

# COUNCIL PLAN

PROGRESS REPORT – December 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.

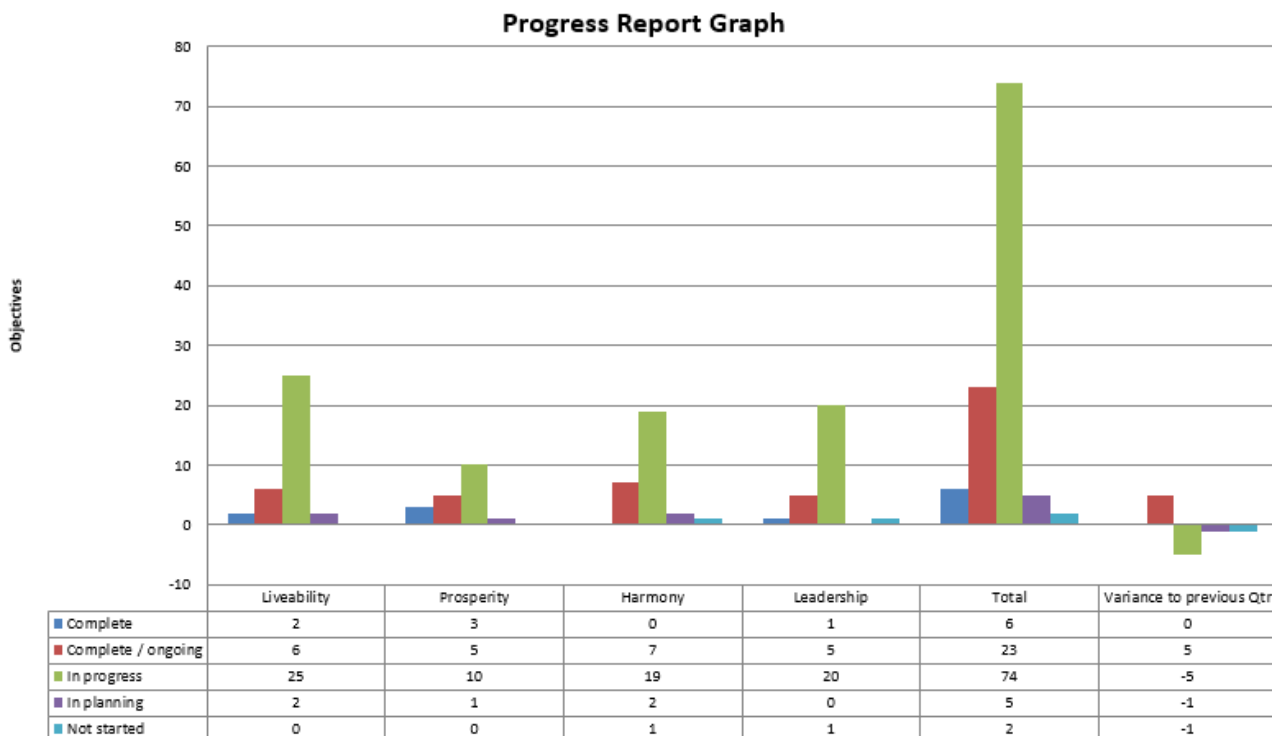


Not started - actions that have not been commenced at the time of reporting.

# 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.



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

**1.1.1.2. Continue to implement relevant actions of the Swan Hill Riverfront**

**Masterplan-** Water Tower Lighting project is complete. Further discussions around preferred railway crossing point being held with key stakeholders. Design options being finalised on ten steps and Pental Island Bridge.

**1.2.1.3 Develop drainage strategies for key urban areas in the municipality -**

Consultants are now fine-tuning the base drainage model for both Swan Hill and Robinvale. Analysis of information obtained from the models will define issues with the existing drainage infrastructure. A preliminary report is to be prepared for Council Assembly in February 2024. Projects will be proposed, and assessed within the drainage models, to overcome issues with the existing drainage infrastructure and presented to Council Assembly for discussion. Final report with actions is expected to be completed by April/May 2024.

**1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale**

**Community Art Centre** - Theatre is now fully operational and has been used for; Children's show the Mik Maks, with 197 attending, Robinvale Secondary Awards Night and movies are now presented every month. A casual Theatre Technician is now working at Robinvale Community Arts Centre, once a week and on call. Various Community groups are now using the arts centre on a regular basis.

