



# Draft Council Plan

Strathbogie Shire Council

2021 – 2025  
2022 [Update](#)

## **Acknowledgement of Country**

We acknowledge the traditional custodians of the land on which we strive, the peoples of the rivers and the hills of the Strathbogie Shire region who walked these lands for generations.

We pay our respects to the elders of the past, the speakers of the first words, who lived in harmony with this country.

We acknowledge the elders of the present, who seek to regain their culture, and to teach the elders of the future their law, their history and their language.

We pay our respects to them and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We honour their spirit – and the memory, culture, art and science of the world’s oldest living culture through 60,000 years.

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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. We encourage you to look at the feedback received from the community through the Share Strathbogie website [Draft Council Plan & Draft Financial Plan | Share Strathbogie](#) .

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.

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 also pleased that many of the Year 1 actions we identified in October 2021 have been implemented by our organisation to allow for new actions to be added to sustain the progress in implementing this plan for our community.

**Cr Laura Binks**  
**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.**



**I love the people and  
the sense of community.**

**It's the natural beauty, creeks, tracks and trails.**

**Green spaces, parks and gardens.**

**Proximity to Melbourne. Value for money.**

**People bring their ideas to the table,  
and feel their voice is heard.**

**It's a safe place.  
We are active communities.**





# 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

### Mount Wombat Ward

Cr Laura Binks  
0437 906 687  
[laura.binks@strathbogie.vic.gov.au](mailto:laura.binks@strathbogie.vic.gov.au)



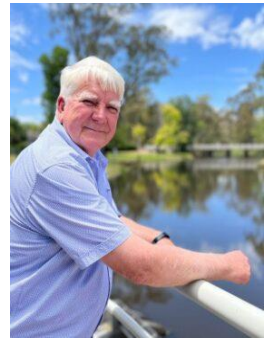
### Honeysuckle Creek Ward

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



### Hughes Creek Ward

Cr Paul Murray  
0450 091 501  
[paul.murray@strathbogie.vic.gov.au](mailto:paul.murray@strathbogie.vic.gov.au)



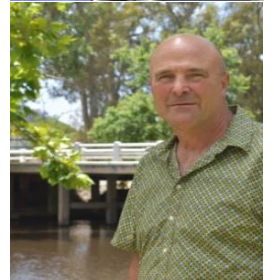
### Lake Nagambie ward

Cr Reg Dickinson  
0437 932 147  
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### Lake Nagambie Ward

Cr Dave Andrews  
[dave.andrews@strathbogie.vic.gov.au](mailto:dave.andrews@strathbogie.vic.gov.au)



### Seven Creeks Ward

Cr Kristy Hourigan  
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### Seven Creeks Ward

Cr Sally Hayes-Burke  
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## Our Executive Leadership Team

### Chief Executive Officer

Julie Salomon

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### Executive Manager Communications and Engagement

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### Director Corporate Operations

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### Director People & Governance

Dawn Bray

[Dawn.bray@strathbogie.vic.gov.au](mailto:Dawn.bray@strathbogie.vic.gov.au)



