

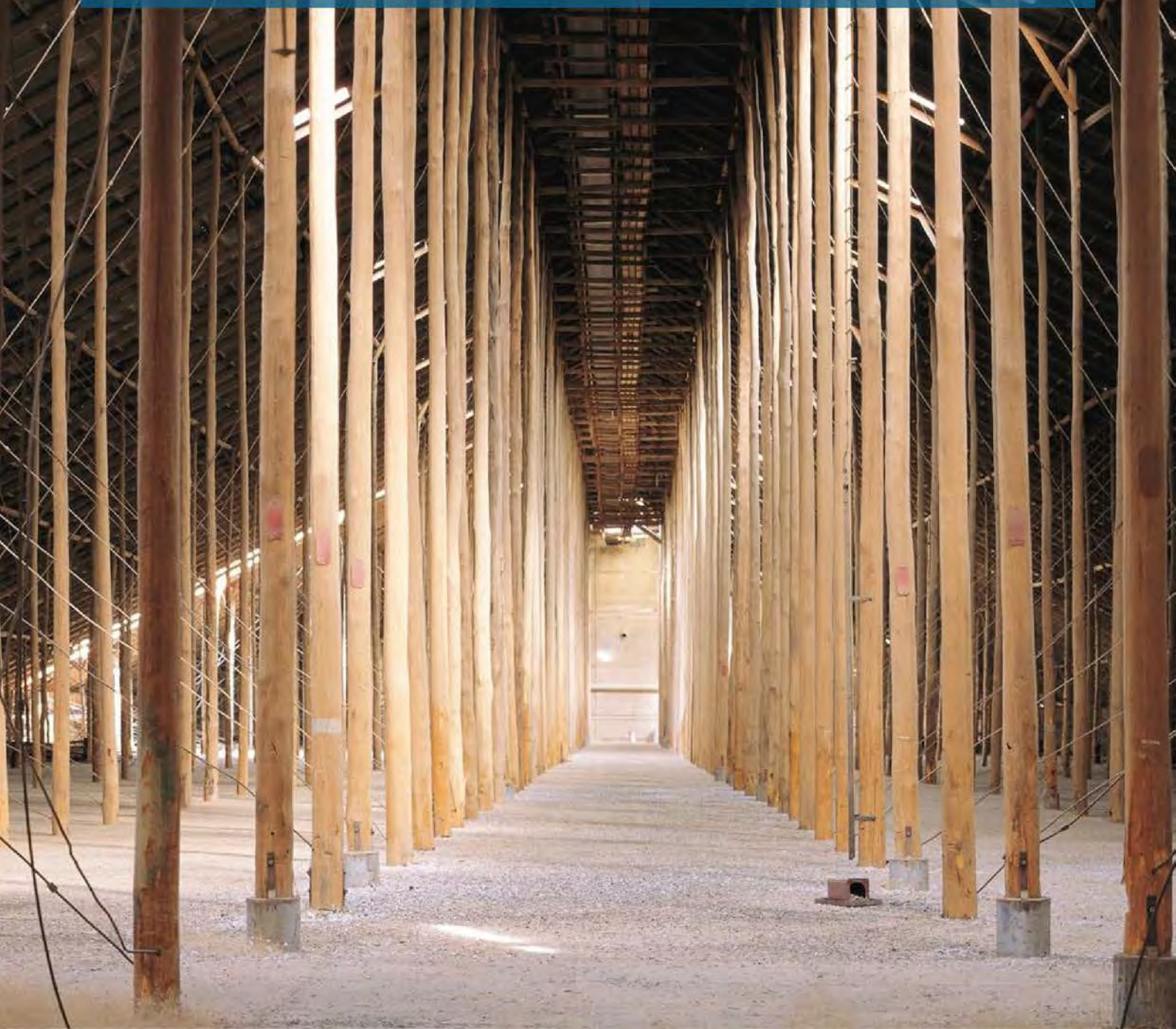
YARRIAMBIACK SHIRE COUNCIL

COUNCIL PLAN 2021 - 2025

JUNE 2022 UPDATE



Yarriambiack
SHIRE COUNCIL



RESPECT AND RECONCILIATION STATEMENT

The Yarriambiack Shire Council declares its commitment to Aboriginal reconciliation, Yarriambiack Shire Council respects and acknowledges the First Nations People, the Wotjoboluk as traditional owners of the land, waterways, and skies on which Yarriambiack Shire Council carries out its functions. We acknowledge the traditional people and the cultural significance and history of the land.

Yarriambiack Shire Council is aware of the impact of alienation and other forms of injustice against Aboriginal people and through acknowledgment and understanding of these injustices. Council is committed to redressing them and moving forward together.

With respect and collaboration, Yarriambiack Shire Council embraces inclusiveness for our First People and aims to achieve this by working in a respectful and meaningful way.



CONTACT COUNCIL



If you would like to receive this publication in an alternative format, please phone Yarriambiack Shire Council on (03) 5398 0100 or email info@yarriambiack.vic.gov.au.

This document is also available on council's website www.yarriambiack.vic.gov.au.

Our Offices

Municipal Office

34 Lyle Street

Warracknabeal VIC 3393

Telephone: (03) 5398 0100

Facsimile: (03) 53982502

Service Centre

Gateway BEET Hopetoun

75 Lascelles Street

Hopetoun VIC 3396

Telephone: (03) 5083 3001

Facsimile: (03) 5083 3309

Website: www.yarriambiack.vic.gov.au

Email: info@yarriambiack.vic.gov.au

Postal Address: PO BOX 243

Warracknabeal VIC 3393



**Yarriambiack
Shire**

TABLE OF CONTENTS

2-3	ACKNOWLEDGEMENT OF COUNTRY
4	CONTACT COUNCIL
<hr/>	
6	COMMUNITY VISION
7	A WORD FROM THE MAYOR
8	OUR COUNCILLORS
9-11	THE ROLE OF COUNCIL AND THE COUNCIL PLAN
<hr/>	
12-13	COMMUNITY ENGAGEMENT POLICY
14	ENGAGEMENT FOR COUNCIL PLAN
15	OUR COMMUNITY
16-17	OUR HEALTH AND WELLBEING
<hr/>	
18-21	OUR VIBRANT AND DIVERSE ECONOMY
22-25	A HEALTHY AND INCLUSIVE COMMUNITY
26-29	A ROBUST AND THRIVING ENVIRONMENT
30-33	A COUNCIL WHO SERVES ITS COMMUNITY
<hr/>	
34 - 51	STRATEGIC RESOURCE PLAN LONG TERM FINANCIAL PLAN

COMMUNITY VISION

The Local Government Act 2020 is a principles based Act that ensures Council engages with their community. The Act requires that the Council uses deliberative engagement in the development of a Community Vision.

The Yarriambiack Community Vision will identify and set out the community priorities for the next 20 years and will guide the decision making of Council.

"A connected rural community who values its land and wellbeing..."