**2.1.1.3 Support effective and responsive early years education opportunities in**

**Manangatang, Woorinen South and Swan Hill –** Council has appointed a contractor from Local Logic Place to assist in collating data relevant to the Kindergarten Infrastructure Service Plan. Local research conducted by Local Logic Place on behalf of Council indicates that data provided by the Department of Education is significantly under representative of our estimated population and projected demand for three and four year old kindergarten. Further meetings with representatives of the Department of Education will be scheduled to examine the data.

**2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements. -**

Asset management Plans (AMP) and management plans (MP) for all asset classes being progressed. Transport last updated 2022/23, new condition inspections due next financial year. Stormwater updated for 2023/2024 and has been to ELT and Council Fleet AMP Expected completion February 2024, Openspace AMP expected completion of initial draft April 2024, revaluation being bought forward to 2023/24 so this will be used for final modelling

**3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language**

**name and business model –** Our Place has been replaced with the development of the tourism and cultural hub at the Pioneer Settlement, since heritage overlay of Pioneer Settlement. The use of Aboriginal names and the planning for the development of Pental Island as a cultural tourism experience is well underway.

**4.1.2.1. Implement a Project Management Framework and system -**

Project Management Office (PMO) has presented an information session on the Project Management Framework and Processes. Extension of this information session to the other two directorates in coming months. This approach allows for a comprehensive understanding across the organisation.

The following objectives were marked from In Progress to Complete & Ongoing in the second quarter:

- 1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs** - The Fairfax Youth Initiative presented the Fairfax Youth Festival in Swan Hill at the Town Hall from 18th September to 1st October. Approximately 100 participants came from across the Mallee Region and took part. A First Nations led youth theatre initiative 'The Marruk Project' which was born in the Mallee in 2009 was presented as part of Square Pegged performance. The first Winter Wonderland, a Christmas themed installation was presented in Mully's Place from Wednesday 13 December - Friday 22 December. Approximately 1900 attended over the ten days.
- 2.2.1.2 Continue to support existing businesses to grow through the implementation of the Better Approvals process** - Business Support team is established and guides have been finalised.
- 2.3.2.1 Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry** - Final study report was presented to the Council meeting held on Tuesday 21 March, 2023. The report was well received by Council and will be used for prioritising road projects for future grant applications and Council works programs.
- 3.1.1.1 Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network** - Seeking funding to support training for Council and community, in inclusion and community awareness for gendered violence and LGBTQIA+ issues.
- 4.1.3.1 Deliver projects on time, on budget and within scope** - The projects completed within this quarter (Nyah West toilet block, Fish Point Road and the Tresco West Road) came under budget and were completed as scheduled.

The following objectives were marked from in Planning to In Progress during the second quarter:

- 3.1.3.3. Improve engagement with community based special interest groups** - A welcome sign was added to the Customer Service area "Everyone is welcome here." We have also started using more multilingual resources.

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

- 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** - Planning scheme review has commenced.

# 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
<b>1.1.1.</b> Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	Project is underway, completion date of January 2024 is tracking well.
	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 	Water Tower Lighting project is complete. Further discussions around preferred railway crossing point being held with key stakeholders. Design options being finalised on Ten Steps and Pental Island bridge.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Awaiting funding application outcome for Centenary Park playground and Riverfront Terrace expected in April 2024. Skate park project completed.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Plan adopted by Council and first stage works costed. Approval to commence works given by the PAC at its December 2023 meeting. Works to commence early 2024.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	Deferred to the 24/25 budget process.
	1.1.1.7. Develop a Small Town Strategy	2022/23	In progress 	Report discussed with Councillors at 12 December 2023 Assembly, with adoption to follow early in 2024.
<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, Swan Hill, Herbert St, Robinvale 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 stage 2 construction due to commence March 2024.










