

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 March 2015
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	DM	Y	Panel Report for the South West Development Precinct amendments was received on 9 February 2016. Council has decided to make the report public on 1 March 2016. Council report and attachments adopted at the March Council Meeting. All documentation now submitted to the Minister for approval.
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	EPAM	Y	Works completed in May 2014.
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	ECDM	Y	The Investment Attraction Policy adopted at Council's September 2015 meeting. COMPLETED
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	ECDM	Y	Renewal works completed to the amount of the available funds. COMPLETED
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	ECDM	Y	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	ECDM	Y	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 : 44 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	ODM	Y	Communication Strategy adopted at July Council Meeting. COMPLETED
GL			1.1.2 Progressively implement actions from revised strategy	2015-17	Half yearly report of achievement of Strategy will be presented to Council	DCS	ODM	CO	Communication Strategy update reported to ELT in Dec 2015
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 ELT and Council	2013-17	Annual report to Council presenting Survey results and recommendations	DCS	ODM	CO	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 2014 as per CEO's request 4. State Government Community Satisfaction Survey result presented to ELT 1 June. Presented at Councillor Assembly 30 June 5. 2016 Community Survey underway. 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	ODM	CO	Service levels are reviewed as part of the annual budget process. ONGOING
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	ODM	CO	August 2013 December 2013, April 2014, August 2014, December 2014, March 2015, April 2015, July 2015, December 2015 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	ITM	CO	IT Strategy actions from the previous IT Strategy are complete. A new IT Strategy is now being developed to underpin the objectives of the new Council Plan. ONGOING
GL			1.4.2 Develop Customer Service Strategy	2014-15	Customer Service Strategy developed, including Customer Service Charter.	DCS	ODM		Charter adopted Draft Customer Service Strategy presented at Council Assembly on 29/3/16. Actions already implemented include: 1. 45 employees have completed Customer Service Training 2. Improved the After Hours Call Out Service 3. Improved Website accessibility 4. Linked the After Hours Call Centre action requests to the Service Request System 5. Expanded the Service Request system to cover animal control, building maintenance, Customer Service. Draft presented to ELT Nov 15, presented to LT Feb 24. 6. Presented to Council Assembly on 29/3/16.

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	ODM	Y	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	ODM	Y	Social Media sites (Facebook and Twitter) launched 1 October 2013. COMPLETED
GL			1.5.3 Launch new Council Website	2013-14	New Website live and active	DCS	ITM	Y	Website launched 1 October 2013. COMPLETED
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	ITM	CO	All web content now goes through a six monthly review to identify content due for update. An automated review and approval process follows. Syndication has now been installed on all but one of the Council web sites. 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	ODM	CO	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	ODM	CO	12 staff completed at the end of 2012. Training due April 2016 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	ODM	Y	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	ODM	Y	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	ODM	Y	Staff Code of Conduct reviewed. COMPLETED
GL			2.1.4 Adopt revised Staff Code of Conduct	2015-16	Revised Code adopted by ELT	DCS	ODM	Y	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 ELT	DCS	ODM	Y	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	ODM	CO	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	DCS	Y	Review has commenced. Report presented to Councillor Assembly in February 2015. COMPLETED
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	DCS	Y	Review is complete. Now compiling and confirming title details. Report presented to Councillor Assembly in September 2015. COMPLETED
GL			3.2.3 Prepare a disposal strategy for any surplus land	2014-15	Strategy prepared and approved by Council	DCS	DCS	CO	Piangil Hall, former Piangil MCH building and Waitchie Hall have been sold. High priority properties identified for disposal are currently being prepared for sale. ONGOING
GL			3.2.4 Implement the Disposal Strategy as appropriate	2014-17	Surplus land progressively disposed of	DCS	DCS	CO	Piangil Hall, former Piangil MCH building and Waitchie Hall have been sold. High priority properties identified for disposal are currently being prepared for sale. ONGOING
GL			3.2.5 Pursue acquisition and/or control of land identified as being required	2014-17	Appropriate land progressively acquired	DCS	DCS	CO	77 Bromley Road acquired. Negotiating the acquisition of two other sites ONGOING
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	ODM	Y	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	ODM	Y	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	ODM	Y	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. COMPLETED

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	ODM	Y	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 ELT	DCS	ODM	Y	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	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice and regular case conferences with QBE. COMPLETED
