



# Minutes

## Scheduled Council Meeting

Tuesday 18 November 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](http://www.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.

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## 1 Procedural Matters

### 1.1 Welcome

Mayor, Cr King assumed the chair and declared the Scheduled Council Meeting - 18 November 2025 open at 2:01 pm

### 1.2 Acknowledgement Of Country

Mayor, Cr King read the Acknowledgement of Country.

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

### 1.3 Opening Declaration

Cr Broad read the prayer.

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

### 1.4 Apologies / Leaves of Absence

Nil.

### 1.5 Directors / Officers Present

Scott Barber, Chief Executive Officer  
Michelle Grainger, Director Development and Planning  
Bruce Myers, Director of Community and Cultural Services  
Stephen Fernando, Director of Corporate Services  
Leah Johnston, Director of Infrastructure  
Helen Morris, Organisational Development Manager  
Jessica Chislett, Procurement and Properties Coordinator  
Peter Ross, Engineering and Strategic Projects Manager  
Brooke O'Connor, Community Engagement and Communications Coordinator  
Sharon Lindsay, Executive Assistant

The Mayor noted that item **"2.7 Event Support - Request for Financial Contribution"** on today's Council Meeting Agenda will not proceed, as the "Tribute Heaven" event has been cancelled. Consequently, there is no longer a need for financial support.

## 1.6 Confirmation of Minutes

### 1.6.1 Confirmation of Minutes

#### Recommendation/s

That the minutes of the Scheduled Council Meeting held on Tuesday 21 October 2025 be confirmed.

CM 2025/179 Motion

**MOVED** Cr Broad

That the minutes of the Scheduled Council Meeting held on Tuesday 21 October 2025 be confirmed.

**SECONDED** Cr Thornton

The Motion was put and **CARRIED 7 / 0**

## 1.7 Disclosures of Conflict of Interest

Cr King declared a direct conflict of interest in item 9.1 Tender Evaluation and Recommendation Report - Karinie St Upgrade.

## 1.8 Joint Letters and Reading of Petitions

Nil.

## 1.9 Public Questions Time

**CM 2025/181 MOTION**

**MOVED** Cr Rogers

That standing orders be suspended at 2.04 pm.

**SECONDED** Cr Englefield

The Motion was put and **CARRIED 7 / 0**

**Name:** Guy Romeo.

**Question:** I would like to know why the Australian Flag has not been replaced on top of the Clock Tower at the Campbell Street/McCallum Street intersection.

**Swan Hill Rural City Council's Chief Executive Officer, Scott Barber's response:**

Thank you Mr Romeo for the question. Council officers are currently undertaking a review of safety procedures related to the flag on the clock tower. The flag may be

reinstated once a safe and sustainable process is confirmed for staff. This may include installing a system that allows the flag to be raised and lowered from ground level, addressing risks associated with working at heights and enclosed spaces.

**CM 2025/182 MOTION****MOVED Cr Jennings****That standing orders be resumed at 2:05 pm.****SECONDED Cr Rogers****The Motion was put and CARRIED 7 / 0****1.10 Open Forum**

Nil.

## 2 Officer Reports for Decision

### 2.1 Mayoral Term of Office

**Directorate:** Chief Executive Officer  
**File Number:** S24-19-00  
**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 6.1: Deliver accessible, responsive and inclusive customer and community engagement.  
6.1.1 Make Council information and services easier to access and navigate.  
6.1.3 Improve community engagement and participation in Council decisions.

#### 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 matter of this report.

#### Summary

Council must determine if the Mayoral term is for one (1) year or two (2) years.

#### Discussion

In accordance with Local Government Act 2020 Sections 25 and 26:

1. At a meeting of the Council that is open to the public, the Councillors must elect a Councillor to be the Mayor of the Council.
2. Before a Mayor is elected under this section, the Council may resolve to elect a Mayor for a one (1) year or two (2) year term.
3. The Mayor is to be elected;
  - a. No later than one month after the date of a general election.
  - b. If the Mayor is elected for a one (1) year or two (2) year term, the next election of the Mayor must be held on a day to be determined by the Council that is as close to the end of the term as is reasonably practicable.



- c. A Mayor is to be elected within one month after any vacancy in the office of Mayor occurs.

### Financial Implications

Costs associated with Mayoral allowances and ancillary costs are included in the budget each year.

Section 39 of the Local Government Act 2020 states that a Mayor or a Deputy Mayor is entitled to receive from the Council an allowance as a Mayor or a Deputy Mayor in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.

Councils are divided into four categories based on the income and population of each Council – Swan Hill is in Category 2.

#### Base Allowances (\$ per annum)

	Current value	From 18 December 2025
<b>Mayor</b>	\$115,347	\$118,303
<b>Deputy Mayor</b>	\$57,673	\$59,152
<b>Councillor</b>	\$35,049	\$35,049

Source: <https://www.vic.gov.au/allowances-mayors-deputy-mayors-and-councillors-annual-adjustment>

The value of the allowance payable to a Council member is inclusive of any Superannuation Guarantee Contribution amount, or equivalent, that may be payable under Commonwealth law.

**Attachments:** Nil

#### Options

Council may elect the Mayor for either a one (1) year or two (2) year term.

#### Recommendation/s

**That Council elects a Mayor for a term of one (1) year, with the next election of Mayor to be held as close to the end of the term as is reasonably practicable.**  
**CM 2025/183 Motion**

#### MOVED Cr Thornton

**That Council elects a Mayor for a term of one (1) year, with the next election of Mayor to be held as close to the end of the term as is reasonably practicable.**

#### SECONDED Cr Englefield

**The Motion was put and CARRIED 7 / 0**

**CM 2025/184 MOTION****MOVED Cr Rogers**

That standing orders be suspended at 2:08 pm for the outgoing Mayors speech.

**SECONDED Cr Englefield**

The Motion was put and **CARRIED 7 / 0**

**CM 2025/185 MOTION****MOVED Cr Broad**

That standing orders be resumed at 2:12 pm.

**SECONDED Cr Rogers**

The Motion was put and **CARRIED 7 / 0**

The Mayor Cr King vacated the Chair at 2:12 pm for item **2.2 Election of the Mayor 2025/26** and handed over to the Chief Executive Officer Scott Barber as acting chair (in accordance with section 5.4 of the Governance Rules 2023) to conducted the election of the Mayor.

## 2.2 Election of Mayor 2025/26

**Directorate:** Chief Executive Officer  
**File Number:** S24-19-00  
**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 6.1: Deliver accessible, responsive and inclusive customer and community engagement.  
6.1.1 Make Council information and services easier to access and navigate.  
6.1.3 Improve community engagement and participation in Council decisions.

### Current Strategic documents

Council Plan  
Governance Rules

### 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

This report outlines the process and statutory requirements for the election of Mayor. The election of the Mayor will take place as part of this report.

### Discussion

Section 25 of the Local Government Act 2020 provides that the Councillors must elect a Councillor to be the Mayor of the Council, at a Council meeting open to the public,

Section 18 of the Local Government Act 2020 states that the role of the Mayor is to:

- Chair Council meetings;
- Be the principal spokesperson for the Council;
- Lead engagement with the municipal community on the development of the Council Plan;
- Report to the municipal community, at least once a year, on the implementation of the Council Plan;
- Promote behaviour among Councillors that meets the standards of conduct set out in the Model Code of Conduct;
- Assist Councillors to understand their role;

- Take a leadership role in ensuring the regular review of the performance of the Chief Executive Officer;
- Provide advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings; and
- Perform civic and ceremonial duties on behalf of Council.

Section 27A of the Act requires the Mayor, Deputy Mayor or Acting Mayor (acting for one (1) month or more) to complete mandatory mayoral training within one month of election or appointment to these roles. This training requirement applies, whether or not the Mayor, Deputy Mayor or Acting Mayor has been re-elected or ever held the office before.

Prior to the election of the Mayor it is customary to allow the outgoing Mayor the opportunity to speak of their time in the role.

The process to elect a Mayor will be conducted by the Chief Executive Officer in accordance with Section 25 of the Local Government Act 2020 and the Swan Hill Rural City Council's Governance Rules 2023.

### **Financial Implications**

Section 39 of the Act states that a Mayor or a Deputy Mayor is entitled to receive from the Council an allowance as a Mayor or a Deputy Mayor in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.

Costs associated with Mayoral allowances and ancillary costs are included in the budget each year.

### **Recommendation/s**

**That Council, elect a Councillor to be the Mayor in accordance with section 25 of the Local Government Act 2020 and Swan Hill Rural City Council Governance Rules 2023, upon the completion of the election process;**

- 1. Announce Councillor <td> as the Mayor of Swan Hill Rural City Council; and**
- 2. Suspend standing orders (time) to robe the Mayor.**

The CEO Scott Barber called for nominations.

Councillor Jennings nominated Cr Stuart King.

Cr King accepted the nomination.

Seconded Cr Rogers.

There being no further nominations, Cr Stuart King was elected Mayor.

**CM 2025/186 Motion****MOVED Cr Englefield**

**That Council, elect a Councillor to be the Mayor in accordance with section 25 of the Local Government Act 2020 and Swan Hill Rural City Council Governance Rules 2023, upon the completion of the election process;**

- 1. Announce Councillor Stuart King as the Mayor of Swan Hill Rural City Council; and**
- 2. Suspend standing orders 2:17 pm to robe the Mayor.**

**SECONDED Cr Rogers**

**The Motion was put and CARRIED 7 / 0**

**CM 2025/187 MOTION****MOVED Cr Rogers**

**That standing orders be resumed at 2:18 pm.**

**SECONDED Cr Broad**

**The Motion was put and CARRIED 7 / 0**

**Mayor Cr King assumed the Chair at 2.18pm.**

## 2.3 Election of Deputy Mayor 2025/26

**Directorate:** Chief Executive Officer  
**File Number:** S24-19-02  
**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 6.1: Deliver accessible, responsive and inclusive customer and community engagement.

6.1.1 Make Council information and services easier to access and navigate.

6.1.3 Improve community engagement and participation in Council decisions.

### Current Strategic documents

Council Plan  
Governance Rules

### 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

Section 20A of the *Local Government Act 2020* (the Act) enables a Council to establish an office of Deputy Mayor. If established, the provisions of the Act relating to the office of Deputy Mayor apply; if not established, the provisions in section 20B for the Acting Mayor apply.

Section 27 of the Act set out the requirements for the election of the Deputy Mayor.

### Discussion

The position of Deputy Mayor is necessary to facilitate the smooth and uninterrupted civic, statutory and policy-making functions of Council in the absence of the Mayor.

Section 21 of the Act sets out the role and powers of the Deputy Mayor. If the office of Mayor is vacant, or the Mayor is unable or is incapable of attending a Council meeting, or part thereof, or performing the duties of the office of Mayor, the Deputy Mayor must perform the role of the Mayor.

Section 5.2 and 5.4 of Swan Hill Rural City Council's "Governance Rules 2023" stipulate the procedure for the election of Deputy Mayor.

Section 20B of the Local Government Act 2020 provides that a council may appoint a Councillor to be Acting Mayor if the office of Mayor is vacant, or the Mayor is



unable or is incapable of attending a Council meeting, or part thereof, or performing the duties of the office of Mayor. An appointment of an Acting Mayor must be for a period specified by the Council until the circumstances for the Mayors absence no longer apply, or the period of the appointment expires, whichever occurs first.

Section 27 of the Act specifies that the election of the Deputy Mayor will follow the same process as the election of the Mayor except that the Mayor will chair the election.

Section 27A of the Act requires the Mayor, Deputy Mayor or Acting Mayor (acting for 1 month or more) to complete mandatory training within a month of occupying these roles. This training requirement applies whether or not the Mayor, Deputy Mayor or Acting Mayor has been re-elected or ever held the office before.

Governance Rules 2023 provides that if a Council resolves to establish the office of Deputy Mayor, the provisions of sub rules (2) and (4) apply. This means that the Mayor may chair the election of the Deputy Chair, the Chief Executive Officer must invite and confirm nominations, but there is no provision for nominees to address Council.

### **Financial Implications**

Section 39 of the Act states that a Mayor or a Deputy Mayor is entitled to receive from the Council an allowance as a Mayor or a Deputy Mayor in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.

Costs associated with Deputy Mayor allowances and ancillary costs are included in the budget each year.

**Attachments:** Nil

### **Options**

1. That Council, elect a Councillor to be the Deputy Mayor in accordance with section 27 of the Local Government Act 2020 and Swan Hill Rural City Council Governance Rules 2023, upon the completion of the election process.
2. That Council establishes an office of Deputy Mayor and elects a Deputy Mayor for a term of two (2) years; or
3. That Council does not establish an office of Deputy Mayor.

### **Recommendation/s**

**That Council, elect a Councillor to be the Deputy Mayor, for one year, in accordance with section 27 of the Local Government Act 2020 and Swan Hill Rural City Council Governance Rules 2023, upon the completion of the election process;**

1. **Announce Councillor <td> as the Deputy Mayor of Swan Hill Rural City Council.**

**CM 2025/188 Motion****MOVED Cr Englefield**

**That Council elect a Councillor to be the Deputy Mayor, for one year, in accordance with section 27 of the Local Government Act 2020 and Swan Hill Rural City Council Governance Rules 2023.**

**SECONDED Cr Rogers**

**The Motion was put and CARRIED 7 / 0**

Mayor Cr King called for nominations for Deputy Mayor.

Councillor Rogers nominated Cr Terry Jennings.

Cr Jennings accepted the nomination.

Seconded Cr Englefield

There being no further nominations, Cr Jennings was elected as Deputy Mayor.

**CM 2025/189 Motion****MOVED Cr Rogers**

**That Council announce Councillor Jennings as the Deputy Mayor of Swan Hill Rural City Council.**

**SECONDED Cr Englefield**

**The Motion was put and CARRIED 7 / 0**

## 2.4 Council Scheduled Meeting Dates, Times and Locations

**Directorate:** Chief Executive Officer  
**File Number:** S16-05-01  
**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 6.1: Deliver accessible, responsive and inclusive customer and community engagement.  
6.1.1 Make Council information and services easier to access and navigate.  
6.1.3 Improve community engagement and participation in Council decisions.

### 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 matter of this report.

### Summary

Each year Council determines, in advance, the locations and times for its Scheduled meetings.

Council meetings currently commence at 2pm, usually on the third Tuesday of each month.

This report provides Council with the opportunity to set meeting dates, times and locations.

### Discussion

Last year Council held its scheduled meetings on the third Tuesday of the month (unless otherwise indicated on the table below), commencing at 2pm.

The following table includes meeting locations for 2024, 2025 and proposed meeting locations and times for 2026:

Council welcomes community participation in local democracy and shall encourage the community to attend Council meetings.

Third Tuesday of the Month at 2:00pm unless indicated otherwise.			
Month	2024	2025	2026
January	No Meeting	No Meeting	No Meeting
February	Swan Hill	Swan Hill	Swan Hill
March	Robinvale	Robinvale	Robinvale
April	Swan Hill (Second Tuesday of month)	Swan Hill	Swan Hill
May	Swan Hill	Swan Hill	Swan Hill
June	Swan Hill	Swan Hill	Swan Hill (Third Tuesday of the Month at this stage but may need to change depending on NGA dates yet to be decided)
July	Swan Hill	Swan Hill	Swan Hill
August	Swan Hill (Second Tuesday of month)	Swan Hill	Swan Hill
September	Swan Hill (Second Tuesday of month)	Swan Hill	Swan Hill
October	Swan Hill	Swan Hill	Swan Hill
November	Swan Hill (Fourth Tuesday of month)	Swan Hill	Swan Hill
December	Swan Hill	Swan Hill	Swan Hill

The requirement for Council to record, livestream (where practical) and post the Council Meetings on the website is a positive step. The practice has increased the community's visibility of Council's democratic processes.

Council will create other opportunities to visit and engage with our various communities outside of the normal Council Meeting cycle, as part of its community engagement strategy.

### **Financial Implications**

Costs associated with conducting Council meetings are included in the budget each year.

**Attachments:** Nil

### **Options**

1. Continue meetings on the third Tuesday of the month or another day.
2. Continue commencing meetings at 2.00pm or at another time.

### **Recommendation/s**

**That Council determines that the Scheduled Meetings for 2026 will be held at the locations, dates and times specified in the table in this report.**

### **CM 2025/190 Motion**

#### **MOVED Cr Jennings**

**That Council determines that the Scheduled Meetings for 2026 will be held at the locations, dates and times specified in the table in this report.**

#### **SECONDED Cr Broad**

**The Motion was put and CARRIED 7 / 0**

## 2.5 Annual Appointment of Councillor Representatives to External and Internal Committees

**Directorate:** Chief Executive Officer

**File Number:** S16-20-01

**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.

1.1.3 Proactive strategic planning for future land use.

**1. Growth and Development** – Building a resilient local economy, supporting businesses and attracting investment for a thriving future. Objective 1.3: Grow local businesses and attract new investment into the municipality.

1.3.1 Be a business-friendly destination.

1.3.3 Strengthen advocacy through regional and cross-border partnerships

1.3.4 Leverage the municipality's agricultural strengths to support industry growth.

**2. Community and Liveability** – Creating inclusive, connected communities with opportunities for everyone to learn, participate and feel proud of where they live. Objective 2.2: Celebrate and grow diverse arts, culture, and creative events.  
2.2.2 Renew the Creative Strategy to support a connected, inclusive cultural sector beyond Council-led programs.  
2.2.3 Develop and promote the look, feel, and role of the newly renovated Swan Hill Gallery

**2. Community and Liveability** – Creating inclusive, connected communities with opportunities for everyone to learn, participate and feel proud of where they live. Objective 2.3: Foster a welcoming, inclusive, and connected community.

2.3.1 Strengthen community participation and connection.

2.3.4 Enable access to community services and facilities.

**3. Health and Wellbeing** – Promoting healthy lifestyles, accessible services and safe environments that support wellbeing at every stage of life. Objective 3.2: Promote healthy, inclusive, and safe communities.

3.2.5 Support Community Based Programs.

3.2.6 Reduce the impacts of climate change.



**4. Environmental Sustainability** – Protecting local land and resources while supporting communities to adapt and thrive in a changing climate. Objective 4.1: Protect and enhance local land, biodiversity, and natural assets for future generations.

4.1.3 Enhance biodiversity across the municipality.

4.1.4 Advocate for long-term community benefits from the transition to renewable energy.

**4. Environmental Sustainability** – Protecting local land and resources while supporting communities to adapt and thrive in a changing climate. Objective 4.2: Reduce waste and support a circular economy.

4.2.1 Improve waste and resource recovery systems to support circular economy goals.

**5. Infrastructure** – Investing in roads, facilities and public spaces that meet community needs and support growth into the future. Objective 5.1: Maintain and upgrade road infrastructure to support safe, efficient and accessible transport.

5.1.2 Advocate for improved transport services.

**5. Infrastructure** – Investing in roads, facilities and public spaces that meet community needs and support growth into the future. Objective 5.3: Improve connectivity between key precincts and cross-border infrastructure for regional growth.

5.3.1 Advocate for a new Swan Hill Bridge as Council's number one priority.

**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.

6.1.1 Make Council information and services easier to access and navigate.

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.

6.2.4 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

The purpose of the report is to consider the appointment of Councillors to outside organisations and community groups.

## Discussion

Council makes appointments to various external organisations and community groups. This assists Council in working closely with its community and taking part in a wide range of activities associated with the development of the Municipality.

Council has recommended the appointment of a Councillor delegate to the following groups. Councillors can choose to attend other Community Groups / Committees (External Groups) meetings by invitation.

TOWN REPRESENTATIVE GROUPS		
Group Name	2025 Representative	2026 Representative
<b>Nyah District Action Group</b> (including Nyah West, Koraleigh and District) 2nd Monday of month 7.30pm	Cr King	Cr King
<b>Lake Boga and District Association Inc</b> Bi-Monthly 4th Monday of month 7.30pm	Cr Broad From 26 November 2024 - 3 June 2025 to: Cr Rogers From 4 June 2025	Cr Rogers
<b>Ultima Progress Association</b> 4th Tuesday of month 7pm	Cr McPhee	Cr McPhee
<b>Manangatang Improvement Group</b> As needed	Cr Jennings	Cr Jennings
<b>Woorinen &amp; District Progress Association Inc</b> 3rd Wednesday of month at 7.30pm	Cr Thornton	Cr Thornton
<b>Boundary Bend Progress Association</b> 1st Tues of the month (Except Nov) @ 7.30pm	Cr Englefield	Cr Englefield
<b>Piangil Community Group (PCG) &amp; Memorial Park Committee of Management (PMPC)</b> 2nd Wednesday of month (bimonthly) 7.30pm	Cr Rogers	Cr Broad
OTHER COMMUNITY GROUPS AND COMMITTEES (EXTERNAL GROUPS)		
Group Name	2025 Representative	2026 Representative
<b>Swan Hill Residents and Rate Payers Association</b> First Tuesday of every month 7.00pm	Cr McPhee	Cr McPhee

<b>Robinvale Euston Business Association (REBA)</b> Quarterly meeting Wednesday 6.30pm	Cr Englefield (1st) Cr Thornton (Sub)	Cr Englefield (1st) Cr Thornton (Sub)
<b>Swan Hill Showgrounds Sport and Recreation Precinct Advisory Committee</b> Meets up to 5 times a year	Cr King (1st) Cr Jennings (Sub)	Cr King (1st) Cr Jennings (Sub)
<b>Swan Hill Incorporated Board</b> Second Tuesday of the month	Cr Broad (1st), Cr Jennings (Sub)	Cr Broad (1st), Cr Jennings (Sub)
<b>Agribusiness Advisory Committee</b> Every two months	Cr Thornton (1st)	Cr Thornton (1st)
<b>Ken Harrison Advisory Committee</b> Meets five times a year.	Cr Broad (1st) Cr McPhee (Sub)	Cr Broad (1st) Cr McPhee (Sub)
<b>Rail Freight Alliance</b> Meets quarterly	Cr King (1st) Cr Englefield (Sub)	Cr King (1st) Cr Englefield (Sub)
<b>Grampians Wimmera Mallee Water Customer and Stakeholder Workshop</b> Meets every 6 months	Cr Rogers (1st) Cr Englefield (Sub)	Cr Rogers (1st) Cr Englefield (Sub)
<b>Central Victorian Greenhouse Alliance (CVGA): Board and General Committee</b> Meets quarterly	Cr Thornton (1st) Cr McPhee (Sub)	Cr Thornton (1st) Cr McPhee (Sub)
<b>Chisholm Reserve Complex Inc.</b> Meets quarterly	Mayor	Mayor
<b>Pental Island Levees management project steering committee</b> Meets quarterly	Cr McPhee (1st) Cr Thornton (Sub)	Cr McPhee (1st) Cr Thornton (Sub)
<b>Murray River Group of Councils (MRGC)</b> Meets monthly on the third Thursday of every month Mayor and CEO's meets quarterly	Mayor* CEO	Mayor* CEO
<b>Rural Councils Victoria Inc (RCV)</b> See appendix 1	Cr King (1st) Cr Broad (Sub)	Cr King (1st) Cr Broad (Sub)
<b>Municipal Association of Victoria (MAV).</b> See appendix 2	Cr McPhee (1st) Cr Thornton (Sub)	Cr McPhee(1st) Cr Rogers (Sub)
<b>Central Murray Regional Transport Forum (CMRTF)</b> Steering Committee meets once a year Technical Working Group 3 times a year	Cr McPhee (1st) Cr King (Sub)	Cr McPhee (1st) Cr King (Sub)
<b>INTERNAL COMMITTEES</b>		
<b>Group Name</b>	<b>2025 Representative</b>	<b>2026 Representative</b>
<b>Community Development Fund</b> Meets once a year	Mayor* and Cr Englefield	Mayor* and Cr Englefield
<b>Business Facade Improvement Fund</b> Meets once a year		Mayor* and Cr Englefield

<b>Event Support Fund</b> Meets once a year (on a Tuesday)	Mayor* and Cr Broad	Mayor* and Cr Broad
<b>Audit and Risk Committee</b> Meets quarterly	Cr Jennings From 26 November 2024 - 3 June 2025 to: <b>Cr Broad</b> From 4 June 2025  Cr Rogers (This position is for the period of December 2024 to December 2025)	Cr Rogers Cr McPhee (This position is for the period of December 2025 to December 2026)
<b>CEO Employment and remuneration Committee</b> 2 meetings in June.	Mayor* Cr Rogers Cr Englefield	Mayor* Cr Englefield Cr Rogers
<b>Swan Hill Regional Art Gallery Advisory Committee</b> Bi-Monthly (2nd or 3rd Monday of the Month)	Cr Thornton (1st) Cr McPhee (Sub)	Cr Thornton (1st) Cr McPhee (Sub)
<b>Swan Hill Regional Livestock Exchange</b> Meets quarterly	Cr Rogers (1st) (Chairperson), Cr King (Sub) Director Infrastructure	Cr Rogers (1st) (Chairperson), Cr King (Sub) Director Infrastructure
<b>Joint Bridge Committee between Murray River Council and Swan Hill Rural City Council.</b> As needed	Cr Rogers Cr King	Cr Rogers Cr King

\*Mayor will be sub-delegated by Deputy Mayor. If Council chooses not to have a Deputy Mayor, then sub-delegates will be selected by the Mayor or the CEO if the Mayor is unavailable.

## Consultation

Council Briefing held on 11 November 2025.

## Financial Implications

Travel and accommodation costs incurred by Councillors are reimbursed. These costs are budgeted for annually.

## Social, Economic and Environmental Implications

Appointments to external organisations will assist Council in achieving its economic, social and environmental objectives.

## Risk Management Implications

Nil.

- Attachments:**
1. RFA Delegates Information 2024 25 [2.5.1 - 2 pages]
  2. MAV Delegates information sheet 2025 [2.5.2 - 4 pages]
  3. Rural Councils Victoria overview 2025 [2.5.3 - 2 pages]

## Options

Some appointments are mandatory (e.g. Audit and Risk Committee) while others are optional.

## Recommendation/s

That Council appoint Councillors to external organisations and internal committees as shown in the table below:

TOWN REPRESENTATIVE GROUPS		
Group Name	2025 Representative	2026 Representative
<b>Nyah District Action Group</b> (including Nyah West, Koraleigh and District) 2nd Monday of month 7.30pm	Cr King	Cr King
<b>Lake Boga and District Association Inc</b> Bi-Monthly 4th Monday of month 7.30pm	Cr Broad From 26 November 2024 - 3 June 2025 to: Cr Rogers From 4 June 2025	Cr Rogers
<b>Ultima Progress Association</b> 4th Tuesday of month 7pm	Cr McPhee	Cr McPhee
<b>Manangatang Improvement Group</b> As needed	Cr Jennings	Cr Jennings
<b>Woorinen &amp; District Progress Association Inc</b> 3rd Wednesday of month at 7.30pm	Cr Thornton	Cr Thornton
<b>Boundary Bend Progress Association</b> 1st Tues of the month (Except Nov) @ 7.30pm	Cr Englefield	Cr Englefield
<b>Piangil Community Group (PCG) &amp; Memorial Park Committee of Management (PMPC)</b> 2nd Wednesday of month (bimonthly) 7.30pm	Cr Rogers	Cr Broad
OTHER COMMUNITY GROUPS AND COMMITTEES (EXTERNAL GROUPS)		
Group Name	2025 Representative	2026 Representative
<b>Swan Hill Residents and Rate Payers Association</b> First Tuesday of every month 7.00pm	Cr McPhee	Cr McPhee
<b>Robinvale Euston Business Association (REBA)</b> Quarterly meeting Wednesday 6.30pm	Cr Englefield (1st) Cr Thornton (Sub)	Cr Englefield (1st) Cr Thornton (Sub)

<b>Swan Hill Showgrounds Sport and Recreation Precinct Advisory Committee</b> Meets up to 5 times a year	Cr King (1st) Cr Jennings (Sub)	Cr King (1st) Cr Jennings (Sub)
<b>Swan Hill Incorporated Board</b> Second Tuesday of the month	Cr Broad (1st), Cr Jennings (Sub)	Cr Broad (1st), Cr Jennings (Sub)
<b>Agribusiness Advisory Committee</b> Every two months	Cr Thornton (1st)	Cr Thornton (1st)
<b>Ken Harrison Advisory Committee</b> Meets five times a year.	Cr Broad (1st) Cr McPhee (Sub)	Cr Broad (1st) Cr McPhee (Sub)
<b>Rail Freight Alliance</b> Meets quarterly	Cr King (1st) Cr Englefield (Sub)	Cr King (1st) Cr Englefield (Sub)
<b>Grampians Wimmera Mallee Water Customer and Stakeholder Workshop</b> Meets every 6 months	Cr Rogers (1st) Cr Englefield (Sub)	Cr Rogers (1st) Cr Englefield (Sub)
<b>Central Victorian Greenhouse Alliance (CVGA): Board and General Committee</b> Meets quarterly	Cr Thornton (1st) Cr McPhee (Sub)	Cr Thornton (1st) Cr McPhee (Sub)
<b>Chisholm Reserve Complex Inc.</b> Meets quarterly	Mayor	Mayor
<b>Pental Island Levees management project steering committee</b> Meets quarterly	Cr McPhee (1st) Cr Thornton (Sub)	Cr McPhee (1st) Cr Thornton (Sub)
<b>Murray River Group of Councils (MRGC)</b> Meets monthly on the third Thursday of every month Mayor and CEO's meets quarterly	Mayor* CEO	Mayor* CEO
<b>Rural Councils Victoria Inc (RCV)</b> See appendix 1	Cr King (1st) Cr Broad (Sub)	Cr King (1st) Cr Broad (Sub)
<b>Municipal Association of Victoria (MAV).</b> See appendix 2	Cr McPhee (1st) Cr Thornton (Sub)	Cr McPhee(1st) Cr Rogers (Sub)
<b>Central Murray Regional Transport Forum (CMRTF)</b> Steering Committee meets once a year Technical Working Group 3 times a year	Cr McPhee (1st) Cr King (Sub)	Cr McPhee (1st) Cr King (Sub)
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<b>Audit and Risk Committee</b> Meets quarterly	<b>Cr Jennings</b> From 26 November 2024 - 3 June 2025 to: <b>Cr Broad</b> From 4 June 2025  <b>Cr Rogers</b> (This position is for the period of December 2024 to December 2025)	<b>Cr Rogers</b> <b>Cr McPhee</b> (This position is for the period of December 2025 to December 2026)
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<b>Joint Bridge Committee between Murray River Council and Swan Hill Rural City Council.</b> As needed	<b>Cr Rogers</b> <b>Cr King</b>	<b>Cr Rogers</b> <b>Cr King</b>

#### CM 2025/191 Motion

#### MOVED Cr Broad

That Council appoint Councillors to external organisations and internal committees as shown in the table below:

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<b>Manangatang Improvement Group</b> As needed	Cr Jennings	Cr Jennings
<b>Woorinen &amp; District Progress Association Inc</b>	Cr Thornton	Cr Thornton

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<b>Rural Councils Victoria Inc (RCV)</b> See appendix 1	Cr King (1st) Cr Broad (Sub)	Cr King (1st) Cr Broad (Sub)

<b>Municipal Association of Victoria (MAV).</b> See appendix 2	Cr McPhee (1st) Cr Thornton (Sub)	Cr McPhee(1st) Cr Rogers (Sub)
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<b>Joint Bridge Committee between Murray River Council and Swan Hill Rural City Council.</b> As needed	Cr Rogers Cr King	Cr Rogers Cr King

**SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**



The Rail Freight Alliance is made up of rural, regional and metropolitan Councils across Victoria.

### **Members**

Ararat Rural City, Buloke, City of Ballarat, City of Melbourne, City of Melton, East Gippsland, Gannawarra, Glenelg, Hindmarsh, Horsham Rural City, Latrobe City, Loddon, Maribyrnong City, Mildura Rural City, Mitchell, Moyne, Northern Grampians, Southern Grampians, Swan Rural City, Warrnambool City, West Wimmera, Wyndham City and Yarriambiack.

### **History**

The Alliance was first formed in 1997 due to growing frustration with the lack of rail connectivity both within Victoria and with the neighbouring State's, and the lack of investment in an antiquated 19th century rail freight system.

### **RFA Mission**

To Advocate for: -

- Rail Standardisation of all key rail lines in Victoria.
- Upgrading and connecting to a National Rail Network.
- A competitive, independent and open access rail freight system.
- A seamless freight logistics that will facilitate efficient rail freight movement.

### **Benefit to Local Government**

- Economic Development through an efficient, competitive and connective rail freight system.
- Significant social, environmental and economic community benefits derived by having fewer trucks on our roads.
- Increased communication with Local, State and Commonwealth stakeholders.
- Reduced congestion and vehicle emissions.
- Increased road longevity and safety.

### **Benefit to your Council**

- The Alliance should be considered a resource to Member Council Officers.

**Council nominated Delegate**

- Council can nominate a Delegate and Sub Delegate.
- Not all members are represented by an elected delegate.
- Non-Delegates are welcome to attend the meetings, however, have no voting rights.

**Delegate Commitment**

- The Alliance meets at 4 times per year, being 2 online only meetings and 2 face to face meetings (including the Annual General Meeting)
- Agendas are circulated at least a week before the meeting.

# MAV Delegates Information Sheet 2025



## MAV DELEGATES INFORMATION SHEET 2025

### Acknowledgement Of Country

The Municipal Association of Victoria acknowledges the Traditional Owners of Country throughout Victoria, and recognise their continuing connection to lands, waters, and culture.

We pay our respect to Elders past and present who carry the memories, traditions, cultures, and aspirations of First Peoples, and who forge the path ahead for emerging leaders.

### Disclaimer And Copyright

This document has been prepared by the Municipal Association of Victoria (MAV). The MAV is the statutory peak body for local government in Victoria, representing all 79 municipalities within the state. © Copyright MAV

## MAV DELEGATES INFORMATION SHEET 2025

### Council's MAV Delegate arrangements

*Many Councils make their MAV Delegate and Substitute Delegate appointments align with their Mayor and Deputy Mayor elections. With Mayoral and Deputy Mayoral elections approaching, this information is designed to assist Councillors and officers (with reporting to council), about the appointment of your council's MAV Delegate, should your council wish to update your Delegate appointment in line with Mayoral elections.*

### The MAV in brief

The Municipal Association of Victoria (MAV) is a membership association. Formed in 1879, the Municipal Association Act 1907 (MAV Act) officially recognises the MAV as the legislated peak body for councils and the voice of local government in Victoria. Membership is voluntary, with all 79 Victorian councils' members of the MAV.

As the peak body for the Victorian local government sector, the MAV offers councils services and support to help them serve their communities.

MAV advocates for local government interests, initiates projects and services across a broad range of areas and supports the development, adoption and implementation of evidence-based research and policy.

The MAV's:

- **purpose** is to mobilise action that supports Victorian councils to create cities, regions and towns that are thriving, resilient and inclusive communities.
- **vision** is to be a nation leading thought leader, partner and resource hub for the Victorian local government sector in strategic foresight, policy and research, leadership and governance, service design and advocacy impact.

The MAV Strategic Plan 2024-2027 sets out the MAV's roadmap for our activities over the four-year period and includes the roles the MAV will perform to gear councils and the communities they serve towards more sustainable, resilient and prosperous futures.

### The MAV's governance structure

The MAV Act defines the purpose and operation of the MAV and empowers its members to make rules to further clarify its role and processes.

The MAV Rules 2022 prescribe amongst other matters:

- Membership participation and arrangements
- Appointment of MAV Delegates
- The MAV Board, its role, function and elections of the President and Board Directors
- The MAV State Council, its role, and functions, and
- MAV management and administrative functions

### State Council

**State Council** is the MAV's overarching governing body consisting of all the appointed Delegates of participating member councils.

State Council meetings are held at least twice a year to consider:

- The MAV's annual report and financial affairs, and
- Motions or other items of business proposed by member councils and the Board.

## MAV DELEGATES INFORMATION SHEET 2025

### MAV Board

The **MAV Board** is elected every two years by MAV Delegates. The next **Board elections**, for the MAV President and the ten Directors, are being held on the first **Friday in March 2027**. To be nominated for the MAV Board, Councillors must be appointed as the MAV Delegate. Once elected, Directors will remain on the Board, irrespective of if they are their councils MAV Delegate, until the following Board Election.

