

Council Plan Worksheet

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
Legend							
Completed		Currently underway/Ongoing		Action yet to be taken			
Initiatives carried over from previous Council Plan							
EG	Housing	Facilitate development of the South West Precinct of Swan Hill	Complete the Planning Scheme Amendment for the South West Development Precinct.	2014-15	Amendment to the Minister of Planning for approval.	DDP	Briefing to Council on 9 December 2014 with different options to further proceed with the project.
EG	Attracting new business	Begin implementation of the Central Business District Masterplans for Robinvale and Swan Hill including identifying links to Riverfronts	4. Determine and complete Year 3 of the Swan Hill CBD Masterplan	May-14	Stage 3 works complete.	DI	Works completed in May 2014. COMPLETED
EG	Attracting new business	Development of a strategy to support the attraction of new business based on the regions comparative and competitive advantages as identified in the Economic Development Strategy	Develop and implement an Investment Attraction Strategy to streamline processes for business investment and to promote the regions comparative and competitive advantages	Jun-14	Strategy developed.	DDP	The Investment Attraction policy is in draft and is due to go to ELT in January 2015. Ongoing and will continue to be reported on.
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	1. Renewal of current infrastructure	Dec-14	Works completed within available funds.	DI	Committed funds will be spent in 2014. Ongoing and will continue to be reported on.
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	4. Call for expressions of interest in potential operation of passenger air services from Swan Hill aerodrome	2014	Expressions of interest advertised if recommended by Business Case for Aerodrome.	DDP	Discussions with potential commercial operator has recently ceased due to changes in their commercial direction. Discussions will now be held with Councillors to determine a course of action. COMPLETED
EG	Infrastructure	Commence Program to identify works required on access roads to enable B Double access	1. Determine suitability of Council roads in accordance with the hierarchy	2014	Identify appropriate roads.	DDP	National Heavy Vehicle Regulator will determine access as part of national program. Council completed the pre-approval process to determine routes. COMPLETED
Governance and Leadership (15 Strategic Initiatives : 43 Actions)							
GL	1. Developing open community relationships	1.1 Review and implement actions from the Communication Strategy	1.1.1 Review of existing Communication Strategy	2014-15	Revised Communication Strategy adopted by Council	DCS	Review in process, first Draft to ELT Jan 2015
GL			1.1.2 Progressively implement actions from revised strategy	2015-17	Half yearly report of achievement of Strategy will be present to Council	DCS	
GL		1.2 Review results of Community Satisfaction Surveys to identify and implement changes in service demand	1.2.1 Results of Surveys analysed by EMT and Council	2013-17	Annual report to Council presenting Survey results and recommendations	DCS	1. State Government Community Satisfaction Survey completed and result presented to Council in July 2013. 2. Staff presentations made in February 2014. 3. SHRCC's community satisfaction emailed to Councillor in August as per CEO's request ONGOING
GL			1.2.2 Service Level Changes implemented where appropriate and funded	2014-17	Service Level changes identified and funded in the Budget	DCS	
GL	Developing open community relationships	1.3 Produce and distribute a Community Newsletter three times a year	1.3.1 Produce and distribute a Community Newsletter three times a year	2013-17	Newsletter distributed in April, August and December	DCS	August 2013 December 2013, April 2014, August 2014 and December 2014 newsletters distributed. ONGOING
GL	Developing open community relationships	1.4 Develop Council's systems and processes to improve Customer Service	1.4.1 Implement the I.T. Strategy within the available funds	2013-17	Annual report on completion of actions from I.T. Strategy presented to Council	DCS	Report presented to both Councillors and EMT in April 2014. Progress reports given on a regular basis. ONGOING
GL	Developing open community relationships	1.5 Council will investigate and implement new technologies to better communicate with our community	1.5.1 Develop a Social Media Policy	2013-14	Policy adopted by Council	DCS	Social Media Policy adopted in February 2013. COMPLETED
GL			1.5.2 Implement Social Media Policy within existing resources	2013-17	Social media "sites" established and maintained for Council and 4 selected areas of Council operations.	DCS	Social Media sites (Facebook and Twittier) launched 1 October 2013. COMPLETED
GL			1.5.3 Launch new Council Website	2013-14	New Website live and active	DCS	Website launched 1 October 2013. COMPLETED

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GL			1.5.4 Website content kept up to date	2013-17	Website page audit reports to prompt review and updating of old information	DCS	All web content now goes through a manual auditing process, the automated process will be introduced late 2014 as part of stage 2 of the web site redevelopment project. As at June 2014 we have automated content review cycles, this is an intermediary step. On target for late 2014 implementation. Automation and improved workflows have now been completed for a range of business processes, we continue to improve the site and integrate it with other core application ONGOING
GL	Developing open community relationships	1.6 Progressively develop "Easy Read" Council communication documents	1.6.1 Review and update Council publications and forms to ensure they are easy to read and understand	2013-17	All media releases and speeches, Annual Report, Council Plan, Policies due for review, new website information to be written in "easy read" format. Six Council forms to be reviewed and updated each year.	DCS	Annual Report, Council Plan, reviewed policies and website content all written in easy read format. COMPLETE AND ONGOING
GL			1.6.2 Easy Read training to be provided on an ongoing basis to appropriate staff	2013-17	Training offered and undertaken	DCS	12 staff completed at the end of 2012. To be rescheduled in 2014/15. ONGOING
GL	2. Councillor and staff accountability	2.1 Review the SHRCC Councillor and staff Codes of Conduct	2.1.1 Review existing Councillor Code of Conduct against DPCD guidelines and values statements in Council Plan.	2013-14	Existing Code reviewed, updated and presented at Councillor Assembly	DCS	Councillor Code of Conduct reviewed and presented at Councillor Assembly in October 2013. COMPLETED
GL			2.1.2 Adopted revised Councillor Code of Conduct	2013-14	Revised Code adopted by Council	DCS	Revised Councillor Code of Conduct was approved at the November 2013 Statutory Council Meeting. COMPLETED
GL			2.1.3 Review existing Staff Code of Conduct against DPCD guidelines, current employment law and values statements in Council Plan.	2014-15	Existing Code reviewed and presented to Consultative Committee meeting	DCS	Staff Code of Conduct reviewed. COMPLETED
GL			2.1.4 Adopt revised Staff Code of Conduct	2015-16	Revised Code adopted by EMT	DCS	Staff Code of Conduct signed off in December. COMPLETED
GL	3. Responsible Management of Resources	3.1 Develop and review plans, policies, directives and procedures as required.	3.1.1 List of all relevant documents to be prepared including a review date	2013-14	List finalised and approved by EMT	DCS	Policy, Directive and Procedure Master list completed. Plans and strategies document completed. COMPLETED
GL			3.1.2 Documents reviewed and updated prior to expiry	2014-17	No expired documents	DCS	ONGOING
GL	Responsible Management of Resources	3.2 Pursue Strategic Land Acquisitions and review Council's existing land bank	3.2.1 Conduct a review to identify what type, size and location of land Council may require for its Strategic objectives over the next 10 years	2013-14	Confidential list of the sort of land Council may require to be prepared	DCS	Review has commenced. Report to be presented to EMT and Councillor Assembly by February 2015.
GL			3.2.2 Review Council's existing "Land Bank" against the above list	2013-14	Existing Land holdings to be identified as required or surplus to needs	DCS	Review has commenced. Report to be presented to EMT and Councillor Assembly by February 2015.
GL			3.2.3 Prepare a disposal strategy for any surplus land	2014-15	Strategy prepared and approved by Council	DCS	
GL			3.2.4 Implement the Disposal Strategy as appropriate	2014-17	Surplus land progressively disposed of	DCS	
GL			3.2.5 Pursue acquisition and/or control of land identified as being required	2014-17	Appropriate land progressively acquired	DCS	77 Bromley Road acquired.
GL	4. Valuing our staff	4.1 Negotiate of new EBA	4.1.1 Determine Council position on pay increases, work place flexibilities etc	2013-14	Position determined	DCS	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. COMPLETED
GL			4.1.2 Undertake negotiation with staff and unions and develop a draft agreement	2013-14	Draft agreement prepared	DCS	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. COMPLETED
GL			4.1.3 Fair Work Australia Register the new EBA	2013-14	EBA registered	DCS	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. COMPLETED

