



MINUTES

SCHEDULED MEETING OF COUNCIL

Tuesday, 16 August 2022

Held at the Swan Hill Town Hall
McCallum Street, Swan Hill
Commenced 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

Confirmed 20 September 2022

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SECTION A – PROCEDURAL MATTERS

- **Welcome**

Acting Mayor, Councillor Bill Moar assumed the chair and declared the meeting open at 2.01pm.

- **Acknowledgement of Country**

Acting Mayor, Councillor Bill Moar read the Acknowledgement of Country.

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

- **Prayer**

Cr Nicole McKay read the prayer.

We beseech you Lord, that we may be granted wisdom, understanding and sincerity of purpose, in the decisions we are called on to make for the welfare of the people of the Rural City of Swan Hill.

- **Apologies/Leaves of Absence**

Cr Stuart King - Apology

Cr Chris Jeffery – Apology

Cr Jade Benham – On leave of absence

87/22 Motion

MOVED Cr McPhee

That the apologies be accepted.

SECONDED Cr McKay

The Motion was put and CARRIED

- **Directors/Officers Present**

Scott Barber, Chief Executive Officer

Heather Green, Director Development and Planning

Bruce Myers, Director of Community and Cultural Services

Bhan Pratap, Director of Corporate Services

Malcolm Styles, Acting Director Infrastructure

Helen Morris, Organisational Development Manager

Terri McCormick, Executive Support Officer

Sharon Lindsay, Executive Assistant

- **Confirmation of Minutes**

- 1) Scheduled Meeting Of Council held on 19 July 2022

88/22 Motion

MOVED Cr McKay

That the minutes of the Scheduled Meeting of Council held on 19 July 2022 be confirmed.

SECONDED Cr Young

The Motion was put and CARRIED

- **Disclosures of Conflict of Interest**

Nil.

- **Joint Letters and Reading of Petitions**

Nil.

- **Public Question Time**

89/22 Motion

MOVED Cr McKay

That standing orders be suspended at 2.04pm

SECONDED Cr McPhee

The Motion was put and CARRIED

Alison Black, Robinvale.

At the Council meeting of 19 July 2022 the Mayor addressed the trip to Canberra by herself, the CEO Mr Scott Barber and Councillor Young. The Mayor advised she had provided a three-page report to Council.

During her verbal report the Mayor noted the networking breakfast, and the presentations by Stan Grant and the Ambassador for the Ukrainian Embassy.

- 1. Can Council release the three-page report via the Council website?**
- 2. Can Council advise how the knowledge and information gained during the trip to Canberra will influence council business and be applied to the Community Vision and Council Plan, especially the four strategic pillars of Liveability, Prosperity, Harmony and Leadership?**

3. Lastly how has this knowledge and information been passed on to all Council employees?

Thankyou for the question.

1. The report in which Mayor Benham referred to at the last Council Meeting held on 19 July 2022 will be included in today's Council minutes (under Section G – to Consider & Order on Councillor reports).
2. As you will see from this report, Council attended many meetings and forums and although not all of these meetings relate back to the four strategic pillars the conferences provided a great opportunity to gather new ideas and network with neighbours and peers.
In addition to Alison Black's question Council will provide further written information to her with examples of topics by pillar.
3. I have passed on brochures and notes where appropriate with employees. Examples include the Australian Local Government Association (ALGA) advocacy for increased Federal Government Financial Assistance Grants has been shared with Finance and Videoconferencing technologies brochures and contacts with ICT.

Jacquie Kelly, Swan Hill

1. Is Council aware of what percentage the urban tree canopy (UTC) is for Swan Hill and whether staff are measuring/monitoring its increase or decrease each year?

2. What measures are being taken to prepare our towns for climate change-warming temperatures and heatwaves?

Thank you Jacquie for your questions, the short answer for your two questions is no, however, Council takes considerable measures to prepare our town for climate change- warming temperatures and heatwaves which include:

- An annual tree replacement/planting program each year, and
- An annual budget of \$40,000 for tree planting activities across the municipality each financial year.

Council places a high importance in achieving these goals with priority plantings across the municipality for streets with missing or no trees and open public spaces.

Acting Mayor Cr Bill Moar also added that Council has been involved in other projects (listed below) to prepare for climate change and warming temperatures:

- Renewable energy
- Recycle rubber trial in Robinvale
- Composting facility in Ultima
- Lighting the regions (LED lighting to reduce energy consumption)

90/22 Motion

MOVED Cr McPhee

That Standing Orders be resumed at 2.09pm.

SECONDED Cr McKay

The Motion was put and CARRIED

- **Open Forum**
Nil.

SECTION B – REPORTS

B.22.61 APPOINTMENT OF TWO COUNCILLORS TO SIGN ANNUAL FINANCIAL STATEMENTS

Responsible Officer: Director Corporate Services
File Number: S15-28-14
Attachments: Nil

Declarations of Interest:

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

Summary

The *Local Government Act 2020* requires that Council appoint two Councillors as authorised signatories for the Annual Financial Statements and Performance Statement.

Discussion

The *Local Government Act 2020* requires that Council appoint two Councillors to be the authorised signatories to the final set of Annual Statements. The signing will occur once the Statements have been reviewed by the Victorian Auditor General's Office.

The Annual Statements comprise of the General Purpose Financial Statements prepared in accordance with Australian Accounting Standards, and the Performance Statement prepared in accordance with the Act.

The Statements will be reviewed by the Audit Committee and the Auditor General's Office. The two Councillors can then sign the statements enabling Audit opinions to be issued and the Annual Report to be finalised.

An advertising process will then take place, with the Statements being adopted at the Scheduled Meeting of Council, in September 2022.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

It is a statutory requirement that two Councillors are nominated to sign the Financial and Performance Statements.

Council Plan Strategy Addressed

Leadership - Excellent management and administration.

Options

Council may choose to appoint any two Councillors to sign the Statements; however, it is preferable that the appointed Councillors are able to attend Council offices at short notice. Past practice has been that the Mayor is one of the appointed signatories.

Recommendation

That Council appoint two Councillors to sign the Annual Financial and Performance Statements once audit clearance has been obtained.

91/22 Motion

MOVED Cr McKay

That Council appoint Councillor Moar and Councillor McPhee to sign the Annual Financial and Performance Statements once audit clearance has been obtained.

SECONDED Cr Young

The Motion was put and CARRIED

B.22.62 2022 LOCAL GOVERNMENT COMMUNITY SATISFACTION SURVEY S01-28-01-V2

Responsible Officer: Director Corporate Services
File Number: S01-28-01-V2
Attachments: 1 2022 Local Government Community Satisfaction Survey

Declarations of Interest:

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

Summary

This report provides a snapshot of the community satisfaction survey results for the Swan Hill Rural City Council following the 2022 survey.

The 2022 Local Government Community Satisfaction Survey, provided as an attachment, offers a comprehensive review of the survey results.

Discussion

Each year the State Government engages a consulting firm to undertake a telephone survey of constituents of each municipality in Victoria to gain an understanding of the community's level of satisfaction within their Local Government.

A total of 400 telephone interviews within our Municipality are conducted and efforts are made to ensure that the phone surveys reach a representative cross-section of the community.

New community consultation requirements are mandatory under the Local Government Act 2020. Council decided to expand the community survey questions in 2021 to fulfil this requirement, asking more questions of the community with the aim these questions may tie-in with the Community Vision.

In 2022 Council included an additional tailored question where participants that rated the performance of sealed local roads poorly were asked to specify which particular road or roads are of concern.

SECTION B - REPORTS

16 August 2022

A list of the top 10 roads of concern are outlined below, prioritised in order of number of responses. Please note 4 of the top 10 roads of concern are the responsibility of VicRoads, these are clearly marked below:

1. Butterworth Street, Swan Hill
2. Curlewis Street, Swan Hill (VicRoads)
3. Gray Street, Swan Hill
4. Campbell Street, Swan Hill
5. Murray Valley Highway (VicRoads)
6. Hattah Robinvale Road (VicRoads)
7. Swan Hill - Sea Lake Road (VicRoads)
8. Beveridge Street, Swan Hill
9. Woorinen Road
10. Rutherford Street, Swan Hill

The overall performance index score of 53 for Swan Hill Rural City Council represents a three point decrease on the 2021 result. Council's overall performance rating has remained relatively consistent over the past three years. The overall performance index score for all municipalities sits at 59 which indicates that our community considers Swan Hill Rural City Council's performance to be slightly lower than the average Victorian citizens view on their own municipality. Council's overall performance index score of 53 is slightly lower than the average score of 55 received by our peer Council group of large rural municipalities.

Council's two top performing areas are appearance of public areas which scored a 73 and waste management which scored a 69. Council is rated slightly higher than the Large Rural group (index scores of 67 and 65 respectively) and in line with State-wide averages (index scores of 71 and 68 respectively).

Council's bottom performing service area is unsealed roads with an index score of 39, performing in line with the Large Rural group average (index score of 39) and slightly lower than the State-wide average on unsealed roads (index score of 41).

With wetter than average conditions (up to 25% more than average) experienced from July 2021 through to June 2022, Council's often experience a decreased satisfaction for unsealed road during these weather events. Some months were significantly higher than average for example November 2021 and January 2022 rainfall was up to 200% of the average, April was up to 400% of average.

Council has improved greatly since 2020 with the satisfaction of our sealed local roads with an increase from 44 in 2020 to 51 in 2022 Council rates higher than the Large Rural group average (index score of 45) but slightly lower than the State-wide average on sealed roads (index score of 53).

At a meeting organised by Local Government Victoria (LGV) along with the Municipal Association of Victoria (MAV) and Victorian Council CEOs on the 3 August 2022 – it was noted by several CEOs during a presentation by the Victorian Ombudsman that satisfaction had decreased across the board in their experience.

Since the start of the Pandemic, Councils observed an increased number of complaints and/or decreased satisfaction. A state-wide report will be available in the near future, a date was not provided. Swan Hill Rural City Council will review our result change in relative to other Councils during this period for greater context.

Going forward the Council will take following actions;

1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community
2. Enhance the Community Engagement principles and practices across the organization
3. Build constructive relationships with special interest groups in our community
4. Improve engagement with community based special interest groups
5. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation

Overall council performance

Results shown are index scores out of 100.



Swan Hill 53

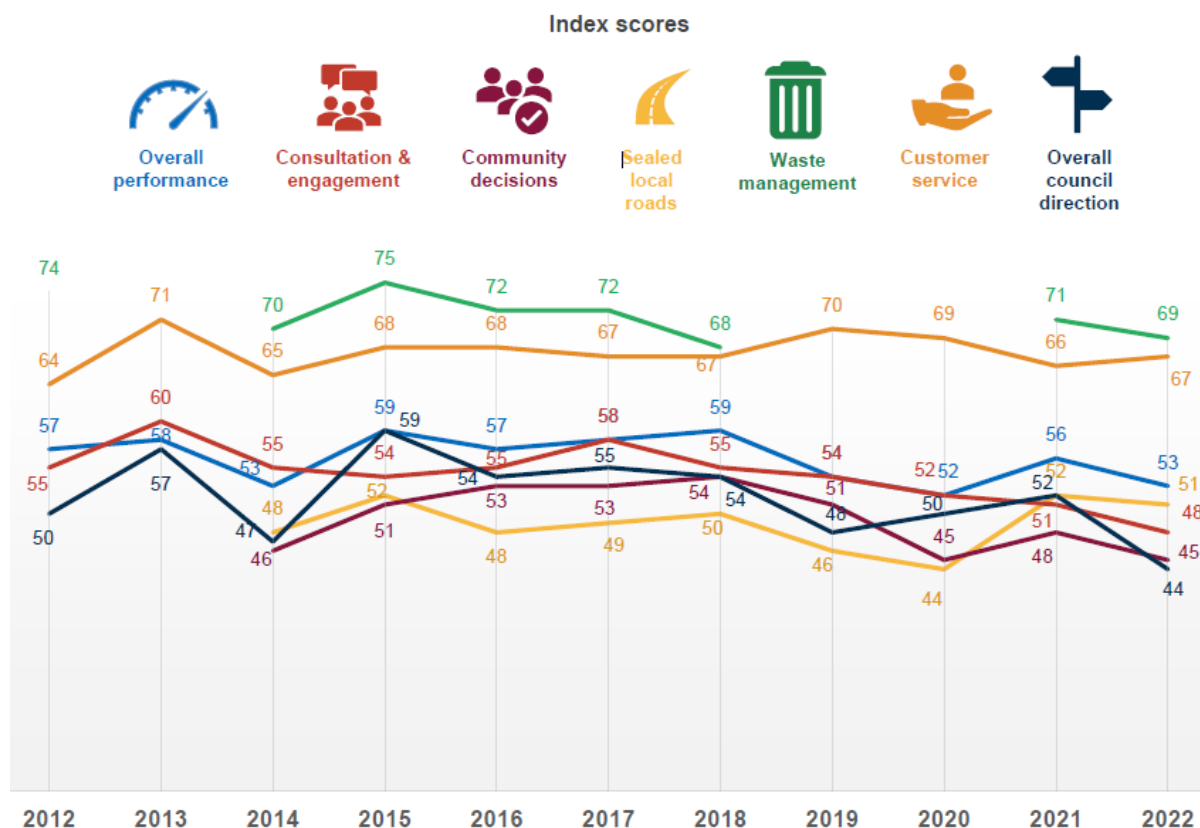


State-wide 59











Large Rural 55

Summary of core measures











Summary of Swan Hill Rural City Council performance



Services	Swan Hill 2022	Swan Hill 2021	Large Rural 2022	State-wide 2022	Highest score	Lowest score
 Overall performance	53	56	55	59	Aged 65+ years	Aged 18-34 years
 Value for money	44	48	48	53	Aged 65+ years	Aged 18-34 years
 Overall council direction	44	52	47	50	Aged 35-49 years, Robinvale and Surrounds residents	Aged 50-64 years
 Customer service	67	66	67	68	Aged 65+ years	Aged 18-34 years, Robinvale and Surrounds residents
 Appearance of public areas	73	71	67	71	Aged 65+ years	Robinvale and Surrounds residents
 Waste management	69	71	65	68	Aged 65+ years	Aged 50-64 years
 Family support services	65	63	64	65	Aged 65+ years	Robinvale and Surrounds residents
 Elderly support services	64	65	65	67	Aged 65+ years	Robinvale and Surrounds residents
 Environmental sustainability	60	61	59	61	Aged 65+ years	Robinvale and Surrounds residents
 Community & cultural	59	63	63	65	Aged 65+ years	Robinvale and Surrounds residents

SECTION B - REPORTS

16 August 2022

Services	Swan Hill 2022	Swan Hill 2021	Large Rural 2022	State-wide 2022	Highest score	Lowest score
 Local streets & footpaths	52	52	51	57	Men	Aged 50-64 years
 Bus/community dev./tourism	51	54	58	60	Aged 65+ years	Robinvale and Surrounds residents
 Sealed local roads	51	52	45	53	Aged 35-49 years, Aged 65+ years	Aged 50-64 years
 Informing the community	50	55	56	59	Aged 65+ years	Aged 18-34 years
 Consultation & engagement	48	51	51	54	Aged 50-64 years, Men, Swan Hill and Surrounds residents	Robinvale and Surrounds residents
 Community decisions	45	48	51	54	Aged 65+ years	Aged 18-34 years
 Planning & building permits	44	48	46	50	Swan Hill and Surrounds residents	Robinvale and Surrounds residents
 Unsealed roads	39	43	39	41	Aged 65+ years	Aged 18-34 years, Robinvale and Surrounds residents

Consultation

The Executive Leadership team have reviewed the results of the survey.

Financial Implications

If Council look deeper into areas, it will use existing resources and may require additional resources.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Leadership - Transparent communication and engagement.

Options

Council may choose to adopt or amend the recommendation.

Recommendation

That Council note the Swan Hill Rural City Council 2022 Community Satisfaction Survey.

92/22 Motion

MOVED Cr McPhee

That Council note the Swan Hill Rural City Council 2022 Community Satisfaction Survey.

SECONDED Cr McKay

The Motion was put and CARRIED



**2022 Local
Government
Community
Satisfaction Survey**

**Swan Hill Rural City
Council**

Coordinated by the Department of Jobs,
Precincts and Regions on behalf of
Victorian councils



J W R E S E A R C H



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Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-third year, this survey provides insight into the community's views on:

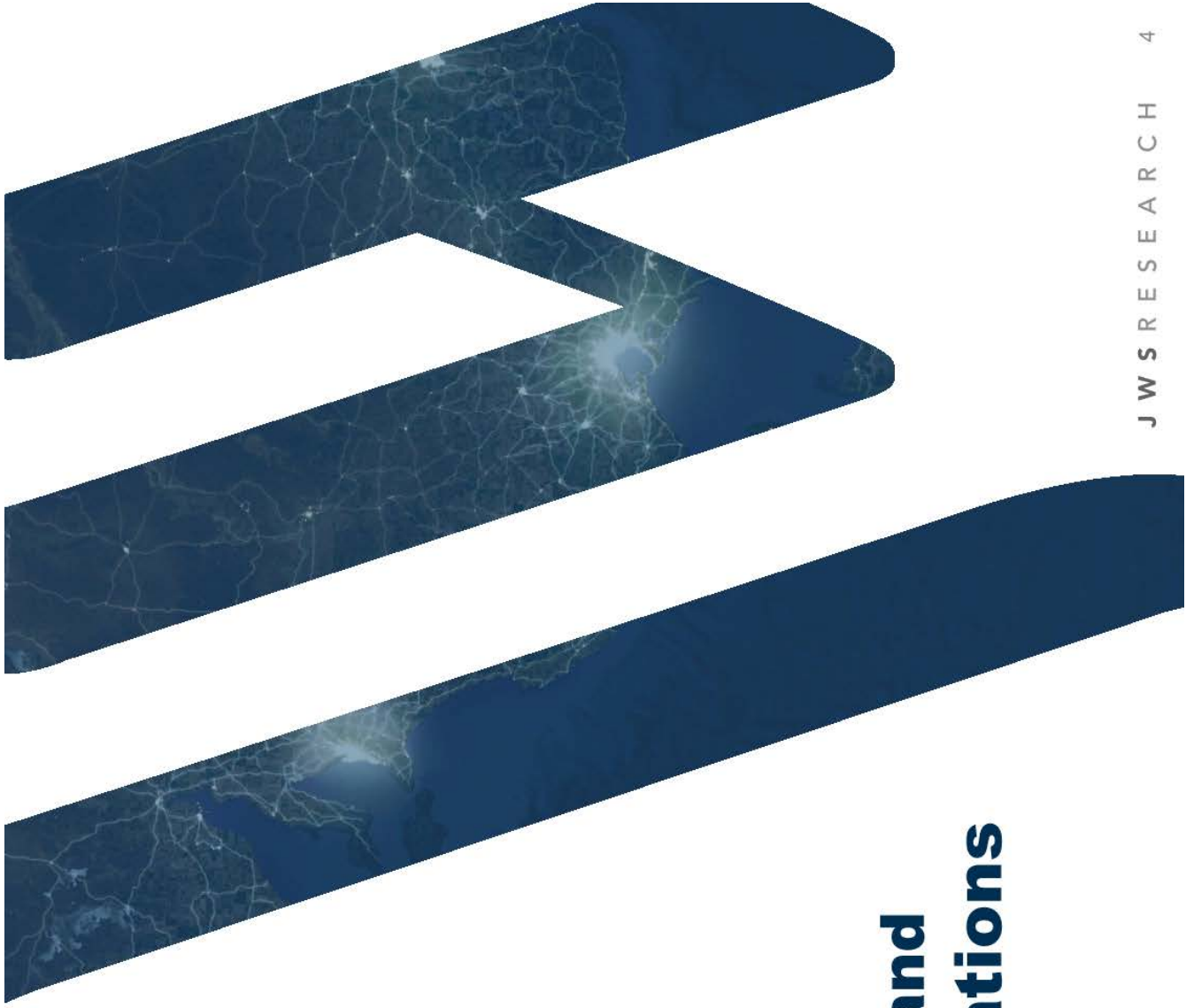
- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 23 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 23 years of results, the CSS offers councils a consistent, long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional. Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



Key findings and recommendations

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Swan Hill Rural City Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Swan Hill 53

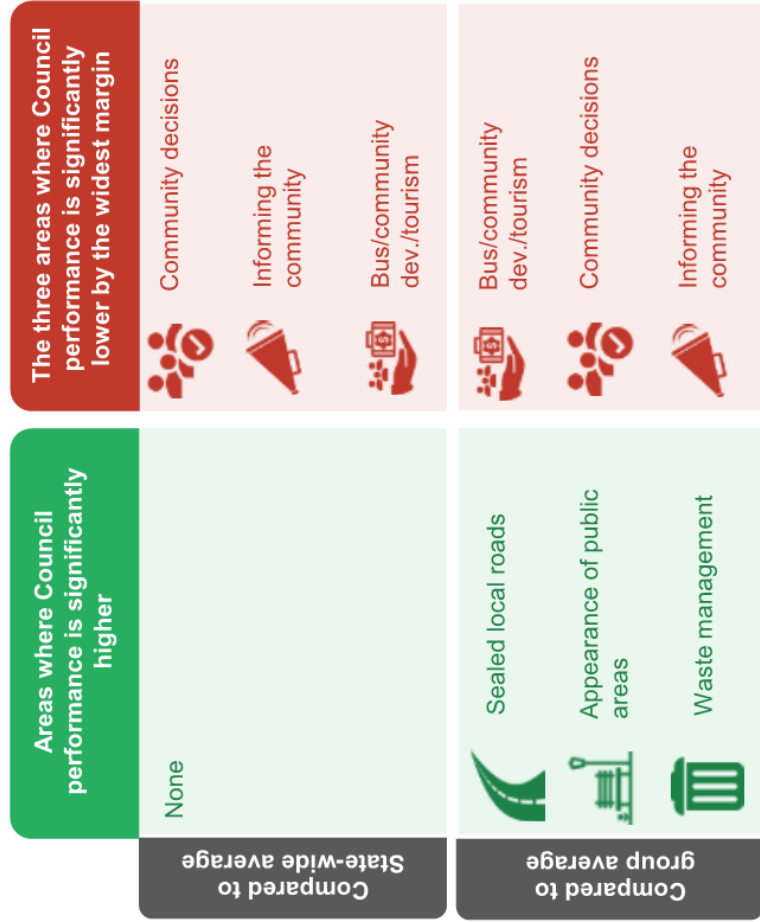


State-wide 59



Large Rural 55

Council performance compared to State-wide and group averages





Summary of core measures

Index scores

- 

Overall performance
- 

Consultation & engagement
- 

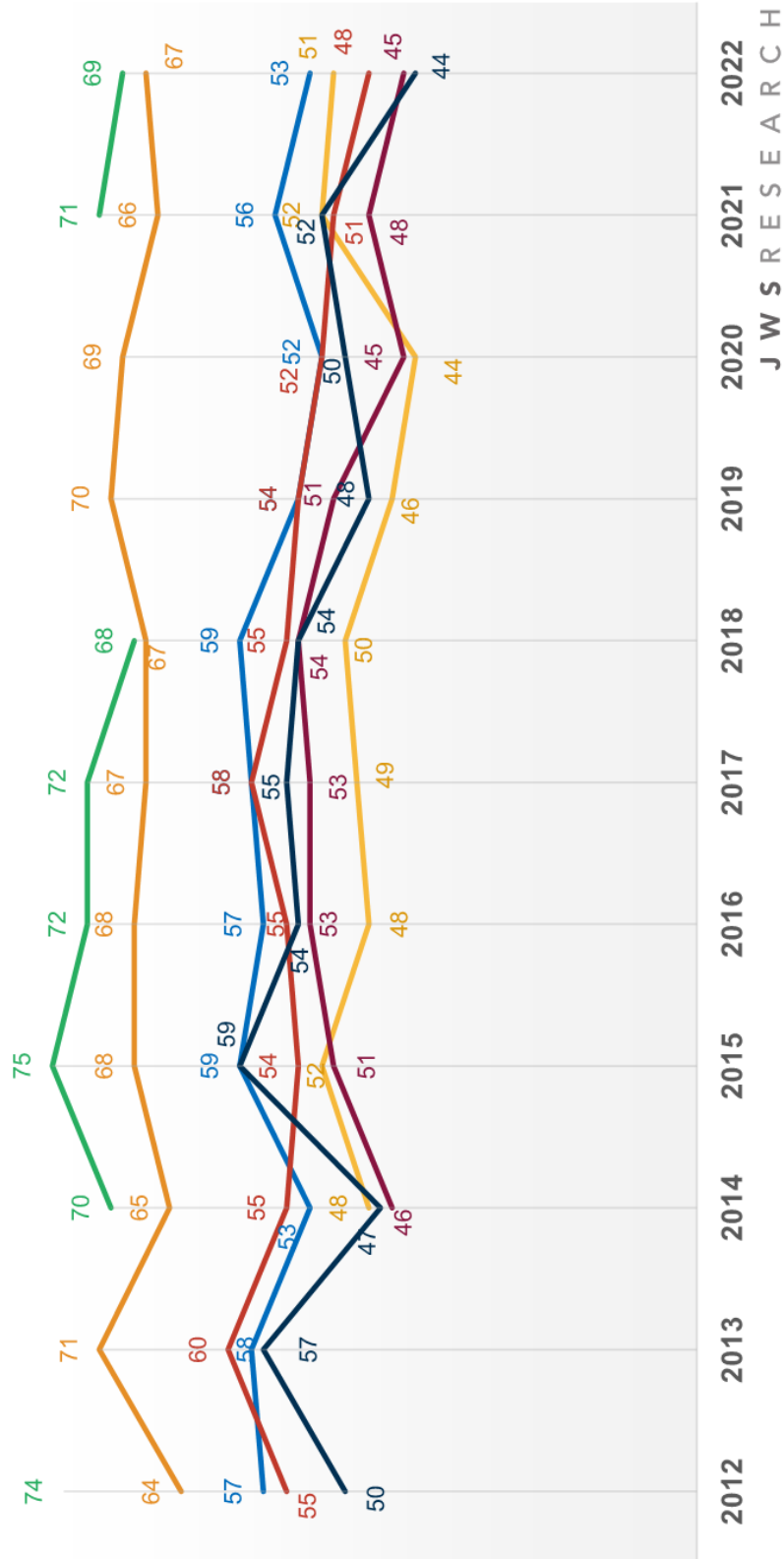
Community decisions
- 

Sealed local roads
- 

Waste management
- 

Customer service
- 

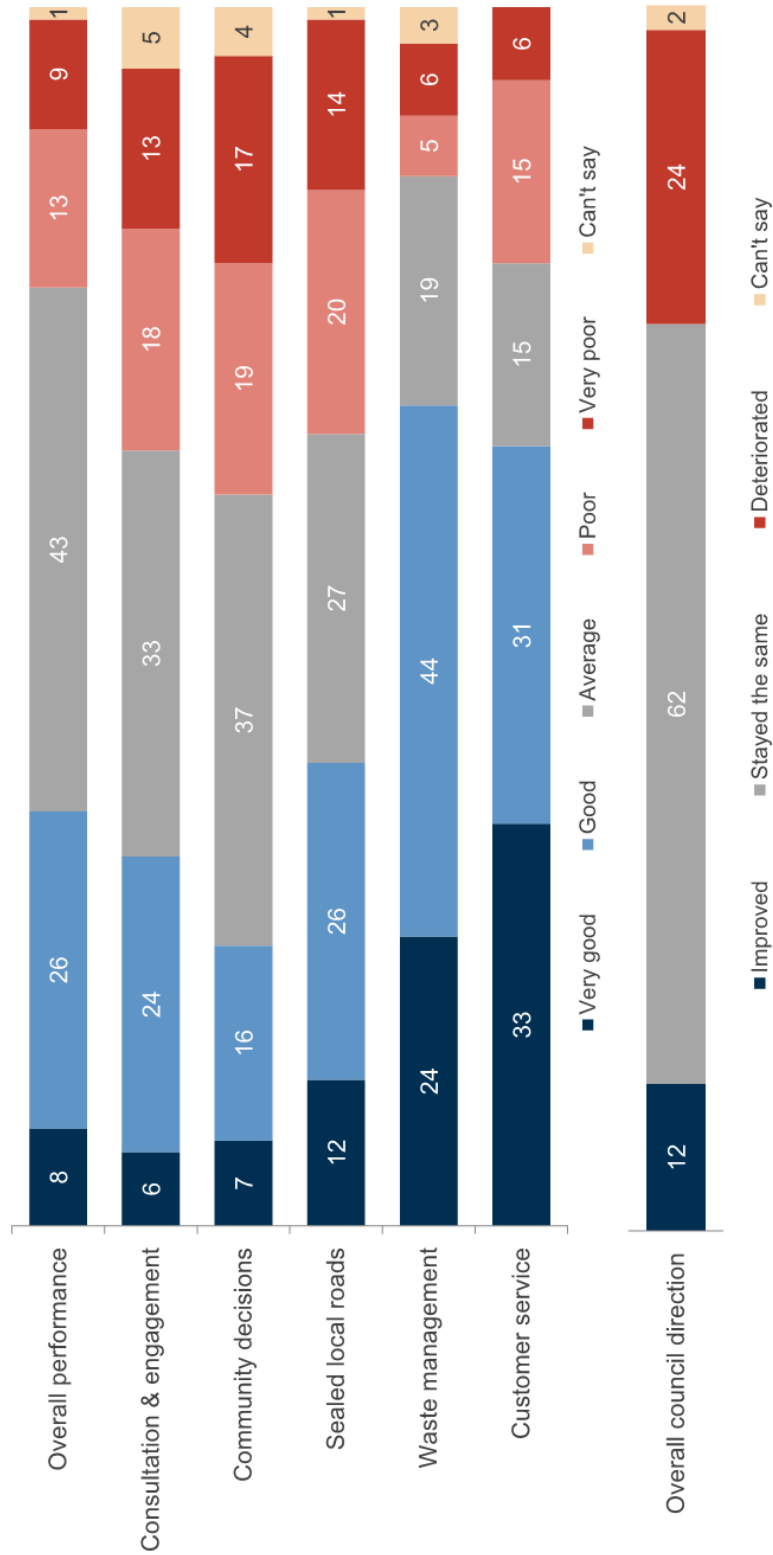
Overall council direction





Summary of core measures

Core measures summary results (%)













Summary of Swan Hill Rural City Council performance

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Significantly higher / lower than Swan Hill Rural City Council 2022 result at the 95% confidence interval. Please see Appendix A for explanation of significant differences.



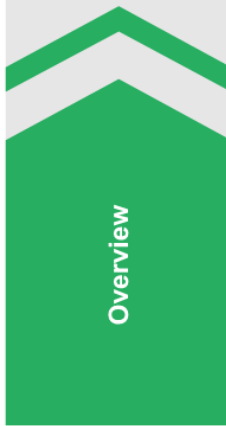
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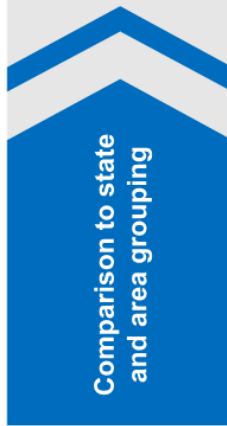
Focus areas for the next 12 months



Perceptions of Swan Hill Rural City Council's overall performance declined by (a not significant) three points this year to an index score of 53. Much of the significant gains in overall performance achieved last year have not been maintained. Mixed results are seen across the individual service areas, where perceptions of performance declined significantly on some areas and remained stable on others. No significant improvements in perceptions were evident this year.



Council should focus on maintaining and improving performance in the service area of decisions made in the interest of the community. This is one of Council's lowest performing service areas and Council recorded its lowest index rating for this service area. Good communication and transparency about decisions Council has made in the community's interest provides the greatest opportunity to improve perceptions of Council's overall performance.



Importantly, Council performs significantly higher than the Large Rural council average on the appearance of public areas, waste management, and sealed local roads. Areas that stand out as being in need of attention include community and cultural activities, business community development and tourism, informing the community, consultation and engagement, and community decisions. Council rates significantly lower than the Large Rural group average and the State-wide averages for councils on these service areas.



Council should look to maintain and build upon its stable and relatively strong performance on appearance of public areas and waste management over the next 12 months. Particular attention should also be paid to unsealed roads, which is Council's lowest rated area despite being rated highly on importance. Community views in most service areas have been more favourable in the past, so there is evidence that Council can do better.



DETAILED FINDINGS

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Overall performance

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Overall performance

The overall performance index score of 53 for Swan Hill Rural City Council represents a three point decline (not significant) on the 2021 result. Perceptions of Council's overall performance have fluctuated in recent years and remain below its peak rating of 59 index points, last seen in 2018.

Council's overall performance is rated in line with the Large Rural average rating for councils and statistically significantly lower (at the 95% confidence interval) than the State-wide average for councils (index scores of 55 and 59 respectively).

- Ratings among residents of Lakes and those aged 18 to 34 years are significantly lower than the Council average.
- Among residents aged 65 years and over, perceptions of Council's overall performance are significantly higher than average.

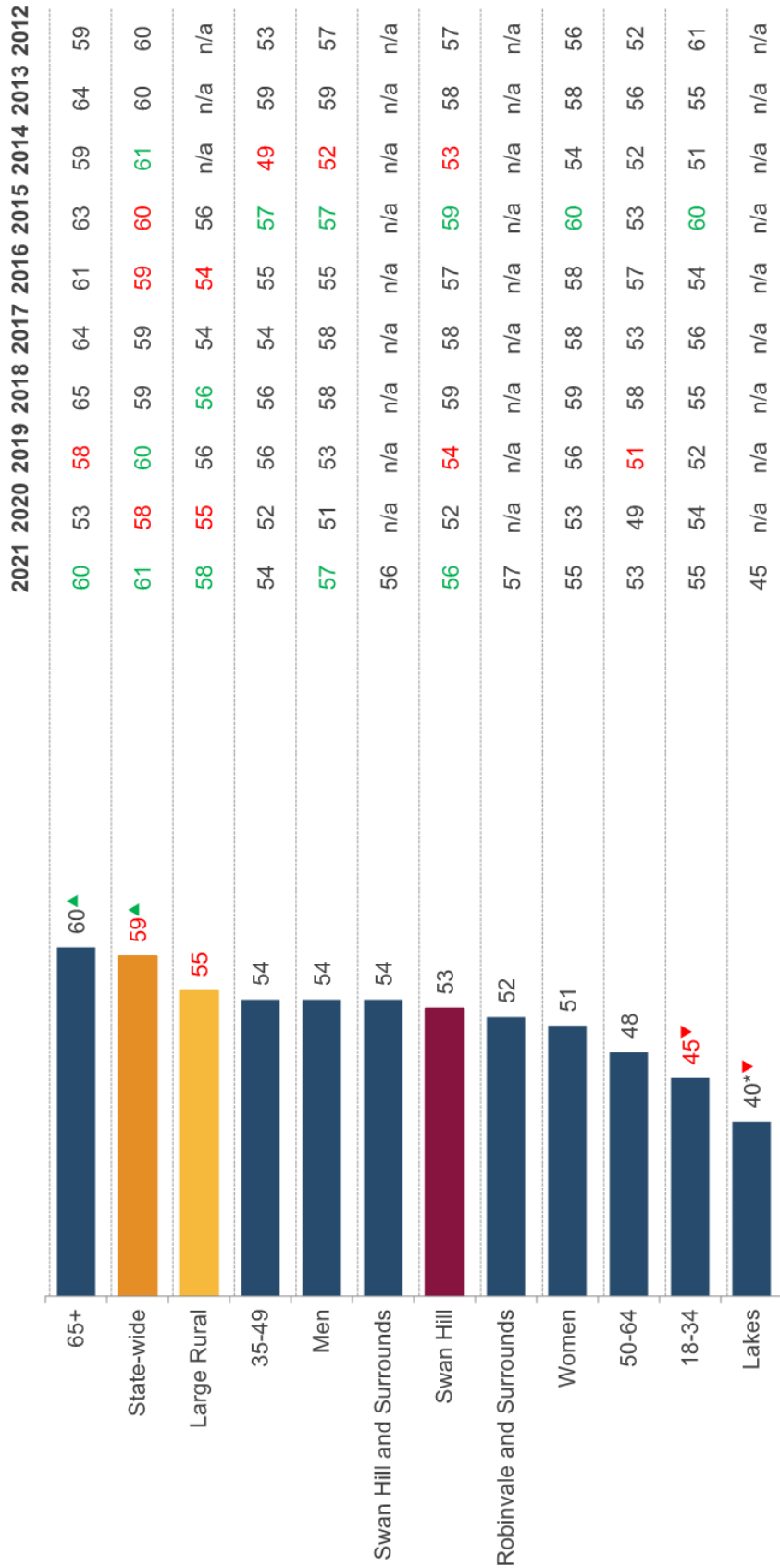
More than a quarter of residents (27%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good'. This is fewer than those who rate Council as 'very poor' or 'poor' (38%). A further 31% rate Council as 'average' in terms of providing value for money.





Overall performance

2022 overall performance (index scores)

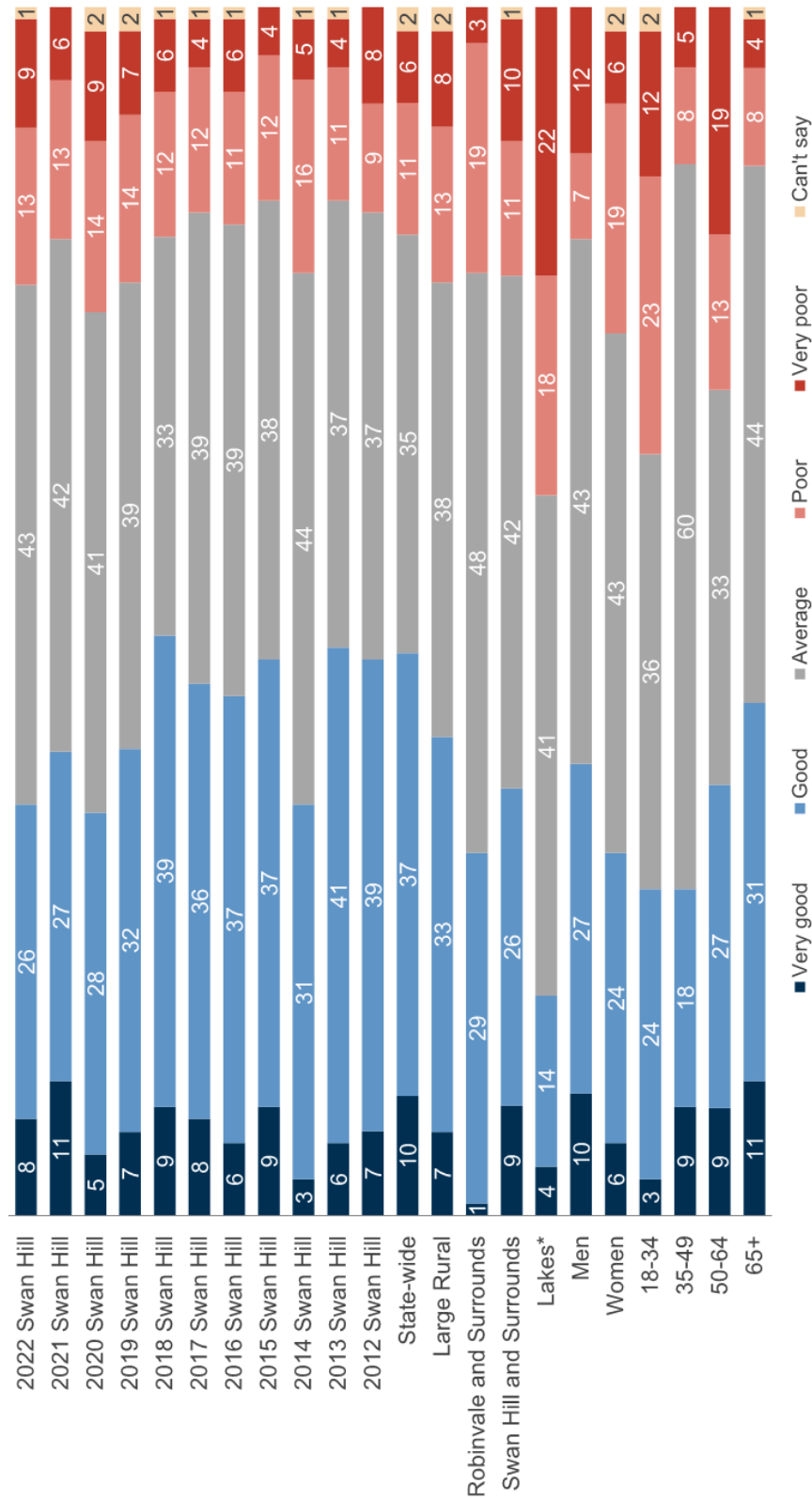


Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Swan Hill Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.
 *Caution: small sample size < n=30



Overall performance

2022 overall performance (%)



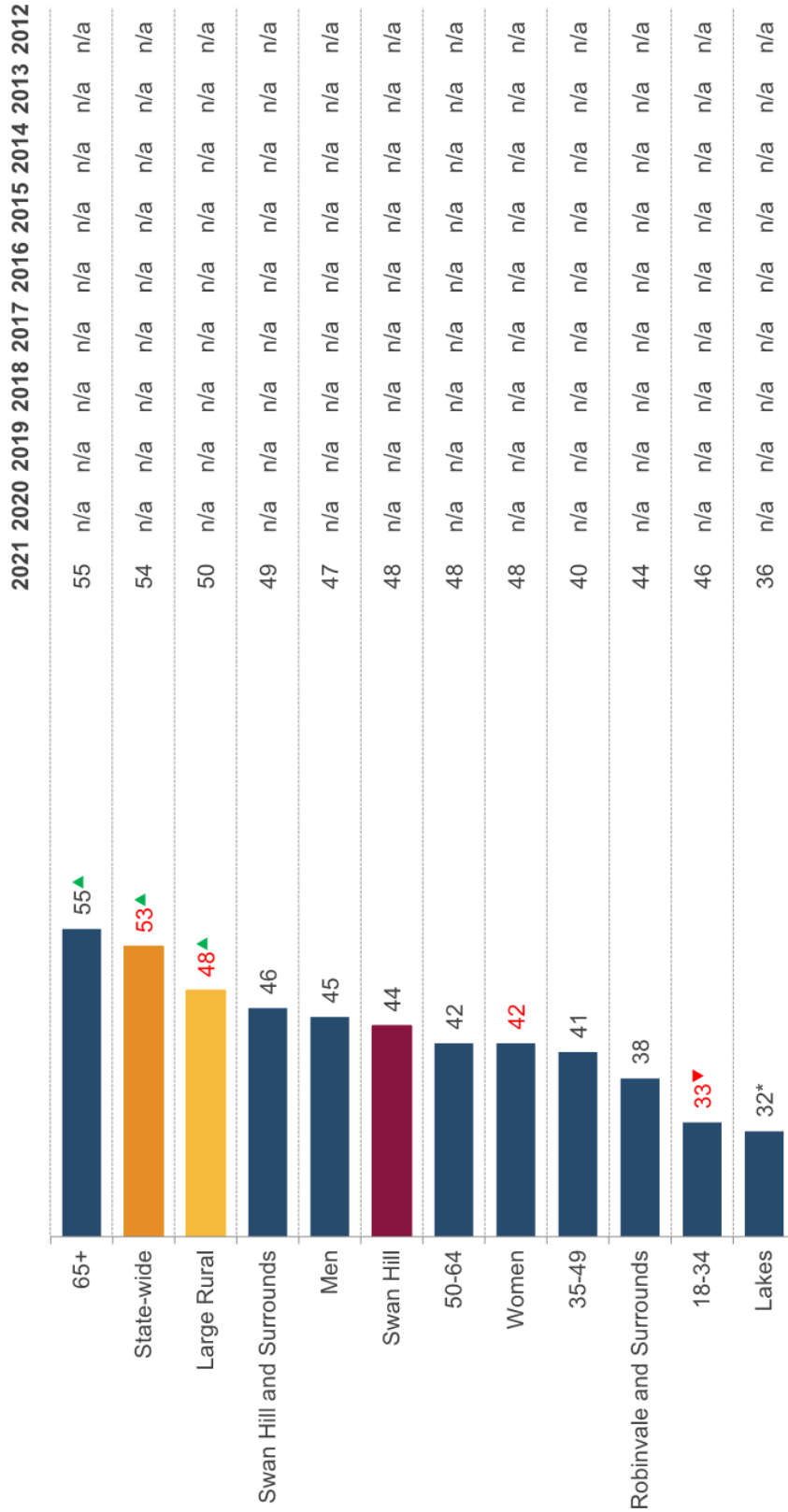
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 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

*Caution: small sample size < n=30



Value for money in services and infrastructure

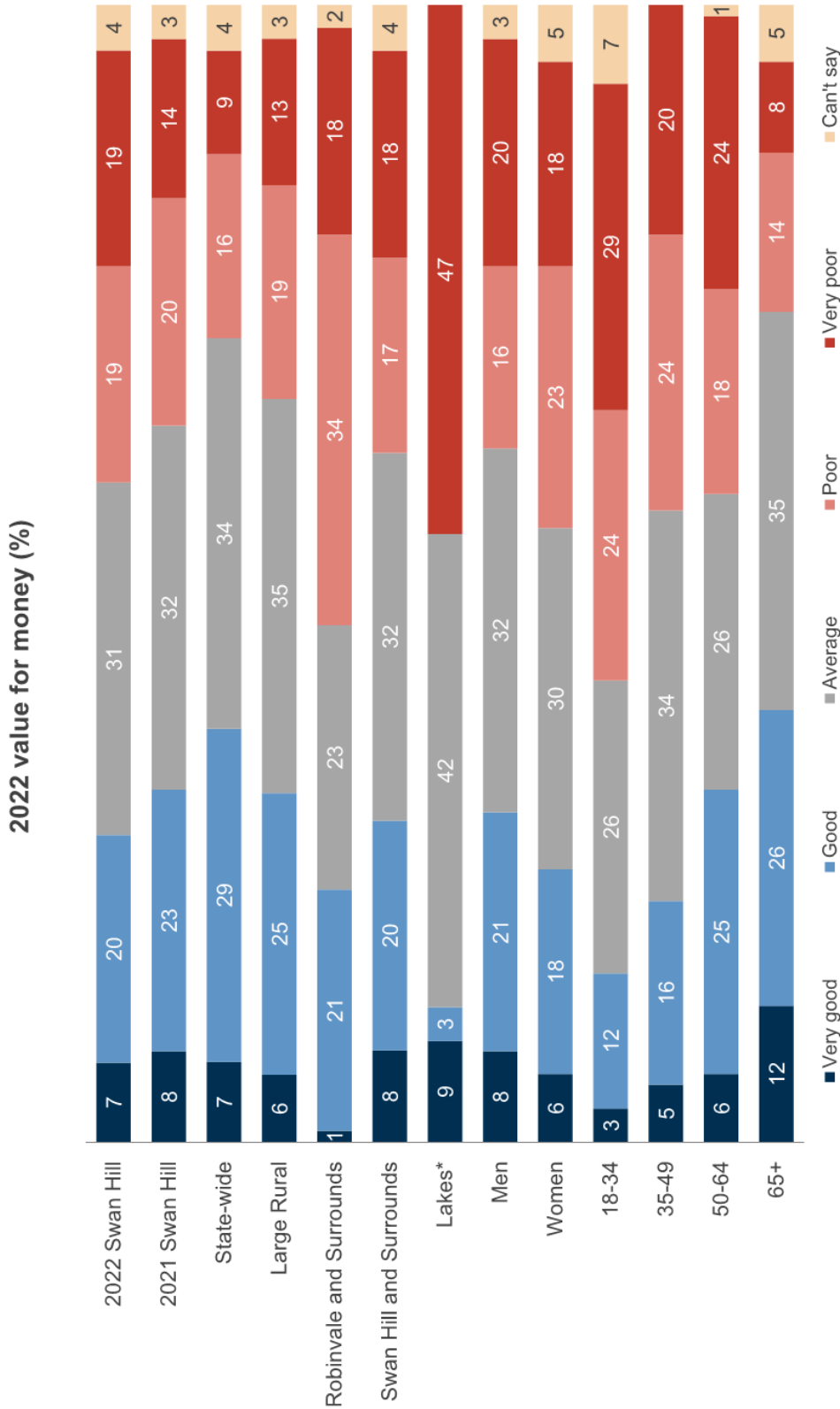
2022 value for money (index scores)



Q3b. How would you rate Swan Hill Rural City Council at providing good value for money in infrastructure and services provided to your community?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.
 *Caution: small sample size < n=30



Value for money in services and infrastructure



Q3b. How would you rate Swan Hill Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

*Caution: small sample size < n=30



Top performing service areas

Appearance of public areas (index score of 73) is the area where Council performed best in 2022, up (a not significant) two index points on 2021.

- Among residents of Lakes (index score of 59) and Robinvale and Surrounds (index score of 65), perceptions of Council's performance on the appearance of public areas is significantly lower than the Council average.

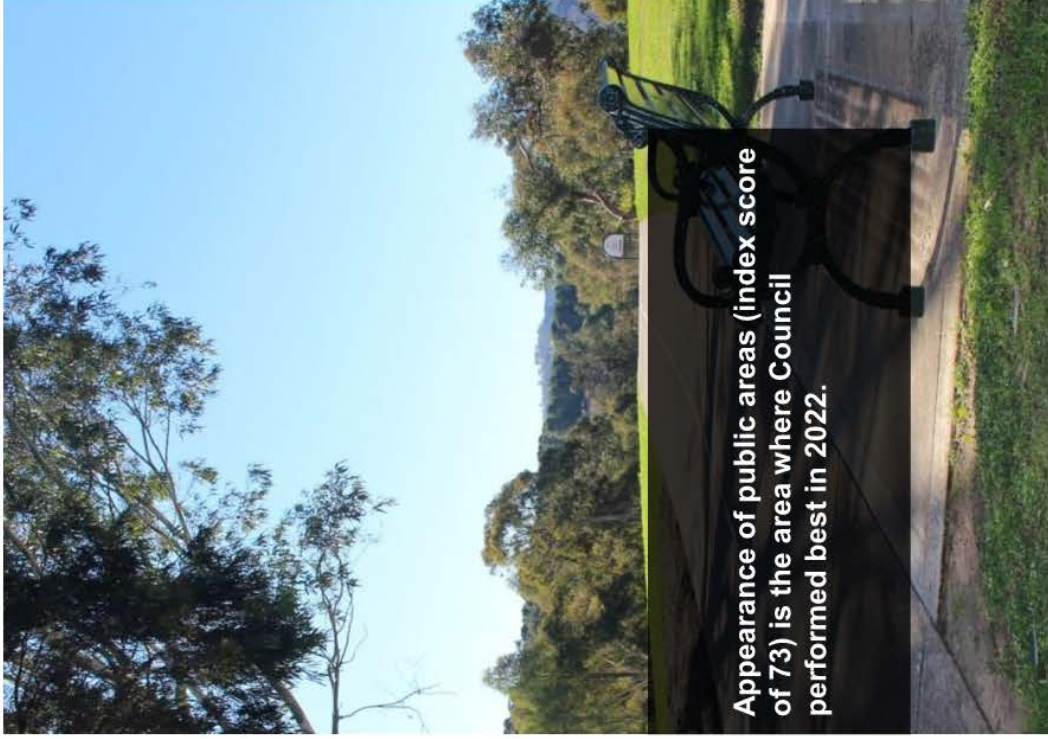
Waste management is Council's next highest rated service area (index score of 69). Perceptions here are not significantly changed from last year.

- However, among 50 to 64 year olds, ratings have declined by a significant nine index points.

On these two highest rated service areas, Council performs significantly higher than the Large Rural group average and in line with the State-wide average for councils.

