

# COUNCIL PLAN

PROGRESS REPORT – September 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.

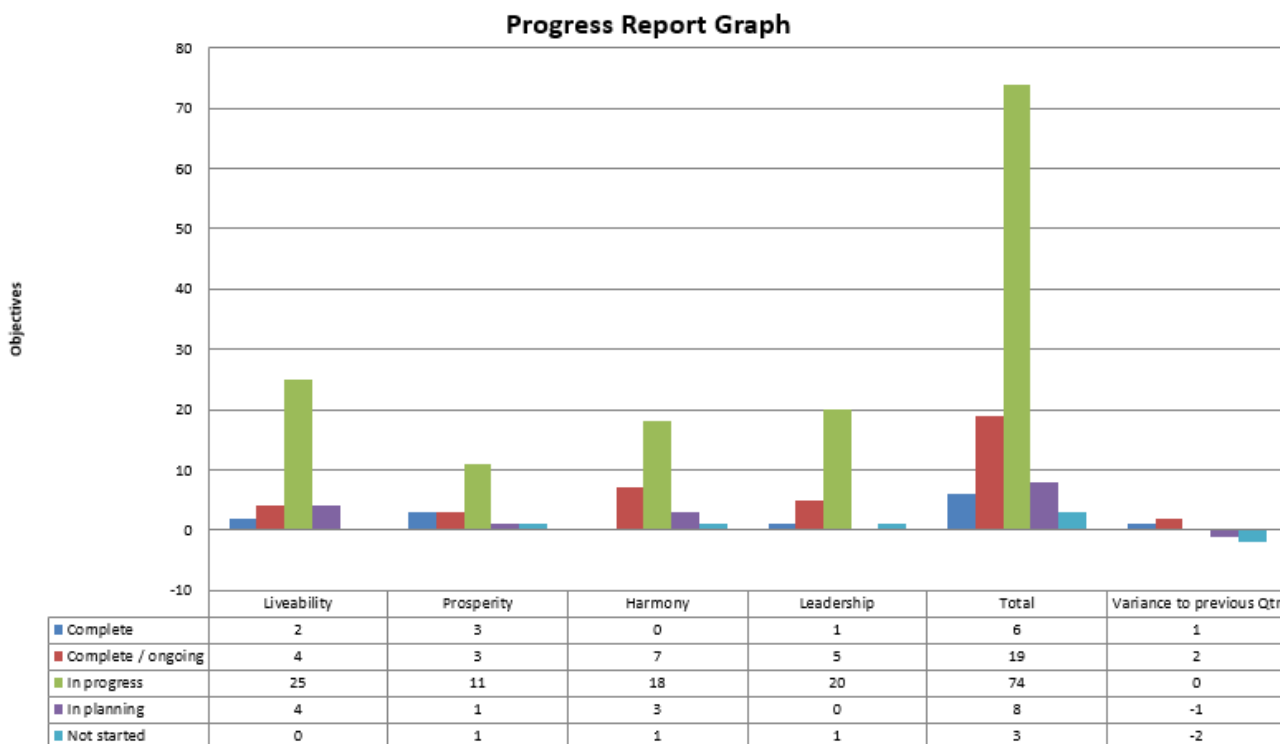


Not started - actions that have not been commenced at the time of reporting.

