

Strathbogie Shire Council

Council Plan

2025 - 2029

Incorporating the Community Vision 2035
Municipal Health and Wellbeing Plan 2025-2029
Disability Action Plan 2025-2029

Strathbogie
SHIRE COUNCIL





Mitchelton Gallery of Aboriginal Art

Acknowledgment of Country

We acknowledge the Traditional Custodians of the places we live, work and play.

We recognise and respect the enduring relationship they have with their lands and waters and we pay respects to the Elders past, present and emerging.

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Message from the Mayor

I am pleased to present the Strathbogie Shire Council Plan 2025–2029, a strategic roadmap that will guide our work over the next four years and help us achieve our community’s long-term aspirations.

These aspirations are articulated in our Strathbogie Shire Community Vision 2035:

- » We will create a thriving place to live, work, and explore – where history and Country are honoured, innovation is welcomed, our collective spirit makes us stronger, and our natural environment is sustained for future generations.

This Council Plan reflects our shared vision for Strathbogie Shire as a vibrant, inclusive, and sustainable place to live, work, play, and visit. Everything we do at Council is driven by this plan and guided by the values and priorities of our community. It also provides a framework to monitor our progress and report back to you, ensuring we remain accountable and transparent.

The plan has been developed through consultation with residents, businesses, community groups, Council staff, and my fellow Councillors. Your invaluable input has ensured this plan is as unique and diverse as our region. A deliberative process allowed community members to contribute meaningfully to shaping the plan, and we are excited about the opportunities that lie ahead for our Shire.

As we face evolving challenges and changing community needs, this plan will help us find smarter, more efficient ways to serve our community. It is an ambitious plan, but with your input and collaboration, I am confident we will achieve its objective.

The Council Plan is built around three key directions:

1. **Connect:** We are committed to enhancing access for all residents, promoting healthy living, fostering connections, and providing opportunities to thrive and participate in community life.
2. **Sustain:** We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.
3. **Deliver:** We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council’s governance and provide improved, customer-focused experiences.

This plan also incorporates our Municipal Public Health and Wellbeing Plan and our Disability Action Plan, highlighting our commitment to supporting the health and wellbeing of our residents.

I would like to express my sincere gratitude to everyone who contributed to the development of this plan, in particular the Our Community Our Future Community Working Group. Your feedback and insights have helped in shaping our priorities, and I encourage you to stay engaged as we work together to implement this vision for the future.

I am honoured to lead this Council and am proud of the collaborative effort that has gone into creating this plan. Together, we will build a connected, sustainable, and prosperous future for Strathbogie Shire.

Mayor Claire Ewart-Kennedy

Strathbogie Shire Council



Your Councillors

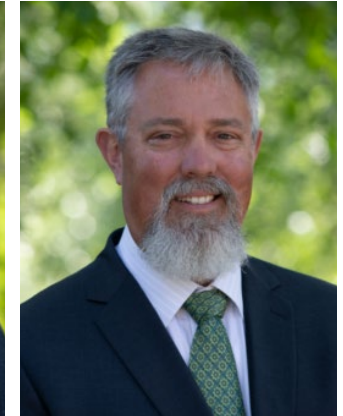
The Strathbogie Shire Council comprises seven Councillors representing the whole municipality in an unsubdivided electoral structure. The seven Councillors were elected for a four-year term.



