



Draft Council Plan

**Strathbogie
Shire Council**

2021/2025

Acknowledgement of Country

Strathbogie Shire Council respectfully acknowledges the Traditional Custodians of the land, the Taungurung peoples of the Eastern Kulin nation and pays respect to Elders past, present and emerging.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all.

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A message from Council

At Strathbogie Shire Council we're working hard to transform our organisation.

We're committed to being better, delivering for our community and responding to its needs.

It's a commitment that is based around key areas we call 'the four Cs'. Communication, consultation and engagement, community-based decisions and customer service.

We're very much aware we need to improve in these areas. Our community has told us this time and time again.

We are listening.

Our renewal is clear, and the change is being embraced by all those in our organisation.

The development of this Council Plan is proof of our commitment to change. We have engaged with our community like never before.

Through a broad engagement program, we have held hundreds of face-to-face conversations and through this collected more than 1000 individual pieces of feedback.

We have launched a new online engagement platform that has allowed community members to share their thoughts and have genuine input into the issues that matter to them.

For the first time we also used deliberative engagement techniques that empowered our community to write its own vision and drive the inputs into our Council Plan.

Through all of this work, we have developed a clear understanding of our community's values and priorities.

These are reflected in the focus areas in our Council Plan.

We heard loud and clear that we must ensure community input into our decision-making.

Our community told us they love the place we call home, but we must focus our activities on protecting this passion, feeling, spirit... the vibe.

The environment, and Climate Change, must be considered in everything we do.

The feedback wasn't always easy to receive. Planning and development concerned many. We heard we must manage growth carefully to protect our sense of community.

It's through this feedback that we are able to develop actions in this plan that will ensure community infrastructure grows at the same pace as housing, tourism and industry.

We are immensely proud of our 2021-2025 Council Plan.

We are confident it is brave, but achievable. We hope you share our belief.

Cr Chris Raeburn
Mayor

Julie Salomon
Chief Executive Officer

Our Community's Vision

The Strathbogie Shire is a region of natural beauty with vibrant communities who are respectful, optimistic and inclusive.

We have a strong sense of belonging and of our collective history. We care deeply for Country and First Nations people.

We are bold. We embrace opportunities. We welcome you.

A message from the community panel

We are a broad group of people selected from across the Shire, with different viewpoints and backgrounds (including primary producers, retirees and people with young families).

We have come together to create a vision of the Shire of Strathbogie for the future.

Our vision outlines community aspirations to guide Council in focusing on priorities for the next four years with a view towards 2040.

By coming together, this diverse group has been able to work together to share ideas, experience and aspirations to produce this vision to be used by Council.

Our hope is that the Shire delivers the vision we have developed for the wise management of our human and natural resources.

We took many viewpoints from the community into consideration and summarised them in this Vision.

Our work was informed by presentations by Council officers on the challenges and constraints faced by them in achieving this Vision.

We appreciate the trust the shire placed in us.

Figure 1. The diagram below shows how the Community Vision and themes in our Council Plan are linked.



There's just something special about Strathbogie Shire

When we asked our community what they loved about living here they couldn't quite put their finger on it.

Some pointed to the peace and quiet. For others it was the environment, parks, gardens and open space.

Everyone said they loved the sense of community and the people.

It's just the Strathbogie Shire vibe.

Figure 2: The quotes below were just some of the hundreds of individual pieces of feedback we received from our community.



Our Region



10,992
total population
6.1%
population growth
52
median age
2.15
average household size



8.9%
population born overseas
2.8%
people speak a language
other than English at home
1.2%
Aboriginal and
Torres Strait Islander



**Agriculture, forestry and
fishing largest industries**



1,444
local businesses
4,193
local jobs
5.3%
unemployment rate

Strathbogie Shire is a vibrant and progressive rural municipality about two hours from the Melbourne CBD along the Hume Highway.

We have diverse and picturesque communities served by townships such as Euroa, Nagambie, Violet Town, Avenel, Longwood, Ruffy, Strathbogie and Graytown with a population of almost 11,000.



44%
full home ownership

15%
Households with mortgage stress



31%
of people volunteer



Index relative socio-economic disadvantage (SIEFA)
970

9.8%
Family violence incidents per 1,000 population



22%
of people report as being obese



59%
of people don't meet physical activity guidelines



14%
of people >18 who smoke



93%
of children immunised between 24-27 months (immunisation)



7%
of people need assistance with daily activities

Our Council

Honeysuckle Creek Ward

Cr Chris Raeburn (Mayor)
0439 903 993
chris.raeburn@strathbogie.vic.gov.au



Lake Nagambie Ward

Currently
vacant

Lake Nagambie ward

Cr Reg Dickinson
0437 932 147
reg.dickinson@strathbogie.vic.gov.au



Seven Creeks Ward

Cr Kristy Hourigan
0427 105 836
kristy.hourigan@strathbogie.vic.gov.au



Hughes Creek Ward

Cr Paul Murray
0450 091 501
paul.murray@strathbogie.vic.gov.au



Mount Wombat Ward

Cr Laura Binks
0437 906 687
laura.binks@strathbogie.vic.gov.au



Seven Creeks Ward

Cr Sally Hayes-Burke
0427 397 801
sally.hayes@strathbogie.vic.gov.au



Our Executive Leadership Team

Chief Executive Officer

Julie Salomon

Julie.salomon@strathbogie.vic.gov.au



Executive Manager Communications and Engagement

Kristin Favaloro

Kristin.favaloro@strathbogie.vic.gov.au



Director Corporate Operations

David Roff

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Dawn Bray

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Director Community and Planning

