



# Minutes

## Scheduled Council Meeting

Tuesday 16 September 2025

to be held at 2:00 PM

Council Chambers

Swan Hill Town Hall

53 – 57 McCallum Street, Swan Hill. VIC 3585

Confirmed 21 October 2025

Chairperson.....

### 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 - 16 September 2025 open at 2:00 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 Englefield read the open declaration.

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

### 1.4 Apologies / Leaves of Absence

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  
Peter Brown, Acting Director of Corporate Services  
Leah Johnston, Director of Infrastructure  
Helen Morris, Organisational Development Manager  
Ash Free, Finance Manager  
Laura O'Dwyer, Enterprise Assets Manager  
Sharon Lindsay, Executive Assistant

## **1.6 Confirmation of Minutes**

### **1.6.1 Confirmation of Minutes**

#### **Recommendation/s**

**That the minutes of the Scheduled Council Meeting held on Tuesday 19 August 2025 be confirmed.**

**CM 2025/139 Motion**

**MOVED Cr Broad**

**That the minutes of the Scheduled Council Meeting held on Tuesday 19 August 2025 be confirmed.**

**SECONDED Cr Rogers**

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

## **1.7 Disclosures of Conflict of Interest**

**Nil.**

## **1.8 Joint Letters and Reading of Petitions**

### **1.8.1 McCallum Street Toilet Block - Petition**

**Responsible Officer:** Chief Executive Officer

**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 petition was received by Council on Monday 8 September 2025 from Paul and Debbie Martin (Aspire Jewellery). There were 22 signatures requesting that Council undertake consultation with the Swan Hill Business community, particularly the traders in McCallum Street, with respect to future plans for the McCallum Street Toilet Block - prior to its reconstruction.

Council has already awarded the contract for the replacement of the McCallum Street toilets in accordance with the Public Conveniences Strategy, with works programmed to occur in October.

The 'Transforming the Heart' central business district feasibility strategy is about to commence and this project will include significant community engagement opportunities.

**Attachments:** 1. Service Desk 3858 001 redacted [1.8.1.1 - 4 pages]

**Recommendation/s**

**That Council:**

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

**CM 2025/140 Motion**

**MOVED Cr Englefield**

**That Council:**

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

**SECONDED Cr Rogers**

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

## Petition to Swan Hill Rural City Council

**Deliver in person**

Swan Hill Council Offices  
45 Splatt Street, Swan Hill

OR

Robinvale Resource Centre  
72 Herbert Street, Robinvale

**Postal Delivery**

Swan Hill Rural City Council  
Attention: Council  
PO Box 488, Swan Hill VIC 3585

**Email**

Attention: Council  
Email:  
[council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)

**Head Petitioner** (details to be completed prior to submission)

<b>Name:</b>	<b>Paul &amp; Debbie Martin - Aspire Jewellery</b>		
<b>Address:</b>	<b>51 McCallum Street</b>	<b>Suburb/Town:</b>	<b>Swan Hill</b>
<b>Post Code:</b>	<b>3585</b>	<b>Contact phone number:</b>	
<b>Email address:</b>			
<b>Start date:</b> <small>Date first signature added</small>	<b>1/9/25</b>	<b>Submission date:</b> <small>Date issued to Council</small>	<b>8/9/2025</b>
<b>Total number of pages</b> <b>(excluding cover):</b>	<b>3</b>		

**Request for action:**

Mayor and Councillors of the Swan Hill Rural City Council, we the undersigned, petition Swan Hill Rural City Council as of 1<sup>st</sup> September 2025 to undertake consultation with the Swan Hill Business community, in particular the traders in McCallum Street, with respect to the future plans for the McCallum Street Toilet Block prior to its reconstruction.

**Background information to request:** (1 – 5 lines maximum, describe relevant background)

Council has 2 items in the 2025/26 Budget relevant to the McCallum Street Toilet Block.

1. Reconstruction of the McCallum Street Toilet block
2. CBD Revitalisation Master Planning

We respectfully request that the reconstruction of the McCallum Street Toilet block be deferred until after the CBD Planning so consultation can be had on if the Toilet Block should be reconstructed in its current position or relocated.

Date Rec'd	8 SEP 2025	501-03-02
Workflow		Doc #
Codes		Security
BW / Col		
Comments		

PETITION - COVER PAGE



"Mayor and Councillors of the Swan Hill Rural City Council, we the undersigned, petition Swan Hill Rural City Council as of 1<sup>st</sup> September 2025 to undertake consultation with the Swan Hill Business community, in particular the traders in McCallum Street, with respect to the future plans for the McCallum Street Toilet Block prior to its reconstruction."

	Print Name	Print address	Signature
1	PAUL MARTIN		
2	JOSEPH BARTALOTIA		
3	ALAN JOYE		
4	Renee Isma		
5	Jennifer Dunn		
6	Gholam Hemati		
7	STEPHEN FRAZZICA		
8	Abby Cumming		
9	Layah Box		
10	Lara Noble		

"Mayor and Councillors of the Swan Hill Rural City Council, we the undersigned, petition Swan Hill Rural City Council as of 1<sup>st</sup> September 2025 to undertake consultation with the Swan Hill Business community, in particular the traders in McCallum Street, with respect to the future plans for the McCallum Street Toilet Block prior to its reconstruction."

	Print Name	Print address	Signature
1	Emily Gleeson		
2	Brendan Angus		
3	Shendan Hamp		
4	Meredith Kuchel		
5	Ella Barry		
6	Leanne Cordina		
7	STEVEN BARTALOTTA		
8	Janine Daniels		
9	Demi King		
10	Sandra Rowe		

Page \_\_ OF \_\_

"Mayor and Councillors of the Swan Hill Rural City Council, we the undersigned, petition Swan Hill Rural City Council as of 1<sup>st</sup> September 2025 to undertake consultation with the Swan Hill Business community, in particular the traders in McCallum Street, with respect to the future plans for the McCallum Street Toilet Block prior to its reconstruction."

	Print Name	Print address	Signature
1	Paul Dunn		
2	Isla Benbow		
3			
4			
5			
6			
7			
8			
9			
10			

Page \_\_ OF \_\_

## **1.9 Public Questions Time**

Nil.

## **1.10 Open Forum**

Nil.



## 2 Officer Reports for Decision

### 2.1 Community Vision, Council Plan 2025-2029, Financial Plan 2025-26 to 2034-35 and Strategic Asset Management Plan 2025-2035, Review, Hear and Consider Submissions

**Directorate:** Corporate Services  
**File Number:** S16-24-01  
**Purpose:** For Decision

#### Council Plan Strategy Addressed

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

#### **4.2 Transparent communication and engagement**

4.2.1 Effective and authentic engagement with our community

4.2.2 Visible presence in our community

#### Current Strategic Documents

Council Plan  
Asset Management Plans

#### 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 Local Government Act 2020 (the Act) requires Council to prepare and adopt a Community Vision, Council Plan, Strategic Asset Management Plan (SAMP) and a Long Term (10 Year) Financial Plan by 31 October in the year following a general election. A draft Council Plan, Financial Plan and SAMP were prepared following community engagement in accordance with Council's Community Engagement Guidelines. The purpose of this report is to enable Council to receive, hear and consider submissions for the Council Plan 2025-29 the Financial Plan 2025-26 to 2034-35 and the Strategic Asset Management Plan 2025-2035.

Council extends its sincere appreciation to all community members who participated in the development of the draft documents and provided submissions. Your contributions are invaluable in shaping Council's strategic direction and ensuring that community priorities are meaningfully reflected in our planning.

#### Discussion

Sections 90 and 91 of the Act require Council to review the Community Vision, develop a Council Plan and develop a 10 Year Financial Plan. Section 90 of the Act

also highlights the requirement for good asset management practices across the local government sector in Victoria.

These plans must be developed in accordance with deliberative engagement practices and the Strategic Planning Principles (section 89) which requires Councils to undertake the preparation of its Council Plan and other strategic plans in accordance with the strategic planning principles below:

- an integrated approach to planning, monitoring and performance reporting is to be adopted;
- strategic planning must address the Community Vision;
- strategic planning must take into account the resources needed for effective implementation;
- strategic planning must identify and address the risks to effective implementation;
- strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

Council conducted a community engagement program to review the Community Vision and to develop the Council Plan 2025–2029, the Financial Plan 2025/26–2034/35, and the Strategic Asset Management Plan 2025–2035, in line with Council's deliberative engagement practices. Draft documents were prepared and publicly exhibited for community feedback in accordance with Council's Community Engagement Guidelines.

Council is now required to formally receive, hear, and consider all submissions. A total of eight submissions were received. These are outlined below, along with officer responses. At the time of the report one submitter had requested to speak to their submission (Submitter 3 to the Strategic Asset Management Plan).

### **Council Plan**

A total of four submissions were received from members of the community in response to the Draft Council Plan 2025-29. Officer responses are provided in italics, either directly beneath each question or integrated within responses to more complex submissions.

### **Submission 1**

The plan has not informed us of the major project planned for the next four years. What future project are on the books? Sewer for Piangil so the town can build on the 37 vacant blocks and increase the population in Piangil, and development of the town. The sealing of church street.

### **Officer Response to Submission 1**

*Council has adopted the Small Town Futures Development Plan which provides an audit of land use and provides guidance on use, development and works for each town. In the Council plan objectives for Housing, the prioritising and implementation of these plans is considered. This also*

*includes advocating to Lower Murray Water and in other forums for improvements of our small towns' sewerage systems.*

*Council invests in capital works and projects to benefit our community. This includes upgrading, renewing and building infrastructure and facilities around our municipality. On behalf of our community, Council also advocates to state and federal government to achieve better outcomes in major projects. Current projects and works can be found on Council website and projects currently open for public consultation and feedback are listed on our Let's Talk website.*

*Council maintains a large network of sealed and unsealed roads. Church Street Piangil is not being sealed at this time, however this could be prioritised through a contributions plan whereby adjoining property owners contribute to the cost of the road to be constructed and/or via other funding opportunities.*

*Council is also aware that Grampians Wimmera Mallee Water's \$13.6 million Clean Water for North-West Rural Communities project will construct dedicated treatment facilities at raw-water offtakes in the towns of Nyah and Piangil and at the Waranga Western Channel Pump Station.*

### **Submission 2 incorporating Officer responses in italics.**

Overall, I think this is an excellent plan. Please see my thoughts below

-Community Personas - I understand the concept, but there is no real link between this page and the remainder of the plan. There is no insight into how the plan impacts each persona or how each person helped frame the plan. Some of the personas also seem strange. Farm starter? I'm not sure they exist. Farming Enterprise, but then no other businesses. If this page wasn't in the plan it wouldn't change a thing.

*Council welcomes your feedback, in developing this plan, we created a series of community personas to translate data and engagement into relatable profiles that informed Council planning by helping us better understand and segment key insights. We acknowledge the persona concept may not have been as effective as intended in the presented document. The personas have not been listed extensively throughout the document however community personas support the Council Plan by grounding strategic direction in the perspectives of real people. They:*

- Support place-based planning by revealing the nuanced needs of different community segments*
- Improve communication and advocacy by translating findings into relatable narratives*
- Enable the Council to make strategy more responsive, data-informed, and community-led.*

-Having attended one of the sessions, I think the pillars are an excellent reflection of what was discussed in our session. I'm not sure if they are in order of preference, but that would be close to the order. Transparency and Effectiveness was high in our session.

*The Pillars have been designed to reflect the outcomes of community consultation and have not been placed in any order of preference.*

-Pillar 1 Growth and development - The cover page for this pillar lists the "Relevant Strategy & Plans". Would the upcoming CBD master plan be a "Relevant Strategy & Plan" for this pillar? I don't see it listed?

*Council can include Transforming the Heart of the Murray, CBD Revitalisation and Feasibility Study" with an \* as under development.*

*This will result in a minor change in the Council Plan*

-The targets in the objectives for each pillar are easy to understand and easy to measure. Exactly how they should be.

*Council represents a diverse community, the plan has been written so that it is easily understood and each target is measurable.*

-Growth Objective 3 -In our discussion group attracting new investment meant identifying gaps and opportunities, determining the businesses that can fill those objectives, and then getting them to town. It's about council making the first call and saying "have we got an opportunity for you!". The current objective doesn't go far enough.

- 10 new business approvals by 2029 is likely to be achieved, without proactive behaviour from council.

- 2 agribusiness forums is a great idea, but they may not lead to anything.

I think we can come up with something more challenging in this space. ie Attract 2 new \$5mil+ turnover businesses to our municipality where Council made the first contact with that business.

*Under Growth and Development Objective 3, sits the detailed operational actions which are not documented in the Council Plan but include;*

- *Streamlining business approvals,*
- *targeting opportunities for new business,*
- *developing prospectuses,*
- *revitalising Swan Hill and Robinvale Central Business Districts,*
- *events and*
- *industry forums and attraction campaigns that showcase the municipality's lifestyle and opportunities.*



*In addition to the Council Plan, the Economic Development Strategy demonstrates how Council will support business, agriculture and industry.*

-Negative community sentiment regarding council often stems from turnaround times on planning applications. There is target of 70% within 60 days for residential permits. Is there a target for other planning applications? If there was I must have missed it.

*Data for the 2024-2025 financial year reported that Council processed 86.07% of planning application within the required timeframes.*

*100% of VicSmart Applications were processed within the required timeframe (10 Days) VicSmart is a simple and fast planning permit process for straightforward applications.*

*84.11% of all standard applications were processed within required timeframe (60 Days).*

-I'm sceptical about the accuracy of MRT statistics. They suggest our overnight visitors jumper 40% from 2023 to 2024. Also, that our overnight holiday makers went from 100K to 145K, a 45% increase. Feedback from accommodation providers doesn't support an increase of this amount. I'm not sure MRT statistics are the best resource for measuring success. The only other source of information I can think of is Spend map. Their data might be more accurate but I haven't looked at it so I'm not sure.

*Council appreciates this feedback. Council relies on MRT and other state statistics and where possible also uses SpendMapp data to verify accuracy.*

-The grain shed on Monash Drive and the rail overpass to the river are 2 major infrastructure items that rate payers are interested in. I understand these council plans are big picture thinking, and I know they fall under riverfront management - "6 initiatives planned and implemented by 2029", but I think they could be listed more specifically in the plan. I'm not suggesting "build overpass by 2029", but there should be something in the plan to ensure this major infrastructure project progresses in the next 5 years.

It's ok to set targets and not quite reach them. That's better than not having a target at all.

*We acknowledge these projects are major infrastructure items and advise that the CBD feasibility study will address both of these infrastructure projects aiming to have the sites ready for future use and development.*

-Advocate for New Swan Hill Bridge as number one priority - if it's the number one priority, and council is advocating as strongly as they can, there should be something to report every quarter. Reporting twice a year on the number 1 priority isn't enough.

The more council has to report to the community the more advocacy work they'll do. The bridge has been an ongoing project for 40 years. They'll build a statue for the team that eventually gets it built!

*Council remains committed to advocating strongly on behalf of the community regarding the Swan Hill Bridge. While formal reporting to Council will occur twice per year, advocacy efforts will continue at every available opportunity to ensure the community's interests are represented.*

### **Submission 3**

Congratulations on the development of the draft Council Plan 2025-2029 - an impressive and well-considered document that clearly reflects extensive consultation, expertise, and commitment to community health and well-being.

As you continue refining the plan, we respectfully ask that you also consider a crucial yet often overlooked element: cool, UV-protective shade.

With over 95% of skin cancers linked to UV exposure, effective shade solutions are a vital public health measure particularly in a high-UV environment such as Swan Hill. Beyond reducing cancer risk, shade enhances equitable access to outdoor spaces by creating cool, safe, and comfortable environments for recreation, active mobility, and community connection. Additionally natural, green, shaded spaces contribute to climate change adaptation and mitigation.

We encourage the plan to include specific reference to UV-protective shade, ensuring that public, play, and mobility spaces consider both thermal comfort and UV safety. Without thoughtful integration, some shade and surface materials may inadvertently increase UV exposure or heat retention, leading to unintended health risks.

We greatly appreciate your time and consideration of this opportunity to advance public health and climate resilience through smart, inclusive urban design. Thank you for your leadership and commitment to a healthier Swan Hill.

### **Officer Response to Submission 3**

*We're pleased to hear that the document reflects the values and priorities of our community, and we appreciate your recognition of the work that has gone into its development.*

*Council is heavily involved with the Mallee and Murray Local Public Health Unit priorities, which include work on these cancer-prevention initiatives. While not explicitly listed in the public document, this work was highlighted through conversations with cancer prevention agencies via the Local Public Health Unit, so your comments are much appreciated.*

*Council acknowledges the significant health risks associated with UV exposure, particularly in our high-UV region, and agree that effective shade solutions are a vital component of safe, inclusive, and climate-resilient public*

*spaces. To address this Council is currently preparing a Cooling Strategy to provide guidance on ensuring that tree planting in Swan Hill addresses canopy cover on key routes to and from the CBD.*

*As we continue refining the Council Plan, we will consider how best to incorporate UV-protective shade into our planning and design principles. This includes ensuring that public, play, and mobility spaces support thermal comfort, UV safety, and equitable access for all community members. We also recognise the role of green infrastructure in climate adaptation and will explore opportunities to integrate natural shade and surface materials that minimise heat retention and UV reflection.*

#### **Submission 4**

Draft Council Plan 2025 – 2029

Page 7

The guiding principle of Liveability and Lifestyle – supporting quality of life through local services, spaces and opportunities to grow.

Page 8

Values

Community Engagement

At what point did Council clearly state to the Robinvale community that Centenary Park would not be irrigated and would not have lawn on which kids can play, adults can sit and have picnics on the lawn and have a snooze on hot days under trees that offer dense shade. Or was it left to people to decipher vague comments about native trees.

Trust

If Council delivers a dry dusty prickly patch and considers the job done, ie. tick the box and move on, would the community of Robinvale ever trust Council again?

Accountability

Is Council fully transparent in its activities?

Make the statement that Centenary Park will not be irrigated, will not have lawn and will not have dense shade trees. State that it will be dry and therefore dusty with no ground cover. Did Councillors actually read the masterplan as presented by Group GSA and did they understand that the park would remain dry and dusty land? If so they sanctioned a dryland park for Robinvale. This is not something to be proud of. Yet they are prepared to spend \$350K on an offleash dog park complete with irrigated lawn for dogs. Are dogs related higher than people? And does Council consider dogs to be of greater value to the community than people?

Fairness

If the people of Swan Hill and of Robinvale were treated equally then Centenary Park would be a green and cool park with lawn and trees. If Centenary Park is to be a dry dusty prickly patch with a few native trees then Council must turn off the irrigation to Riverside Park in Swan Hill to ensure the residents of Swan Hill are treated equally to those of Robinvale, ie Riverside Park becomes a dry dusty prickly patch.

Page 16

Health and wellbeing

The opening paragraph states that people would be able to meet friends in one of the many parks spread across our municipality. Why would anyone meet a friend in a dry dusty prickly patch? The statement and plan for Centenary Park are contradictory.

Healthy Environment

The plan to create a dry dusty prickly patch contradicts the statement 'enhancing environmental resilience and improving access to green safe and sustainable space'.

Healthy Lifestyles and Prevention

This focus area requires Council address what matters most to the community. What matters is the support of healthy active living. A dry dusty unattractive prickly patch will not encourage people to spend time outside in search of active living.

Page 17

What Did Our Community Say

Of the three activities listed under Changes to Local Environment the top two were, 67% want more public shade and cooling and 49% want more trees and greening. These two percentages prove that Council will have ignored its community if it continues with the plan leave Centenary Park as a dry dusty prickly park.

The percentage for more public shade ranked as the third priority in the list of ten. It cannot therefore be ignored. And a dry dusty prickly park will continue to disconnect the riverfront from the town.

Page 18

Summary of Engagement

Green, liveable and climate ready

Greener streets, better cooling infrastructure and access to nature came through as a shared goal to make our municipality more liveable. Nature does not mean native. What is the point of developing and sanctioning a Council Plan if decisions and actions are taken that not only ignore the plan but blatantly contradict it.

Council just needs to provide irrigation and lawn and shade trees. This not hard. The park does not need fancy flower beds or architecture.



Two sources of funding:

1. Council regularly underspends in Capital Works Program (grants and rates \$). Spend that money.
2. Or funds can be allocated from the reserve – refer to Swan Hill Riverfront Reserve page 29 of the financial Plan, to enable irrigation to be installed and lawn planted in Centenary Park. Why can't there be a reserve for Robinvale Riverfront?

(A point to note is that the photograph of two boomerangs on Page 30 misrepresents Council's involvement. The historical display was created and installed by students from the Robinvale College many many years ago and was maintained by local volunteers until about two years ago. Similarly, the photograph of the entire display on Page 49 misrepresents Council's involvement. This also demonstrates Council's lack of understanding of Robinvale.

I certainly hope Council does not include Robinvale-Euston Memorial Park as one of its achievements or lists it as one of its parks in Robinvale. Council owns the land but did not develop the park and nor does it maintain the park)

(Lastly, I fail to understand why Council is planning to formally open the playground when only Stage 1 has been completed. This give rise to concerns that Stage 2 will never be completed. Council formally opened the library, accompanied by an incorrect media release, without finishing the garden surrounds and the northern gardens are yet to be completed. I have sent many emails on this matter and spoke with Camille a couple of weeks ago.)

**Officer Response to Submission 4**

*Council appreciates the time and thought invested in this submission and acknowledges the concerns raised regarding the proposed design and development of Centenary Park in Robinvale, particularly in relation to irrigation, shade, and overall liveability. Irrigation of Centenary Park will be a future consideration of Council.*

*The Robinvale Riverside Masterplan was developed through a community engagement process and informed by environmental sustainability principles, including the use of native vegetation suited to local climate conditions. While the current design does not include irrigated lawn areas, Council recognises the importance of shade, cooling, and usability in public spaces and will continue to explore opportunities to enhance these elements within available resources.*

*Council is committed to transparency and accountability in its decision-making. The Centenary Park Masterplan was adopted by Council in March*

*2024. Council will continue to monitor community feedback and investigate funding opportunities that may support future enhancements to the park, including irrigation and additional shade infrastructure.*

*In relation to the suggested two sources of funding and statement that;*

1. Council regularly underspends in Capital Works Program (grants and rates \$). Spend that money.

*It is rare that Council underspends on a project, there are times when all funds may not get spent in a budget year, Council have to carry forward these funds to complete the project in the following year. Not finishing a project in a certain year doesn't make the funds available for other projects.*

2. Or funds can be allocated from the reserve – refer to Swan Hill Riverfront Reserve page 29 of the financial Plan, to enable irrigation to be installed and lawn planted in Centenary Park. Why can't there be a reserve for Robinvale Riverfront?

*Improvements of Centenary Park will be subject to a future decision of Council for the 2026/27 budget.*

*Regarding comparisons with other projects, such as the off-leash dog park and Riverside Park, Swan Hill, Council notes that each project is assessed individually based on location, community need, available funding, and long-term sustainability. Council strives to deliver equitable outcomes across the municipality.*

*Council also acknowledges the concerns raised about the representation of Robinvale projects and historical contributions. We will review the relevant sections of the draft documents to ensure accuracy and appropriate recognition of community-led initiatives.*

*Finally, Council confirms that the formal opening of the playground reflects the completion of Stage 1, with Stage 2 planned as funding becomes available. Council remains committed to completing the full scope of the project and will continue to communicate progress with the community.*

### **Strategic Asset Management Plan (SAMP)**

A total of four submissions were received from members of the community in response to the Draft Strategic Asset Management Plan 2025-2035. Each submission is outlined below, followed by the corresponding officer response in italics.

#### **Submission 1**

Please include connecting footpaths programmed the connection from the Piangil RSL to the service station.

**Officer Response to Submission 1**

*In 2019 Council developed and approved the Missing Links Footpath Construction Strategy. This strategy was developed through community consultation and identifies several priority footpaths in each town that would improve linkages and accessibility.*

*Over the past 5 years, over \$1.1M of new linkages have been funded.*

*Projects this year include new footpaths in Ultima and Manangatang and ongoing funding to continue to construct these important linkages will average 300k per annum over the next 5 years.*

*Priority projects for Piangil in the Missing Links Strategy include:*

- *114m of footpath from Church St (RSL) to the Service station*
- *76m on the eastern side of Hall St from Murray St to Memorial Park*
- *146m on Western Side of Beveridge St from Murray St to the Memorial Centre.*

**Submission 2**

Please upgrade the playground and park facilities in the Lake Boga town centre on Marraboor street. Also further the footpaths around the back of the lake so more of the lake can be enjoyed from front to back.

**Officer Response to Submission 2**

*Council renews approximately 1 playground per annum and it is anticipated that elements of the Gray Park playground will be replaced over the next few years.*

*Council continues planning for the further addition of footpaths surrounding Lake Boga. Council is actively seeking funding to assist this project and will continue these paths as funding becomes available.*

**Submission 3**

While I welcome improvements to both parks and roads, I'm a little bit disappointed that the bike trail from Lake Boga to Swan Hill was not mentioned specifically. If council is serious about increasing visitor numbers, a bike trail linking Swan Hill with one of the areas best outdoor areas (Lake Boga) will do it.

**Officer Response to Submission 3**

*Murray Regional Tourism is preparing an Adventures Trail Strategy from Albury to Mildura and Council has been advocating through submissions to this project that a shared/bike path should be developed between Lake Boga and Swan Hill. Having this project nominated in a regional tourism strategy*

*will allow Council and Murray Regional Tourism to seek funding for detailed design and construction.*

*A bike path/trail between Swan Hill and Lake Boga has been a project under consideration for many years by Council with some initial investigative work about possible routes undertaken 10 years ago. This project is listed in the 10 year major projects plan but sits within the unallocated projects. This financial year there is allocated funded amount of \$45,000 assigned for further route investigation.*

#### **Submission 4**

Maybe I missed it, but I couldn't see anything about reducing the increasing amount of vandalism towards council assets.

#### **Officer Response to Submission 4**

*The Strategic Asset Management Plan identifies several objectives that serve as the foundation for ensuring that Council's infrastructure continues to support service delivery, meets community needs, and remains financially and environmentally sustainable over the long term. This includes adaptability, monitoring and sustainability which all go towards watching for trends in increased vandalism or public risk, adapting to reduce potential harm and ensuring new or refurbished assets are as vandal resistant as possible.*

*In addition to this the Council plan Health and Wellbeing Objective 2 is to "Create safer public spaces and support those affected by family violence". Initiatives to address this objective include the installation of lighting and CCTV in public spaces.*

Council officers requested a note in both the Council Plan and Strategic Asset Management Plan that explains the road lengths listed in the plans.

Pg 13 Council Plan - the three road numbers have an asterix beside them, and an explanation at the bottom of the page:

- Actual number currently under review due to road classification changes through the financial assistance grants process and improvements to the road register.

This is repeated again on Page 5 of the SAMP - beside the road length of 3450 with an asterix and the definition.

*This will result in a minor change in both plans.*

## **Ten Year Financial Plan**

There were no submissions were received during the consultation period of the draft Financial Plan.

## **Consultation**

Consistent with Council's Community Engagement Policy and Guidelines, deliberative engagement was undertaken to inform the development of the Draft Council Plan 2025–2029, Financial Plan 2025/26–2034/35, and Strategic Asset Management Plan 2025–2035 (SAMP).

This engagement included five community workshops held across various locations between April and May 2025. The workshops provided an opportunity to test the Community Vision and gather ideas to help shape the future of the municipality over the next four years and beyond. In addition to the workshops, targeted engagement was conducted through individual meetings with business and industry representatives. A broader community survey was also distributed via Council's "Let's Talk" platform to ensure a wide range of community voices were captured. Throughout the process, the Executive Leadership Team and Councillors were regularly briefed and actively contributed to the development of the strategic plans.

