

Agenda

Scheduled Council Meeting

Tuesday 21 October 2025

to be held at 2:00 PM

Council Chambers

Swan Hill Town Hall

53 – 57 McCallum Street, Swan Hill. VIC 3585

Public Access

Open to the public and live streaming from Council's website: www.swanhill.vic.gov.au

SWAN HILL
Rural City Council

Governance Rules

A copy of Swan Hill Rural City Council's governance rules can be found at https://www.swanhill.vic.gov.au/about/overview/policies/governance-rules-2020/

Executive Leadership Team

Scott Barber, Chief Executive Officer

Bruce Myers, Director of Community and Cultural Services

Michelle Grainger, Director of Development and Planning

Peter Brown, Acting Director of Corporate Services

Leah Johnston, Director of Infrastructure

Swan Hill Elected Members



Cr Stuart King
0437 967 531
stuart.king@swanhill.vic.gov.au



Cr Terry Jennings
0429 449 578
terry.jennings@swanhill.vic.gov.au



Cr Les McPhee
0427 319 394
les.mcphee@swanhill.vic.gov.au



Cr Hugh Broad
0408 250 683
hugh.broad@swanhill.vic.gov.au



Cr Peta Thornton
0417 219 229
peta.thornton@swanhill.vic.gov.au



Cr Lindsay Rogers
0499 720 035
lindsay.rogers@swanhill.vic.gov.au



Cr Philip Englefield
0429 079 650
philip.englefield@swanhill.vic.gov.au

Vision Statement

Built on strong foundations that embrace our rich History and natural environment, our region will be a place of progressions and possibility. We are a community that is happy, healthy and harmonious - we are empowered, we are respectful and we are proud.

Our Mission

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

Our Values

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

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

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

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

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

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

Table of Contents

1 Procedural Matters 7

1.1 Welcome 7

1.2 Acknowledgement Of Country 7

1.3 Opening Declaration 7

1.4 Apologies / Leaves of Absence 7

1.5 Directors / Officers Present 7

1.6 Confirmation of Minutes 7

1.7 Disclosures of Conflict of Interest 7

1.8 Joint Letters and Reading of Petitions 8

1.8.1 Road Safety Petition - Lake Boga 8

1.9 Public Questions Time 46

1.10 Open Forum 48

2 Officer Reports for Decision 51

2.1 Planning Early Years Infrastructure 51

2.3 Swan Hill Rural City Council Youth Strategy 2026-2030 78

2.4 Strategic Review of the Swan Hill Regional Livestock Exchange - update 110

2.5 Swan Hill and Robinvale Drainage Strategy Adoption 157

2.6 Onsite Wastewater Management Plan 2025-2030 348

2.7 Council Instruments of Delegation Review 388

2.8 Update on Proposed Sale of Annuello Hall 520

2.9 Service Performance Report 2024-2025 524

2.10 Annual Report 2024-2025 551

3 Officer Report for Noting 741

3.1 Audit and Risk Committee Meeting Minutes 3 September 2025 741

4 Decisions Which Need Action / Ratification 744

4.1 Sign and Seal 744
4.2 Councillor Briefings - Record of Attendance and Agenda Items 746
5 Notices of Motion 752
6 Foreshadowed Items 752
7 Urgent Items Not Included In Agenda 752
8 To Consider and Order on Councillor Reports 752
9 In-Camera Items 752
9.1 Audit and Risk Committee Meeting Minutes 3 September 2025 752
9.2 Procurement Evaluation and Recommendation Report - Pental Island Bridge replacement 752
9.3 Request to Seek Expressions of Interest and Consult to Sell Council Land 752
9.4 Landfill Contract Variation 753
10 Close of Meeting 753

1 Procedural Matters

1.1 Welcome

1.2 Acknowledgement Of Country

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

1.3 Opening Declaration

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

Or

"We, the Councillors of Swan Hill Rural City Council, declare that we will undertake the duties of the office of Councillor, in the best interests of our community, and faithfully, and impartially, carry out the functions, powers, authorities and discretions vested in us, to the best of our skill and judgement."

1.4 Apologies / Leaves of Absence

Apology Cr Terry Jennings.

1.5 Directors / Officers Present

1.6 Confirmation of Minutes

1.6.1 Confirmation of Minutes

Recommendation/s
That the minutes of the Scheduled Council Meeting held on Tuesday 16 September 2025 be confirmed.

1.7 Disclosures of Conflict of Interest

1.8 Joint Letters and Reading of Petitions

1.8.1 Road Safety Petition - Lake Boga

Responsible Officer: Chief Executive Officer
Infrastructure

Declarations of Interest:

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

Council received a petition on Thursday 2 October from Lake Boga Inc.

The petition contained 586 names, addresses and signatures requesting that Council advocate for a reduction of the speed limit and construction of traffic turning lanes at the intersections on the Murray Valley Highway at Lake Boga.

The Murray Valley Highway is managed by the Department of Transport and Planning (DTP). Speed limit changes are also managed by the DTP on all roads and are considered on a case-by-case basis.

Any such requests made by community or Council require Council to make submission to the DTP for decision. Council has already made submission to DTP regarding the need for a speed limit review in Lake Boga. This petition will support the application that has already been made regarding speed and can also be used to advocate further for turning lanes.

Attachments: 1. Petition Lake Boga Turning Lanes MVH redacted [**1.8.1.1** - 37 pages]

Recommendation/s

That Council:

1. **Receive the petition, and**
2. **Refer the petition to the Director of Infrastructure for consideration and response to Lake Boga Inc.**

ROAD SAFETY PETITION

Date Rec'd	2 OCT 2025	File #	S01-03-02
Workflow	EA	Doc #	
Copies	CEO DI	Security	
BW / Col	ESPM DOC		
Comments			

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
JAMIE HOOPER		
Doris Henderson		
ASHLEA ROBERTS		
Jessica Wickhcombe		
Dallas Middlecoat		
LUKE MARTIN		
RASHALL ROBERTS		
MARK ROBERTS		
ANNE COX		
LEON COX		
Josh Cutrell		
Kevin Jolly		
Nadene Simpson		
Jodi Cox		
TERRY COX		
Andi Hollingworth		
Mick Hollingworth		
Georgia May		
Zack May		

ROAD SAFETY PETITION

Lake Boga Inc
PO Box 249
Lake Boga 3584

To reduce speed limit to 60km through Lake Boga.

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Mille Holt		
Georgia Lipp		
JESSICA WEAVER		
Shendan Hamp		
Mallory Kelly		
Danica Foott		
Nathaniel Hill		
Hayley Brasser		
Taydon Trebilcock		
Nicole Parker		
Courtney Elliott		
Dean Helms		
~~BRYN TONAMICHA~~		
Adam O'Brien		
~~NATASHA BROWN~~		
~~Sarah Halliday~~		
Mish Ely		

15

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME SIGNATURE	ADDRESS
SEBASTIAN ROSA	
CHRISTIE GERRARD	
Kayt Jenny Leach	
SHARON ANDERSON	
JOHN BRYAN	
NATHAN CHADWICK	
Tonya Arnett	
Courtney Bell	
Aleisha Rye	
Kellie Fellows	
B. Williams	
Lottie Lawler	
Stewart M'Lean	
Nadine Cordina	
CAIN JEWSON	
PENI BENNETT	
Deb Rawling	
Jade Gervasi	
LISA MARSH	
Bill Mead	

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME SIGNATURE	ADDRESS
BARRY NAGE	
Glenn Cook	
Sue-Ellen Clue	
CATH LANG	
D. Henderson	
J TRIPCONY	
C CZERWINSKI	
JAY VERTIGAL	
C. JOHNSON	
Glenda Nicholls	
Nicole Theobald	
J.Robertson	
GARRY FOSTER	
Lorraine Carmichael	
Ruby King	
Pauline Hunt	
Michael DENHAM	
Ann Murray	
Cm'Kee	
TAYLOR TAYLOR	

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
David Mark		
Robyn Hannah		
Markeeta Blair		
Maree Baker		
Leanne Phillips		
Shane Phillips		
WJ BARNE		
Kate Dunbar		
Simon Sam		
Bev Peters		
Victoria Irving		
Sally Morris		
Tony Hamslow		
Tim & Mary		
Margaret Edwards		
Rhonda Norton		
Ray Winnell		
CHRISTINE HASTED		
Kathy Knee		
PETER KNEE		
Alan Knee		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Bev + Pete McCorquodale		
TOM BERTRAND		
GRAHAM DICKSON		
Navada Groat		
Shane Bacon		
Pauline Robbos		
Bruce Christelow		
Simon John		
BOB MORGAN		
Glenys Mayston		
CLINTON DE POOL		
KYLIE WITT		
MICK PRENDERGAST		
GARRY ARMSTRONG		
Scott Long		
Rob Robertson		
Janette Davison		
JODI PAGE-SMITH		
K. Schramm		
L. WILLIAMS		
B. CADDY		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Ken Hamm		
Karen Gardner		
IAN NICHOLLS		
Sue Bryan		
Michelle Pickersgill		
Jacqui May		
GARY FYFE		
Jenny Grace		
Amanda Walsh		
Alison Lukstins		
Sue Borchard		
Kaye Roberts		
Marisse Quigley		
Susan Quigley		
Coralie Nicholls		
Steven Gibson		
Sue Donnelly		
Kate Taylor		
Taeissa Tayler		
D. CHRISTIE		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
TERESA MATTHEWS		
Zac Walker		
Marge Cameron		
Dale Reynolds		
[illegible]		
Helen Brooke		
[illegible]		
Moses Tamlang		
SUE NOTTING		
SHANNON LEADBEATER		
ADAM TAYLOR		
JB		
NORMA RALPH		
[illegible]		
[illegible]		
[illegible]		
DON WITNEY		
CINDY ALLEN		
Shaun Demamo		
NATHAN SMITH		
Annette Hollingsworth		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
M. McShane		
D Donohue		
Henry Gorgosky		
FRASER MACOUPE		
Leah Anderson		
Abby Hansen		
Janet Hamill		
John McIntyre		
Danie Thompson		
JOHN P. O'DAY		
Stefanie Wyatt		
Ashley Julien		
Frank Ansell		
Jenny Sherwood		
Geoff Bowden		
Cam Sillitoe		
DEBBIE STOOTE		
Rachel Arnett		
DARIO QUINANE		
RETA MANSELL		
Karla Partington		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Moriah Lerace		
Brenda Tankard		
Micheal Trafford		
Samantha Trafford		
Kevin Holt		
Maria Leebne		
Kg Reynolds.		
DAVID HOLMES-BRAY		
Kelly Robertson		
Jess Osher		
Carolyn Caldwell		
Mat Keighran		
SHEILA BRAY		
Nicole Theobald		
Suzanne Brasse		
John Pye		
Kelly Gasson		
KEVIN BYRNE		
Natalie SLOCOMB		
Dot Scown		
Frances Randino		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga. Very Dangerous intersection.

FULL NAME	ADDRESS	SIGNATURE
PATRICIA BISHOP		
GLORIA ZOUMPOUKAS		
Deborah William		
Katherine Patti		
Wally Grant		
Lyn Pfeiffer.		
D. Morgan		
G Foster		
K BRACKMANS		
IN PLETEN		
Liz Hartland		
Sam BURNS		
IAN BOYS		
Alva Connelly		
KEIN ROBERTSON		
Murray Rofel		
CRAIG STAMP		
Jacinta Ray		
Katherine Patti		
BRIAN CALDICOTT		
Joan Murree		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
TROY DAVIS		
MARIANNE GUERRA		
PETE WILLIAMS		
Barb McDonald		
KEVIN SLEEP		
JOSIE RODA		
Lindsay Evans		
Rod Reedy		
Dennis J. Hogan		
JENNIFER ONEILL		
Jim ONeill		
KATHY NOBLE.		
Kaitlyn Bloedhorn		
Ross Murphy.		
Glenda Rocco		
Lauren Falkowski		
Emma Bull		
[illegible]		
Rebecca McMahon		
Zoe Watson		
FELICITY Robertson		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Leanne George		
B CARUSO		
CATHIE TALBOT		
J PYE		
Amy Sergeant		
Ursula King		
Kate Fisher		
Narelle Hogan		
Carol Webb		
Jodi Pye.		
Shire Swan		
Betty Hale		
DARREN HEATHER		
Rick Francis		
Reginald Packer		
Lucia Packer		
BWells		
Melinda. D.		
Barry Bann		
Ethan Sa.M		
Ryan Standering		
Jamie Jolly		
Sandra Phillips		
Tracy McLoughlan		
ROBERT FYFE		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Paul Bartlett		
Doreen Crisp		
Tracy Hooper		
Lesley Twohey		
MICHAEL DENHAM		
Jacinta Martin		
Maddison Petersen		
Greg Martin		
Ricky Cameron		
Brad Hutchinson		
BARRY MAGE		
PAM STREET		
REBECCA WALKER		
clare Vernon		
Mandy Potts		
Mailee Ballam		
Lee Ballam		
Mal Kelly		
Jo Roberts.		
WAYNE TARRANT		
MELISSA CARTER		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Teresa Kolecko		
John Maygare		
Glenys Grivell		
Marie O'Meara		
Geoff O'Meara		
Ross Pfeiffer		
Kathy Schmidt		
MARLENE WALKER		
Caterina Tempini		
Nichole Mitchell		
Stacey McLeod		
Veronica Lyons		
PAT BARR		
Wayne Jewson		
Mia Garner		
Jasmine Harrison		
Beryl Lowe		
Amanda Tomlins		
B.O.M.		
Glenda Nicholls		
Russell Garner		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Joyce Winter		
Rochelle Sharp		
Liz Free		
Barb Davies		
Joy Forest		
Matt McMahon		
Chris Gerwinski		
Faith Grey		
Lisa Newman		
Beryl Synapius		
Mick Subert		
Mary Kennedy		
GREG CRUICKSHANK		
JOHN STEVENS		
C Thomson		
M TRIPODI		
C Reale		
T. King		
L McCann		
Rosemary Tripodi		
Sally Bethune		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Robyn Wilkie		
Rachel Bibby		
TRESSA O'BRIEN		
SEBASTIAN RODA		
Paulvin Hull		
MAX LORD		
PETER ROBERTS		
Laura Crabbe		
Lyn Gibson		
Cheryl Conyers		
Caelah Siebert		
Bianca Atkin		
Donna Wodstenecraft		
NATHALIE CLOKEY		
Sharon Martin		
CATHY ARMSTRONG		
SARAH CROOK		
PHIL LINES		
Caitlyn Conlan		
Cameron Nissen		
Wendy Giesel		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
JULIE BOYDEN		
BARRY THOMPSON		
Shane Eade		
Chris Riordan		
Joanna Taylor		
Anne-Maree Seiberas		
Tom GUTRY		
Dan Dobson		
[illegible]		
Kerrie Rogers		
Kaye Clarke		
MARCUS PYE		
Rebecca Prentice		
Brett Treadale		
Mick Cleary		
Kaila Baber		
Mark Leverett		
Kymberley Cook		
[illegible]		
Jeralle Pye		
Harley Tarr		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME SIGNATURE	ADDRESS
Toni Reda	
JANINE PORTELLI	
Joyce Winter	
Kate Bushby	
Brett Theobald	
PATRICIA BISHOP	
Denis Munz	
GARRY FOSTER	
BILL FORD	
Kristy Summerhayes	
Jasmin Ewart	
Faith Grey	
David Holden	
Clarrie Swapius	
Cobus Badenhorst	
Sally Bethune	
JIM ONEILL	
Bec Hewitt	
Mary & Lynas	

PLEASE ONLY SIGN ONCE

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Carol Ford		
Lee Poulton		
Michelle Paddon		
Suzanne Davey		
Kristy Thomas		
Doris Phillip		
Barbara Ellis		
TRAVIS BRYAN		
Sonya Stiller		
Jim Brown		
Kathy Brown		
DAMIEN HARRIS		
Pam Bergen		
Chris Durkin		
TOM LAUGHLIN		
Robyn Davis		
Julia Moloney		
Brooke HARRIS		
WENDY FOOT		
[illegible]		
Wendy Harris		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
RUDI DANKEN		
Tracey Robins		
Doug Walker		
Geoff Metallack		
Val & Nev Triplett		
Keysha Kent		
Brian Whittaker		
Margaret Moore		
Robert N Cuddie		
ELIZABETH MOTT		
JANENE WEBB		
DEREK WEBB		
STEPHEN TORRENS		
Kath Wheeler		
Janice Flood.		
Kendall ASH		
HARLEY ASH		
David Richards		
LINDSAY LYON		
Lois + Colin Cargill		
SUZANNE MAGGS		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
Darren Tarr		
Connor McGregor		
LEAH CARMICHAEL		
LYNETT TARR		
[illegible]		
SWINBURN SAUL		
DARBY HALLOS		
MASH MCDONALD		
Tailah Jane		
Leeray Charles		
MARK BROWN		
DONALD TRUMP		
REBECCA GOODWIN		
TRACY Roberts		
Wayne Radcliffe		
Shaun Demario		
MARK O HALLORAN		
ALICIA BARWICK		
JOHN STEVENS		
John McIntyre		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME		
Helen Brooke		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME		
Diane Hall		
RAY HALL		

PLEASE ONLY SIGN ONCE

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
VW Holland		
PBK Mason		
Margaret le Gras		
JOHN McINTYRE		
Glenn & Mitzi Street		
Loretta Little		
Brooke Quigley		
Sue Maples		
Jasmine Peters		

this page till last is 21

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3549

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME SIGNATURE	ADDRESS	
PAULINE PICKERING		
Sharon Thomas		
Angela Farlie		
Kevin Holt		
Sarah RULLO		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME	ADDRESS	SIGNATURE
I. W. VEYSIE		
C Halland		
L Hogan		
J Hogan		
M Duff		
Tom Flemming		
JEN SCANDOLERA		

ROAD SAFETY PETITION

Lake Boga Inc

PO Box 249

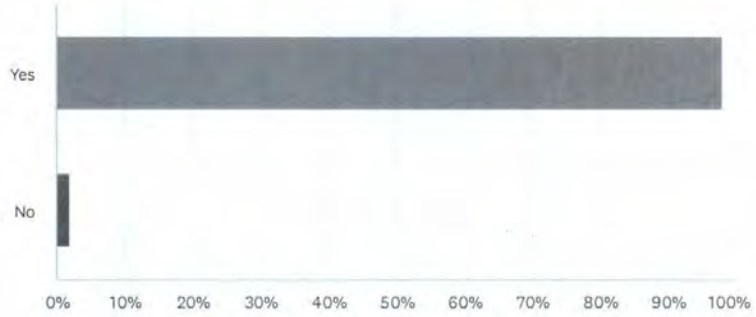
Lake Boga 3584

To the Mayor and Councillors of the Swan Hill Rural City Council we the undersigned, petition the Council to advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

FULL NAME SIGNATURE	ADDRESS	SIGNATURE.
JENNY ROBERTSON		
Glenda Booth		
Jean Leach		
LEIGH RINGSBURY		
IAN ROSS		
PAUNNE COKE		
BRIAN QUAIFE		
PETER SNEE		
Noel Henderson		
ROD DENHURST		
Lyn MAHER		
Amber Mayl		
Janet Hamill		
Ken Hamill		
Ray Leach		

Q1 I advocate for a reduction of the speed limit and construction of traffic turning lanes at intersections on the Murray Valley Highway (MVH) at Lake Boga.

Answered: 101 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	98.02%	99
No	1.98%	2
Total Respondents: 101		

Q2 Your Details

Answered: 101 Skipped: 0

ANSWER CHOICES	RESPONSES	
First name	100.00%	101
Last name	100.00%	101
	0.00%	0
	0.00%	0
	0.00%	0

#	FIRST NAME	DATE
1	Coral	7/3/2025 10:36 AM
2	Emma	7/1/2025 10:18 PM
3	William	6/30/2025 5:46 PM
4	Chris	6/29/2025 7:41 AM
5	Taree	6/28/2025 8:41 PM
6	Carolyn	6/28/2025 12:18 PM

7	Sharon	6/28/2025 9:59 AM
8	Trent	6/27/2025 9:52 PM
9	Bernice	6/27/2025 8:24 PM
10	Tricia Witney	6/26/2025 9:15 AM
11	Stacey	6/26/2025 6:33 AM
12	Teresa	6/25/2025 10:50 PM
13	Morgan	6/25/2025 10:34 PM
14	Angus	6/25/2025 7:16 PM
15	Rebecca	6/25/2025 6:57 PM
16	Jodie	6/25/2025 6:53 PM
17	Samantha	6/25/2025 3:06 PM
18	Alyce	6/25/2025 2:03 PM
19	Emma	6/24/2025 6:01 PM
20	Helen	6/24/2025 5:20 PM
21	John	6/24/2025 4:01 PM
22	Milan	6/24/2025 3:42 PM
23	Adam	6/24/2025 3:00 PM
24	Megan	6/24/2025 2:44 PM
25	Alicia	6/24/2025 2:32 PM
26	Erin	6/24/2025 2:29 PM
27	Georgia	6/24/2025 2:20 PM
28	Amy	6/24/2025 2:05 PM
29	Wes	6/24/2025 2:01 PM
30	Susan	6/24/2025 1:53 PM
31	Kristy	6/24/2025 1:36 PM
32	Ashlea	6/24/2025 9:49 AM
33	Helen	6/20/2025 10:20 PM
34	Lorraine	6/17/2025 9:56 PM
35	Wendy	6/17/2025 4:22 PM
36	Lindsay	6/17/2025 12:29 PM
37	Phoebe	6/16/2025 3:24 PM
38	Garry	6/16/2025 4:57 AM
39	lee	6/16/2025 1:05 AM
40	Kelvin	6/15/2025 11:03 PM
41	Glenda	6/15/2025 8:49 PM
42	Karla	6/15/2025 2:00 PM
43	J	6/15/2025 1:29 PM
44	Susan	6/15/2025 9:43 AM

	Lake Boga Road Safety Petition	SurveyMonkey
45	Clare	6/14/2025 10:57 PM
46	Kellie	6/14/2025 10:54 PM
47	Nicole	6/14/2025 10:42 PM
48	Lesley	6/14/2025 8:02 PM
49	Mitzi	6/14/2025 7:02 PM
50	Mal	6/14/2025 6:03 PM
51	Shaun	6/14/2025 2:56 PM
52	Renae	6/14/2025 2:55 PM
53	Cheryl	6/14/2025 2:13 PM
54	Kiel	6/14/2025 12:51 PM
55	James	6/14/2025 12:32 PM
56	Brooke	6/14/2025 12:26 PM
57	Debbie	6/14/2025 11:48 AM
58	Colleen	6/14/2025 11:30 AM
59	Jameson	6/14/2025 11:09 AM
60	Dean	6/14/2025 10:38 AM
61	Bruce	6/14/2025 9:21 AM
62	Daniel	6/14/2025 8:58 AM
63	Ken	6/14/2025 8:35 AM
64	Sharon	6/14/2025 8:02 AM
65	Deanne	6/14/2025 7:43 AM
66	Sharon	6/14/2025 12:49 AM
67	Hayley	6/13/2025 11:33 PM
68	Millie	6/13/2025 9:06 PM
69	B	6/13/2025 8:59 PM
70	Cui	6/13/2025 7:30 PM
71	Jayne	6/13/2025 6:22 PM
72	Tahlia	6/13/2025 6:10 PM
73	Bec	6/13/2025 4:01 PM
74	Angela	6/13/2025 4:00 PM
75	Heather	6/13/2025 3:48 PM
76	Glenn	6/13/2025 3:19 PM
77	Mandy	6/13/2025 3:18 PM
78	Rebecca	6/13/2025 3:02 PM
79	Elwyn	6/13/2025 2:52 PM
80	Toni	6/13/2025 2:40 PM
81	Suzanne	6/13/2025 2:16 PM
82	Mollie	6/13/2025 2:01 PM

Lake Boga Road Safety Petition		SurveyMonkey
83	Genna	6/13/2025 2:00 PM
84	Nigel	6/13/2025 1:48 PM
85	Ian	6/13/2025 1:41 PM
86	Kelsey	6/13/2025 12:53 PM
87	Amy	6/13/2025 11:50 AM
88	Heather	6/13/2025 11:31 AM
89	Christie	6/13/2025 11:29 AM
90	Lisa	6/13/2025 11:24 AM
91	Rosalie	6/13/2025 11:20 AM
92	June	6/13/2025 11:18 AM
93	Terry	6/13/2025 11:01 AM
94	Tonya	6/13/2025 11:01 AM
95	Carole	6/13/2025 10:52 AM
96	Kaitlyn	6/13/2025 10:37 AM
97	Leonie	6/13/2025 10:34 AM
98	Brent	6/13/2025 10:33 AM
99	Ashlea	6/13/2025 10:30 AM
100	Nat	6/12/2025 7:47 PM
101	Jacob	6/12/2025 7:36 PM
#	**LAST NAME**	**DATE**
1	Swan	7/3/2025 10:36 AM
2	Pay	7/1/2025 10:18 PM
3	Swan	6/30/2025 5:46 PM
4	Day	6/29/2025 7:41 AM
5	Smits	6/28/2025 8:41 PM
6	Horrobin	6/28/2025 12:18 PM
7	Walsh	6/28/2025 9:59 AM
8	Rose	6/27/2025 9:52 PM
9	Foott	6/27/2025 8:24 PM
10	Witney	6/26/2025 9:15 AM
11	Grigg	6/26/2025 6:33 AM
12	Sinapius	6/25/2025 10:50 PM
13	Smith	6/25/2025 10:34 PM
14	Hancock	6/25/2025 7:16 PM
15	Orlando	6/25/2025 6:57 PM
16	Costq	6/25/2025 6:53 PM
17	James	6/25/2025 3:06 PM
18	Wood	6/25/2025 2:03 PM

	Lake Boga Road Safety Petition	SurveyMonkey
19	Hicks	6/24/2025 6:01 PM
20	Trafford	6/24/2025 5:20 PM
21	Gillingham	6/24/2025 4:01 PM
22	Mcdonald	6/24/2025 3:42 PM
23	Kerr	6/24/2025 3:00 PM
24	B	6/24/2025 2:44 PM
25	Harvey	6/24/2025 2:32 PM
26	Peers	6/24/2025 2:29 PM
27	Jones	6/24/2025 2:20 PM
28	Hinton	6/24/2025 2:05 PM
29	Ewart	6/24/2025 2:01 PM
30	Allen	6/24/2025 1:53 PM
31	Jochinke	6/24/2025 1:36 PM
32	Johnson	6/24/2025 9:49 AM
33	Bryan	6/20/2025 10:20 PM
34	Bray	6/17/2025 9:56 PM
35	Anderson	6/17/2025 4:22 PM
36	Murphy	6/17/2025 12:29 PM
37	Griffiths	6/16/2025 3:24 PM
38	Brymer	6/16/2025 4:57 AM
39	james	6/16/2025 1:05 AM
40	Newman	6/15/2025 11:03 PM
41	Booth	6/15/2025 8:49 PM
42	Allen	6/15/2025 2:00 PM
43	F	6/15/2025 1:29 PM
44	Pumpa	6/15/2025 9:43 AM
45	Vernon	6/14/2025 10:57 PM
46	Keighran	6/14/2025 10:54 PM
47	Kuiper	6/14/2025 10:42 PM
48	Ashley	6/14/2025 8:02 PM
49	Street	6/14/2025 7:02 PM
50	Simpson	6/14/2025 6:03 PM
51	Demario	6/14/2025 2:56 PM
52	Demario	6/14/2025 2:55 PM
53	Knight	6/14/2025 2:13 PM
54	Tripcony	6/14/2025 12:51 PM
55	Quick	6/14/2025 12:32 PM
56	Fraser	6/14/2025 12:26 PM

	Lake Boga Road Safety Petition	SurveyMonkey
57	Saville	6/14/2025 11:48 AM
58	Crossfield	6/14/2025 11:30 AM
59	Stewart	6/14/2025 11:09 AM
60	Palmer	6/14/2025 10:38 AM
61	Scott	6/14/2025 9:21 AM
62	Baber	6/14/2025 8:58 AM
63	Hamill	6/14/2025 8:35 AM
64	Thomas	6/14/2025 8:02 AM
65	Heil	6/14/2025 7:43 AM
66	Anderson	6/14/2025 12:49 AM
67	Brasser	6/13/2025 11:33 PM
68	Glowrey	6/13/2025 9:06 PM
69	W	6/13/2025 8:59 PM
70	Liu	6/13/2025 7:30 PM
71	Shell	6/13/2025 6:22 PM
72	Rhyne	6/13/2025 6:10 PM
73	McMahon	6/13/2025 4:01 PM
74	Allen	6/13/2025 4:00 PM
75	Scott	6/13/2025 3:48 PM
76	Mckissack	6/13/2025 3:19 PM
77	Potts	6/13/2025 3:18 PM
78	Goldsmith	6/13/2025 3:02 PM
79	Barry	6/13/2025 2:52 PM
80	Gracia	6/13/2025 2:40 PM
81	Brasser	6/13/2025 2:16 PM
82	Nowak	6/13/2025 2:01 PM
83	King	6/13/2025 2:00 PM
84	Murch	6/13/2025 1:48 PM
85	Ross	6/13/2025 1:41 PM
86	Walker	6/13/2025 12:53 PM
87	Magee	6/13/2025 11:50 AM
88	Delaland	6/13/2025 11:31 AM
89	Gerrard	6/13/2025 11:29 AM
90	EDGE	6/13/2025 11:24 AM
91	Quigley	6/13/2025 11:20 AM
92	George	6/13/2025 11:18 AM
93	Ryan	6/13/2025 11:01 AM
94	Arnett	6/13/2025 11:01 AM

95	Ford	6/13/2025 10:52 AM
96	Blackmore	6/13/2025 10:37 AM
97	Saundry	6/13/2025 10:34 AM
98	Robertson	6/13/2025 10:33 AM
99	White	6/13/2025 10:30 AM
100	Keighran	6/12/2025 7:47 PM
101	Matthews	6/12/2025 7:36 PM

#		DATE
	There are no responses.	

#		DATE
	There are no responses.	

#		DATE
	There are no responses.	

Q3 Email address

Answered: 95 Skipped: 6

#	RESPONSES	DATE
1		7/3/2025 10:36 AM
2		7/1/2025 10:18 PM
3		6/30/2025 5:46 PM
4		6/29/2025 7:41 AM
5		6/28/2025 8:41 PM
6		6/28/2025 12:18 PM
7		6/28/2025 9:59 AM
8		6/27/2025 9:52 PM
9		6/27/2025 8:24 PM
10		6/26/2025 9:15 AM
11		6/26/2025 6:33 AM
12		6/25/2025 10:50 PM
13		6/25/2025 7:16 PM
14		6/25/2025 6:57 PM
15		6/25/2025 6:53 PM
16		6/25/2025 3:06 PM
17		6/25/2025 2:03 PM
18		6/24/2025 6:01 PM
19		6/24/2025 5:20 PM
20		6/24/2025 4:01 PM

	Lake Boga Road Safety Petition	SurveyMonkey
21		6/24/2025 3:42 PM
22		6/24/2025 3:00 PM
23		6/24/2025 2:44 PM
24		6/24/2025 2:32 PM
25		6/24/2025 2:29 PM
26		6/24/2025 2:20 PM
27		6/24/2025 2:05 PM
28		6/24/2025 2:01 PM
29		6/24/2025 1:53 PM
30		6/24/2025 9:49 AM
31		6/20/2025 10:20 PM
32		6/17/2025 9:56 PM
33		6/17/2025 4:22 PM
34		6/16/2025 3:24 PM
35		6/16/2025 4:57 AM
36		6/16/2025 1:05 AM
37		6/15/2025 11:03 PM
38		6/15/2025 8:49 PM
39		6/15/2025 2:00 PM
40		6/15/2025 1:29 PM
41		6/15/2025 9:43 AM
42		6/14/2025 10:57 PM
43		6/14/2025 10:54 PM
44		6/14/2025 10:42 PM
45		6/14/2025 8:02 PM
46		6/14/2025 7:02 PM
47		6/14/2025 6:03 PM
48		6/14/2025 2:56 PM
49		6/14/2025 2:55 PM
50		6/14/2025 2:13 PM
51		6/14/2025 12:51 PM
52		6/14/2025 12:32 PM
53		6/14/2025 12:26 PM
54		6/14/2025 11:48 AM
55		6/14/2025 11:30 AM
56		6/14/2025 11:09 AM
57		6/14/2025 10:38 AM
58		6/14/2025 9:21 AM

	Lake Boga Road Safety Petition		SurveyMonkey
59			6/14/2025 8:58 AM
60			6/14/2025 8:35 AM
61			6/14/2025 8:02 AM
62			6/14/2025 7:43 AM
63			6/14/2025 12:49 AM
64			6/13/2025 11:33 PM
65			6/13/2025 9:06 PM
66			6/13/2025 7:30 PM
67			6/13/2025 6:10 PM
68			6/13/2025 4:01 PM
69			6/13/2025 4:00 PM
70			6/13/2025 3:48 PM
71			6/13/2025 3:19 PM
72			6/13/2025 3:18 PM
73			6/13/2025 3:02 PM
74			6/13/2025 2:52 PM
75			6/13/2025 2:40 PM
76			6/13/2025 2:16 PM
77			6/13/2025 2:01 PM
78			6/13/2025 2:00 PM
79			6/13/2025 1:48 PM
80			6/13/2025 1:41 PM
81			6/13/2025 12:53 PM
82			6/13/2025 11:50 AM
83			6/13/2025 11:31 AM
84			6/13/2025 11:29 AM
85			6/13/2025 11:24 AM
86			6/13/2025 11:20 AM
87			6/13/2025 11:01 AM
88			6/13/2025 11:01 AM
89			6/13/2025 10:52 AM
90			6/13/2025 10:37 AM
91			6/13/2025 10:34 AM
92			6/13/2025 10:33 AM
93			6/13/2025 10:30 AM
94			6/12/2025 7:47 PM
95			6/12/2025 7:36 PM

1.9 Public Questions Time

You can access the form Public Question Time form from:
https://forms.swanhill.vic.gov.au/council-meeting-public-question-time/

Please note

- Only ONE question per form submission.
- Submission must be received no later than 10:00am on the day prior to the meeting.
- A time is set aside for public questions during a Council meeting at which time each question will be read after the Chairman has looked at its contents and determined that the question is appropriate.
- Statements and opinions are not permitted during question time and will not be read to the meeting.
- The Chairman may disallow any question. This may be because the question is repetitive of a question already asked, objectionable, irrelevant, raises an issue of a confidential nature or is asked to embarrass a Councillor or Council officer. The Chairman will provide reasons where a question is disallowed. Questions considered to be inappropriate will be made available to Councillors on request.
- The Chairman will nominate the appropriate Councillor or Council officer to answer the question or elect to answer it himself/herself.
- No debate or discussion of the questions or answers is permitted.
- The Chairman may elect to take a question on notice in which case a written response will generally be provided within 10 working days.
- A summary of the text of the question and the response will be recorded in the minutes of the Council meeting.

Who can use this form

- Any community member

While completing this form, we will request

- Your contact details (including your name, address, phone and email)
- Your question

It will take about 5 minutes to complete this form.

After you submit this form

- We will send you an email receipt to confirm we have received your submission

What happens with your information?

The information requested in this form is collected by Swan Hill Rural City Council to assist us in responding to your question.

Your name, suburb and question may be read out at the Council meeting and will be recorded in the Council meeting minutes but will not be used for any other purpose unless required by law.
We will handle any personal information you provide on this form in accordance with the Privacy and Data Protection Act 2014. We record this information on our customer databases and make it available to relevant Council staff in line with our Privacy Statement.
You can access your personal information by contacting our Privacy Officer.

1.10 Open Forum

Please see below "Governance Rules 2023 – Section 7 referring to Open Forum" which outlines the rules and procedure of open forum.

7. Community questions and submissions

7.1. Open Forum and Questions Of Council Time To Be Held

(1) The Council will hold Open Forum and Questions of Council Time for up to 30 minutes duration at the beginning of each Scheduled Meeting to allow public submissions and questions of Council. Extension of time may be granted by resolution of Council.

(2) Open Forum is an opportunity for the general public to present to Council on a matter listed on the Agenda or any other matter.

(3) Questions of Council are an opportunity for the general public to submit a question prior to the Scheduled Meeting and receive a response from Council in the Questions of Council time.

(4) Council meetings are recorded and broadcasted to the public; this includes community questions and submissions.

Open forum and questions of council guidelines

7.2. Questions of Council time and Open Forum will not apply during any period when the Council has resolved to close the meeting in respect of a matter under section 66 (1) of the Act.

7.3. Submissions as part of Open Forum and Questions of Council may be on any matter except if it:

(a) is considered malicious, defamatory, indecent, abusive, offensive, irrelevant, trivial, or objectionable in language or substance;
(b) relates to confidential information as defined under the Act;
(c) relates to the personal hardship of any resident or ratepayer; or
(d) relates to any other matter which the Council considers would prejudice the Council or any person;
(e) If a person has submitted more than 2 questions to a meeting, the third and further questions may, at the discretion of the Chairperson be deferred until all other person who have asked a question have had their questions asked and answered and not be asked if the time allotted for public question time has expired.

7.4. Where the Mayor does not accept a question, the submitter is to be informed of the reason or reasons for which their question was not accepted.

7.5. The Mayor reserves the right to cease a submission as part of Open Forum if they deem the submission inappropriate.

7.6. Where possible Copies of all questions allowed by the Mayor will be provided in writing to all Councillors.

7.7. A submission or question submitted in writing by a member of the public, which has been disallowed by the Mayor will be provided to any Councillor on request.

Open forum

7.8. For any member of the public who wishes to be heard at Open Forum they must give prior notice:

(a) in written form;
(b) contain the name, address and email or contact telephone number of the person to be heard;
(c) by online request https://www.swanhill.vic.gov.au/;
(d) in a letter to the Chief Executive Office, 45 Splatt Street, Swan Hill, Vic 3585; or
(e) in an email council@swanhill.vic.gov.au; or
(f) hand delivery to the Council's Office, 45 Splatt Street, Swan Hill or 72 Herbert Street, Robinvale.

7.9. It is preferable for any group or association that wishes to be heard at Open Forum to nominate a spokesperson for an issue upon which the group or association may wish to be heard.

Open Forum Procedure

7.10. Public addressing the Meeting

(1) Any member of the public addressing Council must extend due courtesy and respect to Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.

(2) Council may suspend standing orders to hear from a community member or representative of an organisation, on matters of significance to the Council, only if prior arrangements have been made by written request to the Mayor or Chief Executive Officer.

7.11. The Chair will allocate a maximum of 3 minutes to each person who wishes to address Council.

7.12. The Chair will first invite any person who has given prior notice to present to Council.

7.13. The Chair will then invite members of the gallery who would like to present to Council.

7.14. The Chair has the discretion to alter the order of persons to be heard.

7.15. The person in addressing the Council:

(a) must confine their address to the 3-minute allocation of time;
(b) shall extend due courtesy and respect to the Council and the processes under which it operates; and
(c) shall take direction from the Chair whenever called upon to do;
(d) There will be no discussion or debate with the attendees to Open Forum however Councillors may ask questions of clarification of the attendee;

(e) Standing Orders do not need to be suspended to allow discussion for the purposes of clarification.

2 Officer Reports for Decision

2.1 Planning Early Years Infrastructure

Directorate: Community and Cultural Services
File Number: S06-24-04
Purpose: For noting

Council Plan Strategy Addressed

2. Community and Liveability – Creating inclusive, connected communities with opportunities for everyone to learn, participate and feel proud of where they live.
Objective 2.1: Support learning and development opportunities for people of all ages and abilities.
2.1.1 Strengthen access to early childhood education and care.
2.1.2 Enable informal learning opportunities.

Current Strategic Documents

Council Plan
Municipal Early-Middle Years Plan 2020 - 2029

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

The purpose of this report is as follows:

1. Present the Swan Hill Rural City Council Kindergarten Infrastructure and Services Plan (KISP) to Council.
2. Present background information and the anticipated impact of the Victorian Government policy Best Start, Best Life policy which will require a large expansion of kindergarten facilities.
3. Present information about Council-owned early years infrastructure
4. Present information about the project to plan and design a Swan Hill Integrated Children and Youth Hub.
5. Note the recommendations in the report, which will inform operational plans and, in some cases, refer actions to draft budgets.

Background

This report details the results of four years of significant research commissioned by Council to assess and provide recommendations on early years infrastructure.

In summary, the research involved:

1. Conducting a series of staged consultations regarding Council-owned Preschool and Maternal and Child Health infrastructure in the communities of Manangatang, Woorinen South, Robinvale and Swan Hill, and
2. Supporting community and Council in their understanding, planning and decision-making for long-term, community responsive and sustainable infrastructure that enables healthy, empowered and connected families and best practice, to scale service delivery.

During this period the Victorian Government Best Start, Best Life (BSBL) reforms were announced. The BSBL reforms include:

- Free kindergarten for Victorian 3-and 4-year-old children.
- Three-year-old kindergarten is being rolled out with programs increasing to 15 hours a week across the state by 2029. This has occurred already across the LGA since 2024.
- Four-year-old kindergarten will gradually transition to 'Pre-Prep' - increasing to a universal 30-hour-a-week program of play-based learning for four-year old children in Victoria by 2036. For Council's area this will roll out from 2027 with full delivery by 2036.
- Statewide, Aboriginal and Torres Strait Islander children, children from a refugee or asylum seeker background, and children who have had contact with Child Protection services, will be able to access up to 25 hours of Pre-Prep in 2026, increasing to up to 30 hours from 2030.

Kindergarten Infrastructure and Services Plans (KISPs)

New and expanded infrastructure is key to delivering the BSBL reforms and will require a large expansion of kindergarten facilities across the State. KISPs indicate where and when new infrastructure will be required to support the BSBL reform and population growth in each of Victoria's 79 local government areas (LGAs). KISPs are jointly developed by the Local Government and the Department of Education (DE). They support planning for services and future capital works and include detailed information about:

- Current capacity and demand for funded kindergarten
- Capacity to be delivered for planned infrastructure projects and future demand for kindergarten
- Forecast 'unmet demand' for kindergarten – that is, the kindergarten places needed that cannot be met by current or planned capacity
- Kindergarten places are measured in 15-hour increments – so that full BSBL delivery for a 3-year-old will require one kindergarten places and a 4-year-old will require two kindergarten places.
- Information specific to each local government area and its early childhood education and care landscape – referred to as local context.

KISPs are intended to support planning. They are not funding documents and do not commit any party to addressing the unmet demand identified although they do 'trigger' eligibility to apply for Building Blocks grants from the State Government.

Key demographic trends that influence demand for kindergarten

There are two components of relevance to local context for this LGA. Firstly, current popular demographic measurement and prediction mechanisms (such as the Census of Population and Housing) do not accurately reflect our communities and secondly, several factors specific to the location influence the demographic trends.

1. There is documented evidence of the ABS Census of Population and Housing undercounting the population of the LGA, most acutely in the Robinvale area. Due to the Victorian in Future (VIF) population projections using the ABS Census results as a key data input, there is a strong reason to believe that VIF underestimates population growth. Significant attention has been allocated to population counting issues in the following:

a) Success Works (2005), Robinvale Mapping Project Final Report
b) Geographia (2019), Robinvale Population Determination Briefing Paper
c) The Robinvale Early Childhood Education and Care Consultation (2023)
d) The Swan Hill Early Years Services Research (2024)

Following discussions between Council and the Department of Education to develop the KISP, adjustments in demand modelling were made to account for the population undercounts. Council officers consider that there are still risks of undercounting the population and will, with DE, monitor and review to ensure that there is sufficient kindergarten provision in the local community.

2. Several local context factors also impact key demographic trends that, in turn, influence demand for kindergarten. These are summarised below:

a) The Swan Hill LGA is a cross-border community and, as such, services a NSW population. Demographic changes from outside of the LGA are not considered in the unmet demand estimates, and this may impact their accuracy. Of relevance to this research are the communities of Murray Downs (adjacent to Swan Hill city) and Euston (adjacent to Robinvale).
b) Significant industry growth across the region, including horticultural plantings and processing plants, mineral sands mining and renewable energy are all driving workforce demand and population growth.
c) In recent data released by the Australian Institute of Family Studies (AIFS) the LGA surpasses the national total fertility rate for Australia of 1.50 (in 2023) with a total fertility rate of 1.98 https://aifs.gov.au/research/facts-and-figures/births-australia-2024#fertility-location. These figures align with local Birth Notifications data provided by our Maternal and Child Health Service.

Projects or trends that may influence supply of early childhood education and care

There are several additional trends of note:

a) High demand for childcare means Long Day Care (LDC) services may adjust their programming to maximise childcare places and therefore reduce their kindergarten offerings.

b) There is a broad and enduring community 'cultural appetite' to access kindergarten through standalone services rather than in LDC services.
c) For both the above reasons LDC services across the Swan Hill LGA do not currently significantly contribute to kindergarten place supply. This is especially so in Robinvale.
d) Workforce shortages are also significantly impacting the supply of early childhood education and care.

Key local geographic considerations or information relevant to Three-Year-Old Kindergarten and Pre-Prep

Services in the Robinvale and Swan Hill SA2s cater to many children in the Swan Hill Surrounds SA2. These inter-SA2 movements are not comprehensively considered in the unmet demand estimates presented in the KISP, and some of the demand in Swan Hill Surrounds SA2 may best be addressed through new infrastructure in Robinvale, Swan Hill and Woorinen South.

Service use between the Swan Hill SA2 and Swan Hill and Surrounds SA2 is fluid, this is especially so between the city of Swan Hill and the surrounding communities of Lake Boga and Woorinen/Woorinen South.

Statistical Areas Level 2 (SA2) are medium-sized general-purpose areas that generally have a population between 3,000 and 25,000. Their purpose is to represent a community that interacts together socially and economically.

Other information about the expansion of early childhood services

- Appetite for kindergartens on school sites (KOSS) – across the Swan Hill LGA our families express a preference for facilities on school sites.
- High levels of vulnerability - like many rural communities, children and families across the Swan Hill LGA are experiencing vulnerability and under-resourcing at higher proportions that their urban peers.
- The community in Robinvale is very multicultural, and Swan Hill is becoming increasingly multicultural. Whilst this brings many positive benefits and as a municipality Council embraces this, it also brings inherent challenges for those families in accessing early years services.
- Council's existing infrastructure is ageing and several buildings are no longer fit for purpose and will require assessment as to whether they are fit for purpose.

Summary of current Kindergarten provision

Number of Stand-alone kindergartens	10	(6 x Council owned)
Number of Long Day Care Centres (including services not currently delivering funded Kindergarten).	7	(1 x Council owned)

TABLE 1: Estimate kindergarten places required between 2025 – 2036 in Swan Hill Rural City Council

SHRCC Estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten places	558	630	729	812	873	916	1003	1011	1019	1029	1041	1053
Unmet Demand	0	0	27	95	155	184	270	278	287	296	309	321

Community Estimates

TABLE 2-A: Estimated kindergarten places required between2025-2036 in Robinvale SA2

Robinvale Estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for Kindergarten Places	116	126	143	154	163	170	186	187	190	192	195	197
Kindergarten Supply	143	143	143	143	143	143	143	143	143	143	143	143
Unmet Demand	0	0	0	12	21	27	43	44	47	50	53	55

Robinvale Kindergartens

- Robinvale Preschool Centre - 66 licensed places
- Murray Valley Aboriginal Early Learning – 40 licensed places

TABLE 2-B: Estimated kindergarten places required between 2025-2036 in Swan Hill SA2

Swan Hill Estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for Kindergarten Places	321	361	416	463	498	524	572	578	583	588	596	603
Kindergarten Supply	332	394	394	409	409	425	425	425	425	425	425	425
Unmet Demand	0	0	22	54	89	99	147	153	158	164	172	179

TABLE 2-C: Estimated kindergarten places required between 2025-2036 in Swan Hill Surrounds SA2

Surrounds Estimate	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for Kindergarten Places	122	143	171	194	211	222	246	247	247	248	250	252
Kindergarten Supply	166	166	166	166	166	166	166	166	166	166	166	166
Unmet Demand	0	0	5	29	46	57	80	81	82	82	84	87

What do these estimates mean?

Total Unmet Demand for the Municipality

By 2036 the LGA has a total unmet demand estimate of 321 kindergarten places. This means that it is estimated that five-six additional Kindergarten rooms are needed (assuming each room has 30 licensed places).

Total Unmet Demand for Robinvale SA2

By 2036 the unmet demand for Robinvale township is estimated to be 55 kindergarten places. This means that it is estimated that one additional kindergarten building is needed.

Total Unmet Demand for Swan Hill SA2

By 2036 the unmet demand for Swan Hill city is estimated to be 179 kindergarten places. This means that it is estimated that three additional kindergarten buildings will be needed.

Total Unmet Demand for Swan Hill Surrounds SA2

By 2036 the unmet demand for Swan Hill Surrounds SA2 is 87 kindergarten places. This means that it is estimated that two additional kindergarten buildings will be needed.

Kindergarten Infrastructure Robinvale SA2

Robinvale Preschool Centre is a two-room kindergarten located at Robinvale College. Estimates of unmet demand for kindergarten places show that one additional kindergarten building is required. Concept plans were developed showing four new rooms could be built on the College site and modify the two existing rooms for Long Day Care. Continued advocacy for an accurate count of the Robinvale/Euston and surrounds population and provision of early years services and infrastructure that reflects this population is essential.

Kindergarten Infrastructure Swan Hill Surrounds SA2

1. **Manangatang and District Preschool:**

The kindergarten is one of the spaces in the Manangatang Community Centre. This is the oldest Council owned early years infrastructure and is no longer fit for purpose. Current and projected enrolments indicate no unmet demand for kindergarten places. Significant community engagement undertaken in 2022 confirmed the families accessing early years services and the broader community preference to stay in the current location unless an alternative location provides similar spaces for play groups, MCH, Senior Citizens and community meeting spaces.

Recommendation:
Maintain open communications between Mallee Track (Early Years Manager, EYM) and each successive Kindergarten parent committee as a means of monitoring community appetite for change.

2. Woorinen South Kindergarten

This is a one-room stand-alone kindergarten building owned by Council. Shine Bright is the EYM. Projected enrolments indicate unmet demand increasing with BSBL roll-out. Community and stakeholder engagement undertaken in 2022 indicated strong support for a new two room kindergarten based on the Small Rural Kindergarten Model (developed during the community consultation) on site at the Woorinen District Primary School.

Recommendations:
1. Council officers pursue further discussions with the Victorian School Building Authority (VSBA) to progress the building of a new kindergarten on site at Woorinen District Primary School (KOSS).
2. If successful and a new kindergarten is built on the school site, the existing kindergarten to be de-commissioned and sold in accordance with Council's Assets Disposal Policy. Any revenue raised to contribute to playground improvements or similar projects on the new site.

3. Nyah West Kindergarten

This is a one-room, stand-alone kindergarten building owned by Council which also contains a MCH consultation room. The building was refurbished in 2014 and is functional. Shine Bright is the EYM. Based on the estimated unmet demand for kindergarten places in the Swan Hill Surrounds SA2 it is likely that a two-room kindergarten is needed in Nyah West. Community and stakeholder consultation is required to ascertain future demand for kindergarten places and whether a new kindergarten on a school site (KOSS) is the preferred community option.

Recommendations:
1. Undertake a community and stakeholder consultation to ascertain demand for kindergarten places and the preferred location for a new two-room kindergarten.
2. Subject to the findings from the community consultation, Council pursue further discussions with the VSBA to progress KOSS or apply for funding to upgrade the existing kindergarten.

4. Lake Boga Preschool

This one-room stand-alone kindergarten that contains a MCH consultation room is owned by Council and is located adjacent to the Lake Boga Primary School.The kindergarten was refurbished in 2019 and is functional.
Demand for kindergarten places is steady and the transition to BSBL can be met based on current service use.

Recommendation:
Continue to work with the EYM to understand and meet early years needs across the Lake Boga community.

Council Owned Kindergarten Infrastructure in Swan Hill SA2

1. **Pye St Kindergarten**

This is a one-room stand-alone kindergarten that is not fit for purpose. This building has not been utilised for kindergarten since 2024 due to the need for extensive refurbishment and upgrades to meet standards. The building remains under lease with EYM Shine Bright. The kindergarten program is being delivered at Swan Hill North Kindergarten (Swan Hill North Primary School). Noah's Ark is an early intervention service that leases consultation rooms in the building beside the kindergarten used for accommodation some decades ago.

2. **Swan Hill South Kindergarten**

This is a one-room, stand-alone kindergarten owned by Council. Shine Bright is the EYM. This is a highly-valued asset.

New Kindergartens Required to Meet Demand in Swan Hill SA2

Four new kindergarten buildings will be required to meet demand for kindergarten places in the Swan Hill SA2. This is based on

- the estimate of unmet demand for kindergarten places and
- The condition of the Pye St Kindergarten is such that it cannot be utilised due to current condition and safety concerns.

Community consultations in and around Swan Hill indicate a preference for kindergartens to be located on school sites (KOSS).

Recommendations

1. Council to provide support to EYM's in their applications for Planning Grants - letter of support.
2. Council officers participate in key stakeholder discussions with VSBA to progress the building of additional new kindergartens in Swan Hill whether that is KOSS or new kindergartens to be owned by Shine Bright on Council land.
3. Subject to sufficient new kindergarten infrastructure being built in Swan Hill the Pye St Kindergarten will be assessed for future opportunities.

Children's and Youth Hub

A growing need for modern, integrated youth, family and Maternal and Child Health (MCH) services that is centrally located, within the health precinct in Swan Hill city has been identified. A community and stakeholder consultation in and around Swan Hill was undertaken in 2024 to understand what early years services are needed and what should be included in a Swan Hill Children's and Youth Hub alongside Maternal and Child Health and the Youth Support Program.

In planning for a Hub, the following considerations are essential:

- What infrastructure is needed now and what will our children and families and young people in small rural communities and the regional centre need into the long-term future.
- Hubs are acknowledged as contemporary community infrastructure developed by visionary communities.
- The changing population creates new demands for service flexibility and accessible and inclusive infrastructure (MEMYP 2020).
- Hubs enable, families, children and young people to access the supports and services they need, have a safe space to meet other families, children and young people and build essential social networks.
- Access to high quality services and infrastructure is essential to the liveability of an area for children, families and young people.
- It is also a significant factor in gender equity, building the workforce, recruiting and retaining the workforce.

A project brief has been prepared for the project design phase. This project focuses on the planning and design phase, providing Council and Key partners with the necessary documentation – including site analysis, design concepts, governance/partnership model, and a funding-ready business case - to progress the initiative to the detailed design and construction stage.

This project is a critical step in delivering modern, fit-for-purpose community infrastructure that will:

- Centralise MCH and Youth Support Program
- Replace outdated and fragmented facilities with a potential single, integrated Hub
- Address long-term service gaps and respond to projected growth in service demand
- Provide inclusive, culturally safe, and future-ready spaces to support children, families and young people.
- Ensure Swan Hill has the level and quality of MCH and Youth services expected of a modern, growing regional centre.

Site assessment will include Council-owned and controlled sites, as well as partner sites with recommendations provided on acquisition or co-location opportunities where appropriate. It is anticipated that this planning project will commence by March 2026.

Swan Hill Early Learning Centre, Logan St Swan Hill

Swan Hill Early Learning Centre is a three-room Long Day Care service with 36 Licenced Places. It is managed by a Parent Carer Committee of Management (formerly known as Swan Hill Childcare Co-op). In 1995 the Commonwealth of Australia, Swan Hill Childcare Co-op and Council entered into a Deed of Agreement for the premises. Council owns the building and grants the use of the premises subject to the terms and conditions set out in the Lease. The Service does not currently deliver a funded kindergarten program.

Recommendation:

1. Council obtains a comprehensive condition report for the property to support informed decision-making regarding future maintenance and asset management strategies.
2. Council officers meet with the Committee of Management to discuss the future plans of the service.

Consultation

Extensive community and stakeholder consultations have been conducted including:

- The Municipal Early- Middle Years Plan 2020-2029 (MEMYP)
- The Manangatang & Woorinen South Early Years Infrastructure Plans 2022
- The Small Rural Kindergarten Model 2022
- The Robinvale Early Childhood Education and Care Consultation 2023 (RECEC)
- The Swan Hill Early Years Services Consultation 2024 (SHEYS)
- SHRCC Kindergarten Infrastructure & Services Plan (KISP) 2023-2025
- The new Youth Strategy 2026-2030 (Draft)

Financial Implications

This report and associated recommendations aim to advocate for more government and private investment in early years infrastructure. There are positive outcomes for asset management priorities and maintenance cost savings over time.

Council does not deliver kindergarten services but owns significant infrastructure which supports these services. Better placement and ownership of this infrastructure could provide better outcomes for children and families and reduce Council's expenditure.

Social Implications

Government investment in an educational approach to early years services is crucial to positive long-term social outcomes.

The integration of kindergartens onto school sites, and a regional children's and youth hub reduces barriers to and encourages participation in early years services.

Economic Implications

Better government investment in accessible educational early years services enhances a skilled and reliable workforce and enhances long-term benefits for children to grow up with better chances of employment and higher education.

Environmental Implications

Not specifically applicable to this report, however building standards are more likely to enhance environmental outcomes for any new buildings developed by government or private providers.

Risk Management Implications

This research project, while focused on early years outcomes, also provides recommendations which will reduce Council's asset management gap over time, and reduce the risk of serious reputational damage if the issues highlighted are not flagged with government.

Attachments: 1. Swan Hill Rural City Council KISP Final signed version [**2.1.1** - 16 pages]

Options

1. This report is presented for noting by Council.

Recommendation/s

That Council note the contents of the report and the recommendations, which will be referred to operational plans and draft budgets as required.

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

THE EDUCATION STATE

VICTORIA State Government | Department of Education

Kindergarten Infrastructure and Services Plan

Swan Hill Rural City

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

CONTENTS

1. Introduction 3
1.1. Reform context 3
1.2. Purpose of Kindergarten Infrastructure and Services Plans (KISPs) 3
1.3. Structure of the KISP 4
1.4. Disclaimer 4
2. Map of Early Childhood Education services in Swan Hill Rural City 5
3. Local context 6
3.1 Purpose 6
3.2 Key considerations 6
4. Unmet demand estimates between 2025 - 2036 for Swan Hill Rural City 10
4.1 Purpose 10
4.2 Methodology 10
4.3 Summary of current kindergarten provision 12
4.4 Agreed estimates of demand for kindergarten places 12
5. Authorisation 15

© State of Victoria (Department of Education) 2024

Kindergarten Infrastructure and Services Plan Swan Hill Rural City is provided under a Creative Commons Attribution 4.0 International licence. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria (Department of Education), indicate if changes were made and comply with the other licence terms, see: Creative Commons Attribution 4.0 International

The licence does not apply to:

- any images, photographs, trademarks or branding, including the Victorian Government logo and the DE logo; and
- content supplied by third parties.

Copyright queries may be directed to copyright@education.vic.gov.au

VICTORIA State Government | Department of Education

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

1. Introduction

1.1. Reform context

The Victorian Government's $14 billion Best Start, Best Life (BSBL) reforms are the most significant change to Victoria's early childhood sector in a generation.

The BSBL reforms include:

- **Free Kinder:** Free Kinder is now available for Victorian 3- and 4-year-old children at participating services in standalone (sessional) kindergartens and long day care centres – a saving of up to $2,500 per child, every year.
- **Pre-Prep**: Four-Year-Old Kindergarten will gradually transition to 'Pre-Prep' – increasing to a universal 30-hour-a-week program of play-based learning for 4-year-old children in Victoria by 2036.
- **Three-Year-Old Kindergarten**: the continued roll-out of Three-Year-Old Kindergarten, with programs increasing to 15 hours a week across the state by 2029.
- **Early learning and childcare centres:** the establishment of 50 Victorian government-owned and operated early learning and childcare centres. These centres will be built in areas with the greatest need and will make it easier for families to access early childhood education and childcare. The first of the centres will open in 2025.

These initiatives demonstrate a clear commitment to improving early learning outcomes for Victorian children, workforce participation and access for families, and present the most significant change to Victoria's early childhood sector in a generation.

Pre-Prep will roll-out in Swan Hill Rural City in 2027. Statewide, Aboriginal and Torres Strait Islander children, children from a refugee or asylum seeker background, and children who have had contact with Child Protection services, will be able to access up to 25 hours of Pre-Prep in 2026, increasing to up to 30 hours from 2028. Children who have (or have a parent or guardian who has) a Commonwealth concession card and children who are a multiple birth child (triplets or more) across the state will be able to access up to 25 hours of Pre-Prep in 2028, increasing to up to 30 hours from 2030.

1.2. Purpose of Kindergarten Infrastructure and Services Plans (KISPs)

New and expanded infrastructure is key to delivering the BSBL reforms and will require a large expansion of kindergarten facilities across the State. KISPs, which are jointly developed with Local Governments, indicate where and when new infrastructure will be required to support both reform implementation and population growth in each of Victoria's 79 local government areas (LGAs). KISPs help all kindergarten providers meet demand and collectively provide a clear picture of infrastructure need across the State.

KISPs support planning for services and future capital works and include detailed information about:

- Current capacity and demand for funded kindergarten

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

- Capacity to be delivered for planned infrastructure projects and future demand for kindergarten
- Forecast 'unmet demand' for kindergarten – that is, the kindergarten places needed that cannot be met by current or planned capacity
- Information specific to each local government area and its early childhood education and care landscape.

KISPs were initially developed to support the roll-out of Three-Year-Old Kindergarten and have now been updated to incorporate Pre-Prep.

KISPs are intended to support planning. They are not funding documents and do not commit any party to addressing the unmet demand identified.

However, it is expected that future investment requests through Building Blocks and funding decisions about Local Government, not-for-profit projects (including non-government schools) would align with the relevant KISP (including Section 3: Local Context).

1.3. Structure of the KISP

Each KISP consists of the following sections:

- **Section 1**: A short introduction to the Best Start, Best Life reform and the KISP.
- **Section 2**: A map of existing and planned Early Childhood Education and Care services.
- **Section 3**: Local context and knowledge of key information in Swan Hill Rural City relevant to early childhood education.
- **Section 4**: Unmet demand estimates in Swan Hill Rural City over the life of the reform.

1.4. Disclaimer

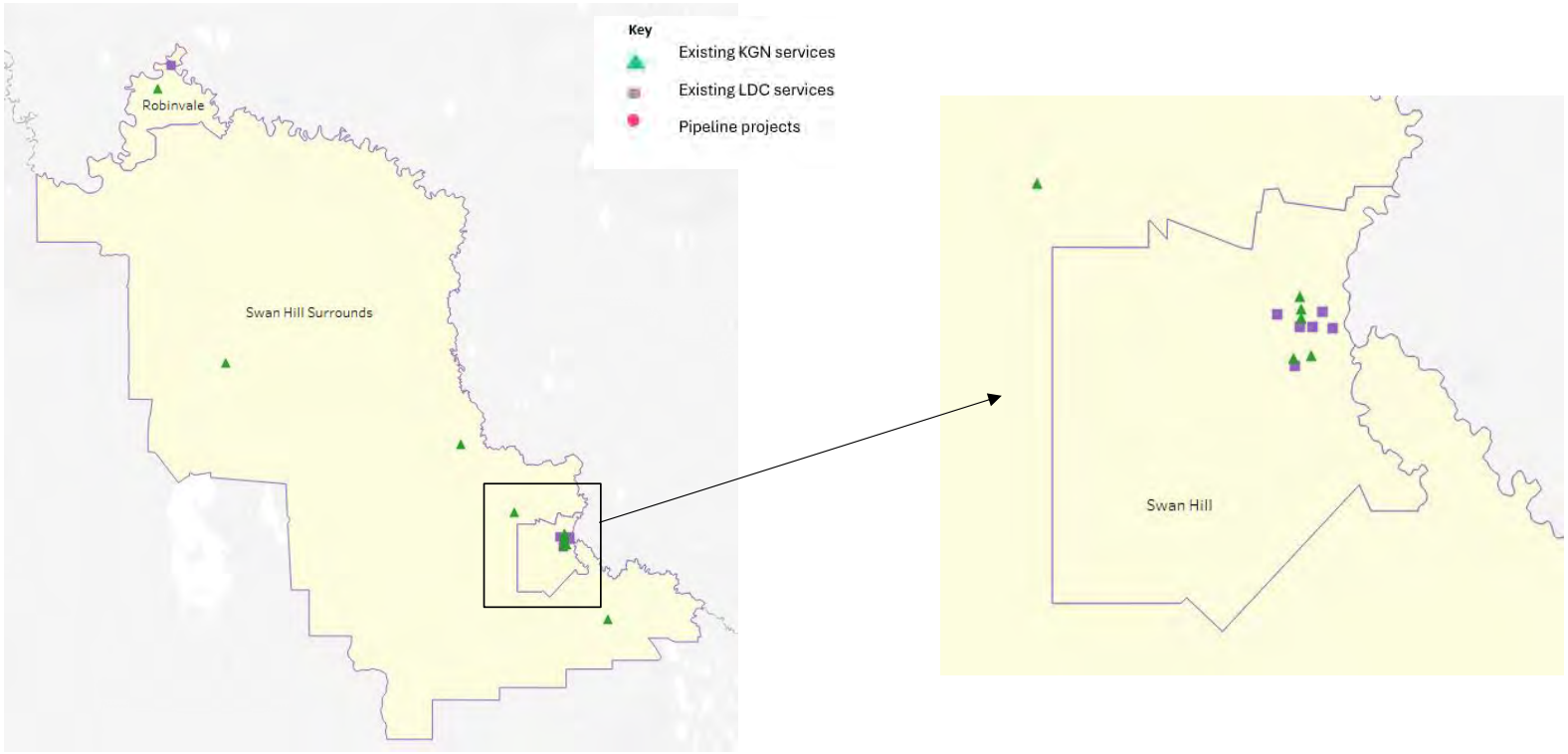
All data presented in this document is published for information purposes only. Operational and business decisions should not be based solely on this document. Neither the Department nor Swan Hill Rural City Council warrants, guarantees, makes any representation or assumes any duty of care in relation to the data, including as to its suitability, completeness, accuracy or adequacy.

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

2. Map of Early Childhood Education services in Swan Hill Rural City

The map below shows the distribution of currently operating and new State-supported services that are planned to open in the future in Swan Hill Rural City. Planned services by the private sector are not included.

This map has been prepared using departmental data, from both the National Quality Agenda IT System (NQAITS) and the Victorian School Building Authority (VSBA).



5

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

3.Local context

3.1 Purpose

Local, place-based knowledge and context play an important role in supporting the implementation of the BSBL reforms across Victoria. This section of the KISP documents this knowledge and context and should be considered alongside the kindergarten demand estimates in Section 4.

Information provided as local context may support applications through the Building Blocks Capacity Building and Planning Grants streams.

3.2 Key considerations

Aboriginal Self Determination in Early Childhood Education and Care

Alongside the Department or Education (DE), Swan Hill Rural City Council (SHRCC) recognises the importance of Aboriginal Self Determination in Early Childhood Education and Care in fostering a sense of identity, culture, and belonging among our Aboriginal children and families. Whilst SHRCC does not deliver kindergarten programming their contribution to infrastructure, Maternal and Child Health services and early years facilities means they hold a significant role.

To ensure all practices and policies are inclusive, respectful, and reflective of Aboriginal traditions, languages, and values Council actively engage with their Aboriginal communities and incorporate their insights into all planning and delivery. Council uses multiple means of hearing from communities, ensuring representation from the full diversity of families. As an example of this Council's most recent online survey for the Swan Hill Early Years Services Research (SHEYS 2024) which yielded 506 responses included 5.2% of respondents identifying as Aboriginal and / or Torres Strait Islander (above the 4.2% of population identifying as ATSI in the 2021 Census of Population and Housing for the Swan Hill SA2).

Council extends this right to self-determination to early years services which are Aboriginal owned / operated. Significant in this landscape is the Murray Valley Aboriginal Co-op (MVAC) who is the Early Years Manager of the Murray Valley Aboriginal Early Learning Centre. The Murray Valley Aboriginal Early Learning Centre is based in the community of Robinvale and is the only regulated provider of childcare to the Robinvale and surrounding communities. The Murray Valley Aboriginal Early Learning Centre is operated by an ACCHO and provides an integrated kindergarten program.

Following discussions between SHRCC and DE to develop this KISP, it was noted that increasing the amount of funded kindergarten offered by Murray Valley Aboriginal Early Learning Centre could risk displacing childcare places and undermine principles of self-determination. DE adjusted the level of kindergarten supply this service is expected to provide, and this is reflected in the unmet demand estimates presented in section 4.

Key demographic trends that influence demand for kindergarten

There are two components to local context for the Swan Hill LGA of relevance. Firstly, current popular demographic measurement and prediction mechanisms do not accurately reflect our

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

communities and secondly, several factors specific to our location influence our demographic trends.

1. There is documented evidence of the ABS Census of Population and Housing undercounting the population of Swan Hill Rural City, most acutely in the Robinvale area. Due to the Victorian in Future (VIF) population projections using the ABS Census results as a key data input, there is strong reason to believe that VIF underestimates population growth. Significant attention has been allocated to population counting issues in the following:
    a. Success Works (2005), Robinvale Mapping Project Final Report
    b. Geografia (2019), Robinvale Population Determination Briefing Paper
    c. The Robinvale Early Childhood Education and Care Consultation (2023)
    d. The Swan Hill Early Years Services Research (2024)

    In response to this significant body of work SHRCC is now working with the ABS and a number of key stakeholders to improve participation in the 2026 Census of Population and Housing.

    Following discussions between SHRCC and DE to develop this KISP, adjustments in demand modelling were made to account for the population undercounts. SHRCC considers that there are still risks to undercount the population and will, with DE, monitor and review to ensure that there is sufficient kindergarten provision for the local community.

2. Several local context factors also impact key demographic trends that, in turn, influence demand for kindergarten. These are summarised below:
    a. The Swan Hill LGA is a cross border community and, as such, services a NSW population. Demographic changes from outside of Swan Hill LGA are not considered in the unmet demand estimates, and this may impact their accuracy. Of relevance to this research are the communities of Murray Downs (adjacent to Swan Hill city) and Euston (adjacent to Robinvale). The Murray Downs Suburbs and Localities (SAL) (2021) has a population of 274 people, totaling 78 families and no early years services at all. The Euston SAL (2021) has a population of 822 people, totaling 188 families, Euston does have a preschool and visiting Maternal and Child Health Service, but does not have any formal childcare services.
    b. Significant industry growth across the region – including horticultural plantings and processing plants, mineral sands mining and renewable energy are all driving workforce demand and population growth. SHRCC estimates a further 2,100 houses are needed across the LGA to meet this and the associated service industry demands.
    c. In recent data released by the Australian Institute of Family Studies (AIFS) the Swan Hill LGA surpasses the national total fertility rate for Australia of 1.50 (in 2023) with a total fertility rate of 1.98 https://aifs.gov.au/research/facts-and-figures/births-australia-2024#fertility-location. These figures align with local Birth Notifications data provided by our Maternal and Child Health service.

Projects or trends that may influence supply of early childhood education and care

There are several trends of note:

- High demand for childcare means LDC services may adjust their programming to maximise childcare places, and therefore reduce their kindergarten offerings. If this occurs, projected supply of kindergarten that informs the estimates in section 4 may be overestimating the level

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

of kindergarten provision across the LGA. The Robinvale Early Childhood Education and Care Consultation (2023) confirmed a short-fall of at least 50 full-time childcare places in the Robinvale community (based on an estimated 50% response rate to the online survey) and estimated the then supply of one childcare place for every 10 children aged 0-4 years. The Swan Hill Early Years Services (2024) research estimated an additional 90 extra full-time childcare places per week were required to meet demand. The SHEYS survey estimated a 30-50% response rate as such the childcare shortfall may be as much as 180-270 fulltime childcare places per week.

- There is a broad and enduring community 'cultural appetite' to access kindergarten through standalone services rather than in long day care services. As a result, most families move out of LDC and into the kindergarten setting from age 3 years (even when families may still be accessing childcare on non-kindergarten days). For both the above reasons LDC services across the Swan Hill LGA do not currently significantly contribute to kindergarten place supply. This is especially so in Robinvale for the reasons noted earlier.
- Workforce shortages are also significantly impacting the supply of early childhood education and care. Based on recent research across the LGA (including the 2023 RECECC and the 2024 SHEYS studies) there is a shortfall in ECEC staff of at least 38 full time equivalents. This shortfall is across all qualification levels including Certificate III, Diploma and Degree. Within this, several factors need highlighting:
    - SHRCC mapped workforce shortfalls apply to current services and available Licenced Places only and do not consider the growth needed to accommodate shortfalls in childcare or preschool demands long-term
    - Based on interviews with services it was noted that Kindergarten staff tend to not want to work full time or across multiple services, as such the above figures likely underestimate the workforce required to meet BSBL because an individual currently not working fulltime may be resistant to being induced into fulltime work. Pressure may only serve to force them to leave the industry altogether
    - Certificate IIIs and Diplomas especially exit the industry into the school sector for higher rates of pay and improved leave entitlements. This is amongst the multiple levers which see movement out of the industry outpace movement into the industry

Key local geographic considerations or information relevant to Three-Year-Old Kindergarten and Pre-Prep

Services in the Robinvale and Swan Hill SA2s cater to many children in the Swan Hill Surrounds SA2, including Liparoo, Wemen, Bannerton, Lake Powell, Annuello, Wandown, Boundary Bend, Kooloonong, Narrung, Kenley Natya, Lake Boga and Woorinen/Woorinen South. These inter-SA2 movements are not comprehensively considered in the unmet demand estimates in section 4, and demand in Swan Hill Surrounds may best be addressed through new infrastructure in Robinvale, Swan Hill and Woorinen South.

Service use between the Swan Hill SA2 and Swan Hill and Surrounds SA2 is fluid, this is especially so between the city of Swan Hill and the surrounding communities of Lake Boga and Woorinen / Woorinen South.

Other information about the expansion of early childhood services

Several additional factors are of significance for this plan including:

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

- Appetite for KOSS – across the Swan Hill LGA our families express a preference for kindergartens on school sites (KOSS).
- High levels of vulnerability – like many rural communities, children and families across the Swan Hill LGA are experiencing vulnerability and under-resourcing at higher proportions than their urban peers.
- The community in Robinvale is very multicultural and Swan Hill is becoming increasingly multicultural. Whilst this brings many positive benefits and as a municipality Council embraces this it also brings inherent challenges for those families in accessing early years services.
- Priority of access communities, as identified by the Department, are proportionally higher across the Swan Hill LGA than evidenced Statewide, this is especially so for Aboriginal and Torres Strait Islander children and children who have had contact with Child Protection services. As a result a higher proportion of children in the Swan Hill LGA should be accessing increased Kindergarten hours from 2026 than would be evidenced statewide.
- Our existing infrastructure is ageing and several buildings are no longer fit-for-purpose. Currently Council's oldest kindergarten infrastructure was built in 1962 (Manangatang). This building requires an upgrade to be fit-for-purpose. Additional to this a second Council owned kindergarten building in Pye St Swan Hill is closed with the kindergarten service now offered from an alternative site. This building requires such substantial repair that it is now under consideration for decommissioning by Council. The Woorinen South Kindergarten is also identified as no longer fit for purpose.

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

4. Unmet demand estimates between 2025 - 2036 for Swan Hill Rural City

4.1 Purpose

As the BSBL reforms are rolled out and Victoria's population grows, demand for kindergarten and Pre-Prep places will increase significantly. While additional capacity will be needed to meet this demand, this will vary across the State and over time, due to differences in the capacity of existing services, growth trends and sector composition.

To identify where, when and how many additional kindergarten places are expected to be required over the roll-out in Swan Hill Rural City, Swan Hill Rural City Council and the department have developed:

1. a summary of the current provision of kindergarten within Swan Hill Rural City (**Section 4.3**).
2. an estimate of kindergarten places that cannot be met through existing services for the 2025 - 2036 period, taking into account the additional demand that can be accommodated by optimising utilisation of existing services and infrastructure (**Section 4.4**).

Local governments and providers can use these published estimates to inform reform implementation activities such as service planning, kindergarten program expansion, infrastructure investments and Building Blocks funding applications in alignment with future demand over the roll-out.

4.2 Methodology

The estimated kindergarten places used in the following sections have been agreed between Swan Hill Rural City Council and the department, and were informed by:

- demand projections developed by the department which draw on a range of inputs, including population forecasts and current enrolments
- the estimated capacity of existing and planned services in the LGA (Section 2)
- where applicable, modelling undertaken by Swan Hill Rural City and service level information; and
- local knowledge and context provided by the local government (Section 3) that explains particular issues and trends in their area.

Kindergarten places explainer

The KISP measures a service's capacity to deliver funded kindergarten in terms of the number of **15-hour places** (referred to as "kindergarten places") available for Three-Year-Old kindergarten and Pre-Prep (noting that, by 2036, two kindergarten places will be required for one Pre-Prep enrolment). The number of kindergarten places is different from a service's licensed or approved places, which count the number of children permitted to attend the service at any one time under the license. Many services can enrol more children in their funded kindergarten program(s) than they have licensed

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

places for because they can run more than one kindergarten program per week. Kindergarten places are therefore a more accurate measure of service kindergarten capacity than licensed places.

Kindergarten places have been presented as 15-hour places so that new Three-Year-Old Kindergarten places and the additional 15-hour places required for Pre-Prep can be easily compared to existing 15-hour Four-Year-Old Kindergarten places. This is because, when Three-Year-Old Kindergarten is fully rolled out in 2029, three-year-old children will have access to 15-hours of kindergarten. When Pre-Prep is fully rolled out in 2036, four-year-old children will have access to up to 30-hours of kindergarten, an increase of the current offering of 15-hours per week.

It is important to note that enrolments are not equivalent to 15-hour places. One 15-hour place can support a total of 15 hours of delivery per week split between one or more children, including but not limited to the following examples:

One 15-hour place (15 hours of delivery)		
Example 1	1 child	1 x 3YO attending 15 hours per week
Example 2	1 child	1 x 4YO attending 15 hours per week
Example 3	2 children	2 x 3YOs attending 7.5 hours per week
Example 4	3 children	3 x 3YOs attending 5 hours per week

Two 15-hour places can support a total of 30 hours of delivery per week split between one or more children, including but not limited to the following examples:

Two 15-hour places (30 hours of delivery)		
Example 1	1 child	1 x 4YO attending 30 hours per week
Example 2	2 children	2 x 3YOs attending 15 hours per week
Example 3	2 children	1 x 3YO, and 1 x 4YO both attending 15 hours per week
Example 4	3 children	2 x 3YOs attending 7.5 hours per week, and 1 x 4YO attending 15 hours per week

Geographic boundaries used in the KISP

These estimates have been developed at an LGA and community level to show the overall forecast and variation within an area. The KISP defines community at the Statistical Area Level 2 (SA2), which is a medium-sized area which represents a community that interacts socially and economically, with an approximate population range of 3,000 to 25,000 people, and an average population of about 10,000 people. The KISP uses 2021 SA2 boundaries. More information is available at the Australian Bureau of Statistics website.

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

Supply contributed by pipeline projects

Swan Hill Rural City Council and the department have added any new places that will be made available through planned expansions of existing services or new services into estimates of existing supply, where this information is available. This may include projects being delivered by not-for-profit providers (including non-government schools) with support from the Victorian Government, planned Kindergartens on School Sites, and government-owned and operated early learning and childcare centres.

The KISP does not estimate how and when the broader sector will expand to meet the additional demand for kindergarten places that are estimated over the roll-out period.

4.3 Summary of current kindergarten provision

The figures below provide a summary of current kindergarten provision within the LGA and provide relevant context for the estimates of demand for funded kindergarten places included in Section 4.5. The data included in this section are largely drawn from:

- the department's Kindergarten Information Management System (KIMS), as at 2023.
- the National Quality Agenda IT System (NQAITS), as at April 2025.

Number of services by service type (NQAITS)	
Stand-alone kindergartens	10
Long day care centres (including services not currently delivering funded kindergarten)	7

Percentage of services by management type, LGA level (NQAITS)	
Type	***Percentage***
Local Government	0%
Private not for profit	71%
Private for profit	24%
Other	6%

77%

Current kindergarten offering in Swan Hill Rural City	
Three-Year-Old Kindergarten participation rate (KIMS):	77%
Four-Year-Old Kindergarten participation rate (KIMS):	91%
Number of services that offer a funded kindergarten program (KIMS):	14

4.4 Agreed estimates of demand for kindergarten places

The below estimates (**Table 1** onwards) have been developed by Swan Hill Rural City Council and the department to illustrate the estimated:

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

1. Demand – the total number of kindergarten places expected to be required over the roll-out period to support the current provision of Four-Year-Old Kindergarten, the BSBL reforms, and population growth
2. Supply – the total number of kindergarten places that can be accommodated by existing services and infrastructure, and planned, State-supported services which are yet to open.
3. Unmet demand – kindergarten places that cannot be accommodated by optimising existing services and infrastructure (i.e. the shortfall between demand and supply).

Interpreting the estimates

Infrastructure need in the LGA and its local communities is indicated by the bottom rows of the tables in this section (**Table 1** onwards): *Unmet demand*. If the number of kindergarten places in this row is above zero, it means that the area is estimated to need additional infrastructure capacity. Any type of provider – local government, not-for-profit (including non-government schools) or for-profit – can build this additional infrastructure.

Sub-SA2 factors may need to be considered to give a holistic picture of unmet demand. For example, in rural communities, one SA2 may contain several small towns, some with excess supply and some with unmet demand. At the SA2-level, demand may appear to be met because all supply and demand is considered in aggregate; however, it is not feasible to for families to drive long distances to access kindergarten capacity in another town. Sub-SA2 factors are covered in **Section 3: Local context**.

Table 1: Estimated kindergarten places required between 2025 - 2036 in Swan Hill Rural City

Swan Hill Rural City estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten places	558	630	729	812	873	916	1,003	1,011	1,019	1,029	1,041	1,053
Unmet demand	0	0	27	95	155	184	270	278	287	296	309	321

Community estimates

Table 2-A: Estimated kindergarten places required between 2025 - 2036 in Robinvale SA2

Robinvale estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten	116	126	143	154	163	170	186	187	190	192	195	197
Kindergarten supply	143	143	143	143	143	143	143	143	143	143	143	143
Unmet demand	0	0	0	12	21	27	43	44	47	50	53	55

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

Table 2-B: Estimated kindergarten places required between 2025 - 2036 in Swan Hill SA2

Swan Hill estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten	321	361	416	463	498	524	572	578	583	588	596	603
Kindergarten supply	332	394	394	409	409	425	425	425	425	425	425	425
Unmet demand	0	0	22	54	89	99	147	153	158	164	172	179

Table 2-C: Estimated kindergarten places required between 2025 - 2036 in Swan Hill Surrounds SA2

Swan Hill Surrounds estimates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten	122	143	171	194	211	222	246	247	247	248	250	252
Kindergarten supply	166	166	166	166	166	166	166	166	166	166	166	166
Unmet demand	0	0	5	29	46	57	80	81	82	82	84	87

Docusign Envelope ID: F2B7C82A-98C5-4444-9B43-CF1B4A840581

5. Authorisation

The Mallee Area Executive Director, Joanne Marshall of the Department of Education and the Chief Executive Officer of Swan Hill Rural City Council, Scott Barber endorse this Kindergarten Infrastructure and Services Plan (KISP) for Swan Hill Rural City Council by signing on 6 / 8 / 2025.

This KISP is not intended to create legal relations or constitute a legally binding contractual agreement between the parties. The parties may review this KISP in 2028 to publish a new version that will replace the previous version.

Signed for and on behalf and with the authority of Swan Hill Rural City Council.

DocuSigned by:
Scott Barber
56FEE821997648A...

6 L J Q D W X U H

1 D P H6 F R W W % D U E H U

7 L W&KL H I ([H F X W L Y H 2 I I L F H U

6 L J Q H G I R U D Q G R Q E H K D O I DVQKGH S& DWW W PWHKQHW DFXIW(KGRXUFLDWW\L IR IQ

6 L J Q D W\

1 D P Joanne Marshall

7 L W Executive Director | Mallee Area

15

VICTORIA State Government | Department of Education

docusign

Certificate Of Completion

Envelope Id: F2B7C82A-98C5-4444-9B43-CF1B4A840581
Status: Completed
Subject: Complete with Docusign: Swan Hill Rural City Council KISP v 05082025.docx
Source Envelope:
Document Pages: 15 | Signatures: 1 | Envelope Originator:
Certificate Pages: 1 | Initials: 0 | Tamara Matthews
AutoNav: Enabled | tamara.matthews@swanhill.vic.gov.au
EnvelopeId Stamping: Enabled | IP Address: 203.37.27.74
Time Zone: (UTC+10:00) Canberra, Melbourne, Sydney

Record Tracking

Status: Original	Holder: Tamara Matthews	Location: DocuSign
07-Aug-2025 | 09:13	tamara.matthews@swanhill.vic.gov.au	

Signer Events	Signature	Timestamp
Scott Barber scott.barber@swanhill.vic.gov.au CEO Security Level: Email, Account Authentication (None)	DocuSigned by: Scott Barber 56FEE821997648A...	Sent: 07-Aug-2025 | 09:17 Viewed: 07-Aug-2025 | 09:25 Signed: 07-Aug-2025 | 09:25
	Signature Adoption: Pre-selected Style Using IP Address: 203.37.27.74	

Electronic Record and Signature Disclosure:
Not Offered via Docusign

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	07-Aug-2025 | 09:17
Certified Delivered	Security Checked	07-Aug-2025 | 09:25
Signing Complete	Security Checked	07-Aug-2025 | 09:25
Completed	Security Checked	07-Aug-2025 | 09:25

Payment Events	Status	Timestamps

2.3 Swan Hill Rural City Council Youth Strategy 2026-2030

Directorate: Community and Cultural Services
File Number: S08-24-01
Purpose: For Decision

Council Plan Strategy Addressed

1. Liveability - We will be a healthy, connected and growing community supported by a range of infrastructure and services.
1.1 A modern municipality: Vibrant, connected and resilient
1.1.1 Attractive urban areas and regional townships
1.1.2 Ensure adequate provision of a variety of safe and secure housing
1.1.3 Excellent transport links to allow ease of movement

Current Strategic Documents

Council Plan
10 Year Major Project Plan
Youth Strategy 2020 - 2025

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

The purposes of this report are to:

1. Present the draft Swan Hill Rural City Council Youth Strategy 2026 –2030 to Council for adoption.

2. Note the key recommendations from actions in the draft Strategy, including a permanent position in Robinvale and advocating for a Children's and Youth Hub in Swan Hill.

Discussion

The draft Swan Hill Rural City Council Youth Strategy 2026 –2030 provides clear direction and reflects our commitment to support young people in any community or rural area in our municipality.

This draft Strategy sets out a shared vision for how Council and its partners can work together so that all young people - no matter where they live, their background, or

their circumstances – have the chance to be safe, connected and confident in their future.

Young people have explained what matters to them:

- easier access to services
- better mental health support
- more opportunities to learn and work
- safe spaces to connect with others, and;
- a real say in shaping their community.

Council's youth team has reviewed its key role in the youth space by listening to young people, engaging with service providers and internal staff, and aligning with the broader Council vision. It is now clearly defined where Council should focus its energy and resources to best support young people across the municipality.

The Youth Support Program plays a vital role in filling service gaps across the municipality, particularly in Robinvale and smaller rural communities, where service options are limited. This program is often the only service actively supporting young people in these isolated areas, offering transport, service navigation, and one-on-one advocacy.

Planning for now and into the future, the draft Strategy recognises Swan Hill and Robinvale as key service centres. There is a lack of quality infrastructure that can serve families, children and young people. Feedback from community consultations highlighted a demand for a Children and Youth Hub in Swan Hill. A purpose-built hub, would attract and recruit service providers and create more opportunities for work experience and spaces for young people to develop work-based skills. These opportunities will enhance communities and draw young people that have moved away to study back to work in high quality, future focused infrastructure.

The Three Pillars

The comprehensive planning process has identified key pillars that will be prioritised in the coming years:

Pillar One: Empowering Voice and Leadership

Encouraging active participation, connection, and a strong youth voice across the municipality.

Goals:

1. Increase youth participation in Council-led programs
2. Refresh and promote youth-facing programs and identities
3. Support youth-led event coordination and delivery
4. Support leadership development and youth involvement
5. Ensure youth voice is embedded in Council and community decision-making

Actions include:

- Rebrand key elements of the YSP such as Youth Council, Youth Inc, website to better connect with young people.

- Develop a structure for Youth Councils in Swan Hill and Robinvale to add value to participation, reflect youth-led identity, purpose and increase visibility.
- Offer tailored youth development programs such as leadership camps, job readiness training, and other life skills initiatives.

Pillar Two: Supporting Well-being

Fostering physical, mental and emotional wellbeing for all young people.

Goals:

1. Ensure young people have access to fit-for-purpose spaces that meet their needs
2. Provide accessible and flexible youth support across the municipality
3. Strengthen early intervention and collaboration across sectors

Actions include:

- Advocate for co-located youth and community hubs in Swan Hill and Robinvale.
- Employ dedicated Youth Support Officers in Swan Hill and Robinvale.
- Build outreach capacity into youth roles to reach smaller towns and rural areas.

Pillar Three: Growing Skills and opportunity

Creating pathways for education, training, and meaningful employment.

Goals:

1. Build career and training pathways for young people.
2. Strengthen the long-term sustainability of the Youth Support Program

Actions include:

- Develop Council-led traineeships, scholarships, and structured work experience opportunities
- Partner with Local Learning and Employment Networks (LLEN) and local businesses to expand employment pathways.
- Invest in programs that support young people as the future workforce.

Consultation

The community consultation process undertaken to inform the development of a new Youth Strategy included a mix of qualitative and quantitative approaches to understand what young people need and want.

This approach ensures the draft Strategy reflects young people's voices and the data behind the issues they face, helping shape actions that will make a difference.

Qualitative Approaches

One-on-one Consultations	10+

Listening Sessions	6
Workshops	3

Quantitative Approaches

Community Survey Responses	472
Data and Artefacts	
Desktop Research	

Financial Implications

The operational budget is presented, reviewed and approved each year as part of Council's Budget process, and the initiatives of the program are supported by various external ongoing and project-based grants, complemented by donations and in-kind support.

An annual work plan is developed each year in line with the adopted Strategy and addressed during the Budget process.

Council also receives external financial support for Youth Week activities and other events that are co-designed with young people.

Social Implications

Council recognises the value young citizens bring to their communities. Effective linking-in with young people also provides valuable information for planning and future decisions.

An adopted Youth Strategy guides the work to best support young people to both remain engaged in the education system and gain employment.

By supporting young people, there is a positive outcome for the community with less interaction with the justice and health systems, and greater opportunities for leadership.

Economic Implications

Engaged, educated and inspired young people provide positive economic outcomes for the community, and reduce the costs associated with disengagement and unemployment.

The support of young people assists them to become productive members of the workforce and enhances their employability.

Environmental Implications

Not applicable to this report.

Risk Management Implications

Services associated with young people can present risks, particularly with supporting vulnerable youth. This is managed and will continue to be managed by staff involved with the Youth Support Services Program through Council's Risk Management processes.

Council's development of a Youth Strategy that is based on community needs and which identifies gaps ensures that the Youth Support Services program is guided, and this minimises risks such as duplication of effort and using limited resources on actions which are not priorities that make a difference for young people.

Attachments: 1. FINAL Youth Strategy (1) [**2.3.1** - 27 pages]

Options

Council may:

1. Adopt the draft Youth Strategy 2026-2030 as presented.
2. Suggest changes to the draft Youth Strategy 2026-2030 for adoption at a future Meeting.

Recommendation/s
That Council adopt the Youth Strategy 2026-2030 as presented.

SWAN HILL RURAL CITY COUNCIL

YOUTH STRATEGY

2026-2030





ACKNOWLEDGEMENT OF COUNTRY

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

EXECUTIVE SUMMARY

We want every young person in our municipality to have the chance to reach their potential. This Strategy comes from research, facts, and the ideas shared by young people.

This Strategy provides a clear direction for Swan Hill Rural City Council and highlights where Council can have the greatest positive social and collective impact in connecting, providing support, listening and engaging, and building our future.

By building on our strengths and embracing internal improvements, we aim to deliver opportunities more seamlessly across life stages, supporting young people as they navigate important transitions.

Our comprehensive planning process has identified key focus areas we will prioritise in the coming years:

- Empowering Voice and Leadership: Encouraging active participation, connection, and a strong youth voice across the municipality.
- Supporting Wellbeing: Fostering physical, mental, and emotional wellbeing for all young people.
- Growing Skills and Opportunity: Creating pathways for education, training, and meaningful employment.

This Strategy provides a roadmap for action, guiding Council's efforts to support young people in reaching their full potential and contributing to a thriving community.



YOUTH STRATEGY SNAPSHOT

PILLARS	GOALS
Empowering Voice & Leadership Encouraging active participation, connection, and a strong youth voice across the municipality.	Increase youth participation in Council-led programs Refresh and promote youth-facing programs and identities Support youth-led event coordination and delivery Support leadership development and youth involvement Ensure youth voice is embedded in Council and community decision-making
Supporting Wellbeing Fostering physical, mental, and emotional wellbeing for all young people.	Ensure young people have access to fit-for-purpose spaces that meet their needs Provide accessible and flexible youth support across the municipality Strengthen early intervention and collaboration across sectors
Growing Skills & Opportunity Creating pathways for education, training, and meaningful employment.	Build career and training pathways for young people Strengthen the long-term sustainability of the Youth Support Program (YSP)

TABLE OF CONTENTS

01	Message from the Mayor
02	About the Strategy & Our Vision
03	Integrated Plan Framework
04	Snapshot of Our Municipality
05	Our Young People
06	Youth Support Program
07	The Voice of Young People
08	Key Engagement Findings
11	Components of The Youth Strategy
12	Guiding Principles
13	Council's Key Role
14	Pillars
19	Next Steps & Acknowledgement

01

MESSAGE FROM THE MAYOR



Cr Stuart King

"Young people are not only the future of our municipality — they are a vital part of our community. They bring new ideas, energy, and leadership.

Developing a Youth Strategy is something Swan Hill Rural City Council believes is essential. For many towns across our municipality, this Strategy will help fill gaps that no other service currently addresses.

This Strategy was shaped through conversations with young people, families, schools, services, and local leaders. Their voices, ideas, and hopes are at the centre of what we've created."

MESSAGE FROM OUR YOUTH SUPPORT TEAM

Every day, we see the incredible strengths of young people, many facing significant challenges that shape their lives. We witness first-hand the positive influence of timely support and access to services and how this can have life-changing benefits for young people across our municipality. We know that life isn't always easy. Many young people are balancing big responsibilities, managing with limited resources, and feeling pressure to make important decisions about their futures. These realities remind us why youth services are so important, because with the right guidance, opportunities, and encouragement, young people can thrive. And when they thrive, our whole community benefits.

Young people are already stepping up: taking on leadership roles, creating new opportunities, supporting their peers, and showing determination to build stronger, more connected communities. This Youth Strategy reflects what we've heard from young people, stakeholders and the broader community. It sets a clear direction to ensure that young people in Swan Hill, Robinvale, and our smaller towns have the services, spaces, and opportunities they deserve. It's about creating real pathways for growth, connection, and leadership, while recognising the unique strengths of our communities.
Thank you to everyone who has shared their voice, ideas, and experiences with us.

02

ABOUT THE STRATEGY

The Swan Hill Rural City Council Youth Strategy 2026-2030 provides clear direction and reflects our commitment to support young people in any community or rural area within our municipality.

This Strategy sets out a shared vision for how Council and its partners can work together so that all young people—no matter where they live, their background, or their circumstances—have the chance to be safe, healthy, connected, and confident in their future.

Young people told us what matters most to them: easier access to services, better mental health support, more opportunities to learn and work, safe spaces to connect with others, and a real say in shaping their community.

This Strategy is our response.

OUR VISION

"A THRIVING MUNICIPALITY WHERE ALL YOUNG PEOPLE ARE VALUED, HEARD, AND SUPPORTED TO REACH THEIR FULL POTENTIAL."

Our vision is for a community where all young people are safe, supported, and confident — with fair access to opportunities, no matter where they live. We commit to walking alongside young people, not making decisions for them.

Together, we're building a municipality where:

- Young people have a real voice and influence decisions
- Their contributions are valued and celebrated
- Every young person's potential is recognised and supported



Sīi Kae Hā Dance Group Robinvale

03

INTEGRATED PLAN FRAMEWORK

The Youth Strategy for our municipality is part of a **broader framework that aligns with national, state, and local plans.**

National level

Aligns with **Engage: A strategy to include young people** in the decisions that shape their lives.



State level

Reflects **Victoria's Youth Strategy 2022–2027**, which sets a vision for all young Victorians



Local level

Directly connects with the **Swan Hill Rural City Council Plan, Municipal Early – Middle Years Plan, Council's Workforce Plan, and Annual Budget** to make sure the wellbeing of young people is embedded in Council's day-to-day work.

Alignment with Council Plan

The Youth Strategy strengthens the delivery of the Council Plan, ensuring young people's needs and voices are embedded across all strategic pillars.

YOUTH STRATEGY

Growth and Development
Builds local workforce through youth training, employment pathways and future skills.

Health and Wellbeing
Expands access to safe spaces and early support to promote mental, physical and social wellbeing.

Infrastructure
Advocates for youth hubs and fit-for-purpose spaces that meet current and future needs.

Community and Liveability
Strengthens youth leadership and participation to foster inclusive, connected communities.

Environmental Sustainability
Engages young people in climate and community planning to build resilience.

Transparency and Effectiveness
Embeds youth voice in decision-making to ensure open and accountable governance.

04 SNAPSHOT OF OUR MUNICIPALITY

2016 Population (ABS)	20,584
2021 Population (ABS)	21,403
2021 Population (Geografia)	25,806

19% <14 years old

18% 15-29 years old

37% 30-59 years old

26% 60+ years old

26%
Born overseas

30+
Languages Spoken

25%
Speak languages other than English at home

5%
Aboriginal and Torres Strait Islander

ABS 2021

Workforce

15.4% Labourers

14.3% Community & Professional Service

29% Managers & Professionals

14.8% Technicians & Trade Workers

58% Full time

31% Part time

4% Unemployed

05 WHY WE NEED A YOUTH STRATEGY

EVIDENCE AND INSIGHTS ON YOUNG PEOPLE IN SWAN HILL RURAL CITY COUNCIL

There are around **3,399** young people aged 12-25 years old

ABS Estimated Resident Population (2024)

52.8%
First nations population in Swan Hill Municipality (967) are 24 or under

47.9%
First nations population in Robinvale (278) are 24 or under

⬆ 20.6% Compared to previous year for family violence incident

Total Family Violence Incident

2023	2024
579	**698**

171
Victims of Crime aged 0-24

Youth mortality in SHRCC is more than twice the Victorian average

Youth mortality
(15–24 yrs)
65.3 per 100,000

Victoria	SDR = 100
SHRCC	SDR = 244

Robinvale faces high levels of disadvantage, ranking among Victoria's impacted areas

SEIFA
IRSD Score

Victoria	~1000
SHRCC	940.6

Teenage pregnancy rates are improving from 2012, but remain higher than the state average

Teenage fertility
(15–19 yrs)
number of birth per 1,000 (ASR)

	2019	2020
Victoria	9.1	8.2
SHRCC	13.5	10.1

Around one in five young people are not in education, employment or training

Youth engagement
(Learning or Earning 15–24 yrs)

Victoria	88–89%
SHRCC	82%

Youth homelessness occurs at five times the state rate

Homelessness
per 10,000

Victoria	23
SHRCC	111

Many young people leave school earlier, with fewer completing tertiary study than average

Level of Education Completed (%)

	Year 12 or Equivalent	Bachelor degree or above
Victoria	60%	28%
SHRCC	41%	12%

YOUTH STRATEGY

05 WHY WE NEED A YOUTH STRATEGY

WHY WE NEED A YOUTH STRATEGY

Council's Youth Support Program fills service gaps, particularly in Robinvale and smaller rural communities. It provides transport, service navigation, and one-on-one advocacy where no other services exist.

A new strategy will underpin advocacy for a permanent Robinvale youth position and a Children and Youth Hub in Swan Hill.

High youth mortality, elevated teenage fertility, NEET rates, and very high homelessness rates show that there are urgent needs to address.

Young people across the Swan Hill municipality face **greater disadvantage and poorer outcomes** than the Victorian average.

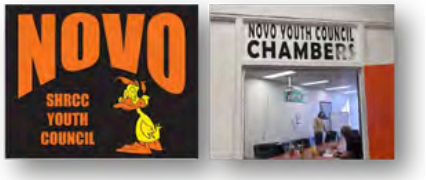
06 YOUTH SUPPORT PROGRAM

Swan Hill Rural City Council's Youth Support Program provides **generalist, flexible support** designed to meet the diverse and evolving needs of young people across our municipality. Our team has the agility to engage young people who may not qualify for other services but still require advocacy, connection, or support.

Co-design is central to our service. Young people are not just consulted, they are active partners in shaping the services, programs, and opportunities that this service delivers.

The Youth Support Program plays a vital role in **filling service gaps across the municipality**, particularly in Robinvale and our rural communities, where service options are limited. Our program is often the only service actively supporting young people in these isolated areas, offering transport, service navigation, and one-on-one advocacy.

Channels of Communication with Young People



1. Youth Council



2. School Programs & SRCs



3. Social Media



4. In-person Engagement

Programs & Events (2023 to 2024)

1236	18 +	17 +
Participants	Events Delivered	Events Supported

Data for 2023-2024

07

THE VOICE OF YOUNG PEOPLE

Methodology

Survey Responses	470+
Workshops	3
Listening Sessions	7
1:1 Consultations	10+

A mix of qualitative and quantitative approaches was used to understand what young people need and want, reflecting the voice of young people across the municipality.

This approach ensures the Strategy reflects young people's voices and the data behind the issues they face, helping shape actions that will make a difference.

Desktop Research

Data & Artefacts

Youth Segmentation

The Youth Strategy captures the voices of young people by engaging them across three key age groups, recognising their unique needs and life stages.

YOUNG PEOPLE AGED 12-15

YOUNG PEOPLE AGED 16-20

YOUNG PEOPLE AGED 21-25

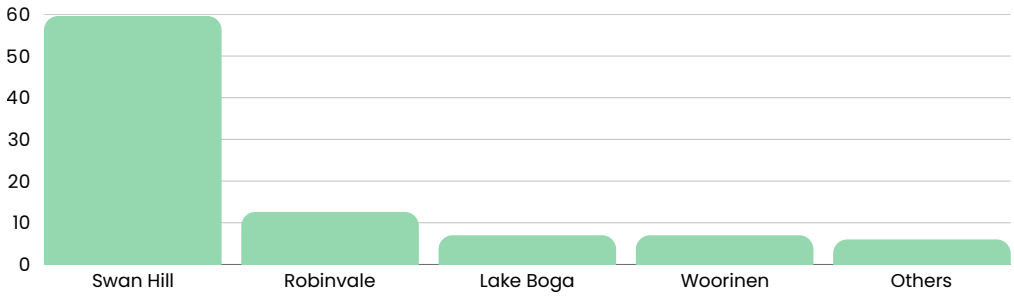
08

KEY ENGAGEMENT FINDINGS

Overview of Survey Respondents

472	44%	53%	1.25%
Responses	Male	Female	Other

Location of Respondents (%)



Diversity of Survey Respondents (%)

12%	8%	14%	7.5%
First Nations	Living with a Disability	Multilingual	LGBTQIA+

Workshop Findings

Key barriers to participation:

- Transport
- Mental health access
- Lack of safe spaces

What young people want:

- More diverse activities beyond sport
- Stronger connections with trusted adults
- Clearer post-school pathways



"It would be great to just hang out somewhere indoors when it's raining."
~ Young Person

"I would love to see more support for young people in Robinvale
~ Young Person

YOUTH STRATEGY

09 KEY SURVEY FINDINGS

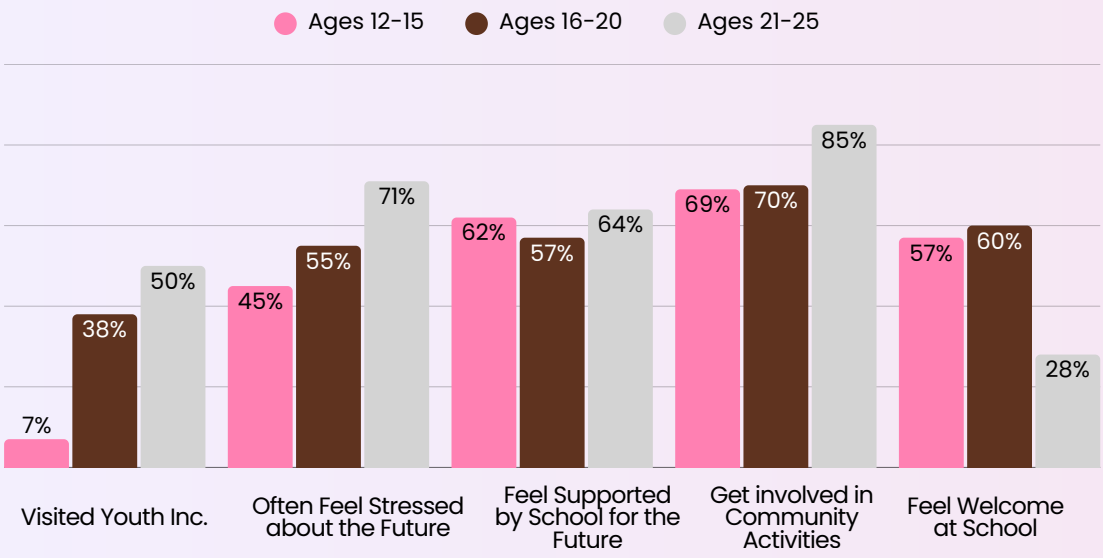
Most Important Issues in the Community by Age Group

Ages 12-15
- Vaping/Smoking
- Bullying
- Cost of Living

Ages 16-20
- Vaping/Smoking
- Drug Misuse
- Mental Health

Ages 21-25
- Cost of Living
- Mental Health
- Drug Misuse

Survey Responses by Age Group



Top Personal Concerns of Young People

Swan Hill
- **60%** Pressures of Study/Education
- **44%** Mental Health (own)
- **34%** Body Image

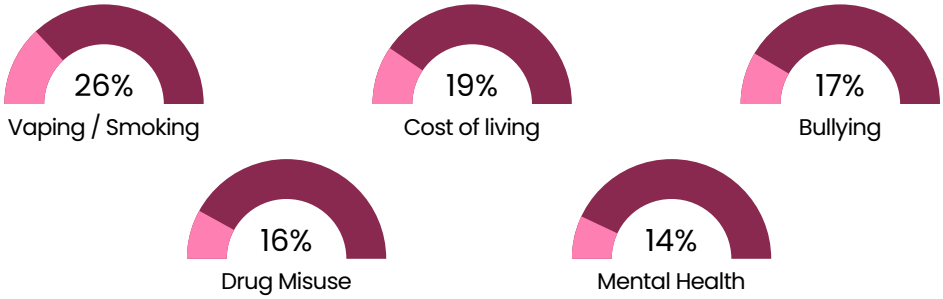
Robinvale
- **39%** Pressures of Study/Education
- **37%** Money Problems
- **31%** Mental Health (own)

Others
- **27%** Drought and Farming
- **19%** Vaping and Smoking
- **11%** Cost of Living

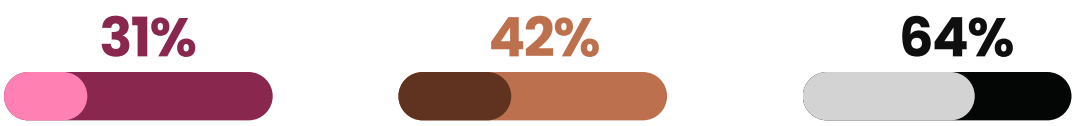
For young people living in more rural communities, **drought and farming** appeared to be a top area of concern.

10 KEY SURVEY FINDINGS

Top 5 Community Concerns of Young People



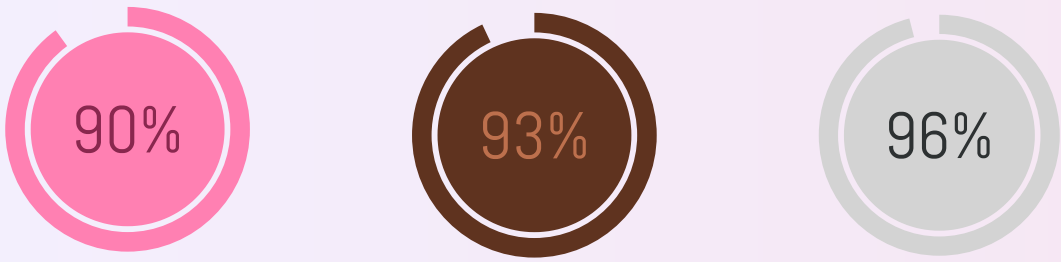
Have had Unpleasant Experiences Online



- Most young people report **good overall wellbeing,** though this becomes less consistent as they get older.
- **Stress** about the future **increases with age.**
- Almost all young people say they have **at least one trusted adult** they can talk to.

"That one officer everyone knew – he showed us that adults can truly listen, show up and care." ~young person

Respondents that Engaged with the YSP that had a positive experience:



YOUTH STRATEGY

10

KEY SURVEY FINDINGS

From 2019 to Now: What's Different

Young people in the municipality are feeling more pressure than before, especially with schoolwork, mental health, and the rising cost of living. These challenges show that daily life for young people is becoming more stressful and uncertain, and support services are more important than ever.

Pressures of study/education are still the #1 personal issue.

2019
57%

2025
56%

Mental health remains a critical concern, as it is still consistently in the top three.

2019
56%

2025
40%

Cost of living and money pressures are new leading concerns.

Personal Concern
25%

Community Concerns
20%

Substance use remains a major concern*.

*It is now expressed as vaping/smoking rather than the broader category of 'drugs' used in 2019

2019
25%

2025
26%

Issues such as boredom, bullying, and crime/community safety, which featured in 2019, have dropped from the top concerns by 2025.

Recap of issues:

- Study/education stress (remains #1 personal issue)
- Mental health
- Cost of living/financial pressures

Top Priorities for Young People

- More **activities and programs** for young people.
- Stronger pathways for **education, employment, and careers**.
- **Prevention programs** on mental health, bullying, body image, drugs, and respectful relationships.
- More **youth involvement** in advocacy and planning.
- More **events** and festivals designed for young people.

"I'll probably leave when I get the chance, there's nothing here for me."
~Young person

YOUTH STRATEGY

11

COMPONENTS OF THE YOUTH STRATEGY

Council's Role - How Council supports young people.
It outlines Council's responsibility to listen, advocate, and work in partnership with young people, families, and the community to create opportunities and deliver services that reflect their needs and aspirations.

Guiding Principles – The values that shape our approach.
Guiding Principles describe the beliefs and commitments that underpin all actions, decisions, and priorities. They ensure that work with and for young people is respectful, inclusive, and effective.

Pillars – The big focus areas.
Each Pillar highlights a key area that supports young people's wellbeing, development, participation, and opportunities.

Goals – The outcomes we want to achieve.
Goals describe what Council aims to deliver between 2026 and 2030. They provide both short- and long-term direction, based on what young people and the community have told us matters most.

Strategies – The actions to get us there.
Strategies are the practical steps and resources needed to achieve each goal. They guide implementation and help track progress over time.



12 GUIDING PRINCIPLES

The guiding principles in this Strategy provide a **foundation for decision-making and implementation.** They reflect the **values and commitments** that underpin Council's approach to working with young people. These principles ensure that every goal, strategy, and action remains grounded in what matters most: equity, inclusion, local context, youth leadership, collaboration, and future-readiness. By embedding these principles throughout the strategy, Council can respond to current needs while staying **aligned with its long-term vision** for young people across the municipality.

Youth Centred Design	Young people across the municipality are recognised as central partners in shaping the programs, spaces, and services that impact their lives.
Place Based Approach	This strategy responds to the unique geographic, cultural, and social context of the municipality.
Equity & Inclusion	Young people, regardless of postcode, background, or circumstance, are supported to access the same opportunities, support, and voice across the municipality.
Collaborative Partnerships	Strong collaboration between young people, Council, schools, families, Aboriginal organisations, and service providers, are essential to creating meaningful and lasting change.
Future-proofing	Preparing our municipality for the future by investing in infrastructure, the wellbeing, skills, and leadership of young people as our future workforce, responding to emerging needs and opportunities across the municipality.

13

COUNCIL'S KEY ROLE

Council has reviewed its key role in the youth space by listening to young people, engaging with service providers and internal staff, and aligning with the broader Council vision. Through a series of workshops with young people, community stakeholders, and staff, Council reflected on what's working well and where it can make the biggest difference. Some of the existing roles were kept, but we've now clearly defined where Council will focus its energy and resources to best support young people across the municipality.

We Connect

We bring young people and services together. Whether it's linking with schools, health services, government programs, or employers - we help make the system work better for young people in our municipality.

We Provide Support

We aim to deliver flexible, generalist youth support through our Youth Support Officers in Swan Hill and Robinvale, with outreach to smaller towns.

We Listen and Engage

We value the voices of young people and use our resources within the YSP, Youth Council, and Youth Inc. to inform Council decisions - not just youth programs, but all areas such as planning, events, climate, infrastructure, workforce and community development.

We Build our Future

We invest in the next generation - supporting leadership, learning, and life skills that prepare young people to step into work, training and community roles across our municipality.



Si'i Kae Hā Dance Group Robinvale

14

OUR PILLARS

Our comprehensive planning process has identified key pillars that we will prioritise in the coming years:

Empowering Voice & Leadership

Encouraging active participation, connection, and a strong youth voice across the municipality.



Supporting Wellbeing

Fostering physical, mental, and emotional wellbeing for all young people.



Growing Skills & Opportunity

Creating pathways for education, training, and meaningful employment.



15

PILLAR 1 : EMPOWERING VOICE AND LEADERSHIP

All children and young people have the right to be heard and to have a say in decisions that affect them. Participation and empowerment are also essential for meeting the Child Safe Standards.

We need to use every opportunity to elevate the voices of young people as citizens with equal rights in decision-making. This not only benefits young people but also strengthens our whole community. Young people have ideas, insights, and lived experiences that can help shape better decisions — we just need to ask and listen.

It's time to refresh and strengthen our Youth Council to ensure it has a clear purpose, strong youth-led identity, and a genuine connection to decision-making.

Council's Youth Support Program also plays a key role in involving young people in decisions about their lives and their futures. This requires ongoing commitment to making sure young people are heard and their contributions are valued.

	GOAL	STRATEGY	COUNCIL'S ROLE	TIMELINE
1.1	Increase youth participation in Council-led programs	1.1.1 Establish a structured engagement strategy with primary and lower secondary school students (Years 6–9) to build strong relationships and increase awareness of the Youth Support Program		2026–2027
		1.1.2 Rebrand key elements of the YSP such as Youth Council, Youth Inc., website to better connect with young people		2026–2027
		1.1.3 Share stories and outcomes from Youth Council alumni to inspire participation		2026–2030
1.2	Refresh and promote youth-facing programs and identities	1.2.1 Develop a structure for Youth Councils in Swan Hill and Robinvale to add value to participation, reflect youth-led identity, purpose, and increase visibility.		2026–2027
1.3	Support youth-led event coordination and delivery	1.3.1 Co-design a calendar of youth events with young people from the outset		2026–2030
		1.3.2 Provide event-planning tools, templates, and training that supports skill development and participation of young people and service providers in delivering youth-led activities		2026–2030

16

PILLAR 1 : EMPOWERING VOICE AND LEADERSHIP

	GOAL	STRATEGY	COUNCIL'S ROLE	TIMELINE
1.4	Support leadership development and youth involvement	1.4.1 Offer tailored youth development programs such as leadership camps, job readiness training, and other life skills initiatives		2026–2030
		1.4.2 Establish and support peer mentoring networks to build confidence and leadership among young people		2026–2029
		1.4.3 Create opportunities for former Youth Council participants to stay involved through alumni networks and resume-building roles		2026–2028
1.5	Ensure youth voice is embedded in Council and community decision-making	1.5.1 Formalise YSP in Council engagement processes and strengthen youth advisory groups		2026–2027
		1.5.2 Offer youth engagement as a service and share practical engagement tools with community organisations		2026–2030

> "If young people help plan it, they will actually show up."
> *~Robinvale service provider*



17

PILLAR 2: SUPPORTING WELLBEING

Young people in our municipality face a range of challenges that directly affect their wellbeing. Rural isolation, lack of transport, rising costs of living, and limited access to services can all cause stress and disconnection. For some, disengagement from education, training, or employment adds further pressure, leading to poorer health and wellbeing outcomes.

As we plan for the future, we must recognise Robinvale and Swan Hill as key service centres. Community feedback showed how important it is to have a permanent Youth Support Program position based in Robinvale. This is not just about equity — it's about building local capacity to support the wellbeing of young people.

Feedback also highlighted a lack of quality spaces for young people to connect and thrive. The proposed Children and Youth Hub in the Swan Hill Showgrounds Precinct reflects the need for inclusive, welcoming spaces that build belonging, connection, and positive wellbeing.

	GOAL	STRATEGY	COUNCIL'S ROLE	TIMELINE
2.1	Ensure young people have access to fit-for-purpose spaces that meet their needs	2.1.1 Advocate for co-located youth and community hubs in Swan Hill and Robinvale		2026–2030
		2.1.2 Embed a youth focus into Council's planning and infrastructure processes to meet future needs		2026–2030
2.2	Provide accessible and flexible youth support across the municipality	2.2.1 Employ dedicated Youth Support Officers in Swan Hill and Robinvale		2026–2029
		2.2.2 Build outreach capacity into youth roles to reach smaller towns and rural areas		2026–2027
		2.2.3 Provide place-based support tailored to local youth needs		2026–2027
2.3	Strengthen early intervention and collaboration across sectors	2.3.1 Embed early intervention principles across all youth programs and services		2026–2030
		2.3.2 Collaborate with schools, health services, and youth service providers to respond early to emerging needs		2026–2030

18

PILLAR 3: GROWING SKILLS AND OPPORTUNITY

Housing and workforce shortages are having a big impact across the municipality. Young people want to be part of the solution. With the right support and clear pathways, we can grow our local workforce and create positive futures for young people and the wider community.

A purpose-built hub will be central to this vision. It will help attract and retain service providers, and create more opportunities for work experience and skill development. These opportunities will strengthen our communities and encourage young people to return, bringing back their knowledge and skills.

Hubs bring essential services together in one accessible place. By locating services side-by-side, hubs remove barriers such as disconnected systems and the need for families and young people to navigate multiple agencies.

	GOAL	STRATEGY	COUNCIL'S ROLE	TIMELINE
3.1	Build career and training pathways for young people	3.1.1 Develop Council-led traineeships, scholarships, and structured work experience opportunities		2026–2029
		3.1.2 Partner with Local Learning and Employment Networks (LLENs) and local businesses to expand employment pathways		2026–2030
		3.1.3 Invest in programs that support young people as the future workforce		2026–2030
3.2	Strengthen the long-term sustainability of the Youth Support Program (YSP)	3.2.1 Build strong partnerships with local organisations, schools, and service providers to embed YSP into the broader service system.		2026
		3.2.2 Explore philanthropic, government, and external funding opportunities to support the YSP		2026–2030

"We could work better together if we just knew what others were doing."
~ Robinvale Service Provider

"A lack of job opportunities for young people is concerning"
~ Robinvale Service provider

19 NEXT STEPS

Swan Hill Rural City Council's Youth Strategy 2026–2030 sets a clear direction for supporting young people across the municipality. Built from the voices of young people, families, and community partners, it outlines practical actions to strengthen wellbeing, education, employment, and community connection.

Over the next five years, Swan Hill Rural City Council will work with young people, schools, service providers, and community organisations to bring this plan to life. A Monitoring Framework will track progress each year to ensure actions are meaningful, measurable, and adaptable to the changing needs of young people across our municipality.

ACKNOWLEDGEMENTS

Swan Hill Rural City Council warmly thanks all the young people, families, schools, staff, service providers, and community partners who shared their ideas and experiences to shape the Youth Strategy 2026–2030. Your voices and commitment have created a plan that reflects the real hopes and challenges of young people across our municipality.

Website

youth.swanhill.vic.gov.au

Phone

5036 2482

Email

youthinc@swanhill.vic.gov.au



Mt. Evelyn Leadership Camp

SWAN HILL
Rural City Council

As used in this document, "NMC" means Ninety Mile Consulting Pty Ltd. This communication contains general information only, and none of Ninety Mile Consulting Pty Ltd, its staff, is, by means of this communication, rendering professional advice or services. Before making any decisions or taking any action that may affect your finances, or your business, you should consult a qualified professional adviser. No entity in Ninety Mile Consulting Pty Ltd shall be responsible for any loss whatsoever sustained by any person who relies on this communication. Copyright © 2025 Ninety Mile Consulting Pty Ltd. All rights reserved.

2.4 Strategic Review of the Swan Hill Regional Livestock Exchange - update

Directorate: Infrastructure
File Number: S11-24-13
Purpose: For Decision

Council Plan Strategy Addressed

5. Infrastructure – Investing in roads, facilities and public spaces that meet community needs and support growth into the future. Objective 5.2: Make the best use of Council assets to meet local needs and support long-term sustainability.
5.2.1 Use Council's Strategic Asset Management Plan to guide investment, maintenance and utilisation.

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations. Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.4 Maintain long-term financial sustainability.

Current Strategic Documents

No strategic documents applicable.

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

Council engaged the consultant, Outcross Agri Services, to undertake a strategic review of the Swan Hill Regional Livestock Exchange (SHRLE). This review was approved by Council on 18 March 2025 to be released to the broader community and to seek community feedback. A copy of the strategic review is shown in Attachment 1.

This report provides an update on the consultation undertaken to date, feedback received, and to provide directions for the next steps.

Discussion

The SHRLE is located on Karinie St, Swan Hill and has been in operation for over 80 years. It currently runs sheep and cattle sales on alternate weeks along with 2 store sheep sales per year. Facilities include cattle yards, sheep yards, stock overflow yards, truck wash bays, undercover ring selling, live weight scales, and toilet

facilities. Adjacent to the saleyards facility is the Karinie Street café and associated parking.

The facility is a high valued service particularly to the agricultural community and the strategic review has created significant concerns with the community around the Councils intention with the site.

The development of the initial strategic review and the release of the strategic review for community exhibition involved significant consultation methods to ensure that all stakeholder's input was considered. Council received significant community feedback through these processes.

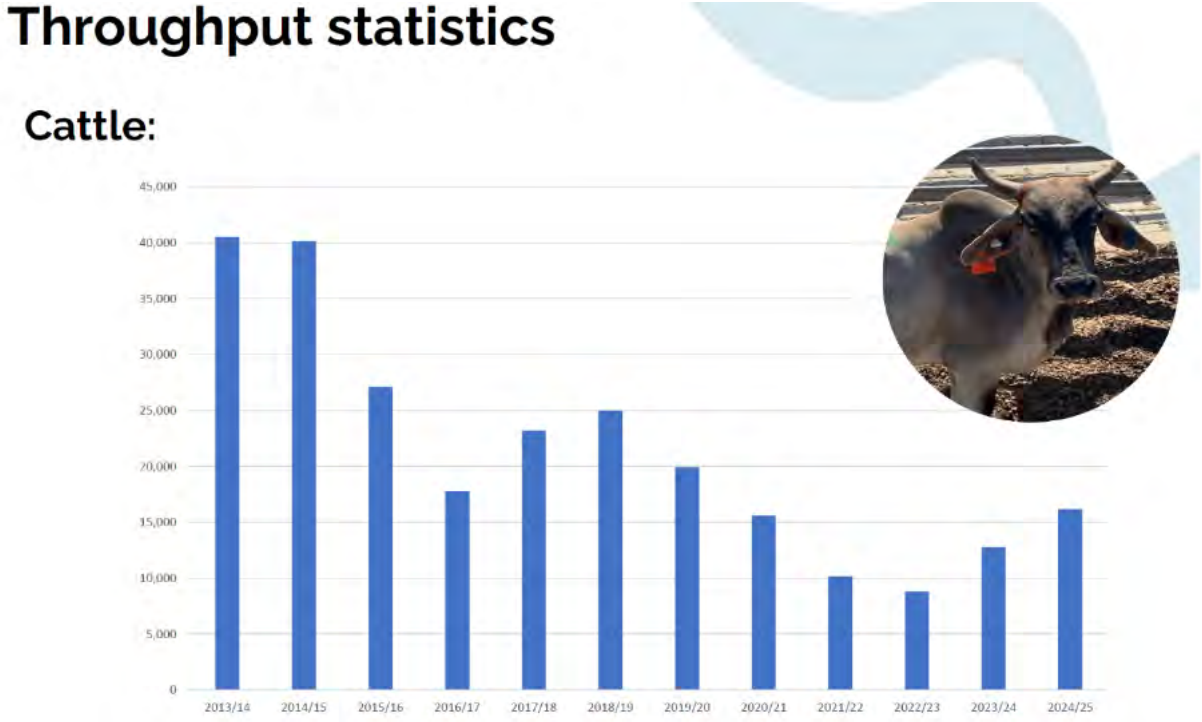
As part of the process, it was made very clear that no decision has been made by Council, rather that this is the first step in understanding the feasibility of the yards and to be fully transparent about any ongoing investment by Council and community.

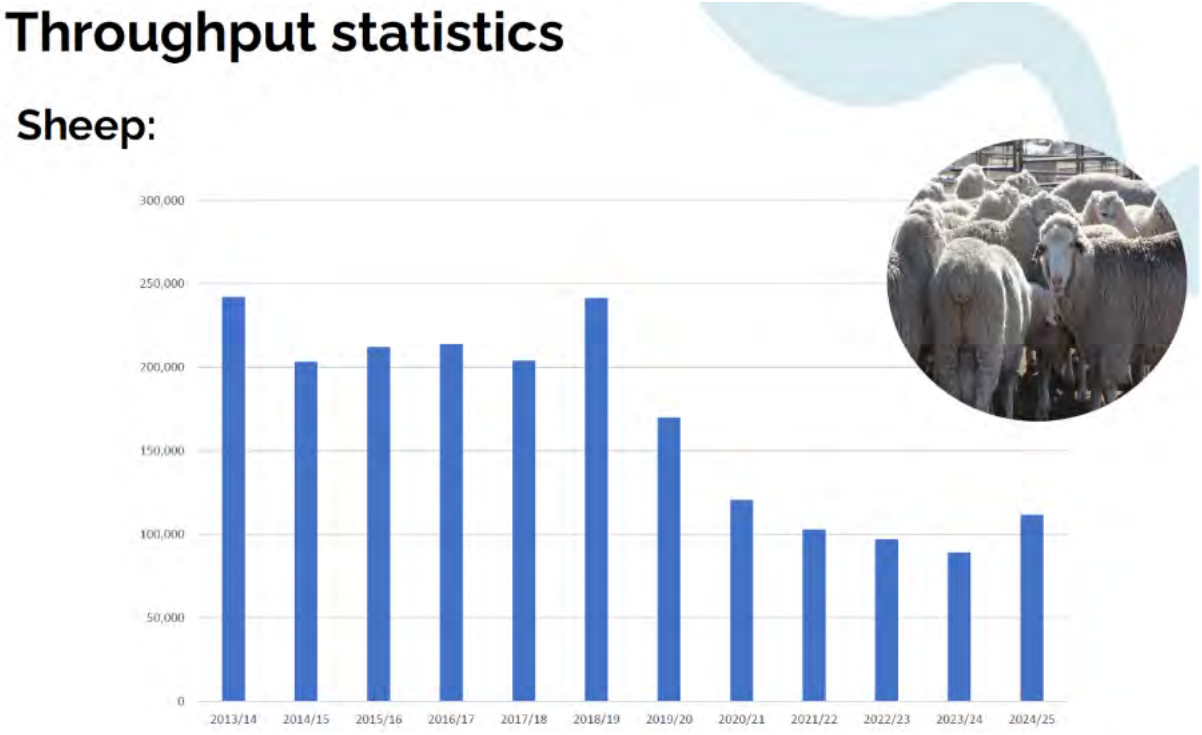
This review has identified significant changes in the trends in the saleyards sector and marketing options for livestock which Council needs to consider. Various marketing options include direct sales, online auctions, and sales directly to feedlots and abattoirs.

Over the last 20 years, there has also been the consolidation of saleyards and privatisation within the industry. Interestingly, across Australia;

- 75 years ago, there were 300 saleyards
- 25 years ago, this had more than halved to only 125 saleyards
- currently there are less than 100 commercial saleyards operating regularly; and
- it is projected there will be less than 50 regional sites by 2030.

The current SHRLE throughput shows a significant decline over a 10-year timeframe for both cattle and sheep:





Other Saleyards

The SHRLE has several other significant saleyards in proximity of Swan Hill, being:

Location	Distance to Swan Hill (km)	Comments
Shepparaton	227	Largest nearby yard with 8.3% pf cattle throughput in Victoria, 1.1% of sheep. Agents advise that Shepparton provides stronger markets for heavier export stock classes. It is noted that this yard has been recently leased and the City of Greater Shepparton is interested in closing their existing site if an alternative was to be built in the region.
Echuca	162	Considered to be a good location and has the potential to grow on the existing site
Finley	210	Current feedback is that this yard will likely close
Deniliquin	150	Sheep only yard
Ouyen	129	Sheep only yard
Bendigo	195	Sheep only yard

Infrastructure

Whilst the SHRLE yards are considered relatively modern, there are significant design flaws which have been identified as part of the review. The main issues include the lack of buyer walkways and the unused drafting facilities.

More broadly, the infrastructure is generally adequate for the current throughput, but additional capacity would be required to handle large sales, which is a pre-requisite for financial viability.

Ownership and Management Options

The review has also suggested a range of options for ownership and management. Whilst the review suggested that most saleyards will be privately owned in the future, management can be by private entities or local government. Clearly, local government can manage saleyards successfully, however due to the high risks associated with this industry, Councils generally use a third party to either lease or manage the site, or to facilitate and manage the sales on the site. However, the two main trends have been the consolidation of facilities and privatisation.

The various options explored in the review include:

- → Council owned and operated
- → Council owned, privately managed
- → Lease
- → Sale to a private company
- → Closure
- → A regional facility

The document was placed on Council's "Lets Talk" page, with a frequently asked question section, which again explained the process and that no decision about the future of the yards has been made.

