



Agenda

Scheduled Council Meeting

Tuesday 21 July 2026

to be held at 2:00 PM

Council Chambers

Swan Hill Town Hall

53 – 57 McCallum Street, Swan Hill. VIC 3585

Public Access

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



Governance Rules

A copy of Swan Hill Rural City Council's governance rules can be found at [Model Governance Rules](#)

Executive Leadership Team

Bruce Myers, Acting Chief Executive Officer

Simon Myers, Acting Director of Community and Cultural Services

Leah Johnston, Director of Infrastructure

Dennis Hovenden, Acting Director of Development and Planning

Stephen Fernando, Director of Corporate Services

Swan Hill Elected Members

**Cr Stuart King**

0437 967 531

stuart.king@swanhill.vic.gov.au**Cr Terry Jennings**

0429 449 578

terry.jennings@swanhill.vic.gov.au**Cr Les McPhee**

0427 319 394

les.mcphee@swanhill.vic.gov.au**Cr Hugh Broad**

0408 250 683

hugh.broad@swanhill.vic.gov.au**Cr Peta Thornton**

0417 219 229

peta.thornton@swanhill.vic.gov.au**Cr Lindsay Rogers**

0499 720 035

lindsay.rogers@swanhill.vic.gov.au**Cr Philip Englefield**

0429 079 650

philip.inglefield@swanhill.vic.gov.au

Vision Statement

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

Our Mission

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

Our Values

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

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

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

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

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

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

Table of Contents

1 Procedural Matters	7
1.1 Welcome	7
1.2 Acknowledgement Of Country	7
1.3 Opening Declaration	7
1.4 Apologies / Leaves of Absence	7
1.5 Directors / Officers Present	7
1.6 Confirmation of Minutes	7
1.7 Disclosures of Conflict of Interest	7
1.8 Joint Letters and Reading of Petitions	8
1.8.1 Werril Street - Joint Letter / Petition	8
1.9 Public Questions Time	22
1.10 Open Forum	24
2 Officer Reports for Decision	26
2.1 Signing of Annual Financial Statements	26
2.2 Swan Hill Incorporated - Annual Budget, Marketing Plan and Strategic Plan	28
2.3 Community Grants Program 2026/2027 Successful Recipients	124
2.4 Planning Application_360 Speewa Punt Road Speewa_Development of the Land for an Agricultural Building (Machinery Shed) in the Farming Zone.	134
3 Officer Report for Noting	165
3.1 Audit and Risk Committee Meeting Minutes 3 June 2026	165
3.2 Community Satisfaction Survey 2026	168
4 Decisions Which Need Action / Ratification	255
4.1 Sign and Seal	255
4.2 Councillor Briefings - Record of Attendance and Agenda Items	257
5 Notices of Motion	263

6 Foreshadowed Items	263
7 Urgent Items Not Included In Agenda	263
8 To Consider and Order on Councillor Reports	263
9 In-Camera Items	263
9.1 Audit and Risk Committee Meeting Minutes 3 June 2026	263
9.2 Future of Lake Boga Areas 4 and 5 - Community Consultation.....	263
9.3 Swan Hill College - Swan Hill Aquatic and Recreation Centre (SHARC) Arrangement	263
9.4 Status of the Robinvale Hotel site	264
9.5 Tender Evaluation and Recommendation Report - Labour Hire Services .	264
9.6 Chief Executive Officer Review	264
10 Close of Meeting	265

1 Procedural Matters

1.1 Welcome

1.2 Acknowledgement Of Country

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

1.3 Opening Declaration

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

Or

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

1.4 Apologies / Leaves of Absence

None when the Agenda was distributed.

1.5 Directors / Officers Present

1.6 Confirmation of Minutes

1.6.1 Confirmation of Minutes

Recommendation/s

That the minutes of the Scheduled Council Meeting held on the 16 June 2026 be confirmed.

1.7 Disclosures of Conflict of Interest

1.8 Joint Letters and Reading of Petitions

1.8.1 Werril Street - Joint Letter / 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 joint letter / petition was received on 7 July 2026 from residents of Werril Street supporting any steps that Council can take to ban or discourage freight trucks, b-doubles and large agricultural farm machinery from Werril Street.

The letter contained 41 signatures in total.

Attachments: 1. Petition Werril Street Residents [1.8.1.1 - 13 pages]

Recommendation/s

That Council:

- 1. Receive the joint letter / petition, and**
- 2. Refer the joint letter / petition to the Director of Infrastructure for a response to the Werril Street residents.**

Mayor Stuart King
Cr Hugh Broad
Cr Phillip Englefield
Cr Terry Jennings
Cr Les McPhee
Cr Lindsay Rogers
Cr Peta Thornton

3rd July 2026

Dear Mayor and Councillors,

As residents of Werril Street we wish to voice our concerns regarding the fact that since the upgrade of Dead Horse Lane our street has become a truck route. The constant stream of freight and grain trucks, including B-Doubles and large agricultural farm machinery has severely reduced the amenity of our street and neighbourhood.

Approximately a third of the street from Coronation Avenue to the Murray Valley Highway still has a 60km speed limit which is too fast considering the density of housing in the street and the distance of most houses from the Street frontage.

As the most southern street in the greater neighbourhood, Werril Street has a constant stream of walkers, joggers and dog walkers as well as adults and children on bicycles.

We support any steps that Council can take to ban or discourage freight trucks , B-Doubles and large agricultural farm machinery from our street and return Werril Street to a normal safe residential street so that we may enjoy the amenity afforded to other residential neighbourhoods.

Yours sincerely

The undersigned

To: The Mayor and Councillors, Rural City of Swan Hill

Mayor Stuart King, Cr Hugh Broad, Cr Phillip Englefield, Cr Terry Jennings, Cr Les McPhee, Cr Lindsay Rogers,

Cr Peta Thornton

3rd July 2026

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Yours sincerely

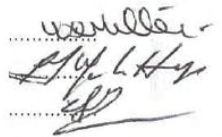
The undersigned

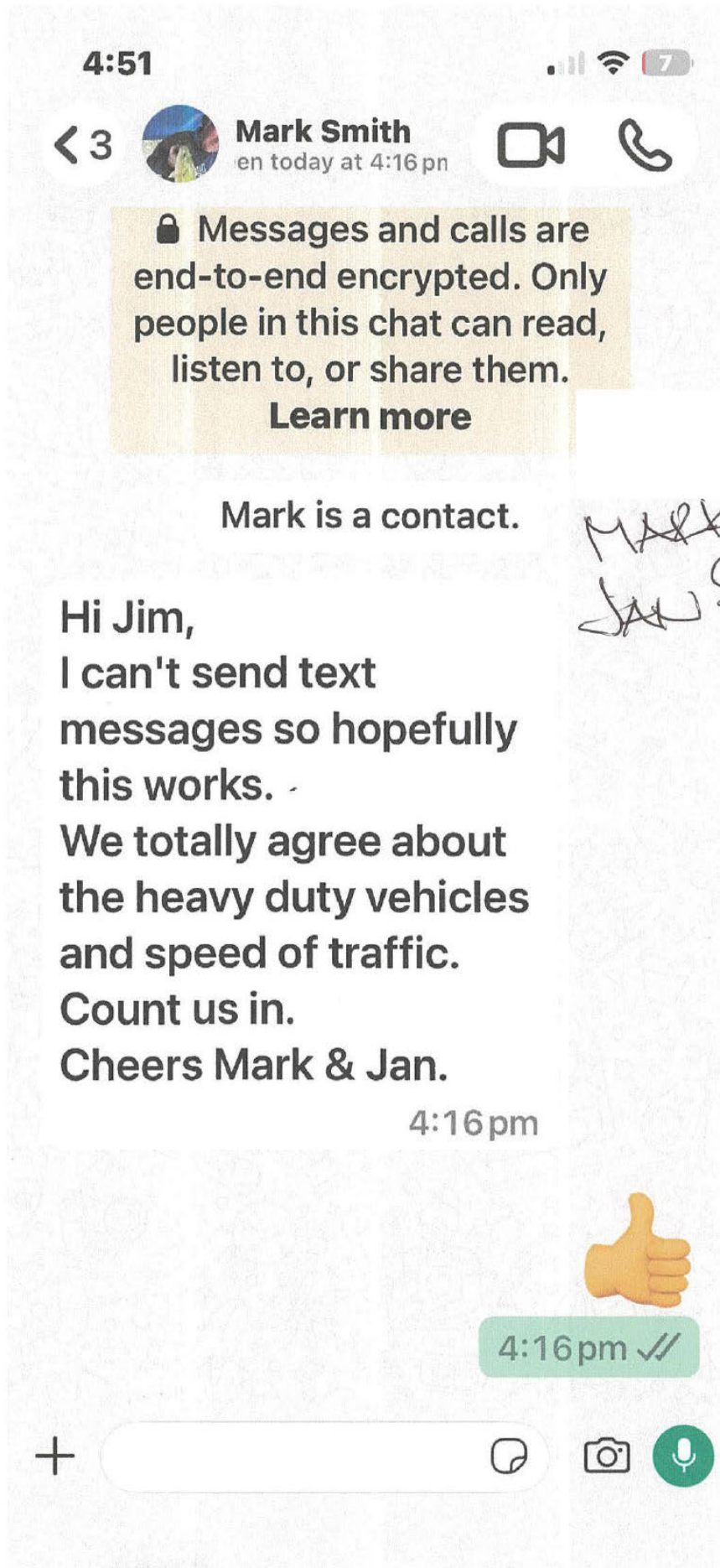
Greg O'Brien
Jo O'Brien
Pina Rosais
David Rosais
Carla Cox
Nigel Hartley
Karen Roberts
Mark Frederiksen
Rick & Lynne Skinner
Rick & Lynne Skinner
Mark Payne
Dianne Templeton
Caroline Miller
Peta & L.A. Hall
Jostio Jose

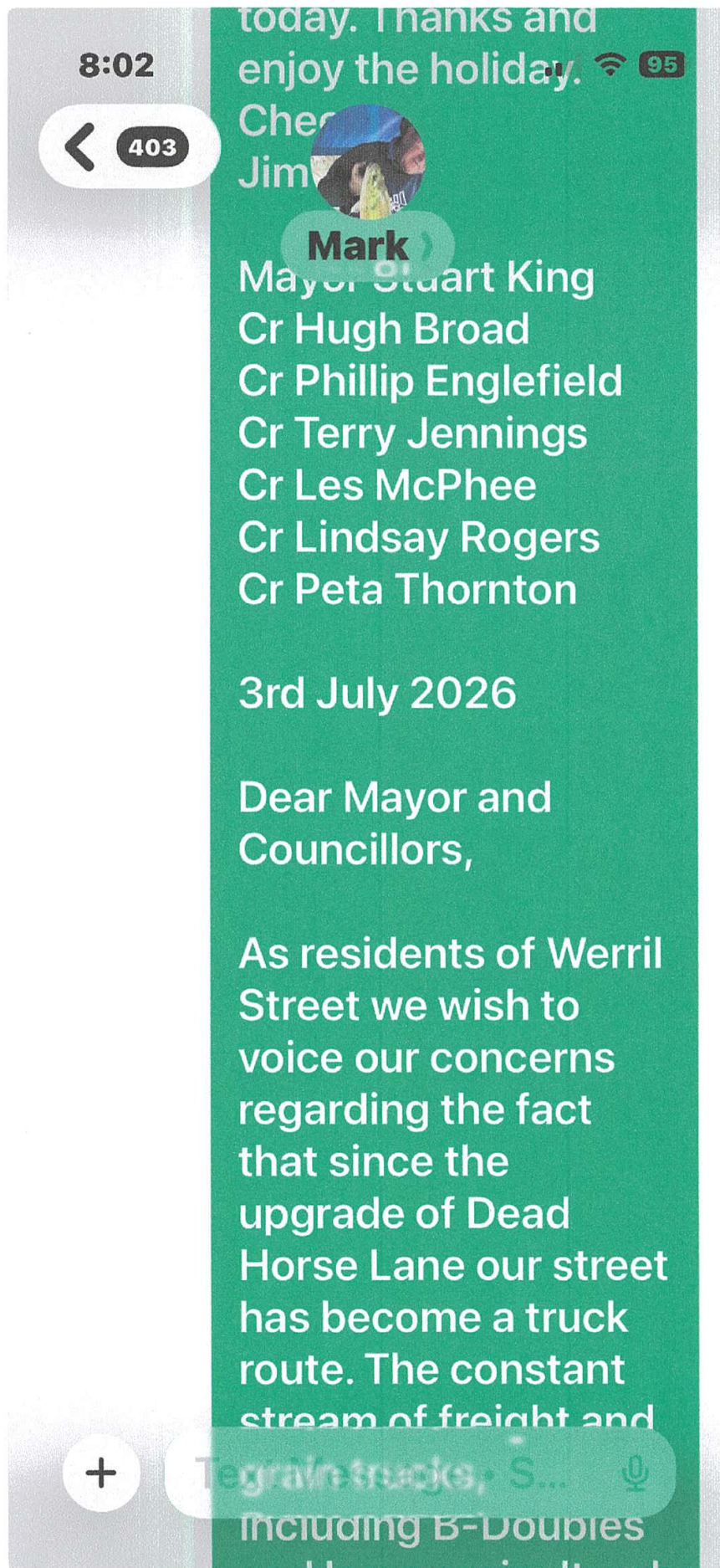












4:52



404



Mark

Mark, it's Jim Gleeson.
Re: trucks and speeding cars in Werril Street
Council are wanting to make some changes to werril st to discourage freight trucks , B- Doubles etc from using street . Most people in street have signed below doc. Council are discussing this tomorrow. If you are in agreement could you please indicate by return message today. Thanks and enjoy the holiday.
Cheers

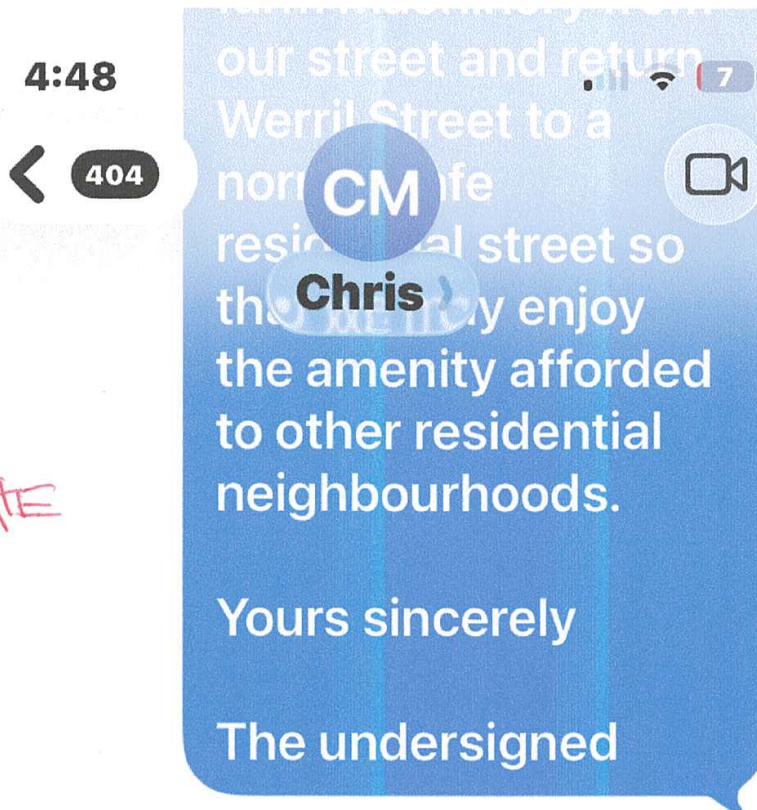


Text Message • S...



Mayor Stuart King

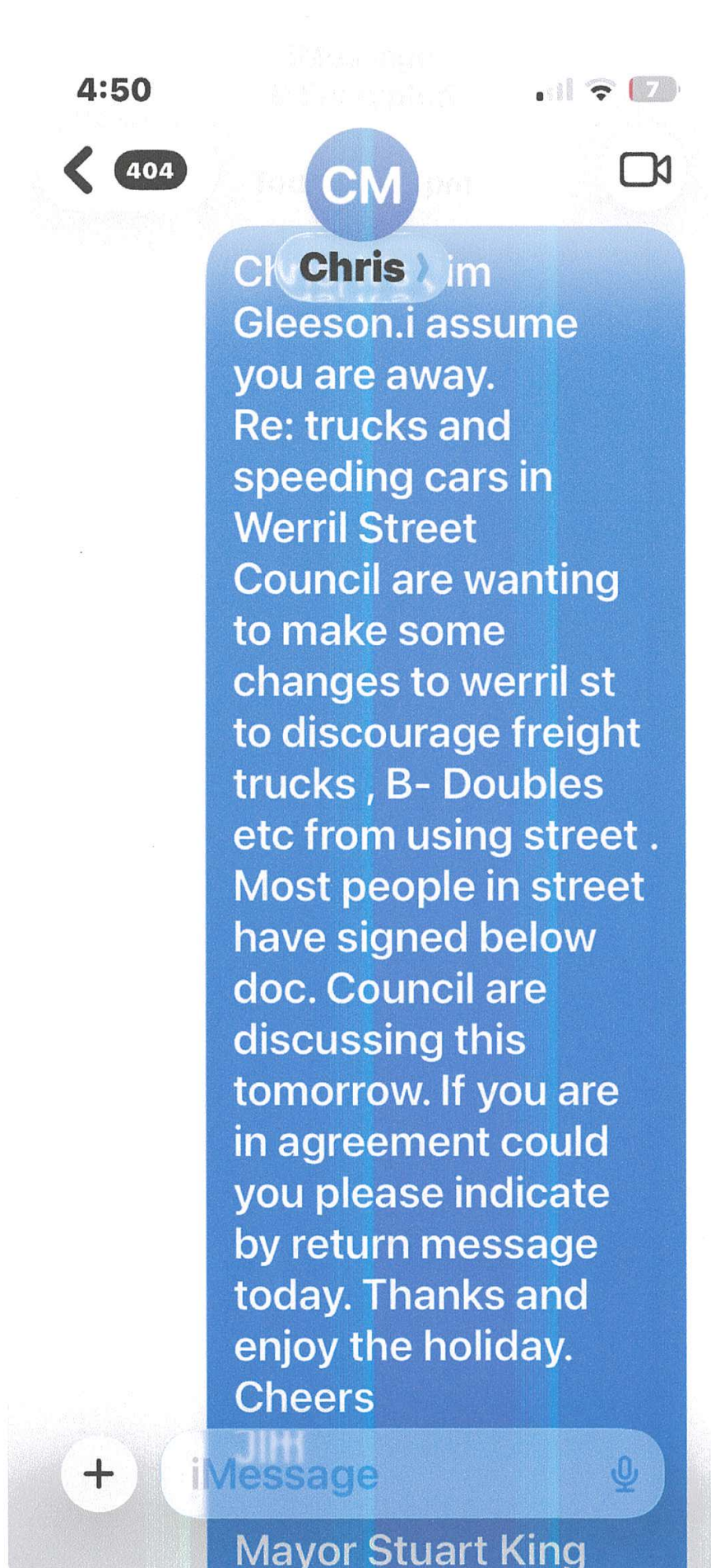
CHRIS &
BERNADETTE
MAYOR



Bernadette and I totally agree with you. In addition the condition of Werril is worsening as a result of all the heavy equipment now using it. Speed humps should be laid down . I doubt if lowering the speed limit would be much of a detriment

+ iMessage





Fully support Jim

BRETT PEKIN

Get [Outlook for iOS](#)

Brett, i assume you are away. Re attachment, if agreeable could you indicate so by return email or message. Council are meeting in the morning to discuss this. Everyone in street i have asked (except two) have signed.

Call me if you need.

Cheers

Jim

Sent from my iPhone

Begin forwarded message:

Mayor Stuart King

Cr Hugh Broad

Cr Phillip Englefield

Cr Terry Jennings

Cr Les McPhee

Cr Lindsay Rogers

Cr Peta Thornton

3rd July 2026

Dear Mayor and Councillors,

As residents of Werril Street we wish to voice our concerns regarding the fact that since the upgrade of Dead Horse Lane our street has become a truck route. The constant stream of freight and grain trucks, including B-Doubles and large agricultural farm machinery has severely reduced the amenity of our street and neighbourhood.

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and return Werril Street to a normal safe residential street so that we may enjoy the amenity afforded to other residential neighbourhoods.

Yours sincerely

The undersigned

8:07

< 403

D

Dewey

steps that Council
can take to ban or
discourage freight
truck - Doubles
and agricultural
farm machinery from
our street and return
Werril Street to a
normal safe
residential street so
that we may enjoy
the amenity afforded
to other residential
neighbourhoods.

Yours sincerely

The undersigned

Yes I am in favour of
this
Regards Brenton
Halligan

OWNER



iMessage



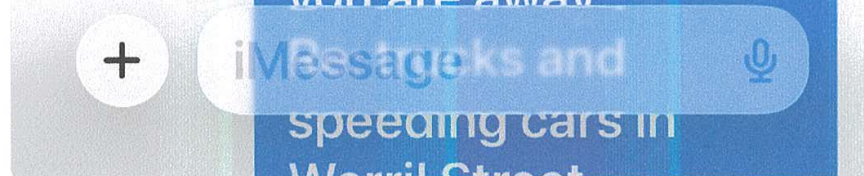


Hey mate,

No problem I'm currently overseas can you email it to me and I can sign ? Or can it wait until I'm back ?

I will send you a message. Just reply that you agree with addresses of your properties. Cheers

Brenton, it's Jim Gleeson. I assume you are away



1.9 Public Questions Time

You can access the form Public Question Time form from:

<https://forms.swanhill.vic.gov.au/council-meeting-public-question-time/>

Please note

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

Who can use this form

- Any community member

While completing this form, we will request

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

It will take about 5 minutes to complete this form.

After you submit this form

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

What happens with your information?

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

Your name, suburb and question may be read out at the Council meeting and will be recorded in the Council meeting minutes but will not be used for any other purpose unless required by law.

We will handle any personal information you provide on this form in accordance with the Privacy and Data Protection Act 2014. We record this information on our customer databases and make it available to relevant Council staff in line with our Privacy Statement.

You can access your personal information by contacting our Privacy Officer.

1.10 Open Forum

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

7. Community questions and submissions

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

- (1) The Council will hold Open Forum and Questions of Council Time for up to 30 minutes duration at the beginning of each Scheduled Meeting to allow public submissions and questions of Council. Extension of time may be granted by resolution of Council.
- (2) Open Forum is an opportunity for the general public to present to Council on a matter listed on the Agenda or any other matter.
- (3) Questions of Council are an opportunity for the general public to submit a question prior to the Scheduled Meeting and receive a response from Council in the Questions of Council time.
- (4) Council meetings are recorded and broadcasted to the public; this includes community questions and submissions.

Open forum and questions of council guidelines

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

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

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

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

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

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

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

Open forum

- 7.8. For any member of the public who wishes to be heard at Open Forum they must give prior notice:
- (a) in written form;
 - (b) contain the name, address and email or contact telephone number of the person to be heard;
 - (c) by online request <https://www.swanhill.vic.gov.au/>;
 - (d) in a letter to the Chief Executive Office, 45 Splatt Street, Swan Hill, Vic 3585; or
 - (e) in an email council@swanhill.vic.gov.au; or
 - (f) hand delivery to the Council's Office, 45 Splatt Street, Swan Hill or 72 Herbert Street, Robinvale.
- 7.9. It is preferable for any group or association that wishes to be heard at Open Forum to nominate a spokesperson for an issue upon which the group or association may wish to be heard.

Open Forum Procedure

- 7.10. Public addressing the Meeting
- (1) Any member of the public addressing Council must extend due courtesy and respect to Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.
 - (2) Council may suspend standing orders to hear from a community member or representative of an organisation, on matters of significance to the Council, only if prior arrangements have been made by written request to the Mayor or Chief Executive Officer.
- 7.11. The Chair will allocate a maximum of 3 minutes to each person who wishes to address Council.
- 7.12. The Chair will first invite any person who has given prior notice to present to Council.
- 7.13. The Chair will then invite members of the gallery who would like to present to Council.
- 7.14. The Chair has the discretion to alter the order of persons to be heard.
- 7.15. The person in addressing the Council:
- (a) must confine their address to the 3-minute allocation of time;
 - (b) shall extend due courtesy and respect to the Council and the processes under which it operates; and
 - (c) shall take direction from the Chair whenever called upon to do;
 - (d) There will be no discussion or debate with the attendees to Open Forum however Councillors may ask questions of clarification of the attendee;
 - (e) Standing Orders do not need to be suspended to allow discussion for the purposes of clarification.

2 Officer Reports for Decision

2.1 Signing of Annual Financial Statements

Directorate: Corporate Services
File Number: S15-28-19
Purpose: For Decision

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.

6.1: Deliver accessible, responsive and inclusive customer and community engagement.

6.1.3 Improve community engagement and participation in Council decisions.

Current Strategic documents

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 2020 (Act) requires that Council appoint two Councillors as authorised signatories for the Annual Financial Statements and Performance Statement.

Discussion

The Act requires that Council appoint two Councillors to be the authorised signatories to the final set of Annual Statements. The signing will occur once the Statements have been reviewed by the Victorian Auditor General's Office.

The Annual Statements comprise of the General Purpose Financial Statements prepared in accordance with Australian Accounting Standards, and the Performance Statement prepared in accordance with the Act.

The Statements will be reviewed by the Audit and Risk Committee and the Auditor General's Office. The statements will then be presented for signature by the two appointed Councillors. Once adopted and signed, the Audit opinion can be issued and the Annual Report finalised.

Once finalised, the Annual report will become a public document available on Council's website. The Statements will be presented for adoption at the Scheduled Meeting of Council in October 2026.

Consultation

Not applicable.

Financial Implications

Nil.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

It is a statutory requirement that two Councillors are nominated to sign the Financial and Performance Statements.

Attachments: Nil

Options

1. Council may choose to appoint any two Councillors to sign the Statements.
Past practice has been that the Mayor is one of the appointed signatories.

Recommendation/s

That Council appoint two Councillors to sign the Annual Financial and Performance Statements once audit clearance has been obtained.

2.2 Swan Hill Incorporated - Annual Budget, Marketing Plan and Strategic Plan

Directorate: Development and Planning
Author: Economic and Community Development Manager
File Number: S 12-24-05
Purpose: For Discussion

Council Plan Strategy Addressed

1. Growth and Development – Building a resilient local economy, supporting businesses, and attracting investment for a thriving future. Objective 1.2: Strengthen the visitor economy by showcasing the municipality's unique places, culture, and experiences.

1.2.1 Grow the visitor economy.

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

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

1.3.1 Be a business-friendly destination.

1.3.3 Strengthen advocacy through regional and cross-border partnerships

1.3.5 Support businesses to build a strong local workforce that meets industry needs.

Current Strategic Documents

Council Plan

Economic Development Strategy 2024-2030

Swan Hill Retail Strategy

Declarations of Interest

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

Summary

The purpose of this report is to present Council with Swan Hill Incorporated's 2026/27 Budget, Strategic Plan and Marketing Plan in accordance with the Special Rate Agreement (2019-2026) and (2026-2035).

As a result of consideration of the report, documentation and having had a presentation from members of the Swan Hill Inc Board, Council is required to formally adopt the documents in order that the Special Rate can be collected and

then passed onto Swan Hill Incorporated to undertake their activities listed in the documentation.

Discussion

The Special Rate levy has now been in place since 2002 and recently Council undertook the required process to allow for the extension of the Special Rate for a further ten years commencing on 1 July 2026.

The funding raised by the Special Levy has proven to be invaluable in allowing Swan Hill and the wider region to undertake market promotions, support buy local campaigns, advertise the Swan Hill Region, conduct events and work with Council in partnership to increase visitor numbers.

In accordance with the Local Government 1989, Swan Hill Incorporated are required each year to present to meet with Council and present the following documents:

- Annual Budget
- Strategic Plan
- Marketing Plan

And once Council has adopted all the documents, it can then commence the process to collect and pass onto Swan Hill Incorporated the levy payments it has received.

Now that Council has completed the process to extend the Special Levy for a further ten years this requirement will continue to be followed each year.

- **SWAN HILL INCORPORATED ANNUAL BUDGET 2026/27**

Swan Hill Incorporated Board have advised that for the 2026/27 financial year they will operate a deficit budget of \$93,000.00 which will be funded from accumulated surpluses from previous years. This continues the plan the Board have in place to increase its activities to reduce the surplus budget back to a point where the Board will operate on a balanced budget.

Key expenditure highlights from the 2026/27 budget include:

- Marketing - \$150,000.00
- MRTA Membership - \$15,900.00
- Social Media - \$43,895.00
- Food and Wine Festival - \$170,000.00
- Gift Cards Promotion - \$13,000.00
- Retail and Events - \$78,000.00
- Member Forums - \$15,000.00

- **SWAN HILL INCORPORATED STRATEGIC PLAN 2025 – 2032**

The Swan Hill Inc Board have presented a strategic plan that aims to continue to build upon the enormous amount of work that has been undertaken over the life of the Special Rate Levy.

The Strategic Plan aims to strengthen the regions offerings, events, shopping, and business to ensure that the Swan Hill Region is a dynamic and welcoming destination.

Partnerships will continue to be a key feature of the Swan Hill Incorporated's Strategic Plan as these partnerships have delivered lasting and quality results.

The 10-year extension to the Special Rate affords the Swan Hill Incorporated Board the certainty it needs to continue building the Swan Hill Region Brand.

The plan has key pillars around growing visitor numbers, supporting local shopping, business advocacy, and business support.

- **SWAN HILL INCORPORATED DESTINATION MARKETING STRATEGY 2026/27**

The marketing strategy will again focus on key pillars:

- Golf
- Aquatics
- Food and Drink
- Heritage and Culture
- Natural Landscapes

And has identified continued growth opportunities in:

- Recreation
- Wellness and Health
- Eco Tourism
- First Nations Tourism and Business
- Night Economy.

The strategy identifies activities that will engage all age groups and demographics offering something for everyone.

The strategy demonstrates an excellent knowledge of the industry based on years of experience and is aimed at delivering results rather than resting on previous work undertaken that has delivered outstanding outcomes.

The documentation provided by Swan Hill Incorporated again points to a full year of events and activities in collaboration with Council aimed at cementing the Swan Hill Region as must-see destination for all.

Consultation

Swan Hill Incorporated representatives meet monthly with the Council's CEO, Director Development and Planning and Council Staff.

Council Officers work closely with the Business Development Manager Swan Hill Incorporated.

Financial Implications

Council collects and passes on the Special Rate Levy to Swan Hill Incorporated.

Social Implications

The programs and events undertaken by Swan Hill Incorporated continue to enhance our community and make our region an attractive destination to visit.

Economic Implications

Swan Hill Incorporated through the collection of the Special Marketing Levy can undertake programs that look to increase visitor numbers which has a positive impact on the local economy.

Environmental Implications

Swan Hill Incorporated actively support programs that do not have a negative impact on the environment.

Risk Management Implications

Swan Hill Incorporated have risk management procedures in place.

- Attachments:**
1. 2026/2027 Annual Budget (FINA L) [2.2.1 - 28 pages]
 2. 2025-2032 Strategic Plan (FINA L) (1) [2.2.2 - 24 pages]
 3. 2026/2028 Destination Marketing Strategy (FINA L) [2.2.3 - 40 pages]

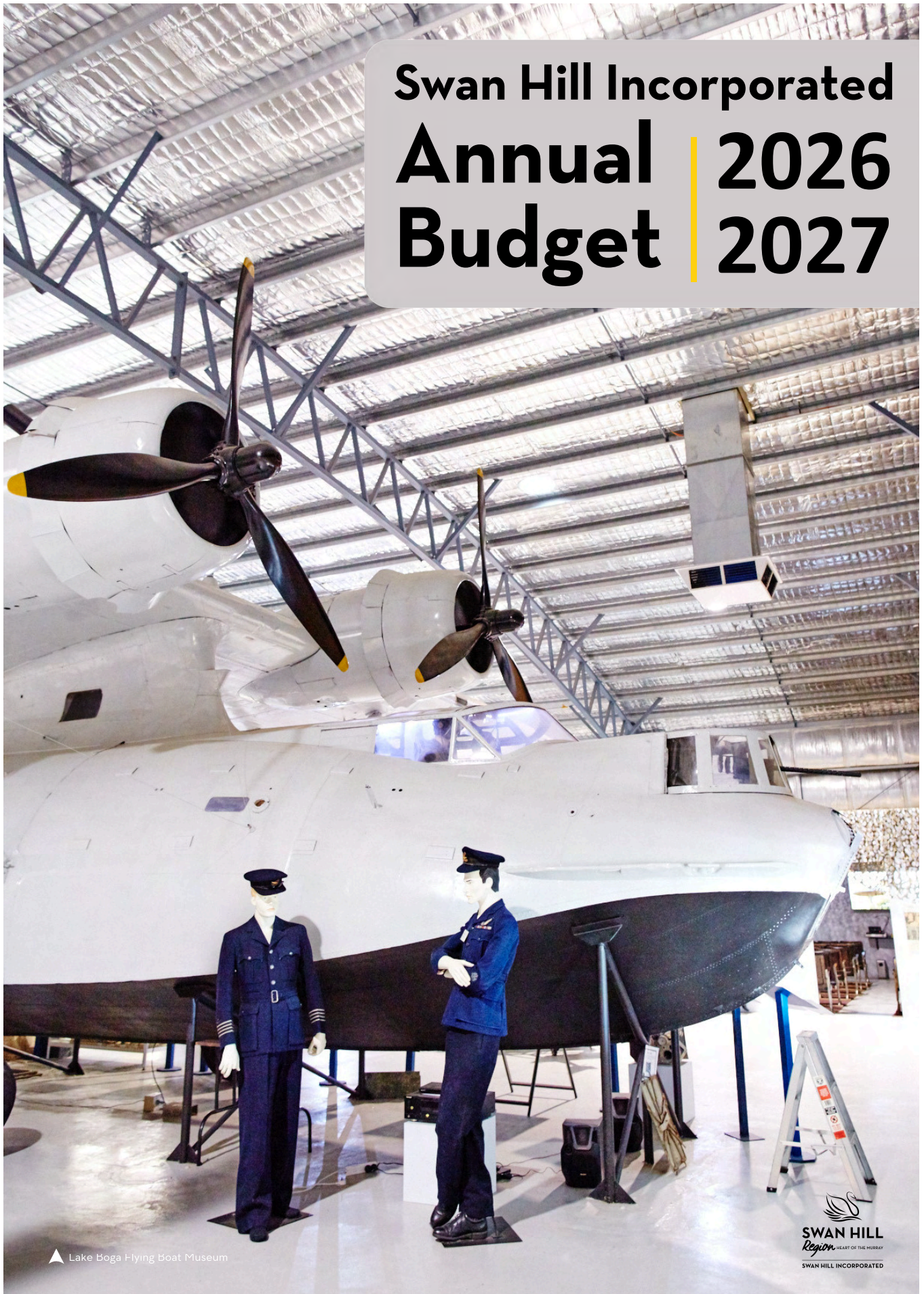
Options

1. Council can resolve to adopt the documents presented without change.
2. Council can seek amendments to the documents before adopting the documents.
3. Council can resolve not to adopt the documents.

Recommendation/s

That Council adopt Swan Hill Incorporated's 2026/27 Budget, Strategic Plan and Marketing Plan.

Swan Hill Incorporated Annual Budget | 2026 Budget | 2027



▲ Lake Boga Flying Boat Museum


SWAN HILL
Region
HEART OF THE MURRAY
SWAN HILL INCORPORATED

ACKNOWLEDGEMENT TO COUNTRY

The Swan Hill Region acknowledges and pays its respects to its elders, past and present and emerging of the land in which we visit, the Wamba Wamba, Latji Latji, Tatti Tatti, Waddi Waddi and Barapa Barapa peoples and recognises their ongoing connection to lands, waters and communities.



▲ First Nations artist



CONTENTS

- | | |
|---|--|
| 4 Executive Summary | 13 Promoting shopping in the region |
| 5 A message from our Chairman of the Board | 14 Supporting local events |
| 7 Introduction | 17 SWOT |
| 8 About Swan Hill Incorporated | 18 Target markets |
| 9 Organisation structure & roles | 20 Strategy One - Visitation to the Region |
| 10 Meet our committee's | 22 Strategy Two - Shopping in the Region |
| 12 Promoting of the region | 24 Strategy Three - Business support & advocacy |
| | 24 Annual budget 2026/27 |



EXECUTIVE SUMMARY

The Swan Hill Incorporated Marketing Plan 2026-2027 outlines a clear strategy to promote the Swan Hill region as a place to visit, shop, and do business. Focused on tourism, events, business support, and advocacy, the plan positions Swan Hill Inc as a key driver of economic activity and regional promotion.

The 2026-2027 plan focuses on three core strategic priorities:

- Increasing visitation to the region
- Promoting Swan Hill as a place to shop and experience through targeted promotions and initiatives
- Supporting and advocating for local business

The coming year will see continued investment into destination marketing, major events, and digital campaigns designed to strengthen the Swan Hill region's profile across regional Victoria. Signature initiatives including the Swan Hill Food and Wine Festival, Easter Family Fun Day, October Market Day, the North Traders Twilight Event, and community activations throughout the CBD will continue to drive visitation, local spending, and economic benefit.

Tourism and marketing activity will continue through digital campaigns, video content, seasonal promotions, and partnerships with organisations including Murray Regional Tourism and Visit Victoria. Campaigns will showcase the region's events, retail offering, Murray River experiences, and family friendly attractions.

Supporting local business remains a key focus of the organisation. Programs such as May Means Business, BizNet After Dark, workshops, networking opportunities, and trader engagement initiatives are designed to strengthen business capability, encourage collaboration, and provide practical support for local operators. Swan Hill Inc will also continue to advocate on behalf of business through ongoing engagement with Swan Hill Rural City Council and other regional stakeholders.

Underpinning the organisation is a committed volunteer Board of Management, active committee structure, strong local partnerships, and a focus on delivering measurable outcomes for members, businesses, and the wider community. Together, these foundations allow Swan Hill Inc to continue building momentum while positioning the Swan Hill region as a thriving place to visit, shop, and experience.



A Message from our Chairman of the Board Adam Laughlin

Dear Members, Industry Partners and Stakeholders,

On behalf of the Board of Management, I am pleased to present the Swan Hill Incorporated Annual Budget for 2026-2027.

This budget represents a continued investment in the growth and promotion of the Swan Hill region. It provides the resources needed to deliver destination marketing campaigns, major events, business support initiatives, and shop-local programs that drive economic activity and strengthen our region's visitor economy.

Swan Hill Incorporated's role is simple, to ensure our region is seen, considered, and chosen. Whether attracting visitors, encouraging local spending, supporting businesses, or showcasing what makes our region unique, our focus remains on delivering outcomes that benefit the broader community.

The budget has been developed with a strong focus on accountability and value. Every dollar invested is directed towards initiatives that increase visitation, support local businesses, build regional awareness, and create opportunities for economic growth.

As competition for visitors, investment, and consumer spending continues to grow, it is important that we continue to invest in the promotion of our region. This budget ensures Swan Hill Incorporated remains well positioned to deliver on that responsibility and support the long-term success of the Swan Hill region.

Thank you to our members, industry partners, volunteers and key stakeholders for your continued support. The work we do would not be possible without your contribution, advocacy and belief in the future of our region. Together, we will continue to promote Swan Hill, support local business, attract visitors and ensure our region remains a destination people choose to visit, invest in and enjoy.

We look forward to another successful year ahead.

A handwritten signature in black ink, appearing to read 'Adam Laughlin'.

Adam Laughlin

Chairman of the Board
Swan Hill Incorporated





6

▲ Pyap - Pioneer Settlement

INTRODUCTION

The Swan Hill Incorporated Annual Budget 2026/2027 outlines the organisation's key priorities, planned activities, and investment across tourism, events, business support, advocacy, and regional promotion. The budget supports the delivery of Swan Hill Inc.'s Strategic Plan and provides a framework to continue growing visitation, supporting local business, delivering major events, and promoting the Swan Hill region as a place to visit, shop, stay, and invest.

KEY PARTNERS

Swan Hill Rural City Council

Swan Hill Inc. will continue working closely with Council to align priorities, deliver events and activations, support economic development, and promote the region.

Local Business Community

Swan Hill Inc. exists to support and represent local business through advocacy, marketing opportunities, networking, and business development initiatives.

Tourism, Development & Government Organisations

Swan Hill Inc. will continue working with organisations including Murray Regional Tourism, Visit Victoria, Regional Development Victoria, Destination NSW, and Regional Development Australia to support regional marketing, tourism growth, and funding opportunities.

The Local Community

Supporting local remains an important focus through campaigns, promotions, events, and initiatives that encourage people to shop, dine, and experience the region.

ECONOMIC BENEFITS

Tourism continues to play an important role in the Swan Hill economy, supporting local businesses, jobs, accommodation providers, hospitality venues, retailers, and tourism operators.

According to Tourism Research Australia and Murray Regional Tourism Snapshot Report data for the year ending December 2025, the Swan Hill Local Government Area welcomed 421,107 domestic visitors, including 224,422 day trip visitors and 196,685 domestic overnight visitors. These visitors generated 470,809 visitor nights and contributed approximately \$146.95 million in visitor expenditure to the local economy.

Domestic overnight visitors contributed approximately \$86.73 million in expenditure, while day trip visitors contributed approximately \$60.22 million.

Events and initiatives delivered by Swan Hill Inc., including the Swan Hill Food and Wine Festival, Easter Family Fun Day, October Market Day, North Traders Twilight Event, seasonal campaigns, and business initiatives continue to support visitation, local spending, and economic activity throughout the region.

* Tourism data sourced from Tourism Research Australia and Murray Regional Tourism Snapshot Report - Year Ending December 2025.

ABOUT SWAN HILL INCORPORATED

Swan Hill Incorporated has been operating under the Special Rate since its declaration in 2002, playing a pivotal role in the successful promotion of Swan Hill and the surrounding region for over 20 years.

Our Purpose

To market, promote, and advocate for the Swan Hill region as a vibrant place to visit, shop, and do business.

Our Vision

To be the leading and relevant organisation supporting local businesses through strategic marketing and regional promotion.

Our Strategic Priorities

1. Growing Visitation

Increase visitation by actively promoting Swan Hill as a must visit destination, driving tourism, overnight stays, and broader economic benefit.

2. Supporting Local Shopping

Promote Swan Hill as a premier shopping destination, encourage high quality service, and champion the importance of shopping locally.

3. Business Advocacy

Engage with and advocate on behalf of our members to support business growth, confidence, and a strong local economy.

4. Business Support

Deliver support, direction, and opportunities to help local businesses thrive.

OUR STRUCTURE

Swan Hill Inc. is governed by a Board of Directors and supported by four dedicated sub committees:

- Marketing Committee
- Traders Committee
- Business Support and Advocacy Committee
- Food & Wine Festival Committee

Our organisation is proudly backed by over 20 passionate volunteers across the board and sub committees. Many of these individuals have contributed their time and expertise since Swan Hill Inc.'s inception, reflecting the enduring community spirit that drives our work.

OUR STRUCTURE & ROLES



BOARD OF MANAGEMENT



Leadership



Strategic
planning



Communication



Financial
management



Corporate
governance



Review and approve sub
committee operations and
recommendations



MARKETING COMMITTEE

Developing and
implementing the Annual
Marketing Plan including:

- Digital Marketing
- Print Advertising
- Promotional
Campaigns
- Events

Managing the “Heart of
the Murray” brand

Developing targeted
annual promotional
campaigns



TRADERS COMMITTEE

Promoting and
educating the
importance of shopping
local

Supporting CBD and
trader activation
initiatives

Encouraging trader
collaboration and
engagement



BUSINESS SUPPORT COMMITTEE

Delivering business forums
featuring motivational
speakers and industry
insights

Providing business
development and training
opportunities

Creating networking
opportunities for
members

Supporting idea sharing
and collaboration

Welcoming new
businesses and members
through onboarding and
welcome packs



FOOD & WINE FESTIVAL COMMITTEE

Planning and delivering
the Swan Hill Food &
Wine Festival

Managing event logistics
and operations

Coordinating vendors,
sponsorships,
entertainment, and
marketing

Supporting growth of the
region through major
event activation

OUR COMMITTEE'S

Working together to support local business, strengthen our region and deliver a vibrant future for the Swan Hill region.



BOARD OF MANAGEMENT



Adam Laughlin
Chairman
Swan Hill Incorporated
Pooles Accountant and
Tax Specialists



Debbie Martin
Vice Chair
Swan Hill Incorporated
Aspire Jewellery



Brendan McKenzie
Golconda Group
Swan Hill Bakehouse



Colin Hayward
Retired Business Owner
Voluntray Rate Member



Dale Whitfield
Whitfield Excavations &
Enviro Ex Solutions



Jessica Warburton
Swan Hill Power Products
Swan Hill Pioneer Settlement



Kelly Atkinson
Priceline Pharmacy



Brett Pekin
BLP Accomodation Group



Hugh Broad
Swan Hill Rural City
Council Representative



OPERATIONS

Stephen Colombo
Swan Hill Incorporated
Business Development Manager



MARKETING COMMITTEE



Jessica Warburton
Chairlady - Marketing
Swan Hill Power Products
Swan Hill Pioneer Settlement



Shaun O'Bree
Murray Downs Golt & Country
Club & Swan Hill Club



Janelle Earle
Pioneer Settlement



Reece Sutton
BIQ4 Swan Hill Caravan Park



Felicity Phelan
Sundair Social



Kirsty Brasser
Andrew's Trade
Services



RETAIL COMMITTEE



Brendan McKenzie
Chairman - Traders
Golconda Group
Swan Hill Bakehouse



Nadene Simpson
HomeLife Children's Boutique



Colin Hayward
Retired Business Owner
Voluntray Rate Member



Rebecca Orlando
Swan Hill Fishing and Shooting



Carrie-Anne Robins
Innocence and Attitude



Belinda Vallance
Sister Kode



BUSINESS SUPPORT COMMITTEE



Dale Whitfield
Whitfield Excavations &
Enviro Ex Solutions



Brett Pekin
BLP Accomodation Group



Colin Hayward
Retired Business Owner
Voluntray Rate Member



Nina McNamara
The Dandy Lion Studio



Debbie Martin
Aspire Jewellery



All Swan Hill Inc. members are encouraged to attend Traders Committee meetings to share ideas and contribute to local business initiatives. Members can also submit suggestions on marketing or expenditure in writing to the Board of Management for consideration.



HOW HAVE WE PROMOTED THE REGION AND SHOPPING IN OUR REGION FOR 2025/26?

The Swan Hill Inc. Marketing and Traders Committees continue to deliver targeted marketing, events, promotions, and business initiatives focused on increasing visitation, supporting local business, activating the CBD, and strengthening the profile of the Swan Hill region.

Mainstream & Digital Marketing

Swan Hill Inc. continued investing in regional television, radio, print, digital, and outdoor advertising across metro and regional markets. Campaigns throughout the year promoted major events, local shopping, food and beverage, fishing and camping experiences, family experiences, and Murray River tourism.

Digital marketing remained a major focus across Facebook, Instagram, TikTok, YouTube, and Google platforms. Video content, reels, tourism campaigns, event promotion, and short-form content continued to drive engagement and reach across key visitor markets.

The Visit Swan Hill website remained a key tourism platform alongside Swan Hill Inc.'s growing social media presence. Campaigns were also supported through partnerships with Murray Regional Tourism, Visit Victoria, media organisations, and tourism operators.

Regional Marketing Campaigns

Swan Hill Inc. continued delivering the successful "Tell 'Em" campaign series throughout the year, featuring well known local personalities including Harry Coffey, Macca, Sully, and Twiggy. These campaigns helped showcase the personality of the region while promoting local experiences, tourism, retail, and visitation across both digital and mainstream media platforms.

Swan Hill Inc. also partnered on the "Art Lives Here" campaign promoting the opening of the Art Gallery of Swan Hill, helping highlight the region's arts and cultural offering through targeted video and digital promotion.

Major Events & Activations

Major events and activations continued to play an important role in increasing visitation, supporting local spending, and promoting the region.

Key initiatives delivered throughout the year included:

- Swan Hill Food and Wine Festival
- Easter Family Fun Day
- October Market Day
- North Traders Twilight Event
- Christmas activations
- Seasonal campaigns
- Community events across the CBD

These events helped increase foot traffic, support local traders, activate the CBD, and encourage people to shop and spend locally.

Buy Local Campaigns & Promotions

Since launching in 2019, the Swan Hill Gift Card program has retained more than \$672,000 in local spending through the Why Leave Town platform. Available in both physical and digital formats, the program continues to encourage spending within the local economy.

Swan Hill Inc. also continued partnering with Ace Radio on the Buy Swan Hill campaign, an initiative designed to subsidise advertising costs for local retailers while promoting the importance of shopping local.

Targeted “Shop Local | Support Local | Buy Local” campaigns continued throughout the year around Valentine’s Day, Easter, Mother’s Day, Father’s Day, and Christmas. These campaigns included promotions, giveaways, competitions, digital campaigns, and extended trading initiatives designed to increase local spending and drive foot traffic throughout the CBD.

Search & Find Campaigns

Search and Find campaigns continued to grow significantly throughout the year, particularly with the introduction of the Amazing Race initiative. Alongside campaigns including Elf on the Shelf and the Easter Golden Egg Hunt, these initiatives encouraged families and visitors to explore the CBD while increasing foot traffic to participating businesses.

Tourism Promotion & Partnerships

Swan Hill Inc. continued promoting the region through the Visit Swan Hill Inspiration Guide, tourism collateral, website promotion, QR code campaigns, social media marketing, and digital tourism content showcasing local attractions, accommodation, retail, dining, and events.

Swan Hill Inc. also continued working closely with Swan Hill Rural City Council on:

- Business support initiatives
- Major events and activations
- Seasonal shop local campaigns
- CBD activations
- Tourism and regional promotion initiatives
- Business networking and development programs



SUPPORTING LOCAL EVENTS

Funding and Support for Community Events

Swan Hill Inc. continues to support local events and festivals that bring visitation, economic activity, and community engagement to the region. Over the past 12 months, Swan Hill Inc. has provided funding, marketing support, and promotional assistance to a range of community led events including:

- Lake Boga Easter Regatta
- Lake Boga New Year's Eve Fireworks
- Harmony Day
- Swan Hill Show & Shine
- Country Week Tennis
- Swan Hill Speedway
- June Racing Carnival
- Riverlights
- Swan Hill Show
- Variety Club Bash
- Murray Downs Fairways Festival

Swan Hill Inc. will continue supporting events that strengthen the region's profile, support local business, and encourage visitation throughout the year.

BUSINESS FORUMS & PROFESSIONAL DEVELOPMENT

Advocacy & Council Engagement

Swan Hill Inc. continues to advocate on behalf of local business and maintain strong engagement with members, stakeholders, and Council through:

- Bi-annual Advocacy Forums
- Annual reviews with Swan Hill Rural City Council Councillors and Executive Team
- Monthly liaison meetings with Council officers and leadership
- Business and community engagement initiatives

Swan Hill Inc. also continues working closely with Swan Hill Rural City Council to deliver business support initiatives, professional development opportunities, networking events, and community forums.

Business Forums

Throughout 2025/26, Swan Hill Inc. delivered a range of networking and professional development initiatives focused on supporting local business growth, innovation, and collaboration.

Navigating Business

The latest Navigating Business event focused on innovation, bringing together local business owners and operators to explore new ideas, business improvement opportunities, and practical ways to adapt and grow in a changing business environment.

BizNet After Dark

Swan Hill Inc. successfully delivered two BizNet After Dark events featuring special guests Anthony Koutoufides and Kristina Karlsson.

These events attracted strong attendance from the local business community and provided valuable opportunities for networking, business connection, motivation, and professional development.

OUR KEY BRAND MESSAGE

The “Swan Hill Region – Heart of the Murray” continues to serve as the region’s core destination brand, positioning Swan Hill as an authentic regional destination built around the Murray River, outdoor lifestyle, local experiences, events, and country hospitality.

The brand reflects the relaxed lifestyle, natural beauty, and strong community connection that make the Swan Hill region unique. Marketing throughout the year continues to focus on showcasing real experiences, local personalities, and the region’s diverse tourism, retail, hospitality, and event offering.

Key messaging focuses on:

- Authentic country experiences
- The Murray River lifestyle
- Fishing and camping
- Local shopping and dining
- Family friendly experiences
- Relaxation and nature
- Events and community connection
- Arts, culture, and heritage
- Outdoor adventure and recreation

Swan Hill Inc.’s marketing campaigns continue to position the region as an accessible and affordable regional destination that offers visitors the opportunity to slow down, connect with nature, experience genuine country hospitality, and enjoy a diverse range of experiences across all seasons. Campaigns such as the successful “Tell ‘Em” series featuring Harry Coffey, Macca, Sully, and Twiggy helped showcase the personality of the region while promoting tourism, retail, events, and local experiences across both digital and mainstream media platforms. Swan Hill Inc. also partnered on the “Art Lives Here” campaign promoting the Art Gallery of Swan Hill, helping highlight the region’s growing arts and cultural offering.

Our Unique Selling Points

- The Murray River
- Fishing & camping
- Pioneer Settlement
- Heartbeat of the Murray
- Legends of the Mallee
- Lake Boga & the Flying Boat Museum
- Golf tourism
- Motor sports
- Walking trails and outdoor recreation
- Events and festivals
- Local retail experiences
- Food, beverage, and hospitality experiences
- Arts and culture experiences
- Family friendly attractions

Key Local Events

- Swan Hill Food and Wine Festival
- Easter Family Fun Day
- June Racing Carnival
- RUSH Cruise for Awareness
- October Market Day
- North Traders Twilight Event
- Harmony Day
- Swan Hill Show
- CMFNL Finals



16

▲ The Fletcher family competing in the Swan Hill Amazing Race

SWAN HILL REGION SWOT ANALYSIS

Situation Analysis – A Snapshot of Swan Hill SWOT Analysis

STRENGTHS

- Favourable climate and distinct seasons
- Prime Murray River location – ideal for camping, fishing, boating
- Strong family-friendly lifestyle and community focus
- Unique heritage experiences – Pioneer Settlement, Flying Boat Museum
- Diverse café and dining scene showcasing local produce
- Resilient agriculture sector
- Major public and private investment in redevelopment (CBD, Chisholm Reserve, Pioneer Settlement & Art Gallery upgrades)
- Championship golf course
- Rich event calendar (Food & Wine Festival, Christmas Tree Lighting, Market Days, etc.)
- Strong community initiatives like the Swan Hill Gift Card program
- Natural attractions – Nyah-Vinifera Forest, Lake Boga, Fishing, water sports
- Chasney Estate, Murraydale Gin & Craft Beer Distillery, 90 Kings wine and emerging regional producers
- Pub Grub Trail
- Heartbeat of the Murray Laser Light Show spectacular
- Hosting of major sporting events (Tennis Country Week, Regional Basketball Tournament and International Golf Tournaments)

WEAKNESSES

- Distance from major cities (Melbourne, Adelaide)
- Gaps in tourism product development
- Workforce and skills shortages in key industries
- Limited hospitality/retail access on Sundays and public holidays
- Ageing infrastructure (e.g. bridges, river precinct)
- Limited luxury or experience-led accommodation
- Limited Aboriginal cultural experiences
- Lack of bookable walking, cycling and guided tour options
- Underdeveloped agri-tourism and foodie trails
- Private investment for another major attraction

OPPORTUNITIES

- Growing interest in regional travel and drive tourism
- Partnership with Swan Hill Rural City Council to co-deliver key projects
- Development of a vibrant riverfront precinct
- Expansion of agri-tourism and local food trails
- Creation of new and enhanced events (e.g. arts trail, light shows, community activations)
- Capitalising on regional icons – Lake Tyrrell, Silo Art Trail
- Increased digital marketing, social media, and influencer campaigns
- Resurgence in domestic and international visitation (e.g. Asia-Pacific market)
- Advocacy for regional development
- Birdwatching opportunities not clearly packaged/promoted

THREATS

- Climate impacts (floods, drought, bushfires)
- River & Lakes water levels
- Blue-green algae outbreaks
- Workforce shortages and staff retention challenges
- Fragmentation in the tourism industry
- Low investment by landlords and commercial property owners
- Economic uncertainty and inflation affecting consumer confidence
- Continued growth in online retail and leakage from local shopping

OUR TARGET MARKET

The Swan Hill region continues to attract visitors seeking authentic regional experiences, outdoor recreation, events, food and beverage experiences, and relaxed country hospitality.

