

WEST WIMMERA SHIRE COUNCIL

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WEST  
WIMMERA  
SHIRE COUNCIL

# Council Plan 2021-2025



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# About the Plan

The preparation of a Council Plan is a legislative requirement. Under the Victorian Local Government Act 2020, a Council Plan must be prepared every four years and submitted to the Minister for Local Government.

The West Wimmera Shire Council Plan is our key strategic document and incorporates the Municipal Public Health and Wellbeing Plan with our commitment to health and wellbeing reflected throughout.

The Council Plan and indicators are reviewed each year to ensure that they reflect the priorities of the Council and the community. Council will also report quarterly on an annual plan which will contain more detail on the projects and actions to be delivered each year.

The Council Plan has been developed in accordance with relevant legislation and reflects the outcomes of consultation with the local community and other key stakeholders over the past year.

The Plan is a roadmap for West Wimmera Shire, outlining where we are heading and what we all need to do to get there.



## Acknowledgement of Country

The West Wimmera Shire Council respectfully acknowledges the Traditional Custodians of the land, and pays respects to their elders, past, present and emerging.



# A message from The Mayor and CEO

We are delighted to present the West Wimmera Shire Council Plan 2021- 25. This document is Council's most important and everything we hope to achieve is set out in this plan. It not only reflects the important work that Council needs to do during this term but also lays the foundation for what is required to ensure a successful and sustainable future for our shire.

The goals, strategies, and initiatives featured in the plan will guide Council over the next four years and serve as a blueprint to build a progressive, knowledge-based Council that embraces innovation, culture, and sustainable living.

West Wimmera Shire prides itself on its welcoming communities and wide diversity of industry and environment. It is built on the strength of its people, the abundance of a clean natural environment and its diversity in agriculture.

Community consultation and engagement is at the core of this document and will be a large focus going into the next four years, especially at a time when the world is looking to emerge from the COVID-19 pandemic.

Council has based this plan on feedback received during pro-active and deliberate community consultation. Over 500 residents took up the opportunity to tell us what was important to them, and our strategic directions have been tailor-made specifically to meet the needs of West Wimmera ratepayers and residents. The liveability and attraction of our towns is something that our communities continue to engage with Council about.



CEO David Bezuidenhout



Mayor Bruce Meyer



We are setting in place strategies to improve the lifestyle in West Wimmera for our residents and allow all of our towns to thrive.

However, similar to other regional shires, we face challenges. Through considered planning, innovative thinking and a willingness to work together towards a common goal, our future remains bright.

We must capitalise on opportunities to position the shire as a destination for investment and tourism. We have achieved much in the past four years, including delivering silo art at Kaniva and Goroke, and creating a purpose-built new community hub at Edenhope.

Over the next four years, we want to improve our shire by further developing the roads and infrastructure that support our thriving agricultural sector. We want to see new and existing businesses thrive and we want to capitalise on the many tourism opportunities we have on offer.

At the centre of the Council Plan are four key themes: liveable and healthy community; diverse and prosperous economy; sustainable environment; and good governance. A new fifth goal has been included, which is Council's commitment. This plan seeks to reconcile the need for following best practice, economic growth with the sustainability and enhancement of our natural and built assets in our unique location.

We want to capitalise on the opportunities and invest in other areas of infrastructure in our community. This plan provides the opportunity for us to consider our future; to focus on what is important and to move forward through planned delivery to maintain a sustainable financial position.

We have also included our Health and Wellbeing Plan into this document, to create a holistic approach to bettering services in our community.

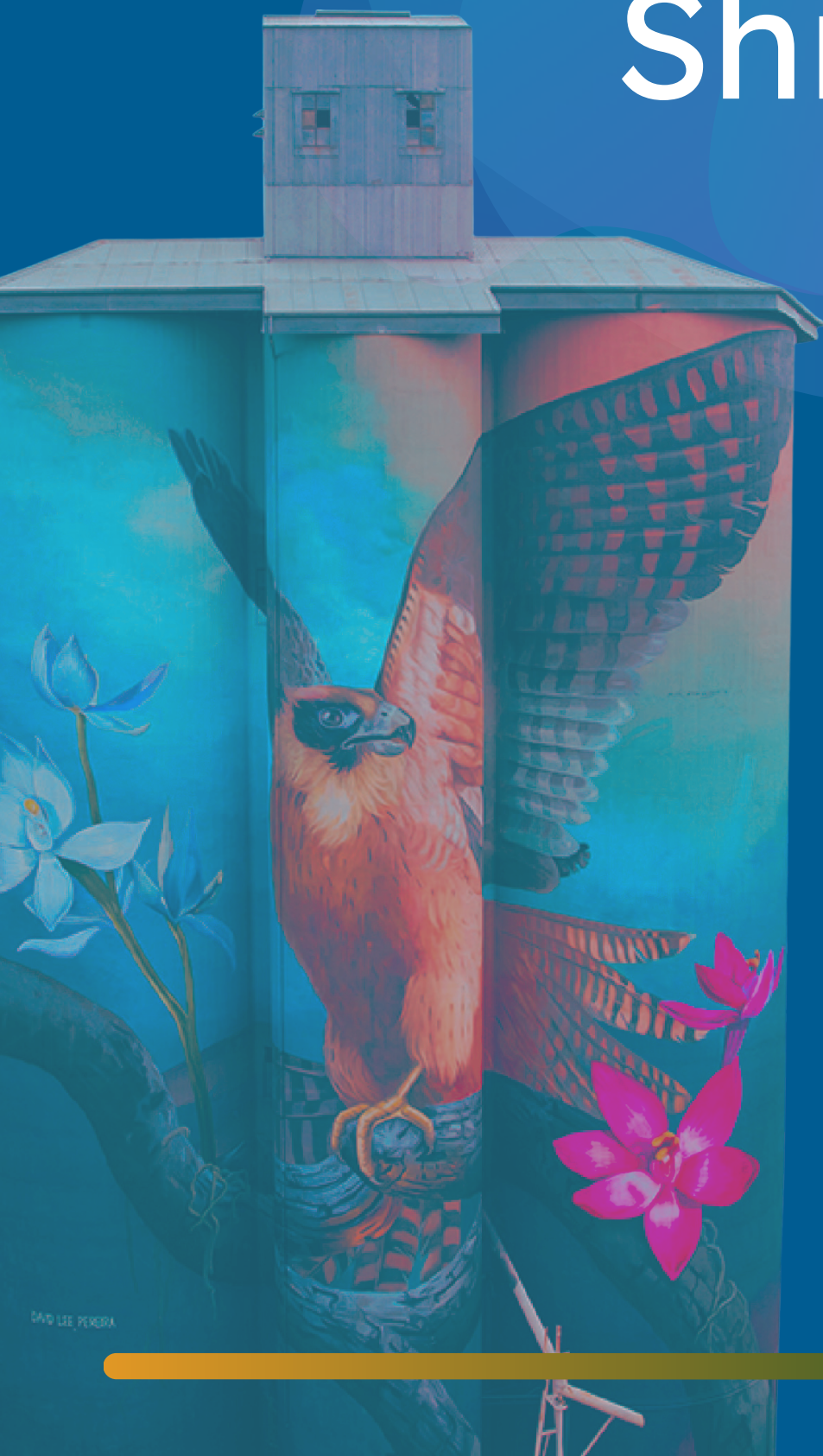
Council's vision can only be achieved with the help of the community, and we will continue to engage with our ratepayers to make sure we are meeting all of their expectations.