It was also advertised in the local papers, ABC radio, local radio and social media interviews were undertaken. Council staff attended a sale day to get the survey out to users of the facility and through the Cafe on Karinie. The survey was also distributed to all users registered through the saleyards; however, it is noted that a lot of producers are not registered through the yards directly as they are represented by their selling agents. This survey closed on 23 April 2025, and Council received over 470 submissions.

The initial question was asked as to whether the community supported the current location for the SHRLE, and this was supported by 452 submissions of the total 470 submissions received (96%) and 18 indicated that they did not support the current location, being 3.8%.

The five management options in the review were presented to the community to gauge feedback and preferences for the various management options presented. A summary of these submissions is provided below:

1.Top Preferred Option: ***Continuing Council ownership and management*** was clearly the most favoured approach with up to 96% of respondents indicating this preferred option.

2. Moderate Support: ***Leasing to a private operator*** was the next preferred option. This suggests some openness to partnership models, though not as strongly supported as direct Council management.

3 & 4 Low Support: ***Selling to a private entity*** and ***developing a new facility*** have ranked quite similar. These options are less attractive to the community, likely due to concerns around cost, ownership, or loss of control.

5. Least Favoured Option: ***Closing and repurposing the site*** was overwhelmingly the least supported. It is considered a last-resort or unacceptable option for most respondents.

The 470 submissions have been reviewed, and the common themes are:

- Current location of the SHRLE is close to Swan Hill and in a convenient location
- Infrastructure is already all here, why move it.
- Enables easy selling of smaller lot sizes
- Local employment, supports shopping local and local businesses
- Significant cost to do anything else, which is perceived as a waste of money
- Additional travel costs for farmers to take stock further afield
- Agriculture and farming are core to this community and needs to be supported
- Plenty of parking
- Socialisation for farmers who can otherwise be quite isolated

Other comments included:

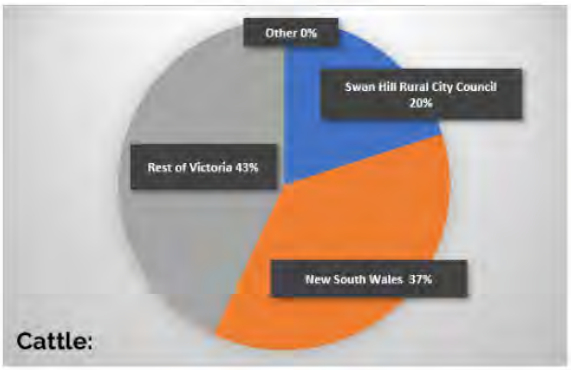
- Some comments that the saleyards are needed, but supported them being moved and upgraded
- Not enough parking in current location

- Comments that implied that Council wants to repurpose the land

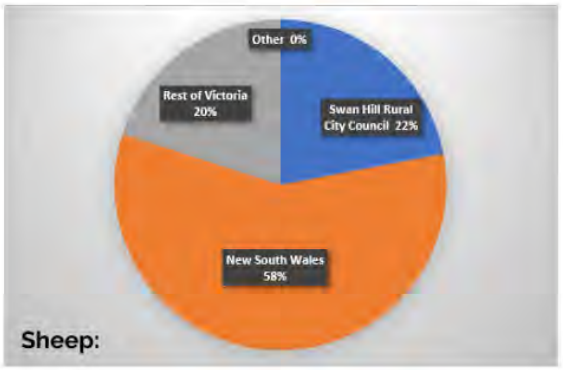
The Swan Hill residents and ratepayers' association held a community forum at the Swan Hill Club on 6 May 2025. It is estimated that between 150 and 200 people attended the forum. The general sentiment at the forum was in support of retaining the saleyards in the current location.

A further community briefing session was held on the 2 September 2025 at the Town Hall. Council invited individuals who made submissions to the review to present their position directly to Council. It is estimated that around 100 people attended with 11 submitters taking up this option.

Additional information acquired indicates that the origins of the throughput of livestock through the exchange is estimated to be approximately 20%-22% of cattle and sheep respectively from within the Swan Hill Municipal boundary, 37%-58% respectively from New South Wales and the remaining from Gannawarra, Buloke, Mildura and other Councils. This is shown below:



	Total Head	%
Swan Hill Rural City Council	3,113	20
New South Wales	5,986	37
Rest of Victoria	6,904	43
Other	11	~ 0
	16,014	**100.00**



	Total Head	%
Swan Hill Rural City Council	24,179	22
New South Wales	65,412	58
Rest of Victoria	21,918	20
Other	260	~ 0
	111,769	**100.00**

Next Steps

Council now needs to make some decisions around what are the next steps that need to be taken regarding the SHRLE, cognisant of all the feedback that has been received to date and the reality of the challenges for Council to continue to operate the yards.

The various management options are summarised in the table below with some considerations of the positive and negative issues to be aware of:

OPTION	POSITIVE	NEGATIVE	COMMENTS
Continuing Council ownership and management	• Preferred option by community • Council has control of the facility • Retains the facility locally	• Financial losses • Staffing issues • Animal welfare concerns • Significant capital investment required	• Whilst preferred by the community, exposes Council to ongoing risk and future liabilities
Leasing to a private operator	• Second preferred option by community • Council still retains some ongoing involvement in the SHRLE • Retains the facility locally • Eliminates Council's exposure to animal welfare compliance, OHS incidents, and reputational risk if standards are not met • Leasing retains the saleyards as an operational facility for the community rather than outright closure • Private operators or an Agents' Association are likely to introduce better processes and improved efficiency • Even a nominal lease provides predictable revenue (or reduced loss), instead of open-ended operating deficits	• Council still retains some ongoing involvement in the SHRLE and associated risks • Council may still be asked to fund capital upgrades • Council has less influence over how the site is run and loss of control over fee structures which may harm local agriculture sector, though lease agreements can include performance standards	• Consider undertaking a public expression of interest process • Community strongly prefers retaining a saleyard—leasing allows this without direct financial burden on ratepayers
Selling to a private entity	• Council does not have any ongoing involvement with the SHRLE • Council could realise capital value of land	• Third option by the community, generally not supported	• Unlikely to create interest considering the current income streams and capital investment required.

		• Council does not have any ongoing involvement with the SHRLE • Council loses valuable land in a key location	• If sold, the new owner may soon close the saleyards if viability doesn't improve
Developing a new facility	• Brand new facility built to industry best practice • Council does not have any ongoing involvement with the SHRLE • Reduces Council risk • Land at current location can be repurposed	• Council does not have any ongoing involvement with the SHRLE • Third option by the community, generally not supported • Potentially not in Swan Hill Council area	• Where would it be located? • Unlikely to be any genuine interest unless other surrounding yards also close down • Very expensive option • If achieved, would be a great outcome
Closing and repurposing the site	• Land can be re-purposed (commercial/industrial in the future) • Eliminates Council to ongoing risk and future liabilities	• Community has indicated that this is their least preferred option, generally not supported • Potentially no saleyards in the Swan Hill Council area • Local livestock sellers forced to travel further	• This would cause committee backlash • Negates the financial and various issues around managing the facility

Clearly the preferred option from community is to continue the current arrangement with Council owning and managing the facility.

However, due to all the other challenges for Council to manage the SHRLE, other options still need to be explored that can still deliver the main intent of the community, which is to continue to have a selling facility in Swan Hill.

At this early stage, by undertaking an expression of interest (EOI) process to ascertain whether there are other interested parties in managing the site, could be explored. This enables the yards to continue at the current location which is what the community prefer but also relieves the financial burden on ratepayers. Other options do not need to be further explored, unless the EOI process is unsuccessful.

Expression of Interest Consideration

There are a range of operational models for the ongoing management and development of the SHRLE. Proposals may include, but are not limited to:

Option 1: Full Lease Arrangement

Under a long-term lease (e.g. 20 years or 10 + 2 x 5 years), the successful proponent would assume full operational control and financial responsibility for the facility. This includes:

- Conducting regular livestock sales (e.g., sheep and cattle)
- Managing all staffing, maintenance, utilities, and compliance requirements
- Setting and collecting yard fees, commissions, and other charges
- Ensuring all occupational health and safety, animal welfare, and NLIS obligations are met
- Investing in infrastructure improvements and innovations as needed
- Providing regular operational and financial reporting to Council (where required)

Option 2: Proponent-Proposed Model

Council is open to creative proposals that fall outside the traditional lease or licence structures. For example:

- Joint venture or shared responsibility models
- Co-operative or consortium-led operations
- Seasonal leasing or pilot arrangements

Option 3: Licensed Sale Day Access

Council may consider granting access to the facility on a licensed basis, whereby the proponent conducts sales on specific days under agreed terms. Council would retain ownership and potentially some management responsibility. Under this model:

- The proponent may pay a fee per sale day or per head sold
- Council may remain responsible for major capital works or shared maintenance
- Operational control is limited to agreed sale periods

This model could suit businesses interested in using the facility without the burden of full lease obligations.

Other Considerations

There are a range of other options that Council can further investigate if the EOI process is not successful. The impacts of these alternatives need to be further developed but suggestions have included:

- Increase fees (to increase income)
- Reduce fees (to promote throughput of animals to increase sales and therefore increase income)
- Different fees for different lot sizes
- Frequency of sales – increase or decrease, monthly store sale
- Sell only sheep
- Spelling facilities
- Transition towards relocation at a new site
- Other?

To undertake further analysis around the impacts of these options will take several months.

Financial Implications

The strategic review has undertaken a comprehensive analysis of the financial position of the yards.

In summary, the SHRLE has incurred financial losses over a long period of time. Over the 4 years analysed in the strategic review, this has totalled losses of $837,244.

The report has indicated that a throughput of 100,000 cattle or 500,000 sheep is required to be viable and there is no apparent pathway for this to occur.

Further analysis for the last financial year has shown improvement, with the throughput and income having improved and expenditure having reduced, with a net loss of $106,658, much improved on the prior years. It is also noted that the expenditure includes depreciation and capital financing repayments for significant capital improvement works undertaken at the facility several years ago.Council would need to consider what level of subsidisation is acceptable to continue to manage the livestock exchange under the current management regime.

An EOI process could relieve Council of further financial losses.

Social Implications

The SHRLE has serviced the region for livestock marketing since 1938. It has been an essential community asset with regular sales for over 80 years and is considered to make a social contribution to those that use the facility and the local community. Bringing in our farmers from the region improves social connection and it is believed

to have mental health benefits for those that would otherwise have limited reason to come to the township and meet with peers.

If Council was to consider a different ownership or management option for the SHRLE, it would be important to consider how to continue to support the industry with any impacts of such a change.

Other potential social issues that can arise from the use of the livestock exchange and impact on residents include smell, dust, noise and traffic congestion.

Economic Implications

SpendMapp data has been obtained to consider the economic benefit of the operation of the Saleyards to the broader benefits of the community. Over a 5-month period, the total daily spend shows consistent spending on a Monday, Tuesday, Wednesday, Thursday and more spending on a Friday. It does not seem to correlate that there is additional spending in the township on sale days, but rather more spending at the end of a week, being on a Friday – regardless of whether the sale occurred on the Thursday or not. This data is only indicative of the use of cards and does not capture larger sales and/or cash sales. It is suggested that these alternative spends are significant in the Swan Hill township predominantly because of the saleyard's sale-day.

Environmental Implications

The effluent and stormwater systems are in good working order and not an issue at the site.

Risk Management Implications

The main risk associated with the development of this strategic review has been the community's concerns and perceptions that the Council will close the SHRLE. Even though Council has undertaken extensive consultation, the community have expressed dissatisfaction that the amount of consultation has not been sufficient and that Council has not been fully transparent with our intentions and the quality of the review has not been comprehensive.

There is significant risk in the operations of a livestock exchange. The current sale process has a range of risks including:

- the use of paint to identify vendors and buyers and the application of the paint is dangerous
- dust, which is reported to have a negative impact on the health of agents and staff when drafting
- unreliable lighting – however works have been undertaken recently to rectify lighting concerns

- drafting process presents an OHS risk, as there is no separation of humans and cattle, gates swing the wrong way which creates drafting errors and increased risk
- Concrete pens which can create animal welfare concerns, however others feel that this is not an issue
- Full compliance with animal welfare requirements

Council also notes the SHRLE biosecurity risks associated with transporting stock into one location, sharing trucks and yards and disposal of deceased livestock. In 2022 Councils were warned by Agriculture Victoria to manage risks associated with Foot and Mouth Disease (FMD) and Lumpy Skin Disease (LSD). The risks increased with FMD and LSD detected in Indonesia in May and March 2022 respectively. Relevant Councils were briefed and prepared readiness plans.

It is also noted that Council has also had a lot of challenges associated with staffing matters, including the sourcing of suitable staff. It is a high stress environment on a sale day, and this can result in tensions and frustration, exposing Council to work safe risks.

Options

1. To undertake an expression of interest process to lease/manage the Swan Hill Regional Livestock Exchange.
2. To undertake further strategic work around the feasibility of the Swan Hill Regional Livestock Exchange.
3. To continue to operate the Swan Hill Regional Livestock Exchange under Council management and ownership and advise the community

Attachments: 1. Strategic Review of the Swan Hill Livestock Exchange Report redacted [**2.4.1** - 35 pages]

Recommendation/s

That Council undertake an expression of interest process to lease or manage the Swan Hill Regional Livestock Exchange.



Strategic Review of the Swan Hill Regional Livestock Exchange for the Swan Hill Rural City Council

28/01/2025

Prepared by:
Tom Newsome
Managing Director, Outcross Agri-Services Pty Ltd

Katie Barnett
Consultant, *Outcross Agri-Services Pty Ltd*

[redacted]

TABLE OF CONTENTS

Industry Terminology Definitions 3
Executive Summary 4
1. Introduction 7
2. Background, context and industry trends 8
3. Operational Review 11
4. Infrastructure Review 25
5. Financial Analysis 27
6. Options for The SHRLE 29
7. Ownership and Management Options 30
9. Recommendations 33
10. Conclusion 33
Bibliography 34
Appendix A: Stakeholders consulted 35

INDUSTRY TERMINOLOGY DEFINITIONS

Term	Description
SHRLE	Swan Hill Regional Livestock Exchange
Adult Equivalent	Cattle range in weight and size so we need to be able to standardise the measurement to a standard animal. An adult equivalent is a term that standardises cattle to a 450Kg, non-lactating animal and is used widely in the grazing sector. In a saleyard setting it allows us to standardise pen density and capacity of the yards to manage Animal welfare.
Trade cattle	Lighter animals (usually less than 550Kg) that are destined for the domestic market (supermarkets and butchers) or will be sold to re-stockers or feedlots
Export cattle	Heavier animals and lighter cows that are destined for export markets such as the USA (cows) or Japan (heavy steers and bullocks)
NVD	National Vendor Declaration is a statutory declaration, providing important biosecurity information about the cattle sold from each Vendor
Vendor	The entity selling the cattle
Processor	Meatworks buyer
Livestock Agent	The marketing business that represents the seller. Also referred to as Agencies or Agents
90CL	90% chemical lean- Cow beef where 90% of the meat is muscle and 10% fat.

EXECUTIVE SUMMARY

Outcross has completed a review of the Swan Hill Regional Livestock Exchange (SHRLE) on behalf of Swan Hill Rural City Council (SHRCC). The review included the:

1. Background and context and Industry trends;
2. Operational review;
3. Infrastructure review;
4. Financial review;
5. Options for current site
6. Options to rebuild
7. Marketing options for livestock

FINDINGS

Background

The saleyard sector has been a pillar of livestock marketing in Australia for over 150 years. Most towns have had a municipal saleyard through the 20th century to cater for the sale of livestock in agriculturally based, local economies.

The Swan Hill Regional Livestock Exchange (SHRLE) is typical of the saleyards that have serviced rural communities. The current saleyard was built in 1938 and has provided a community asset to the region with regular sales ever since.

Industry Trends

There is an ongoing trend for consolidation within the saleyards sector, with smaller unviable sites closing and larger sites expanding. This is due to the ongoing efficiencies of transport and the requirement of the market to be able to provide sufficient livestock to enable commercial competition and efficiency in freight.

This trend has been experienced over the red meat industry more broadly with the amount of farm businesses decreasing and the average land size increasing.

Operations

SHRLE operates under a traditional model, including ring selling of cattle. Ring selling is slow and is not generally supported by professional buyers and Agents due to the time taken to complete the sale process. In addition, selling store cattle through a ring selling system is difficult as buyers cannot easily see which lots are coming up and what is available through the sale.

This view was supported by the responses in the Stakeholder survey, where 12.33% of total respondents rated the operations as poor and 52% of total respondents rated the operations as just satisfactory. This percentage is significantly higher for the Agents and Purchasers, with 16.7% of Agents rating the operations as poor and 75% just satisfactory. Of the Buyers 25% rated the operations as poor and 37.5% just satisfactory. Of the written feedback received from Agents & Buyers the overarching majority made comment to the inefficiencies of the sale process and listed this as one of the main disincentives for Buyers attending the sales.

Infrastructure
SHRLE is a relatively modern saleyard, catering for both sheep and cattle.

The sheep section is old, but functional. The selling pens are adequate and the site is equipped with scanning equipment to comply with the National Livestock Identification System.
Loading and unloading facilities are also adequate, enabling safe movement and transit of stock.

The cattle section is well maintained and appears to have had significant investment in recent years. There are two main unloading facilities, which are adequate.

Stock are scanned for NLIS compliance on entry into the facility, which assists to identify missing NLIS devices and allows management to transfer tags into the facility prior to the sale.

The dedicated draft is located away from the unloading ramps, which contributes to the Agents preference for lane drafting.

Loading, drafting, selling and storage facilities are compliant with industry standards.

Financial
The SHRLE is not financially viable. In the financial year to June 30, 2024 the SHRLE incurred an operating loss of $323,789.

There is no foreseeable pathway to the facility becoming viable, due to vastly inadequate throughput. Discounted Cash Flow analysis indicates that the SHRLE will not be viable into the future, due to the impact of low throughput.

SHRLE has consistently made a loss over the past ten years, with a total accrued loss is $837,244 over the past 4 years.

SHRCC must decide if it will continue to invest in the site, knowing there is no clear pathway for the site to be financially viable.

Options for the current site
SHRCC can repurpose, lease or sell the site. The location of the site in an industrial area within town indicates that the site has a significant value that could be realised by SHRCC.

Leasing the facility would minimise losses incurred by the SHRCC. The most likely proponent to lease the facility would be the existing Agents Association. This model works at other sites such as Armidale in NSW. Commercial entities that specialise in saleyards management are unlikely to be interested in leasing the SHRLE due to the poor financial viability of the site.

Rebuilding the SHRLE
Should SHRCC decide to close the SHRLE and sell the site, it must then decide whether to rebuild the facility on a greenfield site.

We recommend that SHRCC does not rebuild, as there is no clear pathway toward financial viability at a new site, due to the low throughput.

Marketing Options for Livestock

There are several options that are available for marketing livestock from the Swan Hill district, if the SHRLE closes.

1. Surrounding saleyards including Echuca, Shepparton and Finley (Cattle) and Ouyen, Deniliquin and Bendigo (Sheep).
2. Online (Auctions Plus, Herd Online)
3. Direct to Feedlot
4. Direct to slaughter

OWNERSHIP AND MANAGEMENT RECOMMENDATIONS

The ownership and management of the facility depends on Councils appetite for risk and financial support for the facility.

SHRCC ratepayers are currently subsidising the facility to a significant extent. As such, to choose to maintain the status quo, is to accept that ratepayers will continue to subsidise the facility.
SHRCC may choose to sell or lease the existing site.

Due to the poor financial prospects of the business, we expect that a private operator would be unlikely to purchase or lease the facility for the purpose of operating livestock sales.
The only entity that may consider leasing the facility would be the current Livestock Agents operating at the site.

We recommend that SHRCC approach Agents to lease the facility.

If a suitable lease arrangement cannot be negotiated, we recommend closing the facility.

1. INTRODUCTION

Outcross Agri-Services Pty Ltd (Outcross) has been engaged by the Swan Hill Rural City Council to provide an expert opinion and consultation services with respect to the Swan Hill Regional Livestock Exchange. Outcross is a leading service provider, providing skilled personnel, asset management, consulting and technology to the Australian saleyard sector.

The scope of services in the SHRCC request for quotation included the following:

1. Assess community opinions and concerns regarding the necessity and current location of the Swan Hill Regional Livestock Exchange.
2. Explore potential business models for the saleyards, including options for selling or leasing the facilities to private entities.
3. Evaluate the feasibility of relocating the saleyards to an alternative site within the Swan Hill Municipality. Consider the implications of such a move for repurposing the current site for industrial or other uses.
4. Identify and assess both short-term and long-term capital expenditures required to maintain and upgrade the existing saleyards, ensuring they continue to be managed effectively.
5. Examine current livestock throughput levels and evaluate the sustainability of the saleyards operations in the context of industry demands and environmental considerations.
6. Analyse current industry trends to determine the viability of the saleyards, including factors affecting their long-term relevance and success.

Outcross has completed the review, including:

- Stakeholder consultation
- Research of Industry trends
- Analysis of Competition in the market
- Options for Saleyard business models
- Financial analysis of identified scenarios
- Recommendations for strategic direction

The following Outcross staff have visited the site to undertake the strategic review.

- Tom Newsome (Managing Director) undertook a site inspection on 30 October, 2024

During the site visit Outcross observed the sale process, including pre-sale preparation on Wednesday evening and the sale process on Thursday. The site visit enabled Outcross to understand the site, infrastructure, process and people.

- Katie Barnett (Consultant) completed the Stakeholder consultation on 28 November, 2024

Interviews were undertaken with a range of stakeholders, including livestock agents, Council staff, transporters, and buyers. In addition, an online survey was available for community consultation.
A list of the stakeholders consulted is at Attachment A.

2. BACKGROUND, CONTEXT AND INDUSTRY TRENDS

BACKGROUND

The Swan Hill Regional Livestock Exchange (SHRLE) is in Swan Hill, in north-western Victoria. This region is a strong agricultural area with a history of beef, sheep and dairy cattle grazing. The SHRLE site encompasses 8 hectares, located within the town of Swan Hill.[6] The site is zoned PUZ1 – Public Use Zone, Service & Utility.

The SHRLE was constructed on the current site in 1938.

CONTEXT

The cattle sector is a significant industry in Australia, contributing $23.3 billion to rural communities in FY 2023.[1] This represents approximately 30% of total agricultural output.[3] According to the Australian Bureau of Statistics, there were 29.9 million cattle in Australia[1] in June, 2023, including 27.1 million beef cattle and 2.1 million dairy cattle. While Australia accounts for just 1.5% of the world's cattle population. We are the fourth largest beef exporter, behind Brazil, India and the USA.

Queensland is the largest state for beef cattle production with 13.2 million head, approximately 47% of the national herd. Victoria has 2.9 million cattle[4], 10% of the national herd[1], down from 3.6 million cattle in September, 2022[2].

Each year, approximately 30% of the national cattle herd are sold, equating to approximately 10 million head.

- Saleyards are critical to livestock marketing, accounting for around 4,021,957 cattle and 14,504,131 sheep in FY2024[12] (40%).
- Freight is a key contributing factor to the success of the saleyards as a marketing option. Many small consignments are moved into saleyards facilities, are purchased and combined into larger lines and trucked to buyer destinations.
- The national throughput of cattle and sheep sold through saleyards increased by 12.7% and 13.6% respectively in FY2024.
- In Victoria, cattle throughput increased by 26.5% in FY 2024 to 966,286 head and sheep throughput increased by 14.8% to 4,499,085 head[12].

THE MARKET

Buyers for livestock are representing organisations within the supply chain for beef, lamb or mutton. The markets are typically divided into domestic and export destinations. Domestic markets are dominated by supermarkets and butchers that supply meat products to Australian consumers. Export markets are international destinations that are across the Globe, with the largest markets including USA, Japan and China. Each market requires a range of products that are derived from various livestock classes. For example, the USA hamburger trade requires lean Australian cow beef (90CL) that is mixed with excess fat from American feedlot cattle to make meat patties.

COMPETITION

Saleyards account for the marketing of approximately 40% of livestock sales annually.

Marketing options for livestock that compete with saleyards include:

- Direct sales: sale of livestock directly between a livestock owner and a buyer.
- Other marketing options include online through AuctionsPlus, a privately owned online auction system. Auctions Plus accounted for 573,000 head of Livestock sales in FY2023 (5.7%).
- Significant numbers of cattle are also marketed directly to feedlots and abattoirs. Direct transactions are usually done as an agreement between the buyer and seller and may or may not involve an agent. By deduction, we have estimated that direct sales account for 6 million head of cattle annually (54%).

INDUSTRY TRENDS

The Swan Hill region is a strong agricultural area with a history of sheep and cattle grazing. There remains a strong livestock industry with 744,525 head of cattle in Northern Victoria[3] and 375,039 head in the region on the NSW side of the Murray River[3]. Therefore, the catchment for the SHRLE encompasses over 1 million cattle.

Some stakeholders reported that enterprise change has influenced the livestock numbers in the district, while others consider that there is similar livestock population density to the long-term average.

Saleyards play a vital role in the marketing, consolidation and logistics of moving livestock around Australia. There are two significant trends in the saleyard sector: privatisation and consolidation.

Privatisation

The privatisation of Australian saleyards has been a significant trend over the past 20 years, since the establishment of a new saleyard at Carcoar in NSW. Three smaller, ageing facilities were replaced by a new, state of the art facility with capacity to handle large sales and room to cater for the requirements of modern Livestock marketing and transit logistics.

Other privately owned, leased or managed sites include:

- Queensland: Murgon, Longreach, Sarina, Biggenden, Silverdale, Beaudesert, Toogoolawah, Harristown, Mareeba, Gracemere
- NSW: Casino, Kempsey, Armidale, Camden, Nowra, Tamworth, Singleton, Inverell, Yass
- VIC: Mortlake, Leongatha, Barnawartha, Ballarat, Camperdown

Consolidation

The consolidation of saleyards has continued over history. This is driven by freight logistics, larger trucks, better roads and the requirements of stakeholders, particularly buyers, for a critical mass of stock to compete on when they attend a sale.

The freight logistics is a key benefit of large saleyards over online sales and small saleyards. This element will enable large scale saleyards to continue to thrive into the future.

Seventy-five years ago, there was approximately 300 saleyards across Australia, mostly small scale and servicing many small communities.

Twenty-five years ago, there was approximately 125 saleyards still operating. Most remained small, catering for less than 2000 head one time capacity. There were more significant saleyards that could handle over 5,000 cattle or 50,000 sheep, with the top 20 saleyards growing to be regional centres. This increased scale of the regional centres had already closed many smaller saleyards due to efficiency gains.

Currently there are less than 100 commercial saleyards operating regularly in Australia. Current trends suggest that this will be closer to 50 regional sites by 2030. Saleyard operators will make a choice between closure and expansion.

Diversification may assist some saleyards to be more competitive, where fixed costs can be spread over a larger business, or infrastructure can be used to a greater extent.

SUMMARY:

- Saleyards play a vital role in the marketing, consolidation and logistics of moving livestock around Australia.
- [redacted]
  There are two significant trends in the saleyard sector: privatisation and consolidation, which result in fewer, larger saleyards.
- Saleyard operators will make a choice between closure and expansion.

3. OPERATIONAL REVIEW

The SHRLE is operated in a traditional manner, with outdated sale processes which could be improved by embracing best practice technology and procedures. The requirement for all stock to be sold through the ring inhibits the option to run regular store sales.

THROUGHPUT

Figure 1 & 2 show a declining throughput of cattle and sheep over a 10-year time frame through the Swan Hill Regional Livestock Exchange.

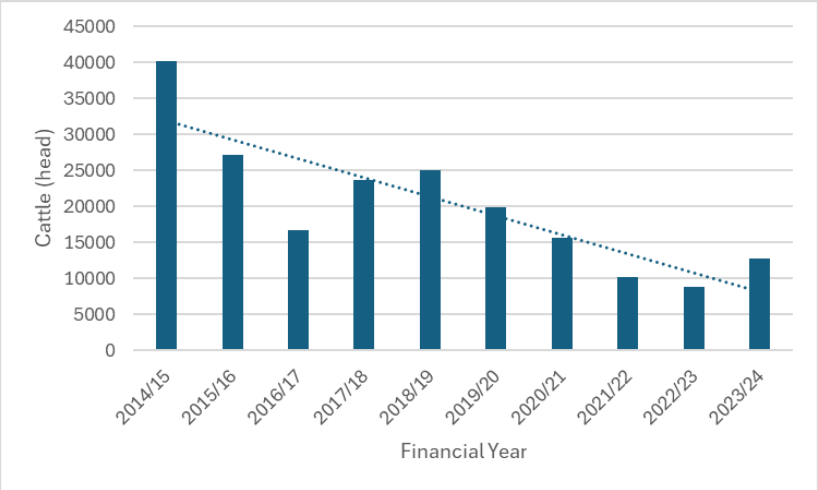


Figure 1. 10-year throughput of cattle at the SHRLE

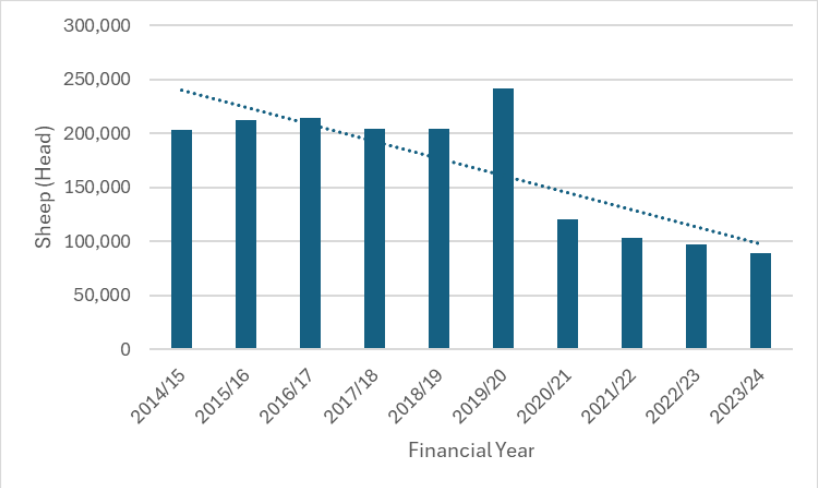


Figure 2. 10-year throughput of sheep at the SHRLE

The table below shows the throughput of cattle and sheep in the saleyards surrounding Swan Hill in the 2023 and 2024 financial years[10].

Table 1. Throughput of surrounding saleyards

	FY 2023	FY 2024	Distance from Swan Hill (km)
Swan Hill	8,802 cattle and 97,187 sheep	12,762 cattle and 89,146 sheep	
Echuca	29,978 cattle	35,800 cattle	162
Shepparton	65,607 cattle and 41,191 sheep	71,674 cattle and 73,708 sheep	227
Deniliquin	208,901 sheep	207,313 sheep	150
Bendigo	889,943 sheep	1,155,661 sheep	195
Finley	7,395 cattle and 61,420 sheep	11,812 cattle and 48,365 sheep	210
Euroa	15,859 cattle	21,368 cattle	270
Ouyen	158,075 sheep	134,820 sheep	129
Total	127,641 cattle and 1,298,642 sheep	153,416 cattle and 1,574,193 sheep	

The combined total throughput for the Northern region of Victoria and Swan Hill increased from 127,646 cattle and 1,298,642 in FY 2023[5] to 153,416 cattle and 1,574,193 sheep in FY2024[10]. Much of the increase is due to seasonal conditions and should not be seen as a long-term trend.

Figure 3 shows the proximity of the surrounding saleyards, relative to the SHRLE. The yellow markers indicate a sheep only saleyard, blue markers indicate a saleyard that sells both cattle and sheep. The red marker is the SHRLE.

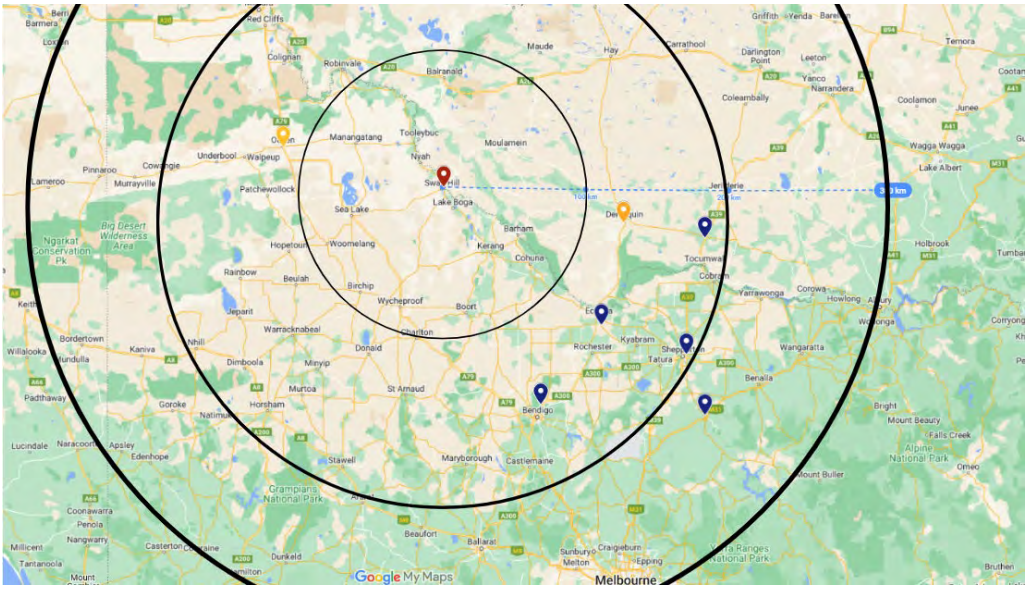


Figure 3. Proximity of the surrounding saleyards, relative to the SHRLE

COMPETITIVE ENVIRONMENT

There are several competing options that reduce throughput at SHRLE. These include:

- online selling;
- direct sales; and
- other saleyards at Shepparton, Echuca, Ouyen, Kyneton and Finley.

Online selling

Agents advise that AuctionsPlus is the most significant online system used. AuctionsPlus is used intermittently in Northern Victoria, mostly for store stock purchased by other graziers. Meatworks buyers do not generally use online platforms for direct purchases, preferring to buy direct from producers or through saleyards.

Direct sales

Direct sales to abattoirs are a significant pathway for slaughter animals. Most slaughter cattle are sold directly from graziers to abattoirs, with or without an agent involved in the deal. Traditionally smaller lots would be sold through a saleyard and buyers would make up bigger loads at the saleyard.

Other Saleyards

There are three significant saleyards in proximity of Swan Hill, including Shepparton (227km), Echuca (162km) and Finley (210km). Deniliquin is a sheep only saleyard, located 150km to the north-east of Swan Hill.

Shepparton is the largest competing saleyard with 8.3% of cattle throughput in Victoria, but just 1.1% of sheep throughput. Agents report that Shepparton provide stronger markets for heavier export stock classes (bulls, bullocks and cows).

The Greater Shepparton City Council has recently leased the saleyard facility. The lease documents indicate that the Council would be interested in closing the existing site if an alternative was to be built in the region. The existing Shepparton site is in an industrial estate in the middle of town.

SWOT analysis

The SHRLE is characterised with strengths and weaknesses as shown in Table 2 below. The relative strengths and weaknesses create corresponding opportunities and threats.

If SHRCC are able to build on the strengths and resolve the weaknesses, threats will be negated and opportunities realised.

Table 2. SHRLE SWOT Analysis

SHRLE	STRENGTHS	WEAKNESSES
	• Good access, parking, office and canteen facilities. • Relatively modern selling complex.	• Capacity constraints • Ring selling of cattle is slow. • Outdated process
	OPPORTUNITIES	**THREATS**
	Increase throughput and viability by: • Selling weekly • Negotiating for agents business • Investing in infrastructure • Changing sale process	• Occupation health and safety compliance • Animal welfare compliance • Competing sites take the opportunity to invest in infrastructure • Financial viability

The competing saleyards are Shepparton, Finley and Echuca. An outline of the Competitor strengths and weaknesses is below in Table 3.

Table 3. Shepparton, Finley and Echuca SWOT Analysis.

	Strengths	Weaknesses
Shepparton	• Throughput is more than double that of Swan Hill. • Buyers report that additional export numbers lead to an improved market through extra competition. • Pen selling is faster and enables buyers to attend the market and then move on with their day • Caters for sheep and cattle • Valuable land asset	• Old facility that is poorly located in the centre of town • No room for expansion • Shepparton has reached its used by date and needs replacing and moving out of town.
Echuca	• Location • Potential to grow on existing site	• Small yardings
Finley	• Currently sells fortnightly	• Small saleyard. Buyers say that Finley will likely close.

PERFORMANCE FACTORS

Saleyard performance is assessed by the following factors:

- competitive fee structures;
- efficient sale processes; and
- compliance with OH&S and animal welfare requirements.

Fees

The 2024/25 fees are shown in Table 4.

Table 4. SHRLE Fees 2024/25

Fee Type	Stock Type (Sheep/Cattle)	Comments	2024/25 unit fees (inc GST)
Out of Hours Call Out	Both	Charged for any services required outside of normal working hours – feed/stock removal etc	$104
No Sale / Passed In	Sheep	Per Head, per day in holding pens – stock removed from sale	$1.15
No Sale / Passed In	Cattle	Per Head, per day in holding pens – stock removed from sale	$5.90
Cattle Weigh Fee	Cattle	Per lot during sale. Cattle sold in prime market	$3.60
Sheep Yard / Sighted	Sheep	Per head, per day. Stock at the yards but not sold through the yard – *Private Use*	$5.80
Cattle Yard / Sighted	Cattle	Per head, per day. Stock at the yards but not sold through the yard – *Private Use*	$11.60
Private Weigh	Cattle	Per head. Occurs when weighed but not a part of a scheduled sale	$7.60

Yard Stock Sold	Sheep	For sheep sold through the yards on sale days	1.10%
Yard Stock Sold	Cattle	For cattle sold through the yards on sale days	1.20%
Truck Wash		Per minute	$0.85
Truck Wash Key		Per Key	$46.00
Stock Removal	Sheep	Stock destroyed & disposed of from yards. Presented to yards in condition deemed not fit for sale	$82.50
Stock Removal	Cattle	Stock destroyed & disposed of from yards. Presented to yards in condition deemed not fit for sale	$275.50
Stock Feeding	Cattle & Sheep	Post Sale and Stock not sold through yards. Per bale fed out – staff & machinery resource only. Agent to supply feed	$58.00
NLIS Cattle Tag	Cattle	Faulty/Non-reader tag	$5.80
NLIS Cattle Tag	Cattle	Untagged Cattle	$15.75
NLIS Sheep Tag	Sheep	Untagged Sheep or not tagged in accordance with NLIS requirements	$5.80

The Fees at SHRLE are comparable to other equivalent saleyards in Victoria when we consider the median total cost to sell livestock through SHRLE. Fees are difficult to compare directly as yards vary the fee structure. SHRLE collect most yard dues through a percentage of the gross sale amount, whereas most other sites charge a flat yard fee for small and large stock.

The cattle fees per head have fluctuated over the last 10-years, showing a general trend of an increase in cost per head as seen in figure 4. Exposure to a declining market for stock is shown from 2022 – 2024.

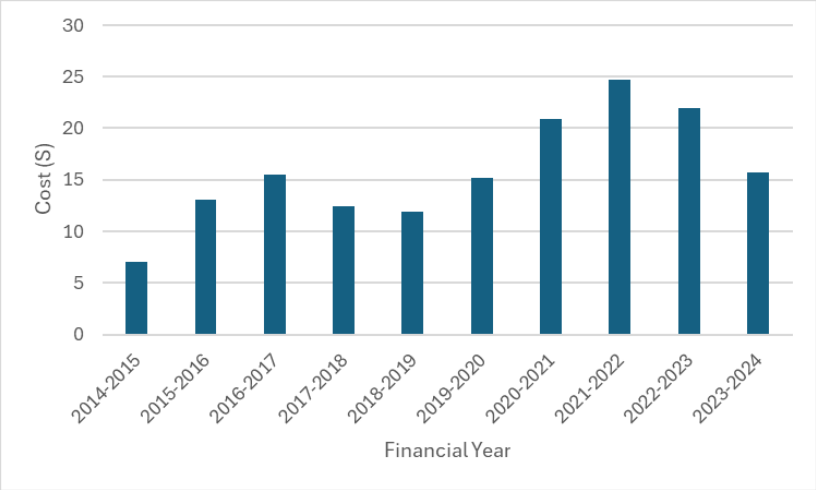


Figure 4. Cattle Fees per head over the last 10 years at the SHRLE[11]

A similar trend was seen over the last 10-years in the sheep costs per head, however the fluctuations weren't as large (Figure 5).

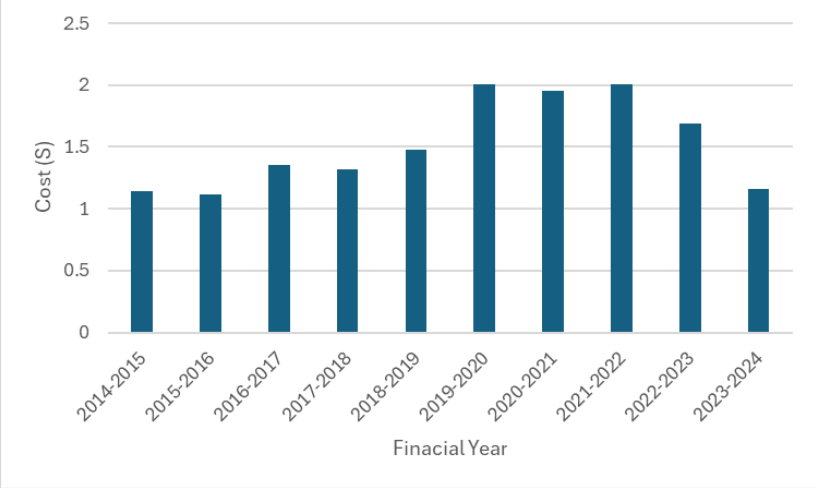


Figure 5. Sheep Fees per head over the last 10 years at the SHRLE[11].

An increase in costs per head isn't dissimilar to other equivalent Saleyards, due to an increasing number of overheads.

Sale process

[redacted]

Efficiency, as measured by the speed and accuracy of the sale, is poor relative to the standards set by leading saleyards. The SHRLE sale process is uses ring selling, which is inherently slow. This results in multiple sale lots being kept in a single selling pen. In addition, ring selling reduces competition, as the weight is known and buyers cannot compete if it is outside their instructions. In contrast, in a pen selling system, buyers estimate the weight and will compete on cattle that are around the limits of the required weight range. Wagga Wagga is the only top 20 saleyard (by throughput) that has a ring selling methodology.

All other leading sites sell all stock in the pens and post-sale weigh cattle for prime sales. Pen selling is achievable at SHRLE. Selling through the pen in small sale lots allows buyers to both assess the cattle and have access to weights. This promotes competition and provides an excellent market for stock. The benefits of pen selling are that the sale is faster and agents and buyers can finish their saleyard commitments early and attend to their other business commitments.

Sale frequency

The frequency of sales at a site is important to the viability of a selling centre. Centres that offer only fortnightly sales usually close as the infrequent sale is usually a step towards closure.
We recommend that SHRLE include a monthly store sale to increase throughput and improve viability.

Labour

Most labour on site is provided by agencies, with SHRCC providing 2-3 staff on sale days.

Painting of vendor numbers and buyer paint adds further cost, labour and exposure to OHS risk. This is generally an unnecessary process and has been discontinued in most saleyards as technology has superseded paint for identification purposes.

Compliance with OHS

The following key safety risks were identified on site.

Paint: There is excessive use of paint on site to identify vendors and buyers. As there are no dedicated facilities available, it presents an OHS risk for agents and their staff in the application of the paint.

Dust: Some stakeholders reported that dust is a major issue and has a negative impact on the health of agents and staff when drafting. Dust suppression with sprinklers is required. The current irrigation system needs to be replaced, including higher capacity pumps.

Lights: Lights are unreliable, and agents are drafting in low light at times when the lights go out at night. The reliability of the lighting system needs to be addressed.

Drafting: Despite having a dedicated draft system, cattle are drafted for sale in the cattle lanes. This presents an OHS risk as there is no separation of humans from cattle. In addition, the facility is not designed for lane drafting which presents further risk. The gates used for drafting are swung the wrong way to regulate the flow of livestock, leading to drafting errors and increased OHS risks.

Concrete pens:

The concrete pens present an OHS and animal welfare risk due to the hard surface.

Compliance with Animal Welfare

The key aspects of animal welfare are adhered to at the SHRLE:

- Animals have access to water during their time on site;
- Pen density allows for animals to rest and stand and have access to water; and
- Livestock are handled with care and avoidance of excess force.
- Availability of shade
- Access to water

The following animal welfare requirements are not adhered to:

- Animals standing on hard surfaces, particularly heavy bulls that are stored on the concrete, pen; and

[redacted]



Sheep standing in shade provided by trees, with access to water.

BEST PRACTICE

An outline of the SHRLE sale process compared to best practice is provided below. The implication of failing to meet industry standards include:

- Buyers do not attend site, leading to a deteriorating market
- Agents and Vendors seek alternative marketing options for their stock.
- The saleyard operator and stakeholders operate with increased risks (OHS, employment, animal welfare, market) which may lead to withdrawal from the market.

Pre-sale process

	SHRLE PROCESS	BEST PRACTICE
Curfew	Gates are locked at: -Sheep 10:30am on day of sale -Cattle 7:00pm on Wednesdays prior to sale day	Standard curfew is 12 hours prior to the start of a prime sale.
NVD Entry		NVD should be entered into the software prior to animals being drafted. This can occur at: • Gatehouse • Unloading Ramp • Office
Vendor Number	The vendor number is painted on each animal to identify which vendor each beast belongs to. This process is unnecessary, expensive and dangerous as agents are painting cattle in the pens and risk being kicked or injured.	Vendor number should be assigned prior to drafting at either: • NVD entry in order of arrival; or • Pre-sale as assigned by Agents Vendor paint should not be used. Modern tablet systems removes the need to paint the vendor number on Cattle. Lots are simply drafted, penned and recorded, using tablet data entry.
Unloading	Cattle are unloaded and counted off trucks by agents.	Cattle should be unloaded and counted off trucks. The receival count should be entered into the software as the basis for the correct count for each vendor consignment.
Drafting	Cattle are drafted in lanes by agents.	There should have a dedicated, safe facility available. Drafting should be managed by agents. The agent sale run will be established with a correct lineup of

		cattle that are drafted from best to worst based on breed, type and value.
Booking	Lots are currently not entered into the system until the lots are weighed.	Booking the sale lots into the software should happen following the drafting process. Ideally sale lots will be booked the night before a sale to allow for pre-sale scanning and balancing sale lots.
Pre-sale reports	Pre-sale reports include: Pre-sale catalogue (summary of NVD information, used to identify Cattle that can be purchased, based on health and traceability status).	Pre-sale reports include: • Pre-sale catalogue • NVD – Sale lot discrepancy • Penning sheet • Selling sheets

Sale process

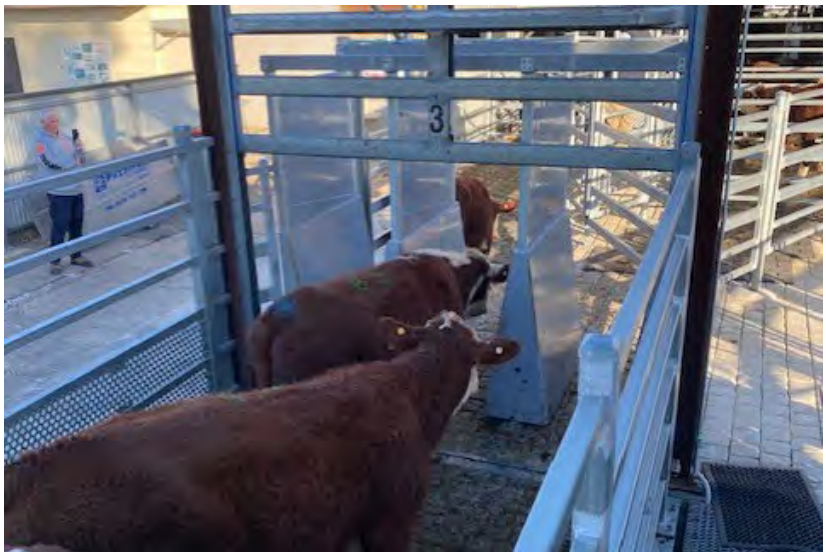
	SHRLE PROCESS	BEST PRACTICE
Process	SHRLE sell cattle in a combination of export and trade runs.	Sell in export and trade runs or a similar combination.
Running sheets	A running sheet is a written record, showing the order of the sale. Cattle must be sold in the correct order from the running sheet. This puts significant pressure on the drafting process to ensure that the exact sale order is retained, and data entry is accurate.	Pre-sale booking, pen scanning and lot recognition enables: • Out of order weighing for the export run, • Out of order selling for the trade run, • Faster trade selling as all lot information is pre-entered, • Only record buyer and weight at weighing, and • Removes need for running sheets.
Selling	The cattle are sold by c/kg in the ring and weighed over the weighbridge prior to the selling ring. This includes bulls, cows, heavy steers and heavy heifers.	Pen selling is the best system for selling cattle as buyers prefer to be able to buy the stock quickly and do not require weights to assist their buying decisions.

Post-sale process

	SHRLE PROCESS	BEST PRACTICE
Delivery	Cattle are delivered to vacant selling pens due to a lack of dedicated holding pens for receivals, feeding and delivery.	Cattle would be delivered to a combination of dedicated holding pens with soft flooring and access to ramps.
Buyer paint	A large majority of cattle are painted to identify buyers. This is an outdated practice that requires three staff and the additional expense of paint.	NLIS technology allows for cattle to be delivered without using any paint to identify the buyer. Buyer paint should not be used.
Load out		The site has reasonable load out facilities. Unloading dumps are best practice. The buyer pens should be identified by posting the completed Drovers report on the delivery board. There needs to be access for staff to walk up the outside of the race when loading.
Concrete Yards		Heavy cattle must be held in dirt yards with an even surface.
Holding Yards	The current holding yards are reasonably well constructed and frequently used.	Dedicated holding pens enable cattle to be held in large lines where cattle can be fed or trucked while the sale is underway.
Spelling and feeding facilities	There is currently reasonable spelling or feeding facilities on site.	Holding yards should also have feeding facilities that enable stock to be stored from other areas.
Loading Ramps	There is currently only one double loading ramp.	As a facility reaches a viable throughput level, multiple loading ramps are required.
Holding capacity	The SHRLE lacks the capacity to correctly handle larger lines of cattle at all stages of the sale.	While facilities are acceptable for the current throughput, additional investment is required for the facility to be viable.

There is no realistic prospect that the SHRLE can reach current thresholds for viability. Excluding debt, saleyards generally require over 50,000 cattle or 200,000 sheep annually to break even,

without debt. Commercial operators will seek close to double those figures to commit to a commercial investment.

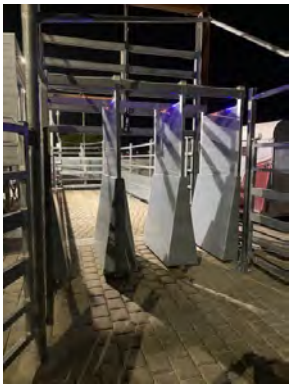


Cattle are weighed over a registered weighbridge prior to the selling ring

TECHNOLOGY

The SHRLE Site is running Agrinous software to manage their sales. This is a cloud-based management system. Management is happy with the product and it achieves the requirements for sale management.

Other key technology includes the NLIS scanners, which are Aleis panel readers and a single scale weighbridge.



Fixed panel readers are used to scan NLIS devices into sale lots on entry to the selling ring

STAFFING

The SHRLE is operated with a small number of staff, under the site Manager.
Staffing the SHRLE is challenging, although most casual staff are supplied by the Agents.
Stakeholder feedback is complimentary regarding the service that is provided by Council staff. 56% of survey participants rated the ownership as satisfactory/excellent, 64% rated the management as satisfactory/excellent.

Contractors could provide staffing resource relief for any tasks required at SHRLE.

SUMMARY:

- The North Central region of Victoria has significant numbers of cattle sold. In financial year 2023, this totalled 127,646 cattle .[5]
- SHRLE faces competition from other yards, online selling and direct selling. The major competitor, Shepparton, has indicated they would consider closing the yard if an alternative

[redacted]

- Technology used at SHRLE is adequate with improvements suggested to reach best practice.
- Staffing is well regarded by stakeholders.

4. INFRASTRUCTURE REVIEW

Current infrastructure

The SHRLE is a reasonably modern saleyard facility, with significant potential. However, there are several key design flaws that impact operations and investment is required for the site to reach its potential. In addition, while the current management is doing a good job in maintaining the facility, there remains several significant issues that must be addressed including:

- There is no buyer walkways that would enable OHS compliance for store sales
- The drafting facilities are not used

Site and Location

The site is located in an industrial area within town.

- The site includes an area of 8 hectares.
- Access to the site is off Karinie St, a major street that allows for safe, efficient entry and exit for the site.
- The bitumen hard stand provides good parking facilities for both livestock trucks and cars.
- The traffic management plan allows for movement of trucks and separation from the general public and smaller vehicles.
- The office facilities for livestock agents and Council staff provide a good place to conduct business. Amenities and the canteen ensure a comfortable environment for stakeholders.

Effluent and Stormwater

The effluent and stormwater systems at SHRLE are in good working order and not an issue with the site.

SELLING COMPLEX

Loading ramps

Stakeholder feedback has identified that additional facilities are required for unloading trailers into the sheep yards.

The cattle selling complex provides adequate unloading and loading facilities.

Gates

Gates are generally compliant, however, the current cattle drafting method requires gates to be swung from the other side to control flow.

Selling pens

The selling pens are compliant for the needs of the cattle section.

There are insufficient selling pens to hold sales over 500 head on a regular basis.

Bull selling pens
Stakeholder engagement has suggested that the bull selling pens were constructed in the wrong place, which has impacted the flow of the sale.

Buyer walkways
There are no buyer walkways that would assist in enabling store sales.

Crush facilities
There are adequate crush facilities for mouthing, retagging and processing stock.

SUMMARY:

- The SHRLE saleyard facility has adequate infrastructure for the current throughput. Recent improvements have assisted in the flow of livestock.
- The facility is adequate for additional sales, but would need additional capacity to handle larger sale in excess of 1000 head, that are a pre requisite for financial viability.
- Improvements are suggested to the selling complex.

5. FINANCIAL ANALYSIS

We have completed a high-level Benefit Cost Analysis (BCA) through a Discounted Cash Flow (DCF) model.

This approach allows the comparison of investment returns over time for a given upfront investment.

Key components that impact the modelling include:

- Inflation- We have assumed 3% long term inflation
- Interest rates- We have assumed 6%
- Discount rate- The risk-free rate of return available from an alternate investment, used for comparison with the actual return from an investment. We have assumed 3.97%, based on the 10-year government bond rate.
- Internal rate of return (IRR) is the metric used to measure profitability. It must be higher than the discount rate to provide a positive Net Present Value. The IRR is a key output of a DCF analysis, given calculated income, expenditure, terms of an investment, debt levels, loan repayments and discount rates.
- Net present value (NPV)- The value of future income and expenditure, if it was realised today. The NPV must be positive for an investment to be financially viable.

RESULTS

The financial modelling strongly indicates that the likelihood of the SHRLE becoming a viable business into the future is very low.

The SHRLE incurred a loss of $323,789 in the 2024 financial year. The SHRLE has incurred a loss for the past 4 years for a total loss of $837,244.

Table 5: Financial results for SHRLE

Financial Year	Loss
2024	-$323,789
2023	-$229,817
2022	-$197,482
2021	-$86,156
Total	-$837,244

We further analysed the financial position of the SHRLE through a high-level discounted cash flow analysis.

We assumed:

- a discount rate of 3.97%, based on the 10 Year Government bond rate.
- Nil net debt
- 10 year horizon

The results are shown in table 6 below.

Table 6: Discounted Cash Flow

10 Year Forecast	**Discounted Cash Flow results**
Cumulative Net Loss	$3,711,881
Net Present Value (Net Profit)	-$3,076,312
10 Yr Cumulative Debt	$4,698,431

The results indicate that the SHRLE will accumulate significant debt from continuing losses incurred over the next 10 years. The nominal debt figure is expected to be almost $4,698,431. This comprises of cumulative net losses of $3,711,881 which have a net present value of $3,076,312 in today's terms. In addition, we have assumed that the debt will incur an interest rate of 6% per annum.

6. OPTIONS FOR THE SHRLE

There are several options available to the SHRCC for the future strategic direction of the SHRLE.

1. Status Quo
2. Status Quo plus diversified income
3. Lease of the site
4. Close the existing site and rebuild out of town
5. Close the existing site and do not rebuild

1. Status Quo

The Status Quo is an option, depending on SHRCC attitude towards supporting the business of the SHRLE. If SHRCC choose to continue to provide financial support for the business, the debt is likely to be $4,968,431 over 10 years. The declining profitability over the past 4 years has no real prospect of recovery to a viable financial position into the future.

2. Status Quo plus diversified income

There are some options for diversified income for the existing business.

a. Monthly store sale

Stakeholders have identified that there is potential to utilise the facility more than it is currently being used for fortnightly prime sales. One option is to hold a monthly store cattle sale. If this sale was able to attract 500 head per sale, it would add a further 6,000 head throughput to the site over 12 months. While this is a significant uplift, it would not resolve the financial burden to Council. In addition, there are OHS risks associated with pen selling that would need to be addressed as there are no dedicated buyer walkways to maintain separation between the public and cattle.

b. Spelling facilities

Stakeholders have identified that the feeding facilities could be utilised for spelling cattle. This service is available at present but is not widely used.

3. Lease of the site

The site could be leased by the Agents Association. This option is discussed further in section 7.

4. Close the existing site and rebuild out of town

Council may choose to close the existing site due to urban encroachment that has now made the SHRLE site inappropriate for a saleyard.

If this view is adopted, the options to consider are whether to rebuild the facility at a more appropriate site out of town.

The performance of the business in terms of throughput do not justify rebuilding a saleyard to replace the existing facility.

Our recommendation is that if Council choose not to provide financial support for the existing facility, that a new facility should not be built, as it will certainly require ongoing financial support and will likely have a significant debt associated with the build.

7. OWNERSHIP AND MANAGEMENT OPTIONS

Ownership

Ownership of the facility on an ongoing basis could be retained by local government or sold to a private entity.

While most local government saleyards are not financially viable, they do offer benefits to the local community, through:

- attraction of stakeholders to town to support other businesses and community
- employment of direct staff and support for businesses to employ additional staff
- providing a facility for local cattle businesses to transact livestock

Our expectation is that most saleyards will be privately owned into the future.

- Private operators are willing to invest in saleyard facilities that offer commercial returns on investment.
- Private operators are more prepared than the public sector to accept the significant risks associated with operation of a saleyard facility. Key risks include occupational health and safety and animal welfare.

Management

The facility can be managed by private entities or local government. There are many saleyards that are owned and successfully managed by local government. Other Councils choose to engage a third-party management company to either lease or manage the site, or to facilitate and manage sales on the site. This ensures that a livestock selling facility will remain in the district, mitigates the risk for local government and improves the opportunity for federal and state government funding.

Private operators can employ specialist, full time staff and distribute the staff time across multiple saleyard sites. These companies inevitably gain an advantage with sale management skills as they are working full time in the saleyard sector, across many sites.

Privatisation

The two main trends in the saleyard sector have been identified as consolidation of facilities and privatisation.

If Council were to adopt a strategy of privatisation, collaboration with agents would be required to attract a private manager or owner. Given the financial losses incurred, the only genuine option for private management or lease is if the local Agencies were interested in operating the site. Other private operators are unlikely to be interested in the current business.

Private Operators across Australia include:

- Individual Livestock Agents (Hindmarsh (Nowra and Camden), Hayes (Silverdale, Sarina, Nebo), Prostock (Mt Compass), Biggenden Livestock, Shepherdson and Boyd (Toogoolawah), Kennedys (Macksville), Kempsey Stock and Land, Bower and Livermore (Maitland)
- Livestock Agents Associations (Armidale, Dubbo)
- RLX- servicing 10 sites
- Outcross Agri-Services- servicing 30 sites
- Individual local operators (Blackall)

Option 1: Council owned and operated.

The traditional saleyard model remains the most common. We estimate that there are over 70 operating saleyards that use this model including Echuca, Bendigo and Horsham locally and large sites such as Wagga, Roma, Dalby, Hamilton, Mt Gambier, Naracoorte and Gunnedah.

Benefits:

- Councils can ensure that publicly owned livestock selling facilities are available for rural ratepayers.
- Sales bring people to town, who then support local businesses.
- Council can choose to limit fees for the benefit of stakeholders. This usually means a loss is incurred which must be subsidised by ratepayers.

Constraints:

- Councils incur risks in operating livestock sales, including:
  - Financial: Most Council operated saleyards are unviable
  - Safety: Saleyards are inherently dangerous places, due to:
    - Handling animals that may not be safe
    - Humans and animals are difficult to separate.
    - Fatigue management
    - Ageing infrastructure that may fail, causing injury
  - Animal Welfare: Real and perceived risk of poor animal welfare outcomes
  - Reputational: Risks can have reputational consequences
  - Legislative: Increasing risk due to legislation
  - Compliance: Compliance continues to be more onerous each year

Option 2: Council owned, privately managed.

Ownership is retained by local government and the sites are managed by private companies or leased to a private operator.

This model is common in the local area with Finley and Deniliquin being managed by Scanclear, a private saleyard operator. Dubbo, NSW is managed by Council, but sales are run independently by Agents. Yea, Casterton, Gundagai, Cooma, Tumut are managed by Council, with sales managed by Outcross Agri-Services.

Benefits:
The benefits of local government ownership include:

- Access to Government funding for capital works

Option 3: Lease
Leasing the facility is a viable option for Council.

Benefits:

- Ratepayers are assured that Council remains committed to a selling centre in the area
- Council mitigates the risk associated with operating the facility
- Facility can be operated according to best practice
- Federal and State Government funding can be accessed for capital works.
- Council can achieve a better financial outcome. This often enables Council to realise a profit on the business unit, where a loss was previously incurred.
- Saleyards operations are often improved as the site is run by a specialist management company.
- As discussed, a lease to the local Agents is the most likely viable option.

Shepparton has been leased to RLX. Casino, in Northern NSW is leased by Outcross Agri-Services, but ownership is retained by Council. Armidale, NSW is leased by Agents.

The existing throughput of livestock at SHRLE does not represent an attractive opportunity for a private operator. However, if SHRCC was interested in working with a private company to grow the business to its potential, it is likely that the private sector would not be interested. The estimated lease fees attainable are estimated to be nominal for the existing site and business.

Leasing the site to Agents would achieve a continuation of saleyard services in the area, without the associated financial, OHS and animal welfare risks.

Option 4: Sale to a private company
Ideally, if Council chose not to invest, it could sell the site to a private company that would seek to operate the site.

There are many privately run saleyards across Australia. Most are owned and operated by single livestock agents. Others are funded and operated by investment companies such as RLX, who operate 10 regional livestock exchange sites.

The potential value would be in the vicinity of $1-2 million, based on land value, rather than the value of the current business.

Option 5: Closure
The Council may choose to close the site on the basis that it is not financially viable. This would potentially be an option if there was a regional centre built close by that could effectively service the industry into the future.

In choosing this option, Council would need to consider the direct and indirect value of the saleyards business to the town[10]. While stakeholders have stated that the value of the saleyards to the broader business community is significant, there is no demonstrated support for this view.

Option 6: A Regional Facility

Swan Hill is unlikely to become a regional selling centre site for northern Victoria.

The cost associated with building a regional saleyard facility at Swan Hill needs to be independently costed. Based on other similar projects, Outcross Agri-Services estimates that the cost to increase Swan Hill to a capacity of 5,000 head adult equivalent (450kg steer) to be considered a regional centre would be approximately $25 million.

A regional facility at Swan Hill would be viable if the Agencies supported the project, promoting a combined throughput of approximately 100,000 cattle. This is highly unlikely as all other saleyards in north-western Victoria would have to close and there are more central locations that would be better suited to a regional facility.



10. CONCLUSION

The viability of the SHRLE depends on scale, as measured by throughput of livestock. Council needs to achieve a throughput of 100,000 cattle or 500,000 sheep to be commercially viable. There is no apparent pathway to viability for the current business. This remains the case for the existing site or a potential new site if the saleyard was moved out of town.

BIBLIOGRAPHY

1. Australian Bureau of Statistics, 2024, Australian Agriculture, Livestock. Australian Agriculture: Livestock, 2022-23 financial year | Australian Bureau of Statistics (abs.gov.au)
2. Meat and Livestock Australia, Fast Facts Herd and flock numbers for each region released | Meat & Livestock Australia (mla.com.au)
3. Meat and Livestock Australia, Cattle numbers as at June 2021 Livestock distribution maps | Meat & Livestock Australia (mla.com.au)
4. Meat and Livestock Australia, Australia's Beef Industry Fast Facts, 2023
5. Meat and Livestock Australia, Saleyard survey, 2023
6. Planning Property Report, Department of Environment, Land, Water and Planning.
7. 2023 / 2024 Swan Hill Rural City Council Fees and Charges
8. Swan Hill Regional Livestock Exchange, Financial Statements
9. Australian Livestock Markets Association, Social Value of Saleyards Research Report, 2022
10. Meat and Livestock Australia, Saleyard survey, 2024
11. Swan Hill Sale Statistics (Provided by SHRCC)

APPENDIX A: STAKEHOLDERS CONSULTED

There are a range of stakeholders that provide services to the SHRLE and contribute to the Livestock selling process. These include:

- **Swan Hill Rural City Council (SHRCC)** is the owner and operator of the SHRLE facility. As such SHRCC is a vital stakeholder as the facility requires ongoing Council support to remain viable and to provide the Livestock marketing service to the ratepayers.

- **Livestock Agents** are the professional sales team that represent their client's (Vendors) cattle in the sales process, which is vital to an open cry auction system.

- **Transporters** are the trucking companies that transport the Livestock to and from the SHRLE. Usually, smaller body trucks will deliver the stock to SHRLE and larger semi-trailers and B Doubles will transport stock to the buyers.

- **Buyers** include farmers, feedlots, butchers and abattoirs that purchase the stock. Export buyers are usually abattoirs that will slaughter the animals, mostly for export destinations such as the USA or Japan. Export cattle include heavy steers and heifers, cows and bulls. Trade buyers include farmers that purchase the stock with the intention of adding weight and value to the animals before resale to a feedlot or abattoir. Other trade buyers include butchers that buy Cattle to slaughter for the domestic Australian market.

The following stakeholders were consulted:

Name	Position	Entity
Leah Johnston	Director, Infrastructure	Swan Hill Rural City Council
Rebecca Herman	Swan Hill Livestock Exchange Team Leader	Swan Hill Rural City Council
Mark Robertson	Roads and Projects Engineer	Swan Hill Rural City Council
Matt Rowlands	Livestock Agent	Elders, Swan Hill
Darren Mirtschin	Livestock Agent	BR&C
Jason Pickering	Livestock Agent	Nutrien Ag Solutions
Danny Saunders	Abattoir	Woodward Foods

A Stakeholder Survey was released to the public on the 21/11/2024 and closed on the 06/12/2024. The survey was advertised through the Swan Hill Regional Council website and social media. Katie Barnett (Outcross Consultant) visited the SHRLE on the 28/11/2024. She spoke to Stakeholders at the SHRLE and got them to fill out the survey. Fliers with the survey QR code were given to businesses on Karinie st and surrounds to display. The surveys were submitted anonymously so that the results could be analysed in a non-biased manner.

A total of 73 responses were received. Of the surveys completed 16.44% were Agents, 26.03% community members, 30.14% vendors, 21.92% purchasers, 2.74% Council Employees, 1.37% transporter and 1.37% contractors.

2.5 Swan Hill and Robinvale Drainage Strategy Adoption

Directorate: Infrastructure
File Number: S34-24-06
Purpose: For Discussion

Council Plan Strategy Addressed

1. Growth and Development – Building a resilient local economy, supporting businesses and attracting investment for a thriving future. Objective 1.1: Support housing that meets community needs and enables future population growth
1.1.3 Proactive strategic planning for future land use.

5. Infrastructure – Investing in roads, facilities and public spaces that meet community needs and support growth into the future. Objective 5.2: Make the best use of Council assets to meet local needs and support long-term sustainability.
5.2.2 Local Government Precinct concept funding proposal developed.

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations. Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.3 Strengthen planning and data to support long-term decision-making.

Current Strategic Documents

Council Plan
10 Year Financial Plan
10 Year Major Project Plan
Asset Management Plans
Financial Plan - 2021/22 to 2030/31
Strategic Asset Management Plan

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

Council engaged the services of a consultant to prepare a drainage strategy to identify stormwater management challenges in Swan Hill and Robinvale. The project included detailed modelling for each township; to evaluate the performance of the existing drainage systems and to identify appropriate solutions and any infrastructure upgrades necessary for flood mitigation.

In July 2025, the final version of the Swan Hill and Robinvale Drainage Strategy was placed on Councils “Let’s Talk” page along with a frequently asked questions sheet, developed to explain aspects of the strategy.

Three submissions were received at the closure of the public exhibition on Monday, 8 September 2025.

This report is for the final consideration of public submissions and ultimate adoption of the strategy by Council.

Discussion

The development of the drainage strategy for Swan Hill and Robinvale is an essential strategic document to assess and upgrade stormwater infrastructure in these urban areas. Being flat terrain and with infrastructure limitations, Council needs to understand the existing drainage challenges and how to improve the management of stormwater for the community.

Modelling was undertaken to evaluate the performance of the existing network and then progressed to understand and prioritise areas for protection against storm events.

Public consultation was then undertaken within the community to both understand the concerns of residents and to also ensure that the modelling replicates what was evidenced in the “field”.

The study identified a range of problem areas, ranging from the flat terrain, undersized pipes, blocked drains and pump operations. Many issues were identified and solutions to address these issues were proposed to minimise stormwater impacts.

In March 2025, the Swan Hill and Robinvale Drainage Strategy (Refer attachment 1 – Swan Hill and Robinvale Drainage Strategy – Final) was presented to the Council for discussion. Council members discussed various aspects of the strategy and were supportive of the draft strategy document being placed on public exhibition (Council’s “Let’s Talk” page).

The Swan Hill and Robinvale Stormwater Strategy report contains many maps showing information regarding inundation areas, water depth and water flow velocity for several different storm events. To assist with confusion and possible misinterpretation a Frequently Asked Questions (FAQ) sheet (Refer attachment 2 – Drainage Strategy FAQ sheet – Final) was developed to explain the purpose, the process and some of the principals and technical terms within the strategy in a less formal fashion.

The drainage strategy was initially placed on public exhibition for a period of three weeks but was extended for a further two weeks closing on Monday, 8 September 2025.

Three submissions were received and have been considered by officers. Responses have been prepared for each and are attached to this report; (refer attachment 3 – Drainage Strategy Public Exhibition – Submissions and Responses).

Many of the queries raised in the submissions were of a general nature, and while important, did not necessitate changes to the strategy document. These issues included references to the following:

- The number 9 main channel
- Maintenance and understanding of swale-drains
- Drainage contribution schemes
- Water sensitive urban design
- Wetlands
- Water harvesting opportunities
- Questions around specific locations

These queries would be considered ancillary issues and would be covered off during specific project scoping or community education.

In summary, the submissions did not provide any new information which would require alteration to the draft drainage strategy.

Within the strategy document, priority drainage projects are identified for both Robinvale and Swan Hill townships. Once Council adopts the Swan Hill and Robinvale Drainage Strategy, scoping, investigation and brief development can be commenced on a priority basis to enable designs to be initiated as required.

Designs will then enable a program of works to be developed. Due to the nature and possible cost of these works, the program will certainly extend over many years. The program of works would also include any necessary preliminary works (ie: required permits, possible easement or land acquisitions, community consultation, budget preparation, etc)."

Consultation

Extensive consultation has been undertaken during development of the strategy document with various stakeholder groups, community drop-in centres, Councillors and relevant Council staff.

An on-line survey was also provided for the community to utilise if they were unable to attend any of the community drop-in opportunities in Swan Hill (Swan Hill Town Hall) or Robinvale (Robinvale Resource Centre). The on-line survey was open for a period of 5 weeks and allowed residents to provide comments and "pin" them to locations on an interactive map of Swan Hill and Robinvale.
The draft final Strategy document was also placed on public exhibition for a period of 5 weeks for the community to provide comment on.

Financial Implications

The outcomes of the drainage strategy have identified significant projects and cost implications associated with the implementation of various priority projects. These projects will need to be further developed and costed.

Social Implications

Flooding in our community has a range of social implications associated with any emergency event. It is essential to work through the highest risks to mitigate flooding for the benefit of the community.

Economic Implications

Managing stormwater is essential for the townships to grow and prosper. Flood information, whilst essential to ensure that any proposed development considers flooding risk, can also be perceived as limiting development opportunities in some areas.

Environmental Implications

There are a range of environmental issues associated with the appropriate management of stormwater. The development of this strategy assists with any environmental implications.

Risk Management Implications

There is significant risk with the development of the drainage strategy, that community may be alarmed with identified impacts on individual properties. This can result in further concerns with insurance premiums for property owners and future development.

Attachments:

1. Swan Hill and Robinvale Drainage Strategy - Final (Exhibition) [**2.5.1** - 180 pages]
2. Drainage Strategy FAQ Sheet - FINAL [**2.5.2** - 2 pages]
3. Drainage Strategy Public Exhibition Submissions and Responses (3) [**2.5.3** - 5 pages]

Options

1. Adopt the Swan Hill and Robinvale Drainage Strategy without amendment and to thank and provide appropriate responses to all submitters for their submissions.
2. Recommend changes to the draft Swan Hill and Robinvale Drainage Strategy.

Recommendation/s

That Council adopt the Swan Hill and Robinvale Drainage Strategy without amendment and to thank and provide appropriate responses to all submitters for their submissions.



SWAN HILL AND ROBINVALE DRAINAGE STRATEGY

AUGUST 2025

PREPARED FOR

Swan Hill Rural City Council

Details	
Title	Swan Hill and Robinvale Drainage Strategy
Prepared for	Swan Hill Rural City Council
Document Name	30285-R03-Swan Hill and Robinvale Drainage Strategy -3

Document Control				
Revision	**Author**	**Reviewer**	**Approved for Issue**	
			Name	**Date**
A	ASC & EBE	CW		
1	JWO	CW	C. Walker	25/07/2025
2	JWO	CW	C. Walker	4/08/2025

Revision Status	
Revision	**Description**
A	Draft for Review
1	Updated to include to include inundation time for mitigation options.
2	Updated Executive Summary

Cover Image was taken from WMS site visit in August 2023.

COPYRIGHT AND NON-DISCLOSURE NOTICE

The contents and layout of this report are subject to copyright owned by WMS Engineering. The report may not be copied or used without our prior written consent for any purpose other than the purpose indicated in this report.

The sole purpose of this report and the associated services performed by WMS is to provide the information required in accordance with the scope of services set out in the contract between WMS and the Client. That scope of services was defined by the requests of the Client, by the time and budgetary constraints imposed by the Client, and by the availability of data and other relevant information.

In preparing this report, WMS has assumed that all data, reports and any other information provided to us by the Client, on behalf of the Client, or by third parties is complete and accurate, unless stated otherwise.

TABLE OF CONTENTS

Executive Summary **1**

1 Introduction **5**
1.1 Background 5
1.2 Scope of Project 5
1.3 Study Areas 6

2 Available Data **9**
2.1 Past Studies 9
2.2 Topographic Data 9
2.3 Hydraulic Structures 21
2.4 Other GIS Data 26
2.5 Site Visit 26
2.6 Gauge Data 26
2.7 Historical Flood Records 29

3 Hydraulic Model Development **34**
3.1 Robinvale Hydraulic Model 34
3.2 Swan Hill Hydraulic Model 45

4 Model Validation **57**

5 Flood Modelling Results **60**
5.1 Robinvale Model Results 60
5.2 Swan Hill Model Results 78

6 Sensitivity Testing **94**
6.1 Effects of Coincident Flooding In Robinvale 94
6.2 Effects of Coincident Flooding on Swan Hill 97

7 Community consultation **100**
7.1 Objectives 100
7.2 Stakeholder Engagement 100
7.3 Community Engagement Activities 102
7.4 Community Engagement Findings 102

8 Mitigation Options Screening Assessment **117**
8.1 Long List Development 117
8.2 Short List Option Development 124

9 Mitigation Options Analysis **126**
9.1 Robinvale Mitigation Options 126
9.2 Robinvale Mitigation Option Results 132
9.3 Swan Hill Mitigation Options 145
9.4 Swan Hill Mitigation Option Results 151

10 Summary and Recommendations **164**
10.1 Model Establishment and Validation 164
10.2 Community Consultation and Stakeholder Engagement 164
10.3 Mitigation Option ASsessment 164
10.4 Next Steps 165

11 References **167**

Appendix A: Robinvale Existing Case Model Results **168**

Appendix B: Swan Hill Existing Case Model Results 169
Appendix C: Swan Hill Community Responses – Full List 170
Appendix D: Robinvale Mitigation Model Results 171
Appendix E: Swan Hill Mitigation Model Results 172

LIST OF FIGURES

Figure 1-1 Swan Hill Study Area 7
Figure 1-2 Robinvale Study Area 8
Figure 2-1 LiDAR Extents & Comparison for Swan Hill 10
Figure 2-2 LiDAR Extents for Robinvale 11
Figure 2-3 Comparison of LiDAR datasets at Comb St - Main Drain, Swan Hill 12
Figure 2-4 Comparison of LiDAR datasets at South-West Development, Swan Hill 12
Figure 2-5 Comparison of LiDAR datasets at Stradbroke Ave, Swan Hill 13
Figure 2-6 Survey locations at Swan Hill 14
Figure 2-7 Survey locations at Robinvale 15
Figure 2-8 LiDAR Verification at No.9 Main Channel, Swan Hill 16
Figure 2-9 LiDAR Verification at Ken Harrison Reserve, Swan Hill 17
Figure 2-10 LiDAR Verification at Mortoo Street to Ashton Street Main Drain, Swan Hill 17
Figure 2-11 LiDAR Verification at Mortoo Street to Ashton Street Main Drain, Swan Hill 18
Figure 2-12 LiDAR Verification at Tower Avenue, Swan Hill 18
Figure 2-13 LiDAR Verification at Milloo Street, Swan Hill 19
Figure 2-14 LiDAR Verification at Adcock Road, Robinvale 20
Figure 2-15 LiDAR Verification at Robin Street, Robinvale 20
Figure 2-16 LiDAR Verification at Carrington Street Lane, Robinvale 21
Figure 2-17 Key drainage assets at Swan Hill 24
Figure 2-18 Key drainage assets at Robinvale 25
Figure 2-19 Swan Hill Rainfall and Water Level Gauge Locations 27
Figure 2-20 Robinvale Rainfall and Water Level Gauge Locations 28
Figure 2-21 Cumulative and Hourly Rainfall Totals at Swan Hill Aerodrome Gauge (ID 77094) in the October 2022 Event 30
Figure 2-22 Measured Site Rainfall Intensities at Swan Hill Aerodrome Gauge (ID 77094) in the October 2022 Event 30
Figure 2-23 October 2022 Overland Flooding at the Intersection of McCallum Street and Stradbroke Avenue 31
Figure 2-24 October 2022 Overland Flooding at Butterworth Street 31
Figure 2-25 October 2022 Overland Flooding of Naretha Street (Left) and Milloo Crescent (Right) 32
Figure 2-26 Cumulative and Hourly Rainfall Totals at Swan Hill Aerodrome Gauge (ID 77094) in the November 2023 Event 32
Figure 2-27 Measured Site Rainfall Intensities at Swan Hill Aerodrome Gauge (ID 77094) in the November 2023 Event 33
Figure 3-1 Robinvale Model Extent and Topography 37
Figure 3-2 Robinvale Inflow and Outflow Boundaries 38
Figure 3-3 Robinvale Hydraulic Network 39
Figure 3-4 Robinvale Manning's Hydraulic Roughness Map 40
Figure 3-5 Robinvale Priority Zones for Critical Duration Selection 41
Figure 3-6 Robinvale Critical Duration Map for the 20% AEP Event 43
Figure 3-7 Robinvale Critical Duration Map for the 1% AEP Event 44
Figure 3-8 Swan Hill Model Extent and Topography 48
Figure 3-9 Swan Hill Inflow and Outflow Boundaries 49
Figure 3-10 Swan Hill Hydraulic Network (Township Upper Part) 50
Figure 3-11 Swan Hill Hydraulic Network (Township Lower Part) 51

Figure 3-12 Swan Hill Manning's Hydraulic Roughness Map 52
Figure 3-13 Critical Duration Map of Swan Hill for the 1% AEP Storm Event 54
Figure 3-14 Critical Duration Map of Swan Hill for the 2% AEP Storm Event 55
Figure 3-15 Critical Duration Map of Swan Hill for the 20% AEP Storm Event 56
Figure 4-1 Comparison of Modelled Results with Site Photo of Coronation Avenue, Swan Hill, looking towards the Racecourse 57
Figure 4-2 Comparison of Modelled Results with Site Photo of Chapman Street from Nyah Road 58
Figure 4-3 Comparison of Modelled Results with Site Photo of Swan Hill North Primary School (From Chapman Street) 58
Figure 4-4 Comparison of Modelled Results with Site Photo of Flood Water at St Mary's Primary School (From Murlong Street) 58
Figure 4-5 Comparison of Modelled Results with Site Photos Captured on Campbell Street in the November 2023 Event 59
Figure 5-1 Overview of the Robinvale Northern Catchment 61
Figure 5-2 Overview of the Robinvale Central Catchment 62
Figure 5-3 Overview of the Robinvale Eastern Catchment 63
Figure 5-4 Peak Flood Depth at Herbert Street in the 20% AEP Event 64
Figure 5-5 Peak Flood Depth on Robin Street in the 20% AEP Event 65
Figure 5-6 Peak Flood Depth on Leonora Street and Warlen Avenue in the 20% AEP Event 66
Figure 5-7 Peak Flood Depth at the George Street Sag in the 20% AEP Event 66
Figure 5-8 Flooding of Low-Lying Areas Adjacent to the Levee in the 20% AEP Event 67
Figure 5-9 Peak Flood Depth on Alexander Street, Latje and Higgins Road in the 20% AEP Event 68
Figure 5-10 Peak Velocity on Herbert Street in the 20% AEP Event 68
Figure 5-11 Peak Velocities in the 20% AEP Event at Overland Flowpath Crossings of Latje Road 69
Figure 5-12 Peak Flood Depth on Herbert Street in the 1% AEP Event 70
Figure 5-13 Peak Flood Depth on Robin Street in the 1% AEP Event 70
Figure 5-14 Peak Flood Depth in the Vicinity of Leonora Street in the 1% AEP Event 71
Figure 5-15 Peak Flood Depths at George Street and Maston Court in the 1% AEP Event 72
Figure 5-16 Peak Flood Depth in the Eastern Catchment in the 1% AEP Event 73
Figure 5-17 Peak Flood Depth in the Vicinity of Alexander Street in the 1% AEP Event 74
Figure 5-18 Peak 1% AEP Velocity on Herbert Street 75
Figure 5-19 Peak 1% AEP Velocity on Alexander Street 75
Figure 5-20 Peak 1% AEP Velocity on (South) Latje Road 76
Figure 5-21 Overview of Swan Hill Overland Flow Catchments 79
Figure 5-22 Flooding of Burton Street and Parkview Drive in the 20% AEP Event 80
Figure 5-23 Peak Flood Depths in the Vicinity of Gray Street and Willick Street in the 20% AEP Event 81
Figure 5-24 Peak Flood Depths on Chapman and Pye Street in the 20% AEP Event 82
Figure 5-25 Peak Flood Depths on Beveridge, Campbell and Curlewis Street in the 20% AEP Event 82
Figure 5-26 Peak Flood Depths on Wattie Street and Nalder Drive in the 20% AEP Event 83
Figure 5-27 Peak 20% AEP Velocity on McCallum Street 83
Figure 5-28 Peak Velocity Within the Town Centre in the 20% AEP Event 84
Figure 5-29 Peak Velocity Along the Overland Flow Path on Gray Street and Coronation Avenue in the 20% AEP Event 85
Figure 5-30 Flood Depths in the Vicinity of Webster Drive in the 1% AEP Event 86
Figure 5-31 Peak Flood Depths in the 1% AEP on Murlong Road and Swan Hill North Primary School 87
Figure 5-32 Overland Flow Path Formed on Dunstone, Drummond and Thurla Street in the 1% AEP 88
Figure 5-33 Peak Flood Depths in the Swan Hill Town Centre in the 1% AEP Event 89
Figure 5-34 Peak Flood Depths on Peppercorn Mews and Charlie Gray Close in the 1% AEP Event 90
Figure 5-35 Peak Velocity on McCallum and McCrae Street in the 1% AEP Event 91
Figure 5-36 Peak Velocity in the Vicinity of the Swan Hill Town Centre in the 1% AEP Event 92
Figure 5-37 Peak Velocity on the Overland Flow Path on Gray Street and Coronation Avenue in the 1% AEP Event 92
Figure 6-1 Water Level Afflux (Effect of Coincident Flooding on Robinvale Drainage) on Robin Street and Latje Road 95

Figure 6-2 Water Level Afflux (Effect of Coincident Flooding on Robinvale Drainage) in the Vicinity of Lawrence Road ... 96
Figure 6-3 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) Across Swan Hill Township ... 97
Figure 6-4 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) in the Vicinity of Milloo Street ... 98
Figure 6-5 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) on El Alamein Avenue ... 98
Figure 6-6 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) in the Vicinity of Wattie Street and Nalder Drive ... 99
Figure 7-1 Key Locations Reported by Robinvale Community Members ... 105
Figure 7-2 Key Locations Reported by Swan Hill Community Members ... 106
Figure 7-3 Intersection of Bish Road and Karinie Street Described by Community Members ... 107
Figure 7-4 Locations on Berrybank Drive, Butterworth Street and Yvonne Close Marked by Community Members ... 108
Figure 7-5 Locations Marked in Community Responses in the Vicinity of Swan Hill North Primary School ... 109
Figure 7-6 Location of Damaged Stormwater Drain Reported on Mulbar Street ... 109
Figure 7-7 Locations Marked in Community Responses Regarding Milloo Crescent and the Milloo Street Pump Station ... 110
Figure 7-8 Locations of Community Response Items Regarding the McCallum Street Roundabout ... 111
Figure 7-9 Locations Marked in Community Responses Regarding Boys/Gummow Street ... 112
Figure 7-10 Locations Marked in Community Responses Regarding Railway Avenue ... 112
Figure 7-11 Photos Submitted as part of the Community Response for Burton Street (January 2022) ... 113
Figure 7-12 Locations Marked with the Community Reponses for Burton and Donnington Street ... 113
Figure 7-13 Flooded Residence and Temporary Flood Barrier on Charlie Gray Close ... 114
Figure 7-14 Photos Submitted by Community Members of Flooding on Charlie Gray Close ... 115
Figure 7-15 Locations Marked by Community Responses in the Vicinity of Charlie Gray Close ... 115
Figure 7-16 Inundation of the Roadway on Nalder Drive ... 116
Figure 7-17 Locations Marked with Community Responses for Nalder Drive ... 116
Figure 9-1 Robinvale Mitigation Option R01 Layout ... 127
Figure 9-2 Robinvale Mitigation Option R02 Layout ... 128
Figure 9-3 Robinvale Mitigation Option R03 Layout ... 129
Figure 9-4 Robinvale Mitigation Option R04 Layout ... 130
Figure 9-5 Robinvale Mitigation Option R05 Layout ... 131
Figure 9-6 Mitigation Option R01 - 1% AEP Afflux ... 132
Figure 9-7 Mitigation Option R02 - 1% AEP Afflux ... 133
Figure 9-8 Mitigation Option R02 - 20% AEP Afflux ... 133
Figure 9-9 Mitigation Option R03 - 1% AEP Afflux in Central Robinvale ... 134
Figure 9-10 Mitigation Option R03 - 1% AEP Afflux in Eastern Robinvale ... 135
Figure 9-11 Mitigation Option R03 - 20% AEP Afflux ... 136
Figure 9-12 Mitigation Option R04 - 1% AEP Afflux in Central Robinvale ... 137
Figure 9-13 Mitigation Option R04 - 1% AEP Afflux in Eastern Robinvale ... 138
Figure 9-14 Mitigation Option R05 - 1% AEP Afflux in Central Robinvale ... 139
Figure 9-15 Mitigation Option R05 - 1% AEP Afflux in the Vicinity of Lawrence Road and Alexander Street ... 140
Figure 9-16 Mitigation Option R05 - 1% AEP Afflux in the from Oliver Road to Smythe Road ... 141
Figure 9-17 Mitigation Option R05 - 20% AEP Afflux on Ronald Street ... 141
Figure 9-18 Mitigation Option R05 - 20% AEP Afflux in the Vicinity of Williams and Adcock Road ... 142
Figure 9-19 Swan Hill Mitigation Option S01 Layout ... 146
Figure 9-20 Swan Hill Mitigation Option S02 Layout ... 147
Figure 9-21 Swan Hill Mitigation Option S03 Layout ... 148
Figure 9-22 Swan Hill Mitigation Option S04 Layout ... 149
Figure 9-23 Swan Hill Mitigation Option S05 Layout ... 150
Figure 9-24 Mitigation Option S01 - 1% AEP Afflux in the Vicinity of Landy Crescent and Charlie Gray Close ... 151
Figure 9-25 Mitigation Option S01 - 1% AEP Afflux in the Vicinity of Poole Boulevard and Wilkins Grove ... 152
Figure 9-26 Mitigation Option S01 - 2% AEP Afflux in the Vicinity of Landy Crescent and Charlie Gray Close ... 153

Figure 9-27 Mitigation Option S02 - 1% AEP Afflux in the Vicinity of Nowie Street and Nalder Drive 154
Figure 9-28 Mitigation Option S02 - 20% AEP Afflux in the Vicinity of Nowie Street and Nalder Drive 154
Figure 9-29 Mitigation Option S03 - 1% AEP Afflux in the Industrial Estate Adjacent to the Main Drain 155
Figure 9-30 Mitigation Option S03 - 2% AEP Afflux in the Industrial Estate Adjacent to the Main Drain 155
Figure 9-31 Mitigation Option S03 - 1% AEP Afflux Near Swan Hill North Primary School 156
Figure 9-32 Mitigation Option S03 - 2% AEP Afflux Near Swan Hill North Primary School 156
Figure 9-33 Mitigation Option S03 - 20% AEP Afflux within the Main Drain 157
Figure 9-34 Mitigation Option S04 - 1% AEP Afflux 158
Figure 9-35 Mitigation Option S05 - 20% AEP Afflux 159
Figure 9-36 Mitigation Option S05 - 1% AEP Afflux 160

LIST OF TABLES

Table 2-1 Available LiDAR data for Swan Hill and Robinvale 9
Table 2-2 Pipe Data Gaps 22
Table 2-3 Pit Data 22
Table 2-4 Collated pump data for Swan Hill 23
Table 2-5 Daily Rainfall Gauges at Swan Hill and Robinvale 26
Table 2-6 Murray River at Swan Hill (409204) Estimated Peak Flows (BMT, 2021) (SES, 2018) 29
Table 2-7 Murray River at Euston (414203) Flood Levels (SES, 2019) 29
Table 3-1 Murray River at Euston (414203) Flood Levels (SES, 2019) 35
Table 3-2 Robinvale Tailwaters 35
Table 3-3 Robinvale Adopted Manning's Roughness Values 36
Table 3-4 Robinvale Adopted Design Storm Events 42
Table 3-5 Murray River at Swan Hill (409204) Estimated Peak Flows (BMT, 2021) (SES, 2018) 46
Table 3-6 Swan Hill Tailwater 47
Table 3-7 Swan Hill Adopted Manning's Roughness Values 47
Table 4-1 Comparison of Recorded November 2023 Storm Rainfall Depths with Swan Hill Design Storm Rainfall Depths 57
Table 5-1 Summary of Peak Depths and Velocities on Prominent Robinvale Roads for the 20% and 1% AEP Events 76
Table 5-2 Summary of Peak Depths and Velocities on Prominent Swan Hill Roads for the 20% and 1% AEP Events 93
Table 7-1 Summary of Community-Supplied Flooding and Stormwater Information for Robinvale 103
Table 8-1 Robinvale Mitigation Options Long List 118
Table 8-2 Swan Hill Mitigation Options Long List 120
Table 8-3 Robinvale Mitigation Options Short List 124
Table 8-4 Swan Hill Mitigation Options Short List 124
Table 9-1 Robinvale Inundation Duration Change 1% AEP 143
Table 9-2 Inundation Duration Change 20% AEP 144
Table 9-3 Swan Hill Inundation Duration Change 1% AEP 161
Table 9-4 Swan Hill Inundation Duration Change 2% AEP 162
Table 10-1 Next Step Summary 165

LIST OF ABBREVIATIONS

AEP	Annual Exceedance Probability
ARR	Australian Rainfall and Runoff
Council	Loddon Shire Council
DCIA	Directly Connected Impervious Areas
DEM	Digital Elevation Model
EIA	Effective Impervious Area
FI	Fraction Impervious
GIS	Geographic Information System
ICIA	Indirectly Connected Impervious Area
IDM	Infrastructure Design Manual
LiDAR	Light Detection and Ranging
NCCMA	North Central Catchment Management Authority
PMF	Probable Maximum Flood
PMP	Probable Maximum Precipitation
RCP	Reinforced Concrete Pipe
TIA	Total Impervious Area
VLUIS	Victorian Land Use Information System

EXECUTIVE SUMMARY

The Swan Hill and Robinvale Drainage Strategy project has been prepared for Swan Hill Rural City Council (SHRCC) to address stormwater management challenges in Swan Hill and Robinvale, two townships in northwest Victoria. The primary aim of this study was to assess and upgrade stormwater infrastructure in the urban areas of Swan Hill and Robinvale. This involved establishing hydrologic and hydraulic models for each township and using the results to evaluate the performance of existing drainage systems, including pipes, swales, retarding basins, and pump stations, and identifying priority areas for flood mitigation to ensure compliance with the Infrastructure Design Manual (IDM). It provides a standardized approach to the design and development of infrastructure across SHRCC.

The study also proposed a series of stormwater management solutions and design parameters while recommending targeted infrastructure upgrades with preliminary cost estimates and prioritisation to address current and future challenges. Specifically, the study incorporates:

- Data collection and reviews, including historical flood records, LiDAR topography, and hydraulic structure data.
- Hydrological and hydraulic modelling using TUFLOW to simulate flood behaviour and drainage system performance under 1%, 2%, and 20% Annual Exceedance Probability (AEP) events.
- Community consultation to identify flooding hotspots and validate model outputs.
- Screening and analysis of potential flood mitigation measures.
- Recommendations and next steps.

The modelling methodology adopted for both Robinvale and Swan Hill townships was TUFLOW rain-on-grid hydraulic modelling. The model simulation indicated that Swan Hill and Robinvale are characterised by flat terrain and localised drainage issues, exacerbated by infrastructure limitations and increased urbanisation. Several areas with inadequate drainage capacity were identified, including trapped sags, undersized pits and pipes during recent flood events. Modelling confirmed that the majority of pipes and culverts were at full capacity in a 20% AEP event, with numerous intersections, roadways and properties affected by prolonged ponding over roads.

In November 2023, a significant local flood event in Swan Hill recorded 80.6 mm of rainfall over 9 hours, aligning closely with the 2% AEP design rainfall depth of 79.1 mm. The Swan Hill hydraulic model was validated to this event. Model outputs of the 2% AEP event were compared with site imagery and found to be consistent with observed flood extents, though peak flood depths in the model were slightly higher due to timing uncertainties in the photos.

Model sensitivity testing was conducted to assess the impact of elevated Murray River levels coinciding with local rainfall events (20% AEP event) on the drainage system. In Robinvale, coincident flooding caused minor flood level increases (40–100 mm) near Latje Road, Robin Street, and Lawrence Road, with minimal changes elsewhere. In Swan Hill, high river levels caused backwater flooding, particularly near Milloo and Naretha Streets, with up to 650 mm increases in some areas, affecting the performance of the stormwater network. These results highlight the sensitivity of stormwater systems discharging directly into the Murray River and the need for mitigation measures independent of river tailwater conditions.

Community consultation and stakeholder engagement in Swan Hill and Robinvale identified specific drainage issues and gathered input on potential mitigation measures. The community engagement activities comprised drop-in sessions (19 total attendees) and an online questionnaire (37 responses). In Robinvale, key issues included undersized stormwater pipes, ineffective drainage due to flat terrain, blocked inlets, and recurrent flooding at locations like Robin Street and Caix Square, prompting calls for pipe assessments and pump upgrades. Swan Hill respondents highlighted the absence of a formal drainage system at sites such as Bish Road, Butterworth Street, and Charlie Gray Close, and pump station inadequacies with flooding exacerbated by the decommissioned No. 9 Drain.

The initial mitigation screening assessment developed a 'long list' of options to evaluate their feasibility and potential success before conducting simulations. Following discussions with the council, five mitigation options for each township were implemented into the TUFLOW hydraulic model and simulated to assess the resulting flood impacts and benefits.

In Robinvale, the model results suggested that **Refined Robin Street Stormwater Network Upgrade (R02)** and **Ronald Street Stormwater Upgrade with Swales and Pump Station (R05)** are recommended to move forward. Option R02 was shown to effectively reduce peak flood depths by 130 mm during the 1% AEP event on Robin Street and by 70 mm during the 20% AEP event on Herbert Street. Additionally, it would decrease inundation duration by 7–15 hours in low-lying areas (e.g., Caix Square and Margaret Street), aligning with community needs to address frequent flooding in the town centre and football fields, as reported by residents. Option R05 would decrease peak flood depths by 160–190 mm during the 1% AEP event in eastern Robinvale (Lawrence Road and Alexander Street) and reduce inundation duration by 9–12 hours on Morris Street and Ryan Road.

In Swan Hill, it is essential to release pressure on the Main Drain and provide additional drainage capacity to support future urban growth. The **Main Drain Pump Station Upgrade (S03)** and **Butterworth Street to Main Drain Stormwater Network (S05)** are therefore recommended for further investigation. Option S03 would reduce peak flood depths by 110–160mm in the 1% AEP event in the industrial estate near Webster Drive and decrease inundation duration by 6–8 hours at Swan Hill North Primary School. This option would assist in addressing school closures and business disruptions caused by the Main Drain overtopping, particularly in frequent storm events. Option S05 can effectively alleviate localised ponding and achieve 20% AEP flood immunity on Notting Road and Berrybank Drive. Furthermore, it is noted that the **Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station (S01)** would be implementing in stages to accommodate related costs.

The summarised recommendations with priority for five mitigations for each township are detailed in the table below.

Traffic Light	Priority	Description
	High	Relatively substantial improvement and recommend moving forward. Options can be achieved in stages to accommodate high costs.
	Medium	Only achieve localised benefits in the adjacent streets.
	Not Recommended	Minor reductions in the flood level and time of inundation.

ID	Mitigation Option	Description	Potential Benefits	Concerns	Estimated Costing	Priority	Traffic Light
Robinvale							
R1	Robin Street Stormwater Network Upgrade with Pump Stations	Increase pit and pipe sizes under Robin Street and install a pump station at the end Robin Street.	In the 1% AEP flood event, peak water levels are reduced by up to 90 mm along Robin Street and 40 mm on Herbert Street.	Pump failure risk. Regular maintenance required. Traffic disruptions due to existing pipes being underneath Robin Street.	$282k ex.	Not recommended	
R2	Refined Robin Street Stormwater Network Upgrade	Further refinement of option R01 using alternate pipe, pump seizes.	Offers improved performance with reductions of 130 mm (1% AEP) and 150 mm (20% AEP) along Robin Street, plus enhanced reductions on Herbert Street.	Pump failure risk. Regular maintenance required. Traffic disruptions due to existing pipes being underneath Robin Street.	$500k ex	High	
R3	Williams Road Stormwater Upgrade with Pump Station	Increase pipe sizes under Williams Road and install a pump station.	Minor reductions occur in peak water level in the 1% AEP event across the central and eastern areas of Robinvale. A 280 mm reduction on Morris Street and 110 mm on Rowe Street in the 1% AEP flood event.	Pump failure risk. Regular maintenance required. Existing pipes on Williams Rd are reportedly prone to differential settlement and associated long-term damage.	$360k ex.	Not recommended	
R4	Refined Williams Road Stormwater Upgrade	Further refinement of option R03 using alternate pipe, pump seizes.	In the 1% AEP flood event, peak water levels are reduced by up to 430 mm on Morris Street and 125 mm on Rowe Street in central Robinvale and also improve conditions in eastern areas.	Pump failure risk. Regular maintenance required. Existing pipes on Williams Rd are reportedly prone to differential settlement and associated long-term damage.	$780k ex	Medium	
R5	Ronald Street Stormwater Upgrade with Swales and Pump Station	New drainage pipes starting from the sag in Ronald Street, connecting to the existing drainage network under Alexander Street. New formalised swales along Lawrence Rd and Williams Rd. New pump stations at these two road ends.	Achieves substantial reductions in peak water levels in both central and eastern Robinvale. In the vicinity of Lawrence Road and Alexander Street, 1% AEP peak water levels reduced by 160 – 190 mm.	Pump failure risk. Regular maintenance required. Major earthworks.	Over $1M ex.	High	
Swan Hill							

ID	Mitigation Option	Description	Potential Benefits	Concerns	Estimated Costing	Priority	Traffic Light
S1	Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station	New major stormwater pipes under Werril Street from the intersection with Yana Street east to the Little Murray River. Re-establish and excavate the No. 9 Channel to redirect flows south towards the new Werril Street drainage line. New pipes on the southern half of Yana Street flowing to the new drainage line. New pump station and drainage network on Charlie Gray Close discharging into the Yana Street pipes.	In the 1% AEP event, key residential areas (e.g., near Landy Crescent and Charlie Gray Close) saw reductions of 50–90 mm. Benefits extend to areas west of the racecourse and around community facilities, suggesting a strong overall improvement in southern township drainage.	Pump failure risk. Regular maintenance required. Major earthworks. Relatively expensive	Over $2M ex.	High	
S2	Nalder Drive to Nowie Street Stormwater Upgrade	Upgrade the pit and pipe sizes between Nalder Drive and Nowie Street, and the pipes downstream of these (This option is independent of S01)	Provides moderate reductions along key roadways such as Nowie Street, Cobham Avenue, and Kima Street (50–60 mm in the 1% AEP event).	Likely only localised benefits in the adjacent streets.	$282k ex.	Medium	
S3	Main Drain Pump Station Upgrade	Upgrade existing pump stations at the end of the Main Drain.	Achieves significant flood level decreases (up to 110–160 mm) in the industrial estate north of the Main Drain and near residential areas. Near Swan Hill North Primary School, reductions of 100–150 mm in the 1% AEP event greatly improve conditions for a sensitive community asset.	Increase Swan Hill's reliance on pump stations.	Over $1M ex.	High	
S4	Milloo Street and Chapman Street Pump Station and Drainage Upgrade	Upgrade existing pump stations on Milloo Street and existing drainage network on Chapman Street.	Achieves minor reductions (up to 60 mm in the 1% AEP event) along Chapman, Beveridge, and Campbell Streets.	Likely only localised benefits in the adjacent streets.	$282k ex.	Medium	
S5	Butterworth Street to Main Drain Stormwater Network	New pipe and pit network on Butterworth St, Berrybank, Suttie Dr vicinity draining northwards on Williams Road to Main Drain.	Provides moderate improvements adjacent to Berrybank Drive and Butterworth Street, with particularly strong performance in the 20% AEP event. Notting Road and Berrybank Drive would achieve flood immunity during the 20% AEP event.	Relatively expensive. Somewhat limited by the downstream capacity of the network and could increase runoff into the Main Drain	$825k ex.	High	

1 INTRODUCTION

1.1 BACKGROUND

Swan Hill Rural City Council (SHRCC) has engaged WMS to undertake a drainage study of the Swan Hill and Robinvale townships, located on the southern bank of the Murray River in northwest Victoria. The towns are approximately 300 km northwest of the state capital Melbourne, and 70 to 150 km southeast of the nearest major regional hub, Mildura.

Anecdotally, inadequate drainage infrastructure and flat terrain has been an ongoing challenge in both towns with water ponding for extended periods after moderate storm events. This study involves a review of existing drainage infrastructure, computational modelling and investigating potential options for managing future stormwater drainage requirements. The methodology of the project is as follows:

Stage 1 – Project scoping, inception and site visit

Stage 2 – Data review & survey of drainage infrastructure and site constraints

Stage 3 – Drainage study/Model development

a) Hydrological and hydraulic modelling

b) Community Consultation and Questionnaire

c) Investigation of drainage solutions

d) Reporting

e) Delivery of final report and models

This document outlines the existing case hydrological and hydraulic assessment for the Drainage Strategy and Software Model – Swan Hill and Robinvale. The adopted methodology, key assumptions and parameterisation of models are detailed further below.

1.2 SCOPE OF PROJECT

The primary objective is to determine future stormwater requirements and upgrade priorities for stormwater infrastructure within Swan Hill and Robinvale urban areas.

The scope of works comprises of the following:

- Review existing data including council drainage data, LIDAR, survey and proposed and existing development footprints;
- Develop hydrological (RORB) and hydraulic (TUFLOW) models:
    - 1% and 20% AEP design events for Robinvale;
    - 1%, 2% and 20% AEP design events for Swan Hill;
- Assess existing drainage infrastructure performance including underground drainage networks, swale drains, retarding basins, and pump stations;
    - Note capacity shortfalls for flood mitigation complying with IDM requirements;
- Investigate new stormwater design parameters and drainage management philosophy;
- Identify flood behaviour and key overland flood flow locations;
- Develop and propose an efficient drainage network solution;
    - Including sizing, gradients, location and indicative levels of new and upgraded infrastructure;
    - Identify performance of proposed network in comparison to existing;
    - Identify priority of works and preliminary costs for upgrade of existing infrastructure;
    - Proposed changes to development stormwater control philosophy.

1.3 STUDY AREAS

The town of Swan Hill is situated on the southern bank of the Murray River, adjacent to the Little Murray River, an anabranch of the main river system. The catchment upstream of the township is relatively small and flat, extending from low hills around Woorinen Goschen Road and discharging to the Murray River. Ongoing development has occurred within the town area, particularly over the past 10 years, resulting in increased runoff and drainage challenges. Swan Hill is under the jurisdiction of the North Central Catchment Management Authority (CMA), being within the Loddon-Avoca basin.

The town of Robinvale is located 150 km further downstream of the Murray River. The catchment area is limited, predominately consisting of localised runoff areas. Similar to Swan Hill, the catchment and township are quite flat with only minor changes in elevation. Sitting within the Lower Murray Basin, Robinvale is under the jurisdiction of the Mallee CMA.

Sections of both towns lie within the natural 1% AEP flood extents of the Murray River, however levee developments over the past 150 years has reduced the impact of riverine flooding. The towns are part of the Lower Murray and Loddon-Avoca catchments in the Murray-Darling Basin.

Average annual rainfall for the region is approximately 350 mm with hot summers and cool to mild winters. The study area and drainage network for the Swan Hill township and Robinvale township are presented in **Figure 1-1** and **Figure 1-2** respectively.

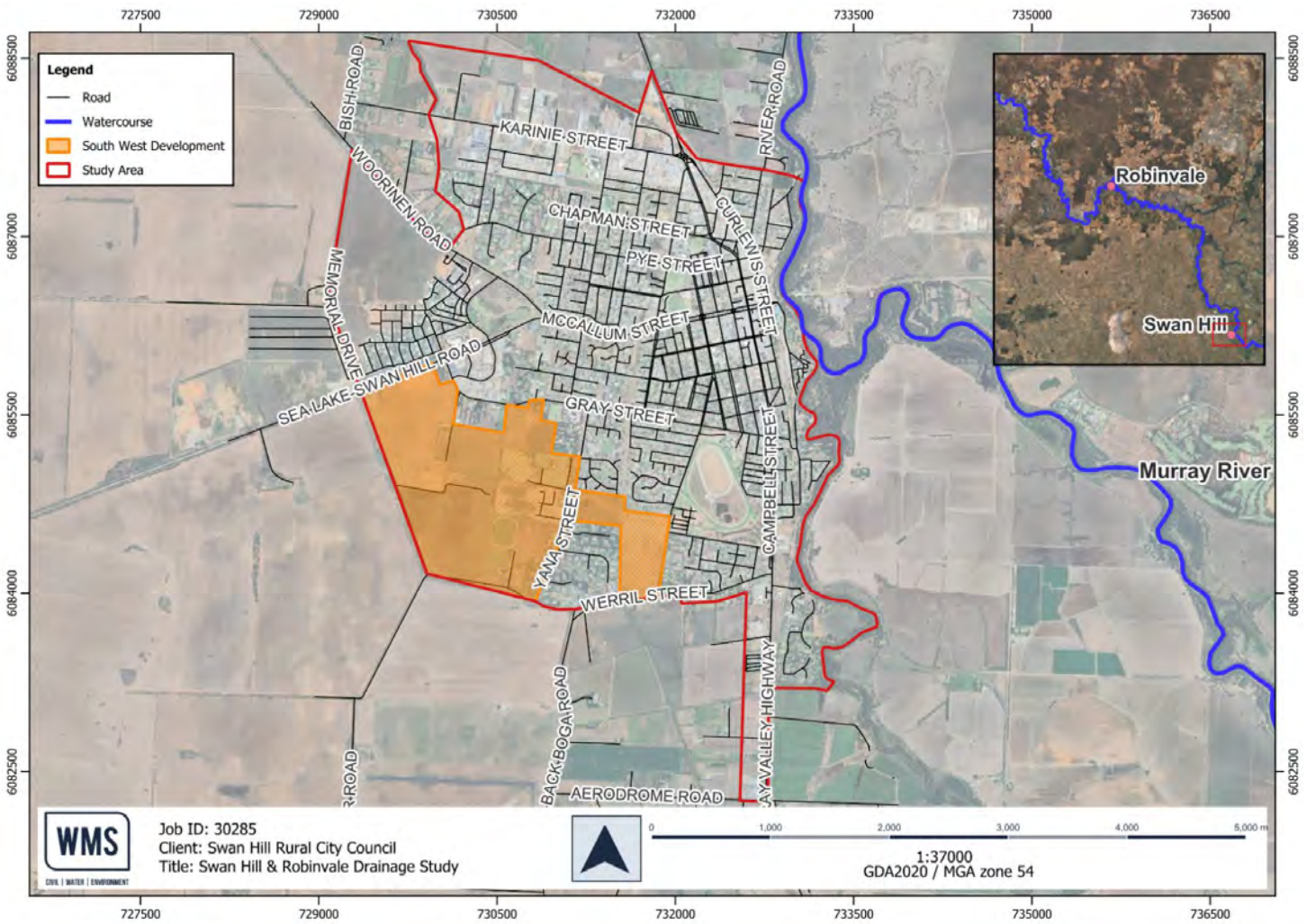


Figure 1-1 Swan Hill Study Area

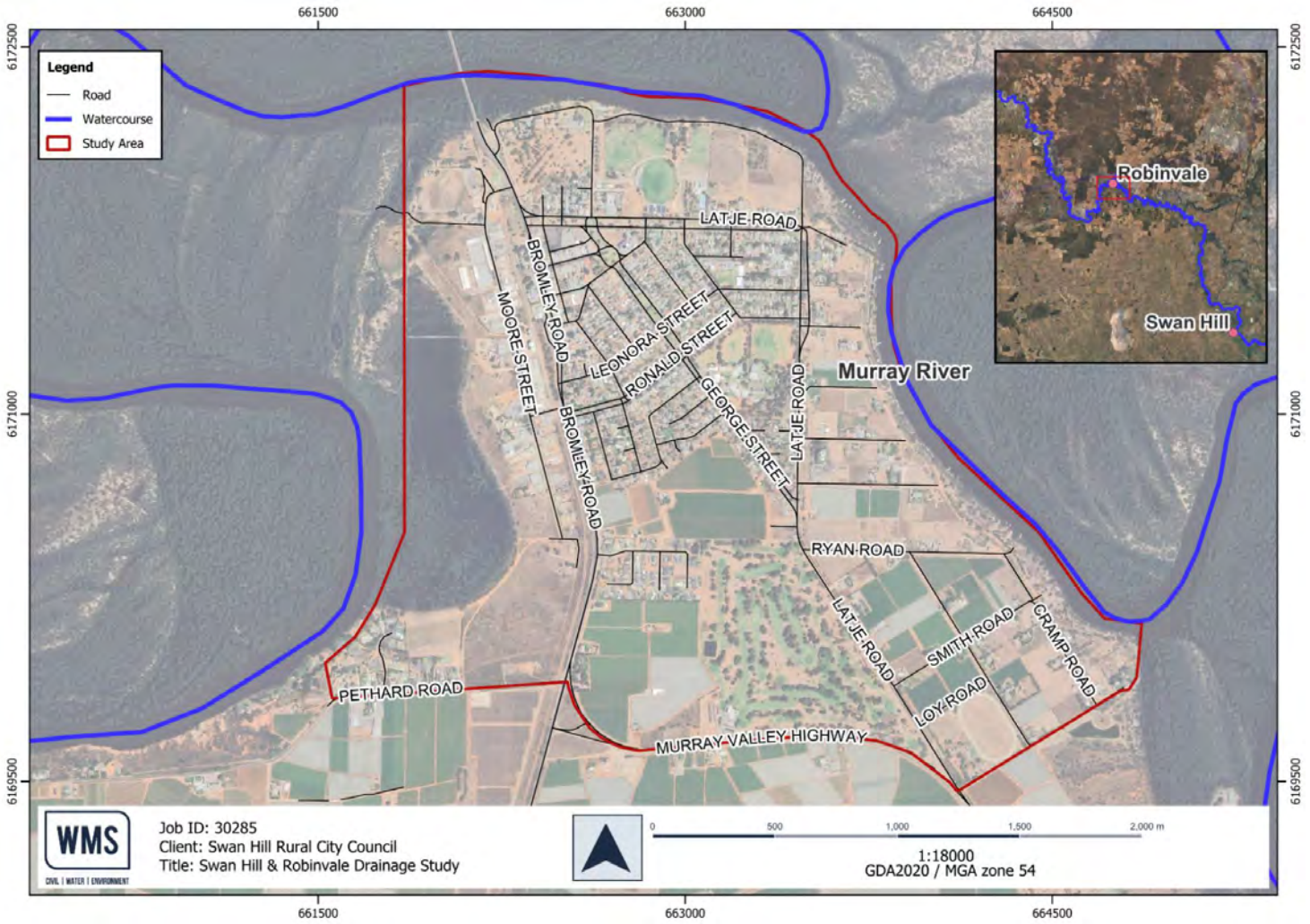


Figure 1-2 Robinvale Study Area

2 AVAILABLE DATA

2.1 PAST STUDIES

Numerous studies have been completed for the Robinvale and Swan Hill townships, which are listed below. Previous models could not be located however reports were reviewed to provide background information and context for the study.

2.1.1 Robinvale

- 2020 – *Management Plan for the Robinvale Constructed Wetland,* Rakali Consulting
- 2003 – *Wetlands for Treatment of Urban Stormwater at Robinvale,* Coomes Consulting
- 2002 – *Robinvale Irrigation District Sections B,C,D & E Stormwater Flooding Strategy,* PPK Environment

2.1.2 Swan Hill

- 2021 – *Regional Flood Mapping Swan Hill Region*, BMT
- 2019 – *Stormwater Management Plan Tower Hill Residential Development,* Heil Engineering Consultants
- 2011 – *South-West Precinct Stormwater Drainage Schematic Design,* Aurecon
- 2005 – *Main Drain Wetlands System,* Coomes Consulting
- 2003 – *Treatment of Urban Stormwater at Swan Hill,* Coomes Consulting
- 2002 – *Tower Hill Estate Stage 1 Stormwater Management Strategy,* Ecological Engineering
- 2002 – *Swan Hill Urban Drainage – Main Drain,* Coomes Consulting
- 2001 – *Stormwater Quality Management Plan for Swan Hill, Nyah and Robinvale,* PPK Environment
- 2001 – *Swan Hill Stormwater Investigation Update,* PPK Environment
- 1998 – *Swan Hill Flood Mitigation Scheme Operations Manual,* Findlay Consulting

2.2 TOPOGRAPHIC DATA

2.2.1 LiDAR Data

LiDAR data for the study areas was sourced from ELVIS and Swan Hill Rural City Council. The source, resolutions and capture dates are provided in **Table 2-1**. Extents of the LiDAR coverage data sets is presented in **Figure 2-1** and **Figure 2-2**. The VicMaps terrain dataset is a coarse resolution grid but covers the full extents of Victoria.

Table 2-1 Available LiDAR data for Swan Hill and Robinvale

Study Area	Name	Resolution	Capture Date	Coordinate System
Swan Hill	2020 Swan Hill	1 m grid	November 2020	GDA 20 Zone 54
	2019 Swan Hill	1 m grid	September 2019	GDA 94 Zone 54
	2015 Wakool	1m grid	September 2015	GDA 94 Zone 54
	VicMaps	10 m grid	Various	GDA 94
Robinvale	2021 Robinvale	1 m grid	February 2021	GDA 20 Zone 54

.

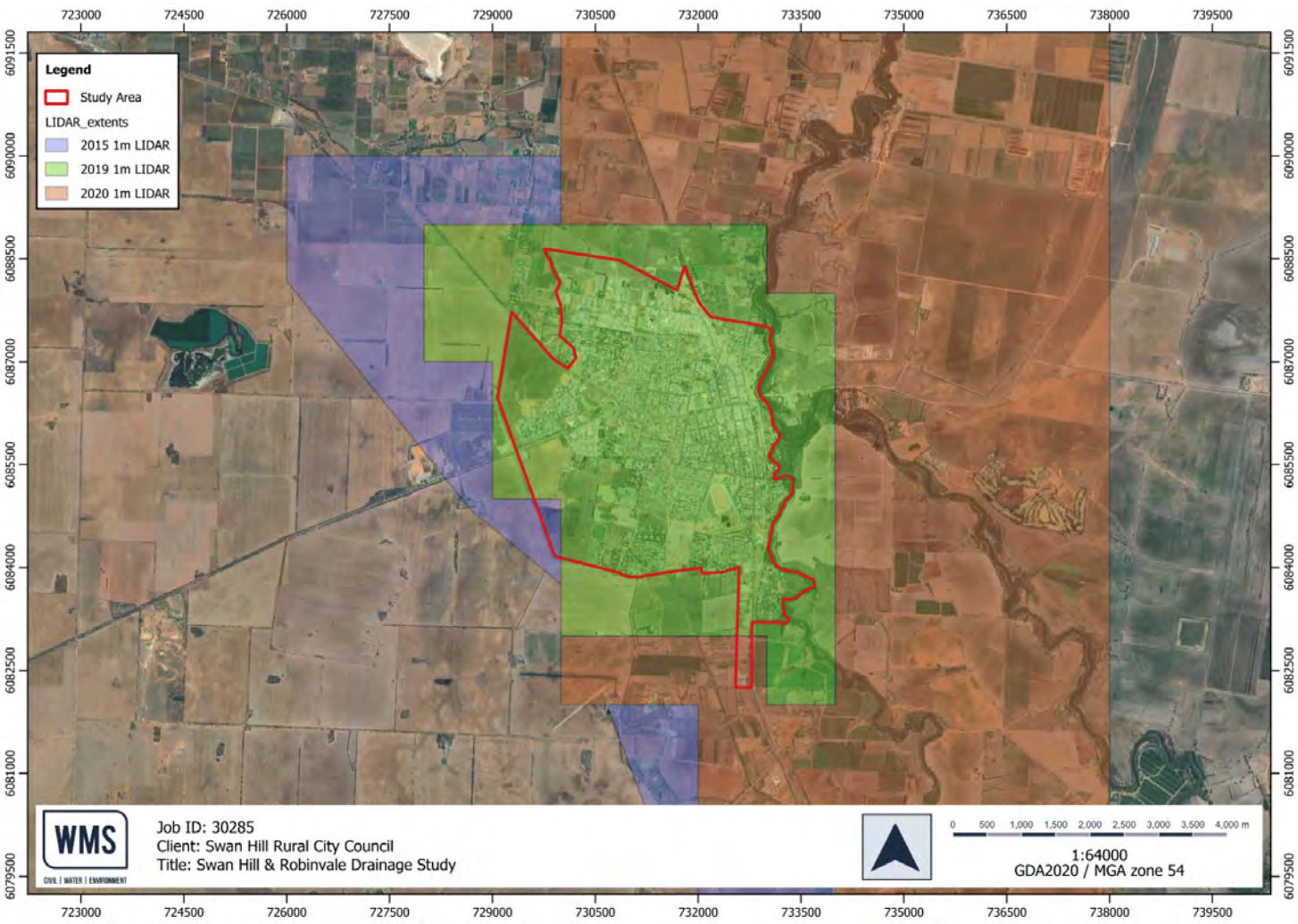


Figure 2-1 LiDAR Extents & Comparison for Swan Hill

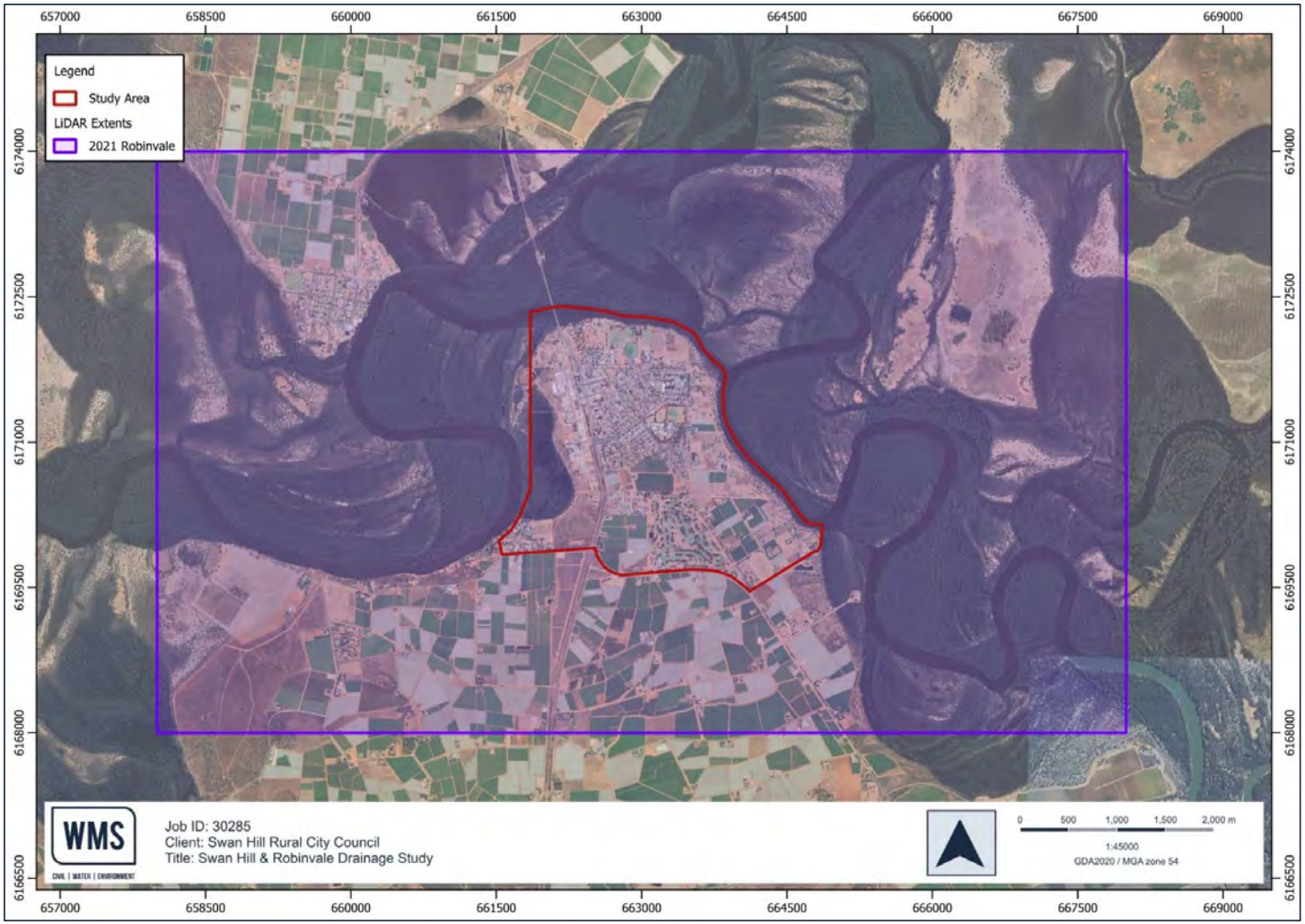


Figure 2-2 LiDAR Extents for Robinvale

2.2.1.1 *Swan Hill LiDAR Comparison*

A comparison of the Swan Hill LiDAR datasets was undertaken through cross sections at various locations throughout the study area. The 2019 and 2020 Swan Hill 1m terrain generally presented similar results at sampled locations. The 2015 Wakool LiDAR is similarly of good quality but appeared to have datum anomalies in comparison with the 2019 and 2020 terrain. Survey outcomes will provide further validation of the LiDAR datasets. Overall, all cross-sections appeared to suitably capture terrain information for hydraulic modelling purposes.

The 10 m gridded data set from VicMaps is of fairly poor quality with inconsistences, low detail, and low resolution. However, it is adequate for hydrological (rainfall routing) analysis where 1 m LiDAR is unavailable. Cross sections are presented in **Figure 2-3**, **Figure 2-4** and **Figure 2-5**. As the 2021 Robinvale LiDAR provides coverage for the full study area at the location, LiDAR validation has been undertaken with surveyed points.

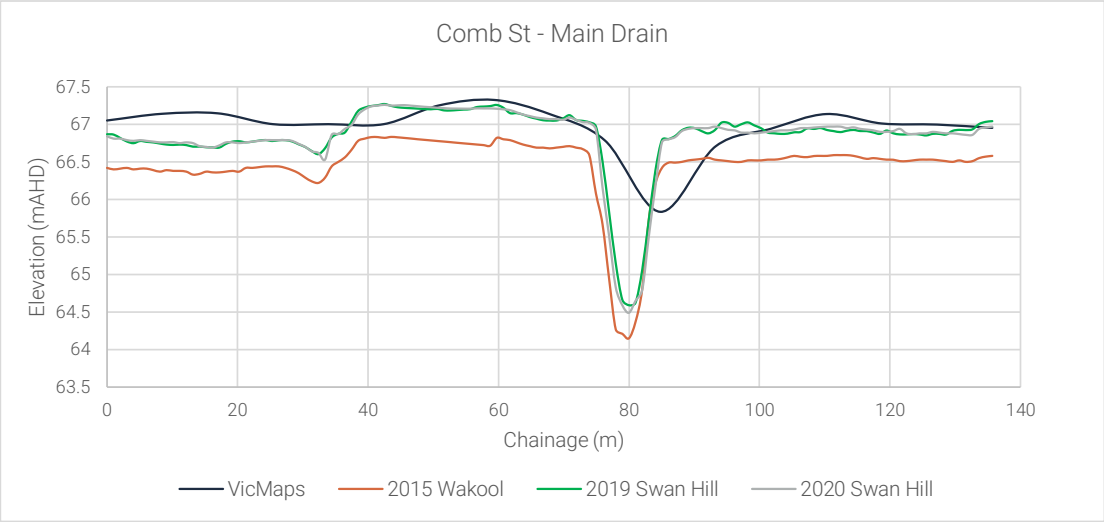


Figure 2-3 Comparison of LiDAR datasets at Comb St - Main Drain, Swan Hill

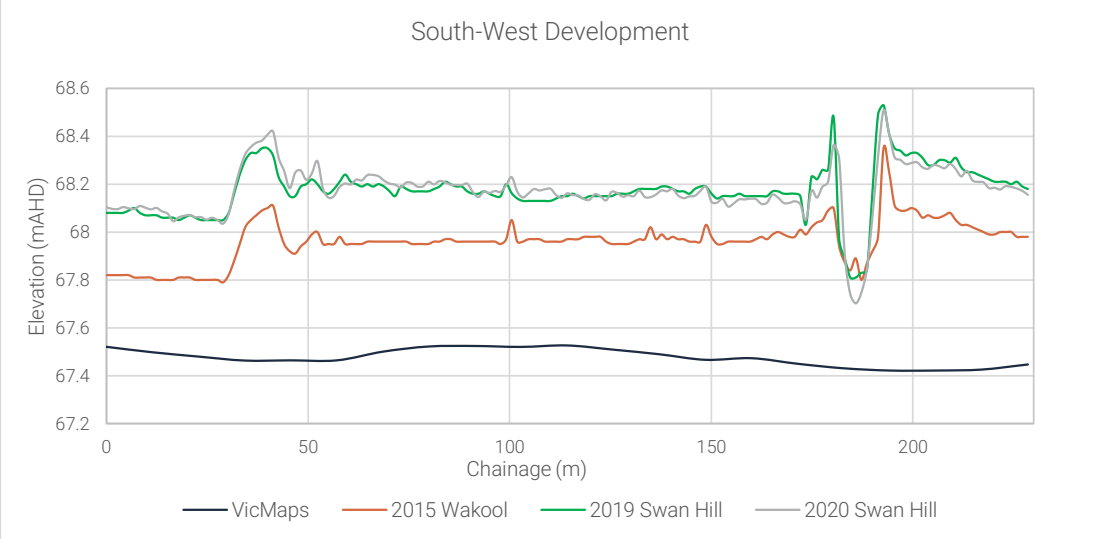


Figure 2-4 Comparison of LiDAR datasets at South-West Development, Swan Hill

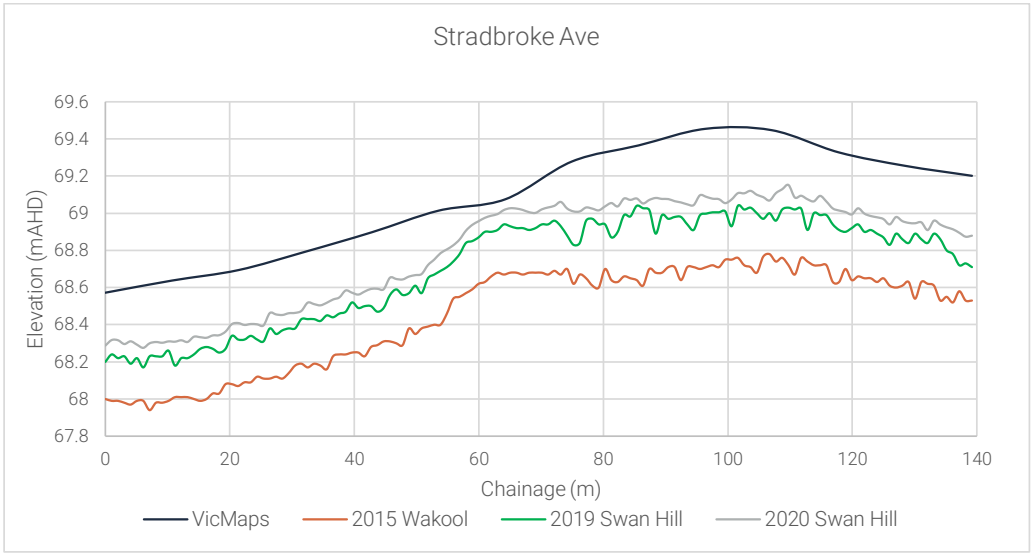


Figure 2-5 Comparison of LiDAR datasets at Stradbroke Ave, Swan Hill

2.2.2 Detailed Survey Verification

Survey was commissioned for select locations across Swan Hill and Robinvale to validate LiDAR data, confirm measurements for hydraulic structures and to identify railway culvert details. The survey locations are presented in **Figure 2-6** and **Figure 2-7,** and resulting comparisons shown in subsequent sections.

