

# COUNCIL PLAN

## PROGRESS REPORT – DECEMBER 2024



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# INTRODUCTION

## What is the Council Plan?

The Council Plan is a strategic document outlining what the Swan Hill Rural City Council (Council) will do to achieve Council's and the community's vision for the municipality. The 2021-2025 plan describes Council's Strategic Initiatives for its four-year term.

The Council Plan is an important document that drives everything the Swan Hill Rural City Council does over a four- year period. It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured. The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the next financial year.

Council is held accountable for its progress on the Council Plan's outcomes through quarterly progress reports, and annually in the Swan Hill Rural City Council's Annual Report.

## How we will track and measure our progress

Each of the Council Plan Initiatives has a number of actions that will track Council's progress. Council will report on its progress in completing the four-year priorities quarterly with updated progress commentary.

All actions will be marked with the following symbols to represent their current status:



Complete - the action has been completed.



Complete/ongoing - actions that span over a number of years that cannot be marked as completed until later years.



In progress - these actions are past the planning phase, and are in progress towards completion.



In planning - actions that are not complete or in progress but actions have been taken are marked as in planning stage.

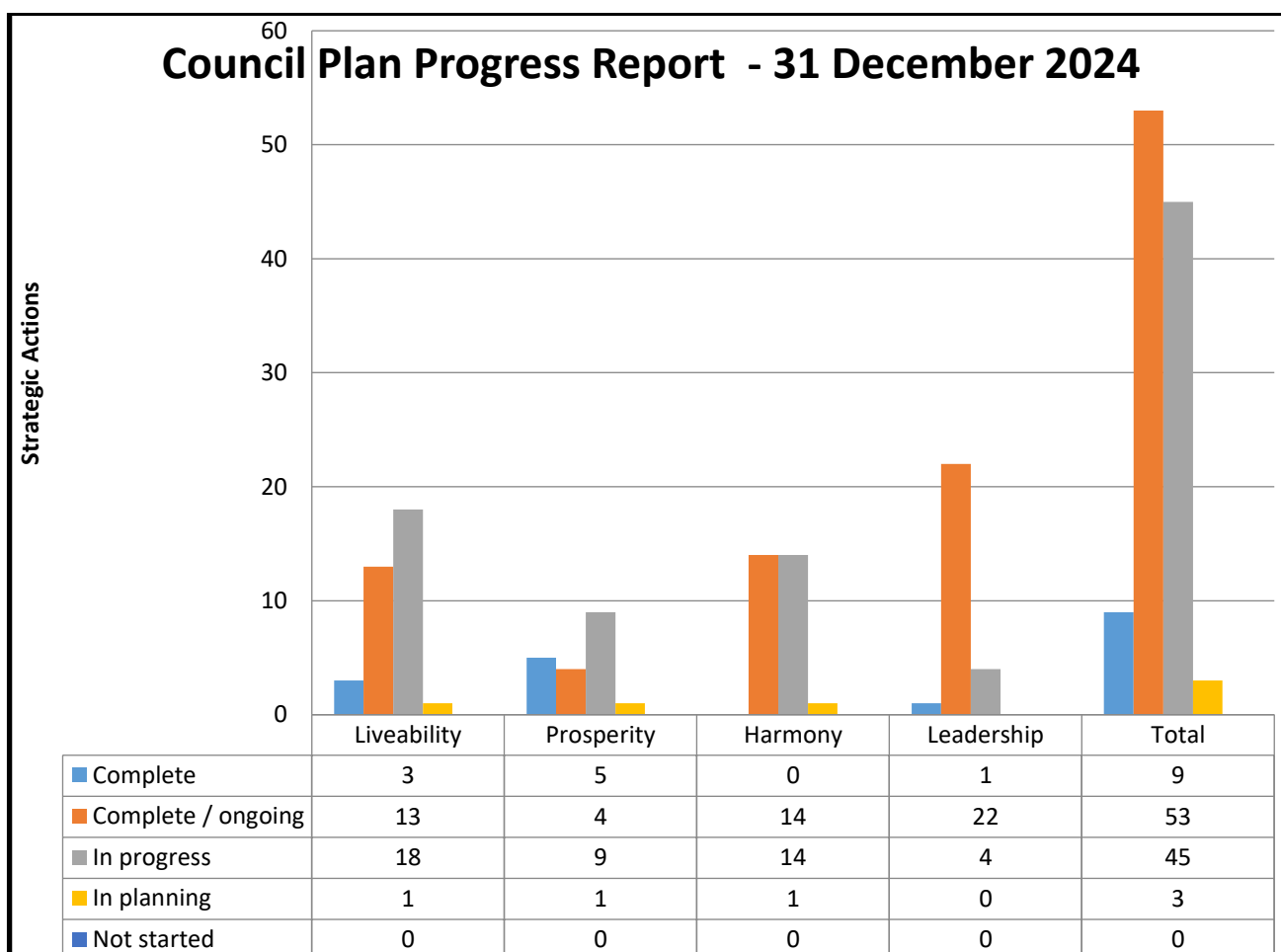


Not started - actions that have not been commenced at the time of reporting.

# OVERALL RESULTS SNAPSHOT

The Council Plan 2021-25 includes 29 initiatives and 110 actions through which the achievement of the Council Plan may be measured over its four-year term.

Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets. As some objectives/actions span over a number of years they cannot be marked as completed until later years. The table below shows the progress of the Council Plan actions to 31 December 2024.



The chart above shows that the majority of actions (56 per cent) are either Complete or Complete and Ongoing. At 31 December 2024:

- 46 per cent of actions to achieve liveability are Complete or Complete and Ongoing
- 47 per cent of actions to achieve prosperity are Complete or Complete and Ongoing
- 48 per cent of actions to achieve harmony are Complete or Complete and Ongoing
- 85 per cent of actions to achieve leadership are Complete or Complete and Ongoing
- 3 per cent of actions are still in the planning stage – these are the development of:
  - the Boundary Bend Riverfront Masterplan
  - the Pioneer Settlement Strategic Plan
  - a Building Safer Communities Program.

# STRATEGIC PILLARS

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

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

|                                                                                                          |                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>Liveability</b>  | <b>We will be a healthy, connected and growing community supported by a range of infrastructure and services.</b>                                                                                                                       |
| <br><b>Prosperity</b>  | <b>We will continue to build and strengthen a prosperous local economy, through sustainable growth and education. We will focus on creating jobs and wealth through adding value to existing strengths in all areas of our economy.</b> |
| <br><b>Harmony</b>    | <b>We will be a welcoming community for all, recognised for our maturity and respect for each other.</b>                                                                                                                                |
| <br><b>Leadership</b> | <b>We will ensure accountable leadership, advocacy and transparent decision making.</b>                                                                                                                                                 |



