

# COUNCIL PLAN

PROGRESS REPORT – JUNE 2023



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# INTRODUCTION

## What is the Council Plan?

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

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

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

## How we will track and measure our progress

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

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



Complete - the action has been completed.



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



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



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



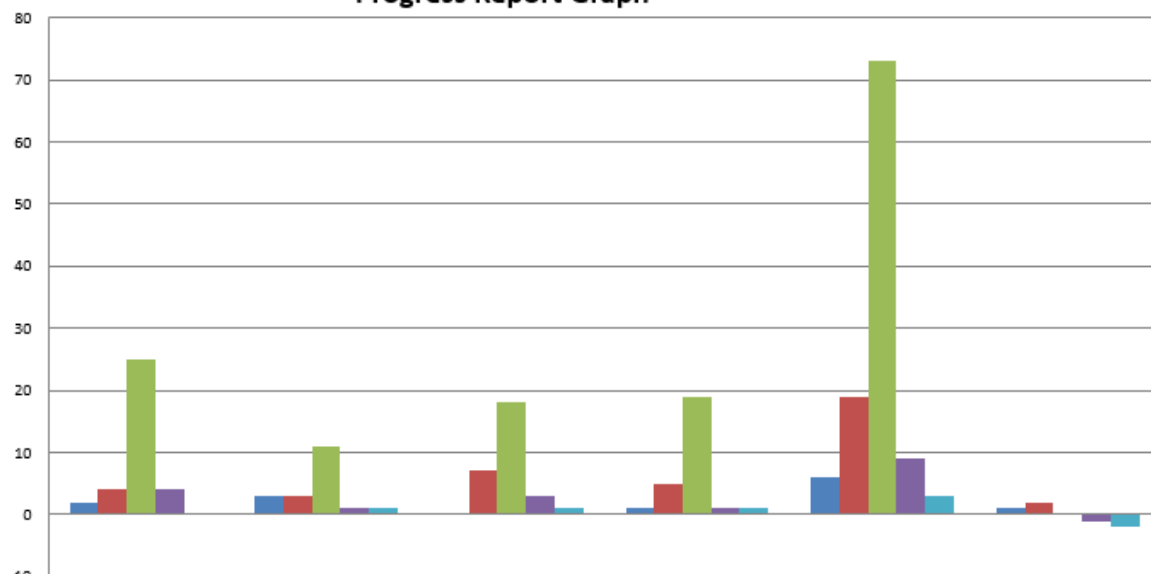
Not started - actions that have not been commenced at the time of reporting.

# OVERALL RESULTS SNAPSHOT

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

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

**Progress Report Graph**



	Liveability	Prosperity	Harmony	Leadership	Total	Variance to previous Qtr
Complete	2	3	0	1	6	1
Complete / ongoing	4	3	7	5	19	2
In progress	25	11	18	19	73	0
In planning	4	1	3	1	9	-1
Not started	0	1	1	1	3	-2

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

- 1.1.1.7. Develop a Small Town Strategy** - Small Town residential land audit draft has been completed and has been reviewed by officers. A report detailing the study and its findings will be brought to Council later this year.
- 1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality** - Upon further review of the draft and in light of recent developments, additional information was required to be incorporated into the draft document, where it will now be taken to an Executive leadership team meeting in Q1 of 2023/24.
- 1.3.1.3. Support initiatives leading to better outcomes for children and families** - The Swan Hill Pregnancy and Early Years Expo was held on May 4th 23. The Expo was well supported by local services. 104 adults, 68 children and 45+ service providers attended the expo. Feedback received (from 49 evaluations) will be considered in future planning. SHRCC Maternal and Child Health Service will participate in a Pregnancy and Early Years Expo in Robinvale on September 8th 2023.
- 2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process** - Better Approvals team will be merged into a new group following Council's participation in a pilot study that focused on streamlined approvals for business.
- 2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry** - Consultants completed the High Performance Freight Vehicle (HPFV) strategy for both Council and Gannawarra Shire. This strategy will be used for future grant fund applications. Final study report was presented and well received at the March Council meeting and will be used for prioritising road projects for future grant applications and Council works programs.
- 3.2.2.3. Proactively support leadership within our Aboriginal community** - 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. Terms of reference for advisory group drafted.
- 3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities** - Funding application for Pental Island planning was successful. Consultants engaged and completed their work in June 23. Final Pental Island plan presented to Council and adopted in June 23. Funding being sought to implement Pental Island Plan.
- 4.1.2.1. Implement a Project Management Framework and system** - Training and Roll out of project management framework (PMOF) completed in May 23. A new reporting method introduced to capture progress of major projects. Launch of PMOF took place in early June 23, ongoing with specific support and training to continue. Project Approval Committee (PAC) meetings have commenced and continue monthly.
- 4.1.3.2. Working to budget and ensure future planning to meet financial needs** - The 2023/24 Budget is to be adopted at the June Council meeting. The budget has been prepared using the prescribed rate cap of a 3.5% increase and is expected to deliver over \$30M in capital works projects. The result for the 2022/23 year is forecast to be \$894K better than budget.

