

YARRIAMBIACK SHIRE COUNCIL

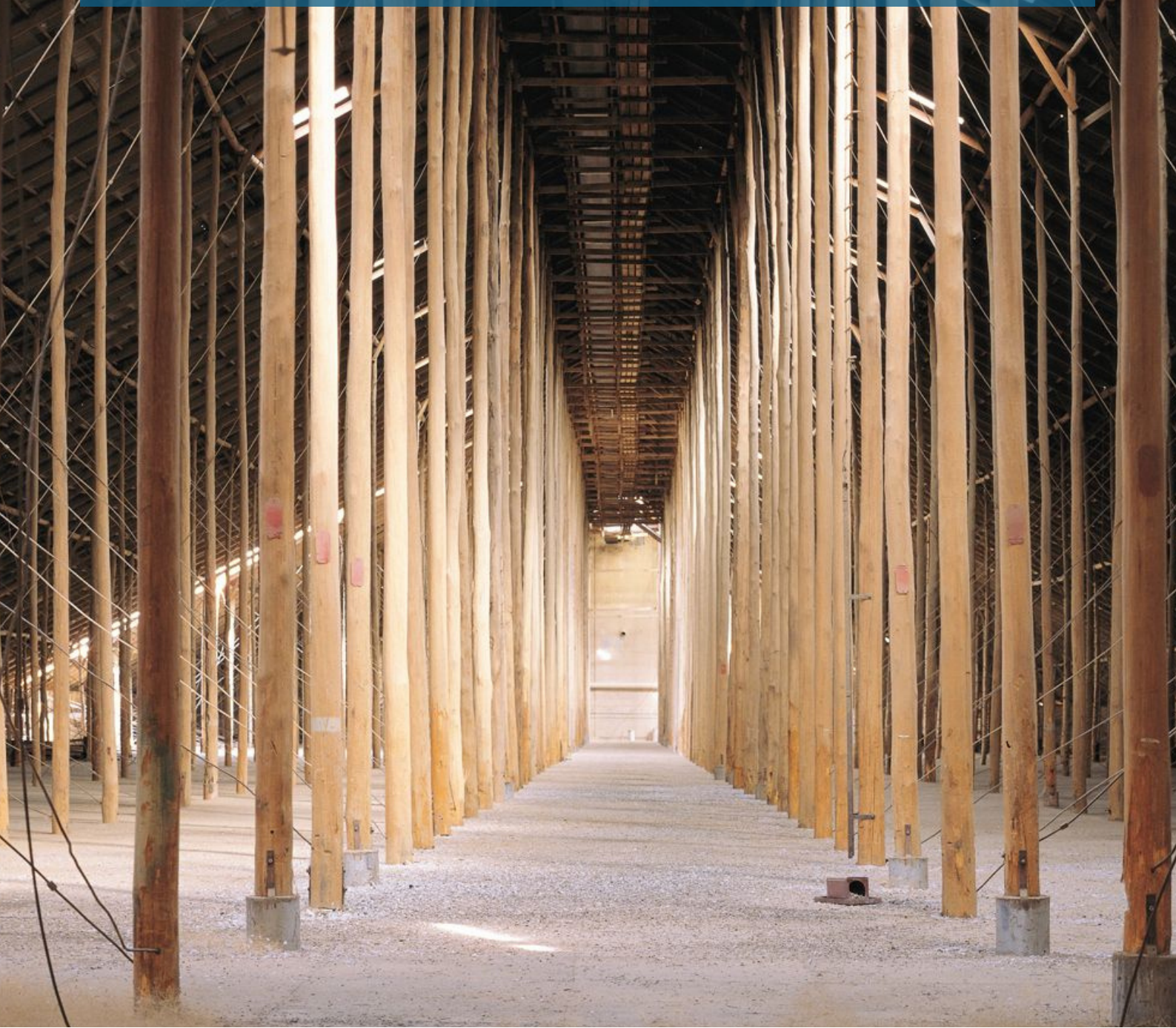
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# COUNCIL PLAN 2021 - 2025