GL			4.2.3 Implement recommendations to address top 5 issues identified in the report.	2015-16	Recommended actions complete	DCS	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice, regular case conferences with QBE. COMPLETED
GL			4.2.4 Implement recommendations to address top 5 issues identified in the report.	2016-17	Recommended actions complete	DCS	ODM		
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	CSRC	CO	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	AC		
GL			5.1.3 Prioritise a program of meeting with various organisations to negotiate consolidating resources	2015-16	Program developed	DI	AC		
GL			5.1.4 Assess infrastructure consolidation	2014-17	Program for rationalisation approved	DI	AC		
GL			5.1.5 Negotiate shared resourcing with organisations	2014-17	Outcomes of negotiations approved by Council	DI	AC		
GL	Nurturing critical external relationships	5.2 Identify opportunities to nominate Council for industry recognition	5.2.1 Report to ELT & Council as opportunities arise and seek endorsement	2013-17	Nominations approved	DCS	DCS	CO	Four projects nominated for LGPro Awards for Excellence of which three were successful. 1. LGPro 2014 Awards for Excellence Sustainability, Initiative - Youth Leading the Mallee Project. 2. Community Access & Infrastructure Initiative 1.5 million and under - George Lay Park Redevelopment. 3. Young Achievers Category - Erin Raggatt ONGOING
GL			5.2.2 Maintain membership of professional and peak bodies	2013-17	Nominations lodged with various industry organisations	ELT	ELT	CO	4 new memberships with LGPro and 1 membership with Australian Human Resource Institute. Maintained membership of MAV, Rural Council's Victoria, North West Municipalities and Murray Group of Councils 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	ELT	CO	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	CEO	CO	Joint tour of Murray Downs and Swan Hill with Wakool Shire in January 2014. Balranald Municipal Visit: Tuesday 14 April 2015 Wakool Municipal Visit: 12 May 2015 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	CEO	CO	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	CEO	CO	A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGC) that was scheduled for November 2014 has been postponed. ONGOING
GL			5.4.5 Industry based discussions held with Council staff and industry reps	2013-17	Meetings scheduled	CEO	CEO ELT	CO	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	CPO	CO	Projects continue to be implemented throughout the municipality including the planning for three walking tracks and various community gardens among others. 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	CPO	CO	Robinvale Community Plan draft about to be released. Woorinen Community Plan review about to begin with new executive team. 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	FYCSM		Provision for new Youth Strategy included in draft Major Projects Plan. Project readvertised in February 2015. Consultant appointed in March 2015 and work has commenced. Project has advanced with Draft review and draft new Youth Strategy developed and was presented to Cr Assembly 23 June 2015. Youth Strategy presented to Council Meeting on 22/09/2015 - not enough Cres for a quorum. Strategy to be presented in October 2015. Strategy presented and adopted by Council in October 2015. Youth Action Plan listed for Council Assembly on 19 April 2016.
CHW			7.1.2 Determine Council responsibilities and prioritise for resource allocation.	2013-14	Council responsibilities and priorities determined, and resource allocation complete.	DCCS	FYCSM		Annual Operational Plan has been prepared and circulated to ELT and Crs
CHW			7.1.3 Implementation of Actions	2014-16	Identified Actions are resourced and completed	DCCS	FYCSM		Annual Operational Plan has been prepared and circulated to ELT and Crs
CHW			7.1.4 Review of the Action Plan	2016-17	Process for continual review undertaken and agreed, resources allocated.	DCCS	FYCSM		
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	FYCSM	Y	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 in September 2014. COMPLETED
CHW			8.1.2 (For example) Seek the establishment of a Headspace in Swan Hill.	2014-15	A Headspace is established	DCCS	FYCSM	Y	It was announced in October 2014 that a new Headspace Centre will be located in Swan Hill and is due to be open in 2015. Medicare Local has agreed to be the lead agency and business plan has been submitted by Medicare Local in April 2015. COMPLETED
CHW			8.1.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	FYCSM		
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	FYCSM	Y	Council's participates actively in various working parties, and CEO is a member of the Executive Coalition - the governance structure of the Swan Hill Interagency Youth Service System. COMPLETED
CHW			8.2.2 Implement the agreed actions which are Council responsibility	2014-15	Actions are implemented within budget and to agreed timelines	DCCS	FYCSM	Y	CEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. COMPLETED
CHW			8.2.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	FYCSM	CO	Director is a member of the Swan Hill Youth Mental Health Executive Coalition and also Headspace Consortium which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. ONGOING
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 ELT and Council	DCCS	CCSM	Y	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. COMPLETED
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	CCSM	Y	Communication plan developed to inform community about HACC/HSP service changes. Community has been consulted. COMPLETED
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	CCSM	Y	Transition to Commonwealth systems to be phased approach over 2015/16 year. Internal processes are in place. COMPLETED

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	CCSM		First phase of reduction in CHSP achieved with service hours target met in 2014/15. Targets and strategies identified for second phase of program transition in 2015/16.