.

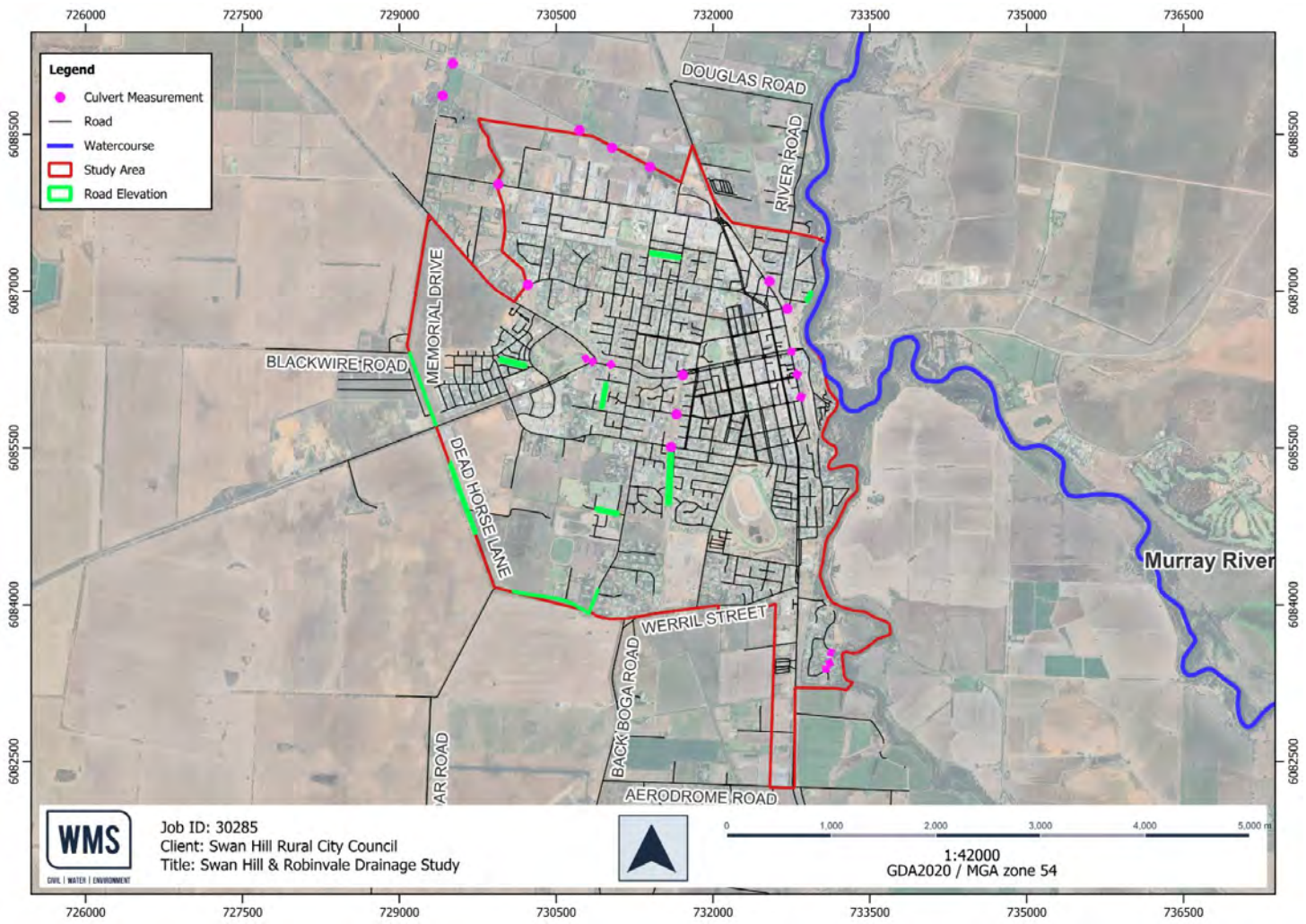


Figure 2-6 Survey locations at Swan Hill

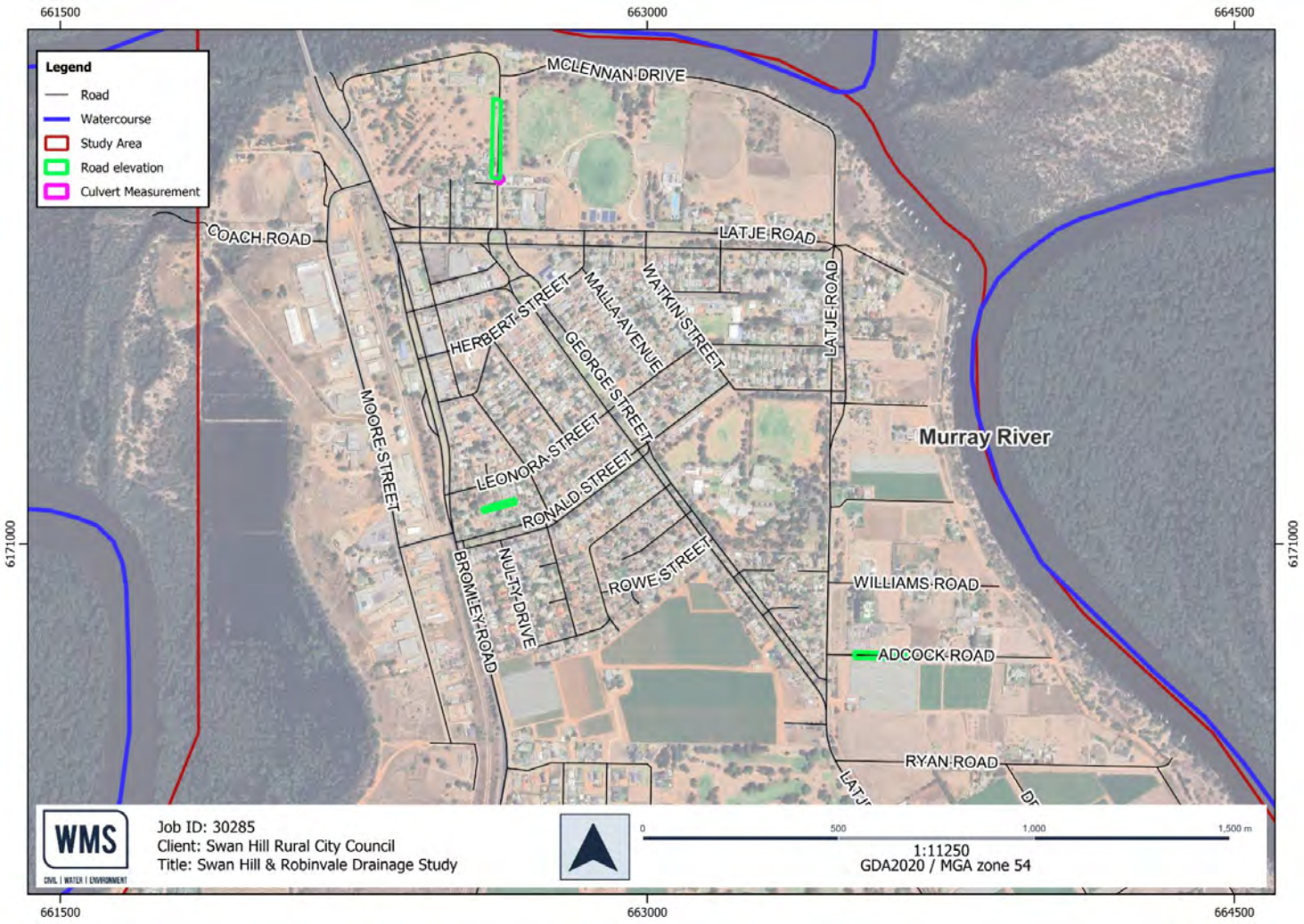


Figure 2-7 Survey locations at Robinvale

2.2.2.1 *Swan Hill*

Comparisons of the LiDAR supplied by Elvis and Swan Hill Rural City Council and survey long sections are illustrated in Figure 2-8 to Figure 2-14. Analysis of the survey shows that surveyed levels in No.9 Main Channel are lower than the LiDAR (0.2m difference), since the LiDAR may capture the top of the vegetation. The Main Drain and road crest between survey and LiDAR them have generally similar levels and gradients. Therefore. the LiDAR data is considered suitable for hydraulic modelling and adjustment of the dataset is not required.

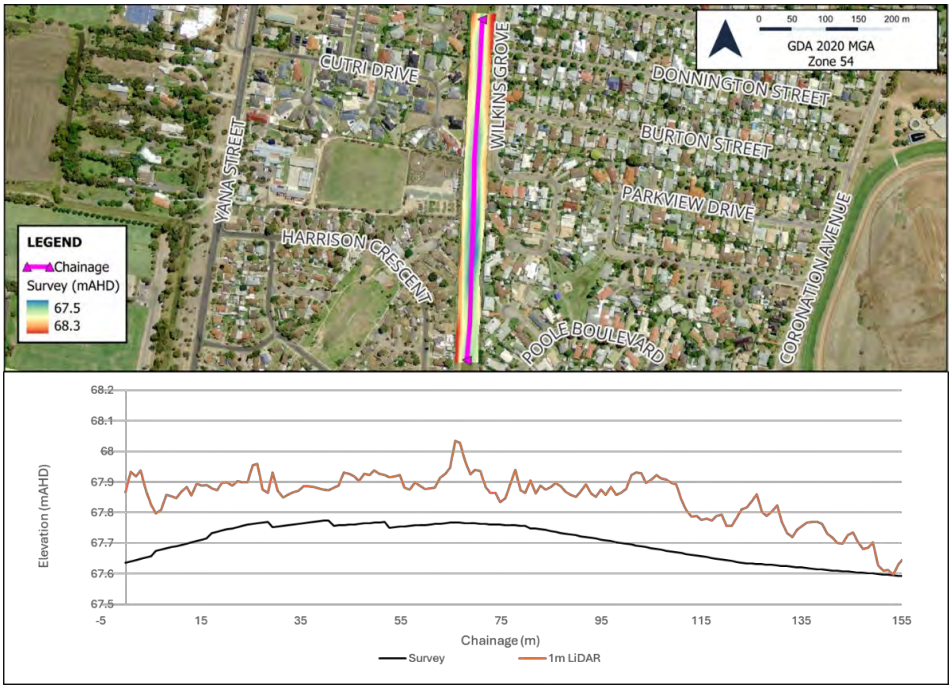


Figure 2-8 LiDAR Verification at No.9 Main Channel, Swan Hill

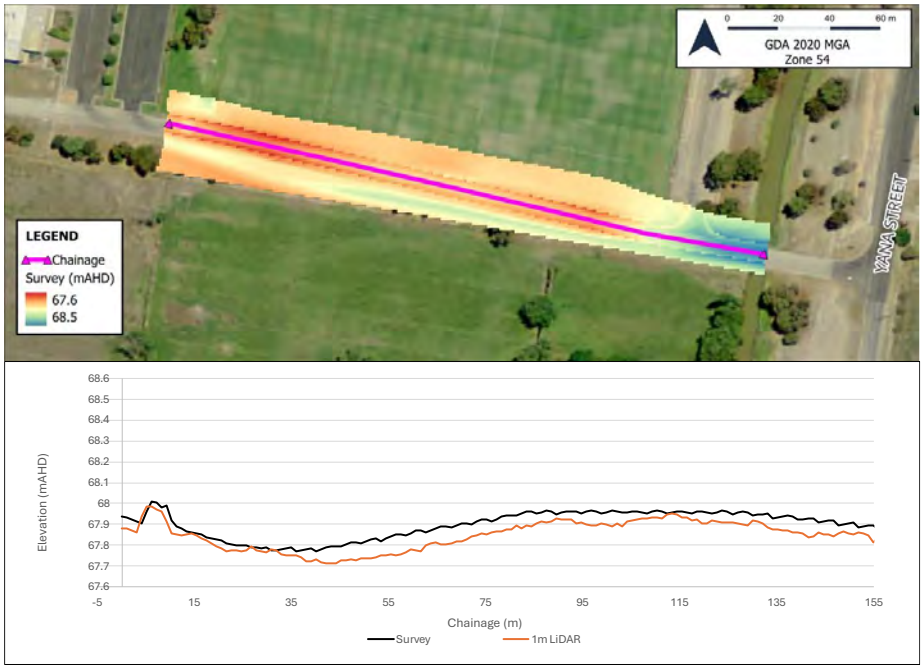


Figure 2-9 LiDAR Verification at Ken Harrison Reserve, Swan Hill

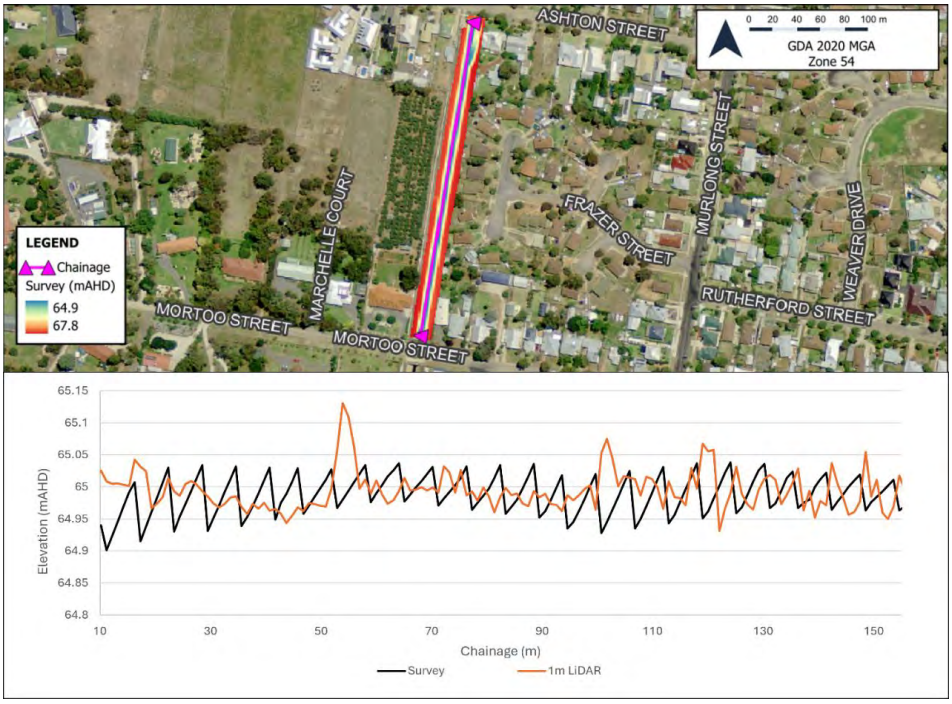


Figure 2-10 LiDAR Verification at Mortoo Street to Ashton Street Main Drain, Swan Hill



Figure 2-11 LiDAR Verification at Mortoo Street to Ashton Street Main Drain, Swan Hill

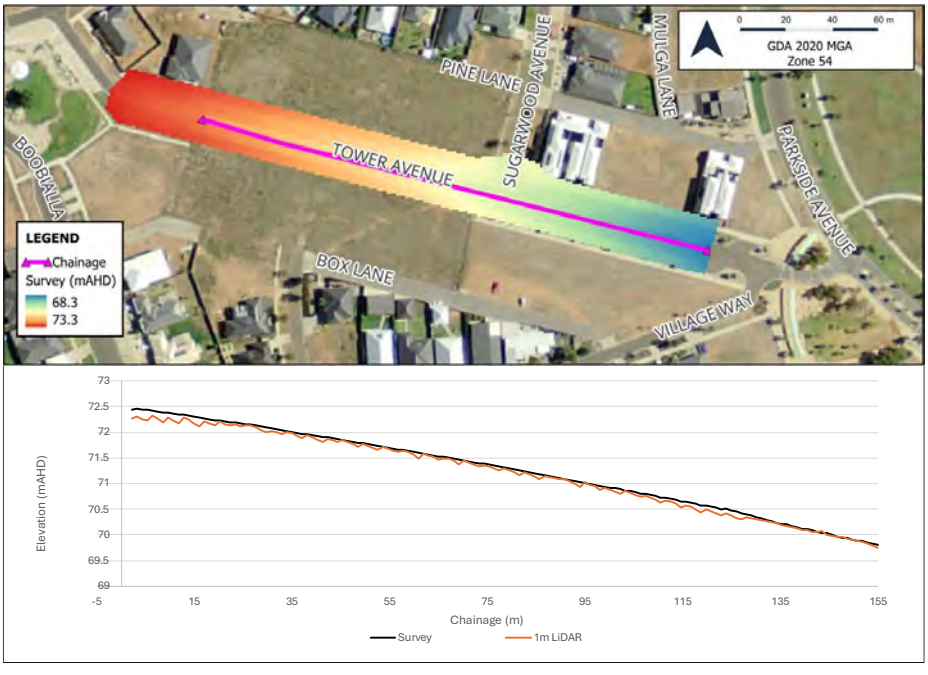


Figure 2-12 LiDAR Verification at Tower Avenue, Swan Hill

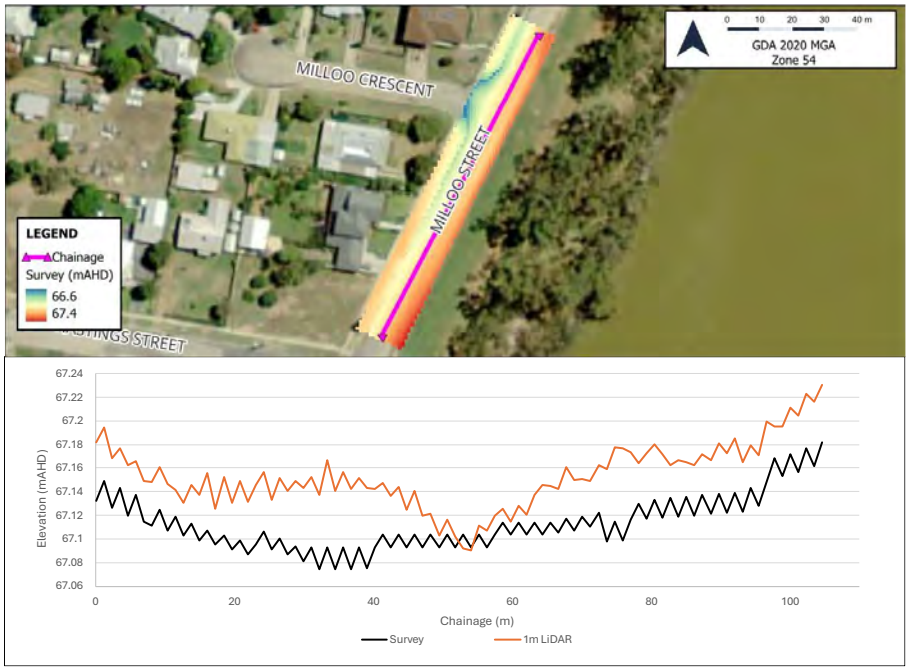


Figure 2-13 LiDAR Verification at Milloo Street, Swan Hill

2.2.2.2 Robinvale

Comparisons of the 1m LiDAR downloaded from Elvis and surveyed long sections are illustrated in **Figure 2-14** to **Figure 2-16.** Analysis of the survey shows that surveyed levels are slightly lower than the LiDAR (approximately up to 0.1m difference). The road crest between survey and LiDAR them have generally similar levels and gradients. Therefore. the LiDAR data is considered suitable for hydraulic modelling and adjustment of the dataset is not required.

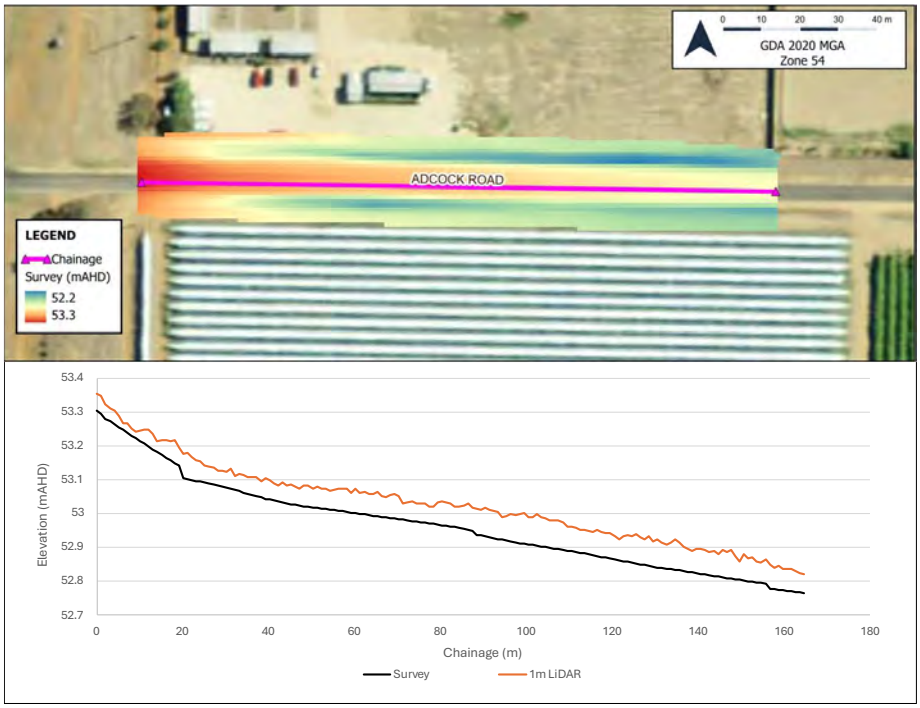


Figure 2-14 LiDAR Verification at Adcock Road, Robinvale

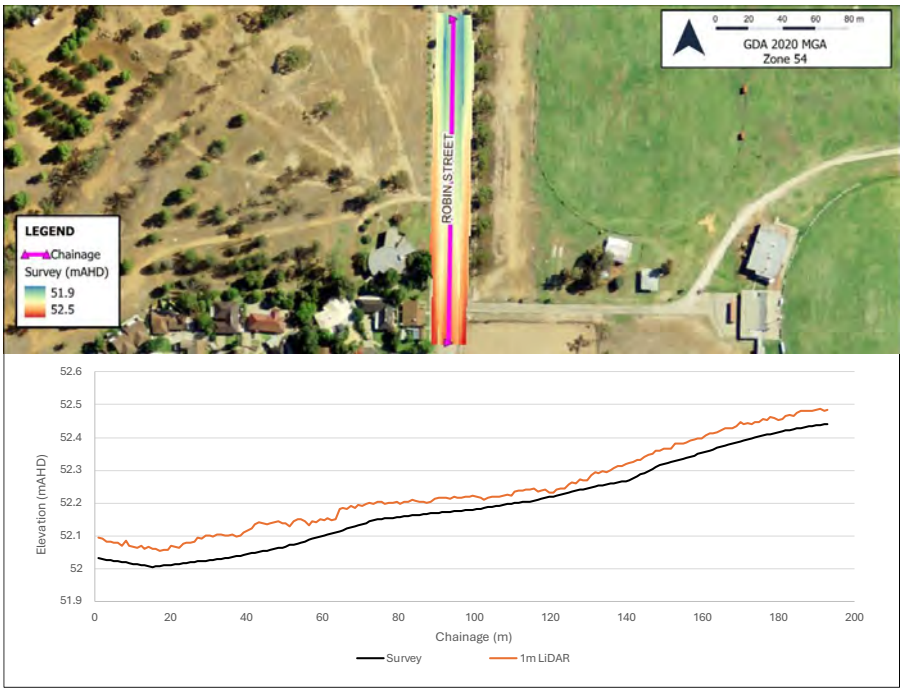


Figure 2-15 LiDAR Verification at Robin Street, Robinvale

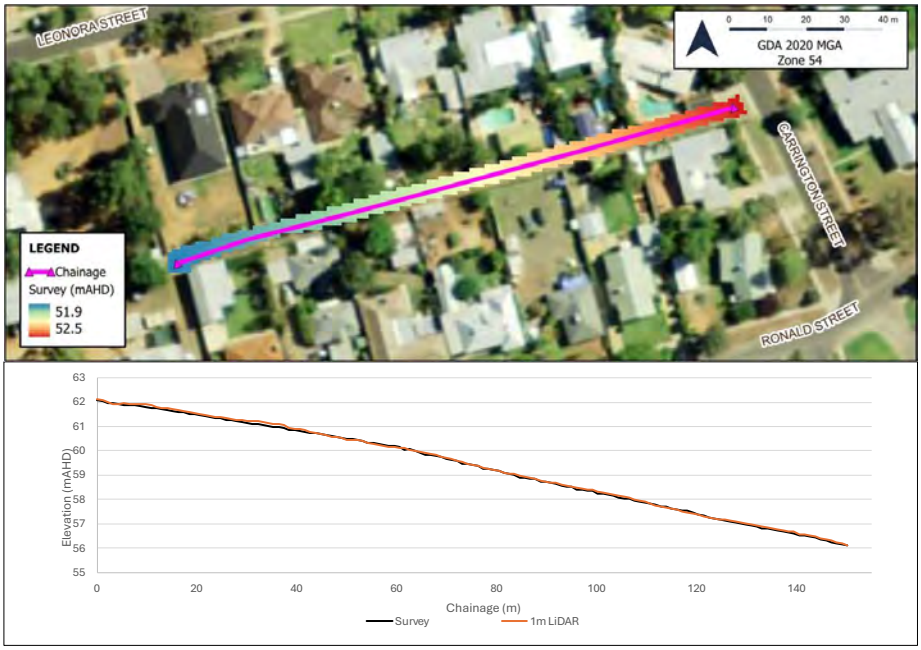


Figure 2-16 LiDAR Verification at Carrington Street Lane, Robinvale

2.3 HYDRAULIC STRUCTURES

Details of existing hydraulic structures have been collated from Swan Hill Rural City Council GIS database, past reports, and documents. A summary is outlined below and locations of key features is presented in Figure 2-17 and Figure 2-18.

2.3.1 Pit and Pipe Network

Pit and pipe data was provided by Swan Hill Rural City Council for both Swan Hill and Robinvale in GIS format. The dataset is reasonably complete with pipe diameters, lengths, and locations available across the study area. Invert data is missing for certain pipe segments; however, this is predominately for short lengths of pipe and/or smaller diameter pipe segments which are unlikely to have any major impacts on the hydraulic modelling. Missing invert levels have been inferred from connecting pipe junctions and minimum cover requirements as per the IDM during the hydraulic modelling process. A summary of the pipe and pit data is presented in Table 2-2 and Table 2-3 respectively.

Table 2-2 Pipe Data Gaps

	Swan Hill		Robinvale	
Diameter (mm)	No. Pipe Segments	% Missing Invert Data	No. Pipe Segments	% Missing Invert Data
≤ 450	2107	40%	314	17%
525	107	30%	21	14%
600	108	31%	25	8%
675	19	26%	4	25%
750	59	32%	14	7%
825	10	40%	-	-
900	56	38%	10	30%
1050	3	0%	-	-
1200	66	38%	10	10%
1350	5	80%	-	-
Total	2540	39%	398	16%

Table 2-3 Pit Data

Asset Type	Number of Assets in Swan Hill	Number of Assets in Robinvale
Junction Pit	683	139
Grated Pit	274	27
Side Entry Pit	1473	208
Grated Side Entry Pit	87	10
Total	2517	384

2.3.2 Additional Culverts

The location of additional culverts not included in SHRCC datasets were identified through desktop review and validated with site survey. Additional culverts are located across the town with the majority being railway culverts along the rail line north of Karinie St. Site survey was commissioned to measure the sizing and invert levels of these culverts, their spatial locations are presented in Figure 2-6 and Figure 2-7.

2.3.3 Retarding Basins and Storages

A lake exists within Barry Steggall Park, which acts as a stormwater retention basin from the neighbouring suburb, Tower Hill. Only approximate storage volume estimates were available for the basin, indicating a volume of 20,000 m³ (Heil Engineering Consultants, 2019). Stage-storage or bathymetry data for the lake was not available, so storage was estimated using the available LiDAR data.

2.3.4 Pumps and Pump Stations

Swan Hill township has two main pump stations, one located at the northern main drain outlet (Milloo Street) and one at the southern drain outlet off Pental Island Road. These serve as the primary outlets to discharge local stormwater into the adjacent Murray River.

Pump data was provided by Swan Hill Rural City Council through various data formats which included GIS points and historic records. No pumps of note were identified for Robinvale. Cross referencing of various datasets was undertaken to identify key pump specifics for input into hydraulic modelling. The collated pump data is provided in Table 2-4.

Table 2-4 Collated pump data for Swan Hill

ID	Location	Size	Head (MT)	Flow (L/s)	Installation	Comments
DP001	MAIN DRAIN (Milloo Street)	250 MM	7.0	260	1993	
DP002		18 IN	6.0	682	1974	
DP003		24/30	4.4	1300	1993	
DP004			3.5	1100	2012	Pump flow rate determined from pump commissioning report
DP005	MAIN DRAIN WETLANDS	300 MM			2008	
DP006	HASTINGS ST.	150 MM		55	1997	Location based on GIS dataset
DP007		16 IN		310	2011	Location based on GIS dataset
DP009	ELAMAIN AV.	100 MM		31.5	1998	
DP010		100 MM	4	31.5	2008	
DP012	SOUTHERN DRAIN (Pental Island Rd)	9\9	8	190	1989	
DP013		9\11	6	87	1987	
DP014			8.0	18	1987	Location based on GIS dataset
DP015	JENNINGS EST	50 MM			2016	
DP016	JAYCEE PARK	150 MM	9.0	45	1993	
DP017	YANA ST.		2.0	22	1993	
DP018	KEN HARRISON		6.6	18.5	1988	
DP019	RIVERSIDE PARK	80 MM	20.4	10	2000	Location based on GIS dataset
DP023	RIVER OAKS	150 MM	5	20	2001	Location based on GIS dataset

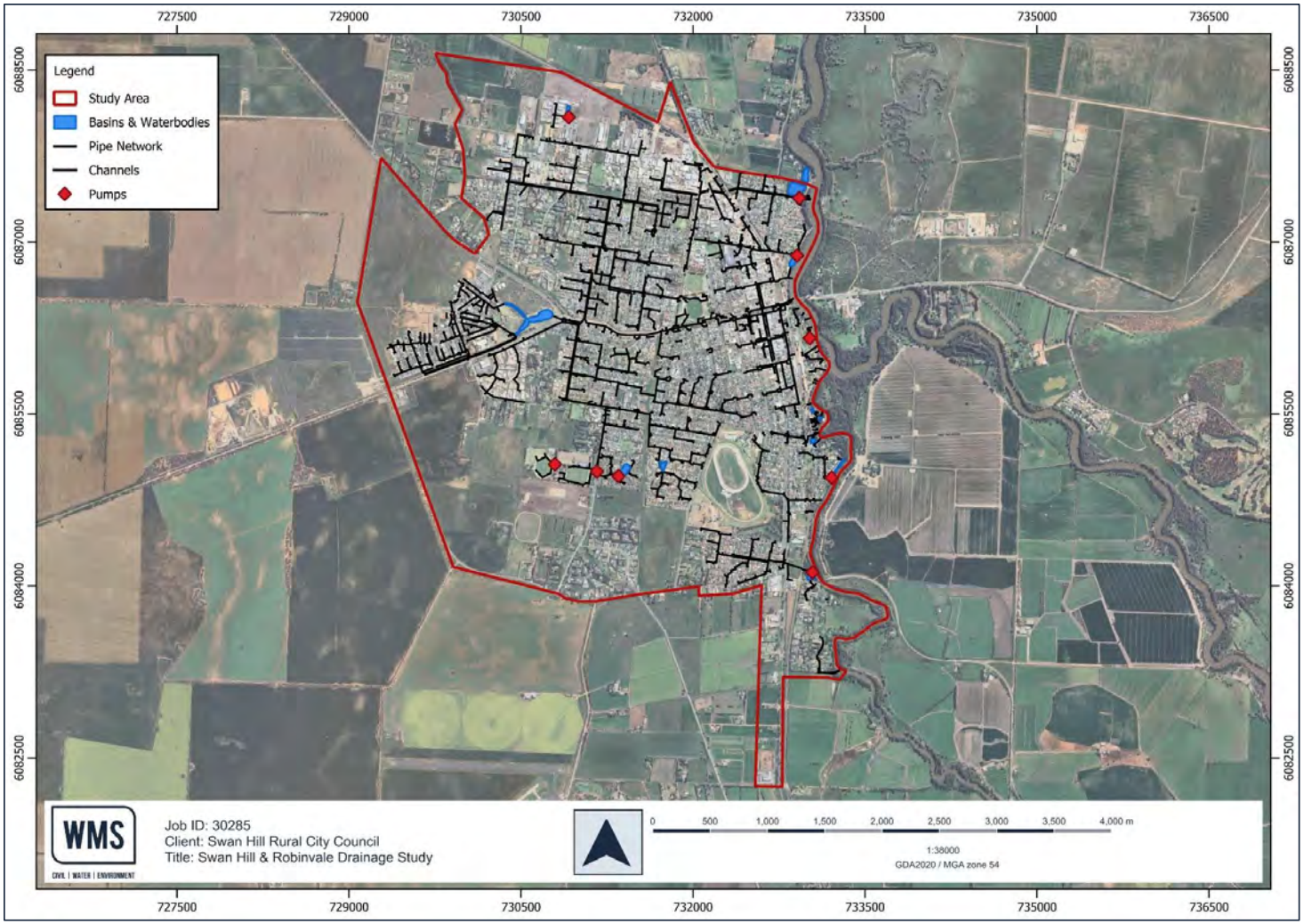


Figure 2-17 Key drainage assets at Swan Hill

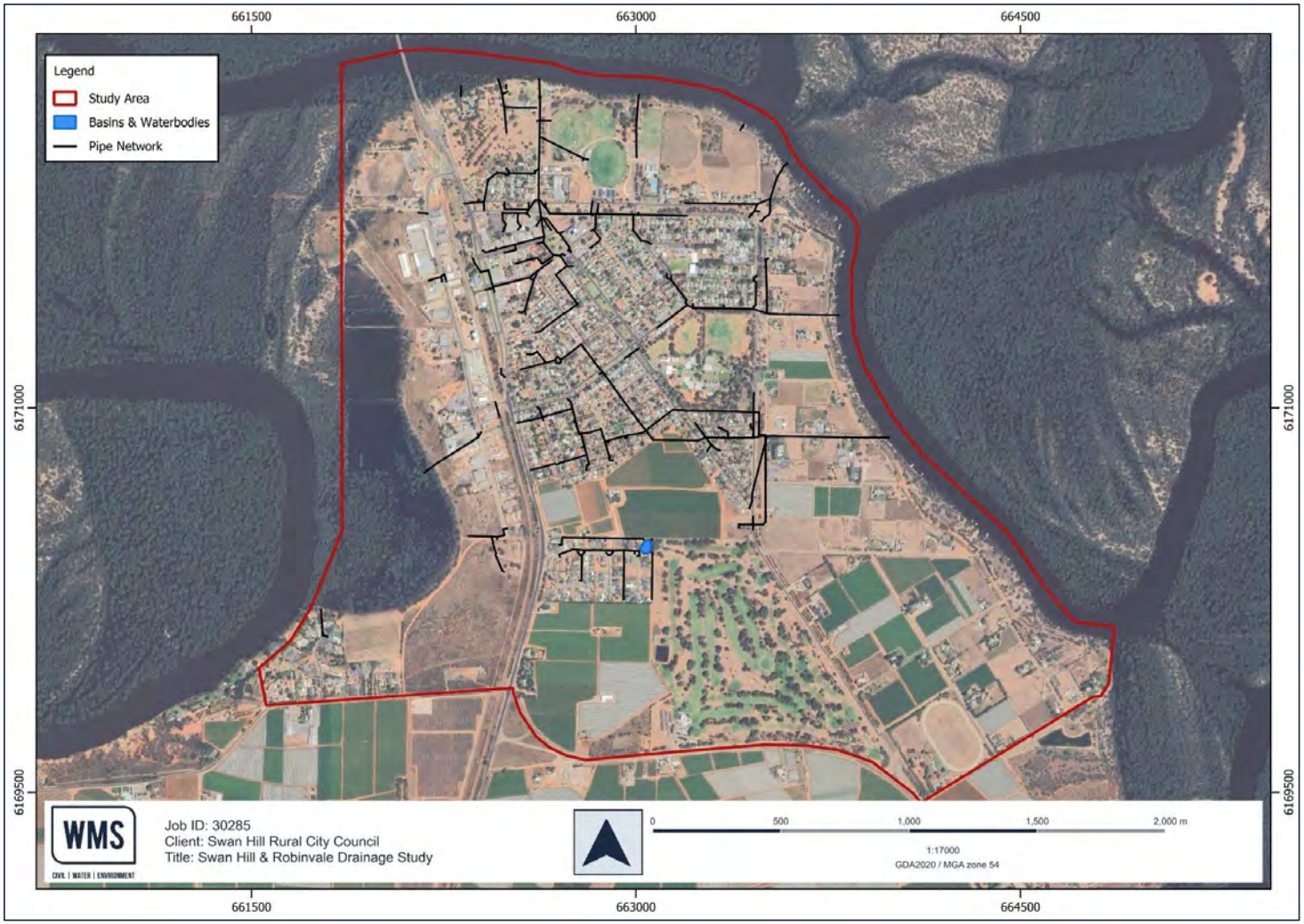


Figure 2-18 Key drainage assets at Robinvale

2.4 OTHER GIS DATA

2.4.1 Cadastre

Parcel and property data was obtained from the Victorian Spatial DataMart in June 2023. It was assumed that the data is up to date and no further adjustments were made.

2.5 SITE VISIT

A site visit was undertaken to Swan Hill and Robinvale by WMS on 8th & 9th August 2023, where key structures and assets within the study area were observed and photos taken. Notes and photographs obtained during the site visit were included as part of the validation process for hydraulic modelling results.

2.6 GAUGE DATA

2.6.1 Rainfall Gauges

Rainfall gauges provide an understanding of rainfall depth totals and distribution of rainfall over time. These are used in flood and stormwater analysis to provide quantitative insight into historic storm events and understand how real site data compares with Bureau of Meteorology (BoM) design rainfall depths. There are several daily rainfall stations near Swan Hill and Robinvale. Selected gauges with long record periods and in close proximity to the study areas are outlined in **Table 2-5** and their locations are presented in **Figure 2-19** and **Figure 2-20**.

In contrast to the remaining gauges listed below, Swan Hill Aerodrome (ID 77094) is a pluviograph rainfall gauge which measures continuous, sub-daily rainfall data.

Table 2-5 Daily Rainfall Gauges at Swan Hill and Robinvale

Gauge no.	Location	Commenced	Status
Swan Hill			
77094	Swan Hill Aerodrome	1996	Open
77043	Swan Hill High School	1949	Closed 31 Dec 1951
75048	Swan Hill (Murray Downs)	1865	Closed 05 Jan 2004
77084	Swan Hill SR&WSC	1956	Closed 31 Dec 1982
77042	Swan Hill Post Office	1844	Closed 16 Dec 1996
Robinvale			
76125	Robinvale Consolidated School	1970	Closed 31 Dec 1980
76053	Robinvale	1926	Open
49013	Euston Post Office	1877	Closed 31 Dec 1970
49014	Euston Station	1882	Closed 31 Dec 1940

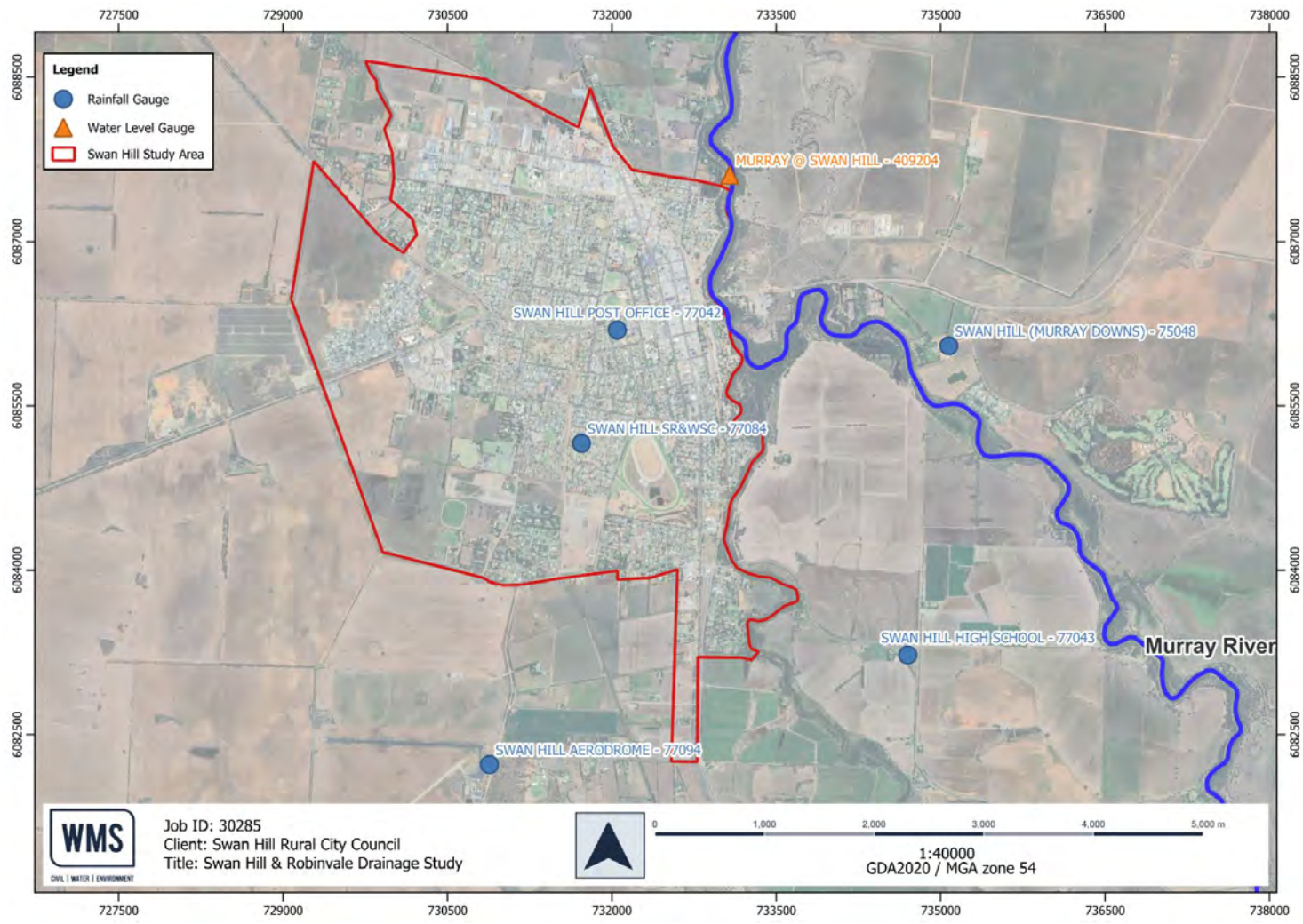


Figure 2-19 Swan Hill Rainfall and Water Level Gauge Locations

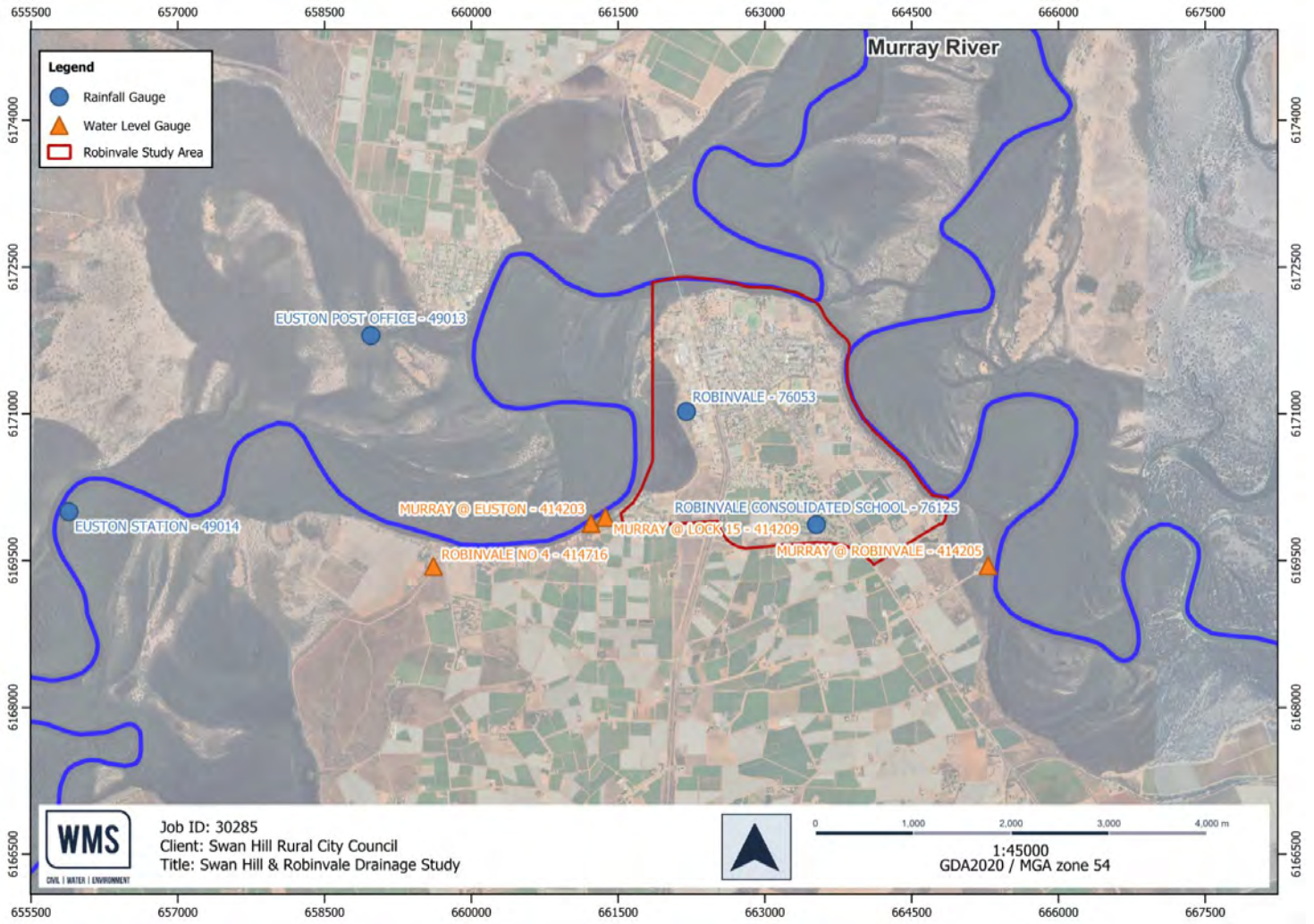


Figure 2-20 Robinvale Rainfall and Water Level Gauge Locations

2.6.2 Streamflow Gauges - Murray River

The Murray River is a highly complex major river with significant catchment and bank developments over time. Both the Victorian and NSW sides of the river neighbouring the study area have been extensively leveed since the 1800s, with significant variation in both height and condition.

Water level gauges for the Murray River are located at Swan Hill township (409204), and Euston Weir (414203), immediately downstream of Robinvale (refer to **Figure 2-19** and **Figure 2-20**). The gauge at Swan Hill has operated continuously since 1909. The Euston Weir was constructed in 1936, with gauging commencing in 1975. The weir maintains adequately high-water levels in the river for navigation and irrigation purposes.

For Robinvale, appropriate flow estimates could not be determined however major, moderate and minor flood levels were extracted from *Robinvale Local Flood Guide* (SES, 2019) and presented in **Table 2-7**. No other design flood estimates were available from past studies or literature.

No other streamflow gauges exist within the local drainage areas of either township and hence model calibration with gauged data is not possible and was excluded from the project scope.

Table 2-6 Murray River at Swan Hill (409204) Estimated Peak Flows (BMT, 2021) (SES, 2018)

	BMT, 2021			SES, 2018		
	Flow (ML/day)	Gauge Depth (m)	Height (mAHD)	Flow (ML/day)	Gauge Depth (m)	Height (mAHD)
1% AEP	35,000	4.77	67.69	36,200	4.82	67.74
2% AEP	34,000	4.74	67.66	35,800	4.80	67.72
5% AEP	32,000	4.67	67.59	34,800	4.77	67.69
10% AEP	31,000	4.64	67.56	33,600	4.73	67.65
20% AEP	29,000	4.53	67.45	31,500	4.66	67.58

Table 2-7 Murray River at Euston (414203) Flood Levels (SES, 2019)

	Gauge Depth (m)	Height (mAHD)
Major Flood Level	10.30	52.14
Moderate Flood Level	9.80	51.64
Minor Flood Level	9.10	50.94

2.7 HISTORICAL FLOOD RECORDS

In the absence of gauged flood data within the town, photographs and anecdotal information from historic flood events were used to validate hydraulic modelling results at key inundation locations. Photographs of past flooding events reveal potential flood levels and drainage extents. Given significant catchment changes throughout the years, floods during recent years with appropriate data were prioritised.

2.7.1 13th October 2022

Photographs of the October 2022 flood event was provided by Swan Hill Rural City Council. This event occurred from 13 October to 14 October 2022 with flooding observed across both Swan Hill and Robinvale. This period saw riverine flooding of the Murray River across the region, with simultaneous local catchment flooding at Swan Hill. Swan Hill Aerodrome rainfall gauge (Station ID 77094) received a total of 85.2 mm over a period of 30 hours. Rainfall intensity remained relatively consistent over the course of the storm, ranging between 3 – 7 mm/hr. Hourly and cumulative rainfall totals for this event are presented in **Figure 2-21**.

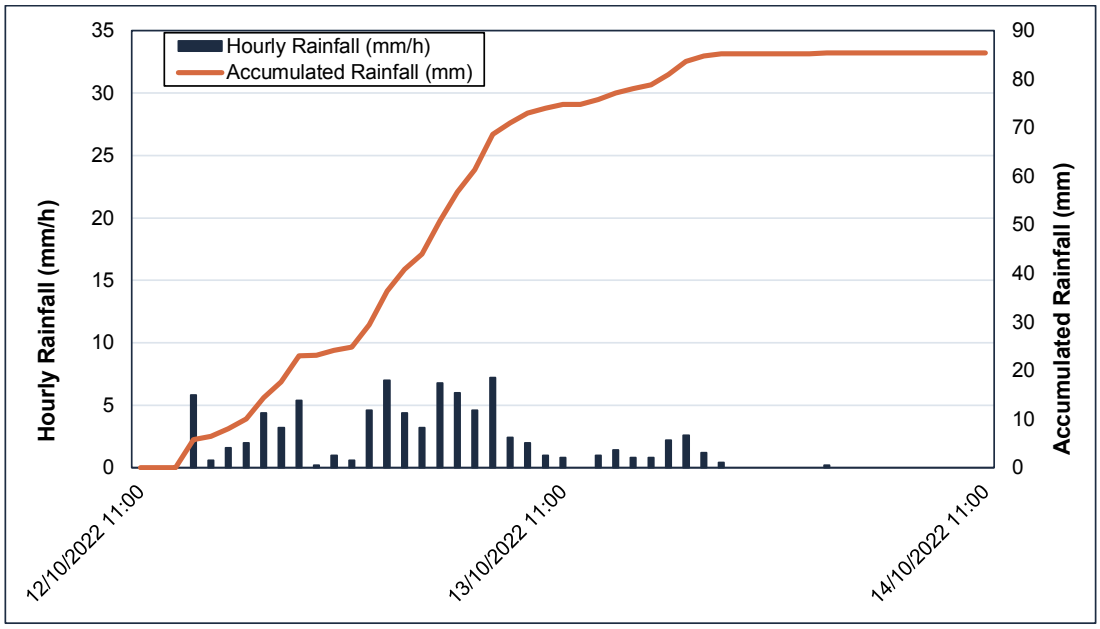


Figure 2-21 Cumulative and Hourly Rainfall Totals at Swan Hill Aerodrome Gauge (ID 77094) in the October 2022 Event

Rainfall intensities for this event approximately equalled a 20% AEP design rainfall event for a 9-hour duration, however this increased to a 3% AEP rainfall event for a 30-hour storm duration. Measured rainfall intensities at Swan Hill Aerodrome relative to design rainfall intensities are presented in Figure 2-22.

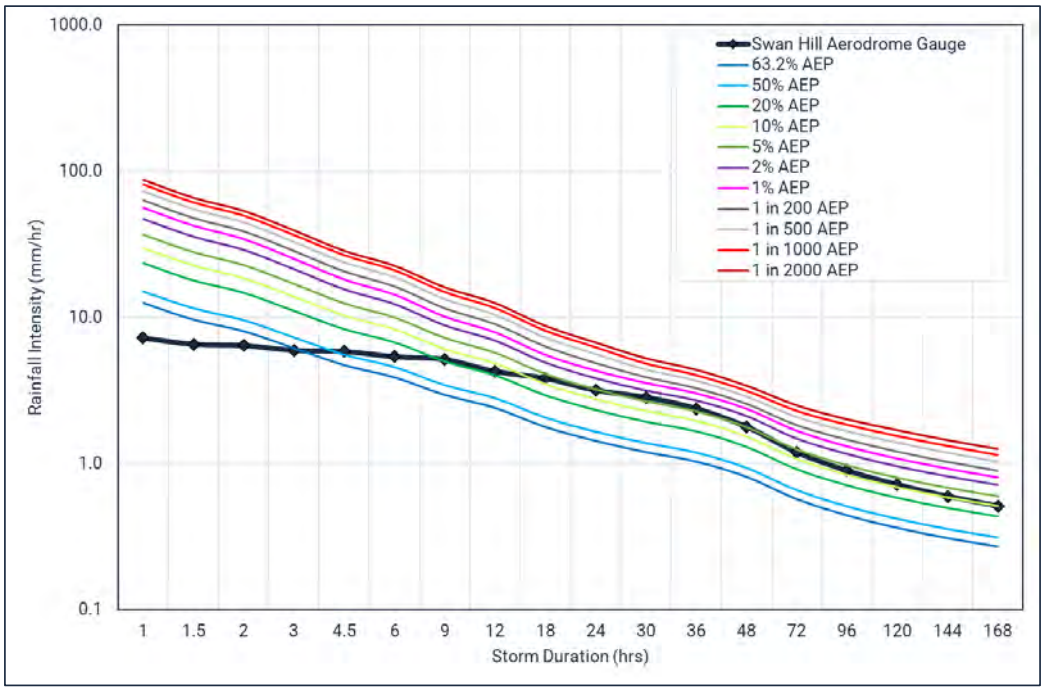


Figure 2-22 Measured Site Rainfall Intensities at Swan Hill Aerodrome Gauge (ID 77094) in the October 2022 Event

Several locations within Swan Hill experienced local catchment flooding during this event. WMS was informed during the August 2023 site visit that the Main Drain pump station failed during this storm event, which is expected to have worsened overland flooding within the township. Photos captured during and after the event were provided to WMS, indicating flood extents at key locations within the township.



Figure 2-23 October 2022 Overland Flooding at the Intersection of McCallum Street and Stradbroke Avenue



Figure 2-24 October 2022 Overland Flooding at Butterworth Street



Figure 2-25 October 2022 Overland Flooding of Naretha Street (Left) and Milloo Crescent (Right)

2.7.2 29th November 2023

During the commissioning of this drainage study, a major flood event occurred at Swan Hill on 29 November 2023. This event resulted in significant flash flooding across the township with several areas of inundation. Media coverage of the event recorded several photographs of the storm aftermath including the major inundation areas. Swan Hill Aerodrome rainfall gauge (Station ID 77094) received a total of 80.6 mm of rainfall over a 9-hour period, which is more than the 2% AEP design rainfall depth for Swan Hill for a 9-hour storm. This event was chosen as a validation event for the Swan Hill TUFLOW model. Refer to Section 4 for comparison of photography captured during the event with hydraulic model outputs. Hourly and cumulative rainfall totals for this event are presented in Figure 2-26.

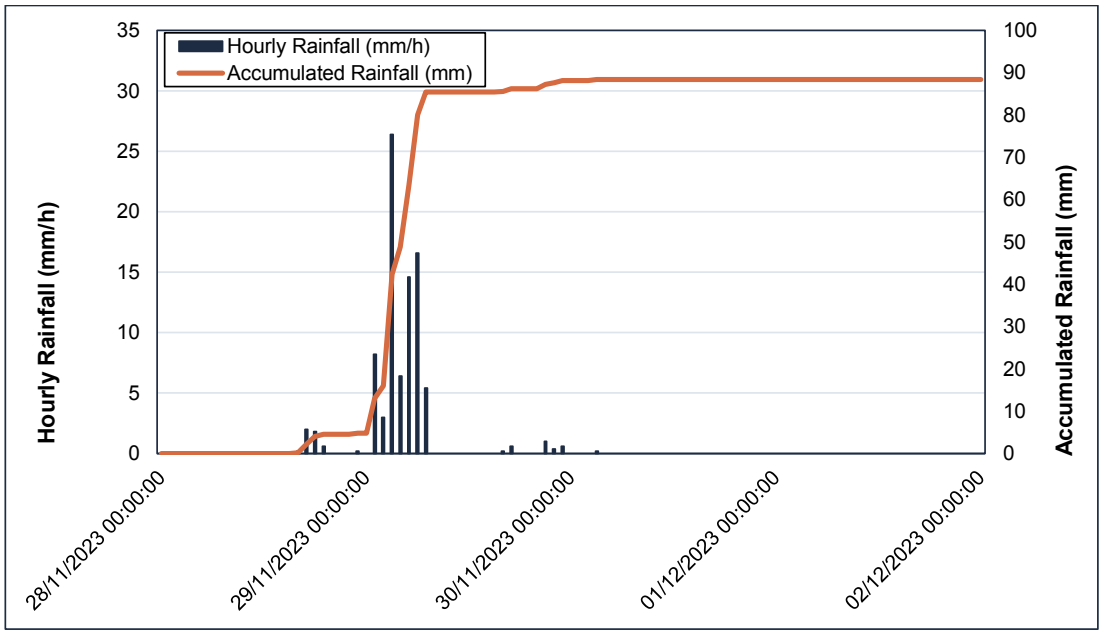


Figure 2-26 Cumulative and Hourly Rainfall Totals at Swan Hill Aerodrome Gauge (ID 77094) in the November 2023 Event

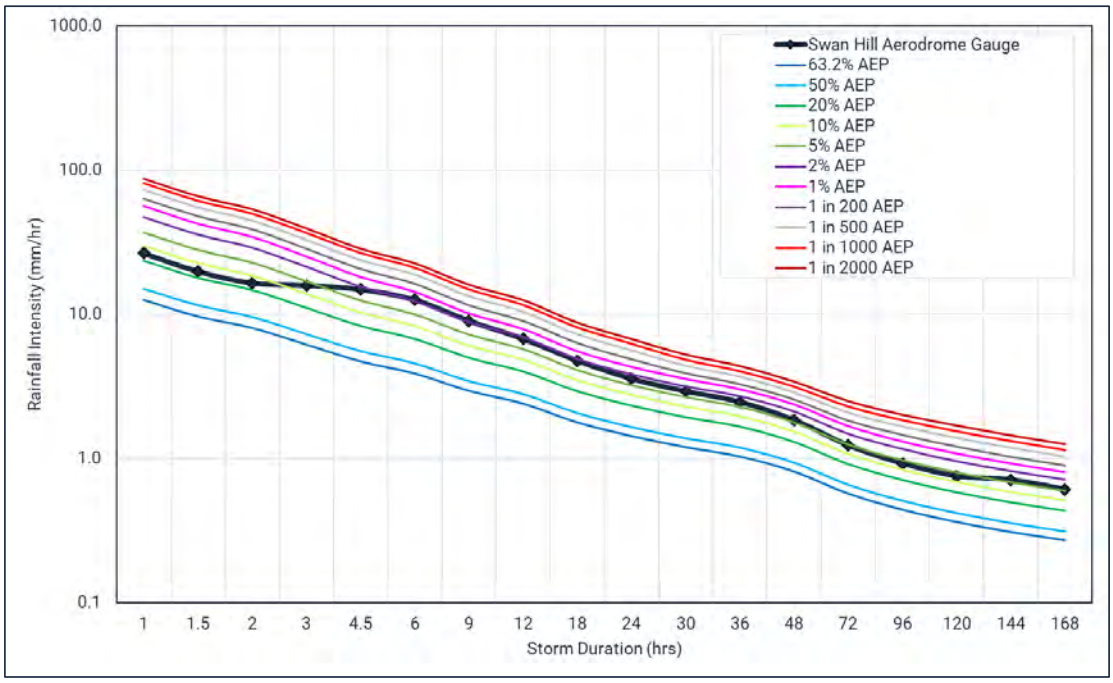


Figure 2-27 Measured Site Rainfall Intensities at Swan Hill Aerodrome Gauge (ID 77094) in the November 2023 Event

3 HYDRAULIC MODEL DEVELOPMENT

The modelling methodology adopted for both Robinvale and Swan Hill townships was TUFLOW rain-on-grid hydraulic modelling. This methodology was selected based on the availability of high-quality topographic data for suitable for hydraulic modelling and with consideration of limited upstream catchment areas for each township. The following section outlines the TUFLOW model development.

TUFLOW is a 2D hydraulic modelling software used extensively across Australia to simulate the hydrodynamic behaviour of rivers, floodplains, and urban drainage environments. The software is ideal for large scale catchment studies, such as the Swan Hill and Robinvale studies, as it is equally capable of overland flow paths as well as the urban drainage environment such as pits, pipes and culverts. The latest TUFLOW HPC (Heavily Parallelised Compute) model was used in this study, which delivers a 10-100 times simulation speed increase compared to the standard CPU version.

The rain-on-grid modelling approach applies direct rainfall across cells in the modelling domain and simulates flow behaviour between cells using an explicit finite volume scheme. The extents of modelling domains were determined by delineating local catchment for each town. The TUFLOW software outputs floodplain mapping results, ideal for model validation when using historic photographs. Hydraulic modelling development and results for each township are discussed in detail in Section 3.1 and Section 3.2

3.1 ROBINVALE HYDRAULIC MODEL

The Robinvale township is generally low lying along the banks of the Murray River, with a small ridge to the south creating the local catchment divide. It is protected from the Murray River with a town levee however, due to the limited variation in gradients, river tailwater levels are known to impact the town stormwater drainage during major events.

The Robinvale hydraulic model was developed using TUFLOW rain-on-grid to simulate localised flood behaviour for the 1% and 20% AEP design storm events. The hydraulic model setup and extents are presented in Figure 3-1. and the model development is detailed below.

3.1.1 Model Extent, Resolution and Topography

The TUFLOW model extent was delineated to capture the full extents of the town's local catchment, covering the urban development areas bounded by the Murray River and the catchment boundary to the south. The 2021 Robinvale 1m LiDAR was used as the underlying DEM and a grid resolution of 2 m was selected to balance model detail with suitable run times. Surveyed strings at Adcock Road, Carrington Street and Robin Street were converted to terrain surfaces and overlayed in the model.

3.1.2 Inflow Boundaries - Design Rainfall

A rainfall polygon was delineated around the full model extents to apply direct rainfall to all cells in the model domain.

Design rainfall data was extracted from the ARR Data Hub using the TUFLOW ARR plugin tool for QGIS. The tool interfaces directly with the ARR 2019 Data Hub and obtains the relevant Intensity-Frequency-Duration (IFD) rainfall depth data and temporal patterns at the catchment location. The data is output as hyetographs for rain-on-grid modelling. The datasets were based on the catchment centroid coordinates (34.5957, 142.7764).

Design rainfall was derived for the 1%, and 20% AEP events at 30-minute to 540-minute storm durations and included all temporal patterns. No other inflows were included in the model.

3.1.2.1 Design Storm Losses

Storm losses represent rainfall losses that occur due to factors such as interception by vegetation, soil infiltration, and/or depression storage. The Robinvale catchment is designated as an arid region, as such, no initial loss or continuing loss values are available from ARR Data Hub. No calibration or historic data could be accessed to determine suitable storm losses for Robinvale. Hence, the adopted design storm losses were derived from the Swan Hill catchment given their relatively close proximity and similar characteristics. The applied initial loss was 25 mm and continuing loss was 0.3mm/hr. Median pre-burst values for each AEP and duration were also applied to the initial losses to account for pre-storm rainfall.

3.1.2.2 Areal Reduction Factors (ARF)

Areal reduction factors as outlined in the ARR 2019 Guidelines, provide a correction factor to design rainfall on the basis that larger catchments are less likely than smaller catchments to experience high intensity storms simultaneously over the whole catchment area. ARFs are recommended for catchment areas greater than 1 km^2 in area. Due to the variance in catchment area for key locations in the Robinvale model, and many areas of town have less than 1 km^2 in catchment area, an ARF of 1.0 was chosen. This ensured that all locations within the Robinvale model had a reasonable representation of runoff volume and overland flows.

3.1.3 Outflow Boundaries

Normal flow (HQ) boundaries were adopted around most of the model perimeter to allow water to flow out of the mode and prevent artificial ponding of flows. HQ boundaries are based on a stage-flow relationship derived from a defined water profile slope; these slopes have been estimated based on the terrain slope at the boundary location. A slope of 0.001 m/m was selected for this model. Locations of outflow boundaries are illustrated in Figure 3-2.

3.1.4 Hydraulic Network

The pit and pipe network for the town were provided by SHRCC as shape files which included pipe sizes, number of pipes, and some invert levels. Estimates were undertaken from adjoining pipes to fill data gaps where invert levels were missing. The hydraulic features were included in TUFLOW as a dynamically linked 1D network using their inbuilt ESTRY solver, their locations are illustrated in Figure 3-3. No other hydraulic features were included as the model resolution was deemed sufficient in representing other hydraulic controls.

3.1.5 Tailwater Conditions

The town stormwater network discharges to the Murray River at 5 gravity-fed outlet locations. Tailwater levels representing Murray River water level conditions were extracted from *Robinvale Local Flood Guide* (SES, 2019) and presented in Table 2-7. No other design flood estimates were available from past studies or literature.

Table 3-1 Murray River at Euston (414203) Flood Levels (SES, 2019)

	Gauge Depth (m)	Height (mAHD)
Major Flood Level	10.30	52.14
Moderate Flood Level	9.80	51.64
Minor Flood Level	9.10	50.94

Two separate tailwater conditions representing a 'Low River Level – No Riverine Flood' and a 'High River Level – SES Major Flood' scenarios were applied to these outlet pipes. The 'Lower River Level' scenario was chosen for use in the overland flow assessment, with the 'High River Level' scenario being used in sensitivity testing to understand the effect Murray River flooding on performance of Robinvale's stormwater network. Refer to Section 6 for sensitivity analysis of high Murray River levels on Robinvale local catchment flooding. The tailwater elevation for each scenario is presented in Table 3-2.

Table 3-2 Robinvale Tailwaters

Scenario	Elevation (mAHD)	Approx. Depth at Gauge (m)
Low River Level (No Flood Scenario)	48	6.16
High River Level (SES Major Flood Level)	52.14	10.30

3.1.6 Manning's Roughness

The Manning's roughness values were selected to comply with the ARR2019 Guidelines as per Table 6.2.1 – Values of Roughness Coefficient n for different channel conditions and Table 6.2.2 – Valid Manning 'n' Ranges for Different Land Use Types, with both tables and references cited in (Lambert, M. B. Cathers & R Keller, 2019). The planning scheme zones were used to obtain the land use types and were adjusted as required based on aerial imagery and site visit photography.

The adopted values for hydraulic roughness were generally taken as the median of the range of recommended values. The adopted Manning's 'n' hydraulic roughness values for different land use types are listed in Table 3-3 and illustrated in Figure 3-4.

Table 3-3 Robinvale Adopted Manning's Roughness Values

Material ID	Land Use Type	Manning's Roughness
2	Residential Rural (Higher Density) – Building footprints and parcels combined	0.10
5	Building footprints	1.00
6	Residential: Rural (Lower Density) – Building footprints and parcels separate	0.05
9	Open Pervious Areas: Minimal Vegetation (Grassed)	0.03
10	Open Pervious Areas – Moderate Vegetation (Shrubs)	0.06
11	Open Pervious Areas – Heavy Vegetation (Trees)	0.08
14	Car Park / Pavement / Driveway / Road	0.025

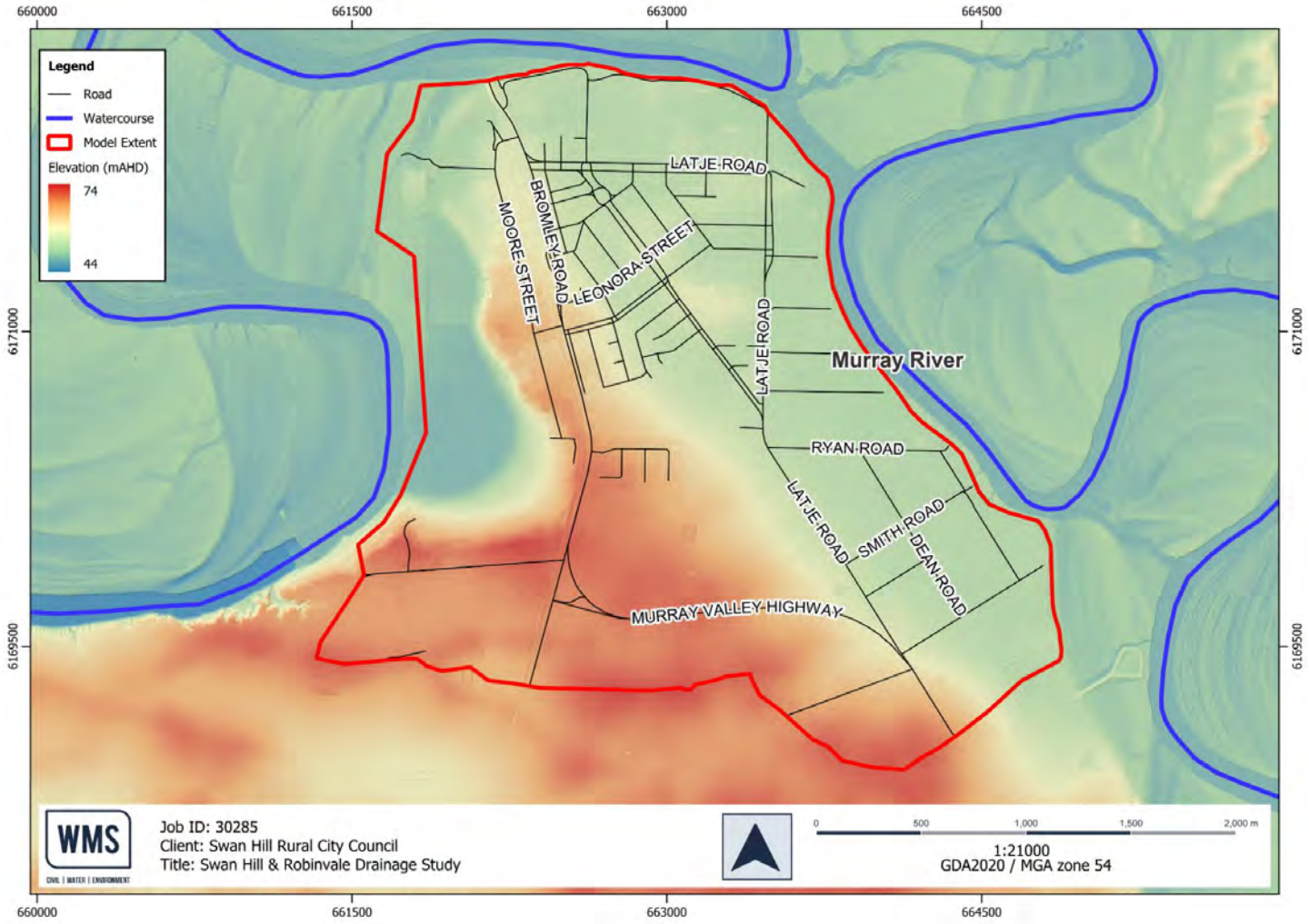


Figure 3-1 Robinvale Model Extent and Topography

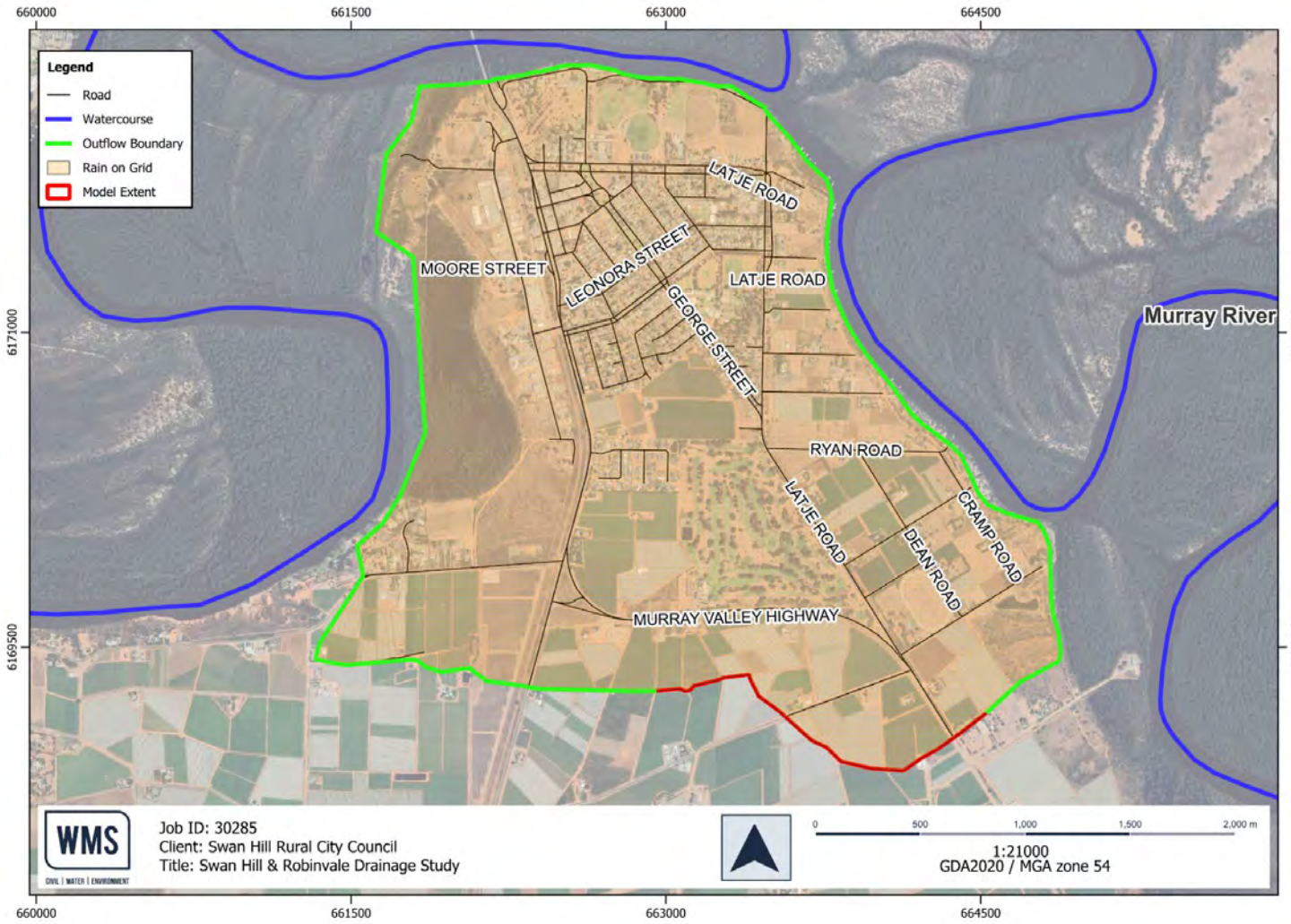


Figure 3-2 Robinvale Inflow and Outflow Boundaries

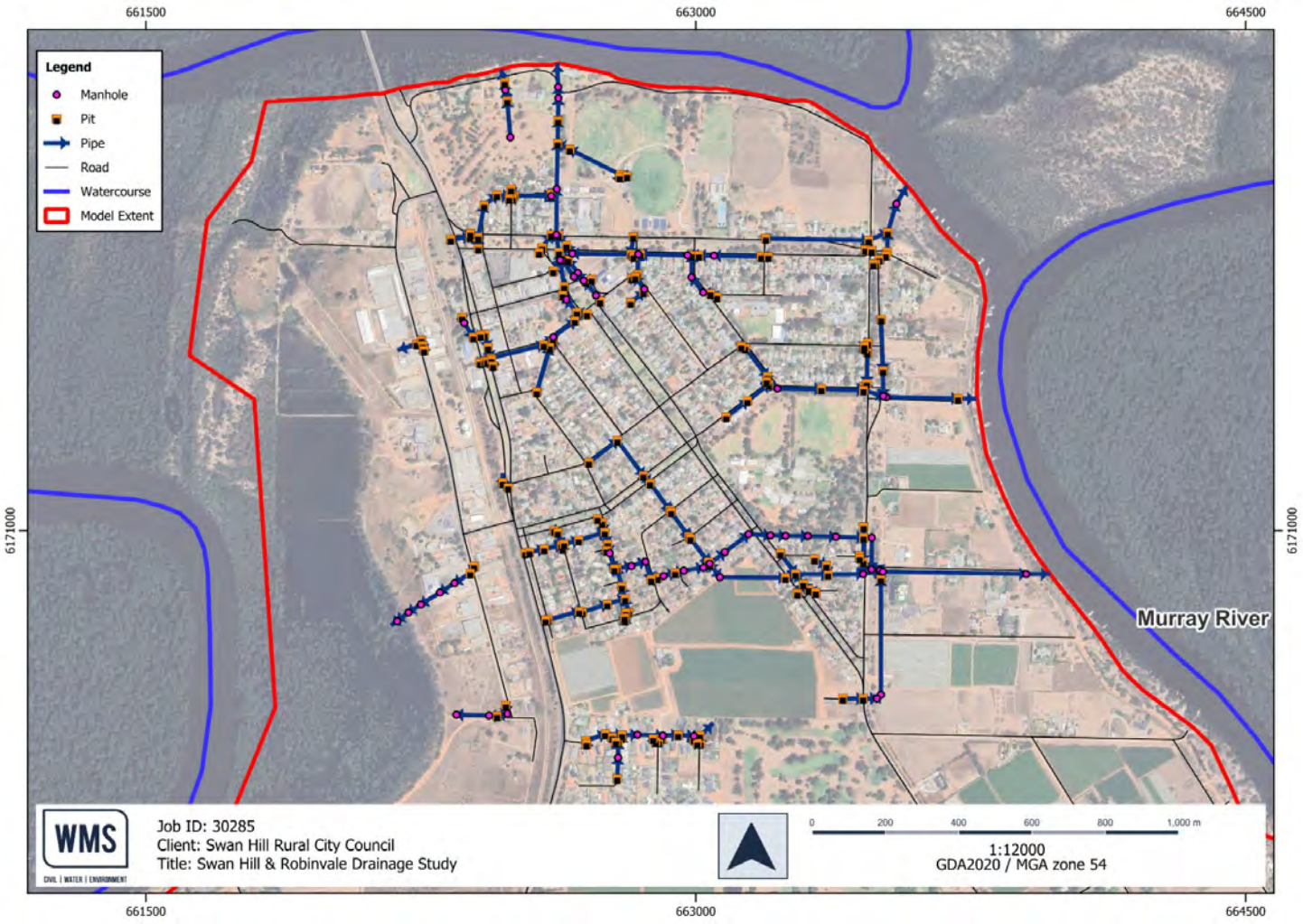


Figure 3-3 Robinvale Hydraulic Network

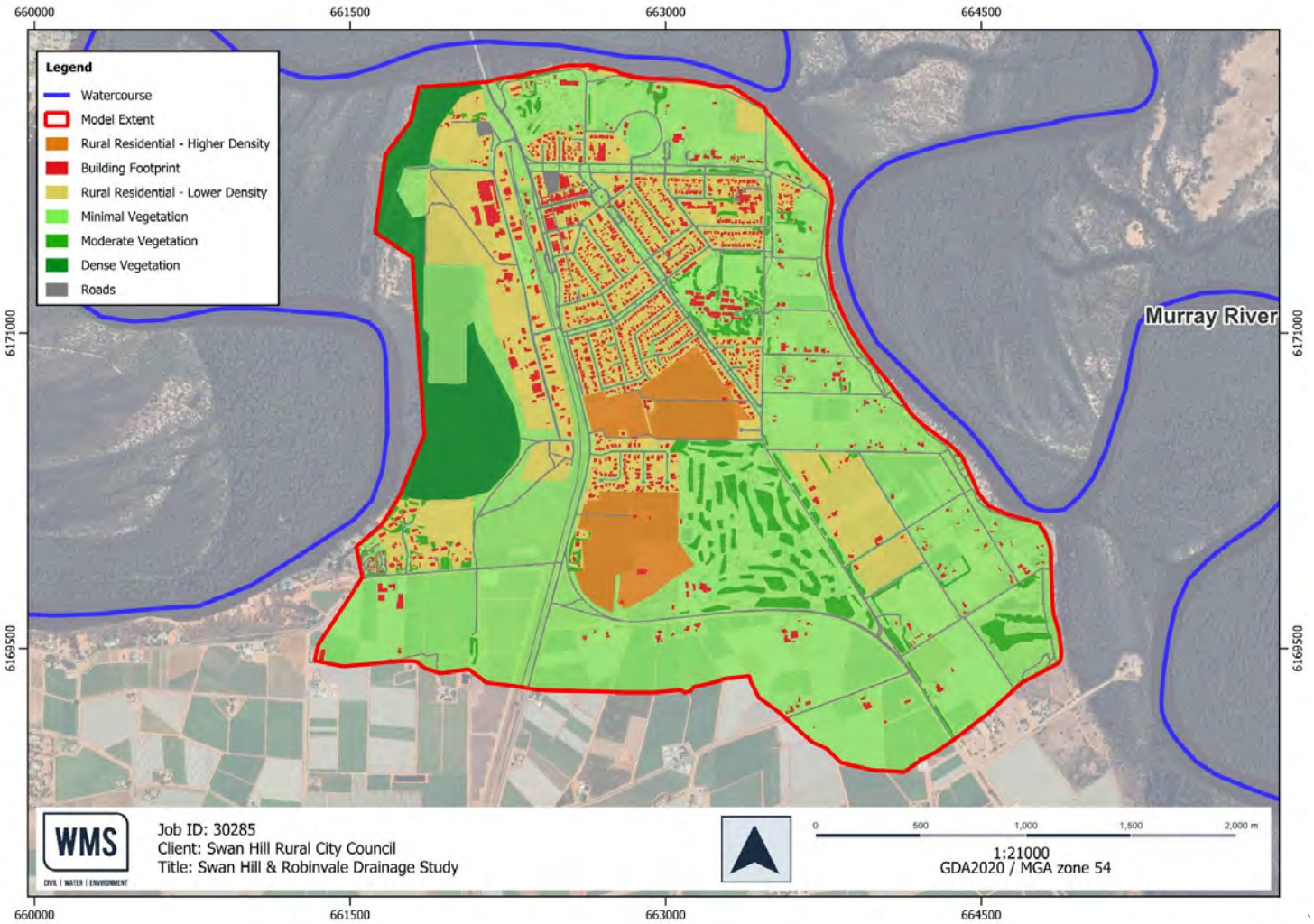


Figure 3-4 Robinvale Manning's Hydraulic Roughness Map

3.1.7 Ensemble Simulation

The design event modelling at Robinvale utilised ARR2019 methodologies with an ensemble event analysis. An ensemble approach involves simulating all temporal patterns and relevant storm durations to determine the critical storm event for each design storm AEP.

As described above, the design rainfall is derived by the Bureau of Meteorology and accessed from ARR Data Hub. It provides rainfall totals for each AEP and each critical duration. The Robinvale rain-on-grid model was simulated for the 30-minute, 45-minute, 1-hour, 1.5-hour, 2-hour, 3-hour, 4.5-hour, 6-hour and 9-hour durations using all 10 temporal patterns. The ensemble simulation was run for the 1% and 20% AEP events. Post-processing was then undertaken to extract the median temporal patterns for each duration to identify the critical duration for the catchment.

3.1.8 Critical Duration Assessment

The critical storm duration is identified in ARR2019 as the storm duration which produces the highest median peak water surface level out of ten temporal patterns. Critical duration typically depends on the catchment size and shape upstream of the location of interest. In the case of Robinvale, the whole township required assessment, thus different locations in the town had different critical durations which needed consideration.

WMS assessed initial model results and communicated with SHRCC to identify local flooding hotspots and key areas of interest within the town. These discussions were used in conjunction with feedback from the community consultation to inform selection of priority zones within the town. Three priority areas were chosen, named the "Northern Zone", "Central Zone" and the "Eastern Zone." The critical durations at these locations were nominated as the primary storm events of interest for the purposes of the overland flooding and flood mitigation assessments. These zones are presented in Figure 3-5.

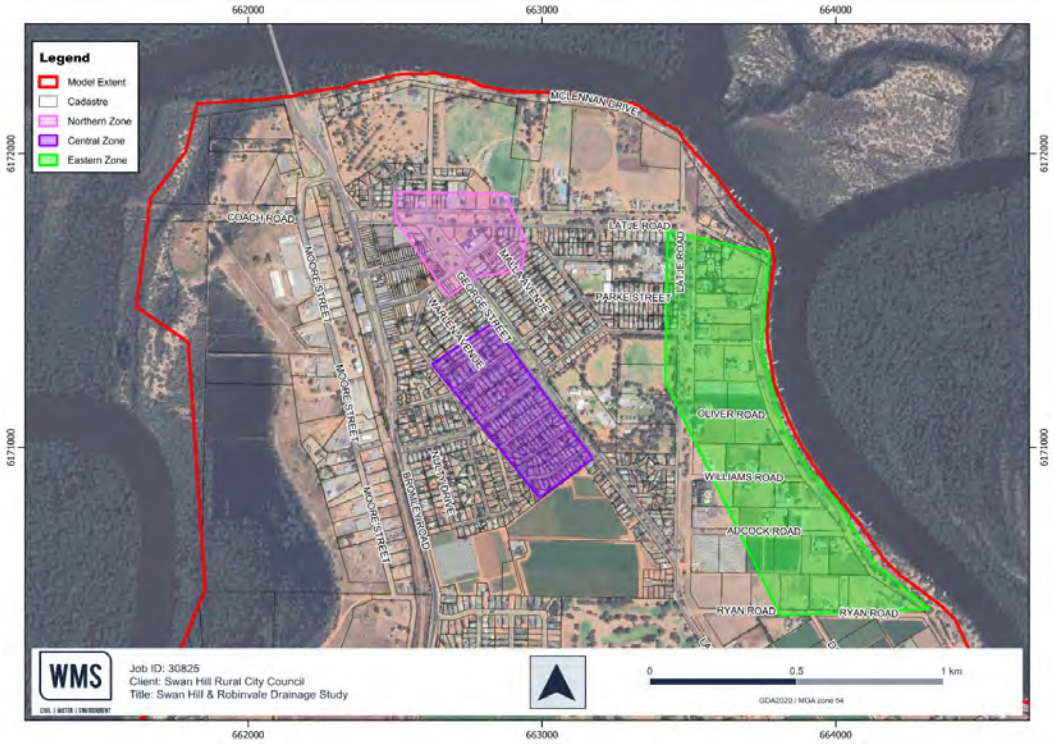


Figure 3-5 Robinvale Priority Zones for Critical Duration Selection

Critical durations for each priority zone are listed in **Table 3-4** for the 20% and 1% AEP events. Critical duration maps for the 20% AEP and 1% AEP events are presented in **Figure 3-6** and **Figure 3-7** respectively.

Table 3-4 Robinvale Adopted Design Storm Events

	Northern Zone		Central Zone		Eastern Zone	
Design Storm	1% AEP	20% AEP	1% AEP	20% AEP	1% AEP	20% AEP
Critical Duration	6-hour	4.5-hour	6-hour	3-hour	9-hour	9-hour
Temporal Pattern	TP02	TP04	TP09	TP06	TP07	TP02
Murray River Water Level Condition	Low River Scenario	Low River Scenario	Low River Scenario	Low River Scenario	Low River Scenario	Low River Scenario

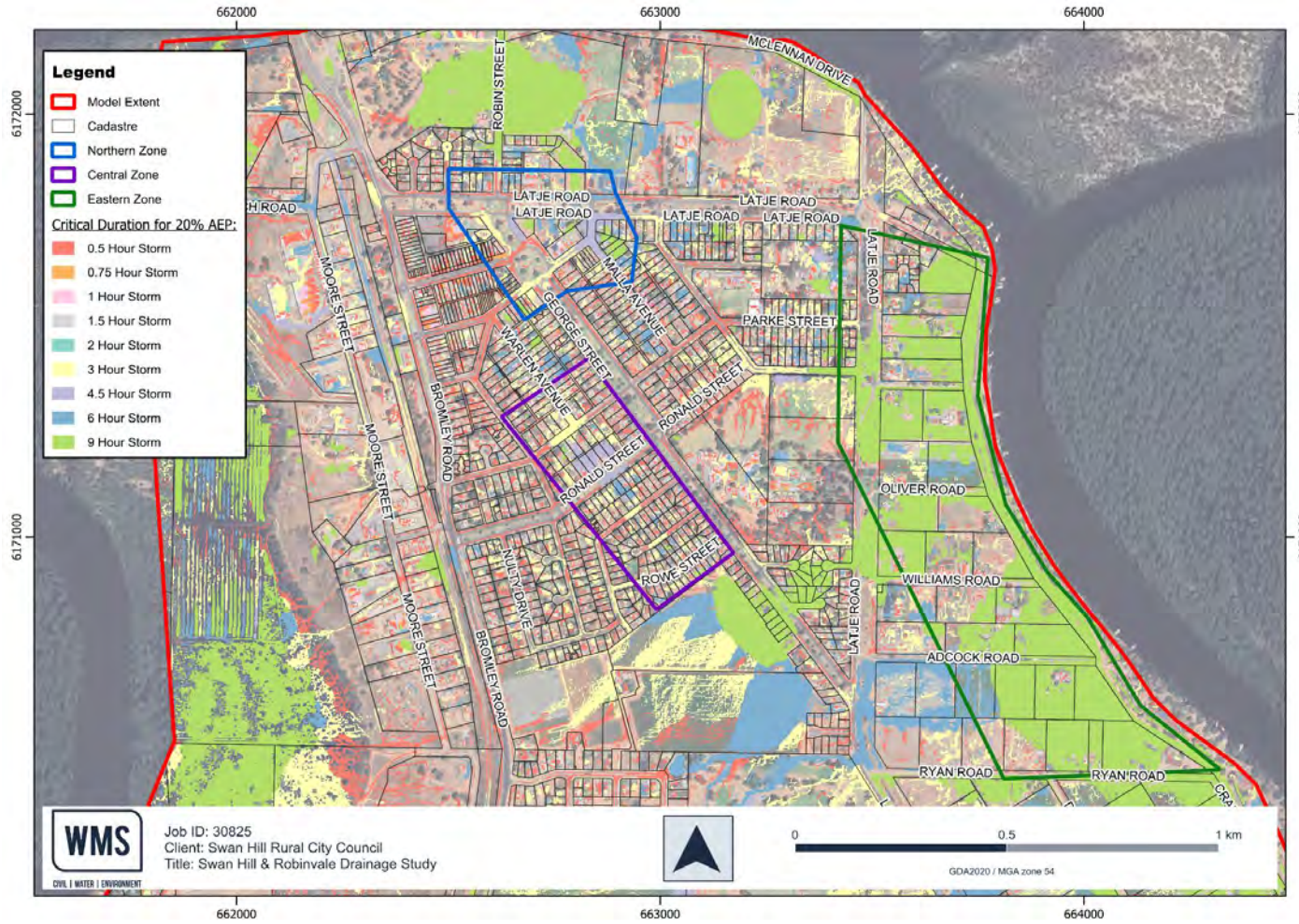


Figure 3-6 Robinvale Critical Duration Map for the 20% AEP Event

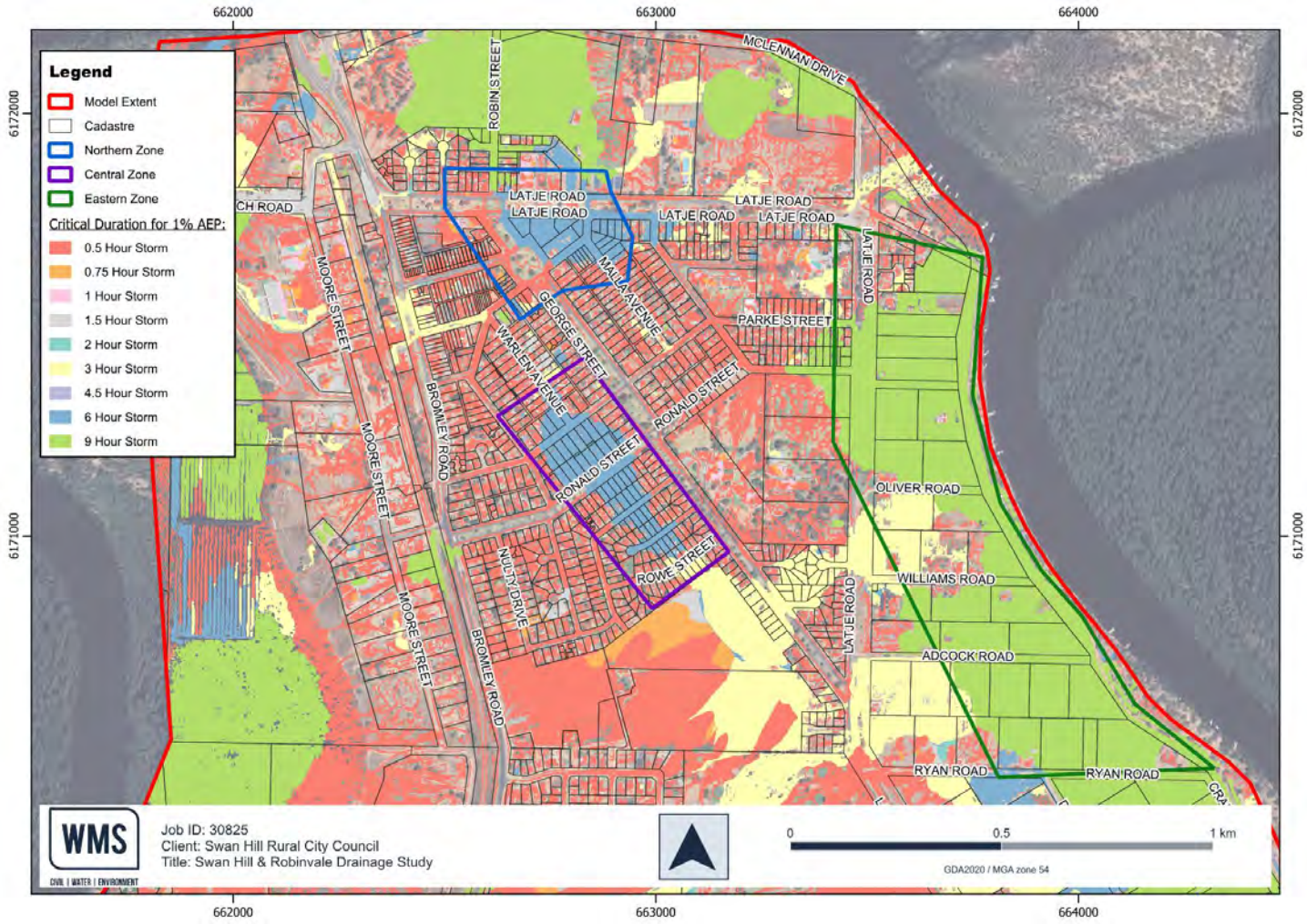


Figure 3-7 Robinvale Critical Duration Map for the 1% AEP Event

3.2 SWAN HILL HYDRAULIC MODEL

The Swan Hill township is located along the banks of the Murray River near the confluence with the Little Murray River. The hydraulic model was developed using TUFLOW rain-on-grid to simulate localised overland flood behaviour for the 1%, 2% and 20% AEP design storm events. The hydraulic model setup and extents are presented in Figure 3-8 and the model development is detailed below.

3.2.1 Initial Modelling and Catchment Delineation

The Swan Hill Catchment was initially delineated using industry standard methods by analysing the available topographic data. However, the resulting modelled flood behaviour in Swan Hill appeared to be grossly overestimated compared to historic flood events and the lived experience of Council staff involved in the study. WMS undertook a detailed review of topographic information, aerial imagery, land usage, hydraulic structures and the CMA boundaries, in addition to advice from Council based on its own local knowledge and experience of past flood events.

The outcome of this assessment resulted in the adoption of a smaller catchment area for Swan Hill, excluding flows from areas west of Dead Horse Lane. The investigation was supported with hydrologic and hydraulic modelling, in which the 2% AEP event was used as a proxy for the November 2023 event to validate the modelled flood behaviour. This assessment is described in detail in the technical memorandum *Swan Hill Drainage Study – Catchment Delineation*, produced by WMS in May 2024. The resulting catchment utilised for this assessment is shown in Figure 3-8.

3.2.2 Model Extent, Resolution and Topography

The TUFLOW model extents were delineated to capture the town's urban development areas bounded by the Murray River and a ridgeline to the west. Several topographic data sets were available within the model extents and were layered based on the date captured as follows:

1. 10 m VicMaps topography as the base map where no other terrain data was available;
2. 1 m Wakool LiDAR captured in 2015;
3. 1 m Swan Hill LiDAR captured in 2019;
4. 1 m Swan Hill LiDAR captured in 2020;
5. Surveyed terrain data for Ashton to Mortoo Drain, Ken Harrison Reserve, Milloo Street, Murlong to Thurla Drain, Tower Avenue, Wilkins Road Reserve

Where datasets join, checks were performed to ensure no artificial restrictions to flow occurred and some datum shift adjustments were undertaken to rectify any inconsistencies. A modelling grid resolution of 2m was selected to balance model detail with suitable run times.

3.2.2.1 Topographic Modifications

Additional topographic modifications were undertaken using TUFLOW Zshps which changes elevations along a certain line or within a polygon. Survey points were undertaken by council along Dead Horse Lane and Memorial Drive to capture the road and bund elevations. These points and lines were added to the model as topographic modifications.

3.2.3 Inflow Boundaries - Design Rainfall

A 2d_rf rainfall polygon was delineated around the full model extents to apply direct rainfall to all cells in the model domain. Design rainfall data was extracted from the ARR Data Hub using the TUFLOW ARR plugin tool for QGIS. The tool interfaces directly with the ARR2019 Data Hub and obtains the relevant Intensity-Frequency-Duration (IFD) rainfall depth data and temporal patterns at the catchment location. The data is output as hyetographs for rain-on-grid modelling. The datasets were based on the coordinates of the catchment centroid (-34.5957, 142.7764).

Design rainfall was derived for the 1%, 2% and 20% AEP events at 10-minute to 9-hour storm durations, with ten temporal patterns extracted for each duration. No other inflows were included in the model.

3.2.3.1 *Design Storm Losses*

Storm losses represent rainfall losses that occur due to factors such as interception by vegetation, soil infiltration, and/or depression storage. In the absence of gauged calibration data, storm losses for Swan Hill were accessed from ARR Datahub. The adopted initial loss was 25 mm and continuing loss was 0.3mm/hr. Median pre-burst values for each AEP and duration were also applied to the initial losses to account for pre-storm rainfall.

3.2.3.2 *Areal Reduction Factors (ARF)*

The entire township of Swan Hill was subject to assessment of overland flow flooding as part of this study. ARR2019 guidelines recommend implementing an ARF for catchments greater than 1 km^2 in area. Due to the large extent of the assessment, catchment areas at different locations of interest within the town varied from 0.1 km^2 to 4 km^2. To avoid underestimating runoff volume and overland flows at locations with smaller catchment areas, an ARF of 1.0 was chosen. Whilst conservative, this ensured no areas had inadequate representation of flood levels, and provided acceptable validation results as detailed in Section 4.

3.2.4 Outflow Boundaries

Normal flow (HQ) boundaries were adopted along the northern and eastern perimeter of the model to allow water to exit and prevent artificial ponding within the model. HQ boundaries are based on a stage-flow relationship derived from a defined water profile slope; these slopes have been estimated based on the terrain slope at the boundary location. The slopes of 0.01 m/m and 0.005 m/m were selected for this model. Locations of outflow boundaries are illustrated in Figure 3-9.

3.2.5 Hydraulic Network

The pit and pipe network for the town were provided by SHRCC as shape files which included pipe sizes, number of pipes, and some invert levels. Estimates were undertaken from adjoining pipes to fill data gaps where invert levels were missing. Hydraulic structures were included in TUFLOW as a dynamically linked 1D network using TUFLOW's 1D solver, ESTRY. The hydraulic structure network featured in the model is illustrated in Figure 3-10 and Figure 3-11. No other hydraulic features were included as the model resolution was deemed sufficient in representing other hydraulic controls. The town stormwater network is predominately gravity-fed and discharges to the Murray River at 8 locations and the Little Murray River at 6 locations. These outlet locations are known to be impacted by river water levels during significant flood events. Several pump stations are located near the river to supplement the gravity-fed network, particularly when Murray River water levels are high.

3.2.6 Tailwater Conditions

Estimated design flows for Swan Hill were derived from *Regional Flood Mapping Swan Hill Region* (BMT, 2021) and based on flood frequency analyses taken at the Swan Hill gauge on the Murray River. These estimates are in line with a previous assessment, *Murray Downs Flood Study* (GHD, 2014) and indicates the major flood event from 2011 was comparable with a 20% AEP storm and the largest storm on record from 1975 was comparable with a ~1.25% (1:80) AEP storm. *Municipal Flood Emergency Plan - Swan Hill Rural City* (SES, 2018) provides alternative, more conservative estimates for Swan Hill. The respective river depth and heights were interpolated from the gauge rating curve by Victorian Department of Environment, Land, Water and Planning. The estimated peak flows for Murray River at Swan Hill (409204) are presented in Table 2-6.

Table 3-5 Murray River at Swan Hill (409204) Estimated Peak Flows (BMT, 2021) (SES, 2018)

	BMT, 2021			SES, 2018		
	Flow (ML/day)	Gauge Depth (m)	Height (mAHD)	Flow (ML/day)	Gauge Depth (m)	Height (mAHD)
1% AEP	35,000	4.77	67.69	36,200	4.82	67.74
2% AEP	34,000	4.74	67.66	35,800	4.80	67.72
5% AEP	32,000	4.67	67.59	34,800	4.77	67.69
10% AEP	31,000	4.64	67.56	33,600	4.73	67.65
20% AEP	29,000	4.53	67.45	31,500	4.66	67.58

Two tailwater conditions were considered for use in the Swan Hill study. One was to represent a 'Low River Level – no riverine flood' and another as a 'High River level – SES major flood' scenario. As the primary focus of the study is on overland flow/stormwater flooding, the 'Low River Level' tailwater scenario was chosen for use in the overland flow assessment. The higher river level scenario was used in model sensitivity testing to understand areas in the town that are vulnerable to coincident local catchment and Murray River flooding. Refer to Section 6 for sensitivity analysis of high Murray River levels on Swan Hill local catchment flooding. The tailwater elevation for used in the Swan Hill hydraulic model is presented in Table 3-2.

Table 3-6 Swan Hill Tailwater

Scenario	Elevation (mAHD)	Approx. River Depth at Gauge (m)
Low River Level (No Flood Scenario)	64.50	1.58
High River Level (Major Flood Scenario)	67.74	4.82

3.2.7 Manning's Roughness

The Manning's roughness values were selected to comply with the ARR2019 Guidelines as per Table 6.2.1 – Values of Roughness Coefficient n for different channel conditions and Table 6.2.2 – Valid Manning 'n' Ranges for Different Land Use Types, with both tables and references cited in (Lambert, M. B. Cathers & R Keller, 2019). The planning scheme zones were used to obtain the land use types and were adjusted as required based on aerial imagery and site visit photography.

The adopted values for hydraulic roughness were generally taken as the median of the range of recommended values. The adopted Manning's 'n' hydraulic roughness values for different land use types are listed in Table 3-7 and illustrated in Figure 3-12.

Table 3-7 Swan Hill Adopted Manning's Roughness Values

Material ID	Land Use Type	Manning's Roughness
2	Residential: Rural (Lower Density) – Building footprints and parcels combined	0.15
3	Building footprints	Depth-varying: 0.02 for depths < 30 mm 0.1 for depths > 30 mm
4	Residential: Urban (Higher Density)	0.09
6	Residential: Rural (Lower Density)	0.05
9	Open Pervious Areas: Minimal Vegetation (Grassed)	0.03
10	Open Pervious Areas – Moderate Vegetation (Shrubs)	0.06
11	Open Pervious Areas – Heavy Vegetation Trees)	0.1
13	Waterway: Vegetated	0.08
14	Car Park / Pavement / Driveway / Road	0.025
16	Concrete Lined Channels	0.018
17	Waterbodies/Lakes: No Emergent Vegetation	0.02
18	Wetlands: Emergent Vegetation	0.065

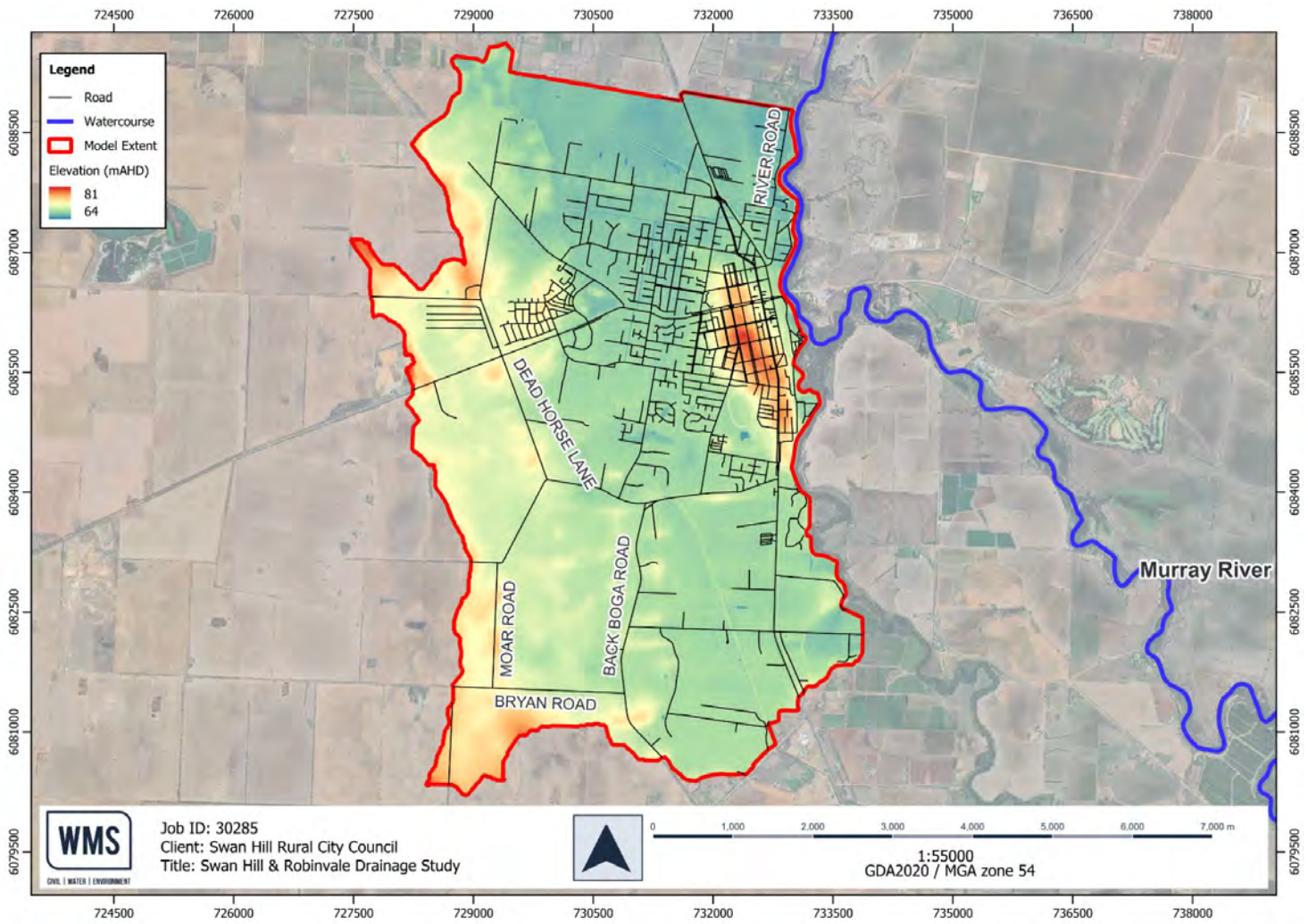


Figure 3-8 Swan Hill Model Extent and Topography

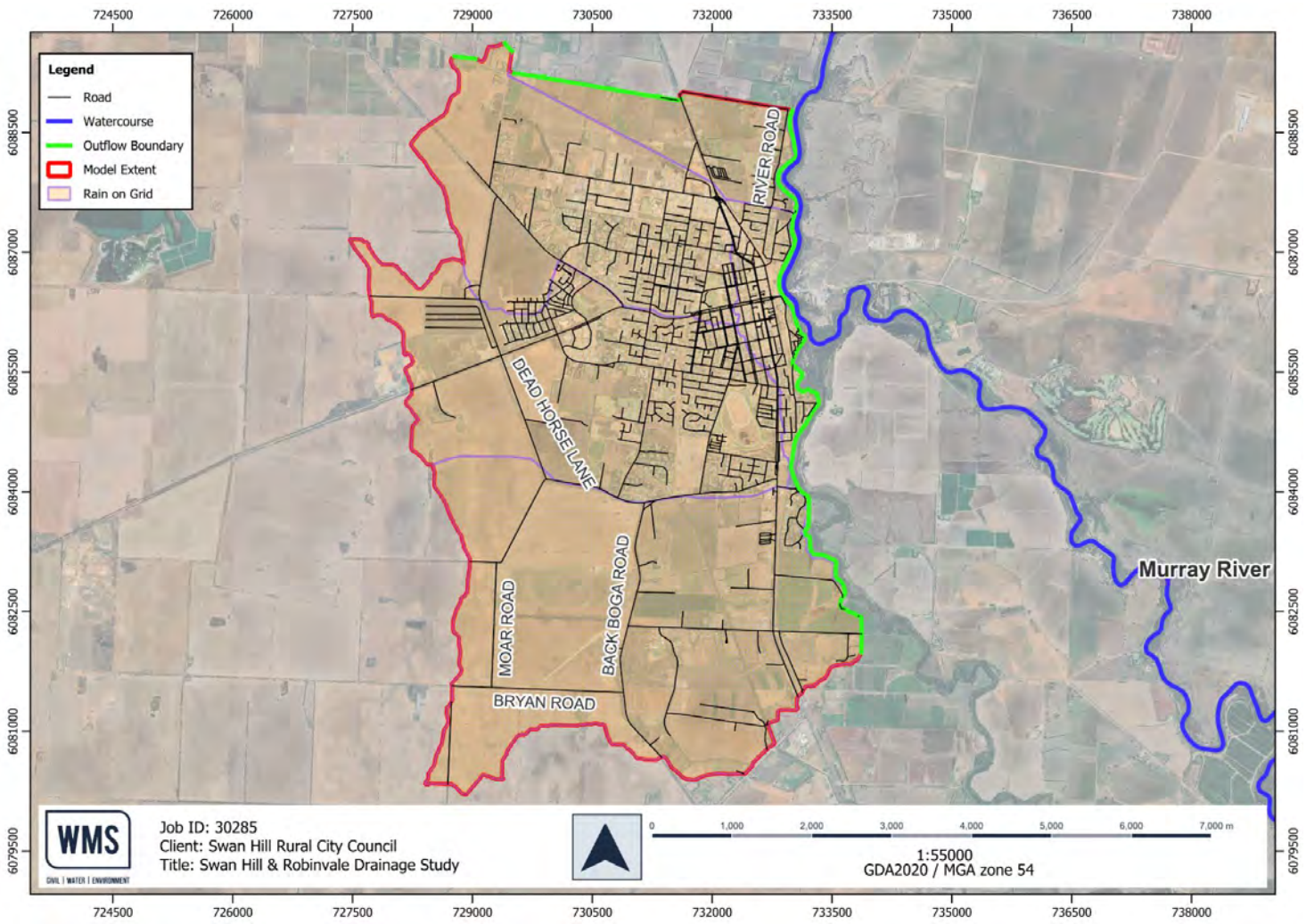


Figure 3-9 Swan Hill Inflow and Outflow Boundaries

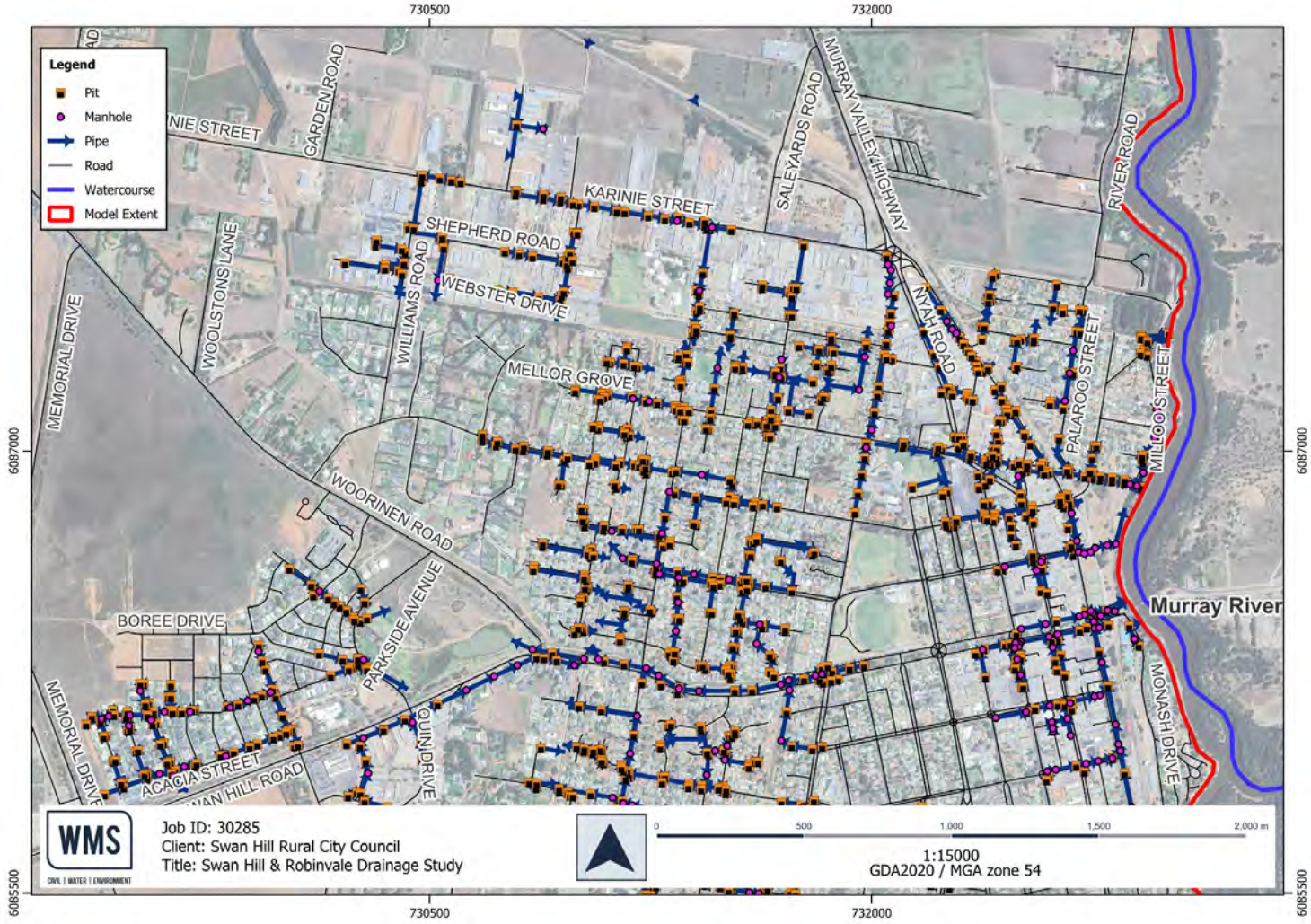


Figure 3-10 Swan Hill Hydraulic Network (Township Upper Part)

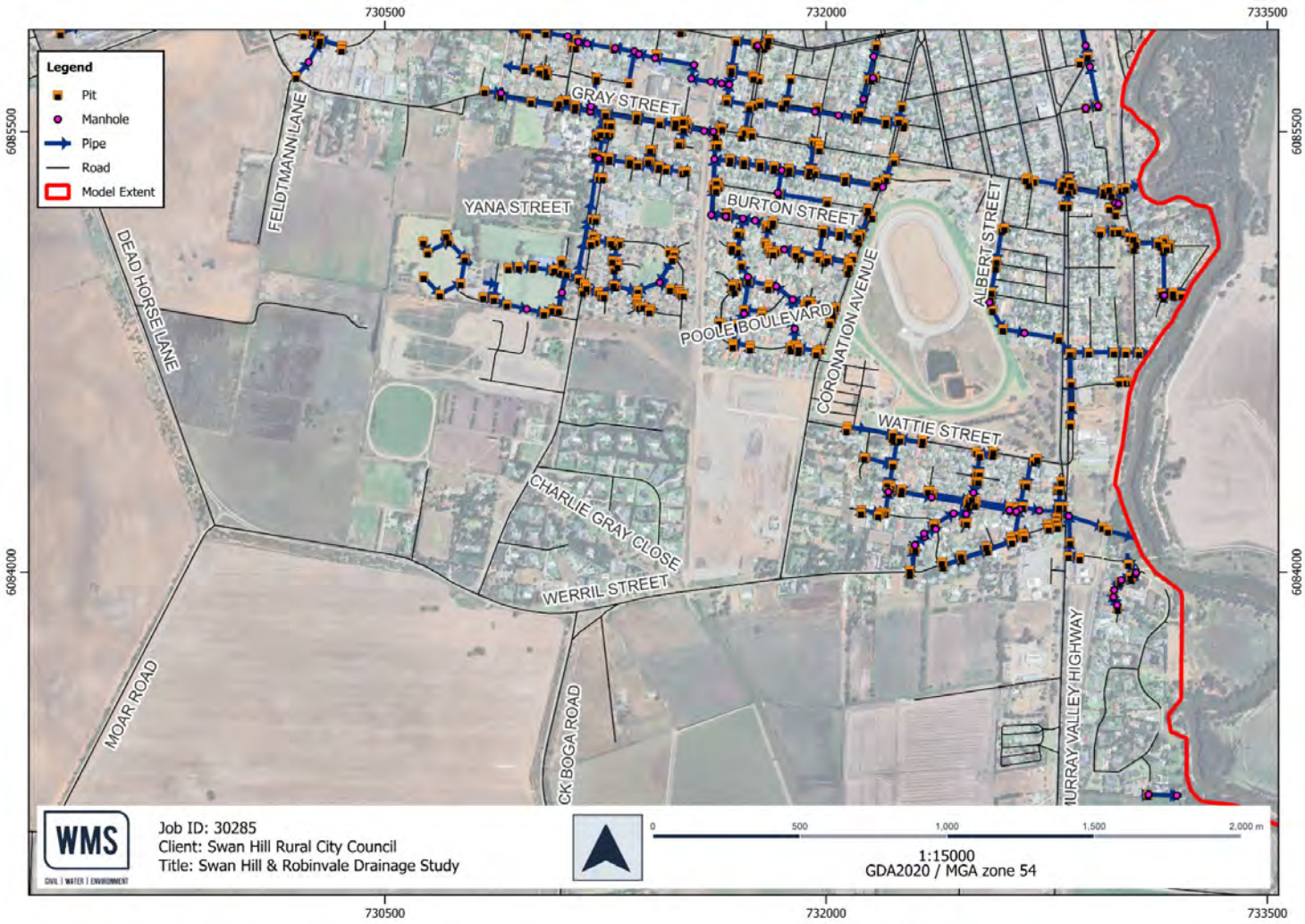


Figure 3-11 Swan Hill Hydraulic Network (Township Lower Part)

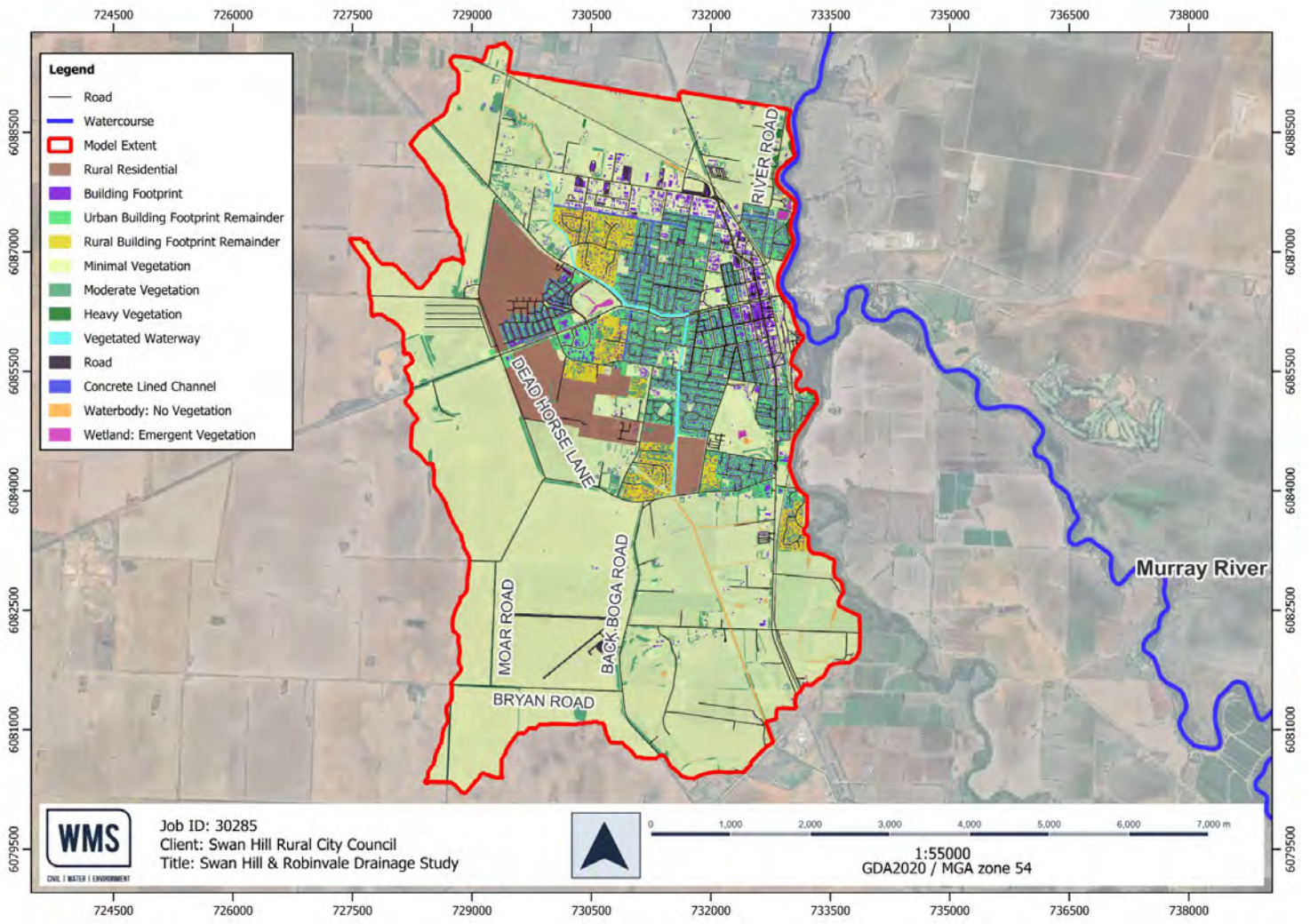


Figure 3-12 Swan Hill Manning's Hydraulic Roughness Map

3.2.8 Ensemble Simulation

The design event modelling at Swan Hill utilised the ARR2019 ensemble event analysis. An ensemble approach involves simulating ten nominal rainfall temporal patterns and all relevant storm durations to determine the critical storm event for each design storm AEP. At each location within the model, the median temporal pattern was recorded for each duration based on peak water surface level. Out of these median temporal patterns, the critical storm duration was selected based on the maximum resultant water surface level at each location.

Design rainfall depths were sourced from the BOM. Rainfall temporal patterns were accessed from the ARR Data Hub for the 30-minute, 45-minute, 1-hour, 1.5-hour, 2-hour, 3-hour, 4.5-hour and 9-hour storm durations. Simulations were completed for the 1%, 2% and 20% AEP events. Post-processing was then undertaken to extract the median temporal patterns for each duration to identify the critical duration for key locations within the catchment.

Critical duration maps for the 1%, 2% and 20% AEP events are illustrated in **Figure 3-13**, **Figure 3-14**, and **Figure 3-15** respectively.

