AGENDA

SCHEDULED MEETING OF COUNCIL

Tuesday, 16 March 2021

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

COUNCIL:

Cr B Moar – Mayor

Cr J Benham
Cr A Young
Cr LT McPhee
Cr C Jeffery
Cr S King
Cr N McKay

SECTION A – PROCEDURAL MATTERS

- **Welcome**

- **Acknowledgement of Country**

- **Prayer**

- **Apologies/Leaves of Absence**

- **Directors/Officers Present**

- **Confirmation of Minutes**

  1)   Scheduled Meeting Of Council held on 16 February 2021

- **Disclosures of Conflict of Interest**

- **Joint Letters and Reading of Petitions**

- **Public Question Time**

- **Open Forum**

SECTION B – REPORTS

B.21.12   'OUR PLACE' CONSTRUCTION TENDER

Responsible Officer: Director Development and Planning
File Number: S11-27-19-10578
Attachments: Nil

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

Summary

The purpose of this report is to determine the tender process Council wishes to adopt in appointing a head contractor to deliver the 'Our Place' project.

Background

Council at its extraordinary July 2020 meeting resolved the following:

1.   Adopt site option 1 as the future site for the new "Our Place" building. Site Option 1 is located inside the Pioneer Settlement 'proper' and to the North of the Gem, and revisit the amount of space allocated for the Aboriginal Cultural Space.
2.   Require that the "Our Place" project be built within the budgeted allocated funds of $10,946,040. Unequivocally no overspend.

Since that time the architect has amended the design to achieve the above resolutions. This has resulted in a reduced floor area and some other changes including an increase the Aboriginal Cultural Space. It is now expected that the budget can also be met**.**

Discussion

Tender & Design

In 2019, the project team, with the support of the ELT, explored several tender engagement options for the design and construction process of the Our Place project, with the intention to identify the best outcome for the project and stakeholders.

Tender engagement options included:

- Design and Construct;
- Early Contractor Involvement; and

- Collaborative Design, with option to progress to open or closed tender at construction at Council's sole discretion.

Key considerations when assessing the tender engagement options included how the following items would be managed throughout the project life cycle:

- Budget;
- Timeline;
- Quality;
- Application of Value Management Solutions;
- Delivering stakeholder expectations;
- Establishing key relationships to achieve optimal project outcomes; and
- Complexity of delivery and execution for each option.

Collaborative Design was identified as the preferred option for several reasons including:

- Opportunity to deliver the project on time;
- Maintaining oversight of quality;
- Development of strong relationships within the project team;
- Identification of value management solutions to design issues; and
- Council retaining the authority to progress to open tender if required.

Expression of Interest (EOI)

A comprehensive EOI sought interest from qualified head contractors to engage in the collaborative design process. The intention was to deliver improved value management outcomes throughout the design. Responses from interested parties were received in February 2020.

Local Contractors

Local content was a key assessment criterion in assessing the EOI submissions. The EOI document clearly stated this as an essential requirement and noted that 'building contractors who do not meet this criterion will not be considered for this project'. In providing additional opportunity for local contractors should this essential selection criterion be a barrier, the document stated that 'joint venture contract proposals would be considered'.

The EOI also stated that 'the contractor and their personal will demonstrate… a commitment to seeking out and employing local content, including sub-contractors, services and materials, wherever practicable.'

While EOI submissions were received from local head contractors, none of the submitting head contractors met the essential selection criteria and, consequently, submitted non-conforming responses.

Conforming Tenders & Early Contractor Involvement

Of the conforming tenders received by Council, A W Nicholson Pty Ltd (Nicholson Construction) was selected by the Project Team as being best suited to assist Council in the development of the design of the Our Place project. Nicholson Construction was engaged by Council to provide this service.

Nicholson Construction's involvement in this process has been completed and design documentation has progressed to for construction documentation forecast to be completed in March, 2021.

Commercial Construction Market Conditions

Since the response to the EOI, market conditions in commercial construction have changed. Preliminary investigation has confirmed the market's enthusiasm to participate in an open tender. This preliminary investigation consists of confirmation from senior management of multiple head contractors including those based in capital cities.

Covid-19 has impacted the commercial construction industry heavily (particularly in capital cities), with many projects previously forecast to commence, put indefinitely on-hold. As a consequence, capital city based head contractors, with a proven track record in delivering projects with a similar scope and value as Our Place, have responded positively at the prospect of submitting a conforming tender to Council.

A Council representative has completed in-depth conversation with commercial construction senior management to gain this understanding of the change in current market conditions, and the appetite of capital city based head contractors to submit a tender for the Our Place project.

This appetite is driven by an overall lack of shovel-ready projects for capital city based head contractors to tender.

Council is well positioned to take advantage of current market conditions to ensure Best Value Principles are met.

All contractors that expressed an interest in the project will be given the opportunity to submit a conforming tender.

Consultation

Executive Leadership Team, Project Owner, and Project Team

Consultation has taken place within the Project Team, the Project Owner, and the Council Executive. Council has been briefed on the various options.

Financial Implications

In consideration of the firm budget, there is a risk that Best Value Principles may not be met if the project is priced by a single head contractor, or by a closed tender process.

Social Implications

Not applicable.

Economic Implications

The development of Our Place will result in significant investment in the local economy and with local businesses.

Environmental Implications

Not applicable.

Risk Management Implications

An open tender allows all parties to be considered and will reduce the risk of a non-conforming tender. In addition Council is well positioned to meet Best Value Principles, and ensure the delivery of the Our Place project meets the cost, quality, and time objectives.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options
   1. Progress to an open tender.
   2. Progress to select closed tender.
   3. Progress to a single closed tenderer.

Recommendation

That Council take advantage of current market conditions in commercial construction and progress to an open tender in accordance with standard Council tendering procedure for the development of Our Place, Horseshoe Bend Monash Drive Swan Hill.

B.21.13   PIONEER SETTLEMENT - MONASH DRIVE CAR PARKING DESIGN

Responsible Officer: Director Development and Planning
File Number: S11-27-19-10578
Attachments: 1   Monash Drive Parking Concept 1
                                2   Monash Drive Parking Concept 2

Declarations of Interest:

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

Summary

The purpose of this report is to seek endorsement of the Monash Drive Car Parking Upgrade design.

Discussion

Background
In 2019, Council was successful in being granted matched funding for 10 specific projects via the Our Region, Our Rivers Federal Funding proposal; a project partnering with six Councils across two states to deliver 29 individual projects in total.

The Monash Drive car parking project officially commenced in June 2019 with the preparation of concept designs that were targeted towards maximising parking capacity in the Pioneer Settlement precinct.

The objective is to:

- Maximise, formalise and upgrade parking and pedestrian access along Monash Drive in the vicinity of the new 'Our Place' project site
- Provide consideration to parking requirements for long vehicle, bus, Disability Discrimination Act (DDA) compliant and short stay/term parking
- Deliver landscaping in the vicinity to support the parking upgrade

A traffic impact assessment was carried out, based on an earlier iteration of the final concept plan, with the intention to respond to the following traffic and transport elements;

- Review of existing traffic, parking and transport conditions surrounding the site
- On-street parking layout and pedestrian access arrangements
- Parking demands and the adequacy of car and bicycle parking provision
- Traffic generation and associated road network impacts

The Traffic Assessment found that 'against existing traffic volumes in the vicinity of the site, the additional traffic generated by the proposal could not be expected to

compromise the safety or function of the surrounding road network'. Furthermore, the assessment notes that 'the proposed upgrades to on-street parking and other transport infrastructure along Monash Drive accord with the relevant design standards and are expected to operate in a safe and efficient manner'.

The key improvements to car parking capacity on Monash Drive next to the Pioneer Settlement:

- 74 Standard Vehicle Parks
- 3 DDA compliant Vehicle Parks
- 8 Standard Short Term Vehicle Parks
- 2 Bus Parks
- 8 Caravan/Long Vehicle Parks
- 2 Caravan/Long Vehicle Short Term Parks
- 13 Existing Gem/Spoons Vehicle Parks

TOTAL CARPARKS – 110 – (This total does not include the gravel car park in the vicinity of Spoons and the Lodges.)

Consultation

The Monash Drive Car Park design has been developed in consultation with stakeholder groups including representatives from Council, the Art Gallery, Pioneer Settlement, Spoons, VicTrack and Department of Environment, Land, Water and Planning (DELWP).

On 24 November 2021, an invitation was extended to the local aboriginal community to a consultation session as part of the delivery of a site specific Cultural Heritage Management Plan (CHMP). This was promoted online and with the assistance of MDAS. Attendees were given the opportunity to discuss the project with the project team; as well as to meet with and ask questions of the archaeologist preparing the CHMP. Feedback and submissions were also invited as part of this consultation process. Three individuals attended the consultation session.

It is proposed to provide information with nearby and interested residents by inviting parties:

1. to an onsite walk-through of the proposed changes
2. provide information to the Pioneer Settlement staff and volunteers
3. make available and distribute an information sheet/newsletter to nearby residents
4. update Council's website with proposed changes

Financial Implications

This project has been funded as part for of the Our Region, Our Rivers group of projects. The maximum total budget allocation for this project is $2,250,000.

Social Implications

The precinct will experience some disruptions to traffic flow and parking during the development. This will be mitigated by delivering the project in two stages to ensure that parking is available to visitors to the precinct at all times. Construction works will aim to avoid any peak visitor and event periods wherever possible.

Economic Implications

This project is expected to support expected increased visitor numbers and tourism yield to the precinct. This project is important in supporting the successful delivery of the Our Place project by facilitating a greater parking capacity for visitors.

Environmental Implications

The project will require some vegetation to be removed. This will be mitigated by the delivery of new landscaping.

Risk Management Implications

- Management of traffic flows for visitors
- Impacts to Pioneer Settlement visitation while road works are occurring
- Control and management of machinery and equipment that may damage new road surfaces if not properly monitored following the delivery of Stage 1.

Council Plan Strategy Addressed

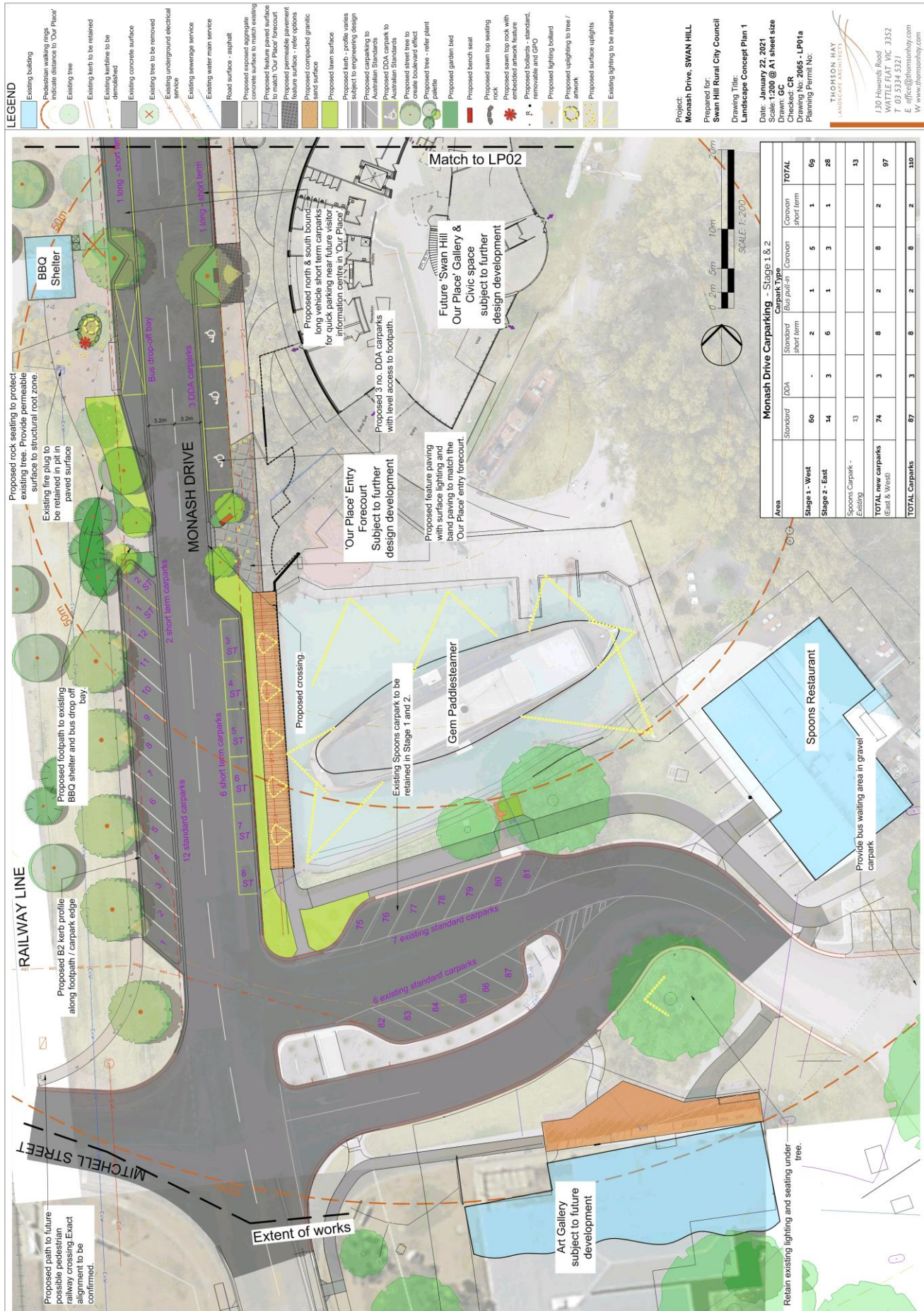*Infrastructure* - Infrastructure that appropriately services community needs.

