



AGENDA

SCHEDULED MEETING OF COUNCIL

Tuesday, 19 July 2022

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

COUNCIL:

Cr J Benham – Mayor

Cr B Moar
Cr A Young
Cr LT McPhee
Cr C Jeffery
Cr S King
Cr N McKay

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SECTION A – PROCEDURAL MATTERS

- **Welcome**
- **Acknowledgement of Country**
- **Prayer**
- **Apologies/Leaves of Absence**
- **Directors/Officers Present**
- **Confirmation of Minutes**
 - 1) Scheduled Meeting of Council held on 14 June 2022
- **Disclosures of Conflict of Interest**
- **Joint Letters and Reading of Petitions**
- **Public Question Time**
- **Open Forum**

SECTION B – REPORTS

B.22.52 EVENT SUPPORT FUND 2021/2022 UNALLOCATED BUDGET

Responsible Officer: Director Development and Planning
File Number: S17-01-04-08
Attachments: 1 [↓](#) Rockwiz Live Under The Stars
2 [↓](#) Go North Art Festival

Declarations of Interest:

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

Summary

This report is seeking Council's approval to fund two Council managed events (total \$50,000) from the budget for the Event Support Fund 2021/2022.

Discussion

Due to the impacts associated with COVID-19 over the past two years, Council's Event Support Fund has an unspent budget of \$50,000. This amount is additional to the carry forward of funding with approved events that were postponed to 2022/2023, including the Swan Hill Show and Seniors Country Week Tennis.

With this remaining budget of \$50,000, an opportunity exists for Council to implement and support new or expanded events/activities that will create economic and social benefits to the region. It is envisaged these events would become an ongoing fixture on Council's annual event calendar, providing direct benefits to the local hospitality and accommodation sectors.

Potential Events

Go North Art Festival and Live Under the Stars are two suggested events that will not only provide local economic outcomes but will support the reactivation of Riverside Park (soundshell) as the region's premier outdoor event space.

EVENTS	EVENT TIME	RECOMMEND FUNDING
Go North Arts Festival	3rd & 4th Sept 2022	\$25,000
Live Under the Stars	12th Nov 2022	\$25,000

Go North Arts Festival

Swan Hill National Print and Drawing Awards is a major event for the gallery. Attracting over 200 entries from every state and territory in Australia the Awards

bring some of the best contemporary prints and drawings to Swan Hill for a three-month long exhibition. A series of public programs will support the exhibition. Workshops will be held over the period and the launch will be a weekend long event held on 3 and 4 September 2022.

Go North Arts Festival

Through this new initiative, the gallery would like to extend the well established National Print and Drawing Awards and reach out to a broader audience, attracting new visitors to the gallery through their interest in other art forms. The festival would also offer other activities for those who visit the Awards as well as the local and regional community. These activities, performances and exhibitions are proposed to be known as the "Go North Arts Festival".

The proposal includes art making activities and a ticketed music concert (with headline act) to be held at the Riverside Park Sound Shell on Saturday afternoon, aimed at attracting 1,000. The support of ticketed concert will enable the gallery to significantly expand and improve its public programs and encourage visitors to the region to stay an extra night or two, and engage in a number of cultural activities. The development of a festival will provide a significant economic boost for small businesses, artists, musicians employed for the concerts and the gallery itself, with a plan to grow this festival into an annual event. There is also potential to grow the event across the municipality in the coming years. For further details of this proposed event, including estimated expenditure and income, please see attachment Go North Art Festival.

Rockwiz Live Under the Stars

RockWiz Live Under the Stars is the perfect variety show for a night out in Swan Hill and just like the TV series, it has a perfect balance of comedy, music and quiz show antics. RockWiz Live is a music quiz spectacular hosted Julia Zemiro and Brian Nankervis. They are joined by legends of the music industry and the famous RockWiz Orkestra with members of the audience competing to become music trivia heroes. Presented at the Sound Shell on Saturday Night Nov 12th 2022 RockWiz Live Under the Stars is a major event projected to attract locals and visitors to Swan Hill with a projected attendance of 1,500 – 2,000.

Ticket prices will range from \$40.00 to \$80.00. Giving a projected conservative Gross Box Office of \$90,000 and a projected additional \$211,000 or more- attracted via visitor spend to the local economy. Estimated Total Operating Budget is \$110,000 including marketing, production, and artist fees.

Proposed funding for RockWiz Live will come from a combination of the Swan Hill Performing Arts Program, Council Event Support Funding and Swan Hill Inc. This event has the potential to become an annual event that will become part of the calendar of must-see events in Swan Hill with possible future Under the Stars events including: Melbourne Symphony Orchestra Under the Stars; Tamworth On Tour Under The Stars; Red Hot Summer Under The Stars.

Consultation

Go North Arts Festival and RockWiz Live Under the Stars have both established working groups and are in the in process of engaging the services of a Project Manager.

Financial Implications

- The potential savings from the event fund will not be transferred to Council's 2021/22 surplus.

Social Implications

- Increase social inclusion
- Increase community pride

Economic Implications

- Stimulate economic activities
- Support community groups
- Support liveability factors

Environmental Implications

Not applicable.

Risk Management Implications

- Risk level low - Availability Council's resources and staff to support the planning and implementation of the event
- Risk level Moderate - Attendance numbers not achieved resulting in budget deficit
- Risk level Moderate - Outdoor events are weather dependent

Council Plan Strategy Addressed

Liveability - Building Healthy Communities.

Options

That Council:

- 1) Provide \$25,000 to the Go North Arts Festival and \$25,000 to the Live Under the Stars from the Event Support Fund 2021/22 unallocated budget.
- 2) Not provide financial support to the Go North Arts Festival and Live Under the Stars and transfer Event Support Fund 2021/22 unallocated budget to reserves.

Recommendation

That Council provide \$25,000 to the Go North Arts Festival and \$25,000 to the Live Under the Stars from the Event Support Fund 2021/22 unallocated budget

Rockwiz Live Under The Stars



Rockwiz Live Under The Stars is the perfect variety show for a night out in Swan Hill and just like the TV series, it has a perfect balance of comedy, music and quiz show antics.

Rockwiz Live is a music quiz spectacular hosted Julia Zemiro and Brian Nankervis. They are joined by legends of the music industry and the famous Rockwiz Orchestra with members of the audience competing to become music trivia heroes.

Presented at the Sound Shell on Saturday Night Nov 12th Rockwiz Live Under The Stars is a major event projected to attract locals and visitors to Swan Hill with a projected attendance of 1500 – 2000.



Ticket prices will range from \$40.00 to \$80.00.
Giving a projected conservative Gross Box Office of \$90,000 and a projected additional \$211,000 attracted via Tourism to the local economy.

Estimated Total Operating Budget is \$110,000 including marketing, production, and artist fees.

Proposed funding for Rockwiz Live will come from a combination of the Swan Hill Performing Arts Program, Council Event Support Funding and Swan Hill Inc.

Proposed Funding amount requested from Council Event Support is \$20000 - \$40000

Support is also requested in kind for permits, logistics, including fencing, portable toilets, and traffic management.

Under The Stars has the potential to become an annual event that will become part of the calendar of must-see events in Swan Hill with possible future Under The Stars events including:

Melbourne Symphony Orchestra Under The Stars

Tamworth On Tour Under The Stars

Red Hot Summer Under The Stars



CONCERT FOR NATIONAL PRINT AND DRAWING AWARDS

BACKGROUND

Swan Hill National Print and Drawing Awards is a major event for the gallery. Attracting over 200 entries from every state and territory in Australia the Awards bring some of the best contemporary prints and drawings to Swan Hill for a three month long exhibition.

A series of public programs will support the exhibition. Workshops will be held over the period and the launch will be a weekend long event held on 3 and 4 September

CONCEPT for THE GO NORTH ARTS FESTIVAL

Through this new initiative, the gallery would like to extend the well established National Print and Drawing Awards and reach out to a broader audience, attracting new visitors to the gallery through their interest in other art forms. We would also like and offer other opportunities for those that visit just for the Awards.

These activities, performances and exhibitions will be known as the **Go North Arts Festival**

Art making activities and a ticketed concert will be held at the Riverside Park Sound Shell on Saturday afternoon.

The support of **Just Add Music** will enable the gallery to significantly ratchet up its public programs encouraging visitors to our region to stay an extra night or two, and engage in a number of cultural activities. The development of a festival will be an economic boost for small businesses, artists, musicians employed for the concerts and the gallery itself.

PROGRAM SO FAR

Friday

- Official exhibition opening and announcement of winners of the \$16,000 prize
- Drinks, canapes and live music for the opening with local trad jazz band.
- 6 00pm to 9.00pm

Saturday

At the Gallery

- Coffee and walk through the exhibition with judges and finalists at 11.00am

At the Riverside Park Sound Shell



Art making activities from 1 – 4.00pm including come and try:

- T-shirt printing
- Mosaic making
- Simple clay making
- Spray paint and stencil
- Relief printing on fabric
- Drawing/painting
- Drumming workshop

- Concert 4.00pm to 9.00pm, 4 acts

Sunday

- Free recital at the gallery in the round from 2.00pm to 3.00pm allowing for visitors to either sit and listen or peruse the art works

FUTURE

2022 will see the Awards develop into a broader celebration of the arts with music, craft and participatory programs wrapped around the core of the print and drawing awards.

The gallery is currently working in collaboration with Council’s Performing Arts Centre and the Economic Development Unit with a plan to grow this festival into an annual event.

IAN TULLY /ART GALLERY DIRECTOR

	Total		Gallery to fund		WME to Fund	Income WME	
							42,600
Julia Stone and band	20,000				20,000	Gallery	13,950
Benny Walker	4,000				4,000	Tickets 45 x 500	22,500
Freya Josepine Hollick (TBC)	4,000				4,000		
Northern Folk	4,000				4,000		
Reg Packer's Jazz band	500		500				
Malcom Perris Classical Guitarist	500		500				
Production (Estimate)	9,000				9,000		
Dave Houston Drumming Workshop	1,100		1,100				
Paul Oswin	600		600				
Kerryn finch	600		600				
Sandy Peeters	600		600				
Ceramics	600		600				
Jake Holmes, T-shirt screen printing	1,800		1,800	5,300			
Marquees or similar for green rooms	1,600						
Marquee 6x6 for 6 workshops	2,400		2,400				
		3125			1,600		
Marketing	4,000		4,000				
Event Management	4,000		4,000				

Socials management	1,800		1,800				
Sound Shell Hire	50		50				
Porta Loos x 20 (estimate)	3,000		3,000				
Security Fencing (estimate)	3,500		3,500				
Security	2,400		2,400				
Videography	2,000		2,000				
Contingency	7,000		7,000				
Total	79,050		36450		42,600		79,050

B.22.53 COMMUNITY GRANTS PROGRAM 2022/23 SUCCESSFUL RECIPIENTS

Responsible Officer: Director Development and Planning
File Number: S17-01-08
Attachments: Nil

Declarations of Interest:

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

Summary

This report provides Council with information in relation to the 2022/23 round of the Community Grants Program, which includes the Community Development and Event Support Funds. It makes recommendations to assist Council in determining which applications should receive funding.

Discussion

Community Development Fund

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

Projects funded may include:

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

An assessment panel comprising of Mayor Jade Benham, Councillor Nicole McKay (absent and was unable to contribute), the Chief Executive Officer, Building Program Coordinator and the Community Development Officer evaluated all applications against the criteria. Each application was assessed with the following factors taken into account to determine priorities for funding:

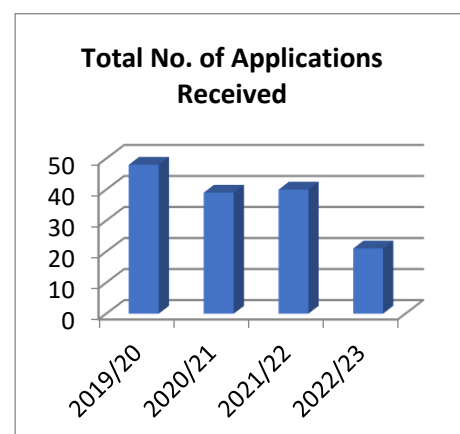
- Does the project support community development and resilience?
- Does the project represent value for money?
- Will the project add to the sustainability of the applicant organisation?
- Are there alternate funding sources available?

Applications Received

The graph illustrates the number of applications received in comparison with previous years. This year there was a sharp decline in the number with only 21 submissions.

The reduction has been attributed to the impact of the pandemic combined with the rollover of projects that received funding in the previous 2021-2022 round.

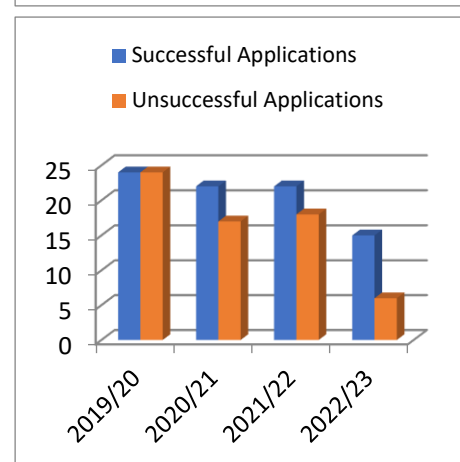
The total value requested from Council by all 21 applicants this year was \$70,577.



Successful Versus Unsuccessful

After the panel's assessment of the 21 applications received 71 per cent (15) are recommended for funding with the remaining 29 per cent (6) deemed ineligible or unsuccessful.

The graph illustrates the number of successful versus unsuccessful applications compared to previous years.



Successful Grants

The budget available for the Community Development funding stream is \$77,000. This allocation is sufficient to support the 15 projects recommended for funding which total \$52,451.

Successful applicants will contribute approximately \$40,000 in cash, in-kind and sponsorship/other funding to match Council's funds. This will result in just over \$92,000 worth of community projects being completed by the end of May 2023.

A broad cross-section of projects recommended for approval cover a number of townships throughout the municipality including Swan Hill, Lake Boga, Robinvale and Ultima.

The following table represents the 2022/23 applications recommended for funding:

Organisation	Project Name / Description	Value
Swan Hill Theatre Group	Lighting Upgrade – Install lights to the front of the Memorial Hall	\$3,500
Swan Hill Genealogical & Historical Society	Computer Replacement – Purchase new computer for members, volunteers, visitors & community to use for research	\$2,937
Mallee Steam, Oil & Machinery Club Inc.	Recreation Reserve Watering System – Install new poly water tanks to retain water and support irrigation system	\$5,000
Swan Hill Neighbourhood House	Driveway Upgrade – Concrete a portion of the driveway / carpark	\$5,000

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Organisation	Project Name / Description	Value
1 st Lake Boga Sea Scouts	Urgent Hall Repair – Upgrade to lighting at Scout hall	\$2,600
Robinvale Swan Hill Rifle Club Inc.	Shed Awning – Construction of awning to front of shed	\$5,000
Swan Hill Bowls Club Inc.	Ceiling Replacement - Replace 3 sections of acoustic tiles with plasterboard and insulation in the clubroom	\$5,000
Speewa Heritage Collectors Club	Upgrade Toilet Facilities – Replacement of toilet suits in ablutions block	\$4,000
Chinkapook Reserve Committee of Management	New Vacuum Cleaner – Purchase of cordless unit for use at Chinkapook Hall	\$2,580
Robinvale Storm Rugby League Football Club	Touch Footy & Aus Tag Tournament – Purchase of new equipment to facilitate yearly tournament	\$2,000
Lake Boga Bowling Club Inc.	Driveway Entrance Upgrade – Concrete driveway entrance	\$5,000
Tyntynder Football Netball Club Inc.	Defibrillator Replacement – Purchase new defib machine	\$1,000
Robinvale Lawn Tennis Club	New Dishwasher - Installation of commercial dishwasher at clubroom	\$4,834
Ultima Football Netball Club Inc.	New BBQ - Purchase of new BBQ unit	\$2,500
Kooloonong Landcare Group	Natya Fencing at Kooloonong Natya Landcare Group Piangil Depot – Erect new fence along northern boundary	\$1,500

Total \$52,451

Unsuccessful Grants

The six proposed ineligible or unsuccessful applicants will be notified in writing with feedback provided regarding their application.

Event Support Fund

The Event Support Fund provides grants and logistical support to community groups and event organisers to develop new or existing events. Events funded may include:

- New or emerging events
- Have the ability to have strong economic and/or social benefit to the region
- Promote growth, encourage visitation to the region and innovation
- Existing events that have been funded for more than three years will have to show a new or innovative element to their event to continue to receive funding

An assessment panel comprising of the Mayor Jade Benham, Councillor Nicole McKay (absent and not able to contribute), Chief Executive Officer, Director Development & Planning, Manager Libraries and the Robinvale Works Coordinator was formed to evaluate all applications against the set criteria.

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

- Economic benefit to the region
- Social benefit to the region
- Growth and innovation

Coronavirus Pandemic

The COVID-19 pandemic has had a significant impact on regional events, community groups and event organisations. Events that received funding in the 2019/20 round that were cancelled or postponed due to COVID-19 were able to rollover their funding to the 2020/21 financial year. Those organisations that incurred pre-planning expenses were allowed to acquit part or all of their sponsorship, conditional upon evidence of receipts. Those that partially acquitted their sponsorship were able to apply for additional funds in the 2020/21 round.

For the 2020/21 round, if the event was unable to proceed in the format and timeframe initially planned due to further restrictions or other unforeseen circumstances, applicants were encouraged to submit a variation proposal. This variation proposal provided Council with information regarding any alterations to the event and helped determine the outcome of their funding. A couple of events originally from the 2019/20 round and many events from the 2020/21 rounds, which were still unable to take place, were rolled over to 2021/22.

