

COUNCIL PLAN

PROGRESS REPORT – MARCH 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.



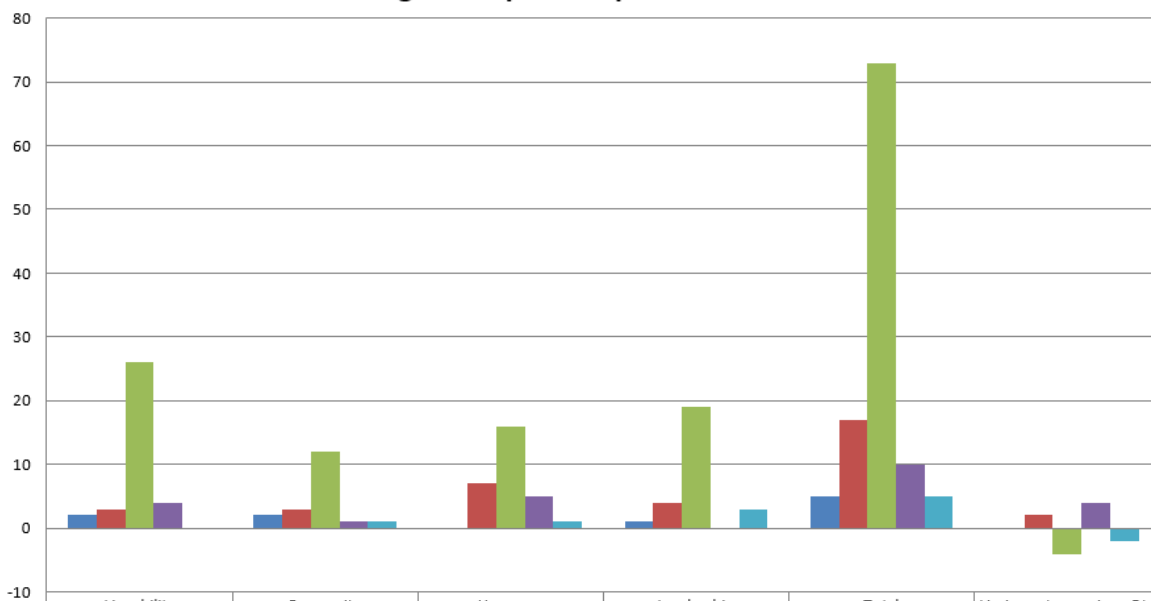
Not started - actions that have not been commenced at the time of reporting.

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	2	0	1	5	0
Complete / ongoing	3	3	7	4	17	2
In progress	26	12	16	19	73	-4
In planning	4	1	5	0	10	4
Not started	0	1	1	3	5	-2

Council has made progress on the following:

1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront

Masterplan - 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.

1.1.3.5. Implement relevant actions from the CMRT strategy - Finalised the study for A-Double access jointly with Gannawarra Shire. Received the final report with recommendation for improvements and gaps. Report needs to be presented to Council at an Assembly. The Freight Road Network Mapping and Infrastructure Investment Report was presented to the March Council meeting. This action is now complete.

1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality - The draft advocacy document for renewable energy resources that was developed last quarter and built upon previous renewable prospectus documents is still being refined, where it will be taken to an ELT meeting this quarter for comment.

2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill - The Victorian Government has announced that over the next decade, Four Year Old Kindergarten will transition to "Pre-Prep" - increasing to a universal 30-hour week program of play-based learning for every four-year-old child in Victoria. These reforms build on the Three- Year-Old Kindergarten, which continues as planned with a rollout of 5-15 hours a week of funded Three-Year -Old programs across the state. It is now necessary to go back to Manangatang and Woorinen South and look at the early years infrastructure needed to accommodate the additional hours of four-year-old Kindergarten. It is anticipated that this work will be undertaken over the next 6 months if possible.

2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement - This will commence once approval given via Heritage Victoria on exact location of pioneer settlement building. Known tender will commence for strategic planning.