The following objectives were marked from Not Started to In Progress during fourth quarter:

**4.2.2.1. Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events** - Chief Executive Officer (CEO) and Deputy Mayor joined Murray River Group of Council's on an advocacy trip to Canberra. Mayoral or CEO visits to Robinvale to meet with Community members monthly. Mayor and Senior Staff met with Minister Shing for Regional Development in Robinvale on April 20. Robinvale Concept design workshop for residents to attend and on 18 May. Drop in sessions were held in Robinvale for the skatepark and natureplay. Community Comfort centre biggest morning tea attended by 2 Councillors and Director. PS Gem Exhibition opening 22 June attended by Councillors and Senior Staff. Pental Island Group re started. Community group engagement in relation to key projects for example the Art Gallery and Cultural and Tourism Hub.

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

**1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre** - Hoyts digital projector has been installed and the first movie night using new projector took place. A matinee movie session for families took place with an evening session taking place for teenagers. 80 attended over the two sessions. Robinvale Ballet Guild presented its first workshop with the Victorian State Ballet on Feb 23. Fly Tower has been inspected and the stage is now operational. Joe Avati took place and attracted 175 attendees. Three movie sessions have taken place. The Merindas are scheduled to perform as part of NADOC week on July 5.

**4.3.1.2 Support Robinvale with its Committee for Robinvale Euston (C4RE)** - 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. The REWN has now met in February and is overseeing a suite of Government grants, which is refining the governance structure into a formal entity. Three projects have been supported to assist improving the local workforce.

The following objectives were marked as complete during fourth quarter:

**2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee** - Committee Terms of Reference was reviewed and updated to include a bimonthly meeting. Committee now meeting every second month and has new members. Focusing on key issues relating to agriculture. The Annual Plan to be reviewed to ensure maximum benefit for Council. Report required to go to the Executive leadership team on reviews.

The following objectives were marked In Planning in fourth quarter:

**4.2.2.3 Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups** - Robinvale tour and business mixer for Councillors and Senior Staff planned for July 2023. Mayor and CEO met with

various Victorian Ministers on the housing issues across our municipality. Pentel Island Tours for and engagement being planned.

**The following objectives went from In Planning to Not Started in fourth quarter:**

**3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties** - Extra funding for Aboriginal support needs to be achieved to enable this work to proceed.

# 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.**
















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





### Liveability




1.1. A modern municipality: Vibrant, connected and resilient				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	A brief for additional work to complete the Study has been finalised and distributed for select request for quote.
	1.1.1.2. Complete stage 1 of Vibrant Villages project	2021/22	Complete 	Vibrant Villages stage 1 project completed (re: \$500,000 RDV funding) Nyah, Nyah West, Lake Boga and Woorinen.
	1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan.	2021-2025	In Progress 	Monash Drive Carpark / Path upgrade completed. Draft Update Landscape Masterplan - Swan Hill Riverside Park - including Splash Park, Wharf and Pond upgrades completed. Irrigation works currently under construction. Clearance and site works completed former graincorp site. Initial meeting of the Swan Hill Railway overpass conducted. Board walk project has commenced. Preparing for the Swan Hill Light Show.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Robinvale Riverfront Master Plan 2022 completed including public exhibition period. Feedback provided back to Council and draft to be adopted early 2023. Funding in the order of \$1.5m has been received to support the development new active & nature play precinct at Centenary Park. Works to commence on Skate Park August 2023 and final designs on playground in July 2023.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Funding received to support activating Nyah West community park, including new toilet facilities, stage and power upgrade. Toilet block position finalised after consultation with community, during May 2023 with final discussions being conducted on the site of BBQ shelter. Final consultation being undertaken to determine sites for infrastructure.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	No funding in this year's 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. Deferred to the 24/25 budget process.