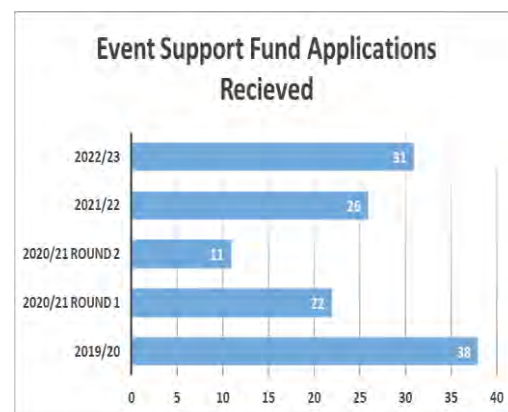
An update to the Community and Event Grants Policy and Procedure during early 2022 meant that outstanding Event Support Fund grants that had been rolled over into 2021/22, had to occur prior to June 30 2022 or if unable to be held, the applicant could reapply through the 2022/23 round (not guaranteed funding). If the event had incurred pre-planning expenses, there was an option that they may be reimbursed following a formal request to Council with evidence of the expenses.

For any 2021/22 Event Support Fund grant, if their event would not take place prior to June 30 2022, a variation request was required to update Council and to ensure their funds would be accessible in the 2022/23 financial year. The updated Policy and Procedure noted that if an event cannot proceed within the financial year it received funding for, Council may approve one (1) roll over until the end of the subsequent financial year with the same contractual arrangements in place.

Applications Received

A total of 31 applications were received for the 2022/23 round, 26 applications during 2021/22 and 22 and 11 applications being received in the first and second rounds for 2020/21. Over the years, the variation in applications received can be attributed to the Coronavirus pandemic.

The graph compares the number of applications received over previous years, but excludes any additional requests received outside of the application period.



The total value of cash sponsorship requested from applicants for 22/23 is \$118,119. This is not including the logistical support requested. This means the fund is oversubscribed for 22/23 round, given the total budget of \$100,000.

This year Council received a number of new applications for event funding including, Brew and Chew Festival 2022, Acoustic Vibes Swan Hill and Annuello 100 Celebration. Previous events and applicants have also reapplied through this year's program.

Successful Versus Unsuccessful

Of the 31 applications received the panel recommended that 26 should be funded and 2 not funded. There were also 2 applications withdrawn and 1 deemed ineligible.

Successful Grants

Council set aside \$100,000 for the Event Support Fund. This budget covers the cost of event (cash) sponsorship and logistical support. In-kind logistical costs includes traffic management and signage, cleaning, Council permits and Council venue hire. The tracking of these internal costs has provided a better understanding of the dollar value contributed through in-kind support.

A variety of events have been proposed which vary in size, theme, purpose, location and venue. All successful applicants will be encouraged to seek Council's guidance and work with local businesses to value add opportunities associated with these events.

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Contact will also be made with the Pioneer Settlement to encourage successful applicants to include the region's hallmark attraction, Heartbeat of the Murray, as part of their event or conference through group and corporate rates.

The following table represents the 2022/2023 applications recommended for funding:

Event and Organisation Name	Event (cash) Sponsorship	Logistical Support (value)	Logistical Support (In-kind) Comments	Total Value
Swan Hill Bowls Club Inc. Autumn/May Carnival Swan Hill Bowls Club Inc.	\$ 3,000			\$ 3,000
Celebrating 100 Years Since the Soldier Settlement of Kooloonong Natya Kooloonong Natya Landcare Group History Subcommittee	\$ 2,000			\$ 2,000
Brew & Chew Festival 2022 Agenda Entertainment Pty Ltd	\$ 7,000	\$ 3,000	POPE Permit, Event Permit Fee, Traffic Management and Signage, Venue Hire and Toilet Cleaning	\$ 10,000
Cinema Pop Up Cinema Pop Up		\$ 3,000	POPE Permit (if required), Event Permit Fee, Toilet Cleaning, Venue Hire	\$ 3,000
Acoustic Vibes Swan Hill Mildura Entertainment	\$ 5,000	\$ 2,000	POPE Permit, Event Permit Fee, Venue Hire, Cleaning	\$ 7,000
Australian Police Bowling Championships Victoria Police Bowling Club	\$ 2,500			\$ 2,500
2023 Robinvale Euston 80 Ski Race Ski Racing Victoria		\$ 3,000	POPE Permit (if required), Event Permit Fee, Venue Hire, Traffic Management and Signage, Cleaning, Depot Support	\$ 3,000
Robinvale Lawn Tennis Club 2023 Easter Tournament Robinvale Lawn Tennis Club	\$ 2,000	\$ 500	SHRCC 2 x Trophies/Medallions for Juniors	\$ 2,500

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Event and Organisation Name	Event (cash) Sponsorship	Logistical Support (value)	Logistical Support (In-kind) Comments	Total Value
Annuello 100 Celebration Annuello 100 Committee	\$ 1,000	\$ 102.50	Event Permit Fee	\$ 1,102.50
The Spirit of Rural Communities Lake Boga Lions Club	\$ 2,000			\$ 2,000
Swan Hill Badminton Veterans Tournament 2023 Swan Hill Badminton Association	\$ 1,500			\$ 1,500
Nyah District Christmas Carnival Nyah District Christmas Carnival Committee	\$ 2,000			\$ 2,000
Swan Hill Junior Invitational Basketball Tournament Swan Hill Basketball Association Inc.		\$ 5,000	Swan Hill Basketball Stadium Venue Hire and Pioneer Settlement Lodges Accommodation	\$ 5,000
Robinvale Swan Hill Rifle Club Annual Prize Meeting Robinvale Swan Hill Rifle Club	\$ 1,815			\$ 1,815
Association Croquet Regional Championships Northern District Croquet Association	\$ 1,000	N/A	Provide local information material to place in promotional bags.	\$ 1,000
Blues On The Murray Swan Hill Mildura Entertainment	\$ 2,000	\$ 1,700	POPE Permit, Event Permit Fee, Venue Hire	\$ 3,700
Marking the Centenary of the Ultima War Memorial Ultima Progress Association Inc.	\$ 1,000			\$ 1,000
NAB League Game - 2023 AFL Central Victoria	\$ 3,000			\$ 3,000

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19 July 2022

Event and Organisation Name	Event (cash) Sponsorship	Logistical Support (value)	Logistical Support (In-kind) Comments	Total Value
Mallee Almond Blossom Festival Mallee Almond Blossom Festival Committee		\$ 3,500	POPE Permit, Event Permit Fee, Venue Hire, Traffic Management and Signage, Depot Support, Cleaning	\$ 3,500
Speewa Swap Meet Speewa Heritage Collectors Club Inc.	\$ 800	N/A	Bollards and SHRCC Banner	\$ 800
Swan Hill Region Food and Wine Festival Swan Hill Inc. - Swan Hill Region Food and Wine Festival Committee	\$ 5,000	\$ 6,000	POPE Permit, Event Permit Fee, Venue Hire, Cleaning	\$ 11,000
Swan Hill Easter Market Day Swan Hill Inc.		\$ 1,500	Traffic Management and Signage	\$ 1,500.00
Swan Hill Market Day Swan Hill Inc.		\$ 1,500	Traffic Management and Signage	\$ 1,500.00
Robinvale Christmas Carnival Robinvale Euston Event Management Association	\$ 3,000	\$ 2,000	Event Permit Fee, Traffic Management and Signage, Depot Support	\$ 5,000.00
Lake Boga Yacht Club Easter Regatta 2023 Lake Boga Yacht Club Inc.	\$ 1,000	\$ 51.25	Event Permit Fee	\$ 1,051.25
Swan Hill & District Garden Club Inc. - 40th Birthday Celebrations Swan Hill & District Garden Club Inc.	\$ 1,000			\$ 1,000
Total	\$ 47,615	\$ 32,853.75	N/A	\$ 80,468.75

Note: POPE (Places of Public Entertainment) Permit

Unsuccessful Grants

The two unsuccessful Event Support Fund applications for 2022/2023 will be formally notified and encouraged to contact Council should they require further information.

Consultation

Council's media department distributed a media release about the grants program and guidelines for both funding streams and submission dates are noted on Council's website. The program was also promoted through Council's Facebook page to ensure coverage across the whole municipality.

To complement this process, Economic Development officers maintain a grants mailing list, with subscribers receiving regular updates regarding the Community Grants Program.

Financial Implications

Council set a budget of \$77,000 for the Community Development Fund and \$100,000 for the Event Support Fund for the 2022/23 round.

This report recommends that \$52,451 is approved for payment to successful Community Development Fund applicants and that \$80,469 is approved for payment to successful Event Support Fund applicants.

A report will be presented to Council at a later date to provide recommendations for the use of any unexpended funding from these funding streams.

Social Implications

By providing funding for projects and events under the Community Grants program, Council helps to foster stronger communities in our municipality.

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

The successful operation of community organisations and clubs plays a vital role in ensuring a vibrant and healthy community.

Due to the easing of COVID restrictions organisations and groups will be able to hold their planned events which will result in increased health and fitness, social gatherings and interaction. If the event is unable to proceed in the format and timeframe initially planned due to further restrictions or other unforeseen circumstances (e.g. COVID), applicants are strongly encouraged to submit a variation proposal.

Economic Implications

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

Projects to the value of just over \$92,000 will be completed by community organisations by the end of May 2023.

It is hoped that events to the value of \$80,469 will be run by community and other organisations by mid 2023. These events will inject significant economic return to the municipality.

REMPPLAN Data Analysis

Based on the Event Support Fund applications which the Panel recommends to be approved, the estimated tourism impact for the region is in the vicinity of over \$6.5 million.

Environmental Implications

Not applicable.

Risk Management Implications

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

Successful Event Support Fund applicant organisation/groups will be required to enter into a funding Agreement with Council. This will ensure that the applicant organisation/group are aware of their responsibilities in terms of the event grant.

All events supported through this program that are held on Council owned or managed property must adhere to Council's Event Management and COVID-19 process to ensure safe event management practices.

Council Plan Strategy Addressed

Harmony - Communities that are safe, welcoming and inclusive.

Options

That Council:

1. Approve the 2022/23 Community Development Fund and Event Support Fund applications, as presented in this report.
2. Not approve the 2022/23 Community Development Fund and Event Support Fund applications.

Recommendations

That Council approve the 2022/23 Community Development Fund and Event Support Fund applications, as recommended in this report.

B.22.54 SWAN HILL INCORPORATED ANNUAL MARKETING PLAN AND BUDGET FOR 2022/23

Responsible Officer: Director Development and Planning
File Number: S12-24-05
Attachments: 1 [↓](#) Marketing Plan, incorporating Budget 2022-2023 Swan Hill Incorporated.
2 [↓](#) Strategic Plan 2022-2025

Declarations of Interest:

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

Summary

The purpose of this report is to recommend to Council that it approve the Swan Hill Incorporated Annual Marketing Plan and Budget, Communication plan for the 2022/2023 Financial Year together with the Strategic Plan 2022-2025.

Discussion

In accordance with the legislative requirements of the Special Rate collected by Council on behalf of Swan Hill Incorporated to fund its various programs, Council must first approve Swan Hill Incorporated's Annual Marketing and Budget. Swan Hill Incorporated have also presented to Council, its Strategic Plan for the period 2022-2025.

Marketing Plan and Budget

As the Municipality continues to emerge from the impacts of the COVID pandemic and now facing economic challenges, now more than ever there needs to be a continuation of the activities of Swan Hill Incorporated in supporting the Council to grow the local economy, support business and increase visitor numbers to our region.

The Swan Hill Incorporated Marketing Plan and Budget as presented to Council will continue with a mix of traditional and digital marketing campaigns to raise awareness and increase visitor numbers.

There will be a continuation of popular events such as the Market Days and the Food and Wine Festival. These events have become features of the year and gained strong support.

Swan Hill Incorporated will continue to play a role in supporting both existing and new businesses by engaging in advocacy and business support programs.

The plan recognises the need to build on the solid foundation that has been developed and identify new opportunities in areas such as manufacturing, industrial and new flagship events that will attract an increase in visitors back to previous historic high levels.

Swan Hill Incorporated will continue to work collaboratively with Council and other peak tourism bodies to develop its brand and provide for enhanced experiences for the local community and visitors.

There is an opportunity within the plan for Council and Swan Hill Incorporated to work together on projects involving infrastructure and to be involved in joint marketing campaigns to ensure maximum return on investment by both organisations.

Greater opportunities exist around the need to work in partnership with our indigenous communities to explore how we can develop a greater cultural experience, developing food trails and identify new major events.

A new Executive Officer will be commencing with Swan Hill Incorporated and Council's Economic Development and Tourism Staff will continue to work closely with the Executive Officer and the Board to cement the positive relationship that exists between the two organisations.

Swan Hill Incorporated Strategic Plan 2022-2025:

Swan Hill Incorporated also presented its Strategic Plan for the period 2022-2025 which reflects the Boards desire to increase its engagement with its members and to continue to advocate on their behalf on key issues whilst looking to develop further opportunities to promote and market Swan Hill and the surrounding region.

The Board will continue with its current structure consisting of the main Board and the following Committees:

- Traders
- Marketing
- Business Support

The Board has identified the need to continue its partnerships with all levels of Government, business community, key stakeholder organisations and the general community.

The Strategic Plan recognises that Swan Hill Incorporated must look to recover lost ground as a result of the COVID crisis and clearly identifies where the target markets are e.g. Melbourne, Regional NSW, SA and Victoria, and Sydney.

Having undertaken a SWOT Analysis, the Board is looking at how it can continue with existing strategies, look to develop new events and continue to support business.

SECTION B - REPORTS

19 July 2022

The Board is looking at strengthening its website and digital marketing, will conduct business forums, continue to support Council through joint advocacy and look to identify and work on strategies for key issues impacting the business community.

The Strategic Plan lists measurable outcomes that will be reported to Council through meetings involving Board representatives and Council Staff together with reporting to Council three times per year.

2022/2023 Swan Hill Incorporated Annual Budget:

INCOME:

Special Rate Income:	\$377,605.00
Carry Forward:	\$53,000.00
Market Day:	\$1,500.00
Membership SHI Voluntary:	\$4,600.00
Official Visitor Guide:	\$50,000.00
Food and Wine Festival:	\$55,000.00
Bank Interest:	\$400.00

Total Income: \$542,105.00

The carry forward amount has been significantly reduced as a result of the activities undertaken by Swan Hill Incorporated in the past twelve months.

EXPENDITURE:

Administration:	\$83,002.00
Business Support:	\$7,600.00
Marketing:	\$337,000.00
Promotions:	\$11,500.00
Traders:	\$103,000.00

Total Expenditure: \$542,102.00

Net Surplus: \$3.00

Consultation

The Swan Hill Incorporated Board has consulted with its members in the preparation of the Marketing Plan and Annual Budget together with discussions at a Council Officer level on all aspects of the documents.

In addition, Swan Hill Incorporated Board representatives have also briefed the Councillors at an assembly about the Marketing Plan and Budget.

Financial Implications

Swan Hill Incorporated is funded through a Special Rate and Voluntary contributions.

Social Implications

The success of the Marketing Plan and Budget will have a positive impact through increased visitation numbers, improved business responses and a raised awareness of the of what the Municipality has to offer as a destination for both the local community and visitors.

Economic Implications

Swan Hill Incorporated through the activities listed in the Marketing Plan and Budget aims to assist the local economy and businesses by increasing visitor numbers, supporting Council through advocacy campaigns, seeks to grow employment opportunities, aims to develop businesses in a positive manner and attract new business opportunities.

Residents benefit from a vibrant local economy and enhanced customer service and experiences.

Environmental Implications

The Marketing Plan acknowledges the importance of the natural environment and the need to respect the Murray River given that is a key feature of the Municipality and the Region.

Risk Management Implications

If Council does not endorse the Marketing Plan and Budget, Swan Hill Incorporated will be limited in its operations and will not be able to actively promote the Municipality.

Council Plan Strategy Addressed

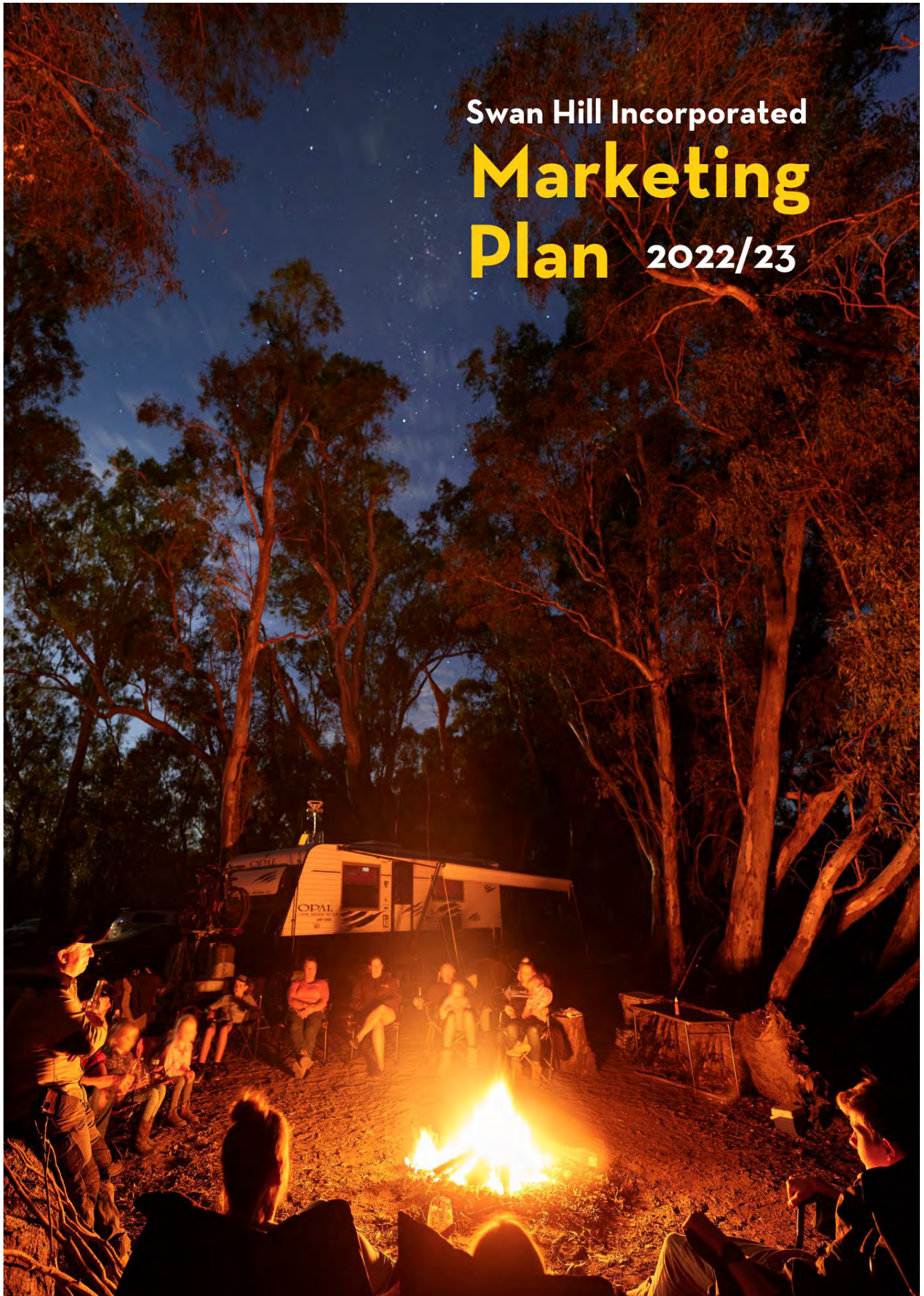
Prosperity - A thriving diverse economy.