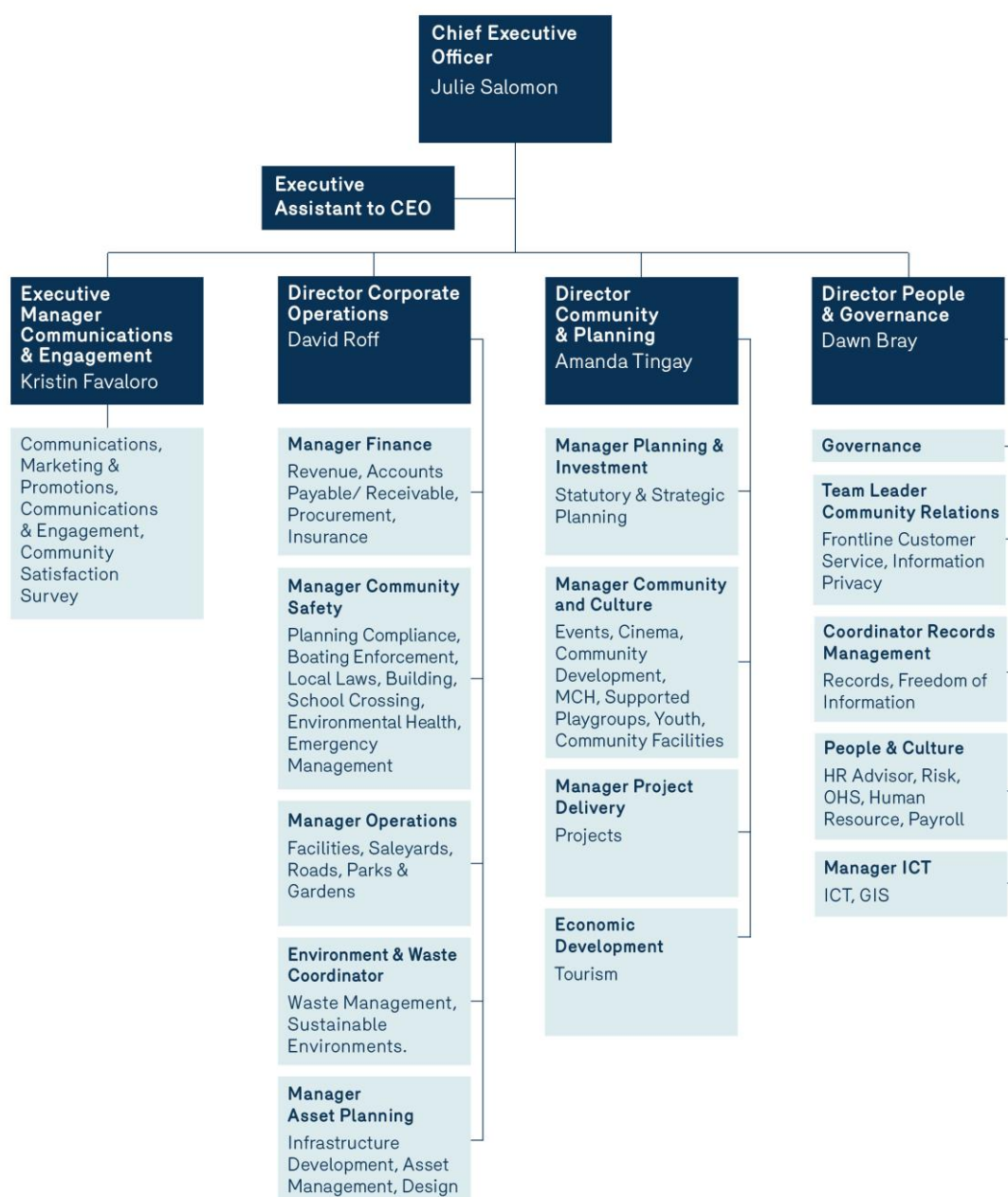
### Director Community and Planning

Amanda Tingay

[Amanda.tingay@strathbogie.vic.gov.au](mailto:Amanda.tingay@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.

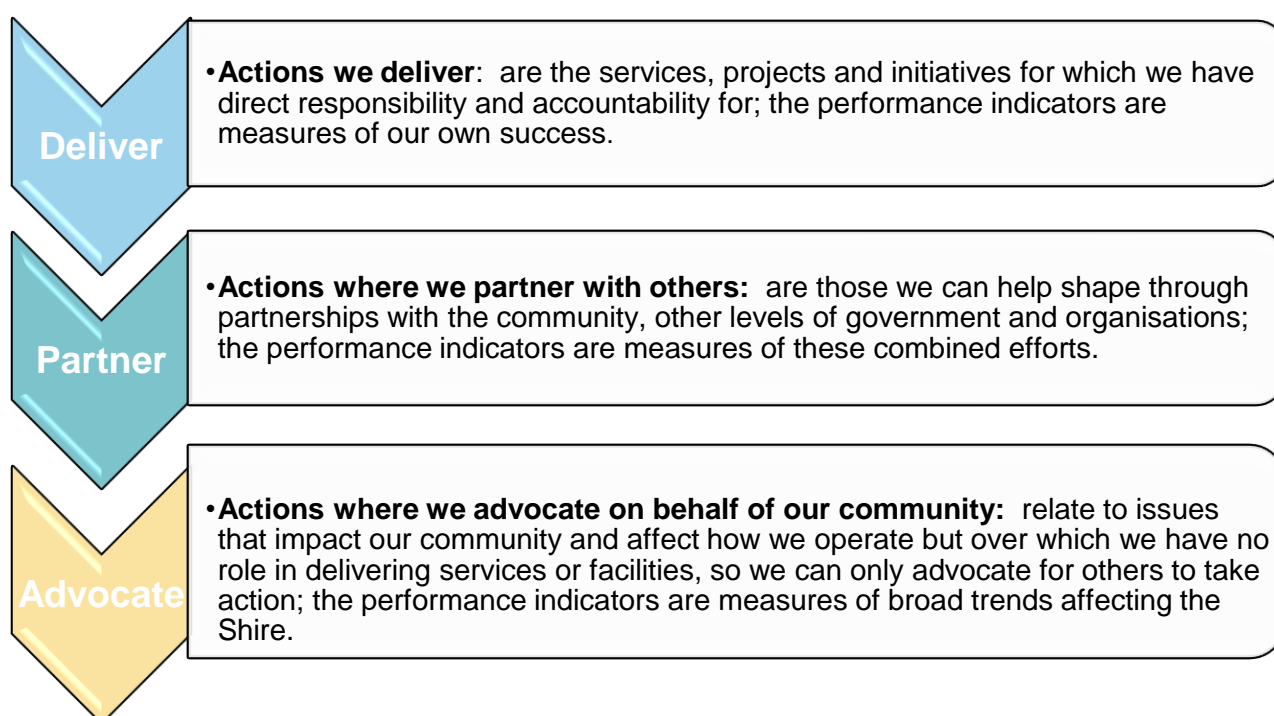
Each year this plan will be reviewed to identify the **actions** to be taken by Council to progress work towards each Strategic Focus Area for the year ahead.

