



Draft Council Plan 2025-2029





Acknowledgement of Country

Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past, and present.

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Our Councillors

Swan Hill Rural City Council operates as an unsubdivided municipality, meaning Councillors are elected to represent the entire municipality. Every four years, our community votes to choose our Councillors, who work together to listen, lead, and make decisions that shape the future of the region.

Local government is the level of government closest to the community, responsible for things like roads, libraries, parks, waste services, and community support. In Victoria, councils are guided by the Local Government Act 2020, which sets out their role in providing good governance and working with local people, organisations, and other levels of government to help the region thrive.



Mayor and CEO Message



“Swan Hill Rural City is a place defined by strong communities, unique local character and a shared commitment to the future. Over the past year, Council has listened carefully to residents, businesses, and community groups about what matters most and where efforts should be focused.

This Council Plan sets out clear priorities and actions for the next four years. It has been shaped through extensive engagement and designed to balance the opportunities and challenges of a growing regional municipality. From supporting local jobs and strengthening liveability to protecting the environment and delivering high-quality services, this Plan aims to guide Council’s work in a way that is transparent, practical, and ambitious.

Council is committed to delivering these priorities together. Thank you to everyone who contributed ideas and feedback to help shape this vision. We look forward to working with the community to bring it to life”.

Scott Barber
CEO

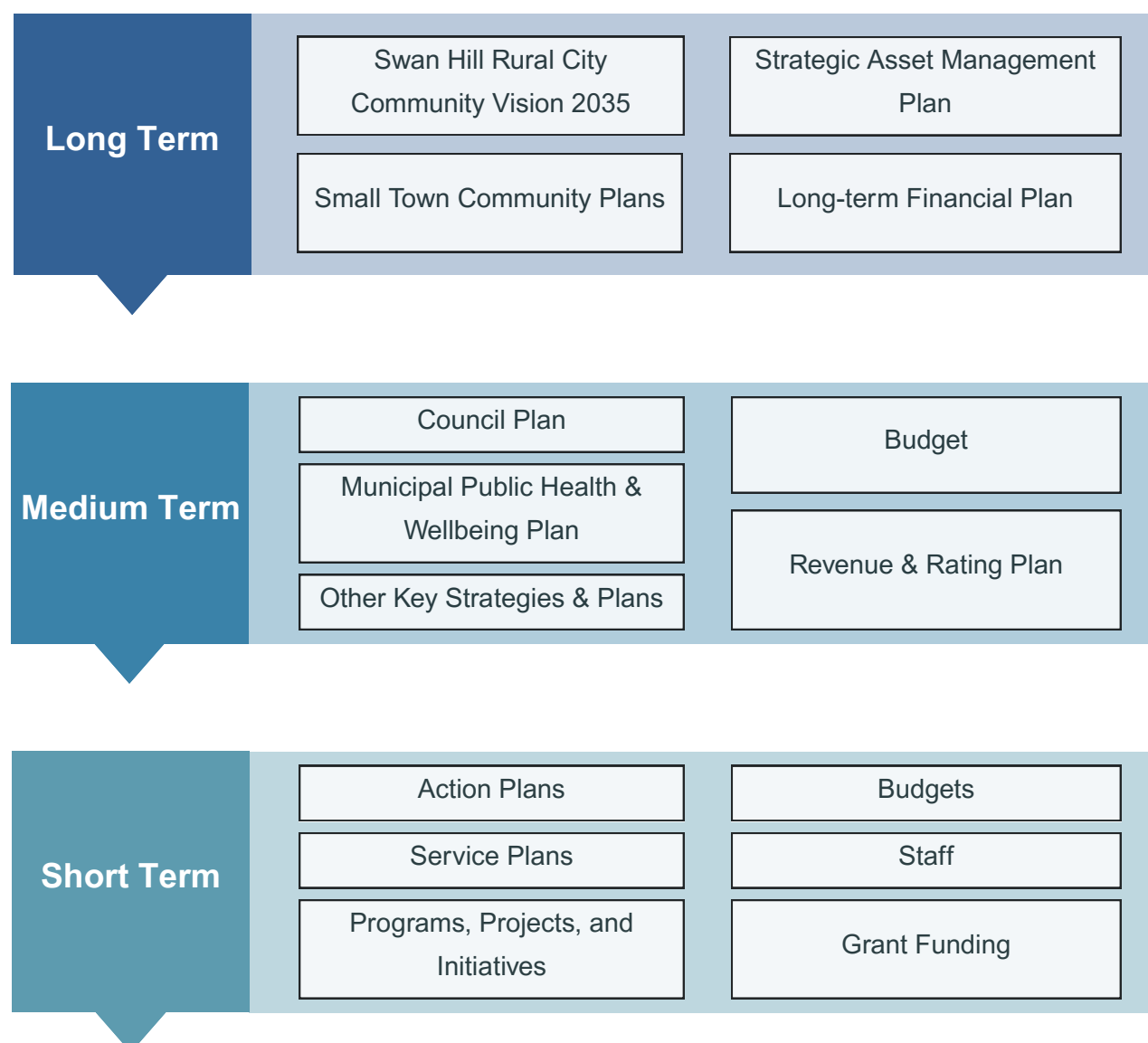
Cr Stuart King
Mayor

About The Council Plan

The Swan Hill Rural City Council Plan 2025–2029 is a medium-term strategic plan, developed for both the community and the organisation. It sets out the priorities, strategies, and actions that will guide how Council delivers services, allocates resources, and responds to local needs over the next four years.

Prepared under the Local Government Act 2020 (Victoria), the Plan outlines Council’s direction and priorities for the four years following the general election. It provides a clear framework for decision-making, resource allocation, and performance monitoring across all areas of Council activity.

This Plan sits within a broader planning framework that connects long-term community aspirations with Council’s day-to-day operations and service delivery.



Our Community Vision

The Community Vision describes the future that people across our municipality want to create together. It reflects our shared hopes and priorities, and provides long-term direction that guides the Council's planning, investment, and decisions.

To ensure the Vision still reflects what matters most to our community, we invited feedback through five community workshops and a public survey in parallel with this Council Plan's development about how the statement could better reflect our identity. The ideas included using concise language, highlighting the diversity of our people, and the connection between towns, industries and cultures. Therefore, the vision has been refined as follows:

"We have a great place to live, work and grow, shared by our diverse culture and connected community."

This Vision is underpinned by a set of guiding principles that express what the community values most, such as:



Belonging and Inclusivity – welcoming communities where people feel safe, connected, and respected.



Liveability and Lifestyle – supporting quality of life through local services, spaces, and opportunities to grow.



Cultural Diversity – celebrating the rich heritage, languages and traditions across our towns and communities.



Opportunity and Aspiration – enabling people to thrive through jobs, education, and a healthy environment.



Community Connection – fostering a sense of unity between rural townships, neighbourhoods, and industries.



Pride of Place – protecting what makes us unique while building a place that people are proud to call home.

To help bring this Vision to life, Council must lead with purpose, act in partnership, and remain accountable to the community's goals. This begins with a mission and a set of values that shape how Council works, makes decisions, and builds trust across our municipality.

Our Values

Community Engagement

We ensure that our communities are consulted, listened to, and informed.

Leadership

We play a central role in our community - actively engaging to shape a shared vision on strategic issues, while providing strong advocacy and decisive action.

Trust

We act with integrity and earn the community's trust by being a reliable partner providing services, projects and facilities.

Accountability

We are transparent and efficient in our activities, and we consistently value and welcome feedback.

Fairness

We value and embrace the diversity of our community and ensure that all people are treated equally.

Our Mission

We will lead, advocate, partner and provide efficient services and opportunities for the growth and wellbeing of our community, environment, and economy.

How This Plan Was Formed

To prepare this Council Plan, Swan Hill Rural City Council combined robust research with extensive community engagement to ensure the Plan reflects community aspirations and priorities, as required under Section 90 of the Local Government Act 2020 (Victoria). The process brought together data analysis, benchmarking with neighbouring councils, and conversations with local residents to build a clear picture of our municipality's strengths, challenges, and opportunities for the next four years.

