



STRATHBOGRIE SHIRE COUNCIL

Notice is hereby given that an Extraordinary Meeting of the Strathbogrie Shire Council will be held virtually on Tuesday 26 October 2021, commencing at 6.00 p.m.

Chair: Chris Raeburn (Mayor) *(Honeysuckle Creek Ward)*

Councillors: David Andrews *(Lake Nagambie Ward)*
Laura Binks *(Mount Wombat Ward)*
Reg Dickinson *(Lake Nagambie Ward)*
Sally Hayes-Burke *(Seven Creeks Ward)*
Kristy Hourigan *(Seven Creeks Ward)*
Paul Murray *(Hughes Creek Ward)*

Municipal Monitor: Janet Dore

Officers: Julie Salomon Chief Executive Officer (CEO)
David Roff Director, Corporate Operations (DCO)
Amanda Tingay Director, Community and Planning (DCP)
Dawn Bray Executive Manager, Governance and Customer Service (EMGCS)
Kristin Favaloro Executive Manager, Communications and Engagement (EMCE)

BUSINESS

1. Welcome
2. Acknowledgement of Traditional Land Owners
*'I acknowledge the Traditional Owners of the land on which we are meeting.
I pay my respects to their Elders, past and present'*
3. Apologies
4. Disclosure of Conflicts of Interest
5. Officer Reports
 - 5.1 Strategic and Statutory
 - 5.2 Community
 - 5.3 Infrastructure
 - 5.4 Corporate
 - 5.5 Governance and Customer Service
 - 5.6 Executive
6. Confidential Business

Julie Salomon
CHIEF EXECUTIVE OFFICER

22 October 2021

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5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan

Author: Executive Manager Governance & Customer Service

Responsible Directors: Executive Manager Governance & Customer Service,
Director Corporate Operations, Chief Executive Officer

EXECUTIVE SUMMARY

The *Local Government Act 2020* (the Act) requires Council to prepare and adopt a Community Vision, Financial Plan and Council Plan as part of a new integrated strategic planning framework. The three documents must be adopted by Council by 31 October 2021.

The Community Vision must look at least 10 years into the future and essentially describes how the Shire will look and feel like to live, work and visit. We have chosen to adopt a 19-year timeframe, so our vision has a timeframe of 2040.

The Financial Plan identifies how Council's human and financial resources will be allocated over a 10-year period to support the achievement of the Vision.

The Council Plan has a four-year lifespan and is the driving strategic document for the organisation and the Council alike. It sets out the objectives, strategies and actions to be implemented as a means of working towards the Community Vision. The Plan must also include the performance measures we will use to measure our success.

All three strategic documents have been developed in accordance with Council's Engagement Policy. To this end, Council has undertaken a variety of deliberative engagement processes over the past eight months through the Share Strathbogie initiative. In accordance with the Council resolution from 31 August 2021, the Draft plans were released for public comment for a period of 28 days.

Direct email notification of the Community Panel members, Action Groups, the two Chambers of Commerce, key stakeholders and State government/government agency partners and the Taungurung Land and Water Council was given to seek broad input into our draft plans. The Share Strathbogie portal was used to ensure public comment was as simple and effective as possible.

The draft Community Vision and Council Plan was sent to the Secretary of the Department of Health, along with the required checklist, as Council was required to seek their approval for the integration of the Public Health and Wellbeing Plan into the Council Plan.

Thirteen (13) submissions were received in response. Four (4) were from community or business groups, three (3) from health and water authorities and six (6) were from individuals. All submissions have been acknowledged and a further letter will be sent communicating the response to the suggestions in their submission.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

None of the submissions related to the Financial Plan and so this document is forwarded to Council for adoption unaltered from the consultation version. There have been several changes to the draft Council Plan in response to community feedback, which are summarised as follows:

- Provision of an embedded link to the Share Strathbogie website where people can view all of the feedback and data received by Council through the deliberative engagement process
- Change to the icon identifying content that was community led to a gender neutral image
- Inclusion of an action relating to supporting advocacy for a mountain bike track at Balmattum Hill
- Inclusion of a number of actions in relation to public health and wellbeing focussing on family violence, mental health and the requirement to prepare an annual plan on public health and wellbeing initiatives.

The purpose of this report is to seek Council's adoption of the Council Plan 2021-25 (incorporating the Community Vision and Public Health and Wellbeing Plan) and 2121/811 – 2030/31 Financial Plan, to provide feedback to submitters regarding Council's response to the suggestions they raise and to distribute copies of the adopted plans to submitters, government authorities and other key partners.

RECOMMENDATION

That Council:

1. ***Having read and considered the written submissions received, adopt the amended 2021-25 Council Plan, incorporating the Community Vision and Public Health and Wellbeing Plan components, prepared in accordance with:***
 - a) ***sections 88 and 90 of the Local Government Act 2020; and***
 - b) ***the strategic planning principles, service performance principles and community engagement principles outlined in the Local Government Act 2020***
 - c) ***sections 26 and 27 of the Public Health and Wellbeing Plan 2008***
 - d) ***Council's Engagement Policy.***
2. ***Noting that no submissions were made in relation to Financial Plan during the public consultation period, adopt the 2021/22 – 2030/31 Financial Plan, which was prepared in accordance with:***
 - a) ***section 91 of the Local Government Act 2020***
 - b) ***the financial management principles, service performance principles and community engagement principles of the Local Government Act 2020***
 - c) ***Council's Engagement Policy.***

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

3. ***Communicate the adoption of the Community Vision, 2021-25 Council Plan and 2021/22 to 2030/31 Financial Plan through the following means:***
 - a) ***the Share Strathbogie website;***
 - b) ***public notices in locally circulating newspapers;***
 - c) ***notices on our social media pages and website;***
 - d) ***providing a copy of the adopted documents to key authorities and partners (such as the Taungurung Land and Water Council); and***
 - e) ***providing a copy of the adopted documents to the members of the Community Panel.***
4. ***Provides written feedback to submitters thanking them for their contribution to the process and outlining Council's response to their comments and suggestions.***
5. ***Notes the approval of the exemption under section 27(3) of the Public Health and Wellbeing Act 2008 from preparing a separate public health and wellbeing plan by incorporating the requisite health and wellbeing elements into the Council Plan from the Deputy Secretary of Public Health issued on 1 October 2021.***

PURPOSE AND BACKGROUND

The *Local Government Act 2020* has introduced a new approach to integrated strategic planning. Although councils across the state have always had to prepare a 4-year council plan, the requirement to prepare a community vision and long-term financial plan are new requirements.

Further, the requirement to inform these three documents with deliberative engagement is another new requirement the 2020 Act has introduced.

The purpose of this report is to outline the feedback sent to Council by its partners and the community during the 28-day public comment phase of this project and to adopt the three strategic documents before the deadline of 31 October 2021 set out by the Act.

ISSUES AND DISCUSSION

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that priority is to be given to achieving the best outcomes for the municipal community, including future generations.

The Council Plan is the key document that sets the direction of this Council for the next four years. The Financial Plan outlines a long term approach to human and financial resource planning for the organisation as a means of implementing the Community Vision and the Council Plan.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

A number of issues and comments were received from submitters, outlined in Attachment 1. An officer response to the issues raised by each submitter is also outlined in the Attachment, however a number of the issues had been covered in existing Council Plan Actions and Performance Measures.

A number of additions and amendments have been made to the Council Plan to respond to issues raised by the submitters, including the requirements of the Deputy Secretary of Health, as outlined in Attachment 1.

COMMUNITY ENGAGEMENT

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that the municipal community is to be engaged in strategic planning and strategic decision making.

The development of the Community Vision, Council Plan and Financial Plan has been driven by our community through a variety of means and are aligned with the engagement principles set out under section 56 of the Act.

The engagement process commenced in March with the Share Strathbogie community engagement sessions and the Community Panel concluding the process with its final session on 1 August 2021. Over this time, over 1000 pieces of feedback was provided to Council, as outlined in Attachment 2 – Engagement Report.

Following this extensive engagement process, Council resolved to place the draft documents on public exhibition for a period of 28 days. Letters encouraging people to review the document and provide comment were sent to:

- Action Groups
- all Community Panel members
- Go Nagambie and the Euroa Chamber of Commerce
- key partners such as Euroa Health
- water corporations
- Taungurung Land and Water Council
- The Secretary of Health
- Key government departments and authorities.

Information was placed in the local papers, on our social media pages and on our Share Strathbogie website encouraging the community to provide further input into the draft plans.

Further comment and input has been garnered through this process, with thirteen (13) submitters providing written comment on the draft Council Plan and Community Vision. The detail of the submissions and Officer response is outlined in Attachment 1.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

The approval from the Department of Health for the incorporation of public health and wellbeing initiatives in the Council Plan in lieu of a separate plan is noted and the summary of submissions documents highlights the changes made in response to their request for additional actions around public health and wellbeing.

POLICY CONSIDERATIONS

Council Plans and Policies

The new Council Plan will be the key driver for Council activities and initiatives over the next four years.

The Plan outlines the Council strategies and policies that support the delivery of initiatives and actions.

Regional, State and National Plans and Policies

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that regional, state and national plans and policies are to be taken into account in strategic planning and decision-making.

The public health and wellbeing elements of the Council Plan align with the priorities and focus of the Victorian Public Health and Wellbeing Plan 2019-23.

The approval of an exemption from preparing a separate public health and wellbeing plan from the Deputy Secretary of Public Health was subject to amendments being made to the draft plan, which were

- inclusion of an initiative requiring the preparation of an annual public health and wellbeing action plan that identifies detailed actions and performance measures
- the identification of partnerships Council will draw upon to implement this annual action plan
- the annual health and wellbeing action plan must be publicly available
- inclusion of specific actions to prevent and respond to family violence as required in Section 26(2)(ba) of the Public Health and Wellbeing Act 2008 (they may be included in the annual action plan but reference in the Council Plan is required as to where these actions are listed)
- the action relating to the review of the Strathbogie Planning Scheme ensures there is alignment between the Council Plan and the Municipal Planning Statement.

The Department of Health requests that updates are provided to them Council's progress in relation to the Council Plan's implementation and that of the annual public health and wellbeing action plan.

LEGAL CONSIDERATIONS

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that Council decisions are to be made and actions taken in accordance with the relevant law.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

The Community Vision, Council Plan, public health and wellbeing elements of the Council Plan and the Financial Plan have been developed in accordance with:

- sections 88, 89, 90 and 91 of the Local Government Act 2020; and
- sections 26 and 27 of the Public Health and Wellbeing Plan 2008.

The suite of three strategic documents has been developed in accordance with the Act's strategic planning principles:

- (a) an integrated approach to planning, monitoring and performance reporting is to be adopted;
- (b) strategic planning must address the Community Vision;
- (c) strategic planning must take into account the resources needed for effective implementation;
- (d) strategic planning must identify and address the risks to effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

Conflict of Interest Declaration

All officers, and/or contractors, involved in the preparation of this report have signed a written declaration that they do not have a conflict of interest in the subject matter of this report.

Transparency

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that the transparency of Council decisions, actions and information is to be ensured.

A significant amount of information about the process of developing the Community Vision and Council Plan has been made available on the Shire's website and social media pages. There have also been a series of media releases and public notices around the development of these strategic documents.

The comprehensive range of performance indicators throughout the draft Council Plan document will form the basis of quarterly performance reports to Council and the community in relation to the progress of the Plan's implementation and performance against performance indicators for each Strategic Focus Area.

FINANCIAL VIABILITY CONSIDERATIONS

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that the ongoing financial viability of the Council is to be ensured.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

The draft 10-year Financial Plan outlines how, in broad scale, Council's human resources and finances will be allocated to deliver the Council Plan and Community Vision. It responds to the financial management principles outlined in section 101 of the Act by:

- Managing revenue, expenses, assets, liabilities, investments and financial transactions in accordance with Council's financial policies and strategic plans
- Management of the following financial risks:
 - the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections
- Financial policies and strategic plans provide financial stability and predictability to the community
- Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

The Financial Plan has also been informed by the service principles outlined under section 106 of the Act.

SUSTAINABILITY CONSIDERATIONS

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.

Economic

Economic development was a focus for our community during the Share Strathbogie engagement process.

There are a variety of economic development related strategies, initiatives and actions spread across the draft Council Plan to respond to this community priority.

Social

Several of the Strategic Focus Areas that form the basis of the draft Council Plan relate to ensuring social cohesion, unity and engagement.

There is also a response to community priorities around providing services, programs and facilities that support social, physical and mental health wellbeing. Actions around health and wellbeing, including more initiatives around family violence and healthy eating, have been added to the draft Plan in response to the submission from the Deputy Secretary of Health.

Environmental

Strategic Focus Area 3 Protect. Enhance. Adapt is the primary focus for a number of environmentally focussed initiatives and actions. There are, however, other actions across the plan that provide environmental benefit and seek to mitigate the impact of Council operations and development on our natural and built environment.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

Climate change

There are several initiatives and actions to implement Council's declaration of a climate emergency earlier this year. The key focus of this work will be the development and implementation of a Climate Change action plan.

There are a number of other strategies, actions and initiatives that relate to climate change mitigation in Strategic Focus Area 5 Strong. Healthy. Safe as a means of the consequences of changes to our climate on public health and wellbeing.

INNOVATION AND CONTINUOUS IMPROVEMENT

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is the pursuit of innovation and continuous improvement.

The deliberative engagement process has transformed the way in which the Council Plan has been developed. The need to develop a community vision and the requirement to undertake intensive community consultation to inform the development of the suite of strategic documents has dictated the way in which our integrated strategic planning framework was established.

While Council has received incredibly positive feedback from across the community to our engagement approach, we will review the process to identify what can be done differently/better in the future as part of our continuous learning process.

COLLABORATION

One of the overarching governance principles in section 9 of the *Local Government Act 2020* is that collaboration with other councils, levels of government and statutory bodies is to be sought.

The Council Plan identifies strategies, initiatives and actions that rely on partnerships with other levels of government, other state/regional service providers and various other bodies, such as the Taungurung Land and Water Council and various health providers and authorities.

Actions that rely on such partnerships are clearly identified in the Council Plan.

HUMAN RIGHTS CONSIDERATIONS

Many human rights considerations are addressed by the draft Council Plan and Community Vision, including:

- Gender equity
- Social equity
- Access to services, facilities and infrastructure for all generations, sexes and abilities
- Public health and wellbeing initiatives and measures.

There is, therefore, a strong focus on 'levelling' up the Strathbogie Shire community.

5.5.1 Draft Community Vision, 2021-25 Council Plan and 2021/22–2030/31 Financial Plan (cont.)

CONCLUSION

The draft Community Vision, Council Plan and Financial Plan have been informed by an extensive community engagement process. All aspects of *the Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

A final review by the community and key partners has been undertaken and additions made to the Council Plan in response to some of the issues raised by the community and our partners.

No submissions were received in relation to the Financial Plan and so this document remains unchanged from the exhibited version.

ATTACHMENTS

Attachment 1: Summary of submissions and Officer response

Attachment 2: Draft 2021-25 Council Plan

Attachment 3: Engagement Report

Attachment 4: Strathbogie 2040 Community Vision and Council Plan
Recommendations – Process Report

Attachment 5: Strathbogie Shire Community Panel Report

Attachment 6: Draft Financial Plan 2021/22 – 2030/31

ATTACHMENT 1: Summary of Submissions and Officer Response

Submission No.	Name	From	Summary of Submission	Response
1 (consisting of two separate submissions)		Community Member Euroa	<p>Road Safety</p> <ul style="list-style-type: none"> Reduce speed limits to 40 kms in the township to cut greenhouse gas emissions and to improve pedestrian safety given lack of footpaths. Work with Victorian Police to penalise speedsters and other hazardous drivers. <p>Climate Emergency</p> <ul style="list-style-type: none"> Stop granting approval for tree felling on private land unless a genuine safety concern exists. Request alternative solutions to tree removal such as pruning and structural adaptations to allow property owners to maintain safety and to keep their trees. Actively encourage tree planting and use drone technology to detect unlawful tree removal. Offer a rates reduction to property owners who have installed solar panels or can demonstrate other greenhouse gas emission reduction actions, such as rewarding owners of electric or small engine petrol/diesel vehicles. Replace Shire vehicles with electric vehicles Replace Shire lawn mowers and other petrol powered gardening equipment with electric equipment. <p>Environmental and landscape aesthetics</p> <ul style="list-style-type: none"> Employ a ranger to survey and punish the 	<p>Road safety</p> <ul style="list-style-type: none"> VicRoads is responsible for reviewing and setting speed limits. Action 5.6 of the Council Plan states Council will continue to lobby on behalf of the community in relation to road safety issues. Council does not have any legal power to enforce speed limits or address dangerous driving. <p>Climate Emergency</p> <ul style="list-style-type: none"> Council must follow State government planning regulations in relation to native vegetation removal Strategic Focus Area 3 – Protect Enhance Adapt – outlines a number of initiatives and strategies to be implemented by Council over the life of the Plan in relation to minimising vegetation loss and environmental impacts of new development (Action 3.2), creating a Significant Tree Register to add an additional layer of tree protection (Action 3.4) and undertaking planting initiatives across townships (Action 3.1.2 and 3.1.3) The Climate Change Action Plan (3.1.1) will, in consultation with the community, identify initiatives Council can adopt for its operations to minimise environmental impacts and carbon footprints, so the suggestions around Council plant can form part of this community input. <p>Environmental and Landscape Aesthetics</p> <ul style="list-style-type: none"> The Community Local Law provides for regulations around unsightly premises and our Local Laws Ranger responds to reports of abandoned vehicles and unsightly premises within this Local Law. To a large extent Council is reliant on information from the community as to where the premises or vehicles

			<p>owners of the many junkyards and abandoned cars in the Shire.</p> <ul style="list-style-type: none"> • Use drone technology to monitor unauthorised shipping container placements and rubbish accretion and fine offenders. • Offer counselling for recalcitrant hoarders and junk yard proprietors • Provide cost effective re-cycling services • Provide a hard rubbish collection. <p>Citizen Health</p> <ul style="list-style-type: none"> • Work with Euroa Health to address community health issues such as obesity • Encourage citizens to exercise and enjoy activity eg Park Fun Run • Encourage Euroa Health to offer medical services to the wider community eg outpatients and physiotherapy. <p>Social Responsibility</p> <ul style="list-style-type: none"> • Work with Euroa Health to investigate the possibility of converting the vacant Amaroo and Euroaville facilities to provide emergency housing for homeless persons and to other persons undergoing housing stress. • Encourage owners of empty and abandoned houses to release them to the rental market • Encourage home ownership by requiring builders and developers to guarantee a set percentage of new houses to owner occupiers. • Discourage AirBNB owners from establishing such offerings in the shire as it may reduce the availability of long-term rental properties. <p>Education</p> <ul style="list-style-type: none"> • To the fullest extent possible lobby the State 	<p>are but action is taken when a report is received</p> <ul style="list-style-type: none"> • Hard waste and recycling issues are difficult to address in regional areas due to distance, volumes of waste and collection methods when compared to our metropolitan colleagues, but Council is a signatory to the Southern Goulburn Waste and Resource Recovery Strategy and Action 3.1.4 commits Council to the implementation of this strategy • Action 3.1.9 relates to investigating options for a re-use shops at recovery centres. <p>Citizen Health</p> <ul style="list-style-type: none"> • Council has no powers and functions in relation to health services (aside from Maternal Child Health), however the suggestions raised in relation to Park Run and other physical activities is relevant to Action 5.1.2. • As part of the public health and wellbeing component of the Council Plan, a more detailed action plan around health initiatives will be developed in partnership with health providers such as Euroa Health in the coming year. <p>Social responsibility</p> <ul style="list-style-type: none"> • Council has very limited powers in the development industry which are limited to the approval of planning permits. • The submitter raises valid issues in relation to the loss of properties from the rental market through short term rentals and addressing homelessness, however Council's role is limited to an advocacy one. • Our Community Services team support people suffering from housing stress by providing information and referrals to bodies that provide support services. <p>Education</p> <p>Council does not have a role in the education sector but</p>
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			<p>government to stop the decline in State School enrolments in Euroa</p> <ul style="list-style-type: none"> Promote community engagement with local State schools eg volunteer homework and sporting clubs. <p>Internal administration</p> <ul style="list-style-type: none"> Install Project Management software for mandatory use by staff Establish cost saving targets each financial year and require staff to report on their progress towards meeting these targets Undertake a staff skills analysis that identifies the skills required and implement programmes to fill any gaps in the skill sets of existing and future staff Include a performance component in the annual remuneration of staff – perhaps related to an agreed performance plan that includes project completion and cost saving targets. <p>Customer Service</p> <ul style="list-style-type: none"> When rate payers send an email to the "info@strathbogie.vic.gog.au" address, no reference number is provided in the automatic reply. Allow staff to communicate with rate payers and other correspondents Include high levels of customer service in the performance plans of Shire staff. 	<p>through the development of township plans and strategies can identify where there are pressures/future demand for additional education facilities to help inform State government planning.</p> <p>Internal administration</p> <ul style="list-style-type: none"> A range of project management tools are used by Council staff through our project management framework The Financial Plan and 4 year Budget outline the financial parameters for Council and given rate capping there is a very tight fiscal environment for all departments. Monthly finance reports are provided to the Executive Leadership Team and quarterly reports submitted to Council. The Audit and Risk Committee also review Council's financial position and hold Council to account on expenditure. The Workforce Plan (Action 6.1.10) will require a skills gap analysis to be undertaken in the next year Annual reviews are undertaken for all staff members and performance targets set for each role. Progress on Capital Works spending is submitted to Council and the Audit and Risk Committee on a regular basis. <p>Customer Service</p> <ul style="list-style-type: none"> Council is currently developing a new website (Action1.1.3), which will look at enhanced functionality in relation to correspondence/enquiries from the community All Council staff have performance measures in their Key Performance Indicators in relation to customer service and meeting the performance standards set out in our Customer Service Charter – this Charter is set for review under Action 6.6.
2	C Hunter, Chief Executive Officer	Euroa Health	<ul style="list-style-type: none"> Overall, the plan is a really well written and developed document There is little focus on chronic and complex healthcare needs in the community 	<ul style="list-style-type: none"> Council has very limited powers in relation to health care service provision aside from Material Child Health. Our Council Plan sets out our advocacy role in terms

			<ul style="list-style-type: none"> • Recycling for the region, including industry, could have greater prominence • The role of Council in COVID preparedness and management could be expanded • Social isolation considering COVID situation is causing issues in society especially for the older generation who may be fearful of wider community engagement strategies – there could be actions to address this • Pg. 23 outlines Nagambie Health in item 2.1.3 why no mention of Euroa Health to expand these services for the people of for Euroa • Code Red planning for the region needs greater presence to lead greater integration of the stakeholders. 	<p>of supporting broader health and wellbeing in partnership with health providers such as Euroa Health.</p> <ul style="list-style-type: none"> • The addition of an initiative relating to the development of an annual health and wellbeing action plan will further underline our advocacy role and the fact that we can support partners in community education and through the use of our infrastructure and facilities to promote physical and mental health and wellbeing. • Recycling initiatives are referred to in Action 3.1.4 as Council is a signatory to the Southern Goulburn Waste and Resource Recovery Strategy and Action, Action 3.1.9 relates to investigating options for a re-use shops at recovery centres and Action 3.6 relates to the introduction of the new 4 bin system by the State Government. • Covid preparedness and Code Red planning are important emergency management responsibilities, however they are considered to be ongoing operational demands rather than strategic issues • Covid impacts on mental health and wellbeing are addressed throughout the Council Plan and are identified by the heart symbol – again Council has a limited role in this space but our infrastructure and partnerships with health providers can support improved mental health and wellbeing • The specific reference to Nagambie Health is due to the Council resolution made in 2021 to provide land to support this provider to further develop its aged care offering and was a one-off arrangement given Council happened to own land next to their facility.
3		Community Member Euroa	<ul style="list-style-type: none"> • Thank you for putting together the Council Plan and for engaging the community through the community panel. • It would be good to see the broader consultation captured in the document to 	<ul style="list-style-type: none"> • The suggestion to provide more context around the Share Strathbogie feedback is a good one and links will be provided to the Engagement Report and other summary information on our Share Strathbogie website (Draft Council Plan & Draft

			<p>show how the community voice is impacting the actions of council eg understanding the top focus areas by the community would be good to note.</p> <ul style="list-style-type: none"> • I would also like to see a stronger evidence base for how decisions are being made through the proliferation of these outlined strategies. • I understand you have a set of performance measures, however many of the indicators are not relevant to the goals and objectives. • I would like to see more evidence for how money is being spent eg using people counting sensors and economic spend data to determine where the big opportunity areas are for investing in tourism • As tourism is a strong focus, I would like to see the Euroa Sevens Creek Park precinct become a destination that surpasses Nagambie by creating innovative and engaging spaces that draw people into town and encourage cafes to stay open for longer - the lack of investment in the area due to a focus on Nagambie has been detrimental to support the growing tourism in the town • Using more innovative forms of data can help Councillors and other members of staff to make strategic and better informed decisions. • The council plan at the moment seems a bit sporadic and busy with so many actions. • I understand that Council has to achieve a lot however focusing on efficiencies by reducing manual labour (maintenance, finance and operations, service reviews, shared services etc) will show how our community will receive more from the already very high rates we pay • I would also like to see more emphasis on 	<p>Financial Plan Share Strathbogie in the Council Plan</p> <ul style="list-style-type: none"> • Performance against the implementation of the Council Plan is through the performance indicators outlined in the Plan, along with a quarterly report to Council, community and to the Audit and Risk Committee in relation to the progress of their implementation • Action 4.1.1 relates to the adoption of an Economic Development Strategy, where indexes suggested by the submitter are relevant information and will be referred to the Economic Development Team as a suggestion • Action 5.1.1 relates to seeking funding for an Open Space Strategy to inform investment in passive and active spaces, which is relevant to the comment in relation to the Sevens Creek park precinct • The Council plan is a complex document that has to meet the requirements set out in the Local Government Act as it must set out: <ul style="list-style-type: none"> ○ the strategic direction of the Council ○ strategic objectives for achieving the strategic direction ○ strategies for achieving the objectives for a period of at least the next 4 financial years ○ strategic indicators for monitoring the achievement of the objectives ○ a description of the Council's initiatives and priorities for services, infrastructure and amenity. • The design of the plan tries to portray this information as succinctly as possible, but it is a challenge • It is agreed that partnerships are the key to delivering this Council Plan and the document attempts to highlight the importance of partnerships and advocacy
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			<p>how we partner more effectively. There are a range of partnership actions here, however this requires capability to deliver including with shared services and public private partnerships. Currently Developers do not have any accountability or requirements to invest in the infrastructure of the town. Creating stronger planning teams with provisions and policies that outline what type of Developers Strathbogie Shire wants to attract is critical to setting up our region for success.</p> <ul style="list-style-type: none"> • Focus Area 2- live access connect needs more emphasis on mobile and internet infrastructure beyond advocacy, we need to attract private industry to invest in infrastructure eg Starlink, 5G co-location and 100 gb fibre to key education and health precincts. • Would also like to see how Council can provide a way for the community to have a voice with companies like NBN - Strathbogie can play a role in advocating for this as well as promoting private industry to innovate with Council. 	<ul style="list-style-type: none"> • It is agreed that stronger planning provisions are required, which is why there are a number of actions throughout the plan (particularly Strategic Focus Areas 3 and 4) relating to planning policy and a Planning Scheme review • Action 2.1.4 reflects that Council does not have a role in telecommunications provision directly but that it will continue to advocate strongly around the need for improved infrastructure – Council has already made a number of representations to NBN and the Federal/State governments around this issue in the past 12 months and the NBN 'bus' visited townships in recent months.
4	L Baker	Euroa Action Group	<ul style="list-style-type: none"> • We welcome the emphasis from Council on community health and wellbeing as well as upgrading local amenity including the natural environment • It would be nice to have a summary of the engagement with the community to ensure the community voice is shared beyond the vision community panel • Having a snapshot of the community engagement report following the 'our region' section will help to provide context and the broader voice of the community 	<ul style="list-style-type: none"> • The suggestion to provide more context around the Share Strathbogie feedback is a good one and links will be provided to the Engagement Report and other summary information on our Share Strathbogie website (Draft Council Plan & Draft Financial Plan Share Strathbogie in the Council Plan • The structure and content of the Council Plan is dictated to a large extent by the <i>Local Government Act 2020</i> in that Council must include: <ul style="list-style-type: none"> ○ the strategic direction of the Council

			<ul style="list-style-type: none"> • The 6 focus areas are slightly confusing as they all have 3 words each • There seems to be a lot of activity that Council is trying to achieve, and it was difficult for ECAG to find a few focus areas or actions to support the strategic plan as there was just a plethora of adjectives and action • Simplifying the message and the focus areas would be a great way to ensure that everyone can understand and act in partnership with council on their plan • It would be great to see a 'call to action' for the community as well • There is a laundry list of actions by Council and creating a partnership framework for tangible ways the community can partner with Council. The local Action Groups and Chamber of Commerce should be seen as trusted advisers to the Council and therefore an elevated voice in how this plan is endorsed by them as well as how they can partner on the work outlined in the plan • It would also be great to have a debrief session with the CEO and Councillors for the Seven Creeks Ward to understand where the Euroa Community Action group will provide the most benefit to support these goals • Regarding the carbon neutrality statement in Focus Area 3, why not become carbon positive (reducing more emissions than we collectively use)? • We need to understand the plan for neutrality as carbon markets are not adequate for genuinely reducing emissions towards carbon neutrality • ECAG encourages Council to create a community solar strategy as a way to uplift 	<ul style="list-style-type: none"> ○ strategic objectives for achieving the strategic direction ○ strategies for achieving the objectives for a period of at least the next 4 financial years ○ strategic indicators for monitoring the achievement of the objectives ○ a description of the Council's initiatives and priorities for services, infrastructure and amenity. <ul style="list-style-type: none"> • The plan must, therefore, cover a lot of ground to comply with legislation. The design of the plan tries to portray this information as succinctly as possible, but it is a challenge • Local action groups and Chambers of Commerce have all had the opportunity to provide input over several months (and were sent a copy of the draft Council Plan for comment directly) but Council must ensure there is a balanced voice between all stakeholders. The requirements of the Local Government Act to undertake broad, deliberative engagement is to ensure as many voices as possible contribute to the development of the Community Vision and the Council Plan. • The development of the Climate Action Plan (Action 3.1.1) will set the goals for Council operations in consultation with the community and the aim to be 'carbon positive' is something that can be explored through this process • A community solar strategy is currently not within the Council Plan, however once work is completed on other initiatives there is the ability for Council to add more initiatives in future years of the plan through the annual review process • Initiatives around recycling are contained in Actions 3.1.4, 3.1.9 and 3.6 – all aimed at enhancing the circular economy
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			<p>the community facilities footprint across the shire. By coordinating an approach to uplifting solar and batteries across key community infrastructure, Council will also enable greater advocacy towards various funding sources</p> <ul style="list-style-type: none"> • There is no focus on circularity of materials and the circular economy. It would be good to see links between how Council manages their waste and how they are procuring materials that keep materials in use for longer. This is of critical importance to climate change and any environment strategy • ECAG would like to see the Strathbogie Shire aspire to be a circular shire, one that has the lowest waste in Victoria and procures the most recycled materials • Focus Area 4 - ECAG would like to see a precinct master plan for the Seven Creeks Park to become an tourist destination. It is already a well loved stop off point for tourists and should be invested in, to a similar level as Nagambie. • ECAG appreciates the aspirations of the Strathbogie Shire Council to deliver greater outcomes for the community. Having a stronger focus on consolidating rather than proliferating actions and strategies and creating a clear prioritisation framework for Council to make decisions will help to ensure effective use of ratepayer money whilst maximising community benefit • Having something like this outlined in the Plan would help community to understand what is being undertaken and why - the current document does not outline the 'why' or purpose for the next 4 years • Having a succinct set of goals rather than 6 	<ul style="list-style-type: none"> • ECAG's desire for a precinct master plan are noted and will be considered further should funding under action 5.1.1 for an Open Space Strategy be successful • The actions in the Council Plan are a combination of work that is already in progress or planned and those initiatives raised by the community and Council during our lengthy engagement process • The document aims to set out the 'why' Council is undertaking these actions by including the Community Vision within the document, along with the community goals around each Strategic Focus Area gained through the engagement process • Performance against the implementation of the Council Plan is through the performance indicators outlined in the Plan, along with a quarterly report to Council, community and to the Audit and Risk Committee in relation to the progress of their implementation.
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			<p>focus areas with 3 words each and a sequence of goals makes it difficult for ECAG and other groups to understand how best to support.</p> <ul style="list-style-type: none"> We would appreciate quarterly updates of which strategies and actions are being undertaken and which ones may require the support of the local ECAG community. This will enable us to not have to track Council actions through this document and will enable proactive relationships to be built between Council and key community groups. 	
5		Community Member Euroa	<ul style="list-style-type: none"> I appreciate all the work and consultation that has gone into preparing the draft council budget and financial plan There are some exciting initiatives all-round to see come into fruition I write in relation to action 2.7 (Strategic Focus Area 2). Can any budget be set aside for a new and engaging all-abilities play space in Euroa? I am grateful for the contributions of community groups for the current playgrounds, but a nature-based set-up would complement existing play equipment and offer yet another space/drawcard for both locals and visitors. Mansfield, Benalla and Winton Wetlands cafe offer some great ideas and inspiration. These are very inviting spaces More challenging climbing apparatus could be included for older kids too as there appears to be a gap for their recreational needs I believe that there may plans being scoped for a splash park, bike track/scooter ramps and possible adventure play for older kids/teens, all of which sound incredible and it would be great if all the above could be 	<ul style="list-style-type: none"> Action 2.7 relates to the preparation of a playground strategy in the years ahead following the completion of the Open Space Strategy under Action 5.1.1. It is important that the broader Open Space Strategy is completed prior to any sub plans to ensure there is a coordinated and integrated framework to ensure Council and developer funds are channelled into infrastructure and facilities to maximise community benefit Strategic Focus Area 2 Live Access Connect highlights the importance of developing all abilities facilities and infrastructure, including passive and active spaces The submission will be referred to the team overseeing the Open Space Strategy funding application as a number of important issues are raised.

			considered together (rather than planned as ad-hoc separate projects) to get the best value and best possible design to ensure that there's something for every age group.	
6	S Saywell	Euroa Mountain Bike Club	<ul style="list-style-type: none"> • There is growing momentum for the development of a mountain bike track on Balmattum Hill Reserve • As the key driver, the Euroa Mountain Bike Club would like to work in partnership with Council and the Traditional Owners to explore opportunities for the development of a state of the art facility that ensures natural values are protected and enhanced • Much thought has been put into how the development of such a facility could be of benefit for mountain bikers and walkers of all age groups offering a range of passive and active, eco-friendly recreation opportunities • The 2019 fires severely impacted native vegetation and the sensitive development of the site provides for an ability to address erosion and weed management • There is a fast-growing demographic of sports enthusiasts that could bring much needed energy and resources to the site to support a great long-term investment • EMBC have recently invited an expert from Trailscapes to visit the site and assess its suitability, which resulted in a positive professional opinion (which was attached to the submission) • The EMBC has also canvassed other potential partners about the concept • The EMBC are aware that the success of the proposal is reliant on strong partnerships and ongoing management arrangements • The proposal aligns with the draft Council 	<ul style="list-style-type: none"> • Council agrees that the development of a mountain bike track at Balmattum Hill would generate significant economic, environmental, social and health/wellbeing benefits for Euroa and the broader municipality • Council is keen to develop partnerships with Euroa Mountain Bike Club and local groups to explore this proposal more closely through the implementation of Action 2.4 (the review of the Tracks and Trails Strategy) and Action 2.6 (scoping and securing funding for a Cycling Strategy) • Council has a significant workload to deliver the 2021-22 of Council Plan actions in only 8 months and must be mindful of making additional commitments that would overstretch Council resources, however it is considered appropriate that Council support the Euroa Mountain Bike Club around this proposal through advocacy with Parks Victoria and relevant State/Federal government departments during 2021-22. Accordingly, a new Action 2.1.6 has been inserted.

			<p>Plan in relation to community health, wellbeing and liveability</p> <ul style="list-style-type: none"> • Parks Victoria resources are limited to deliver such a project and so a committee of management could be created to help better manage the area (eg weed control, illegal firewood collection, erosion from off road vehicles) • Local youth could be engaged in the committee of management • Local sports club and tourism sector businesses are struggling due to the Covid 19 pandemic – outdoor activities such as mountain biking are critical as we go through the roadmap out of the crisis for peoples mental health and wellbeing • Our region has a reputation for its landscape values and natural biodiversity and this proposal seeks to marry sports enthusiasts with environmentalists to better manage the Reserve • The addition of a world class mountain bike track would add another layer of choice to the region's exceptional visitor attractions, helping put Euroa on the tourist map • The Reserve is easily accessed from major population centres in the region and the facility could cater for a range of skill and experience so the whole family can share in the adventure. 	
7	C Cumming	GBCMA	<ul style="list-style-type: none"> • Congratulates Council ion the development of a good plan • The document represents well the issues they have a common interest in • We have no additional feedback in terms of any changes to the document, which we feel aligns well with the GB RCS and the 	No comments arising from the submission.

