

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 18 October 2016

Held Town Hall, Chambers,
McCallum Street, Swan Hill
Commencing at 2pm

COUNCIL:

Cr LT McPhee – Mayor

Cr JN Katis

Cr GW Norton

Cr GI Cruickshank

Cr JA Kiley

Cr JB Crowe

Confirmed 15 November 2016

Chairperson.....

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SECTION A – PROCEDURAL MATTERS

- **Open**

Mayor, Cr Les McPhee assumed the chair and declared the meeting open at 2.00pm.

- **Acknowledgement of Country**

Mayor, Cr Les McPhee read the Acknowledgement of Country.

- **Prayer**

Cr Kiley read the prayer.

- **Apologies**

Cr Jim Crowe

89/16 Motion

MOVED Cr Cruickshank

That the apologies be accepted.

SECONDED Cr Norton

The Motion was put and CARRIED

- **Confirmation of Minutes**

- 1) Ordinary Meeting held on 13 September 2016
- 2) Extraordinary Council Meeting held on 20 September 2016

90/16 Motion

MOVED Cr Katis

That the minutes be confirmed.

SECONDED Cr Kiley

The Motion was put and CARRIED

- **Declarations of Conflict of Interest**

Cr Kiley – Direct Interest - in camera item

- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**

- **Public Question Time**

91/16 Motion

MOVED Cr Kiley

That standing orders be suspended

SECONDED Cr Norton

The Motion was put and CARRIED

Sheilagh Menzies

I wonder if it is possible to have a sensor light installed in the ladies public toilet next door to the Information Centre. I use these facilities when shopping in town and also it is the first port of call for many of the towns visitors. Visibility is very poor. Thank you.

CEO, John McLinden responded by stating it was a sensible request and after investigating the lighting at the public toilets, can see that lighting is poor. It is a simple fix and will be a great improvement for our facility.

92/16 Motion

MOVED Cr Cruickshank

That Standing Orders be resumed.

SECONDED Cr Norton

The Motion was put and CARRIED

SECTION B – REPORTS

B.16.120 AUDIT COMMITTEE

Responsible Officer: Director Corporate Services
File Number: 42-02-03
Attachments: 1 Audit Committee Confidential Minutes

Declarations of Interest:

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

Summary

Council's Audit Committee met on 15 September 2016 and this report summarises the items that were discussed at the meeting.

Discussion

The Audit Committee met on 15 September 2016 and as well as the usual procedural items the agenda items included:

1. Risk Management report was received and the Committee noted the progress of ongoing reviews of risk and the testing of the Business Continuity Plan. Risk Footprint Report to come back to Audit Committee with some amendments to be done.
2. Animal Control Internal Audit Update was given with all actions now complete.
3. VAGO Closing Report - Crowe Horwath reported all items have now been addressed.
4. VAGO Final Management Letter was presented by Crowe Horwath with no significant issues being found.
5. Asset Revaluations – Fair Values report was noted by Audit Committee.
6. Annual Financial Report FY2016 given and recommended by Audit Committee that Council adopt in principle.
7. Performance Statement FY2016 given and recommended by Audit Committee that Council adopt in principle.

Consultation

Not applicable.

Financial Implications

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

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

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

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council note the contents of this report.

93/16 Motion

MOVED Cr Katis

That Council note the contents of this report.

SECONDED Cr Cruickshank

The Motion was put and CARRIED

Attachment

- Audit Committee Confidential Minutes
15 September 2016

B.16.121 PRESENTATION OF ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2016

Responsible Officer: Director Corporate Services
File Number: S15-28-07
Attachments: 1 Annual Report 2015/16

Declarations of Interest:

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

Summary

Council's Annual Report incorporating the Financial and Performance Statements and the Audit Opinions, were completed and delivered to the Minister on 29 September 2016.

Following the expiry of the statutory advertising period, the Annual Report is now presented for Council's consideration and endorsement.

Discussion

Following the completion of all statutory requirements, Swan Hill Rural City Council's Annual Report for the year ended 30 June 2016 is presented for consideration and endorsement by Council. The format of the Annual Report is consistent with the model recommended by Local Government Victoria.

Some of the highlights of the 2015/16 year were:

- Completion of the Heartbeat of the Murray Laser light show at the Pioneer Settlement. The new attraction is expected to lead to an increase in visitor numbers not only to the Pioneer Settlement but also to the region.
- Completion of the ¼ mile drag strip at the Chisholm Motorsports Complex. The new drag strip has attracted international interest and, as well as supporting local demand, is expected to attract motor sports enthusiasts from around Australia.
- Installation of new ground lighting at the Swan Hill Showground's. The new lighting will enable local competitions to be held at night.
- 1,400 street lights were converted from mercury vapour to LED with an estimated annual saving of \$85,000.
- Bromley Road, Robinvale masterplan was finalised. The masterplan aims to re-invigorate the main thoroughfare through Robinvale and encourage visitors to stop and shop in the town.
- 6 kilometers of Pental Island Road was sealed. The completion of these works means that the road through Pental Island is fully sealed from Swan Hill to Lake Boga.

- Following an extensive process, the South West Development Precinct rezoning proposal was adopted by Council. Once approved by the Minister for Planning, the South West Development Precinct will provide the opportunity for multiple residential development areas within Swan Hill.
- Council adopted its first ever Ten Year Financial Plan. The Plan provides guidance and assurance to Council that the financial impacts of the decisions it makes are sustainable over the medium term.

It is pleasing that all of Councils Financial Accountability Statements again received unqualified audit opinions.

Council remains in a good financial position, achieving an Accounting Surplus of \$2.0 million for the year. This is the seventh successive annual surplus and was achieved despite \$3.0 million of grants paid to Council on 30 June 2015, that relate to the 2015/16 financial year. The adjusted rates determination surplus was \$112,000 better than budget.

The Statement of Financial position continues to indicate Councils good financial base. Current assets exceed current liabilities by \$8 million. \$0.8 million was repaid to lending institutions during the year with total borrowings of \$8.3 million.

I take this opportunity to formally thank the Finance Department, the Leadership Team, Councillors and Council auditors for all contributing to a successful year and completion of the annual reporting process for the 2015/16 financial year.

Consultation

The availability of the Annual Report for inspection has been advertised in accordance with the Local Government Act.

The Annual Report is a key element of Councils communication with the community.

Financial Implications

Council remains in a good financial position.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

It is important that Council continue to generate an operational surplus in order to help ensure ongoing financial sustainability including the ability to replace assets when necessary.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council consider and endorse the 2015/16 Annual Report of Swan Hill Rural City Council as presented.

94/16 Motion

MOVED Cr Cruickshank

That Council consider and endorse the 2015/16 Annual Report of Swan Hill Rural City Council as presented.

SECONDED Cr Norton

The Motion was put and CARRIED

Attachment

- Annual Report 2015/16

B.16.122 KEY STRATEGIC INITIATIVES FOR 2016/17 STATUS REPORT FOR THE FIRST QUARTER

Responsible Officer: Director Corporate Services
File Number: 22-23-08
Attachments: 1 Key Strategic Initiatives First Quarter

Declarations of Interest:

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

Summary

This is the first quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2016/17 financial year. This report also provides updates for any actions that were carried over from previous years.

Discussion

The Council Plan 2013-17 includes 78 initiatives and 248 actions through which the achievement of the Council Plan may be measured over its four-year term. Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets.

There are 15 actions in total identified for the 2016/17 period.

The following 4 actions were completed during the first quarter plus another 2 actions marked as complete/ongoing for 2016/2017 financial year.

Completed

- 3.2.3 Prepare a disposal strategy for any surplus land
- 11.5.1 Action report template taken to Councillor Assembly quarterly
- 11.5.2 Continuous review / update of Public Health and Wellbeing Plan
- 15.1.2 Complete Rural Living / Land Use Strategy (including consultation)

Complete and Ongoing

- 10.4.3 Participate in initiatives and projects that enhance community safety
- 17.2.2 Prioritise industries with greatest return

As some actions span over a number of years they cannot be marked as completed until the end of the plan. These actions are reported on as completed/ongoing (CO).

Since the adoption of the Council Plan in 2013, six actions have been deemed as no longer applicable.

SECTION B - REPORTS

18 October 2016

The progress of all actions is outlined in the table below and the comments section of the attachment to this report.

Year	No. of Actions	Total completed	No longer applicable	Complete/ Ongoing	Outstanding	Completed this ¼
Rolled over from previous Council Plan	6	6	0	0	0	
2013/14	76	68	4		4	1
2014/15	27	20	1	2	4	2
2015/16	16	6	1	1	8	1
2016/17	15	4	0	2	9	6
Future years	108	32	0	42	34	2
Total	248	136	6	47	59	Total - 12

Consultation

Council consulted the community during the development of the Council Plan 2013/17. Public submissions were also called for during the 2014 Council Plan review.

The Council Plan was first adopted at the June Council Meeting 2013. The reviewed Council Plan was adopted at the April Council Meeting 2015.

Financial Implications

The implementation of most 2016/17 Key Strategic Initiatives was included in the budget.

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Monitoring of Council's progress to implement the Council Plan helps to reduce risks associated with governance and reputation.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Not applicable for this item.

Recommendation

That Council note the Key Strategic Initiatives status report 2016/17 for the first quarter.

95/16 Motion

MOVED Cr Kiley

That Council note the Key Strategic Initiatives status report 2016/17 for the first quarter.

SECONDED Cr Katis

The Motion was put and CARRIED

1 Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 30 September 2016
Legend								
	Completed							
	Currently underway/Ongoing							
	Initiatives carried over from previous Council Plan							
EG	Housing	Facilitate development of the South West Precinct of Swan Hill	2014-15	Complete the Planning Scheme Amendment for the South West Development Precinct.	DDP	DM	Y	Panel Report for the South West Development Precinct amendments was received on 9 February 2016. Council has decided to make the report public on 1 March 2016. Council report and attachments adopted at the March Council Meeting. All documentation now submitted to the Minister for approval.
EG	Attracting new business	Begin implementation of the Central Business District Masterplans for Robinvale and Swan Hill including identifying links to Riverfronts	May-14	4. Determine and complete Year 3 of the Swan Hill CBD Masterplan	DI	EPAM	Y	Works completed in May 2014.
EG	Attracting new business	Development of a strategy to support the attraction of new business based on the regions comparative and competitive advantages as identified in the Economic Development Strategy	Jun-14	Develop and implement an Investment Attraction Strategy to streamline processes for business investment and to promote the regions comparative and competitive advantages	DDP	ECDM	Y	The Investment Attraction Policy adopted at Council's September 2015 meeting. COMPLETED
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	Dec-14	1. Renewal of current infrastructure	DI	ECDM	Y	Renewal works completed to the amount of the available funds. COMPLETED
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	2014	4. Call for expressions of interest in potential operation of passenger air services from Swan Hill aerodrome	DDP	ECDM	Y	Discussions with potential commercial operator has recently ceased due to changes in their commercial direction. Discussions will now be held with Councilors to determine a course of action. COMPLETED
EG	Infrastructure	Commence Program to identify works required on access roads to enable B Double access	2014	1. Determine suitability of Council roads in accordance with the hierarchy	DDP	ECDM	Y	National Heavy Vehicle Regulator will determine access as part of national program. Council completed the pre-approval process to determine routes. COMPLETED
Governance and Leadership (15 Strategic Initiatives : 44 Actions)								
GL	1. Developing open community relationships	1.1 Review and implement actions from the Communication Strategy	2014-15	Revised Communication Strategy adopted by Council	DCS	ODM	Y	Communication Strategy adopted at July Council Meeting. COMPLETED
GL		1.2 Progressively implement actions from revised Strategy	2015-17	Half yearly report of achievement of Strategy will be presented to Council	DCS	ODM	CO	Communication Strategy update reported to ELT in Dec 2015
GL		1.2 Review results of Community Satisfaction Surveys to identify and implement changes in service demand	2013-17	Annual report to Council presenting Survey results and recommendations	DCS	ODM	CO	1. State Government Community Satisfaction Survey completed and result presented to Council in July 2013. 2. Staff presentations made in February 2014. 3. SHRCC's community satisfaction emailed to Council in August 2014 as per CEO's request 4. State Government Community Satisfaction Survey result presented to ELT 11 June. Presented at Council Assembly 30 June 5. 2016 Community Survey completed and presented to Councilors ONGOING
GL		1.2.2 Service Level Changes implemented where appropriate and funded	2014-17	Service Level changes identified and funded in the Budget	DCS	ODM	CO	Service levels are reviewed as part of the annual budget process. ONGOING
GL		1.3.1 Produce and distribute a Community Newsletter three times a year	2013-17	Newsletter distributed in April, August and December	DCS	ODM	CO	August 2013 December 2013, April 2014, August 2014, December 2014, April 2015, July 2015, December 2015, May 2016 newsletters distributed. ONGOING
GL		1.4 Develop Council's systems and processes to improve Customer Service	2013-17	Annual report on completion of actions from I.T. Strategy presented to Council	DCS	ITM	CO	IT Strategy actions from the previous IT Strategy are complete. A new IT Strategy is now being developed to underpin the objectives of the new Council Plan. Plan is due for completion by end of 2016. ONGOING
GL		1.4.2 Develop Customer Service Strategy	2014-15	Customer Service Strategy developed, including Customer Service Charter.	DCS	ODM	Y	Charter adopted Draft Customer Service Strategy presented at Council Assembly on 29/3/16. Actions already implemented include: 1. 45 employees have completed Customer Service Training 2. Improved the After Hours Call Out Service 3. Improved Website accessibility 4. Linked the After Hours Call Centre action requests to the Service Request System 5. Expanded the Service Request system to cover animal control, building maintenance, Customer Service. Draft presented to ELT Nov 15, presented to Council Assembly on 29/3/16. 6. Presented to Council Assembly on 29/3/16. 7. Adopted at April Council Meeting COMPLETED

GL	Developing open community relationships	1.5 Council will investigate and implement new technologies to better communicate with our community.	1.5.1 Develop a Social Media Policy	2013-14	Policy adopted by Council	DCS	ODM	Y	Social Media Policy adopted in February 2013. COMPLETED
GL			1.5.2 Implement Social Media Policy within existing resources	2013-17	Social media 'sites' established and maintained for Council and 4 selected areas of Council operations.	DCS	ODM	Y	Social Media sites (Facebook and Twitter) launched 1 October 2013. COMPLETED
GL			1.5.3 Launch new Council Website	2013-14	New Website live and active	DCS	ITM	Y	Website launched 1 October 2013. COMPLETED
GL			1.5.4 Website content kept up to date	2013-17	Website page audit reports to prompt review and updating of old information	DCS	ITM	CO	All web content now goes through a six monthly review to identify content due for update. An automated review and approval process follows. Syndication has now been installed on all but one of the Council web sites. ONGOING
GL	Developing open community relationships	1.6 Progressively develop "Easy Read" Council communication documents	1.6.1 Review and update Council publications and forms to ensure they are easy to read and understand	2013-17	All media releases and speeches, Annual Report, Council Plan, Policies due for review, new website information to be written in "easy read" format. Six Council forms to be reviewed and updated each year.	DCS	ODM	CO	Annual Report, Council Plan, reviewed policies and website content all written in easy read format. COMPLETE AND ONGOING
GL			1.6.2 Easy Read training to be provided on an ongoing basis to appropriate staff	2013-17	Training offered and undertaken	DCS	ODM	CO	12 staff completed at the end of 2012. 6 staff completed in March 2016. ONGOING
GL	2. Councillor and staff accountability	2.1 Review the SHRCC Councillor and staff Codes of Conduct	2.1.1 Review existing Councillor Code of Conduct against DPCD guidelines and values statements in Council Plan.	2013-14	Existing Code reviewed, updated and presented at Councillor Assembly	DCS	ODM	Y	Councillor Code of Conduct reviewed and presented at Councillor Assembly in October 2013. COMPLETED
GL			2.1.2 Adopted revised Councillor Code of Conduct	2013-14	Revised Code adopted by Council	DCS	ODM	Y	Local Government Act required new Code of Conduct which was adopted in June 2016. COMPLETED
GL			2.1.3 Review existing Staff Code of Conduct against DPCD guidelines, current employment law and values statements in Council Plan.	2014-15	Existing Code reviewed and presented to Consultative Committee meeting	DCS	ODM	Y	Staff Code of Conduct reviewed. COMPLETED
GL			2.1.4 Adopt revised Staff Code of Conduct	2015-16	Revised Code adopted by ELT	DCS	ODM	Y	Staff Code of Conduct signed off in December. COMPLETED
GL	3. Responsible Management of Resources	3.1 Develop and review plans, policies, directives and procedures as required.	3.1.1 List of all relevant documents to be prepared including a review date	2013-14	List finalised and approved by ELT	DCS	ODM	Y	Policy, Directive and Procedure Master list completed. Plans and strategies document completed. COMPLETED
GL			3.1.2 Documents reviewed and updated prior to expiry	2014-17	No expired documents	DCS	ODM	CO	ONGOING
GL	Responsible Management of Resources	3.2 Pursue Strategic Land Acquisitions and review Council's existing land bank	3.2.1 Conduct a review to identify what type, size and location of land Council may require for its Strategic objectives over the next 10 years	2013-14	Confidential list of the sort of land Council may require to be prepared	DCS	DCS	Y	Review has commenced. Report presented to Councillor Assembly in February 2015. COMPLETED
GL			3.2.2 Review Council's existing "Land Bank" against the above list	2013-14	Existing Land holdings to be identified as required or surplus to needs	DCS	DCS	Y	Review is complete. Now compiling and confirming title details. Report presented to Councillor Assembly in September 2015. COMPLETED
GL			3.2.3 Prepare a disposal strategy for any surplus land	2014-15	Strategy prepared and approved by Council	DCS	DCS	Y	The confidential list of properties to be disposed has been finalised. COMPLETE
GL			3.2.4 Implement the Disposal Strategy as appropriate	2014-17	Surplus land progressively disposed of	DCS	DCS	CO	Piargill Hall, former Piargill MCH building and Watchie Hall have been sold. Council has advertised its intention to sell the Watchie Tennis Courts and 49 Herbert St Robinvale. Other high priority properties identified for disposal are currently being prepared for sale. ONGOING
GL			3.2.5 Pursue acquisition and/or control of land identified as being required	2014-17	Appropriate land progressively acquired	DCS	DCS	CO	The confidential list of properties in which Council may have an interest in acquiring has been finalised. Acquisition of the properties will be pursued as they become available for purchase. ONGOING
GL	4. Valuing our staff	4.1 Negotiate of new EBA	4.1.1 Determine Council position on pay increases, work place flexibilities etc	2013-14	Position determined	DCS	ODM	Y	Final EBA meeting in June. Draft EBA document to be voted on early July 2014. COMPLETED

GL			4.1.2 Undertake negotiation with staff and unions and develop a draft agreement	2013-14	Draft agreement prepared	DCS	ODM	Y	Final EBA meeting in June. Draft EBA document to be voted on early July 2014. COMPLETED
GL			4.1.3 Fair Work Australia Register the new EBA	2013-14	EBA registered	DCS	ODM	Y	Final EBA meeting in June. Draft EBA document to be voted on early July 2014. COMPLETED
GL			4.1.4 Implement the terms and conditions of the new EBA	2014-17	Ongoing monitoring of EBA terms and conditions by all parties	DCS	ODM	Y	COMPLETED
GL	Valuing our staff	4.2 Introduce measures to continually improve workplace safety and staff health and wellbeing	4.2.1 Review workover claims, accident and injury reports and insurance claims each year to identify the top 5 causes of workplace injury, accidents and near misses.	2013-14	Report with recommended improvement actions adopted by ELT	DCS	ODM	Y	1. WorkCover file reviews take place quarterly. 2. Accident and Injury Reports presented to OH&S Committee bi-monthly. 3. Report presented to ELT September 2014. COMPLETED
GL			4.2.2 Implement recommendations to address top 5 issues identified in the report.	2014-15	Recommended actions complete	DCS	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice and regular case conferences with QBE. COMPLETED
GL			4.2.3 Implement recommendations to address top 5 issues identified in the report.	2015-16	Recommended actions complete	DCS	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice, regular case conferences with QBE. COMPLETED
GL			4.2.4 Implement recommendations to address top 5 issues identified in the report.	2016-17	Recommended actions complete	DCS	ODM	CO	Case conferences with the insurers occur quarterly to review all active claims. ONGOING
GL	5. Nurturing critical external relationships	5.1 Engage with community organisations to increase cooperation and avoid duplication of resources	5.1.1 Update register of community organisations	2013-17	Register is loaded onto a common network drive and a review period is implemented	DCS	CSRC	CO	Community Services Directory is now accessible through Customer Services Public site on Alfresco. Updated on an annual or as-needs basis. COMPLETED AND ONGOING
GL			5.1.2 Identify duplication of resources and services provided	2014-15	Duplications identified	DI	AC		
GL			5.1.3 Prioritise a program of meeting with various organisations to negotiate consolidating resources	2015-16	Program developed	DI	AC		
GL			5.1.4 Assess infrastructure consolidation	2014-17	Program for rationalisation approved	DI	AC		
GL			5.1.5 Negotiate shared resourcing with organisations	2014-17	Outcomes of negotiations approved by Council	DI	AC		
GL	Nurturing critical external relationships	5.2 Identify opportunities to nominate Council for industry recognition	5.2.1 Report to ELT & Council as opportunities arise and seek endorsement	2013-17	Nominations approved	DCS	DCS	CO	The Pioneer Settlement Heartbeat of the Murray experience has been nominated for more Awards. ONGOING
GL			5.2.2 Maintain membership of professional and peak bodies	2013-17	Nominations lodged with various industry organisations	ELT	ELT	CO	4 new memberships with LGPro and 1 membership with Australian Human Resource Institute. Maintained membership of MAV. ONGOING
GL	Nurturing critical external relationships	5.3 Encourage and support Council representatives to obtain positions on relevant boards	5.3.1 Identify opportunities that match the skill set of Councillors and Senior staff	2013-17	Board position opportunities discussed regularly at Council Assemblies	ELT	ELT	CO	Council is well represented on boards and will continue to look for opportunities. Councillor representation on MAV Board (Cr Norton). Cr McPhee appointed to the MAV committee responding to the review of the Local Government Act ONGOING
GL	Nurturing critical external relationships	5.4 Ensure regular dialogue with neighbouring NSW municipalities to assist in reducing cross border issues	5.4.1 Schedule regular meetings / assemblies with Wakool & Berrard Shires	2013-17	Schedule is established and agreed to by all municipalities	CEO	CEO	CO	Joint tour of Murray Downs and Swan Hill with Wakool Shire in January 2014. Berrard Municipal Visit: Tuesday 14 April 2015 Wakool Municipal Visit: 12 May 2015. Council met with Wakool Council in April 2016 ONGOING
GL			5.4.2 Maintain membership of Central Murray Regional Trans Forum & Murray Tourism Board	2013-15	Councillor rep and Senior staff nominated to administer / participate	CEO	CEO	CO	Membership of, and participation in, both organisations has been maintained. ONGOING
GL			5.4.3 Facilitate discussions with Cross Border Commissioner (NSW) and Dept of Premier & Cabinet (Vic)	2013-17	Meetings scheduled	CEO	CEO	CO	A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGC) that was scheduled for November 2014 has been postponed. ONGOING

