



**Swan Hill Rural  
City Council**

# **SCHEDULED COUNCIL MEETING**

**Tuesday 17 October 2023  
to be held at 2:00 PM  
Council Chambers  
Swan Hill Town Hall  
53 – 57 McCallum Street, Swan Hill.  
VIC 3585**

## **AGENDA**

### **PUBLIC ACCESS**

Open to the public and  
Live streaming from Council's  
website: [www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)

## Governance Rules

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

## Executive Leadership Team

Scott Barber, Chief Executive Officer

Bruce Myers, Director of Community and Cultural Services

Heather Green, Director of Development and Planning

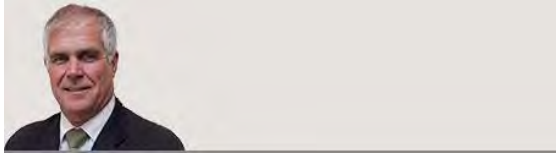
Bhan Pratap, Director of Corporate Services

Leah Johnston, Director of Infrastructure



## Swan Hill Elected Members

### Mayor

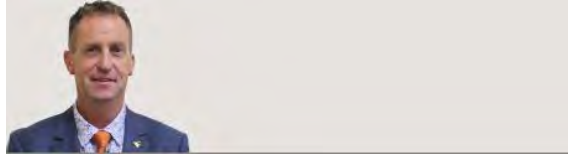


**Cr Les McPhee**

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### Deputy Mayor

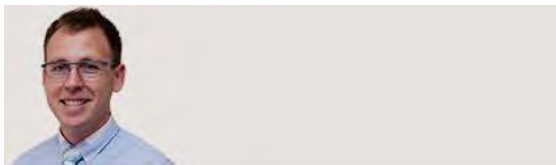


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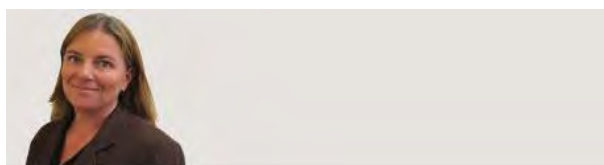
### Councillors



**Cr Chris Jeffery**

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**Cr Nicole McKay**

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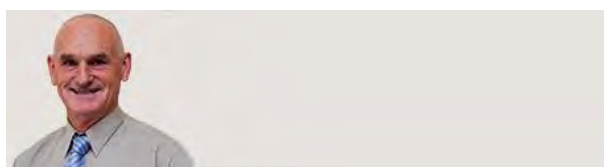
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**Cr Jacquie Kelly**

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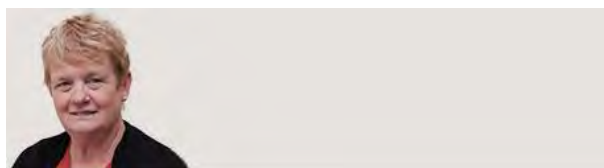
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## Vision Statement

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

<b>1 Procedural Matters</b> .....	<b>7</b>
1.1 Welcome .....	7
1.2 Acknowledgement Of Country .....	7
1.3 Prayer.....	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 .....	7
1.9 Public Questions Time .....	7
1.10 Open Forum .....	10
<b>2 Officer Reports for Decision</b> .....	<b>12</b>
2.1 Aged Care Transition .....	12
2.2 2022/23 Annual Report .....	16
2.3 Service and Local Government reporting.....	206
<b>3 Officer Report for Noting</b> .....	<b>233</b>
<b>4 Decisions Which Need Action / Ratification</b> .....	<b>233</b>
4.1 Sign and Seal.....	233
4.2 Councillor Assemblies - Record of Attendance and Agenda Items.....	235
<b>5 Notices of Motion</b> .....	<b>240</b>
5.1 Community and Regional Benefit Sharing .....	240
<b>6 Foreshadowed Items</b> .....	<b>241</b>
<b>7 Urgent Items Not Included In Agenda</b> .....	<b>241</b>
<b>8 To Consider and Order on Councillor Reports</b> .....	<b>241</b>
<b>9 In-Camera Items</b> .....	<b>241</b>
9.1 Ronald St Housing Project - Exception/Variation Report.....	241

9.2 Future of the Swan Hill Drag Strip.....241

**10 Close of Meeting .....241**

## 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 Prayer

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

### 1.4 Apologies / Leaves of Absence

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 Meeting held 19 September 2023 be confirmed.**

### 1.7 Disclosures of Conflict of Interest

### 1.8 Joint Letters and Reading of Petitions

Nil.

### 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](mailto: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 Aged Care Transition

**Directorate:** Community and Cultural Services  
**File Number:** 20-22-20  
**Purpose:** For Decision

#### Council Plan Strategy Addressed

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

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

3.1.4 Our elderly and vulnerable are cared for

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

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

4.2.1 Effective and authentic engagement with our community

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

##### **4.3 Bold leadership, strong partnerships and effective advocacy**

4.3.2 Strong relationship with State and Federal governments to influence advocacy and funding opportunities

#### Current Strategic documents

Council Plan  
10 Year Financial Plan

#### Declarations of Interest:

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

#### Summary

This report provides Council with an update on the next steps and process involved with transitioning for the delivery of community-based aged care services. A confirmation is also sought on the transition target date, to allow these next steps to proceed.

#### Discussion

At the June 2023 Council Meeting, it was resolved that Council:

1. *Determine through an in-principle decision to conduct an orderly transition from community-based aged care service delivery by 30 June 2024.*

- *To seek to formalise at least one appropriate provider through negotiation with the Commonwealth and agree on a date of transition to ensure all existing clients are properly transitioned to the new service provider.*
- *Communicate with affected staff and clients during this negotiation period.*
- *Provide a report on the outcomes of the negotiation with the formal transition date, to confirm the in-principle decision.*
- *Determine what other roles Council may play in supporting elderly residents.*

Communication with affected staff, clients, stakeholders and the wider community was undertaken immediately, informing everyone of the in-principle decision.

Over the next two months, officers contacted the Commonwealth Department of Social Services (DSS) seeking advice on the requirements from the funding body and contract holder. Contact was also made with service providers identified in the research project undertaken in early 2023. Further communication with affected staff has also been planned or undertaken.

The next key stage is to provide the DSS with Council's preferences for service providers in this region; those who are demonstrating the capacity and willingness to expand their services to the clients currently serviced by Council.

It is anticipated that some of the funded services may remain under review following this notification to the DSS; for example, Council is acutely aware of the community satisfaction with the Meals on Wheels service model and elements of Social Support. Delivery of Assessment services is also yet to be determined as this is currently under review by the funding bodies.

Potential providers have been identified and these recommendations will be presented to the DSS for consideration and final approval granted by the Commonwealth Department of Health and Ageing.

The Commonwealth reviews and provides this final approval quarterly, so it is anticipated that this will be formalised in December 2023, allowing the transition process to begin early in the new year.

The transition process will begin in earnest in February 2024, and will involve ongoing communication and a project management approach to ensure client consent, data transfer and service planning leads to continuity of services.

Based on advice from the Commonwealth and other service providers and councils who have conducted a transition process, it is recommended that Council confirm the final date for completion of transition as Friday 31 May 2024.

### **Consultation**



Following the in-principle resolution of June 2023, clients, staff and the community were informed via the media, letters and phone calls. Further updates have been provided at staff meetings, community group meetings and newsletters.

Following Council's resolution to support a transition completion date of 31 May 2024, all affected staff will be formally notified, within the requirements of the Enterprise Bargaining Agreement 2021.

Clients will be notified in writing of the confirmation of date.

When Council is formally notified of the Commonwealth decision regarding approved providers, staff and clients will also be kept informed. Clients will be notified both in writing and by phone calls.

It also proposed to hold an 'aged care expo' to allow clients, families of clients, new service providers and Council staff to begin to build relationships and address the unknown questions that may arise during the transition. This has been a feature of other councils' successful transitions.

Throughout this process, further media releases will be produced to keep the wider community updated.

### **Financial Implications**

There are no negative financial implications for Council to withdraw from the service, but exploration of alternative service models to ensure continuity of service are yet to be determined.

All providers are awaiting details on pricing models from the Commonwealth - which was likely to be September 2023, but is now prior to 30 June 2024. The lack of an accurate pricing model is also a major factor influencing local government in Victoria.

With staff redundancies triggered with a completion date for the transition process, Council has managed a reserve to ensure all commitments are met at no cost to rate payers. Leave accruals are already contained within budgets.

### **Social Implications**

The exit from providing a high-profile service to the community over many decades is likely to cause short-term angst among those not yet engaged in the community-based aged care system, a system still under review by the Commonwealth.

It is likely a small team will continue to ensure the community has a local point to assist with navigation following the completion of the transition. This has proven to be very worthwhile in other councils and will be further developed in coming months.

Affected staff will also be encouraged and supported to continue in similar roles for a new provider, which is important in recognising the skills, training, and passion for their work

### **Economic Implications**

The Commonwealth Home Service Provider (CHSP) services bring more than \$2 million of Commonwealth funding into the region annually, complemented by a minor ratepayer contribution.

All funding is used for service delivery and coordination and is spent within the municipality. The services will still be required to be provided locally, so the expenditure of Commonwealth funding will continue whether Council is a provider or not.

This program provides employment to around 35 people who are mostly in their second round of employment. It is important that affected encouraged and supported to continue in similar roles for a new provider, to ensure the ongoing Commonwealth funding stays in the region.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

The highest risks associated with Council's decision on this topic are categorised as financial, reputational, and contractual risks.

Aged care services consistently rank highly in community satisfaction surveys for both importance and performance. A satisfactory transition from the program will minimise reputational risk; the recent changes and Commonwealth plans means Council will not be seen to be 'walking away' from a high-profile program it has been providing for over 35 years.

**Attachments:** Nil

### **Options**

1. That Council note this report and confirm the date of completion of transition as 31 May 2024.

### **Recommendation/s**

#### **That Council:**

1. **Note the contents of this report and confirms Friday 31 May 2024 as the date for completion of the aged care transition process.**
2. **Formally notifies the Commonwealth Department of Social Services of this transition date.**

## 2.2 2022/23 Annual Report

**Directorate:** Corporate Services  
**File Number:** S15-28-14  
**Purpose:** For Decision

### Council Plan Strategy Addressed

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

#### **4.3 Bold leadership, strong partnerships and effective advocacy**

4.3.1 Create meaningful partnerships across our communities

4.3.2 Strong relationship with State and Federal governments to influence advocacy and funding opportunities

4.3.3 Working together in promotion of the municipality

### Current Strategic documents

Council Plan  
Budget

### Declarations of Interest:

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

### Summary

Council's Annual Report incorporating the Financial and Performance Statements and the Audit Opinions, are completed within 4 months of the end of the 2022/23 financial year. The Annual Report is now presented for Council's consideration and endorsement.

### Discussion

Following the completion of all statutory requirements, Swan Hill Rural City Council's Annual Report for the year ended 30 June 2023 is presented for consideration and endorsement by Council. The format of the Annual Report is consistent with the model recommended by Local Government Victoria.

Some of the highlights of the 2022/23 year were:

- The completion of the Tree Planting Program which included hundreds of trees being planted across Lake Boga, Swan Hill, Ultima, Nyah, Nyah West and Robinvale.
- Overnight visitors spent \$174 million on travel to the region, an increase of 89.5% and domestic visitors spend totalling \$253 million on travel to the region - up by 91.7%.

- Council has secured at least \$13 million in new funds, since July 2022, from a variety of State and Federal Government funding programs, to enable the delivery of new or improved infrastructure and facilities.
- Attendance rates at the Town Hall, for Performing Arts/Commercial Touring Shows, have seen an increase of 170% and attendance rates at the Town Hall, for Town Hall led events, have seen an increase of 52%.
- Council constructed and sold four out of eight proposed houses in Ronald Street, Robinvale.
- Together with Lower Murray Water, put together three Home Energy Audit Toolkits to help community members beat the rising cost of electricity and gas, and help lower household emissions.

All of Council's Financial Accountability Statements received clear audit opinions. Council remains in a good financial position, achieving an accounting surplus of \$6.8 million for the year. Council should note that much of this surplus is grant funding committed to existing and planned works including \$8.6 million received in advance from the Victorian Grants Commission. This is the fourteenth successive annual surplus. Council requires operational surpluses to fund future capital works. These works include replacement of roads, community assets and increasing regulatory requirements placed on Councils, for example waste and landfill operations.

The Balance Sheet continues to indicate Council's good financial base. Current assets exceed current liabilities by \$46.8 million and exceed total liabilities by \$43.4 million. The sum of \$0.27 million was repaid to lending institutions during the year.

### **Consultation**

Council accepted an in-principle adoption of the Performance and Financial Statements at its September Council Meeting. The Executive team and relevant officers have been involved in the development of the Annual Report.

### **Financial Implications**

Council remains in a healthy financial position.

### **Social Implications**

Not applicable

### **Economic Implications**

Not Applicable

### **Environmental Implications**

Not Applicable

### **Risk Management Implications**

**Attachments:** 1. 2022-23\_Annual\_Report [2.2.1 - 187 pages]

**Options**

1. Consider and endorse the 2022/23 Annual Report of Swan Hill Rural City Council as presented.
2. Failure to endorse the 2022/23 Annual Report of Swan Hill Rural City Council as presented may put Council outside the deadline for adoption of the Annual Report by 31 October 2023.

**Recommendation/s**

**That Council:**

1. **Consider and endorse the 2022/23 Annual Report of Swan Hill Rural City Council as presented.**





# Annual Report

## 2022/23







## Acknowledgement

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

## About our Annual Report

Swan Hill Rural City Council is pleased to present its 2022/23 Annual Report, which provides a detailed account of our performance from 1 July 2022 to 30 June 2023.

Documenting Council's performance against the 2022/23 Budget and the Council Plan, the Annual Report highlights achievements and challenges faced within key service areas and programs.

Council seeks to achieve community engagement and an understanding of Council's operations by conducting its affairs openly and with integrity.

Transparency in our decision-making and accountability are core values of Council, reflecting high levels of good governance.

This report provides information to a variety of audiences including community groups, businesses, ratepayers, visitors, investors, government agencies and other interested stakeholders.

## Our offices

### Swan Hill office

45 Splatt Street  
SWAN HILL VIC 3585  
(T) 03 5036 2333  
(F) 03 5036 2340

### Robinvale office

72 Herbert Street  
ROBINVALE VIC  
(T) 03 5051 8000  
(F) 03 5057 2070

### Postal address

PO Box 488  
SWAN HILL VIC 3585

E: [council@swanhill.vic.gov.au](mailto:council@swanhill.vic.gov.au)  
W: [www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)



*Swan Hill Rural City Council would like to thank everyone who contributed photos to this annual report, with a special mention to Harmony Day photographers, Russell Singh and Anthony Whiting, for generously allowing the use of their photos.*





## Contents

### Introduction

Demographic snapshot	7
Our Vision, Mission and Values	8
Highlights of the year	9
The year at a glance	12

### The year in review

Message from our Mayor and CEO	19
Financial summary	21
Major capital works	26
Advocacy	28
Local Government awards	30

### Our Council

Our Region	33
Our municipality's profile	34
Councillors	35

### Our people

Our Executive Leadership Team	39
Our organisational structure	41
Council employees	42
Valuing our people	44
Other staff matters	45

### Our performance

Our performance	49
Strategic Pillar 1: Liveability	51
Strategic Pillar 2: Prosperity	60
Strategic Pillar 3: Harmony	70
Strategic Pillar 4: Leadership	74

### Corporate governance

Corporate governance	78
Governance and management checklist	87

### Performance statement

Performance Statement	95
Appendices:	
• Donations and contributions	112
• Organisations of which Council is a financial member	115

### Financial performance

Financial Statements	117
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## Welcome to the report of operations

We are committed to transparent reporting and accountability to our community. The Annual Report is our primary means of advising residents within the Swan Hill Rural City Council region about our operations and performance during the 2022/23 financial year.

### Introduction

Provides a snapshot of our region and highlights what we have accomplished.

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### The year in review

Messages from our Mayor and CEO, a financial summary and major project highlights.

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### Our Council

Our region's history and profile, and information on our Councillors.

---

### Our people

Information on Council's employees, including our organisational structure, occupational health and safety, equal opportunity, and appreciating our staff.

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### Our performance

Results against our Council Plan key strategic initiatives, Local Government performance reporting indicators, and major initiatives and services identified in the 2022/23 Budget.

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### Corporate governance

Governance and statutory information including decision-making, elected members, risk management, benchmarking and accountability.

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### Performance statement

Local Government performance reporting indicators for sustainable capacity, service performance and financial performance.

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### Financial performance

Council's general purpose financial statements.





# Part one

## Introduction

INTRODUCTION

Snapshot of Council

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 21,403\* people. It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen South, Ultima, Manangatang and Boundary Bend.

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

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

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

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

The SunRISE report for Swan Hill on 2021 irrigated crops had a value of production of \$1.22 billion, and an additional \$268.4 million for dryland cropping.

Located along the Murray River, tourism plays an important role in our region’s economy. Our climate and natural beauty attracted approximately 768,000 visitors this year as reported in the Murray Regional Tourism (MRT) Snapshot report, March 2023. Visitation was up by 39% and tourists spent 960,000 nights in the region – up by 14%. Overnight visitors spent \$174 million on travel to the region, and increase of 89.5%. With domestic visitors spent totalling \$253 million on travel to the region - up by 91.7%.



\*2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403, however, due to ongoing concern that the ABS consistently underestimates the population of Robinvale, Council commissioned Geografia to undertake a population determination study. The ABS census figure of 2021 show the Robinvale population as 3,740 people. The work of Geografia has reliably demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,367.



## Vision Statement

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

## Our Mission

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

## Our Values

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

### Community engagement

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

### Leadership

We will be at the centre of our community 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 and providing facilities.



## INTRODUCTION

### Highlights of the year

#### Liveability

- Successful trial of a Sustainable Vegetation Management Program with the use of three rescued goats. Zero labour, machinery and chemical use recorded on grass maintenance at retarding basin.
- The Renewal Irrigation Program has upgraded all sports grounds and major parks and reserves with Galcon GSI Irrigation Controller units. The systems are controlled by a phone app and/or laptop and can be used anywhere in the world. This process will save Council in labour costs each year. A shared pathway and hydro-seed (grass) has reclaimed land from the number 9 channel along McCallum Street, adding a vast green space to Council maintained parklands.
- Pioneer Settlement external landscaping works have been completed including aeration, irrigation, levelling, top dressing, soil treatment and over sowing. The project converted a previously barren area, with difficult terrain to maintain, into a complementary Pioneer Settlement entrance and parking upgrade.
- The completion of the 2022/23 Tree Planting Program which included hundreds of trees being planted across Lake Boga, Swan Hill, Ultima, Nyah, Nyah West and Robinvale.
- The completion of a section of landscaping works at Robinvale P12 and Community Library, has enhanced the space and created a welcoming environment.
- Council successfully carried out two Roadside Pest and Weed Programs. As part of these initiatives, more than 340km of Council roadsides were treated for regionally controlled weeds, while 248km were targeted for rabbit control. These efforts help to ensure the region's unique and diverse wildlife is protected while also helping to reduce the impact of invasive species on farming communities.
- In partnership with the Mallee CMA, Council delivered pest weed and animal control activities across 580ha. These efforts were specifically aimed at safeguarding the critically endangered Buloke Woodlands, an ecologically significant community, listed under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).
- Council developed Home Energy Audit Toolkits that can be borrowed free of charge at each of Council's library services to help community

members beat the rising cost of electricity and gas and to help lower household emissions. The toolkits aim to guide users to conduct a full energy audit of their own home and identify ways to reduce household bills.

- Council partnered with Better Building Finance (BBF), to enable Environmental Upgrade Finance to be offered to local businesses in the municipality. Local businesses can take out long-term loans for works to become more environmentally sustainable, that can then be repaid quarterly alongside their Council rates.

#### Prosperity

- The Community Development Fund supported 16 community groups/organisations that shared in just under \$53,000 worth of funding to support various projects throughout the municipality.
- Our 22/23 Event Support Fund allocated \$80,468.75 in funding for events across the municipality.
- Overnight visitors spent \$174 million on travel to the region, an increase of 89.5%. With domestic visitors spend totalling \$253 million on travel to the region - up by 91.7%.
- Following a significant funding application process Swan Hill's Country University Centre was approved in November 2022. The Country University Centre will help students in regional and remote areas access higher education, without having to leave their community. They provide student support and campus-style facilities for students who study online.
- Council constructed and sold four out of eight proposed houses in Ronald Street, Robinvale.
- Council has secured at least \$13 million in new funds, since July 2022, from a variety of State and Federal Government funding programs, to enable the delivery of new or improved infrastructure and facilities.
- Attendance rates at the Town Hall, for Performing Arts/Commercial Touring Shows, have seen an increase of 170%.
- Attendance rates at the Town Hall, for Town Hall led events, have seen an increase of 52%.
- Council released Stage 14 of its Tower Hill residential estate, and provided support to other newly established residential developments.

## Harmony

- Our municipality is proud to have more than 40 nationalities among our community and a population that is welcoming and resilient.
- We have welcomed 99 new citizens to our municipality in this financial year, coming from 20 countries.



## Leadership

- Reviewed Domestic Animal Management Plan
- Reviewed OHS Framework and Management Plan
- Reviewed Governance Rules
- Adopted Project Management Governance Framework
- Reviewed Public Interest Disclosure Policy and Procedure
- Reviewed Gender Equality Committee Terms of Reference
- Reviewed Business Continuity Management Framework
- Reviewed Financial Hardship Policy and Procedure
- Childsafe Standards Review of Processes against legislative changes

## Challenges for 2022/23

- The high river event in 2022 created extensive damage within our municipality to road networks, other assets, and infrastructure, including residential and commercial property damage. Recovery efforts will continue for quite some time as we continue to repair roads and infrastructure and work with Government to ensure we have the funds to do so.



- Recruitment – our region is currently facing, like many other areas, a severe labour and skills shortage. The number of vacancies is at a high, which makes recruiting difficult and is further impacted by housing and childcare shortages.

## Major changes for 2022/23

- Swan Hill Region Visitor Information Centre temporarily relocated to Swan Hill Senior Citizen Centre in March 2023. The decision followed the expiration of the lease, along with a funding variation agreement to construct a new Swan Hill Tourism and Cultural Hub at the Pioneer Settlement. The Economic and Community Development department also relocated to our main Splatt Street office.
- Plant and Fleet acquisition has been impacted by worldwide supply chain blockages and replacement of some plant items have been delayed. Parts supply has also been an issue, with the most significant example being Councils Flow-con Road patching truck was out of service for two months while waiting on parts. Setbacks like this impact our ability to provide acceptable service levels and Road Management Plan compliance.



INTRODUCTION

<p><b>12,230</b> rateable properties</p>	<p><b>7,640</b> tonnes of garbage, recycling and organics collected from kerbside bins</p>	<p><b>2,855</b> immunisations administered</p>
<p><b>7,926</b> visits to the Art Gallery</p>	<p><b>143</b> planning permits and <b>134</b> building permits issued</p>	<p><b>Over 600</b> Social media posts</p>
<p><b>2,755</b> registered animals</p>	<p><b>130,923</b> visits to aquatic facilities</p>	<p><b>2,967</b> active library members</p>
<p><b>21,141</b> people attended 267 events and performances at Swan Hill Town Hall PACC</p>	<p><b>117</b> media releases</p>	<p><b>17,913</b> hours of community care provided</p>
<p><b>181</b> inspections of food businesses</p>	<p><b>\$15.1 million</b> spent on capital works projects</p>	<p><b>5,764</b> maternal and child health consultations</p>

## Year at a glance

### July

#### New Library Outreach Vehicle

A new Library Outreach Vehicle replaces the Mobile Library, allowing more programs and activities on visits to rural communities.



#### NAIDOC Cultural Day

Council and Mallee District Aboriginal Services held a family and cultural day to celebrate NAIDOC Week.



We saved 647 tonnes of drums from going into Landfill!

DrumMUSTER regional consultant John Knight presented Acting Mayor Cr Bill Moar with a drumMUSTER Milestone Achievement Award in recognition of the municipalities' efforts in collecting 600,000 drums for recycling since 1999.



### August

The Robertson Brothers are bringing back the good old days

The Robertson Brothers bring back the good old days to the Swan Hill Town Hall PACC with their 1960's variety TV show.



Gym expansion and aquatic upgrade are on the way

Swan Hill Leisure Centre's gym expansion and aquatic upgrades commenced.

#### National Tree Planting Day

In support of National Tree Day Mayor Cr Bill Moar teamed up with our Parks and Garden team to plant three new shade trees at Riverside Park.



#### Vibrant villages Beverford

Upgrades commenced in Beverford as part of the Vibrant Villages project. The project includes new car parking spaces and landscaping works.

INTRODUCTION

September

Swan Hill Youth Ball, ran by young people – for young people

A local event – Swan Hill Youth Ball, ran by our Novo Youth Council returned bigger and better this year. Providing the opportunity for young people to come together in an inclusive environment.



Swan Hill Soccer Pavilion

Swan Hill Rural City Council's newest sporting facility, Swan Hill Regional Soccer Hub, was formally opened by Mark Gepp MP on Tuesday, 6 September.

A record year for Heartbeat

Swan Hill Rural City Council's state-of-the-art Heartbeat of the Murray laser light show, has seen record visitations.



October

VNI West Kerang Link project funded

Council celebrated news from the Australian and Victorian governments' that the construction of the VNI-West KerangLink project will be jointly funded.

The project will see a new 500KV transmission network interconnector constructed between Victoria and NSW via Kerang by 2028 and is the key first stage to unlocking enormous renewable energy supplies in northern Victoria.

It's a team effort

We received a visit from Emergency Management Commissioner Andrew Crisp, ADF Brigadier Matt Burr and VICSES Incident Controller Alistair Drayton.

80 replacement ADF troops arrived on the ground to relieve the 30 ADF personnel, who had been supporting our local flood response efforts.



Council's welcome greater connectivity

Digital connectivity and broadband services are set to be improved for communities within Swan Hill Rural City Council and Murray River Council, thanks to funding support from the Victorian Government, and the NSW Cross Border Commissioners Infrastructure fund.

Libraries to help local residents Get Online!

'Get Online Week 2022' was held from 17-21 October.

The annual campaign aims to support local residents that are not online, through digital skills mentoring events.



## Year at a glance continued...

### November

**Country University Centre – Mallee, is on the horizon**

Higher education students in the Swan Hill region are set to benefit from a new Country University Centre, soon to be based in Swan Hill.

**Free Japanese Encephalitis Vaccinations sessions**

Swan Hill Rural City Council residents can take advantage of free Japanese Encephalitis Vaccinations sessions, being run by Council this month.

**Cr Les McPhee elected as Mayor Councillor**

Les McPhee has been elected as Mayor of Swan Hill Rural City Council. It will be his sixth term as Mayor. Cr Stuart King was elected Deputy Mayor.



**Council to aid in sandbagging**

Depot staff worked alongside SES, CFA and ParksVic to lay sandbags to protect community Infrastructure.



**Council closing gender pay gap**

Swan Hill Rural City Council has welcomed a report published by Workplace Gender Equality Agency that showcases the municipality as the most economically lucrative place for women to work.

### December

**Council Youth Officers recognised**

Swan Hill Rural City Council was delighted to learn that their very own Will Burns, Youth Support Officer had won the 2022 YACVic Rural Youth Award for 'Young Person Leading Change'. We were proud to also have our own Jess Kei, Robinvale Youth Officer a finalist in the Awards.



**Home Energy Audit Toolkits now available**

Swan Hill Rural City Council, together with Lower Murray Water, have put together three Home Energy Audit Toolkits to help community members beat the rising cost of electricity and gas, and help lower household emissions.



**Two new buildings – on the way!**

Councillors resolved to investigate a funding variation to build two new buildings, rather than pursue the proposed Our Place project. Council was delighted to be commencing concepts for the Swan Hill Art Gallery redevelopment and the Swan Hill Tourism and Cultural Hub.

**One year of emissions reductions and cost savings through VECO**

Swan Hill Rural City Council is one of 51 Victorian councils to have slashed their energy bills and reduced emissions through the Victorian Energy Collaboration (VECO), a joint renewable electricity contract.

INTRODUCTION

January

**Congratulations to award recipients**

Swan Hill Rural City Council has awarded Sharon Denham 2023 Australia Day Citizen of the Year, Alannah Taylor 2023 Australia Day Young Citizen of the Year and the Nyah District Christmas Carnival the Community Event of the Year.



**Art Gallery Redevelopment - focus group sessions**

Swan Hill Rural City Council held focus group sessions to seek feedback from the community regarding the new Art Gallery redevelopment.



**New look for CBD parking meters**

Swan Hill Rural City Council parking meters in the Swan Hill CBD now allow for tap and go payments.

**Coffee with a Councillor – with a twist!**

Swan Hill Rural City Council's, Coffee with a Councillor is back for 2023, only this year we also see the popular 'Coldie with a Councillor' return every second month.

February

**Spoons Riverside new lessee**

Swan Hill Rural City Council is delighted by the official announcement that Spoons Riverside is to change hands—reopening the much-loved riverside restaurant.

**New chapter in 20 - year partnership with Belgravia Leisure**

Swan Hill Rural City Council has awarded Belgravia Leisure a Management and Operation of Leisure and Aquatic Services contract, building upon a partnership first created 20 years ago.



**Local libraries are calling on young people to get involved**

Swan Hill and Robinvale Libraries are seeking interest from young people to be part of a project in which they will co-design an activity or event with library staff. This is the chance to have their say and create a program that matters to young people in our region.

**Farewell to our beloved Gemma**

Council and Pioneer Settlement are saddened by the death of our much-loved resident Clydesdale horse, Gemma.





## Year at a glance continued...

### March

#### Swan Hill Town Hall exterior works

Works commenced to repairs cracks and repaint the exterior of the Swan Hill Town Hall PACC.



#### Tower Hill stage 14 release

The much anticipated Stage 14 lots at Tower Hill open for registrations of interest, with the ballot system to soon follow.

#### Swan Hill Harmony Day

A smorgasbord of international food, singing and dancing came together on Saturday, 25 March at Riverside Park for the annual community celebration - Harmony Day.



#### Robinvale Skatepark - Design Workshops

Robinvale residents had their opportunity for input on a new skate park design through various drop in sessions.

### April

#### Microchip your pet for free!

Swan Hill Rural City Council gives residents the chance to microchip their pets for free in April, the program also included one year of free animal registration.

#### Rocky, captivating hearts at Pioneer Settlement

Swan Hill Rural City Council and Pioneer Settlement are delighted to introduce the newest addition to the Pioneer Settlement family, Rocky.



#### Lighting up Swan Hill

Swan Hill shined brightly with a spectacular light display arriving to town. 'Yana Waingi,' meaning Walk in Lights, allowed participants to journey through a spectacle of light and sound at Riverside Park, Swan Hill.

#### Recent Swan Hill riverfront events overflowing with success!

Swan Hill seen its riverfront come to life with various events being held throughout March-April. Thousands of visitors and locals embraced a range of different foods, culture's and entertainment through diverse events held at both the Riverside Park and Pioneer Settlement. Events included Swan Hill Food and Wine Festival, RockWiz, Harmony Day and Yana Waingi – Walk in Lights.



INTRODUCTION

May

River viewing platform and Boardwalk

Works commenced on our River Viewing Platform and Boardwalk on Monash Drive, Swan Hill.



First Nation Community Advisory Committee

Swan Hill Rural City Council calls on members of our First Nation Community to join an Advisory Committee and help shape the future of upcoming projects.



Community and event grants open.

Applications for both Swan Hill Rural City Council's Community Development Fund and Event Support Fund open.

Community groups and organisations can apply for up to \$5,000 through our grants and contributions programs.

Calling all community groups that involve local seniors

Council seek to partner with local community groups to recognise local seniors, during the 2023 Victorian Seniors Festival celebrations.

June

A diamond celebration for our queen of the Murray

Council celebrates a momentous occasion in Pioneer Settlement's history - the Diamond Jubilee celebration, commemorating the arrival of the Paddle Steamer Gem.



Making a splash in Robinvale

Council released initial designs concepts for a proposed Splash Park in Robinvale.



Advocating on issues that matter to our community

Council participated in a Murray River Group of Council's advocacy trip, to Parliament House in Canberra – advocating for the issues that matter to their community and region.







# Part two

## Year in review

THE YEAR IN REVIEW



Mayor and CEO message

We are pleased to present the 2022/23 Annual Report to our community. In this document you will see our continued work on project and service delivery, advocacy and planning for the future.

This Report provides a snapshot of Council's performance, our achievements on behalf of the community, and areas for improvement.

Our 2022/23 financial year has been a record year for project delivery – that we are proud of. To address significant housing shortages, we released additional lots at the Tower Hill development and accelerated land development in new residential estates. We have completed and sold four homes in stage one of the Ronald Street housing development. The installation of light projection has further enhanced and activated Pioneer Settlement and Leisure Centre expansions in Robinvale and Swan Hill commenced. An external refurbishment of the Swan Hill Town Hall has reinvigorated the popular venue, along with a new name for the café bar space and an

extension of the licensed bar area. We completed the Catalina carpark upgrade, Robinvale Leisure Centre carpark upgrade, the McCallum Street shared footpath in Swan Hill, commenced the Nyah West toilet block renewal, and more. Economic development initiatives throughout the year have assisted our local business community and tourism providers to recover from ongoing impacts of recent flooding events and the pandemic.

Several projects across our municipality have been delivered in partnership with the State and Federal government, while continuing our important advocacy efforts for essential infrastructure projects such as a new Swan Hill Bridge, a new Hospital, increased housing for our region and essential infrastructure. We have contributed to several inquiries this year including the Federal Senate Committee Inquiry into Bank Closures in Regional and Rural Australia, the Victorian State Parliamentary Inquiry into the 2022 Flood event and the State Legislative Council Inquiry into the Rental and Housing Affordability Crisis in Victoria. We were the only municipality to participate in the Federal Parliament Joint Standing Committee Inquiry into Migration Pathway to Nation Building. Our municipality remains a strong and active member of the Murray River Group of Councils advocating for improvements to water, energy, telecommunications, and infrastructure activities to benefit the Murray River region.

We have successfully secured over \$13 million new funds this year, to provide even more exciting new projects for our residents in the coming years. We look forward to working alongside our community as we bring them to life.

The role of Council includes:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making.
- Providing leadership by establishing strategic objectives and monitoring their achievement.
- Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner.
- Advocating the interests of the local community to other communities and governments.
- Acting as a responsible partner in government by taking into account the needs of other communities.
- Fostering community cohesion and encouraging active participation in civic life.

The annual community satisfaction survey has shown an improvement in customer satisfaction relating to community engagement. Our organisation has strived to ensure we are providing a high standard of community engagement and with the implementation of our Let's Talk online engagement platform, we have seen almost 10,000 residents contributing to various Council projects and initiatives.

This year has also been met with some challenges.

The high river event in 2022 created extensive damage within our municipality to road networks, other assets, and infrastructure, including residential and commercial property damage. We were fortunate that our operations and existing infrastructure, including the new Robinvale Levee Bank, were able to protect our towns from more extensive damage.

Recovery efforts will continue for quite some time as we continue to repair roads and infrastructure and work with Government to ensure we have the funds to do so.