Amanda Tingay

Amanda.tingay@strathbogie.vic.gov.au



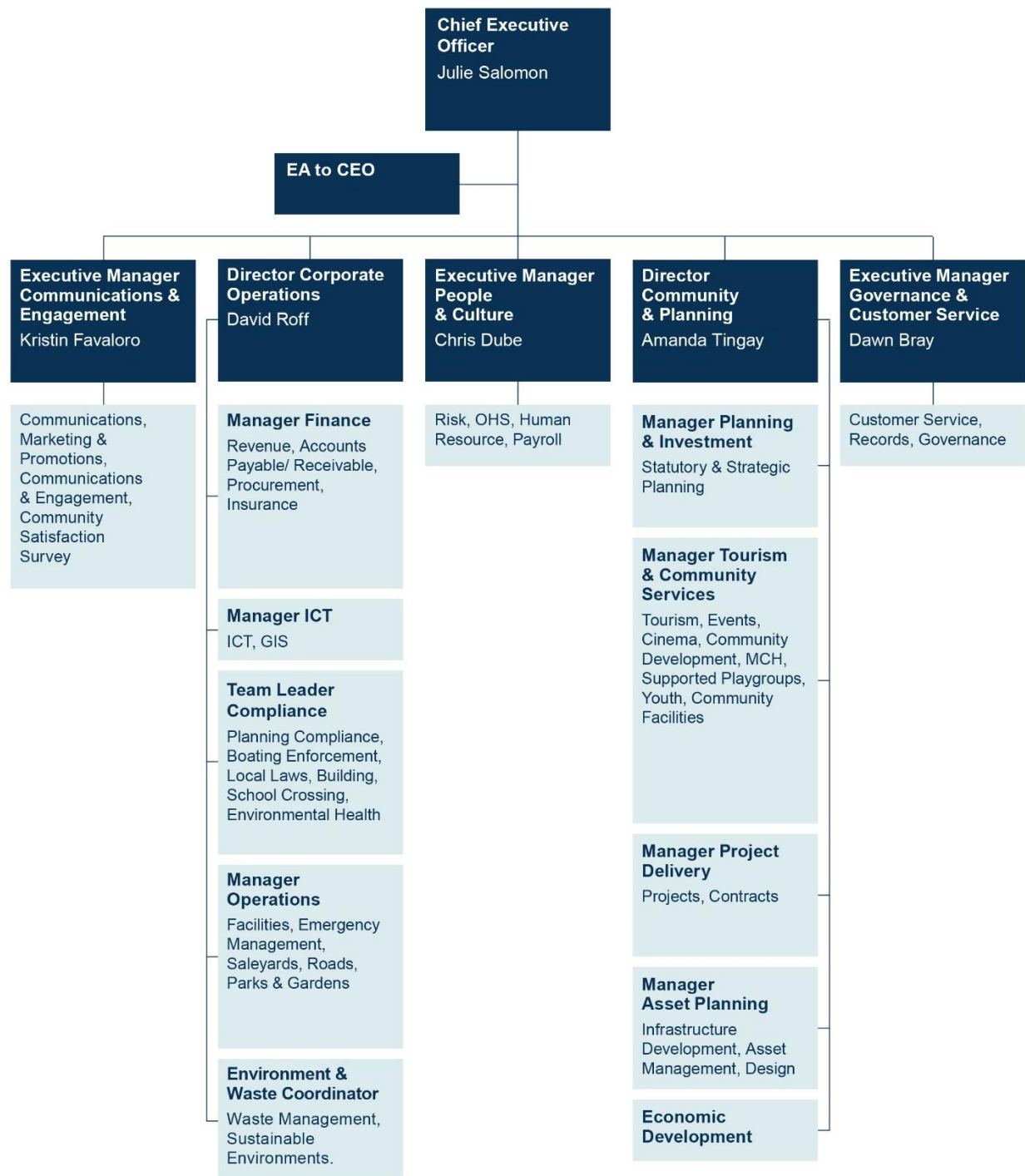
Executive Manager People and Culture

Chris Dube

Chris.dube@strathbogie.vic.gov.au



Organisational chart



Our Integrated Planning & Performance Reporting Framework

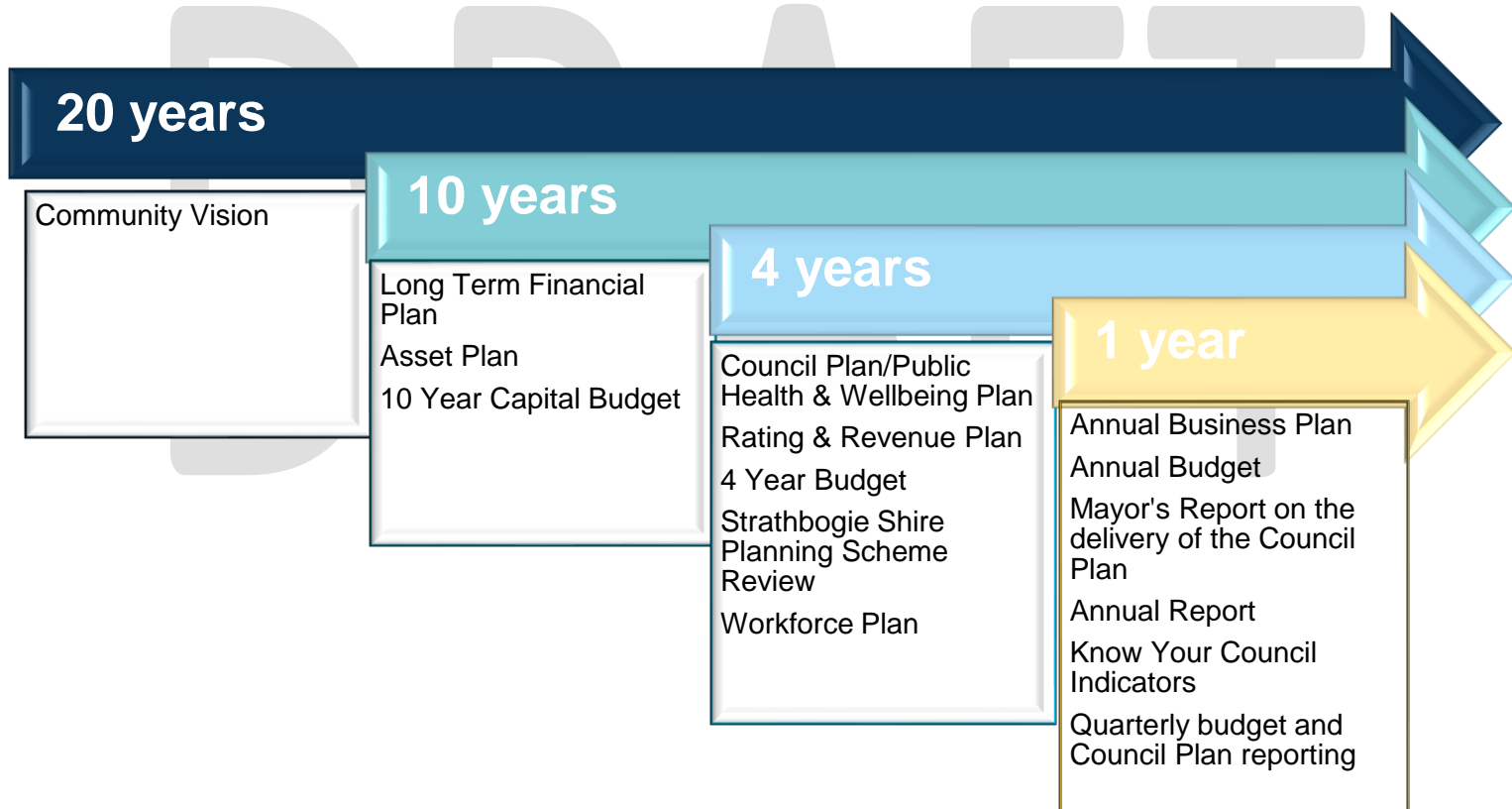
Council has developed a suite of short, medium and long-term documents that work together to achieve the Community Vision in partnership with our community.

Long term documents consist of financial strategies and asset plans to guide the delivery of Council services and allocation of resources over the next decade.

This Council Plan, which for the first time incorporates the Public Health and Wellbeing Plan, is a medium-term document that is supported by a four-yearly review of the Strathbogie Planning Scheme and a four-year Workforce Plan.

Our integrated approach makes sure our policies, workforce and services create a comprehensive strategic framework that enables Council to respond to changing community needs and priorities.