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GL			4.1.4 Implement the terms and conditions of the new EBA	2014-17	Ongoing monitoring of EBA terms and conditions by all parties	DCS	COMPLETED
GL	Valuing our staff	4.2 Introduce measures to continually improve workplace safety and staff health and wellbeing	4.2.1 Review workcover claims, accident and injury reports and insurance claims each year to identify the top 5 causes of workplace injury, accidents and near misses.	2013-14	Report with recommended improvement actions adopted by EMT	DCS	1. WorkCover file reviews take place quarterly. 2. Accident and Injury Reports presented to OH&S Committee bi-monthly. 3. Report presented to ELT September 2014. COMPLETED
GL			4.2.2 Implement recommendations to address top 5 issues identified in the report.	2014-15	Recommended actions complete	DCS	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice, regular case conferences with QBE
GL			4.2.3 Implement recommendations to address top 5 issues identified in the report.	2015-16	Recommended actions complete	DCS	
GL			4.2.4 Implement recommendations to address top 5 issues identified in the report.	2016-17	Recommended actions complete	DCS	
GL	5. Nurturing critical external relationships	5.1 Engage with community organisations to increase cooperation and avoid duplication of resources	5.1.1 Update register of community organisations	2013-17	Register is loaded onto a common network drive and a review period is implemented	DCS	Community Services Directory is now accessible through Customer Services Public site on Alfresco. Updated on an annual or as-needs basis. COMPLETED AND ONGOING
GL			5.1.2 Identify duplication of resources and services provided	2014-15	Duplications identified	DI	Process identified with plan to consult all community groups.
GL			5.1.3 Prioritise a program of meeting with various organisations to negotiate consolidating resources	2015-16	Program developed	DI	
GL			5.1.4 Assess infrastructure consolidation	2014-17	Program for rationalisation approved	DI	
GL			5.1.5 Negotiate shared resourcing with organisations	2014-17	Outcomes of negotiations approved by Council	DI	
GL	Nurturing critical external relationships	5.2 Identify opportunities to nominate Council for industry recognition	5.2.1 Report to EMT & Council as opportunities arise and seek endorsement	2013-17	Nominations approved	DCS	Four projects nominated for LGPro Awards for Excellence of which three were successful. ONGOING
GL			5.2.2 Maintain membership of professional and peak bodies	2013-17	Nominations lodged with various industry organisations	ELT	4 new memberships with LGPro and 1 membership with Australian Human Resource Institute. Maintained membership of MAV. ONGOING
GL	Nurturing critical external relationships	5.3 Encourage and support Council representatives to obtain positions on relevant boards	5.3.1 Identify opportunities that match the skill set of Councillors and Senior staff	2013-17	Board position opportunities discussed regularly at Council Assemblies	ELT	Council is well represented on boards and will continue to look for opportunities. Councillor representation on MAV Board (Cr Norton). ONGOING
GL	Nurturing critical external relationships	5.4 Ensure regular dialogue with neighbouring NSW municipalities to assist in reducing cross border issues	5.4.1 Schedule regular meetings / assemblies with Wakool & Balranald Shires	2013-17	Schedule is established and agreed to by all municipalities	CEO	Joint tour of Murray Downs and Swan Hill with Wakool Shire in January 2014. A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGC) that was scheduled or November 2014 has been postponed. ONGOING
GL			5.4.2 Maintain membership of Central Murray Regional Trans Forum & Murray Tourism Board	2013-15	Councillor rep and Senior staff nominated to administer / participate	CEO	Membership of, and participation in, both organisations has been maintained. ONGOING
GL			5.4.3 Facilitate discussions with Cross Border Commissioner (NSW) and Dept of Premier & Cabinet (Vic)	2013-17	Meetings scheduled	CEO	A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGC) that was scheduled or November 2014 has been postponed. ONGOING