Plant and Fleet acquisition has been impacted by worldwide supply chain blockages and replacement of some plant items have had to be pushed back, by considerable margins. Parts supply has also been a big issue and setbacks like this impact our ability to provide acceptable service levels and compliance to Road Management Plans. Despite limitations our Roads and construction team has continued to produce positive outcomes for our network, including \$2.9 spent to reconstruct and reseal multiple roads within the municipality, this year.

Recruitment continues to be an ongoing challenge for our organisation and our region, with a severe labour and skills shortage the number of vacancies experienced for our Council this financial year, has been at a record high. This is also impacted by significant housing and childcare shortages.

ABS released the 2021 census data and whilst a growth was recorded for our municipality, our true population figures were not recognised. We will, along with other service providers in the area, continue to advocate for the Robinvale community with our data, at any chance we get.

### Thank you

We would like to thank residents, community groups, businesses, and Council officers for continuing to work together towards our municipality's successes in 2022/23.

**Cr Les McPhee**  
**Mayor**

**Scott Barber**  
**Chief Executive Officer**

The Chief Executive Officer is responsible for:

- Establishing and maintaining an appropriate organisational structure for Council.
- Ensuring that the decisions of the Council are implemented without undue delay.
- The day to day management of the Council's operations in accordance with the Council Plan.
- Developing, adopting and disseminating a code of conduct for Council staff.
- Providing timely advice to Council.

THE YEAR IN REVIEW

Financial Summary

Operating position

On a full accrual basis the surplus for the year was \$6.8 million. It is important to note that this is an accounting profit after recognising non-cash items such as depreciation and amortisation of \$12.68 million and the receipt of infrastructure assets created by developers. This significant profit is due to the receipt of the Grants Commission funding allocation for the 2023/24 financial year in June 2023.

Major revenue and expenditure items included in the operating result can be identified from the following graphs.

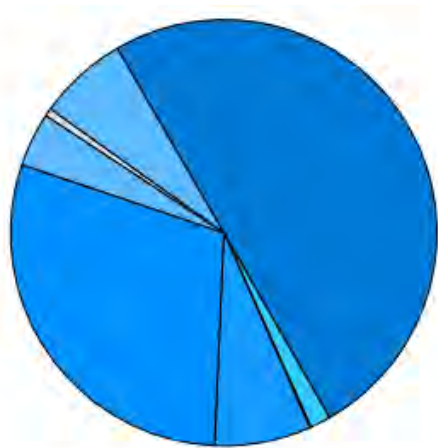
For more information on the comprehensive income statement, balance sheet and cash flows for the year, please refer to the audited General Purpose Financial Report in Part Eight of this Annual Report.

Revenue

Council's total revenue for 2022/23 was \$61.5 million as per the Comprehensive Income Statement. A breakdown of Council's revenue sources highlights that 86.9 per cent of Council's income comes from three income categories.

- Rates and garbage charges 50.1%
- Grants—operating 29.5%
- User Fees 7.3%

Total revenue (\$61.5 million)



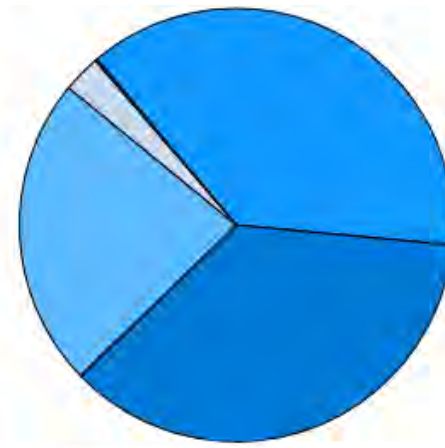
- Rates & garbage charges 50.1%
- Statutory fees & fines 1.6%
- Net gain on disposal of assets 0.1%
- User fees 7.3%
- Grants - operating 29.5%
- Grants - capital 4.1%
- Contributions 0.6%
- Other revenue 6.8%

Expenditure

Council's total expenses for the 2022/23 year were \$54.7 million as per the Comprehensive Income Statement. A breakdown of Council's expenses highlights that 97 per cent relates to three expenditure categories.

- Employee costs 37.6%
- Materials and services 36.2%
- Depreciation 23.2%

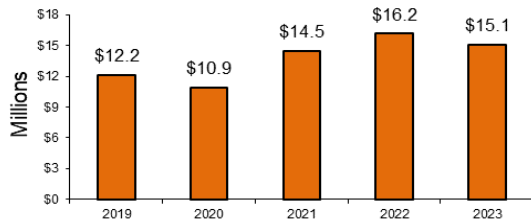
Total expenditure (\$54.7 million)



- Employee costs 37.6%
- Materials and services 36.2%
- Bad and doubtful debts 0.1%
- Depreciation & amortisation 23.2%
- Other expenses 2.8%
- Finance costs 0.2%



Purchase and creation of assets



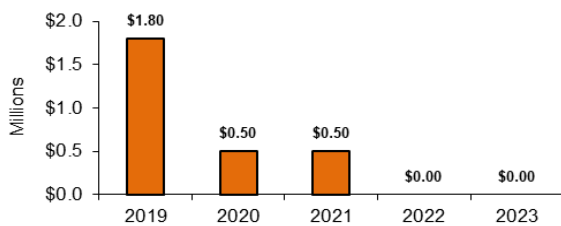
Capital expenditure

During the financial year, Council spent \$15.1 million on capital works and asset purchases, bringing the five-year total of expenditure on fixed assets to almost \$69 million.

The graph at left shows the level of expenditure spent on new and redeveloped assets over the past five years.

Major capital expenditure items were road networks, construction works at Tower Hill, sporting facilities, parks and open spaces.

New borrowings

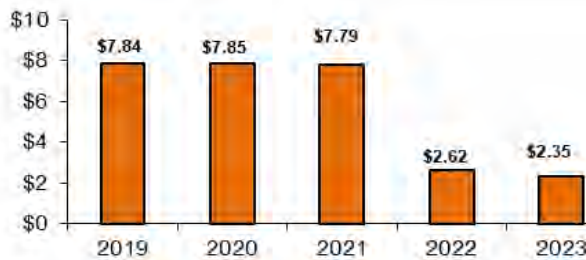


Borrowings

Loans are used to fund major capital projects and asset purchases. Loan funding allows the community to pay for the asset (such as a leisure centre) over some of the time that it is being used.

At 30 June 2023, Council had a loan liability of \$2.35 million. This is a planned and responsible level of debt, achieved in accordance with Council's borrowing strategy.

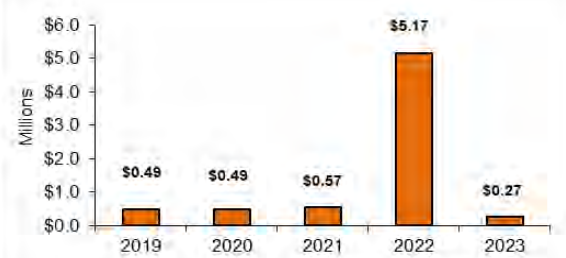
Loan balance at 30 June each year



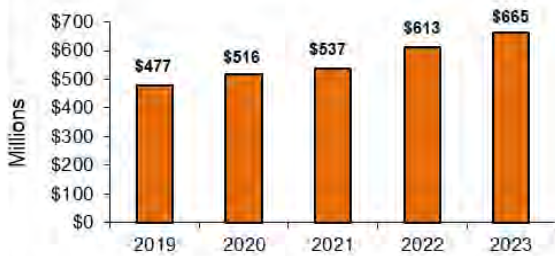
During 2021/22 Council repaid an interest only loan of \$4.8 million. This loan was for a term of seven years, and each year Council had put aside funds in a reserve for the loan to be repaid in full at maturity.

Loan repayments for the upcoming year are forecast to be \$0.27 million.

Loan repayments



Total equity



Equity

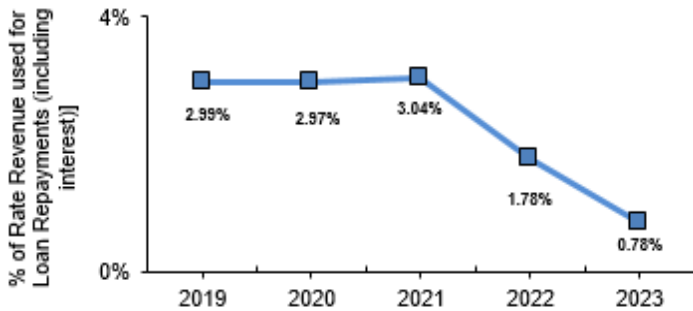
The Balance Sheet shows total community equity of \$665 million, represented by accumulated surplus and asset revaluation reserve.

The increase in equity is due to the revaluation of Council's property, road and infrastructure assets and a \$6.8 million surplus in 2023.

This graph shows the movement in equity over the past five years.

Financial indicators

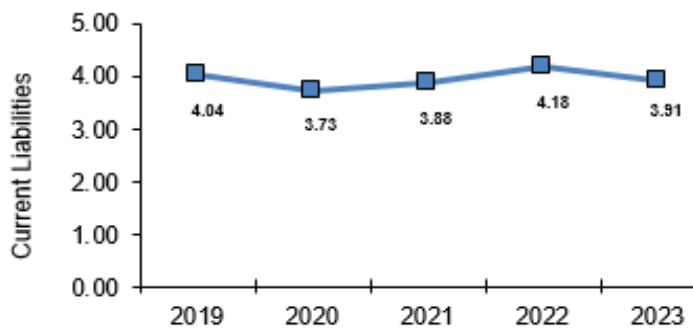
THE YEAR IN REVIEW



Debt commitment ratio

The debt commitment ratio identifies the percentage of rate revenue required to pay interest and principal on Council's loans.

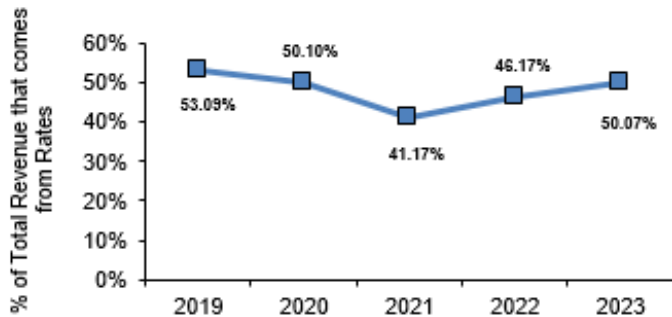
Closely tied to the Borrowing Strategy, the ratio shows that Council is in a healthy position and that it decreased in 2022 due to the repayment of our \$4.8 million interest only loan. Of the \$2.62 million in loans, \$0.5 million are interest only repayment loans.



Working capital ratio

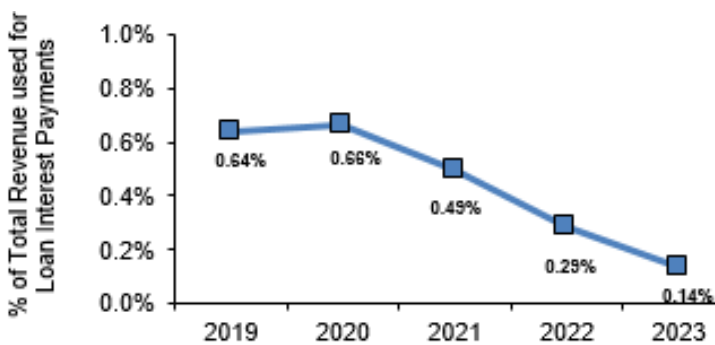
Working capital ratio shows the level of current assets Council has available to meet its current liabilities. The graph shows that the ratio is healthy and has increased over the past four years due to increased levels of cash holdings.

The ratio is expected to decrease marginally in future years.



Revenue ratio

The revenue ratio shows rate revenue as a proportion of total revenue and seeks to measure Council's reliance on property rates. It is influenced by other revenue sources such as government grants, contributions, user fees and charges. This ratio increased in 2022 due to the reduced level of grants received.



Debt servicing ratio

The debt servicing ratio shows the amount of rates required to pay the interest on Council's loan liability. This ratio documents that loan interest does not place a burden on finances.

## Description of operations

Swan Hill Rural City Council plays a vital role in shaping the future prosperity, health and wellbeing of our municipality. Council aims to be progressive, dynamic and committed as we work towards this.

Swan Hill Rural City Council delivers more than 100 services to our community.

These range from waste and road management, to managing and improving open space and community buildings.

We deliver services and facilities for children, young people, families and our elderly. We offer business development, town and strategic planning and community health initiatives.

Council's vision, strategic objectives and strategies to improve services and facilities are described in our Council Plan 2021-25 and the associated Budget.

The progress of these strategies and their delivery against the Budget is reported in this Annual Report. Refer to the section on Our Performance for more information about delivery of Council services.

The delivery of core services and facilities are measured by a set of Service Performance Indicators, as you will see in this report. We also track progress on the Initiatives set out in our Council Plan.

Council has a wide range of responsibilities under both Victorian and Commonwealth legislations.

## Economic factors

Council delivered its seventh budget under the 'Fair Go' rates system. Council's rates increase was aligned with the rate cap set at 1.75%.



THE YEAR IN REVIEW

## Services provided

Council receives funding from a number of sources and had a budgeted income of over \$62.1 million in 2022/23. Below is a breakdown of the services Council delivered and what these cost, for every \$100 of expenditure.

- \$13 Recreation and Community Facilities**  
Halls, parks, reserves, pools, playgrounds, sporting facilities and street beautification.
- \$16 Transport Services**  
Maintaining over 3,650km of roads, footpaths, signs, street cleaning, tree maintenance and the aerodrome.
- \$11 Governance and Administration**  
Municipal offices in Swan Hill and Robinvale, Councillor support, Council depots and plant equipment.
- \$4 Community Care**  
Domestic assistance and property maintenance for our seniors.
- \$10 Environmental and Waste Management**  
Recycling services, garbage collection, landfills, drainage and environmental management.
- \$4 Cultural Services**  
Performing Arts, Libraries, Art Gallery and Indigenous Affairs.
- \$3 Family, Youth and Children’s Services**  
Services and support for families, children and youth.
- \$5 Pioneer Settlement**  
Managing, marketing, maintaining and developing this premium tourist attraction, including Heartbeat of the Murray Laser Light Show.
- \$18 Economic Development and Marketing Services**  
Business development and investment, marketing of the region and leases of caravan parks.
- \$7 Public Health, Safety and Regulatory Compliance**  
Animal control and registrations, parking, immunisations, emergency management, lighting and community health.
- \$9 Other**  
Livestock Exchange, property acquisitions and disposal, commercial works, planning and building services, Tower Hill residential development.





### Major capital works

During 2022/23 the major capital works included:

#### Monash Drive Upgrade

Major upgrades were made to Monash Drive in Swan Hill in the 21/22 and 2022/23 financial years including additional car parking, landscaping, footpaths, road reseal and connection of Riverside Park and Pioneer Settlement.

Actual spend 2022/23: \$693k

Total project cost: \$1.149M

#### Swan Hill Aerodrome

Lighting and Runway 2022/23: \$751k

Refurbishment of Terminal Building 2022/23: \$138k

Total project cost: \$889k



#### New Soccer Pavillion - Ken Harrison Sporting Complex

Actual spend 2022/23: \$549k

Total project cost: \$1.46M



#### McCallum Street Footpath

Actual spend 2022/23: \$527k

Total project cost: \$888k



THE YEAR IN REVIEW

Road reconstruction, sealing and maintenance

Actual spend 2022/23: \$2.9 million

Multiple roads around the municipality were reconstructed and/or resealed during 2022/23.

Ronald Street Sub-division

Actual spend 2022/23: \$530k

Total project cost: \$1.75M



Tower Hill - Stage 14 Development

Actual spend 2022/23: \$337k

Total project cost: \$1.58M



Catalina Carpark Upgrade

Actual spend 2022/23: \$267k

Total project cost: \$493k

Robinvale Leisure Centre Carpark

Actual spend 2022/23: \$229k

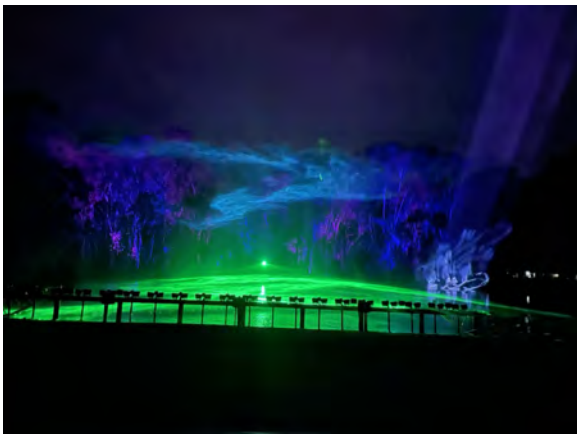
Total project cost: \$254k



Activation of lighting and digital content - Pioneer Settlement

Actual spend 2022/23: \$440k

Total project cost: \$613k



Swan Hill Leisure Centre Pool Equipment Renewal

Actual spend 2022/23: \$343k

Total project cost: \$368k

Library Collection Book Purchases

Actual spend 2022/23: \$151k



## Advocacy campaigns

Swan Hill Rural City Council regularly advocates to the Victorian and Federal governments for funding for important programs and projects that will benefit our community and the broader region.



### Swan Hill Bridge

Efficient road and rail freight is essential to our \$1.2 billion agriculture and manufacturing sectors. Access to safe transport is also essential for our people to access the services and social activities they need - many of which are unavailable locally.

The aging single-lane Swan Hill bridge creates a bottleneck for traffic moving through our region, is costing millions in ongoing repairs, and is simply unusable for the higher mass and over dimensional vehicles that local and interstate industry relies on.

In 2019 the Federal Government committed \$60 million towards a new bridge - this is now, unfortunately, under review. We need all levels of government to continue working together to complete designs, and for Federal and State governments to commit funding.

### Water and sewerage for small towns

Poor water and wastewater infrastructure is one element restricting housing development in our small towns, in areas where our agriculture, horticulture and manufacturing sectors need housing the most.

The northern end of Nyah and the townships of Boundary Bend and Wood Wood have no potable water supply. Businesses and homes rely on rainwater and trucking water in during dry times.

Sewage treatment is also needed for towns, especially in the prime horticultural area of Woorinen South, the township of Piangil and residential areas around Lake Boga.

Extending water and sewer networks is cost prohibitive for water authorities and private landowners.

Investment is needed to introduce a fund that water authorities can access to extend water and wastewater systems to small towns and ease our critical housing shortage.



THE YEAR IN REVIEW

**A new Swan Hill Hospital**

Swan Hill District Health services a catchment of 35,000 people. Much of the hospital’s key infrastructure is old, not fit for purpose and in need of redevelopment.

The Swan Hill Needs a New Hospital Committee and Council have been advocating for a new hospital. The Federal Government’s \$30 million commitment, has acted as seed funding for Stage 1 of the new hospital.

Council will continue advocating the State Government to build the new Swan Hill Hospital in its entirety; and provide future seed funding to support further stages and to prompt the State Government to commit to Stages 2, 3 and 4.



**Assist overseas workers**

The demand for overseas professional, skilled, and semi-skilled workers, is higher than ever. The pandemic exacerbated workforce gaps that existed in our region beforehand, placing extraordinary pressure on local industry – including agriculture, horticulture, tourism, hospitality, and healthcare.

Council welcomes the recent announcements regarding new immigration labour agreements, but further support is needed.

**Fix our roads**

Recent flooding events and an extraordinarily wet season had a significant impact on our local roads as well as our state road networks.

Council is grateful that the Roads to Recovery program has injected essential funding into our ageing road network, and we encourage Federal Government to continue it.

**A true population**

The ABS’s data for Swan Hill Rural City Council inaccurately represents the number of residents who actually call our region home.

The Council-commissioned 2019 Robinvale Population Determination Study showed that Robinvale’s population is between 7,000 and 8,800, much higher than the official Census data of 3,200. It is expected this discrepancy in population is similar for other parts of the municipality.

Council asked the Government to ensure Robinvale is being correctly serviced and has facilities commensurate with the population from the 2019 study. In addition provide financial support to further investigate municipal wide population through a study, estimated to cost \$80,000. And introduce a new and more modern way to collect Census data, to cater to an increasingly diverse Australian population.



**Improved housing availability**

A lack of suitable, affordable housing is a significant barrier to economic growth across our municipality. Workers in all sectors have trouble finding housing when re-locating to our area. This is especially problematic for the seasonal workforce that our horticulture sector relies on.

Council’s Robinvale Housing Strategy is guiding us with some solutions. The Robinvale Worker Housing Project has constructed and sold four of eight new dwellings in Robinvale, while the Seasonal Worker Accommodation Study is reviewing compliance and incentives for more on-farm accommodation for seasonal workers.

It is widely agreed that solving housing shortages needs a multi-level government approach.

## Australia Day Local Government Awards



### Citizen of the Year - Sharon Denham

Sharon Denham was awarded the Australia Day Citizen of the Year for 2023 in recognition for her long and valued commitment to basketball and player development in our community.

Sharon has volunteered extensively for Swan Hill Basketball Association and had held most positions on the committee. She is recognised as an excellent coach and a champion of the sport by her peers.

Sharon's off court work spans over 27 years and she has been recognised both state wide and nationally for her tireless work to ensure that everyone can have access to the game.

Sharon has been a trailblazer for female coaches and has been a mentor for young female coaches. Her experience and knowledge has seen her win the Basketball Victoria Country Female Coach of the Year award, on five separate occasions. She is identified as one of the best female coaches in Victoria.

Sharon has coached in various Basketball Victoria Country programs, from under twelves and under fourteen Country wide skills days, through to the under fourteen BVC Regional Academy, as a head coach. She has coached and volunteered at the BVC Jamboree from its inception in Swan Hill in 1995 to the many events across Regional Victoria that followed.

She coached Victoria Country Development teams at the prestigious Australian Country Junior Basketball Cup (ACJBC) and was also successful head coach of the Victorian Country State teams at the National Championships.

Sharon was part of the Victorian Country 2017 National Championship winning under eighteen girls team at the assistant coach and won the 2017 ACJBC Gold Medal as the Head Coach of the Victorian Country under eighteen girls.

This has all been whilst Sharon has been contributing to her local association and players.

Sharon is an outstanding advocate for basketball in our community and is a worthy recipient of the 2023 Australia Day Citizen of the Year Award.



### Young Citizen of the Year - Alannah Taylor

Alannah Taylor was awarded Australia Day Young Citizen of the Year for 2023 in recognition for her outstanding contribution to her local community.

Alannah has broadly demonstrated a passion for her community and beyond by participating as a volunteer in a number of charitable and community events. Her commitment at times spanning over five years, a significant amount of time for someone of her age.

Alannah has diverse experience including supporting not-for-profit charitable events, sporting events as both a participant and helper, as well as participating in the Rural Ambassador program in 2021.

She is a remarkable sporting all-rounder having been involved as a club member and participant in football, netball, tennis and basketball throughout the year.

Alannah is a respectful and a well-liked member of the community and has developed good rapport and relationships with others. She was School Captain at Manangatang P-12 College and supported other students through her role on the student leadership team. She was the recipient of Ampol All Rounder award in 2022.

Alannah is a worthy recipient of the 2023 Australia Day Young Citizen of the Year Award.

THE YEAR IN REVIEW



### Community Event of the Year - Nyah District Christmas Carnival

The Nyah District Christmas Carnival was awarded the Australia Day Community Event of the Year for 2023.

The family-friendly carnival is the major annual community gathering for people in the Nyah District, including the communities of Nyah, Nyah West, Koraleigh, Vinifera and Wood Wood.

The 2021 carnival was held on 3 December at the Nyah Recreation Reserve, with over 1000 people attending the COVID safe event. Following the event's cancellation in 2020 due to Covid -19 restrictions, the event brought the community together for the first time in over 12 months, providing a safe and enjoyable evening. It included live music, children's rides and activities, cultural display, market stalls, food stalls and an impressive fireworks display.

The annual carnival provides a positive focus for community members, helping to improve wellbeing. The evening gave local groups and organisations an opportunity to raise funds and connect with the community, once again.

A committee of 12 people and 5 local organisations put the Christmas carnival together each year, they have fantastic support from community members and sponsors.

The evening provided a family friendly event that brought cheer to all that attended.

### Student Achievement award winners

Samantha Mullan	St Mary MacKillop College
Jack Duncan	Swan Hill College
Jordan Baker	Swan Hill Specialist School
Isabeau Fitzpatrick	Swan Hill Primary School
Ruby Eastwood	Swan Hill North Primary School
Xavier Morpeth	Woorinen District Primary School
Audrey Williams	Lake Boga Primary School
Tess Foley	Nyah District Primary School
Alannah Taylor	Manangatang P-12 College
Ellena Panagiotopoulos	Robinvale St Mary's Primary School
Kira Leslie	Robinvale P-12 College





# Part three

## Our Council

## Our Region

## OUR COUNCIL

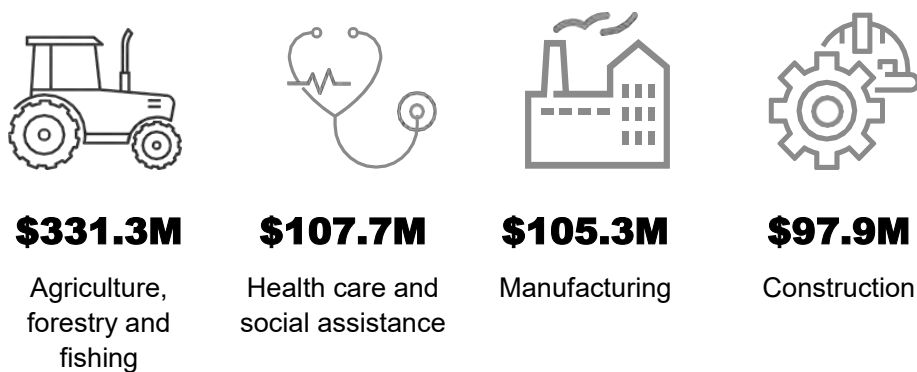
The Swan Hill municipality covers 6,116 square kilometers that over 40 nationalities call home, creating a community that is diverse, welcoming and resilient. Our region has experienced significant economic growth over the past decade, led by the expansion of horticultural/agricultural practices and supported by an innovative manufacturing sector. With more than 40 commercially grown products including almonds, olives, stone fruit, grapes, vegetables, cereals, legumes, lucerne, sheep, beef and dairy – it is easy to see why our municipality is an important part of Victoria’s food bowl.

The beautiful Murray River winds its way through much of the municipality, offering a major draw card for visitors and those who call the region home.

**21,403\***  
Total Population



## Top Four Gross Regional Product by Industry



\*2021 ABS data estimates the Swan Hill Rural Council residential population to be 21,403, however, due to ongoing concern that the ABS consistently underestimates the population of Robinvale, Council commissioned Geografia to undertake a population determination study. The ABS census figure of 2016 show the Robinvale population as 3,497 people. The work of Geografia has reliably demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,806.

## Our history

For thousands of years, the traditional owners of the lands that now form the Swan Hill Rural City Council lived in the region, with the land providing abundant food sources and a permanent water supply.

In 1836, led by explorer Major Thomas Mitchell, the first Europeans arrived. Settlers started to arrive soon after, establishing large sheep stations next to the Murray River.

In 1871, the Shire of Swan Hill was proclaimed and was located in Kerang (which now forms part of the Gannawarra Shire).

In 1890, part of the Shire of Swan Hill was severed and formed the Mildura Shire, now called the Mildura Rural City Council.

In 1893, the Shire of Castle Donnington was created and centred around the town of Swan Hill. By 1904 it had assumed the name Shire of Swan Hill.

Returned servicemen settled in the Tol Tol and Robinvale areas circa 1923 and established farms, persevering through the Depression and providing a solid foundation for the prosperous farming community centred there today.

The Borough of Swan Hill was formed in 1939 and in March 1965 became the City of Swan Hill. Throughout the 1960s and 1970s, the City of Swan Hill was considered one of the largest wheat-producing municipalities in Victoria. Whilst broadacre farms are still found in abundance in our region, many farmers have since transitioned away from dryland farming to grow grapes, citrus, olives, carrots, asparagus, stonefruit and a wide range of other crops.





OUR COUNCIL

Councillors

The Council is elected to provide leadership and good governance for the municipal district and the local community.

Swan Hill Rural City Council is not divided into Wards, with seven Councillors elected as representatives for all residents and ratepayers across the municipality.

They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



**Cr Les McPhee**  
**Mayor**  
 Elected 2008  
 (M) 0427 319 394

Cr McPhee was first elected to Swan Hill Rural City Council in 2008. He was born in Melbourne and moved to Swan Hill in 1987 with his wife and two children.

He was a member of Victoria Police for 36 years and held the position of Sergeant in Charge of the Swan Hill Highway Patrol. Cr McPhee retired in February 2022.

Since moving to Swan Hill, Les has been a member of numerous community organisations and is currently a meals on wheels volunteer.

Les has a passion for ensuring that Swan Hill Rural City Council remains a great place to live, work and visit.

Councillor McPhee was re-elected as Mayor in November 2023.



**Cr Stuart King**  
**Deputy Mayor**  
 Elected 2020  
 (M) 0437 967 531

Cr King was born and raised within the municipality and elected to Council in 2020. He is a former farmer, qualified engineer and project manager, a current commercial business owner and football umpire. Stuart is married to Angela and between them they have 9 children and 2 grandchildren.

Stuart is passionate about this community. He was motivated to seek election to Council to fulfil an obligation to deliver basic services to ratepayers and to create an environment that stimulates existing businesses. His goal is to attract new investment to the municipality from higher tiers of Government and the private sector to provide better infrastructure, improved services, and a place where people want to live, work and play.

Cr King was elected Deputy Mayor in November 2022.



**Cr Bill Moar**  
**Deputy Mayor**  
 Elected 2016  
 (M) 0429 496 194

Councillor Bill Moar was elected to Council in 2016. He was elected Mayor in November 2019 and re-elected in November 2020.

Bill was born and raised in Swan Hill and has had a varied career, predominately in farming but also extending to aged care nursing and sports.

A proud father of six and grandfather of ten, Bill spent 25 years at Goschen as a dry land farmer, as well as being involved with his parents' irrigation farm just over the border in New South Wales - where he currently farms sheep and cereals.

Bill has held over the years a number of voluntary positions in the agricultural sector, within sporting and community groups and within the CFA.

He is passionate about the place he calls 'home' and continues to advocate for the future of this community that he loves.

Cr Moar was Acting Mayor from July 2022 to November 2022.



**Cr Ann Young**  
Elected 2016  
(M) 0409 503 711

Cr. Young has always lived around Swan Hill and Woorinen areas. Her family have been involved in growing packing and marketing stone-fruit to Australian and overseas markets.

Ann has studied remotely for many years and has qualifications including accounting, horticulture, management, training, business along with others. She has owned two Registered Training Organisations with scope for delivery to both local and international students. Ann has also delivered services for both drought and business support programs for farmers as well as Food Safety, Chemical, Business Planning which often involved serving on local, state and federal boards and committees.

Ann served as Mayor in 18/2019 and has always had a passion for Swan Hill Rural City region to grow and develop both economically and socially for the benefit of all community members.



**Cr Chris Jeffery**  
Elected 2016  
(M) 0429 447 802

Cr Jeffery was elected to Council in 2016, with an aim to give younger representation, views and direction that benefits the municipality now and into the future.

He was born and raised in Swan Hill and has lived in Swan Hill for most of his life with his wife and two young children. Chris works for CFA in corporate administration.

Chris is passionate about seeing our towns continue to grow through improved sporting facilities, expansion of existing businesses and seeing new business investment in the area, while ensuring good planning outcomes and a high standard of community services.



**Cr Nicole McKay**  
Elected 2019  
(M) 0436 299 842

Cr McKay grew up in a family business at Nyah, forging connections with many sectors including: natural resources management, small business, community services, with family involved in agriculture of all types. Nicole was elected in April 2019 after a by-election was held.

She studied nursing and worked in Jacaranda Lodge at Nyah before relocating to Melbourne to complete Midwifery at Monash Medical Centre. She worked there for five years and has worked in Midwifery and Community Health in Swan Hill for the past 12 years. She sees excellent health services as essential for the region.

Nicole believes that multiculturalism is the building block of our vibrant community and economy. She sees Aboriginal culture and communities as important and central to the region, and hopes we can grow stronger together.



**Cr Jacquie Kelly**  
Elected 2022  
(M) 0436 804 012

Cr Kelly was elected to Council in January 2023 and is serving her second term as a Councillor. She previously served as a Lakes Ward Councillor from 1999 to 2003. She has three children between the ages of 21 and 32, is a business owner and volunteers in local environment groups.

Cr Kelly has a strong sense of community, having grown up in Swan Hill and chosen to return here to live and work. She is passionate about improving community engagement at Council level as she wants to ensure people feel connected and have the opportunity to have their say in decisions that affect the community.

Cr Kelly is an advocate of responsible budgets and robust strategic and corporate planning. She recognises the importance of sustainable economic and environmental decision making that enhances the long term liveability of the region.

Cr Kelly has a Bachelor of Applied Science- Chiro. From RMIT University.

#### **Cr Jade Benham**

Cr Benham took a leave of absence from her role as Mayor in July 2022 to pursue a career in politics. She formally resigned in December 2022.

OUR COUNCIL

### Community Satisfaction Survey

Each year, Local Government Victoria coordinates a state-wide local government community satisfaction survey. The survey measures the community's perceptions of their local council's performance in key areas.

During February and March 2023, a total of 400 residents from across the municipality provided their feedback via a telephone survey.

#### Overall performance

The overall performance index score of 50 for Council represents a decrease on the 2022 result. Although this overall performance decrease is not significant, it represents the continuation of decline since the most recent peak of 56 in 2021.

#### Top performing areas

Council's three highest performing services are:

- Appearance of public areas
- Waste Management
- Customer Service

#### Areas for improvement

Council's three poorest performing services are:

- Unsealed roads
- Planning & building permits
- Elderly support services



for overall performance  
State average - 56  
Large rural council - 52



for overall Council direction  
State average - 46  
Large rural council - 44



for community consultation  
State average - 52  
Large rural council - 49



for customer service  
State average - 67  
Large rural council - 65



for sealed local roads  
State average - 48  
Large rural council - 40



for making community decisions  
State average - 51  
Large rural council - 48

Full survey results are available on Council's website - [www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)





# Part four

## Our people

OUR PEOPLE

Executive Leadership Team

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO is responsible for the day-to-day management of operations, in accordance with the strategic directions of the Council Plan. Four Directors and the CEO form the Executive Leadership Team (ELT) and lead the organisation.



Scott Barber - Chief Executive Officer

Scott Barber is a results-driven Executive with more than two decades experience developing and leading high performing teams within Local Government, utilities and services sectors, as well as governance roles within the private and public sectors. Scott has an in-depth understanding of the challenges and opportunities facing regional communities, with experience spanning local government, irrigated agriculture, bulk water management, infrastructure operations and financial leadership.

Scott has held Executive roles at Goulburn-Murray Water, Murray River Council and most recently Director of Projects & Strategy at Wagga Wagga City Council. He has completed a Master of Applied Science, Bachelor of Engineering, Graduate Certificate in Management and is a Graduate of the Australian Institute of Company Directors.



Bruce Myers - Director Community and Cultural Services

Bruce is a qualified librarian who started his career at the Swan Hill Regional Library, managing the mobile library, in 1994. From 1998 until 2007 Bruce was Manager of the Library. Bruce became the Director Community and Cultural Services in 2007. He now heads a team of about 90 people involved with a wide range of community services, including community-based aged care, children's and youth services and cultural experiences.