Quantitative Approach

The quantitative analysis drew on a wide range of evidence to understand current trends, challenges and opportunities:

150+

Data points were sourced and analysed to shape the municipality profile.

2

Benchmarking exercises were conducted with neighbouring Councils.

20+

Council Plans & Strategies were reviewed.

264

Survey responses were received, including 64 drawing submissions.

Qualitative Approach

The qualitative engagement ensured that lived experience and local insights shaped the Plan's priorities. **More than 500 community members** were directly involved in structured consultation activities, including:

50+

Internal & external consultations across our municipality.

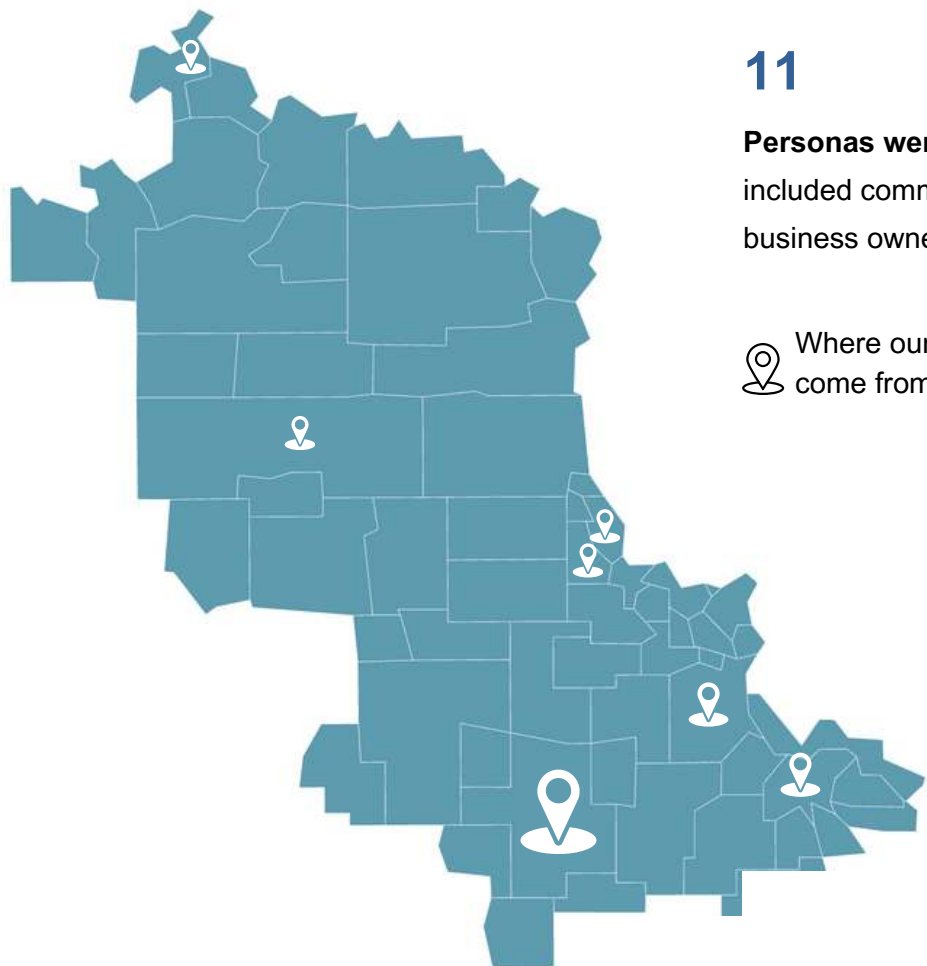
12

Community workshops and listening sessions held across our municipality.



Community Personas

In developing this Plan, we created a series of community personas to help us better understand and segment key insights. Ensuring the diverse needs, perspectives, and experiences across our region were meaningfully represented.



11

Personas were formed, which included community members, business owners, and tourists.

 Where our personas come from

Who Are Our Personas?



Student



Retiree



Family



Newcomer



Farmer



Tourist



Farm Starter



Early Career Professional



Single Parent



Small Business Owner



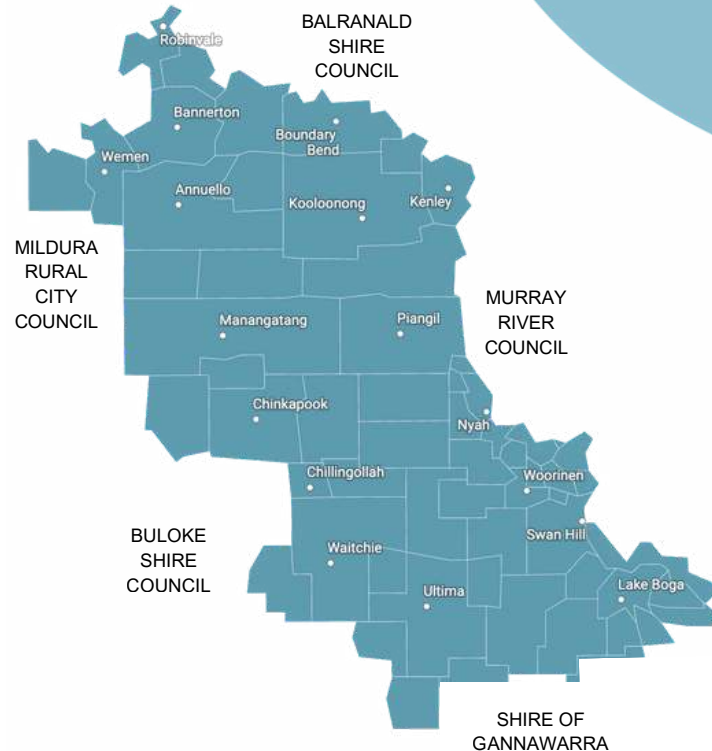
Farming Enterprise

About Our Municipality

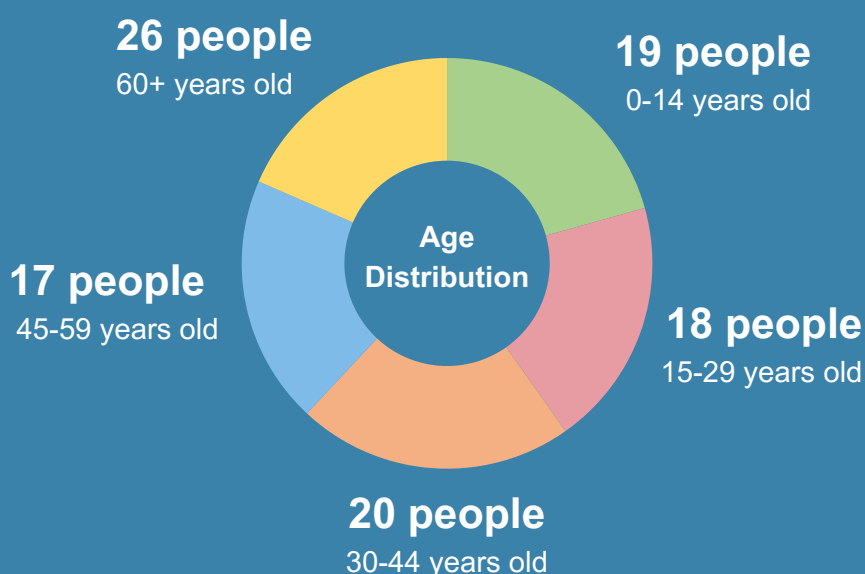
Swan Hill Rural City Council is home to 21,403 people in the northwest of Victoria. From Robinvale and Boundary Bend in the north to Ultima and Lake Boga in the south, our municipality brings together communities with strong local identities and a shared sense of connection.