We will achieve this shared vision through:

- ✓ Supporting agriculture
- ✓ Strengthening business and tourism
- ✓ Staying connected through infrastructure
- ✓ Being a supportive Council
- ✓ Looking after our communities
- ✓ Being environmentally responsible



A WORD FROM THE MAYOR

On behalf of Council, I am very pleased to present the 2021-2025 Council Plan to the community. We have completely revamped our presentation to reflect our long-term vision and have devised four strategic objectives to assist council with its decision-making to achieve this vision.

The Local Government Act 2020 requires that these objectives be clearly expressed and measurable and reflect the outcomes of our deliberative community consultation process. We engaged our communities by conducting day and night meetings at the fourteen towns, distributing survey forms and holding on-line sessions with targeted stakeholders. The information and ideas expressed by residents have been collated and formatted to align with new strategic goals. Community engagement ensures that Council decisions are well informed.

The Public Health and Wellbeing Act 2008 requires that Council undertake extensive planning to develop a health and wellbeing policy that reflects the needs of our communities. Our health and wellbeing priorities have been incorporated within the four strategic objectives.

Our vision for the next two decades is that Yarriambiack Shire be a connected rural community who values its land and wellbeing. Four strategic objectives will drive this vision. Each objective reflects what our community said was important at the engagement sessions. Each objective sets out the challenges faced, the responses required to address these challenges and how success will be measured.

The strategic objectives are:

- A vibrant and diversified economy
- A healthy and inclusive community
- A robust and thriving environment
- A council who serves its community

Council is committed to building on our strengths to ensure that Yarriambiack Shire is the place where people want to live, play and invest. We are positive that this Council Plan will enable us achieve these goals.



A handwritten signature in black ink that reads "Graeme Massey". The signature is written in a cursive, flowing style.

GRAEME MASSEY
MAYOR

OUR COUNCILLORS



Mayor
Cr Graeme Massey
Warracknabeal Ward
gmassey@yarriambiack.vic.gov.au



Deputy Mayor
Cr Kylie Zanker
Warracknabeal Ward
kzanker@yarriambiack.vic.gov.au



Cr Tom Hamilton
Dunmunkle Ward
thamilton@yarriambiack.vic.gov.au



Cr Corinne Heintze
Dunmunkle Ward
cheintze@yarriambiack.vic.gov.au



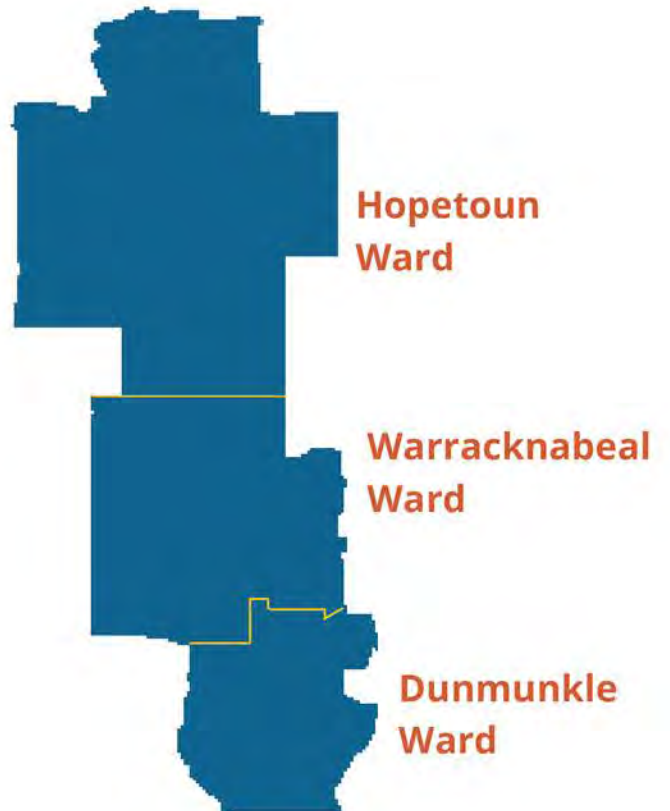
Cr Chris Lehmann
Hopetoun Ward
clehmann@yarriambiack.vic.gov.au



Cr Andrew McLean
Hopetoun Ward
amclean@yarriambiack.vic.gov.au



Cr Karly Kirk
Warracknabeal Ward
kkirk@yarriambiack.vic.gov.au



THE ROLE OF COUNCIL

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The Local Government Act 2020 is a principles-based act with the overarching principles centred on governance:

1. A Council must in the performance of its role give effect to the overarching governance principles.
2. The following are the overarching governance principles:
 - a. Council decisions are to be made and actions are taken in accordance with the relevant law;
 - b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
 - c. the economic, social, and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
 - d. the municipal community is to be engaged in strategic planning and strategic decision making;
 - e. innovation and continuous improvement is to be pursued;
 - f. collaboration with other Councils and Governments and statutory bodies is to be sought;
 - g. the ongoing financial viability of the Council is to be ensured;
 - h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
 - i. the transparency of Council decisions, actions and information are to be ensured.
3. In giving effect to the overarching governance principles, a Council must take into account the following supporting principles:
 - a. the community engagement principles;
 - b. the public transparency principles;
 - c. the strategic planning principles;
 - d. the financial management principles;
 - e. the service performance principles.