Region	Council	Board Member
MAV Board President – Cr Jennifer Anderson		
Gippsland	Bass Coast Shire Council	Cr Rochelle Halstead
Goulburn Ovens Murray	Wodonga City Council	Cr Michael Gobel
Great South Coast Barwon	Corangamite Shire Council	Cr Ruth Gstrein
Inner Metropolitan South East	Glen Eira City Council	Cr Li Zhang
Loddon Campaspe Mallee	Swan Hill Rural City Council	Cr Les McPhee
Metropolitan East	Monash City Council	Cr Stuart James
Metropolitan North	Hume City Council	Cr Karen Sherry
Metropolitan South	Frankston City Council	Cr Kris Bolam
Metropolitan West	Wyndham City Council	Cr Shannon McGuire
Wimmera Southern Mallee Central Highlands	Ararat Rural City Council	Cr Jo Armstrong

Under the MAV Rules 2022:

- The MAV Board comprises the President and ten (10) Directors, with one Director elected from each of the five metropolitan regions and one from each of the five (5) non-metropolitan regions.
- The MAV President is elected by all MAV Delegates, whereas the ten (10) Directors are elected by the Delegates in their respective regions

### MAV Board Directors

**MAV Board Directors** ensure the Association delivers its objectives, promotes the MAV and its policy aims and represents their region. MAV Directors chair bi-annual meetings with their regional Delegates; represent and advocate for their region on matters of Sector Significance; attend meetings or functions in their region and participate in working groups and other committees as requested by the Board. The time commitment for a MAV Director typically involves attending monthly Board meetings, briefings, forums, committee and regional and State Council meetings.

### MAV Delegates

Each participating member council must appoint one of its Councillors to be their **MAV Delegate** and one of its Councillors as a Substitute Delegate. Appointments must be made by resolution of the council and councils **must notify** the MAV of those appointments on the **Schedule 1 Form** (refer attachment 1) within 7 Business days of the appointment being made.

The MAV Rules include the following obligations which apply to **MAV Delegates**:

- exercise a vote on behalf of their council for the purpose of electing the President and for the purpose of electing a Director to the Board from their regional grouping;
- regularly report to their council on MAV matters;
- attend meetings of State Council to vote on every matter under consideration (unless unable to do so due to a conflict of interest) and if not able to attend encourage the Substitute Delegate from their council to attend; and
- attend meetings of their regional grouping that MAV convenes and represents the issues of their council.

Substitute Delegates act when their council's Delegate is unavailable.

### Further Information

Further information about the MAV including our Rules, State Council and MAV services is available on the MAV website ([www.mav.asn.au](http://www.mav.asn.au)).

If you have any queries about the appointment of your MAV Delegate, please contact MAV Governance at [mavgovernancesupport@mav.asn.au](mailto:mavgovernancesupport@mav.asn.au)



## Rural Councils Victoria summary

Rural Councils Victoria (RCV) is an Incorporated Association representing the interests of rural local governments across Victoria. It serves as a collective voice for 35 rural councils, advocating on behalf of their communities. Our communities thrive when they have the services, infrastructure and investment they deserve and are supported by strong local councils.

RCV focuses on key issues affecting rural Victoria, such as housing, infrastructure, council financial sustainability and the challenges of delivering essential services in rural areas. The organisation works closely with state and federal governments, as well as local stakeholders, to address these concerns and promote the unique strengths of rural communities.

RCV also provides support and resources to rural councils, facilitating collaboration, capacity building, and shared learning opportunities. Through research, networking events, and advocacy campaigns, Rural Councils Victoria aims to improve the quality of life for residents in rural areas and strengthen the role of local government as a driver of rural prosperity. When rural Victoria does well, the whole state prospers.

### Leadership

Rural Councils Victoria is governed by a Committee comprising two representatives from each of six rural regions. For each region, one representative is an elected Councilor, and the other is a Council CEO. These 12 representatives are elected for a four year term. Within the group, elected for a two-year term, is the RCV Chair, Cr Rob Amos (Campaspe Shire Council) and Deputy Chair Cr Kate Makin (Corangamite Shire Council).

The Executive of RCV meets fortnightly and includes the Chair, Deputy Chair, Secretary (Bradley Thomas, CEO Hepburn Shire Council) and Treasurer (Tammy Smith, CEO Yarriambiack Shire Council). The Executive and Committee are supported by the Secretariat which is run by The Agenda Group, a specialist government relations and advocacy firm, providing advice to RCV.

### Advocacy

**ESVF** was RCV's main priority over the first six months of 2025. RCV's advocacy process of requesting information from members to provide data and show the impacts to the government and the media was very effective. Other stakeholders also used RCV data to great effect, thus amplifying the story.

Being offered a seat on the **Drought Taskforce** led RCV to continue using members experience to demonstrate need. Quick responses from CEOs led to priorities being ascertained and clear information being fed to the Premier in the weekly Taskforce meetings.

Media over this period was saturated with Rural Councils Victoria comments, opinions, data and facts.

**Mining and Renewables** is a hot topic and RCV has recently conducted a survey of members to determine the extent of impact and views from across the state. The Committee will meet in late November to discuss the results and what the next steps may be.

### Meetings in 2025

Federal MPs were contacted prior to the Federal election and eight meetings were held to ensure MPs were aware of rural Victoria's issues in the lead up to the election. Meetings with Ministers have also occurred in 2025 including: Catherine King MP, Nick Staikos MP and Colin Brooks MP.



## Submissions

Part of RCV's work is to make submissions on behalf of members. This ensures a rural voice is heard and saves members from the sometimes onerous task of making submissions.

In 2025 RCV has made three formal submissions:

- [Inquiry into the supply of homes in Regional Victoria](#), including speaking at the inquiry to provide many examples of how cost, distance, lack of housing, trunk infrastructure and other systemic issues are holding back country towns.
- [Statutory review of the Local Government rate cap mechanism](#)
- [State Budget Submission 2026/27](#)

## RCV Forum

The Forum is a highlight of the rural LGA calendar. In 2026 it will be hosted by Swan Hill Rural City.

In August 2025 the RCV Forum was attended by 110 members and stakeholders. Focusing on hot topics such as housing, childcare and maternal and child health as well as financial sustainability, members had an opportunity to listen and learn as well as network. Sponsorship of the Forum continues to grow, giving RCV more resources to continue their advocacy work.

The Forum was an opportunity to recap the extensive campaign work done on the ESVF levy and Drought.

Importantly, the coverage of the Forum was high with ABC Drive Statewide radio broadcasting from Yarrawonga.

## Long term financial planning software

RCV members receive 50% this new and updated product. Find out more by through the article in the [RCV Alert here](#), including a YouTube video of the software in action.

## Communication with members

Newsletters are released regularly. Editions for 2025 have included: [February](#), [March](#), [June](#), [July](#), [August](#), [September](#) and [October](#). All current Councillors should be receiving the newsletters. If not, [subscribe here](#).

## Membership

The strong leadership of Rural Councils Victoria has been noted by members. In fact, membership has expanded in 2025 as a result of the hard work of the Committee and Secretariat. The Borough of Queenscliffe rejoined after a short absence and we welcomed Horsham Rural City Council as a member recently.

Members pay an annual fee for RCV to do their work. At the 2024/25 AGM the fee was set at \$5,750 + GST. A modest amount that allows the Committee to direct the advocacy and media work of the Secretariat.

## Delegation to RCV

Each member council elects a delegate to RCV to attend the AGM and vote. There are no regular meetings for the delegates as that work is done by the Committee who are elected from each region. If you would like to raise an issue with RCV the best channel is via the CEO and Councillor representative in your region [who can be found here](#).

If you have any questions about RCV, please contact your local representative or the Secretariat on 0400 430 584 or [secretariat@ruralcouncilsvictoria.org.au](mailto:secretariat@ruralcouncilsvictoria.org.au)

## 2.6 Instrument of Appointment and Authorisation

**Directorate:** Corporate Services  
**File Number:** S16-08-02-04  
**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 6.1: Deliver accessible, responsive and inclusive customer and community engagement.

6.1.1 Make Council information and services easier to access and navigate.

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.

6.2.1 Build internal capability and partnerships to meet evolving community needs.

6.2.3 Strengthen planning and data to support long-term decision-making.

6.2.5 Strengthen local workforce pathways and succession planning.

### 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

Many of the functions and powers of Council staff stem from their appointment as Authorised Officers. Alexandra Jefferies has been appointed as Development Manager within the planning team and requires Council approval to be an Authorised Officer in the performance of duties.

### Discussion

Council's Chief Executive Officer has the power to authorise various members of Council staff under the instrument of delegation issued by Council. However, advice from Council's solicitors recommends the appointment of planning officers as Authorised Officers by Council under section 147(4) of the *Planning and Environment Act 1987* (the Act).

As a result, this report seeks the appointment of Alexandra Jefferies as an Authorised Officer.

### **Consultation**

Nil.

### **Financial Implications**

Nil.

### **Social Implications**

Nil.

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

Nil.

**Attachments:** 1. S224 Alexandra Jefferies [2.6.1 - 1 page]

### **Options**

1. Nil.

### **Recommendation/s**

That Council in the exercise of the provisions of section 147 of the Planning and Environment Act 1987 and other legislation referred to in the attached Instrument of Appointment and Authorisation (Planning and Environment Act 1987) resolve that:

1. Alexandra Jefferies be appointed as an Authorised Officer as set out in the Instrument of Appointment and Authorisation (Planning and Environment Act 1987); and
2. The instrument comes into force immediately the signature of the Chief Executive Officer is affixed to the Instrument and remains in force until Council resolves to vary or revoke the Instrument, or until the officer ceases employment with Council.



**CM 2025/192 Motion****MOVED Cr Englefield**

**That Council in the exercise of the provisions of section 147 of the Planning and Environment Act 1987 and other legislation referred to in the attached Instrument of Appointment and Authorisation (Planning and Environment Act 1987) resolve that:**

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- 2. The instrument comes into force immediately the signature of the Chief Executive Officer is affixed to the Instrument and remains in force until Council resolves to vary or revoke the Instrument, or until the officer ceases employment with Council.**

**SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**

## **Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

Alexandra Jefferies

**By this instrument of appointment and authorisation Swan Hill Rural City Council -**

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 313 of the *Local Government Act 2020* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked, or until the officer ceases employment with Council.

This instrument is authorised by a resolution of the Swan Hill Rural City Council on 18<sup>th</sup> November 2025.

\_\_\_\_\_  
Scott Barber  
Chief Executive Officer  
Swan Hill Rural City Council

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## 2.7 Event Support - Request for Financial Contribution

**Directorate:** Development and Planning  
**File Number:** S 17-01-04  
**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 1.2: Strengthen the visitor economy by showcasing the municipality's unique places, culture and experiences.

1.2.1 Grow the visitor economy.

**1. Growth and Development** – Building a resilient local economy, supporting businesses and attracting investment for a thriving future. Objective 1.3: Grow local businesses and attract new investment into the municipality.

1.3.1 Be a business-friendly destination.

**2. Community and Liveability** – Creating inclusive, connected communities with opportunities for everyone to learn, participate and feel proud of where they live. Objective 2.3: Foster a welcoming, inclusive, and connected community.

2.3.1 Strengthen community participation and connection.

2.3.2 Embed inclusive practices across Council's operations, events, and community partnerships.

2.3.3 Reduce barriers to involvement from underrepresented groups.

2.3.4 Enable access to community services and facilities.

**3. Health and Wellbeing** – Promoting healthy lifestyles, accessible services and safe environments that support wellbeing at every stage of life. Objective 3.2: Promote healthy, inclusive, and safe communities.

3.2.1 Encourage healthy and active living through local partnerships.

3.2.2 Ensure cultural safety and inclusion in community health promotion.

3.2.3 Create safer public spaces and support those affected by family violence.

3.2.4 Align local community plans with Council's wellbeing priorities.

3.2.5 Support Community Based Programs.

3.2.6 Reduce the impacts of climate change.

**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.

6.1.2 Deliver consistent, culturally safe and inclusive customer service.

6.1.4 Make it easier for local businesses to engage and partner with Council.

6.1.5 Engage with local Registered Aboriginal Party and First Nations communities.

**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.

6.2.1 Build internal capability and partnerships to meet evolving community needs.

### **Current Strategic Documents**

Council Plan  
Economic Development Strategy 2024-2030

### **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 to present Council with a request for financial support for an event in accordance with Council's Event Support Policy.

### **Discussion**

Council allocates annually financial support for a variety of events in accordance with the Events Support Policy as it supports endeavours to have a variety of events throughout the year that provides entertainment for the community and attracts additional visitors.

In accordance with the policy if there are requests for funding made outside of the annual process, such requests must come before the Council for determination and are subject to whether there are any available budgeted funds.

For the process recently undertaken with respect to the Event Support Budget, there were funds of approximately \$7,000 remaining after Council adopted the evaluation panel's recommendations. After these decisions Council also agreed to make a \$3,000 contribution to the Mallee Almond Blossom Festival as an urgent business at the August 2025 Council meeting.

As a result of these decisions the remaining balance stood at \$4,000.

However, one of the applicants, Brew and Chew who was to receive a total of \$20,000 in cash and in-kind support, has advised that their event will not be proceeding as an annual event, but every second year, so the current allocation is no longer required.

Council has recently been approached by the Mildura Entertainment Company who are seeking financial support to stage an event, Tribute Heaven, on the 29 November 2025 in Riverside Park Swan Hill.

The event will see tribute cover bands provide entertainment, catering will be available, and the paid event is aiming to attract all age groups with the music being provided.

The event will be held from 4.00 pm to 11.00 pm and it is hoped that it will attract interest from people outside of the municipality.

Organisers are hoping for anywhere from 500 to 1000 people to attend the event and this will fill the gap in the events calendar caused by the cancellation of the Brew and Chew Event.

The venue at Riverside Park has been booked and the organisers are liaising with the Swan Hill Town Hall and Performing Arts Centre.

The event organisers are requesting from Council a contribution of \$5,000 which offset costs associated with security, venue hire, promotion and event compliance.

The staging of the event will assist Council to continue providing the community with a variety of events and could be seen as a strong start to the planned activities over the holiday period.

### **Consultation**

Council have been liaising with the event organiser.

### **Financial Implications**

Council has an annual budget for events support, and the current budget has an amount of \$24,000 unallocated.

### **Social Implications**

The proposed event will provide entertainment for a wide cross section of the community and all age groups

### **Economic Implications**

Council provides events support as there is a positive economic benefit for the local economy when events are held throughout the course of the year.

### **Environmental Implications**

Organisers of the event will have to ensure that Riverside Park is left in a clean state and that all waste is removed from the site.

### **Risk Management Implications**

There is low risk of the event not proceeding if Council were not to provide event support however this is unlikely.

- Attachments:**
1. event management application (1) [2.7.1 - 12 pages]
  2. Swan Hill Tribute Heaven - Event Proposal [2.7.2 - 3 pages]

**Options**

1. Council can agree to request for event support or a variation of the amount requested.
2. Council can choose not to provide any support for the event.

**Recommendation/s**

**That Council provide a \$5,000.00 event support contribution to the Tribute Heaven Event to be held on the 29 November 2025 in Riverside Park Swan Hill.**

The Mayor Cr King noted as mentioned at the start of this meeting that this item has been removed due to event being cancelled.



Please return this completed form to:  
 45 Splatt Street, Swan Hill VIC 3585  
 PO Box 488, Swan Hill VIC 3585 | DX 30166  
 Email: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)  
 Tel: 03 5036 2333

## Event management application form

Please complete this form if you are planning to hold an event on Council owned or managed property in the Swan Hill municipality. You MUST refer to Council's Event Management publication prior to completing this application form. This guide will advise you of event requirements which MUST be provided to Council along with this application form at least four weeks prior to the event.

Once Council has processed your application, you will be notified in writing of the outcome within 10 working days.

Section 1: Event details	
Name of event	Tribute Heaven Swan Hill
Proposed date/s of event	Saturday 29th November 2025
Proposed event location	Riverside Park/Swan Hill Sound Shell
Proposed start time/s (public)	4:00pm
Proposed finish time/s (public)	11:00pm

Section 2: Event organiser details	
Event organisers name (Individual, club or group organising event)	Mildura Entertainment
Contact name	David Storer
ABN/CAN	28 623 261 903
Postal address	PO BOX 1478 Mildura VIC 3502
Telephone	0417 515 799
Email	david@milduraentertainment.com
Are you a charity or non-for-profit organisation?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes (please attach copy of proof e.g. Consumer Affairs certificate)

Section 3: Event overview			
Briefly describe your event	Mildura Entertainment is proud to present Tribute Heaven – an all-ages, high-energy tribute band music festival proposed for Saturday 29th November 2025 at the Swan Hill Sound Shell. The event will feature four tribute bands performing on a professional festival stage with full-scale lighting, sound production, and an inclusive atmosphere for music lovers of all ages.		
Event set up date and time	Date: 29/11/2025 Time: 7am - 4pm	Event pack up date and time	Date: 30/11/2025 Time: 12am - 12pm
Expected number of participants	<input type="checkbox"/> <100 <input type="checkbox"/> 100-500 <input type="checkbox"/> 500-1,000 <input checked="" type="checkbox"/> 1,000-2,000 <input type="checkbox"/> >2,000 <input type="checkbox"/> >5,000		
Has this event been held before?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, please specify the year it was held: _____		
Do you intend on holding the event again?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Not sure		
Cost for entry to event?	<input type="checkbox"/> Free <input type="checkbox"/> Gold coin, compulsory <input type="checkbox"/> Gold coin, voluntary <input checked="" type="checkbox"/> \$49.90 cost per person		



**Section 4: Insurance** (refer to section five of the Event Management Guidelines)

*It is a requirement of Council that event organisers MUST hold public liability insurance of at least \$20million for the event. This policy must be extended to specifically cover the event, if it does not already do so. All events staged on Council owned or managed property must note Swan Hill Rural City Council as an interested party on this policy.*

**Do you have public/product liability insurance of at least \$20 million**

☐ No ☒ Yes (please attach copy)

**If no, have you purchased Council's Casual Hirer's Public Liability insurance?**

☒ No ☐ Yes (please attach casual hirer's booking form)

**Will you be using volunteers at your event?**

☒ No ☐ Yes (please attach copy of volunteers insurance)

**Section 5: Food and drinks** (refer to section five of the Event Management Guidelines)

**Will food or drinks be sold at your event?**

☐ No ☒ Yes

If yes, please list of proposed food and drink vendors below (if more room is needed, please attach an additional page to your application).

It is your responsibility to collect a copy of their public liability insurance and FoodTrader Statement Of Trade <https://foodtrader.vic.gov.au/>

Business name	Food/drinks	Contact details	Public liability
Mildura Entertainment	Licenced Bar	Molly Meadows - 0409 633 431	Yes
Ag Foodz	Burgers, Chips	Greg Foster - 0422 244 775	Yes
Enjoy Catering	Paella, Smoked Meat	Brett Robertson - 0400 112 063	Yes
Whippd	Desserts	Anna Pappas - 0418 724 200	Yes

**Will drinking water be available on site?**

☐ No ☒ Yes

**Will alcohol be supplied or sold at your event?**

☐ No

If no, skip to Section 6

☒ Yes

If yes, please attach a copy of a valid liquor licence and red line plan from Victoria Commission for Gambling and Liquor Regulation [www.vcglr.vic.gov.au](http://www.vcglr.vic.gov.au)

**If alcohol is served, please indicate how it will be present**

☐ BYO

☒ Bar

Other: \_\_\_\_\_

**Do you require an exemption to Council's Local Law for the consumption of alcohol?**

☐ No

☒ Yes

If yes, please provide details of the exemption:  
We are applying for a Liquor Licence  
\_\_\_\_\_ for the event itself  
\_\_\_\_\_

<b>Section 6: Traffic management and road closures</b> (refer to section <u>five</u> of the Event Management Guidelines)	
<b>Will the event require road closures?</b>	<input checked="" type="checkbox"/> No    If no, skip to Section 7 <input type="checkbox"/> Yes
If yes please complete the attached temporary road closure application.	

<b>Section 7: Fireworks</b> (refer to section <u>five</u> of the Event Management Guidelines)	
<b>Will there be fireworks at your event?</b>	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes    If yes, please provide details below
<b>Details of Licensed Pyrotechnician who will discharge fireworks.</b> <b>Please note:</b> The Pyrotechnician must submit a WorkSafe notification of intent to discharge fireworks & copies of licences to Council.	Name: _____ Contact number: _____

<b>Section 8: Temporary structures</b> (refer to section <u>five</u> of the Event Management Guidelines)	
<b>Will temporary structures be used at the event?</b>	<input type="checkbox"/> No If no, skip to section 9 <input checked="" type="checkbox"/> Yes If yes, please indicate below
<b>Fencing</b>	<input checked="" type="checkbox"/> Perimeter fencing <input checked="" type="checkbox"/> Other (please specify): <u>Crowd Barrier Fencing</u>
<b>Marquees</b>	Number of marquees/tents: <u>5</u> Size/s in m <sup>2</sup> : <u>3x - 6m x 3m</u> <u>2x - 3m x 3m</u> <u>All with 200mm Pegs</u>
<b>Stage/s</b>	Number of stages: <u>0</u> Size/s in m <sup>2</sup> : <u>Using Sound Shell Stage</u>
<b>Seats</b>	<input type="checkbox"/> Individual <input type="checkbox"/> Seating stands <input type="checkbox"/> Number of seats: <u>N/A</u>
<b>Pre-fabricated buildings</b>	Larger than 100m <sup>2</sup> : <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Placed directly on ground? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
<b>Other e.g. light towers</b>	

<b>Section 9: Entertainment and amusement rides</b> (refer to section <u>five</u> of the Event Management Guidelines)	
<b>Please describe the entertainment program i.e. live music, pony rides, face painting etc.</b>	Main Lineup: A dynamic selection of 4 tribute bands, each performing 1-hour sets. Final acts to be confirmed.
<b>Will any employees/volunteers be undertaking child related work at your event?</b> (refer to section <u>five</u> of the Event Management Guidelines, you may be required to provide a statement)	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes If yes, provide a statement that all employees, volunteers and vendors hold a current Working with Children's Check. You must also ensure they have a current Working With Children's Check and carry this card on them during the event
<b>Will there be amusements rides (including jumping castles) at your event?</b> <b>Please note:</b> copies of insurance must be provided to Council showing minimum \$20million in public liability.	<input checked="" type="checkbox"/> No Skip to Section 10 <input type="checkbox"/> Yes Specify in detail below
<b>Will you be using powered amusement rides?</b>	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes If yes, please attach copy of operator/device license

<b>Section 10: Toilets</b> (refer to section <u>six</u> of the Event Management Guidelines) <i>There should be approximately one toilet to every 200 people. The number of toilets will depend on anticipated crowd numbers, patron gender and whether alcohol will be served.</i>	
<b>Are there public toilets at the event site?</b>	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes
<b>Will you provide extra temporary toilets?</b>	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes, how many? Female: <u>10</u> Male: <u>10</u> All accessible: <u>1</u>

<b>Section 11: Waste management</b> (refer to section <u>six</u> of the Event Management Guidelines) <i>Event organisers are responsible for the waste and litter generated at their event. Waste bins are to be provided by the event organiser.</i>	
<b>How many bins will you provide?</b>	<u>20</u>
<b>Name of waste company providing and collecting bins</b>	<u>Veolia</u>

<b>Section 12: Site services</b> (refer to section <u>six</u> of the Event Management Guidelines)		
Will you require access to power for the event?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes
Do you require access to lighting for the event?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes
Do you require the park/facility to turn off sprinklers for the event?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes
<b>Section 13: First Aid</b> (refer to section <u>six</u> of the Event Management Guidelines)		
Will you have trained first aid staff at your event?	<input checked="" type="checkbox"/> Yes    How many? <u>2</u> <input type="checkbox"/> No    You will need to seek a first aid provider	
Is your first aid provider a commercial operator or paid?	<input type="checkbox"/> Yes    If yes, provide name of first aid provider  <input type="checkbox"/> I have confirmed the provider is licensed with the Department of Health <input checked="" type="checkbox"/> No, service is being provided free/voluntarily and the first aid provider is qualified; and I have checked with the Department of Health.	
	Name of first aid provider: <u>Sandi Hunter</u>	
	Level of qualification held: <u>HLTAID011</u>	
How many first aid posts will you have at you event?	<u>1</u>	
<b>Section 14: Emergency response and communication</b> (refer to section <u>six</u> of the Event Management Guidelines)		
Have you notified emergency services of your event?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Please note: If your event may affect the ability of emergency services to access an emergency, <u>you must</u> inform Ambulance Victoria, CFA, SES and Victoria Police.	
Do you have an Emergency and Communication Response Plan and Site Map for the event?	<input checked="" type="checkbox"/> Yes    If yes, please attach copies <input type="checkbox"/> No    If no, please complete sections 14A and 14B	
<b>Section 14A – Emergency contact details</b>		
<b>Title/organisation</b>	<b>Contact person</b>	<b>Phone number</b>
Event Manager	David Storer	0417 515 799
Safety Manager	Jo Rodda	0400 697 868
Council Contact		
First Aid	Sandi Hunter	0400 294 103
Hospital		
Victoria Police – local station		
Ambulance		
CFA		
SES		
VicRoads (if applicable)		
Security (if applicable)	Fort Security	
Taxi (if applicable)		
Electrician (if applicable)		
Other	Lachlan Purdue (operations manager/Audio/Production)	0498 222 369

Section 14B – Emergency Response and Communications	
Have all officials/volunteers been instructed on their role/responsibilities?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describe the communication system between organisers/staff /volunteers.	Mobile Phones, UHF Radio's
Describe the communication system for the general public.	Through the main FOH PA System
Describe the lost person procedure.	At concerts, staff record details of missing persons, notify Event Control, and search zones. Security monitor exits. Found persons are taken to the Safe Point for reunification. If unresolved after 30 minutes, Police are
Is there a designated pickup/drop-off point for taxis/buses?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is there car parking for emergency vehicles and disabled patrons?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describe provisions for parking and public transport at the site.	Parking will involve existing parking infrastructure. Drop off point in front of the swimming pool.
Will security/crowd control be used at the event? Please describe.	Licenced Security guards from fort security will be present at the event. They will be situated on the gate, near the bar, front of stage or crowd control, and multiple guards roaming.
How will volunteers/marshals be identified?	They will be wearing a fluoro event vests
Site map	<i>You must attach a detailed site map that includes emergency assembly area, first aid, entry &amp; exits, information/admin tent, parking, toilets, stalls/marquees, activities, temporary structures - e.g fencing, light towers etc. (at minimum).</i>



Please return this completed form to:  
 45 Splatt Street, Swan Hill VIC 3585  
 PO Box 488, Swan Hill VIC 3585 | DX 30166  
 Email: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)  
 Tel: 03 5036 2333

**Section 15: Risk Assessment** (refer to section four of the Event Management Guidelines)

**Have you completed a Risk Assessment for your event?**


Yes



No If no, please complete table below

*There are a number of potential hazards associated with running an event. Complete the table below to identify the potential risks and the actions taken to minimise or eliminate those risks. Use the generic event risk assessment table in the Event Management Guide to assist you to undertake your event risk assessment.*


Activity	Hazard Identification What can happen?	Risk Assessment What are the consequences of an incident occurring?			Hazard control/s What is currently in place to reduce the risk?	Actions Required Person responsible and date actioned.
		Likelihood	Consequence	Risk rating		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		
		Possible ▼	Severe ▼	Extremely High		



**Please return this completed form to:**  
 PO Box 488, Swan Hill VIC 3585 | DX 30166  
 45 Splatt Street, Swan Hill VIC 3585  
 Tel: 03 5036 2333 | Fax: 03 5036 2340  
 Email: council@swanhill.vic.gov.au

<b>Section 16: Place of Public Entertainment (POPE) Checklist</b> (refer to section <u>five</u> of the Event Management Guidelines) <b>Determination for Occupancy Permits under Section 49 of the Building Act</b> <b>(Checklist for Applicant or Events Coordination Group)</b> Please complete the following questions on this form to assist in confirming if the proposed event is or is not a place of public entertainment as defined under the Building Act.	
<b>Location of Event</b>	Riverside Park Swan Hill
<b>Date/s of Event</b>	Saturday 29th November 2025
<b>Type of Event</b>	Concert
<ul style="list-style-type: none"> <li>Will the event be enclosed or substantially enclosed?</li> </ul>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>Will admission to the event be gained by payment of money or the giving of other consideration, and which is used for the purpose of public entertainment?</li> </ul>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is the event held in a class 9b (public building) that has a floor area greater the 500m<sup>2</sup>?</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Is the event being held in a place (other than a building) having an area greater than 500m<sup>2</sup>?</li> </ul>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<ul style="list-style-type: none"> <li>Will there be any tents, marquees or booths with a floor area greater than 100m<sup>2</sup>?</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Will there be any seating stands for more than 20 people?</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Will there be any stages or platforms (including sky borders and stage wings) exceeding 150m<sup>2</sup>?</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Prefabricated buildings exceeding 100m<sup>2</sup> other than ones placed on the ground surface?</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Name</b>	David Storer
<b>Date</b>	20th August 2025
<b>Signature</b>	
If yes has been indicated on any of the above questions, the Event Applicant will need to contact the Swan Hill Rural City Council, Building Department on 5036 2396 for further instruction.	



Section 17: Finalising your event application													
<p><b>Please ensure you have included the following attachments as part of your Event Application (please note additional information may also be required).</b></p>	<table border="0"> <tr> <td><input type="checkbox"/></td> <td>Public Liability insurance</td> </tr> <tr> <td><input type="checkbox"/></td> <td>List of proposed food vendors</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Emergency and Communication Response Plan</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Site map</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Risk Assessment</td> </tr> <tr> <td><input type="checkbox"/></td> <td>POPE Checklist</td> </tr> </table>	<input type="checkbox"/>	Public Liability insurance	<input type="checkbox"/>	List of proposed food vendors	<input type="checkbox"/>	Emergency and Communication Response Plan	<input type="checkbox"/>	Site map	<input type="checkbox"/>	Risk Assessment	<input type="checkbox"/>	POPE Checklist
<input type="checkbox"/>	Public Liability insurance												
<input type="checkbox"/>	List of proposed food vendors												
<input type="checkbox"/>	Emergency and Communication Response Plan												
<input type="checkbox"/>	Site map												
<input type="checkbox"/>	Risk Assessment												
<input type="checkbox"/>	POPE Checklist												
Declaration													
<p>I have read and completed my Event Management Plan Application Form in good faith and have adhered to all the requirements specified by Swan Hill Rural City Council. All details are accurate and true and my event will be organised and managed as I have described unless advised otherwise by Swan Hill Rural City Council.</p> <p>I understand that completing this Application does not constitute event approval.</p> <p>I also understand a Council Officer will advise me of the next steps required for my event to gain approval.</p>													
<b>Print name</b>	David Storer												
<b>Signature</b>													
<b>Date</b>	22/08/2025												

Please send the completed form along with all attachments to:

Swan Hill Rural City Council  
PO Box 488  
Swan Hill VIC 3585

Or email to: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)

Should you require any further assistance completing this form please contact Council on (03) 5036 2333.

## Facility inspection form

The facility should be checked prior to the event to ensure that it is in a safe / suitable condition for use, that all equipment to be used is stored correctly, and is available for use.

After the event the facility should be checked again to verify compliance with the conditions of use and to compile a record of the condition of the premises.

### Pre-Event Inspection

Check List	Yes	No	Comments (if required)
Facility Clean			
Utilities available / working			
Equipment stored correctly			
Emergency exit door clear			
Fire Fighting equipment in place			
Safety instructions provided			
Structural damage			
Equipment loss or damage			
Grounds tidy / clean and safe			

Date Inspected:     /     /     Inspected by:

### Post-Event Inspection

Check List	Yes	No	Comments (if required)
Facility Clean			
Utilities available / working			
Equipment stored correctly			
Emergency exit door clear			
Fire Fighting equipment in place			
Safety instructions provided			
Structural damage			
Equipment loss or damage			
Grounds tidy / clean and safe			

Date Inspected:     /     /     Inspected by:

## Incident report form (example)

<b>INJURED PERSONS DETAILS</b>			
Name			
Address			
Phone number			
<b>INJURY DETAILS</b>			
Event			
Attending:			
Location of			
Event:			
Date of Incident:	____/____/____		
<b>Nature and extent of injury</b>			
Part of body injured	<input type="checkbox"/> Head	<input type="checkbox"/> Trunk	<input type="checkbox"/> Multiple
	<input type="checkbox"/> Eyes	<input type="checkbox"/> Arm	<input type="checkbox"/> General
	<input type="checkbox"/> Neck	<input type="checkbox"/> Leg	<input type="checkbox"/> Unspecified
Nature of injury	<input type="checkbox"/> Sprain	<input type="checkbox"/> Laceration	<input type="checkbox"/> Burn
	<input type="checkbox"/> Fracture	<input type="checkbox"/> Concussion	<input type="checkbox"/> Superficial
	<input type="checkbox"/> Multiple	<input type="checkbox"/> Dislocation	<input type="checkbox"/> Amputation
	<input type="checkbox"/> Contusion	<input type="checkbox"/> Other	
Type of incident	<input type="checkbox"/> Flying object	<input type="checkbox"/> Manual handling	<input type="checkbox"/> Electricity
	<input type="checkbox"/> Struck by	<input type="checkbox"/> Poisons	<input type="checkbox"/> Fall
	<input type="checkbox"/> Caught in	<input type="checkbox"/> Temperature	<input type="checkbox"/> Other

<b>How did the incident happen?</b>			
<b>Incident Investigation – Event Manager’s Report</b>			
<b>Witness Details</b>			
What caused the incident?	<input type="checkbox"/> Ineffective guarding	<input type="checkbox"/> Lack of protective equipment	<input type="checkbox"/> Lack of training
	<input type="checkbox"/> Lack of maintenance	<input type="checkbox"/> Safety rules not followed	<input type="checkbox"/> Inexperience
	<input type="checkbox"/> Unsafe work methods	<input type="checkbox"/> Misconduct	<input type="checkbox"/> Workplace design (equipment, design, layout)
	<input type="checkbox"/> Weather	<input type="checkbox"/> Poor housekeeping	
<b>Explain</b>			
<b>How can a recurrence be prevented?</b>			

Event Managers Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**Mildura Entertainment**

1/138 Eighth Street, Mildura VIC 3500

E: [david@milduraentertainment.com](mailto:david@milduraentertainment.com)

PH: 0417 515 799

ABN: [28 623 261 903](#)

29/07/2025

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**Event Proposal – Tribute Heaven Swan Hill**

**Overview**

Mildura Entertainment is proud to present Tribute Heaven – an all-ages, high-energy tribute band music festival proposed for Saturday 29th November 2025 at the Swan Hill Sound Shell. The event will feature four tribute bands performing on a professional festival stage with full-scale lighting, sound production, and an inclusive atmosphere for music lovers of all ages.

Tribute Heaven is a celebration of legendary music acts across generations, offering a mix of classic rock tributes and contemporary favourites. Designed to be family-friendly and community-focused, the event aims to provide a top-quality night of entertainment while stimulating local hospitality, tourism, and cultural vibrancy.

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**Event Details**

- **Event Name:** Tribute Heaven
- **Date:** Saturday 29th November 2025
- **Time:** 4:00pm – 11:00pm
- **Location:** Swan Hill Sound Shell
- **Ticketing:** \$59.90 per person (all ages)
- **Expected Attendance:** Approximately 500 to 1,000 attendees
- **Tables and chairs can be booked minimum 5 people at no extra cost.**
- **Vip and Christmas party packages also available.**
- **Target Audience:** Families, young adults, older music lovers, and the general public
- **Alcohol:** Licensed bar on-site (no BYO). Liquor licence to be obtained.
- **Food:** Multiple food vans including gluten-free and vegetarian options and dessert vendors

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**Entertainment Program**

- **Main Lineup:**  
A dynamic selection of 4 tribute bands, each performing 1-hour sets. Final acts to be confirmed, with potential tributes including:
  - ABBA
  - Bon Jovi
  - Pink
  - Taylor Swift
  - Bryan Adams
  - Robbie Williams
- **Between Sets:**  
Background music or DJ entertainment to maintain atmosphere

- **Production:**  
Mildura Entertainment will deliver all sound, lighting, staging, and event coordination

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#### Community Impact

- Offers a unique, accessible live music experience that appeals across generations
- Supports regional tourism and local businesses by increasing foot traffic and overnight stays
- Encourages post-event hospitality trade in local pubs and restaurants
- Provides performance and promotional opportunities for tribute artists
- Sets the foundation for an annual series expanding into other regional centres (Mildura, Broken Hill, Riverland SA)

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#### Accessibility & Inclusion

Tribute Heaven will be **fully accessible** to all members of the community, with consideration given to patrons with disabilities, families with prams, and elderly attendees. The event will also offer a broad musical selection to attract diverse age groups.