Our municipality welcomes people from a variety of backgrounds and cultures, with around one in four residents born overseas and many speaking a language other than English at home. Our municipality has a median age of 39 and a household size of 2.5 people, in line with the Victorian average. A mix of younger families, older residents and volunteers all contribute to the community's character.

The Mallee Climate Projections 2024 show that by 2050, Swan Hill is likely to be 1.5 °C warmer and have 4–8 % less annual rainfall than 1986–2005, meaning hotter summers, more very hot days, and drier conditions impacting farming, water, infrastructure, and health.



Our Community, imagined as 100 People



*Independent data — figures are not directly comparable, or intended to add to 100%.

Community Characteristics

5

Aboriginal and/or Torres Strait Islander Population*

26

Born overseas*

25

Speak languages other than English at home*

17

Volunteers*

Council Services & Assets

Council delivers a wide range of essential services and maintains key assets that support daily life, local infrastructure, and community wellbeing.



Council's Services

Economic Development & Marketing Services

Business development & investment, marketing of our municipality & leases of caravan parks and other recreational facilities.

Cultural Services

Performing Arts, Libraries, Art Gallery and Indigenous Affairs.

Environmental & Waste Management

Recycling services, waste collection, landfills, drainage and environmental management.

Family, Youth and Children's Services

Services and support for families, children and youth.

Recreation and Community Facilities

Halls, parks, reserves, pools, playgrounds, sporting facilities and street beautification.

Public Health, Safety, and Regulatory Compliance

Animal management, parking, immunisations, emergency management, lighting and community health.

Pioneer Settlement

Managing, marketing, maintaining and developing this premium tourist attraction, including Heartbeat of the Murray Laser Light Show.

Governance and Administration

Customer Service Centres in Swan Hill and Robinvale, Councillor support, Council depots and plant equipment.

Transport Links

Maintaining over 3,450km of roads, footpaths, signs, street cleaning, tree maintenance and the aerodrome.

Other

Livestock Exchange, property acquisitions and disposal, commercial works, planning and building services, Tower Hill residential development.

Council's Assets



Infrastructure

855km

Sealed Roads.

1203km

Gravel Roads.

1392km

Natural Surface.

\$537M

Sealed & Unsealed Roads, Kerb and Channel, Road Shoulders, Footpaths, Cycle Paths and Bridges.

\$7.8M

Landfill And Associated Infrastructure.

\$93M

Stormwater Pits, Pipes, Pumps, Retention Basins, Table Drains and Channels.

\$14.7M

Heavy Machinery and Cars.

98km

Stormwater Pipes.

3289

Stormwater Pits.

Playgrounds & Buildings

51

Playgrounds.

341

Buildings.

\$138M

Offices, Sheds, Community Centres, Club Houses, Public Conveniences, Commercial Buildings.

\$19M

Playgrounds, Skateparks BBQ Shelters, Street Furniture, Irrigation, Jetties and piers.



Recreation

\$26.4M

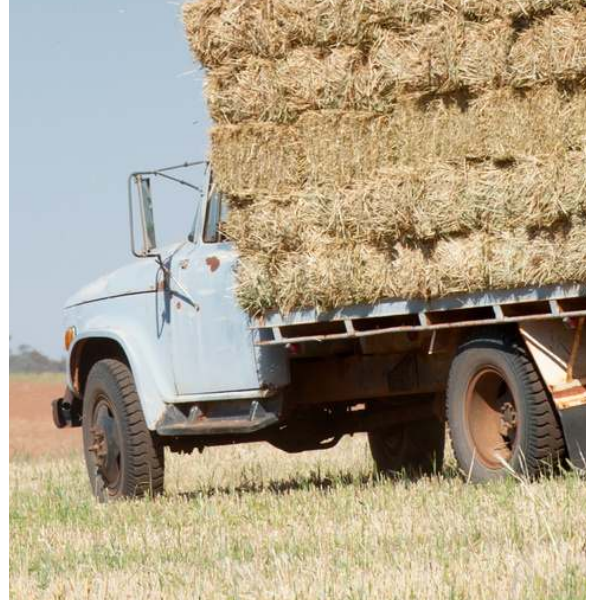
Swimming Pools, Recreation Reserves, Sporting Fields and Surfaces & Associated infrastructure.

\$21M

Pioneer Settlement: Site Exhibits, Buildings, Vehicles & Vessels, Light show.

Housing, Business & Workforce

Work in our municipality is driven by our key industries and their seasonal demands. Around six in ten adults are employed full-time, while part-time and seasonal roles provide flexibility and support for many households. Agriculture, healthcare and retail are among the most significant employers, together with education, manufacturing and a range of small businesses. These industries also underpin our municipality's economy.

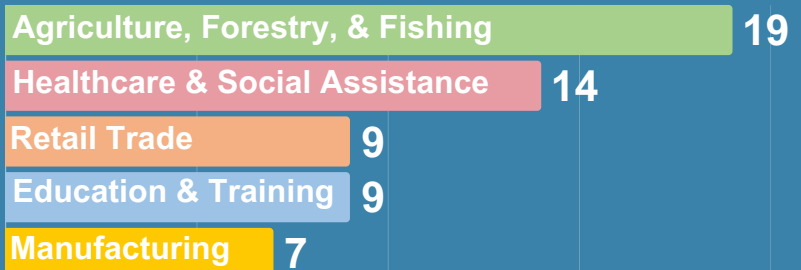


Industry Growth & Employment

According to National Institute of Economic and Industry Research (NIEIR), agriculture and horticulture generated more than **\$1 billion in 2023/24**. Manufacturing contributed more than **\$300 million**, construction added **\$276 million**, and healthcare and social assistance have grown to **\$198 million**, up a quarter from 2018/19. Across our municipality, more than **2,600 local businesses** produce a combined **economic output of \$1.6 billion**.

Our Community, Imagined as 100 People

Top Industry of Occupation



Other industries : 42

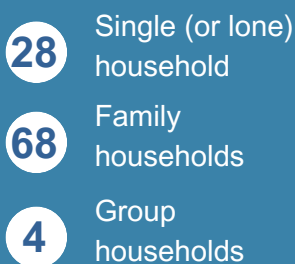
Employment



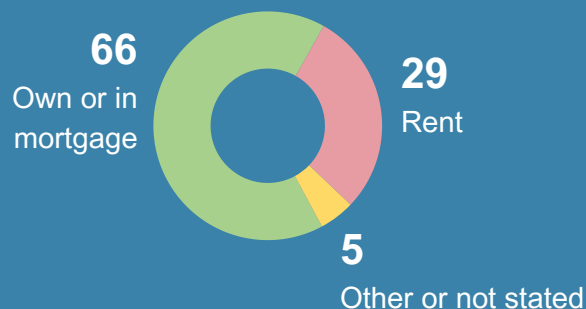
*Counts employed people who reported 0 hours of work the week before the Census or did not state their hours of work.

Our Community, Imagined as 100 People

How we live:



How we live:



Housing

When it comes to housing, the majority of households in the municipality either own their homes outright or are in the process of paying them off, while approximately one in three reside in rental accommodation. Households vary widely, including singles, couples and families at different life stages.

Tourism Snapshot

Tourism is a vital part of life and the economy in our region. Every year, visitors travel to our municipality to experience the Murray River, explore local produce and markets, attend events, or connect with friends and family. For many businesses, tourism provides a steady flow of customers that supports jobs and local investment.

To support a strong and resilient visitor economy, Council works in partnership with Swan Hill Incorporated, our municipality's tourism and business association, to promote Swan Hill as a destination and help local businesses thrive.