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GL			5.4.5 Industry based discussions held with Council staff and industry reps	2013-17	Meetings scheduled	CEO	CEO and Director Development and Planning have had meetings with large Swan Hill Businesses. Industry presentations have been made at Councillor Assembly. ONGOING
Community Health and Wellbeing (27 Strategic Initiatives:88 Actions)							
CHW	6. Council seeks to connect members of our community to bring people together to find solutions to community problems	6.1 Assist with the review and implementation of community plans	6.1.1 Implementation of plans are an ongoing process. There are currently 11 community plans in place.	2013-17	Projects identified in the plans are completed and signed off on by relevant community. There will be projects that are investigated by community members and are seen not to be a priority.	DDP	4 projects completed. Plans continue to be implemented by individual communities. ONGOING
CHW			6.1.2 Every community plan is reviewed approximately every 18 months. Over a four year period approximately 6 plans are reviewed yearly.	2013-17	New community plans are published	DDP	Nyah District, Beverford, Lake Boga, Ultima and Manangatang reviews complete. Woorinen review commenced. ONGOING
CHW	7. Building community capacity	7.1 Implement Youth Action Plan	7.1.1 Youth Strategy reviewed and Action Plan developed	2013-14	Council adopts reviewed Youth Strategy, endorses Action Plan	DCCS	Provision for new Youth Strategy included in draft Major Projects Plan. Project advertised in November 2014 - no suitable expressions of interest received within budget. Project brief amended and will be <u>readvertised in January 2015.</u>
CHW			7.1.2 Determine Council responsibilities and prioritise for resource allocation.	2013-14	Council responsibilities and priorities determined, and resource allocation complete.	DCCS	Projects referred to budget. Draft project brief has been developed and awaiting Cr endorsement before being advertised.
CHW			7.1.3 Implementation of Actions	2014-16	Identified Actions are resourced and completed	DCCS	
CHW			7.1.4 Review of the Action Plan	2016-17	Process for continual review undertaken and agreed, resources allocated.	DCCS	
CHW	8. Building community capacity	8.1 Provide leadership/support to the community as issues of significance arise	8.1.1 Determine Council's role in our community addressing youth mental health and early intervention service gaps.	2013-14	Service gaps determined and Council's role defined	DCCS	Council's participates actively in various working parties: Southern Mallee Youth Partnership Governance project has established a sub-regional governance structure. Jan McEwan represents SHRCC on Mallee Child and Youth Area Partnership led by DHS and DEECD which held its first meeting on 4/9/14. Planning has begun to conduct information forums in each LGA.
CHW			8.1.2 (For example) Seek the establishment of a Headspace in Swan Hill.	2014-15	A Headspace is established	DCCS	It was announced in October 2014 that a new Headspace Centre will be located in Swan Hill and is due to be open at the end of December 2014 - start of 2015. Medicare Local has agreed to be the lead agency and has submitted an EOI at the end of November 2014.
CHW			8.1.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	
CHW	Building community capacity	8.2 Provide leadership/support to the community as issues of significance arise	8.2.1 Determine Council's role in closing community mental health service gaps.	2013-14	Service gaps determined and Council's role defined	DCCS	Council's participates actively in various working parties, and provides venue for trial of integrated youth services.
CHW			8.2.2 Implement the agreed actions which are Council responsibility	2014-15	Actions are implemented within budget and to agreed timelines	DCCS	
CHW			8.2.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	
CHW	9. Supporting people who need extra assistance	9.1 Investigate implications and opportunities through Council's role regarding the Community Based Aged Care reform	9.1.1 Review implications of aged care reform	2013-14	Full understanding of the reforms and their effects on local government are understood by EMT and Council	DCCS	Financial modelling and software development for managing CDC for packaged care underway. Review of HACC program has commenced, anticipate first stage to be implemented by mid 2015. Trilateral statement of intent from MAV, DSS and DoH confirms current HACC funding level remain in place until 2018.
CHW			9.1.2 Provide the community with a clear direction on what services Council could provide post-2015	2013-14	Community is fully informed of the direction of Council, the implications for changes to services.	DCCS	Communication plan developed to inform community about HACC/HSP service changes.
CHW			9.1.3 Identify opportunities for Council in undertaken community aged care	2014-15	Internal processes are finalised and assessed and adopted, delivery models are assessed and adopted.	DCCS	Anticipated July 2015.
CHW			9.1.4 (Example) Council will use the Consortium model for regional delivery of community-based aged care services.	2015-16	Service delivery is undertaken using the new regime and costs borne by Council equate those previously due to HACC system, or with reduced subsidy.	DCCS	Anticipate to be identified during 2015-16 budget preparation.

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CHW	Supporting people who need extra assistance	9.2 Finalise, adopt and implement an Early Years Priority Plan	9.2.1 Early Years Plan completed	2013-14	Council has adopted the Plan and endorsed the Actions for referral to annual budget processes.	DCCS	Early Years Plan in draft form. EMT review anticipated in July/August 2014. No further progress has been made.
CHW			9.2.2 Identified actions for Council, and their outcomes to be undertaken	2014-15	Actions of Council responsibility are completed within budget and timelines and outcomes achieved by measurable data.	DCCS	
CHW			9.2.3 Action - to be identified	2014-15	Project is scoped, outcomes determined and community benefit measurable.	DCCS	
CHW			9.2.4 Funding sought for action/project	2014-15	Funding is sourced and received	DCCS	
CHW			9.2.5 Completion of action/project	2015-17	Action/project completed.	DCCS	
CHW	Supporting people who need extra assistance	9.3 Implement Disability Action Plan	9.3.1 Implement actions from Objective 1 - Services and facilities for the community	2013-14	All actions completed within time frame.	DDP	Of 20 actions, 17 have been addressed with some ongoing. 3 yet to be actioned.
CHW			9.3.2 Implement actions from Objective 2 - Council Employment Services	2013-14	All actions completed within time frame.	DDP	Of 5 actions, 3 have been addressed and 2 are ongoing. COMPLETED
CHW			9.3.3 Implement actions from Objective 3 - Inclusion and participation in the community	2013-14	All actions completed within time frame.	DDP	Of 4 actions, 4 have been addressed COMPLETED
CHW			9.3.4 Implement actions from Objective 4 - Planning for attitudinal change in the community	2013-14	All actions completed within time frame.	DDP	Of 15 actions, 12 have been addressed. 3 are ongoing. COMPLETED
CHW	10. Maintaining a safe community	10.1 Promote the development of a strategy to enable communication of emergency management plans and activities to CALD communities	10.1.1 Formulate a process during the development of the Diversity Plan	2014-15	Diversity Plan is adopted, a clear process is developed and resourced for communication of emergency plans to CALD communities	DI DCCS	Hazmat and Structural plan completed as part of Municipal Fire Management Plan. Communication strategy to form part of the plan.
CHW			10.1.2 Implement the process following adoption of the Diversity Plan	2015-17	The communication process is implemented	DCCS	
CHW			10.1.3 Evaluation of effectiveness	2015-17	The process is evaluated and refined accordingly.	DCCS	
CHW	Maintaining a safe community	10.2 Develop a Hazmat and Structural Fire Plan	10.2.1 Complete an Environmental Scan (including commodity flow survey) of hazardous materials	2013-14	Completion of survey and Hazmat Plan presented to MEMPC	DI	Municipal Fire Management Plan has been updated to include information on structural and hazmat categories. COMPLETED
CHW			10.2.2 Complete an Environmental Scan Structures including completion of Structure Fire Plan	2013-14	Completion of Scan and Structure Fire Plan presented to MEMPC	DI	As above. COMPLETED
CHW	Maintaining a safe community	10.3 Investigate a scheme to provide an incentive for undertaking responsible pet ownership training	10.3.1 This initiative will be included as a major focus in the Domestic Animal Management Plan. Plan to be adopted in 2013.	2013-14	Program will be implemented as part of the Domestic Animal Management Plan. A report on the progress of the program will be provided to Council.	DDP	Domestic Animal Management Plan adopted at September Council Meeting. COMPLETED
CHW	Maintaining a safe community	10.4 Pursue future funding opportunities to work with the community with regards to projects that provide safety for its members	10.4.1 Active membership of the Police Community Safety Committee	2013-17	Assisting, leading and facilitating initiatives that improve community safety	DCCS	Applications for funding to assist with the installation(s) of CCTV in Swan Hill and Robinvale lodged in March 2014. Cameras have been installed and are operational.
CHW			10.4.2 CLASP program outcomes	2013-17	CLASP program successfully completed and outcomes achieved	DCCS	CLASP program expires 30 June 2014. All indications are that it has been a success.
CHW			10.4.3 Participate in initiatives and projects that enhance community safety.	2013-17	Initiatives and projects are completed in partnership with other agencies and provide significant community safety enhancements	DCCS	As above
CHW	11. Facilitate and provide services for health and wellbeing	11.1 Continue development and continue to identify other partners for Barry Steggall Reserve in partnership with Places Vic and Swan Hill Inc	11.1.1 Develop specification for next stage of works (wetlands)	2013-14	Specification complete	DCS	No longer required.
CHW			11.1.2 Identify potential funding sources	2013-14	Funding identified	DCS	No longer required.
CHW			11.1.3 Apply for funding	2013-14	Application submitted	DCS	No longer required.