# 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:**

- 1.1.1.1. Finalise and implement rural living / rural residential strategy** - This Project has been awarded and work has commenced on the Study, with an expected completion date of January 2024.
- 1.2.1.3 Develop drainage strategies for key urban areas in the municipality** - A consultant has been engaged to develop the Swan Hill Drainage Strategy and Model. This project is expected to be completed by April 2024. It will provide Council with a program of specific projects to improve drainage infrastructure within the townships of Swan Hill and Robinvale to support the drainage strategy and overcome existing and future drainage issues.
- 1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre** - Seven events have taken place to date in the theatre. Three live shows and four films. The Reception Hall, has had extensive use, with the one of the highlights being the Australian Almond Growers Forum being held on August 2022. Foyer area facelift is planned for this year. Further live performances and movies are planned. Quarterly dance and drama workshops are planned to commence later in the year.
- 1.4.1.1. Deliver creative industries projects across the region** - First stage delivered in August, two residencies in partnership with Murray River Council. A further two residencies to be delivered in SHRCC and Balranald Shire Council.
- 2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee** – Committee meeting every second month and have set agenda items. Invitations sent to guest speakers to address issues around housing, infrastructure, roads, employment and Committee making recommendations to Council via meeting minutes.
- 2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process** - The Better Approvals system has been refined and converted to the Business Support function. A set of guides for prospective applicants targeted towards most prevalent new business types are being finalised.
- 3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network** - Assisted in the organisation of Thorne Harbour and Centre of Excellence of Rural Sexual Health running a LBGTQIA+ training for a range of services. Looking to continue similar training for community.
- 3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence** - Grant Application for The Free from Violence Local Government program 2023-2026 completed and submitted on 27/09/23. It was a focus for large Rural Council areas to put in for this funding of over \$260,000 over 3 years with a part in kind and monetary contribution of Council for this important work for our communities. Grant application completed by the Gender Equality committee for \$1500 contribution towards the 16 days of activism, Violence against women.
- 4.1.2.4. Work with Town Representative groups to better plan and deliver projects** - Lake Boga Community Plan close to being finalised. Ultima have placed their Community Plan on hold to focus on what to do next with the store that may close down. Will pick up the Community Plan next year in January/February. Nyah Riverfront Masterplan is being prepared to take to Council Assembly in mid-October for adoption. The Nyah West new toilets are now open and the old toilets have

been demolished. The Nyah West Revitalising of the Shopping Precinct Project is going through the process of PAC approval late October. Nyah Boat Ramp BBQ Shelter is still with DEECA for approval and native title check. The Lake Boga BBQ Shelter is still in the planning stage, a CHMP amendment is currently being undertaken. No other Community Plans are being supported at this stage, will review budget next year to determine if support for other communities is possible.

**4.3.2.2. Review Council's advocacy strategy on an annual basis - May and June 2023:** Advocacy document was updated prior to attending ALGA Conference in Canberra

**The following objectives were marked from in Planning to In Progress during First quarter:**

**4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups -** Tours were completed on 11 Jul 2023 of Nyah West, Nyah, Swan Hill. On the 9 Aug 2023 tour of Lake Boga, Kangaroo Lake, Kerang, Goschen, Ultima with staff of VHM Ltd from the Goschen Mining Project.



# STRATEGIC PILLARS

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

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



**Liveability**

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



**Prosperity**

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



**Harmony**

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



**Leadership**

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












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



### Liveability

#### 1.1. A modern municipality: Vibrant, connected and resilient




STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
1.1. Attractive urban areas and regional townships	1.1.1.1. Finalise and implement rural living / rural residential strategy	2022/23	In Progress 	This Project has been awarded and work has commenced on the Study, with an expected completion date of January 2024.
	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 	Funding application submitted for the redevelopment of the Ten steps and Pentel Island Bridge. Designs and options report has been undertaken for pedestrian cross across VicTrack land - consulting with DoPT on preferred option to pursue. Water tower lighting ordered, with works to be undertaken in November.
	1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan	2021-2025	In Progress 	Funding application submitted to federal government for the redevelopment of the Robinvale Riverfront precinct including new waterfront terrace. Funding application was also lodged for stage 2 Centenary Park playground. Skate Park works completed, landscape activities currently underway - with the park expected to be open start Nov 2023.
	1.1.1.5. Develop Nyah Riverfront Masterplan	2021/22	In Progress 	Project Brief has been developed to be approved by Project Approval Committee at the end of October. Once approved the works can go for tender.
	1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)	2022-2025	In Planning 	No funding in this years budget for this project - will commence once funding is available. A project bid will be made as a part of the 23/24 Budget process. Deferred to the 24/25 budget process.