THE COUNCIL PLAN

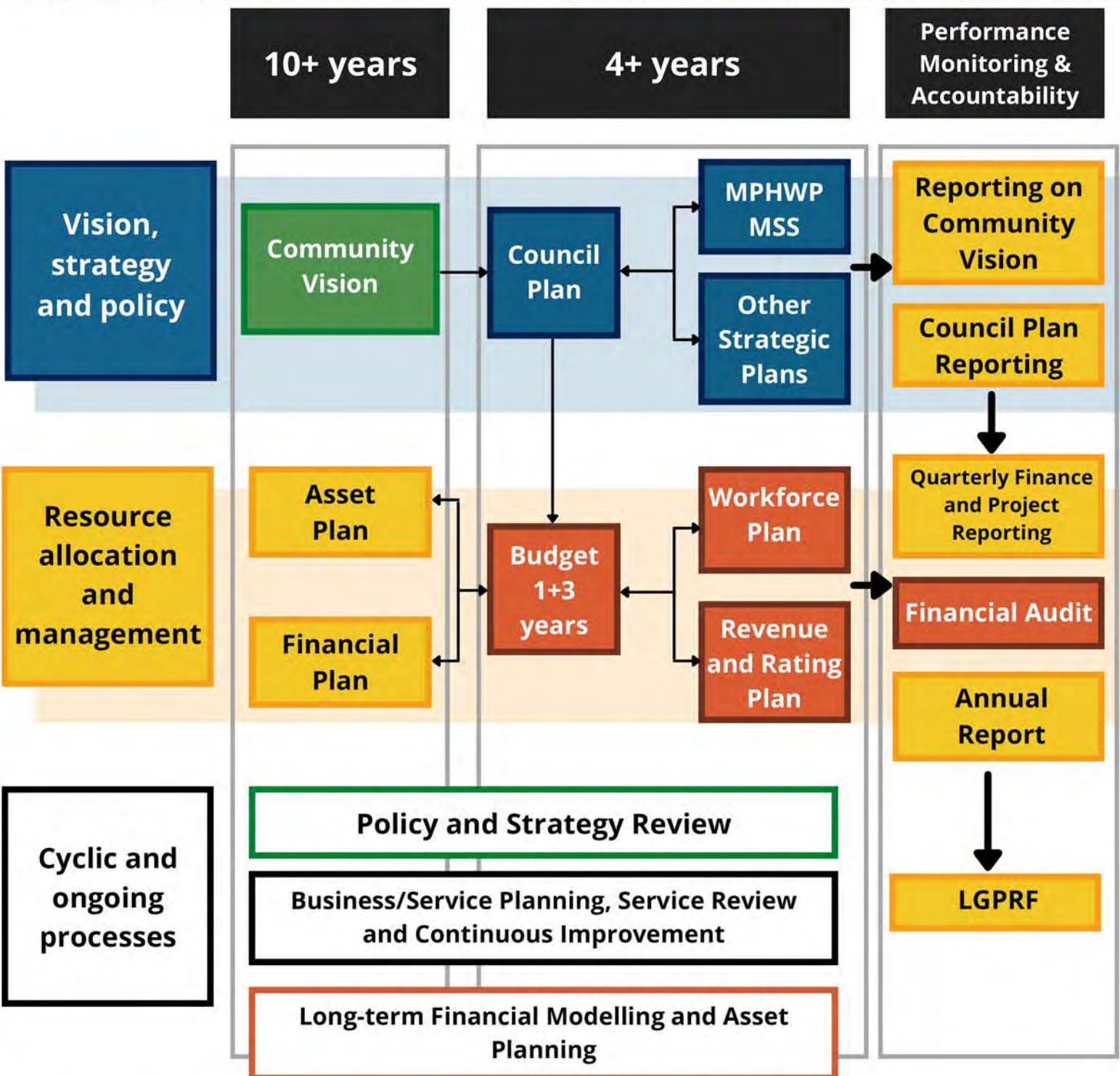
The Council Plan is Council's key medium-term strategic plan and should reflect the outcome of deliberative stakeholder and community engagement. The Council Plan describes the organisation's strategic objectives, strategies for achieving the objectives, strategic indicators for measuring progress and the resources required to implement the Council Plan.

The Local Government Act 2020 requires Council to develop a Council plan with the following inclusions:

1. A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices.
2. A Council Plan must include the following:
 - a. the strategic direction of the Council;
 - b. strategic objectives for achieving the strategic direction;
 - c. strategies for achieving the objectives for a period of at least the next 4 financial years;
 - d. strategic indicators for monitoring the achievement of the objectives;
 - e. a description of the Council's initiatives and priorities for services, infrastructure and amenity;
 - f. any other matters prescribed by the regulations.
3. A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.
4. The Council Plan adopted under subsection (3) has effect from 1 July in the year following a general election.

Effective performance reporting requires Council's strategic objectives to be well-expressed and measurable so that they clearly articulate the outcomes a council is seeking to achieve. Poor expression of strategic objectives can compromise the effectiveness of performance reporting and diminish accountability to the community. Council will need to ensure the strategic objectives and indicators are clearly expressed, measurable and aligned to one another.

THE COUNCIL PLAN



MPHWP MSS: Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement

LGPRF: Local Government Performance Reporting Framework

COMMUNITY ENGAGEMENT POLICY

Our objective is to actively engage with our community in a genuine, responsive and simple way to ensure the decisions made by Council are well informed.

This policy will apply to all activities of Council that involve the public in problem-solving or decision making and use public input to make decisions. The Yarriambiack Shire Council 'community' refers to all individuals or groups associated with the Yarriambiack Shire Local Government Area (LGA), including, but not limited to, residents, ratepayers, businesses, and business associations, community groups and organisations, emergency services, schools, and educational institutions and churches.

When will we engage with our community?

Simple, when the subject affects you or your community group.

- We will engage on community planning, visions, council plans and community action plans
- We will consult on financial planning, budget, long term financial plans and rating and revenue strategies
- We will consult on asset management, service levels and place-based planning.
- We will consult on Council policies that impact our community

Engagement Outcomes

Stakeholders directly engaged in any consultation will be notified directly by email, mail or in person. Results of all community engagement will be placed on Yarriambiack Shire Council website.

This policy applies to Councillors, Council employees, and external consultants engaged by Council. As a broad principle Council recognises the role of Township Progress Associations in engaging the communities with Council.

What is deliberative community engagement?

Often Council engages passively, that is we ask the community to tell us if they are satisfied with the decisions we are making on their behalf that affect them. Deliberative community engagement differs by putting the processing and exchange of information at the heart of the decision making using small, specifically representative groups who consider the issue at depth.

Deliberative community engagement processes draw on group knowledge and intelligence resulting in better decisions that are supported and accepted by the wider public and increase shared accountability and idea ownership.

Why is community engagement important?

Effective community engagement with meaningful public participation is an essential foundation of a strong community and promotes active citizenry and a healthy democracy.

Community engagement enables Council to have a closer relationship with its community through an active exchange of information and ideas; promoting shared understanding, innovation and decisions that best represent the interests of our broader community.

COMMUNITY ENGAGEMENT POLICY

We recognise the value our community brings to understanding problems and risks to develop solutions that are more likely to be effective. In addition to the real life experience that community stakeholders can contribute to decision-making, the credibility of a decision is enhanced when it is the product of an open and deliberative process. Conversely, inadequate community engagement can alienate sections of the community and undermine trust. It is then more likely to result in poorly informed decisions on projects or issues that have a considerable impact on the community or a stakeholder group.

Who will we engage with?

People who are affected by the issue with valuable and diverse information and experience to inform better decision making.










To achieve effective engagement, it is important to ensure methods are in place to connect with and engage a broad cross-section of our community. Consideration will also be given to providing opportunity for engagement with those who are hard to reach, such as marginalised groups, the disadvantaged and geographically isolated pockets of our community.

How will we engage with our community?





We will be;

- Transparent with information to allow for informed engagement.
- Timely with information and ways to engage to ensure our community can participate.
- Remove barriers to people being able to engage with Council such as disability or distance.
- Upfront about how much opportunity there is to influence a decision.
- Let our community know how their input has influenced our decision.

Methods:

-  Mail
-  Website
-  Social Media
-  Newspapers
-  Radio
-  Phone
-  Email
-  Meetings
-  Workshops
- Surveys
- Pop Ups
- Door Knock
- Consultations
- Posters

Key priorities to drive better community engagement

-  Digital Transformation: improved website and live streaming of council meetings
-  Customer experience: accessibility to information and technology support
-  Community stories: using plain English and valuing diverse local knowledge
-  Annual Review

Measures of success:

-  Performance Framework
-  Customer Service Charter
-  Customer Requests, Feedback and Complaints
-  Customer Satisfaction Survey

HOW WE ENGAGE ON THE COUNCIL PLAN

We invited our community members to have their say in the following ways:

- Over thirty community sessions held across our fourteen townships through day and evening meetings with approximately 200 residents attending
- Hard copy surveys sent to all households and an online survey advertised on social media, the Council website and in newspapers with 356 responses received.
- Targeted online stakeholder meetings with Youth, Seniors, Business, Farmers, Health providers, Education providers and State Government representatives.

