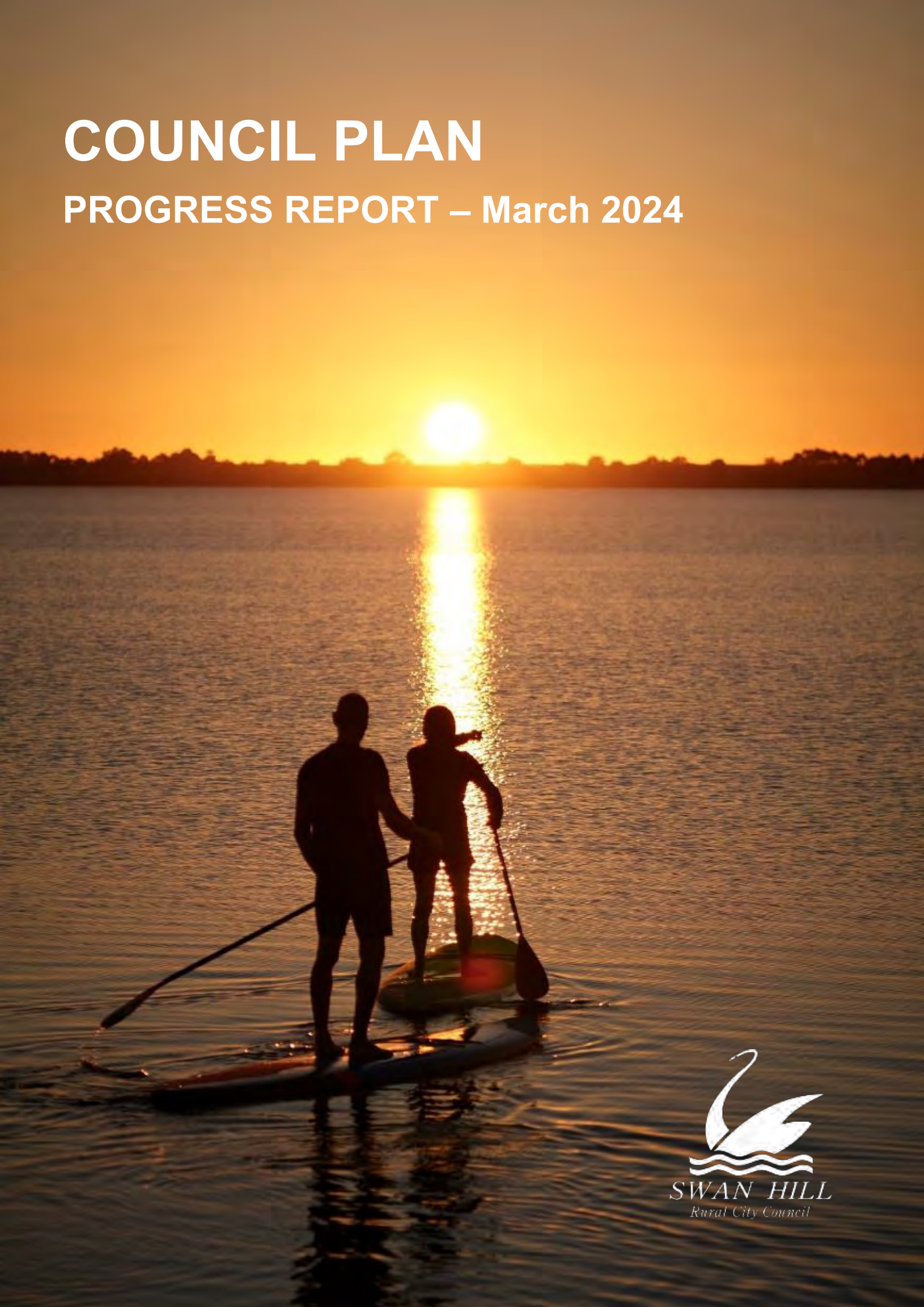


COUNCIL PLAN

PROGRESS REPORT – March 2024



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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.