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

### Liveability

| 1.1. A modern municipality: Vibrant, connected and resilient |                                                                                         |           |                 |                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                        | ACTION                                                                                  | DUE DATE  | PROGRESS        | COMMENTARY                                                                                                                                                                                                                                                                                                                                      |
| 1.1.1. Attractive urban areas and regional townships         | 1.1.1.1. Finalise and implement rural living / rural residential strategy               | 2022/23   | In Progress<br> | Consultants engaged to undertake further investigation in of proposed 1 hectare minimum lot size RLZ schedule. Councillor briefing anticipated in March/April 2025.                                                                                                                                                                             |
|                                                              | 1.1.1.2. Complete stage 1 of Vibrant Villages project                                   | 2021/22   | Complete<br>    | Completed                                                                                                                                                                                                                                                                                                                                       |
|                                                              | 1.1.1.3. Continue to implement relevant actions of the Swan Hill Riverfront Masterplan. | 2021-2025 | In Progress<br> | Designs for the ten steps and mooring platform in progress. Funding through RPPP to progress the project to preferred alignment status and conceptual design.                                                                                                                                                                                   |
|                                                              | 1.1.1.4. Complete and implement the Robinvale Riverfront Masterplan                     | 2021-2025 | In Progress<br> | Playground equipment tender awarded, remaining contract components have been readvertised. Robinvale Dog Park design completed and funding being sourced. Final design for Robinvale Riverfront completed and awaiting final approvals.                                                                                                         |
|                                                              | 1.1.1.5. Develop Nyah Riverfront Masterplan                                             | 2021/22   | Complete<br>    | Nyah West Project completed.                                                                                                                                                                                                                                                                                                                    |
|                                                              | 1.1.1.6. Develop Boundary Bend Riverfront Masterplan (Pending funding)                  | 2022-2025 | In Planning<br> | Scope of works to be developed for consideration in the 25/26 budget. Further investigation into the Boundary Bend (BB) Community Plan items has led to the realisation around areas of responsibility and asset ownership. Council will advocate on behalf of the BB Community to the relevant authorities for improvements to the riverfront. |

|                                                                          |                                                                                                                         |           |                                                                                                             |                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                          | 1.1.1.7. Develop a Small Town Strategy                                                                                  | 2022/23   | Complete and Ongoing<br>   | Implementing Small Town Strategy having regard to Housing Summit outcomes.                                                                                                                                                                                                                          |
| 1.1.2. Ensure adequate provision of a variety of safe and secure housing | 1.1.2.1. Explore the development or sale of Council and other government land in urban areas                            | 2022/23   | In Progress<br>            | Council continues to review land ownership with a view of development or sale. For example Herbert St Robinvale, Ronald St houses, Robinvale.<br>Council has secured funding through the Victorian Government's Regional Worker Accommodation Fund to build 10 units at McCartney Court, Robinvale. |
|                                                                          | 1.1.2.2. Develop and build houses on Council owned property                                                             | 2021-2025 | In Progress<br>            | Construction of the four houses is reaching completion, with all four houses expected to be completed early 2025. An agent has commenced advertising the sale of the houses.                                                                                                                        |
|                                                                          | 1.1.2.3. Continue to Implement the Robinvale housing strategy                                                           | 2021-2025 | Complete and Ongoing<br>   | Housing Action: Greater Swan Hill established and working well, including 3 task focussed groups.                                                                                                                                                                                                   |
|                                                                          | 1.1.2.4. Continue development of Tower Hill stages                                                                      | 2021-2025 | In Progress<br>          | 7 lots remain available in stage 14, 1 lot is currently under offer. Tower Hill Stage 15 was released on 29 October 2024. 5 Lots are under Offer. Titles will be available March 2025.                                                                                                              |
|                                                                          | 1.1.2.5. Assist South West Development Precinct developers                                                              | 2021-2025 | Complete and Ongoing<br> | Council continues to assist developers as required, in order to deliver the best outcomes for the community.                                                                                                                                                                                        |
| 1.1.3. Excellent transport links to allow ease of movement               | 1.1.3.1. Advocate for a review of the Swan Hill Town Bus route                                                          | 2022/23   | In Progress<br>          | Draft report for the Integrated Transport and Land Use Strategy has been submitted by Consultants and is being reviewed by Council Staff. Public Transport has been included as a topic for discussion/investigation in the report.                                                                 |
|                                                                          | 1.1.3.2. Advocate for the completion of the Murray Basin Rail Project                                                   | 2021-2025 | In Progress<br>          | Council continues to be a member of the Rail Freight Alliance.                                                                                                                                                                                                                                      |
|                                                                          | 1.1.3.3. Advocate for the continual improvement of the Murray Valley Highway and upgrade of the Robinvale Sea Lake Road | 2021-2025 | Complete and Ongoing<br> | Council continues to advocate on behalf of the community, to the Department of Transport and Planning, as opportunities arise.                                                                                                                                                                      |

|  |                                                                                         |           |                                                                                                           |                                                                                                                                                                                                                    |
|--|-----------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | 1.1.3.4. Actively participate in the Central Murray Regional Transport Forum            | 2021-2025 | Complete and Ongoing<br> | Council continues to actively participate in the Central Murray Regional Transport Forum.                                                                                                                          |
|  | 1.1.3.5. Implement relevant actions from the Central Murray Regional Transport Strategy | 2021-2025 | Complete and Ongoing<br> | Workshops undertaken on 22 August 2024 and 6 November 2024 to review progress of strategy. Progressing well. Technical and Steering Committee meetings to review and adopt strategy to be undertaken next quarter. |

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

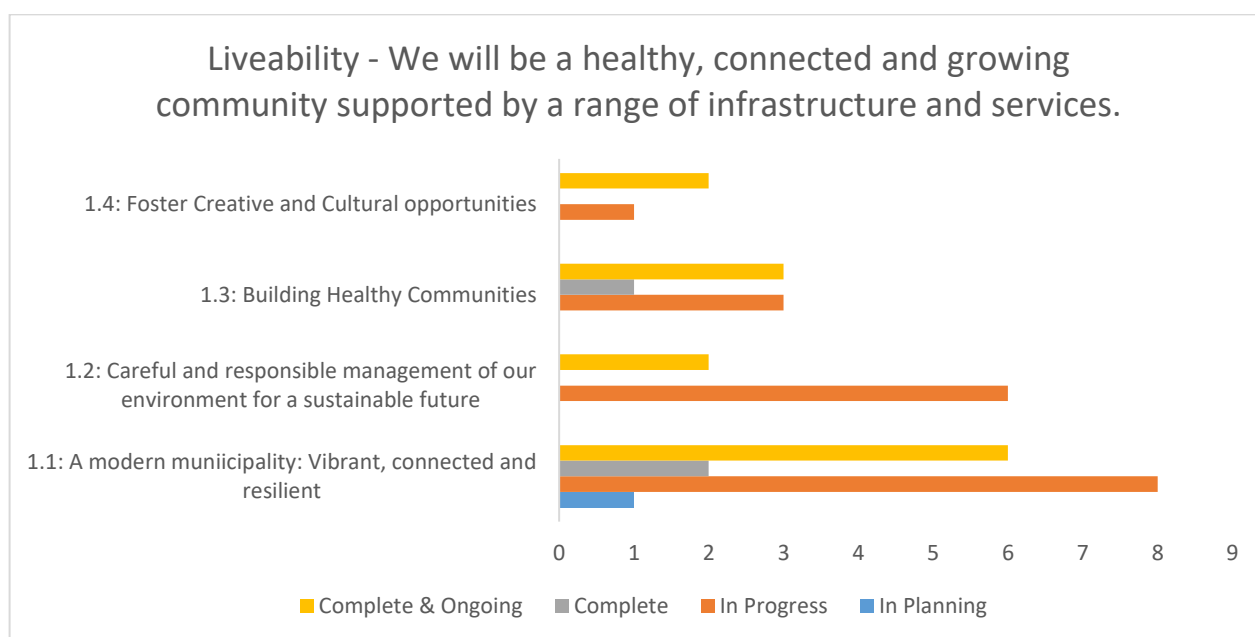
| STRATEGIC INITIATIVES                                                                                                   | ACTION                                                                                                                                                                                                                                      | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2.1. Engage, empower and mobilise communities to prepare for, adapt to and mitigate the effects of a changing climate | 1.2.1.1. Support initiatives that align with policy such as the Circular Economy and provide tangible outcomes for the community, for example:<br>↑ cleaner air for all, quality and smell<br>↓ litter, roadside dumping, co-mingling waste | 2021-2025 | In Progress<br>            | The official "opening" of the Circular Agricultural Plastics Economy (CAPE) project has taken place and the project has been finalised with Sustainability Victoria (funding body). New AgSafe "bag muster" program is continuing to be discussed for Council involvement utilising the new mobile baler.<br>Ultima compost facility has been completed and the project is in the process of being finalised with the funding body, Sustainability Victoria. An official opening of the facility is tentatively proposed for April 2025. |
|                                                                                                                         | 1.2.1.2. Prepare an advocacy document for renewable energy resources in the municipality                                                                                                                                                    | 2022/23   | In Progress<br>            | Advocacy Document being prepared.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                         | 1.2.1.3. Develop drainage strategies for key urban areas in the municipality                                                                                                                                                                | 2023/24   | In Progress<br>            | The drainage strategy is progressing with drainage scenarios for both Swan Hill and Robinvale being analysed and assessed. A draft strategy report has been submitted by the consultants with commentary on analysis of drainage scenarios.                                                                                                                                                                                                                                                                                              |
|                                                                                                                         | 1.2.1.4. Implement effective diversion and reuse of waste resources                                                                                                                                                                         | 2022/23   | Complete and Ongoing<br> | The mattress processing facility is now complete and options are now being investigated for diversion of the baled materials from landfill.                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                         | 1.2.1.5. Develop irrigation strategies for key urban areas in the municipality                                                                                                                                                              | 2022/23   | In Progress<br>          | Irrigation strategies are in progress.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1.2.2. Accessible open spaces and healthy rivers and lakes                                                              | 1.2.2.1. Improve the presentation of the Lake Boga foreshore and its environs in collaboration with the community                                                                                                                           | 2021-2025 | In Progress<br>          | Mains and laterals have been installed. List sent to Think Water.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                         | 1.2.2.2. Prepare a Murray River and lakes access strategy for the municipality incorporating - camping / walking and bike tracks                                                                                                            | 2024/25   | In Progress<br>          | Draft Stage 2 and 3 Concept plan for Murray River Trail completed and concepts to be sent out for further community consultation. Council provided feedback and the Swan Hill - Lake Boga section of trail included in plans.                                                                                                                                                                                                                                                                                                            |
|                                                                                                                         | 1.2.2.3 Plan and construct open space development of the decommissioned Number 9 Channel                                                                                                                                                    | 2024/25   | Complete and Ongoing<br> | Work continues with Goulburn Murray Water to determine the purchase of land along the decommissioned channel.                                                                                                                                                                                                                                                                                                                                                                                                                            |