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	FYCSM	Y	Early Years Plan remained in draft form, however all actions in the draft have been further developed and worked through since 2012. Initiatives have included restructure of Council's early years' services, Nyah West project, greater coordination of kindergarten services, and continuing work to develop staff professional skills. Council may decide to fund a formalised Early Years Plan in future, a proposal will be presented as part of the Major Projects Plan review for 2016 onwards. COMPLETED
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	FYCSM	Y	As above COMPLETED
CHW			9.2.3 Action - to be identified	2014-15	Project is scoped, outcomes determined and community benefit measurable.	DCCS	FYCSM	Y	As above COMPLETED
CHW			9.2.4 Funding sought for action/project	2014-15	Funding is sourced and received	DCCS	FYCSM	Y	As above COMPLETED
CHW			9.2.5 Completion of action/project	2015-17	Action/project completed.	DCCS	FYCSM	Y	If a new plan is developed further projects may be identified. COMPLETED
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	RAC	Y	Of 20, 17 have been addressed .The 3 outstanding actions are not able to be addressed due to the unavailability of the specialist required. These 3 actions will be included in the new Disability Action Plan. COMPLETED
CHW			9.3.2 Implement actions from Objective 2 - Council Employment Services	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 5 actions, 3 have been addressed and 2 will be included in the next disability plan 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	RAC	Y	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	RAC	Y	Of 15 actions, 12 have been addressed. 3 will be included in the next disability plan. 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	DI DCCS		Cultural Plan currently in draft form. 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	DI DCCS		
CHW			10.1.3 Evaluation of effectiveness	2015-17	The process is evaluated and refined accordingly.	DCCS	DI 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	DI	Y	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	DI	Y	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	PHRSC	Y	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	DI DCCS	CO	CCTV network extended to include cameras at the clock tower, and increasing the range of the cameras along Campbell street. Have also installed cameras in Perrin Street Robinvale. COMPLETED AND ONGOING
CHW			10.4.2 CLASP program outcomes	2013-17	CLASP program successfully completed and outcomes achieved	DCCS	DI DCCS	Y	CLASP program expired 30 June 2014. All indications are that it has been a success. COMPLETED

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	DI DCCS	CO	Worked with Police Community Safety Committee to develop Dept Justice grant for August 2015 submission, which was successful for lighting. 2016 Police Community safety priorities reviewed at meetings in early 2016.
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	N/A	N/A	No longer required.
CHW			11.1.2 Identify potential funding sources	2013-14	Funding identified	DCS	N/A	N/A	No longer required.
CHW			11.1.3 Apply for funding	2013-14	Application submitted	DCS	N/A	N/A	No longer required.
CHW			11.1.4 Secure funding	2013-14	Funding secured	DCS	N/A	N/A	No longer required.
CHW			11.1.5 Tender for works	2014-15	Tender issued	DCS	N/A	N/A	No longer required.
CHW			11.1.6 Complete construction of wetlands	2015-16	Construction complete	DCS	N/A	N/A	No longer required.