GL				2013-17	Meetings scheduled	CEO	CEO ELT	CO	CEO and Director Development and Planning have had meetings with large Swan Hill Businesses. Industry presentations have been made at Council Assembly. ONGOING
Community Health and Wellbeing (27 Strategic Initiatives: 88 Actions)									
CHW	6. Council seeks to connect members of our community to bring people together to find solutions to community problems	6.1 Assist with the review and implementation of community plans	5.4.5 Industry based discussions held with Council staff and industry reps	2013-17	Projects identified in the plans are completed and signed off on by relevant community. There will be projects that are investigated by community members and are seen not to be a priority.	DDP	CPO	CO	Jaycee Park Meeting Place has officially opened. Manangatang investigating gym equipment and Consultant about to be appointed for four walking track projects to be rolled out ONGOING
CHW			6.1.2 Every community plan is reviewed approximately every 18 months. Over a four year period approximately 6 plans are reviewed yearly.	2013-17	New community plans are published	DDP	CPO	CO	Woorinen Review completed - plan to be amended. Robinvale review complete ONGOING
CHW	7. Building community capacity	7.1 Implement Youth Action Plan	7.1.1 Youth Strategy reviewed and Action Plan developed	2013-14	Council adopts reviewed Youth Strategy, endorses Action Plan	DCCS	FYCSM	Y	The new Youth Strategy 2015-2019 was adopted by Council in October 2015.
CHW			7.1.2 Determine Council responsibilities and prioritise for resource allocation.	2013-14	Council responsibilities and priorities determined, and resource allocation complete.	DCCS	FYCSM		Annual Operational Plan was presented at Council Assembly on 19 April 2016.
CHW			7.1.3 Implementation of Actions	2014-16	Identified Actions are resourced and completed	DCCS	FYCSM		Annual Operational Plan has been prepared and circulated to ELT and C's
CHW			7.1.4 Review of the Action Plan	2016-17	Process for continual review undertaken and agreed, resources allocated.	DCCS	FYCSM		
CHW	8. Building community capacity	8.1 Provide leadership/support to the community as issues of significance arise	8.1.1 Determine Council's role in our community addressing youth mental health and early intervention service gaps.	2013-14	Service gaps determined and Council's role defined	DCCS	FYCSM	Y	Council's participants actively in various working parties: Southern Mallee Youth Partnership Governance project has established a sub-regional governance structure. Jan McEwan represents SHRCC on Mallee Child and Youth Area Partnership led by DHS and DEECD which held its first meeting in September 2014. COMPLETED
CHW			8.1.2 (For example) Seek the establishment of a Headspace in Swan Hill.	2014-15	A Headspace is established	DCCS	FYCSM	Y	It was announced in October 2014 that a new Headspace Centre will be located in Swan Hill and is due to be open in 2015. Medicare Local has agreed to be the lead agency and business plan has been submitted by Medicare Local in April 2015. COMPLETED
CHW			8.1.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	FYCSM		
CHW	Building community capacity	8.2 Provide leadership/support to the community as issues of significance arise	8.2.1 Determine Council's role in closing community mental health service gaps.	2013-14	Service gaps determined and Council's role defined	DCCS	FYCSM	Y	Council's participants actively in various working parties, and CEO is a member of the Executive Coalition - the governance structure of the Swan Hill Interagency Youth Service System. COMPLETED
CHW			8.2.2 Implement the agreed actions which are Council responsibility	2014-15	Actions are implemented within budget and to agreed timelines	DCCS	FYCSM	Y	CEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. COMPLETED
CHW			8.2.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	FYCSM	CO	Director is a member of the Swan Hill Youth Mental Health Executive Coalition and also Headspace Consortium which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. ONGOING
CHW	9. Supporting people who need extra assistance	9.1 Investigate implications and opportunities through Council's role regarding the Community Based Aged Care reform	9.1.1 Review implications of aged care reform	2013-14	Full understanding of the reforms and their effects on local government are understood by ELT and Council	DCCS	CCSM	Y	Financial modelling and software development for managing CDC for packaged care underway. Review of HACC program has commenced. anticipate first stage to be implemented by mid 2015. Tripartite statement of intent from MAY, DSS and Doh confirms current HACC funding level remain in place until 2018. COMPLETED

CHW				9.1.2 Provide the community with a clear direction on what services Council could provide post-2015	2013-14	Community is fully informed of the direction of Council, the implications for changes to services.	DCCS	CCSM	Y	Communication plan developed to inform community about HACC/HSP service changes. Community has been consulted. COMPLETED
CHW				9.1.3 Identify opportunities for Council in undertaken community aged care	2014-15	Internal processes are finalised and assessed and adopted, delivery models are assessed and adopted.	DCCS	CCSM	Y	Transition to Commonwealth systems to be phased approach over 2015/16 year. Internal processes are in place. COMPLETED
CHW				9.1.4 (Example) Council will use the Consortium model for regional delivery of community-based aged care services.	2015-16	Service delivery is undertaken using the new regime and costs borne by Council equate those previously due to HACC system, or with reduced subsidy.	DCCS	CCSM		Second phase of reduction in CHSP achieved with service hours target met in 2015/16. Targets and strategies identified for third phase of program transition in 2016/17. Service hours being monitored against 2016/17 targets
CHW	Supporting people who need extra assistance	9.2 Finalise, adopt and implement an Early Years Priority Plan		9.2.1 Early Years Plan completed	2013-14	Council has adopted the Plan and endorsed the Actions for referral to annual budget processes.	DCCS	FYCSM	Y	Early Years Plan remained in draft form, however all actions in the draft have been further developed and worked through since 2012. Initiatives have included restructuring of Council's early years' services, Nyah West project, greater coordination of kindergarten services, and continuing work to develop staff professional skills. Council may decide to fund a formalised Early Years Plan in future, a proposal will be presented as part of the Major Projects Plan review for 2016 onwards. COMPLETED
CHW				9.2.2 Identified actions for Council, and their outcomes to be undertaken	2014-15	Actions of Council responsibility are completed within budget and timelines and outcomes achieved by measurable data.	DCCS	FYCSM	Y	As above COMPLETED
CHW				9.2.3 Action - to be identified	2014-15	Project is scoped, outcomes determined and community benefit measurable.	DCCS	FYCSM	Y	As above COMPLETED
CHW				9.2.4 Funding sought for action/project	2014-15	Funding is sourced and received	DCCS	FYCSM	Y	As above COMPLETED
CHW				9.2.5 Completion of action/project	2015-17	Action/project completed.	DCCS	FYCSM	Y	If a new plan is developed further projects may be identified. COMPLETED
CHW	Supporting people who need extra assistance	9.3 Implement Disability Action Plan		9.3.1 Implement actions from Objective 1 - Services and facilities for the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 20, 17 have been addressed. The 3 outstanding actions are not able to be addressed due to the unavailability of the specialist required. These 3 actions will be included in the new Disability Action Plan. COMPLETED
CHW				9.3.2 Implement actions from Objective 2 - Council Employment Services	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 5 actions, 3 have been addressed and 2 will be included in the next disability plan COMPLETED
CHW				9.3.3 Implement actions from Objective 3 - Inclusion and participation in the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 4 actions, 4 have been addressed COMPLETED
CHW				9.3.4 Implement actions from Objective 4 - Planning for attitudinal change in the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 15 actions, 12 have been addressed, 3 will be included in the next disability plan. COMPLETED
CHW	10. Maintaining a safe community	10.1 Promote the development of a strategy to enable communication of emergency management plans and activities to CALD communities		10.1.1 Formulate a process during the development of the Diversity Plan	2014-15	Diversity Plan is adopted, a clear process is developed and resourced for communication of emergency plans to CALD communities	DI DCCS	DI DCCS		Cultural Plan currently in draft form. Hazmat and Structural plan completed as part of Municipal Fire Management Plan. Communication strategy to form part of the plan. Ongoing
CHW				10.1.2 Implement the process following adoption of the Diversity Plan	2015-17	The communication process is implemented	DCCS	DI		
CHW				10.1.3 Evaluation of effectiveness	2015-17	The process is evaluated and refined accordingly.	DCCS	DI		
CHW	Maintaining a safe community	10.2 Develop a Hazmat and Structural Fire Plan		10.2.1 Complete an Environmental Scan (including commodity flow survey) of hazardous materials	2013-14	Completion of survey and Hazmat Plan presented to MEMPC	DI	DI	Y	Municipal Fire Management Plan has been updated to include information on structural and hazmat categories. COMPLETED
CHW				10.2.2 Complete an Environmental Scan Structures including completion of Structure Fire Plan	2013-14	Completion of Scan and Structure Fire Plan presented to MEMPC	DI	DI	Y	As above. COMPLETED
CHW	Maintaining a safe community	10.3 Investigate a scheme to provide an incentive for undertaking responsible pet ownership training		10.3.1 This initiative will be included as a major focus in the Domestic Animal Management Plan. Plan to be adopted in 2013.	2013-14	Program will be implemented as part of the Domestic Animal Management Plan. A report on the progress of the program will be provided to Council.	DDP	PHRSC	Y	Domestic Animal Management Plan adopted at September Council Meeting. COMPLETED

CHW	Maintaining a safe community	10.4 Pursue future funding opportunities to work with the community with regards to projects that provide safety for its members	10.4.1 Active membership of the Police Community Safety Committee	2013-17	Assisting, leading and facilitating initiatives that improve community safety	DCCS	DI DCCS	CO	CCTV network extended to include cameras at the dock tower, and increasing the range of the cameras along Campbell street. Have also installed cameras in Perrin Street Robinvale. COMPLETED AND ONGOING
CHW			10.4.2 CLASP program outcomes	2013-17	CLASP program successfully completed and outcomes achieved	DCCS	DI DCCS	Y	CLASP program expired 30 June 2014. All indications are that it has been a success. COMPLETED
CHW			10.4.3 Participate in initiatives and projects that enhance community safety.	2013-17	Initiatives and projects are completed in partnership with other agencies and provide significant community safety enhancements	DCCS	DI DCCS	CO	Worked with Police Community Safety Committee to develop Dept Justice grant for August 2015 submission, which was successful for lighting. 2016 Police Community safety priorities reviewed at meetings in early 2016. Sept 2016. Council have recently applied for a grant to purchase VMS boards for road safety. We are waiting for final confirmation of receipt of grant.
CHW	11. Facilitate and provide services for health and wellbeing	11.1 Continue development and continue to identify other partners for Barry Staggall Reserve in partnership with Places Vic and Swan Hill Inc	11.1.1 Develop specification for next stage of works (wetlands)	2013-14	Specification complete	DCS	N/A	N/A	No longer required.
CHW			11.1.2 Identify potential funding sources	2013-14	Funding identified	DCS	N/A	N/A	No longer required.
CHW			11.1.3 Apply for funding	2013-14	Application submitted	DCS	N/A	N/A	No longer required.
CHW			11.1.4 Secure funding	2013-14	Funding secured	DCS	N/A	N/A	No longer required.
CHW			11.1.5 Tender for works	2014-15	Tender issued	DCS	N/A	N/A	No longer required.
CHW			11.1.6 Complete construction of wetlands	2015-16	Construction complete	DCS	N/A	N/A	No longer required.
CHW			11.1.7 Develop specification for next stage of works	2015-16	Specification complete	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.8 Identify potential funding sources	2015-16	Funding identified	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.9 Apply for funding	2016-17	Application submitted	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.10 Secure funding	2016-17	Funding secured	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.11 Tender for works	2016-17	Tender issued	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW	Facilitate and provide services for health and wellbeing	11.2 Develop the Swan Hill Riverfront Masterplan	11.2.1 Appoint consultants	2013-14	Master Plan developed and adopted by Council.	DI	CDRC	Y	Master Plan developed and adopted. COMPLETED
CHW			11.2.2 Schedule internal committee meetings, stakeholder committee meetings and community consultations	2013-14	Meetings scheduled	DI	CDRC	Y	Meetings of all stakeholders conducted. COMPLETED
CHW			11.2.3 Develop communications plan	2013-14	Communications Plan Developed	DI	CDRC	Y	Communications Plan Developed. COMPLETED
CHW			11.2.4 Complete Master Plan and seek Council adoption	2013-14	Masterplan completed and adopted by Council	DI	CDRC	Y	Master Plan developed and adopted. COMPLETED
CHW		11.3 Develop Implementation Plan	11.3.1 Identify individual projects within Master Plan	2013-14	Implementation program developed.	DI	CDRC	Y	Projects identified. COMPLETED
CHW			11.3.2 Allocate resources and schedule implementation of Master Plan	2013-14	Resources allocated and schedule developed	DI	CDRC	Y	Schedule developed. COMPLETED
CHW			11.3.3 Update Major Projects plan in accordance with Implementation Plan	2013-14	Major Projects Plan updated	DI	CDRC	Y	Major projects plan updated. COMPLETED

CHW	11.4 Implement Riverfront Master Plan	11.4.1 Develop detailed designs and costings for projects	2013-17	Projects completed in accordance with timelines	DDP	CDRC	1. Fence along retaining basin/shared path has been painted. 2. Active Play Precinct Plan 3D Skate Park and designs with estimated costs to construct completed including whole of life and maintenance costs developed. 3. Tender developed for the PS bodes 4. a Fence built near the car park to beautify the area 5. The shared path near GEM/ Spoons continues to be scoped 6. Brief developed for the Murray River Cultural Centre Feasibility Study
CHW		11.4.2 Encourage and facilitate private sector investment in Riverfront.	2013-17	Develop prospectus for key assets within the Riverfront.	DDP	CDRC	Commercial Development Strategy Tender process undertaken (engagement of consultant pending successful funding application from RDV) (application required resubmitting to Tourism Victoria)
CHW		11.4.3 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	CDRC	1. Waiting outcome of 3rd grant submitted for Commercial Development Strategy. Application submitted for the 2nd stage of lighting within Riverside Park. 2. Successful TAC funding application to support the new entrance/exit near the Gem/Spoons
CHW		11.4.4 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	CDRC	Budget Continues to be monitored
CHW	Facilitate and provide services for health and well being	11.5 Continue to implement actions within the Public Health and Wellbeing Plan	2013-17	Copies of completed quarterly report	DDP	PHRSC	2015 Actions tabled in report. Report presented at Council Meeting on 17 May 2016. ONGOING
CHW		11.5.2 Continuous review/update of the Public Health and Wellbeing Plan	2013-17	Relevant updates included in the PHWP	DDP	PHRSC	Annual review complete. Report on review presented at Council Meeting on 17 May 2016. ONGOING
CHW	Facilitate and provide services for health and well being	11.6 Investigate options for the development of Chisholm Motor Sports Complex including the possibility of a drag racing facility	2013-14	Council considered reports' recommendations	DI	ECDM	Options considered. COMPLETED
CHW	Facilitate and provide services for health and well being	11.7.1 Contact MAV and Public Transport Victoria (PTV) to determine responsibilities in regard to the installation and maintenance of bus shelters	2013-14	Upon receipt of advice	DI	EPAM	The construction of eight bus shelters has been included in the major projects plan and budgeted for over the next four years. COMPLETED
CHW		11.7.2 Determine the standards of construction of bus shelters and the optimum locations within the municipality	2013-14	Information received	DI	EPAM	As above. COMPLETED
CHW		11.7.3 Obtain cost estimates and investigation of possible funding options	2013-14	Information received	DI	EPAM	As above COMPLETED
CHW	Facilitate and provide services for health and well being	11.8 Engage with appropriate organisations to co-locate community facilities	2013-17	Negotiations with various groups commence	DDP	ECDM	Co-location opportunities identified with the Swan Hill Pony Club. Further discussion required. Co-location/facility sharing will be further investigated with the Master Plan for the Chisholm Reserve currently being developed and any other Master Plan undertaken in the future. Further co location or sharing of resources may occur pending the recommendations of the Recreation Reserves Masterplan and Aquatic Centres Masterplan
CHW		11.8.2 Regular discussions with State Government authorities	2014-17	Updates provided at Councillor Assemblies	DDP	ECDM	Discussions have been taking place with VicRoads, Lower Murray Water, Goulburn Murray Water, Regional Development Victoria, VicTrack and V-Line.

CHW	12. Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	Final designs are approved and accurately costed	DCCS	DCCS	Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November, concluding in February 2015. Update with Gallery Advisory Committee June 2015. ELT review of project 22 June. Cr Assembly discussion November 2015. Identification of other sites included in Riverfront Prospectus project December 2015. Awaiting prospectus project to be undertaken.
CHW			12.1.2 Identify funding sources	2016-17	Funding sources are identified	DCCS	DCCS	Major Projects Plan reviewed with no changes at this stage. Meetings with Creative Victoria, confirmed key contacts from RDV for confirmation of funding in 2017-2020 period. Next steps dependent on Council decision to redevelop current site or alternative greenfield development option from Riverfront Prospectus. Awaiting prospectus project to be undertaken.
CHW			12.1.3 Seek funding for development	2016-17	Funding is received for development to match Council Major Projects contribution	DCCS	DCCS	No applications made to date.
CHW	Celebrating our identity	12.2 Support for new citizens to the municipality to increase awareness of local customs and practices	12.2.1 Review existing services to address short-term options.	2013-14	Short-term options and actions are undertaken	DCCS	DCCS	Early Years Services under review, and Community Care responding to State Diversity Framework. COMPLETED
CHW			12.2.2 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBD	2015-16	Actions undertaken and reviewed for effectiveness	DCCS	DCCS	Cultural Plan in final draft, delayed by team restructure. Proposed funding of external consultant in 2017 to review and assist with finalisation of document, due to ongoing changes to funding and diversity definitions.
CHW			12.2.3 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBD	2016-17	Actions undertaken and reviewed for effectiveness	DCCS	DCCS	
CHW	Celebrating our identity	12.3 Encourage Community harmony, cultural understanding and tolerance	12.3.1 Support and develop Harmony Day as the central point for a larger festival of events	2013-14	Harmony Day is improved and annual commitment secured, greater service provider participation	DCCS	CDLM	Harmony Day 2014 held 22 March, huge success. Review is underway, and level of ongoing commitment determined. An additional \$5000 has been allocated in the 2014/15 Annual Budget. COMPLETED
CHW			12.3.2 Harmony Day 2015 linked to other events	2014-15	Harmony Day linked to Food and Wine Festival, greater local business participation.	DCCS	CDLM	Will be pursued as opportunities arise. Review completed. Recommendation that the Harmony Day and Food and Wine Festival events remain separate COMPLETED
CHW			12.3.3 Harmony Day 2016 linked closer to Pioneer Settlement 50 year celebrations	2015-16	50 year celebrations of Pioneer Settlement linked to range of events, including Harmony Day, Indigenous celebration and cultural awareness through linking history	DCCS	CDLM	Harmony Day will not happen at a time suitable for linking with the Pioneer Settlement and Art Gallery celebrations
CHW			12.3.4 Change perception of Harmony Day to illustrate iconic status for the region	2016-17	Harmony Day is imbedded as an iconic celebration for the region	DCCS	CDLM	Record number of stalls have been registered for Harmony Day 2016
CHW	Celebration our identity	12.4 Pursue funding to develop a Diversity Plan and investigate the potential to develop a multicultural hub	12.4.1 Identify potential funding sources	2013-14	Funding identified	DCCS	DCCS	Community consultation has been completed. Draft Plan is being finalised. COMPLETED
CHW			12.4.2 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DCCS	DCCS	Ongoing.
CHW			12.4.3 Apply for funding	2013-14	Application submitted	DCCS	DCCS	Draft Cultural Plan has been presented to L.T. Draft undergoing final proofing.
CHW			12.4.4 Secure funding	2013-17	Funding secured	DCCS	DCCS	as above
CHW			12.4.5 Develop plan (including consultation)	2013-17	Plan is adopted by Council	DCCS	DCCS	When CP is finalised and adopted.
CHW			12.4.6 Draw on findings of plan to determine need and location of multicultural hub	2013-17	Plan assesses requirement for multicultural hub	DCCS	DCCS	Intended 2014-15 adoption by Council, delayed until 2016 with incorporation into Cultural Plan. This action forms one potential initiative for the Plan.