| 1.3. Building Healthy Communities                                                              |                                                                                                    |           |                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                                                          | ACTION                                                                                             | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 1.3.1. Encourage active and healthy lifestyles for people of all ages, abilities and interests | 1.3.1.1. Continue to implement master plans for all recreation facilities                          | 2021-2025 | In Progress<br>            | Ken Harrison Consultant Brief prepared ready for tender. Final stages of Community consultation carried out on draft concepts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                | 1.3.1.2. Develop detailed plans for the Lake Boga - Swan Hill trail                                | 2022/23   | In Progress<br>            | In discussion with Vline/VicTrack for final approvals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                | 1.3.1.3. Support initiatives leading to better outcomes for children and families                  | 2021-2025 | Complete and Ongoing<br>   | No initiatives held this quarter.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                | 1.3.1.4. Partner with agencies to address preventable illnesses and active lifestyles              | 2021-2025 | Complete and Ongoing<br>   | In Robinvale we have 8 community members who have completed a pre accreditation in ECEC via Sunraysia Mallee Ethnic Communities Council (SMECC) and are very keen to complete their Cert 3 ECEC. Potentially there may be a couple more wanting to complete the training. Traineeships are not a viable option at this stage due to services already having trainees. We are looking for an RTO to provide a Hybrid delivery model where online training is mixed with face to face training. This is proving to be a significant challenge. We have approached a number of RTOs for support. Most recently we have approached Gowrie Victoria to see if they have capacity and are willing to consider taking this on in Robinvale. We are waiting to hear back from them. |
| 1.3.2. Spaces where people of all ages, abilities and backgrounds can flourish                 | 1.3.2.1. Reinvigorate performance spaces across the area, including Robinvale Community Art Centre | 2022/23   | Complete and ongoing<br> | Movies and shows at Robinvale Community Arts Centre enjoyed their highest attendance to date, with close to 500 in attendance. Over 100 students are attending ballet classes 4 days a week, presented by The Robinvale Ballet Guild.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                | 1.3.2.2. Incorporate child and family-friendly principles into development of outdoor spaces       | 2022/23   | In Progress<br>          | Council service areas are committed and taking meaningful action to progress compliance with Child Safe Standards and is ongoing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                | 1.3.2.3. Review and implement the public art policy                                                | 2021/22   | Complete<br>             | Complete.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

#### 1.4. Foster Creative and Cultural opportunities

| STRATEGIC INITIATIVES                                                             | ACTION                                                                                                                             | DUE DATE | PROGRESS                                                                                                  | COMMENTARY                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4.1. Promote and celebrate the creative and cultural pursuits within the region | 1.4.1.1 Deliver creative industries projects across the region                                                                     | 2022/23  | In Progress<br>          | Artist in residency program to commence in district school early 2025 with The Australian Creative Rural Economy (ACRE)                                                                                                                                                                                         |
|                                                                                   | 1.4.1.2. Support local creatives in developing their businesses (Arts Action)                                                      | 2022/23  | Complete and Ongoing<br> | ACRE Project TWIG experimental music and performance event to be staged in April.                                                                                                                                                                                                                               |
|                                                                                   | 1.4.1.3. Enhance artistic outreach programs in smaller towns and communities, including Fairfax Youth Initiative and ACRE programs | 2022/23  | Complete and Ongoing<br> | Progress for The Fairfax Youth Initiative non for profit entity is as follows: Establishment of steering group has begun. Meeting of unincorporated association. Customise model rules. Legal structure agreed (to comply with DGR status as prescribed by ACNC) Lodgement of application to occur in November. |

The chart below shows the progress towards achieving Liveability – to 31 December 2024.



As shown above, 18 actions are currently in progress. Of the 35 actions included under Liveability, 49 per cent are aiming to achieve a modern municipality, vibrant, connected and resilient.

Strategic actions where work is complete or complete and ongoing is:

- Attractive urban areas and regional townships
- Spaces where people of all ages, abilities and backgrounds can flourish
- Promote and celebrate the creative and cultural pursuits within the region.



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

## Prosperity

### 2.1. Effective partnerships for prosperity

| STRATEGIC INITIATIVES                                                            | ACTION                                                                                                                     | DUE DATE | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1.1. Support diverse educational opportunities that fosters life-long learning | 2.1.1.1. Establish an effective relationship with the education sector through regular engagement                          | 2022/23  | In Progress<br>            | In August, council officers from the Early Years team met with representative/s from the Education Department and a service provider, to identify how the delivery of the services from their current locations, could be further improved.                                                                             |
|                                                                                  | 2.1.1.2. Advocate for the establishment of an education hub in Swan Hill                                                   | 2023/24  | Complete<br>             | Complete.                                                                                                                                                                                                                                                                                                               |
|                                                                                  | 2.1.1.3. Support effective and responsive early years education opportunities in Manangatang, Woorinen South and Swan Hill | 2023/24  | In Progress<br>          | The Swan Hill Early Years Services Consultation Project is complete and the final versions of a number of Reports have been written and available.                                                                                                                                                                      |
|                                                                                  | 2.1.1.4. Assist youth with diverse employment pathways through the Empower a Engage! Programs                              | 2022/23  | Complete and ongoing<br> | Supported young people through Empower 1:1 in finalising any job ready documents (resumes, cover letters etc) and assisted them with job applications before the end of the Empower program. Planning on running industry connection tours with groups of young people through the Career Coaching workshops this year. |

