

COUNCIL PLAN

PROGRESS REPORT – DECEMBER 2022



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INTRODUCTION

What is the Council Plan?

The Council Plan is a strategic document outlining what the Swan Hill Rural City Council (Council) will do to achieve Council's and the community's vision for the municipality. The 2021-2025 plan describes Council's Strategic Initiatives for its four-year term.

The Council Plan is an important document that drives everything the Swan Hill Rural City Council does over a four- year period. It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured. The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the next financial year.

Council is held accountable for its progress on the Council Plan's outcomes through quarterly progress reports, and annually in the Swan Hill Rural City Council's Annual Report.

How we will track and measure our progress

Each of the Council Plan Initiatives has a number of actions that will track Council's progress. Council will report on its progress in completing the four-year priorities quarterly with updated progress commentary.

All actions will be marked with the following symbols to represent their current status:



Complete - the action has been completed.



Complete/ongoing - actions that span over a number of years that cannot be marked as completed until later years.



In progress - these actions are past the planning phase, and are in progress towards completion.



In planning - actions that are not complete or in progress but actions have been taken are marked as in planning stage.



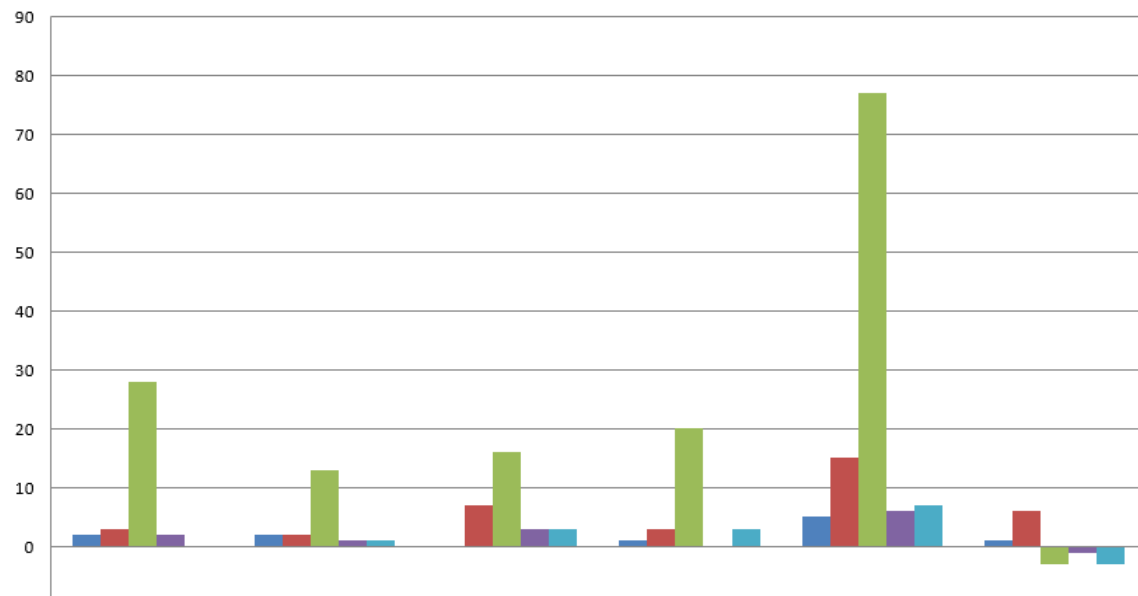
Not started - actions that have not been commenced at the time of reporting.

OVERALL RESULTS SNAPSHOT

The Council Plan 2021-25 includes 29 initiatives and 110 actions through which the achievement of the Council Plan may be measured over its four-year term.

Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets. As some objectives/actions span over a number of years they cannot be marked as completed until later years.

Progress Report Graph



	Liveability	Prosperity	Harmony	Leadership	Total	Variance to previous Qtr
Complete	2	2	0	1	5	1
Complete / ongoing	3	2	7	3	15	6
In progress	28	13	16	20	77	-3
In planning	2	1	3	0	6	-1
Not started	0	1	3	3	7	-3

Council has made progress on the following:

- 1.1.2.2. Develop and build houses on Council owned property-** There has been handover of 2 properties with handover of the remaining 2 scheduled for the end of December 2022. The 4 properties will be on the market by early 2023.
- 1.1.2.3. Continue to Implement the Robinvale housing strategy -** The construction of 4 dwellings in Ronald Street is complete.
- 1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality -** A draft advocacy document for renewable energy resources has been developed, building upon previous renewable prospectus documents. It will be refined in the new year through collaboration with the Economic Development Unit to ensure its veracity.
- 1.2.1.4. Implement effective diversion and reuse of waste resources-** A grant application has been made for the implementation of a mattress recycling process to a value of \$335k. Advice has now been received indicating that Council was successful in its application for a Mattress Processing Facility (Grant value \$167,500 with dollar for dollar contribution from Council).
- 2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill -** Reports for the Planning Early Years Infrastructure in Manangatang and Woorinen South Project have been finalised. The draft reports contain details of the community consultations and the need for a rurally cognisant model for early years infrastructure.
- 2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes-** Council briefed on the process to review and develop a new strategy with Officers now engaged in meeting the time line outlined. Economic Development Strategy review has commenced with the first round of workshops conducted and information being gathered for review.
- 2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements-** Asset Management Plan's for all asset classes being progressed.
- Transport and Stormwater have been updated to be ratified by CEO and included in long term planning (delayed due to flood impact on networks)
 - Openspace AMP expected completion by FEB23.
 - Fleet AMP Expected completion APR23
- Other portfolios to be completed require the following prior to completion.
- Building Asset Condition Inspection (last completed 2017)
 - Buildings, Rec &Leisure will both require significant stakeholder consultation
 - Pioneer Settlement may require heritage consultant due to nature of the assets
- 3.1.4.2. Determine Council's role in aged care services-** Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023 with engagement of a consultant, to examine options, and enable a Council decision by 30 June 2023.

3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business- This work is ongoing and will be part of the planning for the new cultural and tourism hub at the Pioneer Settlement.

4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce- The 2022 Organisational Training Plan was approved by the Executive Leadership Team following the 2022 Staff Review Process. Training reports generated following the review process and nominated training has been arranged. Organisational Training Plan implementation has commenced.

4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community- Planning and review of 2019/22 Community Engagement Strategy has commenced.

The following objectives were marked as complete and ongoing during second quarter:

2.3.1.2. Seek innovative solutions for broadband and mobile connectivity- Funding application successful for new towers to support Woorinen, Nyah, Piangil and Murray Downs.

3.1.1.2. Support co-designed development of multicultural events and activities- Harmony day held on 26 March 2022. Robinvale Lantern Festival held successfully on 9 September.

The following objectives were marked as complete during the second quarter:

1.1.1.2. Complete stage 1 of Vibrant Villages project- Vibrant Villages stage 1 completed. (re:\$500,000 RDV funding) Nyah, Nyah West, Lake Boga and Woorinen.

2.1.2.5. Develop an Economic recovery plan in response to Covid-19- A response plan was developed in late 2020 and will be used as background for the review of the Economic Development Strategy.

STRATEGIC PILLARS

The Community Vision is supported by four themed pillars – which form the key directions and focus of this Council Plan.

Our vision for the municipality anchors and connects these pillars to deliver real outcomes for the community.



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.











Liveability

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








1.1. A modern municipality: Vibrant, connected and resilient				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	A brief for additional work to complete the study is being finalised utilising the 2021 Census data.
	1.1.1.2. Complete stage 1 of Vibrant Villages project	2021/22	Complete 	Vibrant Villages stage 1 project completed.(re:\$500,000 RDV funding) Nyah, Nyah West, Lake Boga and Woorinen.
	1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan.	2021-2025	In Progress 	Monash Drive Carpark / Path upgrade completed. Draft Update Landscape Masterplan Swan Hill Riverside Park - including Splash Park, Wharf and Pond upgrades completed. Irrigation works currently under construction. Clearance and site works completed former graincorp site.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Draft Robinvale Riverfront Master Plan 2022 completed including public exhibition period. Feedback provided back to Council. Draft to be adopted early 2023. Funding in the order of \$1.5m has been received to support the development new active & nature play precinct at Centenary Park. Preferred contractor engaged for skate park and cultural heritage management plan works currently underway.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Draft Nyah Riverfront Masterplan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition or public feedback. Masterplan to be presented back to council for approval early 2023. Funding received to support activating Nyah West community park, including new toilet facilities, stage and power upgrade.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	No funding in this years budget for this project - will commence once funding is available. A project bid will be made as a part of the 23/24 Budget process.
	1.1.1.7. Develop a Small Town Strategy	2022/23	In progress 	Small Town residential land audit to be conducted in early 2023.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.2. Ensure adequate provision of a variety of safe and secure housing	1.1.2.1. Explore the development or sale of Council and other government land in urban areas	2022/23	In Progress 	Council continues to review land ownership with a view for development or sale. For example Feldtmann Lane and development of land in Ronald Street, Robinvale for housing.
	1.1.2.2. Develop and build houses on Council owned property	2021-2025	In Progress 	Ronald Street housing project has commenced first 4 houses. There has been handover of 2 properties with handover of the remaining 2 scheduled for the end of December 2022. The 4 properties will be on the market by early 2023.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Three funded projects are underway to help in the provision of housing across the municipality. Two projects relate specifically to Robinvale - Seasonal Workers Accommodation Program and Robinvale housing Investment Strategy. The construction of 4 dwellings in Ronald Street is complete.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	Stage 13 released and sold as at 31 December 2021. Stage 14 construction completed, final approvals due end of January. Sales plan to be confirmed, sales to commence end of January.
	1.1.2.5. Assist South West Development Precinct developers	2021-2025	In Progress 	This is ongoing as developers require assistance.
1.1.3. Excellent transport links to allow ease of movement	1.1.3.1. Advocate for a review of the Swan Hill Town Bus route	2022/23	In Progress 	Letter has been sent to PTV and local MPs advocating for review of the Swan Hill Town bus route in light of the growth of the town and ongoing requests from the community for new bus stops. Ongoing and regular communication occurs with PTV (every two months). Response from PTV was appreciative of the request to review the current bus routes due to changing community expectations and needs, however there is limited funding available to provide a review at this stage. Representations will continue to be made to PTV, particularly as subdivision development proposals are now being received for the South West Development area.
	1.1.3.2. Advocate for the completion of the Murray Basin Rail Project	2021-2025	In Progress 	Council continues to support the Rail Freight Alliance and its work in advocating for the completion of the Murray Basin Rail Project. Council has previously signed a petition seeking additional State government funding and has acknowledged the Federal Government's contribution of a further \$200m for the completion of the project.
	1.1.3.3. Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale Sea Lake Road	2021-2025	In Progress 	Recent improvements to MVH following adoption of the Central Murray Regional Transport Strategy several years ago include completion of enhancements to the Lake Charm to Lake Boga section and construction of truck stops/rest areas between Robinvale and Swan Hill. A list of possible improvements has been provided to the department of transport for inclusion in the Murray Valley Highway strategy.
	1.1.3.4. Actively participate in the Central Murray Regional Transport Forum	2021-2025	Complete and Ongoing 	The technical group of the CMRT Forum met in April 2022.
	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	Complete and Ongoing 	Finalised the study for A-Double access jointly with Gannawarra Shire. Received the final report with recommendation for improvements and gaps. Report needs to be presented to Council at an Assembly.




STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.2.1. Engage, empower and mobilise communities to prepare for, adapt to and mitigate the effects of a changing climate	1.2.1.1. Support initiatives that align with policy such as the Circular Economy and provide tangible outcomes for the community, for example: ↑ cleaner air for all, quality and smell ↓ litter, roadside dumping, co-mingling waste	2021-2025	In Progress 	When state-wide educational material is received from Sustainability Victoria, Council will review and amend existing policies and community information materials as deemed appropriate. Grant fund application for RV Household Education and Behaviour Change Fund - Round 2 has been successful (\$60,918 Ex GST) and inception meeting was held on Thurs 2 June with Sustainability Victoria. Grant fund Deed Agreement has been discussed and agreed upon and was signed on 17 June 2022. The main focus and goal of the project is to educate and help residents to quickly adapt to and correctly use new household recycling and waste services. Council has been advised of success in two more grant fund applications: Stage 2 of Compost Facility Infrastructure \$961,400 and Transfer Station Upgrade Fund Rd 2 \$296,350, awaiting on deed agreement from government for signing.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Progress 	A draft advocacy document for renewable energy resources has been developed, building upon previous renewable prospectus documents. It will be refined in the new year through collaboration with the EDU to ensure its veracity.
	1.2.1.3. Develop drainage strategies for key urban areas in the municipality	2023/24	In Planning 	A brief is being prepared to engage a consultancy to prepare a city-wide drainage strategy. During the major projects budget process for 23/24 FY, Council has allocated a further \$82,000 to this project for the development of a drainage model. The drainage model will help define appropriate drainage projects to support the drainage strategy.
	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	A grant application has been made for the implementation of a mattress recycling process to a value of \$355k. Council was successful in its application for a Mattress Processing Facility (Grant value \$167,500 with dollar for dollar contribution from Council). Deed of agreement still to be received and signed.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Strategy document under development with aim to control irrigation online. Riverside park project is expected to be completed in the next quarter. Riverside Park Irrigation Upgrade still not complete. Waiting on connection of recent power upgrade at Milloo St Pump Shed. New irrigation system currently being installed on Monash Drive opposite Pioneer Settlement. Cloud based controller units (control irrigation on phone/laptop) being installed at Showgrounds and Alan Garden Reserve sports fields. All grounds to get upgrade before end of financial year. McCallum St irrigation project completed using cloud based controller units.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.2.2. Accessible open spaces and healthy rivers and lakes	1.2.2.1. Improve the presentation of the Lake Boga foreshore and its environs in collaboration with the community	2021-2025	In Progress 	An irrigation plan and cultural heritage assessment has been completed and approved for the southern end of Lake Boga (between Caravan Park and housing estates). A draft landscape master plan for this section of public land has now been completed and feedback is being sought from stakeholders within Council and the community. Consultant developed plans but no funding to deliver project. Operations Manager recently met with Officer from EDU to go over the plans that were developed for this project. Meeting again in January 2023 to discuss funding for the project and going to market to complete.
	1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks	2024/25	In Progress 	Working in partnership with Murray Region Tourism on the Swan Hill to Nyah trail. Included the waterway trails and camping masterplan in council 10 year major project plan. (unallocated)
	1.2.2.3. Plan and construct open space development of the decommissioned Number 9 Channel	2022/23	In Progress 	<ol style="list-style-type: none"> 1. Path works complete. 2. Lighting works complete, defect rectification in progress. 3. Irrigation works in progress, expected completion by early Jan-2023 4. Landscaping works being planned with available budget, i.e. \$100,000 expected completion - Mar/April 2023