Options
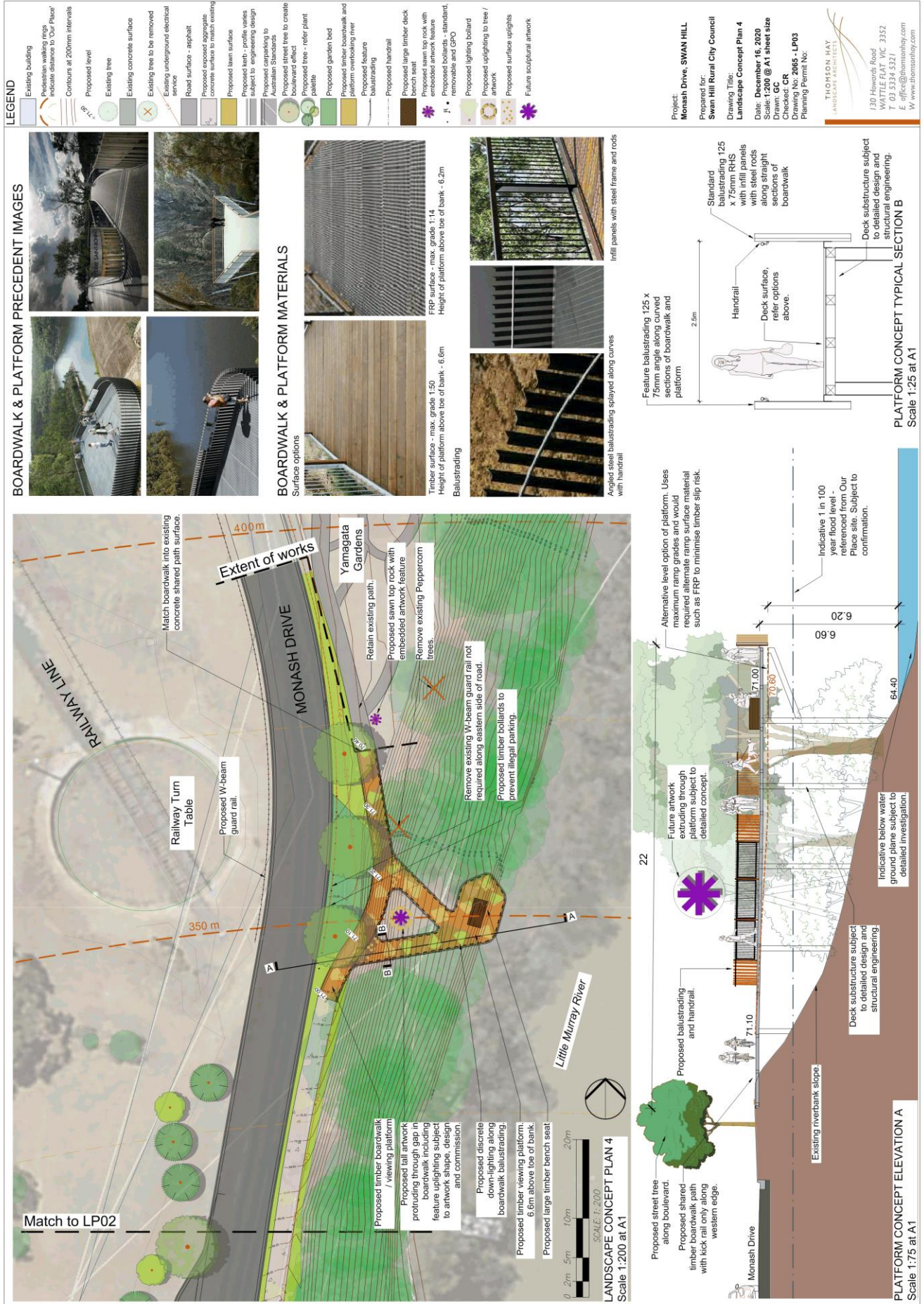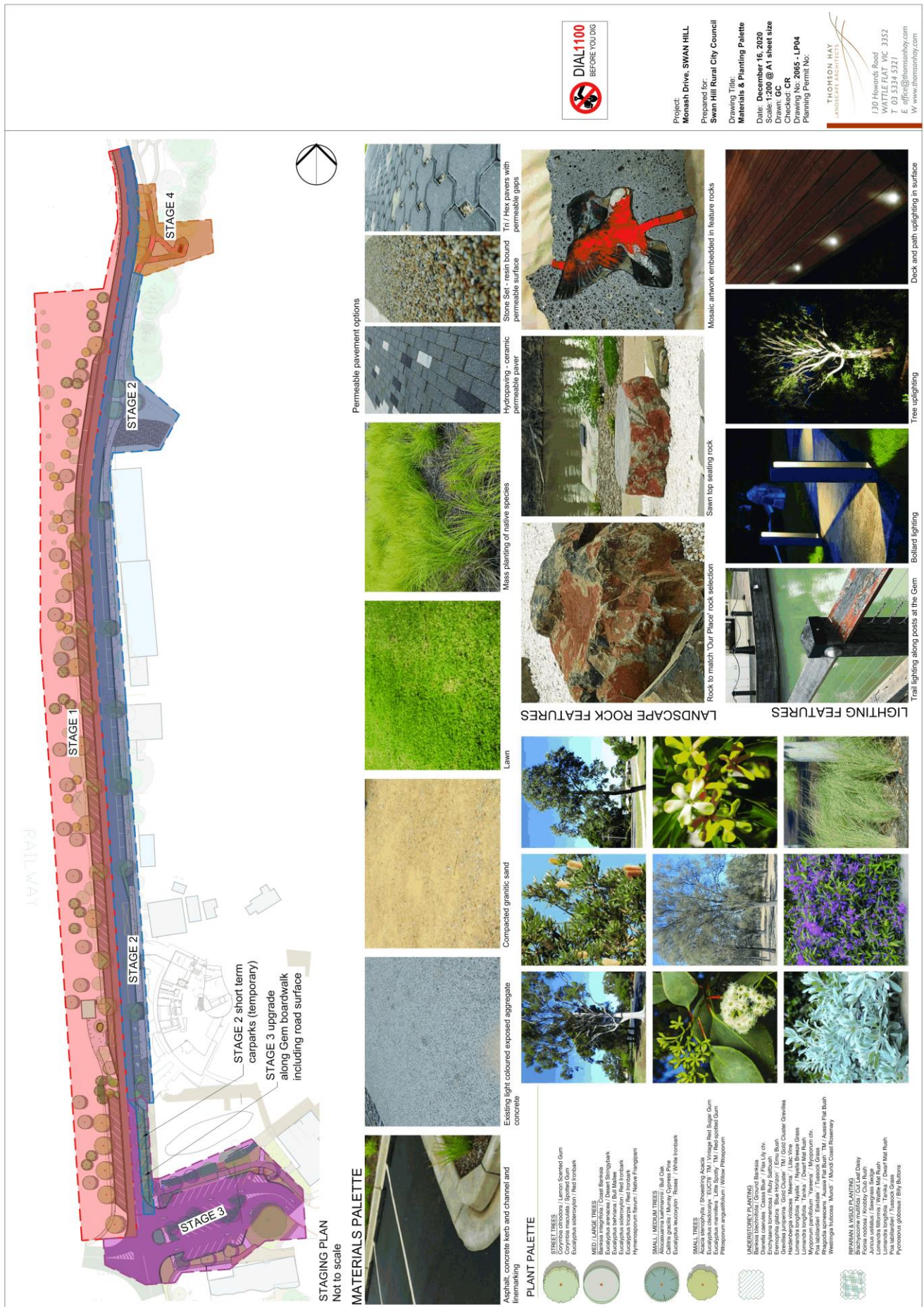Council may choose to amend or adopt the recommendation.

Recommendation

That Council endorse the Monash Drive Car Parking design.

LEGEND

- Existing building
- Pedestrian walking rings indicate distance to 'Our Place'
- Existing tree
- Existing tree to be retained
- Existing kerb to be retained
- Existing kerbline to be demolished
- Existing concrete surface
- Existing tree to be removed
- Existing underground electrical service
- Existing sewerage service
- Existing water main service
- Road surface - asphalt
- Proposed exposed aggregate concrete surface to match existing
- Proposed feature paved surface to match 'Our Place' forecourt
- Proposed permeable pavement feature surface - refer options
- Proposed compacted granitic sand surface
- Proposed lawn surface
- Proposed kerb - profile varies subject to engineering design
- Proposed carparking to Australian Standards
- Proposed DDA carpark to Australian Standards
- Proposed street tree to create boulevard effect
- Proposed tree - refer plant palette
- Proposed garden bed
- Proposed bench seat
- Proposed sawn top seating
- Proposed saw top rock
- Proposed swn top rock with embedded artwork feature
- Proposed bollards - standard, removable and GPO
- Proposed lighting bollard
- Proposed uplighting to tree / artwork
- Proposed surface uplights
- Existing lighting to be retained

Title Block

Project:
Monash Drive, SWAN HILL

Prepared for:
Swan Hill Rural City Council

Drawing Title:
Landscape Concept Plan 1

Date: **January 22, 2021**
Scale: **1:200 @ A1 sheet size**
Drawn: **GC**
Checked: **CR**
Drawing No: **2065 - LP01a**
Planning Permit No:

THOMSON HAY
LANDSCAPE ARCHITECTS
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Monash Drive Carparking – Stage 1 & 2

Area	Standard	DDA	Standard short term	Bus pull-in	Caravan	Caravan short term	TOTAL
Stage 1 - West	60	-	2	1	5	1	69
Stage 2 - East	14	3	6	1	3	1	28
Spoons Carpark - Existing	13						13
TOTAL new carparks (East & West)	74	3	8	2	8	2	97
TOTAL Carparks	87	3	8	2	8	2	110

SCALE 1:200
0 2m 5m   10m   20m

Plan Annotations

RAILWAY LINE

MONASH DRIVE

MITCHELL STREET

Match to LP02

BBQ Shelter

- Proposed rock seating to protect existing tree. Provide permeable surface to structural root zone.
- Existing fire plug to be retained in pit in paved surface
- Proposed footpath to existing BBQ shelter and bus drop off bay.
- Proposed B2 kerb profile along footpath / carpark edge
- Proposed path to future possible pedestrian railway crossing. Exact alignment to be confirmed.
- 1 long - short term
- 1 long - short term
- Bus drop-off bay
- 3 DDA carparks
- 3.2m 3.2m
- 2 short term carparks
- 12 standard carparks
- 6 short term carparks
- 3 ST, 4 ST, 5 ST, 6 ST, 7 ST, 8 ST
- Proposed north & south bound long vehicle short term carparks for quick parking near future visitor information centre in 'Our Place'
- Proposed 3 no. DDA carparks with level access to footpath.
- Future 'Swan Hill Our Place' Gallery & Civic space subject to further design development
- 'Our Place' Entry Forecourt Subject to further design development
- Proposed feature paving with surface lighting and band paving to match the 'Our Place' entry forecourt.
- Proposed crossing.
- Existing Spoons carpark to be retained in Stage 1 and 2.
- Gem Paddlesteamer
- Spoons Restaurant
- Provide bus waiting area in gravel carpark
- 7 existing standard carparks
- 75, 76, 77, 78, 79, 80, 81
- 6 existing standard carparks
- 82, 83, 84, 85, 86, 87
- Extent of works
- Art Gallery subject to future development
- Retain existing lighting and seating under tree.

LEGEND

- Existing building
- Pedestrian walking rings indicate distance to 'Our Place'
- Existing kerb
- Existing kerbline to be demolished
- Existing tree
- Existing tree to be removed
- Existing underground electrical service
- Existing sewerage service
- Road surface - asphalt
- Proposed exposed aggregate concrete surface to match existing
- Proposed permeable pavement feature surface - refer options
- Proposed gravel surface
- Proposed lawn surface
- Proposed kerb - profile varies subject to engineering design
- Proposed carparking to Australian Standards
- Proposed DDA carpark to Australian Standards
- Proposed street tree to create boulevard effect
- Proposed tree - refer plant palette
- Proposed WSUD underground tree cell (TBC)
- Proposed garden bed
- Proposed bench seat
- Proposed lighting bollard
- Proposed sawn top rock with embedded artwork feature
- Proposed surface uplights

LANDSCAPE CONCEPT PLAN 2
Scale 1:200 at A1

MONASH DRIVE
RAILWAY LINE

Match below left
Driveway
Proposed driveway crossover.
Paragon Cafe
Post Office
Pioneer Settlement
Coach House
Match to LP01

- Proposed B2 kerb profile along footpath / carpark edge.
- Proposed footpath subject to arborist advice on potential tree root zone impact.
- Proposed tubestock tree planting in railway reserve. Consider tree species to attract wildlife and provide shade to carparks.
- Proposed SM2 kerb profile along reserve / carpark edge.
- Proposed kerb blisters (1.5m wide min.) with understorey planting and semi-mature (eg. 45lt pot) street tree to create Monash Drive boulevard.
- Proposed midway street tree behind kerb in naturestrip between kerb blisters street tree to create Monash Drive boulevard.
- Consider underground tree pit to maximise tree root zone for trees in small kerb blisters.
- Proposed permeable pavement surface to increase water access to tree root zone.
- Proposed kerb blisters to continue street tree boulevard.
- Frontage of Paragon Cafe and existing Post Office to be developed when future business model is developed.
- Proposed kerb blister to restrict long vehicle parking over driveway clear zone and continue street tree boulevard.
- Proposed south bound bus pick-up / drop-off bay.
- Proposed driveway crossover.
- Proposed B2 kerb profile along footpath / carpark edge.
- Consider underground tree pit to maximise tree root zone for trees in small kerb blisters.

Bus drop-off bay
5 standard carparks
9 standard carparks
10 standard carparks
5 standard carparks
1 long - short term

LANDSCAPE CONCEPT PLAN 3
Scale 1:200 at A1

MONASH DRIVE

Match to LP03
Match above right
Pioneer Settlement

- Proposed SM2 kerb profile along reserve / carpark edge.
- Proposed grass and tree planting in this area to reduce hardstand area and remove redundant pull-in bay.
- Retain existing rollover kerb in this area.
- Proposed concrete crossover flush with kerb and shared path surface.
- Proposed 2.5m wide shared path.
- Proposed gravel hardstand area to provide entry access to the Lower Murray Inn gate.
- Proposed standard two-way road with 7.2m wide carriageway.
- Proposed permeable pavement surface to increase water access to tree root zone.
- Consider underground tree pit to maximise tree root zone for trees in small kerb blisters.
- Proposed long vehicle carparks.
- Trees to be removed as required by civil engineering design.