JULY 2023



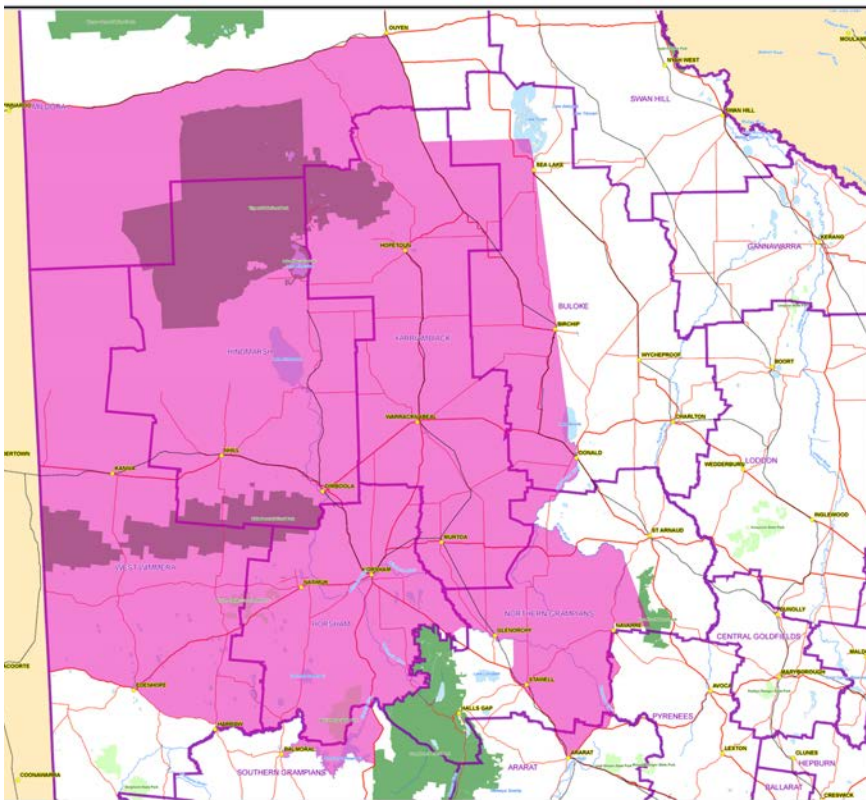
Yarriambiack  
SHIRE COUNCIL





# ACKNOWLEDGEMENT OF COUNTRY

*'We acknowledge that the activities of this Council and Community plan are being held under the traditional skies and in the waterways and lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people, and Council pays respects to their Elders past, present and emerging as the custodians of the environment '*



Traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people. Map provided by Barengi Gadjin Land 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](mailto:info@yarriambiack.vic.gov.au).

This document is also available on council's website [www.yarriambiack.vic.gov.au](http://www.yarriambiack.vic.gov.au).

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# 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 dark ink that reads "Graeme Massey".

**GRAEME MASSEY**  
MAYOR



# OUR COUNCILLORS



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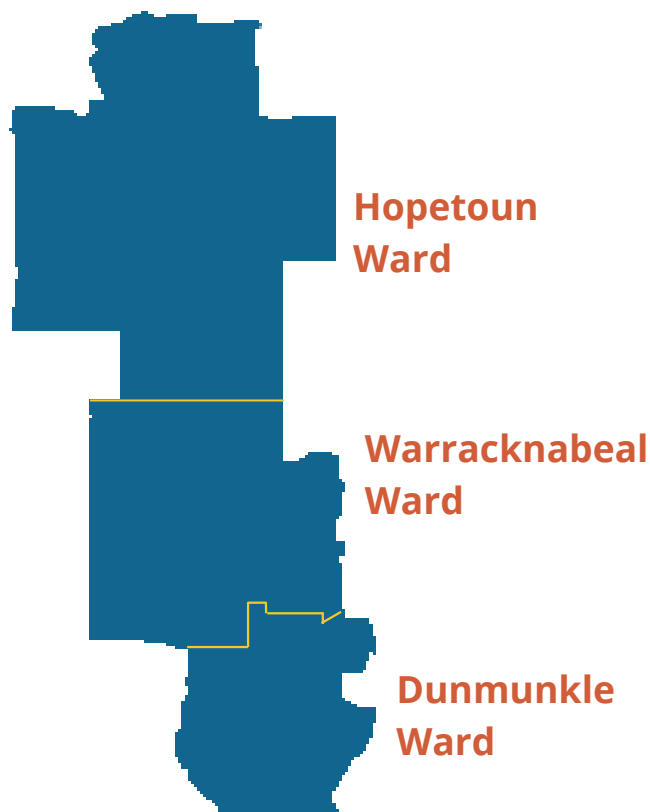
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# THE ROLE OF COUNCIL

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.