Mayor
Cr Claire Ewart-Kennedy



Deputy Mayor
Cr Scott Jeffery



Councillor
Clark Holloway



Councillor
Fiona Stevens



Councillor
Gregory Carlson



Councillor
Laura Binks

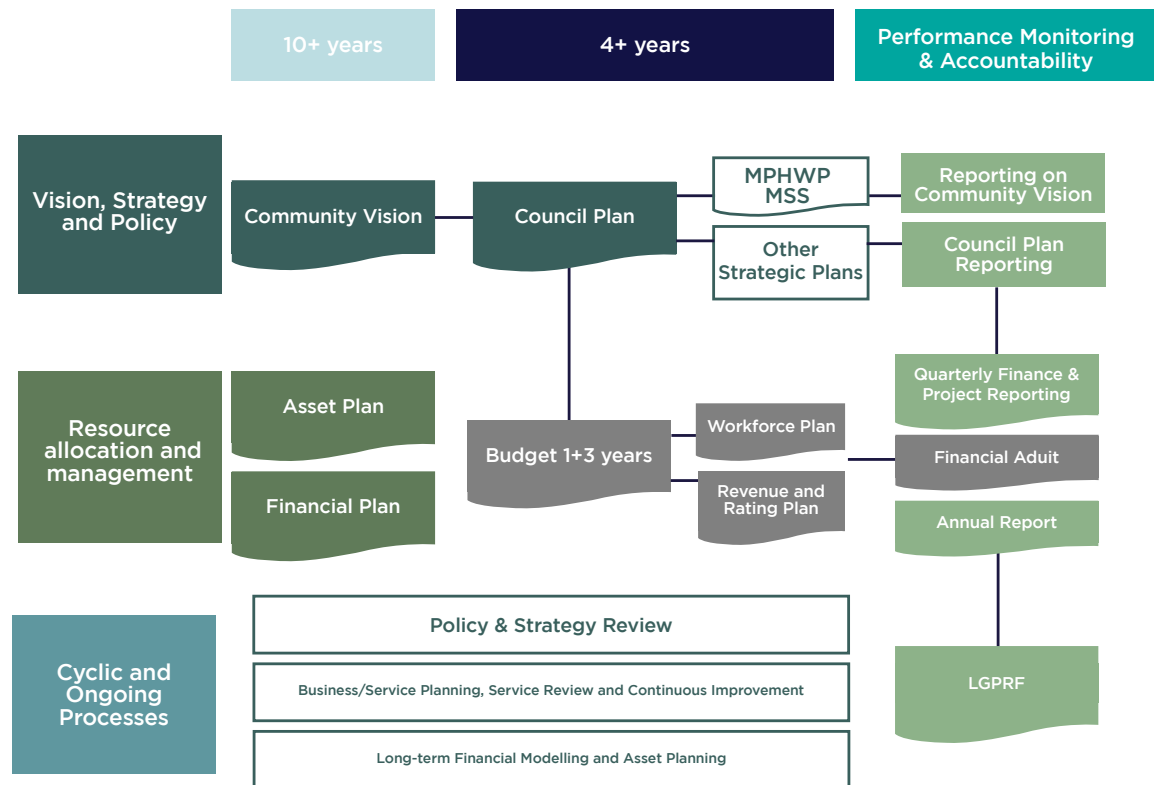


Councillor
Vicki Halsall

Strathbogie Shire's Integrated Planning Framework

The Integrated Planning and Reporting Framework guides Council in identifying community needs and aspirations over the long-term through the Community Vision, Financial Plan, and Asset Plan, the medium term through the Council Plan, Workforce Plan, and Revenue and Rating Plan, and short-term through the Budget. Council holds itself accountable through six-monthly progress reporting on the Council Plan and the Annual Report.

Figure 1: Council's Strategic Planning and Reporting Framework



The Strathbogie Shire Community Vision 2035

The Community Vision is an aspirational statement developed in consultation with the community that reflects what people value most about Strathbogie Shire and their hopes for the future. Community responses during the engagement program indicated a refresh to the Community Vision was required. The refreshed Community Vision is:

Community Vision 2035

We will create a thriving place to live, work, and explore – where history and Country are honoured, innovation is welcomed, our collective spirit makes us stronger, and our natural environment is sustained for future generations.



1

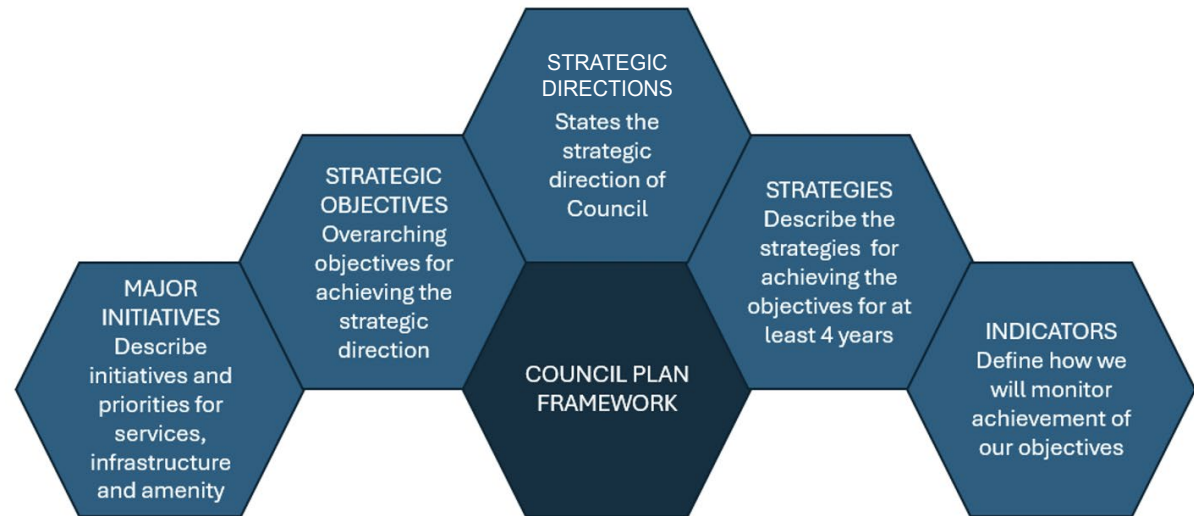
The role of the Council Plan

The Council Plan 2025-2029 (the Council Plan) is Council's overarching strategic plan that guides Council's direction for the next four years. It guides Council's work to meet community aspirations, directs resource allocation, and sets a system to track progress and results.

The plan addresses the legislative requirements set out in the *Local Government Act 2020*.

The Council Plan responds directly to the community's aspirations in the Strathbogie Shire Community Vision 2035 (the Community Vision).

The Council Plan has integrated the Municipal Public Health and Wellbeing Plan 2025-2029 (MPH&W Plan) and Disability Action Plan 2025-2029 (Disability Action Plan) into the one strategic plan. Clear goals that achieve the requirements of the three plans align with community and stakeholder contributions and assist in the responsible allocating limited resources.



1.1 | Our health, wellbeing and inclusion commitment

Our health and wellbeing are influenced by much more than our individual choices. Good physical, mental and social health starts in our community through inclusive, accessible opportunities to connect, participate and access what we need to achieve maximum health and wellbeing.

We have incorporated our MPH&W Plan and Disability Action Plan into our Council Plan embedding our health and inclusion priorities throughout to support our commitment to enhancing wellbeing for all our community as an outcome of everything we do. We will strive to build environments both internally and throughout the broader community that provide opportunities for people of all abilities to participate and support high standards of liveability and healthy lifestyles. We will aim to reduce barriers for people with a disability in accessing goods, services, facilities and employment inline with section 38(1) of the *Victorian Disability Act 2008*.

We recognise all people have equal rights to Council services and facilities, and the key role community plays in decision making. This commitment enables a focus on equity where community members of all ages, genders, sexualities, religions, backgrounds, locations and abilities have the same opportunities to achieve good health and wellbeing.

1.2 | Priority Areas

In reviewing the health, wellbeing, and inclusion data and the community and stakeholder engagement feedback, five health, wellbeing, and inclusion priority areas have been identified.

