

COUNCIL PLAN

2025-2029





ACKNOWLEDGEMENT OF COUNTRY

West Wimmera Shire Council acknowledges the traditional custodians of the land, and pays respects to their elders, past, present and emerging.

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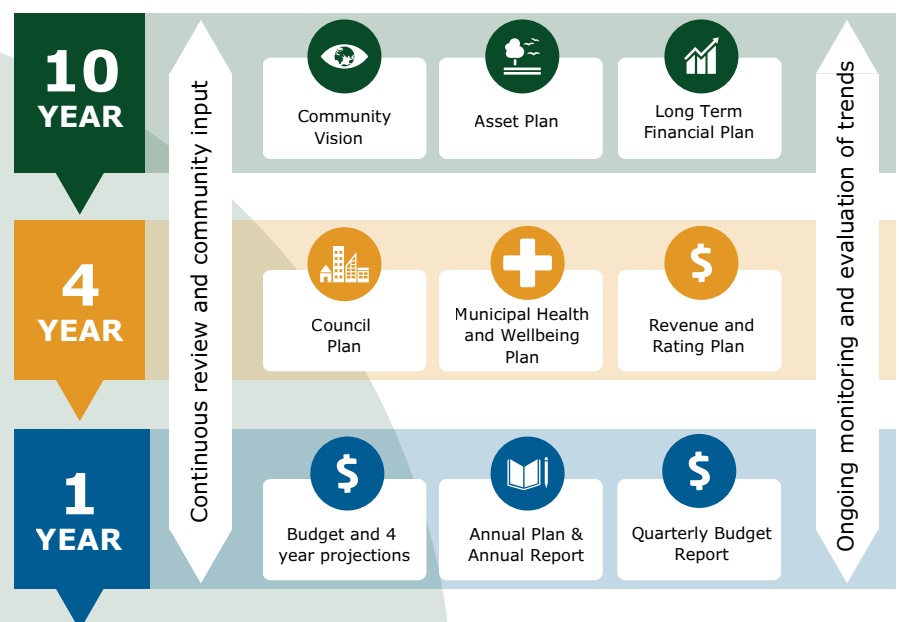
ABOUT THE PLAN

The West Wimmera Shire Council Plan 2025-2029 is our primary strategic document, setting the direction for Council over the next four years. It also incorporates our Municipal Public Health and Wellbeing Plan, ensuring that the health and wellbeing of our community is central to everything we do.

This plan has been developed in line with the *Local Government Act 2020*, which requires all councils to prepare a Council Plan every four years. While this legislation sets the framework, the real strength of our plan comes from the voices of our community. Through extensive engagement with residents, businesses and stakeholders, the plan has been shaped to guide decision-making, allocate resources, and focus our efforts where they will have the greatest impact.

To remain responsive and accountable, the Council Plan and its indicators are reviewed annually to ensure they continue to reflect the evolving needs and opportunities of West Wimmera. Progress is reported quarterly through our Annual Plan, which provides more detail on the specific projects and initiatives being delivered each year.

Ultimately, the Council Plan is more than a statutory requirement - it is a roadmap for West Wimmera Shire. It captures our shared vision, outlines our priorities, and sets out the practical steps we will take together to achieve positive outcomes for our community now and into the future.





MAYOR AND CEO MESSAGE

Mayor Tim Meyer and CEO David Bezuidenhout

It is with great pride that we present the West Wimmera Shire Council Plan 2025-2029. This plan sets the direction for the next four years, outlining how Council will work with our community to respond to challenges and build a sustainable future. It reflects community aspirations and is a commitment from Council to deliver on them.

The plan has been shaped by conversations with residents, businesses, community groups and service providers across the shire. The voices of our people are at its heart, ensuring the priorities identified are grounded in local needs and values.

Over the next four years, Council will focus on strengthening the liveability, resilience and prosperity of West Wimmera. This means supporting the services and infrastructure our communities rely on every day, while also preparing for the future. From roads and recreation facilities to kindergartens, parks and libraries, our role is to maintain and improve the assets that underpin daily life.

One of our most pressing responsibilities is to maintain and improve our extensive local road network. Safe and reliable roads are essential for our farming community, for freight and logistics, and for the everyday travel needs of residents.

Council will continue to advocate for the funding needed to upgrade and maintain roads to a standard that reflects their importance to regional Victoria.

We are also focused on creating thriving and welcoming towns. Over the life of this plan, we will continue to seek funding to progress projects such as recreation facilities at Edenhope and Kaniva, swimming pool upgrades, improved community spaces and new workforce accommodation. These initiatives will provide opportunities for people of all ages, strengthen connection and help attract and retain residents.

The health, wellbeing and resilience of our community remain central. We recognise the enormous contribution of volunteers and community groups and will continue to work in partnership with them to foster a vibrant and supportive civic life. Council also plays an important role in creating opportunities for connection, participation and inclusion, helping to ensure that all residents feel valued and supported.

Environmental sustainability is another focus. West Wimmera is home to unique landscapes and biodiversity. Council will continue to improve waste and recycling, pest and weed control.

The delivery of this plan will require careful financial stewardship. Like many rural councils, we face challenges in balancing expectations with limited resources. Council will be disciplined in financial management, seek efficiencies, and pursue external funding.

We thank everyone who contributed to the development of this plan. Your input has shaped a document that is both ambitious and realistic, reflecting our shared vision for the future. With your support, West Wimmera Shire will continue to grow as a safe, connected and resilient place to live, work and visit.

Cr Tim Meyer
Mayor

David Bezuidenhout
Chief Executive Officer

ABOUT WEST WIMMERA SHIRE

Strengths

West Wimmera Shire is defined by its exceptional community spirit. This culture of giving back reflects deep community connections and a shared passion for the region's success. In the 2021 census, 37.2% of West Wimmera Shire residents were volunteers - the highest rate in Victoria. Residents are resilient, driven, and readily available to roll up their sleeves to make things happen, facilitating local events, recreational activities, or grassroots initiatives. Our sporting clubs and quality sports facilities are testament to the hard work of our local community groups. Strong community connection contributes to an overall sense of safety.

The area's rich heritage sits alongside a beautiful and diverse natural environment, which includes lakes, wetlands, desert landscapes, and vibrant biodiversity. The shire is a population destination for birdwatches, campers and those who enjoy the outdoors. These natural assets offer abundant recreational opportunities and tourism appeal.

Economically, West Wimmera is supported by highly productive agricultural land producing strong grain and livestock industries underpinned by a favourable climate and good quality soils. Despite its rural setting, the shire is well-serviced for its size, with comprehensive health and wellbeing facilities, and three towns offering education from kindergarten to year 12 (two also with childcare).

Our challenges

With an area spanning 9,200 km² and a population of 4,006, West Wimmera Shire faces a range of unique and interconnected challenges. Public transport options are limited, making it difficult for older and disabled residents to access services and connect to larger centres. Local access to GPs is limited. Health and education service providers are struggling to attract skilled staff, particularly teachers in rural schools. Housing shortages (especially rentals) and housing quality hinder population growth and our ability to attract new residents, compounded by a lack of tradespeople and essential infrastructure such as three-phase power, water, and reliable mobile coverage. This also limits the shire's ability to attract new businesses.

The shire's small and declining population, along with an ageing demographic, places pressure on community services and impacts the local rates base. Economic reliance on agriculture leaves the region vulnerable to climate variability. Employment opportunities are limited, with a majority of roles concentrated in agriculture, government, education, and health.