Heather Green - Director Development and Planning

Heather started as Council's Director Development and Planning in July 2017. She has extensive local and state government experience across Australia. During her nine years as a manager and director at Victoria's Alpine Shire Council, she focused on sustainable development, planning, tourism and economic development. Heather was at Toowoomba for 15 years as the Manager of Strategic Planning. And during her time working for the Northern Territory Government as the Katherine Land Manager, she oversaw planning, Crown leases and grazing licences.

OUR PEOPLE



**Bhan Pratap - Director Corporate Services**

Bhan has 21 years of dedicated service to Local Government in Queensland, Northern Territory and Victoria, working within several regional and outback councils in a variety of positions. Bhan has worked in senior Executive positions, as CEO, Deputy CEO, Director of Corporate and Financial Services, and Chief Financial Officer. In addition to this, he is a Fellow of CPA Australia (FCPA) and has following qualifications: Bachelor of Arts with majors in Accounting & Financial Management and Management & Public Administration, Graduate Diploma in Management and a Master of Business Administration (MBA) with majors in Local Government, Human Resources & Associations Management.



**Leah Johnston - Director Infrastructure**

Leah commenced her role as Director of Infrastructure with Council in April 2023. Leah is a qualified engineer, and recognised on the National Engineering Register. She also has an Advanced Diploma in Project Management, and Diploma in Emergency Management. She has had a long career in local government, having worked within the engineering and works departments from a range of Councils in South West Victoria over the last 25 years, before relocating to Swan Hill.

As the Director of Infrastructure, her role incorporates engineering, asset management, road construction and road maintenance, parks and gardens, waste and the airport.



**John McLinden—Acting Director Infrastructure**

John joined Council as its Chief Executive Officer in March 2016. He was previously the Chief Executive Officer of Loddon Shire Council, a position he held since 2005. John, who has a wealth of experience in local government, was previously the Director Operations (and formerly Director Technical Services) at Loddon Shire Council since local government amalgamations in 1995. A qualified engineer, he has also held engineering positions at the Shire of Rosedale, City of Broadmeadows and the Shire of Colac.

John ended his role as CEO in November 2021 and returned for the Acting role from December 2022 to March 2023.



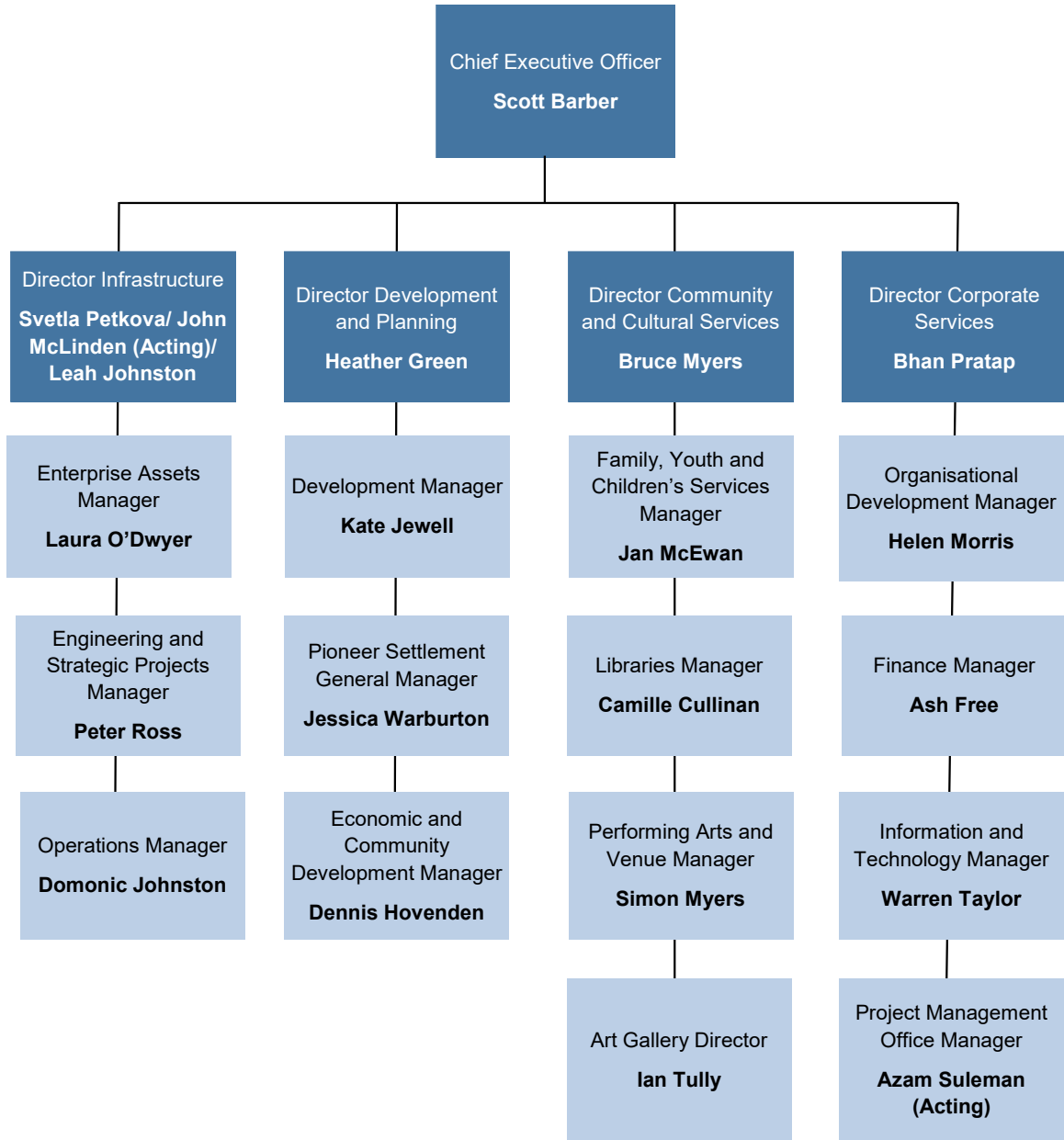
**Svetla Petkova - Director Infrastructure**

Svetla began as Director Infrastructure at Council in December 2017. Svetla is a qualified engineer with a Bachelor of Engineering, a Masters in Engineering, and a PhD in Fluid Mechanics. Before joining Council, Svetla spent more than a decade working in asset management and project delivery in the Victorian water industry, and enterprise asset management within local government in Queensland. As Director Infrastructure, she oversees infrastructure projects and services, manages Council’s environmental and natural resource programs, and manages and maintains Council assets.

Svetla ended her role with Council in December 2022.



OUR PEOPLE

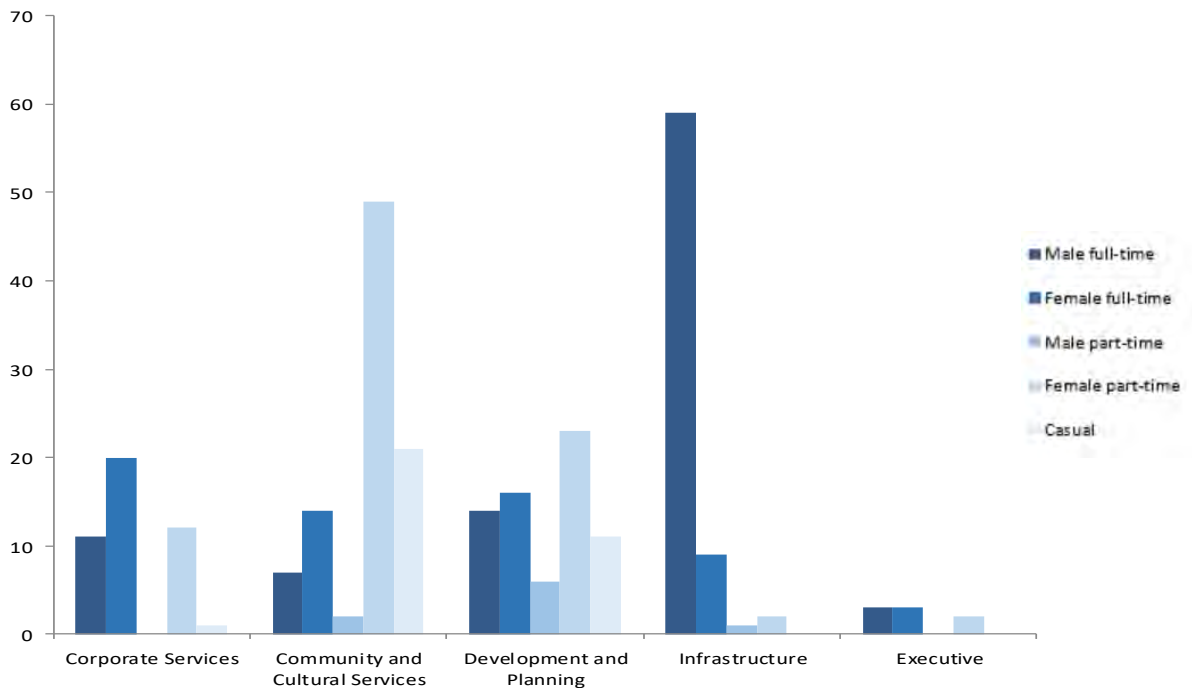


### Council employees

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender as at 30 June 2023 is set out below.

Directorate	Male full-time	Female full-time	Male part-time	Female part-time	Casual	Total Staff	Male total FTE	Female total FTE	FTE total
Corporate Services	11.0	20.0	-	12.0	1.0	44.0	11.0	28.1	39.1
Community and Cultural Services	7.0	14.0	2.0	49.0	21.0	93.0	8.4	42.70	51.1
Development and Planning	14.0	16.0	6.0	23.0	11.0	70.0	17.0	26.6	43.6
Infrastructure	59	9.0	1.0	2.0	-	71.10	59.8	10.6	70.5
Executive	3.0	3.0	-	2.0	-	8.0	3.0	3.7	6.7
<b>Total</b>	<b>94.0</b>	<b>62.0</b>	<b>9.0</b>	<b>88.0</b>	<b>33.0</b>	<b>286.0</b>	<b>99.3</b>	<b>111.7</b>	<b>211.0</b>

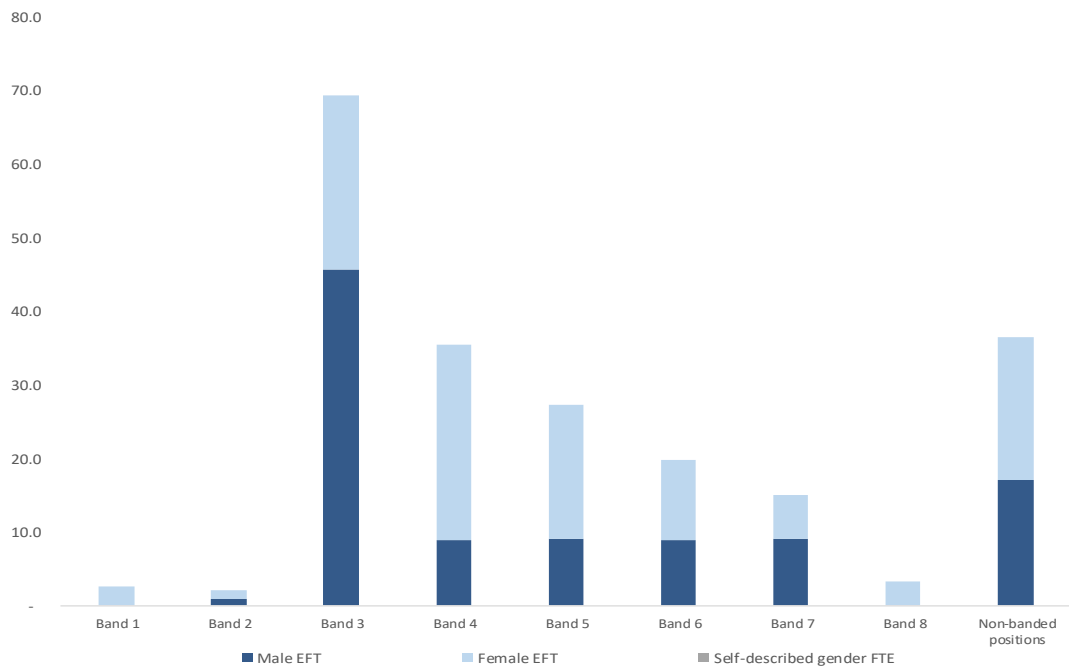
### Number of staff (FTE)



OUR PEOPLE

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender as at 30 June 2023 is set out below.

Employment Classification	Male FTE	Female FTE	Self-described gender FTE	Total FTE
Band 1	-	2.6	-	2.6
Band 2	0.9	1.1	-	2.0
Band 3	45.7	23.6	-	69.4
Band 4	8.8	26.6	-	35.4
Band 5	9.0	18.2	-	27.2
Band 6	8.8	11.0	-	19.9
Band 7	9.0	6.0	-	15.0
Band 8	-	3.2	-	3.2
Non-banded positions (includes salary packages)	17.0	19.4	-	36.4
<b>Total</b>	<b>99.3</b>	<b>111.7</b>	<b>0.0</b>	<b>211.0</b>





## Valuing our people

At Swan Hill Rural City Council, we recognise the importance that each individual plays in achieving our goals. Our aim is to ensure that Council is a great place to work, where capability of our people is nurtured and performance is focused on delivering exceptional service for our communities.

Council is committed to recruiting and retaining staff, but recognises ongoing challenges in today's climate including: skill shortages, pay condition, an ageing workforce and staff turnover. To address the challenges Council is implementing a number of strategies to keep valuable staff, expand Councils potential employee base and promote as an employer of choice. Local Governments are significant employers within communities and require a diverse workforce that encompasses a wide range of occupations.

Council staff strategies include:

- A focus on enhancing the skills of staff to increase efficiency.
- Implementation of the Workforce Plan including;
  - o Succession planning
  - o Recruitment and retention of staff
  - o Apprenticeships, traineeships and/or bursaries
- Offering phased retirement options to extend the careers of higher skilled staff.
- Ongoing development of systems and processes to continually improve productivity
- Flexible work arrangements.

Swan Hill Rural City Council delivers substantial levels of government services, including community, social, health, physical, regulatory and environmental services, amongst others. Council also drives and develops considerable economic activity, supporting significant employment across the municipality.

### Fast Facts

More than **3740** hours of organisational training was provided during 2022/23.

That equates to over **17** hours of training per EFT employee.

Over **200** online e3Learning courses are available to Council employees

## Volunteers

Council is fortunate to have numerous local volunteers who give their time and expertise to assist Council and help others in the community. These dedicated volunteers play an essential role in delivery valuable services and support.

## Professional development

Council is committed to providing learning and development opportunities to support the continuing professional development of our staff.

This year staff have accessed a range of learning and development opportunities including on-the-job training and coaching; attendance at courses, workshops, seminars, conferences, webinars, and meetings; and participation in professional networks. More than 3740 hours of organisational training was provided to staff during the year, or 17 hours per EFT. Council also offers study assistance for staff undertaking relevant undergraduate or postgraduate studies.

## Online training

Council continued to offer an expanded suite of compliance courses through e3Learning - an online learning program.

All internal courses are developed with industry experts and the courses are delivered in an engaging and easy to use format.

Courses are designed in line with relevant legislation, are fully customisable and are suitable for Council.

The system also allows both administrators and end users to record attendance and completion of in-person training (accredited and non-accredited).

## Scholarship Program

Council's Scholarship Program supports up to seven local students who are completing undergraduate or TAFE studies during the school year. In addition to financial support, students receive valuable on-the-job experience by working at Council during semester breaks.

Students participating in the program are:

- Amy Cadd, Graduate Diploma in Child, Family and Community Nursing
- Claudia Free, Bachelor of Design (Architecture) and Bachelor of Construction Management (Honours)

OUR PEOPLE

Other staff matters

Equal Employment Opportunity Program

Council is dedicated to providing a workplace where diversity is embraced and decisions are merit-based. This includes ensuring fair, equitable and non-discriminatory consideration being given to all job applicants, regardless of age, sex, disability, marital status, pregnancy, sexual orientation, race, religious beliefs or other irrelevant factors.

All staff undertake mandatory equal opportunity training every three years and our Equal Employment Opportunity Policy and Procedure supports our organisation in fulfilling its obligations under the *Equal Opportunity Act 2010*. In 2022/23, 104 employees undertook Equal opportunity training, as well as 127 employees successfully completing Culture at Work training.

Council offers bullying and harassment and sexual harassment courses with over 256 staff completing these programs.

We have six equal opportunity contact officers available to provide guidance and assistance.

Gender Equality Act 2020

The Gender Equality Act 2020 commenced on 31 March 2021. The Act will improve workplace gender equality in the Victorian public sector, universities and local councils. Our Council is committed to this work.

A Gender Equality Committee from volunteers within Council forms part of this work. This active committee is focused on compliance obligations in line with the Gender Equality Legislation. The committee provide gender-based recommendations and advice to the Council and Executive Leadership Team.

The Council Gender Equality Action Plan is currently in the second part of its 4 year period and has been an important document for improvements in increasing gender equality within Council.

The Gender Impact Assessment requirement of the Gender Equality legislation is being embedded into the policies, programs and services of Council to benefit all genders.

Understanding the prevalence of sexual harassment in a workplace and taking proactive steps to stop sexual harassment occurring, rather than only respond after it occurs is a key step in effectively eliminating it.

In Victoria, employers have a positive duty to prevent and eliminate sexual harassment in their workplaces under the *Equal Opportunity Act 2010*.

People Matters Survey

This is an independent opinion survey conducted by the Victorian Public Sector Commission that enables employees from Councils across Victoria to have their say. The survey responses remain anonymous and confidential to create a safe space to express their opinions on their workplace culture and environment. It is designed to evaluate morale, engagement, achievement and overall employee satisfaction.

Preventing violence against women

Council is actively working towards Prevention of Violence Against Women primarily through promoting gender equity and building respectful and safe relationships and breaking down stereotypes of women. This prevention approach is consistent with Council's health and wellbeing planning approach, which is incorporated into the Council Plan.

Council's partnership with Women's Health Loddon Mallee through the Collective Action for Respect and Equality (CARE), is leading to further access training for staff and various actions within the Gender Equality Action Plan continue to be addressed.

Council also supported the local Prevention of Violence initiative in late 2022, with a well attended street walk in orange to the area behind the clock tower in Swan Hill. There is also an active Gender Equality Network with agencies from across the LGA, who support events for the 16 Days of Activism events.



## Health, safety and wellbeing

Council continued its commitment to staff health, safety and wellbeing by continuing several programs to encourage a healthy lifestyle and improved work/life balance. Programs include:

- Ergonomic assessments
- OHS and manual handling training
- Providing sunscreen and insect repellent
- Six-weekly issues of the HR Newsletter outlining Council policies and procedures, professional development and wellbeing
- Employee wellbeing initiatives including the flu vaccination program undertaken by Council's Public Health Unit, and subsidised gym memberships
- Ongoing provision of Council's Employee Assistance Program for employees requiring support and/or counselling for work and non-work related matters.
- Continued support of our internal Health and Wellbeing Committee with awareness day activities for example RUOK day, Men's health week, LGBTQI+ initiatives, Women's health day and international women's day.

## OHS Committee

Council's OHS Committee is made up of 14 committed and competent staff who have been elected by their designated work group who are accompanied by a member of the management. Together they work towards compliance with the OH&S Act and Regulations and assist with the delivery of Councils OH&S management plan. The committee meets every 2 months and met six times during 2022/23.

In 2022/23 there were 21 reported injuries compared to 17 in the previous year. There were 0 standard WorkCover Claims, compared to 2 in the previous year and 1 minor WorkCover Claims compared to 2 in the previous year.

## Staff Recognition Awards

**Harmony Strategic Pillar Winner and overall winner:** Jacinta Chaplin, Aboriginal Community Development Officer (pictured)

**Liveability Strategic Pillar Winner:** Maternal Child Health Team

**Prosperity Strategic Pillar Winner:** Cynthia Hewitt, Team Member Regional Livestock Exchange

**Innovation/Customer Service Winners:** Community Care Team

**Leadership Strategic Pillar Winner:** Barry Ilsley, Outdoor Team Member & OHS Representative





OUR PEOPLE

Staff service awards

Every year Council acknowledges service and presents awards to staff who have reached service milestones. Eleven staff were presented with Staff Service Awards at the annual all-staff function in December 2022.

10 years of service



Maryanne Darroch



Sharon Lindsay



Sharon Bennett



Josefina Gabriel



Adam Hunter



Jamie Scott



Rebecca Herman

20 years of service



Rhonic Graham



Steven Brown

25 years of service



Kerry Young



Eileen Morath



# Part five

## Our performance



OUR PERFORMANCE

Our performance

Integrated strategic planning and reporting framework

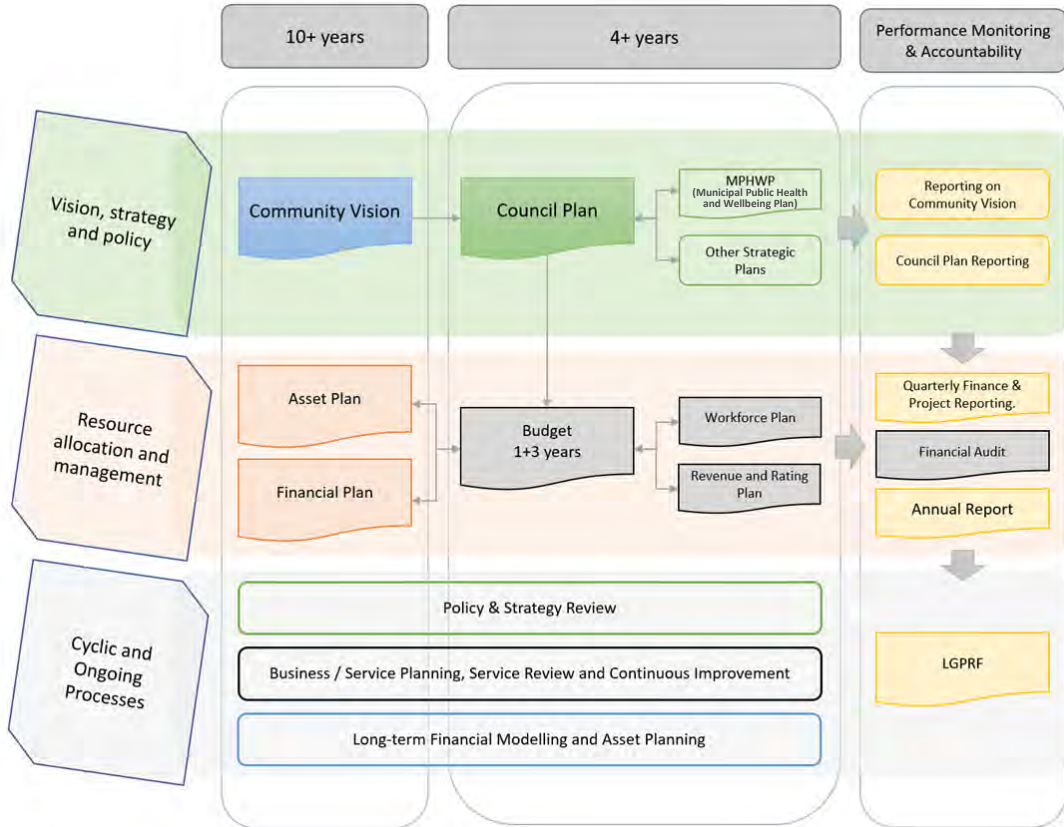
Part 4 of the Local Government Act 2020 requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);
- A Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.





## Community Vision and Council Plan

The Community Vision and Council Plan 2021-25 includes strategic objectives strategies for achieving these for the four-year period, strategic indicators for monitoring achievement, and the Municipal Public Health and Wellbeing Plan.

### Performance

Council's performance for the year has been reported against each strategic initiative to demonstrate how Council is performing in relation to the 2021-25 Council Plan.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives defined in the Budget.
- Services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed Service Performance Indicators and measures.

### Strategic Pillars

The Community Vision and Council Plan is supported by four themed pillars as detailed below which form the key directions and focus.



#### Liveability

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



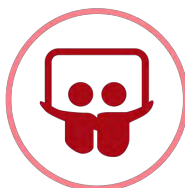
#### Prosperity

**We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy.**



#### Harmony

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



#### Leadership

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

## OUR PERFORMANCE

## Strategic Pillar 1: Liveability

## Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed      >> In progress/continuing in 2023/24      - Carried over to 2023/24

Council Plan Initiative	Action	Status
Attractive urban areas and regional townships	Complete stage 1 of Vibrant Villages project	✓
	Continue to implement relevant actions of the Swan Hill Riverfront Masterplan	>>
	Complete and implement the Robinvale Riverfront Masterplan	>>
	Develop Nyah Riverfront Masterplan	>>
	Develop Boundary Bend Riverfront Masterplan	>>
	Develop a Small Town Strategy	>>
Ensure adequate provision of a variety of safe and secure housing	Develop and build houses on Council owned property	>>
	Continue to implement the Robinvale housing strategy	>>
	Continue development of Tower Hill stages	>>
	Assist South West Development Precinct developers	>>
Excellent transport links to allow ease of movement	Advocate for the completion of the Murray Basin Rail Project	>>
	Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale-Sea Lake Road	>>
	Actively participate in the Central Murray Regional Transport (CMRT) Forum	✓
	Implement relevant actions from the CMRT strategy	✓
Accessible open spaces and healthy rivers and lakes	Implement effective diversion and reuse of waste resources	>>
Encourage active and healthy lifestyles for people of all ages, abilities and interests	Develop detailed plans for the lade Boga-Swan Hill trail	>>
	Support initiatives leading to better outcomes for children and families	>>
	Partner with agencies to address preventable illnesses and active lifestyles	>>
Spaces where people of all ages, abilities and backgrounds can flourish	Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	✓

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 Budget.

Major Initiative	Progress
Tower Hill Stage 15 residential estate development (Budget \$2,500,000 Actual \$ 670,777)	Incomplete
Robinvale Leisure Centre expansion (Budget \$2,840,000 Actual \$2,309,946)	Incomplete
Art Gallery National Print and Drawing Awards (Budget \$31,000 Actual \$36,684)	Complete
Re-seal sealed roads (Budget \$1,335,400 Actual \$1,115,303)	Complete
Re-sheet unsealed gravel roads (Budget \$792,500 Actual \$504,559)	Incomplete
Complete road works funded by the Federal Roads to Recovery program (Budget \$1,434,160 Actual \$736,065)	Incomplete
Ronald Street Sub-division – increase housing supply (Budget \$1,443,000 Actual \$530,018)	Incomplete
Deliver the roadside weeds and pest management program (Budget \$75,000 Actual \$75,000).	Complete
Swan Hill Landfill – construction of a new waste cell (Budget \$1,045,000 Actual \$8,445)	Incomplete



OUR PERFORMANCE

Services funded in 2022/23 Budget

The following statement provides information in relation to the services funded in the 2022/23 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget
		Actual Variance \$000 (Income to Council) / Cost to Council
Building and planning statutory services	Provide statutory planning services including processing all planning applications, providing advice and making decisions about development proposals that require a planning permit. Represent Council at the Victorian Civil and Administrative Tribunal where necessary. Monitor Council's Planning Scheme and prepare major policy documents shaping the future of the municipality. Provide statutory building services to the community, including processing building permits, emergency management responsibilities, fire safety inspections, swimming pool barrier audits and complaints, and illegal building works investigations.	512
		<u>414</u> (98)
Public health and regulatory services	Co-ordinate food safety, immunisations and management of public health concerns to ensure an acceptable state of physical, mental and social wellbeing is maintained within the community. This service also provides staff at school crossings throughout the municipality, animal management services, parking control and enforcement and provides education, regulation and enforcement of the general Local Law and relevant state legislation.	738
		<u>679</u> (59)
Leisure centres	A wide range of programs and services giving the community a chance to participate in cultural, health, education, and leisure activities that contribute to the community's general wellbeing.	3,261
		<u>3,780</u> 519
Amenity and safety	Provide the community with well-maintained public areas with a focus on community access and safety. Maintain urban streets and public areas, including footpaths, in a clean and litter-free state and provide access to public conveniences and lighting of public areas. Provide and maintain efficient and effective open and underground drainage systems.	3,290
		<u>2,972</u> (318)
Community buildings	Maintain and renew community buildings and facilities, including community centres, public halls and pre-schools.	1,487
		<u>1,100</u> (387)

Service Area	Description of services provided	Budget
		Actual Variance \$000 (Income to Council) / Cost to Council
Recreation	Maintain Council's parks, reserves, playgrounds and streetscapes in a functional and visually pleasing landscape.	2,428 <u>3,013</u> 585
Swimming pools	Provide quality, accessible aquatic facilities that support a high quality of life for residents and visitors.	504 <u>403</u> (101)
Traffic and transportation services	Manage Council's roads and associated infrastructure assets. Ongoing maintenance and renewal work to municipal infrastructure assets including sealed roads, unsealed roads, footpaths and aerodromes.	5,095 <u>2,203</u> (2,892)
Environmental management	Advocate for, and assist to deliver environmental projects as part of Council's aim to become more sustainable in both built and natural environments. This service also provides emergency management planning and support ensuring the municipality is prepared in the event of an emergency.	435 <u>(481)</u> (916)
Waste management	Provide waste collection services, including kerbside collection of garbage, hard waste and green waste from households and some commercial properties. This service area aims to operate at a surplus in order to make provision for future waste management service and compliance costs, including the construction of new cells and compliance with environmental protection guidelines.	1,333 <u>(1,001)</u> (2,334)
Residential development	Facilitating the efficient development of Council owned land and the maximisation of economic returns to rate payers from its realisation.	(495) <u>(510)</u> (15)
Cultural services	Performing arts, art gallery and library services. A customer-focused service that caters for the cultural, educational and recreational needs of residents, while offering a place for the community to meet, relax and enjoy the facilities and services. Includes the operation and maintenance of the Swan Hill Town Hall and Performing Arts Centre.	1,655 <u>2,044</u> 389

OUR PERFORMANCE

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

\*Please note expected ranges are set by the State Government

Result 2023 column colour	Reason
	Within expected range
	Outside of expected range

Service/Indicator/ Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Aquatic Facilities</b> <b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.6	0.4	1.0	0.6	Sampling for remotely located swimming pools was unable to be performed due to travel time and opening hours being outside Council employee work schedule.
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.56	3.43	5.58	6.17	Utilisation of aquatic facilities has increased due to COVID-19 restrictions being lifted in late 2022, allowing full use of facilities. Previous years had restrictions which decreased usage of these venues.
<b>Service cost</b> <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to the aquatic facilities]	\$13.69	\$18.56	\$14.91	\$12.39	The cost decrease is due to maintenance performed on various facilities bringing down running expenses considerably, for example reduced water usage costs, chemical and maintenance costs.



Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Animal Management</b> <b>Timeliness</b> <i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.47	1.07	1.20	1.31	
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	22.22%	28.03%	26.90%	29.56%	Animals reclaimed from the pound remains low due to costs of microchipping, desexing and vaccinations.
<b>Service standard</b> <i>Animals rehomed</i> [Number of animals rehomed/ Number of animals collected] x100	67.27%	67.42%	69.31%	60.95%	This decrease may be attributed to the higher cost of living and caring for a cat or dog and the extra expenses associated with adoption fees, vet fees and other costs associated with caring for animals.
<b>Service cost</b> <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	\$10.01	\$10.30	\$18.38	\$14.02	Reduction in costs per animal was due to several factors including an increase in registered animals and population, an increase in income from animal registrations and reclaimed/ rehomed animals, and the major projects due for this year were rescheduled to 2023/24 which resulted in a saving in 2022/23.
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100	0	100%	0	0	

OUR PERFORMANCE

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<p><b>Food safety</b></p> <p><b>Timeliness</b></p> <p><i>The time taken to action food complaints</i></p> <p>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	1.80	1.90	2.56	3.17	This increase is due to 2 complaints being remote venues that only operate on very limited days and hours.
<p><b>Service standard</b></p> <p><i>Food safety assessments</i></p> <p>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100</p>	84.97%	28.07%	79.63%	84.76%	100% of Class 1 and 85% of Class 2 food premises received an annual food inspection in 2022.
<p><b>Service cost</b></p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$488.61	\$510.35	\$513.99	\$690.59	This cost has increased due to higher number of statutory food samples required and complaint samples conducted this year. Plus an increase in training completed by the Environmental Health Officers this year.
<p><b>Health and safety</b></p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises]</p>	100.00%	66.67%	40.00%	100%	Increase in outcomes is due to a dedicated Environmental Health Officer was employed to complete Food and Safety Inspections. All critical major and crucial non-compliance outcome notifications were followed up within the 2022 calendar year.

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Roads</b> <b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x 100	6.87	6.76	5.96	14.64	The notable increase on the previous year's figures is due to the major flood event combined with localised flooding in what has proven to be one of the wettest years on record.
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local road] x100	99.28%	99.28%	99.37%	99.27%	
<b>Service cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$30.75	\$33.26	\$59.36	\$30.97	There has been a reduction from the previous years where resealing occurred in more remote areas, which increased the previous years cost.
<b>Service cost</b> <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.98	\$5.58	\$4.80	\$6.79	Focus on urban roads with shorter segments has resulted in a rise in cost this financial year as shorter segments result in a higher rate charged.
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	44	52	51	44	The decrease on the previous year's satisfaction with sealed roads can be attributed to the major flood event combined with localised flooding in what has proven to be one of the wettest years on record.

OUR PERFORMANCE

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Waste Collection</b>					
<b>Satisfaction</b>					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	28.37	112.19	118.16	115.82	
<b>Service standard</b>					
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	1.76	5.78	3.99	5.19	This figure includes numbers of when bins were not put out for collection.
<b>Service cost</b>					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$81.12	\$86.91	\$93.39	\$106.77	Due to many newly constructed dwellings, the number of properties requiring bin collection services increased. The state levy went up which increased contractor collection costs.
<b>Service cost</b>					
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$42.38	\$78.51	\$80.40	\$88.77	This increase is due to an annual CPI increase under the contract, and an increase in the number of newly constructed dwellings that require service.
<b>Waste diversion</b>					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	27.67%	29.51%	30.92%	29.28%	



## Strategic Pillar 2: Prosperity

### Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed   >> In progress/continuing   - Carried over

Council Plan Initiative	Action	Status
Support our key industries	Develop an Economic recovery plan in response to COVID-19	-
Encourage the growth and development of our economy	Continue to support existing businesses to grow through the implementation of the Better Approvals process	>>
	Actively pursue the establishment of a Designated Area Migration Agreement (DAMA)	>>
Assets for our current and future needs	Deliver and review Council's capital works program and Major Projects Plan each year	>>
	Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements	>>
	Continue to plan and seek funding to implement the development of community infrastructure	>>



## OUR PERFORMANCE

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/2023 Budget.