We hope that the information laid out within our Council Plan is a true representation of our communities and we look forward to the next four years of listening to our residents and delivering great outcomes for everyone.

*Mayor Bruce Meyer and CEO David Bezuidenhout*



# About our Shire



DAVID LEE PEREIRA



# About West Wimmera Shire











West Wimmera is located in the western most part of Victoria adjacent to the South Australian border. Covering an area of 9,106 km<sup>2</sup> it has a resident population of approximately 3,810.

Of the 786 businesses contained within the Shire approximately 1,741 jobs have been created (in a mix of full time, part time and seasonal). West Wimmera has fertile land and good water supply and these businesses which are predominantly agricultural pursuits, generate a Gross Regional Product of \$258M, regional agricultural exports are in excess of \$238M and it has a very low unemployment rate of 2.4%.

The West Wimmera wellbeing report (community indicators) reveals above average ratings for the Shire in the following categories;

- Subjective wellbeing
- Low crime rates
- Feeling part of the community
- Highly skilled workforce
- Child health assessments
- Employment rate
- Perceptions of safety
- Good work life balance



 <b>9106</b> Square Kms	 Businesses <b>786</b>	 Residents <b>3810</b>	 <b>Most common Industries of Employment</b> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Education and Training</li> <li>• Health Care and Social Assistance</li> <li>• Public Administration and Safety</li> <li>• Forestry and Fishing</li> </ul>
 Total revenue including grants 20/21 <b>25.53M</b>	 Rates and Charges income 20/21 <b>7.4 M</b>	 <b>5</b> Councillors	
 Rate Paying Properties <b>4752</b>	 FTE Council Employees <b>98</b>	 Jobs <b>1741</b>	



The West Wimmera Shire Council Plan 2021-2025 is the key strategic document that will be used to prioritise activities across the next four years. Containing actions and advocacy it enables Council to act on the communities behalf to protect service standards that have an effect on the total quality of life of the resident population.



Acknowledgement of the importance of a collaborative regional approach to service delivery and advocacy is a major theme in guiding the future endeavours of West Wimmera. The West Wimmera Shire Council also recognises the role of other regional strategies such as, the Wimmera Southern Mallee Regional Investment Strategy, the Regional Growth Plan and the Regional Partnerships, as opportunities to gain investment in the Shire via a regional approach. With an economy that is driven on diversity, this plan will look to further enhance the value provided to the Victorian state economy, by adding value to activities, such as but not limited to those listed;

- Broad acre cropping.
- Production and processing of: wheat, barley, canola, beans, chickpeas, lentils, oats.
- Vegetable and forage cultivation and seed production
- Animal Husbandry and processing
- Private sector employment
- Public sector employment







# Our Councillors

- Bruce Meyer - Mayor
- Jodie Pretlove – Deputy Mayor
- Tom Houlihan
- Trevor Domaschenz
- Tim Meyer

West Wimmera Shire Council is led by a Council comprising five Councillors, elections are held every four years. The municipality is unsubdivided and so Councillors are elected from the municipality at-large. Councillors elect a Mayor and Deputy Mayor at the Statutory Meeting held following Council elections and annually.

# Our Values

Our values guide our behaviour and decision-making and how we lead and support our community.

1

We will proactively respond to change, are optimistic about our future and pursue continuous improvement in everything that we do.

**Innovative**

2

We will be responsible, take ownership of our actions and are committed to good governance, excellence, transparency, achievement of goals and advocating for our community.

**Accountable**

3

We will do everything in our ability to encourage and form trusting relationships, to work together as one team to achieve our goals and advocate for "One West Wimmera".

**United**

4

We will actively and openly consult with you and work constructively with community organisations, agencies, business community and other levels of government to our community's benefit.

**Collaborative**



# Our Shire Services

## For Our Community



- Building Services and Planning Permits
- Libraries
- Sporting Facilities
- Parks, Gardens and Playgrounds
- Council-run events
- Support for Community-run events
- Community grants for activities
- Waste and recycling services
- Road and footpath maintenance
- Environmental sustainability initiatives
- Local amenities and facilities maintenance
- VIC Roads Agency Services
- Centrelink agency
- Animal control
- Pet Registration
- Provision of seasonal swimming pools
- Tourism development
- Street cleaning
- Fire prevention and pest management
- Volunteer support
- Grant sourcing and project delivery for community infrastructure
- Street lighting and signage
- Emergency Management

## For Our Businesses



- Food and Health businesses registration and regulation
- Business support and education
- Business networking opportunities
- Business permits
- Food safety regulation programs
- Business Assistance Grants & Streetscape Improvement Grants
- Business Concierge Program for Covid Support and Business Permits and Support.

## For Our Older People and People with a Disability



- Referral for aged care and disability services
- Social support groups
- Personal care and home care
- Emergency support
- Property maintenance
- Living at home assessments
- Delivered meals (meals on wheels)
- Community transport programs
- Respite care

## For Our Families



- Maternal Childrens health services
- Playgroups
- Kindergartens
- Family services
- School crossing supervisors
- Social support for youth
- Early years support

