust Council's rates strategy to assist the Commercial sector

Our ongoing responsibilities

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

Strategic objective 3

Have a region with an equipped and productive workforce

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

Our ongoing responsibilities

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

Strategic objective 4

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

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

Our ongoing responsibilities

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



Key result area Community enrichment

Strategic objectives

We will:

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

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



Our current services, strategic documents and relevant legislation

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

Strategic objective 1

Help all people find a place in our community.

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

Our ongoing responsibilities

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

Strategic objective 2

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

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

Our ongoing responsibilities

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

Strategic objective 3

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

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

Our ongoing responsibilities

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



Key result area Infrastructure

Strategic objectives

We will have:

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

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



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Infrastructure that is provided and appropriately maintained in accordance with agreed standards</p> <ul style="list-style-type: none"> • Engineering services • Infrastructure planning and development • Design • Drainage projects • Works inspections • Traffic management <p>A strong focus on asset management systems and planning</p> <ul style="list-style-type: none"> • Asset management • Contracts and projects • Facilities and fleet administration • Facilities management • Fleet management • Civic works • Local roads and pathways maintenance • Private works • Road reserves drainage <p>Transport networks that appropriately service community needs</p> <ul style="list-style-type: none"> • Parks and open space • Road safety • Street lighting • Active parks and reserves • Bus shelters • Open space maintenance 	<ul style="list-style-type: none"> • Municipal Fire Management Plan • Road Management Plan • Road Asset Management Plan • Parks and Road Reserve Strategy • Domestic Wastewater Management Plan • Alan Garden and Swan Hill Showgrounds Masterplan • Building Asset Management Plan • Bromley Road Streetscape Master Plan – Robinvale • Footpath Asset Management Plan • Irrigation Asset Management Plan • Ken Harrison Sporting Complex Master Plan • Kerb and Channel Asset Management Plan • Landfills Asset Management Plan • North Park Reserve Masterplan • Plant and Fleet Asset Management Plan • Playground Asset Management Plan • Playground Development Strategy • Public Roads Register • Swan Hill Reserves Masterplan • Public Convenience Strategy <p>Missing Links Footpath Construction Strategy</p>	<ul style="list-style-type: none"> • Building Act 1993 • Building Regulations 2006 • Electricity Safety (Electric Line Clearance) Regulations 2010 • Electricity Safety Act 1998 • Local Government Act 2020 • Rail Safety Act 2006 • Road Management Act 2004 • Road Safety Act 1986 • Transport Act 1983 • Water Act 1989

Strategic objective 1

Infrastructure that appropriately service community needs

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

Our ongoing responsibilities

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

Strategic objective 2

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

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

Our ongoing responsibilities

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

Strategic objective 3

A strong focus on asset management systems and planning

Strategic initiatives	How we will know we have achieved this
Actively pursue opportunities from decommissioned irrigation infrastructure	<ul style="list-style-type: none"> • Work with Goulburn Murray Water to decommission channel number 9. • Identify opportunities for land parcels taken over by Council • Identify funding opportunities to upgrade newly available land
Complete the Recreation Reserves Masterplan	<ul style="list-style-type: none"> • Adopt the Recreation Reserves Masterplan • Establish a long term operational maintenance program for Council-managed reserves • Investigate funding options to implement actions from the masterplan • Review and update user agreements between Council and recreation reserve user groups
Review current use of Council facilities	<ul style="list-style-type: none"> • Produce usage report, including analysis of non-Council facilities that provide similar services • Identify opportunities to rationalise Council assets
Plan and deliver assets for the current and future needs of our growing community and changing environment	<ul style="list-style-type: none"> • Implement an effective asset management system • Develop and update policies, strategies and registers • Complete a centralised asset register • Develop an Asset Plan in accordance with the Local Government Act 2020

Our ongoing responsibilities

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



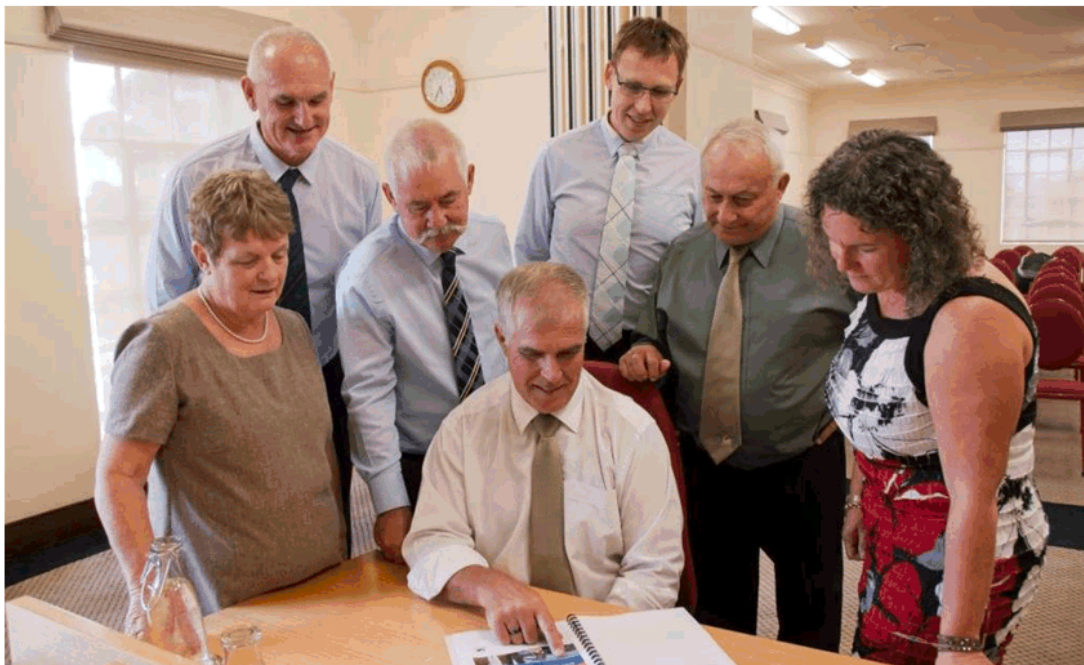
Key result area Governance and leadership

Strategic objectives

We will have:

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

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



Our current services, strategic documents and relevant legislation

Current services	Current strategic documents	Key legislation
<p>Positive community engagement through appropriate and constructive consultation</p> <ul style="list-style-type: none"> • Communications and public relations • Council elections • Councillor support • Customer service <p>Effective and efficient use of resources</p> <ul style="list-style-type: none"> • Financial management and planning • Procurement • Risk management • Human resource management • Information technology • Records management • Management accounting • Rates administration • Rating and property services • Revenue administration <p>Effective partnerships and relationships with key stakeholders and staff</p> <ul style="list-style-type: none"> • Organisational development • Human resources • Occupational health and safety • Risk management <p>Information services</p> <ul style="list-style-type: none"> • Information technology management and support • Records and information management <p>Effective advocacy and strategic planning</p> <ul style="list-style-type: none"> • Executive services • Council support • Financial management • Corporate planning and improvement • Corporate governance • Local Government legislative compliance 	<ul style="list-style-type: none"> • Council Plan • 10 Year Financial Plan • Customer Service Strategy • Customer Service Charter • Communication Strategy • Budget • Annual Report • Best Value Report • Local Law No. 1/Governance Rules • 10 Year Major Project Plan 	<ul style="list-style-type: none"> • Local Government Act 2020 • Charter of Human Rights and Responsibilities Act 2006 • Disability Discrimination Act 1992 • Equal Employment Opportunity Act 2010 • Fair Work (Commonwealth Powers) Act 2009 • Freedom of Information Act 1982 • Privacy and Data Protection Act 2014 • Occupational Health and Safety Act 2004 • Protected Disclosure Act 2012 • Valuation of Land Act 1960 • Victorian Grants Commission Act 1976 • Workplace Injury Rehabilitation and Compensation Act 2013 • Municipal Association of Victoria Act 1907

Strategic objective 1

Positive community engagement by appropriate and constructive consultation

Strategic initiatives	How we will know we have achieved this
Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	<ul style="list-style-type: none"> • Undertake Council services review • Implement the new IT Strategy • Implement Customer Service Strategy actions
Use social media as a medium for community consultation and communication	<ul style="list-style-type: none"> • Introduce Facebook advertising • Increase the use of online survey tools
Establish new and alternative methods of consultation	<ul style="list-style-type: none"> • Research and report to council on contemporary consultation methods • Investigate the use of multilingual publications • Increase the use of social media and online survey tools • Increase the use of current and professional networks and contacts to canvass opinion and share information • Review Council's Communication Strategy • Develop a Community Engagement Strategy in compliance with the Local Government Act 2020 • Develop a Public Transparency Policy
Champion a culture that values strong community engagement	<ul style="list-style-type: none"> • Include effective community engagement processes in all planning and project delivery plans • Conduct training for staff • Implement a project management system
Develop a strong positive message and image for Council and the region	<ul style="list-style-type: none"> • Publish two community newsletters a year • Use Facebook advertising and social media to promote Council • Use established connections/partnerships to promote a positive Council image
Progressively Implement the requirements of the new Local Government Act 2020	<ul style="list-style-type: none"> • Develop Governance Rules to replace Local law No 1 • Review Audit and Risk Committee Charter • Develop a Revenue and Rating Plan • Develop and adopt a Community Vision.

Our ongoing responsibilities

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

Strategic objective 2

Effective and efficient utilisation of resources

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

Our ongoing responsibilities

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

Strategic objective 3

Effective partnerships and relationships with key stakeholders and Staff

Strategic initiatives	How we will know we have achieved this
Engage and partner with organisations, business and individuals to increase co-operation and avoid duplication of resources when common objectives are identified	<ul style="list-style-type: none"> • Conduct skills audit of community organisations • Identify area in which to increase co-operation • Form strategies and partnerships for key issues / projects
Encourage and support Council representatives to obtain positions on relevant boards that support Council's activities, providing these duties do not conflict with Council responsibilities	<ul style="list-style-type: none"> • Identify key board positions • Discuss board position opportunities regularly at Councillor Assemblies and management meetings • Develop advocacy strategies • Train staff and Councillors on governance responsibilities and industry based awareness
Ensure regular dialogue with neighbouring municipalities and other stakeholders	<ul style="list-style-type: none"> • Schedule regular meetings with Murray River Council, Balranald Shire Council and Murray River Group of Councils • Schedule meetings with State Government representatives
Ensure we have appropriately skilled staff that are aligned to the organisational values of Council and are recognised accordingly	<ul style="list-style-type: none"> • Implement ongoing training and education program • Recognise achievements in innovation and best practice, including through the staff awards • Pursue industry and professional recognition for staff • Utilise management and leadership development programs • Increase cross-organisational awareness and resource sharing • Invite Councillors to all staff recognition events
Council to lead the conversation on Swan Hill bridge placement with the community	<ul style="list-style-type: none"> • Represent Council's views at stakeholder meetings • Conduct public engagement and awareness campaign

Our ongoing responsibilities

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

Strategic objective 4

Effective advocacy and strategic planning

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

Our ongoing responsibilities

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



Key result area Environment

Strategic objectives

We will have:

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

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



Our current services, strategic documents and relevant legislation

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

Strategic objective 1

Sound policies and practices that protect and enhance our environment

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

Our ongoing responsibilities

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

Strategic objective 2

A waste management program that is environmentally and financially sustainable

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

Our ongoing responsibilities

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

Strategic Resource Plan

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

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

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

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

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

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

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

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

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

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

Financial plan

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

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

Key to forecast trend:

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

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

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

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

Key assumptions/outcomes

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

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

Financial statements

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

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

Comprehensive Income Statement

For the four years ending 30 June 2021

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

Balance Sheet

For the four years ending 30 June 2021

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

Statement of Changes in Equity

For the four years ending 30 June 2021

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

Statement of Cash Flows

For the four years ending 30 June 2021

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

Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2016/17		2017/18	Projections		
					2018/19	2019/20	2020/21	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.0%	2.3%	4.9%	5.3%	4.7%	+
Liquidity								
Working capital	Current assets / current liabilities	2	205.8%	208.9%	254.0%	278.2%	187.5%	-
Unrestricted cash	Unrestricted cash / current liabilities		146.3%	159.9%	205.2%	226.8%	155.7%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	31.1%	29.6%	28.9%	28.8%	28.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.5%	5.1%	3.1%	2.5%	2.5%	+
Indebtedness	Non-current liabilities / own source revenue		25.1%	25.3%	25.2%	24.7%	12.8%	+
Asset renewal	Asset renewal expenses / depreciation	4	117.3%	114.5%	75.2%	83.2%	84.1%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	50.5%	55.6%	57.2%	56.4%	57.2%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.71%	0.72%	0.74%	0.75	0.77%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,970	\$3,873	\$3,745	\$3,853	\$3,926	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,591	\$1,630	\$1,664	\$1,696	\$1,731	+
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year		20%	19%	18%	18%	18%	o

Key to forecast trend:

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

Notes to indicators

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

Staff

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

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

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

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

Council's staff strategies include:

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

Summary of permanent staff

Statement of Human Resources

For the four years ending 30 June 2021

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

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

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

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

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

Infrastructure

Council provides, maintains and is responsible for the replacement of \$452 million of assets. The majority of these assets comprise infrastructure such as roads, drains, community buildings and recreation centres – all vital to the social wellbeing and economic development of the municipality and its people.

Council's infrastructure strategy includes the ongoing development and review of asset management plans for each infrastructure category. These plans include agreed service levels, replacement schedules, upgrade requirements, appropriate rationalisation, and a process for the development of new infrastructure, that balance community needs and financial capability.

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

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

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

Council will continue as an active partner in the Municipal Association's STEP Program to continually improve the way we manage our infrastructure assets.