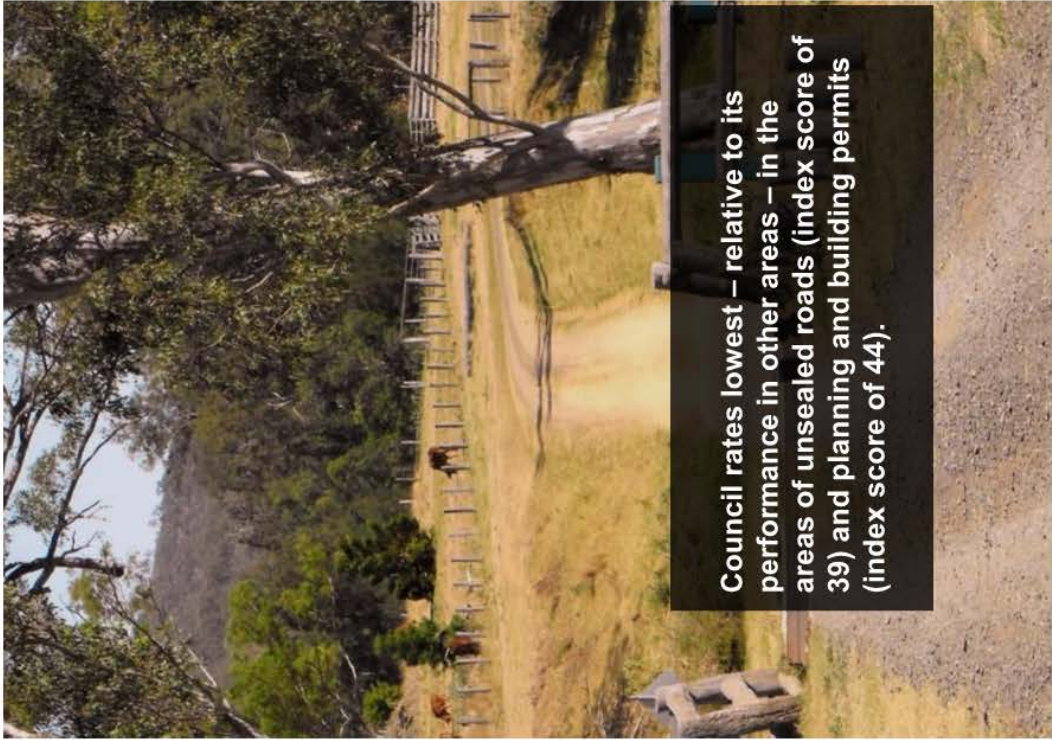
Council's next highest rated service areas are family support services and elderly support services (index scores of 65 and 64 respectively).

- Elderly support services is one of the service areas with a moderate to strong influence on the overall performance rating. Efforts to maintain this positive result in this service area are warranted.





Low performing service areas



Council rates lowest on unsealed roads (index score of 39). Perceptions of Council’s performance in the area of unsealed roads declined significantly on 2021 (down four index points).

- Perceptions of Council’s maintenance of unsealed roads are significantly higher than average among people aged 65 years and older.
- Conversely, views are significantly lower among residents of Lakes, Robinvale and Surrounds, and those aged 18 to 34 years. Council should look to focus attention in the aforementioned geographic locations first if it wishes to lift performance perceptions.

Council’s next lowest rated area is planning and building permits (index score of 44). Perceptions of Council’s performance in this area declined significantly over the past 12 months (also down four index points).

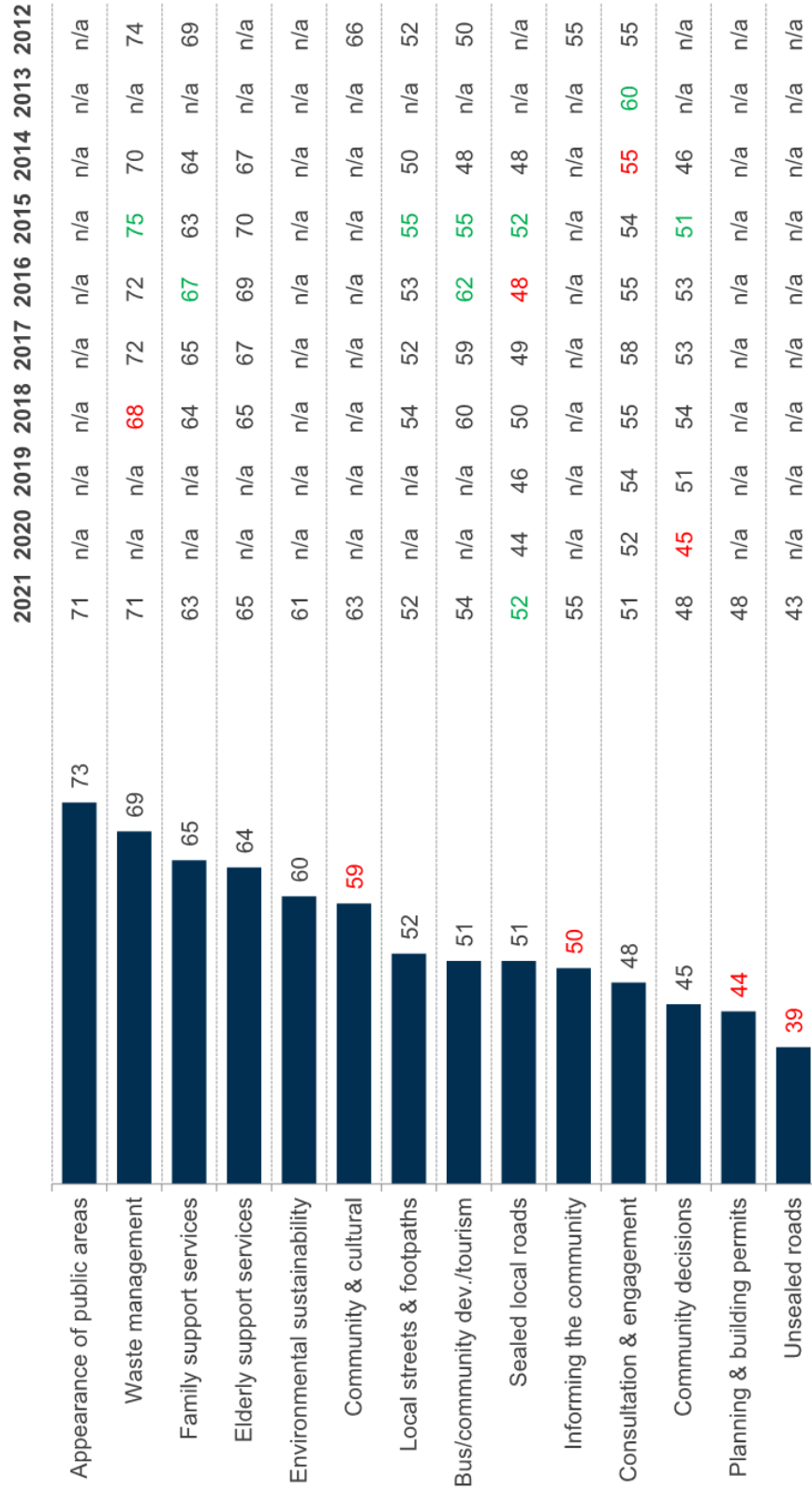
- Ratings of Council’s performance on planning and building permits are lowest, and significantly lower than the Council average, among residents of Robinvale and Surrounds.

On both of these service areas, Council rates in line with the Large Rural group average.



Individual service area performance

2022 individual service area performance (index scores)

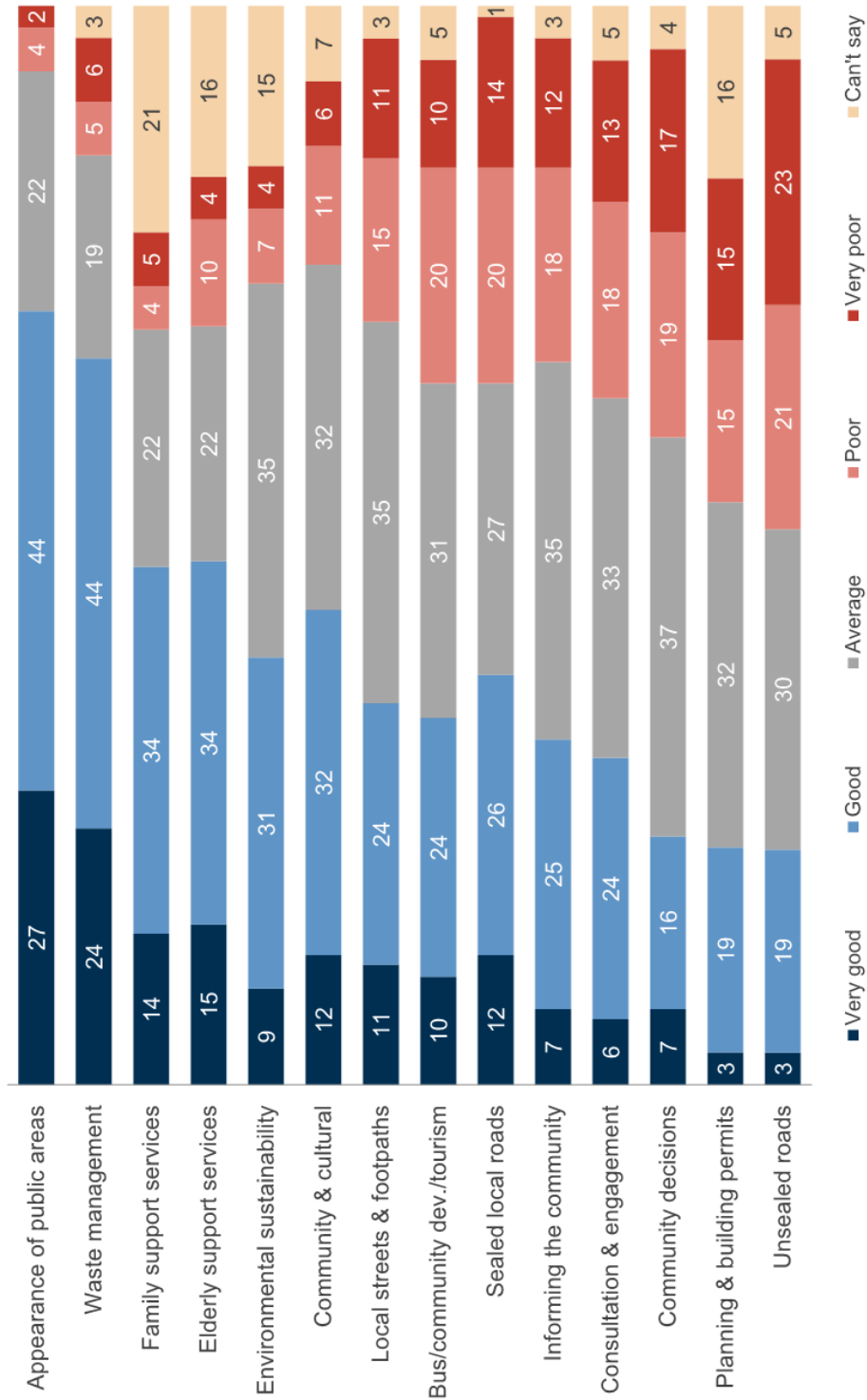


Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.



Individual service area performance

2022 individual service area performance (%)

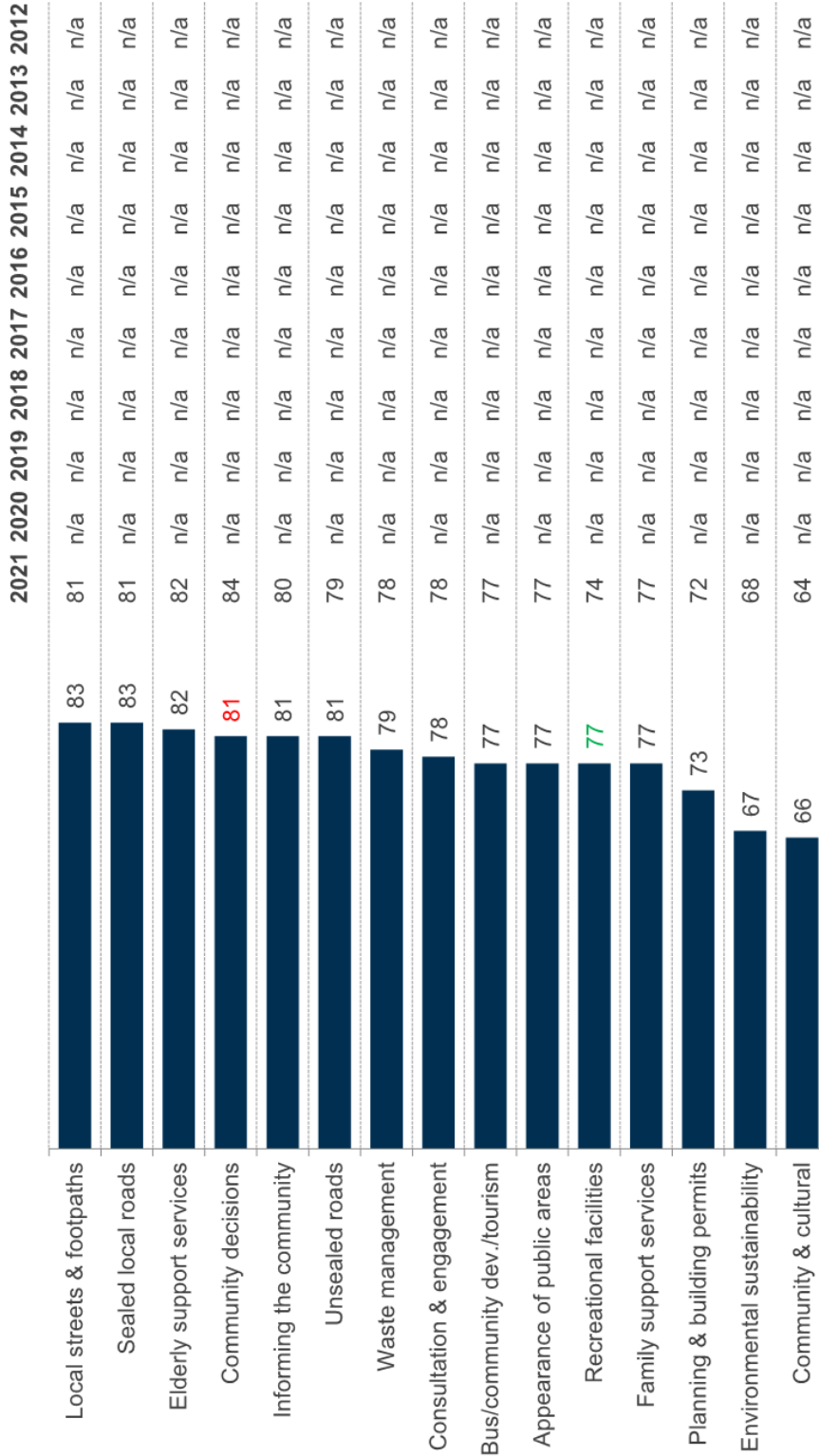


Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19



Individual service area importance

2022 individual service area importance (index scores)

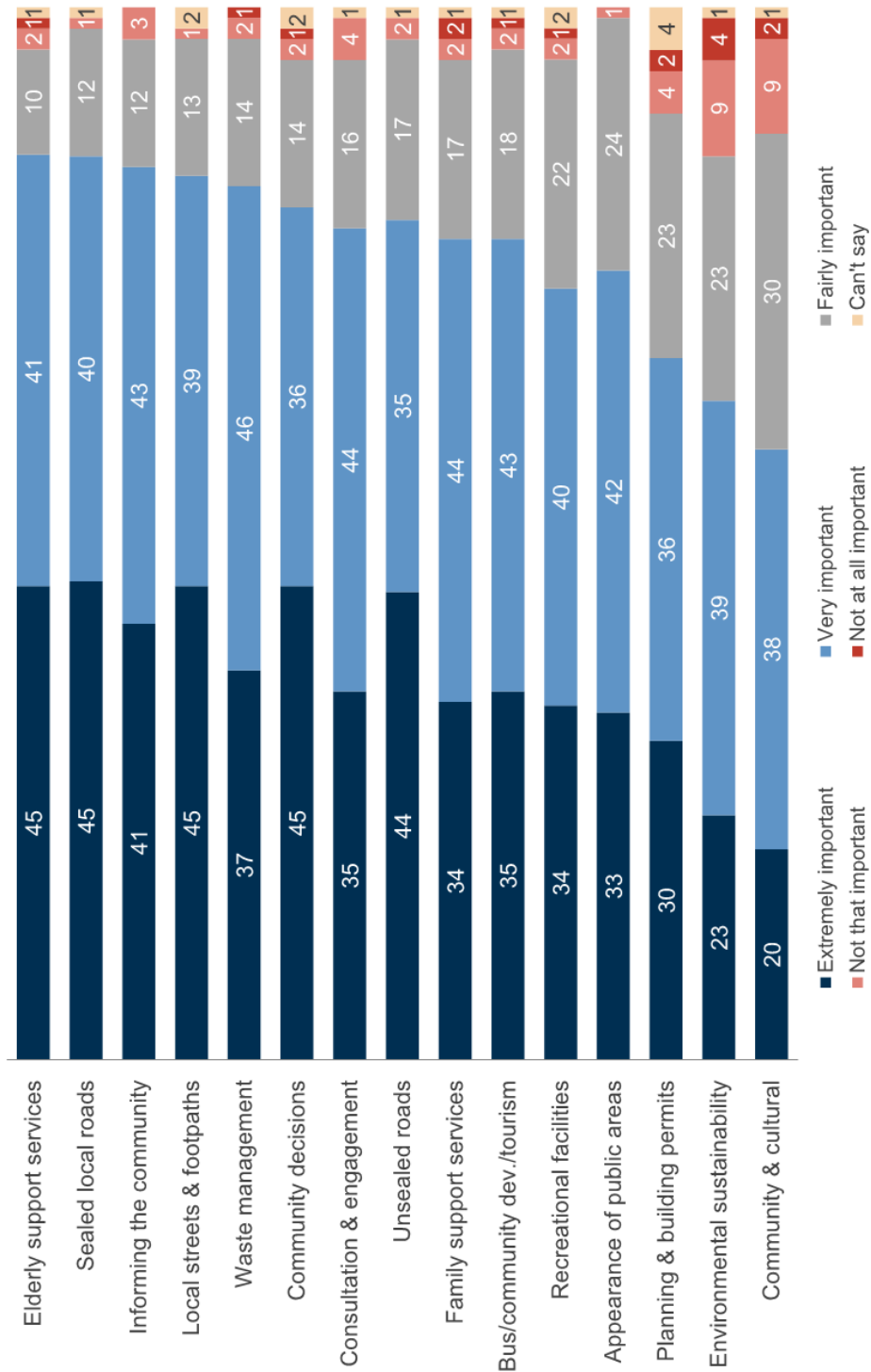


Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 34 Councils asked group: 10
 Note: Please see Appendix A for explanation of significant differences.



Individual service area importance

2022 individual service area importance (%)

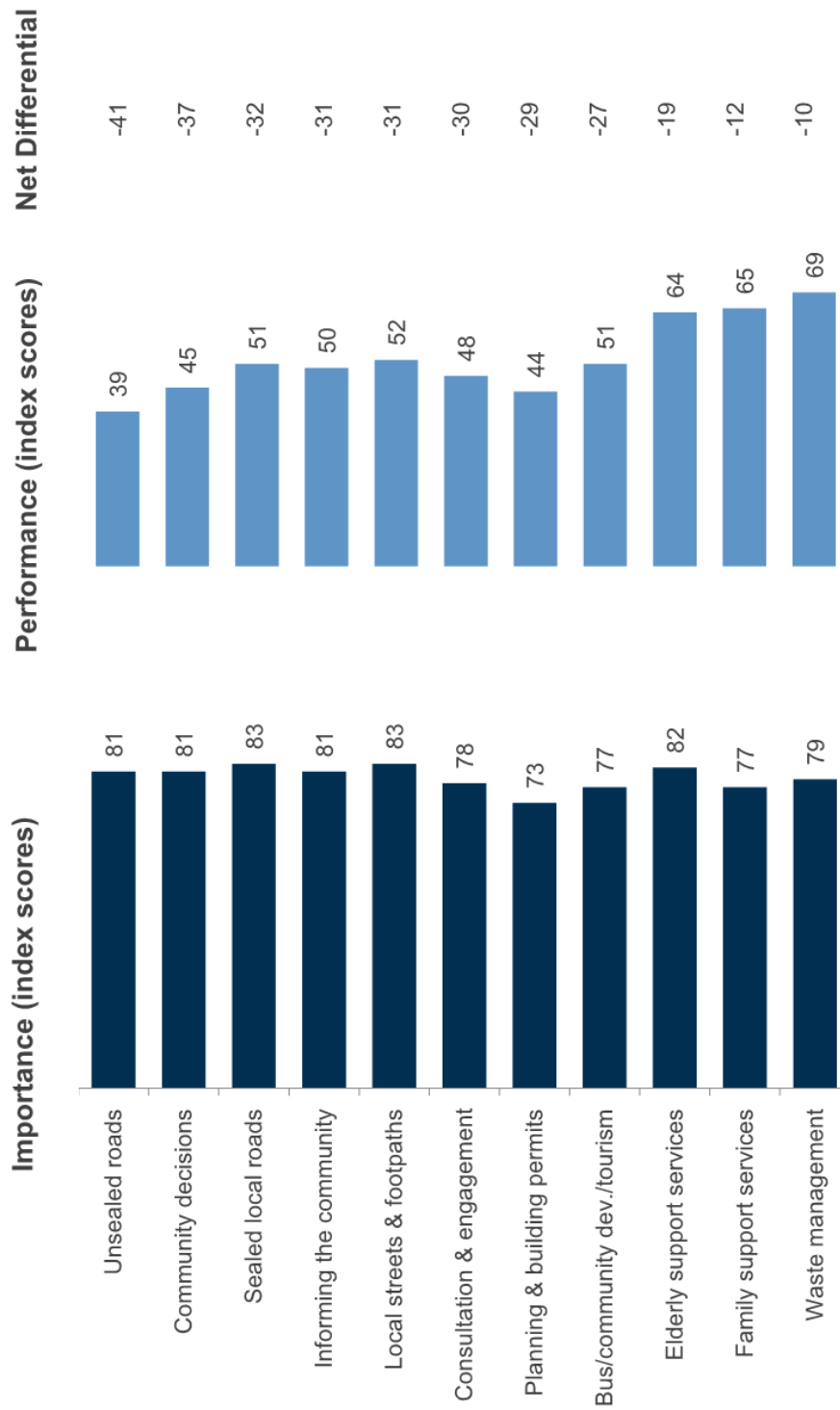


Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 34 Councils asked group: 10



Individual service areas importance vs performance

Service areas where importance exceeds performance by 10 points or more, suggesting further investigation is necessary.



Note: Net differentials are calculated based on the unrounded importance and performance scores, then rounded to the nearest whole number, which may result in differences of +/-1% in the importance and performance scores and the net differential scores.



Influences on perceptions of overall performance

The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- Decisions made in the interest of the community.

Good communication and transparency with residents about decisions Council has made in the community's interest provides the greatest opportunity to drive up overall opinion of Council's performance.

Currently, this is one of Council's poorest performing areas (index score of 45).

Following on from that, other individual service areas with a moderate to strong influence on the overall performance rating are:

- Informing the community
- Condition of sealed local roads
- Elderly support services
- Business, community development and tourism
- Environmental sustainability.

Looking at these key service areas only, elderly support services and environmental sustainability both have a relatively high performance index (64 and 60 respectively) and a moderate influence on the overall performance rating.

Maintaining these positive results should remain a focus – but there is greater work to be done elsewhere.

Other service areas that have a moderate to strong influence on overall perceptions, but perform less well, are business, community development and tourism development, and the condition of sealed local roads (index of 51 for each).

A focus on opportunities for local businesses and the community, and ensuring sealed roads are well maintained, can also help shore up positive overall perceptions of Council.

In addition to its decision making, Council's approach to keeping its residents well informed is most in need of attention, rated as just 'average' (index of 50) but a strong influence on overall community opinion.

It will be important to improve communication with residents, so they feel better informed about key local issues and Council activities, to help improve overall ratings of Council performance.



Regression analysis explained

We use regression analysis to investigate which individual service areas, such as community consultation, condition of sealed local roads, etc. (the independent variables) are influencing respondent perceptions of overall council performance (the dependent variable).

In the charts that follow:

- The horizontal axis represents the council performance index for each individual service. Service areas appearing on the right side of the chart have a higher performance index than those on the left.
- The vertical axis represents the Standardised Beta Coefficient from the multiple regression performed. This measures the contribution of each service area to the model. Service areas near the top of the chart have a greater positive effect on overall performance ratings than service areas located closer to the axis.

The regressions are shown on the following two charts.

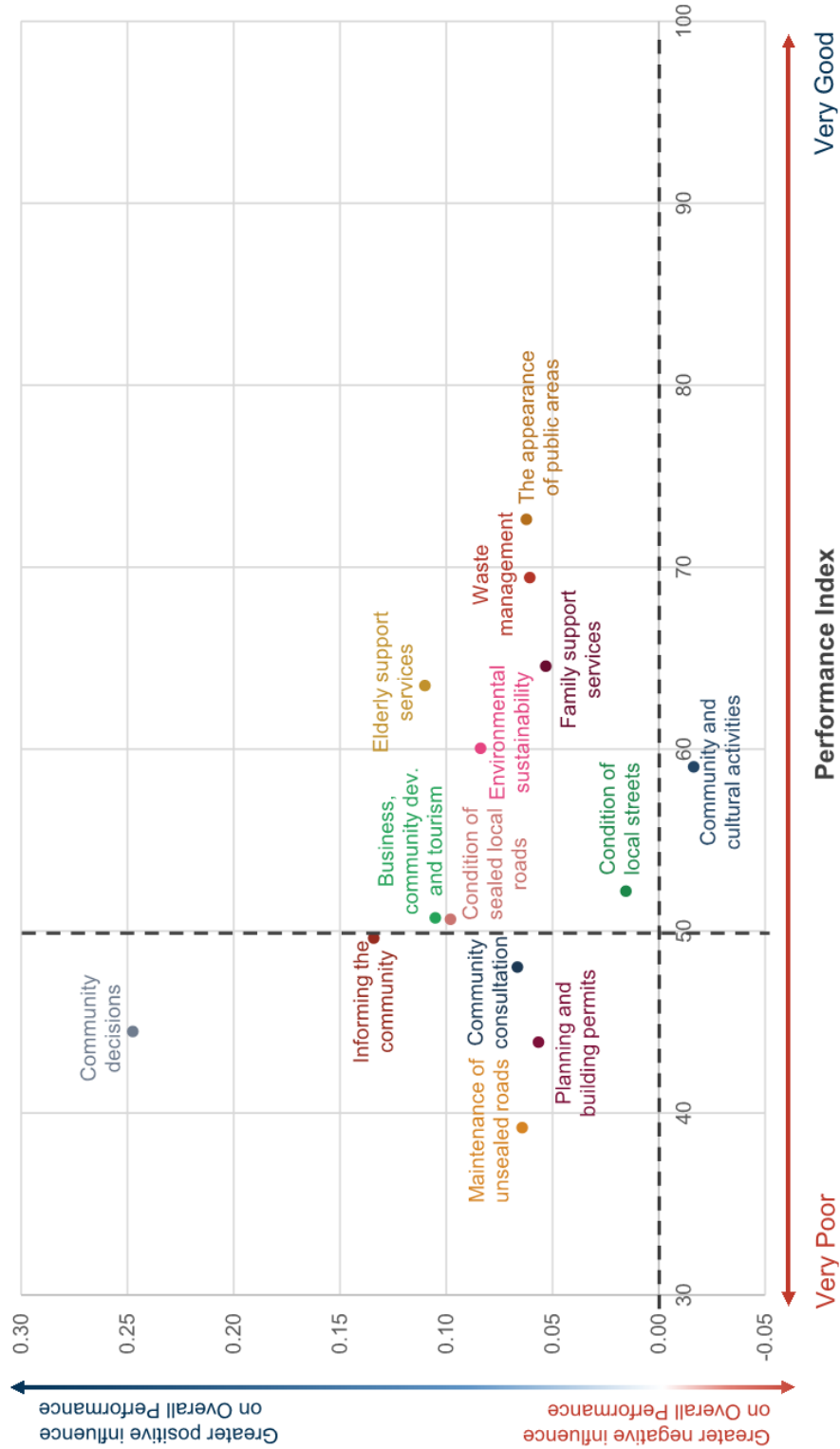
1. **The first chart** shows the results of a regression analysis of *all* individual service areas selected by Council.
2. **The second chart** shows the results of a regression performed on a smaller set of service areas, being those with a moderate-to-strong influence on overall performance. Service areas with a weak influence on overall performance (i.e. a low Standardised Beta Coefficient) have been excluded from the analysis.

Key insights from this analysis are derived from the second chart.



Influence on overall performance: all service areas

2022 regression analysis (all service areas)

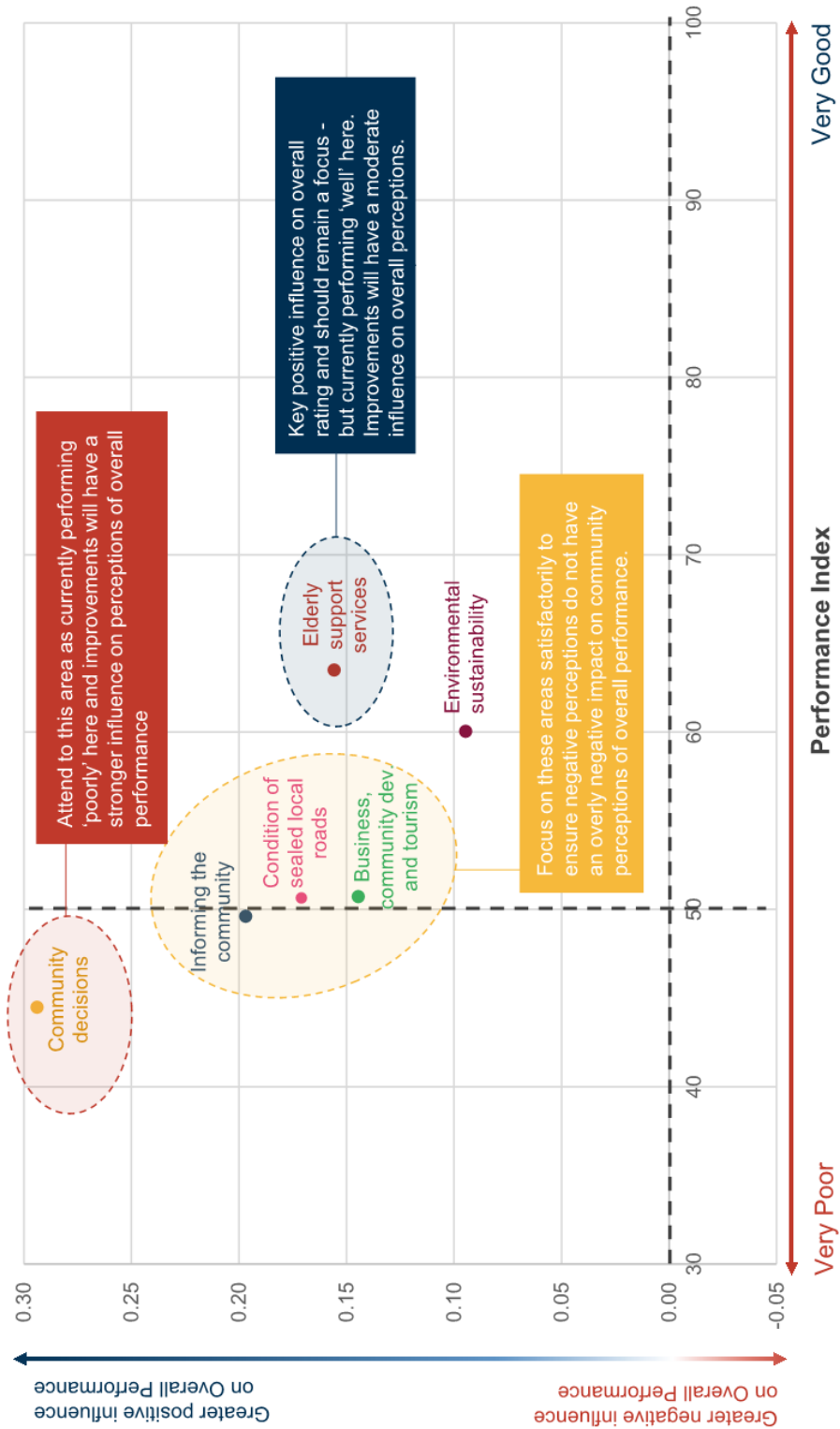


The multiple regression analysis model above (all service areas) has an R² value of 0.621 and adjusted R² value of 0.607, which means that 62% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at p = 0.0001, F = 44.98. This model should be interpreted with some caution as some data is not normally distributed and not all service areas have linear correlations.



Influence on overall performance: key service areas

2022 regression analysis (key service areas)

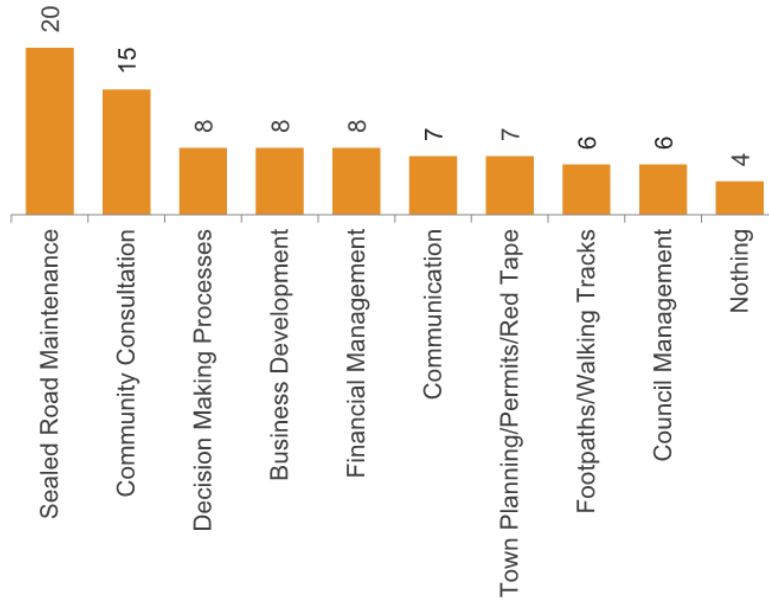


The multiple regression analysis model above (reduced set of service areas) has an R² value of 0.604 and adjusted R² value of 0.597, which means that 60% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at p = 0.0001, F = 99.71.



Areas for improvement

2022 areas for improvement (%)
- Top mentions only -



Q17. What does Swan Hill Rural City Council MOST need to do to improve its performance?
Base: All respondents. Councils asked State-wide: 47 Councils asked group: 13
A verbatim listing of responses to this question can be found in the accompanying dashboard.



Customer service

J W S R E S E A R C H 30



Contact with council and customer service

Contact with council

Six in ten Council residents (61%) have had contact with Council in the last 12 months. Rate of contact is two percentage points lower than last year.

- Contact is highest, and significantly higher than average, among Lakes residents and those aged 35 to 49 years.
- The main methods of contacting Council are by telephone (31%) and in person (26%), with use of email increasing over time (20%).



Among those residents who have had contact with Council, 64% provide a positive customer service rating of 'very good' or 'good', including 33% of residents who rate Council's customer service as 'very good'.

Customer service

Council's customer service index of 67 is in line with the 2021 result. Customer service is rated in line with the Large Rural group and State-wide averages (index scores of 67 and 68 respectively).

- Perceptions of customer service are not significantly different from the Council average across demographic and geographic cohorts.

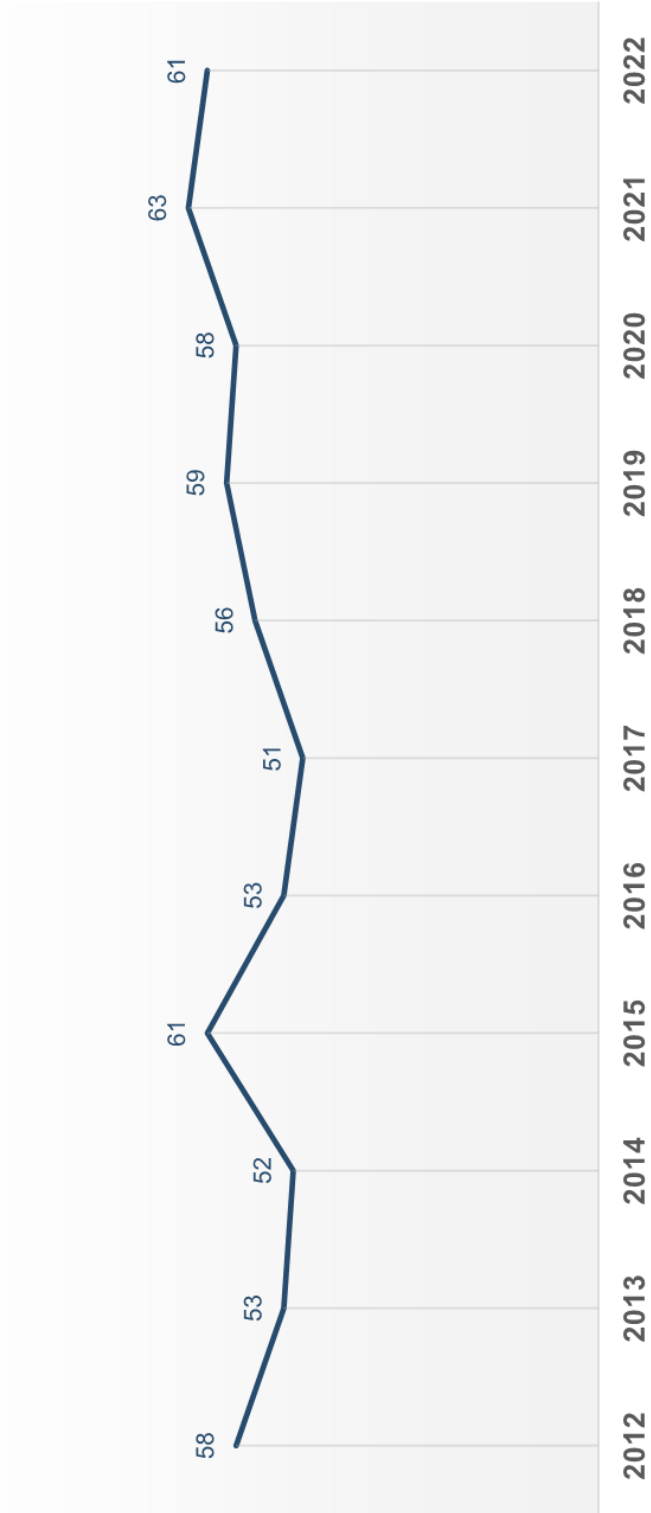
Nearly two thirds of residents (64%) provide a positive customer service rating of 'very good' or 'good'.

Customer service ratings are highest among residents who communicated with council by telephone (index score of 73, representing a significant 13 point increase on 2021). This is a positive result for Council, given it is the most frequently used form of contacting Council. In person contact (index score of 72) is similarly well regarded.



Contact with council

2022 contact with council (%)
Have had contact

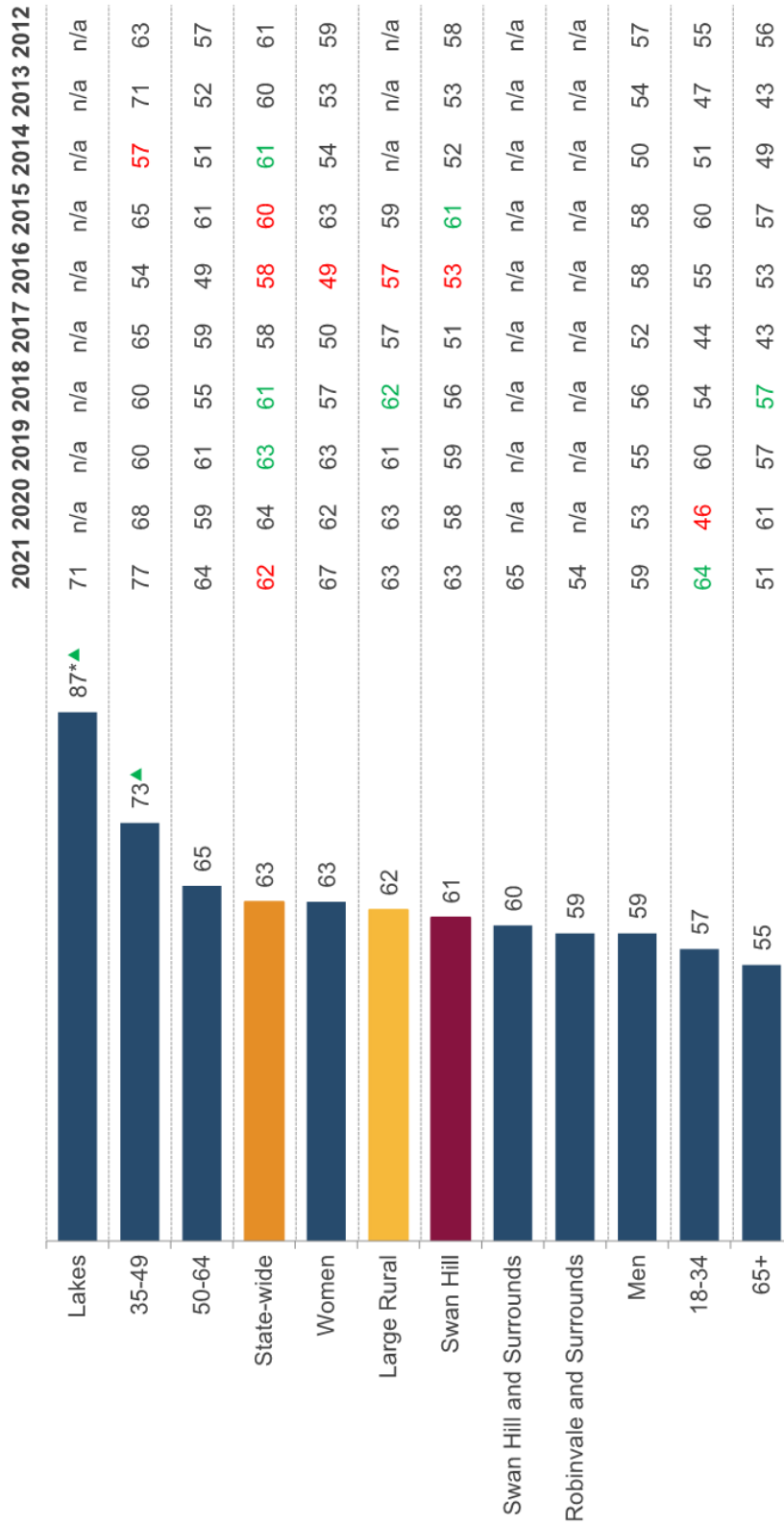


Q5a. Have you or any member of your household had any recent contact with Swan Hill Rural City Council in any of the following ways?
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 8



Contact with council

2022 contact with council (%)



Q5a. Have you or any member of your household had any recent contact with Swan Hill Rural City Council in any of the following ways?

Base: All respondents. Councils asked State-wide: 25 Councils asked group: 8

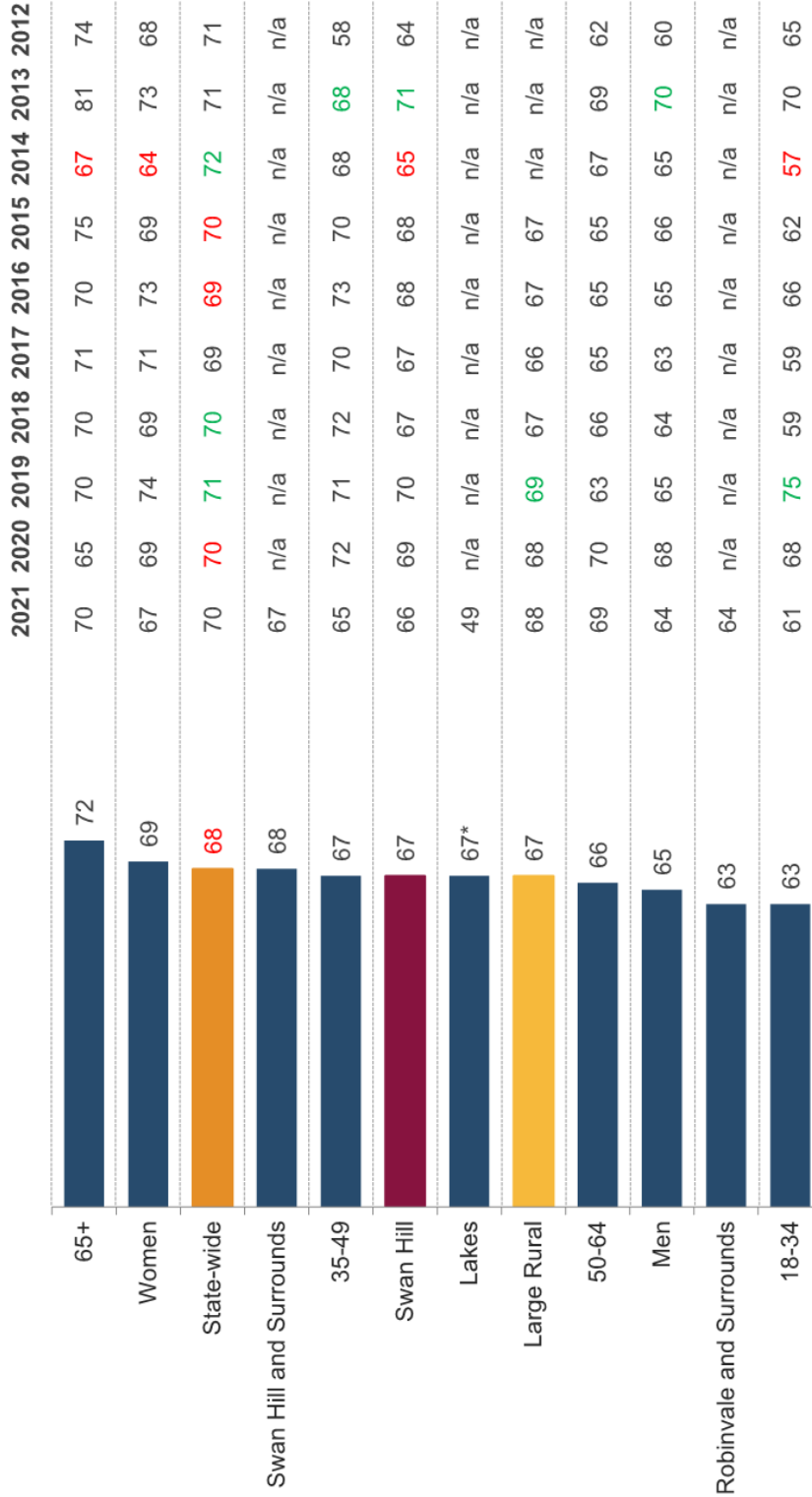
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2022 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Swan Hill Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 67 Councils asked group: 19

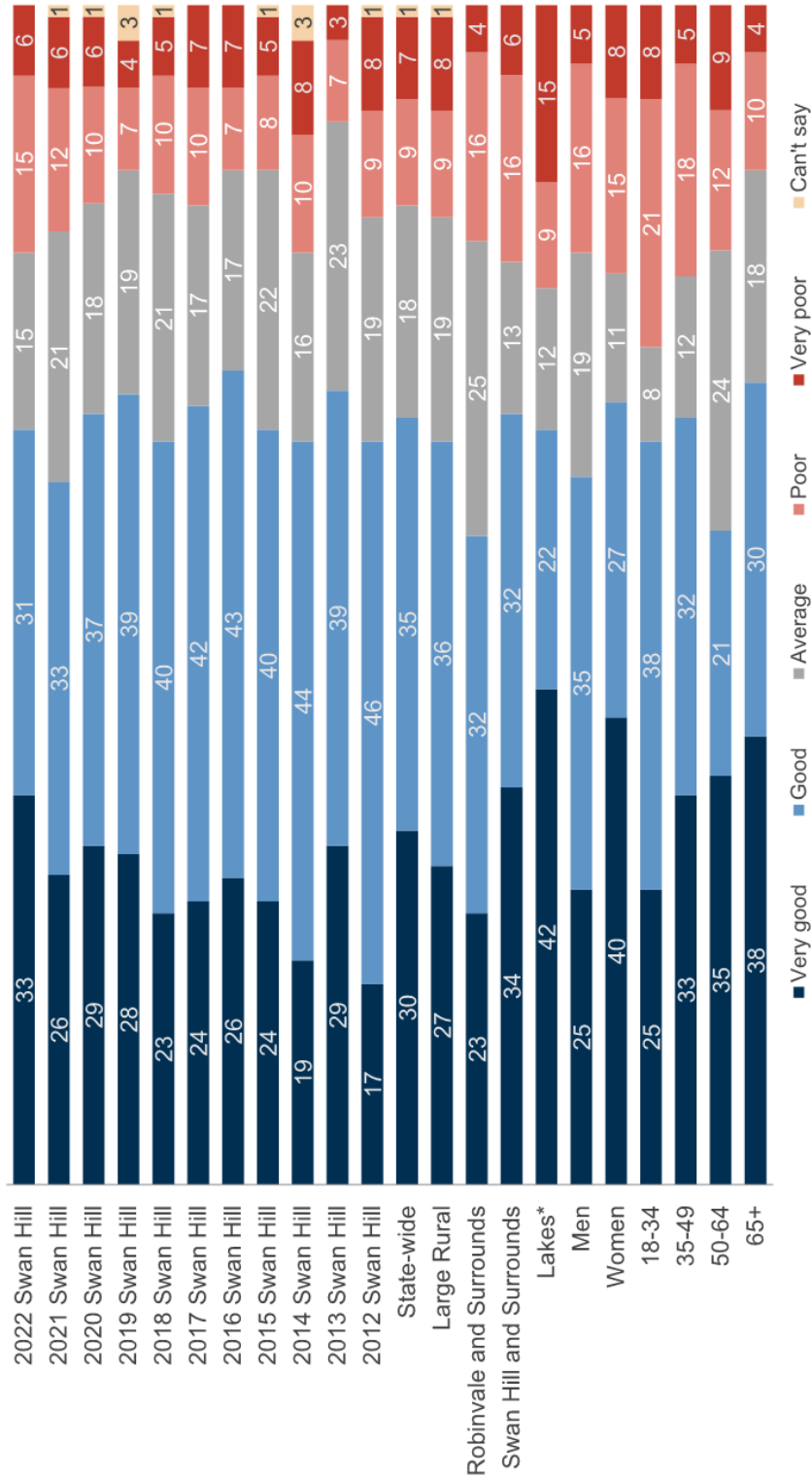
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2022 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Swan Hill Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