CHW	Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.1 Develop an understanding of the cultural experiences currently available in the municipality	2013-14	Conduct audit and gap analysis of the cultural assets and experiences available	DCCS	CDLM	Y	Results of audit are included in Draft Cultural Plan COMPLETED
CHW			12.5.2 Development of Plan undertaken	2014-15	Community consultation, and prioritising of potential actions	DCCS	CDLM	Y	Community consultation has been completed. Plan is currently in draft format. COMPLETED
CHW			12.5.3 Development continues	2014-16	Community consultation, and prioritising of potential actions	DCCS	CDLM		Ongoing.
CHW			12.5.4 Cultural Plan is completed and adopted	2015-17	Adoption of Plan by Council and	DCCS	CDLM		Draft Cultural Plan has been presented to L.T. Draft is undergoing further modifications. Waiting on final feedback from DCCS
CHW	13. Aboriginal Identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.1 Upon completion of Aboriginal Community Planning process Review Aboriginal Partnership Plan	2014-17	Plan review completed to the satisfaction of Council and the Aboriginal community	DDP	ECDM		The Aboriginal Planning Officer is in the process of reviewing the Aboriginal Community Partnership Strategy. Aboriginal Advisory Group established. On completion of review, Strategy to be brought to Council for adoption.
CHW			13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	Actions completed	DDP	ECDM		Aboriginal Community Partnership Strategy to replace Aboriginal Partnership Plan. The Actions within the Plan will continue to be implemented.
CHW	Aboriginal Identity	13.2 Continued involvement in Aboriginal Strategic Placement program	13.2.1 Assist contracted employment placement provider to place Aboriginal jobseekers into employment by providing advice on local Aboriginal issues; assist in completion of individual employment placement plans; assist with identification of employment opportunities; assist with post placement support; process payment of clothing and incidentals allowance	2014-16	Achievement of contracted employment placement and outcomes targets	DDP	ECDM	CO	Jobs Victoria Funding was unsuccessful for Swan Hill but successful for Robinvale. Discussions are taking place to redefine the program to reflect the new parameters
CHW	Aboriginal Identity	13.3 Be and active participant in the Aboriginal Community Planning processes throughout the Municipality	13.3.1 Encourage Local Indigenous Networks(LIN) in Robinvale and Swan Hill to consider completion of Aboriginal Community Plans	2013-14	Commitment gained from LIN to complete Aboriginal Community Plans	DDP	ECDM	Y	LIN commitment received. COMPLETED
CHW			13.3.2 Advise and assist LIN with the process and methodology to complete community plans	2014-16	Completion of community plans in Robinvale and Swan Hill	DDP	ECDM	Y	LIN Community Plans have been completed. These will be used as Community Plans. COMPLETED
Economic Growth: 29 Strategic Initiatives - 96 Actions									
EG	14. Creating population growth	14.1 Support the key initiatives arising from the Northern Loddon Mallee Regional Strategic Plan	14.1.1 Align the Council Plan with the objectives of the Regional Strategic Plan	2013-17	Council Plan endorsed and communicated to State Government	DDP	DM	CO	The next MSS review will highlight and provide strategic directions for this. Review of the Swan Hill Planning Scheme (including the MSS) is completed and will be implemented in the 2016/17 financial year. COMPLETED AND ONGOING
EG			14.1.2 Participate in the review of the Strategic Plan	2016-17	Councils input is included in reviewed plan	DDP	DM	Y	Completed. Council adopted the plan in 2013. Council will participate on future reviews when initiated by the State Government. Plan endorsed at March Council Meeting 2015. COMPLETED
EG			14.1.3 Pursue a position on steering committees of key projects within the Strategy	2013-17	Council is granted positions on Committees (eg Natural Gas study committee)	DDP	DDP		Ongoing. Councilors and Council Officers have been involved with the development and implementation of a number of projects from the Regional Strategic Plan e.g. Natural gas study and subsequent roll-out. Officers will continue to pursue opportunities on regional working groups for priority projects.
EG	Creating population growth	14.2 Review of the Municipal Strategic Statement (MSS) with a view to encourage population growth	14.2.1 Commence MSS review	2014-17	MSS review report completed by end of 2015	DDP	DM	Y	The Review of the Swan Hill Planning Scheme has been adopted by Council and was sent to the Minister for Planning as per the requirements of the Planning and Environment Act 1987. COMPLETED

EG	Creating population growth	14.3 Investigate opportunities of accommodation and services being provided for displaced people	14.3.1 Liaise with key stakeholders to identify issues and possible actions.	2014-15	Results of investigation will be reported back to Council	DDP	DM	No update. No budget allocation in the 2015/16 financial year.
EG	15. Housing	15.1 Develop Rural Land Use/Living Strategy	15.1.1 Scoping paper to be developed	2013-14	Scoping paper approved by ELT and presented at Councillor Assembly	DDP	DDP	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED
EG		15.1.2 Complete Rural Living/Land Use Strategy (including consultation)		2014-16	Rural Living/Land Use Strategy adopted by Council	DDP	DM	Rural land use strategy was adopted at September 2016 Council meeting. COMPLETED
EG	Housing	15.2 Adopt the Swan Hill Residential Housing Strategy and complete the planning scheme amendments	15.2.1 Respective Planning Scheme Amendments to be initiated	2014-15	Minister's authorisation for the amendment public exhibition and subsequent processes. Approval of the Amendment	DDP	DDP	Y
EG	Housing	15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	2014-15	Revised MSS referral to the Minister	DDP	DDP	Review of Planning Scheme completed and submitted to the Minister. Rural Land Use Strategy and Car Parking Strategy now complete. Consultant currently being engaged to implement changes to MSS.
EG	Housing	15.4 Investigate the connection of small towns to reticulated sewerage and potable water	15.4.1 Draw on findings to identify towns	2014-15	Council recommendations adopted	ELT	ELT	Woorinen South feasibility study scoping paper completed and quotes being obtained to undertake the study. Working group, including community reps, has met on at least 2 occasions to assist with the scoping of the project which will commence in 2015.
EG		15.4.2 Develop a project scope for feasibility study for identified towns.		2014-15	Completed project scope approved by ELT in consultation with Councillors	ELT	ELT	As above.
EG		15.4.3 Complete feasibility study		2014-15	Feasibility study adopted by Council	ELT	ELT	As above.
EG		15.4.4 If feasible, proceed to community consultation		2015-16	Completed consultation process for each town with evidence of input from all relevant sectors	ELT	ELT	
EG		15.4.5 Establish priority towns (council decision in conjunction with relevant community)		2015-16	Council adopted list of priority towns	ELT	ELT	
EG		15.4.6 Develop business case for preferred option for each town		2015-17	Adopted business cases for each town	ELT	ELT	As above
EG	16. Education/Skilling	16.1 Advocate for higher educational opportunities in our region	16.1.1 Engage with education providers and community representative bodies (MFC, School Boards, SunTale etc) to identify expansion opportunities	2014-16	Opportunities identified	CEO	CEO	Councillors and Officers toured SunTale Swan Hill Campus and on-going discussions with the providers in the region are continuing.
EG		16.1.2 Gain community involvement to assist the process		2015-16	Community Planning working parties established	CEO	CEO	
EG	Education/skilling	16.2 Promote the availability of local University access	16.2.1 Utilise Councils media presence to cross promote University accessibility	2013-17	University media exposure increased	DCS	ODM	
EG		16.2.2 Actively promote Councils cadetships, traineeships and apprenticeships		2013-17	Cadetships are linked to University opportunities available locally	DCS	ODM	Regional Development Victoria is currently coordinating the program design for implementation of the Regional Jobs and Infrastructure Fund (RJIF) from 1 July 2015. COMPLETE AND ONGOING
EG	Education/skilling	16.3 Provide access to a study common room and access to professionals for university students	Liaise with education providers and other stakeholders to identify opportunities.	2014-15	Opportunities are identified through discussions with local education providers	DDP	DDP	Discussions held with Sanitise representatives however opportunities limited. Swan Hill Library provides study spaces in close within the CBD. COMPLETED
EG	17. Attracting new business	17.1 Investigate new opportunities to support new business development	17.1.1 Implement actions of Economic Development Strategies	2013-17	Progress reports against various actions provided to Council	DDP	ECOM	Implementation of EDS continues, reports provided to Council as actions are completed. Working with Infrastructure Directorate to implement transport and infrastructure projects conducive to business growth and investment
EG		17.1.2 Identify suitable land parcels for new business		2015-17	Land use strategies are reviewed	DDP	ECOM	Planning continues to support and facilitate new business through planning process, and is a part of day to day planning function. New Investment Facilitation committee identifies emerging opportunities and possible locations for new businesses, for implementation by EDU
EG		17.1.3 Review Economic Development incentives within strategies		2015-17	Incentives reviewed and altered where necessary	DDP	ECOM	The Investment Attraction Policy adopted at Council's September 2015 meeting. Ongoing and will continue to be reported on.

EG	Attracting new business	17.2 Encourage the establishment of value adding industries	17.2.1 Undertake industry forums / discussions	2013-15	Regular discussions take place	DDP	ECDM	Y	A business event calendar for 2014/2015 has been developed and is being promoted monthly through the EDU newsletter. Regular business events are being held. COMPLETED
EG			17.2.2 Prioritise industries with greatest return	2014-16	Priorities established	DDP	ECDM	CO	Encouraging value adding through RLUS, Investment Attraction strategy and individual assistance to potential investors
EG			17.2.3 Seek State Govt assistance	2015-17	Grant applications successful	DDP	ECDM		Ongoing Working with RDV to deliver Agriculture Infrastructure Funding Projects for the Municipality
EG	Attracting new business	17.3 Conduct and Business Expansion Attraction and Retention survey	17.3.1 Establish criteria for survey	2014-16	Survey Completed	DDP	ECDM	Y	Survey was conducted during May and June, report presented to Council in October 2013. COMPLETED
EG	Attracting new business	17.4 Continue to investigate options for renewable energy for the municipality	17.4.1 Complete a Study that explores opportunities to source renewable energy for Council operations	2013-14	Study completed and adopted by Council	DDP	SEO	Y	Currently working with CVGA to identify the cost of the project on two Council buildings. The Alliance is currently working with partners for a bulk buy option. Once they have resolved this issue, they will commence cost analysis for the Swan Hill project as they have already been requested to do so. Discussions held at Councilor Assembly - two buildings identified and included in Major Projects Plan. COMPLETED
EG			17.4.2 Implement preferred renewable energy options for Council	2014-17	Renewable energies projects delivered	DDP	ECDM		Scoping viability of bio mass or natural gas for the SH leisure centre. Installation of solar panels on Splatt Street building has commenced.
EG	Attracting new business	17.5 Encourage organisations to joint tender for works and services	17.5.1 Work with regions Councils to combine contracts and services	2013-17	Joint contracts established (eg road sealing, waste management)	DDP	ECDM		Council is lead agency in an MAV procurement excellence project which aims to better coordinate human activities of local government.
EG			17.5.2 Assist local business and tenderers to improve their tendering processes	2013-15	Increased success rate for local tenderers	DDP	ECDM	Y	The Economic Development Unit have conducted workshops to assist local businesses to tender for government work. Local tenderers have met with council staff to better inform businesses of Council's policies and procedures.
EG	Attracting new business	17.6 Promote the benefits of the region as a place to live, work and invest	17.6.1 Participate in regional Expos	2013-17	Regular bookings established	DDP	ECDM	Y	Regional Victoria Living Expo attended in May 2015. Received approx. 40 leads from people willing to relocate to Swan Hill that are now being followed up. Regional Victoria Living Expo has been discontinued by the State Government COMPLETED
EG			17.6.2 Support regional promotions of the municipality	2013-17	Advertising in regionally distributed publications continue, SH Inc television campaigns continue	DDP	ECDM	CO	Attending national events with the Murray Regional Tourism Board and participating in regional promotional/marketing campaigns Developing a new clip and TV advert for the region in partnership with Swan Hill Inc. Investigating the development of industry specific video to encourage investment ONGOING
EG			17.6.3 All Job Vacancies advertised with description on the regions benefits	2013-17	Standard template ad developed	DCS	ODM	Y	Template developed and now used for all job vacancy advertising. COMPLETED
EG	18. Existing Business Support	18.1 Assist local businesses to up skill and retrain their workforce	18.1.1 Establish specific skill shortages in the region	2013-14	Shortages Identified	DDP	ECDM	Y	Strategies identified in the Swan Hill Region Workforce Development Strategy adopted by Council November 2013. Implementation to commence in 2014. COMPLETED
EG			18.1.2 Support regional training opportunities	2013-17	Council staff participate in regional training	DDP	ODM	Y	AussieHost delivered in conjunction with Swan Hill Inc to local business. Regional training - QBE Work Cover for managers and Meerkat and Apel Industrial relations training delivered to multiple industries March 13. COMPLETE AND ONGOING
EG	Existing Business Support	18.2 Investigate opportunities arising from the Murray Darling Basin Plan	18.2.1 Support proposals that provide for economic infrastructure upgrades (natural gas)	2014-17	Regional funding applications lodged	DDP	DI DDP	Y	Funding opportunities coming from the MDBP have been limited. No funding rounds have been released and Council has been unable to make any funding applications. COMPLETED
EG			18.2.2 Continue to work collaboratively with Margo on basin plan submissions	2013-17	MRGoC regular meetings with State and Federal Ministers	DDP	DI DDP	Y	Council has participated in the Margo meeting and has been involved in delegations to meet with State and Federal elected representatives including Ministers. COMPLETED

EG	Existing Business Support	18.3 Review of Special rates and Levies to support marketing activities	18.3.1 Review effectiveness of existing Special Marketing Rate and determine whether to continue 18.3.2 Review and update Deed between Council and Swan Hill Inc 18.3.3 Undertake Statutory Process to establish a Special Marketing Rate 18.3.4 New Special Marketing Rate in place	2013-14 2013-14 2013-14 2013-14	Council decision on continuation of Special Marketing Rate determined Deed reviewed and agreed by Council and Swan Hill Inc Statutory Process Complete Special marketing Rate included on Rate Notices	DDP DDP DDP DCS	ECOM ECOM ECOM CSRC	Y Y Y Y	Special Marketing Rate declared at the April 2014 Council meeting. COMPLETED Deed has been reviewed, finalised and signed. COMPLETED Special Rate declared on 15 April 2014 for the period of 1 July 2014 to 30 June 2019. COMPLETED Steering committee established in early 2013. COMPLETED Workforce Planning Australia appointed in March 2013. COMPLETED Swan Hill Region Workforce Development Strategy adopted by Council November 2013. COMPLETED Funding for Swan Hill Riverfront projects applied for. COMPLETED Steering committee has met on numerous occasions to keep projects moving. Riverfront has a dedicated staff member who oversees the implementation of the Masterplan. COMPLETED Major project plan has been updated with projects and spending has been identified across the coming 10 years. COMPLETED Projects completed and underway across the riverfront including pathways, park furniture and strategies. Funding has been secured throughout the year including funding for the Heartbeat of the Murray Experience. Work will continue post the Victorian State election and the election of a new government to determine any funding streams as they become available. Funding identified from Healthy Communities Initiatives, Department of Justice, Putting Locals First and Dept Recreation and Sport.
EG	Existing Business Support	18.4 Develop and implement a Workforce Development Strategy	18.4.1 Develop Steering Committee to manage strategy development 18.4.2 Appoint consultancy to facilitate strategy development 18.4.3 Undertake strategy development	2013-14 2013-14 2013-14	Committee established Consultant appointed Strategy completed	DDP DDP DDP	ECOM ECOM ECOM	Y Y Y	
EG	19. Infrastructure	19.1 Commence implementation of Swan Hill and Robinvale Riverfront Plans	19.1.1 Identify individual projects within Master Plan 19.1.2 Allocate resources and schedule implementation of Master Plan 19.1.3 Update Major Projects plan in accordance with Implementation Plan 19.1.4 Develop detailed designs and costings for projects 19.1.5 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-14 2013-14 2013-14 2013-17 2013-17	Implementation program developed. Resources allocated and schedule developed Major Projects Plan updated Projects completed in accordance with timelines Funding identified	DDP DDP DDP DDP DDP	ELT ELT ELT ELT ELT	Y Y Y CO CO	
EG	Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.1 Swan Hill modernisation plan approved by Federal Funding body 19.2.2 Identify parcels of land suitable for development as public space or residential development 19.2.3 If continuous length of land is available, complete a Masterplan for its complete development. 19.2.4 Engage with community on best use for community owned land 19.2.5 Identified projects designed and included in Major Projects Plan 19.2.6 Modernisation undertaken, Channel decommissioned. 19.2.7 Gain ownership of the available land for future development	2013-14 2013-15 2013-15 2014-16 2015-16 2016-17 2016-17	Completion of annual budgeting process Notification from GMW connections program and Federal Govt. Parcels of land and ownership of land identified Plan completed List of suitable options identified for costing Projects included in plan Channel removed in Swan Hill and along Karrie Street, works completed on Tyndrover Flats Titles obtained / acquired	DDP DI DI DI DI DI DI	ELT DI DI DI DI DI DI	CO Y 	Councils 15/16 budget being drafted and riverfront has been identified in the Major Projects Plan for funding. Funding for Riverfront projects is included in the 16/17 Budget. Detailed planning continues. Notification received. Continued negotiations with GMW Connections Program. Project to be completed by 2017. Ongoing. Discussion have been held with GMW. GMW will progress to community consultation about this project towards the end of 2016 Following discussions with GMW an internal planning group is to be developed to commence the creation of an options paper for use of the land. Funding from the GMW Connections program for planning future uses of the land has been agreed to. As above As above As above Working with GMW planners on identifying ownership. Council officers have completed an internal search of land titles. GMW will develop their own list as part of the community consultation phase

EG	Infrastructure	19.3 Actively pursue opportunities for regional focused infrastructure	19.3.1 Secure support from regional bodies (MRGoC, NW municipalities, Murray Tourism Board, RMF, Central Murray Transport Forum etc)	2013-17	Written confirmation of support from various groups	DI	DI	CO	Represented Council and CMRTF at Regional Network Development strategy workshops in Swan Hill and Mildura. Presented Heartbeat project to MRBT meeting in Deniliquin and hosted MRGoC conference. August 2016. Actively involved in update of CMRTF plan and working with group to develop a strategic document to develop regionally transport priorities. Working with neighbouring municipalities to identify joint funding opportunities to apply for local roads to market grant funding opportunities
EG			19.3.2 Identify regional projects within Northern Loddon Mallee Strategic Plan	2013-17	Projects promoted as key initiatives of the plan.	DI	DI	Y	3 projects have been nominated and included in the Regional Investment Prospectus including, Livestock Exchange upgrade, Art Gallery Development, Acquisition of GrainCorp & Viatrak Land at Riverfront. Also involved in rail projects contained in the prospectus Ongoing
EG			19.3.3 Create partnerships within region	2013-17	Agreements in place	DI	DI	CO	CMRTF have met with senior DoT staff, the Premier, Minister for Transport and Regional Development Minister - in conjunction with GrainCorp, Rail Freight Alliance, VFF and Mildura Council. Ongoing
EG			19.3.4 Identify funding sources	2013-17	Sources identified	DI	DI		Funding proposals to be worked through with PTV for passenger rail improvements. Success in terms of recent Federal Government announcement of funding for Murray Basin Rail project, which is now fully funded between State and Federal Governments. Ongoing
EG			19.3.5 Utilise shared services agreements for infrastructure improvements	2016-17	Agreements in place	DI	DI		Initiated a freight route planning exercise with Buloke and Gamawarra Shires Ongoing
EG			19.3.6 Complete business cases to justify regional investment	2016-17	Value adding opportunities identified and realised.	DI	DI		As above for rail advocacy projects Ongoing
EG	Infrastructure	19.4 Implement outcomes of the review of the Swan Hill Regional Livestock exchange	19.4.1 Council endorsement of Functional Design Plan for the Livestock Exchange	2013-14	Endorsement of Plan	DI	DI	Y	Functional Design plan completed and received by Council- Feb 2013. COMPLETED
EG			19.4.2 Subdivision and sale of surplus land	2013-14	Land sold	DI	DI		Remediation works of contaminated ground completed. Local surveyor appointed to complete plan of sub division. Council approval to dispose of sub divided land by private treaty undertaken at June Council Meeting. Expression of interest process complete. Planning Permit obtained.
EG			19.4.3 Identify and Apply for funding	2013-14	Application submitted	DI	DI	Y	Commenced works to subdivide saleable land to assist in funding the redevelopment of the facility. COMPLETED
EG			19.4.4 Secure funding	2013-15	Funding secured	DI	DI		Application for funds from "Stronger Regions Fund" submitted 15 March 2015 - awaiting outcome / decision from Federal body. Additional funding application submitted through Murray Darling Basin Diversification fund.
EG			19.4.5 Prioritise Investment	2014-17	Priority projects commenced	DI	DI		Agreed in principle, livestock agents to assist in hosting more regular sales if facilities upgraded. This agreement will be complete by end Oct 2016
EG			19.4.6 Functional Design Plan Review of progress to date	2016-17	Review and re-prioritisation completed	DI	DI		GWM commencing work on northern end shortly. Easement sought at Livestock Exchange. Improvements to holding paddocks and water supply to them.
EG	Infrastructure	19.5 Investigate the possibilities for railhead and rail freight centres in the municipality	19.5.1 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DI	DI	Y	Central Murray Regional Transport Forum intermodal opportunity study completed. COMPLETED
EG			19.5.2 Apply for funding	2013-14	application submitted	DI	DI	Y	Funding received from RDV and DoT. COMPLETED
EG			19.5.3 Secure funding	2013-15	Funding secured	DI	DI	Y	As above. COMPLETED
EG			19.5.4 Conduct a demand assessment (both current and future) that identifies types and destinations of freight	2014-16	Demand assessment completed	DI	DI	Y	CMRTF study to identify investment opportunities complete. DTPLI study into freight also complete. COMPLETED
EG			19.5.5 Conduct assessment of appropriate locations including associated road assets including costings	2015-17	Sites identified	DI	DI	Y	As above. COMPLETED
EG	Infrastructure	19.6 Monitor opportunities for the potential of new Municipal Offices in Swan Hill and Robinvale as part of mixed use development	19.6.1 Monitor developments and land availability in Swan Hill and Robinvale for any opportunities that may arise	2013-17	Possible co-location and/or acquisition of land discussed with Council.	DCS	ELT		No opportunities have presented at this stage