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

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

Statement of Capital Works

For the four years ending 30 June 2021

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

Proposed amendments to Council Plan 2017–2021

Section 223 of the *Local Government Act 1989* (the Act) requires the Council, at least once each financial year, to 'consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan.'

The Council may make adjustments it considers appropriate to the Council Plan strategic objective, strategic initiatives and or actions following an opportunity for the public to make submissions through a 28-day statutory consultation process, in accordance with the Act.

Any amendments to Council Plan indicators will come into force after Council's endorsement of a revised Council Plan in July.

Amendment No.	Reference	Existing indicator	Proposed amendment
1 page 3	How do we respond to Covid-19	na	Suggest a general statement be made
2 page 3	Local Government Act 2020	na	Suggest a general statement be made
3 page 4	Covid-19	na	Council priorities may be adjusted
4 page 4	Local Government Act 2020 (LGA 2020)	na	Council priorities may be adjusted
5 page 4	LGA 2020 Section 90	na	To comply with LGA 2020, updated definition
6 page 4	Council Definition	na	To comply with LGA 2020, updated definition
7 page 5	2016 census data	na	Population updated including Robinvale population determination figure
8 page 5	Ratable properties	na	Updated to current figure
9 page 5	Region's gross regional product	na	Updated to current figure
10 page 5	2016 census data	na	Median age 40
11 page 6	2016 census data	na	Number of residents employed
12 page 6	Updated LGA year to 2020	na	Local Government Act 2020
13 page 6	New photo of CEO and Mayor	na	Media to take an updated photo 19/5
Economic Growth			
14 page 11	Current Strategic Documents	na	Added Robinvale Housing Strategy
15 page 11	Current Strategic Documents	na	Added Robinvale Population Determination: Briefing Paper
16 page 13	Added new Strategic Initiative	Strategic objective 2	Help existing businesses recover from the Covid-19 restrictions <ul style="list-style-type: none"> • Business support and advice including access to Government support • Develop a Business Support Grants Program • Review and Adjust Council's rates strategy to assist the Commercial sector

Amendment No.	Reference	Existing indicator	Proposed amendment
17 page 14	Removed Strategic Initiative	Strategic objective 3	Robinvale Employment Network
18 page 15	Add a new Strategic initiative and actions in relation to a Settlement Strategy	na	Currently sits as a comment in the March Council Plan progress report under 4.2.2. Prepare a Settlement Strategy that identifies and recommends rural residential and rural living development opportunities
Community Enrichment			
19 page 17	Current services	na	Remove reference to Family Day care
20 page 17	Current Strategic Documents	na	Remove the reference to the years of the Youth Strategic Plan
21 page 17	Current Strategic Documents	na	Add Municipal Early-Middle Years Plan
Infrastructure			
22 page 22	Current Strategic Documents	na	Public Convenience Strategy and Missing Links Footpath Construction Strategy
23 page 22	Key Legislation	ns	Updated LGA year to 2020
24 page 23	Chisholm Motorsports Complex	Strategic objective 1	Changed name to Swan Hill Motorplex Add and action to existing strategic initiative: Maximise community benefits from the opportunities presented at the Chisholm Motorsports Complex <ul style="list-style-type: none"> Complete an investigation into the causes of Drag Strip condition problem
25 page 25	LGA 2020 - Assets	Strategic objective 3	Add an action to existing strategic initiative: Plan and deliver assets for the current and future needs of our growing community and changing environment <ul style="list-style-type: none"> Develop an Asset Plan in accordance with the Local Government Act 2020
Governance and Leadership			
26 page 26	Current Strategic Documents	na	Add Governance Rules (LGA 2020)
27 page 26	Key Legislation	na	Local Government Act 2020 date updated
28 page 28	Add new actions		Add an action to existing strategic initiative: Establish new and alternative methods of consultation <ul style="list-style-type: none"> Develop a Community

Amendment No.	Reference	Existing indicator	Proposed amendment
			Engagement Strategy in compliance with the Local Government Act 2020 <ul style="list-style-type: none"> • Develop a Public Transparency Policy
29 page 28	Add a Strategic initiative and actions	Strategic objective 1	Progressively Implement the requirements of the new Local Government Act 2020: <ul style="list-style-type: none"> • Develop Governance Rules to replace Local law No 1 • Review Audit and Risk Committee Charter • Develop a Revenue and Rating Plan • Develop and adopt a Community Vision
Environment			
30 page 36	Waste Management Plan	Strategic objective 2	Add an action to existing strategic initiative: Review and implement the Waste Management Plan <ul style="list-style-type: none"> • Review the Plan based on the State Government Circular Economy Strategy

From: Council <council@swanhill.vic.gov.au>
Date: 3 June 2020 at 7:14:45 am AEST
To: hmorris@swanhill.vic.gov.au, dlenton@swanhill.vic.gov.au
Subject: Re: Your Say - Proposal to amend Council Plan 2017-21 #154698
Reply-To: Council council@swanhill.vic.gov.au

ACTION: David Lenton
INFORMATION: Helen Morris

-----Original Message-----

From: donotreply@swanhill.vic.gov.au
Sent: 2/06/20 11:58 AM
To: SWANHILL.VIC.GOV.AU\council, ktaylor@swanhill.vic.gov.au
Subject: Your Say - Proposal to amend Council Plan 2017-21

FROM: Alison Black
ADDRESS:
FEEDBACK:
Council Plan 2017-21
2019/20 Draft Update

Feedback and Comments

Agriculture and horticulture seem to be interchangeable. It is recommended that statistics be provided for horticulture as distinct from agriculture.

Council must operate effectively and efficiently.

The plan is for 2017-21 but the update is for 2019/20. The plan refers to four years when there is only one year remaining. Is that usual?

The Swan Hill Rural City Council is not located on the Murray River; rather it is adjacent to the river.

It is welcoming to see the Geografia population figure clearly stated in the plan. Will Council now use this figure in all Council documents?

In which city is 18% of all jobs related to agriculture? What about the other towns?

How many tourists visit each town? Can you provide a reference for that figure?

All statistics should be referenced. Otherwise they are unsubstantiated assertions.

People can't be treated equally; rather treatment is equitable, dependent on their circumstances.

What is the 'regional centre' ? Swan Hill? How can Council embrace its role as a regional centre? It is not a regional centre. It may be located in Swan Hill and centred on Swan Hill but Council must focus on and embrace the municipality.

All documents and legislation should be dated.

Submission_Proposal_to_amend_Council_Plan_2017-21

FROM: Matthew McWilliam

ADDRESS:

FEEDBACK:

I write to support the proposed amendments ;

-14 page 11 Add Robinvale Housing Strategy

and

-15 page 11 Add Robinvale Population Determination: Breifing paper.

SPEAK AT COUNCIL MEETING: Yes

CONTACT PHONE: .

B.20.40 OUR PLACE PROJECT - SITE LOCATION

Responsible Officer:	Director Development and Planning
File Number:	S11-27-19-10578
Attachments:	<ol style="list-style-type: none">1 Site Option 1 - Elevations 12 Site Option 1 - Elevations 23 Site Option 1 - Ground Floor Plan4 Site Option 1 First Floor Plan5 Site Option 2 - Elevations 16 Site Option 2 - Elevations 27 Site Option 2 - First Floor8 Site Option 2 - Ground Floor9 On line Survey Results10 Site Options11 Site Considerations12 Key Stakeholder Feedback

Declarations of Interest:

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

Summary

Following significant feasibility assessment over many years, Council resolved in December 2018 to proceed with a new development to host the entry to the Pioneer Settlement, the Art Gallery, Aboriginal Cultural Experience and Visitor Services, on a site north of the Gem in the Pioneer Settlement. The feasibility study indicated that this site offered the optimal level of economic, social and financial benefit.

After successfully being granted matched funding for the project via the Our Region Our Rivers – 7 Councils, 2 states, one vision project, the project officially commenced in June 2019.

Council received and considered two petitions requesting that the development not occur on the Pioneer Settlement site, at its Special Meeting in February this year. Council resolved to carry out further community engagement on Our Place and to investigate an alternative site for the development.

Subsequently, broad community engagement was completed in February 2020.

Design feasibility of the two site options was completed by the architect in April 2020, with two concept designs being identified as feasible designs for further consideration, one design for each site.

A second round of community consultation was completed throughout May 2020 – this consultation specifically sought feedback about the two site options and associated designs.

This report provides a summary of the site considerations, including cost and investment considerations associated with each of the sites being considered, details of the consultation feedback received to date; and a summary of opinions of key experts in tourism, open air museums and visitor services.

Discussion

1. Background - Our Place Site Considerations

Following feasibility assessment of many sites along the river, Council resolved in December 2018 to proceed with the development of the Our Place project (a new development to host the entry to the Pioneer Settlement, the Art Gallery, Aboriginal Cultural Experience and Visitor Services) on a site north of the Gem in the Pioneer Settlement. The feasibility study indicated that this site offered the optimal level of economic, social and financial benefit. The project commenced with preparation of conceptual designs in June 2019.

Council, at its special meeting in February 2020, received two petitions in relation to the development of Our Place. 1,672 signatures were captured by the online petition and 1,437 on the written petition. Whilst the preamble to both petitions differed, the intent was to advocate against Our Place being built in the Pioneer Settlement grounds; and the possibility of the locomotive being removed from the site.

In response to these petitions, Council resolved to carry out further community engagement with regards to the location of Our Place; and to investigate an alternative site for the development.

During February broad community consultation was carried out and a total of 208 people attended one or more of these sessions (this is the number of people who signed the attendance sheet). A total of 23 comments and 18 questions were received in the have your say section of the web page; and a total of 20 letters or emails were received and responded to about the project – this correspondence represented views both supporting and against the site proposed for the building.

Feedback from this consultation was presented to Council at its March meeting.

Design feasibility in collaboration with Brandrick Architects was carried out between February and April 2020 and two concept designs were identified for further consideration, one design for each site.

Community consultation in May 2020 shared details of the two sites being considered, including details of site considerations specific to each of the two sites; and concept designs – one design for each site. The consultation sought feedback specifically about the two site options and associated designs being considered. Attachment 1 (Concept Design Elevations and Floor Plans) includes concept elevation and floor plans for site option 1 (within the Pioneer Settlement ‘proper’) and site option 2 (outside the Pioneer Settlement, in the vicinity of Spoons Riverside Restaurant).

2. Community Consultation

Throughout February 2020, Council carried out a community engagement program that included;

- Public Information and Feedback sessions
- Face to face meetings with Key Stakeholder groups - including Friends of the Pioneer Settlement, Wandarrah Action Committee and other members of the Aboriginal Community, Council staff, Spoons Riverside management, the CEO of Murray River Tourism and the Novo Youth Council.
- Coffee with a Councillor
- Online feedback and question forms
- Face to face meeting with ‘Scrap Our Place Plan’ group representatives

Letters and emails were also received and responded to in relation to the project, throughout this engagement period. Councillors were provided with copies of community input and feedback from these sources, including media coverage related to the project.

Engagements associated with the February consultation are summarised below;

- 208 people attended one or more of these sessions (this number is interpreted by the number of people who signed the attendance sheet – actual attendance may have been higher)
- 20 letters/emails received and responded to
- 23 online feedback forms submitted
- 18 online questions forms submitted and responded to

Key concerns highlighted within this engagement were;

- the loss of the heritage value of the Pioneer Settlement precinct
- that the Pioneer Settlement should not be developed in any way
- that the visitor services would jeopardise tourism engagement should it be located away from the main thoroughfare through the town

Feedback from these community engagement sessions was presented to Council at its Meeting in March 2020.

Throughout May 2020, further community consultation was carried out - this included;

SECTION B - REPORTS

7 July 2020

- providing details about the two site options being considered
- providing considerations associated with each site option
- providing the concept design options for each site
- Opportunity to provide feedback and ask questions online and over the phone
- inviting the community to complete an online survey that sought feedback about the two site and design options being considered

This consultation period commenced on Wednesday 6 May and concluded on Monday 1 June.

In consideration of restrictions enforced as a result of the Covid-19 pandemic during the consultation period, community engagement and consultation was hosted online and over the phone. Promotion of the consultation is summarised below;

- information shared on the Our Place web page
- email to community members who had previously requested to be kept updated about Our Place
- email to local community groups inviting them to share details of the consultation with their network
- via local media, including the Guardian newspaper and 3SH and Mixx FM radio stations
- online social media via Facebook and Instagram, including posts being boosted and targeted

All Councillors have been provided with copies of all community input from all sources for the most recent consultation – letters, emails, feedback and questions (received online and over the phone), online survey feedback.

A summary of the engagements throughout the May 2020 consultation period is shared below;

- 470 online surveys commenced – 68% (320) completed the entire survey
- 2217 unique page views of the [Our Place web page](#)
- 7 phone enquiries, including discussing feedback and addressing questions about the project
- 31 online feedback forms submitted
- 1 meeting in person to share and explain site and design options
- 4 letters/emails submitted to Council
- 9 online questions forms submitted and responded to

Some insights from the online survey are summarised as follows;

Just over 45% of respondents were aged 55 years and over, 33% of respondents were aged 35-54; and 21% aged 35 years and under.

74% of respondents identified as living in Swan Hill. The 'Other' response indicated that many respondents, who did not live in Swan Hill, lived in nearby towns within proximity to Swan Hill.

75% of respondent said that they felt strongly or very strongly about the location of Our Place. Just over 11% of respondents indicated that they did not want the building to be built at all; and 5% indicated that they did not care about the location of Our Place and that they just wanted to see the building get built.