According to Tourism Research Australia and Murray Regional Tourism data for the year ending December 2025, the Swan Hill LGA welcomed 421,107 domestic visitors, including 224,422 day trip visitors and 196,685 overnight visitors, generating 470,809 visitor nights and approximately \$146.95 million in visitor expenditure. Visitor trends continue to show strong interest in regional destinations offering value, nature-based experiences, events, family friendly activities, and genuine country experiences.

Focus for 2026/27

Swan Hill Inc. will continue focusing on retaining existing visitor markets while also expanding reach into emerging visitor segments through targeted marketing campaigns, events, digital promotion, and regional partnerships.

A continued focus will be placed on:

- Drive tourism markets
- Family travel
- Caravan and camping visitors
- Event based visitation
- Food and wine tourism
- Nature and outdoor experiences
- Arts, culture, and heritage tourism

Core Demographics

- Ages 45-70+ - Caravaners, self funded retirees, grey nomads, and couples seeking nature, relaxation, events, and regional touring experiences
- Ages 30-50 - Families seeking affordable regional holidays, outdoor experiences, events, and family friendly activities
- Visiting Friends & Relatives (VFR) - A consistent visitor market that continues to support overnight stays and local spending
- Event Visitors - Travellers visiting the region for festivals, sporting events, community events, and activations

Primary Geographic Markets

- Regional Victoria - Strongest returning visitor market
- Melbourne - Families, couples, and short stay visitors
- Regional New South Wales - Important cross border and drive tourism market
- South Australia - Growing market supported through Murray River and road trip tourism campaigns

Visitor Interests

Key visitor interests continue to include:

- | | |
|----------------------------|--|
| • Fishing & camping | • Golf tourism |
| • Murray River experiences | • Arts & culture |
| • Food & wine experiences | • Heritage tourism |
| • Events & festivals | • Outdoor recreation |
| • Family holidays | • Regional shopping and dining experiences |



STRATEGY ONE - VISITATION TO THE REGION

Goal: Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

This strategy aims to enhance the region's tourism appeal through targeted, multi platform marketing and the expansion of key tourism events. Working closely with Murray Regional Tourism and local operators, Swan Hill Inc. will promote regional strengths, improve digital visibility, and ensure consistent branding. A significant focus is also placed on strengthening the Swan Hill Region Food & Wine Festival and supporting emerging events, while encouraging visitors to extend their stays and explore more of the area.

Initiative	Action	Timing / KPI	Annual Budget
Develop targeted marketing designed to increase visitation & spend	Deliver a fully integrated campaign across digital (Google, Facebook, Instagram), regional/metro TVC, print (lifestyle and travel publications), radio, billboards and caravanning magazines. Support messaging with professional videohy and regional storytelling to inspire overnight stays.	Ongoing	\$150,000
Visitor Inspiration Guide + Town maps	Update and professionally produce a biannual guide that showcases the best of the Swan Hill region. Distribute to VICs statewide and link to the Visit Swan Hill website via QR code.	Ongoing	\$5,605
Partner with Murray Regional Tourism + VTIC	Maintain a strong partnership with MRT to co-invest in high-impact regional campaigns, ensure Swan Hill is consistently represented in all relevant opportunities, and actively participate in influencer initiatives and collaborative events.	Ongoing	\$15,900
Digital Platform & Social Media	Continuously improve the Visit Swan Hill website with fresh content, SEO, and user friendly features. Use a dedicated social media budget to run targeted ads, create reels/stories, and grow regional visibility and engagement.	Ongoing	\$43,895
Maintain 'Visit Swan Hill' Brand	Ensure all external communications-visuals, tone, language-reflect Swan Hill's core brand values: authenticity, nature, and local charm. Apply consistently across all materials and partnerships.	Ongoing	NIL
Reporting	Implement quarterly analytics and reporting for the Board and stakeholders-tracking website sessions, social performance, and visitation peaks (e.g., Food & Wine Festival, Easter, June Races).	Ongoing	NIL
Encourage event linked visitation	Develop and distribute themed travel itineraries (weekend getaways, event linked stays, food & wine, heritage) to extend stays before/after major events. Promote via social and visitor info points.	Ongoing	NIL

Initiative	Action	Timing / KPI	Annual Budget
Swan Hill Food & Wine Festival	Deliver and expand the annual signature event, increasing marketing reach and ticketing income. Encourage visitor dispersal into local eateries, accommodation and attractions across the weekend.	Ongoing	Covered by income (\$170,000)
Opportunistic Promotions	Remain responsive to spontaneous event/tourism opportunities (e.g., sport tournaments, media coverage) by allocating funds to quick turnaround promotional campaigns or pop up activations.	Ongoing	\$20,000
Support Aboriginal Culture	Collaborate with local Aboriginal groups to include authentic cultural elements - performances, art, language, storytelling - into events and tourism materials.	Ongoing	NIL
Visiting Friends and Relatives (VFR) campaign	Create a campaign targeting locals to invite friends/family to stay, shop and explore. Promote via locals only competitions, ambassador features, and themed event invites.	Ongoing	NIL
Partnership with SHRCC	Work with Council to enhance regional product and visitor experience. Collaborate on joint initiatives like Riverlights, Farm Gate Trails, and precinct activation.	Ongoing	NIL

Total Strategy 1: \$405,400

Swan Hill Food & Wine Festival projected income: \$175,000

STRATEGY TWO - SHOPPING IN THE REGION

Goal: Promote the Swan Hill region as a vibrant place to shop and encourage support for local business.

This strategy focuses on stimulating local economic activity through community engagement and targeted retail campaigns. Through initiatives such as the 'Buy Swan Hill' radio campaign, the 'Why Leave Town' gift card program, and major promotional events like Market Days and Christmas campaigns, Swan Hill Inc. encourages residents and visitors to support local retailers and reinforces the importance of keeping spending within the region.

Initiative	Action	Timing / KPI	Annual Budget
Shop Local Messaging - Buy Swan Hill Campaign	Continue the long running radio partnership with Ace Radio to deliver monthly 'Buy Swan Hill' messages across local airwaves. Emphasise the economic multiplier effect of shopping local (every \$1 spent locally generates up to \$4 for the community). Integrate stories of local retailers and business owners into ads to reinforce community connection and loyalty.	Monthly radio campaign. Target: At least 12 new businesses per year participating.	\$5,500
Quarterly Gift Card campaign. Target: At least 12 new businesses per year participating.	Drive uptake of Swan Hill branded gift cards for birthdays, thank you, staff gifts and community prizes. Promote new tap n go gift card options for easier distribution and purchasing. Work with more retailers to onboard and educate them on the benefits of accepting the card to boost local spending. Highlight the program's success (over \$672,000 redeemed locally since inception) as a strong call to action.	Ongoing promotion and digital growth. KPI: 10% increase in redemptions year on year.	\$13,000
Community Education - Value of Local Spending	Launch an awareness campaign across social media and local publications, highlighting how shopping local supports local jobs, sponsors kids' sports, and keeps Swan Hill vibrant. Include interviews with local families and traders to show the real world benefits of shopping locally. Distribute posters, window decals and digital content that businesses can display with the tagline: "Every Dollar Counts – Shop Local First."	Seasonal campaigns (e.g. Christmas, EOFY, back to school). KPI: Campaign reach & engagement across social + printed collateral uptake.	NIL

Initiative	Action	Timing / KPI	Annual Budget
Retail Promotions & Events Calendar	Develop and deliver a full year calendar of retail promotions to encourage foot traffic and spending, including: • Easter Market Day (April) • North Traders Twilight Event (May) • October Market Day (Junior Basketball Tournament) • Swan Hill Christmas Shopping Promotion (November - December) • School holiday programs to attract families to move around the CBD and wider business district to stay engaged with traders and keep foot traffic moving.) Each event includes a variety of on-street activities, live music, kids' entertainment, and retailer discounts. Align each campaign with seasonal visitation and tourism peaks.	Target: At least 12 new businesses per year participating.	\$78,000

Total Strategy 2: \$96,500

Strategy Three - Business Support & Advocacy

Goal: Engage with, support, and advocate on behalf of members to ensure Swan Hill's business community is heard, empowered, and equipped for success.

This integrated strategy brings together Swan Hill Inc.'s advocacy and business development efforts under one clear focus: to strengthen the local business community through consistent communication, government engagement, professional development, and networking opportunities.

By combining regular advocacy with targeted business support initiatives, Swan Hill Inc. ensures that members not only have a strong voice in local decision making, but also access to practical tools, insights, and peer connections to thrive in a changing environment.

Initiative	Action	Timing	Annual Budget
Leadership Communication	Maintain consistent two-way communication with members via e-newsletters, social media, calls, visits, and popup catchups. Share updates on marketing, grants, and council matters. Provide useful resources on trends and compliance.	Ongoing	\$2,000
Government Engagement	Build strong relationships with local, state, and federal stakeholders. Represent business interests in forums, consultations, and discussions. Advocate for needs like skilled workers, weekend trading support, and CBD activation.	As needed	NIL
Member Forums	Host two networking and advocacy forums annually. Feature speakers from council, tourism, or industry groups. Provide a platform for open discussion, idea sharing, and feedback to shape Swan Hill Inc.'s direction.	Oct & May	\$15,000
Council Collaboration	Maintain close engagement with Swan Hill Rural City Council through formal reviews and monthly briefings. Collaborate on planning, economic development, and joint projects like Riverlights and precinct activation.	Ongoing	NIL
Educational & Motivational Business Forums	Deliver two professional development events per year featuring high impact speakers or panels on topics such as: - Motivation & team building - Collaborative marketing - Customer service - Financial resilience & digital transformation.	Ongoing	\$15,000

Total Strategy 3: \$32,000



Swan Hill Incorporated

Annual Budget 2026/27

Income

Bank Interest	13,500
Business Forums	5,000
Market Days	5,350
Membership SHI (Voluntary)	12,500
Opportunistic Income	5,000
Special Rate Income	400,677
Swan Hill Food and Wine	175,000
Total Income	\$617,027

Expenses

Administration

Audit	7,000
Bank Fees	264
Incorporation Filling Fees	127
Insurances	10,360
Member Communication	2,000
Opportunistic Activities	10,000
Other Office Expenses	2,400
Printer Lease	1,700
Postage	158
Printing	780
Salaries & Wage	110,000
Staff Training	2,000
Stationary	540
Subscriptions	1,800
Superannuation	13,200
Telephone & Internet	1,200
Workers Compensation	1,198
Total Administration	\$164,727

Business Support

Business Forums/Networking Events	30,000
Swan Hill Corporate Website	595
Total Business Support & Advocacy	\$30,595

Marketing

Digital Marketing	42,000
Town Maps	605
Targeted Mainstream Campaign	150,000
Murray Regional Tourism Board	15,000
Official Visitor Guide Distribution	5,000
Opportunistic Promotions	20,000
VTIC Membership	900
Websites - Visit Swan Hill & Food and Wine	1,895
Total Marketing	\$235,400

Swan Hill Food & Wine

Swan Hill Food & Wine	170,000
Total Swan Hill Food & Wine	\$170,000

Sponsorship	
Annual Sponsorship (Show, Racing, Tennis etc)	6,000
Event Sponsorship (Show & Shine, Harmony Day etc)	4,200
Opportunistic sponsorship	3,000
Total Promotions	\$13,200

Traders

Buy Swan Hill	5,500
Retail Promotions	6,000
Christmas Decorations	13,000
Christmas Promotion	15,000
Market Days	44,000
Swan Hill Gift Card	13,000
Total Traders	\$96,500

Total Expenses	\$710,422
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Net Surplus / (Deficit)	(\$93,395)
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SWAN HILL

Region HEART OF THE MURRAY

SWAN HILL INCORPORATED

Swan Hill Incorporated **Strategic Plan** 2025 - 2032

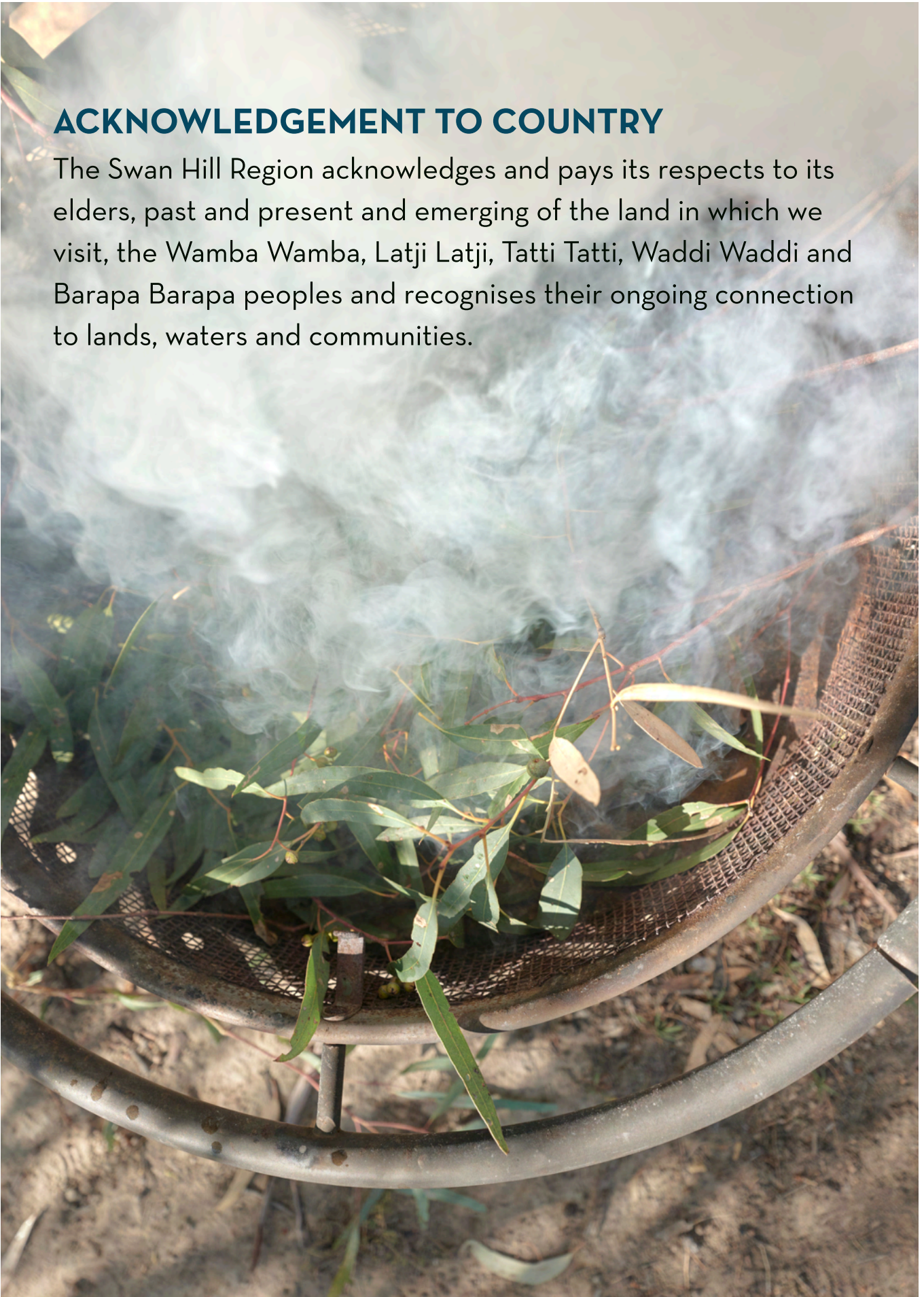


SWAN HILL
Region HEART OF THE MURRAY

SWAN HILL INCORPORATED

ACKNOWLEDGEMENT TO COUNTRY

The Swan Hill Region acknowledges and pays its respects to its elders, past and present and emerging of the land in which we visit, the Wamba Wamba, Latji Latji, Tatti Tatti, Waddi Waddi and Barapa Barapa peoples and recognises their ongoing connection to lands, waters and communities.





CONTENTS

- 5** Executive Summary
- 6** A message from our Chairman of the Board
- 7** Introduction
- 8** About Swan Hill Incorporated
- 9** Key partners
Economic benefits
- 11** Organisation structure & roles
- 12** Meet our committee's
- 13** Employment situation analysis
- 16** Tourism situation analysis
- 19** SWOT
- 21** Strategy One - Visitation to the Region
- 22** Strategy Two - Shopping in the Region
- 23** Strategy Three - Business support & advocacy



EXECUTIVE SUMMARY

The Swan Hill Inc 2025-2032 Strategic Plan sets out a bold and practical vision for the growth and success of the Swan Hill region's visitor economy. Shaped through the insight and expertise of Swan Hill Inc's board—whose members represent a diverse cross-section of the local business community—this plan reflects both real-world experience and forward-thinking ambition.

Over the next seven years, Swan Hill Inc will focus on strengthening the region's position as a dynamic and welcoming destination. The strategy outlines clear priorities: to enhance destination branding, elevate visitor experiences through storytelling and events, support local operators, and drive coordinated marketing that reflects the unique character of our region.

This plan also highlights the importance of strategic partnerships, both within our region and beyond, to ensure that growth is sustainable and that the benefits of a thriving visitor economy are widely shared. By investing in industry development, improving digital capabilities, and championing a strong sense of place, Swan Hill Inc is setting the foundation for long-term economic and community impact.

This is not just a plan for Swan Hill Inc—it is a roadmap for the region's future. With a united approach, strong leadership, and the backing of our local business community, we are ready to bring this vision to life and position Swan Hill as a destination of choice for visitors, investors, and locals alike.





A Message from our Chairman of the Board Adam Laughlin

It is with great pleasure that I present the Swan Hill Incorporated 2025-2032 Strategic Plan—a bold, practical, and community-driven roadmap for our region's future.

Over the past several years, our organisation has grown in strength, focus, and ambition. As we look ahead, we remain committed to delivering real outcomes for our members, our partners, and our wider community. This plan outlines a clear path forward, focusing on our three core priorities: driving visitation, supporting local shopping, and providing meaningful business support and advocacy.

We are proud of what has been achieved to date, including the continued growth of the Swan Hill Region Food & Wine Festival, which has become a major annual attraction for both locals and visitors. Our “No Matter the Season” marketing campaigns have also struck a chord, helping to boost regional visitation across multiple seasons and reinforcing the unique character of our community.

These efforts, supported by strong partnerships and active member engagement, are helping to shape Swan Hill into a vibrant, connected, and resilient region.

None of this would be possible without the dedication of our Board of Management, our committees, volunteers, and community stakeholders. I extend my sincere thanks to each of you. Your time, insight, and commitment are what drive our collective success.

This strategic plan reflects not only our ambitions but our belief in the potential of the Swan Hill region. I invite every business, resident, and partner to walk this path with us as we continue building a thriving and sustainable future.

A handwritten signature in black ink, appearing to read 'Adam Laughlin'.

Adam Laughlin

Chairman of the Board
Swan Hill Incorporated





INTRODUCTION

Background

Swan Hill Incorporated is committed to delivering a coordinated and impactful strategic plan and marketing strategy, underpinned by the Special Marketing Rate. With the current rate due for review in 2026, we are preparing to seek a renewed seven-year term to ensure long-term planning, continuity, and measurable outcomes that support the Swan Hill business community.

Looking ahead, Swan Hill Incorporated will continue to evolve in response to the needs of our members. Building on the feedback received during previous consultation periods, we remain focused on strengthening our engagement, advocacy, and communication efforts. Our structure is designed to be responsive and accountable, ensuring that members are consistently informed and supported.

Over the next strategic term, we will prioritise direct engagement through regular business visits, phone calls, and digital communication. These conversations will inform our priorities and help us shape initiatives that reflect the interests of local businesses. Our goal is to create a thriving, collaborative business environment across the Swan Hill region.

Swan Hill Incorporated will also continue to pursue additional funding opportunities that align with our strategic objectives, expanding our capacity to deliver meaningful outcomes for our members.

ABOUT SWAN HILL INCORPORATED

Swan Hill Incorporated has been operating under the Special Rate since its declaration in 2002, playing a pivotal role in the successful promotion of Swan Hill and the surrounding region for over 20 years.

Our Purpose

To market, promote, and advocate for the Swan Hill region as a vibrant place to visit, shop, and do business.

Our Vision

To be the leading and relevant organisation supporting local businesses through strategic marketing and regional promotion.

Our Strategic Priorities

1. Growing Visitation

Increase visitation by actively promoting Swan Hill as a must-visit destination—driving tourism, overnight stays, and broader economic benefit.

2. Supporting Local Shopping

Promote Swan Hill as a premier shopping destination, encourage high-quality service, and champion the importance of shopping locally.

3. Business Advocacy

Engage with and advocate on behalf of our members to support business growth, confidence, and a strong local economy.

4. Business Support

Deliver support, direction, and opportunities to help local businesses thrive.



KEY PARTNERS

Swan Hill Rural City Council

A strong partnership with the Swan Hill Rural City Council is key to the success of this plan. We'll continue to work closely together to align goals, share resources, and deliver outcomes that benefit the entire region.

Local Business Community

We exist to support and represent our members. Through open communication and meaningful engagement, Swan Hill Inc. will advocate for local business interests and help create opportunities for growth, connection, and promotion.

Tourism, Development & Government Organisations

We'll continue to work alongside State and Federal government bodies and key industry organisations including the Murray Regional Tourism Board, Visit Victoria, Regional Development Victoria, Destination New South Wales and Regional Development Australia. These partnerships open doors to new ideas, funding opportunities, and strategic collaborations that help us deliver bigger and better outcomes.

The Local Community

At the heart of everything we do is the Swan Hill community. We're committed to encouraging locals to support local—by shopping, dining, exploring, and celebrating everything our region has to offer. Together, we'll keep the spirit of Swan Hill strong and thriving.

ECONOMIC BENEFITS

The promotion of our region is focused on bringing visitors to Swan Hill and the surrounding areas. According to Murray Regional Tourism data for the year ending 31 December 2024, the Swan Hill Region welcomed 354,273 domestic overnight visitors, 357,084 domestic day trip visitors, and 6,959 international visitors, totalling 718,316 visitors for the year. This represents continued strong growth, approaching pre-COVID visitation levels of 415,000 overnight visitors in 2019.

Tourism makes a substantial contribution to our local economy. In 2024, visitor local spend totalled \$185.46 million, representing over 35% of the total \$523.65 million spent in the Swan Hill region. Based on total visitor numbers, this equates to an average spend of approximately \$258 per visitor.

More specifically, the average spend per domestic overnight visitor was \$501, and \$170 for day visitors, demonstrating the high economic value of attracting overnight stays. These visitor dollars support a wide range of businesses across the community—not just those directly involved in tourism, but also local retailers, restaurants, service providers, and event operators—creating jobs and driving economic resilience.

* Domestic and international visitation and average expenditure are retrieved from Murray Regional Tourism Board December 2024 Quarterly reports.



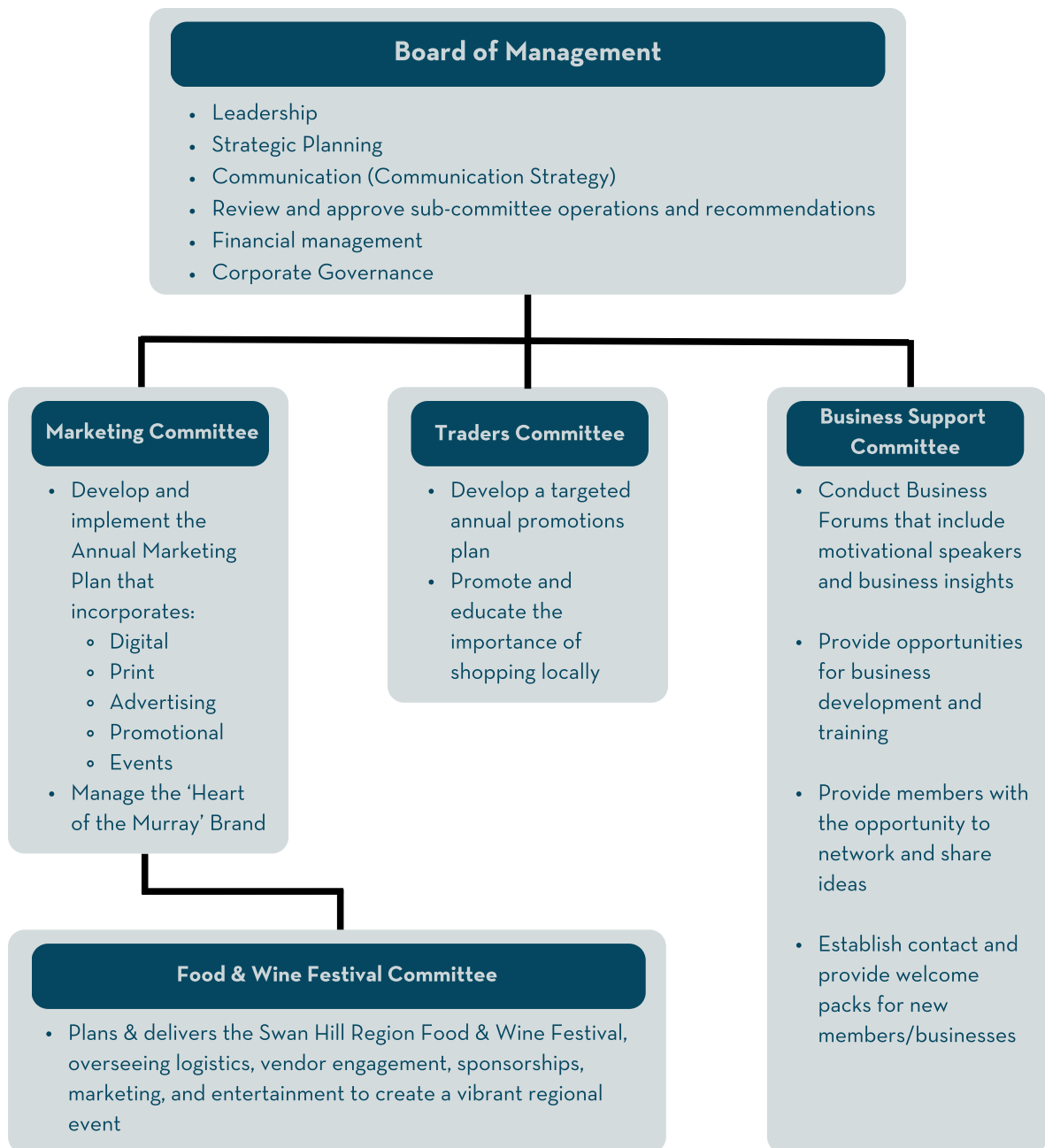
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OUR STRUCTURE & ROLES

Swan Hill Inc. is governed by a Board of Directors and supported by three dedicated sub-committees:

- Marketing Committee
- Traders Committee
- Business Support and Advocacy Committee

Our organisation is proudly backed by 20 passionate volunteers across the board and sub-committees. Many of these individuals have contributed their time and expertise since Swan Hill Inc.'s inception, reflecting the enduring community spirit that drives our work.



OUR COMMITTEE'S BOARD OF MANAGEMENT



Adam Laughlin
Chair of Swan Hill Incorporated
Pooles Accountant and Tax
Specialists



Debbie Martin
Vice Chair of
Swan Hill Incorporated
Aspire Jewellery



Brendan McKenzie
Golconda Group
Swan Hill Bakehouse



Colin Hayward
Retired Business Owner
Voluntray Rate Member



Dale Whitfield
Whitfield Excavations &
Enviro Ex Solutions



Jessica Warburton
Swan Hill Power Products
Swan Hill Pioneer Settlement



Kelly Atkinson
Priceline Pharmacy



Brett Pekin
BLP Accomodation Group



Hugh Broad
Swan Hill Rural City
Council Representative

OPERATIONS



Stephen Colombo
Swan Hill Incorporated
Business Development Manager

MARKETING COMMITTEE



Jessica Warburton
Chair of Marketing Committee
Swan Hill Power Products
Swan Hill Pioneer Settlement



Shaun O'Bree
Murray Downs Golf &
Country Club



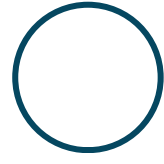
Janelle Earle
Pioneer Settlement



Reece Sutton
BLG4 Swan Hill Caravan Park



Marcia Pollington
Swan Hill Rural City Council
Economic Development



Position Vacant
XXXXXXXXXXXXX

RETAIL COMMITTEE



Brendan McKenzie
Chair of Traders Committee
Golconda Group
Swan Hill Bakehouse



Nadene Simpson
Home.life Children's Boutique



Colin Hayward
Retired Business Owner
Voluntray Rate Member



Rebecca Orlando
Swan Hill Fishing and Shooting



Carrie-Anne Robins
Innocence and Attitude



Belinda Vallance
Sister Kode

BUSINESS SUPPORT & ADVOCACY COMMITTEE



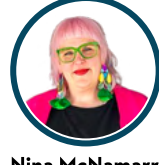
Dale Whitfield
Whitfield Excavations &
Enviro Ex Solutions



Brett Pekin
BLP Accomodation Group



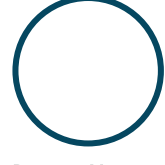
Colin Hayward
Retired Business Owner
Voluntray Rate Member



Nina McNamarra
The Dandy Lion Studio



Debbie Martin
Aspire Jewellery



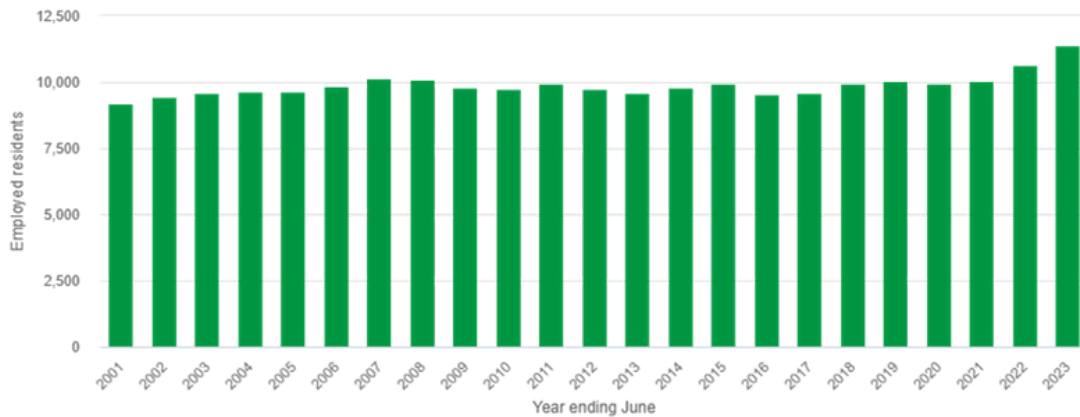
Position Vacant
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All Swan Hill Inc. members are encouraged to attend Traders Committee meetings to share ideas and contribute to local business initiatives. Members can also submit suggestions on marketing or expenditure in writing to the Board of Management for consideration.

Employment Situation Analysis – A snapshot of the Swan Hill Region

The Swan Hill region has experienced a steady increase in the number of employed residents over the past two decades, indicating consistent economic growth and workforce participation. Agriculture remains the dominant employment sector, reflecting the region's strong agricultural base, followed by health care, retail, and education services, which collectively support the local economy and community needs. While industries like electricity, mining, and information media contribute minimally, the overall diversity in employment sectors showcases a balanced regional economy with both primary and service-based opportunities.

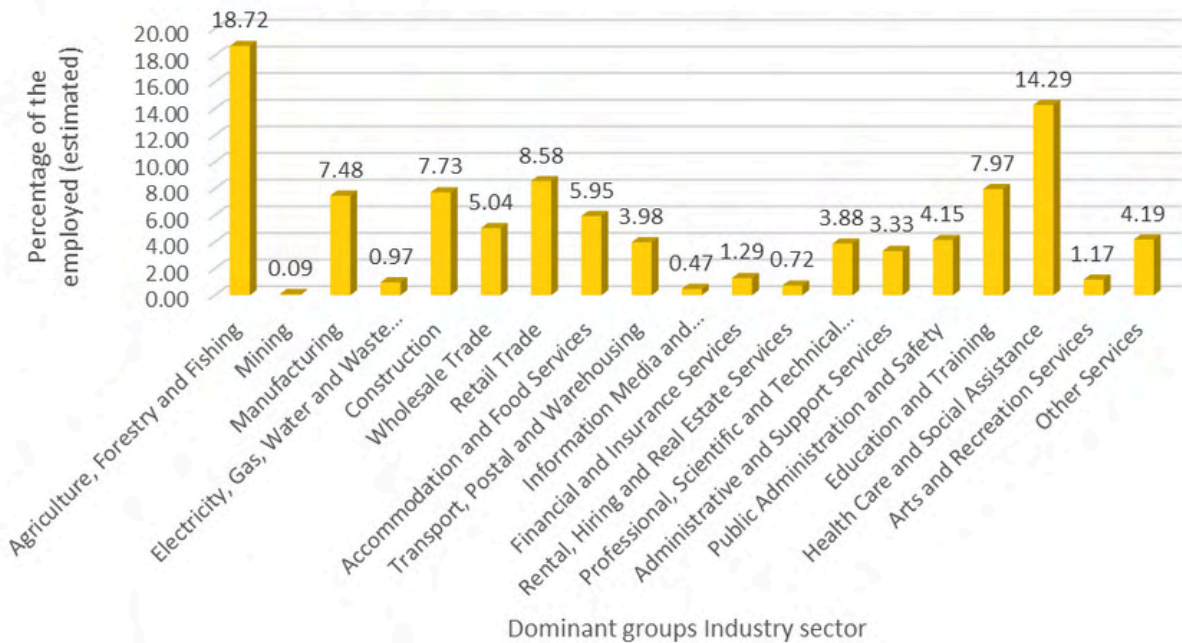
Employed residents
Swan Hill



Source: National Institute of Economic and Industry Research (NIEIR) ©2023 Compiled and presented in economy.id by .id (informed decisions).

Employment in the Swan Hill region has shown a steady upward trend from 2002 to 2022, with a notable increase in employed residents over the last few years.

Employment by industry in the Swan Hill region



Source: National Institute of Economic and Industry Research (NIEIR) ©2023 Compiled and presented in economy.id by .id (informed decisions).

Agriculture is the leading employment sector in Swan Hill at 18.72%, followed by health care and retail, indicating a strong rural economy complemented by essential service industries.





Tourism Situation Analysis - A Snapshot of the Swan Hill Region



Tourism data sourced from Tourism Research Australia Domestic and International Visitor Survey - Year Ending December 2024, as provided by Murray Regional Tourism.

VISITATION SNAPSHOT - SWAN HILL REGION

In the year ending December 2024, the Swan Hill region welcomed 718,316 total visitors, reflecting a strong tourism presence. This included 357,084 day-trippers and 354,273 overnight visitors, showing a near-even split between short and extended stays. Notably, domestic overnight stays accounted for 998,136 visitor nights, with intrastate visitors contributing the majority. Although international visitation remains low at 6,959, the overall figures indicate a healthy and growing tourism economy with increasing engagement from both local and regional travellers.

SOURCE OF VISITATION AND TARGET MARKETS

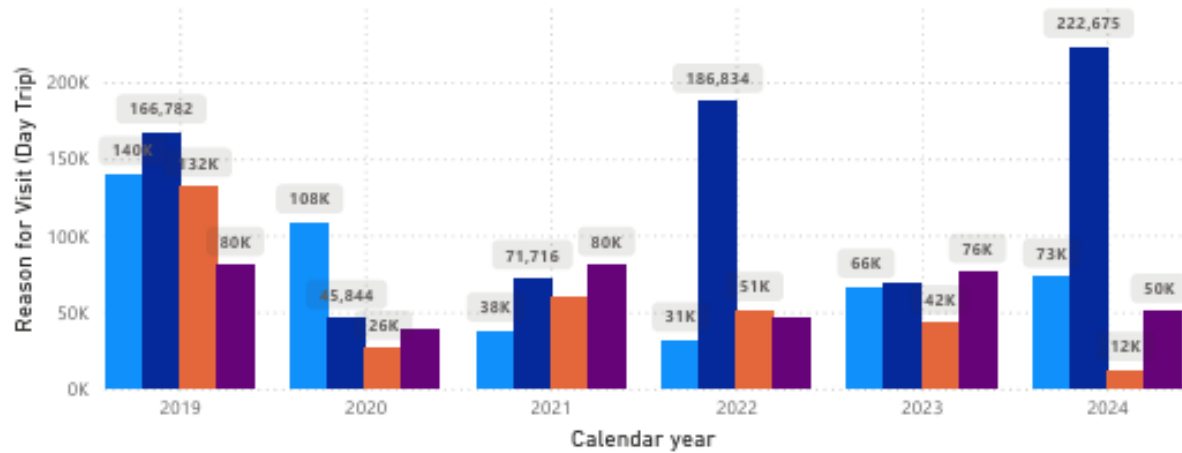
The majority of visitation to Swan Hill comes from within Victoria, with 237,168 intrastate day trips and 251,527 intrastate overnight stays, making regional Victorians the key market. Interstate travellers also represent a growing segment, contributing over 222,000 combined trips. Target markets for Swan Hill should continue to focus on Victorian families and older adults seeking social, nature-based, and heritage-driven experiences, while also expanding appeal to interstate leisure seekers and niche interest groups such as golfers, cyclists, water sports & fishing and food and wine tourists.

Tourism Situation Analysis - A Snapshot of the Swan Hill Region

Reason for Visit (Day Trip)

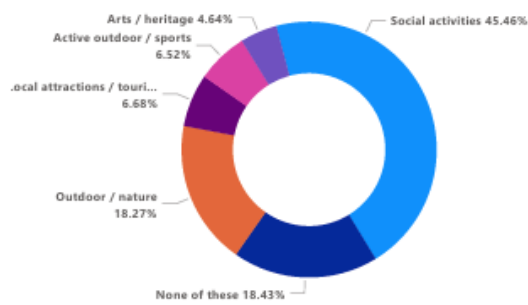
Swan Hill

Day Reason for Visit ● Business ● Holiday ● Other reason ● Visiting friends and relatives



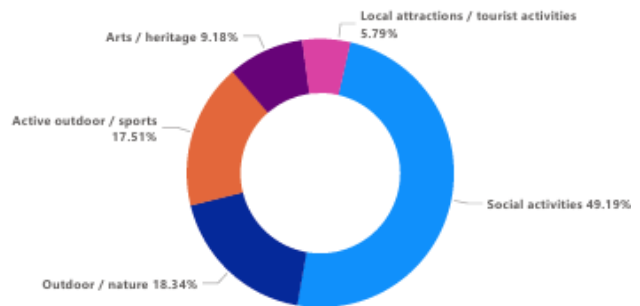
Day Trip Main Activity

Swan Hill



Overnight Main Activity

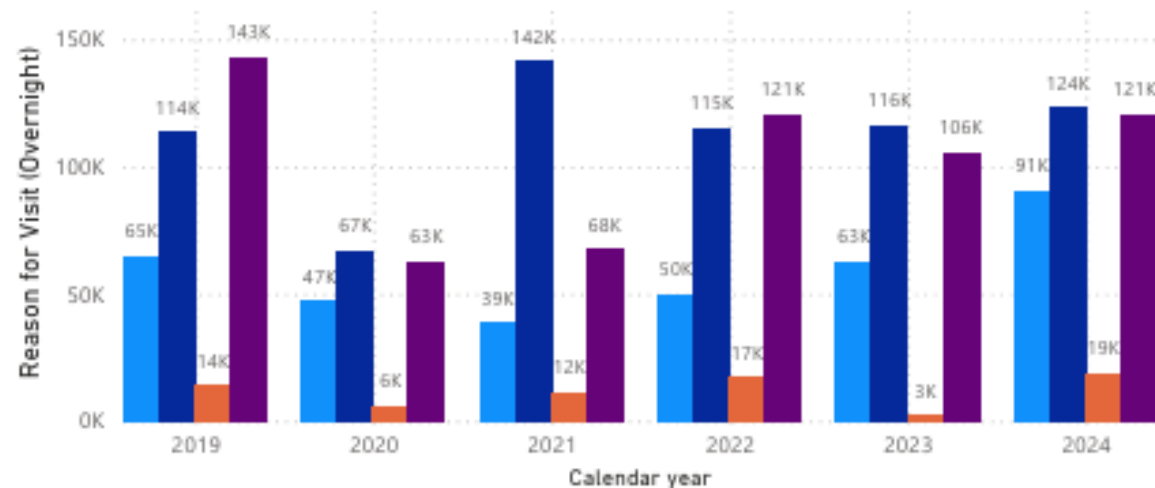
Swan Hill



Reason for Visit (Overnight)

Swan Hill

Overnight Reason for Visit ● Business ● Holiday ● Other reason ● Visiting friends and relatives



Tourism data sourced from Tourism Research Australia Domestic and International Visitor Survey - Year Ending December 2024, as provided by Murray Regional Tourism.



SWAN HILL REGION SWOT ANALYSIS

Situation Analysis – A Snapshot of Swan Hill SWOT Analysis

STRENGTHS

- Favourable climate and distinct seasons
- Prime Murray River location – ideal for camping, fishing, boating
- Strong family-friendly lifestyle and community focus
- Unique heritage experiences – Pioneer Settlement, Flying Boat Museum
- Diverse café and dining scene showcasing local produce
- Resilient agriculture sector
- Major public and private investment in redevelopment (CBD, Chisholm Reserve, Pioneer Settlement & Art Gallery upgrades)
- Championship golf course
- Rich event calendar (Food & Wine Festival, Christmas Tree Lighting, Market Days, etc.)
- Strong community initiatives like the Swan Hill Gift Card program
- Natural attractions – Nyah-Vinifera Forest, Lake Boga, Fishing, water sports
- Chasney Estate, Murraydale Gin & Craft Beer Distillery, 90 Kings wine and emerging regional producers
- Pub Grub Trail
- Heartbeat of the Murray Laser Light Show spectacular
- Hosting of major sporting events (Tennis Country Week, Regional Basketball Tournament and International Golf Tournaments)

WEAKNESSES

- Distance from major cities (Melbourne, Adelaide)
- Gaps in tourism product development
- Workforce and skills shortages in key industries
- Limited hospitality/retail access on Sundays and public holidays
- Ageing infrastructure (e.g. bridges, river precinct)
- Limited luxury or experience-led accommodation
- Limited Aboriginal cultural experiences
- Lack of bookable walking, cycling and guided tour options
- Underdeveloped agri-tourism and foodie trails
- Private investment for another major attraction

OPPORTUNITIES

- Growing interest in regional travel and drive tourism
- Partnership with Swan Hill Rural City Council to co-deliver key projects
- Development of a vibrant riverfront precinct
- Expansion of agri-tourism and local food trails
- Creation of new and enhanced events (e.g. arts trail, light shows, community activations)
- Capitalising on regional icons – Lake Tyrrell, Silo Art Trail
- Increased digital marketing, social media, and influencer campaigns
- Resurgence in domestic and international visitation (e.g. Asia-Pacific market)
- Advocacy for regional development
- Birdwatching opportunities not clearly packaged/promoted

THREATS

- Climate impacts (floods, drought, bushfires)
- Mosquito-borne diseases and blue-green algae outbreaks
- Workforce shortages and staff retention challenges
- Fragmentation in the tourism industry
- Low investment by landlords and commercial property owners
- Economic uncertainty and inflation affecting consumer confidence
- Continued growth in online retail and leakage from local shopping



Strategy One- Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

Key Initiatives

- Implement a Marketing Committee with a minimum of two members with Marketing qualifications and/or experience.
- Manage the Swan Hill Region Brand.
- Establish a strong research base for all activities.
- Develop a targeted Annual Marketing Plan.
- Develop strategic alliances with key tourism industry organisations.
- Improve our digital presence.
- Develop a strategy to assist in the dispersal of visitors to the smaller towns in the region.
- Develop targeted advertising campaigns designed to encourage operator buy in.
- Encourage and support the development and linking of regional festivals and events.

Priority Actions

- Develop and implement a targeted Annual Marketing Plan that incorporates digital, print, advertising, promotional and events strategies and projects.
- Conduct a review of the Swan Hill Region brand to ensure it is relevant to the visitor and to our members.
- Develop and implement a monthly reporting system for the Board and Committees that includes visitation to the region, website hits and activity and campaign performance/research where applicable.
- Implement a new website that provides the user with an interactive, easy-to-use resource and enables operators to be represented.

Key Performance Indicators

1. Implementation of Marketing Plan
2. Management of website and digital assets
3. Monitoring of visitor numbers to the region
4. Reporting on campaign evaluations



Strategy Two- Shopping in the Region

Promote the Swan Hill region as a place to shop.

Key Initiatives

- Recruit additional Retailers and Traders to the committee.
- Promote and educate the importance of shopping locally.
- Develop a targeted annual calendar of promotions.
- Establish a strong research base for all activities.
- Support and participate in the 'Strengthening Swan Hill Region's Retail Industry' project.
- Promote and encourage the spending of the Swan Hill gift card.
- Encourage shopping locally through shop local to win campaigns.

Priority Actions

- Develop a targeted annual calendar of promotions that provides traders with the opportunity to leverage off key seasons, holidays and events.
- Create an educational and promotional campaign targeting locals which highlights the economic benefits of shopping locally supported by statistical data.
- Implement “Shop Local to Win” campaigns that incentivise local spending with prizes, supported by a database to track entries and report campaign impact.
- Reporting to Swan Hill Inc. committees outlining available gift card funds and redemption trends to drive awareness, encourage local spending, and inform targeted promotional efforts

Key Performance Indicators

1. Implementation of the annual calendar of promotions
2. Reporting on research collected for all promotional activities
3. Number of entries received through Shop Local campaigns

4. Total value of Swan Hill Gift Cards redeemed in the region over particular time
5. Number of completed post-campaign/event surveys and key insights gathered



Strategy Three – Business Support & Advocacy

Engage with and advocate on behalf of members while providing support, guidance, and encouraging the delivery of quality service across the business community.

Key Initiatives

- Develop a Communications Plan outlining how to communicate with the business community and its members.
- Establish and maintain a leadership role by engaging with local businesses.
- Develop a strong and mutually supportive relationship with Council.
- Engage with government agencies and relevant organisations to advocate on behalf of members and the region.
- Provide opportunities for members to raise issues, interact with other members and Swan Hill Inc via two business forums each year.
- Recruit specialists from industrial, professional, trade, agriculture and manufacturing trades.
- Advocate to Council on behalf of committee and members.

Priority Actions

- Implement a Business Visits program to ensure we engage with members regularly on a one on one basis.
- Continue to hold monthly briefings with Council CEO and senior staff to raise issues and share information.
- Schedule two business forums for the year providing members with the opportunity to attend, raise issues and network with other members.
- Develop an annual Business Forum schedule including motivational speakers and education events designed to appeal to members.
- Develop an annual Networking Events schedule which provides members with the opportunity to network with other members, Swan Hill Inc and other key community members in a relaxed and comfortable environment.
- One member of committee to attend monthly meetings with Council.

Key Performance Indicators

1. Maintain strong Council relationships and implement the Communications Plan.
2. Host two Business Forums annually and provide networking opportunities.
3. Monitor visitor numbers and report on campaign results.
4. Offer educational opportunities to support new an existing businesses to help deliver growth.





SWAN HILL
Region HEART OF THE MURRAY

SWAN HILL INCORPORATED

Swan Hill Incorporated Destination Marketing Strategy

2026-2028

▲ Milloo Street Wetlands track


SWAN HILL
Region
SHIRAZ OF THE MURDER
SWAN HILL INCORPORATED

ACKNOWLEDGEMENT TO COUNTRY

The Swan Hill Region acknowledges and pays its respects to its elders, past and present and emerging of the land in which we visit, the Wamba Wamba, Latji Latji, Tatti Tatti, Waddi Waddi and Barapa Barapa peoples and recognises their ongoing connection to lands, waters and communities.

▲ Celebrating the stories, culture and traditions of the region's Traditional Owners.



▲ Blacksmith - Pioneer Settlement

CONTENTS

4	Executive Summary	15	Experience by season - Autumn	28	Meet Billie
5	A message from our Chair of the marketing committee	16	Experience by season - Winter	30	Meet David
6	Introduction	17	Experience by season - Spring	32	Meet Glenn
7	About Swan Hill Incorporated	19	Product gaps	34	Meet Helen
9	Destination marketing pillars	20	Target market	36	Meet Jenny
13	Marketing pillars by season	22	Customer profiles - Specific to Swan Hill region	38	Meet Maddie
14	Experience by season - Summer	26	Mapping them out		

EXECUTIVE SUMMARY

The 2026-2028 Swan Hill Destination Marketing Strategy sets out a clear direction to strengthen the Swan Hill region's position as one of regional Victoria's leading Murray River destinations. Built around the region's core tourism strengths including Food & Drink, River and Aquatic Experiences, Nature and Outdoor Adventure, Heritage and Culture, Events, and Regional Lifestyle, the strategy focuses on driving visitation, increasing overnight stays, and growing visitor spend across the region.

The strategy recognises the importance of year-round destination marketing, showcasing the region through seasonal campaigns, signature events, and authentic visitor experiences. Key strengths include the Murray River and Lake Boga, Pioneer Settlement, regional food and wine experiences, golf, fishing, camping, silo art, cultural attractions, and a growing calendar of events and activations that continue to attract both visitors and locals into the region.

A strong focus remains on maintaining and growing key visitor markets including caravan and camping travellers, mature travellers, visiting friends and relatives (VFR), families, sporting and event visitors, and touring markets. The strategy also aims to grow engagement with younger travellers, experience seekers, culturally diverse audiences, and short-break regional visitors looking for authentic and affordable regional experiences.

The strategy acknowledges several opportunities for future tourism growth, including improved accommodation diversity, stronger nature based and eco-tourism experiences, enhanced touring and transport connections, night-time activation, wellness and premium tourism offerings, and increased investment in bookable visitor experiences.

Through a coordinated and collaborative destination marketing approach, the 2026-2028 strategy aims to continue building Swan Hill's reputation as a vibrant regional destination that offers authentic experiences, relaxed lifestyle appeal, and strong connections to nature, community, food, culture, and the Murray River.



▲ Horse drawn rides - Pioneer Settlement



A Message from our Chair of the Marketing Committee **Jessica Warburton**

Dear Members, Industry Partners and Stakeholders,

On behalf of the Swan Hill Incorporated Marketing Committee, I am pleased to present the 2026-2028 Destination Marketing Strategy.

This strategy provides a clear direction for how we continue growing the Swan Hill region as a strong and competitive visitor destination. It reflects the experiences, people, and industries that make our region unique, while recognising the important role tourism plays in supporting local businesses, jobs, events, and the wider economy.

Built around the region's key strengths including food and drink, river and aquatic experiences, nature and outdoor adventure, heritage and culture, events, and regional lifestyle, the strategy focuses on increasing visitation, encouraging longer stays, and strengthening year-round tourism outcomes across the region.

Importantly, this strategy recognises that successful destination marketing is driven through collaboration. Local businesses, tourism operators, community groups, volunteers, and industry all play a vital role in creating the visitor experiences that continue to grow Swan Hill's reputation as a welcoming and vibrant regional destination.

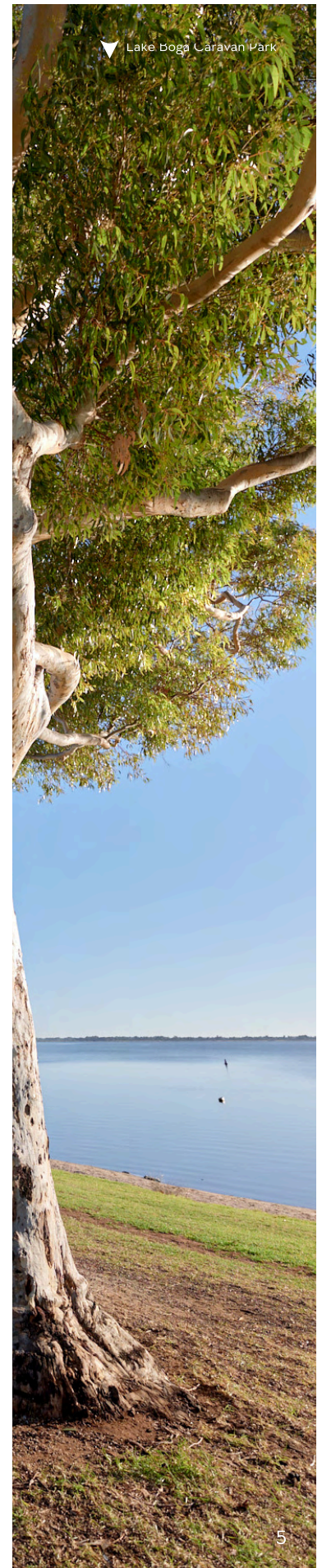
The Marketing Committee remains committed to advocating for the industry, supporting regional promotion, and working collaboratively to deliver positive outcomes for the Swan Hill region. Through the successful delivery of this strategy, we aim to strengthen the region's visitor economy by increasing visitation, growing overnight stays, and creating greater opportunities for local businesses and the broader community.

Thank you to everyone who contributed to the development of this strategy and to those who continue supporting tourism and visitation across our region.

A stylized, handwritten signature in dark ink, appearing to read 'JW'.

Jessica Warburton

Chair, Marketing Committee
Swan Hill Incorporated





INTRODUCTION

Background

The Swan Hill Destination Marketing Strategy 2026-2028 outlines a clear direction to strengthen the region's position as a vibrant and experience-rich regional destination. It provides a framework to guide marketing activity over the next two years while supporting the continued growth of the visitor economy across Swan Hill and surrounding communities.

The strategy has been developed using current visitor trends, industry insights, local knowledge, and regional priorities. It focuses on the key experiences and strengths that continue to drive visitation to the region including river and aquatic experiences, food and drink, nature and outdoor adventure, heritage and culture, events, and regional lifestyle.

By aligning marketing activity with seasonal opportunities, visitor demand, and emerging travel trends, the strategy aims to increase visitation, grow overnight stays, strengthen visitor spend, and support local businesses and tourism operators throughout the region.