	1.1.1.7. Develop a Small Town Strategy	2022/23	In progress 	Final review of report has been conducted and report will be returned to consultants for completion. Expected to be presented for Council endorsement prior to January 2024.
1.1.2. Ensure adequate provision of a variety of safe and secure housing	1.1.2.1. Explore the development or sale of Council and other government land in urban areas	2022/23	In Progress 	Council continues to review land ownership with a view for development or sale. For example Feldtmann Lane and development of land in Ronald Street, Robinvale for housing.
	1.1.2.2. Develop and build houses on Council owned property	2021-2025	In Progress 	Ronald St Project - Preparations for the next four houses (stage 2) underway.
	1.1.2.3. Continue to Implement the Robinvale housing strategy	2021-2025	In Progress 	The planning for a municipality wide housing summit is underway. The construction of an additional 4 dwellings in Robinvale (stage 2) is underway.
	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 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 	Recent improvements to MVH following adoption of the Central Murray Regional Transport Strategy several years ago include completion of enhancements to the Lake Charm to Lake Boga section and construction of truck stops/rest areas between Robinvale and Swan Hill. A list of possible improvements has been provided to the department of transport for inclusion in the Murray Valley Highway strategy.







	1.1.3.4. Actively participate in the Central Murray Regional Transport Forum	2021-2025	Complete and Ongoing 	The Central Murray Regional Transport Group met on the 29th June 2023. A brief will be prepared and engagement of a consultant to review the strategic plan and confirm priorities. Next meeting on 26th October, 2023.
	1.1.3.5. Implement relevant actions from the CMRT strategy	2021-2025	Complete and Ongoing 	Several strategic plans as part of current strategy have been completed. A review of strategic actions to now be undertaken. Next meeting on 26th October 2023.

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




STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<p><b>1.2.1.</b> Engage, empower and mobilise communities to prepare for, adapt to and mitigate the effects of a changing climate</p>	<p>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</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>Grant fund 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.</p>
	<p>1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality</p>	<p>2022/23</p>	<p>In Progress</p> 	<p>In light of recent developments and further review of the document some additional information has been incorporated into the draft document, and will be taken to ELT in October 2023.</p>
	<p>1.2.1.3. Develop drainage strategies for key urban areas in the municipality</p>	<p>2023/24</p>	<p>In Progress</p> 	<p>A consultant has been engaged to develop the Swan Hill Drainage Strategy and Model. This project is expected to be completed by April 2024. It will provide Council with a program of specific projects to improve drainage infrastructure within the townships of Swan Hill and Robinvale to support the drainage strategy and overcome existing and future drainage issues.</p>

	1.2.1.4. Implement effective diversion and reuse of waste resources	2022/23	In Progress 	A grant application was submitted for the implementation of a mattress recycling process to a value of \$335k. Council was successful in its application for a Mattress Processing Facility (Grant value \$167,500 with dollar for dollar contribution from Council). Site inspection has been undertaken to determine the best location for the mattress facility. Site survey has been completed and draft layout plans prepared. Mattress project progressing.
	1.2.1.5. Develop irrigation strategies for key urban areas in the municipality	2022/23	In Progress 	Riverside irrigation upgrade project is ready for practical completion. McCallum St Shared Pathway tree and garden bed irrigation has been awarded, with McCallum Street under construction & Nyah Recreation Reserve project scope is being finalised. Receivers for smaller garden beds within 1.5 km from a cloud based controller unit are proving to be an expensive option that may not provide a cost/benefit to the community, other options being investigated. A Request For Quote, for an irrigation upgrade of the Swan Hill Recreation Reserve is being developed, to mitigate reliance on aging pumps under a current agreement.
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 Skate park irrigation upgrade has been completed. Contract awarded for the Lake Boga Southern Entrance Beautification and Foreshore Irrigation Upgrade Project. Construction is expected to commence on the 1st Oct and be completed by the end of Feb/Mar 2024.
	1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks	2024/25	In Progress 	Working in partnership with Murray Regional Tourism (MRT) Council represented on the Murray River Art Trail (MRAT) working with the committee developing the plans. Consultants to be appointed next quarter. Project ongoing with Council represented on steering committee.
	1.2.2.3 Plan and construct open space development of the decommissioned Number 9 Channel	2024/25	Complete 	Landscape works complete, hydro seeding works completed in late May/early June. Practical completion to be before end of June 23.

