

COUNCIL PLAN

PROGRESS REPORT – SEPTEMBER 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.



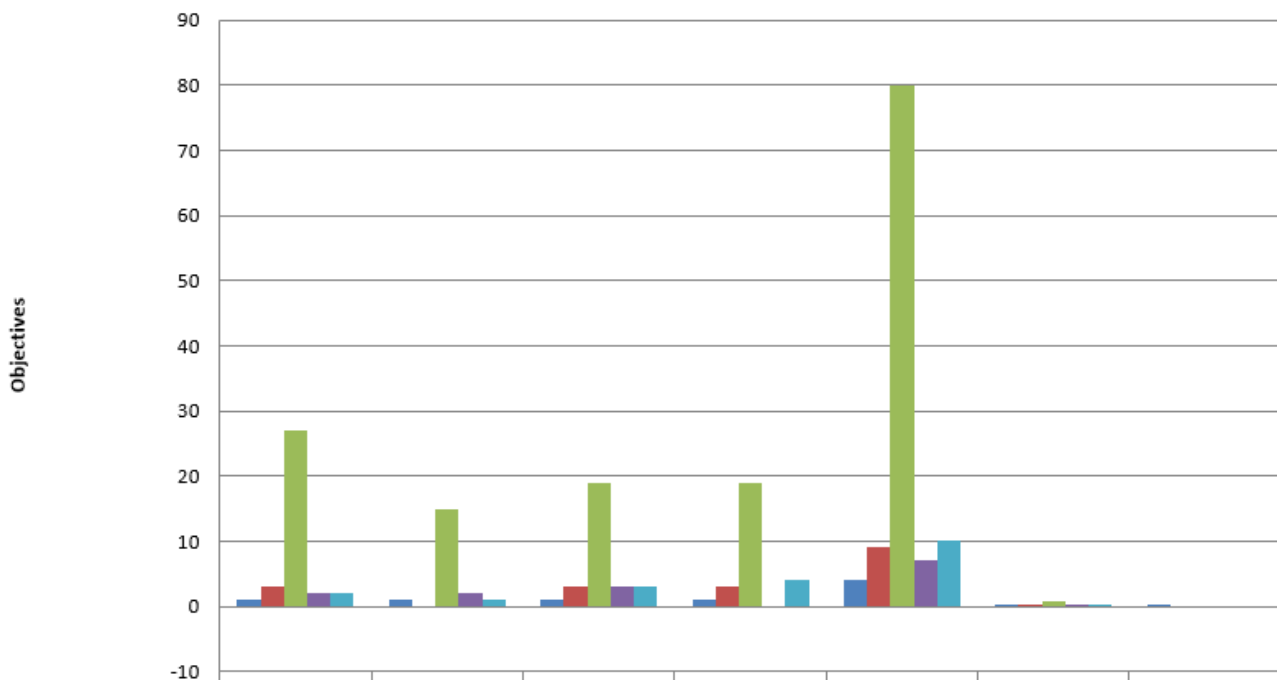
Not started - actions that have not been commenced at the time of reporting.

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	Percentage	Percentage change
Complete	1	1	1	1	4	4%	2%
Complete / ongoing	3	0	3	3	9	8%	0%
In progress	27	15	19	19	80	73%	-1%
In planning	2	2	3	0	7	6%	0%
Not started	2	1	3	4	10	9%	-1%

Council has made progress on the following:

- 1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan** - Funding available to Stage One projects skate park and playground. Additional funding would allow for waterpark to be constructed.
- 1.1.2.4. Continue development of Tower Hill stages** – Stage 14 construction completed, final approvals due end of September then sales can commence.
- 1.4.1.2. Support local creatives in developing their businesses (Arts Action)** - 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.
- 2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill** - Final reports are in draft for the Planning Early Years Infrastructure in Manangatang and Woorinen South Project. The draft reports contain details of the community consultations and the need for a rurally cognisant model for early years infrastructure.
- 2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements** - Asset Management Plans (AMP) for all asset classes being progressed.
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** - 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). Council seeking consultant to work with officers to examine options, to enable a decision by 30 June 2023.
- 3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities** - 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.
- 4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service** - Currently reviewing a new payroll system, HR System and Leave System (PMO). The customer service policy is also under review to provide improved customer services.
- 4.1.2.3. Provide Councillors with professional development and support to ensure effective governance** - Three Councillors and CEO attended the ALGA Conference in Canberra from 19 June 2022 to 22 June 2022.