Consideration was also given to the Victorian Public Health and Wellbeing Plan 2023-2027 and regional public health priorities.

Figure 5: Health, Wellbeing and Inclusion Priority Areas



1.3 | Life Stage Approach

A life stage approach considers opportunities for the promotion of positive health and wellbeing and prevention of disease at key stages of life.

Informed by evidence and community and stakeholder feedback, we will take a life stage approach to our health and wellbeing priorities extending across individual health and wellbeing of the community with a focus on early years, young people and older adults.

Figure 6: Target Life Stages for Strathbogie Shire



1.4 | Our commitment to gender equality

We are committed to treating everyone in our community with dignity, respect, and fairness. As we develop plans, strategies, and services, we will consider gender, equality, and diversity. We will uphold the Victorian Government's *Gender Equality Act 2020* and continuously work to improve Strathbogie Shire as a safe, respectful, and inclusive community.



2

Our shire

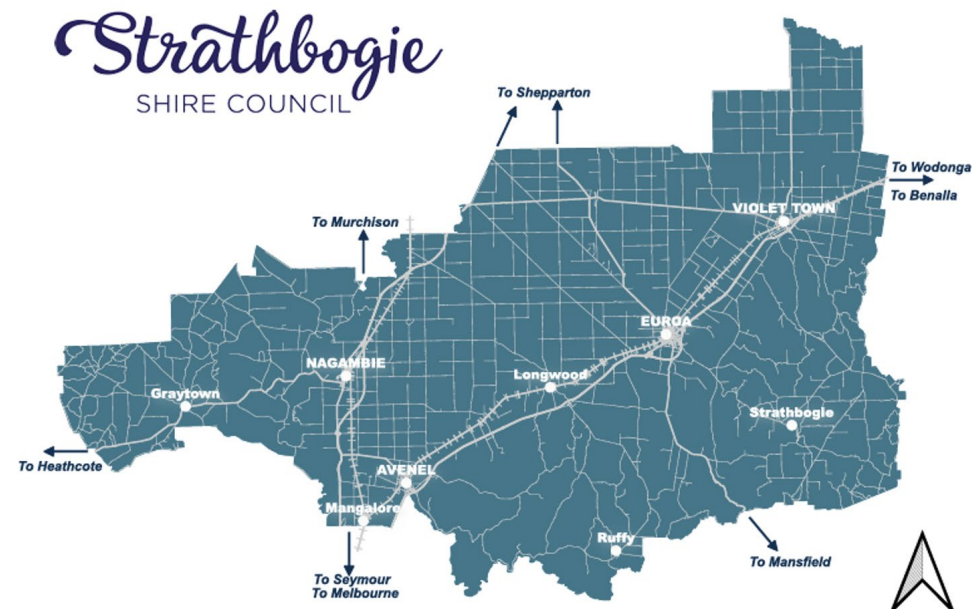
Strathbogie Shire is a large rural municipality situated in central Victoria, encompassing an area of 3,300 square kilometres and home to 11,455 residents. Around 80% of total land is used for agricultural and farming purposes, which is the primary driver of the local economy.

The Shire is strategically located approximately 125 kilometres north of Melbourne's CBD and is surrounded by the key regional centres of Bendigo, Shepparton, Seymour and Wangaratta, which provide access to employment, services and amenity for its residents. Accessibility is provided via major transport routes, including the Hume Freeway and Goulburn Valley Freeway, in addition to rail transport and Mangalore

Regional Airport, which is an advantage for industry and the community.

The Shire has several key townships spread across the Shire that support residents, visitors, businesses and rural industries, including Euroa and Nagambie. These are complemented by smaller communities including Avenel, Violet Town and Strathbogie.

The municipality provides a diverse range of natural assets that contribute to resident and visitor amenity. These include the Strathbogie Ranges to the east and the Goulburn River to the west, which includes Lake Nagambie and its surrounding amenities. These assets support nature-based and outdoor recreation including cycling, walking, water sports and fishing.



Shire covers 3,300 square kilometres.	Populations density is 3.51 people per square kilometre	11,455 people in 2021, forecast increase of 1.9% p.a. to 15,011 in 2036	2% of the poulation identified as Aboriginal an/or Torrestraight Islander	Population is ageing - median age of 53, compared to regional Vic average of 43
23% of households earn less than \$650 a week Victoria 15%	We have lower rates of unemployment at 3.5% , much lower than the state average	25% of people work in forestry and fishing industries.	10% of people work in the tourism economy which contributes \$101 million annually	73 reserves/playgrounds/ sportsgrounds and four public pools to maintain
Housing demand forecast to increase by 1,698 dwellings (+1.7% p.a.) through 2036	Property prices are relatively more affordable than regional Vic averages.	80% of our community were born in Australia	80% of adults report high or very high life satisfaction	22% of people aged over 15 do voluntary work through an organisation or group Regional Victoria 17% and Victoria at 13%
We have 2,213kms of roads to maintain of which 1465kms are unsealed	19% of adults are experiencing loneliness	25% of adults have a self-reported disability	Median age of farmers is 60 years with 65% over the age of 60	By 2036 people aged 70 to 84 will be our biggest age group

References

- VPHS Early Release data
- GVPHU Health Needs 2023
- ABS Census 2021
- ABS SEIFA
- Victorian Women's Health Atlas Victorian Women's Health Atlas
- Australian Early Development Census AEDC
- Victorian Injury Atlas Vic Injury Atlas
- Profile ID – Strathbogie Shire Council
- Victoria in Future 2023
- Dept of Planning and Transport
- REMPLAN

3

Engaging with our community

Our community has shared their vision for the Shire's future, guiding the refreshed Community Vision and integrated plans. The "Our Community Our Future" engagement program contributed to the Council Plan. In addition, a Community Working Group reviewed the feedback and Council's draft objectives, meeting twice before presenting recommendations to Councillors. A summary of the engagement responses is below, with more details available on our website.