# Our Strategic Plan

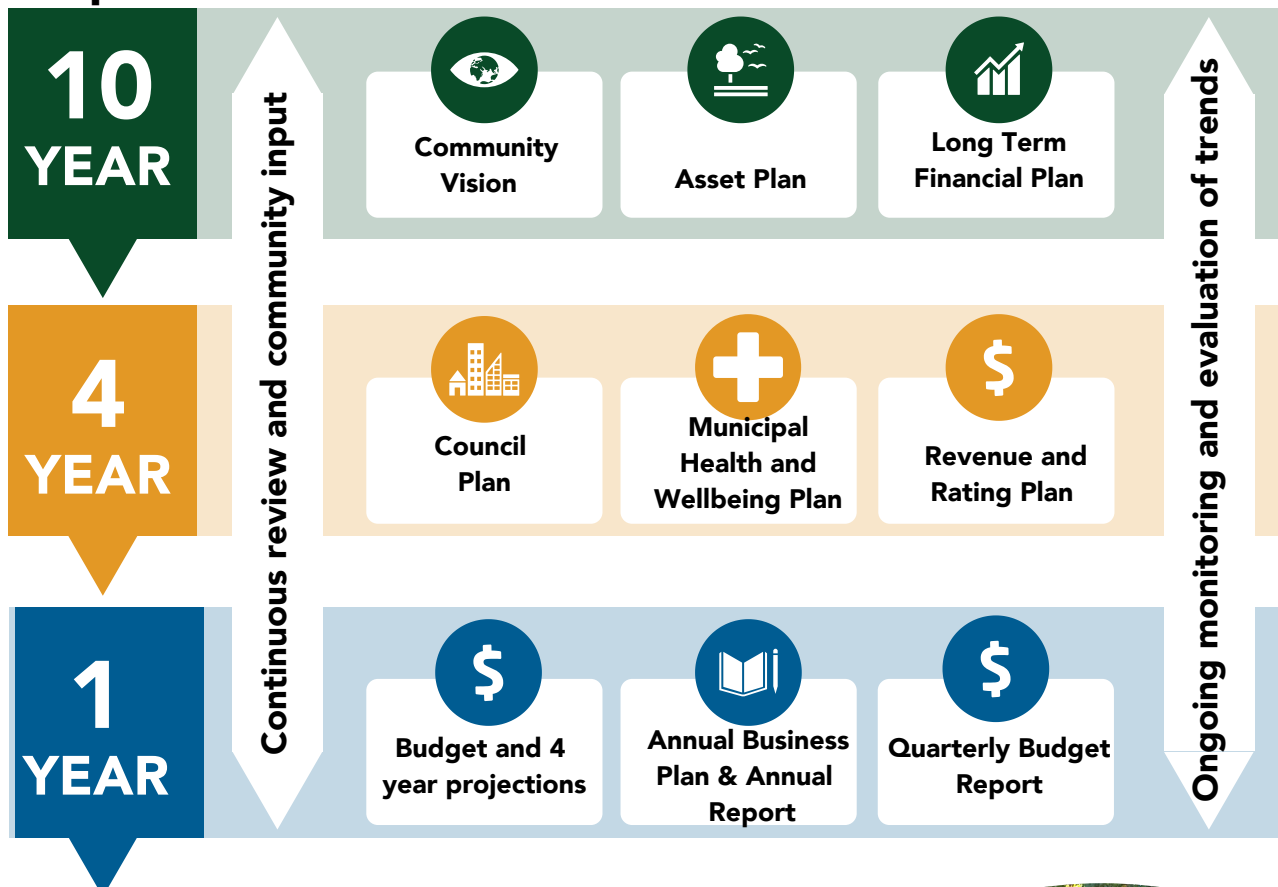




# Our Planning Framework

Our planning framework comprises the key plans that guide our work and decision making and connects the long term community needs and aspirations. The Council Plan is aligned with the 2041 Community Vision. The key elements of our planning framework are:

## Scope



### Community Vision

The Community Vision describes the community's main priorities and aspirations over the next 20 years.



### Long Term Financial Plan

The Financial Plan defines the broad financial framework for Council over the next ten years. Assumptions underpinning the Plan are transparent and the decisions that need to be made to resource the services and capital works outlined in the Council Plan are made clear.





### **Asset Plan**



The Asset Plan provides a long-term (10+ years) strategic and financial plan of how Council proposes to manage the full portfolio of assets that it owns and controls.

### **Council Plan, incorporating the Municipal Health and Wellbeing Plan (MHWP)**



The Council Plan (incorporating the MPHWP) is a key medium-term strategic plan that describes the strategic objectives, actions to achieve the objectives, indicators for measuring progress and the resources required to implement the plan for at least four years. This plan will be reviewed on an annual basis.

### **Municipal Health and Wellbeing Plan**



All Victorian Councils are required to implement a Municipal Health and Wellbeing Plan required under section 26 of the Public Health and Wellbeing Act 2008 as allowed by section 27 of that Act. West Wimmera Shire Council has integrated its Municipal Health and Wellbeing Plan within the Council Plan. This reflects a view that health and wellbeing is inherent in all Council planning and therefore should be represented in the Council Plan. The health and wellbeing strategic thinking and initiatives in the Council Plan will play a crucial role in supporting the community to enjoy the highest standards of health, wellbeing and participation at every age, and aim for the greatest improvements among those who need it the most.

### **Budget and 4 year projections**



The Budget projects Council's income and revenue and how these resources will be allocated across the four-year Council Plan, including initiatives, programs, services, and capital works, as well as financing and debt redemption/servicing.

### **Annual Report**




The Annual Report outlines Council's performance for the year measured against the Council Plan and Budget.

# How we involved our Community







To prepare the Community Vision and Council Plan, Council has undertaken an extensive and integrated engagement process. The Local Government Act 2020 requires Council to develop or review the Community Vision, Council Plan, Financial Plan and an Asset Plan in accordance with its Community Engagement Policy. Council adopted a Community Engagement Policy on 17 February 2021 which sets out how Council will involve the community in making decisions and planning for the future.

The Community Engagement Policy outlines methods to ensure a broad cross section of the community is able to contribute to engagement processes, identifies the importance of asking community members to consider and prioritise ideas, and also the need to ensure

engagement is undertaken at the start of the planning process so it can truly inform the outcome. The engagement process involved 512 residents and involved the following elements:

Engagement Activity	When	Response
On-line community survey	June/July 2021	270 Completed
Community listening posts were held at: <ul style="list-style-type: none"> <li>• Apsley</li> <li>• Dergholm</li> <li>• Edenhope</li> <li>• Harrow</li> <li>• Goroke</li> <li>• Kaniva</li> <li>• Serviceton</li> </ul> 	June/July 2021	63 Attended
Activity sheet completed by children and young people held at the following schools: <ul style="list-style-type: none"> <li>• St Malachy's School</li> <li>• Kaniva P – 12 College</li> <li>• Goroke P – 12 College</li> </ul>	June/July 2021	179 Participated

## Council's consultation and engagement focused on several key questions:

	What the community loves the most and considers to be the strengths of the West Wimmera community
	The community's vision for West Wimmera Shire i.e. what type of community do people want West Wimmera Shire to be in 20 years' time.
	The big ideas community members have for West Wimmera Shire.
	What needs to change or be improved to achieve the community's vision or to deliver the big idea.
	What are the biggest issues or concerns about the health and wellbeing of the West Wimmera community
	What should be Council's priorities for the next 4 years to meet the economic, environmental, social and health and wellbeing needs of the community.



The questions children and young people responded to through the activity sheet were: What they love the most about where they live, what they like to do the most on the weekend, their favourite place to visit and what they would do to make the place they live better.



### What we heard from children and young people

- Family and friends are the people they are most likely to spend time with
- Recreation and sporting spaces, facilities and opportunities are really important
- Improving services like the internet, public transport, health services is important
- Improving roads and footpaths and improving our parks and towns would make it a better place to live

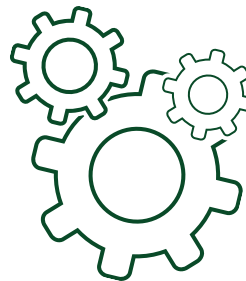
To make the community aware of the consultation and engagement program, a large-scale marketing and promotion strategy was implemented running from 6 June to 12 July. The strategy included:

Use of online tools including the Council's website and social media feeds;

Emails to community organisations and committees of management;

Direct mail of the survey to every home in West Wimmera Shire; and

Posters and information available about the consultation in key community locations.



The community listening posts were also an important way of letting community members know about the survey.

### The Community's Vision for West Wimmera Shire



Our population is growing



Our community is active, healthy and safe



We value the natural environment



Our economy is thriving



A diverse and inclusive community



Sustainable businesses and services

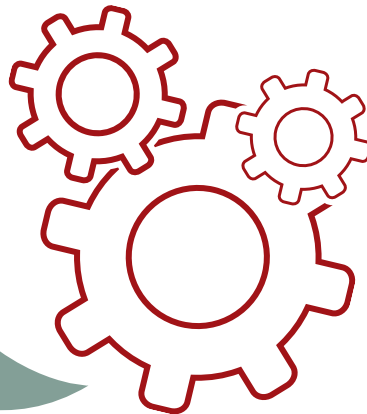
# What we heard from the Community

## Suggested priorities for Council for the next 4 years

- Supporting businesses and creating employment opportunities
- Improving access to quality and affordable childcare
- Improving and maintaining roads
- Access to and promotion of health services
- The environment, sustainability, and climate change
- Increasing the availability of short term and long-term housing
- Upgrade of recreation facilities
- Preventing all forms of violence, improving mental wellbeing and reducing harmful alcohol and drug use
- Improving town centres
- Advocating for reliable and quality potable water supply

## Strengths of the West Wimmera Community

- The community places a high value upon the sense of community, belonging, friendliness and safety.
- The natural environment, peace and quiet and rural lifestyle are highly valued by the community and considered to be assets.