Major Initiative	Progress
Provide seed funding for economic development initiatives as identified in the Economic Development Strategy (Budget \$75,000 Actual \$43,572)	Incomplete
Livestock Exchange anti-slip surfacing and drainage (Budget \$82,000 Actual \$51,000)	Incomplete
McCallum Street footpath (Budget \$379,160 Actual \$527,131)	Complete
Swan Hill Town Hall exterior refurbishment (Budget \$440,000 Actual \$150,570)	Incomplete
Art Gallery and interpretive centre development – Our Region Our Rivers funding (Budget \$7,196,790 Actual \$51,413)	Incomplete
Activation of lighting and digital content in the Pioneer Settlement (Budget \$330,000 Actual \$439,904)	Complete
Monash Avenue Nyah West toilet block renewal (Budget \$165,000 Actual \$12,692)	Incomplete

### Services funded in 2022/23 Budget

The following statement provides information in relation to the services funded in the 2022/23 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget
		<u>Actual</u> Variance \$000 (Income to Council) / Cost to Council
Caravan parks	Provide and maintain caravan park facilities to a standard that promotes local tourism and supports a high quality of life.	(153)
		<u>(120)</u> 33
Economic development	Assist the organisation with economic development to facilitate an environment that is conducive to a sustainable and growing local business sector, and provide opportunities for local residents to improve their skill levels and access employment.	5,277
		<u>3,689</u> (1,588)
Pioneer Settlement	Care for and conserve the Pioneer Settlement and its collection. Market and promote the Settlement as a tourist destination, provide quality visitor programs and promote the sale of merchandise as an additional source of income.	1,086
		<u>1,172</u> 86
Livestock exchange	Provide a livestock selling facility and associated services to primary producers, purchasers and stock agents.	1
		<u>206</u> 205

OUR PERFORMANCE

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures. \*Please note expected ranges are set by the State Government

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<p><b>Statutory Planning</b></p> <p><b>Timeliness</b></p> <p><i>Time taken to decide planning applications</i></p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	49	41	79	96	This increase in time taken to decide planning applications is a result of a reduction in planning staff in 2022/23 and difficulty in recruiting for planning positions.
<p><b>Service standard</b></p> <p><i>Planning applications decided within required timeframes</i></p> <p>[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x 100</p>	85.53%	96.39%	71.28%	59.85%	The decrease in planning applications decided within required time frames is a result of a reduction in planning staff in 2022/23 and difficulty in recruiting for planning positions.
<p><b>Service cost</b></p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of statutory planning service / Number of planning applications received]</p>	\$3,417.33	\$2,675.24	\$3,217.67	\$3,967.19	Contractors were engaged during the year, where Council have been unsuccessful in recruiting permanent staff which resulted in increased associated costs.
<p><b>Decision making</b></p> <p><i>Council's planning decisions upheld at VCAT</i></p> <p>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	0	0	0	3	In 2022/23 Council had 5 Planning applications referred to VCAT with 3 being upheld and 2 were not compared to previous years where we had no planning decisions upheld at VCAT.



## Community funding

Swan Hill Rural City Council recognises, respects and values the contribution that community, sporting and not-for-profit organisations make within our community. One of the ways Council does this is through the annual Community Grants program. Recipients of the 2022/23 Community Grants are detailed in the tables that follow:

### Community Development Fund

The Community Development Fund provides grants of up to \$5,000 to eligible community groups and organisations. Funding may be given for projects including minor repairs or upgrades to community facilities; purchase of new or upgraded equipment; new programs or activities; local sustainability initiatives or environmental innovations; increasing club capacity; OHS or risk management issues and more.

Organisation	Approved amount	Project description
Robinvale Swan Hill Rifle Club Inc.	\$5,000	Concreting works to target gallery
Lake Boga Bowling Club Inc.	\$5,000	Concreting works to driveway entrance
Swan Hill Genealogical and Historical Society Inc.	\$2,914.50	Computer replacement
Ultima Football Netball Club Inc.	\$2,500	Purchase of new BBQ
Swan Hill Bowls Club Inc.	\$5,000	Replace section of acoustic ceiling tiles with plasterboard in clubrooms
Speewa Heritage Collectors Club	\$4,000	Upgrade toilet facilities at Speewa Hall
Chinkapook Reserve Committee of Management	\$2,580	New vacuum cleaner for Chinkapook Hall
1 <sup>st</sup> Lake Boga Sea Scouts	\$2,600	Upgrade to lighting in clubrooms
Robinvale Lawn Tennis Club	\$4,834	Installation of commercial dishwasher in clubrooms
Tyntynder Football Netball Club Inc.	\$1,000	Replacement of defibrillator at clubrooms
Swan Hill Theatre Group	\$3,500	Installation of lighting along frontage onto McCrae Street
Mallee Steam, Oil & Machinery Club Inc.	\$5,000	Replacement of recreation reserve water tanks
Robinvale Storm Rugby League Football Club	\$2,000	Purchase of equipment
Swan Hill Neighbourhood House	\$5,000	Concreting works to driveway
Kooloonong Natya Landcare Group	\$1,500	Fencing of Piangil Depot

OUR PERFORMANCE

Event Support Fund

The Event Support Fund provides grants and logistical support to community groups and event organisers to develop new events, or existing events that provide significant economic and/or social benefit to the region.

Of the first section of applications listed in the table below and received in the official round for 22/23, Council allocated \$80,468.75 worth of funding (cash and/or logistical support).

After this round Council allocated further funding towards:

- Yana Waingi Walk in Lights Swan Hill and Kartini Waingi Water Lights Robinvale - \$15,000
- \$50,000 in funding from the 21/22 FY was rolled over to fund the Go North Arts Festival 2022 (\$25,000) and Rockwiz LIVE Under the Stars 2023 ( \$25,000).
- There was also some additional ad-hoc expenditure and/or allocations amounted to an estimated \$4,461

The rollover of previous Event Support Fund and Local Entertainment grant allocations into the 22/23 FY amounted to \$53,000 (excluding Go North and Rockwiz).



Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2022/23
Swan Hill Bowls Club Inc. Autumn/ May Carnival		\$3,000	\$2,000
Celebrating 100 Years Since the Soldier Settlement of Kooloonong Natya		\$2,000	\$2,000
Brew & Chew Festival 2022	POPE permit fee, event permit fee, traffic management and signage, venue hire and toilet cleaning.	\$10,000 (\$7,000 cash, \$3,000 logistical support)	Rolled over to 23/24
Cinema Pop Up	POPE permit fee (if POPE permit required), event permit fee, toilet cleaning and venue hire.	\$3,000 logistical support only	Rolled over to 23/24
Acoustic Vibes Swan Hill	POPE permit fee, event permit fee, venue hire and cleaning.	\$7,000 (\$5,000 cash and \$2,000 logistical)	Rolled over to 23/24
Australian Police Bowling Championships		\$2,500	\$2,500



OUR PERFORMANCE

Event Support Fund cont...

Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2022/23
2023 Robinvale Euston 80 Ski Race	POPE permit fee (if required), event permit fee, venue hire, traffic management and signage, cleaning and depot support.	\$3,000 logistical support only	
Robinvale Lawn Tennis Club 2023 Easter Tournament	SHRCC 2 x trophies/ medallions for juniors.	\$2,500 (\$2,000 cash and \$500 logistical support)	\$2,000
Annuello 100 Celebration	Event permit fee.	\$1,102.50 (\$1,000 cash and \$102.50 logistical support)	\$1,000
The Spirit of Rural Communities		\$2,000	\$2,000
Swan Hill Badminton Veterans Tournament 2023		\$1,500	\$1,500
Nyah District Christmas Carnival		\$2,000	\$2,000
Swan Hill Junior Invitational Basketball Tournament	Swan Hill Basketball Stadium venue hire and Pioneer Settlement Lodges accommodation.	\$5,000 logistical support only	Rolled over to 23/24
Robinvale Swan Hill Rifle Club Annual Prize Meeting		\$1,815	\$1815
Association Croquet Regional Championships	Providing local information material to place into your promotional bags.	\$1,000 (\$1,000 cash, no value assigned to logistical support N/A)	\$1,000
Blues On The Murray Swan Hill	POPE permit fee, event permit fee and venue hire.	\$3,700 (\$2,000 cash and \$1,700 logistical support)	Rolled over to 2023/24



Event Support Fund cont...

Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2022/23
Marking the Centenary of the Ultima War Memorial		\$1,000	\$1,000
NAB League Game - 2023		\$3,000	Grant cancelled
Mallee Almond Blossom Festival	POPE permit fee, event permit fee, venue hire, traffic management and signage, depot support and cleaning.	\$3,500 logistical support only	
Speewa Swap Meet	Bollards and SHRCC banner.	\$800 (\$800 cash, no value assigned to logistical support N/A)	\$800
Swan Hill Region Food and Wine Festival	POPE permit fee, event permit fee, venue hire and cleaning.	\$11,000 (\$5,000 cash and \$6,000 logistical support)	\$5,000
Swan Hill Easter Market Day	Traffic management and signage.	\$1,500 logistical support only	
Swan Hill Market Day	Traffic management and signage.	\$1,500 logistical support only	
Robinvale Christmas Carnival	Event permit fee, traffic management, signage and depot support.	\$5,000 (\$3,000 cash and \$2,000 logistical support)	\$3,000
Lake Boga Yacht Club Easter Regatta 2023	Event permit fee.	\$1051.25 ( \$1,000 cash and \$51.25 logistical support)	\$1,000
Swan Hill & District Garden Club Inc. - 40th Birthday Celebrations		\$1,000	\$1,000

OUR PERFORMANCE

Local Entertainment Grants

In response to the impacts of COVID-19, during February 2021 Council introduced the Local Entertainment Grants to offer businesses the opportunity to apply for up to 2 grants, of up to \$500 each; to pay for entertainment within their premises. It is hoped that these grants have and will help strengthen business in the short-term by encouraging patronage. This grant program was not fully exhausted but has now closed due to a lengthy application period. Outstanding grants were allowed an extension beyond the 31 December 2021 and any remaining have been rolled over into 22/23 to allow business to still benefit. The Local Entertainment Grant component of the Event Support Fund had an allocation of \$25,000. The below table notes a record of grants rolled over into the 22/23 FY.

Applicant	Approved amount	Total value acquitted
Robinvale Wines	\$1,000	\$1,000
Peachy's Bar	\$1,000	Grant expired – not claimed
Swan Hill Football Netball Club	\$500	\$500
Manangatang Hotel	\$1,000	\$1,000
Spoons Riverside ( Swan Hill Club)	\$1,000	\$1,000
Manangatang Racecourse	\$500	Grant expired – not claimed
Robinvale Lawn Tennis Club	\$500	\$500
Tyntynder Football Netball Club	\$1,000	Grant expired – not claimed
Jack Bar and Bistro	\$1,000	Grant expired – not claimed

## Strategic Pillar 3: Harmony

### Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing - Carried over to

Council Plan Initiative	Action	Status
Our elderly and vulnerable are cared for	Review Community Access and Inclusion Strategy (CAIS).	>>
All members of our Communities are supported	Work in partnership with local agencies to prevent all forms of Family Violence.	>>
	Develop and implement a Gender Equality Action Plan (GEAP)	✓
	Ensure that we consider people of all abilities in the development of infrastructure and events	>>
Encourage and support community leadership	Continue to offer Aboriginal scholarships and leadership opportunities	>>
	Continue to assist to develop Our Place identifying an Aboriginal language name and business model	>>
Celebration and recognition of Aboriginal and Torres Strait history and culture	Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	✓
	Support Aboriginal and Torres Strait Islander days of significance	✓

OUR PERFORMANCE

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 Budget

Major Initiative	Progress
Deliver the Empower Youth Initiative (Budget \$156,620 Actual \$202,351)	Complete
Coordinate the L2P Driver program in Swan Hill and Robinvale (Budget \$139,260 Actual \$101,256)	Complete
Youth Support – Engage program (Budget \$90,000 Actual \$36,352)	Incomplete

Services funded in 2022/23 Budget

Service Area	Description of services provided	Budget <u>Actual</u> Variance \$000 (Income to Council) / Cost to Council
Aged and disability services	A range of home and community care services for the aged and people with a disability including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	7 <u>(168)</u> (175)
Family and children services	Family oriented support services including pre-schools, maternal and child health, youth services, out of school hours, and holiday programs.	1,139 <u>770</u> (369)
Community development	Effective and ongoing liaison with, and support to, community and recreation groups. Support for the development and implementation of Community Plans and liaison with our Indigenous community.	663 <u>805</u> 142



## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures. \*Please note expected ranges are set by the State Government

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Libraries</b> <b>Utilisation</b> <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	1.24	0.89	0.97	0.92	Usage of the physical collection has slightly decreased as usage of the electronic collection has increased.
<b>Resource standard</b> <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x 100	48.61%	43.45%	41.20%	37.07%	The decrease in the percentage of items purchased in the last 5 years is due to an increase in the number of collection items that are now more than 5 years old.
<b>Participation</b> <i>Active library borrowers</i> [The sum of the number of active library borrowers in the last 3 financial years / the sum of the Municipal population in the last 3 financial years] x 100	16.28%	14.52%	13.35%	13.41%	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of library service / population]	\$46.96	\$44.18	\$50.14	\$51.98	

Further information can be found at <https://knowyourcouncil.vic.gov.au/>

OUR PERFORMANCE

Service Performance Indicators cont...

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Maternal Child Health (MCH)</b> <b>Service standard</b> <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service / Number of birth notifications received] x 100	102.13%	102.21%	102.01%	100.69%	
<b>Service cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$91.19	\$109.86	\$121.52	\$110.69	
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	75.04%	80.05%	82.74%	89.19%	Slight increase due to increased capacity to follow up on overdue Key Age and Stage visits each month.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	66.20%	76.26%	77.50%	83.57%	Council have an agreement to provide MCH services on behalf of MDAS in Swan Hill. It is noted that there is an increase in Aboriginal children/ families enrolling in mainstream services over the 2022/23 year.
<b>Satisfaction</b> <i>Participation in 4-week key age and stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received]	96.65%	94.01%	95.99%	92.44%	Slight reduction in the participation in the 4-week Key Age and Stage visit due to an increase in neonates having longer term postnatal stays in Special Care or Intensive Care Nurseries.

## Strategic Pillar 4: Leadership

### Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing - Carried over

Council Plan Initiative	Action	Status
Well managed resources for a sustainable future	Invest in the development of employees to enable a highly skilled and engaged workforce	>>
	Develop and implement a Workforce Development Plan	✓
Provide robust governance and effective leadership	Implement a Project Management Framework and system	>>
	Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	✓
	Provide Councillors with professional development and support to ensure effective governance	>>
	Work with Town Representative groups to better plan and deliver projects	>>
Sound, sustainable: <ul style="list-style-type: none"> <li>Financial management</li> <li>Excellence in service delivery</li> <li>Strategic planning</li> </ul>	Deliver projects on time, on budget and within scope	>>
	Working to budget and ensure future planning to meet financial needs	✓
Effective and authentic engagement with our	Review our use of social media platforms across Council with a view of increasing Council's exposure and ensuring	>>
Visible presence in our community	Continue quarterly Coffee with a Councillor around the municipality	>>
	Create a culture where staff are ambassadors for the Council	>>
Create meaningful partnerships across our communities	Continue involvement in community groups	>>
	Continue to support and work with Swan Hill Incorporated	>>
Strong relationship with State and Federal governments to influence advocacy and funding opportunities	Continue to advocate on the following issues: <ul style="list-style-type: none"> <li>Improved Healthcare for our people, including a new hospital for Swan Hill</li> <li>A new Murray River Bridge at Swan Hill</li> <li>Complete the Murray Basin Rail Project</li> <li>Housing and enabling infrastructure</li> </ul> Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale	>>
	Review Council's advocacy strategy on an annual basis	>>
Working together in promotion of the municipality	Positively promote our region as a great place	>>
	Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	>>

OUR PERFORMANCE

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2022/23 Budget

Major Initiative	Progress
Further develop Council IT processes as identified in the Data and Technology Strategy (Budget \$660,000 Actual \$323,695)	Incomplete
Centenary Park Robinvale Masterplan (Budget \$60,000 Actual \$38,083)	Incomplete
IT Equipment Replacements (Budget \$160,000 Actual \$119,625)	Complete

Services funded in 2022/23 Budget

The following statement provides information in relation to the services funded in the 2022/23 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget
		Actual
		Variance
		\$000
		(Income to Council) / Cost to Council
Councillors and corporate management	Governance includes the Mayor, Councillors, Chief Executive Officer, Executive Leadership Team and associated support, which cannot easily be attributed to the direct service provision areas.	2,107 <u>2,092</u> (15)
Community relationships	Proactively communicate Council decisions, programs and events to the community using a range of methods, and assist the organisation to respond to community issues as they arise.	272 <u>200</u> (72)
Management of resources	Manage Council's offices along with human and financial resources to effectively and efficiently fulfil Council objectives. This includes rate raising and collection, customer service, human resource management, depot and office site management, Council finances, information technology and records management.	(27,208) <u>(31,882)</u> (4,674)
Infrastructure planning and management	Provide for the planning, design and project management of Council's capital works program, and manage Council's plant and fleet assets and depot operations.	1,175 <u>1,215</u> 40



## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures. \*Please note expected ranges are set by the State Government.

Service/Indicator/Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material Variation
<b>Governance</b> <b>Transparency</b> <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors] x 100	4.37%	4.04%	4.93%	5.56%	Decisions made at closed meetings to the public is determined by the nature of the decisions being made.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	52	51	48	50	
<b>Attendance</b> <i>Councillor attendance at Council Meetings</i> [The sum of the number of Councillors who attended each Council Meeting / (Number of council meetings) x (Number of Councillors elected at the last Council general election)] x 100	95.92%	94.44%	90.00%	89.52%	A Countback was held in this period due to Councillor being elected to State Government which reduced attendance until a new Councillor was appointed to that elected position.
<b>Service cost</b> <i>Cost of elected representation</i> [Direct cost of the Governance service / Number of Councillors elected at the last Council general election]	\$43,914	\$43,117	\$52,315	\$53,993	
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	45	48	45	45	

Further information can be found at <https://knowyourcouncil.vic.gov.au/>



# Part six

## Corporate Governance

## Governance

Swan Hill Rural City Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as Council meetings and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings and Delegated Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.



## CORPORATE GOVERNANCE

## Meetings of Council

Council conducts open public meetings on the third Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question of Council, make a submission or speak to an item.

For the 2022/23 year, Council held the following meetings:

- 11 Scheduled Council Meetings
- 4 Unscheduled Council Meetings

Below are the dates and locations of the Scheduled Council Meetings held in 2022/23:

Month	Location	Month	Location
19 July 2022	Swan Hill	21 February 2023	Swan Hill
16 August 2022	Swan Hill	21 March 2023	Swan Hill
20 September 2022	Swan Hill	18 April 2023	Swan Hill
18 October 2022	Swan Hill	16 May 2023	Swan Hill
15 November 2022	Swan Hill	20 June 2023	Swan Hill
20 December 2022	Swan Hill		

## Councillor attendance at Council meetings

The following table provides a summary of Councillor attendance at Council Meetings and Unscheduled Council Meetings for the 2022/23 financial year.

Councillor	Scheduled Council Meetings	Scheduled Council Meetings	Unscheduled Council Meetings	Unscheduled Council Meetings
	Eligible to attend	Attended	Eligible to attend	Attended
Cr Les McPhee	11	10	4	3
Cr Ann Young	11	11	4	4
Cr Bill Moar	11	11	4	4
Cr Stuart King	11	9	4	4
Cr Chris Jeffery	11	8	4	2
Cr Jade Benham	1	1	0	0
Cr Nicole McKay	11	10	4	4
Cr Jacquie Kelly	5	5	3	3

## Delegated committee and Community Asset Committees

The *Local Government Act* allows councils to establish one or more delegated and assets committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

Council did not establish any delegated or Community Asset committees during 2022/23.



## Council representation on other committees

Councillors are representatives on Delegated Committees of Council, as well as other external committees, associations and groups.

### Cr Les McPhee

- Chief Executive Officer Employment and Remuneration Committee
- Municipal Association of Victoria
- Joint Bridge Committee
- North West Municipalities Association
- Central Murray Regional Transport Forum
- Robinvale Elders Committee
- Murray River Group of Councils
- Community Development Fund
- Piangil Community Group
- Central Murray Regional Transport Forum
- Local Aboriginal Network Robinvale
- Swan hill Resident Ratepayers Association
- Event Support Fund
- Manangatang Improvement Group

### Cr Ann Young

- Chief Executive Officer Employment and Remuneration Committee
- Swan Hill Regional Art Gallery Advisory Committee
- Swan Hill Inc. (sub-delegate)
- Agribusiness Advisory Committee
- Lake Boga Inc.
- Nyah Action Group
- Ultima Progress Association
- Lake Boga land on Water Committee of Management

### Cr Bill Moar

- Loddon Mallee Waste and Resource Recovery Board
- Audit and Risk Committee
- Joint Bridge Committee
- Swan Hill Regional Livestock Exchange
- Agribusiness Advisory Committee
- Central Victorian Greenhouse Alliance
- Chief Executive Officer Employment and Remuneration Committee
- Community Development Fund
- Grampians Wimmera Mallee Water Advisory Committee
- Pental Island levees management project steering committee
- Event Support Fund
- Rural Councils Victoria

### Cr Chris Jeffery

- Indoor Sports Stadium Advocacy Committee
- Swan Hill Leisure Centre Committee of Management (sub-delegate)
- Lake Boga Land on Water Committee of Management
- Woorinen Progress Association

### Cr Nicole McKay

- Swan Hill Regional Art Gallery Advisory Committee (sub-delegate)
- Swan Hill Inc.
- Municipal Association of Victoria (sub delegate)
- Rural Councils Victoria
- Boundary Bend Progress Association
- Local Aboriginal Network Robinvale—sub delegate
- Local Aboriginal Network Swan Hill—sub delegate
- Swan Hill Rate Payers—sub delegate

### Cr Stuart King

- Swan Hill Leisure Centre Committee of Management
- Swan Hill Motorplex
- Audit and Risk Committee
- Swan Hill Rec Reserve Advisory Committee
- Robinvale Euston Business Association
- Local Aboriginal Network Swan Hill
- Rail Freight Alliance
- Wemen Progress Association

### Cr Jacquie Kelly

- Swan Hill Leisure Centre Committee of Management
- Community Development Fund
- Rural Councils Victoria
- Manangatang Improvement group
- Ultima Progress Association
- Pental Island levees management project steering committee

### Cr Jade Benham

- Municipal Association of Victoria (sub delegate)
- Community Development Fund
- Murray River Group of Councils

CORPORATE GOVERNANCE

**Conflict of interest**

Councillors and staff are required by legislation to act in the best interests of the community, During the course of dealing with matters that come before Council for decision, individual Councillors and members of staff might find that they or their immediate family, have a financial or some other advantage that could be interpreted as having undue influence on the outcome. A conflict of interest occurs when personal or private interests might compromise the ability to act in the public interest.

To ensure transparency in the decision-making processes of Council, both Councillors and staff are required to declare and document their interest in a matter. Where Councillors have declared an interest, they take no part in the decision-making process.

During 2022/23, 5 conflicts of interest were declared at Council and Delegated Committee meetings.

Copies of the document Conflict of Interest: A Guide for Councillors, October 2012, published by the Department of Planning and Community Development, has been provided to Councillors for their reference.

**Code of Conduct**

The *Local Government Act 2020* requires councils to review and adopt the Councillor Code of Conduct within 4 months after each general election. Swan Hill Rural City Council’s Councillor Code of Conduct was reviewed and adopted on 23 February 2021.

After the review on 23 February 2021, Councillors signed the Code of Conduct declarations.

A copy of the code is available at [www.swanhill.vic.gov.au/about/overview/policies](http://www.swanhill.vic.gov.au/about/overview/policies)

**Councillor allowances**

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Deputy Mayor and Mayor are also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors, Deputy Mayors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance Swan Hill Rural City Council is recognised as a category two council.

For the period 1 July 2022 to 17 December 2022, the Councillor annual allowance for a category 2 council (as defined by the Act) was up to \$30,024 per annum, Deputy Mayor was up to \$48,235 per annum and Mayor was up to \$96,470 per annum. For the period 18 December 2022 to 30 June 2023, the Councillor annual allowance for a category 2 council increased to \$31,353 per annum, Deputy Mayor \$50,319, and the allowance for the Mayor increased to \$100,637per annum. The value of the allowance payable to Council members is inclusive of any Superannuation Guarantee Contribution amount, that is payable under Commonwealth law to the Council member.

The following table contains details of allowances paid to Councillors during the year.

Councillor	Allowance
Cr Jade Benham (Mayor)	\$8,039.17
Cr Les McPhee (Mayor)	\$57,836.87
Cr Bill Moar	\$37,517.03
Cr Ann Young	\$30,738.51
Cr Chris Jeffery	\$30,738.51
Cr Nicole McKay	\$30,738.51
Cr Stuart King	\$42,576.89
Cr Jacquie Kelly	\$13,738.01

### Councillor expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council.

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee, paid by Council for the 2022/23 year are set out in the following table:

Councillor	Travel & Accommodation	Car Mileage	Catering & meals	Information & Communication	Conference & Training	Total
Cr Jade Benham (Mayor)	-		-	\$73.00	-	\$73.00
Cr Les McPhee (Mayor)	\$1,245.13	\$5,004.06	\$291.46	\$904.08	\$280.82	\$7,725.55
Cr Bill Moar	\$394.55	\$878.97	\$135.08	\$876.00	-	\$2,284.60
Cr Ann Young	\$200.43	\$522.30	-	\$476.50	\$86.36	\$1,285.59
Cr Chris Jeffery	-	-	\$26.89	\$2,293.60	-	\$2,320.49
Cr Nicole McKay	-	\$447.02	\$31.90	\$933.82	\$197.79	\$1,610.53
Cr Stuart King	\$1,176.98	\$1,276.00	\$210.44	\$792.00	\$1,102.66	\$4,558.08
Cr Jacquie Kelly	\$1,278.88	\$1,290.94	\$123.74	\$1,476.93	\$1,499.30	\$5,669.79

Note: No expenses were paid by Council, including reimbursements, to members of Council Committees during the 2022/23 year.



## CORPORATE GOVERNANCE

### Management

Council has implemented a number of statutory and better practice items to strengthen its management framework.

Having strong governance and management frameworks leads to better decision making by Council.

The *Local Government Act* requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's Governance and Management Checklist results are set out in this section. The following items have been highlighted as important components of the management framework.



## Audit and Risk committee

The Audit and Risk Committee is an independent Advisory Committee to Council and is formed under Section 53 of the *Local Government Act 2020*.

The primary objective of the Audit and Risk Committee is to assist Council in the effective conduct of its responsibilities for:

- Enhancing the credibility and objectivity of internal and external financial reporting
- Effective management of financial processes, to ensure integrity and transparency
- Effective management of risks and the protection of Council assets
- Compliance with laws and regulations as well as use of best practice guidelines
- The effectiveness of the internal audit function
- The provision of an effective means of communication between the external auditor, internal auditor, management and the Council
- Facilitating the organisation's ethical development
- Maintaining a reliable system of internal controls

## Audit and Risk Committee Members

The Audit and Risk Committee consists of five members, three of whom are independent experts in a range of areas including financial management, business, and project management.

The members of the committee during the 2022/23 financial year were:

**Warren Pollock (Chairperson)** – fourth term appointment expired 30 September 2022.

**Rosanne Kava (chairperson)** – appointed for three years, first term expires 30 September 2025.

**Greg Kuchel** – appointed for three years, first term expires 18 November 2024.

**Bradley Hutchinson** – appointed for three years, first term expires 6 April 2025.

**Cr Les McPhee** – appointed for two years at the Council Meeting in December 2019, term expired 31 December 2022.

**Cr Nicole McKay** – appointed for the remainder of Cr Jade Benham's term.

**Cr Bill Moar** – appointed for one year at the Council Meeting in December 2022, term expires 31 December 2023.

**Cr Stuart King**— appointed for one year at Council meeting in December 2022, term expires 31 December 2023.

The following table contains details of attendance at Audit and Risk Committee meetings during 2022/23:

Member	Eligible to attend	Attended
Warren Pollock, Independent member and Chairperson	1	1
Rosanne Kava, Independent member and Chairperson	3	3
Greg Kuchel, Independent member	4	4
Bradley Hutchinson, Independent member	4	4
Les McPhee, Councillor	2	2
Nicole McKay, Councillor	2	1
Bill Moar, Councillor	2	2
Stuart King, Councillor	2	1

The Total Remuneration paid to Independent members of the Audit and Risk Committee for 2022/23 was \$5973.60.

CORPORATE GOVERNANCE

## Internal Audit

Council's internal audit function is externally resourced to provide independent and objective assurance that appropriate processes and controls are in place across Council.

A three-year risk-based Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the nominated areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on our operations, systems or the business environment, prior audit coverage and outcomes, and relies heavily on management directional input. The SIAP is revised and approved by the Audit Committee annually.

The Internal Auditor attends Audit Committee meetings to report on the status of the SIAP and to present findings of completed reviews.

The responsible Director and Manager for each area reviewed is required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated.

Recommendations are assigned to responsible managers and tracked through the Audit Committee agenda until all recommendations have been completed.

Quality assurance is measured through completion of the review recommendations and completion of the nominated annual SIAP reviews.

The SIAP for 2022/23 was completed with the following reviews conducted:

- Payroll and HR
- Accounts Payable

In order to attain a wider review of internal audit coverage, a mix of 'detailed' and 'insight' reviews are identified.

'Detailed' reviews typically include walk throughs, identification of key controls and sample testing of key controls to form a conclusion, resulting in a detailed report.

'Insight' reviews are high level discussions with those officers responsible for managing the area of focus, resulting in a brief report of observations and insights.

## External Audit

Council is externally audited by the Victorian Auditor-General. For the 2022/23 year the annual external audit of Council's Financial Reports and Performance Statement was conducted by the Victorian Auditor-General's representative, Brad Bohun of Crowe (Albury).

The external auditors attend Audit and Risk Committee meetings to present the annual audit strategy and independent audit reports.

The external audit management letters and responses are also provided and discussed with the Audit and Risk Committee.



## Risk Management

Council's Risk Management Committee consists of members from all levels of the organisations. The Committee meets on a quarterly basis to review operational and strategic risks and provide information to the Audit and Risk Committee.

Council's Risk Management Policy and Framework provides an integrated and consistent approach to risk management to ensure that risks are identified and addressed during planning, decision-making and everyday operations. Each department has a risk profile with strategies to minimise and manage identified risks.

This year Council has continued to implement our Risk Management Framework, processes and systems which has further strengthened our ability to respond to changes in existing risks as well as respond to new risks that have been introduced through the increasing complex external environment, with particular focus on the areas outlined below:

- **Cybersecurity** - Council continued to invest in our cyber security risk management program to ensure we are prepared to respond to the increasing sophistication and frequency of external cyberattacks
- **Integrity, ethics and culture** - Council continues to make improvements to Council's fraud and corruption control framework
- **Insurance** - Council continues to monitor its increasing insurance renewals which is a result of the industry being impacted by events both national and international.

CORPORATE GOVERNANCE

**Governance and Management Checklist**

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
<p><b>1. Community Engagement Policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Adopted in accordance with section 55 of the Act: 15 March 2022</p>
<p><b>2. Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Date of operation of current guidelines: 15 March 2022</p>
<p><b>3. Financial Plan</b> (plan under section 91 of the Act outlining the financial resources required for at least the next 10 financial years)</p>	<p>Adopted in accordance with section 91 of the Act: Date of adoption: 20 July 2021</p>
<p><b>4. Asset Plan</b> (plan that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Adopted in accordance of section 92 of the Act: Date of adoption: 14 June 2022</p>
<p><b>5. Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>Adopted in accordance of section 93 of the Act: Date of adoption: 15 June 2021</p>
<p><b>6. Annual Budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</p>	<p>Adopted in accordance with section 94 of the Act. Date of adoption: 14 June 2022</p>
<p><b>7. Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>Date of commencement of current policy: 27 June 2023</p>
<p><b>8. Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Date of commencement of current policy: 16 March 2021</p>



Governance and Management Checklist cont...

Governance and Management Items	Assessment
<p><b>9. Municipal Emergency Management Plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Currently in process for updating in December 2023 by the municipal emergency management plan committee. Date of current plan: 21 July 2020</p>
<p><b>10. Procurement Policy</b> (policy under section 108 the Local Government Act 2020 outlining the principles, processes and procedures that will apply to the purchase of goods, services by the Council)</p>	<p>Adoption in accordance of section 108 of the Act: Date of Adoption and update: 05 January 2022</p>
<p><b>11. Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Date of adoption of current plan: 17 May 2023</p>
<p><b>12. Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Date of operation of current plan: 22 March 2021</p>
<p><b>13. Risk Management Framework</b> (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework Date of operation of current framework: 18 January 2021</p>
<p><b>14. Audit and Risk Committee</b> (see sections 53 and 54 of the Act)</p>	<p>Audit Committee established 10 January 1998 Audit and Risk Committee established under the Local Government Act 2020 26 July 2023</p>
<p><b>15. Internal Audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged RSM Date of engagement of current provider: 1 July 2013 - Initial 11 July 2018 - Re-appointed</p>
<p><b>16. Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 12 April 2016</p>

CORPORATE GOVERNANCE

Governance and Management Items	Assessment
<p><b>17. Council Plan Reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the reporting year)</p>	<p>Report Reported to Council on: Qtr 1: 18/10/2022 Qtr 2: 21/02/2023 Qtr 3: 18/04/2023 Qtr 4: 15/08/2023</p>
<p><b>18. Financial Reporting</b> (quarterly statements to Council under section 138(1) of the Local Government Act 1989, comparing actual budgeted results and an explanation of any material variations.)</p>	<p>Reports presented to Council in accordance with section 138(1) of the Act. Date statements presented: June 2022 Quarter – 22/9/2022 September 2022 Quarter – 15/11/2022 December 2022 Quarter – 21/2/2023 March 2023 Quarter – 16/5/2023</p>
<p><b>19. Risk Reporting</b> (six-monthly reports of strategic risks to Council’s operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 8 September 2022, 8 December 2022, 6 April 2023, 8 June 2023</p>
<p><b>20. Performance Reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Council reports annually Date statement presented: In the Annual Report 2021 15 November 2022</p>
<p><b>21. Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at meeting of the Council in accordance with section 134 of the Act: Date of consideration: 25 October 2022</p>
<p><b>22. Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act. Date reviewed: 23 February 2021</p>

Governance and Management Items	Assessment
<p><b>23. Delegations</b>                      (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff), in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and in a register in accordance with sections 11(8) and 47(7) of the Act                      Date of review:                      18 April 2023</p>
<p><b>24. Meeting procedures</b>                      (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act.                      Date Governance rules adopted:                      21 April 2023</p>

I certify that this information presents fairly the status of Council's governance and management arrangements.

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**Scott Barber**  
**Chief Executive Officer**

Dated: 17 October 2023

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**Cr Les McPhee**  
**Mayor**

Dated: 17 October 2023

CORPORATE GOVERNANCE

Statutory information

Documents available for public inspection

Council’s public transparency policy now provides details of how and what Council information is available to the public. This policy is available on Council’s website.

Council’s website contains a wide array of Council information including all policies, plans and reports required under the *Local Government Act 2020* and any other Act.

An extensive list of publicly available information is provided in Council’s Part II Statement provided under the *Freedom of Information Act 1982*. This statement is also available on Council’s website and is required to be updated annually.

Carers Recognition Act 2012

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive Council services, and to the wider community by providing links to State Government resource materials on Council’s website and providing information to organisations represented in Council networks.