	1.1.1.7. Develop a Small Town Strategy	2022/23	In progress 	Small Town residential land audit draft has been completed and has been reviewed by officers. A report detailing the study and its findings will be brought to Council later this year.
<b>1.1.2.</b> 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 St Project - Four houses from stage 1 have sold. Preparations for the next four houses (stage 2) underway.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Three funded projects are underway to help in the provision of housing across the municipality. Two projects relate specifically to Robinvale - Seasonal Workers Accommodation Program and Robinvale housing Investment Strategy. The construction of 4 dwellings in Ronald Street is complete.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	Stage 13 released and sold as at 31 December 2021. Stage 14 construction completed, remaining lots are on the market. Stage 15 construction commenced and will be available for sale at the end of 2023.
	1.1.2.5. Assist South West Development Precinct developers	2021-2025	In Progress 	This is ongoing as developers require assistance.
<b>1.1.3.</b> Excellent transport links to allow ease of movement	1.1.3.1. Advocate for a review of the Swan Hill Town Bus route	2022/23	In Progress 	Letter has been sent to PTV and local MPs advocating for review of the Swan Hill Town bus route in light of the growth of the town and ongoing requests from the community for new bus stops. Ongoing and regular communication occurs with PTV (every two months). Response from PTV was appreciative of the request to review the current bus routes due to changing community expectations and needs, however there is limited funding available to provide a review at this stage. Representations will continue to be made to PTV, particularly as subdivision development proposals are now being received for the South West Development area. This is an on-going Process
	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 Murray Valley Highway 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 reconvened Central Murray Regional Transport Group had a meeting on 29th June 23.
	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. The Freight Road Network Mapping and Infrastructure Investment Report was presented to Council 21st March 23.



## 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 	Grant fund RV Household Education and Behaviour Change Fund - Round 2 was successful (\$60,918 Ex GST), inception meeting was held on Thurs 2 June 2022. Grant fund Deed signed 17 June 2022. The project aims 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. Grant application is being prepared for the purchase of a high compression mobile plastic baler through the SV Circular Economy Councils Fund Rd 3 program. Following great success with the Ag Plastic recovery trial at Swan Hill landfill late last year, a huge opportunity exists within the Loddon/Mallee region for such a facility. Grant fund is based on a 5 to 1 co-contribution arrangement. Further grant applications will be submitted when opportunities arise. No advice received as yet on SV Circular Economy Councils Fund Rd 3 application.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Progress 	Upon further review of the draft and in light of recent developments, additional information is required to be incorporated into the draft document, it will be taken to an Executive Leadership Team meeting in Q1 of 2023/24.
	1.2.1.3. Develop drainage strategies for key urban areas in the municipality	2023/24	In Planning 	A brief is being prepared to engage a consultancy to prepare a city-wide drainage strategy. During the major projects budget process for 23/24 FY, Council has allocated a further \$82,000 to this project for the development of a drainage model. The drainage model will help define appropriate drainage projects to support the drainage strategy. This project has also been submitted as an application, on 16 Feb 2023, under the Disaster Ready Fund (DRF) Rd 1. A Request for quote (RFQ) for this project was advertised and has now closed. Submissions are currently being assessed to determine a preferred consultant to undertake the project. Unfortunately Council was unsuccessful with its submission to DRF Rd 1 for this project.
	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	A grant application has been made for the implementation of a mattress recycling process to a value of \$355k. Council was successful in its application for a Mattress Processing Facility (Grant value \$167,500 with dollar for dollar contribution from Council). Deed of agreement still to be received and signed. Site inspection has been undertaken to determine the best




				location for the mattress facility. Site survey has been completed and draft layout plans prepared. Mattress project progressing.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Strategy document under development with aim to control irrigation online. Riverside park project is expected to be completed in the next quarter. Riverside Park Irrigation Upgrade still not complete. Waiting on connection of recent power upgrade at Milloo St Pump Shed. New irrigation system currently being installed on Monash Drive opposite Pioneer Settlement. Cloud based controller units (control irrigation on phone/laptop) being installed at Showgrounds and Alan Garden Reserve sports fields. All grounds to get upgrade before end of financial year. McCallum St irrigation project completed using cloud based controller units. Cloud based controller units being rolled out on all sports fields. Currently installed at the Showgrounds and Tyntynder grounds. Works to install on remaining grounds will continue. All parks within 1.5k of controller will have receivers installed, which will result in parks/sports fields irrigation controlled from phones, tablets and/or laptops. All new controllers have been installed on sports fields and major reserves. Audit now commencing on where to install relay receivers.
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 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 completed with feedback sought from stakeholders within Council and the community. Consultant developed plans but no funding to deliver project... Parks and Gardens team have met with PMO on 9/3/23 to review plans for Lake Boga Foreshore Irrigation Project. "must have" components of project requested were 1. PMO to allow for reinstatement in initial cost. 2. GSI cloud based controller to align with other units currently being installed 3. Roller door on pump shed 4. Town water for BBQ facilities. Project has gone out for tender and submissions are currently being evaluated. Works expected to commence at the start of spring. Irrigation design and construct works at Lake Boga Skate Park awarded. Works have commenced and Estimated project completion is 31st July.
	1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks	2024/25	In Progress 	Working in partnership with Murray Regional Tourism (MRT) Council represented on the Murray River Art Trail (MRAT) working with the committee developing the plans. Consultants to be appointed next quarter.