## 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 	Robinvale Sports Ground lighting completed. Nyah change room facility requires additional funding. Work continues on finalising Swan Hill Sporting Hub design.
	1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail	2022/23	In Planning 	This project is still in the planning stage.
	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 was held on May 4th 2023 in the Swan Hill Town Hall. The Expo was well supported by local services. Attendance at the Expo was recorded as 104 adults, 68 children and 45+ service providers. There was 49 evaluation surveys completed. Feedback received will be considered in future planning. SHRCC Maternal and Child Health Service participated in the Robinvale and Euston Pregnancy and Early Years Expo at the Robinvale Leisure Centre on September 8th 2023.
	1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles	2021-2025	In Progress 	Council services continue to partner with other agencies and networks on health and wellbeing initiatives benefitting all age cohorts, from early years to youth and elderly. These partner organisations include Swan Hill District Health, Mallee Family Care, Robinvale District Health, Robinvale Our Place, headspace, Murray Valley Aboriginal Cooperative. Recently Council has been participating in the an initiative led by the Centre for Excellence in Rural Sexual Health to trial a STI Test vending machine that will be trialled 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 	Seven events have taken place to date in the theatre. Three live shows and four films. The Reception Hall, has had extensive use with one of the highlights being the Australian Almond Growers Forum held on Aug 22. Foyer area facelift is planned for this year. Further live performances and movies are planned. Quarterly dance and drama workshops are planned to commence later in the year.
	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 	First stage delivered in August, two residencies in partnership with Murray River Council. A further two residencies to be delivered in SHRCC and Balranald Shire Council.
	1.4.1.2. Support local creatives in developing their businesses (Arts Action)	2022/23	Complete and Ongoing 	Go North Arts Festival delivered in September engaged 9 visual artists and 19 musicians, technicians and arts workers for workshops and performances. Ongoing public programs through workshops and concerts to be held at the gallery will offer more opportunities for local creatives.
	1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs	2022/23	In Progress 	Attendance and the number of shows presented at the Swan Hill Town Hall has increased with four of our casual venue technicians attending the Tech Connect course ran by the Arts Centre Melbourne. Winter Arts Market was presented with again over 1000 in attendance. The Go North Arts Festival was moved to the town hall.












## Prosperity




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

2.1. Effective partnerships for prosperity				
STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
2.1.1. Support diverse educational opportunities that fosters life-long learning	2.1.1.1. Establish an effective relationship with the education sector through regular engagement	2022/23	In Progress 	Regular meeting with SuniTAFE to consider shared opportunities. April 22 - Attended the funding announcement for the purchase of electric and Hybrid Vehicles. Recent meeting and Tour at Sunitafe Swan Hill.
	2.1.1.2. Advocate for the establishment of an education hub in Swan Hill	2023/24	In Progress 	Councillors supported grant application for Federal funding of a Country Universities Centre in Swan Hill. Application submitted March 2022. Grant application successful. Commonwealth Agreement currently being drawn up between the Government and the board of Community University Centre – Mallee.
	2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill	2023/24	In Progress 	The State Government of Victoria has begun the process of updating the Kindergarten Infrastructure and Service Plan (KISP) for all LGAs including SHRCC. New data including updated Victoria in Future (VIF) population projections will be available in the third quarter of 2023. This will be incorporated into estimates of unmet demand for three and four year old kindergarten. Council has contracted Local Logic Consultant to undertake the Robinvale Early Childhood Education and Care Consultation and research to understand the demand for early years services in Robinvale and to revisit the implications for Manangatang and Woorinen South early years infrastructure needs in light of the rollout of three and four year old kindergarten.