EG	Infrastructure	19.7 Implement staged redevelopment of the Pioneer Settlement	19.7.1 Identify funding source and apply for funding for stage 1.2 works	2013-14	Application submitted	DDP	GMPS	Y	Funding opportunities continue to be sourced. Funding has been secured for the Heartbeat of the Murray experience, which will be a major focus for 2015. COMPLETED
EG			19.7.2 Secure funding	2013-14	Funding secured	DDP	GMPS	Y	As above. COMPLETED
EG			19.7.3 Tender and construct stage 1.2 works (which includes new steam work shop, men's shed and workshops)	2013-14	Building completed	DDP	GMPS	Y	Construction plans completed, awaiting funding prior to tendering. Note: buildings could be constructed in modules. Men's Shed has been completed by stabilising and fitting out an existing building on site. COMPLETED
EG			19.7.4 Identify funding source and apply for funding for New Evening Product (Replacement of old sound & Light show)	2013-15	Application submitted	DDP	GMPS	Y	Funding Received - Murray - Darling Basin Regional Economic Diversification Program (vice). Contract has been awarded. COMPLETED
EG			19.7.5 Secure funding	2014-15	Funding secured	DDP	GMPS	Y	As above. COMPLETED
EG			19.7.6 Develop and install new Evening Product	2014-15	Installation complete	DDP	GMPS	Y	Heartbeat of the Murray laser, light and water spectacular. Officially opened on 2 Dec 2015. Remaining elements of the Pioneer Settlement redevelopment are the staging area at the Lower Murray Inn and the fencing off of Horseshoe Bend Park to allow for greater public access. Both of these projects are currently being scoped and will be completed by end December 2016 COMPLETED
EG			19.7.7 Identify funding source and apply for funding for stage 2 works	2015-16	Application submitted	DDP	GMPS		Day Product Review now complete. Prototyping/testing of new product ideas currently being completed Ongoing.
EG			19.7.8 Secure funding	2016-17	Funding secured	DDP	GMPS		
EG			19.7.9 Review Pioneer Settlement Master Plan and prioritise future works	2016-17	Council adopt reviewed plan.	DDP	GMPS		
EG	Infrastructure	19.8 Advance outcomes of Central Murray Regional Transport Study	19.8.1 Maintain membership of Forum group	2013-17	CEO and Councilor membership confirmed and commitment to provide technical expertise	DI	DDP DI	Y	Council currently chairs and provides admin for forum. COMPLETED
EG			19.8.2 Prioritise projects according to regional industry need	2013-15	Agreement from regions transport sector on priorities	DI	DDP DI	Y	Commissioned study into Inter-modal development. COMPLETED
EG			19.8.3 Working groups established to direct various projects	2013-15	Working groups established	DI	DDP DI	Y	Group established and meetings held in mid 2013. COMPLETED
EG			19.8.4 Lobby State(s) and Federal members for support of projects	2015-17	Support received	DI	DDP DI	Y	Funds received from Dept of Transport and RDV for Inter-modal study. COMPLETED
EG	Infrastructure	19.9 Pursue funding for a levee bank at Robinvale	19.9.1 Complete Cultural Heritage Management Plan	2013-14	Plan completed	DI	DI	Y	CHMP Plan completed July 2013 and draft plans completed August 2013. COMPLETED
EG			19.9.2 Complete detailed design	2013-14	Design Completed	DI	DI	Y	Design complete and Cultural Heritage Management Plan completed COMPLETED
EG			19.9.3 Develop applications to Federal Departments	2014-15	Application lodged	DI	DI		Funding application to be developed during 2015/16. Design well advanced. Opportunities for funding by other levels of government being sought. Presentation made to Mallee CMA 22 June. Letter sent to DELWP seeking grant funding. This work is ongoing. Due to adoption of Floodplain Management Strategy there are changes to funding opportunities. These are being discussed with DELWP.
EG			19.9.4 Place project in Major projects Plan	2015-16	Project included	DI	DI	Y	Project in Major Projects Plan year 3 COMPLETED
EG		19.10 Municipality-wide review of directional signage	19.10.1 Undertake review of directional signage for ease of access to major facilities.	2015-16	Review undertaken with priority signage needs identified.	DI	DDP DI		Working group across Council departments currently being formed. Signage audit is currently underway.

EG				19.10.2 Develop signage strategy	2016-17	Signage Strategy developed and adopted by Council.	DI	DDP DI		Development of signage strategy has commenced and will be complete by December 2016.
EG				19.10.3 Implement identified actions from Signage Strategy	2016-17	Actions implemented.	DI	DDP DI		Following completion of the Signage Strategy, implementation will commence. In the interim some high priority signage is being updated e.g. Swan Hill Airport.
Environmental Management (6 Strategic Initiatives : 13 Actions)										
EM	20. Contributing to good environmental outcomes for the Natural Environment	20.1 Active involvement in external discussions that effect the Murray River, its tributaries and lake systems		20.1.1 Maintain membership of Murray Darling Association	2013-17	Councillor nominated as representative	CEO	CEO ELT	CO	Membership of Murray Darling Association has been maintained. Cr Crowe was nominated as Council's representative at the Statutory Meeting on 11 November 2014. ONGOING
EM				20.1.2 Support regional submissions to Federal Agencies via Murray River Group of Councils	2013-17	Submissions lodged and reported to Council	CEO	CEO ELT	CO	SHRCC was chairing the Murray River Group of Councils for 12 months until November 2014. Council supported the group in visits to Carbarra and in meetings with State and Federal politicians. ONGOING. Council continues to maintain its membership of the MRGC.
EM	Contributing to good environmental outcomes for the Natural Environment	20.2 Within available external funding, complete the restoration of the Lake Boga foreshore to pre-flood condition or better		20.2.1 Determine foreline stabilisation works unfinished (if any) in 2012/13 financial year	2013-14	Status of works assessment completed	DI	EPAM	Y	All restoration works that were funded have been completed. COMPLETED
EM				20.2.2 Instruct contractor to complete works as soon as possible	2013-14	Works completed	DI	EPAM	Y	As above COMPLETED
EM	21. Regulation and management of the built environment	21.1 Implementation of Waste Management Plan		21.1.1 Review current Waste Management Plan; 1. Update Data in line with current practices and waste service contracts 2. Community engagement	2013-15	ELT approval of Review	DI	EPAM	Y	The new Waste management Plan has been approved and adopted by Council. COMPLETED
EM				21.1.2 Implementation of Capital Works/Improvement Program; design & Investigation approvals & Permits contracts & work programs construction	2013-17	Capital Works/ improvements completed/ in place	DI	EPAM	Y	1. Commenced investigation and preliminary design of Recycling Facility and MRF at the Swan Hill Landfill. This is to replace the existing facility at Gray Street.
EM				21.1.3 Conduct Feasibility Study for the construction of Transfer station at Swan Hill Landfill	2013-15	Feasibility Study Completed	DI	EPAM	Y	Council was successful in its application for grant funding (\$190k from State Government) for the construction of a transfer station in Swan Hill Landfill. COMPLETED
EM				21.1.4 Implementation of Progressive rehabilitation and aftercare program to Council's Landfill sites	2013-17	Ongoing Reporting on the completion of rehabilitation staging	DI	EPAM	CO	Progressive capping and rehabilitation of Swan Hill Landfill. Section 1B capped in July August 2016. Ongoing Next stage has been scheduled to commence end June -early July
EM	Regulation and management of the built environment	21.2 Expand the Green waste collection Service		21.2.1 Conduct Investigation & Data collection; 1. Waste Volume / tonnage 2. Mulching Price 3. distance between source of collection and final destination 4. Identify alternative methods/means of collecting the green waste from small communities	2013-14	Data Review/Collection	DI	EPAM	Y	Green waste collection scheme has continued to grow. Approx 260 new customers since initial commencement. Investigated possibilities of expanding service to Robinvale and Lake Boga. It was determined more interest will need to be generated (eg promotion, information brochures) to increase numbers to make service viable. COMPLETED
EM				21.2.2 Identify target locations and develop promotions, marketing, and education plan.	2014-15	Increased demand for the service	DI	EPAM	Y	The Investigation around extending the service will start with a presentation for the Green Waste service at Robinvale and Lake Boga main streets and community centres (scheduled to take place on 01 July 2015). COMPLETED
EM	22. Promote and advocate sound environmental practices	22.1 Continue to lobby for a state-wide container deposit scheme		22.1.1 Contribute to Regulatory Impact Statements (RIS) via the MAV	2013-14	Submissions to the RIS via MAV	DI	DI	Y	This activity will be undertaken via the Central Murray Regional Waste Management Group. COMPLETED
EM				22.1.2 Continue to provide waste data as requested to assist scheme development	2013-16	Data provided as requested	DI	DI		Data is provided to Sustainability Victoria and to the Waste Management Group on a regular basis. Ongoing

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EM	Promote and advocate sound environmental practices	22.2 Complete Rural Land Use/Living Strategy that considers the potential impact of devasted land and a changing climate	22.2.1 Scoping paper to be developed.	2013-14	Scoping paper approved by ELT and Councillors through Councillor Assembly	DDP	DDP	Y	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED
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B.16.123 2015/16 BEST VALUE REPORT - INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

Responsible Officer: Director Corporate Services
File Number: S16-28-01
Attachments: 1 2015/16 Best Value Report

Declarations of Interest:

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

Summary

A requirement of the Best Value sections of the Local Government Act 1989 is the setting of Quality and Cost Standards for all Council services and annual reporting against these standards to the community. This report contains the actual performance for Council services against the quality and cost targets and LGPRF Indicators set for 2015/16.

Discussion

The Local Government Act 1989 requires Council to review its operations to ensure that the services provided to the community represent 'Best Value'.

Best Value requires that quality and cost standards be developed for each major service area. The standards assist the community in determining whether a service is effective (quality) and efficient (cost). Quality and Cost standards and targets are prepared for each major service area and reviewed on an annual basis.

With the introduction of the Local Government Performance Reporting Framework (LGPRF) and mandatory reporting indicators, officers have taken the opportunity to review and align our standards with the LGPRF and have included the results in the Best Value report.

The attached report details the actual result achieved and explanations on variations where targets have not been achieved.

Council currently reports on 146 Quality and Cost Standards across 10 service groups.

The table below provides a brief summary of achievements for the year. Details and variance explanations can be found in the attached report.

SECTION B - REPORTS

18 October 2016

Service Group	Number of standards/indicators				
Quality/Cost Standard	Exceeded	Achieved	Not achieved	Not applicable	Total
Transport Services (page 3)	4	6	2	0	12
Family and Children's Services (page 5)	0	6	1	0	7
Economic Prosperity (page 7)	1	4	2	0	7
Community Care Services (page 8)	2	3	3	0	8
Community Wellbeing (page 10)	1	4	3	0	8
Waste Management (page 14)	1	3	0	0	4
Community Amenity (page 15)	4	2	3	0	9
Recreation, Culture and Leisure Services (page 17)	18	11	9	0	38
Organisational Support (page 21)	4	35	2	1	42
Governance and Leadership (page 25)	2	5	4	0	11
Total	37	79	29	1	146
Achieved in 2015/16	25%	54%	20%	1%	100%
Achieved in 2014/15	48%	18.5%	32%	1.5%	100%

Service Group	Number of standards/indicators			
LGPRF	Within expected range	Outside expected range	Not applicable	Total
Transport Services (page 3)	2	3	0	5
Family and Children's Services (page 5)	2	3	0	5
Community Care Services (page 8)	7	0	0	7
Community Wellbeing (page 10)	11	1	0	12
Waste Management (page 14)	4	1	0	5
Recreation, Culture and Leisure Services (page 17)	7	2	1	10
Leadership and Governance (page 25)	5	0	0	5
Total	38	10	1	49
Achieved in 2015/16	78%	20%	2%	100%

Consultation

The Quality and Cost Standards and LGPRF indicators have been reviewed in consultation with the employees responsible for each service and members of the Executive Leadership Team.

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Not applicable

Recommendation

That Council adopt the 2015/16 Best Value report as presented.

96/16 Motion

MOVED Cr Cruickshank

That Council adopt the 2015/16 Best Value report as presented.

SECONDED Cr Norton

The Motion was put and CARRIED

Swan Hill Rural City Council Best Value Report 2015/16

Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators				
Quality/Cost Standard	Exceeded	Achieved	Not achieved	Not applicable	Total
Transport Services (page 3)	4	6	2	0	12
Family and Children's Services (page 5)	0	6	1	0	7
Economic Prosperity (page 7)	1	4	2	0	7
Community Care Services (page 8)	2	3	3	0	8
Community Wellbeing (page 10)	1	4	3	0	8
Waste Management (page 13)	1	3	0	0	4
Community Amenity (page 14)	4	2	3	0	9
Recreation, Culture and Leisure Services (page 16)	18	11	9	0	38
Organisational Support (page 20)	4	35	2	1	42
Governance and Leadership (page 24)	2	5	4	0	11
Total	37	79	29	1	146
Achieved in 2015/16	25%	54%	20%	1%	100%
Achieved in 2014/15	48%	18.5%	32%	1.5%	100%

Service Group	Number of standards/indicators			
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Waste Management (page 13)	4	1	0	5
Recreation, Culture and Leisure Services (page 16)	7	2	1	10
Leadership and Governance (page 24)	5	0	0	5
Total	38	10	1	49
Achieved in 2015/16	78%	20%	2%	100%

Best Value Report 2015/16 – Transport Services

Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

Footpaths

Aerodromes

Roads - sealed and unsealed

Footpaths

Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Grinding metres/year	600	93 ⁽¹⁾	136	605
Replacement square metres/year	1,500	1720	172	2,055
Average response time to address service requests Weeks	2	2	2	2
Number of service requests received that address issues on footpaths	50	59	48	49
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$2.13	\$2.03	\$2.00

Variance comments:

¹A full inspection of Council's footpath network resulted in extra footpath replacement and a reduction in grinding.

Aerodromes

Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	100%	90%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not ascend 6% to previous year.	6%	15% ⁽¹⁾	(12%)	6%

Variance comments:

⁽¹⁾Increased maintenance on older sections of the runway have increased the cost of maintenance compared to the previous year.

Best Value Report 2015/16 – Transport Services

Roads				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Completion of asset inspection as per the Road Management Plan	100%	100%	100%	100%
Average response time to address service requests Weeks	3	2	2	2
Number of Service Requests received that address issues on roads:				
• Sealed roads	90	88	89	116
• Unsealed roads	100	122 ⁽¹⁾	111	112
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$4.85 ⁽²⁾	\$4.47	\$4.00
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 0 to 200 requests.	0-200	10	7	10
Sealed local roads below the intervention level Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 70 - 100%	70-100%	99%	97%	97%
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$30 - \$300.	\$30 - \$300	\$27	\$25	n/a
Cost of sealed local road resealing Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$5 - \$30.	\$5 - \$30	\$4	\$4	n/a
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 – 100.	50-100	48	52	48

Variance comments:

⁽¹⁾ The increase in unsealed roads service requests is a result of below average rainfall for 2015/16.

⁽²⁾ Average cost to re-sheet a square metre of unsealed road has increased this year due to using crushed rock on several of our roads. Crushed rock was the preferred option because of the shorter cartage distance however the product was more expensive.

Best Value Report 2014/15 – Family and Children's Services

Family and Children's Services

(Report adopted by Council September 2002)

Programs within this service:

Out Of School Hours Child Care consisting of:

- Before and After School Child Care
- Vacation Child Care
- Mobile Vacation Child Care

Preschools

Family Day Care

Maternal and Child Health

Out of School Hours Child Care				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$3.87	\$4.16	\$3.66	\$3.69

Variance comments:

Family Day Care				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$3.65	\$3.93	\$3.68	\$3.29

Variance comments:

Best Value Report 2014/15 – Family and Children's Services

Maternal and Child Health				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Percentage of children enrolled from birth notifications received	98%	94% ⁽¹⁾	100%	96%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	70%	66%	69%
Net cost to Council per consultation.	\$71.47	\$79.32	\$81.02	\$68.73
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Participation in first MCH home visit Number of first MCH home visits / Number of birth notifications received. Expected range: 80 - 100%	80-100%	91%	104%	110%
Infant enrolments in MCH service Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%	90-110%	94%	100%	82%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	\$72 ⁽³⁾	n/a	n/a
Participation in the MCH service Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 80 - 100%	80-100%	72%	72%	125%
Participation in MCH service by Aboriginal children Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 80 - 100%	80-100%	43%	67%	136%

Variance comments:

⁽¹⁾Participation in MCH service by Aboriginal children: The Mallee District Aboriginal Service in Swan Hill and Murray Valley Aboriginal Cooperative in Robinvale have introduced Maternal and Child Health Services in the last 1 - 3 years. This has an impact upon attendance and data relating to participation.

⁽²⁾Cost up due to attendance being down.

⁽³⁾Cost of MCH service: During 15/16 one MCH Nurse was on extended period of work cover with salaries costed to a different GL for oncosts. During 15/16 one MCH Nurse on Maternity Leave with Maternity Leave payments from a different GL for oncosts

Best Value Report 2014/15 – Economic Prosperity Services

Economic Prosperity Services

(Report adopted by Council February 2003)

Programs within this service:

Economic Development Unit

Swan Hill Livestock Exchange

Tower Hill Estate development

Economic Development				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Achieve population growth for the municipality	0.1%	-0.8%	-1.3%	-0.4%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	6%	5%	4%
Total number of visitors to the Swan Hill Region Information Centre	-	44,962 ⁽¹⁾	49,425	n/a

Variance comments:

⁽¹⁾New quality standard introduced in FY2014-15

Swan Hill Livestock Exchange				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%	100%
Cost of operating the complex as a % of total sale value Net operating expenditure as a percentage of gross livestock sales (recorded in Livestock Exchange System) plus truck wash sales and agistment, less water stand pipe sales.	1.46%	0.84%	0.93%	1.12%

Variance comments:

Tower Hill Estate				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Subdivide and sell lots	18	20	16	23
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes	Yes

Variance comments:

Best Value Report 2014/15 – Community Care Services

Community Care Services

(Report adopted by Council February 2003)

Programs within this service:

Client assessments

General Home, Personal and Respite Care

Food services

Aged Accommodation

Senior Citizen centres

Community Care Services				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Client Needs Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client				
<ul style="list-style-type: none"> High needs clients Medium needs clients Low needs clients 	100% 80% 70%	83% 63% ⁽¹⁾ 90%	88% 84% 86%	100% 84% 83%
Average cost per hour of service:				
<ul style="list-style-type: none"> General Home Care Personal Care Respite Care 	\$51.54 \$53.72 \$54.00	\$54.61 \$57.23 \$52.79	\$51.46 \$59.22 \$52.24	\$49.64 \$59.02 \$56.94
Average cost per meal Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$9.81	\$10.66	\$10.34
Senior Citizen Centres Total cost to operate Senior Citizen Centres and related activities	\$17,480	\$10,857	(\$2,366)	\$14,367
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Time taken to commence the HACC service Number of days between the referral of a new client and commencement of HACC Service / Number of new clients who have received a HACC service. Expected range: 1 to 30 days	1 - 30	28 ⁽²⁾	4	n/a
Compliance with Community Care Common Standards Number of Community Care Common Standards expected outcomes met / Number expected outcomes under the Community Care Common Standards. Expected range: 80 - 100%	80-100%	89%	89%	89%
Cost of domestic care service Cost of the domestic care service/Hours of domestic care service delivered. Expected range: \$40 - \$60	\$40-\$60	\$55 ⁽³⁾	\$51	\$49
Cost of personal care service Cost of the personal care service/Hours of personal care service delivered. Expected range: \$40 - \$60	\$40-\$60	\$57 ⁽³⁾	\$59	\$54
Cost of respite care service Cost of the respite care service/Hours of respite care service delivered. Expected range: \$40 - \$60	\$40-\$60	\$53 ⁽³⁾	\$52	\$57
Participation in HACC service Number of people that received a HACC service/Municipal target population for HACC services. Expected range: 10 - 40%	10-40%	24%	38%	n/a
Participation in HACC service by Culturally and Linguistically Diverse (CALD) People Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services. Expected range: 10 - 40%	10-40%	14%	19%	n/a

Variance comments:

Best Value Report 2014/15 – Community Care Services

⁽¹⁾Review and Re-Assessment includes Home Maintenance service that has substantial long term wait listed clients. Wait list introduced for Domestic assistance.