5 long vehicle carparks
3 long vehicle carparks
10 standard carparks

5 LV 4 LV 3 LV 2 LV 1 LV
6 LV 7 LV 8 LV

300m 250m 200m 150m 100m 50m

3.56m 3.59m

SCALE 1:200
0 2m 5m 10m 20m

LEGEND

- Existing building
- Pedestrian walking rings indicate distance to 'Our Place'
- Contours at 200mm intervals
- Proposed level
- Existing tree
- Existing concrete surface
- Existing tree to be removed
- Existing underground electrical service
- Road surface - asphalt
- Proposed exposed aggregate concrete surface to match existing
- Proposed lawn surface
- Proposed kerb - profile varies subject to engineering design
- Proposed carparking to Australian Standards
- Proposed street tree to create boulevard effect
- Proposed tree - refer plant palette
- Proposed garden bed
- Proposed timber boardwalk and platform overlooking river
- Proposed feature balustrading
- Proposed handrail
- Proposed large timber deck bench seat
- Proposed sawn top rock with embedded artwork feature
- Proposed bollards - standard, removable and GPO
- Proposed lighting bollard
- Proposed uplighting to tree / artwork
- Proposed surface uplights
- Future sculptural artwork

BOARDWALK & PLATFORM PRECEDENT IMAGES

BOARDWALK & PLATFORM MATERIALS
Surface options

Timber surface - max. grade 1:50
Height of platform above toe of bank - 6.6m

Balustrading

FRP surface - max. grade 1:14
Height of platform above toe of bank - 6.2m

Angled steel balustrading splayed along curves with handrail

Infill panels with steel frame and rods

LANDSCAPE CONCEPT PLAN 4
Scale 1:200 at A1

RAILWAY LINE

Railway Turn Table

MONASH DRIVE

Match to LP02

Little Murray River

Yamagata Gardens

Extent of works

400m

350 m

Match boardwalk into existing concrete shared path surface.

Retain existing path.

Proposed sawn top rock with embedded artwork feature

Remove existing Peppercorn trees.

Remove existing W-beam guard rail not required along eastern side of road.

Proposed timber bollards to prevent illegal parking.

Proposed W-beam guard rail.

Proposed timber boardwalk / viewing platform

Proposed tall artwork protruding through gap in boardwalk including feature uplighting subject to artwork shape, design and commission.

Proposed discrete down-lighting along boardwalk balustrading.

Proposed timber viewing platform. 6.6m above toe of bank.

Proposed large timber bench seat

Proposed street tree along boulevard.

Proposed shared timber boardwalk path with kick rail only along western edge.

SCALE 1:200
0 2m 5m 10m 20m

PLATFORM CONCEPT TYPICAL SECTION B
Scale 1:25 at A1

Feature balustrading 125 x 75mm RHS with infill panels with steel rods along straight sections of boardwalk

Standard balustrading 125 x 75mm RHS with infill panels with steel rods along curved sections of boardwalk and platform

Handrail

Deck surface, refer options above.

Deck substructure subject to detailed design and structural engineering.

2.5m

PLATFORM CONCEPT ELEVATION A
Scale 1:75 at A1

Monash Drive

Alternative level option of platform. Uses maximum ramp grades and would required alternate ramp surface material such as FRP to minimise timber slip risk.

Indicative 1 in 100 year flood level - referenced from Our Place site. Subject to confirmation.

Future artwork extruding through platform subject to detailed concept.

Proposed balustrading and handrail.

Existing riverbank slope.

Deck substructure subject to detailed design and structural engineering.

Indicative below water ground plane subject to detailed investigation.

71.00
70.60
71.10
64.40
6.20
6.60

22

STAGING PLAN
Not to scale

STAGE 4
STAGE 2
STAGE 1
STAGE 2
STAGE 3

RAILWAY

STAGE 2 short term carparks (temporary)

STAGE 3 upgrade along the Gem boardwalk including road surface

MATERIALS PALETTE

Tri / Hex pavers with permeable gaps

Stone Set - resin bound permeable surface

Hydropaving - ceramic permeable paver

Permeable pavement options

Mass planting of native species

Lawn

Compacted granitic sand

Existing light coloured exposed aggregate concrete

Asphalt, concrete kerb and channel and linemarking

Mosaic artwork embedded in feature rocks

Sawn top seating rock

Rock to match 'Our Place' rock selection

LANDSCAPE ROCK FEATURES

Deck and path uplighting in surface

Tree uplighting

Bollard lighting

Trail lighting along posts at the Gem

LIGHTING FEATURES

PLANT PALETTE

STREET TREES
Corymbia citriodora / Lemon Scented Gum
Corymbia maculata / Spotted Gum
Eucalyptus sideroxylon / Red Ironbark

MED / LARGE TREES
Banksia integrifolia / Coast Banksia
Eucalyptus arenacea / Desert Stringybark
Eucalyptus behriana / Bull Mallee
Eucalyptus sideroxylon / Red Ironbark
Eucalyptus leucoxylon / Yellow Gum
Hymenosporum flavum / Native Frangipani

SMALL / MEDIUM TREES
Allocasuarina luehmannii / Bull Oak
Callitris gracilis / Murray Cypress Pine
Eucalyptus leucoxylon 'Rosea' / White Ironbark

SMALL TREES
Acacia stenophylla / Shoestring Acacia
Eucalyptus dalrympleana / EUCTR TM / Vintage Red Sugar Gum
Eucalyptus mannifera 'Little Spotty' TM / Red-spotted Gum
Pittosporum angustifolium / Willow Pittosporum

UNDERSTOREY PLANTING
Banksia blechnifolia / Ground Banksia
Dianella caerulea 'Cassa Blue' / Flax Lily ctv.
Enchylaena tomentosa / Ruby Saltbush
Eremophila glabra 'Blue Horizon' / Emu Bush
Grevillea juniperina 'Gold Cluster' TM / Gold Cluster Grevillea
Hardenbergia violacea 'Meema' / Lilac Vine
Lomandra longifolia 'Nyalla' / Nyalla Breeze Grass
Lomandra longifolia 'Tanika' / Dwarf Mat Rush
Myoporum parvifolium 'Yareena' / Myoporum ctv.
Poa labillardieri 'Eskdale' / Tussock Grass
Rhagodia spinescens 'Aussie Flat Bush' TM / Aussie Flat Bush
Westringia fruticosa 'Mundi' / Mundi Coast Rosemary

RIPARIAN & WSUD PLANTING
Brachyscome multifida / Cut Leaf Daisy
Ficinia nodosa / Knobby Club Rush
Juncus usitatus / Silangrass Sedge
Lomandra filiformis / Wattle Mat Rush
Lomandra longifolia 'Tanika' / Dwarf Mat Rush
Poa labillardieri / Tussock Grass
Pycnosorus globosus / Billy Buttons

B.21.14   'OUR PLACE' PRE-CONSTRUCTION SITE PREPARATION WORKS

Responsible Officer: Director Development and Planning
File Number: S11-27-19-10578
Attachments: Nil

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

Summary

The purpose of this report is to outline the various works to be undertaken for the pre-construction site preparation required for the Our Place project.

Discussion

Background

To prepare the Our Place site for construction, a series of works need to occur to remove or move existing infrastructure, hard surfaces, established trees, fencing and gardens.

Site preparation works will consist of;

- Boundary fencing removal and security fence establishment
- Tree removal - construction site specific trees
- Trees along Monash Drive – deemed unsafe by arborist report.
- Underground services redirection
- Transformer upgrade – to be located on the existing Art Gallery site
- Rotunda removal
- Locomotive and windmill relocation within the Pioneer Settlement
- Rose garden and vegetation relocated or removed
- Sundial relocated within the Pioneer Settlement
- Hospital gates, steel gates and picket fencing to be retained by Pioneer Settlement

It is anticipated that the site preparation will commence in June/July of 2021. It is important that the transition between site readiness and the construction phase is seamless, to promote the efficiency of the construction management and to restrict the time in which the Pioneer Settlement will be under construction

Consultation

The pre-readiness items have been discussed with the Pioneer Settlement volunteers and staff, the Project Team, the Council Executive and Councillors. Councillors are aware the safety reason to remove the trees along Monash Drive.

The landscape architect requested that trees on the site be assessed from a health and hazard perspective; specifically in consideration of the potential impact from construction and the long term impact of the building on the environment. A qualified Arborist was engaged to assess the trees along Monash Drive and those on the river front; both in their current condition; as well as in consideration of the project development. As a result, 20 of the trees assessed were recommended for removal.

Endorsement of the pre-construction site preparation works will allow the first stage of the project construction phase to progress.

Financial Implications

Costs associated with the site preparation will be delivered within the Our Place project budget.

Social Implications

The project will require some vegetation to be removed, which will impact on the amenity of the precinct. This will be mitigated by the provision of new landscaping, to be delivered as part the project.

Any significant vegetation disturbance or removal of large trees will be communicated via the Our Place web page, social media posts and a newsletter distributed to the residents living in the sites' vicinity.

Economic Implications

The increase to the overall provision of electrical capacity provides a future proofing function for further development in the Horse Shoe Bend tourist precinct.

The Our Place project establishes Swan Hill as a maturing city and portrays confidence and optimism to our ratepayers and future investors.

Environmental Implications

Removal of end of life vegetation provides an opportunity for new plantings that are low maintenance, attractive, climate appropriate and suited to the environment.

Risk Management Implications

The trees along Monash Drive have shown a propensity to drop limbs with one significant limb dropping at the end of January 2021 and a smaller limb dropping in September of last year. The trees are a tremendous height for their residential/public purpose and their planting formation is close, limiting the ability for roots to freely spread. The risk of limbs dropping or trees falling will continue to increase as the trees grow older and the soil conditions alter with the construction of Our Place.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options
Council may choose to amend or adopt the recommendations.

Recommendations

That Council:

1. **Endorse the following Our Place site readiness actions that will occur prior to the commencement of the construction of Our Place at Horseshoe Bend, Monash Drive Swan Hill :**

   • Boundary fencing removal and security fence establishment
   • Tree removal - construction site specific trees
   • Trees along Monash Drive – deemed unsafe by arborist report.
   • Underground services redirection
   • Transformer upgrade – to be located on the existing Art Gallery site
   • Rotunda removal
   • Locomotive and windmill relocation within the Pioneer Settlement
   • Rose garden and vegetation relocated or removed
   • Sundial relocated within the Pioneer Settlement
   • Hospital gates, steel gates and picket fencing to be retained by Pioneer Settlement

2. **That the above site readiness actions be communicated to the community and the nearby residents in accordance with the communications plan.**

B.21.15   EVENT SUPPORT FUND ROUND 2 FY 20/21

Responsible Officer: Director Development and Planning
File Number: S17-01-04-07
Attachments: Nil

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

Summary

This report seeks Council's support to approve the Event Support Fund grants to various community organisers and event organisers.

Discussion

11 Event Support Fund grants were submitted through the second of the Event Support Fund for FY 20/21.

The panel was composed of two Councillors, two Senior Council Officer and the Chief Executive Officer.

Of these 11 applications 2 were taking place after the 30 June, 2021 and will be encouraged to reapply for the 21/22 round.

One application was deemed outside of the grant criteria by the panel and therefore unsuccessful.

The list of successful grants is below.

- May 50 target event Swan Hill Field and Game $1,000

- Music Concert Royal Children's Hospital Good Friday Appeal $1,000

- Swan Hill Speedway's Easter Extravaganza $5,000

- Swan Hill Easter Market Day $1,500 logistical support

- Robinvale Easter Festival $1,000

- Nyah Fishing Competition $3,000

- Laser Tag Lake Boga Primary School Parents Group $1434

- Understanding Water - LifeBlood of the Murray Darling $1,000 and Venue Hire

This total to an amount of $14,934 from a budget of $66,000. This leaves $51,066 for subsequent requests for funding.

Consultation

Not applicable.

Financial Implications

This grant round is in the budget allowing funding to support subsequent events if required.

Social Implications

These events will promote community involvement in new activities, generating social cohesion.

Economic Implications

The events will attract visitors to the municipality and stimulate the local economy.

Environmental Implications

Not applicable.

Risk Management Implications

All events must be in accordance with the current COVID-19 restrictions and Council regulation and procedure.

Council Plan Strategy Addressed

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

Options
1. That Council approves the successful Event Support Fund grants

2. That Council does not approve the successful Event Support Fund grants

Recommendation

That Council approves the successful Event Support Fund grants.

B.21.16   COMMUNITY GARDEN POLICY

Responsible Officer: Director Development and Planning
File Number: S01-25-03
Attachments: 1   Community Garden policy

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

Summary

This report is to review the Community Garden Policy.

Discussion

Community gardens are created and maintained on public or private land by residents who come together to learn about and participate in gardening; and share the community benefits of localised food production and socialisation.

The Community Garden policy provides a framework to support and encourage the development of community gardens within the Swan Hill municipality. This policy applies to all community garden projects undertaken by, or in partnership with Council.

Council will encourage, support and offer assistance to any individual or group interested in creating a community garden within the municipality. Advice and support can include identifying appropriate sites, insurance requirements, weed management, asset management, community engagement, dispute resolution and health and safety.

Council recognise that community gardens are a valuable public recreational asset that can contribute to the improved health and well being of the community through environmental, social and health education.

The following amendments to the policy are put forward for consideration:

1. Various formatting and grammatical changes have taken place to provide improve readability of the document.

2. Add Document History to both the Policy and Procedure.

Consultation

Not applicable.

Financial Implications

Consultation with Council in the planning process mitigates the risk of unknown financial barriers or extra cost for Council prior to moving to the construction stage.

Social Implications

Community gardens offer many benefits, from providing a place for those who otherwise would not have the space or opportunity to grow food people reconnect with nature.

Gardening in communities also encourages fitness, sharing of healthy seasonal fresh vegetables and fruit, increased social interaction and sense of community belonging, and increased gardening knowledge and expertise.