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CHW			11.1.4 Secure funding	2013-14	Funding secured	DCS	No longer required.
CHW			11.1.5 Tender for works	2014-15	Tender issued	DCS	No longer required.
CHW			11.1.6 Complete construction of wetlands	2015-16	Construction complete	DCS	No longer required.
CHW			11.1.7 Develop specification for next stage of works	2015-16	Specification complete	DCS	All actions from Masterplan now complete. COMPLETED
CHW			11.1.8 Identify potential funding sources	2015-16	Funding identified	DCS	All actions from Masterplan now complete. COMPLETED
CHW			11.1.9 Apply for funding	2016-17	Application submitted	DCS	All actions from Masterplan now complete. COMPLETED
CHW			11.1.10 Secure funding	2016-17	Funding secured	DCS	All actions from Masterplan now complete. COMPLETED
CHW			11.1.11 Tender for works	2016-17	Tender issued	DCS	All actions from Masterplan now complete. COMPLETED
CHW	Facilitate and provide services for health and wellbeing	11.2 Develop the Swan Hill Riverfront Masterplan	11.2.1 Appoint consultants	2013-14	Master Plan developed and adopted by Council.	DI	Master Plan developed and adopted. COMPLETED
CHW			11.2.2 Schedule internal committee meetings, stakeholder committee meetings and community consultations	2013-14	Meetings scheduled	DI	Meetings of all stakeholders conducted. COMPLETED
CHW			11.2.3 Develop communications plan	2013-14	Communications Plan Developed	DI	Communications Plan Developed. COMPLETED
CHW			11.2.4 Complete Master Plan and seek Council adoption	2013-14	Masterplan completed and adopted by Council	DI	Master Plan developed and adopted. COMPLETED
CHW		11.3 Develop Implementation Plan	11.3.1 Identify individual projects within Master Plan	2013-14	Implementation program developed.	DI	Projects identified. COMPLETED
CHW			11.3.2 Allocate resources and schedule implementation of Master Plan	2013-14	Resources allocated and schedule developed	DI	Schedule developed. COMPLETED
CHW			11.3.3 Update Major Projects plan in accordance with Implementation Plan	2013-14	Major Projects Plan updated	DI	Major projects plan updated. COMPLETED
CHW		11.4 Implement Riverfront Master Plan	11.4.1 Develop detailed designs and costings for projects	2013-17	Projects completed in accordance with timelines	DDP	Riverfront Masterplan Community Open House held in November to inform interested community members. Information posted on Council's facebook and website. A landscape working team has been established to ensure materials and furniture installed on the riverfront is consistent and guided by the Riverfront Masterplan landscape style guide and have met twice. Communication and consultation strategy developed Shared path continues to be build along the riverfront 6 fitness stations installed 5 new bins installed Consultant engaged to undertake Riverfront Masterplan Light Strategy Swan Hill Rail Strategy Completed
CHW			11.4.2 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	Funding pending Riverfront Trail Stage 2
CHW			11.4.3 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	Budget continues to be monitored.
CHW	Facilitate and provide services for health and wellbeing	11.5 Continue to implement actions within the Public Health and Wellbeing Plan	11.5.1 Action report template taken to Councillor Assembly quarterly	2013-17	Copies of completed quarterly report	DDP	Report being drafted as part of the annual review of the Public Health and Wellbeing Plan. Report to be presented to Council in Feb 2015. ONGOING
CHW			11.5.2 Continuous review/update of the Public Health and Wellbeing Plan	2013-17	Relevant updates included in the PHWP	DDP	Annual review of the plan currently underway. Report on review to be presented in Feb 2015. ONGOING
CHW	Facilitate and provide services for health and wellbeing	11.6 Investigate options for the development of Chisholm Motor Sports Complex including the possibility of a drag racing facility	11.6.1 Consider the SGS Business Plan and the Essential Economics Business Case	2013-14	Council considered reports' recommendations	DI	Options considered. COMPLETED

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CHW	Facilitate and provide services for health and well being	11.7 Investigate the options for bus shelters in Swan Hill	11.7.1 Contact MAV and Public Transport Victoria (PTV) to determine responsibilities in regard to the installation and maintenance of bus shelters	2013-14	Upon receipt of advice	DI	Agreement reached with Swan Hill inc to construct two shelters and Council take responsibility of ownership. 14/10/14 Swan Hill inc no longer being a part of the proposal. Council are undertaking research into the best possible solution for a long term program of installations if Council wishes to fund them or partner with PTV where funds are available. Funding is available for the supply of shelters, however no funding available for the maintenance.
CHW			11.7.2 Determine the standards of construction of bus shelters and the optimum locations within the municipality	2013-14	Information received	DI	Investigation report has been completed by Council staff. Report to Council pending.
CHW			11.7.3 Obtain cost estimates and investigation of possible funding options	2013-14	Information received	DI	The cost estimate for one shelter, being \$25,000, needs to be slightly adjusted / reduced. Concrete slabs to be bored by PTV.
CHW	Facilitate and provide services for health and well being	11.8 Engage with appropriate organisations to co-locate community facilities	11.8.1 Through the building asset Mgt group, identify co-location opportunities	2013-17	Negotiations with various groups commence	DDP	Co-location opportunities identified with Scouts and Swan Hill band groups and the Robinvale Senior Citizens Centre.
CHW			11.8.2 Regular discussions with State Government authorities	2014-17	Updates provided at Councillor Assemblies	DDP	
CHW	12. Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	Final designs are approved and accurately costed	DCCS	Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November
CHW			12.1.2 Identify funding sources	2016-17	Funding sources are identified	DCCS	Major Projects Plan received with no changes at this stage.
CHW			12.1.3 Seek funding for development	2016-17	Funding is received for development to match Council Major Projects contribution	DCCS	No applications made to date.
CHW	Celebrating our identity	12.2 Support for new citizens to the municipality to increase awareness of local customs and practices	12.2.1 Review existing services to address short-term options.	2013-14	Short-term options and actions are undertaken	DCCS	Early Years Services under review, and Community Care responding to State Diversity Framework.
CHW			12.2.2 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBD	2015-16	Actions undertaken and reviewed for effectiveness	DCCS	
CHW			12.2.3 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBD	2016-17	Actions undertaken and reviewed for effectiveness	DCCS	
CHW	Celebrating our identity	12.3 Encourage Community harmony, cultural understanding and tolerance	12.3.1 Support and develop Harmony Day as the central point for a larger festival of events	2013-14	Harmony Day is improved and annual commitment secured, greater service provider participation	DCCS	Harmony Day 2014 held 22 March, huge success. Review is underway, and level of ongoing commitment determined. An additional \$5000 has been allocated in the 2014/15 Annual Budget. COMPLETED
CHW			12.3.2 Harmony Day 2015 linked to other events	2014-15	Harmony Day 2015 linked to Food and Wine Festival, greater local business participation	DCCS	Currently under review as dates do not coincide.
CHW			12.3.3 Harmony Day 2016 linked closer to Pioneer Settlement 50 year celebrations	2015-16	50 Year celebrations of Pioneer Settlement linked to range of events, including Harmony Day, indigenous celebration and cultural awareness through linking history and food, settlement of region.	DCCS	
CHW			12.3.4 Change perception of Harmony Day to illustrate iconic status for the region	2016-17	Harmony Day is imbedded as an iconic celebration for the region	DCCS	
CHW	Celebration our identity	12.4 Pursue funding to develop a Diversity Plan and investigate the potential to develop a multicultural hub	12.4.1 Identify potential funding sources	2013-14	Funding identified	DCCS	Meetings held with Victorian Multicultural Commission in December 2013, some potential funding identified but not within timeframes to apply. Cultural Planning run by MAV are working towards incorporation of diversity into Cultural Plans. Forums held in May, June and upcoming July 2014. Incorporation of diversity principles in Cultural Plan underway. Draft Plan to be reviewed by Leadership in February 2015.
CHW			12.4.2 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DCCS	No longer relevant
CHW			12.4.3 Apply for funding	2013-14	Application submitted	DCCS	No longer relevant
CHW			12.4.4 Secure funding	2013-17	Funding secured	DCCS	No longer relevant