## Reasons given include

- Our population is declining
- The lack of childcare means it is difficult for both parents to work
- The condition of our roads is variable
- Access to community and health services is poor
- Our community infrastructure needs to be improved so we can attract visitors and better support our community
- We find it difficult to retain young people and families in our community

## What needs to change or be improved

- More employment opportunities
- Better access to childcare
- Improving the road network
- Improved health services and supports
- Programs, activities and supports for young people
- Public and community transport
- Programs, activities and supports for children and families

Developing the plan with our Community





The community's vision for West Wimmera has been developed by the community through the Shaping West Wimmera engagement program conducted during 2021. It will guide Council's strategic planning out to 2041.

## Vision

In 2041 West Wimmera is a great place to live, work and play.

We are growing and we are known for our natural environment, resilience and sense of community. We are proud of our heritage and are building new economic capacity based on innovation and tourism and which is creating local employment.

Our towns are vibrant and welcoming, offering the services and facilities that meet the needs of our community and visitors. We are a confident community and will empower everyone to be part of our future.

## Future Directions

Active, healthy and safe – supporting our community to live full and rewarding lives.

Access to the right services – working confidently with partners to ensure health, education and digital services meet our needs.

The natural environment – valuing the time our community and visitors spend enjoying the natural environment.

Our roads – a safe and sustainable road network supporting businesses, our community and visitors.

Attractive and viable town centres – great places to live, visit and do business.

Thriving economy – taking advantage of our strengths in farming, business and tourism to generate employment and share our prosperity.

Sport and recreation – facilities that encourage participation in physical activity and add to community life.

# Health and Wellbeing





# Health and Wellbeing

All Victorian Councils are required to implement a Municipal Health and Wellbeing Plan required under section 26 of the Public Health and Wellbeing Act 2008 every four years and within 12 months of a new council being elected. As allowed by section 27 of that Act, West Wimmera Shire Council has chosen to integrate its Municipal Health and Wellbeing Plan within the Council Plan.

This reflects a view that health and wellbeing is inherent in all Council planning and therefore should be represented in the Council Plan. This plan aims to promote public health and wellbeing, reduce health inequalities, and other health dangers.

Section 17 of the Climate Change Act requires local councils to have regard to decisions or actions to reduce risks and public health impacts of climate change in municipal health and wellbeing plans.

Section 26 of the Public Health and Wellbeing Act requires councils to specify (in their Municipal Public Health and Wellbeing Plan) measures to prevent family violence and respond to the needs of victims of family violence in the local community.



## What the Community said about Health and Wellbeing

The Victorian Public Health and Wellbeing Plan 2019-2023 has 9 priority focus areas, these focus areas were put to our community by way of surveys and community listening posts to gauge the main priorities for the West Wimmera population. Here are the identified areas of priority from engagement with our community:



**1** Preventing all forms of violence

**2** Increasing healthy eating

**3** Increasing active living

**4** Improving mental wellbeing

**5** Reducing harmful alcohol and drug use

These identified areas can be categorised into three main themes for health and wellbeing within the West Wimmera Shire

**1**

· Preventing violence and promoting equity

**2**

· Promoting mental wellbeing and connected communities

**3**

· Fostering Healthy Lifestyles



### West Wimmera Challenges identified by Surveys

- Lack of access to health services
- Lack of Childcare
- Getting the community active
- Lack of awareness/information
- Violence and unhealthy attitudes towards women
- Isolation
- Mental health
- Unhealthy attitudes to alcohol and drugs
- Overweight/obesity

These fit with the priority areas that the Wimmera Primary Care Partnership along with their partner agencies and LGAs highlighted as priorities for health in the Wimmera (through a series of workshops across 2020 and 2021) for 2021-2025 of Social Connection, Healthy eating, physical activity and adapting to climate changes.



# Health Initiatives

West Wimmera Shire Council is committed to working with partner agencies to plan, implement, progress and review our municipal public health and wellbeing initiatives. We acknowledge our local and regional health services as the services with integrated health promotion funding who are able to lead programs throughout our local area.

We also understand the important role that many of our local community groups and organisations play in promoting and improving the health and wellbeing of their community members.

Council looks forward to strengthening their partnerships over the next four years with key stakeholders such as the Department of Health, Edenhope and District Memorial Hospital, Harrow Bush Nursing Centre, West Wimmera Health Service, Women's Health Grampians and the many other organisations, schools, sporting and community groups who influence our community.



## Social Determinants of Health

The social determinants of health are the conditions in which we are born, grow, age and in which we live, work and play. The determinants of health have a significant impact on our health and wellbeing.

### The social determinants of health include:

- Socio-economic status
- Education
- Housing
- Transportation
- Food security
- Psycho-social Risk Factors
- The Social Environment
- Social Support Networks
- Community and Civic Engagement
- The Physical Environment, including the natural environment



Council has identified health and wellbeing goals and strategies based on available evidence and engagement in combination with the Liveability Wimmera South West Framework to improve the social determinants of health for our community members.

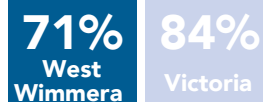
# Our Shire Statistics



People in the community living alone



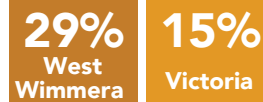
Population can access the internet from home



Access to high speed, reliable internet



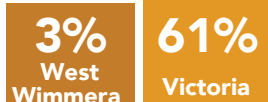
People report 'poor' access to mobile phone reception



People reported 'poor' access to general health services (GP's, general health consultation services)



People report having 'good' or 'very good' access to public transport



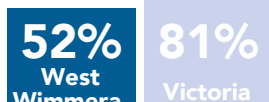
People eat the daily recommended serves of vegetables



People eat recommended daily serves of fruit



People reported 'good' access to fresh fruit & vegetables



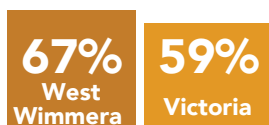
Adults who are inactive or have insufficient physical activity levels



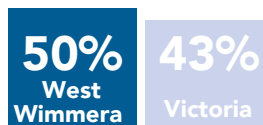
Private dwellings with small-scale solar systems  
Rate per 1,000 households  
West Wimmera 201  
Victoria 160



Population have an increased lifetime risk of alcohol related harm



Population have an increased risk of injury from a single occasion of drinking



Source Data:

[www.wimmerapcp.org.au](http://www.wimmerapcp.org.au)

Wimmera Primary Care Partnership -

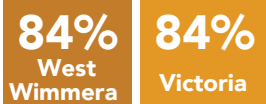
Community Health and Wellbeing Profile 2021



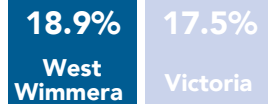
# Our Shire Statistics



Population like the environment and surrounds they live in



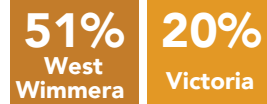
Amount of LGA that is managing by Park Victoria.



