

# COUNCIL PLAN

PROGRESS REPORT – MARCH 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.



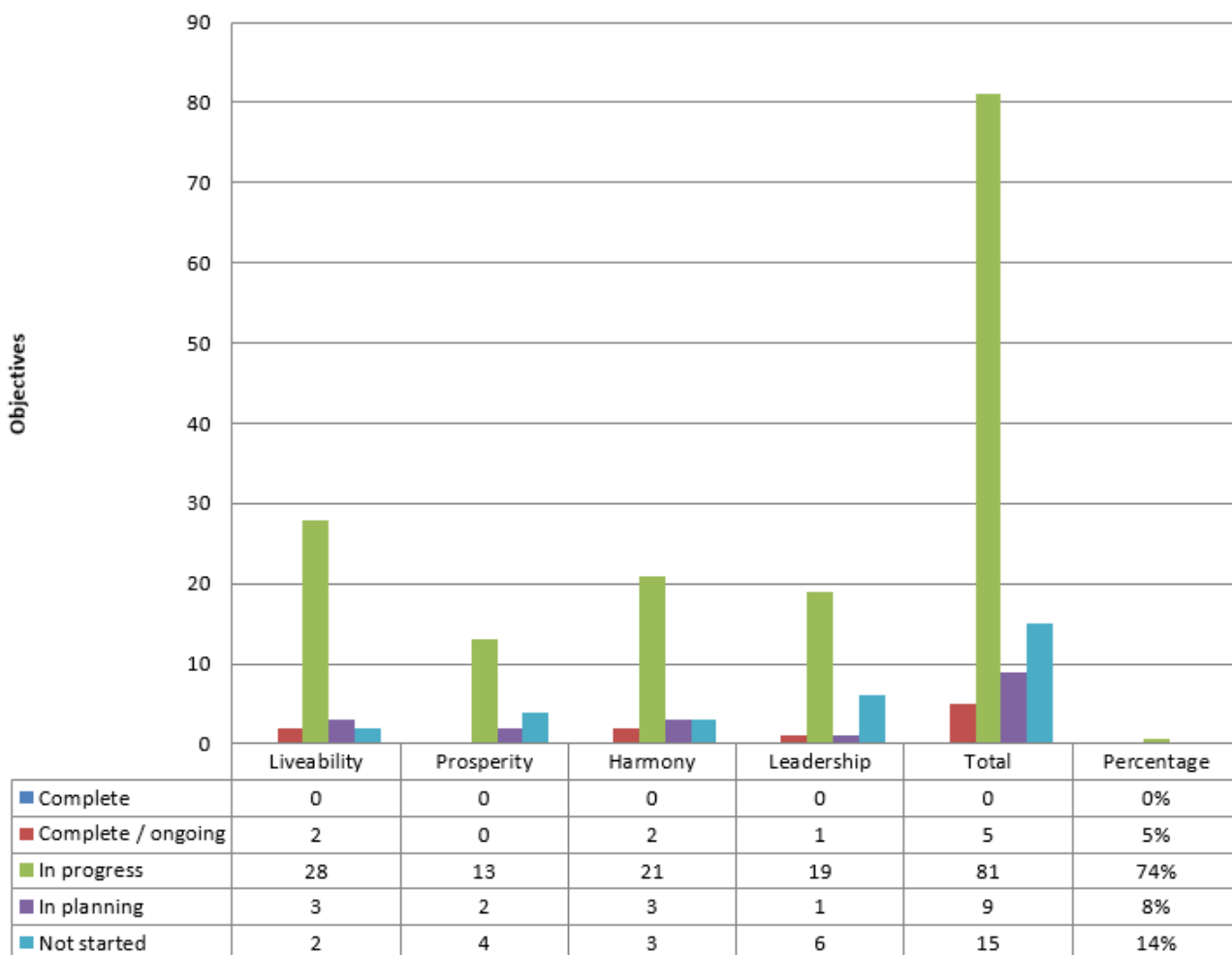
Not started - actions that have not been commenced at the time of reporting.