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
CHW			12.4.5 Develop plan (including consultation)	2013-17	Plan is adopted by Council	DCCS	
CHW			12.4.6 Draw on findings of plan to determine need and location of multicultural hub	2013-17	Plan assesses requirement for multicultural hub	DCCS	Intended 2014-15 adoption by Council
CHW	Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.1 Develop an understanding of the cultural experiences currently available in the municipality	2013-14	Conduct audit and gap analysis of the cultural assets and experiences available	DCCS	A basic audit was carried out as part of the community consultation for the development of the Cultural Plan. A more detailed audit will be carried out within the next 12 months. Cultural team is involved with a MAV project to develop guidelines for cultural planning and incorporating diversity principles.
CHW			12.5.2 Development of Plan undertaken	2014-15	Community consultation, and prioritising of potential actions	DCCS	Community consultation has been completed. Plan is currently in draft format.
CHW			12.5.3 Development continues	2014-16	Community consultation, and prioritising of potential actions	DCCS	Ongoing.
CHW			12.5.4 Cultural Plan is completed and adopted	2015-17	Adoption of Plan by Council and	DCCS	Draft Cultural Plan has been presented to EMT. MCDL currently working on costings. Draft undergoing final proofing.
CHW	13. Aboriginal Identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.1 Upon completion of Aboriginal Community Planning process Review Aboriginal Partnership Plan	2014-17	Plan review completed to the satisfaction of Council and the Aboriginal community	DDP	Aboriginal Planning Officer currently developing Reconciliation and Aboriginal Community Partnership Strategy. Feedback obtained from Councillors at Assembly in December 2014. Feedback to be incorporated and Strategy due for completion March 2015.
CHW			13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	Actions completed	DDP	Reconciliation and Aboriginal Community Partnership Strategy to replace Aboriginal Partnership Plan. Will continue to be reported on.
CHW	Aboriginal Identity	13.2 Continued involvement in Aboriginal Strategic Placement program	13.2.1 Assist contracted employment placement provider to place Aboriginal jobseekers into employment by: providing advice on local Aboriginal issues: assist in completion of individual employment placement plans: assist with identification of employment opportunities: assist with post placement support: process payment of clothing and incidentals allowance	2014-16	Achievement of contracted employment placement and outcomes targets	DDP	Contracted employment placement and outcomes targets achieved on rolling process. New contract to extend funding entered into with State Government ONGOING
CHW	Aboriginal Identity	13.3 Be and active participant in the Aboriginal Community Planning processes throughout the Municipality	13.3.1 Encourage Local Indigenous Networks(LIN) in Robinvale and Swan Hill to consider completion of Aboriginal Community Plans	2013-14	Commitment gained from LIN to complete Aboriginal Community Plans	DDP	LIN commitment received. COMPLETED
CHW			13.3.2 Advise and assist LIN with the process and methodology to complete community plans	2014-16	Completion of community plans in Robinvale and Swan Hill	DDP	LIN Community Plans have been completed. These will be used as Community Plans. COMPLETED
Economic Growth (29 Strategic Initiatives:91+ Actions)							
EG	14. Creating population growth	14.1 Support the key initiatives arising from the Northern Loddon Mallee Regional Strategic Plan	14.1.1 Align the Council Plan with the objectives of the Regional Strategic Plan	2013-17	Council Plan endorsed and communicated to State Government	DDP	Completed. The next MSS review will highlight and provide strategic directions for this. COMPLETE AND ONGOING
EG			14.1.2 Participate in the review of the Strategic Plan	2016-17	Councils input is included in reviewed plan	DDP	Completed, Council adopted the plan in 2013. Council will participate on future reviews when initiated by the State Government.
EG			14.1.3 Pursue a position on steering committees of key projects within the Strategy	2013-17	Council is granted positions on Committees (eg Natural Gas study committee)	DDP	Council participating in the Northern Victorian Food Action Plan. Council also active in the Murray River Group of Councils and participating in the Murray Region Tourism Board. Councillors and Officers also involved in the review of the Loddon Mallee Region Strategic Plan in November 2014.