Council has taken all practicable measures to ensure staff, Council agents and volunteers are informed about the principles and obligations under the Act by including information on the care relationship in Council induction and training programs for staff working in Community Care Services, and induction and training programs for volunteers working directly with the community.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship.

Contracts

During 2022/23 Council entered into one contract valued at \$200,000 or more for services without engaging in a competitive process. This was with the existing contractor for the Management and Operation of Leisure and Aquatic Services to ensure the continuity of the supply of services while Council undertook a procurement process for the new contract.

During 2022/23 Council entered into the following contracts valued above \$200,000, the contract value at which the Council must invite a tender under its Procurement Policy:

Contract Type	Description
Capital Works	Boardwalk & Viewing Platform - Monash Drive
Design & Construct	Robinvale Skate Park—Centenary Park
Design & Construct	Design and Construction of Splash Park Facility
Capital Works	John James Oval Robinvale—Lighting Upgrade
Capital Works	Swan Hill Town Hall Exterior Refurbishment
Capital Works	Monash Drive Carpark Upgrade Stage 2
Supply of Services	Waste Management Services Swan Hill, Robinvale
Supply of Services	Management & Operation leisure & Aquatic Services
Consultant	Concept & Detailed Design Specification of Art Gallery Development
Consultant	Concept & Detailed Design Specification of Tourism and Cultural Hub
Supply of Services	McCallum Street Shared path—Irrigation
Supply of Services	Swan Hill Aerodrome Electrical Lighting Upgrade



## Service Performance Principles

From April 2020 s106 Service Performance Principles of the *Local Government Act 2020* came into effect. This involves the setting of Quality and Cost Standards for Council services and annual reporting against these standards to the community.

The Local Government Act 2020 requires Council to review its operations to ensure that the services provided to the community represent 'Good Value'.

The following are the service performance principles:

- a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- b) services should be accessible to the members of the municipal community for whom the services are intended;
- c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

## Road Management Act 2004

Council, as a road authority, is required under section 22 of the *Road Management Act 2004* to publish a copy or summary of any direction received from the Minister in its Annual Report. No directions were received from the Minister in 2022/23.

## Domestic Animal Act 1994

In accordance with the Domestic Animals Act 1994 section 68a, council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report. Council adopted the Domestic Animal Management Plan 2022–2025 in November 2021. The new plan was developed through consultation with the community and key stakeholders including veterinarians, animal businesses and other service providers.

## Community Access and Inclusion Strategy

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a Disability Action Plan, which became an adopted Community Access and Inclusion Strategy (CAIS).

The CAIS is now due for a review and work will commence by Council to develop a new CAIS in consultation with stakeholders and the community.

The four key objectives of the CAIS are to:

- Reduce barriers to Council services, programs and facilities for people with a disability.
- Reduce barriers to people with a disability obtaining and maintaining employment.
- Increase inclusion and participation in the community for people with a disability.
- Improve community attitudes and perceptions that discriminate against people with a disability.

## Public Interest Disclosure Act

The *Public Interest Disclosures Act 2012* commenced on 6 April 2020 and is a rebranding and expansion of the previous *Protected Disclosures Act 2012*.

Council has developed procedures that provide for the making of disclosures. The procedures encourage the disclosure of improper conduct undertaken by Council or its employees, provide protections for the person making a disclosure, and require the reporting of assessable disclosures to the Independent Broad-based Anti-corruption Commission (IBAC).

Council takes its role and responsibilities under the Act very seriously. Public Interest Disclosure procedures also form part of the staff induction process.

Staff and members of the public are encouraged to report matters to the public interest disclosures co-ordinator, if they believe on reasonable grounds that improper conduct or detrimental action has occurred or is occurring.

One reportable matter was received in the 2022/23 financial year. The Independent Broad-based Anti-corruption Commission determined that the matter should not be treated as a public interest complaint.

### Freedom of Information Act 1982

The Freedom of Information Act 1982 provides the opportunity for public access to Council documents.

The Act establishes a legally enforceable right for the community to request information, in document form, held by Council.

The Act has four principles:

1. The public has a right of access to documents subject to certain exceptions or exemptions.
2. Local Governments are required to publish information on the documents they hold.
3. Individuals may request that inaccurate, incomplete, out-of-date or misleading information about themselves be amended.
4. Individuals may appeal against a decision not to give access to the document(s) or not to amend personal information.

Written requests for documents must be addressed to Council's Freedom of Information Officer and should be accompanied by an application fee of \$31.80 (2023/24).

A request must specify the document(s) required or if unable to do so, give sufficient detail to enable the relevant document(s) to be located, the form of access required and include the applicant's contact details.

In December 2019, the Victorian Information Commissioner issued Professional Standards relating to the conduct of an agency in performing its functions under the Act, and the administration and operation of the Act by an agency.

Council received eight requests in 2022/23 and one request was carried over from 2021/22. Two requests were released in-part for 2022/23, one request was denied in-full, one request was answered outside of the FOI Act, one request was withdrawn and four requests carried forward to 2022/23

	Number of requests	Fees and charges	Costs to Council
2022/23	8	\$208	\$4,525
2021/22	3	\$155	\$939
2020/21	8	\$287	\$5,125
2019/20	3	\$114	\$1,100
2018/19	3	\$87	\$6,250

### Privacy and Data Protection Act 2014

Council respects the privacy of its citizens, ratepayers and clients. Council is committed to the privacy principles prescribed by the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council has adopted a Privacy Policy that addresses the requirements of both Acts. A copy of the policy is available at the Council offices during business hours and at Council's website [www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au).

Council received no privacy complaints in the 2022/23 financial year.

### Food Act Ministerial Direction

In accordance with 7E of the Food Act 1984, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report. No such Ministerial Directions were received in the 2022/23 financial year.

### Local Laws

Council has the following Local Laws in place:

Local Law	Date	Date
Community Local Law No. 2	16 May 2017	2 June 2017
Regional Livestock Exchange Local Law 2021	16 November 2021	16 November 2021

## Policies, strategies and plans

As representatives of the community, Council develops the policies that guide and inform of Council activity. The following policies, strategies and plans were reviewed and/or adopted in 2022/23.

Policy/Strategy/Plan	Date reviewed/adopted
Gifts, Benefits and Hospitality Policy	20 October 2022
Safe Driving Policy	26 October 2022
Corporate Credit Cards Policy	11 November 2022
Child Safe Standards Policy	17 November 2022
Grants Application Policy	01 December 2022
MCH Consent to Collect Client Information	08 December 2022
Alternative Waterwise Naturestrip Treatments	22 December 2022
Induction Policy	16 December 2022
Domestic Animal management Plan	21 December 2022
Citizenship Ceremony Dress Code	10 January 2023
Volunteer Management Policy	24 January 2023
Public Transparency Policy	15 February 2022
Media Policy	24 February 2023
OHS Framework and Management Plan	21 February 2023
Lease and Licencing Policy	28 February 2023
Website Policy	28 February 2023
Fencing Contribution Policy	21 April 2023
Financial Hardship Policy	21 April 2023
Council Expense Policy	21 April 2023
Community Events and Grants Policy	21 April 2023
Governance Rules	24 April 2023
Business Continuity Framework	18 May 2023
Procurement Policy	30 June 2023
Project Management Framework	30 June 2023





# Part seven

## Performance Statement



## Description of municipality

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 20,207\* people.

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

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

This success is depicted by the fact that the region is Australia's largest producer of table grapes, pistachios and olives, responsible for one quarter of all carrots nationwide, a top contributor to the stone fruit industry and accounts for approximately 70 percent of Australia's Almonds and Olive Oil production.

Almost 22 per cent of the total economic output from the region comes from agricultural production.

Irrigated farming (including stone fruit, grapes, nuts, olives and vegetable production) accounts for over 15 per cent of the total economic output for the municipality, while traditional livestock and broadacre farming accounts for almost 5 per cent. More than 17 per cent of all jobs in the city are directly related to agriculture. Additionally food manufacturing (processing) accounts for almost 9 per cent of the municipality's economic output.

Located along the Murray River, tourism plays an important role in our region's\* economy. Our climate and natural beauty attract around 574,000 visitors each year as reported in the Murray Regional Tourism (MRT) Snapshot Report- December 2021.

## Operational summary

The Comprehensive Income Statement reports a surplus of \$6.8m. This includes depreciation and other non-monetary contributions, but excludes capital payments of \$14.9m and loan repayments of \$0.3m.

Our operating and capital revenue returned to what would be considered a more normal level of funding this year, following increases in the 2021 and 2022 years from various economic stimulus programs during the coronavirus pandemic (COVID-19). A number of these projects were still ongoing at the end of the 2023 year, and Council has endeavored to complete these projects as soon as possible. It should be noted that \$8.6m of the \$18.1m reported for Grants – operating, is the prepayment received for Council's allocation of the 2023-24 Financial Assistance Grant.

A significant issue faced by Council during 2023 was the attraction and retention of staff, which resulted in employee costs being \$1.0m less than forecast. Council experienced a number of positions which remained vacant for extended periods due to issues faced with recruiting suitably qualified staff. For a number of Council services there are considerable shortages within the industry, and Council has been competing with private industry to attract these staff. Areas such as building and planning, engineers, and project management staff have been difficult to recruit.

Another impact increasing our operational revenue and expenses relates to Council's lead role in administering a Commonwealth Regional Growth Fund on behalf of six partner councils. Our operational income and expenditure includes \$1.6m from this arrangement in 2023.

Council remains active in the residential land development at Tower Hill Estate in Swan Hill; having a new stage made available for sale during the year. The development continues to be cash-flow positive, and provide a return on investment of \$330k.

\*This population estimate figure is provided by Local Government Victoria for the performance reporting of 2022/23.

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

PERFORMANCE STATEMENT

Sustainable Capacity Indicators

Service/indicator/ measure	Results				Material variations
	2020	2021	2022	2023	
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses/ Municipal population]	\$2,362.58	\$2,525.03	\$2,604.00	\$2,580.75	No material variation
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/ Municipal population]	\$20,331.95	\$20,751.24	\$24,532.17	\$24,772.76	No material variation
<i>Population density per length of road</i> [Municipal population/ Kilometres of local roads]	5.65	5.62	6.45	6.16	No material variation
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue/ Municipal population]	\$1,763.31	\$1,902.26	\$1,939.98	\$1,909.61	No material variation

Sustainable Capacity Indicators cont...

Service/indicator/	Results				Material variations
	2020	2021	2022	2023	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants/Municipal population]	\$569.62	\$586.59	\$662.68	\$682.18	No material variation
<b>Disadvantage</b>					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic disadvantage by decile]	2.00	2.00	2.00	1.00	Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. They indicate the collective socio-economic characteristics of the people living in an area.
<b>Workforce turnover</b>					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	10.81%	14.40%	21.16%	22.09%	Council has an aging workforce and movement during COVID-19 has had a direct impact on our turnover rate.

Sustainable Capacity Indicator definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above.

"infrastructure" means non-current property, plant and equipment excluding land.

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.

"population" means the resident population estimated by council.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

PERFORMANCE STATEMENT

Service/indicator/measure	Results				Material variations
	2020	2021	2022	2023	
<b>Aquatic Facilities</b>					
<b>Utilisation</b>					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	4.56	3.43	5.58	6.17	Utilisation of aquatic facilities has increased due to COVID-19 restrictions being lifted in late 2022, allowing full use of facilities. Previous years had restrictions which decreased usage of these venues.
<b>Animal management</b>					
<b>Health and safety</b>					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	0.00%	100.00%	0.00%	0.00%	There were no animal management prosecutions in 2022/23.
<b>Food and safety</b>					
<b>Health and safety</b>					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100	100.00%	66.67%	40.00%	100.00%	Increase in outcomes is due to a dedicated Environmental Health Officer was employed to complete Food and Safety Inspections. All critical major and crucial non-compliance outcome notifications were followed up within the 2022 calendar year.
<b>Governance</b>					
<b>Satisfaction</b>					
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	45	48	45	45	No material variation



Service Performance Indicators cont...

Service/indicator/measure	Results				Material variations
	2020	2021	2022	2023	
<b>Libraries</b>					
<b>Participation</b>					
<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / the sum of the population for the last three years] x 100	16.28%	14.52%	13.35%	13.41%	No material variation
<b>Maternal and Child Health</b>					
<b>Participation</b>					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	75.04%	80.05%	82.74%	89.19%	Slight increase due to increased capacity to follow up on overdue Key Ages & Stages visits each month
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	66.20%	76.26%	77.50%	83.57%	Council have an agreement to provide MCH services on behalf of MDAS in Swan Hill. It is noted that there is an increase in Aboriginal children/families enrolling in mainstream services over the 22/23 year
<b>Roads</b>					
<b>Satisfaction</b>					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	44	52	51	44	The decrease on the previous year's satisfaction with sealed roads can be attributed to the major flood event combined with localised flooding in what has proven to be one of the wettest years on record.

PERFORMANCE STATEMENT

Service/indicator/ measure	Results				Material variations
	2020	2021	2022	2023	
<b>Statutory Planning</b>					
<b>Decision making</b>					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	0.00%	0.00%	0.00%	75.00%	In 2022/23 Council had 5 Planning applications referred to VCAT with 3 being upheld and 2 were not compared to previous years where we had no planning decisions upheld at VCAT.
<b>Waste collection</b>					
<b>Waste diversion</b>					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	27.67%	29.51%	30.92%	29.28%	No Material variation

Service Performance Indicator definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.

"active library borrower" means a member of a library who has borrowed a book from the library.

"annual report" means an annual report prepared by a council under section 98 of the Act.

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

"critical non-compliance outcome notification" means a notification received by council under

section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"food premises" has the same meaning as in the *Food Act 1984*.

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

"major non-compliance outcome notification" means a notification received by a council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

"population" means the resident population estimated by council.

Financial Performance Indicators

Dimension/ indicator/measure	Results				Forecasts				Material variations	
	2020	2021	2022	2023	2024	2025	2026	2027		
<b>Efficiency</b>										
<b>Expenditure level</b>										
Expenses per property assessment [Total expenses / Number of property assessments]	\$4,051.22	\$4,276.56	\$4,309.14	\$4,486.07	\$4,740.00	\$4,917.79	\$4,925.20	\$5,021.13		No Material variation
<b>Revenue level</b>										
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$2,028.86	\$2,060.62	\$2,113.86	\$2,173.93	\$2,270.80	\$2,355.00	\$2,402.44	\$2,450.81		No Material variation

PERFORMANCE STATEMENT

Dimension/ indicator/ measure	Results					Forecasts				Material variations	
	2020	2021	2022	2023		2024	2025	2026	2027		
<b>Liquidity</b>											
<b>Working capital</b> Current assets compared to current liabilities [Current assets / Current liabilities] x100	372.96%	388.38%	417.74%	391.16%		205.50%	220.48%	234.14%	228.73%		No Material variation
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	267.21%	266.18%	269.46%	269.09%		169.56%	186.46%	97.49%	192.34%		Council received the entire 2023/24 Grants Commission allocation prepaid in June 2023. This additional \$8.9M paid upfront significantly increased our cash balances.



Financial Performance Indicators cont...

Dimension/indicator/ measure	Results				Forecasts				Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Obligations</b>									
<b>Loans and borrowings compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	28.35%	27.00%	8.81%	7.71%	6.52%	5.21%	2.81%	1.92%	Council repaid an interest only loan of \$4.795M in 2021/22 and has no further borrowings forecast. This ratio will continue to reduce until all loans are paid out in 2030/31.
<b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.01%	3.08%	17.93%	1.12%	1.06%	0.99%	2.35%	0.87%	Council repaid an interest only loan of \$4.795M in 2021/22. This is a significant variance to past and future years results as Council has not had an interest only loan of this size previously.

PERFORMANCE STATEMENT

Dimension/indicator/ measure	Results					Forecasts			Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Indebtedness</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	25.82%	11.54%	14.70%	8.47%	11..21%	9.11%	8.17%	7.32%	Council has continued its plan of no future borrowings from the 2021 year, therefore this ratio will continue to reduce until all loans are repaid in full in the 2030/31 year.
<b>Asset renewal and upgrade</b> Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100	93.29%	101.54%	95.15%	81.44%	87.87%	35.36%	69.37%	91.61%	Delays in a number of capital renewal projects in 2023 had an impact on the reduced ratio. Future years will see this ratio fluctuate dependant upon projects scheduled in our capital works plan and whether they are renewal/upgrade or new assets. Significant new assets within the year reduce available funding for renewal/upgrade projects.

Financial Performance Indicators cont...

Dimension/indicator/	Results				Forecasts				Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Operating position</b>									
<b>Adjusted underlying result</b>	5.01%	12.71%	5.76%	8.34%	-2.76%	-0.10%	2.26%	1.64%	The 2021/22 year included a significant value of grant funding for Capital Grants mostly tied to the Local Roads and Community Infrastructure funding. Capital grant funding in 2021/22 was \$10.4M compared to \$2.5M in 2022/23.
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
<b>Stability</b>									
<b>Rates concentration</b>	54.30%	48.54%	53.38%	50.96%	56.58%	57.38%	57.63%	58.23%	No Material variation
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100									

PERFORMANCE STATEMENT

Dimension/ indicator/measure	Results				Forecasts				Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Rates effort</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality ] x100	0.65%	0.64%	0.62%	0.55%	0.50%	0.54%	0.56%	0.57%	Property CIV increased 16.9%, however the value of rates raised is limited by the rate cap, which for the 2022/23 year was 1.75%. Therefore the value of rates raised as a percentage of our CIV continues to diminish.



## Former Indicators

Service/indicator/measure	Results		
	2018	2019	2020
<b>Animal management</b>			
<b>Health and safety</b>			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2	0	Retired in 2020.
<b>Efficiency</b>			
<b>Revenue level</b>			
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,636.84	\$1,690.08	Retired in 2020.
<b>Obligations</b>			
<b>Asset renewal</b>			
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	90.90%	116.77%	Retired in 2020.

## Financial Performance Indicator definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above.

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"current assets" has the same meaning as in the Australian Accounting Standards (AAS).

"current liabilities" has the same meaning as in the AAS.

"non-current assets" means all assets other than current assets.

"non-current liabilities" means all liabilities other than current liabilities.

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"population" means the resident population estimated by council.

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges.

"recurrent grant" means a grant other than a non-recurrent grant.

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

## PERFORMANCE STATEMENT

## Other information

## 1. Basis of preparation

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

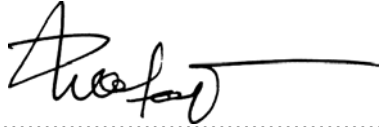
Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its financial plan on 20 July 2021 and which forms part of the Council Plan. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained by contacting Council.

## Certification of the performance statement

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



.....  
Bhan Pratap FCPA

**Principal Accounting Officer**

**Dated:** 19 September 2023

In our opinion, the accompanying performance statement of the Swan Hill Rural City Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

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



.....  
Les McPhee

**Councillor (Mayor)**

**Dated:** 19 September 2023



.....  
Stuart King

**Councillor (Deputy Mayor)**

**Dated:** 19 September 2023



.....  
Scott Barber

**Chief Executive Officer**

**Dated:** 19 September 2023

PERFORMANCE STATEMENT

Auditor General's Report - Performance Statement

**Independent Auditor's Report**



*To the Councillors of Swan Hill Rural City Council*

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Swan Hill Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2023</li> <li>• operational summary</li> <li>• sustainable capacity indicators for the year ended 30 June 2023</li> <li>• service performance indicators for the year ended 30 June 2023</li> <li>• financial performance indicators for the year ended 30 June 2023</li> <li>• other information and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Swan Hill Rural City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

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 T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au



**Auditor's responsibilities for the audit of the performance statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
6 October 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

## Appendices

### Donations and contributions

Organisation	Purpose	Amount
1st Lake Boga Sea Scouts	Contribution	\$2,600.00
Annuello 100	Contribution	\$1,000.00
Annuello 100	Support	\$51.25
Australia Day Activities	Contribution	\$7150.12
Chinkapook Reserves Committee of Management Inc	Contribution	\$2,580.00
Fight Cancer Foundation Limited	Contribution	\$2,000.00
Fijian Community Group	Support	\$5,000.00
Go North Arts Festival	Contribution	\$24,125.00
Go North Arts Festival	Support	\$6,414.50
Lake Boga Bowling Club Inc	Contribution	\$5,450.00
Lake Boga Yacht Club Inc	Contribution	\$1,000.00
Lake Boga Yacht Club Inc	Support	\$1,000.00
Landcare Victoria Inc	Contribution	\$2,000.00
Lead Loddon Murray Inc	Contribution	\$8,000.00
Lifestyle Markets Australia Inc	Support	\$582.20
Lions Club of Lake Boga Inc	Contribution	\$2,000.00
Mallee Almond Blossom Festival Committee	Support	\$21,705.00
Mallee Steam Oil & Machinery Club Inc	Contribution	\$5,000.00
Manangatang Hotel	Contribution	\$1,000.00
Northern District Croquet Association Inc	Contribution	\$1,000.00
Nyah District Christmas Carnival Committee	Contribution	\$2,000.00
Pioneer Country Quarter Horse Assoc Inc	Support	\$5,000.00
Robinvale Euston Event Management Association	Support	\$1,570.85
Robinvale Lawn Tennis Club Inc	Contribution	\$7,335.00
Robinvale Network House - Music Concert	Support	\$1,000.00
Robinvale Network House - Robinvale Christmas Carnival	Contribution	\$3,000.00
Robinvale Network House - Robinvale Christmas Carnival	Support	\$528.20
Robinvale Rifle Club Inc	Contribution	\$6,815.00

Organisation	Purpose	Amount
Robinvale Wines	Contribution	\$1,000.00
RockWiz LIVE Under the Stars	Support	\$25,000.00
Speewa Heritage Collectors Club Inc	Contribution	\$1,800.00
Speewa Heritage Collectors Club Inc	Support	\$4,000.00
Sustainable Living in the Mallee	Contribution	\$1,000.00
Swan Hill & District Garden Club Inc	Contribution	\$1,000.00
Swan Hill Badminton Association	Contribution	\$1,500.00
Swan Hill Bowls Club Inc	Contribution	\$8,000.00
Swan Hill Club	Contribution	\$1,000.00
Swan Hill Field & Game	Contribution	\$2,000.00
Swan Hill Football Club Incorporated	Contribution	\$500.00
Swan Hill Genealogical & Historical Society	Support	\$2,914.50
Swan Hill Incorporated	Support	\$15,343.20
Swan Hill Incorporated	Contribution	\$4,705.00
Swan Hill Jockey Club	Contribution	\$1,000
Swan Hill Neighbourhood House Inc	Contribution	\$5,000.00
Swan Hill Sikh Association - Diwali Festival	Support	\$26,800.00
Swan Hill Theatre Group Co-Operative Ltd	Contribution	\$3,500.00
Tennis Seniors Victoria INC	Contribution	\$40,000.00
Ultima Football Netball Club	Contribution	\$2,500.00
Ultima Progress Association Inc	Contribution	\$1,000.00
Victoria Police Bowling Club	Contribution	\$2,500.00
Visitor Community Comfort Centre	Support	\$27.90
Youth Endeavour Scholarship - 2 years	Contribution	\$4,500.00

## Appendix 2: Organisations of which Council is a financial member

Organisation	Amount
Arts Hub Australia Pty Ltd	\$350.00
Australasian Fleet Managers Association	\$453.64
Australian Livestock Markets Association	\$737.88
Australian Livestock Saleyards Association Inc	\$1,536.85
Australian Museums & Galleries Association Victoria	\$221.82
Central Victorian Greenhouse Alliance	\$12,750.00
Community Childcare Association	\$254.55
Local Government Infrastructure Design Association	\$500.00
Murray River Group of Councils	\$9,601.68
Municipal Association of Victoria	\$29,725.00
Municipal Works Operations Association	\$250.00
Murray River Regional Tourism Limited	\$29,589.00
Performing Arts Connections Australia	\$1,000.00
Public Libraries Victoria Network	\$1,969.00
Public Galleries Association of Victoria	\$872.73
National Saleyards Quality Assurance Inc	\$565.00
Rural Councils Victoria Inc	\$4,000.00
School Crossing Victoria Inc	\$100.00
Victorian Association of Performing Arts Centres	\$1,555.45
Victorian Maternal Child and Health	\$75.00
Victorian Tourism Industry Limited	\$700.00





# General Purpose Financial Statements

## FINANCIAL STATEMENT

## Understanding the Financial Statements

### Introduction

The financial report is a key report by the Swan Hill Rural City Council. It shows how Council performed financially during the 2022/23 financial year and the overall position at the end of the financial year (30 June 2023).

Council presents its financial report in accordance with the Australian Accounting Standards.

Particular terms required by the standards might not be familiar to some readers. Council is committed to accountability and it is in this context that the following explanations have been developed to assist readers understand and analyse the financial report.

### What is contained in the Annual Financial Report?

Council's financial report has two main sections, namely the report and the notes. There are five statements and 10 notes. These are prepared by Council staff, examined by the Audit and Risk Committee and Council, and are audited by the Victorian Auditor-General.

The five statements included in the first few pages of the report are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

The notes detail Council's accounting policies and the make-up of values contained in the statements.

### 1. Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and shows if a surplus or a deficit has been made in delivering services.

The statement includes all sources of income, less all operating expenses incurred in delivering Council services. This includes depreciation, or the writing down, of the value of buildings, roads, footpaths, drains and all other infrastructure assets that are used to deliver Council services.

These assets are depreciated over the life of the asset or as they are consumed. Capital costs or new assets purchased or created during the year are excluded from the statement but, as indicated above, are depreciated as they are used.

The statement is prepared on an accrual basis. This means that generally all income and costs for the year are recognised even though the income may not yet be received (such as interest on bank deposits) or expenses not yet paid (invoices not yet received for goods and services already used).

### 2. Balance Sheet

The Balance Sheet is an important financial statement. This one-page summary is a snapshot of the financial position as at 30 June 2023. It shows what the Council owns as assets and what it owes as liabilities.

The bottom line of this statement is net assets. This is the net worth of Council that has been built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that will fall due or be consumed in the next 12 months. The components of the Balance Sheet are described on the following page.

### Current and non-current assets

- Cash includes cash and cash equivalents i.e. cash held in the bank, petty cash and term deposits.
- Receivables are monies owed to Council by ratepayers and other debtors.
- Other assets include income earned but not yet received and accounts which have been prepaid.
- Property, plant and equipment, infrastructure is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, and other items which have been invested in by Council over many years.

### Current and non-current liabilities

- Payables are those to whom Council owes money as at 30 June 2023.
- Provisions include employee benefits, which is the accounting term for accrued long service and annual leave. Landfill restoration works are also grouped under provisions.
- Interest bearing loans and borrowings, which are repaid over a set period of time, finance leases that are leases of assets where ownership of the asset is transferred to the Council.

### Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June 2023. The net value of the Council is also synonymous with total equity.

### Total equity

- Asset revaluation reserve is the difference between the previously recorded value of property and infrastructure assets and their current valuations.
- Accumulated surplus is the value of all net assets accumulated over time, including other reserve allocations for specific projects.

## 3. Statement of Changes in Equity

During the course of the year, the value of total ratepayers equity as set out in the Balance Sheet changes. This statement shows the values of such changes and how these changes arose.

The main reason for a change in equity stem from:

- The surplus/(deficit) for the year from operations, described in the Comprehensive Income Statement as the surplus/(deficit) for the year.
- Revaluation of assets; takes on a regular schedule basis on average every three years. It also occurs when existing assets are taken up in the books for the first time.

## 4. Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This statement is presented according to a very specific accounting standard and needs some care in analysis.

The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash.

Council's cash arises from, and is used in, three main areas:

### Cash flow operating activities

- Receipts – all cash received into Council's bank account from ratepayers and others that owed money to Council. Receipts also include the interest earned from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments – all cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

## FINANCIAL STATEMENT

### Cash flow from investing activities

The accounting term investing activities relates to payments for the acquisition and creation of assets, such as new plant, roads and other long-term revenue producing assets, and the proceeds from the sale of assets such as plant and land.

### Cash flow from financing activities

This is where the receipt and repayment of borrowed funds are recorded. The bottom line of the Cash Flow Statement is the cash at end of financial year. This shows the capacity of Council to meet its debts and other liabilities.

## 5. Statement of Capital Works

Each year a significant portion of Council budget gets allocated to Capital Works projects. This Statement aims to give readers an understanding of what capital works assets have been built, upgraded or renewed throughout the financial year.

This Statement is broken down by asset category to provide further information as to what asset category these funds have been spent.

## Notes to the Accounts

The notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the statements are established, it is necessary to provide details of Council's accounting policies within the notes. The notes give details behind many of the summary figures contained in the statements. The note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

Where Council wishes to disclose other information that cannot be incorporated onto the face of the Statements, this is shown in the notes.

The notes also include a comparison to budget (note 2). This note reports on the actual performance of Council to its adopted budget, and provides commentary to all material variances.

The notes should be read at the same time as, and together with, the other parts of the financial statements to get a clear picture of the accounts.

## Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in his opinion, the financial statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council that, in their opinion, the financial statements are fair and not misleading. The Chief Executive Officer also endorses and signs the certification.

## Auditor General's Report

The Independent Audit Report is the external and independent opinion on the financial statements. It provides the reader with a totally independent opinion on the financial statements. The opinion covers both the statutory and professional requirements and also the fairness aspects of the financial statements.





# Swan Hill Rural City Council

ANNUAL FINANCIAL REPORT  
for the year ended 30 June 2023

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Swan Hill Rural City Council

2022/2023 Financial Report

Annual Financial Report

for the year ended 30 June 2023

Contents	Page
<b>Certification of the Financial Statements</b>	<b>124</b>
<b>Victorian Auditor-General's Office Report</b>	<b>125</b>
<b>Understanding Council's Financial Statements</b>	<b>127</b>
<b>Financial Statements:</b>	
Comprehensive Income Statement	128
Balance Sheet	129
Statement of Changes in Equity	130
Statement of Cash Flows	131
Statement of Capital Works	132
<b>Notes to the Financial Statements</b>	
<b>Note 1 Overview</b>	<b>133</b>
<b>Note 2 Analysis of our results</b>	<b>135</b>
<b>2.1 Performance against budget</b>	<b>135</b>
2.1.1 Income / Revenue and expenditure	135
2.1.2 Capital works	137
<b>2.2 Analysis of Council results by program</b>	<b>139</b>
<b>Note 3 Funding for the delivery of our services</b>	<b>140</b>
3.1 Rates and charges	140
3.2 Statutory fees and fines	140
3.3 User fees	141
3.4 Funding from other levels of government	142
3.5 Contributions	145

continued on next page ...

Page 122

## Swan Hill Rural City Council

2022/2023 Financial Report

## Annual Financial Report

for the year ended 30 June 2023

Contents	Page
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	145
3.7 Other income	146
<b>Note 4 The cost of delivering services</b>	<b>147</b>
4.1 Employee costs	147
4.2 Materials and services	147
4.3 Depreciation	148
4.4 Amortisation – right of use assets	148
4.5 Bad and doubtful debts	149
4.6 Borrowing costs	149
4.7 Finance Costs – leases	149
4.8 Other expenses	150
<b>Note 5 Our financial position</b>	<b>151</b>
5.1 Financial assets	151
5.2 Non-financial assets	154
5.3 Payables, trust funds and deposits and unearned income/revenue	155
5.4 Interest-bearing liabilities	156
5.5 Provisions	157
5.6 Financing arrangements	159
5.7 Commitments	160
5.8 Leases	163
<b>Note 6 Assets we manage</b>	<b>165</b>
6.1 Property, infrastructure, plant and equipment	165
<b>Note 7 People and relationships</b>	<b>173</b>
7.1 Council and key management remuneration	173
7.2 Related party disclosure	176
<b>Note 8 Managing uncertainties</b>	<b>177</b>
8.1 Contingent assets and liabilities	177
8.2 Change in accounting standards	178
8.3 Financial instruments	178
8.4 Fair value measurement	180
8.5 Events occurring after balance date	181
<b>Note 9 Other matters</b>	<b>182</b>
9.1 Reserves	182
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	184
9.3 Superannuation	184
<b>Note 10 Change in accounting policy</b>	<b>187</b>



Swan Hill Rural City Council

2022/2023 Financial Report

Annual Financial Report  
for the year ended 30 June 2023

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**Certification of the Financial Statements**

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



---

**Bhan Pratap FCPA**  
**Principal Accounting Officer**  
Date: 19 September 2023  
Swan Hill Rural City Council

In our opinion, the accompanying financial statements present fairly the financial transactions of Swan Hill Rural City Council for the year ended 30 June 2023 and the financial position of the Council as at that date.

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

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



---

**Mr Les McPhee**  
**Councillor (Mayor)**  
Date: 19 September 2023  
Swan Hill Rural City Council



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**Mr Stuart King**  
**Councillor**  
Date: 19 September 2023  
Swan Hill Rural City Council



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**Mr Scott Barber**  
**Chief Executive Officer**  
Date: 19 September 2023  
Swan Hill Rural City Council

## Independent Auditor's Report

### To the Councillors of Swan Hill Rural City Council

<b>Opinion</b>	<p>I have audited the financial report of Swan Hill Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2023</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's responsibilities for the audit of the financial report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Travis Derricott  
as delegate for the Auditor-General of Victoria

MELBOURNE  
6 October 2023



Swan Hill Rural City Council

2022/2023 Financial Report

Annual Financial Report

for the year ended 30 June 2023

Understanding Council's Financial Statements

**Introduction**

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

**What you will find in the Report**

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2023.