Figure 3: Describes our integrated approach to planning and performance reporting.



Keeping our community updated on our progress


The Mayor will provide a report to the community at the end of each financial year about how we are tracking with delivering on this Council Plan and how our finances are travelling.

A broad ranging Annual Report will be prepared for the Minister for Local Government at the end of each financial year and key performance indicator data will be provided to the community through the State government's [Know Your Council](#) website.

More regular updates will be provided through financial and performance reports to Council at its monthly public meeting and through quarterly reports to Council and our Audit and Risk Committee.


How to Read This Plan

This Council Plan has been developed with the legislative requirements under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008* in mind. Other key legislation considered include the *Climate Change Act 2017* and the *Gender Equality Act 2020*.

The first four **Strategic Focus Areas** are drawn from the key themes determined by the work undertaken by our Community Panel. The strategies, key initiatives and actions that directly respond to our community's vision and the priorities our community identified through the Share Strathbogie engagement process are highlighted by the  symbol.

Public Health and Wellbeing

A Strategic Focus Area has been dedicated to community health and wellbeing to highlight how fundamental it is to driving our services and facilities, particularly given the wide-ranging implications the Covid 19 pandemic has had on our municipality.

In addition, there are strategies, initiatives, actions and performance indicators relating to public health and wellbeing spread across all six Strategic Focus Areas that are identified by the  symbol.

In developing the Strong. Healthy. Safe. Strategic Focus Area, we have reviewed the priorities outlined in the 2019-2021 Victorian Health and Wellbeing Plan priorities which are:

- tackling climate change and its impact on health
- increasing healthy eating
- increasing active living
- reducing tobacco-related harm.

We have weaved related actions and performance indicators throughout this Council Plan.

The final strategic focus area in this Plan, Accountable. Transparent. Responsible. outlines the things we will do to drive cultural change and continuously improve performance across the organisation.

Council's strategies, initiatives and actions to deliver on the community vision

This Council Plan identifies **strategies** relating to each strategic focus area, along with the **initiatives** for Council over the four-year life of this plan that will help us achieve our goals.

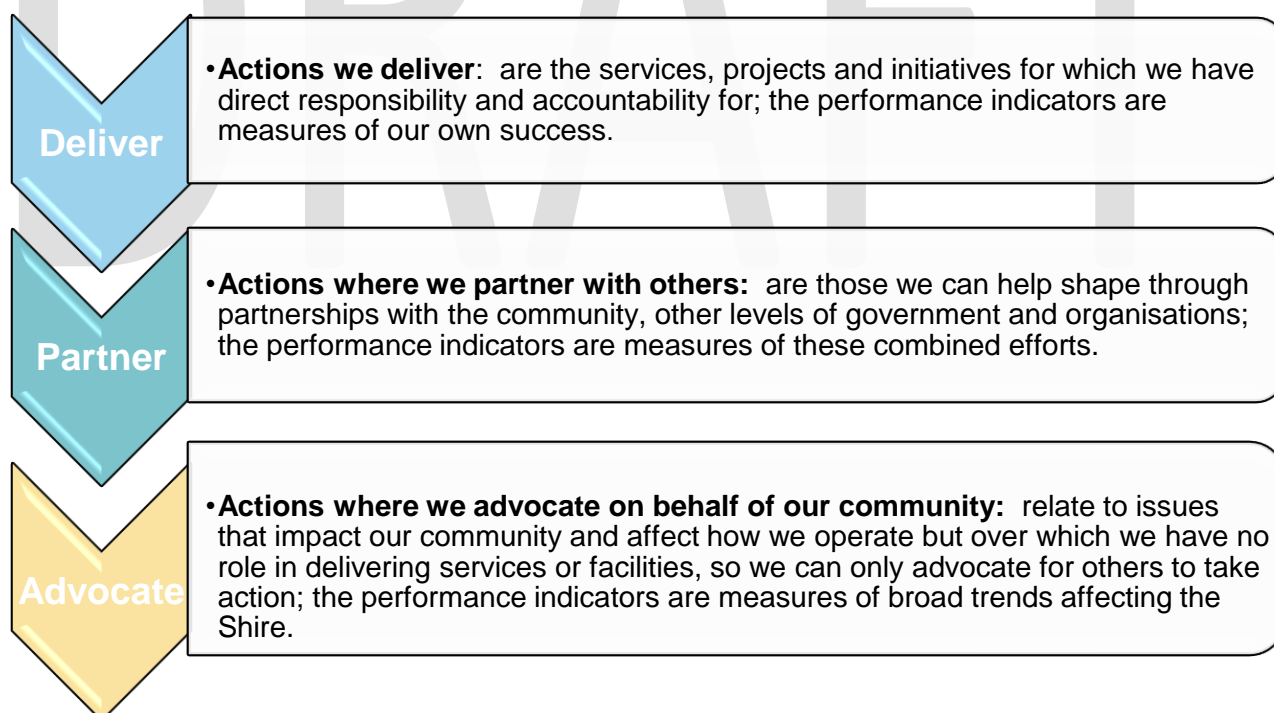
Each year this plan will be reviewed to identify the **actions** to be taken by Council to progress work towards each Strategic Focus Area for the year ahead.

A set of **performance indicators** are listed under each Strategic Focus Area to identify how we will monitor our success and how we are working towards the achievement of the Community Vision.

The **enabling Council services** we provide to support each Strategic Focus Area and **related policies and strategies** already prepared and adopted by Council are also identified.

Clarifying Council's role in the initiatives and actions outlined in this Plan




Figure 4: Our strategies and initiatives, actions and performance indicators have been divided into three categories to indicate Council's role.



Strategic focus area 1: Engage. Create. Unite.

Our community's goals


In the future we.... foster and support creative responses in the community. This means:

- We are inspired by our creatives and celebrate art and culture. 
- We create welcoming social spaces where people can connect. 
- First Nations culture, knowledge and heritage enriches our Shire. 

Our strategies to achieve these goals

We have a strong partnership with the Taungurung Land and Waters Council, along with other First Nations people living in our shire, and involve them in strategy development and broader decision-making processes relating to cultural heritage, land and water



management. 



We work with the Taungurung Land and Waters Council, and other First Nations people living in our shire, to educate Council and the community about healing knowledge and healing country. 

Our innovative community engagement framework ensures all of our municipal community has an opportunity to influence and shape Council strategy and operations. 

We continually develop our skills and expertise in community engagement across the organisation to further develop relationships with our community and private enterprise.












We have strategies, services and facilities in place to cater for the changing needs across all ages and abilities, delivered in partnership with action groups and committees of management.  




We support a vibrant arts and culture scene through a clear framework enabling the community to lead its ongoing diversity and growth.  

We create welcoming social and creative spaces where people can connect.  