# 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**



**Council has made progress on the following:**

- 1.1.1.5. Develop Nyah Riverfront Masterplan** - Consultant Engaged. To include Nyah West Monash Ave and completed by 30 June 2022.
- 1.1.3.5. Implement relevant actions from the CMRT strategy** - Currently undertaking a study for A-Double access jointly with Gannawarra Shire. Expecting final report with recommendation for improvements and gaps by April.
- 1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality** - Currently finalising the intended form and scope of the advocacy document, where Council will look to engage the services of a Consultant in Q2 of 2022 to assist in the development of the advocacy document.
- 1.3.2.3. Review and implement the public art policy** - Public Art Policy formally adopted by Council 15 March 2022.
- 2.1.2.6. Establish a Livestock Exchange Stakeholder committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users** - Aiming to have established by April 2022. Advertised for expressions of interest due by 18 March. Further interest is sought for the positions which received no nominations by the due date.
- 3.1.1.2. Support co-designed development of multicultural events and activities-** Harmony Day 2022 planned by committee of community members supported by Council officers.
- 3.1.2.2. Ensure young people are involved in co-design of annual events** – Robinvale Youth Council established in March 2022
- 4.1.1.4. Develop and implement a Workforce Development Plan** – Implementation has commenced with the GEAP being submitted on 31 March 2022.
- 4.1.2.1. Implement a Project Management Framework and system** – Framework is implemented within the PMO. Key staff training is completed. PM software tool implementation planning has commenced.
- 4.2.2.2. Continue quarterly Coffee with a Councillor around the municipality** – Coffee with a Councillor resumed on the 19 March.

**The following objective was marked as complete and ongoing during the third quarter:**

- 4.1.3.2. Working to budget and ensure future planning to meet financial needs**



# 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 	Underway, final report expected May 2022, implementation to commence upon Council adoption, which is expected June 2022.
	1.1.1.2. Complete stage 1 of Vibrant Villages project	2021/22	In Progress 	Nyah, Nyah West, Lake Boga and Woorinen township earmarked works fully completed by 30 June 2022.
	1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan.	2021-2025	In Progress 	Concept design for splash park, upgrade pond and new wharf. Construction works for Marraboor River boardwalk/lookout, Monash Drive Carpark and Footpath upgrade to be constructed mid 2022.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Draft plan received Dec 2021
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Consultant Engaged. To include Nyah West Monash Ave and completed by 30 June 2022.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan	2022/23	Not Started 	No funding in this years budget for this project - will commence once funding is available
	1.1.1.7. Develop a Small Town Strategy	2022/23	Not Started 	On work plan for 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 due to be completed in April however there may be possible delays.
	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. In addition the construction of 4 dwellings in Ronald Street is underway.
	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 under development to be released in early 2022.
	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).
	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 September.
	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	In Progress 	Currently undertaking a study for A-Double access jointly with Gannawarra Shire. Expecting final report with recommendation for improvements and gaps by April.






## 1.2. Careful and responsible management of our Environment for a sustainable future

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 Planning 	When state-wide educational material is received from Sustainability Victoria, Council will review and amend existing policies and community information materials. Grant fund application has also been made to RV Household Education and Behaviour Change Fund - Round 2. 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.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Planning 	Currently finalising the intended form and scope of the advocacy document, where Council will look to engage the services of a Consultant in Q2 of 2022 to assist in the development of the advocacy document.
	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.
	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	A grant application is being prepared for implementation of the business case for a mattress recycling process.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Contract has been awarded for the irrigation system upgrade of Riverside Park in Swan Hill. The project is awaiting approval of the Cultural Heritage Management Plan which is anticipated to occur shortly. A review of the irrigation requirements within the municipality townships is continuing. As part of Vibrant Villages project quotes have been obtained for the rolling out a new automated cloud based irrigation systems in small townships including Managatang, Nyah / Nyah West with completion by June 2022.
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.
	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 	Drafting ELT and Council Report for Camping & Trail Strategy.
	1.2.2.3. Plan and construct open space development of the decommissioned Number 9 Channel	2022/23	In Progress 	Path tender has been accepted and lighting tender currently being evaluated. The remaining Irrigation and Landscaping tenders are being drafted. Path work to commence early April 2022.