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

**About the Certification of the Financial Statements**

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

**About the Primary Financial Statements**

The financial statements incorporate 5 "primary" financial statements:

**1. Comprehensive Income Statement**

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

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

**2. Balance Sheet**

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

**3. Statement of Changes in Equity**

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

**4. Statement of Cash Flows**

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

**5. Statement of Capital Works**

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

**About the Notes to the Financial Report**

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

**About the Auditor's Reports**

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

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

**Who uses the Financial Report?**

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

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

Swan Hill Rural City Council

2022/2023 Financial Report

Comprehensive Income Statement

for the year ended 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
<b>Income / Revenue</b>			
Rates and charges	3.1	30,809	30,101
Statutory fees and fines	3.2	955	1,077
User fees	3.3	4,497	4,156
Grants - operating	3.4	18,142	15,307
Grants - capital	3.4	2,520	10,452
Contributions - monetary	3.5	337	295
Contributions - non monetary	3.5	33	39
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	60	211
Other income	3.7	4,176	3,563
<b>Total income / revenue</b>		<b>61,529</b>	<b>65,201</b>
<b>Expenses</b>			
Employee costs	3.1	20,570	20,468
Materials and services	3.2	19,821	20,614
Depreciation	4.3	12,400	9,911
Amortisation - right of use assets	4.4	277	424
Bad and doubtful debts	4.5	45	70
Borrowing costs	4.6	70	163
Finance Costs - leases	4.7	14	24
Other expenses	4.8	1,533	820
<b>Total expenses</b>		<b>54,730</b>	<b>52,494</b>
<b>Surplus/(deficit) for the year</b>		<b>6,799</b>	<b>12,707</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	6.1	45,359	69,524
<b>Total other comprehensive income</b>		<b>45,359</b>	<b>69,524</b>
<b>Total comprehensive result</b>		<b>52,158</b>	<b>82,231</b>

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



Swan Hill Rural City Council

2022/2023 Financial Report

Balance Sheet

as at 30 June 2023

	Notes	2023 \$ '000	2022 \$ '000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	5,348	10,590
Trade and other receivables	5.1	4,805	3,936
Other financial assets	5.1	50,450	40,554
Inventories	5.2	184	231
Other assets	5.2	2,092	319
<b>Total current assets</b>		<b>62,879</b>	<b>55,630</b>
<b>Non-current assets</b>			
Property, infrastructure, plant and equipment	6.1	617,264	571,739
Right-of-use assets	5.8	236	408
Intangible assets	5.2	3,840	3,840
Other assets	5.2	50	50
<b>Total non-current assets</b>		<b>621,390</b>	<b>576,037</b>
<b>Total assets</b>		<b>684,269</b>	<b>631,667</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	2,880	3,025
Trust funds and deposits	5.3	485	468
Unearned income/revenue	5.3	5,442	4,276
Provisions	5.5	6,858	5,016
Interest-bearing liabilities	5.4	278	271
Lease liabilities	5.8(b)	132	259
<b>Total current liabilities</b>		<b>16,075</b>	<b>13,315</b>
<b>Non-current liabilities</b>			
Provisions	5.5	1,243	3,234
Interest-bearing liabilities	5.4	2,069	2,347
Lease liabilities	5.8(b)	120	167
<b>Total non-current liabilities</b>		<b>3,432</b>	<b>5,748</b>
<b>Total liabilities</b>		<b>19,507</b>	<b>19,063</b>
<b>Net assets</b>		<b>664,762</b>	<b>612,604</b>
<b>Equity</b>			
Accumulated surplus		337,961	331,162
Reserves	9.1	326,801	281,442
<b>Total Equity</b>		<b>664,762</b>	<b>612,604</b>

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

Swan Hill Rural City Council

2022/2023 Financial Report

Statement of Changes in Equity  
for the year ended 30 June 2023

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000
<b>2023</b>				
Balance at beginning of the financial year		612,604	331,162	281,442
Surplus/(deficit) for the year		6,799	6,799	–
<b>Other comprehensive income</b>				
Net asset revaluation increment/(decrement)	6.1	45,359	–	45,359
Other comprehensive income		45,359	–	45,359
<b>Total comprehensive income</b>		<b>52,158</b>	<b>6,799</b>	<b>45,359</b>
<b>Balance at end of the financial year</b>		<b>664,762</b>	<b>337,961</b>	<b>326,801</b>
<b>2022</b>				
Balance at beginning of the financial year		530,373	318,455	211,918
Surplus/(deficit) for the year		12,707	12,707	–
<b>Other comprehensive income</b>				
Net asset revaluation increment/(decrement)	6.1	69,524	–	69,524
Other comprehensive income		69,524	–	69,524
<b>Total comprehensive income</b>		<b>82,231</b>	<b>12,707</b>	<b>69,524</b>
<b>Balance at end of the financial year</b>		<b>612,604</b>	<b>331,162</b>	<b>281,442</b>

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

Swan Hill Rural City Council

2022/2023 Financial Report

Statement of Cash Flows

for the year ended 30 June 2023

	Notes	2023 Inflows/ (Outflows) \$ '000	2022 Inflows/ (Outflows) \$ '000
<b>Cash flows from operating activities</b>			
Rates and charges		29,957	29,336
Statutory fees and fines		895	1,077
User fees		4,479	4,185
Grants - operating		18,398	17,043
Grants - capital		3,448	6,438
Contributions - monetary		337	295
Interest received		1,822	452
Trust funds and deposits taken		17	184
Other receipts		1,431	3,167
Net GST refund/(payment)		2,596	2,664
Employee costs		(20,585)	(20,274)
Materials and services		(19,129)	(21,116)
Other payments		(5,331)	(2,201)
<b>Net cash provided by/(used in) operating activities</b>	B.2	<u>18,335</u>	<u>21,230</u>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	B.1	(14,961)	(16,241)
Proceeds from sale of property, infrastructure, plant and equipment		1,914	305
Payments for investments		(9,896)	(7,600)
<b>Net cash provided by/(used in) investing activities</b>		<u>(22,943)</u>	<u>(23,536)</u>
<b>Cash flows from financing activities</b>			
Finance costs		(70)	(163)
Repayment of borrowings		(271)	(5,168)
Interest paid - lease liability		(14)	(24)
Repayment of lease liabilities		(279)	(447)
<b>Net cash flow provided by/(used in) financing activities</b>		<u>(634)</u>	<u>(5,802)</u>
<b>Net increase (decrease) in cash and cash equivalents</b>		<u>(5,242)</u>	<u>(8,108)</u>
Cash and cash equivalents at the beginning of the financial year		10,590	18,698
<b>Cash and cash equivalents at the end of the financial year</b>		<u>5,348</u>	<u>10,590</u>
Financing arrangements	5.6	2,547	2,818

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

Swan Hill Rural City Council

2022/2023 Financial Report

Statement of Capital Works

for the year ended 30 June 2023

	2023 \$ '000	2022 \$ '000
<b>Property</b>		
Land	539	1,298
<b>Total land</b>	539	1,298
Buildings	5,434	2,317
<b>Total buildings</b>	5,434	2,317
<b>Total property</b>	5,973	3,615
<b>Plant and equipment</b>		
Plant, machinery and equipment	913	1,688
Fixtures, fittings and furniture	472	19
Computers and telecommunications	530	61
Artworks	1	12
Library books	125	131
<b>Total plant and equipment</b>	2,041	1,911
<b>Infrastructure</b>		
Sealed Roads	3,050	5,313
Unsealed Roads	1,119	2,165
Footpaths and cycleways	617	781
Drainage	234	1,133
Recreational, leisure and community facilities	197	38
Waste management	31	25
Parks, open space and streetscapes	845	1,106
Other infrastructure	996	110
<b>Total infrastructure</b>	7,089	10,671
<b>Total capital works expenditure</b>	15,103	16,197
<b>Represented by:</b>		
New asset expenditure	5,005	6,787
Asset renewal expenditure	6,780	7,807
Asset upgrade expenditure	3,318	1,623
<b>Total capital works expenditure</b>	15,103	16,197

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



## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 1. Overview

**Introduction**

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

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

**Statement of compliance**

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

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

**Significant accounting policies****1.1 Basis of accounting**

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

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

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

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1).
- the determination of employee provisions (refer to Note 5.5).
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

continued on next page ...

Page 133

## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 1. Overview (continued)

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

**Goods and Services Tax (GST)**

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

**1.2 Impact of Covid-19**

The Coronavirus (Covid-19) was declared a world-wide pandemic by the World Health Organisation in March 2020. The Victorian Government advised that as of 11:59pm 12 October 2022 the pandemic declaration ended, no longer requiring positive cases to isolate.

Throughout 2022/23 Council continued to receive further economic support with funding for programs including Local Roads and Community Infrastructure, that aim to assist with the economic recovery from the pandemic.

During 2022-23 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following impacts:

- Council suspended their debt collection activities during the pandemic, resulting in increased levels of outstanding debtors. Debt collection activities resumed in June 2023.
- Increased staff turnover and competition for positions, has resulted in staff shortages and increased costs due to the need to hire temporary/agency staff.

The above impacts on the financial statements for the year ended 30 June 2023, have led to a reduction in income and expenditure in many areas, but has not resulted in a negative impact to Council's 30 June 2023 financial result.

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2. Analysis of our results

Note 2.1 Performance against budget

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

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

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
<b>2.1.1 Income / Revenue and expenditure</b>					
<b>Income / Revenue</b>					
Rates and charges	30,763	30,809	46	0.15%	
Statutory fees and fines	1,095	955	(140)	(12.79)%	1
User fees	4,640	4,497	(143)	(3.08)%	
Grants - operating	11,909	18,142	6,233	52.34%	2
Grants - capital	6,744	2,520	(4,224)	(62.63)%	3
Contributions - monetary	217	337	120	55.30%	4
Contributions - non monetary	—	33	33	∞	5
Net gain on disposal of property, infrastructure, plant and equipment	368	60	(308)	(83.70)%	6
Other income	4,885	4,176	(709)	(14.51)%	7
<b>Total income / revenue</b>	<b>60,621</b>	<b>61,529</b>	<b>908</b>	<b>1.50%</b>	
<b>Expenses</b>					
Employee costs	21,569	20,570	999	4.63%	
Materials and services	16,992	19,821	(2,829)	(16.65)%	8
Depreciation	11,357	12,400	(1,043)	(9.18)%	9
Amortisation - right of use assets	237	277	(40)	(16.88)%	10
Bad and doubtful debts	12	45	(33)	(275.00)%	11
Borrowing costs	70	70	—	0.00%	
Finance costs - leases	9	14	(5)	(55.56)%	12
Other expenses	1,285	1,533	(248)	(19.30)%	13
<b>Total expenses</b>	<b>51,531</b>	<b>54,730</b>	<b>(3,199)</b>	<b>(6.21)%</b>	
<b>Surplus/(deficit) for the year</b>	<b>9,090</b>	<b>6,799</b>	<b>(2,291)</b>	<b>(25.20)%</b>	

continued on next page ...

Page 135



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Explanation  
Ref

1. Building and planning permit fees were \$185,000 below forecast due to a downturn in the levels of building activity and also a reduction in the services provided by Council due to the issues associated with recruiting suitably qualified building and planning staff.
2. Operating grants favourable variance includes Grants Commission funding (\$3,140,000), flood relief (\$1,500,000), Robinvale Resource Centre - Community Recovery Hub (\$454,000) and additional funds received for the Our Region Our Rivers project. Our Region Our Rivers funds were received by Council and passed on to partner Councils as their projects were completed.
3. The budget included capital grants for Our Regions Our Rivers (\$3,400,000) and Local Roads and Community Infrastructure (\$1,300,000), as at 30 June only \$310,000 of this funding was received due to project delays.
4. Council was able to attract additional contributions towards the Robinvale Workers Bus Pilot (\$25,000), Sealed Roads - Freight Road Mapping (\$13,000), L2P program (\$50,000) and the Waste Management Kerbside Audit (\$15,000).
5. The Swan Hill Art Gallery received donated artworks to the value of \$28,000 and the Swan Hill Library received donated books valued at \$5,000.
6. Renewal of plant and equipment assets were below forecast due to production and delivery delays on a number of significant plant items. At year end Council has a number of items on order that are yet to finish production or be delivered.
7. The budget projected Tower Hill sales of (\$3.4M); actual sales were below forecast at \$936,000. This unfavourable variance is offset by increases in interest rates and above forecast cash holdings that resulted in interest income being \$1.4M above forecast.
8. The majority of this variance (\$1,645,000) relates to works budgeted as capital expenditure, but deemed not to meet capitalisation thresholds and requirements and was therefore expensed. In addition to this Council incurred \$653,000 in costs relating to the October 2022 flood event and fuel costs for the year were \$190,000 above forecast.
9. Following the revaluation of roads and footpaths at 30 June 2022, the depreciation expense was higher than forecast due to the movement in unit rates.
10. The lease of an additional facility (McCrae St public toilets) and renewal of the Maternal Child Health building had not been forecast.
11. The provision for doubtful debts relating to parking infringements and fines has increased above forecast.
12. As per note 10 above, the new and renewal of leases was not forecast.
13. The disposal of land assets no longer controlled by Council.

continued on next page ...

Page 136

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

	Budget 2023 \$ '000	Actual 2023 \$ '000	Variance \$ '000	Variance %	Ref
<b>2.1.2 Capital works</b>					
<b>Property</b>					
Land	2,500	539	(1,961)	(78.44)%	1
<b>Total land</b>	<b>2,500</b>	<b>539</b>	<b>(1,961)</b>	<b>(78.44)%</b>	
Buildings	12,705	5,434	(7,271)	(57.23)%	2
<b>Total buildings</b>	<b>12,705</b>	<b>5,434</b>	<b>(7,271)</b>	<b>(57.23)%</b>	
<b>Total property</b>	<b>15,205</b>	<b>5,973</b>	<b>(9,232)</b>	<b>(60.72)%</b>	
<b>Plant and equipment &amp; Culture and heritage</b>					
Plant, machinery and equipment	1,492	913	(579)	(38.81)%	3
Fixtures, fittings and furniture	330	472	142	43.03%	4
Computers and telecommunications	1,150	530	(620)	(53.91)%	5
Library books	160	125	(35)	(21.88)%	6
Artworks	-	1	1	∞	7
<b>Total plant and equipment &amp; Culture and heritage</b>	<b>3,132</b>	<b>2,041</b>	<b>(1,091)</b>	<b>(34.83)%</b>	
<b>Infrastructure</b>					
Sealed Roads	4,262	3,050	(1,212)	(28.44)%	8
Unsealed Roads	1,088	1,119	31	2.85%	
Footpaths and cycleways	584	617	33	5.65%	
Drainage	289	234	(55)	(19.03)%	9
Recreational, leisure and community facilities	44	197	153	347.73%	10
Waste management	1,117	31	(1,086)	(97.22)%	11
Parks, open space and streetscapes	360	845	485	134.72%	12
Other infrastructure	174	996	822	472.41%	13
<b>Total infrastructure</b>	<b>7,918</b>	<b>7,089</b>	<b>(829)</b>	<b>(10.47)%</b>	
<b>Total capital works expenditure</b>	<b>26,255</b>	<b>15,103</b>	<b>(11,152)</b>	<b>(42.48)%</b>	
<b>Represented by:</b>					
New asset expenditure	12,378	5,005	(7,373)	(59.57)%	
Asset renewal expenditure	10,365	6,780	(3,585)	(34.59)%	
Asset upgrade expenditure	3,512	3,318	(194)	(5.52)%	
<b>Total capital works expenditure</b>	<b>26,255</b>	<b>15,103</b>	<b>(11,152)</b>	<b>(42.48)%</b>	

continued on next page ...

Page 137



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Explanation  
Ref

1. The budget allowed (\$2,500,000) for the development of Tower Hill stage 15, works have commenced with expenditure of \$329,000.
2. The budget allowed (\$7,197,000) for the Swan Hill Art Gallery and Visitation Centre and Swan Hill Tourism and Cultural Hub projects, with only design and consultation works being undertaken to date.
3. Delivery delays and challenges in sourcing plant, machinery and equipment replacements resulted in actual expenditure (\$913,000) being below budget (\$1,492,000).
4. Robinvale Leisure Centre fit out (\$330,000) has commenced with expenditure of \$181,000 to date. Other expenditure includes \$179,000 for Town Hall Auditorium air-conditioning renewal and \$65,000 for parking meter upgrades.
5. Computers and telecommunications budget included IT equipment replacement (\$160,000), implementation of the IT Strategy (\$660,000) and activation of lighting and digital content at the Pioneer Settlement (\$330,000). Actual expenditure included IT equipment replacement of \$120,000 and activation of lighting and digital content at the Pioneer Settlement of \$438,000. IT Strategy expenditure of \$360,000 was expensed due to not meeting capitalisation rules or thresholds.
6. Purchases made to provide non-book material for the Library were made from the library collection capital purchases budget. These were expensed to 'materials and services', as they could not be capitalised in accordance with our asset recognition thresholds and useful life criteria.
7. Council was able to purchase Artwork, funded by donations to the Art Gallery acquisitions trust.
8. The sealed roads budget included \$1,033,000 for the renewal of Butterworth Street, works have not yet commenced.
9. The majority of the variance relates to works completed on the Robinvale Town Levee being below budget.
10. The budget (\$44,000) allowed for design and cricket wicket works at Gurnett Oval, with works not commenced to date. Actual expenditure includes works in progress for Robinvale Leisure Centre Splash Park, shade sails for Nyah Swimming Pool and irrigation renewal works.
11. Waste management budget (\$1,117,000) included the construction of a new waste cell and boundary fence at Swan Hill landfill. Actual expenditure includes initial design works for new cell and Ultima compost facility.
12. Parks, open space and streetscapes variance relates to works on McCallum Street footpath \$340,000 and Robinvale skate park \$81,000.
13. Other infrastructure budget (\$174,000) included Livestock exchange anti-slip rubber mats and Swan Hill power upgrades. Actual expenditure includes renewal works to Swan Hill Aerodrome lighting and runway, anti-slip rubber mats at the Livestock exchange and replacement of material bins at Swan Hill depot.

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

**Economic growth**

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

**Community enrichment**

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

**Infrastructure**

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

**Governance and leadership**

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

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

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
<b>2023</b>					
Economic Growth	6,766	17,964	(11,198)	2,680	8,448
Community enrichment	5,589	9,050	(3,461)	4,088	2,818
Infrastructure	13,964	19,862	(5,898)	7,945	608,311
Governance and leadership	35,210	7,854	27,356	5,949	64,692
<b>Total functions and activities</b>	<b>61,529</b>	<b>54,730</b>	<b>6,799</b>	<b>20,662</b>	<b>684,269</b>
<b>2022</b>					
Economic Growth	15,189	14,645	544	11,141	9,217
Community enrichment	5,079	8,095	(3,016)	3,716	2,781
Infrastructure	13,899	19,857	(5,958)	6,911	563,060
Governance and leadership	31,034	9,897	21,137	3,991	56,609
<b>Total functions and activities</b>	<b>65,201</b>	<b>52,494</b>	<b>12,707</b>	<b>25,759</b>	<b>631,667</b>

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023	2022
	\$ '000	\$ '000

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2022/23 was \$5,561 million (2021/22 \$4,756 million).

Residential	11,212	11,052
Commercial	1,691	1,638
Industrial	795	879
Farm/rural	12,580	11,998
Supplementary rates and rate adjustments	244	192
Garbage charge	3,822	3,680
Special Marketing Rates	379	370
Rate agreements - Electricity Industry Act	82	296
Abandonments	(13)	(18)
Other	17	14
<b>Total rates and charges</b>	<b>30,809</b>	<b>30,101</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

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

	2023	2022
	\$ '000	\$ '000

3.2 Statutory fees and fines

Infringements and costs	47	65
Building and planning fees	523	676
Animal registration and release fees	167	160
Health registration fees	134	99
Other fees and fines	84	77
<b>Total statutory fees and fines</b>	<b>955</b>	<b>1,077</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

continued on next page ...

Page 140

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>3.3 User fees</b>		
Aged and health services	687	760
Administration fees	134	134
Child care/children's programs	144	120
Parking	182	177
Sales - Admissions	1,345	1,239
Sales - merchandising, catering, other sales	596	446
Hire & Leasing fees	724	637
Livestock Exchange	414	429
Other fees and charges	271	214
<b>Total user fees</b>	<b>4,497</b>	<b>4,156</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	724	637
User fees recognised at a point in time	3,773	3,519
<b>Total user fees</b>	<b>4,497</b>	<b>4,156</b>

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

continued on next page ...

Page 141



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023	2022
	\$ '000	\$ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

**Summary of grants**

Commonwealth funded grants	15,252	17,439
State funded grants	5,410	8,320
<b>Total grants received</b>	<b>20,662</b>	<b>25,759</b>

**(a) Operating Grants**

**Recurrent - Commonwealth Government**

Financial Assistance Grants - general purpose	7,306	6,613
Financial Assistance Grants - local roads	3,391	2,889
Home and community care	1,583	1,537
Out of school hours care	259	246

**Recurrent - State Government**

Art Gallery and performing arts	100	150
Libraries	217	214
Maternal and child health	545	408
Public health	98	64
School crossing supervisors	59	49
Other	116	120
<b>Total recurrent operating grants</b>	<b>13,674</b>	<b>12,290</b>

**Non-recurrent - Commonwealth Government**

Home & community care	112	108
Our Region Our Rivers	1,318	911

**Non-recurrent - State Government**

Community projects	870	327
Cultural heritage	50	296
Economic development	124	520
Emergency management/response	1,500	-
Employment subsidies	-	75
Environmental protection	85	163
Family and children	359	481
Libraries	31	12
Waste management	-	64
Other	19	60
<b>Total non-recurrent operating grants</b>	<b>4,468</b>	<b>3,017</b>

**Total operating grants**

<b>18,142</b>	<b>15,307</b>
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continued on next page ...

Page 142

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023	2022
	\$ '000	\$ '000
<b>(b) Capital Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	793	1,372
<b>Total recurrent capital grants</b>	<b>793</b>	<b>1,372</b>
<i>Non-recurrent - Commonwealth Government</i>		
Aerodrome	-	960
Local roads and community infrastructure program	160	2,173
Our Region Our Rivers	330	630
<i>Non-recurrent - State Government</i>		
Art and heritage	43	7
Buildings	94	2,607
Drainage	-	224
Livestock exchange	-	3
Parks playgrounds and street beautification	640	1,302
Recreation, leisure and community facilities	302	691
Roads	-	128
Waste management	25	40
Other	133	315
<b>Total non-recurrent capital grants</b>	<b>1,727</b>	<b>9,080</b>
<b>Total capital grants</b>	<b>2,520</b>	<b>10,452</b>

continued on next page ...

Page 143

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023	2022
	\$ '000	\$ '000

**(c) Recognition of grant income**

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

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

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

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

<b>Income recognised under AASB 1058 Income of Not-for-Profit Entities</b>		
General purpose	7,306	6,613
Other specific purpose grants	8,813	6,927
Specific purpose grants to acquire non-financial assets	2,519	10,452
<b>Revenue recognised under AASB 15 Revenue from Contracts with Customers</b>		
Specific purpose grants	2,023	1,767
	<b>20,661</b>	<b>25,759</b>

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

**Operating**

Balance at start of year	1,767	31
Received during the financial year and remained unspent at balance date	350	9,140
Received in prior years and spent during the financial year	(94)	(7,404)
<b>Balance at year end</b>	<b>2,023</b>	<b>1,767</b>

**Capital**

Balance at start of year	2,490	6,504
Received during the financial year and remained unspent at balance date	1,782	2,150
Received in prior years and spent during the financial year	(854)	(6,164)
<b>Balance at year end</b>	<b>3,418</b>	<b>2,490</b>

Unspent grants are determined and disclosed on a cash basis.

(\*) 2023, 100% of the 2023/24 allocation was received prior to June 30 (2022, 75% of the 2022/23 allocation received prior to June 30)

continued on next page ...

Page 144

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023 \$ '000	2022 \$ '000
<b>3.5 Contributions</b>		
<b>Monetary contributions</b>		
Monetary	337	295
<b>Total monetary contributions</b>	<b>337</b>	<b>295</b>
<b>Non-monetary contributions</b>		
Non-monetary	33	39
<b>Total non-monetary contributions</b>	<b>33</b>	<b>39</b>
<b>Total contributions</b>	<b>370</b>	<b>334</b>

Contributions of non monetary assets were received in relation to the following asset classes.

Library Books	5	4
Artworks	28	35
<b>Total non-monetary contributions</b>	<b>33</b>	<b>39</b>

Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

	2023 \$ '000	2022 \$ '000
<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
<b>Property, infrastructure, plant and equipment</b>		
Proceeds of sale	1,914	305
Written down value of assets disposed	(1,854)	(94)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>60</b>	<b>211</b>
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>60</b>	<b>211</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

continued on next page ...

Page 145



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

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

	2023	2022
	\$ '000	\$ '000
<b>3.7 Other income</b>		
Interest	1,822	452
Reimbursements	960	769
Tower Hill land sales	936	2,018
Less - Tower Hill costs of goods sold	(51)	-
Revenue from volunteer services	329	174
Other	180	150
<b>Total other income</b>	<b>4,176</b>	<b>3,563</b>

Interest is recognised as it is earned.

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

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 4. The cost of delivering services

	2023	2022
	\$ '000	\$ '000
<b>4.1 Employee costs</b>		
<b>(a) Employee costs</b>		
Wages and salaries	16,475	15,796
WorkCover	224	1,113
Superannuation	2,357	1,986
Fringe benefits tax	40	31
Agency staff	897	969
Long service leave	291	320
Staff training	168	135
Other	118	118
<b>Total employee costs</b>	<b>20,570</b>	<b>20,468</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	73	103
	<u>73</u>	<u>103</u>

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,209	1,828
	<u>2,209</u>	<u>1,828</u>

**Total superannuation costs**

	<u>2,282</u>	<u>1,931</u>
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

	2023	2022
	\$ '000	\$ '000

**4.2 Materials and services**

Contract payments	7,756	10,297
Building maintenance	913	734
General maintenance	2,443	1,644
Utilities	1,294	1,208
Office administration	777	656
Information technology	708	628
Insurance	1,047	987
Consultants	769	689
Community grants sponsorship and contributions	2,244	2,046
Volunteer services - cost of service	329	174
Other	1,541	1,551
<b>Total materials and services</b>	<b>19,821</b>	<b>20,614</b>

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

continued on next page ...

Page 147

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$ '000	2022 \$ '000
<b>4.3 Depreciation</b>		
<b>Property</b>		
Buildings - specialised	1,295	1,252
Buildings - non specialised	80	78
<b>Total depreciation - property</b>	<b>1,375</b>	<b>1,330</b>
<b>Plant and equipment</b>		
Plant machinery and equipment	933	892
Fixtures fittings and furniture	286	321
Computers and telecomms	98	95
Artworks	18	18
Library Collection	130	128
Pioneer Settlement vehicles & vessels	58	58
Pioneer Settlement site exhibits	26	26
Pioneer Settlement buildings	11	11
<b>Total depreciation - plant and equipment</b>	<b>1,560</b>	<b>1,549</b>
<b>Infrastructure</b>		
Footpaths and cycleways	516	390
Drainage	650	596
Recreational, leisure and community	368	368
Waste management	97	97
Parks open spaces and streetscapes	417	345
Sealed roads	5,325	3,644
Unsealed roads	1,861	1,363
Other infrastructure	231	229
<b>Total depreciation - infrastructure</b>	<b>9,465</b>	<b>7,032</b>
<b>Total depreciation</b>	<b>12,400</b>	<b>9,911</b>

Refer to note 5.2( c ), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2023 \$ '000	2022 \$ '000
<b>4.4 Amortisation - right of use assets</b>		
Property	277	424
<b>Total Amortisation - Right of use assets</b>	<b>277</b>	<b>424</b>

continued on next page ...

Page 148

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$ '000	2022 \$ '000
<b>4.5 Bad and doubtful debts</b>		
Parking fine debtors	43	48
Rates debtors	-	20
Other debtors	2	2
<b>Total bad and doubtful debts - allowance for impairment losses</b>	<b>45</b>	<b>70</b>
<b>Movement in allowance for impairment losses in respect of debtors</b>		
Balance at the beginning of the year	338	278
New provisions recognised during the year	35	60
Amounts already provided for and written off as uncollectible	(10)	(10)
Amounts provided for but recovered during the year	10	10
<b>Balance at end of year</b>	<b>373</b>	<b>338</b>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

	2023 \$ '000	2022 \$ '000
<b>4.6 Borrowing costs</b>		
Interest - Borrowings	70	163
<b>Total borrowing costs</b>	<b>70</b>	<b>163</b>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2023 \$ '000	2022 \$ '000
<b>4.7 Finance Costs - leases</b>		
Interest - Lease Liabilities	14	24
<b>Total finance costs</b>	<b>14</b>	<b>24</b>

continued on next page ...

Page 149



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023	2022
	\$ '000	\$ '000
<b>4.8 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	56	80
Auditors' remuneration - Internal Audit	62	16
Councillors' allowances	256	267
Assets written-off / impaired	574	96
Operating lease rentals	190	27
Vehicle registrations	109	83
Bank Charges	62	55
Legal Costs	77	98
Fire Services Levy	80	65
Others	67	53
<b>Total other expenses</b>	<b>1,533</b>	<b>820</b>

Swan Hill Rural City Council  
 Notes to the Financial Statements  
 for the year ended 30 June 2023

2022/2023 Financial Report

Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
<b>Current</b>		
Cash on hand	13	13
Cash at bank	5,335	7,536
Term deposits	-	3,041
<b>Total current cash and cash equivalents</b>	<b>5,348</b>	<b>10,590</b>
<b>(b) Other financial assets</b>		
<b>Current</b>		
Term deposits - current	50,450	40,554
<b>Total current other financial assets</b>	<b>50,450</b>	<b>40,554</b>
<b>Total current financial assets</b>	<b>55,798</b>	<b>51,144</b>

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

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

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

continued on next page ...

Page 151

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '000	\$ '000
<b>(c) Trade &amp; Other Receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	3,367	2,515
Infringement debtors	389	336
Private scheme debtors	4	4
Net GST receivable	135	368
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	48	48
Other debtors	1,235	1,003
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - rates debtors	(77)	(75)
Provision for doubtful debts - infringements	(290)	(254)
Provision for doubtful debts - other debtors	(6)	(9)
<b>Total current trade and other receivables</b>	<b>4,805</b>	<b>3,936</b>
<b>Non-Current</b>		
<i>Non-statutory receivables</i>		
<b>Total trade and other receivables</b>	<b>4,805</b>	<b>3,936</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

continued on next page ...

Page 152

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '000	\$ '000

**(d) Ageing of receivables**

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

Current (not yet due)	467	130
Past due between 31 and 180 days	215	629
Past due between 181 and 365 days	71	137
Past due by more than 1 year	524	149
<b>Total trade and other receivables</b>	<b>1,277</b>	<b>1,045</b>

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

At balance date, other debtors representing financial assets with a nominal value of \$6,414 (2022: \$8,741) were impaired. The amount of the provision raised against these debtors was \$6,414 (2022: \$8,741). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

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

Past due by more than 1 year	6	9
<b>Total trade and other receivables</b>	<b>6</b>	<b>9</b>

continued on next page ...

Page 153



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '000	\$ '000

5.2 Non-financial assets

(a) Inventories

Current

Inventories held for distribution	39	152
Inventories held for sale	47	35
Tower Hill Estate	98	44
<b>Total current inventories</b>	<b>184</b>	<b>231</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current

Prepayments	277	125
Accrued income	1,780	158
Other	35	35
<b>Total current other assets</b>	<b>2,092</b>	<b>319</b>

Non-current

Other	50	50
<b>Total non-current other assets</b>	<b>50</b>	<b>50</b>

(c) Intangible assets

Water rights	3,840	3,840
<b>Total intangible assets</b>	<b>3,840</b>	<b>3,840</b>

	Water Rights \$ '000
<b>Gross Carrying Amount</b>	
Balance at 1 July 2022	3,840
Balance at 30 June 2023	3,840
<b>Net book value at 30 June 2022</b>	<b>3,840</b>
<b>Net book value at 30 June 2023</b>	<b>3,840</b>

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

continued on next page ...

Page 154

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
<b>5.3 Payables, trust funds and deposits and unearned income/revenue</b>		
<b>(a) Trade and other payables</b>		
<b>Current</b>		
<i>Non-statutory payables</i>		
Trade payables	1,177	380
Salaries and wages	391	941
Accrued expenses	1,312	1,704
<b>Total current trade and other payables</b>	<b>2,880</b>	<b>3,025</b>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Refundable deposits	213	150
Fire services property levy	12	-
Retention amounts	260	318
<b>Total current trust funds and deposits</b>	<b>485</b>	<b>468</b>
<b>(c) Unearned income/revenue</b>		
<b>Current</b>		
<b>Grants received in advance:</b>		
Grants received in advance - operating	2,023	1,767
Grants received in advance - capital	3,418	2,490
<b>Total grants received in advance</b>	<b>5,441</b>	<b>4,257</b>
<b>User fees received in advance:</b>		
Other	1	19
<b>Total user fees received in advance</b>	<b>1</b>	<b>19</b>
<b>Total current unearned income/revenue</b>	<b>5,442</b>	<b>4,276</b>

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of grant income payable to external partner Council's and capital works projects. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and nature of items**

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property Levy - Council is the collection agent for fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

continued on next page ...

Page 155

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
<b>5.4 Interest-bearing liabilities</b>		
<b>Current</b>		
Other borrowings - secured	278	271
<b>Total current interest-bearing liabilities</b>	<b>278</b>	<b>271</b>
<b>Non-current</b>		
Other borrowings - secured	2,069	2,347
<b>Total non-current interest-bearing liabilities</b>	<b>2,069</b>	<b>2,347</b>
<b>Total</b>	<b>2,347</b>	<b>2,618</b>

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

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

Not later than one year	278	271
Later than one year and not later than five years	1,913	1,988
Later than five years	156	359
	<b>2,347</b>	<b>2,618</b>

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

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

continued on next page ...

Page 156

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
<b>5.5 Provisions</b>			
<b>2023</b>			
Balance at the beginning of the financial year	5,156	3,094	8,250
Additional provisions	1,468	(53)	1,415
Amounts used	(1,672)	-	(1,672)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	189	(81)	108
<b>Balance at the end of the financial year</b>	<b>5,141</b>	<b>2,960</b>	<b>8,101</b>
<b>Provisions</b>			
Provisions - current	4,976	1,882	6,858
Provisions - non-current	165	1,078	1,243
<b>Total Provisions</b>	<b>5,141</b>	<b>2,960</b>	<b>8,101</b>
<b>2022</b>			
Balance at the beginning of the financial year	5,349	1,558	6,907
Additional provisions	1,134	1,442	2,576
Amounts used	(1,471)	-	(1,471)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	144	94	238
<b>Balance at the end of the financial year</b>	<b>5,156</b>	<b>3,094</b>	<b>8,250</b>
<b>Provisions</b>			
Provisions - current	5,016	-	5,016
Provisions - non-current	140	3,094	3,234
<b>Total Provisions</b>	<b>5,156</b>	<b>3,094</b>	<b>8,250</b>

continued on next page ...

Page 157



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023 \$ '000	2022 \$ '000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	1,322	1,280
Long service leave	280	283
	1,602	1,563
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	300	315
Long service leave	3,074	3,138
	3,374	3,453
<b>Total current employee provisions</b>	4,976	5,016
<b>Non-Current</b>		
Long service leave	165	140
<b>Total Non-Current Employee Provisions</b>	165	140
Aggregate Carrying Amount of Employee Provisions:		
Current	4,976	5,016
Non-current	165	140
<b>Total Aggregate Carrying Amount of Employee Provisions</b>	5,141	5,156

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

*Annual leave*

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

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

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

*Long service leave*

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

Key assumptions:

- discount rate	4.06%	3.85%
- index rate	4.35%	3.69%

continued on next page ...

Page 158

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '000	\$ '000
<b>(b) Landfill restoration</b>		
<b>Current</b>		
Current	1,882	-
<b>Total current</b>	<b>1,882</b>	<b>-</b>
<b>Non-current</b>		
Non-current	1,078	3,094
<b>Total non-current</b>	<b>1,078</b>	<b>3,094</b>

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

Key assumptions:

- discount rate	4.03%	3.16%
- index rate	6.00%	6.10%

**Total provisions**

<b>Current</b>		
Employee provisions	4,976	5,016
Landfill restoration	1,882	-
<b>Total current provisions</b>	<b>4,976</b>	<b>5,016</b>
<b>Non-current</b>		
Employee provisions	165	140
Landfill restoration	1,078	3,094
<b>Total non-current provisions</b>	<b>3,125</b>	<b>3,234</b>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Credit card facilities	200	200
Loans and borrowings	2,347	2,618
<b>Total Facilities</b>	<b>2,547</b>	<b>2,818</b>
Used facilities	2,378	2,650
<b>Used facilities</b>	<b>2,378</b>	<b>2,650</b>
<b>Unused facilities</b>	<b>169</b>	<b>168</b>

continued on next page ...

