

2021-25

SOUTHERN
GRAMPIANS
SHIRE COUNCIL

COUNCIL PLAN

Acknowledgement of Traditional Land Owners

Southern Grampians Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation.

We acknowledge the Gunditjmara, Tjap Wurrung and Bunganditj people, the traditional custodians of the lands where we live and work.

We pay our respects to ancestors and Elders, past and present. Southern Grampians Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

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MAYOR'S MESSAGE

INTRODUCTION FROM THE CEO

It is my honour to be serving again as a Councillor with the Southern Grampians Shire and to be Mayor in the first term of this new Council.

I am pleased to share with our residents the Council Plan for 2021-25. Built on the views and ideas of community members through an extensive engagement process, as Councillors together with the organisation, we are united in our goal to shape a quality four-year strategic plan for Council and the community.

Developing the new Council Plan was a unique experience, as for the first time it was directly shaped by the overarching Southern Grampians Shire Community Vision Framework 2041. Through the Council Plan and the Community Vision development process, five priorities were identified to guide our work over the next four years:

1. Supporting Our Community
2. Growing Our Regional Economy
3. Maintaining and Renewing Our Infrastructure
4. Protecting Our Environment
5. Providing Strong Governance and Leadership.

We are well aware of the importance of local government in everyday life - performing a key role in strengthening and celebrating our communities and delivering valued services to people of all ages. Our goal was to develop a Council Plan that is aspirational and achievable, fair and balanced, progressive and innovative. Our commitment was to ensure the people of Southern Grampians Shire would see their ideas and views in this Plan and recognise Council's determination to deliver them over the next four years.

We thank the community for their engagement and support, and we look forward to partnering with the people of Southern Grampians Shire to make our new shared vision a reality.



Bruach Colliton
Mayor

It gives my team great pleasure to present the Council Plan 2021-2025.

It has come together with significant input by the newly-elected Council, starting in late October 2020 with a number of workshops followed by intensive and extensive community input. This was achieved by more than 20 face-to-face sessions, in excess of 300 hard copy and virtual postcards received, over 600 participants and almost 1,500 ideas put forward.

The themes that emerged from this input highlighted the importance of community, economy, the environment, infrastructure and Council leadership. 'Moving on from COVID' was a definite focus and while we cannot control all of that, it was clear that the community and Council wish to 'get on with the job' which is heartening for us all to hear.

We continue to face a number of challenges and opportunities including recovery from COVID restrictions and impacts, implementing the remaining components of the new Local Government Act 2020 and addressing key areas of legislation including Gender Equality and Traditional Owner reconciliation.

These strategies are a focus of this Plan along with the other identified priorities and will be delivered during Council's four-year term.

I look forward to working with Council and the community to deliver on the plans and aspirations through our highly engaged, energised and committed workforce.



Michael Tudball
Chief Executive Officer

OVERVIEW OF SOUTHERN GRAMPIANS SHIRE

Southern Grampians Shire is a vibrant and connected community settled in a landscape dominated by the spectacular Grampians mountain range, ancient volcanoes, tranquil rivers and waterfalls and undulating pastoral land dotted with majestic redgums, the Southern Grampians Shire spans the heart of Victoria's renowned 'Western District'.

The Shire is located 290 kilometres west of Melbourne and 500 kilometres south east of Adelaide. Southern Grampians Shire covers an area of 6,655 square kilometres, with a population of almost 16,000. Hamilton is the main retail and service centre supported by the smaller towns of Balmoral, Branxholme, Byaduk, Cavendish, Coleraine, Dunkeld, Glenthompson, Peshurst and Tarrington.



Agriculture, with its associated industries, is the largest employment sector, with this intensive agricultural production contributing significantly to Victorian and Australian economies. Our rich fertile soils and reliable water availability provide great opportunities for diversification.

More intensive use of land (where sustainable), enhanced land management and new enterprises like mining, horticulture, viticulture and plantation timber have the potential to boost the Shire's economy and the availability of jobs.

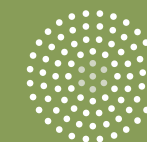
Education, health and aged care services, tourism, retail, manufacturing, research and development, meat and food processing, and engineering are also important employment sectors across the Shire.

The Southern Grampians Shire has a strong sense of community with people working together to achieve common goals and outcomes. This sense of community benefits the entire municipality and Council will continue to encourage and acknowledge the community interest in the development of the Shire.