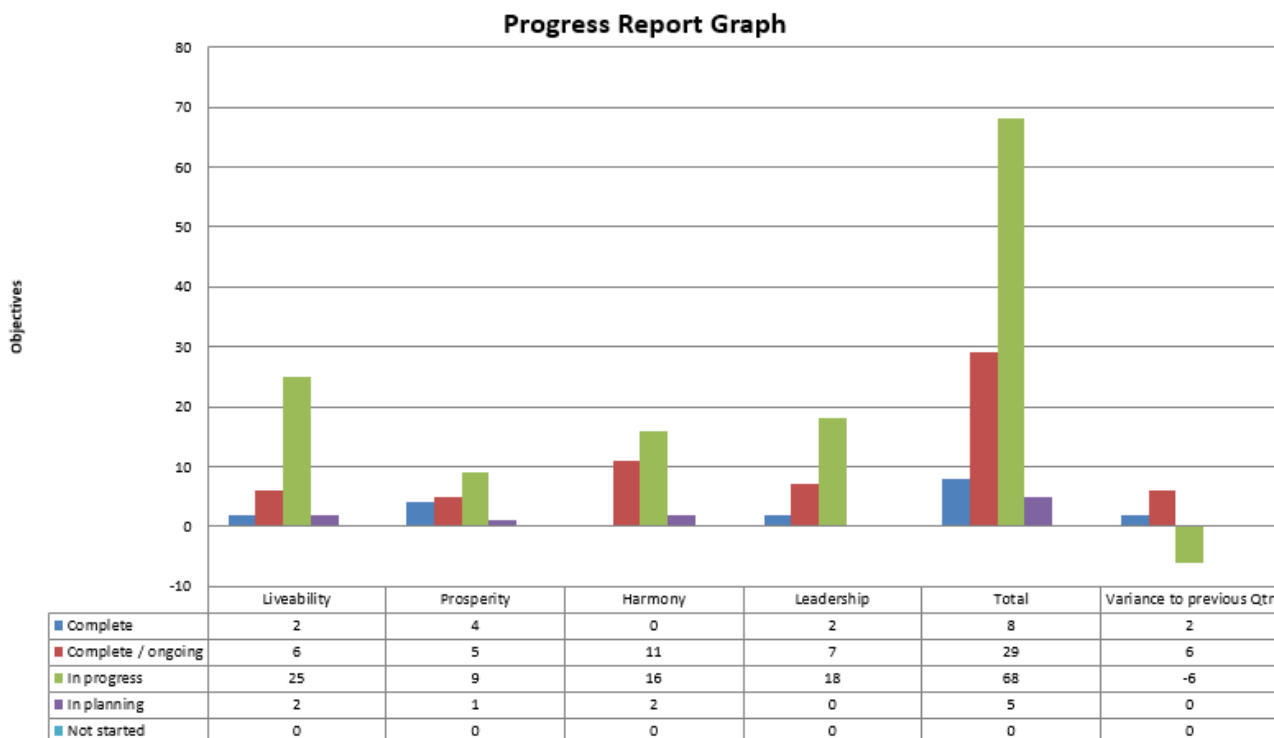


Not started - actions that have not been commenced at the time of reporting.

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:

- 1.1.1.1. Finalise and implement rural living / rural residential strategy** - Draft report has been received and is under review prior to presenting to Council
- 1.1.2.3. Continue to implement the Robinvale housing strategy** – Council is preparing a housing action plan to ensure housing supply and infrastructure development are considered in a systematic way.
- 1.2.2.1. Improve the presentation of the Lake Boga foreshore and its environments in collaboration with the community** – For this project the mains have been installed and the Project Management Officer are currently working through building applications with Powercor and Goulburn Murray Water. Shed design has been completed.
- 1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces** - Council service areas are committed and taking meaningful action to progress compliance with Child Safe Standards and is ongoing.
- 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** - Work is progressing on planning scheme amendments in Monash Drive Swan Hill (old Graincorp site) and River Road Swan Hill (Lower Murray Water proposed water treatment plant).
- 2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure** - Projects completed this quarter were: Nyah West Footpath, Robinvale Splash Park, Robinvale Skate Park, Robinvale Leisure Centre, Monash Drive Boardwalk/Viewing Platform
- 3.1.2.1 Improve Youth Support Services outreach to young people in Manangatang and Robinvale**- A Robinvale Youth worker is based out of the Robinvale College. Another outreach worker currently spending a day and half in Robinvale and looking to re-establish in Manangatang in 2024.
- 3.1.4.2. Determine Council's role in aged care services** - Council has completed the "Transition of Our Plan process" for the Department of Social Services as approved at Council Meeting by resolution on 17 October 2023. Council was notified of the 3 approved providers in January 2024 with the further transition process underway.
- 4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service** – Internal reviews have been completed of the budget, and Council Asset valuations received with information to be included in the budget's public release. Currently in the final stages of User Acceptance Testing of the Authority program. The new website design and migration is progressing and is approximately 60% complete. We are taking the opportunity to improve the content as it is migrated. Multi-Factor Authentication (MFA) is being rolled out to ensure we meet our obligations under the Victorian Protective Data security Framework. Approximately 30 staff and the Councillors are yet to adopt MFA. The final decision on the Council's Online Ticketing Solution in process out for tender. The PMO office has actively collaborated with internal and external providers to refine project briefs, help facilitate approvals at the Project Approval Committee level and offering guidance and assistance with project reporting processes.