The strategy also recognises opportunities to further strengthen the visitor experience through continued investment in tourism products, accommodation, events, nature-based experiences, and destination promotion. It highlights the importance of collaboration across industry, business, community, and government to ensure the Swan Hill region continues to grow as a competitive and welcoming destination along the Murray River.

This document will guide coordinated, consistent, and measurable destination marketing activity and support the long-term growth and sustainability of the region's visitor economy.

ABOUT SWAN HILL INCORPORATED

Swan Hill Incorporated has been operating under the Special Rate since its declaration in 2002, playing a pivotal role in the successful promotion of Swan Hill and the surrounding region for over 20 years.

Our Purpose

To market, promote, and advocate for the Swan Hill region as a vibrant place to visit, shop, and do business.

Our Vision

To be the leading and relevant organisation supporting local businesses through strategic marketing and regional promotion.

Our Strategic Priorities

1. Growing Visitation

Increase visitation by actively promoting Swan Hill as a must visit destination, driving tourism, overnight stays, and broader economic benefit.

2. Supporting Local Shopping

Promote Swan Hill as a premier shopping destination, encourage high quality service, and champion the importance of shopping locally.

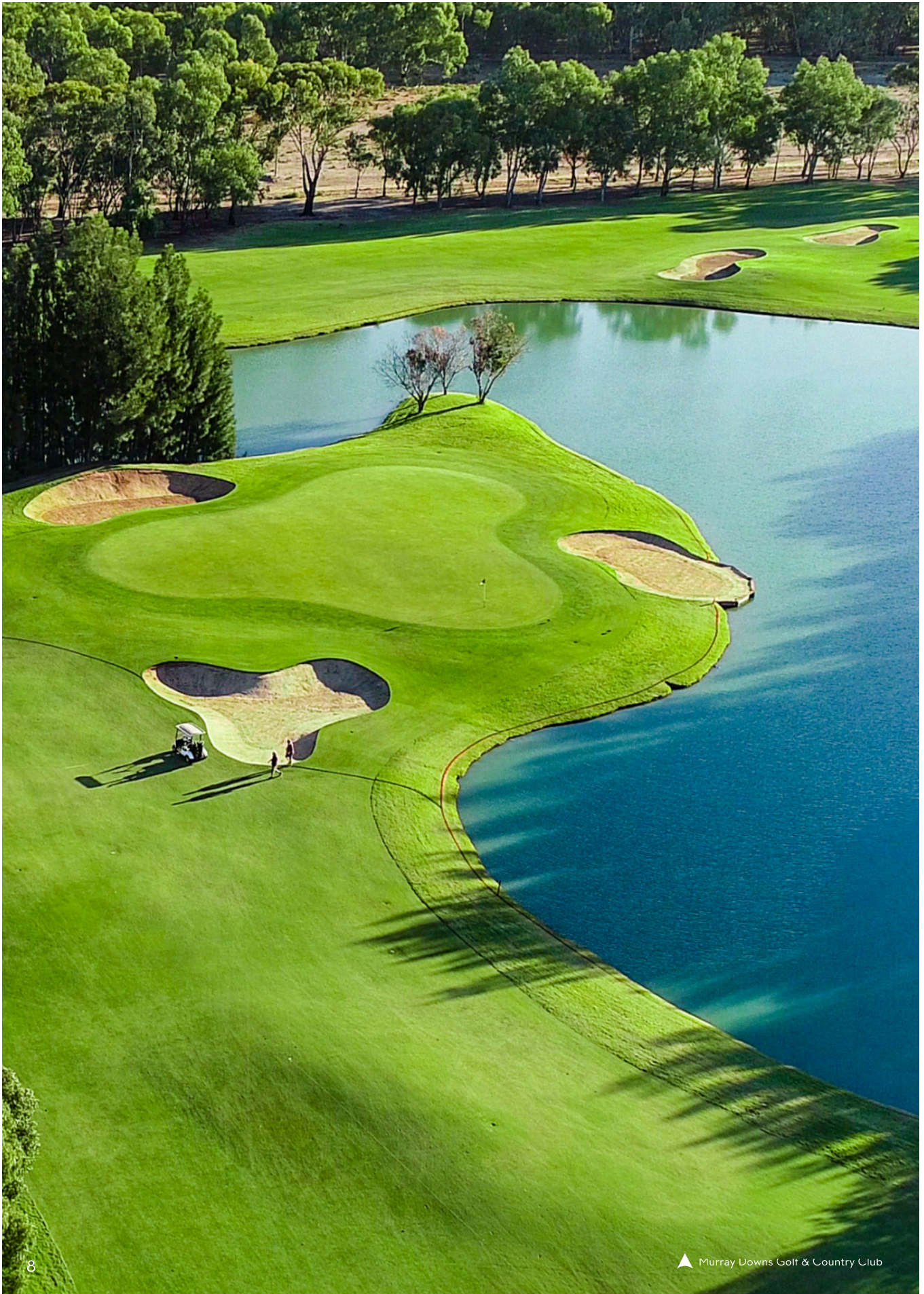
3. Business Advocacy

Engage with and advocate on behalf of our members to support business growth, confidence, and a strong local economy.

4. Business Support

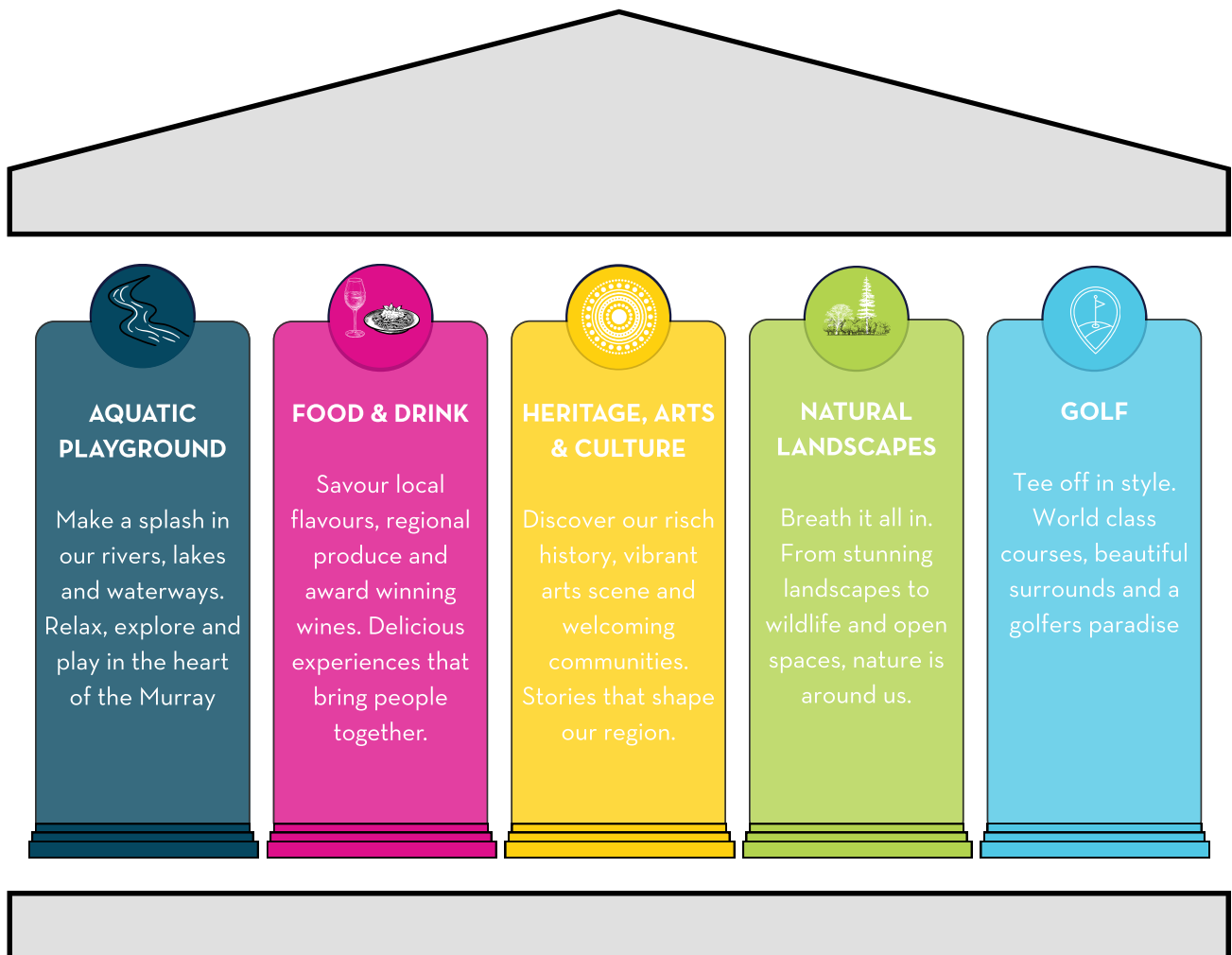
Deliver support, direction, and opportunities to help local businesses thrive.





DESTINATION MARKETING PILLARS

Our destination marketing is built on five vibrant pillars that capture the essence of our region: world class golf experiences, the iconic Murray River, exceptional food and drink, a thriving arts scene, rich heritage and culture, and breathtaking natural landscapes. Together, these elements create a diverse and memorable visitor experience, offering something for every kind of traveler from relaxation to adventure, creativity to connection.





10

▲ Lake Boga Flying Boat Museum



DESTINATION MARKETING PILLARS

AQUATIC PLAYGROUND



EXPERIENCES

- Camping
- Fishing - Cod Season
- Kayaking
- PS Pyap River cruise
- Watersports (wake boarding, water skiing, etc)
- Lake Boga water activities: sailing
- Flora & Fauna along the River
- Old style Bridge
- Murray River Laser Light Spectacular

FOOD & DRINK



EXPERIENCES

- Food & Wine Festival
- Stone Fruit producers
- Almonds, carrots, potato producers
- Farmers Markets
- Andrew Peace Winery
- The Wine room at the Bottle Shop
- Pub Grub trail/the allure of the classic pub
- Sarah Bloom: Edible flowers
- Tresco grapes are used in Brown Brothers Mascato
- Beer/Cocktails experiences for summer
- Red wine and fire pit experiences for Winter
- Local cafes using local produce
- Farm gate trail - fresh produce
- Murraydale Gin & Craft Beer Distillery

NATURAL LANDSCAPES



EXPERIENCES

- Active trails (walking, mountain biking)
- Lake Tyrrell
- Mountain Biking trails
- Camping
- Fishing
- Traditional Aboriginal land & native flora/fauna
- Breathtaking landscapes best places in the region for sunset/sunrise
- Yoga classes on the Murray and Lakes
- Lake Photography
- Blossoms in Spring
- Bird watching

HERITAGE, ARTS & CULTURE



EXPERIENCES

- Pioneer Settlement
- PS Pyap
- Art Gallery of Swan Hill
- Lake Boga Flying Boat Museum
- Aboriginal Culture and Art
- Swan Hill Tourism & Cultural Hub
- Scar tree map: work with Aboriginal community
- Local art classes in SH and Lake Boga
- Murals in Nyah West
- Swan Hill Theatre Group
- Swan Hill Town Hall Shows
- Swan Hill Town Hall tours

GOLF

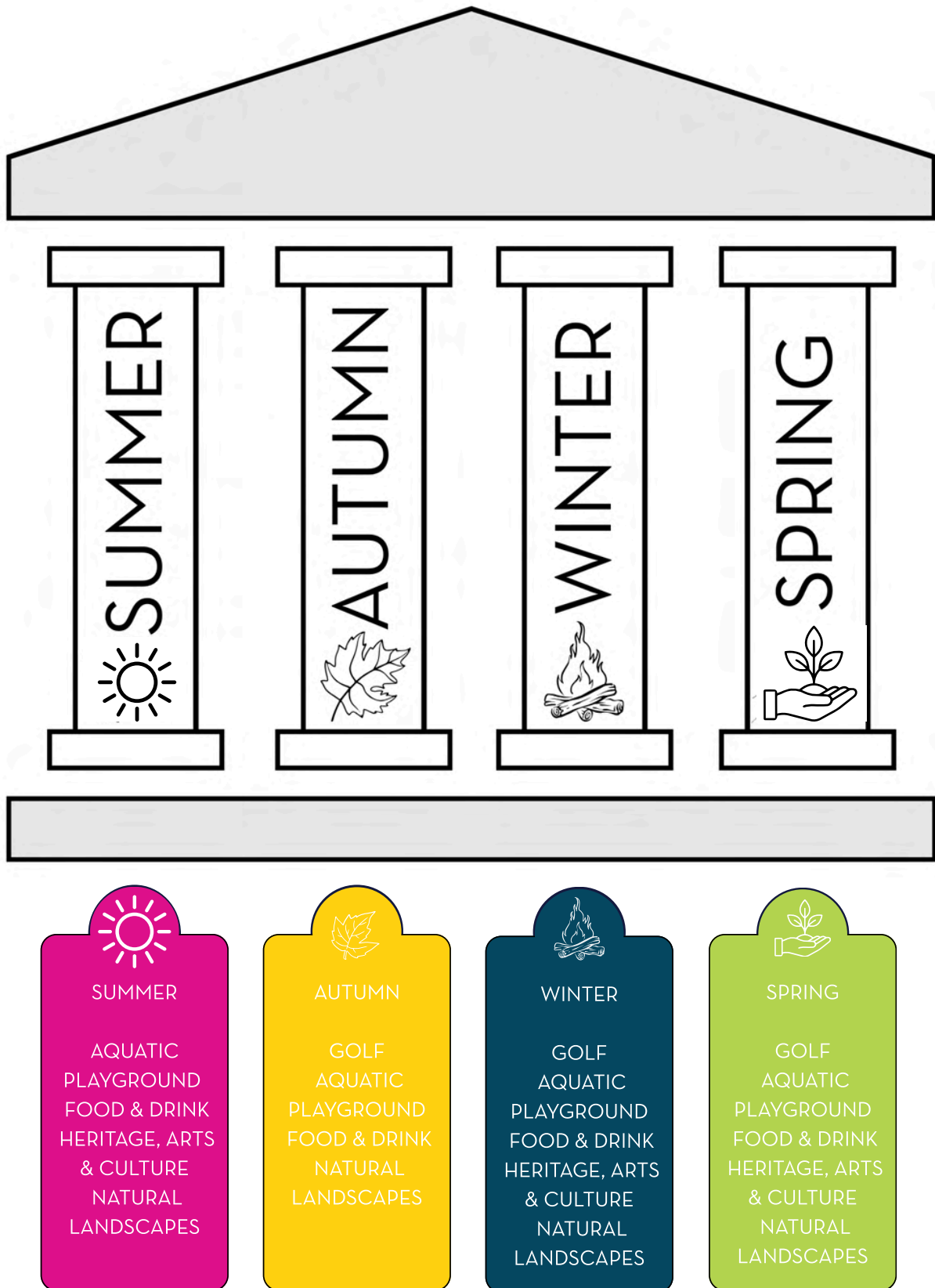


EXPERIENCES

- Pro Golf lessons
- Tournaments
- Top Golf course in the State and along the Murray River region
- Juniors program
- Better conditions than other regions (weather)
- Full club facilities including: Accommodation, Bistro, Gaming & Entertainment

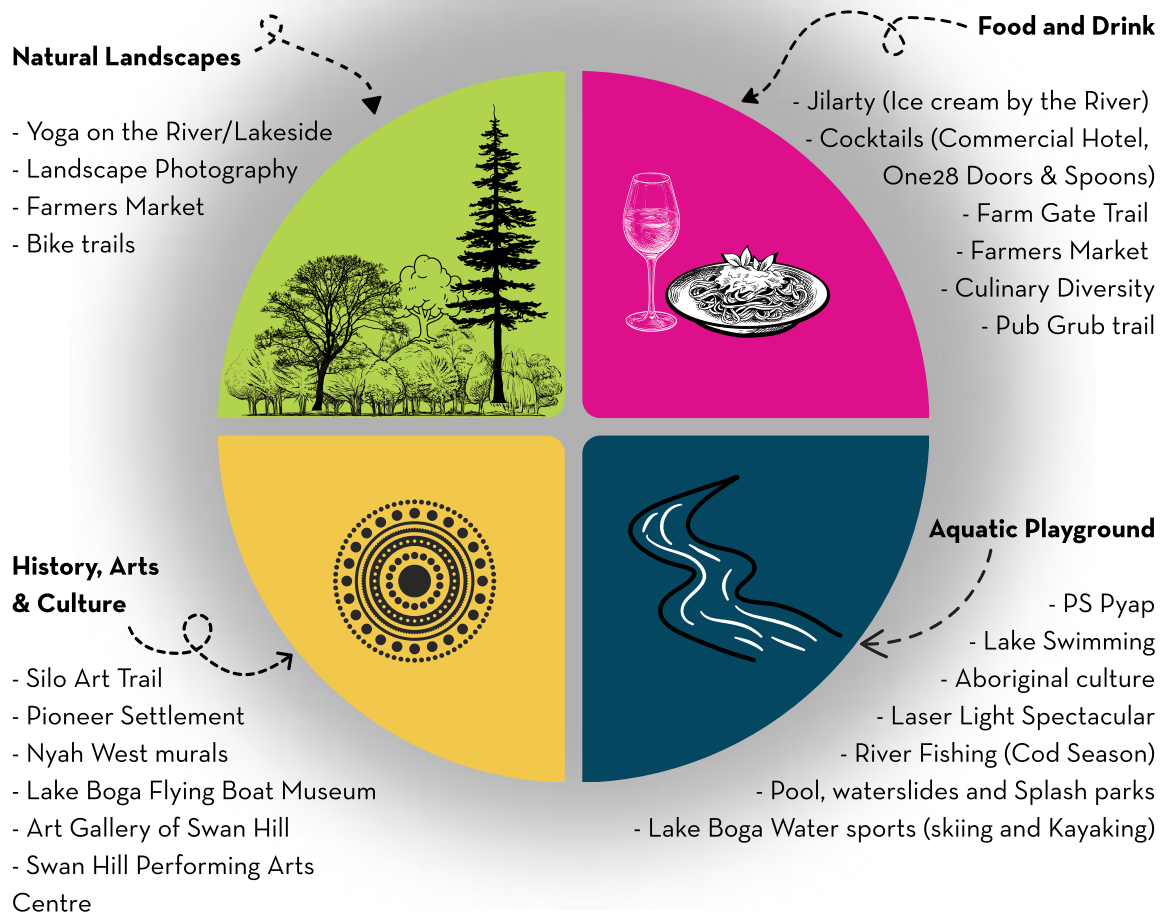


MARKETING PILLARS BY SEASON



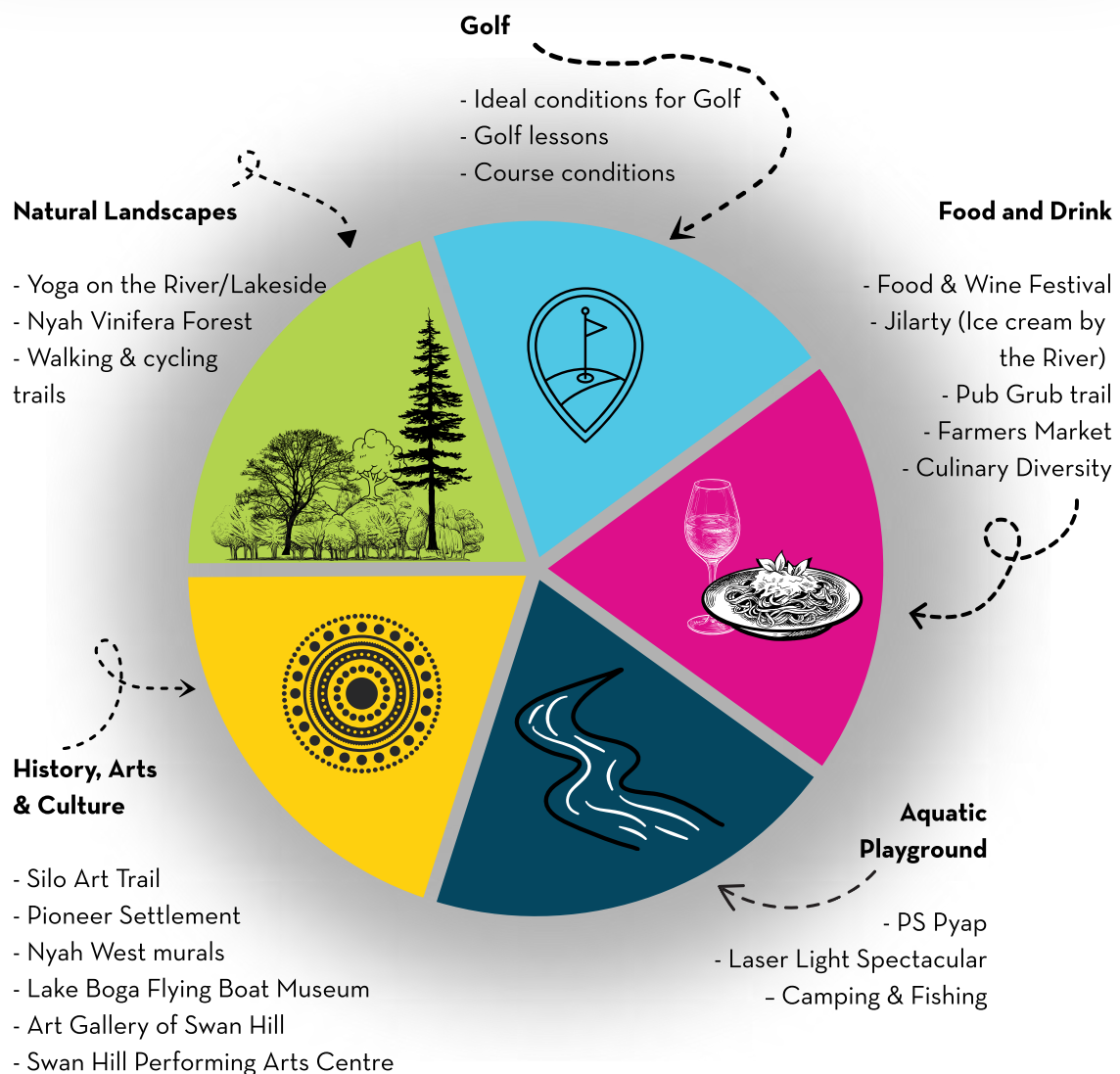
EXPERIENCE BY SEASON SUMMER

Summer in Swan Hill is defined by warm, sun drenched days and long evenings that invite connection with the outdoors. It's a season where the region's natural landscapes come to life lakes, rivers, and trails are activated, local produce is in abundance, and water based recreation thrives. Community events, markets, and cultural attractions are at their most vibrant, making summer a key period for visitor engagement and destination visibility.



EXPERIENCE BY SEASON AUTUMN

Autumn in Swan Hill is a season of colour, flavour, and calm. As the landscape transforms with golden hues, it becomes the perfect setting for riverside walks, cycling trails, and quiet forest escapes. The region's food scene shines with seasonal produce at the Farmers Market, warming dishes on the Pub Grub Trail, and highlights like the Food & Wine Festival. Cultural attractions from the Pioneer Settlement to the vibrant Silo Art Trail offer rich storytelling against crisp autumn skies. With ideal golfing conditions and gentle weather for camping, fishing, or cruising aboard the PS Pyap, autumn is a time to savour Swan Hill's diversity at a relaxed pace.



EXPERIENCE BY SEASON WINTER

Winter in Swan Hill offers a slower, more reflective pace, where crisp mornings and clear skies create the perfect backdrop for exploring the region's rich history, arts, and natural beauty. It's a time to wander the Silo Art Trail, discover stories at the Lake Boga Flying Boat Museum, or enjoy the quiet majesty of the Nyah Vinifera Forest. The cooler weather brings ideal golf conditions, and local food and wine events showcase the region's culinary depth. From riverside walks to evening light shows aboard the PS Pyap, winter invites visitors to connect with the landscape, culture, and community in meaningful ways.

History, Arts & Culture

- Silo Art Trail
- Nyah West murals
- Lake Boga Flying Boat Museum
- Art Gallery of Swan Hill
- Swan Hill Performing Arts Centre

Natural Landscapes

- Yoga on the River/Lakeside
- Nyah Vinifera Forest
- Walking & cycling trails

Aquatic Playground

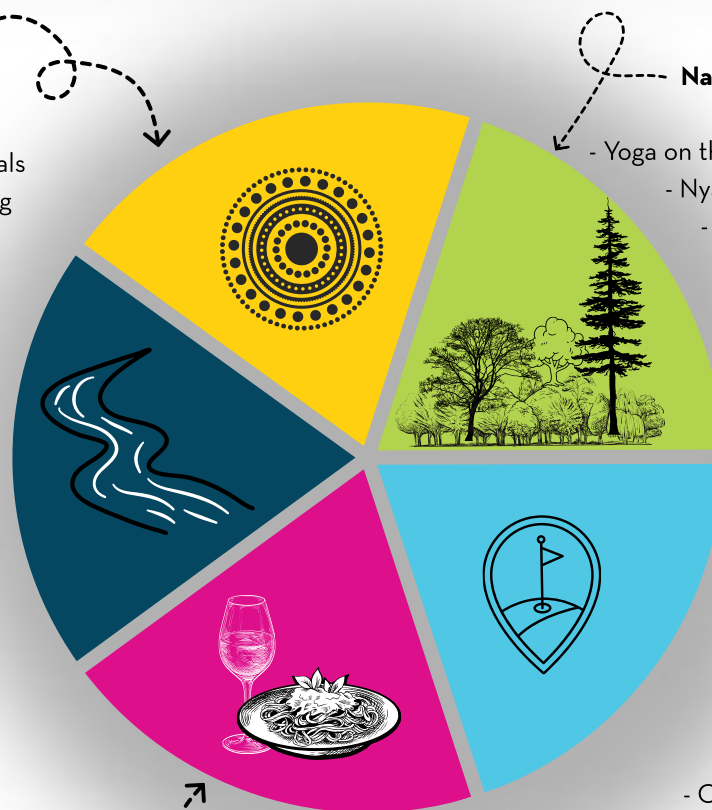
- PS Pyap
- Laser Light Spectacular
- Camping & Fishing

Golf

- Ideal conditions for Golf
- Golf lessons
- Course conditions

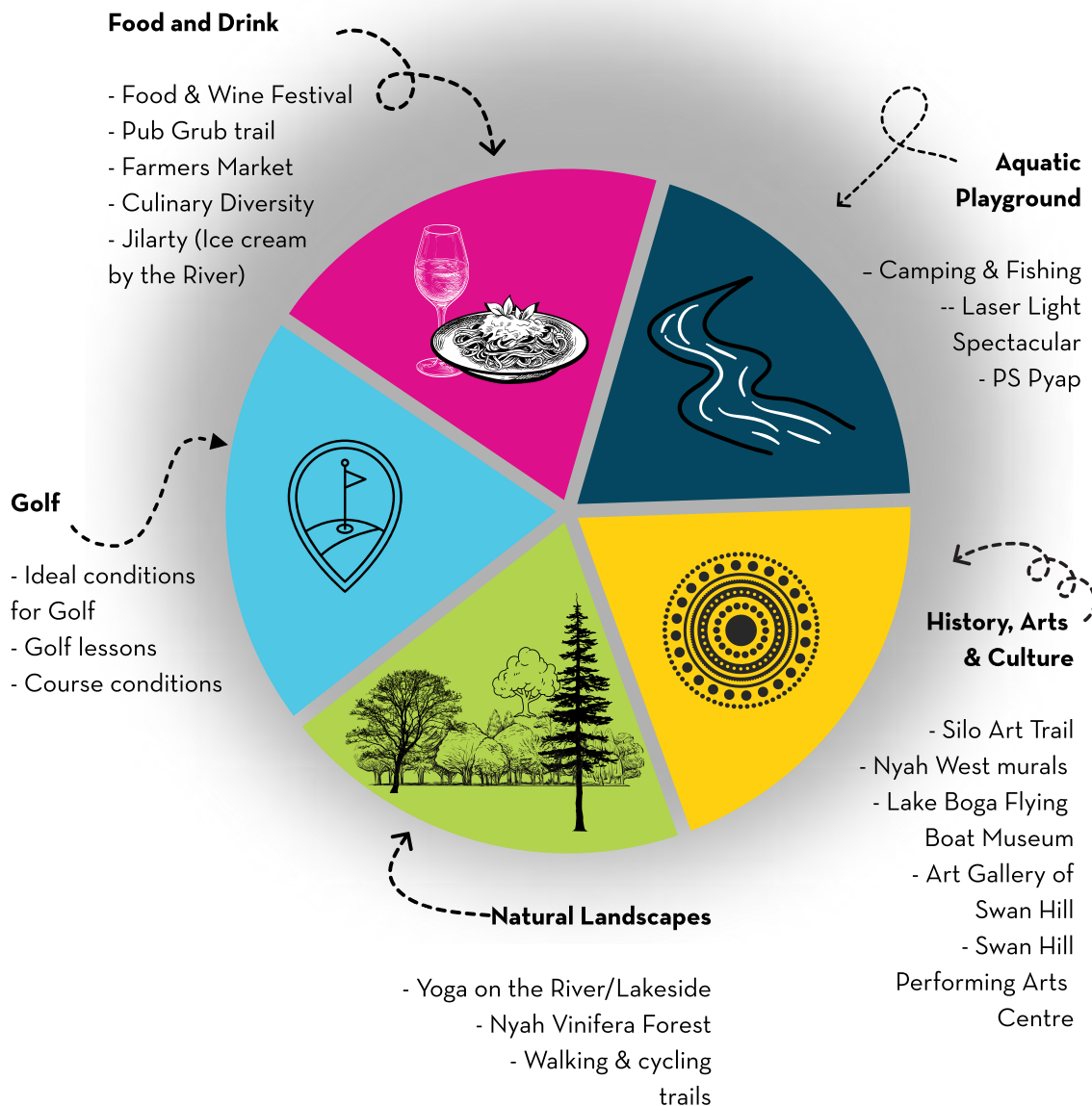
Food and Drink

- Food & Wine Festival
- Pub Grub trail
- Farmers Market
- Culinary Diversity
- Jilarty (Ice cream by the River)



EXPERIENCE BY SEASON SPRING

Spring in Swan Hill marks a season of renewal, where mild temperatures and blossoming landscapes invite exploration and outdoor activity. It's an ideal time to enjoy riverside yoga, wander through the Nyah Vinifera Forest, or cycle along blooming trails. The region's cultural attractions come alive, from vibrant murals and art exhibitions to historic storytelling at Lake Boga and along the Silo Art Trail. Spring also brings ideal golfing conditions and the return of food and wine celebrations, showcasing local flavours and culinary diversity. With camping, fishing, and the PS Pyap back on the river, spring sets the stage for fresh experiences and reconnection with nature.





PRODUCT GAPS

▲ BIG4 Splash Park, Swan Hill



IDENTIFIED PRODUCT & EXPERIENCE GAPS IN THE SWAN HILL REGION



RECREATION & HIRE SERVICES

- No equipment hire available unless staying at a caravan park (kayaks, bikes, fishing gear, etc.).
- No designated swimming spots or clear signage around Lake Boga.
- Lack of all weather activities or indoor attractions (e.g. escape rooms, museums, creative workshops).



NIGHT TIME & AFTER HOURS ECONOMY

- No regular night time entertainment or experiences (e.g. live music venues, guided night tours, night markets, stargazing).



ACCOMMODATION & UNIQUE STAYS

- No luxury accommodation or experience led stays (e.g. glamping, boutique lodges).
- Limited pet friendly accommodation options.



SUSTAINABLE ECO & TOURISM

- Lack of eco tourism or sustainable travel experiences (e.g. nature based stays, volunteer tourism, environmental workshops).



TRANSPORT & ACCESSIBILITY

- No local transport options for visitors without cars (e.g. winery shuttles, guided transport between key attractions).



WELLNESS & RETREATS

- No wellness offerings (e.g. yoga classes, meditation retreats, wellness tourism).



RETAIL, TRAILS & ARTISAN EXPERIENCES

- No structured retail or artisan trails celebrating local makers, farmgate produce, and boutique shopping.



TOURS & GUIDED EXPERIENCES

- No walking or cycling tours available.
- No Lake Tyrrell tours operating from Swan Hill as a base.
- No birdwatching tours or identified birdwatching sites.
- No foodie tours or progressive dining experiences (e.g. regional food & drink crawl).
- No agritourism experiences (e.g. farm tours, pick your own produce, regenerative farming visits).
- No seasonal or themed tours (e.g. spring wildflower walks, autumn harvest experiences).

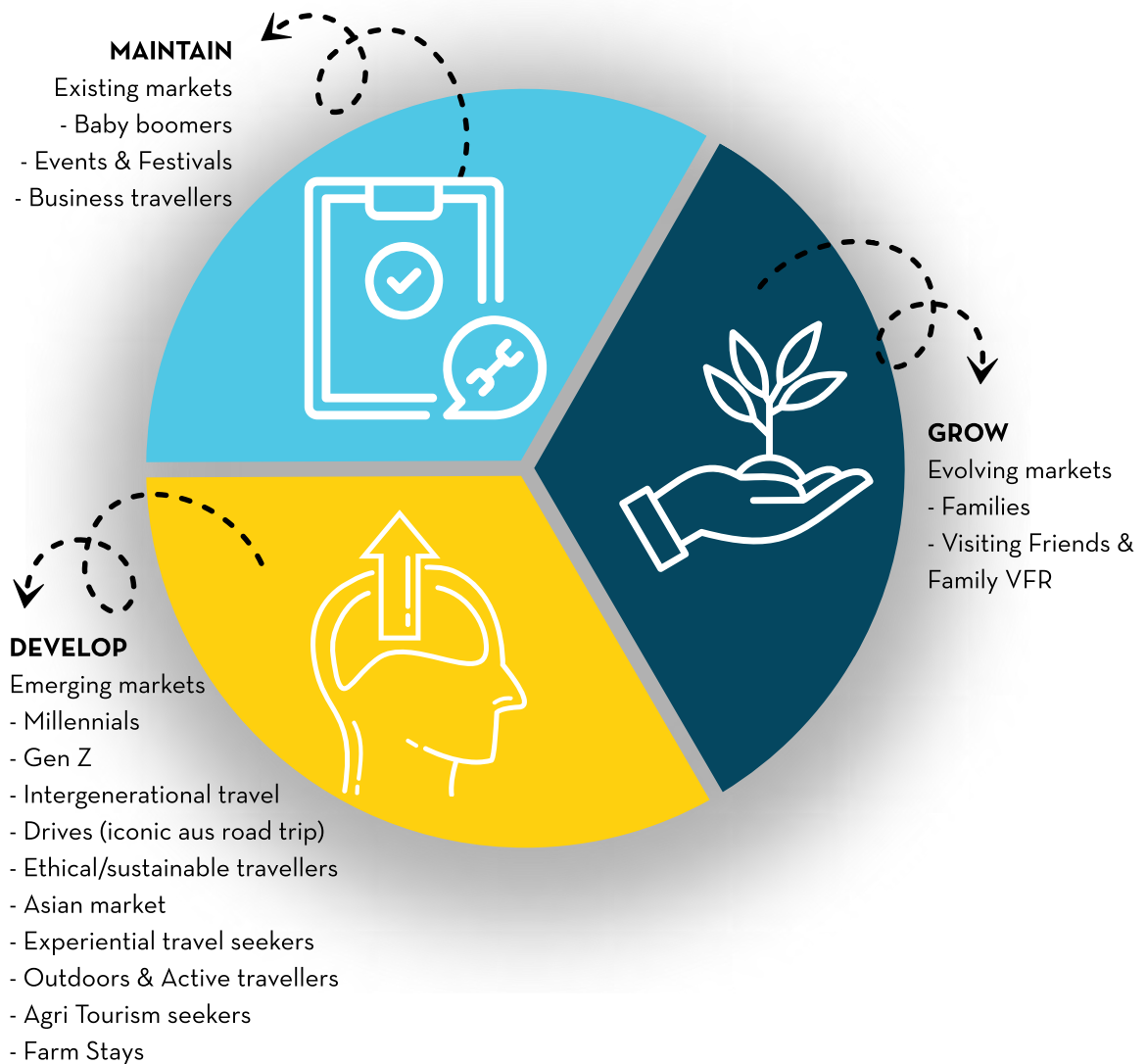


CULTURAL & EDUCATIONAL EXPERIENCES

- No Aboriginal cultural experiences or storytelling tours.
- No cooking classes showcasing local produce or Indigenous ingredients (e.g. Lower Murray Inn, Spoons, local chefs).
- No photography workshops or classes.

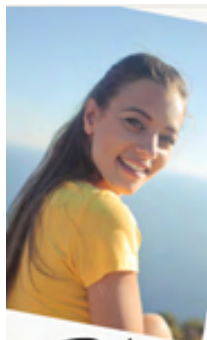
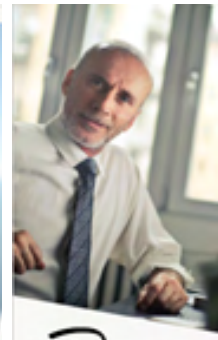
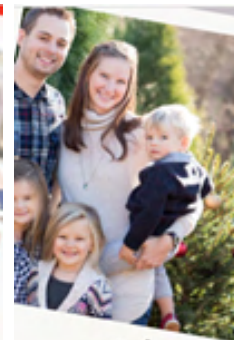
TARGET MARKET

Our focus is to maintain engagement with core audiences such as Baby Boomers, business travellers, and event attendees. We're also developing stronger connections with Millennials, Gen Z, and intergenerational travellers seeking authentic, sustainable, and experience based regional visits. Growth efforts will target families, the Visiting Friends and Relatives (VFR) market, and niche segments like agri tourism and active outdoors travellers.





MURRAY REGION CUSTOMER PROFILES SPECIFIC TO THE SWAN HILL REGION

 <i>Billie</i> QUOTES "You only live once, so embrace every moment." "You'll never know if you don't try"	 <i>David</i> QUOTES "My way or the highway" "I've paid good money for this, I expect ..." "Where's the golf course?" "They did this ..."	 <i>Helen</i> QUOTES "If it's cheaper elsewhere we'll go there" "We can't leave the grandkids for too long" "Holidays are just, spend, spend, spend these days"	 <i>Maddie</i> QUOTES "I'm happy to pay for quality" "Freedom at last!" "I can't wait to..."	 <i>Jenny</i> QUOTES "I'd love to, but..." "Live and let live" "When I have my own business..."	 <i>Glenn</i> QUOTES "Got a problem? I'm your man" "I wish I had more time with the kids" "I need a break"
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Objective

To create a common set of
Customer Profiles for the Murray region:

- BEYOND DEMOGRAPHICS + SEGMENTS
- WIDER THAN 'INFORMATION' CENTRES
- INFORM VISITOR SERVICING MODEL
- APPLY TO SUB-REGION MARKETING
- UPSKILL THE INDUSTRY

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Method + process

- BOTTOM-UP VS TOP-DOWN - Leveraged existing knowledge + experience from region stakeholders, extracted through an expert facilitated workshop process. With the Customer Frame proprietary profiling method, rich insight is gathered + filtered beyond opinion alone, without the excessive costs or time of primary research, to provide an efficient + effective outcome.
- SECONDARY RESEARCH + REFERENCE GROUP - Examined existing data from NVS, IVS + Regional Tourism Satellite Account to draw inferences + support differentiation. For validation, the Murray Region Visitor Servicing Transformation Group (MVSTG) provided input, feedback + final refinement to the profile outcomes.
- REGION INSIGHT + OPINION - Leveraged existing work from other regions across Victoria, interstate + nationally to inform choices based on the observed changing needs of customers, social trends + profile specifics. These elements cross-referenced, supported + validated by primary observations across the Murray region.
- POST PROCESSING + RE-WORK - From primary + secondary inputs, the Customer Frame team reprocess all points of data, leveraging internal research + primary observation in market to complete the profiles.

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INTRODUCING YOUR

Customer Profiles

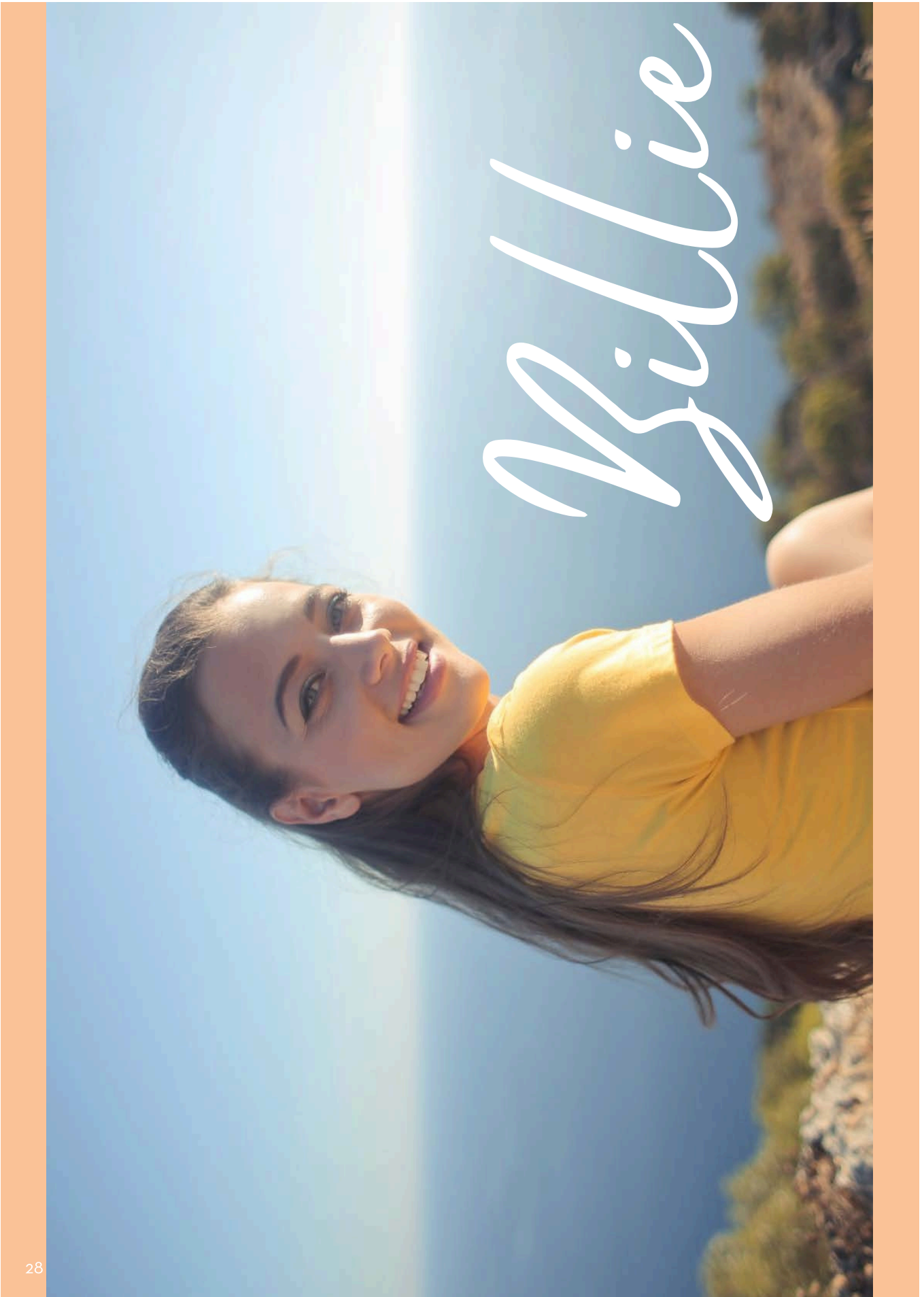
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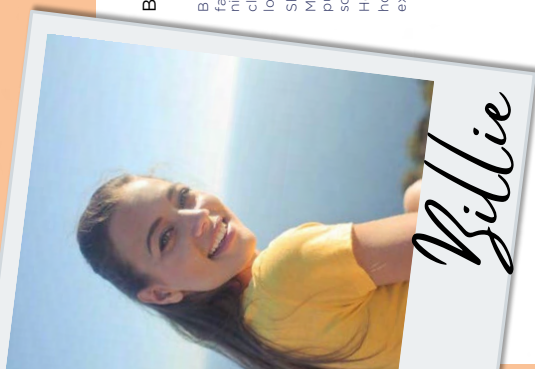
Mapping them out

How they map out

PERCEPTUAL MAP OF CUSTOMER PROFILES + HOW THEY INTERACT







BACKGROUND

Billie comes from a close knit family. She is very close to her niece and nephews. She has a close knit group of friends. She's looking for love.

She has completed an Event Management Degree and is pursuing her career while living a social and active life.

Her family used to go on cabin holidays to far out places, just to explore and connect with nature

THE FACTS

- \$ Billie is a 27 year old female
- \$ Event Manager
- \$ Earns \$80k annual income
- \$ Single, no children
- \$ Lives in Bondi (NSW) in a
- \$ rental unit near the beach
- \$ Owns a VW Polo

GOALS

Billie aspires to have her own Event Management business one day—something different to the norm but not sure what that is just yet.

She wants to find a partner but doesn't think she wants children. She wants a nice life with a good income, a loving partner and her own business to make her mark, while enjoying all that life has to offer.

Billie would like to have more time to connect with friends, but at the same time is focused on growing in her career and achieving her goal of her own business. She is health conscious and active.

FRUSTRATIONS

Billie gets frustrated by people that don't embrace technology, especially clients as it makes her life harder as an Event Manager (technology is a gift to her).

She doesn't like people who talk rubbish on social media. She gets frustrated by not having the time to connect face to face to the people that are important to her.

Billie wants to start her own business but can't afford to yet.

She gets frustrated when she sees how well others are doing in the Event Management space, impatient to surpass herself in the field.

QUOTES

“You only live once, so embrace every moment.”

“You’ll never know if you don’t try”

BEHAVIOURS

Billie is tech savvy and enjoys social media.
She loves meeting new people and is socially aware and confident.
Independent, strong and fast-paced, and enjoys adventure.
She is structured and organised.

COMMON OBJECTIONS

§ Billie doesn't tolerate people who are disorganised and doesn't have time for chaos

§ Showy, stuck-up people are not Billie's type, she likes down to earth people

INTERESTS

Enjoys fun, adventure and water sports, including surfing & hiking

Is very social and enjoys attending parties and events, but not getting blind drunk

She likes good quality fashion that can keep up with her busy days and active job

She enjoys getting out of the rat race of the city and escaping to quieter places for headspace

She loves to travel to other cities and towns for inspiration

Billie relaxes with yoga in the morning and likes to meditate

She loves glamping and cabins

She loves the clash between old and new trends and uses this in her work (eg old world charm)

INFO SOURCES & WATERING HOLES

Billie networks with like-minded young professionals and is socially connected online. She attends networking events regularly.

Billie is very active and proficient online for business. She conducts research daily for ideas, news and trends — she has her favourites, but is always on the lookout for new and emerging information sources. She also scans social media daily — mostly Instagram, Pinterest and Facebook — for inspiration on event ideas.

She attends expos and events as much as she can to get inspiration and to meet new business contacts / partners.

She reads The Collective Magazine, Mind Food and likes to flick through fashion magazines when she has the time.

She enjoys antiques stores, markets, visiting old towns and picking up props to use in her work.

MESSAGING

Weekends or mid-week, we have something special for you to experience in the Murray Region. We can support you to plan a mid-week structured itinerary that includes glamping and adventure. We understand you work weekends and need mid-week breaks.

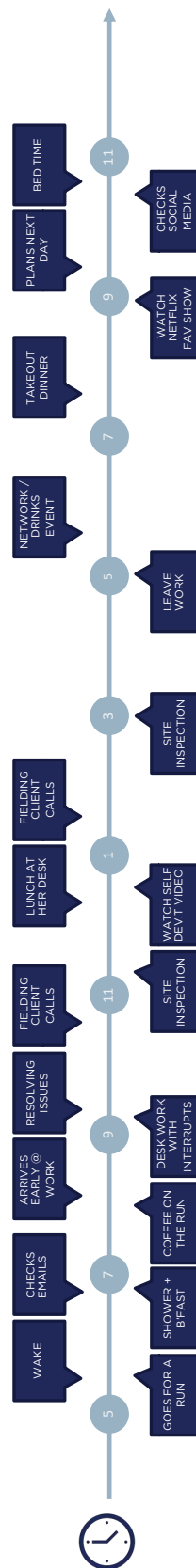
We'll provide for you a 'one stop shop' online to complete your research.

Whether you're looking for adventure or some quiet time, there are so many hidden wonders here to choose from.

Antiques stores, old book stores, local markets, fresh healthy produce, farm gates, old shops - shop to your heart's content and find rare and unusual places.

Connect with nature and with yourself

TYPICAL DAY IN THE LIFE





Meet David: the man with great expectations



BACKGROUND

David owns a small chiro business. He is health conscious and starting to wind down in his business. He has time on his hands for R&R and he is financially set up. David enjoys spending time with his family and friends.

THE FACTS

- § David is 59 years old
- § Married, to a good looking wife
- § Semi retired health professional
- § University educated
- § Lives in a very nice house
- § Income > \$200k per year
- § From the Dandenongs
- § Lives in Surrey Hills
- § Has two adult children
- § Loves golf

GOALS

David would like to retire by age 65, with a good succession plan in place to manage the business. He would like to maintain a high level of fitness and improve his golf handicap. David is keen to enjoy his retirement and reward himself for a long career.

FRUSTRATIONS

David is frustrated by the continuing changes in technology and chiro practice. He is finding the physical demand on his job more challenging. He finds his adult children's behavior challenging at times and as the years go by, are becoming more disconnected. He wants to travel but can't be bothered with the organisation and the detail-side, he has to concentrate enough in his business on medical facts and figures. He doesn't want to travel all over, he wants to stop, play golf and relax. He's happy to travel between sites but not just driving for driving's sake

QUOTES

"My way or the highway"

"I've paid good money for this, I expect .."

"Where's the golf course?"

"They did this better at the .."

BEHAVIOURS

David is selfish in his own needs and has a close group of friends that he values. He is quite arrogant in his opinions and in his belief of his place in the world (self centred). He doesn't seek out new friends, but enjoys time away on golf trips / sporting activities with his close friends.

COMMON OBJECTIONS

David is reluctant to pass on knowledge and upskill his staff, which is holding him back. He does not feel he needs customer service training or needs to attend any conferences to help overcome industry / tech changes.

INTERESTS

- § David enjoys intimate dinner parties at home and fine dining
- § He loves golf and is passionate about always improving
- § He is adventurous of spirit when it comes to golf, but is quite staid in his professional views
- § Sport, health and fitness is very important to him
- § He enjoys fine wine and cheese and loves to entertain
- § He'll try anything once and loves anything competitive
- § He expects quality whether products, food or hotels
- § Interested in art and history
- § Enjoys nature more than a gym environment to exercise

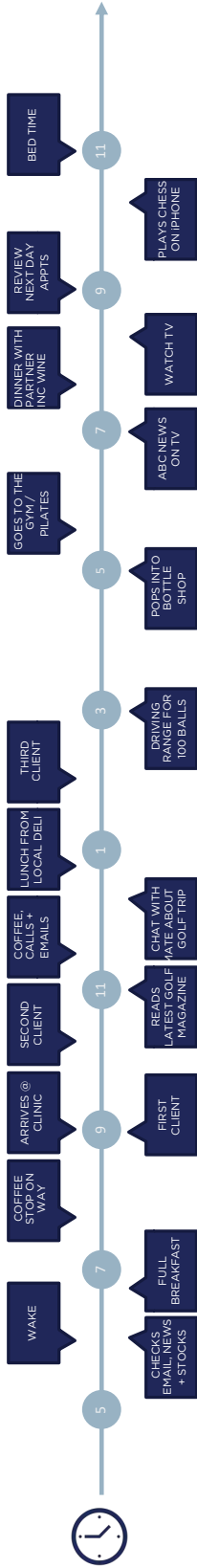
INFO SOURCES & WATERING HOLES

David regularly travels to golf courses, seeking out the best course in the country. He likes to challenge himself in sport. David is an MCC member and enjoys watching all sports. He reads industry magazines and health journals sporadically, figuring he probably already knows it anyway. He subscribes to his favourite Golf magazine and watches the PGA Cup (and the like) on TV, no matter what time it is. He watches the news daily and reads the weekend papers. He has a close group of professional friends who he often shares industry banter and news with, but conversations always end up about sport or the latest competitive pursuit.

MESSAGING

- § Do golf the Murray Region way
- § R&R -you deserve it
- § Take a break from the everyday, switch off and while away your time in the Murray
- § Take your wife on a trip to yesteryear, on a paddle steamboat down the beautiful Murray River
- § A holiday in the Murray is easy -and so worthwhile
- § We can bundle your activities and organise activities for your wife that will keep her happy and pampered, while your playing golf at various courses along the Murray
- § Do something different, explore the hidden secrets of the Murray
- § Immerse yourself in the history of the Murray region
- § Discover the natural wonders of the Murray region

TYPICAL DAY IN THE LIFE





Meet Glenn: the family man



BACKGROUND

Glenn is 35 and is a sales executive for a small business. His wife works two days a week to help with household income; although Glenn prefers to be the sole breadwinner. They own a three bedroom, two bathroom house in a rural community with a five year old chocolate labrador. Working 40-50 hours per week away from home, Glenn spends the weekends with his family and sometimes plays golf on Saturday's.

THE FACTS

- \$ 35 years old
- \$ Family of five (3 kids -8y, 5y, 2y)
- \$ 2 car family (Holden Cruz work car and Toyota Kluger)
- \$ Lives in Kyabram
- \$ High School education
- \$ TAFE business qualification
- \$ Well connected in his community
- \$ Comfortable with technology (requirement for work)

GOALS

Glenn's focus is financial independence for his family. He took his job working away-from-home, to help offset their mortgage. His parents have retired to Ocean Grove and his wife's parents live in Queensland. He likes to take them to visit their friends and relatives when he can. He also likes to explore new places as time and budget allows; mainly through driving holidays. It is important that Glenn can financially support his wife and kids and also spend quality time with them.

FRUSTRATIONS

Many of Glenn's frustrations centre around his work. He has to meet regular sales targets which places a strain on his time. He is the main income earner for the family. He doesn't get enough time with his wife and children working away-from-home and would like to find a new job closer to home with a comparable salary. Visiting friends and family is his 'go to'. These offer cheaper accommodation and travel options and does not require research and thought. He'd like to explore new places but being on the road all the time means he is always in hotels and eating out. He wants an authentic experience to enjoy time with his family, not just another hotel room.

QUOTES

"Got a problem?
I'm your man"

"I wish I had
more time with
the kids"

"I need a break"

BEHAVIOURS

Glenn is a people pleaser who could sell ice to the Eskimos. You have a problem, he'll fix it. His main connections to his community are through work and his wife. During time at home, he and his family can be seen at neighbourhood BBQs and social events. His night's away are spent calling his family, watching TV alone and occasionally dining with new contacts for work. Glenn is a proud dad and takes a 'Brag Book' to show his family off to the staff in the hotels he stays in. He sees the hotel staff as an extension of his family having developed a good relationship with the regular hotels he stays in during his years of travel.