Economic Implications

Not applicable.

Environmental Implications

Community gardens can help reduce negative environmental impacts by promoting sustainable agriculture; reducing food transportation costs and promote water saving initiatives. Humans, plants and animals can all benefit from community gardens as they create habitats and improves the ecology of the area.

Risk Management Implications

Consultation with Council in the planning process enables Council to work with community garden members to address risk management.

Council Plan Strategy Addressed

Community enrichment - Provide services and support initiatives that create a Healthy and Safe Community.

Options

Council can choose to adopt or amend the recommendation.

Recommendations

That Council adopts the Community Garden Policy.

Date adopted	December 2014
Last review	December 2020
Next review	December 2023
Responsible Officer	Community Planning Officer

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006

SWAN HILL
Rural City Council

POLICY TITLE   **COMMUNITY GARDEN POLICY**

POLICY NUMBER   COMM/POL813

1. PURPOSE

To provide a framework to support and encourage the development of community gardens within the Swan Hill municipality.

2. SCOPE

This policy applies to all community garden projects undertaken by, or in partnership with, Council.

3. DEFINITIONS

| **Community Gardens:** | are gardens created and maintained on public or private land by residents who come together to learn about and participate in gardening; and share the community benefits of localised food production and socialisation. |

4. POLICY

Council will encourage, support and offer assistance to any individual or group that approach Council with the intention of creating a community garden within the Swan Hill municipality. Council recognises community gardens as a valuable public recreational asset that can contribute to the improved health and well being of the community through environmental, social and health education.

The management and function of community gardens should rest with engaged residents, however Council advice and support is available to ensure sustainable and consistent development of community gardens.

Advice and support can include identifying appropriate sites, insurance requirements, weed management, asset management, community engagement, dispute resolution, health and safety.

5. RELATED POLICIES/PROCEDURES/DOCUMENTS

POL/GOV010 Public Participation
Sustainable Living Strategy
Resilience Action Strategy

Community Garden Policy POL/COMM813		
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6. RELATED LEGISLATION

Local Government Act 2020
Planning and Environment Act 1987

7. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	December 2014	Initial release
1.1	December 2017	Review
1.2 DRAFT		

Signed: _____ **Mayor**   **Date:** _____

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Date adopted	December 2014		
Last review	December 2020	Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006	SWAN HILL Rural City Council
Next review	December 2023		
Responsible Officer	Community Planning Officer		

PROCEDURE TITLE   COMMUNITY GARDENS PROCEDURE

PROCEDURE NUMBER   COMM/PRO813

ENABLING POLICY

Community Garden Policy POL/COMM813

ENABLING LEGISLATION

Local Government Act (2020)
Planning and Environment Act (1987)

1. PURPOSE

To ensure that a uniform and transparent approach is taken in the approval and planning of community gardens in the Swan Hill municipality and to define the roles and responsibilities of stakeholders.

2. SCOPE

This procedure applies to all community garden projects undertaken by, or in partnership with, Council.

3. DEFINITIONS

Community Gardens: are gardens created and maintained on public or private land by residents who come together to learn about and participate in gardening; and share the community benefits of localised food production and socialisation.

4. PROCEDURE

All enquiries with respect to community gardens are to be directed to the Community Planning Officer, within the Economic and Community Development department.

Based on a case-by-case assessment, other Council employees and departments may be requested to provide expertise relevant to the application.

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Employees and departments that may provide assistance will include:

Task	Department	Position
Community liaison	Economic and Community Development	Community Planning Officer
Ensure inclusive and accessible	Engineering	Engineering Assistant
Land use information	Development and Planning	Planning Officer
Environmental advice	Planning	Environment Officer
Assessment of assets and ongoing use of Council land	Infrastructure	Assets Engineer
Risk assessment	Commercial Services	Risk Management Officer

Council will endeavour to support all community-driven projects, provided that all conditions of approval are met to the satisfaction of Council.

4.1. Conditions of approval on Council owned or managed land:

Each application will be assessed on a case-by-case basis. Permission to establish a garden on Council land is at the discretion of Council.

If permission is granted, the following conditions must be agreed to:

- All cost of establishment, maintenance and renewal is borne by the applicant.
- Council and service authorities reserve the right to access pre-existing assets and future assets. Disturbance resulting from access works will be reinstated to a neat finish, plants will not be reinstated.
- Applicants will be asked by Council to remove any gardens that are inappropriate or not adequately maintained. Failure to comply will result in Council removing the garden at the applicants cost.

4.2. Council's role:

In regard to the establishment of a community garden within the Swan Hill municipality, Council will:

- Assist applicant to identify suitable sites

- Assist applicants in applying for funding

- Offer expertise and advise relevant to creating a successful community garden

- Provide a copy of Council's *Community Garden Guidelines* and refer applicants to the Community Gardens Manual – Helen Macpherson Smith Trust.

- Ensure assets are maintained by the gardening group on Council owned or managed land for the benefit of the community

- Assess proposals to establish community gardens on a case-by-case basis.

Supporting community gardens to be self-managed ensures community ownership and will assist in the sustainability and success of a community garden.

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Council will provide the following support to community garden groups:

- Ongoing advice and expertise in regard to the establishment and maintenance of the garden, including assistance in the development of management plans, and in obtaining grants and resources.

- Assist with community engagement activities.

5. RELATED POLICIES/PROCEDURES/DOCUMENTS

POL/GOV010 Public Participation
Sustainable Living Strategy
Resilience Action Strategy
Community Garden Guidelines
Community Gardens Manual – Helen Macpherson Smith Trust

6. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	December 2014	Initial release
1.1	December 2017	Review
1.2 DRAFT		

Signed: _____ **CEO**   **Date:** _____

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B.21.17   OCCUPATIONAL HEALTH AND SAFETY COUNCIL POLICY

Responsible Officer: Director Corporate Services
File Number: S16-25P-09-901
Attachments: 1   Occupational Health and Safety Council Policy

Declarations of Interest:

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

Summary

The Occupational Health and Safety Council Policy has been reviewed to ensure compliance with the National Audit Tool.

Discussion

The Occupational Health and Safety Council Policy outlines Council's commitment to zero harm and highlights the key focus areas of:

1. **Leadership** – provide direction and support in the pursuit of improved workplace health and safety and environment standards.

2. **Systematic approach** – provide an organised and consistent approach to all OHS matters across the organisation.

3. **Active OHS Culture** – ensure continued improvement in performance occurs.

4. **Workplaces and equipment** – ensure there is, within the workplace, a deep understanding of the nature of hazards within Council's work areas, activities and undertakings.

OHS performance will be regularly reviewed as part of our commitment to continuous improvement.

Consultation

The Executive Leadership Team, Councillors and the Occupational Health and Safety Committee have been consulted on the reviewed OHS Council Policy. Only minor changes have been made to the policy with no change to the intent of the policy.

Financial Implications

Council will provide adequate and appropriate resources to implement this policy.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

The reviewed Council Policy is consistent with the Australian Standard AS4801:2001 Occupational Health and Safety Management Systems and is an important document to reduce the risk of injury and ensure compliance with Council's legislated OHS obligations.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

1. That Council adopt the Occupational Health and Safety Policy as presented.

2. That Council adopt the Occupational Health and Safety Policy with amendments.

Recommendation

That Council adopt the Occupational Health and Safety Policy as presented.

Date adopted	March 2001
Last review	March 2021
Next review	March 2024
Responsible Officer	Organisational Development Manager

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006

SWAN HILL
Rural City Council

POLICY TITLE   OCCUPATIONAL HEALTH AND SAFETY (OHS) POLICY

POLICY NUMBER   CPOL/OHS901

1. PURPOSE

This Policy outlines how Council will work towards a goal of zero harm.

2. SCOPE

This policy applies to all Councillors, employees, volunteers, contractors, and visitors at Council workplaces.

3. POLICY

Swan Hill Rural City Council (Council) is committed to maintaining a safe and healthy operation for all Councillors, employees, volunteers, contractors, and visitors, and recognises that this is an integral part of our business.

Council will work towards achieving ZERO HARM by focussing on four key areas:

1. **Leadership** – provide direction and support in the pursuit of improved workplace health and safety, and environment standards.
2. **Systematic approach** – provide an organised and consistent approach to all OHS matters across the organisation.
3. **Active OHS Culture** – ensure continued improvement in performance occurs.
4. **Workplaces and equipment** – ensure there is, within the workplace, a deep understanding of the nature of hazards within Council's work areas, activities and undertakings.

Council will achieve these goals by:

- Implementing, maintaining and reviewing our Occupational Health and Safety Management System;
- Continual and effective improvement of OHS performance, through the setting and review of objectives and targets, which relate to key aspects of the business;
- Elimination of, or reduction of risks, as far as reasonably practicable, to employees, contractors, volunteers, and others that may be affected by the undertakings of Council;
- Complying, as a minimum, with all relevant OHS laws and regulations;
- Maintaining a culture of employee consultation and team work in all aspects of health and safety;
- Developing and maintaining an effective program to ensure all employees are trained to carry out their work in a safe manner;

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- Encouraging the identification and reporting of hazards;
- Requiring all employees to accept responsibility for their own actions and to behave in a manner that reflects safe work practices and to report workplace incidents and injuries; and
- Working closely with its employees, contractors, and other stakeholders, as Council recognises the value of these partnerships in improving its OHS performance.

Council will provide adequate and appropriate resources to implement this policy and will ensure it is properly communicated and understood. OHS performance will be regularly reviewed as part of our commitment to continuous improvement.

4. RELATED POLICIES/PROCEDURES/DOCUMENTS

Occupational Health and Safety Management Plan

5. RELATED LEGISLATION

Occupational Health and Safety Act 2004
Occupational Health and Safety Regulations 2017

6. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	March 2001	Initial release
2.0	July 2016	Review
3.0	March 2018	Review to ensure consistence with National Audit Tool requirements
3.1	March 2021	Review

Signed: _____   **Mayor**   Date: _____

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B.21.18   FRAUD CONTROL POLICY AND PROCEDURE

Responsible Officer: Director Corporate Services
File Number: S16-25P-04-226
Attachments: 1   Fraud Control Policy and Procedure

Declarations of Interest:
Joel Lieschke - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Fraud Control Policy and Procedure has been reviewed.

Discussion

The Fraud Control Policy and associated Procedure have been reviewed and updated to align with the Commonwealth Fraud Control Framework as a matter of good practice.

Consultation

The Consultative Committee have had input into the review of the Fraud Control Policy and Procedure. ELT, Councillors, Procurement and the Risk unit have been consulted.

Financial Implications

The cost of implementing the Policy is covered from within existing resources.

Social Implications

Not applicable for this item.

Economic Implications

Not applicable for this item.

Environmental Implications

Not applicable for this item.

Risk Management Implications

The Fraud Control Policy and Procedure guides Council's comprehensive fraud control program that covers prevention, detection, investigation and reporting strategies.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

1. Adopt the Fraud Control Policy as presented
2. Adopt the Fraud Control Policy with amendments

Recommendation

That Council adopt the Fraud Control Policy as presented.

Date adopted	September 2008		
Last review	March 2021		
Next review	March 2024		
Responsible Officer	Risk and Compliance Officer		

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006

SWAN HILL
Rural City Council

POLICY TITLE   **FRAUD CONTROL POLICY**

POLICY NUMBER   **CPOL/CORP226**

1. PURPOSE

Council is committed to protecting its assets and resources from any attempt, either by members of the public, contractors, agents, intermediaries or its own employees from dishonestly obtaining a benefit, or causing a loss, by deceit, bias or dishonest conduct.

The objectives of this Policy are to:
- protect public resources, including information and property,
- protect the integrity, security and reputation of Council, and
- maintain a high level of service to the community consistent with good governance.

This policy should be read in conjunction with the Staff Code of Conduct and Councillor Code of Conduct.

2. SCOPE

This policy applies to all contractors, Councillors, committee members, volunteers and employees of Swan Hill Rural City Council.

3. DEFINITIONS

Fraud   is defined as a dishonest activity causing actual or potential financial loss to any person or entity including theft of money or other property by employees or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position. *Standards Australia 2008,* Fraud and Corruption Control *(AS 8001–2008)*

4. POLICY

Council does not tolerate dishonest or fraudulent behaviour and is committed to deterring and preventing such behaviour in the performance of its operations.

Council demonstrates its commitment to preventing fraud and deterring fraudulent behaviour by establishing and maintaining a fraud control framework that includes:
- thorough regular assessment of fraud risks particular to the operating environment of Council and the programs Council administers;

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- the development and implementation of processes and systems to effectively prevent, detect and investigate fraud;

- the application of appropriate prosecutorial, administration or disciplinary action to remedy the harms from fraud; and

- the training of all employees in fraud awareness and specialised training of employees involved in fraud control activities to establish a culture of sound ethics and integrity at Council.

5. RESPONSIBILITIES

The **Chief Executive Officer** is responsible for ensuring there are adequate fraud control strategies and structures in place to ensure compliance with the Policy.

The **CEO and Directors** are responsible for fostering an environment that promotes the highest standards of ethical behaviour.

The **Audit and Risk Committee** is responsible for monitoring and providing advice on risk management and fraud prevention systems and controls.

The **Organisational Development Unit** has responsibility for policy and management of fraud prevention and fraud control.

All **staff** have a role in preventing and detecting fraud and must immediately report suspected or known incidents of fraud.