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

3.2.1.3. Improve engagement with community based special interest groups -

Council's Aboriginal Development Officer has been appointed to the First Nations Advisory Committee, working together with recommendations for the Reconciliation Action Plan.

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 -

Initial discussion with the internal auditors have taken place and the Auditors are in the process of drafting the scope of work. The review of services will commence once the scope of work is approved.

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

3.1.1.2. Support co-designed development of multicultural events and activities -

Council continues to support co designed events and activities. Harmony Day was held successfully in March 2024.

3.1.1.3. All-abilities events and activities are well-planned and promoted -

These events were well attended and accessible to all: Australia Day event "Shared Connections" Swan Hill and Robinvale Citizenship ceremonies, Helena Dokic book launch held at the Library, Swan Hill Food and Wine Festival.

3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events -

The Harmony Day event was successfully held in March 2024 with an agreement made to change the event date so it didn't clash with Ramadan. Lots of inclusive, diversity and cultural events and food on the day.

3.1.4.4. Actively engage with local support networks to assist with accessibility and inclusion initiatives -

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.

4.2.2.1. Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events -

As reported and recorded in the minutes of the February and March 2024 Monthly Ordinary Council Meetings. These are available to the public on the Council website <https://www.swanhill.vic.gov.au/about/council/meetings/2024-council-meetings>

4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses -

Council has been included at officer-level in planning meetings of both the Murray and Mallee Primary Health Units during this quarter and planning for key priorities in 2024 is in place.

The following objectives were marked from In Progress to Complete in the third quarter:

2.1.1.2. Advocate for the establishment of an education hub in Swan Hill - Country University Centre Mallee capital works have been completed and the centre is now run by a community board of management. The centre has commenced taking students and has 50 students enrolled.

4.1.2.1 Implement a Project management Framework and System - Collaboration to refine project briefs and facilitate approvals at the Project Approval Committee (PAC) level. PMO is working with project managers (PMs), offering guidance and assistance with project reporting processes. Framework and process fully implemented.

STRATEGIC PILLARS

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

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



Liveability

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



Prosperity

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



Harmony

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



Leadership

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














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

Liveability







1.1. A modern municipality: Vibrant, connected and resilient



STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	Draft Report has been received and is under review prior to presenting to Council
	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 	Ongoing discussions with the Department of Transport, Vic Track and V Line regarding preferred crossing point with a meeting to be held in Melbourne to advance project. Awaiting funding applications for the Pentel Island Bridge. Developing final concept plans for the Ten Steps and surrounding environments.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Council has adopted the Robinvale Riverfront Masterplan at its March 2024 Meeting. Awaiting funding applications outcomes for playground.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Works commenced and in progress at Nyah West in accordance with plan. Consultation has continued with community members from the Nyah District Action group (NDAG) around the Nyah west CBD beautification project and the Nyah repurposing of the WJ Rose The Masterplan has been supported by the Lions Club, Nyah FNC, Nyah Cricket Club, and the Nyah Christmas Carnival Committee and has been Adopted.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	Scope of works to be developed for consideration in the 25/26 budget. Further investigation into the Boundary Bend (BB) Community Plan items has led to the realisation around areas of responsibility and asset ownership. Council will advocate on behalf of the BB Community to the relevant authorities for improvements to the riverfront. More information is being compiled to better record the detail and subsequent feasibility of the project.