### 1.3. Building Healthy Communities

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<p><b>1.3.1.</b> Encourage active and healthy lifestyles for people of all ages, abilities and interests</p>	<p>1.3.1.1. Continue to implement master plans for all recreation facilities</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Consultant awarded for the Swan Hill Sporting Hub Designs and Governance Model and the draft government report received for the Swan hill Sporting Hub. (\$300,000 Sport Recreation Victoria (SRV) funding.) Robinvale Recreation Reserve sports oval lighting upgrade on track for completion very soon (re: \$250,000 SRV funding) Swan hill showgrounds sport and recreation reserve masterplan currently being developed. Nyah pavilion changeroom refurbishment design underway and successful funding via LRCI4 for project delivery.</p>
	<p>1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail</p>	<p>2022/23</p>	<p>In Planning</p> 	<p>Economic Community Development preparing brief to engage a consultant for reviewing the alignment of the path.</p>
	<p>1.3.1.3. Support initiatives leading to better outcomes for children and families</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>The Swan Hill Pregnancy and Early Years Expo was held on May 4th 23. The Expo was well supported by local services. 104 adults, 68 children and 45+ service providers attended the expo. Feedback received (from 49 evaluations) will be considered in future planning. SHRCC Maternal and Child Health Service will participate in a Pregnancy and Early Years Expo in Robinvale on September 8th 23.</p>
	<p>1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Council services continue to partner with other agencies and networks on health and wellbeing initiatives benefitting all age cohorts, from early years to youth and elderly. These partner organisations include Swan Hill District Health, Mallee Family Care, Robinvale District Health, Robinvale Our Place, headspace, Murray Valley Aboriginal Cooperative. Recently Council has been participating in an initiative led by the Centre for Excellence in Rural Sexual Health to trial a Sexually Transmitted Infection test vending machine that will be trialled in Swan Hill.</p>
<p><b>1.3.2.</b> Spaces where people of all ages, abilities and backgrounds can flourish</p>	<p>1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre</p>	<p>2022/23</p>	<p>Complete and ongoing</p> 	<p>Hoyts digital projector has been installed and the first movie night using new projector took place. A matinee movie session for families took place with an evening session taking place for teenagers. 80 attended over the two sessions. Robinvale Ballet Guild presented its first workshop with the Victorian State Ballet on Feb 23. Fly Tower has been inspected and the stage is now operational. Joe Avati took place and attracted 175 attendees. Three movie session have taken place. The Merindas are scheduled to perform as part of NADOC week on July 5th 23.</p>

	1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces	2022/23	In Progress 	A Child Safe Standard One Self Audit tool was developed and distributed to members of the Leadership Team in April/May 2023. Results of the tool indicate that some Council service areas are committed and taking meaningful action to progress compliance with Standard One.
	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 Australian Creative Rural Economy (ACRE) Project as a vehicle. Currently planning for ACRE 2023 in partnership with Regional Arts Victoria, South West Arts NSW, Hay Shire Council and Murray River Council. Go North Arts Festival to support ACRE residency outcomes. Facilitated various workshops for local creatives
	1.4.1.2. Support local creatives in developing their businesses (Arts Action)	2022/23	Complete and Ongoing 	Local artist solo exhibition in Main Gallery. Planning for local First Nations group exhibition mid-year. Facilitated various workshops for local creatives. Commissioning local artists to deliver workshops at Go North Arts Festival.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	In Progress 	Successful grant, receiving \$50,000 from Festivals Australia. Mallee. New Town Hall website created. Events supported or produced by council in the region has been implemented. First of the Under The Stars series took place featuring RockWiz Live (over 800 attended). A large number of the audience were from the surrounding towns and regional areas. Keep The Circle Unbroken presented by SHTHPA featuring 3 local artists was enthusiastically appreciated. The first Twilight Arts Market was presented at the Town Hall with over 1000 attending. A new director and coordinator for the Fairfax Youth Initiative have been appointed under procurement contract role as part of the successful \$251,000 grant for Fairfax. Unplugged at The Bar an acoustic series at the Cafe bar area has had two performances, Mully's Place is now the official name for the Cafe bar area. Victorian State Ballet presented Snow Queen to over 400 attendees.