For the development of the Financial Plan the finance department also included a separate survey of our residents in August, with 68 Surveys completed and 42 residents participated in a Fund-It activity which assisted in the development of the Financial Plan.

Following the initial consultations the draft documents were developed and placed on Councils "Lets Talk" platform for the community to view and respond to the final draft documents.

Swan Hill Rural City Council would like to extend its sincere thanks to all community members who contributed their time, ideas, and feedback during the recent consultation period for the draft documents.

The public submissions have played a vital role in shaping the direction of our future planning. Council deeply value the publics insights and commitment to making our region a better place to live, work, and grow.

## **Financial Implications**

Once adopted, the Council Plan will set the strategic direction of Council over the next four years. All resourcing decisions are reviewed annually as part of the Budget process. The SAMP links asset management objectives, the Council Plan and the Financial Plan to provide a framework for financial and asset management decisions to ensure Council continues to be sustainable into the future.



## **Social Implications**

The Council Plan has been developed to positively influence the social wellbeing of our municipality. The Council Plan incorporates the four-year Municipal Health and Wellbeing Plan that includes priorities and goals to improve the health and wellbeing of residents in our municipality.

Well maintained infrastructure is critical for the benefit and enjoyment of all community members to enable them to access services that they rely on daily and reduce risk to the community. The SAMP provides a framework for Council to plan for and maintain high quality, flexible, accessible and future focused Community spaces and infrastructure that meets the needs of communities now and into the long-term future.

## **Economic Implications**

The Council Plan, Financial Plan, and the SAMP have been developed to improve economic outcomes for our community. The SAMP outlines several considerations regarding asset management decisions. This includes demand analysis to identify needs of the community, including business and industry from Council assets. Asset portfolios are monitored for potential deficiencies or underuse and drivers that may impact asset needs or operations in the region are identified.

## **Environmental Implications**

The plans presented have been developed to promote environmental stewardship and resilience, aligning with Council's commitment to sustainability.

The SAMP ensures environmental implications are considered through demand drivers and levels of service with the Asset Plans. Changing climate and resilience is incorporated into Council's asset management thinking and environmental risks will be considered through both community and technical levels of service.

## **Risk Management Implications**

Failure of Council to adopt the Council Plan 2025-2029, Financial Plan 2025/26–2034/35 and the Strategic Asset Management Plan 2025-2035, by 31 October 2025, would breach Council's legislative obligations.

Failure to have sufficient resources to deliver the Plans could lead to financial and reputational risks. To mitigate these risks, annual budget reviews and workforce planning will be monitored.

Failure to meet community expectations could lead to reputational risk. To mitigate these risks, transparent communication and realistic goal setting will be undertaken as part of the development of the Council Plan.

The SAMP outlines how infrastructure risk management of critical assets will be assessed and outlines risk and treatment plans.

**Attachments:** Nil

### **Options**

1. After considering the submissions, Council can choose to adopt or amend the Community Vision and Council Plan 2025-2029, the Financial Plan 2025/26–2034/35 and the Strategic Asset Management Plan 2025–2035 (SAMP).

### **Recommendation/s**

**That Council:**

1. **Consider the issues raised in the submission and the officer's response.**
2. **Having considered the submissions agree to making the minor changes listed in the Council Plan 2025-2029 and the Strategic Asset Management Plan 2025–2035 (SAMP), no changes required to the Financial Plan 2025/26–2034/35 and formally adopt all three plans.**
3. **Write to each submitter thanking them for their submission and outlining Council's response.**

### **CM 2025/141 Motion**

**MOVED Cr Broad**

**That Council:**

1. **Consider the issues raised in the submission and the officer's response.**
2. **Having considered the submissions agree to making the minor changes listed in the Council Plan 2025-2029 and the Strategic Asset Management Plan 2025–2035 (SAMP), no changes required to the Financial Plan 2025/26–2034/35 and formally adopt all three plans.**
3. **Write to each submitter thanking them for their submission and outlining Council's response.**

**SECONDED Cr Jennings**

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

## 2.2 In-principle adoption of Financial and Performance Statements 2024-25

**Directorate:** Corporate Services  
**File Number:** S15-28-21  
**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

4.1.1 Well managed resources for a sustainable future

4.1.2 Provide robust governance and effective leadership

4.1.3 Sound, sustainable:

- Financial management • Excellence in service delivery • Strategic planning

### Current Strategic documents

Annual Report

### 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 Local Government Act requires that Council adopt its Annual Statements incorporating the Performance Statement and General Purpose Financial Statements 'in-principle' prior to the Auditor-General issuing an Audit Opinion on the Statements.

Officers have prepared a draft set of Statements, ready for 'in-principle adoption', and request that Council adopt these Statements 'in-principle'.

### Discussion

The primary purpose of a local government's Performance Statement is to make the council accountable to the community by reporting on its performance against strategic objectives and budget commitments for the financial year.

Local government General Purpose Financial Statements provide information for decision-making and demonstrate accountability for public funds by reporting on the council's financial position, performance, and cash flows. They serve to inform residents, regulators, and other stakeholders about how public money is spent,

ensuring transparency and accountability in the delivery of local services. These statements help users understand the council's financial health, how well it is managing its assets and liabilities, and whether it is effectively and efficiently serving the community.

The financial statements for the 2024-25 financial year report the following:

Comprehensive Income Statement: Surplus result = \$7.5 million

Balance Sheet: Net assets = \$740 million

Statement of Cash Flows: Net increase in cash and cash equivalents = \$4.1 million

Statement of Capital Works: Total capital expenditure \$27.7 million

The favourable result as reported on the Comprehensive Income Statement of \$7.5 million is primarily due to the prepayment of Victoria Grants Commission 2025-26 funding of \$4.8 million received late June (refer Note 2.1), and \$2.5 million of grants received throughout 2024-25 that remain unspent at 30 June 2025 (refer Note 3.3(d)). The Victoria Grants Commission funding will be used to provide Council services for the 2025-26 year, and the unspent grant funds are to be spent in the specific manner for which the grant was provided and are expected to be completed in the 2025-26 financial year.

The Performance Statement and General Purpose Financial Statements for 2024-25 have been prepared and presented for audit.

Council's Audit Committee met to review the Draft Statements on 03 September 2025. The Audit Committee recommended that Council adopt the statements "in-principle".

As required under the Local Government Act these draft statements are attached and are presented to Council for 'in-principle' adoption.

The Auditor-General and Local Government Victoria both accept that adoption is 'in-principle' and is therefore not seen as a certification by Council as to the complete accuracy of the information being adopted.

It is anticipated that the final audit process will be completed shortly after Council adopts the Statements 'in-principle', at which time the Statements will be available for signing by the two appointed Councillors (Cr King and Cr McPhee). The Statements can then be included in the Annual Report.

Once signed and an audit opinion is issued by the Victorian Auditor General Office (VAGO), these statements will form part of Council's Annual Report which will most likely be adopted at the Ordinary Council Meeting on 21 October 2025.

## **Consultation**

The draft Annual Financial Statements and Performance Statement were presented to the Audit and Risk Committee for review and endorsement on 03 September 2025.

Both statements have been reviewed by Crowe Australasia, who are contracted by the Victorian Auditor General's Office to undertake the external audit.

Both the Financial Statement and Performance Statement form part of the Annual Report

### **Financial Implications**

Nil.

### **Social Implications**

Nil.

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

Failure to adopt the Statements 'In-Principle' will contravene the Local Government Act.

- Attachments:**
1. Performance Statement 2024-25 [**2.2.1** - 20 pages]
  2. Annual Financial Statements- GPF S-2025 [**2.2.2** - 63 pages]

### **Options**

1. Adopt 'in-principle' the Draft Performance Statement and General Purpose Financial Statements for the 2024-25 financial year as presented.
2. Failure to adopt the statements 'in-principle' will delay the audit of the Statements and may put Council outside the deadline for adoption of the Annual Report by the 31 October 2025.

### **Recommendation/s**

**That Council adopt 'in-principle' the Draft Performance Statement and General Purpose Financial Statements for the 2024-25 financial year as presented.**

**CM 2025/142 Motion**

**MOVED Cr Jennings**

**That Council adopt 'in-principle' the Draft Performance Statement and General Purpose Financial Statements for the 2024-25 financial year as presented.**

**SECONDED Cr Englefield**

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



# Part Seven

## *Performance Statement*



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## Description of municipality

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 21,094\* people.

It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen, Ultima, Manangatang and Boundary Bend.

The Swan Hill municipality has experienced sustainable growth over the past decade, led by the expansion of horticultural/agricultural practices and supported by an innovative manufacturing sector.

This success is depicted by the fact that irrigated areas have been increasing with a higher proportion of mature, high value crops such as almonds and table grapes. The region is one of Australia's largest producers of almond and table grape plantings, vegetables including potatoes and carrots, stone fruit, olives, avocados and field crops.

The region also boasts an impressive 69% of its municipality dedicated to cropping and associated dryland infrastructure, including wheat, barley, lentils, cereal/hay, pulses (including chickpeas and lupins), grazing, oats, and canola.

More than 20 per cent of all jobs in the city are directly related to agriculture.

Located along the Murray River, tourism plays an important role in our region's economy. Our climate and natural beauty attracts approximately 768,000 visitors each year as reported in the Murray Regional Tourism (MRT) Snapshot report, March 2023.

\*This population estimate figure is sourced from the Australian Bureau of Statistics data - 3810.0 (2024).

\*Swan Hill Region includes the Swan Hill Rural City, Gannawarra Shire and Balranald Shire.



## Operational summary

The Comprehensive Income Statement reports a surplus of \$7.5m. This includes depreciation and other non-monetary contributions but excludes capital payments of \$27.7m and loan repayments of \$0.3m.

Council undertook significant capital works projects during the year and expenditure on these works were \$10.6m greater than the prior year. A significant portfolio of projects has been managed by Council's project management office and this has resulted in improved project performance and expedited project completion. Construction of the Art Gallery and Tourism and Cultural Hub at the Pioneer Settlement continue and are expected to be completed by the end of 2025. Over \$8.7m of road and footpath works were undertaken and the Robinvale Centenary Park playground was completed and has been very well received by the Robinvale community. The Ultima Compost facility was also completed in partnership with Sustainability Victoria, creating a circular economy model that keeps resources, and value, within our community.

The impact of CPI increases and the resultant increase in the cost of goods and services continued to be an issue. Contract renewals and tender submissions have increased significantly and have impacted on our funding capabilities on capital projects and provide services within budget.

The attraction and retention of staff has continued to be an issue. Council experienced several positions which remained vacant for extended periods due to issues faced with recruiting suitably qualified staff. For several Council services there are considerable shortages within the industry, and Council has been competing with private industry to attract these staff. Areas such as building and planning, engineers, information technology and project management staff have been difficult to recruit.

Council's level of borrowings continues to decrease, with several of the following indicators in the very low range with regards to borrowing results. Forecasts for borrowings is an ongoing decline with Council expected to be debt free by 2031.

Council remains active in the residential land development at Tower Hill Estate in Swan Hill; with continued sales within the prepared stages. The development continues to be cash-flow positive and provide a return on investment of \$322k. Council also completed the construction and sale of units in Ronald Street Robinvale that provide much needed accommodation to essential workers within the township.



## Performance Statement

## Sustainable Capacity Indicators

Service/indicator/ measure	2022	2023	2024	2025	Material variations
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses/ Municipal population]	\$2,604.00	\$2,580.75	\$2,855.08	\$2,906.28	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/ Municipal population]	\$24,532.17	\$24,772.76	\$25,927.16	\$28,397.98	Revaluation of infrastructure assets undertaken during 2025 resulted in valuation increases of \$43.5million. The increased asset valuations and a slight decrease in population results in an increase of this indicator.
<i>Population density per length of road</i> [Municipal population/ Kilometres of local roads]	6.45	6.16	5.94	6.90	Council regularly reviews our road data for accuracy. As part of a recent data review, Council has incorporated a number of road register amendments into the Asset register that include revised lengths, removal of roads under crown licences and the downgrading of several farm tracks that are no longer required for general public access. This has resulted in a reduction of approximately 500km of tracks that were previously accounted for in the asset system.
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue/Municipal population]	\$1,939.98	\$1,909.61	\$2,087.73	\$2,122.45	

## Sustainable Capacity Indicators

Service/indicator/ measure	2022	2023	2024	2025	Material variations
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants/ Municipal population]	\$662.68	\$682.18	\$273.81	\$819.47	The 2024 result was considerably lower due to the prepayment of the 2024 Victoria Grants Commission payment being received in the prior year and no prepayment of the 2025 allocation. In 2025 the Grants Commission funding was received in full throughout the financial year, and then receipt of 50% of the 2026 allocation being received in June 2025.
<b>Disadvantage</b>					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic disadvantage by decile]	2.00	1.00	1.00	1.0	Decile 1 areas typically have characteristics associated with lower socio-economic status, such as higher proportions of low-income households, unemployment, and people in low-skilled occupations. (2021 Data)
<b>Workforce turnover</b>					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	21.16%	13.91%	25.32%	10.95%	Staff turnover rate is significantly lower in 2024/25 compared to 2023/24 due to Council ceasing to provide Aged Care Services from May 2024, which resulted in larger than normal turnover in the previous year.

## Performance Statement

## Service Performance Indicators

Service/indicator/measure	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
<b>Aquatic Facilities</b>						
<b>Utilisation</b>						
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	5.58	6.17	8.68	N/A	9.63	Favourable Result - Swan Hill and Nyah Pool numbers are very strong. With the hot and long summer, the increase in attendances at Nyah are not a surprise and the Manangatang increase is pleasing.
<b>Animal management</b>						
<b>Health and safety</b>						
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	0.00%	0.00%	0.00%	N/A	0.00%	No animal management prosecutions in 2024-2025.
<b>Food and safety</b>						
<b>Health and safety</b>						
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	40.00%	100.00%	100.00%	N/A	100%	Favourable Result - All non-compliance notifications followed up.
<b>Governance</b>						
<b>Satisfaction</b>						
<i>Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)</i>	48	50	48	51	53	Favourable Result - The 2025 Community Satisfaction Survey has resulted in a 10 per cent improvement on the result achieved in 2024. There has been significant consultation with the community as we complete our four year strategic planning program.



## Service Performance Indicators

Service/indicator/measure	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
<b>Libraries</b>						
<b>Participation</b>						
Library membership	-	-	27.24%	N/A	28.61%	Favourable Result - Library memberships consistent and membership numbers continue to increase across the municipality.
[percentage of the population that are registered library members] x100						
<b>Maternal and Child Health</b>						
<b>Participation</b>						
Participation in the MCH service	82.74%	89.19%	86.79%	N/A	85.96%	Stable and consistent results achieved.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100						
Participation in the MCH service by Aboriginal children	77.50%	83.57%	91.49%	N/A	85.90%	Overdue Key Ages and Stages visits are actively managed and service delivery aims to be culturally safe and appropriate. Good working relationship with Mallee District Aboriginal Service.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100						
<b>Roads</b>						
<b>Condition</b>						
Sealed local roads below the intervention level	99.37%	99.27%	98.95%	99.40%	98.79%	Stable and consistent results achieved.
(percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)						

## Performance Statement

Service/indicator/ measure	2022	2023	2024	2025	2025	Material variations
	Actual	Actual	Actual	Target	Actual	
<b>Statutory Planning</b>						
<b>Service standard</b>						
<i>Planning applications decided within the relevant required time</i>	70.49%	61.31%	75.73%	65%	86.07%	Favourable Result - Council secured increased resources within its planning team which resulted in more timely and efficient service delivery.
<i>(percentage of planning application decisions made within the relevant required time)</i>						
<b>Waste collection</b>						
<b>Waste diversion</b>						
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	30.92%	29.28%	28.38%	30%	28.40%	While the amount of waste diverted from landfill did not meet the 30% target, it is encouraging to see a downward trend emerging in the total waste (by weight) generated across the municipality.

## Financial Performance Indicators

Dimension/ indicator/measure	2022	2023	2024	2025	2025	2025	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	
<b>Efficiency</b>											
<b>Expenditure level</b>											
<i>Expenses per property assessment</i>	\$4,309.14	\$4,486.07	\$4,964.10	\$4,874.00	\$4,957.54	\$4,962.66	\$5,120.67	\$5,314.05	\$5,455.28		
[Total expenses / Number of property assessments]											
<b>Revenue level</b>											
<i>Average rate per property assessment</i>	\$2,113.86	\$2,173.93	\$2,310.33	N/A	\$2,332.85	\$2,404.52	\$2,435.78	\$2,495.58	\$2,561.15		
[General rates and Municipal charges / Number of property assessments]											

## Performance Statement

Dimension/ indicator/ measure	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
<b>Liquidity</b>										
<b>Working capital</b>	417.74%	391.16%	428.23%	262.00%	400.39%	256.50%	378.06%	373.00%	360.03%	
<i>Current assets compared to current liabilities</i>										
[Current assets / Current liabilities] x100										
<b>Unrestricted cash</b>	269.46%	269.09%	80.74%	N/A	306.39%	123.81%	207.32%	207.72%	195.31%	Prepayment of Victorian Grants Commission (\$4.8M) for the 2025-26 year received in June 2025 significantly increased the result of this financial performance measure.
<i>Unrestricted cash compared to current liabilities</i>										
[Unrestricted cash / Current liabilities] x100										

Dimension/indicator/ measure	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target	Actual	Forecast	Forecast	Forecast	Forecast	
<b>Obligations</b>										
<b>Loans and borrowings</b>										
<i>Loans and borrowings compared to rates</i>	8.81%	7.71%	6.42%	N/A	5.38%	2.91%	1.95%	1.07%	0.36%	Ordinary principal loan repayment reduction. No further borrowings have been undertaken.
<i>[[Interest bearing loans and borrowings / Rate revenue] x100</i>										
<b>Loans and borrowings repayments compared to rates</b>										
<i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	17.93%	1.12%	1.06%	NA	1.05%	2.46%	0.88%	0.86%	0.70%	

## Performance Statement

Dimension/indicator/ measure	2022	2023	2024	2024/25	2024/25	2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Actual	Target	Forecast	Forecast	Forecast	Forecast	
<b>Indebtedness</b>										
Non-current liabilities compared to own source revenue	14.70%	8.47%	11.14%	9.53%	N/A	8.71%	7.54%	6.78%	6.36%	An increase in rate income has increased own sourced revenue against non-current liabilities.
[Non-current liabilities / Own source revenue] x100										
<b>Asset renewal and upgrade</b>										
Asset renewal and upgrade compared to depreciation	95.15%	81.44%	84.31%	142.96%	117.00%	169.91%	88.56%	89.97%	83.67%	The increase in renewal and upgrade expenditure exceeds depreciation in the 24/25 financial year (Did not exceed in 23/24 financial year).
[Asset renewal and upgrade expense / Asset depreciation] x100										



Dimension/indicator/ measure	2022	2023	2024	2024/25 Target	2024/25 Actual	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Material variations
<b>Operating position</b>										
<b>Adjusted underlying result</b>	5.76%	8.34%	-16.14%	N/A	2.25%	2.91%	3.01%	0.68%	0.91%	The timing of the Victorian Grants Commission funding significantly effects this result. The 2023/24 funding was received in full in June 2023, therefore receipt of this income was excluded from the result. For 2024/25, \$4.8M prepayment of 2025/26 was received in June. Had the funding been received in the relevant year the results would have been 0.39% and -5.86%.
<i>Adjusted underlying surplus (or deficit)</i>										
<i>[Adjusted underlying surplus (deficit)/</i>										
<i>Adjusted underlying revenue] x100</i>										
<b>Stability</b>										
<b>Rates concentration</b>	53.38%	50.96%	61.88%	54.30%	52.80%	54.06%	54.66%	55.29%	55.18%	
<i>Rates compared to adjusted underlying revenue</i>										
<i>[Rate revenue /</i>										
<i>Adjusted underlying revenue] x100</i>										

## Performance Statement

Dimension/ indicator/measure	2022	2023	2024	2024/25 Target	2024/25 Actual	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	Material variations
<b>Rates effort</b>										
<i>Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality ] x100</i>	0.62%	0.55%	0.51%	N/A	0.48%	0.49%	0.50%	0.50%	0.51%	

## Definitions

<b>Aboriginal children</b>	means a child who is an Aboriginal person
<b>Aboriginal person</b>	has the same meaning as in the Aboriginal Heritage Act 2006
<b>adjusted underlying revenue</b>	means total income other than: non-recurrent grants used to fund capital expenditure; and non-monetary asset contributions; and contributions to fund capital expenditure from sources other than those referred to above
<b>adjusted underlying surplus (or deficit)</b>	means adjusted underlying revenue less total expenditure
<b>annual report</b>	means an annual report prepared by a council under section 98 of the Act
<b>asset renewal expenditure</b>	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
<b>asset upgrade expenditure</b>	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
<b>critical non-compliance outcome notification</b>	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
<b>current assets</b>	has the same meaning as in the Australian Accounting Standards
<b>current liabilities</b>	has the same meaning as in the Australian Accounting Standards
<b>food premises</b>	has the same meaning as in the <i>Food Act 1984</i>
<b>intervention level</b>	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
<b>local road</b>	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
<b>major non-compliance outcome notification</b>	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
<b>MCH</b>	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
<b>non-current liabilities</b>	means all liabilities other than current liabilities
<b>own-source revenue</b>	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
<b>population</b>	means the resident population estimated by council
<b>rate revenue</b>	means revenue from general rates, municipal charges, service rates and service charges
<b>relative socio-economic disadvantage</b>	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
<b>restricted cash</b>	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
<b>SEIFA</b>	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
<b>unrestricted cash</b>	means all cash and cash equivalents other than restricted cash

## Performance Statement

## Other information

## 1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

## Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

.....

**Ashley Free**

**Principal Accounting Officer**

**Dated:**

In our opinion, the accompanying performance statement of the Swan Hill Rural City Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.

.....

Stuart King

**Councillor (Mayor)**

**Dated:**

.....

**Councillor**

**Dated:**

.....

Scott Barber

**Chief Executive Officer**

**Dated:**

## Performance Statement





# Swan Hill Rural City Council

## ANNUAL FINANCIAL REPORT for the year ended 30 June 2025

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## Swan Hill Rural City Council

2024/2025 Financial Report

# Annual Financial Report

for the year ended 30 June 2025

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## Swan Hill Rural City Council

2024/2025 Financial Report

**Annual Financial Report**  
for the year ended 30 June 2025

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## Swan Hill Rural City Council

2024/2025 Financial Report

### Annual Financial Report for the year ended 30 June 2025

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#### Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

---

Ashley Free  
**Principal Accounting Officer**  
**Date:** 16 September 2025  
Swan Hill Rural City Council

In our opinion, the accompanying financial statements present fairly the financial transactions of Swan Hill Rural City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

---

Mr Stuart King  
**Councillor (Mayor)**  
**Date:** 16 September 2025  
Swan Hill Rural City Council

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Mr Les McPhee  
**Councillor**  
**Date:** 16 September 2025  
Swan Hill Rural City Council

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Mr Scott Barber  
**Chief Executive Officer**  
**Date:** 16 September 2025  
Swan Hill Rural City Council

Swan Hill Rural City Council

2024/2025 Financial Report

Annual Financial Report

for the year ended 30 June 2025

Victorian Auditor-General's Office Report

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Insert VAGO Report here



Swan Hill Rural City Council

2024/2025 Financial Report

Annual Financial Report

for the year ended 30 June 2025

Victorian Auditor-General's Office Report (continued)

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## Swan Hill Rural City Council

2024/2025 Financial Report

### Annual Financial Report

for the year ended 30 June 2025

### Understanding Council's Financial Statements

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#### Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

#### What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2025.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

#### About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

#### About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

##### 1. Comprehensive Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

##### 2. Balance Sheet

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

##### 3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

##### 4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

##### 5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

#### About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

#### About the Auditor's Reports

Council's financial statements are required to be audited by the Victorian Auditor General's office.

The auditor provides an audit report which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

#### Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than 1 month after submitting the annual report to the Minister.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
<b>Income / Revenue</b>			
Rates and charges	3.1	33,508	32,267
Statutory fees and fines		983	834
User fees	3.2	4,574	4,723
Grants - operating	3.3	15,921	5,294
Grants - capital	3.3	7,027	13,896
Contributions - monetary		337	261
Contributions - non monetary		777	114
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		231	434
Other income	3.4	5,475	6,027
<b>Total income / revenue</b>		<b>68,833</b>	<b>63,850</b>
<b>Expenses</b>			
Employee costs	4.1	20,522	22,512
Materials and services	4.2	21,301	22,997
Depreciation	4.3	14,467	13,723
Depreciation - right of use assets		141	176
Allowance for impairment losses		41	116
Borrowing costs		57	64
Finance costs - leases		25	14
Other expenses	4.4	4,751	960
<b>Total expenses</b>		<b>61,305</b>	<b>60,562</b>
<b>Surplus</b>		<b>7,528</b>	<b>3,288</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation gain	9.1	43,499	20,939
<b>Total other comprehensive income</b>		<b>43,499</b>	<b>20,939</b>
<b>Total comprehensive result</b>		<b>51,027</b>	<b>24,227</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Balance Sheet

as at 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	7,871	4,067
Trade and other receivables	5.1	8,788	8,203
Other financial assets	5.1	43,999	43,393
Inventories		242	156
Contract assets	5.1	1,001	6,792
Other assets		552	677
<b>Total current assets</b>		<b>62,453</b>	<b>63,288</b>
<b>Non-current assets</b>			
Property, infrastructure, plant and equipment	6.1	693,342	641,875
Right-of-use assets		450	60
Intangible assets	5.2	3,584	3,430
Other assets		50	50
<b>Total non-current assets</b>		<b>697,426</b>	<b>645,415</b>
<b>Total assets</b>		<b>759,879</b>	<b>708,703</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	6,611	6,444
Trust funds and deposits		489	414
Contract and other liabilities	5.3	2,562	2,747
Provisions	5.5	5,028	4,591
Interest-bearing liabilities	5.4	785	532
Lease liabilities		123	51
<b>Total current liabilities</b>		<b>15,598</b>	<b>14,779</b>
<b>Non-current liabilities</b>			
Provisions	5.5	2,930	3,380
Interest-bearing liabilities	5.4	995	1,538
Lease liabilities		340	17
<b>Total non-current liabilities</b>		<b>4,265</b>	<b>4,935</b>
<b>Total liabilities</b>		<b>19,863</b>	<b>19,714</b>
<b>Net assets</b>		<b>740,016</b>	<b>688,989</b>
<b>Equity</b>			
Accumulated surplus		348,777	341,249
Reserves	9.1	391,239	347,740
<b>Total Equity</b>		<b>740,016</b>	<b>688,989</b>

The above balance sheet should be read in conjunction with the accompanying notes.