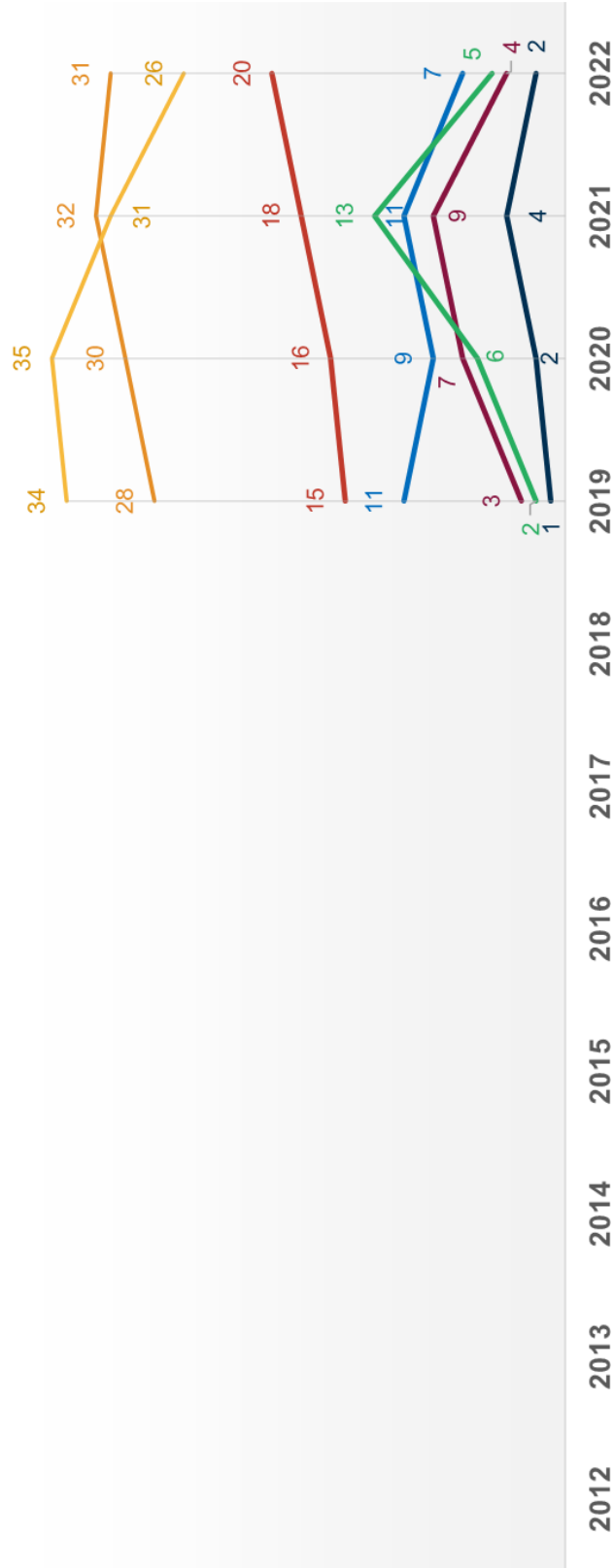
Base: All respondents who have had contact with Council in the last 12 months. Councils asked State-wide: 67 Councils asked group: 19

*Caution: small sample size < n=30



Method of contact with council

2022 method of contact (%)

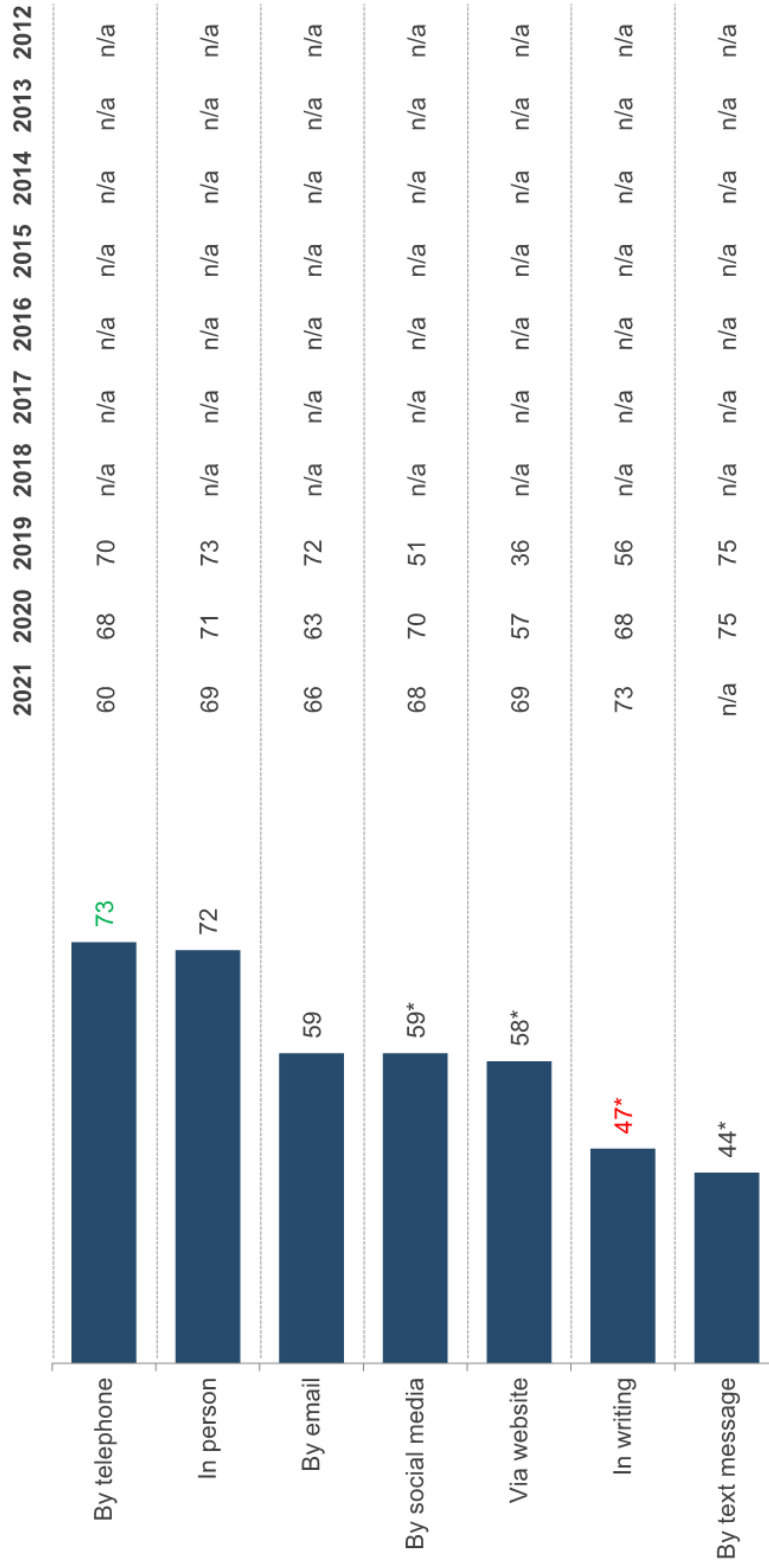


Q5a. Have you or any member of your household had any recent contact with Swan Hill Rural City Council in any of the following ways?
 Base: All respondents. Councils asked State-wide: 25 Councils asked group: 8
 Note: Respondents could name multiple contacts methods so responses may add to more than 100%



Customer service rating by method of last contact

2022 customer service rating (index score by method of last contact)



Q5c. Thinking of the most recent contact, how would you rate Swan Hill Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months. Councils asked State-wide: 25 Councils asked group: 8

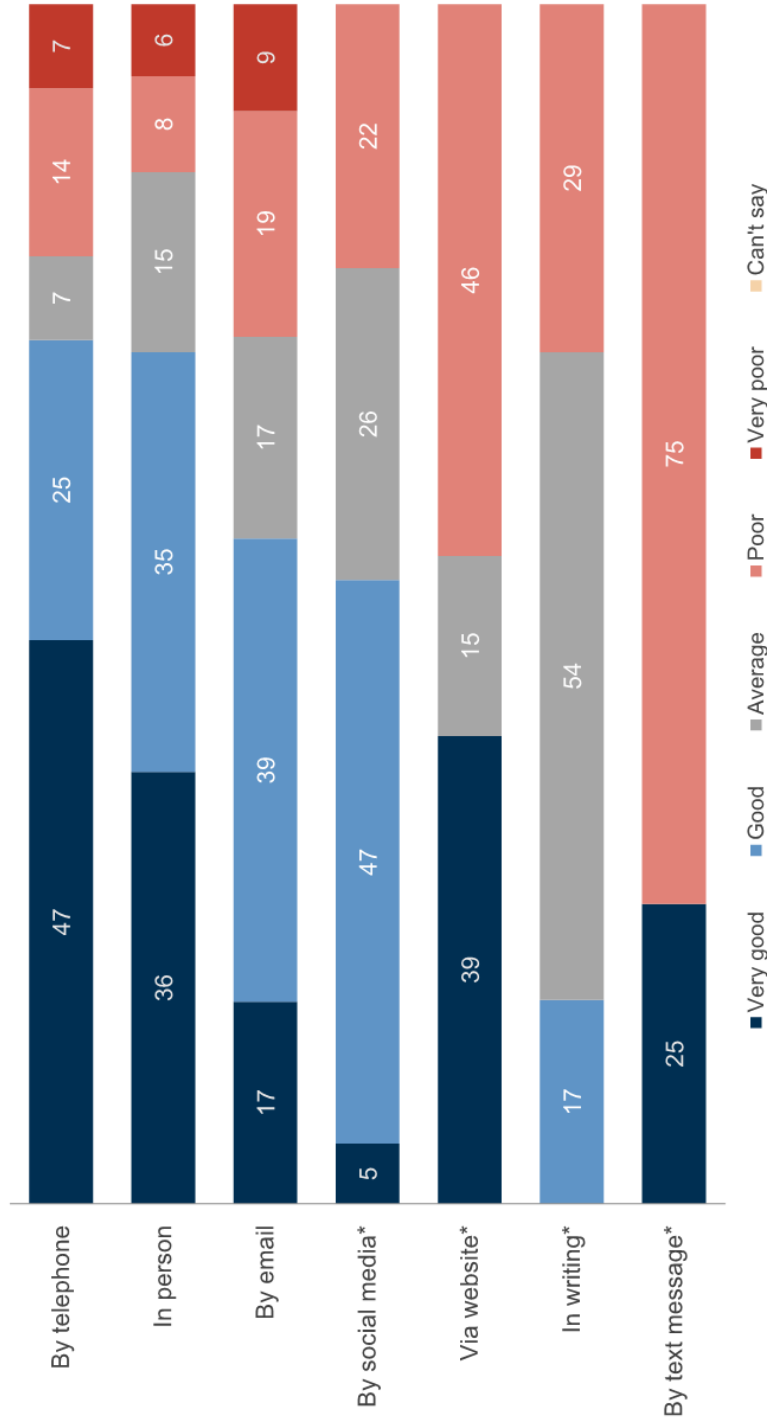
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating by method of last contact

2022 customer service rating (% by method of last contact)

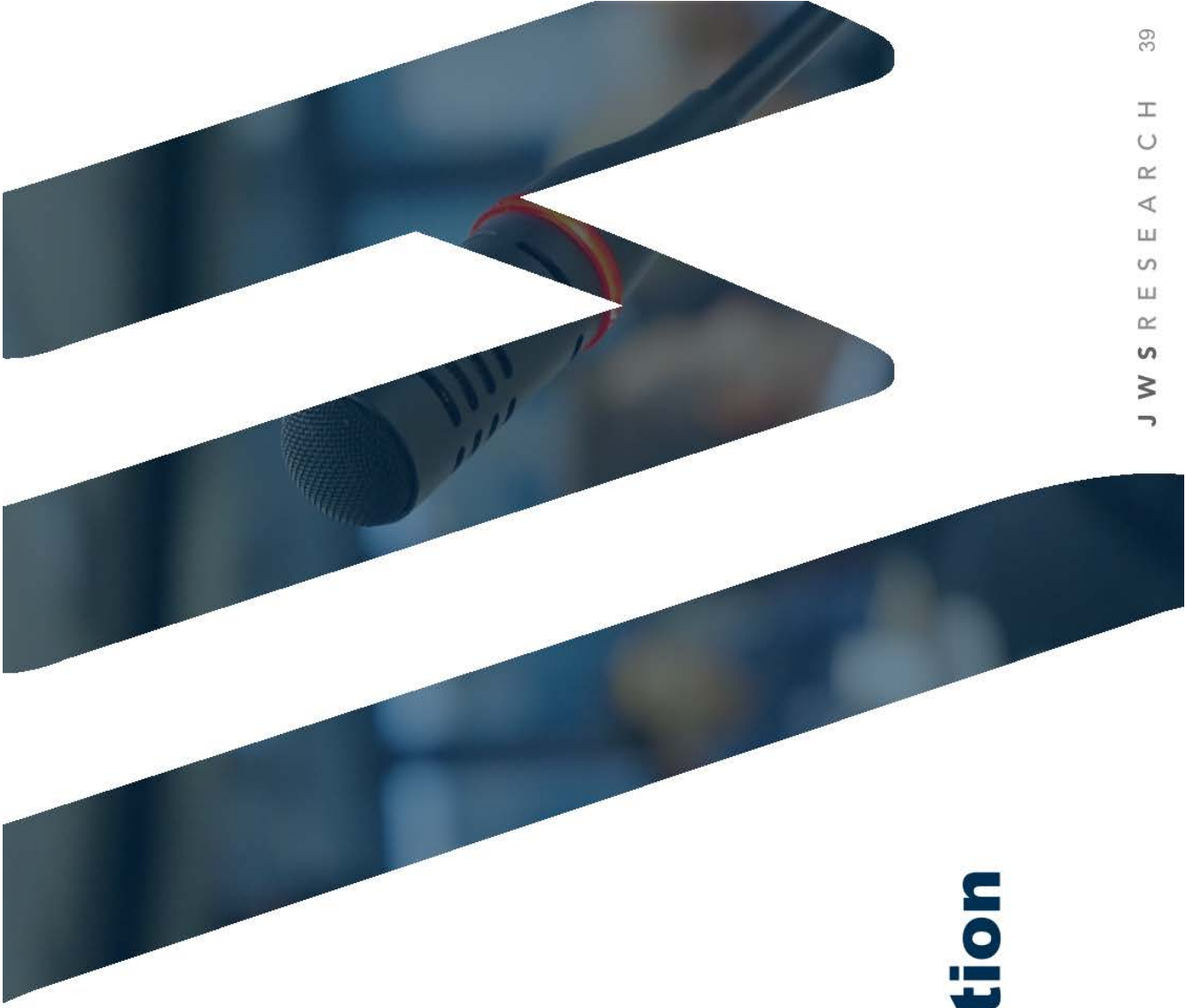


Q5c. Thinking of the most recent contact, how would you rate Swan Hill Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 25 Councils asked group: 8

*Caution: small sample size < n=30



J W S R E S E A R C H 39

Communication



Communication

The preferred form of communication from Council about news and information and upcoming events is via newsletters sent via email or mail (23% for each), followed by advertising in a local newspaper (17%). Social media follows behind this (16%).

The greatest change on 2021 results is the five percentage point increase in preference for a newsletter via mail.

- The preferred form of communication among residents aged under 50 years is a newsletter sent via email (29%), followed by social media (26%).
- The preferred form of communication among residents aged over 50 years is a newsletter sent via mail (33%), followed by advertising in a local newspaper (23%). Preference for newsletter via mail is up eight percentage points on 2021 among residents over 50 years.

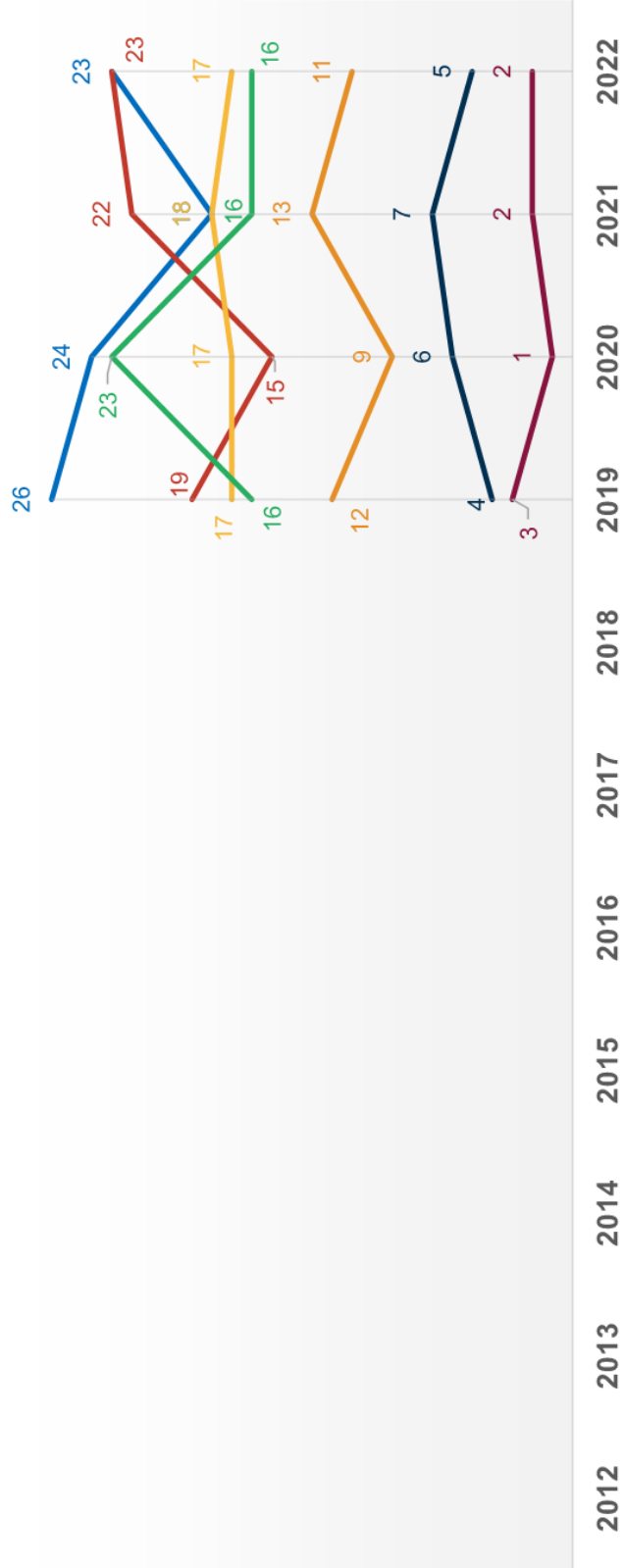




Best form of communication

2022 best form of communication (%)

- 
**Advertising in
a Local
Newspaper**
- 
**Council
Newsletter
via Mail**
- 
**Council
Newsletter
via Email**
- 
**Council
Newsletter as
Local Paper Insert**
- 
**Council
Website**
- 
**Text
Message**
- 
**Social
Media**

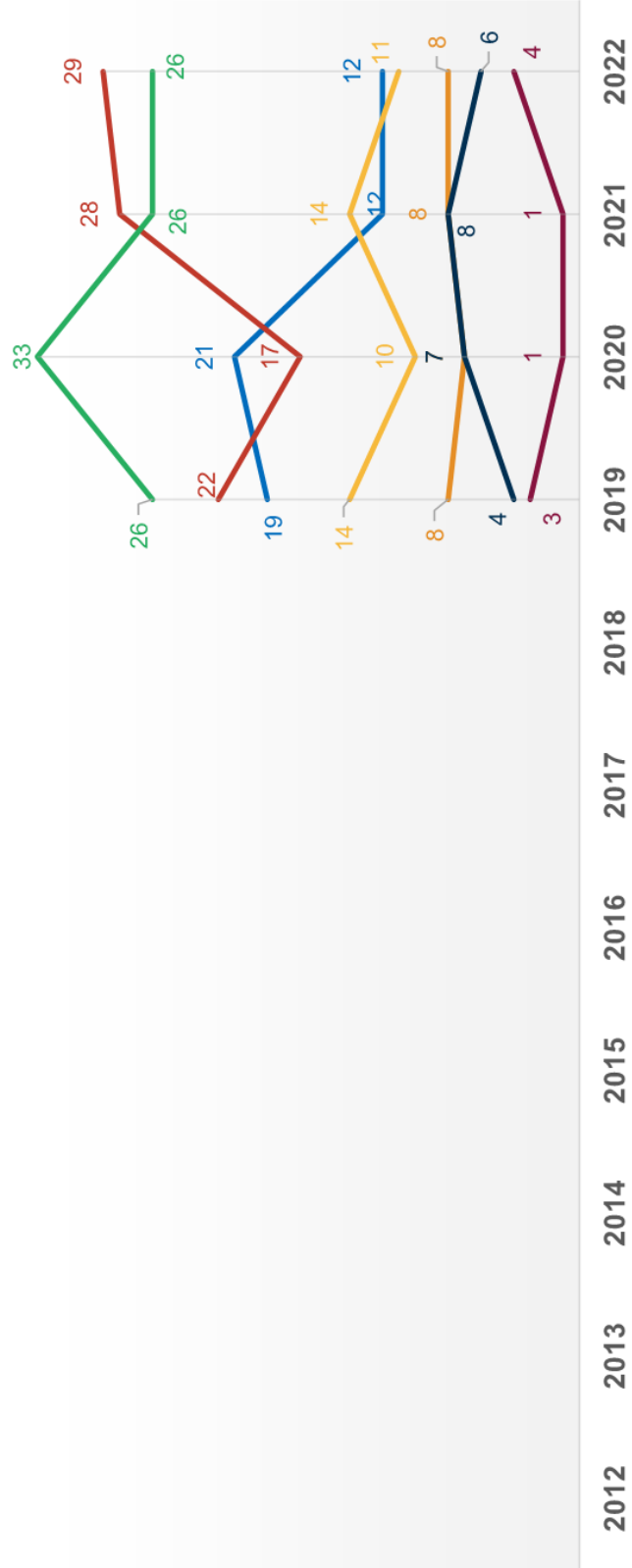


Q13. If Swan Hill Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents. Councils asked State-wide: 39 Councils asked group: 10



Best form of communication: under 50s

2022 under 50s best form of communication (%)



Q13. If Swan Hill Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged under 50. Councils asked State-wide: 39 Councils asked group: 10



Best form of communication: over 50s

2022 over 50s best form of communication (%)

- 

Advertising in a Local Newspaper
- 

Council Newsletter via Mail
- 

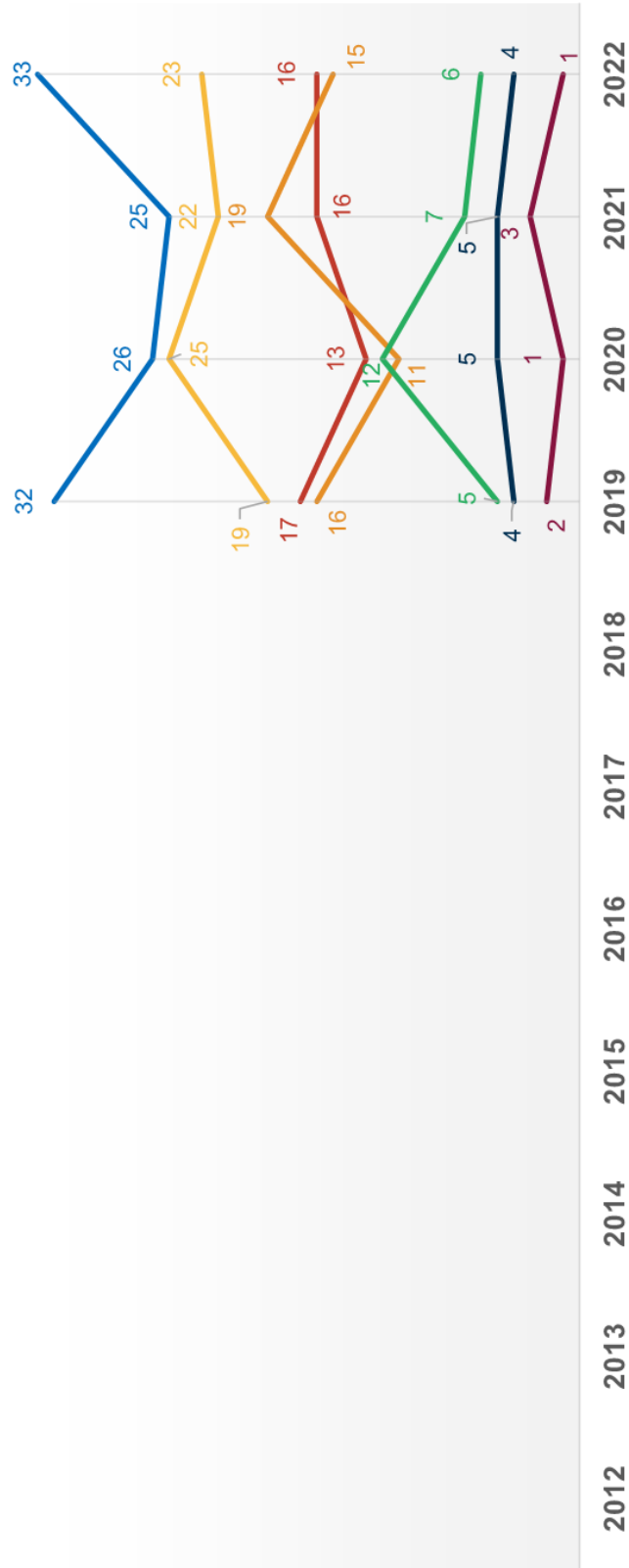
Council Newsletter via Email
- 

Council Newsletter as Local Paper Insert
- 

Council Website
- 

Text Message
- 

Social Media



Q13. If Swan Hill Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged over 50. Councils asked State-wide: 39 Councils asked group: 10



Council direction

J W S R E S E A R C H 44



Council direction

Perceptions of the direction of Council's overall performance declined significantly this year (index score of 44, down eight points on 2021).

More than six in 10 residents (62%) believe the direction of Council's overall performance has stayed the same over the last 12 months (down four points on 2021).

- 12% believe the direction has improved (down five points on 2021).
- 24% believe it has deteriorated (up 10 points).
- The most satisfied with council direction are residents aged 35 to 49 years and those in Robinvale and Surrounds.
- The least satisfied with council direction are residents aged 50 to 64. Among this cohort, perceptions of Council's overall direction are significantly lower than average.

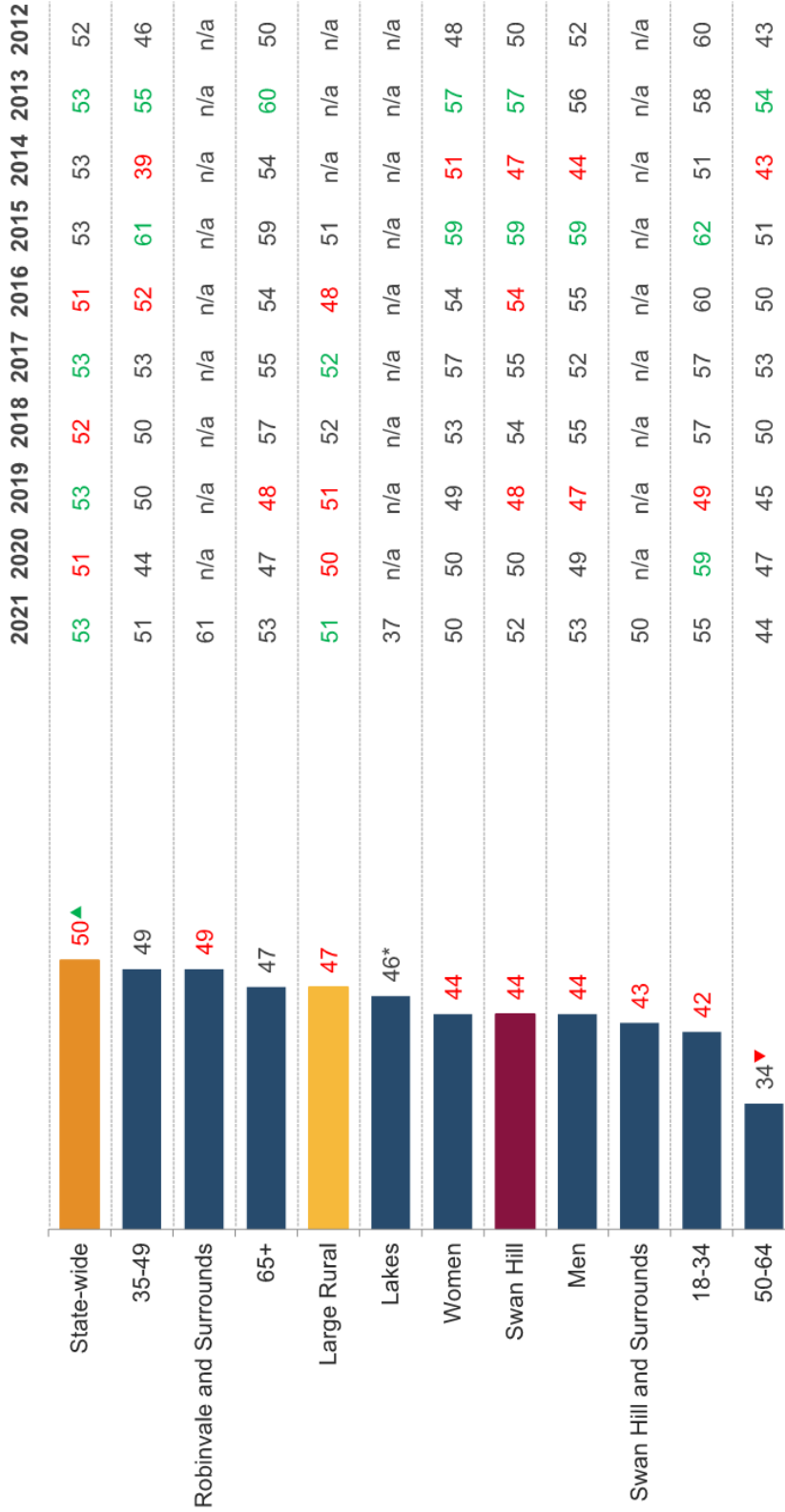
When it comes to the trade off between rates and services, residents' preference is for service cuts to keep council rates at the same level as they are now (52%) rather than rate rises to improve local services (only 26% prefer this).





Overall council direction last 12 months

2022 overall council direction (index scores)



Q6. Over the last 12 months, what is your view of the direction of Swan Hill Rural City Council's overall performance?

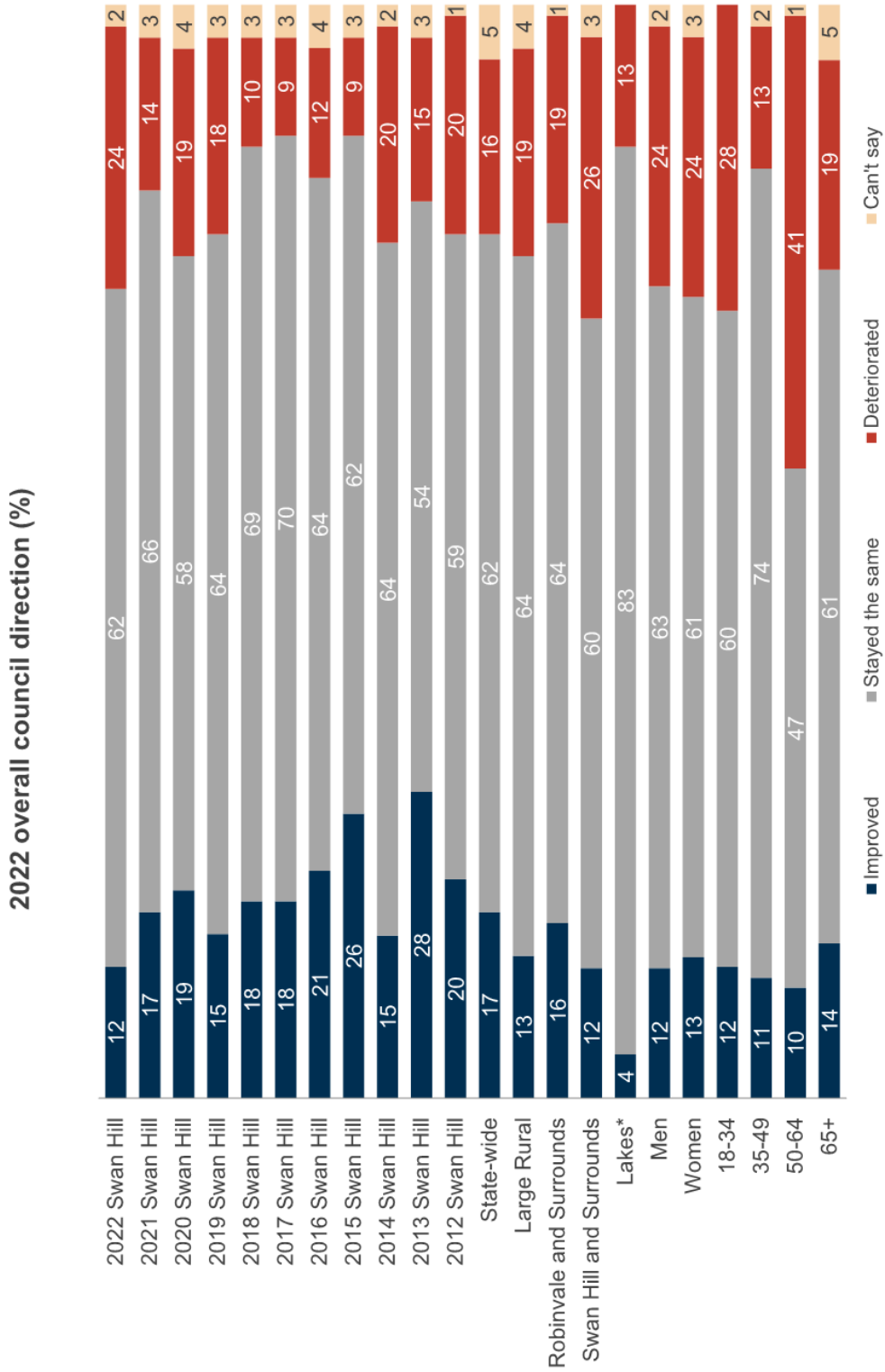
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Overall council direction last 12 months



Q6. Over the last 12 months, what is your view of the direction of Swan Hill Rural City Council's overall performance?

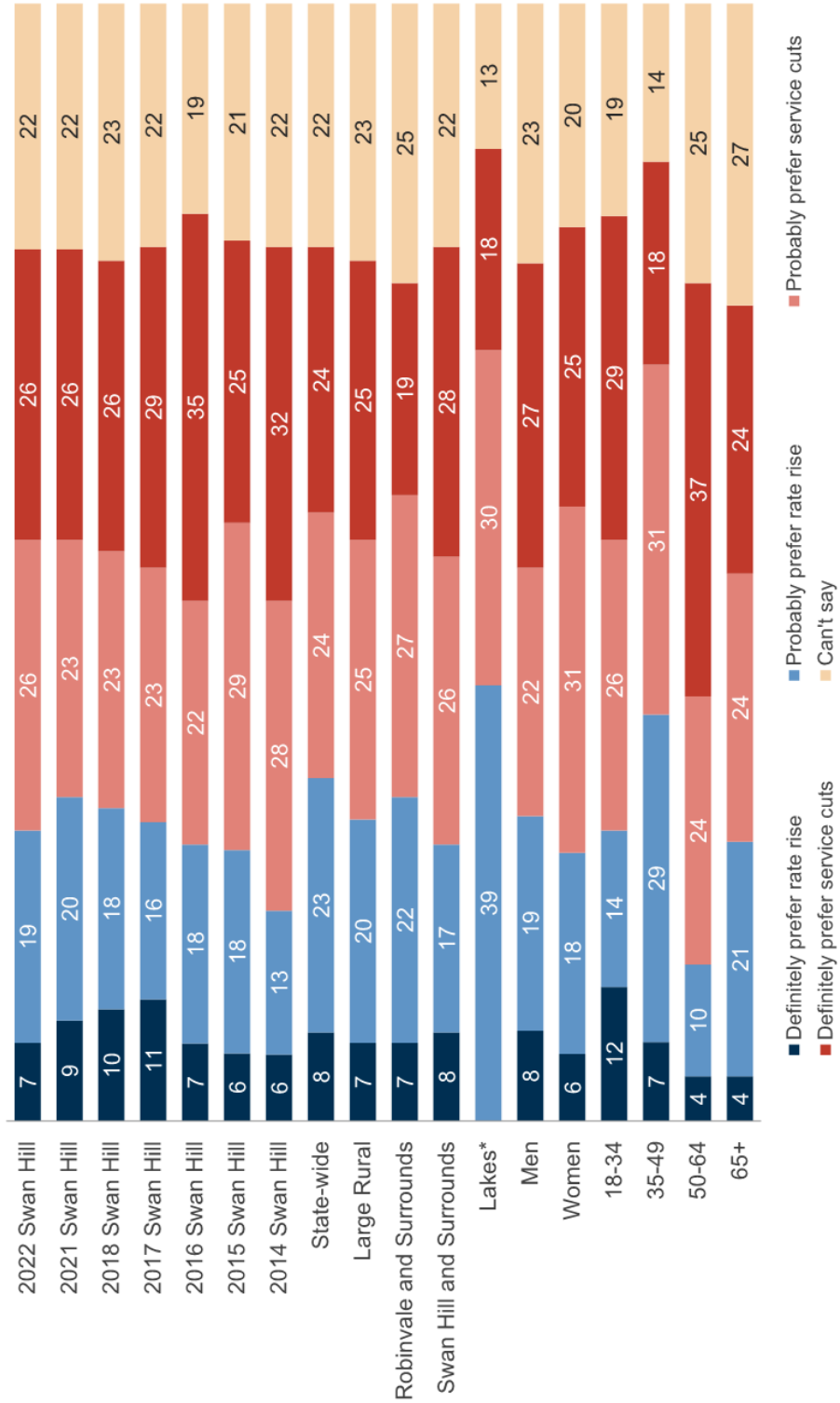
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

*Caution: small sample size < n=30



Rates / services trade-off

2022 rates / services trade-off (%)



Q10. If you had to choose, would you prefer to see council rate rises to improve local services OR would you prefer to see cuts in council services to keep council rates at the same level as they are now?

Base: All respondents. Councils asked State-wide: 18 Councils asked group: 6

*Caution: small sample size < n=30



Individual service areas

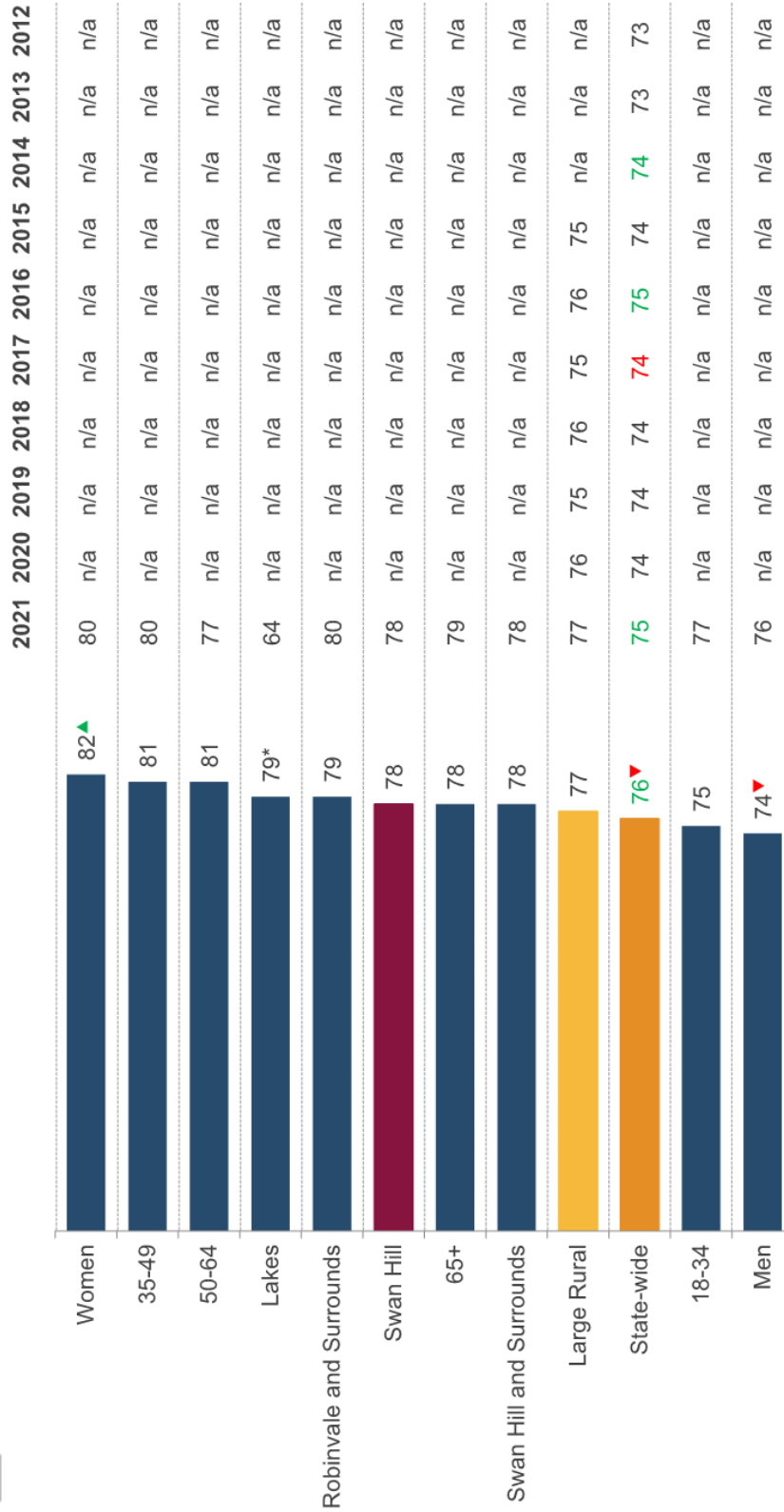
J W S R E S E A R C H 49



Community consultation and engagement importance



2022 consultation and engagement importance (index scores)



Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10

Note: Please see Appendix A for explanation of significant differences.

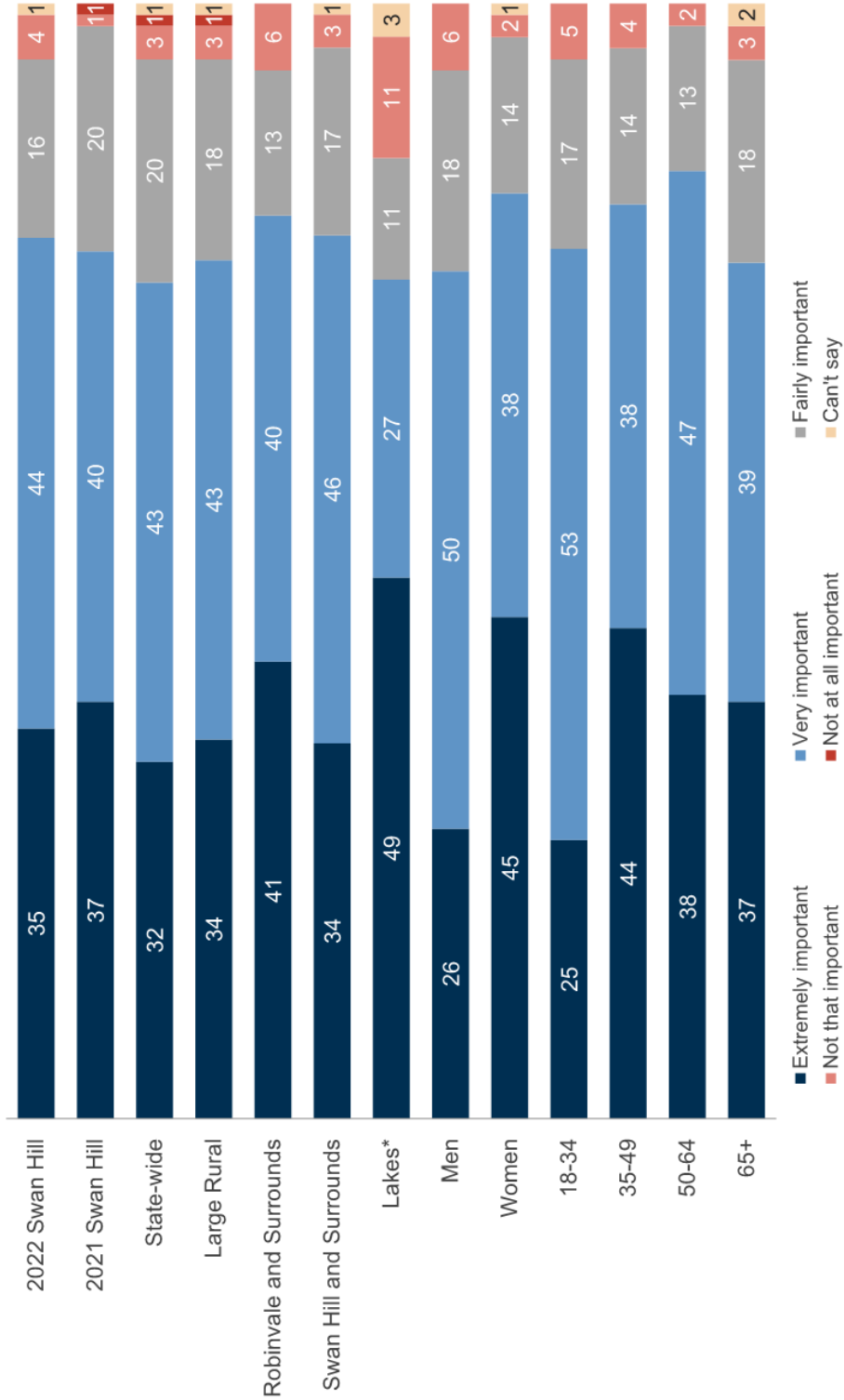
*Caution: small sample size < n=30



Community consultation and engagement importance



2022 consultation and engagement importance (%)



Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10

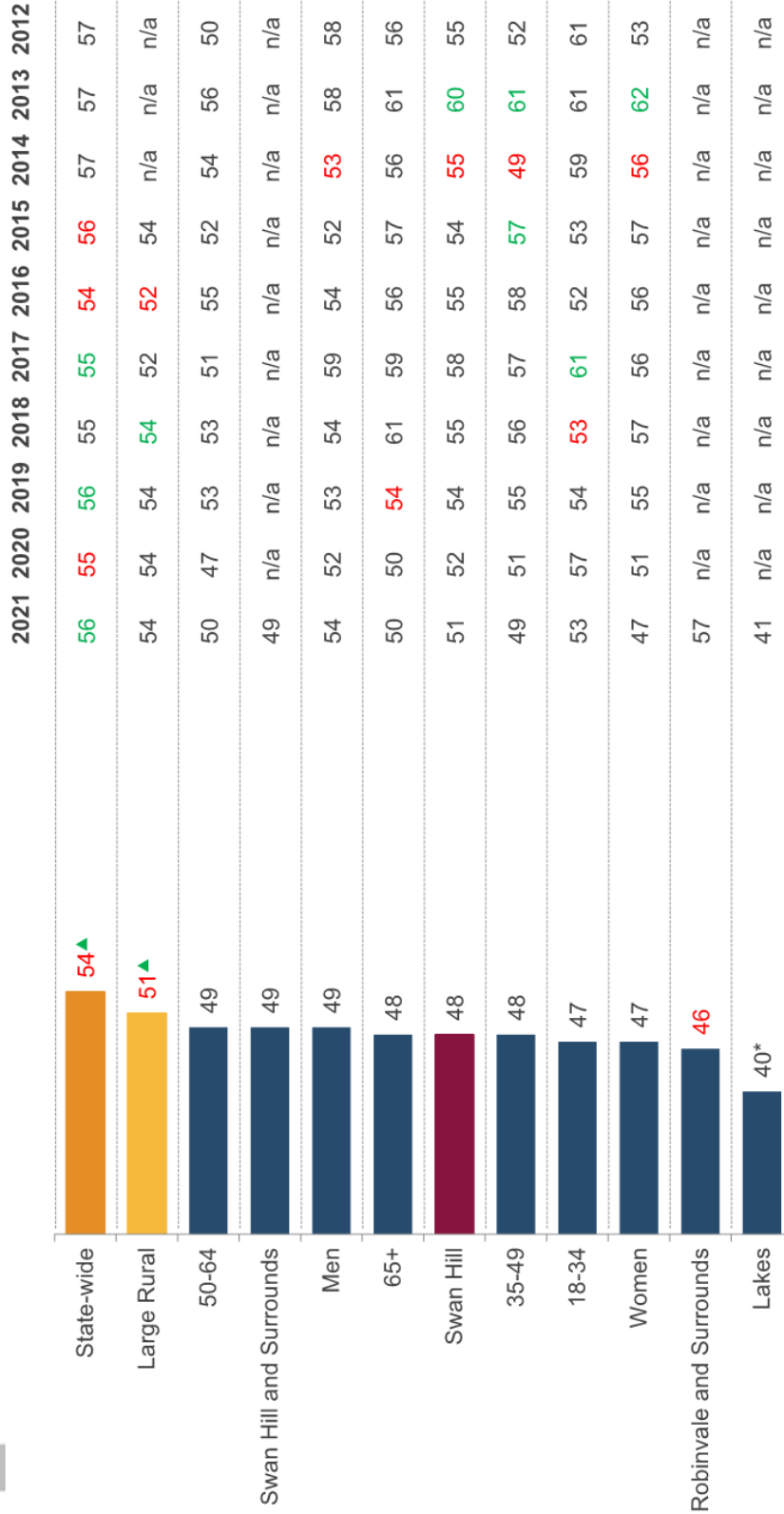
*Caution: small sample size < n=30



Community consultation and engagement performance



2022 consultation and engagement performance (index scores)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

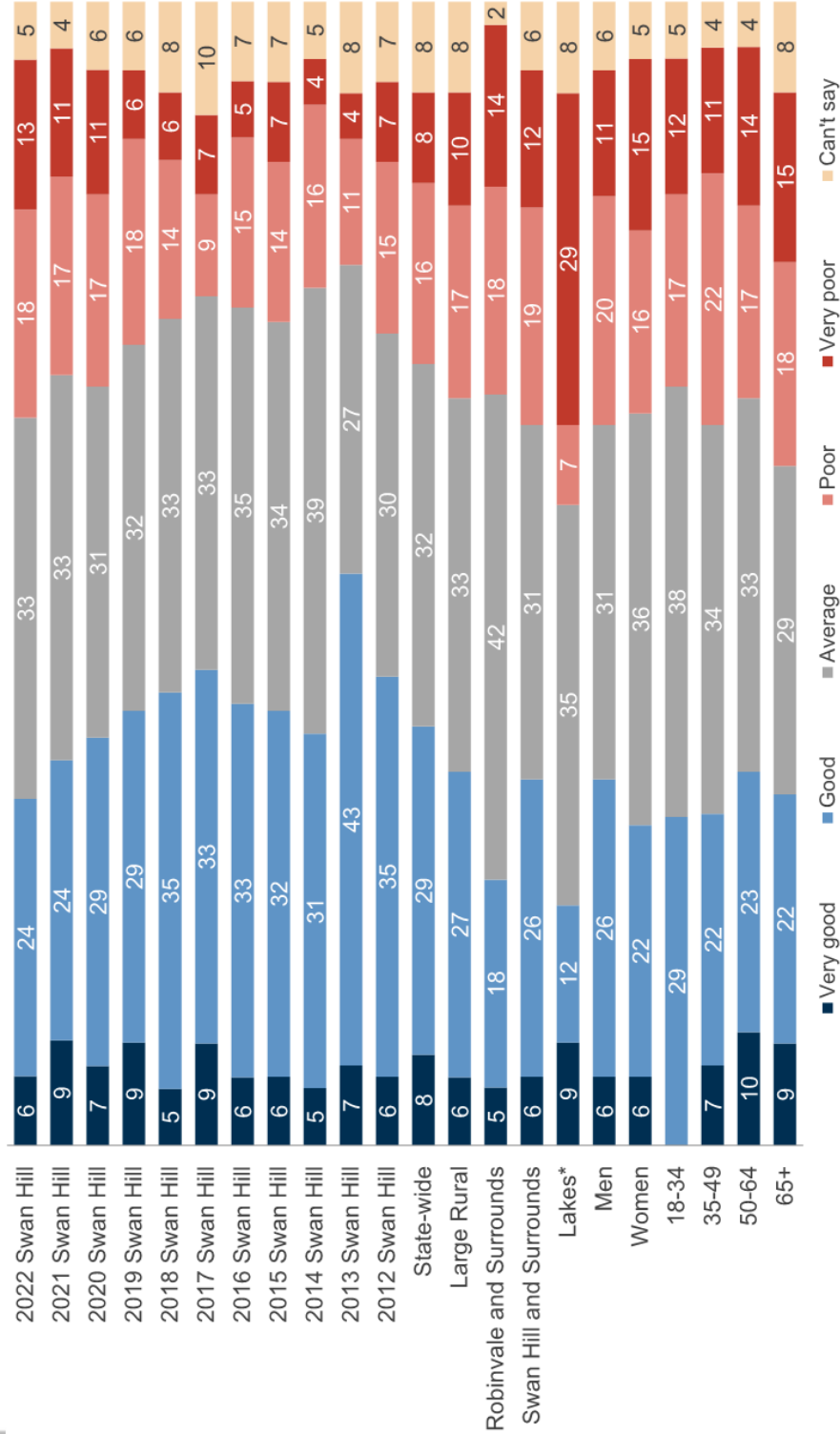
*Caution: small sample size < n=30



Community consultation and engagement performance



2022 consultation and engagement performance (%)