Population feel safe walking at night



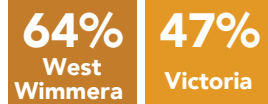
Population chooses to volunteer regularly



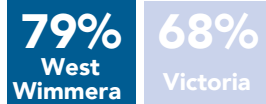
Population that chats with neighbours regularly



Population that attend community events



People feel a part of their community



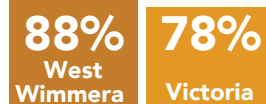
People take part in sports groups or teams



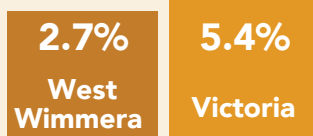
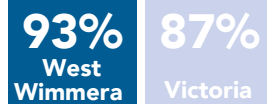
2019 Days over 35degrees Celsius  
West Wimmera South 34  
West Wimmera North 53  
Melbourne 32



People feel proud to live in LGA



People say they can get help (from family or friends not living in their household) in an emergency



Unemployment rate

Source Data:  
[www.wimmerapcp.org.au](http://www.wimmerapcp.org.au)  
Wimmera Primary Care Partnership -  
Community Health and Wellbeing Profile 2021



# Our Vision & Goals



# Our Vision

Our Council Plan sets out the four year vision for the shire and the outcomes Council wants to achieve over that period. These outcomes align with key directions identified in the West Wimmera Community Vision 2041.

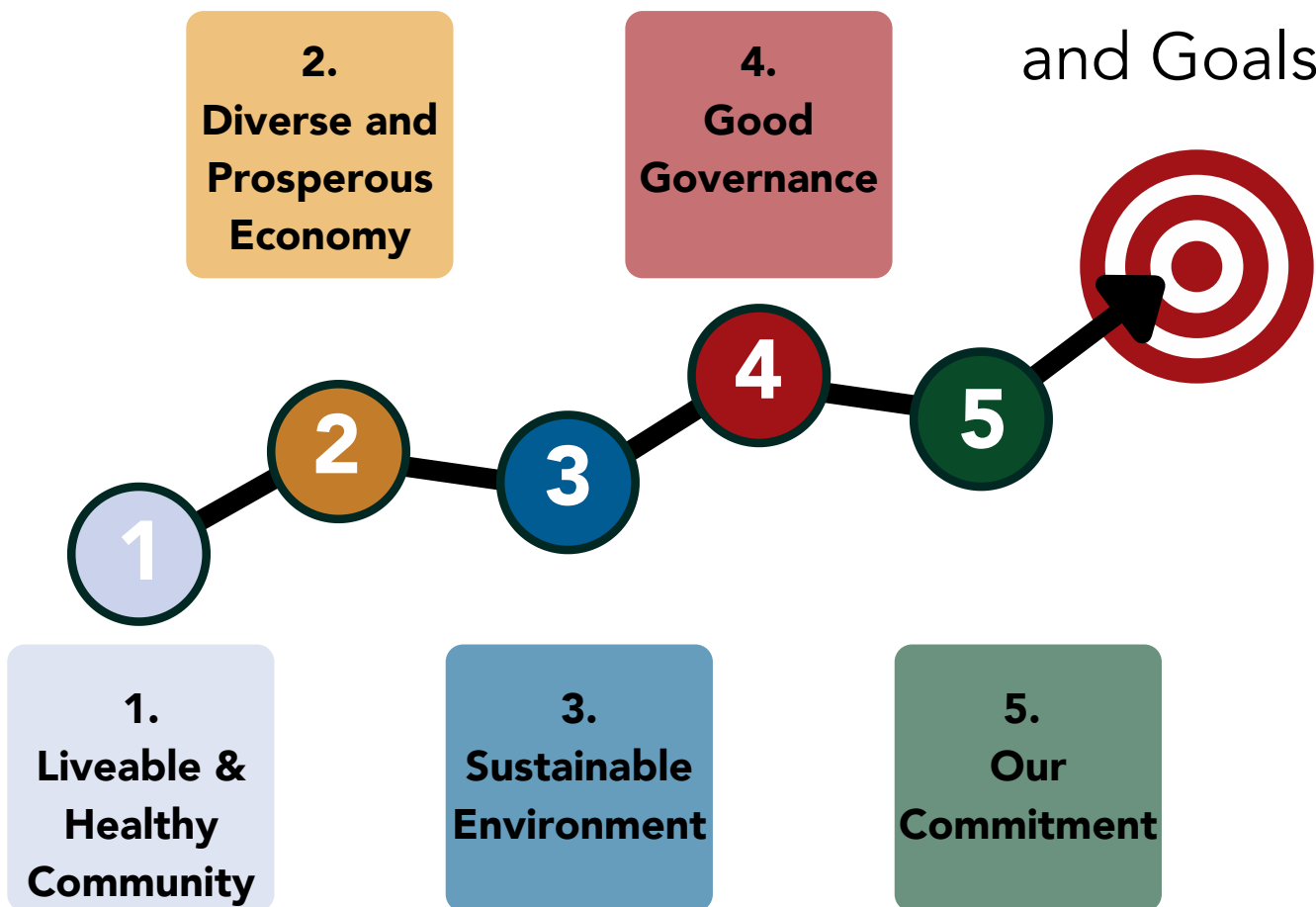
## Council Vision

Our West Wimmera community is healthy, thriving, diverse, harmonious, prosperous and self-sustaining, with regional and global connectivity.

Five goals have been identified as the focus for Council and community activity to achieve the vision.