⁽²⁾Time taken to commence service has increased due to

- a. introduction of Wait List in November 2015 and
- b. Initial referrals for agency services are received at beginning of TCP/PAC services and there is wait period until completion of brokered services before assessment is conducted.

⁽³⁾Community Care services budget preparation has included reallocation of internal charges from central service management program to be redistributed across all individual programs in 2016/17 resulting in more accurate but higher costing for each program compared to previous years.

Best Value Report 2014/15 – Waste Management Services

Community Wellbeing Services

(Report adopted by Council June 2003)

Programs within this service:

Planning

Building Department

Regulatory Services – Animal Management

Parking Control

Food safety

Planning				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Average number of days required to issue planning permits	60	66 ⁽¹⁾	65	60
Net cost to Council per planning permit	\$650	\$2,745 ⁽²⁾	\$3,373	\$631
Cost per capita to maintain currency and appropriateness of the Planning Scheme <small>Gross cost to Council / Population of the municipality</small>	\$18	\$30 ⁽²⁾	\$30	\$18
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Time taken to decide planning applications <small>The median number of days between receipt of a planning application and a decision on the application. Expected range: 20 – 200 days</small>	20-200	53	51	25
Planning applications decided within 60 days <small>Number of planning application decisions made within 60 days/Number of planning application decisions made. Expected range: 50 – 100%</small>	50-100%	76%	72%	80%
Cost of statutory planning service <small>Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$5,000</small>	\$500 - \$5,000	\$2,745	\$3,373	\$631
Planning decisions upheld at VCAT <small>Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications. Expected range: 20 – 100%</small>	20-100%	0% ⁽³⁾	100%	100%

Variance comments:

⁽¹⁾Limited staff resources influenced the percentage of applications issued within 60 days.

⁽²⁾Target was set with different allocation of staff to Statutory Planner and Strategic Planner.

⁽³⁾There was one VCAT decision in the 2015/16 financial year that set aside Council's decision, therefore the value is 0%.

Best Value Report 2014/15 – Waste Management Services

Building Department				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Average number of days required to issue building permits	16	15.5	13.7	12.8
Net cost to Council per building permit (Profit)	\$305	\$216	\$357	\$307

Variance comments:

The actual number of building permits issued by Council for 2015/16 (337) were slightly up on estimate (320). The actual cost per permit for 2015/16 (\$219) is better than target Net Cost per permit for 2015/16 (\$330) as per the following comments:-

The building permit fee income received for 2015/16 (\$269,271) was approx. \$53,900 up on ELT estimate.

The Building Department Operational Costs were approximately \$35,000 less than the 2014/15 budget due to 50% split of Admin Officer salary being shared with Planning Department budget due to Org. Re-Structure.

Enforcement & Advice component is set to 50% of operations in line with Council Plan objectives and Building Department Business Plan. This includes initiatives such as the follow-up of Lapsed Building Permits, pro-active Essential Safety Measures and Swimming Pool & Spa Safety Barrier Audit programs.

Regulatory Services – Animal Management				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Average cost to Council to enforce Local Laws per registered animal	\$93.63	\$80.75	\$74.32	\$70.56
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Time taken to action animal management requests Number of days between receipt and first response action for all animal management requests / Number of animal management requests. Expected range: 1 to 10 days	1 - 10	3	2	n/a
Animals reclaimed Number of animals reclaimed / Number of animals collected. Expected range: 40 – 90%	40-90%	62%	59%	70%
Cost of animal management service Direct cost of the animal management service/Number of registered animals. Expected range: \$10 - \$60	\$10-\$60	\$57	\$55	\$36
Animal management prosecutions Number of successful animal management prosecutions. Expected range: 0 to 50 prosecutions	0 - 50	22	0	n/a

Variance comments:

Best Value Report 2014/15 – Waste Management Services

Parking Control				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Hours ticket machines are not functional	-	3.6%	6.8%	n/a
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	(\$120)	(\$65.61)	(\$32.79)	\$22.52

Variance comments:

Food Safety				
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Time taken to action food complaints Number of days between receipt and first response action for all food complaints / Number of food complaints. Expected range: 1 to 10 days	1 - 10	1	2	n/a
Food safety assessments Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984. Expected range: 60 – 100%	60-100%	95%	92%	80%
Cost of food safety service Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984. Expected range: \$500 - \$1,200	\$500-\$1,200	\$873	\$809	\$951
Critical and major non-compliance notifications Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises. Expected range: 70 – 100%	70-100%	84%	86%	85%

Variance comments:

Best Value Report 2014/15 – Waste Management Services

Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

Kerbside collection service

Landfills

Waste Collection				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Cost per bin collection per household (from contract) Target - Budgeted cost of the kerbside collection service / anticipated services. Actual - Cost of the actual kerbside collection service / Average services number (from December payment)	\$98	\$101	\$101	\$86
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Kerbside bin collection requests Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 20 to 200 requests	20-200	16	19	7
Kerbside collection bins missed Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000. Expected range: 1 – 100 bins	1-100	2	5	12
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$20 - \$200	\$20-\$200	\$54	\$54	\$48
Cost of kerbside recyclables bin collection service Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins Expected range: \$10 - \$100	\$10 - \$100	\$27	\$27	\$9
Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins. Expected range: 20 – 80%	20-80%	35%	34%	32%

Variance comments:

⁽¹⁾2013/14 data was based on quarterly reporting trial data.

⁽²⁾Kerbside collection bins missing has gone down significantly in last year because of continuous monitoring and follow up with both Contractor and users for this services.

⁽³⁾Adding up new services for green waste and awareness program to the community has helped to divert or segregate more recyclable and green waste from kerbside collection.

Landfill				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Net cost per capita of waste deposited at Swan Hill landfill sites	\$25.33	\$23.45	\$24.66	\$26.25
Net cost per capita of waste deposited at Robinvale landfill sites	\$55.49	\$53.06	\$57.11	\$50.48
Net cost per capita to maintain rural landfill sites	\$13.91	\$9.85	\$11.73	\$13.66
*Net cost per capita = Budgeted contract cost OR actual contract cost / Population served				

Variance comments:

Best Value Report 2014/15 – Community Amenity

Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

Environmental Standards

Street Beautification

Public Lighting

Environmental Standards				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Maintain potable water consumption below 2011/12 levels for parks and gardens annually <small>Source: 2012 - 2016 Sustainable Water Use Plan</small>	37,000kL	51,297kL ¹	43,311kL	37,829kL
Maintain current power usage in Council's 8 highest energy use buildings: <ul style="list-style-type: none"> Kilowatts Greenhouse gas emissions 	1.07M kWh 1,262T	1.13M kWh 1,333T ²	1.06M kWh 1,259T	1.03M kWh 1,215T
Total cost to Council for stationary energy of Council owned infrastructure <small>Including street lighting</small>	\$674,950	\$568,827	\$633,065	\$673,560

Variance comments:

High temperatures observed over the 2015/16 period, particularly between the months of September and March has most likely contributed to the variances observed between 2014/15 and 2015/16. The hottest year in recorded history by some margin is currently 2015.

⁽¹⁾Water consumption by Swan Hill's parks and gardens most likely influenced by the dry conditions and below average rainfall of 2015/16.

⁽²⁾Power consumption in Council's 8 highest energy use buildings has overall increased by 5% over the whole year with the months between September 2015 and March 2016 showing the largest spikes in energy consumption. This is mostly likely caused by HVAC systems attempting to manage excessive heat concentrations within buildings during this hot spell.

Street Beautification				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	7	4	4
Number of community street tree theme consultations <small>Minimum of two annually</small>	2	0	0	0
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	\$59,500	\$53,040	\$57,110	\$61,200

Variance comments:

Best Value Report 2014/15 – Community Amenity

Public Lighting				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Net increase in number of streetlights to existing network per year New light and pole assembly	3	0	0	4
Cost to Council for public lighting per streetlight Electricity costs are increasing and it is expected they will continue to increase over coming years	\$113.69	\$63.06	\$108.54	\$123.50

Variance comments:

Lighting issues were identified that require additional funding. This has been costed and additional funding will be sought to complete these works including a grant application.

Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

Programs within this service:

Art Gallery

Performing Arts

Pioneer Settlement

Library

Community Centres and Swan Hill Town Hall PACC

Parks, Gardens, Recreation Reserves and Other Sporting Facilities

Indoor Sports Facilities and Swimming Pools

Art Gallery				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of visitors to the Art Gallery per annum	11,000	11,298	10,093	10,354
Number of exhibitions	25	25	23	25
Number of events other than exhibitions Concerts, conferences, functions etc	30	46	36	41
Net cost to Council to operate the Gallery per visitor	\$26.14	\$25.42	\$27.60	\$23.92

Variance comments:

Performing Arts				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of people attending performing arts events per annum	3,000	2,005 ⁽¹⁾	5,130	2,456
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	\$61.95	\$40.83	\$39.96	\$69.05

Variance comments:

⁽¹⁾The number of people attending performing arts events decreased in 2015/16 as the YesFest, which drew an audience of around 3,000 people in 2014/15 was not held in 2015/16.

Best Value Report 2014/15 – Governance and Leadership

Pioneer Settlement				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of visitors to the Pioneer Settlement per annum	87,550	76,879 ¹	76,397	89,029
Net cost to Council to operate the Pioneer Settlement Museum per visitor	\$9.20	\$15.51 ²	\$13.08	\$9.20

Variance comments:

¹Target reflects general down turn in tourism throughout the region. Results also reflect during the construction phase of the Heartbeat of the Murray Project. Day visitation numbers were down on the previous year, by River aboard the PS Pyap numbers remained steady. Although on a positive note the By Night visitor numbers for the New Heartbeat of the Murray launched in Dec 2015 are tracking in line with the business case.

²Note: Net cost = YTD actual less depreciation expenses divided by number of visitors

(Capital expenditure has been excluded)

Libraries				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	94,200	84,792 ⁽¹⁾	89,745	94,219
Number of special events held in Library	15	40	25	28
Net cost to Council per visit Actual net cost / Number of visits to service points	\$8.60	\$8.76	\$8.61	\$8.21
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Library collection usage Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items	1-10	1	2	2
Standard of library collection Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 50 – 100%	50-100%	42%	42%	37%
Cost of library service Direct cost to Council of the library service / Number of visits Expected range: \$3 - \$20	\$3-\$20	\$9	\$7	\$6
Active library members Number of active library members/Municipal population Expected range: 10 – 50%	10-50%	19%	23%	33%

Variance comments:

⁽¹⁾ Less people visited the library in person and the number of residents is declining in smaller communities which the mobile library visits.

Best Value Report 2014/15 – Governance and Leadership

Community Centres and Swan Hill Town Hall PACC				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of times the community centre/facility is used by the community each year:				
• Manangatang	150	129	255	177
• Nyah	100	193	208	124
• Lake Boga	100	231	132	137
• Robinvale	180	198	196	202
• Swan Hill Town Hall PACC	250	310	276	214
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	22,949	17,901	16,247
Net operating cost to Council per usage of the facility:				
• Manangatang	\$250	\$208	\$51	\$273
• Nyah	\$400	\$261	\$169	\$322
• Lake Boga	\$250	\$135	\$197	\$263
• Robinvale	\$600	\$344	\$407	\$496
• Swan Hill Town Hall PACC	\$1,054	\$1,578	\$1,050	\$1,235
Net operating cost to Council per person using the Swan Hill Town Hall PACC	\$14.65	\$21.04	\$16.20	\$16.26
Actual net cost / Number of people attending				

Variance comments:

Parks, Gardens, Recreation Reserves and Other Sporting Facilities				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Maintain grass height between 25 – 60 mm	100%	100%	100%	100%
Net operating cost per hectare:				
• Parks and gardens	\$13,000	\$12,620	\$12,540	\$13,000
• Recreation reserves	\$12,500	\$12,360	\$11,340	\$11,800

Variance comments:

Best Value Report 2014/15 – Governance and Leadership

Indoor Sports Facilities and Swimming Pools				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of visitors/users of the indoor sports facilities/swimming pools:				
• Swan Hill Leisure Centre and Indoor Pool	77,500	81,420	82,207	76,121
• Swan Hill Indoor Sport and Recreation Centre	36,500	36,100	36,020	35,192
• Robinvale Leisure Centre and Pool	20,500	17,442	20,331	19,305
Number of visitors/users of outdoor swimming pools:				
• Swan Hill Outdoor Pool	20,000	22,167	16,771	19,234
• Nyah Pool	9,000	10,003	8,582	9,547
• Manangatang Pool	7,000	6,885	8,449	5,843
Net cost to Council per visitor to operate indoor facilities:				
• Swan Hill Leisure Centre and Indoor Pool	\$6	\$6	\$5	\$6
• Swan Hill Indoor Sport and Recreation Centre	\$1	\$1	\$1	\$0.50
• Robinvale Leisure Centre and Pool	\$10	\$17	\$10	\$10
Net Operating expenditure / Number of visitors/users				
Net cost to Council per visitor to operate outdoor pools:				
• Swan Hill Outdoor Pool	\$11	\$11	\$12	\$16
• Nyah Pool	\$7	\$5	\$6	\$5
• Manangatang Pool	\$10	\$6	\$6	\$8
Net Operating expenditure / Number of visitors/users				
LGPRF Indicator	Target	2015/16	2014/15	2013/14
User satisfaction with aquatic facilities (optional) User satisfaction with how council has performed on provision of aquatic facilities. Expected range: 0 to 100	-	-	-	-
Health inspections of aquatic facilities Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4	1-4	1	2	1
Reportable safety incidents at aquatic facilities Total number of WorkSafe reportable aquatic facility safety incidents Expected range: 0 to 20 incidents	0-20	0	0	0
Cost of indoor aquatic facilities Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$10 - \$10	-\$10-\$10	\$8	\$16	\$6
Cost of outdoor aquatic facilities Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities. Expected range: \$5 - \$50	\$5 - \$50	\$9	\$8	n/a
Utilisation of aquatic facilities Number of visits to aquatic facilities / Municipal population Expected range: 1 to 10 visits	1-10	7	4	4

Variance comments:

Organisational Support

(Report adopted by Council June 2004)

Programs within this service:

Customer Service Revenue Control

Robinvale Resource Centre

Information Management

Information Technology Services

Finance Services

Asset Management

Human Resources

Commercial Services and Risk Management

Plant and Fleet Management

Customer Service Revenue Control and Robinvale Resource Centre

Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Rate debtor collections as a percentage of Total Rate Income	96%	96%	95%	96%
Cost of providing Customer Service and Revenue Control Services Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure	1.53%	1.36%	1.14%	1.6%
Cost of providing customer services from the Robinvale Resource Centre per head of population Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district	\$57.18	\$48.99	\$54.98	\$52.99

Variance comments:

Information Management

Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Service meets agreed timeframes for incoming correspondence registration:				
• 3.40pm Monday	Yes	Yes	No	Yes
• 2.20pm Tuesday – Friday	Yes	Yes	No	Yes
Cost of service as a percentage of total operating expenses. Information Management Program / Total Operating Expenditure	<0.89%	0.69%	0.85%	0.70%

Variance comments:

Best Value Report 2014/15 – Governance and Leadership

Information Technology Services				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Authority System available	98%	98%	98%	98%
Network Services available	98%	98%	99%	98%
Internet Services available	98%	99%	98%	99%
Cost of providing IT services as a percentage of total operating expenses IT program (bottom line 3345) / Total operating expenditure	<2.5%	2.48%	2.4%	2.25%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal computers supported	\$3,600	\$3,593	\$3,600	\$3,600

Variance comments:

Finance Services				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Meet all statutory reporting obligations:				
• Annual Report	Yes	Yes	Yes	Yes
• Business Plan and Annual Budget	Yes	Yes	Yes	Yes
• Victoria Grants and Commission Return	Yes	Yes	Yes	Yes
• Local Government Sector Borrowings Surveys	Yes	Yes	Yes	Yes
• Taxation (PAYG, GST and FBT)	Yes	Yes	Yes	Yes
Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	<1.89%	1.83%	1.86%	1.68%

Variance comments:

Asset Management				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place:				
• Strategic Planning	85	88	88	83
• Annual Budget	100	100	100	100
• Annual Report	95	95	95	95
• Asset Management Policy	90	85	85	85
• Asset Management Strategy	100	85	100	100
• Asset Management Plans	75	78	70	70
• Governance and Management	60	50	50	50
• Levels of Service	60	62	44	44
• Data and Systems	80	78	78	75
• Skills and Processes	65	65	60	58
• Evaluation	60	66	42	42

Best Value Report 2014/15 – Governance and Leadership

DPCP survey sustainability index: Budget allocated to maintenance and renewal / Expenditure required for maintenance and renewal	0.90	0.84	0.83	0.79
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)	0.90	0.53 ⁽¹⁾	0.83	0.97

Variance comments:

⁽¹⁾Cost Index- Total replacement cost of Infrastructure assets considered for the denominator to calculate the index. Last years index were exaggeratedly high because written down Value being the denominator instead of replacement value. Corrected cost index should be

Year	Operating Expenditure	Replacement Value	Written Down Value	Cost Index
2015/16	\$361,870	\$678,337,585	\$439,879,781	0.00053
2014/15	\$368,230	\$670,901,831		0.00055
2013/14	\$393,660	\$608,075,978		0.00065

Human Resources				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of staff issues referred to Fair Work Australia	Nil	Nil	Nil	1
Number of organisational training hours provided per EFT	7 hours	15 hours	11 hours	5 hours
Cost of providing Human Resource Services as a per cent of total operating expenses	1.35%	0.99%	1.0%	0.9%

Variance comments:

Commercial Services and Risk Management				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
All tendering and acquisitions undertaken by Commercial Services is done in accordance with adopted Council policy.	Yes	Yes	Yes	Yes
Risk mitigation for Property Hazard Management Assessments as per Council's insurers Conducted bi-annually	82%	n/a	82%	n/a
Cost of providing commercial services as a percentage of Total Council Operating Expenses. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.3%	1.15%	1.2%	1.1%
Risk Management - WorkCover (EFT to premiums)	\$2,640	\$1,577	\$3,319	\$1,975
Risk Management – Property (Value of property v Premium)	\$0.0026	\$0.0016	\$0.0019	\$0.0024
Risk Management – Registered Motor Vehicles Unit cost	\$600	\$572	\$550	\$622

Variance comments:

Best Value Report 2014/15 – Governance and Leadership

Plant and Fleet Management				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	89%	89%	87.%
Average cost of scheduled services for passenger and light commercial vehicles Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$124	\$108	\$120	\$121
Average cost of scheduled services for major plant items Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$218	\$219	\$185	\$205

Variance comments:

Best Value Report 2014/15 – Governance and Leadership

Governance and Leadership

(Report adopted by Council May 2005)

Programs within this service:

Elected Members

Community Development

Corporate Governance

Media and Events

Elected Members				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Community satisfaction with Council's advocacy role per annual Local Government Survey	53	54	53	51
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	57	59	53
Program cost as a percentage of operating budget Program cost: Total operating expenditure calculated on a Rates determination basis	<2.39%	2.44%	2.29%	2.07%

Variance comments:

Community Development				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Government and other funding attracted during the year to supplement community and Council activities	\$800,000	\$1,297,649	\$1,148,440	\$850,773
Number of actions implemented out of community plans At least one action per plan	30	30	32	31
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	0.5%	1%	<1%

Variance comments:

Corporate Governance				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Program cost as a percentage of operating budget Program cost: Total operating expenditure calculated on a Rates determination basis	<2.78%	3.4% ⁽¹⁾	2.81%	2.35%
LGPRF Indicator	Target	2015/16	2014/15	2013/14
Council decisions made at Council Meetings closed to the Public Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors Expected range: 0 – 25%	0-25%	6%	7%	5%

Best Value Report 2014/15 – Governance and Leadership

Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Expected range: 50 – 100%	50-100%	55%	54%	55%
Councillor attendance at Council Meetings Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election. Expected range: 80 – 100%	80-100%	87%	95%	94%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election. Expected range: \$10,000 - \$100,000	\$10K-\$100K	\$103,733 ⁽¹⁾	\$40,372	\$30,183
Satisfaction with Council decisions Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community Expected range: 50 – 100%	50-100%	53	51	46

Variance comments:

⁽¹⁾Cost standard for the FY 2016 was exceeded due to CEO leaving in October 2015 and the Director of infrastructure in November and subsequent temporary replacement with CT Management Consultants.