2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year - PMO has delivered projects worth \$ 9.4 Mn since Oct-21. Currently PMO have projects worth \$ 12.2Mn on board and have planned to deliver \$ 6Mn by Jun'23 and \$ 5Mn by Dec'23.

- 3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups** - 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.
- 3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities** - 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 annual exhibition, date yet to be confirmed.
- 4.1.2.1. Implement a Project Management Framework and system** – Project Management Framework and processes being rolled out via workshops with key staff across the organisation. Roll-out of updated framework in April' 23. Trainings to staff planned for May' 23. A new reporting method introduced to capture progress of major projects.
- 4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation** - Media Policy and Procedure was approved on 21 Feb 2023. The addition of a new Councillor Media Policy was approved to ensure more appropriate inclusion of Councillors.

The following objectives were marked as in planning in the third quarter:

- 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** - 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 agreed upon and was signed on 17 June 2022. The main focus and goal of the project is to educate and help residents to quickly adapt to and correctly use new household recycling and waste services. Council has been advised of success in two more grant fund applications: Stage 2 of Compost Facility Infrastructure \$961,400 and Transfer Station Upgrade Fund Rd 2 \$296,350. 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.
- 1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail** Economic Community Development preparing brief to engage a consultant for reviewing the alignment of the path.

3.2.1.1. Develop a Reconciliation Action Plan – 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.

3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties – Collaborating with ELT in April to establish parameters for Council advocacy and support for Treaty initiatives.

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

2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry- High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire completed by consultants. Finalisation of the report is due by June 30 2023. This strategy will be used for future grant fund applications. Final study report has been received. Report presented to the Council meeting to be held on Tuesday 21 March.

4.1.3.1. Deliver projects on time, on budget and within scope - 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.

STRATEGIC PILLARS

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

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



Liveability

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



Prosperity

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



Harmony

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



Leadership











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





Liveability






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




1.1. A modern municipality: Vibrant, connected and resilient				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	A brief for additional work to complete the Study 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 	Draft Robinvale Riverfront Master Plan 2022 completed including public exhibition period. Feedback provided back to Council. Draft to be adopted early 2023. Funding in the order of \$1.5m has been received to support the development new active & nature play precinct at Centenary Park. Preferred contractor engaged for skate park and cultural heritage management plan works currently underway. Engagement with Aboriginal Community on aspects of the playground to be undertaken.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Draft Nyah Riverfront Masterplan presented to Council at its May 2022 Meeting. Council resolved to place on public exhibition or public feedback. Masterplan to be presented back to council for approval early 2023. Funding received to support activating Nyah West community park, including new toilet facilities, stage and power upgrade. Toilet block position finalised after consultation with community, final discussions being conducted on the site of BBQ shelter.

	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	No funding in this years budget for this project - will commence once funding is available. A project bid will be made as a part of the 23/24 Budget process. 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 is being reviewed by officers.
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 St Project - Two houses are under offer, and the remaining two are for sale.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Three funded projects are underway to help in the provision of housing across the municipality. Two projects relate specifically to Robinvale - Seasonal Workers Accommodation Program and Robinvale housing Investment Strategy. The construction of 4 dwellings in Ronald Street is complete.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	Stage 13 released and sold as at 31 December 2021. Stage 14 construction completed, final approvals due end of December then sales plan confirmed (ballot process) Lots drawn 20 March 2023
	1.1.2.5. Assist South West Development Precinct developers	2021-2025	In Progress 	This is ongoing as developers require assistance.
1.1.3. Excellent transport links to allow ease of movement	1.1.3.1. Advocate for a review of the Swan Hill Town Bus route	2022/23	In Progress 	Letter has been sent to PTV and local MPs advocating for review of the Swan Hill Town bus route in light of the growth of the town and ongoing requests from the community for new bus stops. Ongoing and regular communication occurs with PTV (every two months). Response from PTV was appreciative of the request to review the current bus routes due to changing community expectations and needs, however there is limited funding available to provide a review at this stage. Representations will continue to be made to PTV, particularly as subdivision development proposals are now being received for the South West Development area.
	1.1.3.2. Advocate for the completion of the Murray Basin Rail Project	2021-2025	In Progress 	Council continues to support the Rail Freight Alliance and its work in advocating for the completion of the Murray Basin Rail Project. Council has previously signed a petition seeking additional State government funding and has acknowledged the Federal Government's contribution of a further \$200m for the completion of the project.
	1.1.3.3. Advocate for the continual improvement of the Murray Valley Highway and	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