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 Continue to 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 Continue to meet 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 Complete the 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 Work in partnership with the Taungurung Land and Waters Council to implement the Memorandum of Understanding. 	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

## Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating - art centres and libraries 	Annual Community Satisfaction Survey	Deliver	Yearly	67	<a href="#">70</a>
Satisfaction rating - lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	51	<a href="#">54</a>
Satisfaction rating - consultation & engagement	Annual Community Satisfaction Survey	Deliver	Yearly	52	<a href="#">55</a>

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating – informing the community	Annual Community Satisfaction Survey	Deliver	Yearly	56	<a href="#">59</a>
Satisfaction rating – community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	52	<a href="#">55</a>
Meetings conducted with the eight Action Groups	Council data	Deliver	Yearly	<a href="#">One meeting per group</a>	<a href="#">Increase</a>

### 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 Promote the new brochure identifying services with referral pathways to increase awareness about how to access services available across the Shire.  	Deliver	Community & Planning Communications & Engagement	1, 4 and 5
2.2 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
2.3 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
2.4 Scope and secure funding for the development of a Cycling Strategy.  	Deliver	Community & Planning	1, 2, 4 and 5

## Actions for 2021-22

Action	Council's role	Responsible directorate	Related strategic focus areas
2.1.1 Implement the Asset Plan to guide future investment in buildings, plant and infrastructure through the 10 Year Capital Budget. 	Deliver	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	4, 5 and 6
2.1.3 Lobby State and Federal governments to fund improved digital and telecommunications infrastructure.	Advocate	Community & Planning Communications & Engagement	2 and 4
2.1.4 Work with community groups to expand existing community bus services.  	Deliver	Community & Planning	1, 2, 4 and 5
2.1.5 Support the work being undertaken by the Euroa Mountain Bike Club for the development of a mountain bike track at Balmattum Hill through advocacy with Parks Victoria and relevant government departments.	Partner	Community & Planning	1, 2, 4 and 5
2.1.6 Prepare a Playground Strategy. 	Deliver	Community & Planning	2, 4 and 5

## Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating - local streets and footpaths	Annual Community Satisfaction Survey	Deliver	Yearly	52	<a href="#">55</a>
Satisfaction rating – lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	51	<a href="#">54</a>
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
<a href="#">Success of Top 5 asks in Councils' Advocacy Ask</a>	<a href="#">Advocacy Ask document</a>	<a href="#">Advocate</a>	<a href="#">Yearly</a>	=	<a href="#">Funding allocated by State and Federal Governments</a>

### Enabling council services

Asset management  
Operations (roads and maintenance)

### Related strategies and policies

Tracks & Trails Strategy 2015-18  
Tracks & Trails Strategy Map




Project design and delivery  
Procurement and tender oversight  
Economic Development  
Community Development  
Procurement and Tendering  
Finance  
Communications & Engagement  
Strategic and Statutory Planning

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	Corporate Operations	2 and 4
3.4 Creation of a Significant Tree Register. 	Deliver	Corporate Operations Community & Planning	4
3.5 Continue advocacy 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