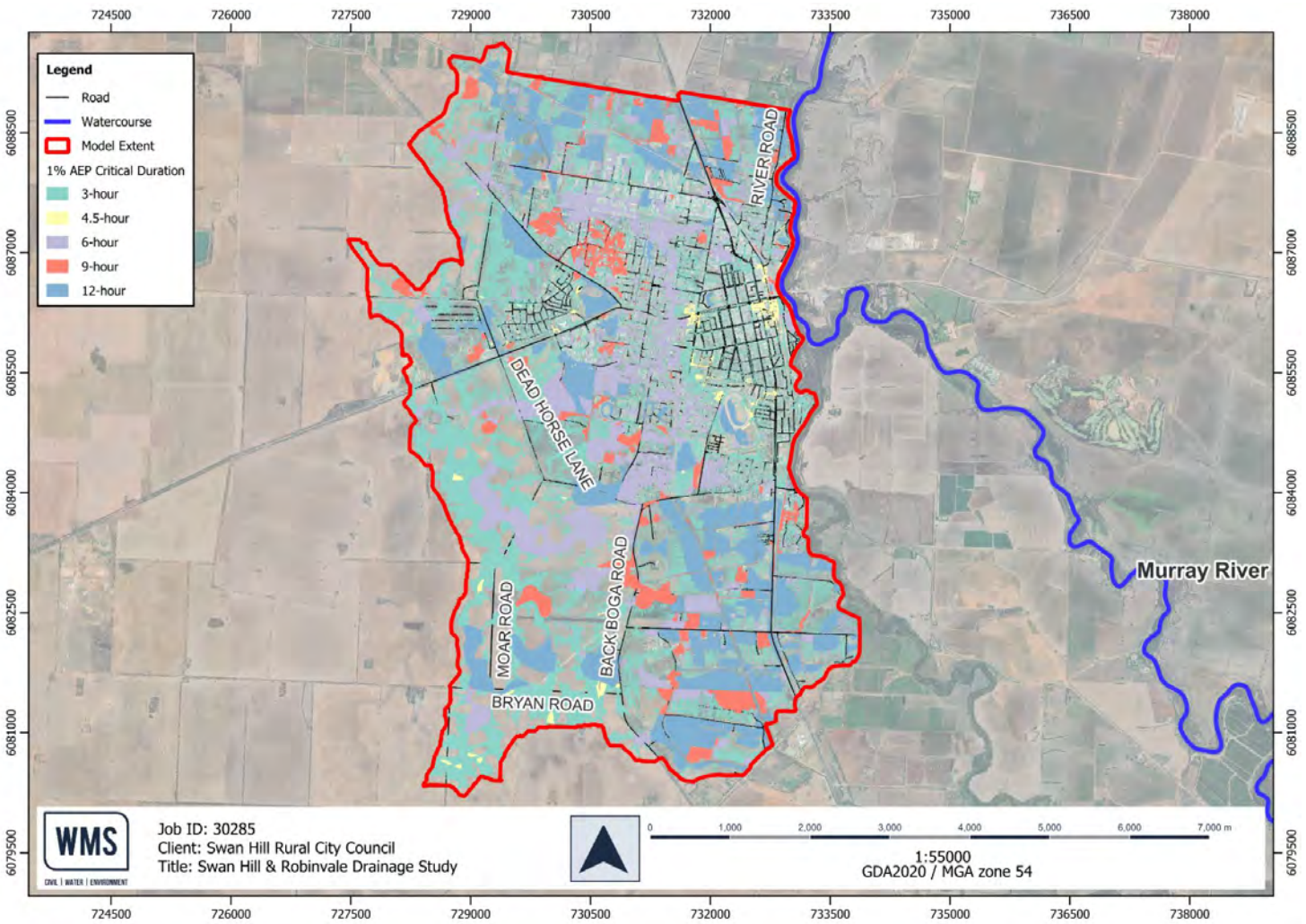


Figure 3-13 Critical Duration Map of Swan Hill for the 1% AEP Storm Event

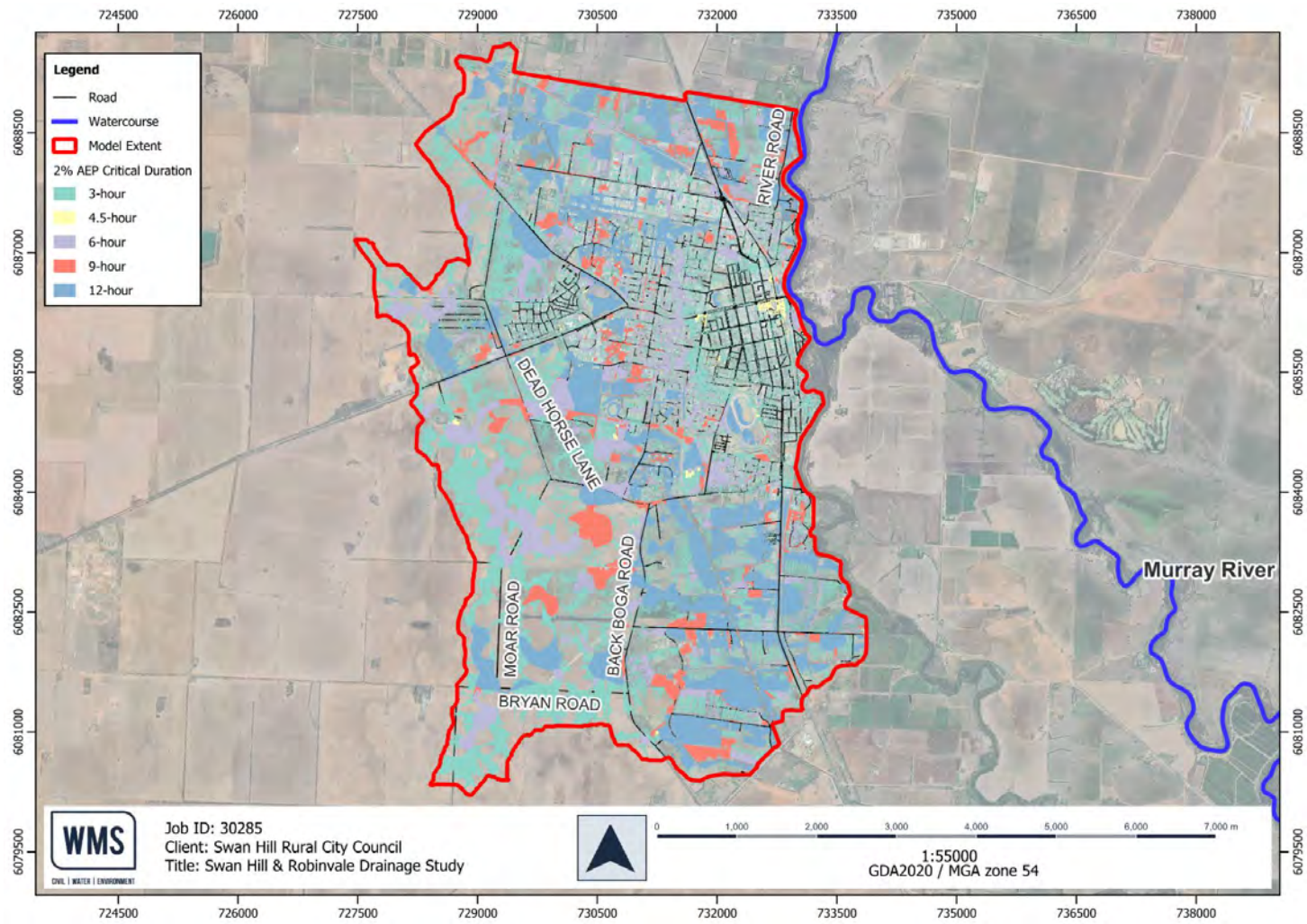


Figure 3-14 Critical Duration Map of Swan Hill for the 2% AEP Storm Event

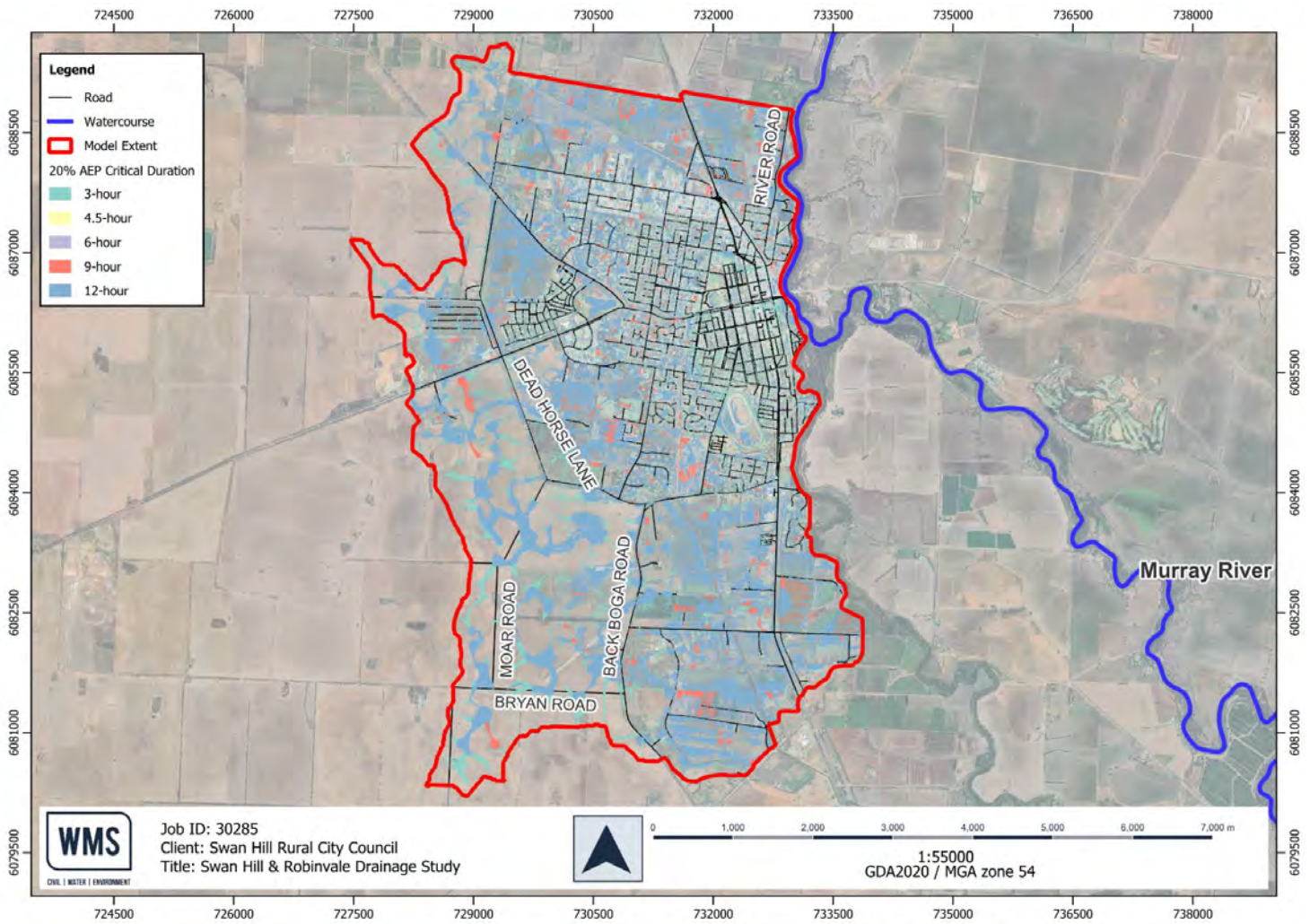


Figure 3-15 Critical Duration Map of Swan Hill for the 20% AEP Storm Event

4 MODEL VALIDATION

In November 2023 a significant local flood event occurred in Swan Hill in which substantial site imagery was captured. At the Swan Hill Aerodrome rainfall gauge, 80.6 mm of rainfall was recorded over a 9-hour period. This is approximately equal to a 2% AEP 9-hour design rainfall event at Swan Hill with a 79.1 mm design rainfall depth. Due to the similarity in rainfall depth and duration, the 2% AEP event was chosen as a validation event. Outputs of the 2% AEP model simulations were compared against site photos captured at various locations within Swan Hill during the November 2023 local catchment flood. Refer to Table 4-1 for comparison of recorded and design storm rainfall events.

Table 4-1 Comparison of Recorded November 2023 Storm Rainfall Depths with Swan Hill Design Storm Rainfall Depths

November 2023 - Swan Hill Aerodrome Gauge 9-hour Rainfall Depth (mm)	2% AEP 9-hour Design Rainfall Depth (mm)	1% AEP 9-hour Design Rainfall Depth (mm)
80.6	79.1	90.5

Flood extents were generally found to be consistent with site imagery of the November 2023 event. Peak flood depths were typically greater higher in the hydraulic model than site photos. This is partly attributed to uncertainty regarding the timing of the site photos, which may not have coincided with the flood peak at every location (whereas the hydraulic model outputs specify the peak at every location). Refer to Figure 4-1 through to Figure 4-5 for comparisons of the modelled 2% AEP design storm event with site photos captured during/following the November 2023 event.

The 2% AEP design event results are considered to appropriately represent the observed flooding in the November 2023 event, particularly at the key locations shown in the subsequent figures. This provides confidence in the selected modelling approach and parameters and suggests the Swan Hill hydraulic model is sufficiently representative of current conditions for the purposes of this Drainage Study, and can be used as the basis for design flood event modelling.



Figure 4-1 Comparison of Modelled Results with Site Photo of Coronation Avenue, Swan Hill, looking towards the Racecourse



Figure 4-2 Comparison of Modelled Results with Site Photo of Chapman Street from Nyah Road



Figure 4-3 Comparison of Modelled Results with Site Photo of Swan Hill North Primary School (From Chapman Street)



Figure 4-4 Comparison of Modelled Results with Site Photo of Flood Water at St Mary's Primary School (From Murlong Street)



Figure 4-5 *Comparison of Modelled Results with Site Photos Captured on Campbell Street in the November 2023 Event*

5 FLOOD MODELLING RESULTS

5.1 ROBINVALE MODEL RESULTS

5.1.1 Local Catchment Flood Behaviour

Overland flow behaviour in Robinvale is characterised by relatively flat, semi-urbanised catchments bounded by small hills. The town can be broadly split into three main catchments which loosely reflect the three priority zones of the town listed in Section 3.1.8. These three catchments have been identified as the following:

- Northern Catchment – this catchment includes the main township and economic centre of town including Perrin and Herbert Street. Most of the catchment drains to the low point at the intersection of Herbert Street and Latje Road, before either spilling over Latje Road or moving through the stormwater pipes to Robin Street. Underneath Robin Street is a stormwater pipe which discharges to the Murray River. An overview of this catchment is presented in Figure 5-1.
- Central Catchment – bounded by the Murray Valley Highway and Moore Street to the west and George Street to the east, this catchment includes several residential streets, vineyards and part of the Robinvale golf course. Runoff in this catchment accumulates in the flat, low residential streets between Leonora and Rowe Street, before crossing George Street and flowing east. An overview of this catchment is presented in Figure 5-2.
- Eastern Catchment – dominated by flat farmland and low-density residential areas, this catchment is bounded by hills to the south and Robinvale's flood levee to the east. Overland flow accumulates on the low-lying farmland adjacent to the river, relying on stormwater pipes and culverts under the levee to drain away. The Eastern Catchment receives overland flow and piped stormwater from the Central Catchment near Vine and Maston Court. An overview of this catchment is presented in Figure 5-3.

The following sections describe flood behaviour at key locations within the township. Flood mapping for the study area is presented in Appendix A.



Figure 5-1 Overview of the Robinvale Northern Catchment

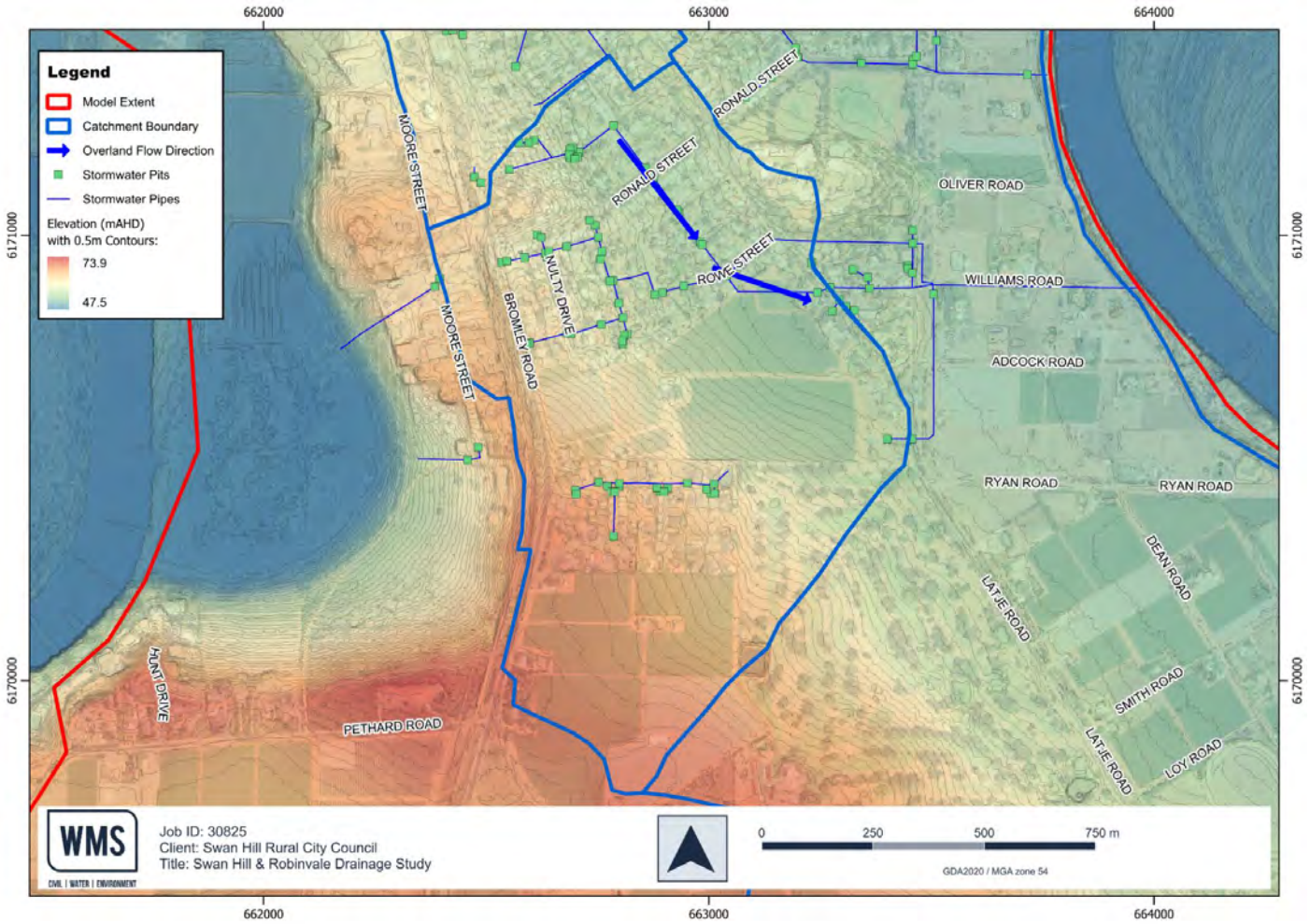


Figure 5-2 Overview of the Robinvale Central Catchment

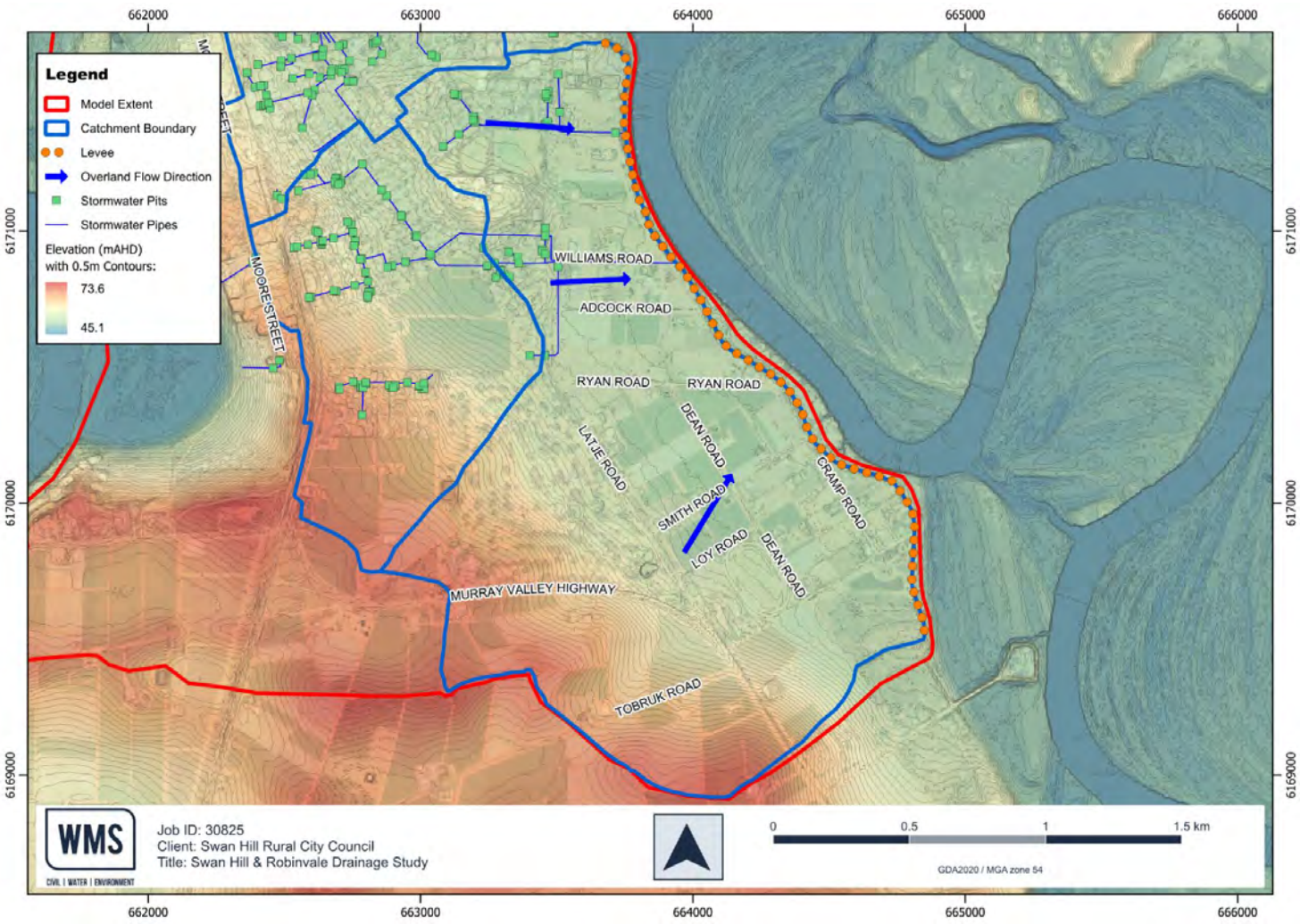


Figure 5-3 Overview of the Robinvale Eastern Catchment

5.1.1.1 *Flood Behaviour in the 20% AEP Event*

In the 20% AEP storm event, the Northern Catchment experiences minor flooding at the intersection of Herbert Street and Latje Road. Much of Herbert Street, Latje Road and Malla Avenue are inundated with depths exceeding 0.4 m. This extends to the neighbouring properties at the intersection. Low lying sections of George Street also experience ponding with depths ranging from 100 – 180 mm. Refer to **Figure 5-4** for the peak flood depths at these locations in the 20% AEP.

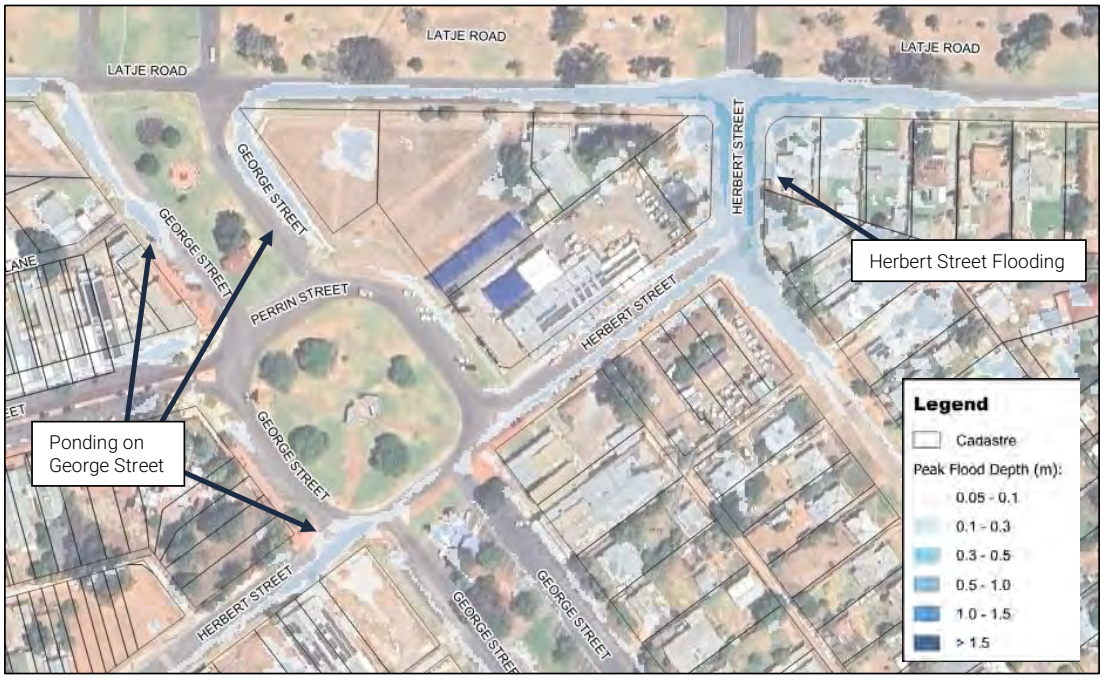


Figure 5-4 Peak Flood Depth at Herbert Street in the 20% AEP Event

Further north on Robin Street, there is significant inundation of the roadway and surrounding parklands. Flood depths range from 0.05 – 0.6 m. Robin Street forms a trapped sag at this location and relies on the stormwater pipe beneath the road to drain water northwards to the river. There are inlet pits in the vicinity, but the capacity of the drainage network is insufficient to prevent significant inundation. Refer to **Figure 5-5** for the peak flood depths at Robin Street in the 20% AEP.

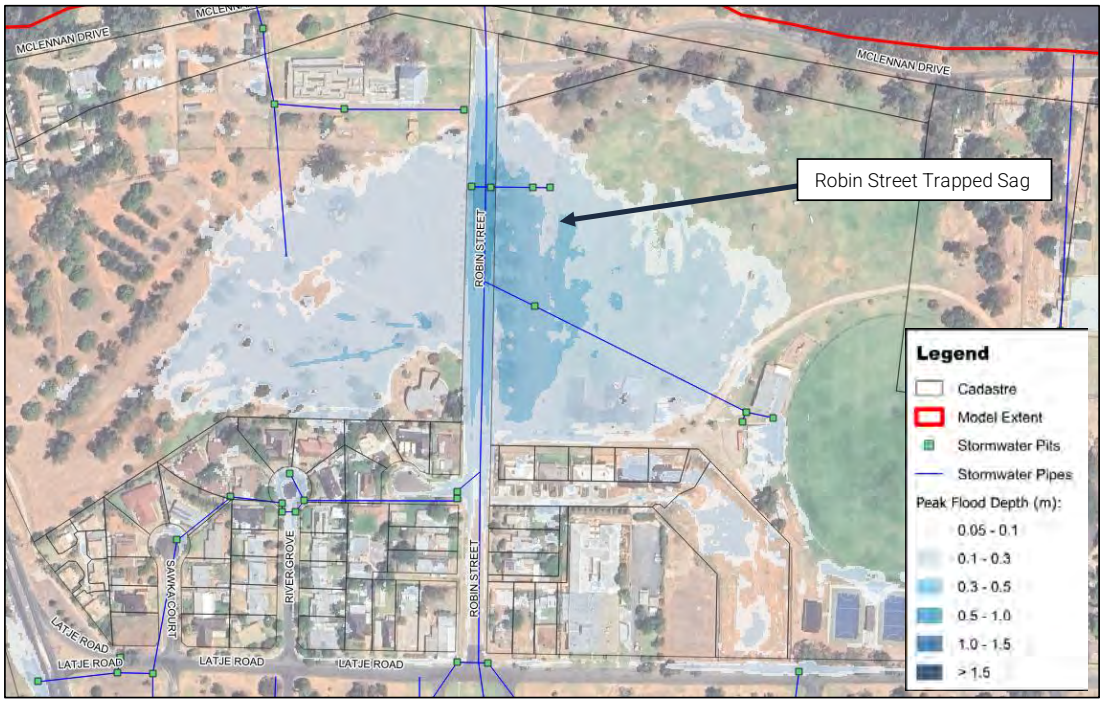


Figure 5-5 Peak Flood Depth on Robin Street in the 20% AEP Event

In the Central Catchment, minor flooding occurs at the low points of several residential streets including Leonora, Ronald, Kennedy, Morris, and Rowe Street. The worst affected roads are Leonora Street and Warlen Avenue with flood depths exceeding 0.3 m depth. Further downstream, there is significant inundation of George Street and the surrounding residential properties. Flood depths on both George Street and Maston Court exceed 0.5 m in depth. Several residential properties at this location experience flood depths between 0.1 and 0.25 m in depth. Refer to **Figure 5-6** and **Figure 5-7** for the 20% AEP flood depths at Leonora Street and George Street respectively.



Figure 5-6 Peak Flood Depth on Leonora Street and Warlen Avenue in the 20% AEP Event

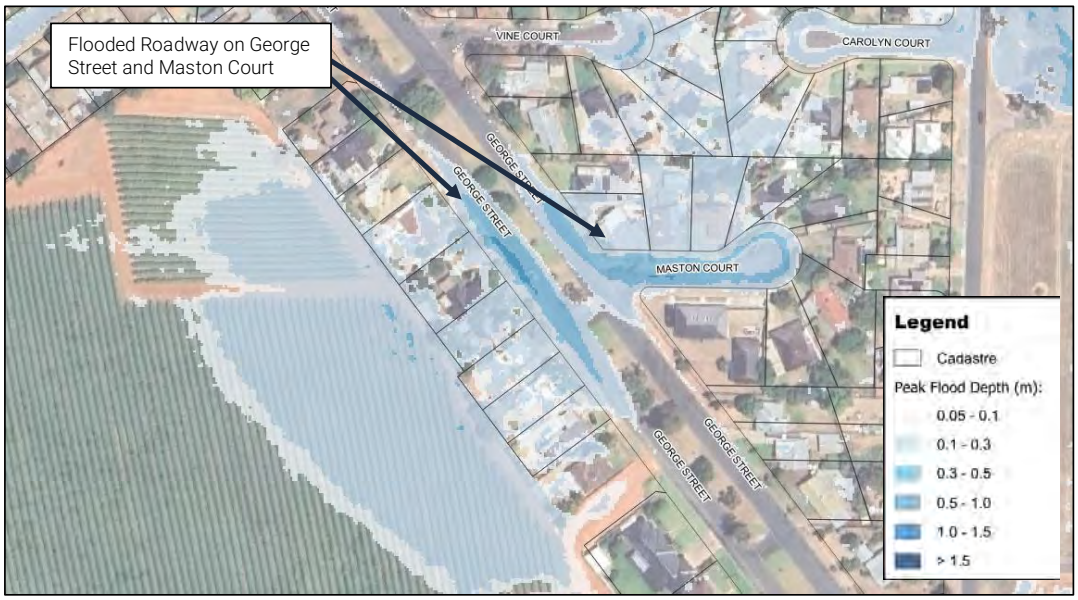


Figure 5-7 Peak Flood Depth at the George Street Sag in the 20% AEP Event

In the Eastern Catchment, the low-lying areas between Latje Road and the levee experience widespread flooding up to 0.4 m in depth. Overland flow accumulates in the swale parallel to the levee, exceeding 1 m in depth at several locations. At the intersection of Alexander Street and Latje Road, both roadways are completely inundated with flood depths ranging from 0.1 to 0.4 m. One property at the eastern end of Higgins Road (adjacent to the town levee) is almost completely inundated. Figure 5-8 presents the 20% AEP peak flood depths across the Eastern Catchment. Figure 5-9 presents 20% AEP peak flood depths in the vicinity of Alexander Street, Latje Road and Higgins Road.



Figure 5-8 Flooding of Low-Lying Areas Adjacent to the Levee in the 20% AEP Event

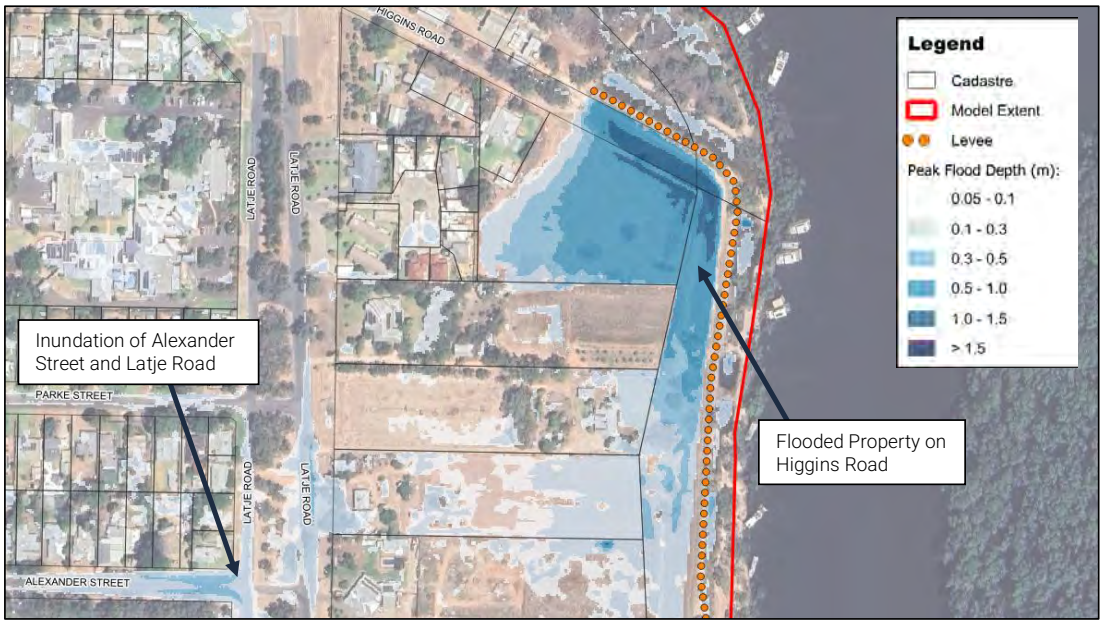


Figure 5-9 Peak Flood Depth on Alexander Street, Latje and Higgins Road in the 20% AEP Event

Flow velocities are generally low in the 20% AEP flood event, with most flood waters across the township peaking at less than 0.3 m/s. Any areas of greater flow velocity are typically restricted to drainage structures such as roadside longitudinal drains. There is a small number of exceptions to this. At the intersection of Herbert and George Street, the roadway experiences peak velocities of up to 0.7 m/s as the overland flow travels north-west towards Malla Avenue. This elevated velocity in the 20% AEP event is presented in **Figure 5-10**.

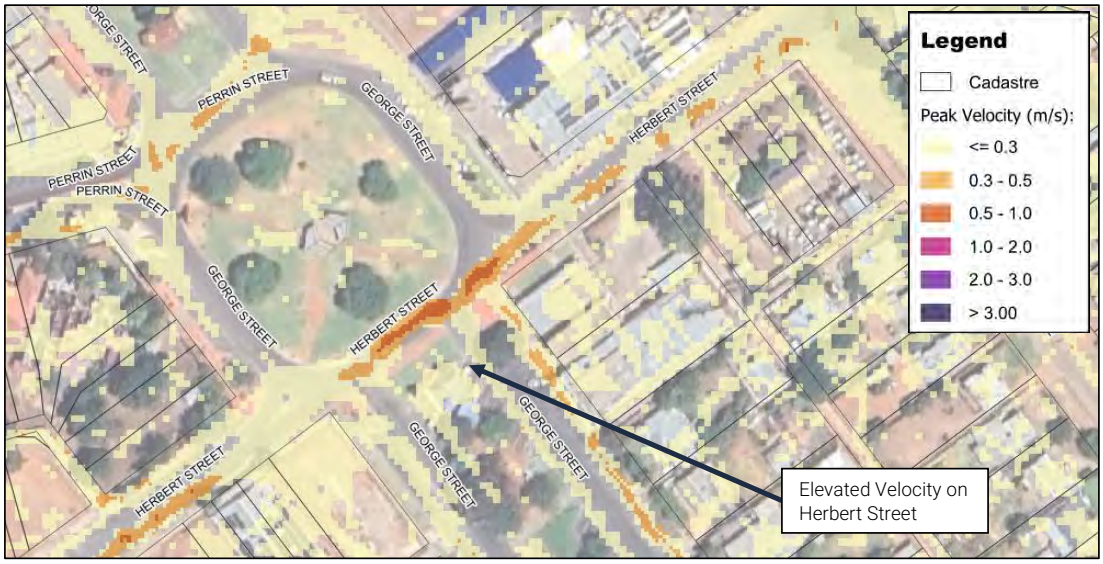


Figure 5-10 Peak Velocity on Herbert Street in the 20% AEP Event

Two sections on Latje Road experience relatively high flow velocities in the 20% AEP, where overland flow paths cross over the road crest. These locations include the roadway near the intersection with Carolyn Court, and further south between Carrazza Court and Ryan Road. Peak velocities at these crossings reach 0.7 and 1.1 m/s respectively and are presented in **Figure 5-11**

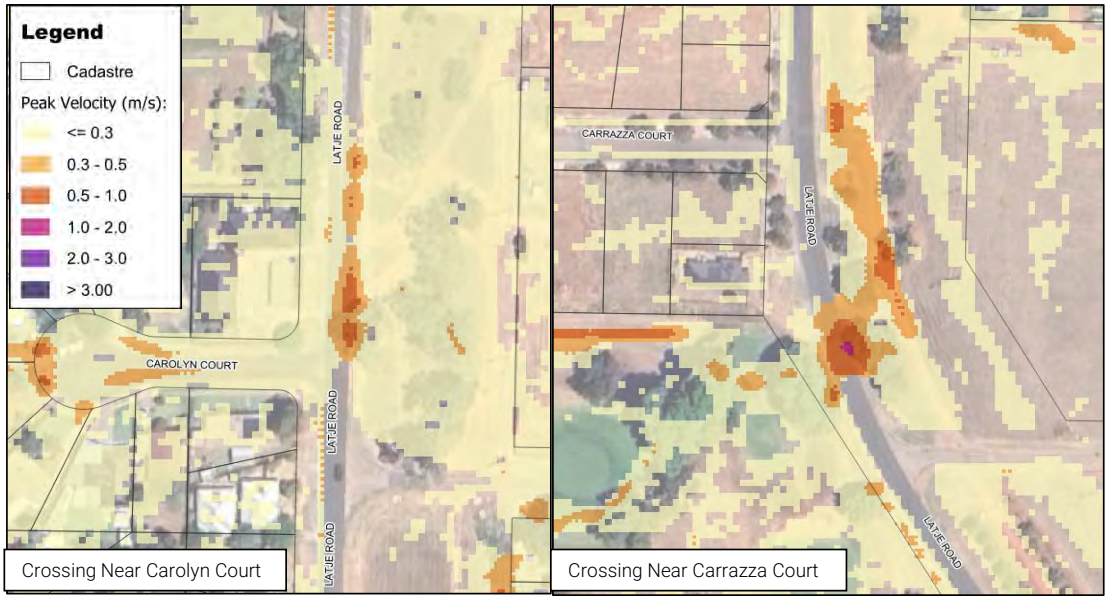


Figure 5-11 Peak Velocities in the 20% AEP Event at Overland Flowpath Crossings of Latje Road

5.1.1.2 Flood Behaviour in the 1% AEP Event

In the 1% AEP flood event, the Northern Catchment experiences flooding in the same areas as the 20% AEP but to a much greater extent. Near the town centre, large sections of Herbert Street, George Street, Malla Avenue and Latje Road are inundated. Flood depths on the roadways range from 0.15 m to 0.7 m in depth. Several commercial and residential properties on Herbert Street and Latje Road experience flooding of up to 0.5 m depth. Peak flood depths experienced in the 1% AEP event at these locations are presented in **Figure 5-12**.



Figure 5-12 Peak Flood Depth on Herbert Street in the 1% AEP Event

Further north on Robin Street, widespread inundation of the roadway and adjacent parkland occurs to depths up to 0.9 m. This flooding extends up Robin Street to the roadway and residential properties on Margaret Street. Peak flood depths in the vicinity of Robin Street in the 1% AEP event are presented in **Figure 5-13**.

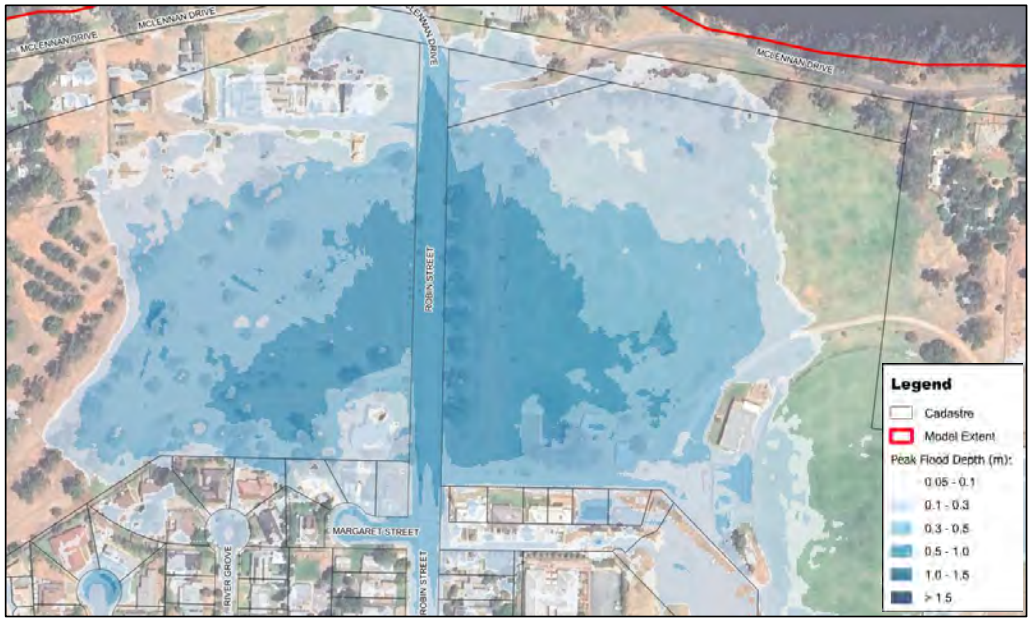


Figure 5-13 Peak Flood Depth on Robin Street in the 1% AEP Event

In the Central Catchment, widespread inundation occurs on several streets and residential properties along the overland flowpath shown in the catchment overview in **Figure 5-2**. The entirety of the roadway on Warlen Avenue is flooded, along with much of Leonora, Ronald, Kennedy, Morris and Rowe Street. Residential properties in the vicinity experience flood depths ranging from 0.1 to 0.4 m. Refer to **Figure 5-14** for peak flood depths in the vicinity in the 1% AEP event.



Figure 5-14 Peak Flood Depth in the Vicinity of Leonora Street in the 1% AEP Event

Further downstream, the roadways of both George Street and Maston Court are inundated by over 0.6 m of flood water. Numerous residential land parcels on George Street, Maston Court, Vine Court and Carolyn Court are inundated. Peak flood depths at these locations are presented in Figure 5-15.

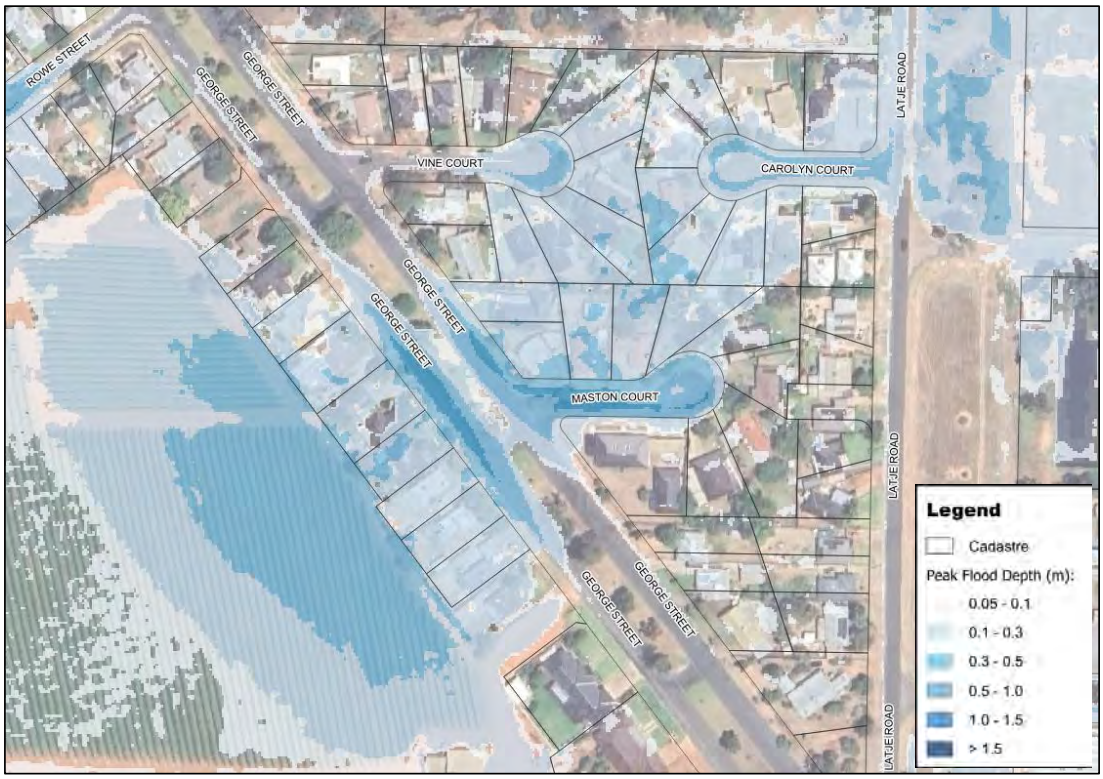


Figure 5-15 Peak Flood Depths at George Street and Maston Court in the 1% AEP Event

Low-lying areas of the Eastern Catchment experience significant, widespread inundation. Overland flow accumulates on the western side of the levee as outflow is limited to pipe outlets on Lawrence and Williams Road. Upstream of the levee, numerous rural-residential properties are inundated by over 0.5 m of water depth. Large sections of Lawrence, Oliver, Williams, Adcock, Ryan, Cramp, Smith, and Smythe Road are inundated. Refer to **Figure 5-16** for the peak 1% AEP flood depths in the Eastern Catchment.

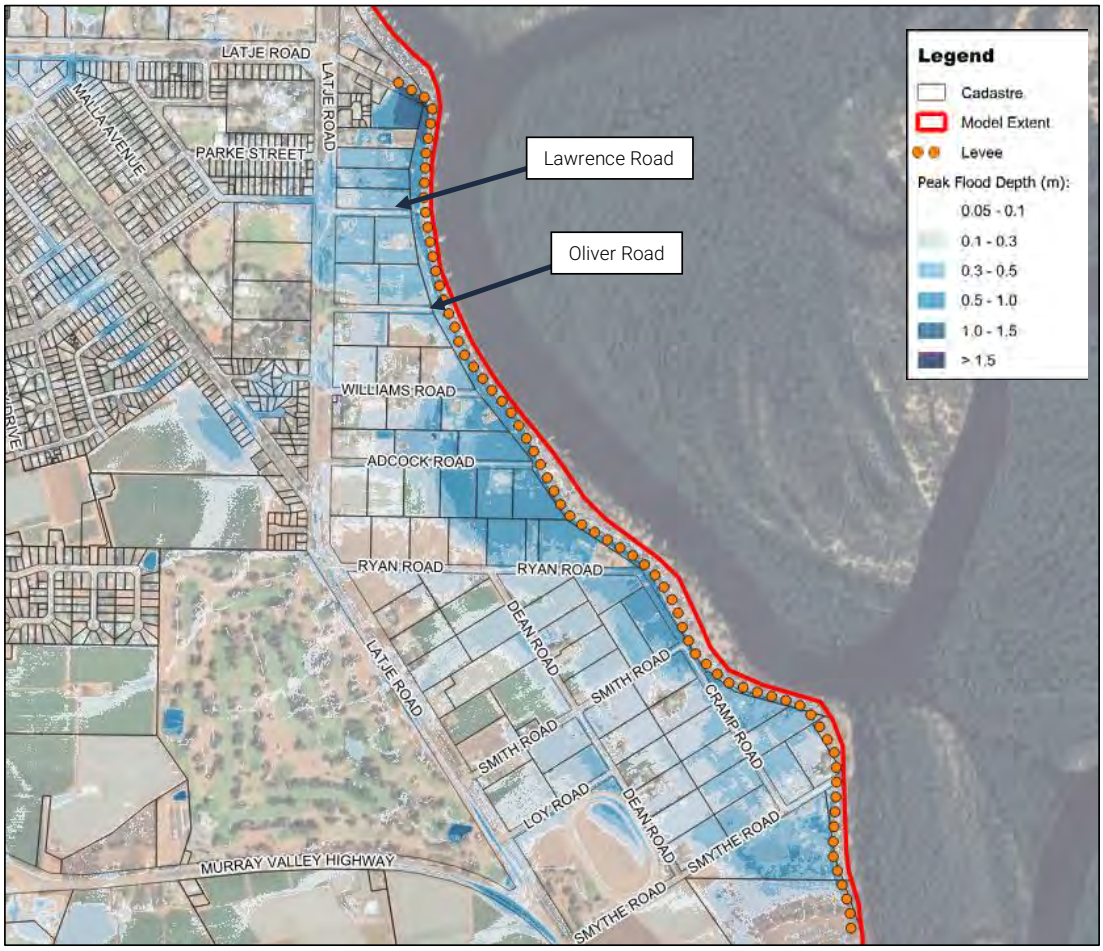


Figure 5-16 Peak Flood Depth in the Eastern Catchment in the 1% AEP Event

The entirety of Alexander Street, along with sections of Watkin and Parke Street, are inundated. Peak flood depths over the road on Alexander Street exceed 0.6 m in depth. Adjacent to the intersection with Alexander Street, approximately 400 m of Latje Road is also inundated by flood waters. Refer to **Figure 5-17** for peak flood depths in the 1% AEP event for the areas described above.



Figure 5-17 Peak Flood Depth in the Vicinity of Alexander Street in the 1% AEP Event

Peak flood velocities in the 1% AEP are typically less than 0.3 m/s throughout Robinvale. There are isolated areas within overland flow paths that experience higher velocities. One such location is Herbert Street, which sees a considerable amount of flow exceeding 0.5 m/s on the roadway itself. Immediately north on the intersection of Perrin Street and George Street there are also velocities on the roadway exceeding 0.5 m/s. Refer to **Figure 5-18** for the 1% AEP peak velocities on Herbert Street.

On Alexander Street, the majority of the roadway forms an overland flowpath, with velocities ranging from 0.5 – 0.8 m/s. Refer to **Figure 5-19** for the 1% AEP peak velocities on Alexander Street.

Between Loy Road and the Murray Valley Highway, a major overland flow path crosses Latje Road causing velocities exceeding 1.8 m/s. Refer to **Figure 5-20** for the 1% AEP peak velocities on the southern end of Latje Road.

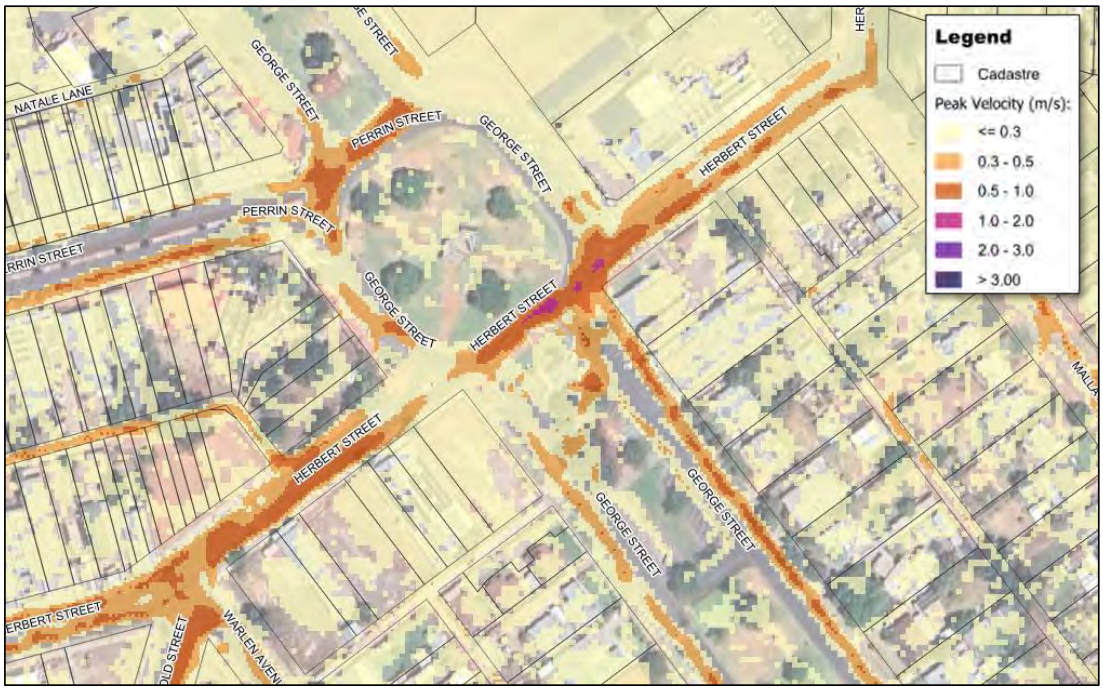


Figure 5-18 Peak 1% AEP Velocity on Herbert Street



Figure 5-19 Peak 1% AEP Velocity on Alexander Street

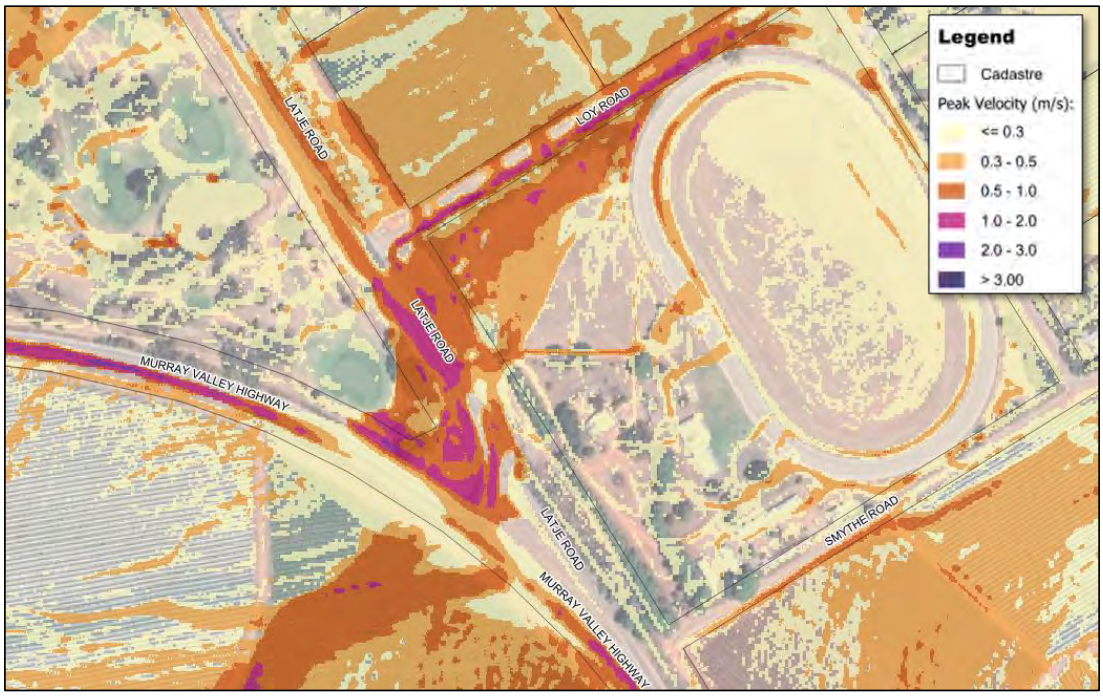


Figure 5-20 Peak 1% AEP Velocity on (South) Latje Road

Peak modelled flood depths and velocities on prominent roads within Robinvale are summarised in **Table 5-1**. Note that peak depth and peak velocity on each road may not occur at the same location. Refer to mapping of results in **Appendix A** for peak depths and velocities in Robinvale.

Table 5-1 Summary of Peak Depths and Velocities on Prominent Robinvale Roads for the 20% and 1% AEP Events

Road Name	20% AEP Event		1% AEP Event	
	Peak Depth (m)	Peak Velocity (m/s):	Peak Depth (m)	Peak Velocity (m/s):
Robin Street	0.64	0.33	0.94	0.52
Latje Road (North)	0.31	0.65	0.58	0.86
George Street (North)	0.21	0.27	0.36	0.81
Perrin Street	0.07	0.38	0.33	0.72
Herbert Street	0.42	0.71	0.70	1.20
Watkin Street	0.15	0.43	0.39	0.64
Warlen Avenue	0.33	0.53	0.50	0.67
Leonora Street	0.37	0.70	0.56	1.10
Ronald Street	0.24	0.60	0.58	0.98
Kennedy Street	0.26	0.47	0.77	1.08

Road Name	20% AEP Event		1% AEP Event	
	Peak Depth (m)	Peak Velocity (m/s):	Peak Depth (m)	Peak Velocity (m/s):
Morris Street	0.19	0.66	0.72	0.67
Rowe Street	0.37	0.53	0.75	1.04
George Street (South)	0.56	0.40	0.66	0.75
Maston Court	0.51	0.89	0.64	1.17
Vine Court	0.35	0.41	0.50	0.84
Carolyn Court	0.30	0.63	0.40	0.89
Latje Road (South)	0.31	1.08	0.39	1.53
Watkin Street	0.24	0.44	0.35	0.58
Alexander Street	0.45	0.58	0.72	0.82
Lawrence Road	0.67	0.49	1.12	0.94
Williams Road	0.20	0.18	0.54	0.51

5.2 SWAN HILL MODEL RESULTS

The following sections detail flood behaviour at key locations within the township of Swan Hill. General flood mapping for the study area can be found in Appendix B.

5.2.1 Local Catchment Flood Behaviour

Overland flow behaviour in Swan Hill is characterised by the town's relatively flat, urbanised catchments bounded by small hills. The town can be broadly split into three catchments. The largest is the northern catchment, in which flows either traverse overland or travel through the stormwater network to the Main Drain before being pumped out to the Murray River at the pump station on Milloo Street. This catchment stretches from Karinie Street on the northern end of the town down to Harrison Crescent and Poole Boulevard near the racecourse. The southern area of Swan Hill drains east towards the Little Murray River predominately via overland flow, with sections aided by the stormwater pipe network. The eastern slopes of the town's most prominent hill, occupied by the town centre, flows east towards the Murray via several overland flow paths and stormwater networks.

An overview of these catchments is presented in Figure 5-21.

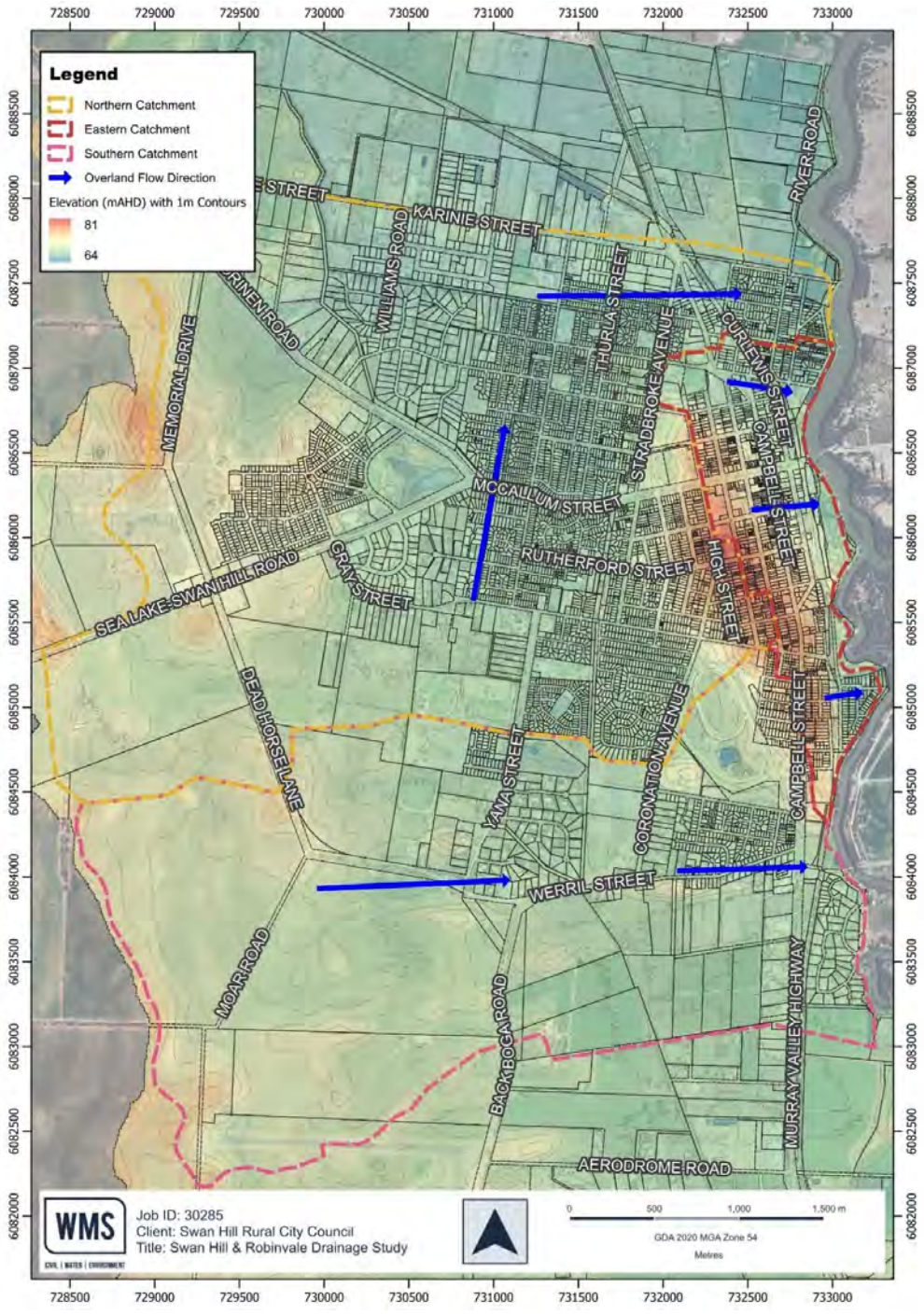


Figure 5-21 Overview of Swan Hill Overland Flow Catchments

5.2.1.1 *Flood Behaviour in the 20% AEP Event*

Swan Hill's northern catchment experiences isolated minor flooding in the 20% AEP event, predominately within road corridors which form overland flow paths or localised sags. Low points along Burton Street and Parkview Drive experience flood depths of up to 350 mm. Similar flood depths occur on low-lying areas on Gray, Wanera, Willick, and Wallace Street. These flood depths are presented in Figure 5-22 and Figure 5-23.



Figure 5-22 Flooding of Burton Street and Parkview Drive in the 20% AEP Event



Figure 5-23 Peak Flood Depths in the Vicinity of Gray Street and Willick Street in the 20% AEP Event

Remaining areas of the northern catchment typically do not experience flood depths greater than 150 mm outside of road shoulders and longitudinal drains.

In the eastern catchment, sections of the town centre experience flooding of roadways and adjacent buildings. Peak flood depths on Chapman Street reach up to 0.4 m adjacent to Gurnett Oval. Flood depths on Beveridge and Pye Street reach up to 0.25 m. Parts of Campbell and Curlewis Street reach flood depths up to 0.35 m, just south of McCallum Street. Peak flood depths at these locations are presented in **Figure 5-24** and **Figure 5-25**. Note that the large area with flood depths exceeding 1 m is the Swan Hill Outdoor Pool.



Figure 5-24 Peak Flood Depths on Chapman and Pye Street in the 20% AEP Event



Figure 5-25 Peak Flood Depths on Beveridge, Campbell and Curlewis Street in the 20% AEP Event

Flooding in the southern catchment is minor and typically restricted to low points of roadways in the 20% AEP event. Several sections of Wattie Street are inundated by up to 0.2 m of flood water. At the bend in the road of Nalder Drive (adjacent to Guastalegname Park), flood depths exceed 0.3 m. These flood depths are presented in **Figure 5-26.**

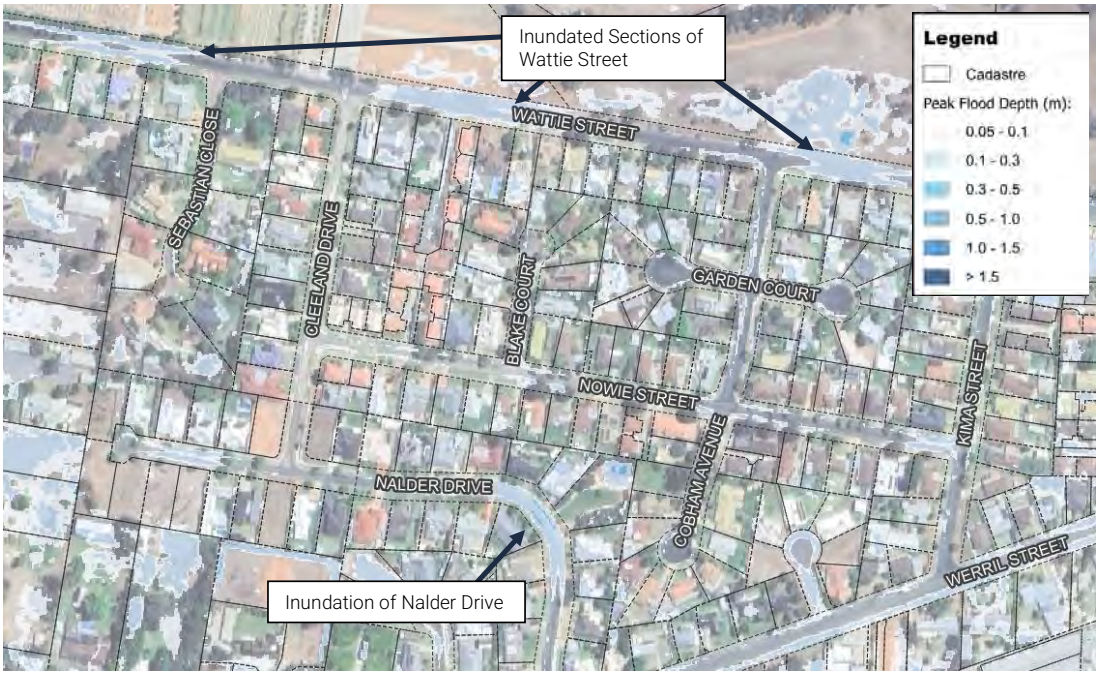


Figure 5-26 Peak Flood Depths on Wattie Street and Nalder Drive in the 20% AEP Event

Peak flow velocities in the 20% AEP event are typically low across the township, with only isolated areas exceeding 0.3 m/s. Within the Main Drain, velocity ranges from 0.5 – 1.0 m/s. In the northern catchment, parts of McCallum Street at the intersection with Stradbroke Avenue reach up to 1.2 m/s. Refer to **Figure 5-27** for the peak 20% AEP velocity at this location.



Figure 5-27 Peak 20% AEP Velocity on McCallum Street

In the eastern catchment, flow velocities are generally high within longitudinal drainage of the CBD. This is most notable along sections of Campbell, Beveridge, McCrae and Rutherford Street where many flow paths exceed 0.7 m/s. These velocities are presented in Figure 5-28.



Figure 5-28 Peak Velocity Within the Town Centre in the 20% AEP Event

The southern catchment generally experiences flow velocities less than 0.3 m/s. An exception to this is an overland flow path that forms on Gray Street and Coronation Avenue, where flow velocity exceeds 1 m/s at several locations and generally peaks above 0.7 m/s. Velocity at this location in the 20% AEP event is presented in **Figure 5-29.**

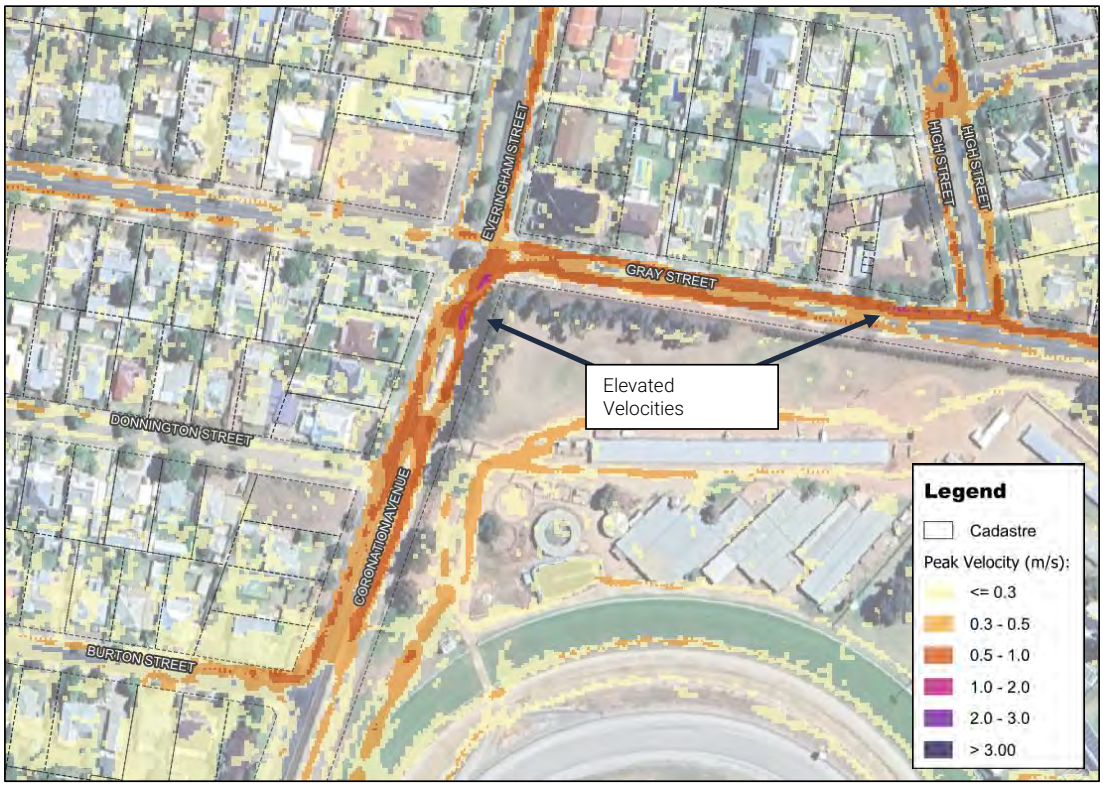


Figure 5-29 Peak Velocity Along the Overland Flow Path on Gray Street and Coronation Avenue in the 20% AEP Event

5.2.1.2 Flood Behaviour in the 1% AEP Event

The 1% AEP sees significant, widespread inundation of much of Swan Hill's roadways and low-lying areas. In the northern catchment, areas adjacent to the Main Drain are the worst-affected. At several locations, either the stormwater network reaches capacity and cannot convey the local runoff, or the Main Drain overflows and causes backwater flooding. One such example of this is the industrial estate in the vicinity of Webster Drive. Flood depths on Webster Drive and Sheperd Road exceed 0.7 m. At the crossing of the Main Drain, Williams Road is overtopped by over 0.4 m. This flooding extends south of the Main Drain to Hocking Drive, as presented in **Figure 5-30.**

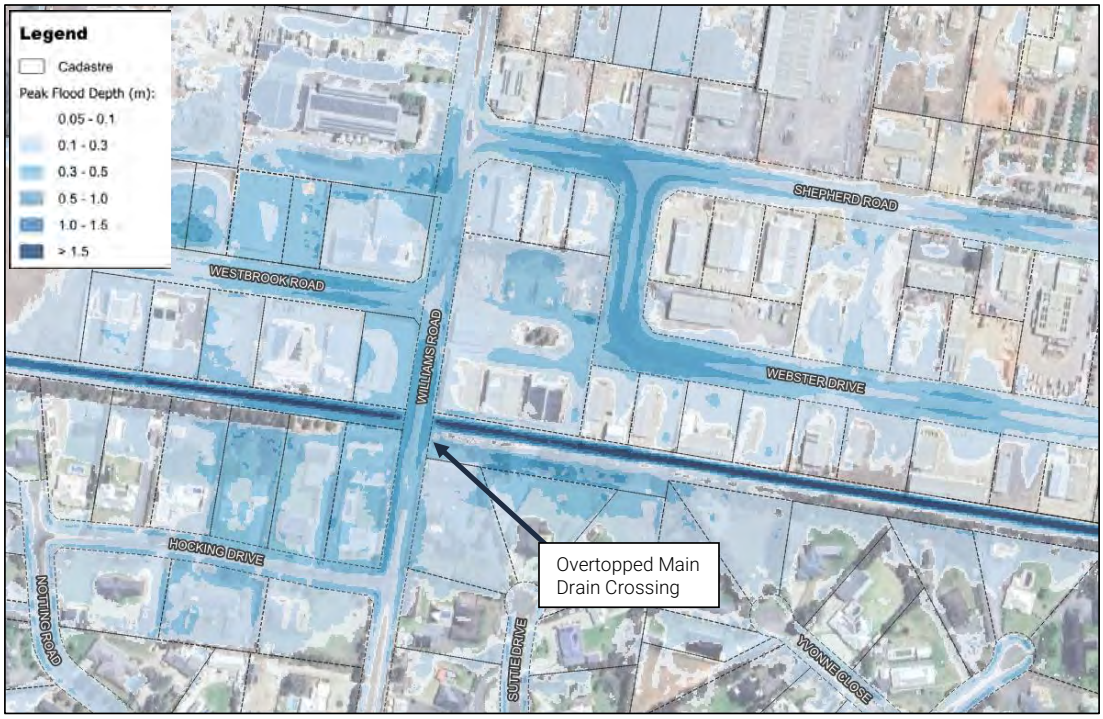


Figure 5-30 Flood Depths in the Vicinity of Webster Drive in the 1% AEP Event

At Murlong Street in the vicinity of Swan Hill North Primary School, most of the roadways are inundated by over 0.4 m of flood water. The majority of the school grounds are inundated, along with the Main Drain crossing on Murlong Street. Refer to Figure 5-31 for peak flood depths at this location.



Figure 5-31 Peak Flood Depths in the 1% AEP on Murlong Road and Swan Hill North Primary School

Parallel to the southern branch of the Main Drain, Dunstone, Drummond and Thurla Street form a major overland flow path. This inundates a combined length of approximately 900 m of roadway along the three streets. Peak flood depths on these roadways are presented in Figure 5-32.



Figure 5-32 Overland Flow Path Formed on Dunstone, Drummond and Thurla Street in the 1% AEP

In the eastern catchment, several streets within the town centre experience inundation exceeding 0.2 m including Chapman, Queen, Beveridge, Pye, and Campbell Street. Refer to **Figure 5-33** for peak flood depths at these locations in the 1% AEP event. Flood waters in other streets of the CBD are typically restricted to road shoulders and do not exceed 0.2 m in depth.



Figure 5-33 Peak Flood Depths in the Swan Hill Town Centre in the 1% AEP Event

In the southern catchment, flood behaviour generally mirrors that of the 20% AEP event albeit with increased flood depth magnitude. One such exception so this is the collection of residential lots on Peppercorn Mews, Charlie Gray Close and Settlers Court. These areas experience widespread flooding of both the roadways and private lots themselves. Peak flood depths at this location are presented in Figure 5-34.

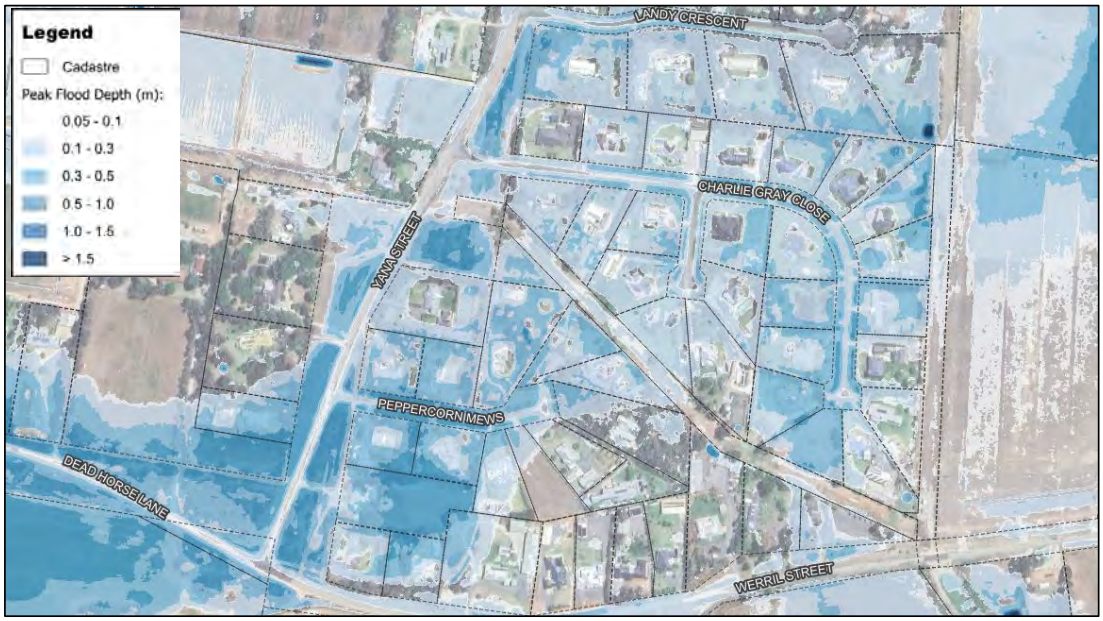


Figure 5-34 Peak Flood Depths on Peppercorn Mews and Charlie Gray Close in the 1% AEP Event

Peak flood velocity in the 1% AEP event is generally less than 0.3 m/s across the township. Locations which experience higher velocities are consistent with those in the 20% AEP event. At the intersection of McCallum Street, and on the nearby McCrae Street, velocities exceed 1.5 m/s. This is presented in **Figure 5-35.**



Figure 5-35 Peak Velocity on McCallum and McCrae Street in the 1% AEP Event

Flow velocity in the town centre is relatively high compared to the remaining areas of Swan Hill. Several flow paths at the intersections of McCallum and Beveridge Street, and McCrae and Beveridge Street, reach velocities exceeding 1 m/s. Flow paths on Campbell and Rutherford Street also exceed 1 m/s at several locations. Peak velocities along these flow paths are presented in **Figure 5-36.**

As with the 20% AEP, peak velocities in the 1% AEP are high on at the intersection of Gray Street and Coronation Avenue, which is attributed to the overland flow path that forms at this location. Peak velocity at this location in the 1% AEP is presented in **Figure 5-37.**



Figure 5-36 Peak Velocity in the Vicinity of the Swan Hill Town Centre in the 1% AEP Event



Figure 5-37 Peak Velocity on the Overland Flow Path on Gray Street and Coronation Avenue in the 1% AEP Event

Peak modelled flood depths and velocities on prominent roads within Swan Hill are summarised in **Table 5-2.** Note that peak depth and peak velocity on each road may not occur at the same location. Refer to mapping of results in **Appendix B**.

Table 5-2 Summary of Peak Depths and Velocities on Prominent Swan Hill Roads for the 20% and 1% AEP Events

Road Name	20% AEP Event		1% AEP Event	
	Peak Depth (m)	Peak Velocity (m/s):	Peak Depth (m)	Peak Velocity (m/s):
Williams Road	*Dry*	*Dry*	0.72	0.47
Chapman Street	0.40	0.31	0.65	0.59
Murlong Street	0.05	0.13	0.66	0.54
Thurla Street	0.15	0.36	0.52	0.64
Curlewis Street	0.31	0.62	0.44	0.89
Pye Street	0.26	0.44	0.52	0.86
McCallum Street	0.32	1.12	0.53	1.62
Beveridge Street	0.32	0.67	0.55	1.05
Campbell Street	0.30	1.00	0.41	1.31
McCrae Street	0.32	0.81	0.40	1.29
Rutherford Street	0.16	0.63	0.45	1.24
Gray Street	0.28	0.90	0.53	1.58
Yana Street	0.14	0.25	0.43	0.69
Coronation Avenue	0.17	1.02	0.34	1.73
Wattie Street	0.25	0.57	0.46	0.88

6 SENSITIVITY TESTING

The primary focus of this study is to define flood behaviour in Swan Hill and Robinvale due to local rainfall, not riverine flooding from the Murray River. As such, the design events have been investigated assuming the Murray River is sufficiently low to allow all pipe outlets to drain freely, and was modelled with a static level of 48 mAHD at Robinvale and 64.5 mAHD at Swan Hill. These levels correspond to a 6.16 m Robinvale gauge depth and 4.82 m Swan Hill gauge depth respectively, and are equivalent to a "SES Minor Flood" at each township as per the *Robinvale Local Flood Guide* (SES, 2019) and *Municipal Flood Emergency Plan - Swan Hill Rural City* (SES, 2018).

However, the performance of stormwater pipes that discharge to the Murray River can be affected by elevated river levels, which can result in prolonged ponding of water inside the towns. To better understand the potential effect of elevated tailwater on local drainage, sensitivity testing was undertaken for both the Robinvale and Swan Hill hydraulic models. The primary purpose of this sensitivity testing was to quantify impacts of coincident major flooding of the Murray River with minor local catchment flooding of the two townships. For both towns, the 20% AEP local catchment rainfall has been modelled with a static tailwater level consistent with the Major Flood level per the *Robinvale Local Flood Guide* (SES, 2019) and *Municipal Flood Emergency Plan - Swan Hill Rural City* (SES, 2018).

Note: The results of the sensitivity analysis relate to the increased depths and extent of ponding in Swan Hill and Robinvale. Duration of inundation has not been investigated as it is highly dependent on the duration of elevated river levels, which can take several weeks to fall depending on the flood event, and is not practical to model within the scope of this study.

6.1 EFFECTS OF COINCIDENT FLOODING IN ROBINVALE

The Robinvale hydraulic model was used to simulate coincident flooding of the Murray River and local catchment flooding within the township. Model inflows for this scenario included 20% AEP design rainfall hyetographs for Robinvale, with high river level "SES major flood levels" applied for the river outfall tailwater conditions as detailed in **Section 3.1.3**. Peak water surface levels were compared to the low river level scenario results to quantify impacts to flood levels.

In the northern area of Robinvale, peak water levels rose by 40 – 90 mm on Latje Road and Robin Street. Flood extent increased marginally near the sag in the road on Robin Street. Water level afflux (change in water level) at these locations are presented in **Figure 6-1**.

To the east, peak flood levels on Latje Road increased by approximately 100 mm, with minor increases in flood level to the west of the levee on Lawrence Road and adjacent land holdings. Flood levels in other areas of the township remain largely unchanged, with no fundamental change in flood behaviour during a coincident flooding event in Robinvale. Water level afflux in the vicinity of Lawrence Road is presented in **Figure 6-2**.

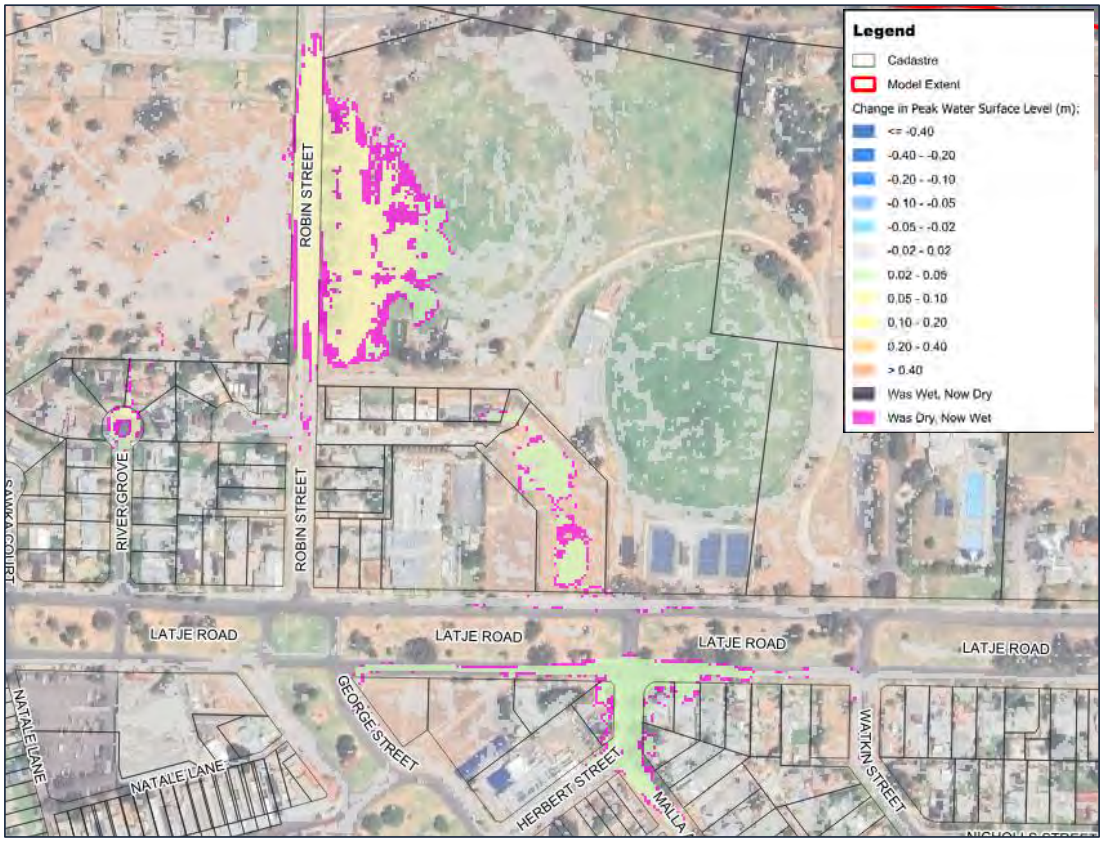


Figure 6-1 Water Level Afflux (Effect of Coincident Flooding on Robinvale Drainage) on Robin Street and Latje Road

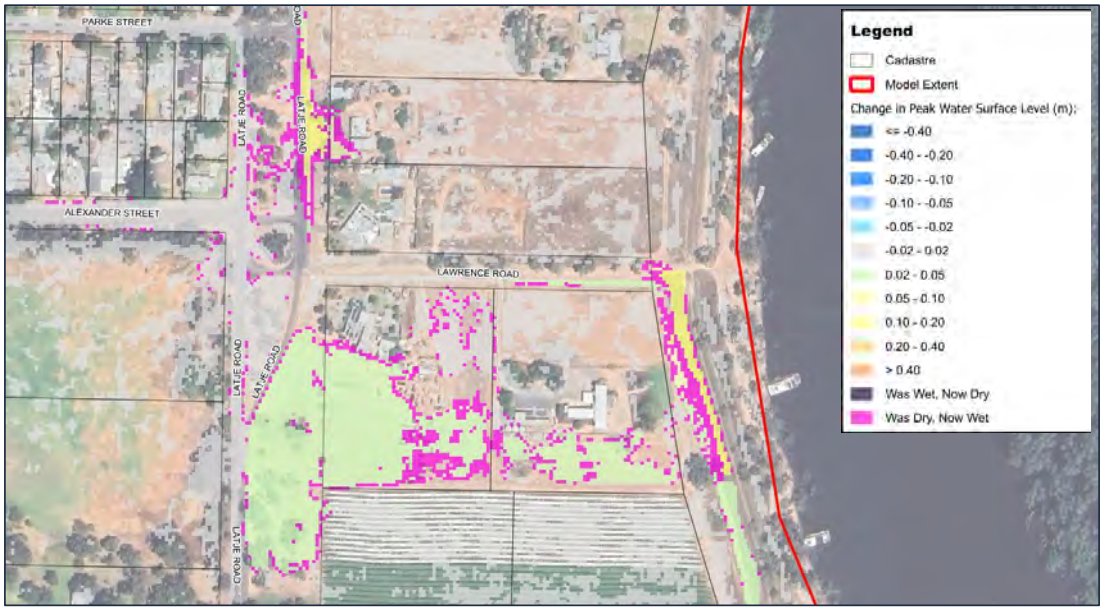


Figure 6-2 Water Level Afflux (Effect of Coincident Flooding on Robinvale Drainage) in the Vicinity of Lawrence Road

6.2 EFFECTS OF COINCIDENT FLOODING ON SWAN HILL

The Swan Hill hydraulic model was tested with a 1% AEP Murray River flood level as a tailwater condition. This equated to a river height of 67.74 mAHD and gauge depth of 4.82 m (SES,2018). The tailwater condition was coupled with a 20% AEP design rainfall hyetograph inflow to simulate effects of a minor local catchment flood event coinciding with a major Murray River flood event. Tailwater levels set for this simulation are detailed in Section 3.2.4. Peak water surface levels for the coincident flooding scenario were compared against the low river level scenario to understand model sensitivity to the Murray River tailwater conditions.

The most significant changes to flood levels were observed adjacent to the town levee in the vicinity of Milloo and Naretha Street. Backwater flooding through stormwater pipe outlets to the river resulted in up to 600 mm of increased flood levels, and a large increase in flood extent. This reduced stormwater network performance on Chapman Street, resulting in 100 – 200 mm in afflux with the road reserve. Pye and Beveridge Street also saw minor flood level increases compared to the low river height scenario. Water level afflux (change in flood level from the low river height scenario) at these locations is presented in Figure 6-4.

Flood levels in El Alamein Avenue and Tobruk Street indicate sensitivity to Murray River flood levels, with up to 650 mm of afflux at these locations. Further south in the vicinity of Wattie Street and Nalder Drive, isolated low points of the roadways in the area experience afflux due to reduced stormwater network performance. Water level afflux at these locations is presented in Figure 6-5 and Figure 6-6 respectively.

Generally, 20% AEP flood levels across Swan Hill underwent minimal change with application of a high Murray River tailwater condition. Refer to Figure 6-3 for an overview of water level surface difference across the township. The locations in which significant afflux was observed have stormwater pipes discharging directly to the Murray River, making them susceptible to backwater flooding and reduced network capacity. This highlights the need for stormwater mitigation options which are not dependent on tailwater levels to achieve adequate performance.

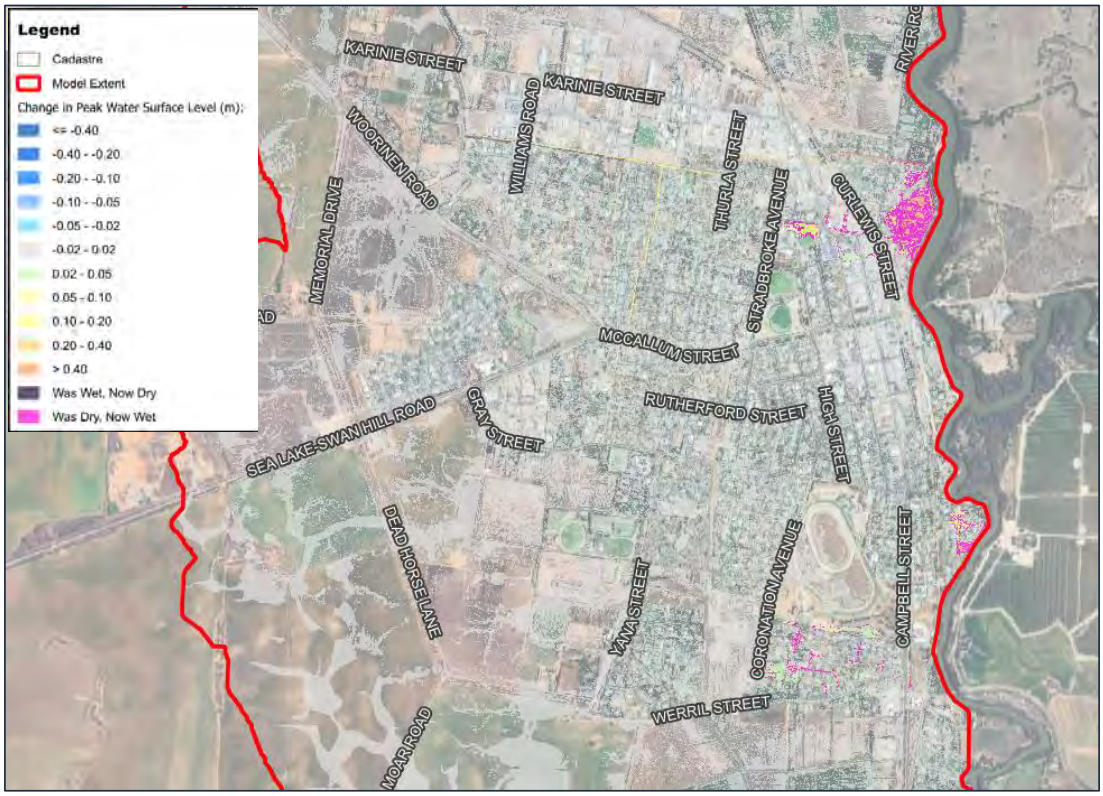


Figure 6-3 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) Across Swan Hill Township

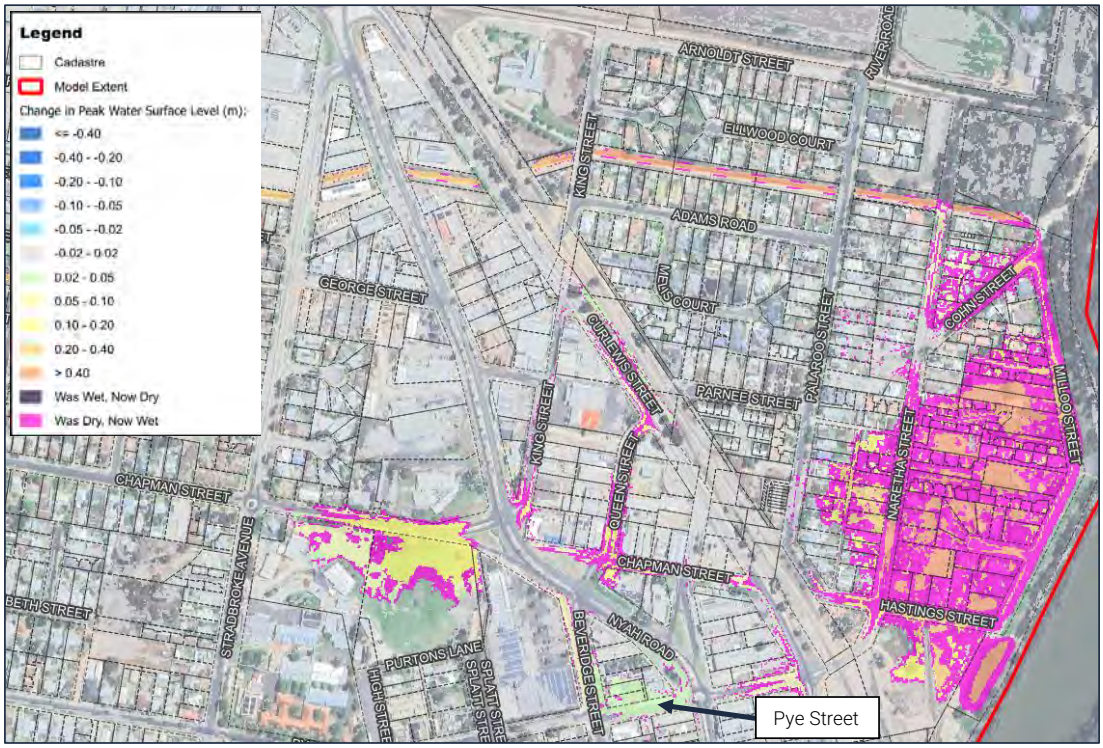


Figure 6-4 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) in the Vicinity of Milloo Street

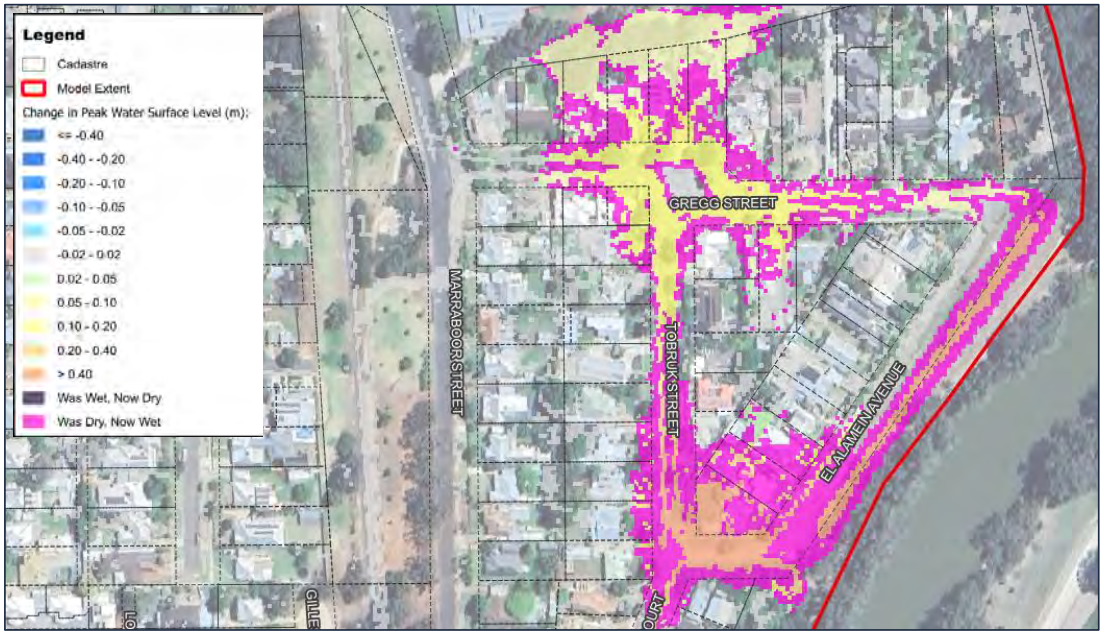


Figure 6-5 Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) on El Alamein Avenue

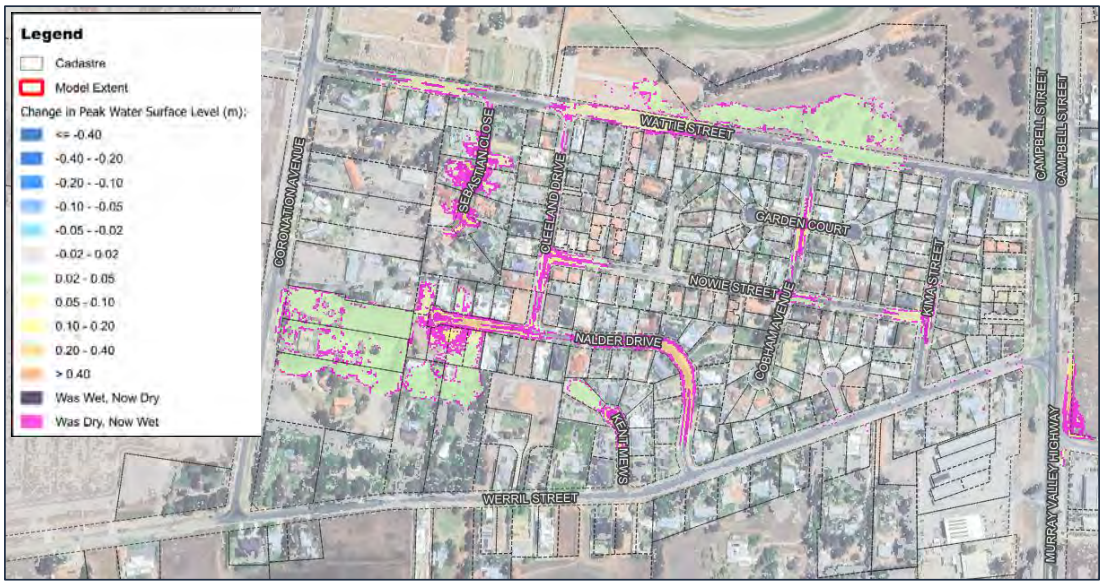


Figure 6-6 *Water Level Afflux (Effect of Coincident Flooding on Swan Hill Drainage) in the Vicinity of Wattie Street and Nalder Drive*

7 COMMUNITY CONSULTATION

7.1 OBJECTIVES

Community Consultation was an important component of the Drainage Strategy and Software Model – Swan Hill and Robinvale. The key purpose of the consultation was to gather information from residents and stakeholders about specific drainage issues, and gather suggestions for mitigation options to be investigated in the study.

The objectives of the community engagement included:

- Inform the community about the study;
- Identify community concerns about specific drainage issues;
- Gather information from the community by participation;
- Record input from the community on potential future management options.

7.2 STAKEHOLDER ENGAGEMENT

On the 7th August 2024, WMS facilitated three discussion sessions for key stakeholders with an interest in the project. These included:

- Council officers (including Planning, Engineering and Development);
- Stakeholder Agencies (Lower Murray Water and Mallee CMA); and
- Local consultants, engineers and developers

Key discussion points are noted below.

7.2.1 Session 1: Council Officers

7.2.1.1 Swan Hill

- Current Issues:
  - Drainage system has an estimated capacity of 1 in 1 to 1 in 2 year ARI;
  - Swan Hill has very flat gradients;
  - Mosquitoes are an issue in standing water inside drains more so than wetlands due to protection from elements and predators;
  - General preference amongst the group for water to get away rather than ponding for extended periods;
  - At present, developers do not make financial contributions, making pipe upgrade costs challenging for Council;
  - Some appetite for wetlands for environmental/recreational value, however with low gradient topography in Swan Hill it is difficult to gain sufficient airspace to have a benefit in local flood events;
- Pipe Network
  - Despite feasibility challenges, include pipe upgrade in modelling to understand potential benefits;
- No. 9 Channel
  - Consider using the disused No. 9 Channel reserve for new drainage infrastructure;
  - Seek co-benefits (e.g. walking track, cycleway)
  - Challenges relating to ownership of the channel (many and varied owners including Council, Goulburn Murray Water, Private, Deceased Estates), and titles that span the channel (likely existing prior to the construction of the channel).
  - Challenges relating to social impacts to the neighbours abutting the reserve;
- Aerodrome

- Not appropriate to store water at the aerodrome;
- Council staff noted the risks of storing water within the aerodrome site particularly relating to attracting birds, risk of bird strikes and damage caused by birds eating/damaging equipment and vegetation.

- Planning
  - Council planners are interested in having mapped flood risk areas and Land Subject to Inundation Overlay for Swan Hill, particularly to guide future development;
- Southwest Development Precinct
  - Suggestion to construct a new trunk drain to convey stormwater in an easterly direction to the Little Murray River to reduce the catchment contributing to the Main Drain

7.2.1.2 Robinvale

Current Issues:

- Socio-economic impacts of flooding in Robinvale (and during recovery after floods) more pronounced than in Swan Hill;
- Drainage capacity limited by existing levee pipes with no permanent pump stations (temporary pumps used when needed);
- Council has funding to install two new levee pipe gates on existing pipes, backflow during riverine flood events is an issue – currently addressed with blow-up bungs installed during floods;
- Existing Drain that runs perpendicular to Leonora Street, Ronald Street, Kennedy Street, Morris Street and Rowe Street appears to be undersized based on existing conditions flood mapping.
- Issues with Glenda Court Basin to be noted;

7.2.2 Session 2: Stakeholder Agencies

Lower Murray Water:

- Main issue occurs when the Main Drain fills up and backs up into the external areas of private properties, inundating the sewerage system through residential connections and sewer gully traps.
- LMW has identified a future sewerage pump station to be located at Feldtmann Lane – may provide an opportunity for stormwater infrastructure also;
- One existing Sewerage Treatment Plant in Robinvale, some irrigation infrastructure also. Noted that the population of Robinvale is underestimated in census data due to the population living in Robinvale but working out of town on agricultural properties. This means demand on water supply and sewerage is underestimated.
- Robinvale – currently relies on temporary pumps to drain local stormwater when the Murray River is elevated. This study could look into feasibility of permanent pumps (noting that connection to support generators would be of benefit).

Mallee Catchment Management Authority

- Mallee CMA noted their main focus is on riverine flooding, but had an interest in this project for context and information.
- Mallee CMA and North Central CMA would be offered the opportunity to review the Draft Final Report down the track, particularly in relation to the planning layers produced by this study.

7.2.3 Session 3: Private Consultants, Developers and Surveyors

Local service providers including planning consultants, developers, civil engineers and surveyors were invited to raise their concerns around existing drainage issues, and make suggestions for potential mitigation options. The discussion focused on Swan Hill, no comments were made in regards to Robinvale. The key discussion points are listed below:

- Retarding Basin Considerations

- Current requirement for new subdivisions/developments to have their own on-site detention basin is becoming problematic for a few reasons, including detracting from the overall development, not able to be used as public spaces, and builds in more and more assets to be maintained and managed;
- Strong preference to develop a basin strategy to establish one or two major basins that many developments can use;
- Basin located at Tower Hill to be included in Strategy;
- Opportunity to use the Racecourse for a secondary storage site (not primary). Racecourse would like a permanent water feature on-site – will need to consider airspace/usability for detention during storm events;
- Existing low point between Yana Street and Coronation Drive – potential location for basin

- Suggested Mitigation Options
  - Bigger pumps for main drain;
  - Excavating the main drain deeper to increase storage capacity;
  - Support for idea of a "Southern Main Drain" with an outlet to the Little Murray River;
  - New Major Trunk Drains;
  - New Pump Stations (including allowance for connection to generators);
  - Increase pump station capacity at the end of Gray Street
  - Use No. 9 Channel reserve for new drainage infrastructure

7.3 COMMUNITY ENGAGEMENT ACTIVITIES

7.3.1 Media and Promotions

WMS provided materials to Swan Hill Rural City Council to support a range of media and social media promotions of the Drop-In Session and Questionnaire. The promotions included:

- Hardcopy posters displayed at in Robinvale and Swan Hill;
- Social media posts (including Facebook and Instagram).

7.3.2 Drop-In Sessions

The Drop-In sessions provided an informal opportunity for residents to discuss the study and voice their concerns about overland flow and drainage in the Study Area. The following drop-in sessions were hosted by WMS staff accompanied by Swan Hill Rural City Council staff:

- 11th September 2024, Robinvale Resource Centre, 9:00 – 11:00 am (2 attendees);
- 11th September 2024, Swan Hill Town Hall, 3:30 – 5:30 pm (17 attendees).

7.3.3 Questionnaire

A brief online questionnaire was prepared to gather information from residents of Swan Hill and Robinvale who could not attend the drop-in sessions. This was made available to the public online via a QR code on the posters advertising the community drop-in sessions.

7.4 COMMUNITY ENGAGEMENT FINDINGS

The community engagement activities saw a total of 19 attendees to Drop-In sessions and 37 responses to the online questionnaire. Online responses included written descriptions and flood photography, and the questionnaire allowed the community members to geotag the location of their photos and anecdotes. Many attendees to the Drop-In sessions came prepared with printed photos and/or digital photos and videos. WMS took notes of attendees' descriptions and supplemented these notes by marking key

locations on printed A3 maps of each township. Key issues and concerns reported by the community members in these sessions are summarised in the sections below.

7.4.1 Robinvale

The Robinvale Community Drop-In session saw 2 community members attend. These attendees provided valuable information of typical stormwater flooding issues within the town, having gathered data themselves from other residents. An overview of locations highlighted by the attendees is presented in Figure 7-1. General commentary from the community regarding stormwater in Robinvale aligns with known issues and limitations experienced by the town's drainage infrastructure. Issues cited included undersized stormwater pipes, very flat nature of areas in the township (lack of gradient to drive gravity-fed drainage systems) and the town's flood levee blocking overland flow on its way to the Murray River. There is also concern amongst residents and emergency response organisations that overland flow flooding in Robinvale disproportionately affects low socio-economic areas of the town.

Flooding and stormwater issues highlighted by the session attendees are summarised in Table 7-1.

Table 7-1 Summary of Community-Supplied Flooding and Stormwater Information for Robinvale

Location ID	Location	Reported Issues/Observations	Community Suggestions
1	Stormwater pipe outlet to the Murray River at intersection of Robin Street and McLennan Drive	No backflow prevention at outlet. Divers are required to insert bungs to block pipes during riverine flood events (if possible).	
2	Robin Street	Existing 12-inch pump does not work. Frequent flooding of Robin Street and the nearby football fields. Local residents suspect that the stormwater pipe underneath the road has structural damage and is dysfunctional.	Pipe condition assessment (i.e. via CCTV) to understand damage and ability to convey stormwater. New pump station.
3	Caix Square	The area frequently floods during intense rain events. The existing drainage system is unable to cope with typical storm events and takes hours to drain water away.	
4	Malla Avenue	Experiences flooding every time there is 10 mm or greater rainfall.	
5	Intersection of Latje Road and Watkin Street	Experiences flooding every time there is 10 mm or greater of rainfall. Water typically remains on the roadway for several hours after storm events.	
6	Leonora Street	Experiences flooding every time there is 10 mm or greater rainfall. Residents are frequently required to sand-bag their houses to prevent flooding. Many vulnerable residents in this area.	
7	Rowe Street	Frequently flooded when heavy rainfall occurs. Low socio-economic area with vulnerable residents.	
8	Intersection of Latje Road and Parke Street	Experiences flooding every time there is 10 mm or greater rainfall.	
9	Intersection of Latje Road and Alexander Street	Experiences flooding every time there is 10 mm or greater rainfall. Cars driving through floodwaters create waves which impact the adjacent low-lying houses.	
10	Stormwater pipe underneath Lawrence Road	Pipe segments have reportedly split in some areas, preventing flow.	Pipe condition assessment (i.e. via CCTV) to understand damage and ability to convey stormwater.

Location ID	Location	Reported Issues/Observations	Community Suggestions
11	Levee at end of Lawrence Road.	Temporary pumps used during recent rainfall events does not keep up with stormwater flow, causing flooding.	New, permanent pump station.
12	Levee at end of Williams Road.	Temporary pumps used during recent rainfall events does not keep up with stormwater flow, causing flooding.	New, permanent pump station.

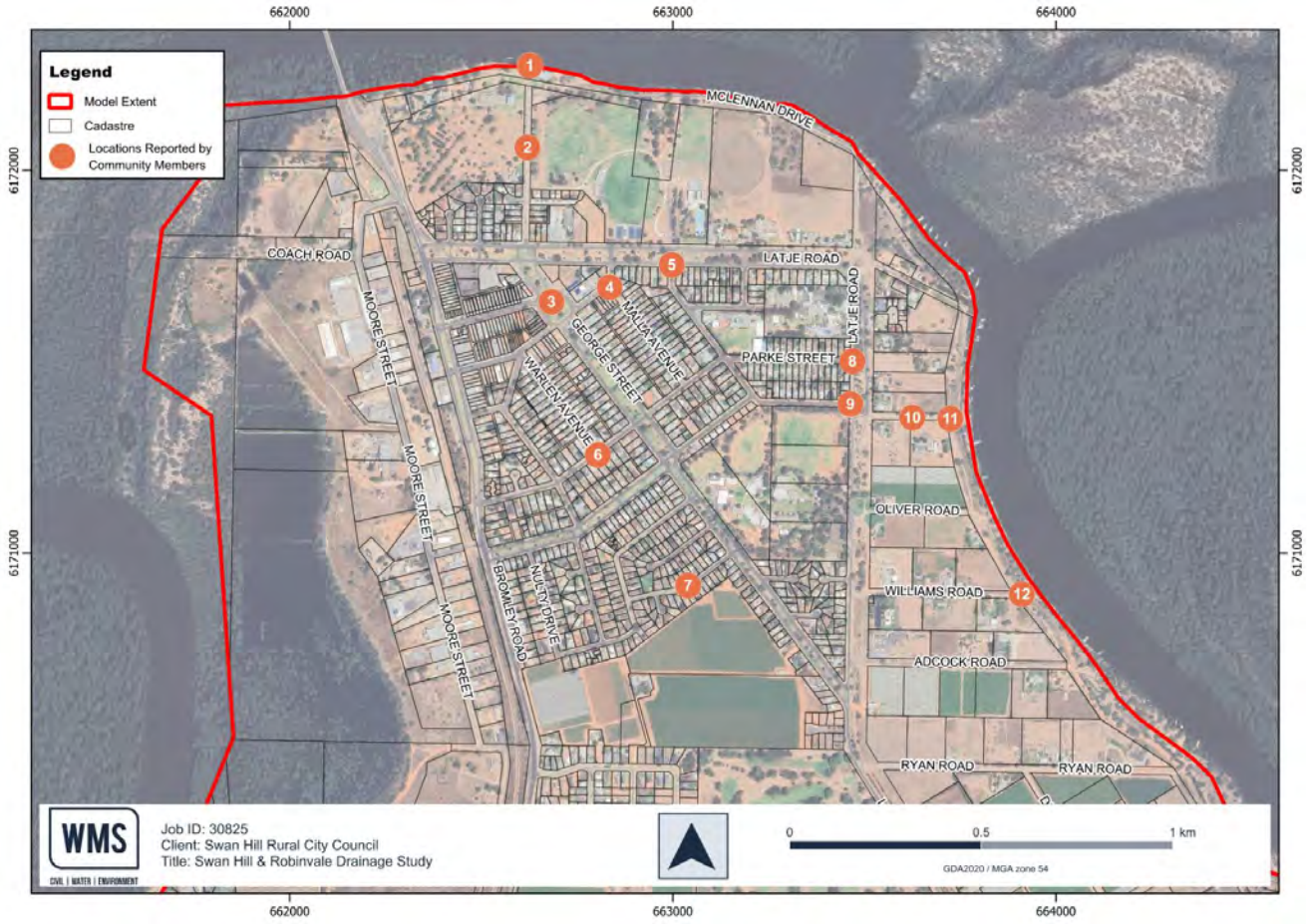


Figure 7-1 Key Locations Reported by Robinvale Community Members

7.4.2 Swan Hill

The community engagement activities in Swan Hill received a strong response with 17 attendees to the Drop-In session and 37 responses to the online questionnaire. Of the 17 attendees to the Drop-In session, five also submitted responses to the online questionnaire. Community feedback detailed a broad range of locations across the township. Figure 7-2 presents an overview of the locations highlighted by community responses.

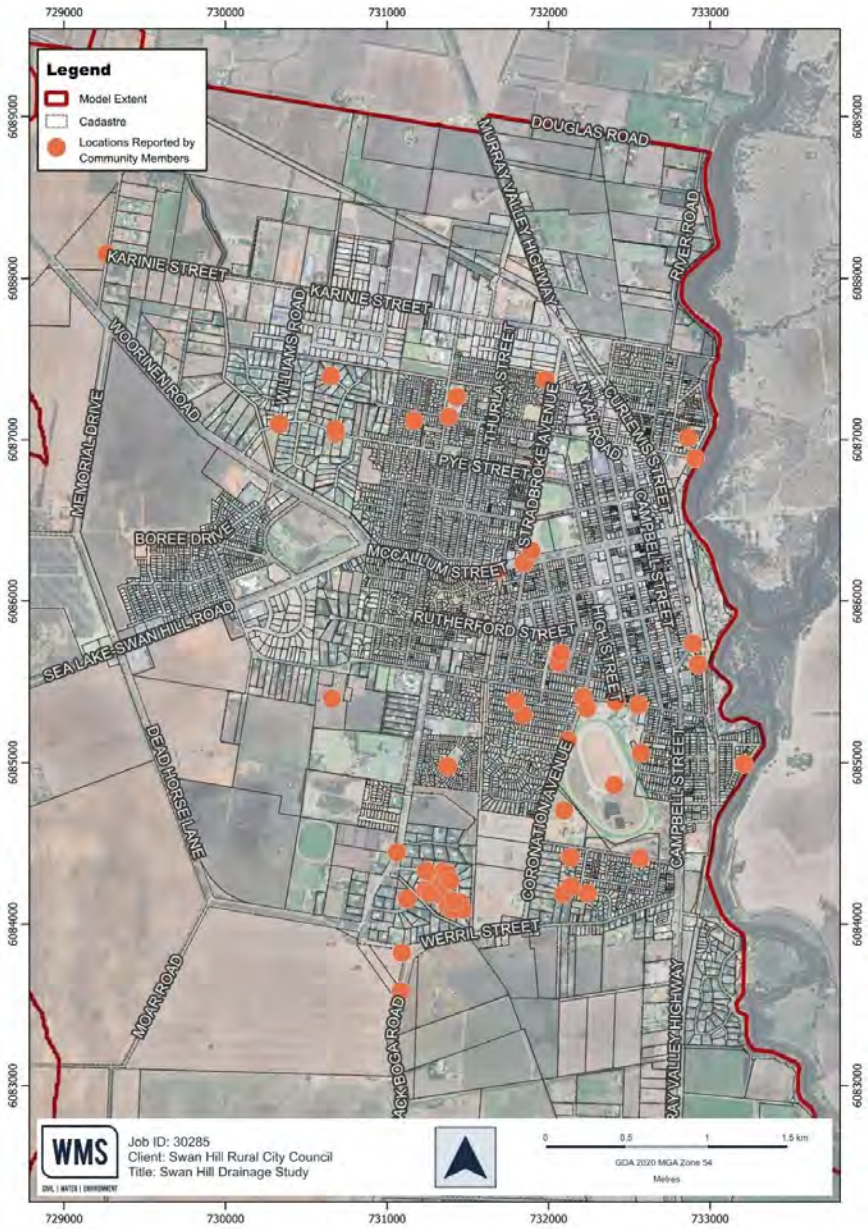


Figure 7-2 Key Locations Reported by Swan Hill Community Members

Community-sourced information for each location marked in **Figure 7-2** will be summarised in the following sections. Key clusters of data and major points of concern for the community will be highlighted.

7.4.2.1 Bish Road and Karinie Street

Community members have recorded that this area is very flat and has no formal drainage system. Reportedly, water frequently accumulates here in storm events and does not readily drain away. Refer to **Figure 7-3** for the location indicated with the community response.



Figure 7-3 Intersection of Bish Road and Karinie Street Described by Community Members

7.4.2.2 Butterworth Street, Berrybank Drive and Yvonne Close

Several community members raised concerns about inadequate drainage in the vicinity of Butterworth Street and Berrybank Drive. The inlet pit on the corner of Butterworth and Berrybank (which drains eastward) is reportedly blocked and does not adequately perform in storm events. There is no formal drainage network on Berrybank Drive or west of the intersection between Butterworth and Berrybank. Residents believe that the drainage pipes and pits that are on Butterworth Street are blocked and/or damaged and need to undergo a conditions assessment.

Residents note that there are small table drains on these roads but are concerned that these do not interface with the greater township's drainage system, leaving stormwater to accumulate and remain as stagnant water. One resident expressed concern that Yvonne Close does not have a formalised drainage system. Refer to **Figure 7-4** for locations attached to these community responses.



Figure 7-4 Locations on Berrybank Drive, Butterworth Street and Yvonne Close Marked by Community Members

7.4.2.3 Swan Hill North Primary School and Surrounds

Multiple community members cited flooding issues at Swan Hill North Primary School which is a well-documented issue that SHRCC is aware of. Reponses specifically voiced concern over the impact to children's education due to school closures and accessibility issues caused by flooding. Reported causes of the school's flooding focus on a lack of capacity in Chapman Street's stormwater network. On Gerrand Street, community members report that the street's stormwater network typically has stagnant water inside and drains poorly. It is reported that 1 mm of rainfall in a 24-hour period results in water over the road. The locations marked with these community responses are presented in Figure 7-5.



Figure 7-5 Locations Marked in Community Responses in the Vicinity of Swan Hill North Primary School

7.4.2.4 Mulbar Street

One community response described a caved-in stormwater drain underneath Number 6, Mulbar Street. The associated location for this response is presented in Figure 7-6.



Figure 7-6 Location of Damaged Stormwater Drain Reported on Mulbar Street

7.4.2.5 *Milloo Crescent and the Milloo Street Pump Station*

Based on resident responses, community members are concerned that the drainage system of Milloo Crescent and Milloo Street is overly reliant on the Milloo Street pump station. This pump reportedly either fails or has insufficient capacity to discharge stormwater to the river, resulting in backwater flowing through the pipes and flooding Milloo Crescent. Locations marked with these community responses are presented in **Figure 7-7**.



Figure 7-7 Locations Marked in Community Responses Regarding Milloo Crescent and the Milloo Street Pump Station

7.4.2.6 *McCallum Street Roundabout*

Residents have reported that stormwater accumulates at the McCallum Street roundabout (at the intersection of McCallum Street and Stradbroke Avenue) and remains stagnant at this location for extended periods. One response describes this issue as being the result of the bridge over the former Number 9 Channel, which forms a high point along the roadway and prevents water from moving west towards the Main Drain.

One resident nominated the vacant parkland on the corner of McCallum Street and Stradbroke Avenue as being a suitable location for a Water Sensitive Urban Design (WSUD) solution.

The locations specified in these responses are presented in **Figure 7-8**.

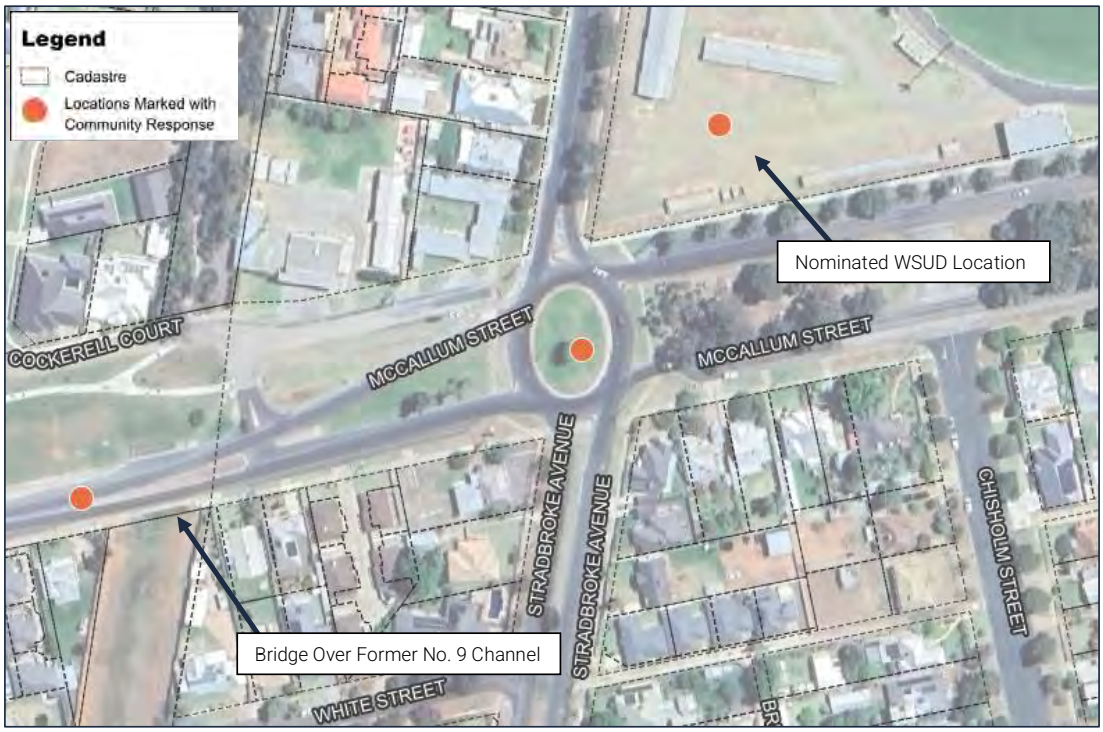


Figure 7-8 Locations of Community Response Items Regarding the McCallum Street Roundabout

7.4.2.7 Vicinity of Boys and Gummow Street

Community responses for this location highlighted reports that overland flow travels from east on Gummow Street west through the residential properties towards Brown Street. These flows stop at the location of the access lane behind the properties, and pool at this location with no formal drainage system to remove the water. Refer to **Figure 7-9**.



Figure 7-9 Locations Marked in Community Responses Regarding Boys/Gummow Street

7.4.2.8 Railway Avenue

Community responses report significant overland flow flooding at this location, particularly in the December 2022 event where over 200 mm of water was over the road and the adjacent properties. Residents are concerned that the stormwater pipes running north to Curlewis Street are both too flat and undersized. Reportedly, all stormwater collecting on Railway Avenue relies on one side entry inlet pit on the corner, which is small and partially blocked. Refer to **Figure 7-10** for the associated location markers.



Figure 7-10 Locations Marked in Community Responses Regarding Railway Avenue

7.4.2.9 Burton and Donnington Street

Residents report that overland flow runs south down Coronation Avenue before flowing into both Burton and Donnington Street. Flows accumulate at the sags in these roads and the drainage system is unable to dissipate the water and prevent flooding. The community responses indicated concern that the inlet pits at these locations are blocked. Numerous photos were included in these submissions. Refer to **Figure 7-11** for photography of Burton Street and flooded floor level of 30 Burton Street during the January 2022 event. Refer to **Figure 7-12** for the locations marked with these community responses.



Figure 7-11 Photos Submitted as part of the Community Response for Burton Street (January 2022)



Figure 7-12 Locations Marked with the Community Reponses for Burton and Donnington Street

7.4.2.10 Vicinity of Charlie Gray Close, Settlers Court and Landy Crescent

This location saw the highest concentration of community response markers submitted, with a notable presence also at the Swan Hill Community Drop-In sessions. The general sentiment of responses at this location highlights the lack of formalised stormwater infrastructure in the development. The area is very flat, and residents report that stormwater accumulates with no adequate method of discharging anywhere downstream. Reportedly, residents have been forced to organise their own pump solutions on numerous occasions, which involved a series of hired pumps transporting water from Charlie Gray Close to the (now decommissioned) No. 9 Drain. Now that the No. 9 Channel is no longer operational there is no suitable location to pump to.

Numerous photos were submitted as part of the responses for this location. Refer to **Figure 7-13** and **Figure 7-14** for community-submitted photography of flooding on Charlie Gray Close. Refer to **Figure 7-15** for locations marked with community responses for this area.



Figure 7-13 Flooded Residence and Temporary Flood Barrier on Charlie Gray Close



Figure 7-14 Photos Submitted by Community Members of Flooding on Charlie Gray Close



Figure 7-15 Locations Marked by Community Responses in the Vicinity of Charlie Gray Close

7.4.2.11 Nalder Drive

Residents reported a lack of capacity in the stormwater network on Nalder Drive, resulting in relatively frequent inundation of the roadway. Community members are concerned that this prevents safe egress from properties on the street and the nuisance it causes. Photos were submitted as part of these responses, which are presented in **Figure 7-16**. Locations marked with these community responses are presented in **Figure 7-17**.



Figure 7-16 Inundation of the Roadway on Nalder Drive



Figure 7-17 Locations Marked with Community Responses for Nalder Drive

A full list of numbered Swan Hill community responses with the associated locations are available in **Appendix C**.

8 MITIGATION OPTIONS SCREENING ASSESSMENT

8.1 LONG LIST DEVELOPMENT

Suggestions and ideas for potential flood mitigation options were gathered throughout the study, particularly during the stakeholder and community engagement activities. As part of the initial screening assessment, a 'long-list' of options was collated and assessed to develop a refined list of mitigation options for each township.

Details of the long list of mitigation options developed for Robinvale are recorded in Table 8-1, and Swan Hill in Table 8-2. Each option was allocated a traffic light colour of green, amber or red to indicate the likely feasibility and success of each option after consideration of the benefits and constraints. The green, amber and red colours represent high, medium and low success potential respectively.

Subsequent discussions with SHRCC regarding the long list of options found that there was general agreement in the findings and additional information was provided with regard to some of the options investigated. Some key points from these discussions are summarised as follows;

- Options including culverts under/through major Murray River levees were replaced with pump stations option, as SHRCC had preference for options with higher resilience to riverine flooding;
- Concrete levee walls around the Main Drain were not preferred due to construction expense and residual flood risk due to structural failure.

Options sourced from previous investigations undertaken by/for SHRCC as part of the Major Projects Plan (MPP) feature the MPP acronym in the mitigation option description.