Key initiatives for 2021/25

Initiative	Council's role	Responsible directorate	Related strategic focus areas
1.1 Work with the Taungurung Land and Waters Council/other First Nations people residing in our shire and the community on the integration of cultural awareness into existing programs.  	Partner	Community & Planning	2 and 4
1.2 Establish a joint consultative team with the Taungurung Land and Waters Council to review, monitor and provide feedback on the implementation of infrastructure projects.  	Partner	Community & Planning	3 and 4
1.3 Embed a Partnership Plan, outlining the approach, principles and assessment criteria, across the organisation. 	Deliver	Communications & Engagement	2, 3, 4, 5 and 6
1.4 Prepare and adopt a Social Inclusion Strategy which adopts an intersectionality approach to identify the guiding principles to promote equal rights and opportunities for everyone, redressing social and economic inequalities.  	Deliver	Community & Planning	2, 3, 4, 5 and 6
1.5 Review and implement the Arts & Culture Strategy to support the community in driving diversity in activities and events.  	Partner	Community & Planning	2 and 4

Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
1.1.1 Adopt the draft Memorandum of Understanding with the Taungurung Land and Waters Council. 	Deliver	Community & Planning	2, 3 and 4
1.1.2 Complete and implement a review of the Advisory Committee structure to adopt a best practice approach. 	Deliver	Communications & Engagement	2 and 4
1.1.3 Launch a new Strathbogie Shire website with enhanced usability and customer focussed functionality, with a focus on maximising paperless transactions and self-service. 	Deliver	Communications & Engagement	2, 4 and 6
1.1.4 Adopt and implement an Advocacy Strategy to outline the approach, principles and focus of Council's advocacy activities.	Advocate	Communications & Engagement	2, 3, 4, 5 and 6
1.1.5 Prepare and adopt a Strathbogie Shire Brand Strategy.	Deliver	Communications & Engagement	6

Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Satisfaction rating - art centres and libraries 📖	Annual Community Satisfaction Survey	Deliver	Yearly	67	Increase
Satisfaction rating - lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	51	Increase
Satisfaction rating - consultation & engagement	Annual Community Satisfaction Survey	Deliver	Yearly	52	Increase
Satisfaction rating – informing the community	Annual Community Satisfaction Survey	Deliver	Yearly	56	Increase
Satisfaction rating – community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	52	Increase
Meetings conducted with the eight Action Groups	Council data	Deliver	Yearly	-	Maintain

Enabling council services

Tourism & Events management
Euroa Community Cinema
Community Development
Communications & Engagement
Asset Planning
Projects
Strategic and Statutory Planning




Related strategies and policies

Open Space Asset Management Plan
2019-23 Arts and Culture Strategy
Community Funding and Investment Policy
Community Engagement Strategy 2019-2022
Community Engagement Policy 2021
2021-22 Budget
Rating & Revenue Strategy
Long Term Financial Plan
10 Year Capital Budget
Mutual Respect Charter

Strategic focus area 2: Live. Access. Connect.

Our Community's Goals


In the future...our people are places are connected. This means:



- We all have access to important services 
- We are moving through our townships on connected walking and cycling tracks 
- We are focussed on activities that build economic, financial and social security. 



Our strategies to achieve these goals

Our asset management framework balances increasing community expectations with delivering value for money and maximum community benefit within our limited resources.














Our integrated service and infrastructure planning enables Council to adapt to and meet changing needs and a growing population. 

Connectivity within and between townships is enhanced through a developing network of cycling routes, tracks, trails and community transport options.  






We have strategies and long-term capital budgets in place to ensure we work towards all our facilities and buildings being accessible by people of all abilities.  

Our active and passive open spaces cater for all generations and all abilities.  

Key initiatives for 2021-25

Initiative	Council's role	Responsible directorate	Related strategic focus areas
2.1 Ensure that upgrades of Council facilities, as identified in the capital works program, are compliant with the Disability and Discrimination Act 1992 to improve access for people of all abilities.  	Deliver	Corporate Operations and Community & Planning	4, 5 and 6
2.3 Develop and promote information to increase awareness of the services available across the Shire and the referral pathways to access them.  	Deliver	Community & Planning Communications & Engagement	1, 4 and 5
2.4 Review and implement the Tracks and Trails Strategy to improve connectivity and physical activity across the municipality.  	Deliver	Community & Planning	1, 2, 4 and 5
2.5 Advocate to the State government to deliver expanded public transport options to connect the community to local services and facilities.  	Advocate	Community & Planning Communications & Engagement	1, 2, 4 and 5
2.6 Scope and secure funding for the development of a Cycling Strategy.  	Deliver	Community & Planning	1, 2, 4 and 5
2.7 Prepare a playground strategy following the adoption of the Open Space Strategy. 	Deliver	Community & Planning	2, 4 and 5

Actions for 2021-22

Action	Council's role	Responsible directorate	Related strategic focus areas
2.1.1 Complete an Asset Plan to guide future investment in buildings, plant and infrastructure through the 10 Year Capital Budget. 	Deliver	Community Planning & Corporate Operations	4, 5 and 6
2.1.2 Review resources and service standards to align with the Asset Plan and Road Management Plan. 	Deliver	Corporate Operations & Community & Planning	4, 5 and 6
2.1.3 Work with Nagambie Health Care to progress the delivery of enhanced services and facilities at the Nagambie Ageing Hub. 	Partner	Corporate Operations	4 and 5
2.1.4 Lobby State and Federal governments to fund improved digital and telecommunications infrastructure.	Advocate	Community & Planning Communications & Engagement	2 and 4
2.1.5 Develop and implement promotional material for existing community bus services.  	Deliver	Community & Planning	1, 2, 4 and 5

Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Satisfaction rating - local streets and footpaths	Annual Community Satisfaction Survey	Deliver	Yearly	52	Increase
Satisfaction rating – lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	51	Increase
Percentage completion – projects delivered in capital expenditure budget	Council data	Deliver	Yearly	85%	Maintain
Infrastructure per head of municipal population	Local Government Performance Reporting Framework (Know Your Council)	Deliver	Yearly	\$23,056.21	Increase
Asset renewal and asset upgrade as a percentage of depreciation	Local Government Performance Reporting Framework (Know Your Council)	Deliver	Yearly	107.16%	Increase

Enabling council services

Asset management
 Operations (roads and maintenance)
 Project design and delivery
 Procurement and tender oversight
 Economic Development
 Community Development
 Procurement and Tendering
 Finance
 Communications & Engagement
 Strategic and Statutory Planning




Related strategies and policies

Tracks & Trails Strategy 2015-18
 Tracks & Trails Strategy Map
 Asset Management Plan
 Road Management Plan
 2021-22 Budget
 Rating & Revenue Strategy
 Long Term Financial Plan
 10 Year Capital Budget


Strategic focus area 3: Protect. Enhance. Adapt.


Our Community's Goals


In the future we... consider Climate Change in everything we do. This means:

- We are minimising harmful impacts on our natural environment 
- We are reversing biodiversity decline 
- We are championing best practice environmental strategies. 

Our strategies to achieve these goals








Our Climate Change Action Plan and our aim to be carbon neutral by 2025 for Council operations implements Council's declaration of a climate emergency so we lead by example by significantly reducing the organisation's carbon footprint. 

We are greening our townships to reduce the urban heat bank and maximise the useability of our open spaces. 

We provide a range of 'cooler places' for our community during heatwaves and power outages. 