## 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 supported grant application for Federal funding of a Country Universities Centre in Swan Hill. Application submitted March 2022. Grant application successful. Commonwealth Agreement currently being drawn up between the Government and the board of Community University Centre – Mallee.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	The State Government of Victoria has begun the process of updating the Kindergarten Infrastructure and Service Plan (KISP) for all LGAs including SHRCC. New data including updated Victoria in Future (VIF) population projections will be available in the third quarter of 2023. This will be incorporated into estimates of unmet demand for three and four year old kindergarten. Council has contracted Local Logic Consultant to undertake the Robinvale Early Childhood Education and Care Consultation and research to understand the demand for early years services in Robinvale and to revisit the implications for Manangatang and Woorinen South early years infrastructure needs in light of the rollout of three and four year old kindergarten.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, as well as VCAL classes and regular presence in both towns. Ongoing.

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	Complete 	Committee Terms of Reference was reviewed and updated to include a bimonthly meeting. Committee now meeting every second month and has new members. Focusing on key issues relating to agriculture. The Annual Plan to be Reviewed to ensure maximum benefit for Council. Report required to go to the Executive leadership team on reviews.
	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. Listed for discussion with Swan Hill Inc. at the April 2023 meeting of representatives and Council Officers before reporting to ELT and Council. Preparation of draft terms of reference to enable consideration by Swan Hill Inc.
	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 to determine requirements. Development of these key priorities to form the basis of the Strategy being prepared. Council were briefed on the process to review and develop a new strategy with Officers engaged in meeting the time line outlined. This review involved workshops, business visits and surveys, which have concluded. Draft document and consultation findings will be presented to Council for comment. Implementation Plan and draft copy completed in June 2023. Final Economic Development Strategy to be presented to Council in August/Sept 2023.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	This will commence once approval given via Heritage Victoria on exact location of pioneer settlement building. Once known tender will commence for strategic planning.
	2.1.2.5. Develop an Economic recovery plan in response to Covid-19	2021/22	Complete 	A response plan was developed in late 2020 is complete.
	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 in February 2022. Committee meets quarterly. Stakeholders are very engaged.

## 2.2. A thriving diverse economy

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<p><b>2.2.1.</b> Encourage the growth and development of our economy</p>	<p>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</p>	<p>2024/25</p>	<p>Not Started</p> 	<p>On work plan for 2024/25. Currently Reviewing resourcing for this work to commence.</p>
	<p>2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Better Approvals team will be merged into a new group following Council's participation in a pilot study that focussed on streamlined approvals for business.</p>
	<p>2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)</p>	<p>2021-2023</p>	<p>In Progress</p> 	<p>Regional interest is limited. Once all nearby Councils have formally responded a further report will be presented to Council.</p>

## 2.3. Infrastructure that enables prosperity

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>2.3.1.</b> Digital connectivity that allows people to live, work and play across our region	2.3.1.1. Advocate for high speed broadband access to all businesses and residents	2022/23	In Progress 	Federal funding application - Connectivity Round 2. Funding application successful. Sites being determined and infrastructure to be installed early 2024.
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	Complete and ongoing 	Funding application successful for new towers to support Woorinen, Nyah, Piangil and Murray Downs. Sites being determined and infrastructure installed 2024.
<b>2.3.2.</b> 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 	Consultants completed the High Performance Freight Vehicle (HPFV) strategy for both Council and Gannawarra Shire. This strategy will be used for future grant fund applications. Final study report was presented and well received at the March Council meeting and will be used for prioritising road projects for future grant applications and Council works programs.
	2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year	2021-2025	Complete and ongoing 	PMO has delivered projects worth \$ 9.4 M since Oct-21. Projects worth \$ 12.2M on board and have delivered \$ 6M by Jun'23 and plan to deliver \$ 5M by Dec'23. Targets are on track to be achieved.
	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 	AMP's for all asset classes being progressed. - Transport and Stormwater to be updated for 2023/2024 and be ratified by CEO and included in long term planning (delayed due to flood impact on networks) -Openspace AMP expected completion by SEPT 23. - Fleet AMP Expected completion Aug 23 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
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Funding application with both Federal and State Governments to support the Robinvale Riverfront Masterplan including a new nature / adventure playground and skate park successful. Finalised projects for Local Roads Community Infrastructure projects round 2 3 and 4 - including Lake Boga southern entrance, Nyah & Nyah West Football Netball Club Change Rooms, solar, shade etc. Lake Boga Southern Entrance Landscape Designs drafted and presented Council for comment. Regional University now in progress. Applications being developed e.g. Growing Regions Fund and submitted on priority projects after discussions with Councillors.
