Table 8-1 Robinvale Mitigation Options Long List

ID	Mitigation	Description	Expected Flood Improvement	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
Central Zone							
R1	Underground stormwater network upgrades from Leonora Street to Rowe Street	Increase the pit and pipe sizes Lower the pipe outfall at the river to 49 mAHD (originally 50.3 mAHD)	Improve network conveyance to reduce flood levels across Robinvale town centre	Underground networks currently passing through private property, existing easement width needs to be checked. Traffic disruptions. Given that the existing stormwater network is not designed for extreme events, this option cannot provide enough immunity.	Potential low cost option. Improve the flood immunity in the frequent events	1	
R2	New stormwater pits and pipes running from Leonora St down George St	New pipes to divert water southeast along George St to tie into existing network downstream	Reduced depth and extent at low points along Leonora St, Ronald St, Kennedy St and Morris St.	Pipes would have to fall against the natural terrain to reach George St from the sag at Leonora, and then again southeast along George St until the crest of the street between Kennedy and Morris. May require pump system to perform well.	No required works to the pipes underneath private residential lots. No resumptions required.	2	
Eastern Levee Zone							
R3	Additional culverts underneath the western flood levee	Add six box culverts(assuming 2.1m wide 0.9m high) underneath the levee to allow conveyance of overland flow to the river	Drawdown flood levels at the upstream levee	The backflow during riverine flood events is an issue.	Widespread decrease in peak water surface level in the 1% AEP event by 150 - 300 mm. At the end of the storm event, there is also much less remaining flood water.	3	
R4	Add Pump stations along the western flood levee	Add six pumps with a constant 20 L/s flow rate	Drawdown flood levels at the upstream levee	Pump failure risk. Regular maintenance required. It would only be efficiently compared to box culverts when the river level is higher	Little to no earthworks required compared to a culvert option.	1	
R5	Larger capacity swale on the western side of the levee and upgraded table drains along Smith Rd, Ryan Rd, Adcock Rd and Williams Rd	Formalise the existing table drains along these roads to divert overland flow towards the western flood levee quickly. Construct a large swale adjacent to levee to provide overland flow storage whilst flows discharge through levee culverts and/or pumps.	Less large-scale ponding (or 'bathtub' effect) on low-lying land west of the levee in Eastern Zone. Reduced flood levels and extent.	Major earthworks. Relatively expensive.	Potential to accommodate for future residential development in the vicinity. Open channels would be more easily maintained/upgraded than underground pipe systems.	2	

ID	Mitigation	Description	Expected Flood Improvement	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
R6	New 1200 mm pipes from Latje Rd down Williams Road to the River	Upgrade existing 900 mm pipes along Williams Rd to match the existing 1200 mm pipes upstream, removing the constriction.	Improved pipe network performance upstream of Latje Rd.	Existing pipes on Williams Rd are reportedly prone to differential settlement and associated long-term damage.	Simple solution to improve existing network. Would not require resumptions.	3	
Northern Zone - Robin Street Area							
R7	Detention basins near Robinvale football club and tennis courts	Diverting flow from Caix Square, Latje Rd and Herbert St to the Football Club. Use the football club to detain the water.	Potential to reduce flood levels upstream by detaining flow	Space requirements. Major earthworks.	Significant reduction in flood levels in the vicinity of Caix Square and Herbert Street. Improves flood conditions on new development off of Robin Street west of the tennis courts. Potential WSUD option for improved environmental outcomes.	2	
R8	Robin Street underground stormwater network upgrades	Increase the pit and pipe sizes under Robin Street Lower the pipe outfall at the river to 49 mAHD	Improved channel conveyance to reduce flood levels upstream of Robin Street.	Traffic disruptions due to existing pipes being underneath Robin Street road crest.	Potential low cost option. Improve the flood immunity in the frequent events	3	
R9	Pump Station on Robin Street	Pump station to pump water from sag along Robin St to the river	Reduce the extensive inundation on Robin Street and the surrounding areas. Allows overland flow to overcome the increase in elevation on Robin St just north of the Community Arts Centre	Pump failure risk. Regular maintenance required.	Little to no earthworks required. Relatively cheap.	2	
R10	Detention basins on the median strips of Ronald Street	Excavate two detention basins on the median strip of Ronald St which would link to the existing drainage network perpendicular to the street.	Reduce flood level on Ronald St and surrounding areas. Retain stormwater in specific location until the existing drainage network can dissipate flows.	Effectiveness may be limited by existing pipe network, which was observed to partially blocked, and is reportedly damaged in numerous areas.	No required works to the pipes underneath private residential lots. No resumptions required. WSUD opportunity.	1	

Table 8-2 Swan Hill Mitigation Options Long List

ID	Mitigation	Description	Expected Flood Improvement	Estimated Cost	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
S1	Excavating the Main Drain deeper to increase storage capacity	Maintain the current Main Drain footprint and width but with lower inverts.	Reduced flood level in the vicinity of the Main Drain in rare events (i.e. 1% AEP), especially in areas where the Main Drain is overtopping such as at Williams Rd and Murlong St.	Over $2M ex.	May collect standing water in dry periods and exacerbate mosquito issues. Construction works would likely elevate flood risk in the short term due to the town's reliance on the Main Drain. Relatively expensive.	Does not require any new easements or resumptions.	2	
S2	No. 9 Channel reserve for new drainage infrastructure	Use the disused No.9 Channel to collect overland runoff. Excavate within former No. 9 Channel footprint to add flood storage.	Provide additional flood storage, provide a discharge point for potential drainage networks around Yana Street, and reduce reliance on Main Drain.	Over $1M ex.	May collect standing water in dry periods and exacerbate mosquito issues. Would require a new major drain line to discharge into (offers little benefit as a standalone solution). Issues relating to ownership/easements of lots at former No. 9 Drain. Relatively expensive.	Potential for a WSUD solution, positive environmental outcomes. Possibility of implementing as a new/enhanced community space. Vegetated land offers aesthetic benefits.	2	
S3	A new trunk drain in southern Swan Hill	Add a new trunk drain to convey stormwater in an easterly direction to the Little Murray River to reduce the catchment contributing to the Main Drain.	Prevent significant ponding in the various flood prone streets in the vicinity. Reduce flood levels and inundation times generally.	Over $2M ex.	Limited available space/easements to place a large open channel along or north of Werril St (where the channel is most needed). Relatively expensive.	Provide base stormwater infrastructure for the surrounding residential areas to discharge into. Accommodate for future residential development in southern areas of Swan Hill.	1	
S4	Upgrade existing Pump Stations	Increase pump capacity of current pumps.	Reduce flood levels and inundation times of areas adjacent to the river and levees (e.g. Milloo Cr, El Alamein Ave, River Oaks Drive). Enhance performance of Main Drain to improve town drainage response.	Over $1M ex.	Most significant benefits likely to be restricted to the immediate vicinity of the pump stations as the drainage network is generally undersized. Will increase Swan Hill's reliance on pump stations.	There is already designated space for the pump stations. Existing town drainage network links up reasonably well with the pump station locations. No need for new easements or resumptions.	3	
S5	Southern Detention Basins	Establish one or two major basins in the southern end of town, with the Racecourse as a secondary storage site. Potential basin sites include the corner of Back Boga Rd and Werril St, and the council lot south of the Racecourse on Wattie Street.	Provide flood storage retention to reduce pressure on drainage network and reduce flooding upstream.	Over $2M ex.	To be most effective, the existing drainage network south of Gray Street would need to be reconfigured to drain south to the basins before draining to the Little Murray River. Would need to manage risk of mosquito issues in the basin.	Potential for a WSUD solution, positive environmental outcomes. Relatively easy to upgrade in the future compared with underground storages or drains.	2	

ID	Mitigation	Description	Expected Flood Improvement	Estimated Cost	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
S6	New drainage pipeline down Werril Street to River	Large underground pipes (e.g. 2 x 1200mm) to drain southern areas of the town.	Prevent significant ponding in the various flood prone streets in the vicinity. Reduce flood levels and inundation times generally.	Over $2M ex.	Relatively expensive.	Provide base stormwater infrastructure for the surrounding residential areas to discharge into. Accommodate for future residential development in southern areas of Swan Hill.	2	
S7	Eastern Chapman St pipe network upgrade (MPP)	Resolves a pipe diameter restriction and removes an existing pipe underneath a building on the corner of Chapman and Campbell Street.	Aims to improve drainage that backs up west of Campbell St on Pye and Pritchard St. Reduce flood levels and ponding on Pye Street in frequent events.	$282k ex.	Likely only localised benefits in the adjacent streets.	Easier access and maintenance for new Chapman Street pipe in the road reserve (rather than underneath the building). Simple solution.	2	
S8	New pump station and rising main at Charlie Gray Close (MPP)	To link Charlie Gray Cl, Landy Cres, Settlers Ct and Peppercorn Mews to town drainage network.	Allow capture and drainage of runoff where there is currently no stormwater drainage network and significant ponding/flooding issues.	$220k ex.	There is currently limited options for these streets to discharge stormwater to. Would be most effective in conjunction with a new major drainage line to the Little Murray.	Numerous concerned residents in this area who would benefit. Opportunity to rectify significant problems with the original development.	2	
S9	New drainage network in the vicinity of Butterworth, Suttie, Berrybank and Graemer (MPP)	Add an underground pit and pipe network.	Overcome onsite detention and swale drain capacity issues in the area.	$825k ex.	Relatively expensive. Somewhat limited by the downstream capacity of the network (i.e. the pits and pipes on the corner of Berrybank Dr and Butterworth St, which are only 300 mm RCPs). Will increase runoff into the Main Drain and cause minor worsening of flooding downstream unless there are additional upgrades.	Potentially a simple solution for several streets with stormwater issues.	2	
S10	Drainage network extension on southern end of Yana St (MPP)	Add pits and pipes to either link up to Main Drain or new southern drainage line.	Improve flooding issues on Charlie Gray, Settlers and Landy. Allow discharge of the new housing development west of Yana St to a major drainage line.	$715k ex.	Would need to be implemented in conjunction with a new southern drainage line to perform adequately. Limited fall available for gravity fed system, may require more pump stations.	Potential to alleviate current flooding issues in the vicinity and prevent future issues due to increased residential development.	2	

ID	Mitigation	Description	Expected Flood Improvement	Estimated Cost	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
S11	Upgrade drainage network from Railway Ave down to McCallum St (MPP)	Increase pit and pipe sizes.	Reduce ponding issues on the bend of Railway Avenue and flooding of Curlewis St.	$1.66M ex.	Relatively expensive. Capacity of all downstream pipes and pits would need to be upgraded to prevent worsening flooding in the CBD.	Potential to mitigate ongoing issues on Railway Avenue and Curlewis Street.	2	
S12	Extend drainage network on River Oaks Drive (MPP)	Extend existing infrastructure to drain stormwater from properties and swales.	Reduce flood levels on River Oaks Drive in both frequent and rare storm events.	$464k ex.	Increased reliance on the pump station in Squire Grove. Potential to worsen flooding on Squire Grove if pump capacity or pipes at that location are not upgraded.	Only one access road in and out of the residences on River Oaks Drive, Kennon Court and Squire Grove - there is an opportunity to improve the flood resilience of numerous properties if the flooding on River Oaks Drive is addressed.	2	
S13	Upgrade drainage network on Naretha St (MPP)	Increase pit and pipe sizes.	Improve/overcome localised stormwater drainage issues	$440k ex.	Nearby Milloo Crescent has known flooding issues, suspected to be due to lack of pump station capacity. Potential to worsen flooding at that location if there are larger inflows from Naretha Street.	No existing drainage network for the majority of Naretha Street so no need to remove or grout-fill old pipes.	2	
S14	Northern Detention Basins	Establish one or two major detention basins in the northern end of town. Potential locations include Mundara Park, George Lay Park, the empty Council land on Butterworth Street adjacent to the old No. 9 Drain.	Provide flood storage retention to reduce pressure on drainage network and reduce flooding upstream.	Over $2M ex.	Would need to manage risk of mosquito issues in the basin. Would require substantial pipe network upgrades in the vicinity to be effective.	Potential for a WSUD solution, positive environmental outcomes. Relatively easy to upgrade in the future compared with underground storages or drains.	2	
S15	Concrete levee walls around Main Drain to increase capacity	Concrete levee walls to increase capacity of Main Drain and prevent spilling into adjacent streets without need for excavation works within drain.	Additional flood storage and conveyance of Main Drain, reduced flooding of low-lying streets adjacent to drain.	Over $2M ex.	High engineering cost. Easily vandalised and generally not aesthetically pleasing. Makes maintenance access and egress from Main Drain difficult.	Potential to mitigate major flooding at both St Mary's Primary School and Swan Hill North Primary School. Walls can prevent pedestrian access to Main Drain.	1	

ID	Mitigation	Description	Expected Flood Improvement	Estimated Cost	Risks and Disadvantages	Benefits and Opportunities	Score	Traffic Light
S16	Increased pit and pipe capacity on Webster Drive and Westbrook Road.	Increase pipe and inlet pit sizes. Add flood storage pits.	Increase network storage and conveyance capacity to reduce significant ponding in rare events.	$500k - $1M ex.	Limited fall available as area is already low-lying. Limited effectiveness if overtopping of the Main Drain at this location is not prevented. Two existing pipes discharging to the Main Drain from Webster Drive run underneath private property.	Simple solution. Improved flood resilience of industrial estate has potential to enhance Swan Hill local economy.	2	
S17	Council resumes and converts empty private lot at 32 Murlong Street into detention basin.	Construct detention basin to be auxiliary storage for adjacent Main Drain.	Provide additional storage for Main Drain to reduce/prevent overtopping into adjacent streets.	Over $2M ex.	Currently privately owned - requires resumption of land. Relatively expensive.	Potential to reduce flooding of both St Mary's Primary School and Swan Hill North Primary School. Potential for a WSUD solution, positive environmental outcomes.	1	
S18	Upgrade the box culverts along the Main Drain	Increase sizes of culverts where the Main Drain passes under roads in the town.	Increased flow through Main Drain, increasing capacity of the town drainage network generally.	Over $1M ex.	Road closures during construction. Flooding risks during construction. Expensive.	Simple solution. No resumptions required.	3	

8.2 SHORT LIST OPTION DEVELOPMENT

Following development of the long list for each township, five potential options were short-listed and presented to SHRCC on 18 October 2024. This meeting included further deliberation between WMS and SHRCC, which resulted in a revised short list of 5 mitigation options for each township.

The investigations included three broad strategies that are to be assessed against existing conditions. The final mitigation options do not necessarily have to include all three strategies and are to focus on the most effective options for the location in question. The strategies included

- New/upgraded stormwater pipes, pits and channels;
- New/upgraded pump stations;
- New flood storage/detention basins.

It is understood that floodplain management techniques can also include awareness (i.e. warnings and evacuation planning) and property-based methods. These strategies have not formed a part of the investigation as they are developed and assessed internally by SHRCC.

These mitigation options to be progressed as part of the study for Robinvale and Swan Hill are presented in Table 8-3 and Table 8-4 respectively.

Table 8-3 Robinvale Mitigation Options Short List

ID	Description	Expected Flood Improvement
R01	Increase pit and pipe sizes under Robin Street and install a pump station at the end Robin Street.	Improved conveyance to reduce flood levels upstream of Robin Street and Community Arts Centre
R02	Further refinement of option R01 using alternate pipe, pump seizes.	
R03	Increase pipe sizes under Williams Road and install a pump station.	Reduced depth and extent of inundation in both 1% and 20% AEP west of the levee and allow for future development
R04	Further refinement of option R03 using alternate pipe, pump seizes.	
R05	New drainage pipes starting from the sag in Ronald Street, connecting to the existing drainage network under Alexander Street. New formalised swales along Lawrence Rd and Williams Rd. New pump stations at these two road ends.	Reduced depth and extent of inundation at low points along Leonora St, Ronald St, Kennedy St and Morris St.

Table 8-4 Swan Hill Mitigation Options Short List

ID	Description	Expected Flood Improvement
S01	New major stormwater pipes under Werril Street from the intersection with Yana Street east to the Little Murray River. Re-establish and excavate the No. 9 Channel to redirect flows from Burton, Donnington etc. south towards the new Werril Street drainage line. New pipes on the southern half of Yana Street flowing to the new drainage line. New pump station and drainage network on Charlie Gray Close discharging into the Yana Street pipes.	Reduced depth and extent of inundation in both 1% and 20% AEP and release the pressure from Main Drain.

ID	Description	Expected Flood Improvement
S02	Upgrade the pit and pipe sizes between Nalder Drive and Nowie Street, and the pipes downstream of these (This option is independent of S01)	Reduced depth and extent of inundation in both 1% and 20% AEP
S03	Upgrade existing pump stations at the end of the Main Drain.	Reduced depth and extent of inundation adjacent to the river and levees (e.g. Milloo Cr, El Alamein Ave, River Oaks Drive) in both 1% and 20% AEP. Enhance performance of Main Drain to improve town drainage response.
S04	Upgrade existing pump stations on Milloo Street and existing drainage network on Chapman Street.	Reduced depth and extent of inundation in both 1% and 20% AEP
S05	New pipe and pit network on Butterworth St, Berrybank, Suttie Dr vicinity draining northwards on Williams Road to Main Drain.	Allow capture and drainage of runoff where there is currently no stormwater drainage network

9 MITIGATION OPTIONS ANALYSIS

The shortlisted mitigation options determined in Section 8.2 were each implemented into the TUFLOW hydraulic model to assess the resulting flood impacts and benefits. The following sections outline relevant details of each mitigation option and hydraulic model results of the options.

9.1 ROBINVALE MITIGATION OPTIONS

9.1.1 Robin Street Stormwater Network Upgrade with Pump Stations – R01

Mitigation Option R01 involved upgrades to the stormwater pipe network along Robin Street and the northern end of George Street. The existing stormwater pipe running from the corner of Perrin and George Street northwards to Latje Road was increased from a 600 mm RCP to a 900 mm RCP. Similarly, the 900 mm RCP running northwards underneath Robin Street was increased to a 1200 mm RCP. An additional 900 mm side entry inlet pit was added on Robin Street to draw more flow to the upgraded pipe under the road. A pump station was placed at the intersection of Robin Street and McLennan Drive to pump stormwater flows into the Murray. This pump station was modelled with a peak capacity of 2 m^3/s. The layout of mitigation Option R01 is presented in Figure 9-1.

9.1.2 Refined Robin Street Stormwater Network Upgrade – R02

Mitigation Option R02 built upon R01, with additional pipe size and inlet pit upgrades. The existing 600 mm RCP running from Herbert Street west to the pipe junction at the start of Robin Street were increased to a 900 mm RCP. Two inlet pits at the corner of Herbert Street and Latje Road were upgraded from 900 mm side entry pits to 1200 x 1200 mm square inlet pits. An additional two 900 mm side entry pits were upgraded to 1200 x 1200 mm inlet pits on Robin Street. The layout of mitigation Option R02 is presented in Figure 9-2.

9.1.3 Williams Road Stormwater Upgrade with Pump Station – R03

Mitigation Option R03 involved upgrading the size of the existing 900 mm stormwater pipe underneath Williams Road to a 1200 mm RCP. A pump station was added where this stormwater pipe meets the existing levee at the eastern end of Williams Road. This pump station was modelled to have a peak capacity of 2 m^3/s. The layout of mitigation Option R03 is presented in Figure 9-3.

9.1.4 Refined Williams Road Stormwater Upgrade – R04

Mitigation Option R04 was similar to mitigation Option R03 but featured two 1200 mm RCPs under Williams Road instead of one. Additionally, the new pump station was given additional peak capacity of 3.5 m^3/s. The layout of mitigation Option R04 is presented in Figure 9-4.

9.1.5 Ronald Street Stormwater Upgrade with Swales and Pump Station – R05

Mitigation Option R05 implemented several upgrades to stormwater infrastructure. New stormwater pipes were added along Ronald Street, connecting the flood-prone low point of the road to the existing Ronald Street stormwater network on the other side of George Street to the northwest. Two 600 x 600 mm inlet pits were added on Ronald Street to divert overland flow into these new pipes. New swales were added parallel to Lawrence and Williams Road respectively, draining to new pump stations adjacent to the levee at the end of each road. Each new pump station was modelled to have a peak capacity of 1.2 m^3/s. The layout of mitigation Option R05 is presented in Figure 9-5.

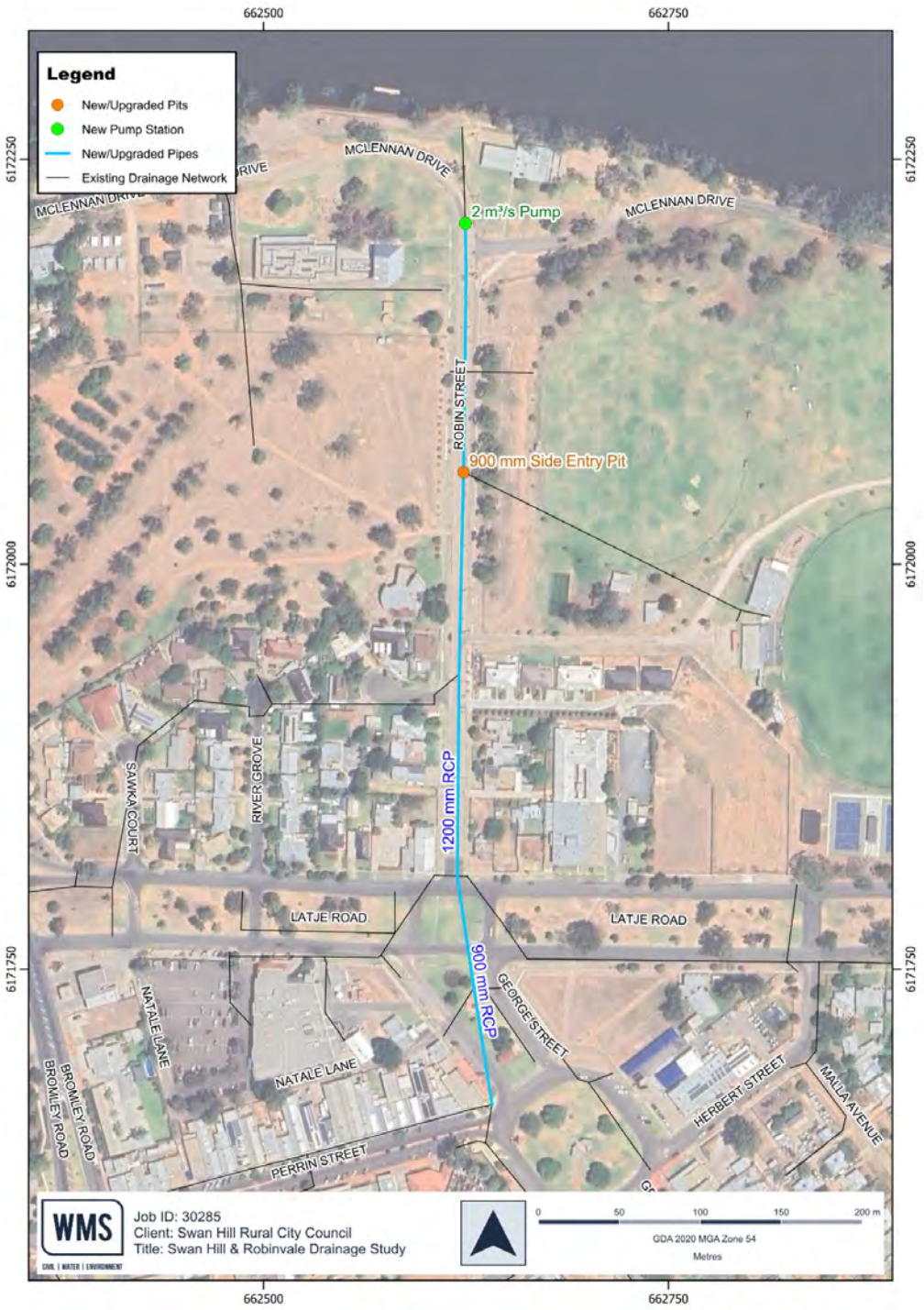


Figure 9-1 Robinvale Mitigation Option R01 Layout



Figure 9-2 Robinvale Mitigation Option R02 Layout



Figure 9-3 Robinvale Mitigation Option R03 Layout



Figure 9-4 Robinvale Mitigation Option R04 Layout

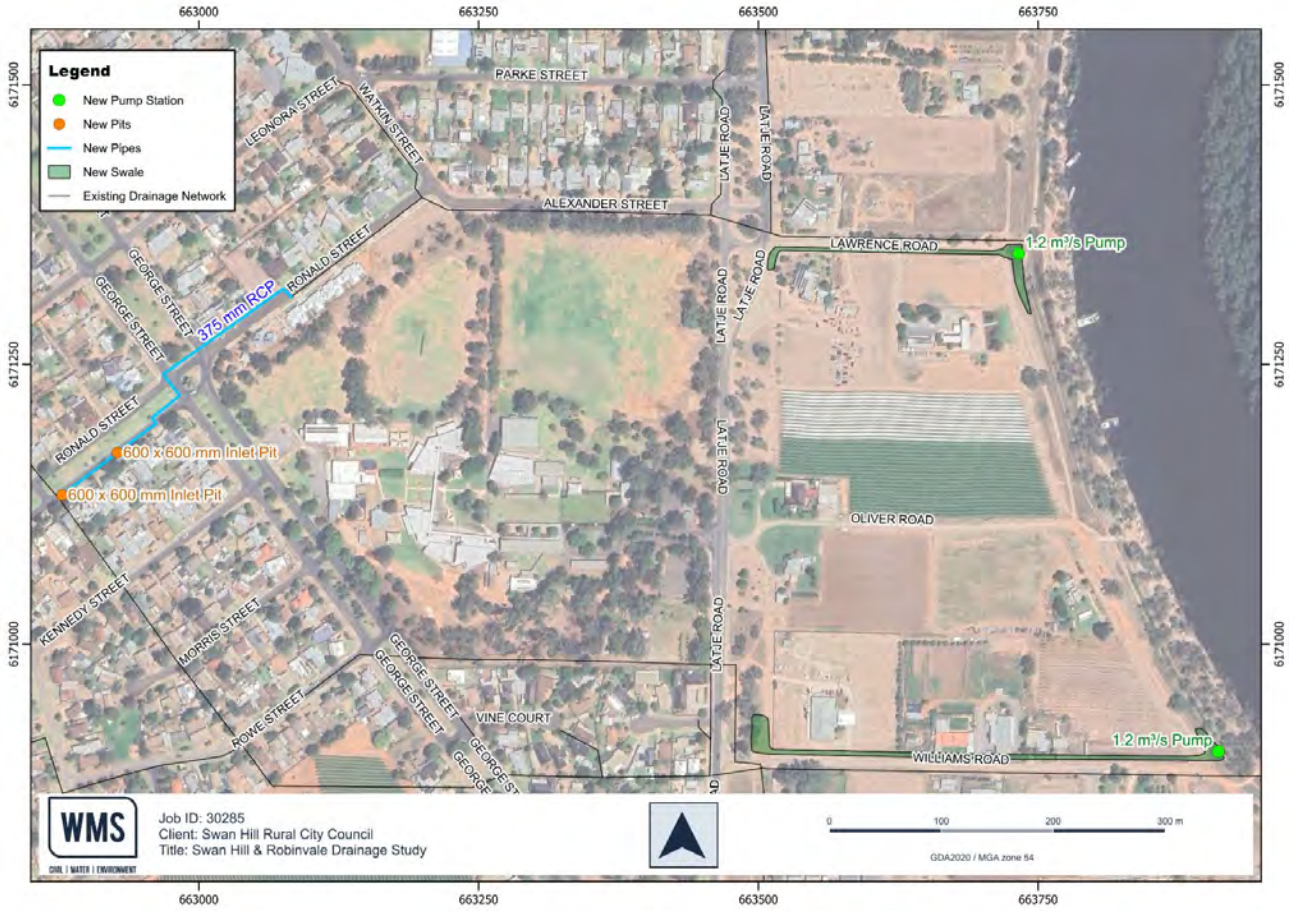


Figure 9-5 Robinvale Mitigation Option R05 Layout

9.2 ROBINVALE MITIGATION OPTION RESULTS

For each mitigation option, afflux (difference in peak water level) between the simulated mitigation option and existing case model results were produced. These afflux results highlight the expected locations and magnitude of flood improvements following implementation of each mitigation option. The following sections detail water level afflux results for each Robinvale mitigation option. Mappings of flood depth, velocity, hazard and afflux for each mitigation option are presented in Appendix D.

9.2.1 Robin Street Stormwater Network Upgrade with Pump Stations – R01

Mitigation Option R01 resulted in slightly reduced peak water levels along the sag of Robin Street and the overland flow path on Herbert Street in the 1% AEP event. Peak water levels reductions reached 90 mm on Robin Street, with up to 40 mm on Herbert Street. In the 20% AEP event, peak water levels were largely unchanged except for a 40 mm reduction on the Robin Street low point. Afflux in the 1% AEP event for Option R01 is presented in Figure 9-6.

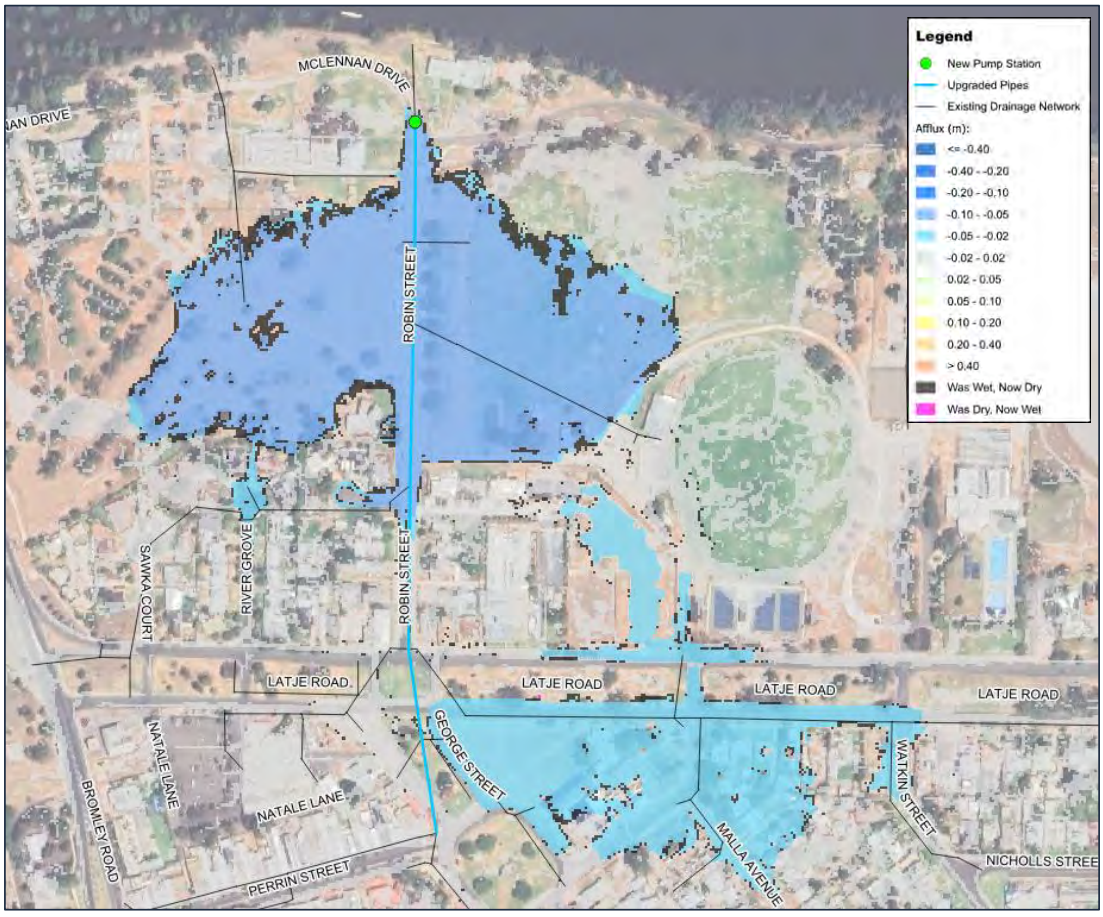


Figure 9-6 Mitigation Option R01 - 1% AEP Afflux

9.2.2 Refined Robin Street Stormwater Network Upgrade – R02

Option R02 resulted in further reductions in peak water level to the similar Option R01. On Robin Street, peak water levels were reduced by 130 mm in the 1% AEP and 150 mm in the 20% AEP event. On Herbert Street, peak water level reduced by 80 mm in the 1% AEP event and 30 mm in the 20% AEP event. Option R02 afflux is presented in Figure 9-7 and Figure 9-8.

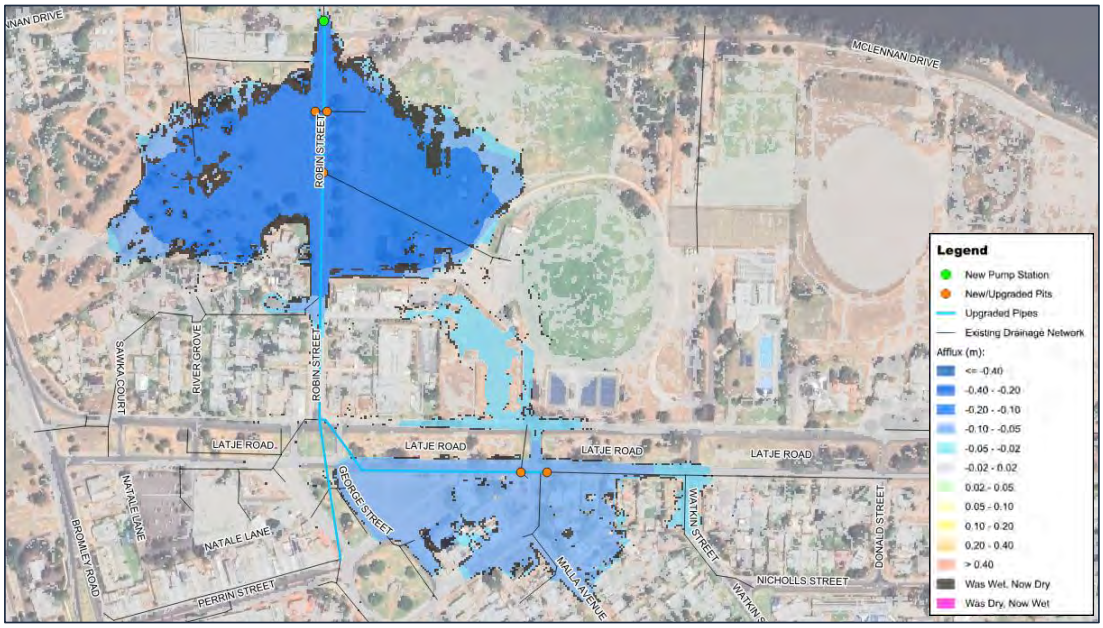


Figure 9-7 Mitigation Option R02 - 1% AEP Afflux

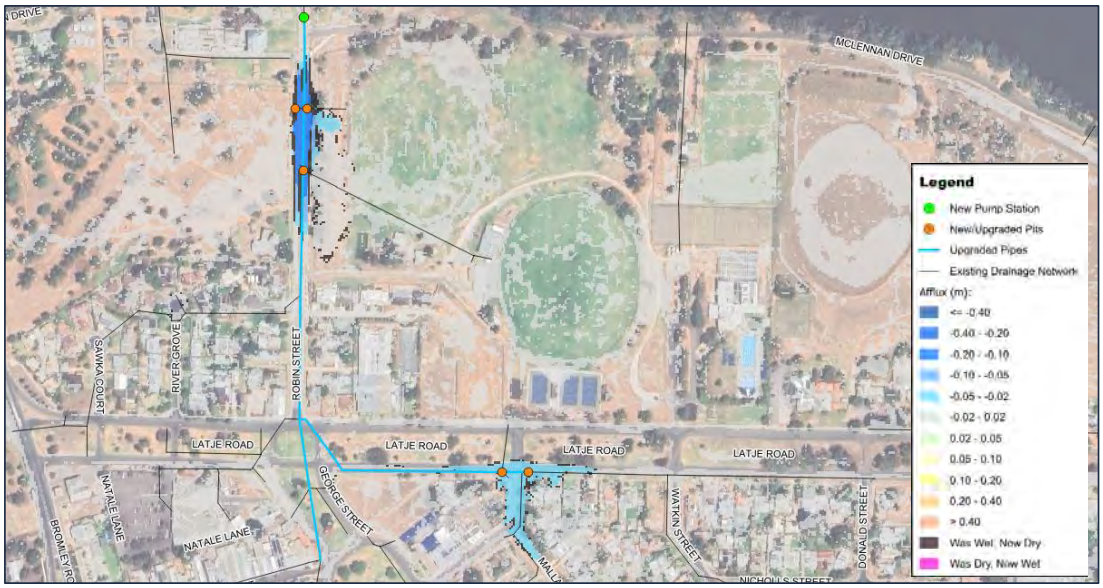


Figure 9-8 Mitigation Option R02 - 20% AEP Afflux

9.2.3 Williams Road Stormwater Upgrade with Pump Station – R03

Option R03 resulted in widespread, minor reductions in peak water level in the 1% AEP event across the central and eastern areas of Robinvale, with large reductions on Morris and Rowe Street. On Leonora Street and Ronald Street, 1% AEP peak water level reduced by 30 mm. On Morris and Rowe Street, 1% AEP peak water level reduced by 280 mm and 110 mm respectively. Afflux in the central area of Robinvale in the 1% AEP event is presented in Figure 9-9.

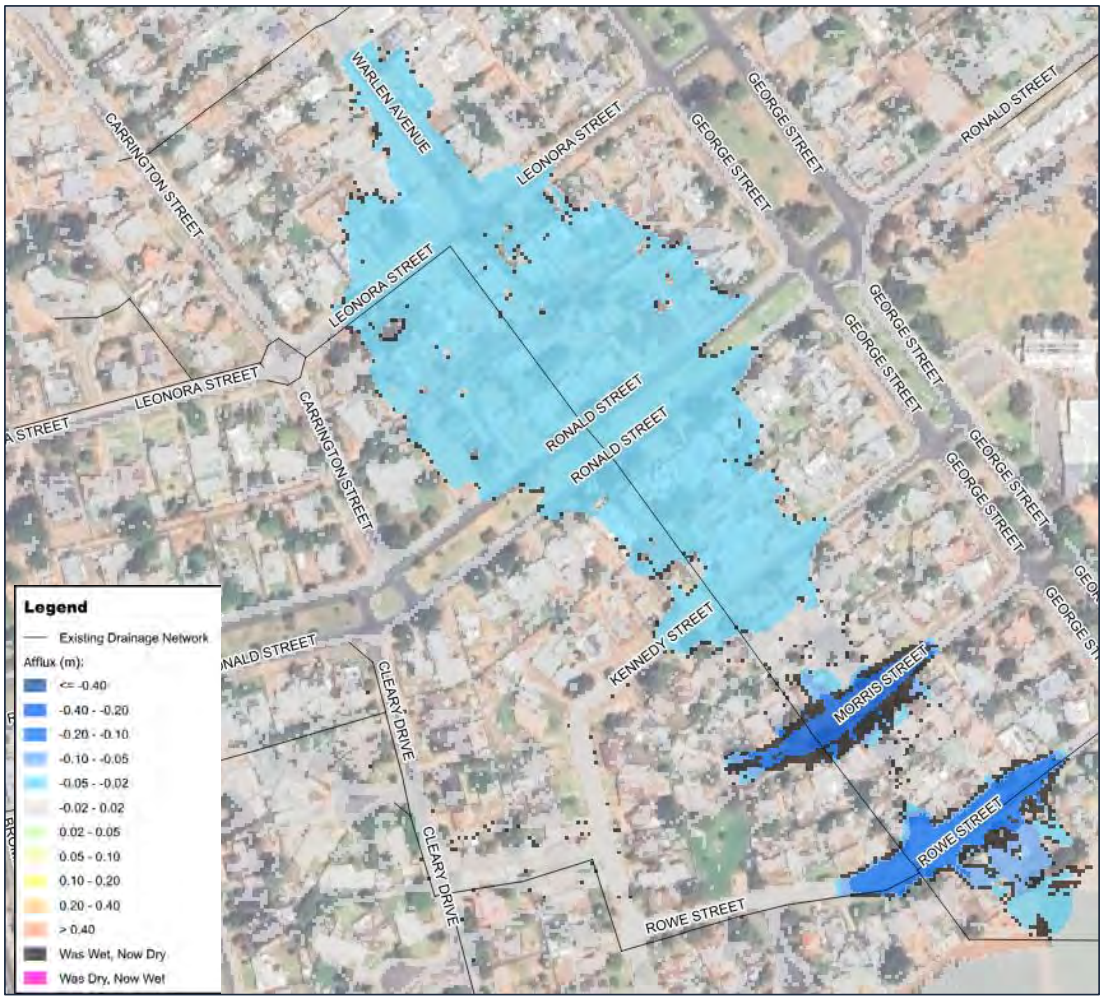


Figure 9-9 Mitigation Option R03 - 1% AEP Afflux in Central Robinvale

In the eastern areas of Robinvale, 1% AEP peak water levels adjacent to the town levee reduced by 20 – 30 mm as presented in Figure 9-10.

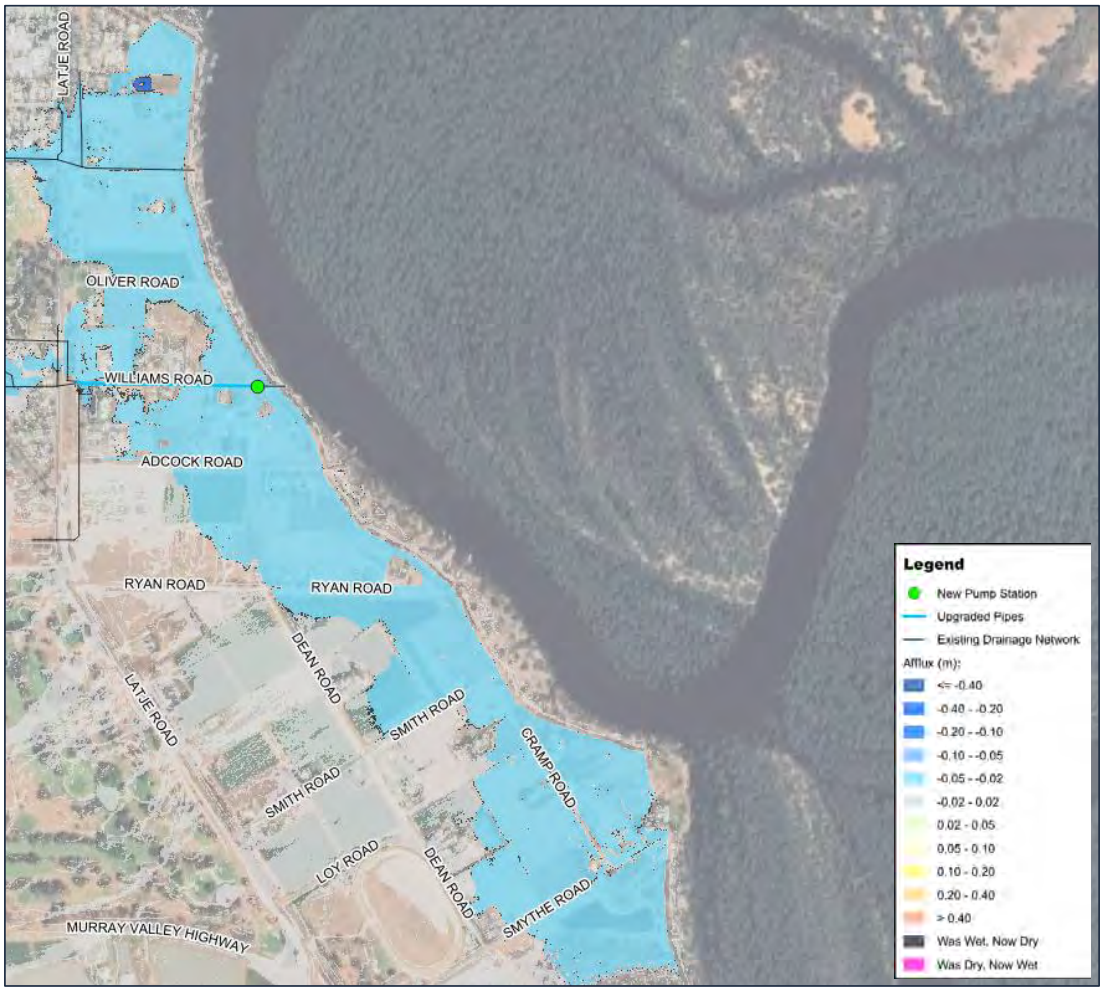


Figure 9-10 Mitigation Option R03 - 1% AEP Afflux in Eastern Robinvale

In the 5% AEP event, Option R03 provided minimal improvement to peak water levels. On Latje Road adjacent to the upgraded Williams Road stormwater pipes, 20% AEP peak water levels reduced by 55 mm. Option R03 20% afflux is presented in **Figure 9-11**.



Figure 9-11 Mitigation Option R03 - 20% AEP Afflux

9.2.4 Refined Williams Road Stormwater Upgrade – R04

Option R04 reduced 1% AEP peak water levels on Leonora Street and Ronald Street by up to 50 mm. On Morris and Rowe Street, 1% AEP peak water levels were reduced by 430 mm and 125 mm respectively. Option R04 1% AEP afflux in central Robinvale is presented in Figure 9-12.

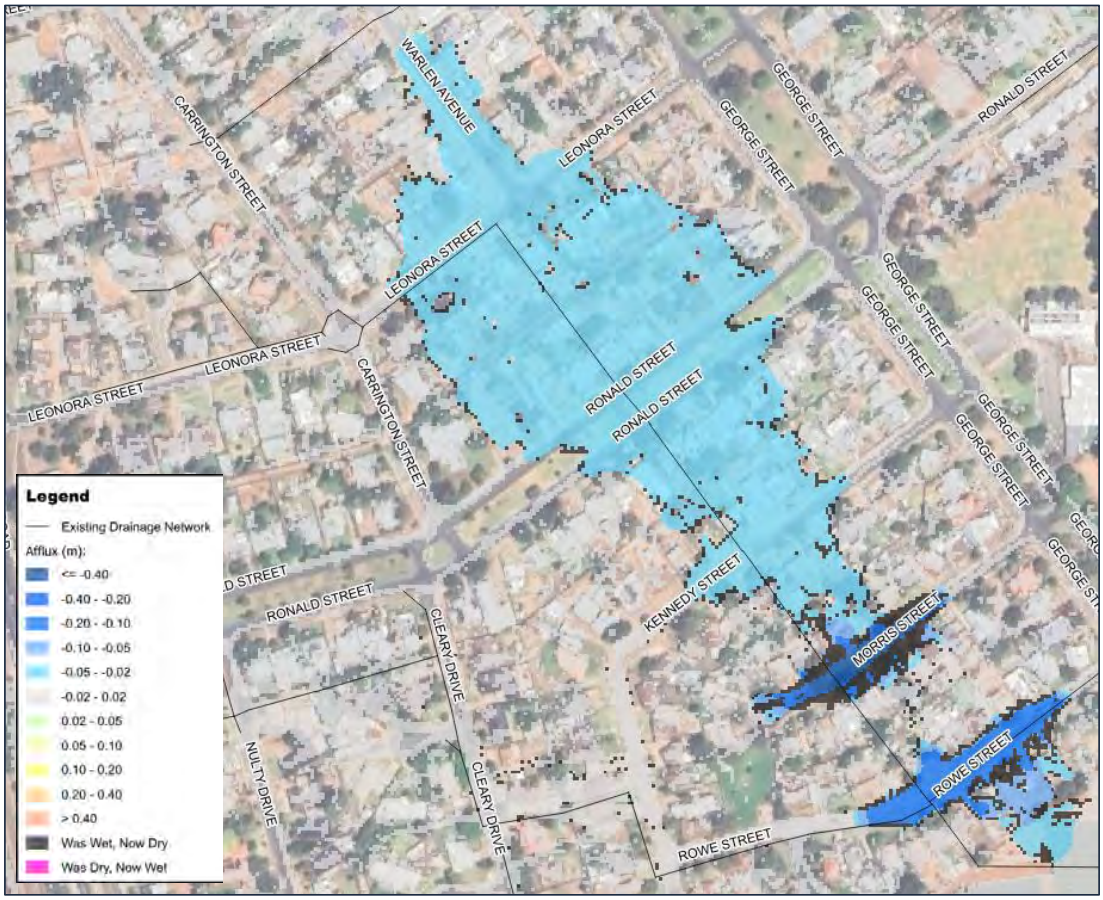


Figure 9-12 Mitigation Option R04 - 1% AEP Afflux in Central Robinvale

In eastern Robinvale, Option R04 resulted in a 30 – 60 mm reduction in 1% AEP peak water level, presented in Figure 9-13.

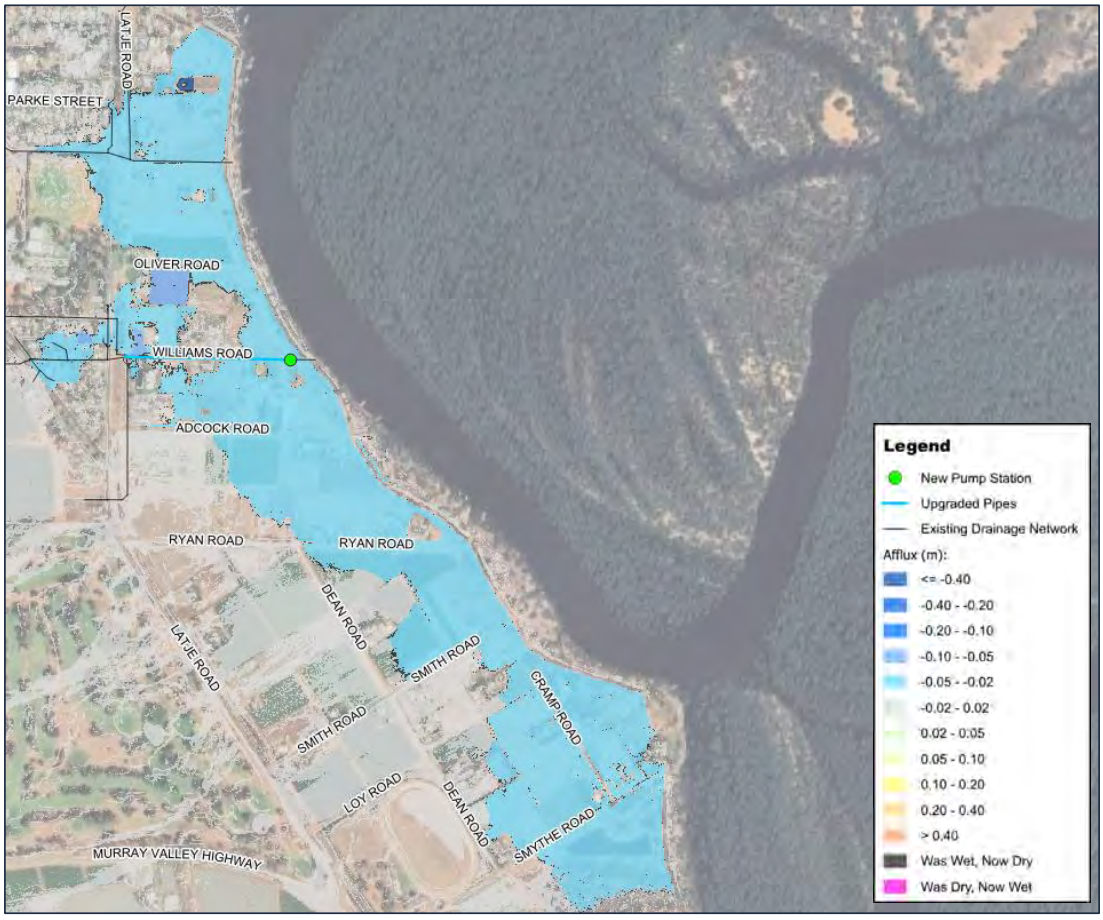


Figure 9-13 Mitigation Option R04 - 1% AEP Afflux in Eastern Robinvale

For Option R04, the 20% AEP event resulted in very similar afflux to that of Option R03, with 55 mm reductions in peak water level on Latje Road adjacent to the upgraded Williams Road pipes.

9.2.5 Ronald Street Stormwater Upgrade with Swales and Pump Station – R05

Option R05 produced substantial reductions in 1% AEP peak water level for both central and eastern Robinvale. In central Robinvale, 1% AEP peak water levels were reduced by 130 mm on Morris Street and up to 40 mm on the adjacent streets of Leonora, Ronald and Rowe Street. Option R05 Central Robinvale afflux in the 1% AEP event is presented in Figure 9-14.

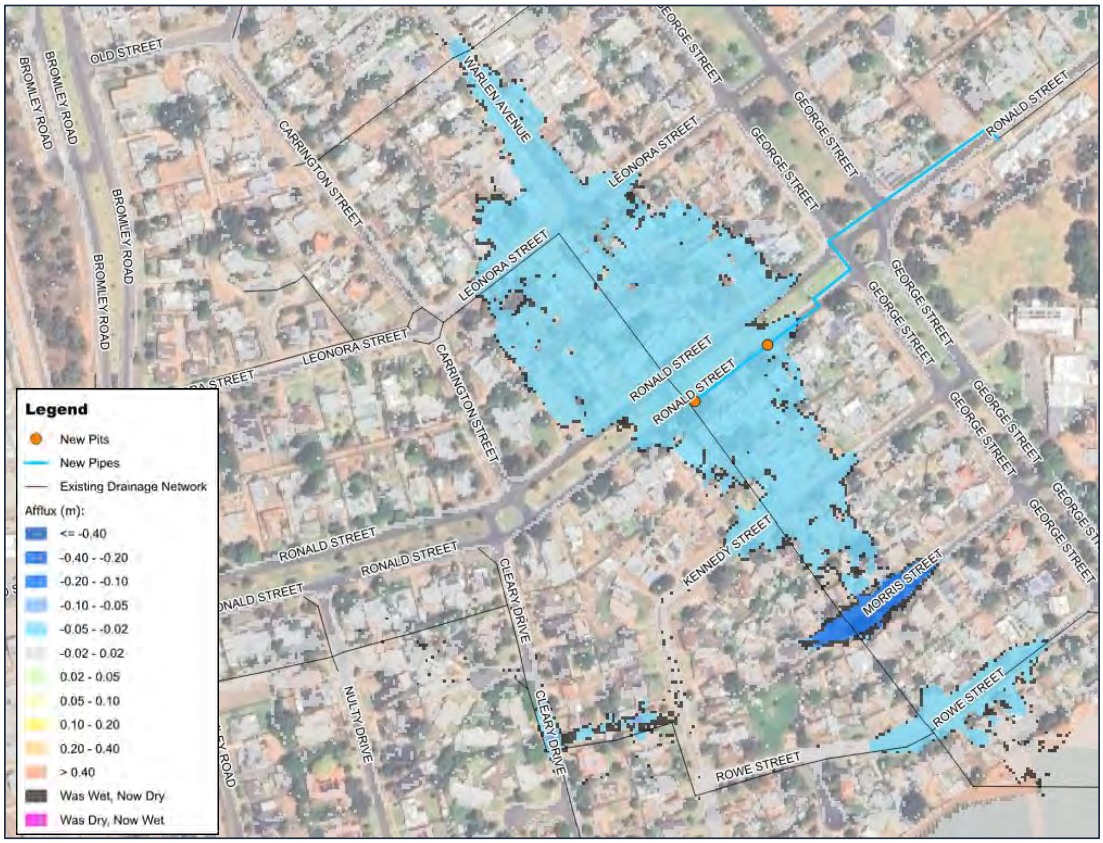


Figure 9-14 Mitigation Option R05 - 1% AEP Afflux in Central Robinvale

In the vicinity of Lawrence Road and Alexander Street, 1% AEP peak water levels reduced by 160 – 190 mm, with a substantial reduction in flood extent (denoted by the "Was Wet, Now Dry" region). Option R05 1% afflux in this area is presented in Figure 9-15.

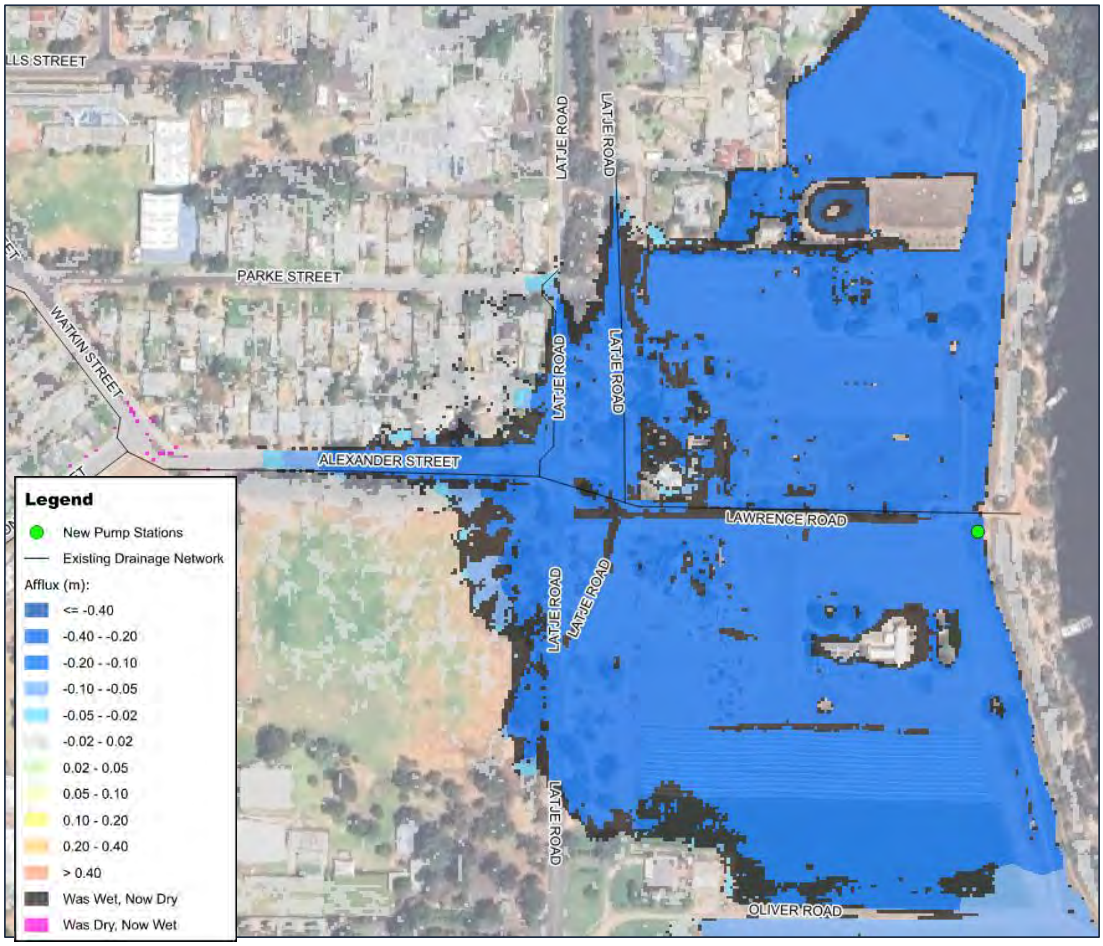


Figure 9-15 Mitigation Option R05 - 1% AEP Afflux in the Vicinity of Lawrence Road and Alexander Street

South of Oliver Road, peak water level reductions diminished from 80 mm at Oliver Road to 20 mm at Smythe Road to the southeast, presented in Figure 9-16.

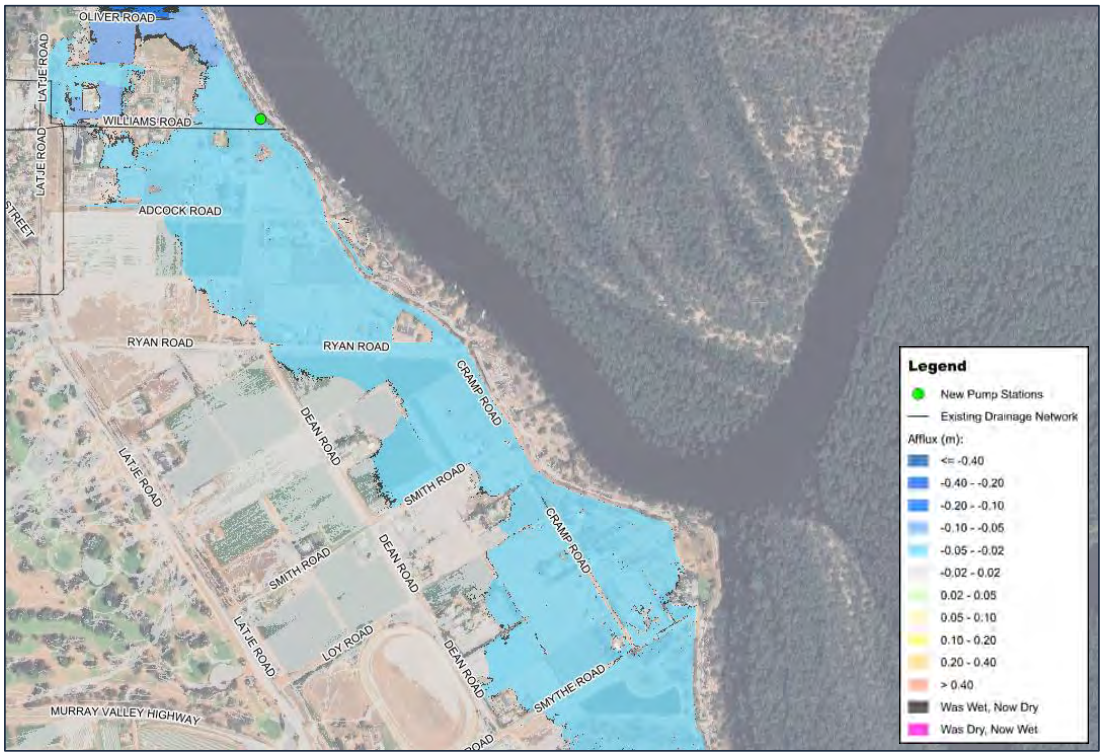


Figure 9-16 Mitigation Option R05 - 1% AEP Afflux in the from Oliver Road to Smythe Road

In the 20% AEP event, peak water level on Ronald Street reduced by 70 – 110 mm near the new inlet pits, as presented in Figure 9-17.



Figure 9-17 Mitigation Option R05 - 20% AEP Afflux on Ronald Street

Option R05 presented moderate improvements to 20% AEP peak water level in eastern Robinvale. In the vicinity of Williams and Adcock Road, peak water level was reduced by 40 – 70 mm, with greater reductions immediately surrounding the new pump station. These reductions in peak water level are presented in Figure 9-18.

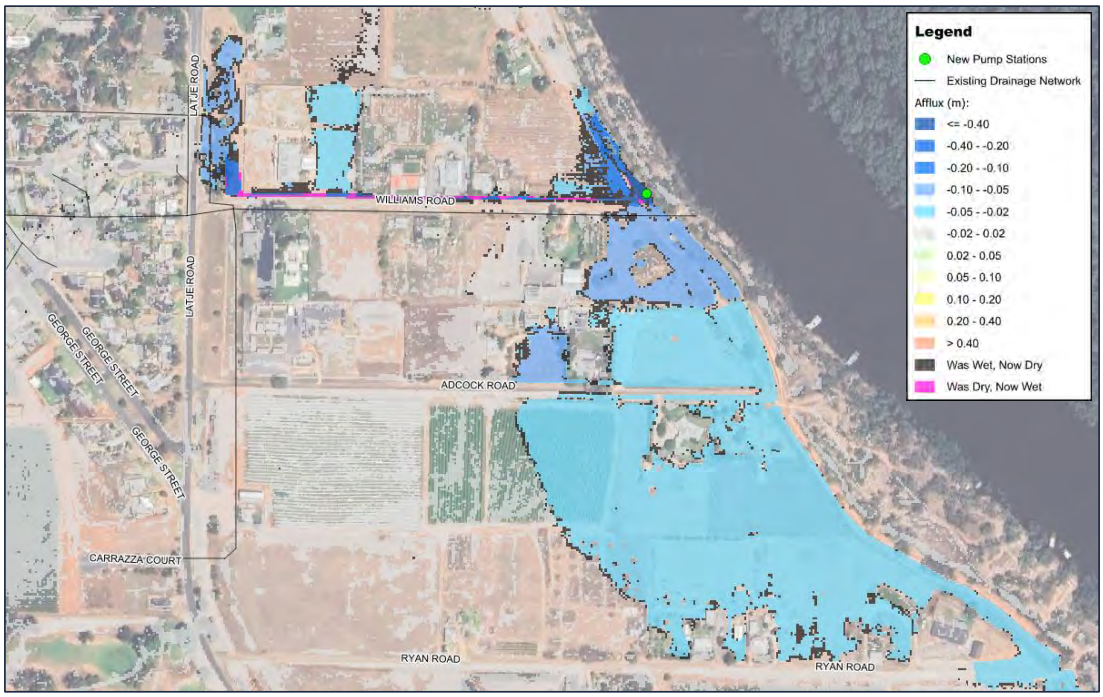


Figure 9-18 Mitigation Option R05 - 20% AEP Afflux in the Vicinity of Williams and Adcock Road

9.2.6 Results Summary

The decrease in the duration of inundation for each mitigation option compared to the existing scenario is summarised below in Table 9-1 and Table 9-2 for the 1% and 20% AEP event, respectively. Mitigation options R02 and R04 are further refinements of mitigation options R01 and R04, resulting in larger decreases in the duration of inundation. Compared to focusing on upgrading the existing stormwater network under Williams Road (i.e., R03 and R04), constructing a new drainage network from the low-lying areas in Ronald Street, along with new formalised swales, significantly reduces the inundation time—particularly at Ronald Street, Ryan Road, Williams Road, and Adcock Road.

It is recommended that Council consider Robin Street Stormwater Network Upgrade (R02) and Ronald Street Stormwater Upgrade with Swales and Pump Station (R05) and progress them to the next stage of discussion.

Table 9-1 Robinvale Inundation Duration Change 1% AEP

Road Name	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	R01	R02	R03	R04	R05
	360 min, TP02	360 min, TP02	360 min, TP09	360 min, TP09	540 min, TP07
Robin Street	5.2 (9.2)	7.7 (5.3)	NA (11.8)	NA (11.8)	NA (16.5)
River Grove	2.5 (0.8)	1.2 (2.2)	NA (2.9)	NA (2.9)	NA (3.8)
Margaret Street	4.9 (0)	4.7 (0)	NA (0)	NA (0)	NA (0)
Latje Road	1.6 (12.1)	2.9 (12.1)	1.5 (12.2)	4.0 (12.2)	6.5 (14.8)
George Street	1.4 (12.9)	4.0 (12.9)	NA (12.9)	NA (12.9)	NA (18.3)
Herbert Street	1.3 (7.3)	3.2 (5.8)	NA (9.0)	NA (9.0)	NA (9.6)
Malla Avenue	1.2 (7.0)	3.1 (5.4)	NA (8.3)	NA (8.4)	NA (9.2)
Watkin Street	1.4 (1.8)	2.3 (1.0)	NA (2.2)	NA (2.2)	NA (2.3)
Warlen Avenue	NA (9.9)	NA (9.9)	1.3 (9.5)	1.6 (9.2)	1.3 (10.9)
Leanora Street	NA (12.9)	NA (12.9)	1.1 (12.9)	1.6 (12.9)	1.1 (18.3)
Ronald Street	NA (10.7)	NA (10.7)	1.1 (10.2)	1.4 (9.9)	1.9 (8.4)
Morris Street	NA (5.6)	NA (5.6)	2.6 (4.0)	4.4 (1.8)	1.3 (5.6)
Row Street	NA (6.0)	NA (6.0)	1.1 (5.5)	1.3 (5.4)	NA (7.2)
Ryan Road	NA (10.5)	NA (10.5)	5.2 (10.4)	5.3 (10.4)	9.2 (14.4)
Williams Road	NA (9.2)	NA (9.2)	4.3 (8.0)	4.8 (8.0)	8.2 (6.9)
Adcock Road	NA (10.6)	NA (10.6)	3.9 (10.5)	4.4 (10.5)	10.4 (14.6)

Table 9-2 Inundation Duration Change 20% AEP

Road Name	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	R01	R02	R03	R04	R05
	270 min, TP04	270 min, TP04	360 min, TP06	540 min, TP02	540 min, TP02
Robin Street	1.3 (2.7)	3.2 (0.8)	NA (4.8)	NA (8.6)	NA (8.6)
River Grove	NA (0)	NA (0)	NA (0)	NA (0)	NA (0)
Margaret Street	NA (0)	NA (0)	NA (0)	NA (0)	NA (0)
Latje Road	NA (0)	NA (0)	-1.7 (0)	-1.7 (0)	NA (0)
George Street	NA (6.2)	NA (6.2)	-2.3 (12.1)	-2.3 (18.8)	-0.7 (18.8)
Herbert Street	NA (1.8)	NA (1.8)	NA (2.7)	NA (2.9)	NA (2.9)
Malla Avenue	NA (1.4)	NA (1.2)	NA (0)	NA (1.5)	NA (1.5)
Watkin Street	NA (0)	NA (0)	NA (0)	NA (0)	NA (0)
Warlen Avenue	NA (3.9)	NA (3.9)	NA (5.1)	NA (7.5)	NA (7.5)
Leanora Street	NA (6.6)	NA (6.6)	NA (12.2)	NA (18.9)	NA (18.9)
Ronald Street	NA (2.4)	NA (2.4)	NA (5.0)	NA (6.5)	NA (0)
Morris Street	NA (0)	NA (0)	NA (0)	NA (0)	NA (0)
Row Street	NA (2.2)	NA (2.2)	NA (3.3)	NA (3.6)	NA (3.6)
Ryan Road	NA (1.7)	NA (1.7)	NA (7.1)	NA (12.3)	NA (12.2)
Williams Road	NA (0)	NA (0)	NA (0)	NA (0)	NA (0)
Adcock Road	NA (0)	NA (0)	NA (6.9)	NA (12.8)	NA (12.8)

9.3 SWAN HILL MITIGATION OPTIONS

9.3.1 Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station - S01

Mitigation Option S01 focused on development of a new major drainage network in the southern end of the township. A new major drainage pipeline was implemented along Werril Street, featuring twin 1200 mm RCPs underneath the road corridor. Feeding into this drainage pipeline was a new stormwater network on the southern half of Yana Street, and the re-established No. 9 Channel. The existing stormwater network on Parkview Drive, Wilkins Grove and Poole Boulevard was redirected into the No. 9 Channel to utilise the new southern drainage pipeline. New pump stations were implemented on Landy Crescent and Charlie Gray Close, pumping stormwater to both the No. 9 Channel and the new stormwater pipes on Yana Street.

The existing pump station on Pental Island Road was upgraded to have a peak capacity of 4 m^3/s (increased from 0.28 m^3/s) to accommodate the new pipeline flows which drain to the basin adjacent to the pump station. The layout of Option S01 is presented in Figure 9-19.

9.3.2 Nalder Drive to Nowie Street Stormwater Upgrade - S02

Mitigation Option S02 involved upgrading pipe sizes in the existing stormwater network in the vicinity of Nowie Street to remove several pipe size bottlenecks. The stormwater pipes on Nowie Street between Cleeland Drive and Cobham Avenue were increased to 750 mm diameter RCPs. The stormwater pipes running from the bend in Nalder Drive to the intersection of Cobham Avenue and Nowie Street were increased to 600 mm RCPs. Certain inlet pit sizes were also upgraded in the vicinity. Additionally, the stormwater pipes from Campbell Street to the outlet at the Little Murray River were increased to 900 mm RCPs. The layout of Option S02 is presented in Figure 9-20.

9.3.3 Main Drain Pump Station Upgrade - S03

Mitigation Option S03 focused on a major upgrade to Swan Hill's largest pump station, the pump station at the downstream end of the Main Drain. Option S03 was simulated to have a total peak pump station capacity of 10 m^3/s, increased from the existing case peak capacity of 3.3 m^3/s. The layout of Option S03 is presented in Figure 9-21.

9.3.4 Milloo Street and Chapman Street Pump Station and Drainage Upgrade - S04

Mitigation Option S04 included various pipe size and inlet pit upgrades near the Swan Hill CBD. Along Chapman Street, the stormwater pipes between Gurnett Oval and Campbell Street were increased to 600 mm diameter RCPs. From Campbell to Curlewis Street, the Chapman Street stormwater pipes were increases to 750 mm diameter RCPs. The stormwater pipes along Hastings Street were increased to 900 mm RCPs. Four inlet pits were upgraded to 1200 x 1200 mm square inlet pits. Additionally, the existing pump station on Milloo Street was upgraded to have a peak capacity of 1.1 m^3/s. The layout of Option S04 is presented in Figure 9-22.

9.3.5 Butterworth Street to Main Drain Stormwater Network - S05

Mitigation Option S05 featured a new stormwater pipe network on Notting Road, Hocking Drive, Williams Road, Suttie Drive, Butterworth Street, Graemer Drive, Derham Drive and Yvonne Close. With the exception of Butterworth Street and Williams Road, all of these streets were simulated with 300 mm stormwater pipes and 600 x 900 mm inlet pits. These streets drained to Butterworth Street and Williams Road, through 450 mm and then 600 mm RCPs respectively. The stormwater pipes along Williams Road discharged to the Main Drain. The layout of Option S04 is presented in Figure 9-23.

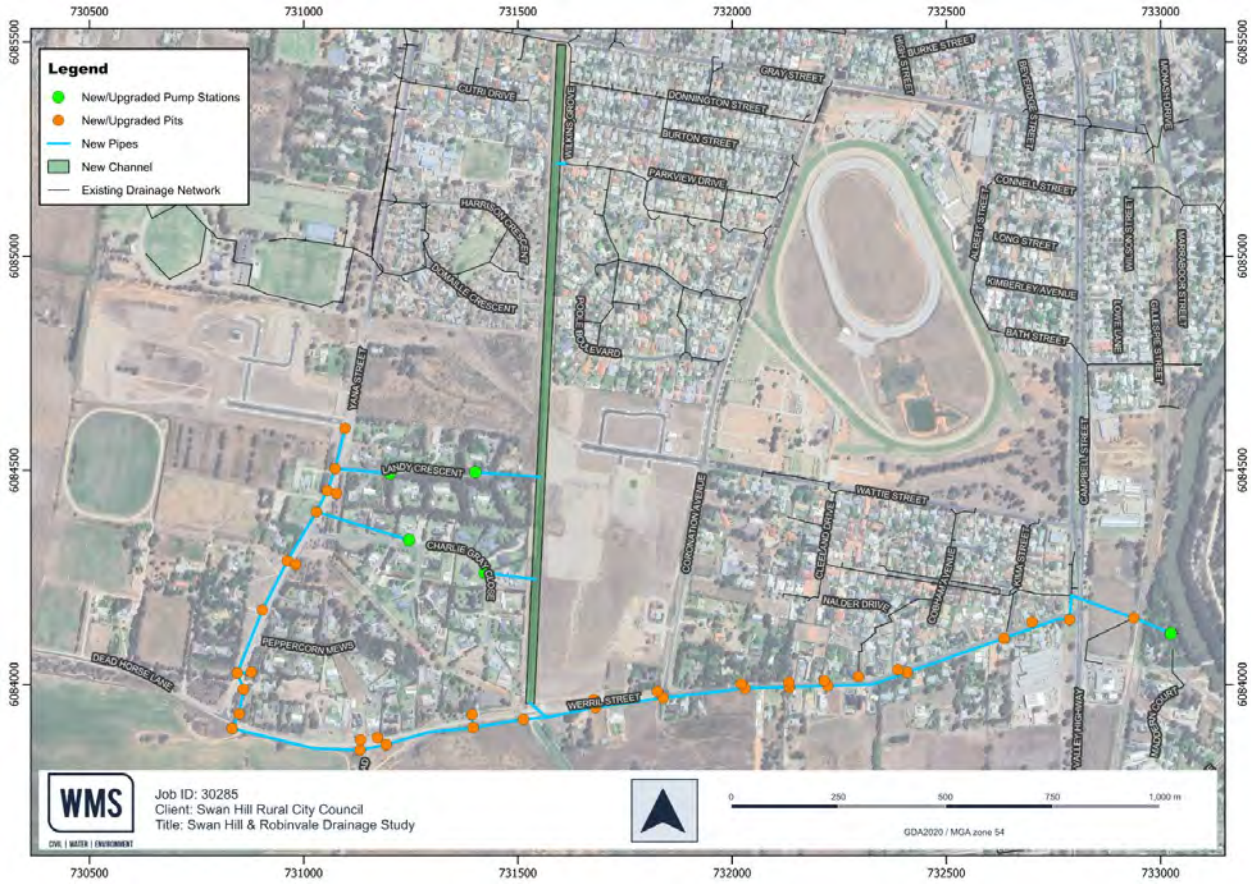


Figure 9-19 *Swan Hill Mitigation Option S01 Layout*

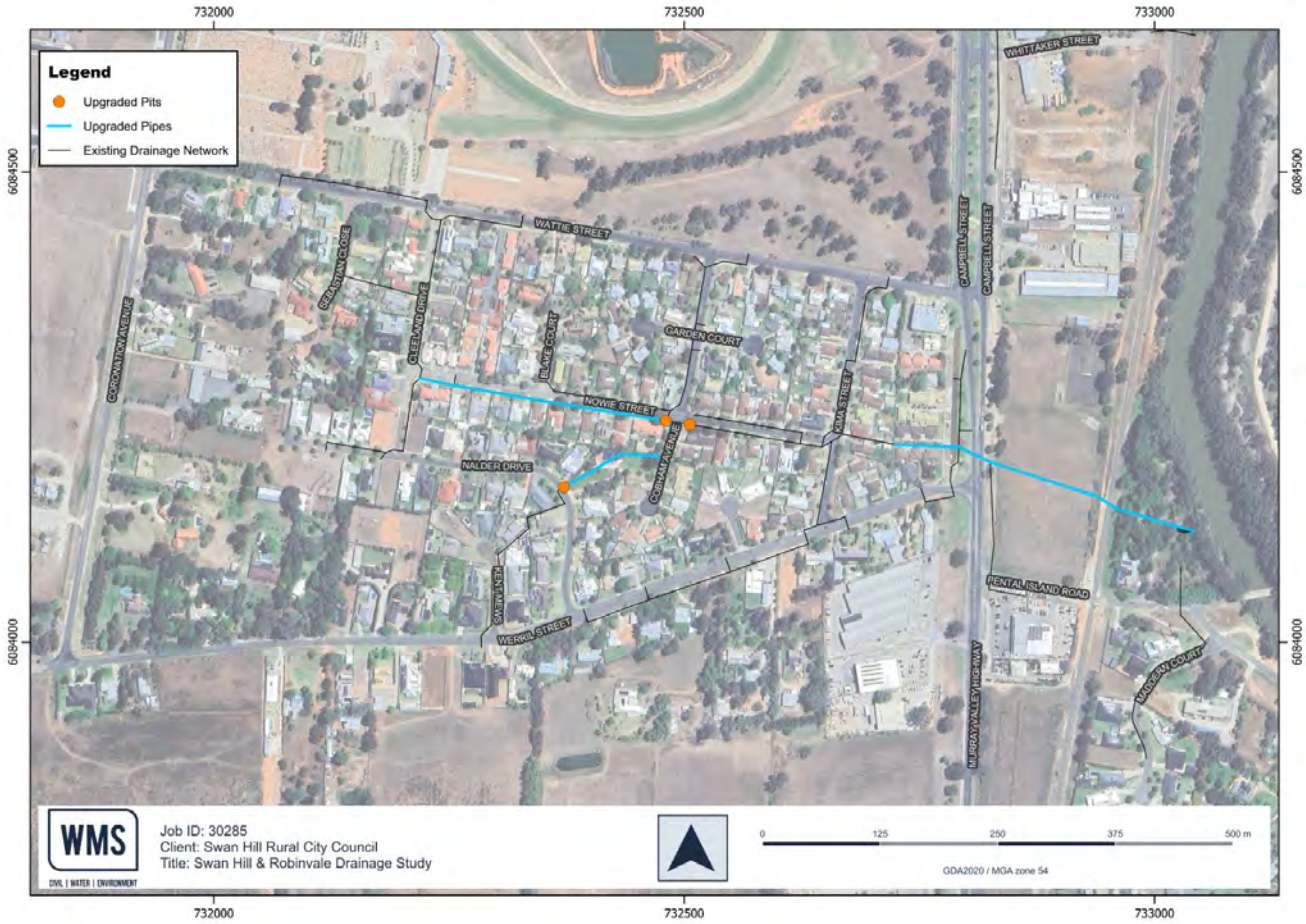


Figure 9-20 Swan Hill Mitigation Option S02 Layout



Figure 9-21 Swan Hill Mitigation Option S03 Layout

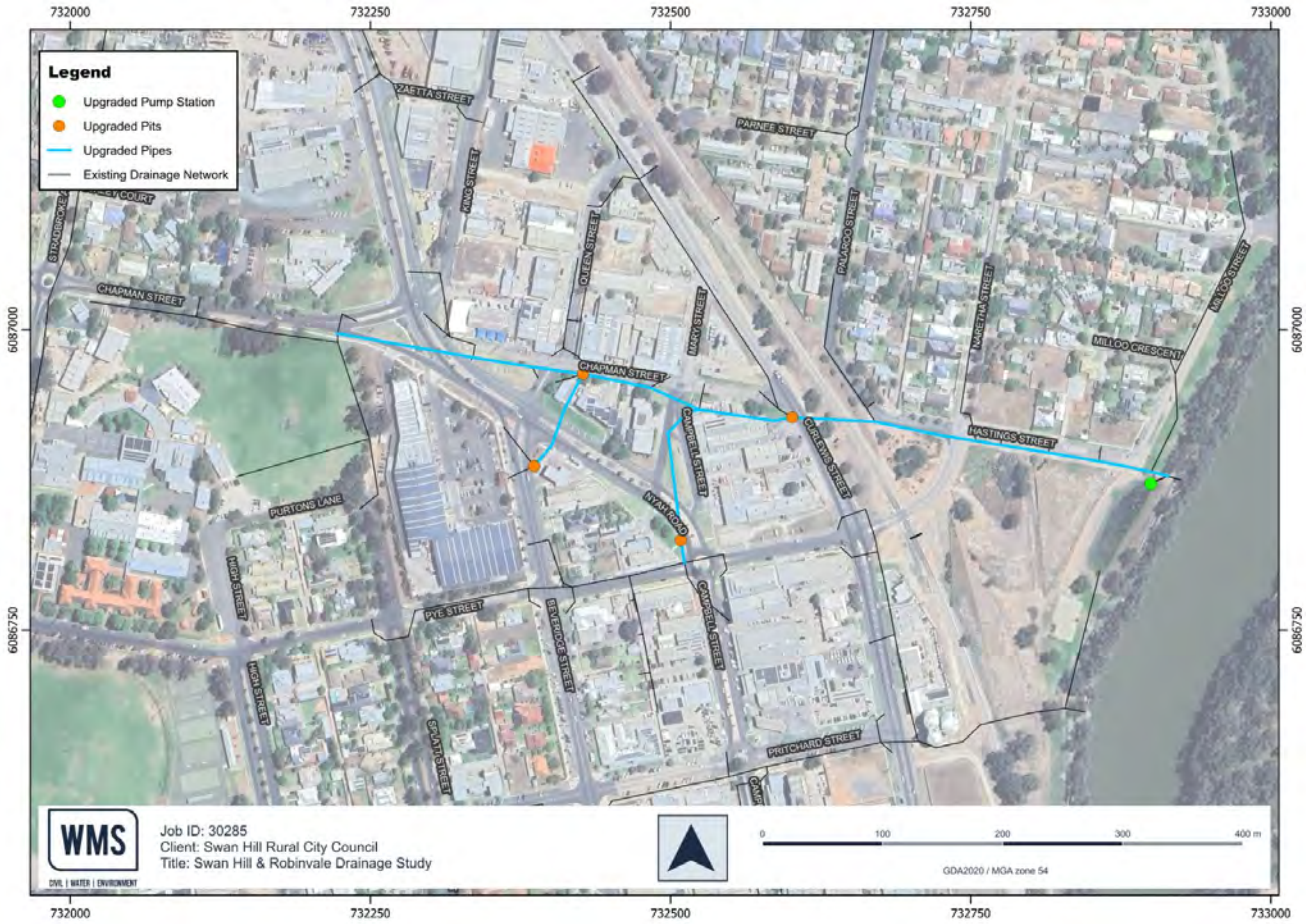


Figure 9-22 Swan Hill Mitigation Option S04 Layout

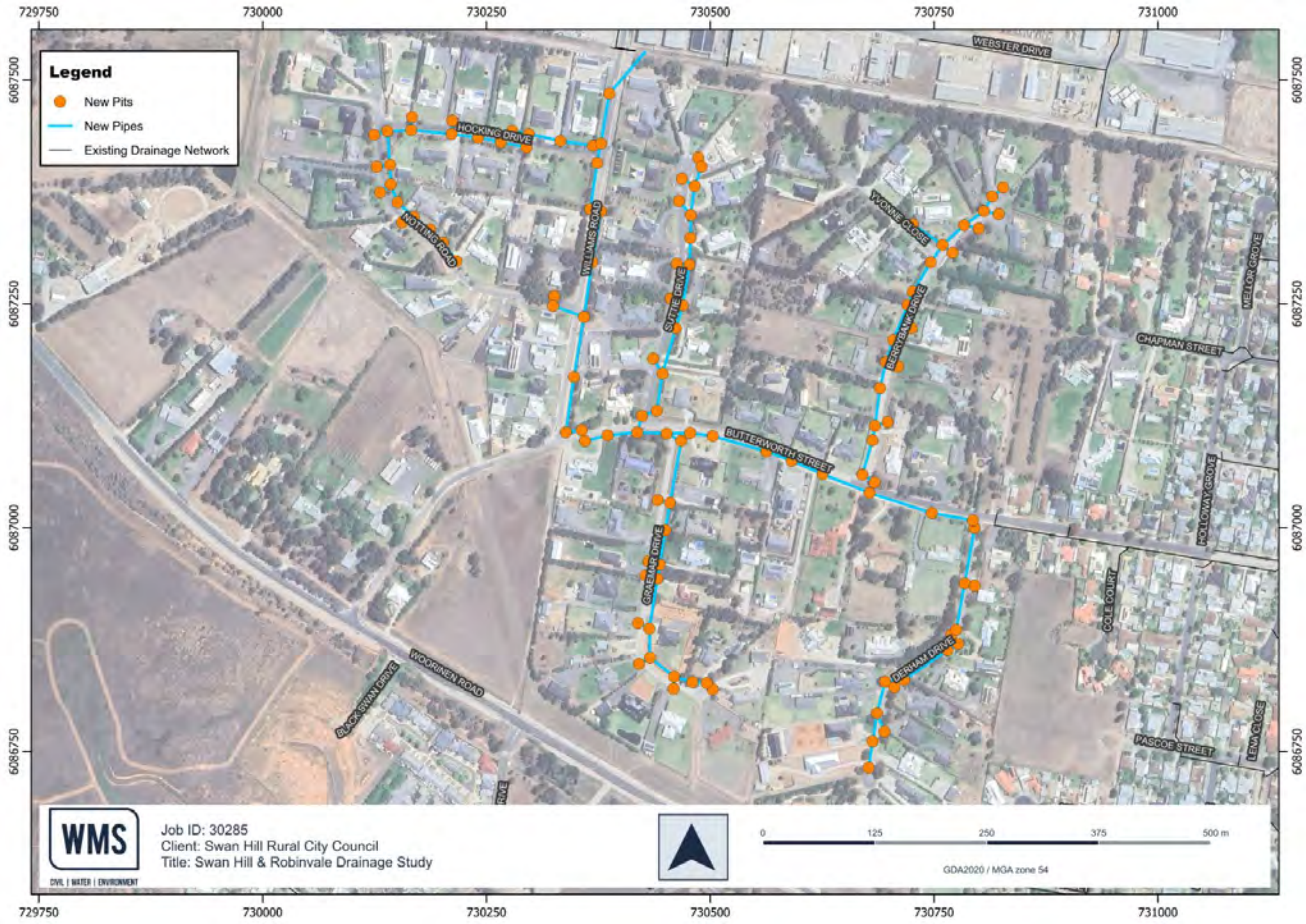


Figure 9-23 Swan Hill Mitigation Option S05 Layout

9.4 SWAN HILL MITIGATION OPTION RESULTS

For each mitigation option, afflux (difference in peak water level) between the simulated mitigation option and existing case model results were produced. These afflux results highlight the expected locations and magnitude of flood improvements following implementation of each mitigation option. The following sections detail water level afflux results for each Swan Hill mitigation option. Mappings of flood depth, velocity, hazard and afflux for each mitigation option are presented in Appendix E.

9.4.1 Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station - S01

Mitigation Option S01 saw widespread reductions in flood level throughout the southern areas of the township. Generally, flood level reductions were greatest in the 1% and 2% AEP events, with minor improvements to 20% AEP flood levels.

In the 1% AEP event, peak water level in the vicinity of Landy Crescent and Charlie Gray Close reduced by 50 – 90 mm, with slight reductions in flood extent. Along the road corridor of Werril Street, peak water levels decreased by 100 – 500 mm. Much of the road crest of Werril Street becomes flood-free at this location. Afflux in this area in the 1% AEP is presented in Figure 9-24.

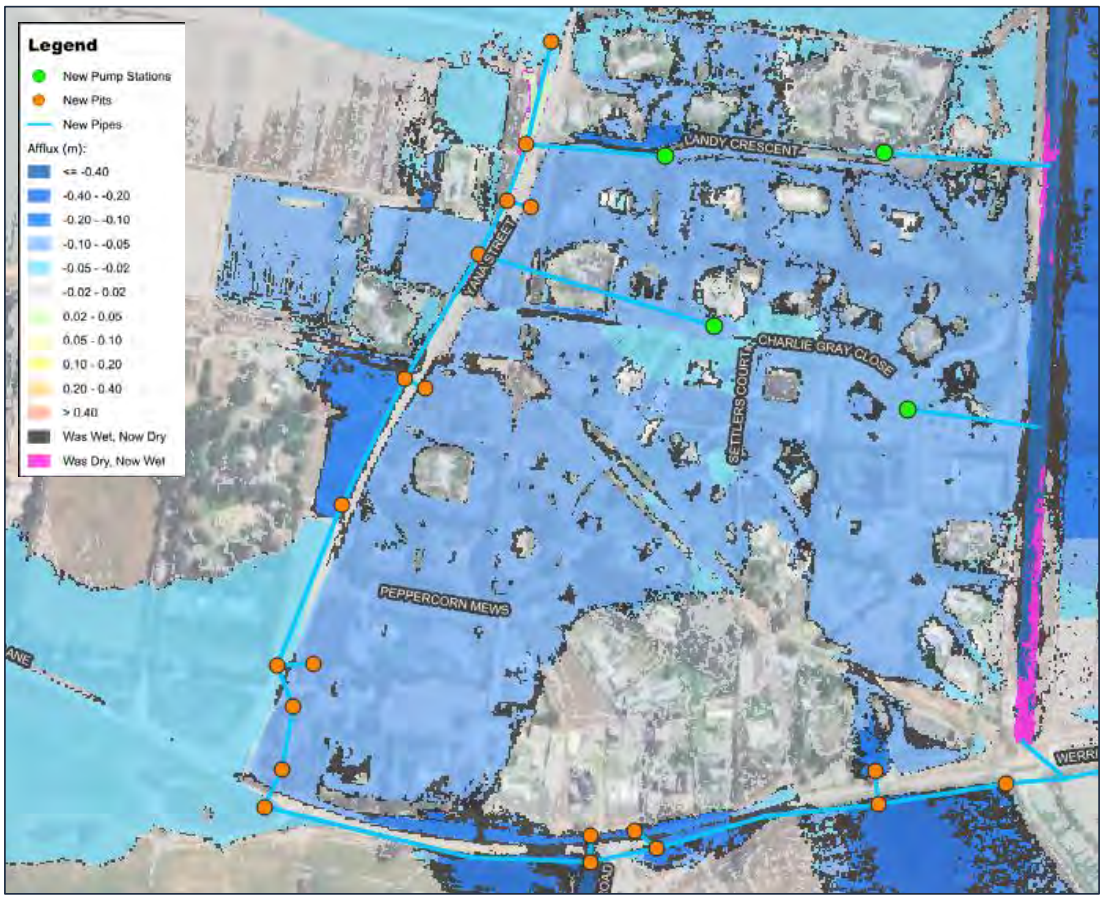


Figure 9-24 Mitigation Option S01 - 1% AEP Afflux in the Vicinity of Landy Crescent and Charlie Gray Close

West of the racecourse, peak water level in the vicinity of Wilkins Grove and Poole Boulevard decreased by 100 – 150 mm. On the other side of the newly re-established No. 9 drain, peak water levels in Jaycee Park and the grounds of the Swan Hill Specialist School decreased by 80 mm. Afflux at these locations are presented in Figure 9-25.



Figure 9-25 Mitigation Option S01 - 1% AEP Afflux in the Vicinity of Poole Boulevard and Wilkins Grove

Similar improvements are observed south of the racecourse in the vicinity of Nowie Street and Nalder Drive. Peak water levels on Nowie Street are decreased by up to 105 mm. Kent Mews experienced a 110 mm decrease in peak water level. Nalder Drive experienced slightly less reduction, with an 80 mm reduction in peak water level.

The 2% AEP event sees even greater reductions in peak water level on Charlie Gray Close and Landy Crescent. These locations experienced a decrease in peak level of 100 – 350 mm, with the roadway of Landy Crescent and Charlie Gray Close becoming flood-immune in this event. Afflux at these locations in the 2% AEP event are presented in Figure 9-26.

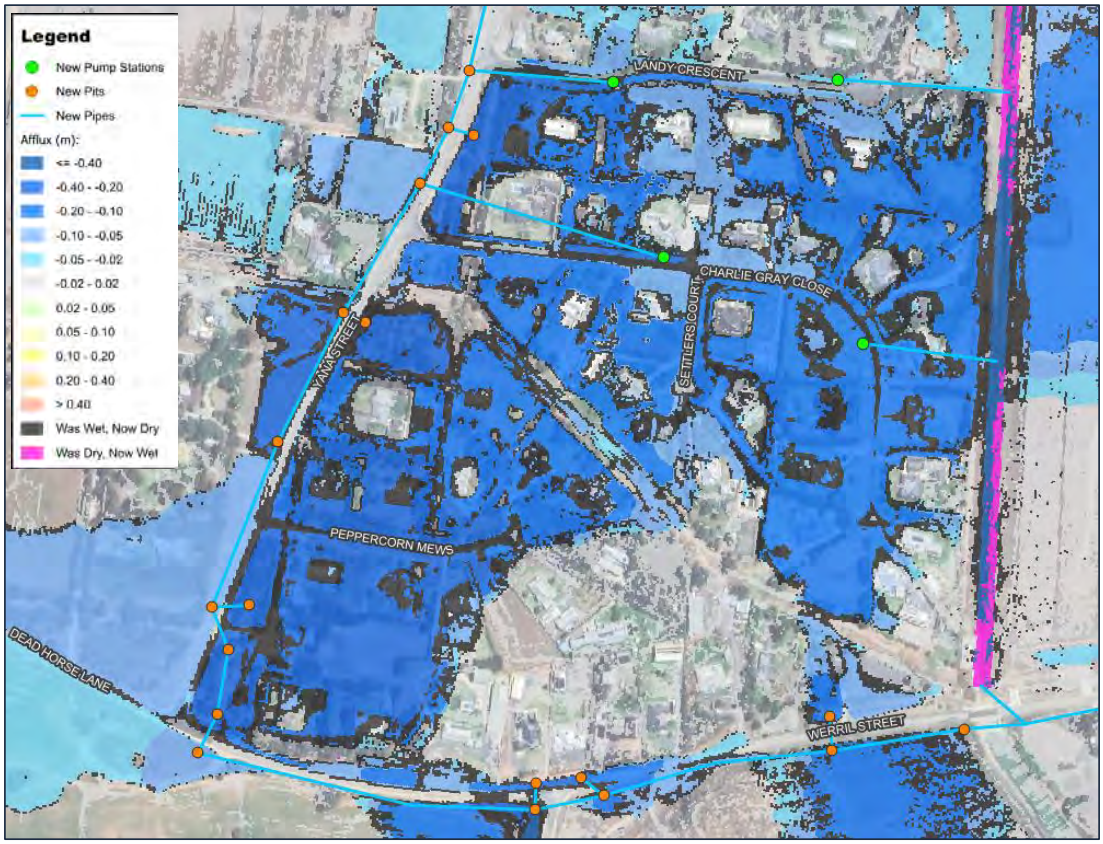


Figure 9-26 Mitigation Option S01 - 2% AEP Afflux in the Vicinity of Landy Crescent and Charlie Gray Close

9.4.2 Nalder Drive to Nowie Street Stormwater Upgrade - S02

Mitigation Option S02 saw moderate improvements to overland flooding in the vicinity of Nowie Street and Nalder Drive. In the 1% AEP event, peak water levels along the roadway of Nowie Street, Cobham Avenue and Kima Street reduced by 50 – 60 mm. Between Nalder Drive and Coronation Avenue, peak water levels reduced by 30 mm. Afflux at these locations in the 1% AEP are presented in Figure 9-27.



Figure 9-27 Mitigation Option S02 - 1% AEP Afflux in the Vicinity of Nowie Street and Nalder Drive

The 2% AEP event saw minor reductions in peak water level on Nalder and Cleeland Drive, ranging from 20 – 45 mm. In the 20% AEP event, the low point of Nalder Drive (on the bend near the intersection with Werril Street) experienced a 120 mm reduction in peak flood level. Afflux on Nalder Drive in the 20% AEP event is presented in Figure 9-28.



Figure 9-28 Mitigation Option S02 - 20% AEP Afflux in the Vicinity of Nowie Street and Nalder Drive

9.4.3 Main Drain Pump Station Upgrade - S03

Option S03 resulted in substantial flood level decreases for low-lying areas adjacent to the Main Drain in the 1% and 2% AEP events. In the 20% AEP event, peak water level only decreased within the Main Drain itself. In the industrial estate north of the Main Drain, peak water level decreased by 110 mm in the 1% AEP and 130 – 160 mm in the 2% AEP event. Several residential properties to the south of the Main Drain also saw similar reductions in peak water level. Refer to Figure 9-29 for 1% AEP afflux, and Figure 9-30 for the 2% AEP afflux at these locations.

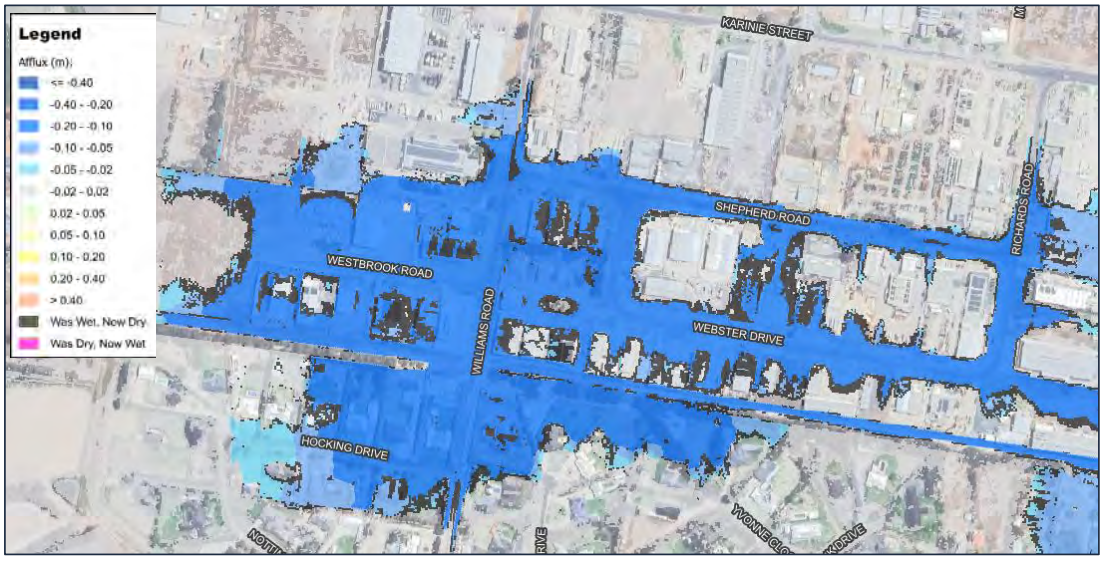


Figure 9-29 Mitigation Option S03 - 1% AEP Afflux in the Industrial Estate Adjacent to the Main Drain

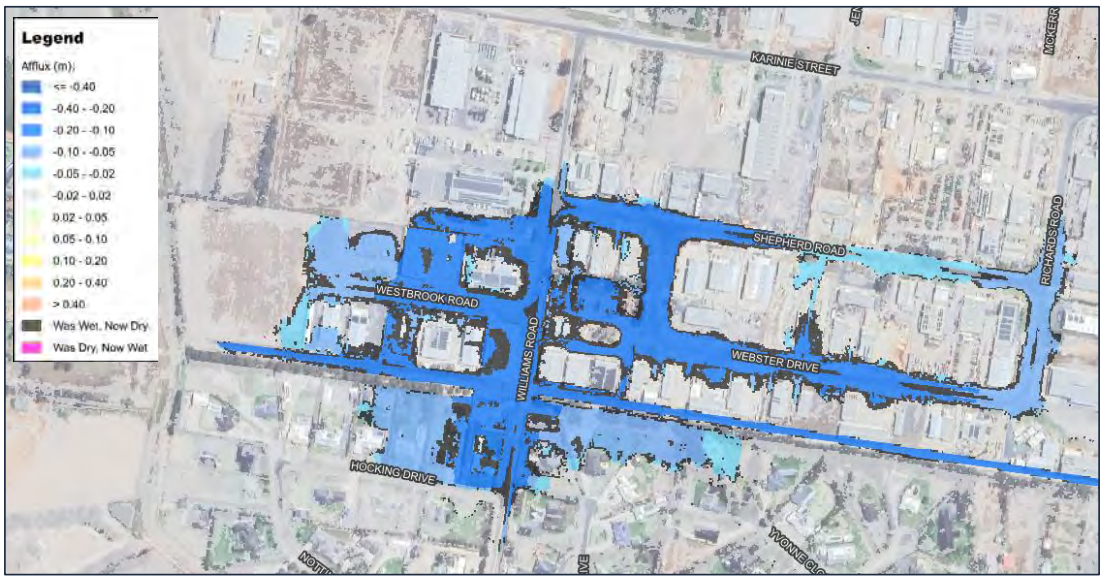


Figure 9-30 Mitigation Option S03 - 2% AEP Afflux in the Industrial Estate Adjacent to the Main Drain

Near Swan Hill North Primary School, peak water level was substantially reduced in the 1% and 2% AEP events. In the school grounds, peak water levels were reduced by 100 – 150 mm in the 1% AEP event and 90 – 160 mm in the 2% AEP event. Roadways near the school experienced decreased peak water levels, including Chapman Street, Murlong Street, Cadell Street, McDonald Court and Gordon Court. Afflux for these locations in the 1% and 2% AEP events are presented in **Figure 9-31** and **Figure 9-32** respectively.

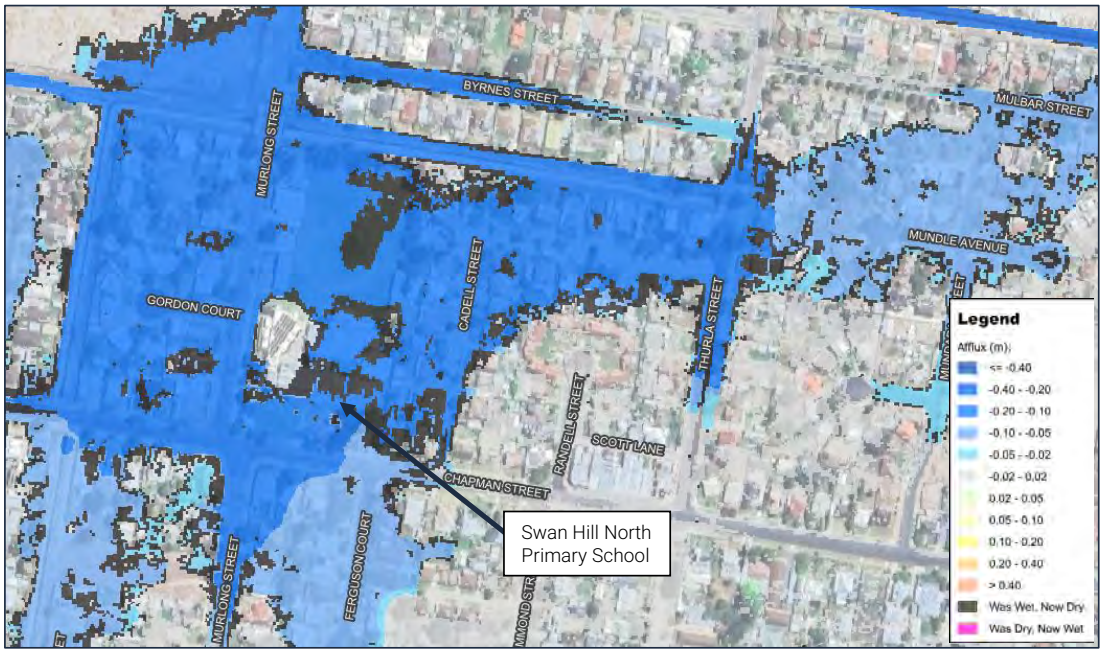


Figure 9-31 Mitigation Option S03 - 1% AEP Afflux Near Swan Hill North Primary School

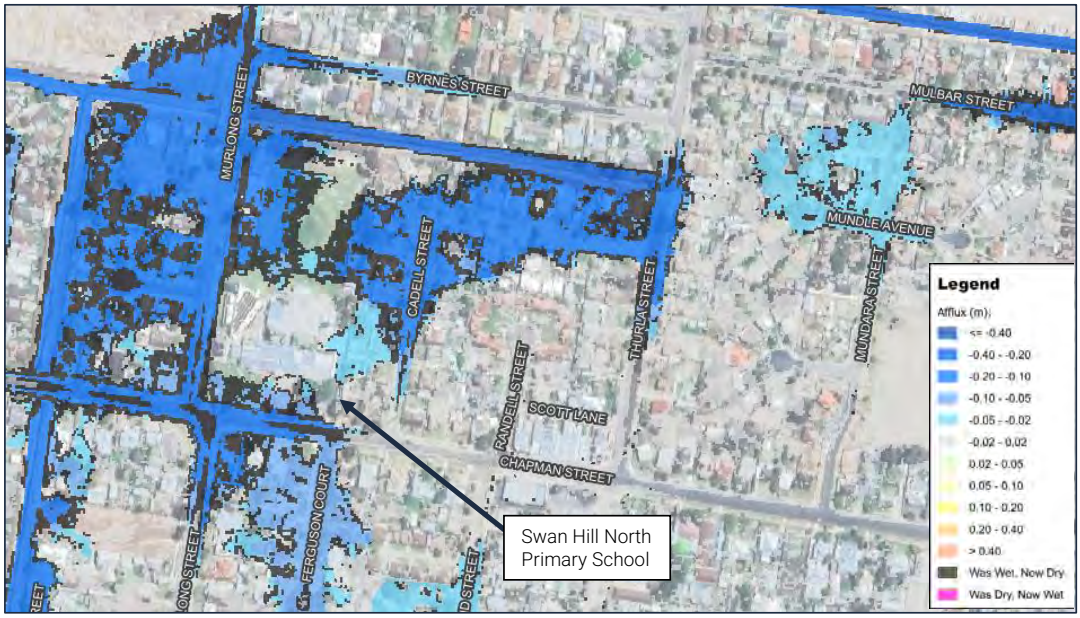


Figure 9-32 Mitigation Option S03 - 2% AEP Afflux Near Swan Hill North Primary School

In the 20% AEP event, reductions in peak water level were limited to the lower sections of the Main Drain near the upgraded pump station. Afflux in the 20% AEP event near the pump station are presented in **Figure 9-33**.



Figure 9-33 Mitigation Option S03 - 20% AEP Afflux within the Main Drain

9.4.4 Milloo Street and Chapman Street Pump Station and Drainage Upgrade - S04

Option S04 saw minor reductions in peak water level along Chapman, Beveridge and Campbell Street across the 20%, 2% and 1% AEP events. Water level reductions at these locations peaked at 60 mm in the 1% AEP event. Increased pipe and pit capacity reduced the quantity of northward overland flow towards Curlewis Street, resulting in 40 – 100 mm reductions in peak water level adjacent to the roadway in the 1% AEP. These reduced water levels are presented in Figure 9-34.

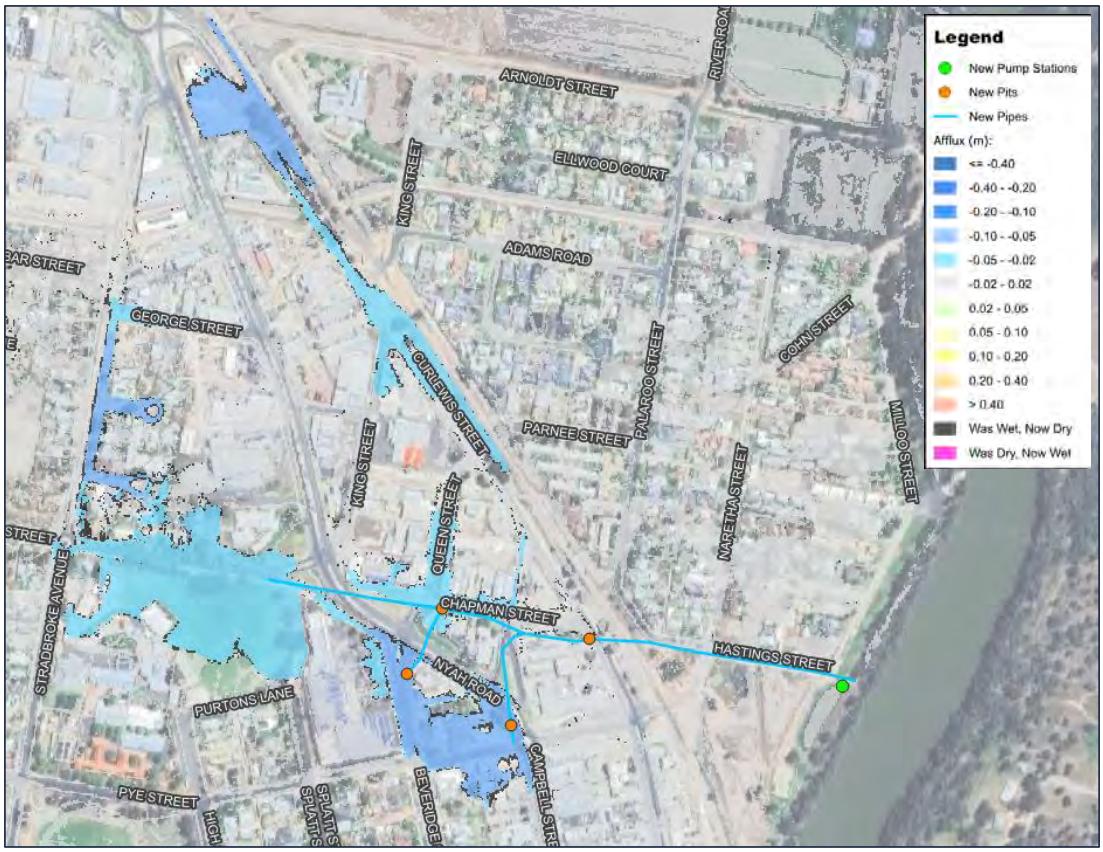


Figure 9-34 Mitigation Option S04 - 1% AEP Afflux

9.4.5 Butterworth Street to Main Drain Stormwater Network - S05

Option S05 resulted in moderate improvements to peak water level in the vicinity of Berrybank Drive and Butterworth Street. The 20% AEP event significant reductions to peak water level and flood extent along the roadways adjacent to the upgraded drainage. Notting Road and Berrybank Drive became flood immune in the 20% AEP event. Reductions in water level ranged from 20 – 30 mm on Derham Drive up to 200 mm on Hocking Drive. Minor positive afflux occurred within the Main Drain due to the additional inflows from the new stormwater pipes. Flood improvements generally diminished for the larger 2% and 1% AEP flood events. For these events, flooding improvements were largely confined to the intersections of Graemer Drive, Suttie Drive and Butterworth Street. Option S05 20% afflux is presented in Figure 9-35. Option S05 1% AEP afflux is presented in Figure 9-36.

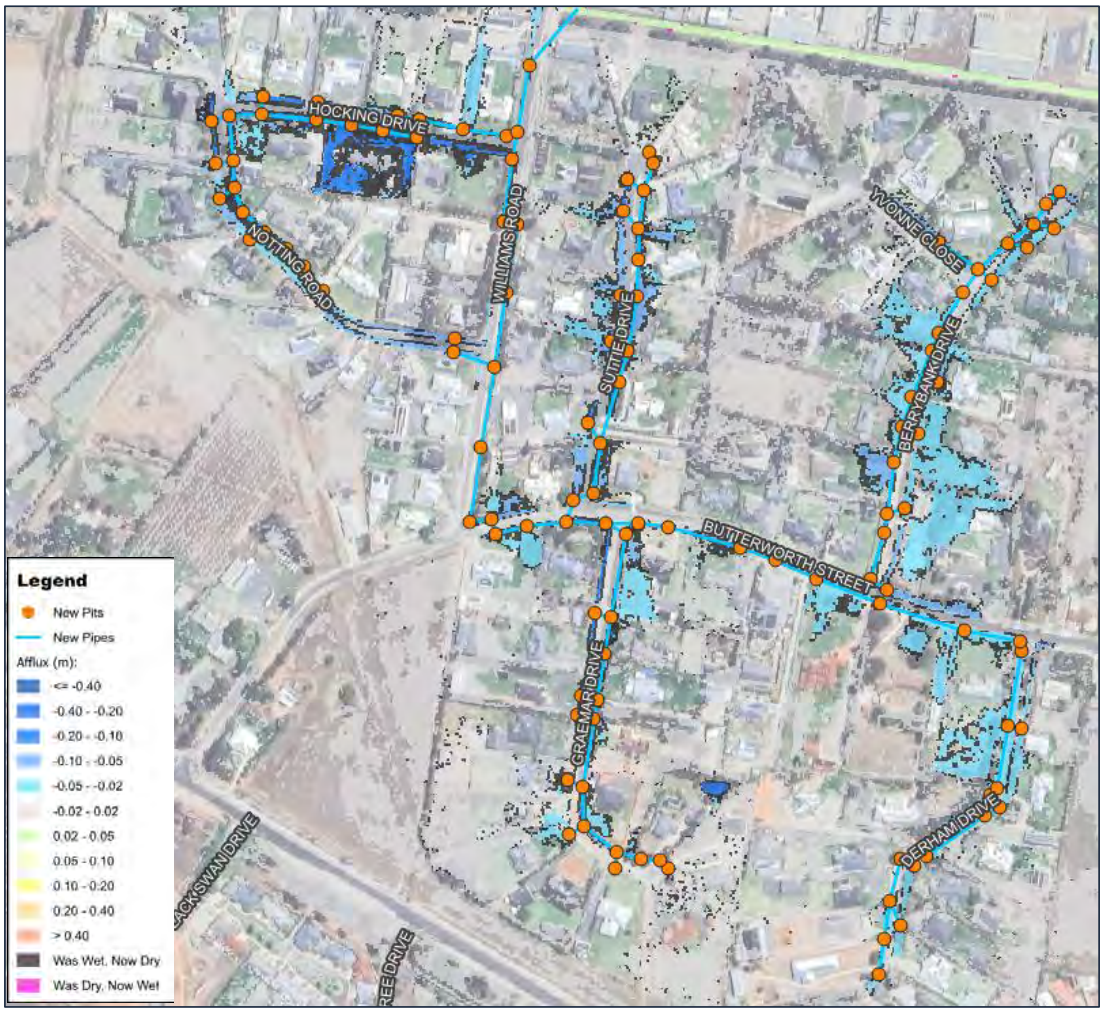


Figure 9-35 Mitigation Option S05 - 20% AEP Afflux

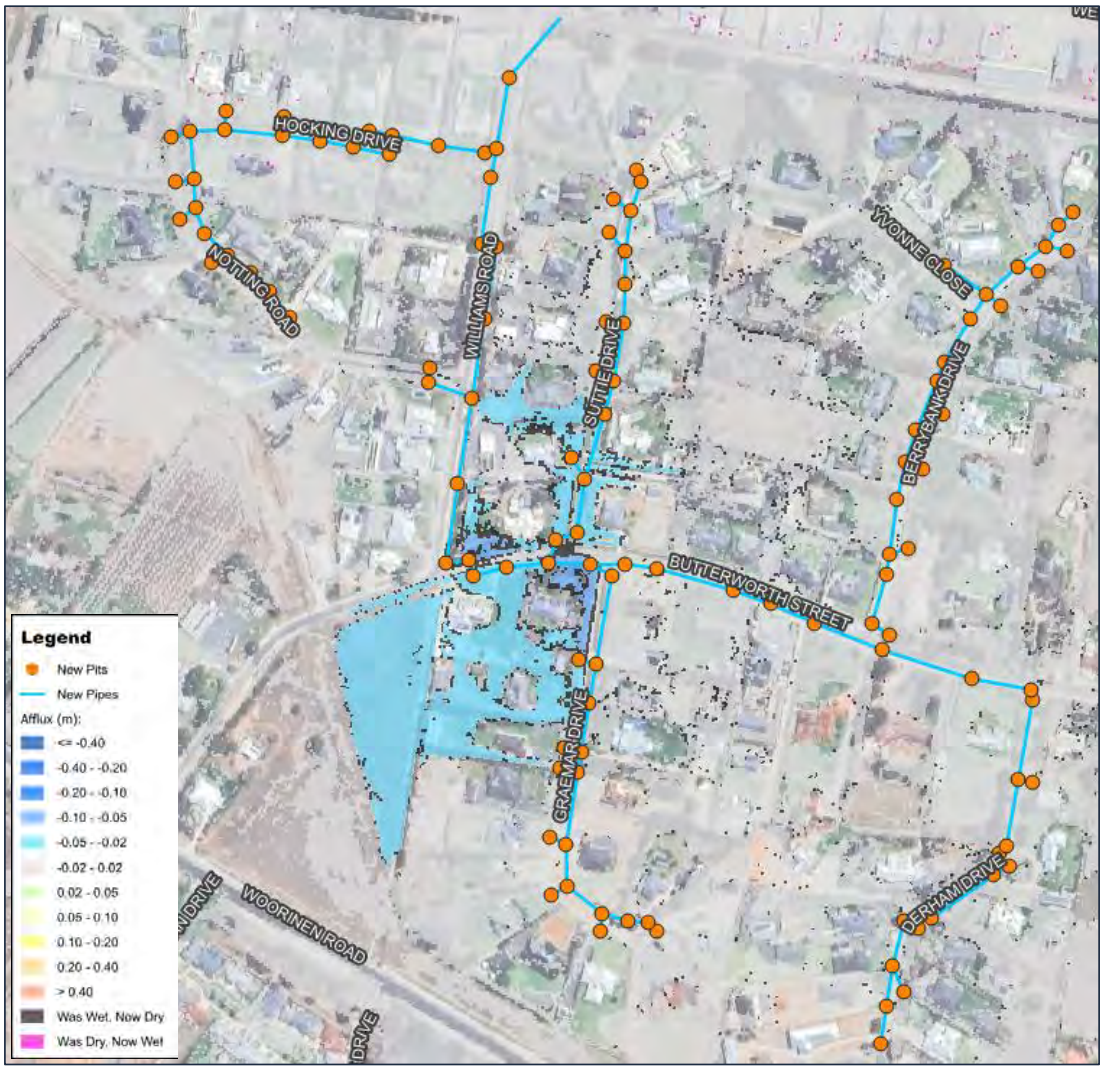


Figure 9-36 Mitigation Option S05 - 1% AEP Afflux

9.4.6 Results Summary

The decrease in duration of inundation changes for each mitigation option compared to the existing scenario is summarised below in Table 9-3 and

Table 9-4 for the 1% and 2% AEP event, respectively.

Mitigation option S02 primarily focuses on reducing flood levels in the vicinity of Nowie Street, which is relatively easier to achieve in the short term. However, the development of a new major drainage network along Werril Street (S01) can further reduce the inundation time at Nowie Street and also widespread reductions in the southern area of the townships. Releasing the pressure on the Main Drain and providing greater capacity for future western developments are crucial considerations for long-term planning.

Compared to the Main Drain Pump Station Upgrade (S03), the Milloo Street and Chapman Street Pump Station and Drainage Upgrade (S04) only reduces flood levels in the vicinity of Chapman Street, with a limited ability to decrease inundation time. Upgrading the pump station at the end of the Main Drain would be more efficient, particularly in the industrial estate north of the Main Drain.

The absence of a drainage network highlights the need to install a new drainage system in the Butterworth Street region. For the 20% AEP event, significant reductions in peak water levels and flood extents were observed along roadways adjacent to the upgraded drainage network. Notting Road and Berrybank Drive achieved flood immunity during the 20% AEP event. It is recommended to consider these improvements for future planning.

Table 9-3 Swan Hill Inundation Duration Change 1% AEP

Road Name	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	S01	S02	S03	S04	S05
	360 min, TP08	180 min, TP08	360 min, TP07	360 min, TP07	540 min, TP07
Williams Road	10.9 (10.9)	3.2 (3.3)	7.8 (8.1)	10.4 (10.5)	8.7 (8.7)
Chapman Street	14.1 (13.8)	5.5 (5.3)	13.1 (13.0)	12.5 (12.6)	11.9 (11.8)
Murlong Street	10.0 (11.8)	3.3 (3.8)	5.8 (10.4)	10.1 (11.1)	8.0 (9.2)
Thurla Street	13.3 (13.4)	4.4 (5.2)	12.5 (12.5)	12.5 (12.5)	10.6 (10.9)
Curlewis Street	9.7 (14.7)	3.3 (5.6)	6.6 (14.4)	9.9 (14.4)	7.7 (14.5)
Pye Street	12.8 (12.6)	4.6 (5.5)	11.6 (11.5)	12.0 (12.0)	10.2 (10.0)
McCallum Street	14.3 (14.5)	5.5 (5.5)	13.5 (13.7)	13.5 (13.7)	13.2 (13.7)
Beveridge Street	5.5 (13.6)	3.7 (5.6)	4.9 (13.0)	2.6 (12.6)	5.1 (13.4)
Campbell Street	8.4 (14.8)	3.8 (5.7)	7.6 (14.5)	7.6 (14.5)	11.8 (14.6)
McCrae Street	14.8 (14.8)	5.7 (5.7)	14.4 (14.4)	14.4 (14.4)	14.5 (14.5)
Rutherford Street	10.2 (10.2)	3.4 (3.3)	10.2 (10.2)	10.2 (10.2)	8.2 (8.2)
Gray Street	13.3 (13.6)	4.5 (4.4)	12.4 (12.5)	12.4 (12.5)	10.7 (10.8)
Yana Street	10.8 (10.1)	3.6 (3.3)	10.6 (10.2)	10.6 (10.2)	8.9 (8.3)

Road Name	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	S01	S02	S03	S04	S05
	360 min, TP08	180 min, TP08	360 min, TP07	360 min, TP07	540 min, TP07
Coronation Avenue	4.9 (1.2)	4.3 (1.9)	8.2 (1.2)	8.3 (1.2)	9.1 (4.6)
Wattie Street	10.1 (10.1)	4.6 (4.6)	10.8 (10.8)	10.8 (10.8)	11.0 (11.0)
Chapman Street	NA (13.7)	NA (5.1)	NA (12.8)	NA (9.6)	NA (11.5)
Nowie Street	2.1 (2.7)	3.0 (3.5)	6.8 (7.6)	6.9 (7.6)	6.9 (7.6)
Butterworth Street	10.8 (12.1)	3.2 (4.1)	7.9 (11.3)	10.4 (11.5)	8.7 (9.2)
Derham Drive	9.9 (12)	3.5 (3.8)	9.5 (11.2)	9.7 (11.2)	8.5 (9.2)

Table 9-4 Swan Hill Inundation Duration Change 2% AEP

Road Names	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	S01	S02	S03	S04	S05
	540 min, TP04	540 min, TP04	540 min, TP04	180 min, TP08	540 min, TP04
Williams Road	6.8 (6.9)	7.0 (7.1)	1.8 (2.5)	2.9 (3.0)	7.1 (7.2)
Chapman Street	14.1 (14.2)	14.2 (14.2)	14.2 (14.2)	4.6 (4.5)	14.2 (14.2)
Murlong Street	7.3 (7.1)	7.3 (7.4)	7.3 (4.8)	3.8 (3.5)	7.3 (7.9)
Thurla Street	13.3 (13.4)	13.9 (13.9)	12.4 (12.4)	4.6 (4.5)	13.8 (13.9)
Curlewis Street	5.0 (14.8)	6.0 (14.8)	3.5 (14.8)	4.3 (5.6)	6.4 (14.8)
Pye Street	10.1 (10.1)	10.1 (10.1)	10.1 (10.1)	4.7 (4.6)	10.1 (10.1)
McCallum Street	8.0 (14.6)	8.5 (14.6)	7.6 (14.6)	3.4 (5.5)	8.6 (14.6)
Beveridge Street	5.8 (14.3)	5.8 (14.3)	5.8 (14.3)	2.5 (5.4)	5.8 (14.3)
Campbell Street	3.7 (14.8)	3.7 (14.8)	3.7 (14.8)	2.4 (5.7)	3.7 (14.8)
McCrae Street	5.1 (14.8)	5.1 (14.8)	5.1 (14.8)	2.8 (5.6)	5.1 (14.8)
Rutherford Street	2.6 (2.0)	3.3 (3.0)	2.3 (1.7)	2.9 (3.0)	3.5 (3.2)
Gray Street	12.9 (12.0)	13.3 (13.3)	13.3 (13.3)	4.3 (4.2)	13.3 (13.2)

Road Names	Decrease in in Duration of Inundation [hours] (Duration of Inundation for Mitigation Option [hours])				
	S01	S02	S03	S04	S05
	540 min, TP04	540 min, TP04	540 min, TP04	180 min, TP08	540 min, TP04
Yana Street	7.1 (3.0)	7.2 (6.1)	7.2 (4.8)	3.4 (2.9)	7.2 (6.2)
Coronation Avenue	7.8 (0.4)	7.8 (0.4)	7.8 (0.4)	3.6 (1.0)	7.8 (0.4)
Wattie Street	12.3 (12.4)	12.4 (12.4)	12.9 (12.9)	4.3 (4.3)	12.9 (12.9)
Chapman Street	NA (14.2)	NA (14.2)	NA (14.2)	NA (4.6)	NA (14.2)
Nowie Street	1.0 (1.8)	1.2 (1.8)	1.6 (2.0)	2.6 (3.1)	1.6 (2.2)
Butterworth Street	6.9 (8.1)	7.1 (8.5)	1.8 (8.0)	3.0 (4.0)	7.1 (7.5)
Derham Drive	7.7 (10.4)	7.7 (10.4)	7.5 (11.9)	3.4 (3.7)	6.3 (10.1)

10 SUMMARY AND RECOMMENDATIONS

This report has presented the key components and findings of Swan Hill Drainage Strategy project, which has been undertaken to assess and upgrade stormwater infrastructure in the urban areas of Swan Hill and Robinvale. The points below detail the study key findings and recommendations:

10.1 MODEL ESTABLISHMENT AND VALIDATION

- The modelling methodology adopted for both Robinvale and Swan Hill townships was TUFLOW rain-on-grid hydraulic modelling. The model simulation indicated that Swan Hill and Robinvale are characterised by flat terrain and localised drainage issues, exacerbated by infrastructure limitations and increased urbanisation. Several areas with inadequate drainage capacity were identified, including trapped sags, undersized pit and pipes during recent flood events.
- In November 2023, a significant local flood event in Swan Hill recorded 80.6 mm of rainfall over 9 hours, aligning closely with the 2% AEP design rainfall depth of 79.1 mm. Swan Hill hydraulic model was validated to this event. Model outputs of the 2% AEP event were compared with site imagery and found to be consistent with observed flood extents, though peak flood depths in the model were slightly higher due to timing uncertainties in the photos.
- The model sensitivity testing was conducted to assess the impact of elevated Murray River levels coinciding with local rainfall events (20% AEP event) on the drainage system. In Robinvale, coincident flooding caused minor flood level increases (40–100 mm) near Latje Road, Robin Street, and Lawrence Road, with minimal changes elsewhere. In Swan Hill, high river levels caused backwater flooding, particularly near Milloo and Naretha Streets, with up to 650 mm increases in some areas, affecting the performance of the stormwater network. These results highlight the sensitivity of stormwater systems discharging directly into the Murray River and the need for mitigation measures independent of river tailwater conditions.

10.2 COMMUNITY CONSULTATION AND STAKEHOLDER ENGAGEMENT

- Community consultation and stakeholder engagement in Swan Hill and Robinvale identified specific drainage issues and gathered input on potential mitigation measures. The community engagement activities comprised drop-in sessions (19 total attendees) and an online questionnaire (37 responses). In Robinvale, key issues included undersized stormwater pipes, ineffective drainage due to flat terrain, blocked inlets, and recurrent flooding at locations like Robin Street and Caix Square, prompting calls for pipe assessments and pump upgrades. Swan Hill respondents highlighted the absence of a formal drainage system at sites such as Bish Road, Butterworth Street, and Charlie Gray Close, and pump station inadequacies with flooding exacerbated by the decommissioned No. 9 Drain.
- Discussions with key stakeholders including local developers and consultants, Council staff and other agencies were held online, and highlighted the desire for a unified and strategic approach to drainage rather than on a per-subdivision basis.

10.3 MITIGATION OPTION ASSESSMENT

- The initial mitigation screening assessment developed a 'long list' of options to evaluate their feasibility and potential success before conducting simulations. Following discussions with Council, five mitigation options for each township were implemented into the TUFLOW hydraulic model to assess the resulting flood impacts and benefits.
- In Robinvale, the model results suggested that **Refined Robin Street Stormwater Network Upgrade (R02)** and **Ronald Street Stormwater Upgrade with Swales and Pump Station (R05)** are recommended to move forward. Option R02 would effectively reduce peak flood depths by 130 mm during the 1% AEP event on Robin Street and by 70 mm during the 20% AEP event on Herbert Street. Additionally, it would decrease inundation duration by 7–15 hours in low-lying areas (e.g. Caix Square and Margaret Street), aligning with community needs to address frequent flooding in the town centre and football fields, as reported by residents. Option R05 can decrease peak flood depths by 160–190 mm during the 1% AEP event in eastern Robinvale (Lawrence Road and Alexander Street) and reduce inundation duration by 9–12 hours on Morris Street and Ryan Road.
- In Swan Hill, the **Main Drain Pump Station Upgrade (S03)** and **Butterworth Street to Main Drain (S05)** are recommended. Option S03 is shown to reduce peak flood depths by 110–160mm in the 1% AEP event in the industrial estate near Webster Drive and decrease inundation duration by 6–8 hours at Swan Hill North Primary School. This option would assist in addressing school closures and business disruptions caused by Main Drain overtopping, particularly in the frequent storm events. Option S05 can effectively alleviate localised ponding and achieve 20% AEP flood immunity on Notting Road and Berrybank Drive.

Furthermore, it is noted that the Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station (S01) can be designed in stages to accommodate related costs. It is essential to release pressure on the Main Drain and provide additional drainage capacity to support future urban growth.

10.4 NEXT STEPS

Further investigation of the below options is recommended to assess the practical feasibility and financial viability of the below options:

Table 10-1 Next Step Summary

ID	Option Name	Description of Works	Potential Benefits	Cost	Priority
R02	Refined Robin Street Stormwater Network Upgrade	• Install pump station (2 m³/s capacity) at Robin Street discharging to the Murray River. • Upgrade 600 mm RCP to 900 mm RCP (Perrin & George Street. to Latje Road.). • Upgrade 900 mm RCP to 1200 mm RCP (under Robin Street.). • Upgrade 600 mm RCP to 900 mm RCP (Herbert Street to Robin Street junction). • Upgrade four inlet pits (two at Herbert Street. and Latje Road. and two on Robin Street.) to 1200 x 1200 mm.	Offers improved performance with reductions of 130 mm (1% AEP) and 150 mm (20% AEP) along Robin Street, plus enhanced reductions on Herbert Street.	$500k ex	High
R05	Ronald Street Stormwater Upgrade with Swales and Pump Station	• Add new stormwater pipes connecting Ronald Street low point to George Street network. • Install two 600 x 600 mm inlet pits on Ronald Street. • Construct swales along Lawrence and Williams Road, draining to two new pump stations (1.2 m³/s each).	Achieves substantial reductions in peak water levels in both central and eastern Robinvale. In the vicinity of Lawrence Road and Alexander Street, 1% AEP peak water levels reduced by 160 – 190 mm.	Over $1M ex.	High
S01	Werril Street Drainage Upgrade with Channel Re-establishment and Pump Station	• New twin 1200 mm RCPs under Werril Street and integrate drainage from Yana Street. • New pump stations at Landy Crescent and Charlie Gray Close. • Re-establish No. 9 Channel to collect flows from Parkview Dr., Wilkins Grove, and Poole Blvd. • Upgrade Pental Island Road pump station from 0.28 m³/s to 4 m³/s.	In the 1% AEP event, key residential areas (e.g., near Landy Crescent and Charlie Gray Close) saw reductions of 50–90 mm. Benefits extend to areas west of the racecourse and around community facilities, suggesting a strong overall improvement in southern township drainage.	Over $2M ex.	High
S03	Main Drain Pump Station Upgrade	• Upgrade Main Drain pump station from 3.3 m³/s to 10 m³/s peak capacity.	Achieves significant flood level decreases (up to 110–160 mm) in the industrial estate north of the Main Drain and near residential areas. Near Swan Hill North Primary School, reductions of 100–150 mm in the 1% AEP event greatly improve	Over $1M ex	High

ID	Option Name	Description of Works	Potential Benefits	Cost	Priority
			conditions for a sensitive community asset.		
S05	Butterworth Street to Main Drain Stormwater Network	• New 300 mm stormwater pipes on Notting Road, Hocking Drive, Suttie Drive, Graemer Drive, Derham Drive and Yvonne Close. • New 450 mm and 600 mm stormwater pipes on Butterworth Street and Williams Road. • Discharge to the Main Drain via Williams Road stormwater network.	Provides moderate improvements adjacent to Berrybank Drive and Butterworth Street, with particularly strong performance in the 20% AEP event. Notting Road and Berrybank Drive would achieve flood immunity during the 20% AEP event.	$825k ex.	High

The investigations are recommended to include but not be limited to:

- Optimisation of pump sizing and capacity options;
- Cost estimate and preparation of Concept Designs including long sections, typical cross sections, and pump station footing and penstock design;
- Flood Damages Assessment;
- Cost Benefit Analysis;
- Preliminary Environmental Planning Overview;
- Sensitivity of the proposed option to elevated Murray River levels, and incorporation of backflow prevention devices;
- Engagement with directly impacted residents.

11 REFERENCES

Babister, M., Trim, A., Testoni, I. & Retallick, M. (2016). *The Australian Rainfall & Runoff Datahub*. 37th Hydrology and Water Resources Symposium Queenstown NZ.

Chen, A, and Walker, C. (2024). *Swan Hill Drainage Study – Catchment Delineation.* WMS Engineering.

Hydrology and Risk Consulting (HARC). (2020). *Rapid Flood Risk Assessment – North Central CMA Region.* Hydrology and Risk Consulting.

Heil, R, Cruickshank, B. (2019). *Stormwater Management Plan, Tower Hill Residential Development Stages 13, 14 & 15.* Heil Engineering Consultants (HEC).

Laurenson, E. M., Mein, R. G., & Nathan, R. J. (2010). *RORB Version 6, Runoff Routing Program User Manual.* Monash University Department of Civil Engineering.