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

3.1.2.2. Ensure young people are involved in co-design of annual events - Robinvale Youth Council is active with 18 current members- weekly meetings.

4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation - Social Media Policy has been reviewed. Working closely with the Town Hall to increase engagement through Socials. Library have created an Instagram account.

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.



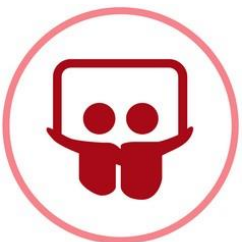
Prosperity

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, a brief is being finalised for additional work to complete the study utilising the 2021 Census data which is more favourable than 2016 for justification to rezone land.
	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. Draft Plans have been received and will be presented to ELT and Council for comment in July 2022. Currently updating Riverfront Master Plans to be represented to Council.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Draft plan received Dec 2021 - Draft Robinvale Riverfront Master Plan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition. Council will be advised of feedback and consultant requested to amend draft in line with feedback received. Council will receive final draft in October 2022 for adoption and funding options. Funding available for Stage One projects skate park and playground. Additional funding would allow for waterpark to be constructed.
	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. Council will be advised of the feedback and consultant requested to amend draft in line with feedback received. Council will receive a final draft report in October 2022 for adoption and funding options. Public consultation outcomes being finalised.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	Not Started 	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	Not Started 	Small Town residential land audit to be conducted in 2022/23.

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 with an updated completion date of end of October 2022.
	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 and nearing completion.
	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 September then sales can commence.
	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 our request for a review of 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 for improvements/extensions to existing public transport bus routes.
	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.




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 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. 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.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Planning 	With the release of the Project Assessment Draft Report (PADR) on 29 July 2022 for the Victoria – New South Wales Interconnector (VNI) West project, which identified a preferred option that will unlock significant transmission transfer capacity within our municipality, the scope of the documents needs to be redrawn in Q4 to capture the additional renewable energy projects that VNI West will make possible.
	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 has been made for the implementation of a mattress recycling process to a value of \$355k. Successful applicants were to be advised early July 2022. At this stage no advice has been received regarding the success or not of our application.
	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.

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.
	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. Report to ELT in August 2022 for consideration and direction.
	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 in dispute, expected to be complete by Mid-Oct after dispute resolution. 3. Contractor started working on irrigation, expected completion by End Nov-2022. 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 brief drafted for conceptual designs and governance model for Swan Hill Sporting Hub - issued out March 2022. Funding application with Sport and Recreation Victoria for the construction Robinvale Football Change room submitted. Still awaiting funding advice outcome. Still awaiting funding advice outcome.
	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. Discussion with VicTrack and V/Line in March 2022 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 	Virtual early years information hub has been established and was due to be launched pre-Christmas. Delayed by Covid outbreak. Virtual Hub launched on 17 June, with events in Swan Hill and Robinvale.
	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.
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 	Applied for grants for significant audio visual upgrades to Robinvale Community Arts Centre, unfortunately unsuccessful with grant application. Successful recruitment of Performing Arts and Venue Manager. Appointed part time venue tech for Robinvale Community Arts Centre. Maintenance work has begun to make venue operational. Fly tower (area above stage where you hang lights and scenery) has been inspected and needs to be upgraded before any live performances using the fly tower can occur, however screen used to show movies is up to standard. Successfully negotiated with Hoyts to hire digital projector to show current films. Films will be shown once a month, commencing this year. Performances are planned for the foyer and the hall this year
	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. Child Safe Standards policy has been revised to reflect the changes introduced in July 2022 and will be presented to Council for adoption.
	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. Recruitment of Venue and Performing Arts Manager role completed February-March 2022. Successful \$251,000 grant for Fairfax announced March 2022. Three communities Managatang, Nyah and Boundary Bend, have indicated interest in RAVs Connecting Places program (performances in community halls). Regular informal meetings with artists in the region has commenced at the Swan Hill Town Hall Performing Arts and Conference Centre. Mallee Artists Group has been set up with RAV, online meetings have commenced, first meeting face to face to be held in Hopeton