3.1 | What we heard is important for the long term (10+ years) future of our Shire

Our community has highlighted six key themes important to the long-term future of the Shire these are:

Infrastructure and Planning

Investment in essential infrastructure, transport, and urban planning is a recurring concern, with improvements that enhance connectivity, accessibility, and liveability.

Community and Social Wellbeing

Support for inclusive and diverse communities, focusing on recreational opportunities, youth and elderly support, and greater community participation in decision-making.

Economic Growth and Regional Prosperity

Desire for balanced economic growth, with support for local businesses, tourism, and agritourism, while ensuring sustainability and community benefit.

Environmental Sustainability

Environmental protection, climate resilience, and sustainable land use are key concerns, with advocacy for conservation efforts and renewable energy initiatives.

Governance and Council Performance

Transparency, accountability, and proactive governance that prioritises responsible financial management, strategic planning, and community involvement.

Cultural and Heritage Preservation

Maintain the Shire's rural character, protect First Nation heritage, and foster cultural and artistic expression.

3.2 | What we heard are the community's biggest concerns for the future

Our community highlighted ten themes of concern for the Shire's future. These are:

Infrastructure and Roads

Poorly maintained roads, unsafe intersections, and inadequate infrastructure investments.

Public Transport

Lack of reliable public transport, including infrequent train stops and no bus services, limits mobility for residents.

Housing Development

Unplanned housing growth without adequate infrastructure threatens community cohesion and sustainability.

Financial Sustainability

Limited ratepayer base and lack of diverse businesses create financial strain, raising viability concerns.

Environmental and Climate Change

Climate impacts, biodiversity loss, and unsustainable resource use are a concern.

Community Engagement and Governance

Residents feel disconnected from decision-making processes and perceive a lack of transparency in Council operations.

Health and Social Services

Urgent need for better medical access, educational opportunities, and community services.

Public Safety

Concerns about crime, youth activities, and emergency preparedness highlight the need for better support structures.

Preserving Heritage

Protecting the Shire's historical sites and maintaining town character.

Bureaucracy

Excessive bureaucracy and slow decision-making hinder progress and frustrate the community.

3.3 | What the community seeks of Council in the next four years

Our community has highlighted five key themes important for the Council to focus on over the next four years. These are:

Infrastructure and Roads

Infrastructure and roads with strong emphasis on road maintenance, potholes, drainage, and parking.

Community Engagement and Governance

Community engagement and governance with focus on transparency, consultation, and better decision-making.

Economic Growth and Local Business Support

Protecting the Shire's historical sites and maintaining town character. Business investment, job creation, and support for local industry.

Housing Development and Planning

Planning for sustainable growth, rezoning, and urban expansion.

Financial Stability and Operational Efficiency

Prioritise better budget management, ratepayer fairness, and reducing unnecessary costs.

3.4 | What the community seeks to address health and wellbeing and disability support

1. Better public or community transport to reach health providers outside the Shire.
2. Advocate for better health services locally.
3. Cater for the health and wellbeing of our elderly population.
4. Provide a range of facilities supporting people of all ages to remain active and healthy.
5. Support and encourage community connectedness to reduce isolation, increase participation,

- involvement and encourage volunteerism.
6. Bridge the digital divide and increase digital literacy.
 7. Work in partnership with other providers to create better outcomes.
 8. Enhance and improve accessibility of parklands, trails and amenities so people can spend time enjoying nature.
 9. Ensure wheelchair access to more facilities, including shade and ways to avoid the heat.
 10. Provide information to help people know what facilities and services are available.
 11. Collaborate with other health services to provide screenings, health fairs, and wellness programs to address specific community health needs locally.
 12. Council plays a key role in creating environments that support physical and mental well-being. This means maintaining and improving community spaces, supporting local food systems, and investing in recreational programs.
 13. Support for all our community groups, not just those that encourage physical activity but those assisting the mental health needs of the community.

3.5 | How to read the Strathbogie Shire Council Plan 2025-2029

The Council Plan describes the strategic directions of the Council over the next four years.

Three strategic objectives will guide Council's efforts to achieve the strategic directions.

The strategies are the long-term goals Council wants to achieve, progress or contribute to. There are also indicators and measures for monitoring progress and Council's performance. These will be reported to the community six-monthly.

Each section also describes the major initiatives Council will allocate funding and resources to achieve these outcomes. In some cases, Council will directly deliver or lead initiatives and in others it will partner or advocate for change.

The Council Plan directions are intended to achieve the goals and aspirations outlined in the Community Vision but also remain agile to adapt to the evolving needs of our community over the next four years. Annual action plans will be developed to implement the Council Plan strategies and major initiatives. Council has three roles in the Council Plan, these are indicated through the initiatives and actions as:

- **Deliver** – actions which we have direct responsibility and accountability for
- **Partner** – actions where we partner with others
- **Advocate** – actions where we advocate on behalf of our community.

Further to these strategic outcomes, Council delivers a diverse range of services, programs and projects which directly benefit many community members.

3.6 | Strategic Directions

Our Shire will be a destination of choice for rural enterprises, lifestyle living, businesses and investment. Our Council will be socially, environmentally and financially sustainable, and future-focused on our community.

3.7 | Strategic Objectives

These overarching directions will be achieved through three holistic objectives:



Connect

We are committed to enhancing access for all residents, promoting healthy living, fostering connections, and providing opportunities to thrive and participate in community life.



Sustain

We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.