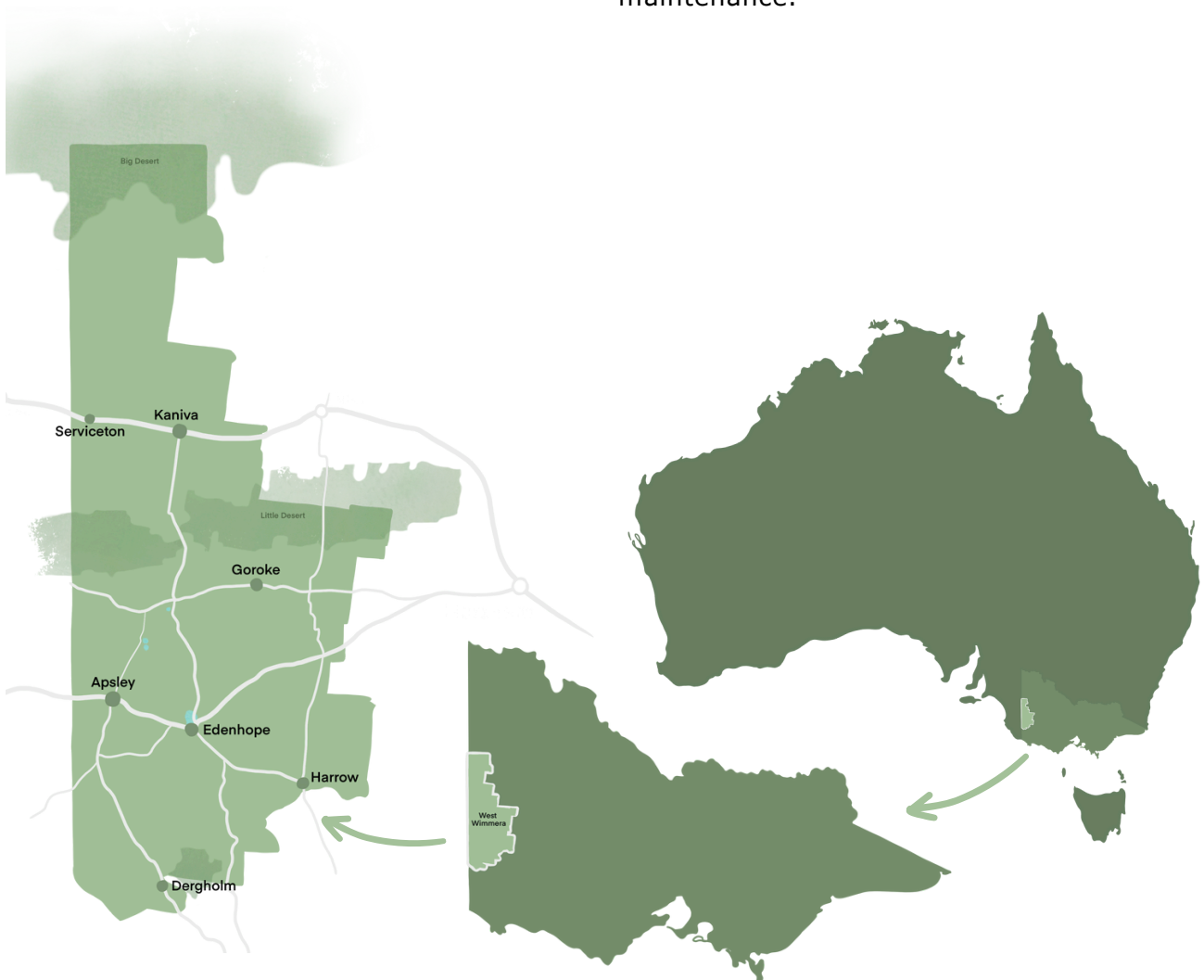
Community cohesion is sometimes compromised by townships competing for resources. The shire's low priority within the state, reliance on grants, and high delivery costs further restricts capacity to meet community expectations. Variable road conditions and water security add to these pressures, underscoring the need for strategic investment, stronger infrastructure, and a coordinated approach to long-term prosperity.

Our operating environment

West Wimmera Shire operates within a complex and shifting operating environment shaped by political, economic, environmental, and social forces. State and federal policies sometimes lack alignment with rural needs. Limited investment in regional communities, rate capping, and cost shifting place added strain on council resources. The Emergency Services and Volunteers Fund (ESVF), prescriptive waste legislation, and increasing compliance and governance requirements add operational challenges for the shire.

Cost of living pressures are impacting household budgets, creating food insecurity for vulnerable families in some townships. Population changes, including ageing demographics, limit workforce participation. Attracting and retaining skilled staff remains difficult, despite opportunities for remote work.

Environmental factors such as drought and weather variability threaten agricultural productivity impacting the mental wellbeing of our farming community, while renewable energy, mining exploration, and native title considerations introduce challenging new land use dynamics. Geo-political instability, changes to agricultural input costs, and evolving technology in farming and transport are having a significant influence on infrastructure needs and maintenance.



OUR SHIRE AT A GLANCE

People and place

4006

Residents



50.2% Male



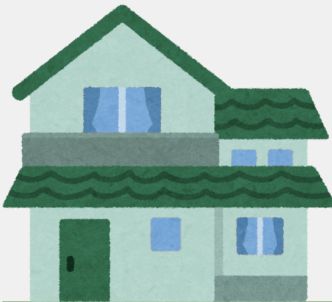
49.8% Female

51

Median age

46

Aboriginal and/or
Torres Strait Islanders



2243

Households



16%

Residents born
overseas

3.1%

Speak language
other than English
at home



71.4%

Internet
access from
dwelling

\$408M

Gross regional
product



1932

Employed
persons



3.2%

Unemployment rate



vs **5%**
state unemployment rate

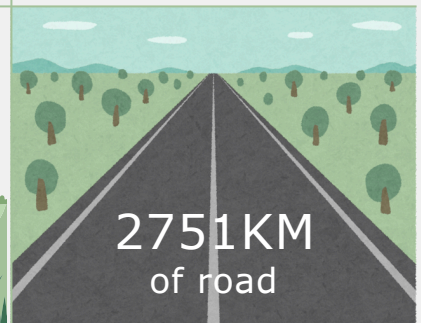


1387

Registered
business

9106

square
kilometers



2751KM
of road

Our top
output
industries



Agriculture,
forestry and
fishing



Rental, hiring
and real estate
services



Public
administration
and safety

Our top
employment
industries



Agriculture,
forestry and
fishing

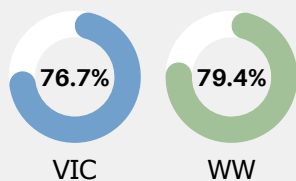


Health care
and social
assistance

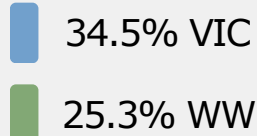


Education
and training

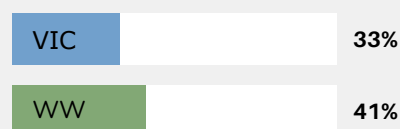
Health statistics



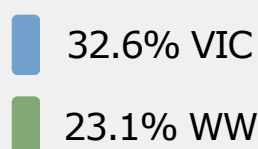
People reported high or very high life satisfaction



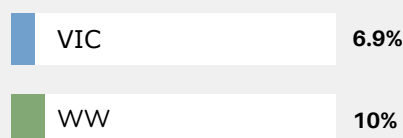
Self reported good dental health



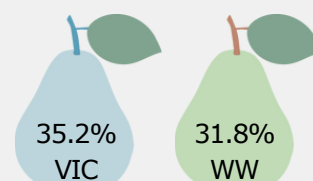
Reported waiting longer than acceptable to see a GP



People that spend more than 7 hours a day sitting



People that have a higher occurrence of sunburn

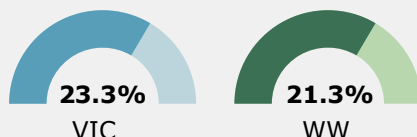


Consumed 2+ fruit servings per day

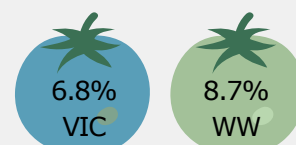


19% VIC
16.7% WW

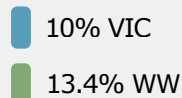
Sought professional help for mental health related problems



People that report feeling lonely



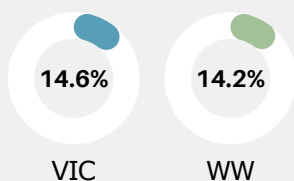
Consumed 5+ daily serves of vegetables



Daily smokers



Live with one or more long-term health condition (arthritis, asthma, cancer (including remission), dementia (including Alzheimer's), diabetes (excluding gestational diabetes), heart disease (including heart attack or angina), kidney disease, lung condition (including COPD or emphysema), mental health condition (including depression or anxiety) and stroke). Other long-term health conditions are not included in this count.