QUICK VISUAL FACTS



Estimated resident population – **15,944**



Population density per person per hectare – **0.02**



Land area – **6,652km²**



Unemployment rate – **4.4%**



Average household **2.3 people**



Average weekly household income **\$1,043**



Rateable properties **10,880**



Average annual rainfall (Hamilton) **611.1mm**



Average min temperature (Hamilton) **7.7°C**



Average max temperature (Hamilton) **19.2°C**

(Source: 2016 census, Bureau of Meteorology)

COUNCILLORS



**Cr Bruach Colliton
Mayor**
bcolliton@sthgrampians.vic.gov.au
0437 806 927



**Cr David Robertson
Deputy Mayor**
drobertson@sthgrampians.vic.gov.au
0437 846 623



Cr Mary-Ann Brown
mabrown@sthgrampians.vic.gov.au
0429 638 245



Cr Albert Calvano
acalvano@sthgrampians.vic.gov.au
0429 861 229



Cr Helen Henry
hhenry@sthgrampians.vic.gov.au
0437 802 893



Cr Greg McAdam
GMcAdam@sthgrampians.vic.gov.au
0428 953 349



Cr Katrina Rainsford
krainsford@sthgrampians.vic.gov.au
0429 140 216

Vision

Southern Grampians is a growing, inclusive and connected community that fosters sustainability, diversity and innovation.

ROLES AND RESPONSIBILITIES

The Southern Grampians Shire Council comprises two key parts:

1. The Council which is made up of seven elected Councillors
2. The Administration which includes all staff under the direction of the CEO.

The elected Councillors and the organisation work together to support the community. The Council is elected to provide leadership for the good governance of the Shire and its local community.

This is achieved by setting the strategic direction through key objectives. The primary objective is endeavouring to achieve the best outcomes for the community while having regard to the longer-term, cumulative effects of decisions on both current and future generations.

The Administration, led by the CEO, is responsible for overseeing the day-to-day management of the organisation's operations in accordance with the Council Plan, providing timely advice to Council and ensuring the decisions of Council are implemented promptly.

The CEO is also responsible for appointing, directing and managing staff and establishing and maintaining an appropriate organisational structure. Put simply, the Council (seven elected Councillors) is responsible for the strategic, high-level direction setting decision making of the organisation, while the Administration (CEO and staff) is responsible for the day-to-day operations.

EXECUTIVE LEADERSHIP TEAM



Michael Tudball
Chief Executive Officer

Position: Responsible for Executive and Councillor Support, Civic Functions and Governance.

Experience: Michael joined the Southern Grampians Shire in March 2016 from the City of Melton where he headed up Economic Development and Advocacy. He has a strong history in population growth and urban development with previous roles in State Government as Director School and Community Partnerships and Director of the Caroline Springs Partnerships.

Michael also has a solid background in business having run his own management consultancy firm for almost ten years. He has held a number of Governance roles including Government and Statutory Authority Boards, Not-For-Profit and Local Government, as a Councillor and Mayor.

Michael is a fellow with the Australian Institute of Company Directors and in 2011 was awarded an Australian Fire Service Medal in the Queen's Birthday Honours for his contribution to Australian Fire Services.



Marg Scanlon
Director Infrastructure

Position: Responsible for management of Infrastructure, Engineering, Hamilton Airport, Hamilton Regional Livestock Exchange, Works, Fleet, Assets and Property.

Experience: Marg commenced with Southern Grampians Shire Council as Director Shire Infrastructure in May 2021 and brings extensive experience across Strategic Projects and Infrastructure, Capital Works, Assets, Sports and Recreation.

During her 11 years at Hobsons Bay City Council, Marg represented Council on state infrastructure projects such as the West Gate Tunnel and Level Crossing Removals, including the development of major facilities and a diverse range of projects. Prior to Hobsons Bay, Marg worked in similar roles with Colac Otway Shire and Sports and Recreation Victoria giving her a unique and broad understanding of strategic projects and infrastructure.

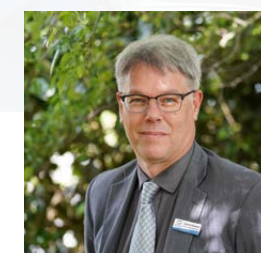
Marg also has a strong customer first focus and actively promotes effective and productive working relationships at all levels.



Evelyn Arnold
Director Community and Corporate Services

Position: Responsible for Community and Leisure Services, Aged and Disability, Children's Services, Maternal Child Health, Library, HILAC, Organisational Development, Emergency Management, Community Relations; Finance and Business Systems.