6. RELATED POLICIES/PROCEDURES/DOCUMENTS

Councillor Code of Conduct CPOL/GOV026
Risk Management Policy CPOL/CORP216
Gifts, Benefits and Hospitality Policy CPOL/GOV027
Attractive Assets Policy POL/CORP221
Tendering Policy POL/CORP217
Procurement Policy CPOL/CORP229
Serious Misconduct, Negligence and Fraud Policy POL/STAFF123
Recruitment Policy POL/STAFF 110
Staff Code of Conduct POL/STAFF127
Risk Management Framework PRO/CORP251
Public Interest Disclosure Procedure PRO/GOV018
Police Check Procedure PRO/STAFF141

7. RELATED LEGISLATION

Public Interest Disclosures Act 2012 (VIC)
Local Government Act 1989 (VIC)
Local Government Act 2020 (VIC)
Independent Broad-based Anti-corruption Commission Act 2011
Standards Australia 2008, Fraud and Corruption Control (AS 8001–2008)

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8. DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	September 2008	Initial release
1.1	November 2014	Review
1.2	December 2017	Review
1.3	March 2021	Review

Signed: **Mayor**   **Date:**

_____   _____

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Date adopted	September 2008	*Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006*	SWAN HILL Rural City Council
Last review	March 2021		
Next review	March 2024		
Responsible Officer	Risk and Compliance Officer		

PROCEDURE TITLE   **FRAUD CONTROL**

PROCEDURE NUMBER   **PRO/CORP226**

ENABLING POLICY

Fraud Control Policy POL/CORP226

ENABLING LEGISLATION

Local Government Act 2020
Independent Broad-based Anti-corruption Commission Act 2011

1. PURPOSE

The purpose of this procedure is to document the strategic and operational approach to controlling fraud within the Swan Hill Rural City Council.

2. SCOPE

This procedure applies to all contractors, Councillors, Committee members, volunteers and employees of Council.

3. DEFINITIONS

Fraud: is defined as a dishonest activity causing actual or potential financial loss to any person or entity including theft of money or other property by employees or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position. Standards Australia 2008, *Fraud and Corruption Control* (AS 8001–2008)

Corrupt conduct: The *Independent Broad-based Anti-corruption Commission Act 2011* defines corrupt conduct, summarised here as conduct, or an attempt or conspiracy to engage in conduct that:
- adversely affects the honest performance of the functions of a public officer or public body
- constitutes or involves the dishonest performance of the functions of a public officer or public body
- constitutes or involves knowingly or recklessly breaching public trust
- involves the misuse of information or material acquired in the course of the performance of the functions of a public officer or public body

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- is intended to adversely affect the effective performance of the functions or powers of a public officer or public body and results in the person or their associate obtaining a specified benefit.

In order for conduct to be corrupt conduct, it must also be the case that the conduct would constitute a relevant offence which means an indictable offence against any Act, or the common law offences of attempt to pervert the course of justice, bribery of a public official, perverting the course of justice and misconduct in public office.

4.   RESPONSIBILITIES

The **Chief Executive Officer** is responsible for
- ensuring that adequate fraud controls are in place to prevent fraudulent activities.
- notifying the Independent Broad-based Anti-corruption Commission (IBAC) of any matter where they suspect on reasonable grounds that corrupt conduct has occurred or is occurring.
- reporting suspected and actual incidents of fraud to the Audit and Risk Committee.

Directors / Managers / Coordinators are responsible for:
- fostering an environment which promotes the highest standards of ethical behaviour.
- identification of fraud risks in their business unit and including them in their risk profile.
- the design and operation of fraud controls in their business unit.

The **Audit and Risk Committee** is responsible for monitoring and providing advice on risk management and fraud prevention systems and controls.

Internal Audit is responsible for considering Council's fraud control arrangements as part of Council's internal audit program.

The Risk and Compliance Officer is responsible for:
- developing and maintaining the Fraud Control procedures.
- reviewing fraud risks in the business unit risk profiles.
- developing fraud awareness resources.

Council staff are responsible for:
- familiarising themselves with the Fraud Control Policy and procedure to enable them to make risk-based decisions about fraud control compliance in their day-to-day operations.
- behaving ethically and in accordance with the Staff Code of Conduct.
- immediately reporting suspected or known incidents of fraud.
- actively participating in fraud awareness training as required.

5.   FRAUD CONTROL STRATEGIES

Fraud control requires the implementation of a number of key control strategies which contribute to an effective fraud control framework. These strategies are interdependent and subject to a cyclic process of review and enhancement.

The strategies are grouped into four key themes:

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- **fraud prevention** involves those strategies designed to prevent fraud from occurring in the first instance;

- **fraud detection** includes strategies to discover fraud as soon as possible after it has occurred;

- **fraud response** covers the systems and processes that assist an entity to respond appropriately to an alleged fraud when it is detected; and

- **fraud review and reporting** are strategies to provide assurance that legislative responsibilities are being met, as well as promoting accountability by providing information that demonstrates compliance with specific fraud control strategies.

6. PROCEDURE

6.1. Fraud prevention

Fraud and corruption prevention strategies establish the 'first line of defence', focussing on the establishment and maintenance of sound governance systems and an ethical organisational culture.

6.1.1. Fraud and integrity awareness

All staff participate in mandatory fraud awareness and integrity training at least every three years.

All new staff must complete the mandatory fraud awareness and integrity training as part of their induction within the first three months of commencement.

The fraud and integrity awareness training is complemented by other mandatory training and regular awareness raising initiatives.

6.1.2. Fraud risk assessment

In line with the Risk Management Framework, Council regularly undertakes fraud risk assessments to:

- identify areas where fraud risks exist;
- evaluate how effective controls are to mitigate those risks; and
- determine actions necessary to eliminate any gaps.

Potential sources of fraud at Council include the following:

- Suppliers – e.g. preferential treatment of suppliers, collusion between suppliers to manage pricing and control the market, suppliers offering or providing gifts, benefits or other incentives to Council staff, purchase of wrong goods and services, supplier paid for goods or services not delivered
- Assets – e.g. unauthorised use of motor vehicles and equipment, misappropriating proceeds from assets sales
- Information – e.g. Theft or unauthorised disclosure of Council information, including commercially sensitive information.
- Financial e.g. theft of cash, ghost employee, purchases of a personal or private nature on Council credit cards, diversion of payments, reversing invoices, payment for unauthorised hours, changes to master file information, payment of false invoices,
- Personnel – e.g. falsifying information on work cover claims, applicants claiming false qualifications and experience on CV, personnel receiving an allowance or

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benefit to which they are not entitled to – leave, allowances, non-work related reimbursements
- Conflict of interest – e.g. failure to declare conflict of interest in recruitment, procurement, secondary employment

These fraud risk assessments are conducted and regularly reviewed by the responsible business unit, with guidance and support from the Risk and Compliance Unit.

All identified fraud risks are detailed in Council's Risk Register.

6.1.3. Fraud control plans

Fraud control plans detailing treatment strategies and controls are put in place to manage identified sources of fraud.

Key controls include:

- Suppliers – Procurement Policy and Procedure, Tendering Policy and Procedure, approvals, review and audit, training and awareness.
- Assets – Asset Policies and Procedures, asset registers, logbooks, stocktakes, regular monitoring and reviews.
- Information – Security Policy, Records Management Policy, access controls, regular monitoring and reviews.
- Financial – Financial Policies and Procedures, regular reconciliation of expenditure, segregation of duties, transaction monitoring and sampling, audit activities.
- Personnel – Staff Policies and Procedures, approvals, audit activities.
- Conflict of interest – Policies and Procedures, conflict of interest declarations and registers, training and awareness, monitoring and review.

Fraud controls plans are monitored and evaluated by an appropriate officer or committee.

6.2. Fraud detection

No system of preventative controls can provide absolute assurance that fraud or corruption is not occurring. It is therefore critical that effective systems for detecting fraud and corruption as early as possible are in place to enable an effective response and minimise the impact on Council.

The following are warning signs of potential fraud that all employees and managers should be aware of:
- employees refusing to take leave;
- employees resigning suddenly or failing to attend work for no apparent reason;
- drug or alcohol abuse;
- a Manager/employee who takes an unusual interest in certain elements of the organisation's business;
- a Manager/employee who overrides internal controls;
- habitual gambling;
- persistent anomalies in work practices;
- excessive generosity towards other employees;
- borrowing from other employees;
- character changes; or

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- obvious lifestyle changes that are in conflict with employees normal financial position.

Council measures to detect internal and external fraud, as well as corruption include:

6.2.1. Reporting fraud

Council requires staff and encourages its stakeholders to report known or suspected fraud or unethical behaviour.

Where a Council staff member suspects, on reasonable grounds, that fraud is being committed against Council, the employee must report the matter to their immediate Supervisor, Manager, Director or the Chief Executive Officer.

If the matter involves the CEO it should be reported to the Mayor and/or IBAC.

Where there is a requirement to report suspected fraud and corruption externally, the Organisational Development Manager will consult with the appropriate law enforcement agency or other agency undertaking law enforcement activities.

6.2.2. Public Interest Disclosure Scheme

The Public Interest Disclosure Scheme does not replace the other avenues available for the reporting of suspected wrongdoing within Council but is an alternative to these where the employee is uncomfortable reporting through normal channels. All staff have a duty to report suspected wrongdoing within the workplace utilising existing mechanisms or engaging the PID scheme where applicable.

Individuals who elect to make a Public Interest Disclosure should refer to Council's Public Interest Disclosure Procedure.

6.2.3. Financial management compliance

The Finance Department conducts a range of activities to monitor financial compliance across Council. Financial transactions suspected of being fraudulent are referred to the Organisational Development Manager for assessment, and where appropriate, investigation.

6.2.4. Internal and External Audit

Internal and external audit activity plays an important role in the prevention and detection of fraud and corruption. Audit helps to ensure that key internal control mechanisms are effective and assist with maintaining compliance.

6.3. Fraud response

Fraud and corruption response is a key element of the overall fraud control framework at Council. The nature of the response will be dependent on the individual circumstances of a case. The primary objective of a response to an event is to ensure that perpetrators of fraud are identified and appropriate remedies applied in order to achieve a deterrent effect.

6.3.1. Fraud incident analysis

Where a suspected fraud incident has occurred, the appointed Director is to initiate a Fraud Incident Analysis.

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This analysis is to commence immediately with an interim report being provided to the CEO within seven days. This report will not contain the name of the discloser or any other information which may lead to identification of the discloser.

Fraud requires intent. It requires more than carelessness, accident or error. When intent cannot be shown, an incident may be non-compliance rather than fraud.

Where there is reasonable suspicion that corrupt conduct is occurring or has occurred, the CEO must report the matter to IBAC as soon as possible. If in doubt, the CEO is required to submit a notification to IBAC for assessment.

6.3.2. Investigating of Fraud

The investigation of fraud is crucial to effective fraud control. Council should only undertake a formal investigation of fraud following advice from IBAC.

Investigations into allegations of fraud are undertaken by Council in accordance with Council's Serious Misconduct, Negligence and Fraud procedure.

6.3.3. Investigation outcomes

There are a number of outcomes which may eventuate in relation to an investigation. Depending on the circumstances of the case, disciplinary action including possible termination of employment will be considered in parallel, or as an alternative, to a criminal prosecution. Prosecutions are important in deterring future instances of fraud and corruption and in educating Council staff about the seriousness of such behaviour.

Decision-making on the selection of treatment options is guided by Council's Serious Misconduct, Negligence and Fraud procedure and takes into consideration the principles of natural justice and procedural fairness.

Prosecution in the Civil or Criminal Courts may be undertaken to recover losses incurred by Council where deemed appropriate.

6.3.4. Recovery

The recovery of public monies obtained through fraudulent and corrupt behaviour is a vital step in the response to such behaviour.

Council will take all reasonable measures to recover financial losses caused by illegal activity through proceeds of crime and civil recovery processes or administrative remedies.

6.3.5. External referral protocols

Where there is reasonable suspicion that corrupt conduct is occurring or has occurred, the CEO must report the matter to IBAC as soon as possible. If in doubt, the CEO is required to submit a notification to IBAC for assessment.

IBAC will assess Council's notification of corrupt conduct and, where required, refer the matter back to the notifying agency or one of a number of prescribed bodies that may be considered more appropriate to investigate the matter (i.e. the Victorian Ombudsman).

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6.4.   Fraud review and reporting

6.4.1. Review mechanisms
Council's fraud control activities are subject to a range of review mechanisms including:

- compliance reviews undertaken on the Risk and Compliance Unit;
- audits undertaken by Council's internal auditors and by the Victorian Auditor-General's Office; and
- annual legislative compliance review of Council's fraud control arrangements to ensure all mandatory elements in place

6.4.2. Fraud reporting
Reporting to Audit and Risk Committee - CEO reports all suspected and actual incidents of fraud to the Audit and Risk Committee.

7.   RELATED POLICIES/PROCEDURES/DOCUMENTS

Councillor Code of Conduct CPOL/GOV026
Risk Management Policy CPOL/CORP216
Gifts, Benefits and Hospitality Policy CPOL/GOV027
Attractive Assets Policy POL/CORP221
Tendering Policy POL/CORP217
Procurement Policy CPOL/CORP229
Serious Misconduct, Negligence and Fraud Policy POL/STAFF123
Recruitment Policy POL/STAFF 110
Staff Code of Conduct POL/STAFF127
Risk Management Framework PRO/CORP251
Public Interest Disclosure Procedure PRO/GOV018
Police Check Procedure PRO/STAFF141

8.   RELATED LEGISLATION

Public Interest Disclosures Act 2012
Local Government Act 1989
Local Government Act 2020
Independent Broad-based Anti-corruption Commission Act 2011
Standards Australia 2008, Fraud and Corruption Control (AS 8001–2008)

9.   DOCUMENT HISTORY

Version Number	Issue Date	Description of Change
1.0	September 2008	Initial release
1.1	November 2014	Review
1.2	December 2017	Review
1.3	March 2021	Review

Signed: _____   CEO   Date: _____

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B.21.19   COMMUNITY ENGAGEMENT GUIDELINES

Responsible Officer: Director Corporate Services
File Number: S16-25P-03
Attachments: 1   Draft Community Engagement Guidelines

Declarations of Interest:
Joel Lieschke - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Local Government Act 2020 requires Council to adopt a Community Engagement Policy by March 2021.

Supporting guidelines have been developed in consultation with Council staff. The documents were developed promptly in order to provide timely guidance on the forthcoming community engagement on the Community Vision, Council Plan and Financial Plan, also prescribed by the Act.

The guidelines build on the organisation's current community engagement practice and have been developed in line with the requirements of the Act, which specifies engagement principles and deliberative engagement processes, and mandates use of the policy to inform community engagement on a number of strategic documents.