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

**Harmony**










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

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.1. The diversity of our communities is celebrated	3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.	2022/23	In Progress 	Local LGBTIQ+ committee has been rejuvenated with secretarial now – Meeting was held in October 2022 to go through Swan Hill’s Roadmap draft. Challenging Resistance workshop to be held in the second half of 2023. With multiple services and groups also invited.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	Complete and Ongoing 	Council continues to support co designed events and activities, such as Harmony day and Robinvale lantern Festival.
	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 to be held on 26 March 2023. Robinvale Lantern Festival held successfully on 9 September 2022, planning underway for the 2023 event. Greater liaison between multicultural agencies and community groups in the planning of these events.
3.1.2. Encourage the growth and positive development of our youth	3.1.2.1. Improve Youth Support Services outreach to young people in Manangatang and Robinvale	2022/23	Complete and ongoing 	Ongoing – Robinvale Youth Group and Manangatang Student representative council operates with a co-design model for all events.
	3.1.2.2. Ensure young people are involved in co-design of annual events	2023/24	Complete and ongoing 	Robinvale Youth Group is active with 18 current members- weekly meetings. NOVO Youth Council Active with 8 members - weekly meetings. Sexuality and Gender Alliance Group active with 20+ members - weekly meetings
	3.1.2.3. Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth involved in creative pursuits	2022/23	In Progress 	Strategic work underway for redesigned FYI model - multiple applications for funding for 2022-2025 submitted. Application for Federal Restart Investment to Sustain and Expand (RISE) submitted, successful with \$251,000 grant in March 2022. Artistic Director appointed and under contract, work has begun on establishment of a governing body. A further \$50,000 grant from the

				Commonwealth was successful in December 2022. The 2023 events are underway with workshops and grant expenditure for the key events. The interim governing body is overseeing the works.
	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	Complete and ongoing 	Ongoing - Empower and Engage programs focusing on Manangatang and Robinvale and focusing on mental health as a result of Covid - planned for resumption of school 2022. Sexual Health presentations delivered in 2023 and to be delivered in 2023/24 through partnerships with local high schools and community groups. There will also be Mental Health First Aid Training completed in Robinvale for College staff and students late 2023.
3.1.3. Flourishing community organisations	3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs	2022 - 2024	In Progress 	Volunteer Day was celebrated in December 2022, and an action plan is being developed for the region to encourage volunteerism.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Information has been provided on Governance to the Piangil Community Group and Piangil Memorial Park Committee. Community Plan consultation has begun with Lake Boga Progress association. The Nyah District Action Group are currently going through strategic planning for the Nyah Riverfront Masterplan. Council are currently working on a project proposal to develop resources for Governance, leadership and Strategic Planning on a web portal.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Planning 	Council to take a more active profile and to initiate meetings with service and other organisations
3.1.4. Our elderly and vulnerable are cared for	3.1.4.1. Support the development of Residential Aged Care services	2023/24	In Progress 	Respond to opportunities for development or increase of aged care places in the region. Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023.
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	Information update was provided to Councillors on current status of aged care reform in February 2022. New Commonwealth Government confirmed one-year extension to changes (1 July 2024). Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023 with engagement of a consultant, to examine options, and enable a Council decision by 30 June 2023. A draft report was held for Councillor and staff update on 4th April 2023, another session on 6th June with in-principle decision at 20th June Council Meeting.

	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 	SHRCC MCH and MDAS have developed a new partnership under a Memorandum of Understanding to deliver a MCH service for Aboriginal and Torres Strait Islander families at MDAS. Due to ongoing challenges in recruiting a suitably qualified MCH Nurse this new partnership has been formed and MCH Nurses employed by SHRCC are contracted by MDAS to deliver MCH Services.
	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 held during October 2022. Accessibility support agencies now involved in major events such as Harmony Day, such as headspace, Sunraysia Mallee Ethnic Communities Council, and Mallee Family Care.
	3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).	2021/22	In Progress 	Community Access and Inclusion Strategy currently has no funding has been identified to assist with this, staff will look at alternatives to review the strategy in 2023-2024. An allocation to undertake this work has been included in the draft 2023-24 Budget.
3.1.5. All members of our Communities are supported	3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.	2021 - 2025	In Progress 	Application for Prevention of Family Violence funding submitted in late February 2022 was unsuccessful.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	The People matters survey was completed in July 2021, internal data extractions completed. Data from both was submitted to Gender Equality Commissioner by 1 December 2021. Data collected formed the basis of the GEAP. This was submitted to the Commission on 31 March 2022 and compliant as of June 2022. Actions of the GEAP continue to be implemented. There are 32 actions in the GEAP 14 have been completed, progress has also been made on 8 other actions.
	3.1.5.3. Ensure that we consider people of all abilities in the development of infrastructure and events	2021-2025	In Progress 	Swan Hill Riverfront all abilities equipment recently installed. Will be considered as part of the Gender Impact Assessments.
	3.1.5.4. Develop a Building Safer Communities program	2022/23	In Planning 	A list of potential community safety projects is being compiled for potential funding submissions, including CCTV in public parks. Potential for Riverside Swan Hill CCTV and safety fencing project in Caix Square Robinvale. Awaiting suitable funding rounds to open.