Options

1. That Council approves the Swan Hill Incorporated 2022/2023 Annual Marketing Plan, Budget and Strategic Plan 2022-2025 as presented.
2. That Council does not approve the Swan Hill Incorporated 2022/2023 Marketing Plan, Budget and Strategic Plan 2022-2025 advising what changes that it is seeking to the documents.

Recommendation

That Council approve the Swan Hill Incorporated 2022/2023 Annual Marketing Plan, Budget and Strategic Plan 2022-2025 as presented.



Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



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Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



INTRODUCTION

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

KEY PARTNERS

Swan Hill Rural City Council

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

Business Community

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

Regional, State and Federal Tourism, Development and Government Organisations

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

The Community

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

ECONOMIC BENEFITS

The promotion of our Region is focused on bringing visitors to Swan Hill and the surrounding region. Results from Murray Regional Tourism for the year 31 December 2021 showed that the Swan Hill Region experienced 249,000* domestic and international overnight visitors in that time.

Fact sheets produced by Visit Victoria Research Unit in December 2021 show the average expenditure in the Murray region to be \$139 per night.

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

* Domestic and international visitation and average expenditure are retrieved from Murray Regional Tourism Board December 2021 Quarterly reports.

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



ABOUT SWAN HILL INCORPORATED

Swan Hill Incorporated has operated under the Special Rate for the past 18 years and has been very successful in the promotion of Swan Hill and the region.

Our Purpose:

To market and promote the Swan Hill Region.

Our Vision:

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

Our Strategies:

Visitation to the Region

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

Shopping in the Region

Specifically market the Swan Hill region as a place to shop and encourage the provision of quality service. Promote and educate the importance of shopping locally.

Advocacy

Engage with and advocate on behalf of members.

Business Support

Provide support and direction to members.

OUR STRUCTURE

Swan Hill Inc. has a Board of Directors and three sub-committees to cover:

- Marketing
- Traders
- Business Support and Advocacy

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

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Swan Hill Inc. Board Members

John Charleson - Chair - Bottle-o & Celebrations
Greg Roberts - Deputy Chair - Murray Downs Golf and Country Club, Swan Hill Club & Spoons Riverside
Adam Laughlin - Pooles Accountants and Tax Specialists
Colin Hayward - Stihl Shop Swan Hill
Claire Billing - Swan Hill Disposals
Dale Whitfield - Whitfield Excavations
Brendan McKenzie - Golconda Group
Nicole McKay - Swan Hill Rural City Council

Marketing Committee

Greg Roberts - Chair - Murray Downs Golf & Country Club, Swan Hill Club & Spoons Riverside
Janelle Earle - Pioneer Settlement
Jessica Warburton - Pioneer Settlement
Marcia Pollington - Swan Hill Rural City Council (Economic Development & Tourism unit)
Reece Sutton - Big4 Swan Hill
Laura Ryan - Lady Augusta

Traders Committee

Debbie Martin - Chair - Aspire Jewellery
Stephen Colombo - The Guardian
Colin Hayward - Stihl Shop Swan Hill
Gary Blencowe - ACE Radio
Brendan McKenzie - Golconda Group
Carrie-Anne Robins - Innocence and Attitude
Rebecca Orlando - Swan Hill Fishing and Shooting

Business Support Committee

Adam Laughlin - Pooles Accountants and Tax Specialists
Colin Hayward - Stihl Shop Swan Hill

All Swan Hill Inc. members are encouraged to attend the Traders committee meetings which allows them the opportunity to have direct input. Any member is also welcome to submit any ideas with regard to expenditure or marketing to the Board in writing for consideration.

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



HOW HAVE WE PROMOTED THE REGION SINCE 2014 - 2022

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

- **Mainstream Marketing**
Regional TVC advertising together with Radio and Print advertising in Metro & Regional outlets. Our current campaign is local influencers, Harry Coffey, Josh Jenkins, Tessa Lavey, Taj Kelly and Rod McKenzie, promoting the Swan Hill region.
- **Digital Marketing**
 - Targeted digital marketing on Facebook, Instagram and YouTube have formed the basis of our previous digital marketing campaigns.
 - Consumer website which forms part of the Murray River Tourism digital platform - Visit Swan Hill was launched in 2016
- **Partnered with Murray Regional Tourism Board**
We partnered with the Murray Regional Tourism Board which allows us to access state programs at a subsidised rate. We have previously participated in a number of promotions like what's up Down Under, Master Chef, consumer shows such as Masters Golf, Melbourne Show and Caravan & Camping.
- **Swan Hill Region Food and Wine Festival**
We have successfully presented an annual Food and Wine weekend which attracts visitors from far and wide to our region. Visitor numbers through the gate has increased substantially from 224 in 2011 to 1947 in 2022.
- **Official Visitor Guide and Touring Guides**
We have also promoted our region with the production of an Official Visitor Guide which is distributed nationally to visitor information centres. This document is updated biannually. Due to COVID-19 the Marketing Committee made the decision to delay the production of the Official Visitor Guide until the 2022/23 Financial Year.
- **Partnered with Swan Hill Rural City Council**
We have and continue to partner with the SHRCC on various projects to promote our region since the inception of the special rate in 2002.
 - Business Support Program
 - Discover More Drive
 - Shop Local Campaigns

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



HOW HAVE WE PROMOTED SHOPPING IN OUR REGION?

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

- **EOFY Campaign**
The campaign begins mid-June with all businesses providing a loss leader product which is advertised on radio and appears every week in the Guardian from the beginning of the promotion. The campaign culminates on the last Friday of June with an outside broadcast.
- **Buy Local Campaign**
In 2019 Swan Hill Traders Committee invested in a Gift Card program dedicated to local businesses through 'Why Leave Town'. With a minimum purchase of \$20.00 the Swan Hill Gift Card has kept over \$300,000 local dollars in town in local businesses in both Swan Hill and Lake Boga. This is an ongoing campaign.
- **Buy Swan Hill / Local Loop Campaign**
Swan Hill Inc. partnered with Ace Radio every year to run the local loop, which is now known as 'The Buy Swan Hill' campaign. Local businesses receive an allocated number of 30 second slots on the radio for the duration of the year. The message in every advert conveyed the importance of supporting shopping locally.
- **Easter Market Day and November Market Day**
These two events held over the Easter weekend & the last week of November. A portion of Campbell Street is closed off and is filled with stalls and entertainment for young and old, whilst the Traders bring their wares out onto the foot paths. Both events have consistently proven to be very popular amongst locals as well as visitors in town.
- **Christmas Decorations & Christmas Shopping Campaign**
Every year Swan Hill Inc. ensures that the greater CBD area is adorned with colourful Christmas decorations to create a festive atmosphere in town.
From mid-November until Mid-December our Christmas Shopping competition is held supporting local businesses.

SUPPORTING LOCAL EVENTS

- **Funded Community Projects**
Swan Hill Inc. provides funding and marketing assistance to numerous community projects. Since 1 July 2015 we have provided support to the numerous festivals, events & projects. In the past these have included: Lake Boga Easter Regatta, Farmers Market, the Heartbeat of the Murray Laser Light Show, Da Vinci Exhibition, Harmony Day, Country Week Tennis, Swan Hill Show and Swan Hill Show & Shine. Swan Hill Inc. is also looking to support future events such as the 2023 Senior Tennis Championships.

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



BUSINESS FORUMS

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

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

We have previously hosted 2 forums per year which included motivational /educational speakers and provided a platform for networking. Over a number of years our guest speakers have been: Max Walker, Chris Helder, Dave Straughton, Paul Lyons & Stan Grant

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



OUR KEY BRAND MESSAGE

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

Other key messages will be:

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

Swan Hill's point of difference is its authentic country centre experience, natural surrounds and because of the low key water sport activities allowed on the river, the region has a sense of serenity.

Unique selling points:

- Authenticity
- Murray River
- History - Pioneer Settlement, Heartbeat of the Murray, Lake Boga Flying Boat Museum
- Golf - quality of experience
- Fishing - Cod
- Lake Boga
- Skiing
- Motor Sports
- Nyah, Vinifera and Pental Island - Trails, Biking & Walking
- Bird Watching
- Events - Regional events

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Situation Analysis - A Snapshot of Swan Hill

SWOT Analysis

Strengths

- Climate
- Murray river location
- Family focus/lifestyle
- Pioneer Settlement
- Heritage and history
- Café and dining
- Strong agriculture industry sector
- Positive outlooks and viewed growth potential
- Strong redevelopment (CBD, race track, Chisholm Reserve & Pioneer Settlement)
- Championship golf course
- Harness and horse racing
- Food and wine festival
- The Heartbeat of the Murray
- Lake Boga flying boat museum
- Fishing
- Water sports
- Natural assets (Nyah Forest)

Weaknesses

- Distance from Melbourne & other regional centres
- Lack of developed tourism product
- Skills shortage
- Ageing infrastructure (buildings, river precinct, bridge)
- Our ability to service the visitor 7 days a week
- Lack of secondary industries.
- A La Carte Dining
- No luxury accommodation or experience led accommodation on offer.
- No Aboriginal culture experiences on offer
- No Walking tour/cycling tours on offer
- No photography classes on offer
- No Agri- Tourism offerings
- No Local foodie experience: i.e. food and drink crawl through the region.
- Where are the Bird watching opportunities?
- Access to hospitality businesses on a Sunday.

Opportunities

- Industry development/emerging products
- Event development
- Development of river precinct
- Harness innovative business people, enthusiasm & can-do attitudes
- Strong redevelopment (CBD, Chisholm reserve & Pioneer Settlement)
- Bird watching
- Motor sports
- Social media influences
- Asia market
- Capitalising on the regional travel
- Farm Gate Trail
- Chasney Estate
- Ostra Gin
- New Heartbeat of the Murray Show
- Lake Tyrrell
- Silo Art Trail
- Country Pub Crawl itinerary

Threats

- Business disruption due to natural disaster
- Fragmentation - lack of industry support
- Uncontrollable external economic impacts
- Threat to retail from the development of global online presence
- Uncertainty due to potential floods & drought
- Blue green algae outbreak in recreational waterways
- Ross River fever outbreak
- COVID-19 outbreaks and associated restrictions such as border closures.
- Lack of investment (landlords and commercial property owners)

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Our Target Markets

The Swan Hill Region has seen a downturn in visitation due to the COVID-19 pandemic. Over the course of 2021 we saw 249,000 visitors stay in region down by .08% on December 2020. Domestic overnight visitors spent \$99 million in region down 15.9% on the previous year.

In line with the Murray Regional Tourism - One Year Action Plan, we will be focusing on retaining and nurturing existing key markets

- 45-50+ years - mid-life households & older self-funded retirees
- 35-45 years - Families (Conventional and Traditional)
- All Ages - Visiting friends and relatives

Our Marketing efforts will be directed to the primary source markets of:

- Regional Victoria
- Melbourne
- Regional New South Wales
- South Australia

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Strategy One - Visitation to the Region

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

Committee: Marketing

The Marketing Committee has outsourced the digital component of the marketing plan to a social media specialist at Little Fish, Big Pond.

The full Marketing Strategy is provided in appendix A.

Initiative	Action	Timing/KPI	Annual Budget
Develop targeted marketing designed to increase visitation & spend	Develop and implement a targeted Marketing Strategy that incorporates spend in each of the following areas: digital, print, TVC, radio, social media, events, projects and photography/videography.	Ongoing	\$120,000
	Develop, print and distribute the 2021/22 Swan Hill Region Official Visitor Guide.	Jul - Dec 21	\$72,000
	Work closely with Murray Regional Tourism on the Swan Hill section of the Murray Region Visitor Guide.	Ongoing	
Develop strategic alliances with key Tourism industry organisations	Develop and nurture relationships with Murray Regional Tourism, Visit Victoria, Destination New South Wales, Destination Riverina Murray and Murray River Council to leverage marketing & tourism opportunities for the region.	Ongoing	\$20,000
Improve our online presence	Continually ensure the content on the visit Swan Hill website is up to date and relevant. Providing the user with an interactive easy-to-use resource.	Ongoing	\$8,000
	Monitor and update operator Australian Tourism Data warehouse (ATDW) listings.	Ongoing	NIL
	Increase social media presence; with a dedicated budget to grow engagement and following.	Ongoing	\$35,000
Manage the 'Visit Swan Hill' Brand	Ensure the brand is represented consistently in all communications, i.e tone of voice and visual elements.	Ongoing	NIL
Reporting	Conduct local operator surveys to establish reliable data on visitation during peak periods, i.e the Food & Wine Festival, Easter, Christmas and June Racing Carnival.	Ongoing	NIL

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



	Develop and implement a quarterly reporting system for the board and committees that includes visitation to the region, website sessions, campaign performance and bi-monthly social media reporting.	Ongoing	NIL
Encourage and support pre & post travel around Festivals & Events.	Ensure visitors are informed and encouraged to extend their stay and further explore the region, i.e. itineraries.	Ongoing	NIL
Encourage and support the development and linking of regional festivals and events.	Organise and expand the Swan Hill Food & Wine Festival with a focus on encouraging dispersal of visitors throughout the region	Ongoing	\$65,000
	Support and develop new and existing events along with any other opportunistic ventures.	Ongoing	\$14,000
Support Aboriginal cultural	Showcase Aboriginal culture through events, experiences and attractions where possible.	Ongoing	NIL
Develop a campaign focusing on our Evolving Market: 'Visiting Friends and Relatives'	Develop a targeted marketing campaign to attract more VFR into establishments, attractions and to spend more when visiting.	Ongoing	\$3,000
Continue to work closely with SHRCC on Product & Service gaps.	Work together to enhance the visitor experience through partnered projects, i.e Farm Gate Trail.	Ongoing	NIL

Total Strategy 1: Visitation to the region

\$337,000

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Strategy Two - Shopping in the region

Promote the Swan Hill region as a place to shop.