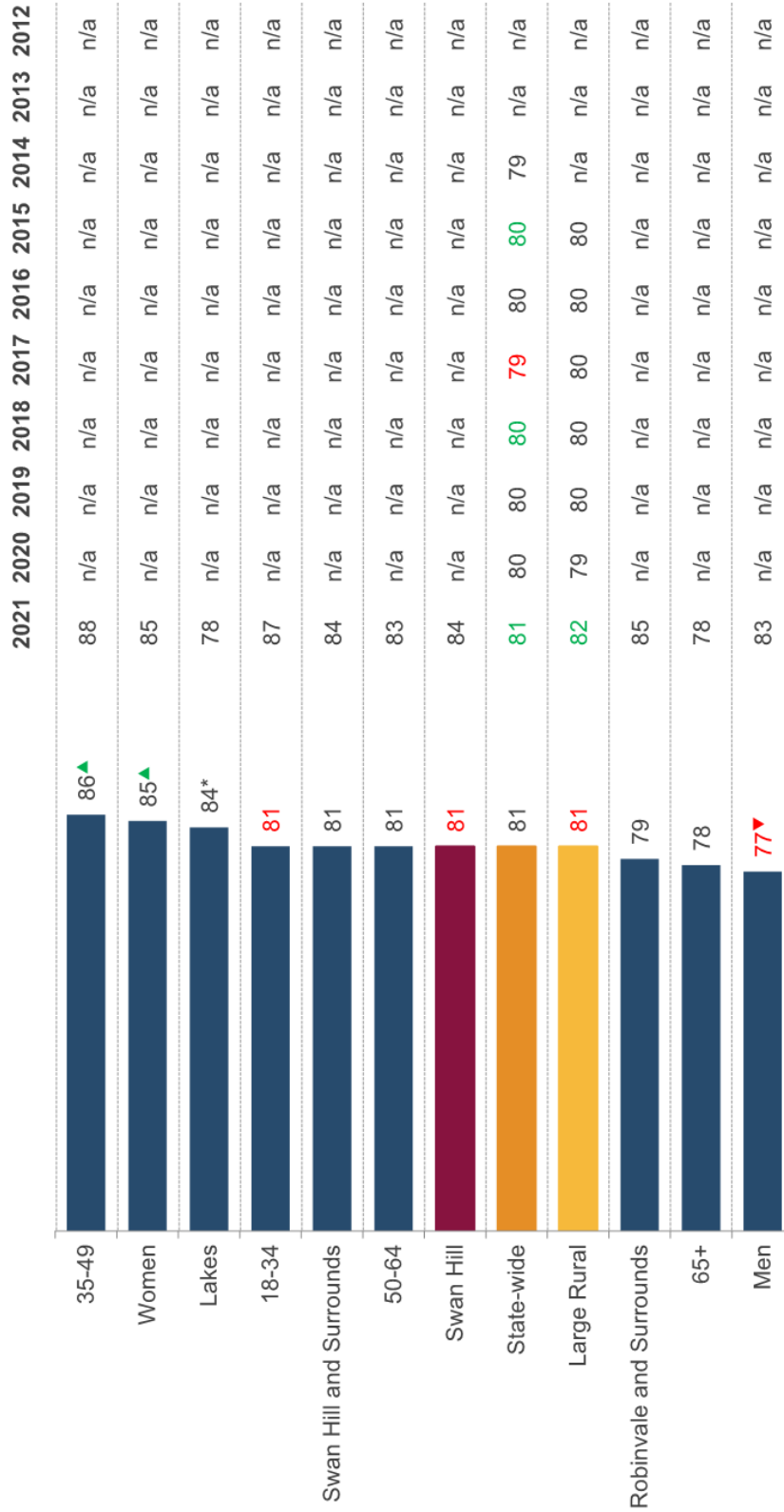


Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19
 *Caution: small sample size < n=30

Decisions made in the interest of the community importance



2022 community decisions made importance (index scores)



Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9

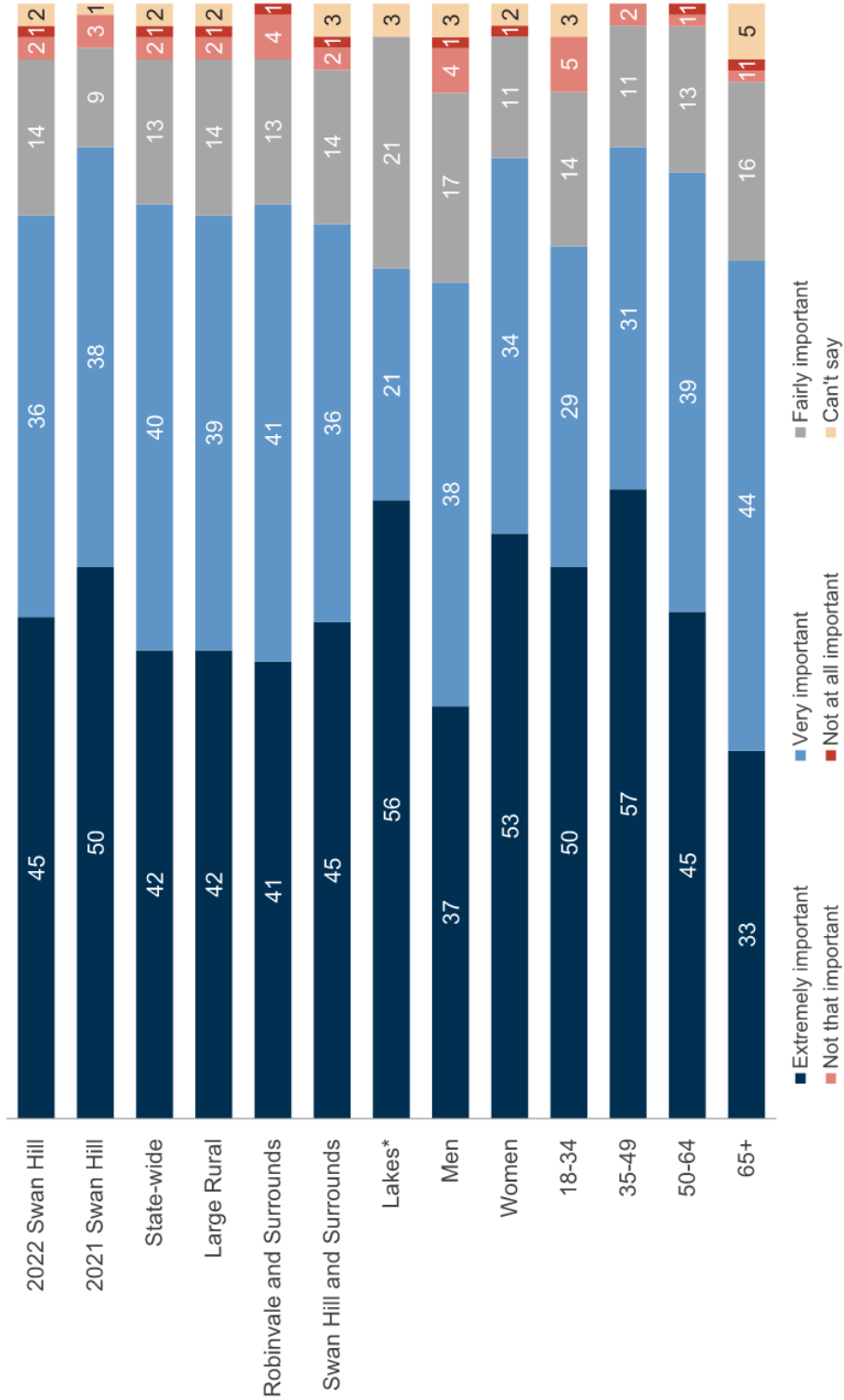
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Decisions made in the interest of the community importance



2022 community decisions made importance (%)



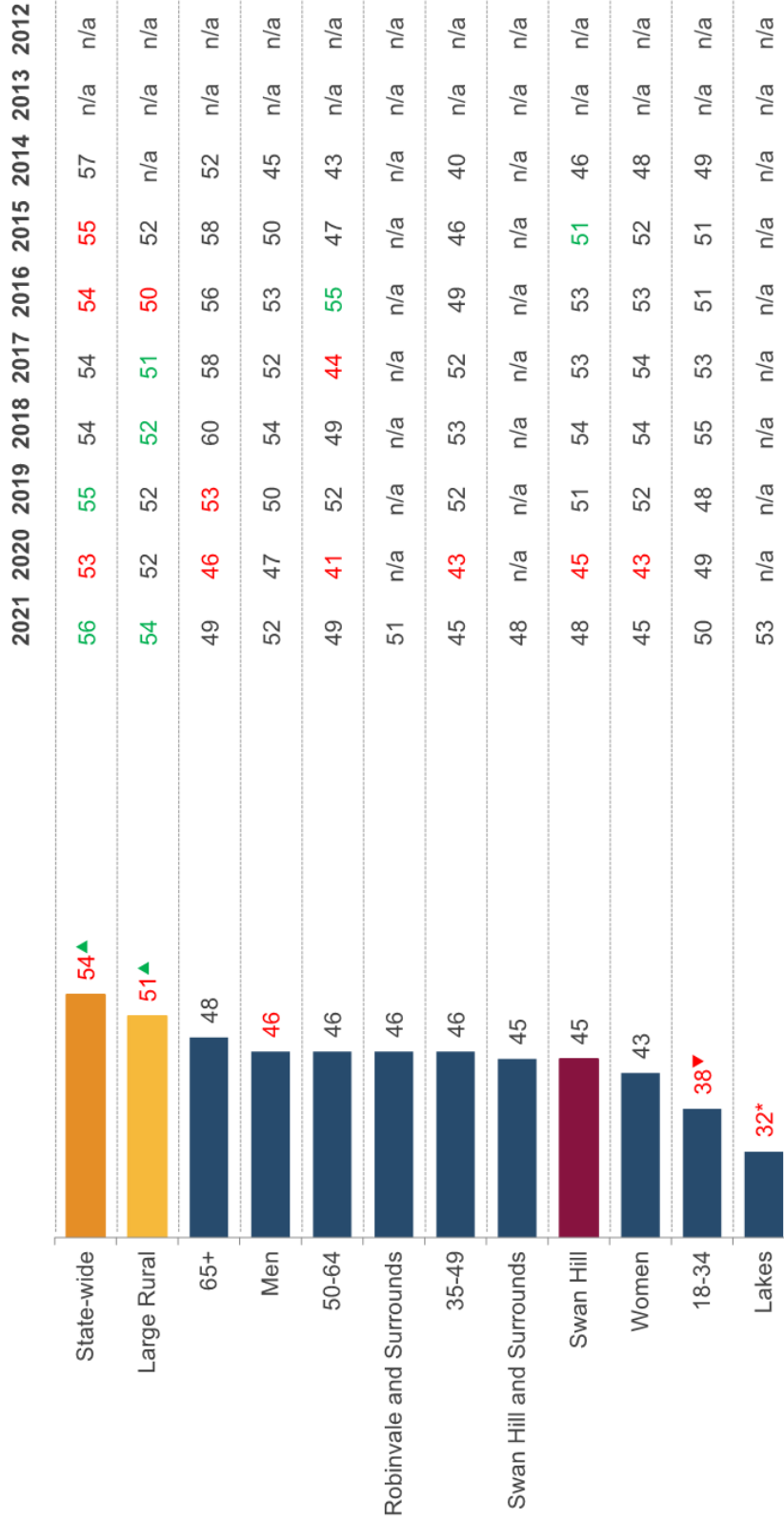
Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9

*Caution: small sample size < n=30

Decisions made in the interest of the community performance



2022 community decisions made performance (index scores)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

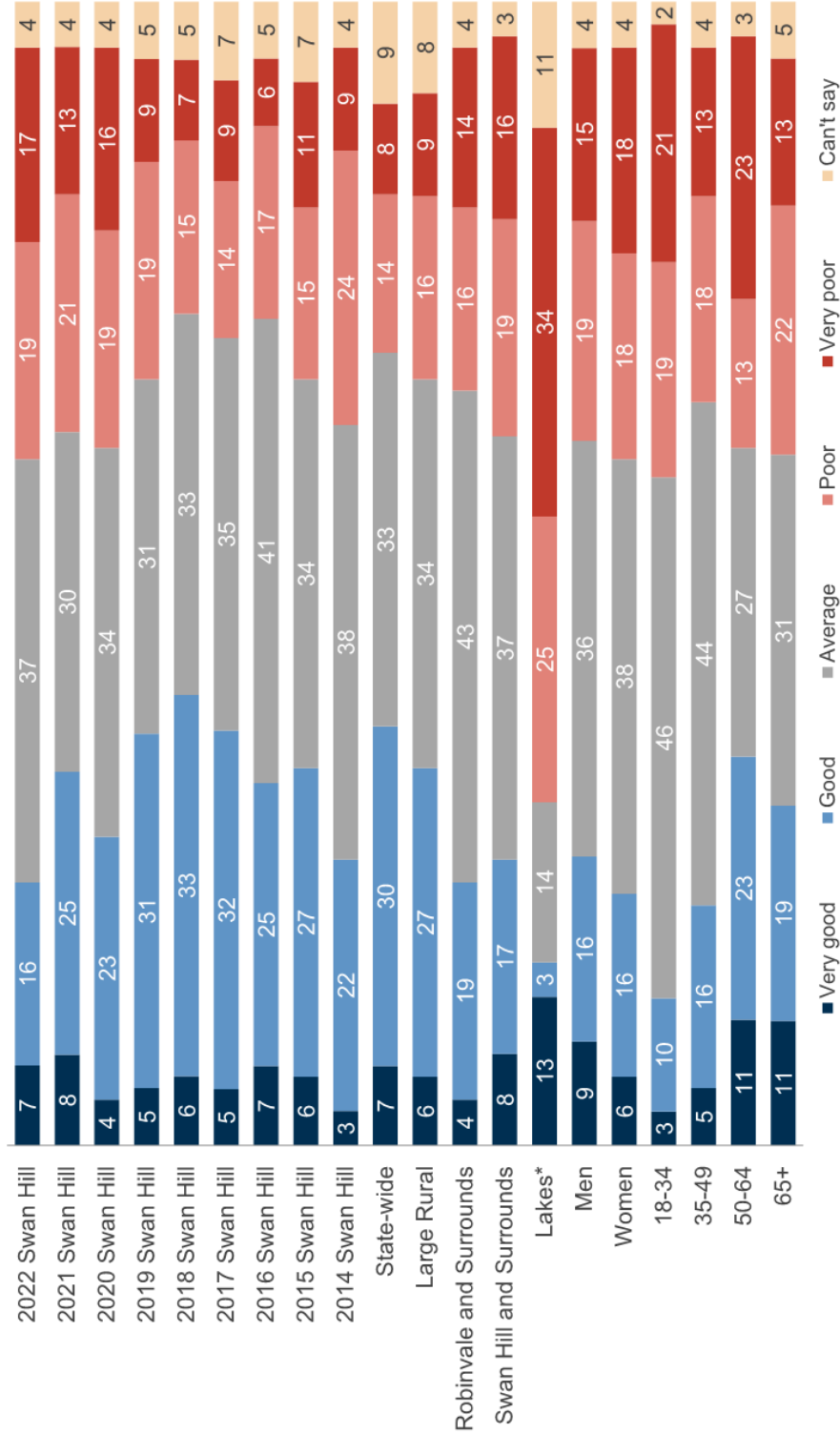
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Decisions made in the interest of the community performance



2022 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

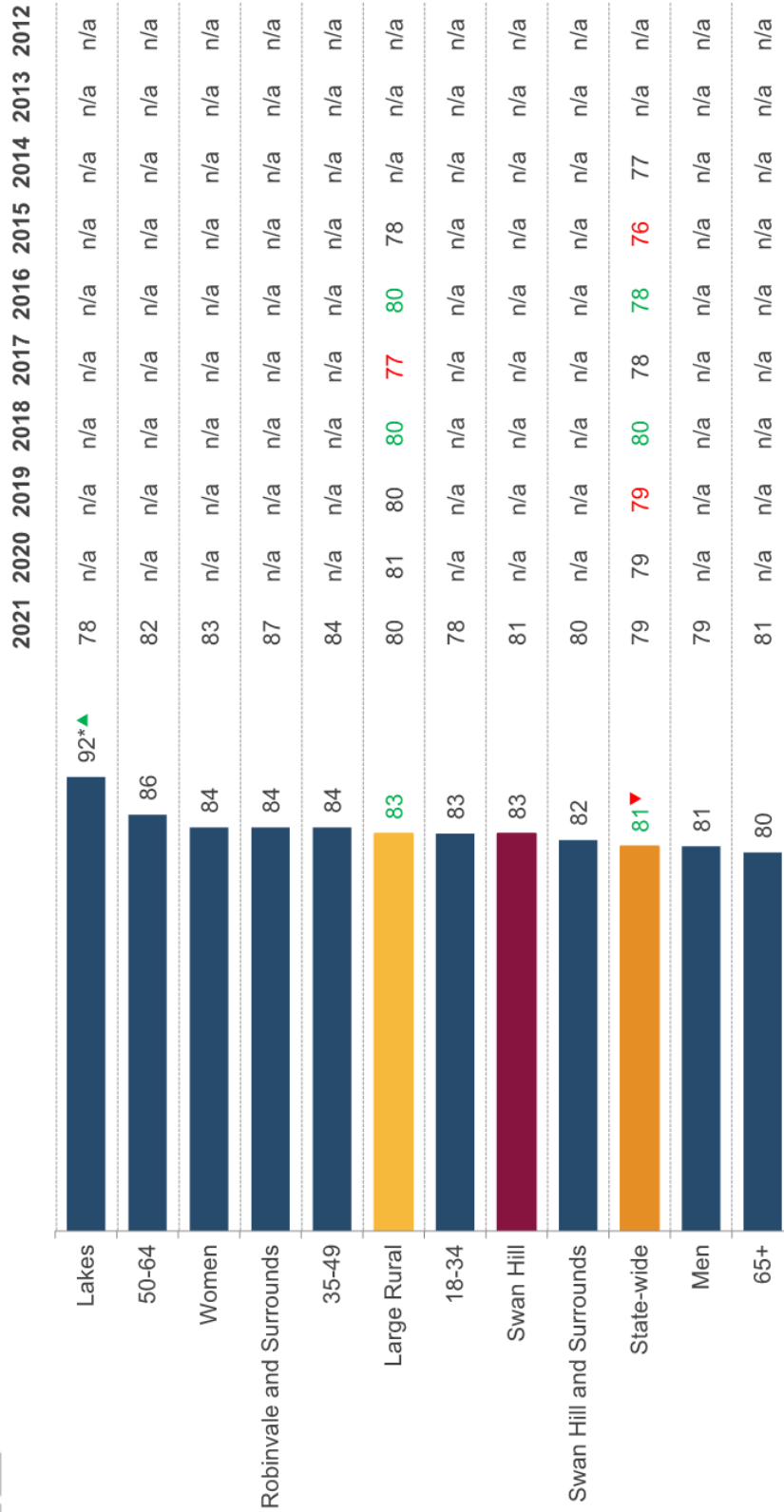
Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

*Caution: small sample size < n=30

The condition of sealed local roads in your area importance



2022 sealed local roads importance (index scores)



Q1. Firstly, how important should 'The condition of sealed local roads in your area' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7

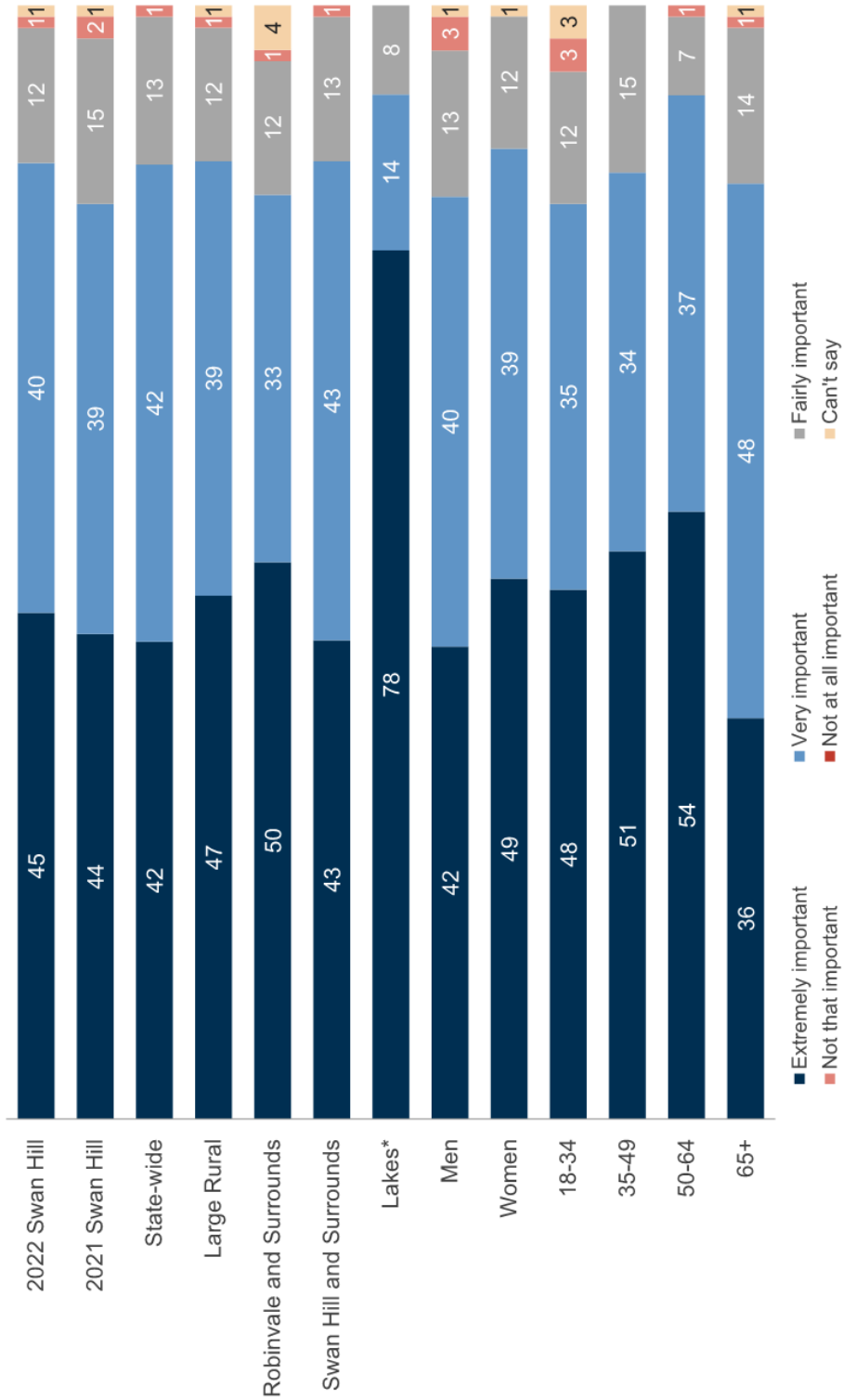
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of sealed local roads in your area importance



2022 sealed local roads importance (%)



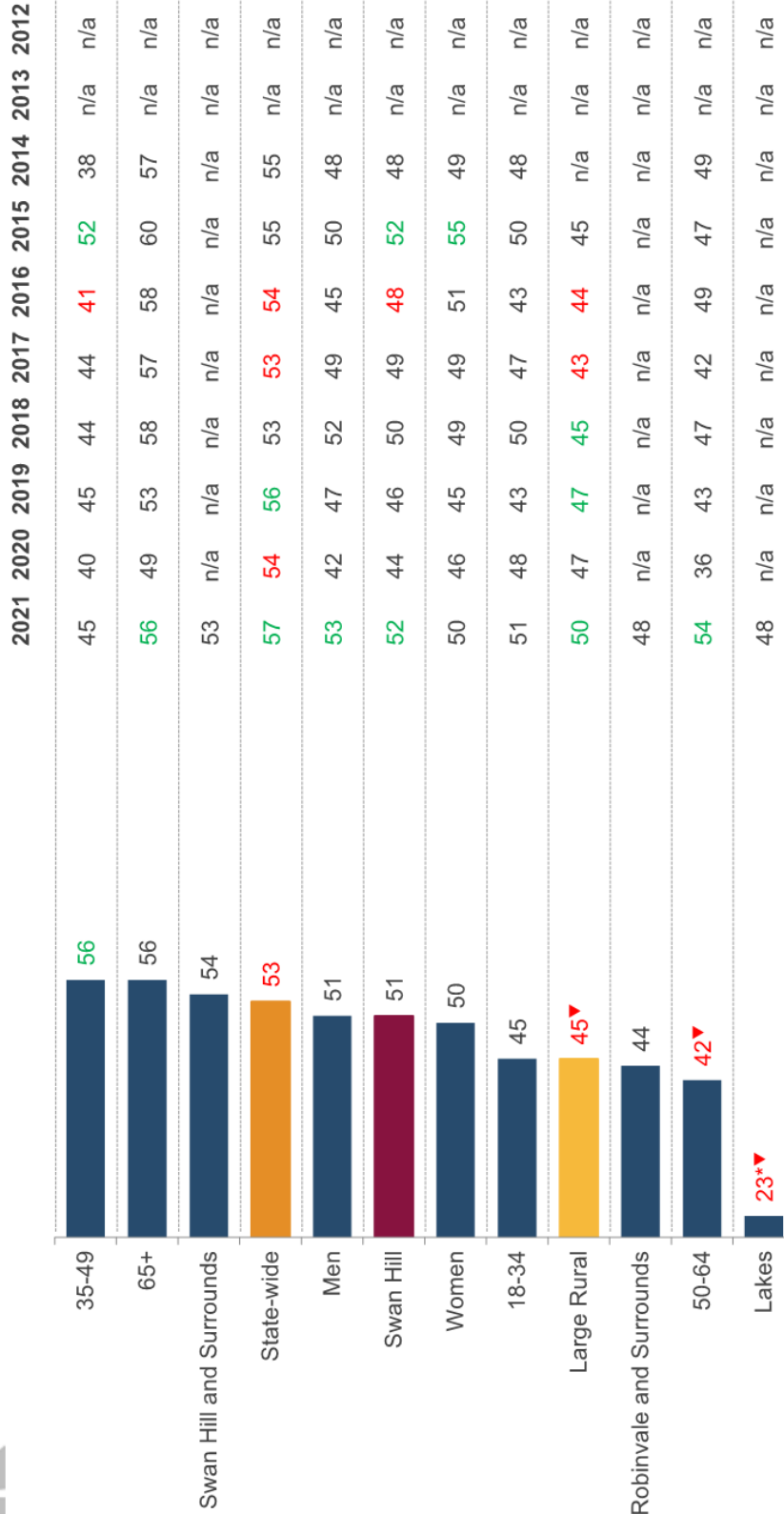
Q1. Firstly, how important should 'The condition of sealed local roads in your area' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7

*Caution: small sample size < n=30

The condition of sealed local roads in your area performance



2022 sealed local roads performance (index scores)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

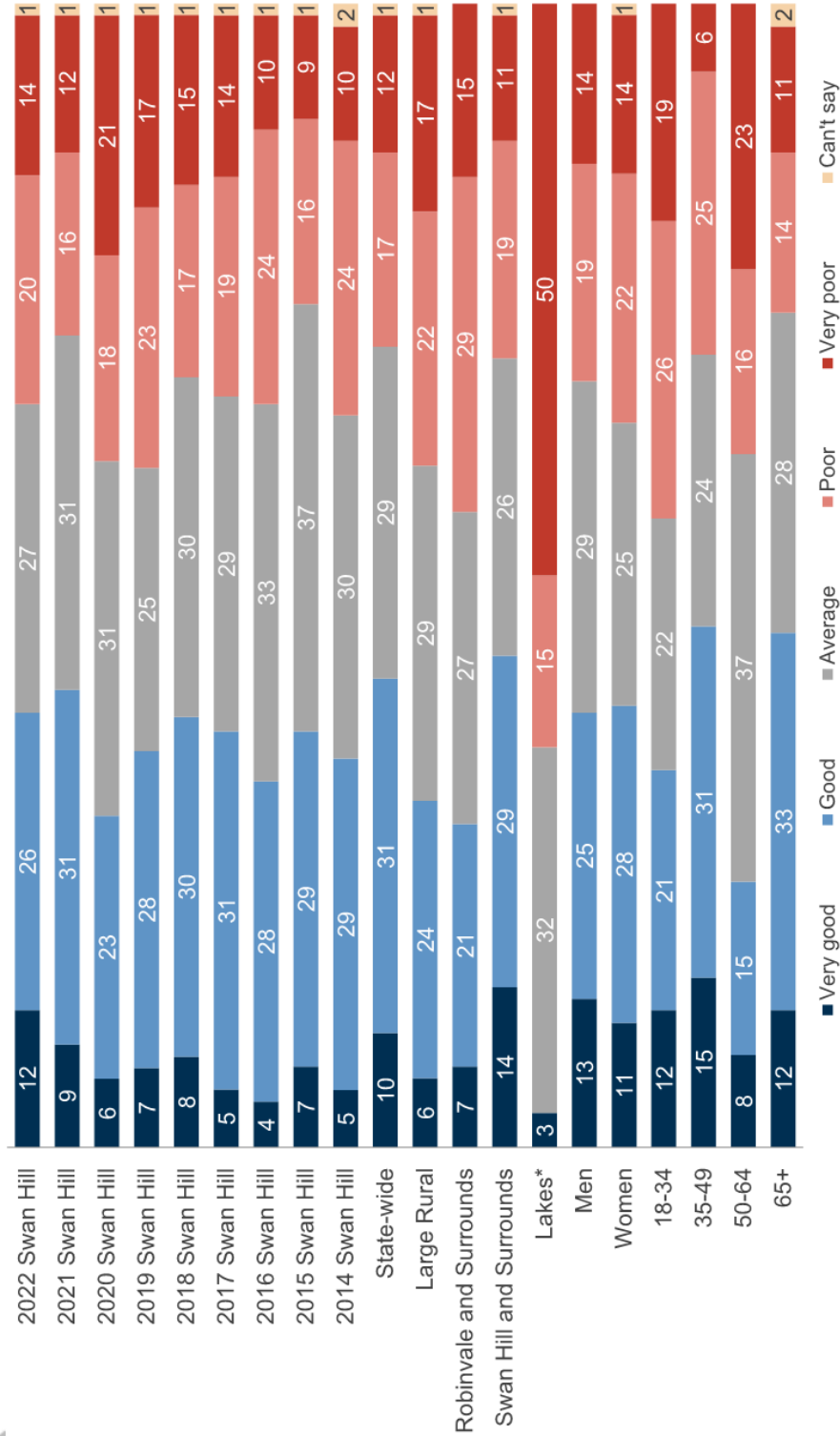
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of sealed local roads in your area performance



2022 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

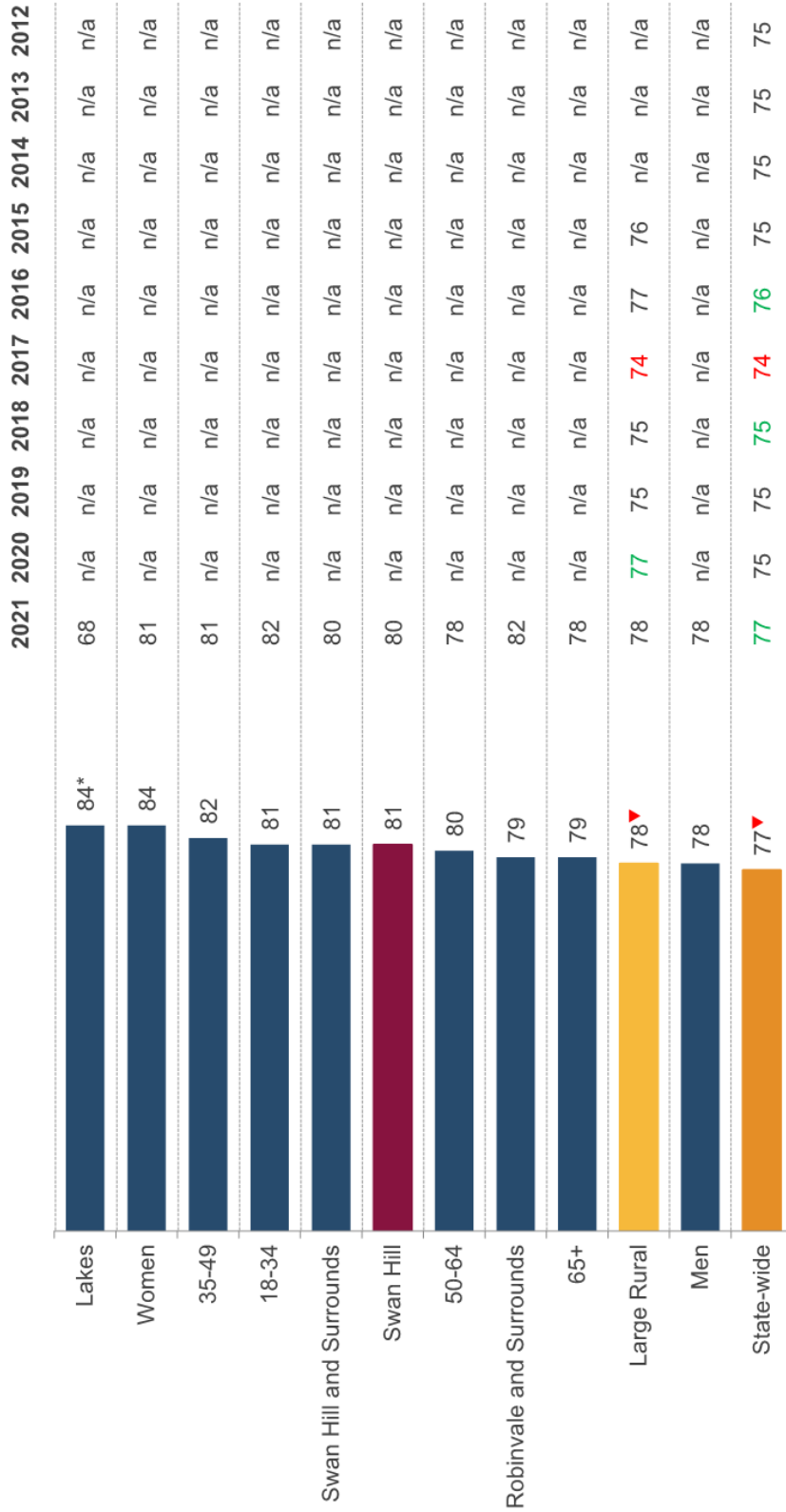
*Caution: small sample size < n=30



Informing the community importance



2022 informing community importance (index scores)



Q1. Firstly, how important should 'informing the community' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 25 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

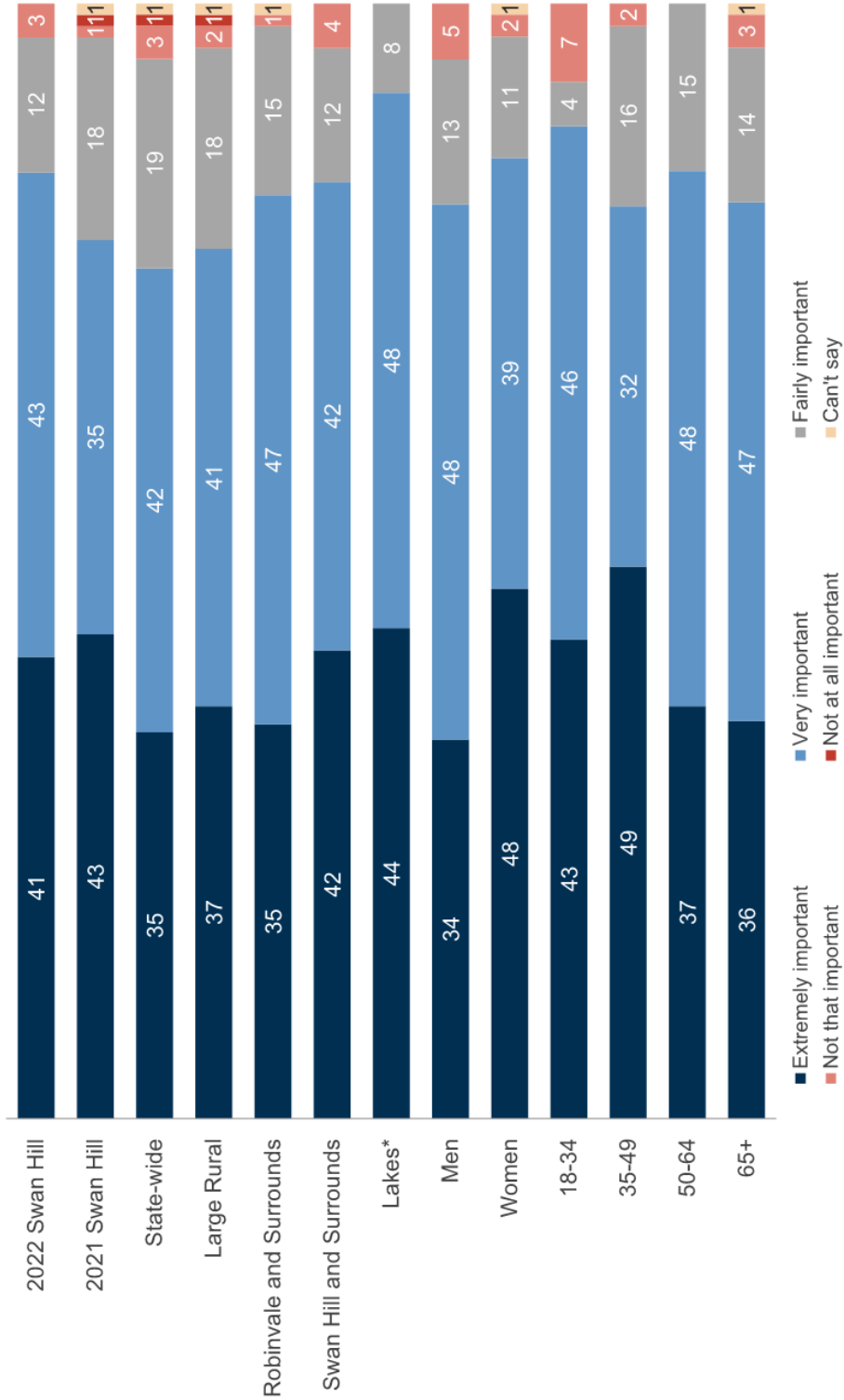
*Caution: small sample size < n=30



Informing the community importance



2022 informing community importance (%)



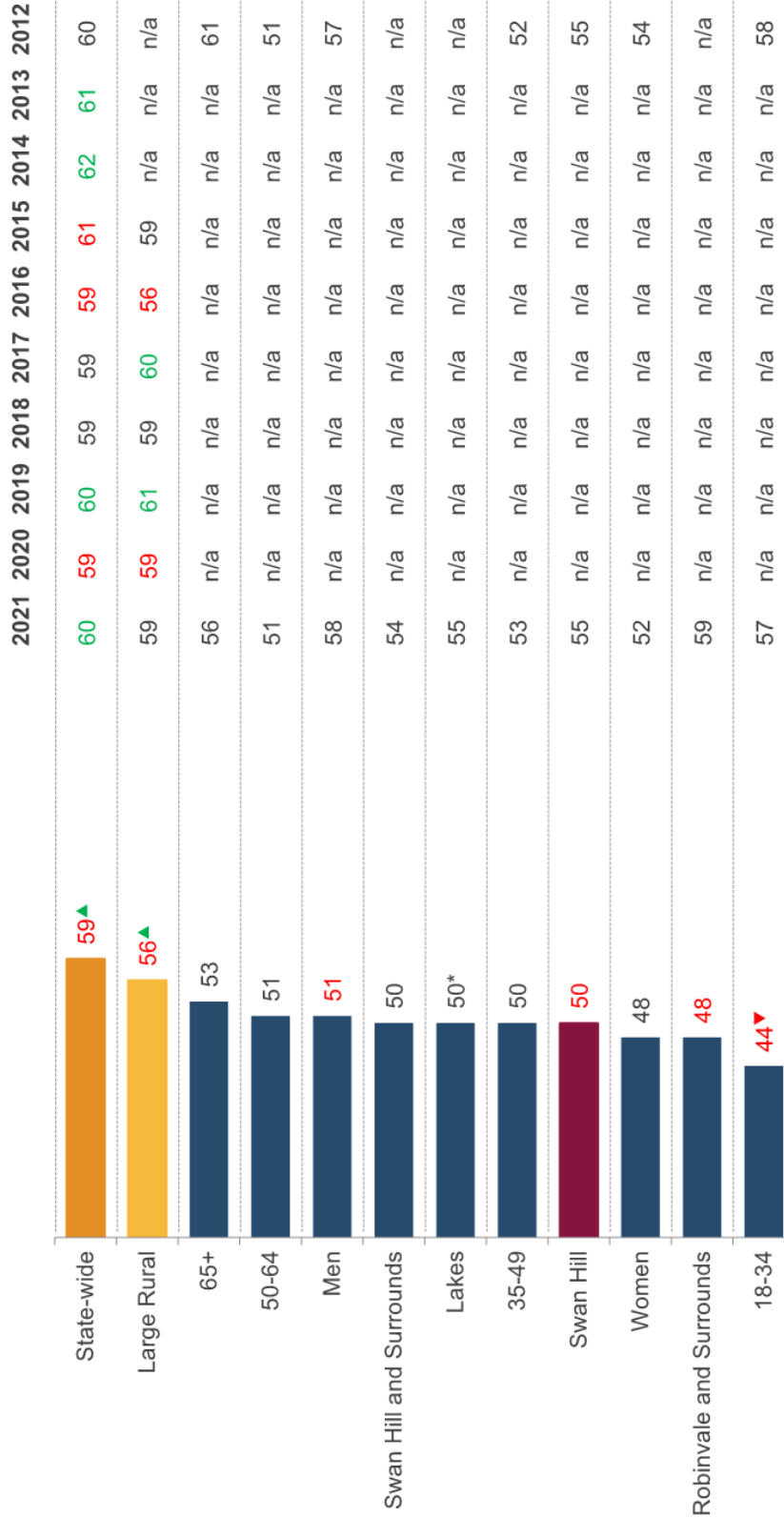
Q1. Firstly, how important should 'informing the community' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 25 Councils asked group: 6
 *Caution: small sample size < n=30



Informing the community performance



2022 informing community performance (index scores)



Q2. How has Council performed on 'informing the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 36 Councils asked group: 7

Note: Please see Appendix A for explanation of significant differences.

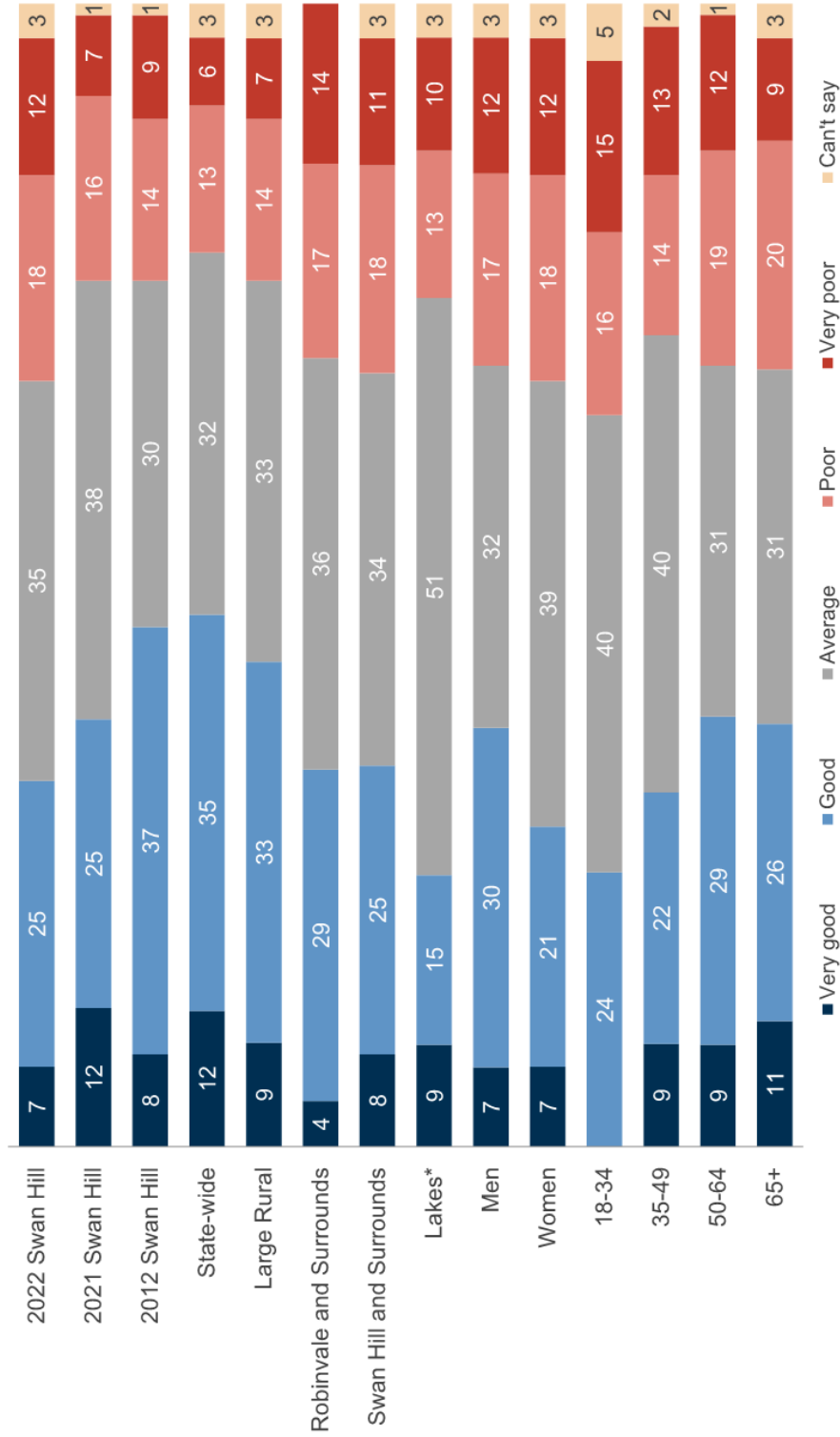
*Caution: small sample size < n=30



Informing the community performance



2022 informing community performance (%)



Q2. How has Council performed on 'informing the community' over the last 12 months?