When asked to consider features that were liked about design and **site option 1**, 37% of respondents indicated that they liked the shape of the building and 32% of respondents indicated that they like the public access to the river front offered by the site. 45% or 169 respondents to this question selected the 'Other (please specify)' option – the majority of these 'Other' responses indicated that they were not in favour of or did not like option 1, that they did not agree with the location proposed for site option 1 or that they found option 1 to have a negative impact on the Pioneer Settlement to some degree, including that a modern building was not suitable on this site. Over 28% of respondents indicated that they liked the amount of public outdoor space around the building.

When asked to consider features that were liked about design and **site option 2**, 30% of respondents indicated that they liked the shape of the building and again, 32% of respondents indicated that they like the public access to the river front offered by the site. Close to 55% of respondents indicated that they liked that site option 2 had minimal impact to the current Pioneer Settlement site.

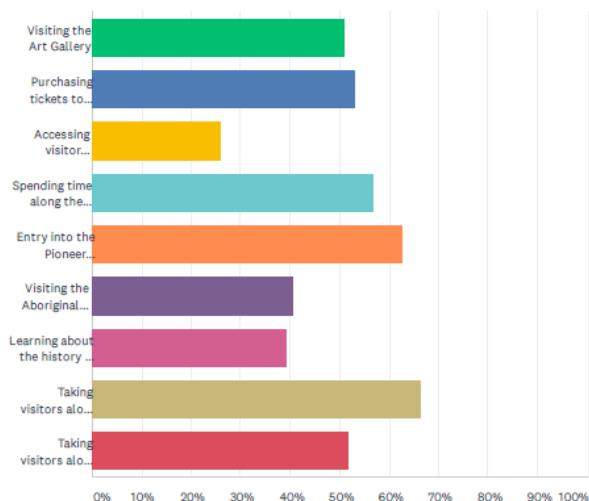
35% or 132 respondents, when asked what they liked about design and site option 2 selected the 'Other (please specify)' option – similarly to the previous question, a large number of 'Other' responses indicated that they were not in favour of or did not like option 2. 29% of respondents indicated that they liked the amount of public outdoor space around the building.

75% of respondents shared that landscaping around the building was either very important or extremely important, as was public seating areas around the building.

The below image indicates the various ways in which respondents said that they expect to interact with Our Place.

Q15 How do you think you will interact with Our Place? (choose as many as you like)

Answered: 369 Skipped: 101



ANSWER CHOICES	RESPONSES
Visiting the Art Gallery	50.95% 188
Purchasing tickets to local events	52.85% 195
Accessing visitor services information	26.02% 96
Spending time along the riverfront	56.64% 209
Entry into the Pioneer Settlement	62.60% 231
Visiting the Aboriginal Cultural experience	40.65% 150
Learning about the history of Swan Hill	39.30% 145
Taking visitors along to see some of our local attractions	66.40% 245
Taking visitors along to learn about the history of Swan Hill	51.76% 191
Total Respondents: 369	

Ideas with regards to design and experience opportunities were shared as part of the survey – these will be considered as the project progresses to the detailed design.

An extract of feedback shared in the survey asking participants for ‘Do you have any other feedback or comments that you would like to share with us about the Our Place project at this time?’ is shared below;

“I think option 2 covers everything without taking any of the pioneer settlement away and makes the most of the river.”

“I think the modernisation of the facility will benefit the area providing the natural surrounds are taken into consideration when building and furnishing the facility.”

“Prefer Site option 2.”

“Design 1 inspiring and will surely attract attention.”

“How dare u consider taking spoons, or put this monstrosity of a building in the pioneer settlement. It is so wrong!”

"I prefer option 1, however I think option 2 could work, but might be more expensive for a smaller space."

Note: these extracts were selected to represent the diversity of comment presented in response to this question only. It would be required to review all comments and feedback in order to form an opinion of the sentiment shared by respondents to the survey.

A summary of the online survey responses is included in Attachment 2 – Online Survey Results Summary Extract. All individual responses to the online survey have been shared with Councillors for review and consideration.

In reviewing feedback and comments, the intention of the May 2020 consultation was specific in seeking feedback about the two site and design options being considered for the project. Some feedback and comments provided offer the opinion that neither site/design is suitable for the project, that the precinct is generally not suitable for the project; or provides commentary that does not relate to the decision about the site option and designs being considered.

Throughout the community consultation, community stakeholder representative bodies also shared feedback about the project – the below shares a summary of this feedback;

The Swan Hill Incorporated Board shared that it supports the project and its contribution to the ongoing development of Swan Hill as a city. The Board views the project as critical to improving the experience for locals and visitors, whilst offering diverse cultural experiences. The Swan Hill Incorporated Board is focused on the economic impacts that can be achieved with the new development and the significant positive impacts on local businesses as well as encouraging the establishment of new businesses.

The 'Scrap Our Place Plan' community group expressed that they are explicitly opposed to the development progressing in the Pioneer Settlement 'proper' (site option 1) and representatives of this group have also expressed that the precinct is not necessarily suitable for the project development at all (ie. neither site option 1 nor site option 2 are suitable options).

The Friends of the Pioneer Settlement are active supporters of the Settlement operations, contributing many thousands of dollars to the Pioneer Settlement each year, both financially and in kind. The Friends of the Pioneer Settlement Committee support the project development on site option 1, as do a significant majority of their members.

The Swan Hill Art Gallery Advisory Committee has expressed that either site option is acceptable in achieving the desired result of a new gallery. However the Committee expressly conveyed the following views - site option 1 presented a more welcoming location than site option 2; and the design for site option 1 is a more beautiful building that looks like an art gallery and connects with its environment. The

Committee believes that collaboration is essential in getting Our Place right. Specifically, the Gallery is taking steps to further develop relationships with local First Nations artists and communities.

In a recent communication to Councillors, Mark Francis, CEO of Murray River Tourism, reiterated a point he had made previously that the Our Place projects' strategic opportunity is to create additional [tourism] 'product' for Swan Hill that would incentivise visitors to stay in the region for longer. Murray River Tourism views this project as a 'game changing project', creating a hub to bring visitor services together with the key attraction [Pioneer Settlement]. The project needs to be within the Pioneer Settlement – Spoons Riverside is a product in its own right and to merge this would mean losing a product; and this would be detrimental to the region. Murray River Tourism will continue to support this project as it progresses.

3. Site Feasibility

Design feasibility of the two site options (refer Attachment 3 – Site Options) was completed by the architect in April, with two concept designs being identified as feasible designs for further consideration, one design for each site.

It should be noted that due to limitations in resources (specifically budget and time), the information presented as part of the site feasibility does not contain comprehensive detail in all aspects of consideration – specifically, designs that have been presented for each site represent high-level conceptual design perspectives.

The sites and design option summaries are as follows;

Site 1 – inside the Pioneer Settlement 'proper' and to the north of the Gem (original proposed site): a design that demonstrated a freer flowing shaped building, including curves. This design was included specifically for the purpose of addressing feedback from some of the community that a box shaped building was not necessarily desired. While some of the community had expressed a desire to have a heritage style building within the settlement grounds, factors including the inclusion of the Aboriginal cultural experience as a service within the building and the strategic opportunity for the project presents for the project to develop its own identity, dictated that the architect was provided with a brief to deliver a style of architecture that was sympathetic to both the Pioneer Settlement and the natural setting of the site.

Site 2 - current art gallery, spoons and associated car parking area (alternative proposed site): a **two story design** that requires the demolition of the current Spoons building – a **new restaurant** would be designed as part of the new building. This design can achieve the inclusion of all aspects associated with the project brief.

It was identified to include the Spoons building within the design on this site to:

- facilitate access to the prime riverfront location occupied by the existing restaurant building
- upgrade the ageing restaurant building (which calls for investment for building maintenance upgrades)

- maintain maximum car parking space in the immediate vicinity
- maintain access to the lodge's site

A site plan indicating the location of each site, as well as concept design elevations and floor plans for each of the site option are attached for reference.

A preliminary Cost Plan has been prepared for each of the concept designs and shows that the both designs exceed budget. As the designs are still in the concept phase, significant assumptions have been applied to ensure that the figures are a conservative representation. The detailed design phase will see the architect working in collaboration with a building contractor to firm up the details of the design and materials, apply value management to the project and reduce the unknown factors associated with the cost assumptions.

Consultation with the Architect and builder in regards to the Cost Plan indicates that the delivery of both options within the budget can be achieved, as the detailed design is developed.

4. Site Considerations

A Site Consideration proposal, addressing potential opportunities and required compromises with regards to the services and feasibility for each of the two sites, has been prepared - refer Attachment 4 – Site Considerations. A summary of these considerations is included below;

Site Option 1 – Inside the Pioneer Settlement

- Opens up riverfront location to free access by the general public
- Large site accommodates landscaping aspirations that can be optimised for both outdoor casual usage and events
- Open and clear riverfront views
- Impact on native vegetation minimal – several planted trees required to be removed
- Reduced area of Pioneer Settlement 'proper'
- Locomotive and windmill required to be relocated
- Rotunda and rose garden will be removed
- New entry point to Pioneer Settlement – closer to main attractions (Pyap, Heartbeat of the Murray and Main Street)
- Separates PS Gem from Pioneer Settlement attractions – will require security of PS Gem to be addressed
- Opportunity for PS Gem to be a 'free' attraction
- Aesthetics of a modern building will contrast PS Gem
- Site disruption to Pioneer Settlement operations during construction in close proximity to attractions - solution for PS Gem access during construction will need to be determined.
- Street front access to building from Monash Drive
- Street parking to service building – development of street parking has committed funding

- Spoons Riverside building retained – collaborative precinct development opportunity
- Larger site provides future extension opportunity
- No cafe restaurant in building – provides opportunity for Spoons Riverside and greater opportunity for budget allocation to the four key services
- Creates a juxtaposition of architecture between the Pioneer Settlement (Colonial, Victorian and Federation eras) to the modern era of 2020's – community members express both concern and support to this concept

Site Option 2 – Outside the Pioneer Settlement

- Great vistas – close to riverfront
- Restricted landscaping opportunity due to close proximity of the building to the river – may impact ability for casual use and outdoor events
- Vegetation offsets required to open up riverfront view – will facilitate excellent views from the building
- Several native trees required to be removed
- Minimal direct impact on existing Pioneer Settlement artifacts and architecture, including locomotive, windmill, rose garden and rotunda
- Pioneer Settlement entry location at a significantly greater distance to main attractions (Pyap, Heartbeat of the Murray and Main Street)
- Proposed Pioneer Settlement entry point will require investment to develop activations at entry
- Retains current route for vintage vehicle and horse and cart
- Access to Pental Island required via Pioneer Settlement site
- PS Gem remains an attraction within the Pioneer Settlement
- Incorporates new cafe/restaurant
- Inclusion of cafe/restaurant may compromise development opportunities, including opportunities for the four key services originally the focus of the project
- Impressive visual impact opportunity as vehicles approach from Murray Valley Hwy
- Access to current Art Gallery and lodges will need to be managed during construction of the new building
- Access to car parking areas will be restricted during construction
- Defined off-street car parking will be available for new building, with limited capacity
- Main carparking area will be on Monash Drive – a greater distance to get to the building
- Budget allocation required to seal/formalise parking area at the rear of the current gallery/spoons site
- Future precinct development, including the lodges may be impacted with regards to density of development on this site location
- Car parking and drop off zone for long vehicles and buses not optimal with regards to access and turn around movement

- Additional contingency consideration needed due to close proximity of building to the river levee

5. Key Stakeholder Feedback

Representatives of the key stakeholder group, including Director of the Art Gallery, Manager of Pioneer Settlement, Tourism Economic Development Officer and the Visitor Services Officer all recommend Option 1 as being the most advantageous site to achieve an optimal visitor experience.

In facilitating representation of the Aboriginal community, the Aboriginal Liaison Officer indicated that there is mixed views about the preferred site option from the Aboriginal community. Aboriginal members who participated in the Our Place site visits identified with the opportunities that site 1 offered. The preference from the home visits as to whether site option 1 or site option 2 was the preferred site was inconclusive and votes were evenly spread against the two sites.

In their role as industry professionals, these representatives are collectively across shifting visitor trends, changes in acquisition strategies and demographic and psychographic shifts, some of which have been significant along the river in the past ten years alone. Attachment 5 (Key Stakeholder Feedback) shares the views of each of these key stakeholder representatives.

Consultation

Significant community consultation has been carried out and has been documented in previous reports and throughout this report. Community consultation will be required to be ongoing throughout the development of the project.

Financial Implications

Acquittal for this project is due in May 2022, requiring build completion by March 2022. To ensure compliance with the restrictions of the grant and the strict timeline, the construction phase of the project must commence by late 2020. Active project management throughout the project will be essential to ensure that it is delivered on budget. Compromises will be required to achieve this, regardless of the site. A cost commitment of approximately \$450,000 to \$500,000 to incorporate a new cafe/restaurant as part of design option 2 will require a reduction in floor area to other components/services of the project; or additional funding commitment.

Social Implications

The development of a multipurpose building on the Swan Hill riverfront will aid the maturity of the city and region and provide substantial community benefit by opening up and further activating this riverfront location.

Community members have expressed diverse views about the design and site proposed for the project, including some divisive opinions. Ongoing communication and engagement with all stakeholder groups, including the community, will be required as the project progresses.

Economic Implications

The development of a multipurpose building incorporating – Art Gallery, entrance to Pioneer Settlement, Visitor Information services and an Aboriginal Space will help drive visitation and encourage private sector investment in Swan Hill and region.

Environmental Implications

Being close to the Murray River will require careful planning to ensure both cultural and environmental issues are addressed.

Risk Management Implications

That the project runs over budget or is not completed within the timeframe defined by the grant conditions specified by the Federal Government funding body.

Ongoing community concern about the project (no matter the location) will require ongoing information sharing and consultation.

Council Plan Strategy Addressed

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

Conclusion

Council has carried out a significant amount of research and planning to arrive at this stage in determining a site for this major development. This report and previous reports outline the significant views of the community and of experts in the tourism and arts fields. The executive of Council have reviewed all relevant material and agree that site option 1 - on the Pioneer Settlement site, is the best location to achieve the aims of the project.