	upgrade of the Robinvale Sea Lake Road			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 tech committee met 4 April 2022. The group has lost momentum through the 2022 Floods disruption. The newly appointed Director Infrastructure will be tasked with reinvigorating this group.
	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 21 march 2023.



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 agreed upon and was signed on 17 June 2022. The main focus and goal of the project is to educate and help residents to quickly adapt to and correctly use new household recycling and waste services. Council has been advised of success in two more grant fund applications: Stage 2 of Compost Facility Infrastructure \$961,400 and Transfer Station Upgrade Fund Rd 2 \$296,350. 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.
	1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality	2022/23	In Progress 	The draft advocacy document for renewable energy resources that was developed last quarter which built upon previous renewable prospectus documents will be taken to an ELT meeting this quarter for input before being presented to council.
	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 Rd 1.
	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.
	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/sportsfields irrigation controlled from phones, tablets and/or laptops.
1.2.2. Accessible open spaces and healthy rivers and lakes	1.2.2.1. Improve the presentation of the Lake Boga foreshore and its environs in collaboration with the community	2021-2025	In Progress 	An irrigation plan and cultural heritage assessment has been completed and approved for the southern end of Lake Boga (between Caravan Park and housing estates). A draft landscape master plan for this section of public land has now been completed and feedback is being sought from stakeholders within Council and the community. Consultant developed plans but no funding to deliver project. Operations Manager recently met with Economic Development unit to go over the plans that were developed for this project. Meeting again this month to discuss funding for the project and going to market to complete. 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.
	1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks	2024/25	In Progress 	Working in partnership with Murray Region Tourism on the Swan Hill to Nyah trail. Included the waterway trails and camping masterplan in council 10 year major project plan. (unallocated)
	1.2.2.3. Plan and construct open space development of the decommissioned Number 9 Channel	2022/23	In Progress 	1. Concrete path, lighting, irrigation works complete. 2. Landscaping works awarded to local contractor, expected to start early April and complete by Mid-May

1.3. Building Healthy Communities

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.3.1. Encourage active and healthy lifestyles for people of all ages, abilities and interests	1.3.1.1. Continue to implement master plans for all recreation facilities	2021-2025	In Progress 	Detailed designs for Robinvale Football Change rooms completed. Consultant awarded for the Swan Hill Sporting Hub Designs and Governance Model. Designs for Nyah Recreation Reserve Cricket Practice net completed. Woorinen Recreation Reserve Netball Court Redevelopment completed. (re:\$300,000 Sport Recreation Victoria (SRV) funding) Robinvale Recreation Reserve sports oval lighting upgrade currently underway (re:\$250,000 SRV funding) Funding application for the construction Robinvale Football Change room submitted - unsuccessful.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Planning 	Economic Community Development preparing brief to engage a consultant for reviewing the alignment of the path
	1.3.1.3. Support initiatives leading to better outcomes for children and families	2021-2025	In Progress 	One of the local networks that SHRCC Maternal and Child Health Service is a member of is called "Pregnancy and Early Years Collaborative". This network is to work with community to support families during pregnancy and early childhood years. Planning is currently underway for the second Swan Hill Pregnancy and Early Childhood Expo to be held on 4th May 2023 at the Swan Hill Town Hall. The Expo will be free of charge for all attendees and will include public health services, not for profit services and some local businesses. Further feedback about the Early Years Online Hub and pregnancy and early years services will be sought from attendees at the Expo that will help understand community needs and plan responsive service delivery.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Council services continue to partner with other agencies and networks on health and wellbeing initiatives benefitting all age cohorts, from early years to youth and elderly. These partner organisations include Swan Hill District Health, Mallee Family Care, Robinvale District Health, Robinvale Our Place, headspace, Murray Valley Aboriginal Cooperative. 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.
1.3.2. Spaces where people of all ages, abilities and backgrounds can flourish	1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	2022/23	In Progress 	Fly Tower to be modified. Truss, Chain and block motors to be used to hang production equipment. Community Arts Centre and will be the resident to the community arts association. Joe Avati - Comedian scheduled to be the first performance in the theatre of Robinvale Community Arts 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 25 February 2023.