People that do not feel valued by society

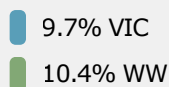


People that can get help if needed from family, friends or neighbours

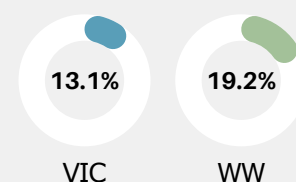


20.9% VIC
26% WW

Self-reported health status as fair/poor



People worried about running out of money to buy food



At increased risk of alcohol related harm

TOWNSHIPS

West Wimmera's towns each offer a unique lifestyle and character, while sharing common opportunities for growth. They provide strong foundations for new businesses, whether in trades, hospitality, tourism, or agriculture and value-adding enterprises. There is also significant potential for housing development, attracting families seeking to build a lifestyle in a safe, welcoming community with access to quality facilities, services and natural environments. Together, our towns offer both residents and visitors the chance to be part of resilient and forward-looking communities.



Kaniva

Kaniva, on the Western Highway, is the highway town in Victoria and a popular stop for travellers between Melbourne and Adelaide. Known for its Sheep Art Trail, community events and vibrant main street, Kaniva has a strong tourism profile. The town provides key health, education, retail, and recreation services.



Serviceton

Serviceton has a proud rail history, centred around the historic Serviceton Railway Station. The town maintains a strong community identity and sits near the historical border between South Australia and Victoria, which was once the focus of a notable boundary dispute. Serviceton will join the Silo Art Trail in late 2025.



TOWNSHIPS



Gorokey

Gorokey is a rural service town with strong sporting, education and community facilities. Surrounded by productive farmland, it is also known for its proximity to the Little Desert National Park and wetlands. Gorokey has an active community that drives local projects.



Edenhope

Edenhope is the shire's largest town and service centre, located on the shores of Lake Wallace. It provides key education, health, retail and sporting facilities for the wider community. The town is known for its natural setting, birdlife, and role as the main hub for community events and services.



Apsley

Apsley is a small rural township near the South Australian border, with a close-knit community and strong sporting culture. It is well known for Newlands Lake and nearby natural attractions. Apsley plays a key role in cross-border community connections and has an active community focused on growing the community.



Harrow

Harrow is Victoria's oldest inland settlement, with a rich history and heritage streetscape. It is a tourism drawcard, well known for the Harrow Sound and Light Show and strong cultural events program. The town is a centre for arts, history, and recreation on the Glenelg River.



Dergholm

Dergholm is a small settlement surrounded by natural forest and farmland, known for its proximity to the Dergholm State Park. It has a strong community spirit centred around its pub and outdoor lifestyle.

Our roads

COUNCIL AND STATE ROAD NETWORK

West Wimmera Shire Council is the controlling authority for an extensive local road network and is responsible for managing, maintaining, and repairing all local roads, streets, footpaths, and drains. Under the Road Management Act 2004, Council has a legal duty to construct, inspect, and maintain roads to an adequate standard, supported by a Road Management Plan that guides service levels and priorities.

The road hierarchy across the Shire includes declared highways, main "C" class roads, and local roads. Council directly manages the local network, while declared highways and main roads fall under the responsibility of VicRoads.

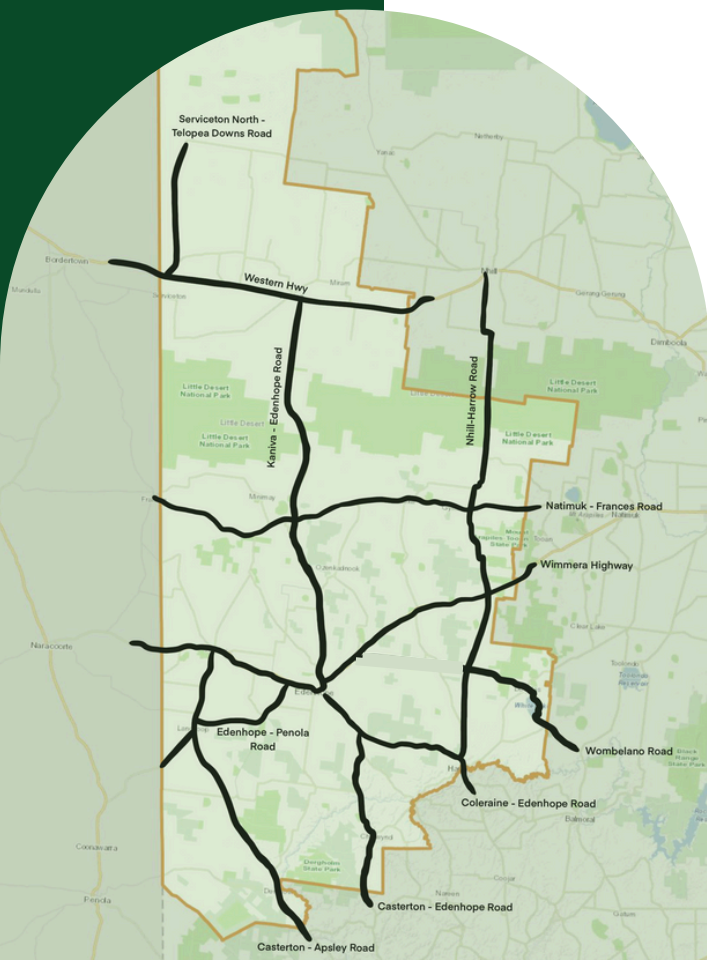
Council also holds the maintenance contract for VicRoads' "C" class roads. This is an important component of the Council's road management responsibilities. It provides ongoing local employment, secures investment into the community, and ensures that even State-controlled roads are maintained to a consistent standard. The contract strengthens the Council's capacity to deliver road services efficiently, while creating significant local economic value.

Main roads include:

- Casterton Apsley Road
- Casterton Edenhope Road
- Casterton Naracoorte Road
- Coleraine Edenhope Road
- Edenhope Penola Road
- Kaniva Edenhope Road
- Natimuk Frances Road
- Nhill Harrow Road
- Serviceton Nth Telopea Downs Road
- Western Highway
- Wimmera Highway
- Wombelano Road

Independent surveys, undertaken every three years since 2003, show that West Wimmera's road network is among the best performing in Victoria. The 2023 survey found that Council-managed roads are in excellent condition, with steady improvements since 2020 despite challenges on unsealed roads from unusually wet years. Renewal requirements remain low, demonstrating the long-term effectiveness of Council's investment and planning. Roads are also lasting longer than standard estimates, highlighting the value of Council's proactive maintenance program. The map alongside shows the shire's main roads, which are managed by VicRoads.

Council invests around \$2.6 million annually into road renewal and maintenance, a level assessed as sustainable for the next decade. However, given the scale of the network and the importance of reliable road links for residents, businesses, and visitors, external funding is essential to ensure the Shire can continue delivering strong outcomes. Support from State and Federal governments helps manage the impacts of ageing infrastructure, extreme weather, and increased traffic demands.





COMMUNITY GROUPS AND VOLUNTEERS

With the highest rate of volunteering in Victoria, the West Wimmera Shire is powered by the commitment, passion, and spirit of its extraordinary volunteers. This remarkable dedication is reflected in the countless local community groups that form the backbone of our townships and farming communities. From running sporting and recreational clubs, to events, to investing in housing projects and caring for our most vulnerable, these groups play a vital role in shaping the social and economic fabric of the Shire.

Op Shops, foodbanks, visitor information centers, community transport, Meal on Wheels are all run by volunteers who give up their valuable time to provide services that our community relies on.

Volunteer run events such as the Lake Charlegrark Country Music Marathon, our three Agriculture Shows, the Apsley Market and the Johnny Mullagh Championship Cup don't just connect our communities but they attract visitors from across the state and the country, providing entertainment, while strengthening local tourism, showcasing the unique character of our Shire, and supporting the growth of local businesses.