### 1.3. Building Healthy Communities

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>1.3.1.</b> 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 brief drafted for conceptual designs and governance model for Swan Hill Sporting Hub - issued out March 2022. Funding application with SRV for the construction Robinvale Football Change room submitted.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Progress 	Initial discussions with VicRail and VicTrack have been initiated to ascertain their requirements for the railway crossing but will take considerable time.
	1.3.1.3. Support initiatives leading to better outcomes for children and families	2021-2025	In Progress 	Virtual early years information hub has been established and was due to be launched pre-Christmas. Delayed by Covid outbreak.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Assisting with transition of Primary Care Partnership into new Primary Health Unit which took place 31 March 2022.
<b>1.3.2.</b> 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 	Applying for grants for significant audio visual upgrades to Robinvale Community Arts Centre. Notified by July, installation by Christmas if successful. Recruitment of Venue and Performing Arts Manager role completed February-March 2022.
	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.
	1.3.2.3. Review and implement the public art policy	2021/22	In Progress 	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 ACRE Project as a vehicle. 2022 will see ACRE Exhibition tour to Gannawarra Shire.
	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 include the collaboration with Arts Action as well as exhibitions directly targeting younger creatives such as Big Fish 5 and Blackout. Workshops presented by industry experts will target professional development, business plans, legal issues and copyright for Aboriginal artists of our region and will be a feature during the exhibition Blackout.
	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. Recruitment of Venue and Performing Arts Manager role completed February-March 2022. Successful \$251,000 grant for Fairfax announced March 2022.






## Prosperity

**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**







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.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	In Progress 	Councillors support grant application for Federal funding of Country Universities Centre in Swan Hill. Application submitted March 2022.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	The Planning Early Years Infrastructure Project in Manangatang and Woorinen South commenced in September 2021. Rachael Williams from Local Logic Place is the consultant contracted to facilitate community consultation about the future of early years infrastructure including preschools and Maternal and Child Health in both of these small communities. Brandrick's Architects have been contracted to develop concept designs for renovation of existing infrastructure and/or options for relocating early years infrastructure onto primary school sites. First draft of concept plans and initial findings presented to Woorinen South and Manangatang communities in March 2022.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	In Progress 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, 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 Committee	2022/23	Not Started 	To be commenced
	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	Not Started 	To be commenced
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Reviewing preferred base data approach to support the development of the new strategy.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	Scope document for tender being drafted. Scope to be finalised once a decision from Heritage Victoria has been made by early March 2022.
	2.1.2.5. Develop an Economic recovery plan in response to Covid-19	2021/22	Not Started 	A response plan was developed in late 2020 and will be used as background for the development of a recovery plan in 2022.
	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	In Planning 	Aiming to have established by April 2022. Advertised for expressions of interest due by 18 March. Further interest is sought for the positions which received no nominations by the due date.

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.
	2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)	2021-2023	In Progress 	Background work is underway to determine regional interest.



## 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 	Working with NBN and Telstra with Federal funding application - Connectivity Round 2
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	In Progress 	Working with NBN and cross Border Commissioner funding application 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 	Consultant currently finalising a High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire. This strategy will be used for future grant fund applications.
	2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year	2021-2025	In Progress 	Participation and review of 22/23 program completed. Planning processes for the 22/23 program have commenced.
	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 	The Storm Water Asset Management Plan (SWAMP) has been presented at assembly with minor updates required. The Transport Asset Management Plan (TAMP) 2020 - Valuation on 2021 Asset condition data currently being done and when complete TAMP will be updated to reflect results.
	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.







**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 secretariat now - meet was held with new LGBTIQ+ Commissioner and partner agencies in December. Follow-up meeting held 15 March, to plan for further visits and work in August.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	In Progress 	Ongoing on a case by case basis. Harmony Day 2022 planned by committee of community members supported by Council officers. Harmony day held on 26 March 2022.
	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.
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	In Progress 	Ongoing - Novo Youth Council operates with a co-deisgn model for all events - including PUSH, planned for 4 February 2022.
	3.1.2.2. Ensure young people are involved in co-design of annual events	2023/24	In Progress 	Robinvale Youth Council established in March 2022.
	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.
	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	In Progress 	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. Visits and engagement work resumed in February 2022.