Our environmentally sustainable development policy framework minimises the net environmental impact of new development. 








Key initiatives for 2021/25



Initiative	Council's role	Responsible directorate	Related strategic focus areas
3.1 Implement the Climate Change Action Plan for Council operations, which explores initiatives such as an urban forest strategy, micro-grids for our towns and auditing council facilities to identify opportunities to minimise their net environmental impact.  	Deliver	Corporate Operations	5 and 6
3.2 Prepare a planning scheme amendment to include an environmentally sustainable development policy that responds to climate change and minimises adverse environmental impacts created by new development.  	Deliver	Community & Planning Corporate Operations	4 and 5
3.3 Strengthen project scoping and design outcomes to maximise environmental benefit, including the management of stormwater to improve water quality. 	Deliver	Community & Planning	2 and 4
3.4 Creation of a Significant Tree Register. 	Deliver	Corporate Operations and Community & Planning	4
3.5 Investigate, in partnership with Goulburn Valley Water, opportunities to green open spaces in towns with recycled water from the towns' wastewater treatment plant. 	Partner	Corporate Operations	2, 4 and 5

3.6	Complete community engagement around the State Government's new 4 waste bin system to determine the structure of the service for tender purposes.	Deliver	Corporate Operations Communications & Engagement	
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Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
3.1.1 Develop and implement the Climate Change Action Plan. 	Deliver	Corporate Operations	5 and 6
3.1.2 Be the lead Council for the Naturally Cooler Towns initiative in partnership with the Goulburn Broken Climate Alliance. 	Partner	Corporate Operations	4 and 5
3.1.3 Finalise the detailed design for the Greening Euroa project in partnership with Goulburn Valley Water. 	Partner	Corporate Operations	4 and 5
3.1.4 Implement actions from the Southern Goulburn Waste and Resource Recovery Strategy.	Deliver	Corporate Operations	
3.1.5 Complete the Violet Town landfill rehabilitation project. 	Deliver	Corporate Operations	5
3.1.6 Involve the community in tree planting projects across the Shire.  	Partner	Community & Planning Corporate Operations	5
3.1.7 Implement actions from the Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater. 	Partner	Corporate Operations	5
3.1.8 Advocate to Federal and State governments for investment in reliable power supply infrastructure with a focus	Advocate	Community & Planning Communications & Engagement	4 and 5

on renewable energy.  			
3.1.9 Complete a feasibility study for reuse shops at our resource recovery centres.	Deliver	Corporate Operations	

Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Satisfaction rating - waste management services	Annual Community Satisfaction Survey	Deliver	Yearly	67	Increase
% contamination of recycling stream	Monthly data supplied by Cleanaway (link to Council agenda)	Partner	Monthly	1%	Decrease
Number of education sessions delivered to schools or community groups	Council records	Partner	Yearly	-	Increase
Average waste diversion rate	Monthly data supplied by Cleanaway (link to Council agenda)	Partner	Monthly	71%	Increase
Contamination rate in our waste stream	Monthly data supplied by Cleanaway (Link to Council agenda)	Partner	Monthly	1%	Maintain

Satisfaction rating – environmental sustainability	Annual Community Satisfaction Survey	Deliver	Yearly	57	Increase
Delivery of progress report – Climate Change Action Plan Implementation (once adopted by Council) 	Council data	Deliver	Twice yearly	-	-

Enabling council services

Asset planning
Waste management
Resource recovery centres
Environmental education programs
Emergency management planning and response
Strategic and Statutory Planning
Operations




Related strategies and policies

Sustainable Strathbogie 2030 Strategy and Action Plan
Southern Goulburn Valley Waste and Resource Recovery Education Strategy 2019-21
Urban Tree Policy
Stormwater Management Plan
Asset Management Plan
Road Management Plan
Infrastructure Design Manual
2021-22 Budget
Rating & Revenue Strategy
Long Term Financial Plan
10 Year Capital Budget
Procurement Policy




Strategic focus area 4: Inclusive. Productive. Balanced

Our community's goals




In the future we... involve the community in decisions that affect them. This means:

- We have empowered locals to make decisions. 
- We care, support and listen to each other. 
- We partner with our community to achieve great things 

In the future we....have a thriving economy for everyone. This means:

- We are a smart spenders, buying local wherever possible 
- We target economic development to enhance our region 
- We are capitalising on our region's strengths 

In the future we... are planning to protect the special place we call home. This means:

- We have affordable housing 
- We are managing growth carefully to protect the environment and meet our social infrastructure needs 
- We are including responsible developer contribution strategies. 


Our strategies to achieve these goals

The Strathbogie Planning Scheme is updated to align with the Community Vision and Council Plan to deliver on sustainable, well planned and balanced growth.





A comprehensive strategic policy framework is in place to effectively manage and guide development in our townships to achieve balanced growth that respects what makes each township special and unique.

Our services and infrastructure projects are focussed on supporting the development of our local economy, particularly in responding to the challenges of the Covid 19 pandemic and recognising that agriculture is the municipality's key economic driver.









Our tourism sector is driven by our community and the private sector and provides for a growing range of events, attractions and facilities.

We understand what role Council has in addressing housing affordability through planning policy and township growth plans. 

Key initiatives for 2021/25

Initiative	Council's role	Responsible directorate	Related strategic focus areas
4.1 Continue to explore free camping possibilities and RV friendly town accreditation.	Deliver	Community & Planning Corporate Operations	1 and 2
4.2 Develop and adopt a Tourism and Events Strategy to broaden and diversify the calendar of events, with a focus on eco-tourism. 	Deliver	Community & Planning	1
4.3 Upgrade online and automated processes for approvals and permits wherever possible to support the construction sector. 	Deliver	Community & Planning	5
4.4 Implement the Economic Development Strategy. 	Deliver	Community & Planning	1 and 5
4.5 Review the Euroa Saleyards Masterplan to enhance its viability and minimise environmental impacts.	Deliver	Corporate Operations	3
4.6 Review the Avenel 2030 Strategy and Violet Town District Strategic Development Plan to guide future development and growth while maintaining local character. 	Deliver	Community & Planning	2, 3 and 5

Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
4.1.1 Adopt an Economic Development Strategy.  	Deliver	Community & Planning	2 and 5
4.1.2 Complete a review of the Strathbogie Planning Scheme to ensure it reflects changing economic, environmental and social trends and identifies the further strategic work required to deliver a fit for purpose framework to guide sustainable growth and development while protecting our built and natural heritage.  	Deliver	Community & Planning	1, 2, 3, and 5
4.1.3 Implement the Business Concierge Program to support businesses in responding to the impacts of the Covid 19 pandemic. 	Deliver	Community & Planning	5
4.1.3 Continue to seek funding to support local businesses in adapting and responding to the Covid 19 pandemic.  	Advocate	Community & Planning	5
4.1.4 Continue to advocate for the development of the Mangalore Airport as a freight intermodal and transport/industrial hub.	Advocate	Community & Planning	2 and 3
4.1.5 Continue to explore funding options for the upgrade of the Euroa Railway Precinct as part of the Euroa Structure Plan's implementation. 	Advocate	Community & Planning	1, 2 and 5