	2.1.1.4. Assist youth with diverse employment pathways through the Empower and Engage! Programs	2022/23	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale - established links with Student Representative Councils at both schools, and regular presence in both towns. Ongoing.
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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 meeting every second month and have set agenda items. 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 	Discussion with Swan Hill Inc about the possible reactivation of the Industrial Committee. Preparation of a report to ELT and the Council on the benefit of establishing an Industry Support Committee given that the future development of industry and manufacturing is likely to feature in the Draft Economic Development Strategy. Presentation of report in August 2022. Listed for discussion with Swan Hill Inc at the April 2023 meeting of representatives and Council Officers before reporting to ELT and Council. Preparation of draft terms of reference to enable consideration by Swan Hill Inc. Will progress further once Economic Development Strategy has been adopted. Provision of new land for industry has been identified as a priority.
	2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes	2022/23	In Progress 	Awaiting adoption of Economic Development Strategy to commence work on actions identified.
	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 27th June 2023. Successful meeting with engaged stakeholders. Next meeting on 12 December 2023.

## 2.2. A thriving diverse economy

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<p><b>2.2.1.</b> Encourage the growth and development of our economy</p>	<p>2.2.1.1. Develop a new planning scheme that is clear in its intention, supports growth and builds confidence and certainty in land use</p>	<p>2024/25</p>	<p>Not Started</p> 	<p>On work plan for 2024/25 Currently reviewing resourcing for this work to commence and looking for potential external funding streams.</p>
	<p>2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>The Better Approvals system has been refined and converted to the Business Support function. A set of guides for prospective applicants targeted towards most prevalent new business types are being finalised.</p>
	<p>2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)</p>	<p>2021-2023</p>	<p>In Progress</p> 	<p>All options for enabling temporary and permanent people to work in the region are being explored.</p>

## 2.3. Infrastructure that enables prosperity

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
<b>2.3.1.</b> Digital connectivity that allows people to live, work and play across our region	2.3.1.1. Advocate for high speed broadband access to all businesses and residents	2022/23	In Progress 	Funding application successful. Sites being determined and infrastructure to be installed early 2024. Awaiting advice from applicant 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.
<b>2.3.2.</b> Assets for our current and future needs	2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry	2022/23	In Progress 	Consultants completed the High Performance Freight Vehicle (HPFV) strategy for both SHRCC and Gannawarra Shire. This strategy will be used for future grant fund applications. Final study report was received with report presented to the Council meeting held on Tuesday 21 March. The Report 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 following assets have been created within this reporting period. The Swan Hill Dry Fitness Room project has been completed and opened to the public. The John James Oval lighting project has been completed. Nyah West Toilet block project has been completed.
	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: <ul style="list-style-type: none"> <li>- Transport last updated 2022/23, new condition inspections due next financial year.</li> <li>- Stormwater updated for 2023/2024, presented to ELT and to go to assembly SEP/OCT</li> <li>- Openspace AMP expected completion of initial draft NOV23, reval being bought forward to 2023/24 so this will be used for final modelling</li> </ul> Other portfolios to be completed require the following prior to completion. <ul style="list-style-type: none"> <li>- Building Asset Condition Inspection (last completed 2017)</li> <li>- Buildings, Rec &amp; Leisure will both require significant stakeholder consultation</li> </ul> Pioneer Settlement may require heritage consultant due to nature of the assets
	2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure	2021-2025	In Progress 	Robinvale Riverfront Masterplan - Funding is being sought to deliver this project. Still requires a Cultural Heritage Management Plan to be completed and detailed designs are in progress. Robinvale Skate Park concrete works are almost complete, next steps are too grass and irrigate surrounding area of the skate park. Local Roads Community Infrastructure Projects Round 2,3,4 Lake Boga Southern Entrance tender has been awarded. Nyah & Nyah West Football Netball Club Change Rooms still in