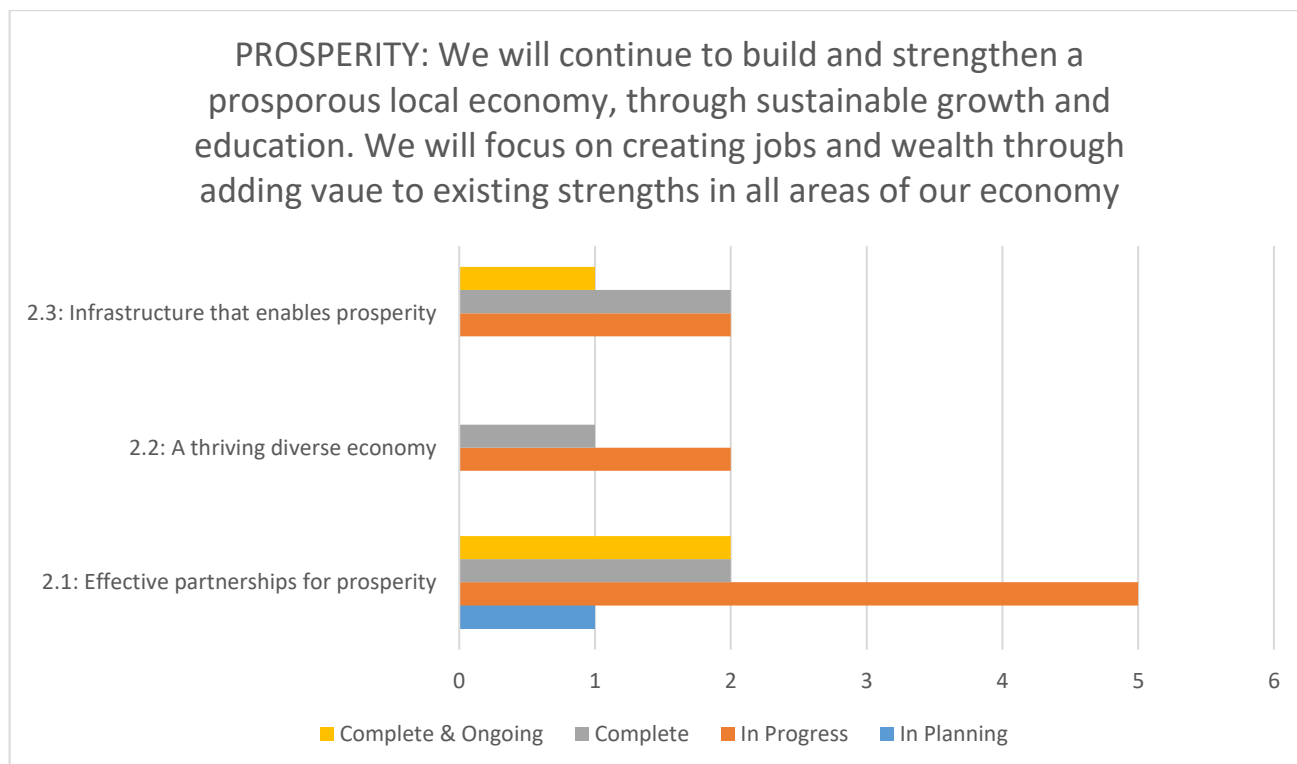
## 2.1. Effective partnerships for prosperity

| STRATEGIC INITIATIVES             | ACTION                                                                                                                                                   | DUE DATE | PROGRESS                                                                                                     | COMMENTARY                                                                                                                                                                                                                           |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1.2. Support our key industries | 2.1.2.1. Establish a Terms of Reference and develop an Annual Plan with the AgriBusiness Advisory Committee                                              | 2022/23  | In Progress<br>            | No meeting held in December. Committee review to be conducted in February.                                                                                                                                                           |
|                                   | 2.1.2.2. Consider the establishment of an Industry Support Committee (Manufacturing and other)                                                           | 2022/23  | In Progress<br>            | Draft Terms of Reference, for the establishment of an Industrial Committee, is being prepared for consideration by Council, in readiness for the outcomes of the Industrial Land Review Study currently being undertaken.            |
|                                   | 2.1.2.3. Review the Economic Development Strategy to ensure a targeted focus on key outcomes                                                             | 2022/23  | In Progress<br>            | Council successful in receiving RWAF funding to build 10 new dwellings in Robinvale. Council continues to support the actions of the Committee for Greater Swan Hill. Development Advisory Service commenced reviewing applications. |
|                                   | 2.1.2.4. Develop a strategic plan for future success of the Pioneer Settlement                                                                           | 2023/24  | In Planning<br>          | Final approval to commence works on the new building by Heritage Victoria expected end of October. Once approved, work on the Pioneer Settlement Strategic Plan will commence.                                                       |
|                                   | 2.1.2.5. Develop an Economic recovery plan in response to Covid-19                                                                                       | 2021/22  | Complete<br>             | Complete.                                                                                                                                                                                                                            |
|                                   | 2.1.2.6. Establish a Livestock Exchange Stakeholder Committee to improve stakeholder engagement and to better meet the needs of Livestock Exchange users | 2022/23  | Complete and Ongoing<br> | Meeting held on 10 December 2024. Review of Terms of Reference to be taken to Council. Progress on strategic review discussed.                                                                                                       |

| 2.2. A thriving diverse economy                            |                                                                                                                                        |           |                                                                                                           |                                                                                                                                                    |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                      | ACTION                                                                                                                                 | DUE DATE  | PROGRESS                                                                                                  | COMMENTARY                                                                                                                                         |
| 2.2.1. Encourage the growth and development of our economy | 2.2.1.1. Develop a new planning scheme that is clear in its intention, supports growth and builds confidence and certainty in land use | 2024/25   | In Progress<br>          | Exhibition has been completed. Matter will go to Council briefing on 4th February 2025 and the Council meeting on 18th February 2025.              |
|                                                            | 2.2.1.2. Continue to support existing businesses to grow through the implementation of the Better Approvals process                    | 2021-2025 | Complete and ongoing<br> | Business Support Team is established and guides have been finalised.                                                                               |
|                                                            | 2.2.1.3. Actively pursue the establishment of a designated area migration agreement (DAMA)                                             | 2021-2023 | In Progress<br>          | Council informed that Federal Government is encouraging State Governments to develop state based DAMA's, so Council will advocate to support this. |

| 2.3. Infrastructure that enables prosperity                                             |                                                                                                                                             |           |                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                                                   | ACTION                                                                                                                                      | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2.3.1. Digital connectivity that allows people to live, work and play across our region | 2.3.1.1. Advocate for high speed broadband access to all businesses and residents                                                           | 2022/23   | Complete<br>               | Complete.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                         | 2.3.1.2. Seek innovative solutions for broadband and mobile connectivity                                                                    | 2022/23   | Complete<br>               | Complete.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2.3.2. Assets for our current and future needs                                          | 2.3.2.1. Complete road network services review, identify and pursue funding opportunities, focusing on the agricultural sector and industry | 2022/23   | Complete and Ongoing<br>   | The Central Murray Regional Transport Forum Strategy, which is being led by SHRCC, is currently under review. A draft report has been presented to the working group for consideration. The strategy is aimed at increasing supply chains, improving community access, increasing community safety and improving Community health. Ten project priorities have been developed throughout the region.                                                                |
|                                                                                         | 2.3.2.2. Deliver and review Councils capital works program and Major Projects Plan each year                                                | 2021-2025 | Complete and Ongoing<br> | During Q2, PMO has an active portfolio of projects worth \$26 Million. Works has started on ground for critical projects i.e Art Gallery Redevelopment, Swan Hill Tourism & Cultural Hub. Funding agreement for Robinvale Workers Accommodation project was signed and it has kick started with design and procurement activities. Site works completed for road projects such as Long Street (Swan Hill), Jennings Road (Swan Hill), New Britain Road (Robinvale). |
|                                                                                         | 2.3.2.3. Review current assets and identify future needs - create a program to bridge the gap and identify funding requirements.            | 2021-2025 | In Progress<br>          | Asset Management Plans for all asset classes being progressed.                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                         | 2.3.2.4. Continue to plan and seek funding to implement the development of community infrastructure                                         | 2021-2025 | In Progress<br>          | Swan Hill Southern Entrance Dump Point and Lake Boga Dump Point installed. Delay in installation of the LED screens until January 2025. Christmas decorations project catalyst of a successful lead up to Christmas in Swan Hill and Robinvale.                                                                                                                                                                                                                     |