	1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces	2022/23	In Progress 	Part of ongoing Child Safety Standards work, in conjunction with other work areas including Parks and Gardens. The revised Child Safe Standards policy and Reportable Conduct procedure were presented to Council and adopted in November 2022. New members of staff have volunteered to join the Child Safe Standards Working Group and will commence working on Standard One in January 2023.
	1.3.2.3. Review and implement the public art policy	2021/22	Complete 	Public Art Policy formally adopted by Council 15 March 2022.

1.4. Foster Creative and Cultural opportunities







STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.4.1. Promote and celebrate the creative and cultural pursuits within the region	1.4.1.1 Deliver creative industries projects across the region	2022/23	In Progress 	Continuing inter LGA and interstate opportunities using the 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.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	In Progress 	Festival Director and Coordinator for the Fairfax Youth Initiative have been appointed under procurement contract role as part of the successful \$251,000 grant for Fairfax. Successful grant, receiving \$50,000 from Festivals Australia. Mallee. New website replacing town hall website, for 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 where from the surrounding towns and regional areas. Fairfax will be presenting a program as part of the festival, at the Robinvale community centre. An acoustic series will be presenting local and touring artists at the Cafe Bar and surrounding towns. Keep The Circle Unbroken presented by SHTHPA featuring 3 local artists was enthusiastically appreciated. The first Twilight Arts Market was presented at the hall with over 1000 attending.






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

Prosperity







2.1. Effective partnerships for prosperity				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.1. Support diverse educational opportunities that fosters life-long learning	2.1.1.1. Establish an effective relationship with the education sector through regular engagement	2022/23	In Progress 	Regular meeting with SuniTAFE to consider shared opportunities. April 22 - Attended the funding announcement for the purchase of electric and Hybrid Vehicles. Recent meeting and Tour at SuniTAFE Swan Hill.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	In Progress 	Councillors supported grant application for Federal funding of a Country Universities Centre in Swan Hill. Application submitted March 2022. Grant application successful. Commonwealth Agreement currently being drawn up between the Government and the board of Community University Centre – Mallee.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	The Victorian Government has announced that over the next decade, Four Year Old Kindergarten will transition to "Pre-Prep" - increasing to a universal 30-hour week program of play-based learning for every four-year-old child in Victoria. These reforms build on the Three- Year-Old Kindergarten, which continues as planned with a rollout of 5-15 hours a week of funded Three-Year - Old programs across the state. It is now necessary to go back to Manangatang and Woorinen South and look at the early years infrastructure needed to accommodate the additional hours of four-year-old Kindergarten. It is anticipated that this work will be undertaken over the next 6 months if possible.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, as well as VCAL classes and regular presence in both towns. Ongoing.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.2. Support our key industries	2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee	2022/23	In Progress 	Committee back meeting on a regular basis and looking to engage new members. Reviewing the Committee Terms of Reference and Annual Plan to ensure maximum benefit for Council. Report to be prepared on the future of this Committee to Council early 2023.
	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	In Progress 	Discussion with Swan Hill Inc about the possible reactivation of the Industrial Committee. Preparation of a report to ELT and the Council on the benefit of establishing an Industry Support Committee given that the future development of industry and manufacturing is likely to feature in the Draft Economic Development Strategy. Presentation of report in August 2022. Listed for discussion with Swan Hill Inc at the April 2023 meeting of representatives and Council Officers before reporting to ELT and Council.
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Review of all current documentation relating to the Economic Development Strategy being undertaken to determine what has been achieved and what is still required to be done. Development of key economic and business development priorities that should form the basis of the next strategy being prepared. Suggested process to develop the Economic Development Strategy to be presented to ELT and Council in late July 2022. Council briefed on the process to review and develop a new strategy with Officers now engaged in meeting the time line outlined. Economic Development Strategy review has commenced with the first round of workshops conducted and information being gathered for review.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	This will commence once approval given via Heritage Victoria on exact location of pioneer settlement building. 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.
	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
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. SHRCC is one of three rural council participants in a new pilot program for business friendly council approvals.
	2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)	2021-2023	In Progress 	Regional interest is limited. Once all nearby Councils have formally responded a further report will be presented to Council.