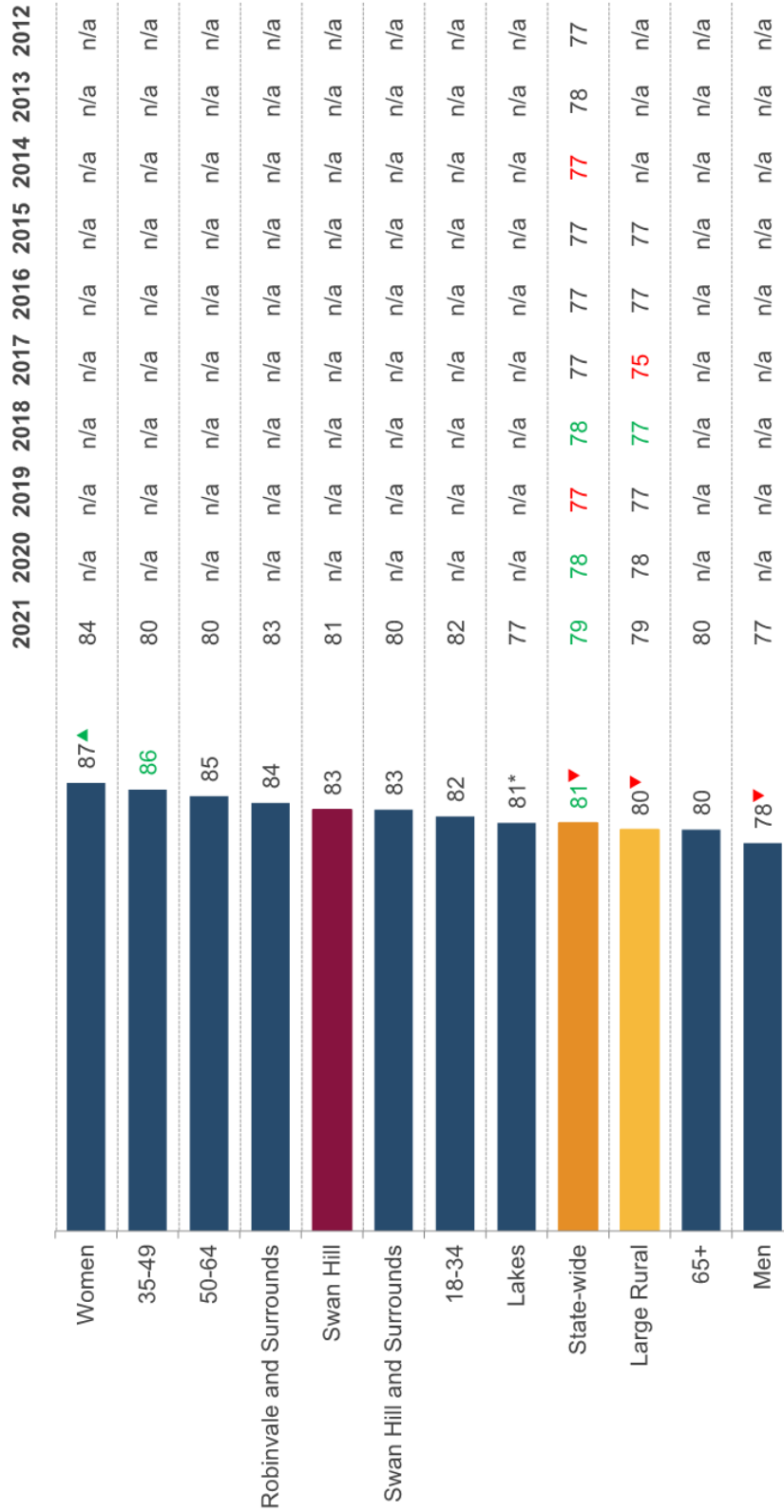
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 7

*Caution: small sample size < n=30

The condition of local streets and footpaths in your area importance



2022 streets and footpaths importance (index scores)



Q1. Firstly, how important should 'The condition of local streets and footpaths in your area' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 25 Councils asked group: 7

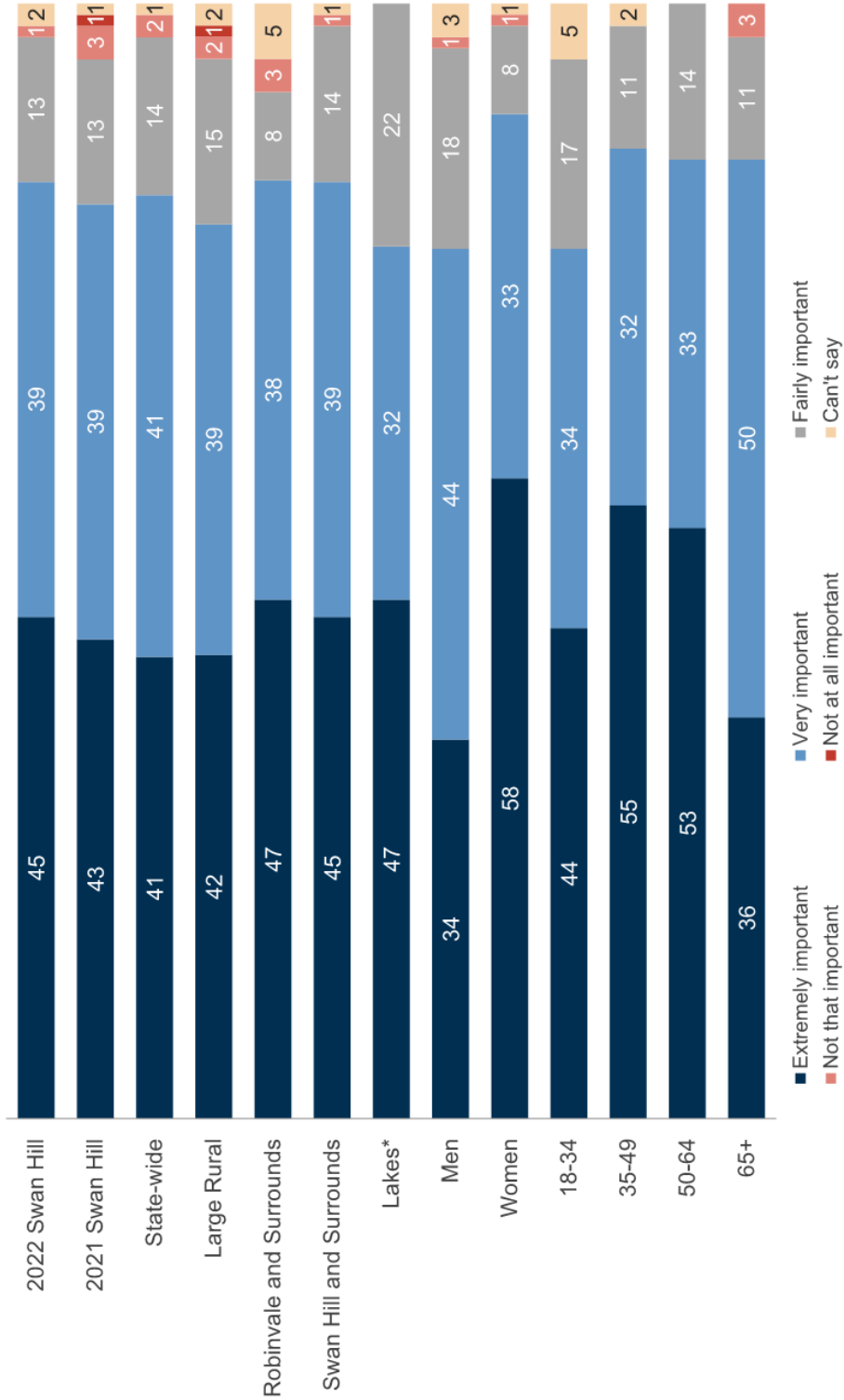
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of local streets and footpaths in your area importance



2022 streets and footpaths importance (%)



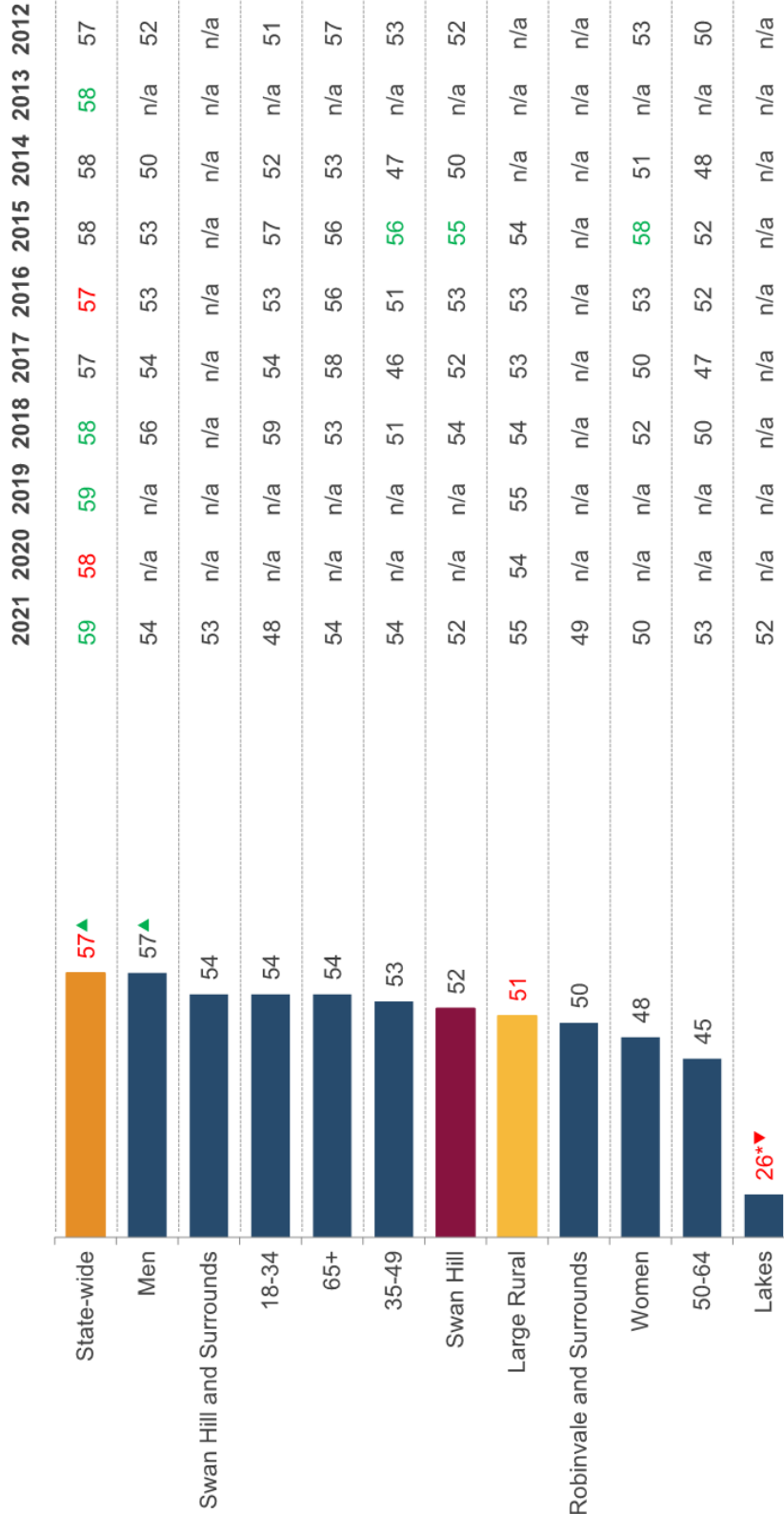
Q1. Firstly, how important should 'The condition of local streets and footpaths in your area' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 25 Councils asked group: 7

*Caution: small sample size < n=30

The condition of local streets and footpaths in your area performance



2022 streets and footpaths performance (index scores)



Q2. How has Council performed on 'The condition of local streets and footpaths in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 33 Councils asked group: 9

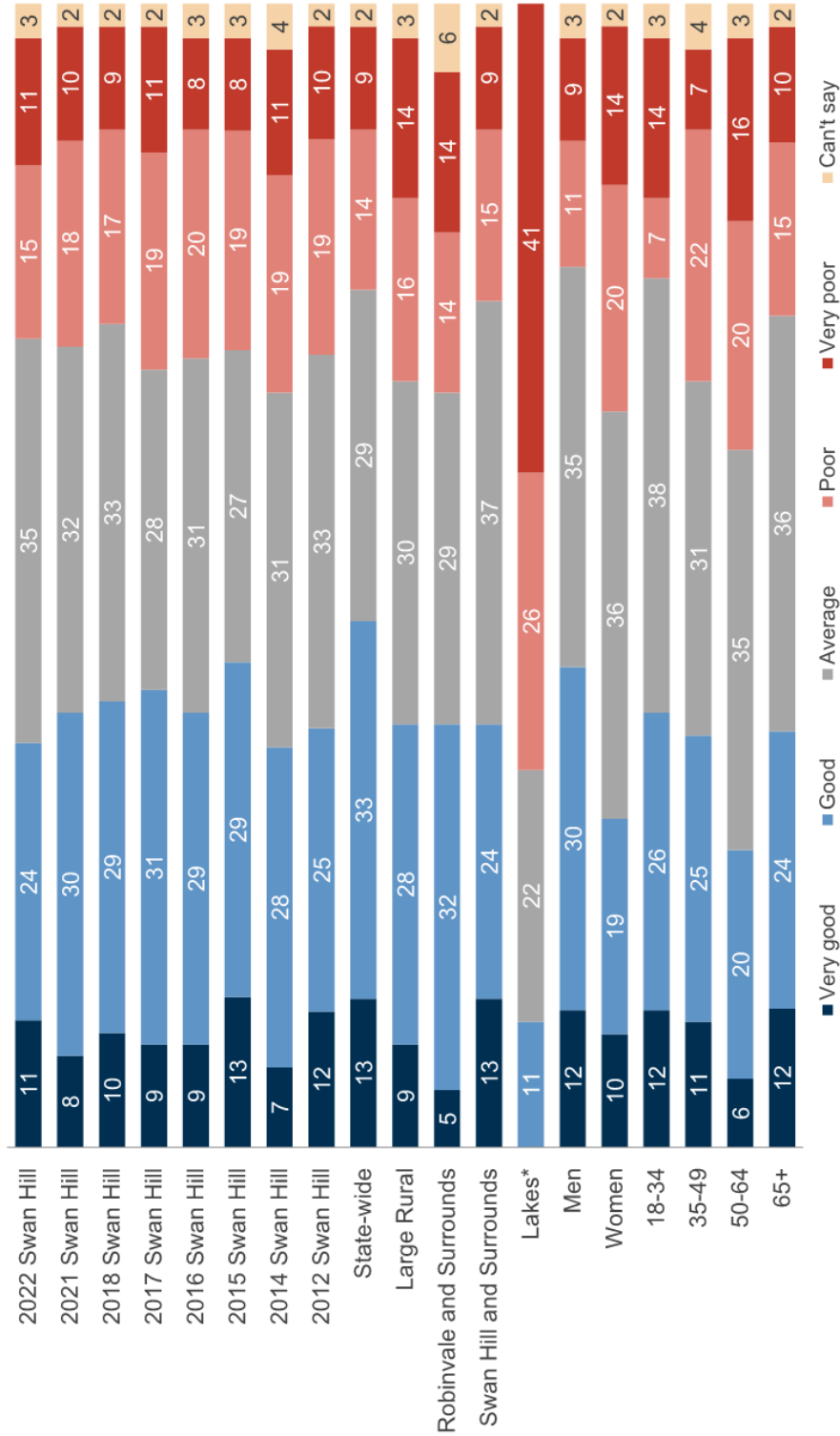
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of local streets and footpaths in your area performance



2022 streets and footpaths performance (%)



Q2. How has Council performed on 'The condition of local streets and footpaths in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 33 Councils asked group: 9

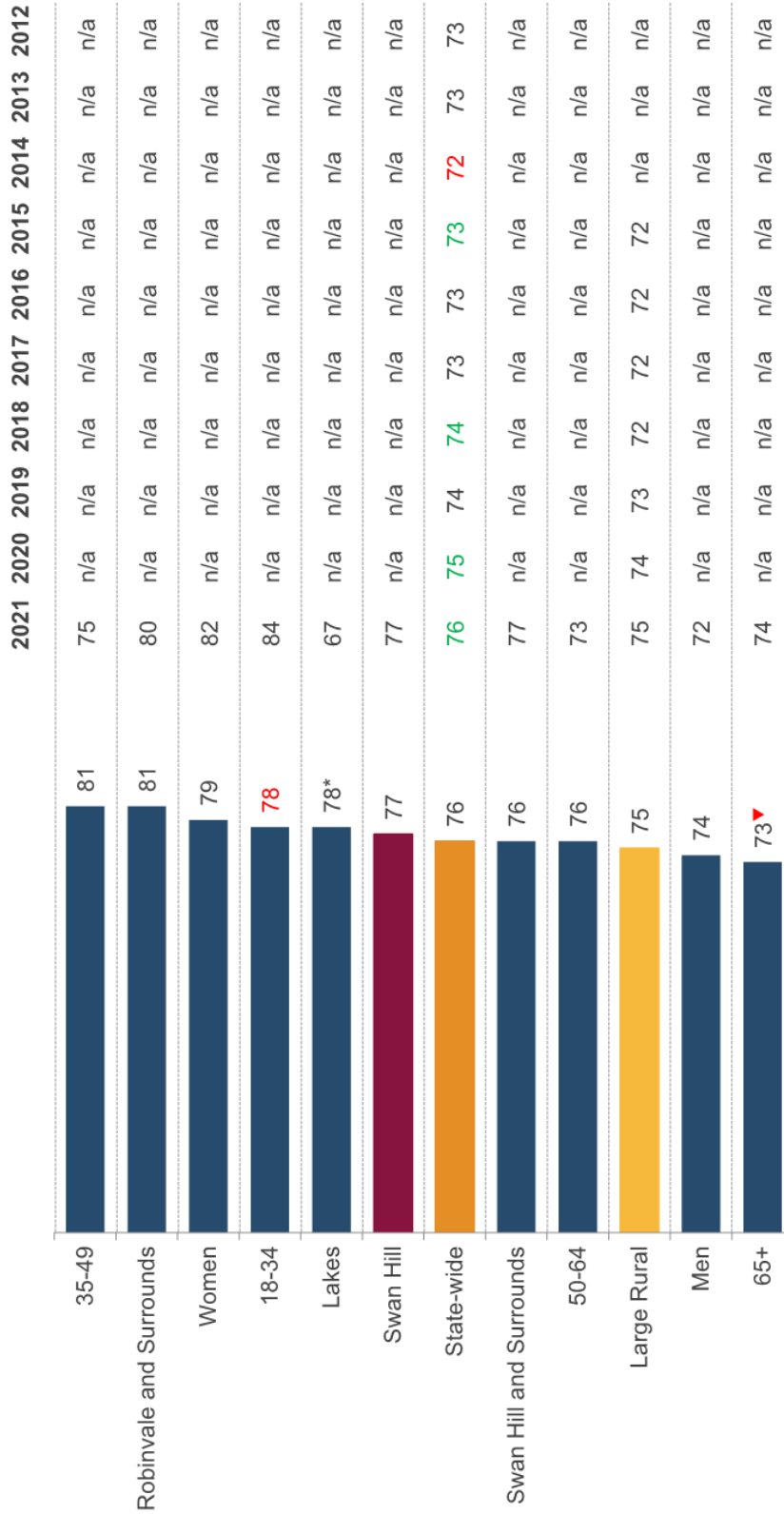
*Caution: small sample size < n=30



Family support services importance



2022 family support importance (index scores)



Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 18 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

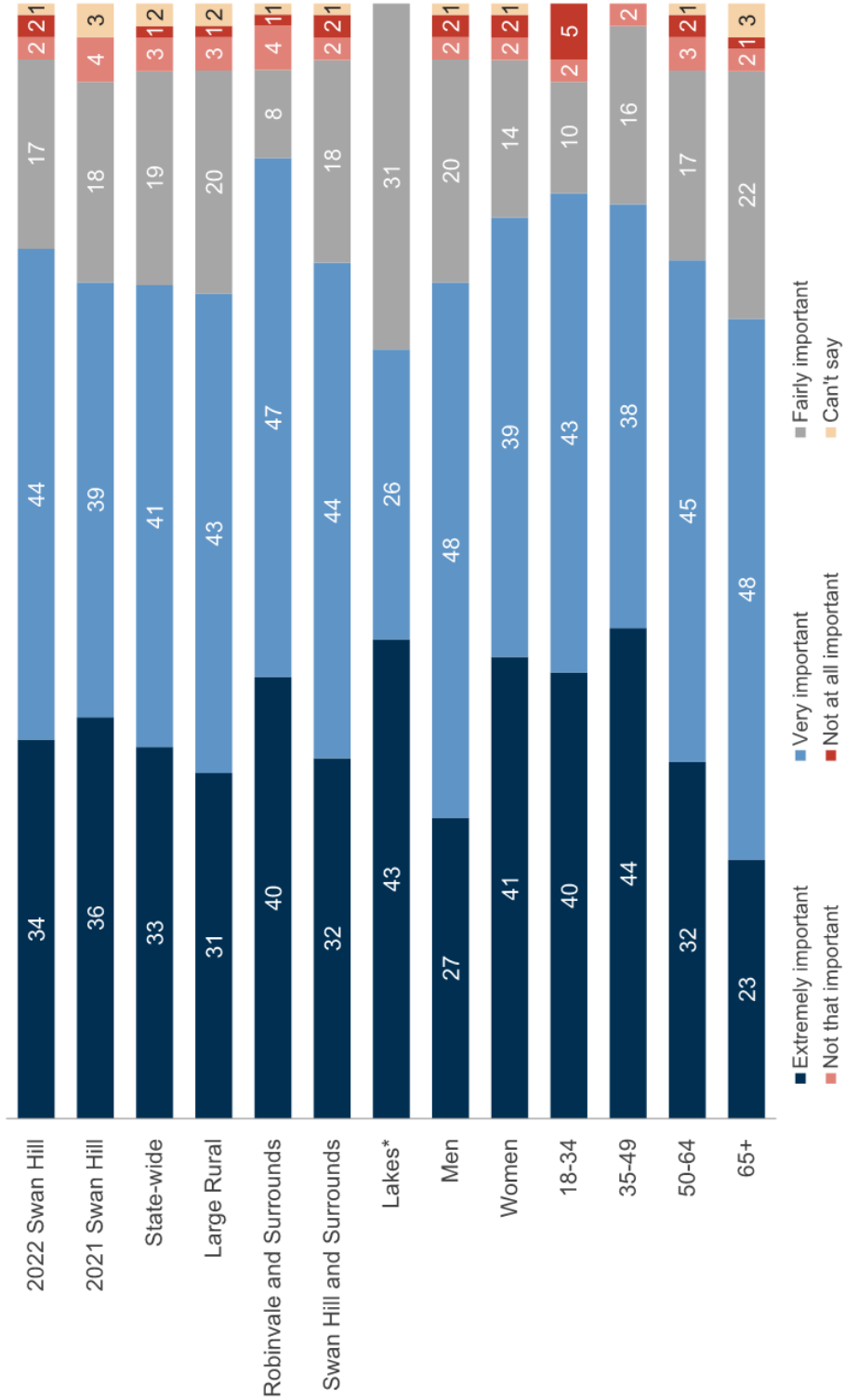
*Caution: small sample size < n=30



Family support services importance



2022 family support importance (%)



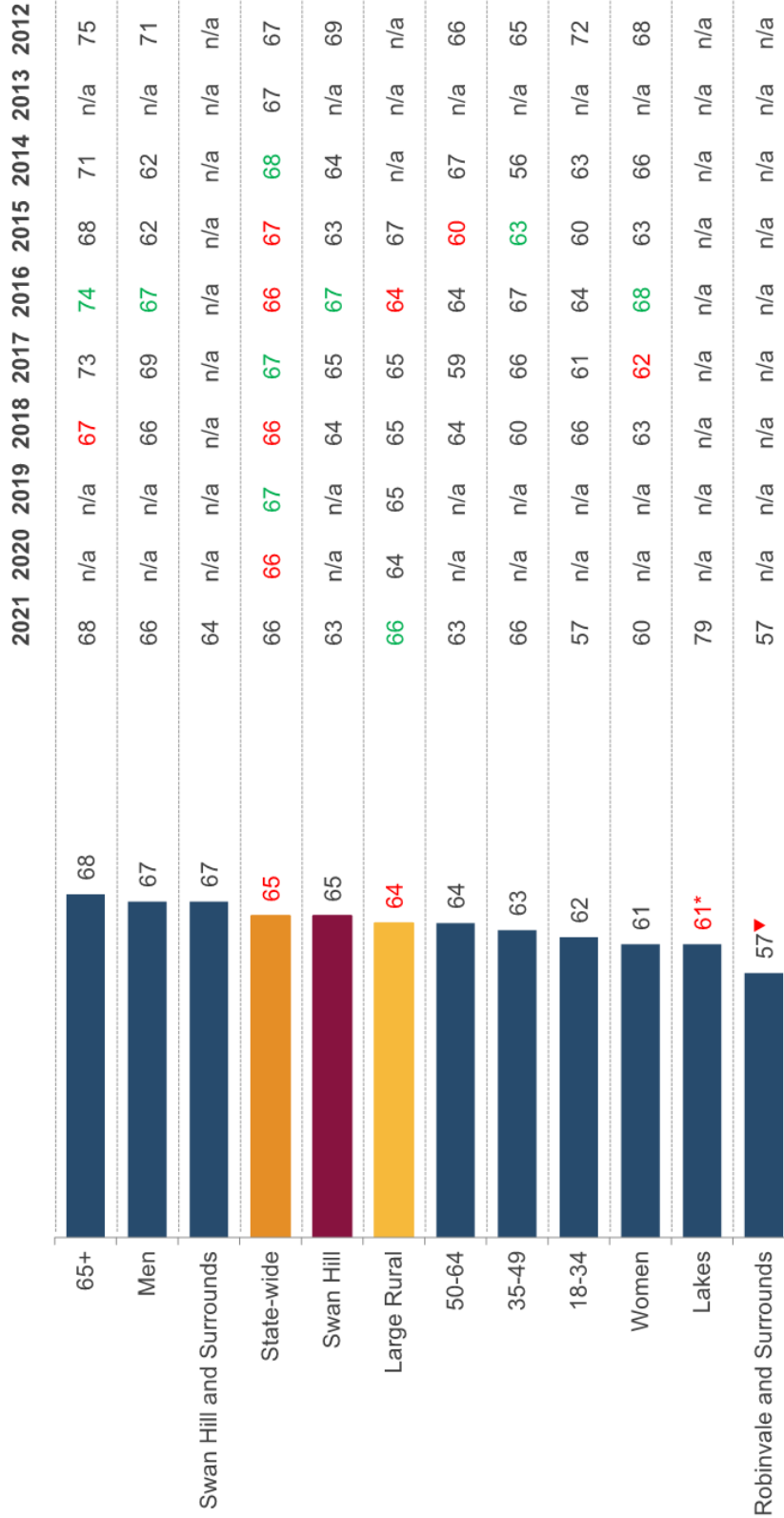
Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 18 Councils asked group: 5
 *Caution: small sample size < n=30



Family support services performance



2022 family support performance (index scores)



Q2. How has Council performed on 'Family support services' over the last 12 months?

Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7

Note: Please see Appendix A for explanation of significant differences.

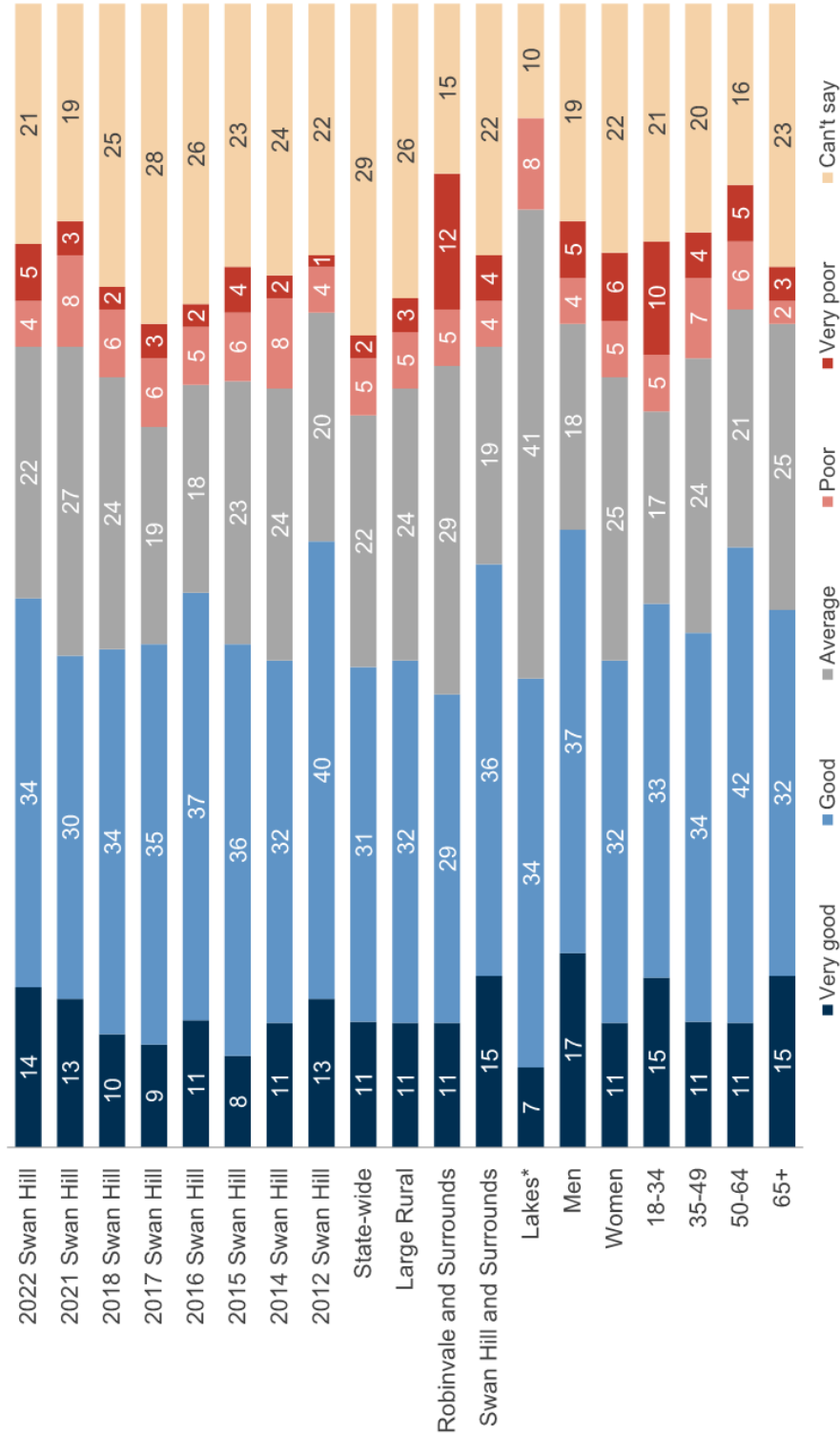
*Caution: small sample size < n=30



Family support services performance



2022 family support performance (%)



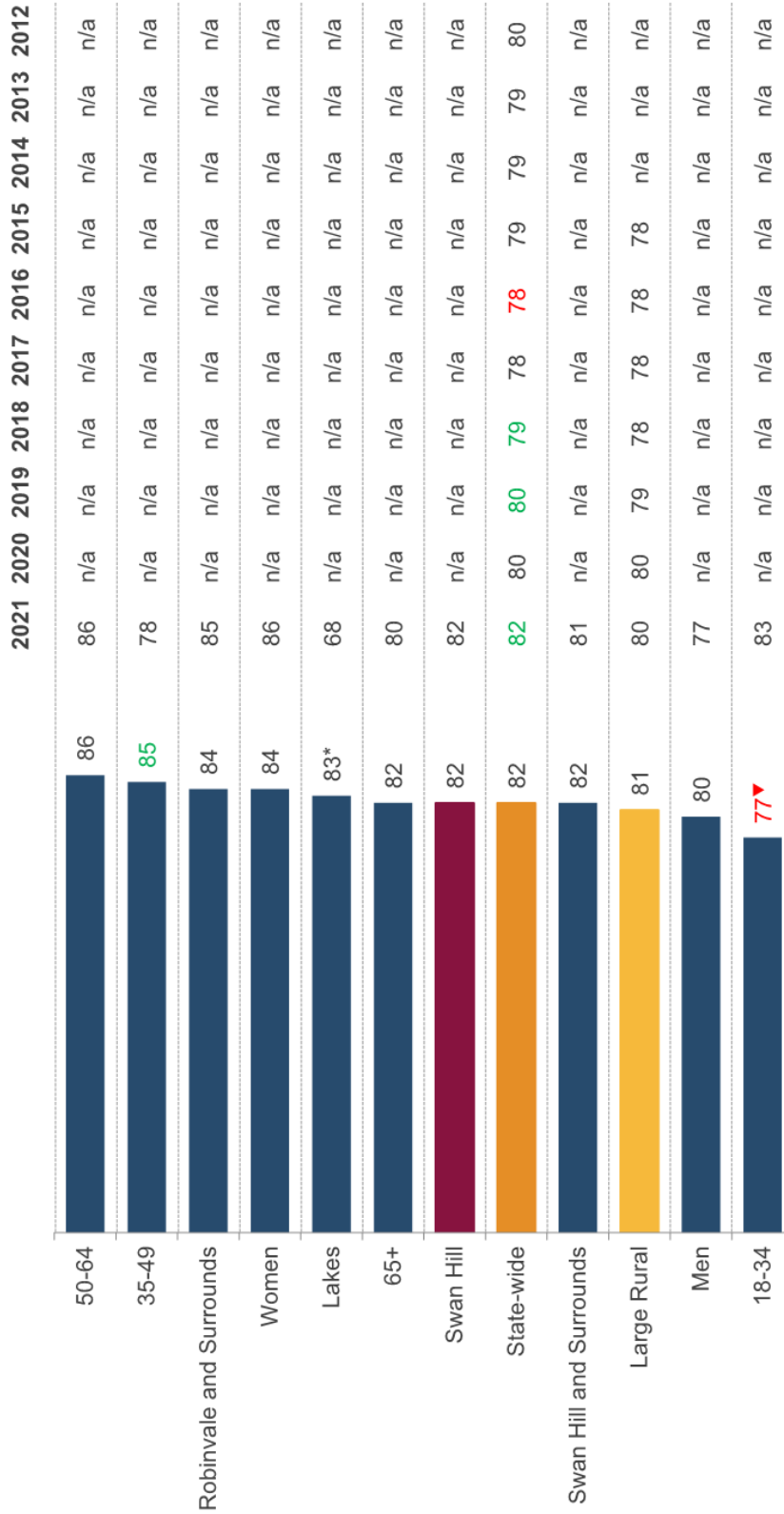
Q2. How has Council performed on 'Family support services' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7
 *Caution: small sample size < n=30



Elderly support services importance



2022 elderly support importance (index scores)



Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 20 Councils asked group: 4

Note: Please see Appendix A for explanation of significant differences.

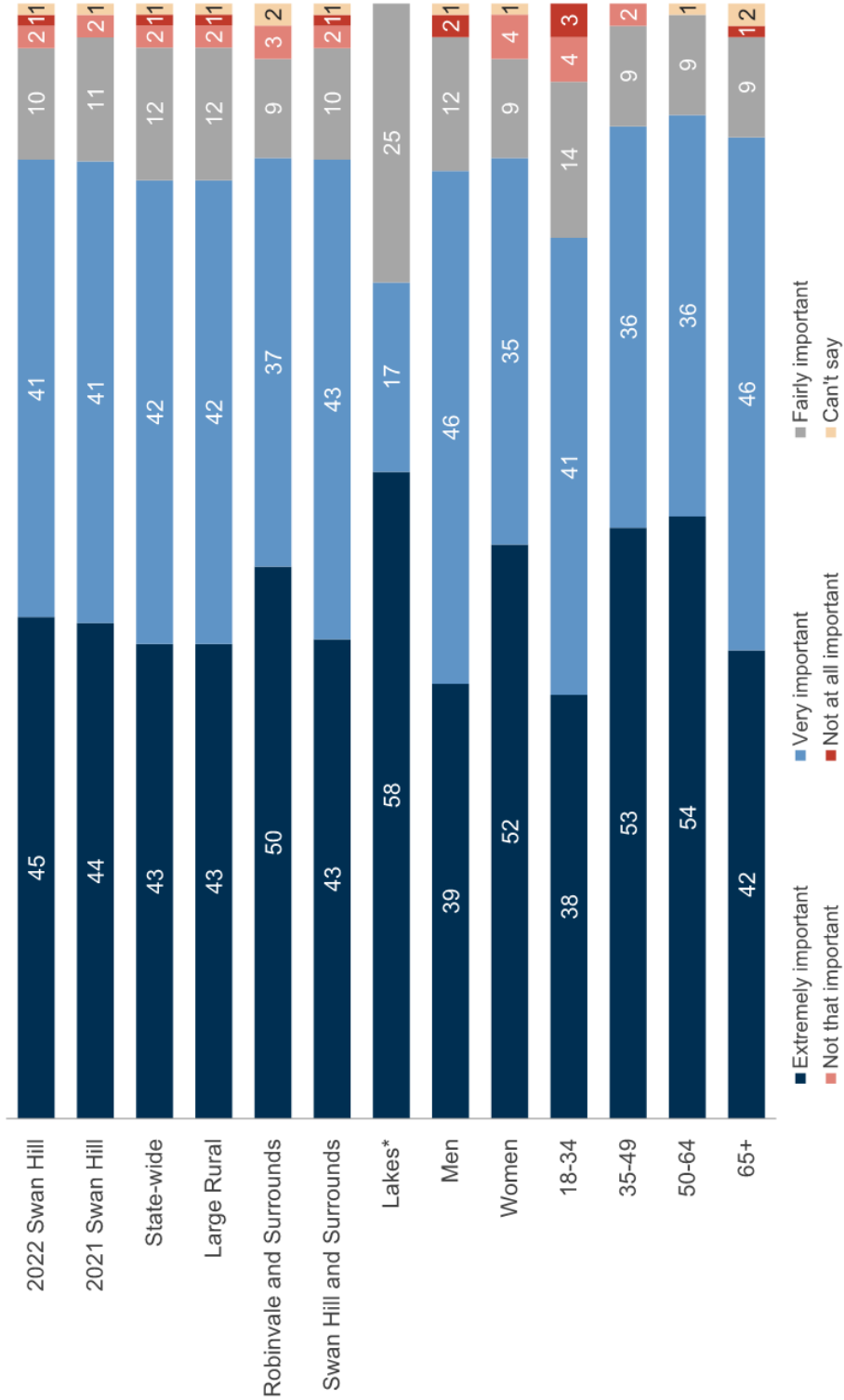
*Caution: small sample size < n=30



Elderly support services importance



2022 elderly support importance (%)



Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 20 Councils asked group: 4

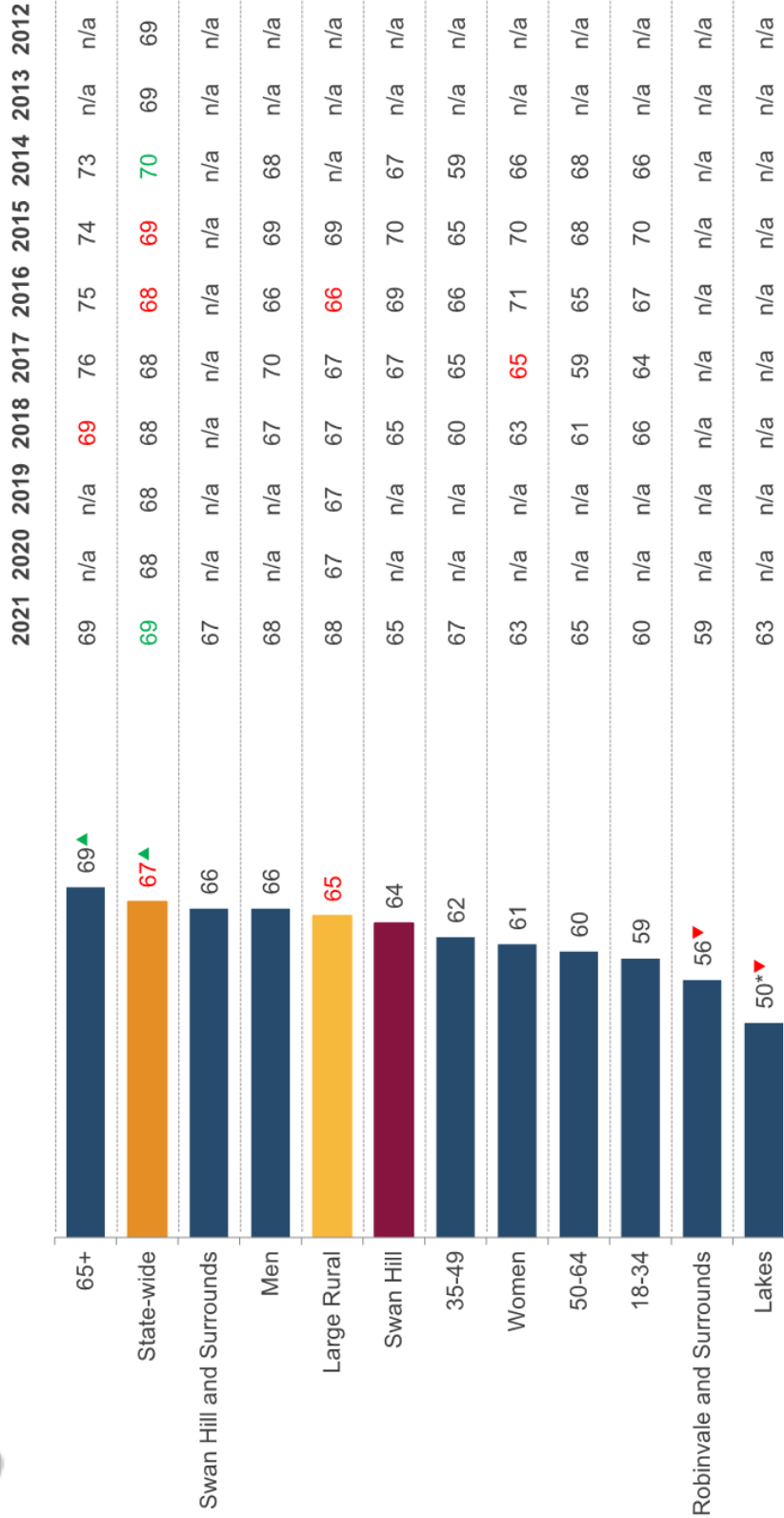
*Caution: small sample size < n=30



Elderly support services performance



2022 elderly support performance (index scores)



Q2. How has Council performed on 'Elderly support services' over the last 12 months?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 7

Note: Please see Appendix A for explanation of significant differences.

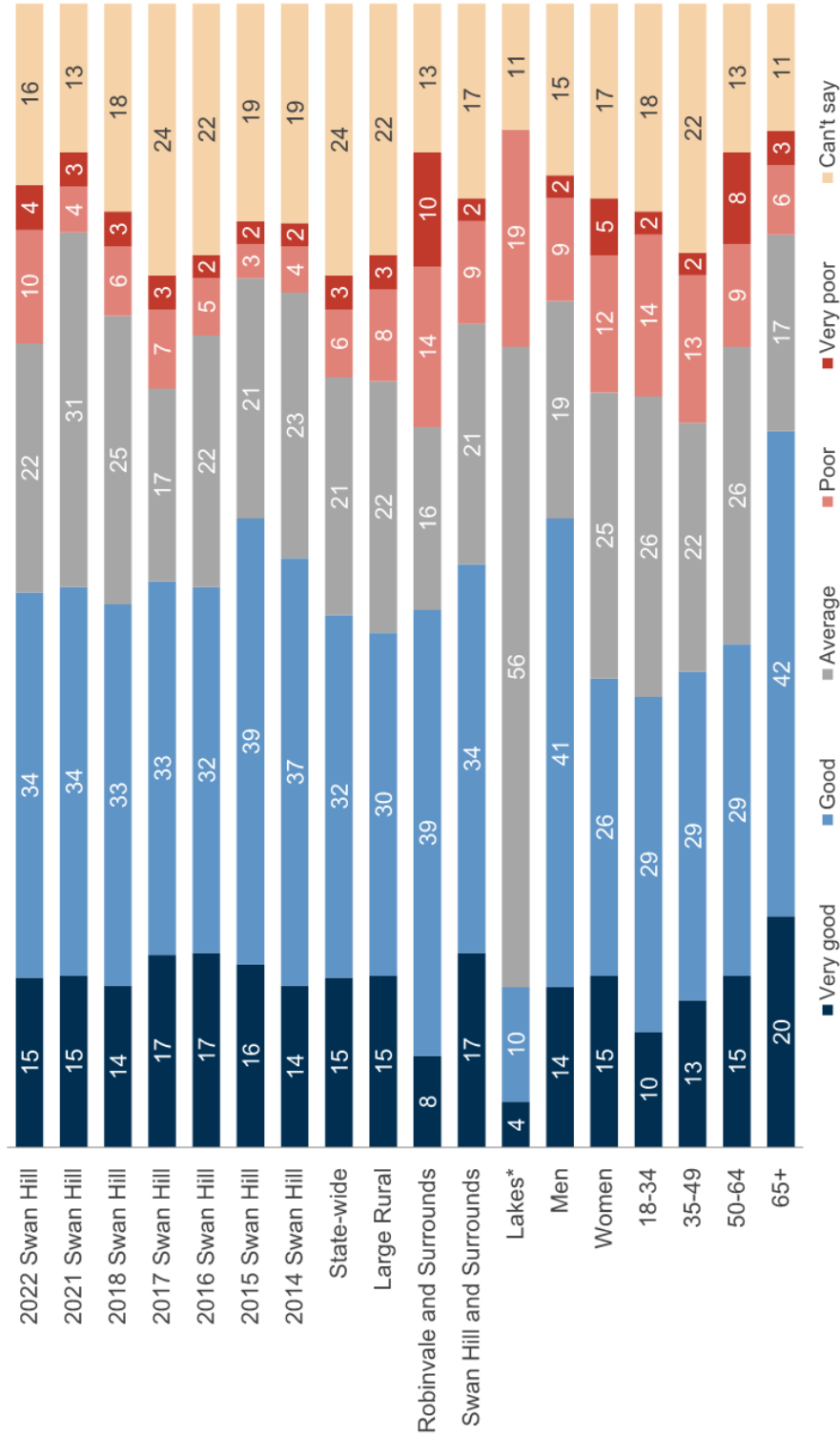
*Caution: small sample size < n=30



Elderly support services performance



2022 elderly support performance (%)



Q2. How has Council performed on 'Elderly support services' over the last 12 months?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 7

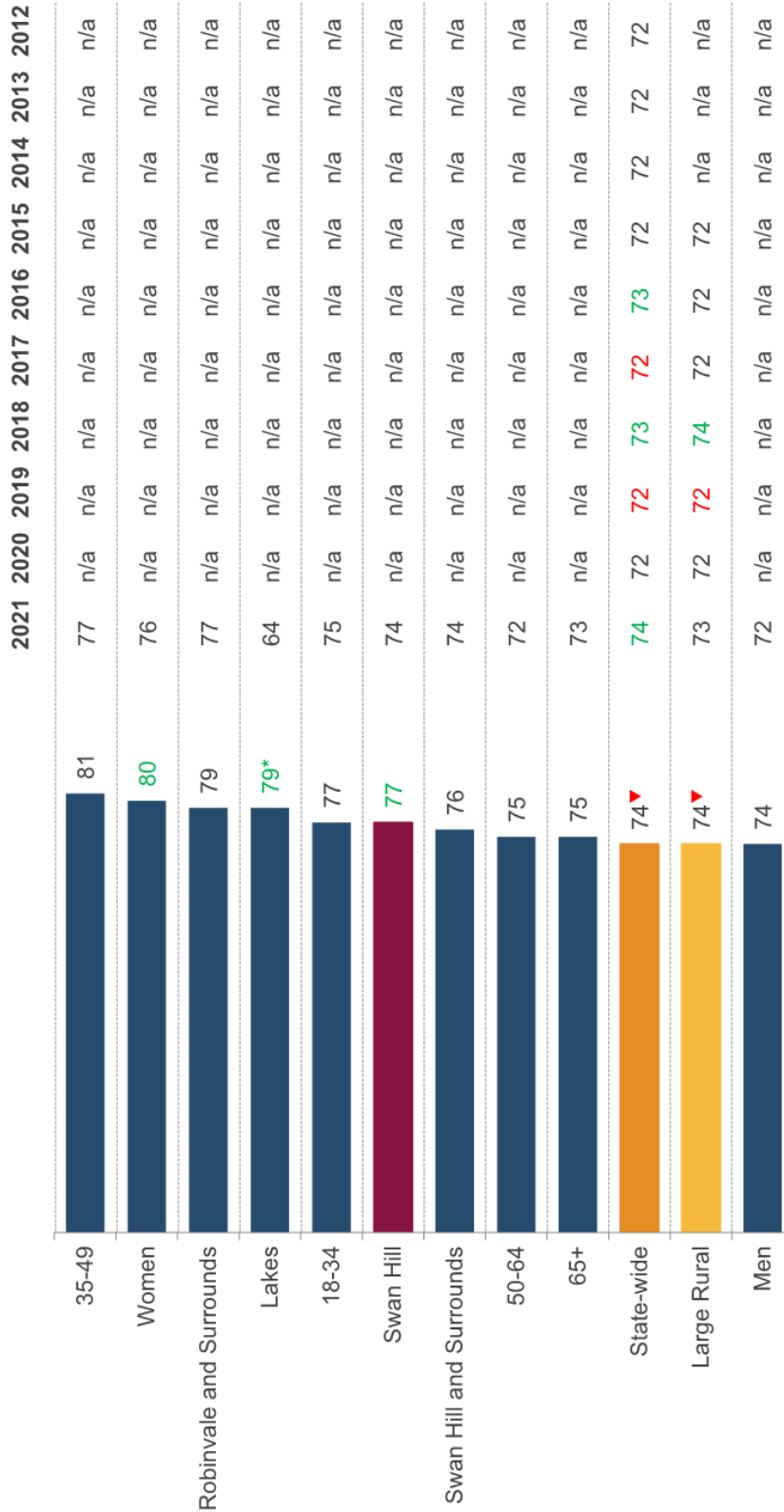
*Caution: small sample size < n=30



Recreational facilities importance



2022 recreational facilities importance (index scores)



Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 33 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

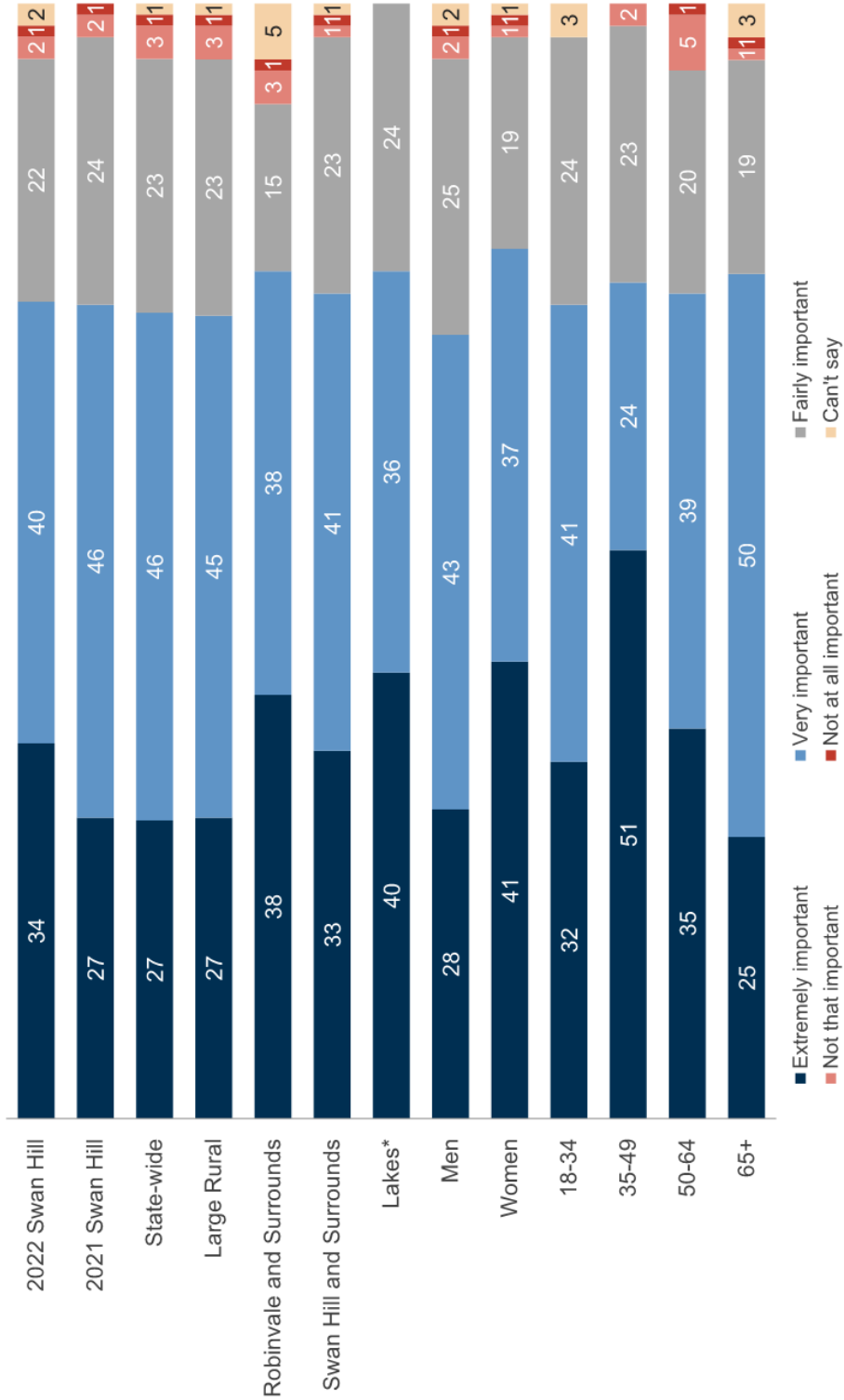
*Caution: small sample size < n=30



Recreational facilities importance



2022 recreational facilities importance (%)



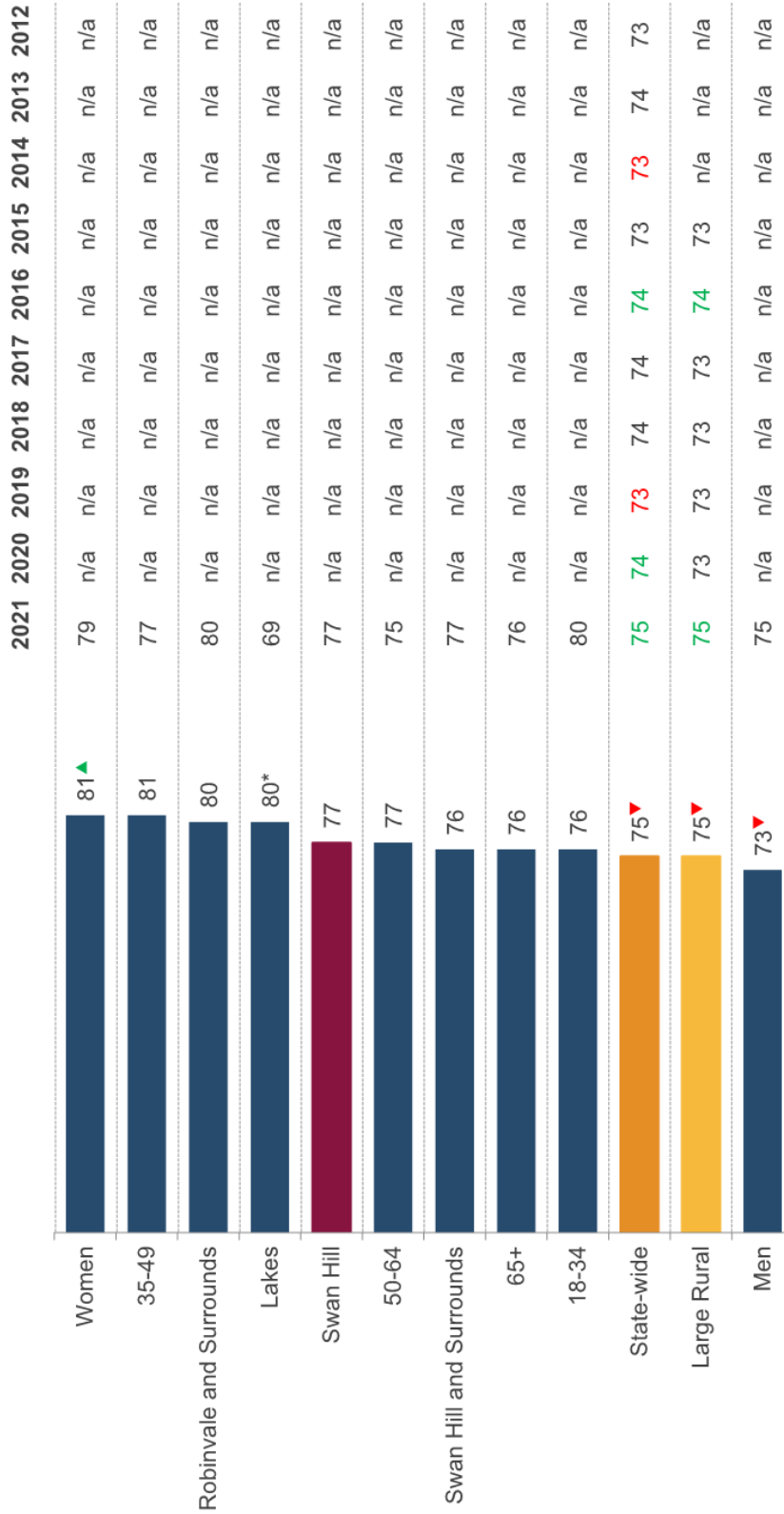
Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 33 Councils asked group: 9
 *Caution: small sample size < n=30



The appearance of public areas importance



2022 public areas importance (index scores)



Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

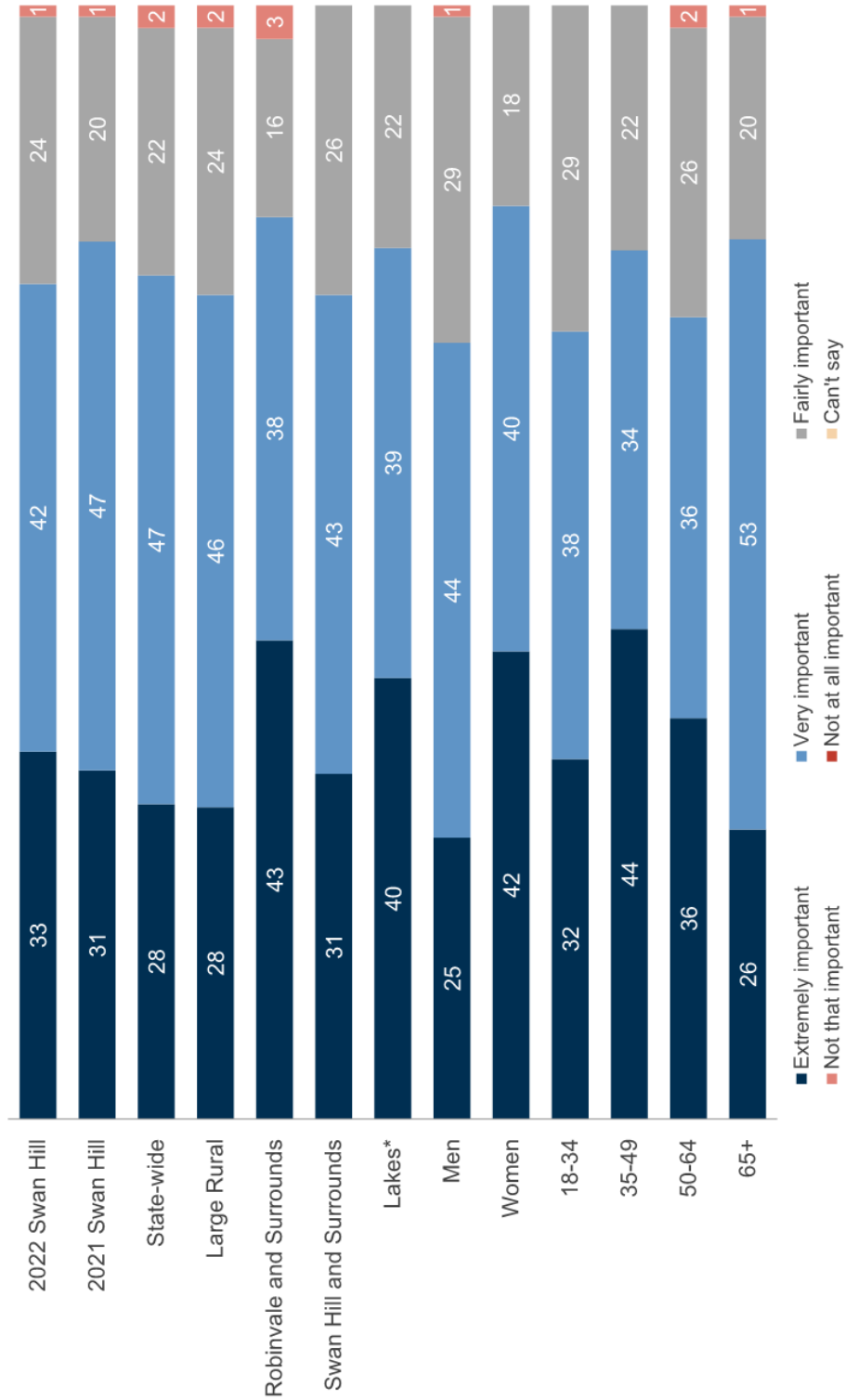
*Caution: small sample size < n=30



The appearance of public areas importance



2022 public areas importance (%)



Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9

*Caution: small sample size < n=30



The appearance of public areas performance



2022 public areas performance (index scores)

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
65+	76	73	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Swan Hill and Surrounds	75	72	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
35-49	74	70	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Men	73	71	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Swan Hill	73	71	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Women	72	70	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
18-34	71	68	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-wide	71	73	72	71	71	71	72	72	71	71
Large Rural	67	70	71	70	69	69	69	n/a	n/a	n/a
50-64	67	74	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Robinvale and Surrounds	65	68	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lakes	59*	71	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?