Deliver

We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

3.8 | Council Services

Our Services | Strathbogie Shire Council

<div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d;"> <h4 style="margin: 0;">Transport and Infrastructure</h4> <ul style="list-style-type: none"> › Roads <ul style="list-style-type: none"> • Road Network (including bridges and culverts) • Streetscapes and Lighting • Roadside Management › Assets <ul style="list-style-type: none"> • Strategic Infrastructure and Facilities Planning • Asset Design and Construction • Asset Management • Fleet and Plant Management • Council owned land › Project (Capital) delivery › Parking design and compliance </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Arts and Culture</h4> <ul style="list-style-type: none"> › Arts and Culture <ul style="list-style-type: none"> • Arts: public art and creative industry • Libraries • Cinema › Tourism Destinations and Events <ul style="list-style-type: none"> • Events • Nagambie Lakes Regatta centre • Destination Planning and Visitor Services </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Business and Employment</h4> <ul style="list-style-type: none"> › Business Support, Sector Growth and Investment Attraction <ul style="list-style-type: none"> • Business Development • Innovation, investment and growth </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Corporate Services</h4> <ul style="list-style-type: none"> › Communications, Engagement and Advocacy › Customer Service › People and Culture › Governance and Risk › Finance and Rates › Information and Technology </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Land Use Planning and Property</h4> <ul style="list-style-type: none"> › Statutory Planning <ul style="list-style-type: none"> • Planning Permits • Subdivisions › Strategic Planning <ul style="list-style-type: none"> • Planning Scheme Amendments • Township and other Land Use Strategies › Building and Compliance <ul style="list-style-type: none"> • Building Regulation • Approvals and Regulation • Planning Compliance </div>	<div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d;"> <h4 style="margin: 0;">Community</h4> <ul style="list-style-type: none"> › Child, Youth and Family <ul style="list-style-type: none"> • Maternal Child Health • Youth services • Early Years Supported Play Group • Immunisation › Community Safety <ul style="list-style-type: none"> • Local Laws • Emergency Management • Community Safety • Environmental Health › Community Strengthening <ul style="list-style-type: none"> • Inclusive Communities • Health and wellbeing • Social Policy and Planning • Aboriginal Engagement • Gender Equity • Community Development and Empowerment • Community Facilities • Community Grants </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Pets and Animals</h4> <ul style="list-style-type: none"> › Pets and Animals <ul style="list-style-type: none"> • Animal Management and Registration • Pound • Livestock </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Sports and Recreation</h4> <ul style="list-style-type: none"> › Sport and Recreation <ul style="list-style-type: none"> • Sports Grounds and Facilities • Sports and Recreation Development • Seasonal Pools • Tracks and Trails › Parks and Open Spaces <ul style="list-style-type: none"> • Playgrounds • Parks and Open spaces </div> <div style="background-color: #e6f2ff; padding: 5px; border: 1px solid #1a2b4d; margin-top: 5px;"> <h4 style="margin: 0;">Environment</h4> <ul style="list-style-type: none"> › Waste <ul style="list-style-type: none"> • Landfill • Litter Collection • Waste Education • Kerbside bin collection, processing and disposal • Transfer Station and Resale shops › Sustainability and Environment <ul style="list-style-type: none"> • Trees • Biodiversity and Natural Resource Management • Climate Change </div>
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3.9 | Strategic Risks

Council's strategic risks, both opportunities and threats, can affect the implementation of the Council Plan. Recognising these risks and their impacts is crucial in shaping strategic directions, influencing resource allocation, and potentially disrupting operations, which may affect the achievement of the Council Plan. These risks are regularly reviewed.

- » **Governance, Compliance, Reputation and Relationships**
- » **Financial Sustainability**
- » **Environmental Impact**
- » **Health and Safety**
- » **Interruption to Business (failure of information technology systems including cyber-attacks)**



4. Objective One: Connect

We are committed to enhancing access for all residents, promoting healthy living, fostering connections, and providing opportunities to thrive and participate in community life.

Strategies

- » Build a healthy, resilient, connected and engaged community.
- » Create opportunities for community connections between townships and interest groups.
- » Build collaborative working relationships with First Nations people.
- » Advocate for improved transport and access to health, wellbeing and disability services and infrastructure.
- » Build strong networks and partnerships to achieve better community outcomes, building the capacity of our community.
- » Partner with community groups to promote and celebrate our diversity, history and unique identities.
- » Communicate and engage effectively with our community.

Strategic Indicators

INDICATOR	MEASURE
Council contributions towards community projects and events	» Number of community projects or events funded through the Community Funding Model.
Council proactively advocates for community priorities	» Total dollars received/committed through grants provided by other levels of government or philanthropic organisations for community co-contributed projects. » Success rate of competitive grant applications.
Community Engagement	» Annual Community Satisfaction Survey improved from previous year.
Council decisions and activities communicated in a timely, clear and proactive manner	» Community satisfaction with Council's decision is improved from previous year (Community Satisfaction Survey).
Community connection	» Minimum of four opportunities per year for interconnected interest groups to come together (eg, Friends of the pool, recreation reserves).

Major Initiatives and Initiatives

NO	MAJOR INITIATIVE	COUNCIL'S ROLE
1.1	» Work with the First Nations people to promote mutual respect and understanding.	Deliver, Partner
1.2	» Grow relationships and networks within the community to raise awareness, support diversity, inclusion, safety and connections for those who find themselves disadvantaged, isolated, disabled, marginalised or experiencing family violence.	Deliver, Partner, Advocate
1.3	» Support better health and wellbeing outcomes in collaboration with external service providers and agencies.	Partner, Advocate

NO	INITIATIVE	COUNCIL'S ROLE
1.4	» Deliver the Health, Wellbeing and Inclusion Action Plan 2025-29	Deliver, Partner, Advocate
1.5	» Encourage community groups to use Council's community grants program and philanthropic organisations to fund community projects to support health and wellbeing benefits and community strengthening.	Deliver, Partner, Advocate
1.6	» Develop a Communications Strategy to improve transparency and promote Council Services.	Deliver
1.7	» Develop a Strathbogie Shire Sports Strategy Council's Role.	Deliver
1.8	» Participate in the Taungurung Local Government Forum.	Partner



5. Objective Two: Sustain

We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.