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 	A Loddon Mallee volunteering consortium is being established and Council has expressed interest in joining - this consortium is focused on people with disability, First Nations people and newly arrived migrants.
	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.
	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
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	Information update to be provided to Councillors on current status of aged care reforms. Scheduled for February 2022.
	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 	Ongoing - Recruitment for Enhanced Maternal and Child Nurse to expand the program, due Feb 2022. Infrastructure work underway as per 2.1.1.3. EMCH Nurse recruited Feb-March 2022.
	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.
	3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).	2021/22	In Progress 	Most recent CAIS document being reviewed by officers.

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.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	In Progress 	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 will form the basis of the GEAP which is on track for completion by March 2022. Draft GEAP developed and currently in consultation stage.
	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.

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 	Awaiting recruitment of appropriate staff
	3.2.1.2. Adequately resource Aboriginal Engagement	2022/23	In Progress 	New Council web page dedicated to engaging with local Aborigines 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 	Recruitment for vacant positions and 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.
	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 depending on the site and development of "Our Place"
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	Not Started 	
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. Apply State Government grant to support planning activities for Pentel Island
	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 	Collaborating and mentoring of emerging Aboriginal curators for the upcoming exhibition Blackout. Formal 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"
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Funding support NAIDOC Week
















## 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, Organisational Training Plan implementation has commenced. The 2022 Staff Review process will commence in May 2022 and a draft Organisation Training Plan will be presented to ELT on 4 April 2022.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	Not Started 	Ongoing work will see improvements when the IT strategy is implemented and changes to customer interactions.
	4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services	2021-2025	Not Started 	
	4.1.1.4. Develop and implement a Workforce Development Plan	2021/22	In Progress 	Workforce Development Plan completed and approved in December 2021. Implementation has commenced with the GEAP being submitted on 31 March 2022.
4.1.2. Provide robust governance and effective leadership	4.1.2.1. Implement a Project Management Framework and system	2021/22	In Progress 	Framework is implemented within the PMO. Key staff training is completed. PM software tool implementation planning has commenced. Training of wider organisation will commence after PM software implementation.
	4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	2021/22	In Progress 	Draft Strategic Asset Management Plan (SAMP) being presented to ELT 18 March 2022, Council Assembly 5 April 2022 then for approval for public engagement at Council meeting 19 April 2022. Expected final ratification 14 June 2022.
	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
	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.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>4.1.3.</b> 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 but subject to large cost increases in materials caused by the pandemic. PMO is targeted to be cost neutral
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	The quarterly finance report for Dec 2021 was tabled at the February Council meeting and the March 2022 quarterly report will be presented to Council at the April Council meeting. The preparation of the 2022/23 Budget well underway and on track to be adopted by Council in June. Council discussed draft program budgets on 1 March 2022 and Finance staff have been given the Ok to prepare the External Budget; which will be advertised and released seeking public submissions in May. Officers are also preparing rating options to ensure an even distribution of the rates across all rating sectors following significant revaluation movements in the residential and irrigated farming sectors.
	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	Not Started 	Not commenced
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community Engagement Coordinator has started to attend the weekly PMO meetings and will assist with the development of PMO training across the organisation. Community engagement training will be offered to key staff in the organisation, training will be based on the Community engagement Guidelines.
	4.2.1.3. Build constructive relationships with special interest groups in our community	2021-2025	In Planning 	Work in partnership with EDU, aligning KSI for their team to establish a key stakeholder group.
	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	In Progress 	Social Media Policy has been reviewed. Online webinar completed re: defamation, the online slides have been emailed out to managers of social media sites. Currently doing an audit of Council managed Social media tools.
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) resumed on the 19 March. 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.
	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
<b>4.3.1.</b> 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 	Scheduled initial meeting in October 2021 was unable to take place. New date to be established in first quarter 2022.
	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.
	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.
<b>4.3.2.</b> 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"> <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> <li>Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.</li> </ul>	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 are underway - due early 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.
<b>4.3.3.</b> 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.