## Our Vision and Goals



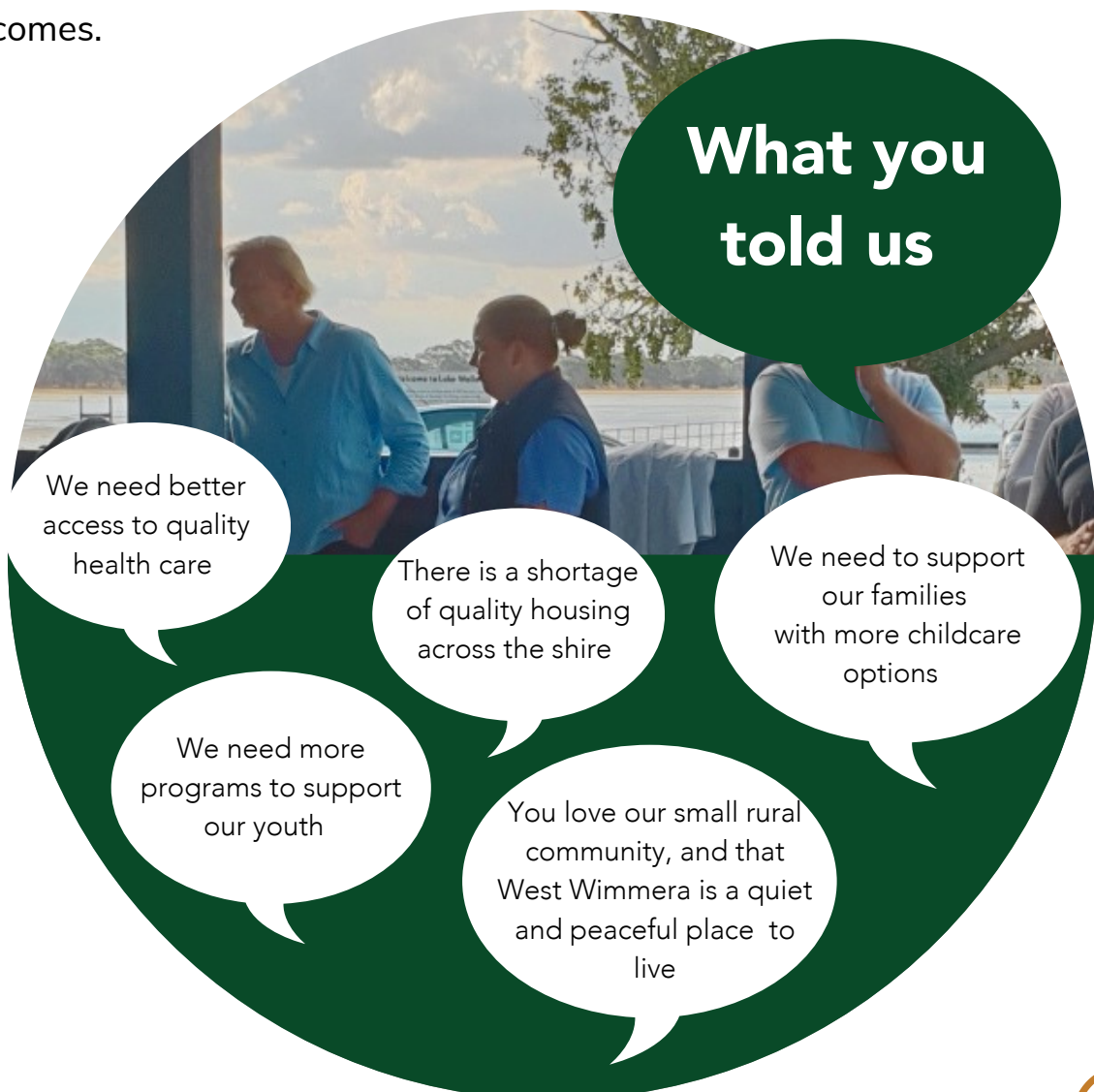
# Goal 1 - Liveable & Healthy Community

The health and prosperity of our community is paramount.  
We will work together to build strong and engaged communities where diversity, participation and healthy lifestyles are encouraged and valued.

Our community will be supported, safe and inclusive.

Council will work with our partners to ensure we have access to the right housing, health, education, community and recreation facilities and equitable quality services.

We will seek to inspire, engage and connect with our community knowing that working collaboratively together can achieve more and deliver better outcomes.





# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives		
1.1 Create a healthy, active, and vibrant community.	1.1.1	Review and implement a revised Community Strengthening Program to ensure programs, clubs and infrastructure are supported equitably across the shire.	2021/2022
	1.1.2	Seek funding for and prepare a municipal Sport and Recreation Strategy to guide sport and recreation infrastructure and activities in the Shire.	2021-2023
	1.1.3	Implement municipal sport and recreation strategy .	Ongoing from 2023
	1.1.4	Advocate for improved access to health and community services within the shire.	2021-2025
	1.1.5	Work with other sporting, education and health service providers to promote and deliver accessible healthy and active lifestyles programs.	2021-2025
	1.1.6	Work with local health providers to provide long term mental health services.	2021-2025
	1.1.7	Work with State, Regional and Local Sporting Associations to offer socially modified forms of sport and recreation that cater to all ability levels.	2021-2025
	1.1.8	Support and promote volunteering opportunities within the organisation with local community groups.	2021-2025

# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives	Timing
1.2 Support a safe and inclusive community.	1.2.1 Maintain supported playgroups across the shire.	2021-2025
	1.2.2 Provide a range of youth focused activities which provide a diverse range of safe and inclusive experiences across the shire.	2021-2025
	1.2.3 Partner with relevant local and regional organisations to promote and deliver domestic violence awareness campaigns.	2021-2025
	1.2.4 Support relevant regional and local agencies in promotion of mental health, drug, and alcohol awareness programs and also advocate for increased resources.	2021-2025
	1.2.5 Ensure Communities of Respect and Equality (CoRE) action plan is maintained and being implemented.	2021-2025
	1.2.6 Actively participate in road safety awareness programs.	2021-2025
	1.2.7 Prepare and implement an action plan to reflect and incorporate the new Child Safe Standards in Council governance and operations.	2021-2025
	1.2.8 Develop and promote intergeneration wellbeing activities in cooperation with other relevant agencies.	2021/2022



# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives	Timing
1.3 Provide well planned and sustainable community infrastructure.	1.3.1 Review and improve Council's Asset Management System to manage Council buildings and facilities in accordance with legislative requirements.	2022/2023
	1.3.2 Actively support Committees of Management in management of community facilities.	2021-2025
	1.3.3 Ensure key infrastructure (Roads & Buildings) is maintained and renewed as required to support our economy, community use and involvement.	Ongoing
	1.3.4 Actively assist community groups in applying for funding to upgrade sport and recreation community infrastructure in line with the Municipal Sport and Recreation Strategy.	Ongoing
	1.3.5 Continue to extend Council's footpath network in towns and seek funding to develop and extend trails in accordance with Recreational Trails Strategy.	2021-2025
	1.3.6 Advocate for improvements in public transport services for West Wimmera shire.	Ongoing



# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives	Timing
1.4 Deliver quality services that support community life.	1.4.1 Partner with key stakeholders to complete a study of current and future childcare requirements across the shire and define council's role in the planning, service development and facility provision requirements.	2021/2022
	1.4.2 Advocate for funding support from State and Federal Governments to assist with development and ongoing childcare solutions.	2021- Ongoing
	1.4.3 Support the implementation of childcare initiatives across shire.	2022- 2025
	1.4.4 Work with key partners to encourage rural employment.	Ongoing
	1.4.5 Partner with other agencies in attracting additional training opportunities /short courses.	Ongoing
	1.4.6 Collaborate with local schools to assist with funding advocacy where required.	Ongoing
	1.4.7 Secure ongoing, flexible, rural appropriate funding to support Maternal and Child Health and other Early Years initiatives.	Ongoing
	1.4.8 Prepare a community events manual to support safe, sustainable and inclusive community activity.	2021/2022
	1.4.9 Advocate for secure provision of potable water for our towns.	Ongoing
	1.4.10 In conjunction with Wimmera Primary Care Partnership and others, investigate options to deliver mental health services within the shire for young people.	Ongoing



# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives	Timing
1.5 Support and encourage our events, cultural and arts communities.	1.5.1 Through membership of the Wimmera Regional Library Corporation continue to provide Library services which are relevant and contemporary.	Ongoing
	1.5.2 Seek funding for the development of a Community Arts Strategy.	2022-2023
	1.5.3 Develop an Annual Events Program.	2022-2025
	1.5.4 Review and improve council's event support program to encourage Local and regional events in the shire.	2021/2022
	1.5.5 Work with local and regional organisations to develop and implement a range of initiatives which promote performing and visual arts within the shire for the benefit of locals and tourists.	2022-2025