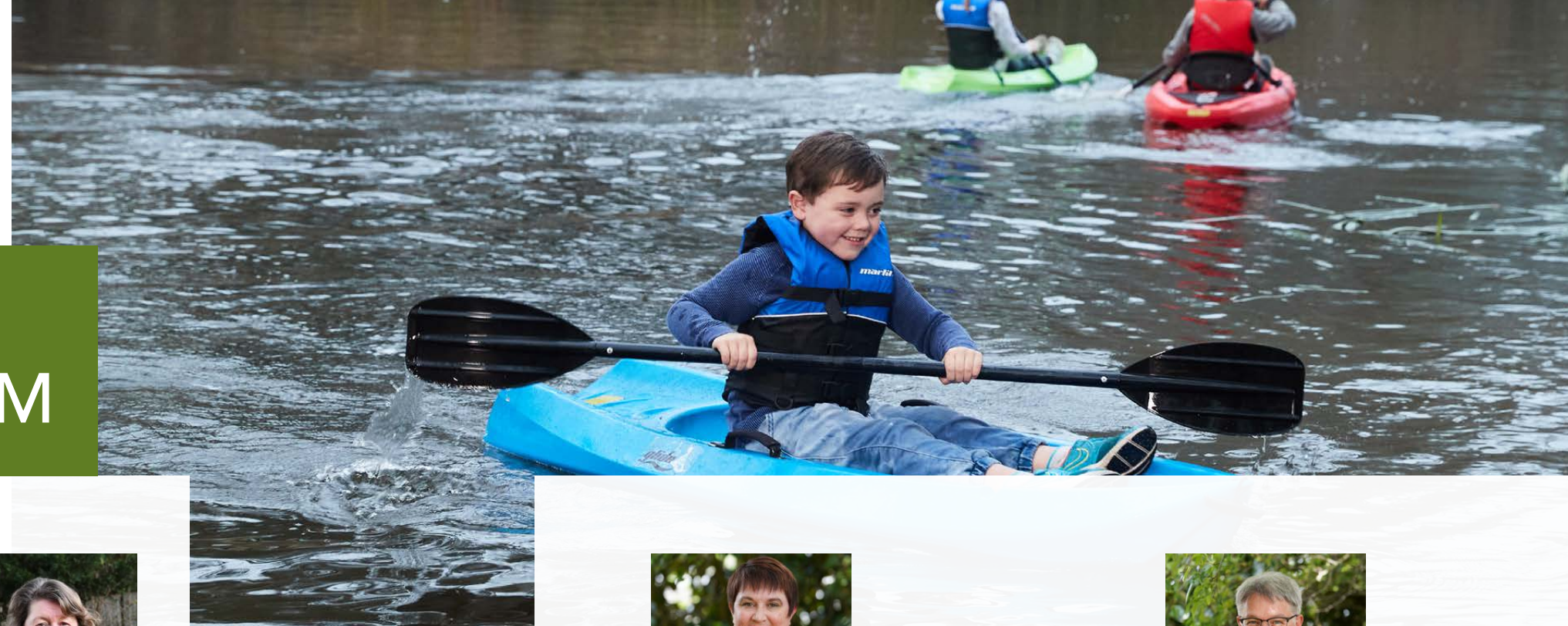
Experience: Evelyn has had a career in the corporate world for over 15 years in New Zealand. This was followed by a move in October 2008 to Ravensthorpe in Western Australia where Evelyn took on the role of Executive Manager of Corporate and Community Services. After three years in this role Evelyn was appointed as Deputy Chief Executive Officer at the Shire of Brookton.



Andrew Goodsell
Director Planning and Development

Position: Responsible for management of Statutory and Strategic Planning, Building, Emergency Management, Heritage issues, Regulatory services, Local Laws, Environmental Health and Natural Asset Management, Economic Development, Tourism, Events and Visitor Services, Hamilton Art Gallery and Performing Arts Centre.

Experience: Andrew was a Planning Officer for State Government in Tasmania in 1993, then moved to Sydney for five years with the Department of Urban Affairs and Planning as a town planner working on called in projects (Cadia Hill Gold Mine) and projects of State significance (Rouse Hill Town Centre).