	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Housing summit was successfully held in November. Options for improving housing availability in Robinvale are being developed. The construction of four additional dwellings in Ronald Street Robinvale are being planned.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	Stage 14 construction completed; 10 lots have sold, 2 reserved for a future project, 6 currently under offer with the remaining 7 lots for on the market for sale. 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.
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 	On-going process. This action item will also be an item for consideration/discussion within the proposed Integrated Transport & Land Use Strategy to be initiated this financial year.
	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 	Council has continued to advocate for improvements to the Robinvale Sea Lake Road and the Murray Valley Highway on behalf of our community. The Department of Transport and Planning have advised that sections of the Robinvale Sea Lake Road between Manangatang and Cocamba, and Robinvale to Manangatang will be worked on this financial year. Similarly, sections of the Murray Valley Highway, albeit in neighbouring shire boundaries will also be improved. This information is available on the departments website and Council has also provided direct links to this information from the Council site. A further \$14 Million is committed to works on these roads this financial year as part of flood recovery repairs. Council will continue to advocate in this space at every opportunity to achieve positive road improvements.
	1.1.3.4. Actively participate in the Central Murray Regional Transport Forum	2021-2025	Complete and Ongoing 	The Central Murray Regional Transport Forum met again on the 28 October 2023. Presentations from DTP, RDV and NHVR regarding various freight issues. Strategic review confirmed for the engagement of a consultant. Next meeting 29 February 2024.
	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	Complete and Ongoing 	Review of the strategic plan is being advertised for the purposes of engaging a consultant on behalf of the forum. Next meeting 29 February 2024.

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




STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.2.1. Engage, empower and mobilise communities to prepare for, adapt to and mitigate the effects of a changing climate	1.2.1.1. Support initiatives that align with policy such as the Circular Economy and provide tangible outcomes for the community, for example: ↑ cleaner air for all, quality and smell ↓ litter, roadside dumping, co-mingling waste	2021-2025	In Progress 	Grant fund Regional Vic (RV) Household Education and Behaviour Change Fund - Round 2 was successful (\$60,918 Ex GST). 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. 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 	Work continues on the Advocacy Document.
	1.2.1.3. Develop drainage strategies for key urban areas in the municipality	2023/24	In Progress 	Consultants are now fine-tuning the base drainage model for Swan Hill and Robinvale. Analysis of information obtained from the models will define issues with the existing drainage infrastructure. A preliminary report is to be prepared for Council Assembly in February 2024. Projects will be proposed, and assessed within the drainage models, to overcome issues with the existing drainage infrastructure and presented to Council Assembly for discussion. Final report with actions is expected to be completed by April/May 2024.
	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	The shed for Mattress Recycling Facility has been ordered and will be constructed at the Swan Hill Waste Facility. Quotes have been received for solar power installation and earthworks will be undertaken within the next couple of months for the concrete slab.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Riverside Park irrigation upgrade 3 month maintenance period has concluded and there is 9 months left on the defects liability period. The system is holding pressure (despite initial concerns with suction capacity) and operating in a satisfactory manner. McCallum St shared path garden bed irrigation has been installed, trees are semi established with a reduction of manual watering in progress (high rainfall to date

				has meant minimal manual watering needed). Nyah Recreation Reserve is on Vendor Panel and awaiting response. A RFQ 'Scope & Design' will be sought for the SH Rec. Res. irrigation upgrade, to mitigate reliance on aging LMW pumps under a current agreement that will expire soon.
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 	Lake Boga Southern Precinct Beautification, Planning & Services applications have been lodged. Underground bore for power access completed. Contractor has received bollards and cables, awaiting shed design.
	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 	Undertaking this project as part of a joint Murray Rivers Tourism project. Brief for project has been released for tender
	1.2.2.3 Plan and construct open space development of the decommissioned Number 9 Channel	2024/25	Complete and ongoing 	The McCallum street section for the decommissioned Number 9 Channel has been completed; future projects are being considered for other locations within the balance of the decommissioned channel; an investigation is underway to determine land ownership and access rights to various titles forming the decommissioned Number 9 channel.