	1.1.1.7. Develop a Small Town Strategy	2022/23	In progress 	Reviewing Strategy having regard to Housing Summit outcomes
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, 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 commenced mid-March 2024.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	Council is preparing a housing action plan to ensure housing supply and infrastructure development are considered in a systematic way.
	1.1.2.4. Continue development of Tower Hill stages	2021-2025	In Progress 	10 lots remain available for sale in stage 14. It is expected that stage 15 construction works will be completed by May/June. The public open space will be completed when seasonal conditions are more suitable in Aug/Sept. Statement of Compliance will follow.
	1.1.2.5. Assist South West Development Precinct developers	2021-2025	In Progress 	Council assists all developers as required, in order to deliver the best outcomes for our community. This is ongoing.
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 	Council will continue to advocate for a review of the Swan Hill bus route. More specifically, this will be considered as part of the Integrated Transport & Land Use Strategy.
	1.1.3.2. Advocate for the completion of the Murray Basin Rail Project	2021-2025	In Progress 	Council has renewed its membership of the Rail Freight Alliance (RFA). It is preparing a new strategic plan that will address advocacy and will reset its priorities regarding the Murray Basin Rail Project to ensure it still remains a key advocacy 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 continues to advocate for improvements to the arterial road network, particularly the Robinvale Sea Lake Road and the Murray Valley Highway on behalf of our community. The Department of Transport has recently completed some renewal works on the Robinvale Sea Lake Road between Manangatang and Cocamba, and Robinvale to Manangatang in the last couple of months, as well as the Swan Hill- Sea Lake Road. Rehabilitation works are currently being undertaken on the Murray Valley Highway between Swan Hill and Lake Boga and these works are ongoing.
	1.1.3.4. Actively participate in the Central Murray Regional Transport Forum	2021-2025	Complete and Ongoing 	Meeting on 29 February 2024 was cancelled due to unavailability of presenters. Review of the strategic plan has been advertised to engage a consultant to undertake the review. Once awarded, the next meeting will be reconvened with the forum.

	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	Complete and Ongoing 	Review of the strategic plan has been advertised twice with no submissions. Consultant was approached directly and a submission is pending for review and will then be taken to the next forum.
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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 Councils Funding 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 funding 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 have finalised the base drainage model for both Swan Hill and Robinvale. This has been presented to Council for information. The next stage involves community consultation. Following this, projects and prioritisation of drainage solutions will be undertaken. This will then be presented to Council for adoption. Final report is expected to be completed in 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 	6 months remain on defects liability period for Riverside Park Irrigation upgrade. 2 major breaks have been repaired during this period. Nyah Rec Reserve Irrigation Project to go back to market to ensure best value for Council
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 	For this project the mains have been installed and Project Management Office are currently working through building applications with Powercor and Goulburn Murray Water. Shed design has been completed.

	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 	Ongoing project with Council represented on steering committee. Completed by Murray Regional Tourism have awarded the contract and the project design and consultation is now being carried out.
	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
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 	The Swan Hill showground sports and recreation precinct project scope changed and currently is in detailed design stage for delivery before June 2025. Awaiting outcome of grant funding application. The Master planning is half way through process. Ken Harrison advisory committee has been adopted for formation by Council at the April Council Meeting.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Planning 	New path alignment to be presented and discussed with Lake Boga Inc. Update awaited from Department of Transport
	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 is in the planning stages and set for later this year.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Robinvale Early Years Workforce Development Partnership Team, with secretarial support from Council, was established and is working to develop and implement a workforce development model to support local participants to undertake early childhood studies and endeavour to build the early year's workforce locally.
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	Complete and ongoing 	Usage of the Robinvale Community Arts Centre continues Monthly movies are being presented with the focus on movies suitable for children. The Robinvale Ballet Guild has commenced classes with over 100 new dance students. Quotes for the floor have been sourced for foyer renovations.
	1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces	2022/23	In Progress 	Council service areas are committed and taking meaningful action to progress compliance with Child Safe Standards and is ongoing.
	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
<p>1.4.1. Promote and celebrate the creative and cultural pursuits within the region</p>	<p>1.4.1.1 Deliver creative industries projects across the region</p>	<p>2022/23</p>	<p>In Progress</p> 	<p>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.</p>
	<p>1.4.1.2. Support local creatives in developing their businesses (Arts Action)</p>	<p>2022/23</p>	<p>Complete and Ongoing</p> 	<p>Exhibitions of three local creatives was delivered in February 2024 to see out the gallery program before redevelopment.</p>
	<p>1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs</p>	<p>2022/23</p>	<p>Complete and Ongoing</p> 	<p>The decision for The Fairfax Youth Initiative to become its own entity has been confirmed. This process has begun by the designated leads outside of Council with a presentation scheduled for late 2024 or early 2025. Go North Arts Festival has been confirmed for at the Town Hall on Sat 12 Oct 2024. One of our Town Hall staff members will be curating The Winter Twilight Arts Festival.</p>