Strategies

- » Position the Shire as a prime destination for rural enterprises, lifestyle living, investors, tourism, and businesses.
- » Prepare for emergencies and build community resilience to adapt to climate impacts.
- » Actively protect our environment and work together to highlight the value of biodiversity.
- » Focus on delivering strategic land-use planning.
- » Pursue and facilitate opportunities for investment, economic growth, development, housing and jobs.
- » Advocate for improved regional infrastructure, including roads, water, drainage, power and telecommunications.
- » Focus on reducing waste going to landfill and better ways to manage waste.
- » Improve the amenity of our Shire through proactive compliance and enforcement.
- » Continue to plan for growth across the municipality, in line with strategic policy enabling housing diversity that meets community needs.

Strategic Indicators

INDICATOR	MEASURE
Advocacy and partnerships with governments and agencies to deliver on Council's adopted Priority Projects and necessary Shire infrastructure	<ul style="list-style-type: none"> » Annually, a minimum of two meetings held with State and/or Federal Ministers. » Annually update Priority Advocacy Projects. » Annually, a minimum of one advocacy meeting held with funding authorities. » Success rate of competitive grant applications.
Waste directed to landfill	<ul style="list-style-type: none"> » Percentage increase (from previous year) in the total volume of kerbside waste diverted from landfill » Quarterly waste management updates to Council and community.
Responsiveness to statutory planning applications	<ul style="list-style-type: none"> » Annually percentage of planning applications decided within required statutory time frames.
Tourist visitation across the shire	<ul style="list-style-type: none"> » Annual visitor numbers to Visitor Information Centres. » Increased annual visitor spending (reported via SpendMapp).
Economic growth	<ul style="list-style-type: none"> » Monitor and report on annual economic growth.

Major Initiatives and Initiatives

NO	MAJOR INITIATIVE	COUNCIL'S ROLE
2.1	» Review, adopt and implement Council's Advocacy Plan to advocate for Council's priority projects which may include improved community infrastructure, better roads, drainage, water supply, telecommunications, power, public transport and health services.	Deliver, Partner, Advocate
2.2	» Implement actions from the Rural Residential Land-use Strategy and Urban Growth Strategy.	Deliver, Partner, Advocate
2.3	» Continue to support Goulburn Region Tourism Incorporated and implement actions from the Goulburn Region Destination Management Plan.	Deliver, Partner, Advocate
2.4	» Pursue increased funding from the State and Federal Governments (or other funding partners).	Deliver, Partner, Advocate
2.5	» Investigate regional shared services model opportunities for services.	Deliver, Partner, Advocate

NO	INITIATIVE	COUNCIL'S ROLE
2.6	» Commence review of the Strathbogrie Planning Scheme including the Municipal Planning Strategy	Deliver
2.7	» Prepare Council's Climate Change Action Plan 2027-2032.	Deliver, Partner, Advocate
2.8	» Implement actions from the Economic Development Strategy 2023-2027.	Deliver, Partner, Advocate
2.9	» Protect and support community safety and amenity through the Local Law enforcement and education.	Deliver
2.10	» Reduce waste to landfill.	Deliver
2.11	» Consolidate the various paths, trails and footpath plans and strategies.	Deliver
2.12	» Review Heatwave Plan.	Deliver
2.13	» Determine the sequence of strategic planning documents required to update the Strathbogrie Planning Scheme.	Deliver



6. Objective Three: Deliver

We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

Strategies

- » Govern responsibly by managing finances, ensuring compliance, transparency and making informed decisions in the best interest of the whole municipal community.
- » Create a responsive, customer-focused experience that ensures we effectively close the loop for our customers.
- » Focus on improving our asset management processes, extending the life of our infrastructure, planning future projects, and resolving pending matters (including heritage sites).
- » Embed a continuous service optimisation framework across the organisation.
- » Manage Council's strategic risks.

Strategic Indicators

INDICATOR	MEASURE
Council's roads condition managed	» Community satisfaction with Council's sealed local roads is increased from previous year » Annual update on Council's Road Management Plan compliance.
An engaged and aligned workforce	» Percentage of staff turnover within expected range. » Staff engagement survey undertaken every two years.
Council expenses per head of population	» Expenses per head of population as detailed in local government performance reporting framework.
Asset Management oversight	» Minimum of four Asset Management Steering Committee Meetings annually.
Capital Works Program delivered	» Deliver a minimum 80% of the roads and infrastructure capital works program annually.
Manage cyber security threats	» Regularly testing and policy oversight.
Efficiencies measured	» Annual report to Council.
Investigate shared service models	» Evidenced in the service optimisation framework.
Finances managed and strengthened	» Annual reporting to Council in the Performance Statement.

Major Initiatives and Initiatives

NO	MAJOR INITIATIVE	COUNCIL'S ROLE
3.1	» Prioritise asset renewal and existing strategies toward the development of council's annual capital works program.	Deliver
3.2	» Develop and implement the Asset Management Framework (including the recognition of heritage assets).	Deliver
3.3	» Develop and implement a continuous service optimisation framework.	Deliver
3.4	» Invest in information technology systems to enhance efficient and effective service delivery.	Deliver
3.5	» Develop and implement a Public Toilet Strategy.	Deliver
3.6	» Complete a review of all council owned and managed buildings and facilities to identify opportunities for rationalisation, consolidation and potential for new facilities.	Deliver
NO	INITIATIVE	COUNCIL'S ROLE
3.7	» Develop a Workforce Plan.	Deliver
3.8	» Deliver council's Gender Equality Action Plan and implement the Victorian fair access legislation.	Deliver
3.9	» Govern responsibly by managing finances sustainably, access legislative compliance and managing strategic risks.	Deliver

7

Attachment One- health, wellbeing and inclusion

7.1 | Our health, wellbeing and inclusion priorities

The following evidence informed health, wellbeing and inclusion priorities have emerged from research and consultation with community and stakeholders through the Council Plan engagement process.