1.3. Building Healthy Communities

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.3.1. Encourage active and healthy lifestyles for people of all ages, abilities and interests	1.3.1.1. Continue to implement master plans for all recreation facilities	2021-2025	In Progress 	Detailed designs for Robinvale Football Change rooms completed. Consultant awarded for the Swan Hill Sporting Hub Designs and Governance Model. Designs for Nyah Recreation Reserve Cricket Practice net completed. Woorinen Recreation Reserve Netball Court Redevelopment completed. (re:\$300,000 Sport Recreation Victoria (SRV) funding) Robinvale Recreation Reserve sports oval lighting upgrade currently underway (re:\$250,000 SRV funding) Funding application for the construction Robinvale Football Change room submitted - unsuccessful.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Progress 	Discussions with VicTrack and V/Line are not yielding results and this requires support from a senior position.
	1.3.1.3. Support initiatives leading to better outcomes for children and families	2021-2025	In Progress 	Analytics reports provide details about the number of people accessing the Early Years Online Hub every month. In October and November 2022 there was an average of 80 people per month viewing the site The analytics reports also track "views by most popular page" and in November it was the Early Childhood Services page that was most visited. The EYOH is now on the Families and Children section of the SHRCC website.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Council services continue to partner with other agencies and networks on health and wellbeing initiatives benefitting all age cohorts, from early years to youth and elderly. These partner organisations include Swan Hill District Health, Mallee Family Care, Robinvale District Health, Robinvale Our Place, headspace, Murray Valley Aboriginal Cooperative.
1.3.2. Spaces where people of all ages, abilities and backgrounds can flourish	1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	2022/23	In Progress 	Fly Tower to be modified. Truss, Chain and block motors to be used to hang production equipment. First movie night has taken place. Robinvale Ballet Guild are returning to Robinvale Community Arts Centre and will be the resident community arts association. Joe Avati - Comedian scheduled to be the first performance in the theatre of Robinvale Community Arts Centre. Additional part time Venue tech has been appointed, on contract basis through procurement.
	1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces	2022/23	In Progress 	Part of ongoing Child Safety Standards work, in conjunction with other work areas including Parks and Gardens. The revised Child Safe Standards policy and Reportable Conduct procedure were presented to Council and adopted in November 2022. New members of staff have volunteered to join the Child Safe Standards Working Group and will commence working on Standard One in January 2023.
	1.3.2.3. Review and implement the public art policy	2021/22	Complete 	Public Art Policy formally adopted by Council 15 March 2022.

1.4. Foster Creative and Cultural opportunities







STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.4.1. Promote and celebrate the creative and cultural pursuits within the region	1.4.1.1 Deliver creative industries projects across the region	2022/23	In Progress 	Continuing inter LGA and interstate opportunities using the Australia's Creative Rural Economy (ACRE) Project as a vehicle. ACRE Exhibition toured to Gannawarra Shire in 2022. Currently planning for 2023.
	1.4.1.2. Support local creatives in developing their businesses (Arts Action)	2022/23	Complete and Ongoing 	Programs that support and develop local creatives including Delivery of workshops through our Public programs - Go North Arts Festival, as well as exhibitions directly targeting younger creatives such as Big Fish 5 and Standout! Other group exhibitions and workshops by arts professionals bring another level of professional development to the region. The establishment of Art Salon type gatherings for local creatives will encourage collaborations and participation in future projects.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	In Progress 	New strategic plan for Fairfax underway, grant applications for operational funding submitted in December 2022, and partnership with Country Education Partnership agreed. Festival Director and Coordinator for the Fairfax Youth Initiative have been appointed under procurement contract role as part of the successful \$251,000 grant for Fairfax. Successful grant, receiving \$50,000 from Festivals Australia. Mallee Creative Arts Group first meeting took place at The Powerhouse in Hopetoun in October 2022. New website replacing town hall website, for events supported or produced by council in the region has been implemented.