			<p>community feedback gathered across the catchment, including from the Strathbogie Council area</p> <ul style="list-style-type: none">• The GB RCS is a blueprint for improving catchment health and builds on achievements and lessons from the past to guide strategic land use planning for protection and improvement of catchment values. We value Strathbogie Shire Council as a signatory to the current GB RCS and look forward to continuing to work with you on the future version• We believe there are many synergies, particularly in relation to your strategy focus area 1 'engage, create and unite', 3, 'protect, enhance and adapt' and 4 'inclusive, productive and balanced'. For example, in focus area 3 there are many opportunities to collaborate to reduce environmental impacts and reverse biodiversity decline, including through existing stakeholder and community partnerships such as the Goulburn Broken Local Government Biodiversity Reference Group, Goulburn Murray Climate Alliance, Euroa Arboretum and local environment groups who we also engage with to deliver the GB RCS• Extensive engagement with community and agencies is a key driving principle of both the GB RCS and the Strathbogie Shire Plan, as evident across both documents. It's imperative that we continue to develop and deliver joint innovative community initiatives, to leverage funding to achieve our plans strategic directions, such as empowering our communities to be more resilient and adapt to climate change. Collaboration on these critical	
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			<p>issues will help us to achieve greater value and change alongside our communities.</p> <ul style="list-style-type: none"> Community feedback on climate change has helped develop key strategies in the GB RCS and we believe this will provide a valuable platform to leverage transformational change. 	
8	S Swift	Euroa Chamber of Business and Commerce	<ul style="list-style-type: none"> The Euroa Chamber of Business and Commerce has heard from both its members and the wider community in relation to this year's Councils draft plan There needs to be mention of the need for a pathway and pedestrian lighting around Clifton/Tarcombe Streets and the recreation reserves Connecting all those businesses along this section of town to the central hub of Euroa is another great benefit of lighting these spaces more predominantly. <p>Tourism and visitors to Euroa</p> <ul style="list-style-type: none"> There is no clear statement or spending within the plan and budget for playground upgrades or additions [e.g pump track, splash park, and adventure/nature park/playground] The region's visitors traffic post lockdowns are outstanding but our facilities and community infrastructure needs to be updated to cater for the demand People leave town to visit such active spaces, which has a flow on effect for our local businesses, as this means money is being taken out of town and being spent elsewhere (eg splash park in Benalla, nature park in Mansfield, Splash park/pump track in Wangaratta) developing the Euroa Information Hub is key to capitalising on the visitors entering our 	<ul style="list-style-type: none"> Suggestions around pathways and lighting around recreation reserves will be forwarded to the Community Planning directorate as input to future strategies for open space and recreation grounds mentioned in Actions 2.4 (relating to a review of the Tracks and Trails Strategy) and 5.1.1 (funding for an Open Space Strategy) The Council Plan contains an action (2.7) that relates to the preparation of a playground strategy following the adoption of an Open Space Strategy. There are ongoing capital works allocations in the annual budget for the maintenance and repair of playgrounds. Capital works funding for new facilities will flow from the adoption of the strategies mentioned above and the prioritisation of need for new facilities in the long-term financial plan Action 2.1.1 relates to the preparation of a comprehensive Asset Plan to guide future investment in buildings, plant and infrastructure through the 10 year Capital Budget Clear feedback was given by the community during our engagement process that a comprehensive strategy was required to identify the community facilities required across the Shire to support changing needs and a growing population – Strategic Focus Areas 2 and 4 outline a number of initiatives to ensure we identify and plan for current and future needs A number of the issues raised around the business district in Euroa are addressed by the Euroa

			<p>region. Having the Hub situated near the travellers rest or along the creek are conversations and ideas that have been raised - by doing this it would connect the park/playground area and the travellers rest to the main street area</p> <ul style="list-style-type: none"> • The Chamber endorses the addition of walking and bike trails around Strathbogie and on Balmattum hill. This is a great opportunity for the region • The group would love the opportunity to be involved in the future development of the railway precinct • Provision for overflow parking in busy times around Binney St needs to be addressed • We have a question regarding the action of the finalisation of the greening Euroa project. The Chamber would like to be briefed on the project and what it involves in the process. • The Euroa & District Chamber appreciate the opportunity to provide feedback and help shape our shire's towns, helping grow and generate business for members and attract new businesses to the community • The Economic Development team have been a great support to businesses in our Shire and we look forward to continuing and growing the outcomes and achievements of the relationship. 	<p>Township Structure Plan and other strategic planning work currently being undertaken around the Station Precinct and advocacy around the underpass/overpass options released by the Australian Rail Track Corporation – Action 4.1.5 relates to exploring options for funding to upgrade the railway precinct</p> <ul style="list-style-type: none"> • Council welcomes the Chamber's input into future strategic work and the implementation of the initiatives outlined in the Council Plan, including Actions 4.1.1 and 4.4 relating to the development and implementation of the Economic Development Strategy • Action 4.1.3 relates to the implementation of the Business Concierge Program to support businesses in their Covid 19 recovery.
9	S Swift	Community member Euroa	<ul style="list-style-type: none"> • There needs to be a clear outline on where Euroa is headed with active spaces • In Euroa we are well behind the infrastructure of the other towns, especially along the Hume highway • Euroa is the perfect stopover distance between so many places, and we are becoming a holiday destination for all ages 	<ul style="list-style-type: none"> • As mentioned previously, the direction for open spaces across the Shire will be in a future Open Space Strategy and also the subsequent playground strategy • Action 2.4 relates to the review and implementation of the current Tracks and Trails Strategy while Action 2.6 relates to the scoping and securing of funding for the development of a Cycling Strategy

			<p>and have a growing young family demographic. We need to grow with these trends with the development of an adventure/nature playground along the Sevens Creeks linking the travellers rest to the main street</p> <ul style="list-style-type: none"> • It is such a beautiful area, unlike any other place around us, we need to start capitalising on its beauty! • The inclusion of a splash park and pump track, needs to be within Councils Plan for the town as well. Families - both local and visitors need to travel out of town on a weekly basis to visit Mansfield, Benalla and Wangaratta where these spaces have been developed to great effect • There is a great need and want amongst young families for these facilities [particularly Adventure/nature play and Splash Park] to be developed in Euroa. 	<ul style="list-style-type: none"> • The submission reflects clear feedback from the community through our engagement process that investment needs to be made into existing and new recreation facilities for all abilities – Council is committed to getting strategic plans in place to guide this investment of public funds over the life of this Council Plan.
10	S Hoskin	Go Nagambie	<ul style="list-style-type: none"> • Go Nagambie welcomes this opportunity to provide our observations, feedback and opportunities relating to the Draft Council Plan. Go Nagambie’s Vision is to make Nagambie, a premier regional centre for liveability, investment, visitation and events, with our focus being to unashamedly promote Nagambie and the surrounding regions through the support of our local community and businesses. • Go Nagambie would love the opportunity to present our feedback to the Council in person (or virtually) at an appropriate forum in the future • Go Nagambie recognises and congratulates the Strathbogie Shire Council on drafting of the 2021 - 2025 Council Plan in what must 	<ul style="list-style-type: none"> • Council agrees with Go Nagambie that action groups play an important role in representing community interests and the Council Plan reinforces our commitment to working with these groups, and the broader community, in delivering the initiatives outlined in the Plan • While online engagement has formed part of the discussion around community priorities, the bulk of community input (over 1000 pieces of information) has been through community hall meetings and market stalls, as well as the Community Panel • Council designed a comprehensive and broad ranging engagement plan for the development of the Community Vision, Council Plan and Financial Plan that aimed to draw out comments from those who would not normally participate in community discussions and we will continue to actively engage

			<p>have been challenging circumstances due to the varying restrictions in place limiting face to face contact and collaboration to draft a far reaching document such as this is a credit to all involved</p> <ul style="list-style-type: none"> • Go Nagambie recognises the strong intent of the Draft Council Plan to focus on community health and wellbeing, protection of our environment and climate, a measured approach to growth and infrastructure development and the delivery of improved governance and customer service • Go Nagambie believes the Draft Council Plan to be an extensive document with a number of clear strategic intents • We would also like to highlight opportunities Go Nagambie believes the Council Plan should be addressing or expanding on which are aligned to the Plan's strategic intents • This submission captures the collective views of the Go Nagambie committee • Council should find ways to create greater community involvement such as discussing individually with action groups and/or business committees across the shire to create an aligned approach • Community groups like Go Nagambie can play a direct role in becoming an active conduit to council • Currently there is a heavy reliance on individuals accessing online links provided by council to provide any sort of feedback • This has several limitations and it does not allow for personal feedback • There remain large segments of the community who are reluctant or do not have the knowledge to provide information on-line 	<p>with all sectors of the community</p> <ul style="list-style-type: none"> • The Council Plan identifies the Actions that will be delivered in 2021-22 as a means of providing clear timelines and targets, along with other strategies that will be implemented over the life of the plan • The performance measures outlined under each Strategic Focus Area are designed to augment the reporting on the progress of the actions for 2021-22 to enable Council, the Audit and Risk Committee and community to monitor how Council is performing against the Plan • The long-term financial plan reflects the new Council Plan's priorities and the Capital Works program will be updated in the next few months as part of the preparation of the 2022-23 budget process – the existing capital works program reflects the priorities set by the 2017-21 Council Plan and the current Council's priorities as of June 2021 • Council is measured on a number of financial ratios and its position is assessed as sound. This includes liquidity with Council aiming for a ratio of \$1.10 of Current Assets to \$1 Current Liabilities , which is achieved over the ten years of the Financial Plan • Debt levels are low and will peak after rehabilitation of the Violet Town landfill and then reduce • With regard to capital works going forward, assumptions on capital grants are considered conservative and within provisions going forward are some unallocated funds which will have specific projects allocated against them as projects are scoped and prioritised • Assumptions on rate base growth are in line with potential rate cap, and assumptions about supplementary growth (new properties) are considered conservative as are assumptions about capital grant, which fund additional infrastructure . Assumptions about labour costs reflect the reality of
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			<p>which now appears to be the norm</p> <ul style="list-style-type: none"> • Why has there been a move away from specific measurable goals in council plans to high level deliverables? The Council plan requires more measurable detailed actions e.g. increase, decrease or maintain • There are No SMART goals - Specific, Measurable, Achievable, Realistic and anchored within a Time Frame • Clear specific measurable initiatives/projects (prior examples from prior council plan include Longwood bus stop, Lake Nagambie focus – 2017 - 2021) • The plan should include the capital works program - previous council plans have been very descriptive in providing specific project details within their plans. The current plan lacks specificity and has only generalised commentary • Goals cannot be achieved when there are no KPIs in place • There is concern on the future of the shire in 10 years' time based on long term financials, deteriorating finances, labour increases, no legal costs included – financial projections look poor at best - What is the role of audit and risk committee in overseeing Shire finances? Should the audit and risk committee be at least setting targets allowing for increasing returns? • There appears to be a strong focus on climate, health and wellbeing etc. Whilst this council is placing a high importance on these indices, the reality is that climate mitigation measures will be legislated at state and federal level and through international climate accords. Local governments will play a vital 	<p>Enterprise agreements. Legal costs are budgeted in individual programs within the Materials and Services item</p> <ul style="list-style-type: none"> • The Audit and Risk Committee's role is set out in their Charter and does not include setting targets for Council – rather theirs is an oversight/monitoring role and regular detailed financial and performance reports are submitted to each meeting • Council agrees that it plays a role in supporting the local economy and supporting the business sector was one of the key messages we heard from the community - this is highlighted by a number of actions under Strategic Focus Areas 2 and 4, with actions in 2021-22 reincluding the adoption of an Economic Development Strategy, review of the Strathbogie Planning Scheme, implementation of the Business Concierge Program and continued advocacy for the development of the Mangalore Airport; there are other longer term actions over the remaining three years of the Council Plan • It should be noted that more personnel and financial resources have been allocated to our Economic Development team over the past 18 months and in current budgets to reflect Council's commitment to supporting the business sector • The former Council resolved to enter into a Memorandum of Understanding with the Taungurung Land and Waters Council and the current Council have just completed the community consultation required by the former Council prior to consideration of the adoption of a final agreement, which will be considered by Council during 2021 • In relation to comments around a Deputy CEO, this is an operational matter and the CEO appoints someone as Acting CEO as required under the provisions of the Local Government Act 2020 • Action 4.1.1, to be implemented during 2021-22,
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			<p>role in the implementation of climate mitigation strategies but they do not play a role in legislating change which is led at other government levels</p> <ul style="list-style-type: none"> • Council can play an important role in stimulating investment in local industry eg. equine, tourism, hospitality • There needs to be clarity on the capital works approach to support council plan goal – minimal examples, one included is complete Violet Town landfill rehabilitation other is Mangalore freight airport – where are the timelines and performance criteria? • Don't forget the fundamentals where council does have a major influence and vital role to play – roads, rubbish and rates • It is evident that the largest on-going concern from local residents is the regular increase in council rates. The only way to offset this is through creating a greater rate base through encouragement and stimulus of economic development via the private and public sector • There is surprisingly very little reference to establishing sound working relationships with investors and economic development should be one of the major pillars in any council plan • The Strathbogie Shire is fortunate to have strong private investors through a range of industries but there are no forums where council can engage in active dialogue with investors so there are complementary public/private investment initiatives and create mutual understanding of respective long term planning initiatives • A key question is: Would council be comfortable in sharing this 5 year plan to potential investors or government bodies 	<p>relates to the adoption of an Economic Strategy and the comments raised in the Go Nagambie submission around the racing industry, tourism industry and other sectors will be forwarded to the Economic Development Team for their consideration during the development of the strategy</p> <ul style="list-style-type: none"> • It should be noted that there will be a community engagement process undertaken to support the development of the Economic Strategy and Council would welcome Go Nagambie's participation in that process • Go Nagambie's comments relating to the education sector are supported and Action 5.1.5 states that Council will partner with the vocational training/education sector to enhance training opportunities for young people • Comments around branding are noted and will be forwarded to the Communications & Engagement team for consideration in implementing Action 1.1.5 around the preparation and adoption of a Strathbogie Shire Branding Strategy • Comments around opportunities to develop cycling infrastructure and opportunities are supported and reflected in Actions 2.4 and 2.6 • Community consultation is currently being undertaken to inform the development of the Climate Change Action Plan for Council operations as per 3.1.1 • Council thanks Go Nagambie for seeking feedback from the community in relation to priorities and issues • The suggested budget priorities are noted and will be forwarded as a budget submission to inform the development of the 2022-23 budget, which is to commence shortly • Comments from the Go Nagambie survey in relation to community transport and mobile/internet
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			<p>given that it lacks specificity and overall goals?</p> <ul style="list-style-type: none">• The current Management structure has now abolished the role of a Deputy CEO. During times when the CEO is absent or unavailable with no deputy is this creating an unclear reporting pathway for management and public?• There is reference in the plan to the creation of a MOU with the Taungurung People. Whilst this is a very admirable goal, it should be noted that there are several LGAs that are within Taungurung lands. Go Nagambie would support this initiative on the condition that all LGAs are involved and work together to create one MOU that would encompass all LGAs within Taungurung Country• Go Nagambie believe the following should be captured or expanded on within the Draft Council Plan Equine Industry – a thriving industry, a compelling story of growth and opportunity. The Strathbogie Shire should embrace the industry, working together and towards becoming the global centre of excellence creating a ripple effect where all other service industries can prosper• Our region has established itself as the premier thoroughbred breeding area in Victoria and is certainly putting pressure on the Hunter Valley, NSW as no 1. The 2021 breeding season boasts the strongest global stallion representation it has ever had in this region. Racing Victoria announced an injection of \$7.5m more prize money per year only eligible to Victorian bred horses, which endorses that our region is fast becoming the premier breeding region in Australia. In 4	<p>coverage are currently addressed in the Council Plan under Actions 2.5, 2.1.4</p>
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			<p>years, 10 notable new thoroughbred operations have moved into the area including Dorrington Farm, Seymour Bloodstock, Leneva Farm, Chesterfield and Yu Long who now have a 4000 acre holding with 5kms of Goulburn River frontage</p> <ul style="list-style-type: none">• There is no response to sculpture proposal to council from R Jamieson - missed opportunity. There needs to be a growth focus for Nagambie and Avenel – population growth of +80%• The Shires needs to take action to align and support this in the plan Nagambie Lakes Regatta centre/precinct, promote use of International standard rowing course, create a master plan based on works completed in prior years, a plan that identifies opportunities for the precinct• The tourism industry continues to boom in regional Victoria. With the increase of visitation and growth of population tourism will be our economic driver going forward• What do our future employment in industries such as construction, equine, wine, and education look like?• We need to be visionary with our thought process focused on the employment opportunities that will be in demand in the next 5 years• Our youth should be given direction of what future pathways will be available. The region could become the go to place for training hospitality students inhouse and onsite at venues and be supported by Go Tafe• The same thinking applies to the equine and wine industries. Strengthening connections with training faculties will hold the region in	
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			<p>good stead as we grow and prosper.</p> <ul style="list-style-type: none">• Promote the townships for their individual attractions and their name being the identity. The branding of the Strathbogie Shire should be complimentary of the townships that form the region but not the first thing you see when entering a town• The north east has claimed the title of the cycling centre of Victoria but the Strathbogie Shire can work with communities to promote and enhance the cycling offering• The Shire should strengthen their connection with chambers of commerce and tourism associations. Working together with grass roots organisations will build and better connect communities.• Community consultation required to improve the community's understanding of what the declaration of climate emergency includes Community Voice Survey• Go Nagambie conducted a hard copy survey that was distributed in the Community Voice newspaper. To date 71 responses have been received highlighting the following:<ul style="list-style-type: none">• Community transport/car to transport residents to Seymour for shopping and appointments• NBN - 80% of respondents satisfied with current service• Mobile network coverage 60% dissatisfied with coverage, 40% satisfied• 90% of ratepayers are dissatisfied with shire rates and what they are receiving. <p>Suggested improvements from survey participants included:</p>	
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			<ul style="list-style-type: none">• Existing footpaths need improving• CBD pavement needs improving and resealing - a similar finish to the Binney Street pavement was suggested• Grassed area at Buckley Park is uneven and difficult to enter water from near the boat shed. It is suggested that sand replace the grass near the boardwalk making it easier for rowers/swimmers to access the water• Reintroduce a safe place for children to swim at Buckley Park• Public toilets in central median strip should be relocated to a more accessible site• Strathbogie Shire Office presence in Nagambie that includes a space for private conversation• Public gym needed• 80 % of respondents would like to see the regatta centre precinct utilised for more events including concerts, markets, expos and swimming fishing carnivals. 10 % don't want any more events in Nagambie and 10%don't care• All respondents looking forward to the lakeside connecting track from the township to the Regatta Centre and Leisure Park• Directional Signage improvements to key locations• Re - community voice publication - 40% prefer Digital copy, 60% prefer hardcopy. <p>CONCLUSION Go Nagambie looks forward to receiving confirmation of our feedback and welcomes</p>	
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			<p>further discussion to assist in delivering a Council Plan for the coming five years that is best aligned to our community needs.</p> <p>Go Nagambie hopes that the council finds value in the feedback and opportunities we have detailed, and we reiterate that we would welcome the opportunity to present to the council and discuss this in further detail.</p>	
11		Community member	<ul style="list-style-type: none"> The Plan has a focus on inclusion but uses the stereo type of males and females, all able bodied to represent 'community' Would suggest you have a re-think about the graphic Regardless of community graphic that is used for community and the one that looks like the Heart Foundation, it makes the document very busy to read and is distracting how presented. 	<ul style="list-style-type: none"> This feedback has been taken on board and a new gender free icon used to identify community led actions and content An icon is required to identify public health and wellbeing related actions and strategies as a means of meeting our obligations outlined by the Secretary of Health and the <i>Public Health and Wellbeing Act 2008</i>.
12	Deputy Secretary	Department of Health	<ul style="list-style-type: none"> Council's request for an exemption under section 27 of the Public Health and Wellbeing Act 2008 regarding the preparation of a municipal public health and wellbeing plan is approved given this plan has been integrated into the Council Plan Department of Health, Regional Operations East and the Department of Families, Fairness and Housing Goulburn Area have reviewed the documentation and sought information from Council on Council's planning process and practices for including public health and wellbeing matters in the Council Plan The Department of Health is satisfied that the Draft Strathbogie Shire Council Plan 2021-2025 with incorporated high-level strategies and performance indicators partially addresses the matters specified in Section 	<ul style="list-style-type: none"> Action 5.1.9 has been added to Strategic Focus Area 5 relating to the development and implementation of an annual plan that identifies specific measures and partnerships with other health and wellbeing providers Additional actions have been added to Strategic Focus Area 5 in relation to family violence and mental health The Municipal Planning Statement review will ensure alignment with the Council Plan and Community Vision A copy of the adopted Council Plan will be provided to the Department.

			<p>26(2) of the Public Health and Wellbeing Act 2008</p> <ul style="list-style-type: none">• To fully comply with the Act Council should include a commitment within the Plan to develop and implement an annual action plan for health and wellbeing priorities that identifies more detailed progress measures and partners that will support delivery of actions. Annual health and wellbeing action plans should be referenced in the Council Plan and be publicly accessible• Additionally, Council should further specify actions to prevent and respond to family violence as required in Section 26(2)(ba) of the Public Health and Wellbeing Act 2008. This could be achieved by including these actions and partner agencies in an annual health and wellbeing action plan. The location of the actions to prevent and respond to family violence should be documented in the Draft Strathbogie Shire Council Plan 2021-2025 before finalisation• I note that Council will review its Planning Scheme in 2021-22 and request that you ensure that the Municipal Strategic Statement/Municipal Planning Statement is consistent with the Council Plan• I look forward to receiving a copy of the Strathbogie Shire Council Plan 2021–2025 with the changes made to ensure it adequately addresses the matters specified in Section 26(2) of the Public Health and <i>Wellbeing Act 2008</i>• I would also welcome hearing of your progress with implementation and of the health and wellbeing outcomes for the community. This knowledge will be important	
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			<p>to state government in the development of the next Victorian Public Health and Wellbeing Plan due for release in 2023, as well as monitoring and reporting on our collective health and wellbeing efforts as part of the Victorian public health and wellbeing outcomes framework</p> <ul style="list-style-type: none"> • I encourage you to continue to work closely with our Regional Operations Team who continue to support local governments with this important work. 	
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LATE SUBMISSION (received after the close of the public consultation period)				
13		Community Member Euroa	<ul style="list-style-type: none"> • I would like to write today in support of the proposed BMX and pump track for Euroa • Growing up in Euroa, the old BMX track gave my siblings and I endless hours of fun, even though it was in disrepair • A new one would work for many reasons related to youth physical/mental health, encouraging constructive behaviours and harm-minimization of negative ones • But I'm really, REALLY passionate about the idea of a Downhill Mountain Bike facility at Balmattum Hill! • When we had the fire 2 summers ago it really highlighted both the neglect of the reserve and the lack of access and use that could be realised • It's upsides are myriad. <ul style="list-style-type: none"> ○ There's space for multiple layouts and tracks from beginners, children and locals: through to pro- level competition tracks ○ The tracks, the access required to build and maintain them improve the fire 	<ul style="list-style-type: none"> • Council agrees that the development of a mountain bike track at Balmattum Hill would generate significant economic, environmental, social and health/wellbeing benefits for Euroa and the broader municipality • Council is keen to develop partnerships locals to explore options for a pump track as part of the implementation of Action 2.4 (the review of the Tracks and Trails Strategy) and Action 2.6 (scoping and securing funding for a Cycling Strategy) • A new action 2.1.6 has been included to support the Balmattum Mountain Bike track proposal through advocacy with Parks Victoria and relevant State/Federal government departments during 2021-22.

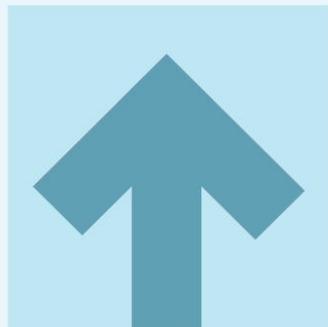
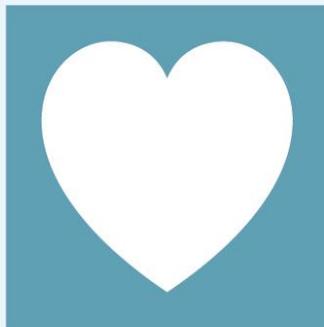
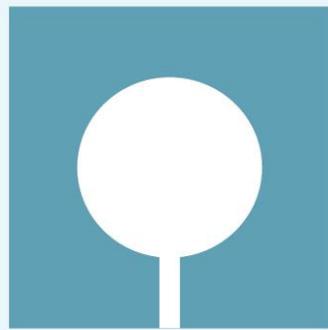
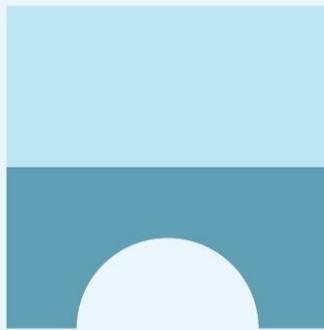
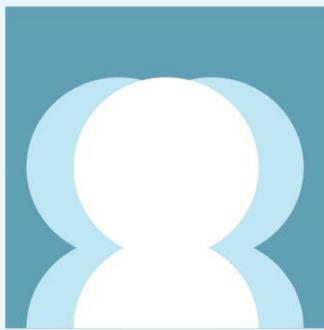
			<p>safety of the town</p> <ul style="list-style-type: none">○ The increased access allows local environment groups to rehabilitate and develop the ecology in a complementary way to the proposed tracks. Bicycles do have some negative effect on flora, but the income from the track can be used to more than offset this, and with proper design, riding/access/spectator points can be sectioned off from delicate habitats○ Euroa is perfectly located for some form of competition venue. We are 2 hours from Everywhere (New town tourist slogan - 'Euroa, it's 2 hours from Everywhere' - Copyright Broderick Floyd)○ The economic benefits of an activity that is affordable and accessible to the majority of the town/shore/state/country. The Nagambie rowing course is used by a sliver of the community because rowing is an elitist activity. People in ski boats (I was one of them) tipped more money into local business than rowing ever has (annually adjusted, according to research that is my own opinion).• The regular benefits of hosting consistent events on the facility would directly help accommodation, hospitality, retail and service businesses than can be established due to having this track (we'd probably need a bike selling/servicing shop). The secondary effects flow on to all sectors of the community• Plus, it'd be rad seeing someone go off a jump overlooking Euroa doing a backflip in the media	
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			<ul style="list-style-type: none">• It's a long term goal, but societies grow great when wise people plant trees under which the shade they will never sit.	
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ATTACHMENT 2: 2021-2025 Council Plan

Strathbogie Shire Council

2021-2025 Council Plan



Strathbogie
shire

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.

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, and achievable. We hope you share our belief.

Cr Chris Raeburn
Mayor

Julie Salomon
Chief Executive Officer





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.

Community 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.

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.

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.'

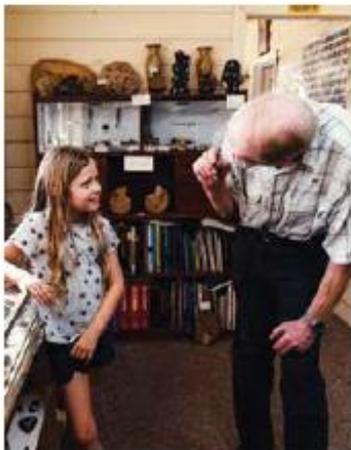
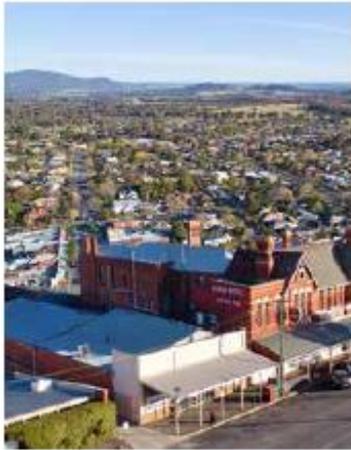
'Green spaces, parks and gardens.'

'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.'



Photography from top left to right: Photo 1 and 6 courtesy of Peter Ward and all of hers. Bet harte Photography

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



Our Council



Honeysuckle Creek Ward

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



Mount Wombat Ward

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



Hughes Creek Ward

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



Seven Creeks Ward

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



Lake Nagambie ward

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



Seven Creeks Ward

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



Lake Nagambie Ward

Cr David Andrews
0498 463 094
david.andrews@
strathbogrie.vic.gov.au

Our Executive Leadership Team



Chief Executive Officer

Julie Salomon

julie.salomon@
strathbogie.vic.gov.au



**Executive Manager
Communications and
Engagement**

Kristin Favalaro

kristin.favaloro@
strathbogie.vic.gov.au



**Director Corporate
Operations**

David Roff

david.roff@
strathbogie.vic.gov.au



**Executive Manager
Governance and
Customer Service**

**Acting Executive
Manager People
and Culture**

Dawn Bray

dawn.bray@
strathbogie.vic.gov.au

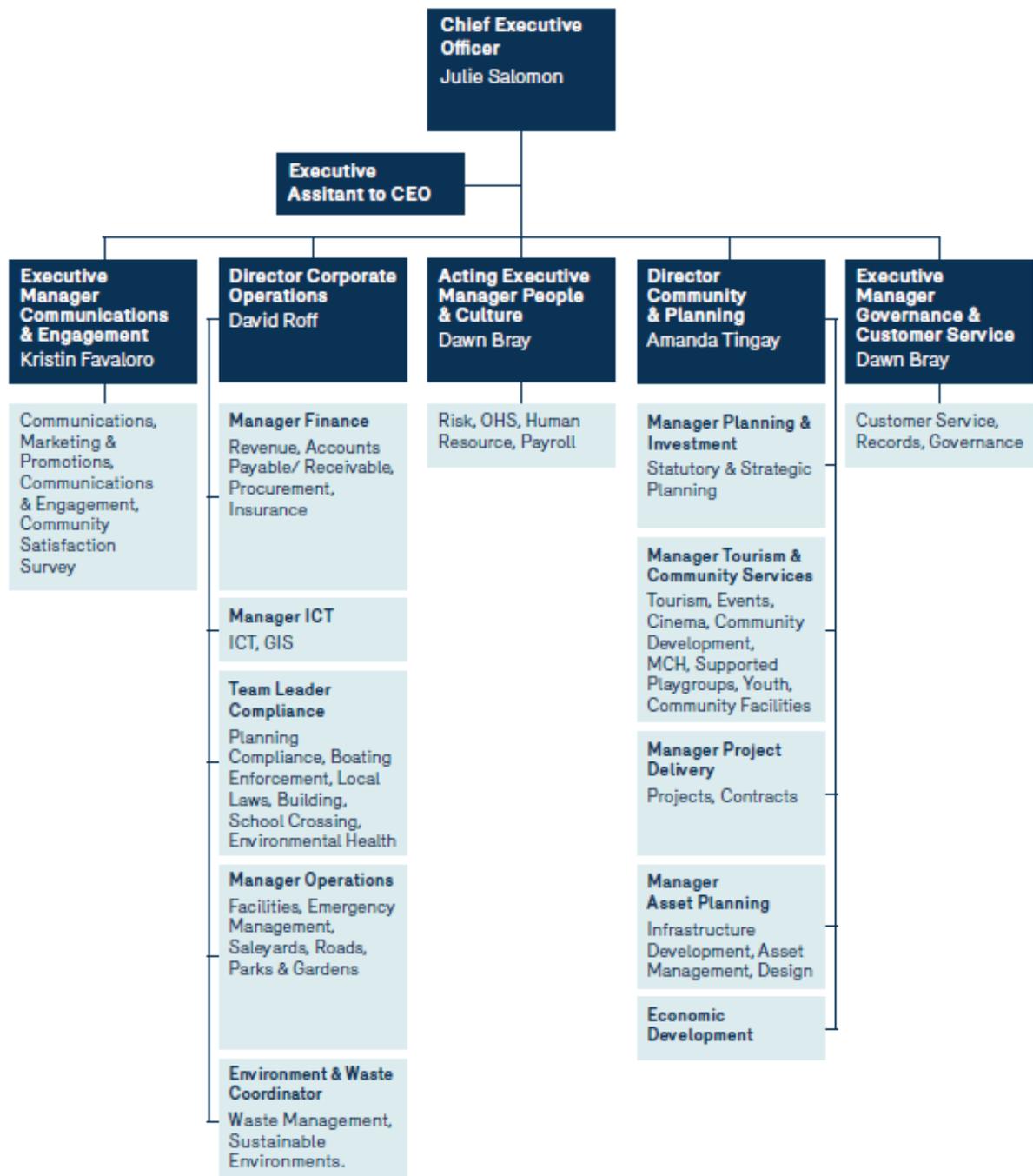


**Director Community
and Planning**

Amanda Tingay

amanda.tingay@
strathbogie.vic.gov.au

Organisational chart



Our Integrated Planning & Performance Reporting Framework

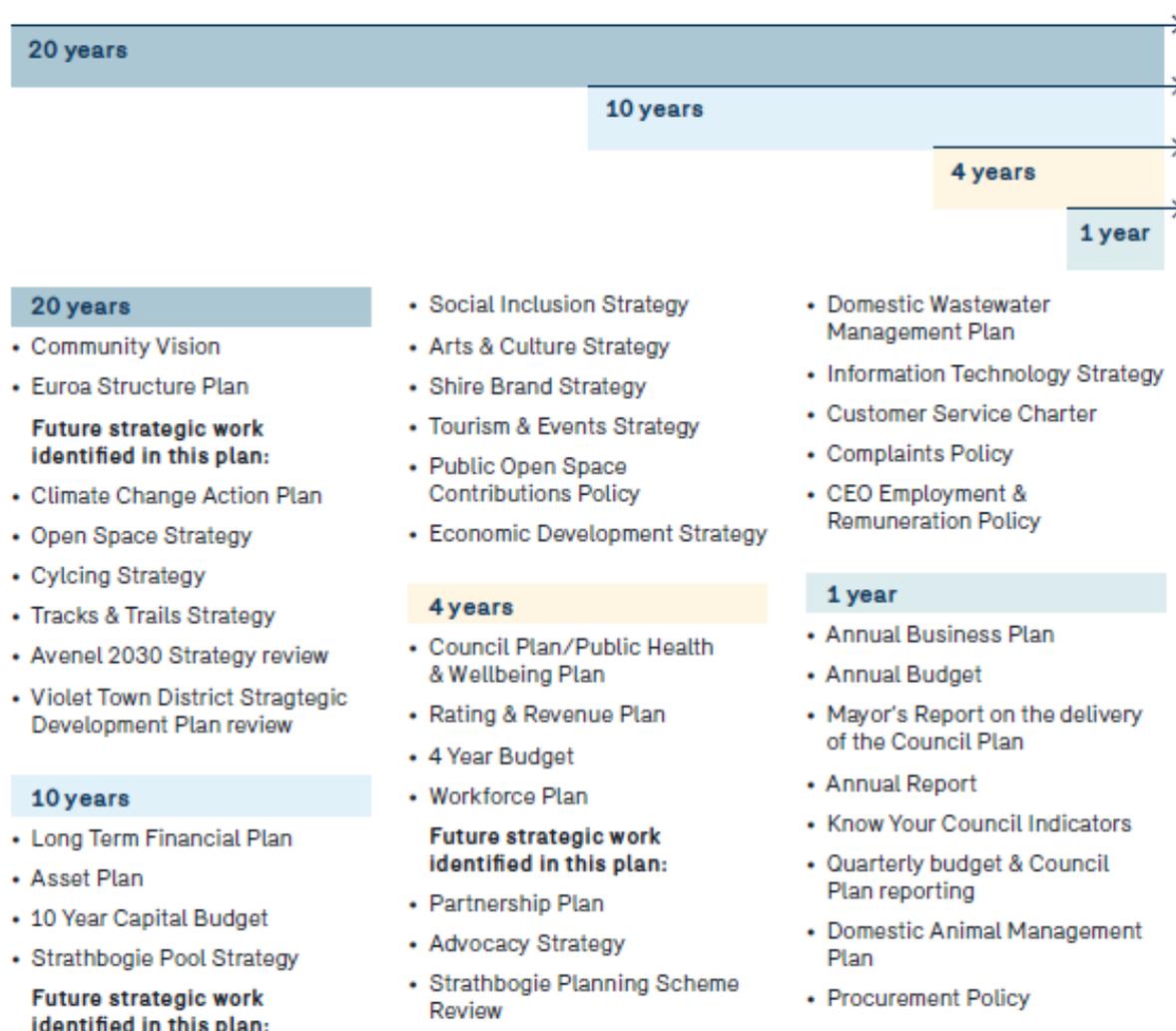
Council has developed a suite of short, medium and long-term documents that work together to achieve the Community Vision in partnership with our community.

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.

The diagram below 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 & 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

DELIVER

Actions we deliver: are the services, projects and initiatives for which we have direct responsibility and accountability for; the performance indicators are measures of our own success

PARTNER

Actions where we partner with others: are those we can help shape through partnerships with the community, other levels of government and organisations; the performance indicators are measures of these combined efforts.

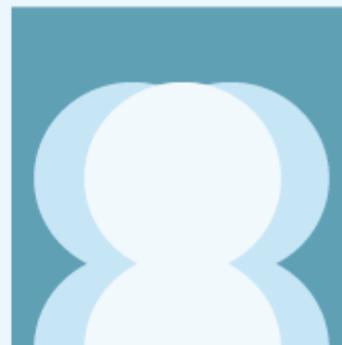
ADVOCATE

Actions where we advocate on behalf of our community: relate to issues that impact our community and affect how we operate but over which we have no role in delivering services or facilities, so we can only advocate for others to take action; the performance indicators are measures of broad trends affecting the Shire.

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. ♡ ●

Strategic focus area 1: Engage. Create. Unite.

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

Strategic focus area 1: Engage. Create. Unite.

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

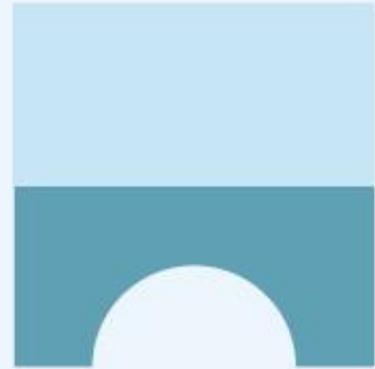
Our asset management framework balances increasing community expectations with delivering value for money and maximum community benefit within our limited resources. ●

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. ♡ ●



Strategic focus area 2: Live. Access. Connect.

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 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

Strategic focus area 2: Live. Access. Connect.

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
2.1.6 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

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

Strategic focus area 2: Live. Access. Connect.

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:

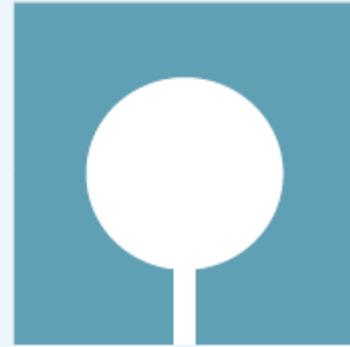
- *We are minimising harmful impacts on our natural environment ●*
- *We are reversing biodiversity decline ●*
- *We are championing best practice environmental strategies. ●*

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. ♡

Strategic focus area 3: Protect. Enhance. Adapt.

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 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	

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 Murray Climate Alliance. ♡	Partner	Corporate Operations	4 and 5

Strategic focus area 3: Protect. Enhance. Adapt.

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 on renewable energy.	Advocate	Community & Planning Communications & Engagement	4 and 5
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

Strategic focus area 3: Protect. Enhance. Adapt.