The chart below shows the progress towards achieving Prosperity – to 31 December 2024.



As shown above, nine actions are currently in progress. Of the 19 actions included under Prosperity, 53 per cent are aiming to achieve effective partnerships for prosperity.

A strategic action where work is progressing well is

- support for diverse educational opportunities that fosters life-long learning
- digital connectivity that allows people to live, work and play across our region.

A strategic action where there is still more work to be done is - Support our key industries.



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

## Harmony

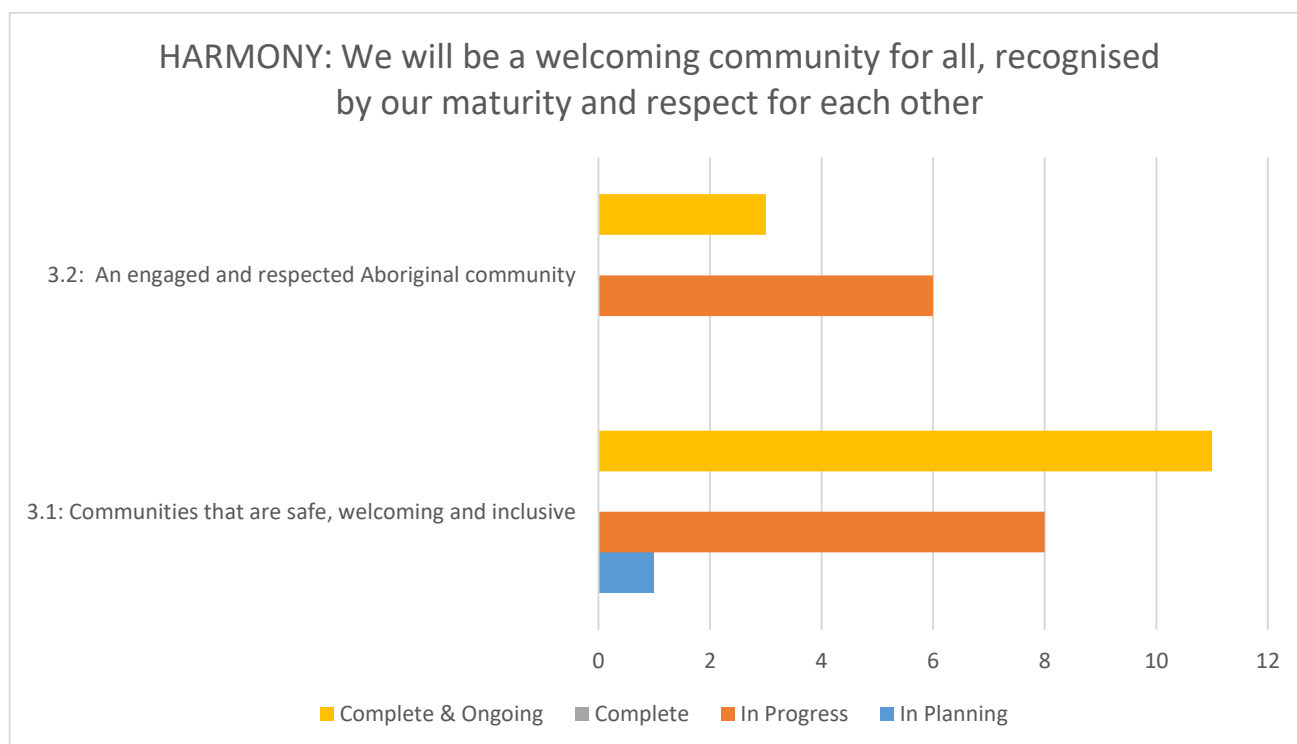
| 3.1. Communities that are safe, welcoming and inclusive           |                                                                                                                                          |          |                                                                                                             |                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                             | ACTION                                                                                                                                   | DUE DATE | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                                   |
| 3.1.1. The diversity of our communities is celebrated             | 3.1.1.1. Engage with LGBTIQ+ community members to improve inclusion and community awareness through leadership of the Inclusion Network. | 2022/23  | Complete and Ongoing<br>   | Continuing working within the Gender Equality group. Planning to support Swan Hill College, to get their LGBTIQ+ group (SAGA) back up and running as it had been in previous weeks before staff shortages.                                                                                   |
|                                                                   | 3.1.1.2. Support co-designed development of multicultural events and activities                                                          | 2022/23  | Complete and Ongoing<br>  | Council continues to support co-designed events and activities.                                                                                                                                                                                                                              |
|                                                                   | 3.1.1.3. All-abilities events and activities are well-planned and promoted                                                               | 2022/23  | Complete and Ongoing<br> | This is now part of established procedure, to liaise with key support agencies.                                                                                                                                                                                                              |
|                                                                   | 3.1.1.4. Continue to develop the annual Harmony Day and Lantern Festival events.                                                         | 2022/23  | Complete and Ongoing<br> | Council supports these events annually, and is alert to new and upcoming events that are led by the multicultural community.                                                                                                                                                                 |
| 3.1.2. Encourage the growth and positive development of our youth | 3.1.2.1. Improve Youth Support Services outreach to young people in Manangatang and Robinvale                                            | 2022/23  | Complete and Ongoing<br> | A Robinvale based Youth Worker is based out of the Robinvale College. Supported Manangatang College in their graduations at end of the year as well as supporting their Fiesta day ran by their SRC. Ran the Pasifika achievement night to celebrate Pasifika students in Robinvale.         |
|                                                                   | 3.1.2.2. Ensure young people are involved in co-design of annual events                                                                  | 2023/24  | Complete and Ongoing<br> | Robinvale Youth Group ran their Pasifika Showcase night in December with 100 people attending. NOVO supported the Bank2Bank event as well as designing the 2025 Summer camp to Anglesea. They chose activities and suggested workshops that should be ran also. This was also done with RYG. |
|                                                                   | 3.1.2.3. Support and redevelop the Fairfax Youth Initiative to enhance leadership outcomes for rural and remote youth                    | 2022/23  | In Progress<br>          | The event is now incorporated, and the interim Committee is in place. The next steps are to set up DGR status.                                                                                                                                                                               |