Base: All respondents. Councils asked State-wide: 43 Councils asked group: 11

Note: Please see Appendix A for explanation of significant differences.

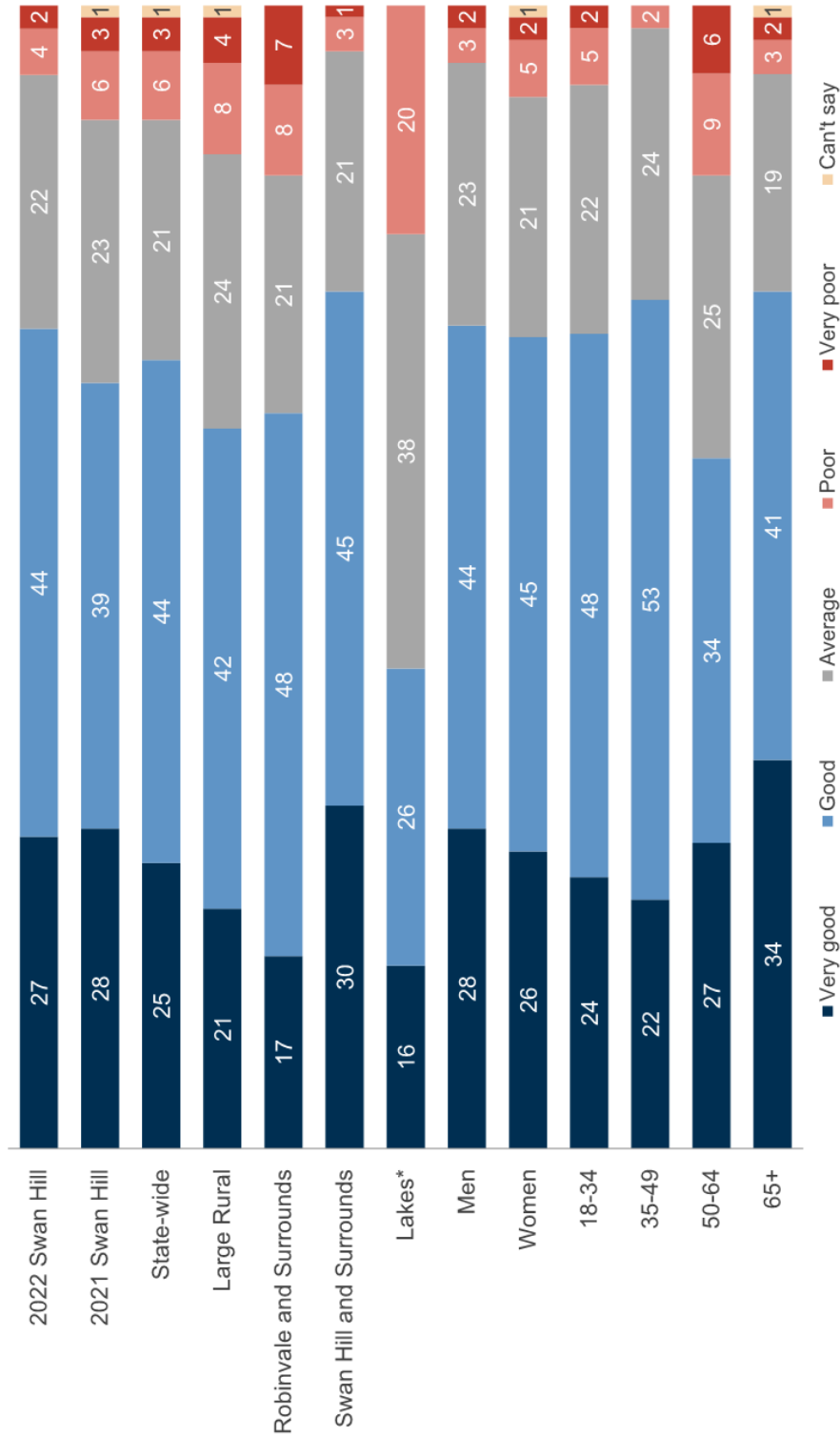
*Caution: small sample size < n=30



The appearance of public areas performance



2022 public areas performance (%)



Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?

Base: All respondents. Councils asked State-wide: 43 Councils asked group: 11

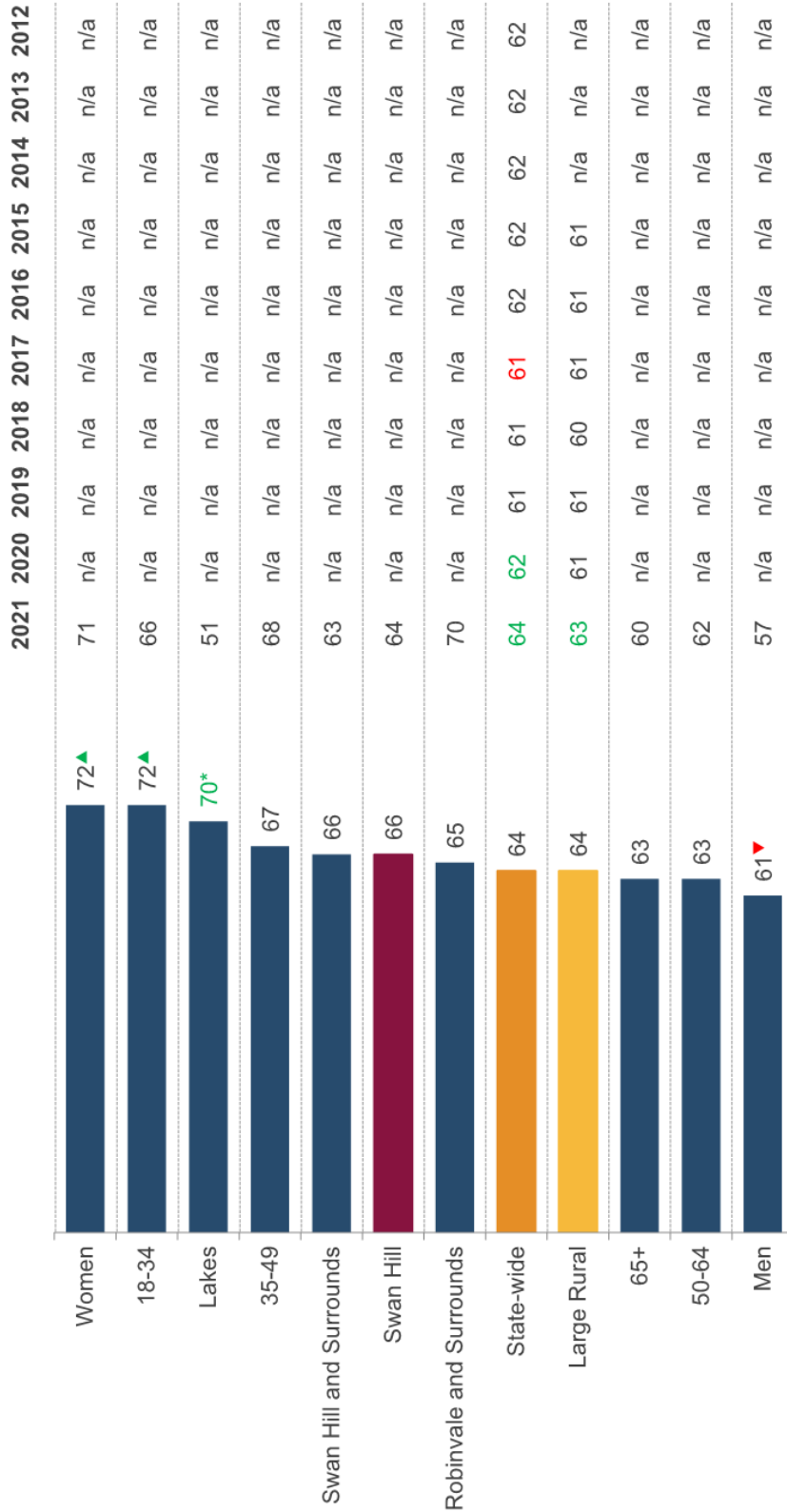
*Caution: small sample size < n=30



Community and cultural activities importance



2022 community and cultural activities importance (index scores)



Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 22 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

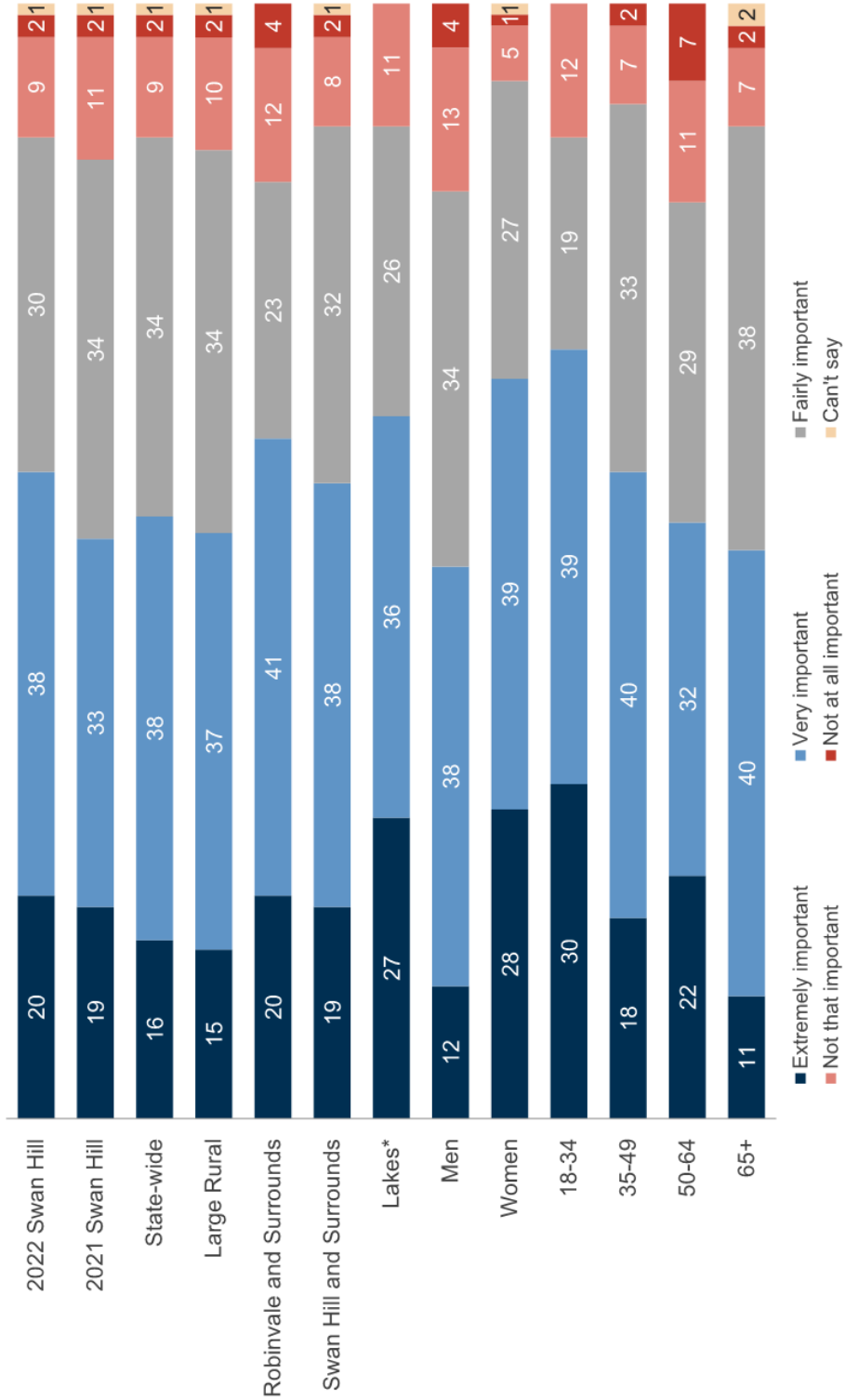
*Caution: small sample size < n=30



Community and cultural activities importance



2022 community and cultural activities importance (%)



Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 22 Councils asked group: 5

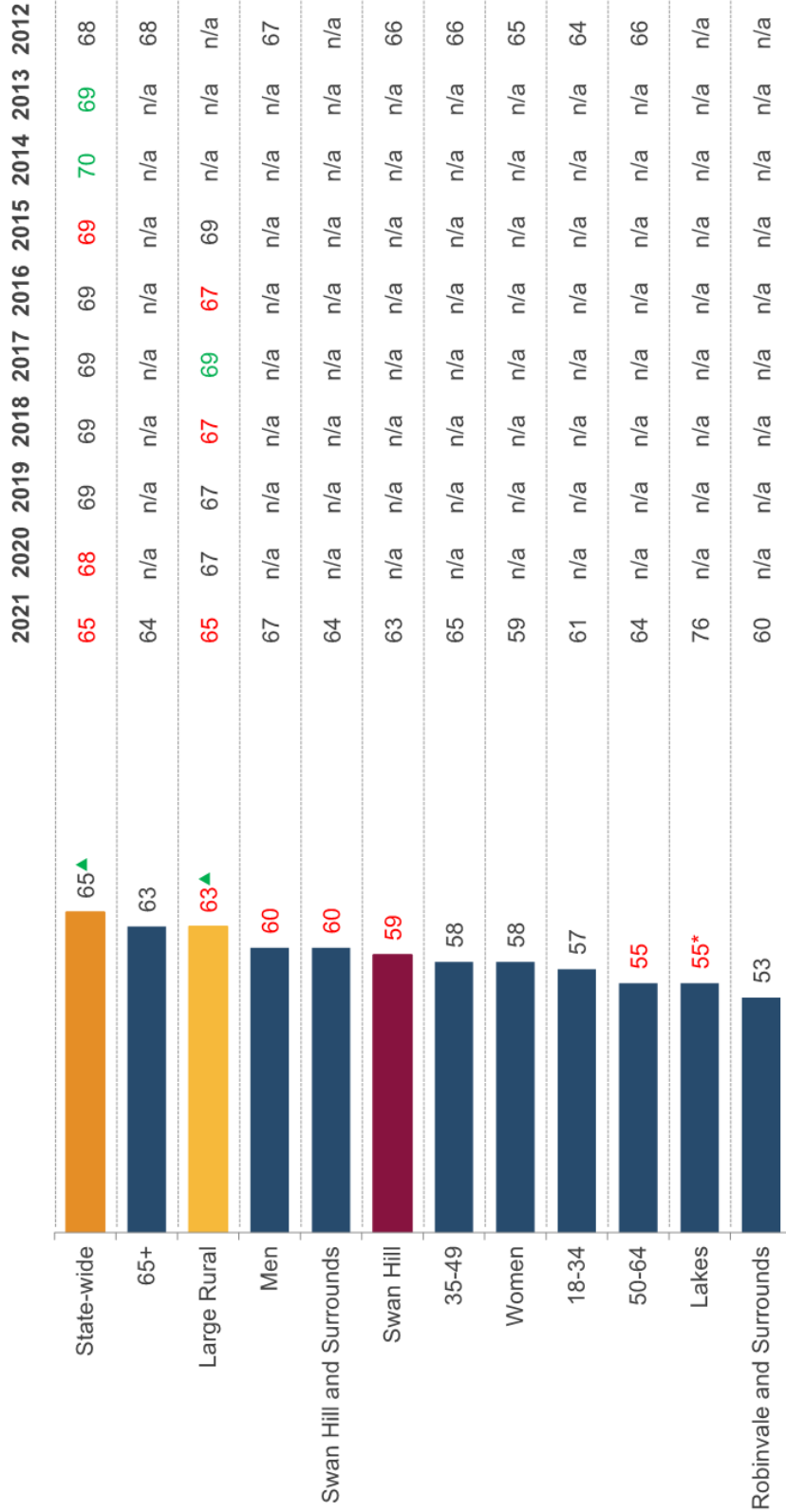
*Caution: small sample size < n=30



Community and cultural activities performance



2022 community and cultural activities performance (index scores)



Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 7

Note: Please see Appendix A for explanation of significant differences.

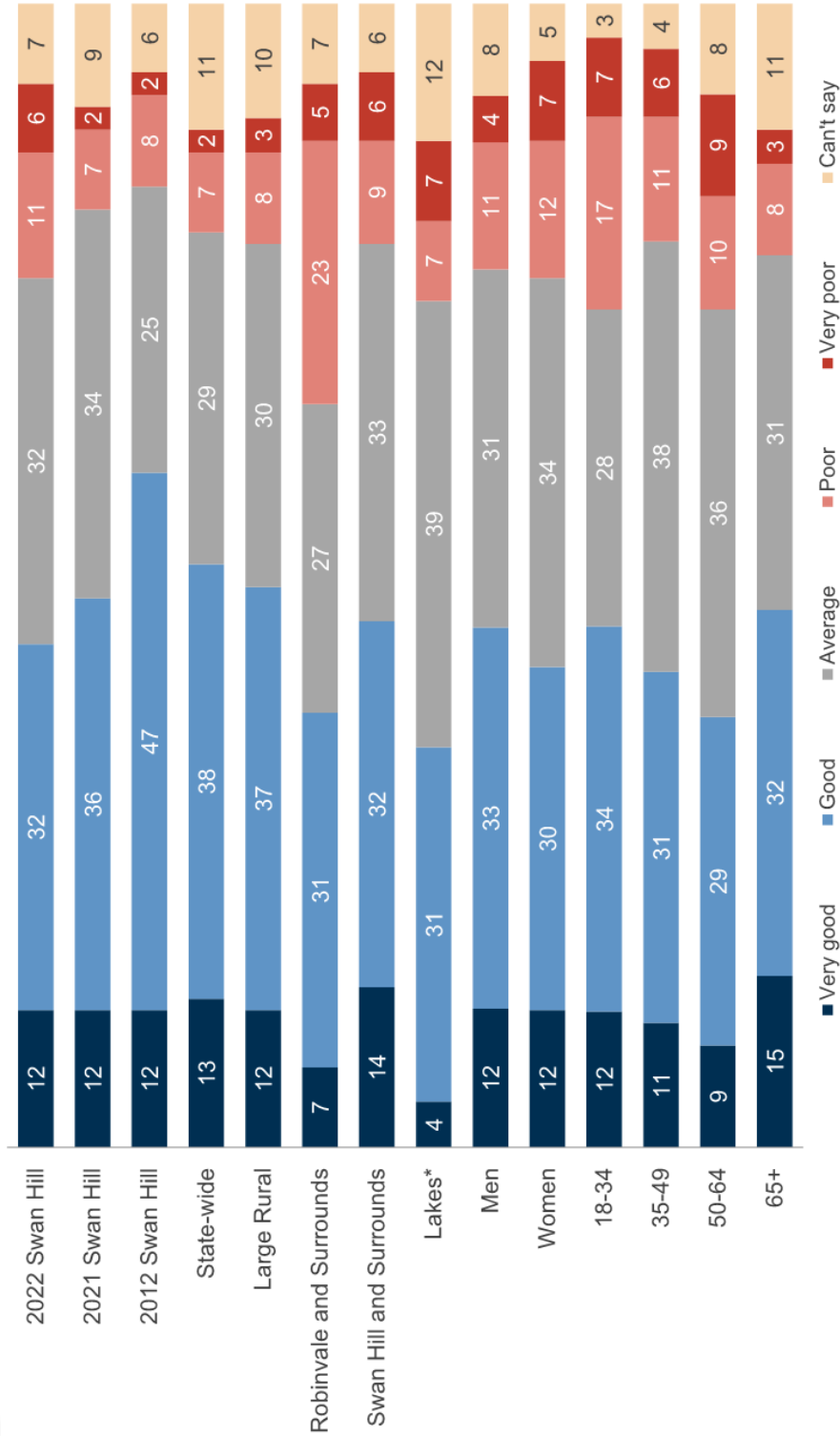
*Caution: small sample size < n=30



Community and cultural activities performance



2022 community and cultural activities performance (%)



Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 7

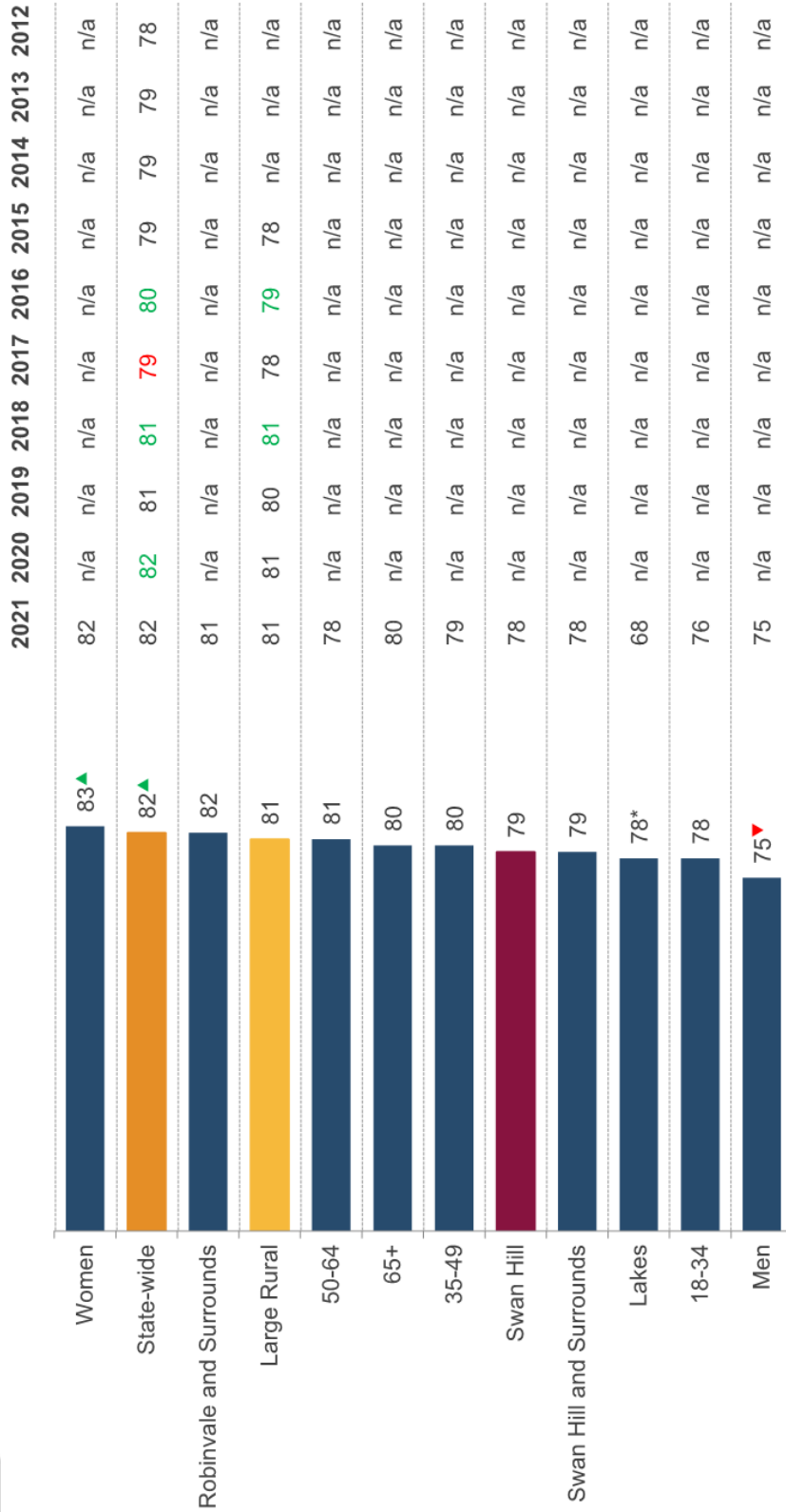
*Caution: small sample size < n=30



Waste management importance



2022 waste management importance (index scores)



Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

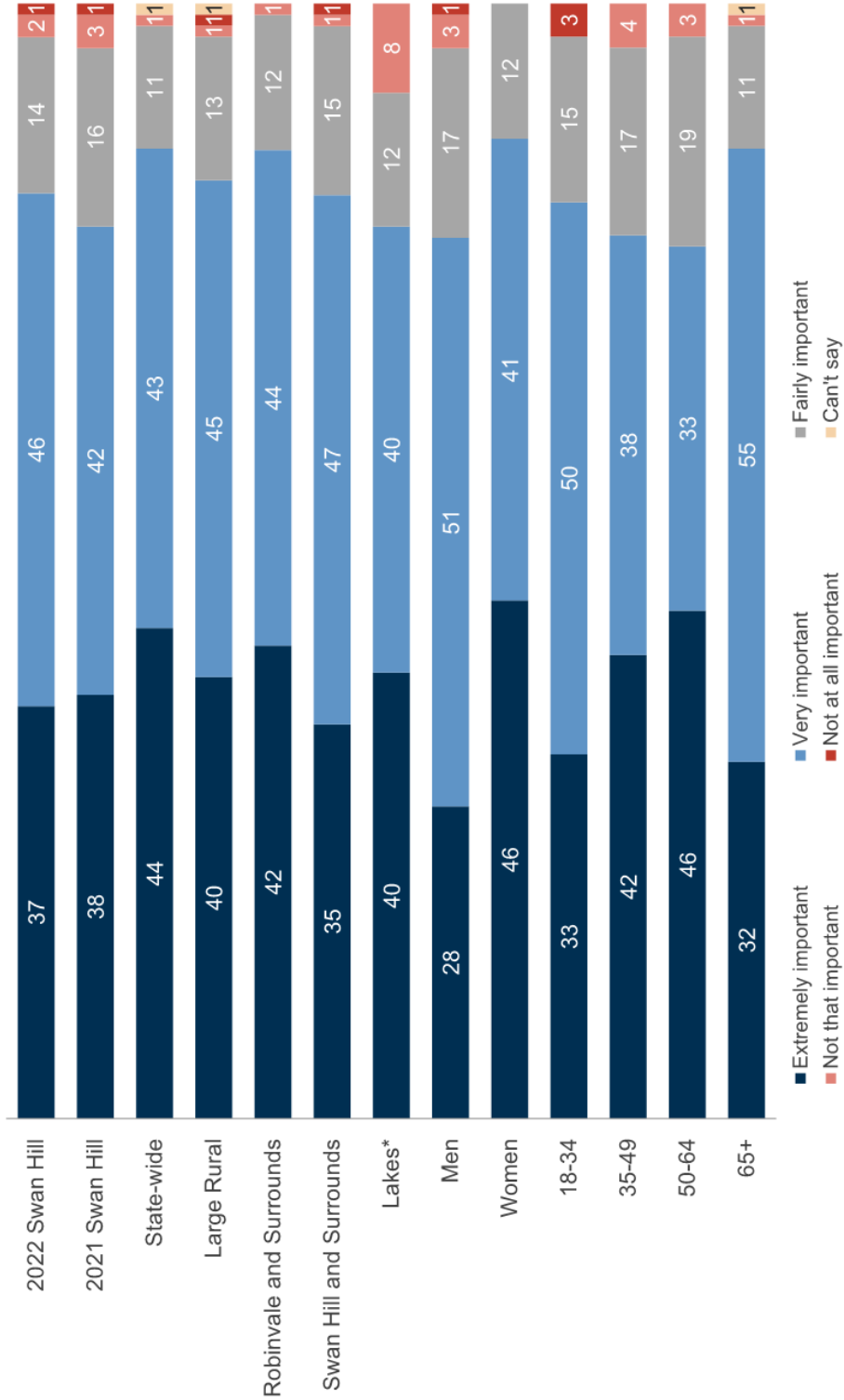
*Caution: small sample size < n=30



Waste management importance



2022 waste management importance (%)



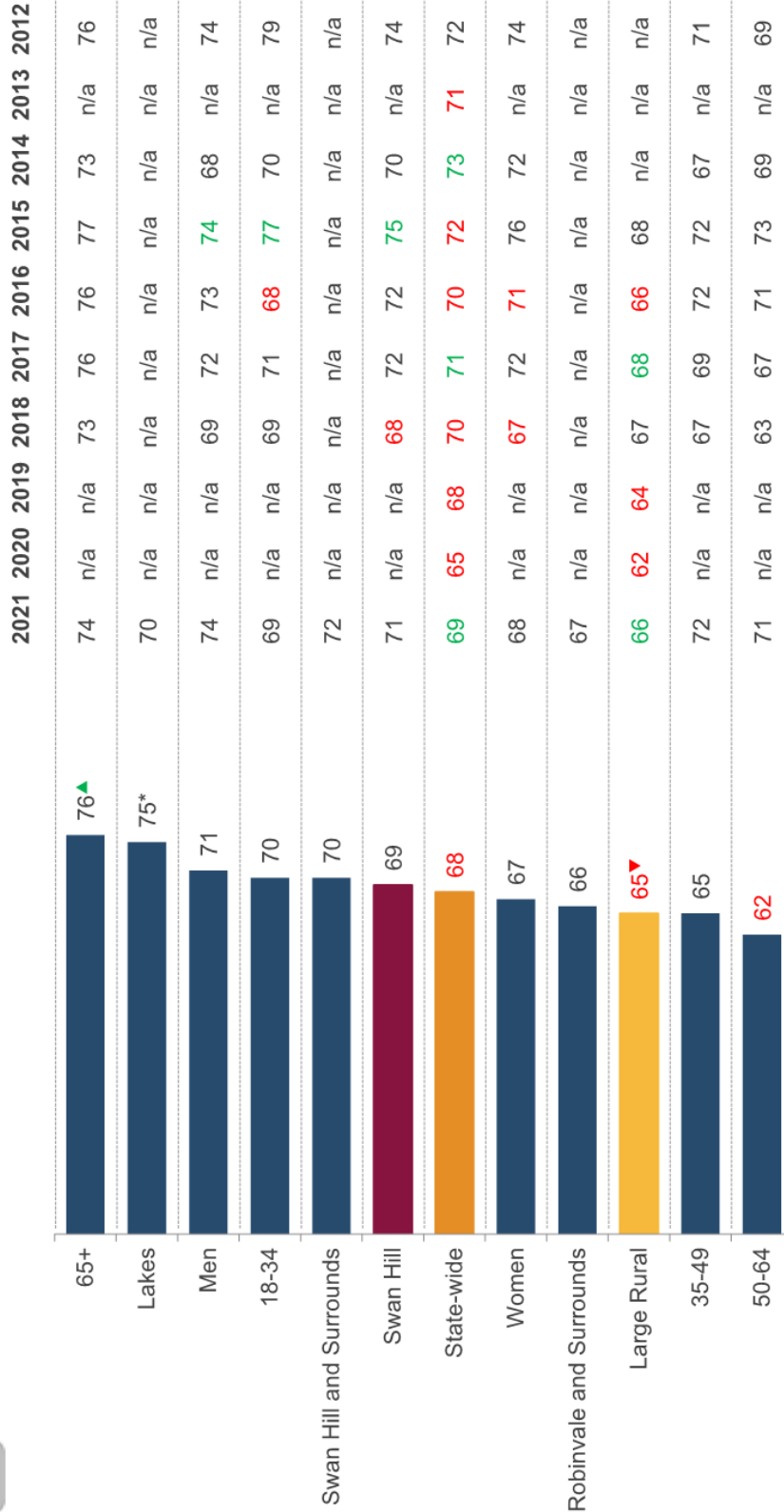
Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 32 Councils asked group: 9
 *Caution: small sample size < n=30



Waste management performance



2022 waste management performance (index scores)



Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

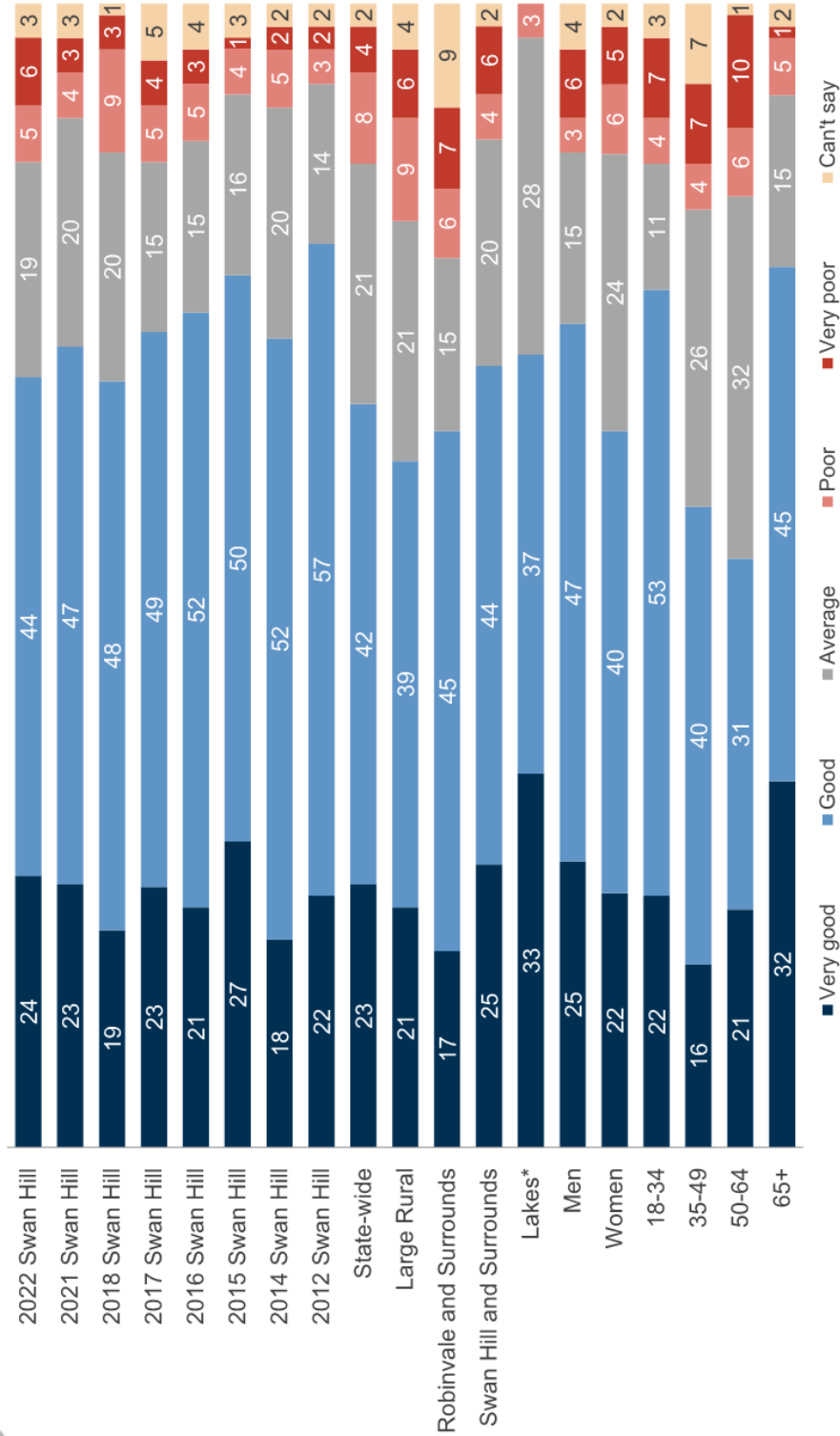
*Caution: small sample size < n=30



Waste management performance



2022 waste management performance (%)

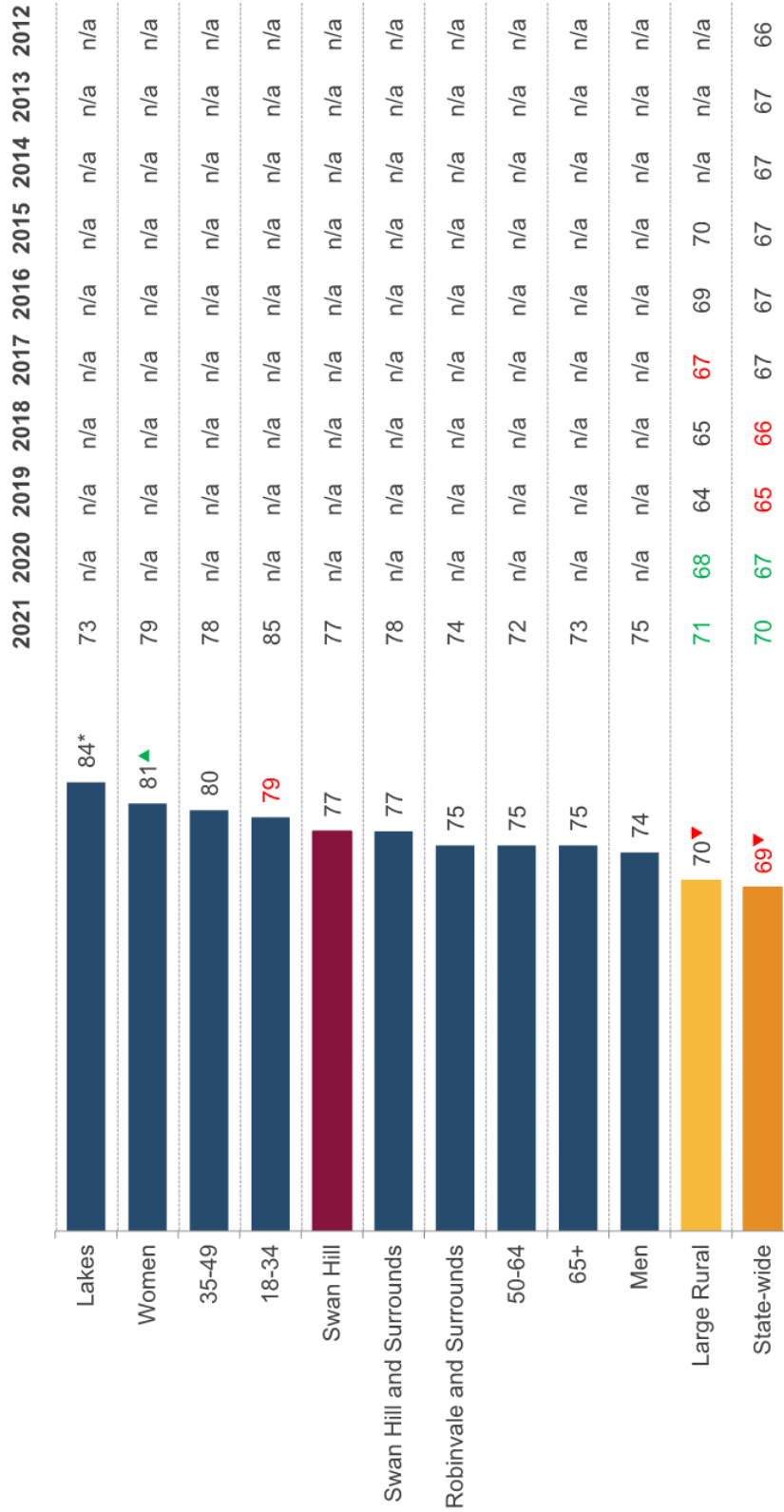


Q2. How has Council performed on 'Waste management' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19
 *Caution: small sample size < n=30

Business and community development and tourism importance



2022 business/development/tourism importance (index scores)



Q1. Firstly, how important should 'Business and community development and tourism' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7

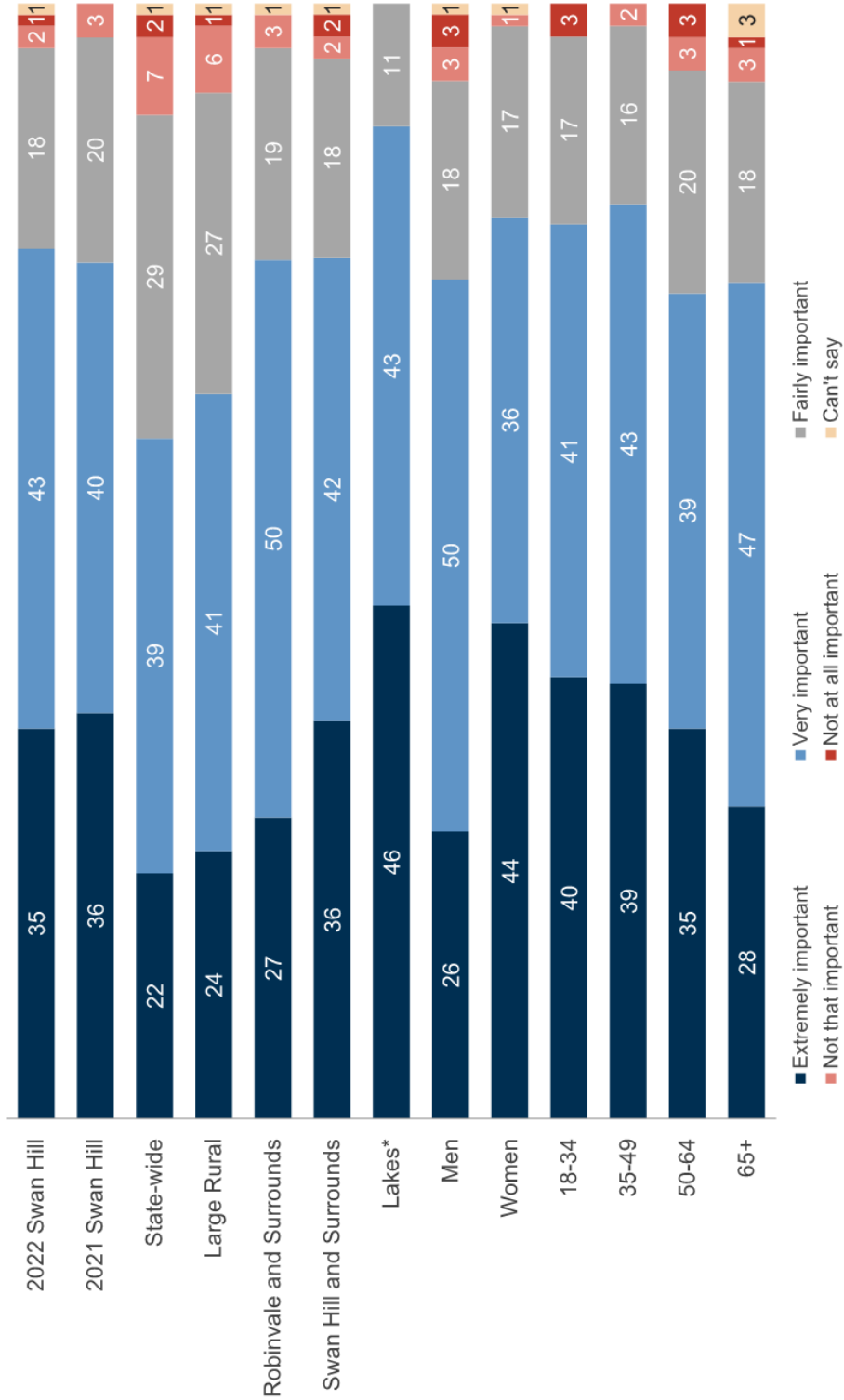
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Business and community development and tourism importance



2022 business/development/tourism importance (%)



Q1. Firstly, how important should 'Business and community development and tourism' be as a responsibility for Council?