## Swan Hill Rural City Council

2024/2025 Financial Report

# Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000
<b>2025</b>				
<b>Balance at beginning of the financial year</b>		688,989	341,249	347,740
<b>Surplus</b>		7,528	7,528	–
<b>Other comprehensive income</b>				
Net asset revaluation gain	9.1	43,499	–	43,499
<b>Other comprehensive income</b>		43,499	–	43,499
<b>Total comprehensive income</b>		51,027	7,528	43,499
<b>Balance at end of the financial year</b>		740,016	348,777	391,239
<b>2024</b>				
<b>Balance at beginning of the financial year</b>		664,762	337,961	326,801
<b>Adjusted opening balance</b>		664,762	337,961	326,801
<b>Surplus</b>		3,288	3,288	–
<b>Other comprehensive income</b>				
Net asset revaluation gain	9.1	20,939	–	20,939
<b>Other comprehensive income</b>		20,939	–	20,939
<b>Total comprehensive income</b>		24,227	3,288	20,939
<b>Balance at end of the financial year</b>		688,989	341,249	347,740

The above statement of changes in equity should be read in conjunction with the accompanying notes.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		32,437	30,635
Statutory fees and fines		891	807
User fees		4,577	4,735
Grants - operating		15,973	3,508
Grants - capital		6,787	7,640
Contributions - monetary		337	261
Interest received		3,062	3,019
Trust funds and deposits taken/(repaid)		75	(71)
Other receipts		9,814	2,238
Net GST refund		3,489	2,872
Employee costs		(20,497)	(22,800)
Materials and services		(20,836)	(23,131)
Other payments		(5,762)	(977)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>30,347</b>	<b>8,736</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(27,684)	(17,064)
Proceeds from sale of property, infrastructure, plant and equipment		2,255	528
Payments for investments		(606)	—
Proceeds from sale of investments		—	7,058
<b>Net cash provided by/(used in) investing activities</b>		<b>(26,035)</b>	<b>(9,478)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(57)	(64)
Repayment of borrowings		(290)	(277)
Interest paid - lease liability		(25)	(14)
Repayment of lease liabilities		(136)	(184)
<b>Net cash flow provided by/(used in) financing activities</b>		<b>(508)</b>	<b>(539)</b>
<b>Net Increase (decrease) in cash and cash equivalents</b>		<b>3,804</b>	<b>(1,281)</b>
Cash and cash equivalents at the beginning of the financial year		4,067	5,348
<b>Cash and cash equivalents at the end of the financial year</b>		<b>7,871</b>	<b>4,067</b>
Financing arrangements	5.6	1,980	2,270

The above statement of cash flows should be read in conjunction with the accompanying notes.



## Swan Hill Rural City Council

2024/2025 Financial Report

## Statement of Capital Works

for the year ended 30 June 2025

	2025 \$ '000	2024 \$ '000
<b>Property</b>		
Land	1,226	–
<b>Total land</b>	<b>1,226</b>	<b>–</b>
Buildings	11,378	2,997
<b>Total buildings</b>	<b>11,378</b>	<b>2,997</b>
<b>Total property</b>	<b>12,604</b>	<b>2,997</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,953	2,247
Fixtures, fittings and furniture	–	33
Computers and telecommunications	195	158
Library books	166	175
Artworks	–	4
<b>Total plant and equipment</b>	<b>2,314</b>	<b>2,617</b>
<b>Infrastructure</b>		
Sealed roads	7,787	4,709
Unsealed roads	131	1,494
Footpaths and cycleways	791	446
Drainage	217	697
Recreational, leisure and community facilities	267	1,236
Waste management	17	757
Parks, open space and streetscapes	1,757	852
Other infrastructure	1,865	1,259
<b>Total infrastructure</b>	<b>12,832</b>	<b>11,450</b>
<b>Total capital works expenditure</b>	<b>27,750</b>	<b>17,064</b>
<b>Represented by:</b>		
New asset expenditure	7,068	5,494
Asset renewal expenditure	15,545	10,095
Asset upgrade expenditure	5,137	1,475
<b>Total capital works expenditure</b>	<b>27,750</b>	<b>17,064</b>

The above statement of capital works should be read in conjunction with the accompanying notes.

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 1. Overview

##### Introduction

The Swan Hill Rural City Council was established by an Order of the Governor in Council on 20 January 1995 and is a body corporate.

The Council's main office is located at 45 Splatt St Swan Hill.

##### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

##### Accounting policy information

###### 1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value.
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

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Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**Goods and Services Tax (GST)**

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 2. Analysis of our results

## Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

## 2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
<b>Income / Revenue</b>					
Rates and charges	33,307	33,508	201	0.60%	
Statutory fees and fines	1,070	983	(87)	(8.13)%	
User fees	4,392	4,574	182	4.14%	
Grants - operating	10,873	15,921	5,048	46.43%	1
Grants - capital	6,751	7,027	276	4.09%	
Contributions - monetary	200	337	137	68.50%	2
Contributions - non monetary	–	777	777	∞	3
Net gain on disposal of property, infrastructure, plant and equipment	408	231	(177)	(43.38)%	4
Other income	9,095	5,475	(3,620)	(39.80)%	5
<b>Total income / revenue</b>	<b>66,096</b>	<b>68,833</b>	<b>2,737</b>	<b>4.14%</b>	
<b>Expenses</b>					
Employee costs	21,723	20,522	1,201	5.53%	6
Materials and services	21,625	21,301	324	1.50%	
Depreciation	15,161	14,467	694	4.58%	
Depreciation - right of use assets	134	141	(7)	(5.22)%	
Allowance for impairment losses	1	41	(40)	(4,000.00)%	7
Borrowing costs	58	57	1	1.72%	
Finance costs - leases	22	25	(3)	(13.64)%	8
Other expenses	1,018	4,751	(3,733)	(366.70)%	9
<b>Total expenses</b>	<b>59,742</b>	<b>61,305</b>	<b>(1,563)</b>	<b>(2.62)%</b>	
<b>Surplus/(deficit) for the year</b>	<b>6,354</b>	<b>7,528</b>	<b>1,174</b>	<b>18.48%</b>	

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 2.1 Performance against budget (continued)

## (i) Explanation of material variations

Variance Ref	Explanation
-----------------	-------------

- |    |   |
|----|---|
| 1. | Grants Commission funding received in advance in June 2025. Council received \$4.805M as an advance payment of its 2025/26 allocation.  |
| 2. | Resort and Recreation contributions were received from a number of new developments and were \$154k greater than budget.  |
| 3. | Following the assessment and revaluation of parks & open space, recreation & leisure and other infrastructure assets, it was determined that there were assets not previously recognised. The value of these assets has now been recognised as contributions, which were previously not budgeted for.   |
| 4. | Plant and equipment turnover was lower than budget, with the purchase and trade in of a street sweeper not yet undertaken.  |
| 5. | Tower Hill lot sales were \$4.78M below budget due to the next stage of development not being completed for sale by year end. This was offset somewhat by an additional \$843k interest income and \$299k of volunteer services reported but not budgeted.  |
| 6. | Savings from budget are recognised when staff positions become vacant. A number of positions remained vacant throughout the year, with specific skilled roles continuing to be a challenge to find suitably qualified staff. Planners, building surveyors, project managers and IT staff were some of the significant roles that were vacant for some time during the year.   |
| 7. | An increase in the provision allowance for parking infringements was \$63k. There had been no budget for this movement.   |
| 8. | Council renegotiated an existing building lease agreement that was slightly above forecast.   |
| 9. | Asset write offs of \$3.85M were recognised and not forecast. Disposal of the Art Gallery and buildings at the Pioneer Settlement were required as two new replacement buildings are being constructed (\$2.11M). The remaining write offs were from the assessment of assets in asset registers that were deemed to no longer be in existence or duplicate assets identified during revaluation of asset categories. |

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 2.1 Performance against budget (continued)

## 2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
<b>Property</b>					
Land	2,600	1,226	(1,374)	(52.85)%	1
<b>Total land</b>	<b>2,600</b>	<b>1,226</b>	<b>(1,374)</b>	<b>(52.85)%</b>	
Buildings	12,684	11,378	(1,306)	(10.30)%	2
<b>Total buildings</b>	<b>12,684</b>	<b>11,378</b>	<b>(1,306)</b>	<b>(10.30)%</b>	
<b>Total property</b>	<b>15,284</b>	<b>12,604</b>	<b>(2,680)</b>	<b>(17.53)%</b>	
<b>Plant and equipment &amp; Culture and heritage</b>					
Plant, machinery and equipment	1,934	1,953	19	0.98%	
Fixtures, fittings and furniture	33	—	(33)	(100.00)%	3
Computers and telecommunications	135	195	60	44.44%	4
Library books	171	166	(5)	(2.92)%	
<b>Total plant and equipment &amp; Culture and heritage</b>	<b>2,273</b>	<b>2,314</b>	<b>41</b>	<b>1.80%</b>	
<b>Infrastructure</b>					
Sealed roads	10,333	7,787	(2,546)	(24.64)%	5
Unsealed roads	1,235	131	(1,104)	(89.39)%	6
Footpaths and cycleways	356	791	435	122.19%	7
Drainage	654	217	(437)	(66.82)%	8
Recreational, leisure and community facilities	1,604	267	(1,337)	(83.35)%	9
Waste management	1,480	17	(1,463)	(98.85)%	10
Parks, open space and streetscapes	951	1,757	806	84.75%	11
Other infrastructure	1,010	1,865	855	84.65%	12
<b>Total infrastructure</b>	<b>17,623</b>	<b>12,832</b>	<b>(4,791)</b>	<b>(27.19)%</b>	
<b>Total capital works expenditure</b>	<b>35,180</b>	<b>27,750</b>	<b>(7,430)</b>	<b>(21.12)%</b>	
<b>Represented by:</b>					
New asset expenditure	17,443	7,068	(10,375)	(59.48)%	
Asset renewal expenditure	17,102	15,545	(1,557)	(9.10)%	
Asset upgrade expenditure	635	5,137	4,502	708.98%	
<b>Total capital works expenditure</b>	<b>35,180</b>	<b>27,750</b>	<b>(7,430)</b>	<b>(21.12)%</b>	



Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

**Variance Explanation  
Ref**

1. The budget allowed \$2.6M for the Tower Hill stage 16 development, these works are yet to commence. Actual expenditure relates to the purchase of land for future development.
2. The Art Gallery redevelopment (\$6.4M) and construction of the Tourism & Cultural Hub (\$4.9M) works budgeted, are expected to be complete by December 2025.
3. The budget included \$33k for Parking Ticket Machine installation and replacement, works are anticipated to be completed in the 2025/26 financial year.
4. Information Technology equipment and replacement budget of \$135k was spent during the financial year, along with additional expenditure for the Clock Tower LED Screens project, which was originally budgeted for in the previous financial year.
5. The budget allowed \$4.9M for Karinie Street reconstruction, \$1.3M for resealing works and \$1.2M for sealed road reconstructions. Actual expenditure relates to resealing and reconstruction works, Karinie Street reconstruction planning has commenced.
6. The budget included \$785k for gravel roads resheeting program, \$350k Roads 2 Recovery gravel resheeting program and \$100k unsealed roads resilience program. Actual expenditure includes works carried forward from the previous financial year, along with gravel re-sheeting works.
7. Footpaths and cycleways budget included Missing Links \$138k, footpath replacement programs \$181k and disabled kerb crossing works \$37k. These works were completed, along with Robinvale Centenary Park footpaths works, originally budgeted as Parks in the previous financial year.
8. Robinvale drainage stage 2 (\$405k) and upgrading stormwater network Swan Hill (\$249k) works were budgeted, but yet to commence at financial year end. The majority of actual expenditure related to drainage works undertaken in connection to road works.
9. Recreational, leisure and community facilities budget included the redevelopment of Lake Boga Sporting Complex \$580k, Nyah Cricket practice and community event space \$255k and Nyah Community Centre change room renewal \$501k. Works are nearing completion for the change rooms and yet to commence for the sporting complex and cricket practice and community event space projects. Actual expenditure includes the Alan Garden Reserve Scoreboard and Swan Hill Outdoor Pool starter blocks.
10. The budget included \$1.5M for the Compost Facility Establishment stage 2. Works were completed during the financial year and capitalised as Buildings, Other Infrastructure and Plant and Machinery categories. Actual expenditure relates to the construction of a mattress processing and recycling facility.
11. Parks, open space and streetscapes budget included Swan Hill Riverfront masterplan implementation \$500k and installation of Leisure Centre solar panels \$220k. Actual expenditure includes the Robinvale Centenary Park Nature Play Precinct (\$1.4k) budgeted for in the prior financial year. Masterplan works have commenced and the Leisure Centre solar panels are complete.
12. Other infrastructure budget included Pental Island pedestrian bridge upgrade \$559k and implementation of community plans \$250k. Actual expenditure includes Flood Recovery - retaining wall and bank protection works and Lake Boga Southern Entrance irrigation works, which were not originally forecast, along with and Ultima Compost Facility other infrastructure, originally budgeted for under waste management. Planning works for Pental Island pedestrian bridge and community plan works have commenced.

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 2.2 Analysis of Council results by program

##### 2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

##### Economic growth

Economic growth will encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper. This function provides, building and planning statutory services, management of caravan parks, economic development programs, regulatory services and parking control, management of the Pioneer Settlement and regional visitor information centre.

##### Community enrichment

Community enrichment function will provide a range of services to individuals and to the broader community that assist all in our community to live healthy, fulfilling lives. We will embrace our role as a regional centre by providing a range of cultural opportunities. The community enrichment function includes aged care services, maternal and child health, after school and vacation programs, libraries, art gallery and performing arts.

##### Infrastructure

Infrastructure will provide and maintain publicly accessible infrastructure that is appropriate for the community's needs in the most effective and efficient manner possible. The infrastructure function is responsible for constructing new infrastructure and maintaining existing infrastructure across the municipality.

##### Governance and leadership

Governance and leadership provides efficient, effective and proactive support services across Council to enable the delivery of policy commitments, Council vision and mission. The function will plan for our municipality's long term growth and development by committing to a robust program of strategic planning while representing our community's interests and conducting our affairs openly and with integrity, reflecting the high levels of governance our community expects.

##### 2.2.2 Summary of income / revenue, expenses, assets and expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
<b>2025</b>					
Economic growth	6,907	21,954	(15,047)	2,478	11,668
Community enrichment	2,579	9,224	(6,645)	1,512	2,959
Infrastructure	16,240	17,555	(1,315)	8,510	681,665
Governance and leadership	43,107	12,572	30,535	10,448	63,587
<b>Total functions and activities</b>	<b>68,833</b>	<b>61,305</b>	<b>7,528</b>	<b>22,948</b>	<b>759,879</b>
<b>2024</b>					
Economic growth	11,799	15,671	(3,872)	7,502	13,774
Community enrichment	4,857	9,882	(5,025)	3,227	2,474
Infrastructure	12,300	25,589	(13,289)	5,505	632,531
Governance and leadership	34,894	9,420	25,474	2,956	59,924
<b>Total functions and activities</b>	<b>63,850</b>	<b>60,562</b>	<b>3,288</b>	<b>19,190</b>	<b>708,703</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services

	2025	2024
	\$ '000	\$ '000

## 3.1 Rates and charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the value of its land, buildings and improvements.

The valuation base used to calculate general rates for 2024/25 was \$6,822 million (2023/24 \$6,364 million).

Residential	12,487	11,665
Commercial	1,890	1,669
Farm/rural	13,068	13,295
Industrial	920	919
Recreational	17	16
Garbage charge	4,267	4,081
Special marketing rates	393	374
Rate agreements - Electricity Industry Act	322	85
Supplementary rates and rate adjustments	163	176
Abandonments	(19)	(13)
<b>Total rates and charges</b>	<b>33,508</b>	<b>32,267</b>

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
<b>3.2 User fees</b>		
Aged and health services	—	612
Administration fees	140	125
Child care/children's programs	179	177
Waste management services	442	357
Parking	208	199
Sales - admissions	1,414	1,319
Sales - merchandising, catering, other sales	689	628
Hire & leasing fees	819	790
Livestock exchange	479	323
Other fees and charges	204	193
<b>Total user fees</b>	<b>4,574</b>	<b>4,723</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	819	790
User fees recognised at a point in time	3,755	3,933
<b>Total user fees</b>	<b>4,574</b>	<b>4,723</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services (continued)

	2025	2024
	\$ '000	\$ '000

## 3.3 Funding from other levels of government

Grants were received in respect of the following:

**Summary of grants**

Commonwealth funded grants	18,598	13,577
State funded grants	4,350	5,613
<b>Total grants received</b>	<b>22,948</b>	<b>19,190</b>

**(a) Operating Grants****Recurrent - Commonwealth Government**

Financial Assistance Grants - general purpose *	9,483	255
Financial Assistance Grants - local roads *	4,386	120
Home and community care	—	1,378
Out of school hours care	317	290

**Recurrent - State Government**

Art Gallery and performing arts	150	150
Libraries	217	217
Maternal and child health	660	734
Public health	53	53
School crossing supervisors	63	61
Other	93	109
<b>Total recurrent operating grants</b>	<b>15,422</b>	<b>3,367</b>

**Non-recurrent - Commonwealth Government**

Home & community care	—	111
Our Region Our Rivers	—	1,349

**Non-recurrent - State Government**

Community projects	113	80
Cultural heritage	—	86
Economic development	—	88
Environmental protection	170	—
Family and children	99	207
Libraries	28	5
Waste management	60	1
Other	29	—
<b>Total non-recurrent operating grants</b>	<b>499</b>	<b>1,927</b>

<b>Total operating grants</b>	<b>15,921</b>	<b>5,294</b>
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## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	1,864	2,441
<b>Total recurrent capital grants</b>	<b>1,864</b>	<b>2,441</b>
<b>Non-recurrent - Commonwealth Government</b>		
Aerodrome	252	245
Local roads and community infrastructure program	2,296	1,557
Our Region Our Rivers	—	5,831
<b>Non-recurrent - State Government</b>		
Buildings	389	967
Art and heritage	12	71
Livestock exchange	24	21
Parks playgrounds and street beautification	945	2,097
Recreation, leisure and community facilities	108	279
Waste management	1,137	387
<b>Total non-recurrent capital grants</b>	<b>5,163</b>	<b>11,455</b>
<b>Total capital grants</b>	<b>7,027</b>	<b>13,896</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
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**(c) Recognition of grant income**

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

**Income recognised under AASB 1058 Income of Not-for-Profit Entities**

General purpose	9,483	255
Other specific purpose grants	6,149	4,802
Specific purpose grants to acquire non-financial assets	7,027	13,896

**Revenue recognised under AASB 15 Revenue from Contracts with Customers**

Specific purpose grants	289	237
	<b>22,948</b>	<b>19,190</b>

**(d) Unspent grants received on condition that they be spent in a specific manner****Operating**

Balance at start of year	237	2,023
Received during the financial year and remained unspent at balance date	132	196
Received in prior years and spent during the financial year	(80)	(1,982)
<b>Balance at year end</b>	<b>289</b>	<b>237</b>

**Capital**

Balance at start of year	2,497	3,418
Received during the financial year and remained unspent at balance date	1,305	2,241
Received in prior years and spent during the financial year	(1,545)	(3,162)
<b>Balance at year end</b>	<b>2,257</b>	<b>2,497</b>

Unspent grants are determined and disclosed on a cash basis.

(\*) 2024 majority of allocation received in 2023

(\*) 2025, 100% of the 2024/25 allocation was received prior to 30 June 2025, 50% of the 2025/26 allocation was received in June 2025.



## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
<b>3.4 Other income</b>		
Interest	3,062	3,019
Reimbursements	1,314	1,632
Tower Hill land sales	746	959
Less - Tower Hill costs of goods sold	(12)	(17)
Revenue from volunteer services	299	319
Other	66	115
<b>Total other income</b>	<b>5,475</b>	<b>6,027</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
<b>4.1 Employee costs</b>		
<b>(a) Employee costs</b>		
Wages and salaries	16,028	17,102
WorkCover	319	407
Superannuation	2,388	2,372
Fringe benefits tax	80	64
Agency staff	780	777
Long service leave	487	450
Staff training	291	189
Redundancy payments	–	945
Other	149	206
<b>Total employee costs</b>	<b>20,522</b>	<b>22,512</b>

As at 31 May 2024 council ceased its involvement in providing home and community care services. Redundancy of effected staff were processed at this date.

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	74	58
	<b>74</b>	<b>58</b>

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,293	2,324
	<b>2,293</b>	<b>2,324</b>

<b>Total superannuation costs</b>	<b>2,367</b>	<b>2,382</b>
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

**4.2 Materials and services**

Contract payments	9,200	9,674
Building maintenance	958	891
General maintenance	2,840	3,101
Utilities	1,666	1,627
Office administration	724	642
Information technology	1,543	940
Insurance	1,203	1,125
Consultants	1,131	994
Community grants sponsorship and contributions	790	2,547
Volunteer services - cost of service	299	319
Other	947	1,137
<b>Total materials and services</b>	<b>21,301</b>	<b>22,997</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Buildings - specialised	2,349	2,246
Buildings - non specialised	83	81
<b>Total depreciation - property</b>	<b>2,432</b>	<b>2,327</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	1,210	984
Fixtures fittings and furniture	343	273
Computers and telecomms	226	240
Artworks	17	19
Library collection	130	126
Pioneer Settlement vehicles & vessels	66	58
Pioneer Settlement site exhibits	29	26
Pioneer Settlement buildings	1	1
<b>Total depreciation - plant and equipment</b>	<b>2,022</b>	<b>1,727</b>
<b>Infrastructure</b>		
Footpaths and cycleways	469	477
Drainage	674	655
Recreational, leisure and community	455	421
Waste management	25	25
Parks open spaces and streetscapes	548	519
Sealed roads	5,380	5,291
Unsealed roads	2,116	1,993
Other infrastructure	346	288
<b>Total depreciation - infrastructure</b>	<b>10,013</b>	<b>9,669</b>
<b>Total depreciation</b>	<b>14,467</b>	<b>13,723</b>

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 4. The cost of delivering services (continued)

	2025 \$ '000	2024 \$ '000
<b>4.4 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	73	64
Auditors' remuneration - Internal Audit	105	51
Councillors' allowances	298	301
Assets written-off / impaired	3,848	98
Operating lease rentals	27	25
Vehicle registrations	95	95
Bank charges	59	79
Legal costs	50	107
Fire services levy	88	82
Others	108	58
<b>Total other expenses</b>	<b>4,751</b>	<b>960</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
<b>Current</b>		
Cash on hand	13	13
Cash at bank	7,858	4,054
<b>Total current cash and cash equivalents</b>	<b>7,871</b>	<b>4,067</b>
<b>(b) Other financial assets</b>		
<b>Current</b>		
Term deposits	43,999	43,393
<b>Total current other financial assets</b>	<b>43,999</b>	<b>43,393</b>
<b>Total current financial assets</b>	<b>51,870</b>	<b>47,460</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	6,070	4,999
Infringement debtors	478	402
Private scheme debtors	4	4
Net GST receivable	520	378
<i>Non-statutory receivables</i>		
Other debtors	2,163	2,846
Provision for doubtful debts - rates debtors	(57)	(90)
Allowance for expected credit loss - infringements	(372)	(325)
Allowance for expected credit loss - other debtors	(18)	(11)
<b>Total current trade and other receivables</b>	<b>8,788</b>	<b>8,203</b>
<b>Total trade and other receivables</b>	<b>8,788</b>	<b>8,203</b>

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

**(d) Ageing of receivables**

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	364	1,801
Past due between 31 and 180 days	1,333	786
Past due between 181 and 365 days	177	60
Past due by more than 1 year	271	188
<b>Total trade and other receivables</b>	<b>2,145</b>	<b>2,835</b>

**(e) Ageing of individually impaired receivables**

At balance date, other debtors representing financial assets with a nominal value of \$17,960 (2024: \$11,180) were impaired. The amount of the provision raised against these debtors was \$17,960 (2024: \$11,180). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due by more than 1 year	18	11
<b>Total trade and other receivables</b>	<b>18</b>	<b>11</b>

**(f) Contract assets****Current**

Contract assets	1,001	6,792
<b>Total current contract assets</b>	<b>1,001</b>	<b>6,792</b>

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.



## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

## 5.2 Non-financial assets

## (a) Intangible assets

Water rights	3,584	3,430
<b>Total intangible assets</b>	<b>3,584</b>	<b>3,430</b>

	Water Rights
	\$ '000

**Gross Carrying Amount**

Balance at 1 July 2024	3,430
Asset revaluations	154
<b>Balance at 30 June 2025</b>	<b>3,584</b>

<b>Net book value at 30 June 2024</b>	<b>3,430</b>
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<b>Net book value at 30 June 2025</b>	<b>3,584</b>
---------------------------------------	--------------

Water rights are valued at current market rates. The valuation is based on market transactions being the trading of water shares within the relevant water trading region. Prices are sourced from the Victorian Water Register for water traded within trading zone 7 VIC Murray - Barmah to SA.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

## 5.3 Payables, trust funds and deposits and contract and other liabilities

## (a) Trade and other payables

## Current

## Non-statutory payables

Trade payables	1,806	1,380
Salaries and wages	411	376
Accrued expenses	3,460	3,918
Overpaid rate debtors	934	770
<b>Total current trade and other payables</b>	<b>6,611</b>	<b>6,444</b>

## (b) Contract and other liabilities

## Contract liabilities

## Current

## Grants received in advance:

Grants received in advance - operating	289	237
Grants received in advance - capital	2,257	2,497
<b>Total grants received in advance</b>	<b>2,546</b>	<b>2,734</b>

## User fees received in advance:

Other	16	13
<b>Total user fees received in advance</b>	<b>16</b>	<b>13</b>

**Total current contract and other liabilities**

<b>2,562</b>	<b>2,747</b>
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## Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of grants received of which council has an outstanding obligation. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer or council obligation completed. Refer to Note 3.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
<b>5.4 Interest-bearing liabilities</b>		
<b>Current</b>		
Other borrowings - secured	785	532
<b>Total current interest-bearing liabilities</b>	<b>785</b>	<b>532</b>
<b>Non-current</b>		
Other borrowings - secured	995	1,538
<b>Total non-current interest-bearing liabilities</b>	<b>995</b>	<b>1,538</b>
<b>Total interest-bearing liabilities</b>	<b>1,780</b>	<b>2,070</b>

Borrowings are secured by Swan Hill Rural City Council General Rates.