2. 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

Prosperity







2.1. Effective partnerships for prosperity				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.1. Support diverse educational opportunities that fosters life-long learning	2.1.1.1. Establish an effective relationship with the education sector through regular engagement	2022/23	In Progress 	Regular meeting with SuniTAFE to consider shared opportunities. April 22 - Attended the funding announcement for the purchase of electric and Hybrid Vehicles. Recent meeting and Tour at SuniTAFE Swan Hill.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	In Progress 	Councillors supported grant application for Federal funding of a Country Universities Centre in Swan Hill. Application submitted March 2022. Grant application successful. Commonwealth Agreement currently being drawn up between the Government and the board of Community University Centre – Mallee.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	Reports for the Planning Early Years Infrastructure in Manangatang and Woorinen South Project have been finalised. The draft reports contain details of the community consultations and the need for a rurally cognisant model for early years infrastructure.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, as well as VCAL classes and regular presence in both towns. Ongoing.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.2. Support our key industries	2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee	2022/23	In Progress 	Committee back meeting on a regular basis and looking to engage new members. Reviewing the Committee Terms of Reference and Annual Plan to ensure maximum benefit for Council. Report to be prepared on the future of this Committee to Council early 2023.
	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	In Progress 	Discussion with Swan Hill Inc. about the possible reactivation of the Industrial Committee. Preparation of a report to ELT and the Council on the benefit of establishing an Industry Support Committee given that the future development of industry and manufacturing is likely to feature in the Draft Economic Development Strategy. Presentation of report in August 2022. Discussion still required with Swan Hill Inc. before report back to ELT and Council.
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Review of all current documentation relating to the Economic Development Strategy being undertaken to determine what has been achieved and what is still required to be done. Development of key economic and business development priorities that should form the basis of the next strategy being prepared. Suggested process to develop the Economic Development Strategy to be presented to ELT and Council in late July 2022. Council briefed on the process to review and develop a new strategy with Officers now engaged in meeting the time line outlined. Economic Development Strategy review has commenced with the first round of workshops conducted and information being gathered for review.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	Specifications are being developed for release in 2022/23, once a decision has been made on proposed new entry location which is part of a larger funded project.
	2.1.2.5. Develop an Economic recovery plan in response to Covid-19	2021/22	Complete 	A response plan was developed in late 2020.
	2.1.2.6. Establish a Livestock Exchange Stakeholder committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users	2022/23	Complete 	Advisory committee established and appointed by Council. First meeting 14 June 2022.

2.2. A thriving diverse economy

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.2.1. Encourage the growth and development of our economy	2.2.1.1. Develop a new planning scheme that is clear in its intention, supports growth and builds confidence and certainty in land use	2024/25	Not Started 	On work plan for 2024/25.
	2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process	2021-2025	In Progress 	Better Approvals team continue to support existing and proposed businesses in the municipality. The potential to extend the service to community and sporting groups is being considered.
	2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)	2021-2023	In Progress 	Regional interest is limited. Once all nearby Councils have formally responded a further report will be presented to Council.

2.3. Infrastructure that enables prosperity


STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.3.1. Digital connectivity that allows people to live, work and play across our region	2.3.1.1. Advocate for high speed broadband access to all businesses and residents	2022/23	In Progress 	Federal funding application - Connectivity Round 2. Funding application successful.
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	Complete and ongoing 	Funding application successful for new towers to support Woorinen, Nyah, Piangil and Murray Downs.
2.3.2. Assets for our current and future needs	2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry	2022/23	In Progress 	Draft report from consultants for the High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire was reviewed at a meeting on Tues 14 June. Finalisation of the report is due by June 30. This strategy will be used for future grant fund applications. Final study report has been received. Report to be prepared for Council to advise of study outcomes.
	2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year	2021-2025	In Progress 	New projects taken up by PMO staff from 2022/23 budget and PMO planning on other projects from 2202/23, In past six months, 12 major capital projects have been completed. Currently 14 more capital projects are in progress.
	2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements.	2021-2025	In Progress 	Asset Management Plans (AMP) for all asset classes being progressed. <ul style="list-style-type: none"> - Transport and Stormwater have been updated to be ratified by CEO and included in long term planning (delayed due to flood impact on networks) - Open space AMP expected completion by FEB23 - Fleet AMP Expected completion APR23 <p>Other portfolios to be completed require the following prior to completion.</p> <ul style="list-style-type: none"> - Building Asset Condition Inspection (last completed 2017) - Buildings, Rec & Leisure will both require significant stakeholder consultation - Pioneer Settlement may require heritage consultant due to nature of the assets
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Submitted a funding application with both Federal and State Governments to support the Robinvale Riverfront Masterplan including a new nature / adventure playground and skate park. Outcome announcement in June 2022. Finalise Local Roads Community Infrastructure projects round 2 and 3. Funding application for a regional university centre in Swan Hill has been submitted. Application for funding for adventure playground and skate park in Robinvale successful with works to commence in July 2022. University submission unsuccessful. Regional University now proceeding. Over \$5.2 million worth of grants received.