4.1.6	Continue to advocate to the Australian Rail Track Corporation (ARTC) for a community led outcome for the redesign of railway infrastructure in Euroa.	Advocate	Communications & Engagement	
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Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Planning permit applications decided within 60 statutory days	Planning Permit Activity Report	Deliver	Yearly	80%	Maintain
Satisfaction rating - building and planning permits	Annual Community Satisfaction Survey	Deliver	Yearly	51	Increase
Satisfaction rating – business development & tourism	Annual Community Satisfaction Survey	Deliver	Yearly	59	Increase
Satisfaction rating – tourism development	Annual Community Satisfaction Survey	Deliver	Yearly	61	Increase
Average monthly visitation to the Nagambie Lakes Visitor Information and Euroa Visitor Information Centres	Data provided to the Victorian Tourism Industry Council	Partner	Monthly	300	Increase
Median number of days to decide on a	Local Government Performance Reporting	Deliver	Yearly	44 days	Reduction

planning permit application	Framework data (Know Your Council)				
Asset renewal and asset upgrade as a percentage of depreciation	Local Government Performance Reporting Framework data (Know Your Council)	Deliver	Yearly	107.16	Increase

Enabling council services

Projects
Asset Management
Economic Development
Arts & Culture
Tourism and Events
Customer Service




Related strategies and policies

Strathbogie Planning Scheme
Asset Management Plans
Rural Land Use Study
Avenel 2030 Strategy
Avenel Neighbourhood Character Study 2009
Violet Town Strategic Development Plan
Sustainable Land Use Strategy
Rural Residential Study 2004
Nagambie Growth Management Strategy & Style Guidelines 2008
Nagambie Neighbourhood Character Assessment 2008
Violet Town Neighbourhood Character Study 2010
Industrial Land Study 2008
Heritage Study
Euroa Township Strategy 2020
Euroa Neighbourhood Character Study 2008
Procurement Policy

Strategic focus area 5: Strong. Healthy. Safe.

Our community's goals


In the future... our communities are filled with happy, healthy people. This means:


- We have protected 'the vibe' we love 
- We are working together to share knowledge and get things done 
- We are encouraging health and wellbeing activities in sport and recreation. 


Our strategies to achieve these goals


Our sporting and recreation facilities, whether they be passive or active spaces, continually adapt to meet changing needs and maximise participation by all sexes, ages and abilities.









A comprehensive strategic planning framework guides long term capital works program that delivers a growing range of services, infrastructure and facilities to support improved physical and mental health. 

Developers support the provision of a growing range of facilities and infrastructure through making meaningful contributions of land or funding through the planning permit process. 

We have a range of strategies and initiatives in place to help our community adapt to minimise adverse impacts on health and wellbeing caused by climate change. 





We enable people and communities to help each and value the significant contribution made to our society by volunteers. 





Key initiatives for 2021/25

Initiative		Council's role	Responsible directorate	Related strategic focus areas
5.1	Create 'cool places' across the municipality that welcome people during heatwave events. 	Deliver	Community & Planning Corporate Operations	2 and 3
5.2	Review and implement programs to drive increased participation at our aquatic facilities informed by the Strathbogie Community Pools Strategy 2019-29. 	Deliver	Community & Planning	1 and 4
5.3	Deliver community led actions through the implementation of the Domestic Animal Management Plan, which may include further off leash dog parks. 	Partner	Corporate Operations	1
5.4	Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering. 	Partner	Community & Planning Communication & Engagement	1
5.6	Continue to advocate to Department of Transport around improving road safety and aligning speed limits with community expectations. 	Advocate	Community & Planning	2 and 4
5.7	Explore options for the development of a local law around smoking in Council owned public places. 	Advocate	Community & Planning Corporate Operations	
5.8	Monitor the compliance of Council's emergency management framework	Partner	Corporate Operations	4 and 6





with changing legislative requirements. 			
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Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
5.1.1 Seek external funding for the preparation of an Open Space Strategy which looks at active and passive spaces and is informed by analysing population trends, climate change impacts and a gender impact statement, to cater for a growing population while maximising participation across all sexes, ages and abilities. 	Deliver	Community & Planning Corporate Operations	2 and 4
5.1.2 Deliver a series of events and initiatives to support healthy eating practices, reduced obesity and increased physical activity, such as Active Healthy Kids. 	Deliver	Community & Planning	
5.1.3 Implement the outcomes of the Lake Nagambie and Goulburn River waterway zoning review to maximise opportunities for safe water-based activities. 	Partner	Corporate Operations	4
5.1.4 Complete the annual audit of tobacco sales inspections, prosecuting those businesses who sell tobacco to people under the age of 18 years. 	Deliver	Corporate Operations	
5.1.5 Partner with the vocational training and education sector to enhance training for young people to maximise engagement in	Partner	Community & Planning	

	ongoing education and training. 			
5.1.6	Review the Public Open Space Contributions Policy. 	Deliver	Community & Planning	1, 2 and 4
5.1.7	Promote participation in MCH programs for 0-4 year olds. 	Deliver	Community & Planning	2 and 4
5.1.8	Review Heatwave, Emergency Animal Welfare and Mass Gathering Sub-Plan components of the Emergency Management Plan. 	Deliver	Corporate Operations	

Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Satisfaction rating – appearance of public areas 	Annual Community Satisfaction Survey	Deliver	Yearly	74	Increase
Satisfaction rating – recreational facilities 	Annual Community Satisfaction Survey	Deliver	Yearly	65	Increase
Annual total attendance figures for all aquatic facilities 	Council data	Deliver	Yearly	11,851	Increase
Number of completed tobacco sale audits to under 18's 	Council data	Deliver	Yearly	-	Maintain
% of children enrolled	Local Government Performance	Partner	Yearly	74%	Increase

who participate in Maternal and Child Health services ♥	Reporting Framework data (Know Your Council)				
Percentage of Aboriginal children enrolled who participate in Maternal and Child Health Services ♥	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	87%	Increase
Percentage of infants enrolled in Material Child Health services who participate in 4-week key stage visit. ♥	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	90%	Increase

Enabling council services

Maternal and Child Health centres
Youth services
Frontline Customer Service
Local Laws
Asset Planning
Projects
Community Development
Emergency Management planning & response
People & Culture – gender equality

Related strategies and policies

Open Space Asset Management Plan
Liveability Plan 2017-21
Community Funding and Investment Policy
Neighbourhood Safer Places Plan
Municipal Fire Management Plan
Flood Emergency Plan
Heatwave Management Plan
Pandemic Plan 2020
Strathbogie Community Pools Strategy 2019-29

Strategic focus area 6: Accountable. Transparent. Responsible.





Our strategies to achieve these goals

As a Council we will:


- Achieve the highest level of good governance across the organisation and as an elected Council
- Deliver responsive and timely customer service across the organisation in line with the timeframes set out in our Customer Service Charter
- Be accountable for the decisions we make and the quality of service we deliver
- Maximise public transparency and accountability around our performance and decision-making processes
- Be financially responsible, achieving the greatest possible community benefit from the programs, initiatives and services we fund
- Embed gender equity principles across the organisation and proactively encourage reporting of any form of inappropriate behaviour.
- Ensure our organisation's structure and resource allocation are regularly reviewed so they align with the goals and deliverables of the Community Vision and this Council Plan.