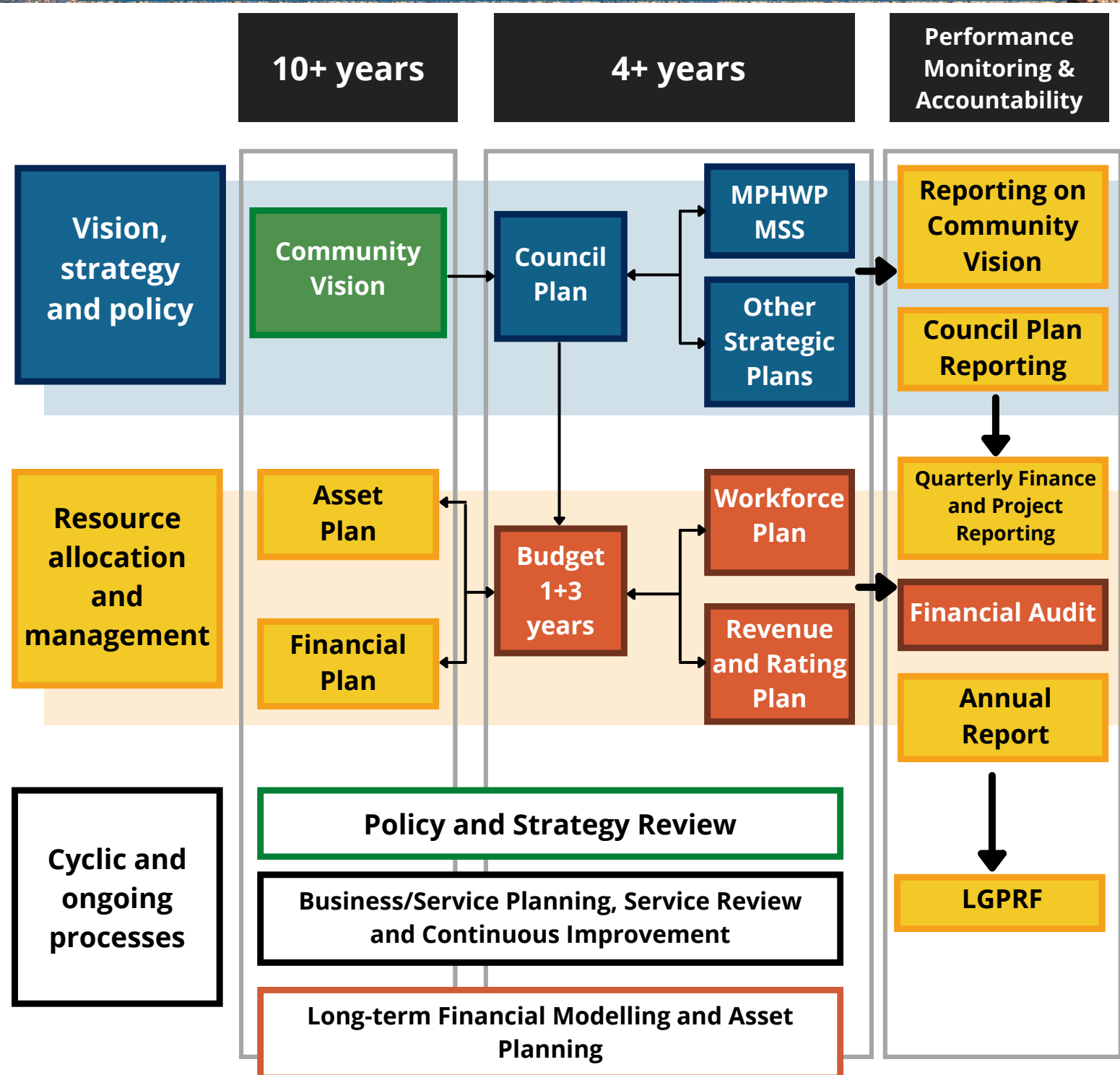
The Local Government Act 2020 requires Council to develop a Council plan with the following inclusions:

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 &amp; community centres



14,846 Library catalogue items



26 parks &amp; 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 &amp; 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&amp;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

### Our Strategic Priorities

We will:

- ✓ Proactively communicate and advocate to Government bodies, to delivery positive tourism outcomes for our community, capitalising on opportunities as they arise.
- ✓ Advocate and support economic development and investment in our region.
- ✓ Support, encourage and advocate for the diversification of our economic opportunities across the Shire, and broader region.
- ✓ Plan for and support diverse housing options to meet community needs now and into the future.
- ✓ Advocate for continued and enhanced funding to enable strategic investment in our roads, footpaths, and associated assets to support tourism, economic development and social inclusion and connection across our Shire.
- ✓ Understand, support and advocate for services and associated skilled workforces to unlock economic and community development opportunities across our Shire.

### Relevant Council Plans and Strategies:

- Economic Development Strategy
- Asset Management Plan
- Tourism Strategy
- Yarriambiack Municipal Strategic Statement



Indicator	Measure	Council's Role	Council's Financial Contribution
		Deliver Partner Advocate Support	Financial Contribution (FC) In-Kind (IK) Support Only (SO) Not Applicable (NA)
Pursue opportunity to enter partnerships to enhance tourism outcomes across the Shire and region.	<ul style="list-style-type: none"> <li>• Successful transition to a Visitor Economy Partnership, securing additional funding to support Tourism across our Shire and Region.</li> <li>• Clearly developed and defined expectations of the VEP outcomes are to be adopted and articulated to Councillors and the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner</li> <li>• Deliver</li> </ul>	<ul style="list-style-type: none"> <li>• FC</li> <li>• NA</li> </ul>
Proactively advocate for funding to support economic development and tourism activities to support regional growth and development.	<ul style="list-style-type: none"> <li>• Advocacy priorities are clearly articulated and communicated to politicians and community.</li> <li>• Council's advocacy delivers measurable results.</li> <li>• Assisting the community to advocate for funding that supports Community Action Plan priorities.</li> <li>• Support the expansion of the silo art trail.</li> <li>• Strategy adopted to support economic development.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Advocacy</li> <li>• Advocacy</li> <li>• Partner</li> <li>• Deliver</li> </ul>	<ul style="list-style-type: none"> <li>• SO</li> <li>• SO</li> <li>• SO</li> <li>• FC</li> <li>• FC</li> </ul>
Enhance our tourism assets across the Shire, providing an economic benefit to the region.	<ul style="list-style-type: none"> <li>• Strategy adopted to support tourism activities across Shire.</li> <li>• Successful funding and project delivery of key tourism assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver &amp; Partner</li> <li>• Deliver &amp; Partner</li> </ul>	<ul style="list-style-type: none"> <li>• FC and SO</li> <li>• FC and SO</li> </ul>
Support mineral sand mining and renewable energy projects that have a sustainability and environment focus, with the aim of diversifying our economy.	<ul style="list-style-type: none"> <li>• Proactive engagement and support provided, with regular meetings and working group participation that supports sustainable economic development of mining and renewable energy projects across the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver, Partner and Advocate</li> </ul>	<ul style="list-style-type: none"> <li>• SO and IK</li> </ul>