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	-	-

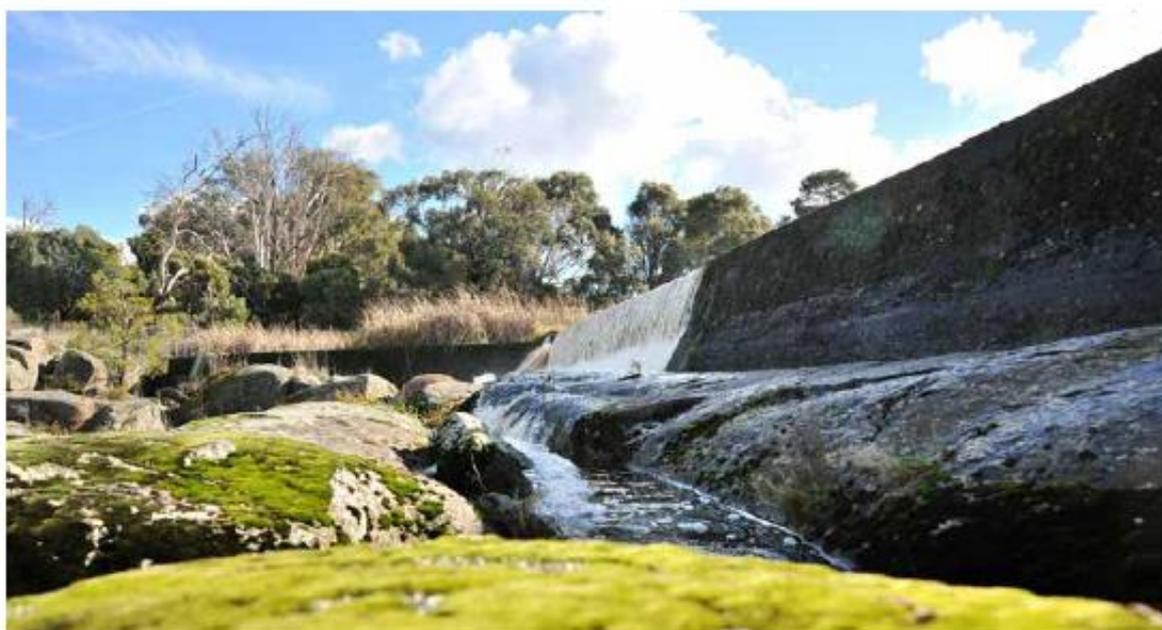
Enabling council services

- 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. ●



Strategic focus area 4: Inclusive. Productive. Balanced.

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

Strategic focus area 4: Inclusive. Productive. Balanced.

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 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
4.1.6 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	

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 planning permit application	Local Government Performance Reporting Framework data (Know Your Council)	Deliver	Yearly	44 days	Reduction

Strategic focus area 4: Inclusive. Productive. Balanced.

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

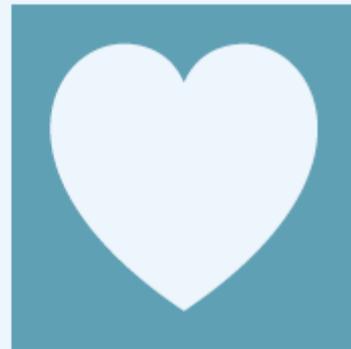
A comprehensive strategic planning framework guides long term capital works program that delivers a growing range

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. ♡



Strategic focus area 5: Strong. Healthy. Safe.

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 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 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

Strategic focus area 5: Strong. Healthy. Safe.

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 ongoing education and training. ♡	Partner	Community & Planning	
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	
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	
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	

Strategic focus area 5: Strong. Healthy. Safe.

5.1.14 Participation in the Integrated Health Promotion Project (partnership with Primary Care Partnership 2021-2025) annual plans developed to address 3 key themes of Health Eating, Active Living and Reducing Tobacco Use. ♡	Partner	Community & Planning	
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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 who participate in Maternal and Child Health services ♡	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	74%	Increase
% 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
% 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

Strategic focus area 5: Strong. Healthy. Safe.

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

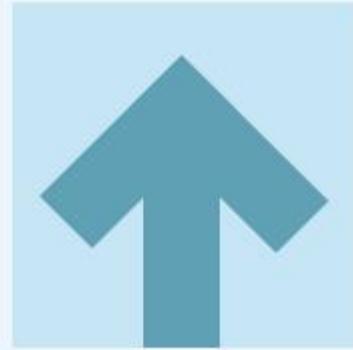
- Community Funding and Investment Policy
- Neighbourhood Safer Places Plan
- Municipal Fire Management Plan
- Flood Emergency Plan
- Heatwave Management Plan
- Pandemic Plan 2020
- Strathbogie Community Pools Strategy 2019-29





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.

Strategic focus area 6: Accountable. Transparent. Responsible.

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	

Strategic focus area 6: Accountable. Transparent. Responsible.

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 to maximise community benefit. ♡	Deliver	Corporate Operations Community & Planning	1, 2 and 4
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	

Strategic focus area 6: Accountable. Transparent. Responsible.

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

Strategic focus area 6: Accountable. Transparent. Responsible.

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 (August 2021)

Health & Wellbeing in Strathbogie Shire

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.

Attachment 1: Health and Wellbeing in Strathbogie Shire

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 (gvpcp.org.au)**

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.

Attachment 1: Health and Wellbeing in Strathbogie Shire

Relevant Legislation and Policy Context

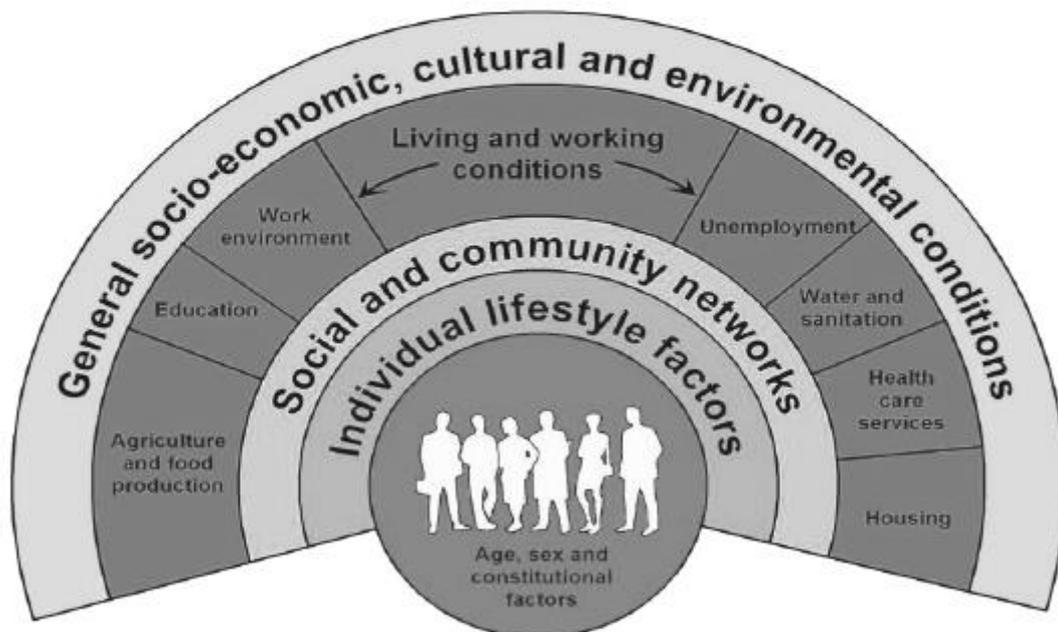
Social Determinants of Health

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 to):

- 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

Attachment 1: Health and Wellbeing in Strathbogie Shire

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.

Attachment 1: Health and Wellbeing in Strathbogie Shire

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ATTACHMENT 3: Share Strathbogie Engagement Report



SHARE STRATHBOGIE

Engagement Report

Updated September 2021

Document control

Document information

Document name	Share Strathbogie Engagement Report
Reference	699956
Document owner	Kristin Favaloro

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1. Introduction

The Local Government Act Victoria 2020 requires Council adopt a Community Engagement Policy that includes deliberative engagement practices. These practices must then be used to ensure true community input into the development of the:

- Community Vision
- Council Plan
- Financial Plan, and
- Asset Plan

The Act provides Councils until March 1 to have a Community Engagement Policy adopted. The Council Plan, Financial Plan and Asset Plan deadline is October 31 this year.

Council is working hard to improve our communications and engagement practice to build confidence and trust in what we do. We know, working with our community will mean we can achieve great things. Our goal is a shared vision, a common direction, a united community.

2. The Engagement Approach

Our engagement program will be delivered in five stages. These are outlined below.

<p>Stage one February – April 2021</p>	<p>We hit the streets hosting <i>Share Strathbogie</i> sessions in all seven of our townships.</p> <p>Hundreds of face-to-face conversations were held with locals about why they love living in Strathbogie Shire, what would make it an even better place to live and if there was anything people could live without.</p> <p>Our goal was to understand our community's values and expectations. To be really clear on what matters to our community. These broad questions helped us achieve this goal.</p> <p>During stage one we also used a budgeting exercise that allowed us to understand our community's infrastructure and service priorities.</p> <p>The outcomes of this exercise were two-fold. They helped us set the priorities in our Council Plan and Community Vision, along with informing the 2021/22 Budget and our 10-year Financial Plan.</p>
<p>Stage two April 2021</p>	<p>In April we launched our online engagement platform www.share.strathbogie.vic.gov.au. Through this platform we continued to ask our community the three broad questions designed to understand their values and expectations.</p> <p>Stage two also allowed us to test what we were hearing, to ensure we weren't misunderstanding any of the themes we had developed during stage one.</p> <p>www.share.strathbogie.vic.gov.au allowed Council to engage more broadly than ever before. This platform allowed people to share their feedback from any place at any time. It meant those who didn't value the face-to-face sessions in stage one could be heard.</p>

<p>Stage three July to August 2021</p>	<p>The Strathbogie Shire Community Panel was held over three consecutive Sundays in July and August.</p> <p>Panel members were independently recruited in a random-selection process to ensure there was a cross-section of people working together to drive Council's direction.</p> <p>Through an independently facilitated process, the panel drafted a Vision Statement that captured what our community values most about living in our Shire and helped set the priorities for a Council Plan that gets us there.</p> <p>Expert facilitators used deliberative engagement methods to support panel members with different viewpoints to work together in a respectful manner and come to a shared position.</p> <p>Participants deliberated on a range of topics and voting was used to confirm the final recommendations and rationales.</p>
<p>Stage four September</p>	<p>In September we provided another opportunity for our community to provide their thoughts, advice and feedback.</p> <p>We released our Draft Council Plan and Draft Financial plan for a traditional 28-day consultation period on www.share.strathbogie.vic.gov.au</p>
<p>Stage five</p>	<p>This stage will include an extensive communications campaign to ensure our community has access to the final Council Plan, Community Vision and 10-year Financial Plan and understands how their input shaped the final documents.</p>

3. Engagement methods

Our planned engagement program ensured our community was engaged using the method or tool they preferred.

In stage one we created meaningful face-to-face engagement opportunities across our Shire. This ensured we proactively sought feedback and generated two-way conversations.

The *Share Strathbogie* sessions provided the first opportunity for our community to have their voices heard. Having Councillors at every session demonstrated to the public their ideas were being considered and acknowledged.

Face-to-face engagement generated trust in the process. It allowed community members to ask questions, be provided with answers and feel heard.

As we moved through the stages the depth of engagement changed. This has ensured our engagement activities have stretched along the IAP2 Engagement Spectrum from 'inform' to 'collaborate' and 'empower'.

The table on the following page outlines the engagement methods we used based on the level of impact.

Table 1: Engagement methods used based on the level of impact.

Inform	Consult	Involve	Collaborate	Empower
<p>General Communication</p> <ul style="list-style-type: none"> • Advertising • Media releases • Social media • Emails • Newsletter stories • Website • Fact sheets • Posters 	<p>Direct and Interactive Engagement</p> <ul style="list-style-type: none"> • Customer Centre • Letters seeking feedback • Draft Council Plan and Financial Plan 	<p>Feedback forums</p> <ul style="list-style-type: none"> • Share Strathbogie face-to-face sessions • Prioritisation exercise • Meetings with stakeholders 	<p>Community Panel and online engagement</p> <ul style="list-style-type: none"> • Community Panel • Share Strathbogie Online Engagement Hub • Polling • Surveys • Briefing papers • Videos 	<p>Community Panel</p> <ul style="list-style-type: none"> • Community Panel

3.1. Deliberative engagement

During stage three the Strathbogie Shire Community Panel was able to test the findings we received during the previous stages.

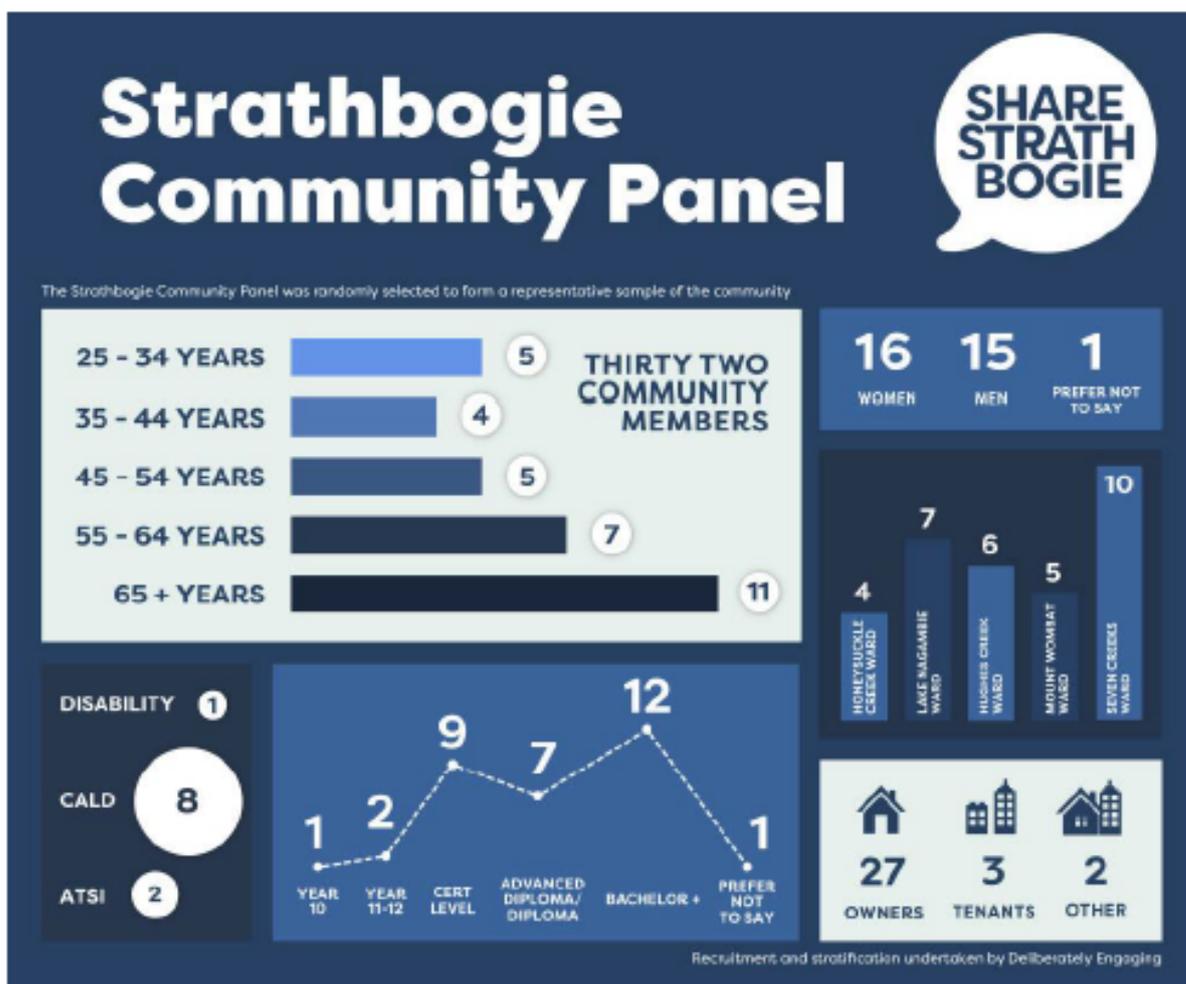
We engaged two consultants for the delivery of our Community Panel: Max Hardy Consulting and Deliberately Engaging. This ensured true deliberative engagement was achieved with true independence in the process.

Deliberately Engaging independently managed the entire recruitment process – selecting a representative sample of 32 participants across our Shire. Max Hardy Consulting designed and delivered an engagement process that ensured open, honest, genuine, transparent and fair input into our Community Vision and Council Plan. It also ensured we met the requirements of the Local Government Act 2020.

The process was completed using a deliberative engagement approach that:

- had a clearly defined scope and objective
- provided objective, relevant and timely information
- included a panel of participants that were representative of the community impacted by the matter in question
- participants were offered support to ensure they are able to participate meaningfully in the engagement process, and
- the participants were informed of the ways in which the community engagement process would influence Council decision making.

Figure 1: Community Panel participants by ward, gender and age.



This process confirmed for Council the strategic focus areas that have been included in our Council Plan and allowed us to develop strategies, key initiatives and actions that directly response to our Community Vision and community's priorities. Robust discussions were held on key topics raised through previous engagement sessions and new topics, driven by the panel. This included.

- Environment and waste
- Project delivery
- Asset planning
- Planning and investment
- Tourism, arts and culture
- Corporate operations
- Economic development

Council also drew on the expertise of id Consulting to present the panel with information on demographic shifts impacting Australia, Victoria, Melbourne and Strathbogie Shire.

On topics where consensus on recommendations being put forward could not be reached polling was used and recommendations were accepted where 75 per cent or more of the panel said they could live with the recommendation. These responses can be viewed in an [independent facilitator's report](http://www.share.strathbogie.vic.gov.au/independent-facilitator-s-report) on www.share.strathbogie.vic.gov.au.

3.2. Information provided to the community

During our engagement activities extensive information was provided to the community. Correspondence was sent to all households in our community twice. The first through the MyStrathbogie Bulletin to launch the Share Strathbogie face-to-face sessions and the second through an invitation to apply to be part of the Community Panel.

Table 2: Links to all the information provided.

What	Topic
Media release 1	Help shape the future of Strathbogie Shire
Media release 2	Sense of Community makes Strathbogie Shire special
Media release 3	Help drive the future direction of Strathbogie Shire
Media release 4	Community at heart of Council Plan
Media release 5	Feedback on draft plans wanted
Fact sheet	Help shape Strathbogie Shire's future
Fact sheet	Join the Strathbogie Shire Community Panel
Newsletter to all Shire households	My Strathbogie Bulletin
eNews	Links to www.share.strathbogie.vic.gov.au in every edition
Euroa Gazette Advertising	Weekly from April to September
Nagambie Voice Advertising	Fortnightly from April to September
Posters	Ruffy poster
Invitation to all Shire households	Join our Community Panel
Strathbogie Shire Community Panel	Welcome pack
Briefing note	Tourism and community services
Briefing note	Project delivery
Briefing note	Waste and environment
Briefing note	Planning and investment
Briefing note	Economic development
Briefing note	Corporate operations
Briefing note	Asset planning
Social media 1	Share Strathbogie launch
Social media 2	Have you heard about Share Strathbogie?
Social media 3	Strathbogie Shire event reminder
Social media 4	Strathbogie alert
Social media 5	Avenel alert
Social media 6	Longwood alert
Social media 7	Violet Town alert
Social media 8	Ruffy alert
Social media 9	Online engagement platform launched
Social media 10	Online engagement platform reminder
Social media 11	Online engagement platform reminder
Social media 12	Online engagement platform reminder
Social media 13	Avenel alert 2
Social media 14	Join our Community Panel
Social media 15	Community request – join our panel
Social media 16	Join our Community Panel
Social media 17	Community request for young people to join our panel
Social media 18	Community Panel registration now open
Social media 19	Have your say on our Draft Council Plan

4. Participation

Many of our Share Strathbogie sessions were held at public events throughout our Shire. Through these we held hundreds of conversations with our community. While we have not captured the number of participants we have:

- Captured more than 800 individual pieces of feedback
- Completed eight *Share Strathbogie* sessions in Strathbogie, Nagambie, Avenel, Euroa, Longwood, Violet Town, Ruffy and Avenel (after weather impacted the twilight market)
- Dedicated more than 200 hours face-to-face hours
- Hosted a Community Panel, using deliberative engagement methods across three consecutive Sundays in July-August.
- Achieved a social media reach of more than 15,000 and post engagement of more than 880.
- Online hits of more than 3300
- Received more than 200 pieces of feedback from the community panel and more than 23 recommendations to include in the Council Plan
- Received 11 submissions to our Draft Council Plan
- No submissions were received on the Draft 10-year Financial Plan

5. What our community told us

Through the face-to-face Share Strathbogie sessions we captured more than 800 individual pieces of feedback. We have worked through all feedback to determine topics in Council's remit and those that are outside Council's area of control or, which sit as opportunities for Council advocacy. This feedback can be found in 6.9 *Key questions feedback*.

5.1. Key questions

People responded well to our three key questions – what do you love about living in Strathbogie Shire, what would make it even better and is there anything you could live without.

This exercise was designed with two goals in mind:

1. To provide every person living in Strathbogie Shire with an opportunity to share their values and aspirations
2. To understand our community's values, needs and hopes for the future.

From this feedback we have been able to develop seven themes, which are outlined below.

A creative community. Our community told us they value arts and culture. They are proud of their cultural heritage and our artistic talents. Now is the time to build on that so everyone can enjoy it.

Liveability and connectivity. This is about roads, rates, footpaths and rubbish – they matter. Our people want easy access around our townships and throughout our Shire. These services are important they make us love where we live.

Our environment. Our community is telling us this is why they love where they live. It's the natural environment, the open space, the parks, gardens and waterways that draw people here

to live, work and play. More importantly, they're telling us to protect it. They want future generations to experience the special place we call home.

Sustainable growth and development. This is a topic on many people's minds. Development must be managed carefully to protect the natural environment, to protect our sense of community. We must ensure the community infrastructure grows at the same pace as housing, tourism and industry.

Our people. To borrow a line from a famous movie (and our community, we heard it several times) it's 'the vibe', it's the people, it's a feeling of safety. It's passion, it's spirit, it's just an awesome place to live. Let's build on the things that support our people – young, old and in between.

Smart spending. Of course there's the serious side. Our community want us to spend funds wisely. They're concerned they're not getting value for money. They're expecting we spend smart and buy local whenever we can.

An engaged community. When it comes to communication we can't do enough. They're grateful for the customer service team, but beyond that there are improvements to be made. Our community is telling us they're seeing better input into our decision making, but we're definitely on notice. Community engagement makes for better decisions and better outcomes.

5.2. Prioritisation Exercise

At each *Share Strathbogie* session participants were able to complete an exercise that allowed them to prioritise Council services and infrastructure. Participants were given 200 points and were asked to put their points towards the infrastructure and services that mattered to them. This exercise was designed with two goals in mind:

1. To provide every person living in Strathbogie Shire with an opportunity to share their priorities with Council.
2. To ensure we understand our community's priorities to inform the 2021/22 Budget, Community Vision and Council Plan

Through this activity we found our community's top five service and infrastructure priorities are:

Service priorities	Infrastructure priorities
1. Roads, drains, bridges and footpaths	1. Roads, drains, bridges and footpaths
2. Climate Change	2. Buildings and facilities
3. Supporting local business	3. Arts and cultural facilities
4. Planning and development	4. Major facilities that promote tourism or regional events
5. Environment	5. Waste management

Full results can be found in section 6. *Findings*.

5.3. Community Panel

5.3.1. Community Vision

Day one of the Community Panel focussed on the development of a draft Community Vision Statement. Participants were first asked to describe what their ideal week in Strathbogie Shire

would look like in 2040. This information was then used by the panel to begin drafting the Community Vision.

An editorial group was then elected who were tasked with developing a single combined vision that reflected the overall sentiment of the group. The panel had many opportunities to provide their input into the draft vision, before the group was polled on the final vision statement.

The vision statement passed with 87 per cent of the panel voting that they could live with it or better.

Figure 2: The vision statement developed by the Strathbogie Shire Community Panel.

“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.”

5.3.2. Testing the themes

One of the key tasks on the Community Panel was testing the themes developed through Stage one of the face-to-face Share Strathbogie sessions held in townships throughout the Shire.

The panel voted to consolidate these themes by combining 1, 5 and 7 into a single theme and 4 and 6 into a single theme. This meant the panel identified four key themes that would support the delivery of the Community Vision, these being:

- Engaged Community
- Connected people and places
- Living in our Healthy Environment
- Holistic Growth/Productivity and Development

5.3.3. Developing actions

The Community Panel made 23 recommendations under these four key areas that would be used to achieve the Community Vision. These recommendations can be found in section seven, with the full [Community Panel Report](#) and on www.share.strathbogie.vic.gov.au.

5.4. Submissions to draft Council Plan and 10-year Financial Plan

To ensure we had captured the feedback through eight months of community engagement the Draft Council Plan and Draft 10-year Financial Plan were released for a 28-day consultation period in September.

The release of the draft documents was accompanied by an extensive communications campaign, which shared our call for feedback through all our communications channels. This included social media, website, www.share.strathbogie.vic.gov.au, emails and the media.

We received 11 submissions. All submissions can be found in section eight.

6. Findings – stage one

6.1. Overall findings

Table 3: Overall service priorities

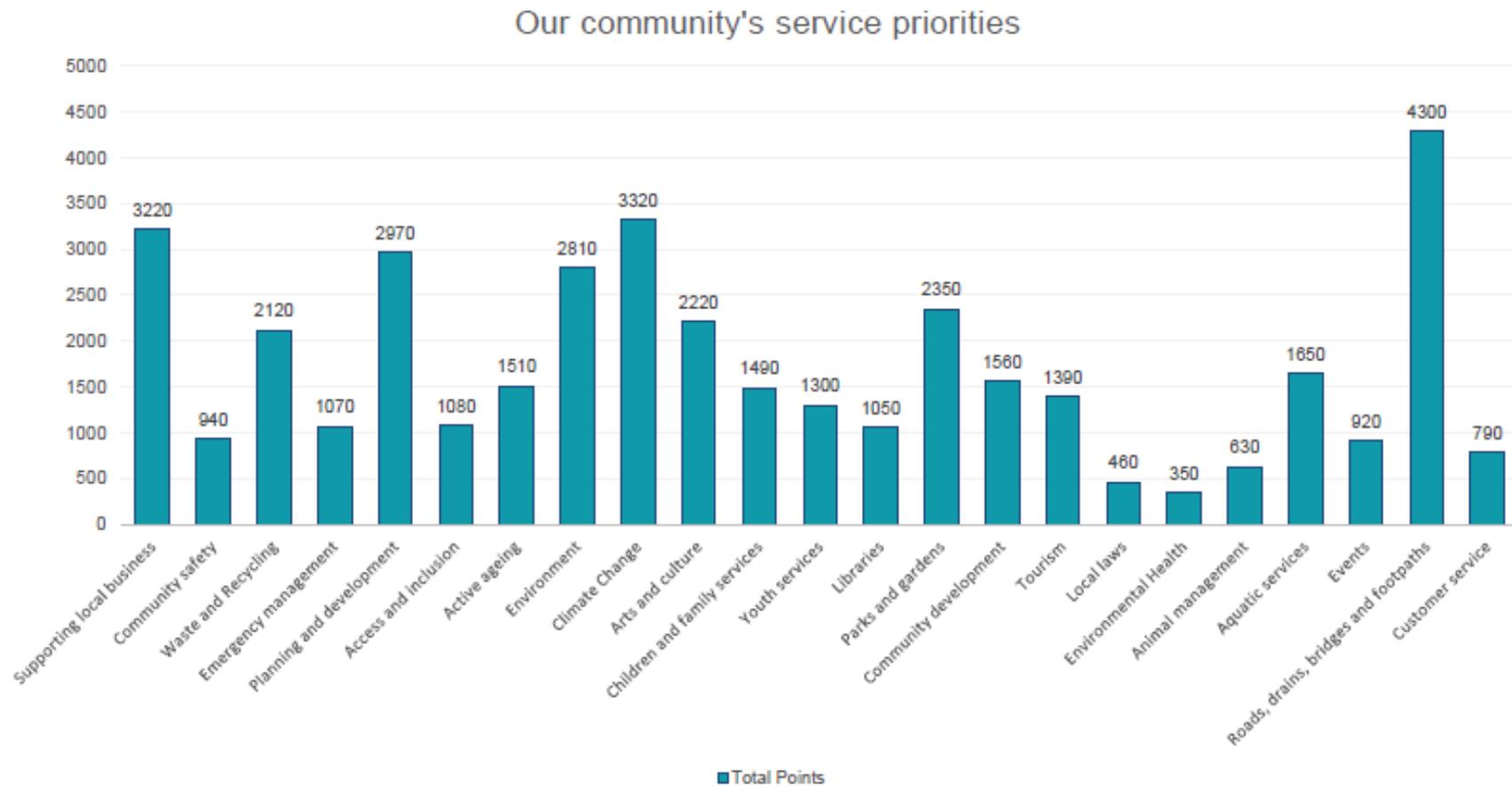
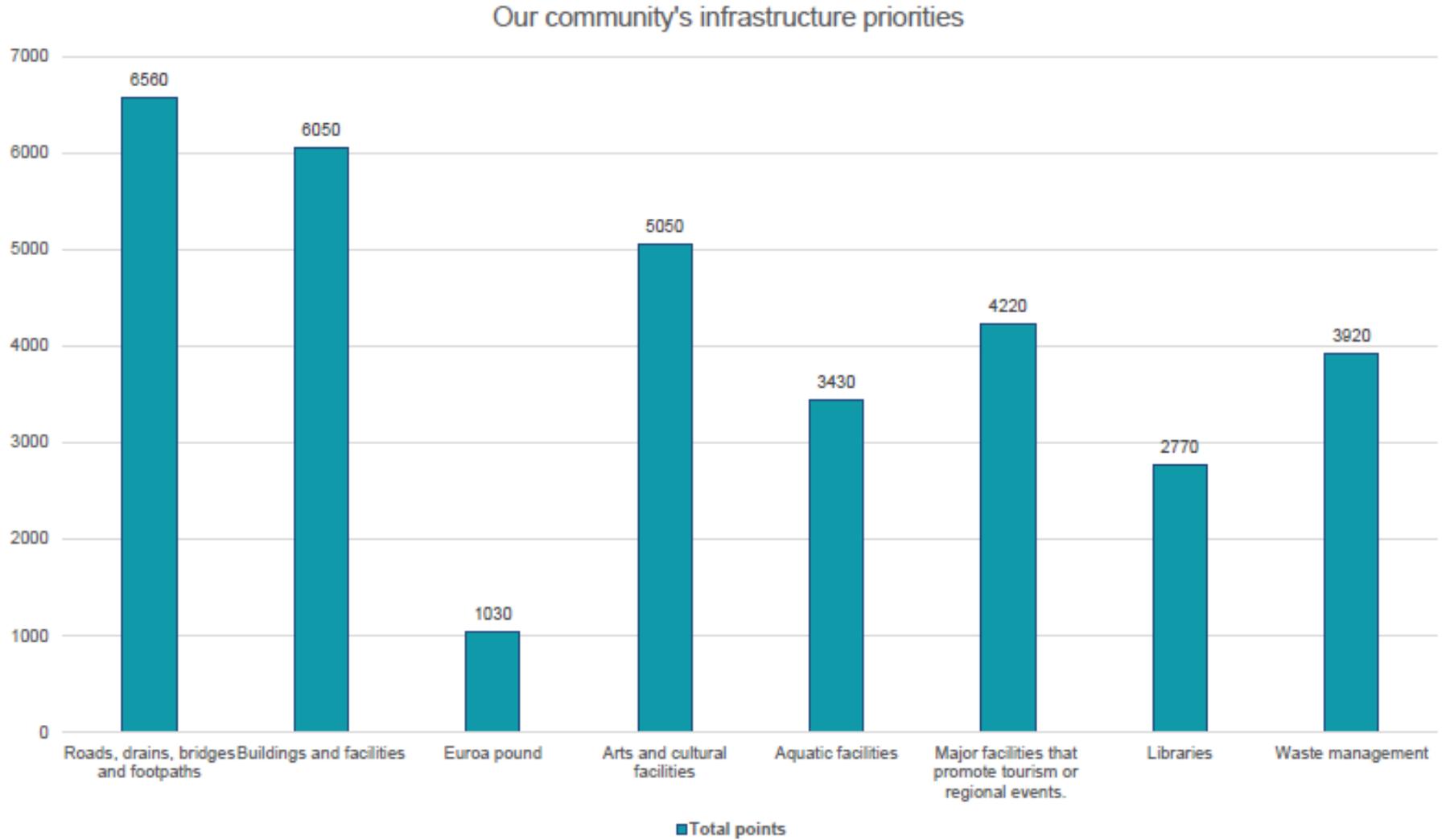


Table 4: Overall infrastructure priorities



6.2. Strathbogie findings

Table 5: Strathbogie service priorities

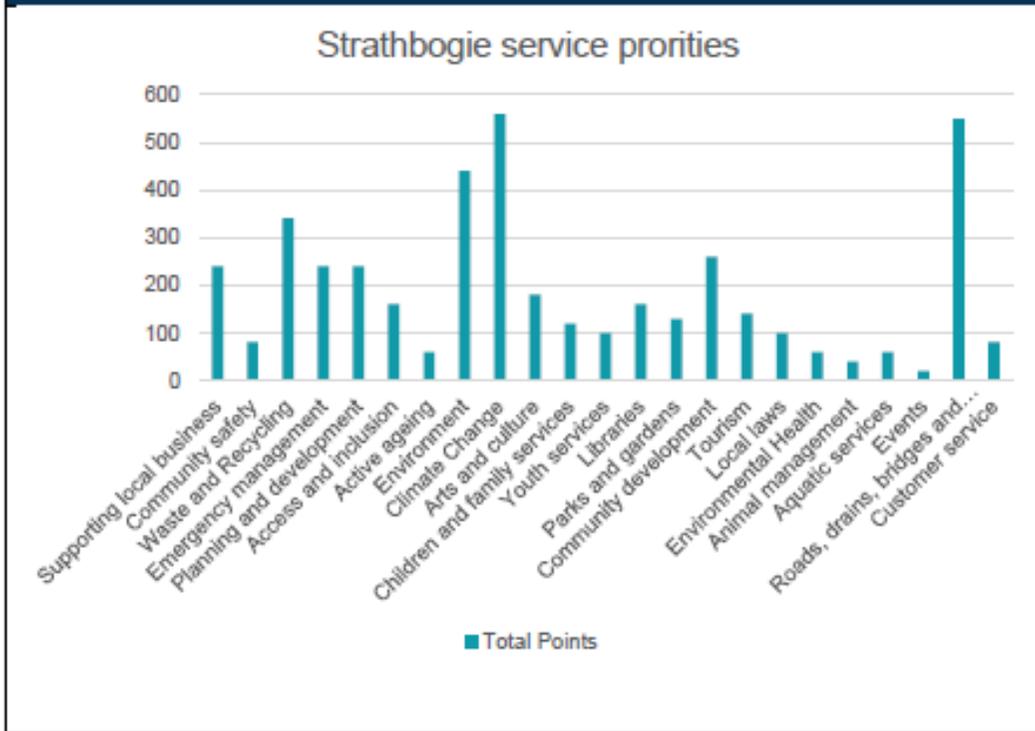
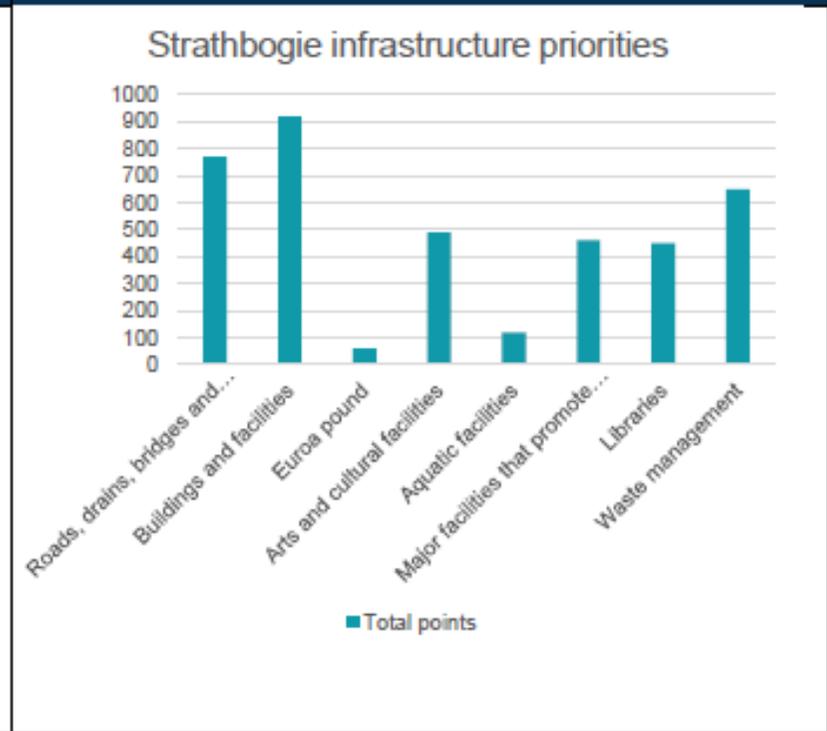