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#### Council Support Requested

To ensure the smooth and safe delivery of Tribute Heaven, we respectfully request Council's support in the following areas:

1. **Venue Use**
  - Hire of the **Swan Hill Sound Shell**
2. **Safety & Security**
  - Mildura Entertainment will hire licensed security staff
  - **Traffic control** is not expected to be required
3. **Promotion**
  - Inclusion in Council's online event listings and social media channels
4. **Compliance Assistance**
  - Guidance regarding event safety, risk planning, and permit approvals

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#### Licensing, Insurance, and Management

- **Public Liability Insurance:** Covered by Mildura Entertainment's insurance policy
- **Liquor Licence:** To be obtained in compliance with Victorian regulations
- **Security:** Licensed contractors will be engaged
- **Event Promotion & Ticketing:** Managed via Eventbrite and supported by a social media campaign

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#### Next Steps

Tribute Heaven is shaping up to be an exciting new addition to Swan Hill's cultural calendar and a potential touring product for regional Victoria. We are confident this event will generate strong community engagement and bring a positive economic boost to the region.

We welcome the opportunity to discuss this proposal further and work with Swan Hill Rural City Council to deliver a successful and memorable event.  
Thank you for your time and consideration.

Warm regards,  
David Storer / Lachlan Purdue  
Mildura Entertainment  
0417 515 799  
david@milduraentertainment.com



## 2.8 Domestic Animal Management Plan Review 2025

**Directorate:** Development and Planning  
**File Number:** S24-24-01  
**Purpose:** For Decision

### 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 2.3: Foster a welcoming, inclusive, and connected community.

2.3.1 Strengthen community participation and connection.

### Current Strategic Documents

Domestic Animal Management Plan 2022-25

### 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 Domestic Animal Management Plan 2022-2025 was developed in accordance with section 68A of the Domestic Animal Management Act 1994. Under the Act Council is required annually to review its Domestic Animal Management Plan (DAMP).

### Discussion

The Domestic Animal Management Plan 2022-2025 was adopted in November 2021, and this is the fourth and final annual review. The plan states that under Section 68A (3) of the Domestic Animals Act, every Council must:

- a. review its Domestic Animal Management Plan annually and, if appropriate, amend the plan;
- b. provide the Department of Energy, Environment and Climate Action with a copy of the plan and any amendments to the plan; and
- c. publish an evaluation of its implementation of the plan in its annual report.

The DAMP Review 2025 (attached) details the actions that have been completed.

Achievements of the fourth year and duration of the plan include:

**Low-cost cat desexing program**

Council has been funding a low-cost cat desexing program since 2021. In 2025 we reached a significant milestone with one hundred and twenty-four cats now desexed. It is expected that numbers will continue to increase due to a local veterinary clinic now supporting the program.

**Off Leash Dog Parks**

In August 2021, Council opened a new off leash dog park at Tower Hill, Swan Hill. The fully fenced park provides the opportunity for owners to exercise and socialise their dogs and practice training techniques. In 2024/25, stage two was completed with the installation of shade sails, agility equipment, toy library, and dog waste bins. Council received \$225,000 funding under round two of the Victorian State Governments New and Upgraded Dog Parks Program to support a new dog park in Robinvale, community consultation occurred in September 2025.

**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 came into effect on 1 January 2025. There was a six-month amnesty period. Enforcement action commenced 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**

The new register has simplified pound processes and made data collection much more efficient. The new register saves time and resources when the Animal Welfare Victoria Fate Data Report is due each year as well as when any other pound information is requested by Council.

**Emergency management response**

During the October 2022 flood event, Council's Regulatory Services 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.

**New signage**

In 2024, 48 new signs were installed throughout the municipality to promote responsible pet ownership. The signs include keeping dogs out of playgrounds, keeping dogs on leash, and cleaning up after dogs.

In 2022-25, there was also a significant increase in the promotion of responsible pet ownership. This included the development of brochures to accompany animal renewals, multi-lingual fact sheets, registration packs, website overhaul, and monthly social media campaigns.

**Consultation**

Nil.

**Financial Implications**

Nil.

**Social Implications**

The intention of the Domestic Animal Management Plan is to provide community safety in relation to responsible pet ownership.

**Economic Implications**

Nil.

**Environmental Implications**

Responsible pet ownership leads to improved outcomes for native animals.

**Risk Management Implications**

Nil.

**Attachments:** 1. DAMP Plan Review Number 4 2025 (1) [2.8.1 - 21 pages]

**Options**

1. Note the Domestic Animal Management Plan Review 2025.

**Recommendation/s**

**That Council adopt the Domestic Animal Management Plan Review 2025 and provide a copy of the review to the Secretary of the Department of Energy, Environment and Climate Action.**

**CM 2025/193 Motion****MOVED Cr Jennings**

**That Council adopt the Domestic Animal Management Plan Review 2025 and provide a copy of the review to the Secretary of the Department of Energy, Environment and Climate Action.**

**SECONDED Cr Broad**

**The Motion was put and CARRIED 7 / 0**

## Domestic Animal Management Plan 2022 - 25

### Action Plan - 2025

#### 2.3 Our plans for training

OBJECTIVE 1: MAINTAIN TRAINING REGISTER THAT CLEARLY IDENTIFIES MINIMUM TRAINING REQUIREMENTS AND ANY ADDITIONAL TRAINING THAT SHOULD BE COMPLETED BY AUTHORISED OFFICERS						
Activity	When	New/ Current	Evaluation	Outcome	Comments	Next Step
Identify training requirements during annual staff performance reviews	Annually – June and as required	Current	Add training to training register	<b>2025 Training Completed:</b> <ul style="list-style-type: none"> <li>First Aid and CPR Refresher training</li> </ul>	Robinvale Authorised Officer currently completing Cert IV in Animal Regulation and Management and Cert IV in Local Government.	Training register to be reviewed annually at staff performance reviews.
Maintain training register	As required	Current	Update training register when new training has been identified and when Officers complete training	Completed	2025 staff reviews completed.	Training register to be reviewed annually at staff performance reviews.
OBJECTIVE 2: REVIEW OF INTERNAL PROCESSES WITH STAFF TO ENSURE CONSISTENT APPLICATION OF INVESTIGATION, COMPLIANCE AND ENFORCEMENT PROCESSES						
Activity	When	New/ Current	Evaluation	Outcome	Comments	Next Step
Develop and implement new Animal Enforcement Procedure manual	2024	New	Manual developed and implemented	Completed December 2024	Approved by ELT December 2024	Review October/Novemeber 2025
Review investigation, compliance and enforcement policies and procedures to accommodate legal and other changes to ensure operational and service consistency and legislative requirements are met	Annually – July and as required	Current	Policies, procedures and processes updated and approved training undertaken and officers competent.	<b>Policies and Procedures reviewed in 2025:</b>	All animal related policies and procedures are now implemented into the new Animal Enforcement Procedure Manual.	First review Animal Procedure Manual completed Novemeber 2025.
OBJECTIVE 3: ENSURE NEW AUTHORISED OFFICERS HAVE THE SKILLS NECESSARY TO SUPPORT THE COMMUNITY AND EFFECTIVELY PERFORM THEIR REGULATORY ROLE						
Activity	When	New/ Current	Evaluation		Notes	Next Step
Ensure all new Authorised Officers undertake a detailed induction program with Senior Authorised Officers	Upon appointment of new staff	Current	Complete induction documents and evaluate at 3 month induction review	No new staff members commenced in 2025		
Identify minimum training requirements for new officers and ensure completion within 12 months of appointment	Within 12 months of appointment	Current	Evaluate at 3/6 month induction reviews and annual performance review.	No new staff members commenced in 2025		

## 3.3 Our plans to promote responsible pet ownership

OBJECTIVE: PROMOTE 'SAFE CAT, SAFE WILDLIFE' MESSAGING AMONG RESIDENTS						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Circulate 'Safe Cat, Safe Wildlife' education material throughout the municipality and promote via social media	March 2022 and then annually	New	Decrease in reports of wandering and nuisance cats	<p><b>2022 (Jan-Sept)</b> 134 cat trap requests 4 nuisance complaints (other than cat trap requests) 29 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 102 cat trap requests 7 nuisance complaints (other than cat trap requests) 27 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 114 cat trap requests 1 nuisance complaint (other than cat trap requests) 47 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 42 cat trap requests 12 nuisance complaint (other than cat trap requests) 34 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><i>Decrease in cat trap requests and wandering/stray cat reports but increase in nuisance cat complaints.</i></p>	<p>Safe Cat, Safe Wildlife on SHRCC website and Facebook post scheduled for December 2025.</p> <p>Information brochures distributed as required.</p>	<p>Continue promoting Safe Cat, Safe Wildlife and Responsible Pet Ownership messaging in 2025 and enforcement of Cat Containment Order.</p> <p>Cat containment order adopted in 2024, effective from 1 January 2025. Amnesty/ education period for 6 months and enforcement action from 1 July 2025.</p>
OBJECTIVE: INCREASE EDUCATION ABOUT CAT CONFINEMENT RULES						
Activity	When	New/ Current	Evaluation		Notes	Next Step

Increase education about 24 hour cat confinement requirement through media releases, social media, brochures, Council community newsletters	March 2022 then annually	New	Decrease in amount of complaints about cats being at large and reduction in cats trapped	<p><b>2022 (Jan-Sept)</b> 134 cat trap requests 4 nuisance complaints (other than cat trap requests) 29 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 102 cat trap requests 7 nuisance complaints (other than cat trap requests) 27 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 114 cat trap requests 1 nuisance complaint (other than cat trap requests) 47 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 42 cat trap requests 12 nuisance complaint (other than cat trap requests) 34 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><i>Decrease in cat trap requests and wandering/stray cat reports but increase in nuisance cat complaints.</i></p>	<p>Cat containment order adopted in 2024, effective from 1 January 2025.</p> <p>Amnesty/education period for 6 months and enforcement action from 1 July 2025.</p> <p>Cat Containment Order</p> <ul style="list-style-type: none"> <li>December 2024 - text messages to registered cat owners about Cat Containment Order</li> <li>1 January 2025 Cat Containment Order commenced (6 month amnesty period to 30 June 2025)</li> <li>March 2025 brochure sent out with animal renewal notices.</li> <li>1 July 2025 Commenced enforcement action, when appropriate</li> </ul>	Continue promoting cat confinement and responsible cat ownership messaging to the community.
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OBJECTIVE: PROVIDE EDUCATION MATERIALS IN LANGUAGES OTHER THAN ENGLISH						
Activity	When	New/ Current	Evaluation		Notes	Next Step
Develop multi-lingual education materials including registration requirements and the difference between registration and microchipping.	February 2022 then annually as required	New	Increase in animal registrations, decrease in nuisance complaints	<p>In 2024/25 358 total new animal registrations received, down from 447 in 2023/24 and 416 in 2022/23.</p> <p><b>2022 (Jan-Sept)</b> 29 dog nuisance complaints (off-leash, barking, excess dogs, at large causing nuisance) 134 cat trap requests 4 nuisance complaints (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 50 dog nuisance complaints (off-leash, barking, excess dogs, at large causing nuisance) 102 cat trap requests 7 nuisance complaints (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 47 dog nuisance complaints (off-leash, barking, excess dogs, at large causing nuisance) 114 cat trap requests 1 nuisance complaints (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 30 dog nuisance complaints (off-leash, barking, excess dogs, at large causing nuisance) 42 cat trap requests 12 nuisance complaints (other than cat trap requests)</p> <p><i>Decrease in new animal registrations. Increase in nuisance complaints.</i></p>	Fact sheets on animal registration requirements were developed in six different languages and are available on website and in service centres, distributed as required. In Robinvale, the most frequently requested translated fact sheets are Vietnamese and Tongan.	Authorised Officers and Customer Service staff to use fact sheets to communicate with customers as required. Fact sheets to be reviewed annually or as required.
OBJECTIVE: INCREASE NUMBER OF NEW ANIMAL REGISTRATIONS AND RENEWALS THROUGH EDUCATION AND PROMOTION CAMPAIGNS						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Develop engaging fact sheets on responsible pet ownership and registration requirements.	2022 and ongoing	New	Increase in new registrations and renewals	<p><b>2022/23</b> 2755 animals were registered with Council, including 2339 renewals and 416 new registrations. This includes 413 cats and 2342 dogs.</p> <p><b>2023/24</b> 2716 animals were registered with Council, including 2269 renewals and 447 new registrations. This includes 426 cats and 2290 dogs.</p> <p><b>2024/25</b> 2698 animals were registered with Council, including 2359 renewals and 358 new registrations. This includes 406 cats and 2292 dogs.</p> <p><i>Decrease in new animal registrations and renewals.</i></p>	<p>In 2022 and 2023, Responsible Pet Ownership brochures were sent out with all renewal notices (2800+), and made available at services centres, distributed to pet owners as required i.e. with Unregistered Animal Notifications. Various social media posts in 2024 about registration requirements and links to website.</p> <p>Decrease in renewals is due to SMS messages and more people notifying about their animal passing away or relocating.</p> <p>Cat containment brochure sent to all pet owners with renewals in March 2025.</p> <p>December 2024 - text messages to registered cat owners about Cat Containment Order</p>	Distribute as required.

Create new registration packs and make available at vet clinics to be distributed when pets are microchipped	June 2022 and ongoing	New	Number of new animal registrations received via vet clinic	New registration packs created and delivered to Swan Hill Vet Clinic 2022 and Pye Street Vet Clinic in 2023.  It is not possible to know how many registrations were received via the vet clinic.	Robinvale does not have a vet clinic to distribute packs.  Registration packs distributed to Swan Hill vet clinics	Review annually and seek feedback from vet clinics.
Advertise animal registration renewals – website, radio, community newsletters, newspaper ads, social media and media releases	Ongoing	New	Record number of media releases, social media posts, ads and articles	<p><b>Media in 2025</b> (As at 12 August):</p> <p>Socials Barking dog x1 Cat containment x2 DAMP consultation x3 Damp survey x3 Dog poo x1 Dog toy library x1 DAB x1 Keeping pets cool x1 Chip program x3 NILS x1 Overdue regos x2 Renewals x1 BPAY issue x1 Update your pet details x1</p> <p><u>Newspaper</u> Public Notice Cat containment x1 Chip program x2 Rego renewal x3</p> <p>Council News Chip program x1</p> <p>Article Chip program x1 Cat containment x1</p>	<p>Local radio picked up the animal registration renewals but it is not possible to find out how many times they spoke about the renewals. The renewals were also part of the Mayor's column and radio discussions.</p> <p>Local newspaper ran an article on free microchipping which included information about animal registrations.</p>	Continue promoting animal registrations, renewals and the microchipping program to community annually.
Follow up unpaid animal registration renewals			Reduction in number of phone calls, doorknocks and infringement notices issued	<p><i>There has been a reduction in overdue notices, follow up and infringement notices issued for failure to renew registration.</i></p> <p><b>2022</b> 713 overdue notices 387 phone calls/doorknocks 52 infringement notices issued</p> <p><b>2023</b> 705 overdue notices 363 phone calls/doorknocks 72 infringement notices issued</p> <p><b>2024</b> 439 overdue notices 276 phone calls/doorknocks 66 infringement notices issued</p> <p><b>2025</b> 420 overdue notices 147 phone calls/doorknocks for 179 animals 63 infringement notices issued</p>	<p>Common reasons reported to officers on why people hadn't paid their animal renewals included; couldn't afford it due to increase in cost of living, moved house and didn't update contact details, received notice and forgot to pay, animal was deceased and didn't realise that they had to contact Council to report it, and said that they didn't receive the original or reminder notices.</p> <p>In 2025 we continued to use a text message service, with another high success rate. 535 texts were sent to 683 animals, 35 of which did not have a mobile number listed. Reminders were sent to pet owners about registration renewals prior to overdue notices being sent.</p> <p>A second SMS was sent prior to infringements being issued to 155 mobiles for 194 animals, 5 of which did not have a listed mobile.</p>	Continue to utilise the SMS system in future.
<b>OBJECTIVE: INCREASE ONLINE MATERIALS AND PROMOTION</b>						
<b>Activity</b>	<b>When</b>	<b>New/ Current</b>	<b>Evaluation</b>	<b>Outcome</b>	<b>Notes</b>	<b>Next Step</b>



Increase online education material and promotion in the community about responsibilities of dog owners when walking/exercising their dogs, on leash/off leash areas and the rules, the importance of desexing and cat curfews	2022 and ongoing	New	Material made available online and throughout the community	<p>In 2025, Council have provided education regarding cat curfews and enclosures throughout the cat containment consultation campaign. There were a number of fact sheets on Lets Talk platform.</p> <p>Toy library has been provided at the Swan Hill off leash dog park.</p>	<p>Authorised Officers have been patrolling the most frequent areas where we receive reports of dogs off leash providing education to the community.</p>	Continue promoting Responsible Pet Ownership to the community.
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## 4.2 Our plans to address over population and euthanasia

OBJECTIVE: REDUCE THE EUTHANSIA RATES OF CATS BY 5%						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Continue to encourage desexing of animals and promote new low cost desexing program a through website, local media and social media	Ongoing	New	Reduction in feral cats trapped and euthanased	<p>99 wild and uncontrollable cats have been euthanased as at 31/7/2025 compared to 147 in 2024 (Jan-Sept), 87 in 2023 (Jan-Sept) and 58 in 2022 (Jan-Sept).</p> <p><b>Cat trap requests:</b>  2022 (Jan-Sept) - 134  2023 (Jan-Sept) - 102  2024 (Jan-Sept) - 114  2025 (Jan-June) - 42</p>	The increase in cat trap requests could be attributed to an increase of information about the cat trapping program during the cat containment order consultation.	Continue to promote No Interest Loans Scheme to pet owners.  NDN will continue to promote the low cost desexing program.
			Number of desexing vouchers redeemed	<p>At 15/10/2025 there have been 124 cats desexed since the program commenced in November 2021.</p> <p>In 2024/25 16 cats were desexed. All females, 3 pregnant or in season.</p> <p>In 2023/24 15 cats were desexed. 2 males and 13 female. 2 being pregnant or in season.</p> <p>In 2022/23 41 cats were desexed. 17 were male cats and 24 were female cats. 14 of the female cats were pregnant or in season.</p> <p>The decrease in cats being desexed is due to one (of the two) participating vets ceasing operation.</p>	<p>Desexing program (and NILS program) was also promoted by officers within the Regulatory Services team directly to customers when discussing registration.</p> <p>Low cost desexing program is currently active with Mildura Vets, and in mid-2025 the Swan Hill Veterinary Clinic joined the program.</p>	
Continuance of Section 84Y agreements with approved animal rescue organisations	Ongoing	Current	Reduction in cats euthanased	<p><b>2025 (Jan-July)</b>  224 collected/impounded  7 returned to owner  111 adopted locally or sent to rescue groups under section 84Y agreements.</p> <p><b>2024 (Jan-Sept)</b>  318 collected/impounded  15 returned to owner  154 adopted locally or sent to rescue groups under section 84Y agreements.</p> <p><b>2023 (Jan-Sept)</b>  187 cats were collected/impounded  21 cats were returned to their owner  79 were adopted locally or sent to rescue groups under section 84Y agreements.</p> <p>99 wild and uncontrollable cats have been euthanased as at 31/7/2025.</p>	100% of all suitable unclaimed cats that entered our pound were sent to rescue groups to find new homes.	Authorised Officers continue to work with our rescue partners under Section 84Y agreements to rehome unclaimed domestic cats.

Develop and distribute education material about cat enclosures and nuisance issues to cat owners	July 2022 and ongoing	New	Reduction in cats euthanased	99 wild and uncontrollable cats have been euthanased as at 31/7/2025 compared to 147 in 2024 (Jan-Sept), 87 in 2023 (Jan-Sept) and 58 in 2022 (Jan-Sept).	<p>In 2024, Council have provided education regarding cat curfews and enclosures throughout the cat containment consultation campaign. There were a number of fact sheets on Lets Talk platform.</p> <p>Safe Cat, Safe Wildlife social media scheduled for December 2025.</p> <p>Cat Containment Order</p> <ul style="list-style-type: none"> <li>December 2024 - text messages to registered cat owners about Cat Containment Order</li> <li>1 January 2025 Cat Containment Order commenced (6 month amnesty period to 30 June 2025)</li> <li>March 2025 brochure sent out with animal renewal notices.</li> <li>1 July 2025 Commenced enforcement action, when appropriate</li> </ul>	Continue promoting cat confinement, Safe Cat, Safe Wildlife and Responsible Pet Ownership to community.
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Circulate 'Safe Cat, Safe Wildlife' education material throughout the municipality and promote via social media	March 2022 and then annually	New	Decrease in reports of wandering/nuisance cats	<p><b>2022 (Jan-Sept)</b> 134 cat trap requests 4 nuisance complaints (other than cat trap requests) 29 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 102 cat trap requests 7 nuisance complaints (other than cat trap requests) 27 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 114 cat trap requests 1 nuisance complaint (other than cat trap requests) 47 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 42 cat trap requests 12 nuisance complaint (other than cat trap requests) 34 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><i>Decrease in cat trap requests and wandering/stray cat reports but increase in nuisance cat complaints.</i></p>	<p>Social media campaign about the Safe Cat, Safe Wildlife scheduled for Decemebr 2025 and articles on SHRCC website.</p> <p>Cat containment order adopted in 2024, effective from 1 January 2025. Amnesty/education period for 6 months and enforcement action from 1 July 2025.</p>	Continue promoting cat confinement, Safe Cat, Safe Wildlife and Responsible Pet Ownership to community.
Investigate funding opportunities to improve cat adoption rates within the municipality i.e. funding to contribute to desexing costs, bedding etc.	2022	New	Increase in animals adopted within the municipality	<p>There have been 3 cats adopted from our pound in 2025 (as at 31/7/2025) up from 2 in 2024, 1 in 2023 and 0 in 2022</p> <p>As of June 2025, there has been 1 cat adopted into our municipality via an external organisation. Down from 5 in 2024 and up from 1 cat in 2023.</p>	Officers will continue to investigate further opportunities to partner with a rescue group to offer and/or promote a low or no cost desexing programs.	Continue to investigate future funding opportunities.
Conduct community consultation through online survey to gain feedback on the introduction of mandatory desexing of cats in the municipality	2023	New	Community feedback received, report to Council	<p>In December 2023 a community consultation campaign was launched to gain the community's feedback on introducing a cat curfew and mandatory desexing of cats. This included online survey, community person pop up sessions, radio interviews, social media and local newspaper articles.</p> <p>82% of respondents said they would support the introduction of a cat curfew and 82% also said they would support the introduction of mandatory desexing.</p>	<p>Further comments on mandatory cat desexing did include the financial issues with the cost of desexing. Council does currently offer a subsidised desexing program which is advertised through social media.</p> <p>Through community feedback received there is a higher focus for low cost desexing.</p>	

OBJECTIVE: EDUCATE PET OWNERS TO KEEP MICROCHIP AND REGISTRATION DETAILS UP TO DATE						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Promotion campaign of keeping contact details up to date and change of ownership for microchips	2022 and ongoing	New	Increase in animals being reunited with owners before being impounded	<p><b>Dogs reunited with owners</b>  2022 (Jan-Sept) - 52  2023 (Jan-Sept) - 49  2024 (Jan-Sept) - 54  2025 (Jan-August) - 48</p> <p><b>Cats reunited with owners</b>  2022 (Jan-Sept) - 8  2023 (Jan-Sept) - 21  2024 (Jan-Sept) - 15  2025 (Jan-August) - 9</p> <p><i>There has been an decrease in dogs and cats being reunited with their owners</i></p>	<p>In 2022 there was a promotion campaign about keeping details up to date. In 2025 there have been several Facebook posts tying into the free microchipping day promotions, animal registration, free ride home Incentive etc.</p> <p>Officers also monitor the community Lost and Found Pets Facebook pages in Swan Hill and Robinvale. These pages are very helpful in finding the owners of animals that are not microchipped or when owners details are not up to date on the microchip database.</p>	<p>Continue promoting Responsible Pet Ownership to community.</p> <p>In 2025, investigate to send SMS notification to all pet owners to check their details prior to renewals being sent and link to 'update details' section on website.</p>
Include information on how to update animal owner details on website, renewal notices, SMS notifications	2022 and ongoing	New	Increase in animals being reunited with owners before being impounded	<p><b>Dogs reunited with owners</b>  2022 (Jan-Sept) - 52  2023 (Jan-Sept) - 49  2024 (Jan-Sept) - 54  2025 (Jan-August) - 48</p> <p><b>Cats reunited with owners</b>  2022 (Jan-Sept) - 8  2023 (Jan-Sept) - 21  2024 (Jan-Sept) - 15  2025 (Jan-August) - 9</p> <p><i>There has been an decrease in dogs and cats being reunited with their owners</i></p>	<p>The renewal form has been updated to highlight the process of updating owner details if incorrect.</p> <p>Information about keeping details up to date is also included on Council's website and on renewal notices. There have also been several social media posts in 2025.</p>	Continue promoting Responsible Pet Ownership to community.

### 5.3 Our plans for registration and identification

OBJECTIVE: INCREASE THE AMOUNT OF DOG AND CAT REGISTRATIONS IN THE MUNICIPALITY BY 5%						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
<p>Improve the accuracy of Council's pet registration database by contacting Central Animal Records on a quarterly basis and obtaining details of all pets microchipped in the municipality</p> <p>Check that all animals are listed on Council's pet registration database and follow up non-compliance</p>	January 2022 and ongoing	New	Record number of Unregistered Animal Notifications issued and increase in new animal registrations received.	CAR microchip database cross-checked in March and June 2022 and October 2023 and September 2024 and October 2025.	Completed 2025	Continue cross checking the data from Central Animal Records with our registration system.
Implement incentive program 'A free ride home' - Rangers to adopt a free ride home approach to registered and microchipped animals found wandering for the first time that have not caused a nuisance	March 2022 and ongoing	New	<p>Promotion included in radio advertising, Council website and social media</p> <p>Feedback received</p> <p>Increase in new registrations</p>	<p>Promoted via social media in August 2025, and included in Responsible Pet Ownership brochures. Officers also provide education to community members.</p> <p><i>There has been a decrease in new registrations - 358 in 2024/25 compared to 447 in 2023/24, and 416 in 2022/23</i></p>	Officers informally promoting to community members in person and over the phone.	Continuing promoting 'A Free Ride Home' and animal registration to community.
Develop online animal registration payments capability through Council's website and link to animal registration database	January 2022 and ongoing	New	<p>Increase in new registrations</p> <p>Community feedback received</p>	<p><i>There has been a decrease in new registrations - 358 in 2024/25 compared to 447 in 2023/24, and 416 in 2022/23</i></p> <p>Online animal registration payments completed in May 2022. Informal community feedback received by administration staff and officers has been positive.</p>	Informal community feedback included that the payment process is easier and more convenient. Customers liked being able to complete the registration and payment when it suited them, namely after work when they had more time.	Online payments capability now complete.

Advertise animal registration renewals – website, radio, community newsletters, newspaper ads, social media and media releases	Ongoing	New	Record number of media releases, social media posts, ads and articles	<p><b>Media in 2025</b> (As at 12 August):</p> <p>Socials            Barking dog x1            Cat containment x2            DAMP consultation x3            Damp survey x3            Dog poo x1            Dog toy library x1            DAB x1            Keeping pets cool x1            Chip program x3            NILS x1            Overdue regos x2            Renewals x1            BPAY issue x1            Update your pet details x1</p> <p><u>Newspaper</u>            Public Notice            Cat containment x1            Chip program x2            Rego renewal x3</p> <p>Council News            Chip program x1</p> <p>Article            Chip program x1            Cat containment x1</p>	<p>Local radio picked up the animal registration renewals but it is not possible to find out how many times they spoke about the renewals.</p> <p>The renewals were also part of the Mayor's column and radio discussions. Local newspaper ran an article on free microchipping which included information about animal registrations.</p>	Continue promoting animal registrations, microchipping and renewals program to community.
Follow up unpaid animal registration renewals	Ongoing	New	Reduction in number of phone calls, doorknocks and infringement notices issued	<p><i>There has been a reduction in overdue notices, follow up and infringement notices issued for failure to renew registration.</i></p> <p><b>2022</b>            713 overdue notices            387 phone calls/doorknocks            52 infringement notices issued</p> <p><b>2023</b>            705 overdue notices            363 phone calls/doorknocks            72 infringement notices issued</p> <p><b>2024</b>            439 overdue notices            276 phone calls/doorknocks            66 infringement notices issued</p> <p><b>2025</b>            420 overdue notices            147 phone calls/doorknocks for 179 animals            63 infringement notices issued</p>	<p>Common reasons reported to officers on why people hadn't paid their animal renewals included; couldn't afford it due to increase in cost of living, moved house and didn't update contact details, received notice and forgot to pay, animal was deceased and didn't realise that they had to contact Council to report it, and said that they didn't receive the original or reminder notices.</p> <p>In 2025 we continued to use a text message service, with another high success rate. 535 texts were sent to 683 animals, 35 of which did not have a mobile number listed. Reminders were sent to pet owners about registration renewals prior to overdue notices being sent.</p> <p>A second SMS was sent prior to infringements being issued to 155 mobiles for 194 animals, 5 of which did not have a listed mobile.</p>	Continue to utilise the SMS system in future
Ensure all impounded animals are microchipped and registered prior to release	Ongoing	Ongoing	Number of animals registered	In 2025 (Jan-August) 62 animals have been returned to owners. 52 of those were registered/microchipped prior to being released.	All animals must be registered and microchipped prior to release from the pound and/or rescue group under the 84Y agreements.	Ongoing

Issuing of Unregistered Animal Notifications for unregistered animals and enforcement action for non-compliance	Ongoing	Ongoing	Number of animals registered, infringements issued, prosecutions	<b>2024/25</b> 89 Unregistered Animal Notifications issued 12 prosecution 46 infringements for failure to register issued 127infringements for failure to renew issued	The UAN Books have been a good initiative as its allows the Authorised officer to give the customer a physical on the spot reminder for when the animal registration is due. The next step is to investigate the possibility of adding a module into Authority to automatically run a monthly report instead of physically running a report to follow up on the outstanding UAN's.	Ongoing
Annual free microchipping program	Ongoing	Ongoing	Number of new animal registrations	<b>2025</b> Swan Hill - 16 Robinvale - 5 This resulted in 21 new animal registrations.  This is up from 19 in 2024.	Completed in April 2025 in Swan Hill and Robinvale.	Continue to offer microchipping program in Swan Hill and Robinvale annually.
Half price registrations 1 October-31 December	Ongoing	Ongoing	Number of new animal registrations	N/A has not begun for this year	Half price registrations will be promoted on social media page with link to councils website and registration form (October).	Half price registration will continue to be offered annually and promoted to community on social media.
Ensure animals adopted through other agencies such as the RSPCA and Lost Dogs Home into our municipality have been registered.	Ongoing	Ongoing	Number of new animal registrations	As of 30 June 2025 Council have received 3 notifications of animal adoptions through external agencies (1 cats and 2 dogs).	Followed up and actioned.	Continue following up animal adoption notifications from external agencies.
Publicise the Swan Hill Neighbourhood House 'No Interest loans scheme' for animal registrations	2022 and ongoing	New	Number of vouchers redeemed and new animal registrations	No NILS vouchers used as of 30 June 2025. Compared to 2 in 2023.  Social media post promoting NILS program and linking to Swan Hill Neighbourhood House info page May 2025.  Regulatory Services staff continue to promote the program to pet owners who needed assistance.	NILS loans can be used for registration and desexing	Continue to promote NILS scheme to community.
Research opportunities to increase registration and renewal levels and implement appropriate initiatives	2023	New	Number of new registrations	<i>There has been a decrease in new registrations - 358 in 2024/25 compared to 447 in 2023/24, and 416 in 2022/23</i>		
Research ways to simplify, automate and improve access to animal registration and renewal.	2022 and ongoing	New	Number of new registrations and renewals	<i>There has been a decrease in new registrations - 358 in 2024/25 compared to 447 in 2023/24, and 416 in 2022/23</i>  Online payments now available for customers, as well as improvements made to the online registration form to simplify the process for uploading documents. E-notices are offered for registration renewals direct to email.	Continuing to work with Civica/Authority and our Council IT team to improve our customer experience for animal registrations, renewals and payments.	Investigate further options to simplify, automate and improve customer experience.

Conduct feasibility study on the benefits of rewarding those who have invested in their pets (desexing, obedience training etc.) to receive an even lower registration fee.	2024	New	Number of new registrations and renewals	<i>There has been a decrease in new registrations - 358 in 2024/25 compared to 447 in 2023/24, and 416 in 2022/23</i>	Officers will investigate in 2025 the Vet project - travelling Vet that can desex upto 20 cats her day. Investigations will include budget constraints, comparisons with other councils, etc.	Options for animal registration fees to be considered prior to October 2025 when fees and charges budgets are submitted to Council for approval.
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OBJECTIVE: EDUCATE COMMUNITY ABOUT THE IMPORTANCE OF ANIMAL REGISTRATION						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Develop multi lingual fact sheets explaining the importance of registration and the difference between registration and microchipping.	February 2022 and ongoing	New	Increase in new registrations, in particular in the Robinvale area	<p><b>2022/23</b> 416 new registrations including 26 for Robinvale</p> <p><b>2023/24</b> 447 new registrations, including 47 for Robinvale.</p> <p><b>2024/25</b> 358 new registrations, including 50 for Robinvale (3549 postcode).</p> <p><i>There has been an decrease in new registrations, however a slight increase in Robinvale registrations</i></p>	<p>Authorised Officers and Customer Service staff to use fact sheets to communicate with customers as required. Feedback from Robinvale Officer that the fact sheets are already having positive impact. Vietnamese and Tongan language fact sheets have been the most popular tool.</p>	Fact sheets to be reviewed annually and then as required. Continue promoting animal registration in the Robinvale community.
Increase the distribution of information on Responsible Pet Ownership through media releases, website, social media, brochures, Council community newsletters	2022 and ongoing	New	Record number of media releases, visits to webpage, social media posts and articles in local media	<p>In 2025 (as at 12 August) - 5 social posts relating to pet ownership (excluding DAMP, programs, registration renewals etc)</p> <p>Cat containment promotion had - 2 social posts - 1 public notice - 1 article</p> <p>To date there has been 15,527 views to Council animal pages (as at 31/8/2025).</p>	<p>In 2022 and 2023 Responsible Pet Ownership brochures were sent out with all renewal notices (2800+), and made available at services centres, distributed to pet owners as required i.e. with UANs and various social media posts throughout the year.</p>	Continue to monitor number of visits to our registration and pet ownership website pages every year.
Create new registration packs and make available at vet clinics to be given out when pets are microchipped	June 2022 and ongoing	New	Number of new animal registrations received via vet clinic	<p>New registration packs created and delivered to Swan Hill Vet Clinic and Pye Street Vet Clinic in 2024/25.</p> <p>It is not possible to know how many registrations were received via the vet clinic.</p>	<p>Robinvale does not have a vet clinic to distribute packs.</p>	Review annually and seek feedback from vet clinics.