CHW			11.1.7 Develop specification for next stage of works	2015-16	Specification complete	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.8 Identify potential funding sources	2015-16	Funding identified	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.9 Apply for funding	2016-17	Application submitted	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.10 Secure funding	2016-17	Funding secured	DCS	CSC	Y	All actions from Masterplan now complete. COMPLETED
CHW			11.1.11 Tender for works	2016-17	Tender issued	DCS	CSC	Y	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	CDRC	Y	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	CDRC	Y	Meetings of all stakeholders conducted. COMPLETED
CHW			11.2.3 Develop communications plan	2013-14	Communications Plan Developed	DI	CDRC	Y	Communications Plan Developed. COMPLETED
CHW			11.2.4 Complete Master Plan and seek Council adoption	2013-14	Masterplan completed and adopted by Council	DI	CDRC	Y	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	CDRC	Y	Projects identified. COMPLETED
CHW			11.3.2 Allocate resources and schedule implementation of Master Plan	2013-14	Resources allocated and schedule developed	DI	CDRC	Y	Schedule developed. COMPLETED
CHW			11.3.3 Update Major Projects plan in accordance with Implementation Plan	2013-14	Major Projects Plan updated	DI	CDRC	Y	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	CDRC		1. Scoped Swan Hill Boat Ramp Extensions, Car Park, Public Toilets project. 2. GrainCorp - having an internal meeting to discuss Monash Drive site Thursday 17 March. 3. Outdoor furniture including new seats have been painted by the Work for the Dole work crew. 4. Consultants appointed to design the Active Play Precinct Plan. 5. A number of events held in Riverside Park including a monthly farmers market, triathlon 400 participants (P) colour your run 1200 P, 40 P committed to a six week 2/4km walk/run fitness program.
CHW			11.4.2 Encourage and facilitate private sector investment in Riverfront.	2013-17	Develop prospectus for key assets within the Riverfront.	DDP	CDRC		Commercial Development Strategy brief and EOI completed and submitted to RDV (IP)
CHW			11.4.3 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	CDRC		1. 2nd grant submitted for Commercial Development Strategy. 2. Scoped and submitted 1 of 2 applications for the Swan Hill Boat Ramp Extensions, Car Park, Public Toilets project. Application successful pending second applications success . 3. Riverfront Trial Stage 2 grant application successful
CHW			11.4.4 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	CDRC		Budget Continues to be monitored

CHW	Facilitate and provide services for health and well being	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	PHRSC	CO	Report presented to Council Assembly 23 June 2015. 2015 review to be presented at the March/April 2016 Council Assembly ONGOING
CHW			11.5.2 Continuous review/update of the Public Health and Wellbeing Plan	2013-17	Relevant updates included in the PHWP	DDP	PHRSC	CO	Annual review complete. Report on review presented at Council Meeting on 21 July 2015. Annual review to be reported at the March/April 2016 Council Meeting ONGOING
CHW	Facilitate and provide services for health and well being	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	ECDM	Y	Options considered. COMPLETED
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	EPAM	Y	The construction of eight bus shelters has been included in the major projects plan and budgeted for over the next four years. COMPLETED
CHW			11.7.2 Determine the standards of construction of bus shelters and the optimum locations within the municipality	2013-14	Information received	DI	EPAM	Y	As above. COMPLETED
CHW			11.7.3 Obtain cost estimates and investigation of possible funding options	2013-14	Information received	DI	EPAM	Y	As above COMPLETED
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	ECDM		Co-location opportunities identified with the Swan Hill Pony Club. Further discussion required. Co-location/facility sharing will be further investigated with the Master Plan for the Chisholm Reserve currently being developed and any other Master Plan undertaken in the future.
CHW			11.8.2 Regular discussions with State Government authorities	2014-17	Updates provided at Councillor Assemblies	DDP	ECDM		
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	DCCS		Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November, concluding in February 2015. Update with Gallery Advisory Committee June 2015, ELT review of project 22 June, Cr Assembly discussion November 2015. Identification of other sites included in Riverfront Prospectus project December 2015.
CHW			12.1.2 Identify funding sources	2016-17	Funding sources are identified	DCCS	DCCS		Major Projects Plan reviewed with no changes at this stage. Meetings with Creative Victoria, confirmed key contacts from RDV for confirmation of funding in 2017-2020 period. Next steps dependent on Council decision to redevelop current site or alternative greenfield development option from Riverfront Prospectus.
CHW			12.1.3 Seek funding for development	2016-17	Funding is received for development to match Council Major Projects contribution	DCCS	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	DCCS	Y	Early Years Services under review, and Community Care responding to State Diversity Framework. COMPLETED
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	DCCS		Cultural Plan in final draft, delayed by team restructure. Final draft of Cultural Plan to be reviewed by Council in mid 2016.