Options

1. Site **Option 1** as the future site for the new Our Place building. Site Option 1 is located **inside the Pioneer Settlement ‘proper’** and to the north of the Gem (original proposed site)

2. Site **Option 2** as the future site for the new Our Place building. Site Option 2 is located **is located in the precinct near the current art gallery, spoons and associated car parking** area
3. Council may abandon the project.

Recommendation

That Council proceed with detailed design development and construction of the Our Place building on site option 1, inside the Pioneer Settlement and to the north of the PS Gem.

66/20 Motion

MOVED Cr Benham

That Council:

- 1 **Adopt site option 1 as the future site for the new “Our Place” building. Site Option 1 is located inside the Pioneer Settlement ‘proper’ and to the North of the Gem, and revisit the amount of space allocated for the Aboriginal Cultural Space.**
2. **Require that the “Our Place” project be built within the budgeted allocated funds of \$10,946,040. Unequivocally no overspend.**
3. **Require that the train and the windmill be retained within the Pioneer Settlement grounds and the Pental Island Bridge scoped for repair.**
4. **Require that the community consultation period for the relocation of the train and the windmill be completed within 4–6 weeks and brought back to Council at a Special Meeting of Council in August 2020 or the August 2020 Ordinary meeting.**

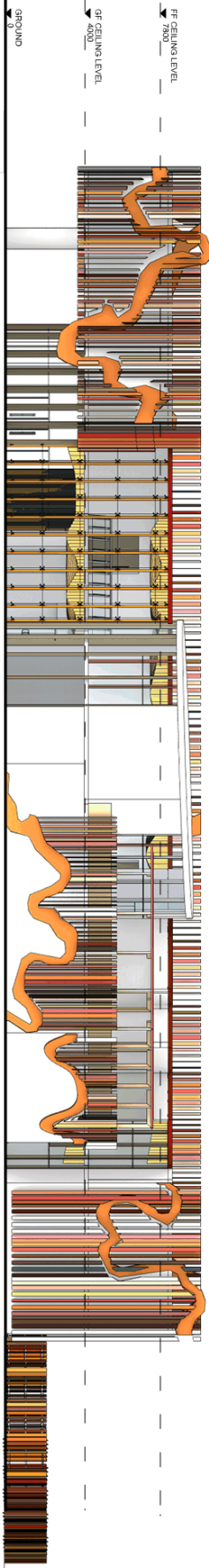
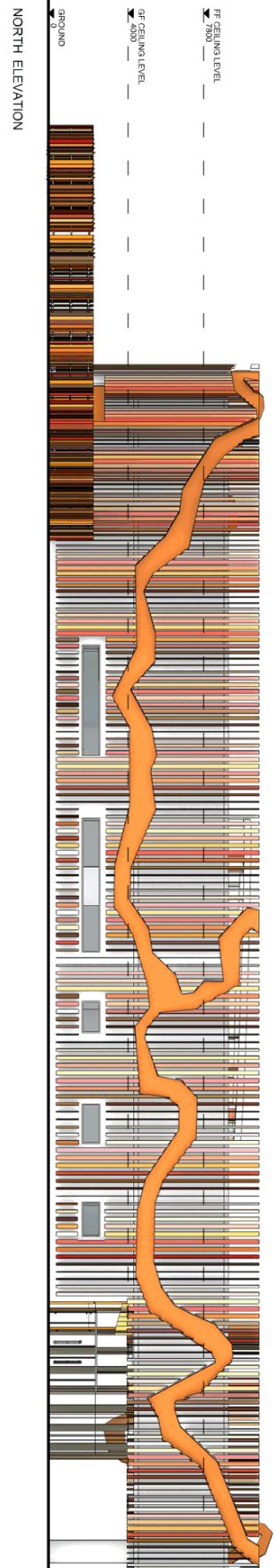
SECONDED Cr Young

The Motion was put and CARRIED

Call for a division

For: Crs Benham, Johnson, Moar and Young

Against: Crs McKay, McPhee and Jeffery



2 ELEVATIONS
Scale: 1:200

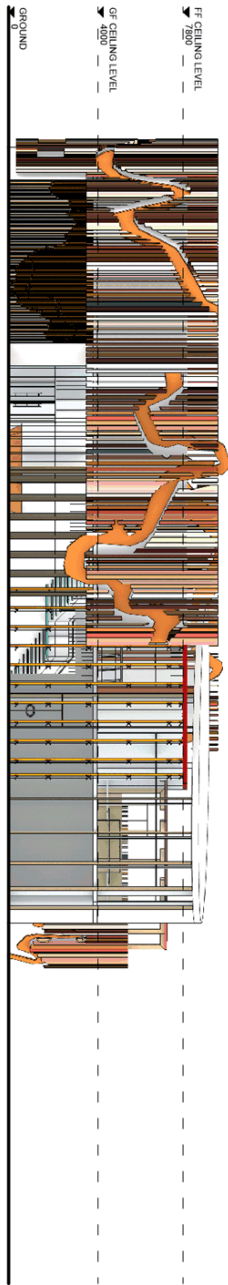
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Project: 'Our Place' Option 1
Township: Swan Hill
Client: Swan Hill Rural City Council
Drawings: Elevations



PROJECT: 2019-449 SWR PLAN 5
ISSUE DATE: 4/06/2020 COORDINATOR: JAMES WILSON
PROJECT NO.: 6095/2020
SCALE: ISO A2
DATE: AS SHOWN
SHEET: OF 16
NO.: 4



WEST ELEVATION



EAST ELEVATION

1 ELEVATIONS
Scale: 1:200

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PROJECT
'Our Place' Option 1

ADDRESS
Swan Hill

CLIENT
Swan Hill Rural City Council

DRAWING
Elevations



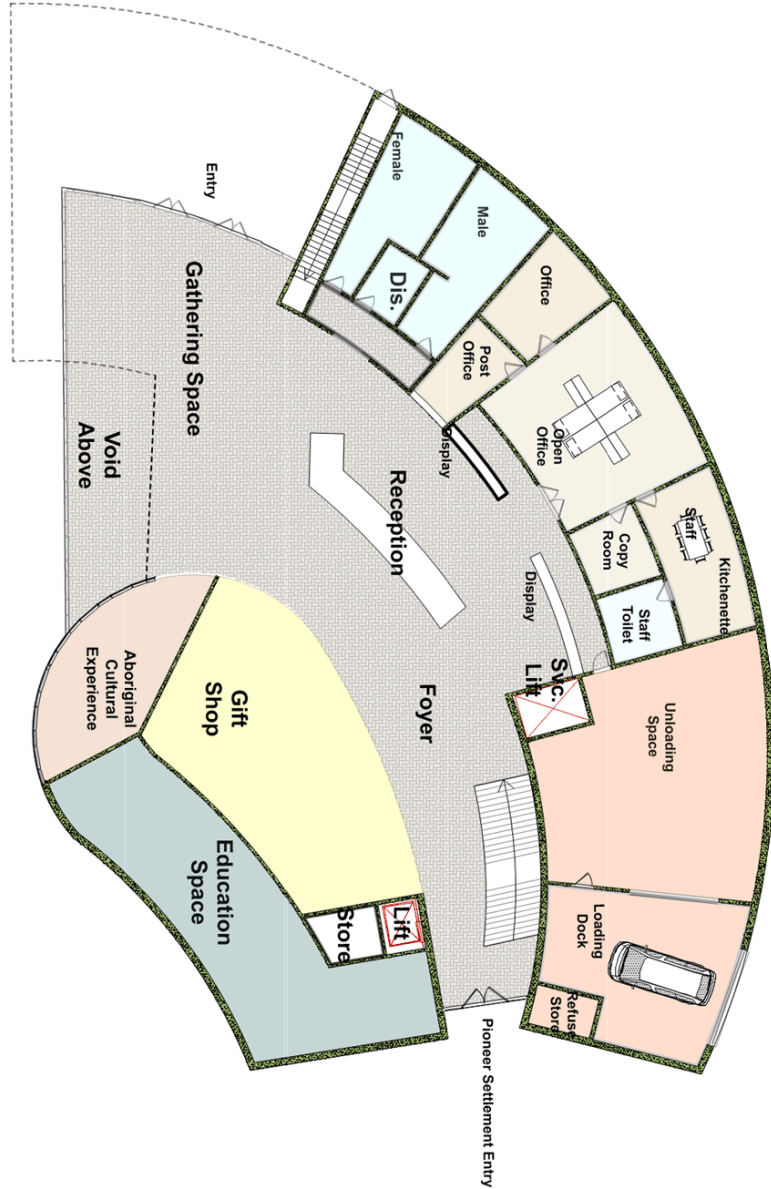
PROJECT #	2019-449	DATE PUBLISHED	9
CONS DATE	4/05/2020	CONSULTANT	2 A & 3 B A
PROF DATE	5/05/2020	SCALE	AS SHOWN
DESIGNER	AS SHOWN	DATE	16
DRAWN	AS SHOWN	OF	2





Ground Floor Plan

 Scale: 1:200



SKETCH DESIGN

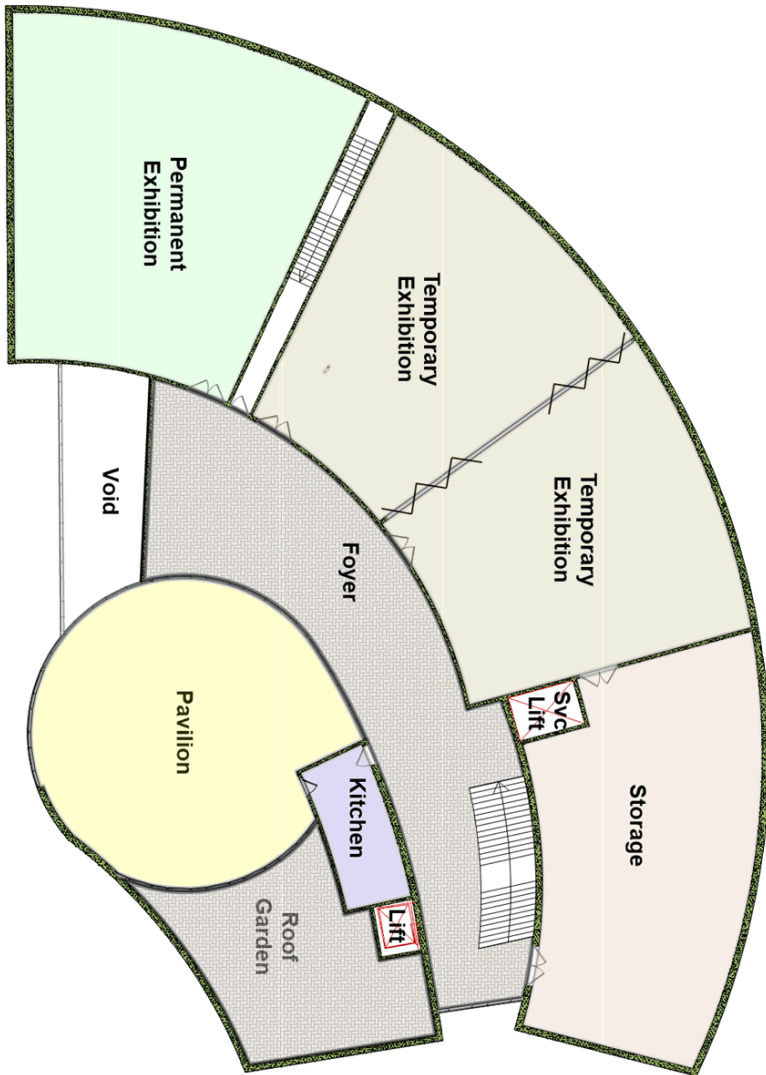
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PROJECT: 'Our Place' Option 1
 CLIENT: Swan Hill Rural City Council
 DRAWING: Ground Floor Plan



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 plan for perfection

PROJECT #	2019-449	DATE PUBLISHED	5
CONS DATE	4/05/2020	CONTRACT #	119-54-00P-2-A-R-3-BA
PROJ DATE	5/05/2020	SCALE	AS SHOWN
ISSUE	AS SHOWN	OF	16
			5



1 First Floor Plan
Scale: 1:200

SKETCH DESIGN

Notes

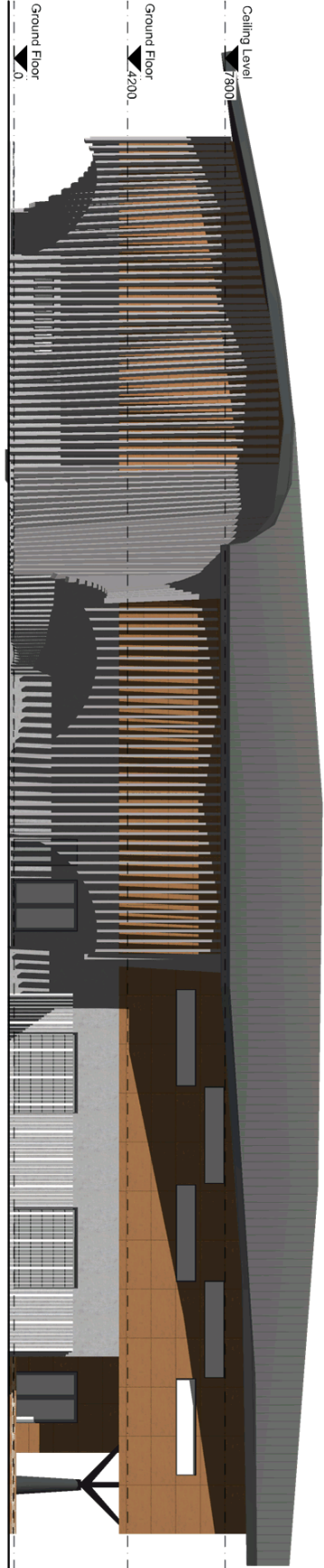
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'Our Place' Option 1