Table 6: Strathbogie infrastructure priorities



6.3. Nagambie findings

Table 7: Nagambie service priorities

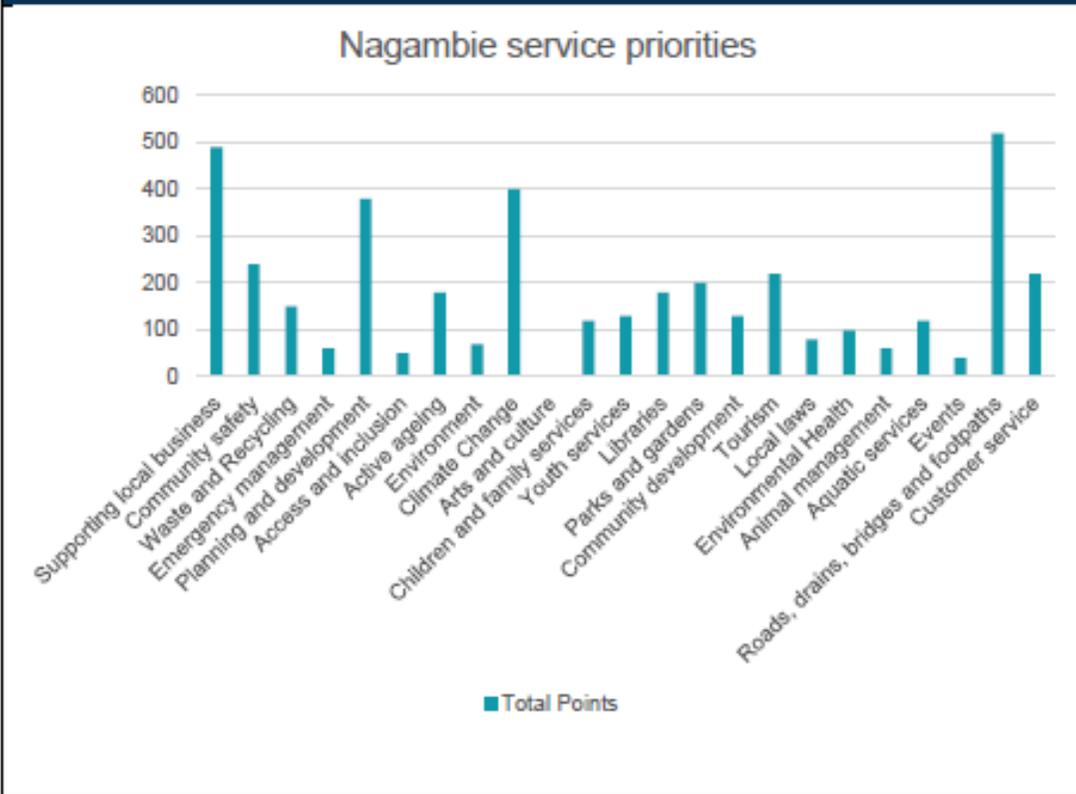
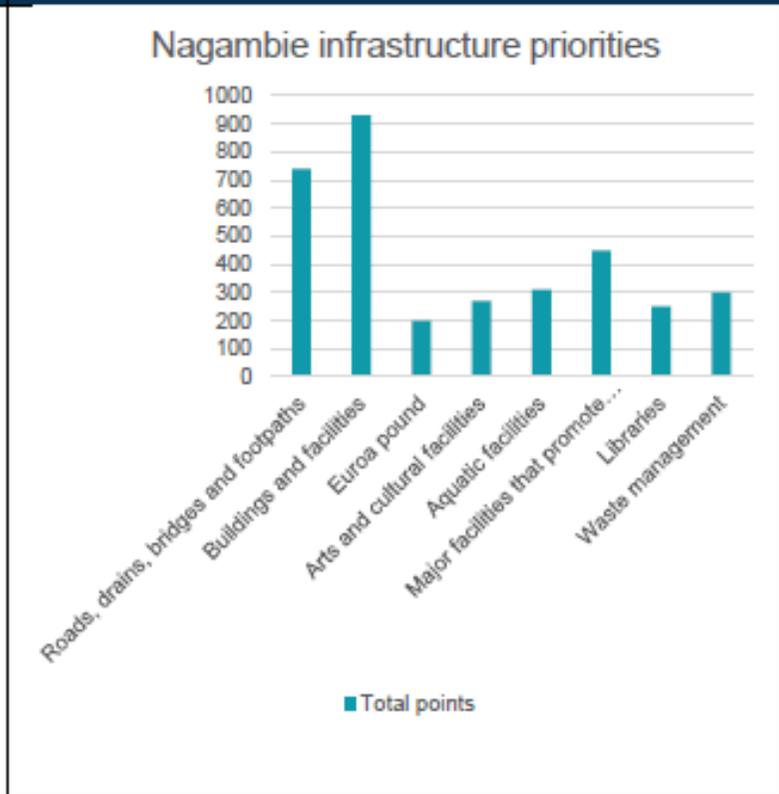


Table 8: Nagambie infrastructure priorities



6.4. Euroa findings

Table 9: Euroa service priorities

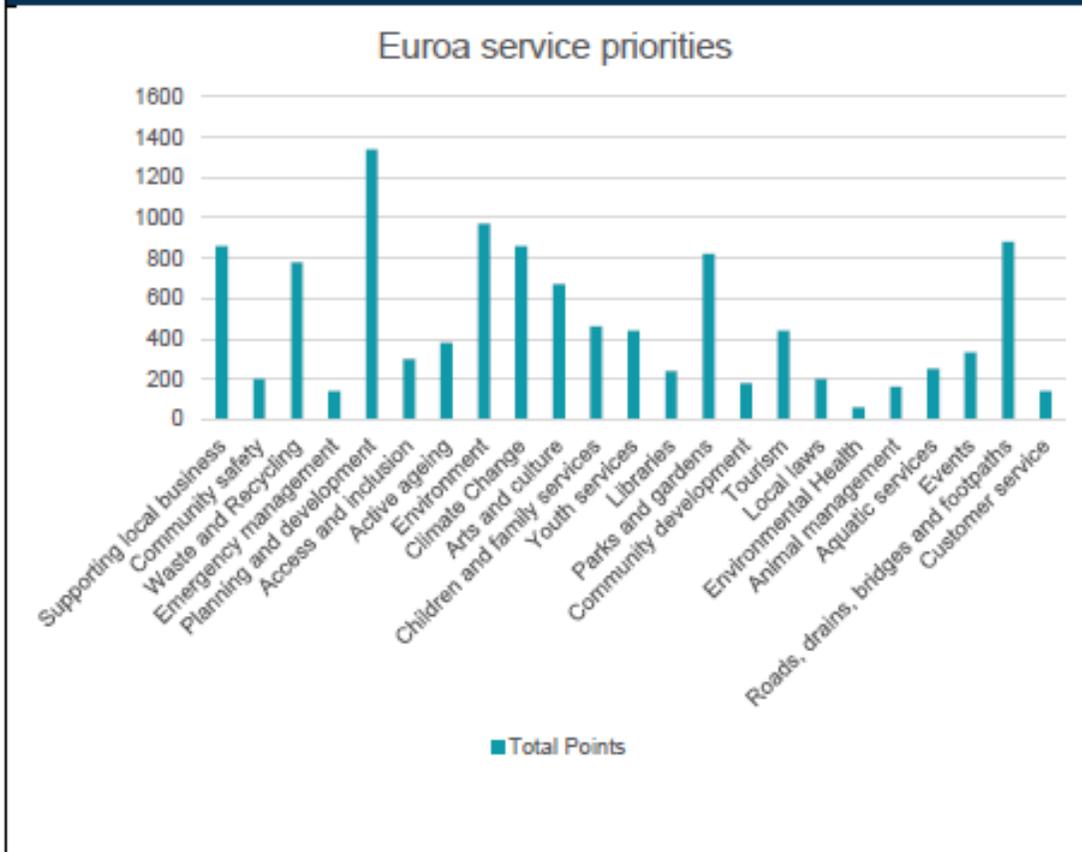
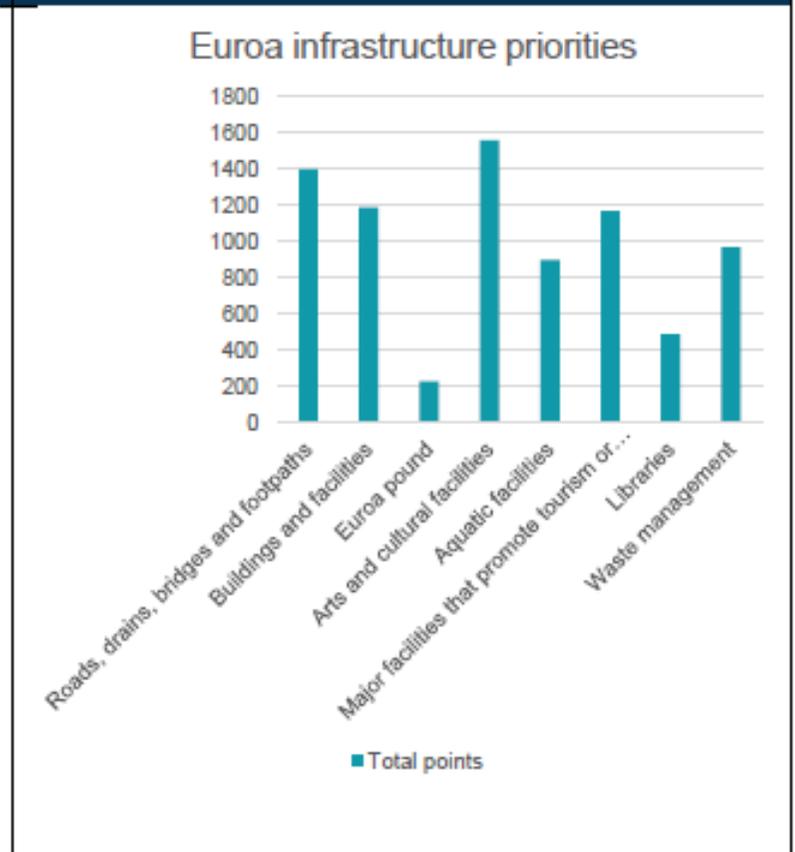


Table 10: Euroa infrastructure priorities



6.5. Longwood findings

Table 11: Longwood service priorities

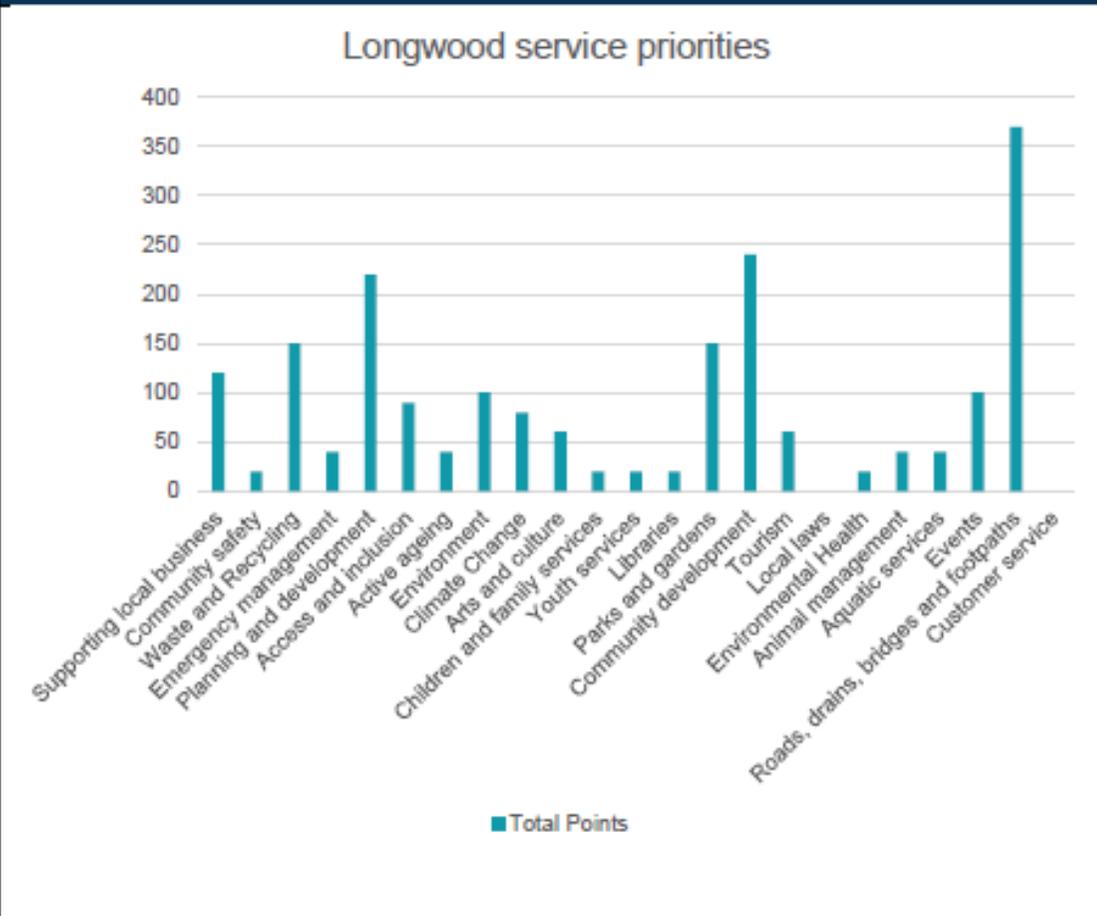
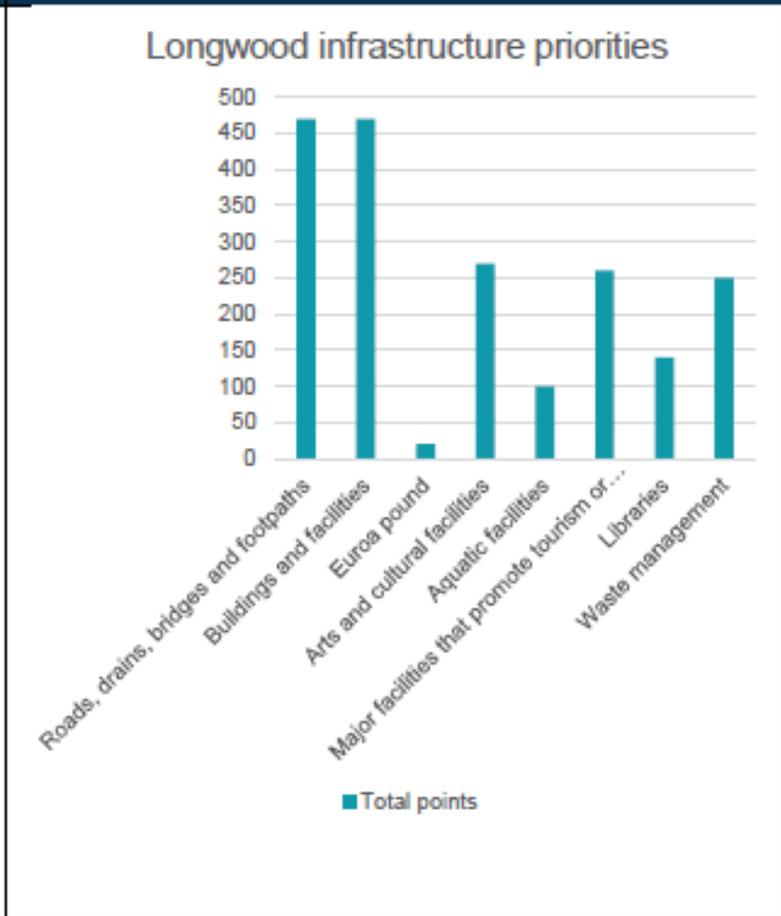


Table 12: Longwood infrastructure priorities



6.6. Violet Town findings

Table 13: Violet Town service priorities

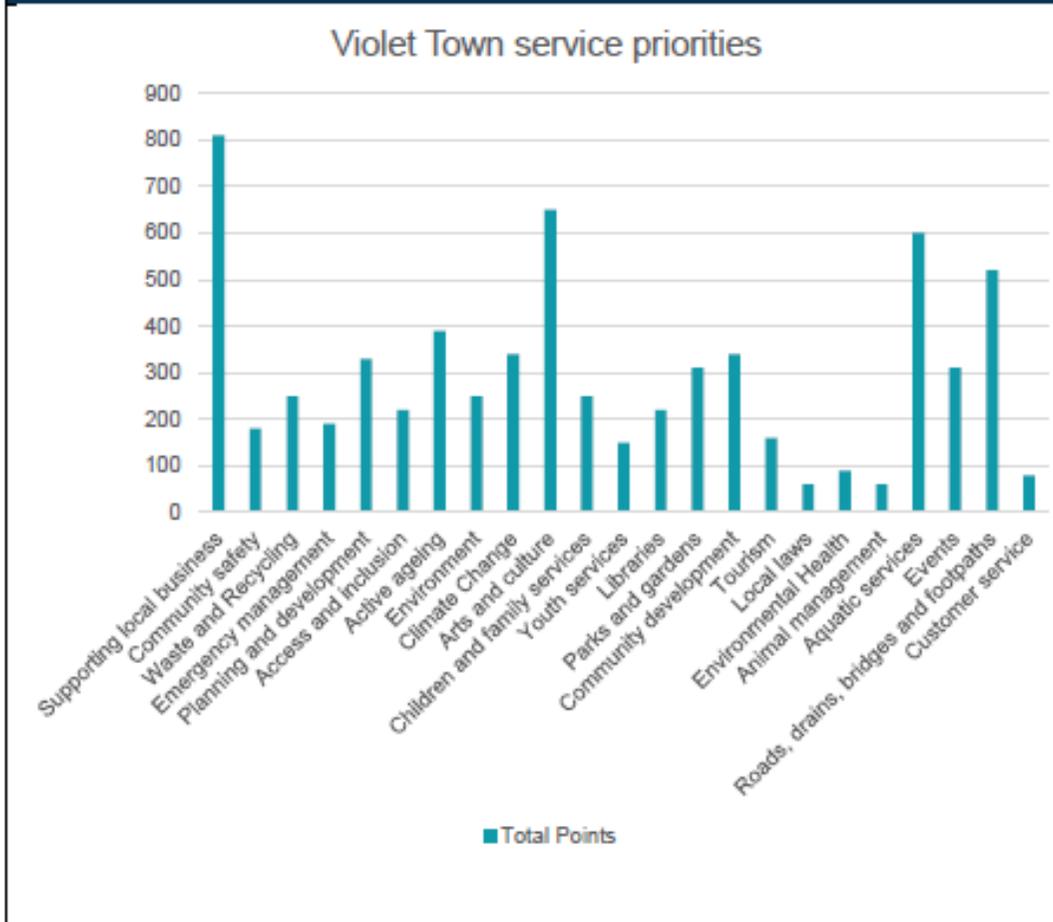
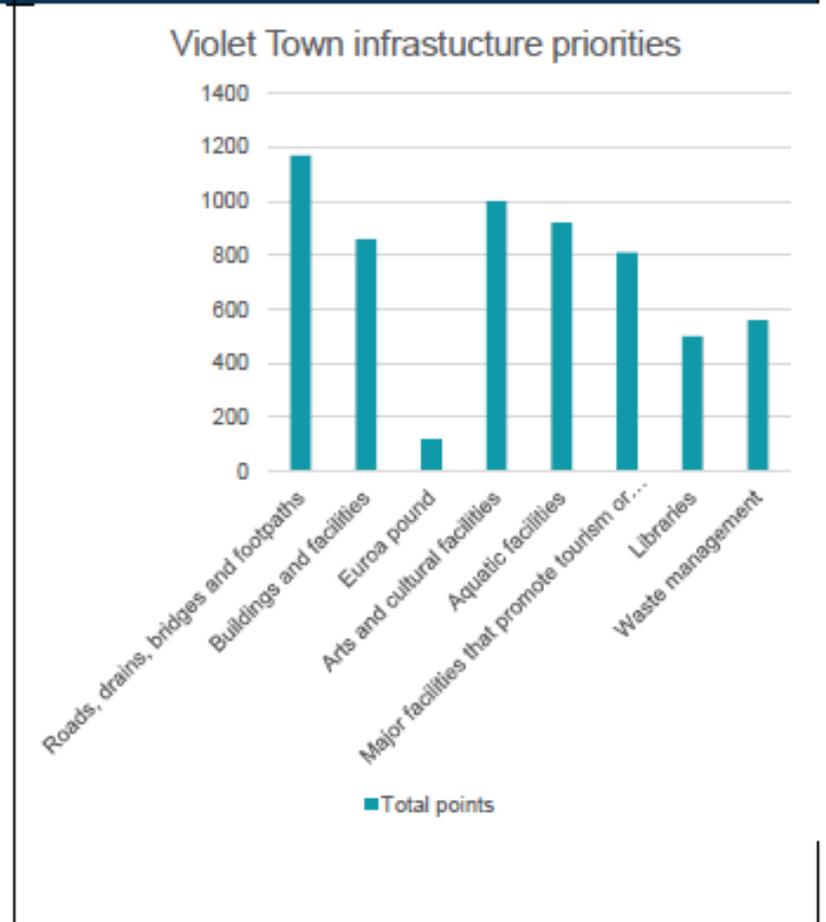


Table 14: Violet Town infrastructure priorities



6.7. Ruffy findings

Table 15: Ruffy service priorities

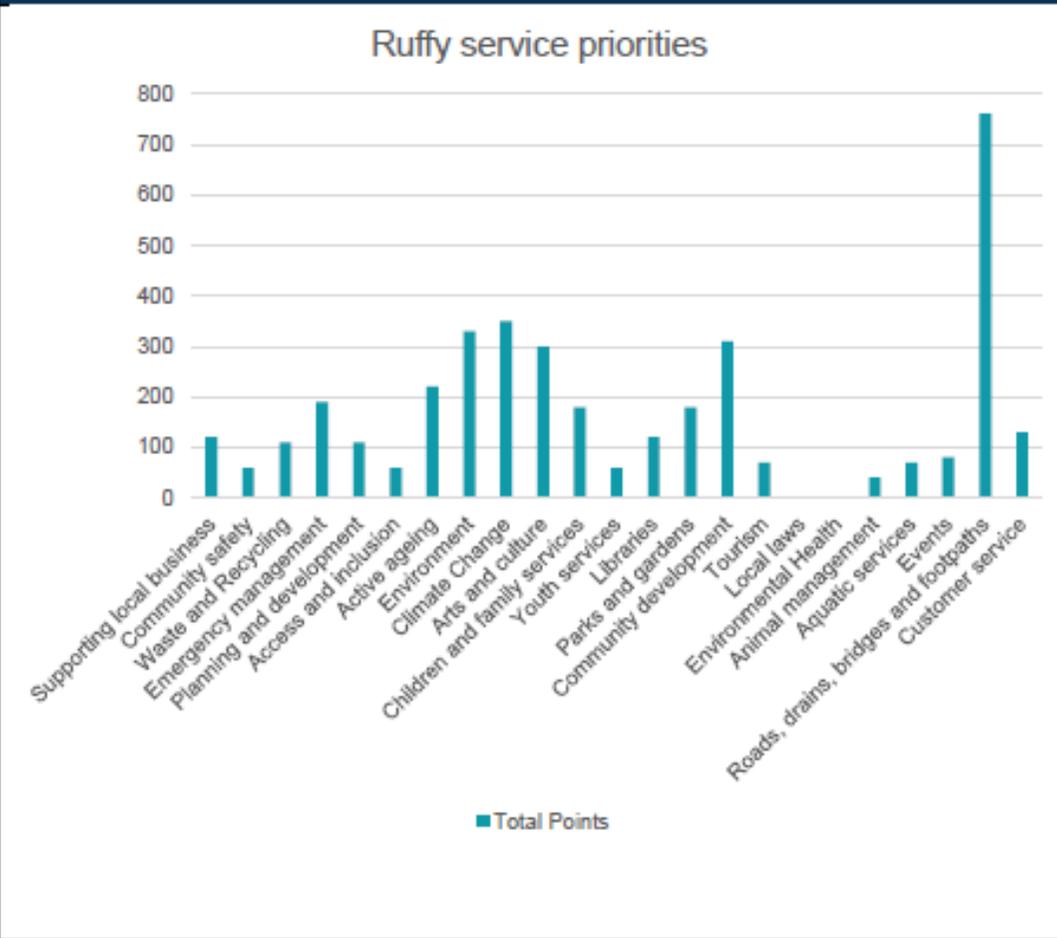
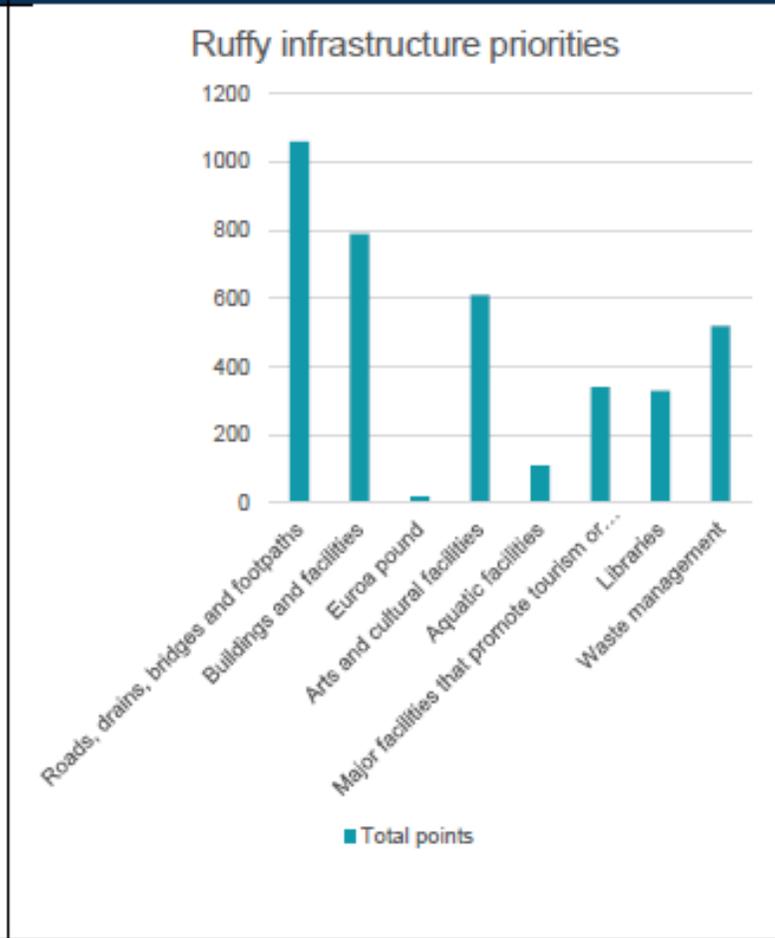


Table 16: Ruffy infrastructure priorities



6.8. Avenel findings

Table 17: Avenel service priorities

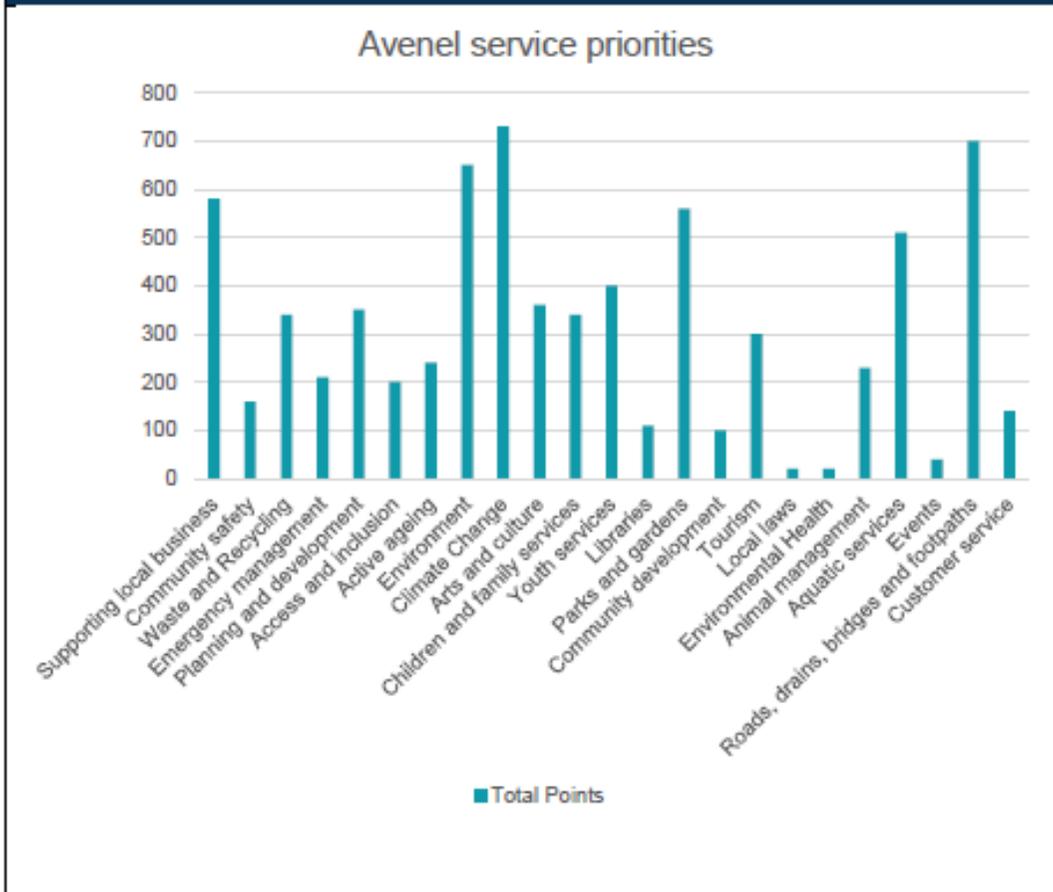
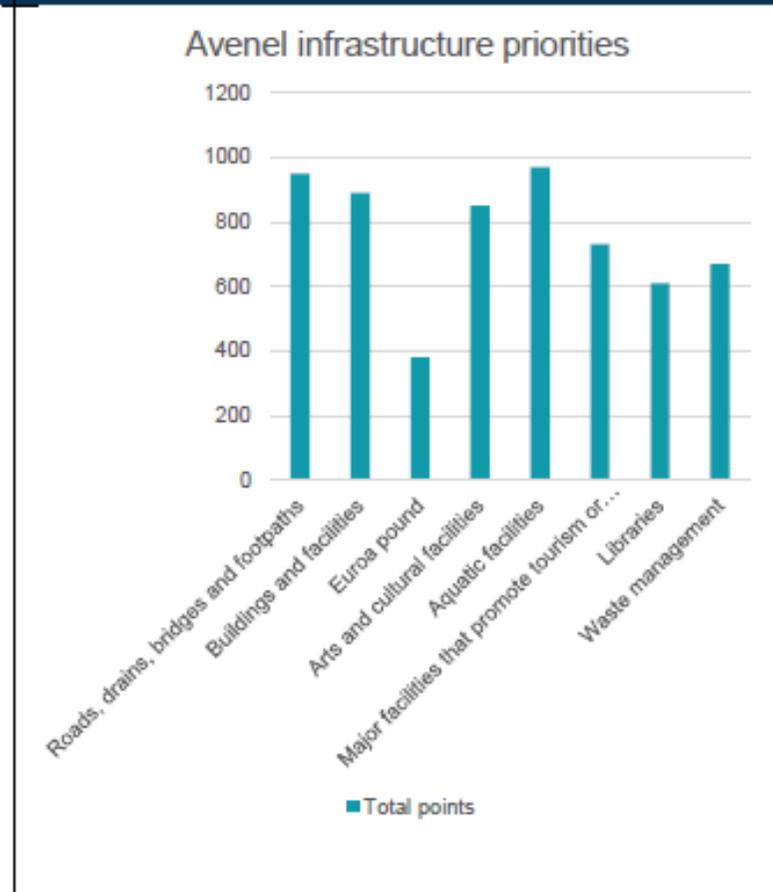


Table 18: Avenel infrastructure priorities



6.9. Key questions feedback

Table 19. Feedback gathered relating to each theme.

Theme	Key question	Feedback
A creative community	What do you love about living in Strathbogie Shire?	<ul style="list-style-type: none"> • Festivals and the energy they bring. • Variance of activities. • I never run out of things to do. • The cinema in Euroa. • Entertainment. • Tourist information friendly • Free camping at Longwood Recreation reserve. • More event - lots more could be done.
	What would make it an even better place to live?	<ul style="list-style-type: none"> • More community ART. • Support for VT market. • Promote historical aspects of Longwood more. • More art installations x2 • More food and art culture to vitalise the town. • More street furniture for Binney Street. • Make Binney Street by the shops one way. • Binney street to go European. • Outdoor space Euroa Music Festival Music/events. • Festivals & food precinct. • Recognise and celebrate the diversity of history in this town and make it more interactive. • Shared space - band hall and Visitor Information Centre • Use lake more as a draw card. • Tourism infrastructure. • Need energy to the place to draw people here. • More family tourism to bring people. • Sewerage dump point with parking bay in town as people pass through - however, the Regatta Centre is too far out of town. • Rowing events don't bring money to town as they BYO. Need to draw them into town. • Red Kelly statue. • Outdoor cinema. • More events activities. • More live music.

	<p>Is there anything you could live without?</p>	<ul style="list-style-type: none"> • 20 km speed limit through Nagambie.
<p>Liveability and connectivity</p>	<p>What do you love about living in Strathbogie Shire?</p>	<ul style="list-style-type: none"> • Happy here - the Shire maintains the oval when you want it to be done. • Smaller town. • Location (to Melbourne) x 2 • Our library, kinder friendly businesses (café, supermarket) pool, the creek The Parish. • Pools. • Sport in VT. • No need to shop out of town. Yah • Great pool. X 2 • Country, freedom, peace. • Freedom - Its home. X 2 • It's quiet. • Peaceful and tranquil location. Centrality ie to Victoria. • Proximity to Melbourne. but far enough away! x5 • The parks are tended to regularly and tidied up. • Escape from Melbourne. • Great that it is a destination in itself. • Amenity - relaxed atmosphere. • Proximity to Melbourne. X 2 • Facilities - driving options have improved. • Love the lifestyle. • Location, east of access, quick trip to Melbourne (by car) Village atmosphere. • Wouldn't swap it for metro ever. • Ice creams - must have been for the market! • Village feel of smaller towns. • Nice soft village. • Quiet, beautiful, cafes, lakes, homewares etc. • Lovely and clean and well preserved. Retains heritage. • Continue the support of the heritage buildings. • Architecture and ambience of old world. • Lovely and clean and well preserved. Retains heritage. • Proximity to Melbourne x 2 • Can walk everywhere and leave the car at home. • Facilities.

		<ul style="list-style-type: none"> • Like the pop ups in the main street - a great feature - good focus. • Historical buildings. • Lots of different sports. • Access to larger towns. • Pretty town.
	<p>What would make it an even better place to live?</p>	<ul style="list-style-type: none"> • Sealed, safe roads X 3 • Toilets - the TCC become public toilets and cleaned by Shire X 4 • Roadsides - better management and large fallen trees - balancing habitat & fire safety. • Mobile library to Ruffy. • Fix Buntings Hill Road wheelie bins. • Roads need to be graded properly - recent grading has made road unsafe. X 2 • Grade roads more often. • Quality of roads - improve back road to Seymour. • Tar Buntings Hill Road. • Tar Longwood-Ruffy road -new section being done. • Disabled toilet is the only toilet open near walking track. Council needs to supply toilet paper, soap, towel and clean. • Ruffy Rec - fix the disabled reserve toilet door! It needs to open outwards X 2 • Manage road side trees getter. Fuel load too high - older trees pose a lot of risk - Longwood Ruffy Road typical example. • Check trees that don't look too healthy for white ants - they love blowing over in the wind. • Safer roads (Welby track trees unsafe). • Clean nature strips of rubbish. • More activities for kids. • Flood mitigation infrastructure plan. • Upgrade the VT reserve. Improve main street re traffic. • A strategic Early Childhood Education Plan. Support for early childhood education. • Enforce dogs to be on leads. • Need electric car charger at servo as on junction of two highways. • \$\$\$ spent on the VT streetscape like other towns. • 50 km signs coming into VT are not visible, overgrown? Poor placing (coming from Murchison VT road. • Harrys Creek Road dangerously narrow (5-6 km out) 4-10 km. • Pool open longer months. • Community building available for music, dancing activities, kids and teens X 2 • Appealing streetscape x 3 • Footpaths. X 4 - Pedestrian crossing in Cowslip Street. Better pavements. X2

		<ul style="list-style-type: none">• Easier process of septic tank permits.• Gap Road needs to be graded more.• Improvements to roads.• Better (some) town drainage in Longwood.• Masterplan for Longwood.• Masterplan on recreation reserve (plus grants we can use through Longwood East Landcare.• Better access to transport for those that do not drive.• More recreation/sports for children and adults.• Roadside should be cleared more when trees come down.• Better Longwood Ruffy Road.• Dangerous overhanging trees.• A masterplan for the Longwood Recreation Reserve.• Better servicing of unsurfaced roads.• Drainage for Hurley Street.• A decent town mower for Longwood.• Half basketball court & playground in the pub paddock.• Footpaths & kerbs to get kids safely to the bus stop.• 2nd netball court. X 2 for juniors as this age group growing numbers.• Amenities block for multipurpose (currently no facilities for female umpires).• A Council electric bus to service Strathbogie residents once each week (and Avenel, VT, Ruffy etc) on other days. To meet morning train (for city travel) and leaving Euroa after picking up passengers from midday train. For shopping, health etc.• A better place for the future? A more connected Shire Council. Better transport. Better infrastructure. Encourage new families.• Roadside management, fallen trees, damaged fences. If it fall in Euroa its removed, if it fall outside town boundary - push it off the road and forget it.• Children's Playground.• Tidy up around town.• Higher standards for footpaths and accessibility.• Clean picnic tables.• Clean bins.• Holes near service pits.• Pedestrian link to clock tower.• Need pathways for older people/disabled people around the lake.• Off leash dog area.• Hard rubbish pick up opportunities.
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		<ul style="list-style-type: none">• Bring back the water slide with a coin donation to raise money for community groups.• Water park.• Walk way to leisure park.• More walking tracks around the lake to town.• Need disabled parking at Buckley Street car park.• More disabled facilities.• No infrastructure which disadvantages the younger community.• Maintain the water front.• Need pram/wheelchair ramps and pathways such as at Clocktower.• More accessible tracks around the lake and town for prams and wheel chairs.• Kerbs and ramps to pathways from roads aren't suitable for power chairs and wheelchairs.• Parallel parking near water tower - all the way through.• If path to Regatta Centre happens - reserve land for potential extension. - bridge - G Ryan development - Parklea - so it goes around the lake.• Footpaths near hospital. Gaps in the network around town.• Angle park in High Street near statue. Move bus stop to outside Forbes garage.• Walkway from Regatta centre to town.• Public access to the lake.• Larger/more infrastructure need more ovals to cater for growth in town.• Where do kids play? More organised sport? Where are the facilities and planning.• Focus on water safety and education. Policing of waterways laws.• Playgrounds.• Even better skatepark.• More bike tracks and trails.• More things to do - bike riding.• A croquet lawn in Avenel.• Shire support for our historic buildings and bridge.• Avenel Rec Reserve support.• Better footpaths x 2• Heated swimming pool. X2 Not an ice bath.• Footpaths in Avenel.• Strathbogie township need more maintenance.• Creek to creek project needs mowing it's fire friendly.• Flying cars, robot animals, new equipment in the play ground.• Bike paths on Strathbogie Road.• Footpath 2 especially to the kinder.
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		<ul style="list-style-type: none">• Longwood-Ruffly Road near horse studs when trucks stop going up and down.• Bike and walking tracks.• Footpaths granitic sand and doesn't need to be smother.• Track around Lake Nagambie - support foreshore path.• Improved playground in Avenel.• Better play equipment and spaces.• Better signage and road thoroughfares - main road cleaner and routes.• Splash park - something for the teenagers in town. Maybe in the creek.• Extend the bike path.• BMX track x 4• Kennedy Street footpaths.• Apex walking track to Clifton Street.• Bike track Euroa to Violet Town along Mahers Road.• Permanent recycling bin in Rotary Park.• Better skatepark.• A permanent sign promoting Euroa Farmers market on Band Hall wall.• Weekend cafes open or an information centre with café.• Speed stopper Creek drive.• Maybe road base on Creek Drive - all the way.• Dust suppression along Creek Drive. (If not speed humps down Creek Drive near Anderson Street, where it butts onto Creek Drive.)• Footpath to Arboretum.• A rubbish bin at Sevens Creek walk start and finish (for poop bags)• More dog waste bins around the Apex track.• A better road into Mt Wombat.• Please supply bitumen to both sides of Brackett Street to stop all the dust.• Kids adventure playground.• Road improvements.• Less dead trees along sides of roads that fall down and risk people's lives.• All access walking track around the creek/Apex track (must be concrete or bitumen)• Palmer avenue block - needs cleaning up - the buildings that were moved there.• All seasons covered pool x 2• Designated waking tracks to open up Strathbogrie.• Plan for footpaths - get them connected.• Suspension bridge at Rockies x 2• Better garbage pickup at Miepol and better mail delivery to my door!
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		<ul style="list-style-type: none"> • Historic houses & buildings to keep up the authenticity of the region. • Things take time when they are related to Council and other services like Vic Roads. • Adventure playground on the other side of the bridge near toilets (like Bright has.) • Less dogs in Binney Street (ie more under control) • More rubbish collection in Creightons Creek. • Bring historic buildings back to life - celebrate - meaningful information. • Pruning street trees for aesthetic purposes.
	Is there anything you could live without?	<ul style="list-style-type: none"> • VTAG • Unrestrained dogs - unregistered dogs - feral dogs and cats. • Park near toilets on main street needs overhaul. • No pedestrian cross in Cowslip Street - accident waiting to happen. • Dust from trucks on Oak Valley Road. • Neighbours that blast rock without notice. • Mobile library. • Town's rubbish service • Very slow completion of some community projects - such as Spring Creek picnic area. • No 20 km speed limit mid week. • Council staff could be walking around town to see what needs to be done.
Sustainable growth and development	What do you love about living in Strathbogie Shire?	<ul style="list-style-type: none"> • I love the small village atmosphere and that there's great roadside vegetation. I love that landholdings on the Tableland are bigger (ie I'd hate to see them chopped up.) • Support progress. • Support all development as it brings people and prosperity. • Bypass for trucks has improved it. • Diversified heritage precinct being preserved.
	What would make it an even better place to live?	<ul style="list-style-type: none"> • Maybe a retirement village - can't manage 1/2 acre block by myself. • Support for housing refurbishments to become more sustainable with insulation and energy efficiency. • Security in rural zones - remote from towns makes rural locations vulnerable. • More subdivision opportunities in Violet Town. • Big picture planning focus for the future. • More available space for pop ups and shops. • Better, easier Planning team. • Never KFC McDonalds • Guidelines and a real desire to make our building developments and planning laws reflect action on sustainable energy goals.