Committee: Traders

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> Promote and educate the importance of shopping locally 	<ul style="list-style-type: none"> Participate in the Ace Radio 'Buy Swan Hill' Promotion. 	Monthly	\$2,000
	<ul style="list-style-type: none"> Continued subscription and promotion of the 'Why Leave Town' Swan Hill Gift Card. 	Annually	\$10,000
	<ul style="list-style-type: none"> Influence and educate the community about the importance of buying local versus spending their money outside the region. 	Annually	\$20,000
<ul style="list-style-type: none"> Develop a targeted annual calendar of promotions to strengthen trade within the Swan Hill Region. 	<ul style="list-style-type: none"> Conduct specific shopping promotions including Market Day, Christmas Promotion, Swan Hill Shopfront initiative and other promotion(s) throughout the year. 	October to June	\$31,000
<ul style="list-style-type: none"> Christmas Decorations 	<ul style="list-style-type: none"> Decorate the CBD with Christmas decorations 	November to January	\$40,000
Total			\$103,000

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Strategy Three - Advocacy

Engage with and advocate on behalf of members

Committee: Board & Business Support Committee

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> Establish and maintain a leadership role by engaging with local businesses 	<ul style="list-style-type: none"> Continue to communicate regularly and effectively with members and stakeholders using preferred methods of communication such as radio, social media, e-mails, telephone calls, visits, corporate website etc. 	Ongoing	\$2,600
	<ul style="list-style-type: none"> Engage with government agencies and relevant organisations to advocate on behalf of members and the region. 	As needed	NIL
	<ul style="list-style-type: none"> Schedule two networking forums for the year providing members with the opportunity to attend, raise issues and network with other members. 	October & May	\$ 1,500
<ul style="list-style-type: none"> Develop a strong and mutually supportive relationship with Council 	<ul style="list-style-type: none"> Conduct two (2) reviews annually with Councillors to provide updates on key achievements aligned with the Annual Marketing Plan. 	October & May	NIL
	<ul style="list-style-type: none"> Continue to hold monthly briefings with the Council CEO and senior staff to raise issues and share information. 	Ongoing	NIL

Total Strategy 3: Advocacy

\$ 4,100

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Strategy Four - Business Support

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

Committee: Board & Business Support Committee

Initiative	Action	Timing	Annual Budget
<ul style="list-style-type: none"> Provide members with opportunities to grow their business through educational and motivational events. 	<ul style="list-style-type: none"> Host Business Support Forum which includes motivational speakers / educational and networking events designed to appeal to members. 	August	\$6,500

Total Strategy 4: Business Support

\$6,500

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Swan Hill Incorporated Annual Budget 2022/23

Income

Carried Forward from 2021/22 Financial year	53,000
Bank Interest	400
Market Day	1,500
Membership SHI (Voluntary)	4,600
Official Visitor Guide	50,000
Special Rate Income	377,605.92
Swan Hill Region Food and Wine	55,000
Total INCOME	\$542,105.92

Expenses

Administration

Audit	3,500
Bank Fees	60
Incorporation Fees	125
Insurances	3,200
Membership Communication	1,000
Other Office Expenses	2,000
Payroll Expenses	58,500
Printer Lease	2,600
Postage	150
Printing	300
Reckon Financial Software	700
Staff Training	1,720
Stationary	200
Superannuation Payment	5,558
Telephone/Mobile	1,700
VTIC Membership	800
Workers Compensation	889
Total Administration	83,002

Business Support

Business Forums	5,000
Media Communication	2,000
Swan Hill Corporate Website	600
Total Business Support & Advocacy	\$7,600

Swan Hill Incorporated 2022-2023 Marketing Plan & Budget



Marketing

Digital Marketing	35,000
Digital Platform	8,000
Targeted Mainstream Campaign	110,000
Murray Regional Tourism Board	20,000
Photography	5,000
Official Visitor Guide	57,000
Official Visitor Guide Distribution	5,000
Opportunistic Promotions	10,000
SH Food & Wine Festival	87,000
Total Marketing	\$337,000

Promotions

Easter Regatta	500
Senior Tennis Championships	10,000
Swan Hill Show	1,000
Total Promotions	\$11,500

Traders

Buy Swan Hill	2,000
Retail Promotions	20,000
Christmas Decorations	40,000
Christmas Promotion	8,000
Market Days	20,000
Swan Hill Shopfront Initiative	3,000
Swan Hill Gift Card	10,000
Total Traders	\$103,000

Total Expenses **\$541,802.00**

Net Surplus **\$303.92**

Swan Hill Incorporated
**Strategic
Plan** 2022 - 2025





Our Purpose: To market and promote the Swan Hill Region

Our Vision: To be the relevant organisation supporting business in the marketing and promotion of our region

Background

Swan Hill Incorporated is responsible for developing a coordinated strategic plan and marketing strategy funded by a Special Marketing Rate which, after extensive consultation with the business community, will apply from 1 July 2019 for a period of seven years. Swan Hill Incorporated also has the ability to raise additional funds to support the achievement of these strategic directions.

During the recent renewal period of the Special Rate, Swan Hill Incorporated representatives made contact with many members. This process was enlightening and we were able to receive valuable feedback from our members in regards to our structure, objectives and how we communicate.

This has led to a renewed focus to ensure that we engage with and advocate on behalf of our members. Our new structure reflects this. We will clearly communicate regularly with our members about issues, projects and information that keeps them informed and assists them in running their business more effectively. We will also establish contact with our members via business visits and/or phone calls over the next twelve months to hear feedback and discuss Swan Hill Incorporated initiatives.

Organisational Structure

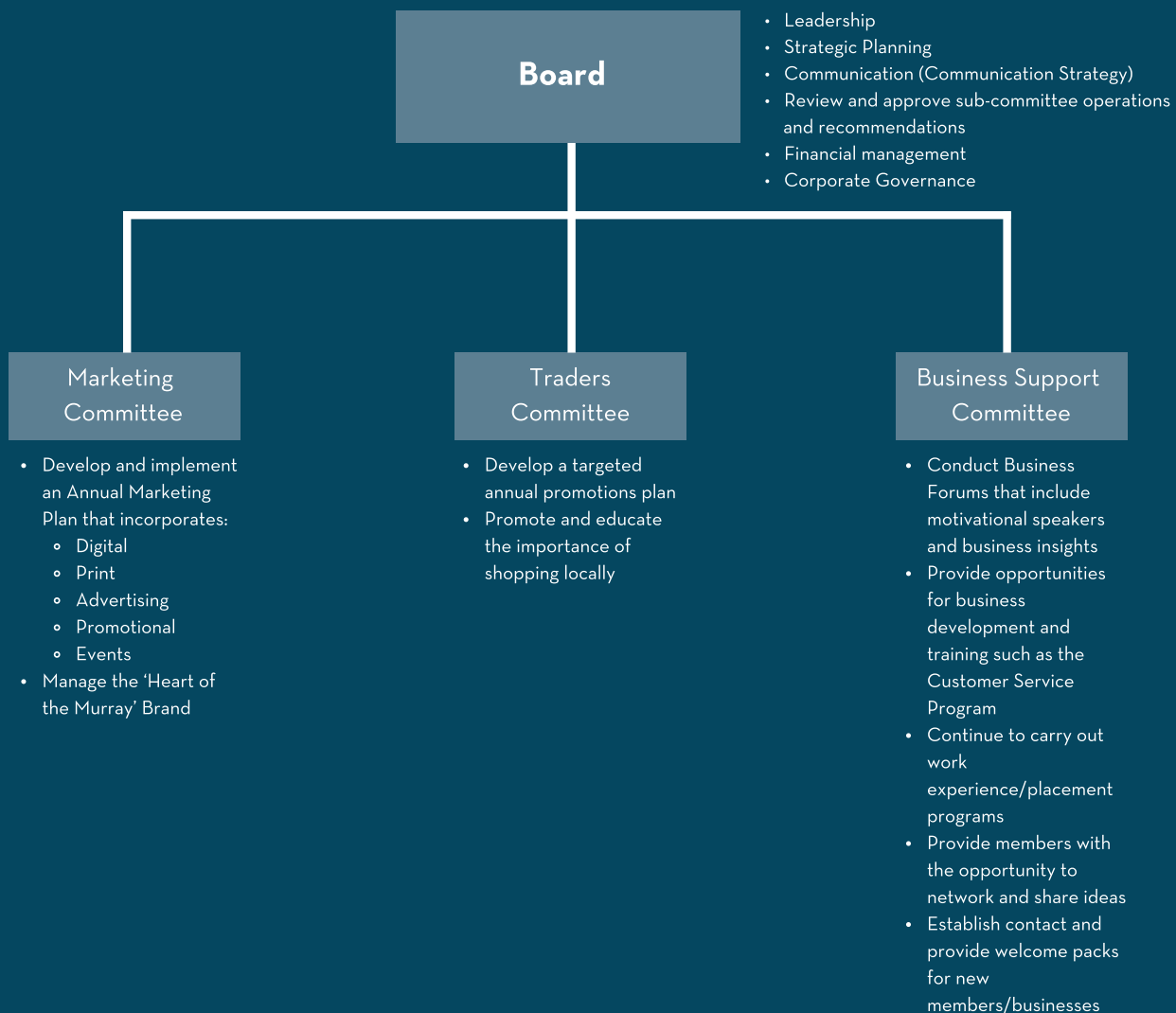
Since the declaration of the Special Rate back in 2002, Swan Hill Incorporated has matured and evolved. A structure has been developed that we believe will allow the organisation to complete its assigned charter and provide value to its members. It will encourage involvement from members in a way that is more convenient to them and will provide our members with further support that includes regular forums, networking and knowledge sharing to help grow our business community.

The structure will consist of the following:

- Traders Committee
- Marketing Committee
- Business Support Committee

The organisational structure will enable members with specific expertise and skills to be approached to assist with specific projects that they can have input into. We believe this is more aligned to supporting our members in an open and engaging way and has a strong focus towards the purpose of Swan Hill Inc, to market and promote the Swan Hill region

Organisational Structure & Roles



Key Partners

Swan Hill Rural City Council

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

Business Community

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

Regional, State and Federal Tourism, Development and Government Organisations

Swan Hill Incorporated will work collaboratively with State and Federal Government and relevant industry organisations including the Murray Regional Tourism Board, Tourism Victoria, Regional Development Victoria,

Destination New South Wales and Regional Development Australia. Each of these agencies will provide Swan Hill Incorporated with a range of opportunities not the least of which will be for additional funding for projects or events.

The Community

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

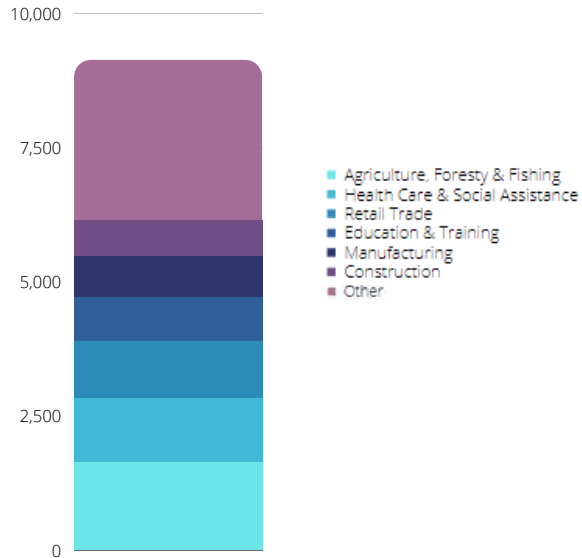
Situation Analysis - A Snapshot of the Swan Hill Region

Employment

The total employment estimate for Swan Hill is approximately 9,126 jobs. Agriculture, forestry & fishing continue to be our highest employers with almost 20% of the regions workforce working in these fields.

Although Tourism is incorporated into the balance of 'other', it is important to recognise that the Tourism industry generates around 331 employment opportunities in the Swan Hill region. This equates to 3.6% of jobs in our municipality.

Employment by industry in the Swan Hill Region

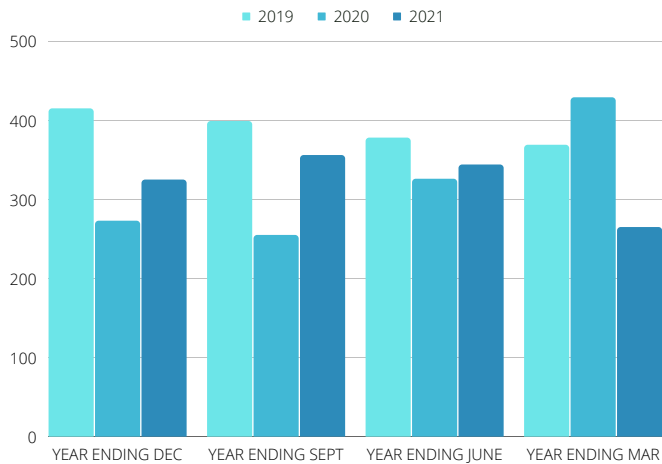


Visitation to our Region

The Swan Hill Region received 325,000 domestic overnight visitors. A total of 861 thousand nights were spent in the region - up by 17.1% on YE Dec 21.

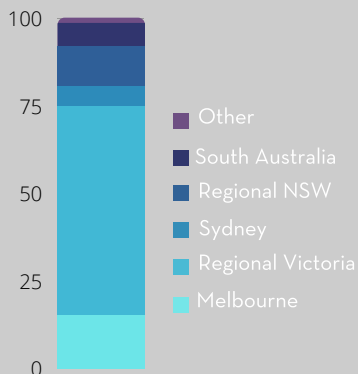
Visitors to Swan Hill spent \$89 million in the region which equates to an average of \$103 per night. 'Eating out, dine at a restaurant or café' was listed as one of the most popular activities undertaken by visitors to the region.

Domestic Overnight Visitors



Source of visitation

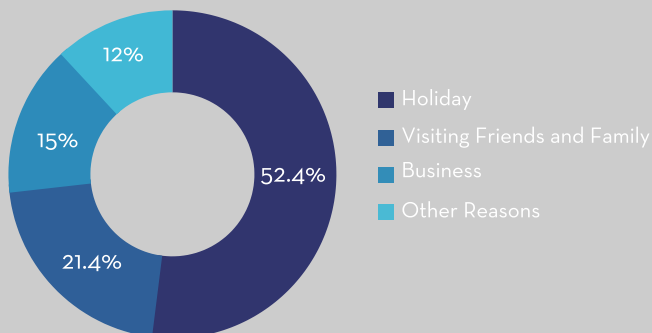
The priority domestic source markets are Melbourne, Regional Victoria, Regional New South Wales and South Australia. For the year ended to December 2021 this was represented as shown in the chart below.



Target Markets

Most visitors to the region do so for holiday/leisure purposes representing 52.4% of all visitors. Visiting Friends and Relatives are the next biggest market at 21.4% then the Business market which represents 15%.

'55 to 64 years represent the most visitors to our region (24.7%), this demographic has taken over from older visitors 65 years and over at (23.6%). Years 15-24 to second place for visitation to the area at 17%.



SWOT Analysis

A recent workshop with the Swan Hill Incorporated Marketing committee identified the following strengths and weaknesses

Strengths

- Climate
- Murray river location
- Family focus/lifestyle
- Pioneer Settlement
- Heritage and history
- Café and dining
- Strong agriculture industry sector
- Positive outlooks and viewed growth potential
- Championship golf course
- Harness and horse racing
- Food and wine festival
- The Heartbeat of the Murray
- Lake Boga flying boat museum
- Fishing
- Water sports
- Natural assets (Nyah Forest)
- Strong redevelopment (CBD, race track, Chisholm Reserve & Pioneer Settlement)

Weaknesses

- Distance from Melbourne & other regional centres
- Lack of developed tourism product
- Skills shortage
- Ageing infrastructure (buildings, river precinct, bridge, lack of natural gas)
- Our ability to service the visitor 7 days a week
- A La Carte Dining
- Lack of secondary industries.
- Access to hospitality related businesses on a Sunday
- No luxury accommodation or experience led accommodation on offer.
- No Aboriginal culture experiences on offer
- No Walking tour/cycling tours on offer
- No photography classes on offer
- No Agri- Tourism offerings
- No Local foodie experience: i.e. food and drink crawl through the region.
- Where are the Bird watching opportunities?

Opportunities

- Industry development/emerging products
- Event development
- Development of river precinct
- Harness innovative business people, enthusiasm & can-do attitudes
- Strong redevelopment (CBD, Chisholm reserve & Pioneer Settlement)
- Bird watching
- Motor sports
- Social media influences
- Asia market
- Capitalising on the regional travel
- Farm Gate Trail
- Chasney Estate
- Ostra Gin
- New Heartbeat of the Murray Show
- Lake Tyrrell
- Silo Art Trail
- Country Pub Crawl itinerary

Threats

- Business disruption due to natural disaster
- Fragmentation - lack of industry support
- Uncontrollable external economic impacts
- Threat to retail from the development of global online presence
- Uncertainty due to potential floods & drought
- Blue green algae outbreak in recreational waterways
- Ross River fever outbreak
- COVID-19 outbreaks and associated restrictions such as border closures.
- Lack of investment (landlords and commercial property owners)

Strategy One- Visitation to the Region

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

Key Initiatives

- Implement a Marketing Committee with a minimum of two members with Marketing qualifications and/or experience.
- Manage the Swan Hill Region Brand.
- Establish a strong research base for all activities.
- Develop a targeted Annual Marketing Plan.
- Develop strategic alliances with key tourism industry organisations.
- Improve our digital presence.
- Develop a strategy to assist in the dispersal of visitors to the smaller towns in the region.
- Develop targeted advertising campaigns designed to encourage operator buy in.
- Encourage and support the development and linking of regional festivals and events.

Priority Actions

- Develop and implement a targeted Annual Marketing Plan that incorporates digital, print, advertising, promotional and events strategies and projects.
- Conduct a review of the Swan Hill Region brand to ensure it is relevant to the visitor and to our members.
- Develop and implement a monthly reporting system for the Board and Committees that includes visitation to the region, website hits and activity, downloads of the app and campaign performance/research where applicable.
- Develop and implement a monthly report for members that provides data on visitation to the region including length of stay and visitor nights.
- Implement a new website that provides the user with an interactive, easy-to-use resource and enables operators to be represented.

Key Performance Indicators

1. Implementation of Marketing Plan
2. Management of website and digital assets
3. Monitoring of visitor numbers to the region
4. Reporting on campaign evaluations

Strategy Two- Shopping in the Region

Promote the Swan Hill region as a place to shop.

Key Initiatives

- Recruit additional Retailers and Traders to the committee.
- Promote and educate the importance of shopping locally.
- Develop a targeted annual calendar of promotions.
- Establish a strong research base for all activities.
- Support and participate in the 'Strengthening Swan Hill Region's Retail Industry' project.

Priority Actions

- Develop a targeted annual calendar of promotions that provides traders with the opportunity to leverage off key seasons, holidays and events.
- Create an educational and promotional campaign targeting locals which highlights the economic benefits of shopping locally supported by statistical data.
- Develop and implement a 'Made in the Swan Hill Region' campaign that identifies products that are produced in our region.
- Appoint 1-2 members to a steering committee of Swan Hill Rural City Council's 'Strengthening Swan Hill Region's Retail Industry' project .

Key Performance Indicators

1. Implementation of the annual calendar of promotions
2. Reporting on research collected for all promotional activities
3. Participation in the 'Strengthening Swan Hill Region's Retail Industry' project

Strategy Three- Advocacy & Communication

Engage with and advocate on behalf of members.

Key Initiatives

- Develop a Communications Plan outlining how to communicate with the business community and its members.
- Establish and maintain a leadership role by engaging with local businesses.
- Develop a strong and mutually supportive relationship with Council.
- Engage with government agencies and relevant organisations to advocate on behalf of members and the region.
- Provide opportunities for members to raise issues, interact with other members and Swan Hill Inc via two business forums each year.