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EG	Creating population growth	14.2 Review of the Municipal Strategic Statement (MSS) with a view to encourage population growth	14.2.1 Commence MSS review	2014-17	MSS review report completed by end of 2015	DDP	MSS Review to be commenced in June 2015.
EG	Creating population growth	14.3 Investigate opportunities of accommodation and services being provided for displaced people	Liaise with key stakeholders to identify issues and possible actions.	2014-15	Results of investigation will be reported back to Council	DDP	
EG	15. Housing	15.1 Develop Rural Land Use/Living Strategy	15.1.1 Scoping paper to be developed	2013-14	Scoping paper approved by EMT and presented at Councillor Assembly	DDP	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED
EG	Housing	15.2 Adopt the Swan Hill Residential Housing Strategy and complete the planning scheme amendments	15.2.1 Respective Planning Scheme Amendments to be initiated	2014-15	Minister's authorisation for the amendment, public exhibition and subsequent processes. Approval of the Amendment	DDP	Swan Hill Residential Strategy adopted by Council at its Ordinary Meeting in March 2013. Large number of recommendations will be undertaken with the Development Plan for the SWDP. COMPLETED
EG	Housing	15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	2014-15	Revised MSS referral to the Minister	DDP	The Victorian Government is revising the structure of the Victorian Planning Provision which includes the MSS. Review on hold pending outcome of revision of VPP's. Council has written to the Department of Planning & Community Development outlining the delay. Victorian Government has provided 12 month extension on commencing review in line with changes to the VPPs.
EG	Housing	15.4 Investigate the connection of small towns to reticulated sewerage and potable water	15.4.1 Complete Rural Living/Land Use Strategy (including consultation)	2014-16	Rural Living/Land Use Strategy adopted by Council	DDP	Rural Land Use Strategy commenced. Will be required to be reviewed by EMT and Council. Currently underway.
EG			15.4.2 Draw on findings to identify towns	2014-15	Council recommendations adopted	ELT	Woorineen South feasibility study scoping paper completed and quotes being obtained to undertake the study. Working group, including community reps, has met on at least 2 occasions to assist with the scoping of the project which will commence in early 2015.
EG			15.4.3 Develop a project scope for feasibility study for identified towns.	2014-15	Completed project scope approved by EMT in consultation with Councillors	ELT	As above.
EG			15.4.4 Complete feasibility study	2014-15	Feasibility study adopted by Council	ELT	As above.
EG			15.4.5 If feasible, proceed to community consultation	2015-16	Completed consultation process for each town with evidence of input from all relevant sectors	ELT	
EG			15.4.6 Establish priority towns (council decision in conjunction with relevant community)	2015-16	Council adopted list of priority towns	ELT	
EG			15.4.7 Develop business case for preferred option for each town	2015-17	Adopted business cases for each town	ELT	As above
EG	16. Education/Skilling	16.1 Advocate for higher educational opportunities in our region	16.1.1 Engage with education providers and community representative bodies (MFC, School Boards, SuniTafe etc) to identify expansion opportunities	2014-16	Opportunities identified	CEO	Councillors and Officers toured Sunitafe Swan Hill Campus and on-going discussions with the providers in the region are continuing.
EG			16.1.2 Gain community involvement to assist the process	2015-16	Community Planning working parties established	CEO	
EG	Education/skilling	16.2 Promote the availability of local University access	16.2.1 Utilise Councils media presence to cross promote University accessibility	2013-17	University media exposure increased	DCS	
EG			16.2.2 Actively promote Councils cadetships, traineeships and apprenticeships	2013-17	Cadetships are linked to University opportunities available locally	DCS	Investigating cadetship funding through RDV. Scholarship students must meet RDV criteria
EG	Education/skilling	16.3 Provide access to a study common room and access to professionals for university students	Liaise with education providers and other stakeholders to identify opportunities.	2014-15	Opportunities are identified through discussions with local education providers	DDP	Discussions held with Sunitafe representatives however opportunities limited. Swan Hill Library provides study spaces in close within the CBD COMPLETED
EG	17. Attracting new business	17.1 Investigate new opportunities to support new business development	17.1.1 Implement actions of Economic Development Strategies	2013-17	Progress reports against various actions provided to Council	DDP	Implementation of EDS continues, reports provided to Council as actions are completed.

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EG			17.1.2 Identify suitable land parcels for new business	2015-17	Land use strategies are reviewed	DDP	Planning continues to support and facilitate new business through planning process, and is a part of day to day planning function.
EG			17.1.3 Review Economic Development incentives within strategies	2015-17	Incentives reviewed and altered where necessary	DDP	The Investment Attraction policy is in draft and is due to go to ELT in January 2015. Ongoing and will continue to be reported on.
EG	Attracting new business	17.2 Encourage the establishment of value adding industries	17.2.1 Undertake industry forums / discussions	2013-15	Regular discussions take place	DDP	A business event calendar for 2014/2015 has been developed and is being promoted monthly through the EDU newsletter. Regular business events are being held.
EG			17.2.2 Prioritise industries with greatest return	2014-16	Priorities established	DDP	Agribusiness leadership training provided in Robinvale in September, plans for a agricultural working group to be established.
EG			17.2.3 Seek State Govt assistance	2015-17	Grant applications successful	DDP	
EG	Attracting new business	17.3 Conduct and Business Expansion Attraction and Retention survey	17.3.1 Establish criteria for survey	2014-16	Survey Completed	DDP	Survey was conducted during May and June, report presented to Council in October 2013. COMPLETED
EG	Attracting new business	17.4 Continue to investigate options for renewable energy for the municipality	17.4.1 Complete a Study that explores opportunities to source renewable energy for Council operations	2013-14	Study completed and adopted by Council	DDP	Business case for solar installation on key Council buildings undertaken through the Central Victorian Greenhouse Alliance partnership. Further scoping works on three key sites commenced and will be reported on in February 2015.
EG			17.4.2 Implement preferred renewable energy options for Council	2014-17	Renewable energies projects delivered	DDP	New and upgraded solar water heating installed at Swan Hill Leisure Centre.
EG	Attracting new business	17.5 Encourage organisations to joint tender for works and services	17.5.1 Work with regions Councils to combine contracts and services	2013-17	Joint contracts established (eg road sealing, waste management)	DDP	
EG			17.5.2 Assist local business and tenderers to improve their tendering processes	2013-15	Increased success rate for local tenders	DDP	
EG	Attracting new business	17.6 Promote the benefits of the region as a place to live, work and invest	17.6.1 Participate in regional Expos	2013-17	Regular bookings established	DDP	Attended Regional Victoria Living Expo in April 2014. . Received 85 strong leads that are now being followed up. Officers to attend next expo in May 2015 ONGOING
EG			17.6.2 Support regional promotions of the municipality	2013-17	Advertising in regionally distributed publications continue, SH Inc television campaigns continue	DDP	Attending national events with the Murray Regional Tourism Board. ONGOING
EG			17.6.3 All Job Vacancies advertised with description on the regions benefits	2013-17	Standard template ad developed	DCS	Template developed and now used for all job vacancy advertsing. COMPLETED
EG	18. Existing Business Support	18.1 Assist local businesses to upskill and retrain their workforce	18.1.1 Establish specific skill shortages in the region	2013-14	Shortages identified	DDP	Strategies identified in the Swan Hill Region Workforce Development Strategy adopted by Council November 2013. Implementation to commence in 2014. COMPLETED
EG			18.1.2 Support regional training opportunities	2013-17	Council staff participate in regional training	DDP	AussieHost delivered in conjunction with Swan Hill Inc to local business. Regional training- QBE Work Cover for managers and Meerkin and Apel Industrial relations training delivered to multiple industries March 13. COMPLETE AND ONGOING
EG	Existing Business Support	18.2 Investigate opportunities arising from the Murray Darling Basin Plan	18.2.1 Support proposals that provide for economic infrastructure upgrades (natural gas)	2014-17	Regional funding applications lodged	DDP	Funding opportunities coming from the MDBP have been limited. No funding rounds have been released and Council has been unable to make any funding applications. COMPLETED
EG			18.2.2 Continue to work collaboratively with MRGoC on basin plan submissions	2013-17	MRGoC regular meetings with State and Federal Ministers	DDP	Council has participated in the MRGoC meeting and has been involved in delegations to meet with State and Federal elected representatives including Ministers. COMPLETED