The Community Engagement Guidelines replace the Public Participation Procedure PRO/GOV002A and Involving Communities in Council's Decision Making Processes PRO/GOV002B.

Discussion

The guidelines have been developed to assist staff to plan and deliver community engagement in accordance with the Community Engagement Policy, which was adopted at the February Council Meeting.

Consultation

Consultation has occurred with the Community, Chief Executive Officer, ELT, Councillors and the Governance Unit.

Draft Guidelines went out for a period of community consultation. Consultation closed on February 19th, 3 submissions were received.

Results for this consultation are available on request.

Council appreciates and values community feedback, Council has collated all feedback and consideration has been made to the following themes:

Communicating effectively with a variety of different people

The Community Engagement Guidelines outline that Council will use a variety of methods and tools to cater for the different purposes of engagement and the broad range of groups and individuals in the community. Council will identify issues and the best communication channels when framing up engagement activities and promote inclusion, participation and accessibility to stakeholder groups.

Commitment to Community Engagement

The Local Government Act 2020 requires Council to implement a community engagement policy and mandates use of the policy to inform community engagement on a number of strategic documents.

Financial Implications

The cost of Council Officer's time to engage with the community.

Social Implications

The Guidelines support Council in its ongoing drive for good governance and the importance of open and transparent decision making, and has been created to provide Council consistency and clarity when engaging with the community.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

The Engagement Policy is a requirement of the Local Government Act 2020. The guidelines assist staff to plan and deliver community engagement in accordance with the policy, a delay in endorsing and implementing the guidelines may result non-compliance with the Act.

Council Plan Strategy Addressed

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

Options

That the Community Engagement Guidelines are:

1. Adopted as attached.
2. Not adopted.   - 45 -

Recommendations

That Council:
   1. **Adopt the Community Engagement Guidelines as attached.**
   2. **Revoke the Public Participation Procedure PRO/GOV002A and Involving Communities in Council's Decision Making Processes PRO/GOV002B.**

Community Engagement Guidelines

Document information

Document type:	Guidelines
Document status:	DRAFT
Responsible officer:	Organisational Development Manager
Advisory committee endorsement:	
Approved by:	Council Resolution
Date adopted:	TBC
Last review:	TBC
Review date:	TBC
Version number:	0.1 DRAFT
Related documents, policies, Procedures:	

Evidence of approval: _____
                                                              Signed by the Mayor

DOCUMENT HISTORY

Version number	Issue date	Description of change
0.1 DRAFT		

Documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Swan Hill Rural City Council website - www.swanhill.vic.gov.au - to ensure that the version you are using is up to date.

Contents

Introduction

Interaction with our community is happening daily and in various ways and means. Community and stakeholder engagement is an essential part of significant project planning and decision-making. International research shows that the decision-making of governments is improved when communities are involved (Parvin 2018). It makes local government: respond better to the diverse needs of the community; design better services; and best of all, use the ideas of our community to respond to change. It also builds trust in government as people become involved in, and therefore see themselves reflected in, it. A Community Engagement Framework has been developed to identify the extent and context in which the Swan Hill Rural City Council interacts with the community. These guidelines support the implementation of the Council's Community Engagement Policy.

What is community engagement?

Community engagement is about having conversations with people who are potentially impacted by Council decisions. It can also involve discerning issues that are important to the community, or to groups within the community, in order to advocate to state and federal government and other bodies that have influence in our area. In our engagement we listen, we consult, we act and report back to our community.

Community engagement is a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation, or connected through issues affecting their wellbeing. The scope is broad with the focus on the collective, rather than on the individual. Engagement must be inclusive and accessible, reflecting the diversity that exists within our community.

Community engagement can take many forms and the International Association for Public Participation (IAP2) has developed the 'IAP2 public participation spectrum' to help groups define the public's role in any public participation process.

	Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Public participation goal	To provide the community with information to assist them in understanding the problems, alternatives and/or solutions; to keep the community informed of the issue and decision.	To obtain input on issues, draft documents and/or decisions; to acknowledge and consider public concerns.	To work directly with the community to determine public concerns and opinions and ensure that these are directly reflected in the alternatives developed and decision made.	To work in partnership with the community on each aspect of the decision making process, including understanding of the issues, developing alternatives and identifying the solution.	To fully delegate control of the decision making process to the community; Council participates in this process as one of the stakeholders and works with the community to implement the decision.

Source: IAP2 – foundations for public participation

Why we engage

Community engagement is a collaborative process that connects Council with the community in a mutually beneficial sharing of new ideas, skills, knowledge, expertise and experience.

Effective community engagement has real benefits for both Council and the community and will lead to:

- better project and service delivery outcomes
- improve the quality of policy being developed
- improve planning and service delivery
- build more resilient relationship with the community
- enhancing reputation and check council is meeting local needs
- increased understanding of community issues
- better shared partnerships and networks
- deal with complex issues and emerging issues
- opportunities for a diversity of voices to be heard
- communities are able to identify priorities for themselves and own the solutions

When we engage

At a minimum, community engagement should take place when:

- Council resolves formally to engage;
- There is a requirement to understand the expectations, needs and priorities of the community; to help identify community needs that are not already known;
- Planning for the development of Council's Annual Budget and Council Plan;
- A decision or plan will substantially impact the community and there is some part of the decision or plan that is negotiable;
- Community members have expressed an interest or could be interested in a plan or decision that is negotiable;
- Community input can enhance decision-making, project outcomes or future opportunities; or
- There is legislation, policy or agreement requiring community engagement.

In some instances, Council is legislatively and/or legally required to engage with the community. In these cases, we will treat the legally required level of community engagement as the minimum standard.

There are times when Council's level of engagement with the community and key stakeholders will be limited. In certain circumstances, Council may only be able to inform the community and stakeholders of Council's decisions and actions.

This includes times when an immediate resolution is required; technical or other expertise is required; an initiative involves confidential or commercial information; there are clear and defined legislative responsibilities that must be met; when council is developing or reviewing internal policies and procedures; when responding to an emergency; and where there is a risk to public safety.

Who we engage with

Council will engage with community and stakeholders that are impacted by/interested in a project or Council decision. This can include anyone who lives, works, plays, visits or has an interest in the Swan Hill Municipality.

For each engagement Council will identify the communities or stakeholders who are impacted and seek to engage with them to ensure Council has representative feedback to guide the project or decision making.

Stakeholders bring value to an issue such as: expertise, local knowledge, diverse perspectives or potential support. They also have a varying level of interest or influence, and this variation needs to be identified in the scoping phase of engagement planning.

How we engage

There is no one-size fits all approach to community engagement activities. A variety of methods and tools will be required to cater for the different purposes of engagement as well as the broad range of groups and individuals in the community.

Council recognises that no single model or formula fits all situations. The method, extent and depth of Community Engagement will vary according to the scope and scale of the issue, strategy or plan.

The International Association for Public Participation (IAP2) identifies and defines various levels of Community Engagement. The IAP2 spectrum in Figure 1 depicts these different levels and the promise to the participants you will engage with.

Appendix A provides a valuable list of techniques for assisting in the planning, implementation and evaluation of community engagement activities. This is not intended to provide an exhaustive list, but rather it offers a broad selection of techniques covering all types of engagement from 'inform' to 'empower'.

Figure 1: IAP2 spectrum

Inform	Consult	Involve	Collaborate	Empower
Provide balanced and objective information.	Seek feedback on alternatives and/or decisions.	Work directly with the community during the process to ensure needs is considered.	Partner with the community during each aspect of decision making.	Final decision making power sits with community.
Promise to keep community informed.	Promise to keep community informed, listen to issues & provide feedback as to how input affected the decision.	Promise to ensure aspirations are directly reflected in the alternatives and provide feedback as to how input affected the decision.	Promise to look to the community for advice and incorporate this advice into the alternatives.	Promise to implement what the community decides.
Example techniques				
- Fact sheets - Web sites - Open days - Public Notices	- Public comment - Focus groups - Survey	- Advisory committees - Workshop - Deliberate polling	Citizen advisory committee	- Citizen juries - Ballots - Delegated decisions
Example of when this engagement level may be appropriate				
In the event of an emergency	Undertaking a survey on playground redevelopment	Seeking input from an Advisory Committee on sustainability initiatives and plans	Stakeholder led discussions on developing community vision key directions	Building capacity skills of small business employees through skills based training
Role of the Community and/or stakeholders				
Listen	Contribute	Participate	Partner	Lead

Deliberative engagement

Deliberative practices take place at the highest three levels of influence on the IAP2 spectrum, 'Involve', 'Collaborate' or 'Empower'.

Deliberative engagement allows for discussion and the possibility of consensus if needed. The key features of a deliberative process are to come to a decision after considering all information and prioritising and weighing solutions. By its very name, it requires a level of engagement that is measured, considered and has the involvement of others. Deliberation can be scaled to fit the size and impact of the project. Some projects may require skilled facilitators to ensure a fair and equitable process.

Examples of deliberative practices are
- working with advisory groups
- online proposals and ideas are discussed by a panel of community members
- participants are asked to consider and prioritise ideas
- a representative group participates in a series of sessions of information exchange in order to reach consensus.

Projects most suited to a deliberative approach include those where the outcome will have a far-reaching or long-term effect, and issues where there is considerable community concern or division about the alternatives.

Participatory engagement

Participatory practices take place at the first two levels of influence on the spectrum, 'Inform' and 'Consult' and involve one-way information exchange either from Council to community or community to Council.

Participatory engagement typically occurs when feedback is invited on ideas, alternatives or draft documents.

Examples of participatory practices are
- Surveys
- Polls, ideas gathering
- Submissions

Participation at this level can be very broad, including by stakeholders who choose to track the project but offer no direct input.

Submissions process

Members of the community have a right to make submissions on matters relevant to the activities and projects of Council under a number of Acts, including the Local Government Act 1989 and the Planning and Environment Act 1987.

Council will continue to follow any prescribed process in relation to the public's right to make a submission.

Statutory requirements

Some elements of community engagement are directed by statutory requirements.

Under the Local Government Act 2020 Council has a statutory obligation to develop a long-term Community Vision, Financial Plan and Asset Plan, as well as a four-year Council Plan.

Under the Public Health and Wellbeing Act 2008 Council has a statutory requirement to develop a four-year Municipal Public Health and Wellbeing Plan.

Council will meet its statutory obligations by ensuring the community will have an opportunity to participate in the development of these plans.

How do you determine if you need to undertake community engagement?

Engagement is a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation and/or identify to address issues affecting their well-being. By linking 'community' to 'engagement' the scope and focus shift from the individual to the collective, with the associated implications for inclusiveness to ensure consideration is made of the diversity that exists within any community.

?

Will there be a CHANGE in the level of existing environment, space, accessibility, convenience, or the actual provision of a service to the community?
and/or
Is there opportunity for stakeholders to influence your project or its outcome?

Yes

Follow the steps in the engagement checklist below to help you with the community engagement process.

No

There may be no need to develop and implement a Community Engagement Plan. It may still be necessary to 'inform' relevant community members or groups, as appropriate, particularly if there is a perceived level of change from a community perspective.

Other considerations

What is the broader context of the project or issue at hand? When determining whether or not Community Engagement is necessary, consider the following:

- Is there a history associated with the project or issue that may impact on the current situation?
- Does the project or issue have the potential to become highly politicised?
- Is there an opportunity to build or maintain a positive relationship through engaging proactively and openly with a section of the community?
- Is there a chance that there will be considerable public outrage if the community is displeased with, or feels no ownership over, the outcome?
- Do you need to take into account any relevant legislation?

As a guide, the lowest type of community engagement to be implemented is set out below:

Matter	Community engagement approach
Community Vision	Deliberative engagement
Council Plan	Deliberative engagement
Financial Plan	Deliberative engagement
Asset Plan	Deliberative engagement
Budget	Participatory engagement
Making of a Local Law	Participatory engagement
Acquiring or selling land	Participatory engagement
Other statutory and non-statutory plans, strategies or policies, service planning and capital works projects	Level to be selected depending on the complexity of the matter

Roles and responsibilities for good practice engagement

Community	Mayor & Councillors	CEO & Executive	All Staff	Engagement specialists
Expect council to provide meaningful engagement opportunities	Lead engagement with the community on the development of the Council Plan and other key strategic documents	Champion CE principles and CE policy within the council in the deliberative practices	Plan, deliver and evaluate engagement including advising the community of the outcomes of engagement on council decisions	Provide expert advice for better engagement practice and outcomes
Become active citizens by participating in engagement opportunities	Enact the requirements of the Act by approving a CE policy that includes the CE principles and deliberative practices	Provide advice (advocate) to councillors on the requirements of the Act to embed CE principles and have a CE Policy including deliberative practices	Embed the Council's community engagement policy (including deliberative practices) into the way we work	Collaborate and share knowledge across council teams and build capacity of staff over time
Become well informed about the issue and listen to diverse perspectives before contributing	Set the strategic direction for Council as articulated from the community via the deliberation	Provide the authorising environment for staff to deliver effective engagement	Work collaboratively with other staff and share engagement data and learnings	Champion evaluation of engagement activities for continuous improvement and learning
Track council's follow-through on promises from engagement	Mayor has a leadership role on reporting the progress to the community (once per year on implementation of the Council Plan)	Be prepared to learn and adapt/ develop the organisations deliberative approaches over time	Be prepared to learn and adapt/ develop the organisations deliberative approaches over time	Be prepared to learn and adapt/ develop the organisations deliberative approaches over time
Expect feedback on how engagement results have informed Council's decision making	Be willing and prepared to give some higher level of influence to the community for some key projects / issues / plans	Follow through on the 'Promises' made to the community about their level of influence for any given project / planning process		

Engagement Checklist

This checklist has been developed to promote and assist Council to implement good community engagement practice. It is based on the IAP2 Quality Assurance Standard.