ABOUT THE COUNCIL PLAN

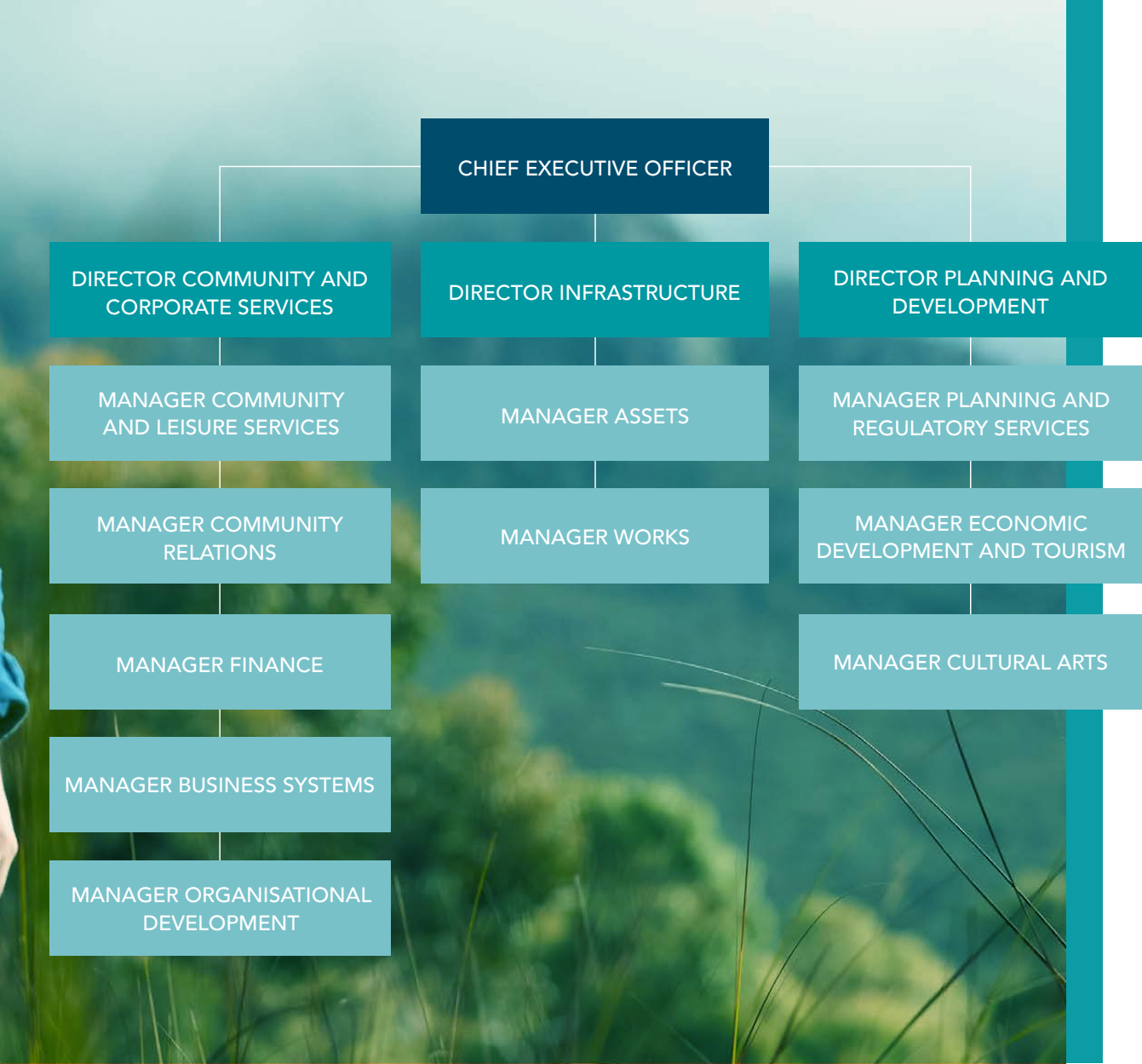
The Council Plan is the key document that drives Council’s strategic direction. It outlines where Council and the community will aspire to be by 2025 and how Council will achieve those outcomes.

Under the *Local Government Act 2020*, Council must prepare and adopt a Council Plan for a period of at least the next four financial years after a general election, in accordance with its deliberative engagement processes.

- A Council Plan must include:
- + the strategic direction of the Council
 - + strategic objectives for achieving the strategic direction
 - + strategies for achieving the objectives for the next four financial years
 - + strategic indicators for monitoring the achievement of the objectives
 - + a description of the Council’s initiatives and priorities for services, infrastructure and amenity.

Progress and outcomes will be reported through the Southern Grampians Shire Council Annual Report and quarterly business reports. Our work is measured annually against the Performance Statement in the Annual Report and the community rates our performance through the annual Community Satisfaction Survey.

ORGANISATIONAL STRUCTURE



KEY COUNCIL DOCUMENTS

Council is responsible for developing and adopting a range of key documents.

The **Community Vision** is a guiding framework that Council and the community can use to inform decision making, so it moves us closer to our desired collective future.