INTERESTS

- \$ Family
- \$ Friends
- \$ Family holidays
- \$ Social gatherings in the neighbourhood
- \$ General business networking usually while on the road
- \$ Community-based activities
- \$ Spending time with his wife
- \$ and kids

COMMON OBJECTIONS

- \$ I don't have time for myself
- \$ I don't have enough time with my family
- \$ There'll be so much work for me to do when I get back

INFO SOURCES & WATERING HOLES

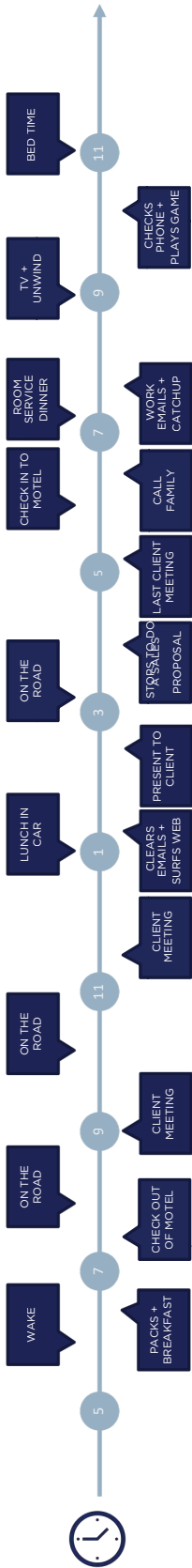
Friday and Saturday nights, Glenn will be at spending time with his family either at home or at a BBQ or social event in the neighbourhood. Sunday to Thursday nights are spent alone in hotel rooms, working and eating in front of the TV, watching whatever regional television stations have on. Glenn does a lot of regional driving and listens to ABC radio, podcasts or music on his iPhone. He does not spend a lot of time on social media but does have a Facebook and LinkedIn account which he checks once or twice a week.

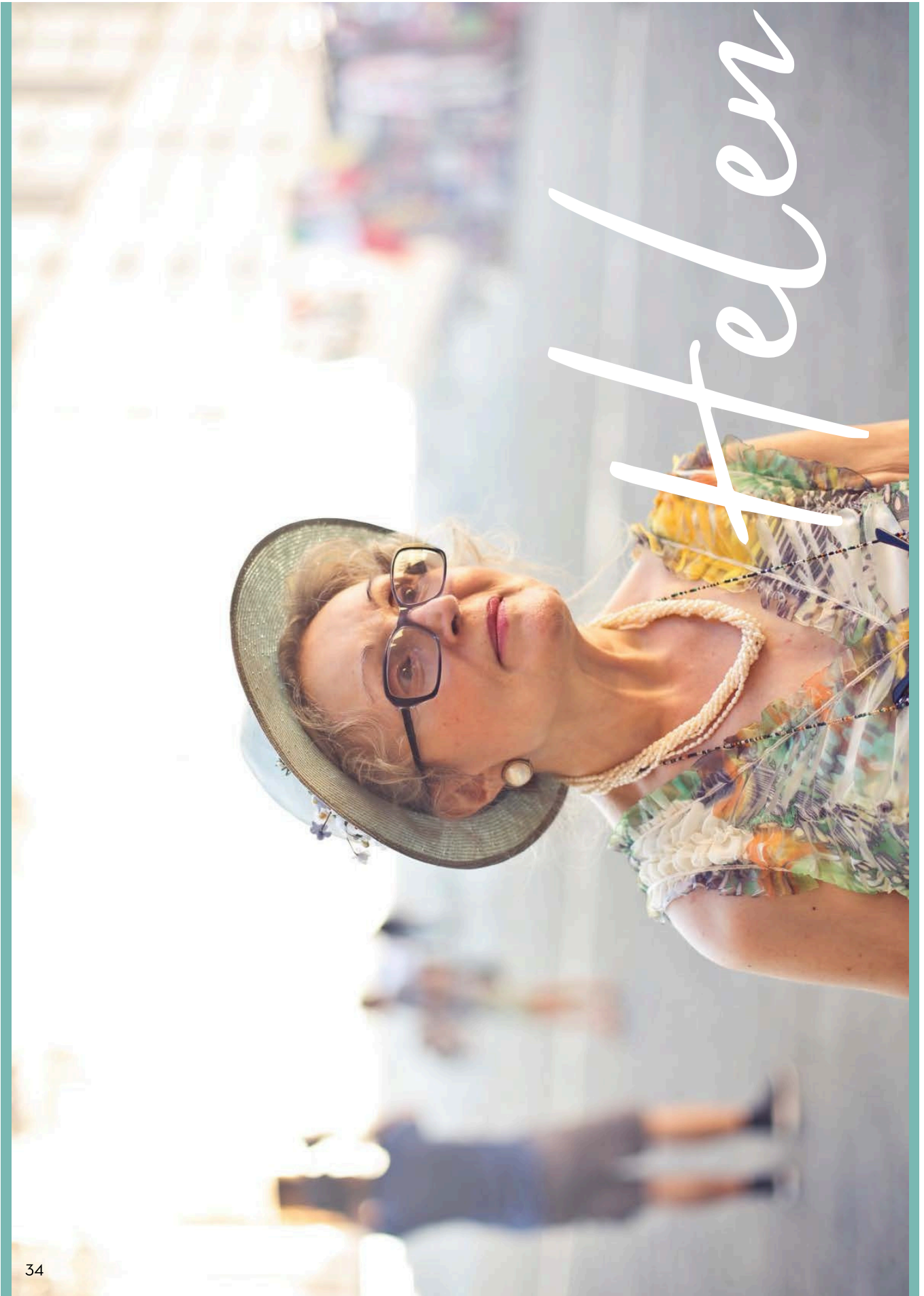
With work dominating much of his time, he gets to consume very little media apart from what's available on the radio waves or television stations in the places he visits.

MESSAGING

- \$ Reconnect with your family Holiday close to home
- \$ Let us do the hard work for you
- \$ Bring your whole family together
- \$ Safe and fun for the whole family
- \$ Pet friendly holidays close to home Affordable
- \$ and close to home Experience something new without breaking the budget
- \$ Great family holidays
- \$ Top 5 reasons your family need to holiday here

TYPICAL DAY IN THE LIFE





Meet Helen: thrift-shopper extraordinaire



BACKGROUND

Helen is a housewife who's husband Frank has recently retired. Together they bought a secondhand caravan and love travelling with Bobby, the Jack Russell dog.

She is proud of her four children and 7 grandchildren.

Her husband has a bad back.

THE FACTS

- § Helen is 65 years old
- § Career housewife
- § Grown family with grandchildren
- § Kids are successful, live in city
- § Tamworth - life long home
- § Husbands income was most recently \$50k (now on pension)
- § Recently a one car family - a second hand Prado
- § Smoker and a little overweight
- § Is a member of the local Service Clubs
- §

GOALS

Helen and her husband like to travel, but always on a budget. They like to stay in touch with loved ones while travelling, and are always there for the family.

Staying connected is important to her, and she never misses an episode of Macca on Sunday morning.

She'd like to travel more with the family, even just the older grandkids, for little trips away and show them that you don't have to spend a lot of money to enjoy yourself (the value of the dollar, experiences, saving money).

She wants to stay relevant and important in the kids' and grandkids' lives, so often puts herself out to be of help.

FRUSTRATIONS

Helen is not a lover of the internet and most information is online these days. There is no phone service in free bush camping and so it is hard to keep in touch with the kids.

They can't walk long distances due to Frank's bad back.

The cost of travel and petrol is horrendous, as is the cost of Caravan park sites (especially in big towns). Things just aren't like they used to be. It all seems to be getting a bit hard - with Frank's back, the cost of travel and being away from the grandkids she wonders if it's worth it.

She wants to take the grandkids away, but doesn't know where that's not too far, but has kid-friendly stuff.

QUOTES

"If it's cheaper elsewhere we'll go there"

"We can't leave the grandkids for too long"

"Holidays are just spend, spend, spend these days"

BEHAVIOURS

Helen is a woman who is all about family. She adores her kids and grandkids and spends as much time with them as she can, when their busy lives allow. She loves her husband but gets frustrated when his bad back interferes with things they want to do. She is active in the community and takes the grandkids at various times over school holidays to give her kids a break.

COMMON OBJECTIONS

- § Everything is so expensive these days
- § I don't want to leave the kids too long
- § Doesn't want to put her hand in her pocket all the time

INTERESTS

- § Loves Service Club bistros and raffles
- § Enjoys a little dilly daily on the pokies - but sticks to a budget
- § Loves a good op shop
- § Loves bargain hunting
- § Enjoys community events and happy hour in the local caravan park when travelling
- § Loves a bit of community gossip
- § Likes to feel important

INFO SOURCES & WATERING HOLES

Helen is active in the community and gets information from friends and contacts in town - the latest places to try, nice places to visit, holiday spots, the gossip... Her kids, well travelled, successful workers in the city, also give her advice.

She loves to listen to ABC / regional radio, mostly talk shows. She reads her favourite magazines - New Idea and Women's Weekly - and will pore through the local newspaper for all she needs to know locally. She watches TV in the news (ritually) and loves her game shows.

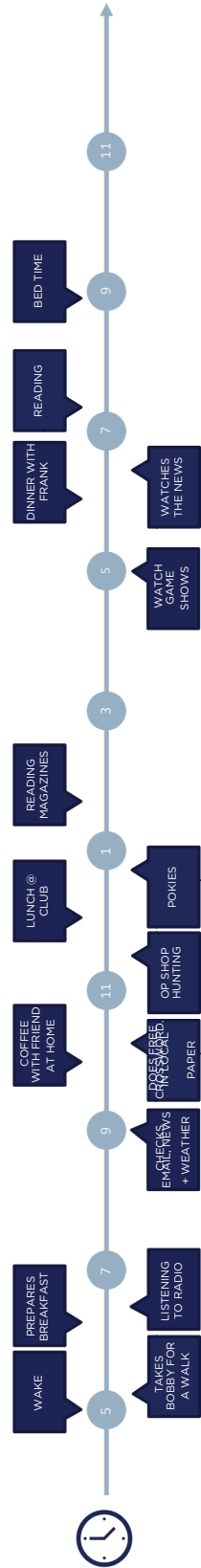
She meets up with friends for morning tea each week to keep herself social and to escape her husband for a bit.

She doesn't use the internet much unless she needs to, but has access to email and Skype to keep in touch with the kids. When travelling, she likes to get information from VIC's and other grey nomads and will even ask the petrol station attendant.

MESSAGING

- § Explore the Murray - be as active or as relaxed as you like. Take your time, meet the locals
- § Perfect place for kids to explore the natural and historical wonders of the region
- § Connecting the generations, with experiences for all ages
- § We can give you free local information
- § Come visit one of our great VICs and talk to our locals about some of the great things to do in our area
- § We have a great variety of things to do - great rivers and lakes and national parks, RSLs and services clubs
- § My favorite OP shop is.....
- § There's plenty of parking to reduce your walking
- § The Murray River - where the best things in life are free

TYPICAL DAY IN THE LIFE





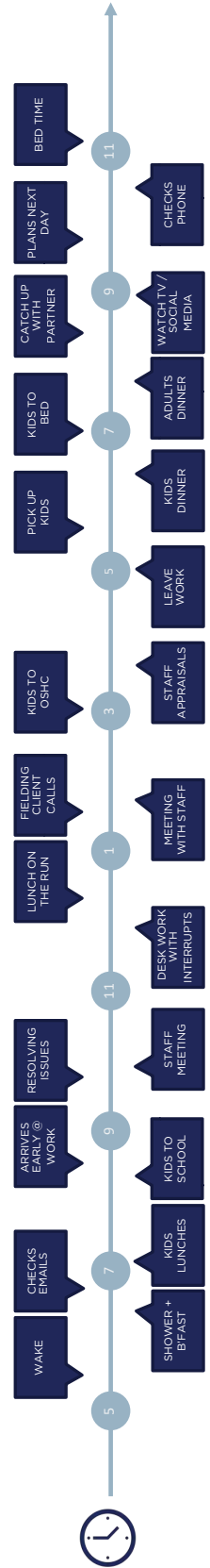
Meet Jenny: pushing through life's complexity for family



BACKGROUND	THE FACTS	GOALS	FRUSTRATIONS
Jenny is a professional HR Manager who dreams of being self employed. She's committed to her work but her family is important to her and she wants a better work life balance and flexibility without compromising financial security. Jenny married and had her first child quite young, and dreams of the day her career can take the path she's always desired to self employment.	40 years old - Married (husband is in construction) 3 kids (1 in high school, 2 at primary school) 2 car family - husband has a Hilux Ute, hers is a Mazda CX5 - Lives in Geelong - Higher education qualification - Professionally employed as a HR Manager - Driven to own her own business	Jenny is focused on financial security for her family. Work life balance is important to her, and she'd like more time to live her life - both for herself and for her family. She wants control over her own destiny and plans to open her own HR Consulting company in the future. She wants to grow as a professional, beyond motherhood and employment, and to leave a legacy for her children. She wants to show them they can be anything they want to be. She'd like to show her kids the way life used to be, when things were simpler and technology was not the focus.	Setting up a business requires lots of time and money. It's a financial risk to go out on her own and she's already time poor with busy home life and responsibilities. She tries to balance family and work and keep organised but often struggles to keep her head above water. She would like to take a break away, both with the family and with a few close friends, but can't seem to make the time to sort through the myriad of options available. She feels her kids' 'obsession' with technology is out of control and that she may be losing her connection with them. At the same time, she's so busy that the kids often end up on technology, because she's so distracted.

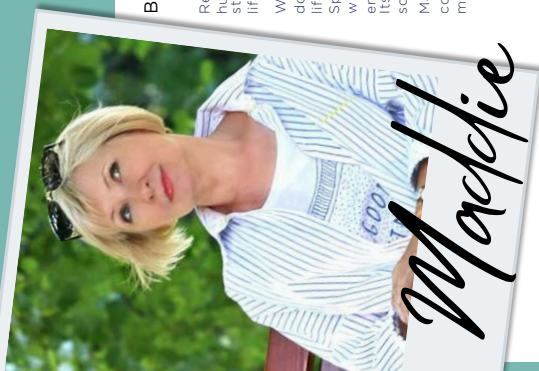
QUOTES	BEHAVIOURS	INTERESTS	INFO SOURCES & WATERING HOLES	MESSAGING
"I'd love to, but..." "Live and let live" "When I have my own business..."	To Jenny, family time and experiences are most important to her. She has limited time to herself so seeks opportunities for relaxation and quiet time when she can. She is a giving person but is working on putting boundaries around her time so that she can pursue her goals and dreams. She is professional, confident, but practical and not ostentatious in her tastes.	- Personal development - Staying ahead of the HR trends by educating herself - Attending HR conferences and events to increase knowledge - Spending time with her girlfriends when she can manage it, which isn't very often - Spending quality time with her children, doing homework or exploring new places on the weekends - She has little time to invest in school activities, as much as she'd like to be involved	Jenny is online and keeps up with industry networks and industry developments. She listens to podcasts when she can, mostly in the car on the way to and from work. She scans the web first thing in the morning for any new stories on HR related stories or corporate updates She hangs out at home during the week and gets to as many kids' activities as she can. On the weekends, they have sporting events and socialise with other families. She's time poor even on the weekends, but does her best to juggle. When seeking holiday ideas, her first thought is to ask her close friends and school families. She also uses tripadvisor as a secondary source of info, as others' opinions are useful. She's a savvy shopper who searches money saving websites for coupons and deals.	- Connect with your family, connect with the Murray - While away the time on a paddle steamer as you travel down the beautiful Murray River - Only x hours away... - You deserve a break (friend's weekend) - Where children can run and play and explore - Step back in time, when life was simpler - Affordable, good value accommodation that won't break the bank - Connecting to the land doesn't have to cost you the earth

TYPICAL DAY IN THE LIFE





Meet Maddie: the quintessential baby boomer



BACKGROUND

Recently retired, Maddie and her husband Brian have made the big step and invested in the touring lifestyle.

With a small tribe of grandkids dotted around the countryside, life is now about balance. Spending time with the family, whilst also getting away and enjoying travel just as a couple. Its been 35 years in the making, so she's making the most of it.

Maddie's life is financially comfortable –not too flashy, but money is not really a worry.

THE FACTS

- \$ Maddie is 60 years old
- \$ Married to Brian (65)
- \$ Formerly a registered nurse, Brian was a Bank Manager
- \$ Grown family (2 kids) with grandchildren (5)
- \$ Baby boomers
- \$ Kids are successful, live in Sydney and Brisbane
- \$ Lives in Box Hill, Melbourne
- \$ Well established, with investments and self-managed super funds
- \$ supporting their lifestyle
- \$ Two car family -a new Prado
- \$ and near new Mazda 2
- \$ Has a close-knit group of life-long friends

GOALS

After many years of shift work and growing a family, Maddie is now looking for balance. She wants to travel, to explore new places and spend time with her husband and grandkids.

She wants the freedom to choose where she goes and when and is conscious to balance her me-time, with time spent with her husband, family and her friends. She wants to stop rushing and start living at a slower pace, where she can enjoy the fruits of their work life.

She wants to reignite her old interests –hiking, social tennis, art galleries and cultural interests. She wants to head overseas once a year with Brian to tick off some of the global icons –Paris, Venice etc.

Getting family together at Christmas and major events is a high priority and something they've always done with military precision (take turns for Christmas etc)..

FRUSTRATIONS

Maddie is an avid user of the internet, but finds that there is simply too much choice. The time needed to navigate the myriad of travel options is simply too much. She wishes there was an easier way to find the best match for her different travel needs.

Her family is so dispersed around the country and the great distances they have to travel to try to reach everybody.

Brian leaves the travel plans to her, which means she has to balance his interests with hers and find places that suit them both. He enjoys the fruits of her work but gives little input or help with the planning.

QUOTES

- "I'm happy to pay for quality"
- "Freedom at last!"
- "I can't wait to..."

BEHAVIOURS

Maddie is stylish but understated, sticking to popular trends at a high quality. She shops at David Jones, Trenery and Sportscraft but is not a brand snob.

She is social and approachable, and has an intellectual side in how she speaks and the topics in which she likes to engage.

She adores her grandchildren and loves to spend time with them, but she is not an over-doting grandmother who needs them every school holidays.

While family is central to Maddie's life, she feels they have a good schedule of family get-togethers booked across the year. With this security of family time booked in, this phase of her life is about her and Brian.

INTERESTS

- \$ Dabbling in the stock market
- \$ Bushwalking / hiking
- \$ Nature trails
- \$ Birdwatching (Brian)
- \$ Art galleries and theatre
- \$ Historical buildings
- \$ Social tennis
- \$ Being social with her friends
- \$ Reading books, mainly fiction with a history bent
- \$ Loves classical music
- \$ Loves talking to people
- \$ (having been a nurse so long)

COMMON OBJECTIONS

- \$ I can't find what I'm looking for
- \$ I'll just go to the travel agent but I'm not even sure they'll be able to help

INFO SOURCES & WATERING HOLES

Since finishing work and finding her long lost passion for tennis, Maddie has joined the local tennis club and enjoys socialising and playing twice a week.

She is confident using the internet and has an email address. She uses Skype to keep in touch with the grandkids and knows her way around the review sites. She has a Facebook profile, but mainly for the kids.

She listens to ABC radio mostly and loves to listen to classical music and some of the intellectual talk shows. She reads the Weekend Australian newspaper religiously.

She watches free-to-air TV with some of her favourites being travel shows such as Getaway for inspiration for future travels. She loves BBC tv shows from the UK.

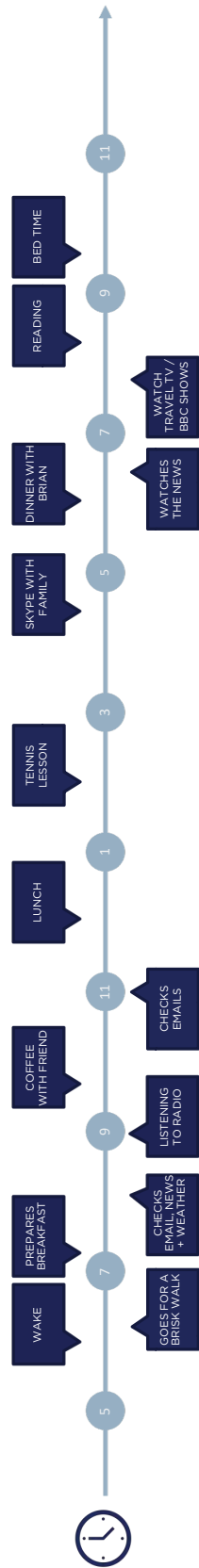
Her and Brian have a close group of lifelong friends that they catch up at least 2-3 times a year.

She keeps in touch with her nursing friends, meeting up once a quarter for lunch or dinner to catch up.

MESSAGING

- \$ Come and explore the Murray and all it's hidden wonders
- \$ Follow the trail of Australia's pioneering history as you meander up and down the Murray River
- \$ Explore the Murray –be as active or as relaxed as you like. Take your time, meet the locals
- \$ Perfect place for kids to explore the natural and historical wonders of the region
- \$ Come visit one of our great VICs and talk to our locals about some of the great things to do in our area
- \$ Local designers, local fashion and artwork, found only in the Murray
- \$ Go natural in the Murray –hike to some of Australia's hidden natural wonders
- \$ We make things easy –tell us what you like to do and we'll bring the best of the Murray to you

TYPICAL DAY IN THE LIFE





SWAN HILL

Region HEART OF THE MURRAY

SWAN HILL INCORPORATED

2.3 Community Grants Program 2026/2027 Successful Recipients

Directorate: Development and Planning
File Number: S17-01-01-10
Purpose: For Decision
For Discussion

Council Plan Strategy Addressed

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

1.3 Building Healthy Communities

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

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

1.4 Foster Creative and Cultural opportunities

1.4.1 Promote and celebrate the creative and cultural pursuits within the region

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

3.1.3 Flourishing community organisations

Current Strategic Documents

No strategic documents are applicable.

Declarations of Interest

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

Summary

This report provides Council with information in relation to the 2026/2027 Community Grants Program, which includes the Development Support and Event Support Grant programs. It makes recommendations to assist Council in determining which applications should receive funding.

Discussion

Development Support Grant

The Development Support Grant provides funding of up to \$5,000 for eligible community groups to carry out their objectives.

Projects funded may include:

- Structural repairs or minor upgrades to community facilities
- New or upgraded equipment essential to the operation of the community group
- Works that address current OH&S or risk management issues
- New programs or activities within a community
- Projects for specific high needs groups
- Projects that promote local sustainability initiatives, environmental innovation, create proud community spaces and promote responsible water usage and conservation
- Protection, conservation and restoration of heritage items and assets
- Club capacity (training, business plans etc)

An assessment panel comprising of the Mayor Cr. Stuart King, Cr. Philip Englefield Chief Executive Officer, Director Development and Planning, Building Program Coordinator and the Community Development Officer, evaluated all applications against the criteria.

Each application was assessed with the following factors considered to determine priorities for funding:

- Demonstrated need for the project and anticipated organisation benefit
- Anticipated community benefit
- Extent to which budget is comprehensive, realistic and represents value for money
- Organisation ability to complete the project within 12 months and sustain outcomes after project completion
- Organisation's contribution to project

Applications

A total of 18 applications were received for the 2026/2027 round with 17 deemed eligible for assessment. In comparison 30 applications were received for the 2025/2026 funding round.

The reduction in application numbers could be attributed to the introduction of new funding streams within the grants program, such as the Quick Response and Major Projects Grants.

The annual budget for the Development Support Grant for this round is \$60,000.

Of the 17 eligible applications, 13 have been recommended for funding totalling \$45,000 through this funding stream.

The remaining \$15,000 budget will be held in reserve for future applications or reallocated to a different funding stream.

Successful Grants

Successful applicants will contribute approximately \$65,000 in cash, in-kind and sponsorship/other funding to match Council's \$45,000 worth of grant funds. This will result in at least \$110,000 worth of community projects being completed by the end of May 2027.

A broad cross-section of projects recommended for approval are located throughout the municipality including Swan Hill, Lake Boga, Piangil, Nyah West, Speewa and Robinvale.

As part of the funding, groups will be asked to acknowledge Council's contribution to their project, which will include the Council logo in marketing, signs, or other collateral. This is in addition to other acknowledgement requirements such as recognition of the support in any formal speeches made or print / social media content.

Refer Attachment A: 2026-2027 Development Support Fund Successful Applications

Unsuccessful Applications

The ineligible or unsuccessful applicants will be notified in writing, and feedback will be provided regarding their application. They will also be reminded of the Quick Response Event grant available.

Event Support Grant

The Event Support Grant provides cash contributions and/or sponsorship and logistical support up to the value of \$5,000 to event organisers.

The policy and procedure applicable to the awarding of events grants does allow for the members of the committee, under exceptional circumstances, recommend a particular event attract a higher amount of funding above the maximum amount specified in the guidelines.

Events funded may include:

- New or emerging events;
- Bring strong economic and/or social benefit to the region;
- Promote growth, innovation and encourage visitation; and
- Develop new or innovative element to expand an event.

An assessment panel comprising of the Mayor Cr. Stuart King, Cr. Hugh Broad, Chief Executive Officer, Director of Development and Planning, Manager Libraries and Operations Manager, evaluated all applications against the set criteria.

In considering the level of support to an event, the following was considered to determine priorities for funding:

- Economic Benefit
- Social Benefit
- Growth and Innovation

Applications

A total of 20 applications were received for the 2026/2027 round. Of the 20 applicants, 16 were deemed eligible for assessment. In comparison, last year (2025/2026) we received 30 applications.

The annual budget for the Event Support Fund is \$30,000. The reduction in allocated funding for the Event Support Grant is due to the introduction of the Quick Response Grants (\$15,000) and Event Partnership Grant whereby nine groups received \$38,000 in funding towards their local event that is a staple of the annual calendar.

Successful Applications

The budget supports the cost of events through cash sponsorship and logistical (in-kind) support. Logistical support can include the use of Council owned assets or services for their event, including traffic management, road signage, permit fees, and venue hire.

The events that have been listed as successful vary in size, purpose and location supporting community groups and event organisers across the municipality. The funding decision is made at the discretion of the panel to maximise the support for as many events as possible, considering repeated applications and consistency and equitable funding allocations.

When event organisers are notified that their application have been successful, we will recommend that they list their event on the council's website and the Australian Tourism Data Warehouse (ATDW) to assist with event promotion.

Event organisers will also be required to acknowledge Council's support of their event. This may include having Council's logo on the event collateral, such as marketing materials, social media posts or speeches.

Refer Attachment B 2026-2027 Event Support Grant Successful Applications

Unsuccessful Applications

The unsuccessful applicants will be formally notified and can contact Council should they require further information. They will also be reminded of the Quick Response Event grant available.

Consultation

The community was made aware of the funding opportunities available through Council's Community Grants Program through local newspapers, Council's website, social media posts. To complement this process, direct contact was made via use of our grant mailing list, with subscribers receiving updates and reminders about the Community Grants Program.

Grants Workshops were also held in Swan Hill and Robinvale to outline the changes to the grants programs and assist potential applicants.

Financial Implications

Council set a budget of \$60,000 for the Development Support Grant and \$30,000 for the Event Support Grant for the 2026-2027 round.

The reduction in allocated budget for the Event Support Grant is due to the introduction of the Quick Response Grants with a budget of \$15,000 and the Event Partnership Grant whereby nine groups received \$38,000 in funding towards their local event that is a staple of the annual calendar.

This report recommends that \$45,000 is allocated towards successful Development Support Grant applications. The remaining budget will be set aside for possible future grant submissions that meet the eligibility criteria or reallocated to another funding stream within the Community Grants Program.

This report recommends that \$30,000 is allocated towards successful Event Support Grant applicants.

Social Implications

By providing funding for projects and events under the Community Grants program, Council helps to foster stronger communities in our municipality.

Community organisations will be able to undertake minor upgrades to facilities, purchase necessary equipment which will result in increased participation, health and fitness, social gatherings, and interaction. The successful operation of community organisations and clubs, play a vital role in ensuring a vibrant and healthy community.

If a project or event is unable to proceed in the format and period initially planned due to unforeseen circumstances, applicants are encouraged to submit a variation proposal.

Economic Implications

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

Projects to the value of approximately \$110,000 will be completed by community organisations by the end of May 2027.

Events will be run by community and other organisations throughout the municipality by the end of June 2027.

It is hoped that these events will inject significant economic return and social benefit to the municipality.

Environmental Implications

Nil.

Risk Management Implications

Successful Development Support Grant applicant organisations will be required to enter a Funding Agreement with Council. This will be to ensure that the applicant organisation is aware of its responsibilities in terms of delivering the project safely, by qualified persons, to relevant standards and with appropriate insurances in place. Applicant organisations responsible for completing projects on Council owned or managed land will also need to obtain approval from Council where applicable.

Successful Event Support Grant applicant organisation/groups will be required to enter into a funding Agreement with Council. This will ensure that the applicant organisation/group are aware of their responsibilities in terms of the event grant. All events supported through this program that are held on Council owned or managed property must adhere to Council's Event Management process to ensure safe event management practices.

- Attachments:**
1. Attachment A 2026-2027 Development Support Grant Successful Applications [2.3.1 - 2 pages]
 2. Attachment B 2026-2027 Event Support Grant Successful Applications [2.3.2 - 2 pages]

Options

That Council:

1. Approve the 2026-2027 Development Support Grant (Attachment A) and Event Support Grant (Attachment B) successful applications.
2. Does not approve the 2026-2027 Development Support Grant (Attachment A) and Event Support Grant (Attachment B) successful applications.

Recommendation/s

That Council approve the 2026-2027 Development Support Grant (Attachment A) and Event Support Grant (Attachment B) successful applications.

Attachment A: 2026 - 2027 Community Development Grant Successful Applications

Organisation	Project Name / Description	Value
Swan Hill & District Community FM Radio Inc	Transmitter Upgrade – Installation of new radio transmitter	\$4,000
Italian Social Club	Exterior Lighting Fixtures – Installation of exterior lighting to Italian Social Club Hall	\$1,500
Swan Hill Theatre Group	Theatre Curtain Upgrade – Replacement of stage front and mid curtains	\$4,000
Swan Hill Archery Club (in conjunction with Nyah West Golf Club)	Security – Installation of lighting to car park area and security cameras around club house and course	\$4,000
Swan Hill District Agricultural & Pastoral Show Society	Resurface the cattle sheds / kids zone area – Laying new road base / surfacing to floor in the cattle shed area	\$2,500
The Flying Boat Museum	Community Signage Project – installation of new museum signage along Lakeside Drive	\$4,000
Piangil Memorial Park & Recreation Reserve Inc	Piangil War Memorial Flag Poles – Replacement of two flag poles at the Piangil cenotaph	\$3,500
Speewa Heritage Collectors Club Inc	Tools needed for restoration – Purchase of tools for use by group for restoration projects	\$2,500
Ultima Tyntynder United Football Cricket Club	Ultima TUF Cricket Nets Upgrade – Replacement of cricket nets and bowler run up flooring	\$4,000
Swan Hill Little Athletics Centre	Tiny Robot – Purchase of robot line marker and software to undertake line marking for athletic meets	\$5,000
Robinvale Pistol Club	Air conditioning – Installation of new air conditioner in Robinvale Pistol Club's clubhouse	\$2,500

Organisation	Project Name / Description	Value
Lake Boga Equestrian Centre (Swan Hill Pony Club & Lake Boga Riding Club)	Hot water service – Installation of hot water service to horse wash bay area at the Lake Boga Equestrian Centre	\$2,500
Swan Hill Basketball Association Inc	Scoreboard Upgrade – Installation of new scoreboard at stadium	\$5,000
		<u>\$45,000</u>

Attachment B: 2026-2027 Event Support Fund Successful Applications

Event	Organisation	Cash Sponsorship	Logistical Support	Logistical Support Breakdown	Total Value
Robinvale Lawn Tennis Club 2027 Easter Tournament	Robinvale Lawn Tennis Club Inc	\$2,500.00	\$500.00	• Cleaning	\$3,000.00
autObarn RUSH	Mallee Cruisers Car Club	-	\$5,000.00	• Venue hire • Road closure and signage • Cleaning • Traffic Management	\$5,000.00
2026 October Market Day	Swan Hill Inc	-	\$2,000.00	• Road closure and signage • Traffic Management	\$2,000.00
2027 Easter Family Fun Day	Swan Hill Inc	-	\$2,000.00	• Road closure and signage • Traffic Management	\$2,000.00
Swan Hill North Twilight Event	Swan Hill Inc	-	\$1,000.00	• Road closure and signage • Traffic Management	\$1,000.00
Sport for All Abilities	Mallee Sports Assembly - Wyche	-	\$1,000.00	• Venue hire	\$1,000.00
CHRISTMAS IN SWAN HILL Launching the Festive Season	Swan Hill Inc	-	\$1,000.00	• Road closure and signage • Traffic Management	\$1,000.00
Round 6 - Golden Power Series	Swan Hill Kart Club Inc	\$3,500.00	-		\$3,500.00
Robinvale Euston Christmas Carnival	REBA	\$2,000.00	\$3,000.00	• Road closure and signage • Traffic Management • Cleaning	\$5,000.00
2026 Swan Hill Battle of the Borders Open Day	Swan Hill Little Athletics Centre	\$2,500.00	\$500.00	• Cleaning	\$3,000.00

SUNRISE ROTARY PRODUCE & DESIGN MARKET	Swan Hill Sunrise Rotary	-	\$500.00	• Traffic Management • Road signage and bollards	\$500.00
SHAC 3 Day Archery Tournament	Swan Hill Archery Club	\$3,000.00	-		\$3,000.00
TOTAL					\$30,000.00

2.4 Planning Application_360 Speewa Punt Road Speewa_Development of the Land for an Agricultural Building (Machinery Shed) in the Farming Zone

Directorate: Development and Planning
Author: Department Support Officer
File Number: PLN2025080-2
Purpose: For Decision

EXECUTIVE SUMMARY

Application Number:	PLN2025080-2
Proposal:	Development of the Land for an Agricultural Building (Machinery Shed) in the Farming Zone
Applicant's Name:	BW&A National
Address:	360 Speewa Punt Road SPEEWA VIC 3585 Lot 27A on Plan of Subdivision 011349
Land Size:	Approximately 21.21 hectares
Site Features:	Existing Dwelling and outbuildings
Zoning:	Farming Zone
Overlays:	• Environmental Significance Overlay – Schedule 1 (ESO1) • Land Subject to Inundation Overlay (LSIO) • Specific Controls Overlay – Schedule 1 (SCO1)
Referral Authorities:	Section 52 - Goulburn Murray Water (GMW)
Why is a Permit Required?	• Clause 35.07-4 Farming Zone (Building & Works) • Clause 44.04-2 Land Subject to Inundation Overlay
Lodgement date:	04/03/2026

Declarations of Interest:

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

Summary:

The purpose of this report is to seek a decision from Council on planning amendment application PLN2025080-2 for the development of the agricultural shed at 360 Speewa Punt Road, Speewa. The subject site is irregular in shape with an area approximately 21.21 hectares and has approximately 365 metres of frontage to Speewa Punt Road along its western boundary.

The applicant is seeking an amendment to Condition 9 of Planning Permit PLN2025080. Condition 9 of the permit was included at the request of Goulburn-Murray Water who received the application under section 52 of the Act (notification) as an adjoining landowner.

Condition 9 is as follows:

“9. No buildings (or works) are to be constructed (or carried out) within 30 metres of Goulburn-Murray Water’s Tyntynder Drain No. 3/5.”

A 30-metre setback from Goulburn Murray infrastructure is considered to be standard and offers mutual protection for both the landowner and Goulburn Murray Water. It is important to note that whilst the 30-metre setback not specifically prescribed within the planning scheme (in this instance), Goulburn Murray Water have provided their response under section 52. Council’s planning department has chosen to include the requirement as it was considered reasonable and represented a balanced outcome. The application material submitted has not provided adequate justification to support a less than 10 metre setback.

The applicant proposes the following:

- *Deletion of Condition 9 in its entirety; or*
- *Amendment of Condition 9 to prohibit buildings and works within the registered GMW easement only.*

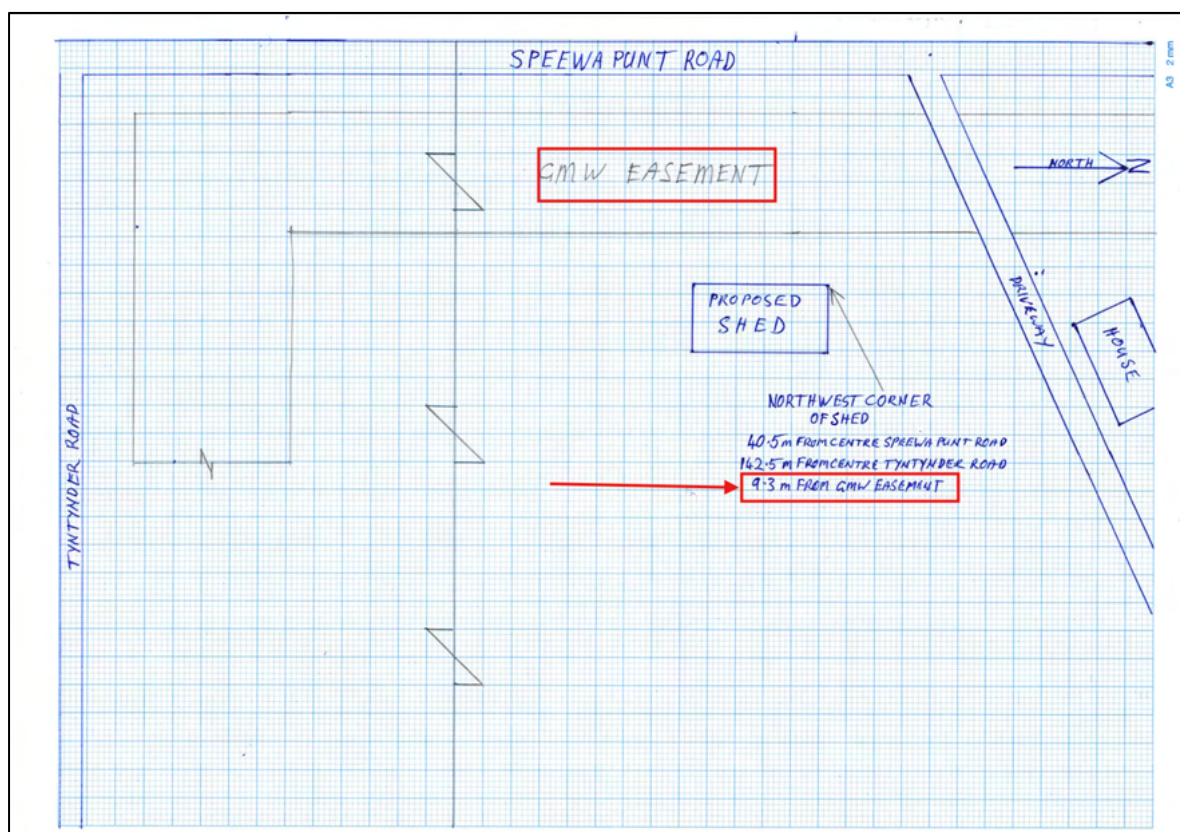


Figure 1: Proposed site plan

The applicant has proposed the shed with a 9.3 metre setback from the existing GMW easement. The land is situated in an area generally used for agricultural purposes. A dwelling and farm buildings are located near the northern boundary, while the balance of the site is used for cropping and agricultural activities.

The amendment application was not advertised to neighbouring properties under section 52 as this is not considered a proposal that would affect adjoining land. However, GMW were notified of the proposal under section 52 due to the proximity of the proposed shed to their asset and the proposed removal of the recommended setback condition.

GMW has advised that the proposed machinery shed is located within a 30m setback, which may adversely affect its infrastructure and operational interests as well as put the proposed shed at risk due to potential seepage. As a result, GMW has objected to the amendment pursuant to Section 57 of the Planning and Environment Act 1987. Given this, officer's recommendation will likely be to refuse the application at the next appropriate council meeting.

Key Points / Issues:

The application proposes an agricultural machinery shed located approximately 9.3 metres from the GMW easement. The proposed shed is approximately 60 metres away from the nearest dwelling which is not in the same ownership.

A planning permit (PLN2025080) was issued for the development of this shed on 09 February 2026, subject to Condition 9, which required the plans to be amended to comply with GMW's requirements. The applicant has subsequently lodged an amendment application seeking the deletion of Condition 9.

GMW objected to the amendment application on the following grounds:

- *The proposal does not meet the required 30 metre setback from Goulburn Murray Water's Tyntynder Drain No. 3/5.*
- *The granting of the amended permit would be inconsistent with and contrary to Goulburn Murray Water's requirement for a minimum 30 metre building setback.*

Policy Impacts:

The proposal is considered to be consistent with the following provisions of Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) of the Swan Hill Planning Scheme.

Municipal Planning Strategy:

Clause 02.03-3 – Environmental risks and amenity

Floodplains of the Murray River and its tributaries affect urban and rural areas, although there is an absence of accurate data to identify floodways and land subject

to inundation. Areas at risk from flooding include the Murray River, Avoca River, Little Murray River and Lalbert Creek.

In addressing environmental risks and amenity, Council will:

- *Identify those portions of the Murray River, Avoca River, Little Murray River, and Lalbert Creek flood plains that are inundated in a 1 per cent flood event.*

Clause 02.03-4 – Natural resource management

The Rural Land Use Strategy (RMCG, 2016) (the ‘RLUS’) responded to current and emerging rural land use issues and opportunities in the municipality. The RLUS identified that the Farming Zone will:

- *Promote and encourage commercial scale broadacre agriculture such as livestock grazing and cropping, large-scale irrigated development and ‘Farmland of Regional Strategic Significance.’*

To manage the natural resources in the Rural City, Council will:

Discourage land uses in the Farming Zone that are not directly related to agriculture, or that have an adverse impact on agricultural opportunities.

Planning Policy Framework:

Clause 12.03-1S – River and riparian corridors, waterways, lakes, wetlands, and billabongs

Objective

To protect and enhance waterway systems including river and riparian corridors, waterways, lakes, wetlands, and billabongs.

Strategies

Protect the environmental, cultural, landscape values of all waterway systems as significant economic, environmental, and cultural assets.

Sensitively design and site development to maintain and enhance the waterway system and the surrounding landscape setting, environmental assets, and ecological and hydrological systems.

Design and site development to maintain and enhance the natural environment of waterway systems by:

- *Ensuring development adjacent to waterways adopts high-quality materials and respectful design and siting.*

Clause 13.03-1S – Floodplain management**Objective**

To assist the protection of:

- *Floodplain areas of environmental significance or of importance to river, wetland, or coastal health.*

Strategies

- *Identify land affected by flooding, including land inundated by the 1 in 100-year flood event (1 per cent Annual Exceedance Probability) or as determined by the floodplain management authority in planning schemes.*
- *Locate use and development that involve the storage or disposal of environmentally hazardous industrial and agricultural chemicals or wastes and other dangerous goods (including intensive animal industries and sewage treatment plants) outside floodplains unless site design and management is such that potential contact between such substances and floodwaters is prevented, without affecting the flood carrying and flood storage functions of the floodplain.*
- *Ensure land use on floodplains minimises the risk of waterway contamination occurring during floods and floodplains can function as temporary storage to moderate peak flows and minimise downstream impacts.*

Clause 14.01-1L – Agriculture**Objective**

To avoid land use conflicts between agricultural and non-agricultural land uses.

Strategies

Discourage non-agricultural use and development in all rural areas other than those that support agriculture.

Consider the effect of the proposed use and development on the amenity of adjacent land.

Clause 15.01-6S – Design for rural areas**Objective**

To ensure development respects valued areas of rural character.

Strategies

Ensure that the siting, scale, and appearance of development protect and enhances rural character.

Site and design development to minimise visual impacts on surrounding natural scenery and landscape features including ridgelines, hill tops, waterways, lakes, and wetlands.

MPS and PPF Discussion

The proposal to construct an agricultural shed at 360 Speewa Punt Road SPEEWA, is considered to meet the objectives and strategies of the Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) of the Swan Hill Planning Scheme. The development of the shed within the Farming Zone will support the continuation of agricultural activity on the site, ensuring to be compatible with the environmental sensitivities of the area, including flood risk.

In addition, the proposal will deliver a well-designed rural infrastructure that will complement the existing agricultural use of the land without detracting from the character or amenity of the locality.

Clause 35.07 - Farming Zone:

The purpose of the FZ is as follows:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To provide for the use of land for agriculture.*
- *To encourage the retention of productive agricultural land.*
- *To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.*
- *To encourage the retention of employment and population to support rural communities.*
- *To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.*
- *To provide for the use and development of land for the specific purposes identified in a schedule to this zone.*

Comment: A planning permit is required under Clause 35.07-4 (Building and Works) and Schedule to Clause 35.07-4 of the Farming Zone.

Clause 42.01 – Environmental Significance Overlay (Schedule 1)

The subject site is in the Environmental Significance Overlay (ESO) Schedule 1 of the planning scheme. The purpose of this Overlay as described under Clause 42.01 is as follows:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*

- *To identify areas where the development of land may be affected by environmental constraints.*
- *To ensure that development is compatible with identified environmental values.*

Comment: A schedule to Clause 42.01 states that:

“An agricultural building for the storage of farm machinery or farm vehicles, or a workshop associated with a rural use in a rural zone, set back more than 60 metres from the Murray River or the Crown land boundary.”

As the proposed shed will be used for the storage of farm machinery and will be situated more than 60 metres from the Murray River or the Crown land boundary, the proposal is exempt under this clause and overlay.

Clause 44.04 – Land Subject to Inundation Overlay:

The purpose of the LSIO is as follows:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To identify flood prone land in a riverine or coastal area affected by the 1 in 100 (1 per cent Annual Exceedance Probability) year flood or any other area determined by the floodplain management authority.*
- *To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, responds to the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.*
- *To minimise the potential flood risk to life, health and safety associated with development.*
- *To reflect a declaration under Division 4 of Part 10 of the Water Act, 1989.*
- *To protect water quality and waterways as natural resources by managing urban stormwater, protecting water supply catchment areas, and managing saline discharges to minimise the risks to the environmental quality of water and groundwater.*
- *To ensure that development maintains or improves river, marine, coastal and wetland health, waterway protection, and floodplain health.*

Comment: A permit is required under the Schedule to this Overlay for the construction of a building, including an agriculture building that is not open on all sides. The original planning application (PLN2025080) was referred under Section 55 of the Act to the North Central Catchment Management Authority (NCCMA), which subsequently provided specific conditions. This amendment application was not referred to NCCMA, as the proposed amendments do not alter any aspect of the development or permit conditions relevant to NCCMA. Therefore, the proposal does not affect the matters on which the authority previously provided advice.

Clause 45.12 – Specific Controls Overlay (Schedule 1)

The purpose of this overlay is as:

- *To apply specific controls designed to achieve a particular land use and development outcome in extraordinary circumstances*

Comment: The Schedule to this overlay is only applicable if the proposal involves a Goulburn Murray Water project.

Swan Hill Planning Scheme Assessment:

The matters relating to the Municipal Planning Strategy, Planning Policy Framework, relevant zone, and applicable overlays were considered as part of the assessment of the original planning permit application (PLN2025080). The proposal is considered to meet the objectives and strategies of the Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) within the Swan Hill Planning Scheme.

The application (PLN2025080) was referred to the relevant referral authorities (North Central CMA (Section 55 of Planning and Environment Act 1987) and Goulburn Murray Water (Section 52 of Planning and Environment Act 1987)), all of which provided consent.

This current amended planning application (PLN2025080-2) was again referred to Goulburn Murray Water (GMW) under Section 52 of Planning and Environment Act 1987 as the applicant sought to amend the permit by removing Condition 1 and the subsequent Condition 9, which require the development to maintain a 30-metre setback from the GMW drainage easement.

GMW objected to the proposal on the basis that the development does not achieve the preferred 30 metre setback from its drainage infrastructure.

While this setback is not prescribed as a statutory requirement under the Planning Scheme, GMW's objection was based on operational and asset management considerations, including ensuring safe access for maintenance, protecting the integrity and functionality of the drainage infrastructure, and minimising risks to life and property associated with the ongoing operation and maintenance of the drain.

The proposed amendment to Condition 9 does not comply with the intent of the original Planning Permit (PLN2025080). The original permit requires the development to maintain a 30-metre setback from Goulburn-Murray Water (GMW) infrastructure. The amendment application was referred to GMW for comment, and GMW **objected** to the proposal and did not support the deletion of Condition 9, which states:

"9. No buildings (or works) are to be constructed (or carried out) within 30 metres of Goulburn-Murray Water's Tyntynder Drain No. 3/5."

Consultation:Advertising

The application was not advertised pursuant to Section 52 of the Planning and Environment Act 1987 as this is not considered a proposal that would affect adjoining and surrounding properties however was referred to GMW for comment. The proposal aligns with the purpose of the zone and will not introduce any new or unexpected elements to the area. The proposal does not involve a significant change to the land use or character of the area, and therefore, it is unlikely to have any impact on the amenity of neighbouring properties.

GMW's Referral Response:

GMW has provided the following considerations in their assessment;

"Goulburn-Murray Water's (GMW) areas of interest are surface water and groundwater quality, use, and disposal. GMW requires that development proposals do not impact detrimentally on GMW's infrastructure and the flow and quality of surface water and groundwater. Applicants must ensure that any required water supplies are available from an approved source."

GMW's assessment confirms that the proposed amendment would enable the development to encroach upon, or otherwise adversely impact, GMW infrastructure and operational interests. The proposed location of the machinery shed is within the 30-metre setback required from GMW's Tyntynder Drain No. 3/5. Accordingly, a minimum setback of 30 metres from the drain must be maintained."

GMW grounds of objection:

- *"The proposal does not meet the required 30 metre setback from Goulburn Murray Water's Tyntynder Drain No. 3/5."*
- *The granting of the amended permit would be inconsistent with and contrary to Goulburn Murray Water's requirement for a minimum 30 metre building setback."*

The proposed reduction in the setback to the GMW easement may impact GMW infrastructure and operational assets. The required setback is intended to protect the water channel and associated infrastructure, ensure ongoing access for maintenance and operational activities, and minimise potential flooding, drainage, and land stability risks. Non-compliance with the setback requirement may compromise these objectives and increase the risk of adverse impacts on GMW's drainage network.

Financial Implications:

Not applicable.

Social Implications:

Not applicable.

Economic Implications:

Not applicable.

Environmental Implications:

The proposal has the potential to affect the environmental and operational function of GMW's drainage infrastructure by restricting maintenance access and reducing the protective buffer between built development and the irrigation drain. The required setback is intended to safeguard water quality, protect drainage infrastructure, minimise flooding and erosion risks, and ensure the ongoing operation and maintenance of the irrigation network.

Risk Management Implications:

Council should consider that the proposed reduction in the setback to the Goulburn-Murray Water (GMW) easement may adversely affect GMW infrastructure as well as the proposed shed. The required setback is intended to provide mutual protection for both the asset and the proposed building.

Conclusion:

It is considered that the proposed amendment does not comply with Goulburn-Murray Water's (GMW) minimum 30-metre setback requirement. The reduced setback has the potential to adversely affect the function of GMW's drainage infrastructure by increasing the risk of drainage efficiency, restricting maintenance access, and reducing the protective buffer between the proposed development and the irrigation drain. The required setback is intended to protect water quality, minimise flooding and erosion risks, safeguard drainage infrastructure, and ensure ongoing access for maintenance and operational purposes. Given the proposal's inconsistency with GMW's requirements and the unresolved objection from the relevant referral authority, the amendment is not considered to be supported.

- Attachments:**
1. GMW_Objection [2.4.1 - 2 pages]
 2. Original_Planning_Permit [2.4.2 - 5 pages]
 3. Proposed Plans_Redacted [2.4.3 - 10 pages]
 4. Applicant response to Objection_Redacted [2.4.4 - 3 pages]

Options

1. The request to amend the Planning Permit as per the application be refused.
2. That Council issues a Notice of Decision to Grant a Permit for the Development of the Land for an Agricultural Building (Machinery Shed) in the Farming Zone on Land Affected by the Environmental Significance - Schedule 1 and Land Subject to Inundation Overlays at Lot 27A on Plan of Subdivision 011349 known as 360 Speewa Punt Road SPEEWA 3585 subject to appropriate conditions.

Recommendation/s

That Council determine to, under Section 60(1) of the Planning and Environment Act 1987 by issuing Notice of Decision to Refuse the amended planning permit application for Development of the Land for an Agricultural Building (Machinery Shed) in the Farming Zone on Land Affected by the Environmental Significance - Schedule 1 and Land Subject to Inundation Overlays on 360 Speewa Punt Road SPEEWA 3585 subject to the following grounds:

- 1. The proposed amendment would be contrary to the setback sought by Goulburn Murray Water, which has been required to protect the water channel associated infrastructure and the proposed shed.**
- 2. The proposed amendment does not constitute orderly planning.**



OFFICIAL

GMW Ref: PP-26-00027.01
Doc ID: A5653301

Swan Hill Rural City Council
council@swanhill.vic.gov.au

13 April 2026

Dear Sir and/or Madam,

Planning Permit Application - Agricultural Machinery Shed (Amendment)

Application No: PLN2025080-2
Applicant: BW&A National Building Consulting
Location: 360 Speewa Punt Rd SPEEWA VIC 3585
V 5762 F 302 Lot 27A Plan 011349

Thank you for your letter and information received 30 March 2026 in accordance with Section 52 of the *Planning and Environment Act 1987*.

Goulburn-Murray Water's (GMW) areas of interest are surface water and groundwater quality, use and disposal. GMW requires that development proposals do not impact detrimentally on GMW's infrastructure and the flow and quality of surface water and groundwater. Applicants must ensure that any required water supplies are available from an approved source.

GMW understands that the applicant is seeking planning permission to amend Condition 1 of GMW's previous response dated 22 January 2026, with the proposed amendment involving the complete removal of this condition. The property is zoned FZ and comprises of ~21.21 ha. The property is located in the Torrumbarry Irrigation District area and is subject to the ESO1, LSIO. GMW's Tyntynder Drain No. 3/5 runs parallel to the eastern boundary of the land.

GMW's assessment confirms that the proposed amendment would enable the development to encroach upon, or otherwise adversely impact, GMW infrastructure and operational interests. The proposed location of the machinery shed is within the 30-metre setback required from GMW's Tyntynder Drain No. 3/5. Accordingly, a minimum setback of 30 metres from the drain must be maintained.

Based on the information provided and in accordance with Section 56 (c) of the *Planning and Environment Act 1987*, GMW objects to the granting of an amended planning permit on the following specified grounds:

- The proposal does not meet the required 30 metre setback from Goulburn Murray Water's Tyntynder Drain No. 3/5.
- The granting of the amended permit would be inconsistent with and contrary to Goulburn Murray Water's requirement for a minimum 30 metre building setback.

PO Box 165 Tatura Victoria 3616 Australia

reception@gmwater.com.au

1800 013 357

www.gmwater.com.au



ABN: 46 761 336 846

- 1 -

OFFICIAL

If you require further information please e-mail propertyservices@gmwater.com.au or contact 1800 013 357.