2.3. Infrastructure that enables prosperity


STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.3.1. Digital connectivity that allows people to live, work and play across our region	2.3.1.1. Advocate for high speed broadband access to all businesses and residents	2022/23	In Progress 	Federal funding application - Connectivity Round 2. Funding application successful.
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	Complete and ongoing 	Funding application successful for new towers to support Woorinen, Nyah, Piangil and Murray Downs.
2.3.2. Assets for our current and future needs	2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry	2022/23	In Progress 	High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire completed by consultants. Finalisation of the report is due by June 30 2023. This strategy will be used for future grant fund applications. Final study report has been received. Report presented to the Council meeting to be held on Tuesday 21 March.
	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 Mn since Oct-21. Currently PMO have projects worth \$ 12.2Mn on board and have planned to deliver \$ 6Mn by Jun'23 and \$ 5Mn by Dec'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 	Asset Management Plans (AMP) for all asset classes being progressed. <ul style="list-style-type: none"> - Transport and Stormwater have been updated to be ratified by CEO and included in long term planning (delayed due to flood impact on networks) - Open space AMP expected completion by APR 23 - Fleet AMP Expected completion APR23 Other portfolios to be completed require the following prior to completion. <ul style="list-style-type: none"> - Building Asset Condition Inspection (last completed 2017) - Buildings, Rec &Leisure will both require significant stakeholder consultation - Pioneer Settlement may require heritage consultant due to nature of the assets
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Submitted a funding application with both Federal and State Governments to support the Robinvale Riverfront Masterplan including a new nature / adventure playground and skate park. Outcome announcement in June 2022. Finalise Local Roads Community Infrastructure projects round 2 and 3. Funding application for a regional university centre in Swan Hill has been submitted. Application for funding for adventure playground and skate park in Robinvale successful with works to commence in July 2022. University submission unsuccessful. Regional University now proceeding. Over \$5.2 million worth of grants received.











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





Harmony










3.1. Communities that are safe, welcoming and inclusive				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.1. The diversity of our communities is celebrated	3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.	2022/23	In Progress 	Local LGBTIQ+ committee has been rejuvenated with secretarial now – Meeting was held in October 2022 to go through Swan Hill’s Roadmap draft. Challenging resistance workshop to be delivered sometime in 2023 which is yet to be decided.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	Complete and Ongoing 	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 2022 and to be delivered in 2023/24 through partnerships with local high schools and community groups.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.3. Flourishing community organisations	3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs	2022 - 2024	In Progress 	Volunteer Day was celebrated in December 2022, and an action plan is being developed for the region to encourage volunteerism.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	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.
	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 	Transition of the MCH Service in Robinvale from RDHS to the Early Years Centre at Robinvale College has been very successful and facilitates excellent communication and collaboration with the early years teachers at the kindergarten on the College site and Our Place personnel.
	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.