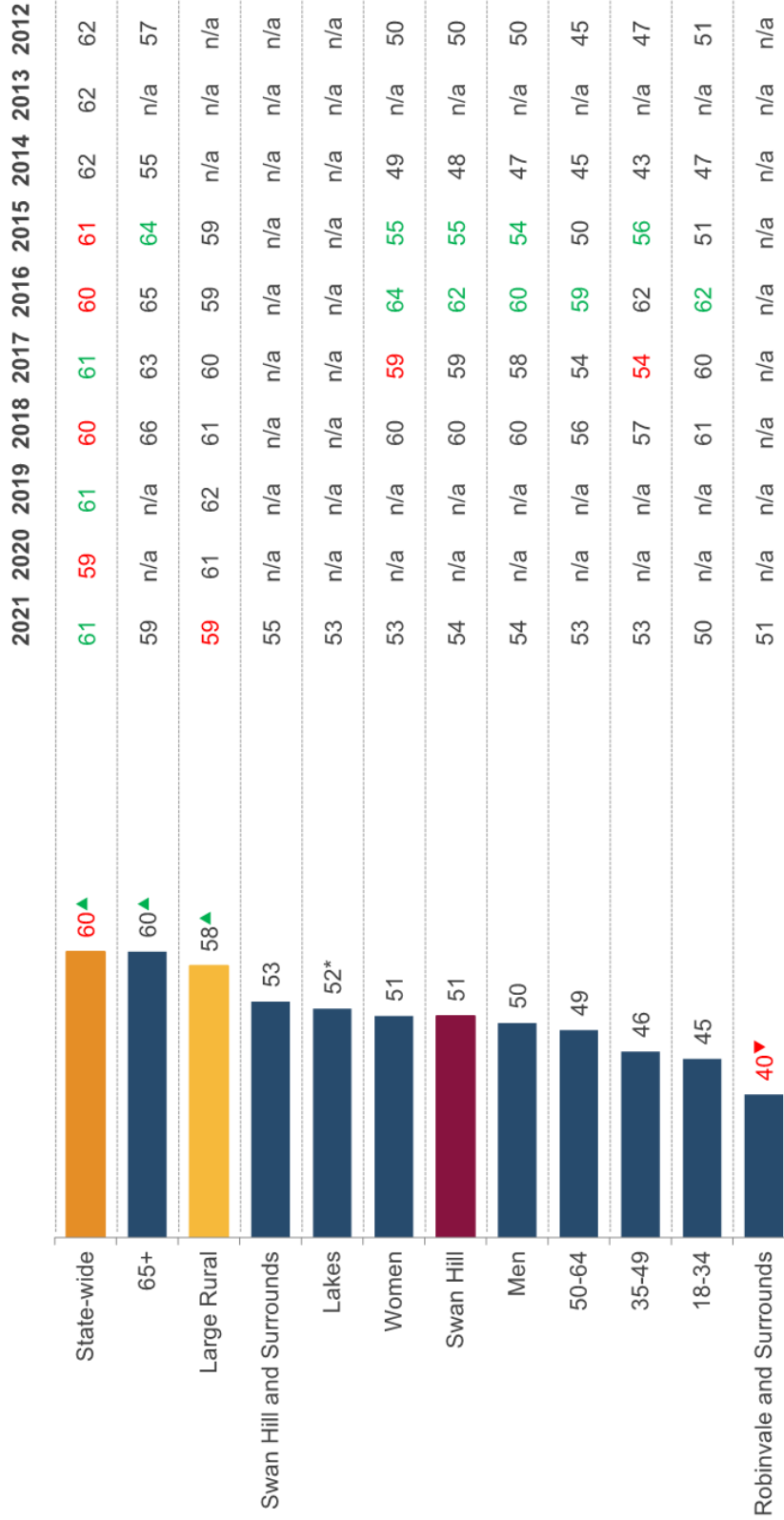
Base: All respondents. Councils asked State-wide: 23 Councils asked group: 7

*Caution: small sample size < n=30

Business and community development and tourism performance



2022 business/development/tourism performance (index scores)



Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10

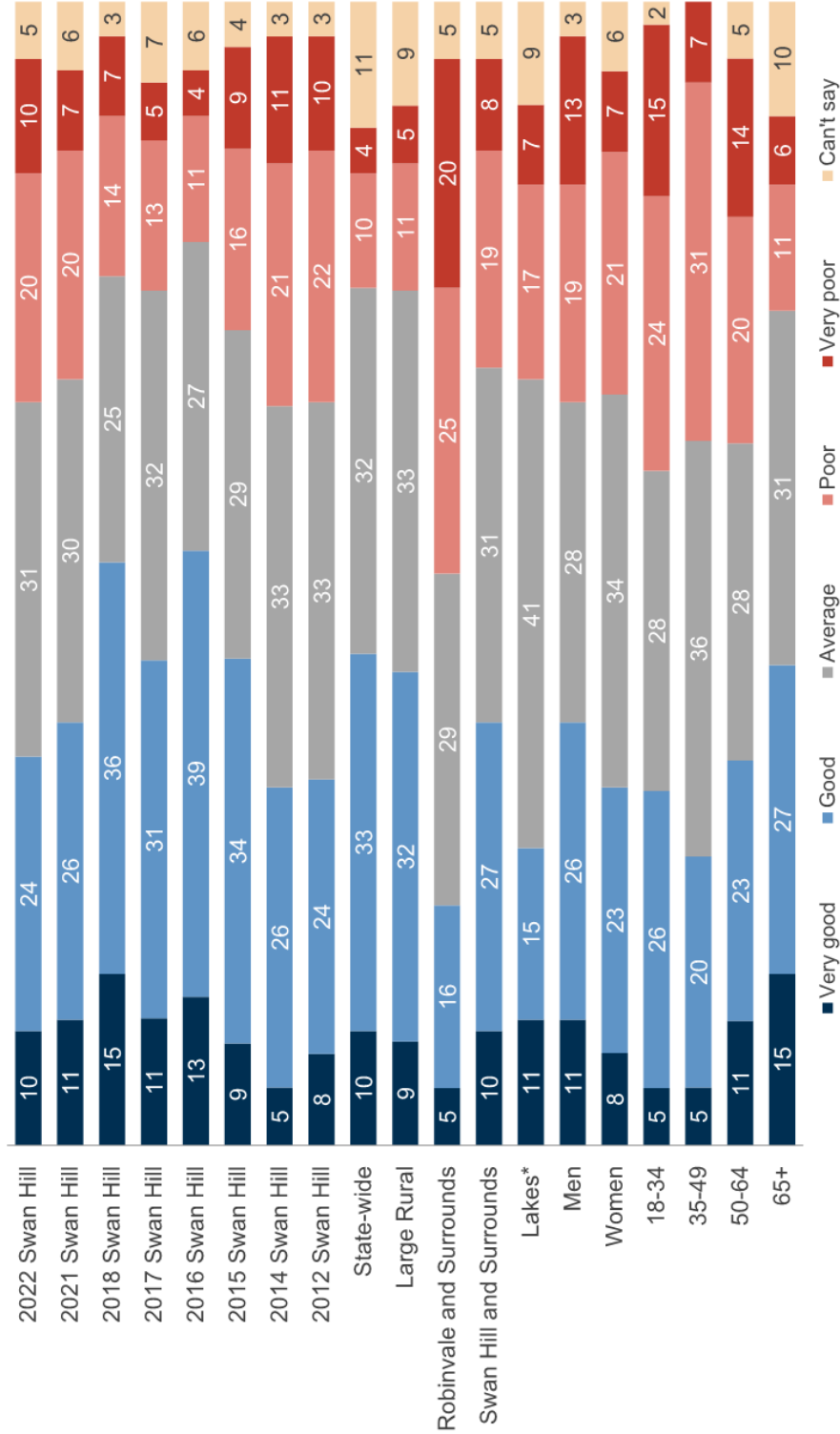
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Business and community development and tourism performance



2022 business/development/tourism performance (%)



Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10

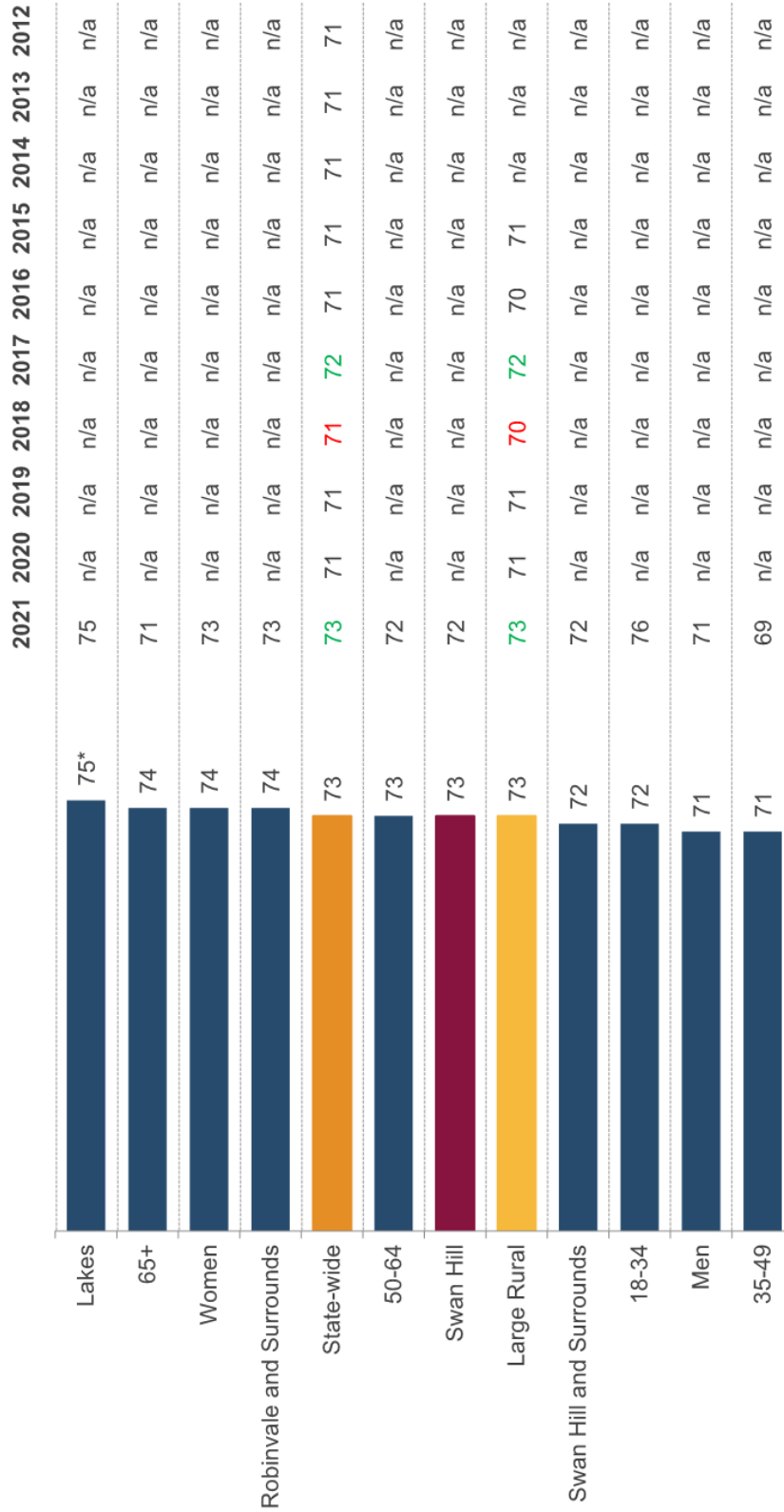
*Caution: small sample size < n=30



Planning and building permits importance



2022 planning and building permits importance (index scores)



Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

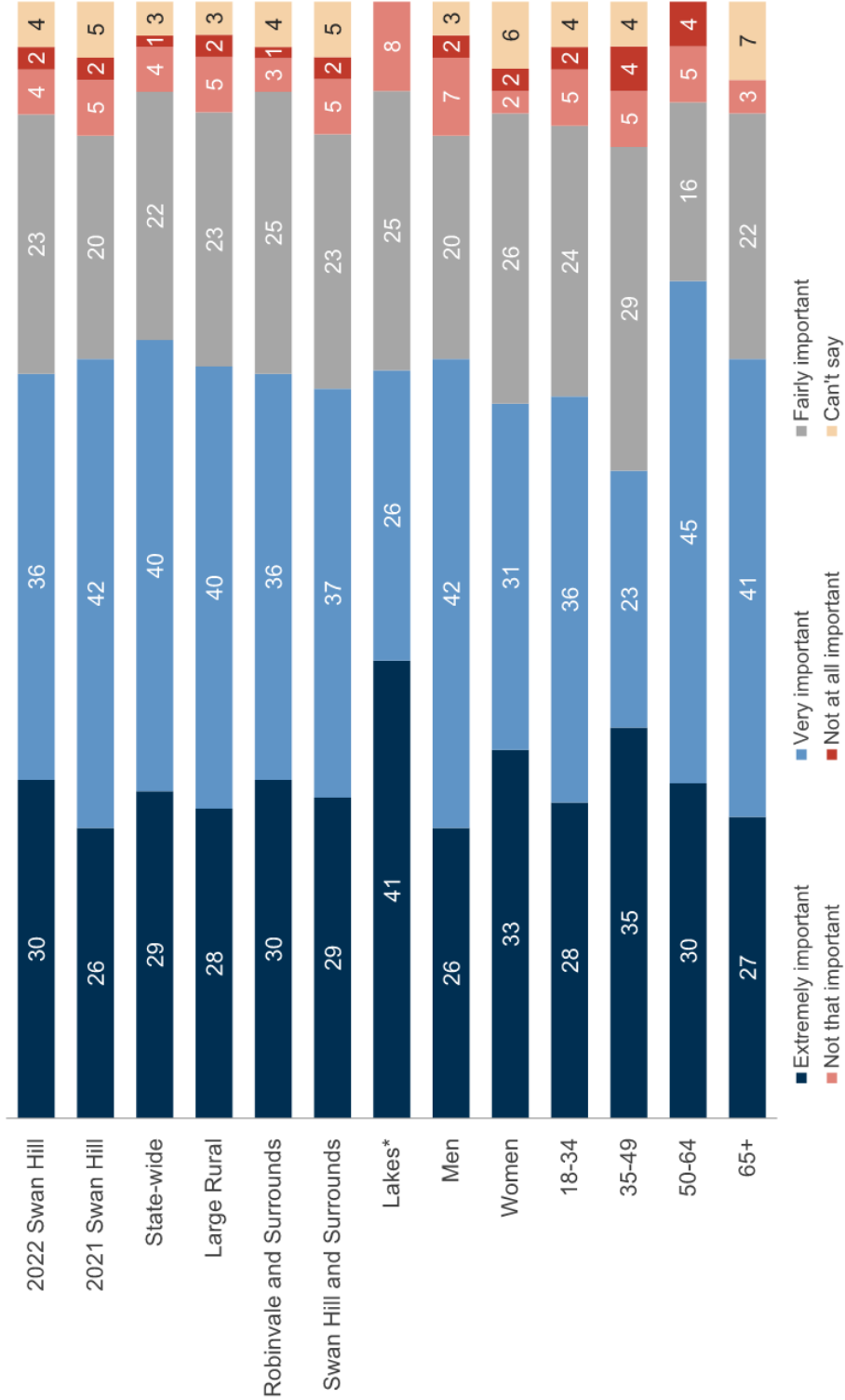
*Caution: small sample size < n=30



Planning and building permits importance



2022 planning and building permits importance (%)



Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 6

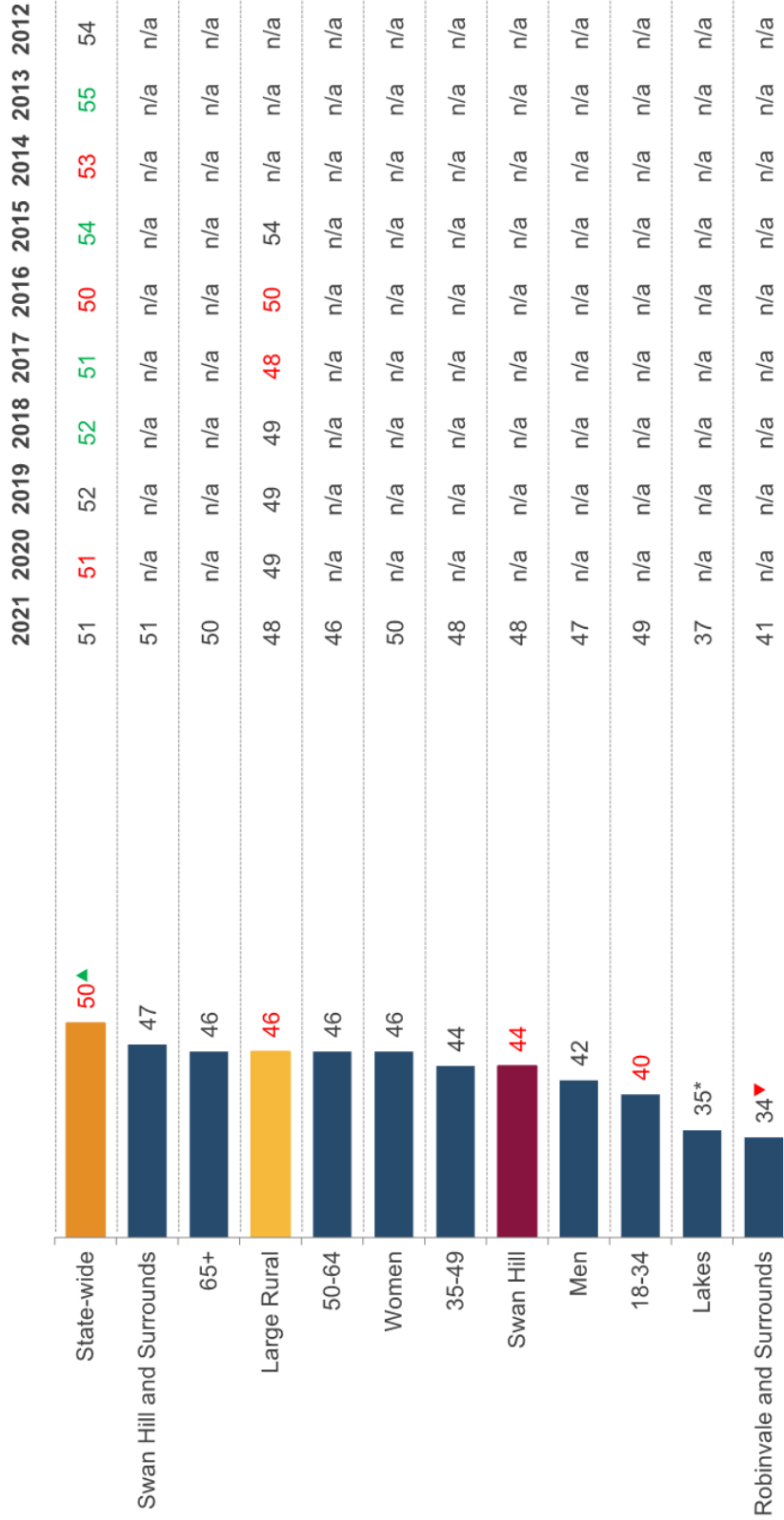
*Caution: small sample size < n=30



Planning and building permits performance



2022 planning and building permits performance (index scores)



Q2. How has Council performed on 'Planning and building permits' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

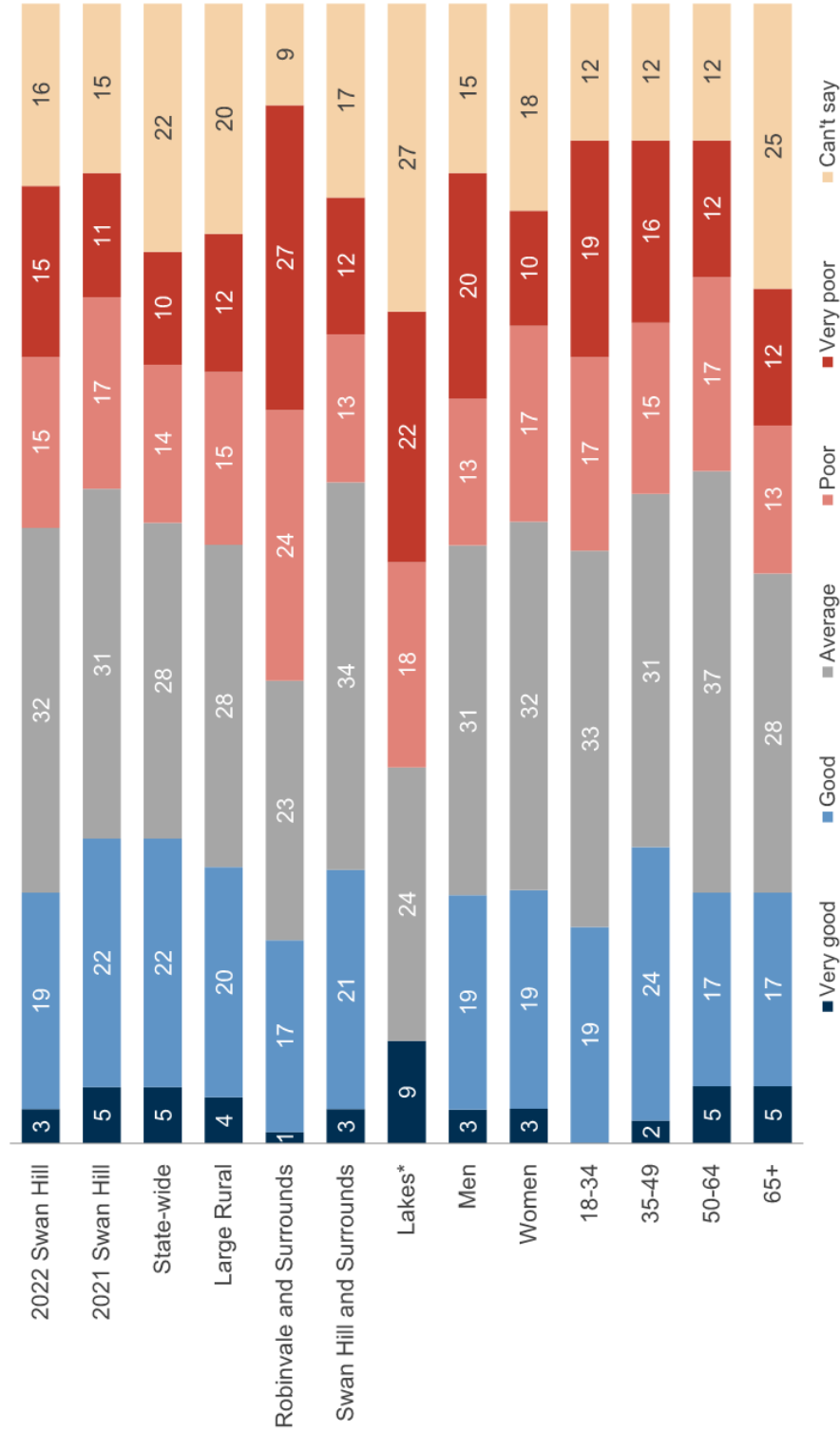
*Caution: small sample size < n=30



Planning and building permits performance



2022 planning and building permits performance (%)



Q2. How has Council performed on 'Planning and building permits' over the last 12 months?

Base: All respondents. Councils asked State-wide: 30 Councils asked group: 8

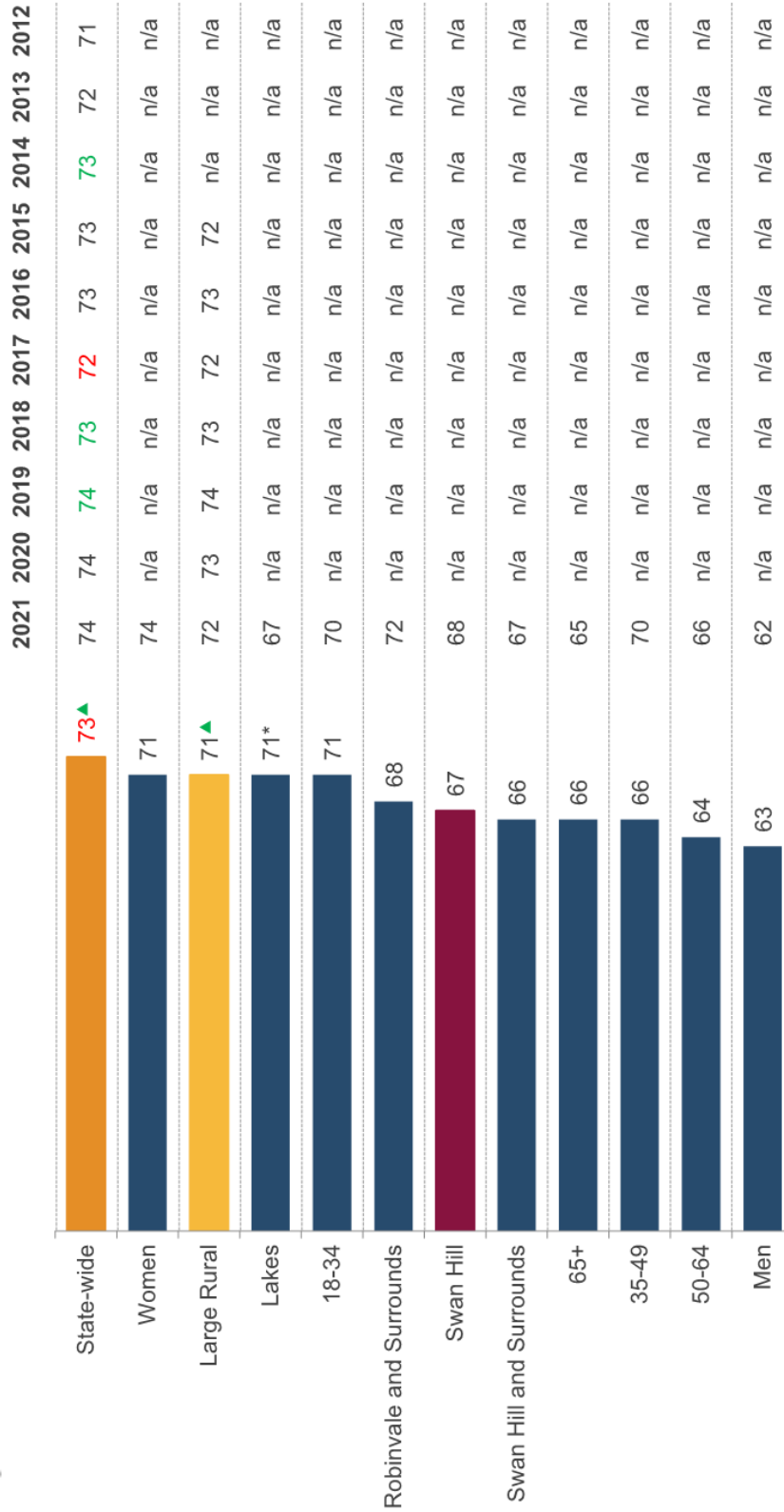
*Caution: small sample size < n=30



Environmental sustainability importance



2022 environmental sustainability importance (index scores)



Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 27 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

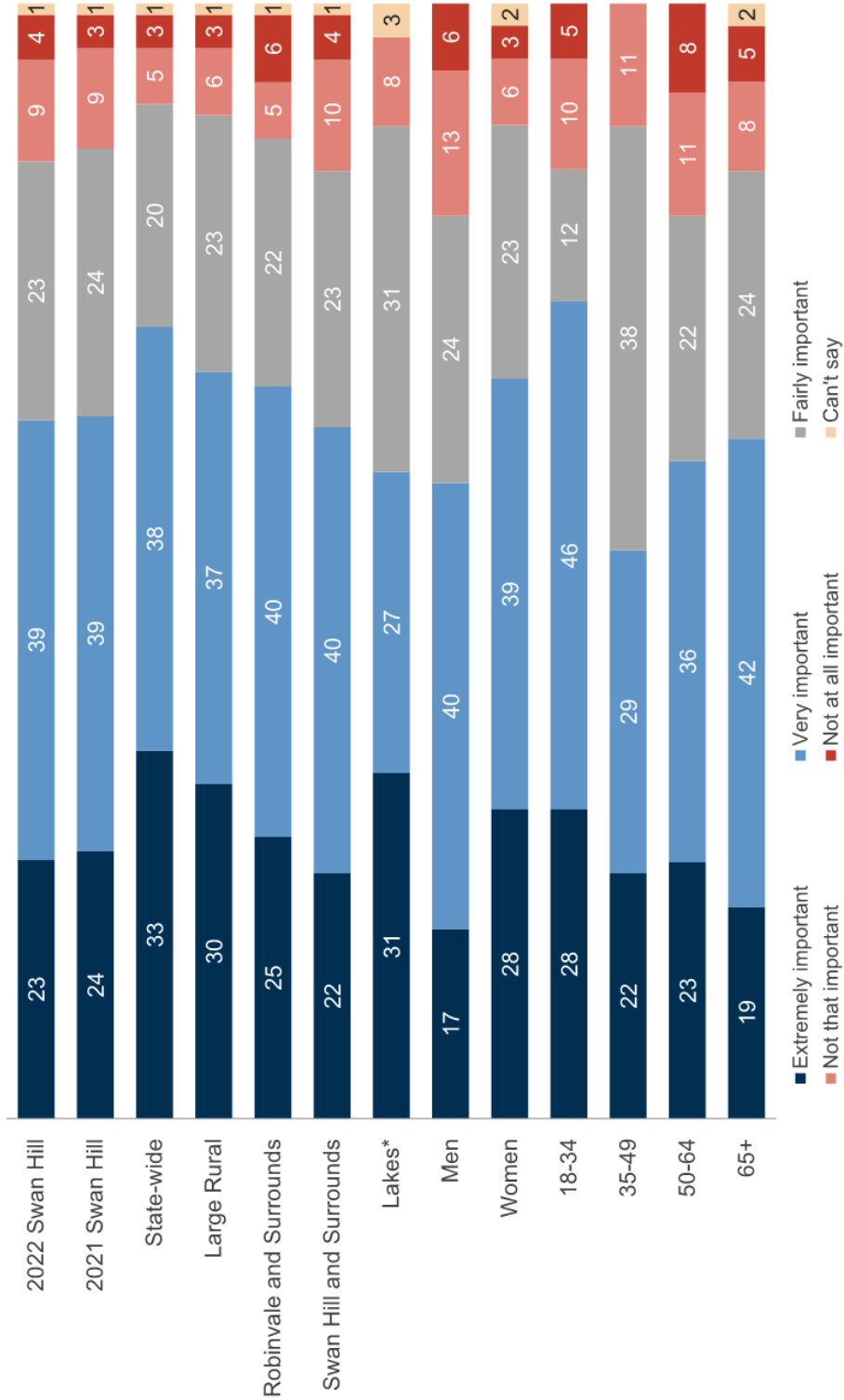
*Caution: small sample size < n=30



Environmental sustainability importance



2022 environmental sustainability importance (%)



Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 27 Councils asked group: 8

*Caution: small sample size < n=30



Environmental sustainability performance



2022 environmental sustainability performance (index scores)

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
65+	64	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Women	59	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-wide	62	60	62	63	64	63	64	64	64	64
35-49	63	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Swan Hill and Surrounds	61	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lakes	63	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Swan Hill	61	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Large Rural	61	60	61	61	62	62	64	n/a	n/a	n/a
Men	63	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
18-34	57	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
50-64	58	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Robinvale and Surrounds	60	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?

Base: All respondents. Councils asked State-wide: 38 Councils asked group: 10

Note: Please see Appendix A for explanation of significant differences.

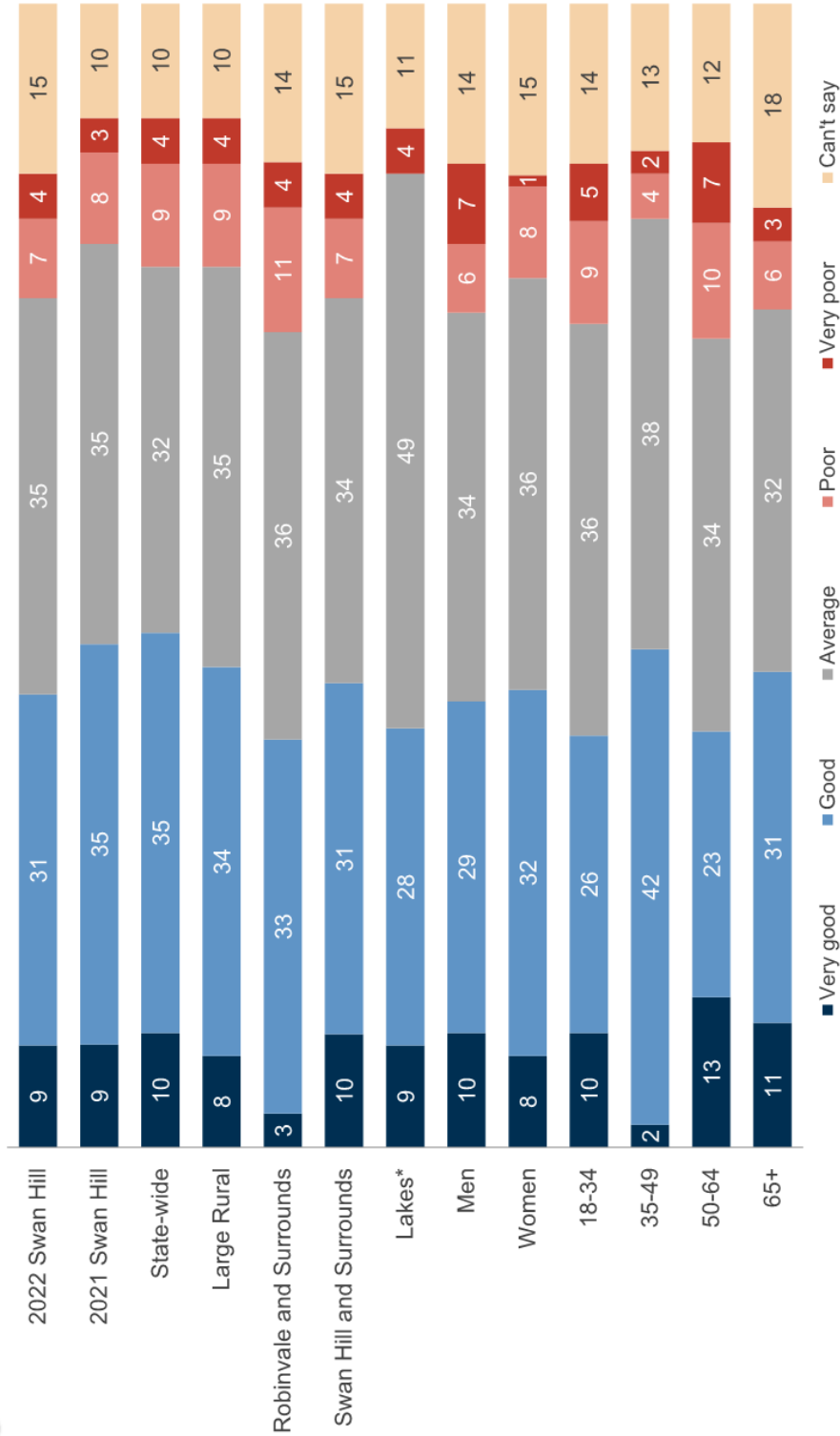
*Caution: small sample size < n=30



Environmental sustainability performance



2022 environmental sustainability performance (%)



Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?

Base: All respondents. Councils asked State-wide: 38 Councils asked group: 10

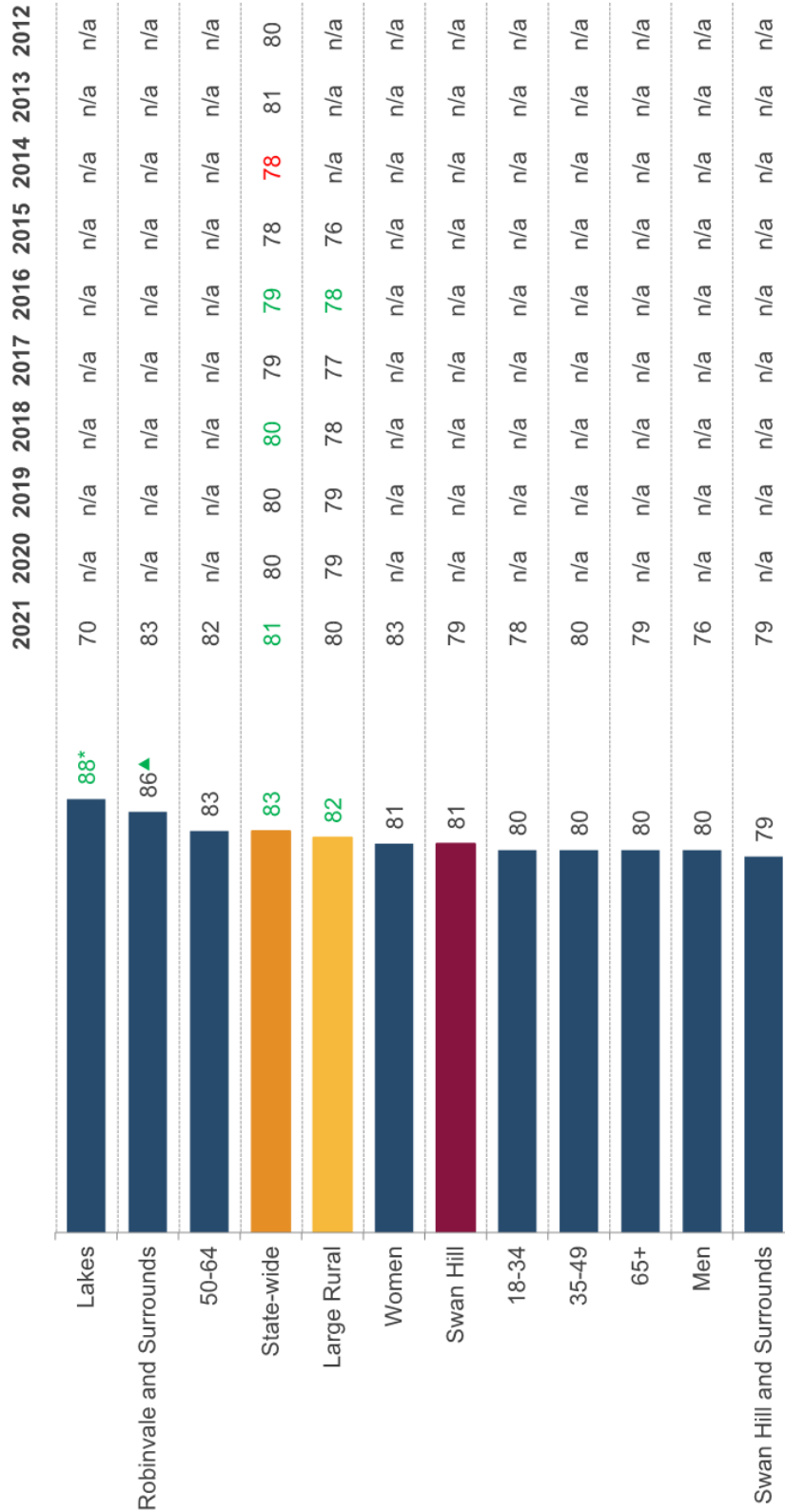
*Caution: small sample size < n=30



Maintenance of unsealed roads in your area importance



2022 unsealed roads importance (index scores)



Q1. Firstly, how important should 'Maintenance of unsealed roads in your area' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 15 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

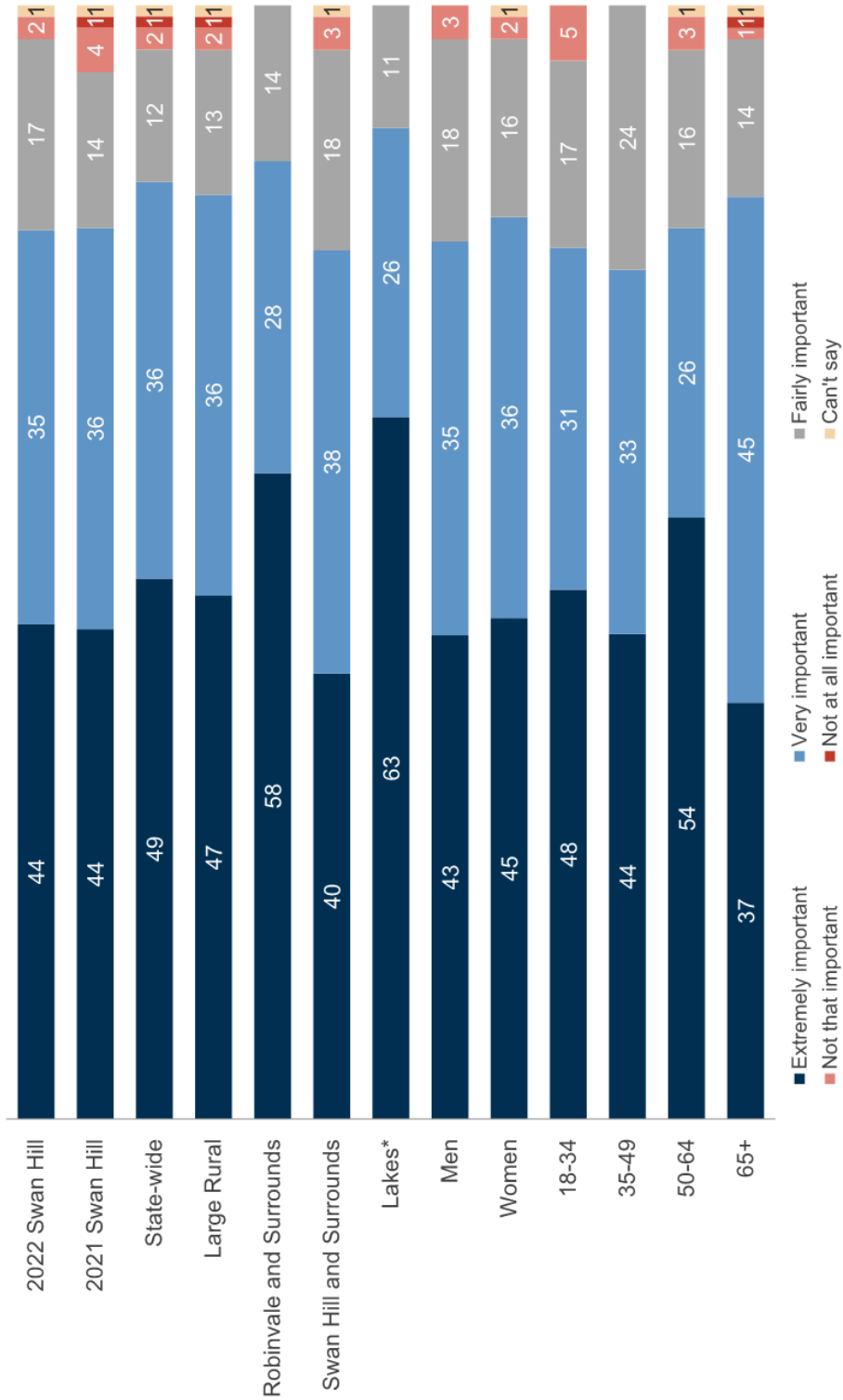
*Caution: small sample size < n=30



Maintenance of unsealed roads in your area importance



2022 unsealed roads importance (%)



Q1. Firstly, how important should 'Maintenance of unsealed roads in your area' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 15 Councils asked group: 6

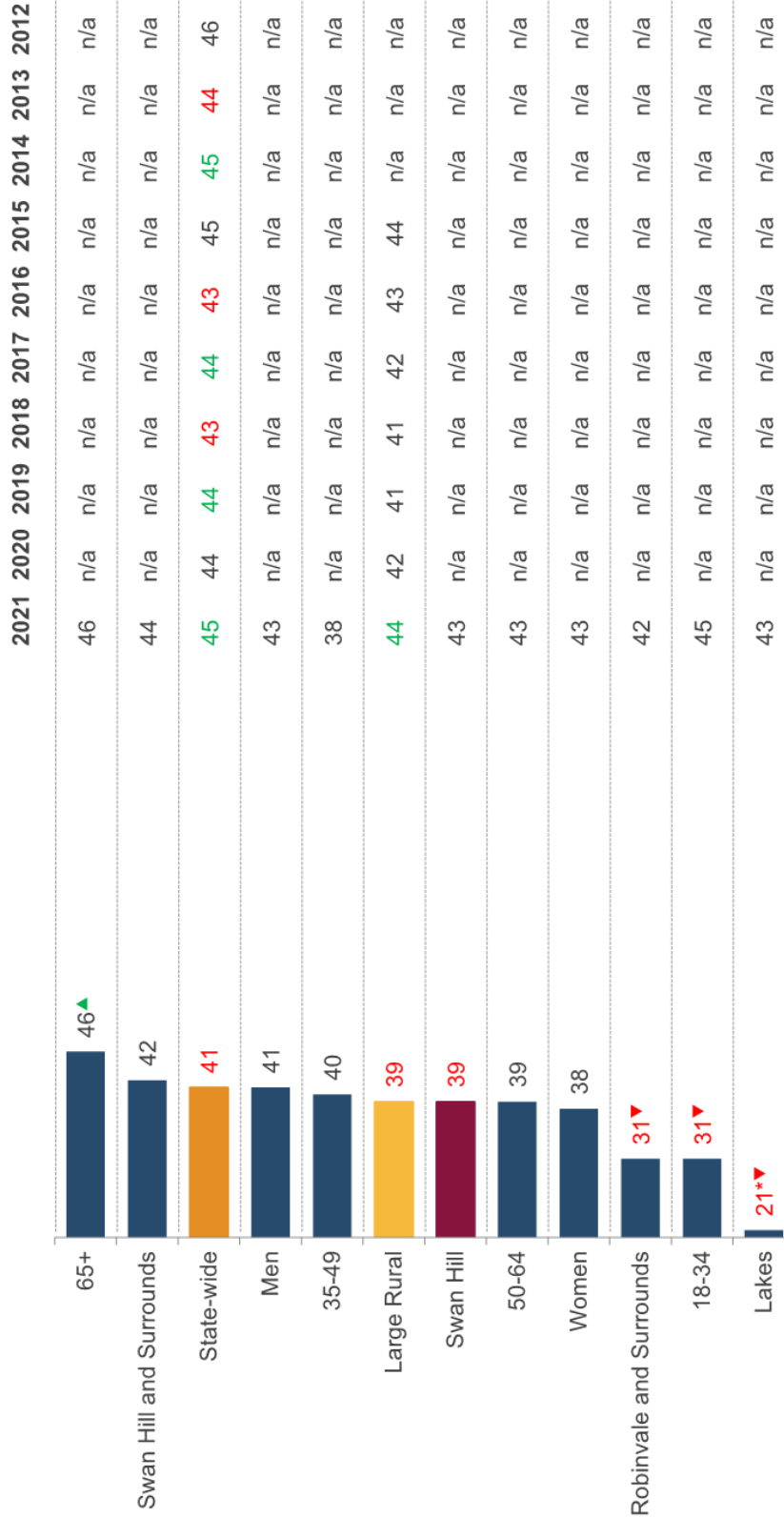
*Caution: small sample size < n=30



Maintenance of unsealed roads in your area performance



2022 unsealed roads performance (index scores)



Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 10

Note: Please see Appendix A for explanation of significant differences.

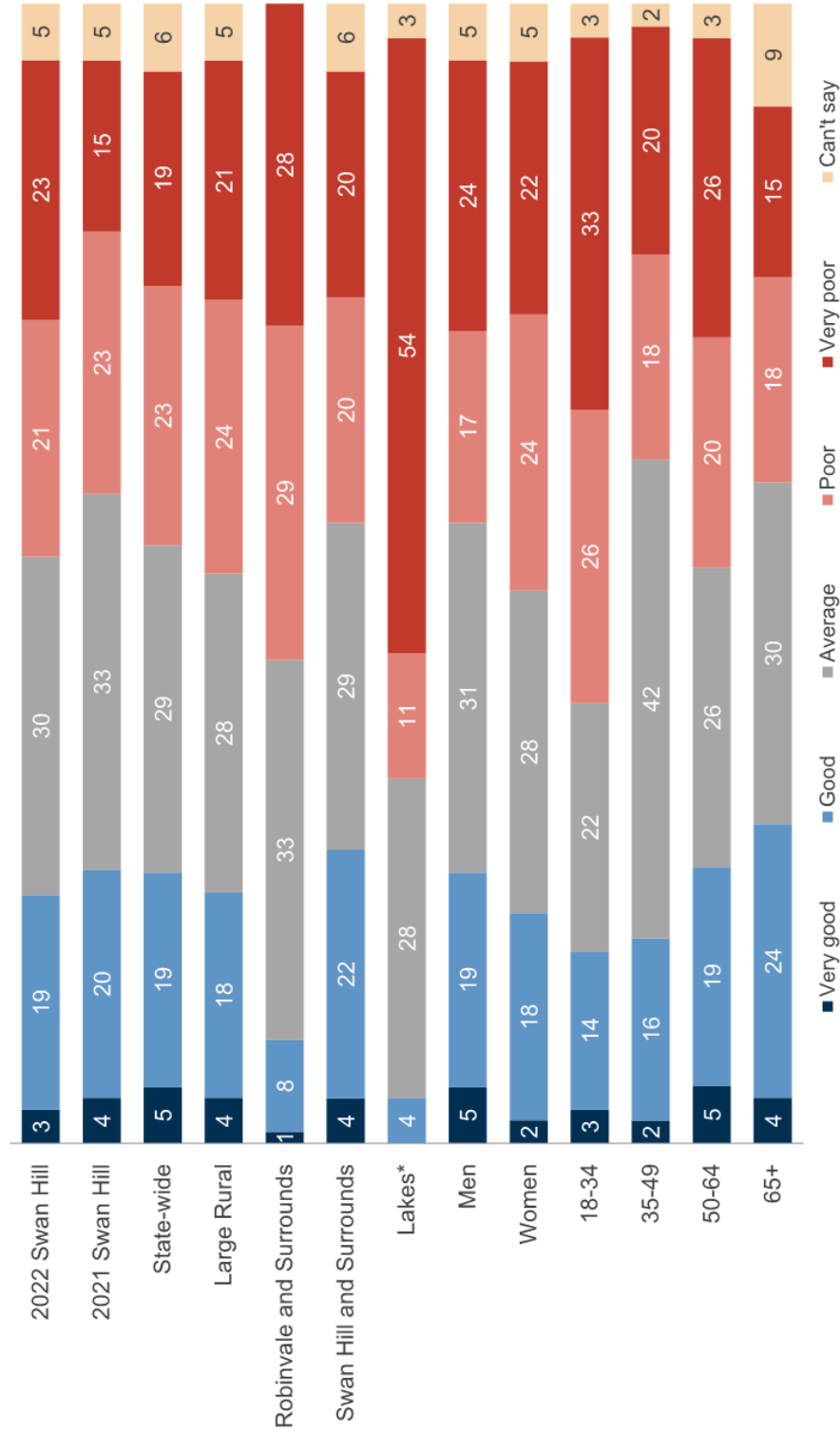
*Caution: small sample size < n=30



Maintenance of unsealed roads in your area performance



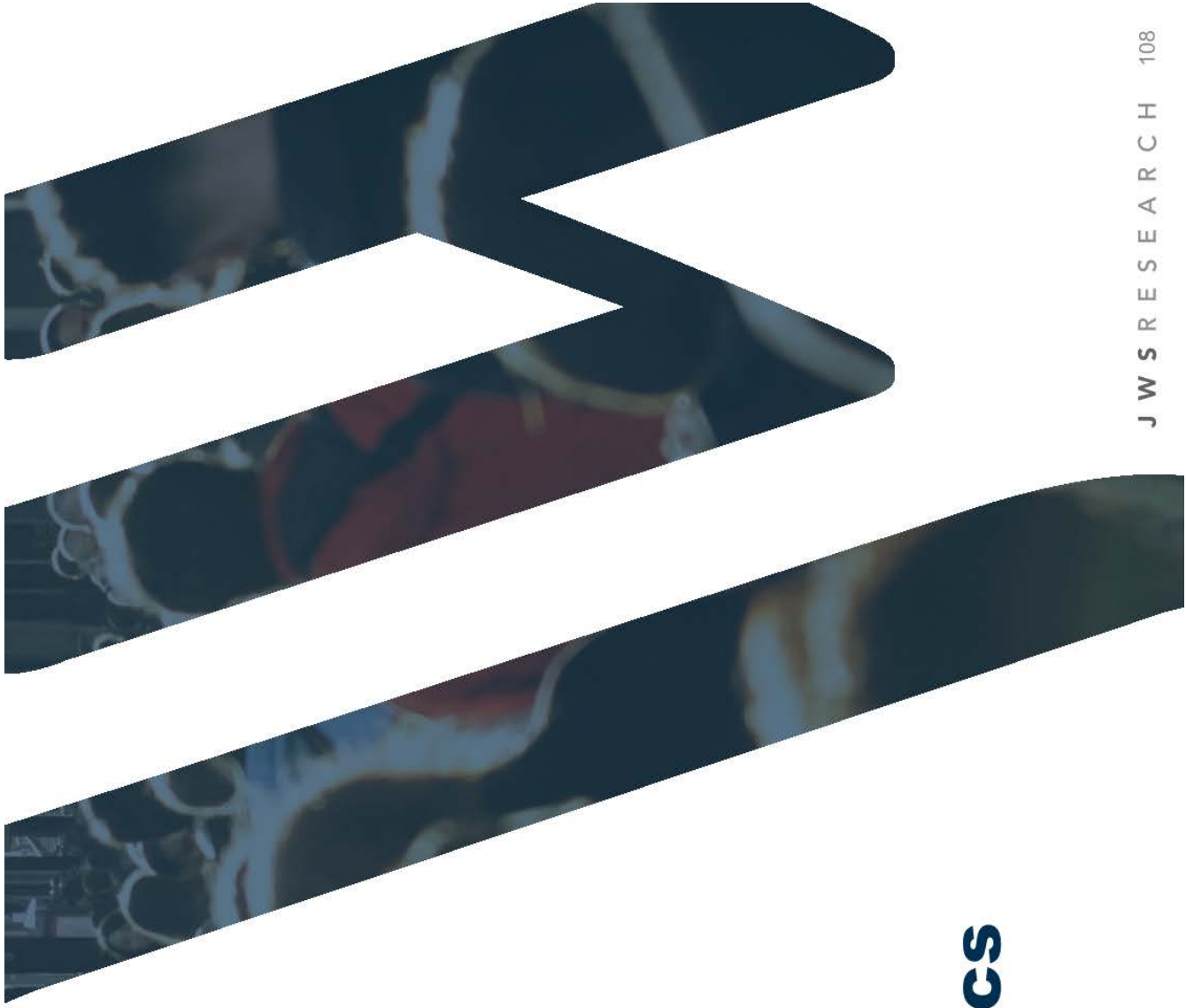
2022 unsealed roads performance (%)



Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 10

*Caution: small sample size < n=30

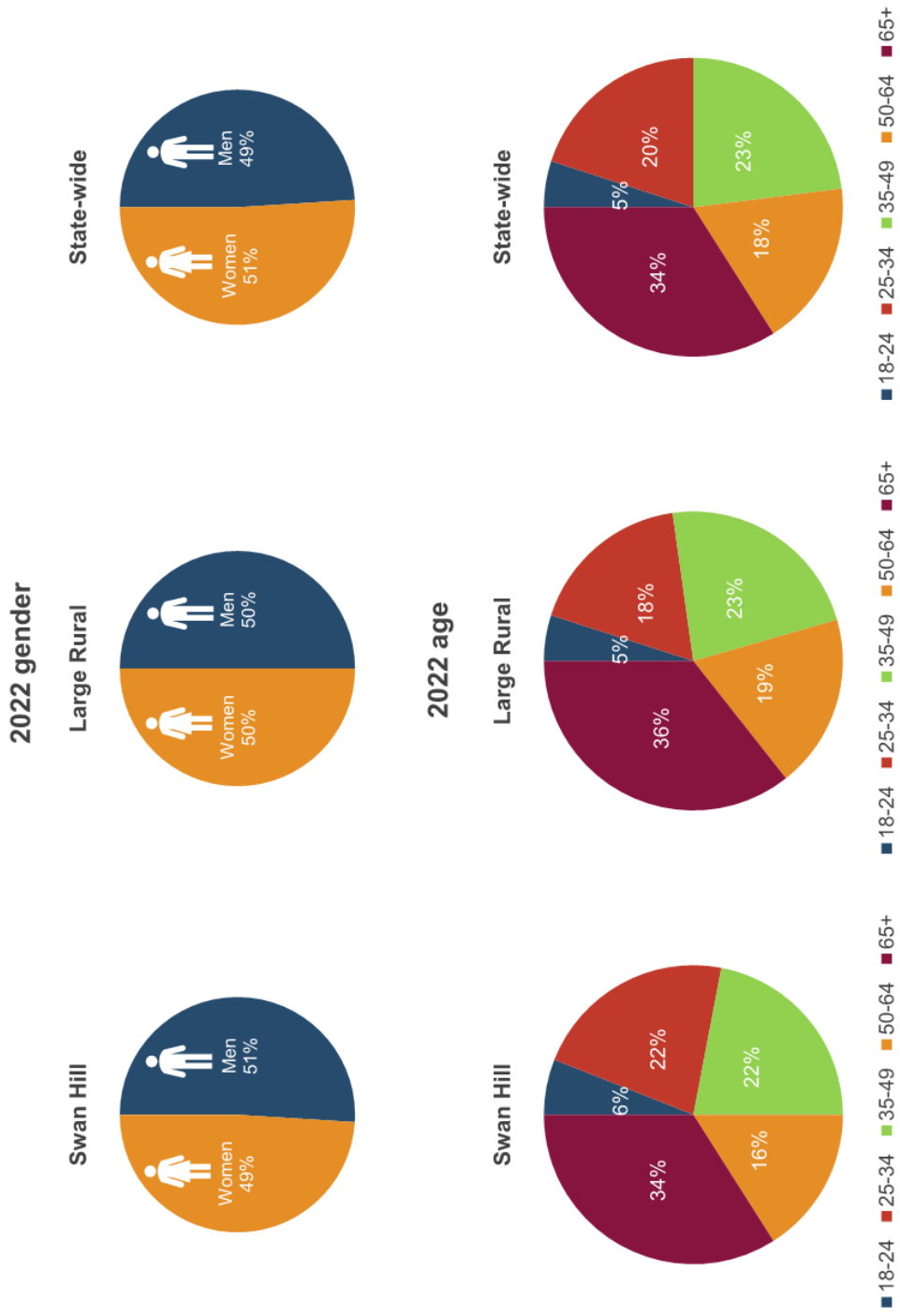


Detailed demographics

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Gender and age profile



S3. [Record gender] / S4. To which of the following age groups do you belong?
 Base: All respondents. Councils asked State-wide: 67 Councils asked group: 19
 Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



Appendix A: Index scores, margins of error and significant differences

Appendix A: Index Scores



Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56



Appendix A: Margins of error

The sample size for the 2022 State-wide Local Government Community Satisfaction Survey for Swan Hill Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 15,800 people aged 18 years or over for Swan Hill Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Swan Hill Rural City Council	400	400	+/-4.8
Men	170	204	+/-7.5
Women	230	196	+/-6.4
Robinvale and Surrounds	70	66	+/-11.8
Swan Hill and Surrounds	311	315	+/-5.5
Lakes	19	19	+/-23.1
18-34 years	42	111	+/-15.3
35-49 years	55	88	+/-13.3
50-64 years	95	65	+/-10.1
65+ years	208	136	+/-6.8



Appendix A: Significant difference reporting notation

Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing green (▲) and downward directing red arrows (▼).