Media and Events				
Quality/Cost Standard	Target	2015/16	2014/15	2013/14
Number of media releases distributed annually	140	125 ⁽¹⁾	147	132
Number of social media post annually	110	136	155	n/a
Production and distribution of Council's Community Newsletter Three times per year	3	3	3	3
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.8%	0.4%	0.4%	0.6%

Variance comments:

⁽¹⁾ Changes to resources in media has resulted in less media releases however more social media posts achieved.

B.16.124 MONTHLY PLANNING AND BUILDING FIGURES - SEPTEMBER 2016

Responsible Officer: Director Development and Planning
File Number: 13-05-01
Attachments: Nil.

Declarations of Interest:

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

Summary

The purpose of this report is for Council to note the monthly planning and building figures for September 2016.

Discussion

Planning

	2016		2015	
Type	No. July	No. YTD	No. July	No. YTD
Planning Permit Applications Received	12	133	11	132
Approvals under delegation	9	98	13	110
Notice of Decision to Grant a Planning Permit	0	3	0	1
Notice of Decision to refuse a Planning Permit	0	0	0	3
Application Lapsed or Withdrawn	0	5	0	1
VCAT upheld Council decision	0	0	0	1
VCAT set aside Council decision	0	1	0	0
Total number of decisions	9	102	13	115

Monthly decision breakdown by town

	Approved July 2016	Approved YTD	Refused July 2016	Refused YTD
Swan Hill	2	39	0	0
Robinvale	1	28	0	0
Lake Boga	1	5	0	0
Nyah	1	4	0	0
Nyah West	0	1	0	0

Building September – Comparisons

TYPE	2016		2015	
	No.	VALUE	No.	VALUE
Dwelling	4	1,328,967	4	1,746,037
Dwelling additions	4	22,791	5	45,713
Unit Developments	1 *(1)	9,800	0*(0)	0
Shops	0	0	1	66,000
Offices	0	0	0	0
Warehouses	1	40,000	0	0
Factories	0	0	2	197,288
Public Buildings	0	0	0	0
OutBuildings	7	279,640	12	488,639
Other	4	147,500	2	78,675
Total	21	\$1,828,698	26	\$2,622,352

*() denotes total number of Dwelling Units

New Dwellings - September			
2016		2015	
Swan Hill	2	Swan Hill	1
Lake Boga	2	Lake Boga	1
		Robinvale	1
		Nyah	1

Year to Date – Comparisons

TYPE	1/01/2016 to 30/09/2016		1/01/2015 to 30/09/2015	
	No.	VALUE	No.	VALUE
Dwelling	42	13,976,535	47	14,371,326
Dwelling additions	62	3,550,063	60	2,111,306
Unit Developments	4*(12)	1,011,800	3*(3)	178,700
Shops (1)	4	126,000	10	5,123,824
Offices	2	2,213,711	6	812,500
Warehouses (2)	8	1,045,000	7	2,575,584
Factories (3)	13	3,693,819	5	722,288
Public Buildings (4)	6	1,024,654	14	14,332,402
OutBuildings	80	1,871,579	106	2,498,768
Other	37	836,831	44	1,251,574
Total	258	\$29,349,993	302	\$43,978,273

*() denotes total number of Dwelling Units

- (1) The majority of the 2015 'Shops' amount relates to the Bunnings Store development valued at \$4.5M (Stage 3);
- (2) The majority of the 2016 'Offices' amount relates to the Kyndalyn Park Administration Building at Bannerton valued at \$2.069M
- (3) The majority of the 2015 'Warehouses' amount relates to Workshop at 18 Aerodrome Road, Swan Hill at \$1.5M;
- (4) The majority of the 2016 'Factories' amount relates to Kyndalyn Park Factory (Stage 1) at Bannerton valued at \$1.68M and Kyndalyn Park Factory (Stage 2) valued at \$600,000 and a Factory at 180 Karinie Street, Swan Hill valued at \$619,000;
- (5) The majority of the 2015 'Public Buildings' amount relates to the Swan Hill Hospital Aged Care Facility valued at \$9.8M and the SuniTAFE Extensions valued at \$2.16M;

Consultation

Not applicable

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

Council Plan Strategy Addressed

Economic Growth - A prosperous, growing and diverse local and regional economy.

Options

Not applicable

Recommendation

That Council note the Planning and Building figures for September and the Year to Date comparisons as reported.

97/16 Motion

MOVED Cr Katis

That Council note the Planning and Building figures for September and the Year to Date comparisons as reported.

SECONDED Cr Kiley

The Motion was put and CARRIED

B.16.125 SWAN HILL INCORPORATED ANNUAL MARKETING PLAN AND BUDGET 2016-2017

Responsible Officer: Director Development and Planning
File Number: S12-24-05
Attachments: 1 Swan Hill Incorporated Annual Marketing Plan and Budget 2016/17

Declarations of Interest:

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

Summary

This report seeks a Council resolution to adopt the Swan Hill Incorporated Annual Marketing Plan and Budget for the 2016-2017 financial year.

Discussion

As per the agreement between Swan Hill Incorporated (Swan Hill Inc) and the Swan Hill Rural City Council (Council), in order for Swan Hill Inc to receive the funds collected through the Special Rate for its marketing programs, Council must first approve Swan Hill Inc's Annual Marketing Plan and Budget.

The annual marketing plan is built around four strategies:

1. Visitation to the Region
2. Shopping in the Region
3. Advocacy
4. Business Support

Highlights of the marketing plan include the continuation of popular events such as Market Day and the Swan Hill Region Food and Wine Festival, Development and implementation of a Visit Swan Hill campaign and a 'discover your own backyard' campaign. There will also be a continued focus on engaging and supporting Swan Hill businesses through a strong advocacy and business support program.

The 2016/17 Swan Hill Inc annual budget is made up of the following:

- Income – Total income of \$530,498. This includes a carry-forward amount of \$95,139, Special Rate income of \$370,959 and income from various promotions/events
- Expenses – Total expenses are \$530,498. This includes Administration expense of \$88,201, Business Support and Advocacy expense of \$18,600, Marketing expense of \$322,296, Promotion expense of \$27,400 and Traders expense of \$74,001.

Consultation

Swan Hill Incorporated has consulted with their members in the development of the Marketing Plan and Annual Budget.

Financial Implications

There are no financial implications for Council as the activities outlined in the plan are funded through the Special Rate.

Social Implications

It is anticipated that the successful implementation of the Marketing Plan and Annual Budget will result in increased visitation to the region.

Economic Implications

It is anticipated that the activities to be carried out under the Marketing Plan and Annual Budget will assist the local economy by increasing visitor numbers and in turn supporting additional employment, residents and businesses to relocate to the region.

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

Council Plan Strategy Addressed

Economic Growth - Strong partnerships with the business community, government and regional bodies.

Options

Council can choose to approve the strategic plan and annual marketing plan and budget or not. By not approving the annual marketing plan and budget Swan Hill Inc will be unable to deliver the outcomes sought by adopting the Special Rate.

Recommendation

That Council approve the Swan Hill Incorporated Annual Marketing Plan and Budget for 2016/2017.

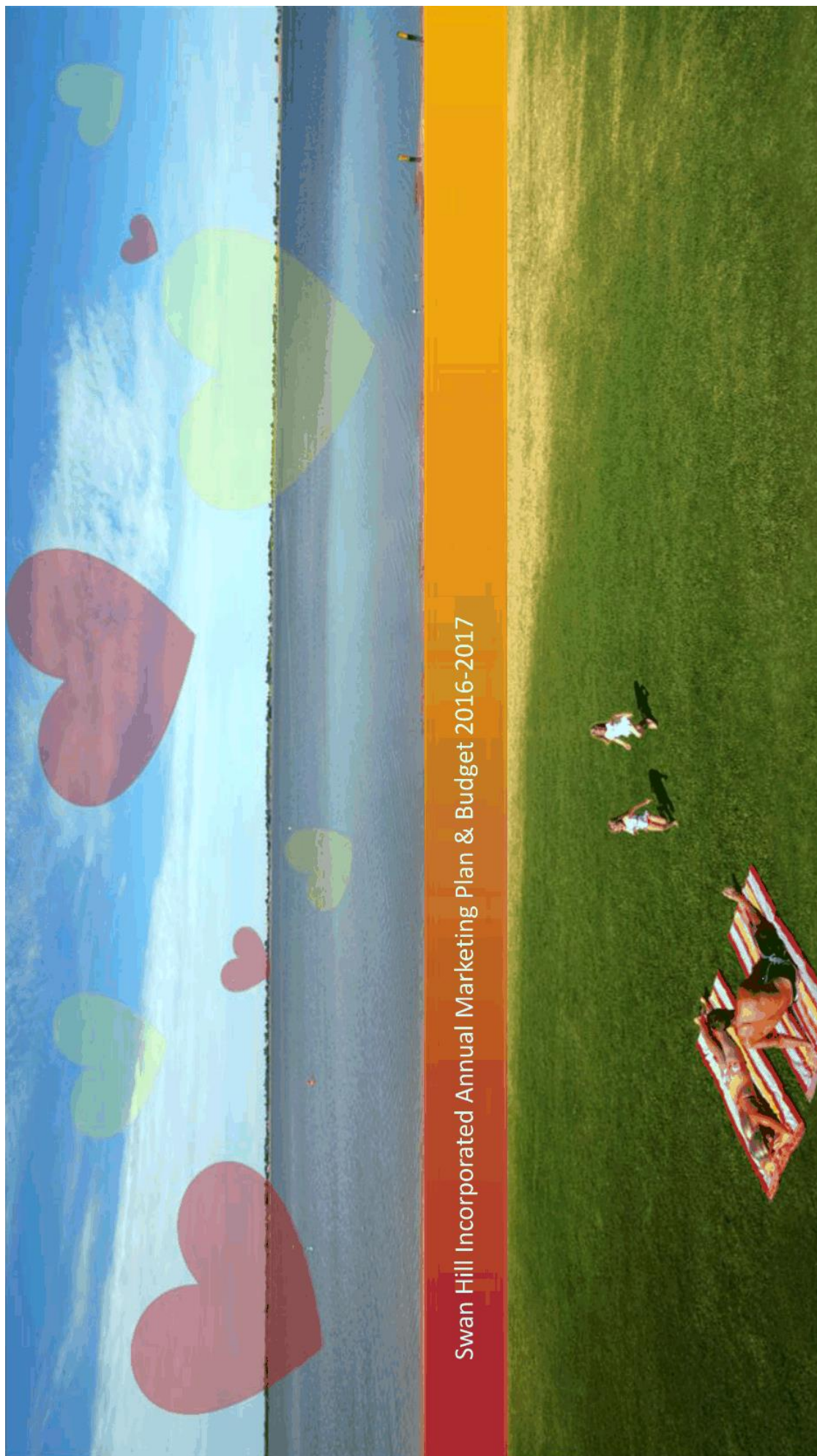
98/16 Motion

MOVED Cr Kiley

That Council approve the Swan Hill Incorporated Annual Marketing Plan and Budget for 2016/2017.

SECONDED Cr Cruickshank

The Motion was put and CARRIED



Introduction

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

Key Partners

Swan Hill Rural City Council

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

Business Community

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

Regional, State and Federal Tourism, Development and Government Organisations

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

The Community

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

(Cover) Lake Boga

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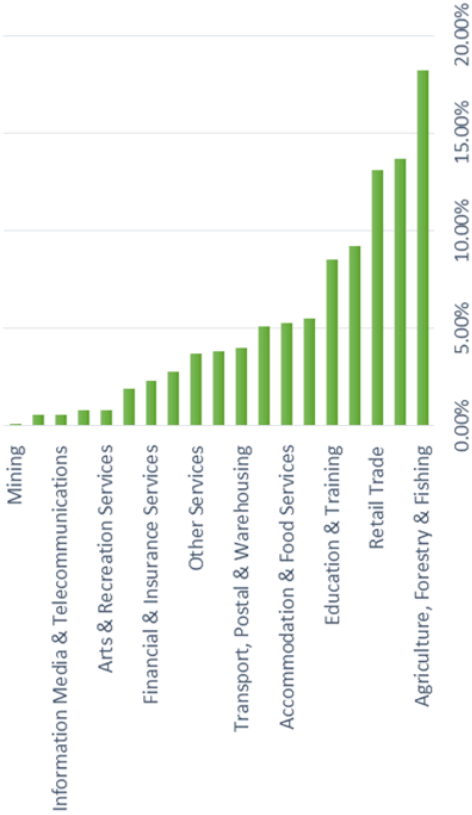
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Situation Analysis - A Snapshot of Swan Hill

Employment

It is estimated that 7,927 people work in Swan Hill. Swan Hill represents 7.43 % of the 106,635 people working in Loddon Mallee Region, 0.33 % of the 2,421,985 people working in Victoria and 0.08 % of the 9,824,444 people working in Australia.¹

Employment by Industry in the Swan Hill Region¹



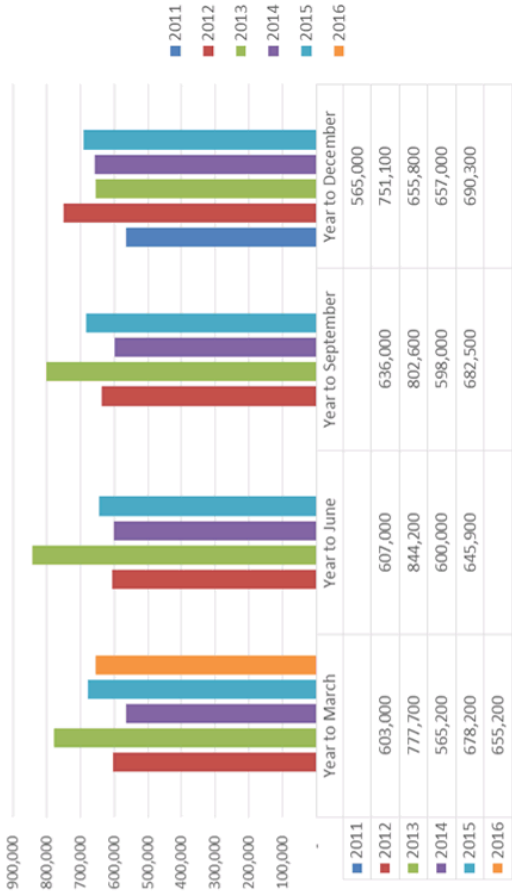
¹REMPLAN – Economic Modelling and Analysis Software 2014

Situation Analysis - A Snapshot of Swan Hill

Visitation to our region²

The tourism industry represents 4.13% of the total output (gross revenue) in our region. The industry itself turned over \$90.231 m for the year to June 2014. A 5.1% increase in visitation has been experienced for our region for the period ending December 2015.

Total visitors to the Swan Hill region



²Source: 2013-14, Australian Bureau of Statistics (ABS), Tourism Satellite Account.
²Murray Region Tourism Quarterly reports

Situation Analysis - A Snapshot of Swan Hill

Source of visitation

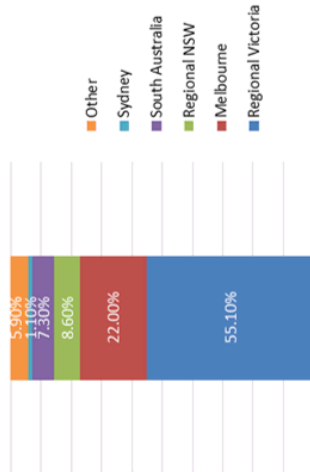
The priority domestic source markets are Melbourne, Regional Victoria, Regional New South Wales and South Australia³. For the year ended to December 2015 this was represented as shown in the chart to the right.

Target Markets

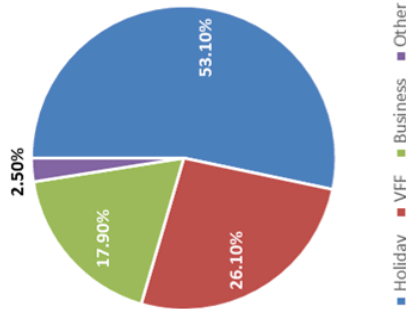
Most visitors to the region do so for holiday/leisure purposes representing 53.10% of all visitors. Visiting Friends and Family are the next biggest market at 26.10 % then the Business market which represents 17.90 %³.

The age group 35 – 44 represent the most visitors to our region (23.%)³, followed by the age group 65+years (21.%) and 25-34 (18.6%)³.

Domestic Overnight Travel to Swan Hill³



Visitation by Target Market³



³Murray Region Tourism Quarterly Reports

Situation Analysis - A Snapshot of Swan Hill

Swot Analysis

STRENGTHS	WEAKNESS
<p>Accessibility / proximity from / to other destinations</p> <p>Train Line</p> <p>A relaxed, friendly environment with all the lifestyle benefits of a large, modern city</p> <p>Fishing</p> <p>Favourable Mediterranean Climate</p> <p>Murray River Location</p> <p>Pioneer Settlement</p> <p>Heritage & History</p> <p>Food & Wine</p> <p>Championship Golf Course</p> <p>Chisolm Reserve</p> <p>Variety of accommodation options</p> <p>Natural Assets - Murray River, lakes, bushland reserve and parks</p> <p>Modern and well patronised regional Visitor Information Centres in Swan Hill and Robinvale.</p> <p>A diverse year round events calendar</p> <p>A strong and diverse retail sector</p> <p>Heartbeat of the Murray</p> <p>River Precinct</p> <p>Skiing at Lake Boga</p>	<p>Limited recreation usage of the river</p> <p>Lack of new tourism experiences for repeat visitation</p> <p>Segmented and immature tourism industry</p> <p>Cost of maintaining current attractions</p> <p>Distance from Melbourne and other regional centres.</p> <p>Lack of developed tourism product</p> <p>Retail operating hours</p> <p>Limited public transport</p> <p>Our ability to service the visitor 7 days a week</p> <p>Lack of a 'Tourism' culture amongst businesses</p> <p>Insufficient activities for teenagers</p> <p>Riverfront access from City Centre</p>

Situation Analysis - A Snapshot of Swan Hill

Swot Analysis

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Nature based tourism Tour packages Further develop festivals and events Conference visitation Wine tourism development Development of agriculture produce as tourism produce – farm tours, farm gate trails. Increase online presence (tourism & retail) Event development Water based activities Active trails Promote events such as speedway, local club events, MD AmiPro Golf Asian Market Create a 'Tourism Partner Program' to involve operators in marketing opportunities Capitalise on surrounding products 	<ul style="list-style-type: none"> Access from NSW (unreliable bridge) More destinations competing for visitor dollar Spiralling number of leisure options competing for consumer dollar – sporting clubs Domestic holiday trend – shorter Echuca possible getting a special rate approved



Our Brand - Key Message

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

Strategy One - Visitation to the Region
Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.



Committee: Marketing Committee

Initiative	Action	Timing / KPI	Annual Budget
Manage the Swan Hill Region Brand	Ensure the brand is represented consistently in all communications including message, logo and visual elements.	Ongoing	Nil
Increase the following: <ul style="list-style-type: none"> - Visitation to the region between 3 – 5% - Market Share on the Murray to 17% - Length of stay to the region to 3 days - Spend in the region 	<ul style="list-style-type: none"> • Increase our online presences by <ul style="list-style-type: none"> • Facebook advertising • Improve and manage Search Engine Optimisation (SEO) with targeted key words / phrases • Google AdWords • Online specific advertising with group buying sites e.g. Hello World • Visit Swan Hill Facebook, Instagram and Twitter • Develop a History & Heritage and Cultural Arts itinerary in conjunction with Ganawarra & Murray Shires to be promoted on the respective websites and Facebook pages • Develop itineraries and packages in conjunction with our accommodation, attraction & restaurant operators to promote on our website and Facebook page 	Monthly Monthly Monthly Quarterly Monthly Review annually / 1 st Draft November 2016 Review Quarterly – 1 st draft October 2016	Nil \$17 000 \$7 200 \$10 000 \$15 000 \$12 300 \$2 000 Nil

Strategy One - Visitation to the Region
Increase visitation by specifically marketing the Swan Hill region
as a place to visit and enjoy.



BIG4 Swan Hill Splash Park

Initiative	Action	Timing / KPI	Annual Budget
	<ul style="list-style-type: none"> Continue to develop and promote the Visit Swan Hill website with relevant content and updated imagery 	Ongoing	\$14 800
	<ul style="list-style-type: none"> Digital Platform development contract with Murray River Tourism) 	Dec 2016	\$7 000
	<ul style="list-style-type: none"> Targeted Mainstream Marketing Campaign <ul style="list-style-type: none"> Promoting Swan Hill region in press publications Online specific advertising with group buying sites e.g. hello world Develop a television campaign that is completely different to other destinations on the Murray using a 'mascot' and taking an educational approach. 	Oct 2016 – June 2017	\$99 208
	<ul style="list-style-type: none"> Organise, develop and expand the Swan Hill Region Food & Wine Festival with a focus on encouraging dispersal of visitors throughout the region. 	March 2017	\$58 188
	<ul style="list-style-type: none"> Participate in cooperative marketing activities with Murray Regional Tourism, and our destination cluster (Ganawarra & Murray Shires) Provide VIP Heart Cards to organised groups visiting Swan Hill 	As opportunity arises Ongoing	\$30 000 \$3 600

Strategy One - Visitation to the Region
Increase visitation by specifically marketing the Swan Hill region
as a place to visit and enjoy.