		<ul style="list-style-type: none"> • Stop at 'hill top' house site approvals, much the same as some other councils have done eg Mullumbimby. Ensuring all the remaining natural environments are protected, including roadsides. Educating landholders and strong leadership needed here. Many new landholders are 'clearing' the scrubby roadsides. • Progress. • Remove rowing courses - retractable course to free up the lake - putting boats back into long rowing course stuffs it up. • More and varied shops. • Need to be in front of the curve with infrastructure. • People don't get accessibility - need toilets/parking/facilities. • Need kindergarten/primary school. • Need pocket parks in estates & playgrounds. • Need facilities to support locals. • More efficient approvals for development. • Better facilities for families and young children ie parks & equipment. • Need to cater for peak periods eg car parking. • Need more community infrastructure to cater for growth. • If new infrastructure is not built then you won't catch up to support the population. • Manage the growth & infrastructure needs to catch up. • Install angle parking alongside Jacobson's lookout to increase parking spaces (currently parallel) • Need developer contributions - developer needs to pay. • Infrastructure under pressure - do only urgently needed infrastructure. • Infrastructure already stressed by population but growth will make it worse. • Council needs a bigger picture of how the town is developing to service the growing community. • Stop further development until these issues of water and power are fixed for existing residents then proceed with all the development. • Keeping infrastructure up to development and service. • Parking - including near hospital. • Need long term plans for infrastructure. Planning properly for growth. • More green spaces on estates. • Three more housing estates need more infrastructure. • Sustainable carefully planned development.
	<p>Is there anything you could live without?</p>	<ul style="list-style-type: none"> • Pub veranda - old pub VT. Slow process! • Inappropriate development that is too large growth needs to be in steps. • Money for the Rowing Course. • Over development in Nagambie. • Change traffic - take out Northbound lane.

		<ul style="list-style-type: none"> • Overdevelopment which could destroy environment - this is particularly vulnerable here. • Don't let Nagambie grow too big. • Too much housing development. • No kerb and channelling - grass drainage • Don't want to see unsustainable development. • New and ugly developments. • Large recycle facility in Boundary Road.
<p>Our environment</p>	<p>What do you love about living in Strathbogie Shire?</p>	<ul style="list-style-type: none"> • Climate. (seasons) X 2 • Environment. X 3 • Tranquillity X 7 • Rocky outcrops. • Surroundings. • Seasons. • How's the serenity. • Landscape. Environment including the sky • The granite. • The natural environment. • The animals (native) X 3 • My freedom. Native animals and birds. X 3 • The gum trees. • Beautiful area. • Parks and gardens • Natural remnant landscape. • Flora magnificent. • Fauna. • Scenic views. • The creeks and springs • High quality environmental land. • The environment. Natural landscape. • Climate. The boulders. • Natural environment. • Creek space a great asset. Green spaces - parks. • Love the shire is declaring a climate emergency. • Serenity and quiet. X 3 • Close to hills and views from the hills. • Park area around the river a big asset.

		<ul style="list-style-type: none"> • Country/rural life. X4 • The environment x2 • Seven Creek area.- Natural beauty. • Strathbogie Tablelands - the unspoilt environment. • Recycling Depot • I love the clean air, the wildlife. The sharing nature of the Tableland community. People can bring their ideas to the table and actually feel their voice being heard in projects and activities. • The environment of the Strathbogie Plateau - this is a very species rich place and does have many areas of native vegetation, even if some are disturbed - one of the richest mammal faunas in the state - we need to practically protect this and the community. • The environment and nature - the community - it is a real community - we look after each other. Freedom. Living in the country. Small community ???feel. • The environment, the landscape, the community locally in Strathbogie township and Euroa. (I have little experience in other locations.) • I love that there is nature unspoilt and abundant and that the people speak up to protect it. Clean Air, Clean Water. • Tableland great environment and the community needs to be protected. • The lake. Its environment, its people, flora and fauna. • Lake is such an asset • Peace and quiet x2 • Lake a big attraction. • Waterways, environment and the people. • Small community, lifestyle is relaxed and uncomplicated, waterways & natural wildlife. • The environment. • Quiet and peaceful x 3 • Love the country life. • Natural surroundings - fresh air - pool hall. • Fresh air, mountains, people, space, community. • Trees. • Climate, people, sense of community.
	<p>What would make it an even better place to live?</p>	<ul style="list-style-type: none"> • Increase native vegetation & wildlife. • Wind turbines and solar are a good idea. • Better weeds program & don't use contractors and spray at the right time - not too late. • Free waste drop off. • Protecting native veg/nature strips. X 2 • More things in the sustainable Strathbogie 2030 for local towns/residents

		<ul style="list-style-type: none">• Shade trees on sides of Cowslip Street shopping strip to provide shade for cars in Summer.• Recycle shop at Violet Town tip.• Support for bush kinders.• Nature play areas for children.• Solar/wind micro grid.• More support of regenerative small scale farmers.• Children educated on sustainability - tip excursions.• More council purchases of recycle content items.• Worry about the fuel and danger of fallen logs laying on the side of the road.• More walking tracks.• Transfer station needs a recycle shop.• More information on recycling to encourage people to recycle.• Make parkland better and bigger.• More shade trees in town.• Eliza Street - get rid of what's been cut and dead - new shade trees and the drain.• Plant-up Euroa.• Clean up Sevens Creek from rubbish weeds etc and reinstate the foot walk near Memorial Oval.• Bush walk to Pollie McQuinns then onto Gooram (1/2 km)• More green spaces and street trees x 2• It may not be Council's responsibility but the creeks management is a disaster. Blackberry and other weeds - Who cares?• Sustainable housing models - maybe a tour.• Much better weed management of Tableland roadsides.• The hall could have many solar panels generating into a local microgrid. We could power a community electric bus. Courtyard on the north with paving and vines - doors opening onto the paving from the hall.• Being confident that the natural environment will be protected under strong council regulations that are enforced. We need a system for reminding landowners and notifying new landowners about habitat protection once these precious habitats or even components of these are lost they will never be replaced - I am particularly concerned about ongoing loss of precious roadside vegetation when new 'farmers' move into the area - I have been around since 1991.• New residents education session about land care and environmental sensitivity around land management.• A better environmental policy or one at least!• Weed control• Transfer station needs to have the 'reuse' recycle ethos. ie timber now goes to landfill.• How can you make timber at the transfer station available for reuse.• Tip needs to be open more.• Don't try to save the planet globally, concentrate on local matters and you will make a difference.
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		<ul style="list-style-type: none"> • More trees • Solar requirements in new developments - built in by developers, batteries etc.
	Is there anything you could live without?	<ul style="list-style-type: none"> • Wind turbines X 2 • Rabbits. • Foxes x2 • I could definitely live without the visitors/trailbikes, who seem to think our hills are fair game for destruction! Our walking tracks are naturally beautiful areas should be better protected from such ignorant and uncaring people. Why don't they crucify their own backyard!! • Climate emergency.
Our people	What do you love about living in Strathbogie Shire?	<ul style="list-style-type: none"> • I still do - I have embraced living in the Ruffy area but we are going down hill. • Community spirit. X 2 • People friendly. X 4 • Caring community. • Acceptance - the vibe. • Ancestor settled here and we live on the property. X 2 • Isolation - small population. X 2 • Community involvement. • VT market, tourists, people and freedom. • Community, quiet life, friendly neighbours, proximity to mountains, little shops, trainline, trees, community initiatives, clubs. • Small friendly town X 2 • Space, quiet, community, friendly less stress X 7 • Strong sense of community. X 2 • Great Community house, library and shops. • Sense of community X 6 • Community X 3 • Likeminded people • Good neighbours • Community. X4 • People. X3 • Quiet for retired people. • Friendly people. • The sense of community and the support we give each other (Strathbogie township - not Shire) • Community, Environment, Diversity and Topography • The people.

		<ul style="list-style-type: none">• I love the people of Strathbogie. I have the ability to enact progressive and unique improvements for our community. The community is small enough for people to have a go to enact our ideas that are needs relevant to the people.• Just love Nagambie.• Atmosphere - feel safe here.• Open/safe town.• Friendly people and community.• Nice feel about it.• People even teenagers talk to us oldies.• Retired here for the lifestyle and being in the rural area.• Great place to life - the people and country lifestyle.• Great community atmosphere.• I come from Sydney, lovely, quiet, friendly.• Not many bushfires fundraiser, lots of nice people, big country town.• Sense of community.• Nice town.• Rural, moved from country to country, love freedom.• Quiet space and community• Proximity with country town feel.• Community feel.• Sports.• Just like it• Nice place to be• Belonging to a wonderful community.• Volunteering. X2• The people. X2• Small town feel x 3• Grew up here - great family place.• Homely.• Peace and quiet.• Diverse range of people.• Smaller inclusive community.• Friendly people. X 7• The openness of people. Not crazy like city.• People care about people.• Community passion.
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		<ul style="list-style-type: none"> • Welcoming community. • Active community. •
	What would make it an even better place to live?	<ul style="list-style-type: none"> • Keeping the spirit of the community up and always help people in need. • More teen activities/shops. • Needs for mid teenagers - a community hub for kids (ask the kids down assume.!). • More activity for kids especially in holidays.
	Is there anything you could live without?	<ul style="list-style-type: none"> •
Smart spending	What do you love about living in Strathbogrie Shire?	<ul style="list-style-type: none"> • Value for money
	What would make it an even better place to live?	<ul style="list-style-type: none"> • Rural rate consideration (not continual increases). • Euroa, Avenel, and Longwood get all the attention but smaller towns are being left behind. X 2 • Lower rates X 2 • Council having a buy local priority especially with business, be pro-active. Hosting online lists is not enough. • Reasonable rates levels. • More attention to small towns – it's not all about Nagambie and Euroa. • Council focused on outcomes not roadblocks. • Council spend money sensibly. • More accountable Council expenditure. • Funding real needs, not follies. • Excessive waste of rate payer funds on projects like the Spring Creek picnic area, which wasn't even wanted by the majority of our community. Short cycle vision by the Shire workers. • Value for money.
	Is there anything you could live without?	<ul style="list-style-type: none"> • Excessively high rates compared to many other councils - many people in this Shire are not wealthy. • Council spending on re-doing projects (get it right first time!). • Rural rates, very little service for rates paid - compared to the towns - compared to eg Melbourne. Possible answer: lobby state government jointly with other councils and VFF etc • Excessive consultants fees for projects we just need to do. • High rates x no returns. • Rates increase with little return. • Excessive rates \$\$\$\$ • Excessively high rates.

		<ul style="list-style-type: none"> • High rates! • Small vision (foresight) • Non compliant Shire officials!! • Funding real needs, not follies. • Excessive waste of rate payer funds on projects like the Spring Creek picnic area, which wasn't even wanted by the majority of our community. Short cycle vision by the Shire workers. • The rates are excessive!! • Pay too much for what Euroa gets. • All money goes to Nagambie. • Wasteful staff resources. • Council staffing seems to be excessive.
An engaged community	What do you love about living in Strathbogrie Shire?	<ul style="list-style-type: none"> • Promotion by caravan park. • The new councillors' approach to engaging with the community - keep it up! • Customer service people are fabulous. It's what happens after that.
	What would make it an even better place to live?	<ul style="list-style-type: none"> • Responses from Shire after events like this. • Sign to say picnic people take rubbish away from Rec Reserve because no council pick up. X 2 • Better communication. • More community engagement with Council. • Feedback on actions of previous meetings. X 3 • Get 'back room staff' to call people when they lodge a customer complaint. • Front line staff are great but it is like an Iron Curtain behind them. • Plan to engage upper primary and youth in our small towns. • Improve communication with the publican at the old pub where veranda is. • Improve Shire's communications to residents. • Newsletter to community (similar to East Gippsland) but not stopping advertisements in the Gazette. • More of this engagement • More exposure of smaller towns. • Keep the website up-to-date - info out of date. • New, even better free camping signage for recreation reserve. • Longwood Action Group. • Longwood on the Shire website map!! X 2 • Autonomous community groups. It's stifling and kills creativity that everything must go through STAG. This has created unnecessary bureaucracy. • Better and actual council and community engagement in local projects. Completion of local projects - on time and within budget.

		<ul style="list-style-type: none"> • Education on recycling/waste management. • In this day of COVID 'restrictions" we should have Service Victoria App everywhere and for everyone. • More education on waste management. • Fill up the empty shops with promotions. • Signage lettering is too small. • More engagement and consultation with community. • No coordinated voice for all issues (resources harnessed.) • A comprehensive Shire that delivers for all and not just the loudest or most active voices.
	Is there anything you could live without?	<ul style="list-style-type: none"> • Website is hard to navigate. • Small groups don't talk for everyone.
Advocacy opportunities (or topics raised outside Council remit)	What do you love about living in Strathbogie Shire?	<ul style="list-style-type: none"> • Friday at the Ruffy store (sadly no longer!) • CFA is excellent. X 2 • Great schools • Ice creams • Food. • Good transport to Melbourne via Seymour. • Coffee shop • Lots of great cafes • The smoothies at Mely & Me • Good schools.
	What would make it an even better place to live?	<ul style="list-style-type: none"> • Allow to clear native strip - fire hazard. • No cars dumped on properties in Redgate Lane Ruffy. • Better services upgrade put new mobile phone towers Ruffy photo - top of Welby track - benefit increase connectivity. • Clean up hanging trees off the roads. X 3Extend fire wood collection time for fallen trees along roadside. X 2 • Weekly community shopping bus & appointments ie Tolmie. • Bring back the Granite News X 2 • Community bus (Ruffy).Better internet & phone service X 5 • Road safety - Tulip Street. • A primary school we could feel confident sending our kids to. • Early childhood programs such as Music & movement - Gymbaroo. • Hall committee to be proactive in seeking people to use hall more often. • Safety/remoteness - the emergency app does not work when there is a local emergency. • Amalgamation & a larger council.

		<ul style="list-style-type: none">• Shire investigate activity on stolen property from farms - livestock stolen.• Support for housing refurbishments to become more sustainable with insulation and energy efficiency.• Initiatives to support getting locals employed in ECEC.• Reliable internet. X 2• No mobile service at Boho South - needs to be improved!!• Signed & formalised walking school bus track/path from sides of towns to schools and CBD.• Better pub.• Maybe a retirement village - can't manage 1/2 acre block by myself.• More support by local community for our primary school enabled by the Shire.• Reliable trains.• More low cost housing suitable for aged fold in VT.• Better mobile reception +better mobile data reception in VT + NBN X 3• Run with community house training on how to take minutes of a meeting - so as to meet statutory requirements.• Support for local employment.• First aid training for volunteers throughout Shire.• Mental health training for volunteers throughout Shire.• The pub needs to be open often.• More kids at the school. X 4• Buses to Euroa.• Longwood station back in commission.• The rail bridge. X 8• Heavy vehicle bypass.• Rail underpass. X2• Large rail overpass.• Traffic.• Get rid of ugly overpass.• Public transport - V-line to Melbourne.• Secondary school & primary school represented at the market (with adult interaction).• Sunday too dull on main street - missed opportunity.• Upgraded hospital.• Sunday afternoon supermarket.• Better rail system.• More shops to bring people in.• Business centre restricted. Railway station an option (new design where will we go with new stores in the future.)Stop hoon behaviour. Lewis street/Farmer avenue.
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		<ul style="list-style-type: none">• More breakfast food cafés.• Business to be open longer hours especially weekends and public holidays.• Don't change it - railway precinct.• Plant out the roundabout at McDonalds - make it beautiful .• Park Run is great.• More train services.• More visiting health specialists.• Support underpass - ARTC. Railway precinct - green space in and around - push for this with ARTC.• Support the caravaners by having Burtons open mid arvo Saturday and Sunday.• More action in the main street on weekends - shops, cafes etc.• The drug shop next to the library.• Easy access to train line & travel to Melbourne.• Main street to stay open.• Regular and timely bus to Melbourne.• Not closing down early Thurs and Saturday.• Coffee shops open on public holidays for the tourist town.• I would love to see the road speed limit being reduced to 80 and more signage to alert drivers to wildlife who share our roads. It is so distressing to see the unnecessary carnage on our roads, and its all due to the speed and perhaps lack of awareness.• Gas• Water pressure in Prentice Street.• Council could advocate more for infrastructure power/water/services.• Restaurants need to open longer hours particularly in Winter.• Pub takeaways great idea.• Markets are great• Good food choice is key.• Night time life is needed as Nagambie grows.• Water pressure is crap at the Whroo Estate.• Need to deal with reliable power supply.• Another supermarket.• Bus travelling to Shepparton & Seymour.• Monday and Tuesday there is nothing open or happening! We need lots more activity/energy needed. X2• Bring the Town pub to the modern era.• Shops open at key times.• Need shops for residents, clothes hardware, shoes not just eateries. X 2• Need food premises opening later at night.
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		<ul style="list-style-type: none">• People making tree change want services and more opening hours.• Water pressure is poor. X 3• Water supply is a concern due to growth.• Improve electricity infrastructure - summer drop outs are painful!• Water pressure & power improvements.• Lack of power certainty.• Retaining wall on High St addressed.• Upgrade railway station - carpark has major dust issues.• More good quality restaurants.• Better opening hours and choice for locals.• Varied businesses ie shops. X 2• Public transport• Abandon Government and return to a Common Law assemblies throughout.• No hoons.• More passenger train services x 2• Better high school options.• Fully equipped weights gym with spin bikes.• Restore/maintain the old stone bridge (respectfully)• More shops.• More room in the school.• Not closing down early Thurs and Saturday.• Coffee shops open on public holidays for the tourist town.• More action in the main street on weekends - shops, cafes etc.• The drug shop next to the library.• Easy access to train line & travel to Melbourne.• Main street to stay open.• Regular and timely bus to Melbourne.• Railway precinct - green space in and around - push for this with ARTC.• Support the caravaners by having Burtons open mid arvo Saturday and Sunday.• Plant out the roundabout at McDonalds - make it beautiful.• Park Run is great.• More train services.• More visiting health specialists.• Support underpass - ARTC.• Business to be open longer hours especially weekends and public holidays.• Secondary school & primary school represented at the market (with adult interaction).
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		<ul style="list-style-type: none"> • Sunday too dull on main street - missed opportunity. • Sunday afternoon supermarket. • Better rail system. • More shops to bring people in.
	<p>Is there anything you could live without?</p>	<ul style="list-style-type: none"> • Roadside debris x3 • Dead trees (safety) x5 • Pests, mice, rats and possums. • COVID-19 x 2 • Macca's and Kentucky Fried. • Non-functioning pub. • Fast trucks barrelling through town. • Barking dogs. X2 • Sulphur crested cockatoos x 6 • Pub fencing. • Possums in the hall and the damage they are causing. Destroying one of our best assets. • Speeding/hooning through town. • The freeway noise - haha. • Stop feeding the cockatoos vermin for farmers and very destructive. • Railway line being rebuilt every 'few weeks'. • Undrinkable water. • My neighbours barking dogs. • Hoons in car - safety. • Hoons. • Rubbish lying around McDonalds roundabout. • Heavy Vehicle bypass. No no no. • The overpass. • Racism, abuse against females. • New bridge will be an abomination - go for underpass. • Burtons closing on weekends at 5 pm (12.30 Saturdays) • Wasteful staff resources. • Council staffing seems to be excessive. • Rail underpass. X2 • Large rail overpass. • Traffic. • Get rid of ugly overpass.

6.10. Share Strathbogie Feedback on key questions

<p>What do you love about living in Strathbogie Shire?</p>	<p>Ability to engage in active travel I would like to see the council encourage cycling and active travel around Euroa and other towns. Council could do this by installing more bike racks - particularly outside council buildings. Council could also do this by encouraging staff to cycle to work. Is there a ride to work week? Council could allow staff to salary sacrifice the purchase of an ebike. There is a system for doing this in the Australian Capital Territory, so the model exists.</p> <p>More artwork murals I know in Nagambie there has been a big want to get the water tower painted to add vibrant life, colour, and culture (of local wildlife such as platypus or local birds or a local person) to the main street. This would also attract comers marking it on the art silo trail to attract ppl to visit town. There are a few other fantastic old buildings that could also be worth painting. I think it's important at this time after covid to also support our artists with work, as there was no artist job keeper benefit for a casual job such as this. Now is the time!</p> <p>Nature! I love being close to nature, having access to an amazing arboretum and local people who are passionate about wildlife and preserving our environment. I love that our green bins go out weekly and that I have a backyard to plant natives that attract fauna.</p> <p>Heathcote-Graytown National Park This is 28000 acres approximately and is one of the largest standings of Ironbark trees in the southern hemisphere. Unfortunately, the government agencies that are supposed to look after this park, namely Parks Victoria is NOT doing a good job. This puts our whole community at risk, and I would like the Council to follow up with Parks Victoria to establish what they plan to do, for example, I would think its 20 or 30 years since the fire tracks have been cleared. There are small trees growing on some of these tracks. We live in the worst place for bushfire in the world but they, Parks Victoria, VicRoads and DELWP just are not good at doing their job as we have all seen with the useless polies and public servants during Covid. We as a community should have more say regarding these organizations that are outside our area but have a huge impact on our lives.</p> <p>Arty Stuff Very much enjoy the mix of 'art' and recreational activities and facilities across the Shire; all of the 'villages' and towns have distinctly different attractions. Great to see things like "Fungi Festival", Rodeo a few years ago, "Mini Park" in Binney St, outside the Post Office. Particularly enjoy our Community Cinema - and would like to see it upgraded to incorporate 'live' acts and potentially becoming involved in something like the Melbourne International Film Festival's annual "Travelling Roadshow". Then there's a very rural environment very close to Melbourne.</p>
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	<p>Why do I like it here, on my farm outside of VT. Why do I like to live here? It's defined by the people around me: I know, I meet, I talk to, I care for. It makes a difference of been known by name or just be one of many. In short: the difference of living in a small rural community or in a big city. Then there is the wide sky above and the old trees along the creek, running through my property. The birds who seem to know me. The many trees and shrubs I planted over the years. The creek and dams, their rise and fall over the seasons. The weather. The bush fires and floods. Being aware of nature. Mind you, the feelings expressed by me could apply to any place I live at and not necessarily to this area around Violet Town.</p>
<p>What would make it an even better place to live?</p>	<p>More Footpaths Safer Towns For more foot paths to be put in through streets in towns such as Avenel and any town that lacks them. Footpaths would provide a safer place for people to walk, especially families, elderly and people with pets. Avoiding near misses with vehicles and people driving too fast. The roads are also not very appropriate to be pushing prams and walkers etc</p> <p>More things to do and better infrastructure I would like more opportunities to meet other local people after hours. There seems to be a few things to do like special interest groups but they are all during the day for retirees. There aren't a lot of opportunities to get creative and connect with local artists. I would also like to see council have stronger advocacy capabilities for things like internet and electricity infrastructure as it is terrible here and hinders the ability for younger people to work remotely.</p> <p>Services in town Sealed roads and sewer systems within the town boundaries</p> <p>Female changing rooms at the Memorial Oval I would like to see changing rooms for the female participants in cricket, football and netball at the Euroa Memorial Oval. Active lifestyles, participation, safety, health and wellbeing of females in the region is just as important as that of the males. There is sufficient areas for males to change yet we expect the girls to go home or change in the car park.</p> <p>Further comment</p>

By having change room facilities for females participants enables our community clubs the opportunity to be more inclusive & supportive that will result in greater participation outcomes.

An inter-generational focus

Given our demographic is largely made up of the older generation I would love to see a greater focus on creating a community that embraces and supports this demographic and encourages: promotes cross generational engagement.

This may include the development of inter-generational and inclusive playgrounds, removing fences and creating fences that have playgrounds as part of a larger recreational space, wider designed footpaths that would better accommodate wheelchairs, walkers and scooters sharing these spaces, more footpaths so that all areas are able to navigate townships council support for programs that encourage cross generational engagement that would support older people to remain living at home and reduce isolation/loneliness which is shown to improve health and well-being.

The recent temporary installations in Binney street and the twilight street closures were things that have encouraged community social engagement for all age groups.

Rather than viewing our older demographic as a negative to embrace and celebrate this. Planning for future residential development that will offer staged options for independent and supported living allowing older persons to remain living in our shire with the varied support levels needed.

Public Transport

There are at least 7 GOTAFE campuses and 2 university campuses within an 80 km radius of Euroa - yet all of them are effectively out of reach of school leavers or adults wishing to access further education and training if they don't have access to a car. Many other services - hospital, medical, shopping etc - are equally unreachable. And where there are services, timetabling is so poor as to effectively render these facilities useless - you can't get to 'class' on time. Looking at how to make timetables more 'friendly' would be a great place to start.

Inclusion, diversity and accessibility lens

The importance of inclusion should not be underestimated.

As inclusive planning and capacity building around inclusion benefits all who live work and play in our shire.

The social model of disability explores that it is the infrastructure that is disabling not the persons disability or mobility need.

Shopping for some people with accessibility needs and can be very challenging for many in our community and for those who visit our retailers and business's.

With access to the buildings and navigating the shop/service a challenge and often excludes participation of part of our community. As it is often the building that is a barrier to participation.

It is also the service provided with some retailers not possibly aware of the benefits of a welcoming accessible store.

Attitudes are also exclusionary where some with mobility needs or other forms of disability are not always served in an inclusive way.

Council has in the past explored an inclusion lens on service provision.

	<p>With the cafe culture building it to can pose opportunities and challenges. The chairs tables, signs trade tables on the foot path at times can pose a risk to access while offering an opportunity of with appropriate planning can make the atmosphere very inclusive.</p> <p>For example, pop up park areas have been potentially exclusionary by some people with access needs including disability not able to access equally with fellow residents and tourists.</p> <p>They also can pose risk for access to the shared space by limiting the footpath traffic area and more.</p> <p>The benefits of inclusive respect for diversity benefits us all who live work visit and play in our shire.</p> <p>This includes communication of the shires communication documents, with word versions of policy for example being available to ensure accessibility to all in our community to view and contribute to an inclusive process and inclusive consultation process. Diversity is a fact inclusion is a choice.</p> <p>Micro-Recycling Can we have 'boutique' recycling bins located conveniently in town centres to easily drop-off: soft plastics, batteries, and small electronics? In bigger towns, Officeworks and Coles have convenient drop-off points for these items at their front doors. It would be great to have an easy drop off point at e.g. the Euroa IGA for these micro-recycling items?</p>
<p>Is there anything you could live without?</p>	<p>Art I can live without creative hubs and new art installations for a couple of years.</p> <p>Climate Change Denialists. Like Gravity, Climate Change is here. All for the Shire developing its Climate Change Policy - and enacting it, particularly in relation to the local consequences of changes to weather extremes (heat and cold), environmental impacts of fire and the consequences for local agriculture and tourism and businesses and homes ability to gain insurance coverage for the foreseeable negative impacts (eg fire, flood, stock losses etc).</p>

7. Community Panel Report

A report was produced by the Strathbogie Shire Community Panel - a diverse, representative sample of people from across Strathbogie Shire, who worked together to develop the Community Vision and drive the recommendations for the Council Plan.

The report recommended 23 actions for inclusion in our Council Plan, which are listed below. A full report can be found on www.share.strathbogie.vic.gov.au at [this link](#).

7.1. Theme 1: Engaged Community

(Note: Theme 1 and 2 are so intertwined and we want to make the distinctions that 1 is about the makeup of our community and 2 is the enabling infrastructure for connectivity and spaces.)

7.1.1. Description

Engaged, willing and vibrant community

Creativity: Fostering and supporting creative responses in the community

Health and wellbeing: Encouraging health and wellbeing activities including a wide range of sports and recreation.

Culture and inclusion: Collaborating and engaging individuals/groups. Spaces for social inclusion and new friendships where people can connect on common interests and share knowledge across generations and cultures.

A community engagement approach with Council

7.1.2. Actions

Council processes

- Enable the local action groups more effectively by Council with greater funding opportunities and less superfluous admin burden. Cut down on needs for admin by Council (strategic plans etc).
- Stronger community engagement with new projects and infrastructure rollout.
- Councillors talk about how they are working with the community to realise the vision at the start of each Council meeting, every Council gathering. Keep bringing the vision to the fore.
- Partnerships - partnerships strategy - clear goals, clear approach, principles, assessment criteria and focus areas. Key deliverables / performance indicators. Incorporate Action Groups and Chamber of Commerce

Others

- Strathbogie Shire community website and forum having more information about services, connections, events etc. More interactive engagement websites/forums between community, businesses and council.
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- Build relationships and partnerships with Taungurung people to increase understanding within the community on First Nations land and water practices and culture.
- Revamp the Euroa Show to be for the whole council and have an annual vision competition that gets young people involved.
- Developing a community gathering space with emphasis on engaging with the natural environment and building intergenerational relationships/connections.

7.2. Theme 2: Connected people and places

(Note: Theme 1 and 2 are so intertwined and we want to make the distinctions that 1 is about the makeup of our community and 2 is the enabling infrastructure for connectivity and spaces.)

7.2.1. Description

Access: Our community has access to important services including shops, health and medicine, jobs, green spaces, and family services that meet the needs of the community.

Access: More diverse transport beyond cars are enabled and encouraged through walking and cycling tracks.

Live: Focus on activities that build economic, financial, social security that enable everyone to thrive.

7.2.2. Actions

- Expanding accessibility of transport through advocacy for public transport, new community service models (eg Community bus program -Avenel)
- Provide a safe (maintained and quality) and secure built and natural environment (roads, footpaths, street lights)
- Council spending prioritisation framework
- Diversifying revenue streams beyond rates for infrastructure upgrades
- Lobbying for state government about public transport infrastructure
- Explore means-test rates schedules and payments (adapt payments based on household income)

7.3. Theme 3: Living in our Healthy Environment

7.3.1. Description

Restore, protect, enhance and promote our rich, healthy and diverse natural environment with emphasis on native Flora and Fauna for present and future generations to celebrate.

In all below actions council acknowledges the contribution of the Taungurung people in a tangible and respectable way as part of the development of the MoU.

7.3.2. Actions

- Identify the key threats and challenges to our environment and develop strategies to ensure future developments minimise harmful impacts on our natural environment

- Understand, enhance and protect our environment to reverse biodiversity decline including consulting and educating all rate payers and business owners in sustainability practices using best practice examples i.e. renewable energy, regenerative agriculture
- Strategic town planning to manage the built and natural environment including responsible developer strategies
- Develop our own Open Space Policy to set strategic direction for the future planning for vision and design and management of open space

7.4. Theme 4: Holistic Growth/Productivity and Development

7.4.1. Description

Effective housing and commercial planning to enable the best-balanced outcomes for community and the environment.

Targeted economic development that supports enhancements to the region. We recognise the strengths of our region and capitalise on it. We are the gateway to the North East and focus on value adding industries and agriculture.

Infrastructure is deployed and managed in a cost-effective way that meets the growing and changing needs of the community.