				design phase. Country University Centre - Mallee (Regional University Centre) internal works almost complete and Centre Manager appointed. Growing Regions Fund waiting for responses from funding body.
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## 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
<b>3.1.1.</b> The diversity of our communities is celebrated	3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network.	2022/23	In Progress 	Assisted in the organisation of Thorne Harbour and Centre of Excellence of Rural Sexual Health running a LBGQTQIA+ training for a range of services. Looking to continue similar training for community.
	3.1.1.2. Support co-designed development of multicultural events and activities	2022/23	Complete and Ongoing 	Council continues to support co designed events and activities, such as Harmony day and Robinvale lantern Festival.
	3.1.1.3. All-abilities events and activities are well-planned and promoted	2022/23	In Progress 	Ongoing - working with other multicultural groups to promote events grants, and providing knowledge of existing events, lining Harmony Day and Lantern Festival committees.
	3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events.	2022/23	In Progress 	Planning has commenced for Harmony Day 2024. Robinvale Lantern Festival was held 8 September 2023.
<b>3.1.2.</b> 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 	Robinvale Youth Group and Manangatang Student Representative Council operates with a co-design model for all events. Creation of homework club in Robinvale has positively impacted school attendance and grades
	3.1.2.2. Ensure young people are involved in co-design of annual events	2023/24	Complete and ongoing 	Robinvale Youth Group is active with 18 current members- weekly meetings. NOVO Youth Council Active with 8 members - weekly meetings. Sexuality and Gender Alliance Group active with 20+ members - weekly meetings
	3.1.2.3. Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth involved in creative pursuits	2022/23	In Progress 	Strategic work underway for redesigned FYI model - multiple applications for funding for 2022-2025 submitted. Application for Federal Restart Investment to Sustain and Expand (RISE) submitted, successful with \$251,000 grant in early March 2022. Artistic Director appointed and under contract, work has begun on establishment of a governing body. A further \$50,000 grant from the Commonwealth was successful in December 2022. The 2023 events are underway with workshops and grant expenditure for the key events. The interim governing body is overseeing the works.



	3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.	2023/24	Complete and ongoing 	Empower and Engage programs focusing on Manangatang and Robinvale on mental health as a result of Covid. A Sexual Health presentation was delivered in 2023 through partnerships with Swan Hill College and was delivered to 104 year 8 students over a day in August 2023. This will continue into 2024 with schools in our area and community groups. There will also be Mental Health First Aid Training completed in Robinvale for College staff and students late 2023.
3.1.3. Flourishing community organisations	3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs	2022 - 2024	In Progress 	Volunteer Day was celebrated in December 2022, and an action plan is being developed for the region to encourage great volunteerism.
	3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups	2022/23	In Progress 	Information has been provided on Governance to the Piangil Community Group and Piangil Memorial Park Committee. Community Plan consultation has begun with Lake Boga Progress association. The Nyah District Action Group are currently going through strategic planning for the Nyah Riverfront Masterplan. Council are currently working on a project proposal to develop resources for Governance, leadership and Strategic Planning on a web portal. Ongoing support being provided to all Town Community Groups.
	3.1.3.3. Improve engagement with community based special interest groups	2022/23	In Planning 	Council to take a more active profile and to initiate meetings with service and other organisations, this is ongoing.
3.1.4. Our elderly and vulnerable are cared for	3.1.4.1. Support the development of Residential Aged Care services	2023/24	In Progress 	Respond to opportunities for development or increase of aged care places in the region. Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023.
	3.1.4.2. Determine Council's role in aged care services	2022/23	In Progress 	Information update was provided to Councillors on current status of aged care reform in February 2022. New Commonwealth Government confirmed one-year extension to changes (1 July 2024). Detailed work on the aged care needs of the region is underway, from November 2022 to March 2023 with engagement of a consultant, to examine options, and enable a Council decision by 30 June 2023. A draft report was held for Councillor and staff update on 4th April 2023, another session on 6th June with in-principle decision at 20th June Council Meeting.
	3.1.4.3. Undertake actions in the Municipal Early to Middle Years Plan associated with improving services to greater assist vulnerable families	2022/23	In Progress 	SHRCC MCH and MDAS have developed a new partnership under a Memorandum of Understanding to deliver a MCH service for Aboriginal and Torres Strait Islander families at MDAS. Due to ongoing challenges in recruiting a suitably qualified MCH Nurse this new partnership has been formed and MCH Nurses