**a) The maturity profile for Council's borrowings is:**

Not later than one year	785	532
Later than one year and not later than five years	995	1,538
	<b>1,780</b>	<b>2,070</b>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
<b>5.5 Provisions</b>			
<b>2025</b>			
Balance at the beginning of the financial year	4,853	3,118	7,971
Additional provisions	1,894	84	1,978
Amounts used	(1,596)	–	(1,596)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(273)	(122)	(395)
<b>Balance at the end of the financial year</b>	<b>4,878</b>	<b>3,080</b>	<b>7,958</b>
<b>Provisions</b>			
Provisions - current	4,706	322	5,028
Provisions - non-current	172	2,758	2,930
<b>Total Provisions</b>	<b>4,878</b>	<b>3,080</b>	<b>7,958</b>
<b>2024</b>			
Balance at the beginning of the financial year	5,141	2,960	8,101
Additional provisions	1,483	374	1,857
Amounts used	(1,572)	–	(1,572)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(199)	(216)	(415)
<b>Balance at the end of the financial year</b>	<b>4,853</b>	<b>3,118</b>	<b>7,971</b>
<b>Provisions</b>			
Provisions - current	4,591	–	4,591
Provisions - non-current	262	3,118	3,380
<b>Total Provisions</b>	<b>4,853</b>	<b>3,118</b>	<b>7,971</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	1,372	1,222
Long service leave	259	305
	<u>1,631</u>	<u>1,527</u>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	330	341
Long service leave	2,745	2,723
	<u>3,075</u>	<u>3,064</u>
<b>Total current employee provisions</b>	<u>4,706</u>	<u>4,591</u>
<b>Non-Current</b>		
Long service leave	172	262
<b>Total Non-Current Employee Provisions</b>	<u>172</u>	<u>262</u>
Aggregate Carrying Amount of Employee Provisions:		
Current	4,706	4,591
Non-current	172	262
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	<u>4,878</u>	<u>4,853</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

*Annual leave*

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

## Key assumptions:

- discount rate	3.73%	4.44%
- index rate	4.25%	4.50%

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
<b>(b) Landfill restoration</b>		
<b>Current</b>		
Current	322	–
<b>Total current</b>	<b>322</b>	<b>–</b>
<b>Non-current</b>		
Non-current	2,758	3,118
<b>Total non-current</b>	<b>2,758</b>	<b>3,118</b>
<b>Total</b>	<b>3,080</b>	<b>3,118</b>

Council is obligated to restore Swan Hill and Robinvale landfill sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs. Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:

- discount rate	3.47%	4.09%
- index rate	2.40%	3.60%

**Total provisions**

<b>Current</b>		
Employee provisions	4,706	4,591
Landfill restoration	322	–
<b>Total current provisions</b>	<b>5,028</b>	<b>4,591</b>
<b>Non-current</b>		
Employee provisions	172	262
Landfill restoration	2,758	3,118
<b>Total non-current provisions</b>	<b>2,930</b>	<b>3,380</b>
<b>Total</b>	<b>7,958</b>	<b>7,971</b>

## 5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Credit card facilities	200	200
Loans and borrowings	1,780	2,070
<b>Total Facilities</b>	<b>1,980</b>	<b>2,270</b>
Used facilities	1,823	2,094
<b>Used facilities</b>	<b>1,823</b>	<b>2,094</b>
<b>Unused facilities</b>	<b>157</b>	<b>176</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

## 5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

## (a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2025</b>					
<b>Operating</b>					
Building and property maintenance	239	—	—	—	239
Cleaning - council buildings, public toilets, barbeques	989	122	—	—	1,111
Cultural and heritage	19	—	—	—	19
Licenses	140	81	37	—	258
Management & operations of the PS Pyap	227	165	—	—	392
Materials and supplies	125	—	—	—	125
Office equipment and supplies	73	—	—	—	73
Other Infrastructure	127	—	—	—	127
Professional services	975	192	—	—	1,167
Recreation, leisure and community facilities	694	1,274	40	—	2,008
Uniforms	1	—	—	—	1
Waste management operation and kerbside collection	2,095	2,744	686	—	5,525
<b>Total</b>	<b>5,704</b>	<b>4,578</b>	<b>763</b>	<b>—</b>	<b>11,045</b>
<b>Capital</b>					
Buildings	3,158	—	—	—	3,158
Cultural and heritage	13	—	—	—	13
Drainage	153	—	—	—	153
Footpaths	24	—	—	—	24
Land	4,456	—	—	—	4,456
Other infrastructure	2,373	—	—	—	2,373
Materials and supplies	—	—	—	—	—
Parks and open spaces	60	—	—	—	60
Plant & equipment	1,062	—	—	—	1,062
Professional services	34	—	—	—	34
Recreation and leisure assets	306	—	—	—	306
Sealed Roads	3,126	—	—	—	3,126
Unsealed Roads	71	—	—	—	71
<b>Total</b>	<b>14,836</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>14,836</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 5. Investing in and financing our operations (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2024</b>					
<b>Operating</b>					
Building and property maintenance	169	18	—	—	187
Cleaning - council buildings, public toilets, barbeques	57	—	—	—	57
Cultural and heritage	—	—	—	—	—
Licenses	219	36	—	—	255
Management & operations of the PS Pyap	260	—	—	—	260
Materials and supplies	162	—	—	—	162
Office equipment and supplies	8	—	—	—	8
Other Infrastructure	66	—	—	—	66
Professional services	770	71	—	—	841
Recreation, leisure and community facilities	729	1,242	600	—	2,571
Uniforms	9	—	—	—	9
Waste management operation and kerbside collection	2,005	3,403	2,552	—	7,960
<b>Total</b>	<b>4,454</b>	<b>4,770</b>	<b>3,152</b>	<b>—</b>	<b>12,376</b>
<b>Capital</b>					
Buildings	172	—	—	—	172
Cultural and heritage	36	—	—	—	36
Drainage	123	—	—	—	123
Footpaths	53	—	—	—	53
Land	1,817	—	—	—	1,817
Other infrastructure	2,071	—	—	—	2,071
Materials and supplies	—	—	—	—	—
Parks and open spaces	150	—	—	—	150
Plant & equipment	1,540	—	—	—	1,540
Professional services	718	—	—	—	718
Recreation and leisure assets	280	—	—	—	280
Sealed Roads	5,064	—	—	—	5,064
Unsealed Roads	42	—	—	—	42
<b>Total</b>	<b>12,066</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12,066</b>



Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

(b) Operating lease receivables

*Operating lease receivables*

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	443	291
Later than one year and not later than five years	605	640
Later than five years	43	12
	<u>1,091</u>	<u>943</u>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 6. Assets we manage

## 6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2025 \$ '000
Property	150,463	3,694	88	6,578	(1,849)	(2,432)	(2,654)	871	154,759
Plant and equipment/Culture and heritage assets	19,343	2,205	90	2,042	(175)	(2,022)	–	315	21,798
Infrastructure	467,407	10,802	687	34,725	–	(10,013)	(1,341)	838	503,105
Work in progress	4,662	11,048	–	–	–	–	(6)	(2,024)	13,680
<b>Total</b>	<b>641,875</b>	<b>27,749</b>	<b>865</b>	<b>43,345</b>	<b>(2,024)</b>	<b>(14,467)</b>	<b>(4,001)</b>	<b>–</b>	<b>693,342</b>

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	2,080	8,910	(6)	(871)	10,113
Plant and equipment	291	109	–	(315)	85
Infrastructure	2,291	2,029	–	(838)	3,482
<b>Total</b>	<b>4,662</b>	<b>11,048</b>	<b>(6)</b>	<b>(2,024)</b>	<b>13,680</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improve- ments \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
<b>(a) Property</b>								
At fair value 1 July 2024	82,182	9,726	91,908	145,502	6,303	151,805	2,080	245,793
Accumulated depreciation at 1 July 2024	—	—	—	(89,852)	(3,398)	(93,250)	—	(93,250)
	<b>82,182</b>	<b>9,726</b>	<b>91,908</b>	<b>55,650</b>	<b>2,905</b>	<b>58,555</b>	<b>2,080</b>	<b>152,543</b>
<b>Movements in fair value</b>								
Additions	20	1,206	1,226	1,130	1,338	2,468	8,910	12,604
Contributions	88	—	88	—	—	—	—	88
Revaluation	(5,101)	6,740	1,639	(3,006)	2,478	(528)	—	1,111
Disposal	(141)	—	(141)	—	(1,708)	(1,708)	—	(1,849)
Write-off	(228)	(177)	(405)	(5,172)	—	(5,172)	(6)	(5,583)
Transfers	—	—	—	501	370	871	(871)	—
	<b>(5,362)</b>	<b>7,769</b>	<b>2,407</b>	<b>(6,547)</b>	<b>2,478</b>	<b>(4,069)</b>	<b>8,033</b>	<b>6,371</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	—	—	—	(2,349)	(83)	(2,432)	—	(2,432)
Accumulated depreciation of disposals	—	—	—	—	—	—	—	—
Accumulated depreciation on revaluation	—	—	—	7,608	(2,141)	5,467	—	5,467
Accumulated depreciation of write offs	—	—	—	2,923	—	2,923	—	2,923
Transfers	—	—	—	—	—	—	—	—
	<b>—</b>	<b>—</b>	<b>—</b>	<b>8,182</b>	<b>(2,224)</b>	<b>5,958</b>	<b>—</b>	<b>5,958</b>
At fair value 30 June 2025	76,820	17,495	94,315	138,955	8,781	147,736	10,113	252,164
Accumulated depreciation at 30 June 2025	—	—	—	(81,670)	(5,622)	(87,292)	—	(87,292)
<b>Carrying amount</b>	<b>76,820</b>	<b>17,495</b>	<b>94,315</b>	<b>57,285</b>	<b>3,159</b>	<b>60,444</b>	<b>10,113</b>	<b>164,872</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

### Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Artworks \$ '000	Library Collection \$ '000	Pioneer Settlement vehicles & vessels \$ '000	Pioneer Settlement site exhibits \$ '000	Pioneer Settlement buildings \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment/c ulture and heritage assets \$ '000
<b>(b) Plant and Equipment &amp; Culture and heritage assets</b>											
At fair value 1 July 2024	13,640	5,019	1,936	1,729	2,446	6,566	2,866	5,599	39,801	291	40,092
Accumulated depreciation at 1 July 2024	(8,276)	(3,673)	(1,207)	–	(1,763)	–	–	(5,539)	(20,458)	–	(20,458)
	<u>5,364</u>	<u>1,346</u>	<u>729</u>	<u>1,729</u>	<u>683</u>	<u>6,566</u>	<u>2,866</u>	<u>60</u>	<u>19,343</u>	<u>291</u>	<u>19,634</u>
<b>Movements in fair value</b>											
Additions	1,873	–	195	–	137	–	–	–	2,205	109	2,314
Contributions	–	–	–	89	1	–	–	–	90	–	90
Revaluation	–	–	–	–	–	–	–	6,064	6,064	–	6,064
Disposal	(1,117)	–	(88)	–	(25)	–	–	–	(1,230)	–	(1,230)
Write-off	–	–	–	–	–	–	–	–	–	–	–
Transfers	315	–	–	–	–	–	–	–	315	(315)	–
	<u>1,071</u>	<u>–</u>	<u>107</u>	<u>89</u>	<u>113</u>	<u>–</u>	<u>–</u>	<u>6,064</u>	<u>7,444</u>	<u>(206)</u>	<u>7,238</u>
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	(1,210)	(343)	(226)	(17)	(130)	(66)	(29)	(1)	(2,022)	–	(2,022)
Accumulated depreciation of disposals	942	–	88	–	25	–	–	–	1,055	–	1,055
Accumulated depreciation on revaluation	–	–	–	–	–	–	–	(4,022)	(4,022)	–	(4,022)
Accumulated depreciation of write offs	–	–	–	–	–	–	–	–	–	–	–
	<u>(268)</u>	<u>(343)</u>	<u>(138)</u>	<u>(17)</u>	<u>(105)</u>	<u>(66)</u>	<u>(29)</u>	<u>(4,023)</u>	<u>(4,989)</u>	<u>–</u>	<u>(4,989)</u>
At fair value 30 June 2025	14,711	5,019	2,043	1,818	2,559	6,566	2,866	11,663	47,245	85	47,330
Accumulated depreciation at 30 June 2025	(8,544)	(4,016)	(1,345)	(17)	(1,868)	(66)	(29)	(9,562)	(25,447)	–	(25,447)
<b>Carrying amount</b>	<u>6,167</u>	<u>1,003</u>	<u>698</u>	<u>1,801</u>	<u>691</u>	<u>6,500</u>	<u>2,837</u>	<u>2,101</u>	<u>21,798</u>	<u>85</u>	<u>21,883</u>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 6. Assets we manage (continued)

	Sealed roads \$ '000	Unsealed roads \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recreational, leisure and community \$ '000	Waste management \$ '000	Parks open spaces and streetscapes \$ '000	Other infrastructure \$ '000	Total \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
<b>(c) Infrastructure</b>											
At fair value 1 July 2024	346,791	128,948	36,095	71,182	23,736	7,841	18,252	18,844	651,689	2,291	653,980
Accumulated depreciation at 1 July 2024	(90,781)	(19,949)	(17,387)	(26,605)	(8,450)	(7,740)	(8,134)	(5,236)	(184,282)	–	(184,282)
	<u>256,010</u>	<u>108,999</u>	<u>18,708</u>	<u>44,577</u>	<u>15,286</u>	<u>101</u>	<u>10,118</u>	<u>13,608</u>	<u>467,407</u>	<u>2,291</u>	<u>469,698</u>
<b>Movements in fair value</b>											
Additions	7,247	47	778	217	255	–	1,696	562	10,802	2,029	12,831
Contributions	–	–	–	–	483	–	398	122	1,003	–	1,003
Revaluation	27,953	(19,437)	8,370	21,339	3,351	–	(932)	4,643	45,287	–	45,287
Disposal	–	–	–	–	–	–	–	–	–	–	–
Write-off	–	–	–	–	(1,413)	–	(428)	(483)	(2,324)	–	(2,324)
Transfers	810	–	14	–	–	–	14	–	838	(838)	–
	<u>36,010</u>	<u>(19,390)</u>	<u>9,162</u>	<u>21,556</u>	<u>2,676</u>	<u>–</u>	<u>748</u>	<u>4,844</u>	<u>55,606</u>	<u>1,191</u>	<u>56,797</u>
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	(5,380)	(2,116)	(469)	(674)	(455)	(25)	(548)	(346)	(10,013)	–	(10,013)
Accumulated depreciation of disposals	–	–	–	–	–	–	–	–	–	–	–
Accumulated depreciation on revaluation	(6,220)	7,626	(1,573)	(5,180)	(3,619)	–	248	(1,844)	(10,562)	–	(10,562)
Accumulated depreciation of contributions	–	–	–	–	(215)	–	(91)	(10)	(316)	–	(316)
Accumulated depreciation of write offs	–	–	–	–	667	–	254	62	983	–	983
Transfers	–	–	–	–	–	–	–	–	–	–	–
	<u>(11,600)</u>	<u>5,510</u>	<u>(2,042)</u>	<u>(5,854)</u>	<u>(3,622)</u>	<u>(25)</u>	<u>(137)</u>	<u>(2,138)</u>	<u>(19,908)</u>	<u>–</u>	<u>(19,908)</u>
At fair value 30 June 2025	382,801	109,558	45,257	92,738	26,412	7,841	19,000	23,688	707,295	3,482	710,777
Accumulated depreciation at 30 June 2025	(102,381)	(14,439)	(19,429)	(32,459)	(12,072)	(7,765)	(8,271)	(7,374)	(204,190)	–	(204,190)
<b>Carrying amount</b>	<u>280,420</u>	<u>95,119</u>	<u>25,828</u>	<u>60,279</u>	<u>14,340</u>	<u>76</u>	<u>10,729</u>	<u>16,314</u>	<u>503,105</u>	<u>3,482</u>	<u>506,587</u>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 6. Assets we manage (continued)

*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period years	Threshold Limit \$ '000
<b>Asset recognition thresholds and depreciation periods</b>		
<b>Land and land improvements</b>		
<b>Buildings</b>		
Buildings	30 to 100 years	10
Building improvements	30 to 100 years	10
Leasehold improvements	5 to 15 years	10
<b>Plant and Equipment</b>		
Plant machinery and equipment		
Large plant	10 years	3
Small plant	2 years	3
Fixtures, fittings and furniture	5 years	3
Computers and telecommunications	3 to 5 years	2
<b>Cultural and heritage</b>		
Artworks	100 years	—
Library Collection	5 to 100 years	—
Pioneer Settlement vehicles & vessels	100 years	5
Pioneer Settlement site exhibits	100 years	5
Pioneer Settlement buildings	100 years	10
<b>Infrastructure</b>		
Sealed road formation	-	10
Sealed road pavements	60 to 100 years	10
Sealed road seals	15 to 80 years	10
Road ancillary assets	20 to 25 years	10
Unsealed road natural surface	-	10
Unsealed road gravel surface	30 years	10
Kerb and channel	25 to 50 years	10
Footpaths and cycleways	20 to 100 years	10
Drainage	20 to 100 years	10
Recreation, leisure and community facilities	10 to 90 years	10
Waste management	10 years	10
Parks, open space and streetscapes	10 to 60 years	10
Other infrastructure	10 to 150 years	10

*Land under roads*

Council recognises land under roads it controls at fair value.

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

##### *Depreciation and amortisation*

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

##### *Repairs and maintenance*

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

##### *Leasehold improvements*

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 5 to 15 year period.

##### *Valuation of land and buildings*

Valuation of land and buildings were undertaken by a qualified independent valuer Ben Sawyer AAPI Reg. 63163 as at 30 June 2025. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The fair value assessed may change significantly and unexpectedly over a relatively short period of time (including as a result of factors that the valuer could not reasonably have been aware of as at the date of valuation). Refer to Significant accounting policies under Overview section and Note 8.4 for further information on fair value measurement.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 6. Assets we manage (continued)

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	–	16,772	–	30/06/2025	Full revaluation
Specialised land	–	–	77,543	30/06/2025	Full revaluation
Buildings	–	3,159	–	30/06/2025	Full revaluation
Building - specialised	–	–	57,285	30/06/2025	Full revaluation
<b>Total</b>	–	<b>19,931</b>	<b>134,828</b>		

**Valuation of infrastructure**

Infrastructure valuations were performed by Council's Enterprise Assets Manager who holds a Bachelor of Geomatics (BGeom) and brings two decades of local government experience in asset management. Valuation of infrastructure assets has been determined in accordance by applying the most recent unit rates as calculated from a sample of internal and external projects.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation. Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Sealed roads	–	–	280,420	30/06/2025	Full revaluation
Unsealed roads	–	–	94,949	30/06/2025	Full revaluation
Footpaths and cycleways	–	–	25,828	30/06/2025	Full revaluation
Drainage	–	–	60,279	30/06/2025	Full revaluation
Recreational, leisure & community facilities	–	–	14,340	30/06/2025	Full revaluation
Waste management	–	–	76	30/06/2024	Index based
Parks, open space & streetscapes	–	–	10,729	30/06/2025	Full revaluation
Other Infrastructure	–	–	16,314	30/06/2025	Full revaluation

**Cultural and heritage assets**

Details of the Council's cultural and heritage assets and information about the fair value hierarchy as at 30 June 2025 are as follows:

Artworks	–	–	1,801	30/06/2024	Full revaluation
Pioneer Settlement vehicles and vessels	–	–	6,500	30/06/2024	Full revaluation
Pioneer Settlement site exhibits	–	–	2,837	30/06/2024	Full revaluation
Pioneer Settlement buildings	–	–	2,099	30/06/2025	Full revaluation
<b>Total</b>	–	–	<b>516,172</b>		

**Valuation of cultural and heritage assets****Artworks**

Valuation of artwork assets has been conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The effective date of the valuation was 30 June 2024. Valuation of the assets was determined by analysing comparable sales of an artist's work, knowledge of the collections history and condition of the collection.

**Pioneer Settlement**

Valuation of Pioneer Settlement vehicles and vessels and site exhibit assets was conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The valuation is based on average market realisation prices that should be obtained if the items were sold via private treaty or auction sales. The effective date of the valuation is 30 June 2024.

Valuation of Pioneer Settlement buildings were undertaken by qualified independent valuer, Ben Sawyer AAPI Reg. 63163 as at 30 June 2025.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.



## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 6. Assets we manage (continued)

##### *Description of significant unobservable inputs into level 3 valuations*

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 75% for specialised land and between 85% and 95% for land under roads. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1.15 and \$268.73 per square metre.

**Specialised buildings** are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

**Artwork assets** are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item, historical significance and the history of the artist. If there are events that determine certain pieces of the collection to be of historical significance, if the artist has works that have increased in popularity or the item is considered to be rare and in demand, this would result in a higher fair value.

**Pioneer Settlement vehicles** and vessels and site exhibit assets are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item and historical significance. If there are events that determine certain pieces of the collection to be of historical significance or the item is considered to be rare and in demand, this would result in a higher fair value.

**Pioneer Settlement buildings** are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 84 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend their useful lives.

	2025 \$ '000	2024 \$ '000
<b>Reconciliation of specialised land</b>		
Land under roads	61,253	52,195
Parks and reserves	11,214	18,985
Crown Land	5,076	11,002
<b>Total specialised land</b>	<b>77,543</b>	<b>82,182</b>

#### (c) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 7. People and relationships

##### 7.1 Council and key management remuneration

###### (a) Related Parties

###### Parent entity

Swan Hill Rural City Council is a single entity.

###### Subsidiaries and Associates

Council has no interests in subsidiaries and associates.

###### (b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Swan Hill Rural City Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

###### Councillors

Mayor Stuart King	17/11/2020 to 30/06/2025
Cr Les McPhee	08/12/2008 to 30/06/2025
Cr Hugh Broad	19/11/2024 to 30/06/2025
Cr Lindsay Rogers	19/11/2024 to 30/06/2025
Cr Peta Thornton	19/11/2024 to 30/06/2025
Cr Phillip Englefield	19/11/2024 to 30/06/2025
Cr Terry Jennings	19/11/2024 to 30/06/2025
Cr Ann Young	15/11/2016 to 19/11/2024
Cr Bill Moar	15/11/2016 to 19/11/2024
Cr Chris Jeffery	15/11/2016 to 19/11/2024
Cr Nicole McKay	16/04/2019 to 19/11/2024
Cr Jaquie Kelly	24/01/2023 to 19/11/2024

###### Chief Executive Officer

Mr Scott Barber	06/06/2022 to 30/06/2025
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###### Directors

Mr Bruce Myers (Community and Cultural Services)	28/02/1994 to 30/06/2025
Ms Michelle Grainger (Planning and Development)	15/01/2024 to 30/06/2025
Ms Leah Johnston (Infrastructure)	03/04/2023 to 30/06/2025
Mr Bhan Pratap (Corporate Services)	18/07/2022 to 09/05/2025
Mr Peter Brown (Acting Corporate Services)	10/06/2025 to 30/06/2025

	2025 No.	2024 No.
Total Number of Councillors	12	7
Total of Chief Executive Officer and other Key Management Personnel	6	6
Total Number of Key Management Personnel	18	13

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## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 7. People and relationships (continued)

## (c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,410	1,364
Other long-term employee benefits	22	28
Post-employment benefits	135	130
<b>Total</b>	<b>1,567</b>	<b>1,522</b>

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	1	—
\$10,000 - \$19,999	5	—
\$20,000 - \$29,999	5	—
\$30,000 - \$39,999	1	5
\$50,000 - \$59,999	—	1
\$80,000 - \$89,999	—	1
\$90,000 - \$99,999	—	1
\$100,000 - \$109,999	1	—
\$130,000 - \$139,999	—	1
\$190,000 - \$199,999	1	—
\$210,000 - \$219,999	—	1
\$220,000 - \$229,999	—	1
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	—
\$250,000 - \$259,999	1	—
\$310,000 - \$319,999	—	1
\$330,000 - \$339,999	1	—
	<b>18</b>	<b>13</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 7. People and relationships (continued)

**(d) Remuneration of other senior staff**

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2025 \$ '000	2024 \$ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	935	985
Other long-term employee benefits	107	93
Post-employment benefits	281	129
<b>Total</b>	<b>1,323</b>	<b>1,207</b>

	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
\$90,000 - \$99,999	—	1
\$170,000 - \$179,999	3	2
\$180,000 - \$189,999	2	3
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	1	—
	<b>7</b>	<b>7</b>

	2025 \$ '000	2024 \$ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	1,323	1,207

Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 7. People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Cr Stuart King	Swan Hill Hire - \$50,610 Plant and equipment hire. Cr King has a controlling interest in Swan Hill Hire.
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At the end of the reporting period, \$445 was outstanding in relation to transactions with related parties (2024: Nil). There were no loans to/from or commitments to/from related parties (2024: Nil).

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties

##### 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

###### (a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council are not aware of any contingent assets.

###### (b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

###### Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

###### *Future superannuation contributions*

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2024/25 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$79,758

###### Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council has a provision in place for these remediation works.

###### Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

###### MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

###### (c) Guarantees for loans to other entities

Council is not the guarantor for any loans.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 8. Managing uncertainties (continued)

##### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held for primarily for their ability to generate net cash inflows.

The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurement of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council have assessed the impacts of the modifications to AASB 13 for the 2024-25 reporting period (refer note 8.4).

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

##### 8.3 Financial instruments

###### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

###### (b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

###### **Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 8. Managing uncertainties (continued)

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate increases have significantly affected the return expected on invested funds during the year. This impacted the surplus by \$843k.

**(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.



## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 8. Managing uncertainties (continued)

**(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.50% and - 1.00% in market interest rates (AUD) from year-end rates of 3.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

**8.4 Fair value measurement***Fair Value Hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council assets, such as Drainage and Sealed Roads infrastructure assets, have increased by \$11.6 million and \$9.6 million respectively due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets;

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

*Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure

Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Revaluation frequency
Land	2 years
Buildings	2 years
Roads	3 years
Unsealed roads	5 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	5 years
Recreational, leisure and community facilities	5 years
Waste management	5 years
Parks, open space and streetscapes	5 years
Other infrastructure	5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

*Impairment of assets*

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2025</b>			
<b>Property</b>			
Land and land improvements	46,041	1,639	47,680
Buildings	34,347	4,602	38,949
Buildings - non specialised	161	337	498
	<b>80,549</b>	<b>6,578</b>	<b>87,127</b>
<b>Culture and heritage assets</b>			
Pioneer Settlement vehicles & vessels	2,682	–	2,682
Pioneer Settlement site exhibits	1,727	–	1,727
Artworks	1,576	–	1,576
Pioneer Settlement buildings	3,441	2,042	5,483
	<b>9,426</b>	<b>2,042</b>	<b>11,468</b>
<b>Infrastructure</b>			
Footpaths and cycleways	13,124	6,797	19,921
Drainage	25,213	16,159	41,372
Recreational, leisure and community facilities	9,750	(268)	9,482
Waste management	131	–	131
Parks, open space and streetscapes	4,277	(684)	3,593
Sealed roads	164,263	21,733	185,996
Unsealed roads	33,095	(11,811)	21,284
Other infrastructure	5,126	2,799	7,925
	<b>254,979</b>	<b>34,725</b>	<b>289,704</b>
<b>Intangible assets</b>			
Water rights	2,786	154	2,940
<b>Total Other</b>	<b>2,786</b>	<b>154</b>	<b>2,940</b>
<b>Total asset revaluation reserves</b>	<b>347,740</b>	<b>43,499</b>	<b>391,239</b>

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
<b>2024</b>			
<b>Property</b>			
Land and land improvements	46,041	–	46,041
Buildings	32,044	2,303	34,347
Buildings - non specialised	–	161	161
	<b>78,085</b>	<b>2,464</b>	<b>80,549</b>
<b>Culture and heritage assets</b>			
Pioneer Settlement vehicles & vessels	1,674	1,008	2,682
Pioneer Settlement site exhibits	1,390	337	1,727
Artworks	1,635	(59)	1,576
Pioneer Settlement buildings	3,441	–	3,441
	<b>8,140</b>	<b>1,286</b>	<b>9,426</b>
<b>Infrastructure</b>			
Footpaths and cycleways	12,650	474	13,124
Drainage	24,086	1,127	25,213
Recreational, leisure and community facilities	9,388	362	9,750
Waste management	131	–	131
Parks, open space and streetscapes	4,033	244	4,277
Sealed roads	153,675	10,588	164,263
Unsealed roads	28,581	4,514	33,095
Other infrastructure	4,836	290	5,126
	<b>237,380</b>	<b>17,599</b>	<b>254,979</b>
<b>Intangible assets</b>			
Water rights	3,196	(410)	2,786
<b>Total Other</b>	<b>3,196</b>	<b>(410)</b>	<b>2,786</b>
<b>Total asset revaluation reserves</b>	<b>326,801</b>	<b>20,939</b>	<b>347,740</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 9. Other matters (continued)

	2025 \$ '000	2024 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	7,528	3,288
<b>Non-cash adjustments:</b>		
Depreciation/amortisation	14,608	13,899
Impairment losses	3,848	98
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(231)	(434)
Contributions - non monetary assets	(777)	(114)
Amounts disclosed in financing activities	82	78
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(585)	(3,398)
(Increase)/decrease in inventories	(86)	28
(Increase)/decrease in prepayments	125	(365)
Increase/(decrease) in contract assets	5,791	(5,012)
Increase/(decrease) in trade and other payables	167	3,564
Increase/(decrease) in provisions	(13)	(130)
(Decrease)/increase in other liabilities	75	(71)
Increase/(decrease) in unearned income/revenue	(185)	(2,695)
<b>Net cash provided by/(used in) operating activities</b>	<b>30,347</b>	<b>8,736</b>

## 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

**Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

**Funding Arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.6% pa

Salary information 3.5% pa

## Swan Hill Rural City Council

2024/2025 Financial Report

### Notes to the Financial Statements

for the year ended 30 June 2025

#### Note 9. Other matters (continued)

Price inflation (CPI) 2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Employer contributions

##### (a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

##### (b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

#### The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

## Swan Hill Rural City Council

2024/2025 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2025

## Note 9. Other matters (continued)

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

**The 2025 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate the 30 June 2024 VBI were

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by October 2025.