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|                                                 | involved in creative pursuits                                                                                                                                       |             |                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                 | 3.1.2.4. Undertake the youth wellbeing actions from the Youth Strategy, specifically mental and sexual health.                                                      | 2023/24     | Complete and Ongoing<br>   | Planning to run Healthy Relationship workshops at Summer Camp in Anglesea (January 2025). Completed Life Skills sessions through a holiday program as well with 8 young people where sexual health was covered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.1.3. Flourishing community organisations      | 3.1.3.1. Actively promote the benefits of Volunteering in all our communities, streamline the process to facilitate volunteering in Council activities and programs | 2022 - 2024 | In Progress<br>            | Council departments work with Media to coordinate an annual advertising campaign aligned with Volunteers Week. Individual services such as the Library and Pioneer Settlement conduct volunteer appreciation events.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                 | 3.1.3.2. Provide support and training (Governance, Leadership and Strategic Planning) for our small town progress/improvement groups                                | 2022/23     | In Progress<br>            | Ongoing support being provided for community groups.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                 | 3.1.3.3. Improve engagement with community based special interest groups                                                                                            | 2022/23     | In Progress<br>           | Mayor and Councillors continue to represent Council at special interest groups and functions. We have continued to work closed alongside our First Nations Advisory Committee (FNAC) as plans progress for Swan Hill Tourism and Cultural hub, the Pental Island Bridge and redevelopment. We continue to work alongside key stakeholders, developers, the agricultural sector, and beyond to continue our efforts in addressing housing shortages and skill shortages within the region. We have also partnered with organisations in Robinvale to tackle the areas increasing demand for childcare and kindergarten educators supporting Sunraysia Mallee Ethnic Communities Council. |
| 3.1.4. Our elderly and vulnerable are cared for | 3.1.4.1. Support the development of Residential Aged Care services                                                                                                  | 2023/24     | In Progress<br>          | No new aged care facilities identified in this quarter.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                 | 3.1.4.2. Determine Council's role in aged care services                                                                                                             | 2022/23     | Complete and Ongoing<br> | Potential members of an aged care network have been established, and this will be discussed in 3rd quarter.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                                 | 3.1.4.3. Undertake actions in the Municipal Early to Middle Years Plan associated with improving services to greater assist vulnerable families                     | 2022/23     | Complete and Ongoing<br> | Agreement has been reached to extend the Memorandum of Understanding to deliver Maternal and Child Health Services for Aboriginal and Torres Strait Islander families at Mallee District Aboriginal Services for another year in 2025/2026.                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                                     |                                                                                                             |             |                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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|                                                     | 3.1.4.4. Actively engage with local support networks to assist with accessibility and inclusion initiatives | 2022/23     | Complete and Ongoing<br> | Ongoing - Youth Program working with schools, headspace, and other agencies such as health services to ensure inclusion in all events and programs. Annual support for Mental Health Week, Youth Balls and Youth Arts Festivals during the Council term. Accessibility support agencies now involved in major events such as Harmony Day, some of these groups are headspace, Sunraysia Mallee Ethnic Communities Council, Intereach, and Mallee Family Care. |
|                                                     | 3.1.4.5. Review Community Access and Inclusion Strategy (CAIS).                                             | 2021/22     | In Progress<br>          | No progress on this since cessation of Rural Access Worker, however initiatives continue such as Access At A Glance (AAAG) starting in February 2025.                                                                                                                                                                                                                                                                                                         |
| 3.1.5. All members of our Communities are supported | 3.1.5.1. Work in partnership with local agencies to prevent all forms of Family Violence.                   | 2021 - 2025 | In Progress<br>          | The 16 Days of Activism was successfully held, and the Walk Against Violence was culminated in the Town Hall due to weather.                                                                                                                                                                                                                                                                                                                                  |
|                                                     | 3.1.5.2. Develop and implement a Gender Equality Action Plan (GEAP)                                         | 2021/22     | Complete and Ongoing<br> | Gender Equality Action Plan completed and implementation is underway.                                                                                                                                                                                                                                                                                                                                                                                         |
|                                                     | 3.1.5.3. Ensure that we consider people of all abilities in the development of infrastructure and events    | 2021-2025   | In Progress<br>        | Access At A Glance (AAAG) program is being established in Swan Hill CBD, in partnership with AReAble and Intereach.                                                                                                                                                                                                                                                                                                                                           |
|                                                     | 3.1.5.4. Develop a Building Safer Communities program                                                       | 2022/23     | In Planning<br>        | Awaiting suitable funding rounds to open. Department of Justice funding criteria has changed                                                                                                                                                                                                                                                                                                                                                                  |

| 3.2. An engaged and respected Aboriginal community                                                                                             |                                                                                                                             |           |                                                                                                             |                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                                                                                                          | ACTION                                                                                                                      | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                         |
| 3.2.1. Strengthening our trust, relationships and partnerships with Traditional Owners and the Aboriginal and Torres Strait Islander community | 3.2.1.1. Develop a Reconciliation Action Plan                                                                               | 2022/23   | In Progress<br>            | A working group has been established to develop the Reconciliation Action Plan.                                                                                                                                    |
|                                                                                                                                                | 3.2.1.2. Adequately resource Aboriginal Engagement                                                                          | 2022/23   | In Progress<br>            | Draft of Aboriginal Reconciliation Action Plan has been provided to the First Nations Advisory Committee for review and comment.                                                                                   |
|                                                                                                                                                | 3.2.1.3. Support our Aboriginal community to work towards a treaty or treaties                                              | 2021-2025 | In Progress<br>            | Council is midway through preparation of its Reconciliation Action Plan being developed jointly with First Nations representatives..                                                                               |
| 3.2.2. Encourage and support community leadership                                                                                              | 3.2.2.1. Continue to offer Aboriginal scholarships and leadership opportunities                                             | 2021-2025 | Complete and Ongoing<br>   | Council continues to encourage and support community leadership by offering Aboriginal scholarships and leadership opportunities on an ongoing basis. Mid-Year Scholarship intake was advertised in December 2024. |
|                                                                                                                                                | 3.2.2.2. Continue to assist to develop Our Place identifying an Aboriginal language name and business model                 | 2021/22   | In Progress<br>          | Council has been successful in receiving a grant that will allow replacement of the Pental Island pedestrian bridge and commence Stage 1 activation of Pental Island including a yarning circle and pathways.      |
|                                                                                                                                                | 3.2.2.3. Proactively support leadership within our Aboriginal community                                                     | 2021-2025 | In Progress<br>          | Submitted first draft of the Aboriginal Reconciliation Action Plan to for comment.                                                                                                                                 |
| 3.2.3. Celebration and recognition of Aboriginal and Torres Strait history and culture                                                         | 3.2.3.1. Investigate and seek funding for Aboriginal tourism opportunities                                                  | 2022-2025 | In Progress<br>          | No change - Grant Funding agreement yet to be finalised to allow for receipt of funds which will then allow Council advertise the brief.                                                                           |
|                                                                                                                                                | 3.2.3.2. Formal inclusion of Aboriginal and Torres Strait Islander input in Art Gallery programming and cultural activities | 2021-2025 | Complete and Ongoing<br> | Co-curation and presentation of Sunraysia TAFE Aboriginal and Torres Strait Islander Cultural Arts Exhibition Telkaya                                                                                              |
|                                                                                                                                                | 3.2.3.3. Support Aboriginal and Torres Strait Islander days of significance                                                 | 2021-2025 | Complete and Ongoing<br> | Council received a first nations grant for Shared Connection Event. Australia Day Breakfast to be held in Swan Hill. Further community consultation to take place at the 2025 events.                              |

The chart below shows the progress towards achieving Harmony – to 31 December 2024.



As shown above, there are 13 actions that are currently in progress. Of the 29 actions included under Harmony, 69 per cent are aiming to achieve communities that are safe, welcoming and inclusive.

A strategic action where work is complete is the diversity of our communities is celebrated.

Strategic actions where work is progressing well are:

- Encourage the growth and positive development of our youth
- Our elderly and vulnerable are cared for
- Celebration and recognition of Aboriginal and Torres Strait history and culture.