Yours sincerely

Roey Walls
STATUTORY PLANNING PARTNER

Assessing Officer: Pip Lloyd – Senior Statutory Planner



PLANNING PERMIT #PLN2025080

Sections 63, 64, 64A and 86 Planning and Environment Act 1987

Swan Hill Rural City Council
(Responsible authority)

Issues this permit in accordance with the

Swan Hill Planning Scheme
(Planning scheme)

to allow (this permit allows)

Development of the Land for an Agricultural Building (Machinery Shed) in the
Farming Zone on Land Affected by the Environmental Significance - Schedule 1 and
Land Subject to Inundation Overlays

On the land
LOT: 27A LP: 11349
360 Speewa Punt Road SPEEWA 3585
(Address of the land)

Planning Scheme Clause No: 35.07-4 - Farming Zone - Buildings and Works
Planning Scheme Clause No: 44.04-2 - Land Subject to Inundation Overlay - Buildings and works

Issued on
09 February 2026

Signature of Responsible Authority

PLANNING PERMIT #PLN2025080

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT:

AMENDED PLANS REQUIRED

1. Before the commencement of the development, plans must be approved and endorsed by the Responsible Authority. The plans must:
 - a. be prepared to the satisfaction of the Responsible Authority
 - b. be drawn to scale with dimensions
 - c. submitted in electronic form
 - d. be generally in accordance with the plans forming part of the application, but amended to show the following details:
 - i. An amended site plan, drawn to scale and fully dimensioned in accordance with Goulburn-Murray Water's (GMW) setback requirements.

PLANS

2. The layout of the development must not be altered from the layout on the approved and endorsed plans without the written consent of the Responsible Authority.

AMENITY

3. The development must be managed so that the amenity of the area is not detrimentally affected to the satisfaction of the Responsible Authority.

USE

4. The agriculture building hereby permitted must not be used for human habitation to the satisfaction of the Responsible Authority.
5. The agricultural building hereby permitted must only be used incidental to the agricultural and rural use of the property and shall not be used for commercial or industrial activities to the satisfaction of the Responsible Authority.

SEDIMENT DISCHARGES

6. The applicant/owner must restrict sediment discharges from any construction sites within the property to the satisfaction of the Responsible Authority.

ENGINEERING DEPARTMENT

Drainage to Legal Point of Discharge



Issued on
09 February 2026

Signature of Responsible Authority

7. Prior to the commencement of the development, the roof area of the shed structure must be connected to the existing Legal Point of Discharge (LPOD), if available. If it does not exist, an application for the LPOD must be submitted and approved to the satisfaction of the Responsible Authority.

1% AEP Storm

8. Prior to works commencing, the flow paths of a 1% AEP storm need to be determined, and the development designed such that no private property is inundated by this storm.

GOULBURN MURRAY WATER

9. No buildings (or works) are to be constructed (or carried out) within 30 metres of Goulburn-Murray Water's Tyntynder Drain No. 3/5.
10. All construction activities must be in accordance with EPA Publication 1834.1 Civil Construction, Building and Demolition Guide (September 2023) and there must be no transport of sediment or other materials to waterways either during or following construction.
11. Stormwater run-off from buildings and other impervious surfaces must be dissipated as normal concentrated overland flow or directed to a storage tank or dam.
12. The shed must not encroach on the wastewater treatment system or disposal area or breach the minimum setback distances specified in the relevant Australian Standard(s) and EPA Guideline for Onsite Wastewater Management, May 2024, as updated or replaced. Stormwater run-off from the shed roof must not be directed towards the disposal area.
13. The shed must not contain bedrooms (or rooms that could be used as bedrooms) or any facilities with the potential to produce wastewater, including toilets, kitchens or other food preparation facilities.

NORTH CENTRAL CATCHMENT MANAGEMENT AUTHORITY

14. Water resistant building materials that minimise the physical effects of flooding on the shed and its contents must be used for foundations, footings, floor and walls up to the Nominal Flood Protection Level of 66.7 metres AHD. In addition:
 - a. Electrical fittings must be fixed above the Nominal Flood Protection Level of 66.7 metres AHD.
 - b. All chemicals, oil, fuel, grease, waste or other potential pollutants must be stored above the Nominal Flood Protection Level of 66.7 metres AHD. Adequate storage areas and shelving should be provided for this purpose.

EXPIRY

15. This permit as it relates to development (buildings and works) will expire if one of the following circumstances applies:
 - a. The development is not started within 2 years of the issued date of this permit.
 - b. The development is not completed within 4 years of the issued date of this permit.

In accordance with Section 69 of the Planning and Environment Act 1987, an application may be



Issued on
09 February 2026

Signature of Responsible Authority

submitted to the Responsible Authority for an extension of the periods referred to in this condition.

PERMIT NOTES

Responsible Authority

- a. All building works associated with this development must be in accordance with the Building Act 1993, Building Regulations 2006 and the Building Code of Australia.
- b. A building permit will be required for the building work associated with this development.

North Central Catchment Management Authority

- c. Flood levels for the 1% AEP (100-year ARI) flood event have been declared for this area under provisions of the Water Act 1989. The applicable 1% AEP flood level for the location described above is 66.4 metres AHD.



Issued on
09 February 2026

Signature of Responsible Authority

IMPORTANT INFORMATION ABOUT THIS PERMIT

WHAT HAS BEEN DECIDED?

The responsible authority has **issued a permit**.

(Note: This is not a permit granted under Division 5 or 6 of Part 4 of the Planning and Environment Act 1987.)

CAN THE RESPONSIBLE AUTHORITY AMEND THIS PERMIT?

The responsible authority may amend this permit under Division 1A of Part 4 of the **Planning and Environment Act 1987**.

WHEN DOES A PERMIT BEGIN?

A permit operates:

- from the date specified in the permit; or
- if no date is specified, from
 - (i) the date of the decision of the Victorian Civil and Administrative Tribunal, if the permit was issued at the direction of the Tribunal; or
 - (ii) the date on which it was issued, in any other case.

WHEN DOES A PERMIT EXPIRE?

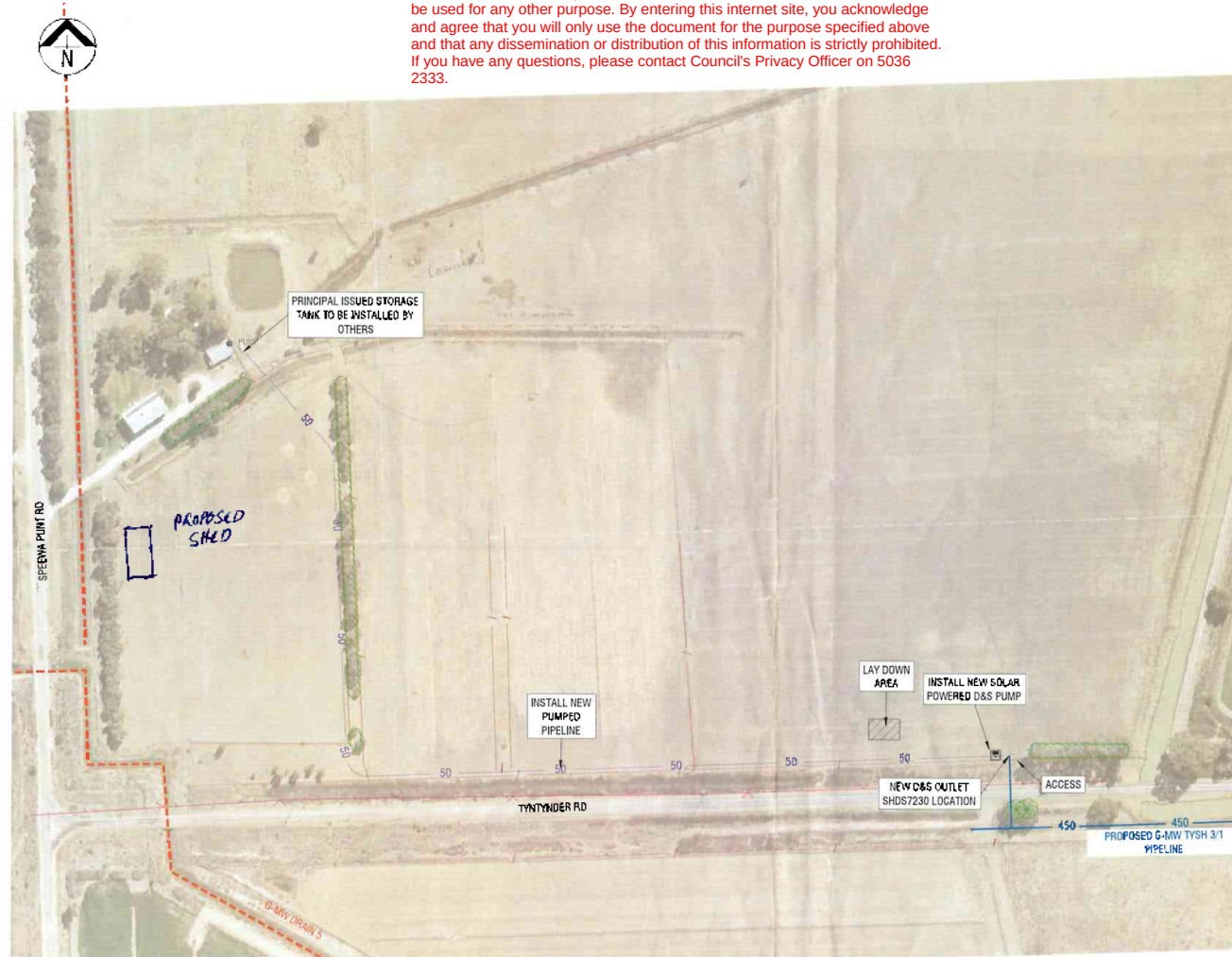
1. A permit for the development of land expires if -
 - the development or any stage of it does not start within the time specified in the permit; or
 - the development requires the certification of a plan of subdivision or consolidation under the Subdivision Act 1988 and the plan is not certified within two years of the issue of the permit, unless the permit contains a different provision; or
 - the development or any stage is not completed within the time specified in the permit, or, if no time is specified, within two years after the issue of the permit or in the case of a subdivision or consolidation within five years of the certification of the plan of subdivision or consolidation under the Subdivision Act 1988 .
2. A permit for the use of land expires if -
 - the use does not start within the time specified in the permit, or if no time is specified, within two years after the issue of the permit; or
 - the use is discontinued for a period of two years.
3. A permit for the development and use of land expires if -
 - the development or any stage of it does not start within the time specified in the permit; or

- the development or any stage of it is not completed within the time specified in the permit, or, if no time is specified, within two years after the issue of the permit; or
 - the use does not start within the time specified in the permit, or, if no time is specified, within two years after the completion of the development; or
 - the use is discontinued for a period of two years.
4. If a permit for the use of land or the development and use of land or relating to any of the circumstances mentioned in section 6A(2) of the Planning and Environment Act 1987, or to any combination of use, development or any of those circumstances requires the certification of a plan under the Subdivision Act 1988, unless the permit contains a different provision -
 - the use or development of any stage is to be taken to have started when the plan is certified; and
 - the permit expires if the plan is not certified within two years of the issue of the permit.
 5. The expiry of a permit does not affect the validity of anything done under that permit before the expiry.

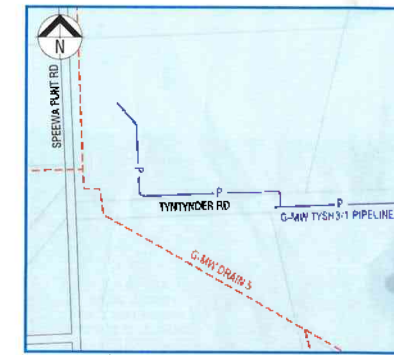
WHAT ABOUT REVIEWS?

- The person who applied for the permit may apply for a review of any condition in the permit unless it was granted at the direction of the Victorian Civil and Administrative Tribunal, in which case no right of review exists.
- An application for review must be lodged within 60 days after the permit was issued, unless a notice of decision to grant a permit has been issued previously, in which case the application for review must be lodged within 60 days after the giving of that notice.
- An application for review is lodged with the Victorian Civil and Administrative Tribunal.
- An application for review must be made on the relevant form which can be obtained from the Victorian Civil and Administrative Tribunal, and be accompanied by the applicable fee.
- An application for review must state the grounds upon which it is based.
- A copy of an application for review must also be served on the responsible authority.
- Details about applications for review and the fees payable can be obtained from the Victorian Civil and Administrative Tribunal.

The information contained in these documents have been Privacy & Data Protection Act 2014 and is provided for the purpose of the planning process as set out in the Planning & Environment Act 1987. The information must not be used for any other purpose. By entering this internet site, you acknowledge and agree that you will only use the document for the purpose specified above and that any dissemination or distribution of this information is strictly prohibited. If you have any questions, please contact Council's Privacy Officer on 5036 2333.

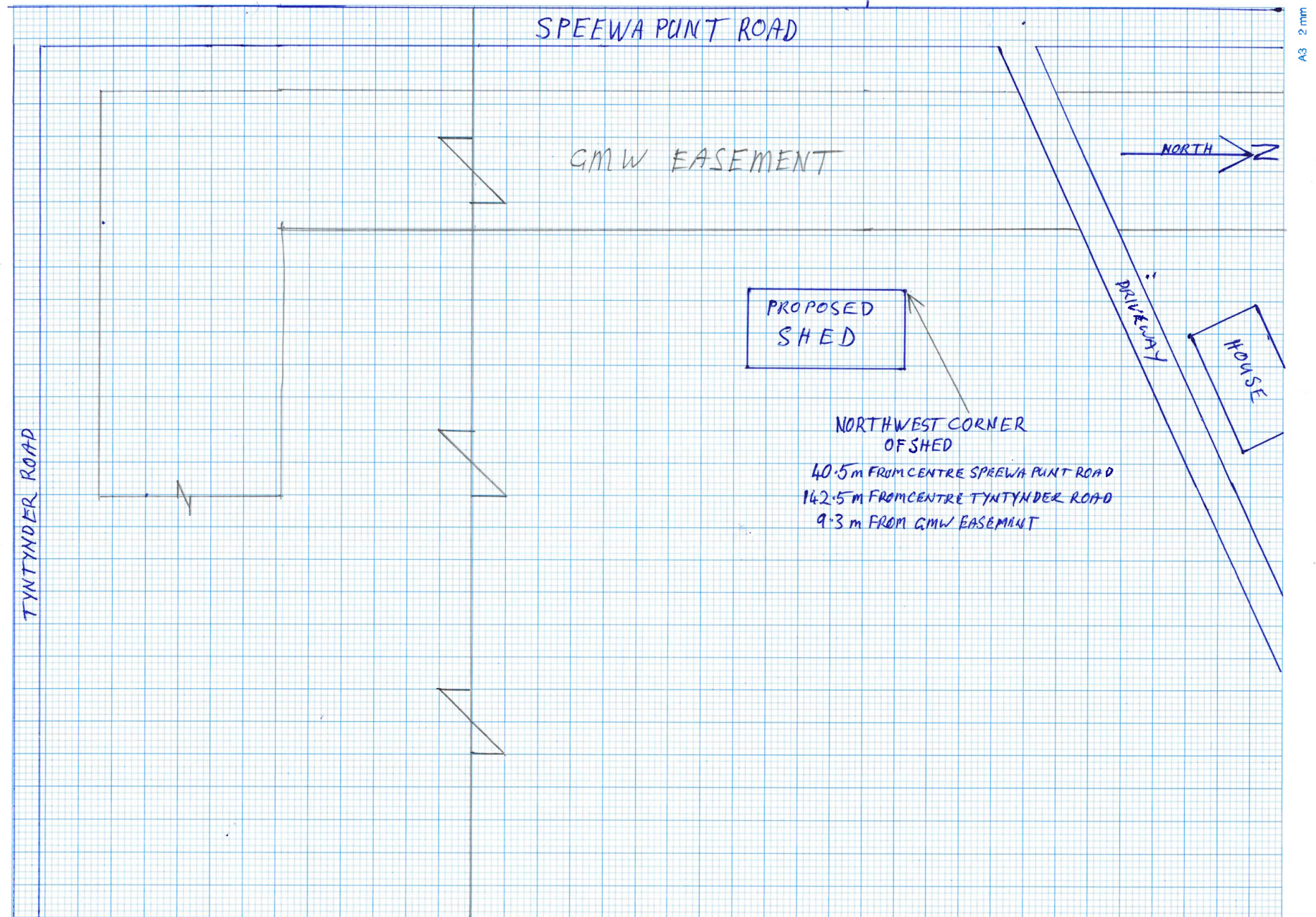


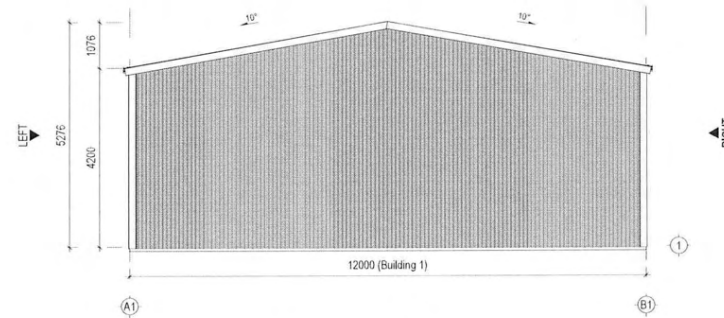
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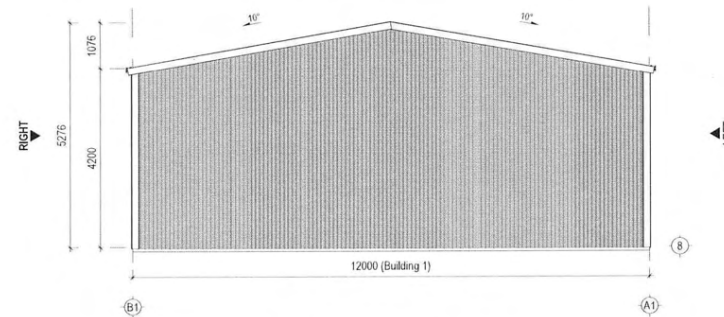
LAND SUBJECT TO INUNDATION OVERLAY
SCALE 1:20,000

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REV	DATE									SHEET No 2 OF 7	SHEET SIZE A3





FRONT ELEVATION



REAR ELEVATION

George Zuev
VIC PE 2458
~~30 OCT 2025~~

Legend

Trimdek 0.47 TCT

PLANS DRAWN BY

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E trevor@nowbuildings.com.au
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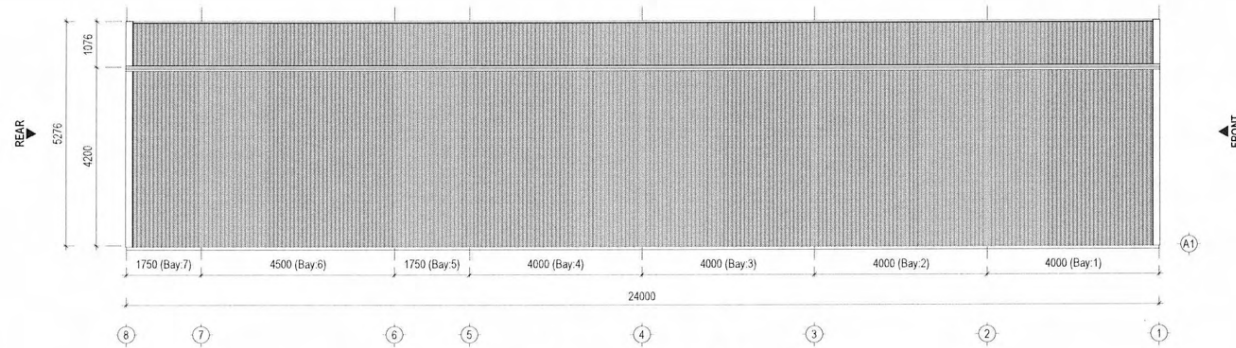
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HIGH SPRINGS DEVELOPMENT PTY LTD
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60 Princes Highway, Cobargo NSW 2550

JOB DETAILS

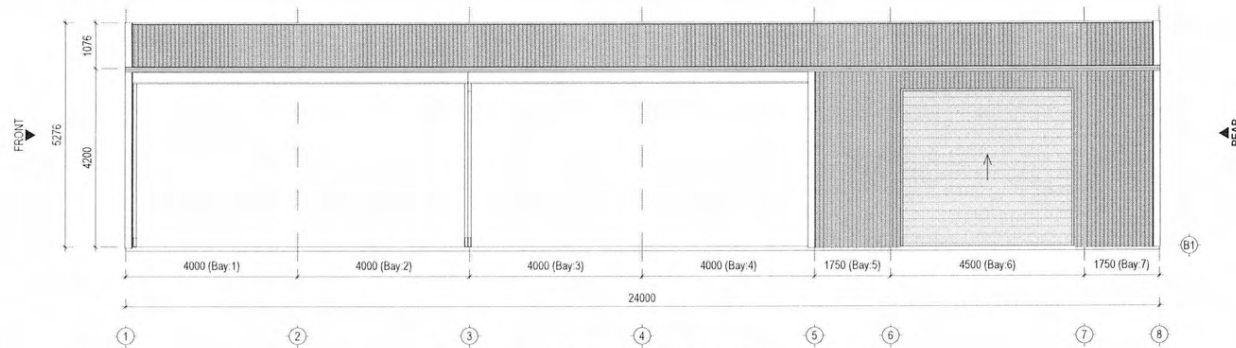
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CLIENT:
ADDRESS:

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DATE OF ISSUE: 17/10/2025
DRAWING SCALE: 1:100 @A3
REVISION NO: 01 DRAWING NO: Thomp045604 / 12



LEFT ELEVATION



RIGHT ELEVATION

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30 OCT 2025
VIC PE 2458

Legend

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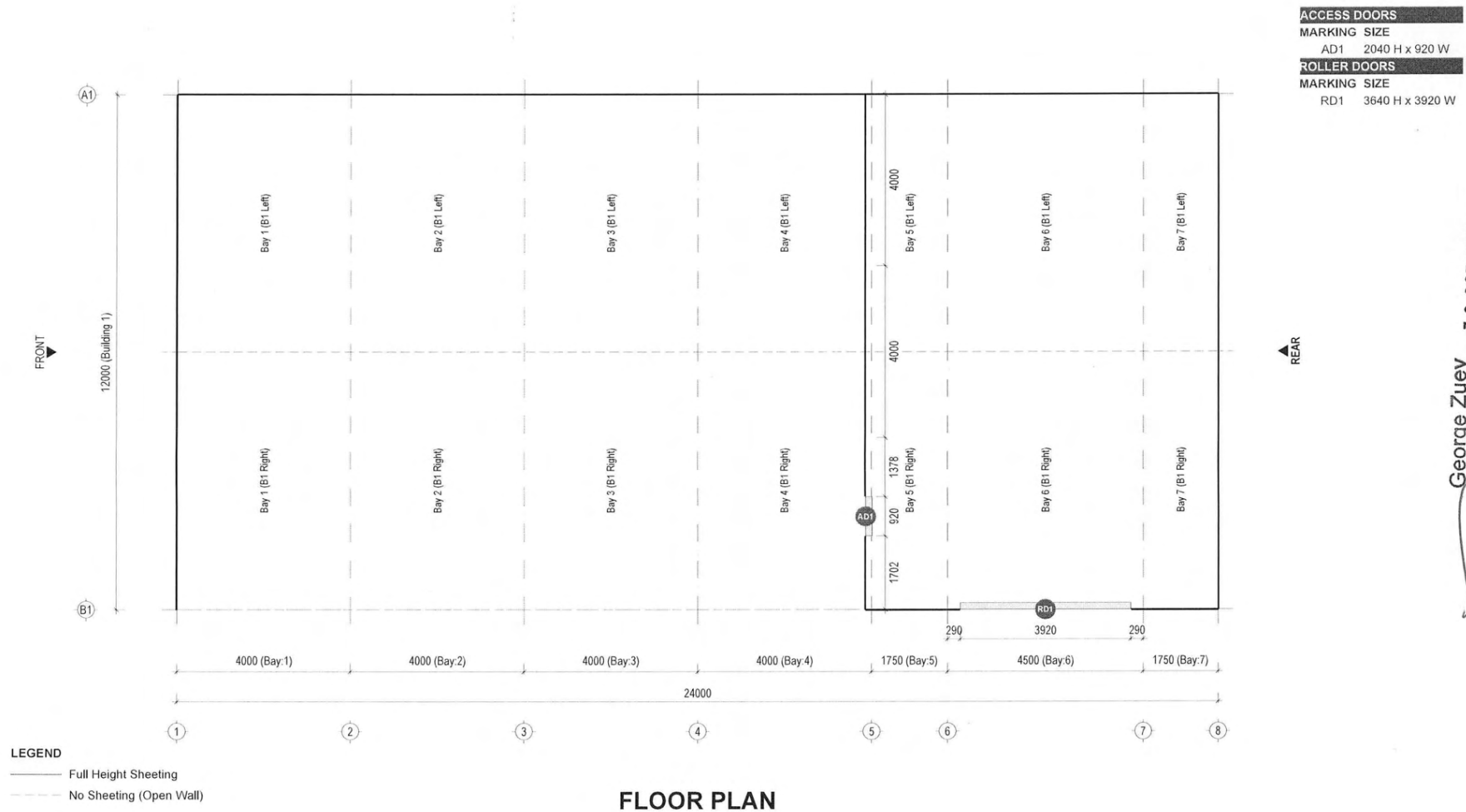
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JOB DETAILS

PROJECT: 12m W x 24m L x 4.2m H OpenBay
CLIENT:
ADDRESS:

DRAWING DETAILS

DRAWING TITLE: ELEVATIONS 2
DATE OF ISSUE: 17/10/2025
DRAWING SCALE: 1:100 @A3
REVISION NO: 01 DRAWING NO.: Thomp045604 / 13



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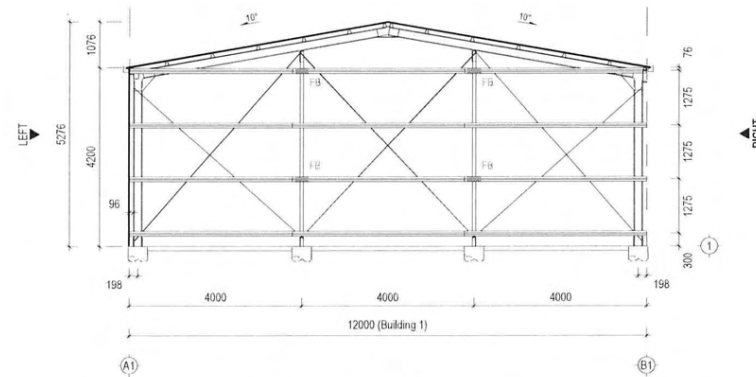
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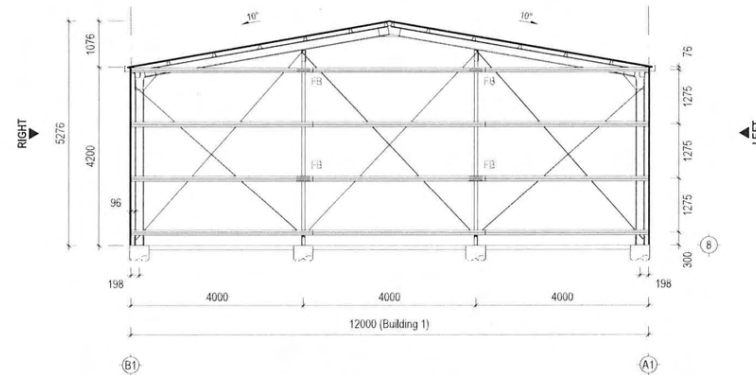
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DATE OF ISSUE: 17/10/2025
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REVISION NO: 01 DRAWING NO.: Thomp045604 / 14



FRONT ELEVATION



REAR ELEVATION

George Zuev
V/C PE 2458
30 OCT 2025

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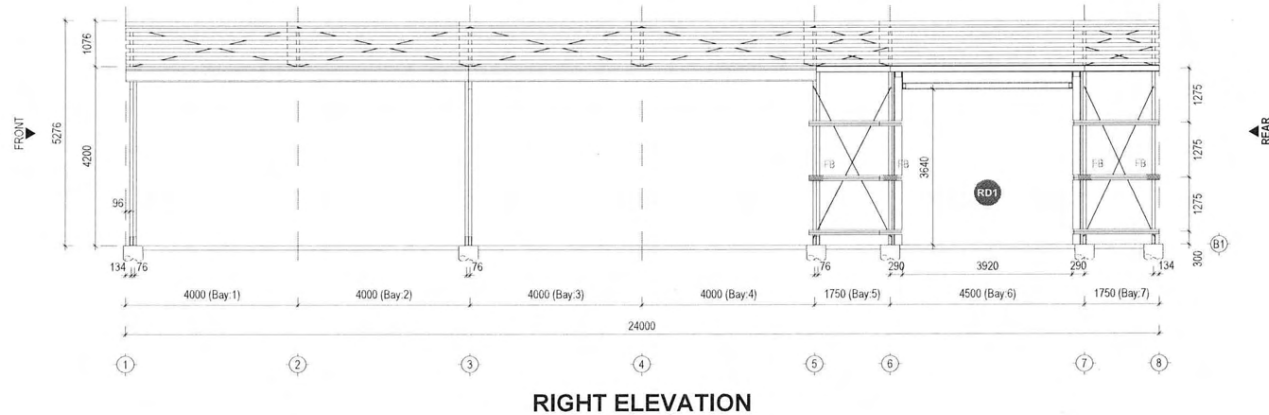
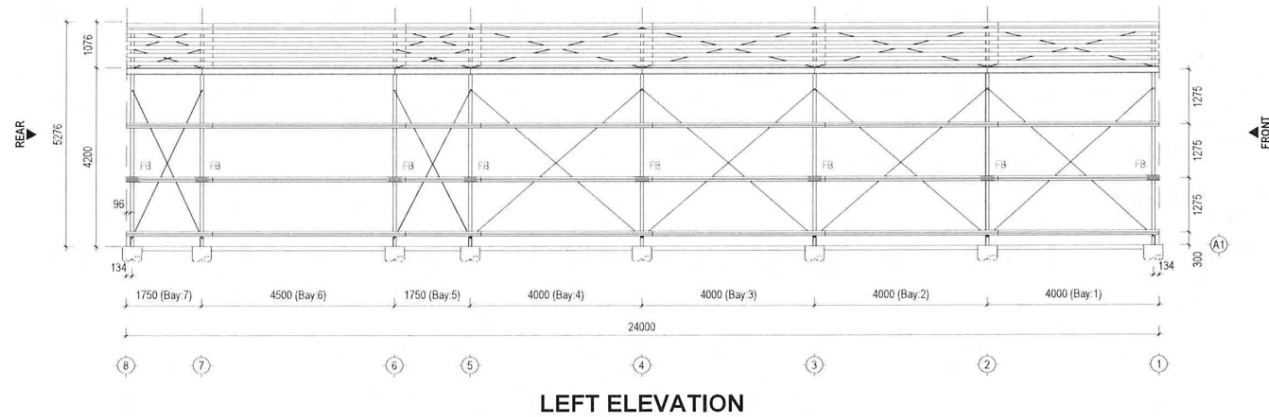
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JOB DETAILS

PROJECT: 12m W x 24m L x 4.2m H OpenBay
CLIENT:
ADDRESS:

DRAWING DETAILS

DRAWING TITLE: STRUCTURAL ELEVATIONS 1
DATE OF ISSUE: 17/10/2025
DRAWING SCALE: 1:100 @A3
REVISION NO: 01 DRAWING NO.: Thomp045604 / 15



George Zuev
AC PE 2458
30 OCT 2025

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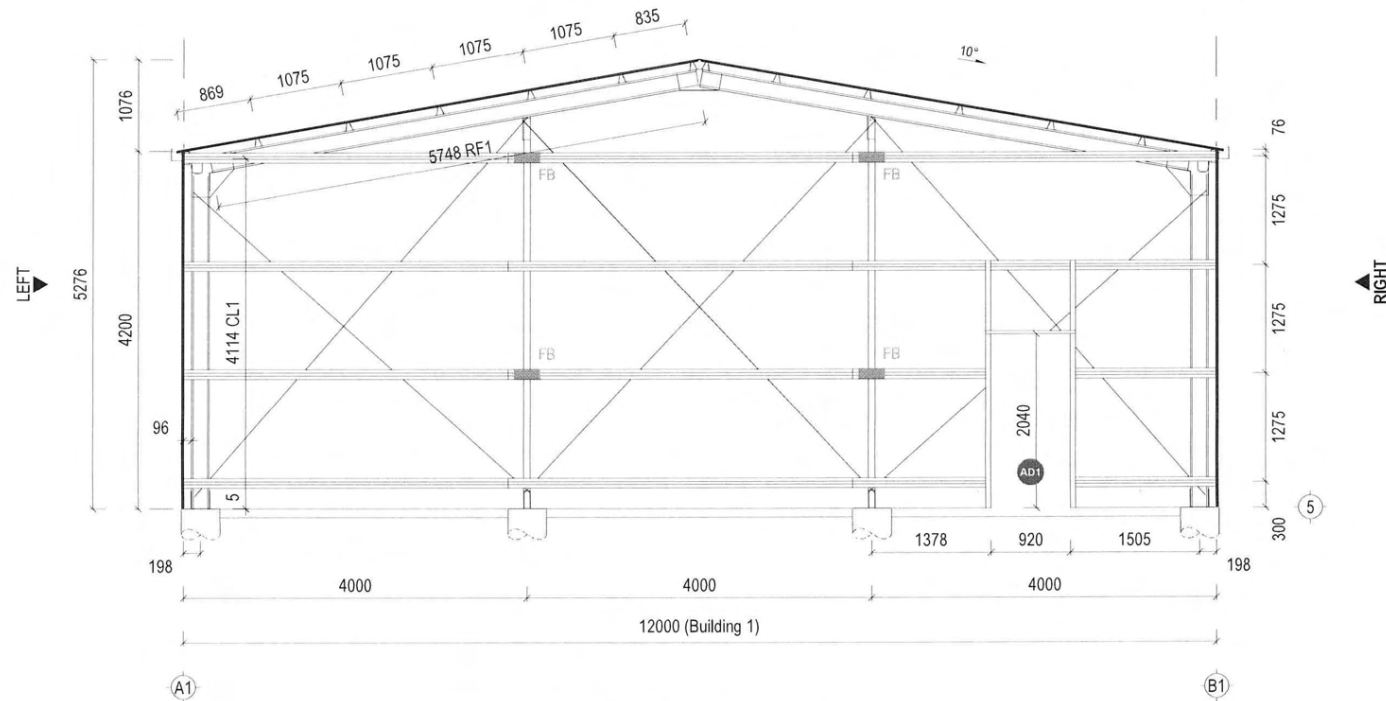
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ABN 93 074 651 899
60 Princes Highway, Cobargo NSW 2550

JOB DETAILS

PROJECT: 12m W x 24m L x 4.2m H OpenBay
CLIENT:
ADDRESS:

DRAWING DETAILS

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DATE OF ISSUE: 17/10/2025
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REVISION NO: 01 DRAWING NO.: Thomp045604 / 16



INTERMEDIATE ELEVATION

George Zuev
~~VIC PE 2458~~
~~30 OCT 2025~~

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ENGINEERING CERTIFICATION

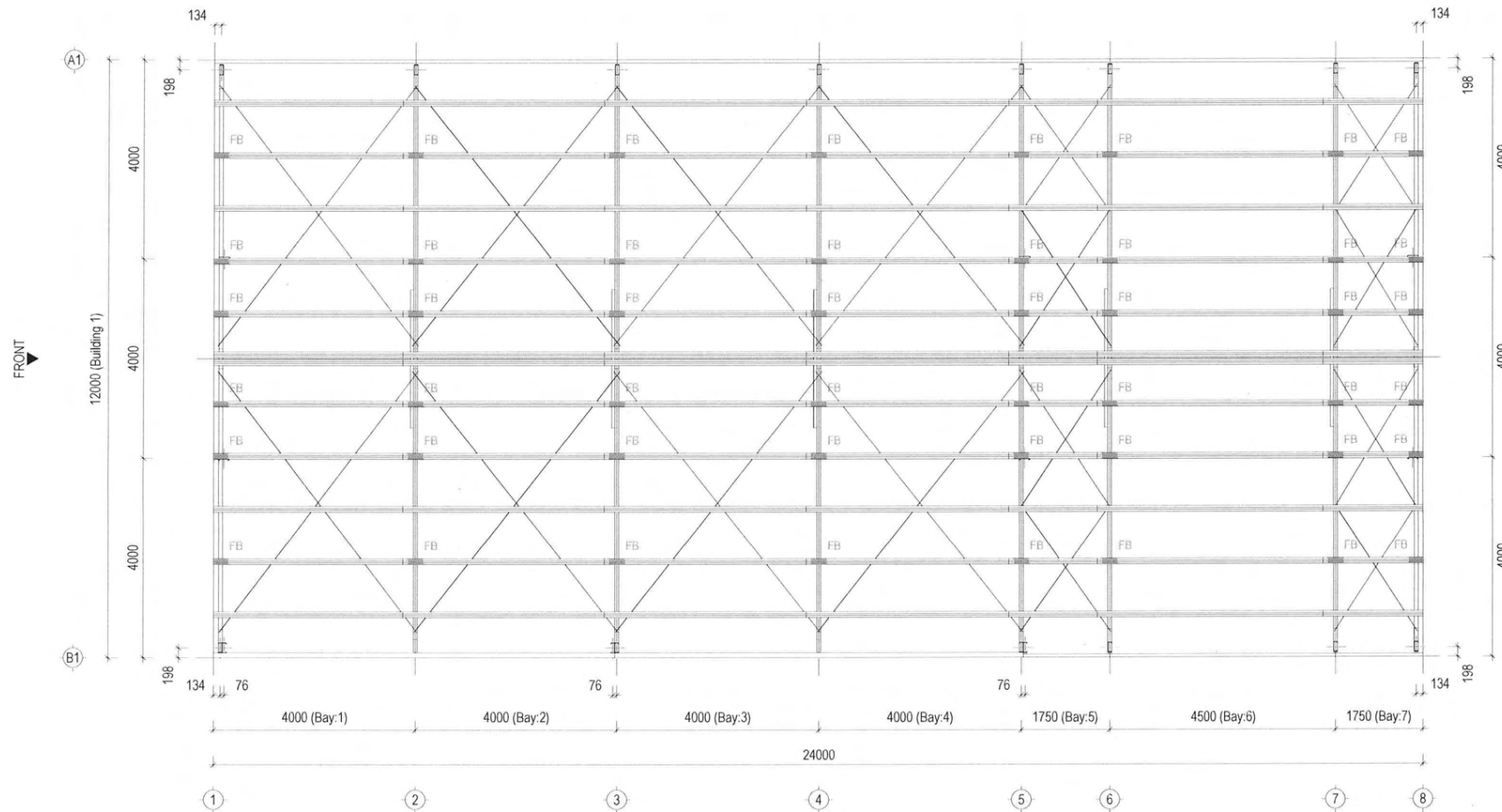
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JOB DETAILS

PROJECT: 12m W x 24m L x 4.2m H OpenBay
 CLIENT:
 ADDRESS:

DRAWING DETAILS

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 DATE OF ISSUE: 17/10/2025
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 REVISION NO: 01 DRAWING NO: Thomp045604 / 17



George Zuev
VLOPE 2458
30 OCT 2025
REAR

ROOF PLAN

PLANS DRAWN BY

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ENGINEERING CERTIFICATION

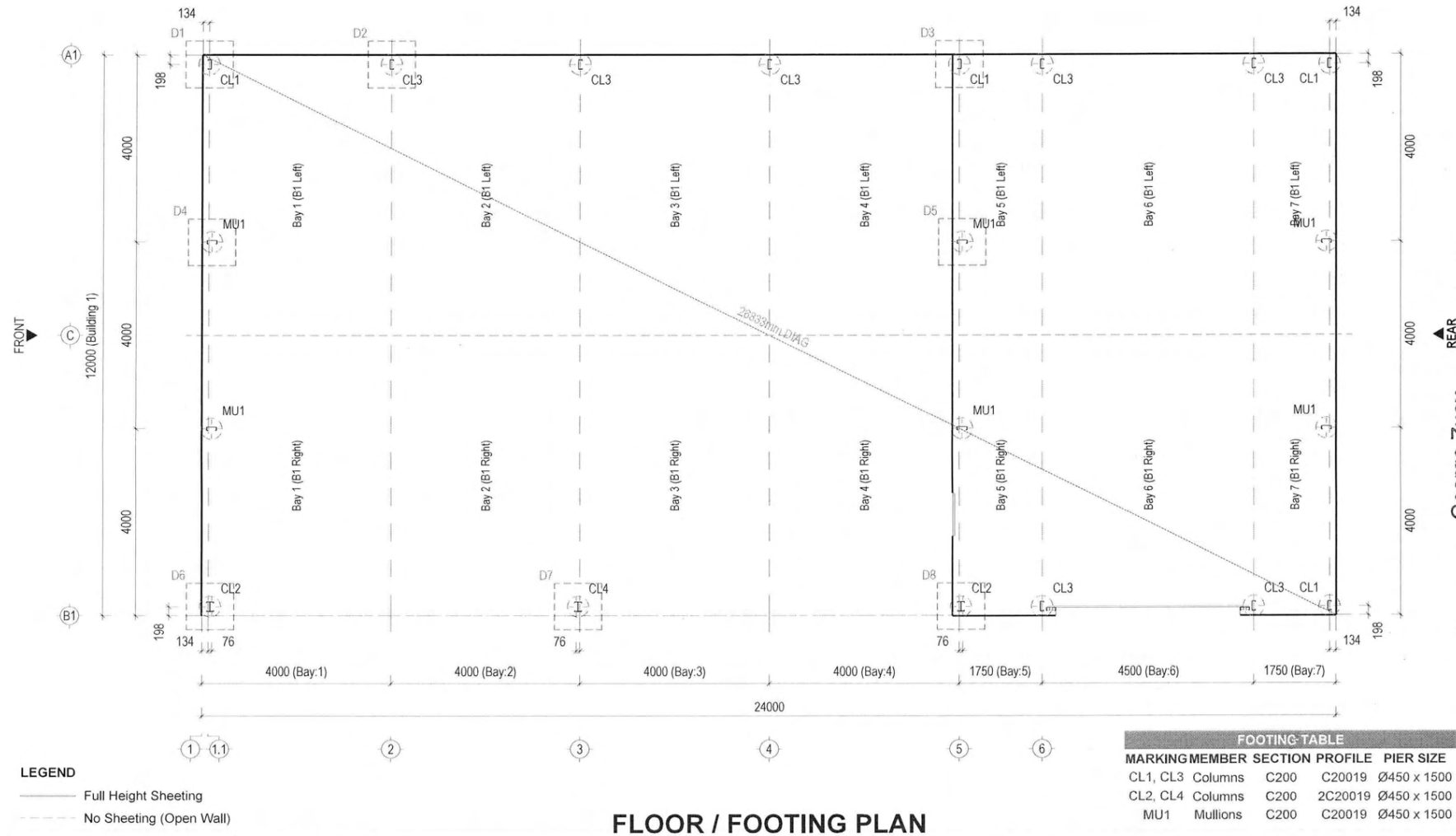
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ABN 93 074 651 899
86 Princes Highway, Cobargo NSW 2550

JOB DETAILS

PROJECT: 12m W x 24m L x 4.2m H OpenBay
CLIENT:
ADDRESS:

DRAWING DETAILS

DRAWING TITLE: ROOF PLAN
DATE OF ISSUE: 17/10/2025
DRAWING SCALE: 1:75 @A3
REVISION NO: 01 DRAWING NO.: Thomp045604 / 18



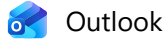
George Zuev
30 OCT 2025
VIC PE 2458

PLANS DRAWN BY
NOW BUILDINGS
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E trevor@nowbuildings.com.au
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DATE OF ISSUE: 17/10/2025
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REVISION NO: 01 DRAWING NO: Thomp045604 / 19



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#540601 Fw: 360 Speewa Punt Road, Speewa

From
Date Mon 2026-04-20 4:30 PM
To Planning | Swan Hill Rural City Council <planning@swanhill.vic.gov.au>
Cc

From: Planning <planning@bwanational.com.au>
Sent: Monday, 20 April 2026 4:21 PM
To:
Subject: FW: 360 Speewa Punt Road, Speewa

Dear Muhammad,
 Further to our previous correspondence, we write to update Council on our efforts to engage directly with Goulburn-Murray Water, in accordance with Council's recommendation. We have now received confirmation from GMW that they do not engage directly with applicants on matters relating to formal planning referrals, and that all correspondence must be directed to Council as the Responsible Authority for consideration and re-referral. (refer email below).

In effect, this prevents any direct resolution of the setback issue with GMW and confirms that the matter must be progressed through Council.

In these circumstances, we consider it appropriate that Council now proceed to assess the application on its merits and exercise its discretion in relation to the condition in question. As previously outlined, the 30-metre setback requirement is not derived from any provision of the Swan Hill Planning Scheme, is not reflected in the extent of the registered easement, and is not supported by any site-specific technical evidence. The proposed development does not encroach upon or impact the easement.

Accordingly, the condition appears to extend beyond what is reasonably required to address any identified planning impact and does not demonstrate a clear planning basis.

While we acknowledge the role of referral authorities in the process, Council is ultimately responsible for ensuring that permit conditions are properly founded, proportionate, and consistent with the statutory framework.

Given that direct engagement with GMW is not available, we respectfully request that Council:

- Progress the Section 72 application toward determination; and

- In doing so, give proper consideration to whether the 30-metre setback can be justified in planning terms.

We remain available to assist Council in resolving this matter efficiently. However, should the application not be determined within a reasonable timeframe, or if the condition is maintained without a clear statutory and evidentiary basis, our client reserves its position in seeking review through the appropriate forum.

We look forward to Council's response.

Regards,

David Williams

Senior Town Planning Officer

BW&A National



E. planning@bwanational.com.au

P. [1300 363 487](tel:1300363487)

W. bwanational.com.au



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From: Property Services <propertyservices@gmwater.com.au>

Sent: Monday, 20 April 2026 4:06 PM

To: Planning <planning@bwanational.com.au>

Subject: Automatic reply: 360 Speewa Punt Road, Speewa

Thank you for your email. We are experiencing a high number of enquiries, and therefore our response times are delayed.

Please refer to information below which may answer your question. If our team determines that your enquiry can be answered by the information provided below, then you will not receive a reply.

PLANNING ENQUIRIES	OCCUPATION LICENCES	WORKS APPROVAL LICENCE	LAND DEALINGS ENQUIRIES
Please be advised that ANY enquiries/correspondence in relation to a GMW referral/response to a formal planning application must be directed to Council in its capacity as the Responsible Authority in the first instance . GMW will then liaise with the relevant Council Planner in relation to the enquiry/correspondence. Additionally, GMW are unable to assess any further information submissions which are sent directly to GMW;	GMW have authority to issue an Occupation Licence for structures on and uses of GMW land, including for: a jetty, a boat ramp, landscaping, grazing and/or access to private land. • If you wish to apply for a NEW Occupation Licence, you must submit a PS001 application. • If you wish to vary/renew/transfer an EXISTING Occupation Licence, you must submit a PS002 application.	If you are planning to undertake works or maintenance on GMW foreshore land, or on any privately owned licenced structures on GMW land, you <u>must</u> apply for a Works Approval Licence from GMW by completing a PS008 application. Before completing this application,	If you are seeking advice/correspondence in relation to any of the below from GMW, please submit a PS010 application. • Purchasing GMW Land • Letter of Consent for transfer of land, plan of subdivision, re-financing etc. • Easements on title in favour of GMW • Caveats on title

these <u>must</u> be directed to Council, who will then re-refer the documentation to GMW for assessment.	PLEASE NOTE: Any structure and/or use permitted by an Occupation Licence does not constitute an exclusive use of all or part of the land.	please contact your Local GMW Area Office to discuss your requirements.	
• To obtain pre-application planning advice from GMW please submit a PS010 application. • Application for a letter from GMW to accompany a VicSmart application to Council can be made by completing a PS007 application. <i>Before completing this form, please ensure you have contacted your local Council to confirm that a VicSmart Application is applicable for your proposal.</i> • If you have sent through a Section 173 Agreement for review, Property Services will forward this to GMW's Legal Unit for review and be in touch once advice is received in this regard.			
GENERAL INFORMATION • If your enquiry is in relation to a Water Frontage Licence listed on title, you will need to contact the Department of Energy, Environment and Climate Action (DEECA). GMW do not issue or administer such licences and therefore will not be able to assist with your enquiry. • If your enquiry is in relation to <u>reticulated</u> water supply or sewerage, you will need to contact the relevant <u>urban</u> water authority, as they are the Responsible Authority for infrastructure of this nature. • If your enquiry is in relation to flood levels or finished floor levels, <u>GMW are unable to provide this information</u>. Please contact your relevant Catchment Management Authority for this information.			

GMW reminds customers that water supplied by GMW or taken from GMW-managed storages is not suitable for human consumption without first being properly treated. Licence and/or Lease holders should advise their customers/users that the water supplied is non-potable (i.e. not for human consumption), particularly if they run accommodation premises or food businesses, or if the general public has access to the water (e.g. through a public tap).

PLEASE DO NOT REPLY TO THIS EMAIL AS IT IS AN AUTOMATIC RESPONSE, AND ANY REPLY YOU SEND MAY PLACE YOUR ENQUIRY AT THE BOTTOM OF THE LIST.

3 Officer Report for Noting

3.1 Audit and Risk Committee Meeting Minutes 3 June 2026

Directorate: Corporate Services
File Number: S15-28-01
Purpose: Information Only

Council Plan Strategy Addressed

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

4.1 Excellent management and administration

4.1.2 Provide robust governance and effective leadership

Current Strategic Documents

Council Plan

Declarations of Interest

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

Summary

Council's Audit and Risk Committee met on 3 June 2026, and this report summarises the items that were discussed at the meeting.

Discussion

The Audit and Risk Committee met on 3 June 2026. In addition to the usual procedural items, the agenda included:

- Internal audit updates – Procurement
- Internal audit updates – Depot operations
- Internal audit updates – Long-term financial planning
- Internal audit updates – Information security assessment
- Internal Audit Review Update (AFS)
- External Audit Interim Management Letter
- Quarterly Risk Report - June
- Review of Risk Register
- Review of Residual High Risks
- Strategic Risk Review
- Quarterly Review of Financial Performance and Position to March 2026
- Councillor Expenses for the period January to March 2026
- Asset Valuation - Estimated
- Review of Performance of Internal Auditor

- Drag Strip Update
- Swan Hill Art Gallery and Visitation Centre and Swan Hill Tourism and Cultural Hub Update – verbal update
- Strategic Review of the Swan Hill Regional Livestock Exchange Update – verbal update
- Review of ARC Charter
- Suspected and Actual Frauds, Thefts and Breaches of the Law by Management

Consultation

Not applicable

Financial Implications

Nil

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

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

Attachments: 1. Audit Risk Attachment Placeholder [3.1.1 - 1 page]

Options

1. Not applicable

Recommendation/s

That Council notes the contents of this report.

Confidential attachment

- Audit and Risk Committee - Confidential Confirmed Minutes 3 June 2026 (attachment will be included into the in-camera agenda)

3.2 Community Satisfaction Survey 2026

Directorate: Corporate Services

File Number: S16.28.01

Purpose: Information Only

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations. Objective 6.1: Deliver accessible, responsive and inclusive customer and community engagement.

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

Current Strategic Documents

Beverford Community Plan 2012 - 2015

Community Vision and Council Plan

Customer Service Strategy

Lake Boga Community Plan 2021-2025

Nyah/Nyah West Community Plan 2021 - 2026

Robinvale Community Plan 2031

Ultima Community Plan 2021 -2025

Woorinen Community 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

The annual Community Satisfaction Survey was conducted in the first quarter of 2026. The 2026 survey results show improvement in community satisfaction since 2025 across most service areas.

Overall performance result for Swan Hill Rural City Council was 57. This is 6% above the performance for Large Shires (53). In 2025, Councils overall performance was rated 54. This represents a 5% improvement in the 12-month period, and an increase of around 19% since 2024.

This report provides a strategic snapshot to support informed planning, resource allocation, and service improvement for the coming year.

Discussion

The Community Satisfaction Survey asks the opinions of local people about how they feel about Council services and their perceptions of the performance of Council. In 2026, 399 people were surveyed (survey participants).

The results of the Community Satisfaction Survey contribute to Councils' annual reporting requirements. Section 98 of the *Local Government Act 2020* requires Council to prepare an Annual Report to the community. This includes the prescribed indicators of service performance in the Local Government (Planning and Reporting) Regulations 2020. Targets included in the Annual Report Performance Statement are based on the results from the Community Satisfaction Survey.

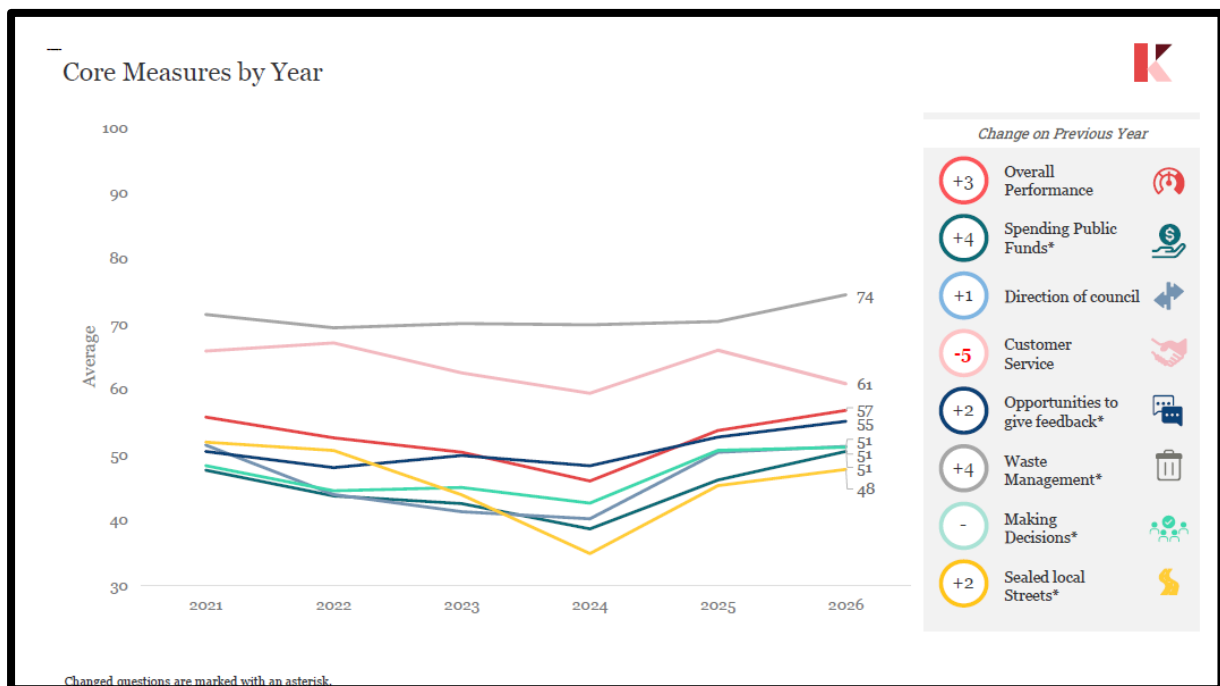
PERFORMANCE HIGHLIGHTS (page 4)



The biggest Improvements were as follows:

	2026	vs 2025
Planning and building permits	51	+12
Keeping the community informed	61	+7
The condition of footpaths*	52	+5

The Core Measures by Year (below) compares results since 2021 (page 5)



The Core Summary below compares performance to 2025 results (page 6)

LGV Core Summary



		Swan Hill RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Large Shire 2026	Chg vs 2025
Overall Performance <i>Overall Performance of Council</i>		57	+3	58	+4	53	+4
Spending Public Funds <i>Spending public funds... in ways that benefit the community</i>		51	+4	51	+4	46	+3
General Direction <i>Views on direction of council's performance</i>		51	+1	48	+2	47	+3
Customer Service <i>...on most recent contact, rate Council for Customer Service</i>		61	-5	68	+2	66	+1
Opportunities to Give Feedback* <i>Opportunities offered by Council to give your feedback on key local issues</i>		55	+2	55	+5	54	+6
Waste management* <i>Waste Management including garbage, recyclables and green waste</i>		74	+4	72	+6	69	+7
Making decisions* <i>Making decisions in the interest of the community</i>		51	-	52	+3	49	+3
Sealed local streets* <i>Condition of sealed local streets</i>		48	+2	54	+9	47	+7

Changed questions are marked with an asterisk.