**The 2023 triennial investigation**

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation were:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa 2.5% pa for two years and 2.75% pa thereafter	5.7% pa
Salary inflation		3.50% pa
Price inflation	2.0% pa	2.8% pa

**Superannuation contributions**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 \$ '000	2024 \$ '000
Vision Super	Defined benefit	11.5% (2024:11.0%)	74	58
Vision Super	Accumulation fund	11.5% (2024:11.0%)	2,293	2,324

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Swan Hill Rural City Council

2024/2025 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2025

Note 10. Change in accounting policy

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There have been no changes to accounting policies in the 2024-25 year.



## 2.3 Swan Hill Showgrounds Sport and Recreation Precinct Masterplan

**Directorate:** Development and Planning  
**File Number:** S09-04-01  
**Purpose:** For Decision

### Council Plan Strategy Addressed

**1. Liveability** - We will be a healthy, connected and growing community supported by a range of infrastructure and services.

#### **1.1 A modern municipality: Vibrant, connected and resilient**

1.1.1 Attractive urban areas and regional townships

**1. Liveability** - We will be a healthy, connected and growing community supported by a range of infrastructure and services.

#### **1.3 Building Healthy Communities**

1.3.1 Encourage active healthy lifestyles for people of all ages, abilities and interests

1.3.2 Spaces where people of all ages, abilities and backgrounds can flourish

### Current Strategic Documents

10 Year Major Project Plan  
Recreation Reserves Masterplan Concepts

### 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 Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan has been developed over a twenty-two-month period based on the feedback from precinct stakeholders and the broader community. The document is an overarching masterplan based on a set of evidence, providing a vision and principles obtained through background research, stakeholder engagement and site analysis.

The objective of the Masterplan is to meet the needs of the community and the growing and developing expectations of the Swan Hill region. The Masterplan is intended to guide the strategic direction (including physical infrastructure) on the reserve resulting in practical, deliverable and functional outcomes over the next 20 years.

## Discussion

Following the engagement of Solucio consultants, the development of the Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan project commenced on 15 January 2024 and has now been developed to the point of adoption. The Masterplan aims to guide the Precinct development for the next 10 to 20 years.

The recommendations from the Masterplan are intended for delivery in stages, over time, with a series of prioritised major and minor projects identified. The plan has aspirational and innovative elements with outcomes that account for the needs of the stakeholders and the wider community.

A thorough consultation process has occurred through the progression of the plan including input from the Swan Hill Sport and Recreation Precinct Advisory Committee made up of all precinct user groups, and the broader community.

A range of matters have been the subject of ongoing discussion and differing perspectives among stakeholders throughout the masterplan development process. It is important to note that Masterplans are evolving documents that guide progress, rather than dictate. They are subject to regular review and should evolve in step with the changes occurring around us and within the community. Review timeframes for this Masterplan will be triggered by a variety of inputs including;

- Emerging or growing user groups and community needs
- Updates to legislation, policy, or regulatory frameworks
- New funding opportunities or shifts in eligibility criteria
- Evolving political priorities or strategic directions
- Outcomes from ongoing stakeholder or community engagement

As a minimum the Masterplan will be reviewed periodically and may include the opportunity for community comment.

## Consultation

The aim of the Swan Hill Showgrounds, Sport and Recreation Precinct Advisory Committee formed in October 2022, was to work with Council to develop the Masterplan and a 2050 vision for the precinct.

Key Consultation Milestones and Stakeholder Contributors included;

- Swan Hill Sport and Recreation Reserve Advisory Committee
- Face to face meetings with all Precinct User Groups
- Community Survey & FAQ's
- Additional meetings with key Precinct User Groups
- Draft Masterplan Stakeholder Comment
- Draft Masterplan Community Comment

It is appropriate to acknowledge and appreciate the commitment shown to this project from all groups and associations who have participated in the master planning process. With regard to compromise, the local CFA Sports Branch and the Swan Hill District Agricultural and Pastoral Show Society are the groups most immediate to any proposed change. Council has received a letter of support from the Swan Hill District Agricultural and Pastoral Show Society, which includes conditions that form the basis of their agreement with the plan.

The other significant issue that was raised during consultation was the location and access to netball courts. Should the existing netball courts reach end of life, the Masterplan provides an option on the south ground reserve to consider an alternative location for two of the netball courts.

### **Financial Implications**

The Masterplan has taken a financially responsible approach, concentrating on zones and spaces that are already developed or do not require expensive adaptation in addition to some infrastructure renewal and new facilities. The Draft Masterplan has been developed using a staged delivery model that may cost in the vicinity of \$20m to \$30m over the next 10 to 20 years.

The Ten-Year Major Projects plan has allocated \$430,000 in the 2025/26 financial year and \$780,000 in 2027/28 for the development of key Masterplan outcomes.

### **Social Implications**

The Masterplan has attempted to provide wholistic, inclusive outcomes, while still retaining and considering the needs of most of the current users.

Sport and leisure in the Swan Hill region and municipality is a significant contributor to the liveability and wellbeing of the community

The development of this precinct increases the scope for larger scale events and more significant regional gatherings of a sporting or leisure-based nature, providing opportunities to connect and engage the community.

### **Economic Implications**

The identification of collective, well planned key projects can provide opportunities for significant State and Federal funding over the next 10 to 20 years.

The opportunity for more medium to large scale events in the precinct is an economic development contributor.

The satisfaction of well met community needs contributes to an overarching sense of wellbeing which can have an economic benefit brought about by the feeling of optimism and willingness to invest in the region.

### **Environmental Implications**

A development plan that considers best use of existing facilities provides for a more sustainable methodology in both environmental and sustainability contexts.

Green zones and tree plantings contribute to habitats for native fauna.

The removal of some trees may be required as a result of the implementation of the masterplan. It is intended that new, well-located plantings will substitute the loss of any trees.

### **Risk Management Implications**

The inclusion of options around community use infrastructure may redirect the perceived focus of what some community members consider the reserve is intended for.

- Attachments:**
1. Swan Hill Showgrounds Sport and Recreation Precinct Masterplan Final [2.3.1 - 22 pages]
  2. Swan Hill District Agricultural and Pastoral Society Letter of Support [2.3.2 - 2 pages]

### **Options**

1. That Council adopts the Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan with the commitment to review the plan periodically and consider all stakeholders during implementation stages of each project.
2. That Council does not adopt the Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan.

### **Recommendation/s**

**That Council adopts the Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan.**

**CM 2025/143 Motion**

**MOVED Cr Broad**

**That Council adopts the Swan Hill Showgrounds, Sport and Recreation Precinct Masterplan.**

**SECONDED Cr Thornton**

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





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

*Toward 2050*

PREPARED BY:



URBAN / MASTER PLANNING / DESIGN

[theodc.com.au](http://theodc.com.au)



# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Executive Summary

**Swan Hill Rural Council has embarked on developing a Master Plan for the Swan Hill Showgrounds Sport and Recreation Precinct, and appointed independent consultants, Solucio and The OCD to lead this process.**

The Precinct is one of Council's premier open spaces, encompassing the Swan Hill Showgrounds and Alan Garden Reserve. It is centrally located to the Central Business District and connected to the Riverfront by McCallum Street Shared Path

The overall Precinct incorporates two grass ovals, eight netball hard courts, cricket wickets and nets, scoreboards, clubroom facilities, the Swan Hill Leisure Centre, a boxing gym, a grandstand with seating, a CFA training and competition facility, horse pens, storage sheds and public toilets.

The Precinct is home to the Swan Hill Agricultural and Pastoral Society, which utilises various buildings in the precinct and hosts the Swan Hill Show on the first weekend in October every year, which it has done since 1895.

Developing the Master Plan has involved a robust process of background research, substantial site analysis and urban design, extensive stakeholder engagement, broad community consultation and ongoing workshops and discussions with Council Officers.

The research and stakeholder engagement resulted in the following objectives being established to guide the Master Plan:

- Define the purpose and function of the Showgrounds and Alan Garden Reserve within the Swan Hill community.
- Understand active use and establish a blueprint of future activities and the required facilities.
- Plan for the ongoing viability of the Swan Hill Show for attracting new regional events.
- Establish a list of core principles to guide future decision making.



The Master Plan (this document) provides:

- An evidence-based Vision and Principles, distilled from the background research, stakeholder engagement and site analysis.
- Master Plan themes and actions, inspired by the community feedback, which are proposed to be fully committed to by Council.
- A series of additional aspirational projects to support the ongoing viability of the key stakeholder/sporting user groups and the overall vibrancy of the Precinct, which are proposed to be subject to securing additional funding.
- A series of contingency plans, ensuring some flexibility to adjust the overall plan should various external conditions change over the duration of the plan.



Once the Master Plan is delivered, the intended community benefits, as outlined in the Master plan Vision, include:

- The Swan Hill Showgrounds and Alan Garden Reserve will be the home of active community sport, recreation and events precinct for Swan Hill and the surrounding region.
- The precinct provides a sense of identity to the Rural City and its continually improving activations are a source of pride and cultural showcasing for the current and future Swan Hill community.
- The organised and formalised community activity on this site is complementary to the proximal CBD and residential interfaces, the leisure-based activations of the Swan Hill Riverfront, and the general recreational functions of Barry Steggall Park, each of which is connected by McCallum Street Shared Path



# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Existing Site Plan

Scale: 1:2000 @A3

0 25 50 75 100



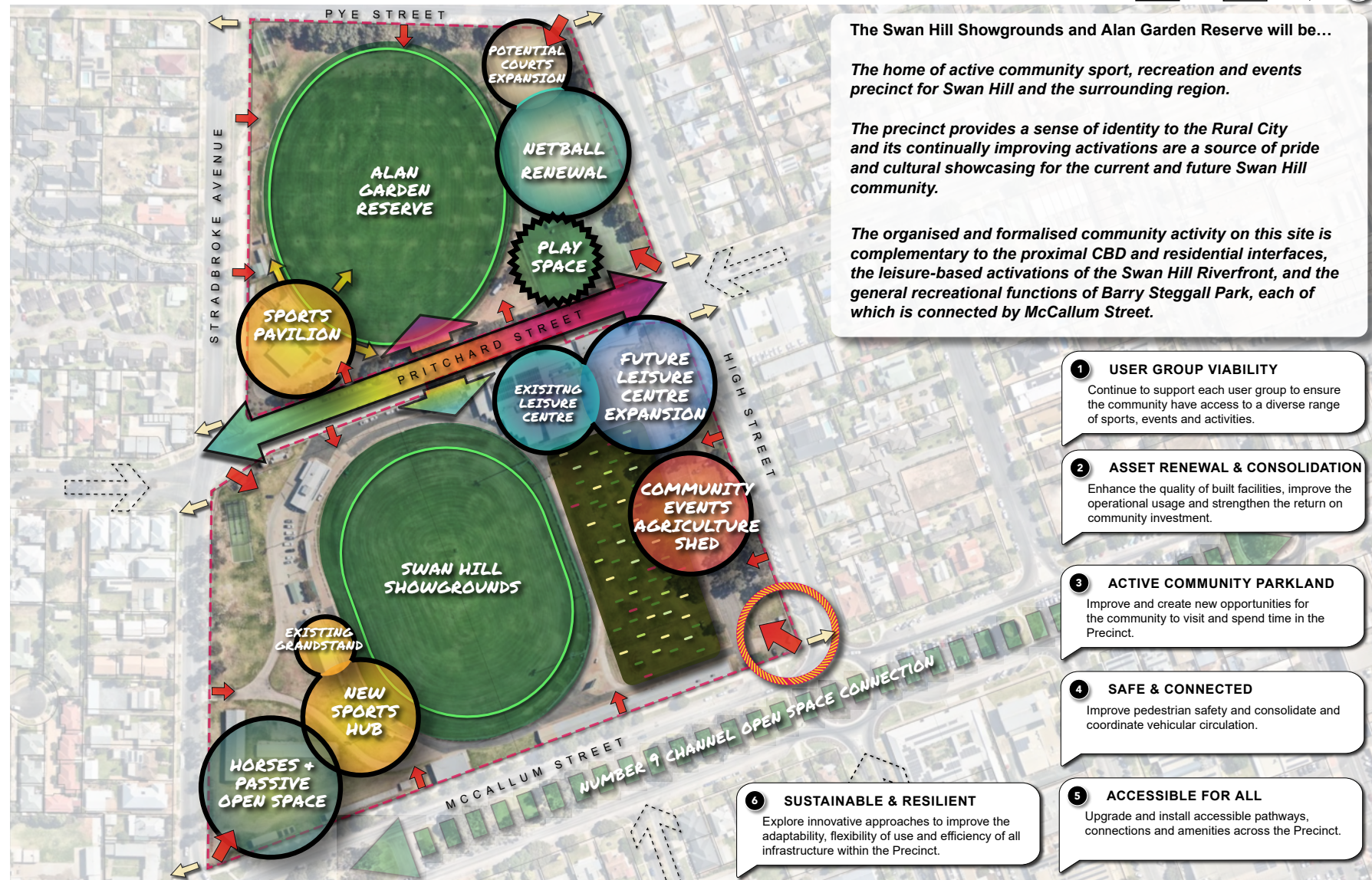


# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Vision and Principles

Scale: 1:2000 @A3

0 25 50 75 100



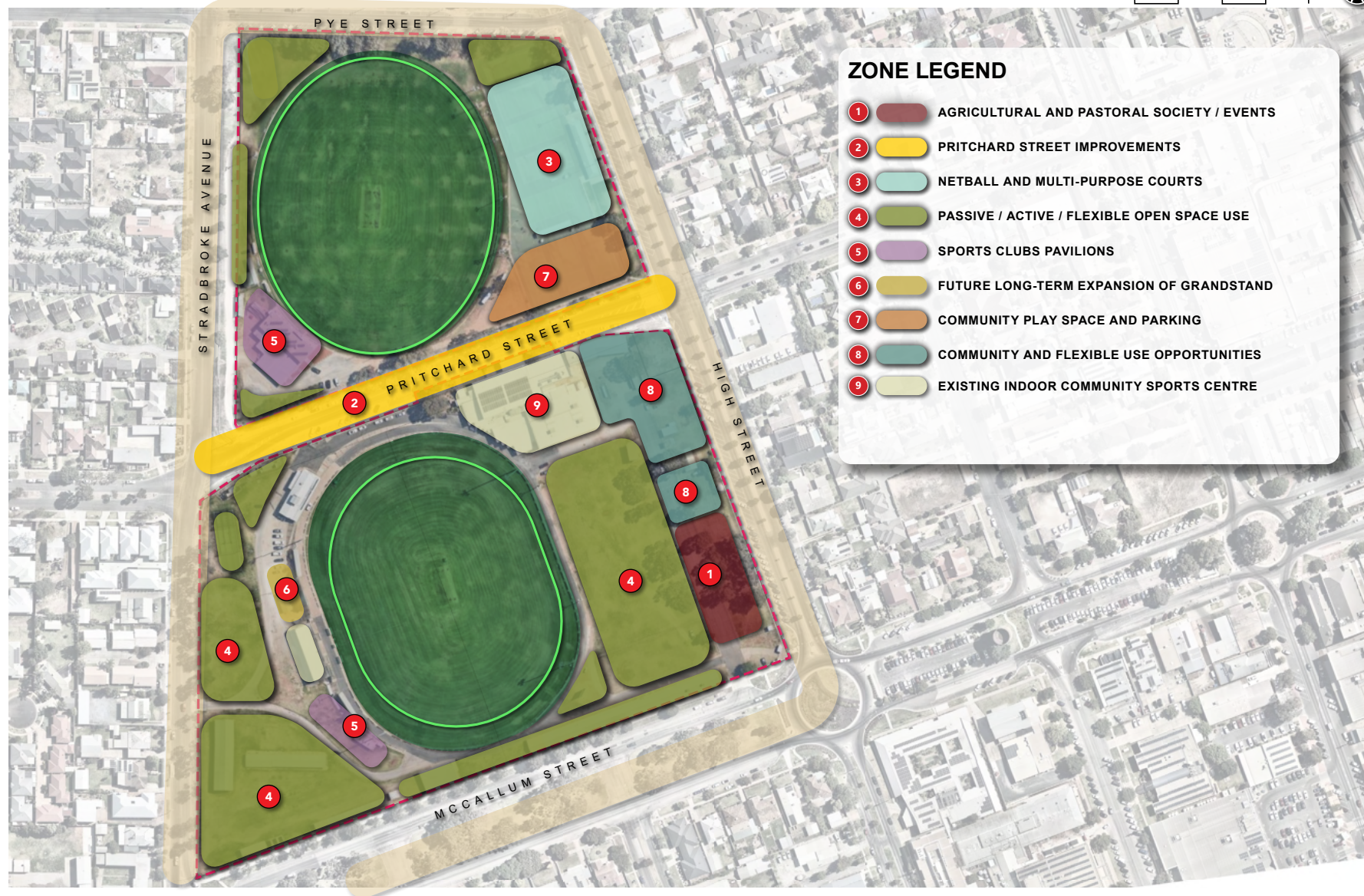


# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Master Plan Precinct Zones

Scale: 1:2000 @A3

0 25 50 75 100

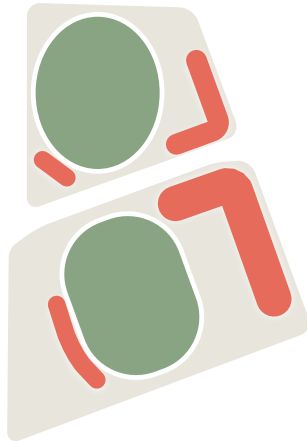


# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Community Feedback and Themes

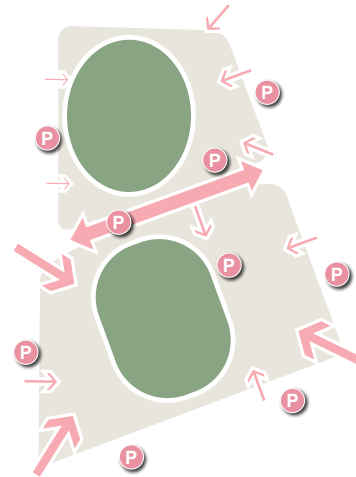
### Theme 1:

#### Upgrade Supporting Facilities



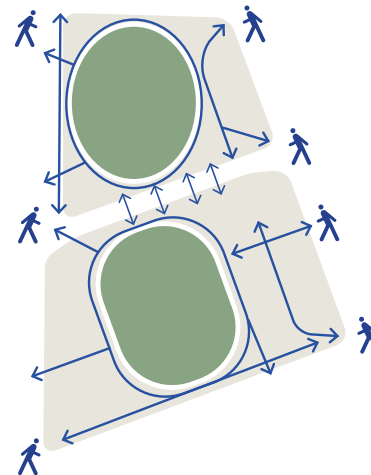
### Theme 2:

#### Safe and Connected



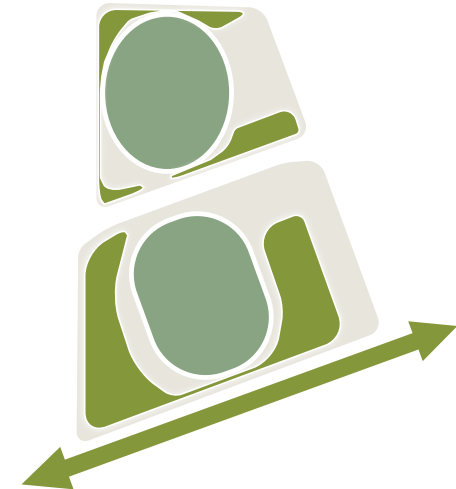
### Theme 3:

#### Activated and Accessible



### Theme 4:

#### Seating, Shading, Landscaping and Amenity





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Theme 1: Upgrade Supporting Facilities

The guiding principles for the Master Plan will include a strong emphasis on prioritising projects that address the existing shortcomings of the precinct ahead of developing new infrastructure.

The plan will also focus on asset renewal and consolidation to enhance the quality of built facilities, improve the operational usage and strengthen the return on community investment.

Swan Hill Showgrounds Grandstand



Shade/Shelter example for outdoor courts



\* Feasibility Criteria: Existing netball courts reach end of life, and; The designated location for the proposed courts is not going to conflict with other existing activities, such as the annual Show, and; The courts are designed and constructed to relevant state sporting guideline specifications and standards, and; Funding is secured to deliver the courts.

### 1 GRANDSTAND

- Upgrade Grandstand to include accessible and gender-appropriate change rooms.

### 2 ALAN GARDEN RESERVE PAVILION

- Initiate a refurbishment to improve changerooms.
- Explore opportunities to improve accessibility, patron seating and bathrooms to the North of the pavilion to substitute decommissioned infrastructure.

### 3 EXISTING NETBALL COURTS

- Upgrade a minimum of three courts (including a show court with permanent seating and warm-up space).
- Create space for future expansion and upgrade opportunities.
- Provide additional spectator and player seating/shelters in accordance with user needs and run-off tolerances.

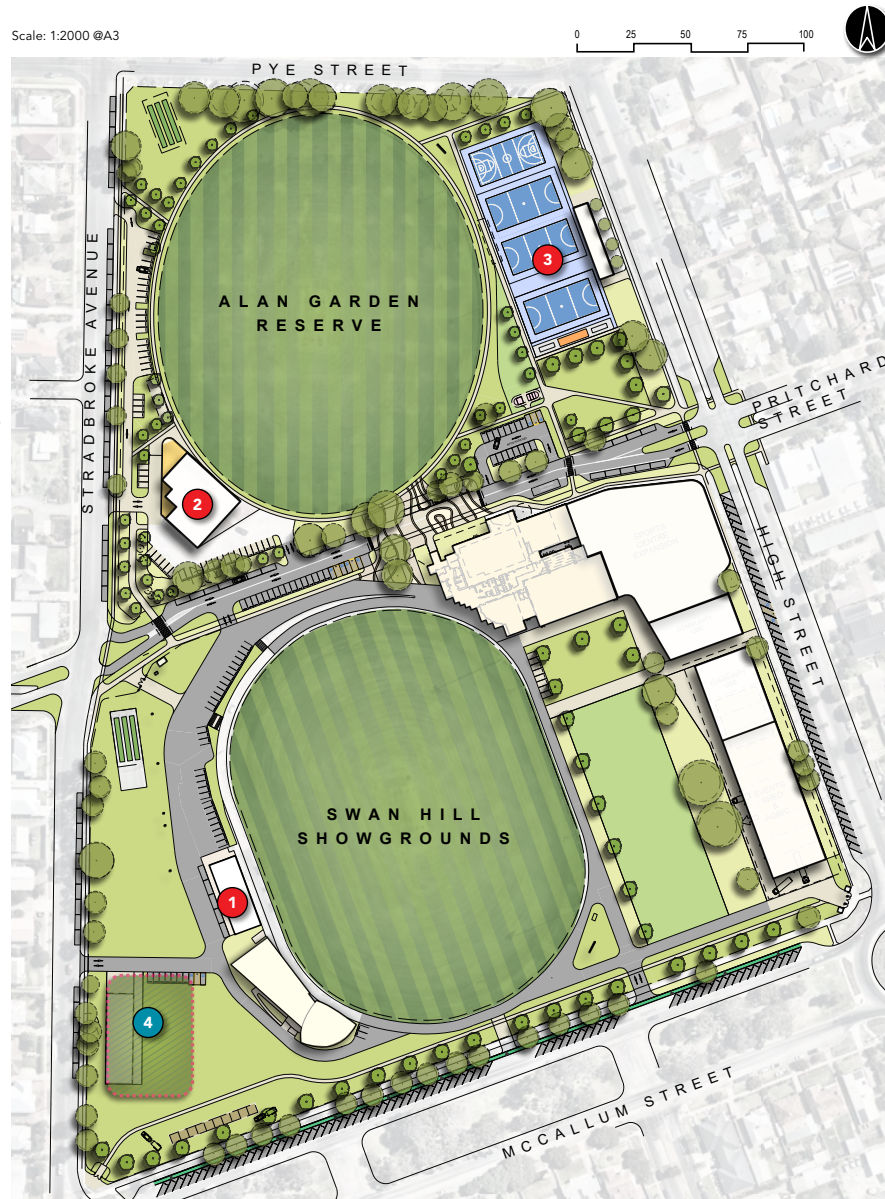
### 4 ALTERNATIVE NETBALL COURTS LOCATION.

A 'future opportunity' for two netball courts on the Showgrounds site has been identified, which would be subject to feasibility\*.

Upgraded Netball courts example



Scale: 1:2000 @A3














# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Theme 2: Safe and Connected

**Include expanded formalised pedestrian crossing zones with greater signage and visual cues, reduced road width, increased on-street parking, dedicated passenger drop-off zone and reduced vehicular speeds.**

### 1 SAFE ACCESS AND PARKING

- Improve pedestrian safety and crossings on key surrounding intersections.
- Include designated parking spaces around Alan Garden Reserve for football spectators.
- Expand delineated parking where current sports pavilion is on the Swan Hill Showgrounds (once redeveloped).
- Create reduced speed limit within the shared use zone on Pritchard Street.
- New delineated parking spaces and reconfigured bicycle lane along McCallum Street.

-  EXISTING CAR PARKING
-  NEW DELINEATED CAR PARKING
-  VEHICLE DROP-OFF/ PICK-UP ZONE
-  NEW PEDESTRIAN CROSSING AND REFUGE
-  INFORMAL CAR PARKING
-  DDA CAR PARKING
-  BUS DROP-OFF / PICK-UP
-  DEDICATED BICYCLE LANE
-  TRUCK LOADING ACCESS FOR SHED

Informal perimeter parking on gravel areas.



Increased pedestrian safety



Scale: 1:2000 @A3

0 25 50 75 100





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Theme 2: Safe and Connected

Scale: 1:1000 @A3

0 25 50



**Implement a systematic safety improvement program for Pritchard Street and on key surrounding intersections.**

### 2 PRITCHARD STREET

- Improve pedestrian safety by reducing vehicular speed, increasing the number and size of pedestrian crossings and reducing road widths.
- Create a dedicated and expanded pedestrian priority zone connecting the Swan Hill Showgrounds and Alan Garden Reserve.
- Improve and increase on-street parking.
- Create a formalised drop-off zone near the Leisure Centre.

- EXISTING CAR PARKING
- NEW DELINEATED CAR PARKING
- VEHICLE DROP-OFF/ PICK-UP ZONE
- NEW PEDESTRIAN CROSSING AND REFUGE
- INFORMAL CAR PARKING
- DDA CAR PARKING
- BUS DROP-OFF / PICK-UP
- PUBLIC TOILETS












# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Theme 3: Activated and Accessible

The Master plan will identify opportunities and locations for:

- A community play space, sheltered seating and youth activity equipment.
- A connected, continuous walking/running track in a figure-eight around the precinct.
- Improved lighting at the Precinct for walkers and runners.