### 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	In Planning 	Registration has been paid and have a Registered Aboriginal Plan ID. Funding available in the 2023/2024 budget. Draft invitation for a consultant being developed.
	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. Aboriginal Officers hours have increased. Web page being developed.
	3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties	2021-2025	Not Started 	Extra funding for Aboriginal support needs to be achieved to enable this work to proceed.
3.2.2. Encourage and support community leadership	3.2.2.1. Continue to offer Aboriginal scholarships and leadership opportunities	2021-2025	In Progress 	Opportunities for scholarships advertised in February/March 2022. Scholarship advertising conducted with no applications received. Looking at other options, potential traineeships in this space. Host traineeships targeted to Aboriginal applicants yet to commence (WFP# 1.5)
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	This work is ongoing and will be part of the planning for the new cultural and tourism hub at the Pioneer Settlement.
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	In Progress 	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. Terms of reference for advisory group drafted.
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 Progress 	Application for funding for planning for Pentel Island successful. Consultants were engaged and completed their work in June 2023. Final Pentel Island plan presented to Council and adopted in June 2023. Funding being sought to implement Pentel Island Plan.
	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 	Swan Hill First Nations artists are co curating with the gallery to stage an all First Nations exhibition in June 2023. A First Nations artist was appointed to the Advisory Committee in January 2023. Sunraysia Tafe Aboriginal art student's annual exhibition, date yet to be confirmed. Milloo Dreaming exhibition opened in June highlighting local Aboriginal artists.
	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.












## Leadership








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


4.1. Excellent management and administration				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.1. Well managed resources for a sustainable future	4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce	2021-2025	In Progress 	Training needs analysis has been completed following the staff review process in September 2020 & 2021. The 2022 Organisational Training Plan was approved by ELT following the 2022 Staff Review Process. Training reports generated following the review process and nominated training has been arranged .Organisational Training Plan implementation has commenced.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	In Progress 	Ongoing work will see improvements when the IT strategy is implemented and changes to customer interactions. June 22 LGA implementation completed with over 30 new policies, and plans that will impact on how we do business and improve customer service. Currently rolling out the new payroll and HR system. Financial hardship policy reviewed and adopted in April 2023. PMO continues to work on the project framework and reporting. Customer service is currently working on customer engagement process with the view of improving the customer satisfaction. Doc Assembler (agenda management software) is being rolled out to all reporting officers to improve the council meeting agenda, minutes and actions.
	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 	2022 Annual Report completed, Local Government Performance Reporting submitted and Service Performance report completed. 10 Year Major Project Plan approved. Council adopted 2023/24 Budget at its June Council meeting.
	4.1.1.4. Develop and implement a Workforce Development Plan	2021/22	Complete and ongoing 	Workforce Development Plan completed and approved in December 2021. Actions from the Workforce Development Plan are being implemented with six actions completed.

<p><b>4.1.2.</b> Provide robust governance and effective leadership</p>	<p>4.1.2.1. Implement a Project Management Framework and system</p>	<p>2021/22</p>	<p>In Progress</p> 	<p>Training and Roll out of project management framework (PMOF) completed in May 23. A new reporting method introduced to capture progress of major projects. Launch of PMOF took place in early June 23, ongoing with specific support and training to continue. Project Approval Committee (PAC) meetings have commenced and will continue monthly.</p>
	<p>4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans</p>	<p>2021/22</p>	<p>Complete and ongoing</p> 	<p>Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022.</p> <p>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 APR 23.</p>
	<p>4.1.2.3. Provide Councillors with professional development and support to ensure effective governance</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Councillors provided with opportunities to attend MAV and LGPro courses and workshops. Two Councillors and CEO attended the ALGA Conference in Canberra in June 2022 and June 2023. New Councillor has attended 2 MAV sessions in March 2023.</p>
	<p>4.1.2.4. Work with Town Representative groups to better plan and deliver projects</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Working with Community group to implement Community Plans. Currently 2 Town representative groups (TRG) are reviewing their community plans (Lake Boga and Ultima). Nyah West has almost completed Riverfront masterplan document. New toilets are being installed at Nyah West within Monash Dr Community Park on the site of the old maternal child health building which has been demolished. New BBQ shelters are in the pipeline for Nyah and Lake Boga. The BBQ shelter at Nyah requires an assessment for native title but undertake that assessment Council requires a Cultural Heritage Management Plan (CHMP) to be completed which is currently underway. The Lake Boga BBQ shelter requires Heritage assessment for permits and potentially requires an amendment to CHMP.</p>
<p><b>4.1.3.</b> Sound, sustainable: o Financial management o Excellence in service delivery o Strategic planning</p>	<p>4.1.3.1 Deliver projects on time, on budget and within scope</p>	<p>2021-2025</p>	<p>Complete and Ongoing</p> 	<p>Ongoing and achieving, however, projects are impacted by price rise and flood impacts. Impacted projects such Swan Hill Leisure Centre, Boardwalk, Activation of Lighting have obtained a time extension from funding body. Good traction resulting in improvement in this area, as a result of the PMO framework starting to bed down and be implemented.</p>