Priority Actions

- Develop and implement a Communication Plan that ensures regular, effective communication with members and stakeholders.
- Implement a Business Visits program to ensure we engage with members regularly on a one on one basis.
- Conduct three reviews annually with Councillors to provide updates on key achievements aligned with the Annual Marketing Plan.
- Continue to hold monthly briefings with Council CEO and senior staff to raise issues and share information.
- Establish a monthly column in The Guardian newspaper to communicate to the local community on our achievements and initiatives.
- Schedule two business forums for the year providing members with the opportunity to attend, raise issues and network with other members.

Key Performance Indicators

1. Strong relationship with Council
2. Implementation of Communications Plan
3. Two Business Forums held each year
3. Monitoring of visitor numbers to the region
4. Reporting on campaign evaluations

Strategy Four- Business Support

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

Key Initiatives

- Implement a Business Advocacy Support Committee.
- Recruit specialists from industrial, professional, trade, agriculture and manufacturing trades.
- Advocate to Council on behalf of committee and members.
- Identify and target 5 main issues/topics for the betterment of our region to be advocated to Council.
- Provide members with opportunities to grow their business through educational and motivational events.
- Promote careers in local industries to youth in the region.

Priority Actions

- Develop an annual Business Forum schedule including motivational speakers and education events designed to appeal to members.
- Develop an annual Networking Events schedule which provides members with the opportunity to network with other members, Swan Hill Inc and other key community members in a relaxed and comfortable environment.
- One member of committee to attend monthly meetings with Council.
- Conduct the annual Accounting Work Experience Program.

Key Performance Indicators

1. Conduct educational and motivational events for members
2. Provide members with the opportunity to network with other members
3. Ensure the annual Accounting Work Experience program continues
4. Provide assistance package to new businesses



SWAN HILL
Region HEART OF THE MURRAY

SWAN HILL INCORPORATED

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B.22.55 COUNCIL PLAN – PROGRESS REPORT FOR THE FOURTH QUARTER OF 2021/22

Responsible Officer: Acting Director Corporate Services
File Number: S16-28-03
Attachments: 1 [↓ Council Plan – Progress Report June 2022](#)

Declarations of Interest:

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

Summary

The purpose of this report is to present the fourth quarter progress update of Council's performance against the Council Plan 2021-2025. The period reported is from 1 April 2022 to 30 June 2022.

The quarterly progress report, provided as an attachment, offers a summary of the progress against the four Council Plan areas; Liveability, Prosperity, Harmony and Leadership.

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

Discussion

In accordance with Section 90 of the *Local Government Act 2020*, Council developed and adopted a four-year Council Plan on 26 October 2021.

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

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

The plan has been divided into four strategic pillars:



Liveability

We will be a healthy, connected and growing community supported by a range of infrastructure and services.



Prosperity

We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy.



Harmony

We will be a welcoming community for all, recognised for our maturity and respect for each other.



Leadership

We will ensure accountable leadership, advocacy and transparent decision making.

This report provides the fourth quarter update in relation to the actions taken and progress made to achieve these goals and strategic initiatives in the 2021/22 financial year.

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

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

1.3.2.3. Review and implement the public art policy - Public Art Policy formally adopted by Council 15 March 2022.

2.1.2.6. Establish a Livestock Exchange Stakeholder committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users - Advisory committee established and appointed by Council. First meeting 14 June 2022.

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

1.1.3.5. Implement relevant actions from the Central Murray Regional Transport strategy - Finalised the study for A-Double access jointly with Gannawarra Shire.

3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP) - GEAP was submitted to the Commission on 31 March 2022 and compliant as of June 2022.

4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans - Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022.

Council has made progress on the following:

1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan - Draft Plans have been received and will be presented to ELT and Council for comment in July 2022.

1.3.1.3. Support initiatives leading to better outcomes for children and families - Virtual Hub launched on 17 June, with events in Swan Hill and Robinvale.

2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee - Advisory Committee meeting on a regular basis.

SECTION B - REPORTS

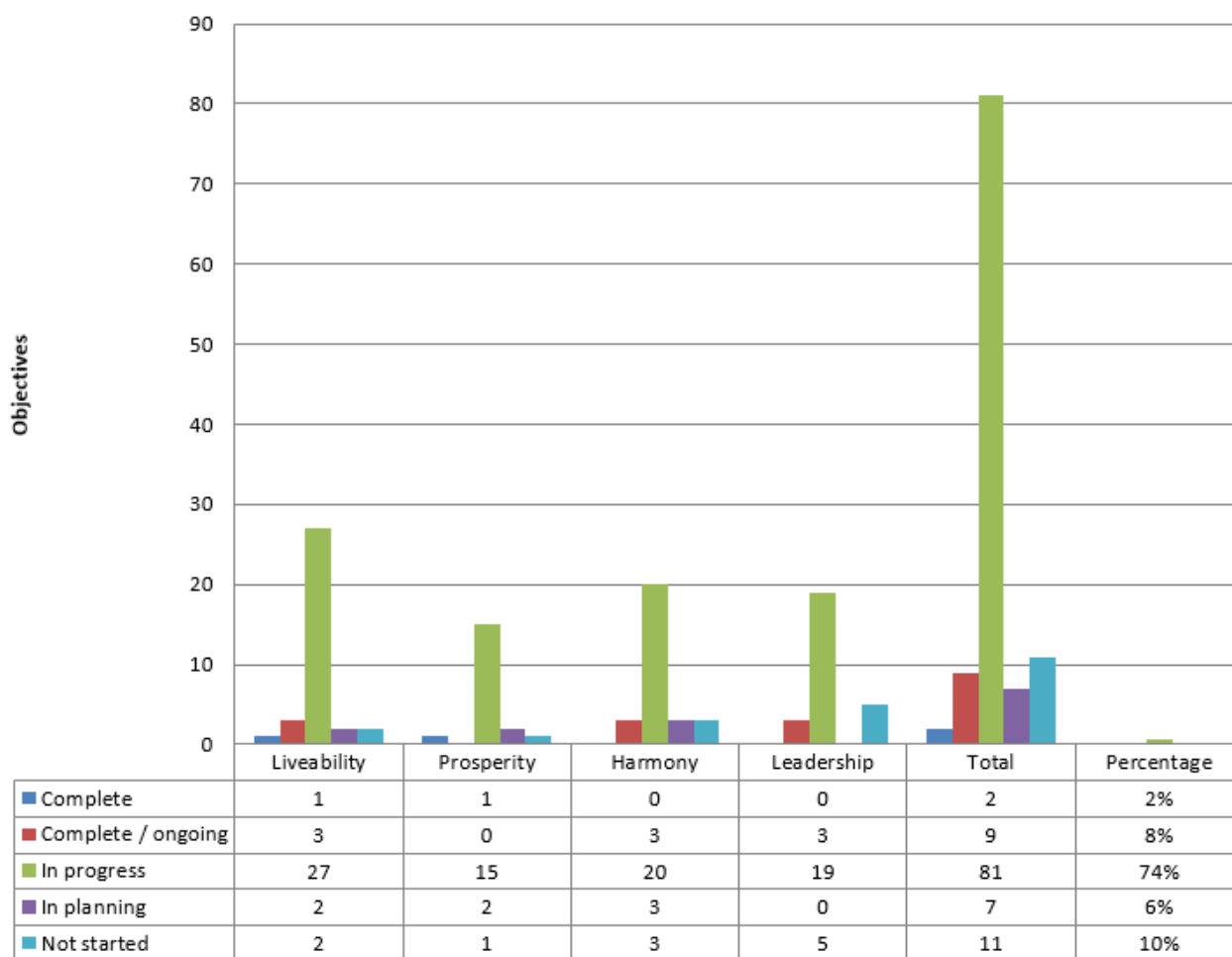
19 July 2022

3.1.5.4. Develop a Building Safer Communities program - Potential for Riverside Swan Hill CCTV and safety fencing project in Caix Square Robinvale. Robinvale safety committee re-established in June.

3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities - Apply State Government grant to support planning activities for Pental Island. Application for funding for planning for Pental Island successful. Consultants to be engaged and work will be undertaken by June 2023.

4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community - Planning and review of 2019/22 document has commenced. The results of community satisfaction survey will help guide document.

Progress Report Graph



Consultation

Council consulted the community during the development of the Council Plan 2021-2025.

Financial Implications

This report contains no financial implications, however many of the initiatives contained within the Council Plan requires Council to allocate funds in its 2021/22 budget to implement the Council Plan.

Social Implications

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

Economic Implications

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

Environmental Implications

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

Risk Management Implications

Council is required to be compliant with the *Local Government Act 2020* in regards to the Council Plan and annual reporting. This quarterly report supports that compliance.

Council Plan Strategy Addressed

Leadership - Transparent communication and engagement.

Options

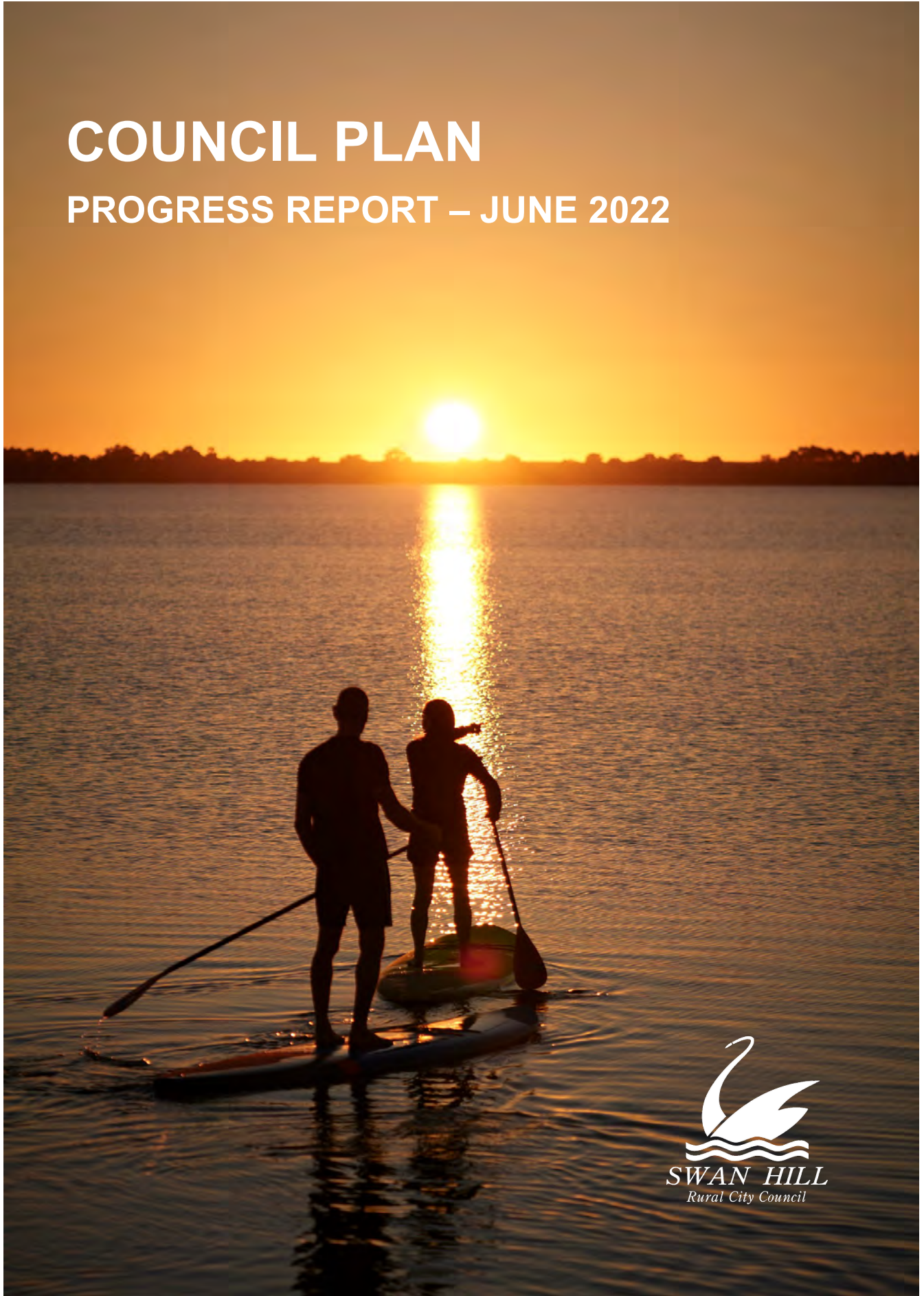
1. That Council adopt the fourth quarter Council Plan - Progress Report 2021/22 as presented.
2. That Council adopt the fourth quarter Council Plan - Progress Report 2021/22 with amendments.

Recommendation

That Council adopt the fourth quarter Council Plan - Progress Report 2021/22 as presented.

COUNCIL PLAN

PROGRESS REPORT – JUNE 2022



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Prosperity	12
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INTRODUCTION

What is the Council Plan?

The Council Plan is a strategic document outlining what the Swan Hill Rural City Council (Council) will do to achieve Council's and the community's vision for the municipality. The 2021-2025 plan describes Council's Strategic Initiatives for its four-year term.

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

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

How we will track and measure our progress

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

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



Complete - the action has been completed.



Complete/ongoing - actions that span over a number of years that cannot be marked as completed until later years.



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



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



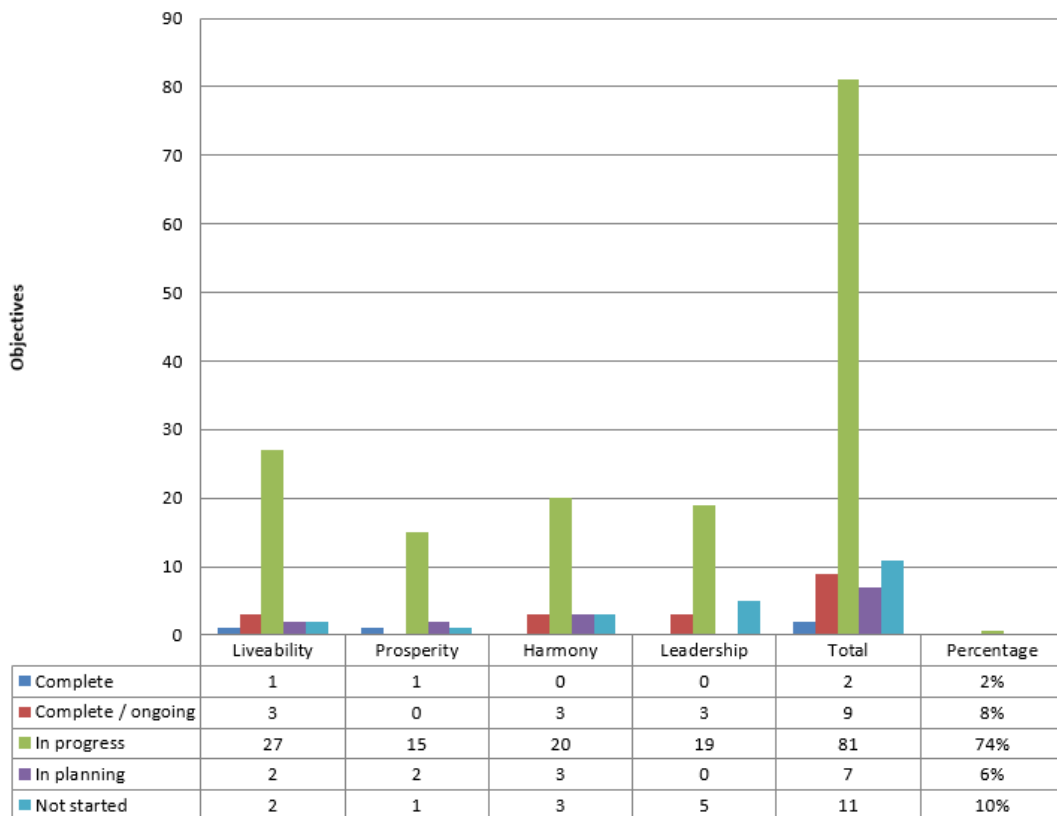
Not started - actions that have not been commenced at the time of reporting.

OVERALL RESULTS SNAPSHOT

The Council Plan 2021-25 includes 29 initiatives and 110 actions through which the achievement of the Council Plan may be measured over its four-year term.

Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets. As some objectives/actions span over a number of years they cannot be marked as completed until later years.

Progress Report Graph



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

- 1.3.2.3. Review and implement the public art policy** - Public Art Policy formally adopted by Council 15 March 2022.
- 2.1.2.6. Establish a Livestock Exchange Stakeholder committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users** - Advisory committee established and appointed by Council. First meeting 14 June 2022.

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

- 1.1.3.5. Implement relevant actions from the CMRT strategy** - Finalised the study for A-Double access jointly with Gannawarra Shire.
- 3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)** - GEAP was submitted to the Commission on 31 March 2022 and compliant as of June 2022.
- 4.1.1.4. Develop and implement a Workforce Development Plan** - Workforce Development Plan completed and approved in December 2021. Actions from the Workforce Development Plan have commenced, with six already completed/ongoing.
- 4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans** - Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022.