Overall Performance - (page 6): The Overall Performance result has increased by 3 points (5%) since 2025, and 9 points (19%) since 2024, reversing the downward trend which occurred during the COVID_19 pandemic years. The overall performance result is higher than the average for large shires (53) and just under the State (58).

Waste Management - (page 72): Waste Management scored 74, a 4-point (6%) increase from 2025, and above the state (72) and large shire (69) averages for this service area. Waste Management continues to be rated by survey participants as one of the highest importance service areas and continues to score highly for service performance.

Planning and Building Permits - (page 76) The largest improvement in 2026 was Planning and Building Permits, which scored 51, an increase of 12 points (31%) since 2025. This result was above the State and large shire average of 48 in 2026.

Maintenance of unsealed local roads - (page 70): Maintenance of unsealed roads is rated the most important by survey participants, and its performance, whilst an improvement on the 2025 results (5%), remains low at 41. However, this result is identical to the importance and performance results for large shires and the State, evidencing the issue is not isolated to the Swan Hill municipality, but is a statewide issue for this service delivery area, and may require a statewide solution or financial support to address and improve. [However, the benchmark data (page 20) indicates that only 15 Councils statewide nominated this additional service area for survey.

Customer Service - (pages 52-58): Customer Service performance was rated 61, a 5-point (7.5%) decline from 2025, and is significantly below the large shire (66) and state (68) averages for this service area. Survey participants from Robinvale and surrounds rated service performance higher than those living in and around Swan Hill.

External (Media) Contact - Over 55% of survey participants preferred to receive Council news and information via social media, including Council newsletters, with only 1% preferring Councils website (page 57). This result is similar across all demographics, large shires and the State, with social media being the preferred channel and Council website scoring low (<3%).

Internal (Direct) Contact - The results for customer service show that the number of survey participants who had direct contact (e.g. customer Service counters) with Council in the last 12 months (44% of participants) declined by 13% overall, and across all mediums. Of those who did contact Council, 23% rated the level of customer service performance as poor or very poor (page 54-56). The survey participants contacted Council primarily by telephone (30%), by email (33%) and in person (24%) (page 55).

Results since 2024 show fewer survey participants are having direct contact with Council, which could indicate that Council has improved the availability or readability of information it provides to the community; or conversely, indicate that there is less confidence in the community that contact with Council will be responsive or lead to a positive outcome.

Cuts in Services v Increased Rates to Improve Services (page 60)

The survey asked the community whether they would prefer services to be cut, or rates to rise to fund service delivery. The results indicated that 25% of survey participants preferred rate rises to improve services, while 46% preferred service cuts. The results have been consistent since 2021, however there has been a marked decline in those participants who 'definitely prefer cuts in services', with a shift towards 'probably prefer' and ambivalence.

While Council has limited ability to increase rates above the rate cap, it is nonetheless good stats for consideration by the State government, especially if similar positions and trends are evident across the state.

Local Roads of Concern (pages 68-69)

In 2026, survey participants who rated the performance of local sealed roads as average, poor or very poor ($n = 144$), were asked to specify which particular local roads are of concern. The top four roads of concern by participant response were:

1. McCallum Street (State Road) (12%)
2. Stradbroke Avenue (10%)

3. High Street (6%)
4. Karinie Street (Currently under construction) (6%)

The Survey Report recommended (page 10):

1. Build on a strengthening overall position.
2. Prioritise sealed local roads.
3. Reverse the customer service decline.
4. Strengthen community decision-making.

We thank the community members who participated in the 2026 Community Satisfaction Survey and provided Council with valuable feedback on what services are important to them, and on how Council has performed.

Consultation

The survey is directed to the municipal community. The survey size was 399 people of varying demographics and locations.

Financial Implications

In 2026, the annual Community Satisfaction Survey was conducted by Klein Research. The cost of the survey was \$23,014.20.

Social Implications

Nil.

Economic Implications

Nil.

Environmental Implications

Nil.

Risk Management Implications

If councils do not listen to or act on community survey results, the risks may be both strategic and operational, and can quickly affect trust, compliance, and service outcomes. If communities do not see their feedback influencing decisions, they may stop engaging and councils lose both trust and valuable insight.

Attachments: 1. 5683 - CSS Swan Hill RCC 2026 Report [3.2.1 - 81 pages]

Options

1. Note the results of the 2026 Community Satisfaction Survey.

Recommendation/s

That Council note the results of the 2026 Community Satisfaction Survey.

Swan Hill Rural City Council

Community Satisfaction Report 2026

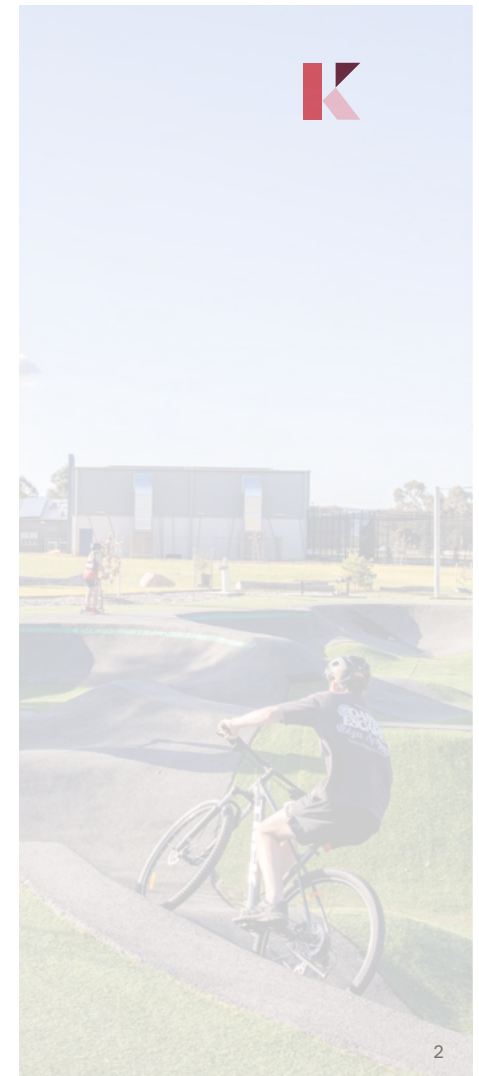


Klein

Coordinated by the Department of Government
Services on behalf of Victorian councils

Table of Contents

Executive Summary	Page 3
Summary of Approach	Page 11
Key Performance Measures	Page 25
Performance of Council Service Areas	Page 32
Importance of Council Services	Page 42
Engagement with Council	Page 51
Bespoke Questions	Page 59
Appendix: Detailed Results by Council Service Area	Page 62



Executive Summary



Swan Hill City Council Community Satisfaction



57
Overall Performance
+3 since last year

58 State Performance
+4 vs last year

53 Large Shire Performance
+4 vs last year

Key Takeouts



Swan Hill City Council's overall performance is 57, a moderate increase of +3 from last year. Sentiment increased significantly amongst 35–49-year-olds, and is more positive amongst female, and Robinvale residents.

Top performing areas

- 74** Waste management*
- 68** The appearance of public areas
- 67** Community events and cultural activities*

Lowest performing areas

- 41** Maintenance of unsealed roads*
- 48** Condition of sealed local streets*
- 51** Planning and building permits

62
+8

52
-2

Aged 18-34 **52** +8

Aged 35-49 **57** +11

Aged 50-64 **51** -

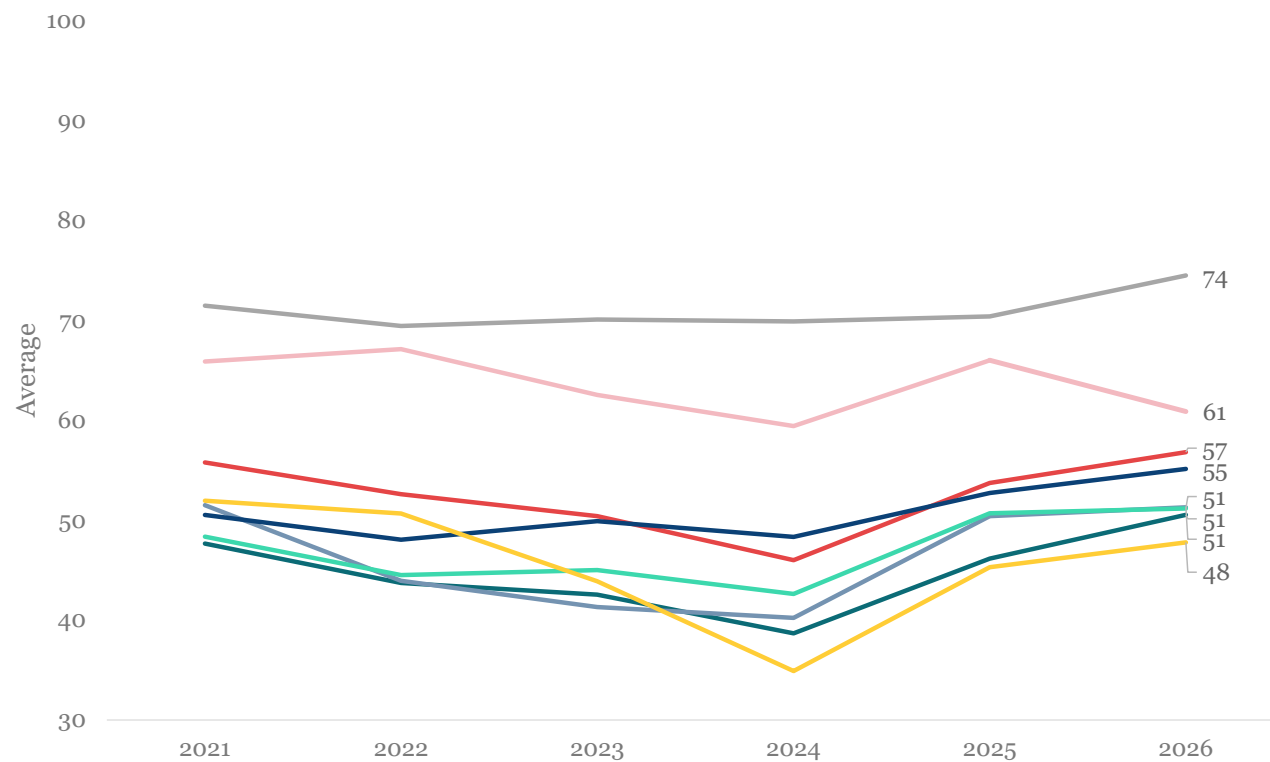
Aged 65+ **57** -2

Swan Hill & Surr. **56**

Robinvale & Surr. **61**

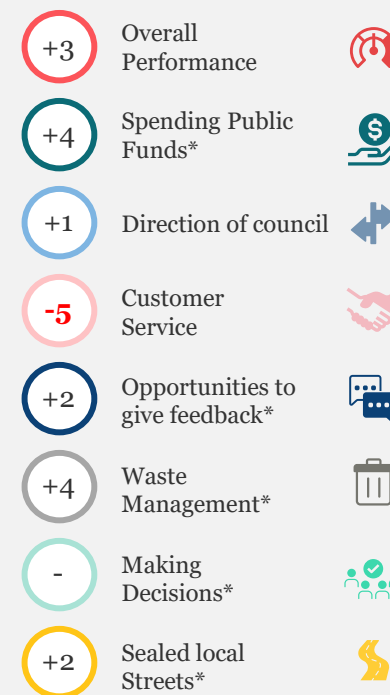
Lakes **58**

Core Measures by Year



Changed questions are marked with an asterisk.

Change on Previous Year



LGV Core Summary



		Swan Hill RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Large Shire 2026	Chg vs 2025
Overall Performance		57	+3	58	+4	53	+4
<i>Overall Performance of Council</i>							
Spending Public Funds		51	+4	51	+4	46	+3
<i>Spending public funds... in ways that benefit the community</i>							
General Direction		51	+1	48	+2	47	+3
<i>Views on direction of council's performance</i>							
Customer Service		61	-5	68	+2	66	+1
<i>...on most recent contact, rate Council for Customer Service</i>							
Opportunities to Give Feedback*		55	+2	55	+5	54	+6
<i>Opportunities offered by Council to give your feedback on key local issues</i>							
Waste management*		74	+4	72	+6	69	+7
<i>Waste Management including garbage, recyclables and green waste</i>							
Making decisions*		51	-	52	+3	49	+3
<i>Making decisions in the interest of the community</i>							
Sealed local streets*		48	+2	54	+9	47	+7
<i>Condition of sealed local streets</i>							

Changed questions are marked with an asterisk.

6



Performance of Council Services – Summary by Service Area

Governance, Engagement & Advocacy 			Infrastructure & Maintenance 			Community Services & Support 			Community Facilities & Recreation 			Planning & Development 		
2026	vs 2025		2026	vs 2025		2026	vs 2025		2026	vs 2025		2026	vs 2025	
Keeping the community informed	61	+7	The appearance of public areas	68	-1	Waste management*	74	+4	Community events and cultural activities*	67	+3	Environmental sustainability	62	+2
Opportunities to give feedback*	55	+2	The condition of footpaths*	52	+5	Family support services	65	+3				Business and community development and tourism	59	+2
Making decisions in the interest of the community*	51	-	Condition of sealed local streets*	48	+2							Planning and building permits	51	+12
			Maintenance of unsealed roads	41	+2									

Changed questions are marked with an asterisk.

Executive Summary – Key Strengths of Swan Hill Rural City Council



Waste management

Waste management is the highest-scoring service across the service areas measured in this report for Swan Hill Rural City Council, at 74. It sits five points above the Large Shire benchmark and two points above the State average, and has improved four points year-on-year, one of Council's strongest and most consistent positions.



General direction of Council

Resident views on the general direction of Council sit above peers, at 51, three points above the State average and four points above the Large Shire group. Holding a positive gap on a headline measure that councils across Victoria find difficult is a genuine point of strength.



Community events and cultural activities

Community events and cultural activities is among the highest-rated services measured, at 67, and has risen three points year-on-year. Residents respond warmly to the cultural and event program, making it a clear asset within the community services Council delivers.



Spending public funds

Confidence that Council spends public funds in ways that benefit the community sits at 51, five points above the Large Shire group and up four points year-on-year. Value-for-money is typically one of the lowest-rated measures statewide, so performing above peers reflects well on Council.

Executive Summary – Key Opportunities for Council to Address



Condition of sealed local streets

The condition of sealed local streets is the largest negative gap against the State benchmark across the services rated for Swan Hill Rural City Council, at 48, six points below State. It is among the lowest-scoring services measured, and although it has edged up two points, the gap to peers has widened as other councils improved faster.



Customer service

Customer service shows the steepest year-on-year decline of the headline measures, falling five points to 61. It now sits seven points below the State average and five below the Large Shire group, having moved in the opposite direction to peers, who improved over the same period.



Maintenance of unsealed roads

Maintenance of unsealed roads is the lowest-scoring service measured in this report, at 41. While it has lifted two points year-on-year, it remains well behind every other service area and is a recurring source of resident dissatisfaction across the rural parts of the municipality.



Making decisions in the community's interest

Resident confidence in decisions made in the interest of the community sits at 51, below both the State and Large Shire benchmarks and flat year-on-year. As a key driver of overall satisfaction, the absence of movement here is holding back the broader perception of Council's performance.

Executive Summary – Recommendations



Build on a strengthening overall position

We recommend Swan Hill Rural City Council build on a clearly improving picture, overall performance is up nine points since 2024 to 57, above the Large Shire group, with gains in spending public funds and general direction. We suggest Council communicate these improvements to residents and maintain high-performing services, particularly waste management, so this cycle's momentum carries into the next.

Prioritise sealed local streets

We recommend Council treat the condition of sealed local streets as the single highest-priority service area to act on, as it carries the widest gap to the State benchmark of the services rated. Targeted investment in maintenance and renewal, paired with visible communication about where and when works are happening, will be essential to closing the gap to peers.

Reverse the customer service decline

We suggest Council move quickly to arrest the five-point fall in customer service, which has dropped against the trend among peer councils. We recommend reviewing elements such as response times, contact channels and first-point resolution so residents' direct experience of dealing with Council improves over the coming year.

Strengthen community decision-making

We recommend Council strengthen how it makes and explains decisions in the interest of the community, a key driver of overall satisfaction that has not moved this cycle. Pairing clearer, more visible engagement with evidence that resident input shapes outcomes will lift confidence in Council's decision-making over time.

Summary of Approach



About the LGV CSS program

What the program is

Program overview

The **LGV Community Satisfaction Survey (CSS)** is a state-wide program that measures how residents rate the performance of their local council. It provides councils with an independent, consistent and comparable view of community perceptions across key service and performance areas, helping them to:

Understand strengths
and areas for improvement

1

Track performance
over time

3

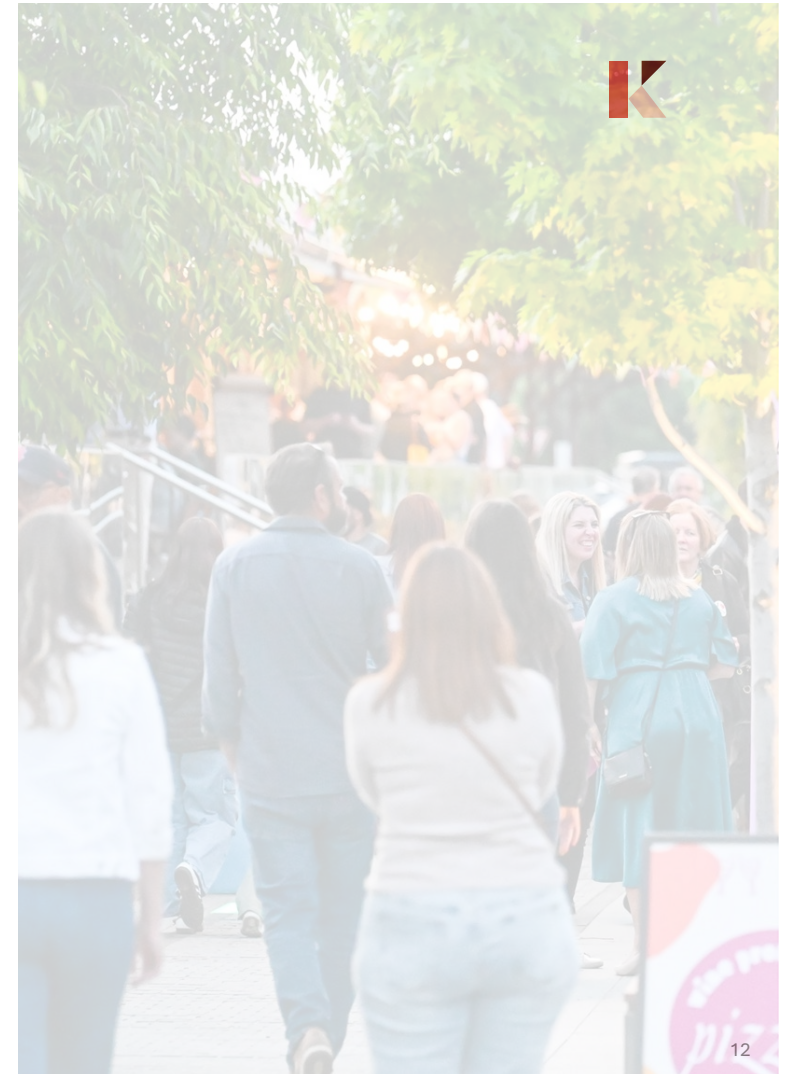
Benchmark against similar
councils and the wider sector

2

Support planning, service
improvement and community
accountability

4

The LGV CSS program provides a common framework for understanding and benchmarking council performance from the community perspective.



12

About Klein

What the program is and Klein's role in its next phase

Klein's appointment to the program

Klein is the newly appointed and Government-endorsed provider for the LGV CSS program. Our appointment through a robust and competitive procurement process provides confidence in the strength of the approach and the quality of delivery.



A new phase for the program

As the new provider, Klein brings energy, curiosity and a modern perspective — helping to refresh the program while maintaining the integrity, comparability and credibility that councils rely on.

Independent. Comparable. Credible. Refreshed for the program's next phase.

The LGV CSS program provides a common framework for understanding and benchmarking council performance from the community perspective.



About Klein

- 30 years' experience in community and customer satisfaction tracking.
- Diverse expertise in public-sector, local-government and stakeholder engagement, as well as commercial clients.
- Proven in managing large tracking programs.
- A “safe set of hands” - independent, transparent, and responsive.

Explanation of Survey Metrics

How the key survey measures should be interpreted



Key metrics included in this report

This report includes a range of measures to understand how residents view Council's performance, services and role in the community.

Key Performance: Measures overall views of Council, including overall performance, value for money and direction.

Core measures: Covers key areas such as decision-making in the interests of the community, waste management, opportunities to give feedback, and the condition of sealed local streets.

Importance of council services: Measures how important different services are to residents.

Performance: Measures how residents rate Council's performance in each area over the past 12 months.

Experience: Measures whether residents or anyone in their household has used particular services in the past 12 months.



Service reporting categories

For ease of interpretation, service results are grouped into the following categories

Governance, Engagement & Advocacy

Infrastructure & Maintenance

Community Facilities & Recreation

Community Services & Support

Planning & Growth



How results are reported

Results are typically shown for

Total Council sample

Demographic sub-groups within the Council such as age, gender and region

Similar councils for benchmarking

State-wide results for broader comparison



Note on interpretation

Residents may rate Council based on either direct experience or broader perceptions. Both are valuable, as they help show not only how services are experienced, but also how Council is seen by the wider community.

This report includes a range of measures to understand how residents view Council's performance, services and role in the community.





Benchmarking and comparison

How Council's results are interpreted in context

Why Benchmarking matters	Benchmarking helps put Council's results into context by comparing performance with relevant peers, historical results and key resident groups.
What it helps show	Benchmarking helps answer four key questions: • How is Council performing overall? • How is Council performing compared with all participating councils? • How is Council performing compared with similar councils? • Which results reflect Council-specific issues versus broader sector-wide patterns?
Important note	Comparisons are based on a common methodology and question set. Where differences are observed, significance testing is used to identify whether Council is <i>meaningfully above or below</i> benchmark.

Benchmark comparisons used in reporting

Comparator	What it helps show
State-wide average	How Council compares with all participating councils across the program
Council group average	How Council compares with similar councils, providing the most relevant peer context
Previous years	Whether performance is improving, stable or declining over time
Resident sub-groups	Which groups score higher or lower, and where perceptions differ across the community



Swan Hill City Council is classified as a **Large Shire** council. The **Large Shire** group includes: Bass Coast, Colac Otway, Corangamite, East Gippsland, Mitchell, Moira, Mount Alexander, Moyne, Southern Grampians, Surf Coast.

Benchmarking helps distinguish between council-specific performance and broader patterns seen across the sector.

15



Enhanced Questions

Question wording review and comparability assessment

CORE MEASURES



In consultation with Local Government Victoria and participating councils, a number of questions used in the Community Satisfaction Survey were reviewed and updated to improve clarity and relevance.

As wording changes can affect comparability with historical results, a split-sample approach was used to assess the impact of the main revisions. One group received the historic wording and another received the enhanced wording.

The following table summarises the changes made and the extent to which the revised wording affected results.

Enhanced Wording	Historic Wording	Estimated Impact	Outcome
How would you rate [COUNCIL NAME] at spending public funds on infrastructure and services in ways that benefit the community	How would you rate [COUNCIL NAME] at providing good value for money in infrastructure and services provided to your community?	N/A	Not tested. The historic question focused on perceptions of value for money, while the revised measure assesses perceptions of how effectively council directs public funds to generate community benefit. As these are related but not equivalent concepts, direct trend comparability was not assumed.
The opportunities offered by [NAME OF COUNCIL] to give your feedback or engage on key local issues.	Community consultation and engagement	+1pts	No material impact detected. Results are considered comparable.
Condition of sealed local streets in your area. This includes local streets but does NOT include highways and major arterial roads such as [INSERT UP THREE LOCAL EXAMPLES].	The condition of suburban sealed local roads in your area. This includes local streets and roads managed by your council but excluding highways and main roads that are managed by VicRoads.	+2pts	No material impact detected. Added specificity does not appear to have materially changed responses.
Waste management including the collection of garbage, recyclables and green waste	Waste management	+6pts	Material impact detected; revised wording appears to have increased positive ratings likely by making the measure more concrete and inclusive.
Making decisions in the interest of the community	Decisions made in the interest of the community	-1pt	No material impact detected. Results are considered comparable.
Advocating for, and representing the community to government and other organisations	Lobbying on behalf of the community	+2pts	No material impact detected. Results are considered comparable.
Developing and promoting local tourism	Tourism Development	-3pts	No material impact detected. Movement appears within expected variation.
Developing and promoting the local economy	Business and community development	-3pts	No material impact detected. Movement appears within expected variation.
Enforcement of local laws and Council regulations	Enforcement of local laws	-5pts	Potential material impact detected. Expanded reference to "Council regulations" may have broadened respondents' frame of reference and contributed to lower ratings.
The condition of footpaths in your area	The condition of local streets and footpaths in your area	+2pts	No material impact detected. Revised wording appears comparable.
Keeping the community informed on council services, events and programs	Informing the community	+3pts	No material impact detected. Revised wording appears comparable.

Changed questions are marked with an asterisk.

16



How to interpret results

Statistical significance and margin of error

Statistical significance

Statistical significance testing at the 95% confidence level has been applied to key comparisons in this report.

Where a difference is highlighted, it is unlikely to be due to chance alone. Where no difference is highlighted, the results should be treated as broadly similar.

95%

Reading the charts and tables



Up arrow or green text = significantly higher



Down arrow or red text = significantly lower



Circle / marker or black text = not statistically significant, but may still be noteworthy

Approximate margins of error used in this report

All survey results are subject to a margin of error, which varies depending on sample size.

Sub-Group	Sample	Margin of error
Swan Hill RCC	399	+/-4.9 pts
State	17,728	+/-0.7 pts
Large Shire	4,770	+/-1.4 pts
18 to 34	65	+/-12.4 pts
35 to 49	106	+/-9.5 pts
50 to 64	124	+/-8.8 pts
65+	108	+/-9.4 pts
Male	195	+/-7.0 pts
Female	204	+/-6.9 pts
Swan Hill & Surr.	310	+/-5.6 pts
Robinvale & Surr.	56	+/-13.1 pts
Lakes	34	+/-16.8 pts

Larger groups have a smaller margin of error; smaller groups have a larger one.

Margins of error are approximate and are shown to support interpretation of key results and sub-groups.

17

Why the sample size is appropriate

Understanding the Sample



Sample size

This survey includes enough interviews to give a reliable overall picture of community views.



Margin of error

All surveys have a small amount of natural variation. A bigger sample reduces this (and Councils have the option to increase sample size), but the improvement in accuracy becomes smaller as sample size increases.



Confidence level

We use the standard "95% confidence level". In simple terms, this means we can be highly confident the survey gives a trustworthy picture of wider community views.

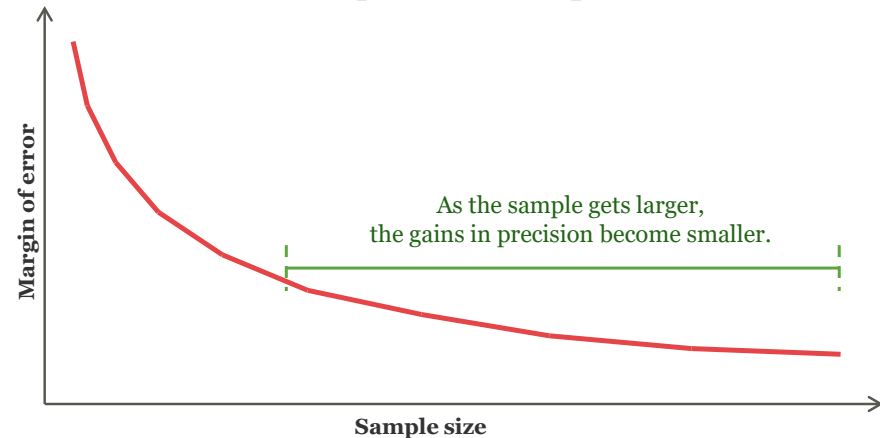


Statistical significance

In our analysis, we test whether differences and movements in scores are large enough to be meaningful, rather than just normal survey variation. These are highlighted through the report.



How sample size affects precision



What this means

Larger samples can improve precision, but after a point they are unlikely to materially change the overall story.

Results are weighted to reflect the community profile (for example age and gender), helping ensure the findings are representative.

18



How weighting is used

What weighting does

Weighting adjusts the final results so the achieved sample more closely reflects the actual community profile.

Why it matters

Some groups can be a little over- or under-represented in the raw sample. Weighting helps ensure no group has too much or too little influence on the final results.

How to read the table

“Unweighted” shows the profile of the achieved sample. “Weighted” shows the profile after adjustment. Each council receives its own weighting table.

Sample weighting

Age	Unweighted	Weighted
18-24	3%	6%
25-34	12%	22%
35-49	27%	23%
50-64	31%	26%
65+	27%	23%
NET	100%	100%

Gender	Unweighted	Weighted
Male	49%	50%
Female	51%	50%
NET	100%	100%



Weighting improves representativeness, but it does not change what respondents said. It simply helps ensure that each group is reflected in the right proportion in the final results.

Weighting tables are provided for each council to show how the achieved sample compares with the final weighted profile.



Comparative Benchmarks

In addition to the core LGV questions, each council was able to select additional service areas to assess. As a result, the number of councils in the benchmark for each questions varies. The following are the number of councils for each service area assessed within this report. Where there is only one other council in the benchmark, we have not provided a benchmark and labelled it as NA.

Performance	State	Large Shire
Business and community development and tourism	10	4
Planning and building permits	12	4
Community events and cultural activities *	15	7
Environmental sustainability	19	7
Keeping the community informed	19	5
Family support services	12	4
The appearance of public areas	23	7
Condition of sealed local streets*	38	11
Decisions in the interest of the community*	38	11
Maintenance of unsealed roads	15	6
Opportunities to give feedback on key local issues*	38	11
Waste management*	38	11
The condition of footpaths*	15	3

Importance	State	Large Shire
The condition of footpaths*	8	2
Environmental sustainability	9	3
Family support services	5	2
Community events and cultural activities	10	4
Waste management*	11	4
Recreational facilities	12	4
The appearance of public areas	12	4
Advocating for the community*	7	3
Libraries*	8	2
Emergency and disaster management	8	4
Decisions in the interest of the community*	6	3
Opportunities to give feedback on key local issues*	10	4
Maintenance of unsealed roads in your area	7	2
Art centres*	6	2
Business and community development and tourism	7	2
Planning and building permits	7	3



How Performance Index Scores are Calculated

A simple guide to how 5-point ratings are converted into a 0 to 100 index

In simple terms

Performance is asked on a 5-point scale from Very poor to Very good.

Responses are then converted into an index from 0 to 100 so results can be compared consistently.

Scale



Index Values

- 0 Very poor
- 25 Poor
- 50 Average
- 75 Good
- 100 Very good

Can't say is excluded from the calculation

Worked example

Each response 'share' is multiplied by its index value. The contributions are then summed to create the score.

Response	Index Value	Share	Contribution
Very good	100	25%	25.0
Good	75	30%	22.5
Average	50	20%	10.0
Poor	25	10%	2.5
Very poor	0	10%	0.0
Can't say	-	5%	Excluded
Total index score		100%	60.0

How to interpret scores

Higher scores indicate stronger performance.

Band	Interpretation
85+	Very strong performance
75-84	Positive performance
50-74	Mixed or passable performance
40-49	Underperforming
<40	Clear community dissatisfaction

Direction in the past 12 months

The same principle is used for the Direction metric: Improved = 100, Stayed the same = 50, Deteriorated = 0. "Can't say" responses are excluded.

How to read the results slide - Performance Distribution



Guide to reading results

What this slide shows

This slide shows the overall result, the distribution of responses, and how results vary across benchmarks and key sub-groups.

It helps the reader see:

- How Council is performing overall
- How the result compares with key benchmarks
- Which groups score higher or lower
- Whether the result has improved or declined over time

What the table categories mean

Council - result for this Council

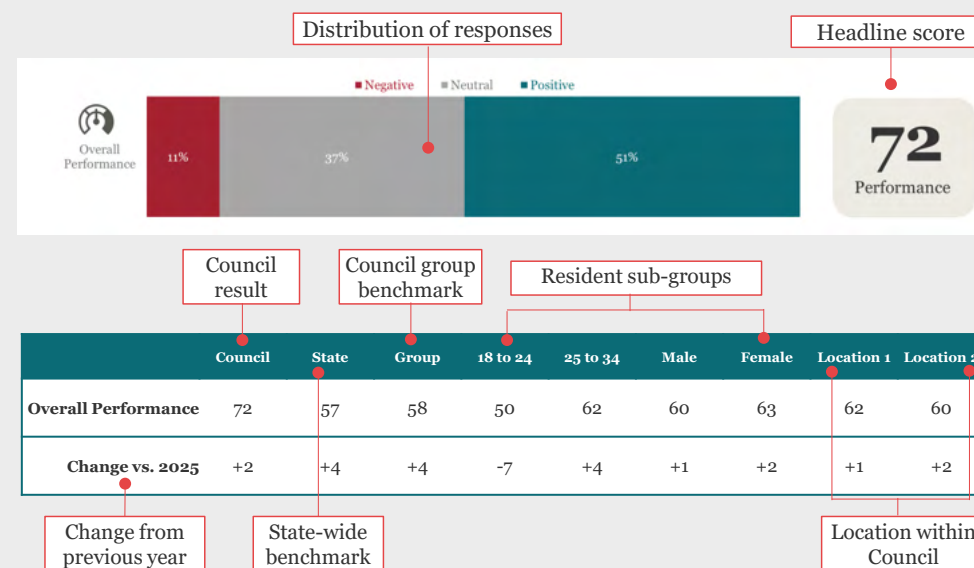
State - average across all participating Councils

Group - average for similar councils

Age / gender / location columns - results for key sub-groups within the Council area

Change vs. previous year - movement since last year

Annotated example





How to read the line chart slide - Importance and Performance

Guide to reading results

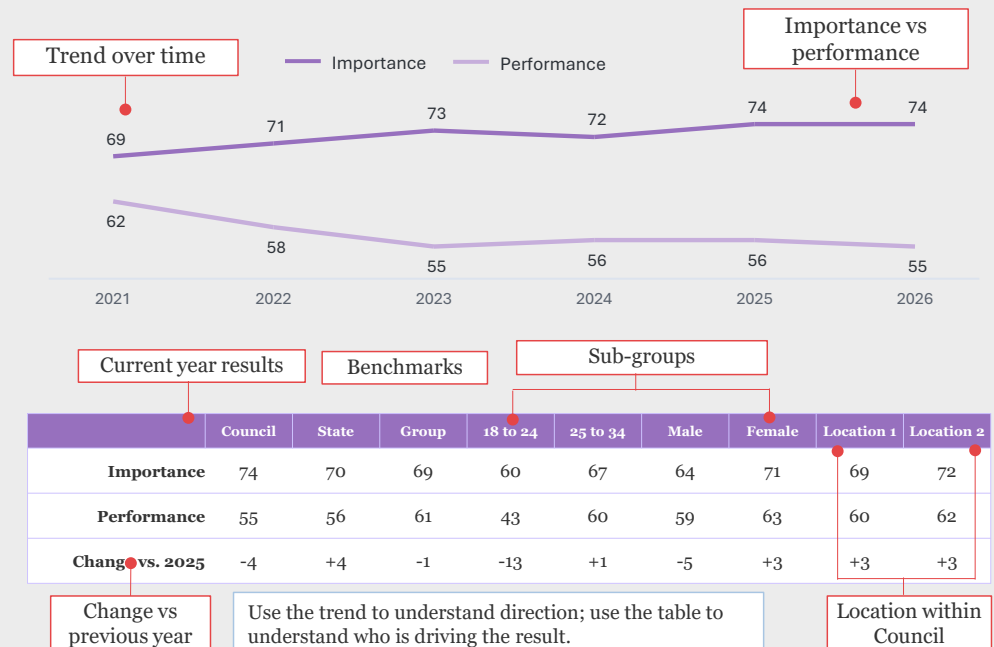
What this slide shows

- These slides show how importance and performance have changed over time, and how the current year result varies across benchmarks and sub-groups.
- The top chart shows the trend over time.
- The table below shows the current year results by benchmark and sub-group.
- The change table shows movement compared with the previous year.
- Importance = how much the area matters to the community
- Performance = how residents rate Council on that area

Table categories

Council, State and Group provide benchmarks; age, gender and location columns show resident sub-groups.

Annotated example



Fieldwork Summary

Who?

Residents of Swan Hill Regional City Council aged 18+
Minimum quotas of gender within age groups were applied during fieldwork. Post-survey weighting was then conducted to ensure accurate representation of the ABS age and gender profile of the council area.

What?

11-minute survey
Conducted by Telephone

How Many?

n=399 Telephone recruited from sourced residential sample list

When?

Fieldwork conducted February/March 2026



Key Performance Measures



25

Overall Council Performance

Overview



This section provides a summary of overall community perceptions of Council performance. It presents key headline metrics and a high-level view of how Council is performing across the municipality.

Specifically, this section includes:

- Overall performance score
- Perceptions of Council direction
- Views on how well Council spends public funds
- Benchmark comparisons (where applicable)
- Results by key subgroups (e.g. age, location)

Together, these results provide a clear snapshot of overall community sentiment and set the foundation for the deeper insights that follow in the report.



Summary of results

Key measures:

- Community views of overall performance continues the trend since 2024, increasing by 3 points to 57.
- Residents were also slightly more positive about Council direction in 2026, with Council's score rising 1 points to 51.
- Spending public funds to benefit the community had the most improvement, gaining 4 points to score 51.

Vs. Benchmarks

- Overall performance (57) sitting slightly below the State (58) but above Large Shire (53).
- At 51, Council direction tracks above the State (48) and Large Shire (47) benchmarks.
- Spending public funds to benefit the community (51) equals State (51) but sits comfortably above Large Shire (46).

Sub-group differences:

- Females gave higher ratings than Males across the measures, particularly for overall performance and direction of Council.
- 50-64 year olds were more critical of overall performance and spending public funds to benefit the community.
- Residents aged 18-24 were more positive across key measures.
- Robinvale & Surrounds precinct residents rated Council better than other precincts.

Performance Summary – At a Glance

Council performance summary.
Results shown are index scores out of 100.



57
Overall
Performance



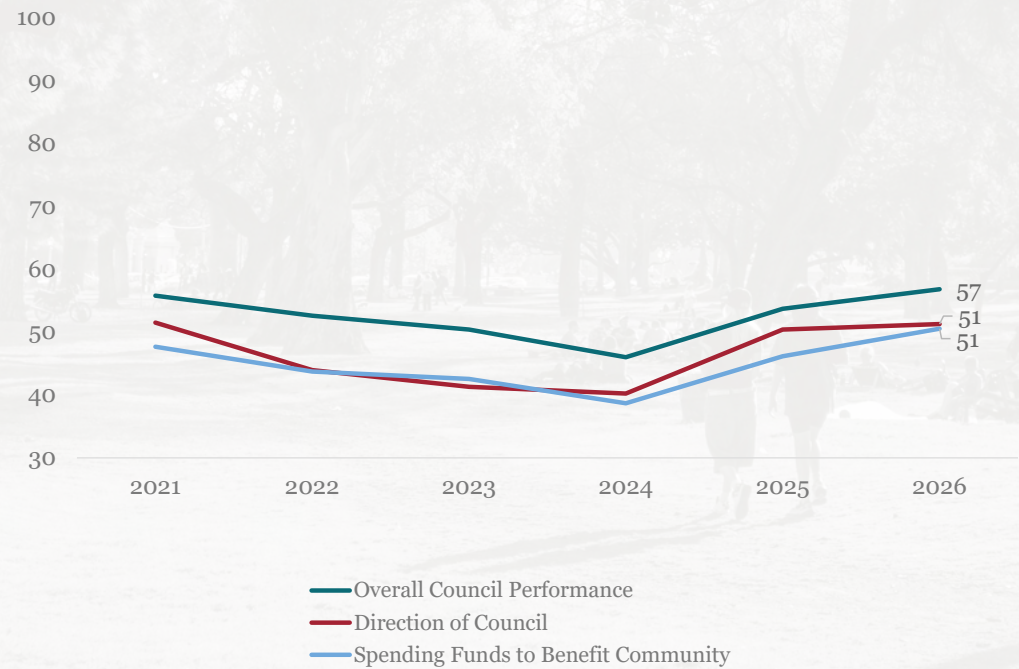
51
Direction
of Council



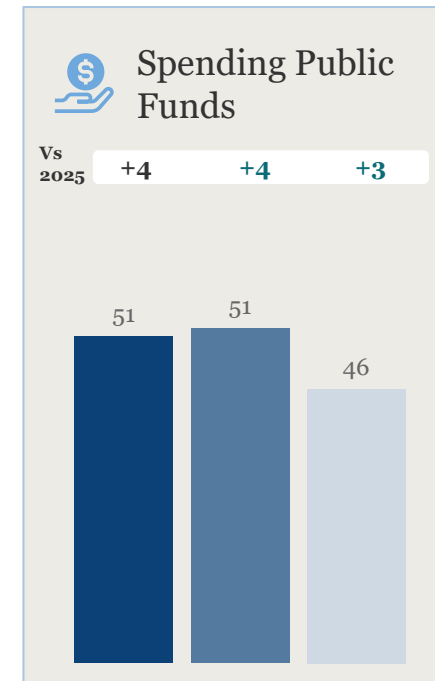
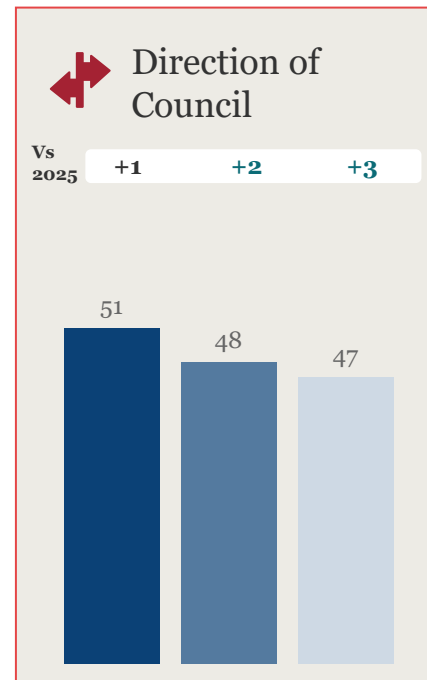
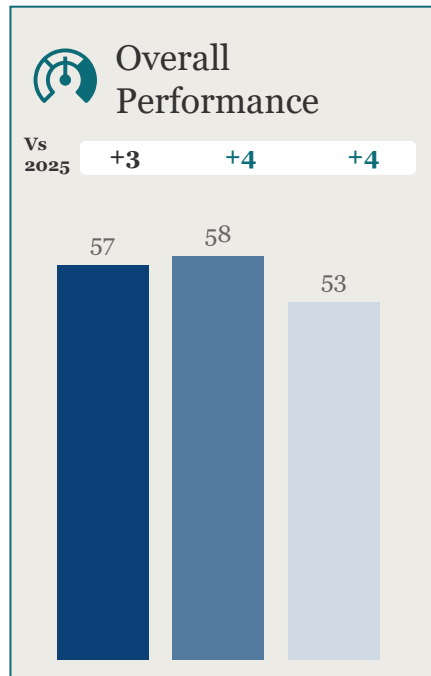
51
Spending Public
Funds



Council Performance by Year



Overall Performance – Council vs. Benchmarks

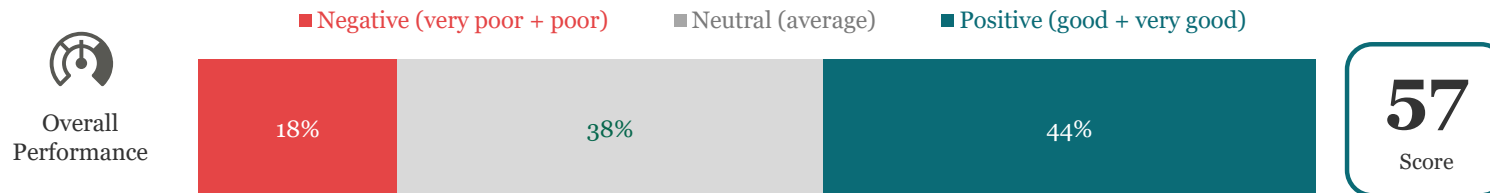


■ Swan Hill ■ State ■ Large Shire

Overall Performance – Distribution of Results 2026



These results show the distribution of responses for **Overall Performance** (categorized into negative, neutral and positive), and by sub-group to give deeper insight into community perceptions



	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Overall Performance	57	58	53	62	57	51	57	52	62	56	61	58
Change vs. 2025	+3	+4	+4	+7	+11	-	-2	-2	+8	+1	+13	+4

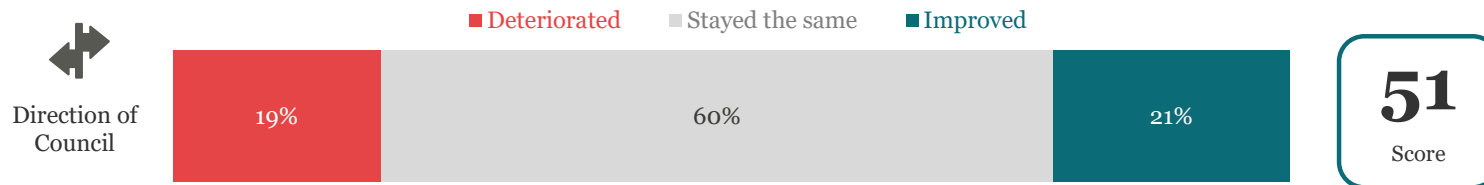
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Council, not just on one or two issues, BUT OVERALL across all responsibility areas? For base sizes, please refer to slide 17.

29

Direction of Council – Distribution of Results 2026



These results show the distribution of responses for **Direction of Council** (improved, stayed the same, deteriorated), and by sub-group to give deeper insight into community perceptions



	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Direction of Council	51	48	47	55	51	50	49	48	55	50	60	46
Change vs. 2025	+1	+2	+3	+5	-	+1	-2	-3	+5	-2	+13	+11

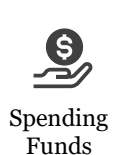
Q6. Over the last 12 months, what is your view of the direction of Council's overall performance? For base sizes, please refer to slide 17.

30

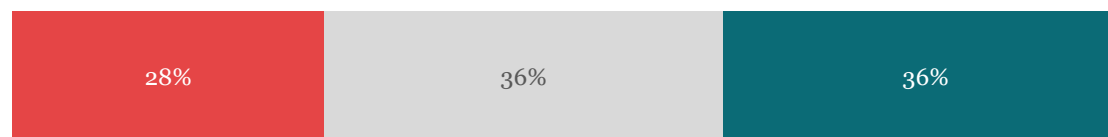
Spending Public Funds to Benefit Community – Distribution of Results 2026



These results show the distribution of responses for **Spending Public Funds** (categorised into positive, natural and negative), and by sub-group to give deeper insight into community perceptions



■ Negative (very poor + poor) ■ Neutral (average) ■ Positive (good + very good)



51
Score

	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Spending Funds	51	51	46	58	49	46	49	49	52	49	55	54
Change vs. 2025	+4	+4	+3	+7	+17	+3	-5	+2	+7	+2	+11	+11

Q3b. How would you rate Council at spending public funds on infrastructure and services in ways that benefit the community? For base sizes, please refer to slide 17.

31

Performance of Council Services



32

Performance of Council Services

Overview



This section provides a summary of community perceptions of performance across key Council service areas. It highlights how well residents believe Council is delivering services and where performance is strongest or may require improvement.

Specifically, this section includes:

- Performance ratings of Council services
- Trends over time

Council service areas are grouped into five key categories:

- Governance, Engagement & Advocacy
- Infrastructure, Waste & Maintenance
- Community Facilities & Recreation
- Community Services & Support
- Planning, Development and Growth



Summary of results

Key measures:

- Waste management was the strongest performing service area, scoring 74, followed by the appearance of public areas at 68.
- The lowest service result was for maintenance of unsealed roads, at 41.
- Compared with 2025, planning and building permits had the largest improvement, increasing 12 points to 51.

Vs. Benchmarks

- Appearance of public areas performed more strongly for Council than State (68 vs 63) and Large Shire (68 vs 65).
- Condition of sealed local streets sits below the State benchmark (48 vs 54) but slightly above Large Shire (48 vs 47).
- Against Large Shire, the strongest relative result was for waste management (74 vs 69).

Sub-group differences:

- Females were more positive on most service areas than Males.
- Younger residents (aged 18-24 and 25-34) generally rated Council higher than older resident age groups.
- Lakes precinct residents were more critical of condition of sealed local streets, maintenance of unsealed roads, and opportunities to give feedback on key local issues.