> Key Findings

The Murray Regional Tourism (MRT) 2023 report estimated:

591,000 visitors

came to the region

292,000

day trips

295,000

overnight stays

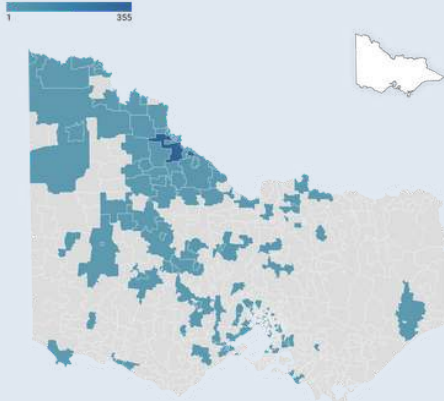
\$454

average spent

4,800

overseas visitors

Heatmap of Visitors – Victoria



Map data: Australian Bureau of Statistics • Created with Datawrapper



📍 Food & Wine Festival



📍 Pioneer Settlement

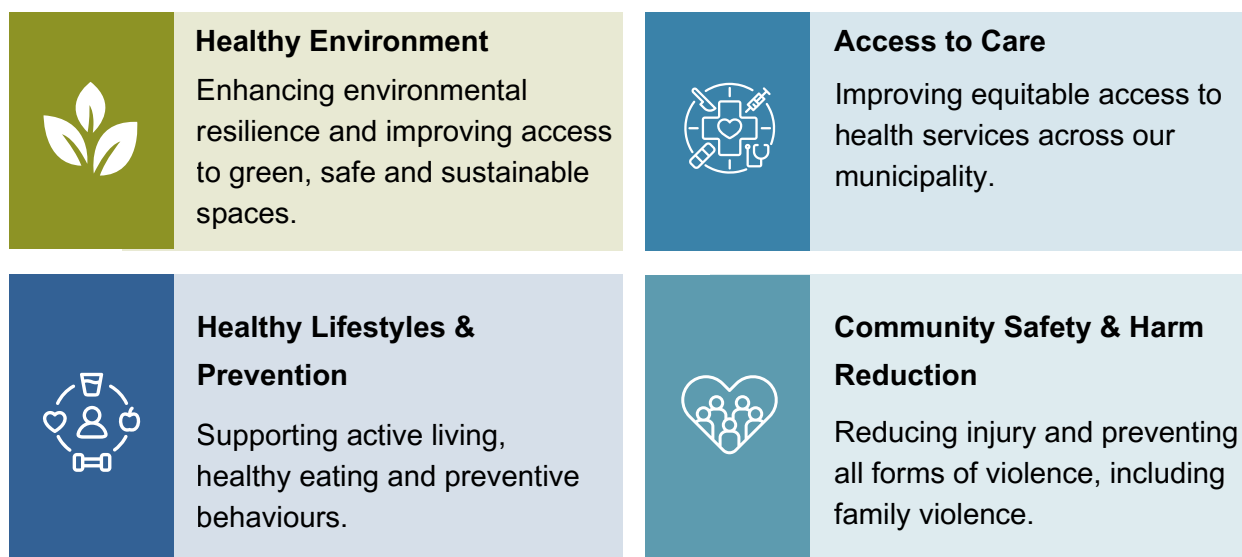


📍 Robinvale Caravan Park

Health & Wellbeing

Staying healthy in Swan Hill Rural City Council is shaped by the places people spend time and the choices they make every day. Locals walk along river trails, use the swimming pools, play sports or meet friends in one of the many parks spread across our municipality. Our hospitals and health services provide vital care close to home, and community groups offer support and connection when it is needed most.

These patterns show both the strengths and the opportunities in the community. As required under the Public Health and Wellbeing Act 2008 (Victoria), this Council Plan incorporates a Municipal Public Health and Wellbeing Plan recognising the synergy that community health priorities share with Council's broader decision-making and service delivery. Therefore, this plan was prepared following the Victorian Public Health and Wellbeing Plan 2023–2027 to ensure the ten statewide health objectives are reflected in the developed focus areas. Through local engagement and evidence, four focus areas have been identified that reflect what matters most to our community:



Health & Wellbeing Indicators

*Independent data — figures are not directly comparable, or intended to add to 100%.

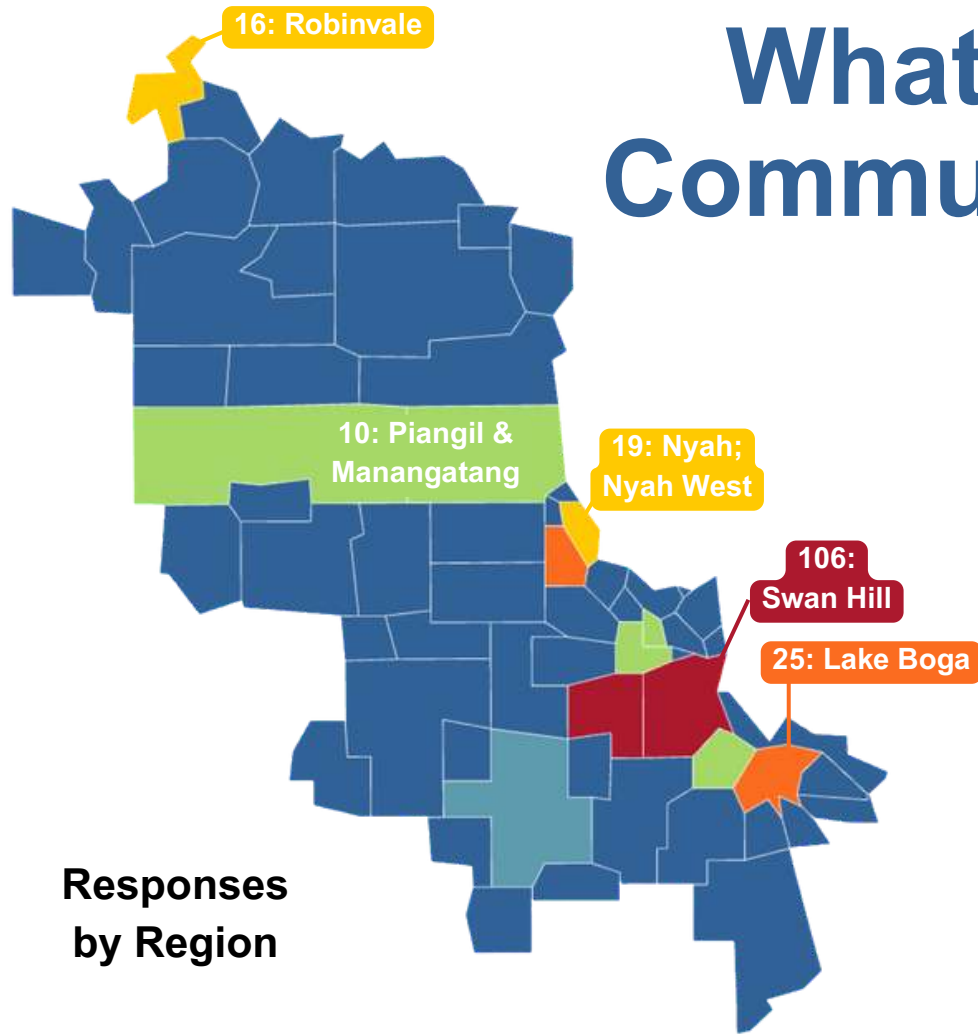
Prevalence of Selected Long-term Diseases

- 10% Experiencing arthritis*
- 8% Experiencing mental health issue*
- 5% Experiencing diabetes*
- 10% Experiencing asthma*

Lifestyle Behaviours

- 23% Current smokers*
- 44% Consumed adequate fruit intake*
- 22% Consumed more than two standard alcohol drink per day (avg)*
- 71% Undertook low, very low or no exercise in the previous week*

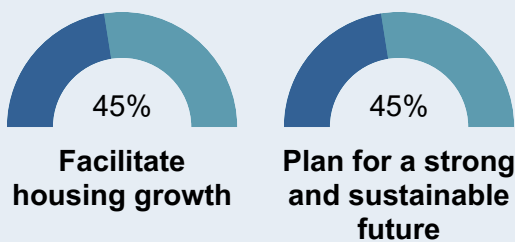
What Did Our Community Say



Survey Respondent Profile

61%	Female
22%	55-64 years old
91%	Live in Region
59%	Work in Region
48%	Involved in a community or club