Council has made progress on the following:

- 1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan** - Draft Plans have been received and will be presented to ELT and Council for comment in July 2022.
- 1.1.1.5. Develop Nyah Riverfront Masterplan** - Draft Nyah Riverfront Masterplan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition.
- 1.2.2.3. Plan and construct open space development of the decommissioned Number 9 Channel** - Path and lighting has commenced including lighting extension to Tower Hill. The remaining Irrigation and Landscaping tenders are released.
- 1.3.1.3. Support initiatives leading to better outcomes for children and families** - Virtual Hub launched on 17 June, with events in Swan Hill and Robinvale.
- 2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee** - Advisory Committee meeting on a regular basis.
- 2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes** - Suggested process to develop the Economic Development Strategy to be presented to ELT and Council in late July 2022.
- 2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure** - Application for funding for adventure playground and skate park in Robinvale successful with works to commence in July 2022. University submission unsuccessful.
- 3.1.5.4. Develop a Building Safer Communities program** - Potential for Riverside Swan Hill CCTV and safety fencing project in Caix Square Robinvale.
- 3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities** - Apply State Government grant to support planning activities for Pentel Island. Application for funding for planning for Pentel Island successful. Consultants to be engaged and work will be undertaken by June 2023.
- 4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community** - Planning and review of 2019/22 document has commenced. The results of community satisfaction survey will help guide document.
- 4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation** - Social Media Policy has been reviewed. Working closely with the Town Hall to increase engagement through Socials. Library have also requested an Instagram account.
- 4.3.1.4. Continue to support and work with Swan Hill Incorporated** - CEO meets with Swan Hill Inc on monthly basis to discuss opportunities. Conducted a workshop with Swan Hill Inc Representatives to discuss developing a closer working relationship and how to work on projects that both organisations have funding for.

STRATEGIC PILLARS

The Community Vision is supported by four themed pillars – which form the key directions and focus of this Council Plan.

Our vision for the municipality anchors and connects these pillars to deliver real outcomes for the community.



Liveability

We will be a healthy, connected and growing community supported by a range of infrastructure and services.



Prosperity

We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy.



Harmony

We will be a welcoming community for all, recognised for our maturity and respect for each other.










Leadership











We will ensure accountable leadership, advocacy and transparent decision making.


















Liveability




1. We will be a healthy, connected and growing community supported by a range of infrastructure and services

1.1. A modern municipality: Vibrant, connected and resilient				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	Underway, final report expected later this year. Implementation to commence upon Council adoption.
	1.1.1.2. Complete stage 1 of Vibrant Villages project	2021/22	In Progress 	Nyah, Nyah West, Lake Boga and Woorinen township earmarked works fully completed by 30 June 2022.
	1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan.	2021-2025	In Progress 	Concept design for splash park, upgrade pond and new wharf. Construction works for Marraboor River boardwalk/lookout, Monash Drive Carpark and Footpath upgrade to be constructed mid-2022. Draft Plans have been received and will be presented to ELT and Council for comment in July 2022.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Draft plan received Dec 2021 - Draft Robinvale Riverfront Master Plan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition. Council will be advised of feedback and consultant requested to amend draft in line with feedback received. Council will receive final draft in October 2022 for adoption and funding options.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Draft Nyah Riverfront Masterplan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition. Council will be advised of the feedback and consultant requested to amend draft in line with feedback received. Council will receive a final draft report in October 2022 for adoption and funding options.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	Not Started 	No funding in this years budget for this project - will commence once funding is available. A project bid will be made as a part of the 23/24 Budget process.
	1.1.1.7. Develop a Small Town Strategy	2022/23	Not Started 	Small Town residential land audit to be conducted in 2022/23.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.2. Ensure adequate provision of a variety of safe and secure housing	1.1.2.1. Explore the development or sale of Council and other government land in urban areas	2022/23	In Progress 	Council continues to review land ownership with a view for development or sale. For example Feldtmann Lane and development of land in Ronald Street, Robinvale for housing.
	1.1.2.2. Develop and build houses on Council owned property	2021-2025	In Progress 	Ronald Street housing project has commenced first 4 houses with an updated completion date of September 2022.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Three funded projects are underway to help in the provision of housing across the municipality. Two projects relate specifically to Robinvale - Seasonal Workers Accommodation Program and Robinvale housing Investment Strategy. In addition the construction of 4 dwellings in Ronald Street is underway and nearing completion.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	Stage 13 released and sold as at 31 December 2021. Stage 14 under development to be released in 2022.
	1.1.2.5. Assist South West Development Precinct developers	2021-2025	In Progress 	This is ongoing as developers require assistance.
1.1.3. Excellent transport links to allow ease of movement	1.1.3.1. Advocate for a review of the Swan Hill Town Bus route	2022/23	In Progress 	Letter has been sent to PTV and local MPs advocating for review of the Swan Hill Town bus route in light of the growth of the town and ongoing requests from the community for new bus stops. Ongoing and regular communication occurs with PTV (every two months). Response from PTV was appreciative of our request for a review of the current bus routes due to changing community expectations and needs, however there is limited funding available to provide a review at this stage.
	1.1.3.2. Advocate for the completion of the Murray Basin Rail Project	2021-2025	In Progress 	Council continues to support the Rail Freight Alliance and its work in advocating for the completion of the Murray Basin Rail Project. Council has previously signed a petition seeking additional State government funding and has acknowledged the Federal Government's contribution of a further \$200m for the completion of the project.
	1.1.3.3. Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale Sea Lake Road	2021-2025	In Progress 	Recent improvements to MVH following adoption of the Central Murray Regional Transport Strategy several years ago include completion of enhancements to the Lake Charm to Lake Boga section and construction of truck stops/rest areas between Robinvale and Swan Hill. A list of possible improvements has been provided to the department of transport for inclusion in the Murray Valley Highway strategy.
	1.1.3.4. Actively participate in the Central Murray Regional Transport Forum	2021-2025	Complete and Ongoing 	The technical group of the CMRT Forum met in April 2022.
	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	Complete and Ongoing 	Finalised the study for A-Double access jointly with Gannawarra Shire. Received the final report with recommendation for improvements and gaps.

1.2. Careful and responsible management of our Environment for a sustainable future				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.2.1. Engage, empower and mobilise communities to prepare for, adapt to and mitigate the effects of a changing climate	1.2.1.1. Support initiatives that align with policy such as the Circular Economy and provide tangible outcomes for the community, for example: ↑ cleaner air for all, quality and smell ↓ litter, roadside dumping, co-mingling waste	2021-2025	In Progress 	When state-wide educational material is received from Sustainability Victoria, Council will review and amend existing policies and community information materials as deemed appropriate. Grant fund application for RV Household Education and Behaviour Change Fund - Round 2 has been successful (\$60,918 Ex GST) and inception meeting was held on Thurs 2 June with Sustainability Victoria. Grant fund Deed Agreement has been discussed and agreed upon. The main focus and goal of the project is to educate and help residents to quickly adapt to and correctly use new household recycling and waste services.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Planning 	Currently finalising the intended form and scope of the advocacy document, where Council will look to engage the services of a Consultant in Q2 of 2022 to assist in the development of the advocacy document.
	1.2.1.3. Develop drainage strategies for key urban areas in the municipality	2023/24	In Planning 	A brief is being prepared to engage a consultancy to prepare a city-wide drainage strategy.
	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	A grant application has been submitted for the implementation of a mattress recycling process to a value of \$355k. Successful applicant announcement expected in July.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Contract has been awarded for the irrigation system upgrade of Riverside Park in Swan Hill. The Cultural Heritage Management Plan (CHMP) has recently been approved and works have commenced. The pre-cast pump shed was craned in on the 8th June. A review of the irrigation requirements within the municipality townships is continuing. As part of Vibrant Villages project quotes have been obtained for the rolling out a new automated cloud based irrigation systems in small townships including Manangatang, Nyah / Nyah West. Works at Nyah have been completed, Nyah West and Manangatang are still ongoing.
1.2.2. Accessible open spaces and healthy rivers and lakes	1.2.2.1. Improve the presentation of the Lake Boga foreshore and its environs in collaboration with the community	2021-2025	In Progress 	An irrigation plan and cultural heritage assessment has been completed and approved for the southern end of Lake Boga (between Caravan Park and housing estates). A draft landscape master plan for this section of public land has now been completed and feedback is being sought from stakeholders within Council and the community.
	1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks	2024/25	In Progress 	Drafting ELT and Council Report for Camping & Trail Strategy. Report to ELT in August 2022 for consideration and direction.
	1.2.2.3. Plan and construct open space development of the decommissioned Number 9 Channel	2022/23	In Progress 	Path and lighting has commenced including lighting extension to Tower Hill. The remaining Irrigation and Landscaping tenders are released.

1.3. Building Healthy Communities				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.3.1. Encourage active and healthy lifestyles for people of all ages, abilities and interests	1.3.1.1. Continue to implement master plans for all recreation facilities	2021-2025	In Progress 	Detailed designs for Robinvale Football Change rooms completed. Consultant brief drafted for conceptual designs and governance model for Swan Hill Sporting Hub - issued out March 2022. Funding application with Sport and Recreation Victoria for the construction Robinvale Football Change room submitted. Still awaiting funding advice outcome.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Progress 	Initial discussions with VicRail and VicTrack have been initiated to ascertain their requirements for the railway crossing but will take considerable time.
	1.3.1.3. Support initiatives leading to better outcomes for children and families	2021-2025	In Progress 	Virtual early years information hub has been established and was due to be launched pre-Christmas. Delayed by Covid outbreak. Virtual Hub launched on 17 June, with events in Swan Hill and Robinvale.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Assisting with transition of Primary Care Partnership into new Primary Health Unit which took place 31 March 2022.
1.3.2. Spaces where people of all ages, abilities and backgrounds can flourish	1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	2022/23	In Progress 	Applied for grants for significant audio visual upgrades to Robinvale Community Arts Centre, unfortunately unsuccessful with grant application. Successful recruitment of Performing Arts and Venue Manager. Appointed part time venue tech for Robinvale Community Arts Centre. Maintenance work has begun to make venue operational.
	1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces	2022/23	In Progress 	Part of ongoing Child Safety Standards work, in conjunction with other work areas including Parks and Gardens.
	1.3.2.3. Review and implement the public art policy	2021/22	Complete 	Public Art Policy formally adopted by Council 15 March 2022.







1.4. Foster Creative and Cultural opportunities				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.4.1. Promote and celebrate the creative and cultural pursuits within the region	1.4.1.1 Deliver creative industries projects across the region	2022/23	In Progress 	Continuing inter LGA and interstate opportunities using the Australia's Creative Rural Economy (ACRE) Project as a vehicle. ACRE Exhibition toured to Gannawarra Shire in 2022.
	1.4.1.2. Support local creatives in developing their businesses (Arts Action)	2022/23	Complete and Ongoing 	Programs that support and develop local creatives include the collaboration with Arts Action as well as exhibitions directly targeting younger creatives such as Big Fish 5 and Blackout. Workshops presented by industry experts will target professional development, business plans, legal issues and copyright for Aboriginal artists of our region and will be a feature during the exhibition Blackout.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	In Progress 	New strategic plan for Fairfax underway, grant applications for operational funding submitted in December 2022, and partnership with Country Education Partnership agreed. Recruitment of Venue and Performing Arts Manager role completed February-March 2022. Successful \$251,000 grant for Fairfax announced March 2022.












Prosperity

2. We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy

2.1. Effective partnerships for prosperity				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.1. Support diverse educational opportunities that fosters life-long learning	2.1.1.1. Establish an effective relationship with the education sector through regular engagement	2022/23	In Progress 	Regular meeting with SuniTAFE to consider shared opportunities.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	In Progress 	Councillors support grant application for Federal funding of Country Universities Centre in Swan Hill. Application submitted March 2022.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	The Planning Early Years Infrastructure Project in Manangatang and Woorinen South commenced in September 2021. Local Logic Place is the consultant contracted to facilitate community consultation about the future of early years infrastructure including preschools and Maternal and Child Health in both of these small communities. Architects have been contracted to develop concept designs for renovation of existing infrastructure and/or options for relocating early years infrastructure onto primary school sites. First draft of concept plans and initial findings presented to Woorinen South and Manangatang communities in March 2022. Next step is to report back to communities later in 2022, as no eligibility for Building Blocks grants this round.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	In Progress 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, and regular presence in both towns. Ongoing.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.2. Support our key industries	2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee	2022/23	In Progress 	Advisory Committee meeting on a regular basis. Agenda items listed for discussion at future meetings Committee Terms of Reference and Annual Plan to ensure maximum benefit for Council in having the Committee.
	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	In Progress 	Discussion with Swan Hill Inc about the possible reactivation of the Industrial Committee. Preparation of a report to ELT and the Council on the benefit of establishing an Industry Support Committee given that the future development of industry and manufacturing is likely to feature in the Draft Economic Development Strategy. Presentation of report in August 2022.
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Review of all current documentation relating to the Economic Development Strategy being undertaken to determine what has been achieved and what is still required to be done. Development of key economic and business development priorities that should form the basis of the next strategy being prepared. Suggested process to develop the Economic Development Strategy to be presented to ELT and Council in late July 2022.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	Specifications are being developed for release in 2022/23, once a decision has been made on proposed new entry location which is part of a larger funded project.
	2.1.2.5. Develop an Economic recovery plan in response to Covid-19	2021/22	In Planning 	A response plan was developed in late 2020 and will be used as background for the review of the Economic Development Strategy.
	2.1.2.6. Establish a Livestock Exchange Stakeholder committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users	2022/23	Complete 	Advisory committee established and appointed by Council. First meeting 14 June 2022.

2.2. A thriving diverse economy				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.2.1. Encourage the growth and development of our economy	2.2.1.1. Develop a new planning scheme that is clear in its intention, supports growth and builds confidence and certainty in land use	2024/25	Not Started 	On work plan for 2024/25.
	2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process	2021-2025	In Progress 	Better Approvals team continue to support existing and proposed businesses in the municipality.
	2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)	2021-2023	In Progress 	Regional interest is limited. Once all nearby Councils have responded a further report on a way forward will be presented to Council.









2.3. Infrastructure that enables prosperity				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.3.1. Digital connectivity that allows people to live, work and play across our region	2.3.1.1. Advocate for high speed broadband access to all businesses and residents	2022/23	In Progress 	Working with NBN and Telstra with Federal funding application - Connectivity Round 2
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	In Progress 	Working with NBN and cross Border Commissioner funding application for new towers to support Woorinen, Nyah, Piangal and Murray Downs. Application has been submitted with support of Cross Border Commissioners and Murray Council. Awaiting outcome.
2.3.2. Assets for our current and future needs	2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry	2022/23	In Progress 	Draft report from consultants for the High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire. Finalisation of the report is due by June 30. This strategy will be used for future grant fund applications.
	2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year	2021-2025	In Progress 	Participation and review of 22/23 program completed. Planning processes for the 22/23 program have commenced.
	2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements.	2021-2025	In Progress 	The Transport Asset Management Plan (TAMP) 2020 - Valuation on 2021 Asset condition data currently being done and when complete TAMP will be updated to reflect results. Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022.
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Submitted a funding application with both Federal and State Governments to support the Robinvale Riverfront Masterplan including a new nature / adventure playground and skate park. Outcome announcement in June 2022. Finalise Local Roads Community Infrastructure projects round 2 and 3. Funding application for a regional university centre in Swan Hill has been submitted. Application for funding for adventure playground and skate park in Robinvale successful with works to commence in July 2022. University submission unsuccessful.










Harmony







3. We will be a welcoming community for all, recognised by our maturity and respect for each other.

3.1. Communities that are safe, welcoming and inclusive				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.1. The diversity of our communities is celebrated	3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.	2022/23	In Progress 	Local LGBTIQ+ committee has been rejuvenated with secretariat now - meet was held with new LGBTIQ+ Commissioner and partner agencies in December. Follow-up meeting held 15 March, to plan for further visits and work in August.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	In Progress 	Ongoing on a case by case basis. Harmony Day 2022 planned by committee of community members supported by Council officers. Harmony day held on 26 March 2022.
	3.1.1.3. All-abilities events and activities are well-planned and promoted	2022/23	In Progress 	Ongoing - working with other multicultural groups to promote events grants, and providing knowledge of existing events, lining Harmony Day and Lantern Festival committees.
	3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events.	2022/23	In Progress 	Harmony Day 2022 planned by committee of community members supported by Council officers, held on 26 March.
3.1.2. Encourage the growth and positive development of our youth	3.1.2.1. Improve Youth Support Services outreach to young people in Manangatang and Robinvale	2022/23	In Progress 	Ongoing - Novo Youth Council operates with a co-deisgn model for all events - including PUSH, planned for 4 February 2022.
	3.1.2.2. Ensure young people are involved in co-design of annual events	2023/24	In Progress 	Robinvale Youth Council established in March 2022.
	3.1.2.3. Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth involved in creative pursuits	2022/23	In Progress 	Strategic work underway for redesigned FYI model - multiple applications for funding for 2022-2025 submitted. Application for Federal Restart Investment to Sustain and Expand (RISE) submitted, successful with \$251,000 grant in early March 2022.
	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	In Progress 	Ongoing - Empower and Engage programs focusing on Manangatang and Robinvale and focusing on mental health as a result of Covid - planned for resumption of school 2022. Visits and engagement work resumed in February 2022.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.3. Flourishing community organisations	3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs	2022 - 2024	In Progress 	A Loddon Mallee volunteering consortium is being established and Council has expressed interest in joining - this consortium is focused on people with disability, First Nations people and newly arrived migrants.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Drafting ELT and Council Report on the Future Community Planning. Review report will consider options for improving our Community Planning processes and outcomes. To be presented to ELT by mid to late July 2022.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Planning 	Council to take a more active profile and to initiate meetings with service and other organisations
3.1.4. Our elderly and vulnerable are cared for	3.1.4.1. Support the development of Residential Aged Care services	2023/24	In Progress 	Respond to opportunities for development or increase of aged care places in the region
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	Information update to be provided to Councillors on current status of aged care reforms. Scheduled for February 2022.
	3.1.4.3. Undertake actions in the Municipal Early to Middle Years Plan associated with improving services to greater assist vulnerable families	2022/23	In Progress 	Ongoing - Recruitment for Enhanced Maternal and Child Nurse to expand the program, due Feb 2022. Infrastructure work underway as per 2.1.1.3. EMCH Nurse recruited Feb-March 2022.
	3.1.4.4. Actively engage with local support networks to assist with accessibility and inclusion initiatives	2022/23	In Progress 	Ongoing - Youth Program working with schools, headspace, and other agencies such as health services to ensure inclusion in all events and programs.
	3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).	2021/22	In Progress 	Most recent CAIS document being reviewed by officers.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.5. All members of our Communities are supported	3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.	2021 - 2025	In Progress 	Application for Prevention of Family Violence funding submitted in late February 2022.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	The People matters survey was completed in July 2021, internal data extractions completed. Data from both was submitted to Gender Equality Commissioner by 1 December 2021. Data collected will form the basis of the GEAP which is on track for completion by March 2022. Draft GEAP developed and currently in consultation stage. GEAP was submitted to the Commission on 31 March 2022 and compliant as of June 2022.
	3.1.5.3. Ensure that we consider people of all abilities in the development of infrastructure and events	2021-2025	In Progress 	Swan Hill Riverfront all abilities equipment recently installed. Will be considered as part of the Gender Impact Assessments.
	3.1.5.4. Develop a Building Safer Communities program	2022/23	In Planning 	A list of potential community safety projects is being compiled for potential funding submissions, including CCTV in public parks. Potential for Riverside Swan Hill CCTV and safety fencing project in Caix Square. Robinvale. Robinvale safety committee re-established in June.