Volunteering is the lifeblood of West Wimmera. It is what keeps our communities connected, our services running, and our events alive. The impact of this contribution goes far beyond individual acts of service, it builds resilience, strengthens local identity, and ensures that everyone has the opportunity to feel included and supported. Without the dedication of volunteers, many of the things we value most about living in West Wimmera simply would not exist.

At the same time, we recognise that as society changes, people have less time to give and the demands on volunteers are increasing. This places pressure on individuals and can lead to burnout. Council deeply values the ongoing commitment of volunteers and is committed to supporting them wherever possible, so that this spirit of giving can continue to thrive into the future.

We'll increase support for our community groups and volunteers over the next four years by:

- Providing grant funding and 'in kind' support
- Providing opportunities for capacity building and skills development
- Reducing red tape and reviewing fee waivers
- Promoting external funding opportunities

COMMUNITY VISION

Four years ago we engaged the community to develop a 20-year vision for West Wimmera. This vision articulates our community's aspirations and provides a unifying focal point for Council, community and stakeholders to work towards:



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, 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.

By 2041, our population is growing steadily, as is our economy. Visitors and residents are drawn to our unique wetlands, birdlife, lakes, forests and desertscapes and to the friendliness and generosity of our people.

Our towns are alive with activity: bustling main streets, active sporting and cultural facilities, and public spaces that invite connection between generations. We have invested in infrastructure, technology, and services that meet the needs of locals, visitors and businesses, ensuring that health, education, and recreation are accessible and of high quality.

Our deep pride in our heritage is visible in the way we preserve our history. Agricultural innovation and tourism are the cornerstones of our economy, driving new businesses, creative industries, and year-round visitor experiences. These industries create local employment, encourage skills development, and give young people more reasons to stay or return.

We are a confident and empowered community, inclusive of all voices and backgrounds. Decisions are made collaboratively, and community members play an active role in shaping their future. Together, we respond to challenges and celebrate the achievements that make West Wimmera a great place to live, work and play.





Photo: Lake Charlegrark Cabins



OUR COUNCILLORS

Council's role is to provide good governance and leadership for the West Wimmera community through advocacy, decision-making and action. The Council has an obligation to achieve maximum benefit from its available resources for its community.

In November 2024, Cr Tim Meyer was elected Mayor and Cr Jodie Pretlove was elected Deputy Mayor for a one-year term.



Mayor Tim Meyer

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Deputy Mayor Jodie Pretlove

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Councillor Helen Hobbs

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Councillor Tom Houlihan

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OUR VALUES

Innovative

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

Accountable

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.

United

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

Collaborative

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



Photo: Harrow Recreation Reserve

Our core services

Council delivers a wide range of business-as-usual services that keep our shire running, meet statutory requirements, and support community wellbeing. These are our ongoing responsibilities and differ from the special initiatives listed in this plan.

INFRASTRUCTURE AND PLANNING



Engineering

- Strategic and technical asset management
- Civil design and engineering support
- Road, bridge and drainage planning
- Delivery of the capital works program
- Maintenance of Council buildings, halls, and public facilities

Operations

- Maintenance of 2,751 km of local roads, bridges, footpaths and drainage
- Parks, gardens, recreation reserves, and public amenities upkeep
- Fleet and plant management
- Delivery of VicRoads maintenance contract

Waste management

- Operation for transfer stations across the shire
- Management of roadside collection service

Quality and facilities

- Management of Councils DEECA Committee of Management requirements
- Cleaning of Council Buildings
- Quality plans for service standards
- Management of leases and hire of council facilities

Contract and procurement

- Purchasing, contracts and tenders
- Supplier compliance and probity management

Projects and innovations

- Delivery of capital works program
- Project management and design coordination
- Innovation in service delivery and infrastructure renewal
- Strategic development projects

Planning and development

- Statutory planning and building permits
- Local laws administration
- Environmental health and compliance (food safety, septic, housing health)

CORPORATE AND COMMUNITY SERVICES



Human resources

- Workforce planning, recruitment, and training
- Payroll, employee relations, and staff wellbeing
- Organisational culture development



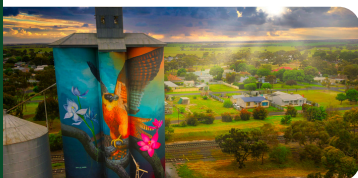
Occupational health and safety

- Workplace safety management
- Risk assessments and incident response
- Compliance with WorkSafe and legislative standards



Community support services

- Early years services (childcare, kindergarten, playgroups)
- Youth engagement and inclusion programs



Community development and tourism

- Community and business grants and event support
- Tourism marketing, visitor information and regional partnerships
- Emergency management coordination and recovery



Finance and transactions

- Financial planning, budgets and audits
- Rates and property valuation
- Treasury, accounting and reporting



Governance and compliance

- Council meetings, decision-making and records management
- Policy, risk and audit oversight



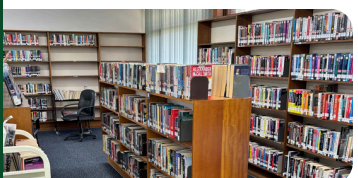
Communications

- Website Management
- Media Releases
- Newsletters
- Social Media Management
- Community engagement



Customer service

- Customer service (phone and in person)
- VicRoads agency
- Centrelink agency
- Hosting court



Library

- Open access Library Services across Edenhope, Kaniva, Goroke and Harrow



COMMUNITY ENGAGEMENT

Our commitment

West Wimmera Shire Council is committed to meaningful, inclusive, and transparent engagement with our community. Council's Community Engagement Policy provides the framework for how we connect with the community, ensuring that engagement is genuine, inclusive, transparent, and timely. Engagement is not a one-off activity, but a continuous process that guides our planning, service delivery, and advocacy.

AP2 spectrum of public participation

Level	Purpose	Best practice examples
Inform	Provide clear and accessible information to help people understand issues and decisions.	Fact sheets, website updates, newsletters
Consult	Seek feedback on drafts, options, or proposals.	Online surveys, drop-in sessions, formal submissions
Involve	Work directly with the community to reflect ideas and concerns.	Focus groups, workshops, reference panels
Collaborate	Partner with the community in each aspect of decision-making.	Co-design processes, shared committees
Empower	Place decision-making in the hands of the community.	Community-led projects, participatory budgeting

THE ROLE OF ENGAGEMENT IN DECISION

Decision-making relies on community input to identify priorities, allocate resources, and guide policy and project decisions. Engagement helps balance immediate needs with long-term sustainability, ensuring strategies and projects align with what matters most to our residents.

COUNCIL PLAN COMMUNITY CONSULTATION

The development of the West Wimmera Shire Council Plan 2025–2029 was guided by a commitment to listen to our community and ensure that local voices shaped the priorities and direction of the plan.

Six community drop-in sessions were held across the shire. These sessions provided an open and informal opportunity for residents to share their ideas, raise concerns, and discuss aspirations for the future of West Wimmera. Council officers and councillors attended each session, ensuring that feedback was heard directly and that community members felt supported in contributing their perspectives. More than 100 community members attended these sessions.

In addition, Council conducted four staff workshops to ensure the organisation's workforce had input into the plan. Their insights helped identify practical approaches to achieving the community's vision.

To reach a broad cross-section of residents, Council distributed a community survey. The survey invited feedback on existing council services as well as soliciting ideas for the future.

This provided a valuable evidence base, capturing the voices of those who may not have been able to attend face-to-face sessions. To inform the development of the Municipal Public Health and Wellbeing Plan, Council also ran a stakeholder survey targeting health service providers and partner organisations.

Finally, Council established a deliberative community panel, bringing together a diverse group of residents to consider key issues in depth. The panel was provided with background information and discussions were facilitated to enable participants to explore complex topics and develop considered recommendations. This deliberative process added depth to community input, ensuring the Council Plan reflects a balanced and representative view of local priorities.

Through this layered engagement process, West Wimmera Shire Council has developed a plan that is informed by the voices of its people. The combination of broad consultation and deeper deliberation has ensured the Council Plan 2025–2029 is both community-led and achievable, reflecting the shared aspirations of our residents, stakeholders, and staff.