APPENDIX A: ROBINVALE EXISTING CASE MODEL RESULTS

APPENDIX B: SWAN HILL EXISTING CASE MODEL RESULTS

APPENDIX C: SWAN HILL COMMUNITY RESPONSES – FULL LIST

APPENDIX D: ROBINVALE MITIGATION MODEL RESULTS

APPENDIX E: SWAN HILL MITIGATION MODEL RESULTS

More Information
Swan Hill Rural City Council
45 Splatt Street, Swan Hill VIC 3585
03 5036 2333
council@swanhill.vic.gov.au
www.swanhill.vic.gov.au
letstalk.swanhill.vic.gov.au





Swan Hill and Robinvale Drainage Strategy

This strategy provides a blue-print for managing drainage in our municipality now and into the future.

Swan Hill Rural City Council (SHRCC) commissioned WMS Engineering to develop a comprehensive drainage strategy for the urban areas of Swan Hill and Robinvale.

This strategy aims to address stormwater management challenges caused by flat terrain, aging infrastructure, and increasing urban development.

Key Objectives

- Assess current stormwater infrastructure performance.
- Identify areas prone to inundation and opportunities to improve drainage in local storms.
- Develop hydrologic and hydraulic models using TUFLOW.
- Propose and evaluate mitigation options.
- Engage with community and stakeholders.

SWAN HILL
Rural City Council

Background

Purpose
The Swan Hill and Robinvale Drainage Strategy aims to address stormwater management challenges in Swan Hill and Robinvale by evaluating existing infrastructure, simulating overland flow risks, engaging community input, and identifying effective and prioritised flood mitigation options.

Key Components of the Strategy

- Hydrologic and hydraulic modelling using Two-dimensional Unsteady FLOW **(**TUFLOW) for 1%, 2%, and 20% AEP events.
- LiDAR, survey and flood data analysis to assess terrain and infrastructure performance.
- Community consultation through drop-in sessions and online surveys to validate local flooding issues.
- Mitigation option assessment to identify and prioritise cost-effective, high-benefit solutions.

Major Issues Identified

- The flat terrain in both towns, combined with undersized or inadequate drainage infrastructure, contributes to ongoing drainage management challenges.
- Localised flooding, particularly in Swan Hill (e.g., Main Drain, Butterworth St) and Robinvale (e.g., Robin St).
- Local drainage worsened by coincident river flooding and pump station limitations.
- Swan Hill's November 2023 storm (80.6mm in 9 hrs) validated model accuracy.

Next Steps

- Adoption of the Strategy and its project recommendations.
- Conduct detailed design and cost-benefit analysis.
- Prioritise high-impact projects for staged implementation.

Frequently asked questions

Why was the drainage strategy developed for Swan Hill and Robinvale?
The strategy was developed to address long-standing stormwater management issues in both towns, including flat terrain, undersized and lack of infrastructure, and increased urban development, which have led to frequent drainage issues (such as prolonged ponding and issues with mosquitoes).

This strategy plans to provide a blue-print to future proof our municipality from flooding events.

What is TUFLOW?
TUFLOW is widely used hydraulic modelling software that simulates how water moves over land and through drainage systems during flood or storm events.

TUFLOW models are used to understand:

- Peak flood depths and levels due to storms or riverine flooding.
- Hazard classifications.
- Velocity.
- Duration of inundation.
- Pipe and channel network capacity.

It models how water flows in two dimensions, meaning it can account for both the depth and direction of water movement across land surfaces - this is especially useful in flat or urban areas like Swan Hill and Robinvale.

What methods were used to assess drainage performance?
Hydrologic and hydraulic modelling using TUFLOW rain-on-grid simulations were used to assess existing drainage systems under various storm scenarios (1%, 2%, and 20% AEP events).

What areas were included in the study?
The study focused on the urban areas of Swan Hill and Robinvale, both located along the Murray River in northwest Victoria.

How was the community involved in the strategy?
Community engagement included drop-in sessions, an online questionnaire, and stakeholder meetings. Feedback helped to identify and confirm flooding hotspots and validate model outputs.

What were the main flooding issues identified?
Key issues included:

- Undersized and blocked pipes
- Lack of drainage infrastructure
- Inadequate pump station capacity
- Flat terrain limiting drainage
- Lack of formal drainage in some areas

What are the most affected areas in Swan Hill and Robinvale?

- **In Swan Hill:**

Charlie Gray Close, Butterworth Street, Swan Hill North Primary School, and the industrial estate near the Main Drain.

- **In Robinvale:**

Robin Street, Ronald Street, and areas near the levee such as Lawrence and Alexander Streets.

What are the recommended mitigation options?
Top recommendations include :

Robinvale: R02 (Refined Robin Street Upgrade), R05 (Ronald Street Upgrade with Swales and Pumps). Page 137 of Drainage Strategy.

Swan Hill: S03 (Main Drain Pump Station Upgrade), S05 (Butterworth Street Network), S01 (Werril Street Drainage Upgrade). Pages 137-138 of the Drainage Strategy.

How were mitigation options evaluated?
Options were assessed based on flood reduction effectiveness (depth of flooding and inundation duration), cost, implementation feasibility, and community benefit. A traffic light system (High, Medium, Not Recommended) was used to prioritise them.

Is my property impacted by this strategy?
To find out if your property is potentially affected, please refer to the mapping data included in the Drainage Strategy document. This mapping outlines areas that may be exposed to flooding in a 1% Annual Exceedance Probability (AEP) event.

Will this strategy affect the value of my property?
There is no evidence to suggest that properties identified in the strategy will be devalued. In fact, the strategy aims to improve stormwater management infrastructure, which can enhance property resilience and community safety. These improvements may positively influence property value over time.

What should I do if my property is listed as impacted?
Being within a potential flood-affected area does not necessarily mean your buildings are at risk. The actual impact depends on the difference between the floodwater height and your property's floor level. In many cases, buildings remain unaffected. If you are concerned or would like help assessing your property's specific risk, please contact Council on (03) 5036 2333. Council may be able to assist with advice directly, or put you in touch with the appropriate service, on mitigation measures to help reduce any potential impact.

Note: One of the strategy's key goals is to reduce the depth and duration of ponded water after heavy storms.

Will this strategy increase my insurance premiums?
Council does not set or influence insurance premiums. These are determined by your provider based on many factors. If your insurer requires evidence of your property's flood risk, you can supply data such as your floor level compared to the 1% AEP flood level, available within this strategy. Shopping around may also help, as many insurers offer competitive rates.

How will the strategy affect future planning and development applications?
The strategy provides valuable technical data to inform future development in Swan Hill and Robinvale. Planning applications will continue to be assessed in line with local and state planning controls, but this strategy gives Council a clearer understanding of flood-prone areas. This helps ensure new developments are built in a way that avoids or minimises flood risk and supports long-term resilience for the community.

What does 'AEP' stand for?

Annual Exceedance Probability (AEP) refers to the likelihood of a rainfall or flood event of a certain size occurring in any given year.

AEP is expressed as a percentage.

It describes how probable it is that a particular storm or flood event will be equalled or exceeded in any one year.

For example a 1-in-100 year event has a 1% AEP, or a 1% chance of this event happening in any given year.



Drainage Strategy Public Exhibition – Submission No 1

Submission: Chris Jeffery – on behalf of Williams Road Syndicate

The Williams Road Pumping Syndicate Incorporated is a pumping syndicate for 20 properties in the Williams Road, Hocking Drive and Notting Road development. We met on 7th September for our AGM and discussed some feedback for the Drainage Strategy below. We acknowledge that no prior feedback has specifically been made to this date. Syndicate fully supports the proposed high priority Mitigation Option S05.

Does WMS have any data and mapping of the impact of infill for No. 9 Main Channel and its impact on water movement within AEP study.

Since the infilling of No.9 Main Channel to the west of Notting Road, water flow from this channel enters the bordering properties due to lay of the channel. Most of these properties have a swale drain bordering the No 9 to limit water ingression.

Response:
This is not a Strategy consideration. Any specific storm water concerns raised by community need individual investigation and consideration.

The main drain channel to the west of Williams Road needs to be fully concreted to match drainage channel to the East of Williams Road. Currently it is an earth channel that is over-grown with weeds blocking water. It has been a few years since the weeds have been cleared out, with water ponding in the channel for most of winter. Council needs to increase maintenance and ensure water can flow.

Response:
Funding for drainage projects has been aggregated into a reserve until the drainage strategy has been completed and the projects contained within are prioritised. To concrete this section of the Main Drain would need to be assessed in competition with those items prioritised in the strategy.

Swale drains throughout developments need better maintenance between Council and landowners. Many new owners to these existing properties are unaware of the purpose of swale drains and fill them with dirt to level out their lawn, inhibiting the effectiveness of the swale drains.

Response:
This is not a Strategy consideration. Swale drains have been constructed in subdivision areas where it was considered kerb and channel was not required due to large lot size. They form part of the drainage infrastructure and should not be filled in. Residents are not permitted to undertake works on the road reserve without a permit and consequently are responsible to restore the swale drains that they may have been filled.

Driveways with culverts are usually blocked and no clear responsibility to have these cleaned out. It would be beneficial to the whole township if Council undertook a maintenance routine to clear these out or ascertain a method to achieve this.

Response:
This is not a Strategy consideration. Residents are responsible for their driveways. Maintaining water accessibility to and from driveway culverts is therefore the responsibility of abutting residents.

Drainage Strategy Public Exhibition – Submission No 2

Submission: Andrew Garvie – Racecourse Facility

Where in the identified high priority works is any solution that recycles the storm water for other uses e.g. irrigation? You have a cemetery that currently holds zero water entitlements is expanding and needs approximately 50ML per year, a racecourse that uses approximately 1.2ML per year and are choosing to just get rid of the water. Think outside the square and see the bigger picture and opportunity. Take pressure of the already stretched irrigation system and reuse water where you can. Dont be concerned about negatives used in drainage report, like mosquitos.

Response:
The concept of water recycling (water harvesting) has not been included as part of the Drainage Strategy Projects.
The Drainage Strategy has been developed to determine the nature of flooding issues in Swan Hill and Robinvale and the infrastructure required to reduce its affects.
Water harvesting is quite a complex and technical issue in an existing urban environment. DEECA have advised that their land (Crown Land) cannot be used for primary water storage, only secondary storage. As such, primary water storage can only exist on land being developed through subdivision, on Council owned land, or on other private lands through agreement.
Swan Hill Rural City Council is a member of the NCC IWM committee where water-based projects are being promoted for investigation throughout the region. Such projects relevant to SHRCC include Water Harvesting, Water Trading and development of Integrated Water Management Plans for participating Council LGA's. It is through this process that Council will pursue the concept of Water Harvesting and associated funding. Council certainly entertains the idea of "water harvesting" and will incorporate the concept into viable projects where feasibly possible.
The issue of mosquito breeding is an important "health care" consideration as expressed by residents and its elimination should be included as an outcome in any proposed projects.

Think outside the square again and use floating solar panels, reducing electricity costs. Lots of state and federal funding around for water harvesting and green energy.

Response:
Once the Drainage Strategy is adopted by Council, projects will be scoped. State and Federal funding opportunities will be investigated to enable design and construction opportunities.

Drainage Strategy Public Exhibition – Submission No 3

Submission: Jacquie Kelly

I have a lot of questions to ask the consultants. Is there going to be any opportunity for the public to do that?
- is there any recommendations about land that should not be used for residential developments?

Response:
There are no recommendations in the strategy regarding land not being suitable for residential development.

- any comment on whether previous Council regulation unwisely allowed developments to occur without proper consideration of stormwater drainage? eg Charlie Grey Close, Parkview Drive, Berribank Dr? How and why?

Response:
Past decisions on developments were made on details, standards and policy available at the time. The strategy does not comment on past developments.

- who should pay for drainage systems where previous developers should have financed them?

Response:
Under the current Local Government Act, where adequate drainage infrastructure does not exist, drainage projects can be developed using "contribution schemes", where both residents and Council contribute to the cost on an apportioned basis. Generally, trunk main and specific major infrastructure works could be funded by Council and/or by Developer Contribution Schemes

-has the building of Bunnings contributed to problem in that area, as previously it was all grass and trees which would have absorbed the stormwater. Now its rooves and tarmac.

Response:
The strategy does not comment on specific developments. The major issue in this area, in relation to stormwater, is infrastructure based as is experienced in other locations throughout Swan Hill (for instance, lack of or undersized stormwater infrastructure).

- did consultants consider WSD- water sensitive design. eg the use of swales etc in the urban area? Or would that be another study?

Response:
Swale drains already exist in some parts of "urban" Swan Hill/Robinvale but are not true WSUD design. Dry regions, like Swan Hill and Robinvale, have difficulty maintaining many aspects of WSUD philosophy due to the lack of consistent rainfall.

- Could the Southern part of town have a wetland system to filter the water before it enters the LIttle Murray? Council could buy the Tech school oval and create it there?

Response:
Consideration will be given to the concept of developing a "southern wetlands" when developing a southern storm water outlet to the Little Murray River.

- the report says something about lack of airspace being a reason that wetlands arent favoured. What does that mean?

Response:
For wetlands to work appropriately, they require slow moving water to pass through it to be able to remove contaminates and generally have a consistent water level. Swan Hill and Robinvale receive most of its annual rainfall in major storm events producing large volumes of fast-moving water. This would have a devastating effect on the wetlands and would also require "airspace" to accommodate the increased water volume.

- Concern about loss of native vegetation in Southern part of Yana St. if new pipes are laid there. Please try to avoid that.

Response:
There is scope to avoid removal of native vegetation in Yana St if drainage infrastructure is required to be installed. Council would not actively promote indiscriminate removal of native vegetation.

- could re-instatement of No. 9 channel be some type of wetland, rather than just a big hole full of kikuyu for most of the time. Could there also be a pedestrian/cycle path along the old channel?

Response:
Parts of the No 9 Channel reserve could be used in some context for resolving drainage issues in adjoining lands. The old channel could also be considered for passive recreation and is currently being investigated for such uses.

- Could the retarding basins at Heirloom and South side estates be filled in if these developments join to the new southern drain along Werril St?

Response:
This is extremely unlikely as the drainage infrastructure (pipes) leading into the detention basins are quite deep. Redirecting these pipes to another storage facility would create an increased unworkable pipe depth.

- Do all our stormwater drains have filters before they enter the River? Do we test the water? What is best practice? What role does EPA play?

Response:

Many of the stormwater pipes entering the river were installed many decades ago and prior to any EPA requirements on water discharges. In recent times Gross Pollutant Traps have been installed on drainage outlets for new developments.

Onsite Wastewater Management Plan 2025-2030

Directorate: Development and Planning
File Number: S28-25
Purpose: For Decision

Council Plan Strategy Addressed

1. Growth and Development – Building a resilient local economy, supporting businesses and attracting investment for a thriving future. Objective 1.1: Support housing that meets community needs and enables future population growth
1.1.2 Strengthen Council's planning and coordination capacity to enable housing growth.

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations. Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.3 Strengthen planning and data to support long-term decision-making.

Current Strategic Documents

Council Plan
Domestic Wastewater Management Plan

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

An Onsite Wastewater Management Plan (OWMP) is a document that outlines how Council will manage wastewater from properties not connected to the sewer system. This includes all new and current septic and secondary treatment systems within the Swan Hill Rural City Council.

The OWMP aims to minimise risks to public health and the environment from onsite septic and secondary treatment systems, by defining the risk management approaches used by Environmental Health Officers, identifying townships with challenges in wastewater disposal for future work, and providing an action plan for improving onsite wastewater management within our municipality.

Community consultation has now been completed, and the feedback has been incorporated into the plan where appropriate.

The Onsite Wastewater Management Plan 2025-2030 is now presented to Council for adoption.

Discussion

Council is required under Victorian legislation to develop and implement an Onsite Wastewater Management Plan to ensure the risks associated with domestic wastewater across the municipality are managed. This plan must be developed in consultation with the local water authorities and community.

The purpose of the OWMP is to:

- Identify current responsibilities, practices, procedures and obligations for domestic and commercial wastewater management within the Swan Hill municipality;
- Identify and prioritise the main environmental and public health risks posed by wastewater within the municipality;
- Improve and enhance the public health and environment protection measures undertaken by Council to address the identified wastewater threats within the municipality; and
- Assist with long term planning and development of unsewered areas in the municipality.

Councils Environmental Health team have used a risk management approach when developing this new OWMP. The methodology used was based on EPA and DEECA research documents and legislation, as well as councils' own data sources and local knowledge.

The three main risks identified are:

1. Missing and incomplete data.
2. Townships with historically small housing lots.
3. Lack of community understanding of Onsite Wastewater Management obligations and risks.

Building on these identified risks, the 2025-2030 OWMP will provide an informed and targeted direction and Action Plan for Council to utilise to address and advocate for wastewater issues facing the municipality over the next five years.

The Focus Areas for the OMWP 2025-2030 are:

1. Improve information management;
2. Education and Awareness;
3. Regulatory Management, and;
4. Strategic Management, Collaboration and Review.

Community consultation has now been completed and the feedback has been incorporated into the plan where appropriate.

Consultation

Community consultation was held online through the Council Let's Talk platform from Tuesday 22 July 2025 to Tuesday 19 August 2025. The consultation was promoted in local media as well as on Councils social media and Mayor's update.

Local plumbers and Land Capability Assessors were also contacted via email requesting that they provide feedback using the online Let's Talk Survey.

The Woorinen Progress Association provided written feedback within the Let's Talk Survey and the full response can be read within the attachment. They were supportive of the plan and seeking Council advocacy for funding from State Government and Lower Murray Water to connect Woorinen South residents to the reticulated sewerage system.

Eleven responses were received on the Let's Talk survey, with ten of the respondents having an onsite wastewater management system on their properties and two plumbers.

There were five respondents from Woorinen South as well as responses from people located in Lake Boga, Swan Hill and Piangil.

Nine of the respondents agreed with the focus areas of the OWMP. One response noted concerns about red tape and the other not sure. Seven of the respondents agreed with the Action Plan.

Written feedback was received from five of the respondents. Feedback included:

- Concerns about ongoing costs for onsite wastewater management system maintenance, as well as costs if required to change from onsite wastewater management systems to reticulated sewer.

- Requests for streets and towns to be connected to the Lower Murray Water reticulated sewerage. These requests are outside of Council's direct control; however, they can be included in the areas for future consultation and advocacy undertaken within the OWMP.

  Areas identified:
  - Woorinen South township
  - Mortoo Street, Swan Hill
  - Charlie Gray Close, Swan Hill
  - Lakeside Drive, Lake Boga

Lower Murray Water, Goulburn Murray Water and Grampians Wimmera Mallee Water was also asked to provide feedback on the proposed plan.

Grampians Wimmera Mallee Water said that everything looks fine within the plan and suggested we add information regarding trench depth requirements. These requirements are within our permit documents, and can vary depending on the property location, and therefore have not been included within the OWMP.

Goulburn Murray Water provided feedback about some changes to legislation and requesting additional wording in their description within the document. GMW were very supportive of Council advocating for funding to develop township Land Capability Assessments (LCAs) and advised that they would assist with information sharing where they could.

Lower Murray Water commends Council on its approach to managing onsite wastewater as outlined in the plan.

In response to the feedback, there has been an additional action added to the OWMP Action Plan.

This new action can be found under Focus Area 1.

> 2. Develop a risk prioritisation plan,.
>
> i) Investigate costing and funding opportunities for connecting properties currently on septic systems within Swan Hill township to the reticulated sewerage system.

Financial Implications

A small number of the actions within the plan require funding, and these have been highlighted as pending availability of State funding.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Implementation of the OWMP aims to minimise the risk of pollutants entering waterways and soil, safeguarding ecosystems.

Risk Management Implications

The actions of the Plan have been set across a five-year timescale. This is to allow enough time for the scope and objectives of the Action Plan to be properly resourced and implemented, including seeking funding when opportunities become available.

Implementation of the OWMP aims to help prevent the spread of disease and contamination by managing wastewater effectively.

Attachments:

1. Lets Talk Survey Results [**2.6.1** - 3 pages]
2. Onsite Wastewater Management Plan 2025 2030 1 [**2.6.2** - 32 pages]

Options

1. That Council adopt Onsite Wastewater Management Plan 2025-2030.
2. That Council do not adopt the Onsite Wastewater Management Plan 2025-2030.

Recommendation/s

That Council adopt the Onsite Wastewater Management Plan 2025-2030.

Onsite Wastewater Management Plan 2025-2030

Lets Talk Survey Results

Q.1 Do you have an OWMS (septic tank or secondary treatment system) at your property?

Yes	10
No	1

Q.2 Are you a community member or a strategic partner?

Community member (skip to Q4)	9
Strategic partner (plumber, LCA assessor, septic tank sales etc)	2

Q3. Type of strategic partner within the OWMS?

Plumber	2
Land Capability Assessor	0
Onsite Wastewater System Wholesaler	0
Other	

Q4. Do you live within an identified priority town?

Manangatang	0
Piangil	1
Woorinen South	5
Boundary Bend	0
Not Applicable	1
Other	Swan Hill x 2, Lake Boga x 2

Q5. Do you agree with the Focus Areas identified within the Onsite Wastewater Management Plan?

Yes	9
No	1
Other	Not sure / Needs Lakeside Drive

Q6. Do you agree with the Action Plan?

Yes	7
No	2
Other	A lot of red tape, not sure need more information

Q7. Do you have any further comments or feedback on the Onsite Wastewater Management Plan?

Yes, there should be much more access to the LMW reticulated town system. With the advent of pressure sewer systems now, your own system can pump your waste a long way, into the LMW system. A sewer main should be run down Mortoo, Charlie Gray, the old channel reserve behind Settlers Ct (ran from the main channel to Yana st). All the properties adjoining these locations, could upgrade to a pressure sewer pump and be connected in. This would remove 1000's of litres of waste water out of the soil and majorly help with the next issue.... flooding! As the soil would not already be soaked in wastewater and could receive much more rainfall.
I think Council needs to support these identified towns to be off the septic systems and have the same system as Swan Hill or similar to reduce the identified risks and where ongoing management and compliance is off the property owner. *Note: Comment was from plumber 1*
It will come down to out of pocket cost for a lot of these people regardless of the management plan that gets pushed towards them. *Note: Comment was from plumber 2*
No I havent
Woorinen South local people have been raising wastewater issues in our town since the late 1970s through the Woorinen District Progress Association (WDPA) and forerunner associations. Wastewater management has been a constraint on development and new housing. Following high rainfall events, there have been reports of septic tanks overflowing and contaminating land. Wastewater management has been raised many times over the years with water authorities and council and a number of studies and reports have been prepared. Most recently, at the invitation of WDPA, Lower Murray Water (LMW) presented at a community meeting at the Woorinen South Community Centre on 8 December 2022 four waste water options. There was a large attendance of over 60 people. WDPA partnered with LMW in a survey of households following the meeting. The options presented by LWM for Woorinen South were: Option 1 - as is do nothing / septics. Option 2 - A STEP system was quoted at capital cost $5.2 million. Option 3 - STEG quoted at capital cost $6.3 million. Option 4 - Conventional wastewater collection system and treatment at the existing Swan Hill Wastewater Treatment Plant. Capital cost $6.875 million The survey findings were the majority of responders supported a connection to a reticulated sewer system (option 4). The majority of responders did not support paying the $30,000 - $50,000/household to connect. Following the survey results LWM advised no further action but would keep note of funding state and federation government opportunities. In contrast to some of the other identified towns, Woorinen South has a thriving primary school and has grown in population as identified in the draft Onsite Wastewater Management Plan 2025-2030. We are the centre of a multimillion dollar horticultural area that provides a huge economic

boost to the Swan Hill municipality. Woorinen South provides worker accommodation for local farms as well as being the nearest commuter town to Swan Hill. Wastewater has been a constraint on development in Woorinen South. To grow we will require the expertise and innovative solutions from SHRCC and others to enable the construction of new homes with the existing wastewater / septic options. WDPA support SHRCC advocating for funding opportunities and to investigate options to improve the management of wastewater in Woorinen South including considering connection to reticulated sewerage at Swan Hill Wastewater Treatment Plant. We encourage investigating funding opportunities to make any system affordable for households to reduce financial burden on locals. We encourage consultation with WDPA and local people in findings solutions. Kind regards Secretary Woorinen District Progress Association
The price for plumbing for non managed waste water is more expensive than the infrastructure to connect to sewerage and waste water. I would prefer to pay for town connection.



Onsite Wastewater Management Plan 2025-2030

SWAN HILL
Rural City Council

Contents

Contact Us 3
Acknowledgement 3
Development 3
Executive Summary 4
1. Introduction 6
2. Overview of OWT plants in Swan Hill 7
3. Regulatory Framework 9
3.1 Roles and Responsibilities 10
3.2 External Regulatory Stakeholder Responsibilities 12
4. What We Know – Our Onsite Wastewater Profile 13
4.1 Population Projections 14
4.2 What We Know About Our Wastewater 15
4.3 What Are the Challenges 15
4.4 Distribution of Septic tanks 16
5. Priority Towns 19
5.1 Priority areas 19
6. How We Improve 20
6.1 Risk Assessment 21
6.2 Risk Management Approach 22
6.3 Township Risks 22
7.0 Management Focus Areas 25
7.1 Focus Areas 25
7.1.1 Information Management 25
7.1.2 Education and Awareness 25
7.1.3 Regulatory Management 26
7.1.4 Strategic Management, Collaboration and Review 27
7. Action and Management Plan 27

DRAFT

Contact Us

Swan Hill office
45 Splatt Street
Swan Hill VIC 3585
03 5036 2333

Robinvale office
72 Herbert Street
Robinvale VIC 3549
03 5051 8000

Postal
PO Box 488
Swan Hill VIC 3585

Email
council@swanhill.vic.gov.au

Website
www.swanhill.vic.gov.au

Acknowledgement

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

Development

This plan has been developed by Council through consultation with the community and key stakeholders; as well as learnings from previous plans, research, benchmarking and a review of onsite wastewater management data.

DRAFT

Executive Summary

Under section 29 of the *State Environment Protection Policy (Waters)*, councils that manage onsite wastewater management systems (OWMS) within their municipality are required to develop an *Onsite Wastewater Management Plan* (OWMP) in consultation with the local water authority and community.

The purpose of the Swan Hill Rural City Council OWMP is to:

- Identify current responsibilities, practices, procedures and obligations for domestic wastewater management within the Swan Hill municipality;
- Identify and prioritise the main environmental and public health risks posed by wastewater within the municipality;
- Improve and enhance the public health and environment protection measures undertaken by Council to address the identified wastewater threats within the municipality; and
- Assist with long term planning and development of un-sewered areas in the municipality.

This OWMP will provide an informed and targeted direction, through the Action Plan, for Council and its wastewater partner agencies to action the strategies that address the wastewater issues facing the municipality over the next five years.

This Plan will be implemented in conjunction with other key strategic Plans of Council *The Community Vision and Council Plan 2025-2029,* which incorporates the following vision: *"We have a great place to live, work and grow, shared by our diverse culture and connected community."* Further strategies to achieve this include, liveability and lifestyle, opportunity and aspiration and services and programs.

The action plan of this OWMP will link with the Council Plan Pillars of Growth and Development, Environmental Sustainability, and Transparency and Effectiveness.

The OWMP will support a number of objectives within the Council Plan including *Support housing that meets community needs and enables future population growth, Protect and enhance local land, biodiversity, and natural assets for future generations,* and *Strengthen Council's internal capability, resources, systems and financial sustainability*. This will be achieved through a collaborative approach with Council's internal and external wastewater management partners.

Specifically, the OWMP provides Council with a:

- Planning tool to enable long term strategies to be developed for wastewater management;
- Framework to facilitate decision-making and policy about individual OWMS installations, including enforcement and compliance options.

The Onsite Wastewater Management Plan which has been divided across **4 key areas**:

1. Information Management
2. Education and Awareness
3. Regulatory Management
4. Collaboration and Review

Improvement of wastewater management within the municipality will also rely upon:

1. Solution driven and collaborative partnerships with communities;
2. Clear policy to facilitate decisions;
3. Commitment to advocate and facilitate improved outcomes by Council, water corporations (authorities) and EPA Victoria;
4. Inclusion in Council's Plan, budgetary processes and linkages to other key policies such as the Municipal Public Health Plan and any relevant Council Storm Water Management Plan(s); and

Availability of State funding and legislative change to facilitate and implement improved wastewater management in the long term. To implement these recommendations a range of resources must be committed. Structured coordination of Council's existing environmental strategies and combined internal capacity toward implementation of the objectives. The actions of the Plan have been set across a 5-year timescale. This is to allow enough time for the scope and objectives of the Action Plan to be properly resourced and implemented.

1. Introduction

Onsite wastewater management is one of the public health functions delegated to local government under the Environment Protection Act 2017. Under the legislation Council is the permit authority for the installation and use of septic tank systems. There are also further responsibilities outlined in the State Environment Protection Policy (Waters of Victoria).

Domestic wastewater planning is about the management of wastewater generated from toilets, kitchens, bathrooms, workplaces and public buildings. When sewerage is not available to properties, domestic wastewater must be managed onsite via an Onsite Wastewater Management System (OWMS). The environmental impacts associated with domestic wastewater are due to the many pollutants it contains, including:

- human faeces and waste products;
- particles of food, dirt, lint;
- oils and greases; and
- chemicals derived from detergents and other cleaning products.

These pollutants can build up in the soil, damaging its structure, altering soil acidity/alkalinity balances and harming plant growth. Wastewater pollution can also present human health risks, cause odours and attract vermin and insects. Microbial contaminants such as bacteria, viruses and algal blooms pose significant public health risks. The excess nutrients present in domestic wastewater can harm aquatic life and cause waterway conditions to become toxic.

To ensure the health of our environment and that of our residents, visitors and those working in the municipality, Swan Hill Rural City Council has a number of significant roles and legislative responsibilities. One area of that control is in the effective management and disposal of wastewater. Wastewater, if not managed effectively, can pose a significant public health, environmental, legal and economic risk. Poor wastewater management threatens Council values and undermines the municipality's ability to attract more residents, businesses and tourists to the area.

State legislation requires that Council develops an Onsite Wastewater Management Plan (OWMP) to effectively manage the disposal and treatment of wastewater, where properties do not have access to reticulated sewerage systems. Many townships within the Swan Hill Region are reliant on septic tank systems and the subsequent disposal of treated effluent.

According to Councils database there are around 4,000 recorded septic tank systems within the municipality. The age of these tanks' ranges from 1960's – 2024. Of these systems, over 50% are older than 20 years. In many cases, these systems do not comply with the current wastewater standards having been approved under the lower treatment and discharge requirements of now superseded standards; with many systems (historically) approved for offsite discharge.

2. Overview of OWT plants in Swan Hill

An onsite wastewater treatment (OWT) plant is a treatment plant for the bacterial, biological, chemical or physical treatment of sewage generated on-site. For example, a septic tank system, a wet or dry composting toilet, aerobic treatment and a sand filter (EPA, publication 1974). Across Swan Hill, the two most common methods of wastewater treatment are primary treatment septic tank systems and secondary treatment often via an aerated wastewater treatment system (AWTS).

Primary treatment (often known as septic tanks)

The modern primary treatment system is usually a concrete or plastic in-ground tank with two internal chambers separated by a baffle. The tank holds and treats wastewater from the kitchen, bathrooms, laundry, and toilets. The tank houses a living ecosystem of bacteria that decompose the organic material, treating the solids and wastewater before it is drained into the natural environment using an effluent disposal system, most commonly via absorption trenches.



Figure 1: A typical septic tank system installation

Absorption trenching incorporates perforated PVC piping to transport wastewater allowing it to pass through stone aggregate before being absorbed into the existing earth surrounding the trench. Trenching is one type of land application system available; and is the type of land application predominantly utilised for primary treatment systems.

The main maintenance requirement specific to primary treatment system is the removal of the build-up of solids every 3-8 years. This occurs via a pump-out of the accumulated sludge performed by specialist contractors; and is commonly referred to as “de-sludging”. If these solids are not removed, they can carry over to the disposal area, causing odour problems and the trenching to fail. Typically primary treatment systems have no moving parts and generally require no power.

Secondary treatment systems (AWTS)

Secondary treatment systems pass wastewater from a primary treatment tank into a second treatment process, this can include aeration (often by electrically powered blowers) or via polishing filters.

The current most common secondary treatment method of aerated treatment systems (AWTS) also uses clarification and disinfecting chambers with sludge returned to the primary treatment tank. Aerated treatment systems require regular maintenance by a suitable service technician, as well as a reliable power supply. The tank requires pumping out approximately every five years.

AWTS are designed to discharge their (secondary) treated wastewater to land via sub-surface drip irrigation. Sub-surface drip irrigation can only receive secondary treated wastewater to function properly.

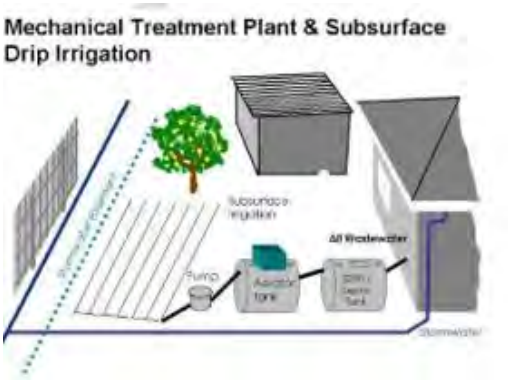


Figure 2: Images showing typical AWTS with sub-surface irrigation layout

Other types of systems found within Swan Hill, could also include:

- Older 'Split' systems; and,
- Septic into Sand Filter systems.

3. Regulatory Framework

Council has to articulate, administer, and ensure compliance with a comprehensive and complicated policy and legislative framework specific to the management of domestic onsite wastewater management. This includes several State Acts and subordinate legislation, along with guidelines, Codes, Australian Standards and local policies.

In July 2021 the *Environment Protection Act 1970* was superseded by the *Environment Protection Act 2017,* which establishes a new framework for environmental protection and is underpinned by the general environmental duty (GED) and duties for waste, contaminated land, and incident notification and management. Much of the content of SEPP (Waters) has been replaced by the Act, its Regulations, and the Environmental Reference Standard (ERS), or through new guidance published by EPA.

A limited number of clauses in the SEPP (Waters) will remain in force under the Environmental Protection Transitional Regulations 2021. This has allowed time for the Department of Energy, Environment and Climate Action [DEECA (formally known as Department of Environment, Land, Water, and Planning)] and the EPA to consult with duty holders to identify the most suitable replacement instrument to address these clauses.

However, where content is not directly replaced under the new legislative framework, or EPA has not yet published new guidance, the information in those clauses of SEPP (Waters) may continue to provide a useful source of information to aid duty holders and regulatory decision-makers.

Victorian State Legislation

- *Environment Protection Act 2017*
- *Water Act 1989*
- *Planning and Environment Act 1987*
- *Public Health and Wellbeing Act 2008*
- *Local Government Act 1989 and 2020*
- *Building Act 1993.*

Subordinate legislation, Policy, Codes, Strategies and Guides

- *Environmental Protection Transitional Regulations 2021* – retain limited State Environment Protection Policy (Waters) clauses
- *Environment Protection Regulations 2021*
- EPA Publication 1974: Regulating on-site wastewater management systems (local government toolkit)
- EPA Publication 1976: Guidance for owners and occupiers of land with an OWMS equal to or greater than 5,000 litres on any day (including septic tank systems)
- EPA Guideline for Onsite Wastewater Management (GOWM) 2024
- EPA Guideline for Onsite Wastewater Effluent Dispersal and Recycling Systems (GOWEDRS) 2024
- Onsite Wastewater management plans risk assessment guide: final report (DELWP, 2022)
- Victorian Land Capability Assessment Framework (January 2014)
- VCAT Decisions & Precedents

National Standards

- Australian/New Zealand Standards and JAS-ANZ Certification

Council Strategic Plans

- Community Vision and Council Plan 2025 – 2029 (includes Municipal Public Health and Wellbeing Plan)
- Loddon Mallee North Regional Growth Plan (2014)
- Small Town Future Development Plan

3.1 Roles and Responsibilities

The management of onsite wastewater is the responsibility of variety of government organisations, private industry, and individuals at the state and local level.

Council

Under the *Environment Protection Act 2017,* Environment Protection Regulations 2021, and through the *EPA Guideline for Onsite Wastewater Management (GOWM) 2024*

Council (in particular, Environmental Health, Planning and Building Services) is responsible for:

- Providing educational information and advice regarding onsite wastewater management to the community;
- Ensuring new residential subdivisions in unsewered areas, are provided with reticulated sewerage - or that the allotments are capable of treating and containing all domestic wastewater on site;
- Issuing permits to install or alter onsite wastewater management and issuing a certificate to use the OWMS;
- Refusing to issue a permit if the system does not hold a current Certificate of Conformance or if the site is unsuitable and/or the area available for the treatment and disposal of effluent is not sufficient;
- Ensuring that OWMS are operating correctly and that property owners comply with conditions on OWMS permits and certificates.

Land Capability Assessors

- Assess the capability of a site to sustainably manage wastewater within allotment boundaries or recommend if sewer is a viable option in preference to onsite wastewater management.
- Provide the assessment report, specifically aligned with the relevant legislations, standards and guidance.
- Identify a management program that should be in place to minimise the health and environmental impacts of ongoing onsite wastewater management.

Landowners and occupiers

A landowner's wastewater responsibilities consist of the following:

- Connecting to the mains sewerage system where it is available (in a declared sewer area) and the existing WTS does not meet EPA standards at the time the sewer (connection point) became available;
- In unsewered areas, obtaining a permit to install or alter an OWMS before a building permit is issued and any OWMS installation or alteration works commence; and
- Obtaining a certificate to use the system once installation has been completed and approved.

With regard to the on-going maintenance of an OWMS, it is the land occupier's responsibility to ensure that:

- The maintenance requirements of the OWMS are implemented, including de-sludging (every 3-8 years, depending on the system loading), and any specified monitoring conditions under the permit (including annual sampling);
- If the system type is a secondary treatment plant – it undergoes maintenance checks every 3 months by an accredited maintenance provider;

- The effluent disposal area remains clear from development, impermeable surfaces and unsuitable vegetation; and
- Copies of all maintenance, based on the type of system in use, is provided to Council in accordance with permit conditions.

OWMS Installers (Plumbers) and Maintenance Providers

OWMS Installers are responsible for:

- Ensuring that any plumbing work is either undertaken by a licensed plumber, or under the direct supervision of a licensed plumber;
- Only installing OWMS approved for installation in Victoria (with a current JAS-ANZ Certificate of Conformance); and
- Ensuring that all of the plumbing work complies with the Plumbing Regulations 2018 the Plumbing Code of Australia (Volume 3 of the National Construction Code) and any referenced Australian Standards relevant to the plumbing work undertaken; and issuing a compliance certificate for any plumbing work valued at $750 or more.

Compliance certificates must be issued by licensed plumbers for specific plumbing work carried out in Victoria. A compliance certificate signed by a licensed plumber is a certification that their work complies with the prescribed plumbing standards.

A licensed plumber is not able to issue a certificate for plumbing work that has been carried out by someone else, except in limited circumstances.

OWMS Maintenance Providers are responsible for:

- Ensuring that they are an accredited maintenance service provider;
- Ensuring that any maintenance plumbing work requiring a compliance certificate is either undertaken by a licensed Plumber, or under the direct supervision of a licensed Plumber; and
- Ensuring that any wastewater pumped out of an OWMS as part of a maintenance service is only disposed of at a licensed facility.

Standards Australia and JAS-ANZ

Standards Australia develops internationally aligned Australian standards (AS) and participates in standards-related activities that deliver benefits nationally. Standards Australia and Standards New Zealand also work together to develop joint standards (AS/NZS).

Although Standards Australia develops and publishes different national standards, they are not responsible for enforcing, regulating or certifying compliance with those standards. The responsibility for system assessment and the evaluation of minimum performance requirements for OWMS sits exclusively with the accreditation authority JAS-ANZ (Joint Accreditation System of Australia and New Zealand) and is carried out by the accredited certification body; Global Certification Pty Ltd (GC) under the GC Domestic Wastewater Treatment Units (Septic Tanks) certification scheme. OWMS that pass the certification scheme are provided with a Certificate of Conformance. Only systems with a valid Certificate of Conformance can be installed in Victoria.

JAS-ANZ utilise the published joint Australian/New Zealand Standards for on-site domestic wastewater as the basis for the majority of the performance criteria applied to their certification scheme (for OWMS). For example, the current certification scheme for secondary treatment systems requires the different manufactured systems to have completed and passed a comprehensive testing program by 2020 based upon the requirements of AS/NZS 1546.3:2017 *On-site domestic wastewater treatment units: Part 3: Aerated wastewater treatment systems* to receive a Certificate of Conformance post 2020.

3.2 External Regulatory Stakeholder Responsibilities

Other than the occupiers of dwellings with septic tank systems, other stakeholders have major responsibilities in relation to onsite wastewater.

Environment Protection Authority

The Environment Protection Authority (EPA) has the statutory responsibility of overseeing the management of domestic wastewater management in Victoria. The EPA sets the regulatory framework for wastewater and provides advice and guidance to support this framework.

The EPA's responsibilities in relation to the management of domestic wastewater disposal are as follows:

- Developing policies and legislation in relation to domestic wastewater disposal.
- Developing and reviewing the *Guideline for Onsite Wastewater Management* and other relevant publications.
- Approving the type of domestic wastewater treatment systems that can be installed in Victoria via the Australian Standards Certificate of Conformance process.
- Providing advice to local Councils where required.
  - Approval of systems discharging more than 5,000 litres on any day

Catchment Management Authorities (Mallee and North Central CMA)

The functions of catchment management authorities include the coordination of the preparation and implementation of regional catchment management strategies. Catchment Management Authorities (CMAs) are a referral authority under the Planning and Environment Act 1987 and also hold an approval role under the Water Act 1989 with respect to works on waterways.

Water Authorities (Lower Murray, Goulburn Murray Water and Grampians Wimmera Mallee)

Water and reticulated sewerage services across the municipality are provided by a number of water authorities. The water authorities have a lead role in the planning and implementation of appropriate infrastructure developments, such as the connection of urban areas to the reticulated sewerage system. Water Authorities provide comments to Councils on planning referrals in relation to their requirements. Rural Water Corporations provide water services comprising non-potable water supply, for irrigation and domestic and stock purposes.

The responsibilities of these authorities include:

- Managing the delivery of water to irrigation and water districts and maintaining the infrastructure;
- Implementing government regulations and policy for groundwater and surface water management;
- Harvesting storing and maintaining water in its reservoirs and dams, and;
- Protection the quality of water which is used to water supply (domestic, irrigation and bulk water).

Water authorities are also a referral agency for planning referrals for Onsite Wastewater Management Systems and assist Council with the implementation of setbacks from waterways. If an applicant is seeking a reduced setback from a waterway approval is sought from the Water authority prior to a septic tank permit being issued.

Department of Environment, Energy and Climate Action

The Department of Environment, Energy and Climate Action (DEECA formally known as DEWLP) is responsible for the management of Victoria's natural resources (water, land, etc.).

DEECA was also responsible for the management of the Country Towns Water Supply and Sewerage Program (CTWSSP). This State Government program was initiated in 2004 to:

- Introduce sewerage solutions to rural and regional towns that have critical public health and environment problems.
- Introduce new water supplies or upgrade existing water supplies.
- Identify sewerage needs to prevent future risks to public health and the environment.

4. What We Know – Our Onsite Wastewater Profile

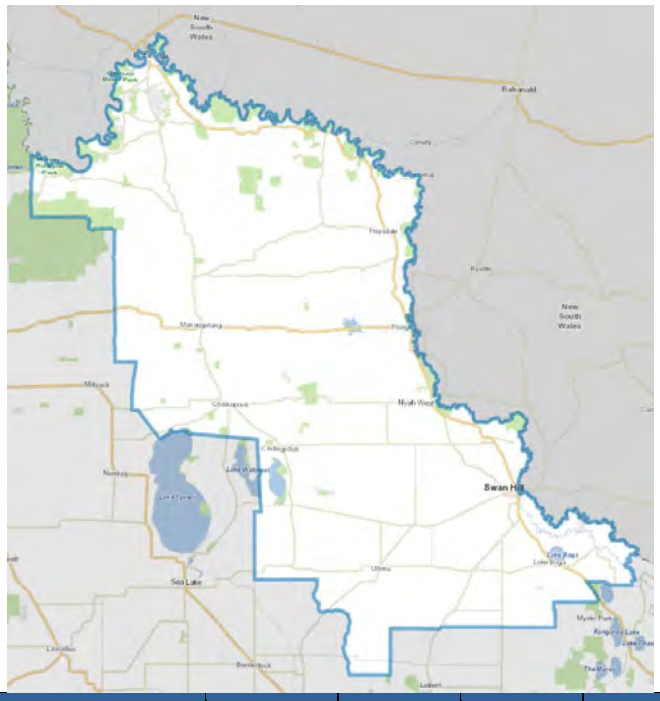
Swan Hill Rural City Council, located in the north-west of Victoria, had a population of 21,381 at the 2021 Census and stretches over 6,100 square kilometres. Victoria in Future (2023) forecasts the municipality to reduce to 20,657 by 2031, with growth expected in the service centres of Swan Hill and Robinvale. Smaller townships such as Manangatang, Piangil and Ultima have seen significant population loss and consequently the loss of services and amenities in these locations.

Agriculture and manufacturing drive the economy. Our region's gross regional product in 2023 was $1.772 billion. Agriculture accounts for almost 36.3 per cent of the region's total economic output, with more than 40 products grown commercially in the municipality. More than 20 per cent of all jobs in the municipality are directly related to agriculture.

Tourism and retail sectors are also strong. Approximately 574,900 tourists visit the municipality each year, injecting about $71.9 million of added value into our local economy.

According to the Small Town Future Development Plan 2023, '*Housing in the regions small towns is characterised by large allotment and 1950's style dwellings. Larger townships such as Swan Hill, Robinvale and Lake Boga have a variety of newer builds and a mix of smaller allotment sizes. The delivery of new housing is an ongoing challenge for the region as service infrastructure including, water, sewage, power and communications are limited in most townships and therefore increase the overall build cost of new dwellings.*'

4.1 Population Projections



The Swan Hill region which incorporates Swan Hill, Robinvale and Nyah West comprises just over 21,381 residents. The population is expected to have a small net decrease of 724 by 2031 according to Victoria in Future (2023).

Summary	2021	2026	2031	2036
Population	21,381	21,017	20,837	20,657
Population in private dwellings	21,011	20,624	20,421	20,186
Households	8,497	8,613	8,805	8,986
Average household size	2.5	2.4	2.3	2.2

Population has a direct impact on the density of onsite wastewater management systems within a township and on the economic viability of offsite wastewater management options, such as reticulated sewer. In the past this has meant that townships under 300 were not considered viable for sewerage systems.

It is also important to note that the age groups are relevant to wastewater as young children and ageing persons are more susceptible to illness from wastewater contamination.

Our 2021 population census statistics show that community members are 50.2 per cent male and 49.8 per cent female. We have a median age of 39 years. Almost 10,233 of the residents are employed and nearly 45 per cent of these individuals work in health care, agriculture, education or the retail industry.

The 2021 census data above also includes the moderate townships of Lake Boga (982 persons), Nyah West (673 persons), and Nyah (536 persons); along with five small townships consisting of Woorinen South (404 persons), Manangatang (274 persons), Piangil (230 persons), Ultima (173 persons), and Boundary Bend (154).

*2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403, however, due to ongoing concern that the ABS consistently underestimates the population of Robinvale, Council commissioned Geografia to undertake a population determination study. The ABS census figure of 2021 show the Robinvale population as 3,740 people. The work of Geografia has reliably demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,367.

Since 2016 each of these townships have experienced small amounts of growth and decline, with population growth experienced in Woorinen South (+48), Boundary Bend (+22), Nyah West (+10) and Nyah (+6). The

largest concentrations of population decline across the five-year period was experienced in Manangatang (-35) and Piangil (-29), in addition to smaller declines in Lake Boga (-3) and Ultima (-1).

The small decline in population in these townships could be attributed to residents relocating within the Region to moderate townships, such as Nyah West and Nyah, or relocating outside of the Region entirely to larger townships due to employment and housing opportunities.

4.2 What We Know About Our Wastewater

Wastewater may be treated and disposed of by either **onsite** or **offsite** systems. These systems provide different levels of wastewater treatment and management across the municipality.

Larger townships of Swan Hill and Robinvale are serviced with reticulated sewerage (offsite system) which is provided and managed by Lower Murray Water. There are also three smaller townships partially serviced with reticulated sewer: Lake Boga, Nyah and Nyah West. The remainder of the municipality is unsewered and relies on onsite wastewater treatment systems.

The type of onsite (septic tank) wastewater management system approved for a particular area or township is dependent upon the local conditions. Each township within Swan Hill Rural City Council is uniquely placed within the environment. This means that each will have different conditions (soil types, weather, local vegetation, water sources) that will positively or negatively affect the ability to maintain adequate onsite wastewater management.

Most townships were created many years ago without a coordinated long-term township plan. Properties were subdivided to create small lot sizes that were not required to treat and retain all wastewater within the property boundaries. Subsequent legislative amendments require all new developments to adequately treat wastewater onsite.

Existing township structures (allotment pattern), increasing population, changing water use patterns and the existence of ageing septic tank system have created adverse conditions and amenity within some townships and areas.

4.3 What Are the Challenges

Historically the management of onsite wastewater systems within the Swan Hill Rural City Council has been challenging. Local Councils are the regulatory authority for Onsite Wastewater Management and have been limited by time and financial support to implement effective OWMPs actions. Council has mainly focused on an approval scheme for new systems and a basic system monitoring program, as time permits.

Records of installations prior to Council amalgamations in 1994 are almost non-existent and until such time that older properties are renovated or redeveloped Council is unaware of what Onsite Wastewater Management Systems are in place. Many of the older properties systems are found to be no longer compliant as they have separate black water and grey water systems, majority of which need upgrading to new compliant systems.

It is recognised that many existing septic systems within the area are several decades old and/or are located on properties/parcels that may be unsuitable for Onsite Wastewater Management. Existing systems may be undersized or have direct greywater discharge off-lot, in most cases approved by Council at the time they were installed. These systems can have an adverse impact on public amenity, and these may cause a nuisance. Some septic tank systems can also cause pollution from effluent discharges into waterways downstream. The number of installations that are discharging off-site (whether with or without approval) is currently unknown.

While it is now clear that such practices are no longer appropriate and may be creating unacceptable risks, it is acknowledged that many of these problems will take time to rectify. There are financial implications for owners who have a failing septic system and are required to complete upgrade works. New systems can be expensive, and some owners may not have the finances to undertake works immediately, resulting in continuing system failures. It is therefore difficult for Council to implement an adequate compliance regime unless there is an obvious breach resulting in visible off-site discharge of effluent.

There are also limited cost recovery options for Council to monitor increasingly complex and larger numbers of systems as the peri-urban areas. With this in mind, there is increasing pressure on all Councils within Victoria to improve Onsite Wastewater Management so that existing and future development does not have an impact on public health and the environment.

4.4 Distribution of Septic tanks

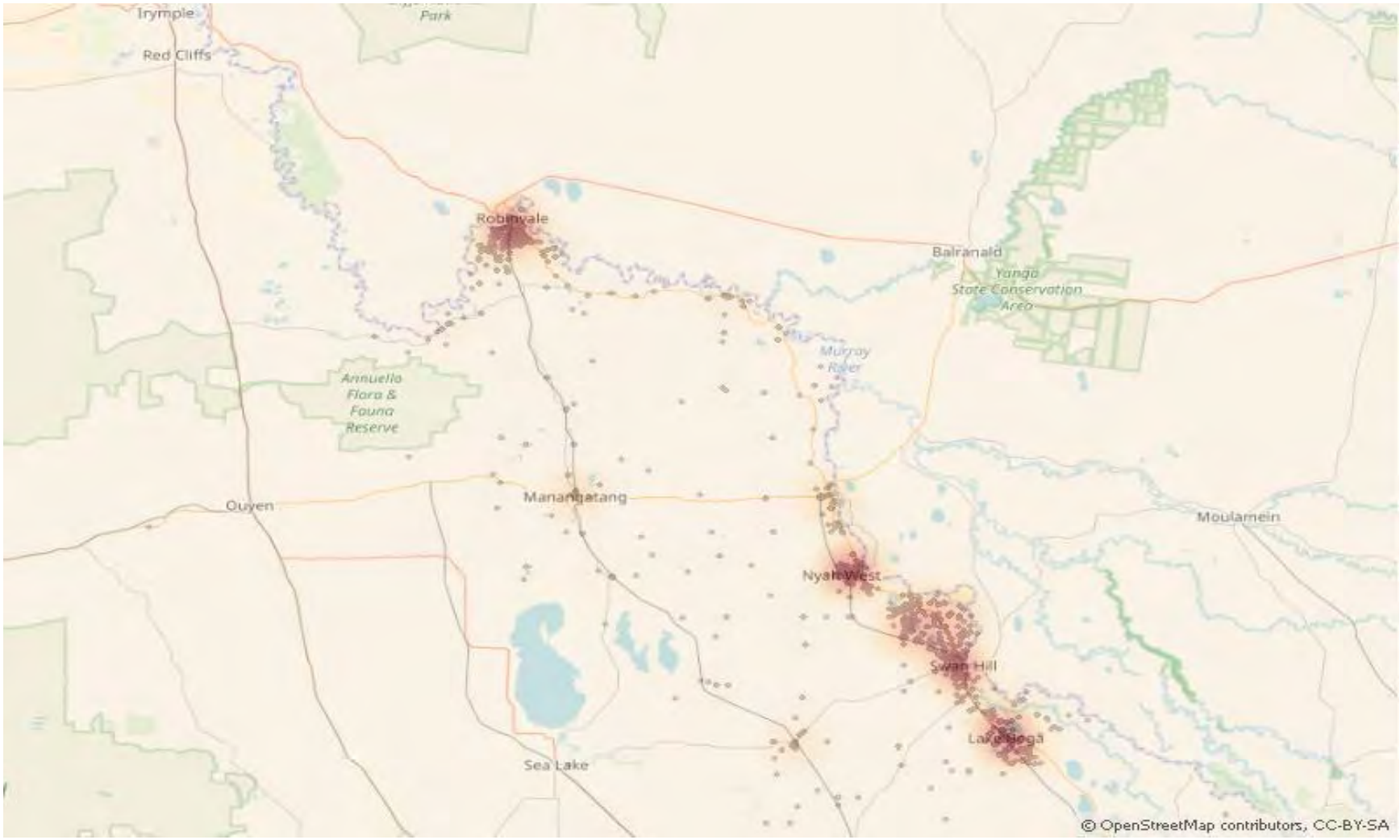
There is large proportion of unsewered area encompassing some of the moderate and small townships within the municipality. According to Councils database there are around 4,000 recorded septic tank systems within the municipality. The age of these tanks' ranges from 1960's – 2024. Of these systems, over 50% are older than 20 years based on permits issued annually and available age profiles with the majority of systems being the conventional type i.e. having sub-surface disposal.

Data from 2001 are able to identify the number of installations and alterations by wastewater system type. The table below highlights townships that have 15 or more septic tanks installed. Any townships under 15 have not been included as it is not certain that the data is correct.

The following heat map provides an overview of the septic tanks systems installed within the municipality from 1960 – 2024 (March). The heat map provides a visual representation of areas of high concentration of septic tank systems and the proximity to waterways within the municipality. The heat map shows several properties within the Swan Hill and Robinvale townships as connected to an onsite wastewater system which may no longer be accurate. The data cleansing listed within the action plan aims to clean this heat map up. The rest of the mapping should be accurate.

Township	SYSTEM TYPE	
	Conventional system	WWTP
Bannerton	21	1
Beverford	86	4
Boundary Bend	90	0
Castle Donnington	86	3
Chinkapook	15	
Lake Boga	283	22
Lake Powell	17	1
Manangatang	170	7
Murrawee	40	2
Murraydale	28	10
Narrung	21	
Nyah	193	1
Nyah West	95	
Pental Island	53	3
Piangil	163	5
Robinvale	656	34
Swan Hill	343	77
Tol Tol	73	4
Tresco	99	3
Tyntynder	249	11

Ultima	104	2
Vinifera	58	
Wemen	67	1
Wood Wood	42	
Woorinen	123	5
Woorinen Nth	18	2
Woorinen South	131	10


Irymple
Red Cliffs
Park
Robinvale
Balranald
Yanga
State Conservation
Area
Murray
River
Annuello
Flora &
Fauna
Reserve
Ouyen
Manangatang
Moulamein
Nyah West
Swan Hill
Lake Boga
Sea Lake
© OpenStreetMap contributors, CC-BY-SA

5. Priority Towns

From the collective data analysed and the previous DWMP, there are four townships that are considered priority towns of focus. These priority towns have experienced development on smaller allotments and therefore have a higher density of systems that can create potential wastewater issues.

Council would need to undertake further household surveys to identify what type of systems are installed and if there are any signs of failure.

5.1 Priority areas

Further analysis was undertaken of the data to determine the priority towns for this DWMP. A priority rating was given to towns with the following features:

- Age of septic tank system.
- Allotment sizes
- Geography of township

The priority areas identified include:

Location	No of properties	Allotments <1,000m² or >1000m²	Age of Septic tanks	Town characteristics	Public health concerns
Manangatang	273	30% of properties are. smaller than 1000m²	1960s – present	The township is in a natural basin with soil characteristics that are not favourable to wastewater.	Large number of smaller allotments, poor soil types and houses within close proximity could result in wastewater nuisances that could have an impact on neighbouring properties and health.
Boundary Bend	45	20% of properties are smaller than 1000m²	1970s – present	The township is located along the Murray River including many of the houses. Large agricultural industries in town.	With a fluctuating population (seasonal), the age and size of the systems may not be able to cope with use over a long period of time which could result in failing systems and potential spread of disease.
Woorinen South	156	10% of properties are smaller than 1000m²	1960s – present	The township is located close to a Natural reserve, which can be indicative of poor soil types. Allotments are dependent on Domestic Wastewater treatment. Most of the allotments within the township are small. Development within this area is consistent.	Poor soils and aging septic tank systems could lead to potential septic tank failure.
Piangil	77	10% of properties are smaller than 1000m²	1960s – present	The township is located within 800m of the Murray River. Smaller ¼ acre blocks left to develop. Under current guidelines would not be suitable for Domestic Wastewater Treatment.	With 50% of current septic tanks are over 30 years old there is a concern that there could result in failures and potential spread of disease.

Currently Council is reliant on older data (circa 2005 – 2008) that have been used to derive the priority areas. As this review has identified, it is imperative that Council undertake surveys within these priority areas to gain a better understanding of the overall wastewater profile for these townships and also the scale of offsite discharge and the impacts this could be having on the receiving environment. Additional funding would be required to complete a survey of these townships and collate the data collected.

6. How We Improve

Wastewater management improvements are vital for the long-term health and prosperity of townships. Using wastewater (septic) systems beyond their design life increases the risks to public health and the environment and needs to be managed effectively.

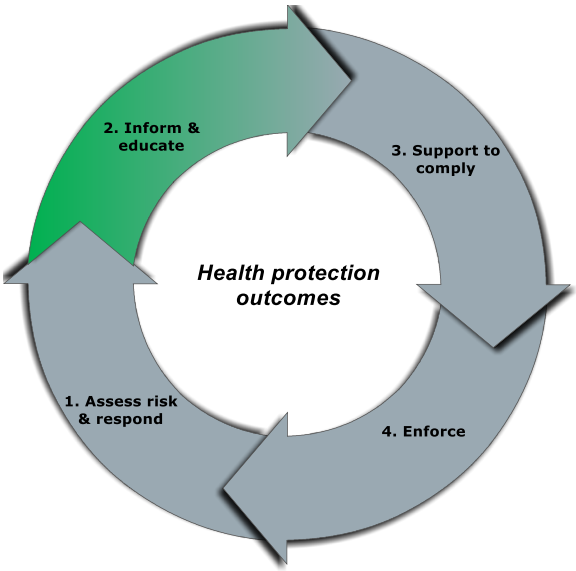
Not all systems or townships are designed to perform equally, nor are all environments equally sensitive to wastewater discharge. A risk-based approach is taken to ensure that Council is conducting its wastewater management activities efficiently and effectively. This approach also provides Council with the direction to seek wider wastewater management improvements, such as sewer, and the funding that is needed to implement such improvements. The goal is to reduce risks to public health and the environment to an acceptable level over a period of time within available Council resources.

Wastewater management involves a range of issues, including those that currently exist or have the potential to exist. Each issue is very particular in its characteristics and therefore the methods to resolve them must be flexible yet specific.

Improvement options for wastewater management fall into two general categories; onsite wastewater (septic tank) systems and sewer schemes. In some cases, these are combined, such as common effluent systems, to provide greater variety of opportunity for water use and reuse by residents.

To improve wastewater management, strategies are required that address strategic planning and infrastructure, information, regulation, compliance and education and community consultation.

Council's approach to wastewater compliance management will consist of four sequential stages: assess risk & monitor; inform & educate; support to comply; and enforce. These stages will be required to address the range of existing and potential issues across the municipality.



6.1 Risk Assessment

A primary objective of the OWMP is to identify and implement strategies aimed at minimising the impact of existing or potential risks to human health and the environment. All wastewater generation and/or discharge is seen to be a risk with potential harm to human health or damage to the environment. Wastewater risks that need to be considered, their cause and key impacts are described in the following table.

Risk	Cause	Key Impacts
Failed systems with offsite discharge	• Damaged effluent disposal drains/trenches. • Increased loading from extensions to dwellings • Design criteria not complied with • Faulty installation • New works & activities impacting on disposal area. • Age of the system • Septic tank full • Poor maintenance	• Nutrients • Pathogens • Odour • Visual amenity • Oxygen depleting material • Local land degradation • Pollution of water courses • Pooling of effluent causing mosquito breeding
Treated off-site effluent discharge	• Permitted system	• Pollution of water courses • Local visual amenity • Demand on Council drainage infrastructure
Treated on-site effluent discharge	• Permitted system	• Local visual amenity • Pollution of groundwater
Untreated off-site sullage (grey water) discharge	• Poorly maintained system with sand filter not functioning. • Sand filter bypassed to stormwater. • Septic tank full • Permitted system	• Nutrients • Pathogens • Odour • Visual amenity • Oxygen depleting material • Local land degradation • Pollution of water courses • Demand on Council drainage infrastructure
Ineffective regulation	• Failure to comply with permit conditions. • Ineffective database • Non-connection to sewer • Unclear regulatory responsibilities	• Liability • Increased incidence of preventable pollution and environmental degradation • Increased risk to public health
Re-use of wastewater	• Allowed re-use. • Low water supply • Poor management by individual residents	• Pathogens • Odours

These risks have been identified by incorporating information from:

- literature reviews
- a review of complaints
- current Council data
- discussions with Council staff, and
- field inspections.

6.2 Risk Management Approach

An OWMP risk assessment methodology has been developed for councils to assess the risk of OWMS at a sub catchment and catchment level, published by DELWP, 2022.

The guide outlines the following objectives to be considered when assessing risks associated with OWMS:

- Onsite wastewater systems and their effluent are appropriately located and managed through a consistent risk assessment process.
- Human health and environmental risks are minimized, particularly for potable water supply and environmentally sensitive areas.

The methodology of the guide is in alignment with ISO 31000 Risk Management and includes risk identification, risk analysis and risk evaluation and treatment.

Using the guide Council will develop a risk management plan to inform ongoing monitoring of OWMS throughout the municipality, particularly in areas where reticulated sewer is not a viable option for wastewater management.

The risk management plan will be developed by using the following six steps of the risk assessment structure:

1. **Initiation**:
   - Determine sub catchments and catchment areas for assessment, identify endpoints.
2. **Risk Identification**:
   - Collect data and allocate date to risk band levels for each risk factor.
3. **Calculate consequence.**
   - Determine consequence through calculation of contaminant loads from risk factor data.
4. **Likelihood assessment**
   - Determine likelihood for each risk pathway. Calculate likelihood from risk factor band level data.
5. **Risk analysis**
   - Calculate risk rating for each sub catchment risk type and pathway.
6. **Cumulative risk**
   - Calculate risk rating for specific endpoints and review results.

After the risk treatment plan is developed (within the life of this 2025-2030 plan), options of more complexity such as delivering a program of monitoring inspections and liaison with property owners will have delivery plans developed to manage the detailed nature of implementation.

Regular monitoring and review of the risk treatment plans, including track implementation of the delivery plans will be planned and budgeted for, and then will be undertaken. This will include the stakeholder engagement and reporting of implementation progress as required as part of the ongoing development of Council's OWMP.

6.3 Township Risks

A wide variety of risks exist in each township, requiring action to remove or reduce them. The magnitude of risk posed by threats is dependent on the individual characteristics of each township. These include, the size of the threats, significance of the local environment, quality of the storm water infrastructure, exposure of threats to the public and availability of threat reduction measures, for example setback distances.

The level of information gathered, analysed and understood at any particular time affects the level of risk posed by wastewater management in each township. Since 2007, significant changes in the information available to Council and legislative interpretation have occurred.

Each township is likely to have an area posing a high risk to public health or the environment. Generally, high-risk areas will have one or more of the following characteristics:

- properties less than 1000 square metres (particularly in towns with very low or high soil percolation rates);
- more than five older toilet only systems with grey water discharges to the storm water catchment;
- high levels of faecal bacteria and/or nutrients identified in nearby storm water drains or groundwater;
- high likelihood of human contact with contaminated storm water, groundwater or waterways e.g. open drains and groundwater bore use;
- environmentally significant vegetation in the area;
- undersized storm water infrastructure unable to cope with anticipated increase in flow rates and regular contamination by domestic wastewater;
- steep grades prone to instability exacerbated by high rainfall, moving ground water springs and high wastewater loading; or
- inadequate and failing wastewater infrastructure.

Township Land Capability Assessments should be developed and may then be used to provide detailed investigation in areas of excessive risk to determine the limiting risk factors and appropriate design standards for onsite wastewater treatment systems.

In identified high risk areas, investigative sampling of storm water and/or ground waters may be used to monitor impacts of wastewater disposal in the area.

Swan Hill Rural City Council does not currently have *Township Land Capability Assessments* in place but would seek funding to complete this project if the opportunity arises.

6.4 Identified Risks

Risk identification and prioritization for this plan combines previous Domestic Wastewater Management Plans (now called Onsite Wastewater Management Plans) and Environmental Health team local knowledge. The data was also assessed by analysing the EPA risk assessment tool and a review of our current data management practices.

A few of the risks identified in this plan are carried over from the previous Domestic Wastewater Management Plan, with the risks requiring State government funding and resourcing to resolve and/or reduce the impacts of the risks. Some of the risks identified, such as historically small housing lots, are very difficult to resolve and management of these risks is the preferred outcome.

Moving forward, the Environmental Health team will continue to its current resources to the areas where the most significant impacts can be made.

Identified risk - Missing and incomplete data

Councils Wastewater Data Management System is contained within an online records management system that holds records dating back until 2009. There is a previous records management system that only one officer can access that has some records dating from 1960s - 2008. All records prior to these dates are not held by Council.

The missing incomplete data sources pose a risk to the environment and homeowners because there is no information on what types of systems were installed, where they are located and if they are still managing wastewater effectively and not impacting the environment.

Officers are unable to proactively inspect existing systems due to staff capacity. Ongoing compliance is managed through complaints received about potentially failing or non-compliant systems as well as through planning referrals for extensions to homes or subdivisions of properties. Proactive routine inspections of

existing systems would be costly to Council given that there are over 4,000 systems installed throughout the municipality, and many older systems that may not have permits on record.

Strategies and outcomes for the next five years will continue to prioritise and address these issues, working towards a more complete record of active systems across the municipality, including ongoing retrospective recording of legacy and ageing systems that are not currently include in Council records.

Basic monitoring, including reviewing secondary treatment system maintenance reports and following up with homeowners and plumbers that any issues have been resolved will continue to be undertaken by Environmental Health Officers.

Identified risk – Townships with historically small housing lots

Historic small lot subdivisions in rural townships including Manangatang, Boundary Bend, Piangil and Woorinen South, pose an environmental and future development risk to these communities. Currently there are a number of blocks under 1000m2 that Council does not have any data on their wastewater systems, and they are unlikely to be able to meet current standards. These small lot sizes and aging wastewater systems pose a potential risk to the environment in wastewater systems leaching into the surrounding lands and waterways.

The allotment sizes in these towns, including the currently undeveloped land blocks, are well below the 4000m2 for unsewered lots specified in the current Low Density Residential Zone criteria outlined in the planning scheme requirements. These small lot sizes make it almost impossible for current and potential landowners to meet the wastewater requirements to develop this land for increased housing. These small lot sizes require potential landowners to purchase more than one block and consolidate the titles so that they are able to build their new homes in these towns.

Council does not intend to undertake a compliance-based approach to resolving these small lot issues. Instead, Environmental Health and Planning Officers will continue to collect data, respond to complaints and issues of concern with failing wastewater systems and problem-solve with landowners to transition to the most efficient and effective wastewater management system that will work on their land.

Funding for developing the previously mentioned *Township Land Capability Assessments* will be sought if the opportunity arises to improve our data in these areas and seek to find innovative solutions that meet the current legislation.

Identified Risk – Lack of Community Understanding of Onsite Wastewater Management obligations and risks

A lack of education and understanding how to management Onsite Wastewater Management system remains a risk to water quality, the natural environment, and public health.

Residents with newly installed wastewater management systems are provided education by Council and their installing plumber on how their system works and the importance of managing their wastewater management system to ensure it works effectively and efficiently.

Once these properties are sold, that information is rarely passed on to the new owners and the systems may not be operated or maintained in the correct manner; particularly if the new owners have never lived on a property with an onsite wastewater management system in the past.

Some residents may not be aware that their property relies on an onsite wastewater management system, where it is located, or how the system works. This lack of awareness can lead to safety issues, as well contribute to system failures due to lack of maintenance, overloading, or lack of early detection of poor functioning.

New residents may not be aware of permit conditions, where to access appropriate information relating to their system, or who to contact should issues arise.

This poses a challenge as many landowners are unaware of their obligations in relation to onsite wastewater management and the newly introduced EPA General Environmental Duty.

For this reason, education and community awareness needs to remain an area of focus for the next five years of this plan, with a focus on transitioning messaging to newer delivery formats, utilising resources

developed by other councils, government, and the Environment Protection Authority, as well as leveraging improved management of property data.

7.0 Management Focus Areas

The focus area for Council's management of onsite wastewater is informed by several main factors, including Council's statutory duty and key stakeholder strategic priorities (LMW, EPA & DEECA). Council's management strategies for wastewater continue to be informed by three factors:

1. Council's statutory duty
2. Council's capacity to undertake wastewater management services
3. The risks posed by ineffective septic tanks systems

Council's capacity to undertake wastewater management programs, along with the community's engagement feedback and the risks posed by ineffective and non-compliant OWMS together determine the plan's objectives.

7.1 Focus Areas

The **OWMP 4 focus areas:**

1. Information Management
2. Education and Awareness
3. Regulatory Management
4. Collaboration and Review

A summary description of the 4 focus areas and their objectives follows.

7.1.1 Information Management

The effectiveness of the OWMP will be measured by a comprehensive information and data collection that will enhance monitoring and reporting processes.

Ensuring that all new installations and alterations to existing systems are compliant is a more efficient way of managing the risks associated with wastewater. All new applications, planning referrals and complaints are assessed against current legislation and landowners are provided details of what they are required to do in order to ensure the system is compliant.

Information and data collation is a critical primary phase of the Action Plan that must be completed before effective risk-based interventions can be undertaken. The quality and extent of the information Council holds for individual wastewater treatment systems (OWMS) directly influences the quality and extent to which subsequent actions can be conducted.

Information and data collation objectives:

- Create or develop a solution to capture appropriate septic tank system data that is easily accessible for reporting purposes and to improve processes, efficiently target resources and assist strategic wastewater planning.
- Collation and auditing of all current and historic OWMS information into a single information management system to identify information gaps, provide status reports, improve risk assessment data and accuracy of information on OWMS currently operating within the municipality.
-

7.1.2 Education and Awareness

To ensure systems are being installed in accordance with the relevant legislation and Australian Standards, communication and education for the community should be a key priority. The development of a suite of

septic tank management information for landowners (website, newsletter, pamphlets) highlighting ownership responsibilities regarding Onsite Wastewater Management Systems may reduce the number of failing systems and minimise the impact to health and wellbeing and the environment.

Conducting targeted education and awareness programs will contribute toward the objectives of the Action Plan and provide a solid foundation for increasing community and industry awareness levels around wastewater responsibilities and requirements; and subsequent compliance and monitoring activities.

Education and awareness objectives:

- Implementation of an effective and comprehensive wastewater education and information strategies for OWMS owners
- Provide fair, accurate and accessible information on good wastewater management principles, practices and improvement options.
-

7.1.3 Regulatory Management

Council has several statutory responsibilities relating to wastewater control under a number of different Victorian Acts, including the:

- *Environment Protection Act 2017*; the
- *Building Act 1993*; and the
- *Planning & Environment Act 1987*

These responsibilities include activities such as:

- Ensuring that approved planning permits contain the necessary wastewater conditions for unsewered and sewered developments
- Ensuring that OWMS Permits contain all the necessary wastewater conditions for the land-based constraints of the installation site and the type of system being installed.
- Approval of new OWMS installations and alterations of existing systems
- Monitoring the maintenance reporting requirements for different systems
- Building Act “Consent to Use” requirements
- Addressing wastewater non-compliances and complaints

There will always be a requirement for Council to undertake regulation or enforcement activities in relation to different wastewater issues and non-compliances that pose an immediate risk/threat to the environment or human health. This is an integral part of Council’s statutory responsibility.

However, Council’s enforcement policy is generally based on the premise that enforcement is the last tool employed when education and mutual co-operation on a compliance issue has not been successful. The exception to this, is when a wastewater non-compliance poses an unacceptable immediate threat to human health and safety, and it is necessary to employ an enforcement measure from the outset to address it.

The recent introduction of the new *Environment Protection Act 2017* and *Environment Protection Regulations* 2021 have established the ability for Council to enforce maintenance of OWMS to both owners and or occupiers (i.e. rental tenants), via infringements, Notices and if required Prosecution. Council’s regulation and enforcement is guided by the EPA Publication 1974: Regulating onsite wastewater management systems: local government toolkit. The toolkit clearly provides the legislative requirements of owners and operators of OWMS under the GED and Council’s investigative and enforcement processes to follow.

The review of operational policies and procedures to ensure that Council has a consistent and transparent way of approaching all new installations and ensuring they are all in compliance with the legislation. These guiding documents will provide officers with workflows to approve systems and set out specific requirements relating to land size, capability and overlays. This will ensure that a consistent approach is taken and that all decisions made by Council officers are supported by approved organisational policies.

Regulation and Enforcement Objectives:

- To influence the regulatory framework in which Council must operate to manage wastewater and develop Council policy and procedures utilising available tools.
- To ensure all unsewered site developments are capable of adequately treating and containing all effluent on site prior to planning approval
- To investigate and enforce correct operation and maintenance, where required

7.1.4 Strategic Management, Collaboration and Review

Council's other strategic documents will need to be considered to ensure that they reference this Onsite Wastewater Management Plan and relevant legislation, where appropriate. This will provide currency to the new plan and ensure that consideration needs to be made to onsite wastewater management at a Strategic level.

To maximize the impact of the different actions and projects identified in the OWMP Action Plan, there must be integration and co-ordination of Council's internal resources. Internal collaboration is a key component to achieving the successful implementation of the OWMP.

Likewise, external collaboration and consultation is also a critical factor, specifically required under *SEPP (Waters)*, in the development of the OWMP and its subsequent implementation. Strengthening relationships with key external partners and stakeholder agencies such as LMW, the EPA, MAV and EHPA is a fundamental element in improving the level of collaboration, consultation, information and resource sharing between agencies.

Community engagement and collaboration is recognised as a foundational component of this plan development. A number of the strategies and actions within the plan rely on community being engaged with the Onsite Wastewater Management Plan, especially any advocacy for township sewerage systems.

Council also recognises the importance of engagement and collaboration with our local Plumbers and Land Capability Assessors in the development and successful implementation of this plan.

This Onsite Wastewater Management Plan will also be required to be reviewed on an annual basis as well as at the end of the life of the plan. This will ensure that all actions are being addressed and completed within the allocated timeframes.

Collaboration and Review objectives:

- Regular review of plan as per legislative requirements.
- Advocate for and contribute to reform of the wastewater legislative framework.
- Consult and work in collaboration with stakeholders and the community.

7. Action and Management Plan

Swan Hill Rural City Council actively promotes responsible environmental management practices. By repairing and adopting the Onsite Wastewater Management Plan (OWMP), Swan Hill Rural City Council demonstrates its commitment to improve the management of domestic wastewater within the municipality.

The successful implementation of the OWMP Action Plan can largely be contained within the existing Environmental Health budget and allocation of resources, along with some cross organisation development of solutions, such as improved use of technology to achieve greater compliance. External funding will also be sought, including grants, from State and Federal governments if available.

The following is Council's Onsite Wastewater Management Action Plan for the 2025-2030 period.

Focus Area 1: Information Management *Capture appropriate septic tank system data that is easily accessible for reporting purposes and to improve processes, efficiently target resources and assist strategic wastewater planning.*		
Strategies	**Actions**	**Outcomes**
1. Improve the quality and quantity of wastewater related information captured.	a) Input all data from records & STEM system	• Improved data and storage of data within central database • Improved access to information to assist strategic planning for townships • Improved reporting • Improved availability of data for decision making • Identification of exact location of septic tank systems using GPS technology
	b) Validation (data cleansing) of inputted data	
	c) Integrate system with council's GIS • Inputting of all available recorded data • Inputting of specialised data – sewer maps, connections, HEAT Map data	
	d) Devise a strategy for the ongoing collection of system service data from service providers and input	
2. Develop risk prioritisation plan	e) Utilise the onsite wastewater risk assessment guidance tool developed by DWELP 2022 to review risk data profiles for each priority town	• Improved risk data for strategic planning and decision making • Design standards can be developed for high-risk townships • Inappropriate developments refused
	f) Investigate funding opportunities to develop *Township Land Capability Assessments*	
	g) Conduct a septic tank system survey in a priority town to assist with risk assessment *Note: Subject to funding*	

	h) Conduct surveys of local surface water conditions in priority towns to assist with risk assessment *Note: Subject to funding*	
	i) Investigate costing and funding opportunities for connecting properties currently on septic systems within Swan Hill township to the reticulated sewerage system.	

Focus Area 2: Education and Awareness *Provide fair, accurate and accessible information on good wastewater management principles, practices and improvement options*		
Strategies	**Actions**	**Outcomes**
1. Raise profile of wastewater system operation and maintenance requirements within the municipality and region	a) Implement targeted education campaigns to property owners, occupiers and agents in high-risk areas (once identified after Risk assessments are completed)	• Improved access to information and raised community awareness • Risks to health and environment from poor management is reduced • Improved understanding of the management of onsite wastewater systems
	b) Provide informative and accessible wastewater manager information in hard copy and on Council's website	
	c) Develop an ongoing community education program	

Focus Area 3: Regulatory Management *To influence the regulatory framework in which Council must operate to manage wastewater and develop Council policy and procedures utilising available tools in conjunction with a comprehensive program of education, facilitation and enforcement process to prevent onsite public health and environmental risks.*		
Strategies	**Actions**	**Outcomes**
1. Ensure Council wastewater policy is supported by evidence-based investigation and completed township risk assessments	a) Where appropriate standardise guidelines and processes with neighbouring Councils and water authorities	• Better coordination of policy and legislation to protect public health • Improved understanding of high-risk areas and best practice wastewater management • Improved capability to implement wastewater management initiatives • Improved information for decision making and educational activities
	b) Review council policies on permit conditions for installations and alterations in high and low risk areas: • land capability assessments • grey water re-use • new developments • application fees and ongoing monitoring fees	
	c) Review operating policies and procedures for septic tank system and greywater re-use applications (installation, use and alterations)	
	d) Review operating policies and procedures for septic tank & grey water system monitoring/auditing program including data entry	
	e) Explore and review data from other councils and water authorities on how to overcome challenges with townships that have small lot sizes and onsite wastewater management	
2. Establish an audit and enforcement program to ensure that property	f) Establish a media campaign reminding owners of required annual service contracts or 3 yearly desludging of primary systems	• Property owners comply with wastewater responsibilities • Increased confidence in quality and accuracy of service reports

owners and service technicians adequately fulfill their respective responsibilities	g) Develop clear guidelines to assist property owners to understand and comply with their legal responsibilities for monitoring and maintenance of wastewater systems	• Improved data on performance of treatments systems and disposal fields

Focus Area 4: Collaboration and Review		
Strategies	**Actions**	**Outcomes**
1. Provide regular opportunities to improve community and stakeholder understanding and support improved wastewater programs and projects	a) Conduct consultations with appropriate internal and external stakeholders on draft policies b) Investigate possibility of joint application management protocols with council's planners c) Liaise with local water authorities and communities to progress community sewerage, where appropriate d) Collaborate with EPA, Water Authorities, CMAs and other interested stakeholders to achieve shared goals	• Communities engaged in wastewater management and improvement processes with key agencies • Stakeholders engaged in improvement projects with Council • Improved relationships and willingness for agencies to work together to develop solutions at a municipal and regional level
2. Regular review of plan as per legislative requirements	e) Conduct an evaluation of OWMP including: • Data management and reports • Effectiveness of community engagement strategy • Results of monitoring/auditing program • Review risk assessments • Implementation of policies and procedures	• Regular reporting to Council on OWMP strategies

	f) Draft a report on the evaluation of the OWMP and recommendations	
3. Advocate for funding opportunities	g) Investigate and advocate for funding opportunities to connect reticulated sewerage in priority towns	• Raise the profile of small priority towns and the need for connection to the reticulated sewerage system • Ability to complete actions listed within the OWMP and Action Plan that are subject to funding
	h) Explore and advocate for funding opportunities to complete works listed within this action plan, including township surveys, data cleansing and township land capability assessments.	

2.7 Council Instruments of Delegation Review

Directorate: Corporate Services
File Number: s16.09.03
Purpose: For Decision

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.3 Strengthen planning and data to support long-term decision-making.

Current Strategic Documents

Nil.

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

To deliver services to the community and meet legislative obligations efficiently and effectively, Council maintains a range of delegations to the Chief Executive Officer, council staff and committees. In accordance with Section 11 of the *Local Government Act 2020 (*Act*)*, all delegations that remain in force must be reviewed within 12 months after a general election.

The following Instruments of Delegation made under section 11 of the Act, inclusive of any legislative changes made between 1 January 2025 – 30 June 2025, have been reviewed and are presented to Council for approval (Attachments 1 – 4):

- S5 - Council to Chief Executive Officer
- S6 - Council to Members of Council Staff
- S18 - Council to Members of Council Staff under the *Environmental Protection Act 2017.*

Discussion

A Municipal Council has significant decision-making powers, duties and functions in various Acts and Regulations. To enable decision-making to be efficient and effective, express powers of delegation to persons holding specific positions may be included in legislative instruments.

Council has a legislative obligation under section 11(7) of the *Local Government Act 2020* (the Act), to review, within the period of 12 months after a general election, all delegations which have been made under this section and are still in force. The general election has held on 26 October 2024.

The following Instruments of Delegation are made under section 11 of the Act:

- S5 - Council to Chief Executive Officer
- S6 - Council to Members of Council Staff (including additional S6 – 3 provisions under the *Planning and Environment Act 1987*)
- S18 - Council to Members of Council Staff under the *Environmental Protection Act 2017*

All Instruments of Delegation made under section 11 of the Act, inclusive of any legislative changes made between 1 January 2025 – 30 June 2025, have been reviewed and are presented to Council for approval (Attachments 1 - 4).

Legislative changes during this period (1 January 2025 to 30 June 2025) were minimal and were primarily related to the *Cemeteries and Crematoria Regulations 2025*, which do not impost responsibilities on Council.

Existing delegations from Council to members of Council staff will be revoked upon the formal adoption of the updated Instruments of Delegation.

Consultation

The Executive Leadership Team has reviewed the new, changed and deleted provisions, and reviewed the current delegations made under section 11 of the *Local Government Act 2020*.

Financial Implications

Nil.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

Nil.

Attachments: 1. ATT 1 - S5 Instrument of Delegation Council to CEO Oct 2025 [**2.7.1** - 6 pages]

2. ATT 2 - S6 Instument of delegation Council to members of Council Staff Oct 2025 (1) [**2.7.2** - 114 pages]
3. ATT 3 - Additional S6 Instruments of Delegation Oct 2025 [**2.7.3** - 3 pages]
4. ATT 4 - S18 Instrument of Delegation Sub Delegation under the EPA [**2.7.4** - 6 pages]

Options

1. Council adopt the Instruments of Delegation as presented.
2. Council adopts the Instruments of Delegation with amendments.

Recommendation/s

That Council adopt the Instruments of Delegation as presented.

INSTRUMENT OF DELEGATION

S5 INSTRUMENT OF DELEGATION TO THE CHIEF EXECUTIVE OFFICER

01 OCTOBER 2025

Instrument of Delegation

In exercise of the power conferred by s 11(1) of the Local Government Act 2020 (the Act) and all other powers enabling it, the Swan Hill Rural City Council (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on [##date];

2. the delegation

2.1 comes into force immediately the common seal of Council is affixed to this Instrument of

Delegation or when signed by the Chief Executive Officer and Mayor;

2.2 is subject to any conditions and limitations set out in the Schedule;

2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

2.4 remains in force until Council resolves to vary or revoke it.

[##Council seal]

OR

Signed by the Chief Executive Officer of Council

in the presence of:

)

)

.....

Witness

Date: ……

Signed by the Mayor in the presence of:)

)

.....

Witness

Date: ……

Delegation Sources

- Local Government Act 2020

Positions

Abbreviation	Position	Name
CEO	Chief Executive Officer	

S5 Instrument of Delegation to The Chief Executive Officer

Local Government Act 2020			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
11(1)	SCHEDULE The power to 1. determine any issue; 2. take any action; or 3. do any act or thing arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.	CEO	The delegate must not determine the issue, take the action or do the act or thing **1. if the issue, action, act or thing is an issue, action, act or thing which involves** 1.1 entering into a contract exceeding the value of $1,000,000; 1.2 making any expenditure that exceeds $1,000,000; 1.3 unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make in which case it must not exceed $2,000,000; 1.4 appointing an Acting Chief Executive Officer for a period exceeding 28 days; 1.5 electing a Mayor or Deputy Mayor; 1.6 granting a reasonable request for leave under s 35 of the Act; 1.7 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;

Local Government Act 2020			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			1.8 approving or amending the Council Plan; 1.9 adopting or amending any policy that Council is required to adopt under the Act; 1.10 adopting or amending the Governance Rules; 1.11 appointing the chair or the members to a delegated committee; 1.12 making, amending or revoking a local law; 1.13 approving the Budget or Revised Budget; 1.14 approving the borrowing of money; 1.15 awarding a contract exceeding the value of $1,000,000; 1.16 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges; 2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution; 3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; 4. if the determining of the issue, taking of the action or doing of the act or thing

Local Government Act 2020			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			would or would be likely to involve a decision which is inconsistent with a 4.1 policy; or 4.2 strategy adopted by Council; 5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or 6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

INSTRUMENT OF DELEGATION

S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

01 OCTOBER 2025

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;

2. record that references in the Schedule are as follows:

Abbreviation	Position	Name
CEO	Chief Executive Officer	
CSRO	Customer Service & Revenue Officer	
DCS	Director Corporate Services	
DDP	Director Development & Planning	
DI	Director Infrastructure	
DM	Development Manager	
EAM	Enterprise Asset Manager	
EHO	Environmental Health Officer	
ESPM	Engineering and Strategic Projects Manager	
FM	Finance Manager	
MBS	Municipal Building Surveyor	
MERO	Municipal Emergency Resource Officer	

Abbreviation	Position	Name
MFPO	Municipal Fire Prevention Officer	
ND	Not Delegated	Council
OM	Operations Manager	
PHRSC	Public Health & Regulatory Services Co-ordinator	
PM	Project Manager	
PO	Planning Officer	
PTL	Planning Team Leader	
SEHO	Senior Environmental Health Officer	
SRO	Senior Revenue Officer	

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on [#date#] [#add "and [date]", if appropriate#]; and

3.2 the delegation:

3.2.1 comes into force immediately when the common seal of Council is affixed to this Instrument of Delegation or where the Chief Executive Officer of Council is authorised under resolution, the Chief Executive Officer executes the Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council;

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

##Insert Council seal

##OR, where a Council resolution authorises the CEO to sign the instrument, insert:

Signed by the Chief Executive Officer of Council

in the presence of:

)

)

.....

Witness

Date: ……

Delegation Sources

- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024
- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

Positions

Abbreviation	Position	Name
CEO	Chief Executive Officer	
CSRO	Customer Service & Revenue Officer	
DCS	Director Corporate Services	
DDP	Director Development & Planning	
DI	Director Infrastructure	
DM	Development Manager	
EAM	Enterprise Asset Manager	
EHO	Environmental Health Officer	
ESPM	Engineering and Strategic Projects Manager	

Abbreviation	Position	Name
FM	Finance Manager	
MBS	Municipal Building Surveyor	
MERO	Municipal Emergency Resource Officer	
MFPO	Municipal Fire Prevention Officer	
ND	Not Delegated	Council
OM	Operations Manager	
PHRSC	Public Health & Regulatory Services Co-ordinator	
PM	Project Manager	
PO	Planning Officer	
PTL	Planning Team Leader	
SEHO	Senior Environmental Health Officer	
SRO	Senior Revenue Officer	

S6 Instrument of Delegation - Members of Staff

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 7	Power to enter into a written agreement with a caravan park owner	CEO, DDP, PHRSC	
r 10	Function of receiving application for registration	PHRSC, SEHO	
r 11	Function of receiving application for renewal of registration	DDP, PHRSC, SEHO	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	DDP, PHRSC, SEHO	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	DDP, PHRSC, SEHO	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	DDP, PHRSC,	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		SEHO	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DDP, PHRSC, SEHO	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	DDP, PHRSC, SEHO	
r 12(4) & (5)	Duty to issue certificate of registration	DDP, PHRSC, SEHO	
r 14(1)	Function of receiving notice of transfer of ownership.	PHRSC, SEHO	
r 14(3)	Power to determine where notice of transfer is displayed	PHRSC, SEHO	
r 15(1)	Duty to transfer registration to new caravan park owner	PHRSC, SEHO	
r 15(2)	Duty to issue a certificate of transfer of registration	DDP, PHRSC, SEHO	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 15(3)	Power to determine where certificate of transfer of registration is displayed	PHRSC, SEHO	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	DDP, PHRSC, SEHO	
r 17	Duty to keep register of caravan parks	PHRSC, SEHO	
r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	PHRSC, SEHO	
r 21(2)	Duty to consult with relevant emergency services agencies	PHRSC, SEHO	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	PHRSC, SEHO	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	PHRSC, SEHO	
r 24(2)	Power to consult with relevant floodplain management authority	PHRSC, SEHO	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	PHRSC, SEHO	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	PHRSC, SEHO	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	PHRSC, SEHO	
r 39(3)	Function of receiving installation certificate	PHRSC, SEHO	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	PHRSC, SEHO	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	PHRSC, SEHO	

Domestic Animals Act 1994			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 41A(1)	Power to declare a dog to be a menacing dog	DDP, PHRSC	Council may delegate this power to a Council authorised officer

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	DDP, EHO, PHRSC	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	DDP, EHO, PHRSC	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a	DDP	If s 19(1) applies Only in relation to temporary food premises or

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	specified process		mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	DDP, EHO, PHRSC	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	EHO, PHRSC	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	EHO, PHRSC	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions	DDP, EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	described in (a)-(c).	PHRSC	
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	DDP, EHO, PHRSC	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution Only in relation to temporary food premises or mobile food premises
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	DDP, EHO, PHRSC	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	EHO, PHRSC	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19EA(3)	Function of receiving copy of revised food safety program	EHO, PHRSC	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	PHRSC, SEHO	Where Council is the registration authority Subject to s 19FA(2), which requires a time limit for compliance to be specified
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DDP, PHRSC, SEHO	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DDP, PHRSC, SEHO	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	DDP, PHRSC, SEHO	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	EHO, PHRSC	Where Council is the registration authority
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	EHO, PHRSC	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	EHO, PHRSC	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	DDP, EHO	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	EHO, PHRSC	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PHRSC	
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	EHO, PHRSC	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	EHO, PHRSC	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	EHO, PHRSC	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	DDP, EHO, PHRSC	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff	EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	training incorporated into the minimum records required to be kept or food safety program of the premises	PHRSC	
	Power to register or renew the registration of a food premises	DDP, EHO, PHRSC	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	DDP, EHO, PHRSC	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	DDP, EHO, PHRSC	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the	EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	premises must be registered if the premises are not exempt	PHRSC	
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	ND	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	EHO, PHRSC	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	EHO, PHRSC	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	EHO, PHRSC	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PHRSC	
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	EHO, PHRSC	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	EHO, PHRSC	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	EHO, PHRSC	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	DDP, EHO, PHRSC	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	EHO,	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PHRSC	
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	EHO, PHRSC	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	DDP, EHO, PHRSC	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	EHO, PHRSC	Where Council is the registration authority
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	DDP, EHO, PHRSC	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	EHO, PHRSC	
s 39A	Power to register, or renew the registration of a food premises despite minor defects	DDP, EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A (6)	Duty to comply with a direction of the Secretary	EHO, PHRSC	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	EHO, PHRSC	Where Council is the registration authority
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	EHO, PHRSC	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	EHO, PHRSC	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	ND	Where Council is the registration authority

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 40E	Duty to comply with direction of the Secretary	EHO, PHRSC	
s 40F	Power to cancel registration of food premises	DDP, PHRSC	Where Council is the registration authority
s 43	Duty to maintain records of registration	EHO, PHRSC	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	EHO, PHRSC	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	DDP, PHRSC	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			(see s 58A(2))
s 45AC	Power to bring proceedings	EHO, PHRSC	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	EHO, PHRSC	Where Council is the registration authority

Heritage Act 2017			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 116	Power to sub-delegate Executive Director's functions, duties or powers	DDP, DM	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

Local Government Act 1989			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 185L(4)	Power to declare and levy a cladding rectification charge	ND	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	ND	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	DDP, DM, PO, PTL	
s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 4I(2)	Duty to make and copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	DDP, DM, PO, PTL	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	DDP, DM, PTL	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	ND	
s 8A(5)	Function of receiving notice of the Minister's decision	DDP, DM, PTL	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	DDP, DM, PTL	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	DDP, DM, PO, PTL	
s 12B(1)	Duty to review planning scheme	ND	
s 12B(2)	Duty to review planning scheme at direction of Minister	ND	
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	ND	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	ND	
s 17(1)	Duty of giving copy amendment to the planning scheme	DDP, DM, PO, PTL	
s 17(2)	Duty of giving copy s 173 agreement	DDP, DM, PO, PTL	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	DDP, DM, PO, PTL	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	DDP, DM, PO, PTL	Until the proposed amendment is approved or lapsed

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	DDP, DM, PTL	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	DDP, DM, PTL	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	DDP	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	DDP, DM, PO, PTL	Until the end of 2 months after the amendment comes into operation or lapses

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 21A(4)	Duty to publish notice	DDP, DM, PO, PTL	
s 22(1)	Duty to consider all submissions received before the date specified in the notice	DDP, DM	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	DDP, DM	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	DDP, DM	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	DDP, DM, PO, PTL	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	DDP, DM, PTL	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	DDP, DM, PO, PTL	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	DDP, DM, PTL	
s 28(1)	Duty to notify the Minister if abandoning an amendment	DDP, DM, PTL	Note: the power to make a decision to abandon an amendment cannot be delegated

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 28(2)	Duty to publish notice of the decision on Internet site	DM, PO, PTL	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	DM, PO, PTL	
s 30(4)(a)	Duty to say if amendment has lapsed	DDP, DM, PO, PTL	
s 30(4)(b)	Duty to provide information in writing upon request	DDP, DM, PO, PTL	
s 32(2)	Duty to give more notice if required	DDP, DM, PO, PTL	
s 33(1)	Duty to give more notice of changes to an amendment	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 36(2)	Duty to give notice of approval of amendment	DDP, DM, PO, PTL	
s 38(5)	Duty to give notice of revocation of an amendment	DDP, DM, PTL	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	ND	
s 40(1)	Function of lodging copy of approved amendment	DDP, DM, PO, PTL	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	DDP, DM, PO, PTL	
s 41(2)	Duty to make a copy of an approved amendment and any documents	DM, PO,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	PTL	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	DDP, DM, PM, PO	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	ND	Where Council is a responsible public entity and is a planning authority
s 46AW	Function of being consulted by the Minister	DDP	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy	DDP, DM	Where Council is a responsible public entity

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	Power to endorse the draft Statement of Planning Policy		
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	DDP, DM, PO, PTL	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DDP, DM, PO, PTL	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	DDP, DM	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	DDP, DM	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	DDP, DM	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	DDP, DM	
s 46GP	Function of receiving a notice under s 46GO	DDP, DM	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	DDP, DM	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	DDP, DM	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	ND	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	DDP	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	DDP	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	DDP, PM	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	DDP, PM	
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation	DDP, PM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met		
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	DDP, PM	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	DDP, PM	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDP, PM	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDP, PM	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	the ICP plan area		
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	DDP, DM	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	DDP, DM	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	DDP, DM	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	DDP, DCS	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	DDP, DCS	Where Council is the collecting agency

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	DDP, DCS	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	DDP, DCS	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan,as responsible for those works, services or facilities	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GZ(2)(b)	Function of receiving the monetary component	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	DI, DDP, FM	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	DI, DDP, FM	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	DI, DDP, FM	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	DDP	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	DDP	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	DDP	Where Council is the development agency under an approved infrastructure contributions plan

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	DDP	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	DDP	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	DDP	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	DDP	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	DDP	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	DDP, DM	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current	DDP, DCS	Where Council is the collecting agency under an

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)		approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	DDP, DCS	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	DDP, DCS	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	DDP	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	DDP	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the	DDP, DCS	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	amount is adjusted under s 46LB (2)		
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	DDP, DM, PO, PTL	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	DDP, DM, PO, PTL	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	DDP, DM, PTL	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	DDP, DM, PTL	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	DDP, DM, PTL	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	DDP, DM, PTL	
s 46Q(1)	Duty to keep proper accounts of levies paid	DM, PO, SRO, PTL, DCS	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	DDP, DM, PTL	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	DDP, DM, PTL	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	DDP, DM, PTL	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	DDP, DM, PTL	Must be done in accordance with Part 3

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s46Q(4)(e)	Duty to expend that amount on other works etc.	DDP, DM, PTL	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	DDP, DM, PTL	
s 46QD	Duty to prepare report and give a report to the Minister	DDP	Where Council is a collecting agency or development agency
s 46Y	Duty to carry out works in conformity with the approved strategy plan	ND	
s 47	Power to decide that an application for a planning permit does not comply with that Act	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	DDP, DM, PO, PTL	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	DDP, DM, PO, PTL	
s 50(4)	Duty to amend application	DDP, DM, PO, PTL	
s 50(5)	Power to refuse to amend application	DDP, DM, PTL	
s 50(6)	Duty to make note of amendment to application in register	DM, PO, PTL	
s 50A(1)	Power to make amendment to application	DDP, DM,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PO, PTL	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	DDP, DM, PO, PTL	
s 50A(4)	Duty to note amendment to application in register	DDP, DM, PO, PTL	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	DDP, DM, PO, PTL	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	DDP, DM, PO, PTL	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	DDP, DM, PO, PTL	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	DDP, DM, PO, PTL	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	DDP, DM, PO, PTL	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	DDP, DM, PO, PTL	
s 52(3)	Power to give any further notice of an application where appropriate	DDP, DM, PO, PTL	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	DDP, DM, PO, PTL	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	DDP, DM, PO, PTL	
s 54(1)	Power to require the applicant to provide more information	DDP, DM, PO, PTL	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 54(1B)	Duty to specify the lapse date for an application	DDP, DM, PO, PTL	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	DDP, DM, PO, PTL	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	DDP, DM, PO, PTL	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	DDP, DM, PM, PO	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	DDP, DM, PO, PTL	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	DDP, DM, PO, PTL	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	DDP, DM, PO, PTL	
s 57A(5)	Power to refuse to amend application	DDP, DM, PTL	
s 57A(6)	Duty to note amendments to application in register	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 57B(1)	Duty to determine whether and to whom notice should be given	DDP, DM, PO, PTL	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	DDP, DM, PO, PTL	
s 57C(1)	Duty to give copy of amended application to referral authority	DDP, DM, PO, PTL	
s 58	Duty to consider every application for a permit	DDP, DM, PO, PTL	
s 58A	Power to request advice from the Planning Application Committee	DDP, DM, PO, PTL	
s 60	Duty to consider certain matters	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 60(1A)	Duty to consider certain matters	DDP, DM, PO, PTL	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	DDP, DM, PO, PTL	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	DDP, DM, PTL	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006 This Notice of Refusal would follow Councils resolution to refuse the application.
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	DDP, DM, PTL	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending	DDP, DM,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	referral authority objects to the grant of permit	PTL	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	DDP, DM, PO, PTL	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	DDP, DM, PO, PTL	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	DDP, DM, PTL	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	DDP, DM, PO, PTL	
s 62(2)	Power to include other conditions	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DDP, DM, PM, PO	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	DDP, DM, PO, PTL	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	DDP, DM, PO, PTL	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	DDP, DM, PO, PTL	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	DDP, DM, PO, PTL	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	DDP, DM, PO, PTL	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	DDP, DM, PO, PTL	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	DDP, DM, PM, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	DDP, DM, PM, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	DDP, DM, PO, PTL	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	DDP, DM, PM, PO	This Notice of Refusal would follow Councils resolution to refuse the application.
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	DDP, DM, PTL	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	DDP, DM, PO, PTL	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DDP, DM, PM, PO	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	DDP, DM, PO, PTL	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	DDP, DM, PM, PO	
s 69(1A)	Function of receiving application for extension of time to complete development	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 69(2)	Power to extend time	DDP, DM, PO, PTL	
s 70	Duty to make copy permit available for inspection in accordance with the public availability requirements	DDP, DM, PO, PTL	
s 71(1)	Power to correct certain mistakes	DDP, DM, PTL	
s 71(2)	Duty to note corrections in register	DDP, DM, PO, PTL	
s 73	Power to decide to grant amendment subject to conditions	DDP, DM, PO, PTL	
s 74	Duty to issue amended permit to applicant if no objectors	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	DDP, DM, PTL	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	DDP, DM, PTL	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	DDP, DM, PO, PTL	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DDP, DM, PM, PO	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	DDP, DM, PO, PTL	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	DDP, DM, PO, PTL	
s 83	Function of being respondent to an appeal	DDP, DM, PTL	
s 83B	Duty to give or publish notice of application for review	DDP, DM, PTL	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	DDP, DM, PO, PTL	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	DDP, DM, PTL	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	DDP, DM, PTL	
s 84AB	Power to agree to confining a review by the Tribunal	DDP, DM, PO, PTL	
s 86	Duty to issue a permit at order of Tribunal within 3 business days	DDP, DM, PTL	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	DDP, DM, PTL	
s 91(2)	Duty to comply with the directions of VCAT	DDP, DM, PTL	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DDP, DM, PTL	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	DDP, DM, PO, PTL	
s 93(2)	Duty to give notice of VCAT order to stop development	DDP, DM, PO, PTL	
s 95(3)	Function of referring certain applications to the Minister	DDP, DM,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PO, PTL	
s 95(4)	Duty to comply with an order or direction	DDP, DM, PO, PTL	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	DDP, DM, PO, PTL	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	DDP, DM, PO, PTL	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	DDP, DM, PO, PTL	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 96F	Duty to consider the panel's report under s 96E	DDP, DM, PTL	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996	DDP, DM, PTL	
s 96H(3)	Power to give notice in compliance with Minister's direction	DDP	
s 96J	Duty to issue permit as directed by the Minister	DDP, DM, PTL	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	DDP, DM, PO, PTL	
s 97C	Power to request Minister to decide the application	ND	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	DDP, DM, PTL	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	DDP, DM, PTL	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	DDP, DM, PTL	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	DDP, DM, PTL	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	DDP, DM, PTL	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	DDP, DM, PTL	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	DDP, DM, PTL	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	DDP, DM, PTL	
s 97Q(4)	Duty to comply with directions of VCAT	DDP, DM, PTL	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	DDP, DM, PTL	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	DDP, DM,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		PTL	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	DDP, DM, PTL	
s 101	Function of receiving claim for expenses in conjunction with claim	DDP, DM, PTL	
s 103	Power to reject a claim for compensation in certain circumstances	DDP, DM, PTL	
s.107(1)	Function of receiving claim for compensation	DDP, DM, PTL	
s 107(3)	Power to agree to extend time for making claim	DDP, DM, PTL	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	ND	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 114(1)	Power to apply to the VCAT for an enforcement order	DDP, DM, PTL	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	DDP, DM, PO, PTL	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	DDP, DM, PO, PTL	
s 123(1)	Power to carry out work required by enforcement order and recover costs	DDP, DM, PTL	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	DDP, DM, PTL	Except Crown Land
s 125(1)	Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order.	ND	Section 123 of the Victorian Civil and Administrative Tribunal Act 1998 applies on an application to the Tribunal.

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 129	Function of recovering penalties	DDP, DM, PTL	
s 130(5)	Power to allow person served with an infringement notice further time	DDP, DM, PTL	
s 149A(1)	Power to refer a matter to the VCAT for determination	DDP	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	DDP, DM, PTL	
s 149B	Power to apply to the Tribunal for a declaration.	ND	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	DDP, DM, PTL	Where Council is the relevant planning authority

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 171(2)(f)	Power to carry out studies and commission reports	DDP	
s 171(2)(g)	Power to grant and reserve easements	DDP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	DDP	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	DDP	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	DDP	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	ESPM, DI, DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	ND	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	ESPM, DI, DDP, DM, PTL	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	DDP, DM	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DDP, DM	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DDP, DM	
s 178A(1)	Function of receiving application to amend or end an agreement	DDP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	DDP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	DDP	
s 178A(5)	Power to propose to amend or end an agreement	DDP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	DDP, DM, PTL	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	DDP, DM, PTL	
s 178C(4)	Function of determining how to give notice under s 178C(2)	DDP, DM, PTL	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CEO, DDP	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDP	If no objections are made under s 178D

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DDP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDP	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDP	After considering objections, submissions and matters in s 178B

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DDP	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CEO, DDP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CEO, DDP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CEO, DDP	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CEO	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DDP	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CEO, DDP	
s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	DDP, DM, PO, PTL	
s 181	Duty to apply to the Registrar of Titles to record the agreement	DDP, DM, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	DDP, DM, PTL	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	DDP, DM, PTL	
s 182	Power to enforce an agreement	CEO, DDP, DM, PTL	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	DDP, DM, PO, PTL	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DDP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision	CEO, DDP	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	after an application is made to VCAT for review of a failure to amend or end an agreement		
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	DDP, DM, PTL	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	DDP, DM, PTL	
s 184G(2)	Duty to comply with a direction of the Tribunal	DDP, DM, PTL	
s 184G(3)	Duty to give notice as directed by the Tribunal	DDP, DM, PTL	
s 185B(1)	Duty to comply with a request from the Minister to provide the name,	DDP, DM,	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	address, email address or telephone number of any person to whom the Minister is required to give notice	PTL	
s 198(1)	Function to receive application for planning certificate	DDP, DM, PO, PTL	
s 199(1)	Duty to give planning certificate to applicant	DDP, DM, PO, PTL	
s 201(1)	Function of receiving application for declaration of underlying zoning	DDP, DM, PO, PTL	
s 201(3)	Duty to make declaration	DDP, DM, PTL	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	DDP, DM, PO, PTL	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
-	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	DDP, DM, PO, PTL	
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	DDP, DM, PO, PTL	
-	Power to give written authorisation in accordance with a provision of a planning scheme	DDP, DM, PO, PTL	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDP, DM, PO, PTL	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDP, DM	

Residential Tenancies Act 1997			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	DDP, MBS, PHRSC	
s 522(1)	Power to give a compliance notice to a person	EHO, MBS, PHRSC	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO	
s 525(4)	Duty to issue identity card to authorised officers	CEO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CEO	
s 526A(3)	Function of receiving report of inspection	EHO, MBS, PHRSC	

Residential Tenancies Act 1997			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	EHO, MBS, PHRSC	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	ND	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	ND	
s 11(9)(b)	Duty to advise Registrar	ESPM, DI,	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		EAM	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	ESPM, DI, EAM	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	ESPM, DI, EAM	Where Council is the coordinating road authority
s 12(2)(b)	Function of providing consent to the Head, Transport for Victoria for the discontinuance of a road or part of a road	DI	
s 12(10)	Duty to notify of decision made	ESPM, DI, EAM	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	ESPM, DI, EAM	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, DI	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	ESPM, DI, EAM	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	ESPM, CEO, DI	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	ESPM, CEO, DI	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 15(2)	Duty to include details of arrangement in public roads register	ESPM, DI, EAM	
s 16(7)	Power to enter into an arrangement under s 15	ESPM, CEO, DI	
s 16(8)	Duty to enter details of determination in public roads register	ESPM, DI, EAM	
s 17(2)	Duty to register public road in public roads register	ESPM, DI, EAM	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	ESPM, DI	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	ESPM, DI, EAM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	ND	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	ESPM, EAM	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	ESPM, DI, EAM	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	ESPM, DI, EAM	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	ESPM, DI, EAM	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19(4)	Duty to specify details of discontinuance in public roads register	ESPM, DI, EAM	
s 19(5)	Duty to ensure public roads register is available for public inspection	ESPM, DI, EAM	
s 21	Function of replying to request for information or advice	ESPM, DI, EAM	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	ESPM, DI, EAM	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	ESPM, DI, EAM	
s 22(5)	Duty to give effect to a direction under s 22	ESPM, DI	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 40(1)	Duty to inspect, maintain and repair a public road.	ESPM, DI, OM	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	ESPM, DI, OM	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	ESPM, EAM	
s 42(1)	Power to declare a public road as a controlled access road	ESPM, DI	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	ESPM, DI	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local	ESPM, DI,	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
	Government before road is specified	EAM	If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	ESPM, DI	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	ESPM, DI, EAM	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	ESPM, DI, EAM	
s 49	Power to develop and publish a road management plan	ESPM, DI, EAM	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 51	Power to determine standards by incorporating the standards in a road management plan	ESPM, DI, EAM	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	ND	
s 54(2)	Duty to give notice of proposal to make a road management plan	ESPM, DI, EAM	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	ESPM, DI, EAM	
s 54(6)	Power to amend road management plan	ESPM, DI, EAM	
s 54(7)	Duty to incorporate the amendments into the road management plan	ESPM, DI,	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
		EAM	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	ESPM, DI, EAM	
s 63(1)	Power to consent to conduct of works on road	ESPM, DI	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	ESPM, DI	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	ESPM, DI	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	ESPM, DI	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	ESPM, DI, EAM	Where Council is the coordinating road authority
s 67(3)	Power to request information	ESPM, DI, EAM	Where Council is the coordinating road authority
s 68(2)	Power to request information	ESPM, DI, EAM	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	ESPM, DI	
s 72	Duty to issue an identity card to each authorised officer	ND	
s 85	Function of receiving report from authorised officer	ESPM, DI	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 86	Duty to keep register re s 85 matters	ESPM, DI	
s 87(1)	Function of receiving complaints	ESPM, DI	
s 87(2)	Duty to investigate complaint and provide report	ESPM, DI, EAM	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	DDP	
s 112(2)	Power to recover damages in court	ESPM, DI, EAM	
s 116	Power to cause or carry out inspection	ESPM, DI, EAM	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 119(2)	Function of consulting with the Head, Transport for Victoria	ESPM, DI, EAM	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	ESPM, DI	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	ESPM, DI, EAM	
s 121(1)	Power to enter into an agreement in respect of works	ESPM, DI	
s 122(1)	Power to charge and recover fees	ESPM, DI	
s 123(1)	Power to charge for any service	ESPM, DI	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	ND	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	ND	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	ND	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	ESPM, DI	
sch 2 cl 5	Duty to publish notice of declaration	ESPM, DI, EAM	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	ESPM, DI, OM	Where Council is the infrastructure manager or works manager

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	ESPM, DI, OM	Where Council is the infrastructure manager or works manager
sch 7 cla 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	ESPM, DI, EAM, OM	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	ESPM, DI, EAM	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	ESPM, DI	Where Council is the infrastructure manager or works manager

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	ESPM, DI, EAM, OM	Where Council is the works manager

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 7 cl 13(2)	Power to vary notice period	ESPM, DI, EAM	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	ESPM, DI, EAM	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	ESPM, DI, EAM	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	ESPM, DI, EAM	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	ESPM, DI, EAM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 7 cl 16(8)	Power to include consents and conditions	ESPM, DI, EAM	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	ESPM, DI, EAM	Where Council is the coordinating road authority
sch 7 cl18(1)	Power to enter into an agreement	ESPM, DI	Where Council is the coordinating road authority
sch7 cl 19(1)	Power to give notice requiring rectification of works	ESPM, DI, EAM, OM	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	ESPM, DI, OM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	ESPM, DI, OM	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	ESPM, DI	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	ESPM, DI	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	ESPM, DI, EAM	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	ESPM, DI	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			costs)

Cemeteries and Crematoria Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 24	Duty to ensure that cemetery complies with depth of burial requirements	ND	
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	ND	
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	ND	
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	ND	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	ND	

Cemeteries and Crematoria Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	ND	
r 30(2)	Power to release cremated human remains to certain persons	ND	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	ND	
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	ND	
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	ND	
r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	ND	
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	ND	

Cemeteries and Crematoria Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 47(3)	Power to approve the use of fire in a public cemetery	ND	
r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	ND	
	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	ND	
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	ND	See note above regarding model rules

Planning and Environment Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DDP, DM	where Council is not the planning authority and the amendment affects land within Council's municipal district; or

Planning and Environment Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	DDP, DM, PTL	
r.25(a)	Duty to make copy of matter considered under section 60(1A)(g) in accordance with the public availability requirements	DDP	Where Council is the responsible authority
r.25(b)	Function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	DDP	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DDP, DM	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring

Planning and Environment Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
			authority.

Planning and Environment (Fees) Regulations 2016			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	DDP	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DDP	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	DM	

Road Management (General) Regulations 2016

Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 8(1)	Duty to conduct reviews of road management plan	ESPM, DI, EAM	
r 9(2)	Duty to produce written report of review of road management plan and make report available	ESPM, DI, EAM	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	ESPM, DI, EAM	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	ESPM, DI, EAM	
r 13(1)	Duty to publish notice of amendments to road management plan	ESPM, DI, EAM	where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	ESPM, DI, EAM	

r 16(3)	Power to issue permit	ESPM, DI, EAM, OM	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	ESPM, DI, EAM	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	ESPM, DI, OM	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	ESPM, DI, EAM, OM	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	ESPM, DI, OM	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3)	ESPM, DI, OM	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	DI, DDP	

Road Management (Works and Infrastructure) Regulations 2015			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	DI	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DI	Where Council is the coordinating road authority

INSTRUMENT OF DELEGATION

ADDITIONAL S6

01 OCTOBER 2025

Delegation Sources

- Planning and Environment Act 1987

Positions

Abbreviation	Position	Name
CEO	Chief Executive Officer	
DDP	Director Development & Planning	
DM	Development Manager	

additional S6

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s61(1)A	power to determine permit application, either to decide to grant a permit.	CEO, DDP, DM	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006. Where no objections are received in relation to the permit application.
s61(1)B	power to determine permit application, to decide to grant a permit with conditions.	CEO, DDP, DM	the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006. Where no objections are received in relation to the permit application.
s61(1)C	power to determine permit application or to refuse a permit application.	CEO, DDP	the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006.

INSTRUMENT OF DELEGATION

S18 INSTRUMENT OF SUB-DELEGATION UNDER THE ENVIRONMENT PROTECTION ACT 2017

01 OCTOBER 2025

Instrument of Sub-Delegation

By this Instrument of Sub-Delegation, in exercise of the power conferred by s 437(2) of the Environment Protection Act 2017 ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described in column 3 of the Schedule;

2. record that references in the Schedule are as follows

Abbreviation	Position	Name
EHO	Environmental Health Officer	
ND	Not Delegated	Council
PHRSC	Public Health & Regulatory Services Co-ordinator	

3. this Instrument of Sub-Delegation is authorised by a resolution of Council passed on #date pursuant to a power of sub-delegation conferred by the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021;

4. the delegation:

4.1 comes into force immediately the common seal of Council is affixed to this Instrument of Sub-Delegation;

4.2 remains in force until varied or revoked;

4.3 is subject to any conditions and limitations set out in sub-paragraph 5, and the Schedule; and

4.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

5. this Instrument of Sub-Delegation is subject to the following limitations:

5.1 the powers, duties and functions described in column and summarised in column 2 of the Schedule are only delegated for the purpose of regulating:

5.1.1 onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and

5.1.2 noise from the construction, demolition or removal of residential premises;

6. the delegate must not determine the issue, take the action or do the act or thing:

6.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

6.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council;

6.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

6.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

##Council seal

Delegation Sources

- Environment Protection Act 2017

Positions

Abbreviation	Position	Name
EHO	Environmental Health Officer	
ND	Not Delegated	Council
PHRSC	Public Health & Regulatory Services Co-ordinator	

S18 Instrument of Sub-Delegation under the Environment Protection Act 2017

Environment Protection Act 2017			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 271	Power to issue improvement notice	EHO, PHRSC	
s 272	Power to issue prohibition notice	EHO, PHRSC	
s 279	Power to amend a notice	EHO, PHRSC	
s 358	Functions of the Environment Protection Authority	EHO, PHRSC	
s 359(1)(b)	Power to do all things that are necessary or convenient to be done for or in connection with the performance of the Environment Protection Authority's functions and duties and to enable the Authority to achieve its objective.	ND	

Environment Protection Act 2017			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 359(2)	Power to give advice to persons with duties or obligations	ND	

2.8 Update on Proposed Sale of Annuello Hall

Directorate: Corporate Services
File Number: AST-BU-37157-02
Purpose: For Decision

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.4 Maintain long-term financial sustainability.

Current Strategic Documents

Council Plan

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

This document provides an update to Council on the proposed sale of Annuello Hall, detailing legal, financial, and strategic considerations.

It outlines complications arising from Council's role as bare trustee and presents two options: retain the Hall or seek court approval to vary the Trust Deed, subject to confirmation that no identifiable beneficiaries remain.

Discussion

On 19 August 1969, the Shire of Swan Hill was appointed Bare Trustees on behalf of the Annuello Hall (Hall) Committee. The property, known as Annuello Hall, is located at 3018 Robinvale-Sea Lake Road, Annuello VIC 3549 and referenced as Volume 07358 Folio 553.

The site comprises a rectangular allotment of approximately 1,205.5 square metres, with a frontage of 19.97 metres and a depth of 60.35 metres. It is located in the remote township of Annuello, positioned between Robinvale and Sea Lake in Victoria's Mallee region. Of the original 33 allotments in the township, only a few structures remain developed, including a CFA station, the Hall itself, and an old shed.

The Crown Grant for the property includes a restriction that limits its use exclusively to a Public Hall. Under the Swan Hill Planning Scheme, the land is zoned for farming and is subject to both a Bushfire Management Overlay (BMO) and a Heritage Overlay

(Schedule HO2), which applies to the Hall. The site is also within a Designated Bushfire Prone Area. Due to these planning controls, residential development on the site is likely to be prohibited.

Currently, Council undertakes minimal maintenance at the site. There are no plans for further maintenance or upgrades.

Council previously resolved (Resolution 2024/97) to:

1. *Give notice under Section 114 of the Local Government Act 2020 and Council's Community Engagement Policy of its intention to sell the land located at 3018 Robinvale - Sea Lake Road, Annuello, being the land known as Crown Allotment 25 Township of Annuello Parish of Geera – Title TP 488 158A, by an expression of interest (EOI) method of sale;*
2. *Authorise Council Officers to undertake an expression of interest (EOI) process for sale, if no opposing submissions are received during the public notice period advertising an intention to sell the Property and remove the condition on the Title that the property can only be used as a Public Hall;*
3. *That the matter be brought back to Council for determination if submissions opposing the Sale are received.*
4. *If Council resolves to proceed with the sale then remove the condition on the Title that the property can only be used as a Public Hall.*

However, following community feedback and legal advice, several complexities have emerged regarding Council’s role as bare trustee and the conditions under which the property may be sold.

Legal advice confirms that Council remains the bare trustee of Annuello Hall and must act in the interests of the beneficiaries. Council may only proceed with a sale if directed by the beneficiaries, or alternatively, seek Court intervention to amend the Trust Deed if beneficiaries cannot be identified.

Given this, Council is now asked to consider the following two options:

1. Rescind the original Resolution 2024/97 and retain Annuello Hall in its current condition.
2. Amend the resolution to authorise the Chief Executive Officer (CEO) to apply to the Court for a variation to the Trust Deed, enabling a more suitable trust structure and potential closure of the trust subject to confirmation that no identifiable beneficiaries remain.

Each option carries financial, legal, and community implications.

Option 1, which involves rescinding the original resolution and retaining Annuello Hall in its current condition allows Council to avoid the legal and financial complexities associated with a potential sale, such as court proceedings and the costs of removing

title restriction. This approach maintains the Hall as a community asset under the current trust structure. However, it does not address the long term challenge of managing an underutilised asset in a remote and largely undeveloped area.

Option 2 proposes amending the resolution to allow the CEO to apply to the Court for a variation to the Trust Deed, which could restructure or close the trust - but only if no identifiable beneficiaries remain. This would enable Council to move forward with the proposed sale of Annuello Hall in a legally compliant way. However, this path involves additional legal costs (estimated at $10,000 – $15,000) and hinges on the outcome of court proceedings, introducing uncertainty and delay.

The recommended approach will depend on Council's strategic priorities, community sentiment, and risk appetite regarding ongoing asset management.

Consultation

The community engagement process has been postponed until the matter concerning the bare trustee is resolved.

Financial Implications

To date, Council has incurred legal costs of $5,145.00 excluding GST in relation to the proposed sale of Annuello Hall.

The estimated cost to remove the title restriction limiting the property's use to a Public Hall is approximately $14,000 comprising:

- Valuation (dated 29 February 2024): Unencumbered value: $8,000, Encumbered value (reflecting the restricted use): $4,000.
- Associated costs (estimated to be $10,000): VGV valuation, survey for a title plan, legal fees, Crown grant fee and Crown grant lodgement fee

In addition, Court proceedings to vary the Trust Deed are estimated to cost between $10,000 - $15,000, subject to complexity.

While the future sale of the property may allow Council to recover some of these costs, further legal expenses associated with the sale process would also apply.

Social Implications

The sale of the Hall could present an opportunity for the property to be repurposed for a new use or to be reclaimed by the community.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

Council must act within its role as *bare trustee*, meaning it cannot sell the property without either direction from beneficiaries or court approval to vary the Trust Deed. Proceeding without legal authority could breach Council's legal obligations.

Attachments: Nil

Options

1. Rescind the original Resolution 2024/97 and retain Annuello Hall in its current condition.

2. Amend the resolution to authorise the Chief Executive Officer (CEO) to apply to the Court for a variation to the Trust Deed, enabling a more suitable trust structure and potential closure of the trust subject to confirmation that no identifiable beneficiaries remain.

Recommendation/s

That Council rescind Resolution 2024/97 and retain Annuello Hall in its current condition.

2.9 Service Performance Report 2024-2025

Directorate: Corporate Services
File Number: S16.28.01
Purpose: For Discussion

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.2 Improve service delivery through innovation and technology.

Current Strategic Documents

Annual Report
Budget

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

The Service Performance Report 2024/25 presents the 41 prescribed Service Performance Indicators required under the Local Government Performance Reporting Framework (LGPRF), as reported in Council's Annual Report.

It also includes 136 quality and cost indicators originally developed in 2000 to meet the legislative requirements of the Best Value Framework. While the obligation to develop and report on Council's Best Value Principles—formerly outlined in sections 208D and 208G of the Local Government Act 1989—was repealed on 1 July 2021 with the introduction of the Local Government Act 2020 and its associated Regulations, these indicators were reviewed, reduced and continued to be reported on to provide insights into service quality and cost effectiveness.

Council is committed to reviewing and aligning our reporting. Integrated reporting in a council context serves several important purposes, all aimed at improving transparency, accountability, and strategic decision-making.

The Service Performance Report 2024/25 is a combination of;

Best Value Quality and Cost Standards

- 67 per cent of quality and cost indicators were achieved or exceeded, and the;

Local Government Performance Reporting Framework indicators

- 93 per cent of LGPRF indicators were within the expected range.

The Service Performance Report 2024/25 summary of results by service group for the Best Value Quality and Cost Standards is below:

Service Group	Number of standards/indicators				
Quality/Cost Standard	**Exceeded**	**Achieved**	**Not achieved**	**Not applicable**	**Total**
Transport Services	5	4	2	0	11
Family and Children's Services	1	3	1	0	5
Economic Prosperity	0	5	2	1	8
Community Care	0	0	1	7	8
Community Wellbeing	2	0	2	1	5
Waste Management	0	1	2	0	3
Community Amenity	3	5	1	0	9
Recreation, Culture and Leisure Services	10	10	17	0	37
Organisational Support	5	30	5	0	40
Governance and Leadership	1	6	2	1	10
Total	**27**	**64**	**35**	**10**	**136**
Achieved in 2024/25	**20%**	**47%**	**26%**	**7%**	**100%**

The Service Performance Report 2024/25 summary of results by service group for the Local Government Performance Reporting Framework indicators is below:

Service Group	Number of standards/indicators			
LGPRF	**Within expected range**	**Outside expected range**	**Not applicable**	**Total**
Transport Services	4	1	0	5
Family and Children's Services	5	0	0	5
Community Wellbeing	12	2	0	14
Waste Management	4	0	0	4
Recreation, Culture and Leisure Services	8	0	0	8
Governance and Leadership	5	0	0	5
Total	**38**	**3**	**0**	**41**
Achieved in 2024/25	**93%**	**7%**	**-**	**100%**

Service groups that exceeded performance include:

- Recreations, Culture and Leisure Services
  - Indoor Aquatic Centres in Robinvale and Swan Hill, with strong attendance figures.
  - Performing Arts – Number of people who attended events
  - Libraries – Number of special events held
- Transport Services
  - Footpaths – decrease in public requests to fix footpath
- Community Amenity
  - Street beautification – increased number of streetlights

Service areas that have reported lower than usual results, such as the Art Gallery and Pioneer Settlement, are currently closed or impacted by major capital works, which has negatively affected the results for 2024/25.

- Note that the Service Performance Report 2024/25 includes several variance comments where quality and cost indicator targets have been requested to be amended as they no longer represent the present cost of service provision. In response, the RBA Inflation Calculator has been used to amend the target.
- Council Officers propose that the Service Performance Report, in its current form, be discontinued and replaced with a combined comprehensive Quarterly Performance Report.

Discussion

In 1999, the *Local Government Act 1989*, was amended by the *Local Government (Best Value Principles) Act 1999*, which was introduced 'to replace the compulsory competitive tendering requirements imposed on Councils with an obligation to ensure that Councils seek the best value in providing services.'

In 2014, the Local Government (Planning and Reporting) Regulations were introduced, which required Council to report in the Annual Report against the service performance indicators in section 131 of the 1989 Act, along with the Governance and Management Checklist.

In 2020, after a significant review of the local government legislative framework, the new *Local Government Act 2020* was introduced. In it, a few sections from the 1989 Act were specifically repealed from 30 June 2021, including the best value principles (BVP) and its requirements.

The new legislation is principles based, including the requirement for Councils to deliver services in line with the service performance principles in Section 106; and to 'adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the goods and services by the Council'. The Procurement Policy must include specific elements, including criteria to determine whether a proposed contract provides value for money.

Currently, the Local Government (Planning and Reporting) Regulations 2020 specifies the service performance, financial performance and sustainable capacity indicators, required to be reported in Councils Annual Report to the community. The

Regulations also include the Governance and Management Checklist, which specifies a requirement for six monthly service performance reports to the Council.

Adopting the proposed quarterly performance report schedule detailed below will allow the Council to meet the regulatory reporting requirements, focus council resources on key performance measures and outcomes, and provide better value reporting to the community.

Proposed - New Quarterly Performance Report

Council officers have continued to provide the best value service performance report to Council since the requirement was repealed in 2021, and request Council to consider the proposed changes to our reporting schedule, commencing in 2026, that will bring us into line with better practice local government reporting.

The proposed schedule of reporting would be presented in a combined and comprehensive quarterly performance report to Council, that meets our legislative obligations for specific quarterly and six-monthly reporting, better utilises Councils resources to deliver on our initiatives and actions, and additionally provides the community with highlights of activities and events conducted in the municipality.

Quarterly Performance Reports, as at the dates specified, would be presented to Council no later than 3 months after period end, except for the Annual Report, which has a 4-month legislative due date.

The proposed schedule is:

30 September	**Q1 Performance Report** • Highlights Report • Budget Report • Major Projects Progress Report • Development and Planning Update • Gender Equality Action Plan – Progress Report
31 December	**Q2 Performance Report** • Highlights Report • Budget Report (includes revised budget statement) • Major Projects Progress Report • Council Plan Progress Report (Delivery Year Update July - Dec) • Municipal Public Health & Wellbeing Plan Highlights • LGPRF (Audited Indicators) Progress Report (Mid-Year July – Dec Update) • Mid-Year update on Governance and Management Checklist
31 March	**Q3 Performance Report** • Highlights Report • Budget Report • Major Projects Progress Report • Development and Planning Update • Advocacy Plan Update

30 June	**Annual Report (Financial Year)** • *Annual Financial Report* - including statement of capital works • *Performance Statement* – Including service & financial performance indicators and sustainable capacity indicators (FY) • *Report of Operations* (as prescribed by the Local Government (Planning and Reporting) Regulations 2020.

Consultation

Responsible officers were contacted to provide results against the measures.

Financial Implications

Service performance reporting enables Council to monitor the efficiency of service delivery and respond in a timely manner, where required.

Social Implications

Nil.

Economic Implications

Understanding which services are performing efficiently, effectively and economically, enables Council to make sound decisions in times of economic uncertainty and economic growth.

Environmental Implications

Understanding where Council can reduce, reuse and recycle for the benefit of current and future generations is essential for ongoing sustainability.

Risk Management Implications

Monitoring, measuring and reporting on service performance provides Council with assurance that scarce resources are being used efficiently, effectively and providing value for money.