### 6.3 Our plans for nuisance animals

OBJECTIVE: REDUCE CAT NUISANCE COMPLAINTS BY 5%						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step

Increase education about 24 hour cat confinement requirement through media releases, social media, brochures, Council community newsletters	March 2022 then annually	New	Decrease in amount of complaints about cats being at large and reduction in cats trapped	<p><b>2022 (Jan-Sept)</b> 134 cat trap requests 4 nuisance complaints (other than cat trap requests) 29 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 102 cat trap requests 7 nuisance complaints (other than cat trap requests) 27 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 114 cat trap requests 1 nuisance complaint (other than cat trap requests) 47 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 42 cat trap requests 12 nuisance complaint (other than cat trap requests) 34 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><i>Decrease in cat trap requests and wandering/stray cat reports but increase in nuisance cat complaints.</i></p>	<p>Cat containment order adopted in 2024, effective from 1 January 2025. Amnesty/education period for 6 months and enforcement action from 1 July 2025.</p>	<p>Continue promoting cat confinement and responsible cat ownership messaging to the community.</p> <p><b>Cat Containment Order</b></p> <ul style="list-style-type: none"> <li>December 2024 - text messages to registered cat owners about Cat Containment Order</li> <li>1 January 2025 Cat Containment Order commences (6 month amnesty period to 30 June 2025)</li> <li>March 2025 Information brochure sent out with animal renewal notices.</li> <li>1 July 2025 Commence enforcement action, when appropriate.</li> </ul>
Develop a cat trap hire procedure and promote the availability of cat traps	February 2022 and ongoing	New	Procedure developed, requests for cat traps	<p>Cat trap hire requests can be submitted online via Council's website.</p> <p>In 2025 (Jan-June) there have been 42 requests for cat traps, compared to 114 in 2024 (Jan-Sept), 102 in 2023 (Jan-Sept) and 134 in 2022 (Jan-Sept).</p>	<p>Online cat trap requests are popular with residents.</p>	<p>Review Cat Trap Hire procedure as required. Continue promotion of online cat trap requests.</p>
Conduct community consultation through online survey to gain feedback on the introduction of mandatory desexing of cats in the municipality	2023	New	Community feedback received, report to Council	<p>In December 2023 a community consultation campaign was launched to gain the community's feedback on introducing a cat curfew and mandatory desexing of cats. This included online survey, community person pop up sessions, radio interviews, social media and local newspaper articles.</p> <p>82% of respondents said they would support the introduction of a cat curfew and 82% also said they would support the introduction of mandatory desexing.</p>	<p>Further comments on mandatory cat desexing did include the financial issues with the cost of desexing. Council does currently offer a subsidised desexing program which is advertised through social media. The closest participating vet is Mildura.</p>	<p>Further research in regards to mandatory desexing will be conducted in 2025 after the cat containment order amnesty period concluded in June.</p>

Develop and distribute education material about cat enclosures and nuisance issues to cat owners	July 2022 and Ongoing	New	Decrease in cat nuisance complaints	<p><b>2022 (Jan-Sept)</b> 134 cat trap requests 4 nuisance complaints (other than cat trap requests) 29 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2023 (Jan-Sept)</b> 102 cat trap requests 7 nuisance complaints (other than cat trap requests) 27 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2024 (Jan-Sept)</b> 114 cat trap requests 1 nuisance complaint (other than cat trap requests) 47 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><b>2025 (Jan-June)</b> 42 cat trap requests 12 nuisance complaint (other than cat trap requests) 34 requests to collect stray/wandering cats (other than cat trap requests)</p> <p><i>Decrease in cat trap requests and wandering/stray cat reports but increase in nuisance cat complaints.</i></p>	<p>Online cat trap requests are popular with residents.</p> <p>Officers are distributing Responsible Cat Ownership brochures to pet owners as required.</p>	<p>Continue promotion of Responsible Ownership of Cats and the requirement for cats to be confined to their properties.</p> <p><b>Cat Containment Order</b></p> <ul style="list-style-type: none"> <li>December 2024 - text messages to registered cat owners about Cat Containment Order</li> <li>1 January 2025 Cat Containment Order commences (6 month amnesty period to 30 June 2025)</li> <li>March 2025 Information brochure sent out with animal renewal notices.</li> <li>1 July 2025 Commence enforcement action, when appropriate.</li> </ul>
Continue to encourage desexing of animals and promote new low cost desexing program. Continue to promote low cost desexing program through website, local media and social media	Ongoing	Current	Number of vouchers redeemed	<p>At 15/10/2025 there have been 124 cats desexed since the program commenced in November 2021.</p> <p>In 2024/25 16 cats were desexed. All females, 3 pregnant or in season.</p> <p>In 2023/24 15 cats were desexed. 2 males and 13 female. 2 being pregnant or in season.</p> <p>In 2022/23 41 cats were desexed. 17 were male cats and 24 were female cats. 14 of the female cats were pregnant or in season.</p> <p>The decrease in cats being desexed is due to one (of the two) participating vets ceasing operation.</p>	<p>The NDN desexing program funding is currently ongoing, pending funding availability.</p> <p>Officers will continue to investigate further opportunities to partner with a rescue group to offer and/or promote a low or no cost desexing programs.</p>	<p>Subsidised desexing program ongoing, pending funding availability.</p>
Purchase additional cat traps and cat carriers	2022	New	Traps purchased	10 cat traps purchased in August 2025	Nothing required in 2024	Completed

OBJECTIVE: REDUCE DOG NUISANCE COMPLAINTS BY 5%						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Develop a procedure for barking dog complaints	2022	New	Procedure developed. Decrease in need for enforcement action	Incorporated into the Animal Enforcement Procedure Manual		Review Animal Enforcement Procedure Manual - November 2025
Continually look for opportunities to improve signage in areas where dogs must be on leash and in areas where dogs are prohibited (such as playgrounds) throughout the municipality and update as required	Ongoing	Current	Number of inspections, signage updated as required	New signage - keep dogs out of playgrounds, keep dogs on leash and clean up after your dog installed throughout the municipality in 2024		Install new signage as required in 2025
Monitor compliance at the off leash dog park in Swan Hill	Ongoing	Current	Compliance with dog park rules, reduction in complaints	Officers inspect dog park weekly and speak with pet owners during those visits.	Installation of shade structures and agility equipment installed in July 2024.  Compliance required is very minimal due to clear signage displayed for pet owners.	Continue inspections during patrols.  Continue promotion of Responsible Pet Ownership during these visits.
Investigate options of establishing off leash dog parks in other areas of the municipality	2022	New	Community consultation, report completed	Council EDU Development Officer is starting the process of community consultation regarding a dog park in Robinvale. To begin 19/11/2024	Council has successfully received \$225,000 funding under Round 2 of the Victorian State Governments New and Upgraded Dog Parks Program to support a new dog park in Robinvale.	Council EDU to lead project.
Investigate options and seek community feedback on establishing timed off leash sessions in areas throughout the municipality	2024	New	Community consultation, report completed	Action put on hold due to the floods/mosquito response. This action will be completed in 2025 in conjunction with the Robinvale Off leash dog park planning.	Potential areas across the municipality have been researched and identified by AOs but due 67% of survey respondents answering No to "Do you think there should be other areas (that are not a specific dog park)" where dogs can be off leash?' in the community	Off leash area's will not be a priority in the 2026-2029 DAMP.
Educate the community through social media, website and local media about the requirement for owners to clean up after their dogs and availability of dog waste bags	Ongoing	Current	Decrease in amounts of complaints regarding dog faeces	Due to the installation of 6 new dog waste bag dispensers in 2023, there have been very minimal complaints received since.  Information was added to Responsible Pet Ownership brochure and social media posts in October 2022 and August 2023 and February 2025.	Clean up after your dog' signage also installed throughout the municipality.	Continue promotion of the importance of cleaning up after pets when walking and/or attending the dog park.
Inspect nature reserves throughout the municipality to determine if dogs should be banned in those areas	2023/4	New	Community consultation, report completed	47% of respondents stated they were not aware dogs are not allowed in children's playgrounds.	Review of complaints and none have been received. Random patrols and inspections are conducted by authorised officers  Referred complaints to DEECA as required	Signage not required as no complaints received regarding council managed nature reserves.
Educate the community through social media, website and local media about responsible dog ownership and ways to minimise dogs barking	Ongoing	Current	Decrease in amount of complaints regarding barking dogs	There has been a decrease in barking dog complaints. 17 received as of 30/6/2024, compared with 37 in 2024 and 38 in 2023.  Various social media posts about responsible pet ownership including barking dogs in June 2025.	Review of barking dog packs completed in 2024	Continue promotion of Responsible Pet Ownership and ways to reduce dog barking. Rangers will continue working with dog owners when complaints are received.

Educate the community through social media, website and local media about required to keep dogs confined to their properties	Ongoing	Current	Decrease in amount of wandering dog complaints	<p><b>2022 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 204 Dog at large causing a nuisance - 14</p> <p><b>2023 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 203 Dog at large causing a nuisance - 13</p> <p><b>2024 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 177 Dog at large causing a nuisance - 15</p> <p><b>2025 (Jan-June)</b> Requests to collect stray and wandering dogs - 136 Dog at large causing a nuisance - 9</p> <p><i>There has been a decrease in requests to collect stray and wandering dogs.</i></p>	Various social media posts about responsible pet ownership in 2025.	Continue promotion of Responsible Pet Ownership.
Increase information on the website about Local Law requirement - all dogs must be on a leash unless in a designated off-leash area and responsibilities of dog owners when walking /exercising their dogs	2022	New	Decrease in complaints about dogs off-leash causing a nuisance	<p><b>2022 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 204 Dog at large causing a nuisance - 14</p> <p><b>2023 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 203 Dog at large causing a nuisance - 13</p> <p><b>2024 (Jan-Sept)</b> Requests to collect stray and wandering dogs - 177 Dog at large causing a nuisance - 15</p> <p><b>2025 (Jan-June)</b> Requests to collect stray and wandering dogs - 136 Dog at large causing a nuisance - 9</p> <p><i>There has been a decrease in requests to collect stray and wandering dogs.</i></p>	New Council website completed in 2024. Full review of Local Law section including off leash areas etc.	Review website as required. Next Local Law review is due in 2027.
Purchase additional dog waste bag dispensers for rural towns	2022	New	Dispensers installed and reduction in complaints	6 new dog waste dispenses installed in 2023.	New mapping system Pozl has all the locations and brochure updated in October 2024. Public have access to Interactive Map via Council's website.	Regularly review locations and update map/brochure as required
Purchase additional dog trap for Robinvale	2022	New	Trap purchased and nuisance dogs trapped	Dog trap currently being shared between Swan Hill and Robinvale.	Dog trap currently in Robinvale.	Will purchase new dog trap when required.
Provide advice to owners of pets with behavioural issues	Ongoing	Current	Disputes/issued resolved	Officers educate community members when they are responding over the phone and in person on how to resolve their disputes.	Ongoing	Continue working with pet owners to educate them on dealing with behavioural issues.

#### 7.4 Our plans to minimise dog attacks

##### OBJECTIVE: CONDUCT AWARENESS CAMPAIGN FOR BOTH LIVESTOCK OWNERS AND DOG OWNERS ABOUT THE CONSEQUENCES FOR DOGS FOUND IN PADDOCKS WITH LIVESTOCK

Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
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Use media releases and social media to educate dog owners on the importance of confining dogs to their rural properties. Inform dog owners that dogs can be destroyed if found in livestock paddocks and owners prosecuted and potential claims for compensation of lost stock	March-May annually	New	Decrease in reports of dogs found in livestock paddocks	<p>During 2022 there were 6 reports of dogs found at or near livestock, 4 were dog attacks against livestock</p> <p>During 2023 there were 8 reports of dogs found at or near livestock, 3 were dog attacks against livestock.</p> <p>During 2024 there has been 8 reports of dogs found at or near livestock, 6 were dog attacks against livestock</p> <p>As at 30/6/2025 there has been 4 reports of dogs found at or near livestock, all 4 were dog attacks against livestock</p> <p>Social media post in January 2023 reminding owners to keep dogs confined to their properties.</p>	There has been a consistent number of dog attacks against livestock over the past 3 years.	Continue promotion of Responsible Pet Ownership.
<b>OBJECTIVE: IMPROVE REPORTING OF DOG ATTACKS</b>						
<b>Activity</b>	<b>When</b>	<b>New/ Current</b>	<b>Evaluation</b>	<b>Outcome</b>	<b>Notes</b>	<b>Next Step</b>
Improve community awareness through media releases, social media and website of what a dog attack is and how to report it to Council	2022 and ongoing	New	Number of dog attacks reported	<p><b>2022</b> 26 dog attacks reported 16 were actual dog attacks</p> <p><b>2023</b> 27 dog attacks reported 20 were actual dog attacks</p> <p><b>2024</b> (as at 30/9/2024) 25 dog attacks reported 14 were actual dog attacks</p> <p><b>2025</b> (as at 30/6/2025) 14 dog attacks reported 9 were actual dog attacks</p>	In 2025 there has been a consistent number of dog attacks against livestock, and dogs and a decrease in attacks against people and cats compared to previous years.	Continue community awareness campaigns regarding dog attacks
Investigate and recommend alternatives for the community to report dog attacks i.e. The Dangerous Dog Hotline	2022 and ongoing	New	Number of notifications from external agencies	No external notifications received in 2025.	Dangerous Dog Hotline number listed in our Responsible Dog Ownership Brochure. We prefer direct notifications at the time of the attack so that we can gather all information and investigate in a timely manner.	Continue to record number of external notifications
Improve information on Council website relating to dog attack investigations and reporting and develop an online reporting platform	2022 and ongoing	New	Online reporting tool developed and number of dog attacks reported	<p>27 dog attacks reported in 2023.</p> <p>31 reports in 2024.</p> <p>14 reports in 2025 (as at 30/6/2025).</p>	Reports of dog attacks can be taken 24/7 over the phone by trained officers.	Website information has been reviewed.
<b>OBJECTIVE: REDUCE NUMBER OF DOG ATTACKS</b>						
<b>Activity</b>	<b>When</b>	<b>New/ Current</b>	<b>Evaluation</b>	<b>Outcome</b>	<b>Notes</b>	<b>Next Step</b>
Publicise key dog attack prevention messages such as laws regarding registration, confinement of dogs to property, on leash in public areas through website, social media and community newsletter	Ongoing	Current	Decrease in number of dog attacks	26 dog attacks reported in 2022, 27 in 2023 and 31 in 2024 and 14 in 2025 (as of 30/6/2025).	In 2025 there has been a decrease in attacks against people, cats and wildlife.	Continue to publicise key dog attack messages when serious dog attacks occur
Improve community awareness of dog attacks and the consequences for owners if their dog attacks another animal or person	Ongoing	Current	Decrease in number of dog attacks	26 dog attacks reported in 2022, 27 in 2023 and 31 in 2024 and 14 in 2025 (as of 30/6/2025).	<p>In 2025 there has been a decrease in attacks against people, cats and wildlife.</p> <p>Social Media campaign conducted in 2023</p>	Continue community awareness campaigns regarding dog attacks
Education campaign via social media and website regarding dog behaviour and what powers Council has to enforce	Ongoing	New	Decrease in number of dog attacks	26 dog attacks reported in 2022, 27 in 2023 and 31 in 2024 and 14 in 2025 (as of 30/6/2025).	In 2025 there has been a decrease in attacks against people, cats and wildlife.	Continue community awareness campaigns

Increase patrols of high risk locations	2022 and ongoing	New	Number of patrols	Number of patrols are not recorded.	Patrols are conducted at random in between jobs. Additional patrols in locations where dogs are reported to roam and locations where previous dog attacks have been reported.	Continue patrols
Publicise dog attack prosecutions through media releases, social media and website articles	Ongoing	Current	Decrease in number of dog attacks	26 dog attacks reported in 2022, 27 in 2023 and 31 in 2024 and 14 in 2025 (as of 30/6/2025).  0 prosecutions for non serious injury caused by dog attack in 2025 (as of 2/9/2025).	The Guardian article 'Puppy Attack Nightmare' about a dog attack on Friday 20/10/2023 discussed dog attacks, prosecutions statistics and education on what to do if people are in a similar situation. There has not been any serious dog attacks since then.	Continue to publicise dog attack prosecutions when they occur

### 8.3 Plans for Dangerous, Menacing and Restricted Breed dogs

OBJECTIVE: ENSURE DECLARED DOGS ARE COMPLIANT TO RELEVANT LEGISLATION AND REGULATIONS						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Conduct random property inspections of declared dogs to ensure compliance.	Bi-Annually	Current	Record number of inspections. Compliance with requirements	1 dangerous dog and 6 menacing dogs on the VDDR.  Inspection completed in May 2024 and conditions are being complied with		Inspections to be completed biannually.
Enforcement of non-compliance of declared dogs	As required	Current	Prosecutions undertaken as required	N/A		Complete when required.
Continue to declare dogs as Restricted Breed, Dangerous or Menacing in accordance with legislation.	Ongoing	Current	Number of dogs declared	In 2025, no dogs were declared Dangerous. There were 2 dogs declared as Menacing. There are no known restricted breed dogs.		Continue following enforcement processes as required.
Investigate complaints about Menacing, Dangerous or Restricted Breed Dogs	Ongoing	Current	Number of complaints investigated	No complaints received in 2025 (as at 31/8/2025) about declared dogs.		Investigate any complaints received.
OBJECTIVE: ENSURE AUTHORISED OFFICERS WORK CONSISTENTLY AND FAIRLY WHEN DECIDING WHETHER OR NOT TO DECLARE A DOG DANGEROUS, MENACING OR RESTRICTED BREED						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Develop a procedure relating to dealing with dangerous and declared dogs	2022	New	Procedure developed	Incorporated into the Animal Enforcement Procedure Manual		Review Animal Enforcement Procedure Manual - November 2025
Authorised Officers to undertake training to identify Restricted Breed dogs	When available	Current	Training completed	Existing officers have completed this training in recent years. Two new officers to complete Canine Anatomy Identification training when it becomes available through Agriculture Vic		Investigate upcoming training opportunities for new officers.

### 9.3 Our plans for Domestic Animal Businesses

OBJECTIVE: IDENTIFY UNREGISTERED DOMESTIC ANIMAL BUSINESS OPERATORS						
Activity	When	New/ Current	Evaluation		Notes	Next Step
Improve public awareness of what a DAB is via social media and website	2022 and annually	New	Number of social media posts and website updates	Domestic Animal Business social media post was completed February 2025. New website page to be included on Council new website.	Ongoing social media campaign via councils website and Facebook posts	Continue community education of domestic animal businesses.
Follow up possible DABs identified during property inspections and/or notifications from public	Ongoing	Current	Investigations completed	No new DABs identified in 2025		Investigate as required.
Investigate all businesses that should be registered as a DAB – check media sources/social media for advertisements	Ongoing	Current	Investigation completed and business registered, if applicable	Social media and online research regularly checked.	No new businesses found to be operating.	Continue education and enforcement as required for DABs that have failed to register with Council.
Liaise with planning department to ensure all new planning enquires for animal related businesses are flagged with Regulatory Services	Ongoing	Current	Number of businesses referred	No businesses referred in 2025. Planning team aware of requirements for referral.	2025 review conducted, no new businesses found to be operating.	Investigate as required.
Inspect properties with excess animal permits to ensure they don't have more than 3 fertile female dogs	Ongoing	Current	Inspections completed	No Excess Animal permits 2025	No Excess Animal permits 2025	Completed
OBJECTIVE: ENSURE ALL DOMESTIC ANIMAL BUSINESSES ARE REGISTERED AND COMPLIANT WITH LEGISLATION						
Activity	When	New/ Current	Evaluation		Notes	Next Step
Conduct annual audits of DABs to ensure compliance with legislation and relevant Code of Practice	Annually	Current	Audits completed and compliance achieved	Inspections of all DABs completed in April 2025. All DABs were compliant with the Act.	Completed for 2025.	Inspect all DABs annually
Ensure Council pound processes reflect best practice standards	Annually	Current	Review pound policy and procedures	Incorporated into the Animal Enforcement Procedure Manual		Animal Enforcement Procedure Manual to be reviewed November 2025
Review Health Management Plan for Swan Hill and Robinvale animal pounds	Every 3 years	Current	Review completed September 2023			Completed - due again in 2026

### 10.2 Our plans for Emergency Management

OBJECTIVE: ENSURE CONSIDERATION IS GIVEN TO THE MANAGEMENT OF DOMESTIC ANIMALS IN AN EMERGENCY						
Activity	When	New/ Current	Evaluation	Outcome	Notes	Next Step
Review animal management functions in the MEMP, including contact lists	Annually	New	Review and submit report to Emergency Management Planning Committee.	Desktop review completed at start of the 2022 flood emergency. All contact details correct and holding facilities checked.	Purchase of additional supplies and equipment to ensure the animals were safe and well cared for during the flood event.	Completed
Provide information via website and social media to assist pet owners in an emergency	As required	New	Website updated and social media posts.	Completed in October and November 2022 as part of flood emergency.	Additional posts to be scheduled as required on social media, website and traditional media.	Provide information as required.
Ensure Authorised Officers are trained to manage domestic animals in an emergency.	When available	New	Training completed	Flood emergency in October / November 2022. Existing staff who have worked in previous emergencies completed informal training with new officers. Internal training of officers to be formalised and training for managing domestic animals in emergencies to be investigated.  Mental Health Aid Training undertaken in October 2023 to help improve knowledge and skills when assisting people in emergency situations.	17 displaced cats and dogs were looked after during the 2022 flood event.	Investigate formal training for managing domestic animals in emergencies.



## 2.9 Domestic Animal Management Plan 2026-2029

**Directorate:** Development and Planning  
**File Number:** S24-24-01  
**Purpose:** For Discussion

### 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 2.3: Foster a welcoming, inclusive, and connected community.

2.3.1 Strengthen community participation and connection.

2.3.2 Embed inclusive practices across Council's operations, events, and community partnerships.

2.3.3 Reduce barriers to involvement from underrepresented groups.

### Current Strategic Documents

Domestic Animal Management Plan 2022-25

### 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

Under Section 68A of the Domestic Animal Act 1994 every Council in Victoria is required to develop and implement a Domestic Animal Management Plan every four years.

Councils are required to outline their services, programs and policies to address the administration of the Act and how they manage dog and cat issues in their communities.

The plan must:

- promote responsible pet ownership and the welfare of dogs and cats in the community,
- protect the community and the environment from nuisance dogs and cats,
- identify a method to evaluate whether the animal management services provided are adequate, and
- outline the training programs for Authorised Officers to ensure they are capable in administering and enforcing the provisions of the Act.

### Discussion

The overall purpose of the Domestic Animal Management Plan 2026-2029 is to ensure the effective management of dogs and cats, and to provide a safe and harmonious

environment for the community by protecting them from dangerous and nuisance animals.

Council aims to promote responsible pet ownership to create an environment where people and pets can peacefully and safely co-exist within the community and where pet owner's activities and those of their pets do not adversely affect the rest of the community or environment.

By implementing this plan Council will provide a service that meets both community expectations and addresses our statutory obligations by:

- documenting current processes and practices in relation to our animal management responsibilities,
- minimising non-compliance with the Domestic Animals Act 1994,
- increasing pet owner's knowledge of the principles of responsible pet ownership, enhancing community safety and improving awareness of the benefits of annual registration,
- increasing the number of dogs and cats that are registered,
- ensuring that Authorised Officers are adequately trained to perform their duties effectively,
- communicating to the broader community about the education and enforcement actions Council undertakes,
- reducing the harmful effects of domestic animals on the population of native birds, mammals and reptiles,
- consulting with the community and taking their views on animal management matters into account,
- complying with the relevant provisions of the Domestic Animals Act 1994.

In July 2025 Council engaged with the community to gather feedback for the development of the Plan. This involved an online survey and four community information sessions in Swan Hill and Robinvale. Council received 157 contributions to the survey. Most respondents (66%) stated they live in a residential/urban area and 76% stated they were dog and/or cat owners.

Respondents were asked to answer a series of questions about responsible pet ownership and their knowledge of the rules for dogs and cats, nuisance issues and their views on what our priorities for the next four years should be.

The highest rated priorities were:

- Low-cost dog and cat desexing programs
- Cheaper registration
- Free cat trapping program
- Free microchipping program
- More dog parks
- Reducing wandering cats

Respondents also suggested there should be promotion and community education about the cat containment order, responsibilities of dog owners when walking and exercising their dogs and the importance of desexing.

Over the four-year course of the new plan, some of the new initiatives to be undertaken to address the feedback received by the community include:

- Conducting research and benchmarking with other councils for lower pound release fees for vulnerable people.
- Investigating options for accepting payments for pound release fees and registration via payment plan for vulnerable people.
- Expanding the free microchipping program to biannually and include free registration for the first year.
- Completing a feasibility study into lowering animal registration fees.
- A second Authorised Officer undertaking training to become an Authorised Microchip Implanter.
- Developing a Municipal Emergency Animal Welfare plan.
- Preparing information for the website and social media to assist pet owners in an emergency that can be easily uploaded when an emergency is declared.
- Investigating options/costs for Council Authorised Microchip Implanter to provide an ongoing microchipping service for Robinvale residents.
- Campaigning local veterinarians to support the low-cost cat desexing program.
- Applying for funding (when available) to expand low cost desexing program to dogs.
- Conducting review of playgrounds in the municipality and ensure signage about keeping dogs out of playgrounds has been installed and is clearly visible.
- Reviewing signage in areas where dogs are reported of being off-leash and in playgrounds, and where dog excrement is left.
- Raising community awareness through media releases, social media and website of what a dog attack is and how to report it to Council.
- Reviewing information on website about the cat trapping program and conduct social media campaign twice per year.
- Improving the accuracy of Council's pet registration database by contacting all microchip registries every six months to obtain details of new dogs and cats microchipped in the municipality. Check that all animals are listed on Council's pet registration database and follow up non-compliance.

## Consultation

Community engagement for the development of the new plan included two rounds of consultation.

In July 2025, Council engaged with the community to gather feedback for the development of the Plan. This involved an online survey and four community information sessions in Swan Hill and Robinvale. Council received 157 contributions to the survey. Most respondents (66%) stated they live in a residential/urban area and 76% stated they were dog and/or cat owners.

The second round of community engagement involved the public exhibition of the draft plan over a four-week period from 25 September to 23 October 2025 and opportunity

for submissions. The draft plan was also sent to key stakeholders including domestic animal businesses, local veterinarians and Animal Care Australia. 76 views were recorded on the Let's Talk platform.

One submission was received from Animal Care Australia, attached is the submission report and the response to the questions raised.

From the review of the submission, the draft DAMP has been updated with the suggestions into the DAMP 2026-2029:

- Page 25: develop a post-incident checklist to ensure support is provided to victims of dog attacks.
- Page 31: bringing forward the time frame from 2028 to 2027 for the development of a municipal emergency animal welfare plan.

Animal Care Australia is currently recognised by Animal Welfare Victoria as a key stakeholder in the review of Victoria's Animal Welfare legislation. Animal Care Australia acknowledges Swan Hill Rural City Council's strong commitment to responsible pet ownership, welfare, and community safety through the DAMP 2026-2029. The proposed plan demonstrates a progressive governance and collaborative approach to animal management.

### **Financial Implications**

The plan has been prepared so the majority of the objectives can be completed within the operational budget and current resources. If additional funding is required, they will be subject to separate budget submissions.

### **Social Implications**

The intention of the Domestic Animal Management Plan is to ensure the effective management of dogs and cats, and to provide a safe and harmonious environment for the community by protecting them from dangerous and nuisance animals.

### **Economic Implications**

Nil.

### **Environmental Implications**

Responsible pet ownership leads to improved outcomes for native animals.

### **Risk Management Implications**

Council is required to prepare and adopt a Domestic Animal Management Plan, failure to do so would be in breach of the Domestic Animals Act 1994.

- Attachments:**
1. Animal Care Australia Submission redacted [2.9.1 - 7 pages]
  2. DRAFT 2026-2029 Domestic Animal Management Plan [2.9.2 - 32 pages]

3. Response to submission from Animal Care Australia  
redacted [2.9.3 - 2 pages]

**Options**

1. That Council note the submission and report and takes it to a Council meeting for adoption.
2. That Council seeks more information on the Domestic Animal Management Plan.

**Recommendation/s**

**That Council adopt the Domestic Animal Management Plan 2026-2029 and provide a copy of the plan to the Secretary of the Department of Energy, Environment and Climate Action.**

**CM 2025/194 Motion**

**MOVED Cr Thornton**

**That Council adopt the Domestic Animal Management Plan 2026-2029 and provide a copy of the plan to the Secretary of the Department of Energy, Environment and Climate Action.**

**SECONDED Cr Jennings**

**The Motion was put and CARRIED 7 / 0**

**"Animal welfare is animal care"**  
[animalcareaustralia.org.au](http://animalcareaustralia.org.au)



21<sup>st</sup> October 2025

Chief Executive Officer  
 Swan Hill Rural City Council,  
 Email: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)

### **Domestic Animal Management Plan 2026-2029**

Animal Care Australia (ACA) is a national incorporated association established to lobby for real animal welfare by those who keep, breed and care for animals. Our goal is to promote and encourage high standards in all interactions with the animals in our care.

Animal Care Australia is currently recognised by Animal Welfare Victoria as a key stakeholder in the review of Victoria's Animal Welfare Act and its associated regulations. Animal Care Australia is directly consulting and advising during that review, including the future revision of Codes of Practice for the keeping of all pets.

Animal Care Australia encourages continued development of animal welfare standards and Codes of Practice for animal husbandry, breeding, training, sale, and sporting exhibitions for a wide range of animal species, including pets, companion animals, animals used for educational or entertainment purposes or kept for conservation.

Animal Care Australia is engaged with state governments to develop more appropriate model Local Laws and model Subordinate Local Laws governing the keeping of animals in each state. Nationally, Animal Care Australia is finding Local Councils placing restrictions and permit requirements on their residents which do nothing to improve animal welfare and tend to lead to greater non-compliance.

### **Key Commendations and Great Initiatives**

- Expansion of low-cost desexing and accessibility programs for vulnerable pet owners, reflecting a humane and inclusive policy direction.
- The two-stage community consultation process with measurable data.
- Identifying resident concerns/needs, and commitment to actioning them.
- Strengthened Authorised Officer training program ensuring consistent, professional enforcement.
- Continued emphasis on proactive education campaigns using digital, radio, and print media.
- Council website is easy to navigate and pet ownership information is available in multiple languages.
- Integration of annual public reporting obligations, increasing transparency and accountability.
- Plans to look at reducing release fees, and payment plans for vulnerable owners.
- Free microchipping program – and expansion of same.
- "Free Ride Home" program.
- Council's current registration fees are pretty low compared to some exorbitant fees charged by other Victorian councils and Council's commitment to look into lowering fees even further.
- Ongoing collaboration with over 70 rehoming organisations under section 84Y agreements.

***"Animal welfare by the experts – those who keep, breed and care for animals"***

∞ PO Box 314 Macarthur Square Post Office NSW 2570 ∞ ABN 36 438 686 995 ∞ CFN 25599 ∞ TFN 508 268 553

- The use of data-driven decision-making, including benchmarking and percentage-based targets, represents modern governance best practice.

Animal Care Australia acknowledges Swan Hill Rural City Council's strong commitment to responsible pet ownership, welfare, and community safety through the Draft DAMP 2026–2029. The proposed plan demonstrates progressive governance and a collaborative approach to animal management.

#### **Opportunities for Further Improvement**

1. Continue expanding partnerships with local veterinarians to ensure sustainable delivery of low-cost desexing initiatives.
2. Explore introducing education modules targeting children and youth to build early responsible pet ownership values.
3. Consider inclusion of post-incident support and education following dog attacks to assist victims and owners.
4. Ensure equitable access to enforcement and education programs across rural localities such as Robinvale and Ultima.
5. Maintain transparency in performance metrics by publishing annual progress reports on DAMP targets via Council's website.
6. Provide clearer public reporting on enforcement statistics, including dog attacks and nuisance resolution outcomes.

#### **General feedback:**

#### **Community engagement:**

Animal Care Australia notes the small engagement response to the survey (only 157 contributions). This means insufficient promotion of the review was conducted.

#### **Training for authorised officers:**

Animal Care Australia notes there are 5 full-time multi-disciplined officers with no designated Animal Management Officer.

#### **Responsible pet ownership programs:**

Animal Care Australia's review of Council's website found it is easy to navigate, has relevant information, and available in multiple languages. Animal Care Australia strongly commends this, as a vast number of other Council websites are difficult to navigate.

While the Action plan looks quite comprehensive, it would be good to include partnerships with local community groups/businesses to help with promotions.

#### **Overpopulation and high euthanasia rates:**

Animal Care Australia highlights reclaim rates for impounded animals may be impacted by the costs to reclaim. Animal Care Australia commend Council on plans to look at reducing release fees, and payment plans for vulnerable owners, and the low-cost desexing program for cats. Animal Care Australia is unsure from this DAMP whether this would include and dogs? If not – it should.

#### **Registration and identification:**

While Animal Care Australia generally supports the animal numbers outlined in Community Local Law No. 2 – Part 7 Animals, we strongly suggest utilising the number caps on pets as a guideline to be enforced only when an issue arises where an owner needs to be restricted for animal welfare reasons, rather than a hard rule, and to scrap the excess animals permit system or make the permit



free for all residents other than repeat offenders. Residents who have more than the specified number of pets may be more likely to register if the caps/permits/fees are removed.

**Please note: Animal Care Australia DOES NOT SUPPORT** the limit of just two rabbits on residential premises. See our Closing Statement for more.

**Nuisance:**

Animal Care Australia supports Council's 24-hour cat containment rule provided Council assists residents with measures to ensure cat containment to their property is affordable and Council continues to maintain the information pages on its website. These pages are very comprehensive and well-informed.

Animal Care Australia notes there is only 1 designated dog off-leash area in the LGA – to service at least 2292 registered dogs. Animal Care Australia strongly suggests the creation of more designated off-leash areas.

**Emergency management:**

Animal Care Australia notes the planned activities in this area all have a 2028 planned date and we suggest this could be prioritised to be completed and actioned sooner than 2028.

**For a comparison of the current DAMP versus the Draft DAMP see appendix 1.**

**In closing:**

It is necessary to call your attention to rabbit number restrictions within the **Community Local Law No. 2 – Part 7 Animals** - in the hope that while Council is reviewing the Domestic Animal Management Plan you will consider approving amendments to Local Laws taking into consideration our feedback and provide the opportunity for residents to keep their pets without the need for permits.

**Small Mammals:**

Rabbits, ferrets, guinea pigs, rats, and mice are considered as house pets and have been for some time now.

Now that housing cost forces people into smaller unit dwellings, indoor pets such as rabbits, ferrets, rats, mice, and guinea pigs are becoming the norm.

Owners of these smaller pet's work to improve the quality of the animal in health and temperament and animal related clubs and societies have policies for registered breeders who are bound by their published Code Of Ethics and Code Of Practice along with provisions provided with the current Prevention of Cruelty to Animals Act.

There are many Societies for rabbits, guinea pigs, rats, and mice.

**Rabbits**

Many people that keep rabbits in any residential situation keep them as pets and the majority of pet rabbits are kept as indoor pets for their health and safety. Vaccines do not provide protection against all of the government released rabbit haemorrhagic viruses that are designed to eradicate feral rabbits.

Responsible pet owners will have their rabbits desexed should THEY NOT wish to breed. Council imposing restrictions is an extreme overreach of power and highlights how out of touch with animal keeping this draft policy is.



Small mammals are extremely popular, particularly in circumstances of higher residential density areas, make no noise, and despite common misconception produce little to no odour. Small mammals are colony animals, and a limit of just ten animals is simply poor animal welfare. This is especially applicable if different species are kept as, it further limits the ability of the pet owner to keep suitable colonies of each species if limited to a total number of four or just two!

Animal Care Australia would like to request a meeting to discuss further collaboration to ensure a policy that aligns with the needs of your pet keeping residents.

Animal Care Australia's primary objective is 'education over regulation' and always commend Councils wherever they seek to further the education of their residents. We recommend viewing our online document: [Council Animal Management Plans](#)

Should you require further details please do not hesitate to reach out as we would be happy to meet with you and further discuss this matter.

Kind regards,

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[animalcareaustralia.org.au](http://animalcareaustralia.org.au)

**Appendix 1: Side-by-Side Comparison and Commentary**

Section	2022–2025 DAMP	2026–2029 Draft DAMP (with Commentary)
<b>Overall Structure &amp; Focus</b>	34 pages, detailed procedural focus. Annual review required.	32 pages, more strategic and outcomes based. Aligns strongly with Section 68A of the Domestic Animals Act 1994. ACA commends this shift to performance accountability and statutory clarity.
<b>Community Consultation</b>	Single consultation period in 2021 with 196 responses.	Two consultation rounds (mid-and-late-late-2025) including multilingual options. Demonstrates a best-practice approach to community engagement. ACA applauds the inclusion of measurable survey data and broader inclusiveness.
<b>Training for Authorised Officers</b>	Outlined need for Cert IV qualifications; several officers undertaking training.	All officers now qualified with Cert IV Animal Control and Government (Statutory Compliance). Adds workplace behaviour and firearms safety. Strong demonstration of professional capability and compliance alignment.
<b>Responsible Pet Ownership</b>	Focused on cat confinement, desexing and on-leash promotion.	Expanded with multilingual and easy-English materials, signage checks, and twice-yearly campaigns. ACA supports this as an excellent public education initiative promoting proactive compliance.
<b>Overpopulation &amp; Euthanasia</b>	58 rescue partners; low-cost desexing introduced; aim to reduce euthanasia 5%.	72 rescue partners; low-cost desexing expansion; research into mobile vet programs; inclusion of vulnerable person payment plans. ACA strongly commends the welfare-first and accessibility-based approach.