We received a wealth of material from our community and other stakeholders and thank all who worked with us to identify the key priorities. We acknowledge the time and effort of the community members who attended forums and submitted surveys through the consultation phase. Council is committed to this Council Plan and will continue to seek your views to ensure it remains relevant.

STRENGTHS



Geographic Location
Between Melbourne and Mildura



Agricultural Diversity
Potential for value-add industries



Housing Affordability
\$179,000 Median house price



Innovative Community Enterprise
Initiatives contributing to livability



Increased Tourism
Building on Silo Art Trail



High Rates Of Volunteerism
Second highest in Victoria



Access to rivers, lakes and weirs
Recreational activities



High Levels of Community Safety
Feeling safe where you live

CHALLENGES



Ageing Infrastructure
Substantial investment required



Housing Availability
Lack of quality and availability



Access To Childcare and obtaining
a provider (No access in Council's
south)



Higher Education Access
Extensive travel for face-to-face



Climate Change and Adaptation
Significant investment required



Access To Transport
Limited and restrictive



Changing Demographics
Ageing population



Digital Connectivity
Poor internet connectivity

OUR COMMUNITY

6,674 residents



50.5% male / 49.5% female

Median Age = 50 years old

0-4 years

287 (4.3%)

5-14 years

772 (11.5%)

15-24 years

649 (9.7%)

25 - 44 years

1,124 (16.8%)

45 - 64 years

2,021 (30.3%)

Over 65 years

1,831 (27.4%)

7158 KM2 AREA = 1.07KM2 PER RESIDENT

ROADS AND INFRASTRUCTURE



817kms of sealed roads

4,004kms of gravel and natural roads



59kms of footpaths

87kms of kerb and channel

ECONOMIC DEVELOPMENT



1,003 Registered Businesses

\$2.5b Gross Regional Product (Wimmera Southern Mallee)



158,000 Visitors to Yarriambiack (2019)

\$15m of building approvals (2019)

COMMUNITY FACILITIES & SERVICES



15 halls & community centres



14,846 Library catalogue items



26 parks & playgrounds

COUNCIL SERVICES



121 EFT staff



6,972 rateable properties



1,476 Animal Registrations

WASTE & RECYCLING



10 Transfer Stations

2,116 tonnes of waste collected per year (3 year average)

565 tonnes of recycling collected per year (3 year average)

AGRICULTURE



640,655 hectares of agricultural land

1/4 of Victoria's wheat & barley is produced in our shire

574 Agriculture businesses

AGED & DISABILITY SERVICES



16,512 meals delivered



1,620 hours personal care



6,193 hours domestic assistance

YOUTH AND EARLY YEARS



17 Youth Councillors



15 FReeZA youth events (3 years)



135 3&4yo Kinder enrollments

OUR HEALTH AND WELLBEING

Health and Wellbeing in Yarriambiack

The Public Health & Wellbeing Act 2008 requires that the Yarriambiack Shire Council undertakes extensive health and wellbeing planning in order to develop an informed and contemporary policy that responds to the current and future needs of our communities and environment.

The Act mandates that Council must “seek to protect, improve and promote public health and wellbeing within the municipal district”. In order to ensure Council strives towards contemporary, meaningful and positive health and wellbeing outcomes for communities, all related actions and strategies detailed in this plan will be reviewed every three months in consultation with local Health Service providers. Additionally, actions and progress will also be considered as part of the broader Council Plan review that occurs on an annual basis.

Community Health Priorities and Integration with the Council Plan 2021/2025

Council considers health and wellbeing as a vital aspect in determining the overall livability of our region. The importance of broader community health is of such significance that key health and wellbeing goals are incorporated within Council’s highest strategic document, the Council Plan 2021-2025. Integration of these goals ensures a continued focus on health and wellbeing across all services within the organisation which ultimately drives positive outcomes.

The health and wellbeing priorities and actions within the Council Plan have been developed through the assessment of various population health data sources, extensive community and stakeholder engagement and with regard to local, State and National public health policy.

Social Determinants of Health and Wellbeing

A healthy body is more than just being free of disease. Being healthy allows individuals to live a happy, fulfilling and meaningful life.

Specifically, social determinants include:

- Physical health
- Mental health
- Social connection
- Feeling safe
- Resilience

Through our identified health and wellbeing priorities, Council aims to improve the social determinants for all residents living in the Yarriambiack Shire.

OUR HEALTH AND WELLBEING

While there are a number of determinants that can influence population health and wellbeing, consultation with various stakeholders revealed the following priority areas are of the most significance to our communities:

Increase gender equity and reduce family violence: Improve the standards of gender equity and not just equality, while also focusing on reducing the incidence of family violence in our communities.

Reduce alcohol and tobacco consumption/use: Reduce the rates of alcohol consumption and tobacco use in the municipality through education.

Provide a healthy climate for residents: Provide residents with a healthy and sustainable environment that responds to the impacts of climate change.

These key priority areas are imbedded in the Council Plan strategic objectives. For further information on specific health and wellbeing data at a State, regional and local government level, please visit the Victorian Government's Population Health Survey website

Livability Indicators

- ✓ 84% of people like the environment and surrounding area that they live in
- ✓ On a rating level of 0-100, residents rated 84 as an indicator of 'how safe I feel'.
- ✓ Only 3% of people consider the level of safety in our local area as 'Poor'.
- ✓ Housing is more affordable, with the median house price being only 21% of the Victorian average.
- ✓ 45% of residents take part in team sports, well above the state average of 29%
- ✓ 89% of residents believe they can get help in the event of an emergency
- ✓ 61% of neighbours regularly chat with neighbours

Barriers / Challenges

- ✗ Yarriambiack has one of the highest rates of family violence (per 1000 people) in the region.
- ✗ Yarriambiack has a sexual offence rate over three times the State average.
- ✗ Yarriambiack has the highest assault offence in the region.
- ✗ The number of alcohol-related assaults in Yarriambiack is 55% above State average.
- ✗ 27% of residents are obese, compared to the State average of 19%.
- ✗ Only 52% of residents claim they have 'good' access to fresh fruit and vegetables, compared to 81% in Victoria.
- ✗ Residents undertake on average less physical activity than the State average.
- ✗ Days over 35 degrees are more than double that of Melbourne

STRATEGIC OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

"Tap into the increased level of tourists coming through our towns."

"We need industry to generate jobs, to halt population decline. Attracting industry to our towns would help with that."

"Provide areas for housing development and continue to promote the region."