## Leadership

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

| 4.1. Excellent management and administration           |                                                                                                                      |           |                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                  | ACTION                                                                                                               | DUE DATE  | PROGRESS                                                                                           | COMMENTARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4.1.1. Well managed resources for a sustainable future | 4.1.1.1. Invest in the development of employees to enable a highly skilled and engaged workforce                     | 2021-2025 | In Progress<br>   | Staff reviews are 90% completed, training needs analysis (identifies individual training needs) occurs during this process which results in the organisational training plan. Addition training outside of this occurs in accordance with Council policy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                        | 4.1.1.2. Promote a culture of continuous improvement with a focus on efficiency and customer service                 | 2021-2025 | In Progress<br>  | Councils continues to improve business and service delivery outcomes by making positive changes that collectively lead to significant improvements in organisational capabilities, efficiencies, effectiveness, and performance continues.<br>Council has recently reviewed 2 service areas; Parks and Gardens and the Library. The results of these audits will include actions in the area recommended for improvement.<br>The Customer Service Strategy Development was released for tender, evaluations are underway, this will also include a review of the Customer Service Charter to ensure it is fit for purpose and in line with Community expectations.<br>The internal audit planning for 2025 has commenced, areas to be audited are<br>· Human Resources - Attraction, Recruitment, On-Boarding and Retention<br>· Long Term Financial Planning. |
|                                                        | 4.1.1.3. Embed rigor in our planning process to ensure long-term sustainability and continuity of Council's services | 2021-2025 | In Progress<br> | Our 10-Year Major Projects Plan and our Long Term Financial Plan detail the activities that Council proposes to undertake over the short, medium and long term and guides the future strategies and actions of Council to make sure that it continues to operate in a sustainable manner. The draft plan will be presented to the Council at the December Council meeting. Finance team                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|                                                           |                                                                                                        |           |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                           |                                                                                                        |           |                                                                                                                 | <p>will be commence the preparation of 2025/26 budget in January 2025.</p> <p>Currently the Council is in the process of engaging consultants to prepare a Council Plan, Revenue and Rating Plan and Customer Services Strategy. The council made a submission to both the Federal Government and State Government Inquiry into Local Government Sustainability. Director Corporate Services attended LGPRO Summit on Local Government Sustainability in Melbourne.</p>                  |
|                                                           | 4.1.1.4. Develop and implement a Workforce Development Plan                                            | 2021/22   | <p>Complete and Ongoing</p>    | <p>There are 41 actions in our Workforce Plan, reported to Executive Leadership Team on 26 August 2024. The report highlights the tasks completed and those that are in progress. Almost three quarters of the plan (73%) has been completed.</p>                                                                                                                                                                                                                                        |
| 4.1.2. Provide robust governance and effective leadership | 4.1.2.1. Implement a Project Management Framework and system                                           | 2021/22   | <p>Complete and Ongoing</p>    | <p>Project Dashboard - went live in Q2, community members can now get updates on projects directly by visiting the website. This information will be updated every 3 months after Council meeting.</p> <p>Working with IT to develop online forms for monthly reporting, others to follow such as lessons learnt, project brief, risk register. Gap regarding Asset Ownership closed by introducing two role in PM Framework - Strategic Asset Owner, Maintenance Asset Coordinator.</p> |
|                                                           | 4.1.2.2. Develop and implement a Strategic Asset Management plan and supporting Asset Management plans | 2021/22   | <p>Complete and Ongoing</p>  | <p>Strategic Asset Management Plan due for review after election.</p> <p>Draft Fleet Asset Management Plan completed.</p> <p>Sealed road condition assessment completed, Transport Asset Management Plan to be updated once valuation completed</p> <p>Stormwater valuation to be completed 2024-25, SWAMP AMP to be updated once valuation and Drainage strategy finalised.</p>                                                                                                         |
|                                                           | 4.1.2.3. Provide Councillors with professional development and support to ensure effective governance  | 2021-2025 | <p>Complete and Ongoing</p>  | <p>Compulsory training of Councillors commenced following the October election and will continue in February 2025.</p>                                                                                                                                                                                                                                                                                                                                                                   |
|                                                           | 4.1.2.4. Work with Town Representative groups to better plan and deliver projects                      | 2021-2025 | <p>Complete and Ongoing</p>  | <p>Ongoing reviews of Community Plans. Assisted the Ultima Progress Association to undertake a community survey regarding the future direction of the Ultima Store.</p>                                                                                                                                                                                                                                                                                                                  |

|                                                                                                                         |                                                                                                                                                                                                                                                       |                   |                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>4.1.3.</b> Sound, sustainable:<br>o Financial management<br>o Excellence in service delivery<br>o Strategic planning | 4.1.3.1 Deliver projects on time, on budget and within scope                                                                                                                                                                                          | 2021-2025         | Complete and Ongoing<br>   | <b>Site works completed this quarter:</b><br>1. Long Street Reconstruction<br>2. Jennings Road reconstruction<br>3. New Britain Road reconstruction<br><br><b>Significant Milestones Completed this quarter:</b><br>1. Funding Agreement signed for Robinvale Workers Accommodation<br>2. Site works started for<br>a) Art Gallery Redevelopment<br>b) Swan Hill Tourism & Cultural Hub<br>c) Robinvale Centenary Park Playground                         |
|                                                                                                                         | 4.1.3.2. Working to budget and ensure future planning to meet financial needs                                                                                                                                                                         | 2021-2025         | Complete and Ongoing<br>   | Adoption of the Financial Statements and Annual Report was undertaken at the October Council meeting. The 10 Year Major Projects Plan has been prepared, and reviewed by Council 03 December. Major Project budget forms have been issued for all projects budgeted for 2024/25 and proposed for 2025/26. Program budget worksheets and other budget preparations for the 2025/26 year were delivered to program managers in the second week of December. |
|                                                                                                                         | 4.1.3.3. Review two service delivery areas in years 2 (Parks and Gardens / Library) and 4 (Economic and Community development / Circular economy) of this Council Plan to improve and ensure accessibility and consistency of our customer experience | 2022/23 & 2024/25 | Complete and Ongoing<br> | Council has received the draft report of the Parks and Gardens Service Review, management to provide comments. Library Service Review ongoing.                                                                                                                                                                                                                                                                                                            |