Key initiatives for 2021/25

Initiative	Council's role	Responsible directorate	Related strategic focus areas
6.1 Analyse options for, and implement, an integrated performance reporting software system to efficiently collate mandatory reporting requirements and monitor performance around the delivery of this Plan.	Deliver	Governance & Customer Service	
6.2 Develop and implement an Information Technology Strategy to ensure the organisation has a suite of fully integrated systems to maximise operational efficiency.	Deliver	Corporate Operations	
6.3 Develop and implement strategic and operational risk registers, working in partnership with our Audit and Risk Committee and Internal/External Auditors.	Deliver	People & Culture Governance & Customer Service Corporate Operations	

6.4	Implement an ongoing good governance training program for Councillors and staff, including self-assessment elements, which is monitored by the Audit and Risk Committee.	Deliver	Governance & Customer Service	
6.5	Development and implementation of a comprehensive gender equity framework through policies, training and proactively acting on feedback from staff, Councillors and the community. 	Deliver	People & Culture	5
6.6	Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times.	Deliver	Governance & Customer Service	
6.8	Adopt a revised hardship policy and explore new rate payment options to minimise financial impacts on households. 	Deliver	Corporate Operations	
6.9	Undertake a biannual staff satisfaction survey, supported by an action plan developed by the Executive Leadership Team to address the issues raised. 	Deliver	People & Culture	
6.10	Explore leadership training program options. 	Deliver	People & Culture	

Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
6.1.1 Review the allocation of human and financial resources across the organisation to deliver the Community Vision and Council Plan, informed by service reviews and benchmarking against like organisations.	Deliver	Executive	
6.1.2 Develop and implement a performance reporting system to track the delivery of this Council Plan and its performance indicators.	Deliver	Governance & Customer Service	
6.1.3 Adopt a revised Procurement Policy and complete whole of organisation training to maximise compliance.	Deliver	Corporate Operations	
6.1.4 Finalise the Strategic Risk Register through Council's Audit and Risk Committee after being reviewed in light of the priorities of this Council Plan.	Deliver	People & Culture	
6.1.5 Develop a gender impact assessment tool to allow Council to assess the gendered impacts of policies, programs and services. 	Deliver	Community & Planning People & Culture	5
6.1.6 Support the Audit and Risk Committee in completing its work plan for 2021-22.	Partner	Corporate Operations	
6.1.7 Complete an audit of Council's property portfolio to identify options	Deliver	Corporate Operations Community & Planning	1, 2 and 4

to maximise community benefit. ❤️			
6.1.8 Develop and implement the response to the People Matters Survey completed in 2021. ❤️	Deliver	People & Culture	
6.1.9 Develop a business case for an integrated enterprise resource management system.	Deliver	Corporate Operations	
6.1.10 Develop a four-year Workforce Plan.	Deliver	People & Culture	
6.1.11 Develop a CEO Remuneration Policy.	Deliver	People & Culture	
6.1.12 Develop a Complaints Policy.	Deliver	Governance & Customer Service	

Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2020/21 performance	Target
Satisfaction rating Customer Service	Annual Community Satisfaction Survey	Deliver	Yearly	69	Increase
% of staff with procurement responsibilities that have completed procurement and probity training	Council information	Deliver	Yearly	70	Increase
Satisfaction rating – Overall performance	Annual Community Satisfaction Survey	Deliver	Yearly	57	Increase
Satisfaction rating – Overall direction	Annual Community Satisfaction Survey	Deliver	Yearly	55	Increase

Satisfaction rating – Value for Money	Annual Community Satisfaction Survey	Deliver	Yearly	41	Increase
Satisfaction rating -Council decisions	Annual Community Satisfaction Survey	Deliver	Yearly	52	Increase
Expenses per head of municipal population	Local Government Performance Reporting Framework (Know Your Council)	Deliver	Yearly	\$2,647.81	Maintain
Recurrent grants per head of municipal population	Local Government Performance Reporting Framework (Know Your Council)	Deliver	Yearly	\$766.72	Increase

Enabling council services

Frontline Customer Service
 Records Management
 Freedom of Information Officers
 Governance
 Finance
 Procurement & Tenders
 Information Technology
 Audit and Risk Committee Support
 Risk management
 People and Culture – human resources

Related strategies and policies

Customer Service Charter
 2021-22 Budget
 Long Term Financial Plan
 Rating and Revenue Strategy
 Annual Report
 Councillor Code of Conduct
 Governance Rules
 Procurement Policy
 Audit and Risk Committee Charter
 Public Transparency Policy
 Public Interest Disclosure Policy
 Mutual Respect Charter

Attachment 1

Background Report

Health and Wellbeing in Strathbogie

Strathbogie Shire Council
August 2021




Introduction

Under the State *Public Health and Wellbeing Act 2008* (the Act), all local Victorian councils are responsible for public health and wellbeing planning on behalf of their community. This planning takes form in the shape of a Municipal Health and Wellbeing Plan. Under the Act, there is the provision for Councils to be exempt from developing a standalone Municipal Health and Wellbeing Plan provided that the Council can demonstrate that health and wellbeing matters have been integrated and considered in the broader Council Plan. The request for exemption is made to the Department of Health with supporting documentation and a copy of the draft Council Plan for their review and consideration for approval.

For the first time, Strathbogie Shire has integrated municipal health and wellbeing matters into the 2021-2025 Council Plan.

The integration of health and wellbeing into the Council Plan provides a streamlined and embedded commitment to health and wellbeing in all areas of the council plan. The Council Plan 2021-25 outlines the community's long-term vision for Strathbogie and details the focus areas and actions that Council will work toward during the four-year term that align with the community vision. As highlighted by the Department of Health's advice notice to local government (DHHS, Municipal public health and wellbeing planning 2021–2025-Advice Note 1, 2020), the integration of health and wellbeing into the Council plan:

- places a focus on health and wellbeing across all areas of Council
- avoids duplication and provides a streamlined strategic focus for Council; and
- strengthens the Shire's commitment to this matter.
- ensure policies, workforce and services respond to changing community needs and priorities.
- In Strathbogie's Council Plan, an additional Strategic Focus Area has been dedicated to community health and wellbeing to highlight how fundamental it is to driving our services and facilities, particularly given the wide ranging implications the COVID-19 pandemic has had on our municipality. There are, however, initiatives, actions and performance indicators relating to public health and wellbeing spread across all Strategic Focus Areas and are identified by the  symbol.

The incorporation of health and wellbeing matters in the Council plan has focused on a number of considerations including:

- Population Health Data/Demographics
- Social determinants of Health
- Relevant legislation and policies
- Community feedback through the Strathbogie Community Panel.