-  SHELTERED AREA
-  COMMUNITY PLAY SPACE
-  PUBLIC TOILETS - PROVIDE ACCESSIBLE, GENDER NEUTRAL, MALE AND FEMALE TOILETS
-  KEY PRECINCT AND RESERVE ENTRY
-  RUNNING AND WALKING LOOP
-  STREET GRID CONNECTIONS
-  SECONDARY CONNECTIONS

Reserve corner entries example



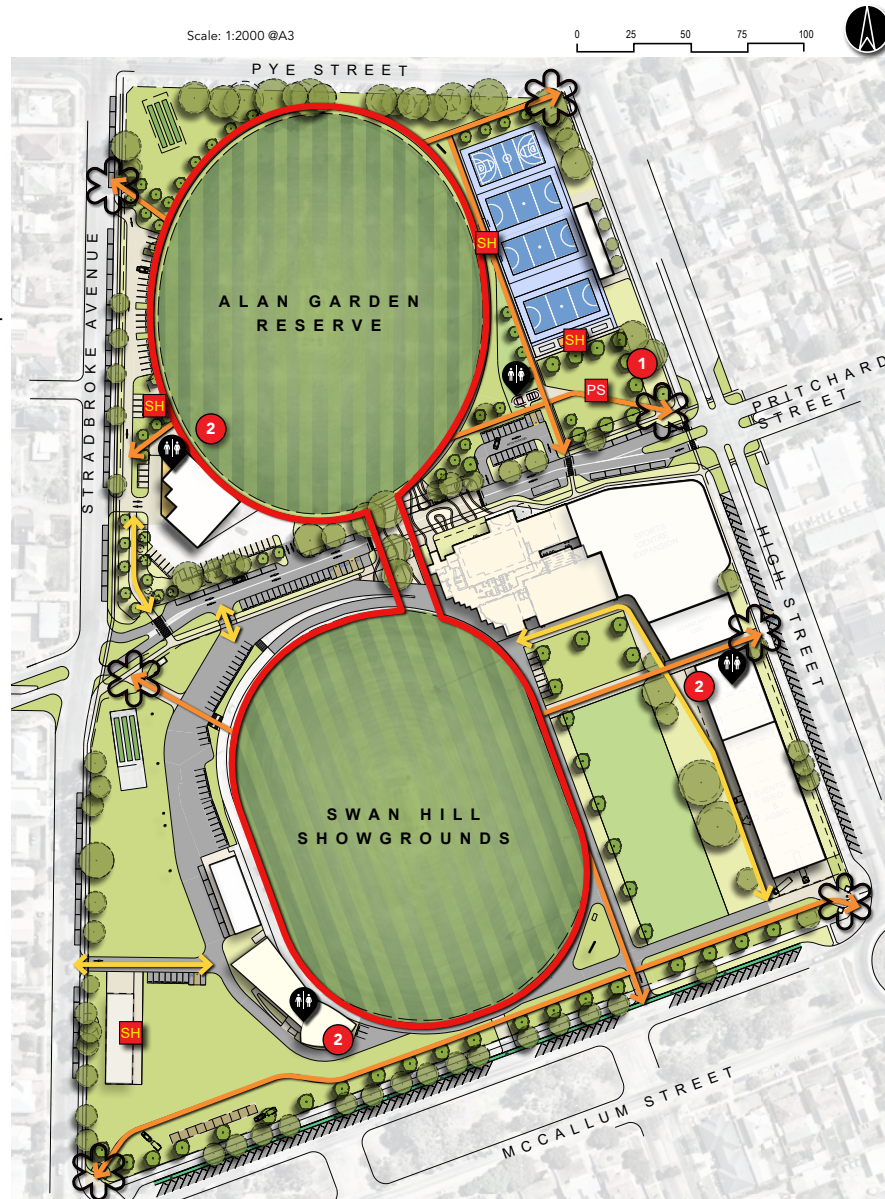
### 1 COMMUNITY ACTIVATION

- Develop a designated area for play space, sheltered seating and youth activity equipment.
- Develop a walking/running track in a figure-eight around Alan Garden and Swan Hill Showgrounds with distance markers.
- Improve lighting at the Precinct for walkers and runners along formalised pedestrian connections.

### 2 COMMUNITY AMENITIES

- Improve public toilet accessibility and amenity for year-round use and events.
- Remove public toilets near the Centenary Pavilion, behind Tyntynder Football Club rooms, and new cricket nets.
- Accessible and gender-neutral toilets to be incorporated in the new Show Society building Alan Garden Reserve pavilion and the Swan Hill Community Hub.

Community play space example





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan







## Theme 4: Seating, Shading, Landscape and Amenity

The Master plan will seek to consolidate the overall building footprint of the precinct to provide a net increase in open space, as well as improve the quality of green open space, tree canopy and shading across the Precinct.

These priorities will reinvigorate the precinct as a source of pride and cultural showcasing for the current and future Swan Hill community.

### 1 LANDSCAPE AMENITY

- Increase green open space, tree canopy and shading across the Precinct.
- Increase perimeter seating around Alan Garden sports ground

-  EXISTING TREES
-  NEW SHADE TREE PLANTING
-  OPEN SPACE AND PASSIVE RECREATION
-  AREA FOR MULTI-PURPOSE EVENT USE
-  PRITCHARD STREET CLOSURE FOR EVENTS
-  ADDITIONAL PRITCHARD STREET CLOSURE FOR EVENTS

Tree canopy shading for events and recreation



Open space events areas



Scale: 1:2000 @A3

0 25 50 75 100





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Aspirational Projects

### A1 PROPOSED SPORTS HUB

- Deliver the proposed Sports Hub project.

### A3 AGRICULTURE AND PASTORAL SOCIETY

- Foster a connection between Swan Hill Inc and the Show Society to build the Show's commercial success.
- Design and develop a multi-purpose community event hub, that can accommodate the Show Society offices, Animal Pavilion, Storage, Boxing Club – and other community events.
- Refurbish and improve safety of horse stalls and stables.

### A2 CFA

- Identify an alternative fit-for-purpose location that can be developed for the satisfactory relocation of the CFA for its long-term future.

### A4 FUTURE EXPANSION OPPORTUNITIES

- Explore the feasibility of expanding the leisure centre (aquatics, gym and stadium) within the precinct.
- Protect space for existing Annual Show requirements that could be re-purposed for expanded organised sport in the future.
- Community services hub.

Open sided flexible-use shed



Temporary horse stabling undercover example



Large open and flexible use for multiple events



Mixed purpose community shed



Scale: 1:2000 @A3

0 25 50 75 100





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Master Plan Overview

Scale: 1:2000 @A3

0 25 50 75 100





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Artist Impressions

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McCallum Street and Stradbroke Avenue aerial overview





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Artist Impressions

---

Pritchard Street aerial overview





## Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

### Artist Impressions

---

McCallum Street and Stradbroke Avenue pedestrian view





# Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

## Artist Impressions

---

Pritchard Street pedestrian view





## Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

### Artist Impressions

---

Alan Garden Reserve pedestrian view





## Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

### Artist Impressions

---

Swan Hill Showgrounds pedestrian view





## Swan Hill Showgrounds Sport and Recreation Precinct Master Plan

### Artist Impressions

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Alan Garden Reserve pedestrian view







Solucio



URBAN / MASTER PLANNING / DESIGN

[theocd.com.au](http://theocd.com.au)



## Appendix

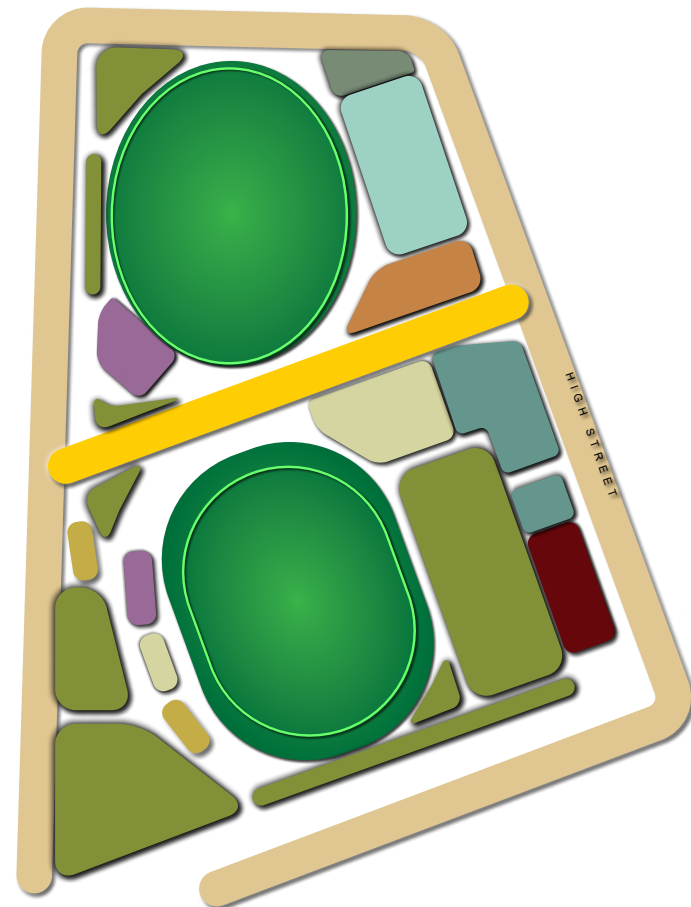
### Implementation and contingency planning

The Master Plan has been developed through a thorough, integrated process of analysis, stakeholder and community feedback, and applying best practice urban design principles.

The Master Plan is representative of all evidence available at the time of development. As with all master plans, a 10-20 year timeframe to deliver the specified projects means that many things can change over this timeframe. The plan is to be reviewed every five years.

The following table provides a series of potential future scenarios, an estimate of how likely each is to occur, and a proposed action to address or mitigate the scenario should it eventuate.

Risk/Scenario	Likelihood	Masterplan contingency action should risk occur
Unable to secure funding for planned sports hub.	Moderate	Invest in maintaining existing facility as long as possible. If situation becomes untenable, initiate a short-term temporary portable pavilion.
Unable to identify and develop a suitable alternative location for the CFA.	Low	Consider an alternative location for the multi-purpose event pavilion.
Unable to secure funding for the multi-purpose event pavilion.	Moderate	Maintain existing Agricultural and Pastoral Society assets on the reserve.
Council decides to relocate aquatic facilities to Swan Hill Showgrounds.	Moderate	Assess the technical feasibility of expanding the existing leisure centre to incorporate additional facilities.
Council decides to locate a community services hub within the Swan Hill Showgrounds.	Moderate	Assess the technical feasibility and Council's capacity to deliver the project within a designated facility expansion zone on the Showgrounds site.
Existing user group viability deteriorates and is no longer active on site.	Low	<ul style="list-style-type: none"> <li>If one of the football/netball clubs, consider the opportunities to consolidate football/netball facilities on one reserve.</li> <li>If one of the cricket clubs, consider the opportunities to consolidate cricket pitches to one of the reserves.</li> <li>If the Agricultural and Pastoral Society, create new event content to activate the community events building, and provide a new facility lease to the boxing club.</li> </ul>
Horse facilities are no longer required on the reserve.	Low	Re-purpose existing space to improve amenity and community activation.



## Swan Hill District Agricultural & Pastoral Society Inc.

**President:** Jess O'Shea    **Event Admin:** Mel O'Loughlin



Swan Hill District Agricultural & Pastoral Society Inc.

A0006491Z ABN 32 898 221 762

PO Box 61, Swan Hill, VIC 3585  
Showgrounds Telephone: (03) 5032 4314  
Email: [secretary@swanhillshow.com.au](mailto:secretary@swanhillshow.com.au)  
[www.swanhillshow.com.au](http://www.swanhillshow.com.au)

Tuesday, 29 July 2025

Mr Scott Barber  
Chief Executive Officer  
Swan Hill Rural City Council  
SWAN HILL VIC 3585

Dear Scott,

On behalf of the Swan Hill Agricultural and Pastoral Society, we would like to thank Council and its consultants for attending the recent meeting on Wednesday, 4 June 2025, to discuss the final development phases of the Swan Hill Showgrounds Masterplan. We appreciate the opportunity to provide input and acknowledge the collaborative spirit with which this process has progressed.

We write to formally provide feedback and outline the key conditions we would like acknowledged as part of the Masterplan's development and eventual adoption. These points reflect the priorities and operational requirements of the Society and aim to ensure that the Masterplan continues to support the long-standing significance of the Showgrounds as a community, cultural and agricultural hub.

### 1. Show Day Functionality and Use

The Society remains concerned that the current draft Masterplan does not fully reflect the operational needs for Show Day activities. It is essential that all changes to infrastructure enhance—not compromise—the functionality required to continue delivering a successful annual Show.

### 2. Infrastructure and Site Considerations

We acknowledge the High Street site as a preferred location for the proposed Events Shed and support the replacement of ageing infrastructure, such as upgraded horse facilities. However, we strongly advocate for a "fit-for-purpose" approach, ensuring permanent infrastructure is built in advance of any decommissioning of existing show day operations infrastructure or facilities.

Specific requirements include:

- Horse shelters must include walls for protection—particularly on the southern side.
- Stallion accommodation must be fully enclosed.
- As stated at the recent meeting, locating horse shelters on the High Street side of the Showgrounds is entirely unsuitable, as livestock cannot safely be led through crowds of people. We were assured during this meeting that this concern was understood and would be considered in the Masterplan.
- All stabling must be undercover to comply with RSPCA specifications.
- The existing small stables along the McCallum Street fence are inadequate, as they lack sufficient height to safely accommodate most horses.

### 3. Storage Needs

We reiterate the need for secure, drive-in/drive-out accessible storage that meets or exceeds the footprint of our existing storage capacity. The new Events Shed design should incorporate roller doors and a practical internal layout.



Swan Hill Cattle Show ~ 16<sup>th</sup> & 17<sup>th</sup> August 2025  
Swan Hill Show ~ 3<sup>rd</sup> & 4<sup>th</sup> October 2025



Swan  
Hill  
Show

## Swan Hill District Agricultural & Pastoral Society Inc.

**President:** Jess O'Shea **Event Admin:** Mel O'Loughlin



Swan Hill District Agricultural & Pastoral Society Inc.

A0006491Z ABN 32 898 221 762

Additionally, co-locating facilities—such as incorporating the Centenary Pavilion's functions into the Events Shed precinct—is preferred for operational efficiency.

#### 4. Fencing and Access

We support retaining and upgrading existing fencing, along with widening gate openings to increase accessibility. We ask that judging ring fencing and capacity requirements also be considered in the detailed design phase.

#### 5. A&P Building and Centralised Facilities

The A&P Society strongly opposes the demolition or removal of our existing office building. This facility is central to our operations, heritage, and identity, and we firmly believe it must be retained as part of the Masterplan. While we are open to exploring ways to improve overall site functionality, any future development must preserve this building in its current location.

We are supportive of consolidating Society functions to the 'hub' where practical. However, the retention of our current building is a core condition of our ongoing support and participation in this process.

#### 6. Acknowledgement of Contributions

It is important that the contributions of individuals and volunteers who supported the construction of existing facilities are recognised in the development of the new Events Shed and/or other new infrastructure.

#### 7. Lease and Access Agreement

We propose that Council consider a 99-year lease at a nominal rent of \$1 per annum, with free facility access for the Society. Any agreement should include:

- Dedicated storage provisions

We understand Council is exploring this further with its contracts team.

#### 8. Netball Court Placement

We note Council's intent to reflect possible future netball court locations within the Masterplan. Should this affect current proposed infrastructure, particularly the horse shelter, the Society requests to be involved in the discussion around potential relocation and design adjustments.

#### 9. Additional Site Comments

- We support the possible relocation of the cricket nets, as their current position impacts Showmen's Guild operations.
- The Stradbroke and Pye Street entrances require upgrade works to improve vehicle access.
- The Society supports ongoing fencing improvements and appreciates Council's efforts in this area.

We welcome the next phase of this project and remain committed to working in partnership with Council to ensure the future Showgrounds support both current and future generations.

Please do not hesitate to contact us should further clarification be required.

Kind regards,

Jess O'Shea  
President



Swan Hill Cattle Show ~ 16<sup>th</sup> & 17<sup>th</sup> August 2025  
Swan Hill Show ~ 3<sup>rd</sup> & 4<sup>th</sup> October 2025



## 2.4 Proposed Blue Tree Project - Riverside Park

**Directorate:** Development and Planning  
**File Number:** S01-24-01  
**Purpose:** For Decision

### Council Plan Strategy Addressed

**3. Harmony** - We will be a welcoming community for all, recognised for our maturity and respect for each other.

#### **3.1 Communities that are safe, welcoming and inclusive**

3.1.2 Encourage the growth and positive development of our youth

### Current Strategic Documents

Council Plan  
Youth Strategy 2020 - 2025

### Declarations of Interest

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

### Summary

Representatives from The Blue Tree Project are seeking approval to utilise one of the dead trees in Riverside Park as a blue tree. They aim to paint the tree during a youth-focused event to engage young people and raise awareness about mental health challenges and the support that is available within the community.

### Discussion

What is The Blue Tree Project?

The Blue Tree Project is a not-for-profit organisation that started in Western Australia and has now gone global with the mission to encourage people who experience mental health issues to speak up and seek help. The project is designed to raise awareness of the problem of mental health within the community, highlight the services that are available to support those who are suffering from mental health such as Headspace, and to give hope to those within our community that they don't have to carry the burden alone.

The blue trees, once a symbol of laughter, have evolved into a powerful symbol of hope, connection, and awareness. Each tree encourages open conversations, remind us to check in on ourselves, and stand as a visual prompt to support those who may be struggling.

## **Local impact of mental health on our Community**

In summary, Swan Hill Rural City Council municipality youth mortality rates are 144% higher than the national average and it has increased by 64% since the last time the data was released.

Deaths from suicide and self-inflicted injuries 0 to 74 years of age is 66% higher than the national average.

Both sets of statistics show our community is heavily impacted by poor mental health resulting in significant impact on the wellbeing of our community

## **Blue Tree Locations in Swan Hill**

The location of existing Blue Trees within the municipality includes the Nyah West Skate Park and one within Swan Hill (see images below)



Nyah West Blue Tree, traditional style that is easily recognised





Swan Hill Neighbourhood House Blue Tree (use blue LED lights) this tree is not visible to the public

### **Proposed location of the Blue Tree**

The Blue Tree Project has identified a tree in Riverside Park adjacent to the old skate park and gym equipment.



This proposed Blue Tree in the above image will be in the more traditional style in that it will be painted blue.

## Pros and Cons of tree chosen by The Blue Tree Project

### Pros

- Dead tree in good condition,
- Prominent location in plain view of the public, raising awareness of mental health and the services that are available in which help can be sought,
- Centre piece for a community youth event in which the youth can participate
- Safe area to gather for official opening and reflection

### Cons

- Community attachment to the tree may make it difficult to remove should future development of the Riverfront occur.
- The tree is reasonably tall, and the project may require assistance to paint the upper portions of tree (Council has not been approached to assist)
- Most likely will require pest control for termites

### Conditions

- If the tree needs to be removed due to future development requirements or the tree becomes unsafe and presents a hazard to the public, Council reserves the right to remove the tree and seek another location for the establishment of a blue tree.

## Consultation

The Parks and Gardens team was consulted over the use of the nominated tree, and it was agreed the tree would be suitable for a project of this nature. Discussion within the Community Development unit also noted the location seemed suitable.

It has been discussed that if the tree nominated is painted blue then interpretative signage would benefit the project and should be considered.

## Financial Implications

Potential cost for termite control \$300/year.

## Social Implications

The project is likely to be positively received by the youth of Swan Hill, while support from other community members may vary. Overall, the initiative aims to raise awareness about the impacts of mental health challenges and to highlight the support services available for those experiencing mental health issues.

## Economic Implications

Nil.



**Environmental Implications**

Nil.

**Risk Management Implications**

Council will need to continue to liaise with the Blue Tree Project Organisers about all aspects of the project and the safe implementation of all aspects of the project.

The project as proposed by The Blue Tree Project will have to manage pedestrian traffic whilst painting the tree.

- Attachments:**
1. Letter Blue Tree Project Request [2.4.1 - 1 page]
  2. Blue Tree Location [2.4.2 - 1 page]
  3. Interpretive Signage [2.4.3 - 1 page]

**Options**

1. Support the project as proposed by The Blue Tree Project in Riverside Park Swan Hill.
2. Support the project but modify the proposal to find a more suitable tree and location
3. Do not support the project

**Recommendation/s**

**That Council;**

1. Support the project as proposed by The Blue Tree Project in Riverside Park Swan Hill; and
2. Continue to liaise with the Blue Tree Project organisers to safely deliver this project.

**CM 2025/144 Motion**

**MOVED Cr Rogers**

**That Council;**

1. Support the project as proposed by The Blue Tree Project in Riverside Park Swan Hill; and
2. Continue to liaise with the Blue Tree Project organisers to safely deliver this project.

**SECONDED Cr Broad**

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

Wright family  
89 Gray street  
Swan Hill VIC 3585



Swan Hill Rural City Council  
Splatt St  
SWAN HILL VIC 3585

**06/02/2025**

To Whom It May Concern

In response to your email of 11 Feb 2025. Please find **enclosed** copies of PDS and SDS for paint that we propose to use for painting of the 'Blue Tree at Riverside Park. These documents are readily available from the Website if you require an electronic copy.

I have also **enclosed** a couple of photos of the tree that we have investigated for the project, although we are open to suggestions from SHRCC as to the position of the tree. This tree is not too high and is in a prominent position near Riverside Park amenities.

To ensure the safety of the public during the painting we will make sure the area is secured by cordoning off the area with fencing and restricting the number of participants involved in the exercise. The painting of the Blue Tree will occur during the Music in the Park event and has the support of SPARK. The signage, if approved, will be erected at a later date.

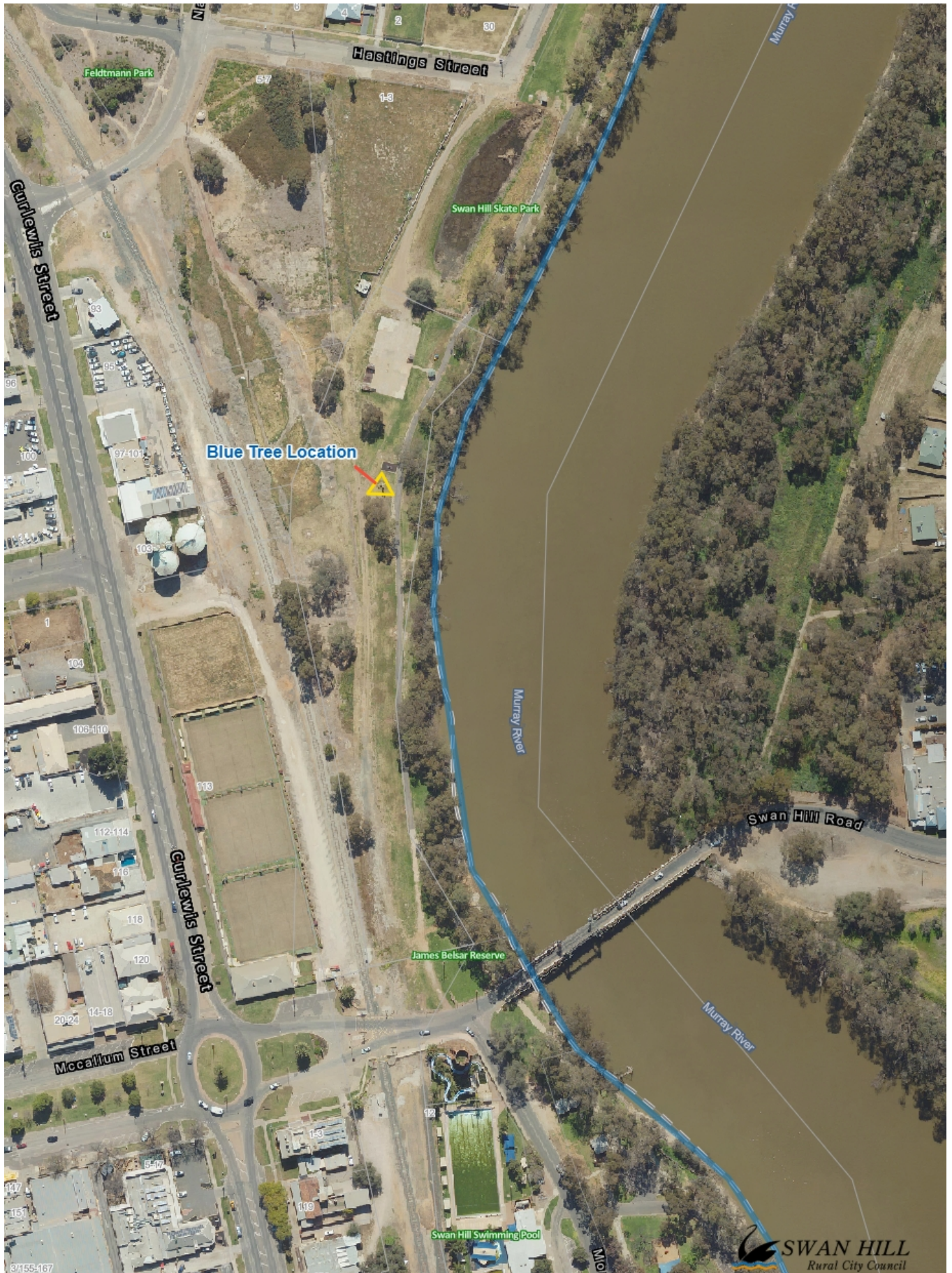
We trust that you understand the importance of this request and the value it will provide to the community. Thank you for your support and we look forward to hearing back from you. Should you require any further information please contact Leanne Wright on 0427812051 or [dlwright4@outlook.com](mailto:dlwright4@outlook.com) or visit [www.bluetreeproject.com.au](http://www.bluetreeproject.com.au) for further information. You may also approach the committee of SPARK who are involved in the project.

Thank you for your time.

Yours Sincerely

Leanne Wright and family.









## 2.5 Art Gallery Redevelopment Budget

**Directorate:** Community and Cultural Services

**File Number:** S01-03-09

### Summary

This report provides an update on the Gallery redevelopment and requests the allocation of funding from a Reserve to the project to ensure the project is completed on time and without further rate-payer contribution.

### Background

The redevelopment of the Art Gallery is a project that was first incepted in 2004, and priorities include extra floor space to improve display areas, modernise and increase storage and improve the exterior presentation of the building.

In a Briefing report presented on 22 July 2025, the issue of unforeseen costs and the budget impact was discussed.

This report provides further information as to the nature of these unforeseen costs and presents a source of funding that preserves Council's resolution to limit the rate-payer contribution to what has already been allocated.

### Infrastructure Costs

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.

Some additional infrastructure works which were identified, including upgrades to the inground power supply to both the Lodges and Spoons restaurant, and provision of generator power ensured continuity of service while this work was completed, Site Main Switch Board upgrade, and the site stormwater pit requiring additional work, and Lower Murray Water infrastructure upgrades.

Once work commenced on the redevelopment, the poor condition of the existing building was uncovered. In addition, there were items and costs identified during the building phase that were not included in the plans, such as the existing timber columns, which showed termite damage. Other works included remedial work on the existing slab due to differing floor heights, electrical pillar relocation, a revised security system, fire system upgrades, and heating and cooling system amendments.

With these unforeseen works, and other smaller variations that have arisen, the contingency included in the project budget is likely to be exhausted.



Officers have nominated the reserve associated with the transition of the aged care program as an additional funding source. This reserve was established in 2017 with the sale of aged care packages to an alternative provider, and also created the Futures Fund, which has enabled projects such as the Ronald Street units in Robinvale.

This report is seeking approval to allocate the \$214,000 Aged Care Reserve funding to the Art Gallery redevelopment budget.

This funding will enable the revised landscaping plan to be completed and replace some of the project contingency that would enable on-time completion of the project.

The contractors require formal approval to finalise some elements, and good governance requires approval of this reallocation of funds to allow these elements to be completed. This will ensure the planned completion date of 13 November is achievable.

**Attachments:** Nil

### **Options**

1. That Council approves the allocation of the aged care reserve's remaining \$214,000 to the Gallery Redevelopment Project budget to ensure a contingency and return any unspent funds upon completion to Council reserves.
2. That Council does not approve the allocation of the aged care reserve funding and nominates an alternative source to allow completion of the project.