Indicator	Measure	Council's Role	Council's Financial Contribution
		Deliver Partner Advocate Support	Financial Contribution (FC) In-Kind (IK) Support Only (SO) Not Applicable (NA)
Advocate for utilities infrastructure investments across our Shire to support the development of housing opportunities.	<ul style="list-style-type: none"> <li>Identify sites across the Shire where the lack of utilities is a barrier to future housing development, using this as a platform for advocacy and exploring future funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver, Partner and Advocate</li> </ul>	<ul style="list-style-type: none"> <li>FC and IK</li> </ul>
Advocate, partner and seek funding for increased housing across our Shire.	<ul style="list-style-type: none"> <li>Successfully secure funding for housing across the Shire. If funding is received, partner with an organisation specialising in housing to build housing stock.</li> <li>Advocate and partner to seek out further opportunities to develop Council owned land parcels across the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Partner and Advocate</li> <li>Partner and Advocate</li> </ul>	<ul style="list-style-type: none"> <li>IK and SO</li> <li>IK and SO</li> </ul>
Support the expansion of arts and culture facilities and programs across the Shire.	<ul style="list-style-type: none"> <li>Expansion of arts and culture programs into Council's library program.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Advocate for equitable access to NBN and mobile connectivity to address black spots across our Shire.	<ul style="list-style-type: none"> <li>Support of funding submissions and advocacy for NBN enhancements and implementation and mobile towers in black spot areas across the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>SO</li> </ul>
Advocate and partner to enhance early years services across the Shire.	<ul style="list-style-type: none"> <li>Secured funding for the development of the Dunmunkle Early Years Centre. Work with the Department of Education to ensure plans and building meet community expectations and requirements.</li> <li>Advocate to government, with solutions to address the early years worker shortage across the Shire (and broader Victoria and Australia).</li> </ul>	<ul style="list-style-type: none"> <li>Advocate</li> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>SO</li> <li>SO</li> </ul>

# 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

### Our Strategic Priorities

We will:

- ✓ Develop partnerships to deliver services and/or provide opportunities to enhance the social health and wellbeing outcomes of our residents.
- ✓ Support infrastructure investment that promotes an inclusive and socially connected community to enhance liveability.
- ✓ Advocate for funding to provide opportunities to support our aged community to reside and remain connected within our community.
- ✓ Develop master plans and strategies to empower our community to make wise investment decisions for the long-term prosperity of their township and the broader Shire.

### Relevant Council Plans and Strategies:

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



Indicator	Measure	Council's Role  Deliver Partner Advocate Support	Council's Financial Contribution  Financial Contribution (FC) In-Kind (IK) Support Only (SO) Not Applicable (NA)
Advocate and partner for the delivery of social, affordable and aged care housing across the Shire.	<ul style="list-style-type: none"> <li>Explore funding opportunities to develop Council owned land to support the build of aged care, social and affordable housing.</li> </ul>	<ul style="list-style-type: none"> <li>Partner and Advocate</li> </ul>	<ul style="list-style-type: none"> <li>SO and IK</li> </ul>
Undertake master planning of sport and recreation assets and areas to support the community with future planning.	<ul style="list-style-type: none"> <li>Develop master plans to support future community grant applications.</li> <li>Successful community and/or Council grant applications.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Partner and Support</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>IK and SO</li> </ul>
Support and expand library services to be community engagement hubs.	<ul style="list-style-type: none"> <li>Expanded and enhanced service provision.</li> <li>Increase active patronage.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>FC</li> </ul>
Transition out of the Commonwealth Home Support Program and Regional Assessment Service.	<ul style="list-style-type: none"> <li>Successful transition out with appointment of localised delivery operators.</li> <li>Successful advocacy for a localised presence for Regional Assessment Service.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>SO</li> <li>SO</li> </ul>
Support the enhancement of early childhood, family and youth outcomes across the Shire.	<ul style="list-style-type: none"> <li>Revision of the Municipal Early Years Strategy.</li> <li>Develop a partnership to procure enhanced maternal child health services.</li> <li>Revision of the Youth Strategy.</li> <li>Explore opportunities to advocate and support the expansion of childcare services.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Partner</li> <li>Deliver</li> <li>Advocate</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>FC</li> <li>FC</li> <li>SO</li> </ul>
Partner with Community to either identify or deliver programs and projects that are inclusive and support a connected and health community.	<ul style="list-style-type: none"> <li>Support Progress Associations to develop Community Action Plans.</li> <li>Support Community groups to apply for funding opportunities based on Community Action Plan's and Master Plans.</li> <li>Partner with key stakeholders, such as Neighbourhood Houses to deliver programs and projects within the shire.</li> </ul>	<ul style="list-style-type: none"> <li>Support</li> <li>Support</li>   <li>Partner</li> </ul>	<ul style="list-style-type: none"> <li>IK</li> <li>IK</li>   <li>IK and FC</li> </ul>



# KEY OBJECTIVE 3

## A ROBUST AND THRIVING ENVIRONMENT



*"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

### Our Strategic Priorities

We will:

- ✓ Embed climate change action into everything we do with a focus on decreased emissions, heat reduction and emergency management preparedness.
- ✓ Strategically support the implementation of the State Government's circular economy policy by providing innovative solutions that meet the specific requirements of our community.
- ✓ Elevate community education and positive engagement experience as a key priority while performing regulatory functions.