<b>Registration &amp; Identification</b>	Free Ride Home initiative introduced; annual database contact; half-price reg.	Continues Free Ride Home; biannual microchip data matching; expanded free microchipping; new fee-reduction study. A clear example of data-led innovation and community incentive.
<b>Nuisance &amp; Dog Attacks</b>	Basic enforcement and education campaigns.	Enhanced communication: twice-yearly radio and print campaigns; better signage. Commendable reinforcement of public education for safety and compliance.
<b>Domestic Animal Businesses</b>	Standard inspection and audit framework.	Improved cross-referencing with the Animal Management Procedure Manual and expanded auditing structure. Reflects sound governance and transparency.
<b>Other &amp; Annual Review</b>	Annual review mentioned briefly.	Explicit annual review and reporting to be published in Council's Annual Report as per s68A(3)(c). Strengthens accountability and public transparency.
<b>Local Laws &amp; Orders</b>	Community Local Law No. 2 – Part 7 Animals	Out of touch with animal welfare requirements for rabbits and with current community expectation

### **About Animal Care Australia**

As a nationally recognised animal welfare organisation, Animal Care Australia encourages continued development of animal welfare standards and Codes of Practice for animal husbandry, breeding, training, sale, and sporting exhibitions for a wide range of animal species, including pets, animals used for educational or entertainment purposes or kept for conservation, and in particular native birds, reptiles, and mammals.

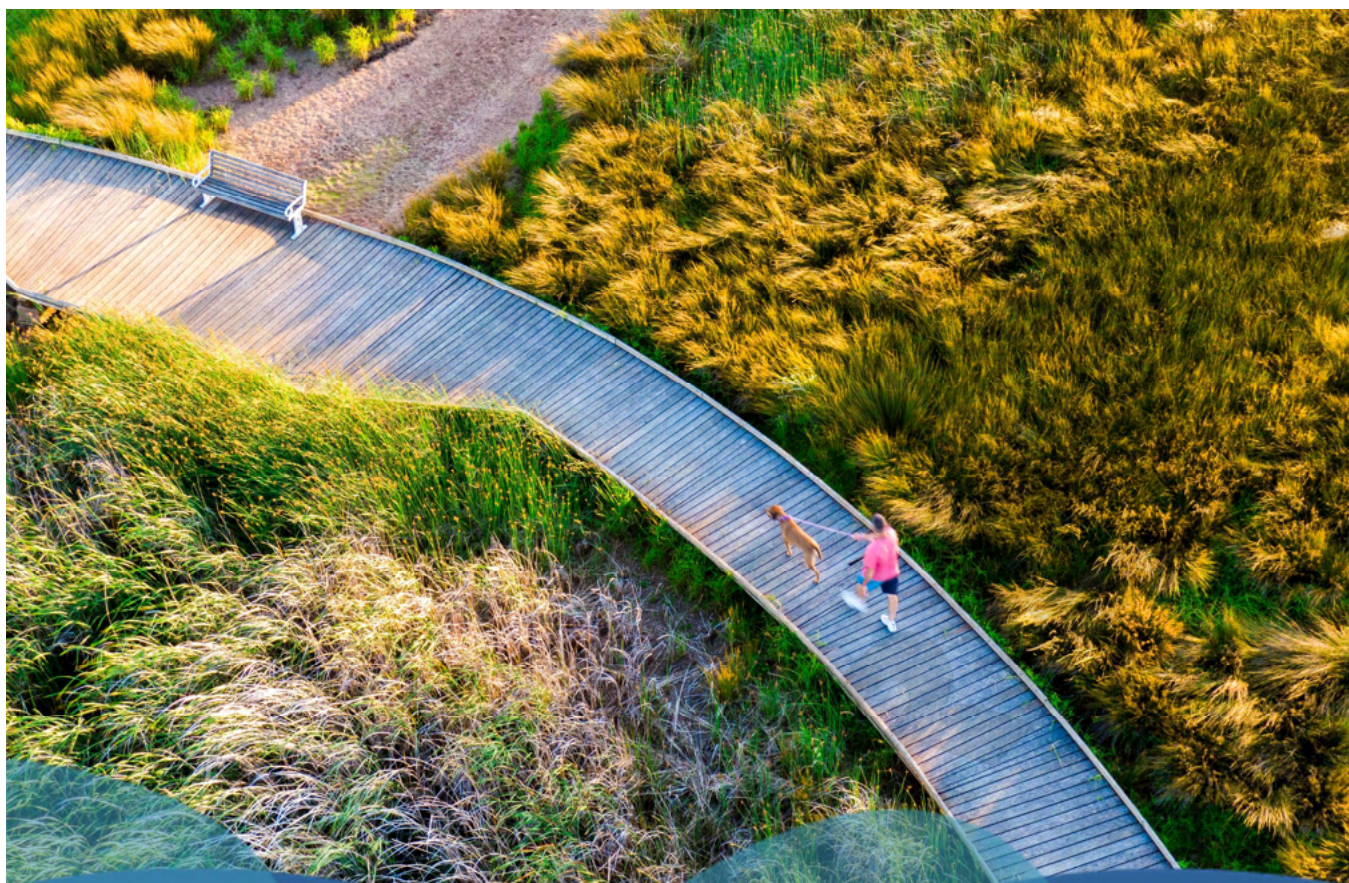
Animal Care Australia was founded in early 2018 to establish an organisation run solely by volunteers to lobby for real animal welfare. With extreme animal rights and animal liberationist ideologies influencing government legislation, regulation, and policy at our expense and to the detriment of our animals and pets, it has become necessary to provide government with a balancing voice.

By uniting the broad spectrum of animal groups, collectively we offer an experienced, sensible approach to animal welfare.

By educating our members and the public about the importance of treating animals with kindness and respect for their needs and promoting the humane treatment of animals to improve animal welfare outcomes, Animal Care Australia is in the unique position of lobbying and advocating for all animals within our care.

Animal Care Australia provides priority to the following:

- advocating for stronger welfare outcomes
- advocating to increase education of the public in animal welfare and best care techniques
- educate the public on handling their animals with kindness & respect and the importance of their needs
- educate the public in the differences between animal welfare and animal rights



# DRAFT Domestic Animal Management Plan 2026-29



## Contact us

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### Website

[www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)

## Acknowledgement

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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.



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# 1. Introduction and context

Under Section 68A of the Domestic Animal Act 1994 (the Act) every council in Victoria is required to develop and implement a Domestic Animal Management Plan every four years.

Councils are required to outline their services, programs and policies to address the administration of the Act and how they manage dog and cat issues in their communities.

The plan must:

- promote responsible pet ownership and the welfare of dogs and cats in the community,
- protect the community and the environment from nuisance dogs and cats,
- identify a method to evaluate whether the animal management services provided are adequate, and
- outline the training programs for Authorised Officers to ensure they are capable in administering and enforcing the provisions of the Act.

## Domestic Animals Act 1994

### 68A Councils to prepare domestic animal management plans

- (1) Subject to subsection (1A), each Council must, in consultation with the Secretary, prepare a domestic animal management plan on 4 December 2021 and at the end of each period of 4 years after that day.
- (1A) A Council may apply to the Secretary for an extension of time within which to prepare a domestic animal management plan.
- (1B) The Secretary may grant an extension of time under subsection (1A) if the Secretary believes that special circumstances exist that warrant the granting of an extension.
- (2) A domestic animal management plan prepared by a Council must—
  - a. set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
  - b. outline programs for the training of Authorised Officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
  - c. outline programs, services and strategies which the Council intends to pursue in its municipal district—
    - i. to promote and encourage the responsible ownership of dogs and cats; and
    - ii. to ensure that people comply with this Act, the regulations and any related legislation; and
    - iii. to minimise the risk of attacks by dogs on people and animals; and
    - iv. to address any over-population and high euthanasia rates for dogs and cats; and
    - v. to encourage the registration and identification of dogs and cats; and
    - vi. to minimise the potential for dogs and cats to create a nuisance; and
    - vii. to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
  - d. provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
  - e. provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
  - f. provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
  - a. review its domestic animal management plan annually and, if appropriate, amend the plan; and
  - b. provide the Secretary with a copy of the plan and any amendments to the plan; and
  - c. publish an evaluation of its implementation of the plan in its annual report.



## Purpose

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The overall purpose of our Domestic Animal Management Plan is to ensure the effective management of dogs and cats, and to provide a safe and harmonious environment for the community by protecting them from dangerous and nuisance animals.

Council aims to promote responsible pet ownership to create an environment where people and pets can peacefully and safely co-exist within the community and where pet owner's activities and those of their pets do not adversely affect the rest of the community or environment.

By implementing this plan Council will provide a service that meets both community expectations and addresses our statutory obligations by:

- documenting current processes and practices in relation to our animal management responsibilities,
- minimising non-compliance with the Domestic Animals Act 1994,
- increasing pet owner's knowledge of the principles of responsible pet ownership, enhancing community safety and improving awareness of the benefits of annual registration,
- increasing the number of dogs and cats that are registered,
- ensuring that Authorised Officers are adequately trained to perform their duties effectively,
- communicating to the broader community about the education and enforcement actions Council undertakes,
- reducing the harmful effects of domestic animals on the population of native birds, mammals and reptiles,
- consulting with the community and taking their views on animal management matters into account,
- complying with the relevant provisions of the Domestic Animals Act 1994.

This plan will be reviewed annually and implemented over a four-year period.

## Development

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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 animal management data.



## Community engagement

Community engagement for the development of this plan has included two rounds of consultation:

### Round 1

In July 2025 Council engaged with the community to gather feedback for this Plan. This involved an online survey on Council's community engagement webpage, Let's Talk and four community information sessions.

The survey was promoted through a range of communication channels including Council's website, social media, local newspapers, and radio. Hard copies of the survey were also available at Council's service centres, local veterinary clinics and at the community information sessions. The survey was also available in multi-lingual formats.

Respondents were asked to answer a series of questions about responsible pet ownership and their knowledge of the rules for dogs and cats, nuisance issues and their views on what our priorities for the next four years should be.

Council received 157 contributions to the survey. Most respondents (66%) stated they live in a residential/urban area and 76% stated they were dog and/or cat owners. Eighty percent stated their dogs and/or cats were registered. For those that do not have their animals registered, most stated they would register their animals if it was cheaper or there were other incentives.

<b>91%</b>	of respondents stated they were aware of the 24-hour cat containment order	<b>70%</b>	of respondents stated they have experienced dog nuisance issues at their home
<b>85%</b>	of respondents stated they were aware dogs and cats needed to be registered with Council	<b>55%</b>	of respondents stated there should be more fenced off leash dog parks
<b>92%</b>	of respondents stated they were aware dogs must be on leash at all times unless in a designated off leash area	<b>67%</b>	of respondents stated there should not be other areas where dogs can be off leash
<b>47%</b>	of respondents stated they were not aware dogs are not allowed in children's playgrounds	<b>69%</b>	of respondents stated they have experienced cat nuisance issues at their home
<b>36%</b>	of respondents stated they were not aware Council provides a free cat trapping program	<b>83%</b>	of respondents stated there should be low cost desexing for dogs and cats

The survey also asked respondents what they think the main priorities for this plan should be. The highest rated were:

- Low cost desexing programs
- Cheaper registration
- Free cat trapping program
- Free microchipping program
- More dog parks
- Reducing wandering cats

Respondents also suggested there should be promotion and community education about the cat containment order, responsibilities of dog owners when walking and exercising their dogs and the importance of desexing.

This community feedback helped Council form the draft plan and the objectives for the next four years.

### Round 2

The second round of community engagement involved the public exhibition of the draft plan over a four-week period in September-October 2025 and opportunity for submissions. The draft plan was also sent to key stakeholders including domestic animal businesses, local veterinarians and Animal Care Australia. There was one submission received.

## Demographic of the Swan Hill municipality

Swan Hill Rural City Council is home to 21,403\* people in the northwest of Victoria. From Robinvale and Boundary Bend in the north to Ultima and Lake Boga in the south, our municipality brings together communities with strong local identities and a shared sense of connection.

Our municipality welcomes people from a variety of backgrounds and cultures, with around one in four residents born overseas and many speaking a language other than English at home. Our municipality has a median age of 39 and household size of 2.5 people, in line with the Victorian average. A mix of younger families, older residents and volunteers all contribute to the community's character.

The Mallee Climate Projections 2024 show that by 2050, Swan Hill is likely to be 1.5 °C warmer and have 4–8 % less annual rainfall than 1986–2005, meaning hotter summers, more very hot days, and drier conditions impacting farming, water, infrastructure, and health.

\*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.



## Current programs and services

Program/Service	Service Level
<b>Identification and registration</b>	<p>Average of 2310 dogs and 417 cats registered per year.</p> <p>Annual registration renewal notices.</p> <p>Thorough follow up of unpaid registration renewals – average of 340 phone calls and 30 doorknocks per year.</p> <p>Issue unregistered animal notifications as required.</p> <p>Mandatory microchipping and registration of all animals released from pound.</p> <p>Use of Council's website and social media to reunite lost pets with owners.</p> <p>Half price animal registrations from October – December.</p>
<b>Domestic animal complaints (i.e. wandering dogs and cats)</b>	<p>Attend to wandering cats or dogs as soon as possible – preferably within the hour.</p> <p>Other non-urgent complaints within 48 hours.</p>
<b>Animal nuisance complaints</b>	<p>Respond to complainant within 48 hours.</p> <p>Issue barking dog information pack within 3 days.</p> <p>Deliver cat traps within 14 days.</p>
<b>Dangerous dog complaints/dog attack</b>	<p>Immediate response if determined to be an emergency.</p> <p>Respond next business day if non-emergency.</p>
<b>Animal cruelty complaints</b>	<p>Respond within 24 hours and refer to RSPCA, if required.</p> <p>Investigate referrals from RSPCA, as required.</p>
<b>Pound facilities</b>	<p>Two Council pound facilities - Swan Hill and Robinvale.</p> <p>Visits by appointment 8:30am – 5:00pm Monday to Friday.</p>
<b>Microchipping program/discounted desexing</b>	<p>Annual microchipping program in Swan Hill and Robinvale.</p> <p>Free microchip and first year (pro-rata) registration.</p> <p>Discounted desexing, microchip, vaccination and free first year registration for animals adopted from pound.</p> <p>Low-cost cat desexing for vulnerable persons</p>
<b>Domestic Animal Business Inspections</b>	<p>Inspect and process new DAB applications within 10 days.</p> <p>Conduct annual audits and issue registration certificates.</p> <p>Investigate complaints within 48 hours.</p>
<b>Declared dogs</b>	<p>Registration and identification of all menacing, dangerous and restricted breed dogs.</p> <p>Annual property inspections to ensure compliance.</p> <p>Respond to complaints within 24 hours.</p>
<b>After hours emergency service</b>	<p>External contractor for after-hours service for animal emergencies, such as dog attacks and livestock on roads.</p>

## Domestic animal statistics

	2021/22	2022/23	2023/24	2024/25
<b>DOGS</b>				
Registered dogs	2319	2341	2290	2292
Dogs impounded	129	146	154	164
Dogs returned to owner	64	70	57	67
Dogs rehomed/transferred to adoption agency	63	61	82	86
Dogs euthanased (sick, injured or unsuitable to be rehomed)	2	15	15	10
Dogs surrendered	22	22	34	54*
<b>CATS</b>				
Registered cats	426	413	426	406
Cats impounded	215	224	303	378
Cats returned to owner	14	13	22	14
Cats rehomed/transferred to adoption agency	139	109	158	175
Cats euthanased (wild, uncontrollable or poor health)	62	102	123	185
Cats surrendered	6	8	43**	41**
<b>Domestic Animal Businesses</b>				
	4	5	5	5

\* The most common reason why dogs were surrendered in 2024/25 was because their owners were unable to care for them, followed by financial reasons.

\*\* Increase due to cats being surrendered by animal hoarders.



## 2. Training for Authorised Officers

Animal management is the responsibility of Regulatory Services which forms part of the Development and Planning directorate.

There are currently five full-time Authorised Officers in the Regulatory Services team that are skilled and trained to work in a multi-disciplinary role involving domestic animal management, Local Laws, parking enforcement, fire prevention and livestock control. The Authorised Officers are supported by the Public Health and Regulatory Services Coordinator, full-time Administration Officer and part-time Compliance Officer.

### 2.1 Current and planned training for Authorised Officers

Due to the varied roles and activities undertaken by the Regulatory Services team, it is vital that all staff involved in animal management have the necessary skills, knowledge and equipment to perform their duties safely and effectively and have the required legislative authorisations and delegations.

Council is committed to the ongoing training and development of animal management staff. All Authorised Officers have obtained a Certificate IV Animal Control and Compliance and Certificate IV in Government (Statutory Compliance) as well as additional animal management and handling training. Each officer also completes training in customer service, workplace behaviours, occupational health and safety, first aid and firearms use and safety.

Council's Authorised Officer training and development activities are designed to ensure that all officers have the necessary skills and knowledge to undertake their duties. Training activities include:

- formalised training through accredited registered training organisations
- short course refresher training
- industry forums and training sessions
- on-the-job training and ongoing coaching

### 2.2 Our plans for training

Activity	Activity	Evaluation
<b>Objective 1: Ensure Authorised Officers are suitably skilled and trained to support the community and effectively perform their regulatory role.</b>		
Identify additional training opportunities to upskill officers during annual staff performance reviews	Annually – June and as required.	Training register updated and training completed
Review and update Animal Enforcement Procedure manual and refresher training for staff	2028	Manual reviewed and updated as required, training completed
Ensure officers attend industry training and seminars.	When available	Training attended



### 3. Responsible Pet Ownership Programs

This section outlines Council's programs, services and strategies to promote responsible pet ownership to comply with the requirements of the Domestic Animals Act 1994.

#### 3.1 Context and current situation

Council undertakes a number of activities that promote and encourage responsible pet ownership which reduces the need for enforcement action.

Education materials are available on our website and information brochures are displayed at service centres. Responsible pet ownership is promoted via social media and there are dedicated campaigns to encourage the community to register and microchip their animals.

The municipality is culturally diverse with one quarter of the population from backgrounds where languages other than English are spoken. The most common languages other than English are Italian, Tongan and Vietnamese. Multilingual and easy English education materials are available.

In July 2025 we consulted with the community via an online survey. Respondents were asked a series of questions about responsible pet ownership and their awareness of the rules such as cat containment and dogs on leash.

<b>91%</b>	of respondents stated they were aware of the 24-hour cat containment order
<b>85%</b>	of respondents stated they were aware dogs and cats needed to be registered with Council from 3 months of age
<b>92%</b>	of respondents stated they were aware dogs must be on leash at all times unless in a designated off leash area
<b>47%</b>	of respondents stated they were not aware dogs are not allowed in children's playgrounds
<b>36%</b>	of respondents stated they were not aware Council provides a free cat trapping program

Respondents were also asked what the main priorities for this plan should be. The highest rated were:

- Low cost desexing programs
- Cheaper registration
- Free cat trapping program
- Free microchipping program
- More dog parks
- Reducing wandering cats

Respondents also told us they would like more online information about the cat containment order, responsibilities of dog owners when walking and exercising their dogs and the importance of desexing.

### 3.2 Our Orders, Local Laws, policies and procedures

Type	Description
<b>Community Local Law No. 2 – Part 7 Animals</b>	<p>Section 71 –sets out the number of animals that may be kept without a permit.</p> <p>Section 72 – requires owners to ensure they have adequate fencing to prevent animals escaping.</p> <p>Section 74 – requires owners to ensure their animals do not create a nuisance and all animal litter must be disposed of.</p> <p>Section 75 – requires a person to remove and dispose of their dog's excrement.</p> <p>Section 76 – requires all dogs and cats to be on a leash unless in a designated off leash area.</p> <p>Prescribed off-leash area - Swan Hill Off-Leash Dog Park</p>
<b>Council policies and procedures</b>	Animal Management Procedure Manual
<b>Council orders</b>	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.

### 3.3 Education and promotion activities

Council has implemented a number of educational and promotional activities to promote responsible pet ownership including;

- use of media, website and social media to promote responsible pet ownership and the benefits of microchipping and desexing,
- availability of a range of information brochures and education material for the community – displayed at Council's service centres and issued to the community as required,
- education campaign via social media, Council newsletter and paid advertising in the lead up to when renewals are due on 10 April each year,
- annual registration renewal notices, reminder notices, SMS notifications, follow up phone calls and door knocking for unpaid registrations,
- providing dog waste bag dispensers and signage in parks and reserves to encourage people to clean up after their pets,
- dog on leash signage in parks and public areas,
- community education campaigns about the importance of reporting dog attacks and owner's responsibilities relating to aggressive, menacing and attacking animals,
- links on website to other organisations that encourage responsible pet ownership such as the Animal Welfare Victoria and RSPCA Victoria,
- issuance of Unregistered Animal Notifications for unregistered animals to educate and ensure compliance, and
- placement of all unclaimed animals on Council's Lost and Found webpage and local community Facebook pages.



### 3.4 Our plans to promote responsible pet ownership

Activity	Activity	Evaluation
<b>Objective 1: Increase community knowledge responsible pet ownership</b>		
Raise community awareness about 24-hour cat confinement order by reviewing information on website and undertake social media campaign twice per year	February and August	Website reviewed and social media campaign completed annually
Share 'Safe Cat, Safe Wildlife' education material via social media annually.	November	Social media post completed annually
Raise community awareness about responsibilities of dog owners when walking and exercising their dogs by reviewing information on website and undertake social media campaign twice per year	March and September	Website reviewed and social media campaign completed annually
Review information on website about the importance of desexing and undertake social media campaign twice per year	March and October	Website reviewed and social media campaign completed annually
Conduct review of playgrounds in the municipality and ensure signage about keeping dogs out of playgrounds has been installed and is clearly visible.	April	Review completed and signage installed as required
Investigate developing a flyer to be sent with animal renewal notices to advise on dog and cat rules	2027	Flyer developed and sent with renewals
Undertake print media campaign and radio advertising on most reported issues/complaints twice per year	June and December	Newspaper and radio advertising completed



## 4. Overpopulation and high euthanasia rates

This section outlines Council's compliance and education programs to address overpopulation and high euthanasia rates in dogs and cats.

### 4.1 Context and current situation

Authorised Officers make every effort to reunite lost pets with their owners before impounding them. Current registration and up to date contact details on the pet's microchip record make this process much easier and contributes to a reduction in the numbers of animals that are impounded at facilities in Swan Hill and Robinvale.

Council conducts annual social media campaigns to remind pet owners to update their pet's microchip details. Unfortunately, owners of some microchipped animals cannot be contacted because phone numbers have been disconnected, or the microchip is still under the breeder's or last owner's name.

Unidentified animals are impounded and advertised on Council's website for eight days. Animals that are claimed by owners are required to be registered and microchipped before they can be released from the pound. If animals are not claimed after eight days, and are suitable to be rehomed, they are either adopted locally or transferred to a rehoming organisation via a section 84Y agreement. Effective June 2025, Council has 72 agreements in place with approved animal rescue organisations.

Stray and feral cats continue to be an issue in the municipality. These cats create a serious problem of uncontrolled breeding, attacks on wildlife and causing a nuisance. Council assists property owners with cat trapping to remove unwanted and unowned cats. Of the 378 cats impounded in 2024/25, 72% were caught in a trap.

The highest rating priority from the online survey was low cost desexing programs, followed by cheaper registration and the free cat trapping program. Only 64% of survey respondents stated they were aware of the free cat trapping program so a bi-annual social media campaign will be implemented.

It is important that community members are educated and take responsibility for their cats by registering, microchipping, desexing and securely confining them to their property. 96% of cats impounded in 2024/25 were not desexed and 99% were not microchipped.

In 2021 the State Government contributed \$5000 towards Council's low-cost cat desexing program. Over the last four years Council has contributed \$14,000 which has resulted in 102 being desexed, 74 females and 28 males (as of July 2025). A barrier to the program was the 1-hour distance to the only participating vet. In August 2025, a local veterinarian started offering their services, which will hopefully make the program more accessible.

Council recognises the importance of offering affordable and accessible low-cost desexing programs for our community and will continue campaigning for local veterinarians to support the program. We will also research and seek funding for visiting vet clinics. The aim of this will be to remove some of the barriers vulnerable people experience when trying to access vet care, as well as reducing the overpopulation of cats.

The following table outlines the statistics for impounded cats and dogs over the last four years.

Impounded animal statistics				
	2021/22	2022/23	2023/24	2024/25
<b>DOGS IMPOUNDED</b>	<b>129</b>	<b>146</b>	<b>154</b>	<b>164</b>
<b>Impounding outcome - Dogs</b>				
Dogs returned to owner	64 (50%)	70 (48%)	57 (37%)	67 (41%)
Dogs rehomed/transferred to adoption agency	63 (49%)	61 (42%)	82 (53%)	86 (53%)
Dogs euthanased (sick, injured or unsuitable to be rehomed)	2 (1%)	15 (10%)	15 (10%)	10 (6%)
Dogs other pound outcome (stolen, died in pound, escaped)	0	0	0	1
<b>CATS IMPOUNDED</b>	<b>215</b>	<b>224</b>	<b>303</b>	<b>378</b>
<b>Impounding outcome - Cats</b>				
Cats returned to owner	14 (6%)	13 (6%)	22 (7%)	14 (4%)
Cats rehomed/transferred to adoption agency	139 (65%)	109 (49%)	158 (52%)	175 (46%)
Cats euthanased (wild, uncontrollable or poor health)	62 (29%)	102 (45%)	123 (41%)	185 (49%)
Cats other pound outcome (stolen, died in pound, escaped)	0	0	0	4 (1%)



## 4.2 Our Orders, Local Laws, policies and procedures

Type	Description
<b>Community Local Law No. 2 – Part 7 Animals</b>	Section 71 –sets out the number of animals that may be kept without a permit. Section 72 – requires owners to ensure they have adequate fencing to prevent animals escaping.
<b>Council policies and procedures</b>	Animal Management Procedure Manual
<b>Council orders</b>	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.

## 4.3 Our plans to address overpopulation and euthanasia

Activity	Activity	Evaluation
<b>Objective 1: Increase cat desexing rates through low-cost program by 10%</b>		
Continue to fund low cost desexing program for cats	Annually	Number of cats desexed
Campaign local veterinarians to support the low-cost cat desexing program	Annually	Number of cats desexed
Research and apply for additional funding (when available) for a travelling vet program to offer low-cost cat desexing to the community	When available	Research completed and funding applied for
<b>Objective 2: Improve reclaim rates by 10%</b>		
Conduct research and benchmarking with other councils for lower pound release fees for vulnerable people	2026	Research completed and report for Council
Investigate options for accepting pound release fees and registration via payment plans for vulnerable people	2026	Investigation completed and payment plan system in place
Expand free microchipping program to biannually and include free registration for the first year	2026	Increase in animal registration received

## 5. Registration and identification

This section outlines Council's programs, services and strategies to encourage the registration and identification of dogs and cats.

### 5.1 Context and current situation

Registration and identification of dogs and cats is the foundation of responsible pet ownership as it enables lost and found animals to be reunited with their owners as quickly as possible, reducing the stress on both owners and pets.

Animal registration fees help fund animal management services provided by Council, as well as State Government projects such as the Responsible Pet Ownership Program.

Registration statistics				
	2021/22	2022/23	2023/24	2024/25
Dogs registered	2319	2341	2290	2292
Cats registered	426	413	426	406

Overall registration figures for dogs and cats in the municipality have remained fairly consistent over the last four years. Currently there are 406 cats and 2292 dogs registered within the municipality.

During consultation for this plan, 85% of survey respondents stated they were aware dogs and cats are required to be registered with Council from three months of age.

35% of survey respondents stated they would more likely register their dogs and cats if it was cheaper and 20% stated they would if there were other incentives offered.

### 5.2 Our Orders, Local Laws, policies and procedures

Type	Description
<b>Community Local Law No. 2</b> <b>– Part 7 Animals</b>	Section 71 – sets out the number of animals that may be kept without a permit.
<b>Council policies and procedures</b>	Animal Management Procedure Manual

### 5.3 Our current activities for registration and identification

- Issuing annual animal registration renewal notices via mail or email each year.
- Thorough follow up of owners who fail to renew animal registrations including reminder notices, SMS reminders, phone calls, door knocking and enforcement action.
- Mandatory microchipping and registration for all animals released from the pound.
- Use of Council's website and social media to reunite lost pets with their owners.
- Registration and identification of menacing, dangerous and restricted breed dogs.
- Annual free microchipping program in Swan Hill and Robinvale.

- Half price animal registrations from 1 October to 31 December each year.
- Up to three months' free registration for new animal registrations received between 1 January and 10 April each year.
- Use of Council's website and social media to promote responsible pet ownership.
- Ensuring registration is checked as part of the process of dealing with animal complaints.
- Issuing of Unregistered Animal Notifications for unregistered animals to ensure compliance and enforcement action, if required.
- Annual audits of Council's animal registration database to ensure data is accurate i.e. dogs no longer living in the municipality are made departed.
- Managing agreements with adoption agencies (a requirement of section 84Y of the Domestic Animals Act) to ensure all animals adopted from the pound are desexed and microchipped and relevant paperwork is returned to Council.
- Sending notifications to relevant Council when animals are adopted from one of our pounds into a new local government area.
- Ensuring animals adopted through other agencies such as the RSPCA and Lost Dogs Home into our municipality have been registered.
- Regular patrols of public places, such as streets, reserves and parks.
- Issuing official warnings and infringement notices for non-compliance with the Act.

## 5.4 Our plans for registration and identification

Our main priority is to increase the number of animal registrations across the municipality by promoting the benefits of registering animals with Council and educating the community about the difference between microchipping and registration.

To further increase registration and renewals Council will use social media platforms, print media and radio advertising to inform the community about registration discounts for pets that are desexed, obedience trained, over ten years old and working dogs. We will also undertake research into the viability of reducing registration fees even further. We will continue cross-checking all microchip databases to ensure pets are also registered with Council.

Council will continue the 'free ride home' incentive for registered animals that are found at large for the first time. We will also explore other incentives for first time registrations and ways to reward those who have invested in their pets, such as having their animal desexed, to receive a lower registration fee.

Council currently has an authorised microchip implanter who conducts a free microchipping program annually. On average, 30 dogs and cats receive free microchipping and registration each year.

In 2026 the program will be expanded to biannually. In 2027 a second Authorised Officer will undertake training to become an authorised microchip implanter. In 2028-29 we will investigate options and costs for a Council to provide an ongoing microchipping service for Robinvale residents as there is currently no veterinarian available.



Activity	Activity	Evaluation
<b>Objective 1: Increase the amount of dog and cat registrations by 5%</b>		
<p>Improve the accuracy of Council's pet registration database by contacting all microchip registries every 6 months to obtain details of new dogs and cats microchipped in the municipality.</p> <p>Check that all animals are listed on Council's pet registration database and follow up non-compliance.</p>	June and December	Increased animal registrations
<p>Continue with 'A free ride home' incentive</p> <p>Authorised Officers adopt a free ride home approach to registered and microchipped animals found wandering for the first time that have not caused a nuisance.</p>	Ongoing	Number recorded
Ensure all impounded animals are microchipped and registered prior to release	Ongoing	Increase in animal registration received
Expand free microchipping program to biannually and include free registration for the first year	2026	Increase in animal registration received
Seek funding for incentives to include in a registration drive	2027	Funding acquired and registration drive completed
Complete a feasibility study into lowering animal registration fees and prepare report	2027	Study and report to Council completed
Issue registration reminders via SMS annually	April and May	Increase in renewals received
Use social media platforms and multilingual fact sheets to promote the importance of registration and the difference between registration and microchipping annually	June	Increase in animal registration received
Use print and social media platforms to promote registration fee discounts annually	January	Increase in animal registration received
Authorised Officer to complete training to become an Authorised Microchip Implanter	2027	Training completed and authorisation obtained
Investigate options/costs for Council Authorised Microchip Implanter to provide an ongoing microchipping service for Robinvale residents	2029	Investigation completed



## 6. Nuisance

This section outlines Council's programs, services and strategies to minimise the potential for dogs and cats to create a nuisance.

### 6.1 Context and current situation

The most common complaints received by Council relate to roaming and/or stray dogs and cats.

Stray and feral cats continue to be an issue in the municipality. These cats create a serious problem of uncontrolled breeding, attacks on wildlife and causing a nuisance. Council assists property owners with cat trapping to remove unwanted and unowned cats. In 2024/25, 72% of the 378 cats impounded were caught in a trap.

During the community consultation for this plan, 64% of survey respondents stated they were aware of the free cat trapping program so a bi-annual social media campaign will be implemented.

It is important that community members are educated and take responsibility for their cats by registering, microchipping, desexing and securely confining them to their property. In 2024/25 96% of cats impounded in were not desexed and 99% were not microchipped.

Council has been funding a low-cost cat desexing program for cats since 2021. We will continue to fund this program and investigate funding opportunities to expand the program to dogs, as 83% of survey respondents stated Council should offer a low-cost desexing program for both dogs and cats.

Nuisance cats are a concern with 69% of survey respondents stating they have experienced a nuisance issue at home. These include cats wandering around their homes, cats fighting and cats spraying or defecating on their property. In 2024/25 Council received 120 cat trap requests, 59 requests to collect stray cats (not caught in a cat trap) and 19 other cat nuisance complaints.

Wandering dogs and dogs being walked off leash are a nuisance to the community and hazard to motorists and people exercising. In August 2021 Council opened a new off leash dog park in Swan Hill. The fully fenced park provides the opportunity for owners to exercise and socialise their dogs and practice training techniques. 55% of survey respondents stated there should be more fenced off leash dog parks. Council will investigate options of establishing off leash dog parks in other areas of the municipality. There was little support for other areas (that are not a specific dog park) where dogs can be off leash.

Dogs causing nuisance is also a concern with 70% of survey respondents stating they have experienced a nuisance issue at home. These include dogs wandering, barking and defecating on their property. In 2024/25, Council received 267 requests to collect stray dogs/reports of dogs being at large, 35 barking dog complaints and 20 other dog nuisance complaints.

The survey also asked respondents to list areas where they have witnessed dogs being walked off leash, dogs in playgrounds and where dog excrement is left. Signage in these areas will be reviewed and new signage will be installed if required.

Animal nuisance complaints	2022/23	2023/24	2024/25
Dog nuisance complaints	29	22	29
Barking dog complaints	34	36	35
Requests to collect stray dogs/ reports of dogs at large	260	220	267
Cat trap requests	141	135	120
Cat nuisance complaints	8	6	19
Requests to collect stray cats (not caught in a trap)	37	55	59
Excess animal complaints	0	1	5



## 6.2 Our Orders, Local Laws, policies and procedures

Type	Description
<b>Community Local Law No. 2 – Part 7 Animals</b>	<p>Section 71 – sets out the number of animals that may be kept without a permit.</p> <p>Section 72 – requires owners to ensure they have adequate fencing to prevent animals escaping.</p> <p>Section 74 – requires owners to ensure their animals do not create a nuisance and all animal litter must be disposed of.</p> <p>Section 75 – requires a person to remove and dispose of their dog's excrement.</p> <p>Section 76 – requires all dogs and cats to be on a leash unless in a designated off leash area.</p> <p><b>Prescribed off-leash area</b></p> <p>Swan Hill Off-Leash Dog Park</p>
<b>Council policies and procedures</b>	Animal Management Procedure Manual
<b>Council orders</b>	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.

## 6.3 Our current compliance and educational activities

- Free cat trap hire service.
- Barking dog information booklets for owners and complainants.
- Impounding stray dogs and cats and mandatory microchipping and registration prior to release.
- Providing dog waste bag dispensers and relevant signage in parks and reserves. Locations are advertised in brochures and Council's website.
- Issuing Local Law notices to comply, infringement notices and prosecutions, where applicable.
- Signage in dog on-leash areas.
- Availability of brochures and educational material.
- Timely and thorough follow up of nuisance complaints.
- Random patrols of parks and other public areas.
- 24-hour cat confinement requirement.



## 6.4 Our plans for nuisance animals

Activity	Activity	Evaluation
<b>Objective 1: Reduce cat nuisance complaints</b>		
Raise community awareness about 24-hour cat confinement order by reviewing information on website and undertake social media campaign twice per year	February and August	Website reviewed and social media campaign completed annually
Review information on website about the cat trapping program and conduct social media campaign twice per year	February and August	Website reviewed and social media campaign completed annually
Continue to fund low cost desexing program for cats	Annually	Number of cats desexed
Campaign local veterinarians to support the low-cost cat desexing program	Annually	Number of cats desexed
Research and apply for additional funding (when available) for a travelling vet program to offer low-cost cat desexing to the community	When available	Research completed and funding applied for, number of cats desexed
<b>Objective 2: Reduce dog nuisance complaints</b>		
Review and update educational material on website about dog nuisance issues annually	April	Education materials reviewed and updated
Review signage in areas where dogs are reported of being off-leash and in playgrounds, and where dog excrement is left.	April	Signage reviewed installed as required
Review and update educational material on website about Local Law requirement that dogs must be on a leash unless in a designated off leash area annually	April	Reduction of complaints in relation to dogs being off-leash
Investigate options of establishing off leash dog parks in other areas of the municipality	2026	Community consultation completed
Refer owners of nuisance dogs to RSPCA Free Pet Behaviour Hotline	When required	Reduction in dog nuisance complaints
Apply for funding (when available) to expand low cost desexing program to dogs	When available	Funding applied, number of dogs desexed

## 7. Dog attacks

This section outlines Council's programs, services and strategies to minimise the risk of attacks by dogs on people and animals.