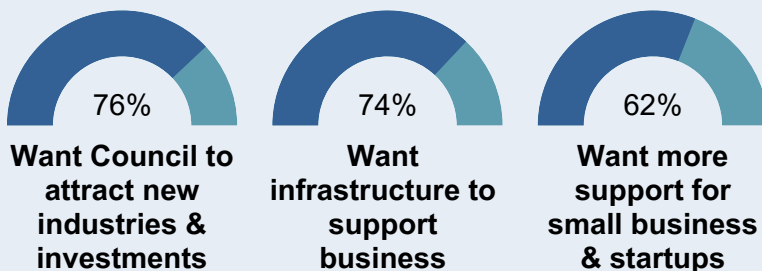
Fulfilling Community Vision



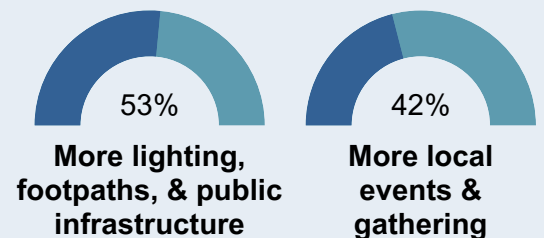
Changes to Local Environment



Growth in Economy & Business



Increasing Safety & Inclusion



Consultation & Workshop Findings

Why We Like Living Here

"We value the welcoming feel & strong sense of community in this municipality, where it is easy to feel connected."

"The river and natural environment are defining features that create local pride and identity."

"Our arts events and festivals attract people from all over the Mallee."

What We Can Build On

"The riverfront could be even more vibrant and better connected to the town."

"Transport links and digital connectivity could be stronger, especially in smaller towns."

"Some town centres need to be refreshed to strengthen local pride and appeal."



Summary of Engagement

Through surveys, workshops and consultations, we connected with people from across our municipality. These conversations helped surface the values, concerns and aspirations that matter most to our community, such as:

Growing well, not just growing fast:

There was a strong desire for investment in housing, services and infrastructure that support both newcomers and long-term residents.

Belonging through culture and community:

People want more spaces and experiences that reflect the diversity of our community, beyond sport, across age groups, and throughout the year.

Backing business and opportunity:

As economic growth is seen as key to future prosperity, there is a call for attracting investment, improving enabling infrastructure, and creating meaningful jobs.

Infrastructure that brings people together:

Footpaths, lighting and physical infrastructure were raised as important for safety, access and connection, especially in smaller towns.

Green, liveable, and climate-ready:

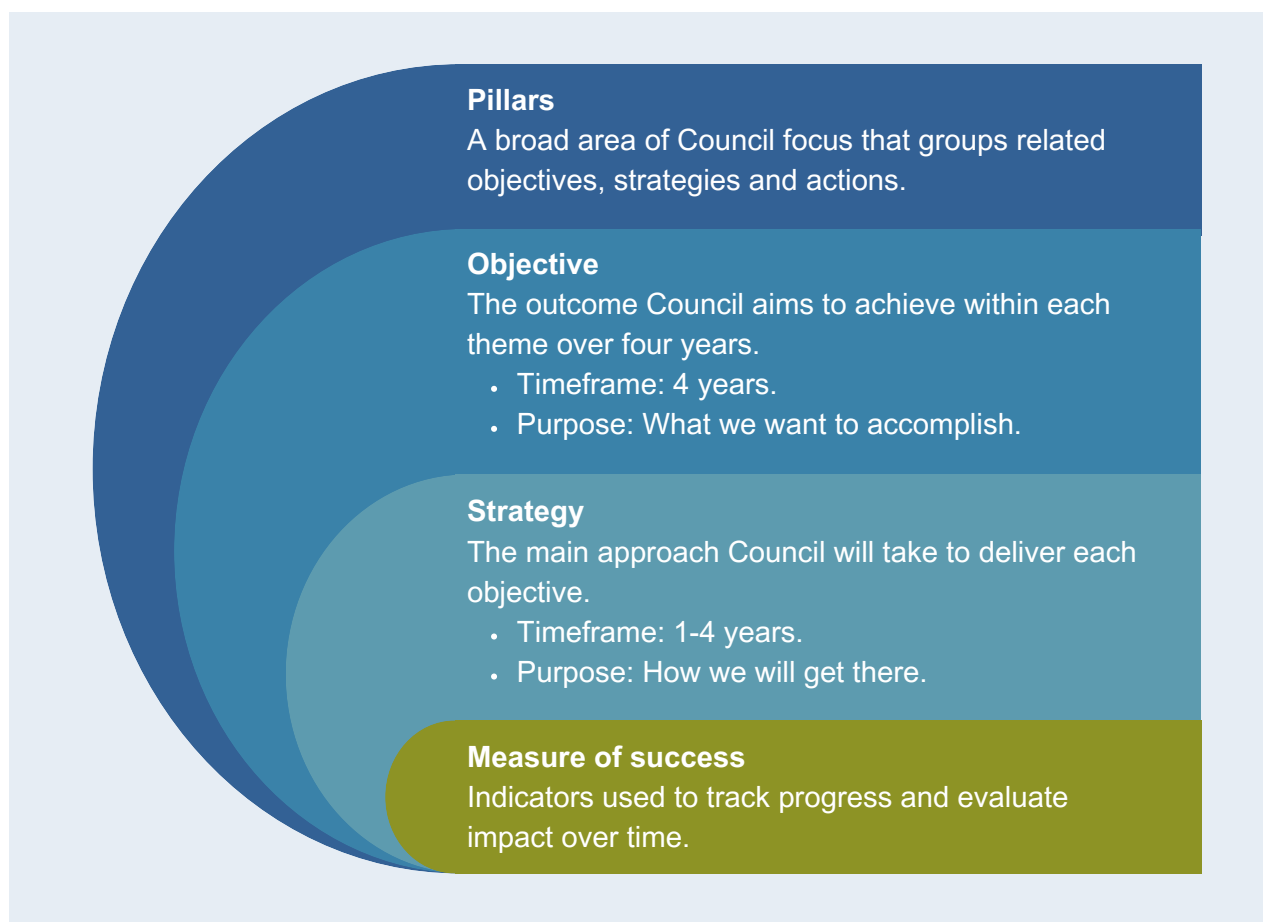
Greener streets, better cooling infrastructure, and access to nature came through as a shared goal to make our municipality more liveable.

Connecting across distance:

Transport and digital access continue to shape how people connect. Many described the need for better public transport and stronger digital infrastructure, particularly in smaller and more remote areas.

Council Plan Framework

This Council Plan has been organised to show how ideas move from big priorities to practical action. The structure helps explain how Council's goals are connected to the work carried out every day, and how progress will be measured over time. By setting out clear links between themes, objectives, strategies and measures, the Plan aims to be transparent and easy to follow.



This approach makes it simpler to see what success looks like and how it will be tracked. Whether it is delivering services, supporting communities or planning for the future, each part of the Plan works together to turn shared goals into outcomes for the whole municipality.

Pillars

The Pillars in this Council Plan represent the key areas of focus for Swan Hill Rural City Council over the next four years. They bring together shared aspirations, local priorities and the work needed to support a thriving, connected community.



Each Pillar combines goals, strategies and actions that guide decision-making and investment. Together, they provide a clear pathway for delivering services, strengthening liveability and supporting growth across our municipality.

In delivering this Council Plan, Council plays a variety of roles determined by the action each strategy leads to. These include:

- **Advocate** – representing community needs to other levels of government and external partners.
- **Facilitator** – enabling collaboration and supporting community-led initiatives.
- **Provider** – delivering Council-run services, programs or infrastructure.
- **Collaborator** – working with others to achieve shared outcomes.