				employed by SHRCC are contracted by MDAS to deliver MCH Services.
	3.1.4.4. Actively engage with local support networks to assist with accessibility and inclusion initiatives	2022/23	In Progress 	Ongoing - Youth Program working with schools, headspace, and other agencies such as health services to ensure inclusion in all events and programs. Planning for Mental Health Week events underway, Youth Ball and Youth Arts Festival held during October 2022. Accessibility support agencies now involved in major events such as Harmony Day, such as headspace, Sunraysia Mallee Ethnic Communities Council, and Mallee Family Care.
	3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).	2021/22	In Progress 	Community Access and Inclusion Strategy currently has no funding has been identified to assist with this, staff will look at alternatives to review the strategy in 2023-2024. An allocation to undertake this work has been included in the draft 2023-24 Budget.
3.1.5. All members of our Communities are supported	3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.	2021 - 2025	In Progress 	Grant Application for The Free from Violence Local Government program 2023-2026 completed and submitted on 27/09/23. It was focus for large Rural Council areas to put in for this funding over \$260,000 over 3 years with part in kind and monetary contribution of Council for this important work for our communities. Grant application completed by the Gender Equality committee for \$1500 contribution towards the 16 days of activism, Violence against women.
	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 web page dedicated to engaging with local Aboriginals on key elements including welcome to country ceremonies, public art program and project developments. Aboriginal Officers hours have increased. Web page being developed 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 and a new scholarship student will commence in IT in November.
	3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model	2021/22	In Progress 	This work is ongoing and will be part of the planning for the new cultural and tourism hub at the Pioneer Settlement. Planning is underway for the development of Pentel Island as a cultural tourism experience
	3.2.2.3. Proactively support leadership within our Aboriginal community	2021-2025	In Progress 	Council to be briefed on the treaty process. First Nations Advisory Committee formed.
3.2.3. Celebration and recognition of Aboriginal and Torres Strait history and culture	3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities	2022-2025	In Progress 	Application for funding for planning for Pentel Island successful. Consultants were engaged and completed their work in June 2023. Final Pentel Island plan presented to Council and adopted in June 2023. Funding being sought to implement Pentel Island Plan.
	3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities	2021-2025	Complete and Ongoing 	Creating opportunities for First Nation Artists of the region to contribute to design elements of gallery redevelopment. Programming of exhibitions featuring increased number of regional First Nation artists is ongoing.
	3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance	2021-2025	Complete and Ongoing 	Participated in 2023 events by supporting our First Nations 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 	Ongoing work will see improvements when the IT strategy is implemented and changes to customer interactions. June 22 LGA implementation completed with over 30 new policies, and plans that will impact on how we do business and improve customer service. Current roll out the new HR and payroll system is ongoing. Financial hardship policy updated. PMO continues to work on the project framework and reporting. Agenda Management software to improve the council meeting agenda, minutes and actions, DocAssembler, has been implemented. DocuSign is now being utilised across the organisation for electronic signatures. Customer service is currently working on customer engagement process with the view of improving customer satisfaction.
	4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services	2021-2025	In Progress 	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 	Rolling out of the framework and training to all staff are in progress. Project Approval Committee (PAC) has met twice so far and has assessed and provided feedback for 30 projects in year 1. Project management templates are currently used by the Project Management Office (PMO) to highlight the project status, exceptions and variations.