The actions are divided into six stages including prepare, frame, design, execute, report and evaluate.
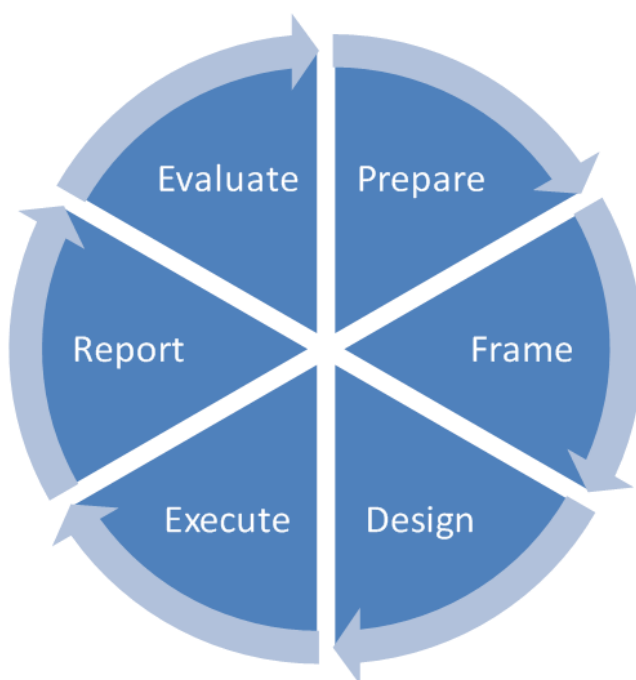
Stage 1: Prepare

Preparation is integral to developing a relevant, targeted, and successful engagement program that is tailored to the expectations and needs of persons and groups affected by the subject matter. A thorough understanding of the subject matter will set a strong basis for framing and design.

- [ ] Research and understand the context, scope and purpose of the Plan, Strategy or Project. Also conduct research into industry trends, best practice examples and drivers.

- [ ] Identify any legislative requirements including reporting and deadlines for the completion of the project.

- [ ] Review the Council Community Engagement Policy to understand the underlying approach, principles, and governance structures.

- [ ] Identify Council resources including human, equipment and technology that will be required to take part in the engagement program.

- [ ] Research current Council plans, strategies and projects that are interlinked to your project to ensure consistency.

Stage 2: Frame

Your engagement should have a robust framework, identifying key issues, internal and external stakeholders, and performance measures. Building your framework will increase transparency and the level of participation as you will have clarity of scope when discussing the engagement with participants.

- [ ] Convene a project control group including Council officers you have identified through your resources review and allocate responsibilities.

- [ ] Collaborate with the project control group to define the problem and articulate:
    - Issues that need to be addressed/answered/resolved
    - Elements that are negotiable & non-negotiable
    - Legislative requirements in relation to making the decision
    - Who the final decision maker is
    - The decision maker's ideal outcome

- [ ] Prepare a stakeholder analysis to identify internal and external stakeholders with an interest in the subject matter. Identify issues and the best communication channels for stakeholder groups.

- [ ] Conduct a risk assessment including identification of internal and external parameters.

- [ ] Determine the desired level of public participation, and the weighting their input will have on decision making.

- [ ] Set key performance indicators regarding level of engagement, satisfaction with engagement methods and outcomes of engagement.

- [ ] Confirm your engagement budget for the project.

Stage 3: Design

The design of your engagement plan brings together the key decisions you made in prepare and frame stages. How you design your engagement will impact the evaluation and reporting elements of the project.

☐ Extend the problem definition work already conducted. Consider the best way to seek input from the public including:

- What is the purpose of the question?

- Am I seeking data or more in-depth feedback?

- What engagement tools will be most effective for the stakeholders I am seeking to engage?

- How will I record the feedback?

- Is this question understandable and free of jargon?

- Is the question relevant and related to an aspect of the project that the community will influence through their feedback?

☐ Develop an engagement plan that is tailored to promote the inclusion, participation, and accessibility of stakeholder groups by:

- Identifying engagement tools and techniques that will be used to maximise participation;

- Considering a design thinking approach that outlines the phases and timeframes for key milestones including;

- The release of information in a format that is easily accessible to stakeholders;

- The rollout of engagement activities;

- Providing feedback to the project control group, engagement participants and the community;
- Dates for submission and approval of key documents;

- Reporting requirements for key performance indicators;

- Identify the resources that will need to be used at each stage of the engagement.

☐ Your engagement plan should be complemented by a communications strategy which outlines:

- Deadlines for the provision of information to engagement participants, the project control group and decision makers;

- Channels to communicate with potential participants (social media, newspaper advertisements, media releases, mailing lists, engagement platforms, webinars, seeking the assistance of stakeholder groups to distribute information);

- How you are going to measure the reach and effectiveness of communication channels.

☐ Reach out to stakeholder groups and leaders to seek their input into the engagement design.

Stage 4: Execute

You have developed an engagement plan that has the objective(s), identified stakeholders and the best way to engage them – now put your work into action.

☐ Test any platform you will be using, particularly for online engagement. Develop comfort with its functionality and be sure to provide basic trouble shooting advice to participants.

☐ Consider occupational health and safety when you are packing, transporting, and setting up engagement activities. Also check if there are any permit or site-specific requirements to address.

☐ Conduct a pre-engagement brief with your engagement representatives. It is important that participants know that representatives are informed and understand the key issues that are affecting them. The briefing should also identify any potential 'hot topics' and provide representatives with the tools to discuss them in a constructive manner with the community.

☐ When talking with participants:
- Acknowledge the scope of the engagement and any limitations or constraints;
- Be clear about participant's level of influence in decision making;
- Be open to new ideas, connections and partnerships that may be established through engagement;

- Ask questions that extend the thoughts and ideas of participants to test robustness. Don't be afraid to ask the 'what if' or 'have you considered' questions. And don't be afraid of answers that don't meet your own values;

- If you are unsure you have understood the input, check back in by rephrasing the participants' thoughts to make sure you understood them correctly;

- Remember, you do not have to provide a solution to every issue that is raised on the day. The important thing is to hear what a participant is saying and respond with authenticity and an open mind;

- Have a mechanism for referring issues that do not relate to the engagement that participants raise on the day. It is important to bring participants back to the subject at hand while giving them concrete pathways to follow up their other concerns.

☐ Take the time to pack down neatly.

☐ Conduct a debrief straight after the engagement to ensure you are able to identify key learning's and areas for further exploration or follow up.

Stage 5: Report

The purpose of this stage is to advise participants, stakeholders and decision makers about the findings of the engagement and how the input has been used to make decisions. This part of the engagement plan is often referred to as 'closing the loop'.

☐ Examine the findings of your engagement and determine:
- Major themes from feedback;
- Any data trends that are evident;
- Any contrary views, what level of support they have, and how can they be compared to the support of major themes;
- What projects, propositions or idea have strong or weak support;
- Areas for further investigation;
- Difference in feedback between demographics (gender, age, income, education);
- Difference in the feedback offered by different townships and regions.

☐ Feedback the findings to participants, stakeholders and decision makers through mechanisms identified in your communications plan. Present the analysis in a format that is understandable to a broad audience, and provide an avenue for participants, stakeholders and decision makers to offer clarification if required.

☐ Record the analysis of engagement and articulate how it has been used in determining scope, content and direction of the piece of work.

Stage 6: Evaluate

Reflective practice allows us to refine and continually improve our practices. Evaluation is an important element of any engagement activity.

☐ Seek feedback from participants, stakeholders and decision makers about the process.

☐ Measure your progress against the KPI's you set during frame stage regarding level of engagement, satisfaction with engagement methods and outcomes of engagement.

☐ Ensure any changes in practice align with Council's continuous improvement mechanisms.

Appendix A: Matrix of techniques

Table 1 – Engagement techniques for INFORM level

Consider techniques	Always think it through	What can go right	What can go wrong
Printed materials • Fact sheets • Newsletter • Media advertising • Brochures • Issue papers • Letters • Media releases • Media conference	• Keep it short and simple • Make it visually interesting and engaging but not too busy or slick • Proof-read all documents • Ask randomly selected staff members to trial material and provide feedback before distribution to the public • Use language that is inclusive and jargon free • Always include opportunities for comment and include reply paid forms or envelopes to encourage two-way communication • Explain public role and how comments have affected project decisions • Offer interpretation services	• Can reach a large target audience • Public look for information in regular format e.g. newsletter, media column • Allows for technical and legal reviews • Written comments returned in reply paid format • Documentation of public involvement facilitated • Mailing list development	• Distribution planning inadequate • Materials do not reach the mark • Materials not read • Limited capacity to communicate complicated concepts • Information misinterpreted
Displays • Council Offices • Libraries • Community centres • Shopping centre • Schools • Childcare centres	• Establish regular sites if possible to build on community culture • Develop a distribution list • Make sure personnel at locations know what materials are about & where they are located & who to contact for further information • Consider electronic displays, eg. Touch screens, TV video loop presentations • Make sure materials are removed when past their use by date	• Information is accessible to the public at relatively little cost • Public use the distribution locations to look for materials • Public visit Council facilities and may learn more about service provision • Public ask for further information at Council distribution sites	• Distribution sites are overcrowded with information and the materials get lost among the collection of materials • There is no active promotion of the materials • Upkeep of information at sites is not well managed
Website Information directly into the household	• Needs to be visible and easy to navigate • Keep information updated	• Capable of reaching a large audience at low cost • Popular information resource	• People without access disadvantaged • Technical difficulties • Hard to navigate

Table 2 – Engagement techniques for CONSULT level

Consider techniques	Always think it through	What can go right	What can go wrong
Printed materials, displays, website	Refer to Table 1	Refer to Table 1	Refer to Table 1
Briefings • Council staff • Councillors • Technicians • Consultants • Key stakeholders • Community groups (including marginalised groups)	• Keep it short and simple • Use clear, jargon free, inclusive language • Use easy to read diagrams and visuals that are consistent with the verbal and written content	• Control of information/ presentation • Opportunities to clarify misinformation • Reach a wider variety of people • Build community capacity • Evaluate & readjust approach	• Some groups may be left out of briefings • Inaccurate information may be passed on to community • Expectations may be raised • Information may be used inappropriately
Mailed surveys / questionnaires / response sheets • Blanket distribution • Random distribution • Selected distribution	• Surveys / questionnaires should be developed using specific guidelines and trialed before distribution • Collection and method of analysis to be considered and clarified • Level of engagement and parameters need to be clear	• Can gather information from people other than those with special interest • Gather information from people who might not attend meetings • Can gather specific information • Statistically tested results have more credibility	• Response rate can be poor • Communities over surveyed • Can be labour intensive • Questions may be misinterpreted • Results not trusted • Results not fed back to communities effectively
Technical Assistance Attendance at: • Briefings • Meetings • Workshops	• Technical resource persons must be perceived as credible by communities • Ensure technical resource persons have access to information about the communities attitudes	• Build credibility & address public concerns about equity • Facts in dispute can be debated and consensus reached	• Resource availability may be limited • Technicians may not be prepared for working too closely with communities and may lack empathy with community concerns
Open house • Communities engage at their own pace in a comfortable environment • Drop in to individually to view plans, ask questions, give opinions, have an informal chat and a coffee, tea etc.	• Be there when you say you are going to be • Consider the demographics of the area and time sessions accordingly • Greet people at the door and explain the format, provide comments sheet • Give people a task e.g. "good/bad" dots to place on the displays to record their preferences	• Facilitates a wide variety of people • Break down perceived barriers • Fosters communication • More convenient for people • Engages people more effectively • Minimise aggressive approach to Council staff	• Difficult to document public input • Agitators may stage themselves at each display • Usually more staff intensive than a meeting
Feedback Register • Resident pool for feedback	• Check the register content is relative to your purpose	• Gather input from a broad range of people	• Register maintenance can be resource intensive

Table 3 – Engagement techniques for INVOLVE level

Consider techniques	Always think it through	What can go right	What can go wrong
Printed materials, displays, website, briefings, open house, information, technical assistance,	Refer to Tables 1 and 2	Refer to Tables 1 and 2	Refer to Tables 1 and 2
Focus Groups Use to test message with randomly selected people or to gain input to assist planning for engagement	• Clear tasks • Relevant representation • Skilled facilitation	• Provides opportunity to test material • Verify prior assumptions • Raise unexpected additional benefits	• Participants may feel restricted by the approach • May be perceived as exclusive • May be costly
Interviews • Face to face • Telephone	• Be clear and open about the intent • Consider questions carefully to gather relevant information • Ensure effective information recording methods • Be inclusive • Be equitable	• Gather clear understanding of public concerns and issues • Individuals feel inclined to provide input based on personalised format • Able to reach more people by varying timeframe for interviews	• Can be very time consuming • Participants can take their issues out on the interviewer • Participants are tired of being interviewed on a range of issues and will not engage willingly
Workshops Commence with presentation and allow for interaction in small groups with feedback to larger group to bring all the information together at the end of the workshop	• Know how you plan to use public input before the workshop • How you are going to manage the group – rules for engagement • Use trained facilitators and give them clear instructions to ensure the aims of the workshop are achieved • How are you going to feedback outcomes of workshop to participants	• Participants can use the opportunity to raise their concerns, needs, issues • Foster equity and credibility • Opportunity to hear the "silent" voices • Special interest groups get to listen to other voices • Unexpected additional benefits • Relational benefits	• Small numbers of participants • Resistance to breaking up into small groups by some participants • Special Interest groups monopolise the workshop • Participants alter the agenda • Facilitators not impartial or not skilled enough to deal with some behaviours • Information session format used rather than workshop format • Feedback not recorded effectively
Field trips Tour of project site or comparable site for stakeholders, elected members, community groups, media	• Set up booking system to manage demand effectively • Make accessible to diverse groups • Provide itinerary/tour guide • Plan question/answer session • Plan refreshment break and provide water during the trip • Consider safety	• Opportunity to develop rapport with stakeholders • Increase knowledge of issues and process for all involved • Unexpected additional benefits	• Number of participants can be limited by resource availability • Intention can be misinterpreted • Project site may reveal unintended conditions • Aggrieved participant may take the opportunity to monopolise captured audience

Table 4 – Engagement techniques for COLLABORATE level

Consider techniques	Always think it through	What can go right	What can go wrong
Council Advisory Committees with specific focus	• Chairperson needs to be engaging, clear and inclusive • There needs to be formal mechanism for Advisory Groups to feed directly into Council's decision making process, otherwise it may be tokenistic • The Terms of Reference and focus of Advisory Group need to be clearly defined • Tasks/actions need to be outlined and carried out	• Potential for larger number of representatives on specific issues and increases representativeness • Developing skills of larger number of people • Detailed input can be gained	• Can be costly - providing necessary assistance to these groups so they can overcome any barriers to participation (e.g. may include need for interpreters, childcare, assistance for disabled, staff time for administration and support) • Participants may misunderstand their role as advisors, not decision makers.
Community representatives on Council committees	• Input is ongoing - this aids planning and other developmental processes • Representatives, if they are not Councillors, are seen by community and Council as 'independent' • Requires timely administration and individual liaison in particular the provision of minutes and reports to assist decision making	• Demonstrates Council's commitment to citizen participation in decision making • If combined with support, can develop skills of representative so they can develop skills of people in their own community • Opportunities to develop multi-sector partnerships • e.g. public, private, Non-Government and community partnerships and bring together different resources, skills and energies to respond to priority issues in the community	• There is a limit to number of community representatives who can be on a committee, so they are not able to represent everyone • Costly to develop skills of representatives • Can be costly to provide necessary administration and assistance to overcome barriers to participation such as interpreters, bilingual workers, assistance for sensory disabled, childcare etc.