## 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 Integrate the Naturally Cooler Town initiative into day-to-day operations in partnership with the Goulburn Murray Climate Alliance. 	Partner	Corporate Operations	4 and 5
3.1.3 Complete the Violet Town landfill rehabilitation project. 	Deliver	Corporate Operations	5
3.1.4 Involve the community in tree planting projects across the Shire.  	Partner	Community & Planning Corporate Operations	5
3.1.5 Implement actions from the Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater. 	Partner	Corporate Operations	5
3.1.6 Advocate to Federal and State governments for investment in reliable power supply infrastructure with a focus on renewable energy.  	Advocate	Community & Planning Communications & Engagement	4 and 5
3.1.7 Seek funding to implement the feasibility study findings on reuse shops at the Nagambie Resource Recovery Centre.	Deliver	Corporate Operations	

## Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating - waste management services	Annual Community Satisfaction Survey	Deliver	Yearly	67	<a href="#">70</a>
% 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	<a href="#">3 Schools</a> <a href="#">3 Community groups</a> <a href="#">12 tri-council activities</a>	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	<del>59</del> 7	<a href="#">62</a>

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Delivery of progress report – Climate Change Action Plan Implementation (once adopted by Council) 	Council data	Deliver	Twice yearly	-	<a href="#">Actions to be delivered during 2022-23 all completed-</a>

### 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 <a href="#">how to support community initiatives</a> for 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 Continue to 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 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 Continue to advocate for the development of the Mangalore Airport as a freight intermodal and transport/industrial hub.	Advocate	Community & Planning	2 and 3
4.1.4 Continue to seek 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
4.1.5 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	
4.1.6 Commence the review of the Avenel 2030 Strategy to guide future development and growth while maintaining local character. 	Deliver	Community & Planning	2, 3 and 5

## Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Planning permit applications decided within 60 statutory days	Planning Permit Activity Report	Deliver	Yearly	<del>80</del> <u>78</u> %	<u>83</u>
Satisfaction rating - building and planning permits	Annual Community Satisfaction Survey	Deliver	Yearly	51	<u>54</u>
Satisfaction rating – business development & tourism	Annual Community Satisfaction Survey	Deliver	Yearly	59	<u>62</u>
Satisfaction rating – tourism development	Annual Community Satisfaction Survey	Deliver	Yearly	61	<u>64</u>
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

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Median number of days to decide on a planning permit application	Local Government Performance Reporting Framework data (Know Your Council)	Deliver	Yearly	44 days	Decrease
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 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
5.2 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
5.3 Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering. 	Partner	Community & Planning Communication & Engagement	1
5.4 Continue to advocate to Department of Transport around improving road safety and aligning speed limits with community expectations. 	Advocate	Community & Planning	2 and 4
5.5 Explore options for the development of a local law around smoking in Council owned public places. 	Advocate	Corporate Operations	
5.6 Monitor the compliance of Council's emergency management framework with changing legislative requirements. 	Partner	Corporate Operations	4 and 6

## Actions for 2021/22



Action	Council's role	Responsible directorate	Related strategic focus areas
5.1.1 Prepare 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. 	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 ongoing education and training. 	Partner	Community & Planning	
5.1.6 Review the Public Open Space Contributions Policy. 	Deliver	Community & Planning	1, 2 and 4

Action	Council's role	Responsible directorate	Related strategic focus areas
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	
5.1.9 Develop and implement an annual action plan for health and wellbeing priorities identifying partnerships that will support the delivery of the plan. 	Partner	Community & Planning	1, 2 and 4
5.1.10 Participate in 16 Days of Activism Against Gender Based Violence – deliver local initiatives throughout the municipality. 	Deliver	Community & Planning	
5.1.11 Educate and raise awareness on ageism and elder abuse through an educational campaign that challenges ideologies. 	Deliver	Community & Planning	
5.1.12 Link with established partnerships and networks to ensure residents have awareness of and access to critical supports available. 	Partner	Community & Planning	
5.1.13 Support the positive mental health of our community through education, awareness campaigns, distribution of resources and use of referral pathways through Council's Rural Outreach Worker and Access and Support Worker. 	Partner	Community & Planning	

## Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating – appearance of public areas 	Annual Community Satisfaction Survey	Deliver	Yearly	74	<a href="#">77</a>
Satisfaction rating – recreational facilities 	Annual Community Satisfaction Survey	Deliver	Yearly	65	<a href="#">68</a>
Annual total attendance figures for all aquatic facilities 	Council data	Deliver	Yearly	<del>41,854</del> <a href="#">18,361</a>	Increase
Number of completed tobacco sale audits to under 18's 	Council data	Deliver	Yearly	-	Maintain
% of children enrolled who participate in Maternal and Child Health services 	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	74%	Increase



Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
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 Maternal 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	People & Governance	
6.2 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	People & Governance	