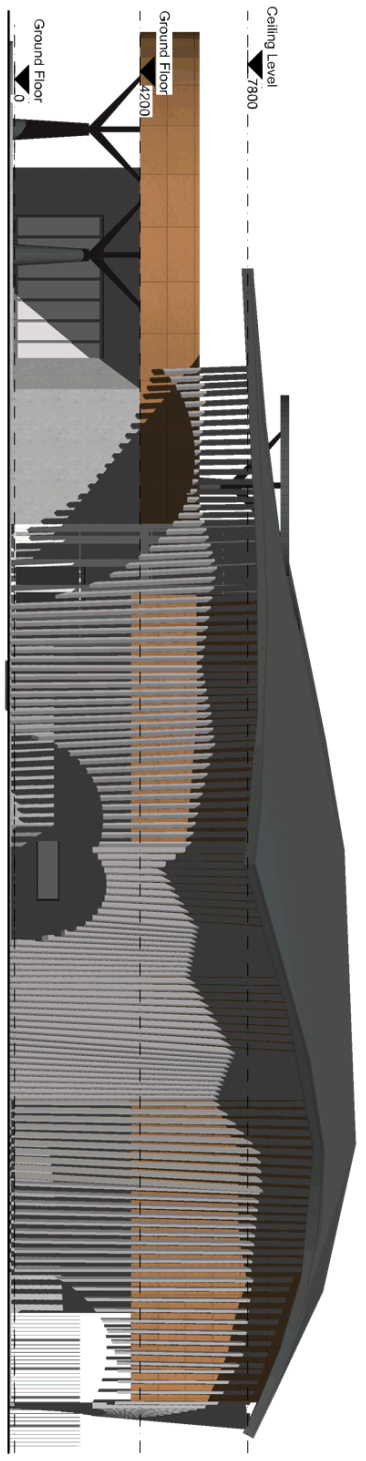
PROJECT
Swan Hill
CLIENT
Swan Hill Rural City Council
DRAWING
First Floor Plan



PROJECT # 2019-449
DATE 4/05/2020
DRAWN BY 5/05/2020
CHECKED AS SHOWN
SCALE ISO A3
SHEET 6 OF 16



1 South Elevation
Scale: 1:150



2 West Elevation
Scale: 1:150

1 28/04/2020 Issue to client

SKETCH DESIGN

Notes

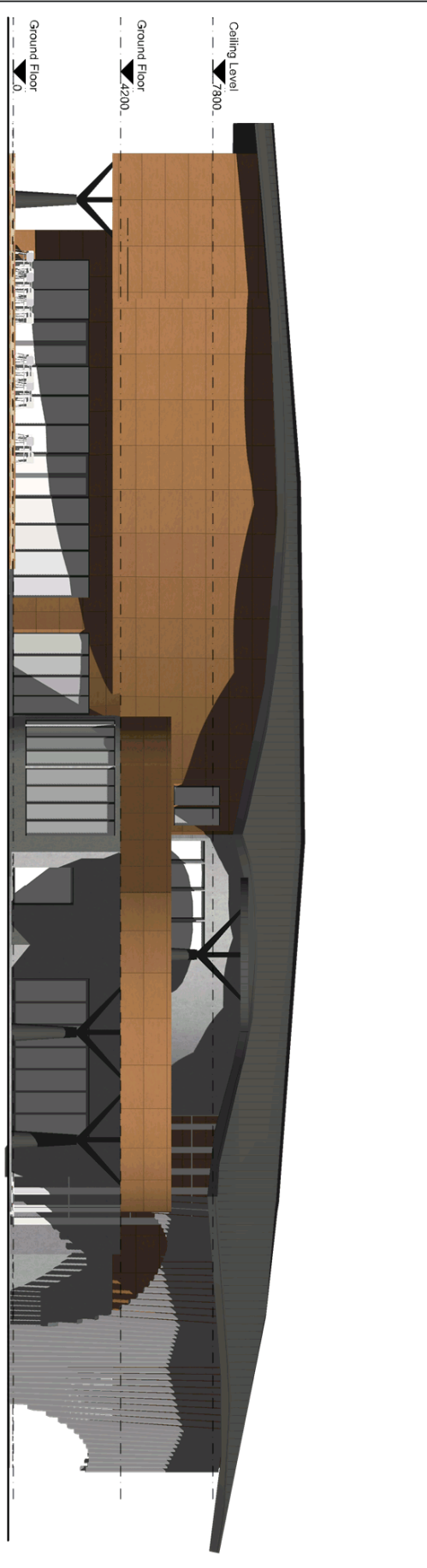
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Product

Our Place - Option 2

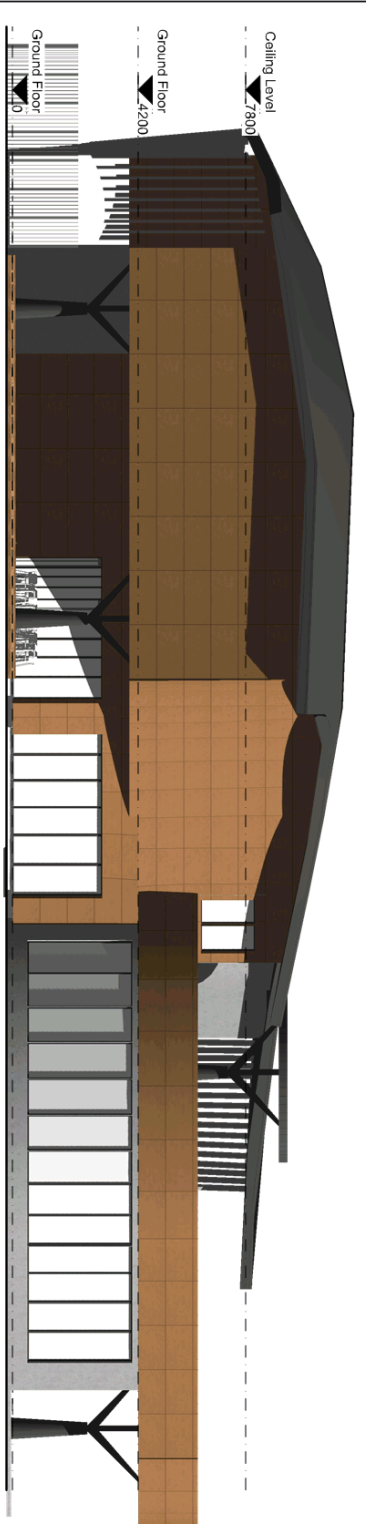
PROJECT
Morrish Drive Swan Hill
CLIENT
Swan Hill Rural Council
DRAWING
Elevations 1



PROJECT # 2019-449 **INTERIOR**
DATE April 2020 **CONTACT** 081-963-1100/01-563-1100/01-563-1100
PROJECT NAME Morrish Drive Swan Hill
PROJECT ADDRESS Morrish Drive Swan Hill
SCALE AS SHOWN
DRAWN BY AS SHOWN
CHECKED BY AS SHOWN



1 North Elevation
Scale: 1:150



2 East Elevation
Scale: 1:150

1 28/04/2020 Issue to client

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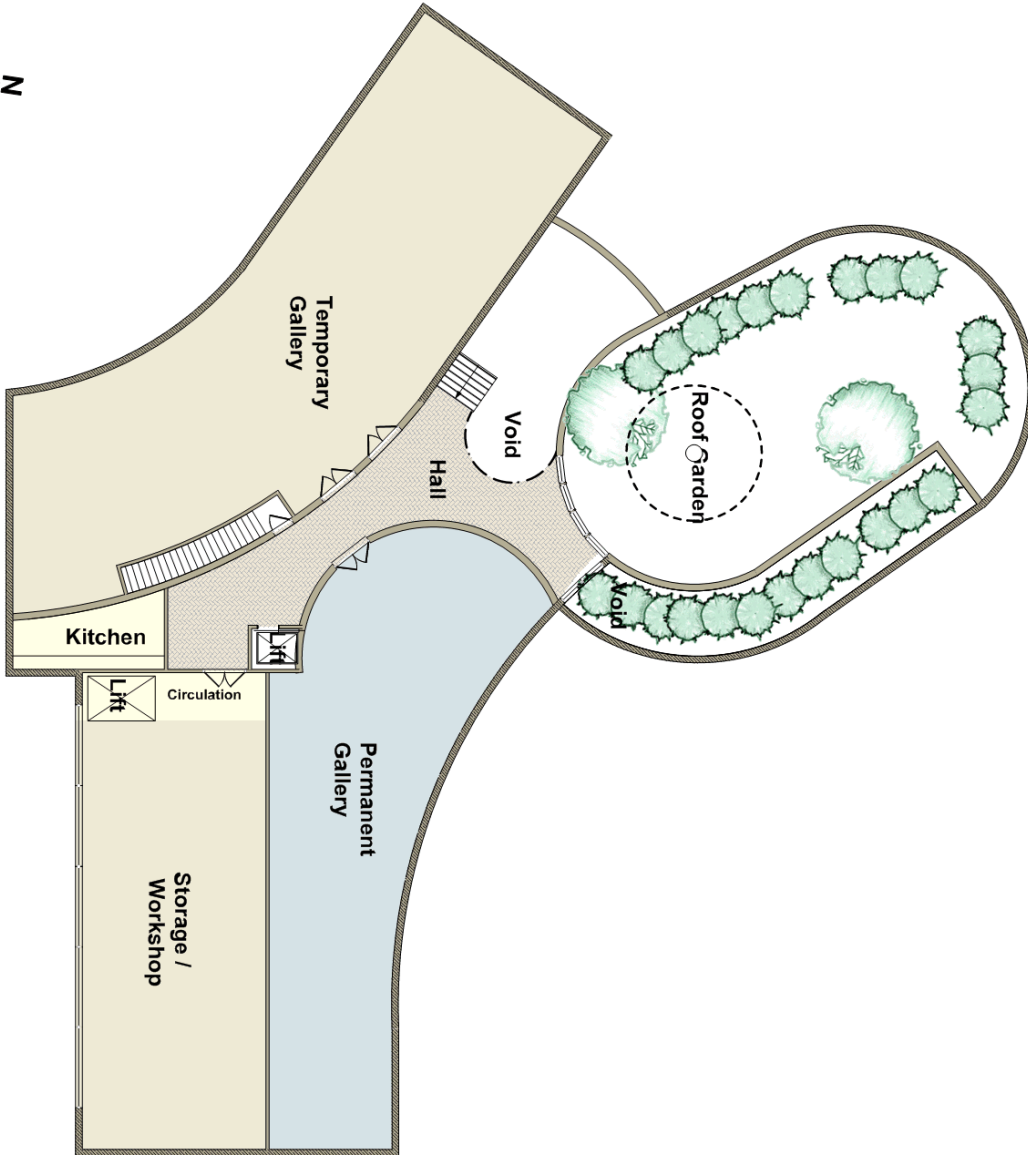
Our Place - Option 2

PROJECT
Morrish Drive Swan Hill
CLIENT
Swan Hill Rural Council
DRAWING
Elevations 2



PROJECT #	2019-449	DATE	28/04/2020
DATE	April 2020	SCALE	AS SHOWN
PROJECT NAME	Morrish Drive Swan Hill	CLIENT	Swan Hill Rural Council
DRAWING NAME	Elevations 2	DATE	28/04/2020
SCALE	AS SHOWN	OF	16
DRAWN BY	CS	CHECKED BY	CS