Pillar 1

Growth and Development

Council Services

Strategic Planning

Statutory Planning and
Development Approvals

Economic Development

Pioneer Settlement and
Tourism Marketing

Relevant Strategies & Plans

Housing Action: Greater Swan Hill Committee

Robinvale Housing Strategy

2024–25 Housing Action Plan

Small Towns Future Development Plan

Tourism Destination Management Plan 2050

Riverfront Masterplans (Swan Hill, Robinvale,
Nyah)

Pental Island Bridge Project

Industrial Land Use Strategy

Economic Development Strategy

Objective 1: Support housing that meets community needs and enables future population growth

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Support diverse housing to meet community needs.	Facilitator, Provider.	The number of dwellings approved that align with the priorities outlined in the mentioned strategies and projects.	400 dwellings by 2029.
Strengthen Council's planning and coordination capacity to enable housing growth.	Provider.	Median Planning assessment time for residential permit.	Maintain 70% of applications processed in 60-day statutory timeframe 2029.
		Development Advisory Service (DAS) offered to all eligible housing applications.	Use of DAS 10 times per annum.
Proactive strategic planning for future land use.	Provider.	Complete a broader strategic land use strategy to ensure adequate land supply.	Strategy developed.



Objective 2: Strengthen the visitor economy by showcasing the municipality's unique places, culture and experiences

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Grow the visitor economy.	Collaborator, Facilitator.	Completion of the Tourism Destination Management Plan 2050.	Adopted by Council at the end of 2027.
		New or refurbished tourism infrastructure to support food, cultural or nature-based experiences.	5 new or refurbished assets delivered by 2029.
		Co-delivered initiatives with operators, creatives, or Traditional Owner groups.	At least 3 by 2029, in conjunction with Swan Hill Inc.
		Monitor visitation numbers and economic benefits of tourism.	Increased visitation numbers by 1%, (Murray Regional Tourism statistics).
Support a range of accommodation options to attract and retain overnight visitors.	Collaborator, Facilitator.	Number of overnight stays.	Increase in overnight stays (MRT Statistics).
		Number of towns with upgraded RV infrastructure delivered.	Upgrades in 2 priority towns by 2029.

Objective 3: Grow local businesses and attract new investment into the municipality

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Be a business-friendly destination.	Provider, Facilitator.	Number of new business approvals.	10 new businesses by 2029.
		Number of town revitalisation projects.	2 by 2029.
		Adoption of the Industrial Land Use Strategy.	Adopted by 2026.
		Develop a range of business related Prospectuses.	Prospectuses endorsed by Council.
Observe and monitor development in the renewable energy, transmission and mining sectors.	Advocate, Collaborator.	The number of initiatives planned which benefit the community.	1 submission per year. 1 study per year. Update Goschen Mineral Sands Memorandum of Understanding. Community list of benefits.
Strengthen advocacy through regional and cross-border partnerships.	Collaborator.	Joint advocacy delivered in collaboration with key partners.	3 initiatives delivered by 2029.

Objective 3: Grow local businesses and attract new investment into the municipality

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Leverage the municipality's agricultural strengths to support industry growth.	Collaborator, Provider.	Encourage new Agri-processors.	Host and attend 2 agribusiness forums.
		Completion of the Swan Hill Regional Livestock Exchange Strategic Review.	Review completed and options presented to Council by 2026.
		Review of the Rural Land Use Strategy.	Completed by 2027, followed by a planning scheme amendment.
Support businesses to build a strong local workforce that meets industry needs.	Provider, Advocate.	Workforce attraction campaigns.	4 campaigns or events by 2029.



Pillar 2

Community and Liveability

Council Services

Family, Youth and Children's Services

Cultural Services

Economic and Community Development

Community Care

Relevant Strategies & Plans

Municipal Early–Middle Years Plan

Early Years Infrastructure Plan

Youth Strategy

Kindergarten Infrastructure Services Plan (KISP)

All-Accessibility Strategy

Objective 1: Support learning and development opportunities for people of all ages and abilities.

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Strengthen access to early childhood education and care.	Collaborator, Provider, Advocate.	Early years priority actions delivered from the Municipal Early–Middle Years Plan.	Annual milestones met.
		Implementation of the Early Years infrastructure plan and Early Years research.	Annual milestones met.
		Number of new childcare services available.	3 new or upgraded childcare services by 2029.
Enable informal learning opportunities.	Provider, Facilitator.	Number of youth and adult education or development programs supported by Council.	6 programs supported by 2029.



Objective 2: Celebrate and grow diverse arts, culture, and creative events

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Strengthen the Performing Arts to expand regional reach and grow local participation.	Provider.	Number of annual performances or events in the region.	5% increase in audience numbers and events from the 2025 data.
Renew the Creative Strategy to support a connected, inclusive cultural sector beyond Council-led programs.	Provider, Facilitator.	Number of creative enabling initiatives.	Deliver annual milestones set in the Creative Strategy.
Develop and promote the look, feel, and role of the newly renovated Swan Hill Gallery.	Provider.	Review the vision and branding of the Swan Hill Gallery.	Adopt the Vision and branding.

Objective 3: Foster a welcoming, inclusive, and connected community

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Strengthen community participation and connection.	Facilitator, Provider, Advocate.	Number of campaigns delivered to promote local groups and volunteering.	3 campaigns per year.
		Council's Volunteer participation levels.	Maintain or increase current levels of volunteerism.
		Continue to support community events to reduce the burden on volunteers.	Logistical support provided within grants provided by Council's Event Support Fund.
Embed inclusive practices across Council's operations, events, and community partnerships.	Provider, Collaborator.	Attendance at events.	Increase from 2025 baseline over four years.
		Diversity of community grant recipients.	More diverse mix of recipient.
Reduce barriers to involvement from underrepresented groups.	Provider, Collaborator, Facilitator.	Diversity of community members engaged in Council's deliberative community engagement processes.	Deliver in-house training to 10 key staff.
			Capture baseline engagement data in 2025.

Objective 3: Foster a welcoming, inclusive, and connected community

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Enable access to community services and facilities.	Provider.	Provide accessible services and facilities.	Complete all Accessibility Strategy of Council community service locations.





Pillar 3

Health and Wellbeing

Council Services

Family, Youth and Children's Services

Public Health, Safety, and Regulatory Compliance

Relevant Strategies & Plans

Swan Hill Health Precinct Masterplan

Council Workforce Plan

Local Heat Health Plan

MEMP (Municipal Emergency Management Plan)

Objective 1: Improve access to health and wellbeing services

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Advocate for the upgrade of Swan Hill District Health Service.	Advocate.	Number of advocacy initiatives.	
Improve access to Maternal and Child Health services (MCH).	Provider, Advocate.	Progress on succession milestones and adequate MCH staffing levels.	Annual progress milestones achieved.
		Hub concept or funding proposal developed.	Proposal drafted or funding explored by 2027.



Objective 2: Promote healthy, inclusive, and safe communities

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Encourage healthy and active living through local partnerships.	Facilitator, Provider.	Number of campaign promotions for health programs.	4 per year.
		Greater awareness of recreational areas.	3 promotions per year.
Ensure cultural safety and inclusion in community health promotion.	Provider.	Cultural training program for Council staff.	One third of staff each year attend training.
		Number of inclusive events and community campaigns.	3 per annum.
Create safer public spaces and support those affected by family violence.	Provider, Advocate.	Number of public spaces equipped with lighting and public safety measures.	1 improvement per annum.
		Number of advocacy submissions or meetings related to family violence.	2 per year.
		Number of local and State initiatives supported.	5 per annum.
Align local community plans with Council's wellbeing priorities.	Facilitator.	Number of priorities from the Community Plans progressed.	Report annually.

Objective 2: Promote healthy, inclusive, and safe communities

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Support Community Based Programs.	Provider.	Continue to deliver immunisation program.	Meet or exceed the state average.
Reduce the impacts of climate change.	Collaborator, Provider.	Continue to introduce measures to reduce the impacts of climate variability.	Endorsed local heat health plan.
			Compliance with vector-borne diseases.
			MEMP updated and endorsed by the regional committee.