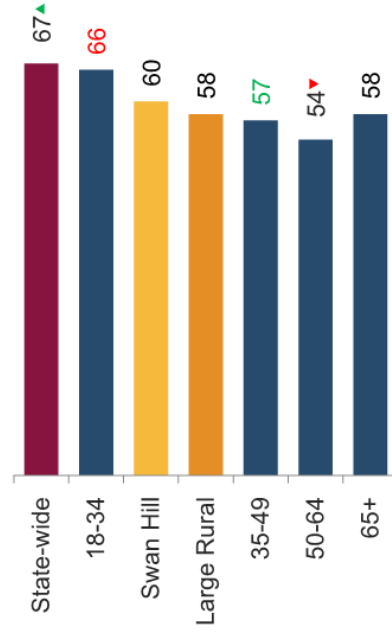
Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

- ▲ The state-wide result is significantly higher than the overall result for the council.
- ▼ The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in green and red indicate significantly higher or lower results than in 2021. Therefore in the example below:

- The result among 35-49 year olds in the council is significantly higher than the result achieved among this group in 2021.
- The result among 18-34 year olds in the council is significantly lower than the result achieved among this group in 2021.

2022 overall performance (index scores)
(example extract only)





Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information

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Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2022 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:
admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2022 results are compared with previous years, as detailed below:

- 2021, n=400 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=400 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2014, n=401 completed interviews, conducted in the period of 31st January – 1th March.
- 2013, n=400 completed interviews, conducted in the period of 1st February – 24th March.
- 2012, n=400 completed interviews, conducted in the period of 18th May – 30th June.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Swan Hill Rural City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Swan Hill Rural City Council.

Survey sample matched to the demographic profile of Swan Hill Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Swan Hill Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Swan Hill Rural City Council. Survey fieldwork was conducted in the period of 27th January – 24th March, 2022.

Appendix B: Analysis and reporting



All participating councils are listed in the State-wide report published on the DELWP website. In 2022, 67 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2022 vary slightly.

Council Groups

Swan Hill Rural City Council is classified as a Large Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Large Rural group are:

- Bass Coast, Baw Baw, Campaspe, Colac Otway, Corangamite, Glenelg, Golden Plains, Macedon Ranges, Mitchell, Moira, Moorabool, Mount Alexander, Moyne, South Gippsland, Southern Grampians, Surf Coast, Swan Hill and Wellington.

Wherever appropriate, results for Swan Hill Rural City Council for this 2022 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Large Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B: 2012 survey revision

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Swan Hill Rural City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. Comparisons in the period 2012-2022 have been made throughout this report as appropriate.



Appendix B: Core, optional and tailored questions

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2022 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2022 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2022 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2022 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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J W S R E S E A R C H



B.22.63 SWAN HILL REGION ECONOMIC DEVELOPMENT STRATEGY 2022-2028

Responsible Officer: Director Development and Planning
File Number: S12-24-07
Attachments: 1 Outline of methodology and engagement for
Economic Development Strategy

Declarations of Interest:

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

Summary

This report seeks to inform Council about the proposed framework and engagement methodology for the preparation of the Swan Hill Region Economic Development Strategy 2022-2028.

Discussion

The planning for the preparation of a new Economic Development Strategy for the municipality is underway. Aimed at building on the previous strategy findings, as well as providing economic direction for the next five years and beyond, key components / framework for this document will include:

- Shared vision for economic development
- Economic snapshot & emerging opportunities
- Alignment with regional strategies and plans
- Agreed focus / strategic areas
- Detailed implementation plan - Initiatives/timeline/outcomes
- Advocacy projects and activities

To support the development of this strategy, Council will engage the services of an independent consultant to undertake a detailed engagement process to establish the strategic direction. This consultation process will include industry and peak body workshops, one on one meetings and online surveys. The process will also include a number of workshops with Councillors, senior management of Council and broader community. (see Draft Consultant Brief for the Engagement attachment).

A key driver for this process will be an Economic Development Strategy Advisory Committee, made up key stakeholders.

Consultation

A key focus for this strategy development is to engage and consult with the key stakeholders including local businesses.

Financial Implications

The development of the Strategy will be conducted in-house with specialist assistance to support engagement and strategic analysis.

Council's future financial commitment towards the strategy's implementation is outlined in its ten year Major Project Plan, under Economic Development Initiatives.

Social Implications

Implementing key initiatives within the strategy will empower community pride and social inclusion.

Economic Implications

The implementation of the priority initiatives will drive real long term economic benefits for the region including supporting business growth and development and attract new investment opportunities.

Environmental Implications

It is likely the development of renewable industry sector will be part of the strategy.

Risk Management Implications

Nil.

Council Plan Strategy Addressed

Prosperity - Effective partnerships for prosperity.

Options

Council may choose to adopt or amend the recommendation.

Recommendation

That Council note the proposed framework and engagement methodology for the development of the Swan Hill Region Economic Development Strategy 2022-28.

93/22 Motion

MOVED Cr Young

That Council note the proposed framework and engagement methodology for the development of the Swan Hill Region Economic Development Strategy 2022-28.

SECONDED Cr McPhee

The Motion was put and CARRIED

DRAFT ONLY

Economic Development Strategy 2023-28

Project Scope

The Swan Hill Rural City Council (council) is currently in the process of reviewing the existing Economic Development Strategy and planning the development of a new Economic Development Strategy for the region.

The purpose of the strategy is to provide the necessary tools that will assist economic growth and prosperity, support local employment opportunities and further position the region as a vibrant place to visit, invest, work and live.

To ensure this strategy reflects the desires and needs of the region, Council will establish an Economic Development Strategy Advisory Committee, made up key stakeholders. This committee will assist with the structure and framework of the strategy, provided guidance over the consultation process and assist the strategic direction and actions outlined in the report.

Key aspects of the strategy include:

- A shared vision for economic development of the Swan Hill region;
- Economic snapshot of the region;
- Agreed economic development Focus Areas;
- The identification of economic development strategies, initiatives and projects.
- Monitoring mechanisms / key performance indicators (KPIs);
- Prioritising where Council's resources can best be directed for the purpose of facilitating and promoting economic development.

To support this process, Council is seeking the services of an experienced consultant to provide independent expertise and strategic advice on best economic development practises.

Methodology

Council is seeking to engage a consultant to help facilitate the development of the Strategy in the following key areas

- Initial Engagement Process
 - Advisory Committee
 - Council staff and Councillors
 - Key stakeholders
- Identifying Strategic Direction / Key Drivers based on the consultation and data
 - Focus Area
 - Priorities Actions
- Consultation Process - Consolidate finding

- Council staff and Councillors
- Key stakeholders

Initial Engagement Process

The appointed consultant will be expected to undertake a detailed engagement process with relevant stakeholders, with the aim of providing a clear and collaborative approach. This process includes identifying the regions weaknesses/ threats /strengths / opportunities and provide specific initiatives and actions that will support desired outcomes. It is anticipated that the following will be followed

Stakeholder / Community consultation

- 4 workshops (one with key industry sectors - approx. 15 people @ each meeting)
- 2 workshops (Senior Executive Staff and Councillors)
- Summarise key findings

Identifying Strategic Direction / Key Drivers

- Focus Areas - Housing, Employment, Liveability
- Priorities Actions - at least 3 for each focus area

Consultation Process / Consolidating findings

- 1 workshop (key industry sectors)
- 1 workshop (Senior Executive Staff and Councillors)
- Summarise key findings

B.22.64 VICTORIAN STATE ELECTION – SWAN HILL RURAL CITY COUNCIL ADVOCACY

Responsible Officer: Director Development and Planning

File Number:

Attachments: Nil

Declarations of Interest:

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

Summary

The purpose of the report is for Council to consider its current advocacy projects or determine if there are emerging priorities that it should be highlighting to all local candidates, Victorian State Government, Victorian State Opposition and all political parties for the forthcoming Victorian State Election.

Council will also be involved with Victorian State Election advocacy as a member of the Murray River Group of Councils.

By considering its Election Advocacy Projects, Council will be providing guidance for the completion of Advocacy documents relating to the various requests.

Discussion

The Victorian State Election will be held on Saturday 26th November 2022 and presents Council with an ideal opportunity to increase its advocacy on behalf of the community to highlight important projects and services that need the support of the elected Victorian Government to enable the Municipality to continue grow and ensure that the community has access to essential services.

For the previous Federal Election held in May 2022, Council developed an Advocacy Document that it used to be able to advocate directly to candidates highlighting the important projects and services that it wished to gain commitments for and this document should be used as the basis of the Victorian State Election Advocacy Document.

This will demonstrate to candidates in the State Election that Council is consistent in its approach to the issues that is advocating for on behalf of its Community and that there is still work to be done to secure the necessary funding in order for the projects to proceed.

In addition the Council partnered with the other members of the Murray River Group of Councils to put forward an advocacy plan based on Regional needs and the group will again be undertaking this work.

Key features of the Council's own advocacy plan that again should be highlighted and form the basis of the document are as follows:

- The need for accurate population figures for the Municipality
- Completion of the next stages of the Swan Hill Hospital Redevelopment beyond current commitments.
- Investment into the road and rail network infrastructure to enable better transport links which includes solving the long outstanding issues around the Swan Hill Bridge and then moving to construction, completion of the Murray Darling Basin Rail Project and to complete work on ensuring that future freight routes will be in place to provide for increased activity relating to Agriculture, Horticulture and Mining.
- Continuing to find solutions to the housing crisis that is impacting on the Municipality.
- Provision of affordable urban water and sewerage to Small Towns
- Funding to enable the Riverfront Masterplans to be implemented.
- Redevelopment of the Swan Hill Showgrounds into a sporting hub.
- Assistance to support safe, convenient and inclusive access and crossings of state infrastructure including rail and roads within urban areas.

And in addition to these points the Council should consider the inclusion of the following in its State Election Advocacy document:

- Support for an increase in the Federal Assistance Grants to Councils.
- Support for an increase in the Roads to Recovery Funding to Councils.
- Support for funding for the creation of a Murray River Adventure Trail.
- Improved Digital Connectivity.
- Continued investment in our Municipality in renewable energy projects.
- Minimise impacts of the Murray Darling Basin Plan on our communities.

It is also recognised that the seat of Mildura could potentially be a tight electoral contest which affords the Council the opportunity to highlight a number of key Robinvale Projects with a view to gaining commitments to allow the projects to proceed.

In the Advocacy Document it is suggested that the following Robinvale Projects be listed:

- Robinvale Riverfront Masterplan.
- Additional funding to support the development of more Seasonal Workers Accommodation.
- Robinvale Sporting Precinct (Football Oval and surrounds).
- Support for the creation of the Robinvale Emergency Services Hub in Bromley Road.

Which could be used to specifically target the candidates for the seat of Mildura in addition to all of the other key requests put forward by Council.

Consultation

Council as a part of the process in the lead up to the State Election will engage with its community and candidates for the Election on all of these issues.

Financial Implications

Council has made provision in its budget and forward financial plans for the funding of projects but is reliant upon the receipt of additional funds from the State and Federal Governments for many of the projects to proceed.

Social Implications

The projects and services highlighted if implemented will improve the liveability of our communities.

Economic Implications

Through the delivery of the projects and services, Council will have facilitated the strengthening of our business communities, potentially increased our population and continued to highlight the economic output of our Municipality.

Environmental Implications

Many of the projects and issues listed will have a direct environmental benefit to the community through water saving measures, reduction of time spent on roads by heavy vehicles and the protection of natural environment and waterways.

Risk Management Implications

Replacement of aging infrastructure, improved services and introduction new facilities will assist Council to reduce its risk exposure.

Council Plan Strategy Addressed

Leadership - Bold leadership, strong partnerships and effective advocacy.

Options

1. Council can continue to refine and adopt its 2022 Victorian State Election Advocacy Projects document and also support the regional advocacy that will be developed by the Murray River Group of Councils or
2. Council can choose not to put forward an advocacy document for the forthcoming 2022 Victorian State Election.

Recommendations

That Council:

- 1. Provide advice on any additional projects or services that it would like included in the 2022 Victorian State Government Advocacy document and request that Council Officers complete the details in order for Council commence its Advocacy Campaign in the lead up to the Victorian State Election.**
- 2. Continue to work with and support the Murray River Group of Councils on its Regional Advocacy document for the Victorian State Election.**

94/22 Motion

MOVED Cr McPhee

That Council:

- 1. Provide advice on any additional projects or services that it would like included in the 2022 Victorian State Government Advocacy document and request that Council Officers complete the details in order for Council commence its Advocacy Campaign in the lead up to the Victorian State Election.**
- 2. Continue to work with and support the Murray River Group of Councils on its Regional Advocacy document for the Victorian State Election.**

SECONDED Cr McKay

The Motion was put and CARRIED

B.22.65 ROBINVALE IMPROVEMENT GROUP

Responsible Officer: Director Community & Cultural Services
File Number: S01-24-01-08
Attachments: Nil

Declarations of Interest:

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

Summary

This report recommends that Council redefine the status of the Robinvale Improvement Group (RIG), in recognition of the true population of the township, to ensure compliance with Council's community engagement requirements.

Discussion

The Robinvale Improvement Group (RIG) was established in 2015 as an advisory group by Council to manage the Robinvale Community Plan. RIG is responsible for keeping the Robinvale community engaged and informed on the progress of the Robinvale Community Plan, and acting as a direct line of communication between Council and the Robinvale community.

Robinvale is a melting pot of cultures, with its population representing over 40 different nations residing, working and socialising within the locality.

As the Robinvale Population Study indicates, Robinvale's population is much greater than the official Census data of 3,740, which showed a significant increase in the 2021 Census.

Council's population study also shows that Robinvale is not such a small town, with an estimated 8,000 people calling Robinvale home.

It is considered that the original community engagement process for small towns is not suited to ensure adequate engagement with all sectors of the community and is an unfair request of a volunteer community group.

The Local Government Act 2020 requires Council to re-think and remodel the way community planning occurs, and particularly in Robinvale. Engagement for a population of approximately 8,000 people requires Council to attempt to engage with as many people and representative groups as possible, not one single advisory group in isolation.

The Robinvale Improvement Group was established in 2016 with the following roles:

- responsibility for keeping the Robinvale community engaged and informed on the progress of the Robinvale Community Plan 2031,

- assisting with projects within the plan
- acting as a direct line of communication between Council and the Robinvale community

RIG contributed to the completion of smaller successful projects, some of these include - converting the planter boxes to seating at the Community Centre, lighting and signage at Caix Square, advocating for healthier trees in Perrin St and Bill McGinty Park.

The group's membership has fluctuated over the years, with various members of the community attending meetings and holding committee positions.

Unlike many smaller town community groups, RIG remains unincorporated and is a group established by Council as an advisory body.

Future considerations for community engagement in Robinvale

RIG members will be encouraged to continue to provide valuable input into the future of Robinvale and be treated as one of many representative groups in Robinvale and district, rather than the core group for engagement with the Robinvale community.

Like all community groups, any requests for Councillor or Council officer assistance or attendance at a meeting would be welcomed to discuss a specific topic or topics. Members have already been encouraged to lodge operational issues directly with Council for attention.

Project based engagement will continue and be enhanced through a process similar to the ongoing Robinvale Riverfront Masterplan process; officers use multiple forms of engagement such as community, sporting, school group meetings, main street sessions, static displays and promotion of online submissions. This now applies to other Council engagement on issues like the annual budget and Council Plan.

Consultation

Broader consultation with the Robinvale community has not taken place regarding the future of RIG however a discussion flagging this report took place at the August meeting of RIG.

Financial Implications

Council does not financially support the operation of RIG, however RIG has contributed advice on some limited expenditure of Community Planning resources.

Social Implications

RIG in its current form is not undertaking the key responsibilities of a town representative group these include: keeping the Robinvale community engaged and informed on the progress of the Robinvale Community Plan 2031, overseeing

projects within the plan and acting as a direct line of communication between Council and the Robinvale community.

Continuing to regard RIG as the only community representative group does not address Council's engagement principles.

Economic Implications

RIG as the only group for engagement with the community, is having limited impact on the economic outcomes of Robinvale.

Environmental Implications

RIG as the only group for engagement with the community, is having limited impact on the environmental outcomes of Robinvale.

Risk Management Implications

Treating RIG as one of many representative groups in Robinvale and district, rather than the only group for engagement with the community will improve Council's compliance with its own engagement principles.

Council Plan Strategy Addressed

Leadership - Transparent communication and engagement.

Options

Council may

1. Dissolve the Robinvale Improvement Group, and establish a new incorporated representative group with the long term goal of the group being a community group that reflects and embraces diversity and inclusion, respects Aboriginal and European culture and heritage, supports the growth of the town, and works in partnership with Council to achieve the best outcomes for the community.
2. Dissolve Robinvale Improvement Group with the view that consultation with community will be done on an as-needs basis like Swan Hill for at least the short term. The longer term aim will be to achieve better community engagement and community planning in the larger towns (Robinvale and Swan Hill).
3. Regard Robinvale Improvement Group as one of many representative groups in Robinvale and district, rather than the core group for engagement with the community. This removes the formal requirement for a Councillor and senior

staff to attend, other than by invitation to discuss a specific topic or to present to RIG and other local representative groups.

Recommendations

That Council:

- 1. Regard Robinvale Improvement Group as one of many representative groups in Robinvale and district, rather than the core group for engagement with the community.**
- 2. Thank the Robinvale Improvement Group for its efforts since inception in 2015.**
- 3. Inform RIG members that Council no longer requires a single Robinvale representative group, and encourages members to continue to work for the betterment of Robinvale.**

95/22 Motion

MOVED Cr Young

That Council:

- 1. Regard Robinvale Improvement Group as one of many representative groups in Robinvale and district, rather than the core group for engagement with the community.**
- 2. Thank the Robinvale Improvement Group for its efforts since inception in 2015.**
- 3. Inform RIG members that Council no longer requires a single Robinvale representative group, and encourages members to continue to work for the betterment of Robinvale.**

SECONDED Cr McPhee

The Motion was put and CARRIED

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.22.14 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.

DECISIONS WHICH NEED ACTION/RATIFICATION

16 August 2022

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.

96/22 Motion

MOVED Cr McPhee

That Council note the contents of the report.

SECONDED Cr Young

The Motion was put and CARRIED

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

AGENDA ITEMS

- Robinvale Hotel
- Robinvale/Swan Hill rezoning
- 124 Lae Road Robinvale
- Subdivision applicants
- Future Planning
- Swan Hill Town Hall Exterior Refurbishment
- Community Satisfaction Survey
- Method of Sale - Robinvale

ADDITIONAL ITEMS DISCUSSED

- N

ATTENDANCE

Councillors

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

Apologies

Leave of Absence

- Cr Jade Benham

OFFICERS

- Scott Barber, Chief Executive Officer
- Bruce Myers, Acting Chief Executive Officer/Director Community & Cultural Services
- Malcolm Styles, Acting Director Infrastructure
- Bhan Pratap, Director Corporate Services
- Heather Green, Director Development and Planning (attended virtually)
- Kate Jewell, Development Manager
- Helen Morris Organisational Manager
- Jess Chislett, Procurement and Properties Coordinator

Other

- Nil

CONFLICT OF INTEREST

- Councillor Les McPhee declared a conflict of interest in Robinvale/Swan Hill rezoning and left the meeting for this item.
- Councillor Nicole McKay declared a conflict of interest in Robinvale/Swan Hill rezoning and left the meeting for this item.

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
2 August 2022 at 1.00pm, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS

- Citrus Australia
- Pioneer Settlement – Community Advisory Committee
- Swan Hill Swimming Pool – relocation
- Lake Boga southern entrance foreshore
- Tooleybuc Bridge

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Nicole McKay
- Cr Bill Moar
- Cr Stuart King
- Cr Ann Young

Apologies

Leave of Absence

- Cr Jade Benham

OFFICERS

- Scott Barber, Chief Executive Officer
- Bruce Myers, Acting Chief Executive Officer/Director Community & Cultural Services
- Heather Green, Director Development and Planning
- Malcolm Styles, Acting Director Infrastructure
- Bhan Pratap, Director Corporate Services
- Jess Warburton, General Manager Pioneer Settlement
- Dennis Hovenden, Acting Economic & Development Manager
- Kate Jewell, Development Manager
- Dione Heppell, Liveability and Project Development Coordinator

Other

- Richard Byllaardt and Nathan Hancock – Citrus Australia

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

Nil.

SECTION E – FORESHADOWED ITEMS

Nil.

SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA

Nil.

SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

Councillor Ann Young list events / meetings attended

Date	Organisation / Group	Details (if relevant)
10/08/2022	SHRC	Marg Bott Farewell

Councillor Nicole McKay list events / meetings attended

Date	Organisation / Group	Details (if relevant)
25/07/2022	Swan Hill Inc Board Meeting	
27/0720/22	Nyah District Action Group Meeting	
02/08/2022	Sustainable Living in the Mallee	
14/08/2022	Lake Boga Lions/Catalina History Opening	
26/07/2022	Nyah Lions Club "Christmas in July" Lunch	

Councillor Les McPhee list events / meetings attended

Date	Organisation / Group	Details (if relevant)
25/07/2022	Meeting with Wes Pye	Haven development enquiries
02/08/2022	Resident and Ratepayers AGM and regular meeting	
06/08/2022	Tony Driscoll Funeral	Northern Grampians Mayor
16/08/2022	LGBTIQ+ Commissioner - lunch	

Councillor Stuart King list events / meetings attended

Date	Organisation / Group	Details (if relevant)
12/8/2022	RAIL FREIGHT ALLIANCE	ATTENDED MEETING VIA ZOOM

Councillor Bill Moar list events / meetings attended

Date	Organisation / Group	Details (if relevant)
20/07/2022	Go North Arts Festival Launch	
21/07/2022	Lake Boga Lions Club Changeover dinner	
22/07/2022	Citizenship Ceremony – Swan Hill and Robinvale	
22/07/2022	Meeting with Ausnet	Renewable Energy transmission lines including VNI-West
28/07/2022	Future of School Crossing Service	
28/07/2022	Friends of the Pioneer Settlement	
01/08/2022	Catch-up with Ali Cupper	Via Zoom
02/08/2022	Dinner with Citrus Australia reps	
03/08/2022	CVGA briefing VNI-West Project Assessment Draft Report (PADR)	Zoom
10/08/2022	Farwell Marg Bott	18 years of Service at the Pioneer Settlement
13/08/2022	Swan Hill Fire Brigade	Annual Dinner
14/08/2022	Launch of the Interactive display at the Catalina Museum	Lake Boga Lions Club
15/08/2022	Bio-security Event	Swan Hill Club

This is a report by the Mayor, Councillor Jade Benham on the Australian Local Government Association National General Assembly of 2022

2022 NATIONAL GENERAL ASSEMBLY

From 19th - 22nd June myself, CEO Scott Barber and Cr Young travelled via road to the nation's capital for what was to be the largest National General Assembly to date.

Councillor Ann Young and Chief Executive Officer, Mr Scott Barber attended the Regional Cooperation and Development forum on Sunday the 19th of June and then along with myself attended the Australian Local Government Association National General Assembly on the following Monday, Tuesday and Wednesday the following report includes highlights from the Assembly.

SUNDAY 19 JUNE - Regional Forum

The Hon. Kristy Minister McBain Minister for Regional Development, Local Government and Territories (former Mayor of Bega) talked about pressures of local government and her realistic approach to what she can and can't do within her current role, she expressed a level of empathy for Councils.

President Linda Scott discussed the achievements of ALGA and most recently the fact the local government has a seat at the table for one National Cabinet meeting per year.

First Panel – discussed tourism and airports. One big issue has been the regulatory changes to the operations of airports. James Goodwin also said he discourages Councils subsidising airport fees as it distorts the market.

Matt Linnegar (CEO Australian Rural Leadership Foundation) – discussed the meaning and role of leadership particularly in rural Australia. Matt understands it requires collaboration and connection to achieve great things and empower leaders to achieve their goals through the following six leadership practices;

- Authenticity
- Awareness
- Adaption
- Affiliation
- Advocacy
- Action

He also talked about the victim mentality associated with resilience and suggested that resilience is how we “bounce forward” and it is not about “bounce back to the way things were”.

Garry Keeffe (CEO Northampton Council) talked about his raw and practical approach to natural disaster recovery after Cyclone Seroja destroyed parts of

Kalbarri WA. This was a very inspirational discussion about Council and community working together in very difficult situation.

Cr Romola Hollywood (Blue Mountains City Council) talked about their approach to emergency recovery in the Blue Mountains area and the high community satisfaction with their performance.

Adrian Turner – CEO Mindaroo Foundation (funded by Andrew and Nicola Forrest), talked about their organisations support around fire detection and prevention.

The Mayor and CEO discussed the community challenges of the West Daley Regional Council, with the riot in May 2022 resulting in one person killed, 100 homes damaged and only 10% of 700 enrolled school children attending school presently.

Liz Ritchie - CEO Regional Australia Institute was on a panel talking about regional housing challenges. Cr Young and the CEO approached her afterwards to explain the challenge our municipality faces of inaccurate Census figures therefore masking housing issues. She did not know how to tackle this and was going to ask her economic adviser. Liz said she had not seen this before. CEO has followed this up without a response.

Professor Andrew Beer (UniSA) said regional housing shortage has been in the making for 20 years. He also said the Councils are doing more to assist with housing than many people realise. He said the QLD and WA are leading the way in tackling the housing issue.

MONDAY 20 JUNE - Full Conference Day 1

On the morning of the first day Cr Young and I attend the ALGWA Women's Breakfast. Over coffee we had a brilliant conversation with Renee and her colleagues from the Daly River Council in the Northern Territory. They spoke about some of the real life challenges that presented themselves to their organisation and the community as a whole on a daily basis, it certainly made us appreciate where we live even more. A nice dose of perspective.

That conversation was somewhat serendipitous when looking at it with hindsight.

After breakfast it was time for the official welcoming ceremony in an auditorium packed full of 1000 Mayors, Councillors and CEO's from around the country. We were welcomed by an address from the Governor-General of the Commonwealth of Australia, His Excellency General Honourable David Hurley AC DSC. His wife Linda was also in attendance for this opening address as well as his security detail. (Honestly, it was like Beyonce and JZ were in the house!)

After the opening address and welcome from ALGA President, Cr Linda Scott we were introduced to our first keynote speaker and MC for the event Alica McKay – Australasia's

expert in strategy and change. Her latest book was in our conference packs and there was also an opportunity to do a small strategic leadership workshop with her on day two which proved most useful. In her address she spoke mostly about perspective. It really struck a chord with me as she showed a photo from a mountain top in Cambodia; with her travel companion illustrating that he's not one to back away from a challenge. Meanwhile on an adjacent peak, two people were stuck looking at their phones oblivious to what was happening around them.

After years in the public service in New Zealand she has a very interesting perspective on "Thinking Differently for a new future of Local Government in Australia".

The next session was a Mayoral panel featuring Cr Tracy Lefroy, President Shire of Moora, Cr Steve King, Mayor of City of Lismore who spoke candidly about the natural disasters that have struck his municipality over the past several years. He was incredibly nonchalant about it all on the outside, but I'm sure a week before hand, he would have been much less so.

The panel also featured Cr Matthew Deeth, Mayor Wollondilly Shire Council who is also the President of the National Growth Areas Alliance and Lapulung Dhamarrangji, President East Arnhem Regional Council who spoke about the future for his people.

After lunch we had an opportunity to chat with exhibitors in the show room, such as:

- suppliers who can improve our chamber visual and audio for live streaming of meetings,
- solar lighting,
- bollard phone chargers and;
- urban canopy solutions

We then moved on to the first debate on motions. There were over 100 motions to be debated over the course of two days. Many of the delegates in attendance do love to debate, as they should, essentially, that is our job, but were only given there was less than two hours.. The time dedicated to debate on Monday had a similar time slot on Tuesday, I was challenged to see how they would get through them all.

As it turns out, I was right. We didn't get through the debate on all motions. Just after Stan Grant had delivered another spine tingling speech on democracy committing suicide, the ALGA President declared that the remaining motions would be decided upon by the board, rather than the delegation in attendance.

The irony, but back to the rest of the first day.

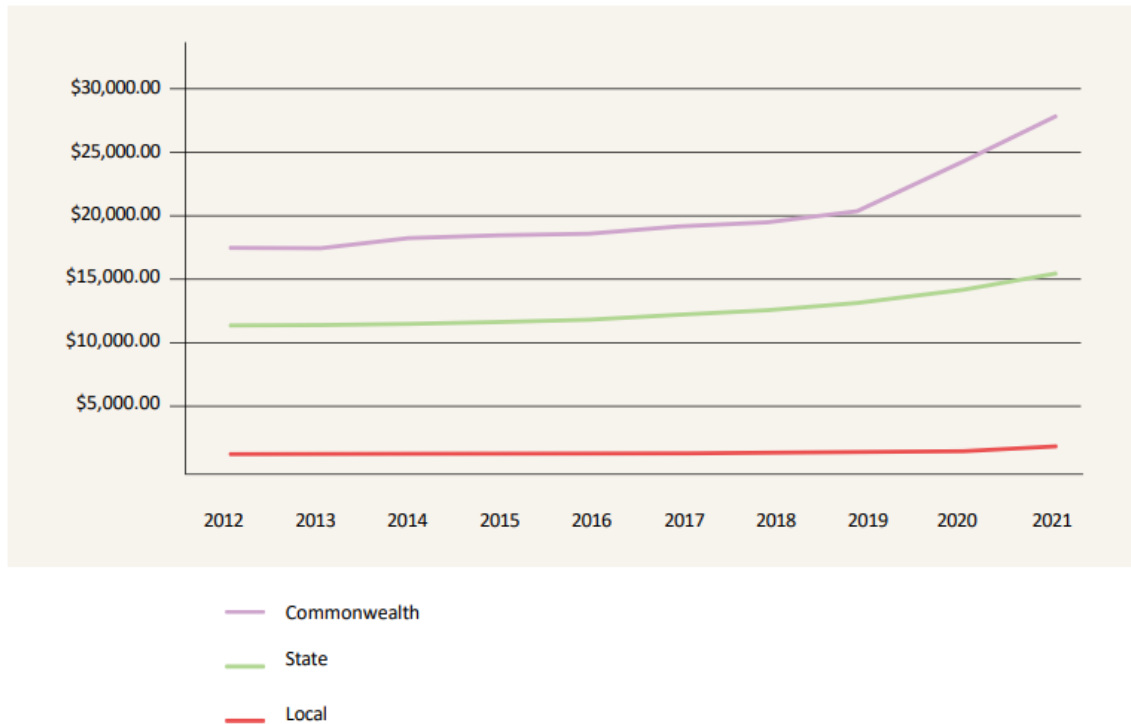
Marcus Spiller, Principal and partner SGS Economics & Planning, provided a compelling talk to explain how efficient, productive and trusted Local Government is in comparison to State and Federal Governments, while regulations and rate-capping emphasised the lack of trust from states back to Local Government.

Mr Spiller talked about;

1. The productivity of Local Government as a service provider
2. The role of Local Government in the productivity of the wider economy

Local Government – doing more with less

Government expenditure per capita in Australia by government sector (2012-2021)






Expenditure in local government is a flat line in comparison to Commonwealth and State Governments over the last decade.

Local Government is more trusted




Q: HOW MUCH DO YOU PERSONALLY TRUST EACH OF THE FOLLOWING?

	GENERATION Z 1995 - PRESENT	MILLENNIALS 1980 - 1994	GENERATION X 1965 - 1979	BABY BOOMERS 1946 - 1964	BUILDERS 1925 - 1945
STATE/TERRITORY GOVERNMENT	38.5%	40.0%	26.7%	35.7%	44.1%
FEDERAL GOVERNMENT	39.5%	31.5%	21.5%	30.8%	39.2%
POLITICAL PARTIES	26.9%	15.6%	12.2%	16.7%	15.7%
LOCAL GOVERNMENT	66.5%	47.1%	33.6%	47.5%	54.9%
GOVERNMENT MINISTERS	27.5%	24.5%	15.7%	24.3%	31.1%
MPS IN GENERAL	26.9%	23.2%	16.1%	20.2%	22.3%
LOCAL COUNCILLORS	33.8%	31.7%	24.7%	27.2%	33.3%
PUBLIC SERVANTS	45.4%	40.4%	34.4%	39.4%	35.9%
YOUR LOCAL MP	29.2%	30.5%	27.5%	31.2%	39.8%

Spiller went onto say that Council are held back by poor State & Commonwealth Policies

-  Cost shifting
-  Inadequate fiscal equalization
-  Rate capping

Therefore Councils financially struggle;

-  Difficulty in maintaining assets
-  Challenges in attracting and retaining skilled staff
-  Patchy take up of digital and data technologies

State's typical response to these challenges is amalgamation;

- Little evidence that amalgamation works
- The multi-portfolio nature of local government business puts limits on economies of scale
- Larger councils struggle to provide effective representation on local issues

Recap

Local government is arguably the most productive sector in Australia's three tier system of governance

Local government could do even better if:

- The shackles placed on it by the States were loosened (rate capping)
- Reasonable vertical & horizontal fiscal equalization were put in place
- Cost shifting was abandoned

Local government plays an indispensable role in the productivity of the wider economy in both its infrastructure and regulatory functions and as a provider of last resort in many communities

Empowerment of local government in keeping with the subsidiarity principle is required, rather than ham-fisted top-down responses like rate capping and forced amalgamations

David Littleproud

To close out a very large, first full day of sessions was a Plenary Address from leader of The Nationals The Hon. David Littleproud. During his address he said "I'm ready to have a conversation about what modern Australia looks like." I think that remark raised more than a few eyebrows. Let's have that conversation Mr Littleproud, I'm intrigued.

That night a "Networking Dinner" is held, but it was the opinion of all of us in attendance that if you use your time between speakers and over lunch and tea times, you can network very effectively without having to pay for a special dinner to do so. So we had an early night ready for a big day on the Tuesday.

TUESDAY 21 JUNE - Full Conference Day 2

Tuesday morning was full back-to-back with panel sessions, until Stan Grant - the greatest speaker in this Country, graced us with his take on Global Democracy.

Stan's thoughts on the world are educated and valid. He has lived in some of the most interesting places, reporting on global issues, there is no education on earth that comes close to living an experience. His education on global issues has led to the most profound ideas on democracy, conflict, economics and foreign relations; Stan has an ability to deliver them in a way that no one else can. Without a single note, without a single "um". When Stan talks, you listen. How long will it be until we see him in Federal politics?

A speech like Stan delivered leaves one feeling a little weary from the rollercoaster of emotions; but wait there is more! Back it up with the Ukraine Ambassador Vasyl Myroshnychenko who presented a video produced by the Mayor's association in his country, left everyone in the room with a much broader perspective and greater gratitude for the nation on which we stand.

The issues he discussed were obviously some of the most serious anyone in public office could ever face, but he remained optimistic and full of humour. Perspective.

After lunch we completed the final hour of our debate on motions, where the democracy in that room did just as Mr Grant had discussed a few hours earlier, and the rest were left to be decided upon by the board. I'm sure they will make all of the right decisions, but, democracy.

The remainder of the day was made up of a panel on population, housing and workforce which are not just our top priorities, but it appears a lot of the nation faces the same issues.

I managed to get a seat in the Alica McKay workshop on Strategic Leadership. This session was incredibly interesting and again offered a different perspective on decision making and process in public service. Cr Young and Scott also attended the other breakout sessions on Transport Infrastructure and Regional insights and opportunities for Local Government.

The gala dinner was held on this night and it was a lovely, albeit large event. Our delegates being the keen nightowls that we are, were all on the first bus home and tucked up in bed by 11pm.

WEDNESDAY 22 JUNE - Full Conference Day 3

Wednesday morning saw a Ministers Address from The Honourable Linda Burney MP - Minister for Indigenous Affairs, followed by a panel session on Closing The Gap.

Before the closing address there was a Mayoral Panel focussed on "What Have We Learned?" featuring Ald Doug Chipman, Mayor Clarence City Council, Dr Heather Holmes-Ross, Mayor City of Mitcham, Cr Jasmin Nguyen, Mayor City of Brimbank & Cr Shaun Radnedge, Mayor Shire of Murweh.

After a very busy and productive three days in Canberra, the drive home was long, but the debrief was invaluable.

ALGA put on a wonderful conference that every Councillor should attend at least once; if you get the chance, go multiple times, it just gets better.

Cr Young: ADDITIONAL NOTES

Local Government National Assembly – Canberra- 2022
Report to Council - Ann Young

I consider the National Assembly one of the most valuable experiences that a Councillor can have:

- The information provided by the speakers and panels broadens Councillor knowledge base and outlook
- Provides the opportunity to network and gain contacts in other areas/regions
- Gives Councillors the opportunity to view the range of products and services and opportunities on the various stalls for Local Government to access
- Re-charges the batteries and enthusiasm for Local Government Councillors

Some quick points quotes from speakers:

- Too much emphasis and support to Qantas
- Strong emphasis needed on disaster mitigation and emergency management
- Local Government need appointment to National Cabinet and be given more importance in general
- Need increase in the % of tax revenue returned to Local Government
- Need more statistics around the issues of domestic violence and mental health issues
- Need an investigation on building on flood plains
- Local government needs to concentrate on “Building a House not a Series of Rooms”
- We need a “Great Awakening” concentrating on Harmonisation, Sustainable Future for Betterment of All
- Importance of collaboration – Get in and get things done – Common ground and good will rather than division – Deal with workforce shortages – Expand biosecurity
- Stan Grant - “Democracy eventually commits suicide”- Stan is an excellent speaker who covers a range of topics particularly about China as he spent 10 years living over there as a journalist
- Community housing is not in national strategy and is needed – Local Government can do own projects and lead the way
- New building needs a requirement to build in new charging points for changes to types of transport – even if not needed yet
- Need a review of planning issues/ zonings in general

I found it interesting talking with other Councillors about their experiences on Council. Everyone commented on the role of social media today and the need to withdraw off most platforms and to not take things personally. Several were considering legal action over some postings

I found it interesting that there were very few faces that I knew from previous assemblies and many commented on that as well which indicated a higher Councillor turnover. I had many interesting conversations with a young woman in a wheel chair as I chose to use the lift daily instead of walking up the stairs. She has a high level of disability and ill health issues and I felt so much admiration for her for standing for Council and continuing her commitment.

I was surprised how much growth there is in Canberra. There were more buildings for both residential and services within the central districts since I was last there. Makes you realise just how much funding, employment and involvement there is to keep levels of government performing at required standard.

I enjoyed the breakfast with AGLWA and their enthusiasm for their roles in the Local Government area

As I have said previously, I think the National Assembly experience is invaluable for Councillors and should be recognised as this rather than any discussion undervaluing of the expenditure involved

CEO: ADDITIONAL NOTES

- Supportive words to Councillors and staff from Governor-General – General David Hurley with a focus on natural disasters and the pandemic.
- Alicia McKay (Strategic Leadership Expert) encouraged Councillors and executive to lift ourselves above the noise to have the clarity of perspective and see the big picture. She believed many had to do this during the COVID pandemic, as we all know that people's health was the main issue at the time.

Marcus Spiller, Principal and partner SGS Economics & Planning, provided a compelling talk to explain how efficient, productive and trusted Local Government is in comparison to State and Federal Governments, while regulations and rate-capping emphasised the lack of trust from states back to Local Government.

Mr Spiller talked about; Local Government and productivity

1. The prospective of productivity of local government as a provider – how efficient and effective Local Government is in the stewardship of the resources entrusted to it in delivering services for local communities

2. The role of Local Government in underpinning the productivity of the rest of the economy, through its role in infrastructure provision, service provision, regulation and so-on.

The efficiency and effectiveness of Local Government as a service provider. Measuring productivity in government is notoriously difficult because it's not like a business and you're not selling to customers, and you're not counting revenue against your investment and you don't have the usual performance measures.

Typically you tend to look at the inputs – how much are we spending and the crude measures of outputs (how many people are we serving). If we take these measures, the ones we have available to us and look at the Local Government expenditure per capita in Australia, the expenditure over the past decade has remained relatively constant. This is despite the fact that Local Government have had to work through a period of extremely strong population growth, where demands from community for services in volume, quality and quantity has never been higher – Local Government has worked with an essentially flat pool of resources.

If we look at international comparisons and at the resources available to Local Government in Australia the picture is a little confusing. Local Government performs different functions in different parts of the world and in some parts of the world it has a much bigger scope/mandate. In Australia for example, it's much more active in things like housing, social protection and education. But when comparing like for like, Australian Local Government is way down in Gross domestic product (GDP) by international standards, while also dealing with a strong population growth, with a sparsely dense population and other cost burdens carried. This is further more evidence of Australian Local Government providing a lot for a little cost.

What do the community (customers) think?

Surveys consistently show (regardless of demographic) that Local Government outshines and is consistently higher than State and Commonwealth Government in terms of trust.

Local Government is being held back by poor State and Commonwealth policy settings.

- Cost shifting
- Inadequate fiscal equalisation
- Rate Capping

Councils as a result of these things struggle financially with:

- Difficulty in maintaining assets
- Challenges in attracting and retaining skilled staff
- Patchy take up of digital and data technologies

Amalgamation is the State's typical response

Local Government is different from State and Commonwealth Government because it's local. State and Commonwealth rely on delivering the same service essentially at

scale to a very, very large geographic area. For both State and Commonwealth, in the areas of education, policing, health, defence etc. scale counts. Scale is a way to make efficiencies,, at a Local Government level the extra value comes from innovation in brokering local partnerships (pairing Councils resources with the local community, private sector and other spheres of government) so that the whole is greater than the sum of the parts. That's where the extra value comes from Local Government, not from scale.

Building productivity in the wider economy addressing market failure

Local Government exists in-part for what the market cannot deliver. We know that markets operating by themselves will not deliver the best outcomes for their communities because of three key problems:

- Natural monopoly – eg. local roads
- Public goods – eg. parkland and public realm
- Externalities – planning and building regulations

Productivity benefits from planning and building regulations

- Natural Resource Management
- Achievement of micro level positive externalities
- Efficient city shaping infrastructure
- Efficient structural and follower infrastructure
- Management of inter-property positive externalities
- Management of inter-property negative externalities

Part of the market failure also relates to the fact that Local Governments are often called upon to be a provider of last resort, often due to absence of coordinated policy at the State/Federal levels. Examples include:

- Climate change adaption
- Affordable housing
- Health / child-care services

Myth busting - Local Government with its regulatory functions is what is holding back housing supply in this country. The fact is that on close examination our planning schemes “your planning schemes” typically make more than amply provision for the creation of a housing supply. The problem lies in-part with land holding (by the people who own those sites) and that relates to the way we tax that, which is a policy design issue for the States in particular but, also because the very fact that local government is starved of resources means that in some parts it is difficult so supply the infrastructure to enable the land that is designated for urban development / housing development to be developed. So it is not Local Government that is causing the problem there.

Recapping

Local Government is arguably the most productive sector in Australia's three tier system of governance.

Local Government could do even better if:

- The shackles placed on it by the States were loosened (rate capping)
- Reasonable vertical and horizontal fiscal equalisation were put in place
- Cost shifting was abandoned

Local Government plays an indispensable role in the productivity of the wider economy in both its infrastructure and regulatory functions and as a provider of last resort in many communities.

Empowerment of Local Government in keeping with the subsidiarity principle is required, rather than ham-fisted top-down responses like rate capping and forced amalgamations.

Councils provide 25% of community services and receive 4% of the revenue.

David Littleproud (leader of the National Party) talked about his desire to work with the Labour Party on important issues and supports Local Government.

Over 100 motions – we tackled about 35 on day one.

Lots of meetings and networking with neighbouring Councils

Additional Notes

DAY 2 NOTES

Linda Scott talked about the importance of the Loads Roads and Community Infrastructure (LRCI) funding.

- Councils have received \$3.35B so far promised until 2024/25
- \$200m in disaster recovery fund - mitigation actions. Drought and flood!
- Mobile coverage - telecommunications coverage is necessary now. Education, emergency management. \$400m to improve connectivity along roads.

ALGA has secured a spot on National Cabinet for attend 1 meeting/yr and seeking full voting right at all national cabinet meetings.

ALGA are working with the Federal Assistance Grants (FAGs).

- Council received less than 4% of Australia's taxation revenue. Increase to 1% of Commonwealth revenue.
- Continue indexation of FAGs! Currently 0.55%, to 1% is additional \$2.3b untied funds.
- For many councils, FAGs is more than 20% of their revenue (AEC Group).

ALGA will form a parliamentary friends of Local Government (bipartisan) - directly speak with MPs and senators!

DAY 3 NOTES

Paul Tilley discussed federation reborn, finding dropped

Graham Jarvis - (AEC Group) reinforced LG most efficient form of Government.

Zali Steggall – Discussed that a Federal corruption body needed to prevent pork barrelling. Seat at National cabinet is good but should be a voting right. Local Government should be enshrined in the constitution.

Stan Grant - global democracy

- Will democracy “commit suicide?”
- Looks at the US
- 1979 is critical point in history
- 1989 next- Berlin Wall, ussr..., china tienaman square,
- 1997 - Hong Kong to china,
- 2001 sept 11, Afghan and Iraq wars, 2007 GFC,
- 2020 pandemic,
- 2022 Ukraine invasion.

Identity. The some where’s and the any where’s....geographic divide see US Trump, Brexit, some parts of Australia.

Ukrainian Ambassador - Video from their Mayors

Vox Ukraine. 14 million people displaced. 4000 Ukrainians are living with people they know here in Australia. People with refugee visas can stay in Australia.

CEO attended the Transport Infrastructure Stream
Michael Gregory A/Director

- office of northern Australia
- White paper 2015-35

National water grid authority

- Water security
- Business case development needs hydropower too

Kieran Vassallo discussed LRCI

- COVID and temporary lockdowns
- Ninja warrior courses
- Small town Main Street rejuvenation
- 33% roads, 66% community
- Nothing to share about future at this time
- Suggestion that Councils can move from shovel ready to shovel worthy projects in the next phase

DAY 4 NOTES

Minister for indigenous affairs Linda Burney MP

- Leeton shire
- The Uluru Statement from the heart <https://ulurustatement.org>
- 90% said yes to referendum for aboriginal votes
- Yes for voice to Parliament

Community Development Program (CDP) is the Government's remote employment and community development service. CDP supports job seekers in remote Australia to build skills, address barriers to employment and contribute to their communities through a range of flexible activities. CDP isn't working

Dr Jonathon Carr-West (UK)

Global view

- Local Government is a place leader
- LG as instrument of the state
- There is a crisis of trust in institutions

Carr-West suggested that the Tiers of Government should be overlapping Spheres of Commonwealth / State/ Local.

More than half of people are dissatisfied with democracy in the US and USA. Australia is just less than half and trend is getting worse. Young people in particular don't think elections and democracy are needed.

Panel - what have we learnt?

- Threat to democracy
- Isolated people
- Local Government is connected to grass roots
- Best ever conference
- 25yr old Mayor Brimbank
- We have the same problems and need to work together
- Need to lift ourselves above daily complaints and niggles to see the bigger picture
- Even after a tough day in the Council Chamber, democracy is the winner.
- Spheres not tiers is where government needs to go.
- State needs to trust LG
- PARTNERSHIP with our community needs trust too
- Feds are looking too revitalise RDAs
- Keep connecting through state branches - socialise

For more information:

<https://conferenceco.eventsair.com/nga22/speakers>

97/22 Motion

MOVED Cr McKay

That a motion that the reports be received.

SECONDED Cr Young

The Motion was put and CARRIED

SECTION H – IN CAMERA ITEMS

Nil.

There being no further business the Acting Mayor, Councillor Moar closed the meeting at 2.46pm.