### Relevant Council Plans and Strategies:

- Waste Recovery and Resource Strategy.
- Waste Recovery, Environment and Climate Change Strategy and Action Plan \*To be developed in 2023/224





Indicator	Measure	Council's Role  Deliver Partner Advocate Support	Council's Financial Contribution  Financial Contribution (FC) In-Kind (IK) Support Only (SO) Not Applicable (NA)
Design integrated water management systems for selected townships	<ul style="list-style-type: none"> <li>Explore funding opportunities to address emergency preparedness risks in Rupanyup, Beulah, Warracknabeal and Yaapeet.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Identify key strategic priorities to address climate change	<ul style="list-style-type: none"> <li>Adopt a Climate Change, Environment and Waste Recovery Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Develop innovative solutions to address the State Governments circular economy initiatives.	<ul style="list-style-type: none"> <li>Successful roll out of the glass bin system.</li> <li>Support the implementation of the Container Deposit Scheme.</li> <li>Engage with the community and roll out community recycling and hard waste collection hubs in our smaller townships.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Support</li> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>NA</li> <li>FC</li> </ul>
Implement streetscape works targeted at reducing the heat impacts, and beautifying townships.	<ul style="list-style-type: none"> <li>Plantation of trees across townships.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Promote the functions of building, planning and local laws activities with the aim of educating the community on legislative compliance.	<ul style="list-style-type: none"> <li>Community engagement activities that promote the functions and legislative requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Ensure Council's Local Law reflects community sentiments and expectations.	<ul style="list-style-type: none"> <li>Undertake review and revision of the Local Law.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>

# 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

### Our Strategic Priorities

We will:

- ✓ Embed good governance practices into all decision making.
- ✓ Build trust through engaging with our community, delivering quality services and outcomes.
- ✓ Undertake robust and transparent planning to ensure our organisation is sustainable now and into the future.
- ✓ Consider a broad base of evidence before making decisions, ensuring value for money and responsive, innovative services and solutions are provided.

### Relevant Council Plans and Strategies:

- ICT and Business Transformation Strategy
- Governance Rules
- Revenue and Rating Strategy
- Annual Budget
- Annual Report
- Long Term Financial Plan
- Workforce Strategy
- Gender Equality Action Plan



Indicator	Measure	Council's Role	Council's Financial Contribution
		Deliver Partner Advocate Support	Financial Contribution (FC) In-Kind (IK) Support Only (SO) Not Applicable (NA)
Implement information, communication and technology (ICT) that supports the enhancement of good governance.	<ul style="list-style-type: none"> <li>Implementation of key priorities identified in Council's ICT and Business Transformation Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Promotion of continuous improvement and professional development to enhance good governance.	<ul style="list-style-type: none"> <li>Councillor and staff training programs that support maintain legislative compliance and supports enhanced governance practices.</li> <li>Budget to support professional development initiatives that provides an overarching benefit to the municipal district.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> </ul>
Embed sound risk management practices into Council activities.	<ul style="list-style-type: none"> <li>Implementation of strategic and operational risk register and framework.</li> <li>Appointment of experienced Audit and Risk Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>FC</li> </ul>
Engage with community on a regular basis to build a strong relationship between Council and Community.	<ul style="list-style-type: none"> <li>Community group meetings providing updates on Council activities.</li> <li>Community engagement activities to increase knowledge of Council activities.</li> <li>Customer Request Management System that enhances communication between Community and Council.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Deliver</li> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> <li>FC</li> <li>FC</li> </ul>
Implement systems to support sound financial and strategic decision making for now and into the future.	<ul style="list-style-type: none"> <li>Asset Management Modelling for each Asset Classes to inform decision making.</li> <li>Service Level Plans and business cases that inform budget process that address financial sustainability, social, environmental and economic impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver</li> <li>Deliver</li> </ul>	<ul style="list-style-type: none"> <li>FC</li> <li>NA</li> </ul>



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