Photo: Community Panel

Community drop-in sessions	Staff workshops	Community survey	Health and wellbeing stakeholder survey	Deliberative Engagement Panel
Apsley (14) Goroke (12) Harrow (23) Kaniva (34) Serviceton (8) Edenhope (13)	3 x face-to-face workshops and 1 x online workshop	Online community engagement: 30% male 67% female Ages: under 25 - 3% 25-55 - 58% over 55 - 39%	Online health and wellbeing stakeholder engagement	Recommendations to Council Advocacy priorities Health and wellbeing priorities
104 participants	92 participants	135 respondents	7 respondents	4 community members



SOME KEY MESSAGES FROM THE COMMUNITY

Our farmers are doing it tough

Engage with us more frequently

Pipeline = lifeline

We need more housing – there's nowhere for workers to live.

Our roads are critically important to us and need more investment

We've got a lot to offer - let's get more visitors here

Stop the levy!

ADVOCACY FOR OUR COMMUNITY

Advocacy is a critical function of Council to meet the long-term aspirations of the West Wimmera community. As a large rural shire with a small population, our capacity to deliver transformational projects always depends on securing funding and support from state and federal governments. By proactively championing the needs and priorities of our community, we can attract investment for major initiatives that improve infrastructure, boost the economy, enhance wellbeing and protect our natural environment. Effective advocacy ensures that our community's voice is heard, our unique challenges are understood, and our future is shaped by priorities that deliver lasting benefits for West Wimmera. Six high-level advocacy priorities were identified by our community:

- 1 SUPPORT FOR OUR FARMING COMMUNITY
- 2 MAINTENANCE OF CRITICAL ROAD INFRASTRUCTURE
- 3 INCREASING HOUSING AVAILABILITY
- 4 WATER ACCESS, QUALITY AND SECURITY
- 5 DIGITAL CONNECTIVITY
- 6 POWER SUPPLY



1. SUPPORT FOR OUR FARMING COMMUNITY

Our farmers are the backbone of our local economy. The agricultural sector faces mounting pressures from the Emergency Services and Volunteers Fund and the severe impacts of ongoing drought. These combined challenges place significant financial and emotional strain on farmers, affecting productivity, livelihoods, and the sustainability of our rural industries. Strong advocacy is essential to secure fairer policies, targeted financial relief, and practical support measures. By championing the needs of our farmers at state and federal levels, we can help protect their viability, strengthen our local economy, and ensure the long-term resilience of our agricultural sector.

2. INCREASING HOUSING AVAILABILITY

Increasing housing availability in West Wimmera townships is essential to attracting new residents, retaining existing populations, and sustaining vital services such as health care and education. Current Victorian Planning Scheme provisions can limit development opportunities, restricting growth and community renewal. Advocacy for targeted changes to planning regulations and zoning will help unlock land for housing, encourage investment, and support diverse, affordable accommodation options. By driving these reforms, Council can strengthen the liveability and economic vitality of our townships, ensuring they remain vibrant, well-served, and capable of meeting the needs of current and future generations.

3. MAINTENANCE OF CRITICAL ROAD INFRASTRUCTURE

Advocating for increased funding to maintain and renew state government roads in West Wimmera is critical to ensuring safety, connectivity, and economic development. Under an existing state government agreement due to expire in 2026, Council currently maintain these roads creating local jobs and delivering a local economic benefit. Rising volumes of heavy vehicles and larger farming machinery are placing unprecedented strain on road surfaces, with damaged shoulders and historical flooding events having further compromised their condition. Securing increased funding is essential to meet current demands and protect these vital transport assets for the future.



4. WATER ACCESS, QUALITY AND SECURITY

Advocating to extend the GWMWater pipeline from the Rocklands Reservoir to Harrow, Edenhope and Apsley is essential to expanding agricultural opportunities, and securing a safe, reliable potable water supply for these communities.

It is also critical for the shire's firefighting capability, improving community safety during bushfire events.

Reliable water access will boost agricultural productivity and diversity within the shire, enabling farmers to plan with confidence and adapt to seasonal variability.

Improved water security supports a more efficient and sustainable sewage system and also provides opportunities to responsibly maintain recreational water supplies. This investment would deliver long-term economic, environmental, and social benefits, strengthening the resilience and liveability of these townships well into the future.



5. DIGITAL CONNECTIVITY

Advocating to Telstra for improved digital connectivity in West Wimmera is critical to supporting residents, workers, businesses, and community safety. Many areas currently experience slow data speeds and significant black spots, limiting the ability of local businesses to operate efficiently, restricting remote work opportunities, and hindering access to essential services. These coverage gaps also pose serious safety risks, particularly during emergencies when reliable communication is vital. Securing faster, more consistent mobile and internet services will strengthen the local economy, enable residents to stay connected, and ensure emergency response systems are effective, building a safer, more resilient community.

6. POWER SUPPLY

Enhancing the West Wimmera electricity network is vital for driving economic growth across the shire. By advocating to PowerCor for expanded access to three-phase power supply, townships will benefit from increased electricity capacity, improved reliability, fewer outages, and the opportunity to activate local industrial estates, attracting new businesses and investment. Improved capacity will also support the installation of electric vehicle charging stations and enable greater integration of renewable energy sources.

A photograph of three children riding bicycles on a boardwalk. The child in the foreground is a boy wearing a green helmet and a dark blue hoodie. Behind him are two girls, one wearing a red helmet and the other a red and blue Spider-Man helmet. They are all riding towards the camera. The background is a dense forest of tall, thin trees with light-colored bark. The text 'COMMUNITY HEALTH AND WELLBEING' is overlaid in large, white, bold, sans-serif capital letters at the bottom right of the image.

COMMUNITY HEALTH AND WELLBEING

Photo: Children riding bicycles on the Lake Newlands boardwalk

HEALTH AND WELLBEING

Under section 26 of the *Public Health and Wellbeing Act 2008*, all Victorian councils are required to implement a Municipal Health and Wellbeing Plan 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.



West Wimmera Shire Council is committed to working collaboratively with partner agencies to plan, implement, progress, and review our municipal public health and wellbeing initiatives. We recognise the leadership role of our local and regional health services, particularly those with integrated health promotion funding, in delivering programs that support the wellbeing of our communities.

We also acknowledge the vital contributions of local community groups and organisations in promoting and improving the health and wellbeing of their members. Their grassroots efforts are essential to building inclusive, resilient communities across our townships and rural areas.