What our community said was important:

- Improved maintenance of roads
- Faster processing of permits
- Improve the art and cultural activities for residents and tourists
- Ensure roadside vegetation is maintained to allow for safe machinery usage
- Land availability and affordable housing options
- Safe and well-maintained footpaths
- Improved gravel supply for road maintenance
- Support existing business and attract new industry
- Access to childcare for working parents
- Increase access to alternate transport modes
- Tourism to stimulate the local community

Key challenges we face:

- Insufficient accommodation and dining options accompanied by sporadic availability of tourism products is causing low expenditure levels and shorter stay durations.
- Many small and medium businesses within the Shire are unable to focus on business development and innovation on top of day-to-day operations.
- Difficulties attracting skilled labour to grow and sustain business.
- Household internet access rates are low due to inequity in digital infrastructure, service quality and cost.
- Fluctuating funding streams, climate variability such as drought and flood and an increase in weight, size and frequency of freight vehicles has impacted the structural integrity of the rural road network.
- Agriculture is the dominant land use in our Council, but we lack the networks and supports to drive vertical integration and value adding.
- The Shire has minimum opportunities to access public transport which significantly inhibits transit flow into an out of the region for tourists and residents
- A lack of suitable land supply for housing development and a shortage of housing for rental or purchase is impacting on growth

STRATEGIC OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

We're responding by:

- Improving the visitor experience through activities and services available
- Actively facilitating improved accommodation options
- Embedding art related experiences into the community
- Marketing the Silo Art Trail and wider Wimmera Mallee Tourism Experience
- Streamlining business applications made through the regulatory system
- Working with Wimmera Development Association and Small Business Victoria to support our small business network
- Workforce planning and skills gap identification at a local and regional level
- Actively applying for telecommunication Blackspot funding to State and Federal Government.
- Ensuring adequate land supply for residential growth
- Adopting well-informed long-term asset management strategies
- Lobbying for increased funding from State and Federal Governments towards infrastructure
- Consideration of a range of housing supply options to attract and retain residents
- Maintaining a safe road network that reflects our communities' priorities including the movement of agricultural machinery
- Reducing the number of movements on road by transferring freight to rail
- Ensuring land use does not compromise the right to farm
- Partnering with organisations such as Birchip Cropping Group to seek research and extension funding
- Advocating to Regional Roads Victoria for appropriate public transport options
- Developing innovative solutions to provide community transport options with stakeholders.



2021/2022 ACTIONS

A VIBRANT AND DIVERSIFIED ECONOMY

1. Install cabins at Warracknabeal and Hopetoun Caravan Park.
2. Seek funding to implement the Minyip Caravan Park Masterplan.
3. Install camp kitchens in Hopetoun and Warracknabeal.
4. Replace the amenity building at Warracknabeal Caravan Park.
5. Create a calendar of events to assist with marketing and promotion.
6. Provide businesses concierge services and funding through a dedicated monthly newsletter
7. Regional Development Australia Grampians 'For Want of a Worker' Strategy initiatives actively pursued to attract and train the future workforce.
8. Update the Community & Business Directory.
9. Application for 14 affordable dwellings to be built across the Shire through State Big Build funding.
10. Facilitate discussions between business owners to ensure opening hours, goods and services are suitable for consumers.
11. Utilising the Wimmera Southern Mallee Regional Partnership Digital Strategy to identify key areas for improvement and build an advocacy platform.
12. Advocate for equitable access in each township to the premier product for townships from the NBN multi platform technology mix.
13. Advertise the NBN Local community program - inviting NBN to attend community events to provide support and information.
14. Adopt a 10 year Asset Management Plan
15. Partnering with Wimmer Development Association to develop a distributed housing model which makes serviced land available for new homes to be built.
16. Review and set a new Road Management Plan including service levels for road types.
17. Apply for State or Federal funding to upgrade Heavy Vehicle routes.
18. Embed the predominant land use of agriculture into the local planning policy framework through a strategic planning scheme amendment.
19. Support the Birchip Cropping Group extension research into Indigenous planting.
20. Encourage value-adding as a sustainable option for existing products.
21. Seek funding to upgrade a second ramp at the Livestock Exchange.
22. Trial a modified community transport model that utilises existing Council vehicles.
23. Highlight job opportunities for working remotely to attract people to live and work in the Shire.

2022/2023 ACTIONS

A VIBRANT AND DIVERSIFIED ECONOMY

1. Implement the integrated water and boardwalk at Minyip Caravan Park.
2. Program the artist in residence in Hopetoun and Warracknabeal.
3. Install signage around the Silo Art Trail.
4. Roll out a Digital Visitor Experience Strategy.
5. Seek funding to deliver an extension to the Silo Art Trail.
6. Pursue the rezoning for the ability to provide free camping at the Warracknabeal Show Grounds.
7. Support Yarriambiack Tourism to encourage business growth and development.
8. Work with Wimmera Mallee Tourism to capitalise on tourism funding opportunities to enhance the visitor experience.
9. Develop a new Economic Development Strategy.
10. Undertake a Regional Partnership Skills Gap Analysis.
11. Continue to promote the yarrIAMbiack campaign.
12. Work with Donald Mineral Sands to establish their business presence within Yarriambiack Shire.
13. Support programming that enhances the utilisation of the Woomelang and Patchewollock Railway Stations.
14. Assist the Beulah Cooperative to seek funding to rebuild the Beulah Store.
15. Develop a business plan for LOWAN technology in our communities to enable public wi-fi.
16. Successful funding for one tower in the Federal Blackspot funding program.
17. Enable Birchip Cropping Group (BCG) to run workshops with the agricultural community to demonstrate private farm network benefits.
18. Lobby Governments to address blackspots within our region.
19. Seek funding to redevelop the Rupanyup Old Shire Building, enhancing Library services and to address Childcare shortages, providing an option of 'in-venue care' to the community.
20. Advocate for increased childcare services within our community.
21. Apply for State and Federal funding to upgrade Heavy Vehicle Routes.
22. Support Women in Agriculture.
23. Develop Food and Fibre contacts across the Shire to create a network for future promotion.
24. Undertake a business case for a Yarriambiack Uber model.
25. Work with health and community service providers across the region to explore and develop community transport options.
26. Advocate for ongoing telehealth options to provide alternatives to significant travel.

KEY OBJECTIVE 1

A VIBRANT AND DIVERSIFIED ECONOMY

What success looks like:

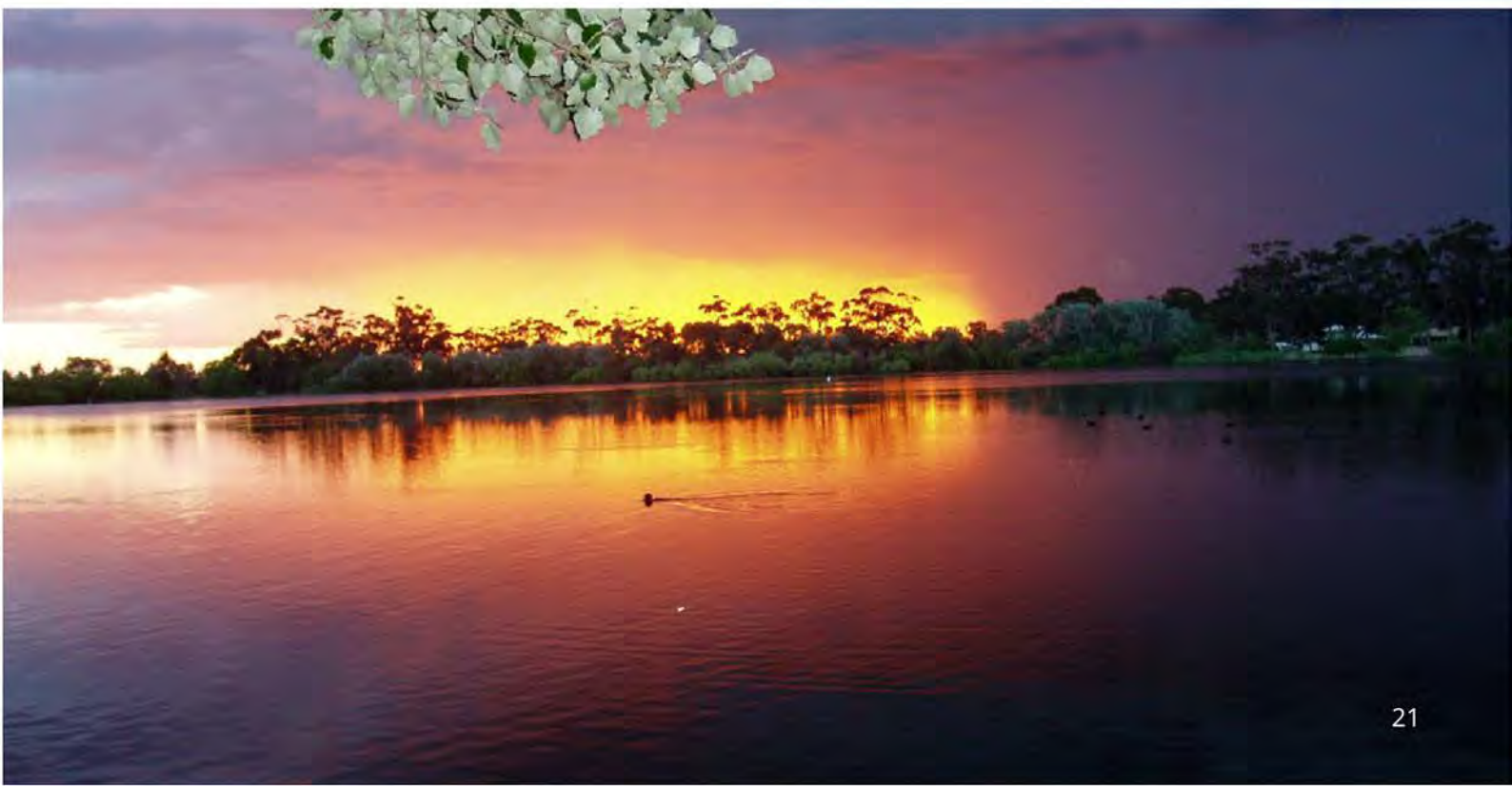
- Increased number of overnight stays in caravan parks
- Increased utilisation of Wimmera Mallee Tourism website
- Increased number of ABN registrations
- Increased number of telecommunication towers in the Shire.
- Customer satisfaction survey reports higher satisfaction with local roads
- Increased public transport usage
- Increased community health transport options
- Gross Domestic Product (GDP) increase through Australian Bureau of Agricultural Resource Economics and Sciences (ABARES)
- Positive media coverage
- Increased number of occupied dwellings

Supporting Council Services:

- Asset Management
- Land Use Planning
- Building Services
- Economic Development
- Tourism
- Operations

Relevant Council Plans and Strategies:

- Yarriambiack Economic Development and Tourism Strategy
- Wimmera Mallee Tourism Destination Management Plan
- Yarriambiack Asset Management Implementation Strategy
- Yarriambiack Municipal Strategic Statement



KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

"Greater services for the elderly - transport to appointments out of town and in town transport to access local shopping."

"Develop an early learning centre incorporating child care to support working parents within our community. Both during the day and after school care."

What our community said is important:

- Increased access to childcare
- Intergenerational activities
- Access to mental health support
- Attracting GPs and specialist health services
- Supporting volunteers
- Engaging youth in activities outside of sport
- Having modern recreational facilities
- Improved handyman support for elderly in their homes
- Support to reduce isolation for our older residents
- Accessibility to health and social events
- Quality of meals available to elderly

Key challenges we face:

- Our Shire has some of the poorest results in Victoria across the five early childhood development benchmarks.
- Attracting and retaining qualified early years staff in the municipality.
- Lack of coordinated integration across early use programmes and the system is difficult to navigate.
- Youth have access to minimal extracurricular activities and are experiencing extreme disadvantage and hardship.
- Poorer health outcomes for our residents are compounded by accessibility issues and complex funding that result in high service costs in the health sector.
- Tyranny of distance preventing residents to participate in sport or physical activities not locally available.
- Our population is ageing and is already significantly above the state average age resulting in a skewed service delivery model in Positive Ageing.
- The need to ensure that our community can age in a place with a positive experience in housing, employment and activities.
- A changing demographic with the population becoming older is requiring intervention to ensure connectedness and overcome the impacts of isolation.
- Communities are becoming more reliant on volunteers and have an increasingly mature expectation of service delivery that Council must balance with competing priorities.
- A large network of sport and recreation facilities that are being underutilised and are at end of useful life.
- Sport participation above state average with a high reliance on volunteerism in an increasingly governed environment.
- An ageing population in need of passive recreation opportunities are unable to find suitable environments such as accessible walking tracks.
- The pool of volunteers is decreasing and reliance on their services is increasing.

KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

We're responding by:

- Ensuring the appropriate buildings to accommodate early years learning.
- Attracting and retaining quality early years staff.
- Ensuring high levels of engagement and access to the myriad of services available to children, youth and families.
- Attracting funding to support Early Years and Youth activities across the Shire and region.
- Close relationships with the health services located in our Shire and wider regional footprint.
- Partnering with health services to deliver co-current health promotion activities.
- Master planning for future sport and recreation facilities.
- Maintaining a contemporary Sport and Recreation Strategy to ensure appropriate investment of resources.
- Developing strong relationships with key sporting funding agencies and peak bodies.
- Providing opportunities for passive recreation such as accessible walking tracks.
- Supporting volunteers to maintain their high level of service provision.
- Assisting Communities to develop and identify their own development profile through Community Action Plans.
- Recognising the changing demographics and ensuring that service delivery is well-targeted and efficient.
- Raising awareness with our older population about the services available to enable them to remain in the community.
- Ensuring adequate housing diversity and supply for those older people looking for suitable independent accommodation.
- Advocating strongly to remain a provider of Commonwealth Home Support Programme services.
- Implementing a family violence clause into Council's Enterprise Bargaining Agreement providing greater employment flexibility for victims and additional paid leave to protect their physical and emotional health.
- Ensuring that all policy and service decisions are assessed against the gender impact assessment framework (genderequalitycommission.vic.gov.au) to ensure equity and inclusion for all members of the community.