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





Harmony

3.1. Communities that are safe, welcoming and inclusive				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.1. The diversity of our communities is celebrated	3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.	2022/23	In Progress 	Local LGBTIQ+ committee has been rejuvenated with secretarial now – Meeting was held in October 2022 to go through Swan Hill's Roadmap draft. Challenging resistance workshop to be delivered sometime in 2023 which is yet to be decided.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	Complete and Ongoing 	Harmony day held on 26 March 2022. Robinvale Lantern Festival held successfully on 9 September.
	3.1.1.3. All-abilities events and activities are well-planned and promoted	2022/23	In Progress 	Ongoing - working with other multicultural groups to promote events grants, and providing knowledge of existing events, lining Harmony Day and Lantern Festival committees.
	3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events.	2022/23	In Progress 	Harmony Day 2022 planned by committee of community members supported by Council officers, held on 26 March 2022. Robinvale Lantern Festival held successfully on 9 September 2022.
3.1.2. Encourage the growth and positive development of our youth	3.1.2.1. Improve Youth Support Services outreach to young people in Manangatang and Robinvale	2022/23	Complete and ongoing 	Ongoing – Robinvale Youth Group and Manangatang Student representative council operates with a co-design model for all events.
	3.1.2.2. Ensure young people are involved in co-design of annual events	2023/24	Complete and ongoing 	Robinvale Youth Group is active with 18 current members- weekly meetings. NOVO Youth Council Active with 8 members - weekly meetings. Sexuality and Gender Alliance Group active with 20+ members - weekly meetings
	3.1.2.3. Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth involved in creative pursuits	2022/23	In Progress 	Strategic work underway for redesigned FYI model - multiple applications for funding for 2022-2025 submitted. Application for Federal Restart Investment to Sustain and Expand (RISE) submitted, successful with \$251,000 grant in early March 2022. Artistic Director appointed and under contract, work has begun on establishment of a governing body. A further \$50,000 grant from the Commonwealth was successful in December 2022.


	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	Complete and ongoing 	Ongoing - Empower and Engage programs focusing on Manangatang and Robinvale and focusing on mental health as a result of Covid - planned for resumption of school 2022 Sexual Health presentations delivered in 2022 and to be delivered in 2023/24 through partnerships with local high schools and community groups.
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STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.3. Flourishing community organisations	3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs	2022 - 2024	In Progress 	Volunteer Day was celebrated in December 2022, and an action plan is being developed for the region to encourage volunteerism.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Drafting ELT and Council Report on the Future Community Planning. Review report will consider options for improving our Community Planning processes and outcomes. Report still to be considered by Council.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Planning 	Council to take a more active profile and to initiate meetings with service and other organisations
3.1.4. Our elderly and vulnerable are cared for	3.1.4.1. Support the development of Residential Aged Care services	2023/24	In Progress 	Respond to opportunities for development or increase of aged care places in the region. Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023.
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	Information update was provided to Councillors on current status of aged care reform in February 2022. New Commonwealth Government confirmed one-year extension to changes (1 July 2024). Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023 with engagement of a consultant, to examine options, and enable a Council decision by 30 June 2023.
	3.1.4.3. Undertake actions in the Municipal Early to Middle Years Plan associated with improving services to greater assist vulnerable families	2022/23	In Progress 	In October 2021 a second site at 63 McCrae St was leased to accommodate the Enhanced MCH Program. This site has become known as the Child and Family Hub and allows activities and programs to be developed and implemented for vulnerable families in partnerships with other agencies. Playgroups, parenting groups and consultations are conducted onsite. The MCH Service in Robinvale has for the past five years operated partly from Robinvale District Health Service and partly at the Early Years Centre at Robinvale College. In December 2022 it was decided to operate the MCH Service is from the Early Years Centre in order to become more fully integrated with the early years services as per the original intention.
	3.1.4.4. Actively engage with local support networks to assist with accessibility and inclusion initiatives	2022/23	In Progress 	Ongoing - Youth Program working with schools, headspace, and other agencies such as health services to ensure inclusion in all events and programs. Planning for Mental Health Week events underway, Youth Ball and Youth Arts Festival to be held during October 2022.

	3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).	2021/22	In Progress 	The Community Access and Inclusion Strategy currently has no funding identified to assist with this, staff will look at alternatives to develop a Plan in 2023-2024.
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STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.5. All members of our Communities are supported	3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.	2021 - 2025	In Progress 	Application for Prevention of Family Violence funding submitted in late February 2022 was unsuccessful.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	The People matters survey was completed in July 2021, internal data extractions completed. Data from both was submitted to Gender Equality Commissioner by 1 December 2021. Data collected formed the basis of the GEAP. GEAP was submitted to the Commission on 31 March 2022 and compliant as of June 2022. Actions of the GEAP continue to be implemented. There are 32 actions in the GEAP 14 have been completed, progress has also been made on 8 other actions.
	3.1.5.3. Ensure that we consider people of all abilities in the development of infrastructure and events	2021-2025	In Progress 	Swan Hill Riverfront all abilities equipment recently installed. Will be considered as part of the Gender Impact Assessments.
	3.1.5.4. Develop a Building Safer Communities program	2022/23	In Planning 	A list of potential community safety projects is being compiled for potential funding submissions, including CCTV in public parks. Potential for Riverside Swan Hill CCTV and safety fencing project in Caix Square Robinvale.