Attachments: 1. Draft Service Performance Report 2024 2025 [**2.9.1** - 22 pages]

Recommendation/s

That Council:

1. **Note the results in the Service Performance Report 2024/25**
2. **Approve for release to the community the Swan Hill Rural City Council Service Performance Report 2024/25.**
3. **Approve the discontinuance of the requirement to report on the Best Value Quality and Cost Standards to Council.**
4. **Adopt the proposed reporting schedule detailed in this report.**

Swan Hill Rural City Council Service Performance Report 2024/25

Best Value Quality and Cost Standards

Service Group	Number of standards/indicators				
Quality/Cost Standard	**Exceeded**	**Achieved**	**Not achieved**	**Not applicable**	**Total**
Transport Services (page 2)	5	4	2	0	11
Family and Children's Services (page4)	1	3	1	0	5
Economic Prosperity (page 6)	0	5	2	1	8
Community Care (page 7)	0	0	1	7	8
Community Wellbeing (page 8)	2	0	2	1	5
Waste Management (page 11)	0	1	2	0	3
Community Amenity (page 12)	3	5	1	0	9
Recreation, Culture and Leisure Services (page 13)	10	10	17	0	37
Organisational Support (page 17)	5	30	5	0	40
Governance and Leadership (page 21)	1	6	2	1	10
Total	**27**	**64**	**35**	**10**	**136**
Achieved in 2024/25	**20%**	**47%**	**26%**	**7%**	**100%**
Achieved in 2023/24	**22%**	**49%**	**26%**	**3%**	**100%**
Achieved in 2022/23	**31%**	**17%**	**50%**	**2%**	**100%**

Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators			
LGPRF	**Within expected range**	**Outside expected range**	**Not applicable**	**Total**
Transport Services (page 3)	4	1	0	5
Family and Children's Services (page 4)	5	0	0	5
Community Wellbeing (page 8)	12	2	0	14
Waste Management (page 11)	4	0	0	4
Recreation, Culture and Leisure Services (page 15)	8	0	0	8
Governance and Leadership (page 21)	5	0	0	5
Total	**38**	**3**	**0**	**41**
Achieved in 2024/25	**93%**	**7%**	**-**	**100%**
Achieved in 2023/24	**90.0%**	**10.0%**	**-**	**100%**
Achieved in 2022/23	**82.5%**	**17.5%**	**-**	**100%**

Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

- Footpaths
- Aerodromes
- Roads - sealed and unsealed

Footpaths				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Grinding metres/year	<100	259[1]	45	147
Replacement square metres/year	<1,500	1075[2]	1,051	1,056
Average response time to address service requests Weeks	2	1	2	1
Number of service requests received that address issues on footpaths	<50	13[3]	30	44
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	$2.20	$1.55	$1.49	$1.41

Variance comments:

[1] Grinding data represents structural cracks and lips>30mm that were repaired from defects. Service requests received by Council relating to footpaths were 13, though there were 387 defects raised/repaired from proactive footpath inspections. This would reflect the decrease in footpath requests from the public.

[2] Replacements square metres doesn't include additional footpath (no existing asset) added to the asset network in 24/25 was 1050 Sq/m (Ultima 825 Sq/m and Coronation Ave 225 Sq/m).

[3] There has been a decrease in the number of footpath related service requests from the public.

Aerodromes				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	100%	100%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not exceed 6% to previous year.	6%	-21.01%[1]	-24.25%	30.85%

Variance comment:

[1] Less maintenance for Swan Hill and Robinvale due to weather conditions.

Roads				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Completion of asset inspection as per the Road Management Plan	100%	100%	100%	100%
Average response time to address service requests Weeks	3	2	2	1.5
Number of Service Requests received that address issues on unsealed roads:	<100	97	77	189
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	$4.20[2]	$7.64[1]	$8.22	$7.32
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local roads.	10-120	12[3]	10.55	14.64
Sealed local roads below the intervention level Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads	80-100%	98.79%[4]	98.95%	99.27%
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed.	$24 - $240	$96.41[5]	$76.08	$30.97
Cost of sealed local road resealing Direct cost of sealed local road resealing / Square metres of sealed local roads resealed.	$5 - $40	$6.20[6]	$6.18	$6.79
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.	50-100	45[7]	35	44

Variance comment:

[1] A decrease in the cost to re-sheet a square metre of unsealed road from last year is due to the works being completed 'in-house' as opposed to using contractors.

[2] The target was last updated in 2019/20 and requires updating. Accounting for inflation (RBA Inflation Calculator) shows the costs of goods and services over that time have risen 21.2 per cent, resulting in an estimated target shift from $4.20 to $5.09. Raw materials have increased far more than CPI. For example, in 2022/23 limestone was supplied at $15/ton in 2024/25 limestone increased to $18/ton, (depending on class used) an increase of 20%

[3] Council is committed to ensuring all concerns raised by the public about the maintenance, safety and condition of sealed local roads is captured and reported in a transparent manner.

[4] Stable and consistent results achieved.

[5] The substantial increase from last year's figures is due to the increase in projects with considerable infrastructure requirements i.e. kerb and channel, drainage, property crossovers etc.

[6] Stable and consistent results achieved. This years reseal program has experienced virtually no increase on last years costs, this is due to stable material costs.

[7] Favourable Result - The 2025 Community Satisfaction Survey has shown a significant improvement in community satisfaction with sealed local roads.

Family and Children's Services

(Report adopted by Council September 2002)

Programs within this service:

- Out Of School Hours Child Care consisting of:
  - Before and After School Child Care
  - Vacation Child Care
  - Mobile Vacation Child Care
- Maternal and Child Health

Out of School Hours Child Care				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	$4.61	$3.25	$3.18	$3.64

Variance comment: NIL

Maternal and Child Health				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Percentage of children enrolled from birth notifications received	98%	99.29%	100.3%	100%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	54.5%[1]	53%	87%
Net cost to Council per consultation.	$112.50	$103.80[2]	$87.10	$102.48
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Infant enrolments in MCH service Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received.	90-110%	99.29%[3]	100.33%	100.69%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses.	$50 - $200	$114.76[4]	$110.38	$110.69
Participation in the MCH service Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service.	70-100%	85.96%[5]	86.79%	89.19%
Participation in MCH service by Aboriginal children Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service.	60-100%	85.90%[6]	91.49%	83.57%
Participation in 4-week key age and stage visit The percentage of infants enrolled in the MCH service who participated in 4-week key age and stage visit	90-110%	92.55%[7]	94.00%	92.44%

Variance comments:

[1] Low attendance rates for 3.5-4.0-year assessment resulting from strain on families and results of non-attendance for booked appts. Additionally, families are moving interstate and are still recorded in data base as active clients (does not occur if family moves within Victoria).

The introduction of 3-year-old kinder will also have had an impact on attendances for 3.5-year assessment. Monthly reminders are being sent to families with overdue Key Age and Stage Assessments but due to voluntary nature of service and increasing demand on family priorities – there is often little engagement from our most vulnerable cohorts.

[2] Net cost to Council higher also due to non-recurring funding in previous year.

[3] Allowance for children enrolled with Swan Hill Rural City Council and transferred to other MCH Services including Mallee District Aboriginal Service.

[4] The cost of delivering Maternal and Child Health Services in the municipality remains consistent with previous years.

[5] Stable and consistent results achieved.

[6] Overdue Key Ages and Stages visits are actively managed and service delivery aims to be culturally safe and appropriate. Good working relationship with Mallee District Aboriginal Service.

[7] Result within Acceptable Range - 4 week Key Ages and Stages visits may not be attended by families with extremely premature infants.

Economic Prosperity Services

(Report adopted by Council February 2003)

Programs within this service:

- Economic Development
- Swan Hill Livestock Exchange
- Tower Hill Estate

Economic Development				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Achieve population growth for the municipality	0.1%	0%	1.1%	1.0%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	3.3%	3.0%	3.3%
Total number of visitors to the Swan Hill Region Information Centre	-	14,100	14,050	15,263

Variance comment: NIL

Swan Hill Livestock Exchange				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%	100%
Total turnover (Cattle plus Sheep and Goats) demonstrating contribution to the local economy	$54.6m	$37.9m	$24.3m	$29.9m
Ratio of cost to operate the livestock exchange verses income generated (income from sales of cattle, sheep, goats, truck wash and agistment divided by the operational costs including depreciation and reserves)	1.00	0.87	0.60	0.66

Variance comment: NIL

Tower Hill Estate				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Subdivide and sell lots	18	5[1]	6	6
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes	Yes

Variance comment:

[1] As of year-end, five lots in Stage 15 were under offer, awaiting title issuance for settlement.

Community Care Services

(Report adopted by Council February 2003)

Programs within this service:

- Senior Citizen Centres
- Aged Care Services - no longer provide by Council.

Community Care Services				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Client Needs Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client • High needs clients • Medium needs clients • Low needs clients	 100% 80% 70%	*N/A*[1]	 100% 80% 50%	 100% 70% 45%
Average cost per hour of service: • General Home Care • Personal Care • Respite Care	$51.54 $53.72 $54.00	*N/A*[1]	$95.02 $115.17 $44.30	$54.00 $61.00 $95.00
Average cost per meal Total cost of Food Services Program / Number of meals delivered to clients	$12.02	*N/A*[1]	$13.39	$11.18
Senior Citizen Centre's Total cost to operate Senior Citizen Centre's and related activities	$11,500	$37,455[2]	$58,967	$19,772

Variance comments:

[1] *Not Applicable - Council transitioned out of Community Care Services in 2023-2024 so these services are no longer being delivered by Council.*

[2] The Senior Citizen Centre is being used as the Visitor Information Centre during the redevelopment. This means there are less opportunities to hire the venue and receive income from venue hire fees.

Community Wellbeing Services

(Report adopted by Council June 2003)

Programs within this service:

- Planning
- Building Department services removed from report in 2024/25 – not operated by Council.
- Parking Control
- Regulatory Services – Animal Management
- Regulatory Services – Food safety

Planning				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Average number of days required to issue planning permits	58	96.90	106.5	124
Cost per capita to maintain currency and appropriateness of the Planning Scheme Gross cost to Council / Population of the municipality	$20	ND[4]	$29.47	$9.27
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Time taken to decide planning applications The median number of days between receipt of a planning application and a decision on the application.	30-110	62[1]	51	96
Planning applications decided within 60 days Number of planning application decisions made within 60 days/Number of planning application decisions made.	40 - 100%	86.07%[1]	75.73%	59.85%
Cost of statutory planning service Direct cost of the statutory planning service/Number of planning applications received.	$500 - $4,000	$7,769.35[2]	$5,484	$3,967
Planning decisions upheld at VCAT Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications.	0 - 100%	25%[3]	100%	75%

Variance comments:

[1] Favourable Result - Council secured increased resources within its planning team which resulted in more timely and efficient service delivery.

[2] Less Favourable Result - Council has been successful in recruiting a planning team, but this requires transition and will require continued use of consultants to support both strategic and statutory planning work. 2023/24 result incorrect due to calculation error - should be $6420.10.

[3] Less Favourable Result - Of the four Council decisions that were considered by VCAT, only one was affirmed by the Tribunal.

[4] No Data provided in 2024/25.

Parking Control				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Hours ticket machines are not functional	1.0%	0.1%	0.8%	1.37%
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	$90	$28.24	$18.47	$33.47

Variance comment: **NIL**

Regulatory Services – Animal Management				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Average cost to Council to enforce Local Laws per registered animal	$89.00	$157.90	$174.74	$103.08
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Time taken to action animal management requests Number of days between receipt and first response action for all animal management requests / Number of animal management requests	1 - 10	1.08[1]	1.29	1.31
Animals reclaimed Number of animals reclaimed / Number of animals collected.	30-90%	21.20%[2]	22.77%	29.56%
Animals rehomed Number of animals rehomed / Number of animals collected.	20-80%	86.71%[3]	86.94%	60.95%
Cost of animal management service per population The direct cost of the animal management service per municipal population.	$3-$40	$22.21[4]	$23.83	$14.02
Animal management prosecutions Number of successful animal management prosecutions	0-200%	0%[5]	0%	0%

Variance comments:

[1] Favourable Result - Increase in staffing availability has resulted in a more timely response in 2024/25.

[2] Despite less animals being reclaimed by their owners, the majority were able to be rehomed.

[3] Stable Result - Council continues to find new homes for the majority of the animals unclaimed by their owners.

[4] Favourable Result - The cost of providing the animal management service has reduced.

[5] No animal management prosecutions in 2024/25.

Regulatory Services – Food Safety				
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Time taken to action food complaints Number of days between receipt and first response action for all food complaints / Number of food complaints.	1 - 10	2.06[1]	2.22	3.17
Food safety assessments Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984.	50-120%	97.04%[2]	83.87%	84.76%
Cost of food safety service Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984.	$300-$1,200	$723.70[3]	$572.54	$690.59
Critical and major non-compliance notifications Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises.	60-100%	100%[4]	100%	100.00%
Food safety samples Number of food safety samples obtained/Number of samples required.	50 -100%	100%[5]	121%	NEW IN 2024

Variance comments:

[1] Favourable Result - The time taken to action food complaints has improved.

[2] Favourable Result - Increase in staffing availability has resulted in a more timely response in 2024/25.

[3] Less Favourable Result - A combination of fewer registered temporary or mobile food businesses in the municipality, and staff returning from leave, has contributed to an overall increase in costs per registered food premises.

[4] Favourable Result - All non-compliance notifications followed up.

[5] The requisite number (48) of food safety samples were taken during the 2024 calendar year.

Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

- Waste Collection
- Landfill

Waste Collection				
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Kerbside bin collection requests Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000.	10-300	*D*[1]	*D*[1]	115.82
Kerbside collection bins missed Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000.	1-20	3.92[2]	2.29	5.19
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins	$44-$164	$112.47[3]	$109.58	$106.77
Cost of kerbside recyclables bin collection service Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins	$11 - $86	$89.38[4]	$86.49	$88.77
Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins.	20-60%	28.40%[5]	28.38%	29.28%

Variance comments:

1 *Discontinued indicator under the LGPRF. Indicator will be removed in 2025/26 reporting.*

2 Less favourable in comparison to 2023/24, but well within acceptable range with, on average, only 5 bins (<0.04%) missed per week across the municipality.

3 Stable and consistent results achieved to deliver the garbage bin collection service, during a period with an increased number of properties, higher waste levy and staff costs and internal charges, compared to 2023/24.

4 The cost of delivering the recyclables waste collection service remains consistent with previous years.

5 While the amount of waste diverted from landfill did not meet the 30% target, it is encouraging to see a downward trend emerging in the total waste (by weight) generated across the municipality.

Landfill				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Net cost per capita of waste deposited at Swan Hill landfill sites	$26.29	$44.98	$43.61	$41.21
Net cost per capita of waste deposited at Robinvale landfill sites (exc GST)	$64.36	$58.27	$56.50	$53.39
Net cost per capita to maintain rural landfill sites (exc GST)	$9.91	$32.40	$31.42	$29.69

Variance comment: NIL

Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

- Environmental Standards
- Street Beautification
- Public Lighting

Environmental Standards				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Maintain potable water consumption below 2011/12 levels for parks and gardens annually Source: 2012 - 2016 Sustainable Water Use Plan	37,000kL	65,724kL[1]	43,884 KL	42,187kL
Maintain current power usage in Council's 8 highest energy use buildings: • Kilowatts (kWh) • Greenhouse gas emissions (T)	1.07M 1,262T	1,345M[2] 1,103	1.498M 1,379	0.867M 5.29T
Total cost to Council for stationary energy of Council owned infrastructure Including street lighting	$674,950	$527,721	$513,069	$533,930

Variance comments:

[1] Council assisted stakeholders by supplying water carts to support revegetation works during the summer months. This additional usage contributed to higher consumption and associated costs.

[2] The top 8 users of power are: Swan Hill Leisure Centre, Swan Hill Town Hall, Pioneer Settlement, Robinvale Leisure Centre, Council's Splatt St Office, Swan Hill Library, Swan Hill Outdoor Pool, Swan Hill Indoor Stadium.

Street Beautification				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	6	5	10
Number of community street tree theme consultations Minimum of two annually	2	4	2	2
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	$59,500	$57,467	$57,599	$55,165

Variance comment: NIL

Public Lighting				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Net increase in number of streetlights to existing network per year New light and pole assembly	3	38	-2	18
Cost to Council for public lighting per streetlight Electricity costs are increasing and it is expected they will continue to increase over coming years	$100.00	$93.21	$84.39	$70.26

Variance comments: NIL

Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

Programs within this service:

- Art Gallery
- Community Centres and Swan Hill Town Hall PACC
- Performing Arts
- Pioneer Settlement
- Parks, Gardens, Recreation Reserves and Other Sporting Facilities
- Libraries
- Indoor Sports Facilities and Swimming Pools

Art Gallery				
Quality/Cost Standard	**Target**	**2024/25[1]**	**2023/24**	**2022/23**
Number of visitors to the Art Gallery per annum	11,000	4,415	10,382	7,926
Number of exhibitions	25	6	12	14
Number of events other than exhibitions Concerts, conferences, functions etc.	30	20	29	19
Net cost to Council to operate the Gallery per visitor	$26.14	$113.69	$61.27	$66.57

Variance comments:

[1] Programs and exhibitions ceased in October 2024 due to the redevelopment of the Art Gallery. A small pop- up space within the Swan Hill Library was opened. Small exhibitions were presented, while more ambitious projects are being held over until the new venue opens late 2025.

Community Centres and Swan Hill Town Hall PACC				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Number of times the community centre/facility is used by the community each year: • Manangatang • Nyah • Lake Boga • Robinvale • Swan Hill Town Hall PACC	 150 100 100 180 250	 16 125 11 315 266	 16 125 11 112 250	 24 91 18 327 267
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	21,652	20,602	21,141
Net operating cost to Council per usage of the facility: • Manangatang • Nyah • Lake Boga • Robinvale • Swan Hill Town Hall PACC	 $250 $400 $250 $600 $1,054	 $1,246 $257 $2,458 $420 $2,939	 $1,246 $257 $2,458 $1,046 $3,422	 $698 $309 $1,467 $364 $2,406
Net operating cost to Council per person using the Swan Hill Town Hall PACC Actual net cost / Number of people attending	$14.65	$36.02	$41.52	$30.39

Variance comments: NIL

Performing Arts				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Number of people attending performing arts events per annum	3,000	11,096	10,693	7,130
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	$61.95	$35.17	$31.92	$30.41

Variance comment: **NIL**

Pioneer Settlement				
Quality/Cost Standard	**Target**	**2024/25[1]**	**2023/24**	**2022/23**
Number of visitors to the Pioneer Settlement per annum	80,000	72,600	75,839	72,625
Net cost to Council to operate the Pioneer Settlement Museum per visitor	$9.20	$13.28	$10.79	$10.15

Variance comments:

[1] In 2024/25 at the Pioneer Settlement there were major construction works occurring on site to build the Tourism and Cultural Hub. Visitor numbers were expected to decrease as a result of this work, which was visible from the street.

Parks, Gardens, Recreation Reserves and Other Sporting Facilities				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Maintain grass height between 25 – 60 mm	100%	100%	100%	100%
Net operating cost per hectare: • Parks and gardens • Recreation reserves	 $13,000 $12,500	 $12,682 $15,997	 $14,776 $17,294	 $13,415 $14,135

Variance comments: NIL

Libraries				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	80,500	55,592[2]	55,206	52,842
Number of special events held in Library	15	104[3]	65	96
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Library collection usage Number of library collection item loans / Number of library collection items.	1-10	*D*[1]	*D*[1]	0.92
Purchased library collection Number of library collection items purchased in the last 5 years / Number of library collection items.	40-90%	44.93%[4]	46.94%	37.07%
Active library members Number of active library members/Municipal population	10-40%	*D*[1]	*D*[1]	13.41%
Cost of library service Direct cost to Council of the library service per population	$10-$90	$67.24[5]	$66.53	$51.98
Library Loans Number of collection item loans/municipal population.	4 to 8	5.12[6]	4.48	*NEW IN 2024*
Library membership Number of registered library users/municipal population.	20 – 40%	28.61%[7]	27.24%	*NEW IN 2024*
Library visits Number of in-person visits to all libraries/municipal population.	2 to 6	2.64[8]	2.60	*NEW IN 2024*

Variance comments:

6 [1] *Discontinued indicator under the LGPRF. Indicator will be removed in 2025/26 reporting.*

[2] The number of people visiting library service points has slowly been increasing, however usage of the library's online services such as the e-collection, which people do not need to visit a service point to use, are also increasing.

[3] The library service utilised a number of opportunities to partner with other organisations and authors to deliver more events during 2024-25.

[4] While less purchases were made in 2024/25, a significant number were made in 2023/24.

[5] Stable result, the cost of delivering library services increased slightly in 2024/25 due to increased costs in maintaining the facility.

[6] Favourable Result - Increased library visits has resulted in more loans of library materials.

[7] Favourable Result - Library memberships consistent and membership numbers continue to increase across the municipality.

[8] Favourable Result - Visits to the library per head of population continues to be strong in 2024/25, with increased visits being experienced during school holidays and Book Week.

Indoor Sports Facilities and Swimming Pools				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Number of visitors/users of the indoor sports facilities/swimming pools: • Swan Hill Aquatic & Recreation Centre • Swan Hill Indoor Sport Stadium • Robinvale Recreation & Aquatic Centre	 80,000 42,000 27,000	 109,819[1] 50,444[2] 53,694[3]	 106,010 28,391 56,466	 65,329 36,981 37,907
Number of visitors/users of outdoor swimming pools: • Swan Hill Outdoor Pool • Nyah Pool • Manangatang Pool	 20,000 9,000 7,000	 16,183[4] 6,547[4] 2,388[4]	 15,235 4,328 2,021	 17,722 6,813 3,047
Net cost to Council per visitor to operate indoor facilities: • Swan Hill Aquatic & Recreation Centre • Swan Hill Indoor Sport Stadium • Robinvale Recreation & Aquatic Centre Net Operating expenditure / Number of visitors/users	 $6 $1 $10	 $6.20 $2.77 $4.65	 $7.08 $4.28 $7.93	 $13.30 $4.26 $9.15
Net cost to Council per visitor to operate outdoor pools:[6] • Swan Hill Outdoor Pool • Nyah Pool • Manangatang Pool Net Operating expenditure / Number of visitors/users	 $11 $7 $10	 $23.76 $18.03 $53.29	 $17.65 $17.50 $27.67	 $13.74 $14.71 $20.30
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Health inspections of aquatic facilities Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities.	1-4	1.0[5]	1.0	0.60
Utilisation of aquatic facilities Number of visits to aquatic facilities / Municipal population	1-10	9.63[6]	8.68	6.17
Cost of aquatic facilities Direct cost less any income received of providing aquatic facilities per visit.	$0-$30	$7.54[7]	$8.69	$12.39

Variance comments:

[1] SHARC membership and usage numbers have grown since the renovation.

[2] Stadium number increase has been due to a large increase in Basketball registrations.

[3] RRAC has seen a slight reduction in usage numbers however they are still very strong since the introduction of the extra basketball court and extended gym.

[4] Swan Hill and Nyah Pool numbers are still very strong, and the Manangatang usage number continue to grow back to the 2022/23 numbers. With the hot and long summer, the increase in attendances at Nyah is not a surprise and the Manangatang increase is pleasing.

[5] Favourable Result - The requisite number of aquatic facility inspections was conducted.

[6] Favourable Result - Swan Hill and Nyah Pool numbers are very strong. With the hot and long summer, the increase in attendances at Nyah are not a surprise and the Manangatang increase is pleasing.

[7] Favourable Result - Increased visitor numbers and effective relationship management has reduced the cost of aquatic facilities to Council.

Organisational Support

(Report adopted by Council June 2004)

Programs within this service:

- Customer Service Revenue Control and Robinvale Resource Centre
- Information Management
- Information Technology Services
- Finance Services
- Asset Management
- Human Resources
- Commercial Services and Risk Management
- Plant and Fleet Management

Customer Service Revenue Control and Robinvale Resource Centre				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Rate debtor collections as a percentage of Total Rate Income	95%	85.79%[1]	87.57%	89.5%
Cost of providing Customer Service and Revenue Control Services Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure	1.20%	1.03%[2]	1.06%	1.18%
Cost of providing customer services from the Robinvale Resource Centre per head of population Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district	$63.50	$108.18	$110.30	$83.71

Variance comment:

[1] Rate Debtor Collections:

Rates, Special Rates, Garbage and FSPL Debtors have increased primarily due to debt collection practices having been stayed for the 2020/2021, 2021/2022 & 2022/2023 financial years & only recommencing in 2024. The industry standard across the state is generally between 90-95%. Due to only commencing in 2024 it is expected that collections will take a minimum two years to return to these levels. It is also noted that due changes in legislation and to current cost of living this will likely take longer than 2 years.

Also noted that due to 30 June falling on a Monday, various payments made on 30 June were not receipted until after rate reports were completed on 30 June (i.e. BPAY etc which are received next day). Arrears after all payments receipted at 30 June increases percentage to 86.64%.

[2] Customer Service & Revenue cost:

A decrease of 0.03% compared to the previous year. The set target of 1.20% has still been achieved for 2024/2025.

Information Management				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Service meets agreed timeframes for incoming correspondence registration: • 3.40pm Monday • 2.20pm Tuesday – Friday	Yes Yes	Yes Yes	Yes Yes	Yes Yes
Cost of service as a percentage of total operating expenses (excluding major projects). Information Management Program / Total Operating Expenditure	<0.81%	0.51%	0.53%	0.54%

Variance comment: NIL

Information Technology Services				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Authority System available	98%	99%	99%	99%
Network Services available	98%	98%	98%	98%
Internet Services available	98%	99%	99%	99%
Cost of providing IT services as a percentage of total operating expenses IT program / Total operating expenditure	<3.0%	3.10%	4.7%	2.50%
Cost of IT services per connected user IT program / Number of personal devices supported	$3,870	$4,626	$4,600	$3,820

Variance comments: NIL

Finance Services				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Meet all statutory reporting obligations: • Annual Report • Business Plan and Annual Budget • Victoria Grants and Commission Return • Local Government Sector Borrowings Surveys • Taxation (PAYG, GST and FBT)	 Yes Yes Yes N/A Yes	 Yes Yes Yes N/A Yes	 Yes Yes Yes N/A Yes	 Yes Yes Yes N/A Yes
Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Cost / Total Operating Expenditure (excluding depreciation)	2.10%	1.40%	1.37%	1.54%

Variance comment: NIL

Asset Management				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place: • Strategic Planning • Annual Budget • Annual Report • Asset Management Policy • Asset Management Strategy • Asset Management Plans • Governance and Management • Levels of Service • Data and Systems • Skills and Processes • Evaluation	85 100 95 90 100 75 60 60 80 65 60	92 94 100 90 100 51 86 31 69 75 50	79 94 95 90 100 68 75 69 72 63 50	75 94 95 90 100 64 71 69 72 58 50
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)	0.90	0.81	0.42	0.59

Variance comment: NIL

Human Resources				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Number of staff issues referred to Fair Work Australia	Nil	0	4	1
Number of organisational training hours provided per EFT	7 hours	14	14.8[2]	17.8
Cost of providing Human Resource Services as a per cent of total operating expenses	1.50%	1.25%	1.24%	1.34%

Variance comments: NIL

Commercial Services and Risk Management				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
All tendering and acquisitions undertaken by Procurement and Property is done in accordance with adopted Council policy.	Yes	Yes	Yes	No
Cost of providing Procurement and Property as a percentage of Total Council Operating Expenses. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.2%	0.70%	0.66%	0.61%
Risk Management (insurance)– WorkCover (EFT to premiums)	$2,300	$2,113	$1,949	$2,059
Risk Management (insurance)– Property (Value of property v Premium)	$0.0020	$0.0021	$0.003	$0.0020
Risk Management (insurance)– Registered Motor Vehicles Unit cost	$425	$563.86[1]	$541	$555

Variance Comment:

[1] A 5% rise per unit cost was recorded this year, reflecting the impact of mandatory claims inflation and escalating repair costs.

Plant and Fleet Management				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	87%[1]	95%	90%
Average cost of scheduled services for passenger and light commercial vehicles Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	$124	$115.53[2]	$128	$130
Average cost of scheduled services for major plant items Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	$218[4]	$239.57[3]	$132	$253

Variance Comment:

[1] A contributing factor to variations from target is that trainee staff in the workshop are in the process of learning on the job.

[2] Passenger and light commercial vehicles are recent renewals, therefore less servicing requirements with first service being part of the sale contract.

[3] Higher than the target range, (although still a better result than 22/23). This is partly due to the increased servicing costs of heavy plant that we are experiencing significant supply delays on that would normally have been renewed. Another reason for an increase on last years figure is that we have had significant increases in maintenance grading klms, 42% up on last year over 4 graders and 12% increase in patching truck performance all adding up to an increased frequency of servicing.

[4] The target figure has not been updated since 2016/17. With CPI adjustments for inflation, the target figure would be $277.52.

Governance and Leadership

(Report adopted by Council May 2005)

Programs within this service:

- Corporate Governance
- Elected Members
- Community Development
- Media and Events

Corporate Governance				
LGPRF Indicator	**Range**	**2024/25**	**2023/24**	**2022/23**
Council decisions made at Council Meetings closed to the Public Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors	0-30%	14.71%[1]	11.40%	5.56%
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	40-70	53[2]	48	50
Councillor attendance at Council Meetings Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election.	80-100%	93.33%[3]	84.82%	89.52%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election.	$30K-$80K	$55,870[4]	$52,767	$53,993
Satisfaction with Council decisions Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community	40-70	51[5]	43	45

Variance comment:

1 Council will continue to monitor the number of decisions made at meetings closed to the public, and where appropriate, provide sufficient information in Council Meeting Minutes to inform the public without jeopardising contract negotiations or privacy provisions.

2 Favourable Result - The 2025 Community Satisfaction Survey has resulted in a 10 per cent improvement on the result achieved in 2024. There has been significant consultation with the community as we complete our four year strategic planning program.

3 Favourable Result - There has been a reduction in the number of Councillors absent from Council meetings in 2024/25.

4 The cost of elected representation increased in 2024/25, as a result of increased training provided to the elected Councillors, which will improve the integrity and effectiveness of Council.

5 Favourable Result - The 2025 Community Satisfaction Survey has shown a significant improvement in community satisfaction with council decisions.

Elected Members				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Community satisfaction with Council's community consultation and engagement per annual Local Government Survey	54	53	48	50
Community satisfactions with decisions made in the interest of the community per annual Local Government Survey	54	51	43	45
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	54	46	50

Variance comment: NIL

Community Development				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Government and other funding attracted during the year to supplement community and Council activities	$800,000	$525,000[1]	$1,000,000	$2,091,000
Number of actions implemented out of community plans At least one action per plan	30	8	3	3
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	ND[2]	0.64%	<1%

Variance comment:

[1] Reduction in funding attracted is reflected in the lack of funds the state government have available and the amount of Local Government Council's that are applying for the same dollars. We have been lucky enough locally to be successful in achieving eight actions out of our community plans however they have all been smaller amounts.

[2] No Data provided in 2024/25.

Media and Events				
Quality/Cost Standard	**Target**	**2024/25**	**2023/24**	**2022/23**
Number of media releases distributed annually	130	176	139	117
Number of social media post annually	1,700	1822	2,222	1,833
Production and distribution of Council's Community Newsletter Twice per year	2	13	13	15
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.6%	0.42%	0.46%	0.53%

Variance comment: NIL

2.10 Annual Report 2024-2025

Directorate: Corporate Services
File Number: S15.28.21
Purpose: For Discussion

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.1: Deliver accessible, responsive and inclusive customer and community engagement.
6.1.3 Improve community engagement and participation in Council decisions.

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.2: Strengthen Council's internal capability, resources, systems and financial sustainability.
6.2.3 Strengthen planning and data to support long-term decision-making.

Current Strategic Documents

Council Plan
Annual Report
Budget

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

We are pleased to present the Draft Swan Hill Rural City Council Annual Report 2024/25 to Council and the community.

This report presents the draft Annual Report for the financial year 2024–2025, prepared in accordance with our legislative obligations under Section 98 of the *Local Government Act 2020*. This section of the Act requires each council to prepare an annual report for every financial year, providing transparency and accountability in the delivery of services and performance against strategic objectives.

The content of the Annual Report is governed by Part 4 of the Local Government (Planning and Reporting) Regulations 2020, which outlines the mandatory reporting requirements, including performance statements, governance disclosures, and financial results.

Discussion

The Swan Hill Rural City Council Annual Report 2024/25:

- acknowledges the Councillors who have departed and welcomes those who were elected in October 2024.
- requires the Report of Operations to include all prescribed indicators of service performance for the services provided and funded by the Council for the financial year, and the key measures for those indicators.
- includes information and data on our municipality, our advocacy campaigns, photographs and details of the many events and activities that took place, showcases our achievements, the projects delivered and underway, and details our organisational structure, our staff, our Council and our performance.
- details our progress against the Council Plan initiatives.
- includes the prescribed Governance and Management Checklist, and our audited Performance Statement and Financial Statements
- complies with our legislative reporting obligations under various other pieces of legislation
- received an unqualified audit opinion of its financial statements.

The Annual Report 2024/25 features a selection of stunning photographs showcasing the beauty of our municipality. The front cover proudly displays ‘Peace and Tranquillity’ by Debbie Hayward, winner of our photography competition, while the back cover highlights ‘Reflections of a Gem’ by Jenni Shepherd.

Consultation

The draft Annual Financial Statements and Performance Statement were presented to the Audit and Risk Committee for review and endorsement on 3 September 2025.

On the same day, Local Government Victoria conducted a review of the Service Performance Indicators within the Performance Statement and recommended minor revisions to the public commentary to enhance clarity and alignment with reporting standards.

Council subsequently approved in principle the draft Performance Statement and Financial Statements at its meeting on 16 September 2025.

The Victorian Auditor-General’s Office (VAGO) audited both statements and confirmed that they fairly represent Council’s financial position and performance and comply with all relevant regulatory requirements.

Financial Implications

Nil.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

The Annual Report must be presented at a council meeting open to the public by 31 October 2025.

Attachments: 1. DRAFT Annual Report 2024-25 [**2.10.1** - 187 pages]

Recommendation

That Council endorse and approve the release of the Swan Hill Rural City Council Annual Report 2024/25 to the community.



DRAFT Annual Report 2024/25

SWAN HILL
Rural City Council



Acknowledgement

Swan Hill Rural City Council acknowledges the traditional custodians of the land, and pays its respects to their elders, past and present.

Thanks

Congratulations to our photography competition winner, Debbie Hayward, whose photo titled Peace and Tranquillity features on our front cover.

And to our runner up, Jenni Shepherd, whose photo titled Reflections of a Gem features on our back cover.

Swan Hill Rural City Council would like to also thank Russell Singh and Dianne Martin for their donation of Harmony Day photos that have been used throughout this report.

About our Annual Report

Swan Hill Rural City Council is pleased to present it's 2024/25 Annual Report, which provides a detailed account of our performance from 1 July 2024 to 30 June 2025.

Documenting Council's performance against the 2024/25 Budget and the Council Plan, the Annual Report highlights achievements and challenges faced within key service areas and programs.

Council seeks to achieve community engagement and an understanding of Council's operations by conducting its affairs openly and with integrity.

Transparency in our decision-making and accountability are core values of Council, reflecting high levels of good governance.

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

Our Offices

Swan Hill Office

45 Splatt Street

Swan Hill VIC 3585

03 5036 2333

Robinvale Office

72 Herbert Street

Swan Hill VIC 3549

03 5051 8000

Postal

PO Box 488

Swan Hill VIC 3585

Social Media

FB: @SwanHillCouncil

IG: @swanhillruralcitycouncil

IN: company/shrcc

YT: @swanhillruralcitycouncil

Email

council@swanhill.vic.gov.au

Website

www.swanhill.vic.gov.au



Contents

Introduction

Snapshot of Council 7
Vision Statement, Our Mission and Values 8
Highlights of the year 9
The year at a glance 12

Year in Review

Mayor and CEO message 19
Financial summary 21
Major capital works 26
Advocacy campaigns 28
Australia Day Awards 32

Our Council

Our region 35
Our history 36
Councillors 37

Our People

Our Executive Leadership Team 43
Our organisational structure 45
Council employees 46
Valuing our people 48
Staff Recognition Awards 50

Our Performance

Integrated Strategic Planning 53
Community Vision and Council Plan 54
Strategic Pillar 1: Liveability 55
Strategic Pillar 2: Prosperity 64
Strategic Pillar 3: Harmony 72
Strategic Pillar 4: Leadership 76

Corporate Governance

Council leadership 80
Governance and Management Checklist 89
Statutory Information 93

Appendices 97

Performance Statement

Contents 101
Certification of the Performance Statement 117

Financial Statements

Understanding the Financial Statements 121
Annual Financial Report 124

Our Annual Report

In accordance with sections 98—100 of the *Local Government Act 2020*, Swan Hill Rural City Council is pleased to provide the municipal community with our Annual Report for the 2024/25 financial year.

We are committed to transparent reporting and accountability to our community. Our Annual Report informs our community about our operations and performance during the financial year.

The Annual Report contains the Report of Operations, Performance Statement and Financial Statements.

Introduction

Provides a snapshot of our region and highlights what we have accomplished.

Year in Review

Messages from our Mayor and CEO, a financial summary and major project highlights.

Our Council

Our region's history and profile, and information on our Councillors.

Our People

Information on Council's employees, including our organisational structure, occupational health and safety, equal opportunity, and appreciating our staff.

Our Performance

Results against our Council Plan key strategic initiatives, local government performance reporting indicators, and major initiatives and services identified in the 2024/25 Budget.

Corporate Governance

Governance and statutory information including decision-making, elected members, risk management, benchmarking and accountability.

Performance Statement

Local government performance reporting indicators for sustainable capacity, service performance and financial performance.

General Purpose Financial Statements

Council's financial purpose and the general purpose financial statements.



Part One

Introduction

Introduction

Snapshot of Council

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 21,094* people. It includes the townships of Boundary Bend, Manangatang, Ultima, Woorinen South, Beverford, Piangil, Nyah West, Nyah, Lake Boga, Robinvale and Swan Hill.

The Swan Hill municipality has experienced sustainable growth over the past decade, led by the expansion of horticultural and agricultural practices and supported by an innovative manufacturing sector.

This success is depicted by the fact that irrigated areas have been increasing with a higher proportion of mature, high value crops such as almonds and table grapes. The region is one of Australia's largest producers of almond and table grape plantings, vegetables including potatoes and carrots, stone fruit, olives, avocados and field crops.

The region also boasts an impressive 69% of its municipality dedicated to cropping and associated dryland infrastructure, including wheat, barley, lentils, cereal/hay, pulses (including chickpeas and lupins), grazing, oats, and canola.

In 2023/24, the total value of agricultural output in Swan Hill was $1.053M, with this sector accounting for 2,184 local jobs, the largest employer in the municipality.

Located along the Murray River, tourism also plays an important role in our region's economy. In 2024, the Murray Region attracted around 6.29 million visitors, and contributed an estimated $2.5 billion to the regions economy.

Our climate and natural beauty attracted around 718,300 visitors to Swan Hill in 2024, with close to 1 million domestic overnight stays recorded. While interstate day trips have returned to, and exceeded, pre-pandemic levels, intrastate day trips, and overseas visitors, continue to remain variable. (Murray Regional Tourism - 2024)

*2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403. In 2018 Council commissioned Geografia to undertake a population determination study. The work of Geografia has demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,367.



Vision Statement

Built on strong foundations that embrace our rich history and natural environment, our region will be a place of progression and possibility, we are a community that is happy, healthy and harmonious—we are empowered, we are respectful and we are proud.

Our Mission

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

Our Values

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

Community engagement

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

Leadership

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

Fairness

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

Accountability

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

Trust

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

Highlights of the year

Liveability

- Council has delivered an extensive road maintenance program, improving safety and road conditions across the municipality. Works included 245,237m² of bitumen resealing, 11,535m² of asphalt patching, 21,912m² of gravel re-sheeting, 1,744km of unsealed road grading, and 205.5km of road shoulder grading. In addition, 4,820 pothole and edge break repairs were carried out, along with 1,752 line marking and signage jobs.
- We successfully secured almost $5 million through the Safer Roads and Infrastructure Program (SLIP) to upgrade Karinie Street between the Nyah Road roundabout and Murlong Street. This project will deliver road infrastructure, kerb and channel replacement, an all-abilities shared pathway, and improved road line marking and parking delineation - significantly enhancing road safety, accessibility, and traffic management.
- A strategic review of the Swan Hill Regional Livestock Exchange was undertaken to assess its long-term viability, explore future management and ownership models, and identify alternative marketing options for local livestock producers. The review considers industry trends, financial sustainability, and potential future uses for the site - including leasing, repurposing, or alternative operational approaches. Extensive community engagement was carried out as part of the process, and the findings will inform recommendations to be presented to Council in the future.
- The construction of Ultima Compost Facility - this facility represents a strong and practical step towards a cleaner, greener future for our municipality and beyond. This facility has been designed with future growth in mind and will initially process up to 1,200 tonnes of garden organics each year. The compost produced here will be made available to organic growers in our region, creating a circular economy model that keeps resources, and value, within our community. This project is thanks to a combination of Council support and external funding partnerships with Sustainability Victoria and Federal Government.
- The completion of the 2024/25 Tree Planting Program included hundreds of trees being planted across the municipality.
- Council acquired plant equipment for our Circular Agricultural Plastics Economy (CAPE) project. This initiative is providing farmers with a sustainable option for disposing of their agricultural plastics and diverting agricultural plastics from landfill in the Loddon Mallee region, promoting a more sustainable approach to waste management.
- A new Swan Hill Mattress Processing & Recycling Facility has expanded our region's capacity to safely handle end-of-life mattresses, easing stockpiling and cutting transport costs. Designed for manual dismantling, the facility will boost local job opportunities and social outcomes. Key features include air conditioning, insulation, solar power, and a high-capacity baler to compress materials for efficient transport.
- Council has made significant strides in addressing the region’s housing challenges, with the release of Stage 15 at Tower Hill, completion of four new homes in Ronald Street, Robinvale, and the launch of an ambitious target to facilitate 500 new homes over the next five years. To support this vision, Council formally endorsed the Housing Action: Greater Swan Hill Committee - a collaborative group of key partners focused on driving housing solutions that respond to our community’s evolving needs. In addition, Council established an Investment Model Working Group and allocated two Tower Hill blocks to help attract private investment and build strategic partnerships that accelerate new home construction in Swan Hill.

Prosperity

- This financial year has seen a strong rise in community engagement, with over 23,500 views on the Let’s Talk platform, an increase of 7,000 compared to the previous reporting period. We also received more than 2,600 community contributions, marking another significant uplift in participation.
- Council has secured $13.8 million in grants since July 2024 from a variety of State and Federal Government funding programs. With record capital expenditure of $27.8 million, to enable the delivery of new or improved infrastructure and facilities, bringing the five-year total of expenditure on fixed assets to almost $90.1 million.

- Council continued its strong advocacy efforts in 2024/25, particularly in the lead-up to the Federal election, including direct engagement in Canberra to champion improved outcomes for both our municipality and the broader region. In partnership with the Murray River Group of Councils, Council advocated for accurate population data for Robinvale, support for overseas workers, improved housing availability, and the development of new community infrastructure and transport links. Council also remained committed to the construction of a new Swan Hill Bridge and continued to advocate for further stages of the Swan Hill hospital redevelopment.
- A key amendment to the Swan Hill Planning Scheme has been approved for the former GrainCorp site at 42 Monash Drive. This strategic rezoning from Transport Zone 1 to Commercial 1 Zone will open the door to diverse development opportunities, aligning with our long-term vision outlined in the Swan Hill Riverfront Masterplan.
- The Community Development Fund supported 22 community groups/organisations that shared $77,810 in funding to support various projects throughout the municipality.
- Our 24/25 Event Support Fund allocated $108,000 to support 39 events.

Harmony

- This year, we were delighted to welcome our friends from Yamagata, reaffirming our strong international ties. A commemorative plaque was unveiled at Yamagata Garden to celebrate the enduring sister city relationship.
- We also proudly recommenced the Swan Hill–Yamagata student exchange program, following its COVID-19 pause – a renewed chapter in our sister city relationship.
- We proudly celebrated 100 years of Robinvale with a centenary celebration that reflected our rich history and vibrant community spirit.
- Fifty new Australian citizens were officially welcomed into our municipality this year, with individuals from 17 different countries adding to the vibrant multicultural fabric of our community.

Leadership

- Council commenced development of the renewed Council Plan 2025–2029, setting a clear strategic direction to guide priorities and decision-making over the next four years.
- Coffee with a Councillor continued throughout 2024/25, providing residents with informal opportunities to connect with elected representatives.



Challenges for 2024/25

- Housing Supply and Affordability – Our municipality continues to face a critical shortage of diverse and affordable housing, which is impacting population growth, workforce attraction, and economic development. Council has responded with our “500 Homes in 5 Years” initiative and the establishment of the Greater Swan Hill Housing Action Committee to drive collaborative solutions.
- Workforce Attraction and Retention – Attracting and retaining skilled workers remains a major challenge across the region, particularly in health, education, trades, and Council services. Limited housing further impacts the region’s ability to grow and meet community needs.
- Rising costs and extreme weather are increasing the pressure on maintenance and renewal.

Major changes for 2024/25

- The election of five new and two previous serving Councillors at the November 2024 Local Government Election, brought fresh perspectives and ideas to Council. To support them in their new roles, an extensive training and induction program was delivered. This included governance training, code of conduct requirements, and workshops to build understanding of Council’s strategic plans, policies, and processes. The new councillors were also provided with detailed briefings on current projects, major initiatives, and emerging issues across the municipality. This thorough onboarding process ensured they were well-equipped to make informed decisions and actively contribute to Council’s priorities from the outset.

Introduction

Fast facts

72 Community satisfaction with Parks and Libraries	**21,652** Visitors Swan Hill Performing Arts Centre 24/25	**70** Community satisfaction with Appearance of Public Areas
203,159 Visits Aquatic Facilities in 24/25	**51** Total number of Playgrounds in Municipality	**678** Tonnes of Greenwaste Collected 24/25
38 New Streetlights installed 24/25	**113** Planning Applications Received 24/25	**98 km** Stormwater pipes
55,406 Library Visits in 24/25	**2,539** Animal Management Requests in 24/25	**262** Birth Notifications 24/25
72,600 Visitors Pioneer Settlement in 24/25	**8,806** Kerbside Garbage Bins	**1822** Number of Social media Posts 24/25

Year at a glance

July

- River Lights once again illuminated the region, returning for its second year during the July school holidays at the Pioneer Settlement.
- Construction progressed with foundations laid at the Swan Hill Tourism and Cultural Hub.
- Completion of all slab pours marked a key milestone in the commencement of Swan Hill Regional Art Gallery redevelopment.
- Victorian Cross-Border Commissioner Brett Davis visited Swan Hill to discuss local priorities with CEO Scott Barber, including infrastructure, healthcare, workforce needs, and migration opportunities.



- Swan Hill's Off-Leash Dog Park at Tower Hill has reopened with brand new agility equipment for local dogs to enjoy.



- Swan Hill Town Hall PACC completed its accessible toilet upgrade, improving facilities for all visitors.
- Swan Hill Regional Library launched a new trial aimed at providing a supportive environment for children with sensory integration challenges.

August

- Council partnered with the Federal and State Governments to deliver the Community Flood Recovery and Resilience Grants Program, supporting local events, activities and projects that strengthen community recovery and resilience after the October 2022 floods.
- Mayor Cr Stuart King and Director of Corporate Services Bhan Pratap presented to the Legislative Council Economy and Infrastructure Committee, advocating for improved local government funding and support to meet community needs.
- Council worked with local partners in Robinvale to address early childhood educator shortages by supporting residents to begin training through a free pre -accreditation program.
- Council was proud to support the launch of the Red Dirt to Reef Variety Bash from Swan Hill to Airlie Beach, helping raise funds for children and communities in need.



- Council joined St Mary MacKillop College students to plant trees at Barry Steggall Park, demonstrating our commitment to the environment and engaging local youth in sustainability efforts.
- Mayor Cr Stuart King and CEO Scott Barber joined the Murray River Group of Councils on a two-day visit to Canberra, advocating for key regional priorities including water management, housing, renewable energy, infrastructure, and regional development.
- After six months of preparation, the Ultima Football ground was ready to host a major competition.



Introduction

September

- Spring brought a burst of colour to Swan Hill's Riverside Park, with vibrant flowers blooming across the grounds.



- Removable bollards were installed at the Swan Hill Showgrounds and Recreation Reserve, between the Show Society office and oval seating, to block vehicle access and reduce risks to pedestrians.
- The Swan Hill Rugby Club hosted its inaugural home game, marking a historic moment as Melbourne's Brimbank club travelled to Gurnett Oval to take on the Swannies.
- Swimming pool painting was completed across the municipality, including works at the Nyah, Manangatang, and Swan Hill outdoor pools.
- With support from Council's Empower Engagement Officer, the first Robinvale client of the Council's Empower Program, successfully opened his own barbershop, turning his training and determination into a thriving local business.



- Council partnered with Calder Permaculture to reduce its environmental footprint by reusing plastic items for planting and collecting seeds to grow and replant advanced trees across the municipality.
- Community drop-in sessions were held in Swan Hill and Robinvale, where residents provided feedback for the drainage study. The sessions were well attended, with many residents engaging directly with consultants in Swan Hill.

October

- Redevelopment of the Swan Hill Regional Art Gallery commenced, with a temporary pop-up space established at the Swan Hill Regional Library to ensure gallery programs could continue throughout the 12-month construction period.
- The Robinvale community celebrated a significant milestone, marking 100 years of history and achievements.
- Stage 15 at Tower Hill was released, offering 25 new residential lots on a first-come, first-served basis, providing buyers the opportunity to build in one of Swan Hill's most popular and well-connected estates.
- A delegation from our sister city Yamagata visited the Swan Hill region, touring local farms, irrigation sites, and key destinations including Chasney Estate, Gleeson Farms, and Andrew Peace Winery. The 40-year friendship was officially commemorated with a plaque unveiling event on Sunday at the Yamagata Garden in Swan Hill.



- The Navigating Business – Visual Merchandising event, held in collaboration with Swan Hill Inc., brought local retailers together to hear from industry experts on the impact of visual merchandising in the lead-up to Christmas.
- Swan Hill Library, in collaboration with Victoria Police, CFA, Noah's Ark Inc., Swan Hill District Health, Westpac Bank, Mallee Pet Supplies, and Swan Hill Community Toy Library, hosted Roving Storytime to celebrate Children's Week, offering a fun morning for the community.



Year at a glance

November

- Seven new Councillors were sworn into office. We welcomed Cr Stuart King, Cr Terry Jennings, Cr Les McPhee, Cr Hugh Broad, Cr Peta Thornton, Cr Lindsay Rogers, and Cr Philip Englefield.
- The Circular Agricultural Plastics Economy (CAPE) Baler Project was launched to bale and repurpose grain bags, supporting sustainability in the Loddon Mallee region. The project is funded through a partnership between the Circular Economy Councils Fund and Council funding.



- Community joined the Walk Against Family Violence, marking the start of the 16 Days of Activism. Council staff also took part throughout the week, standing against gender-based violence.
- RockWiz Live was a standout event at Swan Hill Town Hall, drawing a full house of 550 locals for a night of unforgettable entertainment.
- Cr Stuart King was re-elected as Mayor for a second consecutive term at a Scheduled Council Meeting.
- The Nyah District community celebrated the official opening of the new community garden, with over 60 people attending and taking part in planting activities. The project was made possible through strong collaboration between local groups and organisations, including support from Council.



December

- Asphalting works at Caix Square, Robinvale were completed, improving safety, access, and road durability for the community.



- Council officially endorsed Housing Action: Greater Swan Hill—a new committee focused on collaborative strategies to address housing availability and affordability across the region.



- Council signed a three-year sub-lease with Skid City Consortium to activate the former drag strip site, marking a key step in revitalising the space for community use.
- The Swan Hill Christmas Insta Trail showcased multiple beautifully lit spots across the city, inviting the community to celebrate and share their holiday moments using #LoveSwanHill.



- Council secured Victorian Government funding to build 10 affordable housing units for essential workers in Robinvale, addressing critical regional accommodation needs.

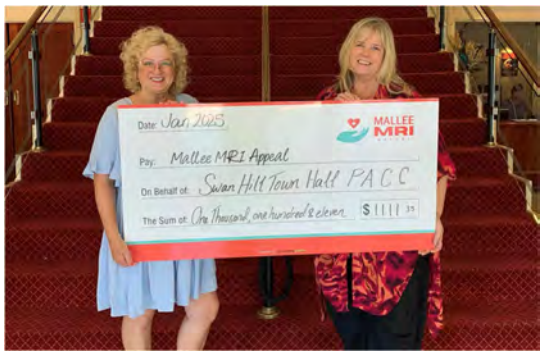
Introduction

January

- From hippos and lions to meerkats and more, 21 life-sized zoo animals were hidden throughout the Pioneer Settlement for the summer school holidays.



- Residents across the municipality enjoyed a vibrant Australia Day long weekend, with award ceremonies, citizenship celebrations, and community events held in Swan Hill, Robinvale, and surrounding towns.
- The Town Hall raised $1,111 from the Christmas Winter Wonderland display in support of the Mallee MRI appeal.



- The Shared Connections event returned for its second year, bringing the community together on Australia Day evening at Riverside Park through cultural performances, storytelling, and traditional ceremonies. Highlights included the Marruk Project choir debut, the possum skin cloak, and the inaugural Matakupay Leadership Awards.
- Prickly pear control was carried out in Robinvale and along Murrawee Road using chemical spraying as part of the Roadside Weed and Pest Management Program.

February

- The Big Summer Read was a huge success, with 179 children across the municipality reading 3,990 books during celebrations at Robinvale and Swan Hill Libraries. Supported by 22 local sponsors, the program offered exciting prizes and helped combat the typical summer literacy decline.



- Council released the draft masterplan for the Swan Hill Showgrounds, Sports, and Recreation Precinct and invited community feedback through the Let's Talk page, following over 400 submissions from last year's consultation.
- Council appointed Bendigo Stadium Ltd as the new manager of Swan Hill Stadium, marking a fresh partnership to enhance the facility's operations and support the local sporting community.
- As part of Council's monthly Coffee with a Councillor sessions, Mayor Cr Stuart King, Cr Terry Jennings, and Cr Lindsay Rogers visited the Wood Wood Café, engaging in meaningful discussions with local residents.



Year at a glance

March

- 15 students from Yamagata were warmly welcomed to Swan Hill by the Deputy Mayor and hosted by local families as part of a cultural exchange. During their stay, they explored the region and built lasting connections ahead of a return visit by Swan Hill students to Japan in July.



- Swan Hill Out of School Hours (OOSH) achieved an outstanding result in the National Quality Standard Assessment and Rating process, receiving a rating of Meeting in six quality areas and an Exceeding rating in Collaborative Partnerships.
- The Ultima footpath project on Dillon Street was completed and open for public use, improving accessibility and safety for the local community.



- The long weekend in Swan Hill was buzzing with excitement as locals and visitors enjoyed events like the Food and Wine Festival and Lake Boga Splash Down, with Mayor Cr Stuart King even meeting Shannon Noll before his Clock Tower performance.
- The first of the Ronald Street units settled, marking a key milestone in the Robinvale housing development project.
- The Station Street road construction in Woorinen South was completed, addressing poor pavement, stormwater issues, and heavy vehicle use.
- A new picnic shelter was installed at the Haven Estate boat ramp, Lake Boga.

April

- The "Small Acts, Big Impact" waste and recycling campaign launched, featuring bold visuals on a Campbell Street billboard and a newly branded waste truck.



- New digital scoreboards were installed at Alan Garden Reserve's oval and netball courts, improving the game-day experience for players and spectators.
- Final touches were completed at the Lake Boga Netball Pavilion, including a new retaining wall and handrails ahead of the season opening.
- Around 2,000 people joined the 15th annual Harmony Day celebration, recognising and embracing Swan Hill's cultural diversity.



- During the school holidays, Library Outreach partnered with Bunnings to deliver fun activities like Mini Gardens in Lake Boga and Pet Rocks in Manangatang.
- The Robinvale Nature and Adventure Playground at Centenary Park officially opened and is thriving, welcoming everyone to enjoy the new space.
- Five Council Plan and Community Vision workshops were held across the municipality to gather community input and shape future priorities, with strong community participation.
- Swan Hill Regional Art Gallery's ACRE program partnered with Swan Hill Town Hall to present A Cross Border Twig, a sold-out arts event featuring performances, installations, and music.

Introduction

May

- The Ultima Compost Facility officially opened, marking a major step in the region's sustainability efforts. Designed to process garden organics into nutrient-rich compost, it supports a local circular economy and was funded by Sustainability Victoria and the Federal Government.
- Tree planting was completed as part of the Lake Boga Southern Entrance Beautification Project.



- Council passed an urgent motion opposing the Victorian Government's Emergency Services and Volunteers Fund, citing unfair impacts on rural households and farms, and committed to lobbying for its repeal.
- Development of the new Youth Strategy commenced with the launch of community consultation, including in-person focus sessions and an online survey targeting young people aged 12 to 25.
- The Mayor joined Nyah District Primary School for the 26th annual Walk Safely to School Day, promoting road safety and healthy routines alongside students.



- CEO Scott Barber and Director Michelle Grainger spoke at the MAV Rural and Regional Planning Conference, joining over 180 delegates to discuss climate resilience, housing, Traditional Owner engagement, and resource protection.

June

- Council supported the creation of a community-driven Housing Trust, contributing land valued at $230,000 in exchange for shares to enable housing development without direct financial outlay.
- Council launched a municipality-wide speed zone review, inviting input from residents, businesses, and community groups to help shape our advocacy for future speed settings.
- The Tresco West Road widening and rehabilitation was completed, including sealed upgrades west and east of the railway line and improvements for heavy vehicle access.
- Swan Hill Rural City Council, in collaboration with Swan Hill Incorporated, proudly presented the Navigating Business Innovation networking event, which drew around 30 attendees to Swan Hill Town Hall on Tuesday evening.



- The McCallum Street Shared Path Project was completed, featuring a new garden bed and the planting of over 200 native shrubs to enhance the area's appearance.





Part Two

Year in review

Year in review



Mayor and CEO message

We are pleased to present the 2024/25 Annual Report for Swan Hill Rural City Council – a year marked by strong progress, major infrastructure investments, and growing community engagement.

Over the past financial year, Council has delivered a diverse range of initiatives aimed at enhancing liveability, sustainability, and economic growth across our region. Our comprehensive road maintenance program improved safety and accessibility, with over 1,700km of unsealed roads graded and thousands of repairs and upgrades completed. We also secured nearly $5 million through the Safer Roads and Infrastructure Program to significantly upgrade a section of Karinie Street- a project set to substantially enhance safety and accessibility in Swan Hill.

Environmental sustainability has remained a key focus. We opened the new Ultima Compost Facility, launched the Circular Agricultural Plastics Economy (CAPE) initiative to reduce farm waste, and expanded our region's recycling capacity through the new Mattress Processing Facility – all of which support local jobs while reducing landfill. The operations of these concept facilities is set to progress in the coming year.

To support housing needs, Council completed new homes in Robinvale, released Stage 15 at Tower Hill, and launched a bold plan to facilitate 500 new homes over five years. The establishment of the Housing Action: Greater Swan Hill Committee and an Investment Model Working Group are now driving innovative, collaborative solutions to unlock development and attract investment. We are proud to be leading the way in this space, with other councils now looking to our approach as a model for tackling housing challenges.

The role of Council includes:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making.
- Providing leadership by establishing strategic objectives and monitoring their achievement.
- Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner.
- Advocating the interests of the local community to other communities and governments.
- Acting as a responsible partner in government by taking into account the needs of other communities.
- Fostering community cohesion and encouraging active participation in civic life.

Council's advocacy efforts remained unwavering throughout the year, championing key regional priorities. We were early advocates against the State Government's changes to the Emergency Services Volunteer Fund (ESVF), a campaign we will continue. The long-awaited Swan Hill bridge remains our number one advocacy priority, and essential infrastructure like water and sewage services for smaller towns is also a high priority. We've also advocated for greater housing support, increased assistance for overseas workers, and additional funding for community infrastructure. Importantly, we continue to push for the completion of the Swan Hill Hospital redevelopment - a vital project for the health and wellbeing of our growing region. Council also successfully secured $13.8 million in external funding - a significant boost for local infrastructure and service delivery, and a testament to our proactive approach and strong partnerships.

Community connection remains at the heart of what we do. We welcomed 50 new citizens, celebrated Robinvale's 100th anniversary, and revived our Sister City relationship with Yamagata, including the return of the student exchange program. Our Let's Talk platform saw a record 23,500 views and 2,600 contributions, demonstrating strong community interest in shaping our shared future.

Council proudly supported 22 community projects through the Community Development Fund and 39 local events via the Event Support Fund - investing over $185,000 back into our local community groups.

Strategically, we made progress with the rezoning of the former GrainCorp site in Monash Drive, Swan Hill, unlocking exciting riverfront development opportunities. Additionally, hundreds of trees were planted across the municipality, enhancing the natural beauty and liveability of our public spaces.

Whilst we celebrate these achievements, we remain mindful of ongoing challenges - including housing supply, workforce shortages, and rising costs. These complex issues require strong partnerships, clear planning, and continued community input as we work toward sustainable, long-term solutions.

We extend our sincere gratitude to residents, community groups, local businesses, and Council officers for your ongoing support, engagement, and passion. Each of you plays a vital role in shaping a resilient, connected, and thriving municipality, and we are proud to continue this journey together.

Councillor Stuart King

Mayor

Scott Barber

Chief Executive Officer

The Chief Executive Officer is responsible for:

- Establishing and maintaining an appropriate organisational structure for Council.
- Ensuring that the decisions of the Council are implemented without undue delay.
- The day to day management of the Council's operations in accordance with the Council Plan.
- Developing, adopting and disseminating a code of conduct for Council staff.
- Providing timely advice to Council.

Year in review

Financial Summary

Operating position

On a full accrual basis the surplus for the year was $7.5 million. It is important to note that this is an accounting profit after recognising non-cash items such as depreciation and amortisation of $14.6 million and the receipt of infrastructure assets created by developers.

The surplus as reported on the Comprehensive Income Statement of $7.5 million includes the prepayment of Victoria Grants Commission 2025/26 funding of $4.8 million received late June 2025, and $2.5 million of grants received throughout 2024/25 that remain unspent at 30 June 2025. The Victoria Grants Commission funding will be used to provide Council services for the 2025/26 year, and the unspent grant funds are to be spent in the specific manner for which the grant was provided and are expected to be completed in the 2025/26 financial year.

Major revenue and expenditure items included in the operating result can be identified from the following graphs.

For more information on the comprehensive income statement, balance sheet and cash flows for the year, please refer to the audited General Purpose Financial Report in Part Eight of this Annual Report.

Revenue

Council's total revenue for 2024/245 was $68.8 million as per the Comprehensive Income Statement. A breakdown of Council's revenue sources highlights that 82.0% of Council's income comes from three income categories.

- Rates and garbage charges 48.7%
- Grants—operating 23.1%
- Grants—capital 10.2%

Expenditure

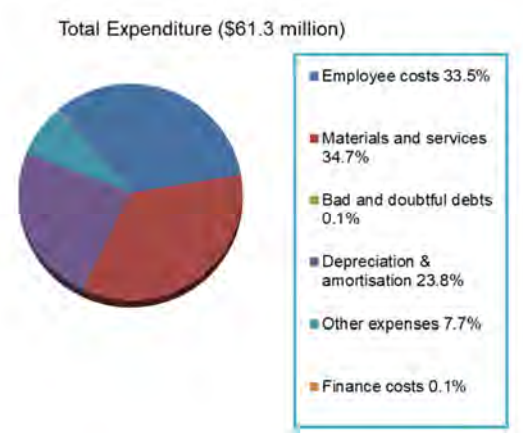
Council's total expenses for the 2024/25 year were $61.3 million as per the Comprehensive Income Statement. A breakdown of Council's expenses highlights that 89.0% relates to three expenditure categories.

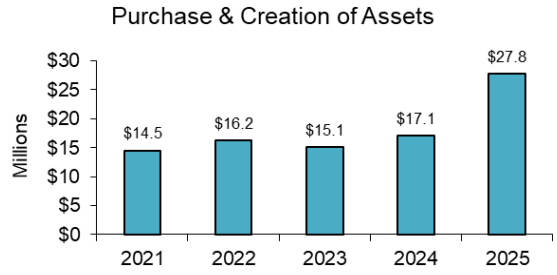
- Employee costs 33.5%
- Materials and services 34.7%
- Depreciation 23.9%

Total revenue ($68.8 million)



Total expenditure ($61.3 million)



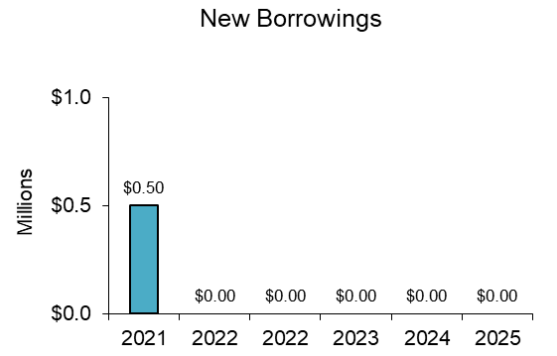


Capital expenditure

During the financial year, Council spent $27.8 million on capital works and asset purchases, bringing the five-year total of expenditure on fixed assets to almost $90.1 million.

The graph at left shows the level of expenditure spent on new and redeveloped assets over the past five years.

Major capital expenditure items were road networks, construction works at the Pioneer Settlement and Art Gallery, parks and open spaces.



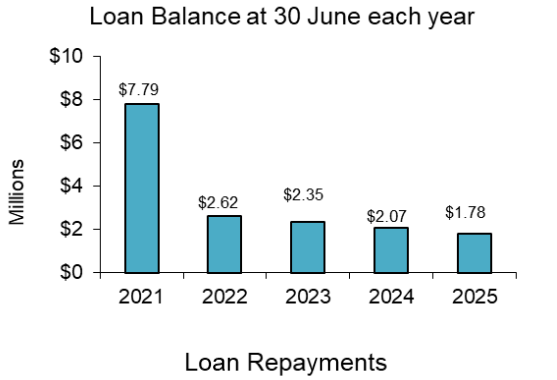
Borrowings

Loans are used to fund major capital projects and asset purchases. Loan funding allows the community to pay for the asset (such as a leisure centre) over some of the time that it is being used.

At 30 June 2025, Council had a loan liability of $1.78 million. This is a planned and responsible level of debt, achieved in accordance with Council's borrowing strategy.

During 2021/22 Council repaid an interest only loan of $4.8 million. This loan was for a term of seven years, and each year Council had put aside funds in a reserve for the loan to be repaid in full at maturity.

Loan repayments for the upcoming year are forecast to be $0.78 million.



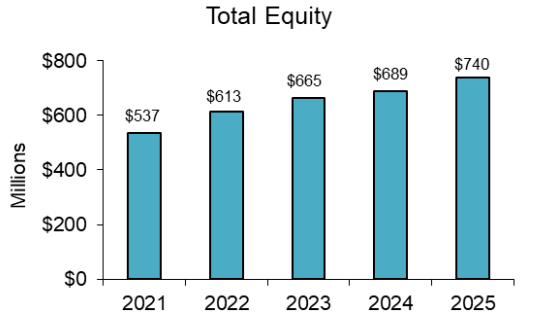


Equity

The Balance Sheet shows total community equity of $740 million, represented by accumulated surplus and asset revaluation reserve.

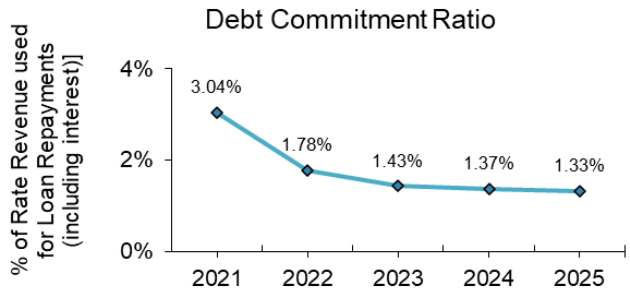
The increase in equity is due to the evaluation of Council's land, buildings, road and infrastructure assets and a $7.5 million surplus in 2025.

This graph shows the movement in equity over the past five years.



Financial ratios

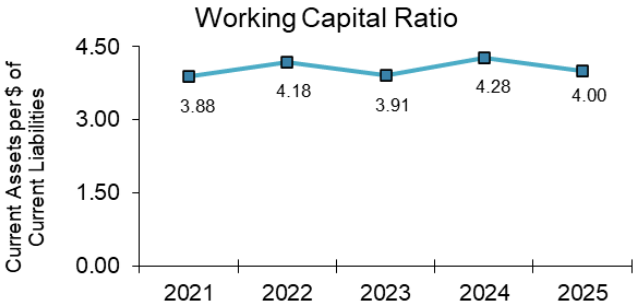
Year in review



Debt commitment ratio

The debt commitment ratio identifies the percentage of rate revenue required to pay interest and principal on Council's loans.

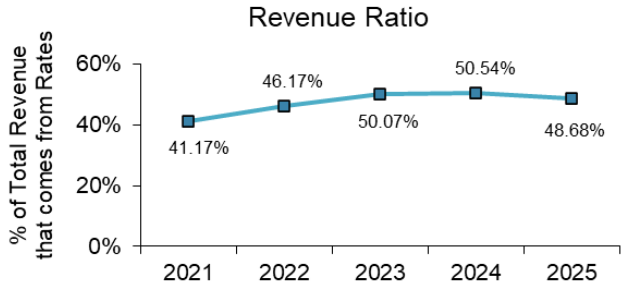
Closely tied to the Borrowing Strategy, the ratio shows that Council is in a healthy position and the debt commitment ratio continues to decrease in 2025. Of the $1.78 million in loans, $0.5 million are interest only repayment loans.



Working capital ratio

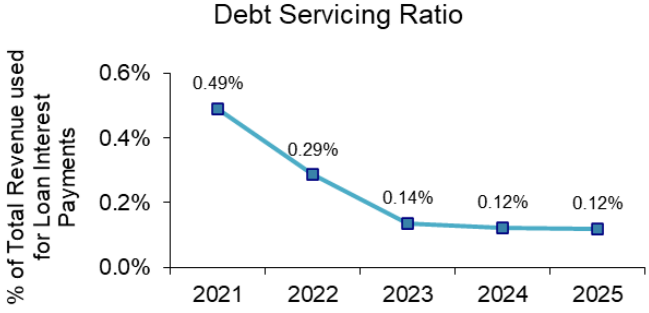
Working capital ratio shows the level of current assets Council has available to meet its current liabilities. The graph shows that the ratio is healthy and has remained constant over the past five years.

The ratio is expected to decrease marginally in future years.



Revenue ratio

The revenue ratio shows rate revenue as a proportion of total revenue and seeks to measure Council's reliance on property rates. It is influenced by other revenue sources such as government grants, contributions, user fees and charges. This ratio decreased marginally in 2025 due to the increased level of grants received.



Debt servicing ratio

The debt servicing ratio shows the amount of rates required to pay the interest on Council's loan liability. This ratio documents that loan interest does not place a burden on finances.



Description of operations

Swan Hill Rural City Council plays a vital role in shaping the future prosperity, health and wellbeing of our municipality. Council aims to be progressive, dynamic and committed as we work towards this.

Swan Hill Rural City Council delivers more than 70 essential services to our community.

These range from waste and road management, to managing and improving open space and community buildings.

We delivered services and facilities for children, young people, and families. We offer business development, town and strategic planning and community health initiatives.

Council's vision, strategic objectives and strategies to improve services and facilities are described in our Council Plan 2021-25 and the associated Budget.

The progress of these strategies and their delivery against the Budget is reported in this Annual Report. Refer to the section on Our Performance for more information about delivery of Council services.

The delivery of core services and facilities are measured by a set of Service Performance Indicators, as you will see in this report. We also track progress on the initiatives set out in our Council Plan.

Council has a wide range of responsibilities under both Victorian and Commonwealth legislation.

Economic factors

Council delivered its ninth budget under the 'Fair Go' rates system. Council's rates increase was aligned with the rate cap set at 3%.

Year in review

Services provided

Council receives funding from a number of sources and had a budgeted income of almost $77.4 million in 2024/25. Below is a breakdown of the services Council delivered and what these cost, for every $100 of expenditure.

$16 Recreation and Community Facilities

Halls, parks, reserves, pools, playgrounds, sporting facilities and street beautification.

$24 Transport Services

Maintenance of roads, footpaths, signs, street cleaning, trees and the aerodrome.

$10 Governance and Administration

Municipal offices in Swan Hill and Robinvale, Councillor support, Council depots and plant equipment.

$9 Environmental and Waste Management

Recycling services, garbage collection, landfills, drainage and environmental management.

$6 Cultural Services

Performing Arts, Libraries, Art Gallery and Indigenous Affairs.

$3 Family, Youth and Children's Services

Services and support for families, children and youth.

$5 Pioneer Settlement

Managing, marketing, maintaining and developing this premium tourist attraction, including Heartbeat of the Murray Laser Light Show.

$7 Economic Development and Marketing Services

Business development and investment, marketing of the region and leases of caravan parks.

$10 Public Health, Safety and Regulatory Compliance

Animal control and registrations, parking, immunisations, emergency management, lighting and community health.

$10 Other

Livestock exchange, residential land and housing development. Tower Hill Residential Development, Robinvale Key Workers Accommodation development, Operation of the Swan Hill Regional Livestock Exchange.



Major capital works

During 2024/25 the major capital works included:

Art Gallery Redevelopment

Pictured above

Actual spend 2024/25: $5.021m

Tourism & Cultural Hub

Actual spend 2024/25: $2.913m



Robinvale Centenary Park Nature Play Precinct

Actual spend 2024/25: $1.484m

Ronald Street Housing Stage 2

Actual spend 2024/25: $1.336m

Ultima Compost Facility Establishment Stage 2

Actual spend 2024/25: $1.03m



Year in review

Tower Hill Stage 15 Development

Actual spend 2024/25: $988k

Robinvale Workers Accommodation McCartney Court

Actual spend 2024/25: $388k

Nyah Community Centre Renewal

Actual spend 2024/25: $283k

Swan Hill Aerodrome Lighting and Runway

Actual spend 2024/25: $265k

Lake Boga Southern Entrance Irrigation Project

Actual spend 2024/25: $231k

Power Upgrade - Art Gallery and Swan Hill Tourism & Cultural Hub

Actual spend 2024/25: $169k

Ken Harrison Reserve Septic Renewal

Actual spend 2024/25: $164k

Collection Book Purchases

Total spend 2024/25: $152k

Solar Panels for Leisure Centres Swan Hill and Robinvale

Actual spend 2024/25: $138k

Upgrade Sporting Oval Scoreboard Alan Garden Reserve

Actual spend 2024/25: $133k



Robinvale Skate and Nature Play Shade Sails - Lily Pad Structures

Actual spend 2024/25: $130k

Road reconstruction, sealing and maintenance

Actual spend 2024/25: $10.567m





Advocacy campaigns

Council is committed to securing a strong and prosperous future for our region through targeted advocacy efforts that reflect the priorities of our community. As our population grows and our economy diversifies, we continue to champion the infrastructure, services, and policy reforms needed to support thriving, liveable communities across our municipality.

In 2024/25, Council has actively advanced a range of strategic advocacy priorities, with the aim of attracting critical investment from both the Victorian and Australian Governments. These projects are designed to deliver transformational change, improve everyday life, and unlock long-term economic and social benefits for our region.

A new Swan Hill Bridge

The need for a new Swan Hill Bridge is urgent as the existing structure is ageing and increasingly unable to meet traffic demands. Replacing this critical crossing will not only resolve pressing safety issues and reduce ongoing maintenance costs but also dramatically improve cross-border connectivity between Victoria and New South Wales. A state-of-the-art bridge will better support the rising volumes of freight and commuter traffic, bolster regional economic partnerships, and enhance travel reliability for communities on both sides of the Murray River - ensuring this vital link remains strong well into the future.

A Better Hospital for Our Region

We continue to call for significant investment in local health infrastructure to meet growing demand for high -quality, accessible healthcare services. Our vision is for a modern hospital equipped to support a growing and ageing population, reduce pressure on regional services, and improve health outcomes for all.

Stronger Advocacy to the Victorian Government

Council is also calling for a more coordinated and strategic approach to regional investment from the Victorian Government. We are actively engaging with peak bodies, government departments, and other regional councils to ensure that the needs of our municipality are clearly communicated and well represented in statewide policy and funding decisions.

A Railway Pedestrian Overpass

We are advocating for the construction of a dedicated pedestrian overpass across the Swan Hill railway line. This critical project will improve safety, enhance accessibility, and provide a direct link between the central business district and the popular riverfront precinct - supporting both residents and visitors.

Year in review

Better Childcare Access

Limited access to early childhood education and care is a significant barrier for families, employers, and educators. We are advocating for increased State and Federal support to expand childcare services, grow the early years workforce, and reduce long waitlists, enabling more parents to return to work and strengthening regional workforce participation.

Water and Sewerage for Small Towns

Infrastructure gaps in small communities constrain population and economic growth. Council is working to secure funding for vital water and sewerage infrastructure upgrades in our smaller townships - ensuring all communities have access to the services they need to live, grow, and prosper.

Investment in Community Facilities

We are advocating for the development of new and upgraded community facilities including pools, recreation hubs, and youth spaces that support health, wellbeing, and social connection. These investments are essential to creating vibrant, inclusive, and active communities.

More Housing for Workers

As we continue our efforts and initiatives to provide more housing options locally, the shortage of suitable housing continues to affect our ability to attract and retain workers across essential sectors. Council is calling for targeted housing investment and partnerships to fast-track developments that support workforce accommodation, particularly for industries such as agriculture, health, education, tourism, and construction.

Safer Roads

Council is seeking funding to address urgent safety and accessibility issues across the road network. Priority projects include the upgrade of dangerous intersections and road surface improvements.

Murray Valley Highway
Key upgrades outlined in the Central Murray Regional Transport Strategy include pavement widening, shoulder sealing, additional passing lanes north of Nyah, enhanced intersections, and new rest stops. These targeted improvements will help reduce conflicts between freight vehicles, buses, caravans, and other road users - significantly boosting safety and improving travel times for everyone.

Gray & Campbell Street Intersection
Community feedback has highlighted serious safety concerns at this intersection. These risks underscore the urgent need to prioritise upgrades that will make travel safer for both residents and visitors alike.

Murlong & McCallum Street Intersection
This well-known Swan Hill intersection has drawn strong community attention due to frequent incidents and near misses - many of which go unreported. This reinforces the critical need for immediate safety improvements.

Arterial Roads
Council is advocating for increased investment in arterial road infrastructure. Closing these gaps is essential to delivering safe, efficient, and equitable transport options that meet the needs of our growing community.



Advocacy campaigns continued

More Housing for Workers

As we continue our efforts and initiatives to provide more housing options locally, the shortage of suitable housing continues to affect our ability to attract and retain workers across essential sectors. Council is calling for targeted housing investment and partnerships to fast-track developments that support workforce accommodation, particularly for industries such as agriculture, health, education, tourism, and construction.

Improved V/Line Services

Reliable and efficient transport is critical to regional equity and opportunity. Council is calling for improved V/Line train and coach services, including faster travel times, increased frequency, and better integration with local transport to support residents, students, workers, and visitors.

Cost shifting from Government

Council is seeking greater transparency in relation to State and Federal Government initiatives that are imposed onto Local Government.

Greater reporting and budgeting requirements would enable better record keeping for initiatives that require a transfer of responsibilities.

A True Population Count

Accurate population data is vital to securing fair and adequate funding from government. Council is advocating for investment to improve population measurement in our region, particularly in rural and remote areas where undercounting is common. A more accurate population count will ensure funding allocations better reflect our community's true size and need.

Year in review

Opposing the ESVF Levy Increase

This year we also launched significant efforts to strongly oppose the proposed increase to the Emergency Services and Volunteers Fund (ESVF) levy for primary production properties, recognising the disproportionate impact it would have had on rural communities. Through direct engagement with residents, collaboration with the Victorian Farmers Federation, and coordinated advocacy efforts, Council helped lead a powerful regional response that successfully influenced the Victorian Government to freeze the levy at current rates. This outcome highlights the strength of unified regional voices and Council's ongoing commitment to securing fair and equitable policy outcomes for our municipality.

Council remains committed to working in partnership with our community, stakeholders, and all levels of government to turn these advocacy priorities into real outcomes. Through collaboration, strategic planning, and a strong regional voice, we aim to deliver the infrastructure, services, and opportunities our growing region deserves.

Tackling Domestic and Family Violence

We are seeking funding to increase the availability of short-term emergency accommodation and local support services for people experiencing family violence. This advocacy is focused on providing safe options for those in crisis and supporting long-term solutions to break the cycle of violence in our communities.

Support for Overseas Workers

To address critical labour shortages in sectors such as agriculture, healthcare, tourism, and hospitality, Council is advocating for simplified visa and residency pathways for overseas workers. Improved access to skilled and seasonal workers will help stabilise essential services and sustain regional industries.



Australia Day Awards
Local Government
Citizen of the Year 2024 - Vicki Allen



Vicki Allen was awarded the Australia Day Citizen of the Year award for 2025 in recognition of her dedication to community service and an unwavering commitment to the betterment of the municipality.

Described by AFL Victoria in 2024 as "One of the best from Nyah West," Vicki's lifelong commitment to her community is truly inspirational.

Born and raised locally, Vicki's tireless efforts have left an indelible mark on the Nyah District. A life member of the Nyah-Nyah West United Football Netball Club, Vicki has dedicated over 30 years to the club, including 25 years as Secretary. She is an invaluable contributor, serving as Game Day Secretary, assisting with player registrations, and volunteering in the coffee van. Vicki also coordinates catering, ensuring meals are served to players and supporters every Thursday during the season.

Vicki's leadership extends beyond the club to the wider community. She has been pivotal in organising the Nyah District Christmas Carnival, an event that draws over 1,000 attendees annually, as well as the Nyah Fishing Competition, which was a major fundraiser for the Nyah-Nyah West United Football and Netball Club and also raised funds to replenish the stock of fish in the Murray River. Her efforts in projects like the redevelopment of Nyah West Park, the Blue Tree Project for mental health awareness, and the creation of a community garden demonstrate her commitment to improving local facilities and services.

As a longstanding member of the Nyah District Action Group, Vicki has played key roles in publishing the Local Link newsletter and working on memorial spaces honouring local heroes. Her community involvement spans decades, including roles with Neighbourhood Watch, the Nyah District Hostel Committee, the Red Cross Blood Bank Unit, and various event committees.

Vicki has been recognised for her dedication with numerous accolades, including the Nyah District Citizenship Award in 2000 and AFL Victoria's Local Legend recognition in 2024.

Her impact is ongoing, as she continues to coordinate the upcoming Nyah District heritage weekend tin April, a celebration she hworked tirelessly to bring to life.

Through her unwavering dedication, community spirit, and leadership, Vicki has made a profound difference in her community and is a most deserving winner of the 2025 Swan Hill Rural City Council Australia Day Citizen of the Year.

Council congratulates Vicki on this well-deserved honour and thanks her for her remarkable contributions.

Student Achievement award winners

Otto Conlan	St Mary MacKillop College	Chiara Capone	Woorinen District Primary School
Koben Ryan	Swan Hill College	Ryan Burney	Beverford Primary School
Angus Hancock	Swan Hill Specialist School	Mackaela Pendlebury	Lake Boga Primary School
Luke Hall	Swan Hill Primary School	Byron Lenon	Nyah District Primary School
Ruci Naitau	Swan Hill Christian School	Maya Brigante	Robinvale St Mary's Primary School
Ethan O'Bryan	Swan Hill North Primary School	Salome (Christina) Ale	Robinvale P-12 College
Charlotte Thamm	St Mary's Primary School		

Year in review

Community Event of the Year 2024 - Robinvale Centenary Committee



The Robinvale Centenary Committee is hereby awarded the Australia Day Community Event of the Year for 2025.

The Swan Hill Rural City Council proudly recognises the Robinvale Centenary Celebrations as the 2024 Community Event of the Year. This extraordinary five-day event exemplified the spirit of "small town, big heart," uniting the Robinvale community in a spectacular celebration of its 100-year history.

After twenty-two months of meticulous planning, the Robinvale Centenary Committee delivered a once-in-a-lifetime event for residents, ex-locals, and visitors. The thoughtfully curated program drew large crowds and created cherished memories that will be treasured for years to come.

The festivities included a wide range of activities that honoured Robinvale's rich heritage, celebrated its present, and inspired its future. Highlights of the celebration included a Centenary Golf Day, open mornings at local schools, a barbecue at “The Cliffs,” and a buffet dinner featuring cultural performances and the cutting of a centenary cake. An old-fashioned street parade, scenic Tiger Moth flights, and a free outdoor concert showcasing Robinvale’s home-grown talent were among the standout moments.

The celebrations concluded with heartfelt church services, the planting of centenary trees, and the burial of a time capsule, ensuring the event’s legacy for generations to come. This incredible occasion even attracted the attention of His Majesty, King Charles III, who sent a letter of congratulations and best wishes to Robinvale on its milestone anniversary.

The success of this event is a testament to the dedication, passion, and hard work of the Robinvale Centenary Committee. Their efforts brought the community together to reflect on Robinvale’s history, celebrate its growth, and look toward its bright future.

Swan Hill Rural City Council congratulates the Robinvale Centenary Committee on this outstanding achievement and thanks them for creating an unforgettable celebration that showcased the best of Robinvale to the world.





Part Three

Our Council

Our Council

Our region

The Swan Hill municipality covers 6,116 square kilometers that over 40 nationalities call home, creating a community that is diverse, welcoming and resilient. Our region has experienced significant economic growth over the past decade, led by the expansion of horticultural/agricultural practices and supported by an innovative manufacturing sector. With more than 40 commercially grown products including almonds, olives, stone fruit, grapes, vegetables, cereals, legumes, lucerne, sheep, beef and dairy – it is easy to see why our municipality is an important part of Victoria's food bowl.

The beautiful Murray River winds its way through much of the municipality, offering a major draw card for visitors and those who call the region home.

21,094*

Total Population



$2.90b

Annual economic output

2688

Number of local businesses

11,038

Local jobs

591,000

Total visitors

Top Four Output by Industry Sector

$1.05b

Agriculture, forestry and fishing

$336.6M

Manufacturing

$276.7M

Construction

$196.6M

Health Care and Social Assistance

Source: National Institute of Economic and Industry Research (NIEIR) Compiled and presented in economy.id by .id (informed decisions). Data are based on a 2023/24 price base for all years. .

*ABS ERP (3218.0). Due to ongoing concern that the ABS consistently underestimates the population of Robinvale, Council commissioned Geografia to undertake a population determination study, which found that Robinvale's population is underreported by around 4,400 persons.



Our history

For thousands of years, the traditional owners of the lands that now form the Swan Hill Rural City Council lived in the region, with the land providing abundant food sources and a permanent water supply.

In 1836, led by explorer Major Thomas Mitchell, the first Europeans arrived. Settlers started to arrive soon after, establishing large sheep stations next to the Murray River.

In 1871, the Shire of Swan Hill was proclaimed and was located in Kerang (which now forms part of the Gannawarra Shire).

In 1890, part of the Shire of Swan Hill was severed and formed the Mildura Shire, now called the Mildura Rural City Council.

In 1893, the Shire of Castle Donnington was created and centred around the town of Swan Hill. By 1904 it had assumed the name Shire of Swan Hill.

Returned servicemen settled in the Tol Tol and Robinvale areas circa 1923 and established farms, persevering through the Depression and providing a solid foundation for the prosperous farming community centred there today.

The Borough of Swan Hill was formed in 1939 and in March 1965 became the City of Swan Hill.

Throughout the 1960s and 1970s, the City of Swan Hill was considered one of the largest wheat-producing municipalities in Victoria. Whilst broadacre farms are still found in abundance in our region, many farmers have since transitioned away from dryland farming to grow grapes, citrus, olives, carrots, asparagus, stonefruit and a wide range of other crops.

In January 1995, the Shire and the City were amalgamated to form Swan Hill Rural City Council.

Councillors

The Council is elected to provide leadership and good governance for the municipal district and the local community.

Swan Hill Rural City Council is not divided into Wards, with seven Councillors elected as representatives for all residents and ratepayers across the municipality.

They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

Mayor Cr Stuart King | Elected 2020



Cr Stuart King was elected to Swan Hill Rural City Council in 2020 and is currently serving his second term as Mayor. Born and raised in the municipality, Cr King brings a diverse background to his role on Council, with experience as a former farmer, qualified engineer, project manager, and current commercial business owner. He is also an active community member, including serving as a local football umpire and on various local committees and boards.

Together with his wife Angela, they have a blended family of nine children and five grandchildren. In his spare time, he enjoys spending time with his growing family and travelling.

Cr King is passionate about the region and committed to serving its residents. His motivation to join Council was driven by a strong sense of responsibility to deliver core services to ratepayers, as well as foster economic growth. He is focused on creating supporting existing businesses, attracting new investment, and delivering improved infrastructure and services.

Deputy Mayor Cr Les McPhee | Elected 2008



Cr Les McPhee has proudly served on Swan Hill Rural City Council since 2008. With a long-standing commitment to fairness and equity, he has extensive experience and a strong track record in effective community representation.

Prior to retiring in 2022, Cr McPhee dedicated 37 years to Victoria Police, serving in a variety of roles, including as Sergeant in Charge of the Swan Hill Highway Patrol.

A passionate and active member of the community, Les has contributed to numerous local organisations over the years and currently volunteers with Meals on Wheels.

Cr McPhee remains focused on making the municipality a great place to live, work, and visit. He continues to advocate for critical infrastructure and services, including a new bridge, hospital upgrades, and increased housing. He is also committed to strengthening transparency, accountability, and communication within Council.

Cr Peta Thorton | Elected 2024



Cr Peta Thornton has deep roots in the region - raised in Nyah and now co-managing her family's farm in Woorinen. She brings a valuable perspective shaped by her roles as a mother, Natural Resource Manager, environmental volunteer, and primary producer.

Cr Thornton is a consultative and committed leader, focused on evidence-based decision-making and fostering respectful, open communication. She is passionate about strengthening community collaboration within Council to help ensure the delivery of high-quality services, infrastructure, and equitable funding for rural areas.

Determined to make a meaningful difference across the municipality, Cr Thornton is driven by a genuine desire to listen, engage, and represent what matters most to the community.



Cr Hugh Broad | Elected 2024

Cr Hugh Broad is an active and engaged member of the local community, with a strong passion for supporting the region's growth and wellbeing. He is involved in a range of local activities, including being a dedicated school chaplain, coaching junior basketball teams, and playing senior sport - roles that help maintain strong connections with local families, schools, and youth.

Cr Broad is currently studying to become a teacher and has a strong interest in education and community development. He is committed to ensuring community voices are heard and values community engagement as a key component of Council decision-making.

Cr Broad is focused on encouraging local investment, supporting emerging opportunities, and helping shape a positive future for the region.



Cr Philip Englefield | Elected 2024

Cr Philip Englefield is a lifelong resident of Robinvale with deep ties to the local community and agricultural sector. With over 30 years of experience advocating for wine grape growers in the Murray Darling and Swan Hill wine regions, he has worked to represent growers' interests at both state and federal levels, contributing to policy discussions and industry development initiatives.

His strong understanding of the region's horticultural and irrigation sectors informs his approach to decision-making on Council. Cr Englefield is passionate about ensuring the long-term sustainability of farming in the region and is a strong advocate for initiatives that support local producers and strengthen rural economies.

Cr Englefield believes it is essential that Robinvale has a strong and consistent voice on Council. He is committed to working collaboratively to improve infrastructure, housing, and services in the region, while also ensuring that the unique needs and perspectives of Robinvale residents are well represented in Council decisions.



Cr Terry Jennings | Elected 2024

A lifelong resident of Swan Hill, Cr Terry Jennings has spent his entire life living and working in the region he proudly calls home. With more than 50 years of experience - spanning his role as Managing Director of his family's third-generation business to his recent position as a Senior Manager at SuniTAFE - Cr Jennings brings a wealth of knowledge and a deep understanding of the unique opportunities and challenges faced by rural communities.

Cr Jennings is a passionate advocate for the region and an active contributor to community life. He is committed to helping Swan Hill thrive, by making it a destination of choice for living, working, and investing and continues to draw on his experience to support growth, prosperity, and long -term sustainability across the municipality.

Our Council



Cr Lindsay Rogers | Elected 2024

Now in his third term, Cr Lindsay Rogers brings a wealth of experience and a long-standing commitment to serving the Swan Hill Rural City community, having previously held office from 2003 to 2009.

Cr Rogers is a strong advocate for improved infrastructure, enhanced community services, and better health and wellbeing outcomes. He is focused on advancing access, connectivity, and safety for all residents, while working to improve rate management, streamline waste services, and reduce energy costs for households and businesses.

With a firm commitment to delivering positive social, economic, and environmental outcomes, Cr Rogers champions fair and equitable funding for the region.

Cr Rogers is particularly passionate about revitalising our region's river towns. He supports key projects such as the Swan Hill bridge replacement, new boat moorings and the creation of vibrant riverfront precincts.

Thank-you to our previous Councillors who concluded their time with us on 26 October 2024



Cr Ann Young
Elected 2016



Cr Bill Moar
Elected 2016



Cr Chris Jeffery
Elected 2016



Cr Nicole McKay
Elected 2019



Cr Jacquie Kelly
Elected 2022



Community Satisfaction Survey

Each year, Local Government Victoria coordinates a state-wide local government community satisfaction survey. The survey measures the community's perceptions of their local council's performance in key areas.

Between 29 January - 18 March 2025, a total of 400 residents from across the municipality were randomly selected and contacted to provide their feedback via a telephone survey.

Overall performance

The overall performance index score of 54 out of 100 for Council represents an increase of 17 per cent on the 2024 result. The result represents a significant improvement, and reverses a longer term trend of decline since 2021.

Councils overall performance is rated significantly higher than the Large Rural group average and in line with the state-wide average for Councils.

Top performing areas

The community rated Council's three highest performing services as:

- Art centres & libraries
- Waste management
- Appearance of public areas

Councils waste management services continue to outperform the averages for large rural Councils and the State.

Areas for improvement

The community rates Council's three lowest performing services are:

- Planning & Building Permits
- Unsealed Roads
- Sealed local roads.

While these service areas showed improvement on the 2024 survey results, they remain the lowest performing areas within Council.

Our Council

54
for overall performance
State average - 53
Large rural council - 50

50
for overall Council direction
State average - 46
Large rural council - 44

53
for community consultation
State average - 50
Large rural council - 48

66
for customer service
State average - 66
Large rural council - 65

45
for sealed local roads
State average - 45
Large rural council - 39

51
for making community decisions
State average - 49
Large rural council - 46

Full survey results are available on Council's website - www.swanhill.vic.gov.au





Part Four

Our People

Our Executive Leadership Team

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO is responsible for the day-to-day management of operations, in accordance with the strategic directions of the Council Plan. Four Directors and the CEO form the Executive Leadership Team (ELT) and lead the organisation.



Scott Barber - Chief Executive Officer

Scott Barber commenced his role in 2022. Scott is a seasoned executive leader with over 20 years of experience delivering transformational outcomes across local government, utilities, and the services sector.

Throughout his career, Scott has successfully led the delivery of record capital investment, achieved major operational efficiencies, and secured significant external grant funding. He continues to champion innovative housing initiatives that enhance liveability and support sustainable, long-term economic growth across the municipality.

Scott is known for his strategic leadership, strong stakeholder engagement, and commitment to sustainable development. He plays an active role in regional advocacy, working to influence policy and drive positive change across communities.



Bruce Myers - Director Community and Cultural Services

Bruce began his career at Swan Hill Regional Library in 1994, becoming Library Manager in 1998 and then appointed Director Community and Cultural Services in 2007. Bruce leads a diverse team responsible for libraries, children's and youth services, the Art Gallery, Performing Arts, and community programs, while also supporting the Robinvale team.

With qualifications in librarianship, frontline management, change management, and senior leadership training through Local Government Professionals, Bruce has always focused on customer service and supporting his large team of forward-facing staff. He plays a senior engagement role with the Robinvale community, represents Council on regional human services partnerships, and keeps Council informed on emerging trends and complex social issues.



Leah Johnston - Director Infrastructure

Leah commenced her role as Director Infrastructure with Council in April 2023. Leah is a qualified engineer, and recognised on the National Engineering Register. She also has an Advanced Diploma in Project Management, and Diploma in Emergency Management.

She has built a long-standing career in local government, spending the past 25 years working across engineering and works departments at various Councils throughout Melbourne and South West Victoria, before relocating to Swan Hill.

As the Director of Infrastructure, her role incorporates engineering, asset management, road construction and road maintenance, parks and gardens, waste and the airport.



Michelle Grainger - Director Development and Planning

Michelle commenced as Director Development and Planning in January 2024.

A qualified town planner, Michelle has worked for a number of rural Councils in Victoria, managing statutory and strategic planning, economic development, regulatory services and environment teams.

Balancing sustainable land use outcomes with growing rural and regional economies has led to Michelle having a variety of experience in agriculture, renewable energy, industry and business development proposals. She enjoys working in local government as it provides a range of opportunities to work with and for the community.

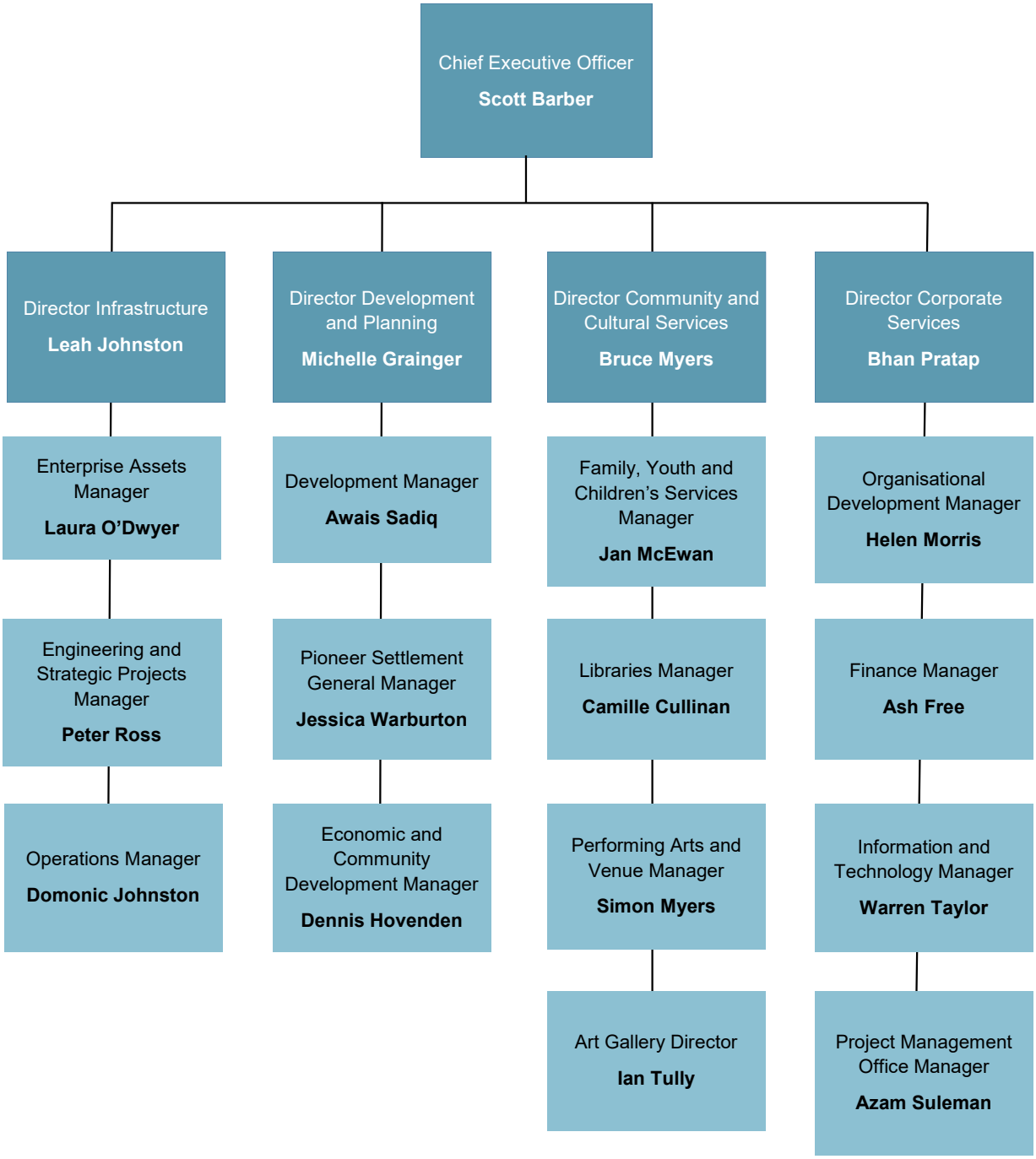


Bhan Pratap - Director Corporate Services

Bhan has 21 years of dedicated service to local government in Queensland, Northern Territory and Victoria, working within several regional and outback councils in a variety of positions. Bhan has worked in senior Executive positions, as CEO, Deputy CEO, Director of Corporate and Financial Services, and Chief Financial Officer. In addition to this, he is a Fellow of CPA Australia (FCPA) and has the following qualifications: Bachelor of Arts with majors in Accounting & Financial Management and Management & Public Administration, Graduate Diploma in Management and a Master of Business Administration (MBA) with majors in Local Government, Human Resources & Associations Management. Bhan concluded his time with Swan Hill Rural City Council in May 2025.

Our People

Our organisational structure



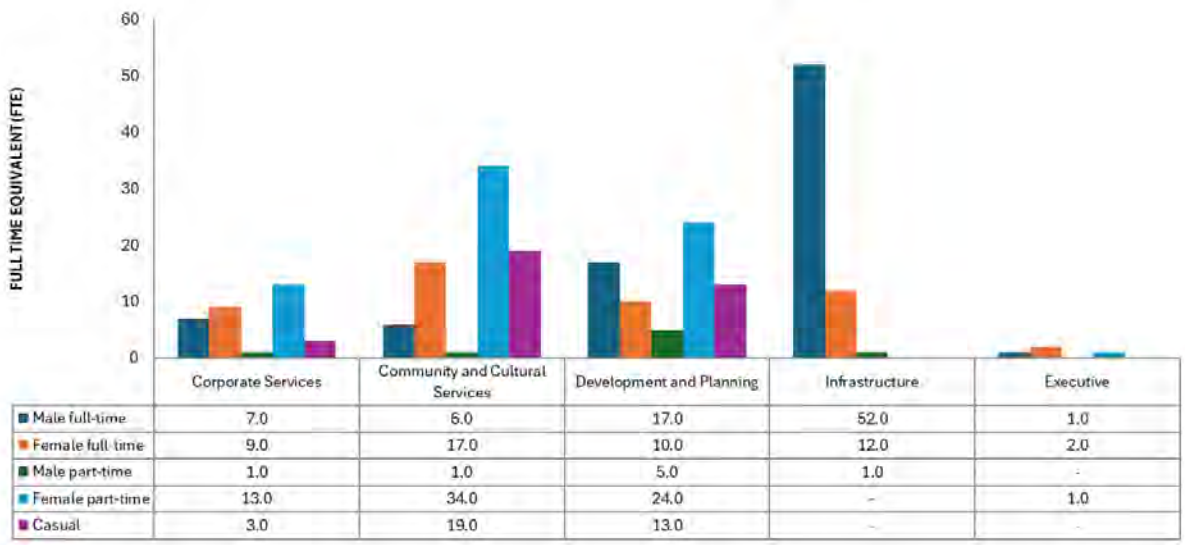
Council employees

The table below shows the number of full time equivalent (FTE) Council staff by directorate, employment type and gender as at 30 June 2025.

Directorate	Male full-time	Female full-time	Male part-time	Female part-time	Casual	Total Staff	Male total FTE	Female total FTE	FTE total
Corporate Services	7.0	9.0	1.0	13.0	3.0	33.0	8.8	20.1	28.9
Community and Cultural Services	6.0	17.0	1.0	34.0	19.0	77.0	6.9	41.7	48.6
Development and Planning	17.0	10.0	5.0	24.0	13.0	69.0	19.5	25.7	45.2
Infrastructure	52.0	12.0	1.0	-	-	65.0	52.9	12.0	64.9
Executive	1.0	2.0	-	1.0	-	4.0	1.0	2.7	3.7
Total	**83.0**	**50.0**	**8.0**	**72.0**	**35.0**	**248.0**	**89.1**	**102.2**	**191.3**

Staff (FTE) by directorate, employment type and gender

The chart below shows the number of full time equivalent (FTE) Council staff by directorate, employment type and gender as at 30 June 2025.



	Corporate Services	Community and Cultural Services	Development and Planning	Infrastructure	Executive
Male full-time	7.0	6.0	17.0	52.0	1.0
Female full-time	9.0	17.0	10.0	12.0	2.0
Male part-time	1.0	1.0	5.0	1.0	-
Female part-time	13.0	34.0	24.0	-	1.0
Casual	3.0	19.0	13.0	-	-

Staff (FTE) by employment classification

The table below shows the number of full time equivalent (FTE) staff categorised by employment (wage) band classification and gender as at 30 June 2025.

Employment Classification	Male FTE	Female FTE	Self-described gender FTE	Total FTE
Band 1	-	4.2	-	4.2
Band 2	1.2	6.8	-	8.0
Band 3	41.3	15.8	-	57.1
Band 4	4.8	24.7	-	29.5
Band 5	10.0	19.9	-	29.9
Band 6	13.0	15.2	-	28.2
Band 7	5.0	7.5	-	12.5
Band 8	2.0	1.3	-	3.3
Non-banded positions (includes salary packages)	11.8	6.8	-	18.6
Total	**89.1**	**102.2**	**0.0**	**191.3**

Volunteers

Council is fortunate to have numerous local volunteers who give their time and expertise to assist and help others in the community. These dedicated volunteers play an essential role in delivering valuable services and support.

People Matters Survey

This is an independent opinion survey conducted by the Victorian Public Sector Commission that enables employees from Councils across Victoria to have their say. The survey responses remain anonymous and confidential to create a safe space to express their opinions on their workplace culture and environment. The survey is designed to evaluate morale, engagement, achievement and overall employee satisfaction.

Valuing our people

Our Council recognises the importance that each individual plays in achieving our goals. Our aim is to ensure that Council is a great place to work, where the capabilities of our people are nurtured and performance is focused on delivering exceptional service for our communities.

Council is committed to recruiting and retaining staff, but recognises ongoing challenges in today's climate including: skill shortages, pay conditions, an ageing workforce and staff turnover. To address the challenges, Council is implementing a number of strategies to keep valuable staff, expand Council's potential employee base, and promote Council as an employer of choice. Local governments require a diverse workforce that encompasses a wide range of occupations.

Council staff strategies include:

- A focus on enhancing the skills of staff to increase efficiency
- Implementation of the Workforce Plan including;
  - succession planning
  - recruitment and retention of staff
  - apprenticeships, traineeships and/or bursaries
- Offering phased retirement options to extend the careers of higher skilled staff
- Ongoing development of systems and processes to continually improve productivity
- Flexible work arrangements.

Council delivers substantial levels of government services, including community, social, health, physical, regulatory and environmental services, amongst others. Council also drives and develops considerable economic activity, supporting significant employment across the municipality.

Occupational Health & Safety (OH&S) Committee

Council's OH&S Committee is made up of 12 committed and competent staff who have been elected by their designated work group and are accompanied by management representation. Together they work towards compliance with the *Occupational Health and Safety Act 2004* and Regulations and assist with the delivery of Councils OH&S Management Plan.

In 2024/25 there were 26 near misses and 11 injuries reported, which is a significant reduction in reported injuries compared to the results for 2023/24.

Health, safety and wellbeing

Council continues its commitment to staff health, safety and wellbeing by continuing several programs to encourage a healthy lifestyle and improved work/ life balance.

The program supports a healthier, more balanced lifestyle while promoting wellness, productivity and efficiency in the workplace. The "My Everyday Wellbeing" program, launched on 1 May 2024 was extended for a further 12 months. This program offers staff and their families unlimited online access to a wide range of health and wellbeing resources.

Scholarship Program

Council's Scholarship Program provides support for up to seven local students undertaking undergraduate or TAFE studies throughout the academic year. The program is designed to offer a range of benefits that contribute to both individual development and the broader community:

1. Financial Assistance: Reduces the financial pressure associated with tertiary education
2. Paid Work Experience: Offers students hands-on experience in local government roles during semester breaks, enhancing their practical skills and employability.
3. Local Economic Impact: Encourages economic growth by strengthening connections between students and local businesses.
4. Career Development: Enables early exposure to career pathways within local government.
5. Future Employment Pathways: Opens opportunities for ongoing employment with Council following graduation.

Students gain valuable real-world experience by working within Council departments during academic breaks, helping to bridge the gap between study and employment.

Current Scholarship recipients are studying:

- Graduate Diploma in Child, Family and Community Nursing
- Bachelor of Design (Architecture) and Bachelor of Construction Management (Honours)
- Bachelor of Information Technology.
- Bachelor of Science (Environmental).

Our People

Equal Employment Opportunity Program

Council is committed to providing a safe and supportive work environment that is free from discrimination, harassment, victimisation and bullying, and where all individuals treat each other with respect. This includes ensuring fair, equitable and non-discriminatory consideration being given to all job applicants, regardless of age, sex, disability, marital status, pregnancy, sexual orientation, race, religious beliefs or other irrelevant factors.

All staff undertake mandatory equal opportunity training and our Equal Employment Opportunity Policy and Procedure supports our organisation in fulfilling its obligations under the *Equal Opportunity Act 2010.*

In 2024/25, employees undertook the following compulsory training, which are required to be completed every three years:

- Equal Opportunity
- Bullying and Harassment
- Culture at Work
- Victorian Child Safe Standards - We all have a role to play

Employees undertook the following compulsory training, which is required to be completed every two years:

- Sexual Harassment in the Workplace
- Appropriate Workplace Behaviour Modules
  - ⇒ Discrimination, harassment and bullying
  - ⇒ Impacts and actions
  - ⇒ Psychosocial hazards
  - ⇒ Respect@Work

These four Appropriate Workplace Behaviour modules address Respect@Work legislation, positive duty requirements, sexual harassment, discrimination, victimisation, vilification and bullying.

Council has a network of six trained Contact Officers who provide employees with information and impartial support regarding concerns about inappropriate workplace behaviour and equal opportunity matters. Council provides confidential support and assistance to employees who have experienced family violence through the Employee Assistance Program and leave provisions in the Enterprise Agreement.

Council provides opportunities for work arrangements that accommodate different career and life stages (including flexible/ and art time work, job share arrangements, remote working and transition to retirement options).

Preventing violence against women

Council is actively working towards prevention of violence against women primarily through promoting gender equity and building respectful and safe relationships and breaking down stereotypes of women. This prevention approach is consistent with Council's health and wellbeing planning approach, which is incorporated into the Council Plan and will be included in the Gender Equality Action Plan (GEAP) 2026-2030.

Council's partnership with Women's Health Loddon Mallee through the Collective Action for Respect and Equality (CARE), is leading to further access training for staff and various actions within the Gender Equality Action Plan (GEAP) continue to be addressed.

There is also an active Gender Equality Network with agencies from across the LGA, who support the 16 Days of Activism events.

Gender Equality Act 2020

The *Gender Equality Act 2020,* aims to improve workplace gender equality in the Victorian public sector, universities and local councils.

A Gender Equality Committee has been established and assists Council in meeting its compliance obligations under the Act.

Our GEAP Progress Reports can be found at: *genderequalitycommission.vic.gov.au/explore-our-data*



Developing our people

Council is committed to providing learning and development opportunities to support the continued professional development of our staff.

This year staff have accessed a range of learning and development opportunities including on-the-job training and coaching, attendance at courses, workshops, seminars, conferences, webinars, meetings, and participation in professional networks. More than 4800 hours of organisational training was provided to staff during the year, or 14 hours per EFT. Council also offers study assistance for staff undertaking relevant undergraduate or postgraduate studies.

Online training

Council continued to offer an expanded suite of compliance courses through an online learning program.

All internal courses are developed with industry experts and the courses are delivered in an engaging and easy to use format.

Courses are designed in line with relevant legislation, are fully customisable and are suitable for Council. The system also allows both administrators and end users to record attendance and completion of in-person training (accredited and non-accredited).

Staff Recognition Awards



Liveability Strategic Pillar Winner, and overall winner:
Robyn Paroissien

Our People



Prosperity Strategic Pillar Winner: Karen Taylor



Harmony Strategic Pillar Winner: Sharon Lindsay



Innovation/Customer Service Winners: Joseph Costa



Leadership Strategic Pillar Winner: Michael Cook



ELT Customer Service Award: Mark Robertson



ELT Partnership Award: Melissa Rushton

Staff service awards

Every year Council acknowledges service and presents awards to staff who have reached service milestones. Eleven staff were presented with Staff Service Awards at the annual all-staff function in December 2024.



10 Years of Service
Emily Siely



20 Years of Service
Carolyn Harrop



35 Years of Service
Tracey Free



Part Five

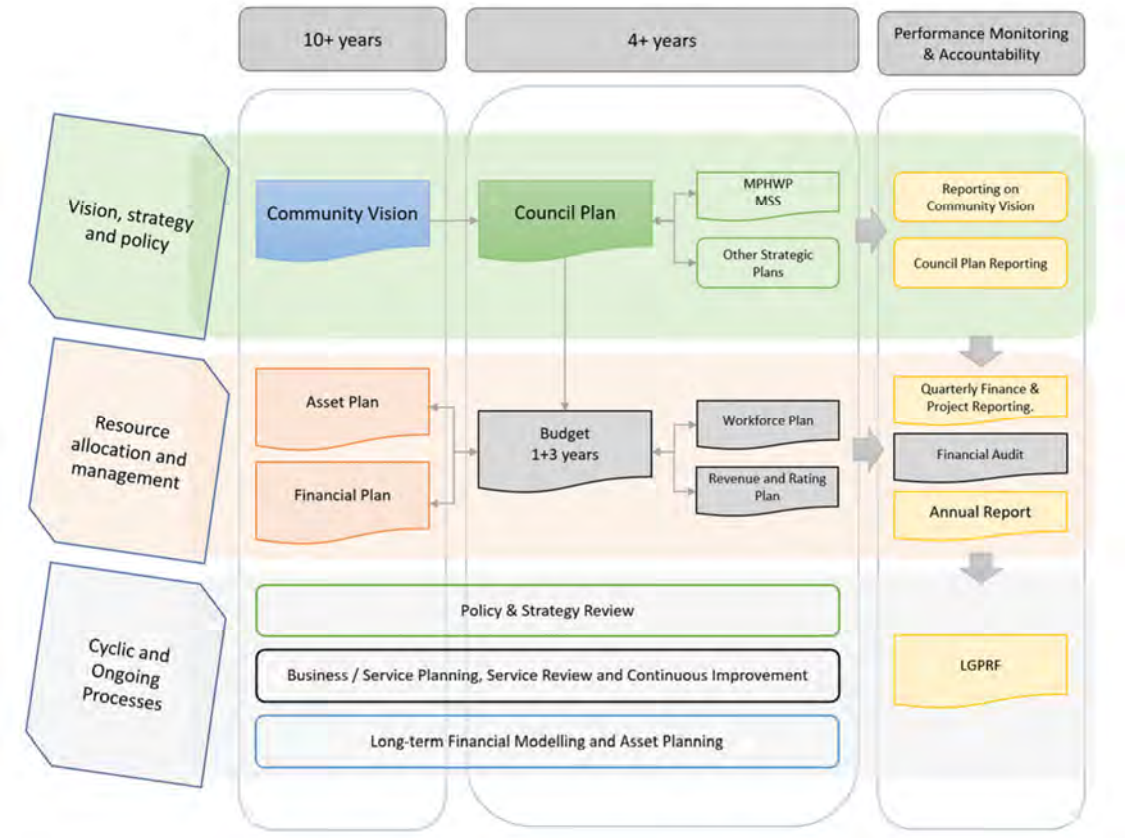
Our Performance

Our Performance

Integrated Strategic Planning

Section 89 of the *Local Government Act 2020* (the Act) requires Council to prepare its strategic plans in line with the strategic planning principles. These principles require Council to adopt an integrated approach to planning, monitoring and performance reporting, as shown below.

Integrated Strategic Planning Framework



Service Performance Principles

Section 106 of the *Local Government Act 2020,* requires Council to plan and deliver services to the community in accordance with the service performance principles. The principles are:

1. Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community.
2. Services should be accessible to the members of the municipal community for whom the services are intended.
3. Quality and costs standards for services set by the Council should provide good value to the municipal community.
4. Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring.
5. Service delivery must include a fair and effective process for considering and responding to complaints about service provision.

Community Vision and Council Plan

Built on strong foundations that embrace our rich history and natural environment, our region will be a place of progression and possibility, we are a community that is happy, healthy & harmonious - we are empowered, we are respectful and we are proud.

Performance

Council's performance for the year has been reported against each strategic initiative and respective actions to demonstrate how Council is progressing in achieving the strategic objectives in the 2021-25 Council Plan.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives defined in the Budget.
- Services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

Strategic Pillars

The Community Vision is supported by four themed pillars—liveability, prosperity, harmony and leadership.



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



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



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



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

Strategic Pillar 1: Liveability

Our Performance

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed /Complete & ongoing >> In progress/In planning ✖ Discontinued

Council Plan Initiative	Action	Status
Attractive urban areas and regional townships	Complete stage 1 of Vibrant Villages project	✓
	Continue to implement relevant actions of the Swan Hill Riverfront Masterplan	✓
	Complete and implement the Robinvale Riverfront Masterplan	✓
	Develop Nyah Riverfront Masterplan	✓
	Develop Boundary Bend Riverfront Masterplan	✖
	Develop a Small Town Strategy	✓
Ensure adequate provision of a variety of safe and secure housing	Develop and build houses on Council owned property	✓
	Continue to implement the Robinvale Housing Strategy	✓
	Continue development of Tower Hill stages	✓
	Assist South West Development Precinct developers	✓
Excellent transport links to allow ease of movement	Advocate for the completion of the Murray Basin Rail Project	✓
	Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale-Sea Lake Road	✓
	Actively participate in the Central Murray Regional Transport (CMRT) Forum	✓
	Implement relevant actions from the CMRT strategy	✓
Accessible open spaces and healthy rivers and lakes	Implement effective diversion and reuse of waste resources	✓
Encourage active and healthy lifestyles for people of all ages, abilities and interests	Develop detailed plans for the Lake Boga-Swan Hill trail	>>
	Support initiatives leading to better outcomes for children and families	✓
	Partner with agencies to address preventable illnesses and active lifestyles	✓
Spaces where people of all ages, abilities and backgrounds can flourish	Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	✓

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 Budget and the actual spend to 30 June 2025.

Major Initiative	Progress
Tower Hill Stage 16 residential estate development (Budget $2,600,000 Actual $0)	Incomplete
Re-seal Sealed Roads (Budget: $1,302.000 Actual: $1,344,047)	Complete
Re-sheet unsealed gravel roads (Budget: $785,000 Actual: $167,643)	Incomplete
Complete road works funded by the Federal Roads to Recovery Program (Budget: $1,500,000 Actual: $2,190,170)	Complete
Karinie Street reconstruction (Budget: $4,856,000 Actual: $34,990)	Incomplete
Swan Hill Riverfront Master Plan (Budget: $500,000 Actual: $114,932)	Incomplete
Compost Facility establishment (Budget: $1,480,000 Actual 1,030,932)	Complete
Redevelop Lake Boga Sporting Complex Pavilion (Budget: $580,000 Actual: $4,200)	Incomplete
Robinvale Drainage Stage Two including Pump Station (Budget $405,000 Actual $0)	Incomplete

Services funded in 2024/25 Budget

The following statement provides information in relation to the services funded in the 2024/25 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Area	Budget Actual Variance $000
Building and planning statutory services	Provide statutory planning services including processing all planning applications, providing advice and making decisions about development proposals that require a planning permit. Represent Council at the Victorian Civil and Administrative Tribunal where necessary. Monitor Council's Planning Scheme and prepare major policy documents shaping the future of the municipality. Provide statutory building services to the community, including emergency management responsibilities, fire safety inspections, swimming pool barrier audits and complaints, and illegal building works investigations.	939 623 (316)
Public health and regulatory services	Co-ordinate food safety, immunisations and management of public health concerns to ensure an acceptable state of wellbeing is maintained within the community. This service also provides staff for school crossings throughout the municipality, animal management services, parking control and enforcement and provides education, regulation and enforcement of the general Local Law and relevant state legislation.	886 756 (130)
Leisure centres	A wide range of programs and services giving the community a chance to participate in cultural, health, education, and leisure activities that contribute to the community's general wellbeing.	1,065 938 (127)
Amenity and safety	Provide the community with well-maintained public areas with a focus on community access and safety. Maintain urban streets and public areas, including footpaths, in a clean and litter-free state and provide access to public conveniences and lighting of public areas. Provide and maintain efficient and effective open and underground drainage systems.	4,474 3,483 (991)
Community buildings	Maintain and renew community buildings and facilities, including community centres, public halls and pre-schools.	929 561 (368)

Service Area	Description of Service Area	Budget Actual Variance $000
Recreation	Maintain Council's parks, reserves, playgrounds and streetscapes in a functional and visually pleasing landscape.	3,915 4,178 263
Swimming pools	Provide quality, accessible aquatic facilities that support a high quality of life for residents and visitors.	551 570 19
Traffic and transportation services	Manage Council's roads and associated infrastructure assets. Ongoing maintenance and renewal work to municipal infrastructure assets including sealed roads, unsealed roads, footpaths and aerodromes.	7,008 5,247 (1,761)
Environmental management	Advocate for, and assist to deliver environmental projects as part of Council's aim to become more sustainable in both built and natural environments. This service also provides emergency management planning and support ensuring the municipality is prepared in the event of an emergency.	222 1,079 857
Waste management	Provide waste collection services, including kerbside collection of garbage, hard waste and green waste from households and some commercial properties. This service area aims to operate at a surplus in order to make provision for future waste management service and compliance costs, including the construction of new cells and compliance with environmental protection guidelines.	670 (795) (1,465)
Residential development	Facilitating the efficient development of Council owned land and the maximisation of economic returns to rate payers from its realisation.	(4,051) 798 4,849
Cultural services	Performing arts, art gallery and library services. A customer-focused service that caters for the cultural, educational and recreational needs of residents, while offering a place for the community to meet, relax and enjoy the facilities and services. Includes the operation and maintenance of the Swan Hill Town Hall and Performing Arts Centre.	2,273 2,597 324

Our Performance

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures. Comments are provided if the result differs significantly from previous years, or requires further clarification.

*Please note expected ranges are set by the State Government

Result 2024/25 column colour	Reason
	Within expected range
	Outside of expected range

Service/Indicator/ Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Aquatic Facilities **Service standard** *Health inspections of aquatic facilities* [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.0	0.6	1.0	NA	1.0	Favourable Result - The requisite number of aquatic facility inspections was conducted.
Utilisation *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	5.58	6.17	8.67	6.50	9.63	Favourable Result - Swan Hill and Nyah Pool numbers are very strong. With the hot and long summer, the increase in attendances at Nyah are not a surprise and the Manangatang increase is pleasing.
Service cost *Cost of aquatic facilities* [Direct cost of aquatic facilities less income received / Number of visits to the aquatic facilities]	$14.91	$12.39	$8.69	NA	$7.54	Favourable Result - Increased visitor numbers and effective relationship management has reduced the cost of aquatic facilities to Council.

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Animal Management **Timeliness** *Time taken to action animal requests* [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.20	1.31	1.29	NA	1.08	Favourable Result - Increase in staffing availability has resulted in a more timely response in 2024/25.
Service standard *Animals reclaimed* [Number of animals reclaimed / Number of animals collected] x100	26.90%	29.56%	22.77%	NA	21.20%	Despite less animals being reclaimed by their owners, the majority were able to be rehomed.
Service standard *Animals rehomed* [Number of animals rehomed/ Number of animals collected] x100	69.31%	60.95%	86.94%	NA	86.71%	Stable Result - Council continues to find new homes for the majority of the animals unclaimed by their owners.
Service cost *Cost of animal management service per population* [Direct cost of the animal management service / Population]	$18.38	$14.02	$23.83	NA	$22.21	Favourable Result - The cost of providing the animal management service has reduced.
Health and safety *Animal management prosecutions* [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100	NA	NA	NA	100%	NA	No animal management prosecutions in 2024-2025.

Our Performance

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Food safety **Timeliness** *The time taken to action food complaints* [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.56	3.17	2.22	NA	2.06	Favourable Result - The time taken to action food complaints has improved.
Service standard *Food safety assessments* [Number of registered class 1 and class 2 food premises that receive an annual food safety assessment / Number of registered class 1 and class 2 food premises that require an annual food safety assessment] x 100	79.63%	84.76%	83.87%	NA	97.04%	Favourable Result - Increase in staffing availability has resulted in a more timely response in 2024/25.
Service cost *Cost of food safety service* [Direct cost of the food safety service / Number of food premises]	$513.99	$690.59	$572.54	NA	$723.70	Less Favourable Result - Increased costs due to a combination of fewer registered temporary or mobile food businesses in the municipality, and staff returning from leave.
Health and safety *Critical and major non-compliance outcome notifications* [Number of critical and major non-compliance notifications followed up / Number of critical major non-compliance notifications about food premises]	40.00%	100%	100%	NA	100%	Favourable Result - All non-compliance notifications followed up.
Health and safety *Food safety Samples* [Number of food safety samples/ Number of food safety samples required]x100 (2024 calendar year requirement)	NA	NA	1.21	100%	100%	The requisite number (48) of food safety samples were taken during the 2024 calendar year.

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Roads **Satisfaction of use** *Sealed local road requests* [Number of sealed local road requests / Kilometres of sealed local roads] x 100	5.96	14.64	10.55	NA	12.00	Council is committed to ensuring all concerns raised by the public about the maintenance, safety and condition of sealed local roads, regardless of whether the work is already scheduled, is captured and reported in a transparent manner.
Condition *Sealed local roads maintained to condition standards* [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local road] x100	99.37%	99.27%	98.95%	99.40%	98.79%	Stable and consistent results achieved.
Service cost *Cost of sealed local road reconstruction* [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$59.36	$30.97	$76.08	NA	$96.41	The substantial increase from last year's figures is due to the increase in projects with considerable infrastructure requirements i.e. kerb and channel, drainage, property crossovers etc.
Service cost *Cost of sealed local road resealing* [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$4.80	$6.79	$6.18	NA	$6.20	Stable and consistent results achieved. This years reseal program has experienced virtually no increase on last years costs, this is due to stable material costs.
Satisfaction *Satisfaction with sealed local roads* [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	51	44	35	NA	45	Favourable Result - The 2025 Community Satisfaction Survey has shown a significant improvement in community satisfaction with sealed local roads.

Our Performance

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Waste Management **Service standard** *Kerbside collection bins missed* [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	3.99	5.19	2.29	NA	3.92	Less favourable in comparison to 2023-24, but well within acceptable range with, on average, only 5 bins (<0.04%) missed per week across the municipality.
Service cost *Cost of kerbside garbage collection service* [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$93.39	$106.77	$109.58	NA	$112.47	Stable and consistent results achieved to deliver the garbage bin collection service, during a period with an increased number of properties, higher waste levy and staff costs and internal charges, compared to 2023/24.
Service cost *Cost of kerbside recyclables collection service* [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$80.40	$88.77	$86.49	NA	$89.38	The cost of delivering a recyclables collection service in the municipality has increase slightly since 2023-24 but remains consistent with previous years.
Waste diversion *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	30.92%	29.28%	28.38%	30%	28.40%	While the amount of waste diverted from landfill did not meet the 30% target, it is encouraging to see a downward trend emerging in the total waste (by weight) generated across the municipality.

Strategic Pillar 2: Prosperity

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed/ongoing >> In progress

Council Plan Initiative	Action	Status
Support our key industries	Establish the Terms of Reference and develop an Annual Plan with the Agribusiness Advisory Committee	>>
	Consider the establishment of an Industry Support Committee (Manufacturing and other)	>>
	Establish a Livestock Exchange Stakeholder Committee to improve stakeholder engagement and to better meet the needs of livestock exchange users	✓
Encourage the growth and development of our economy	Continue to support existing businesses to grow through the implementation of the Better Approvals process	✓
	Actively pursue the establishment of a Designated Area Migration Agreement (DAMA)	>>
Assets for our current and future needs	Deliver and review Council's capital works program and Major Projects Plan each year	✓
	Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements	✓
	Continue to plan and seek funding to implement the development of community infrastructure	✓

Our Performance

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 Budget and the actual spend to 30 June 2025.

Major Initiative	Progress
Pental Island—Pioneer Settlement Pedestrian Bridge upgrade (Budget: $559,000 Actual: $28,189)	Incomplete
Woorinen Road reconstruction (Budget: $460,000 Actual: $716,188)	Complete
Boundary Bend—Kooloonong Road reconstruction (Budget: $807,000 Actual: $905,625)	Complete
Solar Panels for Leisure Centre (Budget: $220,000 Actual: $138,200)	Complete
Nyah Community Centre Change Room renewal (Budget: $501,000 Actual: $283,500)	Complete
Art Gallery redevelopment (Budget: $6,444,000 Actual: $4,969,265)	Incomplete
Cultural and Tourism Hub redevelopment (Budget: $4,858,000 Actual: $2,913,455)	Incomplete



Services funded in 2024/25 Budget

The following statement provides information in relation to the services funded in the 2024/25 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Area	Budget Actual Variance $000
Economic development	Assist the organisation with economic development to facilitate an environment that is conducive to a sustainable and growing local business sector, and provide opportunities for local residents to improve their skill levels and access employment.	14,453 9,932 (4,521)
Livestock exchange	Provide a livestock selling facility and associated services to primary producers, purchasers and stock agents.	295 142 (153)
Pioneer Settlement	Care for and conserve the Pioneer Settlement and its collection. Market and promote the Settlement as a tourist destination, provide quality visitor programs and promote the sale of merchandise as an additional source of income.	1,240 925 (315)
Caravan parks	Provide and maintain caravan park facilities to a standard that promotes local tourism and supports a high quality of life.	(85) (142) (57)



Service Performance Indicators

Our Performance

Result 2024/25 column colour	Reason
	Within expected range
	Outside of expected range

The following statement provides the results of the prescribed service performance indicators and measures. Comments are provided if the result differs significantly from previous years, or requires further clarification.