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	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	CDLM	Y	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 linked to Food and Wine Festival, greater local business participation.	DCCS	CDLM	Y	Will be pursued as opportunities arise. Review completed. Recommendation that the Harmony Day and Food and Wine Festival events remain separate COMPLETED

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	DCCS	CDLM	Y	Harmony Day will not happen at a time suitable for linking with the Pioneer Settlement and Art Gallery celebrations
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	CDLM	Y	Record number of stalls have been registered for Harmony Day 2016
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	DCCS	Y	Community consultation has been completed. Draft Plan is being finalised. COMPLETED
CHW			12.4.2 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DCCS	DCCS		Ongoing.
CHW			12.4.3 Apply for funding	2013-14	Application submitted	DCCS	DCCS		Draft Cultural Plan has been presented to LT. Draft undergoing final proofing.
CHW			12.4.4 Secure funding	2013-17	Funding secured	DCCS	DCCS		as above
CHW			12.4.5 Develop plan (including consultation)	2013-17	Plan is adopted by Council	DCCS	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	DCCS		Intended 2014-15 adoption by Council, delayed until 2016 with incorporation into Cultural Plan. This action forms one potential initiative for the Plan.
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	CDLM		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	CDLM	Y	Community consultation has been completed. Plan is currently in draft format. COMPLETED
CHW			12.5.3 Development continues	2014-16	Community consultation, and prioritising of potential actions	DCCS	CDLM		Ongoing.
CHW			12.5.4 Cultural Plan is completed and adopted	2015-17	Adoption of Plan by Council and	DCCS	CDLM		Draft Cultural Plan has been presented to LT. Draft is undergoing further modifications. Waiting on final feedback from DCCS
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	ECDM		Aboriginal Planning Officer currently developing Reconciliation and Aboriginal Community Partnership Strategy. Feedback obtained from Councillors at Assembly in December 2014. Feedback also being sought from the Local Indigenous Network.
CHW			13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	Actions completed	DDP	ECDM		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	ECDM	CO	Contracted employment placement and outcomes targets achieved on rolling process. Contracts 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	ECDM	Y	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	ECDM	Y	LIN Community Plans have been completed. These will be used as Community Plans. COMPLETED

Economic Growth: 29 Strategic Initiatives - 96 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	DM	CO	The next MSS review will highlight and provide strategic directions for this. Review of the Swan Hill Planning Scheme (including the MSS) is to commence in June/July 2015. COMPLETED AND ONGOING
EG			14.1.2 Participate in the review of the Strategic Plan	2016-17	Councils input is included in reviewed plan	DDP	DM	Y	Completed, Council adopted the plan in 2013. Council will participate on future reviews when initiated by the State Government. Plan endorsed at March Council Meeting 2015. COMPLETED
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	DDP		Ongoing. Councillors and Council Officers have been involved with the development and implementation of a number of projects from the Regional Strategic Plan e.g. Natural gas study and subsequent roll-out. Officers will continue to pursue opportunities on regional working groups for priority projects.
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	DM	Y	The Review of the Swan Hill Planning Scheme has been adopted by Council and was sent to the Minister for Planning as per the requirements of the Planning and Environment Act 1987. COMPLETED
EG	Creating population growth	14.3 Investigate opportunities of accommodation and services being provided for displaced people	14.3.1 Liaise with key stakeholders to identify issues and possible actions.	2014-15	Results of investigation will be reported back to Council	DDP	DM		No update. No budget allocation in the 2015/16 financial year.
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 ELT and presented at Councillor Assembly	DDP	DDP	Y	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED
EG			15.1.2 Complete Rural Living/Land Use Strategy (including consultation)	2014-16	Rural Living/Land Use Strategy adopted by Council	DDP	DM		Works on the Swan Hill Rural Land Use Strategy have commenced. RMC Consulting has been appointed to undertake the work. Consultations with Councillors and internal staff have been completed. The draft strategy is expected to be exhibited April/May 2016.
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	DDP	Y	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	DDP		Review of Planning Scheme completed and submitted to the Minister. Rural Land Use Strategy and Car Parking Strategy currently underway and will be complete prior to end of the 15/16 financial year. Once these documents are complete the MSS will be updated.