Page 159

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

5.7 Commitments

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

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2023</b>					
<b>Operating</b>					
Building and property maintenance	110	-	-	-	110
Cleaning - council buildings, public toilets, barbeques	337	-	-	-	337
Cultural and heritage	14	-	-	-	14
Licenses	76	-	-	-	76
Management & operations of the PS Pyap	307	-	-	-	307
Materials and supplies	721	-	-	-	721
Office equipment and supplies	85	-	-	-	85
Other Infrastructure	35	-	-	-	35
Professional services	685	20	16	-	721
Recreation, leisure and community facilities	1,462	2,230	2,230	-	5,922
Uniforms	15	-	-	-	15
Waste management operation and kerbside collection	181	508	508	704	1,901
<b>Total</b>	<b>4,028</b>	<b>2,758</b>	<b>2,754</b>	<b>704</b>	<b>10,244</b>
<b>Capital</b>					
Buildings	722	-	-	-	722
Cultural and heritage	91	-	-	-	91
Drainage	34	-	-	-	34
Footpaths	-	-	-	-	-
Land	19	-	-	-	19
Other infrastructure	802	-	-	-	802
Materials and supplies	-	-	-	-	-
Parks and open spaces	115	-	-	-	115
Plant & equipment	618	-	-	-	618
Professional services	-	-	-	-	-
Recreation and leisure assets	3,461	-	-	-	3,461
Sealed roads	3,895	1,303	-	-	5,198
<b>Total</b>	<b>9,757</b>	<b>1,303</b>	<b>-</b>	<b>-</b>	<b>11,060</b>

continued on next page ...

Page 160

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
<b>2022</b>					
<b>Operating</b>					
Building and property maintenance	496	-	-	-	496
Cleaning - council buildings, public toilets, barbeques	226	-	-	-	226
Cultural and heritage	-	-	-	-	-
Licenses	83	-	-	-	83
Management & operations of the PS Pyap	621	-	-	-	621
Materials and supplies	1,060	25	22	4	1,111
Office equipment and supplies	72	-	-	-	72
Other Infrastructure	24	-	-	-	24
Professional services	2,688	-	-	-	2,688
Recreation, leisure and community facilities	-	-	-	-	-
Uniforms	23	-	-	-	23
Waste management operation and kerbside collection	2,301	-	-	-	2,301
<b>Total</b>	<b>7,594</b>	<b>25</b>	<b>22</b>	<b>4</b>	<b>7,645</b>
<b>Capital</b>					
Buildings	5,100	-	-	-	5,100
Cultural and heritage	887	-	-	-	887
Drainage	319	-	-	-	319
Footpaths	163	-	-	-	163
Land	32	-	-	-	32
Other infrastructure	7,026	151	-	-	7,177
Materials and supplies	539	-	-	-	539
Parks and open spaces	641	-	-	-	641
Plant & equipment	543	-	-	-	543
Professional services	5	-	-	-	5
Recreation and leisure assets	5,179	-	-	-	5,179
Sealed roads	1,149	-	-	-	1,149
<b>Total</b>	<b>21,583</b>	<b>151</b>	<b>-</b>	<b>-</b>	<b>21,734</b>

continued on next page ...

Page 161



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

	2023	2022
	\$ '000	\$ '000

(b) Operating lease receivables

*Operating lease receivables*

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

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

Not later than one year	375	448
Later than one year and not later than five years	920	1,250
Later than five years	73	671
	1,368	2,369

continued on next page ...

Page 162

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a number of Peppercorn Leases for parcels of crown land or land controlled by other entities. The leases of land are used to provide open space and recreation areas to residents along with a major tourist attraction in the area in known as the Pioneer Settlement.

Details of Peppercorn Leases held by Council are as follows:

Land Details	Remaining Term of Lease	\$ Per Annum
Crown Land - Pioneer Settlement	25 years	\$0
Lake Boga Boat Ramps and Jetty	2 years	\$1
Various parcels of VicTrack Land (parks & reserves)	Various terms	\$1 each
Joint User Agreements - Department of Education	Various terms	\$0 - \$1 each

continued on next page ...

Page 163

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 5. Our financial position (continued)

(a) Right-of-Use Assets

	Property \$ '000	Total \$ '000
<b>2023</b>		
Balance at 1 July	408	408
Additions	104	104
Amortisation charge	(276)	(276)
<b>Balance at 30 June</b>	<b>236</b>	<b>236</b>
<b>2022</b>		
Balance at 1 July	444	444
Additions	388	388
Amortisation charge	(424)	(424)
<b>Balance at 30 June</b>	<b>408</b>	<b>408</b>
	<b>2023</b>	<b>2022</b>
	<b>\$ '000</b>	<b>\$ '000</b>

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows		
Less than one year	132	264
One to five years	118	154
More than five years	6	29
<b>Total undiscounted lease liabilities as at 30 June:</b>	<b>256</b>	<b>447</b>
<b>Lease liabilities included in the Balance Sheet at 30 June:</b>		
Current	132	259
Non-current	120	167
<b>Total lease liabilities</b>	<b>252</b>	<b>426</b>

**Short-term and low value leases**

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Variable lease payments are those that depend on an index or a rate, for example payments linked to the consumer price index, a benchmark interest rate or changes in market rental rates.

**Non-cancellable lease commitments - Short-term and low-value leases**

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	1	1
Later than one year but not later than five years	2	3
Later than five years	3	2
<b>Total lease commitments</b>	<b>6</b>	<b>6</b>

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2023

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

	Carrying amount 30 June 2022 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2023 \$ '000
<b>Summary of property, infrastructure, plant and equipment</b>									
Property	126,554	2,481	-	17,001	(1,681)	(1,375)	(713)	2,541	144,808
Plant and equipment/Culture and heritage assets	17,120	2,041	32	(561)	(173)	(1,560)	-	660	17,559
Infrastructure	420,748	5,837	-	28,919	-	(9,455)	-	2,356	448,395
Work in progress	7,317	4,744	-	-	-	-	-	(5,557)	6,504
<b>Total</b>	<b>571,739</b>	<b>15,103</b>	<b>32</b>	<b>45,359</b>	<b>(1,854)</b>	<b>(12,400)</b>	<b>(713)</b>	<b>-</b>	<b>617,286</b>
<b>Summary of Work In Progress</b>						<b>Opening WIP \$ '000</b>	<b>Additions \$ '000</b>	<b>Transfers \$ '000</b>	<b>Closing WIP \$ '000</b>
Property						3,662	3,492	(2,541)	4,613
Plant and equipment						619	-	(680)	(41)
Infrastructure						3,036	1,252	(2,356)	1,932
<b>Total</b>						<b>7,317</b>	<b>4,744</b>	<b>(5,557)</b>	<b>6,504</b>

continued on next page ...

Page 165



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2023

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improvements \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
<b>(a) Property</b>								
At fair value 1 July 2022	69,527	7,668	77,195	105,512	4,436	109,948	3,662	190,805
Accumulated depreciation at 1 July 2022	-	-	-	(60,353)	(236)	(60,589)	-	(60,589)
	69,527	7,668	77,195	45,159	4,200	49,359	3,662	130,216
<b>Movements in fair value</b>								
Additions	539	-	539	1,942	-	1,942	3,492	5,973
Revaluation	12,951	1,326	14,277	26,602	1,528	28,130	-	42,407
Disposal	-	-	-	-	(1,681)	(1,681)	-	(1,681)
Write-off	(313)	(246)	(561)	(464)	-	(464)	-	(1,025)
Transfers	458	-	458	2,083	-	2,083	(2,541)	-
	13,695	1,078	14,713	30,163	(153)	30,010	951	45,674
<b>Movements in accumulated depreciation and amortisation</b>								
Depreciation and amortisation	-	-	-	(1,393)	18	(1,375)	-	(1,375)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-
Accumulated depreciation on revaluation	-	-	-	(22,526)	(2,880)	(25,406)	-	(25,406)
Accumulated depreciation of write offs	-	-	-	312	-	312	-	312
	-	-	-	(23,607)	(2,862)	(26,469)	-	(26,469)
At fair value 30 June 2023	83,162	8,746	91,908	135,674	4,283	139,957	4,613	236,478
Accumulated depreciation at 30 June 2023	-	-	-	(83,861)	(3,196)	(87,057)	-	(87,057)
<b>Carrying amount</b>	<b>83,162</b>	<b>8,746</b>	<b>91,908</b>	<b>51,813</b>	<b>1,087</b>	<b>52,900</b>	<b>4,613</b>	<b>149,421</b>

continued on next page ...

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2023

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures and furniture \$ '000	Computers and telecomms \$ '000	Artworks \$ '000	Library Collection \$ '000	Pioneer Settlement vehicles & vessels \$ '000	Pioneer Settlement site exhibits \$ '000	Pioneer Settlement buildings \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment/ culture and heritage assets \$ '000
At fair value 1 July 2022	12,806	4,460	1,200	1,829	2,193	5,730	2,607	7,814	38,639	619	39,258
Accumulated depreciation at 1 July 2022	(8,514)	(3,113)	(985)	(70)	(1,562)	(58)	(26)	(7,181)	(21,519)	--	(21,519)
	4,292	1,347	205	1,759	531	5,672	2,581	633	17,120	619	17,739
<b>Movements in fair value</b>											
Additions	913	472	530	1	125	--	--	--	2,041	--	2,041
Contributions	--	--	--	27	5	--	--	--	32	--	32
Revaluation	--	--	--	--	--	--	--	(2,216)	(2,216)	--	(2,216)
Disposal	(1,315)	--	(23)	--	(38)	--	--	--	(1,376)	--	(1,376)
Transfers	433	54	173	--	--	--	--	--	660	(660)	--
	31	526	680	28	92	--	--	(2,216)	(859)	(660)	(1,519)
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation of disposals	(933)	(286)	(98)	(18)	(130)	(21)	(52)	(22)	(1,560)	--	(1,560)
Accumulated depreciation on revaluation	1,142	--	23	--	38	--	--	--	1,203	--	1,203
	209	(286)	(75)	(18)	(92)	(21)	(52)	1,655	1,655	--	1,655
At fair value 30 June 2023	12,837	4,986	1,880	1,857	2,285	5,729	2,607	5,599	37,780	(41)	37,739
Accumulated depreciation at 30 June 2023	(8,305)	(3,400)	(1,070)	(89)	(1,655)	(115)	(52)	(5,539)	(20,223)	--	(20,223)
Carrying amount	4,532	1,586	810	1,769	630	5,614	2,555	61	17,557	(41)	17,516

continued on next page ...

Page 167

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements  
for the year ended 30 June 2023

Note 6: Assets we manage (continued)

	Sealed roads \$ '000	Unsealed roads \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recreational, leisure and community \$ '000	Waste management \$ '000	Parks open spaces and streetscapes \$ '000	Other infrastructure \$ '000	Total \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
At fair value 1 July 2022	308,678	115,291	32,437	58,491	18,536	6,819	13,415	13,787	567,454	3,096	570,490
Accumulated depreciation at 1 July 2022	(72,890)	(14,623)	(15,205)	(21,082)	(6,320)	(6,625)	(5,827)	(3,954)	(146,706)	-	(146,706)
	235,688	100,668	17,232	37,429	12,216	194	7,488	9,833	420,748	3,096	423,784
<b>Movements in fair value</b>											
Additions	2,706	999	288	234	51	-	675	884	5,837	1,252	7,089
Revaluation	15,434	5,785	1,621	9,943	3,151	1,023	2,280	2,344	41,561	-	41,561
Disposal	-	-	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	-	-	-
Transfers	1,406	134	388	2	-	-	446	-	2,366	(2,356)	-
	19,546	6,898	2,277	10,179	3,202	1,023	3,401	3,228	49,754	(1,104)	48,650
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	(5,325)	(1,881)	(516)	(650)	(389)	(97)	(417)	(231)	(9,469)	-	(9,469)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation on revaluation	(3,650)	(731)	(780)	(3,580)	(1,137)	(994)	(1,078)	(712)	(12,642)	-	(12,642)
Revaluation	-	-	-	-	-	-	-	-	-	-	-
	(8,975)	(2,582)	(1,278)	(4,230)	(1,505)	(1,091)	(1,456)	(943)	(22,107)	-	(22,107)
At fair value 30 June 2023	328,224	122,180	34,714	68,670	21,739	7,841	16,816	17,016	617,210	1,992	619,142
Accumulated depreciation at 30 June 2023	(81,965)	(17,216)	(16,481)	(25,292)	(7,828)	(7,715)	(7,422)	(4,898)	(168,815)	-	(168,815)
Carrying amount	246,259	104,974	18,233	43,378	13,913	126	9,394	12,118	448,395	1,992	450,327

continued on next page ...

Page 168

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 6. Assets we manage (continued)

*Acquisition*

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

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

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

**Asset recognition thresholds and depreciation periods**

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

*Land under roads*

Council recognises land under roads it controls at fair value.

continued on next page ...

Page 169



## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 6. Assets we manage (continued)

*Depreciation and amortisation*

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

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

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

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

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

*Repairs and maintenance*

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

*Leasehold improvements*

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

*Valuation of land and buildings*

Valuation of land and buildings were undertaken by a qualified independent valuer Campbell Kennon AAPI Reg. 103503. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

continued on next page ...

Page 170

## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 6. Assets we manage (continued)

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land	-	-	8,746	30/06/2023	Full revaluation
Specialised land	-	-	83,162	30/06/2023	Full revaluation
Buildings	-	-	1,087	30/06/2023	Full revaluation
Building - specialised	-	-	51,813	30/06/2023	Full revaluation
<b>Total</b>	-	-	144,808		

**Valuation of Infrastructure**

Valuation of infrastructure assets has been determined in accordance by applying the most recent unit rates as calculated from a sample of internal and external projects.

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

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation. Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Sealed roads	-	-	246,259	30/06/2023	Index based
Unsealed roads	-	-	104,974	30/06/2023	Index based
Footpaths and cycleways	-	-	18,233	30/06/2023	Index based
Drainage	-	-	43,378	30/06/2023	Index based
Recreational, leisure & community facilities	-	-	13,913	30/06/2023	Index based
Waste management	-	-	126	30/06/2023	Index based
Parks, open space & streetscapes	-	-	9,394	30/06/2023	Index based
Other Infrastructure	-	-	12,118	30/06/2023	Index based

**Cultural and heritage assets**

Details of the Council's cultural and heritage assets and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Artworks	-	-	1,769	30/06/2018	Full revaluation
Pioneer Settlement vehicles and vessels	-	-	5,614	30/06/2021	Full revaluation
Pioneer Settlement site exhibits	-	-	2,555	30/06/2021	Full revaluation
Pioneer Settlement buildings	-	-	61	30/06/2023	Full revaluation
<b>Total</b>	-	-	458,394		

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

Valuation of artwork assets has been determined in accordance with an independent valuation undertaken by Warren Joel Auction and Valuation Services. The effective date of the valuation was 30 June 2018. Valuation of the assets was determined by analysing comparable sales of an artist's work, knowledge of the collections history and condition of the collection.

**Pioneer Settlement**

Valuation of Pioneer Settlement vehicles and vessels and site exhibit assets was conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The valuation is based on average market realisation prices that should be obtained if the items were sold via private treaty or auction sales. The effective date of the valuation is 30 June 2021.

Valuation of Pioneer Settlement buildings were undertaken by qualified independent valuer, Campbell Kennon AAPI Reg. 103503 as at 30 June 2023.

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

continued on next page ...

Page 171

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 6. Assets we manage (continued)

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

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 75% for specialised land and between 85% and 95% for land under roads. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.12 and \$450.10 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

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

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

**Pioneer Settlement buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 54 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend their useful lives.

**Reconciliation of specialised land**

	2023 \$ '000	2022 \$ '000
Land under roads	52,195	43,158
Parks and reserves	19,884	16,725
Crown Land	11,073	9,644
<b>Total specialised land</b>	<b>83,162</b>	<b>69,527</b>

(c) Community Asset Committee

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



Swan Hill Rural City Council  
 Notes to the Financial Statements  
 for the year ended 30 June 2023

2022/2023 Financial Report

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

*Parent entity*  
 Swan Hill Rural City Council is a single entity.

*Subsidiaries and Associates*  
 Council has no interests in subsidiaries and associates.

(b) Key Management Personnel

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

Details of KMP at any time during the year are:

<b>Councillors</b>	Mayor Les McPhee Deputy Mayor Stuart King Cr Bill Moar Cr Ann Young Cr Chris Jeffery Cr Nicole McKay Cr Jade Benham Cr Jacquie Kelly	08/12/2008 to 30/06/2023 17/11/2020 to 30/06/2023 15/11/2016 to 30/06/2023 15/11/2016 to 30/06/2023 15/11/2016 to 30/06/2023 16/04/2019 to 30/06/2023 19/03/2019 to 19/07/2022 24/01/2023 to 30/06/2023
<b>Chief Executive Officer</b>	Mr Scott Barber	06/06/2022 to 30/06/2023
<b>Directors</b>	Mr Bruce Myers (Community and Cultural Services) Ms Heather Green (Planning and Development) Ms Svetla Petkova (Infrastructure) Ms Leah Johnston (Infrastructure) Ms Helen Morris (Acting Corporate Services) Mr Bhan Pratap (Corporate Services)	28/02/1994 to 30/06/2023 03/07/2017 to 30/06/2023 11/12/2017 to 10/12/2022 03/04/2023 to 30/06/2023 17/01/2022 to 15/07/2022 18/07/2022 to 30/06/2023

	2023 No.	2022 No.
<b>Total Number of Councillors</b>	8	7
<b>Total of Chief Executive Officer and other Key Management Personnel</b>	7	8
<b>Total Number of Key Management Personnel</b>	15	15

continued on next page ...

Page 173



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

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

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

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

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

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

	2023	2022
	\$ '000	\$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,186	1,487
Other long-term employee benefits	65	45
Post-employment benefits	115	113
<b>Total</b>	<b>1,366</b>	<b>1,645</b>

	2023	2022
	No.	No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	1	-
\$10,000 - \$19,999	2	1
\$20,000 - \$29,999	1	5
\$30,000 - \$39,999	3	-
\$40,000 - \$49,999	2	-
\$50,000 - \$59,999	1	1
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	1	-
\$130,000 - \$139,999	-	1
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	-	1
\$220,000 - \$229,999	2	2
\$290,000 - \$299,999	-	1
\$300,000 - \$309,999	1	-
	<b>15</b>	<b>15</b>

continued on next page ...

Page 174

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 7. People and relationships (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. \*

Total remuneration of other senior staff was as follows:

	2023 \$ '000	2022 \$ '000
Short-term employee benefits	872	445
Other long-term employee benefits	81	37
Post-employment benefits	109	47
Termination benefits	—	—
<b>Total</b>	<b>1,062</b>	<b>529</b>

The number of other senior staff are shown below in their relevant income bands:

	2023 No.	2022 No.
Income Range:		
\$170,000 - \$179,999	3	2
\$180,000 - \$189,999	3	1
	<b>6</b>	<b>3</b>

	2023 \$ '000	2022 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to:	1,062	529

\* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the Local Government Act 1989.

continued on next page ...

Page 175

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 7. People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

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

Cr Stuart King	Swan Hill Hire - \$70,065 Plant and equipment hire. Cr King has a controlling interest in Swan Hill Hire.
Cr Nicole McKay	Sustainable Living in the Mallee - \$1,000 Event Support Fund.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

2023 = Nil

2022 = Nil

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

2023 = Nil

2022 = Nil

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

2023 = Nil

2022 = Nil

## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 8. Managing uncertainties

## 8.1 Contingent assets and liabilities

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

**(a) Contingent assets**

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

**(b) Contingent liabilities**

Contingent liabilities are:

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

**Superannuation**

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

*Future superannuation contributions*

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2021/22 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 are \$48,288.

**Landfill**

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

**Liability Mutual Insurance**

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

**MAV Workcare**

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

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

Council is not the guarantor for any loans.

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

continued on next page ...

Page 177



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 8. Managing uncertainties

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

*Interest rate risk*

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

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

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

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

Interest rate increases have significantly affected the return expected on invested funds during the year. This impacted the surplus by \$1.4m.

(c) Credit risk

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

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

continued on next page ...

Page 178

## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 8. Managing uncertainties (continued)

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

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

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

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

**(d) Liquidity risk**

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

To help reduce these risks Council:

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

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

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

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

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

**(e) Sensitivity disclosure analysis**

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

- A parallel shift of + 0.50% and - 1.50% in market interest rates (AUD) from year-end rates of 4.10%.

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

continued on next page ...

Page 179



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

*Fair Value Hierarchy*

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

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

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

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

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

*Revaluation*

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

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

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case

continued on next page ...

Page 180

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 8. Managing uncertainties (continued)

the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

*Impairment of assets*

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

8.5 Events occurring after balance date

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



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2023</b>			
<b>Property</b>			
Land and land improvements	31,764	14,277	46,041
Buildings	29,320	2,724	32,044
	61,084	17,001	78,085
<b>Culture and heritage assets</b>			
Pioneer Settlement vehicles & vessels	1,674	–	1,674
Pioneer Settlement site exhibits	1,390	–	1,390
Artworks	1,635	–	1,635
Pioneer Settlement buildings	4,002	(561)	3,441
Water rights	3,196	–	3,196
	11,897	(561)	11,336
<b>Infrastructure</b>			
Footpaths and cycleways	11,789	861	12,650
Drainage	17,723	6,363	24,086
Recreational, leisure and community facilities	7,374	2,014	9,388
Waste management	102	29	131
Parks, open space and streetscapes	2,831	1,202	4,033
Sealed roads	141,891	11,784	153,675
Unsealed roads	23,547	5,034	28,581
Other infrastructure	3,204	1,632	4,836
	208,461	28,919	237,380
<b>Total asset revaluation reserves</b>	<b>281,442</b>	<b>45,359</b>	<b>326,801</b>

continued on next page ...

Page 182

Swan Hill Rural City Council  
 Notes to the Financial Statements  
 for the year ended 30 June 2023

2022/2023 Financial Report

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
<b>2022</b>			
<b>Property</b>			
Land and land improvements	25,415	6,349	31,764
Buildings	29,320	–	29,320
	<u>54,735</u>	<u>6,349</u>	<u>61,084</u>
<b>Culture and heritage assets</b>			
Pioneer Settlement vehicles & vessels	1,674	–	1,674
Pioneer Settlement site exhibits	1,390	–	1,390
Artworks	1,635	–	1,635
Pioneer Settlement buildings	4,002	–	4,002
Water rights	2,429	767	3,196
	<u>11,130</u>	<u>767</u>	<u>11,897</u>
<b>Infrastructure</b>			
Footpaths and cycleways	15,283	(3,494)	11,789
Drainage	17,723	–	17,723
Recreational, leisure and community facilities	7,374	–	7,374
Waste management	102	–	102
Parks, open space and streetscapes	2,831	–	2,831
Sealed roads	83,561	58,330	141,891
Unsealed roads	15,976	7,571	23,547
Other infrastructure	3,204	–	3,204
	<u>146,054</u>	<u>62,407</u>	<u>208,461</u>
<b>Total asset revaluation reserves</b>	<b><u>211,919</u></b>	<b><u>69,523</u></b>	<b><u>281,442</u></b>

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

continued on next page ...

Page 183

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 9. Other matters (continued)

	2023 \$ '000	2022 \$ '000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	6,799	12,707
Depreciation/amortisation	12,677	10,335
Impairment losses	574	96
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(60)	(211)
Contributions - non monetary assets	(33)	(39)
Amounts disclosed in financing activities	84	187
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(869)	(571)
(Increase)/decrease in inventories	47	(138)
(Increase)/decrease in prepayments	(152)	(51)
Increase/(decrease) in accrued income	(1,621)	(68)
Increase/(decrease) in other assets	-	(35)
Increase/(decrease) in trade and other payables	(145)	(240)
Increase/(decrease) in provisions	(149)	1,343
(Decrease)/increase in other liabilities	17	184
Increase/(decrease) in unearned income/revenue	1,166	(2,269)
<b>Net cash provided by/(used in) operating activities</b>	<b>18,335</b>	<b>21,230</b>

9.3 Superannuation

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

**Accumulation**

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%).

**Defined Benefit**

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

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

**Funding Arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa

continued on next page ...

Page 184

## Swan Hill Rural City Council

2022/2023 Financial Report

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 9. Other matters (continued)

Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa  
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter  
Price inflation (CPI) 3.00% pa.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions***(a) Regular contributions*

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

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

*(b) Funding calls*

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

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

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

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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

continued on next page ...

Page 185



Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 9. Other matters (continued)

**The 2022 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

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

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	44.6	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	111.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

**Superannuation contributions**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of scheme	Rate	2023 \$ '000	2022 \$ '000
Vision Super	Defined benefit	10.5% (2022: 10.0%)	73	103
Vision Super	Accumulation fund	10.5% (2022: 10.0%)	2,209	1,828

Swan Hill Rural City Council

2022/2023 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2023

Note 10. Change in accounting policy

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There have been no changes to accounting policies in the 2022-23 year.

## 2.3 Service and Local Government reporting

**Directorate:** Corporate Services  
**File Number:** S16-39-01  
**Purpose:** For Discussion

### Council Plan Strategy Addressed

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

#### 4.1 Excellent management and administration

4.1.1 Well managed resources for a sustainable future

4.1.2 Provide robust governance and effective leadership

4.1.3 Sound, sustainable:

- Financial management • Excellence in service delivery • Strategic planning

### Current Strategic documents

Annual Report

### Declarations of Interest:

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

### Summary

A requirement of the Service performance principles s106 of the Local Government Act 2020 is the setting of Quality and Cost Standards for Council services and annual reporting against these standards to the community.

This report contains the actual performance for Council services against the quality and cost targets and Local Government Performance Reporting Framework Indicators set for 2022/23.

### Discussion

The Local Government Act 2020 requires Council to review its operations to ensure that the services provided to the community represent 'Good Value'.

Good Value requires that quality and cost standards be developed for each major service area. The standards assist the community in determining whether a service is effective (quality) and efficient (cost). Quality and Cost standards and targets are prepared for each major service area, plus recommendations have been made to review and change selected targets for the 2023/24 reporting period. With the introduction of the Local Government Performance Reporting Framework (LGPRF)

and mandatory reporting indicators, officers have taken the opportunity to review and align our standards with the LFPRF and have included the results in the Service Performance report.

The attached report details the actual result achieved and explanations on variations where targets have not been achieved. Council currently reports on 138 Quality and Cost Standards across 10 service groups.

The tables below provide a summary of achievements for the year. Details and variance explanations can be found in the attached report.

Service Group	Number of standards/indicators				Total
	Exceeded	Achieved	Not achieved	Not applicable	
Transport Services (page 2)	6	2	3	0	11
Family and Children's Services (page 4)	4	1	0	0	5
Economic Prosperity (page 6)	2	2	3	1	8
Community Care Services (page 7)	1	1	6	0	8
Community Wellbeing (page 8)	1	0	6	0	7
Waste Management (page 11)	1	0	2	0	3
Community Amenity (page 13)	7	1	1	0	9
Recreation, Culture and Leisure Services (page 15)	8	1	26	2	37
Organisational Support (page 20)	10	14	16	0	40
Governance and Leadership (page 24)	3	1	6	0	10
<b>Total</b>	<b>43</b>	<b>23</b>	<b>69</b>	<b>3</b>	<b>138</b>
<b>Achieved in 2022/23</b>	<b>31%</b>	<b>17%</b>	<b>50%</b>	<b>2%</b>	<b>100%</b>
<b>Achieved in 2021/22</b>	<b>31%</b>	<b>19.5%</b>	<b>48%</b>	<b>1.5%</b>	<b>100%</b>

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
LGPRF				
Transport Services (page 2)	4	1	-	5
Family and Children's Services (page 5)	5	-	-	5
Community Wellbeing (page 8)	11	2	-	13
Waste Management (page 11)	4	1	-	5
Recreation, Culture and Leisure Services (page 15)	4	3	-	7
Governance and Leadership (page 24)	5	-	-	5
<b>Total</b>	<b>33</b>	<b>7</b>	<b>0</b>	<b>40</b>
<b>Achieved in 2022/23</b>	<b>82.5%</b>	<b>17.5%</b>	<b>0</b>	<b>100%</b>
<b>Achieved in 2021/22</b>	<b>82.5%</b>	<b>17.5%</b>	<b>-</b>	<b>100%</b>

## Consultation

The Quality and Cost Standards and LGPRF indicators have been reviewed in consultation with the employees responsible for each service, Governance, Organisational Development Manager and Executive Leadership Team

## Financial Implications



Nil.

### **Social Implications**

Nil

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

Failing to report on Councils Service Performance would not comply with the Local Government Act 2020.

**Attachments:** 1. Service Performance Document (3) [2.3.1 - 24 pages]

### **Options:**

1. To Adopt the Service performance and Local Government performance reporting document as presented.
2. To Adjust the Service performance and Local Government performance reporting document to October Council Meeting with no changes for adoption.

### **Recommendation:**

Adopt the Service performance and Local Government performance reporting document as presented.

# Swan Hill Rural City Council Service Performance Report 2022/23

## Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators				
Quality/Cost Standard	Exceeded	Achieved	Not achieved	Not applicable	Total
Transport Services (page 2)	6	2	3	0	11
Family and Children's Services (page 4)	4	1	0	0	5
Economic Prosperity (page 6)	2	2	3	1	8
Community Care Services (page 7)	1	1	6	0	8
Community Wellbeing (page 8)	1	0	6	0	7
Waste Management (page 11)	1	0	2	0	3
Community Amenity (page 13)	7	1	1	0	9
Recreation, Culture and Leisure Services (page 15)	8	1	26	2	37
Organisational Support (page 20)	10	14	16	0	40
Governance and Leadership (page 24)	3	1	6	0	10
<b>Total</b>	<b>43</b>	<b>23</b>	<b>69</b>	<b>3</b>	<b>138</b>
<b>Achieved in 2022/23</b>	<b>31%</b>	<b>17%</b>	<b>50%</b>	<b>2%</b>	<b>100%</b>
<b>Achieved in 2021/22</b>	<b>31%</b>	<b>19.5%</b>	<b>48%</b>	<b>1.5%</b>	<b>100%</b>

Service Group	Number of standards/indicators			
LGPRF	Within expected range	Outside expected range	Not applicable	Total
Transport Services (page 2)	4	1	-	5
Family and Children's Services (page 5)	5	-	-	5
Community Wellbeing (page 8)	11	2	-	13
Waste Management (page 11)	4	1	-	5
Recreation, Culture and Leisure Services (page 15)	4	3	-	7
Governance and Leadership (page 24)	5	-	-	5
<b>Total</b>	<b>33</b>	<b>7</b>	<b>0</b>	<b>40</b>
<b>Achieved in 2022/23</b>	<b>82.5%</b>	<b>17.5%</b>	<b>0</b>	<b>100%</b>
<b>Achieved in 2021/22</b>	<b>82.5%</b>	<b>17.5%</b>	<b>-</b>	<b>100%</b>

## Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

- Footpaths
- Aerodromes
- Roads - sealed and unsealed

<b>Footpaths</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Grinding metres/year	<100	147 <sup>(1)</sup>	66	68
Replacement square metres/year	<1,500	1,056	440	475
Average response time to address service requests Weeks	2	1	1	1
Number of service requests received that address issues on footpaths	50	44	43	45
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$1.41 <sup>(2)</sup>	\$0.82	\$0.92

Variance comments:

- 1) The figure is derived from the number of grinding jobs multiplied by 1.5m which is the approximate figure per job, i.e. 98 x 1.5m = 147. Recommend changing target to 200.
- 2) 2022/23 figure is derived from total Footpath Maintenance expenditure (\$174,503.12) divided by total footpath square metreage (246,680) Accuracy of previous year's figures unable to be confirmed.

<b>Aerodromes</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	100%	100%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not exceed 6% to previous year.	6%	30.85% <sup>(1)</sup>	-5.05%	-20.12%

Variance comment:

- 1) This increase was due to the operational requirements to purchase Electric Landing Flares (ELF) and additional safety supervision for aerodrome works.

Service Performance Report 2022/23 – Transport Services

<b>Roads</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Completion of asset inspection as per the Road Management Plan	100%	100%	100%	100%
Average response time to address service requests Weeks	3	1.5	1	1
Number of Service Requests received that address issues on unsealed roads:	100	189 <sup>(1)</sup>	120	112
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$7.32 <sup>(2)</sup>	\$5.10	\$6.45
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Sealed local road requests</b> Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 10 to 120 requests.	10-120	14.64	5.96	6.78
<b>Sealed local roads below the intervention level</b> Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 80 - 100%	80-100%	99.27%	99.37%	99.28%
<b>Cost of sealed local road reconstruction</b> Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$20 - \$200.	\$20 - \$200	\$30.97 <sup>(3)</sup>	\$59.36	\$30.26
<b>Cost of sealed local road resealing</b> Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$4 - \$30.	\$4 - \$30	\$6.79	\$4.80	\$5.58
<b>Satisfaction with sealed local roads</b> Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 – 100.	50-100	44 <sup>(4)</sup>	51	52

Variance comments:

- 1) Due to a prolonged major flood event and excessive totals of localised rain, a substantial rise in the number of service requests were received for unsealed roads.
- 2) Unprecedented fuel price rises through most of the year have had an effect on the bottom line, making the target cost unachievable.
- 3) There has been a reduction from the previous years where resealing occurred in more remote areas, which increased the previous years cost.
- 4) The decrease on the previous year's satisfaction with sealed roads can be attributed to the major flood event combined with localised flooding in what has proven to be one of the wettest years on record.



## Family and Children’s Services

(Report adopted by Council September 2002)

Programs within this service:

- Out Of School Hours Child Care consisting of:
  - Before and After School Child Care
  - Vacation Child Care
  - Mobile Vacation Child Care
- Preschools
- Maternal and Child Health

Out of School Hours Child Care				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Meet the outcomes of the funding and service agreements Including licensing, children’s regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$4.61	\$3.64	\$3.37	\$2.68

Variance comments:

Maternal and Child Health				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Percentage of children enrolled from birth notifications received	98%	100%	104%	104%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	87%	79%	84%
Net cost to Council per consultation.	\$112.50	\$102.48 <sup>(1)</sup>	\$122.09	\$56.22
LGPRF Indicator	Target	2022/23	2021/22	2020/21
Infant enrolments in MCH service Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%	90-110%	100.69%	102.01%	102.21%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	\$110.69	\$121.52	\$109.86
Participation in the MCH service Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 70 - 100%	70-100%	89.19%	82.74%	80.05%
Participation in MCH service by Aboriginal children Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 60 - 100%	60-100%	83.57%	77.50%	76.26%
Participation in 4-week key age and stage visit The percentage of infants enrolled in the MCH service who participated in 4-week key age and stage visit	90-110%	92.44%	95.99%	94.01%

Variance comments:

- 1) Reduced cost to Council due to previous set up cost for the 63 McRae Street building.

## Economic Prosperity Services

(Report adopted by Council February 2003)

*Programs within this service:*

- Economic Development Unit
- Swan Hill Livestock Exchange
- Tower Hill Estate development

Economic Development				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Achieve population growth for the municipality	0.1%	1.0%	-0.3%	-0.6%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	3.3%	2.7%	2.7%
Total number of visitors to the Swan Hill Region Information Centre	-	15,263 <sup>(1)</sup>	8,020	12,777

Variance comment:

- 1) The increased numbers through the visitor centre were largely due to the amount of people traveling and getting out after the Covid period. People become a lot more confident in travel and the numbers on the road show in the increase of visitor information visits.