	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.
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STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
3.1.5. All members of our Communities are supported	3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.	2021 - 2025	In Progress 	Application for Prevention of Family Violence funding submitted in late February 2022 was unsuccessful.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	The People matters survey was completed in July 2021, internal data extractions completed. Data from both was submitted to Gender Equality Commissioner by 1 December 2021. Data collected formed the basis of the GEAP. 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. 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	In Planning 	Collaborating with ELT in April to establish parameters for Council advocacy and support for Treaty initiatives.
3.2.2. Encourage and support community leadership	3.2.2.1. Continue to offer Aboriginal scholarships and leadership opportunities	2021-2025	In Progress 	Opportunities for scholarships advertised in February/March 2022. Scholarship advertising conducted with no applications received. Looking at other options, potential traineeships in this space. Host traineeships targeted to Aboriginal applicants yet to commence (WFP# 1.5)
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	This work is ongoing and will be part of the planning for the new cultural and tourism hub at the Pioneer Settlement.
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	Not Started 	Action Plan to be prepared on how to advance this process. Council needs to be briefed on the treaty process being undertaken by the State Government and the Traditional Owners.
3.2.3. Celebration and recognition of Aboriginal and Torres Strait history and culture	3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities	2022-2025	In Planning 	This is ongoing and is limited as Council is often not an acceptable body to apply. Application for Pentland Island funding for planning successful. Consultants to be engaged and work will be undertaken by June 2023
	3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	2021-2025	Complete and Ongoing 	Swan Hill First Nations artists are co curating with the gallery to stage an all First Nations exhibition in June. A First Nations artist was appointed to the Advisory Committee in January. Sunraysia TAFE Aboriginal art student annual exhibition, date yet to be confirmed.
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Funding support NAIDOC Week. Scheduled activities to again participate in NAIDOC Week have been planned. Council participated in National Sorry Day in May 2022.














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

Leadership







4.1. Excellent management and administration				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.1.1. Well managed resources for a sustainable future	4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce	2021-2025	In Progress 	Training needs analysis has been completed following the staff review process in September 2020 & 2021. The 2022 Organisational Training Plan was approved by ELT following the 2022 Staff Review Process. Training reports generated following the review process and nominated training has been arranged. Organisational Training Plan implementation has commenced.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	In Progress 	Ongoing work will see improvements when the IT strategy is implemented and changes to customer interactions. June 22 LGA implementation completed with over 30 new policies, and plans that will impact on how we do business and improve customer service. Current roll out the new payroll system, throughout the organisation, 3 rd of the organisation on the system. HR System is currently being implemented and Laevo System. Financial hardship policy currently out for consultation. PMO continues to work on the project framework and reporting, It Department is looking at getting Agenda Management software to improve the council meeting agenda, minutes and actions. Customer service is currently working on customer engagement process with the view of improving the customer satisfaction.
	4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services	2021-2025	In Progress 	2021 Annual Report completed, Local Government Performance Reporting submitted and Service Performance report completed. 10 Year Major Project Plan approved, Council adopted 2022/23 Budget at its June Council meeting.
	4.1.1.4. Develop and implement a Workforce Development Plan	2021/22	Complete and ongoing 	Workforce Development Plan completed and approved in December 2021. Actions from the Workforce Development Plan are being implemented with six actions completed.
4.1.2. Provide robust governance and effective leadership	4.1.2.1. Implement a Project Management Framework and system	2021/22	In Progress 	Project Management Framework and processes being rolled out via workshops with key staff across the organisation. Roll-out of updated framework in April' 23.