EG	Housing	15.4 Investigate the connection of small towns to reticulated sewerage and potable water	15.4.1 Draw on findings to identify towns	2014-15	Council recommendations adopted	ELT	ELT		Woorinen 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 2015. Draft strategy completed.
EG			15.4.2 Develop a project scope for feasibility study for identified towns.	2014-15	Completed project scope approved by ELT in consultation with Councillors	ELT	ELT		As above.
EG			15.4.3 Complete feasibility study	2014-15	Feasibility study adopted by Council	ELT	ELT		As above.
EG			15.4.4 If feasible, proceed to community consultation	2015-16	Completed consultation process for each town with evidence of input from all relevant sectors	ELT	ELT		
EG			15.4.5 Establish priority towns (council decision in conjunction with relevant community)	2015-16	Council adopted list of priority towns	ELT	ELT		
EG			15.4.6 Develop business case for preferred option for each town	2015-17	Adopted business cases for each town	ELT	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	CEO ELT		Councillors and Officers toured Sanitise 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	CEO ELT		

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	ODM		
EG			16.2.2 Actively promote Councils cadetships, traineeships and apprenticeships	2013-17	Cadetships are linked to University opportunities available locally	DCS	ODM	CO	Regional Development Victoria is currently coordinating the program design for implementation of the Regional Jobs and Infrastructure Fund (RJIF) from 1 July 2015. COMPLETE AND ONGOING
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	DDP	Y	Discussions held with Sanitise 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	ECDM	CO	Implementation of EDS continues, reports provided to Council as actions are completed.
EG			17.1.2 Identify suitable land parcels for new business	2015-17	Land use strategies are reviewed	DDP	ECDM	CO	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	ECDM		The Investment Attraction Policy adopted at Council's September 2015 meeting. 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	ECDM	Y	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. COMPLETED
EG			17.2.2 Prioritise industries with greatest return	2014-16	Priorities established	DDP	ECDM		Agribusiness Advisory Group has been formed and has commenced meeting.
EG			17.2.3 Seek State Govt assistance	2015-17	Grant applications successful	DDP	ECDM		
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	ECDM	Y	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	SEO	Y	Currently working with CVGA to identify the cost of the project on two Council buildings. The Alliance is currently working with partners for a bulk buy option. Once they have resolved this issue, they will commence cost analysis for the Swan Hill project as they have already been requested to do so. Discussions held at Councillor Assembly - two buildings identified and included in Major Projects Plan. COMPLETED
EG			17.4.2 Implement preferred renewable energy options for Council	2014-17	Renewable energies projects delivered	DDP	ECDM		Discussions held regarding possibility of utilising olive pits as fuel for boiler at Leisure Centre. Initial figures indicate a 2.8 year payback of capital outlay with reduced fuel costs. Officers are currently seeking quotes for the installation of solar on Council buildings. The initial quotes being sought are for the Splatt St office, depending on the prices received further Council buildings could also be upgraded.
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	ECDM		Council is lead agency in an MAV procurement excellence project which aims to better coordinate human activities of local government
EG			17.5.2 Assist local business and tenderers to improve their tendering processes	2013-15	Increased success rate for local tenders	DDP	ECDM		The Economic Development Unit have conducted workshops to assist local businesses to tender for government work. Local tenderers have met with council staff to better inform businesses of Council's policies and procedures.