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 	Council CEO met with SuniTAFE CEO in early February 2024 to discuss collaboration and regional housing options. Council was visited by the Secretary of Department of Jobs, Skills, Industry and Regions (DJSIR) to discuss education housing in Robinvale.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	Complete 	Country University Centre Mallee capital works have been completed and the centre is now run by a community board of management. The centre has commenced taking students and has 50 students enrolled.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	Negotiations with the Department of Education have taken place. Council is awaiting further discussions relating to the discrepancy in data and mapping concerns related to the methodology used by the Department of Education to calculate demand for kindergarten and infrastructure.
	2.1.1.4. Assist youth with diverse employment pathways through the Empower a Engage! Programs	2022/23	Complete and ongoing 	Youth Support Officer established connection with Manangatang Student Representative Council and working with them fortnightly. Empower supporting Robinvale with industry tours and also work placement support.
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 	Terms of Reference developed and reviewed and updated to include bimonthly meetings. Committee's intent is to meet every second month outside of Harvest. Focusing on key issues relating to agriculture. Invitations sent to guest speakers to address issues around housing, infrastructure, roads and employment. Committee making recommendations to Council via meeting minutes.
	2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)	2022/23	In Progress 	Will be considered as a part of the outcomes of the Economic Development Strategy once adopted by Council

	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Development of the Committee for Greater Swan Hill has commenced. Funding applications submitted to construct homes in partnership with key stakeholders.
	2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement	2023/24	In Planning 	Approval for the new building has been granted by Heritage Victoria and the plans are set to go to tender. Once confirmed price and build is finalised work on strategic plan will commence.
	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 March 2024. Again not a lot of committee members attended, so a day and time change for meetings is being considered to ensure better stakeholder engagement.

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 	Work is progressing on planning scheme amendments in Monash Drive Swan Hill (old Graincorp site) and River Road Swan Hill (Lower Murray Water proposed water treatment plant).
	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 will make contact with Shepparton to find out how the DAMA is working and whether there might be interest now in Swan Hill Joint the Dama after 18 month of operation.









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 	Works have commenced on updating infrastructure for high speed broadband in our areas with further infrastructure including a new tower at saleyards and Piangil
	2.3.1.2. Seek innovative solutions for broadband and mobile connectivity	2022/23	Complete and ongoing 	Ongoing advocacy for improved services.
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	Complete and ongoing 	The freight study report is complete and used as an essential tool for road prioritisation. Council continues to advocate for additional funding and submission for grants on an ongoing basis, to support infrastructure upgrades.
	2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year	2021-2025	Complete and ongoing 	Project Management Office (PMO) oversees the management of a total of 11 significant projects, with one of these projects being exclusively focused on design. The successful completion of five major projects that had been in the delivery phase for a considerable duration.
	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 Plan's for all asset classes being progressed.
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Projects completed this qtr were: Nyah West Footpath, Robinvale Splash Park, Robinvale Skate Park, Robinvale Leisure Centre, Monash Drive Boardwalk/Viewing Platform