Table 5 – Engagement techniques for EMPOWER level

Consider techniques	Always think it through	What can go right	What can go wrong
Mediation / negotiation / dialogue Designed to create shared meanings through effective listening and reflective questioning.	• Establish firm guidelines • Ensure the role of the mediator / negotiator and participants are clear • Seek commitment to the process	• Helps participants towards an understanding of others viewpoint • Forward thinking approach sets new directions • Win / Win outcomes • Promotes accountability on both sides	• Can be difficult to identify who the parties are and who and what they represent • Time and resource intensive • Knowledge and skill base required to facilitate mediation / negotiation not acknowledged
Citizen juries Group of citizens selected to learn about an issue and then examine the data by questioning decision-makers, technicians, and interested parties – all of who are witnesses to the process. The Jury makes recommendations based on their evaluation of the discussions.	• Ensure the sessions are managed by a skilled facilitator • Be clear about how the results will be used • Ensure a cross-section from the community • Consider current levels of expertise of participants	• Great opportunity to develop deep understanding of an issue • Positions of interest can shift • Limitations and possibilities can be identified • Can dispel misinformation • Can build credibility • Can provide unexpected benefits	• Group selection can be mistrusted • Participants may not show up on the day • Sessions can lose focus • Cost can be extensive
Design charrettes Sessions where participants become involved in the design of a projects features	• Plan how the design sessions will take place • Provide clear information and guidelines for participants • Provide clear parameters • Provide technical support • Provide opportunities to foster creative ideas	• Can create effective partnerships and working relationships with communities and individuals • Can develop sense of trust for all concerned • Can identify issues and concerns in early stages of projects • Can result in improved outcomes	• Participants can be exposed to views and arguments from different backgrounds • Special interest lobbying can be diffused • Can develop capacity in communities • Can provide unexpected benefits
Deliberative polling Selecting people from communities to measure informed opinions. Essential elements required to ensure a democratic deliberative process are, influence, inclusion and deliberation (Carson, Hartz-Karp, 2005).	• Ensure a skilled facilitator is used • Commit to full process • Consider resources required and check against budget and hidden costs • Aim for a cross-section of participants from communities • Plan to develop capacity in communities	• Participants can be exposed to views and arguments from different backgrounds • Special interest lobbying can be diffused • Can develop capacity in communities • Can provide unexpected benefits	• Mistrust of the organisers and unfamiliar process can hamper participation • People do not have the time required to commit to the process • Timeframes are unrealistic • Agenda too ambitious or not specific enough

How we do it

Community engagement planning at Council sees expert teams working together across our organisation and utilising our broad relationships across our community.
Internally our staff can draw on our:

Communication and Engagement Team

The communication and engagement team:
- oversee these guidelines and build general staff's community engagement capability;
- are skilled at research methods, can help plan engagements and develop engagement tools;
- hold data on previous engagements and are constantly building knowledge on what the community tells us;
- oversee the evaluation of community engagements and advise Council on best practice;
- let our community know about opportunities to participate, and, provide feedback on the resulting decisions of Council; and
- oversee important communication channels to the community, such as our Community Newsletters and Social media platforms.

Advisory committees

These committees are made up of community members, leaders and experts interested in giving their time to help Council decision-making.

These committees can help our staff plan engagement, particularly in groups our traditional methods have not reached, such as young people, the Aboriginal and Torres Strait Islander community, and non-English speakers.

Staff across council

Relationship building is a key function of all Council business and Council staff maintain and build relationships and connections with communities, interest groups, cultural groups, and businesses.

Council staff provide a wealth of connection that can be drawn on for quality community engagement.

Resources and tools to support community engagement

Independent research

Community satisfaction and preferred methods of engagement are captured in regular independent research.

Council uses feedback from Local Government Victoria's annual community satisfaction survey, a survey that collects feedback about Council from randomly selected local community members, to compare our customer satisfaction ratings with other Victorian councils and benchmark our performance from year to year.

Communication channels

Council promotes opportunities to participate in community engagement activities through a range of communication channels including:

- Have Your Say https://www.swanhill.vic.gov.au/yoursay/
- Swan Hill Rural City Council website https://www.swanhill.vic.gov.au/
- Community newsletters
- Social media including Instagram, Facebook and Twitter
- Print promotions such as letters, posters or flyers
- Drop in sessions, site visits and open days
- Focus groups, workshops and stakeholder briefing sessions
- Media releases and/or advertising

All communications must be in line with Council's Design and Writing Style Guide.

Engagement platform

Council's engagement platform captures all community engagement activities at a central location that our community can access 24/7. The platform has many tools to communicate content and collect feedback, enabling Council staff to craft unique and enjoyable experiences that inspire the community to engage with us.

Training

Staff undertake training to increase understanding of community engagement processes and tools, and to build capacity in order for staff to deliver sound community engagement activities.

Appendix B: References

Quality Assurance Standard, For Community and Stakeholder Engagement, (2015)
https://iap2.org.au/resources/quality-assurance-standard/
IAP2 – foundations for public participation

Rural Council Victoria (2020) Community Engagement – A guide to community engagement in rural and regional Victoria

Parvin P (2018) Democracy Without Participation: A New Politics for a Disengaged Era. *Res Publica.* February 2018, Vol 24, 1: 31–52. Available at:
https://link.springer.com/article/10.1007/s11158-017-9382-1 Accessed November 2020.

Local Government Victoria

Local Government Act 2020

B.21.20 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (ALGA) CONFERENCE

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

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

Summary

This report proposes that Council be represented at the ALGA Conference in Canberra by Councillors Moar, Benham, Young, McKay and the Chief Executive Officer Mr John McLinden.

Discussion

The annual ALGA Conference in Canberra is the only opportunity that Local Government has to bring all Mayors; CEO's and key decision makers together at the one event.

At previous events Swan Hill Rural City Council has taken the opportunity to meet with Federal Ministers and Shadow Ministers to communicate the major projects and issues that are affecting the people of the municipality. Joint advocacy meetings with the Murray River Group of Councils have been extremely effective on topics such as the Basin Plan.

It is suggested that Council send Mayor Councillor Bill Moar, Councillors Ann Young, Nicole McKay and Jade Benham and the Chief Executive Officer Mr John McLinden as its delegation to ensure that maximum benefit can be gained from the 3 days.

This delegation of the Mayor, three Councillors and the Chief Executive Officer will provide for effective representation of Swan Hill Rural City Council at the conference.

Financial Implications

Accommodation and travel costs are associated with attending this conference.

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

Council can choose to change the number of representatives attending the conference.

Recommendations

That Council:

1. **Authorise the travel of the Mayor – Cr Bill Moar, Cr Jade Benham, Cr Ann Young, Cr Nicole McKay and the Chief Executive Officer Mr John McLinden to represent Council at the ALGA Conference in Canberra from 20 June 2021 to 23 June 2021.**

2. **Request all participants to submit reports to Council upon return from the conference.**

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.21.3   SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments: Nil.

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

Summary

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

Discussion

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

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

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

No.	Document Type	Document Description	Date signed/ sealed
1038	Section 173 Agreement – Planning permit 2020-040 condition No 22 a) b) c) 70 Yana Street, Swan Hill	Between Swan Hill Rural City Council and Lower Murray Urban and Rural Water Corporation and Gapstead Pty Ltd	23/02/2021
1039	Deed of Variation of Lease (lot 2 on LP143184 Parish of Manangatang – Manangatang Community Centre – 1 Wattle Street, Manangatang	Between Swan Hill Rural City Council and Manangatang and District Bowling Club Inc.	23/02/2021
1040	Variation of Memorandum of Understanding	Between Swan Hill Rural City Council and Piangil Memorial Park and Recreation Reserve Committee Inc.	02/03/21

1041	Section 173 Agreement – 135 Happy Valley Landing Road, Robinvale.	Between Swan Hill Rural City Council and C.M.Camera	02/03/2021
1042	Section 173 Agreement – 164 Royston Road, Tol Tol.	Between Swan Hill Rural City Council and S.P.Lazzara and C.T.Lazzara.	09032021

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

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

C.21.4   COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

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

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

Summary

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

Discussion

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

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

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

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options
Council Assemblies are reported to ensure good governance and transparency.

Recommendation

That Council note the contents of the report.

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
23 February 2021 at 11.30am, Swan Hill Town Hall
AGENDA ITEMS
- Councillor only session
- Brief Discussion with Council at Assembly – Budget Process & Community Consultation
- Murray River Group of Councils (MRGC) Advocacy Strategy Discussion Paper
- Our Place Virtual Tour

ADDITIONAL ITEMS DISCUSSED
- First Peoples Assembly

ATTENDANCE
Councillors
- Cr Bill Moar
- Cr Stuart King
- Cr Jade Benham
- Cr Nicole McKay
- Cr Ann Young
- Cr Chris Jeffery
- Cr Les McPhee

 Apologies
- Nil

OFFICERS
- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Joel Lieschke, Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Dione Heppell, Construction Project Manager Regional Livestock Exchange Redevelopment

Other
-

CONFLICT OF INTEREST
- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
2 March 2021 at 9.00am, Swan Hill Town Hall
AGENDA ITEMS
- Presentation of Draft Budget to Councillors
- First Peoples' Assembly of Victoria re: Treaty information

ADDITIONAL ITEMS DISCUSSED
- Nil

ATTENDANCE
Councillors
- Cr Bill Moar
- Cr Stuart King
- Cr Jade Benham
- Cr Nicole McKay
- Cr Ann Young
- Cr Les McPhee
- Cr Chris Jeffery

Apologies
- Nil

OFFICERS
- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Joel Lieschke, Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Warren Snyder, Finance Manager
- Ash Free, Financial Accountant

Other
- Geraldine Atkinson (Aunty Geraldine) Co-Chair, Melissa Jones (Director), Jason Kelly (Member North West), Jacinta Chaplin (Member North West), Jordan Knight (North West Engagement Project Officer) - First Peoples' Assembly of Victoria – Treaty information.

CONFLICT OF INTEREST
- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
9 March 2021 at 1.00pm, Swan Hill Town Hall
AGENDA ITEMS
- Swan Hill Lawn Tennis & Croquet Club
- OHS Policy
- Fraud Control Policy
- Eco Dev Workshop

ADDITIONAL ITEMS DISCUSSED
- Nil

ATTENDANCE
Councillors
- Cr Bill Moar
- Cr Stuart King
- Cr Jade Benham
- Cr Nicole McKay
- Cr Ann Young
- Cr Les McPhee

Apologies
- Cr Chris Jeffery

OFFICERS
- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Joel Lieschke, Director Corporate Services
- Svetla Petkova, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Jess Chislett, Risk & Compliance Officer
- Adam Saddler, Economic and Community Development Manager

Other
- Mike Mullens (Swan Hill Lawn Tennis & Croquet Club)

CONFLICT OF INTEREST
- Nil

SECTION D – NOTICES OF MOTION

D.21.6   AIRPORT CURFEWS

Having given due notice, **Councillor Stuart King MOVED that:**

Council be provided with a report outlining:

1. **Options for implementing a night time curfew at the Swan Hill & Robinvale aerodromes to limit circuit training activities.**

2. **The implications of implementing such a curfew with respect to the operation of the aerodrome, general aviation and the regional economy.**

Preamble

I have been observing the debate within the community around use of the Swan Hill Aerodrome for some months now. Having listened to the concerns raised I don't believe that any rational minds are calling for a cessation of the reasonable use of the Aerodrome. What I am hearing is that people are having their lives impacted by high intensity circuit training being conducted at the Swan Hill Aerodrome particularly late at night.

I think that we all want to see our aerodrome used for the benefit of our community, both residents, commercial and industrial interests alike. Increased use of the aerodrome can improve the quality of life of our residents and make Swan Hill more connected regionally and state-wide. The concerns that are being raised are the impact that circuit training is having on people's ability to enjoy their lifestyle in peace and quiet. Circuit training is high intensity and is invasive from a noise perspective. I doubt that those using the Swan Hill Aerodrome for circuit training are bringing any meaningful or economic benefit to this community, but are detracting from the serenity of the Swan Hill lifestyle.

It is for this reason that I think the Council should explore the options available to it to curtail invasive circuit training, particularly after hours, whilst ensuring that we do not in any way curtail the use of the Aerodrome for those who seek to use it for legitimate purposes.

SECTION E – FORESHADOWED ITEMS

SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION H – IN CAMERA ITEMS

Recommendation

That Council, pursuant to section 66(2)(a) of the *Local Government Act 2020* , resolve to close the meeting to members of the public to consider the following items which relate to matters specified under section 3(1), as specified below:

B.21.21   IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT

(d) contractual matters

B.21.22   IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT

(d) contractual matters

B.21.23   IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT

(c) industrial matters