	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 sessions in March 2023
	4.1.2.4. Work with Town Representative groups to better plan and deliver projects	2021-2025	In Progress 	Lake Boga Community Plan is close to being finalised. Ultima have placed their Community Plan on hold to focus on what to do next with the store and may close down. Will pick up the Community Plan in January/February next year. Nyah Riverfront Masterplan is being prepared to take to Council Assembly in mid-October for adoption. The Nyah West new toilets are now open and the old toilets have been demolished. The Nyah West Revitalising of the Shopping Precinct Project is going through the process of PAC approval late October. Nyah Boat Ramp BBQ Shelter is still with DEECA for approval and native title check. The Lake Boga BBQ Shelter is still in the planning stage, a CHMP amendment is currently being undertaken. No other Community Plans are being supported at this stage, will review budget next year to determine if support for other communities is possible.
<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 	All projects' scope of work are delivered within the approved budget and the timeframe. The Swan Hill Leisure Centre and Robinvale Leisure Centre Projects were approved for essential extra works which marginally exceeded the original budget allocation.
	4.1.3.2. Working to budget and ensure future planning to meet financial needs	2021-2025	Complete and Ongoing 	Preparation of the 2022/23 financial statements have been undertaken in July and August, with the audit of financial statements undertaken mid August. The statements were presented to the Audit and Risk Committee 7 September, and Council meeting 19 September for in-principle adoption. It shall then be signed off by the Victorian Auditor General Office. Preparation of the 10 Year Major Projects Plan has begun with the adoption of the plan scheduled for December.


	<p>4.1.3.3. Review two service delivery areas in years 2 (Parks and Gardens / Library) and 4 (Economic and Community development / Circular economy) of this Council Plan to improve and ensure accessibility and consistency of our customer experience</p>	<p>2022/23 &amp; 2024/25</p>	<p>Not Started</p> 	<p>Not commenced, the intent is to use the internal auditor services once appointed to complete this work.</p>
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## 4.2. Transparent communication and engagement

STRATEGIC INITIATIVES	ACTION	DUE DATE	PROGRESS	COMMENTARY
	4.2.1.2. Embed the Community Engagement principles and practices across the organisation	2023/24	In Progress 	Investigating training options. CECC has commenced additional modules.
	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 	Coffee with a Councillor is undertaken on a monthly basis and being shared across all locations in our municipality. We are receiving positive feedback and valuable actions. This is ongoing.
	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 of VHM Ltd. from the Goschen Mining Project.
	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 	Robinvale Euston Workforce Network (REWN) established with external funding in May 22, and Council is a partner with the Coleman Foundation program in Robinvale which supports the REWN. The REWN has now met in February and is overseeing a suite of Government grants, which is refining the governance structure into a formal entity. Three projects have been supported to assist improving the local workforce.
	4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.	2023/24	In Progress 	Finalising the transition from the Primary Care Partnership model to the Primary Health Unit model, took place 31 March 2022. Council is a partner is the local Health and Wellbeing, LGBTIQ+ and Mental Health committees, and supports their ongoing initiatives. Council is now divided between two Primary Health Units (Mallee and Murray) and initial reference group meetings held in March 2023.
	4.3.1.4. Continue to support and work with Swan Hill Incorporated	2021-2025	In Progress 	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: Improved Healthcare for our people, including a new hospital for Swan Hill <ul style="list-style-type: none"><li>A new Murray River Bridge at Swan Hill</li></ul> Complete the Murray Basin Rail Project Housing and enabling infrastructure Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.	2021-2025	In Progress 	Construction of four houses in Ronald St Robinvale, part funded by State Government Grant. Various studies on housing opportunities in Robinvale and the region were completed in 2022. Advocacy against proposal by State Government to remove rates from social housing. Representations to Federal and State Governments on need for improved water and wastewater infrastructure for small towns.
	4.3.2.2. Review Council's advocacy strategy on an annual basis	2021-2025	In Progress 	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

	<p>4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality</p>	<p>2021-2025</p>	<p>In Progress</p> 	<p>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</p>
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