N
1
First Floor
Scale: 1:200



1 28/04/2020 Issue to client

SKETCH DESIGN

Notes

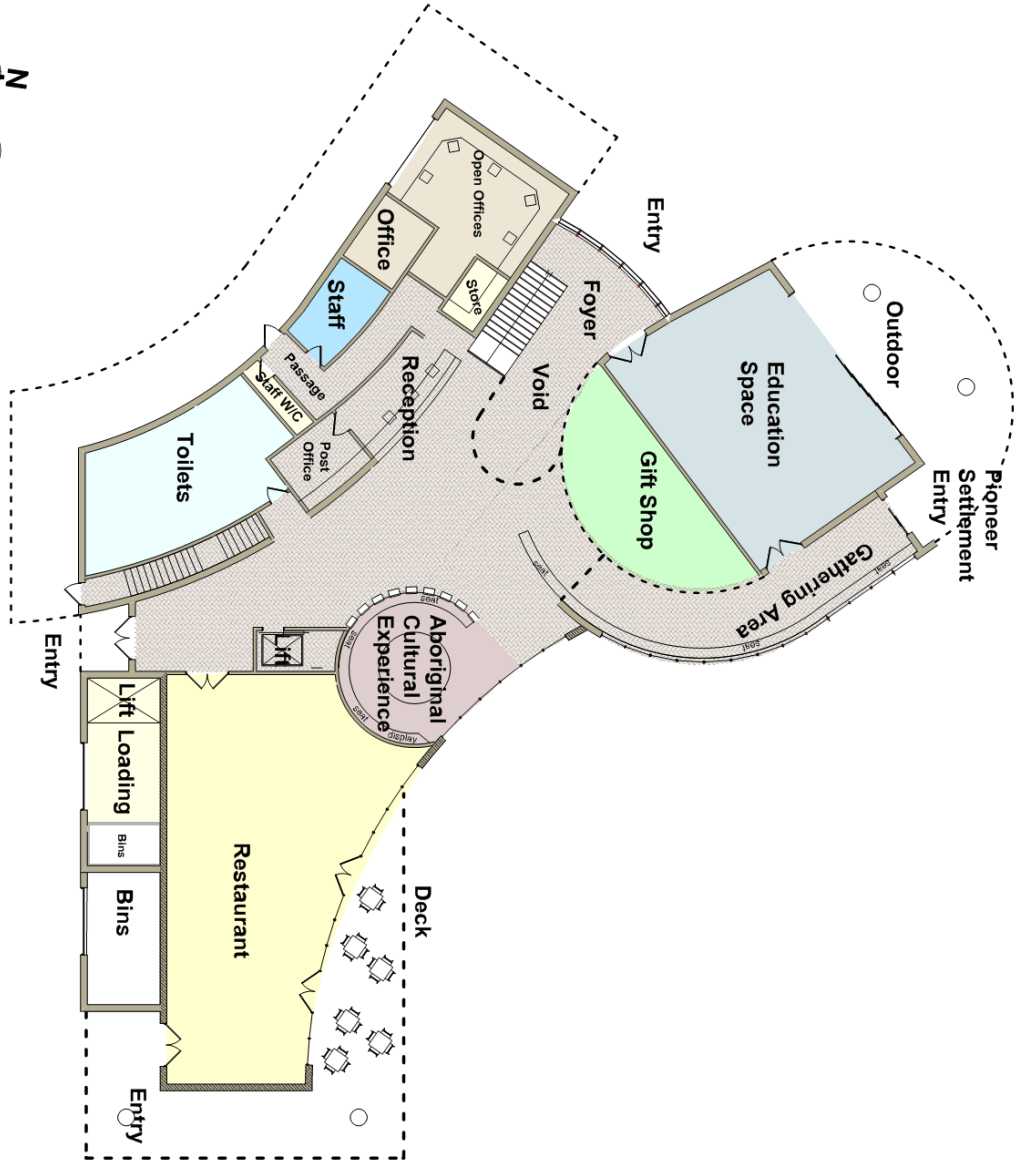
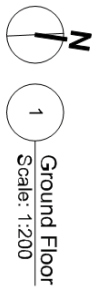
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Contractor:
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Client:
Project:
Date:
Scale:
Sheet:
Drawing:
Revision:
Drawing:
Date:
Scale:
Sheet:
Drawing:
Revision:

Our Place - Option 2

PROJECT:
Morrish Drive Swan Hill
CLIENT:
Swan Hill Rural Council
DRAWING:
First Floor

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PROJECT #	2019-449	DATE	28/04/2020
DATE	April 2020	SCALE	1:200
PROJECT NAME	Morrish Drive Swan Hill	CLIENT	Swan Hill Rural Council
DRAWING NUMBER	04	DATE	28/04/2020
SCALE	AS SHOWN	SHEET	OF 16
DRAWN BY	AS SHOWN	CHECKED BY	AS SHOWN



1 28/04/2020 Issue to client

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Our Place - Option 2

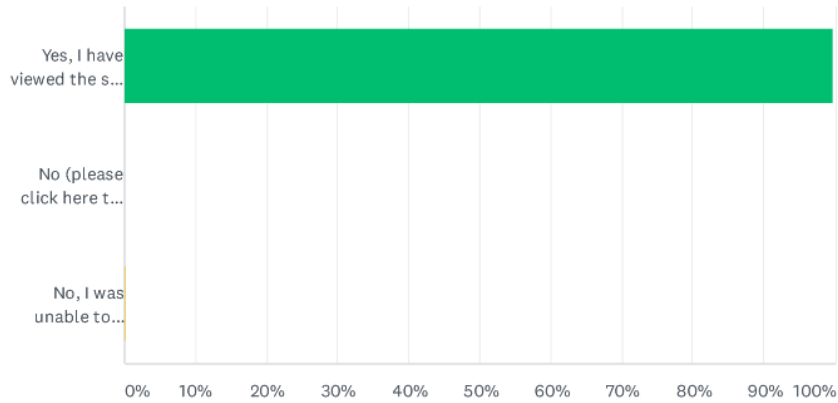
PROJECT:
 Monash Drive Swan Hill
CLIENT:
 Swan Hill Rural Council
DESIGNER:
 Ground Floor



PROJECT #	2019-449	INTERACTIVE	9
DATE	April 2020	DATE OF ISSUE	28/04/2020
PROJECT NAME	MONASH DRIVE SWAN HILL	SCALE	AS SHOWN
DESIGNER	BRANDRICK ARCHITECTS	DATE	28/04/2020
PROJECT NO.	03	OF	16

Q1 Have you viewed the Our Place site options, concept design options and site considerations? If not, click here to view this information in a separate browser.

Answered: 470 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I have viewed the site options, concept design options and site considerations	99.79%	469
No (please click here to view the site options, concept design options and site considerations)	0.00%	0
No, I was unable to access the information	0.21%	1
TOTAL		470

Our Place - Site location and design

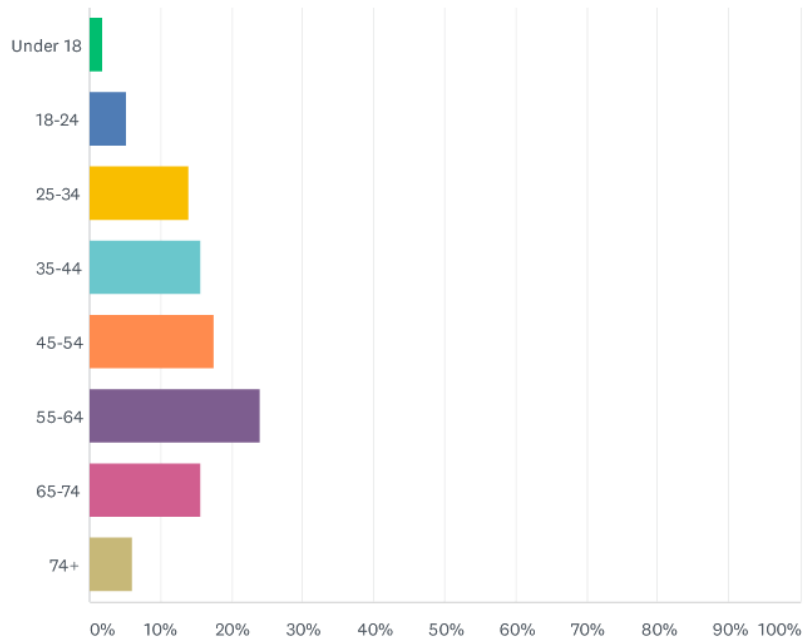
SurveyMonkey

Q2 What is your full name?

Answered: 409 Skipped: 61

Q3 What is your age?

Answered: 409 Skipped: 61



ANSWER CHOICES	RESPONSES	
Under 18	1.96%	8
18-24	5.13%	21
25-34	13.94%	57
35-44	15.65%	64
45-54	17.60%	72
55-64	23.96%	98
65-74	15.65%	64
74+	6.11%	25
TOTAL		409

Our Place - Site location and design

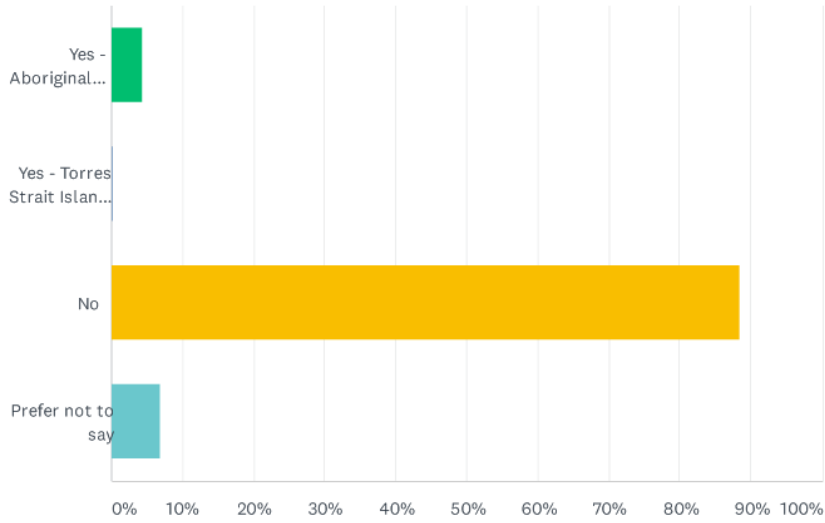
SurveyMonkey

Q4 What is your current residential postcode?

Answered: 409 Skipped: 61

Q5 Are you of Aboriginal or Torres Strait Islander decent?

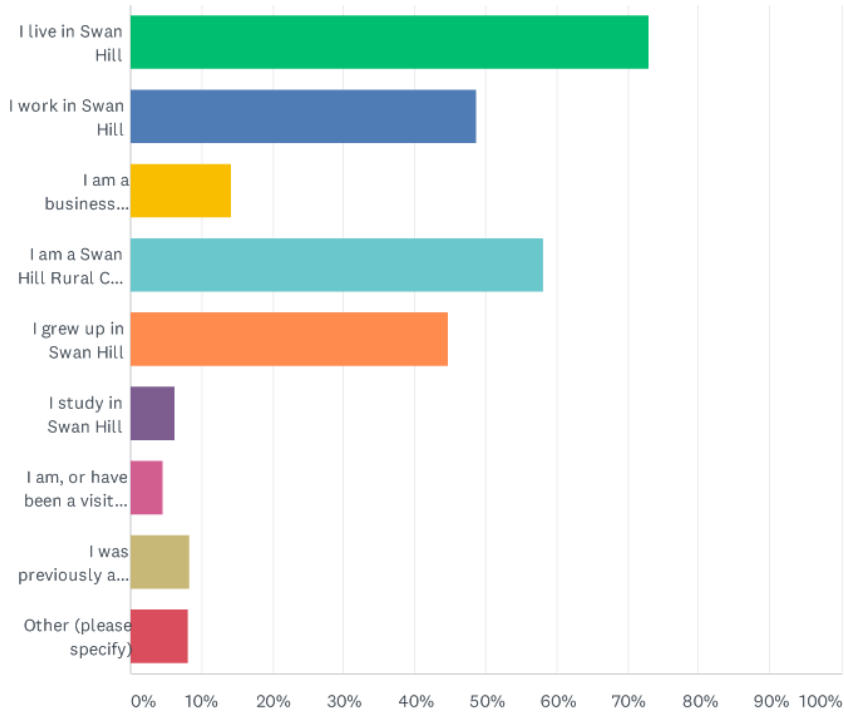
Answered: 409 Skipped: 61



ANSWER CHOICES	RESPONSES	
Yes - Aboriginal decent	4.40%	18
Yes - Torres Strait Islander decent	0.24%	1
No	88.51%	362
Prefer not to say	6.85%	28
TOTAL		409

Q6 What is your connection to Swan Hill? (you can select more than one option, as applicable)

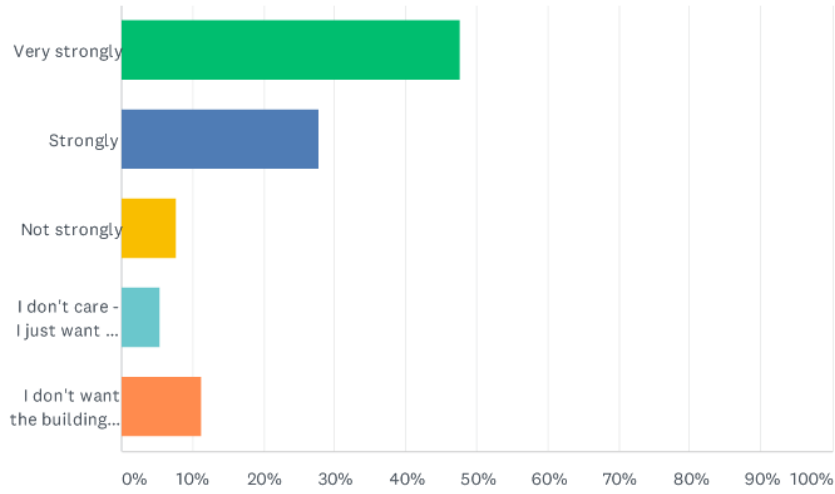
Answered: 409 Skipped: 61



ANSWER CHOICES	RESPONSES	
I live in Swan Hill	73.11%	299
I work in Swan Hill	48.66%	199
I am a business owner/operator in Swan Hill	14.18%	58
I am a Swan Hill Rural City Council rate payer	58.19%	238
I grew up in Swan Hill	44.74%	183
I study in Swan Hill	6.36%	26
I am, or have been a visitor to Swan Hill	4.65%	19
I was previously a resident in Swan Hill	8.31%	34
Other (please specify)	8.07%	33
Total Respondents: 409		

Q7 How strongly do you feel about the location of Our Place?