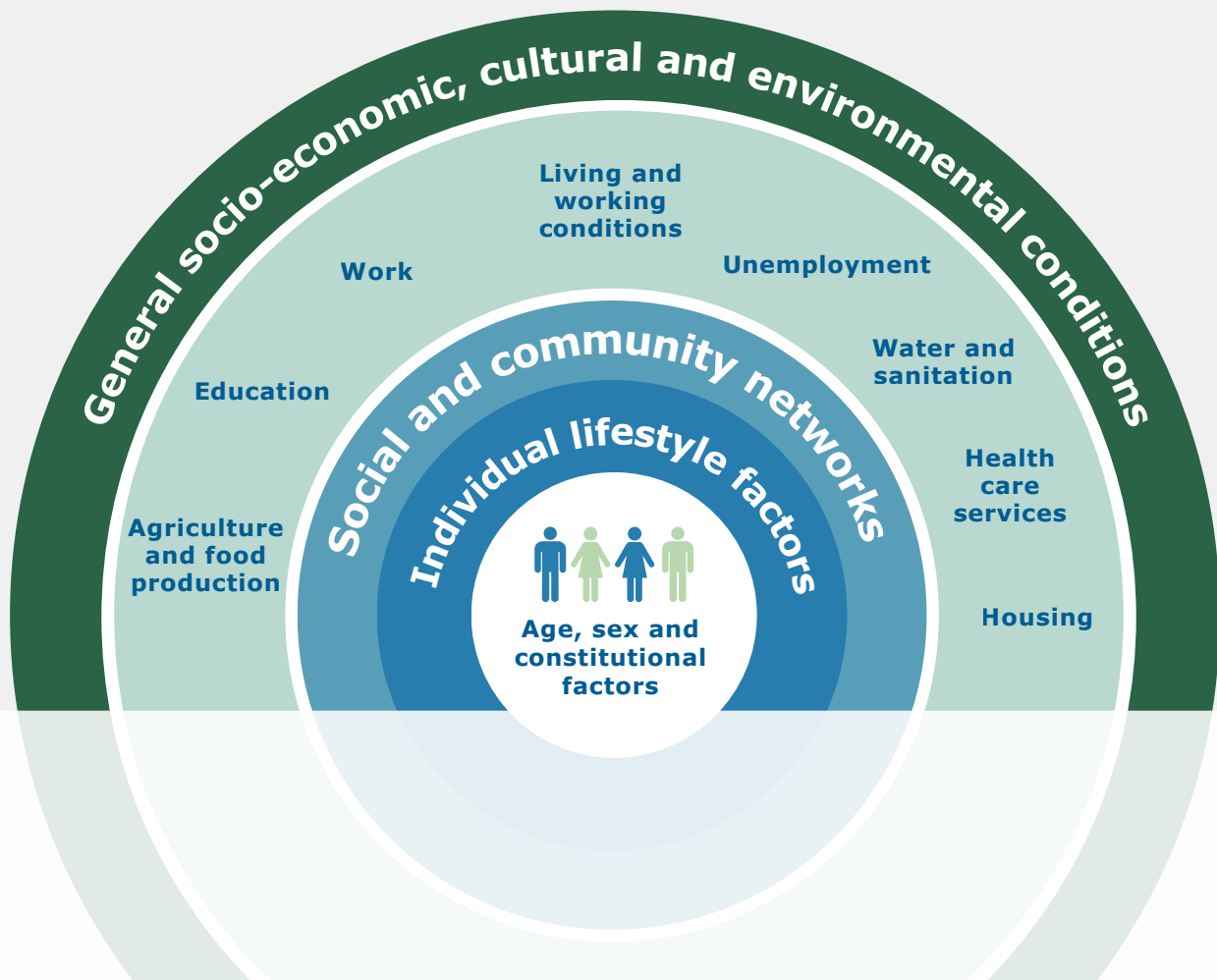
This plan has been developed through consultation with community members, Council staff, and key health and wellbeing stakeholders, informed by local data and insights.

The following partners were engaged in its development:

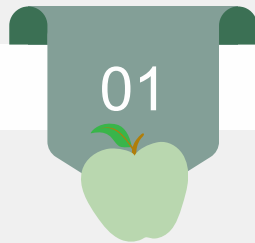
- West Wimmera Health Service
- Orange Door Wimmera
- Harrow Bush Nursing Centre
- Women's Health Grampians
- Grampians Public Health Unit
- Grampians Health
- Western Victoria Primary Health Network

The plan outlines priority areas, strategies, and initiatives that will guide Council's efforts over the next four years, ensuring that the health and wellbeing of our community remain central to the shire's strategic direction.

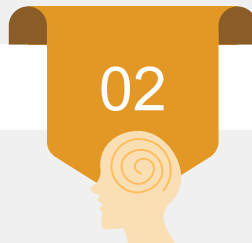
The social determinants of health are the conditions in which we are born, grow, age and in which we live, work and plan. The determinants of health have a significant impact on health and wellbeing. Council has identified health and wellbeing goals and strategies to improve the social determinants of health for our community.



Based on community and stakeholder feedback (including community drop-in sessions and the community survey), the following health and wellbeing priorities have been established for the shire:



Encouraging healthy lifestyles and safe settings



Improving mental health and reducing social isolation



Preventing all forms of violence within our community

Council actions relating to the three health and wellbeing priorities can be identified through the corresponding emoji next to initiatives linked to that priority within the goals section of this plan.

01 Encouraging healthy lifestyles and safe settings

West Wimmera Shire Council is committed to creating environments that support our community to live active, safe and healthy lives. With an ageing population and a strong sporting culture, Council will continue to encourage participation in physical activity through local sports clubs, recreation facilities and partnerships that support active ageing.

Safety is also central to wellbeing. We will partner with key agencies to promote safe workplaces and injury prevention. Within our townships, Council will advocate for traffic calming measures and safer street design to make our public spaces safer and more accessible for all.

Good nutrition is essential for healthy living. Council will provide support to local organisations seeking to improve food security for families experiencing hardship, promote access to fresh local produce, and encourage healthier food choices, particularly for children and young people.

We also recognise the health risks posed by alcohol, tobacco and other drug use, including e-cigarettes. Council will partner with health services and community organisations to promote awareness, prevention and support initiatives that reduce harm and encourage healthier lifestyles across all age groups.



Photo: Lake Wallace Parkrun Edenhope

02

**Improving mental health
and reducing social isolation**

West Wimmera Shire recognises that good mental health is fundamental to community wellbeing. Local people face unique challenges that can place significant pressure on their mental wellbeing, including the impacts of challenging agricultural conditions such as drought, natural disasters, and financial hardship driven by rising costs. These stressors can affect individuals, families, and entire communities, often in ways that are not immediately visible.

Living in a remote, rural setting also presents barriers to social connection. Loneliness and isolation can arise when residents are separated from neighbours, extended family, and the broader community. While rural communities are often known for their resilience and independence, a culture of stoicism can sometimes prevent people from seeking help, and stigma around mental health issues can discourage open conversations.

Access to mental health services remains a key issue for West Wimmera residents, with distance, availability of professionals, and awareness of services all creating barriers. We are committed to reducing these barriers by supporting opportunities for connection, reducing stigma through education and awareness, and working with health providers to improve access to appropriate and timely mental health support.

03

**Preventing all forms of
violence within our
community**

West Wimmera Shire Council seeks to build a community where everyone feels safe, respected, and supported. Family violence remains a concern with significantly higher rates recorded in regional Victoria. However, awareness of the issue within local communities is often limited, and strong social ties in close-knit areas can make people reluctant to speak up due to concerns about confidentiality and stigma.

Gender equity plays a vital role in prevention. In many rural settings, stronger gender stereotypes and financial dependence can limit opportunities and increase vulnerability, particularly for women and children. For those experiencing violence, geographic isolation and the lack of accessible services can make it extremely difficult to seek help or leave unsafe situations.

We recognise that preventing violence requires more than responding to crises. It involves shifting attitudes, challenging harmful stereotypes, and creating environments that support equality and respect. Education, awareness campaigns, and partnerships with specialist services are essential to increase understanding, reduce stigma, and encourage early intervention.

By working together with community and health service partners, West Wimmera Shire Council will take proactive steps to prevent violence, improve access to support, and ensure safety and dignity for all residents.



DISABILITY ACTION PLAN

For the first time, the Disability Action Plan has been integrated into the West Wimmera Shire Council Plan. Council is dedicated to fostering an inclusive community where people of all abilities and ages can access opportunities to achieve their best health and wellbeing.

Under the Disability Act 2006, all councils are required to develop a Disability Action Plan, in line with the Disability Discrimination Act 1992.

The purpose of this plan is to tackle structural, cultural, and attitudinal barriers that may prevent people with disabilities from fully participating in community life. It also seeks to eliminate discrimination for people with disabilities in relation to Council services, facilities, infrastructure, and employment opportunities, whether they are current or prospective employees.

The inclusion of the Disability Action Plan in the Council aims to ensure that disability inclusion is a priority and considered in everything we do. It also ensures that initiatives promoting disability inclusion are closely aligned with the Council Plan, the Community Vision 2040, and the Municipal Public Health and Wellbeing Plan.

Look for this  icon throughout the document to identify actions that are part of the Disability Action Plan.



OUR FOUR GOALS

The Council Plan 2025-29 includes four high-level goals.



Each of these goals includes several strategies and more specific initiatives to be implemented over the next four years:





COUNCIL PLAN GOAL 1

HEALTHY, INVITING & CONNECTED COMMUNITY

West Wimmera Shire Council's goal of building a healthy, inviting and connected community focuses on services, partnerships, and infrastructure that improve wellbeing and liveability within the shire. This includes working with providers to deliver sustainable playgroups, childcare, kindergarten, maternal child health and immunisation services, alongside ongoing support for youth services and active ageing programs. Council will partner with health and wellbeing organisations to address priority issues such as social isolation, mental health, family violence, gender equity, alcohol and other drugs, cancer prevention, and healthy food access.