7.4.2. Actions

- Growth zones identified and managed with specific policies including frameworks to ensure infrastructure is fit for purpose but sustainable and using renewable resources where practical. Ensure developers demonstrate the community benefit gained from their proposals.
 - Lobby State and Federal government for changes to planning policies - including recognising Mangalore Airport as a transport hub, limit viable agricultural land subdivision, reviewing sizes of residential allotments(ensuring new land is not jam packed), more reliable power supply focussing on renewable energy and telecommunications infrastructure to support the economic development strategy
 - Economic development strategy that attracts (defines) the industries that will set us up now and to 2040 with a focus on value adding primary and food related industries
 - Create incentives for longer opening hours within the hospitality and retail industries
 - Council facilitate collaboration and partnerships to drive outcomes from the strategy
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8. Submission to draft documents

Number	Location	Submission
1	Community member	<p>1. Road Safety</p> <ul style="list-style-type: none"> • Reduce speed limits to 40 kms per hour in the township so as to cut greenhouse gas emissions and to improve pedestrian safety – especially as many streets and road have no footpath. • Actively work with Victorian Police to penalise speedsters and and other hazardous drivers. (set up a liaison unit that must report to the Shire on the types of problems observed and the remedies taken) <p>2. Climate Emergency</p> <ul style="list-style-type: none"> • Stop granting approval for tree felling on private land unless a genuine safety concern exists. Ask applicants for evidence, rather than simply accepting the argument form the property owner. Also, request alternative solutions to tree removal such as judicious pruning and structural adaptations to allow property owners to maintain safety and to keep their trees. • Offer a rates reduction to property owners who have installed solar panels or can demonstrate other greenhouse gas emission reduction actions such as limiting the number of vehicle registered at their property and rewarding owners of electric or small engine petrol/diesel vehicles. • Actively encourage tree planting and use drowm technology to detect unlawful tree removal. • Replace Shire vehicles with electric vehicles • Replace Shire lawn mowers and other petrol powered gardening equipment with electric equipment. <p>3. Environmental and landscape aesthetics:</p> <ul style="list-style-type: none"> • Employ a ranger to survey and punish the owners of the many junkyards and abandoned cars in the Shire. Use drone technology to monitor unauthorised shipping container placements and rubbish accretion and impose fines upon offenders. • Offer counselling for recalcitrant hoarders and junk yard proprietors • Provide cost effective re-cycling services for the above • Provide a hard rubbish collection –in line with that provided by urban councils. <p>4. Citizen Health</p> <ul style="list-style-type: none"> • Work with Euroa Health to address community health issues such as obesity. • Encourage citizens to exercise and enjoy activity – a good example is the Park Fun Run

		<ul style="list-style-type: none"> • Encourage Euroa Health to offer medical services to the wider community – outpatients and physiotherapy, for example. <p>5. Social Responsibility</p> <ul style="list-style-type: none"> • Work with Euroa Health to investigate the possibility of converting the vacant Amaroo and Euroaville facilities to provide emergency housing for homeless persons and to other persons undergoing housing stress. • Encourage owners of empty and abandoned houses to release them onto the rental market • Encourage home ownership by requiring builders and developers to guarantee a set percentage of new houses to owner occupiers. • Discourage AirBNB owners from establishing such offerings in the shire as it may reduce the availability of long term rental properties. <p>6. Education</p> <ul style="list-style-type: none"> • To the fullest extent possible (given that education is a State government responsibility) act as a lobbyist on behalf of the Shire to stop the decline in State School enrolments in Euroa and to promote community engagement with the local State Schools. (volunteer homework and sporting clubs, for example) <p>7. Internal administration</p> <ul style="list-style-type: none"> • Install Project Management software for mandatory use by staff who are controlling all forms of projects • Establish cost saving targets each financial year and require staff to report on their progress towards meeting these targets • Undertake a staff skills analysis that identifies the skills required by the Shire and implement programmes to fill any gaps in the skill sets of existing and future staff • Include a performance component in the annual remuneration of staff – perhaps related to an agreed performance plan that includes project completion and cost saving targets. • Customer Service • When ratepayers send an email to the "info@strathbogie.vic.qog.au" address, no reference number is provided in the automatic reply. I recommend providing such as number in the automatic reply. • Allow staff to communicate with rate payers and other correspondents • Include high levels of customer service in the performance plans of Shire staff.
2	Euroa Health	Thanks for the opportunity, overall a really well written and developed document Some general feedback

		<ul style="list-style-type: none"> • Considering demographic data on Chronic and Complex healthcare needs in the community there is little focus on that as an issue • Recycling for the region including industry could have a greater presence in the document • The role of Council in COVID preparedness and management could be expanded • Social isolation considering COVID situation is causing issues in society could the need to overcome this have a greater presence especially for the older generation who may be fearful of wider community engagement strategies • Pg. 23 outlines Nagambie Health in item 2.1.3 why no mention of Euroa Health to expand these services for the people of for Euroa • Code Red planning for the region needs greater presence with the Shire to lead greater integration of the stakeholders
3	Community member	<p>Thank you for putting together the Council Plan and for engaging the community through the Community Panel.</p> <p>It would be good to see the broader consultation captured in the document to show how the community voice is impacting the actions of Council. For example, understanding the top focus areas by the community would be good to note.</p> <p>I would also like to see a stronger evidence base for how decisions are being made through the proliferation of these outlined strategies. I understand you have a set of performance measures, however many of the indicators are not relevant to the goals and objectives. I would like to see more evidence for how money is being spent etc. For example, using people counting sensors and economic spend data to determine where the big opportunity areas are for investing in tourism.</p> <p>As tourism is a strong focus, I would like to see the Euroa Sevens Creek Park precinct become a destination that surpasses Nagambie by creating innovative and engaging spaces that draw people into town and encourage cafes to stay open for longer. It has the potential, however the lack of investment in the area due to focus on Nagambie has been detrimental to the growth of the space to support the growing tourism in the town.</p> <p>Using more innovative forms of data can help Councillors and other members of staff to make strategic and better informed decisions.</p> <p>The Council Plan at the moment seems a bit sporadic and busy with so many actions. I understand that Council has to achieve a lot however focusing on efficiencies by reducing manual labour (maintenance, finance and</p>

		<p>operations, service reviews, shared services etc) will show how our community will receive more from the already very high rates we pay.</p> <p>Strathbogie Shire Council Share Strathbogie Project – Draft Council Plan and Draft Financial Plan I would also like to see more emphasis on how we partner more effectively. There are a range of partnership actions here, however this requires capability to deliver including with shared services and public private partnerships.</p> <p>Currently developers do not have any accountability or requirements to invest in the infrastructure of the town. Creating stronger planning teams with provisions and policies that outline what type of developers Strathbogie Shire wants to attract is critical to setting up our region for success.</p> <p>In response to focus area 2- live access connect, there needs to be more emphasis on mobile and internet infrastructure. beyond advocacy, we need to attract private industry to invest in infrastructure. For example, would like to see how we can attract Starlink, 5G co-location and 100 gb fibre to key education and health precincts.</p> <p>Would also like to see how Council can facilitate pathways to provide ways for the community to have a voice with companies like NBN who have neglected this region. When I moved back to Euroa I had absolutely shocking internet reception and it hampered my ability to work remotely. It was incredibly frustrating and created a negative impact on my move to town.</p> <p>I understand the Council is not responsible for this infrastructure, however currently community is voiceless and this infrastructure is not deemed as 'critical' like water and energy. This mindset needs to shift at a fed and state level and Strathbogie can play a role in advocating for this as well as promoting private industry to innovate with Council.</p> <p>Thank you for the opportunity to review this document and looking forward to reading the final version.</p>
4	Euroa Action Group	<p>On behalf of the Euroa Community Action Group, we welcome the emphasis from Council on community health and wellbeing as well as upgrading local amenity including the natural environment.</p> <p>It would be nice to have a summary of the engagement with the community to ensure the community voice is shared beyond the vision community panel. Having a snapshot of the community engagement report following the 'our region' section will help to provide context and the broader voice of the community.</p>

		<p>The six focus areas are slightly confusing as they all have three words each. There seems to be a lot of activity that Council is trying to achieve, and it was difficult for ECAG to find a few focus areas or actions to support the strategic plan as there was just a plethora of adjectives and action.</p> <p>Simplifying the message and the focus areas would be a great way to ensure that everyone can understand and act in partnership with Council on their plan. It would be great to see a 'call to action' for the community as well.</p> <p>There is a laundry list of actions by Council and creating a partnership framework for tangible ways the community can partner with Council. The local Action Groups and Chamber of Commerce should be seen as trusted advisers to the Council and therefore an elevated voice in how this plan is endorsed by them as well as how they can partner on the work outlined in the plan.</p> <p>It would also be great to have a debrief session with the CEO and Councillors for the Seven Creeks Ward to understand where the Euroa Community Action group will provide the most benefit to support these goals.</p> <p>Strathbogie Shire Council Share Strathbogie Project – Draft Council Plan and Draft Financial Plan Regarding the carbon neutrality statement in focus area three, why not become carbon positive? Reducing more emissions than we collectively use?</p> <p>Also would be good to know the plan for neutrality as carbon markets are not adequate for genuinely reducing emissions towards carbon neutrality. Further, ECAG encourages Council to create a community solar strategy as a way to uplift the community facilities footprint across the Shire.</p> <p>By coordinating an approach to uplifting solar and batteries across key community infrastructure, Council will also enable greater advocacy towards various funding sources as it will identify community solar projects that are ready to be deployed.</p> <p>Further to focus area three, there is no focus on circularity of materials and the circular economy. It would be good to see links between how Council manages their waste and how they are procuring materials that keep materials in use for longer. This is of critical importance to climate change and any environment strategy. ECAG would like to see the Strathbogie Shire aspire to be a circular shire, one that has the lowest waste in Victoria and procures the most recycled materials.</p>
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		<p>For focus area four ECAG would like to see a precinct master plan for the Seven Creeks Park to become an tourist destination. It is already a well loved stop off point for tourists and should be invested in, to a similar level as Nagambie.</p> <p>Overall, ECAG appreciates the aspirations of the Strathbogie Shire Council to deliver greater outcomes for the community. Having a stronger focus on consolidating rather than proliferating actions and strategies and creating a clear prioritisation framework for Council to make decisions will help to ensure effective use of ratepayer money whilst maximising community benefit. Having something like this outlined in the Plan would help community to understand what is being undertaken and why.</p> <p>The current document does not outline the 'why' or purpose for the next four years. Having a succinct set of goals rather than six focus areas with three words each and a sequence of goals makes it difficult for ECAG and other groups to understand how best to support.</p> <p>We would appreciate quarterly updates of which strategies and actions are being undertaken and which ones may require the support of the local ECAG community. This will enable us to not have to track Council actions through this document and will enable proactive relationships to be built between Council and key community groups.</p>
5	Community Member	<p>I appreciate all the work and consultation that has gone into preparing the Draft Council Plan and Financial Plan.</p> <p>There are some pretty exciting initiatives all-round to see come into fruition. I write in relation to action 2.7 (strategic focus area two). Can any budget be set aside for a new and engaging all-abilities play space in Euroa?</p> <p>I am grateful for the contributions of community groups for the current playgrounds, but a nature-based set-up would complement existing play equipment and offer yet another space/drawcard for both locals and visitors. Mansfield, Benalla and Winton Wetlands cafe offer some great ideas and inspiration. These are very inviting spaces. More challenging climbing apparatus could be included for older kids too as there appears to be a gap for their recreational needs.</p> <p>I believe that there may plans being scoped for a splash park, bike track/scooter ramps and possible adventure play for older kids/teens - all of which sound incredible and it would be great if all the above could be considered together (rather than planned as ad-hoc separate projects) to get the best value & best possible design to ensure that there's something for every age group.</p>

6	Euroa Mountain Bike Club	<p>There is growing momentum from community groups in support of a Mountain Bike Track (MBT) on the Balmattum Hill Reserve. As a key driver, we (the Euroa Mountain Bike Club – EMBC) are keen to work with Council and the Traditional Owners to explore opportunities to develop this site as a state-of-the-art recreation facility, whilst ensuring the natural values are protected and enhanced. Much thought has been given to how this locally significant White Box Woodland could benefit from sympathetic development, highlighting the natural environment to walkers and bike riders for all age groups. We see the possibilities to transform this popular reserve into a spectacular eco-tourism venue, accommodating both passive and active recreational options.</p> <p>The 2019-20 summer fires have heavily impacted the vegetation. Sympathetic development of the site would be paramount to ensure negative impacts are minimised, including erosion and weed spread. New interest and support from a fast-growing demographic of outdoor sports enthusiasts could bring much needed energy and resources to this site and generate valuable investment in a long-term management plan.</p> <p>The potential to harness this new interest in nature and sport is exciting. Our community and the travelling public have an enormous interest in nature and conservation and the introduction of a MBT to this reserve would build new appreciation and mindfulness.</p> <p>To explore the site suitability as a MBT, we recently invited Joe Penaluna (from Trailscapes) to visit. He has provided a positive and professional opinion which we trust will help us progress this idea.</p> <p>The EMBC has canvassed other interested parties seeking support for the further investigation of this proposal. We share a common vision that the site can provide benefits to recreational users, as well as foster renewed interest in the natural resource management, by bringing users in close contact with nature.</p> <p>The execution of this proposal would be dependent on shared and comprehensive management, and we would be keen to initiate discussions to explore possibilities. This development presents enormous tourism, recreation, and conservation potential.</p> <ul style="list-style-type: none">• This proposal aligns with the objectives of the Strathbogie Council Plan – to enhance community health, wellbeing and liveability. It fits as well with Councils Tracks and Trails Initiative an excellent mechanism to promote our many walking and cycling tracks and significantly boost tourism in our region.• Parks Vic resources are currently limited. Locals with knowledge, interest and time could form a committee of management to assist Parks Vic with management tasks. This could greatly benefit the 77ha site, currently negatively impacted by pest plants and animals as well as vegetation loss, erosion from off-road vehicle use and illegal firewood collection.
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		<ul style="list-style-type: none"> • Local sports clubs and travel reliant businesses have paid a high price for COVID lockdowns and are desperately trying to accommodate innovative and fun activities into weekend getaways. Outdoor activities, including mountain biking, have clear benefits for physical and mental wellbeing, critical as we seek a path out of the pandemic. Management responsibilities could improve choices for local youth, often confined and frustrated by limitation in townscape settings. • Our region has a reputation for its landscape values and natural biodiversity, which means we are a natural choice for weekend travellers seeking nature-based tourism. Our forest is soon to achieve National Park status (or similar now native forest logging has been ceased) and our creeks and bushland reserves are prized by locals and visitors. This proposal seeks to bring together sports enthusiasts and environmentalists to achieve better management of this reserve. There is a real opportunity to address weed and pest invasion as well as erosion and fire control by considered planning and shared management roles. • The addition of a world-class MBT would add another layer of choice to our already exceptional visitor facilities ie wineries, restaurants, nature places (lakes, hills etc) and other landscape gems (eg Gooram Falls the Arboretum). With collaboration and care we could be offering a range of facilities to those with the most demanding tastes, putting Euroa on the tourist map. Located at a easy travel distance from major population centres, including Melbourne, Shepparton Albury and Bendigo, Balmattum Hill could provide varying levels of bike-riding activities so families could fin adventure at a shared location. <p>It is critical our community does not miss out on the exceptional opportunities presented by this proposal. The numbers flocking to this sport are phenomenal and the Balmattum Hill sits is comparable to some of Australia's more iconic riding location.</p> <p>We seek to consult widely to bring all interested parties to the table. It is our genuine hope that with Council support we can create a well-managed facility. One which gives and extraordinary visitor experience while building greater understanding of the natural world.</p>
7	Goulburn-Broken CMA	<p>The GB CMA welcomes the opportunity to provide feedback on the Strathbogie Shire Draft Council Plan 2021-2025. It is timely to take this opportunity to provide comment, given the Goulburn Broken Regional Catchment Strategy (GB RCS) is also in its Draft stage Home Goulburn Broken Regional Catchment Strategy (rcs.vic.gov.au). We have not reviewed the financial plan.</p> <p>I would like to congratulate Strathbogie Council on the development of a good plan. We have reviewed the document and think it represents well the areas that we have a common interest in. We have no additional</p>

		<p>feedback in terms of any changes to the document, which we feel aligns well with the GB RCS and the community feedback gathered across the catchment, including from the Strathbogie Council area.</p> <p>The GB RCS is a blueprint for improving catchment health and builds on achievements and lessons from the past to guide strategic land use planning for protection and improvement of catchment values. We value Strathbogie Shire Council as a signatory to the current GB RCS and look forward to continuing to work with you on the future version.</p> <p>We believe there are many synergies, particularly in relation to your strategy focus area one 'engage, create and unite', three, 'protect, enhance and adapt' and four 'inclusive, productive and balanced'. For example, in focus area three there are many opportunities to collaborate to reduce environmental impacts and reverse biodiversity decline, including through existing stakeholder and community partnerships such as the Goulburn Broken Local Government Biodiversity Reference Group, Goulburn Murray Climate Alliance, Euroa Arboretum and local environment groups who we also engage with to deliver the GB RCS.</p> <p>Extensive engagement with community and agencies is a key driving principle of both the GB RCS and the Strathbogie Shire Plan, as evident across both documents. It's imperative that we continue to develop and deliver joint innovative community initiatives, to leverage funding to achieve our plans strategic directions, such as empowering our communities to be more resilient and adapt to climate change. Collaboration on these critical issues will help us to achieve greater value and change alongside our communities.</p> <p>Community feedback on climate change has helped develop key strategies in the GB RCS and we believe this will provide a valuable platform to leverage transformational change.</p> <p>We value our partnership and look forward to continuing to work with you to deliver the strategic direction of the Council Plan and the GB RCS and aligning our strategies where appropriate.</p>
8	Euroa Chamber of Business and Commerce	<p>The Euroa Chamber of Business and Commerce has heard from both its members and the wider community in relation to this year's Draft Council Plan.</p> <ul style="list-style-type: none"> • Discussions that have been brought to our attention over this year and that are not clearly addressed in the plan: Pathway and pedestrian lighting around clifton/tarcombe streets and the recreation reserves needs to be significantly improved. Connecting all those businesses along this section of town to the central hub of Euroa is another great benefit of lighting these spaces more predominantly. • Tourism and visitors to Euroa: the addition of infrastructure to support the local economy and local tourism sector. There is no clear statement or spending within the plan & budget for playground upgrades

		<p>or additions [e.g pump track, splash park, and adventure/nature park/playground]. The region's visitors traffic post lockdowns are outstanding, but our facilities and community infrastructure needs to be updated to cater for the demand.</p> <ul style="list-style-type: none"> • People leave town to visit such active spaces, which has a flow on effect for our local businesses, as this means money is being taken out of town and being spent elsewhere. Examples are: splash park in Benalla, nature park in Mansfield, Splash park/pump track in Wangaratta. • Euroa Information Hub: developing the Hub is key to capitalising on the visitors entering our region. Having the Hub situated near the travellers' rest or along the creek are conversations and ideas that have been raised - by doing this it would connect the park/playground area and the travellers rest to the main street area. • The Chamber endorses the addition of walking and bike trails around Strathbogie and on Balmattum hill. This is a great opportunity for the region. • The group would love the opportunity to be involved in the future development of the railway precinct • Provision for overflow parking in busy times around Binney St needs to be addressed. • We have a question regarding the action of the finalisation of the greening Euroa project. The Chamber would like to be briefed on the project and what it involves in the process. <p>The Euroa & District Chamber appreciate the opportunity to provide feedback and help shape our shire's towns, helping grow and generate business for members and attract new businesses to the community. The Economic Development team have been a great support to businesses in our Shire and we look forward to continuing and growing the outcomes and achievements of the relationship</p>
9	Go Nagambie	<p>Thank you for the opportunity to provide feedback on the Strathbogie Shire Council 2021 - 2025 Draft Council Plan, Go Nagambie welcomes this opportunity to provide our observations, feedback and opportunities relating to the Draft Council Plan.</p> <p>To inform those council members who may not be aware - Go Nagambie is the promotional name of our incorporated Chamber of Commerce - Nagambie Lakes Tourism and Commerce Inc.</p> <p>Go Nagambie's Vision is to make Nagambie, a premier regional centre for liveability, investment, visitation and events, with our focus being to unashamedly promote Nagambie and the surrounding regions through the support of our local community and businesses.</p> <p>Our committee is a group of passionate local residents who have a strong commitment to our region, they have great care for our community and a desire to continually support business opportunities and growth including our major industries of tourism, farming, construction, wine and equine.</p>

		<p>The committee includes several local business owners, representatives of larger scale businesses and investors and three ex Strathbogie Shire councillors.</p> <p>Go Nagambie would love the opportunity to present our feedback to the Council in person (or virtually) at an appropriate forum in the future.</p> <p>Overview: Go Nagambie recognises and congratulates the Strathbogie Shire Council on drafting of the 2021 - 2025 Council Plan. In what must have been challenging circumstances due to the varying restrictions in place limiting face to face contact and collaboration to draft a far reaching document such as this is a credit to all involved.</p> <p>Go Nagambie recognises the strong intent of the Draft Council Plan to focus on community health and wellbeing, protection of our environment and climate, a measured approach to growth and infrastructure development and the delivery of improved governance and customer service.</p> <p>Go Nagambie believes the Draft Council Plan to be an extensive document with a number of clear strategic intents, however we would like to share some feedback for the Council's consideration in relation to both the process and content of the Draft Council Plan.</p> <p>Furthermore we would also like to highlight opportunities Go Nagambie believes the Council Plan should be addressing or expanding on which are aligned to the Plan's strategic intents.</p> <p>Please note the following information captures the collective views of the Go Nagambie committee regarding the 2021- 2025 Draft Council Plan.</p> <p>Feedback: On process related to the creation of the Draft Council Plan Find ways to create greater community involvement (discuss individually with action groups) - Approach to engage and work closely with action groups and/or business committees across the shire to create an aligned approach. For example, Go Nagambie represents the interests of both business and community members. Community groups like Go Nagambie can play a direct role in becoming an active conduit to council. Currently there is a heavy reliance on individuals accessing online links provided by council to provide any sort of feedback. This has several limitations and it does not allow for personal feedback. Action groups and/or local chamber groups can provide an effective means of accessing feedback and information by working cooperatively with council management. There remain</p>
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		<p>large segments of the community who are reluctant or do not have the knowledge to provide information on-line which now appears to be the norm.</p> <p>Why has there been a move away from specific measurable goals in council plans to high level deliverables? The Council plan requires more measurable detailed actions e.g. increase, decrease or maintain. There are No SMART goals. SMART goals are Specific, Measurable, Achievable, Realistic and anchored within a Time Frame.</p> <p>Clear specific measurable initiatives/projects (prior examples from prior council plan include Longwood bus stop, Lake Nagambie focus – 2017 - 2021) – include Capital works program. Previous council plans have been very descriptive in providing specific project details within their plans. The current plan lacks specificity and has only generalised commentary. Goals cannot be achieved when there are no KPIs in place.</p> <p>Feedback: On content within the Draft Council Plan Financial – concern on future of shire in 10 years' time based on long term financials, deteriorating finances, labour increases, no legal costs included – financial projections look poor at best - What is the role of audit and risk committee in overseeing Shire finances? Should the audit and risk committee be at least setting targets allowing for increasing returns?</p> <p>There appears to be a strong focus on climate, health and wellbeing etc. Whilst this council is placing a high importance on these indices, the reality is that climate mitigation measures will be legislated at state and federal level and through international climate accords. Local governments will play a vital role in the implementation of climate mitigation strategies, but they do not play a role in legislating change which is led at other government levels. Council can play an important role in stimulating investment in local industry. e.g. Equine, tourism, hospitality?</p> <p>Example: Clarity on capital works approach to support council plan goal – minimal examples, one included is complete Violet Town landfill rehabilitation other is Mangalore freight airport – where are the timelines and performance criteria? Don't forget the fundamentals where council does have a major influence and vital role to play – roads, rubbish and rates. It is evident that the largest on-going concern from local residents is the regular increase in council rates. The only way to offset this is through creating a greater rate base through encouragement and stimulus of economic development via the private and public sector. There is surprisingly very little reference to establishing sound working relationships with investors and economic development should be one of the major pillars in any council plan. The Strathbogie Shire is fortunate to have strong private investors through a range of industries but there are no forums where council can engage in active dialogue with investors</p>
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		<p>so there are complementary public/private investment initiatives and create mutual understanding of respective long term planning initiatives.</p> <p>A key question is: Would council be comfortable in sharing this 5-year plan to potential investors or government bodies given that it lacks specificity and overall goals?</p> <p>The current Management structure has now abolished the role of a Deputy CEO. During times when the CEO is absent or unavailable with no deputy is this creating an unclear reporting pathway for management and public?</p> <p>There is reference in the plan to the creation of a MOU with the Taungurung People. Whilst this is a very admirable goal, it should be noted that there are several LGAs that are within Taungurung lands. Go Nagambie would support this initiative on the condition that all LGAs are involved and work together to create one MOU that would encompass all LGAs within Taungurung Country.</p> <p>Opportunities: Go Nagambie believe the following should be captured or expanded on within the Draft Council Plan</p> <p>Equine Industry – a thriving industry, a compelling story of growth and opportunity. The Strathbogie Shire should embrace the industry, working together and towards becoming the global centre of excellence creating a ripple effect where all other service industries can prosper</p> <ul style="list-style-type: none">• Our region has established itself as the premier thoroughbred breeding area in Victoria and is certainly putting pressure on the Hunter Valley, NSW as no 1.• The 2021 breeding season boasts the strongest global stallion representation it has ever had in this region.• Racing Victoria announced an injection of \$7.5m more prize money per year only eligible to Victorian bred horses, which endorses that our region is fast becoming the premier breeding region in Australia.• In 4 years, 10 notable new thoroughbred operations have moved into the area including Dorrington Farm, Seymour Bloodstock, Leneva Farm, Chesterfield and Yu Long who now have a 4000 acre holding with 5kms of Goulburn River frontage.• Also note nonresponse to sculpture proposal to council from Rick Jamieson - missed opportunity <p>Growth focus for Nagambie and Avenel</p> <ul style="list-style-type: none">• Growth in population +80% in Nagambie Avenel.• The Strathbogie Shire need to take action to align and support this in the plan
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		<p>Nagambie Lakes Regatta centre/precinct</p> <ul style="list-style-type: none">• Promote use of International standard rowing course.• Create a master plan based on works completed in prior years, a plan that identifies opportunities for the precinct. eg Nagambie foreshore engineering was completed by Roy Hetherington. <p>Tourism.</p> <ul style="list-style-type: none">• The tourism industry continues to boom in regional Victoria. With the increase of visitation and growth of population tourism will be our economic driver going forward.• What do our future employment in industries such as construction, equine, wine, and education look like?• We need to be visionary with our thought process focused on the employment opportunities that will be in demand in the next 5 years. Our youth should be given direction of what future pathways will be available.• The region could become the go to place for training hospitality students inhouse and onsite at venues and be supported by Go Tafe. The same thinking applies to the equine and wine industries. Strengthening connections with training faculties will hold the region in good stead as we grow and prosper.• Promote the townships for their individual attractions and their name being the identity. The branding of the Strathbogie Shire should be complimentary of the townships that form the region but not the first thing you see when entering a town.• The north east has claimed the title of the cycling centre of Victoria but the Strathbogie Shire can work with communities to promote and enhance the cycling offering.• The Strathbogie Shire should strengthen their connection with chambers of commerce and tourism associations. Working together with grass roots organisations will build and better connect communities. <p>Climate Change</p> <ul style="list-style-type: none">• Community consultation required to improve the communities understanding of what the declaration of climate emergency includes. <p>Community Voice Survey</p> <p>Go Nagambie conducted a hard copy survey that was distributed in the Community Voice newspaper. To date 71 responses have been received. A summary of the findings are listed below for your perusal.</p> <ul style="list-style-type: none">• Community transport/car to transport residents to Seymour for shopping and appointments• NBN - 80% of respondents satisfied with current service
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		<ul style="list-style-type: none"> • Mobile network coverage 60% dissatisfied with coverage, 40% satisfied • 90% of ratepayers are dissatisfied with shire rates and what they are receiving. <p>Suggested improvements from survey participants included:</p> <ul style="list-style-type: none"> • Existing footpaths need improving • CBD pavement needs improving and resealing - a similar finish to the Binney Street pavement was suggested • Grassed area at Buckley Park is uneven and difficult to enter water from near the boat shed. It is suggested that sand replace the grass near the boardwalk making it easier for rowers/swimmers to access the water. • Reintroduce a safe place for children to swim at Buckley Park • Public toilets in central median strip should be relocated to a more accessible site • Strathbogie Shire Office presence in Nagambie that includes a space for private conversation • Public gym needed • 80 % of respondents would like to see the regatta centre precinct utilised for more events including concerts, markets, expos and swimming fishing carnivals. • 10 % don't want any more events in Nagambie and 10%don't care. • All respondents looking forward to the lakeside connecting track from the township to the Regatta Centre and Leisure Park • Directional Signage improvements to key locations • Re - community voice publication - 40% prefer Digital copy, 60% prefer hardcopy <p>Conclusion: Go Nagambie looks forward to receiving confirmation of our feedback and welcomes further discussion to assist in delivering a Council Plan for the coming five years that is best aligned to our community needs. Go Nagambie hopes that the council finds value in the feedback and opportunities we have detailed, and we reiterate that we would welcome the opportunity to present to the council and discuss this in further detail.</p>
10	Community member	The Plan has a focus on inclusion but uses the stereo type of males and females, all able bodied to represent 'community'. Would suggest you have a re-think about the graphic. Regardless of community graphic that is used for community and the one that looks like the Heart Foundation, it makes the document very busy to read and is distracting how presented.
11	Community member	Within the Council Plan there needs to be a clear outline on where Euroa is headed with active spaces. In Euroa we are well behind the infrastructure of the other towns, especially along the Hume highway. As you know Euroa is the perfect stopover distance between so many places, and we are becoming a holiday destination for all ages and have a growing young family demographic.

		<p>We need to grow with these trends with the development of an adventure/nature playground along the Sevens Creeks linking the travellers rest to the main street. It is such a beautiful area, unlike any other place around us, we need to start capitalising on its beauty!</p> <p>The inclusion of a splash park and pump track, needs to be within Councils Plan for the town as well. Families - both local and visitors need to travel out of town on a weekly basis to visit Mansfield, Benalla and Wangaratta where these spaces have been developed to great effect. There is a great need and want amongst young families for these facilities [particularly Adventure/nature play and Splash Park] to be developed in Euroa.</p>
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9. Evaluation

At the end of the feedback sessions (not held at community markets) and at the conclusion of the Community Panel we asked participants to rate their satisfaction with the process. The overall satisfaction rating was 83 per cent.

Table 21. Community satisfaction ratings – results displayed a percentage of total respondents.

Bad	Not so good	Okay	Very good	Excellent
2%	0%	20%	38%	40%

ATTACHMENT 4: Strathbogie 2040 Community Vision and Council Plan Recommendations – Process Report

**Strathbogie 2040 Community Vision and
Council Plan Recommendations -
Process Report**

For Strathbogie Shire Council

15 September 2021

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PLEASE NOTE: THE PAGE NUMBERING FOR THE ABOVE CONTENTS IS NOT SYNCHRONISED WITH THE PAGE NUMBERING OF THIS AGENDA DOCUMENT

Introduction

This report outlines the deliberative engagement methodology used by Max Hardy Consulting to facilitate the preparation of a Community Vision and Council Plan recommendations on behalf of Strathbogie Shire Council.

A community panel was recruited for three full day sessions of deliberation (online) in order to answer the following remit:

‘What do we envision for the future of the Shire of Strathbogie in 2040 and what can council focus on in the coming four years to get us there?’

This process has been completed in accordance with the requirements of the Local Government Act 2020 (‘the Act’), section 55 (2). The Act requires Council to utilise deliberative engagement practices in the development of their Community Vision and Council Plan.

In accordance with the Act, this process has been completed using a deliberative engagement approach that:

- has a clearly defined scope and objective;
- provides objective, relevant and timely information;
- includes a panel of participants that are representative of the community impacted by the matter in question;
- participants are offered reasonable support to ensure they are able to participate meaningfully in the engagement process; and
- the participants are informed of the ways in which the community engagement process will influence Council decision making.

This report accompanies the **Community Panel - Community Vision Report** prepared by the panel.

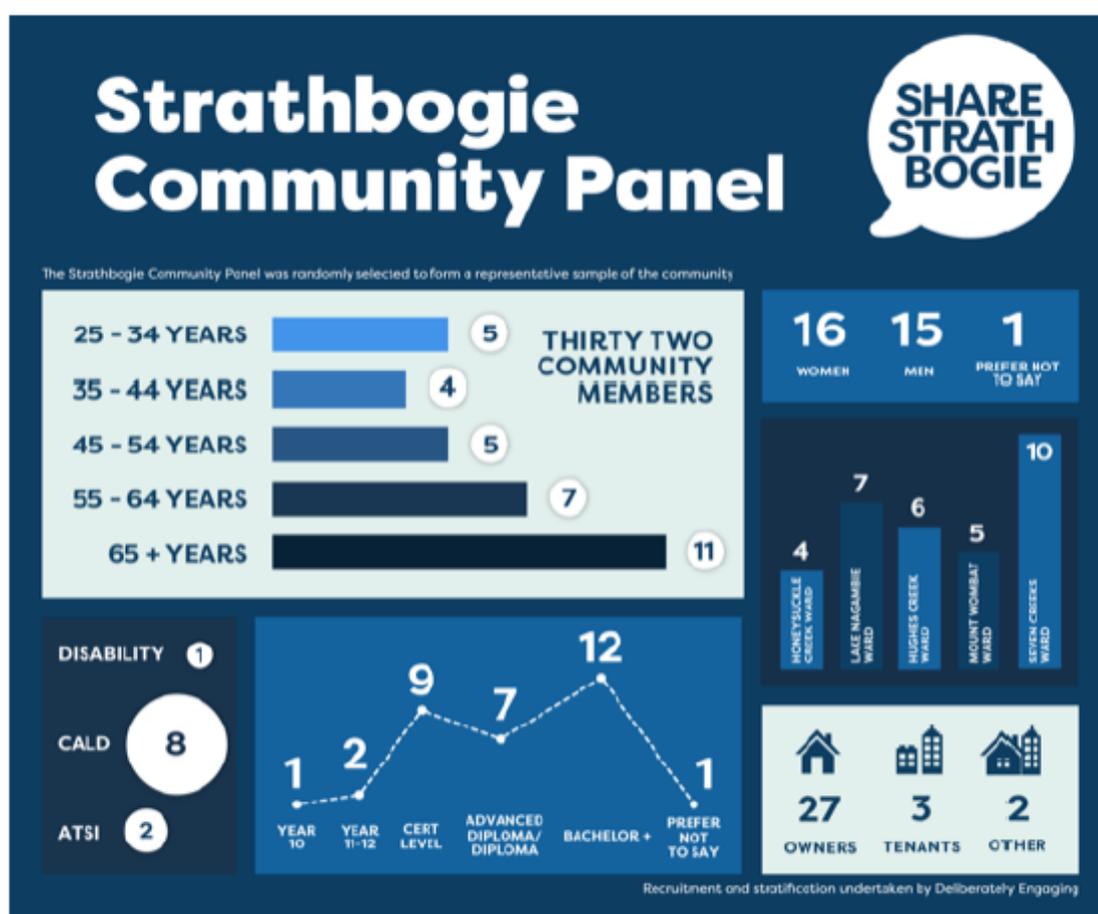
Methodology

Recruitment and Stratification of the Panel

The community panel consisted of 25 members that were recruited through an expression of interest process and then randomly selected as a stratified sample to represent the demographics of the community. The recruitment was completed by independent contractors Deliberately Engaging.

To recruit the panel an invitation was sent out to all households within the Strathbogie Shire Council municipality. This invitation included information on the project background, the times and dates of workshops, an honorarium of \$150 for participating and how to register interest in participating online or via the phone. The invitation also included specific text calling for those aged 18 - 30 to apply to encourage representation in this hard-to-reach age group. Respondents were asked to provide information on their age, gender, suburb, education, housing tenure, whether they were from a culturally and linguistically diverse background (CALD), identified as LGBTIQ+ or having a disability.

Following a registration period of several weeks, there were over 65 completed registrations received from across Strathbogie Shire. From these expressions of interest, 32 community members were invited to participate in the Community Panel. As per the infographic provided, the invited panelists were from a relatively representative group of ages, genders and backgrounds. Despite attempts to connect with the age group, there were no registered participants between the ages of 18 - 24.



Unfortunately, due to Covid-19 restrictions that came into place prior to the first session, all sessions were required to be moved from in person meetings to those conducted over Zoom. Support, such as Ipads and zoom training, was offered by Council but this change resulted in 3 withdrawals and 1 panelist who was open to participating but was ultimately not able to continue.

The final panel days were attended by 23 - 25 panel members across the duration of the sessions.

Structure of Sessions

This deliberative engagement process included three 'full day' sessions that were completed online due to Covid-19 restrictions that were introduced during the week of session 1. All sessions were reduced by an hour to account for 'zoom fatigue' and encourage panel attendance.

These sessions were held on:

- Session 1 on Sunday 18 July from 10am to 3pm
- Session 2 on Sunday 25 July from 10am to 3pm
- Session 3 on Sunday 1 August from 10am to 3pm

Each session focussed on different discussions that contributed to the development of the final Community Vision document. These sessions are briefly summarised below, for the overall agendas for the three sessions, see **Appendix 1**.

Session 1 provided an opportunity for the panel to meet and get to know each other, provided key background information on the project and the first opportunity to draft a Community Vision statement. In small groups, the panel identified what a week in Strathbogie would look like in 2040, pulled out the common themes and then drafted vision statements that were presented back to the group. Following this session an editorial group met up to refine the Community Vision statement based on the group feedback.

Session 2 included two key focus areas; providing input into the council plan recommendation areas and continuing work refining the Community Vision. This session included providing the panel with specific information in regards to two identified Council Plan topic areas - Environment & Waste with Molly Odgers as well as Tourism & Community Services with Claire Taylor. The panel were provided with background information in relation to these topics and asked to provide feedback during the morning session. In the afternoon session the panel were presented with a presentation on how Council operates from CEO Julie Salomon. To finish this session they panel were asked to consider the editorial groups Community Vision Statement and test the themes that were developed from the broader community engagement findings.

Session 3 the final session focused on finalising input into both the Council Plan recommendations and Community Vision. The first session of the day asked the breakout groups to complete recommendations for the remaining topic areas with the relevant topic area lead. This included the following:

- Project Delivery - Bruce Rowley
 - Corporate Operations - David Roff
 - Asset Planning - Uwe Paffrath
-

- Economic Development - Steve Cooper
- Planning and Investment - Gillian Williamson

Individual groups developed their recommendations with the ability to ask questions of the relevant topic lead. These recommendations were then reviewed and added to by a different group to reflect a range of panel member voices. All recommendations were presented to the entire group and feedback was invited.

The remainder of Session 3 focused on reviewing the Community Vision statement and refining the themes. This was also completed in small groups, with one group also being tasked with preparing an introduction and conclusion. All elements of the Community Vision were then tested with the group and final changes were made.

A final celebration and handover session is planned to be held on the 25th of August, 2021.

Basis for Decision Making

One of the requirements for Deliberative Engagement is that the panel builds a consensus on the recommendations being put forward. As a complete consensus is often not able to be achieved, recommendations were accepted where 75% or more of the panel can live with the recommendation above (3 - 5). In instances where multiple options were voted on, that all received over 75% support (can live with or above), the option with the highest level of overall support was selected.

Voting was based on the following 5 point likert scale or similar:

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.	2.	3.	4.	5.
I don't support at all	Not sure/ I don't support some elements (major changes)	I can live with it	I can support but would like minor changes	I fully support as is

Where this scale was not appropriate, an average of the group's responses has been given. All polling was conducted via the third-party application, menti.com. Panel members who could not operate menti were supported to provide their feedback.

Panel progress and outputs

This section outlines the key outputs of the panel at the end of each session. Please note that this content is the work in progress of the panel and does not represent the final conclusions unless clearly stated. Comments from the panel have been provided verbatim, with some minor editing for spelling and clarity.

Session 1 Outputs

Week in the life

The panel were asked to describe what their ideal week in Strathbogie Shire would look like in 2040, first individually and then in small groups. In their small groups, the panel were also asked to look for common themes among their individual answers. The outputs of the week in the life activity for each small group are provided below in no particular order.

Group 1

- A trip to Euroa cultural/art centre - latest exhibitions
- Have a read of the interactive Council customer services - including daily digital news/updates
- Potentially a trip to local health care services due to age
- Attend a horse stud which might have a winery, cafe joined - view the horses
- Take a walk through the new hiking track from Euroa and up through the Strathbogies
- Some time on the river in a boat/Kayak - even some fishing
- An afternoon outdoors with live music, local wine and local food
- Enjoying senior activities with friends in Nagambie
- A ride to visit friends down the bike and trolley tracks
- Enjoying time with grandchildren and taking them to local activities
- Strathbogie is clean, green and a vibrant community
- People are respectful of each other and friendly

Group 2

- TOWN PLANNING - Housing developments to include leisure space with parklands, public spaces, green spaces not just house upon house.
-

Conservation of crown land to stay in the hands of the community. Drainage and flooding (Avenel specific).

- STREETS - Planted out, shady, clean and safe sidewalks
- PUBLIC TRANSPORT - Secure, reliable, fast train system, less cars on road, connections with our towns in shire and Shepparton/Seymour
- ACCESSIBILITY and CONNECTIVITY - safety for older people and with mobility challenges, be able to access places to just outside of town
- ARTS - art space to connect artists with community
- ENERGY and CONNECTIVITY- Solar energy hub to be stand alone and ensure energy security, NBN connections/bandwidth, power outages affecting local businesses
- ENVIRONMENT - Water conservation strategy, to have more natural gardens rather than irrigation, protecting our natural waterways.
- COMMUNITY - Supporting community groups, thriving local farms
- EMPLOYMENT- local farms and agricultural business continue to thrive
- POWER SECURITY - power outages affecting local businesses

Group 3

- Achievement through happiness not possession
- Tourism growth showcasing locally grown food, wine, beer etc.
- Renewable energy from solar, wind, batteries, biowaste
- Infrastructure development using waste products
- More green spaces in towns with parks and shade trees
- Support and preservation of our natural environment
- Improved road and waste management
- Well developed aged care facilities
- Education and recreational facilities for youth and support for young families
- Enjoyment of local arts and music
- Inclusivity of diverse cultures
- Support for small business and local producers
- Council and community on the same page with the same goals

Group 4

- We'd like the next generation to experience what we have – but not all of us are optimistic about that likelihood
 - Panel member - I would be spending a day in the bush, hiking or fishing.
-

- Panel member - Want to be healthy and connected - 'Old People's home for 4 year olds'
- Want to be able to move around the neighbourhood easily and safely – good footpaths
- Continue to enjoy peace and quiet, bush, trees, birds – be at one with nature
- Less of a focus on tourism – more on community
- More/different transport options - To be energy conservative I envisage there might have to be 'community' buses from the smaller centres to facilitate residents going grocery shopping, one or two days a week To be energy conservative I envisage there might have to be 'community' buses from the smaller centres to facilitate residents going grocery shopping, one or two days a week. This will be more efficient than the use of individual vehicles.
- In the 2030s we will see changes in modes of both personal and public transport.
- Ability to interact with various groups
- Better manage our environmental assets, stop deforestation, address weed issues
- Have affordable housing/energy
- We could lead the way on super clever affordable smart design prefab homes - we are in the perfect location, we have space, we have expertise – the groundwork has been done
- Local Govt guidelines recommend "adding Friendship/Fitness/Music/ Flavour to your years"

Group 5

- Roaming around the town, region and state is accessible
 - Lots of public transport for the region and metro
 - Accessibility of footpaths and roads for all
 - Need to be able to get around
 - Better bike tracks and walking tracks that encourage activity
 - Green spaces are enhanced and regenerated.
 - Safe spaces and natural habitats and gardens to enjoy
 - Green spaces, wide streets for visitors and emergency services
 - Remedying native habitat destruction
 - Pesticides no longer used
 - Better carbon sequestration through forests etc
-

- Destination for conservation - trees and shady areas
- Facilities are easy to access and tailored to local needs
 - Good healthcare facilities for elderly
 - All buildings will have solar and majority off the grid
 - Habitat restored
 - Bigger recycling bins and better waste management services
- Social inclusion and diversity in our circles
 - More ethnic diversity in the community
 - Social activities for all (elderly and young)
 - Education opportunities like Tafes etc
 - More intergenerational living options.
- Learning from indigenous leaders
 - Education about local history and indigenous practices
 - More opportunities to work with indigenous elders and incorporate land practices into day to day life
- Lots of services to enrich our lives
 - Internet services are the best in Australia so we can stream everything all the time!!!
 - Culture centre with great coffee 24/7
- Council relationship is data led and supports our varied lifestyles
 - Council still interacting with community and being inclusive
 - Council making better use of data to inform services and infrastructure

Draft Vision Statement

The other key output of session 1 was the panel's first attempt at drafting a Community Vision Statement. Participants were provided with some guidance of what a Vision Statement might contain and asked to try and incorporate the key themes from the week in the life activity. The panel were then asked to share these Vision Statements to the group who were able to provide feedback. The following Vision Statements are those that were refined based on initial group feedback.