2021/2022 ACTIONS

A HEALTHY AND INCLUSIVE COMMUNITY

1. Expand the Warracknabeal Children's Centre to accommodate the higher demand in kindergarten and childcare.
2. Seek funding for Dunmunkle Early Years and Childcare Centre.
3. Re-engage with health services (post- covid) to embed intergenerational activities.
4. Active involvement with the Regional Partnership Strengthening Children in Communities Program.
5. Seek internal or external funding allocations to provide meaningful playgroup programs to families
6. Encourage the use of Library facilities across the Shire for all children and youth.
7. Deliver short courses that assist Young people to gain employment.
8. Support community initiatives that raise awareness of gender equity and family violence.
9. Support volunteers by coordinating their statutory requirements such as Police Checks.
10. Continue to implement Council's Cigarette Sales to Minors Program to improve retailer compliance and reduce in incidence of tobacco use in our younger demographic.
11. Promote awareness through social media on the signs of family violence and the support mechanisms in place available for victims.
12. Develop masterplans for Murtoa and Warracknabeal Recreation Facilities.
13. Seek funding for the design and development of Murtoa Rabl Park Youth Park, Warracknabeal Pump Track and Hopetoun Skatepark upgrades.
14. Develop a Participation Plan for the Beulah, Brim and Rupanyup Recreation Reserves as part of the 2020 Community Sport Infrastructure Stimulus Funding.
15. Become a Local Government Authority VicSport Member.
16. Continue to assist Sporting Clubs and Community Organisations with funding or grant applications to support sport, active and passive recreation programs, initiatives, or infrastructure.
17. Liaise with communities to ensure all Community Action Plans are up to date.
18. Ensuring representatives from Council attend Progress Association and Consultative Meetings.
19. Promote the Library facilities across the Shire and encourage usage of all resources.
20. Advocate for GP services and specific specialist services to be delivered in place, eg dialysis.
21. Utilise the Words on Wheels Van for the delivery of library items and engage communities as a social interaction space.
22. Annual roadshows with Regional Assessment officer to promote services available
23. Provide appropriate support mechanisms and resources to successfully implement community transport model
24. Implement new client management system to improve our quality of service to clients of the Commonwealth Home Support Program
25. Maintain support and promotion of Council's Access and Inclusion Plan to encourage participation and social connection for residents of all abilities.

2022/2023 ACTIONS

A HEALTHY AND INCLUSIVE COMMUNITY

1. Develop a new Municipal Early Years Plan.
2. Deliver a suite of Dunmunkle Early Years Services.
3. Work with health services to embed intergenerational activities.
4. Seek funding for Youth activities for ages 8years - 25 years.
5. Update the Youth Action Strategy.
6. Assist with the organisation of local events.
7. Develop a Masterplan to connect Warracknabeal Library with the skate park and Leisure Centre.
8. Explore the potential opportunities for passive recreation spaces that aim to improve health and wellbeing through a connection with the local environment.
9. Advocate the need to Government for improved access to medical and specialist services across our townships.
10. Maintain support for LED lighting project on all VicRoads roads to reduce energy consumption and provide residents with improved lighting and safety in our townships.
11. Seek funding to build the required facilities at Murtoa and Warracknabeal identified in the Masterplan.
12. Seek funding to develop Masterplans for the Beulah, Brim and Rupanyup Recreation Reserves.
13. Undertake master planning at the Warracknabeal Recreation Precinct, Minyip Recreation Reserve and Hopetoun Recreation Reserve.
14. Undertake consultation and development of a new Sport and Recreation Strategy.
15. Seek funding for Stage 2 - Warracknabeal Leisure Centre Redevelopment.
16. Assist Pool Committees with the development of long-term maintenance and upgrade plans.
17. Utilise the Libraries facilities for group social activities.
18. Encourage the use of the SHARE Community Grants Program to improve local clubs and organisations' facilities and services.
19. Develop a grants network in each community and work with them to identify funding opportunities for community projects.
20. Provide assistance when required to community groups delivering all types of projects.
21. Identify priority projects and assist in the development of concept plans and schematic drawings.
22. Explore strategic objectives of decommissioned public land sites.
23. Complete annual Community Support Worker skills assessments to ensure clients are managed in accordance with current best practices.
24. Develop and promote a program that focuses on the benefits and importance of resident wellness and **reablement**.
25. Continue telephone check-in program aimed at supporting and providing connection to our most isolated clients.

KEY OBJECTIVE 2

A HEALTHY AND INCLUSIVE COMMUNITY

What success looks like:

- Increased participation in early years programmes to universal enrolment
- Improvements in Australian Early Development Census data, in one or more development areas
- Increased participation in youth council activities
- Improvement in health determinant data through the biannual Victoria Health survey
- A reduction in the incidence of domestic violence
- Increased participation in sporting clubs
- Level of capital grant funding to improve sport and recreation facilities
- Customer satisfaction survey report higher satisfaction in community development
- Universal access to Commonwealth Home Support Programs
- Annual feedback from Commonwealth Home Support Program clients in survey form
- Number of volunteers supported

Supporting Council Services:

- Maternal Child and Health
- Playgroup
- Early Years service coordination
- Kindergarten
- Youth
- Community Development
- Libraries
- Sport and Recreation
- Project Management
- Positive Ageing

Relevant Council Plans and Strategies:

- Municipal Early Years Plan
- Yarriambiack Children and Youth Strategy
- Disability Action Plan
- Community Engagement Policy
- Community Action Plans
- Yarriambiack Sport and Recreation Strategy



KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT



Waste

"We need options for waste disposal for farmers that don't have bin pick up."

"Recycling needs to be a priority."

"The state of the water quality and water management in the creek needs improvement."

What our community said is important:

- Improve our waste recycling
- Look at opportunities for hard waste collection
- Make sure our elderly are supported during the heatwaves
- Protect our recreational water
- Ensure all towns have access to recreational or environmental water
- Preserve the native vegetation
- Plant more trees in townships
- Attract more investment for renewables

Key challenges we face:

- The high costs of waste management are continuing to increase and practices to reduce waste are not having a material impact on the cost to deliver the service or volumes being collected.
- Limited end product markets for recycled products is producing a glut in supply.
- The Shire has high renewable energy resources of wind, solar and biomass but growth investment is limited by poorly integrated grid capacity.
- A drying climate is affecting our agricultural landscape and increasing temperatures have health related impacts on our ageing population.
- Remnant native vegetation is not being preserved causing salinity issues and reducing wildlife corridors.
- Native vegetation is being negatively impacted by climate variability and posing a risk to health.
- High value recreational water supply access creates a strong community and tourism product that is vulnerable in variable climate conditions.

KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT

We're responding by:

- Restoration plans for all closed or soon to be closed landfill pits.
- The rollout of the State Government's circular policy.
- Educating the community about waste recovery opportunities.
- Educating the community about climate resilience.
- Increasing access to heat-reducing treatments such as shade.
- Ensuring robust emergency management strategies for climate events such as fire, floods and heatwaves.
- Working closely with partners in Landcare to increase the area of land under conservation.
- Working with regional partners to ensure an ongoing supply of recreational and environmental water to Yarriambiack Shire waterways and looks at opportunities to increase supply
- Identifying and educating communities around high ecological value landscapes across the Shire.
- Working with stakeholders to strengthen weed and pest management to preserve high ecological value native vegetation.