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	ECDM	CO	Regional Victoria Living Expo attended in May 2015. Received approx. 40 leads from people willing to relocate to Swan Hill that are now being followed up. Regional Victoria Living Expo has been discontinued by the State Government 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	ECDM	CO	Attending national events with the Murray Regional Tourism Board and participating in regional promotional/marketing campaigns . ONGOING
EG			17.6.3 All Job Vacancies advertised with description on the regions benefits	2013-17	Standard template ad developed	DCS	ODM	Y	Template developed and now used for all job vacancy advertising. COMPLETED

EG	18. Existing Business Support	18.1 Assist local businesses to up skill and retrain their workforce	18.1.1 Establish specific skill shortages in the region	2013-14	Shortages identified	DDP	ECDM	Y	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	ODM	CO	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	DI DDP	Y	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 Margo on basin plan submissions	2013-17	MRGoC regular meetings with State and Federal Ministers	DDP	DI DDP	Y	Council has participated in the Margo meeting and has been involved in delegations to meet with State and Federal elected representatives including Ministers. COMPLETED
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	ECDM	Y	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	ECDM	Y	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	ECDM	Y	COMPLETED
EG			18.3.4 New Special Marketing Rate in place	2013-14	Special marketing Rate included on Rate Notices	DCS	CSRC	Y	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	ECDM	Y	Steering committee established in early 2013. COMPLETED
EG			18.4.2 Appoint consultancy to facilitate strategy development	2013-14	Consultant appointed	DDP	ECDM	Y	Workforce Planning Australia appointed in March 2013. COMPLETED
EG			18.4.3 Undertake strategy development	2013-14	Strategy completed	DDP	ECDM	Y	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	ELT	Y	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	ELT	Y	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	ELT	Y	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	ELT		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	ELT		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	ELT		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	DI	Y	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	DI		Meetings planned for July 2015 with Project Managers from GMW - Connections Team
EG			19.2.3 If continuous length of land is available, complete a Masterplan for its complete development.	2013-15	Plan completed	DI	DI		Following discussions with GMW an internal planning group is to be developed to commence the creation of an options paper for use of the land. Funding from the GMW Connections program for planning future uses of the land has been agreed to.

EG			19.2.4 Engage with community on best use for community owned land	2014-16	List of suitable options identified for costing	DI	DI		As above
EG			19.2.5 Identified projects designed and included in Major Projects Plan	2015-16	Projects included in plan	DI	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 Tynvnder Flats	DI	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	DI		Working with GMW planners on identifying ownership
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	DI	CO	Represented Council and CMRTF at Regional Network Development strategy workshops in Swan Hill and Mildura. Presented Heartbeat project to MRTB meeting in Deniliquin and hosted MRGoC conference.
EG			19.3.2 Identify regional projects within Northern Loddon Mallee Strategic Plan	2013-17	Projects promoted as key initiatives of the plan.	DI	DI	Y	3 projects have been nominated and included in the Regional Investment Prospectus including, Livestock Exchange upgrade, Art Gallery Development, Acquisition of GrainCorp & Victrack Land at Riverfront. Also involved in rail projects contained in the prospectus
EG			19.3.3 Create partnerships within region	2013-17	Agreements in place	DI	DI	CO	CMRTF have met with senior DoT staff, the Premier, Minister for Transport and Regional Development Minister - in conjunction with GrainCorp, Rail Freight Alliance, VFF and Mildura Council.
EG			19.3.4 Identify funding sources	2013-17	Sources identified	DI	DI		Funding proposals to be worked through with PTV for passenger rail improvements
EG			19.3.5 Utilise shared services agreements for infrastructure improvements	2016-17	Agreements in place	DI	DI		Initiated a freight route planning exercise with Buloke and Gannawarra Shires
EG			19.3.6 Complete business cases to justify regional investment	2016-17	Value adding opportunities identified and prioritised	DI	DI		As above for rail advocacy projects
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	DI	Y	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	DI		Remediation works of contaminated ground completed. Local surveyor appointed to complete plan of sub division. Council approval to dispose of sub divided land by private treaty undertaken at June Council Meeting. Expression of interest process complete. Planning Permit obtained.