Swan Hill Livestock Exchange				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%	100%
Total turnover (Cattle plus Sheep and Goats) demonstrating contribution to the local economy	\$54.6m	\$29.9m <sup>(1)</sup>	\$38.7m	\$43.36m
Ratio of cost to operate the livestock exchange verses income generated (income from sales of cattle, sheep, goats, truck wash and agistment divided by the operational costs including depreciation and reserves)	1.00	0.66	0.80	0.85

Variance comments:

- 1) The Agricultural industry is dynamic and years can alter considerably. The 2022/23 year saw a significant downturn across the entire country in livestock numbers. All yards have experienced a decrease in livestock throughput. The industry is still recovering from Covid, floods and fires.

Service Performance Report 2022/23 – Economic Prosperity Services

Tower Hill Estate				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Subdivide and sell lots	18	6 <sup>(1)</sup>	16	19
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes	Yes

Variance comments:

- 1) There were no remaining lots for sale from Stage 13 at the commencement of 2022-23. The 23 Lots in Stage 14 of the Tower Hill Estate Development were released for sale in late May 2023.

## Community Care Services

(Report adopted by Council February 2003)

*Programs within this service:*

- Client assessments
- General Home, Personal and Respite Care
- Food services
- Aged Accommodation
- Senior Citizen centres

Community Care Services				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
<b>Client Needs</b> Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client				
<ul style="list-style-type: none"> <li>• High needs clients</li> <li>• Medium needs clients</li> <li>• Low needs clients</li> </ul>	100% 80% 70%	100% 70% <sup>(1)</sup> 45% <sup>(2)</sup>	100% 80% 70%	100% 80% 70%
<b>Average cost per hour of service:</b>				
<ul style="list-style-type: none"> <li>• General Home Care</li> <li>• Personal Care</li> <li>• Respite Care</li> </ul>	\$51.54 \$53.72 \$54.00	\$54.00 <sup>(3)</sup> \$61.00 <sup>(4)</sup> \$95.00 <sup>(5)</sup>	\$58.31 \$75.00 \$46.90	\$56.69 \$63.38 \$49.80
<b>Average cost per meal</b> Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$11.18 <sup>(6)</sup>	\$12.85	\$13.62
<b>Senior Citizen Centre's</b> Total cost to operate Senior Citizen Centre's and related activities	\$11,500	\$19,772.33 <sup>(7)</sup>	\$19,772.34	\$20,617.25

Variance comments:

- 1) Due to shortage of staff, priority has been given to high needs clients, which has reduced the number of available services to medium priority clients.
- 2) As per point 1.
- 3) Due to shortage of staff, there has been a reduction in the amount of hours provided which has reduced the cost per hour of the service.
- 4) Similar to point 3, in addition, more people are receiving Home Care Packages (HCP) which reduces the number of hours provided to Commonwealth Home Support Program (CHSP) clients.
- 5) A large increase in requests for respite has increased the cost for the services.
- 6) Reduced demand for Meals on Wheels has reduced the cost per meal.
- 7) Cost of senior citizens has remained static.

Targets for 2023/24 will need to be reviewed due to transitioning out of aged care.



## Community Wellbeing Services

(Report adopted by Council June 2003)

*Programs within this service:*

- Planning
- Building Department
- Regulatory Services – Animal Management
- Parking Control
- Food safety

<b>Planning</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Average number of days required to issue planning permits	58	124 <sup>(1)</sup>	79	41
Cost per capita to maintain currency and appropriateness of the Planning Scheme <small>Gross cost to Council / Population of the municipality</small>	\$20	\$9.27 <sup>(2)</sup>	\$12.70	\$13
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Time taken to decide planning applications</b> <small>The median number of days between receipt of a planning application and a decision on the application. Expected range: 30 – 110 days</small>	30-110	96	79	41
<b>Planning applications decided within 60 days</b> <small>Number of planning application decisions made within 60 days/Number of planning application decisions made. Expected range: 40 – 100%</small>	40-100%	59.85%	71.28%	96.39%
<b>Cost of statutory planning service</b> <small>Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$4,000</small>	\$500 - \$4,000	\$3,967 <sup>(3)</sup>	\$3,218	\$2,675
<b>Planning decisions upheld at VCAT</b> <small>Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications. Expected range: 30 – 100%</small>	30-100%	75% <sup>(4)</sup>	0%	0%

**Variance comments:**

- 1) Planning permit days have increased due to shortage of planning staff.
- 2) Due to inability to recruit staff, no strategic planning projects were undertaken in 2022/23.
- 3) Contractors were engaged during the year, where Council have been unsuccessful in recruiting permanent staff which resulted in increased associated costs.
- 4) In 2022/23 Council had 5 Planning applications referred to VCAT with 3 being upheld and 2 were not compared to previous years where we had no planning decisions upheld at VCAT.

Service Performance Report 2022/23 – Community Wellbeing Services

<b>Building Department</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Average number of days required to issue building permits	18	43	45	20
Net cost to Council per building permit (Profit)	\$305	\$374 <sup>(1)</sup>	\$112	\$149

Variance comments:

- 1) Prior to suspension of the Building Permit service, all permits were issued by a contractor. The cost of providing the service has increased significantly as Council has to now rely on a contractor on higher hourly rates.

<b>Regulatory Services – Animal Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Average cost to Council to enforce Local Laws per registered animal	\$89.00	\$103.08 <sup>(1)</sup>	\$98.73	\$72.59
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Time taken to action animal management requests</b> Number of days between receipt and first response action for all animal management requests / Number of animal management requests. Expected range: 1 to 10 days	1 - 10	1.31	1.20	1.07
<b>Animals reclaimed</b> Number of animals reclaimed / Number of animals collected. Expected range: 30 – 90%	30-90%	29.56%	26.90%	28.03%
<b>Animals rehomed</b> Number of animals rehomed / Number of animals collected. Expected range: 30 – 90%	30-90%	60.95%	69.31%	67.42%
<b>Cost of animal management service per population</b> The direct cost of the animal management service per municipal population. Expected range: \$3 to \$40	\$3-\$40	\$14.02	\$18.38	\$10.30
<b>Animal management prosecutions</b> Number of successful animal management prosecutions. Expected range: 50 to 200%	50-200%	0%	0%	100%

Variance comments:

- 1) Average cost to Council to enforce Local Laws has increased in the 2021/22 financial year. This is a direct result of the increase in the overall debtors (amounts owing to Council).

Service Performance Report 2022/23 – Community Wellbeing Services

<b>Parking Control</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Hours ticket machines are not functional	1.0%	1.37% <sup>(1)</sup>	1.0%	0.91%
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	\$90	\$33.47 <sup>(2)</sup>	\$105.74	\$96.32

Variance comments:

- 1) This year's figure is still high due to damage to our parking meters, effect of them being out of service and the increased cost of repairs.
- 2) The 2021/22 and 2020/21 year's figures had the internal school crossing wages included in the costs to council, when they should have been excluded. This falsely showed a much higher operating cost than should have been reported. The 2022/23 cost still includes carpark patrons free parking periods.

<b>Food Safety</b>				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Time taken to action food complaints</b> Number of days between receipt and first response action for all food complaints / Number of food complaints. Expected range: 1 to 10 days	1 - 10	3.17	2.56	1.90
<b>Food safety assessments</b> Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984. Expected range: 50 – 100%	50-100%	84.76%	76.63%	28.07%
<b>Cost of food safety service</b> Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984. Expected range: \$300 - \$1,200	\$300-\$1,200	\$690.59 <sup>(1)</sup>	\$513.99	\$510.35
<b>Critical and major non-compliance notifications</b> Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises. Expected range: 60 – 100%	60-100%	100.00%	40.00%	66.67%

Variance comments:

- 1) This cost has increased due to higher number of statutory food samples required, complaint samples conducted and an increase in training completed by the Environmental Health Officers.

## Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

- Kerbside collection service
- Landfills

Waste Collection				
LGPRF Indicator	Target	2022/23	2021/22	2020/21
<b>Kerbside bin collection requests</b> Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 10 to 300 requests	10-300	115.82	118.16	112.19
<b>Kerbside collection bins missed</b> Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000. Expected range: 1 – 20 bins	1-20	5.19 <sup>(1)</sup>	3.99	5.78
<b>Cost of kerbside garbage bin collection service</b> Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$40 - \$150	\$40-\$150	\$106.77 <sup>(2)</sup>	\$93.39	\$86.91
<b>Cost of kerbside recyclables bin collection service</b> Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins Expected range: \$10 - \$80	\$10 - \$80	\$88.77 <sup>(3)</sup>	\$80.40	\$78.51
<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins. Expected range: 20 – 60%	20-60%	29.28%	30.92%	29.51%

Variance comments:

- 1) This figure includes numbers of missed bins and bins that were not put out for collection.
- 2) Due to many newly constructed dwellings, the number of properties requiring bin collection services increased. The state levy went up which increased contractor collection costs.
- 3) This increase is due to an annual CPI increase under the contract, and an increase in the number of newly constructed dwellings that require service.

Landfill				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Net cost per capita of waste deposited at Swan Hill landfill sites	\$26.29	\$41.21 <sup>(1)</sup>	\$39.63	\$36.93
Net cost per capita of waste deposited at Robinvale landfill sites (exc GST)	\$64.36	\$53.39	\$49.73	\$56.17
Net cost per capita to maintain rural landfill sites (exc GST)	\$9.91	\$29.69 <sup>(1)</sup>	\$26.17	\$19.36

Variance comment:



Service Performance Report 2022/23 – Community Amenity

- 1) Landfill costs have increased due to target rate not being adjusted since the contractor change in November 2020 and adjustment of overall increase in costs. It is recommended that targets be reviewed for 2023/24 to update in line with current contract arrangements.

Suggested Target Increases for 2023/24: Swan Hill Landfill \$43.44, Robinvale \$56.27 and Rural Transfer Stations \$31.29.

## Community Amenity

(Report adopted by Council June 2004)

*Programs within this service:*

- Environmental Standards
- Street Beautification
- Public Lighting

Environmental Standards				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Maintain potable water consumption below 2011/12 levels for parks and gardens annually <small>Source: 2012 - 2016 Sustainable Water Use Plan</small>	37,000kL	42,187kL <sup>(1)</sup>	43,005kL	58,989kL
Maintain current power usage in Council's 8 highest energy use buildings: <ul style="list-style-type: none"> <li>• Kilowatts</li> <li>• Greenhouse gas emissions</li> </ul>	1.07M kWh 1,262T	0.867M <sup>(2)</sup> kWh 5.29T <sup>(3)</sup>	0.795M kWh 0T	0.759M kWh 812T
Total cost to Council for stationary energy of Council owned infrastructure <small>Including street lighting</small>	\$674,950	\$533,930 <sup>(4)</sup>	\$471,917	\$519,707

Variance comments:

- 1) Parks and gardens are watered as required, with water consumption determined by conditions across the year. Recommend change of target for 2023/24 due to it being exceeded for the last 3 years.
- 2) Energy use across Council's eight highest energy use buildings has increased, largely driven by the Swan Hill Leisure Centre. Council began paying the centre's electricity and gas bills in September 2022 and as a result, increased the kilowatts across the eight highest energy use buildings.
- 3) Greenhouse gas emissions across the 8 highest energy use buildings remained low due to Council's involvement in the Victorian Energy Collaboration (VECO); VECO is the largest ever emission reduction project by local government in Australia and aims to reduce each councils' bills and greenhouse gas emissions by using renewable energy generated in Victoria. However, due to the Swan Hill Leisure Centre's use of natural gas, this figure did increase from 2021/22.
- 4) Energy consumption costs for stationary energy of Council owned infrastructure increased from the previous year, once again owing largely to the operating costs attributable to the Swan Hill Leisure Centre, particularly its gas use which cost Council \$76,680.29.

<b>Street Beautification</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	10	5	4
Number of community street tree theme consultations <small>Minimum of two annually</small>	2	2	2	1
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	\$59,500	\$55,165	\$64,731	\$65,900

Variance comment:

<b>Public Lighting</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Net increase in number of streetlights to existing network per year <small>New light and pole assembly</small>	3	18	14	1
Cost to Council for public lighting per streetlight <small>Electricity costs are increasing and it is expected they will continue to increase over coming years</small>	\$100.00	\$70.26	\$77.31	\$84.14

Variance comments:

## Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

*Programs within this service:*

- Art Gallery
- Community Centres and Swan Hill Town Hall PACC
- Performing Arts
- Pioneer Settlement
- Library
- Parks, Gardens, Recreation Reserves and Other Sporting Facilities
- Indoor Sports Facilities and Swimming Pools

<b>Art Gallery</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of visitors to the Art Gallery per annum	11,000	7,926 <sup>(1)</sup>	7,653	5,973
Number of exhibitions	25	14 <sup>(2)</sup>	16	8
Number of events other than exhibitions <small>Concerts, conferences, functions etc.</small>	30	19	31	8
Net cost to Council to operate the Gallery per visitor	\$26.14	\$66.57 <sup>(3)</sup>	\$45.63	\$11.76

Variance comments:

- 1) The target not been met in visitor numbers can be attributed to the 2022 floods that severely restricted travel throughout Northern Victoria and Southern New South Wales.
- 2) Delivery of 14 exhibitions is in line with the strategic direction of extending exhibition display times while increasing the depth of visitor experience. This is also consistent with current trends in the public gallery sector. The delivery of 25 exhibitions or more is unsustainable with current staffing levels. Recommend reducing this target to 15 for 2023/24.
- 3) Major project expenditure for National Print and Drawing Awards (every two years) and Go North Arts Festival (inaugural event) contributed to higher net cost of visitors, as these projects were costed to the Art Gallery budget.

Service Performance Report 2022/23 – Recreation, Culture and Leisure Services

<b>Community Centres and Swan Hill Town Hall PACC</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/21</b>	<b>2020/21</b>
Number of times the community centre/facility is used by the community each year:				
• Manangatang	150	24	7	33
• Nyah	100	91	92	97
• Lake Boga	100	18	10	6
• Robinvale	180	327 <sup>(1)</sup>	162	78
• Swan Hill Town Hall PACC	250	267 <sup>(2)</sup>	195	203
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	21,141 <sup>(3)</sup>	14,918	7,912
Net operating cost to Council per usage of the facility:				
• Manangatang	\$250	\$698	\$1,938	\$356
• Nyah	\$400	\$309	\$270	\$291
• Lake Boga	\$250	\$1,467	\$1,926	\$5,727
• Robinvale	\$600	\$364	\$414	\$639
• Swan Hill Town Hall PACC	\$1,054	\$2,406.11 <sup>(4)</sup>	\$2,445.55	\$2,577.50
Net operating cost to Council per person using the Swan Hill Town Hall PACC	\$14.65	\$30.39 <sup>(5)</sup>	\$42.44	\$66.13
Actual net cost / Number of people attending				

Variance comments:

- 1) The increase in usage of the Robinvale community centre/facility by the community is due to a concerted effort to raise awareness of the venue and the Theatre now being in operation. Propose increasing of Target to 250 for 2023/24.
- 2) The increase to the number of times the community centre/facility is used by the community is due to the confidence of the community in the SHTHPACC due to the level of service being provided greatly improving.
- 3) The increase to the number of people attending performances at SHTHPACC is due to better quality of shows being presented, a higher level of service being provided and a greater level of marketing to attract audiences.
- 4) The net operating cost to Council per usage of the facility is decreasing slowly, due to income from higher ticket sales and an increase in bars sales due to the SHTHPACC now being permanently licenced.
- 5) The net operating cost to Council per person using the SHTHPACC has decreased due to an overall increase in audience attendance.

<b>Performing Arts</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of people attending performing arts events per annum	3,000	7,130 <sup>(1)</sup>	2,295	1,328
Net cost to Council to operate the performing arts program per patron	\$61.95	\$30.41	\$84.89	\$94.90
Final net cost for year / Number of attendees				

Variance comment:

- 1) Ticket sales have greatly increased as audiences are returning to regularly attending shows post Covid.

Service Performance Report 2022/23 – Recreation, Culture and Leisure Services

<b>Pioneer Settlement</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of visitors to the Pioneer Settlement per annum	80,000	72,625 <sup>(1)</sup>	80,579	61,917
Net cost to Council to operate the Pioneer Settlement Museum per visitor	\$9.20	\$10.15 <sup>(2)</sup>	\$5.95	\$14.65

Variance comments:

- 1) The Murray River flooding and closure to the public impacted visitation in 2022 which resulted in the cancellation of Heartbeat of the Murray screenings for 76 days and the Pyap cruises for 53 days. Extended closure for Heartbeat of the Murray was due to high water levels receding slowly and the pressure on show equipment.
- 2) Increase on previous year was expected due to the prior Covid 19 impacts. Costs were down during Covid as staff were stood down or redeployed. The cost increase above original target is a result of the flood impacts and a combination of additional costs associated with the high-water event and a decline in visitation/income.

<b>Libraries</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	80,500	52,842 <sup>(1)</sup>	37,142	28,580
Number of special events held in Library	15	96 <sup>(2)</sup>	52	17
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Library collection usage Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items	1-10	0.92	0.97	0.89
Standard of library collection Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 40 – 90%	40-90%	37.07%	41.20%	43.45%
Active library members Number of active library members/Municipal population Expected range: 10 – 40%	10-40%	13.41%	13.35%	14.52%
Cost of library service Direct cost to Council of the library service per population Expected range: \$10 - \$90	\$10-\$90	\$51.98	\$50.14	\$44.18

Variance comments:

- 1) Covid closures and restrictions impacted access to library service points in 2020/21 and 2021/22, therefore visits to service points were down. In 2022/23 there were no restrictions to accessing library service points, enabling the community to use the library spaces with no restrictions.
- 2) The Swan Hill and Robinvale libraries were able host several special events during each school holiday as well as other events throughout 2022/23. Propose increasing target to 30 for 2023/24.



Service Performance Report 2022/23 – Recreation, Culture and Leisure Services

<b>Parks, Gardens, Recreation Reserves and Other Sporting Facilities</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Maintain grass height between 25 – 60 mm	100%	100%	100%	100%
Net operating cost per hectare:				
• Parks and gardens	\$13,000	\$13,415 <sup>(1)</sup>	\$11,923	\$11,350
• Recreation reserves	\$12,500	\$14,135 <sup>(1)</sup>	\$12,877	\$12,000

Variance comments:

- 1) Operating costs for parks, gardens and recreation reserves have increased significantly post Covid, particularly on freight, machinery, fertilisers, herbicides and contractors

Service Performance Report 2022/23 – Recreation, Culture and Leisure Services

<b>Indoor Sports Facilities and Swimming Pools</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of visitors/users of the indoor sports facilities/swimming pools:				
• Swan Hill Leisure Centre and Indoor Pool	80,000	65,329 <sup>(1)</sup>	51,035	40,679
• Swan Hill Indoor Sport and Recreation Centre	42,000	36,981 <sup>(2)</sup>	9,833	16,088
• Robinvale Leisure Centre and Pool	27,000	37,907	33,224	23,253
Number of visitors/users of outdoor swimming pools:				
• Swan Hill Outdoor Pool	20,000	17,722	17,484	15,004
• Nyah Pool	9,000	6,813	8,119	5,806
• Manangatang Pool	7,000	3,047	2,527	2,911
Net cost to Council per visitor to operate indoor facilities:				
• Swan Hill Leisure Centre and Indoor Pool	\$6	\$13.30 <sup>(3)</sup>	\$11.16	\$13.28
• Swan Hill Indoor Sport and Recreation Centre	\$1	\$4.26 <sup>(4)</sup>	\$19.19	\$13.60
• Robinvale Leisure Centre and Pool	\$10	\$9.15	\$13.54	\$14.76
Net Operating expenditure / Number of visitors/users				
Net cost to Council per visitor to operate outdoor pools:				
• Swan Hill Outdoor Pool	\$11	\$13.74 <sup>(5)</sup>	\$26.73	\$20.60
• Nyah Pool	\$7	\$14.71 <sup>(6)</sup>	\$7.94	\$9.45
• Manangatang Pool	\$10	\$20.30 <sup>(7)</sup>	\$27.13	\$21.15
Net Operating expenditure / Number of visitors/users				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
<b>Health inspections of aquatic facilities</b>				
Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4	1-4	0.60	1.0	0.40
<b>Utilisation of aquatic facilities</b>				
Number of visits to aquatic facilities / Municipal population Expected range: 1 to 10 visits	1-10	6.17	5.58	3.43
<b>Cost of aquatic facilities</b>				
Direct cost less any income received of providing aquatic facilities per visit. Expected range: \$0-\$30	\$0-\$30	\$12.39	\$14.19	\$18.56

Variance comments:

- 1) Figures have improved on the previous year due to post Covid usage continuing to increase with the new gym, which will assist with membership growth and an increased usage.
- 2) The large increase in visitor numbers can be associated with the increased number in junior and senior basketball, the increased court bookings for training from all differing sports and in general the boost after Covid.
- 3) Increased spend in the following categories, with up to \$86,000 in buildings maintenance, capital expense and unscheduled maintenance costs. Council took over the utilities for the Leisure Centre which increased expenses.
- 4) Increased numbers through the door playing indoor sport caused the reduction in costs per visit from the previous year. Actual expenditure slightly decreased also.
- 5) The reduction in cost from 2021/22 is from a saving of almost \$110,000 in actual year to date expenses with a reduction in contribution costs (due to paying the utilities of the facility) and a reduction in maintenance.
- 6) The Nyah Pool had required maintenance completed, which increased expense costs.
- 7) The Manangatang Pools Cost to Council per visit reduced on the previous year due to the increase in numbers and a reduction in maintenance costs.

## Organisational Support

(Report adopted by Council June 2004)

*Programs within this service:*

- Customer Service Revenue Control
- Robinvale Resource Centre
- Information Management
- Information Technology Services
- Finance Services
- Asset Management
- Human Resources
- Commercial Services and Risk Management
- Plant and Fleet Management

Customer Service Revenue Control and Robinvale Resource Centre				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Rate debtor collections as a percentage of Total Rate Income	94%	89.5% <sup>(1)</sup>	92%	94%
Cost of providing Customer Service and Revenue Control Services Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure	1.20%	1.18%	1.12%	1.68%
Cost of providing customer services from the Robinvale Resource Centre per head of population Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district	\$63.50	\$83.71 <sup>(2)</sup>	\$72.80	\$66.47

Variance comments:

- 1) Rates, Special Rates, Garbage and Fire Services Property Levy Debtors have increased by approximately 2.5% when compared to 2021/22 collections. This is due primarily to debt collection practices having been stayed for the last three financial years (2020/21, 2021/22 & 2022/23). The industry standard across the state is generally between 95-96%. However, this did drop during the Covid period. It is expected that collection of rates will take a minimum two years to return to near these levels.
- 2) This increase included a significant period of leave for the Senior Officer at Robinvale and use of casuals and staff on higher duties. The budget also included State Government Robinvale project costs.

Information Management				
Quality/Cost Standard	Target	2022/23	2021/22	2020/21
Service meets agreed timeframes for incoming correspondence registration:				
• 3.40pm Monday	Yes	Yes	Yes	Yes
• 2.20pm Tuesday – Friday	Yes	Yes	Yes	Yes
Cost of service as a percentage of total operating expenses (excluding major projects). Information Management Program / Total Operating Expenditure	<0.81%	0.54%	0.49%	0.52%

Variance comments:

Service Performance Report 2022/23 – Organisational Support

<b>Information Technology Services</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Authority System available	98%	99%	98%	98%
Network Services available	98%	98%	98%	98%
Internet Services available	98%	99%	98%	98%
Cost of providing IT services as a percentage of total operating expenses IT program (bottom line 3345) / Total operating expenditure	<3.0%	2.50%	2.54%	2.62%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal devices supported	\$3,870	\$3,820	\$3,821	\$3,715

Variance comments:

<b>Finance Services</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Meet all statutory reporting obligations:				
• Annual Report	Yes	Yes	Yes	Yes
• Business Plan and Annual Budget	Yes	Yes	Yes	Yes
• Victoria Grants and Commission Return	Yes	Yes	Yes	Yes
• Local Government Sector Borrowings Surveys	N/A	N/A	N/A	N/A
• Taxation (PAYG, GST and FBT)	Yes	Yes	Yes	Yes
Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	2.10%	1.89%	1.89%	1.81%

Variance comments:

Service Performance Report 2022/23 – Organisational Support

<b>Asset Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place:				
• Strategic Planning	85	75	75	71
• Annual Budget	100	94	94	94
• Annual Report	95	95	95	95
• Asset Management Policy	90	90	90	90
• Asset Management Strategy	100	100	100	50
• Asset Management Plans	75	64	57	60
• Governance and Management	60	71	61	57
• Levels of Service	60	69	69	50
• Data and Systems	80	72	72	69
• Skills and Processes	65	58	58	48
• Evaluation	60	50	50	33
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)	0.90	0.59	0.67	0.82

Variance comments:

<b>Human Resources</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of staff issues referred to Fair Work Australia	Nil	1	Nil	5
Number of organisational training hours provided per EFT	7 hours	17.8	21.7	25.9
Cost of providing Human Resource Services as a per cent of total operating expenses	1.30%	1.34%	1.29%	1.30%

Variance comment:



Service Performance Report 2022/23 – Organisational Support

<b>Commercial Services and Risk Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
All tendering and acquisitions undertaken by Procurement and Property is done in accordance with adopted Council policy.	Yes	No <sup>(1)</sup>	Yes	Yes
Cost of providing Procurement and Property as a percentage of Total Council Operating Expenses. <small>Total cost of Program (less Insurance Premiums) / Total operating cost of Council</small>	<1.2%	0.61%	0.58%	0.58%
Risk Management (insurance)– WorkCover <small>(EFT to premiums)</small>	\$2,300	\$2,059	\$1,642	\$1,407
Risk Management (insurance)– Property <small>(Value of property v Premium)</small>	\$0.0020	\$0.0020	\$0.0020	\$0.0019
Risk Management (insurance)– Registered Motor Vehicles <small>Unit cost</small>	\$425	\$555 <sup>(2)</sup>	\$555	\$617

Variance Comment:

- 1) During 2022/23 Council entered into one contract valued at \$200,000 or more for services without undertaking a competitive process. The contract was with the incumbent contractor for the Management and Operation of Leisure and Aquatic Services to ensure the continuity of the supply of services while Council undertook a procurement process for the new contract.
- 2) Council's motor insurance premium is set by Council's insurer to reflect Council's specific requirements and circumstances.

<b>Plant and Fleet Management</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	90%	88%	89%
Average cost of scheduled services for passenger and light commercial vehicles <small>Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services</small>	\$124	\$130 <sup>(1)</sup>	\$139	\$148
Average cost of scheduled services for major plant items <small>Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services</small>	\$218	\$253	\$295	\$289

Variance Comment:

- 1) With inflation at 7% and a worldwide shortage of parts, it is recommended that the target be reviewed for 2023/24.

## Governance and Leadership

(Report adopted by Council May 2005)

Programs within this service:

- Elected Members
- Community Development
- Corporate Governance
- Media and Events

<b>Elected Members</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/22</b>
Community satisfaction with Council's advocacy role per annual Local Government Survey	-	-	-	-
Community satisfaction with Council's community consultation and engagement per annual Local Government Survey	54	50	48	-
Community satisfactions with decisions made in the interest of the community per annual Local Government Survey	54	45	45	-
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	50	53	56

Variance comment:

<b>Community Development</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Government and other funding attracted during the year to supplement community and Council activities	\$800,000	\$2,091,000	\$1,450,000	\$7,730,000
Number of actions implemented out of community plans At least one action per plan	30	25 <sup>(1)</sup>	28	25
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	<1%	0.62%	0.92%

Variance comment:

- 1) The reason for the reduction in the actions implemented was due to finalisation of the Vibrant Villages suite of works and prior financial obligations associated with this set of projects.

Service Performance Report 2022/23 – Governance and Leadership

<b>Corporate Governance</b>				
<b>LGPRF Indicator</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Council decisions made at Council Meetings closed to the Public Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors Expected range: 0 – 30%	0-30%	5.56%	4.93%	4.04%
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Expected range: 40 – 70%	40-70%	50%	48%	51%
Councillor attendance at Council Meetings Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election. Expected range: 80 – 100%	80-100%	89.52%	90.00%	94.44%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election. Expected range: \$30,000 - \$80,000	\$30K-\$80K	\$53,993	\$52,315	\$43,117
Satisfaction with Council decisions Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community Expected range: 40 – 70%	40-70%	45%	45%	48%

Variance comments:

<b>Media and Events</b>				
<b>Quality/Cost Standard</b>	<b>Target</b>	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>
Number of media releases distributed annually	130	117	107	158
Number of social media post annually	1,700	1,833 <sup>(1)</sup>	1,445	1,470
Production and distribution of Council's Community Newsletter Twice per year	2	15 <sup>(2)</sup>	12	5
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.6%	0.53%	0.53%	0.27%

Variance comments:

- 1) The increase in the number of social media posts can be attributed to 2022 flood event. Council partnered with the Incident Control Team to conduct a community awareness campaign that included situation updates, road closures, community meetings, newsletter distribution and other relevant information distribution via social media. In addition, the high river event impact secondary services, including Pioneer Settlement with additional social media posts required for Pyap River Cruise closures and Laser Light Show cancellations. This financial year, also saw the addition of a new social media page for Robinvale Community Arts Centre. These results include all social media posts for Councils Primary social media pages, and an additional seven secondary department sites.
- 2) Council are now producing a monthly newsletter, recommend to increase this target to 12 for 2023/24.

### 3 Officer Report for Noting

## 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 matter 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
1149	Butterworth Street drainage and road upgrade works	Between Swan Hill Rural City Council and Whitfield Excavations Pty Ltd	19/9/2023

Note: A Section 173 Agreement is a 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 Assemblies - 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 Assemblies on a monthly basis.

### Discussion

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

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

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

Details of the most recent assemblies of Council are attached.

### Council Plan Strategy Addressed

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

4.1 Excellent management and administration

4.1.1 Well managed resources for a sustainable future

4.1.2 Provide robust governance and effective leadership

4.1.3 Sound, sustainable:

- Financial management • Excellence in service delivery • Strategic planning

### Current Strategic documents

No strategic documents applicable.

### Key Legislation

There is no key legislation applicable

**Attachments:** 1. COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
October (1) [4.2.1 - 3 pages]

### **Options**

Council Assemblies are reported to ensure good governance and transparency.

### **Recommendation**

**That Council note the contents of the report.**

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**26 September 2023 at 1.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Drag Strip
- Activating 42 Monash Drive (GrainCorp)
- 2023/24 Grants Commission Allocation
- Potential Planning Applications
- Andrew George re Australian Energy Markets
- Annual Report
- Councillor/Directors question time

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

**Councillors**

- Cr Bill Moar
- Cr Jacquie Kelly
- Cr Ann Young
- Cr Nicole McKay (attended via zoom)
- Cr Stuart King
- Cr Chris Jeffery
- Cr Les McPhee

**Apologies**

- Nil

**Leave of Absence**

- Nil

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Camille Cullinan, Acting Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Heather Green, Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Nathan Keighran, Economic Development Coordinator
- Kate Jewell, Development Manager
- Warrick Fisher, Planning Consultant
- Lina Cornish, Governance Officer
- Grant Jones, Development Officer Facilities
- Peter Ross, Engineering and Strategic Projects Manager
- Dione Heppell, Liveability and Project Development Coordinator
- Ash Free, Finance Manager
- Brooke O'Connor, Community Engagement & Communications Coordinator

**Other**

- Andrew George

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**3 October 2023 at 1.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Drainage Reserve Funding
- Ronald Street Variation
- Aged Care Transition
- Cool It
- New planning council report template
- Landscape Design – Art Gallery (Update)
- Revenue and Rating Plan
- Councillor/Directors question time

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

**Councillors**

- Cr Bill Moar
- Cr Jacquie Kelly
- Cr Nicole McKay
- Cr Stuart King
- Cr Les McPhee

**Apologies**

- Cr Ann Young
- Cr Chris Jeffery

**Leave of Absence**

- Nil

**OFFICERS**

- Bruce Myers, Director Community and Cultural Services
- Heather Green, Acting Chief Executive Officer
- Kate Jewell, Acting Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Helen Morris, Organisational Development Manager
- Jess Chislett Procurement and Properties Coordinator
- Peter Ross, Acting Director Infrastructure / Engineering and Strategic Projects Manager
- Nick Mudge, Environment and Sustainability Officer
- Warrick Fisher, Acting Planning Coordinator
- Ian Tully, Art Gallery Manager
- Ash Free, Finance Manger
- Brian White, Project Manager

**Other**

- Nil

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
10 October 2023 at 1.00pm, Swan Hill Town Hall – Council Chambers**

**AGENDA ITEMS**

- Dr Anne Webster
- Murray Darling Association
- Service Performance Reporting
- Planning Application
- Drag Strip
- Housing Summit Update
- Regional precincts and partnerships funding program - Federal
- Councillor/Director question time

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

**Councillors**

- Cr Jacquie Kelly
- Cr Nicole McKay
- Cr Stuart King
- Cr Les McPhee
- Cr Bill Moar
- Cr Chris Jeffery
- Cr Ann Young

**Apologies**

- Nil

**Leave of Absence**

- Nil

**OFFICERS**

- Scott Barber, Chief Executive Officer
- Bruce Myers, Director Community and Cultural Services
- Leah Johnston, Director Infrastructure
- Heather Green, Director Development and Planning
- Bhan Pratap, Director Corporate Services
- Helen Morris, Organisational Development Manager
- Jess Chislett Procurement and Properties Coordinator
- Grant Jones, Development Officer Facilities

**Other**

- Dr Anne Webster, Federal Member for Mallee
- Mark Lamb and Tim Phillips, Murray Darling Association
- Roy Costa and Phillip Englefield

**CONFLICT OF INTEREST**

- Nil



## 5 Notices of Motion

### 5.1 Community and Regional Benefit Sharing

Having given due notice, **Councillor Jacquie Kelly MOVED**

**That Council develops a position and policy on Community and Regional Benefit Sharing.**

#### ***Preamble***

On 22 September 2023 Cr Kelly and two Council officers attended a CVGA workshop 'Local Government Guiding Better Practice Renewable Energy Development'. This is a report on that workshop and the motion comes from that.

The full day workshop was well attended by regional Councils and increased participants understanding of Benefit Sharing. Sharing the rewards of energy projects and recognising the shared value of sunshine and wind. Integrating developments into the vitality and prosperity of the region. There is a move towards more socially just energy generation outcomes.

As part of the Murray Regional Energy Zone (REZ) Swan Hill Rural City Council can expect more energy projects coming to the region, eg. wind and solar.

The preparation of a policy can deal with opportunities, benefits and equity. Council has a role with advocacy and negotiation with large scale developers and can influence policy and advocate for better practice.

Benefit sharing can bring great benefits to communities, particularly if they are co-designed, co-governed and coupled with strong engagement. Work on community shared benefits should start prior to construction.

Projects can deliver better local benefits when Council has a role. A policy will assist how we go about this. For example some Councils have developed strategic plans and/or set up a Community Benefit Sharing Working Group. There are "Victorian Best Practice Guidelines" that would guide our policy.

**Attachments:** Nil

## 6 Foreshadowed Items

## 7 Urgent Items Not Included In Agenda

## 8 To Consider and Order on Councillor Reports

## 9 In-Camera Items

### 9.1 Ronald St Housing Project - Exception/Variation Report

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 the Swan Hill Drag Strip

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) (e) of the Local Government Act 2020*, on the grounds that the item concerns legal privileged information, being information to which legal professional privilege or client legal privilege applies.

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