### 7.1 Context and current situation

Council is committed to reducing the number of dog attacks in our community. Council provides a 24-hour service to immediately respond to dog attacks, and our first priority is to protect the community by taking steps to prevent future attacks by the same dog. In most circumstances Authorised Officers seize and impound the alleged attacking dog until a thorough investigation is completed.

Dog attacks remain an issue for Council, in particular in rural areas where dogs attack sheep and poultry. Dog attacks are taken very seriously, and officers will continue to respond to all dog attack reports promptly and take the necessary actions to protect the community.

In 2024 there were 31 dog attack reports received, but only 19 were proven to be actual attacks by Authorised Officers. There has been a significant decrease in injuries to other dogs, but unfortunately an increase in livestock being killed. In 2024, one dog was declared as menacing, one dog was euthanased and there were seven infringement notices issued for minor dog attacks. There were no prosecutions.

Council will continue to educate the community on ways to reduce the risk of dog attacks and the importance of reporting all dog attacks in a timely manner. For many of the dog attacks reported in 2024, enforcement action was unable to be undertaken due to lack of evidence and/or significant time lapses from when the attack occurred to when the attack was reported to Council so the offending dog could not be located.

Education is required to encourage the community to report all dog attacks regardless of the nature of the attack and level of injuries sustained. When investigating dog attacks Authorised Officers often find that the alleged attacking dog had attacked previously but it wasn't reported to Council, this is most likely due to the minor nature of some attacks or because the victim is known to the animal owner. Had the initial attack(s) been reported to Council, the subsequent, often more serious, attack may have been avoided.

In 2024 there was an increase in reports received in January and July so community education campaigns will be implemented during these months.

Dog attack statistics			
	2022	2023	2024
Injured person	2	7	8
Livestock (including poultry) – injured	0	0	0
Livestock (including poultry) – killed	4	3	6
Other dog – injured	5	7	2
Other dog – killed	1	2	1
Cat – injured	1	0	0
Cat – killed	2	1	1
Attacks on wildlife	0	0	1
<b>TOTAL</b>	<b>15</b>	<b>20</b>	<b>19</b>
Dog rushing/being aggressive	13	20	24

## 7.2 Our Orders, Local Laws, policies and procedures

Type	Description
<b>Community Local Law No. 2 – Part 7 Animals</b>	<p>Section 71 – sets out the number of animals that may be kept without a permit.</p> <p>Section 72 – requires owners to ensure they have adequate fencing to prevent animals escaping.</p> <p>Section 76 – requires all dogs and cats to be on a leash unless in a designated off-leash area.</p> <p><b>Prescribed off-leash area</b></p> <p>Swan Hill Off-Leash Dog Park</p>
<b>Council policies and procedures</b>	Animal Management Procedure Manual

## 7.3 Our current compliance and education activities

- Immediate 24-hour response for reported dog attacks.
- Seizing and impounding alleged attacking dogs until an investigation is complete.
- Timely and thorough investigations of all reported dog attacks.
- Issuing notices to comply, infringement notices and official warnings where relevant.
- Declaring dogs determined to be dangerous, menacing or of a restricted breed, updating the Victorian Declared Dog Register and random property checks to ensure compliance with regulations.
- Prosecuting matters pursuant to the Act.
- Encourage local vet clinics to report dog attacks to Council.
- Community education about the importance of reporting dog attacks and responsible pet ownership.
- Promote and encourage the desexing of dogs to reduce incidents of wandering dogs.
- Timely response to all reports of dogs at large, uncontained dogs, aggressive and rushing dogs.
- Regular patrols of the municipality to collect dogs at large to reduce the potential for dog attacks.



## 7.4 Our plans to minimise dog attacks

Activity	Activity	Evaluation
<b>Objective 1: Improve reporting of dog attacks in a timely manner</b>		
Raise community awareness through media releases, social media and website of what a dog attack is and how to report it to Council.	January and July annually	Number of dog attacks that can be investigated and proven
<b>Objective 2: Reduce number of dog attacks</b>		
Publicise key dog attack prevention messages such as laws regarding registration, confinement of dogs to property, on leash in public areas through website, social media and community newsletter.	January and July annually	Reduction in dog attacks
Improve community awareness of dog attacks and the consequences for owners if their dog attacks another animal or person.	January and July annually	Reduction in dog attacks
Increase patrols of high-risk locations	Ongoing	Reduction in dog attacks
<b>Objective 3: Provide support for victims of dog attacks</b>		
Develop a post-incident checklist to ensure support is provided to victims of dog attacks	2026	Checklist developed



## 8. Dangerous, menacing and restricted breeds

This section outlines Councils programs, services and strategies to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the municipality and ensure that those dogs are kept in accordance with the Domestic Animals Act and regulations.

### 8.1 Context and current situation

Council has a number of declared dogs which have been determined to be either 'dangerous' or 'menacing'. Owners of declared dogs must comply with a range of requirements for their dogs relating to housing, microchipping, desexing, identification and Council registration. Where non-compliance is determined Council undertakes enforcement action as per the provisions of the Act.

Dogs on Victorian Declared Dog Registry	
Dangerous dogs (attack)	1
Dangerous dogs (Guard Dog)	0
Dangerous dogs (attack trained)	0
Menacing dogs	5
Restricted breed dogs	0
<b>TOTAL</b>	<b>6</b>

#### Restricted breed dogs

Restricted breed dogs are considered a higher risk to community safety than other breeds of dogs. The Act defines restricted breed dogs as any one of the following breeds (pure or cross breed):

- American Pit Bull Terriers (or Pit Bull Terriers)
- Perro de Presa Canarios (or Presa Canario)
- Dogo Argentinos
- Japanese Tosas
- Fila Brasileiros

Council's Authorised Officers are trained to identify and declare restricted breed dogs. Effective June 2025, there are no known restricted breed dogs in the municipality.

#### Menacing dogs

Under the Act, Council may declare a dog to be a menacing dog if the dog causes a non-serious bite injury to a person or animal, or if it rushes at or chases a person.

'Rush at' means that the dog has approached a person within 3 metres, displaying aggressive behaviour such as snarling, growling, barking or raising the hackles.

The owner of a declared menacing dog must comply with requirements to prevent the dog from attacking (or causing serious injury) in future. A menacing dog declaration can be upgraded to a dangerous dog declaration if the owner has been issued with two infringement notices for failing to comply with requirements such as leashing or muzzling their dog in public.

Effective August 2025, there are five dogs living in the municipality that have been declared as menacing. Two of these dogs attacked and injured other dogs, two rushed at a person, one attacked and killed chickens.

### Dangerous dogs

A dangerous dog is one that Council has declared to be dangerous if;

- the dog has caused serious injury or death to a person or animal; or
- the dog is a menacing dog and its owner has received at least two infringement notices for failing to comply with restraint requirements; or
- the dog has been declared dangerous under corresponding legislation in another state or territory; or
- for any other reason prescribed.

Owners of dangerous dogs have a series of obligations imposed on them to prevent their dog from reattacking and to keep members of the community and other animals safe. These include warning signage where the dog is kept, wearing a prescribed dog collar, being muzzled when it is being walked, mandatory desexing and requirement for the dog to being kept in an outdoor enclosure or indoors.

Effective June 2025, there is one dog living in the municipality that has been declared as dangerous.

## 8.2 Our orders, Local Laws, policies and procedures

Type	Description
<b>Council policies and procedures</b>	Animal Management Procedure Manual

## 8.3 Our current education and compliance activities

- Declaration of dogs where appropriate.
- Prompt response to complaints about suspected declared dogs.
- Annual and random audits of properties housing declared dogs.
- Ensure compliance with requirements of keeping dangerous dogs.
- Seizure of dogs suspected of being a restricted breed.
- Educating owners of dogs in relation to the laws about keeping declared dogs.
- Ensure all declared dogs are listed on the Victorian Declared Dog Registry.
- Information regarding restricted breed dogs and declared dogs on Council website.
- Brochures displayed at Council service centres.



## 8.4 Our plans for Dangerous, Menacing and Restricted breed dogs

Activity	Activity	Evaluation
<b>Objective 1: Ensure declared dogs are compliant with relevant legislation and regulations</b>		
Conduct random property inspections of declared dogs to ensure compliance.	Annually	Record number of inspections. Compliance with requirements.
Enforcement action for non-compliance of declared dog requirements	When required	Prosecutions undertaken as required.
Continue to declare dogs as Restricted Breed, Dangerous or Menacing in accordance with legislation.	Ongoing	Number of dogs declared.
Investigate complaints about Menacing, Dangerous or Restricted Breed Dogs	Ongoing	Number of complaints investigated.



## 9. Domestic Animal Businesses

This section outlines programs, services and strategies which Council intends to pursue in its municipal district to ensure that Domestic Animal Businesses (DABs) comply with the Act, regulations, and any related legislation.

### 9.1 Context and current situation

There are currently seven Domestic Animal Businesses registered with Swan Hill Rural Council. These consist of three boarding establishments, two pet shops and two Council pound facilities. There is one pound located in Swan Hill, and the other one is in Robinvale. There are no breeding or dog training establishments currently registered.

### 9.2 Our Orders, Local Laws, policies and procedures

Activity	Activity
<b>Council policies and procedures</b>	Animal Management Procedure Manual Health Management Plan for Swan Hill and Robinvale Pounds

### 9.3 Current activities for Domestic Animal Businesses

- Annual registration and renewal of DABs.
- Regular audits of DABs to ensure compliance with regulations and relevant Codes of Practice.
- Provide information and guidance to registered DABs.
- Investigations of complaints lodged regarding the operation of a DABs and/or properties identified with excess animals.
- Liaison with Council's Planning Department over suspected illegal DABs.

## 9.4 Our plans for Domestic Animal Businesses

Activity	Activity	Evaluation
<b>Objective 1: Identify unregistered Domestic Animal Business operators</b>		
Improve public awareness of what a Domestic Animal Business is via social media and website annually.	February	Social media post completed and website updated.
Follow up possible Domestic Animal Businesses identified during property inspections and/or notifications from public.	Ongoing	Investigations completed.
Liaise with Planning Department to ensure all new planning enquires for animal related businesses are flagged with Regulatory Services.	Ongoing	Number of businesses referred.
<b>Objective 2: Ensure all Domestic Animal Businesses are registered and compliant with legislation</b>		
Conduct annual audits of Domestic Animal Businesses to ensure compliance with legislation and relevant Code of Practice.	March	Audits completed and compliance achieved.
Review Health Management Plan for Swan Hill and Robinvale animal pounds.	Annually	Review plan and update as required.



## 10. Other matters

This section provides for the review of any other matters related to the management of dogs and cats in our municipal district.

### 10.1 Emergency Management

Over the years the Swan Hill municipality has experienced a relatively low number of emergencies of consequence. Those with the most widespread impact have been either wind / hailstorms or flood. The impact has primarily involved property damage and not loss of life.

Animal Welfare Victoria is the lead agency in relation to animal welfare during an emergency. Councils are responsible for the emergency confinement of stray animals within the council area. Council pound facilities in Swan Hill and Robinvale are available to house displaced, lost or stray dogs and cats, if required.

The most recent event was Murray River flooding in October 2022. Council's Regulatory Services staff aided 17 displaced cats and dogs whose owners had to evacuate their homes. The animals were from the neighbouring Gannawarra Shire and the owners were staying at the Swan Hill Relief Centre.

This event highlighted the need for a plan that outlines how animal animals are managed at emergency relief centres. A Municipal Emergency Animal Welfare Plan will be developed and will:

- include the locations suitable for the emergency shelter of evacuated animals;
- list the animal management resources and equipment council currently has available that may be utilised at an emergency relief centre or shelter;
- list providers of animal management services and resources that may be required, or may assist in an emergency;
- define the roles, responsibilities of staff that will be required to process and care for animals that will arrive at emergency relief centres and shelters.

### 10.2 Our Orders, Local Laws, policies and procedure

Type	Description
Council policies and procedures	Animal Management Procedure Manual
	Health Management Plan for Swan Hill and Robinvale Pounds

### 10.3 Our plans for Emergency Management

Activity	Activity	Evaluation
<b>Objective 1: Ensure consideration is given to the management of domestic animals in an emergency</b>		
Develop a Municipal Emergency Animal Welfare plan	2027	Draft plan developed and submitted to Emergency Management Planning Committee to be considered for MEMP
Prepare information for website and social media to assist pet owners in an emergency that can be easily uploaded when an emergency is declared	2027	Information prepared

## 11. Annual review of plan

Under section 68A(3) of the Domestic Animals Act, every Council will review its Domestic Animal Management Plan annually and, if appropriate, amend the plan.

Council will review our Domestic Animal Management Plan annually. Any changes to our plan will be provided to the Department of Energy, Environment and Climate Action (DEECA) Secretary. Council will publish an evaluation of the plan in its annual report.

### 11.1 Evaluation of implementation of the Domestic Animal Management Plan

The monitoring of the performance of the plan will be undertaken in accordance with the requirements of the Act. In addition, Council will continue to conduct its monthly monitoring of the performance of the animal management team.

The key performance measures within this plan are to be monitored on a monthly basis by the Public Health and Regulatory Services Coordinator, in conjunction with the Regulatory Services team.

The results of this monthly monitoring will enable Council to adjust the plan ahead of the annual review.

A review of performance under the plan is required to be included in Council's annual report. Measurements should relate to activities and targets in this plan and should include educational programs, increased registration of domestic animals, reduction of dogs and cats at large, decreased numbers of dog attacks, and increases in compliance and levels of community satisfaction as a measure of success.

It should be noted that if performance under the plan is not sufficient, further revision of the action plan and its methods may be required and should be recommended.



**DRAFT:**

PO Box 314  
MACARTHUR SQUARE NSW 2570

Dear

Thank you for providing feedback on Council's draft Domestic Animal Management Plan 2026-29.

Council has reviewed the 'Opportunities for further improvements' and provide responses below:

**1. Continue expanding partnerships with local veterinarians to ensure sustainable delivery of low-cost desexing initiatives.**

Council have been campaigning local veterinarians since 2021 to support the low-cost cat desexing program. One of the only two local veterinarians commenced supporting the program in August 2025. If this is not sustainable for their business, Council will research and apply for additional funding (when available) for a travelling vet program.

**2. Explore introducing education modules targeting children and youth to build early responsible pet ownership values.**

Animal Welfare Victoria deliver responsible pet ownership programs to local kindergarten and schools in the municipality. The program teaches children from ages 4 to 12 on living safely with dogs and responsible pet ownership.

**3. Consider inclusion of post-incident support and education following dog attacks to assist victims and owners.**

Rangers do offer support and follow up with victims of dog attacks, but a new action item will be added to develop a post-incident support checklist, including providing educational materials.

**4. Ensure equitable access to enforcement and education programs across rural localities such as Robinvale and Ultima.**

There is a full time Authorised Officer in Robinvale and Swan Hill Authorised Officers regularly attend Ultima on a proactive and ad-hoc basis.

**5. Maintain transparency in performance metrics by publishing animal program reports on DAMP targets via Council's website.**

The DAMP is reviewed on an annual basis, and a progress report is presented at Council meeting. Council meeting minutes and the report are available on the Council website.

The DAMP is also reported in Council's Annual Report.

**6. Provider clearer public reporting on enforcement statistics, including dog attacks and nuisance resolution outcomes.**

Enforcement statistics, including dog attacks are published in our DAMP. Annual statistics will be included in our annual DAMP review report.

Furthermore, I wish to provide the following responses to the general feedback:

**Community engagement** – There were two rounds of community engagement, and as per your comments in Appendix one, demonstrates a best-practice approach to community engagement.

The survey was promoted through a range of communication channels including Council's website, social media, local newspapers, and radio. Hard copies of the survey were also available at Council's service centres and local veterinary clinics. The survey was also available in multi-lingual formats. Additionally, there were four community information sessions, which were promoted through various media channels including free giveaways to encourage people to attend.

**Authorised Officers** – Officers are multi-disciplined and there is a dedicated Animal Management Officer rostered on each week.

**Overpopulation and high euthanasia rates** - Our plans for lowering pound release fees and offering payment plans for vulnerable people will also apply to dogs. Council will apply for funding (when available) to expand the low-cost desexing program to dogs.

**Registration and identification** – Council will not be changing the number cats on pets due to many animal hoarding issues across the municipality. Residents may apply for an excess animal permit, and most permits are granted. The permit fee will be revised at the next Local Law review.

**Nuisance** – Council have commenced the planning and engagement process for a new dog park in Robinvale. During community consultation there was little support for off-leash areas that aren't specific fenced off leash dog parks.

**Emergency management** – this action item will be brought forward to 2027.



## 2.10 Procurement Policy Review

**Directorate:** Corporate Services  
**File Number:** S16.25P.04  
**Purpose:** For Decision

### Council Plan Strategy Addressed

**4. Leadership** - We will ensure accountable leadership, advocacy and transparent decision making.

#### 4.1 Excellent management and administration

4.1.3 Sound, sustainable:

- Financial management • Excellence in service delivery • Strategic planning

### 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

The purpose of this report is to present the reviewed and updated Procurement Policy and seek Council's resolution to adopt the new policy.

### Discussion

Section 108 of the Local Government Act 2020 requires each Council to:

- Prepare and adopt a procurement policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services and carrying out of works by the Council; and
- Review its procurement policy at least once during each 4-year term of the Council.

Council's Procurement Policy was last formally reviewed and adopted in 2021. To meet the legislative obligations, Council must adopt a revised procurement policy by December 2025.

In 2025, a best practice procurement policy template was developed to support Victorian councils in reviewing and updating their procurement policies. This initiative was undertaken in collaboration with the Municipal Association of Victoria (MAV) and a working group of metropolitan and regional councils across Victoria.

Council's Procurement Policy has been reviewed and updated using the MAV template as a guide, tailoring it to reflect Council's governance structure and strategic priorities.

The key changes to the proposed Procurement Policy are as follows:

**1. Procurement Methodologies – Public Tender Threshold**

Increase the tender threshold from \$200,000 to \$250,000 excluding GST.

This increase reflects benchmarking with other Council's in regional Victoria.

**2. Financial Delegations**

The CEO's financial delegation remains at \$1,000,000, as outlined in the S5 Instrument of Delegation from Council.

The CEO retains authority to adjust delegations below their level. The following increases to financial delegations are proposed for specific positions:

Delegation Level	Positions
Increase to \$25,000	Pioneer Settlement Coordinators Depot Coordinators Roads and Projects Engineer Senior HR Officer
Increase to \$250,000	PMO Manager
Increase to \$750,000	Director Community and Cultural Services Director Planning and development

All other financial delegations remain unchanged, including those for the Director of Corporate Services and the Director of Infrastructure, which are already set at \$750,000.

**Contract variations**

The following changes to contract variation financial delegations are proposed:

Position	Value	Maximum Limit
Manager	Up to 10% of the contract award amount	\$50,000 cumulative
Director	Up to 10% of the contract award amount	\$100,000 cumulative
CEO	Up to 15% of the contract award amount	Maximum limit under delegation*



The authorised financial delegate must also ensure that all expenditure, including contract variations, must be within the approved budget otherwise they will be required to escalate for approval.

\*When the variation exceeds the CEO's financial delegation, Council approval is required.

### 3. Evaluation Criteria

#### a. Mandatory criteria

The updated Procurement Policy and procedures require the following criteria to be included in all public tenders:

Evaluation Criteria	Description	Weighting
Price	The total cost over the life of the contract, including whole-of-life costs where applicable.	Minimum 30%
Economic, environmental, social, and ethical governance criteria	<p>Suppliers must demonstrate benefits in the following areas:</p> <p>(a) Social and Economic Benefit Examples include:</p> <ul style="list-style-type: none"> <li>Local content: sourcing goods, services, labour, or materials within the municipality.</li> <li>Employment and training opportunities for disadvantaged groups.</li> <li>Engagement with social enterprises or Indigenous businesses.</li> </ul> <p>(b) Environmental Benefit Examples include:</p> <ul style="list-style-type: none"> <li>Waste reduction and resource efficiency.</li> <li>Energy efficiency and emissions reduction.</li> <li>Use of environmentally preferred or sustainable materials.</li> </ul>	Combined maximum 10%

Economic, environmental, social, and ethical governance criteria, including local content considerations, will continue to be mandatory evaluation criteria in all public

tenders. While local content requirements are important for supporting local businesses, they should be applied with balance and careful consideration. Maintaining an appropriate evaluation weighting ensures that local benefits are achieved without compromising competitiveness, transparency, or value for money in public procurement. Accordingly, the economic, environmental, social, and ethical governance criteria collectively account for up to 10% of the total evaluation score.

Additionally, this approach is aligned with the Victorian Government's Social Procurement Framework (the Framework). Under the Framework, all regional projects valued between \$1 million and \$20 million must include evaluation criteria with a weighting of 5% to 10% to support social and sustainable procurement objectives.

While supporting local businesses is a key priority, Council must ensure that value for money remains the primary consideration. Balancing local economic benefits with competitive pricing and proven capability is essential to achieve fairness, transparency, and optimal outcomes for the community.

#### b. Other criteria

Other criteria used to evaluate whether a proposed contract provides value for money, where appropriate, includes but is not limited to:

- Compliance with specification - Assess how well the proposed goods and/or services meet the defined specifications, adhere to applicable standards, and satisfy the stated performance expectations.
- Capacity – The supplier's ability to resource the project, including personnel, equipment, and financial capacity.
- Capability – The supplier's relevant experience, qualifications, past performance, and technical expertise.
- Methodology – The proposed approach, including timelines, risk management strategies, and innovation.
- Community Engagement - Assess the respondent's relevant experience in community engagement and evaluate the suitability and effectiveness of their proposed methods for engaging with the community throughout the project.
- Customer Service and Support - Assess the respondent's customer support systems, including their structure, availability, and capacity to deliver timely and effective assistance throughout the delivery of goods and/or services.

#### **Consultation**

Consultation undertaken with internal stakeholders has informed the proposed amendments to the public tender threshold, delegations and evaluation criteria.

## **Financial Implications**

The proposed changes are designed to enhance procurement efficiency, strengthen financial governance and support the achievement of better value for money for Council.

## **Social Implications**

The Procurement Policy aims to improve equity, diversity and supports local and social procurement.

## **Economic Implications**

The Procurement Policy outlines and supports economic objectives.

## **Environmental Implications**

The Procurement Policy outlines and supports environmental objectives.

## **Risk Management Implications**

The Procurement Policy complies with the Local Government Act 2020 and associated regulations, providing a strong foundation for mitigating risk across all procurement activities. It minimises legal exposure, strengthens accountability, and promotes ethical and financially responsible decision-making.

## **Attachments**

1. Attachment 2 Procurement Policy Changes Guide [2.10.1 - 4 pages]
2. Attachment 1- DRAFT Procurement- Policy CPOLCOR P 229 V 2.3 [2.10.2 - 29 pages]

## **Options**

1. Council adopts the Procurement Policy as presented.
2. Council adopts the Procurement Policy with amendments.

## **Recommendation/s**

**That Council adopts the Procurement Policy as presented.**

## **CM 2025/195 Motion**

## **MOVED Cr Englefield**

**That Council adopts the Procurement Policy as presented.**

## **SECONDED Cr Rogers**

**The Motion was put and CARRIED 7 / 0**

Current Clause No.	Clause Title	New Clause No.	Comments on changes
1.1	Overview	1.1	Renamed 'Background' and clause updated to include section 109 and to reflect the new policy reflects the model document developed by MAV and the working group, not the RPEN.
1.2	Purpose/Objectives	1.2	Renamed 'Purpose' and wording from model Policy inserted.
1.3	Scope	1.3	Amended to reflect model Policy wording.
1.4	Definitions	Glossary	Updated to include definitions from model Policy and moved to end of Policy so it is easier to find if needed.
2.	Application of GST	2.1	No change.
3.1	Ethics and Probity 3.1.1 Requirement 3.1.2 Conduct of Councillors and Council Staff 3.1.3 Conflict of Interest 3.1.4 Fair and Honest Dealing 3.1.5 Probity, Accountability and Transparency 3.1.6 Gifts and Benefits	3.1	Revised model policy wording to more clearly and concisely convey principles.
3.1.7	Disclosure of Information	3.1.1	Revised model policy wording to more clearly and concisely convey principles.
3.1.8	Compliance & Reporting Suspicious Activities	5.	Revised wording to refer to relevant policy and procedures.
3.2	Governance 3.2.1 Structure	2.	Updated to 'Council Policy and Applicability' Revised model policy wording.
3.2.2	Methods	4.2	Renamed 'Procurement Methods' and edited with revised model policy wording that reflect Council's current procurement methods.
3.2.3	Responsible Financial Management	4.2	Captured in the following wording: <i>All procurement activities must:</i> <ul style="list-style-type: none"> <li>• <i>Be supported by identified and available funding</i></li> <li>• <i>Be authorised in accordance with Council's approved financial delegations and thresholds</i></li> <li>• <i>Involve more than one person with appropriate documentation and approvals to ensure transparency and accountability</i></li> </ul>
3.3	Procurement Thresholds and Competition	4.2, 3.3	Revised model policy wording.

Current Clause No.	Clause Title	New Clause No.	Comments on changes
3.3.1	Procurement Principles	3.	Revised model policy wording.
3.3.2	Procurement Methodology	Appendix 1	Update to reflect current practices.
3.3.2.1	Contract Variations	Glossary	Added to the definitions.
3.3.3	Public Tender Requirements	4.2	Revised model policy wording.
3.3.3.1 – 3.3.3.4	3.3.3.1 Tender Evaluation 3.3.3.2 Evaluation Criteria 3.3.3.3 Probity Advisor 3.3.3.4 Shortlisting and Negotiations	4.4	Revised model policy wording to more clearly and concisely detail tender Evaluation.
3.3.4	Collaborative Procurement	4.3	Revised model policy wording to more clearly and concisely convey collaborative procurement.
3.4	Delegation of Authority	4.2, Appendix	Revised model policy wording.
3.5	Internal Controls	3.5, 5	Revised model policy wording.
3.6	Risk Management	3.4	Revised model policy wording.
3.7	Endorsement	Removed	Covered in Council's Media Policy.
3.8	Dispute Resolution	Removed	Detailed in Contract Management Framework
3.9	Contract Management	3.4	Revised model policy wording.
3.10	Training	3.4, 4.1	Training is included as a risk mitigation strategy and the responsibility of the procurement function. <b>Training:</b> providing targeted training to Council staff to enhance capability, ensure compliance with procurement policies and procedures, and reduce the risk of errors or misconduct.
4.1	Achieving Value for Money 4.1.1 Approach	3.3	Renamed 'Value for Money and Quadruple Bottom Line'. Revised model policy wording to more clearly and concisely detail Value for Money.
4.2	Sustainable Procurement 4.2.1 Sustainable Procurement Definition 4.2.2 Applying sustainable procurement in Council 4.2.3 Principles and Objectives	3.3.1	Quadruple Bottom Line (QBL) Principles – details economic, environmental, social and ethical governance. The model wording is aligned with the State Government's Social Procurement Framework. It is recommended that Council develop a Social Procurement Framework that complements and supports the Procurement Policy.
5.1	Managing Suppliers	3.4	Included in Risk Management clause:

Current Clause No.	Clause Title	New Clause No.	Comments on changes
			<i>Ongoing Contract Management: requiring contract managers to actively monitor contractor performance, deliverables, and compliance throughout the contract term, with issues documented and addressed promptly.</i>
5.2	Supply Market Development	3.3.1	Included under the economic and social principles.
Appendix 1	Procurement Methodology Thresholds	Appendix 1.	Renamed 'Procurement Thresholds' Proposed changes <ul style="list-style-type: none"> <li>Recommend increasing the threshold to undertake a public tender from \$200K to \$250K</li> <li>Addition of general principles and purchase order requirement from the model Policy</li> </ul>
Appendix 2	Sustainable Procurement	3.3.1	Quadruple Bottom Line (QBL) Principles – details economic, environmental, social and ethical governance. The model wording is aligned with the State Government's Social Procurement Framework. It is recommended that Council develop a Social Procurement Framework that complements and supports the Procurement Policy.
Appendix 3	Performance KPIs and Reporting	Appendix 3	Renamed "Procurement Performance Indicators" Indicators from existing version are in bold.
Appendix 4	Exemptions from the Policy	Appendix 4	Renamed "Procurement Exemption Justifications" Wording updated to reflect model policy.
Appendix 5	Financial Delegations		Change to Appendix 2.
Appendix 6	Evaluation Criteria	Nil.	Remove and detail in the Contract Management Framework. The evaluation criteria should be tailored to the type of procurement and agreed upon in the Procurement Plan prior to the commencement of a procurement activity.
Appendix 7	Preferred Supplier Panels	4.6	Remove appendix, as the content is now covered under Clause 4.6.

**New clauses**

2.2 Procurement during the Caretaker Period

2.3 Emergency Procurement Plan

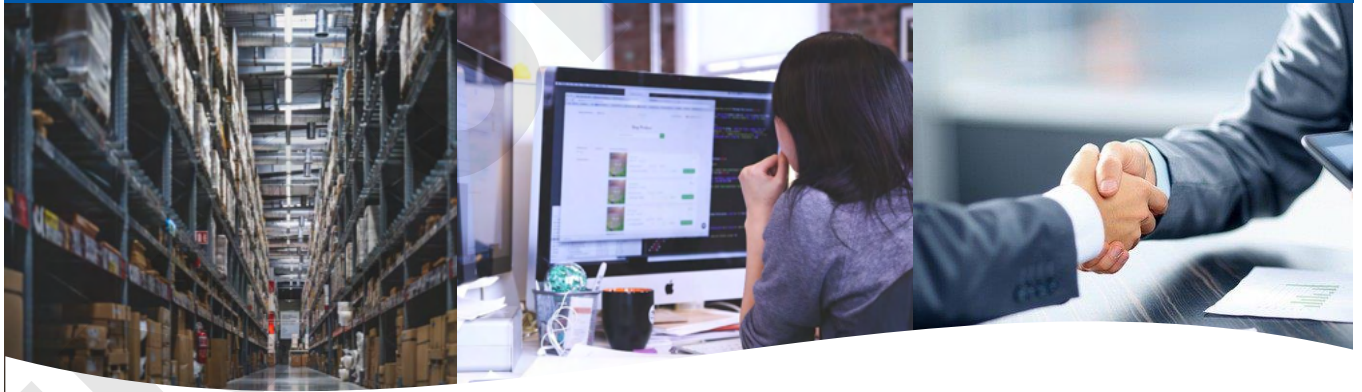
4.2.2 Alternative Approaches Following an Unsuccessful Tender





# Procurement Policy

## CPOL/CORP229





## Document Information

Document type:	Policy
Document status:	DRAFT
Responsible Officer:	Procurement and Properties Coordinator
Last review:	November 2025
Next review:	November 2029
Related legislation:	Local Government Act 2020 (Vic) Competition and Consumer act 2010 (Cth) Charter of Human Rights and Responsibilities Act 2006 (Vic) Gender Equality Act 2020 (Vic) Modern Slavery Act 2018 (Cth) Occupational Health and Safety Act 2004 Working with Children Act 2005 and Working with Children Regulations 2016 Freedom of Information Act 1982 Privacy and Data Protection Act 2014 Public Records Act 1973 Building & Construction Industry Security of Payment Act 2002 Local Government (Governance and Integrity) Regulations 2020 Local Government (Planning and Reporting) Regulations 2020 National Competition and Competitive Neutrality Policy Trade Practices Act 1974 Goods and Services Tax (GST)
Related policies, procedures, documents:	Council Plan, Annual Budget and Long-Term Financial Plan POL/STAFF127 Employee Code of Conduct POL/CORP216 Risk Management Policy CPOL/OHS901 Occupational Health and Safety Policy CPOL/CORP226 Fraud Control Policy POL/CORP227 Financial Investments Policy POL/CORP203 Corporate Credit Card Policy CPOL/GOV019 National Competition Policy POL/INFRA516 Asset Management Policy CPOL/GOV027 Gift Benefit and Hospitality Policy POL/CORP 258 Contract Management Framework Procurement Strategy Procurement Systems & Procedures Manual Local Government Best Practice Procurement

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## Guidelines 2024

## Document History

Version Number	Issue Date	Description of Change
1.0	November 2009	Initial adoption
2.0	November 2019	Last Reviewed
2.1	November 2020	Last Reviewed
2.2	December 2021	Review
2.3	August 2022	Appendix 5 – Financial delegations minor update to titles and delegation limits
2.4	June 2023	Appendix 1 – New threshold, Appendix 4 – Exemptions from the Policy minor updates, Appendix 7 – Preferred supplier panel minor updates
3.0	November 2025	TBC

Signed: \_\_\_\_\_ Mayor Date: \_\_\_\_\_

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**Appendix 4 – Procurement Exemption Justifications .....27****1. Introduction****1.1. Background**

Council is required under Sections 108 and 109 of the Local Government Act 2020 (the Act) to prepare, adopt and comply with its procurement policy.

This Policy has been developed collaboratively by the Municipal Association of Victoria (MAV) in partnership with a working group of procurement professionals across the Victorian Local Government Procurement Sector with the aim of supporting effective and consistent collaborate procurement practices aligned with legislative requirements.

Council's procurement activities shall be undertaken to a high professional standard and in full compliance with the Local Government Act 2020 (Vic), associated regulations, and all applicable internal and external policies, procedures, and codes of conduct.

**1.2. Purpose**

The purpose of this Policy is to guide Council's procurement activities in a manner that promotes open and fair competition, ensures Value for Money and upholds the principles of transparency, probity and accountability. It supports ethical, efficient and effective procurement practices that deliver value to the community and align with Council's strategic objectives.

**1.3. Scope**

This Policy is applicable to all Council Officers, Councillors, Contractors, Consultants and or third parties acting on behalf of Council to comply with the principles and framework set out in this policy.

**1.4. Definitions**

<b>Act</b>	Local Government Act 2020 (The Act)
<b>Aggregate Purchasing</b>	Is the strategic consolidation of procurement activities for identical or similar goods, services, or works across multiple departments, projects, or entities. This approach is intended to optimise Value for Money by leveraging combined purchasing power, improving contract outcomes, and reducing duplication of effort.
<b>Altitude System</b>	Council's Corporate Financial system (CIVICA Authority Altitude)
<b>Authorised Agent</b>	A person or organisation formally empowered to act on behalf of the Council in relation to procurement activities
<b>Best Practice</b>	As defined in the Local Government Best Practice Procurement Guidelines or any other document specified by Council.

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<b>Chief Executive Officer (CEO)</b>	Chief Executive Officer for the Swan Hill Rural City Council.
<b>Collaborative Procurement</b>	<p>Refers to a pre-established arrangement with a panel of suppliers or contractors, formed through a public tender process in accordance with the <i>Local Government Act 2020 (Vic)</i>, associated regulations and relevant procurement thresholds.</p> <p>These arrangements may be established by:</p> <ul style="list-style-type: none"> <li>• Individual Councils;</li> <li>• A group of Councils or public bodies working collaboratively; or</li> <li>• Recognised external agents such as Procurement Australia, Municipal Association of Victoria or State Government Agencies.</li> </ul> <p>Collaborative procurement Councils to procure goods, services, or works without undertaking a full tender process, provided the engagement complies with the scheme's terms and conditions.</p>
<b>Commercial in Confidence</b>	Information that, if released, may prejudice the business dealings or commercial interests of the Council or another party (e.g. prices, discounts, rebates, profits, methodologies, and process information etc.)
<b>Confidentiality</b>	The principle and practice of keeping all tender-related information secure and undisclosed to unauthorised parties, to ensure a fair, transparent, and competitive process.
<b>Conflict of Interest</b>	Any general or material conflict as defined in sections 127–128 of the Act, where personal, professional or financial interests may, or may appear to, influence impartial decision-making.
<b>Contract Management</b>	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and i provide value for money.
<b>Contract Management Framework</b>	is supporting documents to the Procurement Policy. It provides detailed procedures, guidance, tools, and templates to assist staff in implementing the Policy. It outlines the "how to" for undertaking procurement activities in a compliant, efficient, and consistent manner across the organisation.
<b>Contract Variation</b>	A Contract Variation refers to any modification made to the original terms and conditions of an executed contract. Variations may be financial or non-financial in nature and must be managed transparently, appropriately documented and assessed to ensure they do not undermine the principles of value for money, probity, equity, or open and fair competition.