1. **Mental Health and Social Connection**
2. **Active Living**
3. **Healthy and Sustainable Environments**
4. **Respect, Diversity and Inclusion**
5. **Access and Equity**

These priorities represent the most significant preventable causes of poor health and wellbeing, including disadvantage, in Strathbogie Shire, as well as those areas where our organisation and partners can make changes to positively influence health outcomes and inclusion in our community.

7.2 | What we heard

Community: We need to work in partnership to improve access to services, programs and opportunities for active living, healthy lifestyles and social connection for people of all abilities across all life stages, particularly our older and younger population.

We need to advocate for improved access to public transport and health services.

Partners, stakeholders, and local schools:

We need to work in partnerships, create opportunities for partnerships, and support the community to access services and programs that enable inclusion, health, and wellbeing, across all life stages.

We need to advocate for transport, workforce housing, and local service provision.

7.3 | What we know

We looked at data on disability, disadvantage, and health and wellbeing for the Strathbogie community.

Overall, our community reports feeling connected and valued by society with significantly higher rates of volunteering compared to the Victorian average.

However, the data does reveal some areas that would benefit from additional support and attention over the next four years.

We have higher rates of long-term health conditions, in particular those associated with ageing such as arthritis and heart disease.

We have a higher percentage of adults who are overweight or obese compared to Victorian rates.

We have a higher percentage of adults who consume more sugar sweetened beverages daily and do not meet moderate to vigorous physical activity guidelines compared to Victorian rates.

We have a higher percentage of adults who smoke daily and are at increased risk of alcohol related harm.

We also have some significant factors that can contribute to health inequity.

We have a higher percentage of the population who have a profound or severe disability, who receive the

Disability Support pension, and who provide unpaid assistance to people with disability.

We have a high level of socio-economic disadvantage and lower household incomes compared to Victorian levels.

We have lower percentages of 15-24yo's who are learning or earning and 16yo's participating in full-time secondary school education than the Victorian average. We have a higher percentage of females receiving the sole parent pension than the Victorian average. We have a higher percentage of single (lone) person households and people who are widowed than Victorian rates.

Health and wellbeing inequities

While a life-stages approach will be taken to address the health and inclusion priorities, it is also necessary to focus actions on the factors such as education, income and housing that can create health inequities impacting wellbeing outcomes for particular population groups.

We also recognise that the causes of disadvantage or discrimination do not exist independently.

Intersectionality recognises that these causes can intersect and overlap with identities, experiences and needs, magnifying the severity and frequency of impacts while raising barriers to support.

Research identifies the following groups as at higher risk of disadvantage: older people living alone, sole-parent families, Aboriginal and Torres Strait Islander people, those with disability, carers, disengaged youth, LGBTIQ+ individuals, people with limited English, those experiencing homelessness, and social housing tenants.

Legislative responsibilities

Under the Public Health and Wellbeing Act 2008 and the Disability Act 2006, Council has a responsibility to protect, promote, and improve the public health and wellbeing of our community and reduce barriers and promote inclusion for people with disability through our Municipal Public Health and Wellbeing Plan and our Disability Action Plan.

7.4 | How we will deliver

Integrated approach

We have integrated our Municipal Public Health and Wellbeing Plan 2025-2029 and our Disability Action Plan with our Council Plan to ensure our commitment to supporting inclusion and enhancing wellbeing for our community is an outcome of everything we do. We will strive to provide a high quality of liveability through our planning, services, places, and spaces to enable all members of the community to make healthy choices. We will develop a four-year Health, Wellbeing, and Inclusion Action Plan 2025-2029 which will sit across the organisation and will be available on Council's website for community access. We will review the plan annually to ensure currency and support a responsive approach to achieving our goals.

Partnerships

Delivery of the Plan will require collaborative partnerships between Council and a range of stakeholders, including community members and groups, service providers, peak bodies and associations, and State and Federal Governments including but not limited to:

- Goulburn Valley Public Health Unit (GVPHU)
- Goulburn Valley Health
- Primary Care Connect
- Women's Health Goulburn North East
- Valley Sport

To support this approach, we will work with our partners in a number of ways including partnering on initiatives,

participating in regional networks and working effectively with community to achieve the greatest impact.

A key partnership will be with the GVPHU Prevention Partnership which will support partnering efforts and collective impact across the region addressing the shared health and wellbeing priorities of increasing healthy eating, increasing active living, improving mental wellbeing, supporting healthy ageing, and embedding gender equity.

Goals

- 1. Mental Health and Social Connection**
To promote community resilience building on our community's sense of connection and belonging, and for people to feel supported and strong in their mental wellbeing.
- 2. Enhance Active Living**
To support a community that is physically active promoting good physical health across all life stages, genders, backgrounds and abilities.
- 3. Healthy and Sustainable Environments**
To provide local, accessible, environments which support our community achieve maximum health and wellbeing and where climate change impacts are mitigated.
- 4. Respect, Diversity, and Inclusion**
To enable a socially inclusive community supporting diversity, inclusion and respect across our whole community over all life stages.
- 5. Access and Equity**
To provide local, accessible, environments where all members of our community irrespective of age, ability and disadvantage have access to opportunities, facilities and services that enable health and wellbeing and promotes a community that is safe from all forms of violence.