2021/2022 ACTIONS

A ROBUST AND THRIVING ENVIRONMENT

1. Funding to deliver a glass crusher that reduces waste.
2. Develop a Waste Management Strategy
3. Identify Council's resourcing requirements to implement the Victorian Government's waste reform targets
4. Participate in Municipal Association Victoria Procurement to group purchase green energy offsets to Council's power contracts.
5. Development of an Environmental Strategy
6. Encourage community groups to seek funding to install solar.
7. Install solar on Council-owned – Community-managed buildings.
8. Update the Tree Policy, Tree register and ensure a risk-based approach to tree maintenance across the Shire.
9. Streetscape works targeted at reducing the heat impacts in main street districts.
10. Continue collaboration with Catchment Management Authority for projects that encounter the environmental impacts of roadside weeds and pests.
11. Seek additional environmental water for Minyip and Warracknabeal initiatives.
12. Design Integrated water management systems for the larger townships to ensure preservation of stormwater.
13. Support Yarrilinks and Mallee Landcare in attracting funding to the Shire for environmental projects.
14. Advocate to reduce the grid infrastructure capacity issues.



2022/2023 ACTIONS

A ROBUST AND THRIVING ENVIRONMENT

1. Roll out a Glass Recycling Collection Service.
2. Seek funding for alternative waste management recycling options as identified in the Waste Management Strategy.
3. Monitor and evaluate Waste Management Strategy.
4. Develop community education program for waste and recycling.
5. Develop a Yarriambiack Shire Council Environmental Strategy.
6. Encourage community groups to seek funding to install solar.
7. Install solar on Council owned - Community managed buildings.
8. Advocate to reduce the grid infrastructure capacity issues.
9. Continue collaboration with Catchment Management Authority for mallee projects that counter the environmental impacts of roadside weeds and pests.
10. Streetscape works targeted at reducing the heat impacts in main street districts and beautifying townships with native vegetation.
11. Support Yarrilinks and Mallee Landcare in attracting funding to the shire for environmental projects.
12. Continue to design integrated water management systems for the larger townships to ensure preservation of storm water.



KEY OBJECTIVE 3

A ROBUST AND THRIVING ENVIRONMENT

What success looks like:

- Reduced volume of waste to landfill
- Universal participation in additional bins
- Rehabilitation of closed landfill sites
- Customer Satisfaction Survey records high satisfaction with waste services
- Increased investment in renewable energy infrastructure
- Improved grid infrastructure and capacity
- Working with regional counterparts to implement the Grampians New Energy Taskforce initiatives through the newly formed Regional Energy Zones
- Utilising renewable energy to power Council assets
- Emission targets identified and implemented over the Council Plan duration
- Volume of recreational and environmental water supply increased
- Socio economic impact of waterways grows annually

Supporting Council Services:

- Waste and Resource Recovery
- Sustainability
- Project Management
- Emergency Management

Relevant Council Plans and Strategies:

- Yarriambiack Waste Strategy



KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

"Try new ways for the community to engage with councillors and to provide feedback."

"Continue to keep the public in the loop. Highlight what Shire employees do."

"Make better use of the community newsletters to provide relevant information on anything that affects our community."

Improve communication to our little towns."

"Financial management - address the excessive rate burden on farming business."

What our community said is important:

- Keep a range of communication options available to customers
- Make sure consultation is accessible including outside business hours
- Value for rates paid
- Advocate for all the communities
- Maintain face to face customer service
- Make sure council is accountable to community requests

Key challenges we face:

- Our Councillors are required to meet increasing community needs whilst operating in a highly governed legislative framework underpinned by financial constraints.
- Attracting and retaining high quality staff to ensure quality service provision to our community.
- Keeping our community informed about Council through a range of platforms with a changing media landscape and a disparate population.
- Having the plant and materials to deliver the expected services.
- Maintaining a strong governance framework with limited staff resources and expertise in an increasingly governed environment.
- Ensuring a strong advocacy platform on a range of issues that impact our community to ensure we can effectively lobby and maintaining strong stakeholder relationships to leverage Council's advocacy in a fast moving political environment.
- Remaining financially viable within a constrained operating environment and being heavily reliant on external grants and funding to maintain service levels.

KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

We're responding by:

- Promoting continuous professional learning for Councillor development.
- Supporting our Councillors in performing their roles and responsibilities.
- Having a robust Workforce Organisational Plan that supports our culture.
- Promote professional development opportunities for staff
- Improve the functionality and accessibility of customer service to our community both online and in person and ensure it remains contemporary
- Provide a range of communications aligned to our residents and stakeholders needs.
- Remaining focused on reducing outstanding audit and risk items as an all of Council priority.
- Embedding good governance in all decision making made by Council.
- Secure representation on relevant Federal, State, regional and local bodies



2021/2022 ACTIONS

A COUNCIL WHO SERVES ITS COMMUNITY

1. Councillor professional development through forum and peer led education.
2. Councillors to be kept informed about community events/issues and up to date with legislative compliance.
3. Cultural Audit and Workforce Plan carried out to identify skill gaps and training requirements.
4. Develop a Training Matrix/Plan to deliver on skill gaps and training requirements.
5. Action on 'People Matters Survey' to improve gender equality and culture.
6. Ensure performance reviews reflect accountability in all staff roles.
7. Review the risk register at an operational level
8. Monitor, maintain and report on Audit outcomes.
9. Upgrade the Council's website.
10. Strong collaboration between Council and the Audit & Risk Committee including annual interactions with Councils internal and external auditors.



2022/2023 ACTIONS

A COUNCIL WHO SERVES ITS COMMUNITY

1. Support continued Councillor professional development through forum and peer led education.
2. Councillors to be kept informed about community events/issues and up to date with legislative compliance.
3. Provide pathways for staff to enhance knowledge and skills for the betterment of Council and the community.
4. Develop Staff Key Performance Indicators that align with Council Plan objectives and legislative compliance.
5. Develop an engaging LinkedIn profile.
6. Continue to enhance Council's website features and social media presence.
7. Increase the use of videos to engage and communicate with users.
8. Continue to monitor, maintain and report on Audit outcomes.
9. Continue to develop and review the risk register at an operational level.
10. Strong collaboration between Council and the Audit and Risk Committee including annual interactions with Council's internal and external auditors.
11. Undertake internal audit self-assessments to continuously improve practices and processes.
12. Attend regular meetings with State and Federal Stakeholders to advocate for our community.



KEY OBJECTIVE 4

A COUNCIL WHO SERVES ITS COMMUNITY

What success looks like:

- Number of professional development sessions attended by Councillors.
- Turnover maintained below 10% - excluding retirements.
- Number of professional development sessions attended by Staff.
- Quarterly meetings with State and Federal politicians and identified stakeholders.
- Number of website visits.
- Number of social media engagements increased.
- Compliance with the governance and management checklist.
- A minimal number of audit actions outstanding.

Supporting Council Services:

- Governance
- Executive Assistance
- Finance
- Customer Service
- Human Resources
- Media

Relevant Council Plans and Strategies:

- Media Strategy
- Governance Rules
- Revenue and Rating Strategy
- Annual Budget
- Annual Report
- Long Term Financial Plan
- Workforce Strategy* (New Strategy 2021)