# Goal 1 - Liveable & Healthy Community

Strategies	Initiatives	Timing
1.6 Support a prepared and resilient community.	1.6.1 Promote community participation in municipal emergency management planning.	Ongoing
	1.6.2 Partner with communities, agencies and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness. Promote community participation in municipal emergency management planning.	Ongoing
	1.6.3 Plan for and deliver emergency response, relief and recovery as required in conjunction with Regional Emergency Management Planning Committee (REMPC) Partners.	Ongoing
	1.6.4 Support local emergency services agencies. Plan for and deliver emergency services as required in conjunction with REMPC.	Ongoing
1.7 Improve the liveability of the shire to assist in growing our population into the future.	1.7.1 Partner with State and Regional bodies to improve the availability of housing options in the shire.	2021-2025
	1.7.2 Assist emergency housing agencies. Partner with State and Regional bodies to improve the availability of housing options in the shire.	Ongoing
	1.7.3 Undertake a Planning Scheme review to identify options for increased residential development in and around townships.	2021/2022
	1.7.4 Implement findings of the Planning Scheme review through an amendment to the Planning Scheme.	2022/2023
	1.7.5 Partner with WDA to implement a liveability framework to connect our community and to help develop a region that thrives in social, economic and environmental aspects.	2021/2022



# Goal 1 - Liveable & Healthy Community

## Indicators

- West Wimmera population (ABS)
- Primary Care Partnership – Wimmera Community Profile
- Annual Local Government Community Satisfaction Survey



# Goal 2 - Diverse & Prosperous Economy

Our future is reliant on growing a diverse and viable economic base that attracts investment and jobs and takes advantage of our natural advantages.

We will embrace and develop new ideas and approaches to create a vibrant community with opportunities for all whilst building on our strengths in agriculture and supporting our town centres.

To be successful we must take the lead in retaining existing employment opportunities and in attracting new and diverse opportunities, particularly for young people and families.

Physical connections in our community are vital and we will pursue sustainable improvements to our road network and advocate for broader road and public transport improvements.

We will support the development of tourism and leverage the potential of our history and environment to promote our place in regional tourism.



# Goal 2 - Diverse & Prosperous Economy

Strategies	Initiatives	Timing
2.1 Encourage and support the establishment and expansion of innovative, creative and sustainable businesses.	2.1.1 Develop strategies and then prepare and implement a campaign to attract businesses and families.	2021/2022
	2.1.2 Undertake a review of the planning scheme to ensure appropriate zonings are in place to support business development and liveability.	2021/2022
	2.1.3 Implement the findings of the planning review through an amendment to the West Wimmera Planning Scheme.	2022/2023
	2.1.4 Deliver a Business Assistance Program that supports businesses to establish and grow.	2022/2023
	2.1.5 Work with the agricultural sector to support the continued development of cutting edge farming.	2022/2023
	2.1.6 Include a local planning policy in the Planning Scheme Review to protect agricultural land and provide diverse opportunities across the shire.	2021-2022
	2.1.7 Seek funding to assist with COVID recovery for local businesses and the community.	2021-2022
2.2 Promote the Shire as a great place to visit, live and invest.	2.2.1 Prepare a Tourism Strategy to guide Council's and the community's role in supporting tourism activity.	2021/2022
	2.2.2 Actively participate in regional tourism planning and promotional campaigns.	Ongoing
	2.2.3 Implement Council's actions from Tourism Strategy.	2022/2023
	2.2.4 Design and implement a marketing campaign to encourage tourists to visit the shire based on recommendations from the Tourism Strategy.	Ongoing
	2.2.5 Investigate options to advocate for incentives to attract required skill workforce to the region, ie health care, childcare, agriculture etc.	2022-2024



# Goal 2 - Diverse & Prosperous Economy

Strategies	Initiatives	Timing
2.3 Facilitate the development of the local economy and jobs.	2.3.1 Review and update the Economic Development Strategy to maximise economic activity in the Shire.	2021/2022
	2.3.2 Work with government, employers and regional bodies to find solutions to fill skill shortages and create jobs in West Wimmera.	2021/2022
	2.3.3 Lobby and promote agricultural development in West Wimmera.	Ongoing
	2.3.4 Advocate for aquaculture opportunities including the possible re-establishment of the facility near Lake Charegrark	2021-2025
2.4 Create vibrant and attractive town centres.	2.4.1 Seek funding and partnership opportunities to implement streetscape plans for Edenhope and Kaniva.	2022/2025
	2.4.2 Continue to maintain and expand footpaths and shared paths in town centres.	Ongoing
	2.4.3 Facilitate the installation of electric vehicle charging stations in Edenhope and Kaniva.	2022/2023
	2.4.4 Review Local law to assist business opportunities in the shire and ensure the safety and amenity of our towns are preserved.	2021/2022
	2.4.5 Complete streetscape master plans for Harrow, Apsley, Serviceton, Dergholm and Goroke.	2024/2025
	2.4.6 Actively work to improve the appearance of main streets and town entrances across the shire.	2024/2025

# Goal 2 - Diverse & Prosperous Economy

Strategies	Initiatives	Timing
2.5 Enhance the local road network and explore transport options.	2.5.1 Review the Road Management Plan within 12 months of each Council election.	Every 4 years
	2.5.2 Continue the programmed maintenance of the sealed and unsealed road network in accordance with the RMP and Moloney Report.	Annually
	2.5.3 Implement the Annual Capital Works program inline with Road Management Plan and road network reporting requirements.	Annually
	2.5.4 Implement Asset Management System to monitor and plan road and asset maintenance and renewal.	2022/2023
	2.5.5 Advocate for additional external funding for roads and bridges.	Ongoing
	2.5.6 Advocate to VicRoads to improve the quality of state roads throughout our shire.	Ongoing
	2.5.7 Seek funding to upgrade local roads throughout the shire to support freight routes, heavy vehicles and high traffic volumes.	Ongoing
2.6 Provide infrastructure to sustain economic activity.	2.6.1 Campaign for improved access to quality digital connectivity.	Ongoing
	2.6.2 Advocate for the West Grampians Pipeline Project.	Ongoing
	2.6.3 Advocate for improved water pressure within towns.	2021/2022
	2.6.4 Advocate for the improvement of roads to meet requirements for road trains.	2021-2025
	2.6.5 Advocate for a gas pipeline extension into West Wimmera.	2021-2025
	2.6.6 Advocate for the continued sale and promotion of unallocated groundwater in the areas identified as still having sustainable water for sale.	2021-2025
	2.6.7 Advocate for recreational water.	2021-2025



# Goal 2 - Diverse & Prosperous Economy

## Indicators

- West Wimmera Shire Unemployment Rate
- Number of Businesses in shire
- Annual tourism related visitation.
- Annual Local Government Community Satisfaction Survey
- Moloney's Road Asset Report





# Goal 3 Sustainable Environment

Sustainability in West Wimmera is about making decisions now that mean we can hand the Shire to future generations in a better condition than it is in today.

Our focus will be on thoughtful environmental custodianship seeking to responsibly meet our future food, energy and waste needs.

Water security underpins our way of life and is essential for our future. We will consider and promote innovative and sustainable waste management options for our community.

Support for the agricultural sector will include advocacy on matters of importance to the sector that enable sustainable land management.

Our natural areas, lakes and wetlands are highly valued for their environmental and recreational values and we will partner with others to promote and maintain these special assets.