	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	The 2023/24 Budget adopted at the June Council meeting. The budget has been prepared using the prescribed rate cap of a 3.5% increase and is expected to deliver over \$30M in capital works projects. The result for the 2022/23 year is forecast to be \$894K better than budget.
	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, the intent is to use the internal auditor services once appointed to complete this work.



## 4.2. Transparent communication and engagement

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>4.2.1.</b> Effective and authentic engagement with our community	4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community	2022/23	In Progress 	Planning for the review of 2019/22 Communication and Community Engagement Strategy has commenced.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community engagement training will be offered to key staff in the organisation, training will be based on the Community engagement Guidelines and potentially delivered by a consultant. Still investigating training options.
	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 	Working closely with the Town Hall to increase engagement through Socials. Library have created an Instagram account. Media Policy and Procedure approved at February council meeting. The addition of a new Councillor Media Policy was approved to ensure more appropriate inclusion of Councillors.
<b>4.2.2.</b> 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	In Progress 	Chief Executive Officer (CEO) and Deputy Mayor joined Murray River Group of Council's on an advocacy trip to Canberra. Mayoral or CEO visits to Robinvale to meet with Community members monthly. Mayor and Senior Staff met with Minister Shing for Regional Development in Robinvale on April 20. Robinvale Concept design workshop for residents to attend and on 18 May. Drop in sessions were held in Robinvale for the skatepark and natureplay. Community Comfort centre biggest morning tea attended by 2 Councillors and Director. PS Gem Exhibition opening 22 June attended by Councillors and Senior Staff. Pental Island Group re started. Community group engagement in relation to key projects for example the Art Gallery and Cultural and Tourism Hub.
	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. Coffee/Coldie with a Councillor 1 15 April at Nyah, May 19 in Beverford, 5 June in Lake Boga.
	4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups	2022/23	In Planning 	Robinvale tour and business mixer for Councillors and Senior Staff planned for July 23. Mayor and CEO met with various Victorian Ministers on the housing issues across our municipality. Pental Island Tours for and engagement being planned.

	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
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### 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	Complete and Ongoing 	Robinvale Euston Workforce Network (REWN) established with external funding in May 22, and Council is a partner with the Coleman Foundation program in Robinvale which supports the REWN. The REWN has now met in February and is overseeing a suite of Government grants, which is refining the governance structure into a formal entity. Three projects have been supported to assist improving the local workforce.
	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. Council is now divided between two Primary Health Units (Mallee and Murray) and initial reference group meetings held in March 2023.
	4.3.1.4. Continue to support and work with Swan Hill Incorporated	2021-2025	In Progress 	Ongoing relationship with Swan hill Inc. Council continue to work closely with Swan Hill Inc. on projects with Swan Hill Inc. to present their 2023/24 marketing plan and budget which will listed for the July 2023 Council Meeting.
<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:  Improved Healthcare for our people, including a new hospital for Swan Hill  • A new Murray River Bridge at Swan Hill  Complete the Murray Basin Rail Project  Housing and enabling infrastructure  Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.	2021-2025	In Progress 	Construction of 4 houses in Ronald St Robinvale, part funded by State Government Grant. Various studies on housing opportunities in Robinvale and the region were completed in 2022. Advocacy against proposal by State Government to remove rates from social housing. Representations to Federal and State Governments on need for improved water and wastewater infrastructure for small towns.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	Advocacy Strategy adopted on 21 May 2019 - review by 30 June 2022. Investigating new (more modern) ways of producing this information - through media and website. Advocacy document reviewed January 2023.

4.3.3. Working together in promotion of the municipality	4.3.3.1. Positively promote our region as a great place	2021-2025	In Progress 	Continue with Tourism promotion across the municipality and region and during all recruitment.
	4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	2021-2025	In Progress 	Former CEO Board member of Murray River Tourism Board. We continue to work actively on issues of mutual interest eg. Workshop scheduled for February 2022. CEO and Chair of Swan Hill Inc. meet monthly to discuss opportunities and issues of common interest.