Initiative	Action	Timing / KPI	Annual Budget
	<ul style="list-style-type: none"> Creating a shopping page on the 'Visit Swan Hill' website Update Official Visitor Guide App Continue to distribute the Official Visitor Guide to Information Centres within Victoria Opportunistic Promotions <ul style="list-style-type: none"> Support opportunistic promotions that will contribute to this key initiative 	Oct 2016 Oct 2016 Ongoing Ongoing	Nil \$2 000 \$6 000 \$16 000
Include the Swan Hill Community <ul style="list-style-type: none"> Educate the community about 'things to do' in our region 	Develop a #Visit Swan Hill Campaign <ul style="list-style-type: none"> Information pack and stickers for local businesses Permanent signage at the cod and the park #visitswanhill competition 	By Feb 2016	\$15 000
	<ul style="list-style-type: none"> Develop a 'discover your own backyard / be a tourist in your town' campaign to educate and inform the community of 'things to do' in the area. This is to include a competition to encourage posting of selfies and picture on instagram 	By Feb 2016	\$7 000
Total			\$322 296

Strategy Two - Shopping in the Region
Promote the Swan Hill region as a place to shop.



Committee: Traders

Initiative	Action	Timing / KPI	Annual Budget
Promote and educate the importance of shopping locally	<ul style="list-style-type: none"> Participate in the Ace Radio Local Loop Promotion. 	Ongoing	\$2 000
Develop a targeted annual calendar of promotions to strengthen trade within the Swan Hill Region.	<ul style="list-style-type: none"> Conduct specific shopping promotions including Market Day, Christmas Stocking Promotion and other promotion(s) throughout the year. Decorate the CBD with Christmas decorations Provide retail support for festivals and events during the year 	Oct 2016, Dec 2016, Jan – June 2017 Nov 2016 – Jan 2017 Ongoing	\$40 195 \$21 806 \$10 000 \$74 001
Total			

Strategy Three - Advocacy

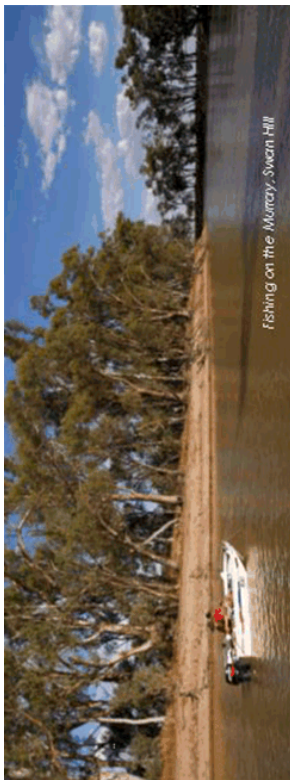
Engage with and advocate on behalf of members.



Committee: Board & Advocacy

Initiative	Action	Timing / KPI	Annual Budget
Establish and maintain a leadership role by engaging with local businesses	<ul style="list-style-type: none"> Continue to communicate regularly and effectively with members and stakeholders using preferred methods of communication such as newspapers, social media, e-mails, telephone calls, visits, digital etc. Engage with government agencies and relevant organisations to advocate on behalf of members and the region. Schedule two networking forums for the year providing members with the opportunity to attend, raise issues and network with other members. 	<p>Ongoing</p> <p>As needed</p> <p>Nov 2016 & May 2017</p>	<p>\$2 400</p> <p>Nil</p> <p>\$3 200</p>
Develop a strong and mutually supportive relationship with Council	<ul style="list-style-type: none"> Conduct three (3) reviews annually with Councillors to provide updates on key achievements aligned with the Annual Marketing Plan. Continue to hold monthly briefings with the Council CEO and senior staff to raise issues and share information. 	<p>Sept 2016, Feb 2017 & May 2017</p> <p>Monthly</p>	<p>Nil</p> <p>Nil</p>
Total			\$5 600

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



Initiative	Action	Timing / KPI	Annual Budget
Provide members with opportunities to grow their business through educational and motivational events.	Host Business Support Forums which include motivational speakers / educational and networking events designed to appeal to members.	Sept 2016 & Feb 2017	\$13 000

Swan Hill Annual Budget 2016 / 2017

	Budget
Swan Hill Inc Income	
Carried Forward from 2015/2016	95,139
Bank Interest	1,500
Heart Card	2,400
Market Day	1,500
Marketing Campaign Income	3,000
Special Rate	370,959
Swan Hill Region Food & Wine Festival	50,000
Voluntary membership	6,000
Total Swan Hill Inc Income:	530,498

Swan Hill Annual Budget 2016 / 2017

Swan Hill Inc Expenses	
Administration	
Audit Fees	2,200
Bank Charges	40
Incorporation Fees	120
Insurance Fees	3,170
Other Office Expenses	1,600
Payroll Expenses	61,800
Postage	700
Printing	1,700
Reckon Financial Software - Annual cost	550
Staff Training & Travelling Costs	1,000
Stationery	150
Super Annuation Payment	5,871
Telephone/Mobile cost	3,500
VTIC Membership	700
Wages Temp	4,500
Workers Compensation	600
Total:	88,201
Business Support & Advocacy	
Business Support Forums	13,000
Business Advocacy Forums	3,200
Guardian Column	2,400
Total:	18,600

Swan Hill Annual Budget 2016 / 2017

Marketing as per Marketing Committee Meeting	
Digital Platform Development	7,000
General Marketing/Branding Expenses	6,000
Heart Card	3,600
iPhone App	2,000
Murray Regional Tourism Board	30,000
Photography	10,000
Social Media	12,300
SH Food & Wine Festival 2016	8,188
SH Food & Wine Festival 2017	50,000
Targeted Mainstream Marketing Campaign	139,208
Targeted Local Marketing Campaigns	24,000
Opportunistic Promotions	10,000
Pickering Truck	2,000
Visitors Guide Distribution	6,000
Website & SEO	12,000
Total:	322,296

Swan Hill Annual Budget 2016 / 2017

Promotions	
Easter Regatta	500
Heartbeat of the Murray	10,000
Lake Boga Brochure	400
Opportunistic Promotions	10,000
Festival of Motorsport	5,000
Swan Hill Show	1,500
Total:	27,400
Traders as per Traders Meeting	
3SH Local Loop Promotion	2,000
Christmas Decorations	21,806
Christmas Promotions	20,000
Main Street Conference	195
Market Day	15,000
Retail Support for Festivals & Events	10,000
Retail Promotions Jan - June	5,000
Total:	74,001
Total Swan Hill Inc Expenses:	530 498

B.16.126 COMMUNITY GRANTS

Responsible Officer: Director Development and Planning
File Number: 10-15-04
Attachments: Nil

Declarations of Interest:

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

Summary

This report provides Council with information in relation to the 2016-2017 Community Grants Program (Community Development Fund).

Discussion

The Community Development Fund provides up to \$3,000 for eligible community groups to carry out their objectives.

Projects funded may include:

- Structural repairs or minor upgrades to community facilities
- New or upgraded equipment essential to the operation of the community group
- Current OH&S or risk management issues
- New programs or activities within a community
- Minor or local festivals or events that have broad community benefit
- Projects for specific high needs groups
- Projects that promote local sustainability initiatives, environmental innovation, create proud community spaces and promote responsible water usage and conservation.
- Protection, conservation and restoration of heritage items and assets.

A committee comprising of the Chief Executive Officer, Economic and Community Development Manager, Properties and Maintenance Officer, Community Recreation and Grants Officer and a Councillor Representative (Cr McPhee) evaluated all applications against set criteria.

Each application was assessed on its merits and the following factors were taken into account to determine priorities for funding:

- Number of active members
- The immediate and future contribution the project will make to support community development and resilience
- Availability of alternative facilities – Is there other viable options/alternatives?
- Any other evidence of demand – how much is the project needed?
- Long term viability of applicant organisation.

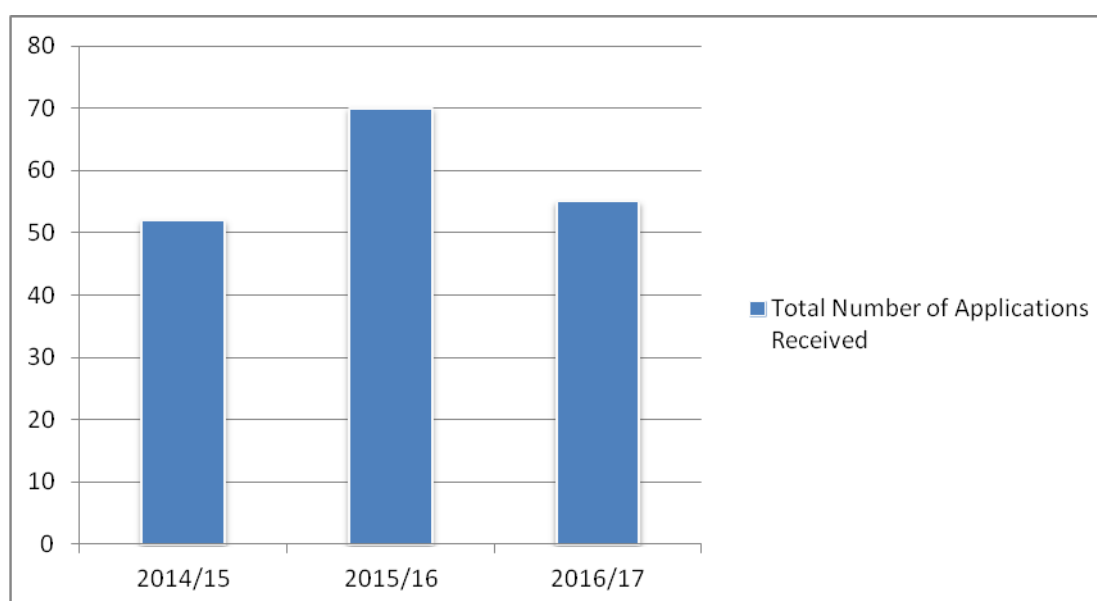
SECTION B - REPORTS

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- Level of cash or in-kind contribution – what is the organisation contributing to the project? Are they contributing in-kind?
- Availability of other funding source(s).
- Prior receipt and utilisation of grants – has the organisation acquitted all previous community grants to the satisfaction of Council?

Council received 55 applications for the 2016/17 Community Development Fund. This is a decrease on the total number of applications received in 2015-16 (where 70 applications were received).

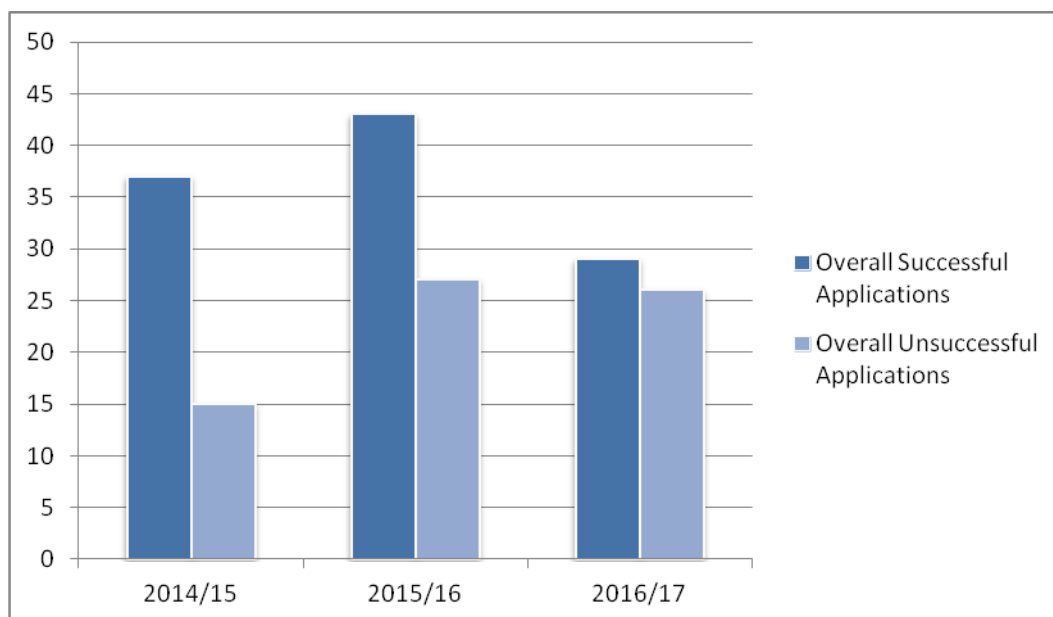
Total Number of Applications Received by Year



Of the 55 applications received this round, 29 (53%) are recommended to be successful and 26 unsuccessful (47%).

2016-17	Applications Received	Proposed Successful	Proposed Unsuccessful
Community Development Fund	55	29	26

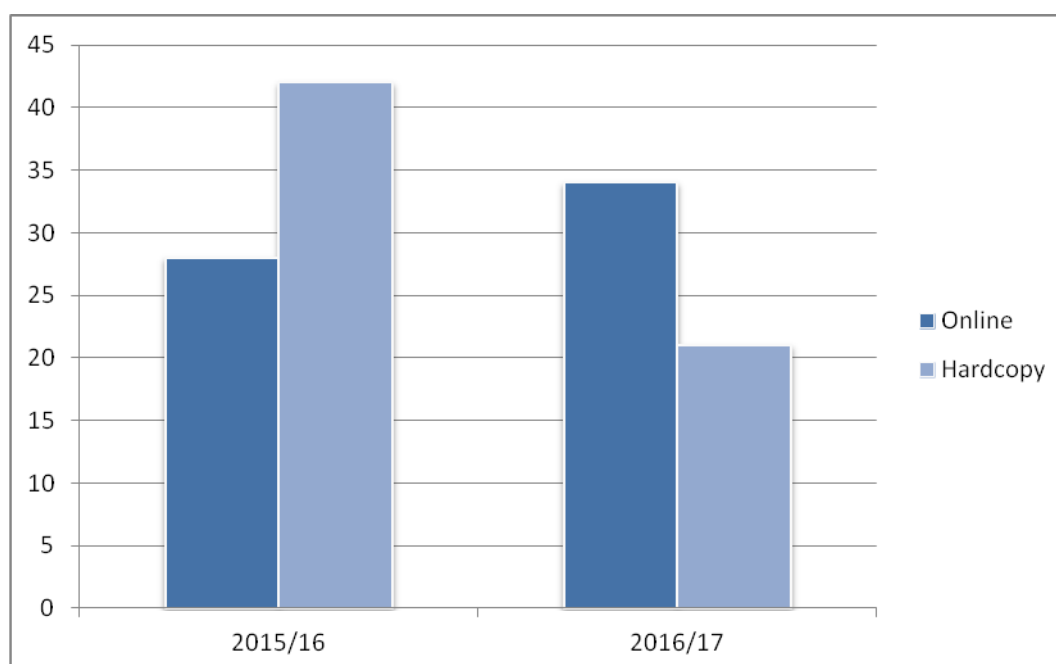
Number of Successful vs. Unsuccessful Applications by Year



The budget for the Community Development Fund is \$70,000. The total value requested from all applicants was approximately \$140,000. Therefore, 50% of all requested funds could be supported this round. This is in line with previous years 14-15 (50%), 15-16 (45%).

In 2015-16, the ability to complete an application online was introduced. In 2015/16, 40% of applications were received online and 60% received were hardcopies. In contrast, the 2016/17 round has seen 62% of applications received online and 38% received were hardcopies.

Online vs. Hardcopy Applications received by Year



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Below are the Community Development Fund projects recommended for approval:

Organisation	Project Name	Amount Requested	Panel Recommendation
Alan Garden Netball Centre Committee of Management	Electronic Scoreboards	\$ 3,000.00	\$ 3,000.00
Australian Inland Wine Show	Australian Inland Wine Show	\$ 3,000.00	\$ 2,000.00
Lake Boga Incorporated	Install 3 'themed' seats around Lake Boga foreshore	\$ 3,000.00	\$ 3,000.00
Lake Boga Men's Shed	Dust Extractor System	\$ 3,000.00	\$ 3,000.00
Lakeside Golf Club	Irrigation Upgrade	\$ 3,000.00	\$ 2,500.00
Mallee Steam Oil & Machinery Club	Dragline restoration	\$ 3,000.00	\$ 2,500.00
Manangatang & District Bowling Club	Clubhouse refurbishment	\$ 795.00	\$ 795.00
Manangatang Improvement Group	Active Mums and Kids	\$ 2,000.00	\$ 1,000.00
Mid Murray Pistol Club	Upgrade Range 2 concrete flooring	\$ 3,000.00	\$ 3,000.00
Nyah District Christmas Carnival Committee (Sub committee of Nyah District Action Group)	Nyah District Christmas Carnival	\$ 2,000.00	\$ 2,000.00
Nyah District Bowling Club Inc	Paving safety upgrade	\$ 3,000.00	\$ 3,000.00
Nyah West Golf Club Inc	Bar Area Flooring Safety Upgrade	\$ 1,450.00	\$ 1,450.00
Nyah District Men's Shed Inc	Kitchen bench and cupboards	\$ 2,795.00	\$ 2,795.00
Piangil Memorial Park	Installation of playground equipment	\$ 2,650.00	\$ 2,650.00
Pioneer Country Quarter Horse Association	Powered Sites at EF Butler Reserve	\$ 3,000.00	\$ 3,000.00
Riding for the Disabled	Equipment for horse riding lessons	\$ 2,500.00	\$ 500.00
Robinvale Basketball Association	New basketball sporting equipment and shade cloth	\$ 3,000.00	\$ 3,000.00
Robinvale Euston Vintage Machinery Association Inc (Rural Life Museum)	To install 'exterra' termite interception and baiting system	\$ 1,500.00	\$ 1,500.00
RSL Cricket Club	Install security lighting, fix broken window & purchase seating	\$ 3,000.00	\$ 2,510.00
Sustainable Living in the Mallee	Mallee Seed Bombs	\$ 2,000.00	\$ 1,000.00
Swan Hill Archery Club	Shade Structures	\$ 2,835.00	\$ 2,500.00

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Swan Hill Little Athletics Centre	Perfect Timing Gates	\$ 3,000.00	\$ 3,000.00
Swan Hill Kart Club	Canteen Upgrade	\$ 3,000.00	\$ 3,000.00
Swan Hill Clay Target Club	Veranda/Outdoor Area Upgrade (concrete)	\$ 3,000.00	\$ 3,000.00
Tyntynder Football Netball Club	Change rooms carpet	\$ 3,000.00	\$ 3,000.00
Tyntynder South Hall Dance Committee Inc	Kitchen Upgrade	\$ 3,000.00	\$ 3,000.00
Ultima Progress Association	Water tanks for community garden	\$ 3,000.00	\$ 3,000.00
Waitchie Landcare Group	Waitchie Cemetary Rabbit Proof Fence	\$ 2,737.00	\$ 2,800.00
Woorinen Football Netball Club	Convection Oven	\$ 3,000.00	\$ 2,500.00
		\$ 77,262.00	\$ 70,000.00

Community Development Fund applications recommended to be unsuccessful:

Organisation	Project Name	Amount Requested	Reason Unsuccessful
Ako Ako Club	Musical instruments	Not specified	Religious group, no quotes, no cash or in kind contribution, budget not completed.
All Nations Christian Fellowship	Musical and Catering Equipment	\$ 3,000.00	A religious group/event.
Italian Social Club	New Refrigerator	\$ 3,000.00	Already have cool room, cost estimate excessive (hand written on print off). Not purchasing locally.
Kooloonong- Natya Landcare Group	Kooloonong WW1 Soldier Settlers	\$ 1,800.00	Not clear in application what the project will achieve. Not seen as a priority project.
Loddon Mallee Preschool Association	OH&S review for children (Replace blinds with roller shutters)	\$ 3,000.00	Not seen as a priority project. State government funded.
Mallee Cruisers Car Club	Mallee Cruisers 'Cruze for Awareness'	\$ 2,000.00	Funds would go towards overall fundraising efforts (to be distributed to local schools).

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Mallee Family Care	Swan Hill Multicultural Mothers Group	\$ 3,000.00	Not seen as a priority project.
Manangatang Uniting Church	Manangatang Uniting Church painting	\$ 3,000.00	A religious group.
Murray Human Services	Murray Human Services protecting adults with a disability from rain, hail or shine project (to cover over a walkway)	\$ 3,000.00	Not seen as a priority project. State government funded.
Murray Valley Aboriginal Co-op	Upgrade to elders meeting place kitchen	\$ 3,000.00	Value for money not demonstrated.
Nyah West Landcare Group	Roadside monitoring for pest weed species	\$ 3,000.00	Funds would pay for a contractor to complete work that could be undertaken by volunteers.
Robinswood Homestead	Robinswood Storage Shed	\$ 3,000.00	More detailed shed plans and proper quotation required (not estimate or sketch plans).
Robinvale SES Unit	Trailer	\$ 3,000.00	Not seen as a priority project.
Robinvale Pistol Club	Upgrade target system	\$ 3,000.00	Limited community benefit.
Robinvale District Health Services	Safe Hands (boxing accredited training course & equipment)	\$ 2,675.00	Training RDHS and College staff in 'punchfit' was not seen as Council's responsibility.
Robinvale Community Garden (Robinvale College)	Community Garden Kitchen	\$ 3,000.00	Council has already supported this hub.
Robinvale Euston Business Association (REBA)	Perrin Street Christmas Decorations	\$ 3,000.00	Swan Hill businesses (Swan Hill Inc) funded their own Christmas decorations and Council erect them each year.
Speewa Heritage Collectors Club	Kitchen Upgrade	\$ 2,800.00	No quotes. Limited wider community benefit.
Swan Hill Woodworkers Club Inc	Replace cutter blocks in machines	\$ 1,140.00	Not seen as a priority project.
Swan Hill Racecourse Bowls Club Inc	Construct shade sails	\$ 3,000.00	This project will be completed regardless of grant funds.