Advocacy will remain a strong focus, ensuring the community has access to GPs, telehealth, quality health services, and safer township roads.

Investment in sport, recreation, and community infrastructure will be progressed through upgrades to swimming pools, implementation of strategies for active recreation, trails, and Lake Wallace, and funding for key local facilities and structure plans. Council will also strengthen support for local committees, volunteers, community groups and local events, as well as delivering local grants.

Strategies	Initiatives	
1.1 Support the provision of early years, education and childcare services within the shire	1.1.1 Partner with service providers to implement a childcare service in Goroke	
	1.1.2 Establish partnerships to ensure the long-term sustainability of kindergarten services within the shire	
	1.1.3 Seek funding for a building upgrade at Goroke Kindergarten	
	1.1.4 Continue to support community playgroups – as required	 
	1.1.5 Transition the MCH and immunisation service to West Wimmera Health Service and partner with WWHS to support continuity of care	
1.2 Identify opportunities to improve health, wellbeing and community safety	1.2.1 Support mental health and wellbeing providers working in the shire	
	1.2.2 Identify partnership opportunities to address health and wellbeing issues associated with social isolation	
	1.2.3 Identify partnership opportunities to reduce tobacco and vaping use across the shire	
	1.2.4 Identify partnership opportunities to reduce harm from alcohol and other drugs across the shire	
	1.2.5 Explore partnership opportunities to increase cancer prevention screening at a local community level	
	1.2.6 Provide support for health and wellbeing partners delivering active ageing programs	 
	1.2.7 Explore opportunities to improve access to healthy food choices and West Wimmera produce - including school partnerships	
	1.2.8 Play an active role in the Communities of Respect and Equality Core Alliance (work with partners to reduce violence against women and children)	
	1.2.9 Provide support to organisations delivering programs to improve gender equity and reduce family violence within the shire	 
	1.2.10 Advocate to health service providers to maintain service levels, support telehealth, and achieve the best possible outcomes for the community	 
	1.2.11 Advocate for GP access across the shire	
	1.2.12 Advocate for improved mental health and wellbeing support across the shire	 



Strategies	Initiatives
1.3 Create recreation, sport and active lifestyle opportunities for the community	1.3.1 Seek funding to progress the Sport and Active Recreation Strategy action plan – including universal, environmental and CPTED design principles  
	1.3.2 Seek funding to progress the Recreational Trails Strategy action plan 
	1.3.3 Present project concepts from Lake Wallace Strategy for Council to prioritise and authorise scoping and planning to seek funding.  
	1.3.4 Seek funding to upgrade the Kaniva and Goroke swimming pools  
	1.3.5 Seek funding to plan and upgrade the Edenhope swimming pool  
	1.3.6 Seek funding to progress the Edenhope Lions Park Development  
	1.3.7 Seek funding to progress upgrades of the Serviceton Bowling Club Facility Upgrade  
1.4 Provide community development opportunities and volunteer support	1.4.1 Develop and implement a plan that elevates support for community groups and volunteers, including 'in kind' support
	1.4.2 Provide support for the development of local community plans  
	1.4.3 Actively support committees of management in the managing of community facilities
	1.4.4 Explore opportunities to expand and/or improve support for local community events 
	1.4.5 Continue to implement and promote our community grants
	1.4.6 Advocate for better community transport options within the shire 
1.5 Support youth engagement	1.5.1 Work with the Western Bulldogs Community Foundation to support delivery of youth services programming within the shire  
1.6 Maintain and enhance community infrastructure and streetscapes	1.6.1 Advocate for traffic calming initiatives (and appropriate speed limits) within township main streets
	1.6.2 Advocate for continued TAC funding to implement the Safer Local Roads and Streets Program action plan
	1.6.3 Seek funding for Dergholm ablution block
	1.6.4 Seek funding for the Edenhope, Apsley, Goroke and Harrow structure plans
	1.6.5 Seek funding for Harrow, Apsley and Goroke streetscape planning
	1.6.6 Seek funding to maintain Council Buildings and Infrastructure to support community need.



KEY INDICATORS (How will we measure success?)

Focus area	Indicator	Source
Community satisfaction with health and wellbeing services	Percentage of residents satisfied with access to local health, wellbeing, and community services	<i>Victorian Government – Community Satisfaction Survey</i>
Participation in community life	Proportion of residents engaged in volunteering, local committees and community groups	<i>Australian Bureau of Statistics Census and voluntary work data</i>
Access to primary health care	Number of general practitioners per 1,000 residents in the shire	<i>Australian Government Department of Health – Health Workforce Data, Primary Health Network (Western Victoria PHN)</i>
Utilisation of community health and wellbeing facilities	Annual participation/attendance at local swimming pools, recreation programs, active ageing initiatives, and playgroups.	<i>Council facility usage data and partner program reporting</i>



COUNCIL PLAN GOAL 2

DIVERSE & GROWING ECONOMY

The goal of building a diverse and growing economy seeks to create the conditions for sustainable growth, business confidence, and vibrant townships. Council will advocate for investment in key infrastructure through the implementation of the Road Management Plan, new streetscape upgrades in Kaniva and Edenhope, improved township gateways and signage, and the delivery of the Kaniva Structure Plan. Housing growth will be supported by seeking funding for key projects as well as advocacy for planning scheme changes that support increased housing supply.

To strengthen the local economy, Council will progress the West Wimmera Economic Development and Tourism strategies, explore opportunities to reduce planning red tape, and advocate for major regional opportunities such as the West Grampians Pipeline. Partnerships will be investigated to support business incubation, commercial and industrial precinct upgrades, and tourism assets such as the Harrow Discovery Centre and the Serviceton Historic Railway Station.

Strategies	Initiatives
2.1 Maintain and renew assets and infrastructure	2.1.1 Implement the updated West Wimmera Road Management Plan
	2.1.2 Seek funding to implement streetscape plans for Kaniva and Edenhope – including Kaniva intersection improvements 
	2.1.3 Implement a schedule to clean signs and replace ageing signs across the shire
2.2 Increase housing availability and improve township amenity	2.2.1 Explore opportunities to support improved housing quality in West Wimmera townships, including renovations, to ensure homes are fit for purpose 
	2.2.2 Seek funding for West Wimmera key housing projects – e.g. Kaniva- Kelly Street housing development, Edenhope - Langford Street development
	2.2.3 Implement a 'Tidy House' campaign and provide support for local communities with Tidy Towns applications, while continuing to seek opportunities to enhance civic pride. 
2.3 Implement planning changes and regulatory reform	2.3.1 Explore opportunities to reduce planning red tape by finding practical ways to enable development and support the State Government's 'Business Friendly Councils' initiative.
	2.3.2 Develop and seek funding to implement Kaniva Structure Plan
2.4 Invest in tourism and arts and cultural development	2.4.1 Seek funding to implement West Wimmera Tourism Strategy action plan
	2.4.2 Review West Wimmera Signage Strategy and update rules/guidelines based on community feedback
	2.4.3 Seek funding to scope and plan for the Harrow Discovery Centre upgrade
	2.4.4 Advocate to V/Line for a Kaniva stop for the Overland Train
	2.4.5 Following agreement with Vic Rail on a feasible long term lease agreement, seek funding to restore and activate Serviceton Railway Station
	2.4.6 Explore free camping opportunities in the shire
2.5 Encourage economic development and industry diversification	2.5.1 Seek funding to implement West Wimmera Economic Development Strategy (2024–29) action plan
	2.5.2 Seek funding for a commercial/industrial incubator (including business support services)
	2.5.3 Work with partners and seek funding to deliver digital connectivity plan



KEY INDICATORS (How will we measure success?)