Pillar 4

Environmental Sustainability

Council Services

Environmental & Waste
Management

Relevant Strategies & Plans

Urban Tree Management Plan
Swan Hill, Robinvale, Nyah Riverfront Master Plans
Little Murray Rehabilitation Master Plan
Small Towns Future Development Plan
Waste Strategy
Circular Economy Infrastructure Business Plan

Objective 1: Protect and enhance local land, biodiversity, and natural assets for future generations

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Deliver a renewed Urban Tree Management Plan.	Provider, Facilitator.	Canopy coverage in the CBD.	15% increase by 2029.
		Urban Greening & Cooling Strategy.	Urban Greening & Cooling Strategy adopted.
		Number of trees planted across the municipality.	300 new trees planted annually.
		Small Towns Future Development Plan 2024.	Number of initiatives achieved.
Continue with Council's Riverfront Management.	Provider.	Riverfront Management of Swan Hill, Robinvale and Nyah.	6 initiatives planned and implemented by 2029.
		Little Murray Rehabilitation Master Plan completed.	Master plan finalised by 2026.
Enhance biodiversity across the municipality.	Provider, Advocate.	Minimise associated loss of biodiversity.	Avoid or offset any loss.
		Inspection of emerging weeds and pests.	Deliver annually.

Objective 1: Protect and enhance local land, biodiversity, and natural assets for future generations

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Advocate for long-term community benefits from the transition to renewable energy.	Collaborator, Advocate, Facilitator, Provider.	Number of community sessions conducted.	2 sessions by 2029.
		Number of engagements conducted with renewable businesses and Government.	4 sessions by 2029.
		Review and renew the Sustainable Living Strategy.	Develop a strategy and have it adopted by 2028.
		Number of electric charging stations added across municipality.	1 electric charging station installed annually.
		Support community transition and sustainability.	Attend Central Victorian Greenhouse Alliance.
Support local landholders and Traditional Owners to strengthen environmental stewardship.	Collaborator, Provider.	Number of environment initiatives conducted.	1 annually.

Objective 2: Reduce waste and support a circular economy

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Improve waste and resource recovery systems to support circular economy goals.	Provider.	Develop a Waste Strategy.	Adopted by 2026.
		Implement actions from the Waste Strategy.	Report annually.
Enable innovation and investment in circular economy infrastructure.	Facilitator.	Develop business plan for composting facility, plastic recycling facility.	Plan developed.





Pillar 5

Infrastructure

Council Services

Recreation and Community
Facilities

Transport Services

Governance and Administration

Parks, Gardens, and Footpaths

Relevant Strategies & Plans

Strategic Asset Management Plan (SAMP)

Total Asset Management System

Integrated Transport and Land Use Strategy

Active Transport Strategy

Open Space Strategy

Public Convenience Strategy

Sport and Recreation Precinct Master Plans

Missing Link Footpath Strategy

Central Murray Regional Tourism Strateg

Objective 1: Maintain and upgrade road infrastructure to support safe, efficient and accessible transport

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Ensure road upgrades and maintenance are based on condition, usage, and community access needs.	Provider.	Deliver renewal works to ensure roads are appropriately maintained.	Exceed 200,000 square metres of road re-sealed per year.
			Exceed 25 km of gravel roads re-sheeted per year.
		Community satisfaction with sealed local roads.	Achieve greater than the state average for large rural Councils each year.
			Achieve greater than the state average for large rural Councils each year.
Advocate for improved transport services.	Advocate.	Improvement in state rail services to improve rolling stock and to upgrade infrastructure to achieve faster and more reliable services.	Attend regional partnership meetings.
		Improvements to regional roads.	Number of meetings with DTP.
		State investment and understanding of regional roads and transport infrastructure.	Council promotion of regional and local priorities.

Objective 2: Make the best use of Council assets to meet local needs and support long-term sustainability

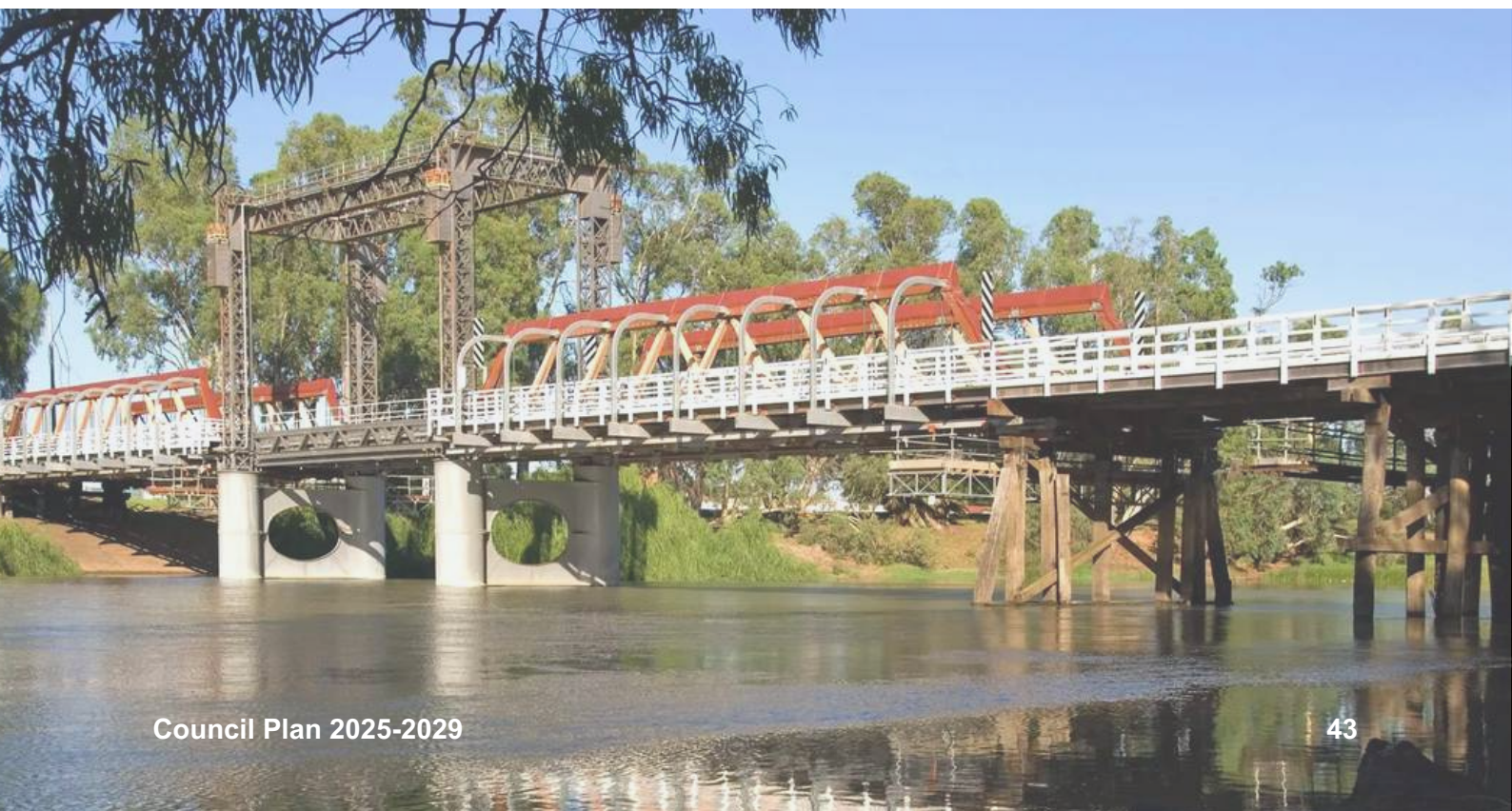
Strategy	Council's Role	Measure of Success	
		Indicator	Target
Use Council's Strategic Asset Management Plan to guide investment, maintenance and utilisation.	Provider.	Sound management of Council infrastructure.	Complete the SAMP.
			Greater than 80% as reported Local Government Performance Reporting Framework.
			Greater than 70% of capital works delivered.
		Customer satisfaction with the Council's sealed and unsealed Roads and infrastructure.	Achieve greater than the state average for large rural Councils each year.
		% of Council buildings rated as 'good' or 'excellent.'	80% by 2029.
		Develop Total Asset Management System.	System selected and implemented.
Local Government Precinct concept funding proposal developed.	Facilitate.	Conceptual Local Government Service Centre.	Concept explored.