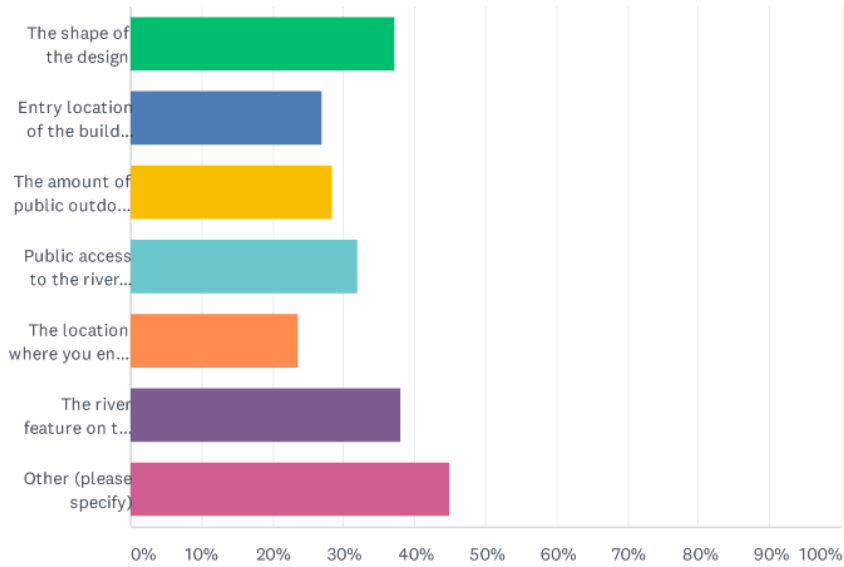
Answered: 409 Skipped: 61



ANSWER CHOICES	RESPONSES	
Very strongly	47.68%	195
Strongly	27.87%	114
Not strongly	7.82%	32
I don't care - I just want to make sure it gets built	5.38%	22
I don't want the building built at all	11.25%	46
TOTAL		409

Q8 Thinking about Design option 1 ONLY (inside the Pioneer Settlement), what features do you LIKE about the design and location? (select as many options as you like)

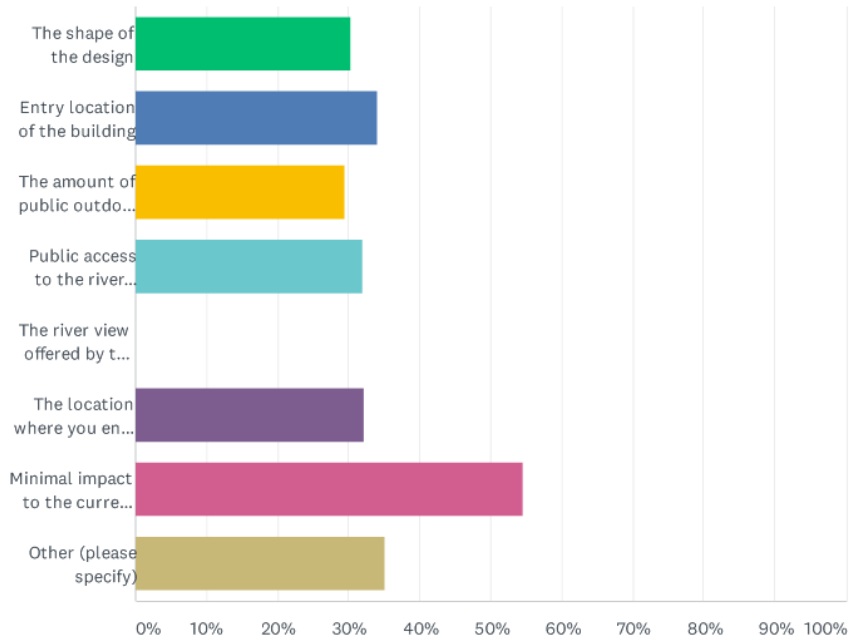
Answered: 375 Skipped: 95



ANSWER CHOICES	RESPONSES	
The shape of the design	37.33%	140
Entry location of the building from Monash Drive	26.93%	101
The amount of public outdoor space around the building	28.53%	107
Public access to the river front offered by this site	32.00%	120
The location where you enter into the Pioneer Settlement	23.73%	89
The river feature on the exterior of the building	38.13%	143
Other (please specify)	45.07%	169
Total Respondents: 375		

Q9 Thinking about Design option 2 ONLY (outside the Pioneer Settlement), what features do you LIKE about the design and location? (select as many options as you like)

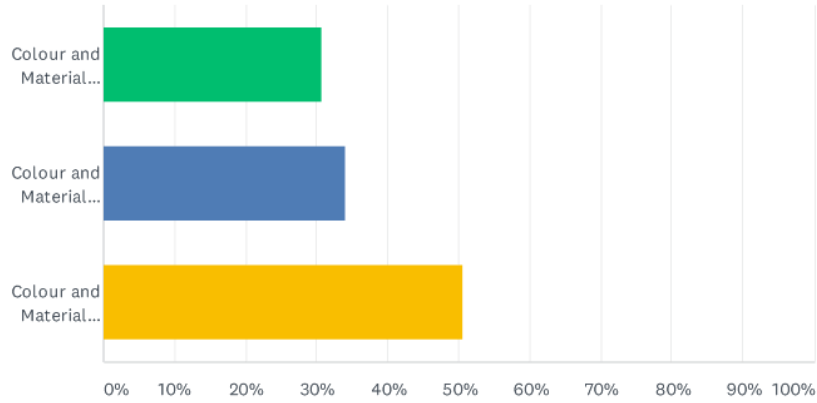
Answered: 375 Skipped: 95



ANSWER CHOICES	RESPONSES	
The shape of the design	30.40%	114
Entry location of the building	34.13%	128
The amount of public outdoor space around the building	29.60%	111
Public access to the river front offered by this site	32.00%	120
The river view offered by this site - click here for river view offered at site Option 2 INSERT PIC??	0.00%	0
The location where you enter into the Pioneer Settlement	32.27%	121
Minimal impact to the current Pioneer Settlement site	54.67%	205
Other (please specify)	35.20%	132
Total Respondents: 375		

Q10 Think about the materials that you would expect to see included in the design of this building, regardless of its location. Please select the material palettes/combinations that you like best (select as many as you like).

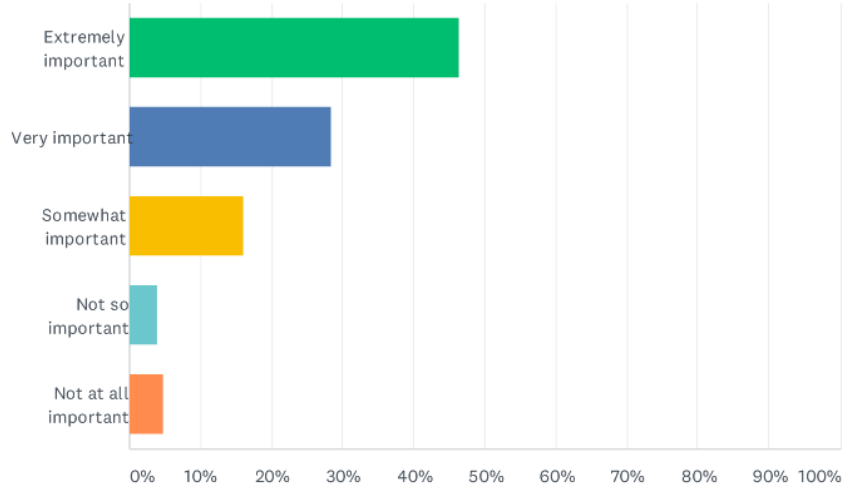
Answered: 375 Skipped: 95



ANSWER CHOICES	RESPONSES	
Colour and Material Palette 1	30.67%	115
Colour and Material Palette 2	34.13%	128
Colour and Material Palette 3	50.67%	190
Total Respondents: 375		

Q11 Landscaping around the building (ie. garden and vegetated areas that visitors can spend time in).

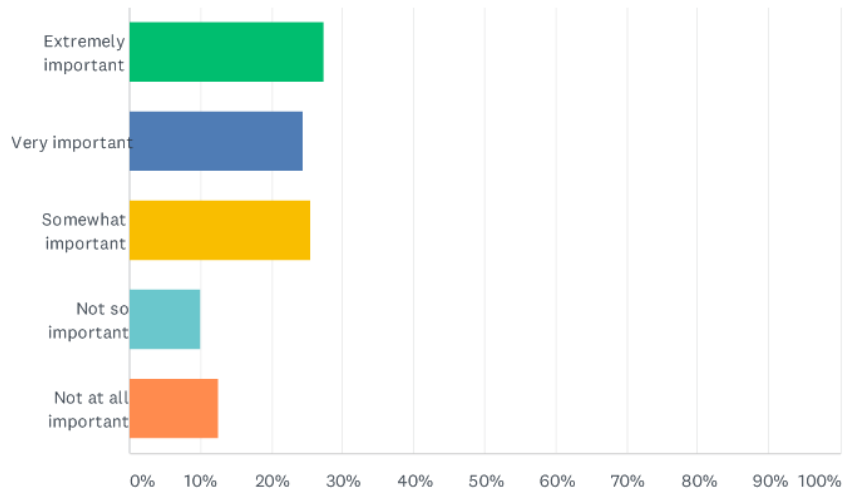
Answered: 372 Skipped: 98



ANSWER CHOICES	RESPONSES	
Extremely important	46.51%	173
Very important	28.49%	106
Somewhat important	16.13%	60
Not so important	4.03%	15
Not at all important	4.84%	18
TOTAL		372

Q12 Being able to get a coffee in the building.

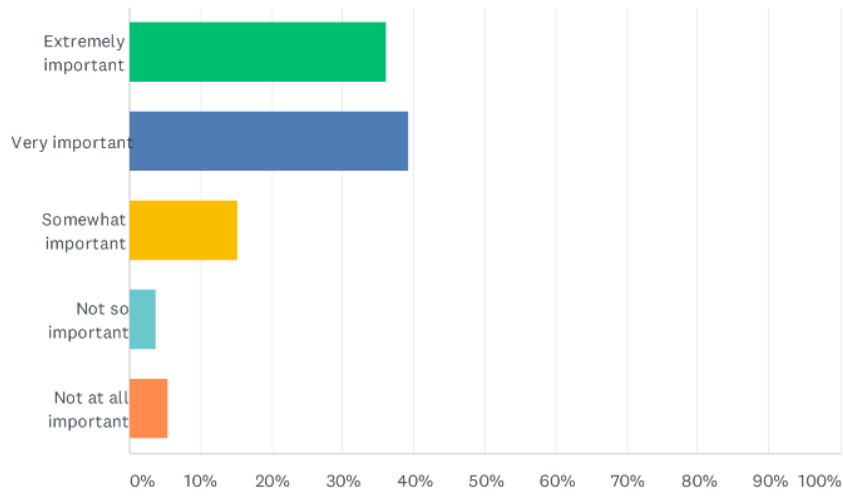
Answered: 372 Skipped: 98



ANSWER CHOICES	RESPONSES	
Extremely important	27.42%	102
Very important	24.46%	91
Somewhat important	25.54%	95
Not so important	9.95%	37
Not at all important	12.63%	47
TOTAL		372

Q13 Outdoor public seating areas around the building.

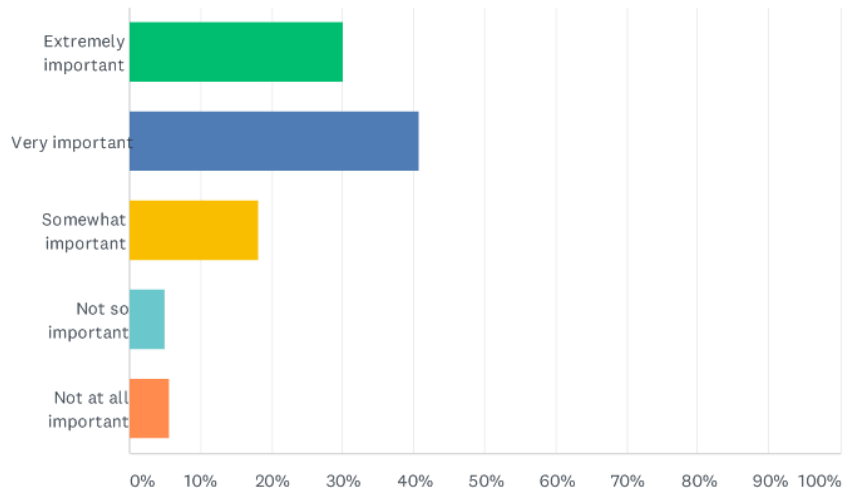
Answered: 372 Skipped: 98



ANSWER CHOICES	RESPONSES	
Extremely important	36.29%	135
Very important	39.25%	146
Somewhat important	15.32%	57
Not so important	3.76%	14
Not at all important	5.38%	20
TOTAL		372

Q14 Seated areas inside the building that the public can spend time in.