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EG	Existing Business Support	18.3 Review of Special rates and Levies to support marketing activities	18.3.1 Review effectiveness of existing Special Marketing Rate and determine whether to continue	2013-14	Council decision on continuation of Special Marketing Rate determined	DDP	Special Marketing Rate declared at the April 2014 Council meeting. COMPLETED
EG			18.3.2 Review and update Deed between Council and Swan Hill Inc	2013-14	Deed reviewed and agreed by Council and Swan Hill Inc	DDP	Deed has been reviewed, finalised and signed. COMPLETED
EG			18.3.3 Undertake Statutory Process to establish a Special Marketing Rate	2013-14	Statutory Process Complete	DDP	COMPLETED
EG			18.3.4 New Special Marketing Rate in place	2013-14	Special marketing Rate included on Rate Notices	DCS	Special Rate declared on 15 April 2014 for the period of 1 July 2014 to 30 June 2019. COMPLETED
EG	Existing Business Support	18.4 Develop and implement a Workforce Development Strategy	18.4.1 Develop Steering Committee to manage strategy development	2013-14	Committee established	DDP	Steering committee established in early 2013. COMPLETED
EG			18.4.2 Appoint consultancy to facilitate strategy development	2013-14	Consultant appointed	DDP	Workforce Planning Australia appointed in March 2013. COMPLETED
EG			18.4.3 Undertake strategy development	2013-14	Strategy completed	DDP	Swan Hill Region Workforce Development Strategy adopted by Council November 2013. COMPLETED
EG	19. Infrastructure	19.1 Commence implementation of Swan Hill and Robinvale Riverfront Plans	19.1.1 Identify individual projects within Master Plan	2013-14	Implementation program developed.	DDP	Funding for Swan Hill Riverfront projects applied for. COMPLETED
EG			19.1.2 Allocate resources and schedule implementation of Master Plan	2013-14	Resources allocated and schedule developed	DDP	Steering committee has met on numerous occasions to keep projects moving. Riverfront has a dedicated staff member who oversees the implementation of the masterplan. COMPLETED
EG			19.1.3 Update Major Projects plan in accordance with Implementation Plan	2013-14	Major Projects Plan updated	DDP	Major project plan has been updated with projects and spending has been identified across the coming 10 years. COMPLETED
EG			19.1.4 Develop detailed designs and costings for projects	2013-17	Projects completed in accordance with timelines	DDP	Projects completed and underway across the riverfront including pathways, park furniture and strategies.
EG			19.1.5 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	Funding has been secured throughout the year including funding for the Heartbeat of the Murray Experience. Work will continue post the Victorian State election and the election of a new government to determine any funding streams as they become available. Funding identified from Healthy Communities Initiatives, Department of Justice, Putting Locals First and Dept Recreation and Sport.
EG			19.1.6 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	Councils 15/16 budget being drafted and riverfront has been identified in the Major Projects Plan for funding.
EG	Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.1 Swan Hill modernisation plan approved by Federal Funding body	2013-14	Notification from GMW connections program and Federal Govt.	DI	Notification received. Continued negotiations with GMW Connections Program. Project to be completed by 2017. COMPLETED
EG			19.2.2 Identify parcels of land suitable for development as public space or residential development	2013-15	Parcels of land and ownership of land identified	DI	Currently awaiting implementation plan from GMW
EG			19.2.3 If continuous length of land is available, complete a Masterplan for its complete development.	2013-15	Plan completed	DI	As above
EG			19.2.4 Engage with community on best use for community owned land	2014-16	List of suitable options identified for costing	DI	Process to commence once the implementation timetable is established by GMW
EG			19.2.5 Identified projects designed and included in Major Projects Plan	2015-16	Projects included in plan	DI	As above
EG			19.2.6 Modernisation undertaken, Channel decommissioned.	2016-17	Channel removed in Swan Hill and along Karinie Street, works completed on Tyntynder Flats	DI	All works to be completed by 2017
EG			19.2.7 Gain ownership of the available land for future development	2016-17	Titles obtained / acquired	DI	

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EG	Infrastructure	19.3 Actively pursue opportunities for regional focused infrastructure	19.3.1 Secure support from regional bodies (MRGoC, NW municipalities, Murray Tourism Board, RMF, Cent Murray Transport Forum etc)	2013-17	Written confirmation of support from various groups	DI	Completed study into freight intermodel opportunities for the region via the Central Murray Regional Transport Forum. Murray Basin Freight and Logistics study completed, to which Council lodged a submission in conjunction with Central Murray Regional Transport Forum. Regional rail improvements commitment from State Government of \$220 million
EG			19.3.2 Identify regional projects within Northern Loddon Mallee Strategic Plan	2013-17	Projects promoted as key initiatives of the plan.	DI	Passenger rail advocacy efforts being undertaken by Loddon Mallee Councils.
EG			19.3.3 Create partnerships within region	2013-17	Agreements in place	DI	Submission lodged to Murray Basin freight strategy on behalf of CMRTF. Advocacy strategy developed to promote the best regional option. Advocacy strategy also developed to promote increased Passenger rail for the region.
EG			19.3.4 Identify funding sources	2013-17	Sources identified	DI	Funds for Rail study received from DoT and RDV.
EG			19.3.5 Utilise shared services agreements for infrastructure improvements	2016-17	Agreements in place	DI	
EG			19.3.6 Complete business cases to justify regional investment	2016-17	Value adding opportunities identified and prioritised	DI	
EG	Infrastructure	19.4 Implement outcomes of the review of the Swan Hill Regional Livestock exchange	19.4.1 Council endorsement of Functional Design Plan for the Livestock Exchange	2013-14	Endorsement of Plan	DI	Functional Design plan completed and received by Council- Feb 2013. COMPLETED
EG			19.4.2 Subdivision and sale of surplus land	2013-14	Land sold	DI	Remediation works of contaminated ground completed.
EG			19.4.3 Identify and Apply for funding	2013-14	Application submitted	DI	Commenced works to subdivide saleable land to assist in funding the redevelopment of the facility.
EG			19.4.4 Secure funding	2013-15	Funding secured	DI	Application for funds from "Stronger Regions Fund" delayed until May 2015.
EG			19.4.5 Prioritise Investment	2014-17	Priority projects commenced	DI	
EG			19.4.6 Functional Design Plan Review of progress to date	2016-17	Review and re-prioritisation completed	DI	Currently negotiating with livestock agents on priorities to assist in hosting more regular sales.
EG	Infrastructure	19.5 Investigate the possibilities for railhead and rail freight centres in the municipality	19.5.1 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DI	Central Murray Regional Transport Forum intermodel opportunity study completed. COMPLETED
EG			19.5.2 Apply for funding	2013-14	application submitted	DI	Funding received from RDV and DoT. COMPLETED
EG			19.5.3 Secure funding	2013-15	Funding secured	DI	As above. COMPLETED
EG			19.5.4 Conduct a demand assessment (both current and future) that identifies types and destinations of freight	2014-16	Demand assessment completed	DI	CMRTF study to identify investment opportunities complete. DTPLI study into freight also complete. COMPLETED
EG			19.5.5 Conduct assessment of appropriate locations including associated road assets including costings	2015-17	Sites identified	DI	As above. COMPLETED
EG	Infrastructure	19.6 Monitor opportunities for the potential of new Municipal Offices in Swan Hill and Robinvale as part of mixed use development	19.6.1 Monitor developments and land availability in Swan Hill and Robinvale for any opportunities that may arise	2013-17	Possible co-location and/or acquisition of land discussed with Council.	DCS	No opportunities have presented at this stage
EG	Infrastructure	19.7 Implement staged redevelopment of the Pioneer Settlement	19.7.1 Identify funding source and apply for funding for stage 1.2 works	2013-14	Application submitted	DDP	Funding opportunities continue to be sourced. Funding has been secured for the Heartbeat of the Murray experience, which will be a major focus for 2015. COMPLETED
EG			19.7.2 Secure funding	2013-14	Funding secured	DDP	As above. COMPLETED