				Trainings to staff planned for May '23. A new reporting method introduced to capture progress of major projects.
	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 APR 23.
	4.1.2.3. Provide Councillors with professional development and support to ensure effective governance	2021-2025	In Progress 	Councillors provided with opportunities to attend MAV and LGPro courses and workshops. Two Councillors and CEO attended the ALGA Conference in Canberra from 19 June 2022 to 22 June 2022.
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	Drafting ELT and Council Report on the Future Community Planning. Review report will consider options for improving our Community Planning processes and outcomes. To be presented to ELT by mid to late July 2022. Community Planning discussion needs to be conducted with Council and the Community to determine aspirations and expectations around service delivery. Community Representatives to Town Groups reviewed. Review of program and process being conducted. Workshop involving Town Committee Presidents and Secretaries planned for early 2023. Council staff assisting Town Committees with governance issues.

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<p>4.1.3. Sound, sustainable:</p> <ul style="list-style-type: none"> o Financial management o Excellence in service delivery o Strategic planning 	<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 as Swan Hill Leisure Centre, Boardwalk, Activation of Lighting have obtained a time extension from funding body.</p>
	<p>4.1.3.2. Working to budget and ensure future planning to meet financial needs</p>	<p>2021-2025</p>	<p>Complete and Ongoing</p> 	<p>Preparation of the 2023/24 Annual Budget has been undertaken during January and February, with a Councillor review being undertaken on 28 February. We are now undertaking the process of updating Financial Plans using the 2023/24 budget as the base year for forecasts and then begin preparation of the public budget document. This is scheduled to be complete by the first week of April and advertised 21 April. We have recently undergone an internal audit on our accounts payable processes and awaiting the draft report. This audit aims to ensure we are following best practice and ensuring any risks in these areas are mitigated.</p>
	<p>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</p>	<p>2022/23 & 2024/25</p>	<p>Not Started</p> 	<p>Not commenced</p>

4.2. Transparent communication and engagement				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.2.1. Effective and authentic engagement with our community	4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community	2022/23	In Progress 	Planning for the review of 2019/22 Communication and Community Engagement Strategy has commenced.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community engagement training will be offered to key staff in the organisation, training will be based on the Community engagement Guidelines and potentially delivered by a consultant. 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.
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 has been prepared for 2023.
	4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups	2022/23	Not Started 	COVID-19 has not permitted the commencement of structured tours.
	4.2.2.4. Create a culture where staff are ambassadors for the Council	2021-2025	In Progress 	Review and continue to improve internal communication tools. Acknowledge and reward staff appropriately

4.3. Bold leadership, strong partnerships and effective advocacy

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
4.3.1. Create meaningful partnerships across our communities	4.3.1.1. Continue involvement in community groups	2021-2025	In Progress 	Ongoing
	4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)	2022/23	In Progress 	Robinvale Euston Workforce Network (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 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 	CEO meets with Swan Hill Inc. on monthly basis to discuss opportunities. Conducted a workshop with Swan Hill Inc. Representatives to discuss developing a closer working relationship and how to work on projects that both organisations have funding for. Council has accepted the Marketing and Annual Plan provided by the Swan Hill Inc. Board and will continue to work together on joint projects to promote the township and surrounds. Council continue to work closely with Swan Hill Inc. on projects.
4.3.2. Strong relationship with State and Federal governments to influence advocacy and funding opportunities	4.3.2.1. Continue to advocate on the following issues: <ul style="list-style-type: none"> Improved Healthcare for our people, including a new hospital for Swan Hill A new Murray River Bridge at Swan Hill Complete the Murray Basin Rail Project Housing and enabling infrastructure Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale. 	2021-2025	In Progress 	Construction of 4 houses in Ronald St Robinvale, part funded by State Government Grant. Various studies on housing opportunities in Robinvale and the region were completed in 2022. Advocacy against proposal by State Government to remove rates from social housing. Representations to Federal and State Governments on need for improved water and wastewater infrastructure for small towns.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	Advocacy Strategy adopted on 21 May 2019 - review by 30 June 2022. Investigating new (more modern) ways of producing this information - through media and website. Advocacy document reviewed January 2023.

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