Focus area	Indicator	Source
Business growth and sustainability	Number of registered businesses in West Wimmera (including new ABNs registered each year)	<i>Australian Business Register, ABS – Counts of Australian Businesses, including Entries and Exits</i>
Employment and local jobs	Local unemployment rate and/or proportion of residents employed in the shire	<i>ABS Labour Force Data, ABS Census, or Department of Jobs, Skills, Industry and Regions (Victoria)</i>
Visitor economy strength	Estimated number of visitors to West Wimmera and visitor expenditure	<i>Tourism Research Australia – Local Government Area Profiles</i>
Housing availability and development	Number of new dwelling approvals (residential building permits) per year	<i>Victorian Building Authority – building permit data, Council planning/building records</i>
Civic pride and township amenity	Community satisfaction with township appearance, amenity, and local infrastructure.	<i>Victorian Government – Community Satisfaction Survey</i>



COUNCIL PLAN GOAL 3

RESILIENT AND SUSTAINABLE ENVIRONMENT

Building a resilient and sustainable environment focuses on protecting natural assets, managing risks, and preparing for future challenges. Council will strengthen flood preparedness by implementing outcomes from flood studies in Edenhope, Apsley, Harrow and Chetwynd, ensuring findings are embedded into the planning scheme. Waste and resource management will be enhanced through the development of a new Waste Management Strategy and funding for improved facilities such as dump stations.

Environmental sustainability will be supported through active control of pests, weeds and roadside vegetation, alongside targeted programs and partnerships to address corella, kangaroo and deer impacts.

Emergency management remains a key priority, with Council working closely with regional emergency management planning committees and local communities to strengthen planning, preparedness, response, and recovery. Advocacy for multi-agency CFA and SES centres in Kaniva and Goroke will further enhance local resilience and community safety.

Strategies	Initiatives
3.1 Manage outcomes from flood management and planning initiatives	3.1.1 Seek funding to implement actions from township flood studies (Edenhope and Apsley) and integrate into West Wimmera Planning Scheme
	3.1.2 Finalise planning scheme amendments from Harrow and Chetwynd flood studies
3.2 Deliver waste and resource management solutions	3.2.1 Seek funding to develop and implement the West Wimmera Waste Management Strategy
3.3 Facilitate pest, weed and wildlife management solutions	3.3.1 Review and implement Corella Management Plan
	3.3.2 Educate the community on kangaroo and deer management options
	3.3.3 Continue to control vegetation, weeds and pests on West Wimmera roadsides
	3.3.4 Provide support to community groups to manage weeds, pests and litter
	3.3.5 Seek funding to control pests and weeds across the shire
3.4 Sharing education and information	3.4.1 Share opportunities with our community on info sessions, grants and changes to land use. (i.e. carbon farming, drought funding and support) 
3.5 Facilitate emergency management and community preparedness	3.5.1 Plan for and deliver emergency services in conjunction with Regional Emergency Management Planning Committee
	3.5.2 Advocate for (and support) multi-agency centres for CFA and SES in Kaniva and Gorokey 
	3.5.3 Work with local communities to optimise emergency planning, mitigation, preparedness, response and recovery   



KEY INDICATORS (How will we measure success?)

Focus area	Indicator	Source
Flood and emergency preparedness	Proportion of township flood study actions implemented or integrated into the Planning Scheme	<i>Council planning records (Planning Scheme Amendments, Flood Study Action Plans)</i>
Weeds and pests management	Hectares of roadside/public land treated for weeds and pests each year	<i>Council roadside management and spraying records, reports from Landcare and local environment groups</i>
Community emergency readiness	Number of multi-agency emergency exercises, training sessions, or community preparedness workshops held annually	<i>Regional Emergency Management Planning Committee reports, Council emergency management records</i>



COUNCIL PLAN GOAL 4

OPERATIONAL EXCELLENCE

Our goal of achieving operational excellence is about strengthening how Council serves the community, ensuring efficient, transparent, and responsive operations. This includes enhancing community engagement through deliberative processes, an innovation platform for community ideas, and promoting greater access to council meetings. Council will continue to improve customer service with an upgraded CRM system and tailored support to help residents and businesses navigate planning and permit processes.

Organisational efficiency will be advanced through long-term financial and asset planning, cost-of-service analysis, service reviews, and the use of new technologies such as mobile tools and artificial intelligence. Council will also explore shared services with neighbouring councils and optimise plant and equipment use.

A strong focus will be placed on workforce development, including a new workforce plan, training needs analysis, professional development, and a reward and recognition program. Safety, compliance, and risk management will remain priorities, with upgrades to asset systems, insurance reviews, and improved incident reporting.

Strategies	Initiatives
4.1 Strengthen community consultation, engagement and trust ensuring a diversity of perspectives across the shire	4.1.1 Progress implementation of the Community Engagement Policy exploring opportunities for meaningful engagement
	4.1.2 Continue to build awareness of the innovation platform for community ideas and ensure community members are updated on project status
	4.1.3 Continue to engage with BGLC and other Indigenous groups as per community engagement and procurement policy
	4.1.4 Progress 'One West Wimmera' thinking across the organisation
4.2 Provide a responsive service to the West Wimmera community	4.2.1 Review current CRM and explore opportunities to improve the customer experience
	4.2.2 Support new service providers to ensure continuity of care during transitions to new delivery models, minimising impacts on the West Wimmera community 
4.3 Explore opportunities to reduce red tape and support the community through challenging government processes	4.3.1 Explore opportunities to increase support for community members and businesses to navigate planning processes (e.g. building permits)
4.4 Secure funding and influence change through effective advocacy	4.4.1 Develop an advocacy document
	4.4.2 Form alliance with neighbouring councils to advocate to state and federal governments
4.5 Strive for long-term financial sustainability	4.5.1 Continue to implement the long-term financial plan
	4.5.2 Continue to implement the long-term asset plan
	4.5.3 Provide quarterly reports on Council's financial performance
	4.5.4 Explore opportunities for cost efficiencies and savings - complete 'cost-of-service' analysis for key shire services
	4.5.5 Explore opportunities to rationalise under utilised council assets
	4.5.6 Explore shared services opportunities and agreements with other councils
4.6 Maintain the focus on continuous improvement	4.6.1 Explore plant and equipment upgrades that improve outcomes for the West Wimmera community
	4.6.2 Provide professional development support for operations staff to optimise the use of Council equipment & resources



Strategies	Initiatives
	4.6.3 Explore the potential for using mobile technologies to increase efficiency (e.g. tablet use out in the field)
	4.6.4 Undertake analysis to determine best operating models (whether to deliver in-house or to contract out)
	4.6.5 Implement reporting 'dashboards' to track organisational performance
	4.6.6 Upgrade current asset management system to improve depreciation management
	4.6.7 Implement service reviews to optimise outcomes for the West Wimmera community
	4.6.8 Explore opportunities to improve efficiency with the use of artificial intelligence (AI) 
	4.6.9 Staff training to improve skills and competency
	4.6.10 Councillor training to improve skills & awareness
4.7 Ensure employee safety and manage risks effectively	4.7.1 Explore opportunities improve safety for lone workers
	4.7.2 Review insurance coverage on Council assets
	4.7.3 Ensure statutory compliance on relevant shire services
	4.7.4 Review incident reporting and investigation processes
	4.7.5 Ensure contractor induction meets statutory requirements
	4.7.6 Review handling and risk management processes for hazardous materials
4.8 Improve organisational Efficiency	4.8.1 Develop a workforce plan to optimise human resources 
	4.8.2 Complete a training needs analysis for staff and implement aligned professional development initiatives
	4.8.3 Review organisation-wide reward and recognition program 
	4.8.4 Strengthen data-driven performance and accountability in organisational performance management processes
	4.8.5 Seek opportunities for local graduates, apprentices, trainees and job placements 



KEY INDICATORS (How will we measure success?)

Focus area	Indicator	Source
Community satisfaction with customer service	Percentage of residents satisfied with Council's customer service	<i>Victorian Government – Community Satisfaction Survey</i>
Customer responsiveness	Percentage of customer requests resolved within agreed service timeframes	<i>Council's Customer Request Management system</i>
Financial sustainability	Compliance with key Victorian Auditor-General's Office financial sustainability indicators (e.g. adjusted underlying result, working capital ratio)	<i>Annual Report, Local Government Performance Reporting Framework, VAGO reports</i>
Asset management and service delivery	Proportion of capital works projects delivered on time and on budget	<i>Council capital works program reporting, Annual Report</i>
Organisational culture and workforce development	Staff satisfaction/engagement score, including perceptions of recognition, training, and support	<i>Council organisational culture survey, HR workforce data</i>



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