The **Council Plan** details the objectives Council wants to achieve in its four-year term, strategies for achieving these objectives and indicators to measure Council's performance against these objectives.

The **Long-term Financial Plan** supports the Community Vision and Council Plan, demonstrating how the identified projects, priorities and services are intended to be funded in the longer term. The **Budget** then outlines the immediate year plus three years showing more detail around services and specific stages for larger projects and works. This document is supported by a **10-year Asset Plan** which specifically looks at physical assets required and their investment levels to deliver on the longer-term plans.

The **Municipal Health and Wellbeing Plan** is a whole-of-community plan that outlines the strategic health and wellbeing priorities for the Shire. It is based on engagement and evidence of the health needs of the community. It identifies goals and strategies for creating a local community in which people can maximise their health. The plan is underpinned by a community and partnership approach that aims to create effective processes to support its objectives, priorities and outcomes.

Disability Action Plan

Council is committed to working alongside our community to create a place where people of all ages and abilities can achieve optimal health and wellbeing.

The *Disability Act 2006* requires all councils to have a Disability Action Plan as prescribed in the Commonwealth *Disability Discrimination Act 1992*.

This plan needs to focus on:

- + reducing barriers to persons with disabilities accessing goods, services and facilities
- + reducing barriers to persons with disabilities obtaining and maintaining employment
- + promoting inclusion and participation in the community of persons with disabilities
- + achieving tangible changes in attitudes and practices which discriminate against persons with disabilities.

The Disability Action Plan was embedded into the Council Plan for the first time in 2021.

The approach aims to ensure that disability remains a priority across all areas of Council business and that a disability perspective is applied in the delivery of all Council services and activities.

The key plans developed by Council are high-level strategic documents and are supported by annual operational plans and other strategic documents including the **Annual Plan** and the **Annual Budget**. These documents specify in more detail the projects and day-to-day works being undertaken by Council.

The **Annual Plan** is developed each year to assist in the delivery of the Council Plan objectives and to demonstrate to the community the key projects to be delivered that year. It sets out the specific actions and includes a detailed list of Council's activities and initiatives for the upcoming financial year.

These initiatives are projects that are undertaken over and above normal service delivery and are intended to attain important outcomes for Council and the community.

The **Annual Budget** identifies the financial resources required each year to deliver the Annual Plan and includes major and minor initiatives to be undertaken throughout the year and reported in the Annual Report.

Council also has a range of strategies and plans that provide more detail about local issues, how these issues are being addressed, and initiatives or services Council will provide. These strategies and plans are linked to the priority areas of Council.

COMMUNITY INPUT

Council undertook an extensive and inclusive engagement process with the community to develop this Council Plan. The common issues identified were:

- + Digital connectivity
- + Education pathways
- + Footpaths
- + Increased promotion of region and assets
- + Inclusive and connected community
- + Housing
- + Road maintenance
- + Support for community events and family activities
- + Transport connectivity
- + Volunteer support
- + Walking and cycling trails
- + Waste management
- + Youth focus

COMMUNITY ENGAGEMENT

We asked our Southern Grampians community for feedback on the 2021-2025 Council Plan and we received an overwhelming amount of responses!



150+ attendees across
10 face-to-face
engagement sessions
with townships



2000 views
from two virtual
engagement
sessions



77 responses from
the disability sector/
indigenous community/
WDHS/SGGPCP



300+ online and
hard copy postcard
feedback



1400 ideas
submitted



over **150** attendees
in person staff
engagement sessions

KEY PRIORITIES

This Council Plan identifies Council's five priority areas to be addressed over the next four years. These priorities have shaped the following themes of the Council Plan:

1. **Support our Community**
2. **Grow our Regional Economy**
3. **Maintain and Renew our Infrastructure**
4. **Protect our Natural Environment**
5. **Provide Strong Governance and Leadership.**

Under each theme, Councillors, Council staff and the community have identified objectives and strategies to guide Councillors and Council staff along with strategic indicators to measure and monitor how well Council is performing.