Group 1

"Strathbogie Shire is a small part of a green, stable and cooling planet. Steered by courageous and inclusive council. With an optimistic and resilient people with

a deep sense of belonging. People who care for country and understand and have reconciled with their first nation culture.”

Group 2

“Less Stress in Strathbogie

Conservation of our natural and rural environment, renewable resources, inclusive of diverse community values and accessibility to services and leisure activities.”

Group 3

“In 2040 Strathbogie Shire leads the way in Economic, Social and Environmental sustainability with an interconnected, welcoming, secure and supported community driven by wellbeing and liveability.”

Group 4

“In 2040, Strathbogie Shire is a vibrant community that is continually pushing the boundaries of what is possible. We embrace opportunities that strengthen our environment, diverse community connections, spaces for enrichment/enriching activities and accessibility within the broader region.”

Group 5

“Strathbogie Shire pushes the barriers on sustainable growth that protects and enhances our natural environment with an integrated, respectful and inclusive community which contributes to our spectacular gateway to Victoria.”

These Visions were provided to an elected ‘editorial group’ who were tasked with developing a single combined vision that reflects the overall sentiment of the group from the above drafts. No voting was completed in this initial session.

Session 2 outputs

Session 2 was divided into two components, first providing some Council Plan Recommendations in relation to the topics 'Waste and Environment' and 'Tourism and Community Services' and further developing the Community Vision statement and associated themes. The final outputs from this session (not including work in progress thoughts), are summarised below.

Council Plan Recommendations

Messages for Waste and Environment

- Strong support for the challenges and the opportunities
- Main challenge identified as managing waste with growing population
- Main opportunity identified as taking action on climate change
- Many suggestions regarding action on climate change, reducing/managing waste and generating sustainable energy locally
- Also recommendations about elevating enviro strategies within Council, more education around better waste practices and strengthening partnerships

Specific suggestions include:

- Acting from the declaration of climate emergency across all parts of council
- Reducing emissions – council and community
- Investing/ supporting solar and renewables
- Preparing for climate emergencies/especially fire and flood

Messages for Tourism and Community Services

- Strong support for promoting tourism across the Shire
 - Strong support for strengthening arts and culture
 - Helping people develop connections across the Shire identified as a priority
 - Investing in infrastructure to support tourism and economic development
-

- Generating more affordable housing

Specific suggestions include:

- Strengthening arts and culture, building a unique events/festival profile and revitalising public spaces
- Building community connectivity to ensure inclusivity and caring (e.g. elderly with dementia, isolated) but also to share good ideas/projects already being successfully implemented in Strathbogie's small towns

Other themes

- Auditing community facilities – what have we got that we don't know about
- Improving meaningful council-community collaboration

These Council Plan recommendations are the final messages from the Community Panel to be considered by Council.

Community Vision Inputs

The editorial group, met between sessions one and two and developed the following community vision, where the brackets represent content that was yet to be decided:

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

We are resilient and have a strong sense of belonging. We care deeply for Country and First Nations people's culture.

Our region is renowned for its unique experiences...

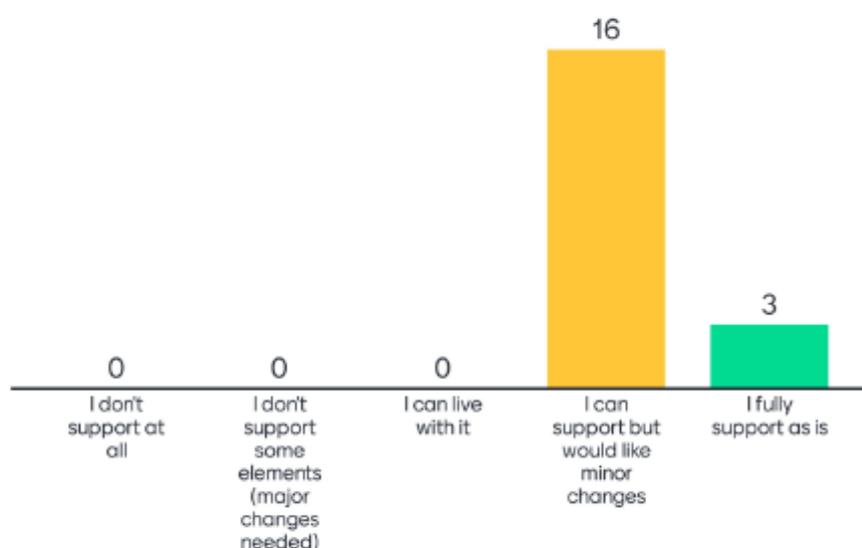
(suggested - local food and wine, arts and culture, sports and adventure all set amongst farmland and the Strathbogie Ranges

local food and wine, arts and culture, adventurous spaces, amongst the agricultural ranges.

"Balance between them..."

Collectively we are driven by what is possible and focus on energising all parts of our region through embracing opportunities that welcome visitors and enrich our diverse communities."

The panel were then asked to vote on the extent to which they supported the draft Vision presented by the editorial group. The results of this vote identified 100% support from those that voted, though there were some panel members who abstained from voting at this point in the process. The majority of respondents did identify that they would like minor changes to the Vision, the results are presented in the graph below.



The panel were also polled on what changes they would like to see to improve the draft vision as it is presented. These responses included:

- Can there be some reference to agriculture? This is the most important industry in the Shire.
 - A job well done in converting the essential points in a language that is appropriate and not as esoteric as original statements
 - Going well, but needs some fine tuning. I support the comments that we need to recognise agriculture a bit more.
 - I agree that one of the key things from Day 1 - of rehabilitating and enhancing our environment doesn't show in the vision.
-

- Also sentence 3 either remove or leave as there are no add ons - we really need to actually nut down what is unique about Shire?
- Think it's absolutely spot on - but maybe we can make it more succinct ??
- I like the inclusiveness and adventure elements but not at the expense of including the environment. From my experience working in government, this needs to be explicitly stated it will be forgotten a few years down the track.
- Green and the environment is what is so good about our community and should be included
- Country vs environment
 - Simply change country to environment.
 - (I) think there is a strange anomaly around Taungurung and country Will. To me the environment is this strange kind of non space that holds us back a little from inhabiting our chosen places in this country. I love the way black fellah describes his lived place as Country.
- Our Community is committed to preserving and enhancing our environment through innovative ideas.
- Had a cuppa and been reflecting on progress. A few of us have indicated that we should highlight the importance of our farmers. I think we need to recognise them a bit more in our vision and actions. Will think about this for the next meeting.
- Unique experience? A lot of what we offer in our Shire is much the same as other Victoria Shires.

Drafting the themes

The panel was also asked to review the seven themes identified from the broader community engagement feedback. These themes are:

1. A creative community
2. Liveability and connectivity
3. Our environment
4. Sustainable Growth and development
5. Our People
6. Smart Spending
7. An engaged community

For their Community Vision, the panel voted to consolidate these themes by combining 1, 5 and 7 into a single theme and 4 and 6 into a single theme. The panel were then

able to identify their preferred theme to work on drafting. The outputs from this session are summarised below.

1. Creative and Engaged community (this encompasses Our People)

Description: Fostering and supporting creative responses in the community
Collaborating and engaging individuals/groups who may not normally contribute

Actions:

1. A designated council worker (Creative Engagement Officer) who is employed under a creative and engaged community theme to liaise directly with our individuals and groups
2. Facilitate a conversation/meeting for our current creative and interested individuals/groups to come together to share
3. Brainstorm ideas of how we can involve young and older people to bring their creativity to the table - those that wouldn't normally
4. Turn the North Eastern Hotel into a creative and artistic hub - bevvies included

2. Liveability and Connectivity - Live.Access.Connect

Description:

Live
Access
Connect

Actions:

1. Expanding accessibility (public transport)
 2. Provide a safe (maintained and quality) and secure built and natural environment (roads, footpaths, street lights)
 3. Developing a community gathering space
 4. Community bus program (Avenel)
-

3. Environment - Living in Our Healthy Environment

Description: Pass on to future generations a rich, healthy and diverse natural environment.

Actions:

1. Ensure future developments minimise impacts and support Council vision
2. Actively support regenerative agriculture
3. Better town planning to manage and separate the built and natural environment (in conjunction with Taungurung)
4. Open space policy (see Whittlesea Council)
5. List and protect natural resources - Assets register
6. Identify key threats and challenges and develop strategies to manage
7. Understand, enhance and protect our environment to reverse biodiversity decline
8. Set targets for all of above

4. Holistic Growth/Productivity and Development (sustainable growth and development/smart spending)

Description (1 - 3 sentences): Effective housing and commercial planning to enable the best outcomes for community and the environment.

Targeted economic development that supports enhancements to the region. We recognise the strengths of our region and capitalise on it. We are the gateway to the North East and focus on value adding industries and agriculture.

Infrastructure is deployed and managed in a cost effective way that meets the growing and changing needs of the community.

Actions:

1. Frameworks and policies to ensure infrastructure is clean, green and future ready (mandate developers to.....)
 2. Growth zones identified and managed with specific policies
 3. Work with Taungurung LaWC
 4. Lobby to state gov for changes to planning policies
-

5. Economic development strategy that defines the industries that will set us up now and to 2040
6. Create incentives for longer opening hours within the hospitality industry
7. Council facilitate collaboration and partnerships to drive outcomes from the strategy

Session 3 outputs

The final session was again split into two halves, with the morning session focused on providing recommendations for the remaining topic areas and the remainder of the time used to finalise the Community Vision report. The approach for the Council Plan recommendations was slightly refined to account for the limited time available, with the group asked to identify how they feel about the presented challenges and opportunities and one thing that would make it easier to enable Council to meet the intent of the Community Vision. The recommendations for all topic areas were written by one group and then reviewed by a separate group, who were able to add any comments as required.

Council Plan Recommendations

1. Planning and Investment

What do you think of the challenges and opportunities? Supportive? Anything missing?

- Industrial growth has not been mentioned in the challenges and opportunities.
 - Prioritise environmental/sustainability issues.
 - Ensure growth is carefully managed and subdivision policy is clarified in urban and rural areas. Need to recognise township character in future policies and managing growth - it is rapidly growing at present.
 - Review comments: (Agree) about focus on environmental issues/protection of native veg. Fire safety/preparedness is part of this. Consultation with first nations people on measures. Developer contributions schemes are important - public use spaces. Encourage development with broader community benefit. Better manage interface between new and old development - streetscape character. Better
-

communication with the community. Commercial growth needs to support growth - balancing farming, residential and commercial uses.

Which one thing will make other actions easier and enable Council to meet our Vision?

- Maintaining sustainable lot sizes in existing townships/residential areas and farming areas to balance character with managed growth.
- We need to keep environmental objectives to the forefront when looking at lot size (space for trees, water tanks, solar).
- Review comments: General encouragement for businesses and employers to move to the Shire to support economic development - planning schemes should be encouraging economic development/improvement to support both the current/future community.
- Town centres should be accessible (eg elderly), parking studies/streetscape strategies/works undertaken. They should be delightful places to be.

2. Project Delivery

What do you think of the challenges and opportunities? Supportive? Anything missing?

- Shared services - with other Councils in the region (recycled materials, project delivery etc)
- Construction of materials being made more locally to drive projects and more forward (strong support from second group review)
- 10 year projections will create more shovel ready project opportunities for grant funding. Important! (strong support from second group - review)
- Public private partnerships- Diversifying funding to private investors for capital works
- Evaluation of projects needs to have a sustainability evaluation lens. B corp accreditation for project delivery in government? Lead the way!
- Tap into a volunteer network who can support projects. Eg: retired engineers. Getting in earlier in the piece for community engagement.

Which one thing will make other actions easier and enable Council to meet our Vision?

- Shared services partnerships with other councils
-

- Lobby state and fed government for more evaluation and specs for sustainability embedded in project delivery etc
- Being a transport hub for victoria - need to lobby state gov for capital
- Local business procurement for project delivery?
- Review group: Showcase wine industry.
- Renewable energy drive. There's a lot of funding available.
- Build reputation of Strathbogie shire- ready to do business. Link between eco dev and project delivery.
- Do we want heaps of additional development.?? Balance between developers and lifestyle. Need policy changes to make sure we have the right level of balance and appropriateness. Strong developer contribution and zoning framework

3. Economic Development

**What do you think of the challenges and opportunities? Supportive?
Anything missing?**

- Yes supportive
- Missing: people Transport and actual solutions to the challenges
- Love the value add food and manufacturing for ag output
- Workforce development and attracting a strong workforce in the region.
- Macro trends- what's emerging in an economical area and look for growth opportunities then facilitate a roundtable with private investors, vendors, government agencies to understand opportunities and interest. - get consultant onto this facilitation.

Which one thing will make other actions easier and enable Council to meet our Vision?

- Infrastructure - telecommunications/digital infrastructure/power supply etc
 - Link in with other strategies in Council
 - Consultant is going to do a consultation process with local industries to identify the opportunities and how the council can support growth. Ensure private developers and key influencers are part of the conversation. Think broader than just existing local industries.
 - Digital city- educate students that they can live/work/play in Euroa. Need digital infrastructure advocacy. Work opportunities are also growing in the
-

digital space also reducing the dependency on travel to metro or other regional centres

4. Corporate Operations

What do you think of the challenges and opportunities? Supportive?

Anything missing?

- Agree that these all are challenges facing us.
- Availability of broader IT to community is important but also to and how council works with IT to provide services e.g. redeveloping website, check rates, services
- Compliance e.g. responsible pet ownership, spray/damage - difficult situation. Need to consider water usage in gardens
- Council starting to move toward hybrid vehicles Greening Euroa project
- Great Idea
- Renewable energy - varying options? Not just solar, wind, hydro?

Which one thing will make other actions easier and enable Council to meet our Vision?

- Potential for commercial development - i.e.more rates/profit less costs to shire vs more residents less rates and more cost to maintain community etc
 - Agriculture and equine business
 - Provide lists of species preferable to conserve water usage.. New residents pack - expanded and comprehensive e.g. welcome to new residents
 - Very important to hear the website is being redeveloped
 - Emphasis on renewables is very important. Working towards town energy hubs. Increase tree planting to reduce heat.
 - ? Localised sewerage treatment plants
-

5. Asset Planning

What do you think of the challenges and opportunities? Supportive?

Anything missing?

- Fire management - Council limited role
- Consulting first nations people with regards to asset and environmental management plans
- Maternal and child health run off their feet already and need to plan for future population growth
- New secondary college at Ngambie in the North end if not in competition with other areas
- Streetscape planning and water with planning e.g. swales and WSUD
- Traffic management - simplifying controlled crossing in Euroa (roundabout) and anderson street rail over/underpass

Which one thing will make other actions easier and enable Council to meet our Vision?

- Financial constraints and dealing with such a small rates base?

These Council Plan recommendations are the final messages from the Community Panel to be considered by Council.

Community Vision Inputs

The second half of this session focused on finalising the Community Vision Report. The Community Vision Statement was edited based on the feedback from session 2 and the following statement was finalised:

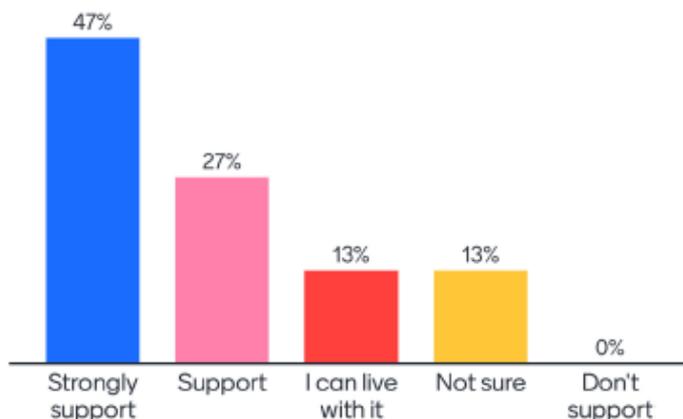
"The Strathbogie Shire is a region of natural beauty with vibrant communities who are respectful, optimistic and inclusive.

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

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

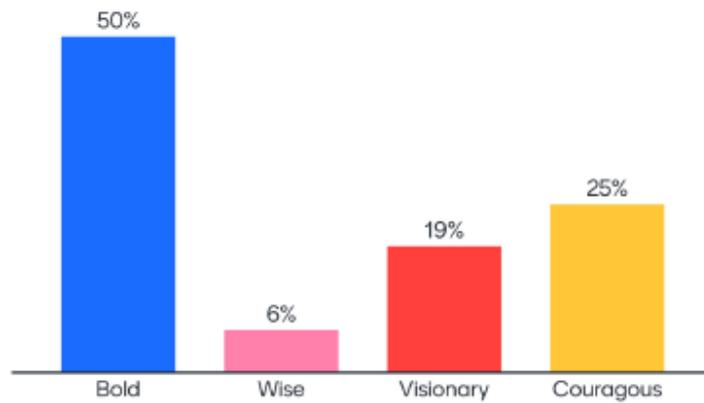
This vision statement passed with 87% of the panel voting that they could live with it or better, and almost half (47%) voting that they were in strong support of this Vision statement. The results of this vote are illustrated in the next graph.

To what extent do you support the revised Vision Statement?



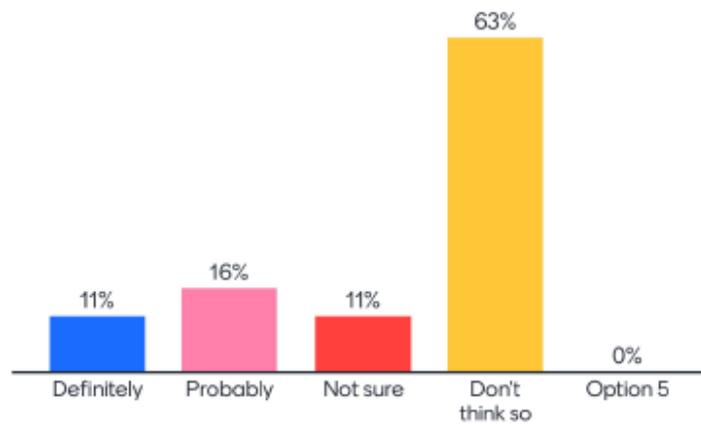
Some concerns were raised by the panel about the use of the word 'bold' a vote was completed to assess whether there were any alternatives preferred by the majority of the group. This vote identified that bold was the preferred term from the majority of the panel and was retained in the final Community Vision statement. The results of this poll are presented in the following graph.

What term do you prefer?



Similar to the use of the word bold, there was also a discussion around whether forebears and settlers should be mentioned in addition to our First Nations people. This was also put to a vote, as the majority of the panel were not in support of this inclusion and the Community Vision statement was then retained as is.

Do you want to specifically mention forebears and settlers?



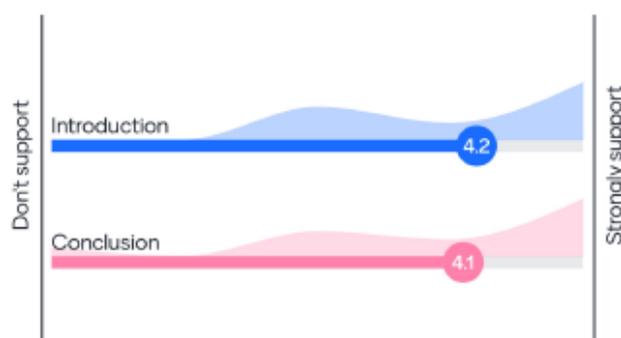
The panel was also invited to refine the theme descriptions and actions that were identified in session 2. These refined descriptions, as provided in the final Community Vision Report as written by the Community Panel, with 100% of votes for all these identified as 'I can live with it' or higher. The average results for each theme is illustrated on the following graph.

To what extent do you support the descriptions and actions of the following themes?



The panel were also provided the opportunity to vote on the introduction and conclusion which were written by a small group of panel members. Both the introduction and conclusion were accepted with 100% of the panel voting that their level of support was 'I could live with it' or higher.

To what extent do you support these parts of the report?



For the final Community Vision outputs from session 3, please refer to the **Community Vision Report**.

Feedback

As well as being sent an online survey, the panel were also asked for general feedback at the beginning and the end of sessions 2 and 3. Feedback for session 1 was recorded at the beginning of session 2.

Session 1 Feedback

The panels reflections on day 1 included:

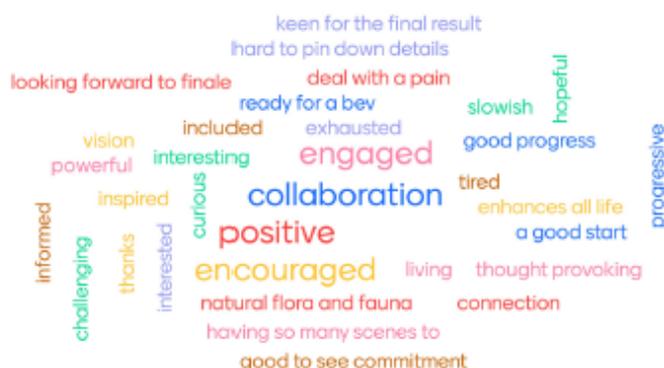
- Things went pretty well!
 - everyone had a very similar mindset... wonder if representative of the community?
 - Great people - I really enjoyed the way everyone worked together and shared a passion for our region!
 - many views make light work
 - it was an expansive view on our individual roles / responsibilities within our shire
 - Was interesting, but unfortunately using zoom to some degree probably inhibits the discussion compared to face to face. No one's fault, just the circumstances. I thought the presentations by the council officers were excellent.
 - How passionate everyone is about our Shire and our environment.
 - Impressed by the level of participation and manners
-

- Getting different options on all things Strathbogie shire
- Many are on the same page as to the current challenges facing the shire, as well as passion for the natural environment.
- We all seem to wish for the same things for our home!
- Inspired by the passion and commitment of everyone participating
- Some level of frustration with Zoom. Looking forward to clarification on some issues discussed.
- A lot of great ideas. Would be good to see the ideas evaluated on a simple scale (1-10) of feasibility and community support as well as an roughly estimated to development

Session 2 Feedback

During session two the panel were asked to identify how they felt about the progress they had made. These responses are provided in the following word cloud:

How are you feeling about the progress made today?



The complete text for these responses was the following:

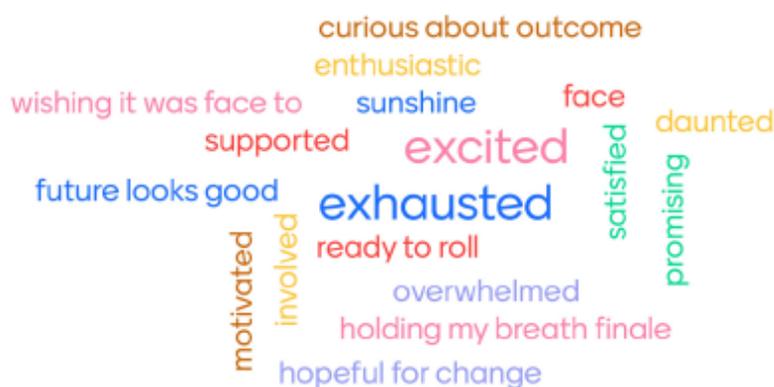
- exhausted, tired, ready for a bev
 - interesting collaboration
 - Living natural flora and fauna enhances all life
 - Curious, Interested, Included
 - Good progress having so many screens to deal with a pain
 - engaged
 - Inspired
-

- Slowish, hard to pin down details, good to see commitment
- A good start, Thought provoking, Looking forward to finale
- Positive, Encouraged, Thanks
- challenging, keen for the final result
- informed, engaged
- Progressive, Positive, Powerful
- collaboration, connection, Vision
- Encouraged, Hopeful

Session 3 Feedback

In the final session, the panel were asked to provide one word to describe how they were feeling for the task ahead of them in this session. These responses are provided in the following word cloud.

One word to describe how you are feeling about the task ahead of you today



The text input for this word cloud included the following:

- exhausted
- ready to roll
- Exhausted, Involved, Satisfied
- overwhelmed
- motivated, sunshine, excited
- Holding my breath finale

- Supported, Enthusiastic, Promising
- Hopeful for change, Curious about outcome, Future looks good
- Wishing it was face to face
- daunted, excited

At the end of session 3, the panel was asked to describe the whole process in a word or two. This feedback is provided in the following word cloud.

A word or two about the whole process now you are done



The text input into this word cloud included the following:

- involved, expansive, encouraging
 - Huge task
 - Bit uncomfortable
 - Final dash to finish
 - Need a bevvie
 - Challenging, Engaging
 - Creating awareness
 - Huge task
 - satisfying
-

Conclusion

This report outlines the process that was undertaken to develop the final **Community Vision Report** prepared by the deliberative panel. It can be concluded that the process was conducted in accordance with requirements of the Local Government Act 2020 ('the Act'), section 55 (2) and that the panel followed a robust and methodical deliberative engagement approach.

Appendix 1: Agendas

Session 1

18 July 2021

10.00 - 3.00pm

Online via Zoom

Time	Item
10.00	Welcome and Acknowledgement of Country
10.15	Introduction from Facilitators and overview of day
10.25	Who is in the room - sociology activity
10.40	Presentation on broader engagement
11.05	Megatrends/demographic shifts impacting Australia, Victoria, Melbourne, Strathbogie
11.35	Week in the life - Individual Activity
11.50	Week in the life - Group Activities
12:15	Lunch
1.00	Identifying elements/ components of the Vision
1.20	Drafting a vision for the shire of Strathbogie
1.45	Sharing Visions and reflecting on what we like
2.00	New groups refine Vision Statements
2.30	Identifying themes
2.50	Next Steps
3.00	Close

Session 2

25 July 2021

10.00 - 3.00pm

Online via Zoom

Time	Item
10.00	Welcome
10.10	Challenges and opportunities facing Council and the community - Panel session
10.30	Brief interview with Molly
10.40	Topic one - Prioritising challenges and identifying opportunities
11.15	Break
11.25	Polling for Enviro and Waste
11.30	Brief interview with Claire
11.40	Topic Two- Prioritising challenges and identifying opportunities
12:15	Lunch
12.55	Polling for Tourism and Community Services
1.00	Overview of Strathbogie Council
1.30	Reviewing the editorial group vision and voting
1.45	Whole group
2.05	Detailing the themes - Breakout rooms
2.25	Groups to swap, review and refine
2.35	Presenting themes and Voting
2.50	Overview of last full day panel session
3.00	Thanks and close

Session 3

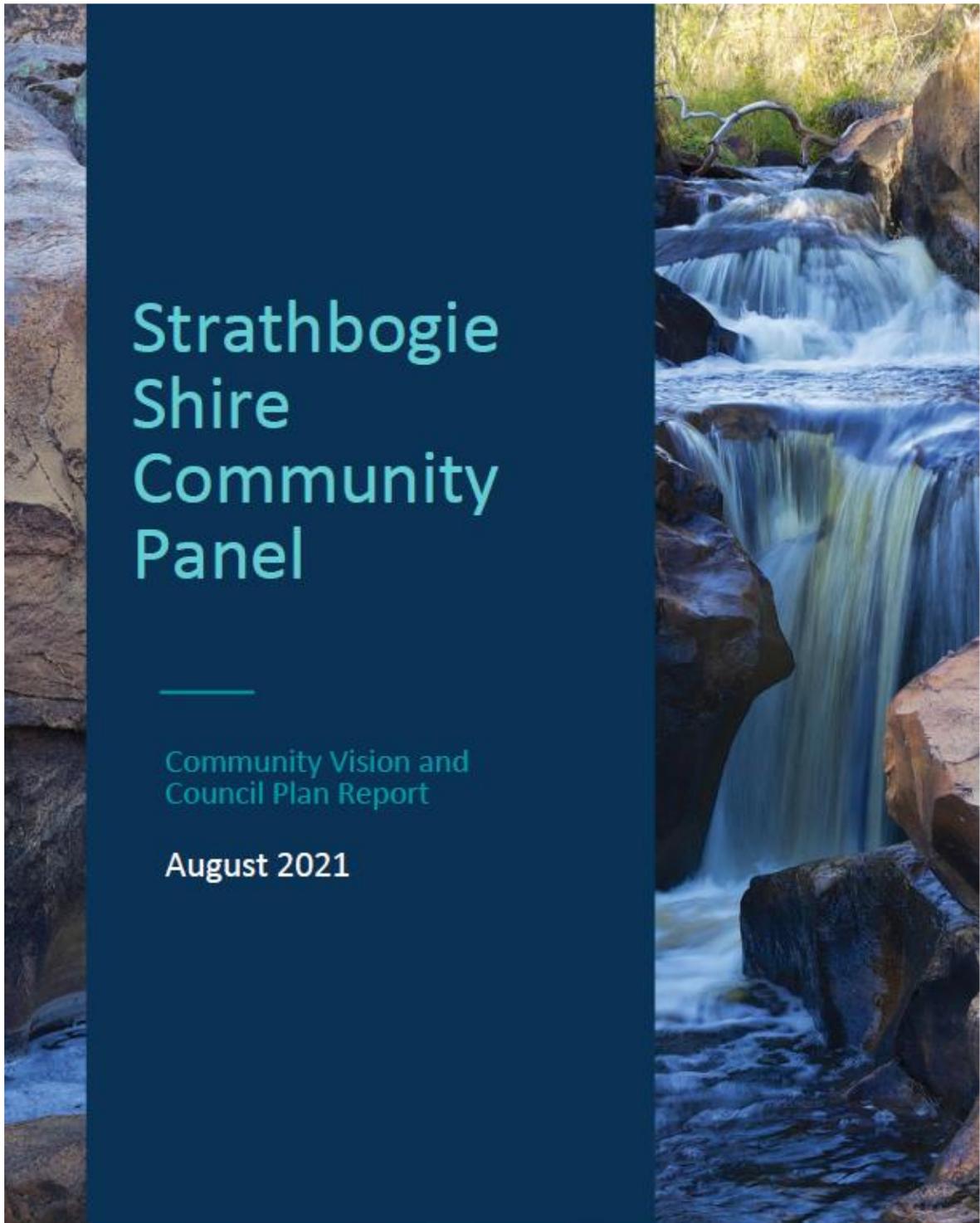
1 August 2021

10.00 - 3.00pm

Online via Zoom

Time	Item
10.00	Welcome and feedback from last session
10.15	Group Review - Remaining 5 Interest Areas
10.45	Stretch break
10.45	Reviewing a topic area and providing feedback
11.05	Report Back
11.20	Review themes and where we are at
11:35	Groups to edit themes
12.00	Report back
12.15	Lunch
1.00	Voting on themes and any live edits
1.30	Edits to the Vision
2.00	Final writing and review
2.30	Celebration!
2.45	Evaluation

ATTACHMENT 5: Strathbogie Shire Community Panel Report



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PLEASE NOTE: THE PAGE NUMBERING FOR THE ABOVE CONTENTS IS NOT SYNCHRONISED WITH THE PAGE NUMBERING OF THIS AGENDA DOCUMENT

Introduction

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.

The Community Vision and Themes

The panel identified a vision statement and the key themes that reflected the task 'what do we envision for the future of the Shire of Strathbogie in 2040?'.

This included the identification of a Community Vision Statement as well as the themes that would be used to achieve this Vision.

Community Vision Statement

"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 our collective history. We care deeply for Country and First Nations people.

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

Theme 1: Engaged Community

(Note: Theme 1 and 2 are so intertwined and we want to make the distinctions that 1 is about the makeup of our community and 2 is the enabling infrastructure for connectivity and spaces.)

Description

Engaged, willing and vibrant community

Creativity: Fostering and supporting creative responses in the community

Health and wellbeing: Encouraging health and wellbeing activities including a wide range of sports and recreation.

Culture and inclusion: Collaborating and engaging individuals/groups. Spaces for social inclusion and new friendships where people can connect on common interests and share knowledge across generations and cultures.

A community engagement approach with Council

Actions

Council processes

1. Enable the local action groups more effectively by Council with greater funding opportunities and less superfluous admin burden. Cut down on needs for admin by Council (strategic plans etc).
2. Stronger community engagement with new projects and infrastructure rollout.
3. Councillors talk about how they are working with the community to realise the vision at the start of each Council meeting, every Council gathering. Keep bringing the vision to the fore.
4. Partnerships - partnerships strategy - clear goals, clear approach, principles, assessment criteria and focus areas. Key deliverables / performance indicators. Incorporate Action Groups and Chamber of Commerce

Others

1. Strathbogie Shire community website and forum having more information about services, connections, events etc. More interactive engagement websites/forums between community, businesses and council.
 2. Build relationships and partnerships with Taungurung people to increase understanding within the community on First Nations land and water practices and culture.
 3. Revamp the Euroa Show to be for the whole council and have an annual vision competition that gets young people involved.
 4. Developing a community gathering space with emphasis on engaging with the natural environment and building intergenerational relationships/connections.
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Theme 2: Connected people and places

(Note: Theme 1 and 2 are so intertwined and we want to make the distinctions that 1 is about the makeup of our community and 2 is the enabling infrastructure for connectivity and spaces.)

Description

Access: Our community has access to important services including shops, health and medicine, jobs, green spaces, and family services that meet the needs of the community.

Access: More diverse transport beyond cars are enabled and encouraged through walking and cycling tracks.

Live: Focus on activities that build economic, financial, social security that enable everyone to thrive.

Actions

1. Expanding accessibility of transport through advocacy for public transport, new community service models (eg Community bus program -Avenel)
 2. Provide a safe (maintained and quality) and secure built and natural environment (roads, footpaths, street lights)
 3. Council spending prioritisation framework
 4. Diversifying revenue streams beyond rates for infrastructure upgrades
 5. Lobbying for state government about public transport infrastructure
 6. Explore means-test rates schedules and payments (adapt payments based on household income)
-

Theme 3: Living in our Healthy Environment

Description

Restore, protect, enhance and promote our rich, healthy and diverse natural environment with emphasis on native Flora and Fauna for present and future generations to celebrate.

In all below actions council acknowledges the contribution of the Taungurung people in a tangible and respectable way as part of the development of the MoU.

Actions

1. Identify the key threats and challenges to our environment and develop strategies to ensure future developments minimise harmful impacts on our natural environment
 2. Understand, enhance and protect our environment to reverse biodiversity decline including consulting and educating all rate payers and business owners in sustainability practices using best practice examples i.e. renewable energy, regenerative agriculture
 3. Strategic town planning to manage the built and natural environment including responsible developer strategies
 4. Develop our own Open Space Policy to set strategic direction for the future planning for vision and design and management of open space
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Theme 4: Holistic Growth/Productivity and Development

Description

Effective housing and commercial planning to enable the best-balanced outcomes for community and the environment.

Targeted economic development that supports enhancements to the region. We recognise the strengths of our region and capitalise on it. We are the gateway to the North East and focus on value adding industries and agriculture.

Infrastructure is deployed and managed in a cost-effective way that meets the growing and changing needs of the community.

Actions

1. Growth zones identified and managed with specific policies including frameworks to ensure infrastructure is fit for purpose but sustainable and using renewable resources where practical. Ensure developers demonstrate the community benefit gained from their proposals.
 2. Lobby State and Federal government for changes to planning policies - including recognising Mangalore Airport as a transport hub, limit viable agricultural land subdivision, reviewing sizes of residential allotments(ensuring new land is not jam packed), more reliable power supply focussing on renewable energy and telecommunications infrastructure to support the economic development strategy
 3. Economic development strategy that attracts (defines) the industries that will set us up now and to 2040 with a focus on value adding primary and food related industries
 4. Create incentives for longer opening hours within the hospitality and retail industries
 5. Council facilitate collaboration and partnerships to drive outcomes from the strategy
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Conclusion

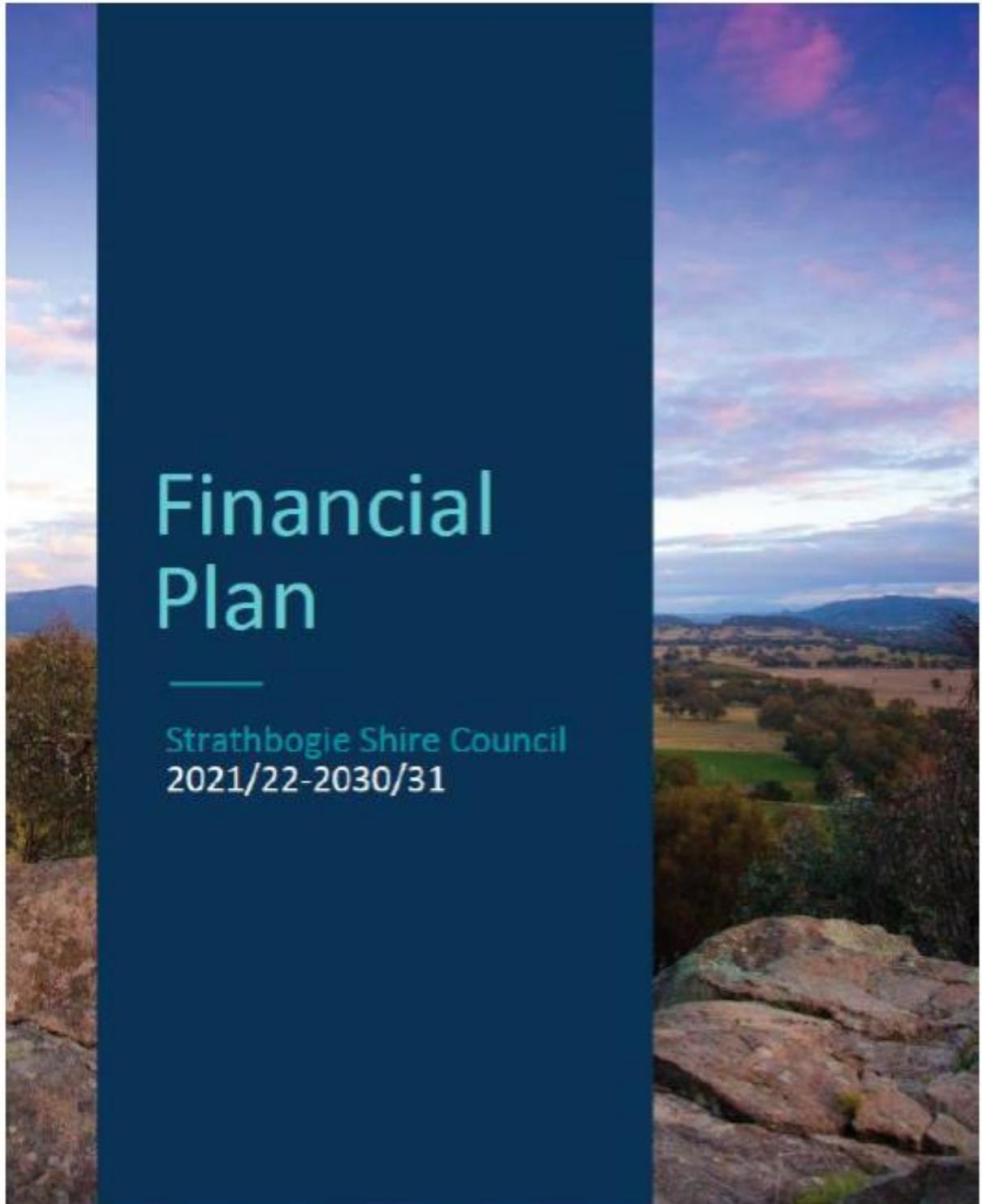
Our hope is that the Shire delivers the vision we have developed for the wise management of our human and natural resources.