3.2. An engaged and respected Aboriginal community				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.2.1. Strengthening our trust, relationships and partnerships with Traditional Owners and the Aboriginal and Torres Strait Islander community	3.2.1.1. Develop a Reconciliation Action Plan	2022/23	Not Started 	Awaiting recruitment of appropriate staff
	3.2.1.2. Adequately resource Aboriginal Engagement	2022/23	In Progress 	New Council web page dedicated to engaging with local Aboriginals on key elements including welcome to country ceremonies, public art program and project developments. Funding request in 2022/23 budget for additional resources.
	3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties	2021-2025	Not Started 	Recruitment for vacant positions and extra funding for Aboriginal support needs to be achieved to enable this work to proceed.



STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.2.2. Encourage and support community leadership	3.2.2.1. Continue to offer Aboriginal scholarships and leadership opportunities	2021-2025	In Progress 	Opportunities for scholarships advertised in February/March 2022. Scholarship advertising conducted with no applications received. Looking at other options, potential traineeships in this space. Host traineeships targeted to Aboriginal applicants yet to commence (WFP# 1.5)
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	This work is ongoing depending on the site and development of "Our Place"
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	Not Started 	Action Plan to be prepared on how to advance this process.
3.2.3. Celebration and recognition of Aboriginal and Torres Strait history and culture	3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities	2022-2025	In Planning 	This is ongoing and is limited as Council is often not an acceptable body to apply. Apply State Government grant to support planning activities for Pentland Island Application for funding for planning for Pentland Island successful. Consultants to be engaged and work will be undertaken by June 2023
	3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	2021-2025	Complete and Ongoing 	Collaborating and mentoring of emerging Aboriginal curators for the upcoming exhibition Blackout. Formal inclusion of Aboriginal community members through constitutional changes to Gallery Advisory Committee. Ongoing adoption of recommendations from Australian Museums and Galleries Association's "First Peoples: A roadmap for enhancing Indigenous engagement in museums and galleries"
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Funding support NAIDOC Week. Scheduled activities to again participate in NAIDOC Week have been planned. Council participated in National Sorry Day in May 2022.














1. We will ensure accountable leadership, advocacy and transparent decision making.









Leadership

4.1. Excellent management and administration				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.1. Well managed resources for a sustainable future	4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce	2021-2025	In Progress 	Training needs analysis has been completed following the staff review process in September 2020, Organisational Training Plan implementation has commenced. The 2022 Staff Review process will commence in May 2022. The 2022 Organisational Training Plan was approved by ELT and forms part of the 2022 Staff Review Process. A training report will be generated following the review process and nominated training will be highlighted and implemented from September 2022.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	Not Started 	Ongoing work will see improvements when the IT Strategy is implemented and changes to customer interactions. June 2022 LGA implementation completed with over 30 new policies, and plans that will impact on how we do business and improve customer service
	4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services	2021-2025	In Progress 	2021 Annual Report completed, Local Government Performance Reporting submitted and Service Performance report completed. 10 Year Major Project Plan approved, Council adopted 2022/23 Budget at its June Council meeting, Long Term Financial Plan currently in draft.
	4.1.1.4. Develop and implement a Workforce Development Plan	2021/22	Complete and ongoing 	Workforce Development Plan completed and approved in December 2021. Actions from the Workforce Development Plan are being implemented with six being completed.
4.1.2. Provide robust governance and effective leadership	4.1.2.1. Implement a Project Management Framework and system	2021/22	In Progress 	Framework is implemented within the PMO. Key staff training is completed. PM software tool implementation planning has commenced. Training of wider organisation will commence after PM software implementation is complete.
	4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	2021/22	Complete and ongoing 	Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022. The Transport Asset Management Plan (TAMP) 2020 - Valuation on 2021 Asset condition data currently being done and when complete TAMP will be updated to reflect results.

	4.1.2.3. Provide Councillors with professional development and support to ensure effective governance	2021-2025	In Progress 	Councillors provided with opportunities to attend MAV and LGPro courses and workshops
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	Drafting ELT and Council Report on the Future Community Planning. Review report will consider options for improving our Community Planning processes and outcomes. To be presented to ELT by mid to late July 2022.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.3. Sound, sustainable: o Financial management o Excellence in service delivery o Strategic planning	4.1.3.1 Deliver projects on time, on budget and within scope	2021-2025	In Progress 	Ongoing and achieving but subject to large cost increases in materials caused by the pandemic. PMO is targeted to be cost neutral
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	The quarterly finance report for March 2022 was tabled at the May Council meeting with a forecast budget surplus reported to Council. The 2023 budget was adopted by Council 14 June 2022 and Finance staff are now preparing the Financial Plan for public comment and this will be presented at the August Council meeting for adoption. Preparation for the year end financial audit is underway, with the revaluation of a number fixed asset categories currently being evaluated and pre-audit information currently being prepared.
	4.1.3.3. Review two service delivery areas in years 2 (Parks and Gardens / Library) and 4 (Economic and Community development / Circular economy) of this Council Plan to improve and ensure accessibility and consistency of our customer experience	2022/23 & 2024/25	Not Started 	Not commenced

4.2. Transparent communication and engagement				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.2.1. Effective and authentic engagement with our community	4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community	2022/23	In Progress 	Planning and review of 2019/22 document has commenced. The results of community satisfaction survey to help guide document.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community engagement training will be offered to key staff in the organisation, training will be based on the Community engagement Guidelines and potentially delivered by a consultant
	4.2.1.3. Build constructive relationships with special interest groups in our community	2021-2025	In Progress 	This is ongoing and will continue to change as projects are initiated and progress.
	4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation	2021/22	In Progress 	Social Media Policy has been reviewed. Working closely with the Town Hall to increase engagement through Socials. Library have also requested an Instagram account.
4.2.2. Visible presence in our community	4.2.2.1. Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events	2021-2025	Not Started 	Restricted opportunities due to COVID-19 limitations
	4.2.2.2. Continue quarterly Coffee with a Councillor around the municipality	2021-2025	In Progress 	Coffee with a Councillor (CwC) resumed on the 19 March. CwC will be held bi-monthly at events throughout the municipality, discussions held concluded that stand alone events are not effective at engaging our community.
	4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups	2022/23	Not Started 	COVID-19 has not permitted the commencement of structured tours.
	4.2.2.4. Create a culture where staff are ambassadors for the Council	2021-2025	In Progress 	Review and continue to improve internal communication tools. Acknowledge and reward staff appropriately

4.3. Bold leadership, strong partnerships and effective advocacy				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.3.1. Create meaningful partnerships across our communities	4.3.1.1. Continue involvement in community groups	2021-2025	In Progress 	Ongoing
	4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)	2022/23	In Progress 	Scheduled initial meeting in October 2021 was unable to take place. New date to be established.
	4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.	2023/24	In Progress 	Finalising the transition from the Primary Care Partnership model to the Primary Health Unit model, took place 31 March 2022.
	4.3.1.4. Continue to support and work with Swan Hill Incorporated	2021-2025	In Progress 	CEO meets with Swan Hill Inc on monthly basis to discuss opportunities. Conducted a workshop with Swan Hill Inc Representatives to discuss developing a closer working relationship and how to work on projects that both organisations have funding for.
4.3.2. Strong relationship with State and Federal governments to influence advocacy and funding opportunities	4.3.2.1. Continue to advocate on the following issues: <ul style="list-style-type: none"> Improved Healthcare for our people, including a new hospital for Swan Hill A new Murray River Bridge at Swan Hill Complete the Murray Basin Rail Project Housing and enabling infrastructure Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale. 	2021-2025	In Progress 	Construction of 4 houses in Ronald St Robinvale, part funded by State Government Grant. Various studies on housing opportunities in Robinvale and the region are underway - due early 2022. Advocacy against proposal by State Government to remove rates from social housing. Representations to Federal and State Governments on need for improved water and wastewater infrastructure for small towns.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	Advocacy Strategy adopted on 21 May 2019 - review by 30 June 2022. Investigating new (more modern) ways of producing this information - through media and website.
4.3.3. Working together in promotion of the municipality	4.3.3.1. Positively promote our region as a great place	2021-2025	In Progress 	Continue with Tourism promotion across the municipality and region and during all recruitment.
	4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	2021-2025	In Progress 	Former CEO Board member of Murray River Tourism Board. We continue to work actively on issues of mutual interest, eg Workshop scheduled for February 2022. CEO and Chair of Swan Hill Inc meet monthly to discuss opportunities and issues of common interest.



B.22.56 AMENDMENT OF BUDGET 2022-23

Responsible Officer: Acting Director Corporate Services
File Number: S15-06-15
Attachments: Nil

Declarations of Interest:

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

Summary

The Budget 2022-23 as adopted on 14 June 2022 contains rates and property valuation data based on information available prior to completion of the annual valuation process. To ensure accuracy of the adopted budget, amended rates information is required to be adopted.

There are no changes to the overall financial position of Council as adopted in the Budget 2022-23 and income and expenditure remains the same.

Discussion

The valuation of all rateable properties and subsequent audit check by the Valuer-General Victoria, in conjunction with development of the Council Budget, is a tight timeframe. The Valuer-General Victoria certified preliminary valuations for budget purposes on 30 April 2022. These valuations are used to calculate the rates in the dollar for each type or class of land, after which rating models are run to determine total available rates to be raised. This ensures that the rates raised by Council increase within the maximum permitted under the Fair Go Rates System (FGRS).

The Budget 2022-23 as adopted on 14 June 2022 contained rates tables based on information available prior to the completion of the annual valuation process and the verification by the Valuer-General. To ensure accuracy of the adopted budget amended rates information is required to be adopted.

The adopted Budget 2022-23 includes rates and charges of \$26.20 million which will remain unchanged. The changes required are to the declared rates in the dollar. This change is required to ensure that when rates are raised they are within the declared State Government Rate Cap of 1.75%.

SECTION B - REPORTS

19 July 2022

The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land are detailed in the table below:

Type or class of land	Rate in the dollar as per adopted Budget 2022-23	Amendment to Rate in the dollar required to be adopted
Residential – Swan Hill	0.495388	0.493760
Residential – Robinvale	0.495388	0.493760
Residential vacant land – Swan Hill and Robinvale	1.524268	1.519259
Urban – Other	0.476333	0.474769
Commercial – Swan Hill	0.619234	0.617199
Commercial – Robinvale	0.619234	0.617199
Industrial – Swan Hill	0.495388	0.493760
Industrial – Robinvale	0.495388	0.493760
Industrial and commercial – other	0.476333	0.474769
Recreational	0.476333	0.474769
Farm – Irrigation and non-irrigation	0.476333	0.474769
Farm – dry land	0.381067	0.379815

Consultation

Upon consideration of the requirements of the *Local Government Act 2020*. The adjusted rate in the dollar figures require formal adoption for the 2022-23 budget year, to ensure they align with the raising of Council rates.

There are no changes to the overall financial position of Council as adopted in the Budget 2022-23 and income and expenditure remains the same.

Financial Implications

The adopted Budget 2022-23 includes rates and charges of \$26.20 million. This will remain unchanged along with the reported income and expenditure.

Social Implications

These amendments do not impact or increase social implications as a result of proposed changes.

Economic Implications

There are no economic implications for this report.

Environmental Implications

There are no environmental implications for this report.

Risk Management Implications

By adopting this amendment, Council will not be exposed to any significant risk and ensures the accuracy of the declared rates in the dollar.

Council Plan Strategy Addressed

Leadership - Transparent communication and engagement.

Options

1. **Adopt the amendments to the declared rates in the dollar, raising \$26.20 million with the adjusted differential rates. These rates will be less than those declared by council on 14 June 2022.**
2. **Raise rates using the differentials declared on 14 June 2022. This will result in a level of rate raising that will exceed the rate cap of 1.75%**

Recommendation

That Council adopt the amendments to the declared rates in the dollar as per the table below, raising a total of \$26.20 million:

Type or class of land	Rate in the dollar as per adopted Budget 2022-23	Amendment to rate in the dollar required to be adopted
Residential – Swan Hill	0.495388	0.493760
Residential – Robinvale	0.495388	0.493760
Residential vacant land – Swan Hill and Robinvale	1.524268	1.519259
Urban – Other	0.476333	0.474769
Commercial – Swan Hill	0.619234	0.617199
Commercial – Robinvale	0.619234	0.617199
Industrial – Swan Hill	0.495388	0.493760
Industrial – Robinvale	0.495388	0.493760
Industrial and commercial – other	0.476333	0.474769
Recreational	0.476333	0.474769
Farm – Irrigation and non-irrigation	0.476333	0.474769
Farm – dry land	0.381067	0.379815

B.22.57 AUDIT & RISK COMMITTEE

Responsible Officer: Acting Director Corporate Services
File Number: S15-28-01
Attachments: 1 [↓](#) Minutes 9 June 2022

Declarations of Interest:

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

Summary

Council's Audit Committee met on 9 June 2022 and this report summarises the items that were discussed at this meeting.

Discussion

The Audit Committee met on 9 June 2022 and as well as the usual procedural items the agenda items included:

1. PMO Software Update
2. Interim Management Letter
3. Update by Internal Auditor and Strategic Internal Audit Plan (FY2023)
4. Internal Audit updates on recommendations
5. Risk Management Update
6. Our Place update
7. Quarterly Review Financial Performance & Position to 31/3/22
8. Pandemic Planning and Response
9. Significant Legislative Changes affecting Council
10. Suspected and Actual Frauds, Theft and Breaches of the Law by Management

Consultation

Not applicable.

Financial Implications

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

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

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

Council Plan Strategy Addressed

Leadership - Bold leadership, strong partnerships and effective advocacy.

Options

Not applicable.

Recommendations

That Council note the items discussed at the 9 June 2022 meeting of the Audit and Risk Committee.

Confidential attachment

- Audit Committee Confidential Unconfirmed
Minutes 9 June 2022

B.22.58 GENDER EQUALITY ACTION PLAN (GEAP)

Responsible Officer: Acting Director Corporate Services
File Number: S18-24-01
Attachments: 1 [↓](#) Progress Report

Declarations of Interest:

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

Summary

This report seeks a Council resolution to note the June 2022 GEAP Progress Update report.

The actions are on schedule to be completed, with the following two actions already completed:

- Equal Employment Opportunity Policy has been reviewed
- Exit interviews are offered in both online and face-to-face capabilities.

Discussion

The Gender Equality Act 2020 commenced on 31 March 2021. The Act promotes gender equality by requiring the Victoria public sector, local councils and universities to take positive action towards achieving workplace gender equality. These organisations must consider and promote gender equality in their policies, programs and services.

Council has the following obligations under the Act:

- Complete Gender Impact Assessments (GIA) on Policies, Programs and Services that have a direct and significant impact on the public.
- Conduct a Workplace Gender Audit
- Put in place a Gender Equality Action Plan. The action plan will include:
 - results of the Workplace Gender Audit
 - strategies for achieving workplace gender equality.
- Publicly report on the progress of workplace gender equality.

Council's first Gender Equality Action Plan was submitted to the commission on March 31, 2022 and outlines three key priorities to achieve by 2025:

- Ensure the language of our communications, recruitment, staff and community engagement is:
 - Free from bias
 - Encourages diversity

- Promotes non-traditional roles
- Identify and remove barriers for women to access jobs or career progression.
- Build understanding and awareness of discrimination, harassment and violence towards women.

NB: The GEAP may be subject to change following feedback from the Commission.

Gender Equality Committee

Council has an established Gender Equality Committee. The committee will:

- Provide advice and recommendations to the Executive Leadership Team (ELT)
- Ensure compliance in meeting Councils obligations under the Gender Equality Act 2020.

Consultation

Consultation with staff was conducted prior to 31 March 2022 as follows:

- Three consultation sessions were conducted to ensure a wide range of experiences and views were shared from across the whole Council team.
- Two consultation sessions were held face-to-face with the ELT and also the Gender Equality Committee. A third open online session was held with the whole organisation, with specific invitations sent to the following employee representatives:
 - OHS Committee
 - Consultative Committee
 - Gender Equality Committee
 - Leadership Team
- In addition to the above consultation sessions, regular communication with our workforce has been provided through:
 - Gender Equality Committee meetings
 - OHS meetings
 - Consultative Committee meetings
 - Leadership Team meetings
 - Weekly Wrap Newsletter
 - HR Staff Matters Newsletter
 - Staff Portal Banner

Financial Implications

The financial implications are measured in terms of human resources/staff time in the preparation or participation in:

- Gender Audit
- Workforce Plan

- GEAP
- External Gender Equality Training
- Gender Equality Committee

Social Implications

The GEAP will assist in:

- inclusion and diversity for people living with a disability
- recruitment of diversity in the workplace
- prevention of violence against women and intersectionality awareness

Economic Implications

Healthier Workplace, leads to better outcomes.