SUPPORT OUR COMMUNITY

An empowered community that is healthy, inclusive and connected

What we heard from our community

- Acknowledgement of Traditional Owners and cultural heritage
- Connected and resilient
- Mental health initiatives
- Opportunities for community events and arts
- Opportunities, facilities and support for youth
- Public space activation
- Safe communities and safe infrastructure
- Support for volunteers
- Township identity

Council's initiatives and priorities identified in the Community Vision 2041

- + Local transport challenges and opportunities
- + Planning for the needs of the aging population including access to services
- + Relationship with Indigenous community
- + Supporting the needs of youth
- + Supporting volunteers

Key Strategic Plans to support our community

- Arts and Culture Strategic Plan
- Communications and Engagement Strategy
- Community Local Law
- Community Plans
- Digital Strategy
- Municipal Emergency Management Plan
- Reconciliation Action Plan
- Recreation and Leisure Strategic Plan 2019-2029
- Southern Grampians Community Public Health and Wellbeing Plan 2021-2025

Objectives Strategies

1.1 An empowered and connected community	1.1.1 Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, social programs, to enable inclusion, social connection and wellbeing
	1.1.2 Support the community and other agencies to build resilience and preparedness in planning for emergencies and climate change impacts and mitigation
	1.1.3 Provide opportunities for increased community engagement and participation in Council decision making and activities
	1.1.4 Ensure communication and engagement methods use inclusive practices and processes
1.2 Support and promote a healthy community	1.2.1 Provide and advocate for accessible, inclusive and equitable Council services, facilities, activities and participation practices
	1.2.2 Support and encourage participation in arts and culture, education, leisure, recreation and sporting opportunities
	1.2.3 Partner with community services and agencies to plan for the outcomes outlined in the Public Health and Wellbeing Plan
	1.2.4 Advocate for and work with external services that support our community and deliver outcomes
1.3 Grow a diverse and inclusive community	1.3.1 Partner to facilitate sustainable and affordable housing to meet the changing needs of the community
	1.3.2 Encourage, support and celebrate a diverse, multicultural community, including celebrating, recognising and respecting our cultural heritage and engaging our Indigenous communities
	1.3.3 Support the increase of social, economic and digital connectedness
	1.3.4 Provide, promote and support appropriate and accessible services, facilities and activities for younger residents
1.4 A safe community	1.4.1 Collaborate with law enforcement authorities and other agencies to support community safety and crime prevention
	1.4.2 Demonstrate leadership in gender equality, cultural diversity and inclusiveness for all
	1.4.3 Collaborate with the community to promote a child safe and friendly environment
	1.4.4 Partner with our community and key agencies and stakeholders to reduce the incidence of domestic and family crime

Strategic Indicators

- + Increased participation in community life through community programs
- + A resilient and prepared community
- + Deliver on Council's Community Engagement Policy
- + Deliver the Community Public Health and Wellbeing Plan 2021-2025
- + Implement actions and priorities of the Recreation and Leisure Strategy 2019-2029
- + Deliver Council's Arts and Culture Strategic Plan
- + Adopt a Southern Grampians Housing Strategy
- + Develop, adopt and implement a Reconciliation Action Plan
- + Continue delivery of Council's Digital Strategy
- + Develop and implement a youth-led strategy
- + Embed the objectives of the *Gender Equality Act 2020* and the *Local Government Act 2020*
- + Children are safe and protected in our community

GROW OUR REGIONAL ECONOMY

A growing and diverse local and regional economy that supports our local businesses

What we heard from our community

- Access to services and education
- Attract industry and value-add businesses
- Maximise tourism opportunities
- Promote natural and cultural heritage
- Signage update
- Small business support

Council's initiatives and priorities identified in the Community Vision 2041

- + Agriculture sector with a focus on the impacts of climate change, effective food and fibre advocacy, and supply chain
- + Housing shortage
- + Opportunities in the renewable sector
- + Visitor experience in the region and tourism
- + Smart economy and being job-ready
- + Strategies for long-term population initiatives

Key Strategic Plans to support our community

- Arts and Culture Strategy
- Digital Strategy
- Economic and Retail Development Strategy
- Industrial Land Study
- Municipal Strategic Statement
- Reconciliation Action Plan
- Smart Community Framework



Objectives Strategies

2.1 Drive economic growth	2.1.1 Research and implement economic initiatives that support new and existing businesses to establish and invest in the region
	2.1.2 Advocate for long-term population growth, a skilled labour force and support emerging growth sectors
	2.1.3 Support opportunities for intensification, diversification and value adding within the agricultural and primary industries sector
2.2 Increase our regional profile	2.2.1 Leverage the Shire's strategic advantages in health, education, leisure and cultural activities as a means to increase the region's profile and stimulate economic and population growth
	2.2.2 Invest in and advocate to the responsible agencies for the improvement and maintenance of the Shire's natural and cultural attractions to improve the visitor experience
	2.2.3 Ensure clear and accurate wayfinding for our region including traditional ownership recognition to improve the visitor experience
	2.2.4 Develop strategies that not only attract visitors but encourage them to consider living, learning or investing in the Shire and grow the Visitor Economy
2.3 Continue to support the development of a skilled workforce	2.3.1 Advocate for educational pathways that provide access to tertiary, vocational, education and career opportunities
	2.3.2 Partner and advocate to recruit skilled staff into the area by addressing worker housing and regional liveability
	2.3.3 Explore ways to assist young people transitioning from education to employment for forging stronger links between local industries and education providers
	2.3.4 Provide support for businesses to adapt to the digital economy
2.4 Support local business and industry	2.4.1 Support and promote a collaborative approach to marketing and investment
	2.4.2 Support and facilitate business development and growth initiatives
	2.4.3 Streamline services to reduce red tape in approval process