### **Recommendation/s**

**That Council approves the allocation of the aged care reserve's remaining \$214,000 to the Gallery Redevelopment Project budget to ensure a contingency and return any unspent funds upon completion to Council reserves.**

### **CM 2025/145 Motion**

#### **MOVED Cr Thornton**

**That Council approves the allocation of the aged care reserve's remaining \$214,000 to the Gallery Redevelopment Project budget to ensure a contingency and return any unspent funds upon completion to Council reserves.**

#### **SECONDED Cr Rogers**

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

## 3 Officer Report for Noting

### 3.1 Workforce Plan mid-year progress report

**Directorate:** Corporate Services  
**File Number:** S18-24-02  
**Purpose:** Information Only

#### Council Plan Strategy Addressed

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

##### 4.1 Excellent management and administration

4.1.1 Well managed resources for a sustainable future

4.1.2 Provide robust governance and effective leadership

4.1.3 Sound, sustainable:

- Financial management • Excellence in service delivery • Strategic planning

#### Current Strategic Documents

Workforce Action 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 Local Government Act 2020 requires Council's Chief Executive Officer to develop and maintain a workforce plan that outlines the current and future workforce requirements for the organisation (for at least 4 years).

This is the mid-year report of the final year of our Workforce plan 2021-2025.

#### Discussion

Swan Hill Rural City Council's Workforce Plan 2021-2025 is an essential component of the Integrated Planning and Reporting Framework and was developed to ensure that as an organisation we have the right people with the right skills to effectively deliver on the Community Vision and the Council plan. The current workforce plan determined that in order for the organisation to continue to deliver the Council Plan and Capital works program, the following changes were introduced:

Establishment of a Project Management Office (PMO) in 2021 and 5 additional FTE spread across the following areas:

Project Management Office

- Project Management Office Manager (1 FTE)
- Major Building Construction Project Manager (1 FTE)
- Two additional Project Manager position (2 FTE)

### Infrastructure

#### Additional resources in Engineering

- Created a Senior Engineer Position (1FTE)
- Align the building unit with Assets

Strategies were introduced to address workforce shortages each with assigned actions:

#### **1. Be an Employer of Choice**

Support work/life balance. A healthy work-life balance is important for creating and fostering employee engagement, this encompasses far more than merely how many hours an employee spends in the office. It also requires a combination of physical and emotional wellbeing.

#### **2. Career and skill development**

Promote and encourage professional development opportunities by identifying and progressing our best performers' technical and business skills. Employment has evolved, staff don't want the same job forever and need tailored progressive career paths.

#### **3. Encouraging diversity in the workplace**

Council will continue to explore options to encourage workplace diversity, building a culture of respect and inclusion which recognises the various dimensions of diversity including Gender, Race, Culture, religion and disability resulting in a more productive and progressive workplace.

#### **4. Encouraging Health and Well-being in the Workplace**

Mentally healthy workplaces are positive and productive. They are environments where people want to come to work. It's important that we feel mentally healthy, safe and valued at work, so we can perform at our best and flourish in other aspects of life.

#### **5. Ageing Workforce**

Continue to support our ageing workforce by reducing any negative stereotype associated with age. Support flexible working arrangements and transitions to retirement. A review of policies and procedures will provide guidance on redesigning systems and processes to support ageing workers. Upskilling managers to empower employees, who will have the knowledge and resources to navigate the challenges and opportunities of late career. Support retirement planning.

#### **6. Workplace flexibility**

Consider requests for workplace flexibility. Amongst all the difficulties of COVID-19, we have also experienced amazing innovation, creativity and most

notably resilience, and a vision for a better future. We experienced the rapid creation of new ways of doing business, new products and services, new ways to shop, new ways of teaching and learning, with absolutely online everything. All combining to transform how we work, live, socialise, be healthy and happy in what has become a highly uncertain and constrained world.

## **7. Equality**

The aim of gender equality in the workplace is to achieve broadly equal opportunities and outcomes for all, not necessarily outcomes that are exactly the same for all.

## **Actions Update**

During this reporting period, 7 additional actions have been completed since the December 2024 progress report. The overall Workforce Plan actions are 90% complete with 7% in progress and 3% delayed.

### **Overall Progress**

- Total Actions: 41
- Completed: 37
- On Track: 3
- Delayed: 1
- Overdue: 0

### **Summary of what has been achieved in each Objective**

#### ***Objective 1: Be an Employer of Choice (67% of actions complete)***

- Training Plans & Reviews: Annual staff reviews completed for 2022–2023; 2024 & 2025 in progress.
- Local Workforce Development: Career promotion through schools; limited success with apprenticeships and traineeships.
- Succession Planning: presentation developed and pending ELT review.
- School Engagement: Ongoing work experience programs.

#### ***Objective 2: Career and Skill Development (100% of actions complete)***

- Training Access: 51 program-specific trainings completed in 2024.
- Flexible Work: Policy developed and flexible work clause included in Enterprise Agreement.
- Exit Interviews & Scholarships: Exit interview questions reviewed and exit interviews ongoing; scholarship program reviewed and advertised.
- Graduate Support: Staff supported in formal studies; advance diploma procurement, diploma of leadership and CPA programs underway or completed.
- Staff Surveys: Conducted in 2024; about to roll out the 2025 survey.

- Leadership & Coaching: Multiple training sessions and coaching programs delivered.

**Objective 3: Encouraging Diversity (71% of actions completed)**

- Data Collection: Diversity data integrated into staff forms and reviews.
- Aboriginal Employment Plan: Draft completed, pending RAP.
- Inclusive Advertising: Job ads tailored for diverse audiences and written in easy English.
- Induction & Training: GEAP info added to induction.
- Buddy Program & Cultural Inclusion: Buddy program researched; prayer rooms and cultural leave provisions implemented.

**Objective 4: Health and Wellbeing (100% of actions complete)**

- Committee Support: Annual calendar of wellbeing events approved.
- Healthy Habits: Trialled pop-up reminders; exploring alternatives.
- Family Violence Support: EAP access and training promoted.
- Climate & Active Transport: Bike fleet promoted.
- Mental Health: EAP expanded; sporting teams encouraged.

**Objective 5: Ageing Workforce (100% of actions complete)**

- Phased Retirement: Promoted and supported through flexible arrangements.
- Retirement Planning: Vision Super sessions held.
- Knowledge Management: Procedure manuals mandated in reviews.
- Reduced Hours Support: Flexible work policy in place.

**Objective 6: Workplace Flexibility (100% of actions complete)**

- Policy Adoption: Flexible work policy implemented.
- Staff Check-ins: Managers regularly engage with staff on flexible agreements.
- Policy Benchmarking: working from home and flexible working Policies reviewed and merged post-GIA.
- IT Support: Office 365 and laptops rolled out.

**Objective 7: Gender Equality (100% of actions complete)**

- Gender Equality Committee Support: Meetings and TOR finalised.
- GEAP Implementation: Actions underway and ongoing.
- Inclusive Recruitment: Gender decoder used for ads.
- Inclusive Social Events: Policy reviewed to ensure family-friendly and inclusive events.

## **Consultation**

Consultation was undertaken with the ELT and online workshops offered to staff to contribute to the development of the Workforce Plan 2021-2025.



## **Financial Implications**

Without strategic planning, council may overstaff or understaff, leading to budget blowouts or service gaps. Reactive hiring due to poor planning can result in higher costs for advertising, onboarding, and training. Skills mismatches and high turnover can reduce operational efficiency and increase overtime or contractor reliance.

## **Social Implications**

Inadequate staffing can lead to poor service delivery, eroding public confidence. Missed opportunities to support local employment pathways, such as apprenticeships or traineeships.

## **Economic Implications**

Council is a major employer. Poor workforce planning can reduce local job opportunities and economic stimulation. Failure to anticipate future needs can leave council unable to compete for talent, especially in high-demand areas like planning, engineering, and IT. Without investment in workforce capability, council may lag in adopting new technologies or service models.

## **Environmental Implications**

Nil

## **Risk Management Implications**

Compliance Risks include breaches of obligations under the Local Government Act 2020 or Gender Equality Act can result in reputational and legal consequences. Operational Risks from lack of succession planning and knowledge transfer can disrupt services when key staff leave. Strategic Misalignment and workforce gaps can prevent council from delivering on our Council Plan and Community Vision and other strategic plans.

**Attachments:** 1. Workforce Plan Reporting 20250704 [3.1.1 - 10 pages]

## **Options**

1. That Council note the Workforce Plan mid-year progress report.

## **Recommendation/s**

**That Council note the Workforce Plan mid-year progress report.**

## **CM 2025/146 Motion**





### **MOVED Cr Broad**

**That Council note the Workforce Plan mid-year progress report.**



### **SECONDED Cr Englefield**

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

## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report





Objective 1: Be an Employer of Choice					
WFP No.	Action	Performance Measure	Responsible	Due	Status
1.1	Work with staff to prepare individual training plans that reflect legislative requirements and personal career paths	Staff undertake annual staff performance reviews by the due dates	Directors Managers and Coordinators	Annually Completed for 2022 and 2023, 2024 and <b>2025 in progress</b>	
1.2	Continue to foster the growth of the local workforce through ongoing training and investigate opportunities for traineeships and apprenticeships	Attend/facilitate information days to promote work experience and work placement programs with schools and TAFE  Identify areas for possible trainees, apprentices and school base apprentices and present to ELT	Senior Human Resources (HR) Officer  HR training Officer	July 2022  HR and Media developed a careers in Council video which has been used to promote Council jobs at McKillop College. HR have ongoing discussions with the schools' careers teachers.  Two areas identified for a potential apprentice and traineeship in 2023;  1.Apprentice Mechanic and 2. Trainee Admin in Robinvale  This did not eventuate. The appointment was for a more experienced employee. Customer Service advertised for a trainee when current staff take maternity leave in 2024, unfortunately there were no applications.  <b>2025 converted the trades assistance in the workshop to a mechanical apprenticeship.</b>	
1.3	Develop mechanisms that will facilitate effective succession planning	Develop succession plans for identified positions Implement an ageing workforce strategy	Senior HR Officer  HR Officers	March 2022  Commenced performance objective set for staff to create procedure manuals through staff review process. previous years succession planning to be reviewed.  <b>A succession plan has been developed and is to be presented to ELT in July 2025</b>	
1.4	Work closely with regional high schools to successfully host School Based traineeships and apprenticeships, work experience and work placement programs	Attend High School Careers Expo. School students undertake work experience and work placement	HR Officers	Ongoing  2022 - Careers expo held in November and <b>Thursday, 15 2025 - May @ SH College.</b>  2023 - The Work experience program continued with six successful placements.  2024 - 23 work experience applications were received with nine successful placements	

## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report



Objective 1: Be an Employer of Choice					
WFP No.	Action	Performance Measure	Responsible	Due	Status
1.5	Increase the level of Aboriginal employment within Council	Host traineeships targeted to Aboriginal applicants	Senior HR Officer HR training Officer	December 2022  Employment Plan in draft, Senior HR officer and Aboriginal Community Development Officer have reviewed the draft 10/23, to be taken through ELT. On hold until the RAP is completed.	
1.6	Benchmark Councils compensation and benefits, to ensure Council is competitive to attract staff	Banded positions will be benchmarked other Victorian councils.  Non banded positions will be benchmarked against national remuneration surveys and market rates	Organisational Development Manager (ODM)	Ongoing  McArthurs national remuneration survey completed. All salaries have been benchmarked in 2022, 2023 and 2024. Completed the Meerkin & Apel banded staff survey in 2022, 2023 and 2024.	

Objective 2: Career and Skill Development					
WFP No.	Action	Performance Measure	Responsible	Due	Status
2.1	Make employee development a priority by providing training and development opportunities for all staff	Staff undertake training as identified in staff review training plans	HR Officer (Training)	Annually  Training has been assigned following 2022,2023 & 2024 staff reviews. Council has a separate Learning and Accreditations Module as part of the recently implemented Human Resource Information System HRIS, giving staff the ability to self-assign training throughout the year.  2024/25 program specific training requested through the 2024 staff review process has been completed with a training report showing 51 program specific training requests.  During 2024, some of the face-to-face courses provided that also link in with program specific training requests have included:  Communications & Engagement Strategy, Performance Management, Change Management, Leadership Management and Leading a Hybrid Team.  2025 reviews are currently underway, including training needs analysis. Training and development will be determined once all information is collated.	

**Workforce Action Plan 2021-2025 – June 2025 Action Plan Report**


<b>Objective 2: Career and Skill Development</b>					
<b>WFP No.</b>	<b>Action</b>	<b>Performance Measure</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
<b>2.2</b>	Create innovative work options	Add flexible work options into 2021 EBA.  Develop Flexible Working Arrangements Policy	ODM and Governance Officer	Year 1	
<b>2.3</b>	Conduct Exit Interviews for exiting staff	Number of exit interviews completed	HR Officer (Recruitment)	Ongoing	
<b>2.4</b>	Review of existing Scholarship Program	Changes made to the existing program, brochures updated and scholarship advertised	Senior HR Officer	Year 1  Program reviewed, Advertised 4 positions in Jan 2023, 2 positions filled in 2023, 1 scholarship student commenced in the PMO and one in IT.  Scholarships to be advertised in December/January.	
<b>2.5</b>	Identify areas where Council can support graduate and post graduate studies in selected fields as required by the organisation	Area identified and approval from ELT gained and included into next financial years' budget	Senior HR Officer  HR Officer (Training)	January 2022  Investigate planning graduate, investigate further MBS support.  Building program on hold as the MBS and Building surveyor positions' currently vacant.  <b>Development and Planning are considering hosting a student placement for an RMIT Sustainability &amp; Urban Planning (SUP) student for the upcoming term (September 2025 – June 2026).</b>  The Infrastructure Directorate enrolled five council staff in the Municipal Works Australia's fully funded Diploma of Leadership and Management BSB50420 course. The course commenced in September 2024 with the option of completing in 12 or 18 months.  <b>Corporate Services has supported the Procurement Coordinator with formal procurement studies and the Senior Accountant to complete a CPA (Certified Practising Accountant) course.</b>	





## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report

Objective 2: Career and Skill Development					
WFP No.	Action	Performance Measure	Responsible	Due	Status
2.6	Conduct employee opinion surveys that are measurable for employee engagement	An employee opinion survey is undertaken	Governance Officer	<p>Year 3</p> <p>2023 Staff survey conducted in November, preliminary results provided to ELT in April and the detailed results presented to ELT May 2024. A project plan was developed for the executive to roll out the results to each directorate/department. Action plans developed which will be reported on each quarter and communicated to all staff.</p> <p>Staff survey to be conducted again in July/August 2025</p>	
2.7	Investigate workshop style Leadership and Management training	Approved provider selected and training delivered	Senior HR Manager and HR Training Officer	<p>Year 2</p> <p>Council selected two groups of staff to compete in the Australasian Management Challenge in 2022 and 2023.</p> <p>There has also been a focus on Project and Contract Management training in 2023.</p> <p><b>Managing Construction Safely</b> was delivered by HAZCON - 16 January 2024</p> <p><b>Communications &amp; Engagement Strategy Training</b> – 27 &amp; 28 March 2024.</p> <p><b>Performance Management Training</b> delivered by Preferred Network Training - 14 May 2024.</p> <p><b>Change Management Training</b> delivered by Preferred Network Training – 14 November 2024</p> <p><b>Leadership Management Training</b> delivered by Preferred Network Training – 27 November 2024.</p> <p><b>Leading a Hybrid Team Training</b> delivered by Preferred Network Training – 27 November 2024.</p>	






## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report






Objective 2: Career and Skill Development					
WFP No.	Action	Performance Measure	Responsible	Due	Status
2.8	Investigate Coaching programs for new emerging and experienced managers to improve management and people skills	Approved provider selected and Coaching delivered	Senior HR Manager and HR Training Officer	Year 2  LG Pro Ignite & Mentoring programs for new supervisors, 2 staff applied for LG Pro Emerging leaders in 2023.  LG Pro Ignite (2 PMO staff) and LG Pro Mentoring Program (Engineering staff) attended in 2024.  DISC Training delivered to the ELT, LT and Councillors' in March 2025.  External Coaching has been provided to new Directors.	

Objective 3: Encouraging Diversity in the Workplace					
WFP No.	Action	Performance Measure	Responsible	Due	Status
3.1	Review employment forms to ensure they capture diversity data	Updating payroll information form to capture information linked to GEAP requirements	HR Officers (Recruitment & Training)	Year 1	
3.2	Update existing employees diversity information	Redesign the online staff review documents to capture diversity information	HR/IT	Year 1	
3.3	Review Council's Aboriginal Employment Plan	Review and update accordingly	Senior HR Officer	Year 3  Draft completed, to be presented to ELT. On hold until RAP is completed.	
3.4	Expansion of Council's job vacancy advertising to include media and service outlets specific to diverse workers	Ensure advertisements are written in easy English and distributed to relevant locations to ensure diverse workers have access to them (i.e. Noticeboards in Robinvale)	HR Officer (Recruitment)	Year 2  Job advertisements emailed to various employment agencies i.e.. MADEC, AXIS, WDEA  Adverts are displayed on notice boards at various Council locations.  Using social media to target diverse communities  Advertisements are written in clear and simple language with a gender lens.	





**Workforce Action Plan 2021-2025 – June 2025 Action Plan Report**

<b>Objective 3: Encouraging Diversity in the Workplace</b>					
<b>WFP No.</b>	<b>Action</b>	<b>Performance Measure</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
<b>3.5</b>	Promotion of awareness and understanding of diversity principles through Councils induction and training programs to existing and new employees	Incorporate GEAP information into induction and training programs	All HR Officers	Ongoing  Gender Equality added into the staff induction.	
<b>3.6</b>	Investigate a 'buddy program for new employees to assist their smooth transition into the Council workforce	Research buddy programs.  Implementation ensuring managers and buddy are trained accordingly	All HR Officers	Year 2  Research undertaken	
<b>3.7</b>	Provision of cultural and religious differences within the workplace which may include prayer rooms and provision of staff leave for religious or cultural festivals	Investigate suitable spaces throughout different areas of Council	All HR Officers	Year 3  Spaces investigated  Prayer room in Splatt St Office – promoted in staff newsletter.  Staff can access empty office areas in Robinvale at the resource centre.  There is provision in the Enterprise Agreement for staff leave for Cultural and Ceremonial leave Clause 8.15	






## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report

Objective 4: Encouraging Health and Well-being in the Workplace					
WFP No.	Action	Performance Measure	Responsible	Due	Status
4.1	Continue supporting the Health and Wellbeing Committee	Allowing time to promote and implement approved events	ELT	Ongoing  Calendar of events going to ELT on 19 Dec 2022  Calendar of Events is approved by ELT each year.	
4.2	Increase healthy eating and active work life - For sedentary workers reminders throughout the day to get up and move. e.g IT pop up on computer screen	Survey sedentary workers after pop ups on computer screens have been going for six months	Health and Wellbeing committee	Year 1  MyEverydayWellbeing online health and wellbeing platform purchased to trial for 12 months.  Pop up reminder on computer screens was implemented for a short time but was taking up staff's calendar time so deleted.  I.T. were looking at purchasing another option, but cost involved.	
4.3	Support to staff who have experienced all forms of family violence	Access to Employee Assistance Program and application of provisions in the EBA to support staff	Organisational Development Manager, Senior HR Officer	Ongoing  Has been in the Newsletter, training being provided, pop up on portal banner	
4.4	Reducing the impact of climate change on health and well-being	Promote bike fleet and other active transport options and include in Corporate Induction	Health and Wellbeing committee  HR Officer (Recruitment)	Year 1  Bike fleet process updated	
4.5	Improve mental health and well-being, by providing expanded EAP and encourage Council sporting teams	Alternative non local EAP providers to be sourced	Senior HR Officer	Year 1  EAP has been expanded to include phone consults through Me and Work. Staff can also request alternative providers.	

## Workforce Action Plan 2021-2025 – June 2025 Action Plan Report







Objective 5: Ageing Workforce					
WFP No.	Action	Performance Measure	Responsible	Due	Status
5.1	Continued commitment to Phased Retirement options	Phased retirement provides an incentive for employees to delay retirement and continue to contribute to the workforce whilst also having time to pursue other lifestyles commitments and opportunities. Retention of skilled employees in the workforce for a longer period of time, preservation of organisational / corporate knowledge and provision of a system for effective succession management	Managers and Senior HR Officer	Ongoing  Phased retirement options involves offering individual employees a structured and flexible transition from full-time work to retirement. This benefits both the employees and the organisation by ensuring knowledge transfer, maintaining workforce stability, and supporting employee well-being. Promotion of retirement sessions with Vision super in the newsletter.	
5.2	Vision Super Retirement Planning sessions	Actively promote through all avenues	HR Officer (Training)	Ongoing  2023 Vision Super delivered a retirement planning session 8 December  2024 Vision Super Retirement Sessions held 17 & 18 April  2025 Sessions to be delivered on the 6-7 August	
5.3	Ensure knowledge management is captured	Procedure manuals are in place and up to date.  Include as a compulsory objective on staff performance review.	HR Officer / Manager	Ongoing  Development of procedure manuals has been added into staff reviews as a standard objective.  2024 HR conducted an audit after the completion of the staff reviews to identify gaps.  2025 Promoted again in the reviews	
5.4	Support provided for reduction in hours	Work is being completed to support employees on their days off	Manager / Supervisor / Co-worker	Ongoing  All staff can request a flexible working arrangement for reduced hours to be considered in accordance with the Flexible Working Arrangements Policy	






**Workforce Action Plan 2021-2025 – June 2025 Action Plan Report**

<b>Objective 6: Workplace Flexibility</b>					
<b>WFP No.</b>	<b>Action</b>	<b>Performance Measure</b>	<b>Responsible</b>	<b>Due</b>	<b>Status</b>
<b>6.1</b>	All flexibility requests will be considered	Application submitted	HR and Director	Ongoing and as required. Flexible Working Arrangement policy adopted.  We have seen a 123.81% increase in number of formalised FWAs No's of FWAs <ul style="list-style-type: none"> <li>2022-23 – 21</li> <li>2023-24 – 22</li> <li>2024-25 – 47</li> </ul>	
<b>6.2</b>	Welfare check-ins on staff who are on a flexibility agreement	Employee concerns / satisfaction with workplace flexibility through a survey or a phone call	Senior HR Officer / Manager	Ongoing and as required Managers touching base with staff on flexible agreements.	
<b>6.3</b>	Compare policies against industry best practice	Flexible working arrangement policy and Working from home policy compared and updated	Governance Officer	Year 1  These policies were reviewed and compared a GIA was completed and it was determined to combine the two policies.	
<b>6.4</b>	IT services support of equipment and availability	Capable of completing work remotely and unhindered	All HR and IT	Ongoing and as required. ICT strategy implementation occurring. Office 365 and laptops rolled out.	
<b>6.5</b>	Implement/facilitate pilots in parts of the organisation to test ideas and identify flexibility barriers and enablers	Area identified and ideas and barriers analysed.  Use learning and insights to strengthen or refine flexibility policies, processes and practices	Risk Officer/Senior HR Officer	Year 1  Looking at flexibility in all areas, some staff have commenced a hybrid working model. Flexible Working Arrangements Policy and Procedure adopted, following consultation.	



### Workforce Action Plan 2021-2025 – June 2025 Action Plan Report

Objective 7: Gender Equality					
WFP No.	Action	Performance Measure	Responsible	Due	Status
7.1	Facilitate and support the Gender Equality Committee	Regular meetings scheduled, agendas and minutes completed	Governance Officer	Ongoing	
7.2	Finalise the Terms of Reference (TOR) for the Gender Equality committee	TOR	Gender Equality Committee	January 2022 Terms of Reference reviewed following consultation and approved by ELT in June 2024	
7.3	Facilitate the Gender Equality Action Plan (GEAP) Project	Gender Equality Action Plan approved and submitted	Organisational Development Manager	March 2022	
7.4	Implement the Actions of the GEAP	Actions implemented according to timeframes	ELT/Managers	Complete and Ongoing	
7.5	Review recruitment advertising to ensure that the language and rhetoric used does not exclude certain groups	Assessment of all recruitment advertisements completed and documented	HR Offices	Complete and Ongoing. Using a gender decoder for advertisements.	
7.6	Make social functions more gender-inclusive by holding them at family-friendly times and restrict events based around alcohol and sport, which may engage male networks and exclude women	Social function application forms comply	All Managers and Supervisors	Ongoing Currently occurring and the Social Events Policy has been reviewed.	

Legend	Status
 The task is overdue and needs immediate attention	0
 The task could be delayed	1
 The task is on track to be completed on time	3
 The task has not commenced	
 The task is completed	37
<b>Total</b>	<b>41</b>

Since December 2024 progress report, a further seven actions have been completed. Overall, 90% of the Workforce Plan actions are now complete, with 7% currently in progress and 3% experiencing delays.

- Objective 1: Be an Employer of Choice 67% of actions complete
- Objective 2: Career and Skill Development 100% of actions complete
- Objective 3: Encouraging Diversity in the Workplace 71% of actions complete
- Objective 4: Encouraging Health and Well-being in the Workplace 100% of actions complete
- Objective 5: Ageing Workforce 100% of actions complete
- Objective 6: Workplace flexibility 100% of actions complete
- Objective 7: Gender Equality 100% of actions complete.

## 3.2 Gender Equality Action Plan Report

**Directorate:** Corporate Services  
**File Number:** S18-27-01  
**Purpose:** Information Only

### Council Plan Strategy Addressed

**3. Harmony** - We will be a welcoming community for all, recognised for our maturity and respect for each other.

#### **3.1 Communities that are safe, welcoming and inclusive**

- 3.1.1 The diversity of our communities is celebrated
- 3.1.2 Encourage the growth and positive development of our youth
- 3.1.3 Flourishing community organisations
- 3.1.4 Our elderly and vulnerable are cared for
- 3.1.5 All members of our communities are supported

### Current Strategic Documents

Council Plan  
Gender Equality Action Plan 2021-2025

### Declarations of Interest

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

### Summary

Section 11 (1) of the Gender Equality Act 2020 requires Council to develop a Gender Equality Action Plan (GEAP). The Gender Equality Act 2020 aims to improve workplace gender equality in the Victorian public sector, universities, libraries, and local councils. The Act commenced on 31 March 2021. The current Gender Equality Action Plan (GEAP) 2021-25 midyear report is due.

### Discussion

This is the final year of the current GEAP 2021-2025. Planning for the development of a new GEAP 2026-2030 has commenced with 'The People Matter Survey' for Gender Equality Reporting, run by the Victorian Public Sector Commission (VPSC) was conducted in our organisation from Tuesday 28 April 2025 – 16 May 2025. The People matter survey for gender equality reporting was developed in consultation with the Commission for Gender Equality in the Public Sector to help organisations better understand and track progress towards gender equality in their workplace. The data from this survey will be used in the development of the next GEAP.

The current GEAP 2021-2025, contained 32 actions (see attached report), 31 actions have been completed which has resulted in a 97% completion rate. The one remaining action, to promote non –traditional roles has been occurring however there is more to be done and will continue in the next GEAP.

Summary of the key outcomes and progress from Council's Gender Equality Action Plan (GEAP) 2021-2025:

- HR systems updated to capture intersectional data.
- People Matter Survey promoted with plans for broader engagement.
- Equal Employment Opportunity Policy reviewed and approved.
- Staff in non-traditional roles profiled (e.g., female building surveyor).
- Apprenticeship and traineeship opportunities explored, though uptake varied.
- Recruitment materials reviewed for gender neutrality.
- Community engagement guidelines updated to reflect diversity.
- Disability audits conducted to inform infrastructure upgrades.
- Participation in Women Leading Locally Fellowship and related campaigns.
- Workforce data under review to address part-time work and pay gaps.
- Salary structures reviewed prior Enterprise Agreement negotiations.
- Sexual harassment training and induction materials updated.
- Bystander training trialled and rolled out.
- Annual training plans for leadership on gender equality implemented.
- Family violence training and awareness campaigns (e.g., 16 Days of Activism).
- Community events like the Walk Against Violence supported.
- Exit interviews now include gender equality indicators.
- Engagement with Rainbow Tick program for LGBTQIA+ inclusion.
- Unconscious bias training provided to recruitment panel members.
- Flexible Work Arrangements (FWA) policy updated and promoted.
- Online training for managers on FWA.
- Support for carers and parental leave reinforced.
- Pilot project launched to promote non-traditional roles.
- Staff survey identified gendered perceptions of roles.
- Accessible bathroom upgrades planned and funded.