Performance of Council Services – by Year

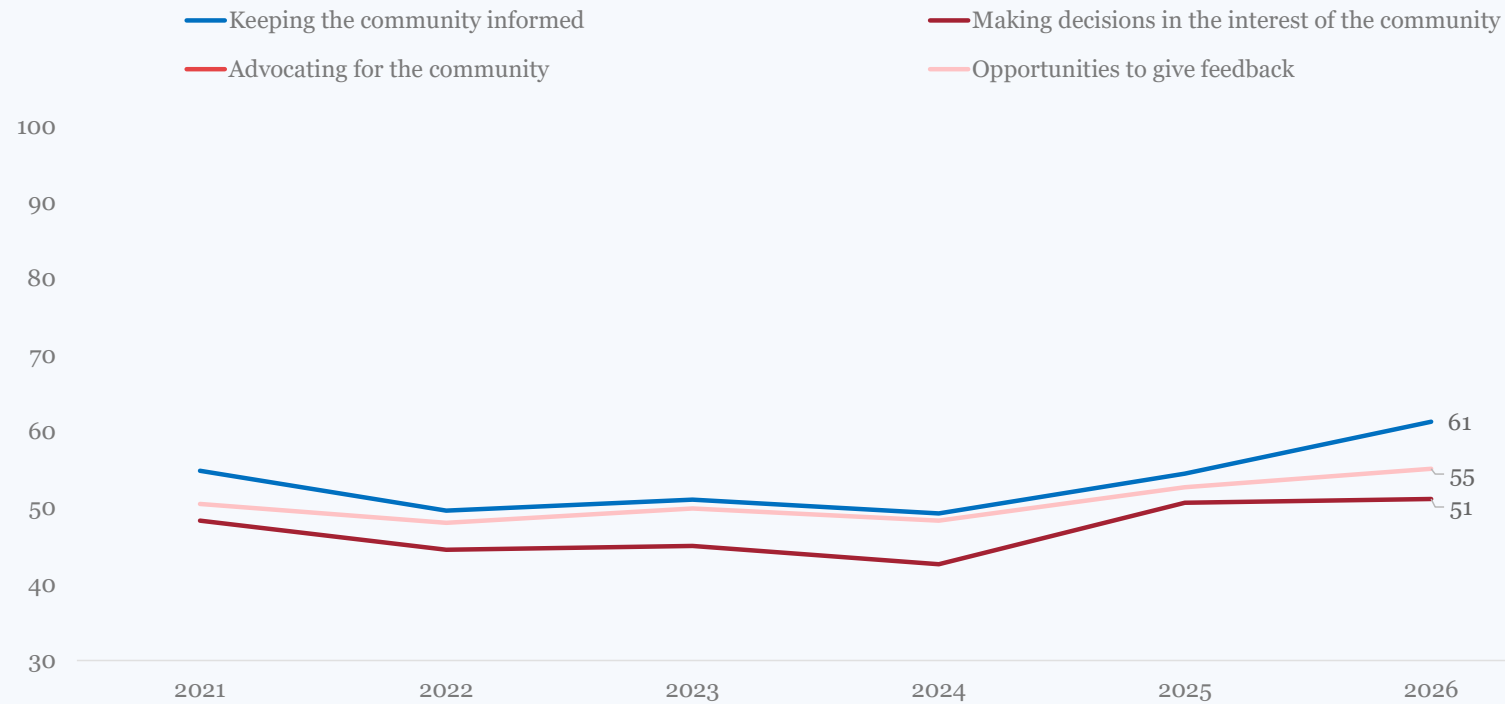


	Swan Hill RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Large Shire 2026	Chg vs 2025
Waste management*	74	+4	72	+6	69	+7
The appearance of public areas	68	-1	63	-5	65	-1
Community events and cultural activities *	67	+3	65	-	68	+5
Family support services	65	+3	61	-1	65	+4
Environmental sustainability	62	+2	61	+2	61	+4
Keeping the community informed	61	+7	60	+4	60	+6
Business and community development and tourism	59	+2	59	+3	60	+6
Opportunities to give feedback on key local issues*	55	+2	55	+5	54	+6
The condition of footpaths*	52	+5	53	+2	54	+6
Decisions in the interest of the community*	51	-	52	+3	49	+3
Planning and building permits	51	+12	48	+5	48	+7
Condition of sealed local streets*	48	+2	54	+9	47	+7
Maintenance of unsealed roads	41	+2	41	+3	41	+5

Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

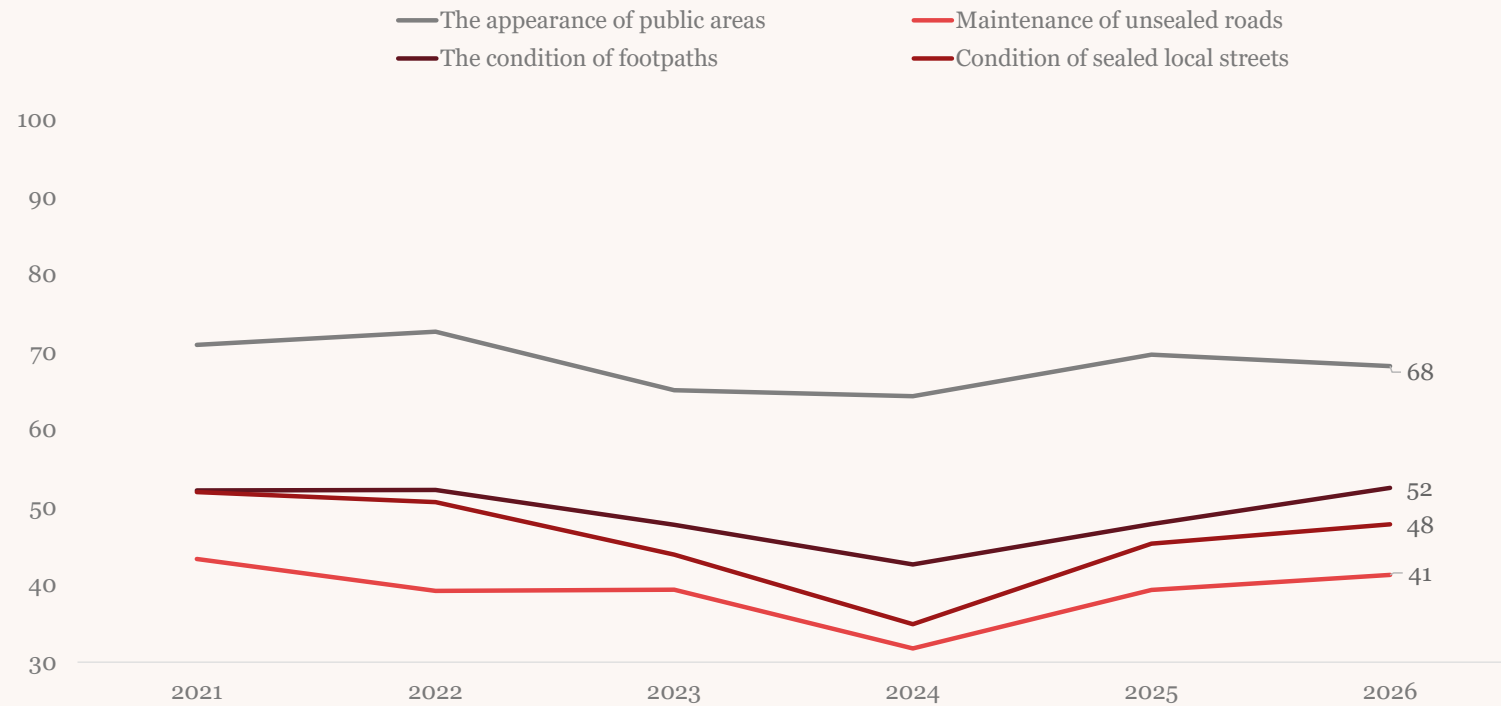
34

Performance of Council Services – Governance, Engagement & Advocacy



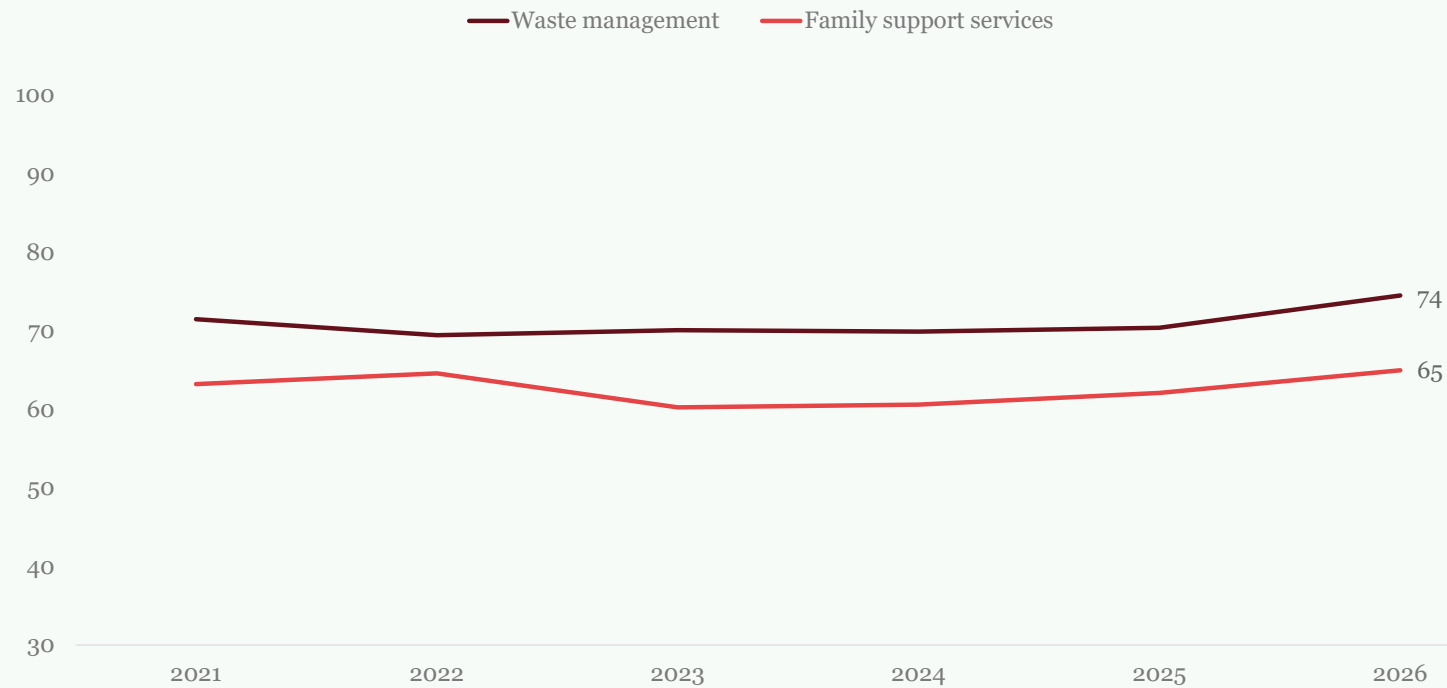
Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Infrastructure & Maintenance



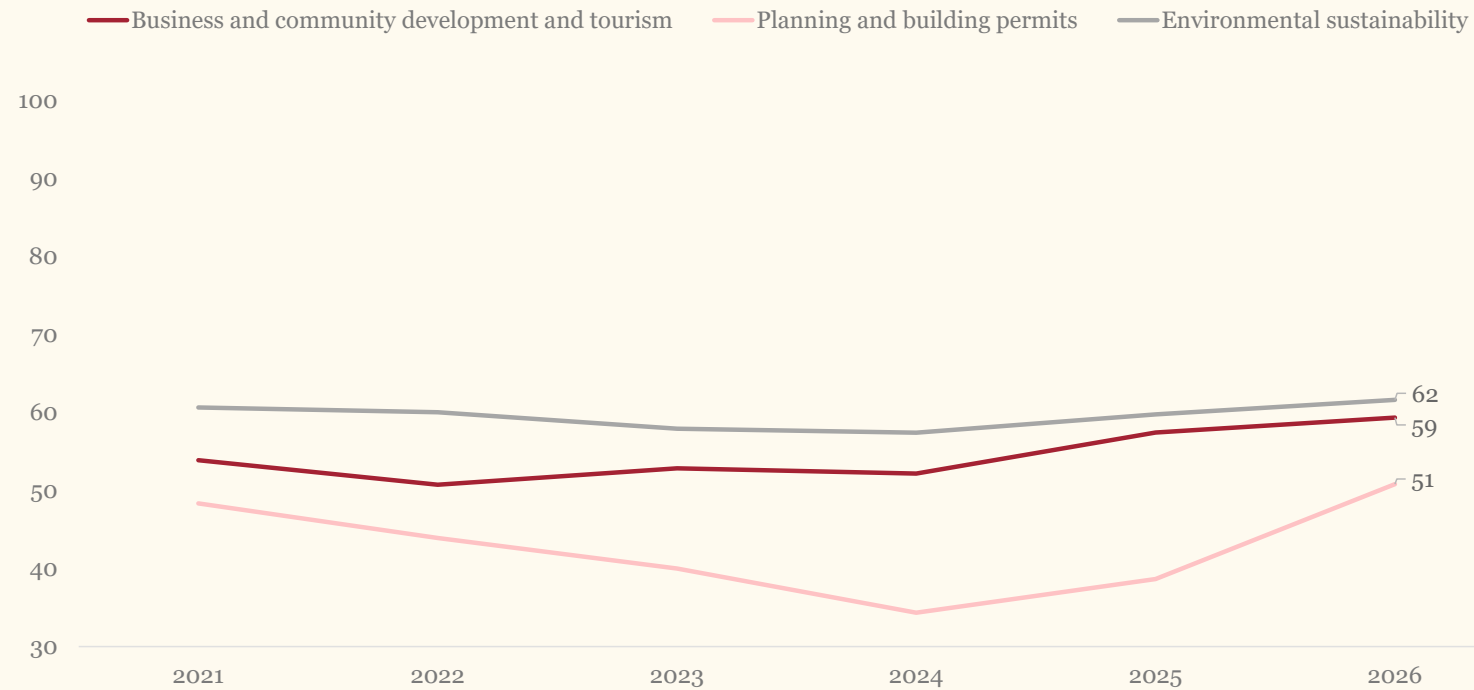
Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Community Services & Support



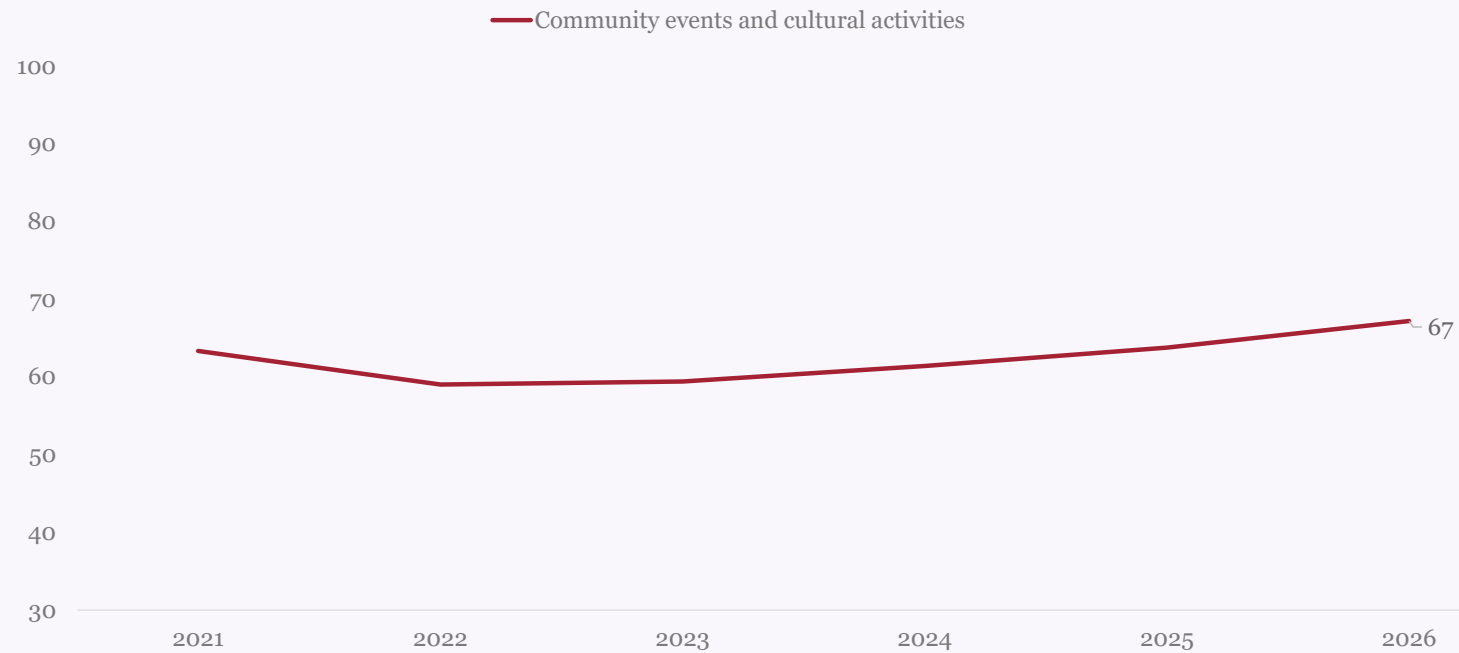
Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Planning & Development



Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Community Facilities & Recreation



Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Influence-Performance Matrix

Analysis Framework

How to read the Matrix

The influence-performance matrix helps show which areas matter most, and where improvement is likely to have the greatest impact.

- **Influence**

is based on regression analysis, this indicates which attributes matter most to overall satisfaction. Derived influence is often preferred over asking directly (stated importance) because it uncovers subconscious drivers, hidden priorities, and actual behaviour. All aspects are important; some are more powerful at driving overall sentiment.

- **Performance**

is based on respondents' ratings of Council on each attribute.

Together, these dimensions help identify priorities for action.

High influence, high performance - important areas where Council is performing well

High influence, lower performance - highest priorities for improvement.

Lower influence, high performance - performing well, but less influential overall.

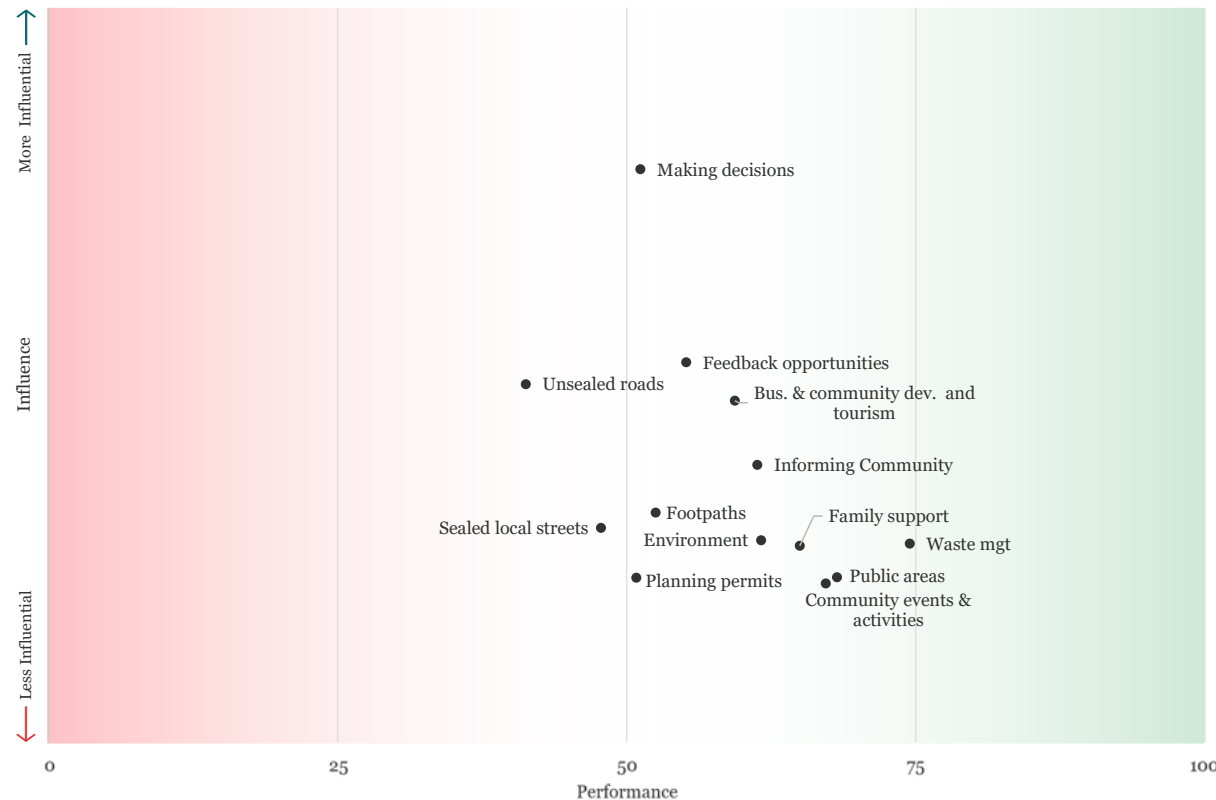
Lower influence, lower performance - lower priority areas for improvement.



Influence on the matrix is derived from regression analysis, while performance is based on respondents' ratings of Council attributes.

40

Influence vs. Performance – Service Delivery 2026



In Swan Hill, the most useful priorities are the areas that sit higher on influence while still showing room to lift performance. These are the areas most likely to shift broader views of Council if improved:

- Making decisions in the interest of the community
- Opportunities to give feedback on key local issues
- Maintenance of unsealed roads
- Business and community development and tourism
- The condition of footpaths and sealed local streets

Waste management sits in a stronger performance position, so should be treated more as a maintained strength than a key improvement lever.

Importance of Council Service Areas



42

Importance of Service Areas

Overview



This section provides a summary of the importance placed on key Council service areas by the community. It highlights which services residents value most and how these priorities are evolving over time.

Specifically, this section includes:

- Importance ratings of Council services
- Trends over time

Council service areas are grouped into five key categories:

- Governance, Engagement & Advocacy
- Infrastructure, Waste & Maintenance
- Community Facilities & Recreation
- Community Services & Support
- Planning, Development and Growth



Summary of results

Key measures:

- Maintenance of unsealed roads in your area remains the highest-importance service area, scoring 81, followed by waste management at 80.
- The lowest listed importance ratings were for art centres and environmental sustainability, at 56 and 65 respectively.
- The clearest movement from 2025 was for the condition of footpaths, which decreased by 7 points.

Vs. Benchmarks

- Environmental sustainability sits below the State benchmark (65 vs 71).
- Against Large Shire, libraries was the clearest relative weakness (66 vs 71).
- Compared with 2025, Council's result for decisions in the interest of the community decreased by 4 points, while the State was stable.

Sub-group differences:

- Females were more positive on art centres, environmental sustainability, and family support services.
- Males were less positive on art centres, environmental sustainability, and family support services.
- Residents aged 18 to 24 year olds were more positive on environmental sustainability and the appearance of public areas.
- Residents aged 18 to 24 year olds were less positive on art centres, decisions in the interest of the community, and emergency and disaster management.



Explanatory Note

How should importance be interpreted?

Stated Importance:	• Calculated by directly asking residents how important each service or activity is to them • Reflects community expectations, priorities and perceived needs • Helps identify the services residents believe Council should focus on delivering well
Results for Stated importance are included in this section of the report.	
Derived Importance:	• Calculated by analysing the relationship between individual service ratings and overall performance ratings • Identifies which services have the greatest influence on residents' overall perceptions of Council • Helps identify where improvements are most likely to have the greatest impact on overall performance
Results for Derived Importance (Influence) are reported in the Influence-Performance Matrix.	



Both measures provide valuable insights, but answer different questions.

- Stated importance tells us what residents say is important and addressing these directly addresses their expectations.
- Derived importance tells us what most influences their overall assessment of Council performance.

Considering both measures together provides the most complete understanding of community priorities and performance drivers.

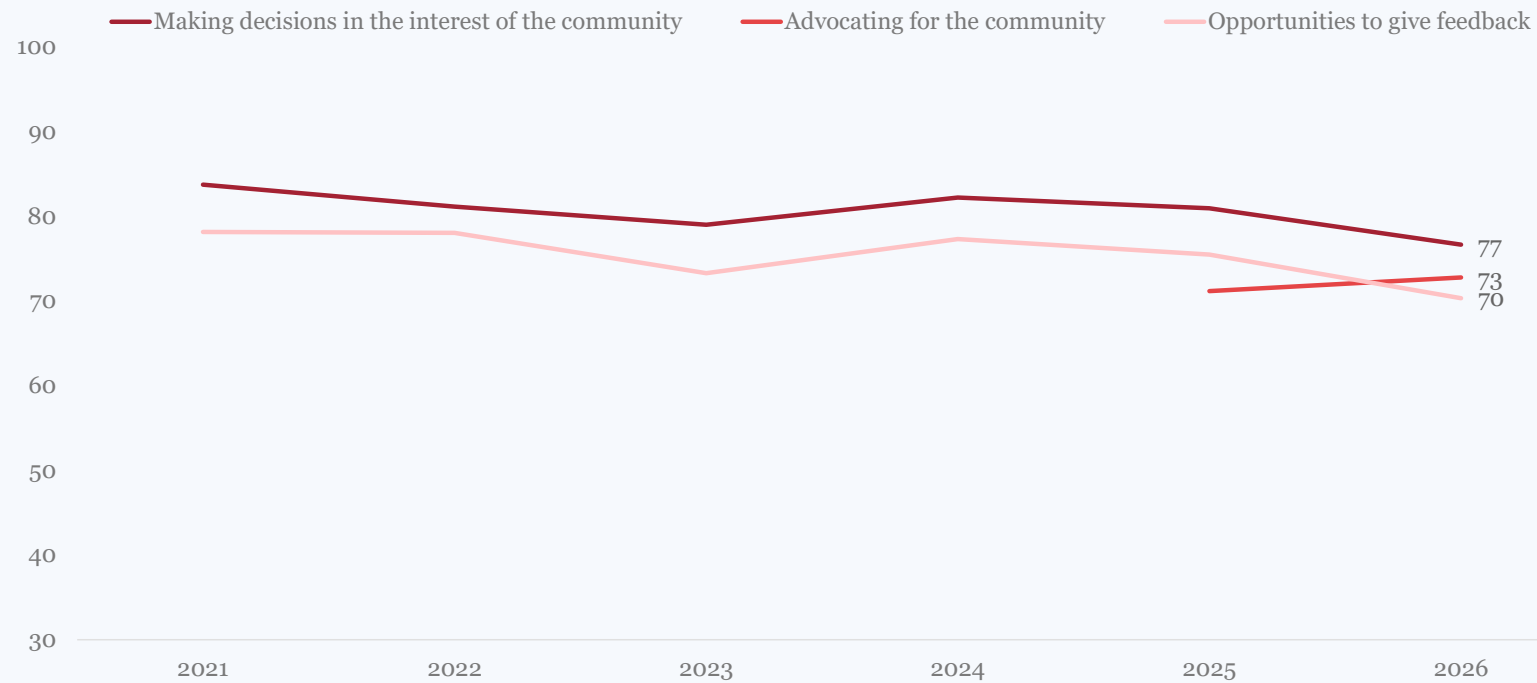


Importance of Council Services – by Year

	Swan Hill RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Large Shire 2026	Chg vs 2025
Maintenance of unsealed roads in your area	81	-3	80	-3	80	-2
Waste management*	80	+1	85	+6	81	+2
Emergency and disaster management	79	NA	79	-	81	+2
Decisions in the interest of the community*	77	-4	80	-	78	-2
Family support services	75	+1	75	+2	74	+2
The appearance of public areas	75	+1	77	+3	74	+1
Business and community development and tourism	74	+1	72	+4	75	+8
Recreational facilities	73	-1	75	+2	75	+3
The condition of footpaths*	73	-7	78	-1	73	-6
Advocating for the community*	73	+2	73	+3	73	+4
Planning and building permits	72	-2	69	-2	70	-1
Opportunities to give feedback on key local issues*	70	-5	72	-4	73	-3
Libraries*	66	NA	70	NA	71	NA
Environmental sustainability	65	+5	71	+6	68	+4
Community events and cultural activities*	64	+6	63	+4	64	+7
Art centres*	56	NA	57	NA	58	NA

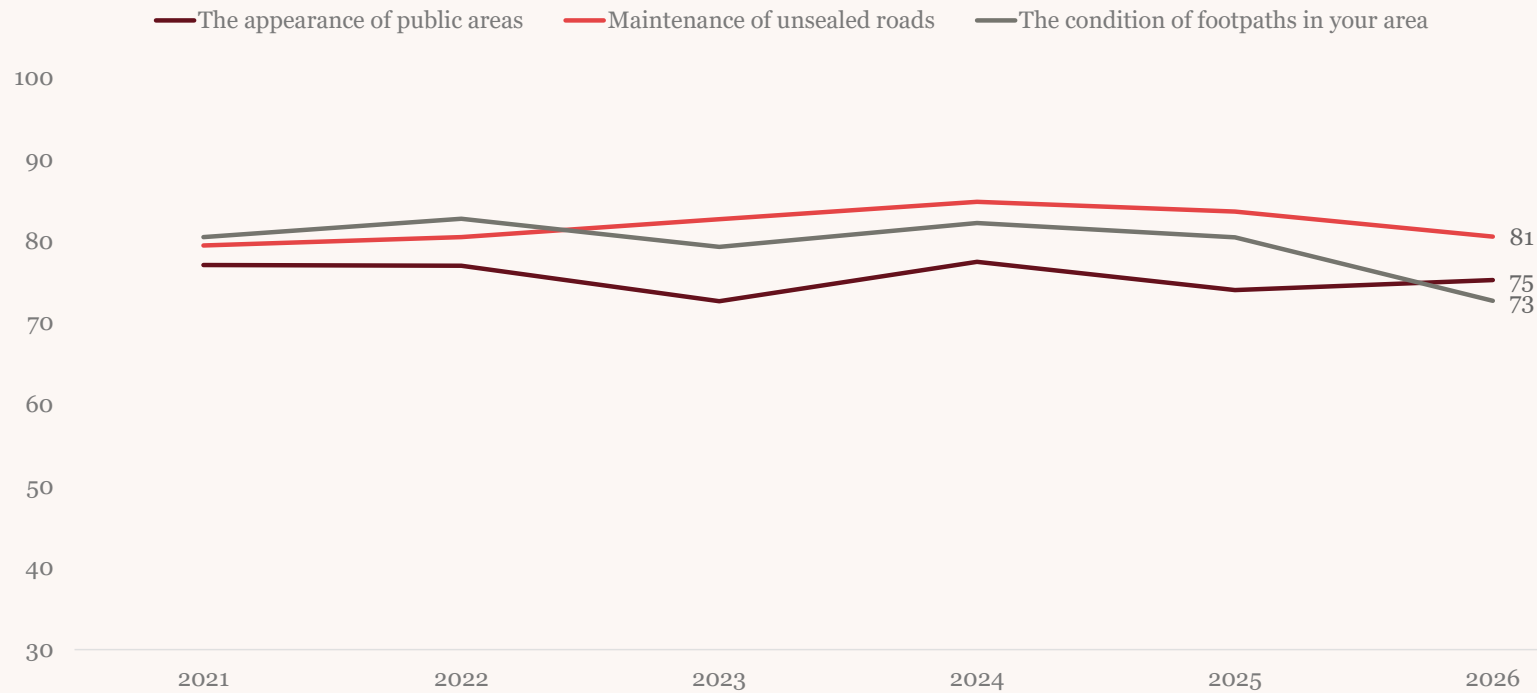
Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

Importance of Council Services – Governance, Engagement & Advocacy



Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

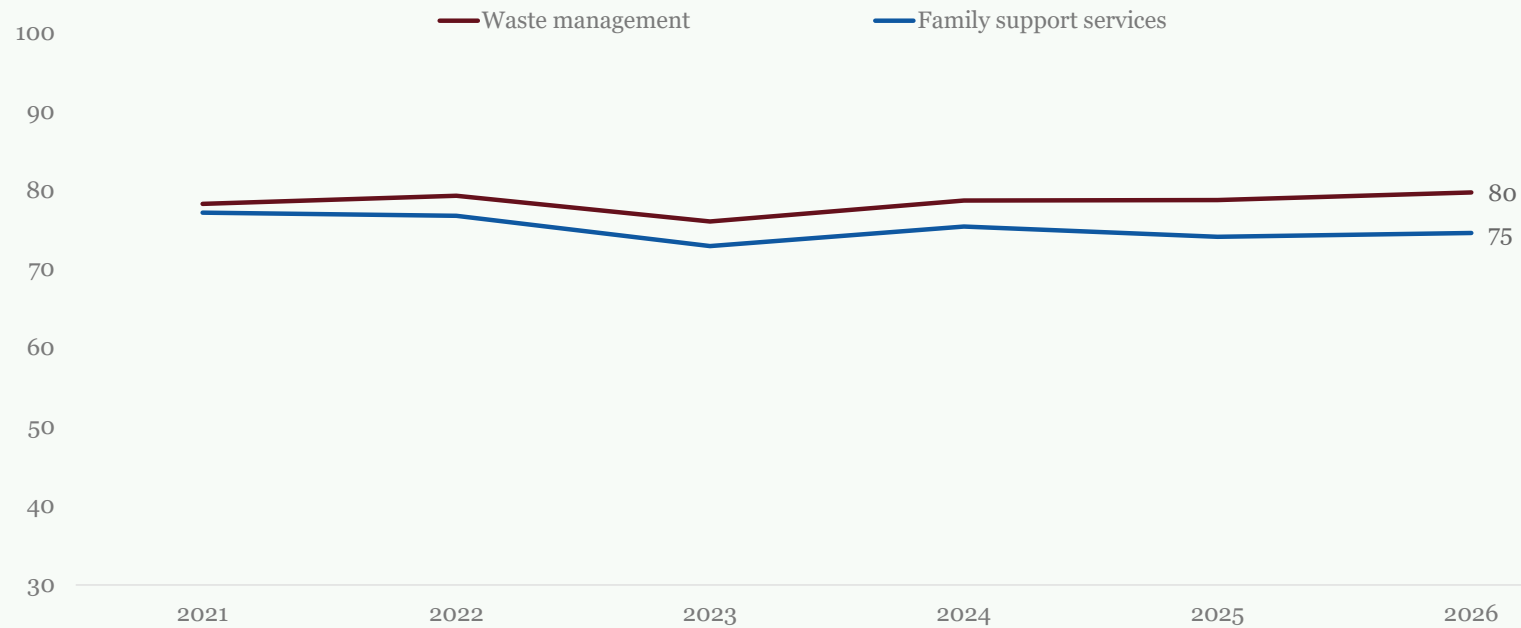
Importance of Council Services – Infrastructure & Maintenance



Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

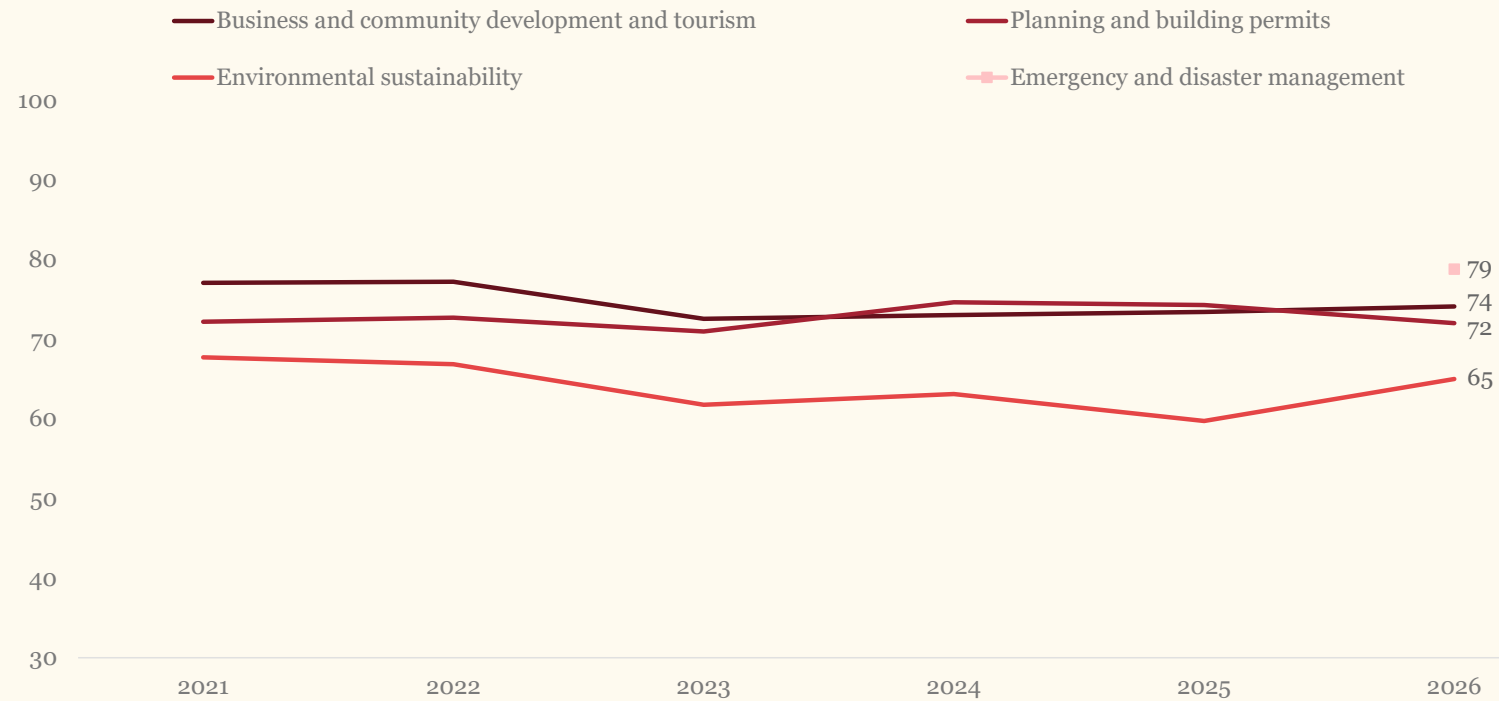
47

Importance of Council Services – Community Services & Support



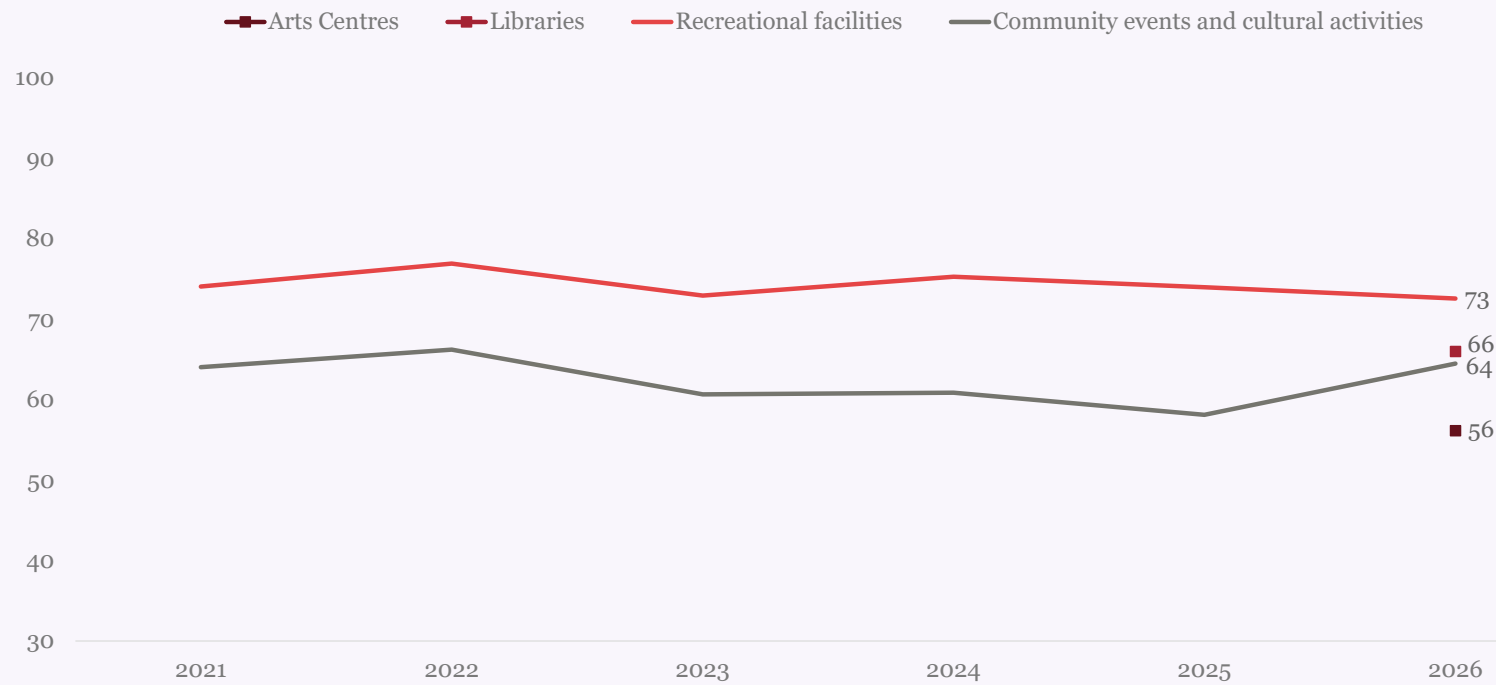
Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

Importance of Council Services – Planning & Development



Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

Importance of Council Services – Community Facilities & Recreation



Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

Engagement with Council



Engagement with Council

Overview



This section provides an overview of how residents engage with Councils. It highlights the extent of contact with Council, satisfaction with customer service, and how engagement differs across the community.

Specifically, this section includes:

- Contact with the Council in the last 12 months
- Satisfaction with customer service
- Subgroup differences
- Preferred channels for accessing information

Together, these insights provide a clear view of how residents interact with Council, and opportunities to enhance the customer experience.



Summary of results

Key Performance:

- Under half of residents had contact with Council in the past 12 months (44%), decreasing by 13 points from 2025.
- Council's 2026 customer service rating was 61, down 5 points from 2025.
- Newsletter via social media was clearly the preferred channel for Council news and information, selected by 31% of residents.
- The next most preferred channels were Social media (26%) and Newsletter via mail (13%).

Vs. Benchmarks

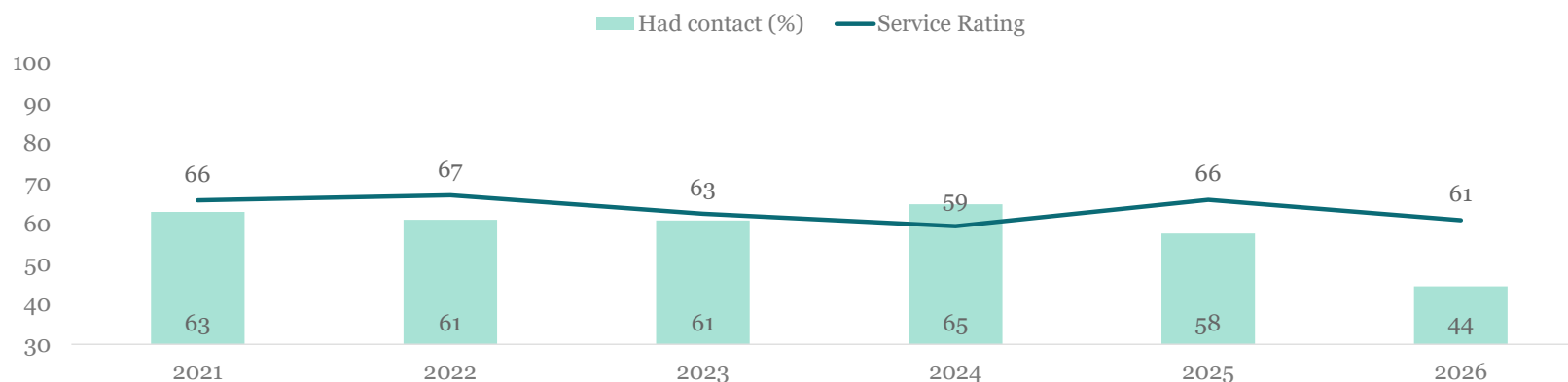
- Council's contact rate decrease of 13 points was greater than that of State (-5) and Large Shire (-6).
- While Council's service rating declined by 5 points, State and Large Shire both had increases, by 2 and 1 points respectively.
- Newsletter via social media increased in preference by 8 points from 2025, while social media increased 7 points.

Sub-group differences:

- Less than 2 in 10 residents aged 18-24 had contact with Council (16%), however the few that did gave higher service ratings.
- Robinvale & Surr. residents moved more positively than the Council average on service rating.



Contact with Council and Satisfaction with Service During Contact



Contact with Council and Customer Service Rating: 2026 by Demographic Groups

Average	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Had contact (%)	44	58	57	39	43	51	45	37	52	45	32	58
Service Rating	61	68	66	62	61	60	61	58	63	61	68	54

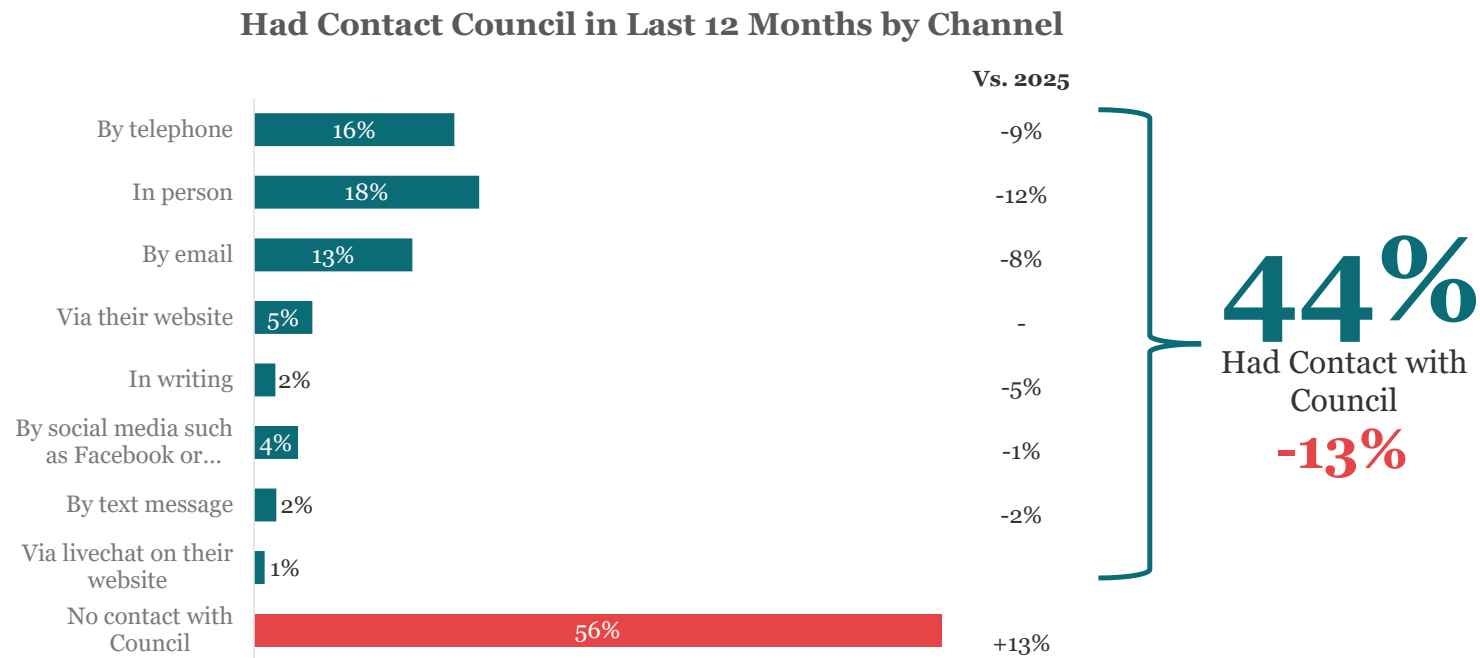
Difference 2026 vs. 2025

Had contact (%)	-13	-5	-6	-7	-32	-20	-4	-18	-9	-12	-19	-8
Service Rating	-5	+2	+1	NA	-5	-6	-7	-3	-8	-7	+6	-10

Q5. Over the last 12 months, have you or any member of your household had any contact with [INSERT COUNCIL NAME]? Q5A. Over the last 12 months, have you or any member of your household had any contact with Council in any of the following ways? Q5C. Thinking of the most recent contact, how would you rate Council for customer service? Please keep in mind we do NOT mean the ACTUAL OUTCOME. For base sizes, please refer to slide 17.



Contact with Council in Last 12 Months



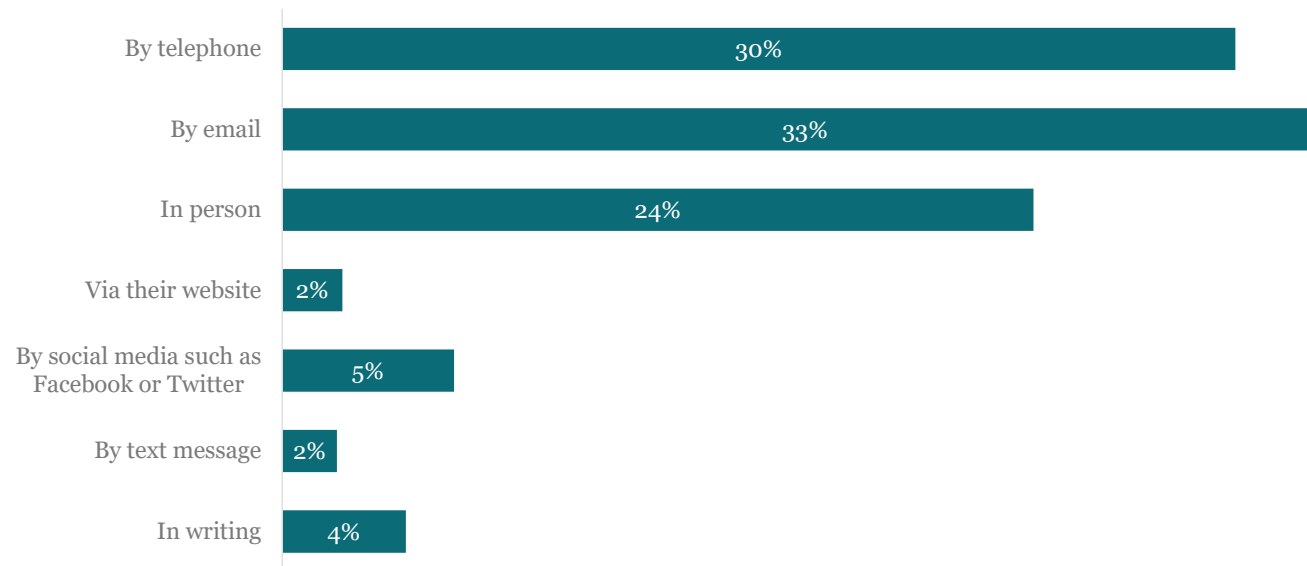
Q5A. Over the last 12 months, have you or any member of your household had any contact with Council in any of the following ways? For base sizes, please refer to slide 17.

54

Most Recent Contact with Council



Most Recent Contact with Council by Channel

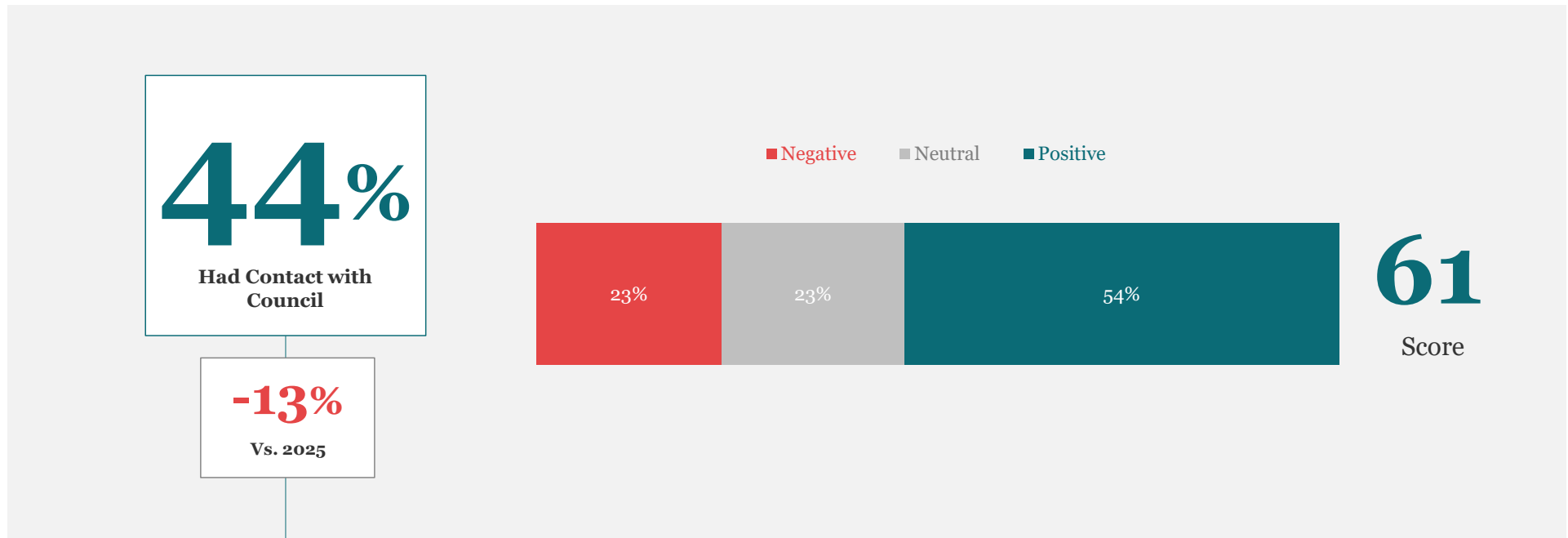


Q5B. What was the method of contact for the most recent contact you had with Council? For base sizes, please refer to slide 17.

Note: Historic data not provided

55

Satisfaction with Customer Service During Contact

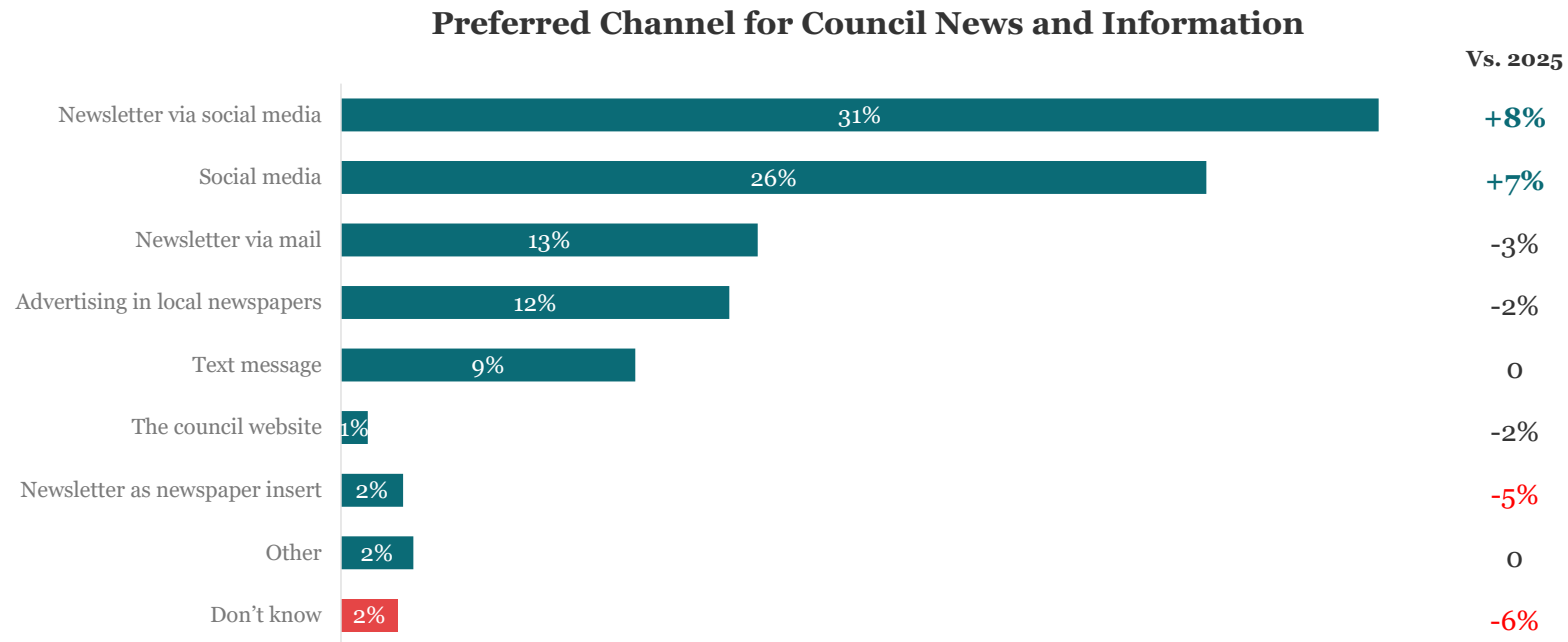


Q5C. Thinking of the most recent contact, how would you rate Council for customer service? Please keep in mind we do NOT mean the ACTUAL OUTCOME. For base sizes, please refer to slide 17.

56



Preferred Channel for Council News and Information 2026



Q13A. If Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate to you? For base sizes, please refer to slide 17.

Preferred Channel for Council News and Information 2026



Column %	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Newsletter via social media	31%	33%	30%	34%	30%	36%	23%	33%	29%	28%	42%	39%
Social media	26%	19%	21%	31%	37%	25%	11%	21%	31%	28%	16%	27%
Newsletter via mail	13%	21%	18%	10%	7%	10%	24%	11%	14%	12%	8%	25%
Advertising in local newspapers	12%	6%	12%	5%	3%	14%	26%	10%	13%	12%	13%	7%
Text message	9%	12%	9%	13%	11%	7%	4%	11%	6%	9%	12%	2%
The council website	1%	2%	2%	0%	3%	0%	1%	1%	0%	1%	3%	0%
Newsletter as newspaper insert	2%	2%	3%	0%	1%	2%	5%	2%	2%	2%	0%	0%
Other	2%	2%	1%	2%	3%	3%	1%	3%	2%	3%	1%	0%
Don't know	2%	2%	2%	0%	2%	2%	4%	3%	0%	2%	3%	0%

Q13A. If Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate to you? For base sizes, please refer to slide 17.