1.3. Building Healthy Communities				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>1.3.1.</b> Encourage active and healthy lifestyles for people of all ages, abilities and interests	1.3.1.1. Continue to implement master plans for all recreation facilities	2021-2025	In Progress 	No further action on Nyah change room with funding required still required to meet scoping works brief. Will need to be reviewed in early 2024 as to how best to proceed. Swan Hill Sporting Hub designs yet to be finalised.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Planning 	<ul style="list-style-type: none"> <li>• Estimated costings and two alignment variations associated with different road, road reserve and rail networks</li> <li>• Confirmation from GMW that the slipway land below the rail crossover near Long Lake Road and Murray Valley Highway has no license or lease with GMW.</li> <li>• Confirmation from North Central Catchment Management Authority that the former slipway is not classed as a designated waterway the land is not subject to lease or license.</li> <li>• Request to VicTrack to arrange a license for the land below the cross over. The outcome is contingent on V/Line engineering safety approvals which are yet to be completed by V/Line.</li> </ul>
	1.3.1.3. Support initiatives leading to better outcomes for children and families	2021-2025	In Progress 	The Swan Hill Pregnancy and Early Years Expo and the Robinvale /Euston Pregnancy and Early Years Expo were both highly successful events in their respective communities. Ideally these events will be held annually or biannually into the future.
	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. The Swan Hill STI Test Vending Machine was launched at Outthink on December 12, 2023. This initiative is led by the Centre for Excellence in Rural Sexual Health in partnership with Council to trial a STI Test vending machine in Swan Hill.
<b>1.3.2.</b> Spaces where people of all ages, abilities and backgrounds can flourish	1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre	2022/23	Complete and ongoing 	Theatre is now fully operational and has been used for; Children's show the Mik Maks, with 197 attending. Robinvale Secondary Awards Night and movies are now presented every month. A casual Theatre Technician is now working at Robinvale Community Arts Centre, once a week and on call. Various Community groups are now using the arts centre on a regular basis.

	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






TRATEGIC 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 	Artist in Residency projects, The ACRE Project, delivered in Nyah/Nyah West, Lake Boga, Moulamein and Bunaloo. Planning for Manangatang and Balranald Shire Council events.
	1.4.1.2. Support local creatives in developing their businesses (Arts Action)	2022/23	Complete and Ongoing 	Exhibitions of three local creatives being organised for delivery in February 2024 to see out the gallery program before redevelopment.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	Complete and Ongoing 	The Fairfax Youth Initiative presented the Fairfax Youth Festival in Swan Hill at the Town Hall from 18th September to 1st of October. Approximately 100 participants came from across the Mallee Region and took part. A First Nations-led youth theatre initiative 'The Marruk Project' which was born in the Mallee in 2009 was presented as part Square Pegged performance. The first Winter Wonderland, a Christmas themed installation was presented in Mully's Place from Wednesday 13 December - Friday 22 December. Approximately 1900 attended over the ten days.



## 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 	Country University Centre Mallee's capital works have been completed. A centre manager has been appointed. CUC Mallee will commence taking students this semester.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	Council has appointed a contractor, to assist in collating data relevant to the Kindergarten Infrastructure Service Plan. Local research conducted by Local Logic Place on behalf of Council indicates that data provided by the Department of Education is significantly under representative of our estimated population and projected demand for three and four year old kindergarten. Further meetings with representatives of the Department of Education will be scheduled to examine the data.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	Complete and ongoing 	YSO to re-establish connection with Manangatang College SRC. Empower also outreaches to Robinvale to assist young people with employment and education pathways.
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 did not meet due to the time of the year with many committee members unavailable due to harvest. Will recommence meetings in February 2024.







	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	In Progress 	Further discussion with Swan Hill Inc. at its first meeting with Council in 2024 to gauge interest in developing a committee when the Economic Development Strategy is adopted in 2024.
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Conducted a successful housing summit which has identified actions for bringing together key stakeholders with a view to looking at critical issues and working in partnerships under the umbrella of a Committee for Greater Swan Hill.
	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 and 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 	Committee met on 12 December 2023. Productive meeting although several committee members did not attend which was disappointing. Next meeting scheduled for 12 March 2024.



## 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	In Progress 	Planning scheme review has commenced.
	2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process	2021-2025	Complete and ongoing 	Business Support team is established and guides have been finalised.
	2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)	2021-2023	In Progress 	Council's involvement in advocating or assisting visa holders to work in the region is still underway.








## 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 	Funding application successful. Sites being determined and infrastructure to be installed early 2024. No further advice from service provider as to when works will commence.
	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. Awaiting advice from applicant as to when works will commence. No further advice from service provider as to when works will commence.
<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	Complete and ongoing 	Final study report was presented to the Council meeting held on Tuesday 21 March, 2023. The Report was well received by Council 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 	The major project delivery is in progress with 14 active projects. Nyah West toilet block, Fish Point Road and the Tresco West Road are completed within this quarter.
	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 last updated 2022/23, new condition inspections due next financial year. - Stormwater updated for 2023/2024 and has been to ELT and Council - Fleet AMP Expected completion FEB24 - Openspace AMP expected completion of initial draft APR24, revaluation being bought forward to 2023/24 so this will be used for final modelling
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Regional University now operational. All projects listed are in progress. Awaiting funding application outcomes.