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<b>Contract Variation - Financial</b>	<p>A variation that alters the contract's monetary value. This includes:</p> <ul style="list-style-type: none"> <li>Increases or decreases in contract cost,</li> <li>Whether within or exceeding approved contingencies,</li> </ul> <p>Subject to approval in line with Council's financial delegation limits and governance requirements</p>
<b>Contract Variation - Non-Financial</b>	<p>A variation that does not result in a financial adjustment but alters other contractual parameters, such as:</p> <ul style="list-style-type: none"> <li>Project timelines or milestones,</li> <li>Scope, specifications or design details,</li> <li>Working hours or access arrangements,</li> <li>Location or quantity changes or</li> </ul> <p>Any other aspect of the contract provided it doesn't impact cost</p>
<b>Council</b>	Means the Swan Hill Rural City Council
<b>Council Officer</b>	Any Council employee, contractor or consultant authorised to act on behalf of the Council, including Councillors in their official capacity.
<b>Emergency</b>	A sudden or unexpected event requiring immediate action including the occurrence of a natural disaster, flooding or fire event at a Council property; the unforeseen cessation of trading of a core service provider; any other situation which is liable to constitute a risk to life or property.
<b>Local Supplier</b>	<p>is defined as a commercial business that meets at least one of the following criteria:</p> <ul style="list-style-type: none"> <li>Maintains an operational premises that is physically located within the municipal boundaries of Council; or</li> <li>Delivers, sources or undertakes the majority of their goods, services or works within the Council area; or</li> <li>is located within Loddon – Mallee region where geographic proximity clearly contributes to local, economic, social or community outcomes</li> </ul>
<b>Loddon Mallee Procurement Network LMPN:</b>	The 10 Councils comprising the LMPN, being the Buloke Shire Council, Campaspe Shire Council, Central Goldfields Shire Council, City of Greater Bendigo, Gannawarra Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mildura Rural City Council, Mount Alexander Shire Council and Swan Hill Rural City Council.
<b>Material breach</b>	Any breach of this policy that may also represent a breach of legislation such as procurement thresholds, fraud or corruption, and occupational health and safety.
<b>Panel Contract</b>	Panels of suppliers or vendors who are able to supply goods, works or services. Panels are based on categories such as trade services and plant hire. Panels mean that Council staff

	<p>are able to request a quotation (from suppliers on the panel) without publicly inviting tenders (noting that the number of quotations requested still needs to be compliant with the policy). Preferred Supplier Panels are also known as Approved Supplier Lists or Approved Contractor Lists.</p> <p>A panel contract (or standing offer arrangement) is a procurement method where a council selects multiple suppliers through a tender process for works, goods and services on a regular basis over a specified time. They allow Council staff to purchase from these panel suppliers without a public procurement process for each individual purchase.</p> <p>Refer to the Rules of Use/ Buyers Guide for each panel contract or Council's Procurement Manual, whichever is relevant.</p> <p>Panel contracts cannot be used to purchase works, goods or services that fall outside the scope of the original arrangement. Any other service outside of the original scope would need to be procured via a different procurement process.</p>
<b>Probity</b>	<p>Probity is the evidence of ethical behaviour, and can be defined as complete and confirmed integrity, uprightness, and honesty in a particular process.</p> <p>Probity is a defensible process which can withstand internal and external scrutiny, which achieves both accountability and transparency, providing respondents with fair and equitable treatment.</p>
<b>Procurement</b>	<p>Refers to the end-to-end process of acquiring external goods, services, and works. It encompasses the entire lifecycle, from initial planning and concept development through to contract completion, asset disposal, or the conclusion of a service. Procurement also includes the organisational structures, governance, and compliance frameworks that support and guide procurement activities within the council operations.</p>
<b>Purchase Order</b>	<p>A form of contract, which is an official document used to authorise and record the purchase of goods or services or works by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier. A purchase order may be used in conjunction with an agreement for the supply of goods, services or works, or to instigate supply against an agreement.</p>
<b>Suppliers</b>	<p>Any organisation which supplies goods or services to Council including but not limited to, contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.</p>
<b>Sustainability</b>	<p>Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.</p>
<b>Total Contract Sum</b>	<p>The potential total value of the contract including:</p>

	<ul style="list-style-type: none"> <li>• costs for the full term of the contract, including any options for either party to extend the contract;</li> <li>• applicable goods and services tax (GST);</li> <li>• anticipated contingency allowances or variations, and all other known, anticipated and reasonably foreseeable costs.</li> </ul>
<b>Value for Money</b>	<p>Value for Money in procurement is about selecting the supply of goods, services and works considering both cost and non-cost factors including:</p> <ul style="list-style-type: none"> <li>• non-cost factors such as contribution to the advancement of Council's priorities, fitness for purpose, quality, service and support, and</li> <li>• Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.</li> </ul>

## 2. Council Policy and Applicability

This policy applies to all procurement activities undertaken by Council and is binding upon all Council Officers, Councillors, Contractors, Consultants and or third parties acting on behalf of Council to comply with the principles and framework set out in this policy.

In accordance with *The Act*, this Policy seeks to ensure open and fair competition and Value for Money whilst upholding the principles of transparency, probity and accountability.

Key terms used throughout this policy are defined in the Definitions section within this policy.

### 2.1. Application of GST

All monetary values stated in this policy exclude GST unless specifically stated otherwise.

### 2.2. Procurement during the Caretaker Period

In accordance with section 69 of *The Act*, Council must not make major procurement decisions during the caretaker period that could influence the outcome of an election or bind an incoming Council.

All procurement activities during the caretaker period must:

- Be assessed for political or commercial risk;
- Be clearly and appropriately documented; and
- Comply with all relevant probity principles and legislative requirements.

Further guidance will be provided by Council through caretaker period protocols and/or be referenced within Council's procurement manual or guidelines.

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### 2.3 Emergency Procurement Plan

Council will develop an Emergency Procurement Plan, which will be updated as part of the annual procurement planning cycle.

The plan will also be reviewed following any emergency response to identify opportunities for improvement.

## 3. Guiding Principles

Council's procurement processes shall be based on the following principles, irrespective of the value and complexity of that procurement.

### 3.1. Probity, Accountability and Transparency

Council is committed to upholding the highest standards of probity, accountability and transparency in all procurement activities, in line the with the Act, and the Victorian Best Practice Procurement Guidelines (2024).

All Councillors, Council officers and authorised agents involved in procurement activities must act in accordance with ethically, impartially and in public interest. They are individually accountable for their decisions and the outcomes of procurement processes undertaken on behalf of Council.

All procurement activities must be conducted in a manner that:

- Complies with the Act, this Procurement Policy and any associated procedures, relevant legislation and applicable Standards.
- Demonstrates integrity, fairness and transparency.
- Is defensible under internal and external scrutiny.
- Manages conflicts of interests and maintains public trust.
- Prevents and mitigates risks such as fraud, corruption or collusion.

Where procurement activities are carried out by authorised agents on Council's behalf (e.g. external parties, consultants, contractors) they must comply with the same legal, ethical and procedural obligations as Council officers.

To support probity and accountability, Council will:

- Apply consistent and transparent processes that ensure fair and equitable treatment of all suppliers.
- Ensure procurement criteria and conditions are not changed after public release unless formally approved in line with policy or procedure.
- Require all participants involved in procurement activities to act in good faith, declare and manage conflicts of interest, and adhere to relevant codes of

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conduct and ethical standards.

- Prohibit the acceptance of any gifts, benefits or hospitality from current or prospective suppliers in accordance with Council's Gift Benefit and Hospitality Policy CPOL/GOV027.

### 3.1.1. Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location. Councillors and Council Staff must take all reasonable measures to maintain confidentiality of:

- Information submitted by suppliers in tenders, quotation or during tender negotiations; and
- Information that is marked confidential, or reasonably understood to be confidential due to its nature; and
- Any details related to current or proposed contracts, particularly where disclosure could compromise Council's position or breach probity.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could improperly influence the procurement process or negotiation of a contract prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

### 3.2. Strategic Procurement

Council adopts a strategic approach to procurement to maximise value and efficiency.

Each procurement activity will be planned with consideration of:

- opportunities for aggregated purchasing across Council or with other entities through approved purchasing schemes.
- Collaborative or joint procurement arrangements.
- utilisation of existing internal and external supplier panels or contracts; and
- alternative contracting models that best support the delivery of outcomes.

Guidance materials and procurement planning templates are available to support council officers in applying these principles effectively throughout the procurement process.

### 3.3. Value for Money and Quadruple Bottom Line

Council is committed to achieving Value for Money in all procurement decisions. This means selectin the option that offers the best overall outcome – not just the lowest price, but based on a balanced assessment of cost, quality, risk, sustainability and social impact over the entire lifecycle of the goods, services or works.

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Council's approach to Value for Money includes integration of Quadruple Bottom Line (QBL) principles which means ensuring that economic, environmental, social, and ethical considerations are embedded into procurement planning and decisions wherever practical and proportionate.

In applying the Value for Money principle, Council will:

- **Consider Whole-of-Life Costs**, including planning, acquisition, operation, maintenance, and disposal.
- **Optimise Quality and Performance**, ensuring goods, services, and works are fit for purpose, durable, and supported by service warranties where appropriate.
- **Deliver Broader Community Benefits**, encouraging procurement outcomes that generate positive social, economic, and environmental impacts, including through support of local, social, Indigenous, and inclusive suppliers.
- **Champion Sustainable and Ethical Procurement**, engaging suppliers who demonstrate compliance with fair, ethical, and socially responsible labour practices, and who meet legislative and regulatory obligations, including workplace safety and modern slavery to employees.
- **Minimise Environmental Impact**, selecting products and services that reduce resource consumption, emissions, waste, and environmental degradation.
- **Support Innovation**, encouraging new solutions, technologies, or delivery models that improve outcomes or efficiencies.
- **Promote Fair Competition and Efficiency**, ensuring open, transparent procurement processes that support innovation and reduce duplication.
- **Enable Collaboration and Aggregation**: leveraging shared services, panel arrangements, and approved purchasing schemes where appropriate.

### 3.3.1. Quadruple Bottom Line (QBL) Principles

Council will, wherever appropriate, incorporate the following Quadruple Bottom Line considerations into its procurement planning and decision making:

#### Economic

- Support local suppliers (as defined in this policy's definition), small to medium enterprises (SMEs), and regional businesses
- Create local jobs and stimulate economic development within the Council area and nominated surrounding regions
- Consider long-term value and cost-effectiveness, not just upfront price

#### Environmental

- Reduce waste, greenhouse gas emissions, and resource use

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- Prioritise recycled, energy-efficient, or sustainably made goods and services
- Support the circular economy and climate resilience through environmentally responsible purchasing

### Social

- Promote diversity, equity, and inclusion across supply chains
- Support Indigenous-owned businesses, disability enterprises, and certified social benefit suppliers
- Provide employment and training opportunities for disadvantaged or marginalised groups

### Ethical Governance

- Work with suppliers who follow ethical practices including fair labour, safe workplaces and compliance with modern slavery laws
- Maintain transparency, integrity, and compliance in all procurement activities

Council will apply Quadruple Bottom Line (QBL) principles in a manner that is practical, proportionate, and aligned to the size, risk and complexity of each procurement activity. These considerations may be factored into planning, specification, evaluation, and contract management stages.

Economic, environmental, social, and ethical governance criteria are mandatory evaluation criteria in public tenders, collectively accounting for a maximum of 10% of the total evaluation score.

For operational guidance on how to apply Value for Money and Quadruple Bottom Line principles, refer to Council's Contract Management Framework.

### 3.4. Risk Management

Procurement activities must be properly planned and executed to protect Council from risks including but not limited to personal injury, property damage, financial loss, reputational harm, legal exposure and disruption to the delivery of goods, services or works.

To minimise procurement-related risks and uphold best practice, Council implements the following risk mitigation strategies:

- **Procurement Planning:** allowing sufficient time for procurement preparation, market engagement, and internal approvals to reduce the risk of rushed or non-compliant processes.
- **Standardised Contract Documentation:** using Council approved templates that include legally reviewed terms and conditions to ensure consistency and reduce contractual ambiguity.
- **Securities:** requiring appropriate security deposits such as bank guarantees to

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protect against supplier non-performance or contract default

- **Due diligence Checks:** undertaking financial and reference checks on new and existing suppliers, with periodic reviews as needed to ensure ongoing capability and compliance.
- **Subject Matter Expert input:** referring complex or technical specifications to qualified internal or external subject matter experts to ensure clarity, feasibility, and risk mitigation.
- **Contract Execution before Commencement:** ensuring that all contracts are fully executed and documented before any goods are delivered, services commenced, or payments issued.
- **Standards and Compliance:** incorporating relevant Australian Standards, legislative requirements, and industry best practices into specifications and contract terms.
- **Ongoing Contract Management:** requiring contract managers to actively monitor contractor performance, deliverables, and compliance throughout the contract term, with issues documented and addressed promptly.

#### 4. Council Policy

##### 4.1. Procurement Structure, Processes, Procedures and Systems

Council maintains a procurement function responsible for:

- Maintaining the Procurement Policy and associated guidelines, processes and procedures.
- Maintaining appropriate purchasing, procurement, and contract management systems and tools.
- Providing procurement-related advice and support to the organisation as required.
- Building organisational procurement and contract management capability (including delivery of training and provision of guidance materials).
- Promoting awareness and monitoring of compliance with this Policy.
- Ensuring Legislation is followed, reporting breaches and corrective actions in a timely manner.
- Collaborating with other councils and organisations to identify best practice in and achieving better value from procurement.

Council will maintain internal procurement control documents detailing the processes, procedures and systems related to procurement including maintaining details of tendered contracts.

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#### 4.2. Procurement Methods

The standard methods for procurement activities are:

- Purchase order (preferred method)
- Purchase card
- Request for Quotation (RFQ) process, followed by a Contract or Purchase Order
- Request for Tender (RFT) Process, followed by a Contract or Purchase Order
- Multi-stage processes commencing with an Expression of Interest followed by a tender process, and a Contract or Purchase Order
- Approved Purchasing Schemes or Panel Contracts

All procurement activities must:

- Be supported by identified and available funding
- Be authorised in accordance with Council's approved financial delegations and thresholds
- Involve more than one person with appropriate documentation and approvals to ensure transparency and accountability

All Requests for Tender (RFT), Expressions of Interest (EOI) and Request for Quotation (RFQ) must be published on Council's online tendering portal. RFT's and EOI's may also be advertised through additional channels such as state or local newspapers, industry publications, and web-based forums depending on the scale and audience of the procurement.

In accordance with the Local Government Act 2020, Council must publish details of awarded tenders that meet or exceed prescribed thresholds on its public website to ensure legislative compliance, transparency, and community awareness.

##### 4.2.1. Expressions of Interest (EOI)

Expressions of Interest may be used where:

- Multiple suppliers are likely.
- Full tendering is burdensome, or procurement is complex.
- Vendor interest or capability is uncertain.
- Council seeks preliminary advice from the market.

##### 4.2.2. Alternative Approaches Following an Unsuccessful Tender

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If a public tender process concludes with no submissions received, Council may consider alternative procurement approaches, including:

- Reissuing the tender in its original form.
- Revising the scope or requirements and reissuing the tender.
- Inviting a limited number of suitable suppliers to submit proposals (Select Sourcing).
- Entering direct negotiations with a supplier (Sole Sourcing).

Any alternative procurement approach must be:

- Supported by documented market analysis and a clear rationale for the selected approach
- Demonstrated to achieve Value for Money, fairness, and probity, in line with The Act, this Policy, and best practice procurement principles

Where public tendered procurement is not pursued, only Council endorsed panels or approved purchasing schemes established through a compliant public tender process may be used as an alternative procurement method.

#### 4.3. Collaborative Procurement

In accordance with section 108(c) of the Act, the Council will actively seek opportunities to collaborate with other Councils and public bodies in the procurement of goods, services or works, where such collaboration can deliver economies of scale, improved value for money or other strategic benefit.

Council officers must give due consideration to collaborative procurement opportunities as part of the planning phase for all procurement activities. Where a procurement recommendation is brought before the Council, the accompany report must include:

- An outline of any potential collaborative procurement opportunities identified, including the public bodies or councils involved; and
- A statement explaining why Council did, or did not, pursue the identified opportunities for collaboration in relation to that procurement process.

#### 4.4. Tender Evaluation

Council is committed to ensuring a fair, consistent, and transparent approach to the evaluation of tenders. To uphold these principles:

- Late tenders will not be accepted to ensure procedural fairness and integrity, except where exceptional circumstances beyond the supplier's control, such as an outage on Council's procurement platform, caused the late submission and Council is satisfied that acceptance would not compromise the integrity of the process.
- Tender evaluation criteria and weightings will be documented and approved

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prior to issuing any tender to ensure transparency and consistency in assessment.

- An Evaluation Panel comprising appropriately qualified and briefed members will be established for each tender process. The panel will assess submissions objectively against the pre-determined criteria.
- Where beneficial, external representatives with relevant expertise may be included on the Evaluation Panel or engaged as advisors to enhance capability and ensure appropriate oversight.
- All panel members must complete a Conflict-of-Interest declaration before commencing any evaluation activities. Identified conflicts must be managed in accordance with Council's policies and procedures.
- The evaluation process will be conducted in a manner that is robust, unbiased, and able to withstand internal and external scrutiny.
- A Probity Advisor should be engaged, and a Probity Plan developed for complex, high-value or high-risk procurements, particularly those exceeding \$10 million.

#### 4.4.1. Contract Negotiations and Best and Final Offer (BAFO) Process

To ensure the best value outcome for Council, contract negotiations may be conducted with one or more shortlisted tenderers, provided such negotiations remain consistent with the original scope, intent and probity principles of the tender process.

Council may also implement a shortlisting process as part of the evaluation. during EOI, tender and quotation processes. Where appropriate, shortlisted tenderers may be invited to submit a Best and Final Offer (BAFO) to allow Council to clarify, refine, or enhance proposals prior to final contract award.

Any negotiation or BAFO process will be conducted in a fair, transparent, and equitable manner, in line with The Act, relevant procurement best practice guidelines and Council's procurement manual.

#### 4.5. Procurement Exemptions and Sole Sourcing

Council recognises that in defined and limited circumstances, procurement activities may be exempt from the standard requirements to seek tenders, quotations or expressions of interest.

Sole sourcing is the engagement of a single supplier without seeking competitive offers and is considered a procurement exemption under this policy. It is permitted only in exceptional circumstances where:

- The market is restricted (e.g. licensing software, intellectual property rights, regulatory exclusivity)
- Council has jointly developed or co-owns the relevant intellectual property
- There is an urgent public interest or emergency requiring immediate procurement

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A thorough market analysis has demonstrated no viable alternatives exist or that a prior public tender process was unsuccessful and Council proceeds to an alternative sourcing approach in accordance with Section 4.2.2

A number of defined procurement exemption justifications have been identified and are detailed in Appendix 4 of this policy. All exemptions must be:

- Endorsed in accordance with the Financial Delegations in Appendix 2.
- Justified and documented using the approved Exemption Justification form or process for monitoring, reporting and auditing purposes.

#### 4.6. Select Sourcing and Panel Arrangements

Council may, in specific circumstances, engage a limited number of suppliers without conducting a full public tendering process. This select sourcing approach is permitted under this Policy where it is appropriate to the procurement's value, risk and complexity, and where one or more of the following conditions apply:

- Suppliers are pre-qualified under a panel contract, approved purchasing scheme or collaborative contract (e.g. MAV, Procurement Australia, State Purchase Contracts);
- The market is limited in capacity, expertise or geographical reach (e.g. niche categories or regional delivery constraints);
- An existing agreement provides clear rationale for continued engagement within defined parameters;
- The procurement risk, value, and complexity are proportionate to a streamlined sourcing approach, supported by a documented rationale;
- A previous public tender process was unsuccessful, and Council proceeds to a limited sourcing approach in accordance with Section 4.2.2

Where Council has established an internal panel or is accessing a collaborative panel contract or approved purchasing scheme, the following provisions apply:

- Council may approve alternate procurement thresholds and sourcing methodologies specific to the panel;
- These must be documented at the time of panel formation (e.g. Panel Award Report or relevant process per Procurement Manual), approval is sought by the appropriate Financial Delegate, and sourcing methodologies for the panel are documented;
- Once endorsed, these thresholds override the standard thresholds set out in Appendix 1 for all procurement conducted under the panel;
- All procurement activities must align with the panel's scope, terms of use, use approved templates and processes in accordance with Council's Procurement Manual

A procurement exemption may be required only where the procurement exceeds the panel's approved scope or deviates from usage rules.

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## 5. Procurement Monitoring, Reporting and Non-Compliance

### 5.1 Procurement Monitoring

Council is committed to transparency, accountability, and continuous improvement in all procurement activities.

The Procurement Team is responsible for monitoring procurement performance and compliance with this policy. This includes oversight of:

- Procurement activities and trends
- Use of Procurement exemptions
- Alignment with procurement thresholds and financial delegations
- Documentation and record keeping practices

### 5.2 Non-compliance Management

- Minor or administrative non-compliance will be addressed by relevant Council staff in leadership positions, with a focus on education and corrective action.
- Serious or repeated breaches, or matters involving probity, integrity, or public interest concerns, will be escalated to the Chief Executive Officer and reported to Council where required.

Any breach of this Policy may be considered a breach of organisational policy and could result in disciplinary action. Breaches will be assessed in accordance with relevant internal policies and frameworks, including those governing:

- Staff and Councillor conduct
- Fraud and corruption prevention
- Ethical and accountable behaviour

### 5.3 Ongoing Review and Reporting

Detailed reporting and monitoring provisions, including documentation standards and escalation protocols, are provided in the appendices to this Policy and further supported by the Contract Management Manual.

These processes will be reviewed periodically to ensure they remain aligned with legislative obligations and sector best practice.

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6. Appendices

All policy requirements contained within these Appendices are only applicable to Swan Hill Rural City Council and are to be reviewed and updated in line with internal governance and legislative obligations.

The CEO may approve amendments to these appendices at any time as required.

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**Appendix 1 – Procurement Thresholds**

Procurement value (excluding GST)	Process managed by	Minimum Procurement Requirement	Procurement method	Engagement Type	Additional Guidance
\$0 - \$5,000	Business Unit	One (1) verbal quote	Direct from supplier	Purchase order or purchase card.	Staff are encouraged to consider local or pre-approved suppliers where practical.
\$5,001 to \$20,000	Business Unit	Minimum one (1) written quote	Direct from supplier	Purchase order	Attach the quote(s) to the purchase order within the Altitude system.
\$20,001 to \$50,000	Business Unit	Minimum two (2) written quotes#	VendorPanel	Purchase order	Attach the VendorPanel Request Summary Report to the purchase order within the Altitude System.
\$50,001 to \$250,000*	Business Unit	Minimum three (3) written quotes #	VendorPanel	Purchase order	<p>The VendorPanel request be issued by staff and must include the following:</p> <ul style="list-style-type: none"> <li>• a written specification;</li> <li>• weighted evaluation criterion; and</li> <li>• evaluation matrix (minimum) to assess offers.</li> </ul> <p>Attach the VendorPanel Request Summary Report to the purchase order within the Altitude System.</p>
	Procurement Unit	Formal Request for Quotation (RFQ)#	VendorPanel	Contract*	A formal request for quotation process must be undertaken by the procurement team.#
Over \$250,000	Procurement Unit	Public Tender #	VendorPanel	Contract	A publicly advertised open tender process must be conducted by the procurement team #

\*If the procurement is a strategically critical area of spend that requires a more detailed level of management to mitigate risks associated with market availability, increased costs, continuity of supply, security, customised products, potential for litigation, building designs or reputation a **contract is required and the process will be facilitated by the Procurement Unit.**

# Unless the procurement activity is conducted through an existing panel, collaborative arrangement or exemption has been approved.

### General principles

- Thresholds refer to the total contract sum, including extension options and recurrent spend with the same supplier.
- Thresholds represent the minimum standards – Council officers may choose a more rigorous approach if it is in the best interests of Council
- Procurement transactions must not be split to circumvent the above thresholds.
- Where Council has established panels, alternate thresholds and methodologies may apply as approved at the time of panel formation.
- Where it is difficult to obtain sufficient quotations (e.g. due to limited suppliers or specialised work), an approved Procurement Exemption may be applied in accordance with Sections 4.5 and Appendix 3.

### Purchase Order Requirement “No PO or Claim, No Payment” Policy

Council operates under a strict "No PO or Claim, No Payment" policy. A Council Purchase Order or correct claim must be created and provided to a supplier before commencement of any engagement for the supply of goods, services or works. Council will not be able to pay suppliers if they do not have a Purchase Order. This policy ensures financial control, transparency, and compliance with procurement and budgetary requirements.

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**Appendix 2 – Financial Delegations**

<b>Delegation Limit (excl GST)</b>	<b>Position Title</b>	<b>Additional Guidance &amp; Conditions</b>
Up to \$5,000#	<ul style="list-style-type: none"> <li>Information Officer</li> <li>IT Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> </ul> <p>All expenditure must be within the approved budget.</p>
Up to \$10,000#	<ul style="list-style-type: none"> <li>Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> </ul> <p>All expenditure must be within the approved budget.</p>
Up to \$25,000	<ul style="list-style-type: none"> <li>Operations Coordinator PIOSET</li> <li>Marketing and Sales Coordinator PIOSET</li> <li>Plant Coordinator</li> <li>Robinvale Works Coordinator</li> <li>Parks &amp; Gardens Coordinator</li> <li>Roads and Projects Engineer</li> <li>Senior HR Officer</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> </ul> <p>All expenditure must be within the approved budget.</p>
Up to \$50,000#	<ul style="list-style-type: none"> <li>Art Gallery Director</li> <li>Building Program Coordinator</li> <li>Community Development Coordinator</li> <li>Community Engagement &amp; Communications Coordinator</li> <li>Customer Services and Revenue Coordinator</li> <li>Economic Development Coordinator</li> <li>Information Coordinator</li> <li>Public Health and Regulatory Services Coordinator</li> <li>Performing Arts and Venue Manager</li> <li>Principal Engineer</li> <li>Procurement &amp; Properties Coordinator</li> <li>Public Health and Regulatory Services Coordinator</li> <li>Senior Waste Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> </ul> <p>All expenditure must be within the approved budget.</p>

Delegation Limit (excl GST)	Position Title	Additional Guidance & Conditions
Up to \$100,000	<ul style="list-style-type: none"> <li>Development Manager</li> <li>Economic and Community Development Manager</li> <li>Enterprise Assets Manager</li> <li>Family, Youth and Children's Services Manager</li> <li>Finance Manager</li> <li>General Manager Pioneer Settlement</li> <li>Information Technology Manager</li> <li>Libraries Manager</li> <li>Organisational Development Manager</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> <li>Procurement Exemptions</li> <li>Contracts</li> <li>Contract Variations: up to 10% of the contract award amount (Maximum \$50,000 cumulative)</li> </ul> <p>All expenditure including contract variations must be within the approved budget, otherwise escalate.</p>
Up to \$250,000	<ul style="list-style-type: none"> <li>Engineering and Strategic Projects Manager</li> <li>Operations Manager</li> <li>PMO Manager</li> </ul>	<ul style="list-style-type: none"> <li>Purchase Orders</li> <li>Procurement Exemptions</li> <li>Contracts</li> <li>Contract Variations: up to 10% of the contract award amount (Maximum \$50,000 cumulative)</li> </ul> <p>All expenditure including contract variations must be within the approved budget, otherwise escalate.</p>
Up to \$750,000	Director	<ul style="list-style-type: none"> <li>Purchase Orders</li> <li>Procurement Exemptions</li> <li>Contracts</li> <li>Contract Variations: up to 10% of the contract award amount (Maximum \$100,000 cumulative)</li> </ul> <p>All expenditure including contract variations must be within the approved budget, otherwise escalate.</p>
Up to \$1,000,000	Chief Executive Officer	<ul style="list-style-type: none"> <li>Purchase Orders</li> <li>Procurement Exemptions</li> <li>Contracts</li> <li>Contract Variations: up to 15% of the contract award amount (Maximum limit under</li> </ul>

Delegation Limit (excl GST)	Position Title	Additional Guidance & Conditions
		delegation) All expenditure including contract variations must be within the approved budget, otherwise escalate.
Unlimited Authority	Elected Council	<ul style="list-style-type: none"> <li>• Procurement Exemptions</li> <li>• Contracts</li> <li>• Contract Variations</li> </ul>

# excludes the approval of exemptions

\* Cumulative means the total value of all contract variations against a contract



### Appendix 3 – Procurement Performance Indicators

Council will seek to improve its procurement performance by measuring, analysing, and reporting on procurement activity against the below key performance indicators (or other indicators as endorsed by the Executive Leadership Team). Performance will be monitored annually and used to inform procurement planning, capability development, and continuous improvement initiatives.

Category	Key Performance Indicators
<b>Procurement Performance and Efficiency</b> These indicators measure the overall effectiveness, efficiency, and compliance of the procurement function.	<ul style="list-style-type: none"> <li>• Extent of contracts delivered on time and on budget</li> <li>• Purchase Order Compliance - % of invoices without a purchase order</li> <li>• % of spend under contract</li> <li>• Source-to-contract completion time</li> <li>• Number of new collaborative procurement contracts established</li> <li>• Level of compliance with the Procurement Policy</li> <li>• Aggregate spend by supplier</li> </ul>
<b>Local Economic Development</b> These indicators track the extent to which Council is supporting local businesses and the regional economy.	<ul style="list-style-type: none"> <li>• Number of local suppliers engaged through procurement processes</li> <li>• Proportion (%) of total procurement spend with local businesses</li> <li>• Increase in local supplier participation in tenders or quote requests.</li> </ul>
<b>Social Procurement</b> These indicators demonstrate Council's contribution to social value creation through procurement.	<ul style="list-style-type: none"> <li>• % of contracts awarded to social enterprises, Aboriginal businesses, or Australian Disability Enterprises</li> <li>• Number of employment opportunities, apprenticeships, or traineeships created via procurement contracts</li> <li>• Number of contracts requiring delivery of measurable social outcomes</li> <li>• Number of tenders that included social procurement criteria or weighting</li> </ul>
<b>Sustainable Procurement</b> These indicators measure environmentally responsible procurement practices aligned with Council's sustainability goals.	<ul style="list-style-type: none"> <li>• % of RFQs/RFTs that include circular economy criteria</li> <li>• Number of suppliers certified to recognised environmental standards (e.g., ISO 14001, GECA, FSC)</li> <li>• Estimated reduction in waste, emissions, or resource use via procured goods/services</li> <li>• Number of contracts promoting reuse, repair, recycling, or low-impact solutions</li> </ul>

#### Appendix 4 – Procurement Exemption Justifications

The following circumstances are exempt from the requirement to publicly advertise tenders, quotations or expression of interest.

\* A Procurement Exemption Form must be completed and kept in a public register available on Council's website for these purchases.

Exemption Justification	Explanation, limitations, responsibilities and approvals
Genuine emergency or hardship*	Allows a contract to be entered into where the CEO or delegated key emergency management employees, considers it necessary because of an emergency. The definition of urgent or emergency expenditure is not intended to be a convenient fallback position for last minute procurement that could reasonably, have been expected to be purchased under standard processes in the normal course of business.
A contract is made with the approval of Minister of Local Government	The Minister for Local Government has approved the arrangement prior to the council entering the contract.
Government and Government-established procurement arrangements	This general exemption allows Council to engage: <ul style="list-style-type: none"> <li>• With other government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government; and/or</li> <li>• Through contracts and procurement arrangements established by another government entity, local authority or local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g. Local Buy), Procurement Australasia (PA). or Loddon Mallee Procurement Network (LMPN)</li> </ul>
Extension of contracts while Council is at market to ensure continuation of supply of goods, services and works	Allows the extension of an existing contract where the procurement activity to replace the contract has commenced (or is imminent), and where the establishment of an interim short-term arrangement with an alternative supplier would lead to Council achieving lesser value for money or an adverse effect on public interest.
Professional services unsuitable for tendering	Allows the procuring of the following engagements: <ul style="list-style-type: none"> <li>• Legal Services, purchase of land</li> </ul>

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	<ul style="list-style-type: none"> <li>Insurance Classes (this does not include brokerage services)</li> </ul>
Novated Contracts	Where the initial contract was entered into in compliance with <i>the Act</i> and due, diligence has been undertaken in respect to the new party.
Information technology resellers and software developers	The expenditure related to purchases from information technology resellers and software developers (e. for renewal of software licenses, maintenance, and support, or upgrade existing systems etc) where there is only one supplier software who holds the intellectual property rights to the software.
Regional Waste and Resource Recovery Groups	Situations where a Regional Waste and Resource Recovery Group constituted under the <i>Environment Protection Act 1970</i> had already conducted a public tender for and on behalf of its member councils.
Statutory Compulsory Monopoly Insurance Schemes	Motor vehicle compulsory third party, WorkCover.
Operating Leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the vehicle.
Plant and Equipment Servicing	<p>To maintain valid warranties, recognised suppliers must carry out servicing and repairs using genuine parts.</p> <p>Where Council engages original manufacturers to service the plant and equipment they supplied, and where works are completed in Council's workshop, genuine spare parts may be purchased directly from the relevant manufacturers.</p>
Stock for Resale	Units of Council that operate a retail outlet that are required to purchase stock for resale to the public. This is due to the nature of the goods that are offered for resale, which may be of a unique nature.
Sole Sourcing	<p>The engagement of a single supplier without seeking competitive offers, permitted only in defined and exceptional circumstances such as where:</p> <p>(a) the market is restricted (e.g. IP ownership, licensing, regulation);</p> <p>(b) no viable alternatives exist following a failed tender;</p>

	<p>(c) a joint IP arrangement exists; or</p> <p>(d) direct negotiation has been deemed necessary based on a documented market analysis.</p> <p>This can include specialist advice, performers or artworks, statues and monuments, as each piece of work is unique.</p> <p>Sole sourcing must be approved in line with Council's Financial Delegations, fully documented, and demonstrate alignment with value for money, probity, and public interest.</p>
Director / CEO Discretion	<p>In the event of –</p> <ul style="list-style-type: none"> <li>• an unforeseen urgency; or</li> <li>• a strong preference for continuity of supply</li> </ul> <p>The relevant Director or CEO may, upon receiving a satisfactory written explanation from the relevant Manager, approve an exemption to this policy, by signing the Procurement Policy Exemption Form prior to the procurement activity.</p> <p>It is important to note that Directors' Discretion does not apply to expenditure (cumulative or otherwise) above the public tendering thresholds.</p>
State or Federal Grants	<p>Where Council expenditure is funded from State or Federal Government grant monies the requirement to comply with Division 2 Section 108 of the Act remains unless there are grant conditions which provide alternative arrangements.</p>

Emergency events & post-emergency procurement activities should meet all requirements of the Disaster Recovery Funding Arrangements. In addition, the Value for Money principals will still be applicable.

Should the nature of the requirement and the characteristics of the market be such that it is considered a public tender process is not possible, an exemption as outlined in Section 108 3 (d) may be sought from Council.

If a state of emergency/disaster/pandemic Event is in place within Victoria, this exemption can be approved by the Chief Executive Officer.

## 2.11 Business Facade Improvement Program

**Directorate:** Development and Planning  
**File Number:** S17-01-08-01  
**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 1.2: Strengthen the visitor economy by showcasing the municipality's unique places, culture and experiences.

1.2.1 Grow the visitor economy.

1.2.2 Support a range of accommodation options to attract and retain overnight visitors.

**1. Growth and Development** – Building a resilient local economy, supporting businesses and attracting investment for a thriving future. Objective 1.3: Grow local businesses and attract new investment into the municipality.

1.3.1 Be a business-friendly destination.

**2. Community and Liveability** – Creating inclusive, connected communities with opportunities for everyone to learn, participate and feel proud of where they live.

Objective 2.3: Foster a welcoming, inclusive, and connected community.

2.3.1 Strengthen community participation and connection.

### Current Strategic Documents

Economic Development Strategy 2024-2030

### 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 to consider the proposed Business Facade Improvement Program guidelines and process to allow for the introduction of the Program that was approved as part of Councils 2025/26 budget process.