Strategic Indicators

- | | |
|---|--|
| + Partner with Hamilton Regional Business Association | + Develop and implement the Key Worker Housing Strategy |
| + Increase contribution within the Shire to Regional Gross Domestic Product (GDP) | + Develop and implement a youth-led strategy |
| + Population growth | + Review and develop a new 10-year Economic Development Strategy |
| + Improved visitor experience | + Complete the Rural Land Use Strategy |
| + Implement the Volcanic Trails Masterplan | + Implement the Better Approvals process |

MAINTAIN AND RENEW OUR INFRASTRUCTURE

Provide access to a high-quality built environment and infrastructure that meets community needs

What we heard from our community

- Completing major infrastructure projects
- Digital connectivity: reliable, available and accessible
- Female-friendly facilities
- Increased transport availability and infrastructure
- Road and roadside maintenance
- Street beautification
- Unstructured recreational opportunities
- Walking and cycling infrastructure

Council’s initiatives and priorities identified in the Community Vision 2041

- + Digital infrastructure
- + Housing challenges
- + Key Worker Housing Action Plan
- + Investment in infrastructure maintenance and renewal
- + Pedestrian and cycling infrastructure
- + Rail and road infrastructure

Key Strategic Plans to support our community

- Advocacy Framework
 - Arts and Culture Strategic Plan
 - Asset Management Plans
 - Economic Development Strategy
 - Hamilton CBD Masterplan
 - Hamilton CBD Renewal Project
- Long-Term Capital Program
 - Long-Term Financial Plan
 - Municipal Strategic Statement
 - Public Roads Register
 - Road Management Plan
 - Smart Community Framework

Objectives

Strategies

3.1 Plan and maintain sustainable assets and infrastructure	3.1.1 Review and adopt asset management plans to align with future service levels, environmental and financial sustainability.
	3.1.2 Maintain infrastructure to the agreed standard and ensure the principles of sustainability and universal design are considered in the planning and development of infrastructure to support community access and connection meeting the needs of the communities
	3.1.3 Deliver to the Council and the community, a strategic approach to our Arts and Culture infrastructure including progressing the new Hamilton Gallery
	3.1.4 Strategically plan a sustainable long-term capital program with identification of funding and partnership opportunities
3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel	3.2.1 Continue to advocate for improved transport services and connections through funding and partnerships with relevant agencies
	3.2.2 Develop a Pedestrian and Cycling Strategy to prioritise infrastructure implementation
	3.2.3 Provide infrastructure that supports a connected and active community
3.3 Attractive Council-owned and managed community and open spaces	3.3.1 Continue to invest in and activate open spaces within Southern Grampians
	3.3.2 Increase green infrastructure and canopy cover and consider climate adaptation in our streetscape redevelopments
	3.3.3 Improve and provide opportunities for shared community spaces

Strategic Indicators

- + Develop and implement an Asset Management Framework and associated asset management plans
 - + Develop and implement the Community Infrastructure Framework
 - + Develop and implement a Long-Term Capital Program
- + Develop and implement the Hamilton Transport Network Study
 - + Develop a Pedestrian and Cycling Strategy
 - + Implement the adopted Master Plans
 - + Implement the Urban Street Tree Plan

PROTECT OUR NATURAL ENVIRONMENT

Act as community leaders to promote and enhance a clean, green and sustainable environment

What we heard from our community

- Climate change adaptation
- Review of waste management
- Sustainable management of our natural resources
- Waste education

Council’s initiatives and priorities identified in the Community Vision 2041

- + Impacts of climate change
- + Management of key environmental assets including the protection of environmental assets
- + Sustainability initiatives
- + Waste management and the circular economy

Key Strategic Plans to support our community

- Climate Strategy
- Domestic Wastewater Management Plan
- Economic Development Strategy
- Integrated Water Management Plan
- Municipal Emergency Management Plan
- Municipal Fire Prevention Plan
- Municipal Strategic Statement
- Sustainability Strategy
- Urban Street Tree Plan