## Harmony










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

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	Complete and Ongoing 	Seeking funding to support training for Council and community, in inclusion and community awareness for gendered violence and LGBTQIA+ issues.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	In Progress 	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 	In December 2023, Harmony Day 2024 date was agreed to be shifted due to a clash with Ramadan, to improve inclusiveness. The event has also confirmed a grant from Regional Multicultural Events and Festivals Fund.
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 	Have established two workers based in Robinvale who work directly with our Robinvale Youth Group and created the homework club. Over \$15,000 raised for homework club. Looking to re-establish in Manangatang in 2024 with the induction of new YSO
	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 eight 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 	The 2023 event was a success, and an independent review was undertaken in November-December 2023. This review and evaluation will be presented in early 2024, and start the process of establishing the external governing body to move Council's to a partner rather than the underwriter of the event.

	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale and focusing on mental health. Sexual Health presentations delivered in 2023 and to be delivered in 2023/24 through partnerships with local high schools and community groups. Worked in partnership with Youth Affairs Council Victoria to upskill five local young people to be peer facilitators in the 'Yeah Nah' affirmative consent project. These sessions will be delivered through the start of 2024.
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 	The National Volunteers Day is celebrated each year with a shared post and promotion via Media, and several work teams also provide their own volunteer appreciation events. 2024 plans include increasing the media output around December.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Ongoing support being provided including identification of funding opportunities and assistance with grant applications.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Progress 	A welcome sign was added to the Customer Service area "Everyone is welcome here." We have also started using more multilingual resources.
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 	Ongoing work continues as Council moves towards transitioning from service delivery.
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	At the October Council Meeting, it was resolved to confirm Friday May 31st 2024 as the date of transition completion. This was communicated to the Commonwealth and staff. Council has completed the Transition Out Plan process for the Department of Social Services, and at this time had not heard of any announcement of approved providers.
	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 	Council supported the 2023 16 Days of Activism events in the region, with the Walk Against Violence Event, seeking and gaining funding for posters and events during the period that ended in mid-December.
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	People Matters Survey completed in July, results to come to a Council meeting next quarter. GEAP continue to be implemented. There are 32 actions in the GEAP 17 have been completed, progress has also been made on 10 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 webpage 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. Webpage being developed as part of the redevelopment of Council's webpage.
	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 	Scholarships advertised.
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	Our Place has been replaced with the development of the tourism and cultural hub at the Pioneer Settlement, since heritage overlay of Pioneer Settlement. The use of Aboriginal names and the planning for the development of Pental Island as a cultural tourism experience is well underway.
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	In Progress 	First Nations Committee meeting on a regular basis. Briefing of Councillors on the treaty process to be scheduled. Changes introduced to Australia Day activities to be more inclusive of the First Nations Community.
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 	Project plans and concepts being developed with a view to attracting funding. Awaiting the outcome of grant applications to enable the Pental Island bridge to be built and the first stage of the Pental Island Masterplan to be completed.
	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 	Inaugural solo exhibition of local First Nation artist currently in organisation to be opened in February 2024. This exhibition will support the artist through a number of professional development opportunities.
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Ongoing support for First Nations Events and the introduction of a new event on the 26th January 2024 aimed at encouraging reconciliation and understanding within the community.



## Leadership









### 4. 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 	Staff reviews have been completed, training plans are being developed.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	In Progress 	The PMO has initiated the implementation of the Project Management (PMO) framework and has successfully conducted an information session to introduce this revised approach to project delivery across the organisation. Looking ahead to the next quarter, the PMO's primary focus is to facilitate additional training sessions on PM tools, techniques, and methods for reporting project progress and variations. Training has commenced in general and specific modules within Altitude. New templates for PaySlips and Purchase Orders have been configured for testing. Website - two groups of web authors have participated in open card sort sessions aimed at refining the navigation options for our New Council Website. Participants engaged in interactive activities, organising and categorising navigation elements to determine the most intuitive structure. Finalising our new website design with enhanced user experience. Crafted meticulously, the revamped design prioritises user experience through intuitive navigation and an enhanced search feature. Pulse Software was implemented to all SHRCC staff on 20 September 2023
	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 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.
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 Office (PMO) has presented an information session on the Project Management Framework and Processes. Extension of this information session to the other two directorates in