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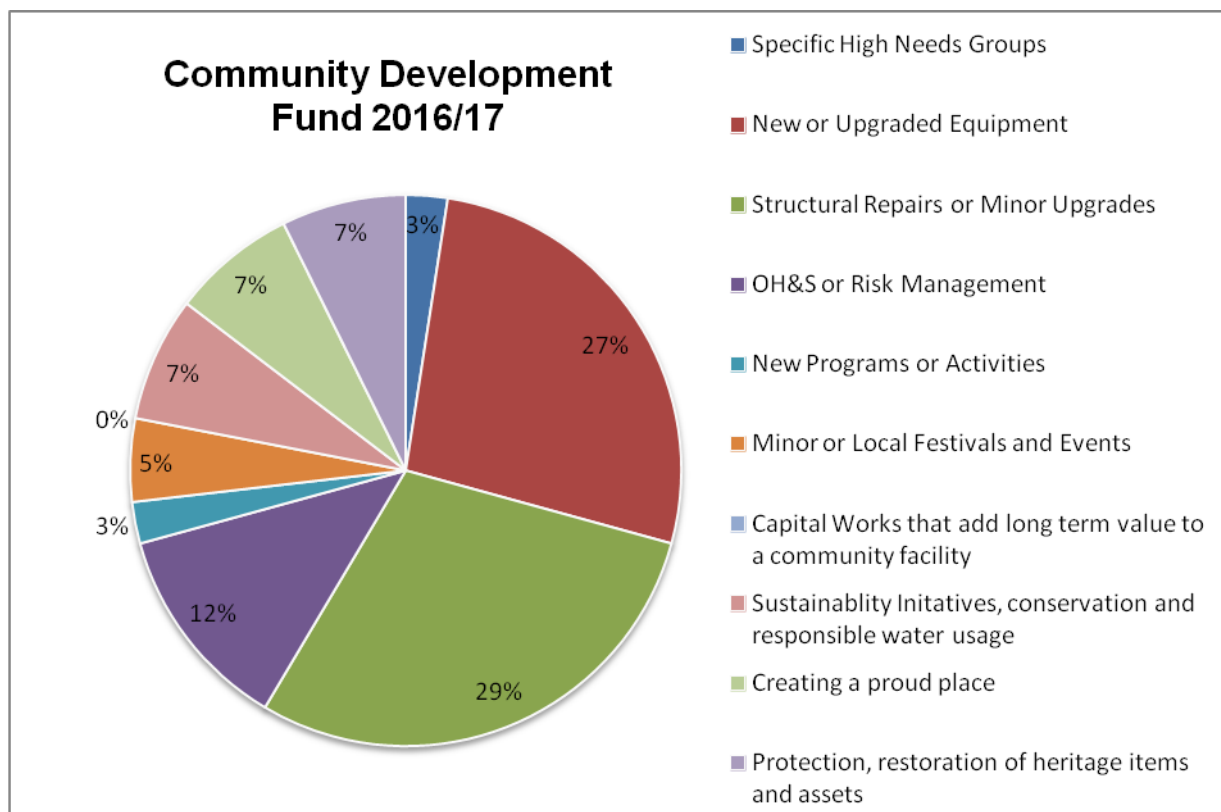
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Swan Hill Murray Cods	Upgrade sporting equipment	\$ 3,000.00	Not enough information. No quotes, not clear indication of what funds would be spent on, budget not completed.
Swan Hill Football Netball Club	Riverside Triathlon Event	\$ 3,000.00	Fundraising event.
Swan Hill Stroke Support Group	Trip to Barham to have lunch	\$ 550.00	Low community benefit, funds to be spent outside the municipality.
Swan Hill District Hospice	Swan Hill District Hospice	\$ 3,000.00	Not local government responsibility.
Swan Hill Pony Club	Laptop	\$ 1,297.00	Limited community benefit.
Tyntyndyer Homestead Inc	Ride On Mower	\$ 3,000.00	Not seen as a priority project.

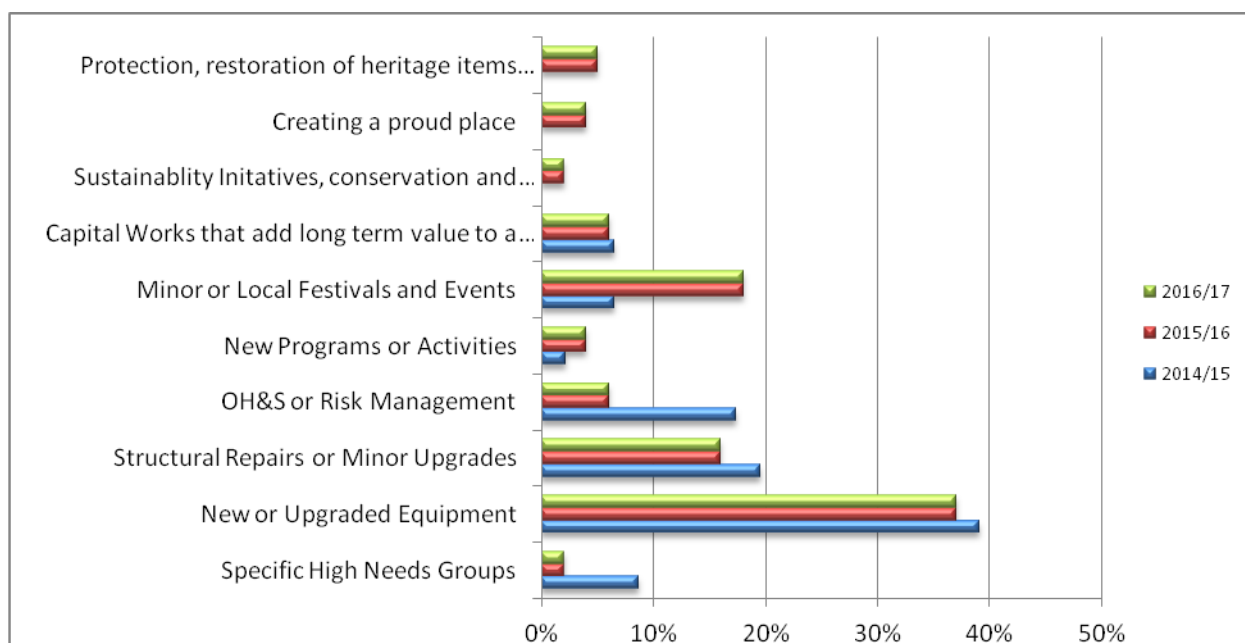
\$ 66,262.00

* For all of the unsuccessful applicants Council Officers are more than willing to catch up with groups to provide feedback on how they can improve for future years

The below chart indicates the percentage of applications that were approved in relation to the type of project funded for this grants program.



Please note: The percentage totals may include applications that fit into more than one type of project. For example: A project to reconstruct a fence may be included in both OH&S/Risk Management and Structural/Minor Upgrades to a Facility.



Consultation

In line with Council's adopted policy on Community Grants, advertisements were placed in The Guardian on 29/7/16, 5/8/16 & 12/8/16 & 19/8/16 and in the Robinvale Sentinel on 28/7/16, 4/8/16 & 11/8/16.

Application forms were available for collection from the Swan Hill Region Information Centre, Robinvale Resource Centre and could be downloaded from the Council website.

Financial Implications

Council budgeted \$70,000 for the Community Development Fund grants program.

There is also \$5,000 allocated to Community Support Fund which is used for incidental community activities over the balance of the year. Applications can be made at any time during the year for up to \$200 for support for approved projects.

Social Implications

By providing funding for projects under the Community Grants program, we will foster stronger communities in our municipality. The successful operation of our community organisations and clubs play a vital role in ensuring a vibrant and healthy community.

Community organisations will be able to undertake minor upgrades to facilities, purchase necessary equipment or hold events which will provide adequate meeting spaces for members and opportunities to attract new members. This will result in increased participation, health and fitness, social gatherings and interaction.

Economic Implications

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

By assisting clubs and organisations to host events we are facilitating economic growth in our region. New or smaller events generate feelings of social inclusiveness and belonging and there is potential for small or new events to gain momentum and become a significant economic contributor. Larger events provide a stimulant to attract visitors from outside our region and inject additional income to local organisations and businesses.

Environmental Implications

Projects funded under this grants program will enable community groups to create sustainable community spaces and promote sustainable water usage.

Risk Management Implications

Not applicable

Council Plan Strategy Addressed

Community Wellbeing - A sense of belonging, ensuring that all people have a place in our community.

Options

1. Approve the allocations as reported
2. Approve the allocation with amendments
3. Not approve any allocations

Recommendation

That Council approve the allocation of the 2016-2017 Community Grants, as reported.

99/16 Motion

MOVED Cr Kiley

That Council approve the allocation of the 2016-2017 Community Grants, as reported.

SECONDED Cr Norton

The Motion was put and CARRIED

B.16.127 AGRIBUSINESS ADVISORY COMMITTEE – APPLICATION FOR NEW MEMBERSHIP

Responsible Officer: Director Development and Planning
File Number: S12-20P-01
Attachments: 1 Agribusiness Advisory Committee Application

Declarations of Interest:

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

Summary

This report asks Council to approve the membership of Samantha Hilliard to the Agribusiness Advisory Committee. As per the Terms of Reference, new applications for the Agribusiness Advisory Committee need to be approved by Council.

Discussion

Samantha Hilliard has lodged an expression of interest (attached) to join the Agribusiness Advisory Committee.

The current Agribusiness Advisory Committee members have assessed the application and recommend that Council accept the application of Samantha Hilliard for the following reasons:

1. Her previous experience in viticulture will bring a new skill set to the Committee; and,
2. Her position as a TAFE lecturer in agriculture/horticulture will assist the Committee's goal of promoting agriculture as a career.

Consultation

All committee members have been consulted and have had a positive response.

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

Council Plan Strategy Addressed

Economic Growth - Strong partnerships with the business community, government and regional bodies.

Options

1. Approve the application as per recommendation
2. Not approve the application

Recommendation

That Council approve the application by Samantha Hilliard to join the Agribusiness Advisory Committee.

100/16 Motion

MOVED Cr Katis

That Council approve the application by Samantha Hilliard to join the Agribusiness Advisory Committee.

SECONDED Cr Norton

The Motion was put and CARRIED



Swan Hill Region Information Centre
 Cnr McCrae & Curlewis Street
 PO Box 488 | Swan Hill VIC. 3585
 Tel: 03 5036 3033
 Email: council@swanhill.vic.gov.au

Agribusiness Advisory Committee (AAC)

Committee Member Position - Expression of Interest

Personal Information		
Title		
Name	Samantha Hilliard	
Residential address	[REDACTED]	
Postal address (if different)	[REDACTED]	
Contact	Phone:	Mobile: [REDACTED]
	Email:	[REDACTED]

Agribusiness Information	
Type of farming (e.g. stonefruit, cereals)	Production Horticulture
Status (e.g. owner/operator, manager, investor)	Previous Owner/Operator
Size and location of property (if applicable)	
Current board or committee memberships (name of organisation and position held)	
Relevant skills and experience	
Owner/Operator of a wine grape property for 15 years Teacher/Trainer in the Production Horticulture sector for 12 years Viticulture Technical advisor for 4 years Degree in Applied Science Viticulture Bachelor of Business Management Diploma of Agribusiness Interested in farming technology and technologically savvy Passionate about promoting farming as a career	

Top issues of relevance to agribusiness in your opinion

Shortage of skilled labour during peak production periods
 Negative image of farming as a career option by the general public
 Financial burden on farmers because of low profit margins in many sectors
 Mental health and wellbeing of farmers

Consent and declaration

If appointed to the Agribusiness Advisory Committee I consent to the following items (please tick)

- ☐ I consent to the Council publishing my name as provided above on their website in the context of my role on the Committee and I understand that by publishing my name on the Council's website, the Council or Committee has no control over its subsequent use and disclosure.
- ☐ I consent to the Council and Committee sharing my name and contact details as provided above with other Australian Government, State and Territory government agencies, relevant Local Government associations and other relevant committee members in the context of my role on the AAC Committee.
- ☐ I agree to abide to the AAC Terms of Reference
- ☐ I agree to abide by the Council Code of Conduct and Ethics
- ☐ I certify that all of the above information provided by me in this form is true and correct.

Signed: _____


Date: 13/09/2016

Please note: If submitting this form via email your email address will be taken as your 'electronic signature'

How to lodge your expression of interest

Expression of interest must be submitted by 5pm Friday 12 June 2015

By post

Senior Economic Development Officer
 Swan Hill Rural City Council
 PO Box 488
 SWAN HILL VIC 3585

By email

Email applications to
council@swanhill.vic.gov.au
 Attention to: Muriel Scholz

B.16.128 COUNCILLORS RECOGNITION OF SERVICE

Responsible Officer: Chief Executive Officer
File Number: S16-04-03
Attachments: Nil

Declarations of Interest:

Cr Les McPhee - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report is to present certificates of recognition for years of service to outgoing Councillors who have not sought re-election for the 2016-2020 term of office.

Discussion

The following Councillors have not sought re-election for the 2016-2020 term of office for the Swan Hill Rural City Council:

Greg Cruickshank

Cr Cruickshank was first elected in Central Ward in 2003. He served as Mayor for 3 consecutive terms between the years 2008 and 2011.

Jessie Kiley

Cr Kiley was elected in 2012 for Central Ward.

Jim Crowe

Cr Crow was elected in 2012 for Central Ward.

Michael Adamson

Michael was elected in 2012 for Central Ward, and resigned from his position of Councillor in May 2016.

Consultation

Not applicable

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and Leadership - Positive community engagement and inclusiveness.

Options

Not applicable for this item.

Recommendation

That Council congratulate Cr Greg Cruickshank, Cr Jessie Kiley, Cr Jim Crowe and Michael Adamson for their contribution to the Swan Hill Rural City Council during their years of service.

101/16 Motion

MOVED Cr Katis

That Council congratulate Cr Greg Cruickshank, Cr Jessie Kiley, Cr Jim Crowe and Michael Adamson for their contribution to the Swan Hill Rural City Council during their years of service.

SECONDED Cr Norton

The Motion was put and CARRIED

SECTION B - REPORTS

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Councillor Cruickshank responded by saying it's been an honour and privilege to have served the Swan Hill Community since 2003 and a greater honour to be elected Mayor for 3 years in a row. He thanked all Councillors that have been elected during his time and Council, and also the Council Officers and CEO for being passionate about Swan Hill and its region. He highlighted some of the major achievements for the community, and wished the soon to be elected Council all the best.

Councillor Kiley extended her gratitude to her fellow Councillors and Council staff with whom she has worked alongside during her term. She acknowledged the committees that she has been a part of during her time as Councillor and thanked them for the time that they give the committees and the community. She wished the new Council all the very best.

As Councillor Crowe was an apology for this meeting, a presentation will be made at a later date.

Michael Adamson spoke about what a privilege it was to have served on Council, and to have served the community. He thanked fellow Councillors, Council Officers, the former CEO's and also John, the current CEO. He also spoke about the appreciation he has for the opportunities that he had during his time as Councillor, and Mayor, especially the opportunity to visit Yamagata.

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.16.18 SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments: Nil.

Declarations of Interest:

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

Summary

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

Discussion

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

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

Consultation

Not Applicable

Financial Implications

Not applicable

Social Implications

Not applicable

Economic Implications

Not applicable

Environmental Implications

Not applicable

Risk Management Implications

Not applicable

DECISIONS WHICH NEED ACTION/RATIFICATION

18 October 2016

Background

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

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

Issues

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

No.	Document Type	Document Description	Date signed/sealed
770	Section 173 Agreement	Between SHRCC and S and J Hamann	13/9/2016
771	Transfer of Land	Between SHRCC and Hinton Building Pty Ltd	27/9/2016
772	Transfer of Land	Between SHRCC and D and B Hinton	27/9/2016
773	Transfer of Land	Between SHRCC and Hinton Building Pty Ltd	27/9/2016
774	Transfer of Lease	Between SHRCC and Mowburn Nominees Pty Ltd and Mid Murray Flying Club Inc	27/9/2016

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

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

102/16 Motion

MOVED Cr Norton

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

SECONDED Cr Katis

The Motion was put and CARRIED

C.16.19 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

Responsible Officer: Chief Executive Officer
File Number: 22-13-12
Attachments: 1 Councillor Record of Attendance

Declarations of Interest:

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

Summary

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

Discussion

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

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

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

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

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and Leadership - Community leadership through effective strategic planning.

Options

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

Recommendation

That Council note the contents of the report.

103/16 Motion

MOVED Cr Katis

That Council note the contents of the report.

SECONDED Cr Norton

The Motion was put and CARRIED

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA

20 September 2016 at 1.00pm

Swan Hill Region Information Centre

AGENDA ITEMS

- Draft Annual Report
- Social Media Policy Review
- Swan Hill North Beautification
- Nominations of Citizens to attend Government House
- Public Art Policy
- Packaged Care Update

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Gary Norton
- Cr John Katis
- Cr Les McPhee
- Cr Greg Cruickshank
- Cr Jim Crowe

Apologies

- Cr Jessie Kiley

OFFICERS

- John McLinden, Chief Executive Officer
- David Lenton, Director Corporate Services
- Oliver McNulty, Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Helen Morris, Organisational Development Manager
- Felicia Chalmers, PR and Media Coordinator
- Muriel Scholz, Acting Economic and Community Development Manager

Other

- Nil

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA

27 September 2016 at 1.00pm

Swan Hill Town Hall, Council Chamber

AGENDA ITEMS

- Best Value Report
- Packaged Care Update
- Chisholm Reserve Update
- Agri Business Membership Application
- Aboriginal Community Partnership Strategy
- CEO Interim Performance Review

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Gary Norton
- Cr John Katis
- Cr Les McPhee
- Cr Greg Cruickshank
- Cr Jim Crowe
- Cr Jessie Kiley

Apologies

- Nil

OFFICERS

- John McLinden, Chief Executive Officer
- David Lenton, Director Corporate Services
- Oliver McNulty, Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Helen Morris, Organisational Development Manager
- Meagan Monk, Community Grants and Recreation Officer
- Fiona Gormann, Community Planning and Riverfront Coordinator

Other

- Nil

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA

4 October 2016 at 1.00pm

Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Mallee Regional Partnership Presentation
- Packaged Care Update
- Pioneer Settlement Marketing Update
- CEO Performance Review – Final Document

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Gary Norton
- Cr John Katis
- Cr Les McPhee
- Cr Greg Cruickshank
- Cr Jessie Kiley

Apologies

- Cr Jim Crowe

OFFICERS

- John McLinden, Chief Executive Officer
- Oliver McNulty, Director Infrastructure
- Adam McSwain, Director Development and Planning
- Helen Morris, Organisational Development Manager

Other

- Win Scott, Mallee Regional Partnerships

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

Cr Norton

Principal for a Day – Manangatang P-12 College
Nyah District Action Group AGM
Boundary Bend Progress Association AGM
Funding Announcement – Saleyards
MAV Board Meeting
Opening Country Music Walk Ups at Nyah Recreation Reserve
Closing of the Piangil State School (back to and BBQ)
Piangil Community Group
Swan Hill Bridge Group Meeting

Cr Katis

Clontarf Forum on Youth Jobs
MAV Awards Dinner
Community Plan Meeting

Cr McPhee

Official Opening of Fairfax Festival
Audit Committee Meeting
Fairfax Gala Performance
Swan Hill Neighbourhood House Meeting
Mayor/CEO Meeting
Special Council Meeting
Meeting with Minister Jenny Mikakos at EDU and Neighbourhood House
Visitors and Community Comfort Centre 50 Year celebration
Swan Hill Neighbourhood House AGM
Lake Boga Inc AGM
Mayor/CEO Meeting
Major Events Support Scheme Meeting
Ultima Progress Association Meeting
Art Gallery Committee Meeting
Catalina Committee of Management Meeting
Mayor/CEO Meeting
Swan Hill Business Breakfast at Spoons Restaurant
Funding Announcement by Andrew Broad at Saleyards
Mayor/CEO Meeting
Swan Hill Neighbourhood House Meeting
Swan Hill Inc AGM
Mayor/CEO Meeting

SECTION G – IN CAMERA ITEMS

104/16 Motion

MOVED Cr Norton

That Council close the meeting at 3.09pm to the public on the grounds that the report(s) include personnel matters

SECONDED Cr Cruickshank

The Motion was put and CARRIED

B.16.129 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT

105/16 Motion

MOVED Cr Cruickshank

That the meeting move out of closed session at 3.10pm

SECONDED Cr Katis

The Motion was put and CARRIED

SECTION H – DECISIONS MADE IN CAMERA

B.16.129 CLAIM FOR REIMBURSEMENT OF COUNCILLOR LEGAL COSTS

Recommendation

That Council reimburse Councillor Kiley a total of \$8,741.04 for legal expenses incurred in relation to defending her position against various allegations during a recent investigation process, in accordance with the Councillor Expense Reimbursement and Support Policy.

There being no further business the meeting was closed at 3.11pm