3.2. An engaged and respected Aboriginal community

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.2.1. Strengthening our trust, relationships and partnerships with Traditional Owners and the Aboriginal and Torres Strait Islander community	3.2.1.1. Develop a Reconciliation Action Plan	2022/23	Not Started 	The Reconciliation Action Plan currently has no funding identified to assist with this, staff will look at alternatives to develop a Plan in 2023-2024.
	3.2.1.2. Adequately resource Aboriginal Engagement	2022/23	In Progress 	New Council web page dedicated to engaging with local Aboriginals on key elements including welcome to country ceremonies, public art program and project developments. Funding request in 2022/23 budget for additional resources.
	3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties	2021-2025	Not Started 	Extra funding for Aboriginal support needs to be achieved to enable this work to proceed.




STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.2.2. Encourage and support community leadership	3.2.2.1. Continue to offer Aboriginal scholarships and leadership opportunities	2021-2025	In Progress 	Opportunities for scholarships advertised in February/March 2022. Scholarship advertising conducted with no applications received. Looking at other options, potential traineeships in this space. Host traineeships targeted to Aboriginal applicants yet to commence (WFP# 1.5)
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	This work is ongoing and will be part of the planning for the new cultural and tourism hub at the Pioneer Settlement.
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	Not Started 	Action Plan to be prepared on how to advance this process. Council needs to be briefed on the treaty process being undertaken by the State Government and the Traditional Owners.
3.2.3. Celebration and recognition of Aboriginal and Torres Strait history and culture	3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities	2022-2025	In Planning 	This is ongoing and is limited as Council is often not an acceptable body to apply. Application for Pentel Island funding for planning successful. Consultants to be engaged and work will be undertaken by June 2023
	3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	2021-2025	Complete and Ongoing 	Inclusion of Aboriginal community members through constitutional changes to Gallery Advisory Committee. Ongoing adoption of recommendations from Australian Museums and Galleries Association's "First Peoples: A roadmap for enhancing Indigenous engagement in museums and galleries". Planning for future Aboriginal focussed exhibitions.
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Funding support NAIDOC Week. Scheduled activities to again participate in NAIDOC Week have been planned. Council participated in National Sorry Day in May 2022.














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

Leadership









4.1. Excellent management and administration				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.1. Well managed resources for a sustainable future	4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce	2021-2025	In Progress 	Training needs analysis has been completed following the staff review process in September 2020 & 2021. The 2022 Organisational Training Plan was approved by ELT following the 2022 Staff Review Process. Training reports generated following the review process and nominated training has been arranged .Organisational Training Plan implementation has commenced.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	In Progress 	Ongoing work will see improvements when the IT strategy is implemented and changes to customer interactions. June 22 LGA implementation completed with over 30 new policies, and plans that will impact on how we do business and improve customer service. Currently reviewing a new payroll system, HR System and Laevo System (PMO). The customer service policy is under review to provide improved customer services. 2nd Quarter Update - the new payroll system has been successfully rolled out to part of Corporate services and now looking at rolling out to other departments/directorates. Currently reviewing Financial hardship policy, and debt recovery policy.
	4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services	2021-2025	In Progress 	2021 Annual Report completed, Local Government Performance Reporting submitted and Service Performance report completed. 10 Year Major Project Plan approved, Council adopted 2022/23 Budget at its June Council meeting.
	4.1.1.4. Develop and implement a Workforce Development Plan	2021/22	Complete and ongoing 	Workforce Development Plan completed and approved in December 2021. Actions from the Workforce Development Plan are being implemented with six actions completed.
4.1.2. Provide robust governance and effective leadership	4.1.2.1. Implement a Project Management Framework and system	2021/22	In Progress 	The Project Management software is being refined with use and is planned to improve further with scheduled updates of Civica in April 2023. A consultant to be engaged for reviewing and reintroducing the PM Framework.

	4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	2021/22	Complete and ongoing 	Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022. The Transport Asset Management Plan (TAMP) and Stormwater Asset Management Plans (SWAMP) being updated to be ratified by CEO. Open Space Asset Management Plan due by Feb 23.
	4.1.2.3. Provide Councillors with professional development and support to ensure effective governance	2021-2025	In Progress 	Councillors provided with opportunities to attend MAV and LGPro courses and workshops. Two Councillors and CEO attended the ALGA Conference in Canberra from 19 June 2022 to 22 June 2022.
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	Drafting ELT and Council Report on the Future Community Planning. Review report will consider options for improving our Community Planning processes and outcomes. To be presented to ELT by mid to late July 2022. Community Planning discussion needs to be conducted with Council and the Community to determine aspirations and expectations around service delivery. Community Representatives to Town Groups reviewed. Review of program and process being conducted. Workshop involving Town Committee Presidents and Secretaries planned for early 2023. Council staff assisting Town Committees with governance issues.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.3. Sound, sustainable: o Financial management o Excellence in service delivery o Strategic planning	4.1.3.1 Deliver projects on time, on budget and within scope	2021-2025	In Progress 	Ongoing and achieving, however, projects are impacted by price rise. PMO still working to deliver projects within budget constraints.
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	The 2021/22 Annual Report and Financial Statements were adopted by Council 25 October 2022. The 10 Year Major Projects Plan presented to the Council in Dec 22. Budgeting for projects in year 1 of this plan is underway. We have recently undergone an internal audit on our payroll processes and currently working through the audit findings, and at present we are in the process of an internal audit of our accounts payable process. Both these audits will aim to ensure we are following best practise and ensuring any risks in these areas are mitigated.
	4.1.3.3. Review two service delivery areas in years 2 (Parks and Gardens / Library) and 4 (Economic and Community development / Circular economy) of this Council Plan to improve and ensure accessibility and consistency of our customer experience	2022/23 & 2024/25	Not Started 	Not commenced