EG			19.4.3 Identify and Apply for funding	2013-14	Application submitted	DI	DI	Y	Commenced works to subdivide saleable land to assist in funding the redevelopment of the facility. COMPLETED
EG			19.4.4 Secure funding	2013-15	Funding secured	DI	DI		Application for funds from "Stronger Regions Fund" submitted 15 March 2015
EG			19.4.5 Prioritise Investment	2014-17	Priority projects commenced	DI	DI		
EG			19.4.6 Functional Design Plan Review of progress to date	2016-17	Review and re-prioritisation completed	DI	DI		Agreed in principle, livestock agents to assist in hosting more regular sales if facilities upgraded
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	DI	Y	Central Murray Regional Transport Forum intermodel opportunity study completed. COMPLETED
EG			19.5.2 Apply for funding	2013-14	application submitted	DI	DI	Y	Funding received from RDV and DoT. COMPLETED
EG			19.5.3 Secure funding	2013-15	Funding secured	DI	DI	Y	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	DI	Y	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	DI	Y	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	ELT		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	GMPS	Y	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	GMPS	Y	As above. COMPLETED
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	GMPS	Y	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	GMPS	Y	Funding Received - Murray - Darling Basin Regional Economic Diversification Program (vice). Contract has been awarded. COMPLETED
EG			19.7.5 Secure funding	2014-15	Funding secured	DDP	GMPS	Y	As above. COMPLETED
EG			19.7.6 Develop and install new Evening Product	2014-15	Installation complete	DDP	GMPS	Y	Heartbeat of the Murray laser, light and water spectacular: Officially opened on 2 Dec 2015. Remaining elements of the Pioneer Settlement redevelopment are the staging area at the Lower Murray Inn and the fencing off of Horseshoe Bend Park to allow for greater public access. Both of these projects are currently being scoped and will be completed by end December 2016 COMPLETED
EG			19.7.7 Identify funding source and apply for funding for stage 2 works	2015-16	Application submitted	DDP	GMPS		Currently working with Sally Hirst to finalise day product review, after which time further funding options will be considered. Ongoing.
EG			19.7.8 Secure funding	2016-17	Funding secured	DDP	GMPS		
EG			19.7.9 Review Pioneer Settlement Master Plan and prioritise future works	2016-17	Council adopt reviewed plan.	DDP	GMPS		
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	DDP DI	Y	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	DDP DI	Y	Commissioned study into Inter-modal development. COMPLETED
EG			19.8.3 Working groups established to direct various projects	2013-15	Working groups established	DI	DDP DI	Y	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	DDP DI	Y	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	DI	Y	CHMP Plan completed July 2013 and draft plans completed August 2013. COMPLETED
EG			19.9.2 Complete detailed design	2013-14	Design Completed	DI	DI	Y	Design complete and Cultural Heritage Management Plan completed COMPLETED
EG			19.9.3 Develop applications to Federal Departments	2014-15	Application lodged	DI	DI		Funding application to be developed during 2015/16. Design well advanced. Opportunities for funding by other levels of government being sought.
EG			19.9.4 Place project in Major projects Plan	2015-16	Project included	DI	DI	Y	Project in Major Projects Plan year 3 COMPLETED
EG		19.10 Municipality-wide review of directional signage	19.10.1 Undertake review of directional signage for ease of access to major facilities.	2015-16	Review undertaken with priority signage needs identified.	DI	DDP DI		Working group across Council departments currently being formed. Signage audit is currently underway.
EG			19.10.2 Develop signage strategy	2016-17	Signage Strategy developed and adopted by Council.	DI	DDP DI		Development of signage strategy has commenced and will be complete by September 2016.

EG			19.10.3 Implement identified actions from Signage Strategy	2016-17	Actions implemented.	DI	DDP DI		Following completion of the Signage Strategy in September 2016, implementation will commence. In the interim some high priority signage is being updated e.g. Swan Hill Airport.
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	CEO ELT	CO	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	CEO ELT	CO	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	EPAM	Y	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	EPAM	Y	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 in line with current practices and waste service contracts 2. Community engagement	2013-15	ELT approval of Review	DI	EPAM	Y	The new Waste management Plan has been approved and adopted by Council. COMPLETED
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	EPAM	Y	1. Service roads have been constructed with asphalt seal 2. New weighbridge office has been installed 3. Construction of transfer station completed 4. Transfer Station open to public
EM			21.1.3 Conduct Feasibility Study for the construction of Transfer station at Swan Hill Landfill	2013-15	Feasibility Study Completed	DI	EPAM	Y	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	EPAM	CO	Progressive capping and rehabilitation of Swan Hill Landfill. Ongoing
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	EPAM	Y	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 determined 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	EPAM	Y	The Investigation around extending the service will start with a presentation for the Green Waste service at Robinvale and Lake Boga main streets and community centres (scheduled to take place on 01 July 2015). COMPLETED
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	DI	Y	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	DI		Data is provided to Sustainability Victoria and to the Waste Management Group on a regular basis.
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 ELT and Councillors through Councillor Assembly	DDP	DDP	Y	Scoping paper complete. Workshop with Councillors on 8 July to commence study. COMPLETED