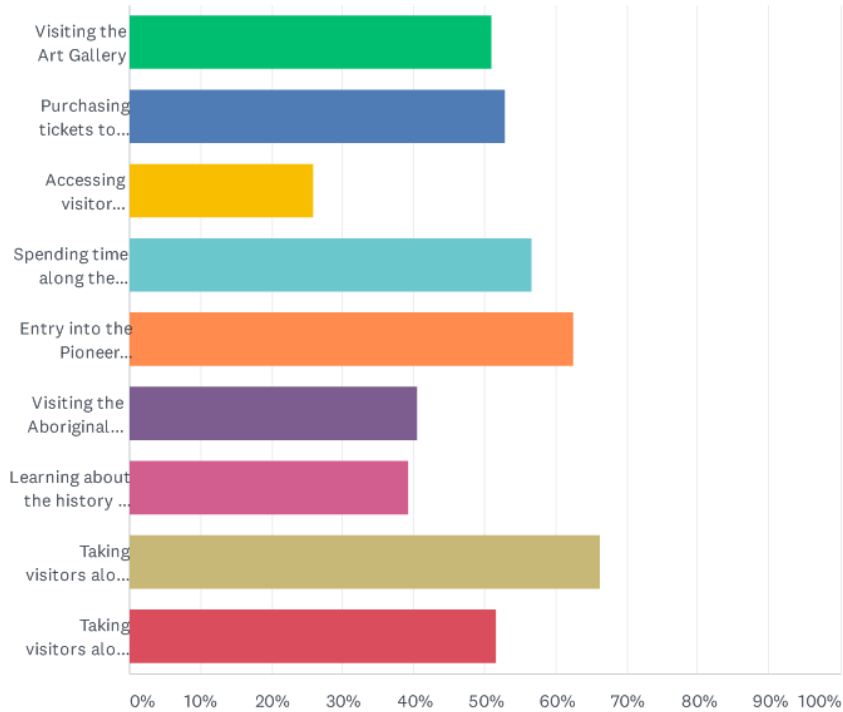
Answered: 372 Skipped: 98



ANSWER CHOICES	RESPONSES	
Extremely important	30.11%	112
Very important	40.86%	152
Somewhat important	18.28%	68
Not so important	5.11%	19
Not at all important	5.65%	21
TOTAL		372

Q15 How do you think you will interact with Our Place? (choose as many as you like)

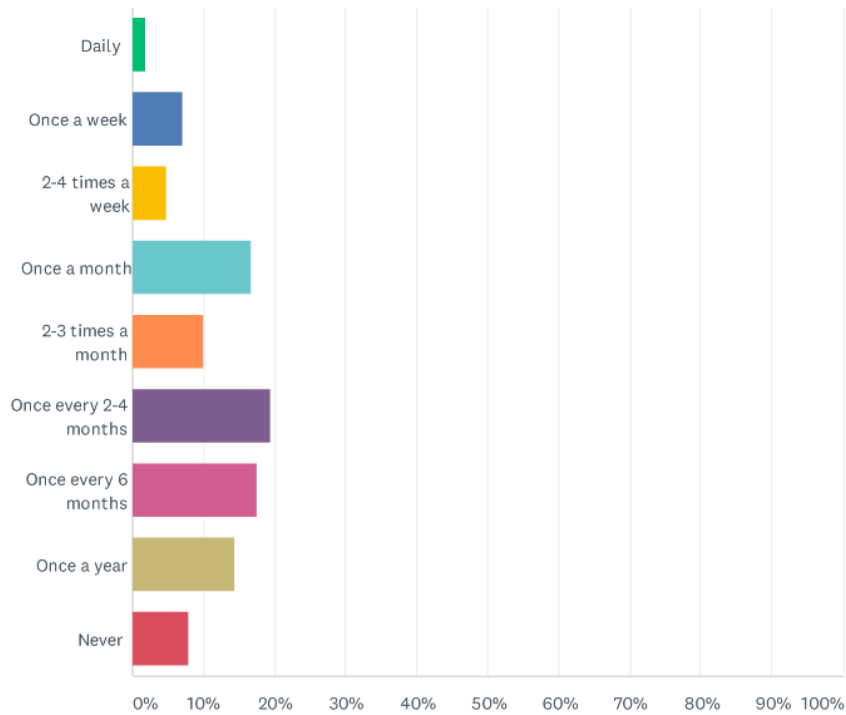
Answered: 369 Skipped: 101



ANSWER CHOICES	RESPONSES	
Visiting the Art Gallery	50.95%	188
Purchasing tickets to local events	52.85%	195
Accessing visitor services information	26.02%	96
Spending time along the riverfront	56.64%	209
Entry into the Pioneer Settlement	62.60%	231
Visiting the Aboriginal Cultural experience	40.65%	150
Learning about the history of Swan Hill	39.30%	145
Taking visitors along to see some of our local attractions	66.40%	245
Taking visitors along to learn about the history of Swan Hill	51.76%	191
Total Respondents: 369		

Q16 How often would you expect to visit Our Place?

Answered: 369 Skipped: 101



ANSWER CHOICES	RESPONSES	
Daily	1.90%	7
Once a week	7.05%	26
2-4 times a week	4.88%	18
Once a month	16.80%	62
2-3 times a month	10.03%	37
Once every 2-4 months	19.51%	72
Once every 6 months	17.62%	65
Once a year	14.36%	53
Never	7.86%	29
TOTAL		369

Our Place - Site location and design

SurveyMonkey

Q17 If you could share one idea for something that you would like to see included in the DESIGN of this new building, what would that be?

Answered: 224 Skipped: 246

Our Place - Site location and design

SurveyMonkey

Q18 If you could share one idea for something that you would like to see included in the EXPERIENCE offered from this new building, what would that be?

Answered: 202 Skipped: 268

Our Place - Site location and design

SurveyMonkey

Q19 Do you have any other feedback or comments that you would like to share with us about the Our Place project at this time?

Answered: 247 Skipped: 223

Our Place - Site location and design

SurveyMonkey

Q20 Would you like to receive email updates about Our Place?If yes, please provide your details below.If no, or if you are already receiving Our Place email updates, please click 'Next'

Answered: 74 Skipped: 396

ANSWER CHOICES	RESPONSES	
Full Name	93.24%	69
Email	100.00%	74



Option 2

Option 1



Option Locality Plan
Scale: 1:1000

SKETCH DESIGN

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Our Plans - Option 1 & 2

PROJECT:
Morrish Drive Swan Hill
CLIENT:
Swan Hill Rural Council
ADDRESS:
Locality Plan



PROJECT #	2019-449	INTERIOR	9
DATE	April 2020	COACH DRIVEN 18.5 - 18.5km/h plan view	
PROJECT NO.	04/06/2020	SWH1	
DESIGNER	AS AS	AS SHOWN	
SCALE	AS SHOWN		
DATE	04/06/2020		

Our Place

Site and design considerations - June 2020



Riverfront access, views and landscaping

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> This site provides access to a riverfront location that is currently only accessible via ticketed entry into the Pioneer Settlement. This provides the opportunity to make the area more accessible for visitors and the local community. The view to the river is clear and open. This site offers sufficient space to incorporate landscaped outdoor public space that takes advantage of the river frontage. 	<ul style="list-style-type: none"> Riverfront access may be limited due to the position of the levee bank and steepness of the bank. The area that can be landscaped on this site is limited due to the levee bank and proximity to the existing car parks. A majority of direct river frontage might require an amount of 'hard landscaping', including decking, to facilitate access. The view from this site is not as clear because vegetation is denser. Refer to the 'Impact on vegetation' section for additional considerations related to this point. There will be costs associated with providing the offsets required for some vegetation clearing on this site.

Impact on vegetation

Both sites will require some clearing of vegetation. Impact on vegetation will be minimised wherever possible and in particular, impact on native vegetation.

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> Impact on native vegetation is expected to be minimal for this site. Several 'planted' trees will need to be removed to accommodate the new building. This includes the rose garden and a number of non-native species. 	<ul style="list-style-type: none"> Several native trees will need to be removed. The proposed design for this site has worked around two established trees (one outside the existing Art Gallery and another in the rear carpark area behind Spoons Riverside), in order to minimise impact and removal of vegetation To open up the view to the river from the ground level, we will consider thinning the smaller growth of native vegetation.

Pioneer Settlement heritage artifacts and architecture

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> • Building on this site will mean that the Pioneer Settlement will no longer have exclusive access and control of this space. Since the development of the Lower Murray Inn, the proposed site area has been less activated with regards to weddings and functions than it was before Lower Murray Inn was developed. • The old hospital gates will be required to be removed, but will be retained by the Settlement and possibly re-erected in another location. • The locomotive and windmill will be relocated from this site. • The rotunda will need to be removed. • The rose garden will need to be removed. 	<ul style="list-style-type: none"> • Building on this site will have limited direct impact on Pioneer Settlement artifacts and architecture. Refer to the 'Pioneer Settlement entry' section for additional considerations related to this point

Pioneer Settlement entry – and proximity to key activations and attractions

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> • Building on this site will require a new entry point into the Pioneer Settlement, being in the proximity of the old church and the coach houses. • The new entry point for this site will be in comparable proximity to key Settlement attractions (the main street and Heartbeat of the Murray) as the current Settlement entry location. 	<ul style="list-style-type: none"> • Building on this site will require a new entry point into the Pioneer Settlement, being at the current exit point to Spoons Riverside and alongside the PS Gem. • The new entry location required for this site will mean that the entry point is a significantly greater distance from key Settlement attractions (the main street and Heartbeat of the Murray), as compared to the current entry location. • This proposed entry position is not currently activated as a key area of the Settlement and will require investment to develop activations in this location. • Alternate solutions might be required to transport less able-bodied visitors attending Heartbeat of the Murray from the new entry point to the Heartbeat location.

PS Gem

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> • Building on this site offers an opportunity for the PS Gem to be a 'free' attraction, allowing more people to visit, learn about and appreciate this unique historical artifact. • It is not expected that the PS Gem will continue to be an attraction incorporated in the general entry Pioneer Settlement ticket price. However, the PS Gem might remain an attraction for ticketed guided tours conducted as part of the Pioneer Settlement offering. • Any design for this site will need to be respectful in its incorporation of, and impact on, the PS Gem as an established key historical attraction. • Viable solutions will be required to ensure that the security of the PS Gem is not compromised. • 	<ul style="list-style-type: none"> • The PS Gem will remain an attraction within the Pioneer Settlement, available exclusively to Pioneer Settlement ticket holders. • Any design for this site will also need to be respectful in its incorporation of, and impact on, the PS Gem as an established key historical attraction.

Site disruptions during construction – Spoons Riverside, PS Gem, Art Gallery, Pioneer Settlement

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> • Access to the southern end of the Pioneer Settlement will be restricted during construction. At completion, there will be a new entry location to the Pioneer Settlement. Refer to the 'Pioneer Settlement entry' section for additional considerations related to this point. • Access to the Pyap will continue to be made available. • It is expected that access to the PS Gem will continue to be made available, although access may be restricted at times due to construction. Disruption will be minimised wherever possible. 	<ul style="list-style-type: none"> • Demolition of the existing Spoons Riverside building will be required to construct the new building. • Spoons Riverside will be closed to the public for the period of construction – Council is working with the management of Spoons Riverside to communicate details of this possibility. It will be the responsibility of Spoons Riverside management to facilitate alternate business arrangements during the shutdown period. • The current Art Gallery will continue to operate, however access may be restricted at times due to construction requirements. Disruption will be minimised wherever possible. • Existing car park access on this site will be limited due to construction. • Access to the Pioneer Settlement Lodges will continue to be made available; however access may be restricted at times due to construction requirements. Disruption will be minimised wherever possible.

Carparking

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> Main carparking area servicing the building will be street parking. 	<ul style="list-style-type: none"> Defined, off street car parking area to service building. Defined, off street parking area will have limited capacity – this will be backed up Will require budget allocation to seal/formalise carpark area at the rear of the current art gallery/spoons site. May require consideration of redeveloping Art Gallery parking area in order to optimise car parking in the precinct – this may be able to be delivered by a staged approach.

Future development of lodges site

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> May require future interpretive connection between the two locations. 	<ul style="list-style-type: none"> Future precinct development may be impacted with regards to density of development on this site location.

Pental Island access from building

Site option 1 Inside the Pioneer Settlement	Site option 2 Outside the Pioneer Settlement
<ul style="list-style-type: none"> Direct access to Pental Island footbridge may benefit future engagement with island for Aboriginal community and potential tourism product/engagement opportunities with the island (interpretive walk, etc.) Footbridge will require investment in upgrade to facilitate public access 	<ul style="list-style-type: none"> Will require access via the Pioneer Settlement proper.

Key Stakeholder Feedback

Our Place



The Key Stakeholder group comprises representatives from each of the key services that will operate from the new building – the Art Gallery, the Aboriginal community, Visitor Services and the Pioneer Settlement. Each of the members are experts in their fields.

The group wish to draw attention to research and studies that have shown the range of opportunities presented by the Pioneer Settlement site (site option 1). Specifically, supporting documents and professional opinion for this site include;

- Feasibility Reports – Murray River Interpretive Centre Feasibility Study and Murray River Interpretive Centre Design Feasibility Report
- Mark Francis, MRT, CEO
- The current architects
- Art Gallery Advisory Committee
- Friends of Pioneer Settlement (vast majority of over 60 volunteers)
- Victorian Tourism Industry Council (VTIC) - Visitor Servicing Toolkit 2019
- Murray Region Visitor Engagement Strategy 2019

In consideration of the sites proposed, the Pioneer Settlement, Visitor Services and Art Gallery have expressly stated that site option 1 provides the most optimised strategic opportunities for the delivery of the respective services.

The Pioneer Settlement has expressed a preference for site option 1. The Settlement supports a Modern Entry into a heritage precinct (various examples around the world support this practice). The Settlement has concern for loss of budget allocation and floor space to out-of-scope and unplanned restaurant inclusion - to see a diluting of the investment into the four stakeholder services to benefit a commercial business would be disappointing for the community.

The Visitor Services team believes that site option 1 is the most opportunistic locality, allowing the greatest opportunity to deliver a competitive destination offering and maximise investment. Increasing overnight visitation and expenditure is a key focus for Swan Hill tourism. One of the greatest challenges Swan Hill tourism faces is how to improve its product offering - the more on offer, the longer people will stay. Research shows that the most popular activity for domestic visitors to Swan Hill is dining out. By developing option two, one of the key tourism products of this region, Spoons Riverside, becomes compromised.

The proximity of site option 1 also facilitates easy access to Pental Island for the development of future tourism product(s) – partnership with the Aboriginal community has the potential to support the development of such products. Additionally, site option 1 facilitates Visitor Services to literally be on site with the major attractions that it promotes every single day.

The Art Gallery, as a key stakeholder of Our Place, is fully aligned with the position of the Art Gallery Advisory Committee, presented earlier in this report. The Gallery supports site option

1 as its preferred site for its view that the site is generally more advantageous for all key stakeholders and users of the building.

Key members of the Aboriginal Community state that access to, and engagement with the river is a vital consideration for the positioning of the aboriginal cultural experience within the design, as is consideration of future access to Pentel Island. In facilitating representation of the Aboriginal community, the Aboriginal Liaison Officer indicated that there is mixed views about the preferred site option from the Aboriginal community. Aboriginal members who participated in the Our Place site visits identified with the opportunities that site 1 offered. The preference from the home visits as to whether site option 1 or site option 2 was the preferred site was inconclusive and votes were evenly spread against the two sites. A report of consultation with the Aboriginal Community with regards to site considerations has been shared with Councillors.

There being no further business the Mayor, Councillor Bill Moar closed the meeting at 2.20pm.