				coming months. This approach allows for a comprehensive understanding across the organisation.
	4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	2021/22	Complete and ongoing 	Strategic Asset Management Plan (SAMP) ratified at Council meeting 14 June 2022. The Transport Asset Management Plan (TAMP) and Stormwater Asset Management Plans (SWAMP) have been updated. Fleet and Open Space Asset Management Plan's due this financial year
	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 in June 2022 and June 2023. New Councillor has attended 2 MAV session in March 2023
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	Nyah Riverfront Masterplan adopted by Council. Project works approved by PAC and works to commence early 2024 to enable completion by May 2024. Lake Boga foreshore works and irrigation project progressing. Council staff continue to work with town community groups to review their community plans.
<b>4.1.3.</b> Sound, sustainable: o Financial management o Excellence in service delivery o Strategic planning	4.1.3.1 Deliver projects on time, on budget and within scope	2021-2025	Complete and Ongoing 	The projects completed within this quarter (Nyah West toilet block, Fish Point Road and the Tresco West Road) came under budget and were completed as scheduled.
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	Council received sign off on its 2022/23 Financial Statements from the Victorian Auditor General on 06 October 2023. Adoption of the Financial Statements and Annual Report was undertaken at the October Council meeting. The 10 Year Major Projects Plan has been prepared, and reviewed by Council 28 November. Major Project budget forms have been issued for all projects budgeted for 2023/24 and proposed for 2024/25. Program budget worksheets for the 2024/25 year were delivered to program managers in the first week of December.
	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 	Met with relevant managers to discuss the updating of the Customer Service Strategy initially, with some to be taken from that document and included in the Community Engagement Strategy.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community Engagement Coordinator (CEC) has completed Design and Plan Engagement. Will continue modules in the New Year.
	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 	Complete - media monitoring will continue to be ongoing.
<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 nature play. 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 	CwC has continued to be a successful form of Councillor Engagement with our Community.
	4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups	2022/23	In Progress 	Tours were completed on 11 Jul 2023 of Nyah West, Nyah, Swan Hill and 9 Aug 2023 to Lake Boga, Kangaroo Lake, Kerang, Goschen, Ultima with staff from the Goschen Mining Project VHM Ltd.
	4.2.2.4. Create a culture where staff are ambassadors for the Council	2021-2025	In Progress 	Review and continue to improve internal communication tools. Acknowledge and reward staff appropriately

4.3. Bold leadership, strong partnerships and effective advocacy				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>4.3.1.</b> Create meaningful partnerships across our communities	4.3.1.1. Continue involvement in community groups	2021-2025	In Progress 	Ongoing
	4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)	2022/23	Complete and Ongoing 	The Robinvale Euston Workforce Network (REWV) work continued in this quarter with a forum in Robinvale in November and participation in a NSW-led workforce forum in December. Other important issues such as early childhood workforce was also included and is now a key part of the work. The final report on the Supporting Workforce Participation in Robinvale project was submitted in December 2023.
	4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.	2023/24	In Progress 	Council has been included at officer-level in planning meetings of both the Murray and Mallee PHUs during this quarter and planning for key priorities in 2024 is in place.
	4.3.1.4. Continue to support and work with Swan Hill Incorporated	2021-2025	In Progress 	Annual Budget and Marketing Plan adopted by Council. Continuation of regular meetings with Swan Hill Inc. Executive and Council Officers.
<b>4.3.2.</b> Strong relationship with State and Federal governments to influence advocacy and funding opportunities	4.3.2.1. Continue to advocate on the following issues: <ul style="list-style-type: none"> <li>Improved Healthcare for our people, including a new hospital for Swan Hill</li> <li>A new Murray River Bridge at Swan Hill</li> <li>Complete the Murray Basin Rail Project</li> <li>Housing and enabling infrastructure</li> <li>Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.</li> </ul>	2021-2025	In Progress 	Housing Summit took place in November 2023 and Robinvale Housing with next 4 houses commencing construction during 2024. Tower Hill Stage 15 underway.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	May and June 2023: Advocacy document was updated prior to attending ALGA Conference in Canberra
<b>4.3.3.</b> Working together in promotion of the municipality	4.3.3.1. Positively promote our region as a great place	2021-2025	In Progress 	Continue with Tourism promotion across the municipality and region and during all recruitment
	4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	2021-2025	In Progress 	24 Aug 2023: Presentation and discussion with MRT Board. 5 Sept 2023: MRT CEO presented to Councillor Assembly 19 Sept 2023: Council approved signoff of a new MoU