Strategies

Table 1 shows the strategies Council will employ to support the five priorities, Council's role, and alignment with the Council Plan, and the Victorian Public Health and Wellbeing Plan 2023-2027.

STRATEGIES	COUNCIL'S ROLE	COUNCIL PLAN
1. Mental Health and Social Connection VPH&WP 2023-27 - Improving Wellbeing		
Provide accessible programs and activities that increase social connection, civic participation and resilience across early years, young people, and older people populations	Deliver	Connect
Provide funding, support and capacity building for community groups to deliver accessible projects and activities that increase community connection, civic participation and resilience through the Community Funding Program	Deliver	Connect
Work in partnership with service providers to support timely access to evidence-based initiatives, programs, and services that build individual and community resilience and improve mental wellbeing	Partner	Connect
Work in partnership with organisations and the community to build the capacity of community groups to support and promote volunteering	Deliver, Partner	Connect
2. Active Living VPH&WP 2023-27 - Increasing Active Living		
Work in partnership with organisations on evidence-based campaigns that promote active healthy lifestyles	Partner	Connect
Provide funding, support and capacity building for community groups to deliver accessible events, projects and activities that encourage active living across all abilities and life stages	Deliver	Connect
Develop and implement strategies that support active living	Deliver	Connect
Continue to provide and maintain infrastructure which supports recreational activity and enhances accessibility, safety, walkability and interconnectedness across the built environment	Deliver	Deliver
3. Healthy and Sustainable Environments VPH&WP 2023-27 - Increasing Healthy Eating, Tackling Climate Change and it's Impacts on Health, Reducing Harm from Tobacco and e-Cigarette Use		
Provide and facilitate healthy food options and access to drinking water in community settings, events, public spaces and Council-owned facilities	Deliver, Partner	Connect
Provide and work in partnership to promote and support the implementation of state and local evidence-based campaigns which promote healthy lifestyles across the life stages	Partner	Connect
Work with the community through our programs and partnerships with stakeholders to minimise harm from alcohol, tobacco and e-cigarette use	Partner	Connect
Deliver Council's Climate Change Action Plan	Deliver, Partner	Sustain
Support expanded public transport options to connect the community to local services and facilities	Advocate	Connect
Work with stakeholders on a platform to support and advocate for accessible and coordinated health and wellbeing services and program delivery across the municipality	Partner	Connect

STRATEGIES	COUNCIL'S ROLE	COUNCIL PLAN
4. Respect, Diversity, and Inclusion		
Partner with the Taungurung Lands and Water Council on the memorandum of understanding to support a collaborative respectful working partnership with First Nations people	Partner, Deliver	Connect
Provide funding, support, and capacity building to community groups to deliver accessible, inclusive and diverse arts and cultural events and activities	Deliver	Connect
Work in partnership with State government and peak bodies to support evidence-based campaigns and days of significance that celebrate inclusion, diversity, and other periods of significance	Deliver, Partner	Connect
Develop and implement strategies/plans that support and promote creativity, diversity and inclusion within the organisation and the broader community	Deliver	Connect
Provide opportunities for connection, civic participation, and leadership in inclusion through the Youth Program	Deliver	Connect
5. Access and Equity VPH&WP 2023-27 – Preventing all Forms of Violence		
Support early intervention for women who are at risk or experiencing family violence	Deliver	Connect
Work in collaboration with our community to apply universal design principles in new community facilities and consider ways to improve accessibility within existing Council owned infrastructure	Deliver, Partner	Connect
Partner in a range of State government community campaigns that promote equity, respect and awareness of family violence	Partner, Deliver	Connect
Provide referral, support and early intervention for women who are at risk or experiencing family violence	Deliver	Connect
Participate in local and regional networks that collectively drive action that supports equality and safety	Partner	Connect
Undertake our requirements as per the <i>Gender Equality Act 2020</i>	Deliver	Deliver
Provide accessible communications and media to support civic participation across all ages and abilities	Deliver	Connect

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Attachment Two - Health, Wellbeing and Inclusion Snapshot

References

1. VPHS Early Release data
2. GVPHU Health Needs 2023
3. ABS Census 2021 ABS Census 2021
4. ABS SEIFA ABS SEIFA
5. Victorian Women's Health Atlas Victorian Women's Health Atlas
6. Australian Early Development Census AEDC
7. Victorian Injury Atlas Vic Injury Atlas
8. Torrens University - Public Health Information Development Unit PHIDU
9. Crime Statistics Agency Victoria Family Violence Dashboard | Crime Statistics Agency Victoria

41% of our community are aged 60+	17% of our community are aged 0-17	80% of our community were born in Australia and 87% of households use only English at home
2% of the population identified as Aboriginal and/or Torres Strait Islander	6% of the adult population are LGBTIQ+	22% of people aged >15 do voluntary work through an organisation or group
Strathbogie Shire is 25th most disadvantaged Shire out of 79 Local Government Area's in Victoria.	23% of households earn less than \$650 a week	6.5% of families were single parent caring for dependents under 15
78% of adults report high or very high life satisfaction and 55% felt valued by society	19% of adults are experiencing loneliness	24% of adults report their self-related health status as fair or poor and 25% have a self-reporting disability
7.6% of population have a profound or severe disability of which 6.4% are living in households - 2021	35% of the population live with one or more long term health condition	14% of the population live with arthritis
7% live with heart disease	5% of the population are experiencing cancer	61% of adults are overweight or obese
19% of adults did not meet moderate to vigorous physical activity guidelines	21.5% of adults spent 8 hours sitting on an average weekday i.e. sedentary behaviour	14% of population sought professional help for a mental health related problem in last 12 months (2023)
13.5% of adults smoke daily	17% of adults are at increased risk of alcohol related harm	195 incidents of family violence in 2023-24 40% of incidents had a child present as witness or victim



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