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.

ATTACHMENT 6: 2021/22-2030/31 Financial Plan

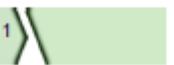




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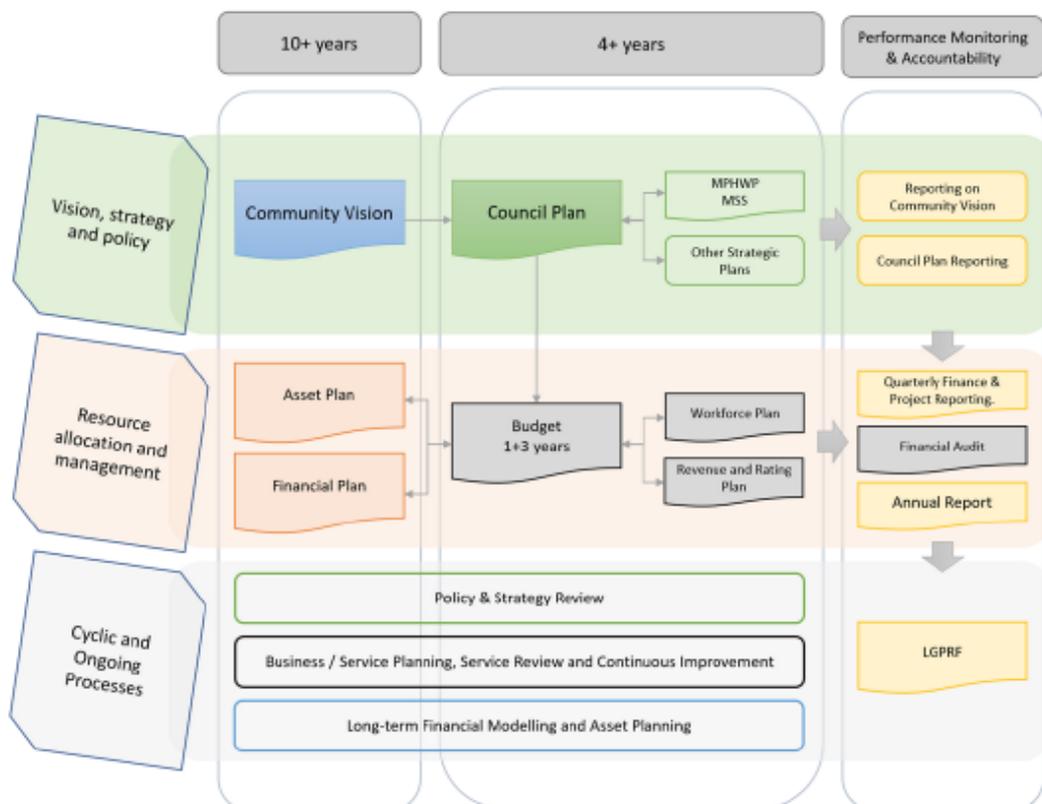
1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning & Reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council financial plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Balance Sheet projections.
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements).

1.3 Engagement Principles

Council is in the process of developing a comprehensive community engagement framework. In the interim, Council has implemented the following consultation process to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared by management;
- b) Draft Financial Plan placed on public exhibition following Special Council meeting on 31 August 2021 and calling for public submissions;
- c) Community engagement is conducted using local news outlets , Councils online engagement platform and social media channels ;
- d) Hearing of public submissions to the Financial Plan (September);
- e) Draft Financial Plan, including any revisions, presented to October Council meeting for adoption.

1.4 Service Performance Principles

Council services are designed to be fit for purpose, targeted to community needs and value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

1.5 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

The Asset Plan is required to be adopted by 30 June 2022.

2. Financial Plan Context

This Financial Plan reflects the financial resources required to achieve the strategic objectives included in the Council Plan.

The Financial Plan is a rolling plan that is subject to an annual review. There are a number of dynamic variables that may influence the outcomes expressed in this Financial Plan. They include:

- Rating levels and supplementary rate income.
- Government grant revenue (both recurrent and capital).
- Granted assets / new and upgrade of assets.
- Renewal of assets to maintain services.
- Asset revaluations (major impact on fixed asset value and depreciation).
- Asset sales.
- Mix of funding between capital works/special projects (new initiatives) and
- Level of growth factor applied to expenditure items / rate of expenditure/activity level.

The long-term financial plan is determined using a base point; typically the current budget or forecast as the starting point with long term assumptions applied as indexation throughout the life of the plan. This ensures, as much as possible, the plan is realistic in its reflection of the future financial position of the Council.

It should be noted that even within the local government sector, specific councils are likely to face differing cost structures leading to different assumptions in estimates for long term planning.

It is important to note that when determining a cost index for local government it is not as simple as applying the Consumer Price Index (CPI), which measures the change in prices associated with household expenditure. CPI is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. However, council services are directed more towards providing infrastructure and social and community services.

2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast										Budget			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Consistent underlying surplus result	Adjusted underlying result greater than \$0 (amount in thousands)	>\$0	(358)	(\$660)	(\$258)	(\$397)	(\$143)	(\$76)	(\$258)	(\$460)	(\$914)	(\$1,119)	(\$1,330)			
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due	Current Assets/Current Liabilities greater than 1.1	>1.1	1.69	1.38	1.26	1.21	1.09	1.08	1.07	1.06	1.05	1.18	1.14			
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	Assets renewal and upgrade expense/Depreciation above 100%	>100%	102%	229%	109%	109%	105%	97%	101%	101%	93%	78%	70%			
That Council applies loan funding to new capital and maintain total borrowings in line with rate income and growth of the municipality	Total borrowings/Rate revenue to remain below 60%	<60%	1%	24%	21%	19%	17%	16%	14%	12%	11%	9%	7%			
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required	Unrestricted cash/current liabilities to be maintained above 80%	>80%	143%	96%	83%	78%	65%	66%	64%	63%	62%	75%	71%			
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital	Capital outlays as a % of own source revenue to remain above 30%	>30%	71%	121%	59%	37%	37%	34%	33%	33%	31%	28%	30%			

2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic focus areas that will support the aspirations of the Council Plan:

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

The 10-year financial plan allows for delivery on these focus areas within the following financial principles:

- Maintain investment in renewal of assets to reduce the escalating risk and maintenance of aging infrastructure.
- Provide reasonable stability in the level of the rate burden
- Prudently manage financial risks relating to debt, assets and liabilities.
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information
- Maintaining current service levels for the next 4 years to enable Council sufficient time to complete a full review of its service delivery programs.

2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Growth	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%
Rates & Charges	2.41%	2.05%	2.05%	2.05%	2.05%	2.05%	2.05%	2.05%	2.05%	2.05%
Statutory Fees & Fines	12.44%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User Fees	-8.11%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Grants - Operating	-12.97%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Grants - Capital	7.57%	-48.94%	-44.86%	-21.16%	14.16%	0.00%	0.00%	-13.20%	0.00%	0.00%
Contribution-Monetary	40.69%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Contribution-Non-monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Income	-6.98%	-4.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Employee Cost	-2.43%	1.70%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Material and Services	-1.04%	1.80%	2.15%	1.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	0.10%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Expenses	-0.66%	26.25%	3.95%	6.76%	47.91%	2.77%	2.77%	2.78%	2.78%	2.77%

2.3.1 Rates and charges

Rates per assessment will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases of 2.0% per annum for the ensuing years of the long term financial plan. In addition, it is expected that during the 2021/22 year a further increase of 0.5% per annum will be received for growth (additional properties) as a result of supplementary rates.

Waste charges are proposed to increase by 2.0% compared to 2020/21 levels in order to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the growth to ensure Council continues to recover the full costs of providing waste services.

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

2.3.3 User fees

Revenue from user fees is expected to decrease by 8.1% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase of 4.0%.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 1.0%. Recurrent grants are included in the financial plan.

Council receives non-recurrent grants every year. However, receipts of such grants are unpredictable. Therefore, only the known non-recurrent grants have been included in the financial plan.

2.3.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.3.6 Other income

Revenue from other income mainly comprises interest income plus the recovery income from a variety of sources and rental income received from the hire of Council properties.

2.3.7 Employee costs

The 2021/22 year includes a 2.6% decrease for employee costs that mainly reflects the conclusion of the 'Working for Victoria' program and its employee costs.

The ensuing years, 2022/23 reflect annual increases of 1.7% per annum and from 2023/24 to 2030/31, reflect annual increases of 2.0% per annum to provide for annual EA increases, some required increases to staff salaries as well as a marginal increase to the delivery of existing services.

2.3.8 Materials and services

Material costs include items required for the maintenance and repairs of community and Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, waste collection expenses, insurance, and swimming pool operation costs. Council also utilises external expertise on a range of matters, including legal services and professional services. These costs are kept to within CPI levels year on year.

2.3.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending contained within this LTFS document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

2.3.11 Other expenses

Other expenses include administration costs such as Councillor allowances and internal and external audit fees.

2.4 Other Matters impacting the 10-year financial projections

Description of the current challenges and expected future events likely to impact the Financial Plan projections.

- Maintenance of renewal spending
- Supplementary rate base growth
- Increase in population and demand for appropriate services and facilities

3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

3.1 Comprehensive Income Statement

	Forecast/Actual	Budget	Financial Plan Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Income											
Rates and charges	20,063	20,678	21,000	21,430	21,870	22,318	22,776	23,242	23,719	24,205	24,701
Statutory fees and fines	579	651	671	691	711	730	755	777	801	825	849
User fees	530	487	506	527	548	570	593	616	641	666	693
Grants - Operating	7,805	8,819	8,888	8,752	8,323	8,330	8,287	7,226	7,296	7,187	7,239
Grants - Capital	7,396	7,956	4,062	2,240	1,766	2,016	2,016	2,016	1,790	1,790	1,790
Contributions - non-monetary	290	408	428	450	472	496	521	547	574	603	633
Contributions - non-monetary	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure,	(838)	(591)	(76)	(82)	(77)	(81)	(77)	(77)	(77)	(77)	(77)
Other Income	487	482	431	431	431	431	431	431	431	431	431
Total Income	36,141	36,661	33,706	32,439	32,541	33,371	33,871	34,879	34,936	35,571	36,220
Expenses											
Employee costs	(11,464)	(11,186)	(11,376)	(11,803)	(11,836)	(12,071)	(12,313)	(12,556)	(12,810)	(13,066)	(13,328)
Materials and services	(12,751)	(12,648)	(12,876)	(13,152)	(13,382)	(13,717)	(14,060)	(14,411)	(14,772)	(15,141)	(15,523)
Bad and doubtful debts	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Depreciation and amortisation	(5,947)	(5,882)	(5,996)	(6,149)	(6,303)	(6,461)	(6,622)	(6,788)	(6,957)	(7,131)	(7,310)
Borrowing costs	(20)	(111)	(92)	(86)	(80)	(73)	(67)	(61)	(54)	(47)	(40)
Amortisation - right of use assets	(226)	(176)	(176)	(182)	(178)	-	-	-	-	-	-
Finance Costs - leases	(26)	(18)	(19)	(13)	(7)	-	-	-	-	-	-
Other expenses	(303)	(301)	(300)	(305)	(322)	(324)	(341)	(359)	(377)	(396)	(415)
Total Expenses	(30,672)	(30,287)	(30,922)	(31,595)	(32,212)	(32,851)	(33,706)	(34,483)	(35,276)	(36,087)	(36,918)
Surplus/(deficit) for the year	5,469	6,374	2,784	944	330	420	263	97	(340)	(516)	(697)
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment/(decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	5,469	6,374	2,784	944	330	420	263	97	(340)	(516)	(697)

3.2 Balance Sheet

	Forecast/Actual	Budget	Financial Plan Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Assets											
Current assets											
Cash and cash equivalents	10,200	7,349	5,703	5,339	4,608	4,550	4,502	4,608	4,595	5,500	5,300
Trade and other receivables	2,035	2,329	2,094	2,102	2,162	2,160	2,190	2,239	2,275	2,303	2,345
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventory	5	5	5	5	5	5	5	5	5	5	5
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	113	115	115	115	115	115	115	115	115	115	115
Total current assets	30,961	9,898	7,918	7,561	6,590	6,644	6,600	6,967	6,990	7,923	7,620
Non-current assets											
Trade and other receivables	-	-	-	-	-	-	-	-	-	-	-
Investments in associates and joint ventures	243	243	243	243	243	243	243	243	243	243	243
Property, infrastructure, plant & equipment	306,309	314,409	314,502	315,067	315,306	315,140	316,454	316,790	316,793	317,169	315,922
Other Financial Assets	2	-	-	-	-	-	-	-	-	-	-
Intangible asset	120	120	120	120	120	120	120	120	120	120	120
Rights of use assets	649	474	473	390	112	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	310,323	319,246	315,238	315,760	315,781	315,503	316,617	317,131	317,156	317,532	316,288
Total assets	331,344	324,944	323,256	323,311	322,671	323,347	323,718	324,098	324,146	325,455	324,111
Liabilities											
Current liabilities											
Trade and other payables	2,732	2,983	2,618	2,628	2,703	2,708	2,746	2,796	2,844	2,983	2,926
Trust funds and deposits	468	477	477	477	477	477	477	477	477	477	477
Provisions - Employee benefits	2,290	2,310	2,370	2,437	2,506	2,577	2,646	2,723	2,790	2,775	2,859
Provisions - Other	1,054	790	240	240	240	240	240	240	240	240	240
Lease liabilities	170	180	182	179	106	-	-	-	-	-	-
Unearned income	5,590	-	-	-	-	-	-	-	-	-	-
Interest-bearing loans and borrowings	80	391	396	307	313	319	326	332	339	346	353
Total current liabilities	12,412	7,821	6,283	6,268	6,345	6,321	6,440	6,571	6,690	6,724	6,679
Non-current liabilities											
Provisions - Employee benefits	240	260	236	363	451	510	570	632	695	759	824
Provisions - Other	5,995	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Lease liabilities	473	314	291	111	6	-	-	-	-	-	-
Interest-bearing loans and borrowings	121	4,812	4,116	3,810	3,487	3,178	2,863	2,530	2,192	1,806	1,403
Total non-current liabilities	6,829	7,829	7,463	7,054	6,674	6,406	6,143	5,872	5,596	5,315	5,027
Total liabilities	19,241	14,947	13,746	13,301	13,019	12,727	12,583	12,443	12,286	12,039	11,706
Net assets	312,103	310,097	309,510	310,010	309,652	310,618	311,135	311,655	311,860	313,417	312,205
Equity											
Accumulated surplus	106,390	112,062	115,445	116,299	115,638	117,048	117,311	117,407	117,067	116,551	115,854
Reserves	205,695	197,435	194,065	193,711	193,024	193,570	193,824	194,248	194,823	196,866	196,351
Total equity	312,085	310,097	309,510	310,010	309,662	310,618	311,135	311,655	311,890	313,417	312,205

3.3 Statement of Changes in Equity

	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserve \$ '000	Other Reserves \$ '000
2021 Forecast Actual				
Balance at beginning of the financial year	306,594	106,929	205,665	0
Surplus/(Deficit) for the year	5,469	5,469		
Net assets revaluation increment/(decrement)	0			
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	312,063	106,398	205,665	0
2022				
Balance at beginning of the financial year	312,063	106,398	205,665	0
Surplus/(Deficit) for the year	6,254	6,254		
Net assets revaluation increment/(decrement)	(8,230)		(8,230)	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	310,087	112,652	197,435	0
2023				
Balance at beginning of the financial year	310,087	112,652	197,435	0
Surplus/(Deficit) for the year	2,703	2,703		
Net assets revaluation increment/(decrement)	(3,370)		(3,370)	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	309,510	115,445	194,065	0
2024				
Balance at beginning of the financial year	309,510	115,445	194,065	0
Surplus/(Deficit) for the year	854	854		
Net assets revaluation increment/(decrement)	(154)		(154)	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	310,010	116,299	193,711	0
2025				
Balance at beginning of the financial year	310,010	116,299	193,711	0
Surplus/(Deficit) for the year	330	330		
Net assets revaluation increment/(decrement)	(687)		(687)	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	309,652	116,628	193,024	0
2026				
Balance at beginning of the financial year	309,652	116,628	193,024	0
Surplus/(Deficit) for the year	420	420		
Net assets revaluation increment/(decrement)	546		546	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	310,498	117,048	193,570	0
2027				
Balance at beginning of the financial year	310,498	117,048	193,570	0
Surplus/(Deficit) for the year	203	203		
Net assets revaluation increment/(decrement)	254		254	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	311,135	117,311	193,824	0
2028				
Balance at beginning of the financial year	311,135	117,311	193,824	0
Surplus/(Deficit) for the year	97	97		
Net assets revaluation increment/(decrement)	424		424	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	311,655	117,607	194,248	0
2029				
Balance at beginning of the financial year	311,655	117,607	194,248	0
Surplus/(Deficit) for the year	(340)	(340)		
Net assets revaluation increment/(decrement)	594		594	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	311,899	117,607	194,832	0
2030				
Balance at beginning of the financial year	311,899	117,607	194,832	0
Surplus/(Deficit) for the year	(535)	(535)		
Net assets revaluation increment/(decrement)	2,034		2,034	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	313,417	116,551	196,866	0
2031				
Balance at beginning of the financial year	313,417	116,551	196,866	0
Surplus/(Deficit) for the year	(687)	(687)		
Net assets revaluation increment/(decrement)	(511)		(511)	
Transfer to other reserves	0			
Transfer from other reserves	0			
Balance at the end of the financial year	312,209	115,854	196,355	0

3.4 Statement of Cash Flows

	Forecast Actual	Budget	Strategic Resource Plan Projections								
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Relev and charges	20,080	20,794	21,000	21,430	21,070	22,310	22,778	23,242	23,719	24,205	24,701
Statutory fees and fines	511	664	671	691	711	733	755	777	801	825	849
User fees	506	496	506	527	548	570	592	616	641	666	693
Grants - operating	6,852	3,701	6,605	6,752	6,619	6,666	6,666	7,026	7,096	7,167	7,239
Grants - capital	10,076	5,336	4,302	2,240	1,766	2,016	2,016	2,016	1,750	1,750	1,750
Contributions - monetary	359	408	428	450	472	496	521	547	574	603	633
Interest received	190	140	100	100	100	100	100	100	100	100	100
Other receipts	300	321	280	251	250	251	251	250	251	-	-
Net GST refund / payment	1,345	2,388	1,067	750	764	724	720	721	699	593	694
Employee costs	(11,471)	(11,186)	(11,190)	(11,401)	(11,607)	(11,917)	(12,153)	(12,393)	(12,637)	(12,880)	(13,147)
Materials and services	(12,756)	(12,467)	(12,825)	(13,152)	(13,303)	(13,717)	(14,060)	(14,411)	(14,771)	(15,141)	(15,452)
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(321)	(428)	(437)	(445)	(454)	(463)	(473)	(482)	(492)	(501)	(511)
Net cash provided by/(used in) operating activities	15,634	16,128	10,712	8,213	7,657	8,076	8,081	8,090	7,910	7,480	7,629
Cash flows from investing activities											
Payments for property, infrastructure, plant and equip	(14,800)	(26,098)	(11,990)	(8,253)	(8,401)	(7,960)	(7,921)	(7,920)	(7,660)	(6,408)	(7,032)
Proceeds from sale of property, infrastructure, plant a	696	730	103	157	200	219	250	250	250	250	250
Net cash provided by/(used in) investing activities	(14,104)	(25,368)	(11,775)	(8,096)	(8,201)	(7,741)	(7,671)	(7,670)	(7,410)	(6,158)	(7,302)
Cash flows from financing activities											
Finance costs	(20)	(170)	(92)	(90)	(93)	(73)	(67)	(61)	(54)	(47)	(40)
Proceeds from borrowings	-	5,000	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(61)	(395)	(391)	(396)	(307)	(313)	(319)	(326)	(332)	(339)	(346)
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	-	(194)	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	(81)	4,291	(483)	(486)	(390)						
Net increase/(decrease) in cash & cash equiva	1,452	(16,998)	(1,545)	(305)	(731)	(50)	24	26	(14)	905	(140)
Cash and cash equivalents at the beginning of the fin	16,576	16,206	7,246	5,703	5,339	4,808	4,858	4,882	4,808	4,595	5,900
Cash and cash equivalents at the end of the fin	18,028	7,248	5,701	5,339	4,608	4,858	4,882	4,908	4,894	5,500	5,760

3.5 Statement of Capital Works

	Forecast Actual		Budget		Financial Plan Projections						
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Buildings	1,007	1,143	470	947	65	111	65	36	37	30	900
Total buildings	1,007	1,143	470	947	65	111	65	36	37	30	900
Total property	1,007	1,143	470	947	65	111	65	36	37	30	900
Rent and equipment											
Rent, machinery and equipment	1,096	902	1,216	857	805	1,102	919	919	919	900	900
Pictures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	326	350	350	357	354	371	379	390	394	550	400
Library books	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,426	1,252	1,566	1,214	1,159	1,473	1,298	1,309	1,313	1,450	1,300
Infrastructure											
Roads	5,526	3,855	4,013	3,075	4,545	4,079	4,524	4,610	4,323	3,274	2,150
Bridges	719	1,400	250	300	400	450	450	450	500	500	500
Footpaths and cycleways	601	3,969	400	300	455	271	169	251	273	131	150
Drainage	1,173	753	909	105	496	590	449	310	312	152	500
Recreational, leisure and community facilities	1,433	3,940	2,255	372	40	-	-	-	-	-	1,000
Waste management	10	5,000	144	144	-	-	-	-	-	-	-
Parks, open space and streetscapes	1,400	331	205	210	212	233	226	236	219	221	500
Other infrastructure	-	-	-	-	-	-	-	-	-	-	-
Total infrastructure	10,961	19,478	8,264	5,195	6,418	6,630	6,638	6,896	6,627	4,273	4,900
Total capital works expenditure	13,454	21,621	10,300	7,355	7,683	7,215	7,200	7,207	6,277	5,756	7,000
Represented by:											
New asset expenditure	1,705	3,200	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	5,906	13,300	6,151	6,001	6,005	6,275	6,673	6,035	6,495	5,500	5,100
Asset expansion expenditure	1,072	1,170	1,123	-	-	-	-	-	-	-	-
Asset upgrade expenditure	4,612	3,007	3,025	754	1,047	940	627	372	403	180	1,900
Total capital works	13,454	21,621	10,300	7,355	7,683	7,215	7,200	7,207	6,277	5,756	7,000
Funding sources represented by:											
Grants	7,570	7,966	4,002	2,240	1,790	2,016	2,016	2,016	1,750	1,750	1,750
Contributions	-	-	-	-	-	-	-	-	-	-	-
Council Cash	5,670	8,615	6,240	5,115	5,896	5,199	5,184	5,191	5,227	4,016	5,250
Borrowings	-	5,000	-	-	-	-	-	-	-	-	-
Total capital works expenditure	13,454	21,621	10,300	7,355	7,683	7,215	7,200	7,207	6,277	5,756	7,000

3.6 Statement of Human Resources

Staff Expenditure	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Staff expenditure										
Female	4,985	5,047	5,148	5,251	5,358	5,463	5,572	5,684	5,798	5,914
Male	5,281	5,347	5,454	5,563	5,674	5,788	5,903	6,021	6,142	6,265
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	965	572	583	595	607	619	632	644	657	670
Casuals and temporary staff	404	409	417	426	434	443	452	461	470	479
Capitalised labour	-50	0	0	0	0	0	0	0	0	0
Total Staff expenditure	11,185	11,375	11,603	11,835	12,071	12,313	12,559	12,810	13,066	13,328
Permanent - Full time										
Female	3,559	3,603	3,675	3,749	3,824	3,900	3,978	4,058	4,139	4,222
Male	5,142	5,208	5,310	5,416	5,525	5,635	5,748	5,863	5,980	6,100
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	320	324	330	337	344	351	358	365	372	380
Total	9,021	9,134	9,316	9,503	9,693	9,886	10,084	10,286	10,492	10,701
Permanent - Part time										
Female	1,426	1,444	1,473	1,502	1,532	1,563	1,594	1,626	1,658	1,692
Male	139	141	144	146	149	152	155	158	162	165
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	245	248	253	258	263	269	274	279	285	291
Total	1,810	1,833	1,869	1,907	1,945	1,984	2,023	2,064	2,105	2,147
Other										
Casuals and temporary staff	404	409	417	426	434	443	452	461	470	479
Capitalised labour	-50	0	0	0	0	0	0	0	0	0
Total	354	409	417	426	434	443	452	461	470	479

Staff Numbers	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	EFT									
Total Staff expenditure										
Female	49.4	49.4	49.6	49.9	50.1	50.3	50.6	50.9	51.1	51.4
Male	58.7	58.7	59.0	59.2	59.5	59.8	60.1	60.4	60.7	61.0
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	7.0	7.0	7.1	7.1	7.1	7.2	7.2	7.2	7.3	7.3
Casuals and temporary staff	5.6	5.6	5.6	5.6	5.7	5.7	5.7	5.8	5.8	5.8
Total Staff expenditure	120.8	120.7	121.2	121.8	122.4	123.0	123.8	124.3	124.9	125.6
Permanent - Full time										
Female	33.0	33.0	33.2	33.3	33.5	33.7	33.8	34.0	34.2	34.3
Male	57.0	57.0	57.3	57.6	57.8	58.1	58.4	58.7	59.0	59.3
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.1	4.1	4.2
Total	94.0	94.0	94.6	94.9	95.4	95.9	96.3	96.8	97.3	97.8
Permanent - Part time										
Female	16.4	16.4	16.5	16.5	16.6	16.7	16.8	16.9	16.9	17.0
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	3.0	3.0	3.0	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Total	21.1	21.1	21.2	21.3	21.4	21.6	21.8	21.7	21.8	21.8
Other										
Casuals and temporary staff	6.8	6.8	6.8	6.8	6.7	6.7	6.7	6.8	6.8	6.8

Department - 2020/21 Expenditure	Permanent - Full time					Permanent - Part time					Grand Total
	Female \$'000	Male \$'000	Self-described \$'000	Vacant \$'000	Total \$'000	Female \$'000	Male \$'000	Self-described \$'000	Vacant \$'000	Total \$'000	
Corporate Leadership	1,279	156	0	181	1,616	583	0	0	0	583	2,199
Corporate Operations	1,009	3,978	0	139	5,126	384	139	0	82	605	5,731
Community & Planning	1,271	1,010	0	0	2,281	459	0	0	153	612	2,893
Total Permanent Staff Expenditure	3,559	5,142	0	320	9,021	1,426	139	0	245	1,810	10,831
Casuals, temporary and other expenditure											404
Capitalised labour cost											(50)
Total Staff Expenditure	3,559	5,142	0	320	9,375	1,426	139	0	245	1,810	11,185

3.7 Planned Human Resource Expenditure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Leadership										
Permanent - Full time	1,818	1,838	1,868	1,702	1,738	1,771	1,808	1,843	1,879	1,917
Female	1,279	1,295	1,321	1,347	1,374	1,402	1,430	1,458	1,487	1,517
Male	156	158	161	164	168	171	174	178	181	185
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	181	183	187	191	194	198	202	206	211	215
Permanent - Part time	688	690	692	614	626	638	652	665	678	692
Female	583	590	602	614	626	639	652	665	678	692
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	0	0	0	0	0	0	0	0	0	0
Total - Corporate Leadership	2,186	2,228	2,271	2,316	2,363	2,410	2,468	2,507	2,557	2,609
Corporate Operations										
Permanent - Full time	5,124	5,188	5,282	5,388	5,505	5,618	5,728	5,842	5,968	6,078
Female	1,009	1,022	1,042	1,063	1,084	1,106	1,128	1,150	1,173	1,197
Male	3,975	4,025	4,105	4,188	4,272	4,357	4,445	4,533	4,624	4,717
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	139	141	144	146	149	152	155	158	162	165
Permanent - Part time	606	613	625	637	650	663	678	690	704	718
Female	384	389	397	404	413	421	429	438	447	456
Male	139	141	144	146	149	152	155	158	162	165
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	82	83	85	86	88	90	92	93	95	97
Total Corporate Operations	5,729	5,800	5,918	6,025	6,155	6,279	6,404	6,532	6,663	6,796
Community & Planning										
Permanent - Full time	2,281	2,308	2,368	2,403	2,461	2,500	2,560	2,601	2,663	2,708
Female	1,271	1,287	1,313	1,339	1,366	1,393	1,421	1,449	1,478	1,508
Male	1,010	1,023	1,043	1,064	1,085	1,107	1,129	1,152	1,175	1,198
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	622	630	642	655	668	682	696	709	723	738
Female	459	465	474	484	493	503	513	523	534	545
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant Positions	163	165	168	172	175	179	182	186	190	193
Total Community & Planning	2,903	2,938	2,988	3,068	3,119	3,181	3,246	3,310	3,376	3,444
Casuals, temporary and other expenditure	404	408	417	425	434	443	452	461	470	479
Capitalised labour costs	-60.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff expenditure	11,186	11,375	11,603	11,836	12,071	12,313	12,568	12,810	13,068	13,328

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE									
Corporate Leadership										
Permanent - Full time	14.0	14.0	14.1	14.1	14.2	14.3	14.3	14.4	14.6	14.8
Female	11.0	11.0	11.1	11.1	11.2	11.2	11.3	11.3	11.4	11.4
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1	2.1
Permanent - Part time	8.8	8.8	8.8	8.9	8.9	8.9	7.0	7.0	7.0	7.1
Female	6.8	6.8	6.8	6.9	6.9	6.9	7.0	7.0	7.0	7.1
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	-	-	-	-	-	-	-	-	-	-
Total - Corporate Leadership	20.8	20.8	20.9	21.0	21.1	21.2	21.3	21.4	21.6	21.8
Corporate Operations										
Permanent - Full time	80.0	80.0	80.3	80.8	80.9	81.2	81.6	81.8	82.1	82.4
Female	11.0	11.0	11.1	11.1	11.2	11.2	11.3	11.3	11.4	11.4
Male	47.0	47.0	47.2	47.5	47.7	47.9	48.2	48.4	48.7	48.9
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1	2.1
Permanent - Part time	7.4	7.4	7.6	7.6	7.6	7.8	7.8	7.8	7.7	7.7
Female	4.7	4.7	4.8	4.8	4.8	4.8	4.9	4.9	4.9	4.9
Male	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.1
Total Corporate Operations	87.4	87.4	87.8	88.1	88.4	88.8	89.1	89.4	89.8	90.1
Community & Planning										
Permanent - Full time	20.0	20.0	20.1	20.2	20.3	20.4	20.6	20.8	20.7	20.8
Female	11.0	11.0	11.1	11.1	11.2	11.2	11.3	11.3	11.4	11.4
Male	9.0	9.0	9.0	9.1	9.1	9.2	9.2	9.3	9.3	9.4
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	8.8	8.8	8.9	8.9	8.9	7.0	7.0	7.0	7.1	7.1
Female	4.8	4.8	4.9	4.9	4.9	4.9	5.0	5.0	5.0	5.0
Male	-	-	-	-	-	-	-	-	-	-
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1	2.1	2.1
Total Community & Planning	28.8	28.8	27.0	27.1	27.2	27.4	27.6	27.8	27.8	27.9
Casuals and temporary staff	5.6	5.6	5.6	5.6	5.7	5.7	5.7	5.8	5.8	5.8
Capitalised labour	-	-	-	-	-	-	-	-	-	-
Total staff numbers	120.6	120.7	121.2	121.8	122.4	123.0	123.6	124.3	124.9	125.6

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast										Trend +/-	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30		2030/31
Operating Position														
Adjusted underlying result	Adjusted underlying surplus (deficit)/Adjusted underlying revenue		0%	-2%	-1%	-1%	0%	0%	-1%	-1%	-3%	-3%	-4%	0
Liquidity														
Working capital	Current assets/Current liabilities		1.69	1.38	1.26	1.21	1.09	1.08	1.07	1.06	1.05	1.18	1.14	-
Unrestricted cash	Unrestricted cash/Current liabilities		143%	96%	83%	78%	65%	65%	64%	63%	62%	75%	71%	-
Obligations														
Loans and borrowings	Interest bearing loans and borrowings/Rate revenue		1%	2%	2%	1%	1%	1%	1%	1%	1%	1%	1%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings/Rate revenue		1%	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0
Indebtedness	Non-current liabilities/Own source revenue		31%	35%	32%	30%	28%	26%	24%	23%	21%	20%	18%	-
Assets renewal	Assets renewal and upgrade expense/Assets depreciation		181%	294%	153%	120%	121%	112%	109%	106%	100%	81%	96%	-
Stability														
Rates concentration	Rate revenue/Adjusted underlying revenue		69%	71%	72%	72%	72%	72%	72%	72%	73%	73%	73%	0
Rates effort	Rate revenue/CIV of rateable properties in the municipality		0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0
Efficiency														
Expenditure level	Total expenses/ no. of property assessments		\$ 3,980	\$ 3,929	\$ 4,007	\$ 4,090	\$ 4,168	\$ 4,260	\$ 4,355	\$ 4,452	\$ 4,551	\$ 4,652	\$ 4,755	+
Revenue level	Total rate revenue/no. of property assessments		\$ 3,214	\$ 3,272	\$ 3,335	\$ 3,399	\$ 3,465	\$ 3,532	\$ 3,600	\$ 3,669	\$ 3,739	\$ 3,811	\$ 3,885	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the year		4.4%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	0
Sustainable Capacity														
Population	Total expense/Municipal population		3,006	2,952	2,995	3,041	3,083	3,135	3,187	3,240	3,294	3,349	3,404	+
Population	Value of Infrastructure/Municipal population		21,416	21,295	21,204	21,093	20,988	20,883	20,773	20,665	20,556	20,440	20,343	-
Population	Municipal population/Kilometres of local roads		5	5	5	5	5	5	5	5	5	5	5	0
Own-source revenue	Own source revenue/Municipal population		2,054	2,094	2,106	2,135	2,172	2,202	2,239	2,272	2,306	2,312	2,347	+
Recurrent grants	Recurrent grants/Municipal population		827	785	787	789	774	776	777	779	663	665	668	-

5. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is expected to be \$4.7 million. New borrowings of \$5 million are proposed in 2021/22 to fund rehabilitation of the Violet Town landfill site. No further borrowings are projected in 10-year financial plan, although Council's debt levels remain conservative.

5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast		Budget								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Opening Balance	369	288	4,903	4,511	4,115	3,809	3,496	3,177	2,852	2,519	2,181
Plus new loans	0	5,000	0	0	0	0	0	0	0	0	0
Less Principal repayment	(81)	(385)	(392)	(396)	(307)	(313)	(319)	(326)	(332)	(339)	(346)
Closing balance	288	4,903	4,511	4,115	3,809	3,496	3,177	2,852	2,519	2,181	1,835
Interest payment	(20)	(111)	(92)	(86)	(80)	(73)	(67)	(61)	(54)	(47)	(40)

5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Budget										
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Total borrowings/Rate revenue	Below 60%	1.4%	23.8%	21.5%	19.2%	17.4%	15.7%	14.0%	12.3%	10.6%	9.0%	7.4%
Debt servicing/Rate revenue	Below 5%	0.1%	0.5%	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.2%	0.2%	0.2%
Debt commitment/Rate revenue	Below 10%	0.5%	0.5%	2.3%	2.2%	2.2%	1.7%	1.7%	1.6%	1.6%	1.6%	1.5%
Indebtedness/ Own source revenue	Below 60%	31.3%	34.7%	32.4%	29.9%	27.8%	26.1%	24.5%	22.9%	21.4%	19.9%	18.4%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Total borrowings / Rate revenue

Council will apply loan funding for rehabilitation of Violet Town landfill site. Council maintains total borrowings in line with rate income and growth of the municipality. Total borrowing to rate revenue projected to be at 23% in 2021/22 and continue to decline over the life of the financial plan.

Debt servicing / Rate revenue

Debt servicing ratio remains well below the target level of 5% during the life of the financial plan.

Debt commitment / Rate revenue

Debt commitment ratio continues to decline over the life of the Financial Plan and remains well below the target level of 10%.

Indebtedness / Own source revenue

Indebtedness/Own source revenue ratio continue to decline over the life of the Financial Plan and remains well below the target level of 60%.

5.2 Reserves Strategy

5.2.1 Current Reserves

Open Space Reserve

- Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improved public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

Development Contributions Reserve

- Purpose – This reserve retains funds received from developers for infrastructure provision.

THERE BEING NO FURTHER BUSINESS, THE MEETING CLOSED AT P.M.