4.2. Transparent communication and engagement				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.2.1. Effective and authentic engagement with our community	4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community	2022/23	In Progress 	Planning for the review of 2019/22 Communication and Community Engagement Strategy has commenced.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community engagement training will be offered to key staff in the organisation, training will be based on the Community engagement Guidelines and potentially delivered by a consultant
	4.2.1.3. Build constructive relationships with special interest groups in our community	2021-2025	In Progress 	This is ongoing and will continue to change as projects are initiated and progress.
	4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation	2021/22	Complete 	Social Media Policy has been reviewed. Councillor Social Media procedure developed and awaiting approval. Working closely with the Town Hall to increase engagement through Socials. Library have created an Instagram account.
4.2.2. Visible presence in our community	4.2.2.1. Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events	2021-2025	Not Started 	Restricted opportunities due to COVID-19 limitations
	4.2.2.2. Continue quarterly Coffee with a Councillor around the municipality	2021-2025	In Progress 	Coffee with a Councillor (CwC) will be held bi-monthly at events throughout the municipality, discussions held concluded that stand alone events are not effective at engaging our community. CwC schedule to be prepared for 2023.
	4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups	2022/23	Not Started 	COVID-19 has not permitted the commencement of structured tours.
	4.2.2.4. Create a culture where staff are ambassadors for the Council	2021-2025	In Progress 	Review and continue to improve internal communication tools. Acknowledge and reward staff appropriately

4.3. Bold leadership, strong partnerships and effective advocacy

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.3.1. Create meaningful partnerships across our communities	4.3.1.1. Continue involvement in community groups	2021-2025	In Progress 	Ongoing
	4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)	2022/23	In Progress 	Robinvale Euston Workforce Network (REWV) established with external funding in May 2022, and Council is a partner with the Coleman Foundation program in Robinvale which supports the REWV.
	4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.	2023/24	In Progress 	Finalising the transition from the Primary Care Partnership model to the Primary Health Unit model, took place 31 March 2022. Council is a partner is the local Health and Wellbeing, LGBTIQ+ and Mental Health committees, and supports their ongoing initiatives.
	4.3.1.4. Continue to support and work with Swan Hill Incorporated	2021-2025	In Progress 	CEO meets with Swan Hill Inc. on monthly basis to discuss opportunities. Conducted a workshop with Swan Hill Inc. Representatives to discuss developing a closer working relationship and how to work on projects that both organisations have funding for. Council has accepted the Marketing and Annual Plan provided by the Swan Hill Inc. Board and will continue to work together on joint projects to promote the township and surrounds. Council continue to work closely with Swan Hill Inc. on projects.
4.3.2. Strong relationship with State and Federal governments to influence advocacy and funding opportunities	4.3.2.1. Continue to advocate on the following issues: <ul style="list-style-type: none"> Improved Healthcare for our people, including a new hospital for Swan Hill A new Murray River Bridge at Swan Hill Complete the Murray Basin Rail Project Housing and enabling infrastructure Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale. 	2021-2025	In Progress 	Construction of 4 houses in Ronald St Robinvale, part funded by State Government Grant. Various studies on housing opportunities in Robinvale and the region were completed in 2022. Advocacy against proposal by State Government to remove rates from social housing. Representations to Federal and State Governments on need for improved water and wastewater infrastructure for small towns.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	Advocacy Strategy adopted on 21 May 2019 - review by 30 June 2022. Investigating new (more modern) ways of producing this information - through media and website. Advocacy document reviewed January 2023.
4.3.3. Working together in promotion of the municipality	4.3.3.1. Positively promote our region as a great place	2021-2025	In Progress 	Continue with Tourism promotion across the municipality and region and during all recruitment.
	4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	2021-2025	In Progress 	Former CEO Board member of Murray River Tourism Board. We continue to work actively on issues of mutual interest eg. Workshop scheduled for February 2022. CEO and Chair of Swan Hill Inc. meet monthly to discuss opportunities and issues of common interest.