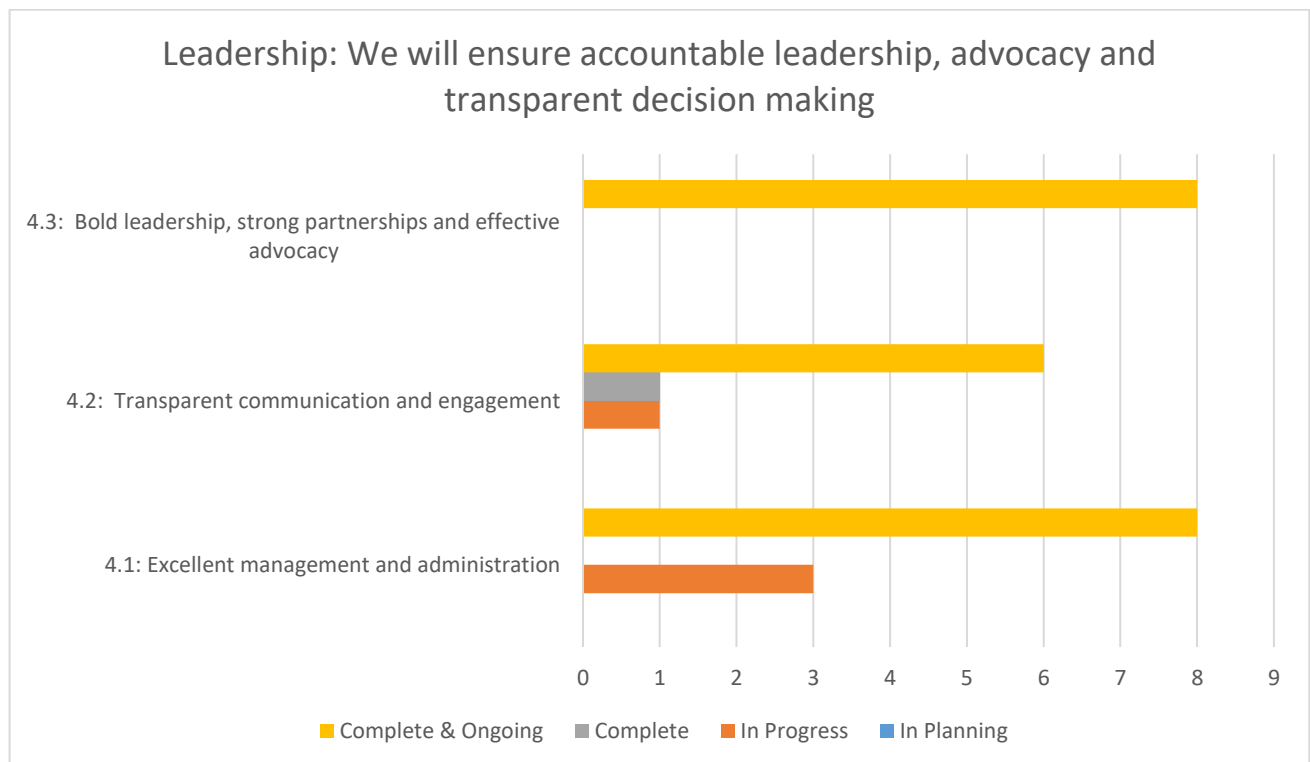
| 4.2. Transparent communication and engagement                       |                                                                                                                                                  |           |                                                                                                             |                                                                                                                                                                  |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGIC INITIATIVES                                               | ACTION                                                                                                                                           | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                       |
| <b>4.2.1.</b> Effective and authentic engagement with our community | 4.2.1.1. Review our Community Engagement Strategy to ensure our engagement is meeting the needs of the community                                 | 2022/23   | Complete<br>               | Complete                                                                                                                                                         |
|                                                                     | 4.2.1.2. Embed the Community Engagement principles and practices across the organisation                                                         | 2023/24   | In Progress<br>            | Continued to include community engagement principles and processes as part of all new staff induction training.                                                  |
|                                                                     | 4.2.1.3. Build constructive relationships with special interest groups in our community                                                          | 2021-2025 | Complete and Ongoing<br>   | Community engagement has continued to have positive results.                                                                                                     |
|                                                                     | 4.2.1.4. Review our use of social media platforms across Council with a view of increasing Councils exposure and ensuring consistent moderation  | 2021/22   | Complete and Ongoing<br>   | Council's social media audience continues to grow and moderation practices are in place                                                                          |
| <b>4.2.2.</b> Visible presence in our community                     | 4.2.2.1. Maximising the opportunities for Councillors and senior staff to represent Council at relevant community meetings, functions and events | 2021-2025 | Complete and Ongoing<br> | Council elections were conducted on 26 October 2024. We welcomed 5 new councillors and 2 re-elected councillors, who were sworn into Office on 19 November 2024. |
|                                                                     | 4.2.2.2. Continue quarterly Coffee with a Councillor around the municipality                                                                     | 2021-2025 | Complete and Ongoing<br> | No update available.                                                                                                                                             |
|                                                                     | 4.2.2.3. Arrange structured tours of the municipality where Councillors and senior staff meet with key community groups                          | 2022/23   | Complete and ongoing<br> | No update available.                                                                                                                                             |
|                                                                     | 4.2.2.4. Create a culture where staff are ambassadors for the Council                                                                            | 2021-2025 | Complete and Ongoing<br> | No update available.                                                                                                                                             |

#### 4.3. Bold leadership, strong partnerships and effective advocacy

| STRATEGIC INITIATIVES                                                                                                | ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | DUE DATE  | PROGRESS                                                                                                    | COMMENTARY                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4.3.1.</b> Create meaningful partnerships across our communities                                                  | 4.3.1.1. Continue involvement in community groups                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2021-2025 | Complete and Ongoing<br>   | No update available.                                                                                                                                                                                                                                                                    |
|                                                                                                                      | 4.3.1.2. Support Robinvale with its Committee for Robinvale Euston (C4RE)                                                                                                                                                                                                                                                                                                                                                                                                            | 2022/23   | Complete and Ongoing<br>   | Council now chairs the REWN, and is assisting working towards establishment of a new entity to prevent ongoing reliance on government funding.                                                                                                                                          |
|                                                                                                                      | 4.3.1.3. Support the health and wellbeing partnerships that address preventable illnesses.                                                                                                                                                                                                                                                                                                                                                                                           | 2023/24   | Complete and Ongoing<br>   | Council is represented on both the Murray and Mallee Primary Health Units (PHUs), as the LGA is now split across two Department of Health sub-regions. These PHUs will be assisting Council with development of the Public Health and Wellbeing components of the Council Plan in 2025. |
|                                                                                                                      | 4.3.1.4. Continue to support and work with Swan Hill Incorporated                                                                                                                                                                                                                                                                                                                                                                                                                    | 2021-2025 | Complete and Ongoing<br>  | Worked in partnership with Swan Hill Inc to promote Swan Hill during the New South Wales Golf Open. Joint Christmas Promotion successfully conducted. Preparing for Country Tennis Week Promotion. Council represented on Swan Hill Inc sub committees.                                 |
| <b>4.3.2.</b> Strong relationship with State and Federal governments to influence advocacy and funding opportunities | 4.3.2.1. Continue to advocate on the following issues:<br><ul style="list-style-type: none"> <li>• Improved Healthcare for our people, including a new hospital for Swan Hill</li> <li>• A new Murray River Bridge at Swan Hill</li> <li>• Complete the Murray Basin Rail Project</li> <li>• Housing and enabling infrastructure</li> <li>• Better use of environmental water and the development of a plan specific to the Murray River between Swan Hill and Robinvale.</li> </ul> | 2021-2025 | Complete and Ongoing<br> | No update available.                                                                                                                                                                                                                                                                    |
|                                                                                                                      | 4.3.2.2. Review Council's advocacy strategy on an annual basis                                                                                                                                                                                                                                                                                                                                                                                                                       | 2021-2025 | Complete and Ongoing<br> | No update available.                                                                                                                                                                                                                                                                    |

| 4.3. Bold leadership, strong partnerships and effective advocacy |                                                                                                            |           |                                                                                                           |                      |
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| STRATEGIC INITIATIVES                                            | ACTION                                                                                                     | DUE DATE  | PROGRESS                                                                                                  | COMMENTARY           |
| 4.3.3. Working together in promotion of the municipality         | 4.3.3.1. Positively promote our region as a great place                                                    | 2021-2025 | Complete and Ongoing<br> | No update available. |
|                                                                  | 4.3.3.2. Continue to work with Murray River Tourism and Swan Hill Incorporated to promote the municipality | 2021-2025 | Complete and Ongoing<br> | No update available. |

The chart below shows the progress towards achieving Leadership – to 31 December 2024.



As shown above, four actions are currently in progress. Of the 27 actions included under Leadership, 41 per cent are aiming to achieve excellent management and administration. 85 per cent of actions under the leadership pillar are Complete or Complete and Ongoing.

A strategic initiative where there is still more work to be done is – Transparent communication and engagement.