## Discussion

Council is committed to supporting the local economy and making our shopping precincts more attractive and inviting to enhance the appeal of our streetscapes.

Often it is the shopping precincts that visitors to our municipality gain their first impressions of our community, and a vibrant shopping precinct will make a positive impression and instil community pride

The Facade Improvement Program (FIP) will support businesses with visible street frontages to upgrade their facades, enhancing the attractiveness and appeal of the municipalities commercial and shopping precincts through the provision of access to financial grants to assist with costs associated with proposed works.

The following process has been developed which will assist businesses to access the funding being provided by Council:

### **1. Application Process**

Businesses and landowners considering an application to the Facade Improvement Program are encouraged to contact a member of the Economic Development Unit, prior to submitting an application to ensure any potential issues and planning considerations are managed prior to commencement.

All Facade Improvement Program (FIP) applications must be submitted via the SmartyGrants online portal, accessible on Council's website.

Application timeline:

- Applications open: Monday 8 December 2025
- Applications close: Friday 27 February 2026
- Notification advice: Mid-March 2026

Applications received after the funds have been exhausted will be recommended to apply in the next financial year

### **Eligible works include**

- Repainting of building facade and windows
- Installation or upgrade of business signage
- Renewal of exterior lighting or awning/structure
- Digital displays
- Repair or replacements of verandas
- Improvements to frontages (eg. servery windows, bi-fold doors, or large windows) - excluding security screens and doors
- Cleaning of existing facade and removal of redundant signage/air conditioning units or hoardings
- Minor repairs, maintenance or reinstatement of missing elements of the facade
- Limited permanent interior improvements (if visible from the exterior)

***Non-funded activities include***

- General business expenses such as wages, rent, insurance, etc
- Security system such as locks, CCTV, security doors, grills, roller doors, etc
- Any works carried out inside the property
- Non fixed items such as A-frame signage, planters, tables, chairs, moveable lights, heaters, etc
- Any activity applied for without a supporting written quotation
- Costs associated with permits, licences or any other similar expense payable to Swan Hill Rural City Council, State or Federal government bodies.
- Any works that have been completed or have already commenced prior to the outcomes of the application being advised

***Eligibility***

Grants will be available to small to medium businesses to enhance their street appeal. To be eligible for funding, applicants must:

- Have an active Australian Business Number (ABN)
- Be located within a commercial / township area of the municipality that has street frontage
- Be a property owner or tenant with a lease agreement (with a minimum one year remaining). If applicant is leasing, building owners consent must be obtained

There will be a range of additional factors outlined in the application form.

***Documentation***

The following must be provided as part of an application:

- Clear description with demonstrated benefits and an itemised list of proposed works
- At least one quote from contractor/s (local, where possible)
- Signed consent from property owner (where applicable)
- Outline necessary approvals and permits for proposed works – discuss with Council prior to commencement of application
- Photographs showing the existing facade/building - “before photos”

***2. Assessment***

Applications will be assessed by a panel and it is suggested that the process followed for the Events Support and Community Grants be followed which means that the Mayor, a Councillor, Director and Economic Development Staff supporting the panel in its deliberations would make up the evaluation panel. Applications that meet the program criteria will be presented at a Council meeting for final decision.

***Notification of outcomes***

Successful applicants will be notified via email with a confirmation letter, funding agreement and financial details form or Purchase Order number via email, following Council's decision.



### **3. Completion of works and claiming grant funds**

The proposed works must be carried out as per the detailed proposal and funding agreement, or a variation request must be submitted to Council.

All works must be completed within 6 months of applicant receiving notification of successful application.

Once complete, Council must be notified in writing with the following details, to claim grant funds:

- Receipts / invoices from trades / contractors
- Photographs of completed works
- Invoice from applicant for the agreed grant amount, including assigned Purchase Order number

### **Consultation**

In preparing this funding stream a review of similar projects at Moyne and Corangamite Shires was undertaken. At both Shires this has been a successful initiative over many years and is always oversubscribed, resulting in it being a competitive program.

Council will promote the program with the various town committees and encourage business to apply for funding via the SmartyGrants program.

As it is intended to work towards all Grant Programs being captured under Council's Community & Events Support Program, the policy will be amended to incorporate the Business Facade Improvement Program (FIP).

### **Financial Implications**

Council has dedicated \$50,000 in the 2025/26 budget to support businesses to enhance their building facades, by offering 1:1 grants of up to \$5,000 for eligible businesses.

### **Social Implications**

The Facade Improvement Program will assist in strengthening town community pride and allow for positive promotion of town facilities.

### **Economic Implications**

Enhancement of facades will lead to an improved business environment and make it more attractive for people to consider shopping in the various town business centres.

### **Environmental Implications**

Nil.



## **Risk Management Implications**

Property / business owners will need to ensure that works are carried out in a professional manner. All successful applicants will be required to show public liability insurance.

**Attachments:** 1. A 5 Business Facade Improvement Program ( FIP)2  
[2.11.1 - 4 pages]

### **Options**

1. Council proceeds with the Facade Improvement Program following consideration of the guidelines and process.
2. Council does not proceed with the Facade Improvement Program.

### **Recommendation/s**

#### **That Council:**

1. **Endorse the Business Facade Improvement Program (FIP) in accordance with the guidelines and call for applications.**
2. **Amend and present the Community & Events Grants Policy to incorporate the Business Facade Improvement Program.**

### **CM 2025/196 Motion**

#### **MOVED Cr Broad**

#### **That Council:**

1. **Endorse the Business Facade Improvement Program (FIP) in accordance with the guidelines and call for applications.**
2. **Amend and present the Community & Events Grants Policy to incorporate the Business Facade Improvement Program.**

#### **SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**



## Business Facade Improvement Program (FIP)



### **What is Council's Business Facade Improvement Program?**

We are committed to supporting our local economy and making our shopping precincts attractive and inviting.

The Facade Improvement Program (FIP) will support businesses, with visible street frontage, to upgrade their facades.

The program is designed to enhance the appeal of our municipalities commercial and shopping precincts.

### **How much can I apply for?**

Eligible businesses may apply for up to \$5,000 excluding GST. Businesses will be required to contribute 50% to the cost of improvements.

For example, if the total cost of works is \$8,000, then the business would be eligible to apply for \$4,000 from the FIP.

### **When can I apply?**

Applications open: Monday 8<sup>th</sup> December 2025

Applications close: Friday 27<sup>th</sup> February 2026

Notification advice: Mid-March 2026

Applicants that apply after funding is exhausted are welcome to apply next financial year.

### **What do I do next?**


Please contact our friendly team for a discussion to see how we might assist with your application on 5036 2333.

### What works are eligible?

- Repainting of building facade and windows
- Installation/upgrade of business signage
- Renewal of exterior lighting or awning/structure
- Digital displays
- Repair or replacements of verandahs
- Improvements to frontages (eg. Servery windows, bi-fold doors or large windows) - excluding security screens and doors
- Cleaning of existing facade and removal of redundant signage/air conditioning units or hoardings
- Minor repairs, maintenance or reinstatement of missing elements of the facade
- Limited permanent interior improvements (if visible from the exterior)

### What is not eligible?

- General business expenses such as wages, rent, insurance etc
- Security system such as locks, CCTV, security doors, grills, roller doors, etc
- Any works carried out inside the property
- Non fixed items such as A-frame signage, planters, tables, chairs, movable lights, heaters, etc
- Any activity applied for without a supporting written quotation
- Costs associated with permits, licences or any other similar expense payable to Swan Hill Rural City Council, State or Federal government bodies
- Any works that have been completed or have already commenced prior to the outcomes of the application being advised
- Empty/vacant shops



*Find out  
more!*

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[council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)



## 3 Officer Report for Noting

### 3.1 Major Projects Progress Update - September 2025

**Directorate:** Infrastructure  
**File Number:** S01-03-09  
**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.  
6.1.1 Make Council information and services easier to access and navigate.

#### Current Strategic Documents

10 Year Major Project 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 provides an update on the status of projects managed by various teams across Council, focusing on those considered large, specialized or challenging.

#### Discussion

Some of the highlights, milestones and challenges associated with various projects during the first quarter of the 2025-2026 financial year are outlined below:

#### Major Project Highlights

- Tower Hill Public Open Space – All the works are complete, waiting on Power connection to be live before opening to the community.
- Nyah Community Centre Changing Rooms – All works completed to provide new, high-quality change rooms, toilets and showers, and umpire facilities at the Nyah Community Centre. Well received by stakeholders and the football club.
- Footpath Works, Manangatang – All works completed. Minor defect with topsoiling has now been rectified.

- Hayesdale-Kooloonong Road Project – All works completed. Contractor returned to address soft spot (defect).
- Glover Road Reconstruction – All works completed.

### **Key Milestones Achieved on Strategic Projects**

- Robinvale Workers Accommodation – All foundations poured and 50% of units framed in this period.
- Swan Hill Regional Art Gallery Redevelopment & Swan Hill Tourism and Cultural Hub – Physical progress continues, with significant volumes of work completed on both major projects.
- Public Toilet Projects – Despite permit delays and some public concerns, both projects are progressing and site works will commence shortly.
- Ten Steps Project – Good progress on site this reporting period, with retaining wall almost fully constructed ahead of the ten-steps being installed.

**Please refer to Appendix 1 for a detailed list of completed and ongoing projects.**

### **Project Exceptions and Issues**

#### ***Swan Hill Tourism and Cultural Hub:***

Community feedback on the profile of the zincalume exterior cladding has been mixed. The product displays a deflection in the surface that is visible and can be interpreted as a defect.

The decision has been made to replace the cladding and the required amendment has been submitted to Heritage Victoria for approval.

#### ***The Art Gallery of Swan Hill***

The Art Gallery redevelopment sits on the same title as the Pioneer Settlement, Spoons Restaurant and the Lodges. Most of the incoming services and utilities enter the site at the front of the Gallery - electricity, water supply, sewer and gas. The need for an upgrade to the point of supply for electricity was identified prior to construction.

However, in addition to the anticipated power upgrade cost, there has been costs associated with utility upgrades to other buildings on the title, being Spoons and the Lodges.

**Swan Hill Ten Steps and Retaining Wall**

The project is behind schedule due to permitting issues. This is a complex project and works now undertaken to date are acceptable.

**Consultation**

The progress of reports has been discussed with relevant project managers and through the executive team.

**Financial Implications**

There are no financial implications associated with receiving this report.

**Social Implications**

There are no social implications associated with receiving this report.

**Economic Implications**

There are no economic implications associated with receiving this report.

**Environmental Implications**

There are no environmental implications associated with receiving this report.

**Risk Management Implications**

There are no risk management implications associated with receiving this report.

**Attachments:** 1. C M- MPP Monthly Report - September 2025 [3.1.1 - 3 pages]

**Options**

1. That Council notes the progress made on major projects in the September Quarter 2025

**Recommendation/s**

**That Council notes the progress made on major projects in the September Quarter 2025.**

**CM 2025/197 Motion****MOVED Cr Englefield**

**That Council notes the progress made on major projects in the September Quarter 2025.**

**SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**



Major Projects Plan (MPP) - Quarterly Report - Ending 30 September 2025					
Location	Project Title	Overall Project Status	Work completed %	Project status as at 30 September 2025	Forecasted completion date*
Swan Hill	SH Tourism and Cultural Hub @ Pioneer Settlement - Construction	On Budget, On Schedule, Agreed Scope	85%	Project fit out, fitting off fixtures, final joinery and commissioning in progress. Works are on track for Nov-25 completion. External landscaping works in progress. Submission for change of external cladding sitting with Heritage Victoria.	Dec-25
Robinvale	Robinvale Workers Accommodation	On Budget, On Schedule, Agreed Scope	Design - 100% Demolition - 100% Construction - 25%	As of mid-June 2025, the project commenced on site with the civil works. These works include new retaining wall, fencing, demolition of existing road infrastructure, installation of sewage for the new units, stormwater network, and the construction of access road for the new units. Building permits issued late August, the foundations commenced soon there after and were completed by the end of September. Framing works started in late September, anticipated to be complete in October 2025. Lock up works, windows, external cladding will be ongoing through the remainder of 2025.	Jun-26
Swan Hill	SH Art Gallery Redevelopment - Design & Construction	Over Budget, On Schedule, Agreed Scope	90%	Internal, painting, tiling, partitions, floor coverings and service fit offs are completed. By late September, the commissioning of the fire and security and building management system is progressing well. The Power upgrade work is completed, with landscaping works to commence very soon. The external screen installations is near completion, along with the external tiling and concrete window seat. Fabrication of the back of house storage racking is underway, installation to be in early November. Project budget approved increase in September. The project practical completion date is on track for Nov-2025.	Nov-25
Swan Hill	Swan Hill Sporting Hub - Design	On Budget, On Schedule, Agreed Scope	0%	The Architects concepts are taking shape and will be presented to key stakeholder groups by middle of October. Thereafter design refinement, engineering input and cost planning to take place through November.	Apr-26
Haydsdale	Hayesdale Kooloonong Road Widening & Rehabilitation	On Budget, Behind Schedule, Agreed Scope	98%	Some weather delays at the time of the sealing, delay this work which was eventually completed in late August. At the time of line marking our contractors identified a defect in the seal, they plan for this rectification will take place in very early October.	Sep-25
Nyah	Nyah Community Centre Renewal	On Budget, On Schedule, Agreed Scope	95%	All works complete, occupancy certificates received and Practical Completion issued. Minor defects being managed through defect liability period, including topsoiling of external grass areas and some minor cleaning and painting.	Aug-25

## Major Projects Progress Update – September 2025

Major Projects Plan (MPP) - Quarterly Report - Ending 30 September 2025					
Location	Project Title	Overall Project Status	Work completed %	Project status as at 30 September 2025	Forecasted completion date*
Swan Hill	Riverside Park Mooring Platform	On Budget, On Schedule, Agreed Scope	Design -20% Construction - 0%	In this period, design works were concluded to tender stage and second-stage tender went live. Closing 30 October 2025.  Cost estimate came in over budget so work ongoing to identify cost savings and re-profile wider programme to utilise underspends from other projects.  Still awaiting for landowner consent to undertake the geotechnical survey in the river, required to finalise all design works.	TBC
Swan Hill	Milloo Street Boat Mooring Platform - <b>Design only</b>	On Budget, On Schedule, Agreed Scope	95%	Waiting on cross border permits. Once the permit is available, consultant will wrap up the final designs. Requests from Murray River Council are being followed through.	Jun-25
Robinvale	Robinvale Riverfront Terraces	On Budget, On Schedule, Agreed Scope	Design - 35% Construction - 0%	The tender process is completed and the project was awarded at the end of September to a local contractor. Subject to the receipt of the CHMP the works will commence in early 2026.	TBC
Swan Hill	Pental Island Bridge <b>Design</b>	On Budget, On Schedule, Agreed Scope	95%	Tender Evaluation is complete, and the evaluation recommendation report is scheduled to be presented at the Council briefing session on 8th of October prior to awarding the works contract.	Jul-25
Woorinen North	Glover Road widening & rehabilitation	On Budget, On Schedule, Agreed Scope	100%	All the road works are now complete including the final handover walkthrough and no defects were identified.	Aug-25
Multiple Towns	Connectivity Enhancement Project	On Budget, On Schedule, Agreed Scope	80%	Component 1 (Kerb & Channel at Adams Street, Stradbroke Avenue, Footpath at Coronation Avenue): Works Complete. Defects rectified.  Component 2 and 3 (footpaths at Manangatang, Ultima, Woorinen South) No site works yet for Woorinen, Manangatang works completed with PC issued, defect to be rectified by end on Nov'25, Ultima completed, no defects.	Oct-25
Robinvale	Centenary Park Public Toilet	On Budget, On Schedule, Agreed Scope	20%	Contract has been awarded, offsite fabrication underway during August with installation scheduled for October 2025.	Nov-25
Swan Hill	McCallum Street Public Toilet Renewal	On Budget, Behind Schedule, Agreed Scope	20%	Contract has been awarded, offsite fabrication underway during August and permits and approvals to be received in September for installation in October 2025.	Nov-25

## Major Projects Progress Update – September 2025

Major Projects Plan (MPP) - Quarterly Report - Ending 30 September 2025					
Location	Project Title	Overall Project Status	Work completed %	Project status as at 30 September 2025	Forecasted completion date*
Robinvale	Robinvale Caravan Park Bank Protection - <b>Design, Consent &amp; Permits</b>	On Budget, On Schedule, Agreed Scope	100%	Design and CHMP complete, NSW due diligence in progress.	Dec-25
Robinvale	Latje Road Footpath	On Budget, On Schedule, Agreed Scope	5%	Project site work to commence late September.	Oct-25
Swan Hill	Ken Harrison Reserve Irrigation Upgrade. <b>Design.</b>	On Budget, On Schedule, Agreed Scope	0%	The project is in the prelim stage where the design is being worked upon in consultation with the stakeholders (surrounding sports clubs, Operations Team, EDU).	Mar-26
Swan Hill	Public Open Space - Tower Hill Stage 15	On Budget, On Schedule, Agreed Scope	20%	The contract was awarded to CPE landscaping, and they have started the works on site 04/06/2025. Site preparation works such as grading, surfaces extension and mound formations are complete.	Sep-25
Swan Hill	Ten Steps	On Budget, Behind Schedule, Agreed Scope	30%	Driving piles in progress and going well, of 55 piles, 15 completed. Connecting steel and timber members to start soon on the completed pile sections.	Mar-26
Swan Hill	Retaining Wall	On Budget, Behind Schedule, Agreed Scope	95%	Last section of wall to be completed is dependant on the ten steps programme.	Mar-26
*Subject to weather conditions and any other un					

## 3.2 Quarterly Review of Financial Performance and Financial Position to 30 September 2025

**Directorate:** Corporate Services  
**File Number:** S15-28-04  
**Purpose:** Information Only

### Council Plan Strategy Addressed

**6. Transparency and Effectiveness** – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.

6.2 Strengthen Council's internal capability, resources, systems and financial sustainability.

6.2.4 Maintain long-term financial sustainability.

### Current Strategic Documents

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

A review of Council's Financial Performance (Income and Expenditure) and Financial Position (Balance Sheet) to the adopted Budget for the three months to 30 September 2025 has been conducted. The results are summarised in this report.

### Discussion

A summarised Statement of Income and Expenditure and a summarised Balance Sheet for the three months ended 30 September 2025 are included with this report.

Major variations to budget as at 30 September 2025 are also explained by way of notes on the attached reports.

The forecast result is expected to be better than budget at this stage of the financial year. Many of the variances to budget are due to the timing of works and the full year results are expected to remain on budget. The predicted surplus assumes that Major Projects and Capital Works for the remainder of the financial year will be within budget.

Significant forecast variations to the annual budget expected to remain for the financial year include:

	Current Forecast Variances	
Grants Commission – Financial Assistance Grants (including Transfer from Reserve) <i>Approved Financial Assistance Grant higher than budget.</i>	\$283,075	Favourable
Grants Commission – 2024/25 Overpayment <i>Final calculation of the 2024/25 Financial Assistance Grant undertaken by the Victorian Local Government Grants Commission resulted in a reduced allocation to Council.</i>	(\$28,600)	Unfavourable
Supplementary Rates <i>Additional rates raised via developments.</i>	\$13,000	Favourable
Victorian Electoral Commission - Voting Fines <i>Voting fines received are higher than forecast</i>	\$10,270	Favourable
WorkCover Premiums <i>Final premium calculation for 2024/25 resulted in a refund of \$19,815 paid to Council.</i>	\$19,815	Favourable
Insurance – Industrial Special Risk <i>Premium paid was below forecast. Change to risk advisor/broker has given Council access to insurance options at a lessor cost.</i>	\$279,000	Favourable
<b>Net Variation to 2025/26 Budget</b>	<b>\$576,560</b>	Favourable

### Consultation

Consultation occurred as part of the Budget preparation process.

### Financial Implications

The report shows a predicted rates determination result of \$576,560 above the budgeted surplus for the 2025/26 financial year. This is an indicative figure, the final figures will not be known until the end of the financial year statements are audited.

### Social Implications

Not relevant to this item.

### Economic Implications

Not relevant to this item.

### Environmental Implications

Not relevant to this item.

**Risk Management Implications**

Not relevant to this item.

**Attachments:** 1. Financial Statements September 2025 [3.2.1 - 2 pages]

**Options**

Nil

**Recommendation/s**

**That Council note that the anticipated end of financial year result is \$576,560 better than the adopted budget surplus of \$60,570 at this stage.**

**CM 2025/198 Motion**

**MOVED Cr Jennings**

**That Council note that the anticipated end of financial year result is \$576,560 better than the adopted budget surplus of \$60,570 at this stage.**

**SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**

**SWAN HILL RURAL CITY COUNCIL  
STATEMENT OF INCOME & EXPENDITURE  
FOR THE 3 MONTHS ENDING 30/09/2025**

	Actual Year To Date 30/09/2025 \$000	Budget Year To Date 30/09/2025 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2025/26 \$000	Notes
<b>OPERATING INCOME :-</b>						
Rates, garbage charges and marketing levy	34,483	34,740	(257)	-0.7%	34,740	
Statutory fees & fines	202	285	(83)	-29.1%	1,140	1
User fees	937	1,167	(230)	-19.7%	4,668	2
Grants - operating (recurrent)	1,847	2,707	(860)	-31.8%	10,826	3
Grants - operating (non-recurrent)	129	68	61	89.0%	273	4
Grants - capital (recurrent)	0	631	(631)	-100.0%	2,524	5
Grants - capital (non-recurrent)	734	3,304	(2,570)	-77.8%	13,216	6
Contributions - cash non recurrent	84	66	18	27.8%	263	7
Interest income	670	512	158	30.8%	2,049	8
Proceeds from disposal of assets	309	25	284	1148.5%	99	9
Other revenue	426	1,800	(1,374)	-76.3%	7,199	10
<b>TOTAL INCOME</b>	<b>39,821</b>	<b>45,304</b>	<b>(5,483)</b>	<b>-12.1%</b>	<b>76,997</b>	
<b>OPERATING EXPENSES :-</b>						
Employee benefits	5,172	5,229	(57)	-1.1%	22,660	
Contract payments, materials & services	5,245	4,771	474	9.9%	19,085	
Bad & doubtful debts	0	0	(0)	0.0%	1	
Depreciation	4,030	4,030	0	0.0%	16,121	
Finance costs	8	20	(12)	-60.0%	80	
Other expenses	335	931	(596)	-64.0%	3,724	11
<b>TOTAL OPERATING EXPENSES</b>	<b>14,790</b>	<b>14,982</b>	<b>(192)</b>	<b>-1.3%</b>	<b>61,671</b>	
<b>BUDGET RESULT SURPLUS</b>	<b>25,031</b>	<b>30,322</b>	<b>(5,292)</b>	<b>-17.5%</b>	<b>15,326</b>	
<b>CAPITAL EXPENDITURE PROGRESS :-</b>						
Capital works/asset purchases	4,998	10,517	(5,519)	-53%	42,069	12
<b>SURPLUS (DEFICIT) AFTER CAPITAL ITEMS</b>	<b>20,033</b>	<b>19,805</b>	<b>228</b>	<b>1%</b>	<b>(26,743)</b>	

- 1 The Statutory fees and fines unfavourable variance relates to income below budget for Building (\$59k) and Planning Permits (\$28k).
- 2 User fees for the Pioneer Settlement (\$158k) and Waste Management (\$120k) are below forecast due to timing. The unfavourable variance is slightly offset by a favourable variance in the Livestock Exchange user fees (\$51k).
- 3 Fifty per cent of Council's 2025/26 Victoria Grants Commission allocation was received in June 2025.  
The full year result for the Victoria Grants Commission allocation will be \$254,475 better than forecast due to an additional \$236,951 from the indexation of our allocation in the 2026 year and \$46,122 for a Local Roads Data Project, less \$28,598 being an overpayment from 2025.
- 4 Operating non-recurrent grant funds received includes Grants, Contributions and Event Support (\$50k) funds received for the 2024/25 River Lights event.
- 5 Timing issue. Roads to Recovery grant funding will be received in full by the end of the financial year.
- 6 Timing issue. Capital grant funding to be received upon completion of projects.
- 7 Public Open Space contributions received (\$59k) which were not forecast.
- 8 Interest income is favourable in comparison to the budget, due to higher than forecast cash holdings and interest rates.
- 9 Proceeds from disposal of assets includes higher than forecast disposal of assets to date.
- 10 Timing issue. The unfavourable variance is due to lower than forecast Tower Hill sales, along with the July to September EPA Levies not yet raised.
- 11 Timing issue. Other Expenses variance is due to non-recurrent project expenditure being lower than forecast.
- 12 Significant capital works projects forecast for the 2025/26 year are the completion of the Art Gallery redevelopment, Pioneer Settlement Tourism & Cultural Hub, Swan Hill Showgrounds Regional Hub, Tower Hill development, Robinvale Workers Accommodation - McCartney Court and Karinie Street reconstruction. Projects are ongoing at this time.

**SWAN HILL RURAL CITY COUNCIL  
SUMMARISED BALANCE SHEET  
AS AT 30/09/2025**

	Last Year Actual As At 30/06/2025 \$000	This Year Actual As At 30/09/2025 \$000	\$ Movement Y.T.D. \$000	Budget As At End 2025/26 \$000
<b>CURRENT ASSETS:-</b>				
Cash and Cash Equivalents	51,870	50,180	(1,690)	19,213
Trade & Other Receivables	8,788	35,476	26,688	8,794
Inventories	242	351	109	112
Other Assets	1,553	265	(1,288)	8,653
<b>TOTAL CURRENT ASSETS</b>	<b>62,453</b>	<b>86,272</b>	<b>23,819</b>	<b>36,772</b>
<b>CURRENT LIABILITIES:-</b>				
Trade & Other Payables	6,611	2,283	(4,328)	8,896
Trust Funds & Deposits	489	1,226	737	414
Unearned Income/Revenue	2,562	6,064	3,502	0
Provisions	5,028	4,816	(212)	4,623
Interest Bearing Loans & Borrowings	785	786	1	292
Lease Liabilities	123	123	0	111
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,598</b>	<b>15,298</b>	<b>(300)</b>	<b>14,336</b>
<b>NET CURRENT ASSETS</b>	<b>46,855</b>	<b>70,974</b>	<b>24,119</b>	<b>22,436</b>
<b>NON-CURRENT ASSETS:-</b>				
Trade & Other Receivables	50	50	0	50
Property, Plant, Equipment & Infrastructure	693,342	689,653	(3,689)	714,620
Right-of-use Assets	450	450	0	325
Intangible Assets	3,584	3,430	(154)	3,569
<b>TOTAL NON-CURRENT ASSETS</b>	<b>697,426</b>	<b>693,583</b>	<b>(3,843)</b>	<b>718,564</b>
<b>NON-CURRENT LIABILITIES:-</b>				
Interest Bearing Loans & Borrowings	995	923	(72)	255
Lease Liabilities	340	340	0	707
Provisions	2,930	3,253	323	3,382
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>4,265</b>	<b>4,516</b>	<b>251</b>	<b>4,344</b>
<b>TOTAL NET ASSETS</b>	<b>740,016</b>	<b>760,041</b>	<b>20,025</b>	<b>736,656</b>
<b>EQUITY:-</b>				
Accumulated Surplus & Reserves	348,777	368,801	20,024	345,461
Asset Revaluation Reserve	391,239	391,240	1	391,195
<b>TOTAL EQUITY</b>	<b>740,016</b>	<b>760,041</b>	<b>20,025</b>	<b>736,656</b>



## 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
1198	Section 173 Agreement – 243 Tyntynder Central Road – Maintenance of private pipeline in Council's Road Reserve	Between Swan Hill Rural City Council and M.G.Haeusler and M.F.Haeusler.	21/10/25
1199	Contract 2603 1505-01 supply of bulk petroleum products, oils and lubricants	Between Swan Hill Rural City Council and Ocwen Energy Pty Ltd.	21/10/25
1200	Contract 2603 1505-02 supply of bulk petroleum	Between Swan Hill Rural City Council and SDGH Petroleum Pty Ltd.	21/10/25

	products, oils and lubricants		
1201	Instrument of Delegation – S18 Instrument of sub-delegation under the Environment Protection Act 2017	Between Swan Hill Rural City Council and Environment Protection Act.	28/10/25
1202	Instrument of Delegation – S6 Instrument of Delegation – Members of Staff	Between Swan Hill Rural City Council and Council Staff.	28/10/25
1203	Instrument of Delegation – S5 Instrument of Delegation to the CEO	Between Swan Hill Rural City Council and the CEO.	28/10/25

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.**

**CM 2025/199 Motion**

### MOVED Cr Englefield

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

### SECONDED Cr Broad

**The Motion was put and CARRIED 7 / 0**

## 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  
November [4.2.1 - 2 pages]

**Options**

Council Briefings are reported to ensure good governance and transparency.

**Recommendation**

**That Council note the contents of the report.**

**CM 2025/200 Motion**

**MOVED Cr Rogers**

**That Council note the contents of the report.**

**SECONDED Cr Broad**

**The Motion was put and CARRIED 7 / 0**

**COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**  
**28 October 2025 at 10.00am, Beveridge Street Meeting Room**

**AGENDA ITEMS**

- Advocacy planning
- Woorinen Progress Association Mural
- Housing expo 2026 concept
- 2024/25 rates surplus
- Yamagata – Student presentation
- Industrial Strategy (Consultation Findings)
- Planning Scheme Review

**ADDITIONAL ITEMS DISCUSSED**

- Low Density Residential Zone
- Catalina Lease
- Swan Hill Tourism Hub cladding

**ATTENDANCE**

**Councillors**

- Cr Stuart King
- Cr Hugh Broad
- Cr Les McPhee
- Cr Lindsay Rogers
- Cr Peta Thornton
- Cr Philip Englefield
- Cr Terry Jennings

**Apologies / Leave of Absence**

- Nil

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services (on-line)
- Leah Johnston, Director Infrastructure (on-line)
- Michelle Grainger, Director Development and Planning
- Ash Free, Acting Director Corporate Services
- Brooke O'Connor, Community Engagement and Communications Coordinator
- Dennis Hovenden, Economic and Community Development Manager (on-line)
- Nathan Keighran, Economic Development Coordinator
- Marcia Pollington, Economic Development and Tourism Officer
- Jess Chislett, Procurement and Properties Coordinator
- Alexandra Jefferies, Development Manager

**Other**

- David Bergin, planning consultant
- Reve O'Toole & Xanthe Vallance, Yamagata Students

**CONFLICT OF INTEREST**

- Cr Les McPhee left the meeting for the additional item "Low Density Residential Zone" due to a conflict of interest.

**COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**  
**11 November 2025 at 10.00am, Beveridge Street Meeting Room**

**AGENDA ITEMS**

- Councillor Only Session – election of Mayor and Deputy Mayor
- DAMP 2026-29 – presentation & DAMP 2022-25 review
- Procurement Policy
- Major Projects Progress Update for Quarter Ending Sep 2025
- Christmas Activities Update Report
- 64-66 McCrae Street
- Business Facade improvement program
- Tower Hill update
- Yamagata / Swan Hill Student Exchange program

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

**Councillors**

- Cr Stuart King
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Terry Jennings
- Cr Philip Englefield
- Cr Peta Thornton

**Apologies / Leave of Absence**

- Cr Les McPhee

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Michelle Grainger, Director Development and Planning
- Leah Johnston, Director Infrastructure
- Stephen Fernando, Director Corporate Services
- Helen Morris, Organisational Development Manager
- Trish Ficarra, Public Health and Regulatory Services Co-ordinator
- Jess Chislett, Procurement and Properties Co-ordinator
- Brian White, Principal Project Manager
- Dione Heppell, Liveability and Project Development Co-ordinator
- Dennis Hovenden, Economic and Community Development Manager
- Nathan Keighran, Economic Development Coordinator
- Marcia Pollington, Economic Development and Tourism Officer
- Amanda Smith, Economic Development and Events Support Officer

**Other**

- Nil

**CONFLICT OF INTEREST**

- Nil

## 5 Notices of Motion

Nil.

## 6 Foreshadowed Items

Nil.

## 7 Urgent Items Not Included In Agenda

Nil.

## 8 To Consider and Order on Councillor Reports

### 8.4 Cr Peta Thornton

List events / meetings attended

23/10/2025	Woorinen Progress Association	General Meeting
26/10/2025	Swan Hill Sustainability Group	Milloo Wetlands Working Bee and General Meeting
30/10/2025	Central Victorian Greenhouse Alliance	Board Meeting
6/11/2025	Goulbourn Murray Water Piped Customer Committee	Meeting
13/11/2025	GMW Piped Districts	Customer Workshop
6/11/2025	Ironbark Sustainability	Climate Risks and Councils Webinar
12/11/2025	Consultant Session	CBD Masterplan

## 8.7 Cr Lindsay Rogers

List events / meetings attended

12/11/25	Swan Hill Masterplan Consultant Engagement	The Re-design of Swan Hill Street scape
17/11/25	Lake Boga Inc	

## 8.5 Cr Philip Englefield

List events / meetings attended

24/10/2025	SHRCC	Coldie with a Councilor Manangatang
	Probus	Robinvale
27/10/2025	Robinvale - Villers Bretonneux Assoc	40th Anniversary Dinner and events
11/11/25	SHRCC /RSL	Remembrance day service
18/11/25	GMW	Briefing (on-line)



## 8.2 Cr Les McPhee

List events / meetings attended

28/10/25	Ultima Progress Association	Meeting
30/10/25	MAV Briefing	
31/10/25	Swan Hill Pacing Cup	
7/11/25	MAV Board	Meeting
14/11/25	MAV Planning	
18/11/25	GMW BGA Briefing	

## 8.6 Cr Hugh Broad

List events / meetings attended

11/11/2025	RSL	Remembrance Day Service
17/11/2025	Swan Hill Inc	Board Meeting

## 8.3 Cr Terry Jennings

List events / meetings attended

24/10/2025	SHRCC	Coldie with a Councilor Manangatang
7/11/25	SHRCC	Inspected major projects Robinvale and requests raised at CWC in August
11/11/25	SHRCC /RSL	Remembrance day service
12/11/25	SHRC	CBD Masterplan consultants
18/11/25	GMW	Briefing

## 8.1 Cr Stuart King

### List events / meetings attended

22/10/2025	SH Library	Young Writers Awards
23/10/2025	Rural Councils Victoria	AGM
24/10/2025	SHRCC	Coldie with a Cr - Manangatang
24/10/2025	Manangatang College	Op-Shop Youth Ball
27/10/2025	Robinvale - Villers Bretonneux Assoc	40th Anniversary Dinner
30/10/2025	VHM	Meet & Greet with new CEO Andrew King
30/10/2025	SuniTAFE	Swan Hill Awards Night
07/11/2025	V Line	Meeting with new CEO Will Tieppo
09/11/2025	Australian Trike Fest	Show n Shine - Riverside Park
11/11/2025	Swan Hill RSL Sub Branch	Remembrance Day
15/11/2025	McDonalds Swan Hill	McHappy Day
15/11/2025	Ace Radio	Client Christmas Party
17/11/2025	Rural Councils Forum	Planning Meeting for 2026 Forum in Swan Hill

## 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:

#### CM 2025/201 MOTION

##### MOVED Cr Rogers

That Council, resolve to close the meeting at 3:19 pm to members of the public to consider the following items.

##### SECONDED Cr Broad

The Motion was put and **CARRIED 7 / 0**

Cr King left the meeting at 3:20 pm due to his conflict of interest in item 9.1.

### 9.1 Tender Evaluation and Recommendation Report - Karinie St Upgrade

*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.*

#### CM 2025/202 Motion

##### MOVED Cr Englefield

That Council award the contract for Karinie St Upgrade project; Contract 26 20 1905 to Stabilised Pavements of Australia Pty Ltd, accepting their alternative offer.

##### SECONDED Cr Thornton

The Motion was put and **CARRIED 7 / 0**

The Mayor Cr King returned to the meeting at 3.19pm and was informed of the decision. Deputy Mayor Cr Jennings vacated the Chair and Mayor Cr King assumed the Chair.

**CM 2025/203 MOTION****MOVED Cr Englefield**

**That the meeting move out of closed session at 3:45 pm.**

**SECONDED Cr Thornton**

**The Motion was put and CARRIED 7 / 0**

The Mayor Cr King announced that Council had received notice from Goulburn Murray Water that the blue green algae levels in Lake Boga have dropped sufficiently to allow the re-opening of the lake.

**10 Close of Meeting**

There being no further business the Mayor, Cr King closed the meeting at 3:46 pm.