Environmental Implications

Not applicable.

Risk Management Implications

Non-compliance with the Gender Equality Act.

Council Plan Strategy Addressed

Leadership - Excellent management and administration.

Options

1. That Council notes the June 2022 GEAP Progress Update report
2. That Council makes changes to the contents of the report and action plan

Recommendation

That Council notes the June 2022 GEAP Progress Update report.

Gender Equality Action Plan

GEAP 2021 - 2025

Progress update June 2022



Indicator 1 – Gender composition

Activities	Responsible	Due	Status	Notes
Objective 1.1 Develop and implement gender equality policies, practices and data collection across the organisation				
Review and improve employee data collection, recording and storage capacity, particularly in relation to intersectional data.	HR Recruitment Officer	2023/24	<input type="radio"/>	
Review ways to promote the People Matter Survey across the organisation to increase response rate and gather accurate data	Senior HR Officer	2024/25	<input type="radio"/>	
Review Equal Employment Opportunity Policy	Senior HR Officer and Governance Officer	2021/22	<input checked="" type="radio"/>	Completed (Approval from ELT on 23/05/2022)
Objective 1.2: Increase the visibility of women, men and gender diverse people in non-traditional roles				
Regular profiling of Council staff who are employed in non-traditional roles to promote and encourage varying career opportunities.	HR Officers	2021/22 and ongoing	<input checked="" type="radio"/>	
Examine costs for offering traineeships, apprenticeships, scholarships, targeted to improve representation of gender and intersectionality.	ODM	2022/23	<input checked="" type="radio"/>	
Objective 1.3: Appropriate use of gender neutral and inclusive languages and diverse images in Council communications				
Review recruitment processes, including language of position descriptions and where Council advertises positions.	HR Recruitment Officer	2021/22	<input checked="" type="radio"/>	
Review community engagement processes, including the use of diverse images and gender-neutral language.	Media	2022/23	<input type="radio"/>	
Objective 1.4: Leadership commitment to gender and intersectionality equality				
Conduct a Disability Audit to ensure inclusion and diversity for people living with a disability.	OHS Officer	2022/23	<input type="radio"/>	

Gender Equality Action Plan 2021 – 2025

Indicator 2 – Gender composition of governing bodies

Activities	Responsible	Due	Status	Notes
Objective 2.1 Increase the visibility of women and people of diverse genders as Councillors				
Participation in the VLGA project of 50/50 representation for Local Government (Local women leading change VLGA)	Governance Officer	2022/23		

Indicator 3 – Equal remuneration

Activities	Responsible	Due	Status	Notes
Objective 3.1 Decrease the gender pay gap				
Review the high levels of part-time work for women and any barriers preventing career progression.	HR Officers	2023/24		
Review remuneration gaps across all levels, including ANZCO coding and part-time work factors.	Senior HR Officer / ODM	2022/23		
Review salary structures in the lead up to the next EBA negotiations.	ODM	2023/24		

Indicator 4 – Sexual harassment






Activities	Responsible	Due	Status	Notes
Objective 4.1 Provide a workplace free from sexual harassment, bullying and discrimination.				
Review staff induction content and processes to strengthen the focus on understanding and preventing sexual harassment	HR Training Officer	2022/23		
Investigate external and internal training options to be provided to Council team members on topics such as sexual harassment, bullying, discrimination and bystander action.	HR Training Officer	2022/23		
Review and strengthen staff awareness of the process for reporting sexual harassment, bullying and discrimination at Council.	Governance Officer / Senior HR Officer	2021/22		
Set an annual training plan for all Leaders, Managers and Coordinators to complete gender equality and intersectionality training.	HR Training Officer	2021/22		

Gender Equality Action Plan 2021 – 2025

Objective 4.2 Maintain an awareness and promote prevention of violence against women and intersectionality.






Provide training focused on the prevention of Domestic Violence and Everyday Sexism to Council staff.	HR Officers	2022/23		
Provide access for Council staff members to engage with and complete training such as Unpacking Resistance.	HR Training Officer	2022/23		
Continue to build the awareness of Family Violence, including engagement with 16 Days of Activism and International Women's Day.	Gender Equality Committee	2021/22 and ongoing		

Indicator 5 – Recruitment and promotion practices




Activities	Responsible	Due	Status	Notes
Objective 5.1 Gender Impact Reporting including data review indicators to determine staff turnover.				
Investigate the option for exit interviews to include the Gender Equality Act indicators and intersectional data.	HR Recruitment Officer	2022/23		
Exit interviews to be offered in both online and face-to-face capacities.	HR Recruitment Officer	2021/22		Both options are provided.
Objective 5.2 Increase attraction for recruitment for diversity in the workplace.				
Engage with the Rainbow Tick program to support inclusion for the LGBTQIA+ community, both internally and externally.	Director Community and Cultural Services / Children Services Manager	2022/23		
Objective 5.3 Strive to achieve equitable outcomes in all recruitment and promotions.				
Provide Unconscious Bias training to all staff with responsibilities to sit on recruitment panels.	HR Training Officer	2021/22		Training likely to be arranged in the new financial year.
Review the higher duties process to increase transparency and access across the whole organisation.	ODM	2024/25		

Gender Equality Action Plan 2021 – 2025






Indicator 6 – Utilisation of flexible work and other support practices

Activities	Responsible	Due	Status	Notes
Objective 6.1 Increase awareness of flexible work arrangements				
Review flexible leave and work arrangements application process to ensure equitable access.	ODM	2022/23		FWA Policy reviewed. WFH Policy in process of review.
Increase the visibility and the benefits of utilising Council's formal flexible work arrangements to all employees regardless of gender.	HR Officer / Gender Equality Committee	2021/22		
Explore training for managers to understand the opportunity for successful utilisation of flexible work arrangements within their teams.	HR Training Officer	2023/24		
Objective 6.2 Provide support for parental leave, family violence leave and carers leave				
Strengthen the awareness across Council of the provision of Family Violence Leave and the process to access this leave.	HR Training Officer	2023/24		
Support carers to return to work after parental leave and take steps to minimise disruption to their career progression.	ODM	2022/23		

Indicator 7 – Gender work segregation

Activities	Responsible	Due	Status	Notes
Objective 7.1 Provide professional development on gender, intersectionality and inclusion.				
Increase targeted professional development and training for staff members who express interest in transitioning into non-traditional work roles across the organisation	HR Training Officer	2022/23 and ongoing		
Objective 7.2 Increase gender and intersectionality awareness and support.				
Review the options and funding availability to assist with accessible bathrooms across Council	OHS Officer / Assets Manager	2023/24		
Complete a pilot project to find out what works in promoting non-traditional work.	Gender Equality Committee	2023/24		

Legend

	The task is overdue and needs immediate attention
	The task could be delayed
	The task is on track to be completed on time
	The task has not commenced
	The task is completed

Gender Equality Action Plan 2021 – 2025

MEASURING PROGRESS

The Gender Equality Act 2020 requires Council to prepare and submit a progress report in relation to the strategies and measures set out in the GEAP to the Gender Equality Commission at least every second year.

In addition to the progress report submitted to the Commission, Swan Hill Rural City Council is committed to regularly monitoring and reporting progress of the GEAP measures internally, in order to be transparent and accountable.

The actions will be monitored and measured on how well they have been implemented or adopted and a progress report presented to the Executive Leadership Team bi-annually and Council annually. The Gender Equality Committee will monitor Swan Hill Rural City Council's progress through regular meetings and communicate progress to the wider organisation through a staff newsletter 4 times per year.

A schedule of reporting dates is set out below:

	January	February	March	April	May	June	July	August	September	October	November	December
Executive Leadership Team						✓						✓
Gender Equality Committee		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Council Assembly						✓						
HR Staff Matters Newsletter			✓			✓				✓		✓

The GEAP will be reviewed periodically, to identify and address changing circumstances and reflect the Council's and Community priorities.

B.22.59 INTERSTATE TRAVEL - CANBERRA

Responsible Officer: Chief Executive Officer
File Number: S16-04-05
Attachments: Nil

Declarations of Interest:

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

Summary

This report proposes that Swan Hill Rural City Council be represented at Murray River Group of Council (MRGC) meetings with Ministers in Canberra by The Mayor or the Deputy Mayor, based on availability, and the Chief Executive Officer.

Discussion

Swan Hill Rural City Council has been a part of the Murray River Group of Councils for the past 15 years. A strong local government advocacy group in northern Victoria that comprises Swan Hill Rural City, Mildura Rural City, Gannawarra Shire, Loddon Shire, Campaspe Shire and Moira Shire Councils.

Together the six Councils work together in the interests of the northern Victorian region to promote regional priorities to support the long term prosperity and social well-being of the region.

Over the years MRGC has built a reputation as a reliable partner and a serious advocate for our residents on key priorities such as Energy, Digital Connectivity, Agriculture, Transport, Tourism and Water.

MRGC is seeking face-to-face meetings with Ministers in Canberra to further advocate for these priorities and has requested meetings with the following ministers:

- Minister for Trade and Tourism, Senator the Hon. Don Farrell
- Minister for Water, Hon. Tanya Plibersek MP
- Minister Infrastructure, Transport and Local Government, Hon. Catherine King MP
- Minister for Immigration, Hon. Andrew Giles MP
- Minister for Communications, Hon. Michelle Rowland MP
- Minister for Energy and Climate Change, the Hon Chris Bowen MP

If confirmed, Ministerial meetings would be scheduled on a parliamentary sitting day (a day in the first week of August or a day in the first or second week of September).

It is proposed that the either The Mayor or the Deputy Mayor, based on availability, accompany the Chief Executive Officer to attend these meetings in Canberra.

Consultation

Councillors were briefed at a Councillor Assembly on the 5 July 2022.

Financial Implications

Accommodation and travel costs associated with attending the meetings in Canberra.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Leadership - Bold leadership, strong partnerships and effective advocacy.

Options

Council may choose to adopt or amend the recommendation.

Recommendations

That Council:

- 1. Authorise the travel of the Mayor or Deputy Mayor and the Chief Executive Officer to represent Swan Hill Rural City Council at the Murray River Group of Councils minister meetings in Canberra.**
- 2. Request all participants to submit reports to Council upon return from the conference.**

B.22.60 LEAVE OF ABSENCE - COUNCILLOR CANDIDATE FOR THE STATE ELECTION

Responsible Officer: Chief Executive Officer
File Number: S16-04-05
Attachments: Nil.

Declarations of Interest:

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

Summary

Cr Jade Benham has written advising the CEO on the 31 May 2022 that she has been pre-selected by a registered political Party as a candidate for the electorate of Mildura to stand in the upcoming Victorian State Election. The election is to be held on 26 November 2022. Councillor Benham has requested an extended leave of absence from Council for the Period 20 July 2022 to 1 December 2022 or date of the poll declaration.

Discussion

Leave of Absence

The latest time for a Councillor candidate for a State or Federal election to request to commence Leave of Absence is at the time they become a Nominated Candidate, ie when they formally nominate to the Electoral Commission. Prior to that time they are known as a Prospective Candidate and may continue to function as a Councillor, so long as they continue to carry out the role and comply with other requirements.

Based on this, Cr Benham is now classified as a Prospective Candidate and must apply for leave of absence no later than the date of her nomination to the Victorian Electoral Commission (which occurs after nominations open a couple of weeks before the Election) at which point she becomes a Nominated Candidate.

In the meantime, as a Prospective Candidate, Cr Benham may continue to operate as Councillor but cannot use any Council resources or platforms for electioneering or party political statements. A Prospective Candidate is also not permitted to use Council activities, including council meetings, events, network meetings and council-related external activities in relation to their candidacy.

The Municipal Association of Victoria (MAV) has a clear set of guidelines for Councillors Standing for State or Federal Elections – see [Candidature of councillors in state or federal elections 2021 MAV Guidelines](#)

Cr Benham has advised that she wishes to commence a leave of absence from 20th July 2022.

If a leave of absence is granted by Council and commences the Councillor allowance would cease and all other assets (mayoral vehicle, phone, computer, name badge and so on) would be returned to Council for safekeeping until after the Election.

The leave of absence will not trigger a vacancy in the office of Mayor under the Local Government Act 2020, enabling the Deputy Mayor to perform the role of the Mayor in her absence.

Consultation

Cr Benham has been provided with some general advice regarding her options on the timing of her Leave of Absence and has been reminded of any requirements re the use of Council resources in the lead up to an Election and during any Leave of Absence.

Cr Benham has been provided with a copy of their latest advice from MAV. Nominating Councillors are encouraged to familiarise themselves with relevant legislation and guidelines and the MAV recommends independent legal advice is sought in regards to the various issues associated with running as a candidate whilst still a Councillor.

Financial Implications

Minor savings in Councillor allowance for the period for which Cr Benham would be on Leave of Absence.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Any Councillor candidate needs to be careful in the use of any Council resources and ensure any public political statements he/she chooses to make are made in a private capacity as a candidate for the State Election and outside any Council platforms or mechanisms.

Councillors standing for State parliament cannot suffer any penalty arising from their decision to stand as a candidate for election.

Council Plan Strategy Addressed

Leadership - Bold leadership, strong partnerships and effective advocacy.

Options

Council may choose to adopt or amend the recommendation.

Recommendations

That Council:

- 1. Note the Mayor, Cr Jade Benham's advice of her pre-selection as a political party candidate for the seat of Mildura in the Victorian State Election in November 2022.**
- 2. Approve Cr Benham's request for Leave of Absence from 20th July 2022 to stand as a candidate for the next State Election.**

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.22.12 SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments:

Declarations of Interest:

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

Summary

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

Discussion

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

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

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

No.	Document Type	Document Description	Date signed/ sealed
1112	Robinvale Leisure Centre Expansion- Contract	Between Swan Hill Rural City Council and RTM Constructions	14/06/22
1113	Owners consent – Subdivision Act 1988 – Application for Certification	Between Swan Hill Rural City Council and Price Merrett Consulting Pty Ltd	28/06/22

Note: A Section 173 Agreement is a typically a contract between the Council and a landowner that places use or development restrictions on the land.

They are intended to ensure compliance with conditions contained in permits granted by the Council and are often used in subdivision matters. These agreements are named after Section 173 of the Planning and Environment Act 1987.

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

That Council notes the actions of signing and sealing the documents under delegation as scheduled.

C.22.13 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

Responsible Officer: Chief Executive Officer
File Number: S15-05-06
Attachments: 1 [↓](#) Record of attendance

Declarations of Interest:

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

Summary

The following report provides details of Councillor Assemblies on a monthly basis.

Discussion

Whilst Minutes have not been recorded, Agenda items and those in attendance are reported and presented to Council.

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

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

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Leadership - Bold leadership, strong partnerships and effective advocacy.

Options

Council Assemblies are reported to ensure good governance and transparency.

Recommendation

That Council note the contents of the report.

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
28 June 2022 at 1pm, Swan Hill Town Hall – Council Chambers**

AGENDA ITEMS

- Swan Hill Australia Day Event
- Swan Hill Inc. Budget and Marketing Strategy
- Planning Applications
- Confidential Sale of Land
- GEAP Reporting
- Discussion on the Council Plan review
- Councillors as candidates in State or Federal Elections – Policy
- Councillor only session

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Jade Benham
- Cr Chris Jeffery

Apologies

- Cr Nicole McKay
- Cr Anne Young

Leave of Absence

Nil

OFFICERS

- Scott Barber, Chief Executive Officer
- Bruce Myers, Acting Chief Executive Officer/Director Community & Cultural Services
- Helen Morris, Acting Director Corporate Services
- Malcolm Styles, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Dennis Hovenden, Acting Economic & Development Manager
- Sarah Rogers, Economic Development & Events officer/COVID Support Officer
- Kate Jewell, Development Manager
- Julie Wardle, Acting Organisational Manager
- Emma Rogers, Governance and Compliance Officer
- John Charleson, Swan Hill Inc
- Kaylee Whitfield, Swan Hill Inc

Other

-

CONFLICT OF INTEREST

- Cr Bill Moar declared a conflict of interest in regards to the “Swan Hill Inc Budgeting and Marketing Strategy” item. Cr Moar left the room

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
5 July 2022 at 1.30pm, Swan Hill Town Hall – Council Chambers**

AGENDA ITEMS

- Robinvale initiatives
- KSI- fourth quarter
- Revised rating differentials
- Aerodrome Terminal Refurbishment
- Payroll Review – Enterprise Agreement
- Sports and Recreation Victoria Grants
- Economic Development Strategy Review
- Invest Loddon Mallee
- Population advocacy program
- Event Support Fund Unallocated 2021-22 budget
- Potential Canberra Trip MRGC

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Chris Jeffery (attended virtually)
- Cr Jade Benham
- Cr Nicole McKay
- Cr Bill Moar
- Cr Stuart King
- Cr Ann Young

Apologies

Leave of Absence

- Nil

OFFICERS

- Scott Barber, Chief Executive Officer
- Bruce Myers, Acting Chief Executive Officer/Director Community & Cultural Services
- Malcolm Styles, Acting Director Infrastructure
- Helen Morris, Acting Director Corporate Services
- Heather Green, Director Development and Planning (attended virtually)
- Ash Free, Finance Manger
- Peter Ross, Engineering and Strategic Projects Manager
- Dennis Hovenden, Acting Economic & Development Manager
- Nathan Keighran, Economic Development Coordinator
- Dione Heppell, Economic and Community development

Other

- Nil

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

SECTION E – FORESHADOWED ITEMS

SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION H – IN CAMERA ITEMS