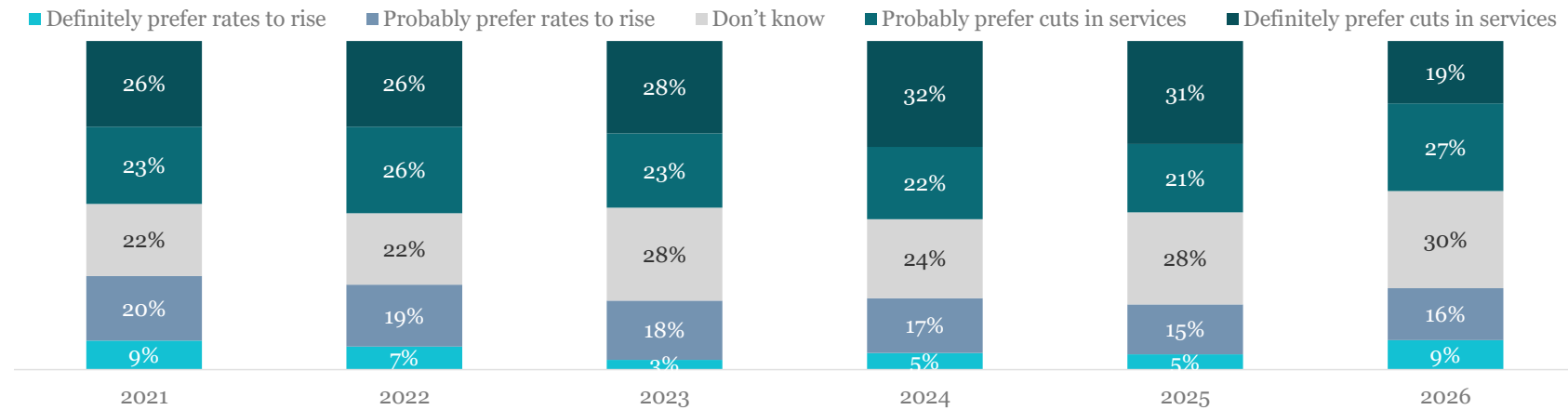
Bespoke Questions



59



Preference for Investment in Services vs. Impact on Rates – by Year and Sub-group



Preference for Investment in Services vs. Impact on Rates by Sub-group

Column %	Swan Hill RCC	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surrounds	Robinvale & Surrounds	Lakes
Definitely prefer rates to rise	9%	6%	9%	9%	12%	8%	10%	8%	13%	7%
Probably prefer rates to rise	16%	12%	16%	17%	19%	15%	17%	15%	12%	28%
Don't know	30%	36%	22%	28%	30%	30%	30%	31%	30%	17%
Probably prefer cuts in services	27%	23%	37%	26%	22%	25%	29%	28%	24%	25%
Definitely prefer cuts in services	19%	23%	16%	20%	16%	23%	15%	18%	21%	22%

Q10 - If you had to choose between Council rate rises to improve local services OR cuts in local services to keep Council rates at the same level as they are now, would you prefer? For base sizes, please refer to slide 17.

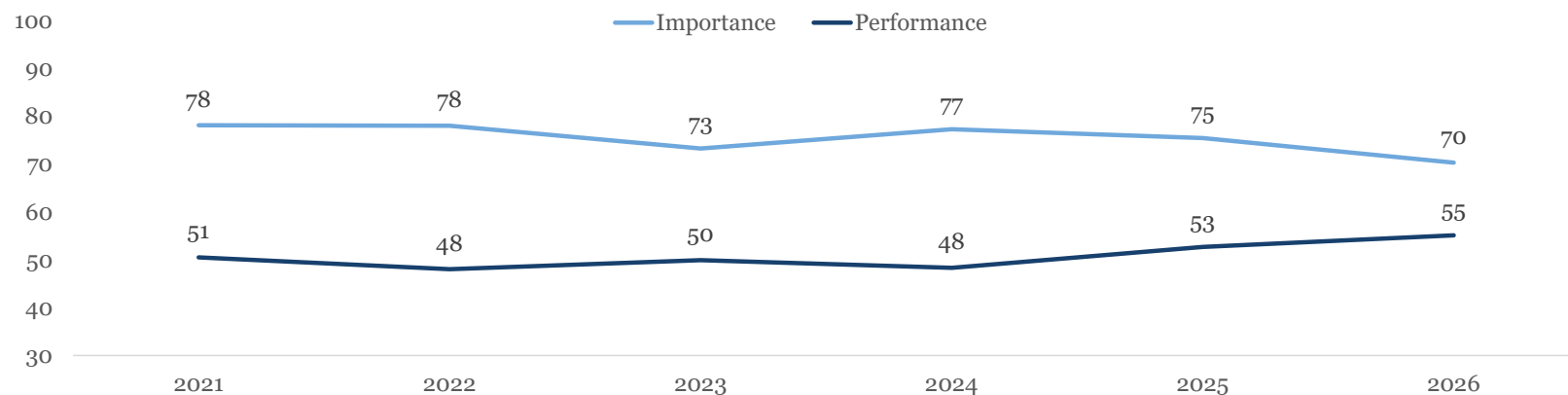
60

Council Service Areas

Importance and Performance by Year and Demographic Groups



Council Services – Opportunities to Give Feedback on Key Local Issues



Importance and Performance of Service 2026

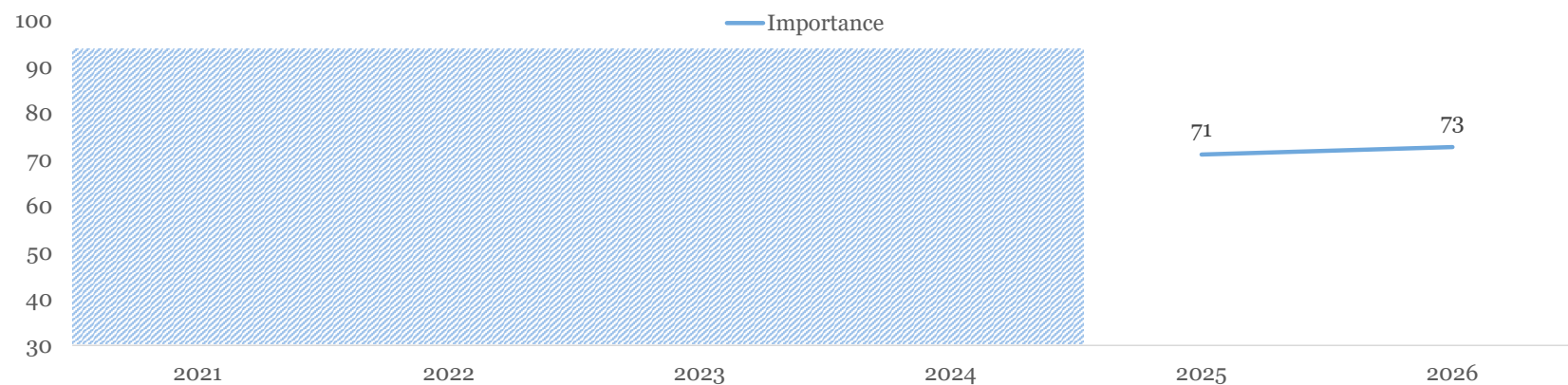
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	70	72	73	67	71	73	70	66	75	71	69	68
Performance	55	55	54	62	53	52	52	51	59	56	57	48

Difference 2026 vs. 2025

Importance	-5	-4	-3	-4	-8	-7	-5	-7	-3	-5	-6	-9
Performance	+2	+5	+6	-	+6	+4	+2	-1	+6	+2	+4	+2

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? The opportunities offered by Council to give your feedback on key local issues. For base sizes, please refer to slide 17.

Council Services – Advocating for the Community



Importance of Service 2026

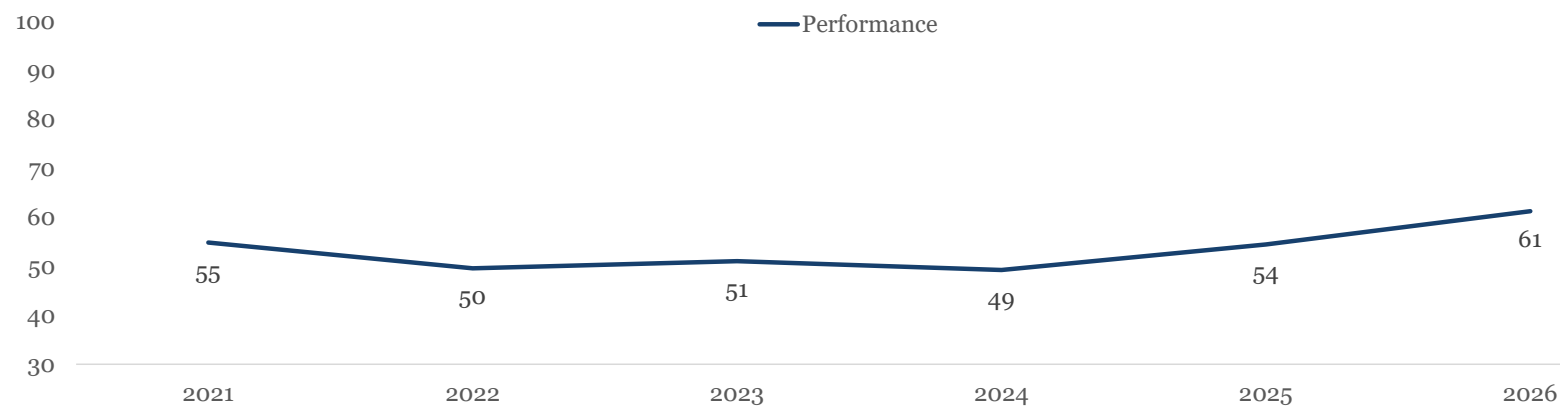
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	73	73	73	73	72	74	72	70	75	72	74	73

Difference 2026 vs. 2025

Importance	+2	+3	+3	+2	+1	+4	-	+3	-	+2	+4	-4
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Advocating for, and representing the community to government and other organisations. For base sizes, please refer to slide 17.

Council Services – Keeping the Community Informed



Importance and Performance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Performance	61	60	60	70	57	56	60	61	61	60	64	65

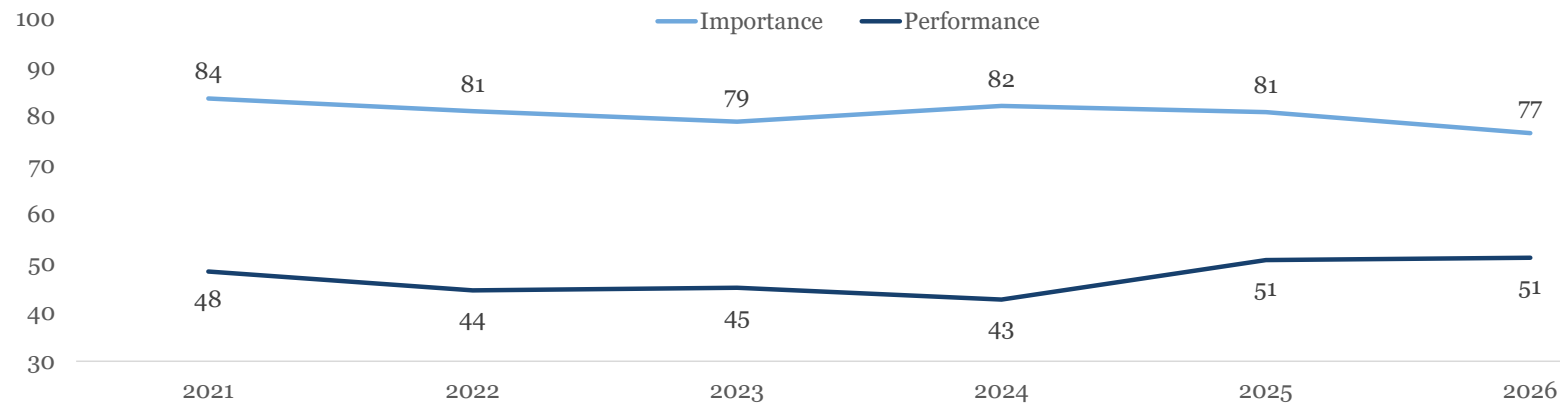
Difference 2026 vs. 2025

Performance	+7	+4	+6	+11	+8	+2	+6	+7	+7	+5	+13	+18
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Keeping the community informed on council services, events and programs. For base sizes, please refer to slide 17.

64

Council Services – Making Decisions in Interest of Community



Importance and Performance of Service 2026

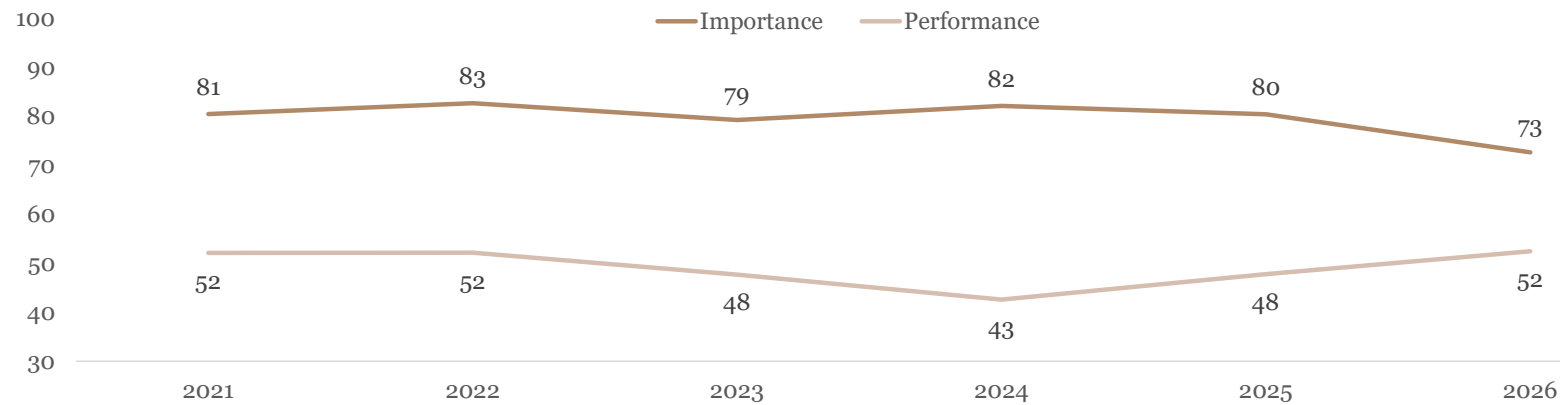
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	77	80	78	71	75	82	79	76	77	76	79	77
Performance	51	52	49	55	50	47	52	48	55	51	54	51

Difference 2026 vs. 2025

Importance	-4	+1	-2	-11	-10	+3	+2	-2	-7	-5	+1	-7
Performance	-	+3	+3	+1	+5	-	-1	-3	+4	-1	+5	+7

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Making decisions in the interest of the community. For base sizes, please refer to slide 17.

Council Services – Condition of Footpaths



Importance and Performance of Service 2026

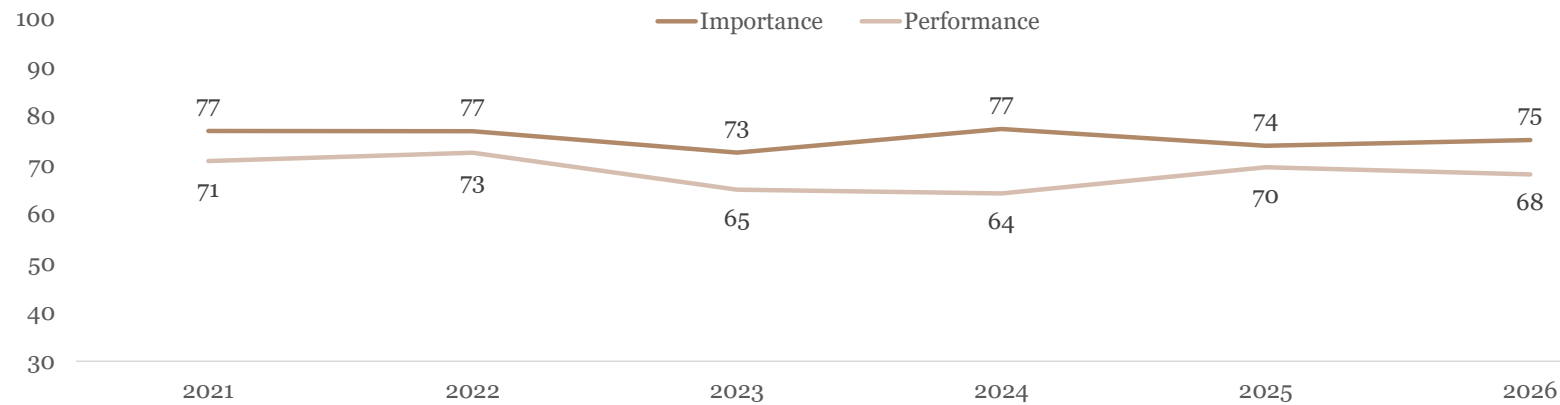
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	73	78	73	65	75	75	77	70	75	75	63	72
Performance	52	53	54	57	53	51	47	53	52	51	58	53

Difference 2026 vs. 2025

Importance	-8	-1	-6	-16	-4	-6	-3	-10	-5	-7	-16	+2
Performance	+5	+2	+6	+5	+9	+10	-3	+4	+5	+3	+14	+7

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? The condition of footpaths in your area. For base sizes, please refer to slide 17.

Council Services – Appearance of Public Areas



Importance and Performance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	75	77	74	72	76	78	75	75	76	75	77	75
Performance	68	63	65	70	70	66	67	66	70	68	68	68

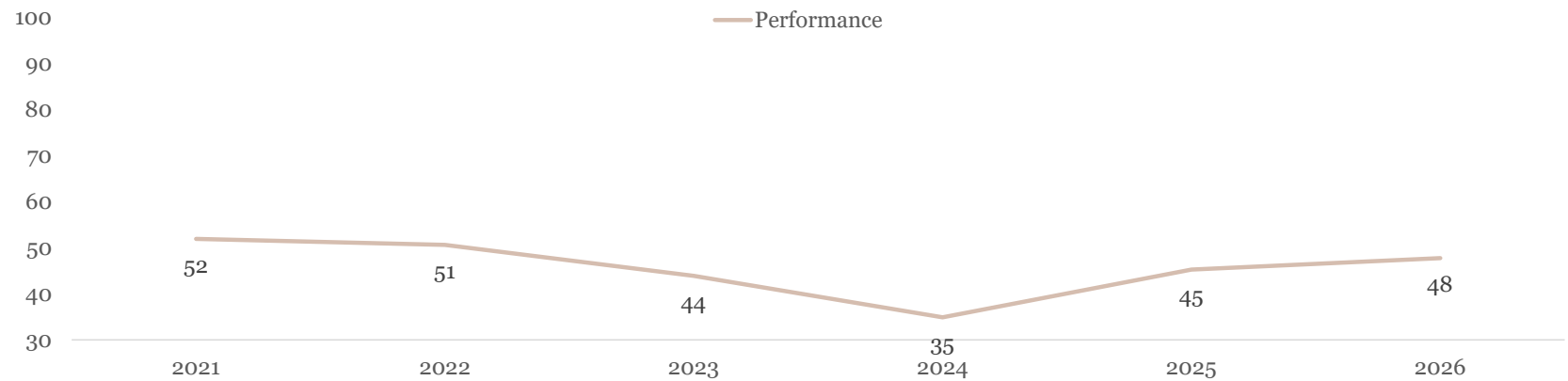
Difference 2026 vs. 2025

	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	+1	+3	+1	-1	+1	+5	+1	+3	-	+0	+4	+3
Performance	-1	-5	-1	-1	+5	-3	-6	-3	-	-3	+9	-3

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? The appearance of public areas. For base sizes, please refer to slide 17.

67

Council Services – Condition of Sealed Local Streets



Performance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Performance	48	54	47	53	44	45	49	48	47	46	61	39

Difference 2026 vs. 2025

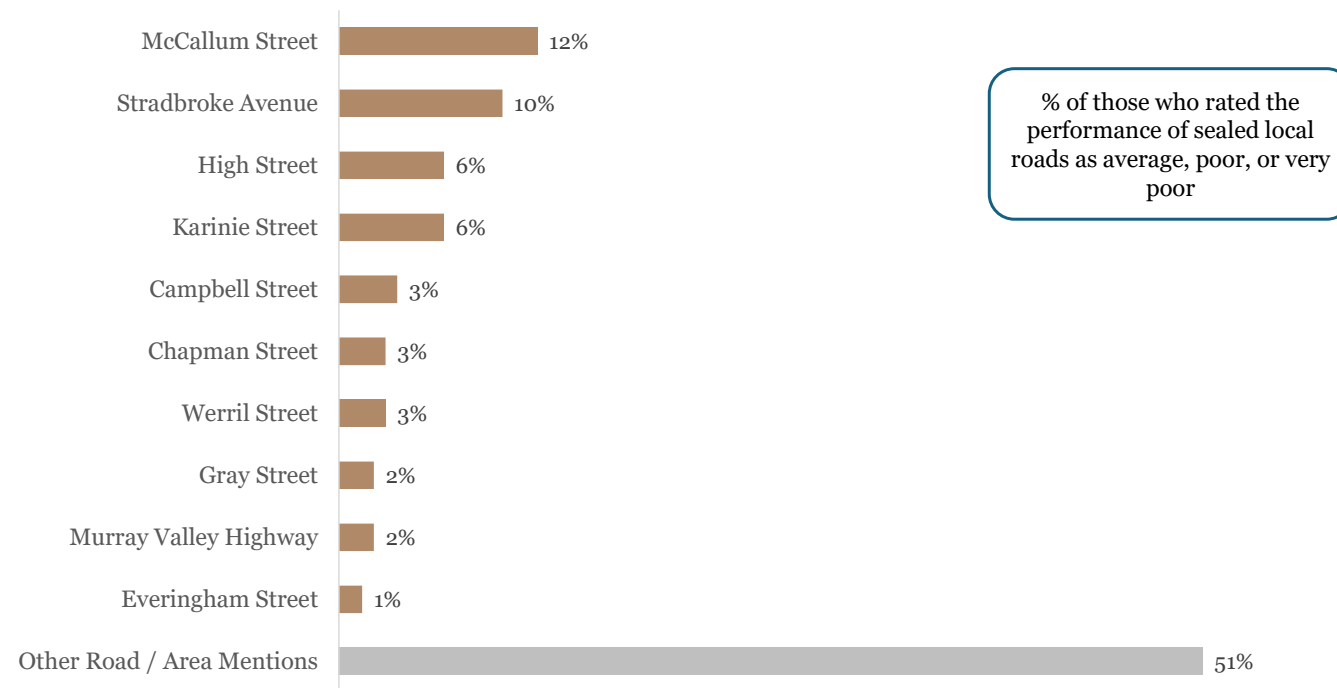
Performance	+2	+9	+7	+1	+5	+3	+3	+1	+4	+1	+12	+2
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Condition of sealed local streets in your area. For base sizes, please refer to slide 17.

Roads of Most Concern

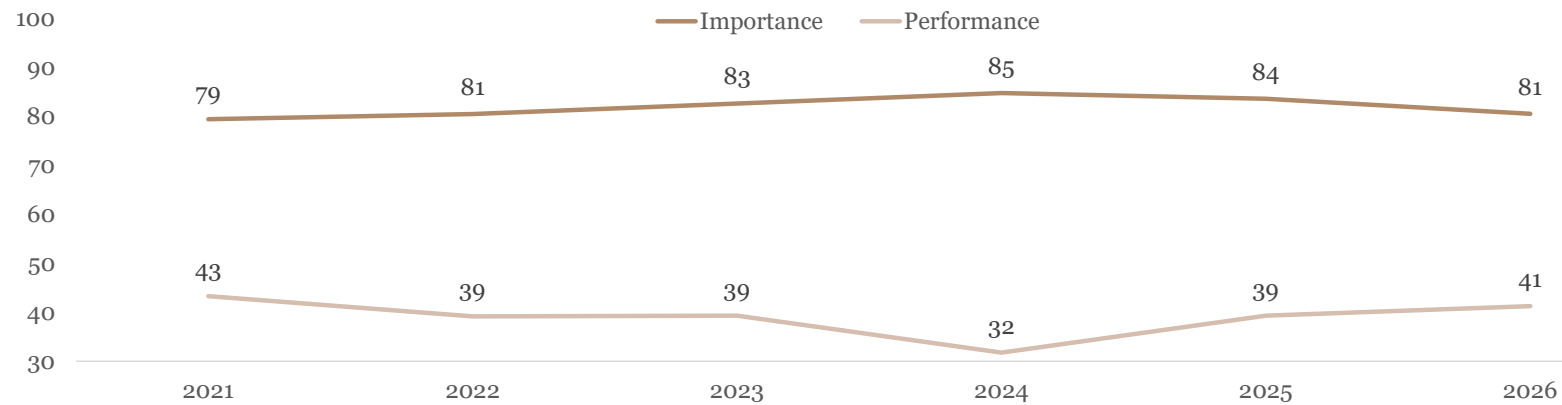


Which particular roads are of concern?



BS7 - You earlier rated the performance of local sealed roads in your area as [average/ poor/ very poor], can you specify which particular local roads are of concern? n=144

Council Services – Maintenance of Unsealed Roads



Importance and Performance of Service 2026

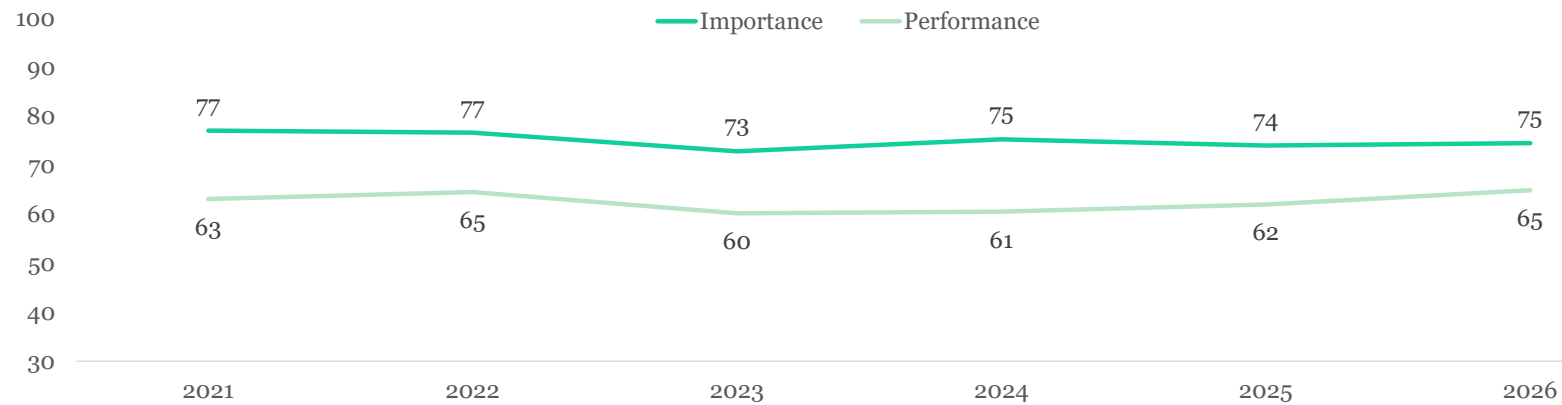
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	81	80	80	76	84	82	80	79	82	81	75	83
Performance	41	41	41	42	42	38	43	39	43	40	52	36

Difference 2026 vs. 2025

Importance	-3	-4	-3	-7	+3	-4	-4	-2	-4	-2	-5	-5
Performance	+2	+3	+5	-5	+9	+2	+5	-3	+7	-	+10	+1

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Maintenance of unsealed roads in your area. For base sizes, please refer to slide 17.

Council Services – Family Support Services



Importance and Performance of Service 2026

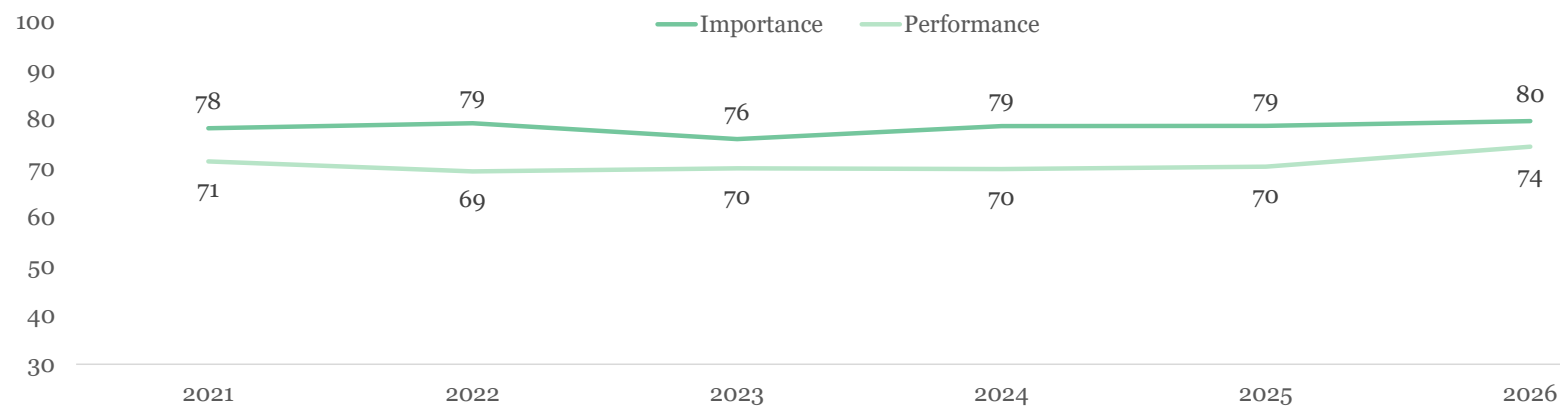
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	75	75	74	74	76	76	73	70	79	74	76	78
Performance	65	61	65	69	65	61	64	65	65	65	63	68

Difference 2026 vs. 2025

	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	+0	+3	+2	-4	-	+5	+2	+2	-1	-	+5	+1
Performance	+3	-1	+4	+5	+7	-2	+1	+3	+3	+2	+1	+12

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Family support services. For base sizes, please refer to slide 17.

Council Services – Waste Management



Importance and Performance of Service 2026

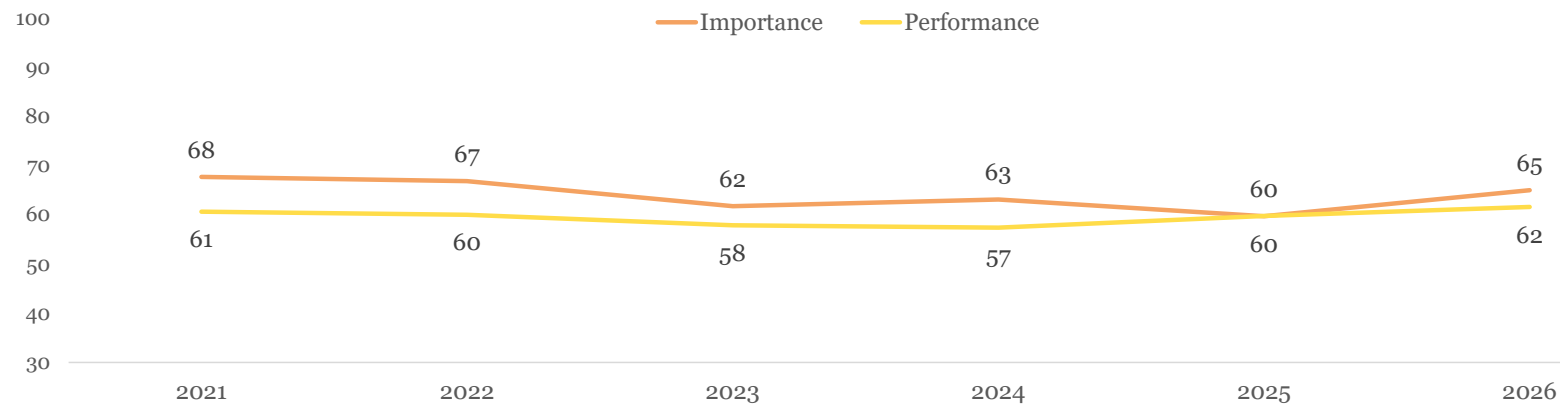
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	80	85	81	77	81	79	83	78	82	80	79	76
Performance	74	72	69	74	75	73	76	73	76	74	74	77

Difference 2026 vs. 2025

Importance	+1	+6	+3	-5	+2	+1	+7	+1	+1	+2	-3	-3
Performance	+4	+6	+7	+4	+10	+4	+1	+4	+4	+3	+12	+4

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Waste management including the collection of garbage, recyclables and green waste. For base sizes, please refer to slide 17.

Council Services – Environmental Sustainability



Importance and Performance of Service 2026

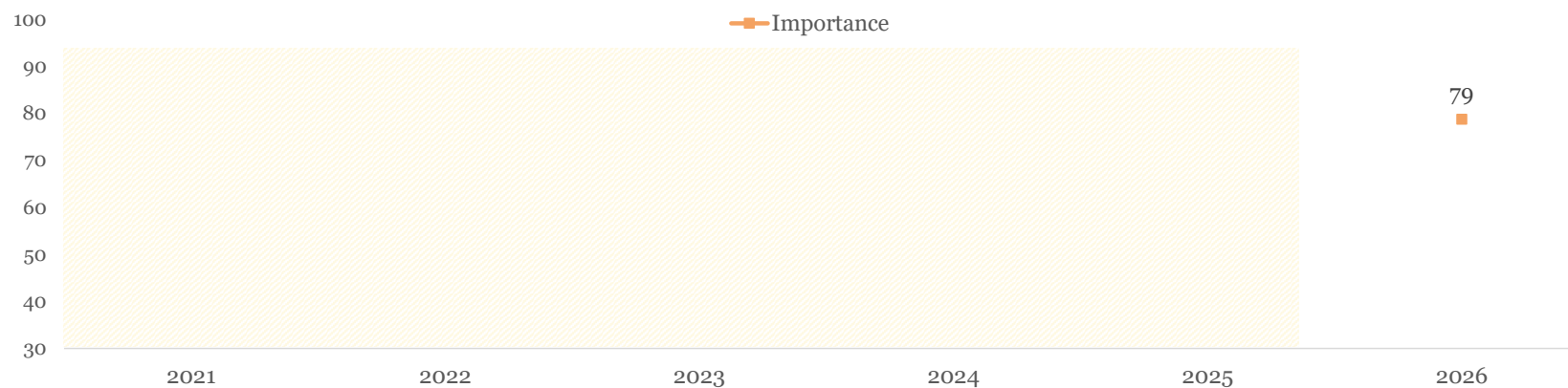
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	65	71	68	64	64	63	69	60	70	65	67	63
Performance	62	61	61	65	64	58	59	61	62	62	61	59

Difference 2026 vs. 2025

Importance	+5	+6	+4	+1	+7	+9	+8	+5	+6	+4	+10	+6
Performance	+2	+2	+4	+3	+6	+1	-1	+0	+3	+1	+1	+11

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Environmental sustainability. For base sizes, please refer to slide 17.

Council Services – Emergency and Disaster Management



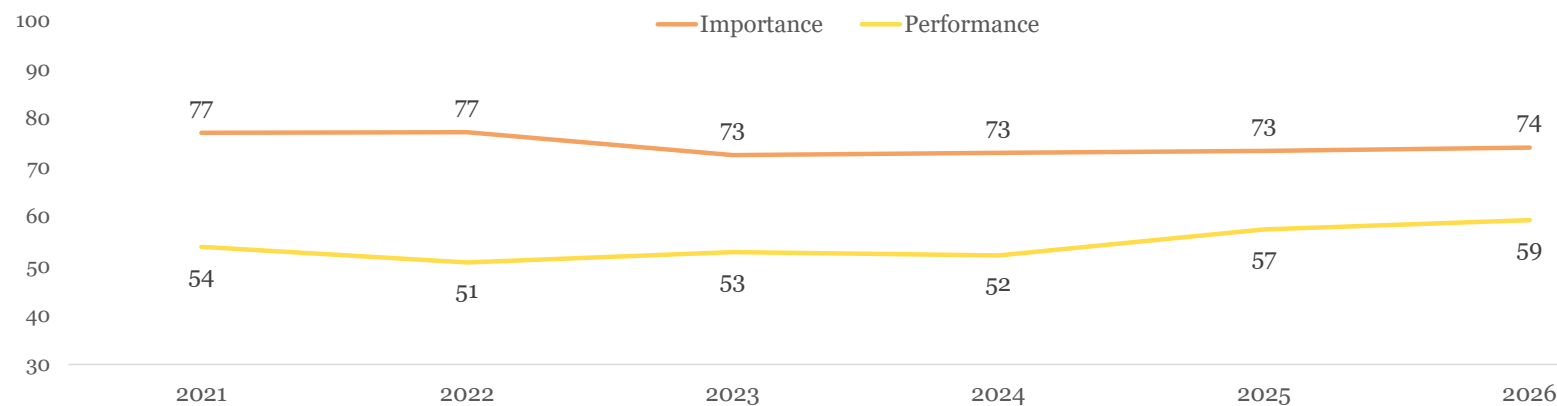
Importance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	79	79	81	79	76	79	81	76	82	79	79	78

Note: Emergency and disaster management has not been historically asked

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Emergency and disaster management. For base sizes, please refer to slide 17.

Council Services – Business and Community Development and Tourism



Importance and Performance of Service 2026

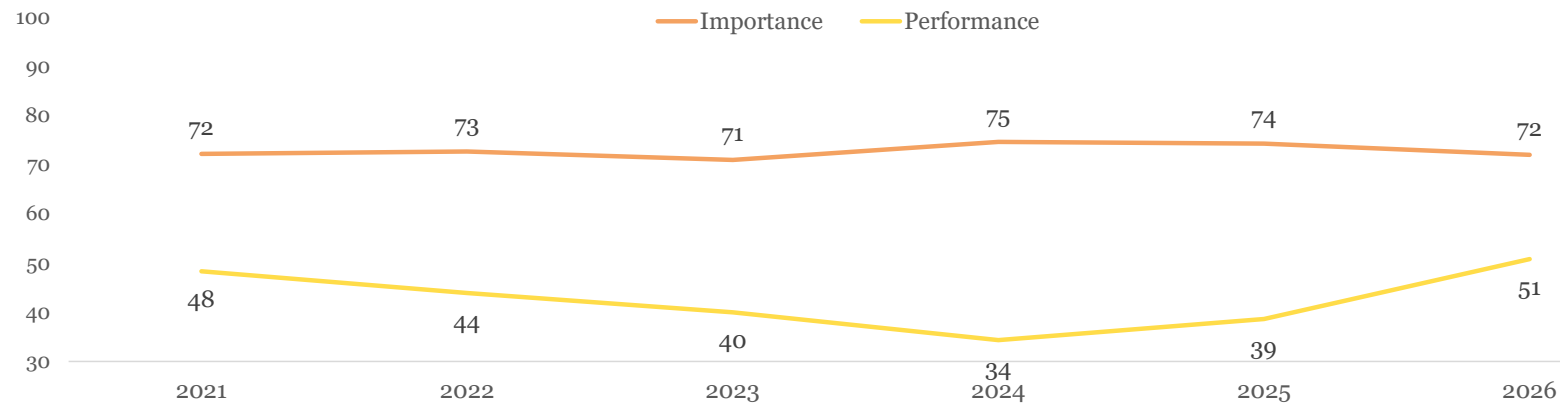
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	74	72	75	73	73	75	75	72	76	74	77	72
Performance	59	59	60	64	58	56	59	58	61	59	57	63

Difference 2026 vs. 2025

Importance	+1	+4	+8	-2	-5	+7	+4	+2	-	-	+6	-4
Performance	+2	+3	+6	+8	+3	-1	-3	+2	+2	+1	+8	+7

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Business and community development and tourism. For base sizes, please refer to slide 17.

Council Services – Planning and Building Permits



Importance and Performance of Service 2026

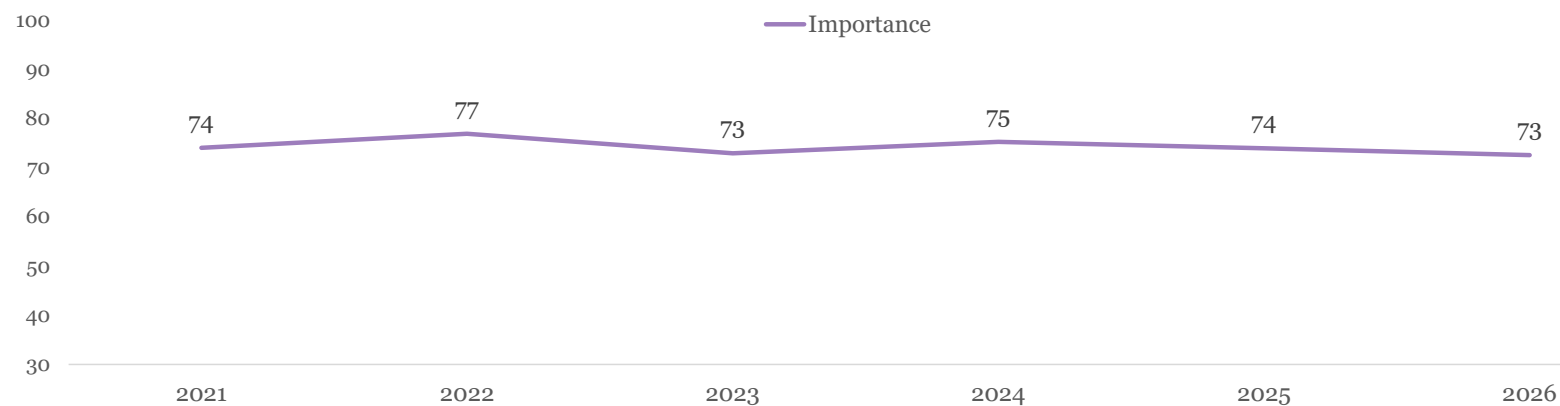
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	72	69	70	68	71	75	75	71	73	71	73	76
Performance	51	48	48	58	47	44	53	50	52	50	56	52

Difference 2026 vs. 2025

Importance	-2	-2	-1	-3	-7	+4	-1	-3	-2	-3	-	+3
Performance	+12	+5	+7	+12	+16	+6	+16	+12	+13	+11	+17	+16

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Planning and building permits. For base sizes, please refer to slide 17.

Council Services – Recreational Facilities



Importance of Service 2026

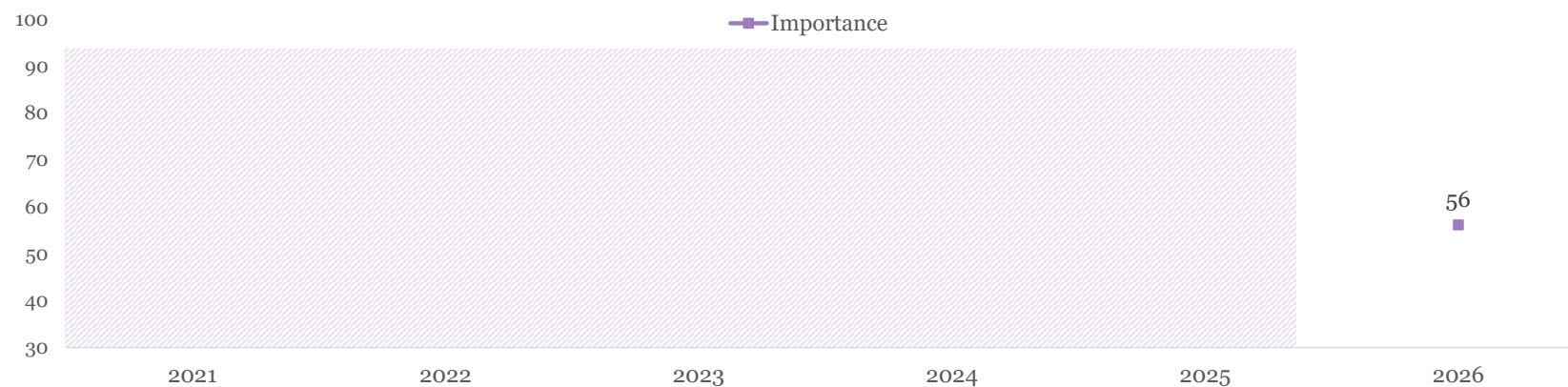
Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	73	75	75	70	73	74	74	72	74	72	75	71

Difference 2026 vs. 2025

Importance	-1	+2	+3	-4	-3	+2	-	-	-2	-2	+2	-
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Recreational facilities. For base sizes, please refer to slide 17.

Council Services – Art Centres



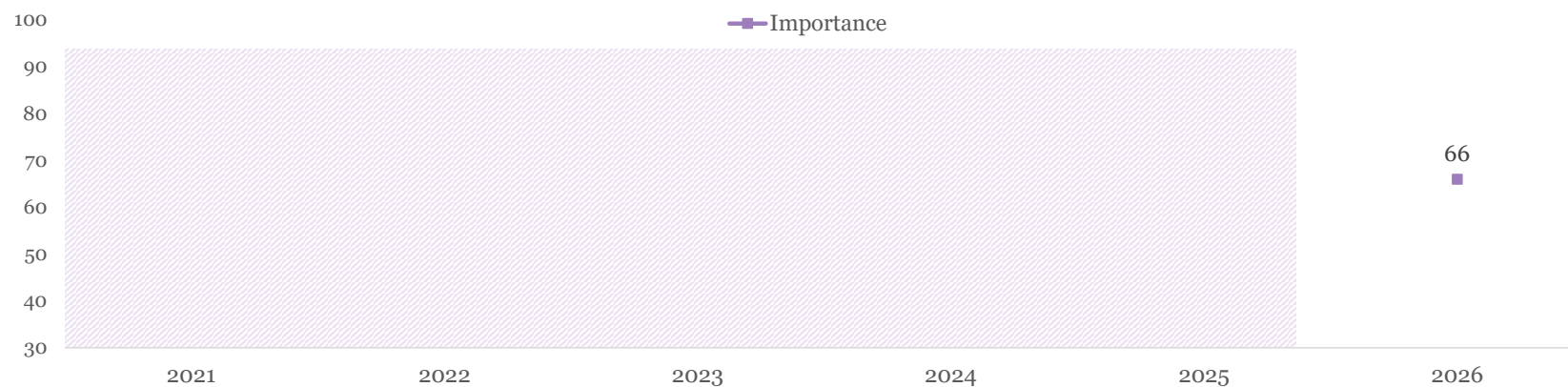
Importance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	56	57	58	56	56	58	54	51	61	55	60	56

Note: Art centres has not been historically asked

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Arts centres. For base sizes, please refer to slide 17.

Council Services – Libraries



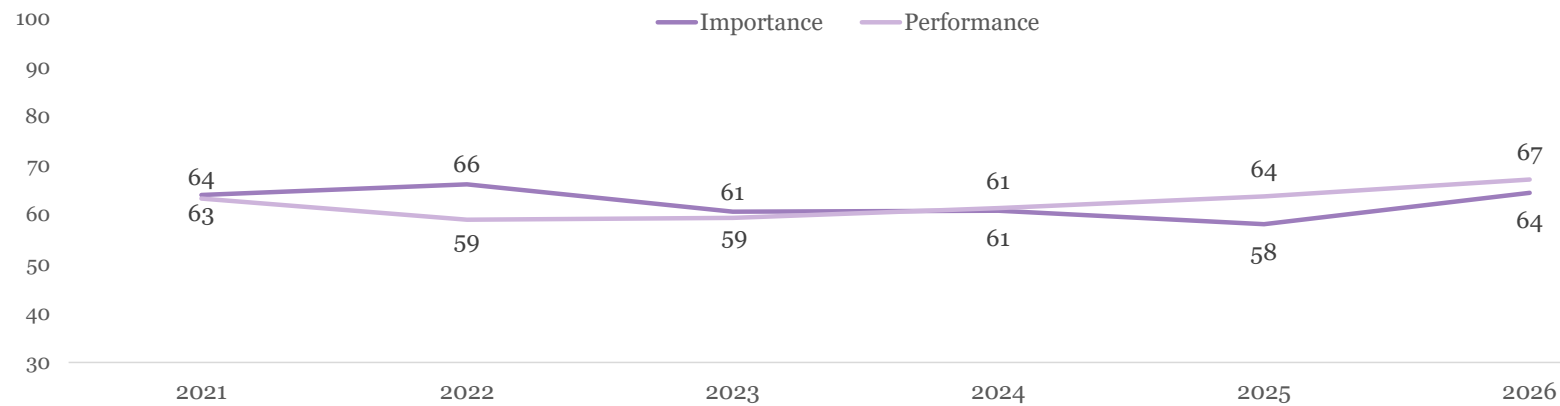
Importance and Performance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	66	70	71	64	68	64	69	61	71	66	67	63

Note: Libraries has not been historically asked

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Libraries. For base sizes, please refer to slide 17.

Council Services – Community Events and Cultural Activities



Importance and Performance of Service 2026

Score	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	64	63	64	66	65	64	63	59	70	64	68	64
Performance	67	65	68	67	68	67	67	66	68	68	65	68

Difference 2026 vs. 2025

	Swan Hill RCC	State	Large Shire	18 to 34	35 to 49	50 to 64	65+	Male	Female	Swan Hill & Surr.	Robinvale & Surr.	Lakes
Importance	+6	+4	+6	+8	+5	+11	+4	+5	+7	+5	+8	+11
Performance	+3	-	+5	+4	+8	-	+1	+4	+3	+2	+6	+10

Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Community events and cultural activities. For base sizes, please refer to slide 17.



Thank you

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4 Decisions Which Need Action / Ratification

4.1 Sign and Seal

Directorate: Chief Executive Officer
File Number: S16-05-01
Purpose: For Noting

Declarations of Interest:

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

Summary

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

Discussion

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

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

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

No.	Document Type	Document Description	Date signed/ sealed
1216	Contract 26491905, Quambatook Road widening and rehabilitation – Stage 3	Between Swan Hill Rural City Council and Whitfield Excavation Pty Ltd	30/06/26
1217	Section 173 Agreement – Coronation Avenue, Swan Hill – Stage 2 Heirloom Estate	Between Swan Hill Rural City Council and Coronation Developments Pty Ltd (ACN 652 339 252)	07/07/26

Note: A Section 173 Agreement is typically a contract between the Council and a landowner that places use or development restrictions on the land.

They are intended to ensure compliance with conditions contained in permits granted by the Council and are often used in subdivision matters. These agreements refer to Section 173 of the Planning and Environment Act 1987.

Consultation

Council authorise the signing and sealing of the above documents.

Recommendation/s

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

4.2 Councillor Briefings - Record of Attendance and Agenda Items

Directorate: Chief Executive Officer
File Number: S15-05-06
Purpose: For Noting

Declarations of Interest:

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

Summary

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

Discussion

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

A briefing of Councillors is defined as a meeting that is planned or scheduled and where the matters being considered that are intended or likely to be the subject of a Council decision.

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

Details of the most recent briefings of Council are attached.

Council Plan Strategy Addressed

6. Transparency and Effectiveness – Ensuring Council is open, accountable and responsive, with services and decision-making that reflect community expectations.
Objective 6.1: Deliver accessible, responsive and inclusive customer and community engagement.

6.1.3 Improve community engagement and participation in Council decisions.

Current Strategic documents

No strategic documents applicable.

Key Legislation

There is no key legislation applicable

Attachments: 1. COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
July [4.2.1 - 4 pages]

Options

Council Briefings are reported to ensure good governance and transparency.

Recommendation

That Council note the contents of the report.

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA

30 July 2026 at 10.00am, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Planning Application - 360 Speewa Punt Road Speewa - Development of the Land for an Agriculture Building (Machinery Shed)
- Strategic Planning
- Library Service update
- Nyah Footpath along School Hill Road
- Community and Cultural Services report
- Philanthropic trust for Gallery
- Lake Boga Areas 4 and 5
- Councillor Only session

ADDITIONAL ITEMS DISCUSSED

- Robinvale Hotel
- Robinvale Resource Centre
- Gov Hub program
- Ezy Mart
- Monash Drive and McCrae Street
- Saleyards
- Housing Summit, Modular Housing, Workforce Development
- Australia Day
- McCartney Court and Herbert Street, Robinvale
- Motorsports complex strategic review
- Robinvale rental properties
- Riverfront masterplan review 2027
- Caravan Park leases
- DEECA (VFMRP)

ATTENDANCE

Councillors

- Cr Terry Jennings
- Cr Hugh Broad
- Cr Peta Thornton
- Cr Philip Englefield
- Cr Les McPhee
- Cr Lindsay Rogers

Apologies / Leave of Absence

- Cr Stuart King

OFFICERS

- Bruce Myers, Acting Chief Executive Officer
- Leah Johnston, Director Infrastructure
- Dennis Hovenden, Acting Director Development and Planning
- Simon Myers, Acting Director Community and Cultural Services
- Stephen Fernando, Director Corporate Services
- Alexandra Jefferies, Development Manager
- Camille Cullinan, Libraries Manager
- Azam Suleman, Manager – Project Management Office
- Grant Jones, Development Officer Facilities
- Muhammad Salman, Planning Officer

Other

- Ron Thompson and David Williams (BW & A National) – Speewa Punt Road
- Jason Stevens, Lake Boga Areas 4 and 5

CONFLICT OF INTEREST

- Nil

COUNCILLOR BRIEFINGS ATTENDANCE AND AGENDA
7 July 2026 at 10.00am, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- SH Inc Marketing Plan & Annual Budget
- 127 Happy Valley Landing - 2 Lot Subdivision (Dwelling Excision) in the Farming Zone
- Community Satisfaction Survey 2026
- Ken Harrison Recreation Reserve Masterplan Special Project Update
- Swan Hill College Agreement with Council
- Community Plans
- Caix Square
- Possible disposal of Council land
- Werril Street Speed Reduction Project

ADDITIONAL ITEMS DISCUSSED

- Robinvale Hotel
- Rates Notices
- Road Safety Action Plan
- Speed reduction (Wood Wood)
- Traffic Lights (time frame for installation)
- Recovery Rate Notices

ATTENDANCE

Councillors

- Cr Hugh Board
- Cr Terry Jennings
- Cr Philip Englefield
- Cr Peta Thornton

Apologies / Leave of Absence

- Cr Les McPhee
- Cr Lindsay Rogers
- Cr Stuart King

OFFICERS

- Bruce Myers, Acting Chief Executive Officer
- Leah Johnston, Director Infrastructure
- Stephen Fernando, Director Corporate Services
- Simon Myers, Acting Director Community and Cultural Services
- Dennis Hovenden, Acting Director Development and Planning
- Grant Jones, Development Officer Facilities
- Alexandra Jefferies, Development Manager
- Helen Morris, Organisational Development Manager
- Jess Chislett, Procurement and Properties Co-ordinator
- Dione Heppell, Community Development Coordinator
- Sam Steel, Development Officer Community
- Azam Suleman, Manager – Project Management Office
- Andrew Kelly, Engineer – Project Management Office

Other

- Swan Hill Inc
- Matthew Muraca – 127 Happy Valley Landing

- Ben Manning, Matt Drysale and Elly Mitchell - Consultants Ken Harrison Recreation Reserve

CONFLICT OF INTEREST

- Cr Hugh Broad declared a direct conflict of interest in item “Swan Hill College Agreement with Council”.

5 Notices of Motion

6 Foreshadowed Items

7 Urgent Items Not Included In Agenda

8 To Consider and Order on Councillor Reports

9 In-Camera Items

RECOMMENDATION

That, in accordance with sections 66(1) and 66(2)(a) of the *Local Government Act 2020*, the meeting be closed to members of the public for the consideration of the following confidential items:

9.1 Audit and Risk Committee Meeting Minutes 3 June 2026

CONFIDENTIAL ITEM This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020, this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.2 Future of Lake Boga Areas 4 and 5 - Community Consultation

CONFIDENTIAL ITEM This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020, this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.3 Swan Hill College - Swan Hill Aquatic and Recreation Centre (SHARC) Arrangement

CONFIDENTIAL ITEM This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020, this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.4 Status of the Robinvale Hotel site

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.

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (d) of the Local Government Act 2020*, on the grounds that the item concerns law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person.

9.5 Tender Evaluation and Recommendation Report - Labour Hire Services

CONFIDENTIAL ITEM *This item is to be considered at an In Camera meeting in accordance with Section 3(1) (a) of the Local Government Act 2020*, this item is to be considered in an incamera meeting on the grounds that the item concerns Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

9.6 Chief Executive Officer Review

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.

10 Close of Meeting