Our Community and Population Health Data

Strathbogie local government area is located in north-central Victoria and about 150 kilometres north of the Melbourne central business district. The main townships that form part of the municipality are Avenel, Euroa, Longwood, Nagambie, Strathbogie and Violet Town. The Shire has an estimated resident population of 10,992, with a population density of 0.03 persons per hectare.

The Strathbogie region has a lot to offer, with close proximity to large regional centres, being within two hours from the Melbourne Central Business District and a unique natural landscape and environment. In addition, there is a very strong sense of community cohesion in the Strathbogie community, evidenced by high volunteering rates.

It is these factors that are contributing to the Shire's significant residential growth. From the period 2019 to 2020, the population in Strathbogie has grown by 1.99%, with the majority of the growth

occurring in the townships of Avenel and Nagambie. Data collected by Strathbogie Shire Council (Strathbogie, 2020) evidences the following:

- Total Population 10,992
- Projected total population of Strathbogie Shire in 2036 - 15,058
- Projected growth of + 4,074 residents between 2019-2036
- Dwellings projected to increase by + 1,852 between 2019-2036.

The most recent Population Health Summary Profile (Strathbogie Population Health Summary, 2017) was made available in 2017. A snapshot of those findings included:

- People of Aboriginal and Torres Strait Islander origin – 1.1%
- People who speak a language other than English at home – 2.8%
- Family violence incidents per 1,000 population – 9.8%
- People who help as volunteer – 31%
- Index of Relative Socio-Economic Disadvantage – 970
- Unemployment rate – 5.3%
- Households with mortgage stress – 15%
- People reporting being obese – 21.7%
- People aged over 18 who are current smokers – 13.6%
- Children fully immunised between 24 and 27 months – 93.1%
- People with need for assistance with core activity – 6.9%
- People who do not meet physical activity guidelines – 58.5%
- People at increased risk of alcohol-related harm on a single occasion of drinking – 43%

A full copy of the report can be found at: [Strathbogie-LGA-Population-Health-Summary-Profile-Feb-2017.pdf \(gvpccp.org.au\)](https://gvpccp.org.au/Strathbogie-LGA-Population-Health-Summary-Profile-Feb-2017.pdf)

In addition, a recent report issued by Women's Health Goulburn North East (Women's Health Goulburn North East, 2020) indicated that:

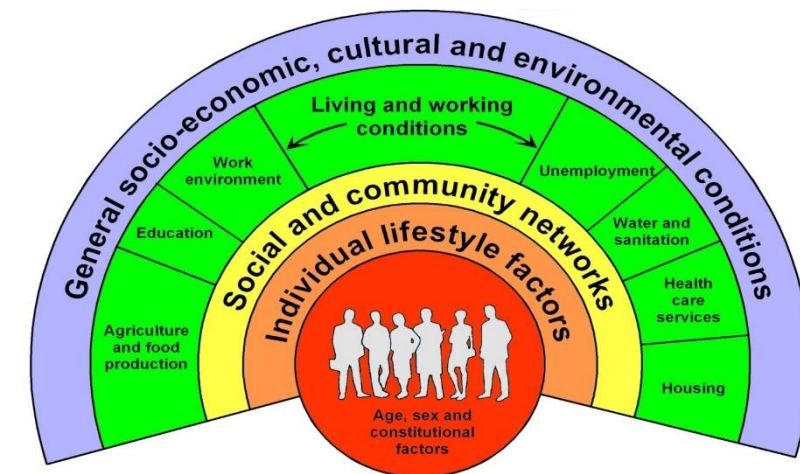
- The rate of family violence incidents in Strathbogie Shire has been lower than the Hume region and similar to the state average for two years
- The proportion of people who feel safe walking at night in Strathbogie is: males - 94% and females - 78.1% higher than the state average of 87.5% and 63.1% respectively.

Relevant Legislation and Policy Context

Social Determinants of Health

The World Health Organisation (WHO) identifies the social determinants of health (SDH) are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life (WHO, 2010). As the level of government closest to the community, local governments can have a role in positively influencing social determinants of health through (but not limited too):

- Providing childhood development services (Maternal and Child Health and associated programs)
- Providing quality infrastructure that enhances the environment in which we live, work and play
- Promotion and offering of social inclusion activities.
- Research shows that the social determinants can be more important than health care or lifestyle choices in influencing health. For example, numerous studies suggest that SDH account for between 30-55% of health outcomes.



Source: Dahlgren and Whitehead, 1991

Public Health and Wellbeing Act 2008:

Under section 26 of the Public Health and Wellbeing Act 2008, local governments in Victoria are required to take responsibility for public health and wellbeing planning on behalf of their community. As part of this, Councils must develop a Municipal Public Health and Wellbeing Plan. Section 26 of the Public Health and Wellbeing Act 2008 requires councils to produce a municipal public health and wellbeing plan.

Section 27 of the Act provides councils with the option to seek an exemption from producing a municipal public health and wellbeing plan by including the public health and wellbeing matters set out in section 26(2) of the Act into the Council Plan or a Strategic Plan. Victorian Public Health and Wellbeing Plan 2019–23

The Victorian Public Health and Wellbeing Plan (VPHWP) sets out the state level plan for improvement of public health and wellbeing outcomes for all Victorians. This plan is to be considered as part of municipal planning to ensure consistency at the local level. The priorities in the VPHWP 2019 – 23 are:

- Tackling Climate Change and its impacts on health (focus area)
- Increasing healthy eating (focus area)
- Increasing active living (focus area)
- Reducing tobacco related harm (focus area)
- Improving Mental Health and Wellbeing
- Decreasing the risk of drug resistant infections in the community
- Reducing injury
- Reducing harmful alcohol and drug use
- Preventing all forms of violence
- Improving sexual and reproductive health.

The Victorian Health and Wellbeing Plan priorities are incorporated within the Council Plan 2021-25 under the theme Strong. Healthy. Safe. Strategic Focus area and have weaved related actions and performance indicators throughout this Council Plan.

Gender and Equality Act 2020

The *Gender Equality Act* aims to improve workplace gender equality across the Victorian public sector, universities and local government bodies. This Act requires defined entities to address key drivers of gender inequality in the workplace, requiring that entities plan, measure and track progress towards workplace gender equality.

Climate Change Act 2017

This Act requires councils to have regard to climate change in health and wellbeing matters, which can include the public health impacts of climate change, and mitigation, adaptation and health co-benefits of action on climate change.

Feedback from Strathbogie Community Panel

As part of the development of the Council Plan 2021-25, a Community Panel was formed comprising of over 30 people randomly selected representing different age groups and communities from across the Shire. Their task was to develop a Community Vision for us all aim for together. The Vision is an aspirational statement describing what living, working and playing in Strathbogie Shire look and feel like in the year 2040.

The Panel's work was informed by the priorities, issues and goals identified by over 800 people through our Share Strathbogie discussions at local markets, community halls and online forums. The Council Plan has strategic focus areas that have been informed by the Community Panel:

- Engage. Create. Unite.
- Live. Access. Connect.
- Protect. Enhance. Adapt.
- Inclusive. Productive. Balanced.
- Strong. Healthy. Safe.
- Accountable. Transparent. Responsible.

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