# Goal 3 Sustainable Environment

Strategies	Initiatives	Timing
3.1 Preserve and enhance the natural environment.	3.1.1 Prepare a Waste Management Plan to guide waste management activities and to maximise recycling and resource recovery.	2022/2023
	3.1.2 Review West Wimmera Shire Domestic Animal Management Plan.	2022/2023
	3.1.3 Review West Wimmera Shire Domestic Wastewater Management Plan.	2022/2023
	3.1.4 Review and update Council fleet policy for the use of electric and hybrid vehicles.	2022/2023
	3.1.5 Explore potential exemptions, offsets and land banking opportunities to compensate for native vegetation removal on farms and roadsides.	2022/2023
	3.1.6 Advocate to GWM to complete Part 2 of the Goroke Sewer Scheme.	2021-2025
	3.1.7 Advocate to relevant stakeholders to maintain safe infrastructure (i.e Roads, Furniture, Signage) on public land for recreation (lakes, parks and natural environments)	2021-2025



# Goal 3 Sustainable Environment

Strategies	Initiatives	Timing
3.2 Promote sustainable environmental management practices.	3.2.1 Support activities to control pest animals in farming and township areas.	2021-2025
	3.2.2 Work with partner agencies on roadside vegetation management.	2021-2025
	3.2.3 Support initiatives to assist with disposal of waste products from agricultural activity.	2021-2025
	3.2.4 Continue to look at circular economy opportunities.	2021-2025
3.3 Protect and promote public open space and natural assets.	3.3.1 Identify opportunities to improve safe access and use of natural areas for recreational purposes.	2022/2023
	3.3.2 Explore opportunities to define, scope and develop a Wetlands Centre of Excellence.	2022/2023
	3.3.3 Investigate the feasibility of establishing a manmade lake at the Kaniva Racecourse Site.	2024/2025
	3.3.4 Partner with key stakeholders to support the implementation of the Lake Wallace Strategy where funding permits.	2021-2025
3.4 Pursue alternative and sustainable energy sources.	3.4.1 Promote alternative and sustainable energy projects in the shire.	2021-2025
	3.4.2 Investigate the potential for micro-grids in industrial areas and towns.	2024/2025



# Goal 3 Sustainable Environment

## Indicators

- Annual Local Government Community Satisfaction Survey
- Reportable environmental impacts



# Goal 4 Good Governance

In delivering good governance, Council has an opportunity to share with the community the challenges for future service planning and provision.

Active community participation in engagement processes and transparent decision making will give insights and confidence that engagement has informed decision making.

Council's leadership will focus on developing a high performing and sustainable organisation that is customer focused and delivers responsive services.

The provision of timely community information and a commitment to excellence and responsible financial management are paramount.

Financial sustainability will be maintained through effective use of Council's resources and assets and prudent management of risk.



**What you told us**

Council needs to provide quality services across all towns

Council needs to support and encourage businesses , community and visitors

Council needs to listen to the community and act on feedback

Council needs to advocate for better services and support for the community



# Goal 4 Good Governance

Strategies	Initiatives	Timing
4.1 Ensure long term financial sustainability.	4.1.1 Prepare and implement a 10 Year Financial Plan.	2021/2022
	4.1.2 Prepare and implement long term asset plan.	2021/2022
	4.1.3 Provide quarterly financial reports tracking Council performance including annual plan performance measures and capital works program.	Quarterly
	4.1.4 Prepare and implement a Fees and Charges Strategy.	2021/2022
	4.1.5 Maximise income from alternative sources.	2021-2025
	4.1.6 Implement the West Wimmera Shire Council Revenue and Rating Strategy.	2021-2025
	4.1.7 Undertake continuous improvement initiatives to look for cost efficiencies and savings.	2021-2025
4.2 Engage with the community in a timely and respectful way.	4.2.1 Implement the Community Engagement Policy.	2021-2025
	4.2.2 Live stream Council meetings.	Ongoing
	4.2.3 Regularly provide information to the community via the website and other channels to ensure Council's program and activities enjoy a high level of awareness.	Ongoing
	4.2.4 Implement an innovation platform.	2021/2022
4.3 Advocate for our community on issues important to our future.	4.3.1 Prepare a document setting out key advocacy issues for West Wimmera shire.	2021/2022
	4.3.2 Actively participate on regional and sector bodies and forums.	Ongoing



# Goal 4 Good Governance

Strategies	Initiatives	Timing
4.4 Develop a high performing accountable organisation.	4.4.1 Develop and implement the Workforce Plan.	2021/2022
	4.4.2 Prepare and implement an Information Technology Strategy to support efficient council operation and community interaction.	2022-2024
	4.4.3 Review procurement policies and processes to maximise accountability, value for money and encourage local procurement.	2021/2022
	4.4.4 Implement the action plan for the implementation of the Gender Equity Act.	2021/2022
	4.4.5 Implement a cultural awareness training program for all Councillors and Council staff.	2022-2023
	4.4.6 Prepare Annual Business Plan to identify and track financial and operational performance.	Annually
	4.4.7 Implement a project management framework.	2022-2024
	4.4.8 Develop and implement a Council Intranet.	2022/2023
	4.4.9 Develop a Framework and or relevant Management Plans for key management areas in Council to ensure accountability and clear understanding of responsibilities, processes, systems and procedures.	2021-2025
	4.4.10 Investment in the Council staff and Councillors to enable them to be the best leaders for their communities. Empowering the organisation to make the best possible, most informed decisions on behalf of the community.	2021-2025
4.4 Maintain a rigorous risk management framework.	4.4.1 Support the activities of the Audit and Risk Advisory Committee.	Ongoing
	4.4.2 Prepare and implement an annual internal audit program.	Annually
	4.4.3 Review and update the Business Continuity Plan.	2021/2022
	4.4.4 Prepare and maintain a register of Council's statutory obligations including reporting and public registers.	Annually

# Goal 4 Good Governance

## Indicators

- Annual Local Government Community Satisfaction Survey
- Annual Council Audit





# Goal 5 Our Commitment

Following community consultation, council has developed a Council Plan, focussing on four main goals, namely a liveable and healthy community, diverse and prosperous economy, sustainable environment and good governance.

These goals will ensure delivery against the Council Plan and underpin all decisions made by the Council.

The goals, strategies and initiatives will guide our strategic planning, processes, service delivery and the management of assets in a prudent and efficient way, taking our limited resources into consideration.

The community consultation has also indicated that the community not only cares about what we deliver, but also how we deliver on the plan. Being value driven, and to ensure that values guide our behaviour and decision-making and how we lead and support our community is of utmost importance.

To put the right emphasis and importance on how we deliver on the Council Plan, council has created a 5th goal, and is making a commitment to deliver the goals based on the following values:





# Goal 5 Our Commitment

The Council has challenging times ahead with managing the Covid-19 pandemic, including economic recovery and looking after our communities health and mental wellbeing.

We will likely have changing funding priorities from both the State and Federal Governments and continued pressure to take on services formerly run by others or to improve existing services.

The financial impact and ongoing commitments associated with the Covid-19 pandemic are yet to be fully determined.

A value based way of delivering on the Council Plan is therefore essential to ensure that we effectively serve our community in a responsible, caring and sustainable way.

# 1

We will proactively respond to change, are optimistic about our future and pursue continuous improvement in everything that we do.

**Innovative**

# 2

We will be responsible, take ownership of our actions and are committed to good governance, excellence, transparency and advocating for our community.

**Accountable**

# 3

We will do everything in our ability to encourage and form trusting relationships, to work together as one team to achieve our goals and advocate for "One West Wimmera".

**United**

# 4

We will actively and openly consult with you and work constructively with community organisations, agencies, business community and other levels of government to our community's benefit.

**Collaborative**

**“ Our commitment – we will proactively drive and live our values: Innovative, Accountable, United, and Collaborative. ”**





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