Progress reported bi-annually to the Executive Leadership Team and annually to Council has occurred. The Gender Equality Committee continues to meet regularly and communicates via quarterly newsletters.

### **Consultation**

The Gender Equality Committee and the Executive Leadership Team have been consulted.

### **Financial Implications**

Actions from the GEAP have been covered in existing budgets.

### **Social Implications**

A Gender Equality Action Plan (GEAP) offers a range of social advantages including reducing discrimination, harassment, and bias. Fosters respect, collaboration, and psychological safety. Enhances services and support for women, LGBTQIA+ individuals, and all genders. Promotes awareness and prevention of family violence and sexism.

### **Economic Implications**

The Gender Equality Action Plan (GEAP) offers a range of economic advantages including diverse teams bringing varied perspectives, leading to innovation and better problem-solving. Employees in inclusive environments are more engaged and motivated reducing turnover and recruitment cost and can minimise risks related to workplace discrimination and harassment claims. Promoting equal pay and career progression supports local economic growth by enabling more people to participate fully in the workforce.

### **Environmental Implications**

Gender-inclusive audits (e.g. disability access, bathroom upgrades) often lead to more sustainable and accessible public spaces. Promoting remote work and flexible hours can reduce commuting, lowering carbon emissions and traffic congestion.

### **Risk Management Implications**

Failing to undertake a workforce gender audit and develop a GEAP means Council will not meet its obligations under the Gender Equality Act 2020.

**Attachments:** 1. GEAP Progress Report June 202506 [3.2.1 - 11 pages]

### **Options**

1. That Council note the progress of the Gender Equality Action Plan June 2025.

### **Recommendation/s**

**That Council note the progress of the Gender Equality Action Plan June 2025.**

### **CM 2025/147 Motion**

### **MOVED Cr Rogers**

**That Council note the progress of the Gender Equality Action Plan June 2025.**

### **SECONDED Cr Thornton**

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

# Gender Equality Action Plan

GEAP 2021 - 2025



Progress update June 2025






## Indicator 1 – Gender composition


Activities	Responsible	Due	Status	Notes
<b>Objective 1.1 Develop and implement gender equality policies, practices and data collection across the organisation</b>				
Review and improve employee data collection, recording and storage capacity, particularly in relation to intersectional data.	HR Recruitment Officer	2023/24		HR System has been implemented and will be used in conjunction with the online payroll system to capture employee data.
Review ways to promote the People Matter Survey across the organisation to increase response rate and gather accurate data	Senior HR Officer	2024/25		The workforce Audit and Progress reporting documents have been submitted to the Gender Equality Commission. These documents incorporate workforce and People Matters Survey data. Staff were sent multiple emails highlighting the need to complete the survey. Prior to the next survey posters will be displayed at other sites e.g. Depot toolbox and Pioneer settlement on the importance of completion of the survey, how it is accessed, a presentation to the Leadership team to occur prior to the roll out of survey so they can promote the survey and answer any questions.
Review Equal Employment Opportunity Policy	Senior HR Officer and Governance Officer	2021/22		Completed (Approval from ELT on 23/05/2022)






Activities	Responsible	Due	Status	Notes
<b>Objective 1.2: Increase the visibility of women, men and gender diverse people in non-traditional roles</b>				
Regular profiling of Council staff who are employed in non-traditional roles to promote and encourage varying career opportunities.	HR Officers	2021/22 and ongoing		Monica Ellis (Cadet Building Surveyor) – March 2022 HR Newsletter. Others to be profiled. Currently being discussed between GEC and HR to have a female Authorised officer from Robinvale as person to be profiled.
Examine costs for offering traineeships, apprenticeships, scholarships, targeted to improve representation of gender and intersectionality.	ODM	2022/23		Motor Mechanic Apprenticeship advertised October 2022. Customer Service Traineeship advertised in 2024 no applications received.  HR met with Murray Mallee Training (13/10/2022) to discuss LGPro Apprentices/Traineeship Program.  Ongoing review of potential apprentices and trainees occurs when positions become vacant.

Activities	Responsible	Due	Status	Notes
<b>Objective 1.3: Appropriate use of gender neutral and inclusive languages and diverse images in Council communications</b>				
Review recruitment processes, including language of position descriptions and where Council advertises positions.	HR Recruitment Officer	2021/22		HR Recruitment Officer has implemented. (Gender decoder). Exit interview questions have been reviewed by the GE Committee for inclusion into the exit interview template.
Review community engagement processes, including the use of diverse images and gender-neutral language.	Media	2022/23		Media SysAid #251092. Media confirmed on 07/10/2022 guidelines have been reviewed and implementation will be ongoing.
<b>Objective 1.4: Leadership commitment to gender and intersectionality equality</b>				
Conduct a Disability Audit to ensure inclusion and diversity for people living with a disability.	OHS Officer	2022/23		Public Convenience strategy included an audit on all facilities for accessibility. Usage and condition data was used to develop a 10 year strategy of upgrades and renewals, with the McCallum Street Convenience coming up in 2024.





**Indicator 2 – Gender composition of governing bodies**

Activities	Responsible	Due	Status	Notes
<b>Objective 2.1 Increase the visibility of women and people of diverse genders as Councillors</b>				
Participation in the VLGA project of 50/50 representation for Local Government (Local women leading change VLGA)	Governance Officer	2022/23		<p>March 2023 Social media post to encourage applicants to apply to the Women Leading Locally Fellowship.</p> <p>April 2023 Mayor McPhee and Councillor Kelly video encouraging applications.</p> <p>Council Press release, local print media (Guardian) ran story and Mayoral Column March 17 edition. February Mayoral Column highlighted women in leadership. Council website included advertisements in March.</p> <p>Councillor Young attending Women Leading Locally Fellowship Launch in Melbourne on 17 June as a current councillor mentor to the fellowship recipients.</p>




**Indicator 3 – Equal remuneration**

Activities	Responsible	Due	Status	Notes
<b>Objective 3.1 Decrease the gender pay gap</b>				
Review the high levels of part-time work for women and any barriers preventing career progression.	HR Officers	2023/24		<p>Once the Gender Equality Commission have completed their Review of our Workforce Data, this will be reviewed internally in the New Year. This data and the results of the GE traditional roles survey will be used to develop a survey by HR.</p> <p>Gender Equality Committee Staff Survey was distributed by on 6/3/2024 to All Staff.</p> <p><a href="https://letstalk.swanhill.vic.gov.au/gender-equality-committee-staff-survey">https://letstalk.swanhill.vic.gov.au/gender-equality-committee-staff-survey</a></p>
Review remuneration gaps across all levels, including ANZCO coding and part-time work factors.	Senior HR Officer / ODM	2022/23		Completed when original report sent to Gender Equality Commissioner. Workforce Audit data submitted to Gender Equality Commission for 2023, data will again be analysed.
Review salary structures in the lead up to the next EBA negotiations.	ODM	2023/24		Salary Structures for Directors and Managers completed. Remuneration survey completed against other council Band levels in preparation for the EBA negotiations which commenced in April 2024.






**Indicator 4 – Sexual harassment**

Activities	Responsible	Due	Status	Notes
<b>Objective 4.1 Provide a workplace free from sexual harassment, bullying and discrimination.</b>				
Review staff induction content and processes to strengthen the focus on understanding and preventing sexual harassment	HR Training Officer	2022/23		Induction Workshop presentation updated 24/10/2022.
Investigate external and internal training options to be provided to Council team members on topics such as sexual harassment, bullying, discrimination and bystander action.	HR Training Officer	2022/23		21/10/2022: HR trialled Bystander Action in the Workplace online training course (HR SysAid #297414) Training memo sent 13/01/2023 provided to Directors, Manager, Coordinators, HR, OHS committee. HR completing training in June 2023 as legislation changes, secure job, better pay. Changes to Australian Workplace Laws.
Review and strengthen staff awareness of the process for reporting sexual harassment, bullying and discrimination at Council.	Governance Officer / Senior HR Officer	2021/22		All staff email 21/06/2022. 2023/24 Risk Officer and Safety officer completing risk assessments and discussion with risk owners in relation to Psychosocial hazards and sexual harassment, this is ongoing. The risk officer is also on a Local Government working party reviewing psychosocial Risk.
Set an annual training plan for all Leaders, Managers and Coordinators to complete gender equality and intersectionality training.	HR Training Officer	2021/22		LGBTIQ+ Inclusion in the Workplace training memo sent to Leaders, Managers and Coordinators 21/10/2022.








Activities	Responsible	Due	Status	Notes
<b>Objective 4.2 Maintain an awareness and promote prevention of violence against women and intersectionality.</b>				
Provide training focused on the prevention of Domestic Violence and Everyday Sexism to Council staff.	HR Officers	2022/23		Family Violence Awareness – A workplace Issue training memo sent to all staff 21/10/2022.
Provide access for Council staff members to engage with and complete training such as Unpacking Resistance.	HR Training Officer	2022/23		Family Violence Foundations training memo sent to Leaders, Managers and Coordinators 24/10/2022.
Continue to build the awareness of Family Violence, including engagement with 16 Days of Activism and International Women's Day.	Gender Equality Committee	2021/22 and ongoing		<p>Family Violence Awareness – August 2022 HR Newsletter</p> <p>International Women's Day – March 2022 HR Newsletter</p> <p>As part of the "16 Days of Activism" included in October 2022 HR Newsletter, and on 25 November 2022 the "Walk against Violence" was supported by the Leadership team, GEC, Staff, Councillors and Community members. Mayor McPhee spoke at the event, with funds raised by the community for emergency accommodation for victims of family violence.</p> <p>2023: Walk against Family Violence took place on Saturday 25 November 2023 with GE committee members, Directors and staff taking part. Story walk organised to take place with Library and council staff having large involvement with this.</p> <p>Gender Equality Committee have taken on the International Women's Day speaker initiative from the Health and wellbeing committee.</p>




**Indicator 5 – Recruitment and promotion practices**





Activities	Responsible	Due	Status	Notes
<b>Objective 5.1 Gender Impact Reporting including data review indicators to determine staff turnover.</b>				
Investigate the option for exit interviews to include the Gender Equality Act indicators and intersectional data.	HR Recruitment Officer	2022/23		The GE Committee reviewed the exit interview questions November 2023. Recommendations made for HR and ELT's consideration from a GE perspective. Exit Interview questions have been amended.
Exit interviews to be offered in both online and face-to-face capacities.	HR Recruitment Officer	2021/22		Both options are provided.
<b>Objective 5.2 Increase attraction for recruitment for diversity in the workplace.</b>				
Engage with the Rainbow Tick program to support inclusion for the LBGTQIA+ community, both internally and externally.	Director Community and Cultural Services / Children Services Manager	2022/23		A final refined plan provided in late January to the Swan Hill District Gender Equality Network (SHDGEN). Workshop to operationalise the Community Action Plan on June 13.  Continuous engagement is being done with the SHDGEN including attendance to Beyond the Basics, an LGBTQIA+ inclusion in Regional and Rural Communities workshop facilitated by Daniel Witthaus in August 2023 at SH Town Hall.  GE Committee met with the Victorian Commissioner for LBGTQIA+ on his Regional visit in November 2023 to discuss the Rainbow tick program and what availability is to the community and Council to progress this program further.
<b>Objective 5.3 Strive to achieve equitable outcomes in all recruitment and promotions.</b>				
Provide Unconscious Bias training to all staff with responsibilities to sit on recruitment panels.	HR Training Officer	2021/22		Understanding Unconscious Bias training memo emailed to all staff 21/10/2022.
Review the higher duties process to increase transparency and access across the whole organisation.	ODM	2024/25		Higher Duties Policy reviewed and adopted by ELT in August 2024.

**Indicator 6 – Utilisation of flexible work and other support practices**

Activities	Responsible	Due	Status	Notes
<b>Objective 6.1 Increase awareness of flexible work arrangements</b>				
Review flexible leave and work arrangements application process to ensure equitable access.	ODM	2022/23		FWA policy and procedure updated to include the working from home procedure into one FWA in November 2023, which includes the application process within this document. Consultation with consultative committees, responsible officer, HR, governance and ELT
Increase the visibility and the benefits of utilising Council's formal flexible work arrangements to all employees regardless of gender.	HR Officer / Gender Equality Committee	2021/22		GEC reviewed their terms of Reference and included regular updates to be included in the newsletter and or weekly wrap with one of these being FWA and WFH policy arrangements which were updated in November 2023. GEC supported merger of FWA and WFH policies and procedures. Gender Audit currently being undertaken and waiting on this data review for gender splits on flexible work arrangements.
Explore training for managers to understand the opportunity for successful utilisation of flexible work arrangements within their teams.	HR Training Officer	2023/24		Online FWA training provided to Managers and Supervisors 26/10/2023 following the adoption of the FWA Policy.
<b>Objective 6.2 Provide support for parental leave, family violence leave and carers leave</b>				
Strengthen the awareness across Council of the provision of Family Violence Leave and the process to access this leave.	HR Training Officer	2023/24		June 23, August 2022 HR Newsletter with information on EBA 20 days family violence leave available to staff.
Support carers to return to work after parental leave and take steps to minimise disruption to their career progression.	ODM	2022/23		Keep in touch days being utilised. Any request for flexibility is considered. Staff re inducted into the organisation.

**Indicator 7 – Gender work segregation**

Activities	Responsible	Due	Status	Notes
<b>Objective 7.1 Provide professional development on gender, intersectionality and inclusion.</b>				
Increase targeted professional development and training for staff members who express interest in transitioning into non-traditional work roles across the organisation	HR Training Officer	2022/23 and ongoing		Newsletter staff profile question to be added. March 2023 Newsletter and past weekly wrap included the work experience School video to be utilised to promote roles.
<b>Objective 7.2 Increase gender and intersectionality awareness and support.</b>				
Review the options and funding availability to assist with accessible bathrooms across Council	OHS Officer / Assets Manager	2023/24		OHS Officer has met with Assets to discuss Town hall and staff office toilets and other options. Upgrades to commence in the next 3 years with allocation of funding to achieve this. Town hall toilet upgrade is to be completed in 2024, which is currently in the design stage.
Complete a pilot project to find out what works in promoting non-traditional work.	Gender Equality Committee	2023/24		<p>As part of the pilot project, the GEC and HR successfully conducted an internal staff survey to identify the gender-ascription of Council staff in various roles within the organisation. The survey generated ranked lists of roles perceived as masculine and feminine. These lists will serve as primary data as the project progresses in identifying effective methods in promoting non-traditional roles.</p> <p>GEC member Anthony Duffin has met with Helen and Megan from HR . Further conversations are required to work out next steps. Some areas to consider:</p> <ul style="list-style-type: none"> <li>Highlight success stories of employees in non-traditional roles to inspire</li> <li>Provide training &amp; development to develop skills in non-traditional roles</li> </ul>

Legend	Status
 The task is overdue and needs immediate attention	0
 The task has commenced	1
 The task completed	31
 The task has not commenced	
<b>TOTAL</b>	<b>32</b>
<b>Completion rate %</b>	<b>96.87%</b>

## MEASURING PROGRESS

The Gender Equality Act 2020 requires Council to prepare and submit a progress report in relation to the strategies and measures set out in the GEAP to the Gender Equality Commission at least every second year. In addition to the progress report submitted to the Commission, Swan Hill Rural City Council is committed to regularly monitoring and reporting progress of the GEAP measures internally, in order to be transparent and accountable.

The actions will be monitored and measured on how well they have been implemented or adopted and a progress report presented to the Executive Leadership Team bi-annually and Council annually. The Gender Equality Committee will monitor Swan Hill Rural City Council's progress through regular meetings and communicate progress to the wider organisation through a staff newsletter 4 times per year.

A schedule of reporting dates is set out below:

	January	February	March	April	May	June	July	August	September	October	November	December
Executive Leadership Team						✓						✓
Gender Equality Committee		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Council Assembly						✓						
HR Staff Matters Newsletter			✓			✓				✓		✓

The GEAP will be reviewed periodically, to identify and address changing circumstances and reflect the Council's and Community priorities.



## 4 Decisions Which Need Action / Ratification

### 4.1 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

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

4.1 Excellent management and administration

4.1.1 Well managed resources for a sustainable future

4.1.2 Provide robust governance and effective leadership

4.1.3 Sound, sustainable:

• Financial management • Excellence in service delivery • Strategic planning

#### Current Strategic documents

No strategic documents applicable.

#### Key Legislation

There is no key legislation applicable

**Attachments:** 1. COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA  
September [4.1.1 - 4 pages]

### **Options**

Council Briefings are reported to ensure good governance and transparency.

### **Recommendation**

**That Council note the contents of the report.**

**CM 2025/148 Motion**

**MOVED Cr Broad**

**That Council note the contents of the report.**

**SECONDED Cr Jennings**

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

## **COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**

**26 August 2025 at 12.00pm, Swan Hill Town Hall – Council Chambers**

### **AGENDA ITEMS**

- Pioneer Settlement contribution Study
- Curlewis Street Carpark
- Ken Harrison Recreation Reserve Masterplan
- Update – Community Regional Sports Hub
- Gender Equality Action Plan
- Workforce plan mid-year report
- Councillor Expenses Quarterly report
- Request for Lease of Council Land – Lake Boga Catalina Museum
- Councillor/Directors question time

### **ADDITIONAL ITEMS DISCUSSED**

- Councillor Briefing times
- EPA tyres

### **ATTENDANCE**

Councillors

- Cr Stuart King
- Cr Hugh Broad
- Cr Terry Jennings
- Cr Les McPhee
- Cr Lindsay Rogers
- Cr Peta Thornton
- Cr Philip Englefield

### **Apologies / Leave of Absence**

- Nil

### **OFFICERS**

- Leah Johnston, Director Infrastructure
- Michelle Grainger, Director Development and Planning
- Peter Brown, Acting Director Corporate Services
- Helen Morris, Organisation Development Manager
- Jess Warburton, Pioneer Settlement – General Manager
- Dione Heppell, Liveability and Project Development Coordinator
- Dennis Hovenden, Economic and Community Development Officer

### **Other**

- Shashi Karunanethy and Jane Wong – Geografia (consultants)
- David Newstead – Mantric (consultant)

### **CONFLICT OF INTEREST**

- Nil

## **COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**

**2 September 2025 at 1.00pm, Swan Hill Town Hall – Council Chambers**

### **AGENDA ITEMS**

- Pental Island Cultural Tourism Development - Wamba Wemba Partnership Statement
- Tender for the Supply of bulk petroleum, oils & lubricants
- Lake Boga Catalina Café
- Karinie Street Project up-date – Business engagement
- Gallery Funding Update
- Blue Tree
- Swan Hill Regional Livestock Exchange
- Councillor/Directors question time

### **ADDITIONAL ITEMS DISCUSSED**

- Nil

### **ATTENDANCE**

Councillors

- Cr Stuart King
- Cr Les McPhee
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Terry Jennings
- Cr Philip Englefield

### **Apologies / Leave of Absence**

- Cr Peta Thornton

### **OFFICERS**

- Scott Barber, Chief Executive Officer
- Michelle Grainger, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Peter Brown, Acting Director Corporate Services
- Jess Warburton, Pioneer Settlement – General Manager
- Dione Heppell, Liveability and Project Development Coordinator
- Alicia Tongpao, Procurement and Contracts Officer
- Peter Ross, Engineering and Strategic Projects Manager
- Brian White, Engineering and Strategic Projects Manager
- Sam Steel, Development Officer Community

### **Other**

- Sarah Hobgen – Senior consultant RMCG

### **CONFLICT OF INTEREST**

- Nil

**COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**

**2 September 2025 at 7.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

Swan Hill Regional Livestock Exchange – (Submitters Briefing Session)

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Stuart King
- Cr Les McPhee
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Terry Jennings
- Cr Philip Englefield

**Apologies / Leave of Absence**

- Cr Peta Thornton

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Michelle Grainger, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Peter Brown, Acting Director Corporate Services

**Speakers**

- Australian Livestock & Property Agents Association - Peter Baldwin – CEO
- Barry Bishop
- Roger Day
- Arron Hoare
- Robert Masters
- Stewart McCann
- Bill Moar
- Scott Monk
- Wayne Murray
- Leonard Vallance
- Richard Tomasevic
- Matt Rowlands

**CONFLICT OF INTEREST**

- Nil



**COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA**

**9 September 2025 at 1.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Tourism Hub Cladding
- Victorian Transmission Plan
- In principle approval – Performance Statement and Financial Statements
- Community Vision, Council Plan 2025-2029, Financial Plan 2025-26 to 2034-35 and Strategic Asset Management Plan 2025-2035, Hear and Consider Submissions

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Stuart King
- Cr Hugh Board
- Cr Lindsay Rogers
- Cr Peta Thornton
- Cr Terry Jennings
- Cr Philip Englefield

**Apologies / Leave of Absence**

- Cr Les McPhee

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Michelle Grainger, Director Development and Planning
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Peter Brown, Acting Director Corporate Services
- Ash Free, Finance Manager
- Helen Morris, Organisation Development Manager
- Azam Suleman, Manager - Project Management Officer
- Laura O'Dwyer, Enterprise Assets Manager
- Brian White, Senior Project Manager
- Jess Warburton, Pioneer Settlement General Manager

**Other**

- Nil

**CONFLICT OF INTEREST**

- Nil

## 5 Notices of Motion

Nil.

## 6 Foreshadowed Items

Nil.

## 7 Urgent Items Not Included In Agenda

**Cr Philip Englefield moved an item of urgent business:**

**That Council contribute \$2000 to support hosting the Villers Bretonneux delegation from France who are visiting Robinvale on 27 October, 2025.**

**CM 2025/149 Motion**

**MOVED Cr Englefield**

**That Council accept the item of urgent business.**

**SECONDED Cr Rogers**

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

**CM 2025/150 Motion**

**MOVED Cr Englefield**

**That Council contribute \$2000 to support hosting the Villers Bretonneux delegation from France who are visiting Robinvale on 27 October, 2025.**

**SECONDED Cr Rogers**

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

## 8 To Consider and Order on Councillor Reports

### 8.2 Cr Les McPhee

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
26/08/25	Ultima Progress Association	meeting
28/08/25	MAV Briefing	
2/09/25	Swan Hill Regional Livestock Exchange	Town Hall Meeting
4/09/25	Robinvale Playground Opening	
16/09/25	Meeting with Senator Stewart	

### 8.3 Cr Terry Jennings

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
2/9/25	SHRCC	Live Stock Exchange Public meetings
4/9/25	SHRCC	Robinvale Play ground Opening
4/9/25	SHRCC	Robinvale Football Club Dinner

## 8.6 Cr Hugh Broad

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
03/09/2025	SHRCC	Audit and Risk Committee Meeting
02/09/2025	SHRCC	Regional Livestock Exchange Briefing
16/09/2025	Senator Stewart	Councillors meeting with Senator Stewart

## 8.4 Cr Peta Thornton

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
20 Aug 25	Woorinen South Progress Association	General meeting
22 Aug 25	Victorian Greenhouse Alliances	Annual Conference
25 Aug 25	Vic Grid	Victorian Transmission Plan Webinar
28 Aug 25	Murray Darling Basin Authority	Basin Plan Evaluation and Sustainable Rivers Audit Webinar
1-3 Sept 25	Farmers for Climate Action	Farming Forever Summit
9 Sept 25	Swan Hill Regional Art Gallery Advisory	Committee Meeting

## 8.5 Cr Philip Englefield

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
04/09/24	Playground opening	
	Councillors tour.	
	Town Hall meeting	
	MVWG meeting	
04/09/25	Robinvale football club dinner	
12/09/25	Lantern Festival	
	Coffee with a Councillor	
05/09/25	Our Place ABS	

## 8.7 Cr Lindsay Rogers

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
03/09/2025	SHRCC	Audit and Risk Committee Meeting
02/09/2025	SHRCC	Regional Livestock Exchange Briefing
09/08/2025	Sale Yards Committee meeting	



## 8.1 Cr Stuart King

List events / meetings attended

Date	Organisation / Group	Details (if relevant)
22/08/2025	Nyah District Primary School	Book Week
22/08/2025	LEAD Loddon Mallee	Presentation to participants
25/08/2025	Chisholm Reserve Inc	AGM
29/08/2025	SH Inc	Melbourne Cup Tour
01/09/2025	Golden Rivers Football Netball League	Annual Presentation night
02/09/2025	SHRCC	Livestock Exchange Briefing
03/09/2025	Housing Action Group	Meeting
04/09/2025	SHRCC	Official Opening of Robinvale Playground
04/09/2025	Robinvale Euston FNC	Dinner - training night
06/09/2025	Swan Hill Lawn Tennis & Croquet Club	Official Season Opening
11/09/2025	My Plan Connect	RU OK Day BBQ / Opening of CBD Office
11/09/2025	St Vincent de Paul - A Good Kitchen	Fundraising Dinner
15/09/2025	Central Murray FNL	Annual Presentation Night
16/09/2025	Dr Anne Webster	Meeting re various issues

## 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 2025/151 MOTION

##### MOVED Cr Jennings

That Council, resolve to close the meeting at 2:53 pm to members of the public to consider the following items.

##### SECONDED Cr Rogers

The Motion was put and CARRIED 7 / 0

The following decisions were made in-camera.

### 9.1 Tender Evaluation and Recommendation Report - Supply of Bulk Petroleum Products, Oil and Lubricants

*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 2025/152 Motion

##### MOVED Cr Rogers

That Council:

1. Awards the Supply of Bulk Petroleum Products, Oil and Lubricants, Contract 26 03 1505 to SGH Petroleum Pty Ltd and Ocwen Energy Pty Ltd as a panel of two suppliers;
2. Authorises the Chief Executive Officer to execute a Deed of Standing Offer with each supplier for an initial term of three years and two option extension terms of two years each;
3. Approves access to Procurement Australia's Bulk Fuels & Fuel Cards Contract 2703/0110 for the supply of bulk fuel by Ampol Australia Pty Ltd, under a schedule of rates arrangement, for the contract term ending 31 March 2027.

**SECONDED Cr Englefield****The Motion was put and CARRIED 7 / 0****9.2 Option to Lease Car Park -155-167 Campbell Street, Swan Hill**

*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 2025/153 Motion****MOVED Cr Jennings****That Council:**

- 1. Agree to enter into a lease for the area of 155-167 Campbell Street to be used for a car park and advise the owner of the car park of the following agreeable terms and conditions:**
  - **For the first year of the lease, the lease fee will be \$30,000 and that prior to the conclusion of the first year, Council will undertake a review to determine if it will seek a longer lease term.**

**SECONDED Cr Rogers****The Motion was put and CARRIED 6 / 1****9.3 CEO Performance Review and Objectives**

*CONFIDENTIAL ITEM This item is to be considered at an In Camera meeting in accordance with Section 3(1) (f) of the Local Government Act 2020, on the grounds that the item concerns personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.*

**CM 2025/154 Motion****MOVED Cr Englefield****That Council:**

- 1. Endorse the CEO Performance Review process undertaken in accordance with Council's policy and procedure, and with the Contract of Employment.**
- 2. Adopt the Performance Plan set for achievement by the CEO for the period from June 2025 – June 2026.**
- 3. Adopt the recommended remuneration increase for the CEO for the coming 12 month period.**

- 4. Note that the position description has been reviewed and no changes are warranted.**

**SECONDED Cr Rogers**

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

**CM 2025/155 MOTION**

**MOVED Cr Rogers**

**That the meeting move out of closed session at 3:28 pm.**

**SECONDED Cr Englefield**

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

## **10 Close of Meeting**

There being no further business the Mayor, Cr King closed the meeting at 3:28 pm.