Objectives

Strategies

4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air	4.1.1 Advocate for, promote and support natural resource management with stakeholders
	4.1.2 Partner with key agencies to deliver integrated water management solutions
	4.1.3 Protect endemic flora and fauna species throughout the Shire
	4.1.4 Liaise with stakeholders to support and promote sustainable agricultural and land management practices
4.2 Balance environmental protection with Council’s support for growth	4.2.1 Ensure land use planning balances growth with appropriate levels of environmental stewardship
	4.2.2 Plan and advocate for a low carbon economy through renewable energy, manufacturing and carbon farming
	4.2.3 Identify and manage via the Planning Scheme, significant landscapes, key biodiversity assets and contaminated land
4.3 Sustainable waste management services	4.3.1 Engage and educate the community to decrease waste to landfill
	4.3.2 Manage waste efficiently to limit costs, reduce waste and grow circular economy
	4.3.3 Investigate, support and advocate for opportunities in renewable energy sources and re-use of waste streams.
	4.3.4 Partner with key agencies to provide an effective regional response to innovative waste management
4.4 Mitigate against and adapt to climate change	4.4.1 Investigate opportunities to reduce emissions and waste with a focus on supporting community initiatives
	4.4.2 Increase capability for emergency preparedness, responsiveness and capacity to recover
	4.4.3 Plan for climate resilience in Council and community infrastructure

Strategic Indicators

- + Implement the adopted plans and strategies that promote and support biodiversity
 - + Review, update and implement the Sustainability Strategy
 - + Ensure the Planning Scheme has appropriate protections
- + Progress the Natural Asset Management Plan
 - + Develop and implement a Climate Adaptation Plan
 - + Develop and implement a Waste Management Strategy
 - + Reduced waste
 - + Reduce carbon emissions

PROVIDE STRONG GOVERNANCE AND LEADERSHIP

Strong leadership, good governance and effective service delivery

What we heard from our community

- Advocate for access to services and education
- Improve customer service across the organisation
- Increase transparency and communication

Council’s initiatives and priorities identified in the Community Vision 2041

- + Regional partnerships and collaboration
- + Role of local government

Key Strategic Plans to support our community

- Advocacy Framework
- Digital Strategy
- Long-Term Strategic Plan
- Southern Grampians Community Vision Framework 2041
- Southern Grampians Community Public Health and Wellbeing Plan 2021-2025
- Workforce Development Plan

Objectives	Strategies
5.1 Transparent and accountable governance	5.1.1 Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting the role
	5.1.2 Ensure flexible and transparent decision making through open and accountable governance
	5.1.3 Build social policy and strategy to improve equity, inclusion and diversity within the Shire
5.2 Effective advocacy	5.2.1 Continue to explore and participate in regional partnerships
	5.2.2 Advocate on behalf of the community in line with identified and agreed priorities
	5.2.3 Support and partner with service providers, State and Federal Government departments to improve inclusive opportunities for the Southern Grampians community
5.3 Committed and skilled staff	5.3.1 Encourage an organisation that values equality, diversity, workplace health, safety and wellbeing
	5.3.2 Invest and shape Council as a learning and agile organisation to promote the region as a workplace of choice
5.4 Customer-focused services	5.4.1 Use digital solutions in service delivery to maximise efficiency of outcomes
	5.4.2 Improve the customer experience by delivering accessible and responsive customer service

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5.4 Customer-focused services	5.4.1 Use digital solutions in service delivery to maximise efficiency of outcomes
	5.4.2 Improve the customer experience by delivering accessible and responsive customer service

Strategic Indicators

- | | |
|---|--|
| + Improve Council's performance for governance within the Local Government Performance Reporting Framework | + Deliver the Community Public Health and Wellbeing Plan 2021-2025 |
| + Demonstrate sustainable capacity and financial performance | + Review and implement the Work Force Development Plan 2021-2024 |
| + Apply the Great South Coast Rural and Regional Liveability Framework to decision making and advocacy priorities | + Improve Council's performance against the Local Government Performance Reporting Framework for customer service and engagement |
| + Review and update the Advocacy 2018-2030 priority list | + Continue to implement improved digital solutions that focus on excellence in customer service |

2021-25

SOUTHERN GRAMPIANS SHIRE COUNCIL

111 Brown Street (Locked Bag 685)
Hamilton Victoria 3300

p: (03) 55730444

e: council@sthgrampians.vic.gov.au

w: sthgrampians.vic.gov.au