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 	Continuing to seek funding currently working with Gender Equality group to upskill Council staff.
	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. Harmony Day was held successfully in March 2024.
	3.1.1.3. All-abilities events and activities are well-planned and promoted	2022/23	Complete and Ongoing 	These events were well attended and accessible to all: Australia Day event "Shared Connections", Swan Hill and Robinvale Citizenship ceremonies, Helena Dokic book launch held at the Library, Swan Hill Food and Wine Festival.
	3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events.	2022/23	Complete and Ongoing 	The Harmony Day event was successfully held in March 2024 with an agreement made to change the event date so it didn't clash with Ramadan. Lots of inclusive, diversity and cultural events and food on the day.
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 	A Robinvale based Youth worker is based out of the Robinvale College. Another outreach worker currently spending a day and half in Robinvale and looking to re-establish in Manangatang in 2024.
	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. Manangatang SRC group of 12 young people with 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 	A Review and evaluation of the Fairfax Youth Initiative was presented in early 2024 with Council notifying key stakeholders in March 2024 that it will require an external governing body to be established as soon as possible.
	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	Complete and ongoing 	Engage focusing on sexual health, working in partnership with Swan Hill College to deliver sexual health workshops as well as consent. Groups organised to be delivered to in Term 2. Mental Health was a focus for NOVOS youth

				ball with a mental health pledge signed by 60 young people. Focus on body image workshops in the 2nd half of the year.
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 	Council departments work with Media to coordinate an annual advertising campaign aligned with Volunteers Week. Individual services such as the Library and Pioneer Settlement conduct volunteer appreciation events.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Review of Community Plans taking place and support provided to communities to submit funding applications. Development of a community link within our updated website. Worked with website developers to create an easily navigate community group pathway for our available resources.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Progress 	Communications team to seek more opportunities to consult with special interest groups each quarter.
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 	Council has completed the "Transition of Our Plan process" for the Department of Social Services as approved at Council Meeting by resolution on 17 October 2023. Council was notified of the 3 approved providers in January 2024 with the further transition process underway.
	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	Complete and ongoing 	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, some of these are 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 	Local Care Connect Group were invited to attend a gathering in Boort on 27 th March 2024, held by the Women's Health Loddon Mallee. This was attended by our Director Community & Cultural Services
	3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)	2021/22	Complete and ongoing 	There are 32 Actions 26 have been completed (81.25%), 5 are in progress (15.62%) and 1 has not commenced (3.12%)
	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 installed and are considered when Gender Impact Assessments are completed on all project management projects for example all abilities access to the Robinvale Splash Park was incorporated in the project.
	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 paid Council provided with a Registered Aboriginal Plan ID. Funding available in the 2023/2024 budget. Commenced scoping an outline to prepare the Reconciliation Action Plan.
	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. First Nations Advisory Committee established with meeting dates to be monthly and to begin in 2024.
	3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties	2021-2025	In Progress 	Council's Aboriginal Development Officer has been appointed to the First Nations Advisory Committee, working together with recommendations for the Reconciliation Action Plan.
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 	Continue to seek funding to improve access to Pentland Island (bridge funding) to facilitate cultural tourism initiatives.
	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 	Awaiting further advice and outcomes of grant Application submissions.
	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 opened in February 2024. This exhibition will support the artist with a number of professional development opportunities now and into the future.
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Review of the changes to Australia Day activities to encourage greater First Nation Peoples involvement being undertaken.











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 	2023/24 staff reviews have been developed in the new HR system. Training due to be rolled out in April 24. Reviews will commence in May/June.
	4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service	2021-2025	In Progress 	Internal reviews have been completed of the budget, and Council Asset valuations received with information to be included in the budget's public release. Currently in the final stages of User Acceptance Testing of the Authority program. The new website design and migration is progressing and is approximately 60% complete. We are taking the opportunity to improve the content as it is migrated. Multi-Factor Authentication (MFA) is being rolled out to ensure we meet our obligations under the Victorian Protective Data security Framework. Approximately 30 staff and the Councillors are yet to adopt MFA. The final decision on the Council's Online Ticketing Solution in process out for tender. The PMO office has actively collaborated with internal and external providers to refine project briefs, help facilitate approvals at the Project Approval Committee level and offering guidance and assistance with project reporting processes.
	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 	The 10 Year Project has been approved by Council. The 24/25 budget is currently in process and will go for public comment and consultation in the next reporting qtr.
	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	Complete 	Collaboration to refine project briefs and facilitate approvals at the Project Approval Committee (PAC) level. PMO is working with project managers (PMs), offering guidance and assistance with project reporting processes. Framework and process fully implemented.