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. 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 support grant application for Federal funding of Country Universities Centre in Swan Hill. Application submitted March 2022. Grant application unsuccessful.
	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. 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. 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. Next step is to report back to communities later in 2022, as no eligibility for Building Blocks grants this round. Final reports are in draft for the Planning Early Years Infrastructure in Manangatang and Woorinen South Project. 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	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 Advisory Committee	2022/23	In Progress 	Advisory Committee meeting on a regular basis. Agenda items listed for discussion at future meetings Committee Terms of Reference and Annual Plan to ensure maximum benefit for Council in having the Committee.
	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.
	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	In Planning 	A response plan was developed in late 2020 and will be used as background for the review of the Economic Development Strategy.
	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 responded a further report on a way forward 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 	Working with NBN and Telstra with Federal funding application - Connectivity Round 2. Awaiting application outcome.
	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, Piangal and Murray Downs. Application has been submitted with support of Cross Border Commissioners and Murray Council. Awaiting outcome.
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 report has been received.
	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.
	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 	<p>Asset Management Plans (AMP) for all asset classes being progressed.</p> <ul style="list-style-type: none"> - Transport and Stormwater have been updated to be ratified by CEO and included in long term planning (ETA NOV22) - Open space AMP expected completion by DEC22. - Fleet AMP Expected completion MAR23 <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.










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. 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. Robinvale Lantern Festival held successfully on 9 September.
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-design 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	Complete 	Robinvale Youth Council is active with 18 current 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.
	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. 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
	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). Council seeking consultant to work with officers to examine options, to enable a 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 	The Swan Hill MCH Service located in Curlewis St Swan Hill is not large enough to meet the needs of the service, staff or the community (the current MCH location has a floor space of approximately 155 sqm). In October 2021 a second site at 63 McCrae St was leased to accommodate the Enhanced MCH Program. Playgroups, parenting groups and consultations are conducted at this site which was officially opened in June 2022. Changes to the structure of the Enhanced MCH Team were finalised in March/April 2022 in order to better meet the needs of families and children.
	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 	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 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 will form the basis of the GEAP which is on track for completion by March 2022. Draft GEAP developed and currently in consultation stage. GEAP was submitted to the Commission on 31 March 2022 and compliant as of June 2022.
	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 	Awaiting recruitment of appropriate staff and allocation of resourcing to conduct this work.
	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 	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. 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 depending on the site and development of "Our Place"
	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. Apply State Government grant to support planning activities for Pentel Island Application for funding for planning for Pentel Island 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, Organisational Training Plan implementation has commenced. The 2022 Staff Review process will commence in May 2022. The 2022 Organisational Training Plan was approved by ELT and forms part of the 2022 Staff Review Process. A training reports being generated following the review process and nominated training is being arranged.
	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. 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 also under review to provide improved customer services.
	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, Long Term Financial Plan currently in draft.
	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 being 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 October 2022. Framework being reviewed to make it simpler for the use by wider organisation.

	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 EOY.
	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. Three 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.

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 	Preparation of the 2021/22 financial statements have been undertaken in July and August, with the onsite audit visit conducted the week beginning 8 August. The statements were presented to the Audit and Risk Committee 8 September, and went to Council 20 September for in-principle adoption and then sign off from the Victorian Auditor General Office. Preparation of the 10 Year Major Projects Plan begun the first week of September and projects listed in year 1 of the plan will form the basis of projects included in the 2023/24 budget. The carry forward calculations on projects not completed in 2021/22 has been undertaken and the revised budget amounts on projects have been updated in BIS.
	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 and review of 2019/22 document 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. 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 the remainder of the financial year.
	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 	Scheduled initial meeting in October 2021 was unable to take place. Robinvale Euston Workforce Network (REWN) established with external funding in May 2022, and Council is a partner with the Coleman Foundation program in Robinvale which supports the REWN.
	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.
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 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.
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.