Initiative	Council's role	Responsible directorate	Related strategic focus areas
6.3 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 & Governance	5
6.4 Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times.	Deliver	People & Governance	
6.5 Adopt a revised hardship policy and explore new rate payment options to minimise financial impacts on households. 	Deliver	Corporate Operations	
6.6 Explore leadership training program options. 	Deliver	People & Governance	

## Actions for 2021/22

Action	Council's role	Responsible directorate	Related strategic focus areas
6.1.1 Implement the Year 1 Actions of the Workforce Plan 2021-25.	Deliver	People & Governance	
6.1.2 Implement the Actions for Year 1 of the Gender Equity Action Plan 2021-25, <a href="#">along with celebrating the International Day Against Homophobia, Biphobia and Transphobia through our social media pages and website.</a> 	Deliver	People & Governance	
6.1.3 Develop and implement a performance reporting system to track the delivery of this Council Plan and its performance indicators.	Deliver	People & Governance	
6.1.4 Develop and implement an Information Technology Strategy to ensure the organisation has a suite of fully integrated systems to maximise operational efficiency.	Deliver	People & Governance	
6.1.5 Incorporate the gender impact assessment tool into decision making processes to assess the gendered impacts of policies, programs and services. 	Deliver	Community & Planning	5
6.1.6 Support the Audit and Risk Committee in completing its work plan for 2022-23.	Partner	Corporate Operations	

Action	Council's role	Responsible directorate	Related strategic focus areas
6.1.7 Complete an audit of Council's property portfolio to identify options to maximise community benefit. 	Deliver	Corporate Operations Community & Planning	1, 2 and 4
6.1.8 Implement the response to the People Matters Survey completed in 2021. 	Deliver	People & Governance	
6.1.9 Undertake a staff satisfaction survey, supported by an action plan developed by the Executive Leadership Team to address the issues raised. 	Deliver	People & Governance	

### Performance indicators

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating Customer Service	Annual Community Satisfaction Survey	Deliver	Yearly	69	<a href="#">72</a>
% 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	<a href="#">60</a>

Measure	Data source	Council's role	Frequency of reporting	2021/22 performance	Target
Satisfaction rating – Overall direction	Annual Community Satisfaction Survey	Deliver	Yearly	55	<a href="#">58</a>
Satisfaction rating – Value for Money	Annual Community Satisfaction Survey	Deliver	Yearly	41	<a href="#">44</a>
Satisfaction rating - <del>Council</del> <a href="#">Community decisions</a>	Annual Community Satisfaction Survey	Deliver	Yearly	52	<a href="#">55</a>
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

Draft 2021-25 Council Plan Update ([2022 Update](#))



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:

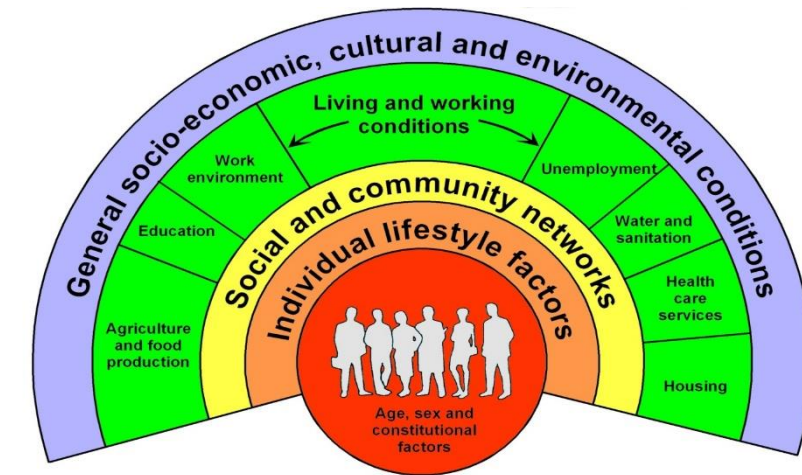
- The rate of family violence incidents in Strathbogie Shire has been lower than the Hume region and similar to the state average for two years
- The proportion of people who feel safe walking at night in Strathbogie is: males - 94% and females - 78.1% higher than the state average of 87.5% and 63.1%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

[The Strathbogie Shire Gender Equity Audit was submitted to the Gender Equity Commissioner in late 2021 for audit and pleasingly Council received feedback that the audit had been approved. Following this approval, our Gender Equity Action Plan was finalised in March 2022 and submitted to the Gender Equity Commissioner. Work is now commencing on implementing the four year action plan.](#)

## **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.

[Council has drafted a Climate Change Action Plan and is currently undertaking a public engagement process seeking community feedback on its actions and ambitions.](#)

## **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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