*Please note expected ranges are set by the State Government.

Service/Indicator/ Measure	Result 20212	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Statutory Planning **Timeliness** *Time taken to decide planning applications* [The median number of days between receipt of a planning application and a decision on the application]	79	96	51	NA	62	Favourable Result - Council secured increased resources within its planning team which resulted in more timely and efficient service delivery.
Service standard *Planning applications decided within required timeframes* [No of planning application decisions made within required timeframes / No of planning application decisions made] x 100	71.28%	59.85%	75.73%	65%	86.1%	Favourable Result - Council secured increased resources within its planning team which resulted in more timely and efficient service delivery.
Service cost *Cost of statutory planning service* [Direct cost of statutory planning service / Number of planning applications received]	$3,217.67	$3,967.19	$5,483.89	NA	$7,769.35	Less Favourable Result - Council has been successful in recruiting a planning team, but this requires transition and will require continued use of consultants to support both strategic and statutory planning work. 2023/24 result incorrect due to calculation error - should be $6420.10.
Decision making *Council's planning decisions upheld at VCAT* [No of VCAT decisions that did not set aside Council's decision in relation to a planning application / No of VCAT planning decisions] x100	0%	75%	100%	NA	25%	Less Favourable Result - Of the four Council decisions that were considered by VCAT, only one was affirmed by the Tribunal.

Community funding

Swan Hill Rural City Council recognises, respects and values the contribution that community, sporting and not-for-profit organisations make within our community. One of the ways Council does this is through the annual Community Grants program. Recipients of the 2024/25 Community Grants are detailed in the tables that follow, and in Appendix 1, which includes any additional support provided.

Community Development Fund

The Community Development Fund provides grants of up to $5,000 to eligible community groups and organisations. Funding may be given for projects including minor repairs or upgrades to community facilities; purchase of new or upgraded equipment; new programs or activities; local sustainability initiatives or environmental innovations; increasing club capacity; OHS or risk management issues and more.

Organisation	Approved amount $	Project description
Robinvale and District Ballet Guild Inc	5,000	Enhancing Community Performances with a Theatre Projector – installation of projector to Robinvale Community Centre. Project did not proceed funds retained by Council.
Swan Hill Little Athletics	5,000	Little Athletics Storage Facility – works to enclose verandah area of current storage shed.
Riding for the Disabled Association of Victoria Inc	4,000	Upgrade to covered horse yards, tack room and exercise area – wall cladding and installation of doors to section of the RAD riding area.
Pioneer Country Quarterhorse Association	2,800	Update Cutting and Performance Arenas – bring in sand to level arena space.
Lakers Cricket Club	5,000	Lakers Shed – construction of shed for shelter and storage adjacent to cricket nets.
Kiwi Hawthorn Rugby Club	2,000	Rugby Come and Try Program: Touch to Tackle – purchase of equipment for Swan Hill rugby program.
Manangatang and District Bowling Club	3,000	Improving Verandah Cleaning and use for Stakeholders – purchase of aluminium seating.
Nyah District Memorial Hall Committee of Management	5,000	Spick and Span – repair works to Nyah Memorial Hall.
Speewa Heritage Collectors Club	1,000	Oxy/Acetylene gas kit – purchase of oxy/ acetylene gas kit to assist with repairing engineering equipment.

Community Development Fund

Organisation	Approved amount $	Project description
Woorinen District Progress Association	3,490	Television Screen for Meeting / Conference Room – installation of television to Woorinen South Community Centre.
Swan Hill Lions Club Inc	5,000	Portable BBQ trailer – purchase new BBQ trailer.
Swan Hill Pony Club	2,800	Dressage Arena – laser grade existing arena, bring in sand and level at Lake Boga Equestrian Centre.
Swan Hill Badminton Association	1,000	Junior Development Drive – purchase of badminton equipment.
Lake Boga Bowling Club	3,600	Clubroom Chairs – purchase new chairs for clubrooms.
Lake Boga Sports Club (Lake Boga Football Netball Club)	3,850	Scoreboard Facelift – Reclad existing scoreboard and purchase new metal numbers.
Piangil Memorial Park & Recreation Reserve Inc	4,000	Memorial Cenotaph Restoration – restoration works to Piangil War Memorial Cenotaph.
Wemen Progress association	3,000	Upgrading Wemen Hall Old Wire Fence – replacement of section of wire fence with pool type fencing.
Swan Hill District Agricultural & Pastoral Society Inc	2,500	Upgrade lighting in the Cattle Pavilion – install LED lights to Showgrounds Cattle Pavilion.
Swan Hill Neighbourhood House Inc	5,000	Front Automatic Doors – installation of automatic glass doors to entrance of Neighbourhood House.
Lake Boga Inc	5,000	Silo Art Lake Boga Seating and Tables – installation of seating and tables near silo.
Italian Social Club	5,000	Replace Toilets – replace toilet systems in venue (2 male, 3 female & disabled toilet).
Sustainable Living in the Murray	770	Growing Healthy Soil at GIFT Permaculture Community Garden – purchase of mulcher to compost garden waste.

Event Support Fund

The Event Support Fund provides grants and logistical support to community groups and event organisers to develop new events, or existing events that provide significant economic and/or social benefit to the region.

For the 2024/25 financial year, Council allocated $108,900 worth of funding (cash and/or logistical support). This allowed Council to support 33 events, listed below.

Event Name	Sponsorship awarded ($)	Logistical support awarded ($)	Value Funded ($)
Swan Hill Easter Market Day		1,800	1,800
Swan Hill Market Day		1,800	1,800
Swan Hill Food and Wine Festival	5,000	6,000	11,000
School Holiday Fun Bowls Day *Event did not proceed*			500
Catalina Classic Two Triples	500		500
Smoke on the Water		5,000	5,000
Lake Boga Yacht Club Easter Regatta 2025	1,000		1,000
Sun Centre Titles & 4SS Victorian State Trophy	1,000		1,000
Robinvale Lawn Tennis Club 2025 Easter Tournament	1,000		1,000
Annual Wemen Christmas Tree	500		500
Speewa Swap Meet	500		500
Speewa Collectors Club Rally	500		500
Movie Premier—MRI Machine	1,000		1,000
Unicorn Teddy Bears Picnic	600	200	800
Graden Expo	1,000		1,000
Lake Boga 110 Year Anniversary Celebration	500		500
Swan Hill Little Athletics Open Day	1,800	200	2,000
Swan Hill Bowls Club—Autumn/May Carnival	2,000		2,000

Event Support Fund

Event Name	Sponsorship awarded ($)	Logistical support awarded ($)	Value Funded ($)
Mallee Cruisers present the autObarn RUSH	3,000	2,000	5,000
Destination Outback Trek	500	500	1,000
Brew and Chew Festival	5,000	5,000	10,000
Women with Wings	500		500
Swan Hill Badminton Veterans Tournament	1,000		1,000
Robinvale Euston 80 Ski Race *Event did not proceed*	5,000	5,000	10,000
Swan Hill Art Exhibition	1,000		1,000
Standard Saloon Victorian Title	4,000		4,000
RACV Veteran Car Club 70th Anniversary Rally		5,000	5,000
Swan Hill District Cattle Show	1,500	1,500	3,000
Swan Hill District Show	5,000	3,000	8,000
Swan Hill Junior Invitational Basketball Tournament		5,000	5,000
Lake Boga Fireworks 2024	2,500	2,000	4,500
Swan Hill Film Festival	500		500
Robinvale Euston Lantern Festival	2,500	2,500	5,000
Open Garden Day 2025		2,000	2,000
Splash Down & Rev Up	2,000	1,500	3,500
Mallee Almond Blossom Festival	1,500	1,000	2,500
Centenary Weekend Lakeside Golf Club	1,000	500	1,500
Sunrise Rotary Produce & Design Market *Event did not proceed*	500	1,000	1,500
Robinvale and Euston Music Concert		500	500

Strategic Pillar 3: Harmony

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed/ongoing >> In progress

Council Plan Initiative	Action	Status
Our elderly and vulnerable are cared for	Review Community Access and Inclusion Strategy (CAIS)	>>
All members of our Communities are supported	Work in partnership with local agencies to prevent all forms of Family Violence	✓
	Develop and implement a Gender Equality Action Plan (GEAP)	✓
	Ensure that we consider people of all abilities in the development of infrastructure and events	✓
Encourage and support community leadership	Continue to offer Aboriginal scholarships and leadership opportunities	✓
	Continue to assist to develop Our Place identifying an Aboriginal language name and business model	>>
Celebration and recognition of Aboriginal and Torres Strait history and culture	Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	✓
	Support Aboriginal and Torres Strait Islander days of significance	✓

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 Budget and the actual spend to 30 June 2025.

Major Initiative	Progress
Deliver the Empower Youth Initiative (Budget $142,000 Actual $98,217)	Incomplete

Major Initiatives continued

The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 Budget and the actual spend to 30 June 2025.

Major Initiative	Progress
Swan Hill Early Years' Service (Budget: $168,000 Actual: $47,987)	Incomplete
Community Recovery Hub (Budget: $301,000 Actual:$ 293,700)	Complete
Youth Support Engage Program (Budget: $69,000 Actual: $57,071)	Incomplete

Services funded in 2024/25 Budget

The following statement provides information in relation to the services funded in the 2024/25 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Area	Budget Actual Variance $000
Aged and disability services	A range of home and community care services for the aged and people with a disability including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	48 87 39
Family and children services	Family oriented support services including pre-schools, maternal and child health, youth services, out of school hours, and holiday programs.	1,436 1,103 (333)
Community development	Effective and ongoing liaison with, and support to, community and recreation groups. Support for the development and implementation of Community Plans and liaison with our Indigenous community.	1,203 847 (356)

Service Performance Indicators

Result 2024/25 column colour	Reason
	Within expected range
	Outside of expected range

The following statement provides the results of the prescribed service performance indicators and measures. Comments are provided if the result differs significantly from previous years, or requires further clarification.

*Please note expected ranges are set by the State Government.

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Libraries **Resource currency** *Recently purchased library collection* [Number of library collection items purchased in the last five years / Number of library collection items] x 100	41.20%	37.07%	46.92%	NA	44.93%	While less purchases were made in 2024/25, a significant number were made in 2023/24.
Service cost *Cost of library service* [Direct cost of library service / population]	$50.14	$51.98	$66.53	NA	$67.24	Stable result, the cost of delivering library services increased slightly in 2024/25 due to increased costs in maintaining the facility.
Utilisation *Library loans* [The sum of the number of collection item loans /municipal population]	NA	NA	4.48	NA	5.12	Favourable Result - Increased library visits has resulted in more loans of library materials.
Participation *Library membership* [The number of registered library members / Municipal population] x 100	NA	NA	27.24%	NA	28.61%	Favourable Result - Library memberships within expected range and membership numbers continue to increase across the municipality.
Participation *Library visits* [Number of library visits/ municipal population]	NA	NA	2.6	NA	2.64	Favourable Result - Visits to the library per head of population continues to be strong in 2024/25, with increased visits being experienced during school holidays and Book Week.

Our Performance

Service/Indicator/Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Maternal Child Health (MCH) **Service standard** *Infant enrolments in the MCH service* [No of infants enrolled in the MCH service / No of birth notifications received] x 100	102.01%	100.69%	100.33%	NA	99.29%	Allowance for children enrolled with SHRCC and transferred to other MCH Services including Mallee District Aboriginal Service.
Service cost *Cost of the MCH service* [Cost of the MCH service / Hours worked by MCH nurses]	$121.52	$110.69	$110.38	NA	$114.76	The cost of delivering Maternal and Child Health Services in the municipality remains consistent with previous years.
Participation *Participation in the MCH service* [No of children who attend the MCH service at least once (in the year) / No of children enrolled in the MCH service] x 100	82.74%	89.19%	86.79%	NA	85.96%	Stable and consistent results achieved.
Participation *Participation in the MCH service by Aboriginal children* [No of Aboriginal children who attend the MCH service at least once (in the year) / No of Aboriginal children enrolled in the MCH service] x 100	77.50%	83.57%	91.49%	NA	85.90%	Overdue Key Ages and Stages visits are actively managed and service delivery aims to be culturally safe and appropriate. Good working relationship with Mallee District Aboriginal Service.
Satisfaction *Participation in 4-week key age and stage visit* [No of 4-week key age and stage visits / No of birth notifications received]	95.99%	92.44%	94.00%	NA	92.55%	4 week Key Ages and Stages visits may not be attended by families with extremely premature infants.

Strategic Pillar 4: Leadership

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed/ongoing >> In progress

Council Plan Initiative	Action	Status
Provide robust governance and effective leadership	Implement a Project Management Framework and system	✓
	Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	✓
	Provide Councillors with professional development and support to ensure effective governance	✓
	Work with Town Representative groups to better plan and deliver projects	✓
Sound, sustainable: • Financial management • Excellence in service delivery • Strategic planning	Deliver projects on time, on budget and within scope	✓
	Working to budget and ensure future planning to meet financial needs	✓
Effective and authentic engagement with our community	Review our use of social media platforms across Council with a view of increasing Council's exposure and ensuring consistent moderation	✓
Create meaningful partnerships across our communities	Continue involvement in community groups	✓
	Continue to support and work with Swan Hill Incorporated	✓
Strong relationship with State and Federal governments to influence advocacy and funding opportunities	Continue to advocate on the following issues: • Improved Healthcare for our people, including a new hospital for Swan Hill • A new Murray River Bridge at Swan Hill • Complete the Murray Basin Rail Project • Housing and enabling infrastructure Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale	✓

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2024/25 Budget and the actual spend to 30 June 2025.

Major Initiative	Progress
Swan Hill Depot—Main entrance Gates & Security Upgrade (Budget: $96,000 Actual: $45,295)	Incomplete
Road Condition Assessments (Budget: $100,000 Actual: $95,588)	Complete

Services funded in 2024/25 Budget

Our Performance

The following statement provides information in relation to the services funded in the 2024/25 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Service Area	Budget Actual Variance $000
Councillors and corporate management	Governance includes the Mayor, Councillors, Chief Executive Officer, Executive Leadership Team and associated support, which cannot easily be attributed to the direct service provision areas.	2,731 2,889 158
Community relationships	Proactively communicate Council decisions, programs and events to the community using a range of methods, and assist the organisation to respond to community issues as they arise.	291 268 (23)
Management of resources	Manage Council's offices along with human and financial resources to effectively and efficiently fulfil Council objectives. This includes rate raising and collection, customer service, human resource management, depot and office site management, Council finances, information technology and records management.	(31,454) (35,813) 4,359
Infrastructure planning and management	Provide for the planning, design and project management of Council's capital works program, and manage Council's plant and fleet assets and depot operations.	3,286 881 (2,405)

Service Performance Indicators

Service/Indicator/ Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Governance **Transparency** *Council decisions made at meetings closed to the public* [No of Council meetings closed to the public / No of Council resolutions made at meetings of Council x 100	4.93%	5.56%	11.40%	NA	14.07%	Council will continue to monitor the number of decisions made at meetings closed to the public, and provide sufficient information in Council Meeting Minutes to inform the public without jeopardising contract negotiations or privacy provisions.

Service Performance Indicators

Result 2024/25 column colour	Reason
	Within expected range
	Outside of expected range

The following statement provides the results of the prescribed service performance indicators and measures. Comments are provided if the result differs significantly from previous years, or requires further clarification.

*Please note expected ranges are set by the State Government.

Service/Indicator/ Measure	Result 2022	Result 2023	Result 2024	Result 2024/25		Comments
				Target as per budget	Actual	
Governance **Consultation and engagement** *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	48	50	48	51	53	Favourable Result - The 2025 Community Satisfaction Survey has resulted in a 10% improvement on the result achieved in 2024. There has been significant consultation with the community as we complete our four year strategic planning program.
Attendance *Councillor attendance at Council Meetings* [The sum of the no of Councillors who attended each Council Meeting / (No of council meetings) x (No of Councillors elected at the last Council general election)] x 100	90.00%	89.52%	84.82%	NA	93.33%	Favourable Result - There has been a reduction in the number of councillors absent from Council meetings in 2024/25.
Service cost *Cost of elected representation* [Direct cost of the Governance service / Number of Councillors elected at the last Council general election]	$52,315	$53,993	$52,767	NA	$55,869.57	The cost of elected representation increased in 2024/25, as a result of increased training provided to the elected councillors, which will improve the integrity and effectiveness of Council.
Satisfaction *Satisfaction with Council decisions* [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	45	45	43	NA	51	Favourable Result - The 2025 Community Satisfaction Survey has shown a significant improvement in community satisfaction with council decisions.



Part Six

Corporate Governance



Council leadership

Swan Hill Rural City Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipality and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as Council meetings and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings and Delegated Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Council has not established any Delegated Committees under section 63 of the *Local Government Act 2020*.

Corporate Governance

Meetings of Council

Council conducts open public meetings on the third Tuesday of each month. For the 2024/25 year, Council held the following meetings:

- 11 Scheduled Council Meetings - 4 Unscheduled Council Meetings*

Below are the dates and locations of the Scheduled Council Meetings held in 2024/25:

Date	Location	Date	Location
16 July 2024	Swan Hill	18 March 2025	Robinvale
13 August 2024	Swan Hill	08 April 2025*	Swan Hill
10 September 2024	Swan Hill	15 April 2025	Swan Hill
16 September 2024*	Swan Hill	06 May 2025*	Swan Hill
15 October 2024	Swan Hill	20 May 2025	Swan Hill
26 November 2024	Swan Hill	03 June 2025*	Swan Hill
17 December 2024	Swan Hill	17 June 2025	Swan Hill
18 February 2025	Swan Hill		

Councillor attendance at Council meetings

The following table provides a summary of Councillor attendance at Scheduled Council Meetings and Unscheduled Council Meetings for the 2024/25 financial year.

Councillor	Scheduled Council Meetings	Scheduled Council Meetings	Unscheduled Council Meetings	Unscheduled Council Meetings	TOTAL Attended
	Eligible to attend	Attended	Eligible to attend	Attended	
Cr Stuart King	11	11	4	3	14
Cr Les McPhee	11	10	4	3	13
Cr Hugh Broad	7	7	3	3	10
Cr Peta Thornton	7	6	3	2	8
Cr Lindsay Rogers	7	7	3	3	10
Cr Philip Englefield	7	7	3	1	8
Cr Terry Jennings	7	7	3	3	10
Cr Chris Jeffery	4	4	1	1	5
Cr Nicole McKay	4	4	1	1	5
Cr Jacquie Kelly	4	4	1	1	5
Cr Ann Young	4	4	1	1	5
Cr Bill Moar	4	4	1	1	5

Council representation on other committees

The following is the list of the annual appointments of Councillors to internal and external organisations and community groups for 2025, as decided at Council Meeting 26 November 2024, and includes amendments made on 3 June 2025.

Cr Stuart King

- Rail Freight Alliance
- Swan Hill Showgrounds Sport and Recreation Precinct Advisory Committee
- Nyah District Action Group
- Chisholm Reserve Complex Inc
- Murray River Group of Councils
- Rural Councils Victoria Inc.
- Community Development Fund
- Event Support Fund
- CEO Employment and Remuneration Committee
- Joint Bridge Committee—Murray River Council and Swan Hill Rural City Council

Cr Les McPhee

- Municipal Association of Victoria
- Pental Island Levees Management Project Steering Committee
- Ultima Progress Association
- Swan Hill Residents and Rate Payers Association
- Central Murray Regional Transport Forum

Cr Peta Thornton

- Swan Hill Regional Art Gallery Advisory Committee
- Woorinen and District Progress Association Inc.
- Agribusiness Advisory Committee
- Central Victorian Greenhouse Alliance—Board and General Committee

Cr Philip Englefield

- Boundary Bend Progress Association
- Robinvale Euston Business Association
- Community Development Fund
- CEO Employment and Remuneration Committee

Cr Terry Jennings

- Manangatang Improvement Group
- Swan Hill Leisure Centre Committee of Management
- Audit and Risk Committee (to 06/25)

Cr Lindsay Rogers

- CEO Employment and Remuneration Committee
- Piangil Community Group & Memorial Park Committee of Management
- Grampians Wimmera Mallee Water Customer and Stakeholder
- Audit and Risk Committee
- Swan Hill Regional Livestock Exchange
- Joint Bridge Committee—Murray River Council and Swan Hill Rural City Council
- Lake Boga and District Association Inc (from 06/25)

Cr Hugh Broad

- Event Support Fund
- Lake Boga and District Association Inc (to 06/25)
- Swan Hill Incorporated Board
- Ken Harrison Advisory Committee
- Audit and Risk Committee (from 06/25)

See Appendix 2 for a list of the organisations of which Council is a financial member.

Conflict of interest

Councillors and staff are required by legislation to act in the best interests of the community. During the course of dealing with matters that come before Council for decision, individual Councillors and members of staff might find that they or their immediate family, have a financial or some other advantage that could be interpreted as having undue influence on the outcome. A conflict of interest occurs when personal or private interests might compromise the ability to act in the public interest.

To ensure transparency in the decision-making processes of Council, both Councillors and staff are required to declare and document their interest in a matter. Where Councillors have declared an interest, they take no part in the decision-making process.

During 2024/25, 11 conflicts of interest were declared at Council meetings.

Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Deputy Mayor and Mayor are also entitled to receive a higher allowance. The base allowance is determined under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.*

The Victorian Independent Remuneration Tribunal determines the allowances paid to Councillors, Deputy Mayors and Mayors. Councils are divided into categories based on the income and population of each council. Swan Hill Rural City Council is a category two council.

For the period 1 July 2024 to 17 December 2024, the Councillor annual allowance for a category two council was $34,028 per annum, Deputy Mayor $54,558 and the allowance the Mayor was $109,114 per annum. For the period 18 December 2024 to 30 June 2025, the Councillor annual allowance for a category two council was $34,028 per annum, Deputy Mayor $55,994 and the allowance the Mayor was $111,987 per annum.

The value of the allowance payable to Council members is inclusive of any Superannuation Guarantee Contribution amount. In 2024/25, $293,714.09 was paid to Councillors as Councillor Allowances.

The following table details the total of allowances paid to each Councillors in 2024/25.

Councillor	**Total of Allowances Paid 2024/25**
Cr Stuart King (Mayor)	$101,983.02
Cr Les McPhee (Deputy Mayor)	$32,842.12
Cr Bill Moar	$10,793.83
Cr Ann Young	$10,793.83
Cr Chris Jeffery	$10,793.83
Cr Nicole McKay	$10,793.83
Cr Jacquie Kelly	$10,793.83
Cr Terry Jennings	$20,983.96
Cr Hugh Broad	$20,983.96
Cr Peta Thornton	$20,983.96
Cr Lindsay Rogers	$20,983.96
Cr Philip Englefield	$20,983.96

Councillor expenses

In accordance with Section 40 of the *Local Government Act 2020,* Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor.

Council is also required to adopt and maintains a policy in relation to the reimbursement of expenses for Councillors. The Council Expenses Policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. In 2024/25, $30,846.24 in expenses were reimbursed to Councillors.

The details of the expenses, including reimbursements for each Councillor paid by Council for the 2024/25 year, are set out in the following table:

Councillor	Travel & Accommodation	Car Mileage	Catering & meals	Information & Communication	Conference & Training	Total $
Cr Stuart King (Mayor)	3,172.28	5,241.91	449.05	453.42	1,610.91	10,927.57
Cr Les McPhee (Deputy Mayor)	326.18	NIL	45.00	666.97	NIL	1,038.15
Cr Peta Thornton	299.20	NIL	132.00	432.00	100.17	963.37
Cr Hugh Broad	NIL	NIL	NIL	432.00	NIL	432.00
Cr Philip Englefield	1,152.96	5,634.52*	NIL	377.45	NIL	7,164.93
Cr Terry Jennings	901.76	NIL	83.39	432.00	1,790.20	3,207.35
Cr Lindsay Rogers	NIL	NIL	NIL	5,209.53#	NIL	5,209.53
Cr Ann Young	NIL	NIL	NIL	234.90	NIL	234.90
Cr Bill Moar	NIL	NIL	NIL	234.97	NIL	234.97
Cr Chris Jeffery	NIL	193.80	NIL	234.97	NIL	428.77
Cr Nicole McKay	NIL	NIL	NIL	227.97	NIL	227.97
Cr Jacquie Kelly	522.26	NIL	44.00	210.47	NIL	776.73

Note: No expenses were paid by Council, including reimbursements, to members of Council Committees during the 2024/25 year.

* Cr Englefield travels from Robinvale

Cr Rogers required additional technology upgrades

On 26 October 2024, the Victorian Government introduced a new mandatory Model Councillor Code of Conduct in the Local Government (Governance and Integrity) Regulations 2020.

Corporate Governance

Risk Management

Council's Risk Management Committee consists of members from all levels of the organisations. The Committee meets on a quarterly basis to review operational and strategic risks and provide information to the Audit and Risk Committee.

Council's Risk Management Policy and Framework provides an integrated and consistent approach to risk management to ensure that risks are identified and addressed during planning, decision-making and everyday operations. Each department has a risk profile with strategies to minimise and mange identified risks.

This year, Council has continued to strengthen its Risk Management Framework, processes and systems, enhancing our ability to address existing risks and adapt to new ones arising from an increasingly complex external environment. Our focus has been on the key areas outlined below:

- **Cybersecurity -** Council continued to invest in our cyber security risk management program to ensure we are prepared to respond to the increasing sophistication and frequency of external cyberattacks
- **Integrity, ethics and culture -** Council continues to make improvements to Council's fraud and corruption control framework
- **Insurance -** Council continues to monitor its increasing insurance renewals which is a result of the industry being impacted by events both national and international.



Audit and Risk committee

The Audit and Risk Committee is an independent Advisory Committee to Council and is formed under Section 53 of the *Local Government Act 2020*.

The primary objective of the Audit and Risk Committee is to assist Council in the effective conduct for:

- Enhancing the credibility and objectivity of internal and external financial reporting.
- Effective management of financial processes, to ensure integrity and transparency.
- Effective management of risks and the protection of Council assets.
- Compliance with laws and regulations as well as use of best practice guidelines.
- The effectiveness of the internal audit function.
- The provision of an effective means of communication between the external auditor, internal auditor, management and the Council.
- Facilitating the organisation's ethical development.
- Maintaining a reliable system of internal controls.

Audit and Risk Committee Members

The Audit and Risk Committee consists of five members, three of whom are independent experts in a range of areas including financial management, business, and project management.

The members of the committee during the 2024/25 financial year were:

Rosanne Kava (chairperson) – second term appointment expires 30 September 2028.

Greg Kuchel – **second term** appointment expires 25 November 2027.

Bradley Hutchinson – **second term** appointment expires 5 April 2028.

Cr Stuart King— appointed for a second term at Council meeting in December 2023, term expired 26 October 2024.

Cr Lindsay Rogers – appointed for one year from December 2024, term expires 31 December 2025.

Cr Terry Jennings—appointed for one year from December 2024, resigned from Committee effective 3 June 2025.

Cr Hugh Broad—appointed at unscheduled meeting on 3 June 2025, term expires 31 December 2025.

The following table contains details of attendance at Audit and Risk Committee meetings during 2024/25:

Member	Eligible to attend	Attended
Rosanne Kava, Independent member and Chairperson	5	4
Greg Kuchel, Independent member	5	5
Bradley Hutchinson, Independent member	5	5
Cr Stuart King, Councillor	2	2
Cr Jacquie Kelly	2	2
Cr Lindsay Rogers, Councillor	3	2
Cr Terry Jennings Councillor	2	1
Cr Hugh Broad, Councillor	1	1

Internal Audit

Council's internal audit function is externally resourced to provide independent and objective assurance that appropriate processes and controls are in place across Council.

A three-year risk-based Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the nominated areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on our operations, systems or the business environment, prior audit coverage and outcomes, and relies heavily on management directional input. The SIAP is revised and approved by the Audit Committee annually.

The Internal Auditor attends Audit Committee meetings to report on the status of the SIAP and to present findings of completed reviews.

The responsible Director and Manager for each area reviewed is required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated.

Recommendations are assigned to responsible managers and tracked through the Audit Committee agenda until all recommendations have been completed.

Quality assurance is measured through completion of the review recommendations and completion of the nominated annual SIAP reviews.

The SIAP for 2024/25 was completed with the following reviews conducted:

- Capital Project Management
- Human Resources—Attraction, Recruitment, On-Boarding and Retention
- Long Term Financial Planning
- Procurement

In addition to the SIAP, two service reviews and one compliance review were conducted:

- Parks and Gardens—Service Review
- Libraries—Service Review
- Competitive Neutrality Policy—Compliance Review

In order to attain a wider review of internal audit coverage, a mix of 'detailed' and 'insight' reviews are identified.

'Detailed' reviews typically include walk throughs, identification of key controls and sample testing of key controls to form a conclusion, resulting in a detailed report.

'Insight' reviews are high level discussions with those officers responsible for managing the area of focus, resulting in a brief report of observations and insights.

External Audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2024/25 financial year, the audit of Council's Financial Reports and Performance Statement was conducted on behalf of VAGO by Crowe Australasia (Albury).

The external auditors attend Audit and Risk Committee meetings to present the annual audit strategy and independent audit reports.

The external audit management letters and responses are also provided and discussed with the Audit and Risk Committee.

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework.

Having strong governance and management frameworks leads to better decision making by Council.

The *Local Government Act 2020* requires Council to undertake an assessment against the prescribed governance and management checklist and include this in it's report of operations.

Council's Governance and Management Checklist results are set out in this section. The following items have been highlighted as important components of the management framework.



Governance and Management Checklist

The following is Council's assessment against the governance and management checklist, as required under the *Local Government Act 2020* (the Act) and the Local Government (Governance and Integrity) Regulations 2020.

Governance and Management Items	Assessment
1. Community Engagement Policy *Policy outlining Council's commitment to engaging with the community on matters of public interest.*	Adopted in accordance with section 55 of the Act. Date of adoption: 23 Feb 2021
2. Community Engagement Guidelines *Guidelines to assist staff to determine when and how to engage with the community.*	Current guidelines in operation. Date of commencement: 16 March 2021.
3. Financial Plan *Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years.*	Adopted in accordance with section 91 of the Act. Date of adoption 20: July 2021
4. Asset Plan *Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years.*	Not adopted in accordance with section 92 of the Act. 10 Year Strategic Asset Management Plan to be adopted by 31 Oct 2025. Current Plan—Strategic Asset Management Plan 2022-2025.
5. Revenue and Rating Plan *Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges.*	Adopted in accordance with section 93 of the Act. Date of adoption: 3 June 2025
6. Annual Budget *Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.*	25/26 Budget adopted in accordance with section 94 of the Act. Date of adoption: 17 June 2025
7. Risk Policy *Policy outlining Council's commitment and approach to minimising the risks to Council's operations.*	Current policy in operation. Date of commencement: 20 June 2023.
8. Fraud Policy *Policy outlining Council's commitment and approach to minimising the risk of fraud.*	Current policy in operation. Date of commencement: 18 Feb 2025.

Governance and Management Items	Assessment
9. Municipal Emergency Management Planning *Councils participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC).*	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings attended: • 29 August 2024 • 24 October 2024 • 13 February 2025 • 15 May 2025.
10. Procurement Policy *Policy under section 108 the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council.*	Adopted in accordance with section 101 of the Act. Date of commencement: 21 Dec 2021.
11. Business Continuity Plan *Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster.*	Current plan in operation. Date of commencement: 8 July 2024.
12. Disaster Recovery Plan *Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster.*	Current plan in operation. Date of commencement: 29 March 2021.
13. Complaint Policy *Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.*	Policy developed in accordance with section 107 of the Act. Date of commencement: 5 January 2022.
14. Workforce Plan *Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.*	Plan developed in accordance with section 46 of the Act. Date of commencement: 24 December 2021.
15. Payment of rates and charges hardship policy *Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying rates.*	Current policy in operation. Date of commencement: 26 April 2023.
16. Risk Management Framework *Framework outlining Council's approach to managing risks to the Council's operations.*	Current framework in operation. Date of commencement: 16 July 2019.

Governance and Management Items	Assessment
17. Audit and Risk Committee *Advisory committee of Council under section 53 and section 54 of the Act, whose role is to monitor the compliance of council policies and procedures, monitor Councils financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions.*	Established in accordance with section 53 of the Act. Date of commencement: 18 August 2020. Audit and Risk Committee Meeting Dates: • 5 September 2024 • 5 December 2024 • 2 April 2025 • 4 June 2025.
18. Internal Audit *Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls.*	Internal auditor engaged. Date of engagement: 1 August 2023.
19. Performance Reporting Framework *A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act.*	Current framework in operation. Date of adoption: 2008.
20. Council Plan Reporting *Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the reporting year.*	Current Council Plan: 2021-2025 Council Plan Quarterly Reports to Council: • 13 August 2024 • 17 December 2024 • 15 April 2025 • 17 June 2025.
21. Quarterly budget reports *Quarterly reports presented to Council under section 97 of the Act 2020, comparing actual and budgeted results and an explanation of any material variations.*	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Budget Quarterly Reports to Council: • 15 October 2024 (Annual Report) • 17 December 2024 • 18 February 2025 • 17 June 2025.
22. Risk Reports *Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.*	Risk reports prepared and presented. Date of strategic risk reports: • 18 November 2024 • 12 May 2025.

Governance and Management Items	Assessment
23. Performance Reports *Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act 2020.*	No 6 monthly reports. Service performance Report prepared annually. Performance Report to Council: • 15 October 2024.
24. Annual Report *Annual report under sections 98, 99 and 100 of the Act 2020 the community containing a report of operations and audited financial and performance statements.*	Annual report presented at a meeting of Council in accordance with section 100 of the Act. Date of presentation: • 15 October 2024.
25. Councillor Code of Conduct *Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters*	Code of conduct reviewed and adopted in accordance with section 139 of the Act. Date reviewed and adopted: 23 February 2021. Mandatory Model Councillor Code of Conduct introduced 26 October 2024 in the Local Government (Governance and Integrity) Regulations 2020.
26. Delegations *Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act.*	Delegations reviewed in accordance with section 11(7) of the Act, and a register kept in accordance with section 11(8) and 47(7) of the Act. Date of review: 20 May 2025. Section 11(7) review due by 26 October 2025. Registers kept and publicly available on Councils website.
27. Meeting procedures *Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees.*	Governance Rules adopted in accordance with section 60 of the Act. Date rules adopted: 18 April 2023 Model Governance Rules being developed by State Government—Due December 2025.

I certify that this information presents fairly the status of Council's governance and management arrangements.

Mr Scott Barber
Chief Executive Officer

Dated:

Cr Stuart King
Mayor

Dated:

Statutory information

Freedom of Information Act 1982

The *Freedom of Information Act 1982* (FOI Act) provides the opportunity for public access to Council documents.

The FOI Act establishes a legally enforceable right for the community to request information, in document form, held by Council.

The FOI Act has four principles:

1. the public has a right of access to documents subject to certain exceptions or exemptions.
2. Local Governments are required to publish information on the documents they hold.
3. individuals may request that inaccurate, incomplete, out-of-date or misleading information about themselves be amended.
4. individuals may appeal against a decision not to give access to the document (s) or not to amend personal information.

Written requests must be made to Councils Freedom of Information Officer, be accompanied by an application fee, and specify the documents required, or provide sufficient detail to enable documents to be located.

Council received six valid Freedom of Information (FOI) requests in 2024/25 and one request was carried over from 2023/24. Four requests were released in full for 2024/25 and three requests were released in-part. In addition, five requests lapsed due to lack of response to requests for clarification or requests for payment of application fee. Four additional requests were answered informally outside of the FOI Act.

Privacy and Data Protection Act 2014

Council respects the privacy of its citizens, ratepayers and clients. Council is committed to the privacy principles prescribed by the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council has adopted a Privacy Policy that addresses the requirements of both Acts, and is available on Council's website .

Council received no privacy complaints in the 2024/25 financial year.

Year	Number of valid FOI	Fees and Charges Collected	Fees and Charges Waived	Costs
2024/25	7	$230	$65.40	$11,617
2023/24	5	$234	$0	$11,361
2022/23	8	$208	$0	$4,525
2021/22	3	$155	$59.20	$939

Public Interest Disclosure Act 2012

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with section 70 of the *Protected Disclosures Act 2012*, Council must include in their annual report information about how to access the procedures established by Council under Part 9 of that Act.

Council's Public Interest Disclosure Policy was last reviewed in 2022, and procedures on how to make public interest disclosures are available on Councils website.

Council is also required to provide certain information about the number and types of public interest disclosure complaints received during the financial year.

No reportable matters were received in the 2024/25 financial year.

Road Management Act 2004

Section 22 of the *Road Management Act 2004,* requires Council to publish a summary of any ministerial direction received in its Annual Report.

No Ministerial Directions were received in 2024/25.

Council is not a reporting agency for the purposes of the *Carers Recognition Act 2012*, or a collecting or development agency under sections 46GM and 46QD of the *Planning and Environment Act 1987*.

Contracts

Section 109 of the *Local Government Act 2020* requires Council to comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.

During the 2024/25 period, Council did not enter into any contracts for works valued at $200,000 or more without first conducting a competitive process. For the same period, the Council awarded the following contracts, each valued above $200,000 which required a tender invitation in accordance with its Procurement Policy:

Contract Type	Description
Supply of Goods	Supply and Delivery of Office Furniture
Supply of Services	Supply of Multifunction Device & Printer Service
Construction Works	Tower Hill Public Open Space
Construction Works	Robinvale Centenary Playground - Construction
Supply of Goods	Supply and Delivery of One Street Sweeper
Supply of Goods	Supply and Delivery of Rigid Water Tanker
Construction Works	Long St Road Reconstruction
Construction Works	New Britain Road Reconstruction
Construction Works	Jennings Road Reconstruction
Construction Works	Station Street Woorinen South
Construction Works	Footpath Works - Ultima
Construction Works	Saleyards Road Widening and Rehabilitation
Construction Works	Robinvale Workers Accommodation - Civil
Construction Works	Tresco West Road Widening and Rehabilitation

Contract Type	Description
Construction Works	Haylesdale - Kooloonong Road Widening & Rehab
Construction Works	Glover Road Widening and Reconstruction
Supply of Services	SH Regional Community Sports Hub Design Services
Construction Works	Construction Swan Hill Tourism & Cultural Hub
Construction Works	Patient Transfer Facility
Construction Works	Nyah Community Centre Renovations
Construction Works	Robinvale Workers Accommodation - Construction
Construction Works	Construct 10 Steps & Reinstate Retaining Wall
Construction Works	Robinvale and Swan Hill Toilet Blocks
Supply of Goods	Supply and Delivery of LPG
Supply of Services	Insurance Broking & Related Services
Construction Works	Swan Hill Art Gallery Redevelopment Construction

Disability Access and Inclusion Strategy

Section 38 of the *Disability Act 2006*, requires Council to prepare a Disability Action Plan to:

- reduce barriers to accessing services, programs and facilities,
- reduce barriers to people with a disability obtaining and maintaining employment,
- promote inclusion and participation in the community for people with a disability; and
- change community attitudes and practices that discriminate against persons with a disability.

Council is developing a new Council Plan with integrated Public Health and Wellbeing Plan and Disability Action Plan elements for 2025-2029.

Domestic Animals Act 1994

Section 68A of the *Domestic Animals Act 1994*, requires Council to prepare Domestic Animal Management Plan every 4 years, and evaluate its implementation in the Annual Report.

The Domestic Animal Management Plan 2022–2025 was adopted by Council in November 2021.

During consultation on the 2022-2025 plan, the following key issues were identified:

- Additional dog parks and off-leash areas throughout the municipality.
- Promotion of the importance of desexing and availability of low-cost desexing programs.
- Increased promotion about responsible pet ownership and availability of educational material and online resources.

Achievements during 2022-2025:

Swan Hill Dog Park established, and state funding has been received for the development of a Robinvale dog park.

Council continues to fund the cat desexing program through the national desexing network NDN and Council has reached 100 desexed cats since the program was introduced November 2021.

48 new signs displayed throughout the municipality promoting responsible pet ownership.

Cat containment order: In June 2024 Council resolved to adopt the implementation of a 24-hour Cat Containment Order, requiring all cats within the municipality to be confined to their owner's property, unless the cat is appropriately restrained in a cat carrier or leashed. The order was gazetted on 11 July 2024 and will came into effect on 1 January 2025. There was a six-month amnesty period. Enforcement action will commence from 1 July 2025.

Animal management procedure manual: The manual provides Authorised Officers with a framework to follow for the regulation and enforcement of laws relating to domestic animals and livestock. All animal related policies and procedures have been incorporated into the manual as well as all day-to-day animal management operations.

New pound register: Simplifies pound processes and makes data collection much more efficient. The new register saved time and resources when the new fate date report is due each year as well as when any other pound information is requested by Council.

Increase in new animal registrations: There has been a steady increase in new animal registrations over the last four years attributed to increased media promotions that included newspaper articles, radio interviews, Council website stories and social media posts as well as cross checking of the Central Animal Records microchip database.

Emergency management response: During the October 2022 flood event, Council's Regulatory Services department aided 17 displaced cats and dogs whose owners had to evacuate their homes. The animals were from the Gannawarra Shire and the owners were staying at the Swan Hill Relief Centre

The Domestic Animal Management Plan 2022–2025 is due to be reviewed in 2025.

Community consultation on the Domestic Animal Management Plan 2025-2029 will begin in July 2025, with the final plan to be submitted to the Minister in December 2025.

Our 2026-2029 plan will outline how we will support domestic animal management including the safety and well-being of the entire community and the promotion of responsible pet ownership.

Food Act 1984

Section 7E of the *Food Act 1984*, requires Council to publish a summary of any ministerial directions received in its Annual Report.

No Ministerial Directions were received in 2024/25.

Local Laws

Council has the following local laws in operation.

Local Law	Date adopted	Date operational
Community Local Law No. 2	16 May 2017	2 June 2017
Regional Livestock Exchange Local Law	16 November 2021	16 November 2021

Documents available for public inspection

In accordance with sections 57 and 58 of the *Local Government Act 2020,* Council has adopted, and maintains, a Public Transparency Policy. Council's Public Transparency Policy gives effect to the public transparency principles and describes the ways in which Council information is to be made publicly available. A list of documents available for inspection under the various Acts Council is subject to can be found in Council's Part II Statement in accordance with section 7 of the *Freedom of Information Act 1982*.

The following table details the documents available to the public and where to access them, in accordance with Councils Public Transparency Policy.

DOCUMENT	ACCESS
• Meeting Agendas and Reports to Council and Delegated Committees • Minutes of Council meetings and meetings of Delegated Committees • Audit and Risk Committee Charter • Terms of Reference for Delegated Committees and Advisory Committees • Submissions received under section 223 of the *Local Government Act 1989* • Gift Registers for Councillors • Travel Registers for Councillors and Council Staff • Registers of Conflicts of Interest disclosed in open session by Councillors • Registers of Leases entered into by Council • Register of Delegations • Register of Donations and Grants • Register of Election Campaign Donations • Summary of Personal Interest Returns • Any other Public Registers or Records required by the *Local Government Act 2020* or any other Act.	Website
• Plans and Reports adopted by Council • Council Policies • Project and Service Plans • Service Agreements, Contracts, Leases and Licences • Relevant technical reports and/or research that informs Council's decision making. • Practice notes and operating procedures • Application processes for approvals, permits, grants, access to Council services • Decision-making Processes • Guidelines and Manuals • Community Engagement Processes • Complaints Handling Processes.	On Request
• Register of Authorised Officers.	Inspect at Council Offices

APPENDICES

Appendix 1: Contributions and support

Organisation	Purpose	Amount
Australia Day Activites	Contribution	$14,238.86
Agenda Entertainment	Support	$2,995.50
Australian Football League	Support	$2,727.27
FairFax Festival	Contribution	$30,900.00
Fight Cancer Foundation Limited	Contribution	$1,500.00
Inner Wheel Club Swan Hill Inc	Contribution	$2,600.00
Inner Wheel Club Swan Hill Inc	Support	$598.64
Italian Social Club	Contribution	$5,000.00
Kiwi Hawthorn Rugby Club	Contribution	$2,000.00
Lake Boga Bowling Club Inc	Contribution	$4,100.00
Lake Boga Football Netball Club	Contribution	$3,850.00
Lake Boga Golf Club (Lakeside Golf Club)	Support	$412.30
Lake Boga Inc	Contribution	$12,500.00
Lake Boga Red Cross	Contribution	$500.00
Lake Boga Yacht Club Inc	Contribution	$1,000.00
Lakers Cricket Club Inc	Contribution	$5,000.00
Lakeside Golf Club Inc	Contribution	$1,000.00
Lions Club of Lake Boga Inc	Contribution	$2,500.00
Mallee Cruisers Car Club Inc	Contribution	$3,000.00
Mallee Cruisers Car Club Inc	Support	$2,000.00
Manangatang & District Bowling Club	Contribution	$3,000.00
Nyah District Memorial Hall Committee	Contribution	$5,000.00
Piangil Memorial Park Reserve	Contribution	$4,000.00
Pioneer Country Quarter Horse Assoc Inc	Contribution	$2,800.00
Riding for the Disabled Association of Victoria	Contribution	$4,000.00
Robinvale Lawn Tennis Club Inc	Contribution	$1,000.00
Robinvale Network House	Contribution	$2,500.00
Speewa Heritage Collectors Club Inc	Contribution	$2,000.00

Appendix 1: Contributions and support (continued)

Organisation	Purpose	Amount
St Mary MacKillop College	Contribution	$500.00
Sustainable Living in the Mallee	Contribution	$770.00
Sustainable Living in the Mallee Inc (SLIM)	Support	$865.00
Swan Hill Badminton Association	Contribution	$2,000.00
Swan Hill Basketball Association	Support	$356.25
Swan Hill Bowls Club Inc	Contribution	$2,000.00
Swan Hill College	Contribution	$2,000.00
Swan Hill District Agricultural & Pastoral Society Inc	Contribution	$8,409.09
Swan Hill District Agricultural & Pastoral Society Inc	Support	$531.82
Swan Hill Football Club Incorporated	Contribution	$4,545.45
Swan Hill Incorporated	Contribution	$5,454.54
Swan Hill Incorporated	Support	$6,247.73
Swan Hill Lions Club Inc	Contribution	$5,000.00
Swan Hill Little Athletics Centre	Contribution	$6,800.00
Swan Hill Motor Racing Club	Contribution	$4,000.00
Swan Hill Neighbourhood House Inc	Contribution	$5,000.00
Swan Hill Pony Club	Contribution	$2,800.00
Swan Hill Sunrise Rotary Club	Support	$163.00
The Lions Club of Lake Boga T/A The Flying Boat Museum	Support	$644.08
The Mallee Almond Blossom Festival Com	Contribution	$1,500.00
Wemen Progress Association	Contribution	$500.00
Woorinen & District Progress Association Inc	Contribution	$3,490.00

In 2024/25, a total of $186,299.53 in contributions and support was made by Council.

Appendices

Appendix 2:

Organisations of which Council is a financial member

Organisation	Amount
Arts Hub Australia Pty Ltd	$350.00
Australasian Fleet Managers Association	$453.64
Central Victorian Greenhouse Alliance	$13,427.00
Community Childcare Assn	$344.55
Local Government Professionals	$2,889.09
Local Government Infrastructure Design Association	$500.00
Murray River Group of Councils	$10,666.55
Municipal Works Operations Association	$250.00
Municipal Association of Victoria	$31,900.00
Murray River Regional Tourism Ltd	$32,321.00
Music Victoria	$300.00
National Saleyards Quality Assurance Inc.	$630.00
Playgroup Victoria	$45.45
Public Galleries Association Of Victoria	$918.18
Public Libraries Victoria Network Inc	$2,094.00
Rural Councils Victoria Inc	$5,500.00
School Crossings Victoria Inc	$100.00
The Victorian Association of Performing Arts Centres	$1,715.32
Victorian Tourism Industry Limited	$1,320.00

In 2024/25, Council was a financial member of 19 organisations at a total cost of $105,724.78.

Memberships of Rail Freight Alliance and Victorian Maternal Child and Health were paid for in 2023/24 financial year.



Part Seven

Performance Statement

Contents

Description of municipality	102
Operational summary	103
Sustainable Capacity Indicators	104
Service Performance Indicators	106
Financial Performance Indicators	109
Definitions	115
Other information	116
Certification of the performance statement	117
Auditor General's Report - Performance Statement	118

Description of municipality

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 21,094* people.

It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen, Ultima, Manangatang and Boundary Bend.

The Swan Hill municipality has experienced sustainable growth over the past decade, led by the expansion of horticultural/agricultural practices and supported by an innovative manufacturing sector.

This success is depicted by the fact that irrigated areas have been increasing with a higher proportion of mature, high value crops such as almonds and table grapes. The region is one of Australia's largest producers of almond and table grape plantings, vegetables including potatoes and carrots, stone fruit, olives, avocados and field crops.

The region also boasts an impressive 69% of its municipality dedicated to cropping and associated dryland infrastructure, including wheat, barley, lentils, cereal/hay, pulses (including chickpeas and lupins), grazing, oats, and canola.

More than 20 per cent of all jobs in the city are directly related to agriculture.

Located along the Murray River, tourism plays an important role in our region's economy. Our climate and natural beauty attracts approximately 768,000 visitors each year as reported in the Murray Regional Tourism (MRT) Snapshot report, March 2023.

*This population estimate figure is sourced from the Australian Bureau of Statistics data - 3810.0 (2024).

*Swan Hill Region includes the Swan Hill Rural City, Gannawarra Shire and Balranald Shire.

*2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403. In 2018 Council commissioned Geografia to undertake a population determination study. The work of Geografia has demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,367.



Operational summary

The Comprehensive Income Statement reports a surplus of $7.5m. This includes depreciation and other non-monetary contributions but excludes capital payments of $27.7m and loan repayments of $0.3m.

Council undertook significant capital works projects during the year and expenditure on these works were $10.6m greater than the prior year. A significant portfolio of projects has been managed by Council's project management office and this has resulted in improved project performance and expediated project completion. Construction of the Art Gallery and Tourism and Cultural Hub at the Pioneer Settlement continue and are expected to be completed by the end of 2025. Over $8.7m of road and footpath works were undertaken and the Robinvale Centenary Park playground was completed and has been very well received by the Robinvale community. The Ultima Compost facility was also completed in partnership with Sustainability Victoria, creating a circular economy model that keeps resources, and value, within our community.

The impact of CPI increases and the resultant increase in the cost of goods and services continued to be an issue. Contract renewals and tender submissions have increased significantly and have impacted on our funding capabilities on capital projects and provide services within budget.

The attraction and retention of staff has continued to be an issue. Council experienced several positions which remained vacant for extended periods due to issues faced with recruiting suitably qualified staff. For several Council services there are considerable shortages within the industry, and Council has been competing with private industry to attract these staff. Areas such as building and planning, engineers, information technology and project management staff have been difficult to recruit.

Council's level of borrowings continues to decrease, with several of the following indicators in the very low range with regards to borrowing results. Forecasts for borrowings is an ongoing decline with Council expected to be debt free by 2031.

Council remains active in the residential land development at Tower Hill Estate in Swan Hill; with continued sales within the prepared stages. The development continues to be cash-flow positive and provide a return on investment of $322k. Council also completed the construction and sale of units in Ronald Street Robinvale that provide much needed accommodation to essential workers within the township.

Sustainable Capacity Indicators

Service/*indicator/ measure*	2022	2023	2024	2025	Material variations
Population					
Expenses per head of municipal population [Total expenses/ Municipal population]	$2,604.00	$2,580.75	$2,855.08	$2,906.28	
Infrastructure per head of municipal population [Value of infrastructure/ Municipal population]	$24,532.17	$24,772.76	$25,927.16	$28,397.98	Revaluation of infrastructure assets undertaken during 2025 resulted in valuation increases of $43.5million. The increased asset valuations and a slight decrease in population results in an increase of this indicator.
Population density per length of road [Municipal population/ Kilometres of local roads]	6.45	6.16	5.94	6.90	Council regularly reviews our road data for accuracy. As part of a recent data review, Council has incorporated a number of road register amendments into the Asset register that include revised lengths, removal of roads under crown licences and the downgrading of several farm tracks that are no longer required for general public access. This has resulted in a reduction of approximately 500km of tracks that were previously accounted for in the asset system.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	$1,939.98	$1,909.61	$2,087.73	$2,122.45	

Service/*indicator/ measure*	2022	2023	2024	2025	Material variations
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants/ Municipal population]	$662.68	$682.18	$273.81	$819.47	The 2024 result was considerably lower due to the prepayment of the 2024 Victoria Grants Commission payment being received in the prior year and no prepayment of the 2025 allocation. In 2025 the Grants Commission funding was received in full throughout the financial year, and then receipt of 50% of the 2026 allocation being received in June 2025.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic disadvantage by decile]	2.00	1.00	1.00	1.0	Decile 1 areas typically have characteristics associated with lower socio-economic status, such as higher proportions of low-income households, unemployment, and people in low-skilled occupations. (2021 Data)
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	21.16%	13.91%	25.32%	10.95%	Staff turnover rate is significantly lower in 2024/25 compared to 2023/24 due to Council ceasing to provide Aged Care Services from May 2024, which resulted in larger than normal turnover in the previous year.

Service Performance Indicators

Service/*indicator/measure*	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
Aquatic Facilities ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	5.58	6.17	8.68	N/A	9.63	Favourable Result - Swan Hill and Nyah Pool numbers are very strong. With the hot and long summer, the increase in attendances at Nyah are not a surprise and the Manangatang increase is pleasing.
Animal management ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	0.00%	0.00%	0.00%	N/A	0.00%	No animal management prosecutions in 2024-2025.
Food and safety ***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	40.00%	100.00%	100.00%	N/A	100%	Favourable Result - All non-compliance notifications followed up.
Governance ***Satisfaction*** *Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)*	48	50	48	51	53	Favourable Result - The 2025 Community Satisfaction Survey has resulted in a 10 per cent improvement on the result achieved in 2024. There has been significant consultation with the community as we complete our four year strategic planning program.

Service/*indicator/measure*	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
Libraries ***Participation*** *Library membership* *[percentage of the population that are registered library members] x100*	-	-	27.24%	N/A	28.61%	Favourable Result - Library memberships consistent and membership numbers continue to increase across the municipality.
Maternal and Child Health ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	82.74%	89.19%	86.79%	N/A	85.96%	Stable and consistent results achieved.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	77.50%	83.57%	91.49%	N/A	85.90%	Overdue Key Ages and Stages visits are actively managed and service delivery aims to be culturally safe and appropriate. Good working relationship with Mallee District Aboriginal Service.
Roads ***Condition*** *Sealed local roads below the intervention level* *(percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)*	99.37%	99.27%	98.95%	99.40%	98.79%	Stable and consistent results achieved.

Service Performance Indicators continued

Service/*indicator/ measure*	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
Statutory Planning ***Service standard*** *Planning applications decided within the relevant required time* *(percentage of planning application decisions made within the relevant required time)*	70.49%	61.31%	75.73%	65%	86.07%	Favourable Result - Council secured increased resources within its planning team which resulted in more timely and efficient service delivery.
Waste collection ***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	30.92%	29.28%	28.38%	30%	28.40%	While the amount of waste diverted from landfill did not meet the 30% target, it is encouraging to see a downward trend emerging in the total waste (by weight) generated across the municipality.

Financial Performance Indicators

Dimension/ *indicator/measure*		2022	2023	2024	2025	2025	2026	2027	2028	2029	Material variations
		Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Efficiency											
Expenditure level		$4,309.14	$4,486.07	$4,964.10	$4,874.00	$4,957.54	$4,962.66	$5,120.67	$5,314.05	$5,455.28	
Expenses per property assessment [Total expenses / Number of property assessments]											
Revenue level		$2,113.86	$2,173.93	$2,310.33	N/A	$2,332.85	$2,404.52	$2,435.78	$2,495.58	$2,561.15	
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]											

Dimension/ *indicator/ measure*	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Liquidity										
Working capital *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	417.74%	391.16%	428.23%	262.00%	400.39%	256.50%	378.06%	373.00%	360.03%	
Unrestricted cash *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	269.46%	269.09%	80.74%	N/A	306.39%	123.81%	207.32%	207.72%	195.31%	Prepayment of Victorian Grants Commission ($4.8M) for the 2025-26 year received in June 2025 significantly increased the result of this financial performance measure.

Dimension/*indicator/ measure*	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates [*Interest bearing loans and borrowings / Rate revenue] x100*	8.81%	7.71%	6.42%	N/A	5.38%	2.91%	1.95%	1.07%	0.36%	Ordinary principal loan repayment reduction. No further borrowings have been undertaken.
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	17.93%	1.12%	1.06%	NA	1.05%	2.46%	0.88%	0.86%	0.70%	

Dimension/*indicator/ measure*	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Indebtedness *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	14.70%	8.47%	11.14%	N/A	9.53%	8.71%	7.54%	6.78%	6.36%	An increase in rate income has increased own sourced revenue against non-current liabilities.
Asset renewal and upgrade *Asset renewal and upgrade compared to depreciation* [Asset renewal and upgrade expense / Asset depreciation] x100	95.15%	81.44%	84.31%	117.00%	142.96%	169.91%	88.56%	89.97%	83.67%	The increase in renewal and upgrade expenditure exceeds depreciation in the 24/25 financial year (Did not exceed in 23/24 financial year).

Dimension/*indicator/ measure*	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Operating position										The timing of the Victorian Grants Commission funding significantly effects this result. The 2023/24 funding was received in full in June 2023, therefore receipt of this income was excluded from the result. For 2024/25, $4.8M prepayment of 2025/26 was received in June. Had the funding been received in the relevant year the results would have been 0.39% and –5.86%.
Adjusted underlying result										
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	5.76%	8.34%	-16.14%	N/A	2.25%	2.91%	3.01%	0.68%	0.91%	
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	53.38%	50.96%	61.88%	54.30%	52.80%	54.06%	54.66%	55.29%	55.18%	

Dimension/ *indicator/measure*	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
Rates effort										
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.62%	0.55%	0.51%	N/A	0.48%	0.49%	0.50%	0.50%	0.51%	

Definitions

Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: non-recurrent grants used to fund capital expenditure; and non-monetary asset contributions; and contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the *Food Act 1984*
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Other information

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

.....

Ashley Free

Principal Accounting Officer

Date: 16 September 2025

Swan Hill Rural City Council

In our opinion, the accompanying performance statement of the Swan Hill Rural City Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.

.....

Mr Stuart King

Councillor (Mayor)

Date: 16 September 2025

Swan Hill Rural City Council

.....

Mr Les McPhee

Councillor

Date: 16 September 2025

Swan Hill Rural City Council

.....

Mr Scott Barber

Chief Executive Officer

Date: 16 September 2025

Swan Hill Rural City Council

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Swan Hill Rural City Council

Opinion	I have audited the accompanying performance statement of Swan Hill Rural City Council (the council) which comprises the: • description of municipality • operational summary • sustainable capacity indicators for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • definitions • other information • certification of the performance statement. In my opinion, the performance statement of Swan Hill Rural City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
19 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria



General Purpose Financial Statements

Financial Statement

Understanding the Financial Statements

Introduction

The financial report is a key report by the Swan Hill Rural City Council. It shows how Council performed financially during the 2024/25 financial year and the overall position at the end of the financial year (30 June 2025).

Council presents its financial report in accordance with the Australian Accounting Standards.

Particular terms required by the standards might not be familiar to some readers. Council is committed to accountability and it is in this context that the following explanations have been developed to assist readers understand and analyse the financial report.

What is contained in the Annual Financial Report?

Council's financial report has two main sections, namely the report and the notes. There are five statements and 10 notes. These are prepared by Council staff, examined by the Audit and Risk Committee and Council, and are audited by the Victorian Auditor-General.

The five statements included in the first few pages of the report are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

The notes detail Council's accounting policies and the make-up of values contained in the statements.

1. Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and shows if a surplus or a deficit has been made in delivering services.

The statement includes all sources of income, less all operating expenses incurred in delivering Council services. This includes depreciation, or the writing down, of the value of buildings, roads, footpaths, drains and all other infrastructure assets that are used to deliver Council services.

These assets are depreciated over the life of the asset or as they are consumed. Capital costs or new assets purchased or created during the year are excluded from the statement but, as indicated above, are depreciated as they are used.

The statement is prepared on an accrual basis. This means that generally all income and costs for the year are recognised even though the income may not yet be received (such as interest on bank deposits) or expenses not yet paid (invoices not yet received for goods and services already used).

2. Balance Sheet

The Balance Sheet is an important financial statement. This one-page summary is a snapshot of the financial position as at 30 June 2025. It shows what the Council owns as assets and what it owes as liabilities.

The bottom line of this statement is net assets. This is the net worth of Council that has been built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that will fall due or be consumed in the next 12 months. The components of the Balance Sheet are described on the following page.

Current and non-current assets

- Cash includes cash and cash equivalents i.e. cash held in the bank, petty cash and term deposits.
- Receivables are monies owed to Council by ratepayers and other debtors.
- Other assets include income earned but not yet received and accounts which have been prepaid.
- Property, plant and equipment, infrastructure is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, and other items which have been invested in by Council over many years.

Current and non-current liabilities

- Payables are those to whom Council owes money as at 30 June 2025.
- Provisions include employee benefits, which is the accounting term for accrued long service and annual leave. Landfill restoration works are also grouped under provisions.
- Interest bearing loans and borrowings, which are repaid over a set period of time, finance leases that are leases of assets where ownership of the asset is transferred to the Council.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June 2025. The net value of the Council is also synonymous with total equity.

Total equity

- Asset revaluation reserve is the difference between the previously recorded value of property and infrastructure assets and their current valuations.

Accumulated surplus is the value of all net assets accumulated over time, including other reserve allocations for specific projects.

3. Statement of Changes in Equity

During the course of the year, the value of total ratepayers equity as set out in the Balance Sheet changes. This statement shows the values of such changes and how these changes arose.

The main reason for a change in equity stem from:

- The surplus/(deficit) for the year from operations, described in the Comprehensive Income Statement as the surplus/(deficit) for the year.
- Revaluation of assets; takes on a regular schedule basis on average every three years. It also occurs when existing assets are taken up in the books for the first time.

4. Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This statement is presented according to a very specific accounting standard and needs some care in analysis.

The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash.

Council's cash arises from, and is used in, three main areas:

Cash flow operating activities

- Receipts – all cash received into Council's bank account from ratepayers and others that owed money to Council. Receipts also include the interest earned from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments – all cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

Cash flow from investing activities

The accounting term investing activities relates to payments for the acquisition and creation of assets, such as new plant, roads and other long-term revenue producing assets, and the proceeds from the sale of assets such as plant and land.

Cash flow from financing activities

This is where the receipt and repayment of borrowed funds are recorded. The bottom line of the Cash Flow Statement is the cash at end of financial year. This shows the capacity of Council to meet its debts and other liabilities.

5. Statement of Capital Works

Each year a significant portion of Council budget gets allocated to Capital Works projects. This Statement aims to give readers an understanding of what capital works assets have been built, upgraded or renewed throughout the financial year.

This Statement is broken down by asset category to provide further information as to what asset category these funds have been spent.

Notes to the Accounts

The notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the statements are established, it is necessary to provide details of Council's accounting policies within the notes.

The notes give details behind many of the summary figures contained in the statements. The note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

Where Council wishes to disclose other information that cannot be incorporated onto the face of the Statements, this is shown in the notes.

The notes also include a comparison to budget (note 2). This note reports on the actual performance of Council to its adopted budget, and provides commentary to all material variances.

The notes should be read at the same time as, and together with, the other parts of the financial statements to get a clear picture of the accounts.

Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in his opinion, the financial statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council that, in their opinion, the financial statements are fair and not misleading. The Chief Executive Officer also endorses and signs the certification.

Auditor General's Report

The Independent Audit Report is the external and independent opinion on the financial statements. It provides the reader with a totally independent opinion on the financial statements. The opinion covers both the statutory and professional requirements and also the fairness aspects of the financial statements.

Swan Hill Rural City Council

ANNUAL FINANCIAL REPORT

for the year ended 30 June 2025

Swan Hill Rural City Council

Annual Financial Report
for the year ended 30 June 2025

Contents Page

Certification of the Financial Statements **3**

Victorian Auditor-General's Office Report **4**

Understanding Council's Financial Statements **6**

Financial Statements:

Comprehensive Income Statement 7
Balance Sheet 8
Statement of Changes in Equity 9
Statement of Cash Flows 10
Statement of Capital Works 11

Notes to the Financial Statements

Note 1 Overview **12**
Note 2 Analysis of our results **14**
2.1 Performance against budget 14
2.2 Analysis of Council results by program 18
Note 3 Funding for the delivery of our services **19**
3.1 Rates and charges 19
3.2 User fees 20
3.3 Funding from other levels of government 21
3.4 Other income 24
Note 4 The cost of delivering services **25**
4.1 Employee costs 25
4.2 Materials and services 25
4.3 Depreciation 26
4.4 Other expenses 27
Note 5 Investing in and financing our operations **28**
5.1 Financial assets 28
5.2 Non-financial assets 31
5.3 Payables, trust funds and deposits and contract and other liabilities 32
5.4 Interest-bearing liabilities 33
5.5 Provisions 34
5.6 Financing arrangements 36
5.7 Commitments 37

Swan Hill Rural City Council

Annual Financial Report

for the year ended 30 June 2025

Contents

		Page
Note 6	**Assets we manage**	**40**
	6.1 Property, infrastructure, plant and equipment	40
Note 7	**People and relationships**	**48**
	7.1 Council and key management remuneration	48
	7.2 Related party disclosure	51
Note 8	**Managing uncertainties**	**52**
	8.1 Contingent assets and liabilities	52
	8.2 Change in accounting standards	53
	8.3 Financial instruments	53
	8.4 Fair value measurement	55
	8.5 Events occurring after balance date	56
Note 9	**Other matters**	**57**
	9.1 Reserves	57
	9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	59
	9.3 Superannuation	59
Note 10	**Change in accounting policy**	**62**

Swan Hill Rural City Council

Annual Financial Report
for the year ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Ashley Free
Principal Accounting Officer
Date: 16 September 2025
Swan Hill Rural City Council

In our opinion, the accompanying financial statements present fairly the financial transactions of Swan Hill Rural City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Mr Stuart King
Councillor (Mayor)
Date: 16 September 2025
Swan Hill Rural City Council

Mr Les McPhee
Councillor
Date: 16 September 2025
Swan Hill Rural City Council

Mr Scott Barber
Chief Executive Officer
Date: 16 September 2025
Swan Hill Rural City Council

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Swan Hill Rural City Council

Opinion	I have audited the financial report of Swan Hill Rural City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
19 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Swan Hill Rural City Council

Annual Financial Report
for the year ended 30 June 2025

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2025.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement
Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet
A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity
The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows
Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works
This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the Victorian Auditor General's office.

The auditor provides an audit report which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than 1 month after submitting the annual report to the Minister.

Swan Hill Rural City Council

Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 $ '000	2024 $ '000
Income / Revenue			
Rates and charges	3.1	33,508	32,267
Statutory fees and fines		983	834
User fees	3.2	4,574	4,723
Grants - operating	3.3	15,921	5,294
Grants - capital	3.3	7,027	13,896
Contributions - monetary		337	261
Contributions - non monetary		777	114
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		231	434
Other income	3.4	5,475	6,027
Total income / revenue		68,833	63,850
Expenses			
Employee costs	4.1	20,522	22,512
Materials and services	4.2	21,301	22,997
Depreciation	4.3	14,467	13,723
Depreciation - right of use assets		141	176
Allowance for impairment losses		41	116
Borrowing costs		57	64
Finance costs - leases		25	14
Other expenses	4.4	4,751	960
Total expenses		61,305	60,562
Surplus		7,528	3,288
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain	9.1	43,499	20,939
Total other comprehensive income		43,499	20,939
Total comprehensive result		51,027	24,227

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

Balance Sheet

as at 30 June 2025

	Note	2025 $ '000	2024 $ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	7,871	4,067
Trade and other receivables	5.1	8,788	8,203
Other financial assets	5.1	43,999	43,393
Inventories		242	156
Contract assets	5.1(f)	1,001	6,792
Other assets		552	677
Total current assets		62,453	63,288
Non-current assets			
Property, infrastructure, plant and equipment	6.1	693,342	641,875
Right-of-use assets		450	60
Intangible assets	5.2	3,584	3,430
Other assets		50	50
Total non-current assets		697,426	645,415
Total assets		759,879	708,703
Liabilities			
Current liabilities			
Trade and other payables	5.3	6,611	6,444
Trust funds and deposits		489	414
Contract and other liabilities	5.3	2,562	2,747
Provisions	5.5	5,028	4,591
Interest-bearing liabilities	5.4	785	532
Lease liabilities		123	51
Total current liabilities		15,598	14,779
Non-current liabilities			
Provisions	5.5	2,930	3,380
Interest-bearing liabilities	5.4	995	1,538
Lease liabilities		340	17
Total non-current liabilities		4,265	4,935
Total liabilities		19,863	19,714
Net assets		740,016	688,989
Equity			
Accumulated surplus		348,777	341,249
Reserves	9.1	391,239	347,740
Total Equity		740,016	688,989

The above balance sheet should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total $ '000	Accumulated Surplus $ '000	Revaluation Reserves $ '000
2025				
Balance at beginning of the financial year		688,989	341,249	347,740
Surplus		7,528	7,528	–
Other comprehensive income				
Net asset revaluation gain	9.1	43,499	–	43,499
Other comprehensive income		43,499	–	43,499
Total comprehensive income		51,027	7,528	43,499
Balance at end of the financial year		740,016	348,777	391,239
2024				
Balance at beginning of the financial year		664,762	337,961	326,801
Adjusted opening balance		664,762	337,961	326,801
Surplus		3,288	3,288	–
Other comprehensive income				
Net asset revaluation gain	9.1	20,939	–	20,939
Other comprehensive income		20,939	–	20,939
Total comprehensive income		24,227	3,288	20,939
Balance at end of the financial year		688,989	341,249	347,740

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) $ '000	2024 Inflows/ (Outflows) $ '000
Cash flows from operating activities			
Rates and charges		32,437	30,635
Statutory fees and fines		891	807
User fees		4,577	4,735
Grants - operating		15,973	3,508
Grants - capital		6,787	7,640
Contributions - monetary		337	261
Interest received		3,062	3,019
Trust funds and deposits taken/(repaid)		75	(71)
Other receipts		9,814	2,238
Net GST refund		3,489	2,872
Employee costs		(20,497)	(22,800)
Materials and services		(20,836)	(23,131)
Other payments		(5,762)	(977)
Net cash provided by/(used in) operating activities	9.2	30,347	8,736
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(27,684)	(17,064)
Proceeds from sale of property, infrastructure, plant and equipment		2,255	528
Payments for investments		(606)	–
Proceeds from sale of investments		–	7,058
Net cash provided by/(used in) investing activities		(26,035)	(9,478)
Cash flows from financing activities			
Finance costs		(57)	(64)
Repayment of borrowings		(290)	(277)
Interest paid - lease liability		(25)	(14)
Repayment of lease liabilities		(136)	(184)
Net cash flow provided by/(used in) financing activities		(508)	(539)
Net Increase (decrease) in cash and cash equivalents		3,804	(1,281)
Cash and cash equivalents at the beginning of the financial year		4,067	5,348
Cash and cash equivalents at the end of the financial year		7,871	4,067
Financing arrangements	5.6	1,980	2,270

The above statement of cash flows should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

Statement of Capital Works

for the year ended 30 June 2025

	2025 $ '000	2024 $ '000
Property		
Land	1,226	–
Total land	1,226	–
Buildings	11,378	2,997
Total buildings	11,378	2,997
Total property	12,604	2,997
Plant and equipment		
Plant, machinery and equipment	1,953	2,247
Fixtures, fittings and furniture	–	33
Computers and telecommunications	195	158
Library books	166	175
Artworks	–	4
Total plant and equipment	2,314	2,617
Infrastructure		
Sealed roads	7,787	4,709
Unsealed roads	131	1,494
Footpaths and cycleways	791	446
Drainage	217	697
Recreational, leisure and community facilities	267	1,236
Waste management	17	757
Parks, open space and streetscapes	1,757	852
Other infrastructure	1,865	1,259
Total infrastructure	12,832	11,450
Total capital works expenditure	27,750	17,064
Represented by:		
New asset expenditure	7,068	5,494
Asset renewal expenditure	15,545	10,095
Asset upgrade expenditure	5,137	1,475
Total capital works expenditure	27,750	17,064

The above statement of capital works should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 1. Overview

Introduction

The Swan Hill Rural City Council was established by an Order of the Governor in Council on 20 January 1995 and is a body corporate.

The Council's main office is located at 45 Splatt St Swan Hill.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020.*

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value.
- whether or not AASB 1059 *Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 1. Overview (continued)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)
Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government* (*Planning and Reporting*) *Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or $1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

2.1.1 Income / Revenue and expenditure

	Budget 2025 $ '000	Actual 2025 $ '000	Variance $ '000	Variance %	Ref
Income / Revenue					
Rates and charges	33,307	33,508	201	0.60%	
Statutory fees and fines	1,070	983	(87)	(8.13)%	
User fees	4,392	4,574	182	4.14%	
Grants - operating	10,873	15,921	5,048	46.43%	1
Grants - capital	6,751	7,027	276	4.09%	
Contributions - monetary	200	337	137	68.50%	2
Contributions - non monetary	–	777	777	∞	3
Net gain on disposal of property, infrastructure, plant and equipment	408	231	(177)	(43.38)%	4
Other income	9,095	5,475	(3,620)	(39.80)%	5
Total income / revenue	66,096	68,833	2,737	4.14%	
Expenses					
Employee costs	21,723	20,522	1,201	5.53%	6
Materials and services	21,625	21,301	324	1.50%	
Depreciation	15,161	14,467	694	4.58%	
Depreciation - right of use assets	134	141	(7)	(5.22)%	
Allowance for impairment losses	1	41	(40)	(4,000.00)%	7
Borrowing costs	58	57	1	1.72%	
Finance costs - leases	22	25	(3)	(13.64)%	8
Other expenses	1,018	4,751	(3,733)	(366.70)%	9
Total expenses	59,742	61,305	(1,563)	(2.62)%	
Surplus/(deficit) for the year	6,354	7,528	1,174	18.48%	

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Grants Commission funding received in advance in June 2025. Council received $4.805M as an advance payment of its 2025/26 allocation.
2.	Resort and Recreation contributions were received from a number of new developments and were $154k greater than budget.
3.	Following the assessment and revaluation of parks & open space, recreation & leisure and other infrastructure assets, it was determined that there were assets not previously recognised. The value of these assets has now been recognised as contributions, which were previously not budgeted for.
4.	Plant and equipment turnover was lower than budget, with the purchase and trade in of a street sweeper not yet undertaken.
5.	Tower Hill lot sales were $4.78M below budget due to the next stage of development not being completed for sale by year end. This was offset somewhat by an additional $843k interest income and $299k of volunteer services reported but not budgeted.
6.	Savings from budget are recognised when staff positions become vacant. A number of positions remained vacant throughout the year, with specific skilled roles continuing to be a challenge to find suitably qualified staff. Planners, building surveyors, project managers and IT staff were some of the significant roles that were vacant for some time during the year.
7.	An increase in the provision allowance for parking infringements was $63k. There had been no budget for this movement.
8.	Council renegotiated an existing building lease agreement that was slightly above forecast.
9.	Asset write offs of $3.85M were recognised and not forecast. Disposal of the Art Gallery and buildings at the Pioneer Settlement were required as two new replacement buildings are being constructed ($2.11M). The remaining write offs were from the assessment of assets in asset registers that were deemed to no longer be in existence or duplicate assets identified during revaluation of asset categories.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 $ '000	Actual 2025 $ '000	Variance $ '000	Variance %	Ref
Property					
Land	2,600	1,226	(1,374)	(52.85)%	1
Total land	2,600	1,226	(1,374)	(52.85)%	
Buildings	12,684	11,378	(1,306)	(10.30)%	2
Total buildings	12,684	11,378	(1,306)	(10.30)%	
Total property	15,284	12,604	(2,680)	(17.53)%	
Plant and equipment & Culture and heritage					
Plant, machinery and equipment	1,934	1,953	19	0.98%	
Fixtures, fittings and furniture	33	–	(33)	(100.00)%	3
Computers and telecommunications	135	195	60	44.44%	4
Library books	171	166	(5)	(2.92)%	
Total plant and equipment & Culture and heritage	2,273	2,314	41	1.80%	
Infrastructure					
Sealed roads	10,333	7,787	(2,546)	(24.64)%	5
Unsealed roads	1,235	131	(1,104)	(89.39)%	6
Footpaths and cycleways	356	791	435	122.19%	7
Drainage	654	217	(437)	(66.82)%	8
Recreational, leisure and community facilities	1,604	267	(1,337)	(83.35)%	9
Waste management	1,480	17	(1,463)	(98.85)%	10
Parks, open space and streetscapes	951	1,757	806	84.75%	11
Other infrastructure	1,010	1,865	855	84.65%	12
Total infrastructure	17,623	12,832	(4,791)	(27.19)%	
Total capital works expenditure	35,180	27,750	(7,430)	(21.12)%	
Represented by:					
New asset expenditure	17,443	7,068	(10,375)	(59.48)%	
Asset renewal expenditure	17,102	15,545	(1,557)	(9.10)%	
Asset upgrade expenditure	635	5,137	4,502	708.98%	
Total capital works expenditure	35,180	27,750	(7,430)	(21.12)%	

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The budget allowed $2.6M for the Tower Hill stage 16 development, these works are yet to commence. Actual expenditure relates to the purchase of land for future development.
2.	The Art Gallery redevelopment ($6.4M) and construction of the Tourism & Cultural Hub ($4.9M) works budgeted, are expected to be complete by December 2025.
3.	The budget included $33k for Parking Ticket Machine installation and replacement, works are anticipated to be completed in the 2025/26 financial year.
4.	Information Technology equipment and replacement budget of $135k was spent during the financial year, along with additional expenditure for the Clock Tower LED Screens project, which was originally budgeted for in the previous financial year.
5.	The budget allowed $4.9M for Karinie Street reconstruction, $1.3M for resealing works and $1.2M for sealed road reconstructions. Actual expenditure relates to resealing and reconstruction works, Karinie Street reconstruction planning has commenced.
6.	The budget included $785k for gravel roads resheeting program, $350k Roads 2 Recovery gravel resheeting program and $100k unsealed roads resilience program. Actual expenditure includes works carried forward from the previous financial year, along with gravel re-sheeting works.
7.	Footpaths and cycleways budget included Missing Links $138k, footpath replacement programs $181k and disabled kerb crossing works $37k. These works were completed, along with Robinvale Centenary Park footpaths works, originally budgeted as Parks in the previous financial year.
8.	Robinvale drainage stage 2 ($405k) and upgrading stormwater network Swan Hill ($249k) works were budgeted, but yet to commence at financial year end. The majority of actual expenditure related to drainage works undertaken in connection to road works.
9.	Recreational, leisure and community facilities budget included the redevelopment of Lake Boga Sporting Complex $580k, Nyah Cricket practice and community event space $255k and Nyah Community Centre change room renewal $501k. Works are nearing completion for the change rooms and yet to commence for the sporting complex and cricket practice and community event space projects. Actual expenditure includes the Alan Garden Reserve Scoreboard and Swan Hill Outdoor Pool starter blocks.
10.	The budget included $1.5M for the Compost Facility Establishment stage 2. Works were completed during the financial year and capitalised as Buildings, Other Infrastructure and Plant and Machinery categories. Actual expenditure relates to the construction of a mattress processing and recycling facility.
11.	Parks, open space and streetscapes budget included Swan Hill Riverfront masterplan implementation $500k and installation of Leisure Centre solar panels $220k. Actual expenditure includes the Robinvale Centenary Park Nature Play Precinct ($1.4k) budgeted for in the prior financial year. Masterplan works have commenced and the Leisure Centre solar panels are complete.
12.	Other infrastructure budget included Pental Island pedestrian bridge upgrade $559k and implementation of community plans $250k. Actual expenditure includes Flood Recovery - retaining wall and bank protection works and Lake Boga Southern Entrance irrigation works, which were not originally forecast, along with and Ultima Compost Facility other infrastructure, originally budgeted for under waste management. Planning works for Pental Island pedestrian bridge and community plan works have commenced.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Economic growth
Economic growth will encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper. This function provides, building and planning statutory services, management of caravan parks, economic development programs, regulatory services and parking control, management of the Pioneer Settlement and regional visitor information centre.

Community enrichment
Community enrichment function will provide a range of services to individuals and to the broader community that assist all in our community to live healthy, fulfilling lives. We will embrace our role as a regional centre by providing a range of cultural opportunities. The community enrichment function includes aged care services, maternal and child health, after school and vacation programs, libraries, art gallery and performing arts.

Infrastructure
Infrastructure will provide and maintain publicly accessible infrastructure that is appropriate for the community's needs in the most effective and efficient manner possible. The infrastructure function is responsible for constructing new infrastructure and maintaining existing infrastructure across the municipality.

Governance and leadership
Governance and leadership provides efficient, effective and proactive support services across Council to enable the delivery of policy commitments, Council vision and mission. The function will plan for our municipality's long term growth and development by committing to a robust program of strategic planning while representing our community's interests and conducting our affairs openly and with integrity, reflecting the high levels of governance our community expects.

2.2.2 Summary of income / revenue, expenses, assets and expenses by program

Functions/activities	Income / Revenue $ '000	Expenses $ '000	Surplus / (Deficit) $ '000	Grants included in income / revenue $ '000	Total assets $ '000
2025					
Economic growth	6,907	21,954	(15,047)	2,478	11,668
Community enrichment	2,579	9,224	(6,645)	1,512	2,959
Infrastructure	16,240	17,555	(1,315)	8,510	681,665
Governance and leadership	43,107	12,572	30,535	10,448	63,587
Total functions and activities	68,833	61,305	7,528	22,948	759,879
2024					
Economic growth	11,799	15,671	(3,872)	7,502	13,774
Community enrichment	4,857	9,882	(5,025)	3,227	2,474
Infrastructure	12,300	25,589	(13,289)	5,505	632,531
Governance and leadership	34,894	9,420	25,474	2,956	59,924
Total functions and activities	63,850	60,562	3,288	19,190	708,703

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 $ '000	2024 $ '000

3.1 Rates and charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the value of its land, buildings and improvements.

The valuation base used to calculate general rates for 2024/25 was $6,822 million (2023/24 $6,364 million).

Residential	12,487	11,665
Commercial	1,890	1,669
Farm/rural	13,068	13,295
Industrial	920	919
Recreational	17	16
Garbage charge	4,267	4,081
Special marketing rates	393	374
Rate agreements - Electricity Industry Act	322	85
Supplementary rates and rate adjustments	163	176
Abandonments	(19)	(13)
Total rates and charges	33,508	32,267

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.2 User fees		
Aged and health services	–	612
Administration fees	140	125
Child care/children's programs	179	177
Waste management services	442	357
Parking	208	199
Sales - admissions	1,414	1,319
Sales - merchandising, catering, other sales	689	628
Hire & leasing fees	819	790
Livestock exchange	479	323
Other fees and charges	204	193
Total user fees	4,574	4,723
User fees by timing of revenue recognition		
User fees recognised over time	819	790
User fees recognised at a point in time	3,755	3,933
Total user fees	4,574	4,723

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.3 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,598	13,577
State funded grants	4,350	5,613
Total grants received	22,948	19,190
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - general purpose *	9,483	255
Financial Assistance Grants - local roads *	4,386	120
Home and community care	–	1,378
Out of school hours care	317	290
Recurrent - State Government		
Art Gallery and performing arts	150	150
Libraries	217	217
Maternal and child health	660	734
Public health	53	53
School crossing supervisors	63	61
Other	93	109
Total recurrent operating grants	15,422	3,367
Non-recurrent - Commonwealth Government		
Home & community care	–	111
Our Region Our Rivers	–	1,349
Non-recurrent - State Government		
Community projects	113	80
Cultural heritage	–	86
Economic development	–	88
Environmental protection	170	–
Family and children	99	207
Libraries	28	5
Waste management	60	1
Other	29	–
Total non-recurrent operating grants	499	1,927
Total operating grants	15,921	5,294

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,864	2,441
Total recurrent capital grants	1,864	2,441
Non-recurrent - Commonwealth Government		
Aerodrome	252	245
Local roads and community infrastructure program	2,296	1,557
Our Region Our Rivers	–	5,831
Non-recurrent - State Government		
Buildings	389	967
Art and heritage	12	71
Livestock exchange	24	21
Parks playgrounds and street beautification	945	2,097
Recreation, leisure and community facilities	108	279
Waste management	1,137	387
Total non-recurrent capital grants	5,163	11,455
Total capital grants	7,027	13,896

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities.*

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	9,483	255
Other specific purpose grants	6,149	4,802
Specific purpose grants to acquire non-financial assets	7,027	13,896
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	289	237
	22,948	19,190

(d) Unspent grants received on condition that they be spent in a specific manner

Operating		
Balance at start of year	237	2,023
Received during the financial year and remained unspent at balance date	132	196
Received in prior years and spent during the financial year	(80)	(1,982)
Balance at year end	289	237
Capital		
Balance at start of year	2,497	3,418
Received during the financial year and remained unspent at balance date	1,305	2,241
Received in prior years and spent during the financial year	(1,545)	(3,162)
Balance at year end	2,257	2,497

Unspent grants are determined and disclosed on a cash basis.

(*) 2024 majority of allocation received in 2023

(*) 2025, 100% of the 2024/25 allocation was received prior to 30 June 2025, 50% of the 2025/26 allocation was received in June 2025.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 $ '000	2024 $ '000
3.4 Other income		
Interest	3,062	3,019
Reimbursements	1,314	1,632
Tower Hill land sales	746	959
Less - Tower Hill costs of goods sold	(12)	(17)
Revenue from volunteer services	299	319
Other	66	115
Total other income	5,475	6,027

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 $ '000	2024 $ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries	16,028	17,102
WorkCover	319	407
Superannuation	2,388	2,372
Fringe benefits tax	80	64
Agency staff	780	777
Long service leave	487	450
Staff training	291	189
Redundancy payments	–	945
Other	149	206
Total employee costs	20,522	22,512

As at 31 May 2024 council ceased its involvement in providing home and community care services. Redundancy of effected staff were processed at this date.

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	74	58
	74	58
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,293	2,324
	2,293	2,324
Total superannuation costs	2,367	2,382

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contract payments	9,200	9,674
Building maintenance	958	891
General maintenance	2,840	3,101
Utilities	1,666	1,627
Office administration	724	642
Information technology	1,543	940
Insurance	1,203	1,125
Consultants	1,131	994
Community grants sponsorship and contributions	790	2,547
Volunteer services - cost of service	299	319
Other	947	1,137
Total materials and services	21,301	22,997

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 $ '000	2024 $ '000
4.3 Depreciation		
Property		
Buildings - specialised	2,349	2,246
Buildings - non specialised	83	81
Total depreciation - property	2,432	2,327
Plant and equipment		
Plant machinery and equipment	1,210	984
Fixtures fittings and furniture	343	273
Computers and telecomms	226	240
Artworks	17	19
Library collection	130	126
Pioneer Settlement vehicles & vessels	66	58
Pioneer Settlement site exhibits	29	26
Pioneer Settlement buildings	1	1
Total depreciation - plant and equipment	2,022	1,727
Infrastructure		
Footpaths and cycleways	469	477
Drainage	674	655
Recreational, leisure and community	455	421
Waste management	25	25
Parks open spaces and streetscapes	548	519
Sealed roads	5,380	5,291
Unsealed roads	2,116	1,993
Other infrastructure	346	288
Total depreciation - infrastructure	10,013	9,669
Total depreciation	14,467	13,723

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

4.4 Other expenses

	2025 $ '000	2024 $ '000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	73	64
Auditors' remuneration - Internal Audit	105	51
Councillors' allowances	298	301
Assets written-off / impaired	3,848	98
Operating lease rentals	27	25
Vehicle registrations	95	95
Bank charges	59	79
Legal costs	50	107
Fire services levy	88	82
Others	108	58
Total other expenses	4,751	960

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 $ '000	2024 $ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	13	13
Cash at bank	7,858	4,054
Total current cash and cash equivalents	7,871	4,067
(b) Other financial assets		
Current		
Term deposits	43,999	43,393
Total current other financial assets	43,999	43,393
Total current financial assets	51,870	47,460

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	6,070	4,999
Infringement debtors	478	402
Private scheme debtors	4	4
Net GST receivable	520	378
Non-statutory receivables		
Other debtors	2,163	2,846
Provision for doubtful debts - rates debtors	(57)	(90)
Allowance for expected credit loss - infringements	(372)	(325)
Allowance for expected credit loss - other debtors	(18)	(11)
Total current trade and other receivables	8,788	8,203
Total trade and other receivables	8,788	8,203

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(d) Ageing of receivables		
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	364	1,801
Past due between 31 and 180 days	1,333	786
Past due between 181 and 365 days	177	60
Past due by more than 1 year	271	188
Total trade and other receivables	2,145	2,835
(e) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of $17,960 (2024: $11,180) were impaired. The amount of the provision raised against these debtors was $17,960 (2024: $11,180). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due by more than 1 year	18	11
Total trade and other receivables	18	11
(f) Contract assets		
Current		
Contract assets	1,001	6,792
Total current contract assets	1,001	6,792

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000

5.2 Non-financial assets

(a) Intangible assets

Water rights	3,584	3,430
Total intangible assets	3,584	3,430

	Water Rights $ '000
Gross Carrying Amount	
Balance at 1 July 2024	3,430
Asset revaluations	154
Balance at 30 June 2025	3,584
Net book value at 30 June 2024	3,430
Net book value at 30 June 2025	3,584

Water rights are valued at current market rates. The valuation is based on market transactions being the trading of water shares within the relevant water trading region. Prices are sourced from the Victorian Water Register for water traded within trading zone 7 VIC Murray - Barmah to SA.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	1,806	1,380
Salaries and wages	411	376
Accrued expenses	3,460	3,918
Overpaid rate debtors	934	770
Total current trade and other payables	6,611	6,444
(b) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	289	237
Grants received in advance - capital	2,257	2,497
Total grants received in advance	2,546	2,734
User fees received in advance:		
Other	16	13
Total user fees received in advance	16	13
Total current contract and other liabilities	2,562	2,747

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of grants received of which council has an outstanding obligation. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer or council obligation completed. Refer to Note 3.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
5.4 Interest-bearing liabilities		
Current		
Other borrowings - secured	785	532
Total current interest-bearing liabilities	785	532
Non-current		
Other borrowings - secured	995	1,538
Total non-current interest-bearing liabilities	995	1,538
Total interest-bearing liabilities	1,780	2,070

Borrowings are secured by Swan Hill Rural City Council General Rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	785	532
Later than one year and not later than five years	995	1,538
	1,780	2,070

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.5 Provisions

	Employee provisions $ '000	Landfill restoration $ '000	Total $ '000
2025			
Balance at the beginning of the financial year	4,853	3,118	7,971
Additional provisions	1,894	84	1,978
Amounts used	(1,596)	–	(1,596)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(273)	(122)	(395)
Balance at the end of the financial year	4,878	3,080	7,958
Provisions			
Provisions - current	4,706	322	5,028
Provisions - non-current	172	2,758	2,930
Total Provisions	4,878	3,080	7,958
2024			
Balance at the beginning of the financial year	5,141	2,960	8,101
Additional provisions	1,483	374	1,857
Amounts used	(1,572)	–	(1,572)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(199)	(216)	(415)
Balance at the end of the financial year	4,853	3,118	7,971
Provisions			
Provisions - current	4,591	–	4,591
Provisions - non-current	262	3,118	3,380
Total Provisions	4,853	3,118	7,971

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,372	1,222
Long service leave	259	305
	1,631	1,527
Current provisions expected to be wholly settled after 12 months		
Annual leave	330	341
Long service leave	2,745	2,723
	3,075	3,064
Total current employee provisions	4,706	4,591
Non-Current		
Long service leave	172	262
Total Non-Current Employee Provisions	172	262
Aggregate Carrying Amount of Employee Provisions:		
Current	4,706	4,591
Non-current	172	262
Total Aggregate Carrying Amount of Employee Provisions	4,878	4,853

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave
A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:
- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave
Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:		
- discount rate	3.73%	4.44%
- index rate	4.25%	4.50%

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(b) Landfill restoration		
Current		
Current	322	–
Total current	322	–
Non-current		
Non-current	2,758	3,118
Total non-current	2,758	3,118
Total	3,080	3,118

Council is obligated to restore Swan Hill and Robinvale landfill sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs. Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:		
- discount rate	3.47%	4.09%
- index rate	2.40%	3.60%

Total provisions		
Current		
Employee provisions	4,706	4,591
Landfill restoration	322	–
Total current provisions	5,028	4,591
Non-current		
Employee provisions	172	262
Landfill restoration	2,758	3,118
Total non-current provisions	2,930	3,380
Total	7,958	7,971

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Credit card facilities	200	200
Loans and borrowings	1,780	2,070
Total Facilities	1,980	2,270
Used facilities	1,823	2,094
Used facilities	1,823	2,094
Unused facilities	157	176

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year $ '000	Later than 1 year and not later than 2 years $ '000	Later than 2 years and not later than 5 years $ '000	Later than 5 years $ '000	Total $ '000
2025					
Operating					
Building and property maintenance	239	–	–	–	239
Cleaning - council buildings, public toilets, barbeques	989	122	–	–	1,111
Cultural and heritage	19	–	–	–	19
Licenses	140	81	37	–	258
Management & operations of the PS Pyap	227	165	–	–	392
Materials and supplies	125	–	–	–	125
Office equipment and supplies	73	–	–	–	73
Other Infrastructure	127	–	–	–	127
Professional services	975	192	–	–	1,167
Recreation, leisure and community facilities	694	1,274	40	–	2,008
Uniforms	1	–	–	–	1
Waste management operation and kerbside collection	2,095	2,744	686	–	5,525
Total	5,704	4,578	763	–	11,045
Capital					
Buildings	3,158	–	–	–	3,158
Cultural and heritage	13	–	–	–	13
Drainage	153	–	–	–	153
Footpaths	24	–	–	–	24
Land	4,456	–	–	–	4,456
Other infrastructure	2,373	–	–	–	2,373
Materials and supplies	–	–	–	–	–
Parks and open spaces	60	–	–	–	60
Plant & equipment	1,062	–	–	–	1,062
Professional services	34	–	–	–	34
Recreation and leisure assets	306	–	–	–	306
Sealed Roads	3,126	–	–	–	3,126
Unsealed Roads	71	–	–	–	71
Total	14,836	–	–	–	14,836

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Not later than 1 year $ '000	Later than 1 year and not later than 2 years $ '000	Later than 2 years and not later than 5 years $ '000	Later than 5 years $ '000	Total $ '000
2024					
Operating					
Building and property maintenance	169	18	–	–	187
Cleaning - council buildings, public toilets, barbeques	57	–	–	–	57
Cultural and heritage	–	–	–	–	–
Licenses	219	36	–	–	255
Management & operations of the PS Pyap	260	–	–	–	260
Materials and supplies	162	–	–	–	162
Office equipment and supplies	8	–	–	–	8
Other Infrastructure	66	–	–	–	66
Professional services	770	71	–	–	841
Recreation, leisure and community facilities	729	1,242	600	–	2,571
Uniforms	9	–	–	–	9
Waste management operation and kerbside collection	2,005	3,403	2,552	–	7,960
Total	4,454	4,770	3,152	–	12,376
Capital					
Buildings	172	–	–	–	172
Cultural and heritage	36	–	–	–	36
Drainage	123	–	–	–	123
Footpaths	53	–	–	–	53
Land	1,817	–	–	–	1,817
Other infrastructure	2,071	–	–	–	2,071
Materials and supplies	–	–	–	–	–
Parks and open spaces	150	–	–	–	150
Plant & equipment	1,540	–	–	–	1,540
Professional services	718	–	–	–	718
Recreation and leisure assets	280	–	–	–	280
Sealed Roads	5,064	–	–	–	5,064
Unsealed Roads	42	–	–	–	42
Total	12,066	–	–	–	12,066

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 $ '000	2024 $ '000
(b) Operating lease receivables		
Operating lease receivables		
The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.		
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	443	291
Later than one year and not later than five years	605	640
Later than five years	43	12
	1,091	943

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 $ '000	Additions $ '000	Contributions $ '000	Revaluation $ '000	Disposal $ '000	Depreciation $ '000	Write-off $ '000	Transfers $ '000	Carrying amount 30 June 2025 $ '000
Property	150,463	3,694	88	6,578	(1,849)	(2,432)	(2,654)	871	154,759
Plant and equipment/Culture and heritage assets	19,343	2,205	90	2,042	(175)	(2,022)	–	315	21,798
Infrastructure	467,407	10,802	687	34,725	–	(10,013)	(1,341)	838	503,105
Work in progress	4,662	11,048	–	–	–	–	(6)	(2,024)	13,680
Total	641,875	27,749	865	43,345	(2,024)	(14,467)	(4,001)	–	693,342

Summary of Work in Progress	Opening WIP $ '000	Additions $ '000	Write-off $ '000	Transfers $ '000	Closing WIP $ '000
Property	2,080	8,910	(6)	(871)	10,113
Plant and equipment	291	109	–	(315)	85
Infrastructure	2,291	2,029	–	(838)	3,482
Total	4,662	11,048	(6)	(2,024)	13,680

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised $ '000	Land non specialised $ '000	Total land and land improve-ments $ '000	Buildings specialised $ '000	Buildings non specialised $ '000	Total buildings $ '000	Work in progress $ '000	Total property $ '000
(a) Property								
At fair value 1 July 2024	82,182	9,726	91,908	145,502	6,303	151,805	2,080	245,793
Accumulated depreciation at 1 July 2024	–	–	–	(89,852)	(3,398)	(93,250)	–	(93,250)
	82,182	9,726	**91,908**	55,650	2,905	**58,555**	2,080	**152,543**
Movements in fair value								
Additions	20	1,206	1,226	1,130	1,338	2,468	8,910	12,604
Contributions	88	–	88	–	–	–	–	88
Revaluation	(5,101)	6,740	1,639	(3,006)	2,478	(528)	–	1,111
Disposal	(141)	–	(141)	–	(1,708)	(1,708)	–	(1,849)
Write-off	(228)	(177)	(405)	(5,172)	–	(5,172)	(6)	(5,583)
Transfers	–	–	–	501	370	871	(871)	–
	(5,362)	7,769	**2,407**	(6,547)	2,478	**(4,069)**	8,033	**6,371**
Movements in accumulated depreciation								
Depreciation and amortisation	–	–	–	(2,349)	(83)	(2,432)	–	(2,432)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–
Accumulated depreciation on revaluation	–	–	–	7,608	(2,141)	5,467	–	5,467
Accumulated depreciation of write offs	–	–	–	2,923	–	2,923	–	2,923
Transfers	–	–	–	–	–	–	–	–
	–	–	**–**	8,182	(2,224)	**5,958**	–	**5,958**
At fair value 30 June 2025	76,820	17,495	94,315	138,955	8,781	147,736	10,113	252,164
Accumulated depreciation at 30 June 2025	–	–	–	(81,670)	(5,622)	(87,292)	–	(87,292)
Carrying amount	76,820	17,495	**94,315**	57,285	3,159	**60,444**	10,113	**164,872**

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

(b) Plant and Equipment & Culture and heritage assets

	Plant machinery and equipment $ '000	Fixtures fittings and furniture $ '000	Computers and telecomms $ '000	Artworks $ '000	Library Collection $ '000	Pioneer Settlement vehicles & vessels $ '000	Pioneer Settlement site exhibits $ '000	Pioneer Settlement buildings $ '000	Total $ '000	Work in progress $ '000	Total plant and equipment/culture and heritage assets $ '000
At fair value 1 July 2024	13,640	5,019	1,936	1,729	2,446	6,566	2,866	5,599	39,801	291	40,092
Accumulated depreciation at 1 July 2024	(8,276)	(3,673)	(1,207)	–	(1,763)	–	–	(5,539)	(20,458)	–	(20,458)
	5,364	1,346	729	1,729	683	6,566	2,866	60	**19,343**	291	**19,634**
Movements in fair value											
Additions	1,873	–	195	–	137	–	–	–	2,205	109	2,314
Contributions	–	–	–	89	1	–	–	–	90	–	90
Revaluation	–	–	–	–	–	–	–	6,064	6,064	–	6,064
Disposal	(1,117)	–	(88)	–	(25)	–	–	–	(1,230)	–	(1,230)
Write-off	–	–	–	–	–	–	–	–	–	–	–
Transfers	315	–	–	–	–	–	–	–	315	(315)	–
	1,071	–	107	89	113	–	–	6,064	**7,444**	(206)	**7,238**
Movements in accumulated depreciation											
Depreciation and amortisation	(1,210)	(343)	(226)	(17)	(130)	(66)	(29)	(1)	(2,022)	–	(2,022)
Accumulated depreciation of disposals	942	–	88	–	25	–	–	–	1,055	–	1,055
Accumulated depreciation on revaluation	–	–	–	–	–	–	–	(4,022)	(4,022)	–	(4,022)
Accumulated depreciation of write offs	–	–	–	–	–	–	–	–	–	–	–
	(268)	(343)	(138)	(17)	(105)	(66)	(29)	(4,023)	**(4,989)**	–	**(4,989)**
At fair value 30 June 2025	14,711	5,019	2,043	1,818	2,559	6,566	2,866	11,663	47,245	85	47,330
Accumulated depreciation at 30 June 2025	(8,544)	(4,016)	(1,345)	(17)	(1,868)	(66)	(29)	(9,562)	(25,447)	–	(25,447)
Carrying amount	6,167	1,003	698	1,801	691	6,500	2,837	2,101	**21,798**	85	**21,883**

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Sealed roads $ '000	Unsealed roads $ '000	Footpaths and cycleways $ '000	Drainage $ '000	Recreational, leisure and community $ '000	Waste management $ '000	Parks open spaces and streetscapes $ '000	Other infrastructure $ '000	Total $ '000	Work in progress $ '000	Total infrastructure $ '000
(c) Infrastructure											
At fair value 1 July 2024	346,791	128,948	36,095	71,182	23,736	7,841	18,252	18,844	651,689	2,291	653,980
Accumulated depreciation at 1 July 2024	(90,781)	(19,949)	(17,387)	(26,605)	(8,450)	(7,740)	(8,134)	(5,236)	(184,282)	–	(184,282)
	256,010	108,999	18,708	44,577	15,286	101	10,118	13,608	**467,407**	2,291	**469,698**
Movements in fair value											
Additions	7,247	47	778	217	255	–	1,696	562	10,802	2,029	12,831
Contributions	–	–	–	–	483	–	398	122	1,003	–	1,003
Revaluation	27,953	(19,437)	8,370	21,339	3,351	–	(932)	4,643	45,287	–	45,287
Disposal	–	–	–	–	–	–	–	–	–	–	–
Write-off	–	–	–	–	(1,413)	–	(428)	(483)	(2,324)	–	(2,324)
Transfers	810	–	14	–	–	–	14	–	838	(838)	–
	36,010	(19,390)	9,162	21,556	2,676	–	748	4,844	**55,606**	1,191	**56,797**
Movements in accumulated depreciation											
Depreciation and amortisation	(5,380)	(2,116)	(469)	(674)	(455)	(25)	(548)	(346)	(10,013)	–	(10,013)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–	–	–	–
Accumulated depreciation on revaluation	(6,220)	7,626	(1,573)	(5,180)	(3,619)	–	248	(1,844)	(10,562)	–	(10,562)
Accumulated depreciation of contributions	–	–	–	–	(215)	–	(91)	(10)	(316)	–	(316)
Accumulated depreciation of write offs	–	–	–	–	667	–	254	62	983	–	983
Transfers	–	–	–	–	–	–	–	–	–	–	–
	(11,600)	5,510	(2,042)	(5,854)	(3,622)	(25)	(137)	(2,138)	**(19,908)**	–	**(19,908)**
At fair value 30 June 2025	382,801	109,558	45,257	92,738	26,412	7,841	19,000	23,688	707,295	3,482	710,777
Accumulated depreciation at 30 June 2025	(102,381)	(14,439)	(19,429)	(32,459)	(12,072)	(7,765)	(8,271)	(7,374)	(204,190)	–	(204,190)
Carrying amount	280,420	95,119	25,828	60,279	14,340	76	10,729	16,314	**503,105**	3,482	**506,587**

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Acquisition
The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit $ ´000
Asset recognition thresholds and depreciation periods		
Land and land improvements		
Buildings		
Buildings	30 to 100 years	10
Building improvements	30 to 100 years	10
Leasehold improvements	5 to 15 years	10
Plant and Equipment		
Plant machinery and equipment		
Large plant	10 years	3
Small plant	2 years	3
Fixtures, fittings and furniture	5 years	3
Computers and telecommunications	3 to 5 years	2
Cultural and heritage		
Artworks	100 years	–
Library Collection	5 to 100 years	–
Pioneer Settlement vehicles & vessels	100 years	5
Pioneer Settlement site exhibits	100 years	5
Pioneer Settlement buildings	100 years	10
Infrastructure		
Sealed road formation	-	10
Sealed road pavements	60 to 100 years	10
Sealed road seals	15 to 80 years	10
Road ancillary assets	20 to 25 years	10
Unsealed road natural surface	-	10
Unsealed road gravel surface	30 years	10
Kerb and channel	25 to 50 years	10
Footpaths and cycleways	20 to 100 years	10
Drainage	20 to 100 years	10
Recreation, leisure and community facilities	10 to 90 years	10
Waste management	10 years	10
Parks, open space and streetscapes	10 to 60 years	10
Other infrastructure	10 to 150 years	10

Land under roads
Council recognises land under roads it controls at fair value.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Depreciation and amortisation
Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance
Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements
Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 5 to 15 year period.

Valuation of land and buildings
Valuation of land and buildings were undertaken by a qualified independent valuer Ben Sawyer AAPI Reg. 63163 as at 30 June 2025. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The fair value assessed may change significantly and unexpectedly over a relatively short period of time (including as a result of factors that the valuer could not reasonably have been aware of as at the date of valuation). Refer to Significant accounting policies under Overview section and Note 8.4 for further information on fair value measurement.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	–	16,772	–	30/06/2025	Full revaluation
Specialised land	–	–	77,543	30/06/2025	Full revaluation
Buildings	–	3,159	–	30/06/2025	Full revaluation
Building - specialised	–	–	57,285	30/06/2025	Full revaluation
Total	–	19,931	134,828		

Valuation of infrastructure
Infrastructure valuations were performed by Council's Enterprise Assets Manager who holds a Bachelor of Geomatics (BGeom) and brings two decades of local government experience in asset management. Valuation of infrastructure assets has been determined in accordance by applying the most recent unit rates as calculated from a sample of internal and external projects.

The date of the current valuation is detailed in the following table.
The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.
Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Sealed roads	–	–	280,420	30/06/2025	Full revaluation
Unsealed roads	–	–	94,949	30/06/2025	Full revaluation
Footpaths and cycleways	–	–	25,828	30/06/2025	Full revaluation
Drainage	–	–	60,279	30/06/2025	Full revaluation
Recreational, leisure & community facilities	–	–	14,340	30/06/2025	Full revaluation
Waste management	–	–	76	30/06/2024	Index based
Parks, open space & streetscapes	–	–	10,729	30/06/2025	Full revaluation
Other Infrastructure	–	–	16,314	30/06/2025	Full revaluation

Cultural and heritage assets
Details of the Council's cultural and heritage assets and information about the fair value hierarchy as at 30 June 2025 are as follows:

Artworks	–	–	1,801	30/06/2024	Full revaluation
Pioneer Settlement vehicles and vessels	–	–	6,500	30/06/2024	Full revaluation
Pioneer Settlement site exhibits	–	–	2,837	30/06/2024	Full revaluation
Pioneer Settlement buildings	–	–	2,099	30/06/2025	Full revaluation
Total	–	–	516,172		

Valuation of cultural and heritage assets
Artworks
Valuation of artwork assets has been conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The effective date of the valuation was 30 June 2024. Valuation of the assets was determined by analysing comparable sales of an artist's work, knowledge of the collections history and condition of the collection.

Pioneer Settlement
Valuation of Pioneer Settlement vehicles and vessels and site exhibit assets was conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The valuation is based on average market realisation prices that should be obtained if the items were sold via private treaty or auction sales. The effective date of the valuation is 30 June 2024.

Valuation of Pioneer Settlement buildings were undertaken by qualified independent valuer, Ben Sawyer AAPI Reg. 63163 as at 30 June 2025.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 75% for specialised land and between 85% and 95% for land under roads. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between $1.15 and $268.73 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Artwork assets are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item, historical significance and the history of the artist. If there are events that determine certain pieces of the collection to be of historical significance, if the artist has works that have increased in popularity or the item is considered to be rare and in demand, this would result in a higher fair value.

Pioneer Settlement vehicles and vessels and site exhibit assets are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item and historical significance. If there are events that determine certain pieces of the collection to be of historical significance or the item is considered to be rare and in demand, this would result in a higher fair value.

Pioneer Settlement buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 84 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend their useful lives.

	2025 $ '000	2024 $ '000
Reconciliation of specialised land		
Land under roads	61,253	52,195
Parks and reserves	11,214	18,985
Crown Land	5,076	11,002
Total specialised land	77,543	82,182

(c) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Swan Hill Rural City Council is a single entity.

Subsidiaries and Associates
Council has no interests in subsidiaries and associates.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Swan Hill Rural City Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Mayor Stuart King	19/11/2024 to 30/06/2025
Cr Les McPhee	19/11/2024 to 30/06/2025
Cr Hugh Broad	19/11/2024 to 30/06/2025
Cr Lindsay Rogers	19/11/2024 to 30/06/2025
Cr Peta Thornton	19/11/2024 to 30/06/2025
Cr Phillip Englefield	19/11/2024 to 30/06/2025
Cr Terry Jennings	19/11/2024 to 30/06/2025
Mayor Stuart King	17/11/2020 to 25/10/2024
Cr Les McPhee	08/12/2008 to 25/10/2024
Cr Ann Young	15/11/2016 to 25/10/2024
Cr Bill Moar	15/11/2016 to 25/10/2024
Cr Chris Jeffery	15/11/2016 to 25/10/2024
Cr Nicole McKay	16/04/2019 to 25/10/2024
Cr Jacquie Kelly	24/01/2023 to 25/10/2024

Chief Executive Officer

Mr Scott Barber	06/06/2022 to 30/06/2025

Directors

Mr Bruce Myers (Community and Cultural Services)	28/02/1994 to 30/06/2025
Ms Michelle Grainger (Planning and Development)	15/01/2024 to 30/06/2025
Ms Leah Johnston (Infrastructure)	03/04/2023 to 30/06/2025
Mr Bhan Pratap (Corporate Services)	18/07/2022 to 09/05/2025
Mr Peter Brown (Acting Corporate Services)	10/06/2025 to 30/06/2025

	2025 No.	2024 No.
Total Number of Councillors	12	7
Total of Chief Executive Officer and other Key Management Personnel	6	6
Total Number of Key Management Personnel	18	13

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 $ '000	2024 $ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,410	1,364
Other long-term employee benefits	22	28
Post-employment benefits	135	130
Total	1,567	1,522

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
$1 - $9,999	1	–
$10,000 - $19,999	5	–
$20,000 - $29,999	5	–
$30,000 - $39,999	1	5
$50,000 - $59,999	–	1
$80,000 - $89,999	–	1
$90,000 - $99,999	–	1
$100,000 - $109,999	1	–
$130,000 - $139,999	–	1
$190,000 - $199,999	1	–
$210,000 - $219,999	–	1
$220,000 - $229,999	–	1
$230,000 - $239,999	1	1
$240,000 - $249,999	1	–
$250,000 - $259,999	1	–
$310,000 - $319,999	–	1
$330,000 - $339,999	1	–
	18	13

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2025 $ '000	2024 $ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	935	985
Other long-term employee benefits	107	93
Post-employment benefits	281	129
Total	1,323	1,207

	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$90,000 - $99,999	–	1
$170,000 - $179,999	3	2
$180,000 - $189,999	2	3
$190,000 - $199,999	1	1
$200,000 - $209,999	1	–
	7	7

	2025 $ '000	2024 $ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	1,323	1,207

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 7. People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Cr Stuart King	Swan Hill Hire - $50,610 Plant and equipment hire. Cr King has a controlling interest in Swan Hill Hire.

At the end of the reporting period, $445 was outstanding in relation to transactions with related parties (2024: Nil). There were no loans to/from or commitments to/from related parties (2024: Nil).

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council are not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:
- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling $0 (2024/25 $0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are $79,758

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council has a provision in place for these remediation works.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013 , there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

(c) Guarantees for loans to other entities

Council is not the guarantor for any loans.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held for primarily for their ability to generate net cash inflows.

The AASB 13 modifications:
- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurement of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council have assessed the impacts of the modifications to AASB 13 for the 2024-25 reporting period (refer note 8.4).

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020.
Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate increases have significantly affected the return expected on invested funds during the year. This impacted the surplus by $843k.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.50% and - 1.00% in market interest rates (AUD) from year-end rates of 3.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair Value Hierarchy
Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council assets, such as Drainage and Sealed Roads infrastructure assets, have increased by $11.6 million and $9.6 million respectively due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets;

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.
In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation
Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	**Revaluation frequency**
Land	2 years
Buildings	2 years
Roads	3 years
Unsealed roads	5 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	5 years
Recreational, leisure and community facilities	5 years
Waste management	5 years
Parks, open space and streetscapes	5 years
Other infrastructure	5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets
At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period $ '000	Increase (decrease) $ '000	Balance at end of reporting period $ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land and land improvements	46,041	1,639	47,680
Buildings	34,347	4,602	38,949
Buildings - non specialised	161	337	498
	80,549	6,578	87,127
Culture and heritage assets			
Pioneer Settlement vehicles & vessels	2,682	–	2,682
Pioneer Settlement site exhibits	1,727	–	1,727
Artworks	1,576	–	1,576
Pioneer Settlement buildings	3,441	2,042	5,483
	9,426	2,042	11,468
Infrastructure			
Footpaths and cycleways	13,124	6,797	19,921
Drainage	25,213	16,159	41,372
Recreational, leisure and community facilities	9,750	(268)	9,482
Waste management	131	–	131
Parks, open space and streetscapes	4,277	(684)	3,593
Sealed roads	164,263	21,733	185,996
Unsealed roads	33,095	(11,811)	21,284
Other infrastructure	5,126	2,799	7,925
	254,979	34,725	289,704
Intangible assets			
Water rights	2,786	154	2,940
Total Other	2,786	154	2,940
Total asset revaluation reserves	347,740	43,499	391,239

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 9. Other matters (continued)

	Balance at beginning of reporting period $ '000	Increase (decrease) $ '000	Balance at end of reporting period $ '000
2024			
Property			
Land and land improvements	46,041	–	46,041
Buildings	32,044	2,303	34,347
Buildings - non specialised	–	161	161
	78,085	2,464	80,549
Culture and heritage assets			
Pioneer Settlement vehicles & vessels	1,674	1,008	2,682
Pioneer Settlement site exhibits	1,390	337	1,727
Artworks	1,635	(59)	1,576
Pioneer Settlement buildings	3,441	–	3,441
	8,140	1,286	9,426
Infrastructure			
Footpaths and cycleways	12,650	474	13,124
Drainage	24,086	1,127	25,213
Recreational, leisure and community facilities	9,388	362	9,750
Waste management	131	–	131
Parks, open space and streetscapes	4,033	244	4,277
Sealed roads	153,675	10,588	164,263
Unsealed roads	28,581	4,514	33,095
Other infrastructure	4,836	290	5,126
	237,380	17,599	254,979
Intangible assets			
Water rights	3,196	(410)	2,786
Total Other	3,196	(410)	2,786
Total asset revaluation reserves	326,801	20,939	347,740

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 9. Other matters (continued)

	2025 $ '000	2024 $ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	7,528	3,288
Non-cash adjustments:		
Depreciation/amortisation	14,608	13,899
Impairment losses	3,848	98
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(231)	(434)
Contributions - non monetary assets	(777)	(114)
Amounts disclosed in financing activities	82	78
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(585)	(3,398)
(Increase)/decrease in inventories	(86)	28
(Increase)/decrease in prepayments	125	(365)
Increase/(decrease) in contract assets	5,791	(5,012)
Increase/(decrease) in trade and other payables	167	3,564
Increase/(decrease) in provisions	(13)	(130)
(Decrease)/increase in other liabilities	75	(71)
Increase/(decrease) in unearned income/revenue	(185)	(2,695)
Net cash provided by/(used in) operating activities	30,347	8,736

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation
The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit
Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements
Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa
Salary information 3.5% pa

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 9. Other matters (continued)

Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions
On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls
If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts
An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

Swan Hill Rural City Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim) $m	2023 (Triennial) $m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation
An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%.Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024).The financial assumptions used to calculate the 30 June 2024 VBI were

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by October 2025.

The 2023 triennial investigation
The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation were:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions
Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

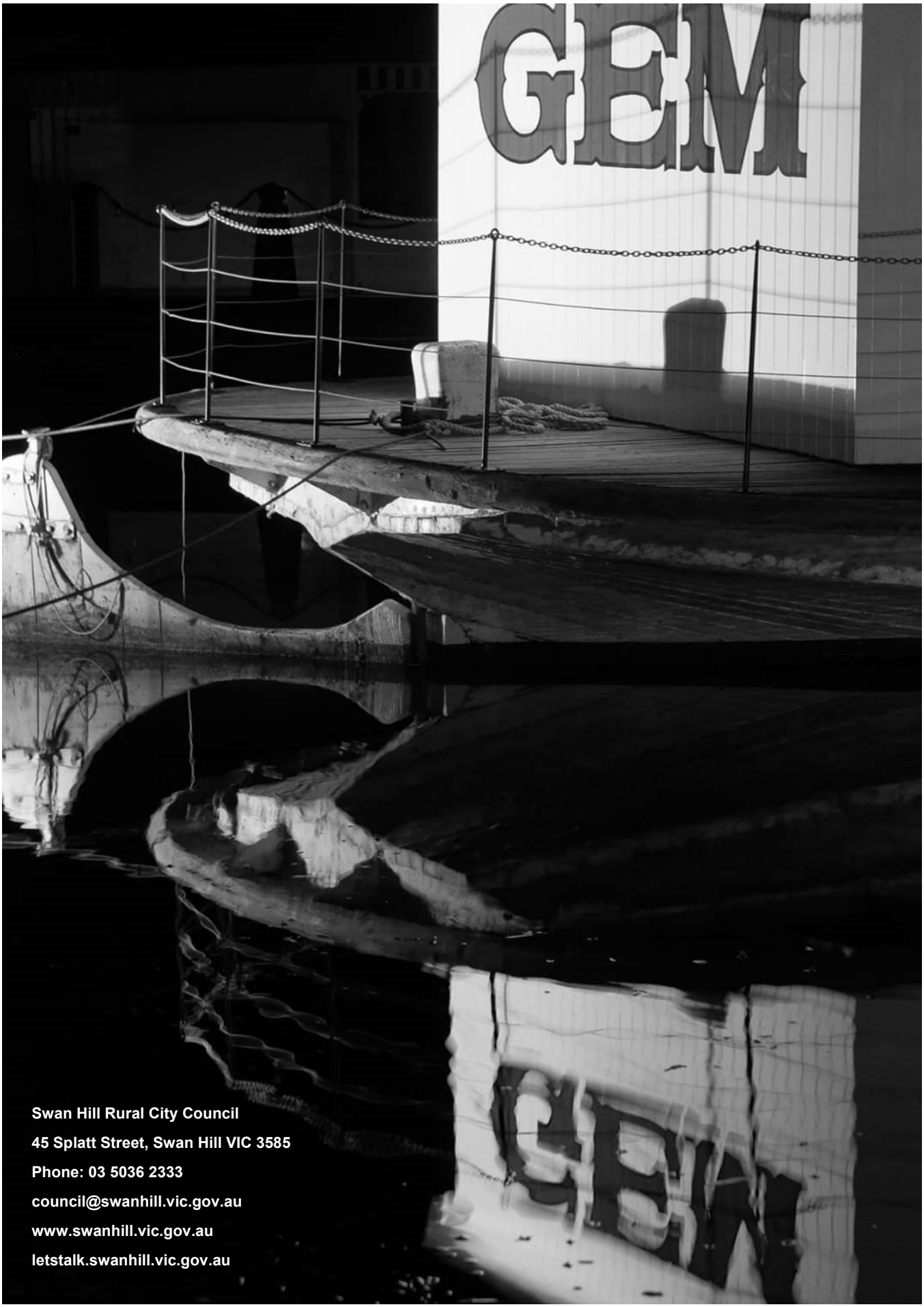
Scheme	Type of scheme	Rate	2025 $ '000	2024 $ '000
Vision Super	Defined benefit	11.5% (2024:11.0%)	74	58
Vision Super	Accumulation fund	11.5% (2024:11.0%)	2,293	2,324

Swan Hill Rural City Council

Notes to the Financial Statements
for the year ended 30 June 2025

Note 10. Change in accounting policy

There have been no changes to accounting policies in the 2024-25 year.



Swan Hill Rural City Council
45 Splatt Street, Swan Hill VIC 3585
Phone: 03 5036 2333
council@swanhill.vic.gov.au
www.swanhill.vic.gov.au
letstalk.swanhill.vic.gov.au

3 Officer Report for Noting

3.1 Audit and Risk Committee Meeting Minutes 3 September 2025

Directorate: Corporate Services
File Number: S15-28-01
Purpose: Information Only

Council Plan Strategy Addressed

4. Leadership - We will ensure accountable leadership, advocacy and transparent decision making.
4.1 Excellent management and administration
4.1.2 Provide robust governance and effective leadership

Current Strategic Documents

Council Plan

Declarations of Interest

Council Officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

Summary

This report summarises the items that were discussed at the most recent meeting of the Audit and Risk Committee.

Discussion

Council's Audit and Risk Committee met on 3 September 2025 and, as well as the usual procedural items, the agenda included:

- Departmental presentation - Cybersecurity
- Internal audit update – Attraction, Recruitment, On-Boarding and Retention
- Internal audit update – Long term financial plan
- Review of Risk Register
- Quarterly Risk Report
- 2025 JLT Public Sector Risk Report
- Incidents Update
- Internal Audit Review Update (AFS)
- Strategic Review of the Swan Hill Regional Livestock Exchange Update
- Review of Audit Committee Performance
- Councillor Expenses April to June 2025
- EOFY Asset Revaluations – Fair Value Report (September)
- Annual Financial Report and Annual Performance Statement FY2025

- VAGO Draft Final Management Letter
- VAGO Closing Report to Audit Committee
- Suspected and Actual Frauds, Thefts and Breaches of the Law by Management
- *General Business* –
    - Audit and Risk meeting schedule for Q&A sessions and Departmental presentations
    - Set meeting dates for 2026

Consultation

Not applicable

Financial Implications

Nil

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

The Audit and Risk Committee assist with overseeing Council's risk management practices. Internal and other audits are routinely carried out to reduce the risk to Council.

Attachments: 1. Audit Risk Attachment Placeholder [**3.1.1** - 1 page]

Options

1. Not applicable

Recommendation/s

That Council note the contents of this report.

Confidential attachment

- Audit and Risk Committee - Confidential Unconfirmed Minutes 3 September 2025 (attachment will be included into the in-camera agenda)

4 Decisions Which Need Action / Ratification

4.1 Sign and Seal

Directorate: Chief Executive Officer
File Number: S16-05-01
Purpose: For Noting

Declarations of Interest:

Council officers affirm that no general or material conflicts need to be declared in relation to the subject of this report.

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 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
1193	Section 173 Agreement – 4821 Murray Valley Highway, Castle Donnington – PLN2024047 Condition No.6	Between Swan Hill Rural City Council and Jem Sacks Pty Ltd	23/09/25
1194	Section 173 Agreement – 62 Murlong Street, Swan Hill – PLN2024073 – Condition No.24	Between Swan Hill Rural City Council and M.J.Crowe and J.A.Crowe.	23/09/25

1195	Section 173 Agreement for Private Assets in relation to ongoing ownership and maintenance of private pipeline in Council's Road reserve.	Between Swan Hill Rural City Council and Obetz Holdings Pty Ltd	30/09/25
1196	Section 173 Agreement – 217 Robinvale – Sea Lake Road, Robinvale – PLN 2024028 – Condition No.5	Between Swan Hill Rural City Council and Just Grapes Pty Ltd	30/09/25
1197	Section 173 Agreement – Planning permit – 258 Tyntynder, Central Road – Tyntynder - PLN2025008 – Condition No.5	Between Swan Hill Rural City Council and L.J.Uebergang and A.P.O'Connor	07/10/25

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

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

Consultation

Council authorise the signing and sealing of the above documents.

Recommendation/s

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

4.2 Councillor Briefings - Record of Attendance and Agenda Items

Directorate: Chief Executive Officer
File Number: S15-05-06
Purpose: For Noting

Declarations of Interest:

Council officers affirm that no general or material conflicts need to be declared in relation to the matter of this report.

Summary

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

Discussion

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

A briefing of Councillors is defined as a meeting that is planned or scheduled 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 a briefing but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent briefings of Council are attached.

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.1: Deliver accessible, responsive and inclusive customer and community engagement.
6.1.3 Improve community engagement and participation in Council decisions.

Current Strategic documents

No strategic documents applicable.

Key Legislation

There is no key legislation applicable

Attachments: 1. COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA October [**4.2.1** - 4 pages]

Options

Council Briefings are reported to ensure good governance and transparency.

Recommendation

That Council note the contents of the report.

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
16 September 2025 at 11.30am, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS
- McCallum Street Toilet Facade
- Meeting with Senator Jana Stewart

ADDITIONAL ITEMS DISCUSSED
- Nil

ATTENDANCE
Councillors
- Cr Stuart King
- Cr Hugh Broad
- Cr Les McPhee
- Cr Lindsay Rogers
- Cr Peta Thornton
- Cr Philip Englefield

Apologies / Leave of Absence
- Cr Terry Jennings

OFFICERS
- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Michelle Grainger, Director Development and Planning
- Peter Brown, Acting Director Corporate Services
- Laura O'Dwyer, Enterprise Assets Manager
- Arnab Das, Project Management Office

Other
- Jana Stewart (Federal Labor Senator for Victorian) and Sarah Rice (Community Engagement Officer

CONFLICT OF INTEREST
- Nil

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
23 September 2025 at 10.00am, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS
- Update on Councillor training
- Councillor/Directors question time
- DAMP – Draft Plan
- Community Plan Surveys – request to Carry Out Surveys
- Majoy Project idea submissions Jan-June 2025
- Annuello Hall
- Youth Strategy

ADDITIONAL ITEMS DISCUSSED
- Nil

ATTENDANCE
Councillors
- Cr Stuart King
- Cr Les McPhee
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Terry Jennings
- Cr Philip Englefield
- Cr Peta Thornton (on-line)

Apologies / Leave of Absence
- Nil

OFFICERS
- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Michelle Grainger, Director Development and Planning
- Peter Ross, Acting Director Infrastructure
- Helen Morris, Acting Director Corporate Services
- Trish Ficarra, Public Health and Regulatory Services Co-ordinator
- Sam Steel, Development Officer Community
- Jess Chislett, Procurement and Properties Co-ordinator
- Ash Free, Finance Manager
- Jan McEwan, Family Youth and Children's Services
- Dione Heppell, Liveability and Project Development Coordinator

Other
- Ninety Mile Consultants

CONFLICT OF INTEREST
- Nil

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
30 September 2025 at 10.00am, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS
- Rebranding initiative
- Swan Hill Regional Livestock Exchange
- Swan Hill Inc Special Rate
- Victorian Greenhouse Alliances Conference and renewable energy
- Early years Infrastructure presentation
- Procurement Policy
- Notice of intention to sell Council land

ADDITIONAL ITEMS DISCUSSED
- Nil

ATTENDANCE
Councillors
- Cr Stuart King
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Terry Jennings
- Cr Philip Englefield
- Cr Peta Thornton (on-line)

Apologies / Leave of Absence
- Cr Les McPhee

OFFICERS
- Bruce Myers, Acting Chief Executive Officer
- Leah Johnston, Director Infrastructure
- Michelle Grainger, Director Development and Planning
- Peter Brown, Acting Director Corporate Services
- Ian Tully, Art Gallery Director
- Dennis Hovenden, Economic and Community Development Manager
- Jan McEwan, Family Youth and Children's Services Manager
- Jess Chislett, Procurement and Properties Co-ordinator
- Robyn Burns, Maternal Child Health Team Leader

Other
- Rachael Williams (Consultant)

CONFLICT OF INTEREST
- Nil

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
7 October 2025 at 10.00am, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS
- Annual Report
- Instrument of Delegation
- Service Performance Report
- Tower Hill update
- Onsite Wastewater Management
- Landfill contract variation
- Pental Island Bridge Construction Tender Evaluation and Recommendation
- Drainage Strategy
- Regional Airports Swan Hill and Robinvale possible testing or cargo drones

ADDITIONAL ITEMS DISCUSSED
- Rooming Houses
- Building Surveyor
- EPA/Moorabool

ATTENDANCE
Councillors
- Cr Stuart King (online)
- Cr Les McPhee
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Peta Thornton
- Cr Terry Jennings
- Cr Philip Englefield

Apologies / Leave of Absence
- Nil

OFFICERS
- Scott Barber, Chief Executive Officer
- Michelle Grainger, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Ash Free, Acting Director Corporate Services
- Jess Chislett, Procurement and Properties Coordinator
- Peter Ross, Engineering and Strategic Projects Manager
- Helen Morris, Organisation Development Manager
- Jess Chislett, Procurement and Properties Co-ordinator
- Dennis Hovenden, Economic and Community Development Manager
- Nathan Keighran, Economic Development Co-ordinator

Other
- Kym Anquetil – Dronamics

CONFLICT OF INTEREST
- Nil

5 Notices of Motion

6 Foreshadowed Items

7 Urgent Items Not Included In Agenda

8 To Consider and Order on Councillor Reports

9 In-Camera Items

RECOMMENDATION

That, in accordance with sections 66(1) and 66(2)(a) of the *Local Government Act 2020*, the meeting be closed to members of the public for the consideration of the following confidential items:

9.1 Audit and Risk Committee Meeting Minutes 3 September 2025

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020,* this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.2 Procurement Evaluation and Recommendation Report - Pental Island Bridge replacement

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020,* this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.3 Request to Seek Expressions of Interest and Consult to Sell Council Land

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020,* this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.4 Landfill Contract Variation

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (b) of the Local Government Act 2020,* on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND security information, being information that if released is likely to endanger the security of Council property or the safety of any person.

10 Close of Meeting