	4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans	2021/22	Complete and ongoing 	Transport last updated 2022/23, new condition inspections due next financial year.
	4.1.2.3. Provide Councillors with professional development and support to ensure effective governance	2021-2025	In Progress 	This is ongoing as opportunities arise.
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	New Executive of the Piangil Memorial Park Community Group. Manangatang community group started the process of reviewing their community plan in February 2024. Lake Boga has reviewed and accepted the update of their new community plan format. Woorinen South Progress Association have reformed and elected a new executive.
4.1.3. Sound, sustainable: o Financial management o Excellence in service delivery o Strategic planning	4.1.3.1 Deliver projects on time, on budget and within scope	2021-2025	Complete and Ongoing 	Projects completed this quarter were: Nyah West Footpath, Robinvale Splash Park, Robinvale Skate Park, Robinvale Leisure Centre, Monash Drive Boardwalk/Viewing Platform. Some small impacts on time delivery were flood impact, contractor availability and scope increase.
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	Preparation of the 2024/25 Annual Budget was completed in January and February, with Councillor review undertaken on 27 February. We are now updating Long Term Financial Plans using the 2024/25 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 19 April. We are currently undergoing an internal audit on our budget preparation and monitoring processes. This audit aims to ensure we are following best practise and ensuring any risks in this areas are mitigated.
	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	In Progress 	Initial discussion with the internal auditors have taken place and the Auditors are in the process of drafting the scope of work and the review of services will commence once the scope of work is approved.

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 	Community Engagement Strategy training completed this quarter. Customer Service Strategy continues to be under review and will determine priorities for the Community Engagement Strategy updates.
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Community Engagement Strategy training completed by 10 staff members in March 2024. Further modules will be completed in the coming months.
	4.2.1.3. Build constructive relationships with special interest groups in our community	2021-2025	In Progress 	Discussion held with First Nations advisory group for shared connections of Australia Day. Reached out to various community groups in February and March. Local sporting groups and schools were contacted in regards to the Community engagement on the roads Intersection consultations. Engaged with the community on the Cat containment program, with translation of this document into 3 languages other than English. The regular Library user groups were targeted for the website redevelopment survey.
	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.
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	Complete & ongoing 	As reported and recorded in the minutes of the February and March 2024 Monthly Ordinary Council Meeting. These are available to the public on the Council website https://www.swanhill.vic.gov.au/about/council/meetings/2024-council-meetings
	4.2.2.2. Continue quarterly Coffee with a Councillor around the municipality	2021-2025	In Progress 	Coffee with a Councillor sessions held in this quarter were in Piangil/Wood Wood, Swan Hill and Manangatang. These are growing in popularity and are proving to be a great opportunity to engage 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
4.3.1. Create meaningful partnerships across our communities	4.3.1.1. Continue involvement in community groups	2021-2025	In Progress 	Council report on this monthly at Ordinary Council meeting and this is recorded in the minutes which are available to the public https://www.swanhill.vic.gov.au/about/council-meetings/2024-council-meetings
	4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)	2022/23	Complete and Ongoing 	The Robinvale Euston Workforce Network (REWN) work is continuing after the presentation of reports in late 2023. Meetings have continued in Feb and March 2024, with presentation to Councillors to occur in April 2024.
	4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.	2023/24	Complete and Ongoing 	Council has been included at officer-level in planning meetings of both the Murray and Mallee Primary Health Units 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 	Council provided support for the Swan Hill Inc. Food and Wine Festival at Meetings and for the event in February and March 2024. The Xmas Committee met for discussion on decorations and getting ready for 2024 Christmas period. Housing discussions with Swan Hill Inc. continued.
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 	Council is pursuing a range of actions from the Housing Summit including applying for funding under the Regional Housing Program and supporting private applications as well.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	Requested Meetings with Ministers through the Member for Murray Plains The Hon. Peter Walsh (Topics: Swan Hill Bridge; Swan Hill Pedestrian Rail Overpass; Vic Track land) Meeting set to take place in April 2024
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 	Tourism benefits of region is outlined in advertised positions. Additionally, look at all tourism marketing opportunities available to Council.
	4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality	2021-2025	In Progress 	Murray Valley Tourism Trails project has been tendered out and Council will continue to work with agency to consult and review on this project.