Objective 3: Improve connectivity between key precincts and cross-border infrastructure for regional growth

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Advocate for a new Swan Hill Bridge as Council's number one priority.	Advocate.	Advocacy campaigns.	6 monthly Community Update on progress.
Deliver projects identified in the Riverfront Master Plans.	Provider, Advocate.	Number of actions delivered.	Annual milestones met.
Improve integration of transport and land use.	Provider, Collaborator.	Completion of the Integrated Transport and Land Use Strategy.	Adopted by 2026.
			Complete Feasibility and Design with rail authorities.
		Implementation of Active Transport Strategy.	Report annually.

Objective 4: Reduce urban flood risk and support future development by improving drainage infrastructure

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Use the Drainage Strategy to guide investment.	Provider.	Number of drainage infrastructure upgrades.	Four priority upgrades by 2029.
Advocate and collaborate on urban water management.	Collaborator.	Active member of the North West Integrated Water Management Forum.	One State funded project.
Investigate new approaches to managing urban stormwater.	Collaborator.	Feasibility study or options paper completed outlining viable stormwater reuse opportunities.	At least one opportunity by 2028.



Objective 5: Enhance community facilities and open spaces to support recreation, inclusion and wellbeing.

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Develop an Open Space Strategy to guide future planning, investment, and activation of public spaces.	Provider.	Adoption of Open Space Strategy.	Adoption by 2028.
		Number of playground upgrade projects delivered.	4 by 2029.
Deliver public spaces that support physical activity and inclusion.	Provider.	Missing link path, as identified in the Missing Link Footpath Strategy.	At least one missing link is implemented.
		Number of toilet renewals.	1 renewal per annum.
		Patronage of swimming pools in the LGA.	Increase in attendance rates.
		Number of sport and recreation actions from the master plans.	2 annually.



Pillar 6

Transparency and Effectiveness

Council Services

Governance and Administration

Relevant Strategies & Plans

Customer Experience Strategy
Community Engagement Guidelines
Reconciliation Action Plan
Workforce Plan
Business Plans (annual)
IT Strategy
10-Year Financial Plan
Rating and Revenue Plan

Objective 1: Deliver accessible, responsive and inclusive customer and community engagement

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Make Council information and services easier to access and navigate.	Provider.	Percentage of content translated to key languages.	90% of the content on our website landing pages are translatable.
Deliver consistent, culturally safe and inclusive customer service.	Provider.	Community satisfaction with the Council's customer service.	Maintain or increase Community Satisfaction Survey.
Improve community engagement and participation in Council decisions.	Provider, Collaborator.	Number of engagements delivered.	Increase numbers of people engaged in each topic.
		Additional languages used.	Increase in key community languages used by Let's Talk.
		Review Community Engagement Guidelines.	Range of engagement methods utilised.
		Diversity of community members engaged in Council's deliberative processes.	More diverse mix of participants compared to 2025 baseline.

Objective 1: Deliver accessible, responsive and inclusive customer and community engagement

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Make it easier for local businesses to engage and partner with Council.	Provider.	Percentage of local businesses participating in the Council's tenders.	Development of the tender guides.
		Use of the development advisory service.	Establish base usage in 26/27.
Engage with local Registered Aboriginal Party and First Nations communities.	Provider.	Meet the obligations of the Reconciliation Action plan.	Number of actions achieved.

Objective 2: Strengthen Council's internal capability, resources, systems and financial sustainability

Strategy	Council's Role	Measure of Success	
		Indicator	Target
Build internal capability and partnerships to meet evolving community needs.	Provider, Collaborator.	Confidence in organisational capability.	One Business Plan per annum.
		Investigate strategic delivery partnerships (e.g. shared services, regional collaboration).	3 by 2029.
Improve service delivery through innovation and technology.	Provider.	Number of services using new digital or automation tools.	80% of paper-based processes are digitised.
Strengthen planning and data to support long-term decision-making.	Collaborator, Provider.	Census participation rate across the municipality.	Increase participation in 2026 Census, across all postcodes.
		Number of independent population studies or data enhancements undertaken in partnership with external agencies..	Consideration of an independent study completed for Swan Hill township.
Maintain long-term financial sustainability.	Provider, Advocate.	Victorian Auditor General financial sustainability measures.	Achieve amber or green indicators.

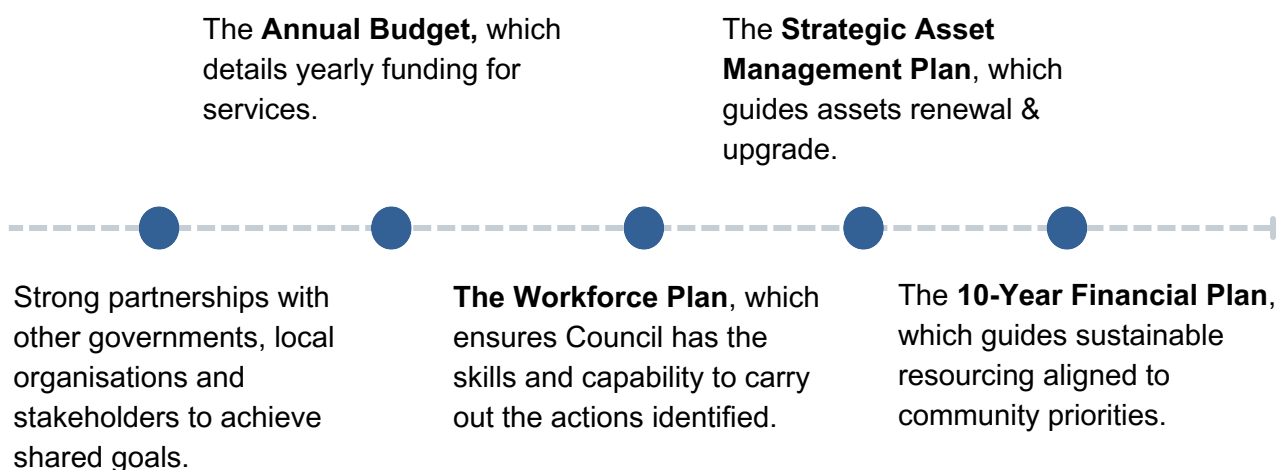
Objective 2: Strengthen Council’s internal capability, resources, systems and financial sustainability

Strategy	Council’s Role	Measure of Success	
		Indicator	Target
Strengthen local workforce pathways and succession planning.	Provider.	Pathway opportunities developed.	Increase participation in pathways.
		Workforce Planning.	Develop a 4-year workforce plan.



How We Will Deliver

This Council Plan will be put into action through a coordinated mix of strategies, services, and partnerships over the next four years. Delivery will be underpinned by:



Council will align its resources to this Plan's objectives while staying adaptable to new challenges and opportunities as they arise.

Monitoring & Accountability

Council is committed to transparent reporting and continuous improvement. Progress on this Plan will be tracked and shared through:

The Annual Report

Provides a formal update on achievements and measures of success.

Quarterly Performance Reports

Enable regular oversight by Councillors and the executive team.

Community Updates

Such as newsletters, progress tracker, and annual results summary to demonstrate progress.

These measures will support accountable decision-making and help build trust with the community.

ACKNOWLEDGEMENTS

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We acknowledge the work from Ninety Mile Consulting who contributed to the concept and coordination of this report.

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