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EG			19.7.3 Tender and construct stage 1.2 works(which includes new steam work shop, men's shed and workshops)	2013-14	Building completed	DDP	Construction plans completed, awaiting funding prior to tendering . Note: buildings could be constructed in modules. Men's Shed has been completed by stabilising and fitting out an existing building on site. COMPLETED
EG			19.7.4 Identify funding source and apply for funding for New Evening Product (Replacement of old sound & Light show)	2013-15	Application submitted	DDP	Funding Recieved - Murray - Darling Basin Regional Economic Diversification Program (vic). Contract has been awarded. COMPLETED
EG			19.7.5 Secure funding	2014-15	Funding secured	DDP	As above. COMPLETED
EG			19.7.6 Develop and install new Evening Product	2014-15	Installation complete	DDP	Installation to commence in January 2015.
EG			19.7.7 Identify funding source and apply for funding for stage 2 works	2015-16	Application submitted	DDP	
EG			19.7.8 Secure funding	2016-17	Funding secured	DDP	
EG			19.7.9 Review Pioneer Settlement Master Plan and prioritise future works	2016-17	Council adopt reviewed plan.	DDP	
EG	Infrastructure	19.8 Advance outcomes of Central Murray Regional Transport Study	19.8.1 Maintain membership of Forum group	2013-17	CEO and Councillor membership confirmed and commitment to provide technical expertise	DI	Council currently chairs and provides admin for forum. COMPLETED
EG			19.8.2 Prioritise projects according to regional industry need	2013-15	Agreement from regions transport sector on priorities	DI	Commissioned study into Inter-modal development. COMPLETED
EG			19.8.3 Working groups established to direct various projects	2013-15	Working groups established	DI	Group established and meetings held in mid 2013. COMPLETED
EG			19.8.4 Lobby State(s) and Federal members for support of projects	2015-17	Support received	DI	Funds received from Dept of Transport and RDV for Inter-modal study. COMPLETED
EG	Infrastructure	19.9 Pursue funding for a levee bank at Robinvale	19.9.1 Complete Cultural Heritage Management Plan	2013-14	Plan completed	DI	CHMP Plan completed July 2013 and draft plans completed August 2013. COMPLETED
EG			19.9.2 Complete detailed design	2013-14	Design Completed	DI	Design complete and Cultural Heritage Management Plan completed COMPLETED
EG			19.9.3 Develop applications to Federal Departments	2014-15	Application lodged	DI	Funding application to be developed during 2015
EG			19.9.4 Place project in Major projects Plan	2015-16	Project included	DI	Project in Major Projects Plan year 3 COMPLETED
Environmental Management (6 Strategic Initiatives : 13 Actions)							
EM	20. Contributing to good environmental outcomes for the Natural Environment	20.1 Active involvement in external discussions that effect the Murray River, its tributaries and lake systems	20.1.1 Maintain membership of Murray Darling Association	2013-17	Councillor nominated as representative	CEO	Membership of Murray Darling Association has been maintained. Cr Crowe was been nominated as Council's representative at the Statutory Meeting on 11 November 2014. ONGOING
EM			20.1.2 Support regional submissions to Federal agencies via Murray River Group of Councils	2013-17	Submissions lodged and reported to Council	CEO	SHRCC was chairing the Murray River Group of Councils for 12 months until November 2014. Council supported the group in visits to Canberra and in meetings with State and Federal politicians. ONGOING
EM	Contributing to good environmental outcomes for the Natural Environment	20.2 Within available external funding, complete the restoration of the Lake Boga foreshore to pre-flood condition or better	20.2.1 Determine foreline stabilisation works unfinished (if any)in 2012/13 financial year	2013-14	Status of works assessment completed	DI	All restoration works that were funded have been completed. COMPLETED
EM			20.2.2 Instruct contractor to complete works as soon as possible	2013-14	Works completed	DI	As above. COMPLETED
EM	21. Regulation and management of the built environment	21.1 Implementation of Waste Management Plan	21.1.1 Review current Waste Management Plan; 1.Update Data inline with current practices and waste service contracts 2.community engagement	2013-15	EMT approval of Review	DI	Current Waste Management Plan reviewed with all data entry updated. Invitation of quotation / Expression of interest has been drafted around set criteria, complementing Council's needs and vision.

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Comments as at 31 December 2014
EM			21.1.2 Implementation of Capital Works/ Improvement Program; design & Investigation approvals & Permits contracts & work programs construction	2013-17	Capital Works/ improvements completed/ in place	DI	Distributed inline with needs to ensure constant increment in garbage collection rate on rate payers. ONGOING
EM			21.1.3 Conduct Feasibility Study for the construction of Transfer station at Swan Hill Landfill	2013-15	Feasibility Study Completed	DI	Council was successful in its application for grant funding (\$190k from State Government) for the construction of a transfer station in Swan Hill Landfill. COMPLETED
EM			21.1.4 Implementation of Progressive rehabilitation and aftercare program to Council's Landfill sites	2013-17	Ongoing Reporting on the completion of rehabilitation staging	DI	Stage 1A capping has been completed. Stage 2A scheduled to be completed this financial year.
EM	Regulation and management of the built environment	21.2 Expand the Green waste collection Service	21.2.1 Conduct Investigation & Data collection; 1. Waste Volume / tonnage 2. Mulching Price 3. distance between source of collection and final destination 4. Identify alternative methods/means of collecting the green waste from small communities	2013-14	Data Review/Collection	DI	Green waste collection scheme has continued to grow.Approx 260 new customers since initial commencement. Investigated possibilities of expanding service to Robinvale and Lake Boga. It was detrmind more interest will need to be generated (eg promotion, information brochures) to increase numbers to make service viable. COMPLETED
EM			21.2.2 Identify target locations and develop promotions, marketing, and education plan.	2014-15	Increased demand for the service	DI	Investigation will be launched around extending the service to Robinvale and Lake Boga.
EM	22. Promote and advocate sound environmental practices	22.1 Continue to lobby for a state-wide container deposit scheme	22.1.1 Contribute to Regulatory Impact Statements (RIS) via the MAV	2013-14	Submissions to the RIS via MAV	DI	This activity will be undertaken via the Central Murray Regional Waste Management Group. COMPLETED
EM			22.1.2 Continue to provide waste data as requested to assist scheme development	2013-16	Data provided as requested	DI	
EM	Promote and advocate sound environmental practices	22.2 Complete Rural Land Use/Living Strategy that considers the potential impact of dewatered land and a changing climate	22.2.1 Scoping paper to be developed.	2013-14	Scoping paper approved by EMT and Councillors through Councillor Assembly	DDP	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED