GREATER SHEPPARTON CITY COUNCIL

COUNCIL PLAN 2021–2025

GREATER SHEPPARTON

TRADITIONAL OWNERS

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

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COMMUNITY VISION

A diverse, vibrant and connected community valuing accessible opportunities for everyone.

We adapt and respond in a way that is innovative, sustainable and accountable.

We acknowledge where we have been and look forward to where we are going.

Together we are Greater!

LIBRARY

Our 2021-2025 Council Plan has **five key themes** to achieve its strategic direction:

THEME 1: COMMUNITY LEADERSHIP

"We will prioritise our leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region."

Community Outcomes

10 Year Community Outcome	10 Year Outcome Description
Youth require ready and accessible opportunities to reach their full potential.	In order for young people to reach their full potential they require a broad range of local options, access to resources, good communication with all stakeholders, an emphasis on their wellbeing and have a focus on leading edge technology.
All First Nations peoples of the land are recognised, respected and celebrated.	We acknowledge the history of the Yorta Yorta people and recognise their connection to land, water and culture, and the importance they have to this community, which will continue to inform and shape our region.

Key Projects / Initiatives

1. Council to take an active leadership role for access and inclusion in a regional community.
2. Council to work with Ethnic Council to identify leadership in our multicultural communities.
3. Council services will be realistic and delivered in an efficient and effective manner with the aim of continuously looking for delivery that matches our ever changing environment.

How Council will achieve our priorities

Communities have resources and abilities to self-advocate

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Provide access to training and upskilling for community	Facilitate	Community	Number of community events providing training and upskilling opportunities	20
Implementing our community engagement procedures	Deliver		All community engagement undertaken in accordance with procedures	75%

Call for substantiative First Nations constitutional change and structural reform

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Council's commitment to reconciliation and to ensuring Aboriginal and Torres Strait Islander Peoples and cultures are respected, acknowledged and celebrated at local, state and national levels.	Deliver		Implement Reconciliation Action Plan	75%
Support Aboriginal ceremonial days	Advocate	Yorta Yorta Nations	Increased participation of Indigenous and non-Indigenous community members	10%

Council provides customer service that meets the needs of the community

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implementing our community engagement procedures	Deliver		All community engagement undertaken in accordance with procedures	75%
Develop and Implement Customer Experience framework	Deliver		Community Customer Satisfaction survey	65%

Youth leadership is fostered and encouraged

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Council will provide a platform and voice for young people.	Deliver		Implement actions in Youth Strategy	75%
Council will work in partnership with the youth sector to develop collaborative approaches, responsive and coordinated services for the ultimate benefit of all young people.	Deliver		Number of recommendations adopted by Council	4

Good governance and sustainable financial management

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Aim for maintaining a true surplus, fully funded renewals and maintain liquidity	Deliver		Underlying operating result	Surplus
			Renewal plus upgrade as a % of depreciation	>100%
			Liquidity ratio	>100%
Council demonstrates transparent decision making	Deliver		Number of confidential items on agenda	<5%
Council will partner with key stakeholders to ensure we keep the community safe under the auspices of the Municipal Emergency Management Plan Committee.	Deliver		Implementation of Municipal Emergency Management Plan	100%

Provide a high profile collaborative advocacy role

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Council demonstrates strong leadership and advocacy and sound decision making on behalf of the community	Advocate	Community	Provide high profile advocacy to governments	12

THEME 2: SOCIAL RESPONSIBILITY AND WELLBEING

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.

Community Outcomes

10 Year Community Outcome	10 Year Outcome Description
We are focused on mental and physical health and wellbeing.	We recognise and acknowledge the holistic health and wellbeing of every individual. We support our vulnerable communities through the provision of infrastructure and person centered services.
Learning and development opportunities are provided to the whole community in an inclusive and equitable way.	In order for learners to reach their full potential, they require a broad range of local education options, access to resources, an emphasis on their wellbeing and on leading edge technology.

Key Projects / Initiatives

1. Council will promote the use of the Universal Design Principles across the region to ensure fair and reasonable access for all members of our community.
2. Council will advocate for an Early Parenting Centre for Shepparton.
3. Council to provide accessible play spaces for all abilities.

How Council will achieve our priorities

Leave no one behind

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Support vulnerable people within the community	Deliver		Meals on Wheels deliveries	90%
Implement the Access and Inclusion Plan	Deliver	Disability Advisory Committee	Completion of actions	75%
Implement the Municipal Health and Wellbeing Plan	Partner	Public Health Advisory Committee	Completion of actions	75%
Implement the LGBTIQA+ Action Plan	Deliver	LGBTIQA+ Advisory Committee	Completion of actions	75%
Implement the Gender Equity Plan	Deliver		Completion of actions	75%
Small towns and neighbourhood action plans are recognised and considered / liveability / community plans	Deliver	Community Planning Groups	Completion of actions	75%
Council recognises the opportunities and challenges of an ageing population and has in place a Positive Ageing Strategy to support and encourage the continuing participation of older people in the Greater Shepparton Community.	Deliver	Positive Ageing Advisory Committee	Implementation of Positive Ageing Strategy actions	75%

Recognise First Nations history and advance reconciliation

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement Council's Reconcilliation Action Plan	Deliver		Completion of actions	75%
Support the implementation of the Goulburn Murray Regional Prosperity Plan (GMRPP)	Partner	GMRPP group	Percentage of meeting attended	75%

Welcome and accept multicultural communities and their cultures

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Greater Shepparton is inclusive of all multicultural communities regardless of age, socio-economic status, sexuality and gender	Deliver		Implementation of Multicultural Strategy actions	75%
Council continues to work with our established partners in the multicultural community to foster and develop ongoing leadership and partnerships	Deliver		Percentage of meetings attended	75%

Address issues contributing to homelessness

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Council to deliver the Municipal Health and Wellbeing Plan.	Partner	Public Health Advisory Committee	Completion of actions	75%
All members of Greater Shepparton community have access to safe, affordable and appropriate housing	Deliver		Implementation of Affordable Housing Strategy actions	75%

Support for families and children at all stages of their learning and development

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement the Best Start Early Years Plan	Deliver		Completion of actions	75%
Advocate for supporting programs and infrastructure	Advocate	State Government	Number advocated for	8
Improving the early years outcome data through Early Childhood Education and Care Programs. (0-5 years) and the Best Start Early Years Alliance	Deliver		AEDC (Australian Early Development Census) results	>5%

Community members are supported to achieve and sustain physical, emotional and creative wellbeing

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement the Creative City Strategy	Deliver		Completion of actions	75%
Implement the Municipal Health and Wellbeing Plan	Partner	Goulburn Valley Health	Completion of actions	75%

THEME 3: VIBRANT AND DIVERSE ECONOMY

"We will focus on driving economic development and establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries that provide employment and other opportunities to the community."

Community Outcomes

10 Year Community Outcome	10 Year Outcome Description
Greater Shepparton is a vibrant, welcoming and evolving community.	Greater Shepparton is an attractive hub for visitors and locals to live, work and play. Our community spaces, events and festivals are engaging, inclusive and diverse. Our region provides an economy for business and industry to thrive and prosper.
Greater Shepparton is a progressive region of opportunity and potential.	Planning for the Greater Shepparton region includes a vision that encourages ongoing for investment commerce, and education in the municipality. Greater Shepparton is applauded for its appeal in attracting a diversity of businesses and professional services to the municipality.

Key Projects / Initiatives

1. Council will promote the use of the Universal Design Principles across the regions to make Greater Shepparton an accessible tourism hub.
2. Council to prioritise the redevelopment of the Shepparton Sports and Events Centre.
3. Completion of the SAM precinct including playground and activation of Victoria Park Lake Caravan Park.
4. Completion of the redevelopment of the Shepparton CBD precinct.

How Council will achieve our priorities

Encourage and facilitate investment and expansion

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Promotion, marketing and Concierge Service	Marketing and promotion, trade fairs, international relationships, advocacy	Industry leaders, C4GS, Chamber of Commerce, State and Fed Govt.	Number of new investments, businesses etc	80
Implementation of International Engagement Strategy	Deliver		Delivery of actions	80%
Council to provide assistance with small business recovery efforts following COVID-19	Deliver		Number of programs run to support small business	8

Attract people to live, work, study and remain in our region

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Showcase the attributes of our region to encourage new investment and expand existing businesses	Advocate		Number of new businesses Council assists to invest in Greater Shepparton	80
			Number of existing businesses Council assists to expand their operations in Greater Shepparton	80
			Small Town Business engagement	8
Continue to support the Community Connect program	Partner	C4GS	Number of people supported	400

Maximise utilisation and investment return on Council assets

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement our Asset Management Strategy	Deliver		Delivery of actions	75%

Expanded educational opportunities

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Support the growth and sustainability of regional tertiary education (eg. University, TAFE)	Advocacy	Federal Govt., Universities	Number of advocacy actions	8
Advocate for a Technical Innovation College in the region	Advocate		Number of advocacy actions	2
Support the implementation of the Shepparton Education Plan	Partner	State Government	• Early Learning Centre • Mooroopna Children and Family Centre • Traffic Management Area Plans • Support tertiary education institutions	4

Expand Greater Shepparton's visitor economy

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement the Economic Development, Major Events and Visitor Economy Strategy	Deliver	Tourism Greater Shepparton	Completion of actions	50%
Implementation of the destination branding program	Deliver	Tourism Greater Shepparton	Completion of actions	100%
Support infrastructure that provides additional tourism opportunities	Deliver		Number of new and improved tourism projects supported	2
Encourage and further support Aboriginal and eco tourism	Deliver		Number of new and improved tourism projects supported	2

Efficient land use planning to encourage and support future development

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implementation of the 2050 Regional Growth Plan	Deliver		Give effect to the 2050 Growth Plan in the GS Planning Scheme	100%
Resilience strategies to support renewal energy	GMID Resilience Taskforce		Number of renewable energy projects initiated	4
Demonstrate through research and case studies our ability to increase renewable energy planning and land use to ensure a resilient and diverse community	Deliver		Number of Case Studies	2

Enhancing water security in our region

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Continue advocating for water security	Advocate		Number of representations	12

THEME 4: INFRASTRUCTURE AND TECHNOLOGY

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

Community Outcomes

10 Year Community Outcome	10 Year Outcome Description
Leading in technological and sustainable renewable innovations.	The Greater Shepparton area has a focus on renewable innovation. Taking responsibility to build a cleaner, greener and sustainable region that supports the present and empowers future generations.
Infrastructure planning meets the future needs of the community.	In planning the infrastructure requirements of Greater Shepparton region, Council will be flexible and adaptable to adjust with the changing face of regional Victoria. Greater Shepparton has a world class public transport system across the municipality.
Infrastructure within the region is maintained to leave the next generation with better assets.	Community infrastructure within the Greater Shepparton region is maintained at levels required to enable infrastructure to be fit for its current and anticipated future purposes.

Key Projects / Initiatives

1. Council will implement the Universal Design Principles as a key tool in all our infrastructure and technology projects.
2. Council to provide customer self-service portal.
3. Council will investigate the utilisation of Internet of Things (IoT).
4. In addition to extending our shared path network, Council intends to upgrade the shared path network to ensure access for all abilities.

How Council will achieve our priorities

Create a smart city

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Utilise smart technology solutions to enhance cutomer experience and improve efficiencies	Implement		Number of smart technology initiatives implemented	4
Advocate for consistent, reliable and high speed connectivitity	Advocate		Number of initiatives implemented	2

Plan, prioritise and communicate asset maintenance and new asset delivery

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement Asset Management Plan	Deliver		Completed actions	75%
Implement the Annual Capital Budget	Deliver		Completion of capital projects	90%

Reliable, efficient, affordable and accessible transport

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Advocating for State and Federal road funding	Advocate to State and Federal Government		Number of grant applications	8
Continue to advocate for construction of Stage 1 of the GV Highway Shepparton bypass	Advocate to State and Federal Government		Number of representations	4
Advocate for an efficient and reliable public transport service	Advocate to State and Federal Government		Conduct a high level investigation into innovative public transport trial alongside a traditional transport model	1
Provide more cycling and walking routes and infrastructure	Deliver		Number of kilometres of cycling and walking routes	>15%
			Increase number of people riding or walking to work	>5%

Progress housing and business development opportunities

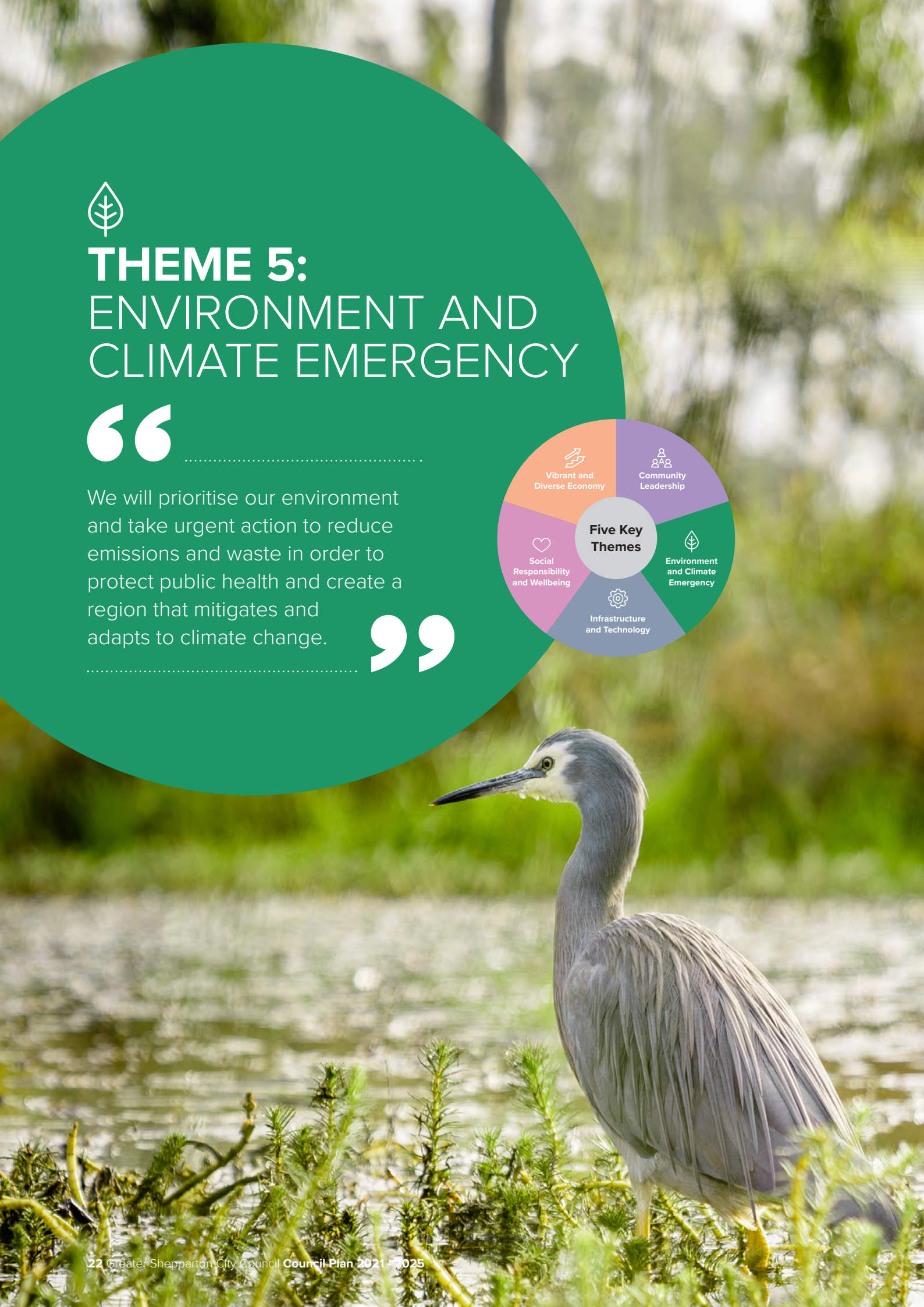
Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
All members of the Greater Shepparton community have access to safe, affordable and appropriate housing.	Deliver		Implementation of the Affordable Housing Strategy actions	75%
Encourage sustainable/energy efficient new housing/buildings	Partner		Number of new building applications with sustainable energy	20%
Implement the Shepparton CBD Strategy	Deliver		Implementation of the actions	75%

Develop and improve Community and recreation facilities

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Develop the Shepparton Sports and Events Centre	Deliver		Completion of detailed design	100%
Vibert Reserve development	Deliver		Complete the redevelopment	100%
Develop Joint User Agreements with State Government	Partner		Complete agreements	1
Implementation of the Sport 2050 Strategy	Deliver		Implement actions in strategy	75%
Implementation of the Playspace Strategy	Deliver		Implement actions in strategy	75%

THEME 5: ENVIRONMENT AND CLIMATE EMERGENCY

"We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change."



Community Outcomes

10 Year Community Outcome	10 Year Outcome Description
Sustaining and enhancing our natural environment.	Working to enhance and sustain our natural environment for future generations. Advocate and work with the community, agencies and industry to optimise environmental outcomes for our region.
Establishing a circular economy, reducing waste and emissions	Council to lead the community on waste minimisation and the promotion of recycling for a cleaner, greater tomorrow. Greater community education and understanding of environmental management and impacts from human habitation.

Key Projects / Initiatives

1. Council endeavours to make the natural environment accessible to all, regardless of age and abilities.
2. Council will focus on emission reductions committing to a Zero Emissions 2030 Target.
3. Council commits to supporting the establishment of a circular economy within Greater Shepparton.
4. Council commits to improving biodiversity and the natural environment within Greater Shepparton.

How Council will achieve our priorities

Reduce carbon emissions in our community

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Support research to assess the possibility of agriculture and renewable energy to co-exist	Partner	C4GS, Slap Tomorrow, GVEH	Completion of renewalable energy reports	2
Promote and support Environmental Upgrade Agreements	Support via rates	Sustainable Melbourne Fund	Number of agreements entered into	20
Encourage and support community to works towards zero emission such as Zero Tatura	Support	Community	Number of communities with a zero target emissions commitment	(initially) 4
Advocate for Renewable Energy Zone investment in Greater Shepparton in Stage 1	Advocate	C4GS	Number of advocacies completed	4
Convert Council fleet to electric vehicles	Deliver		Percentage of electric vehicles purchased in fleet	40%
Encourage investment in renewable energy	Advocate		Number of large scale renewable projects approved within the Greater Shepparton region	8

Conserve and improve biodiversity and our natural environment, and protect and improve river health

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Continue with our One Tree Per Child program	Deliver		Number of plants planted	100,000
Continue to implement the Urban Forest Strategy	Deliver		Tree canopy cover by 2025	30%
Understanding and enhancing the environmental, cultural, recreational and economic value of the rivers	Deliver		Further strengthen the implementation of RiverConnect program	80%
Encourage indigenous involvement in all aspects of environmental and river health for example cultural burns and native plantation	Partner	State Government Federal Government Regional bodies	Number of projects with First Nations involvement	4

Support a circular economy and reduce waste to landfill

Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Convert waste management strategy to circular economy implementation plan using best available technology including upgrading of transfer stations	Deliver		Reduced waste to landfill	36%
Investigate glass recycling and sorting centre opportunities	Advocate		Completion of report into viability of facility	100%
Promotion and education of a circular economy	Deliver	Community	Number of education and promotional activities	8

Drive climate change mitigation and adaptation

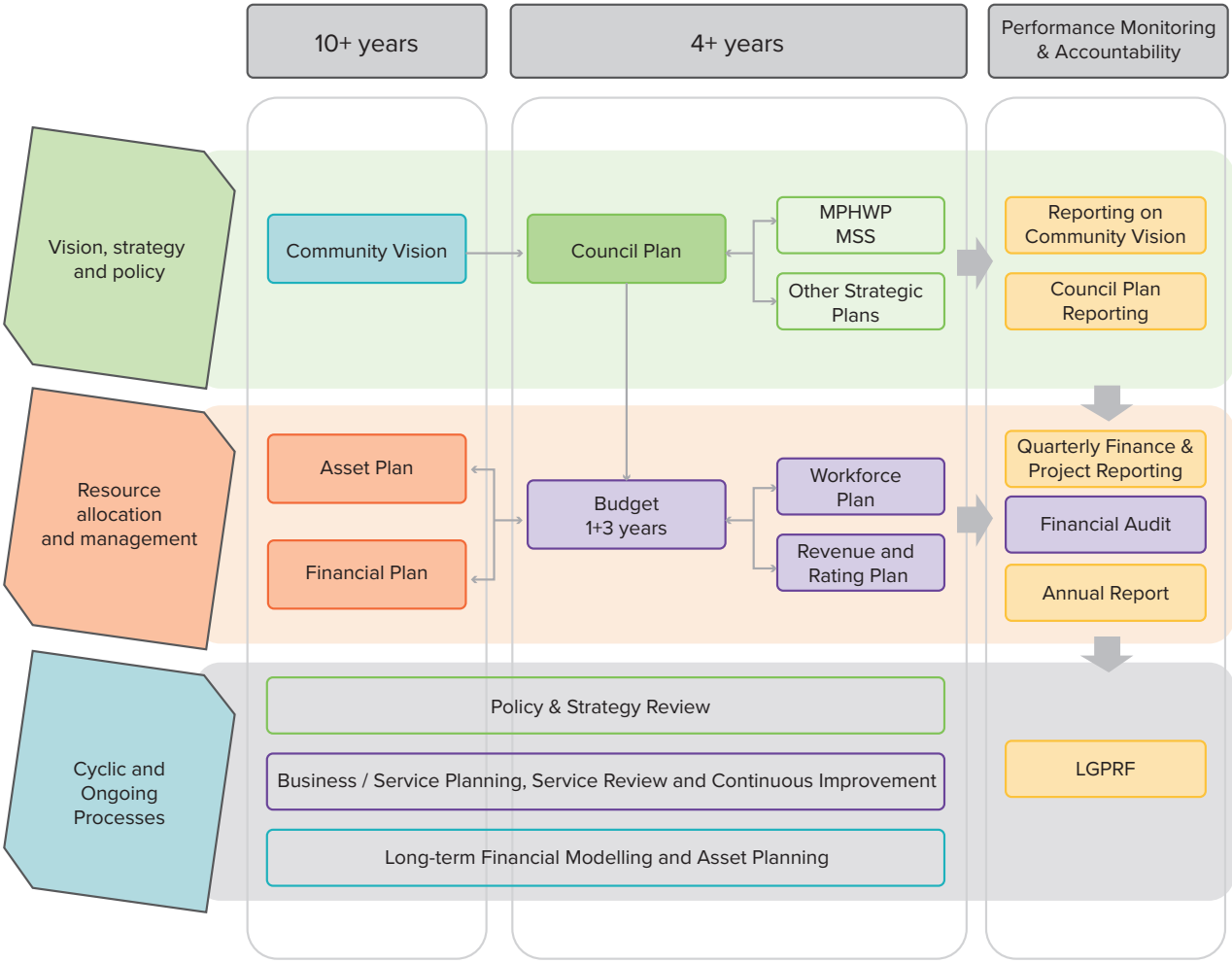
Actions	Council's Role	Partner / Advocacy	Measures	Targets (4 years)
Implement Climate Change Adaptation Plan	Deliver		Number of actions implemented	50%
Implement Council's Climate Emergency Action Plan	Deliver		Number of actions implemented	75%
Implement Council's Zero Emissions Action Plan	Deliver		Number of actions addressed	50%

ABOUT THIS COUNCIL PLAN

Integrated Planning and Reporting

Council's Integrated Planning and Reporting Framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out the strategic objectives, priorities and actions required to achieve the Community Vision.

It involves a reporting framework to communicate to Council and the community, on the progress and achievements.



Community Vision

Council developed its Community Vision through a deliberative engagement process. A Community Panel was empowered to deliver their aspirational vision of the Greater Shepparton region for the next 10 years.

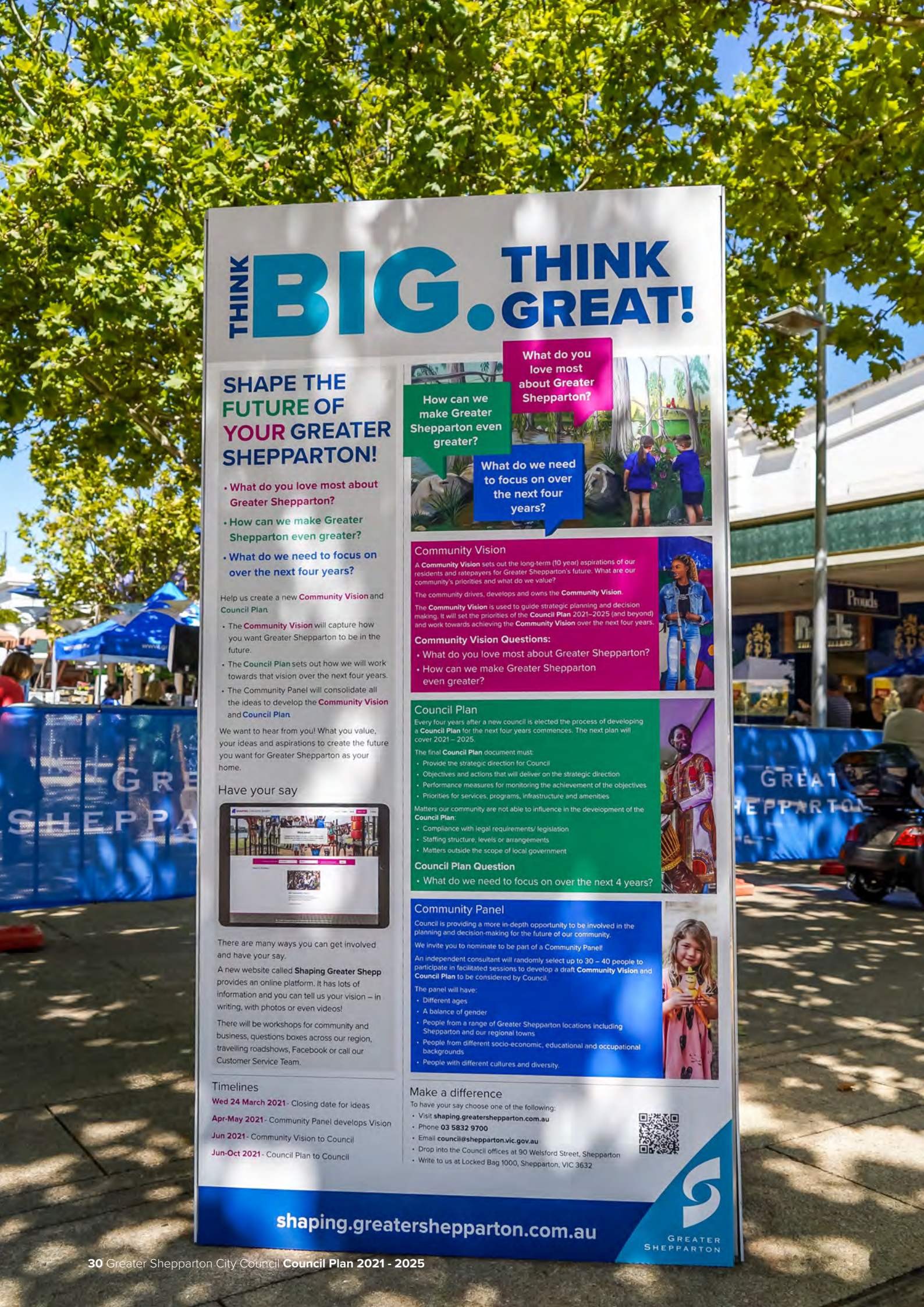
Council Plan

The 2021-2025 Greater Shepparton Council Plan is legislated document that states the strategic direction of Council over the next four years. The Council Plan details the strategic objectives that influence the priorities of the Councillors during their term in office. The Council Plan guides decision making, and the allocation of resources to deliver outcomes and services to the community.

Health and Wellbeing Plan

The Municipal Health and Wellbeing Plan aims to protect, improve and promote public health and wellbeing within the municipality

YEAR 10	Describes the community's 10-year aspirational vision for the future of the municipality.	**Community vision**
	This constitutes the 'call to action' guiding all Council planning.	**Vision statement**
		Community outomes
4 YEAR		**Council Plan**
	Grouping of outcomes into key areas.	**Themes**
	Strategic objectives provide the direction for the next four years to achieve the Community Vision.	**Strategic objectives**
	Council priorities describe the key deliverables that the plan seeks to achieve and how we will fulfil our strategic objectives.	**Priorities**
	Major initiatives are critical pieces of work that will deliver on strategic objectives and priorities.	**Major initiatives**
	Indicators define how we will measure success.	**Indicators**
4 YEAR	The Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing within the municipality.	**Health and Wellbeing Plan**


THINK BIG. THINK GREAT!
SHAPE THE FUTURE OF YOUR GREATER SHEPPARTON!
• What do you love most about Greater Shepparton?
• How can we make Greater Shepparton even greater?
• What do we need to focus on over the next four years?
Help us create a new Community Vision and Council Plan.
• The Community Vision will capture how you want Greater Shepparton to be in the future.
• The Council Plan sets out how we will work towards that vision over the next four years.
• The Community Panel will consolidate all the ideas to develop the Community Vision and Council Plan.
We want to hear from you! What you value, your ideas and aspirations to create the future you want for Greater Shepparton as your home.
Have your say
There are many ways you can get involved and have your say.
A new website called Shaping Greater Shepp provides an online platform. It has lots of information and you can tell us your vision – in writing, with photos or even videos!
There will be workshops for community and business, questions boxes across our region, travelling roadshows, Facebook or call our Customer Service Team.
Timelines
Wed 24 March 2021 - Closing date for ideas
Apr-May 2021 - Community Panel develops Vision
Jun 2021 - Community Vision to Council
Jun-Oct 2021 - Council Plan to Council
What do you love most about Greater Shepparton?
How can we make Greater Shepparton even greater?
What do we need to focus on over the next four years?
Community Vision
A Community Vision sets out the long-term (10 year) aspirations of our residents and ratepayers for Greater Shepparton's future. What are our community's priorities and what do we value?
The community drives, develops and owns the Community Vision.
The Community Vision is used to guide strategic planning and decision making. It will set the priorities of the Council Plan 2021–2025 (and beyond) and work towards achieving the Community Vision over the next four years.
Community Vision Questions:
• What do you love most about Greater Shepparton?
• How can we make Greater Shepparton even greater?
Council Plan
Every four years after a new council is elected the process of developing a Council Plan for the next four years commences. The next plan will cover 2021 – 2025.
The final Council Plan document must:
• Provide the strategic direction for Council
• Objectives and actions that will deliver on the strategic direction
• Performance measures for monitoring the achievement of the objectives
• Priorities for services, programs, infrastructure and amenities
Matters our community are not able to influence in the development of the Council Plan:
• Compliance with legal requirements/ legislation
• Staffing structure, levels or arrangements
• Matters outside the scope of local government
Council Plan Question
• What do we need to focus on over the next 4 years?
Community Panel
Council is providing a more in-depth opportunity to be involved in the planning and decision-making for the future of our community.
We invite you to nominate to be part of a Community Panel!
An independent consultant will randomly select up to 30 – 40 people to participate in facilitated sessions to develop a draft Community Vision and Council Plan to be considered by Council.
The panel will have:
• Different ages
• A balance of gender
• People from a range of Greater Shepparton locations including Shepparton and our regional towns
• People from different socio-economic, educational and occupational backgrounds
• People with different cultures and diversity.
Make a difference
To have your say choose one of the following:
• Visit shaping.greatershepparton.com.au
• Phone 03 5832 9700
• Email council@shepparton.vic.gov.au
• Drop into the Council offices at 90 Welsford Street, Shepparton
• Write to us at Locked Bag 1000, Shepparton, VIC 3632
shaping.greatershepparton.com.au
GREATER SHEPPARTON

Council Plan Development

A new Council Plan is developed every four years following Local Government elections. The Plan commences on 1 July in the year following the election.

The Council Plan is developed by Council in consultation with our community. In accordance with the Local Government Act 2020, Council must use a deliberative engagement process to ensure that the community in involved on the development of the Plan.

Connecting with our community

THINK BIG. THINK GREAT!

In January 2021, Council launched our Think Big, Think Great campaign. We reached out to the community asking:

- What do you love about Greater Shepparton?
- How can we make Greater Shepparton even greater?
- What do we need to focus on over the next four years?

A portal was established where the community were able to submit their ideas for the future.

A Community Panel, independent of Council, was established to consider the ideas from the community and develop an aspirational vision for the next 10 years. The panel meetings were facilitated by an external organisation, the majority of which were conducted in a virtual environment.

Taking into consideration the submissions from the community, information provided by leaders from our region and their own views, the Community Panel, empowered by our Councillors, developed the Community Vision which was adopted by Council on 15 June 2021.

In addition, the Panel developed a number of Vision Outcomes that have been utilised by our Councillors to develop the priorities and actions. Each action has an associated measure and target that when achieved, will contribute to an improved outcome for the Greater Shepparton Region.

Municipal Public Health and Wellbeing Planning 2021 – 2025

The World Health Organisation defines health as 'a state of complete physical, social and mental wellbeing, and not merely the absence of disease or infirmity.' WHO also defines health promotion as 'the process of enabling people to increase control over, and to improve, their health. It moves beyond a focus on individual behaviour towards a wide range of social and environmental interventions.'

The social determinants of health are the conditions in which people are born, grow, work, live and age, and the wider set of forces and systems shaping the conditions of daily life. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels, which are themselves influenced by policy choices. The social determinants of health are mostly responsible for health inequities – the unfair and avoidable differences in health status.

Planning for public health and wellbeing across a municipality requires a strategic approach, while meeting specific Council responsibilities of the *Local Government Act 2020* and *Public Health and Wellbeing Act 2008*.

The *Public Health and Wellbeing Act 2008* requires each Council to prepare a Municipal Public Health and Wellbeing Plan every four years to:

- Protect the community
- Prevent disease, illness, injury or preventable death
- Improve and promote public health and wellbeing
- Reduce inequalities
- Address environmental health dangers.

The *Local Government Act 2020* clearly states the primary objective of each Council is to promote the social, economic and environmental viability and sustainability of the municipality, to improve the overall quality of life of people in the local community. Council are to provide services and facilities that are accessible and equitable, an equitable imposition of rates and charges, transparency in decision making processes and any other function relating to maintaining the peace, order and good government of the municipal district.

Together the *Public Health and Wellbeing Act 2008* and the Local Government Act 2020 guide Council's strategic direction while planning frameworks such as the *Victorian Public Health and Wellbeing Plan 2019 - 2023* (VPHWP) set challenges around reducing inequalities in health, managing chronic disease and collaborative approaches to health prevention. The VPHWP provides continuity for the priorities of previous plans, while recognising 10 priority areas and additional focus to four priority areas (Focus Areas) designed to drive coordinated action where we know we can make the greatest gains. These priory areas are;

- Tackling climate change and its impact on health (Focus Area)
- Increasing active living (Focus Area)
- Reducing tobacco-related harm (Focus Area)
- Increasing healthy eating (Focus Area)
- Reducing injury in the community
- Preventing all forms of violence
- Decreasing the risk of drug-resistant infections in the community
- Improving mental wellbeing
- Improving sexual and reproductive health
- Reducing harmful alcohol and drug use

In addition to having regard for the VPHWP 2019 -2023 Council must also focus efforts on measures to prevent family violence and respond to the needs of victims of family violence in the local community; requirements of the G*ender Equality Act 2020* and *Climate Change Act 2017*.

Our region has faced major public health challenges in 2020 with bushfires and the coronavirus (COVID-19) pandemic which will continue to have significant impact over the coming years. Council has a key role to play in supporting their communities to recover from the resulting broad ranging social and economic impacts, while continuing to respond to the major causes of ill health. As part of these recovery efforts, there are significant opportunities for councils to promote healthier and more sustainable communities.

Greater Shepparton City Council has opted to integrate health and wellbeing matters within the Council Plan and obtained exemption from the Department of Health and Human Services to develop a 10 Year Public Health Strategic Plan, as opposed to a separate MPHWP to the Council Plan.

Integrated Public Health planning for Greater Shepparton is delivered and reported at three levels.

1. Greater Shepparton Public Health Strategic Plan 2018 – 2028

The Greater Shepparton 10 Year Public Health Strategic Plan (Health Plan) is the long term public health strategic planning tool used to guide the direction of public health efforts across our community. The Health Plan "tells the story" of our unique Municipality and Councils vision to create Greater Shepparton as the most liveable region.

The Health Plan incorporates the strategic objectives of the Victorian Public Health and Wellbeing Outcomes Framework, the Victorian Public Health and Wellbeing Plan and has taken a liveability based approach on local data derived from Regional Cities Victoria Liveability Index completed by Deloitte Access Economics (2017) and the Neighbourhood Liveability Assessment of Shepparton completed by RMIT University (2018).

Greater Shepparton City Council has chosen 11 Liveability Domains that underpin the goals and priorities of the Health Plan;

- Arts and Culture
- Access to Food
- Community Participation
- Crime and Safety
- Health and Social Services
- Housing
- Transport
- Recreation Facilities and Public Open Spaces
- Education
- Employment and Income
- Climate Change, Mitigation, Resilience and Adaptation

2. Greater Shepparton Council Plan 2021 - 2025

Councils four year strategic plan incorporates health and wellbeing as part of its design shaped by the Environments for Health Framework. The Environments for Health Framework aims to make public health a central focus for local government and to increase capacity to prevent ill health and increase wellbeing. It is based on a social model for health which recognises the impact of the social, built, economic and natural environments on community health and wellbeing.

3. Greater Shepparton Public Health Implementation Plan

Developed annually, this plan identifies key targets, actions and measures relevant to the achievement of public health outcomes aimed at addressing the strategic direction and priorities outlined in the Greater Shepparton 10 Year Public Health Strategic Plan and Council Plan.

Implementation and evaluation of the Greater Shepparton Public Health Implementation Plan is guided by the Greater Shepparton Public Health and Wellbeing Advisory Committee (PHWAC). Membership of the PHWAC is representative of local government, local business, health professionals, community organisations and interested community members across all sectors working collaboratively to improve quality of life, liveability and maximise health outcomes in Greater Shepparton, identify health gaps and foresee further needs.

After an analysis of local evidence, health and wellbeing indicators, health status and demographics the PHWAC identified the following health and wellbeing matters as areas of concern in Greater Shepparton where cross sectoral work aims to improve community health outcomes. These health and wellbeing priority areas will be addressed in the Health and Wellbeing Implementation Plan and are reflective of those outlined in the Victorian Public Health and Wellbeing Plan, VicHealth Action Agenda for Health Promotion and the Social Determinants for Health.

1. Increase access to and participation in early childhood education
2. Increase access to transport across the region to enhance connectivity and encourage and support active transport behaviour
3. Increase access to safe and affordable housing
4. Reducing and prevent harmful alcohol and drug use
5. Chronic disease management
6. Increase community safety and create safe neighbourhoods
7. Increase education completion rates
8. Increase levels and opportunities for inclusive and meaningful employment
9. Eliminate all forms of violence and discrimination
10. Commitment to reconciliation and to ensuring Aboriginal and Torres Strait Islander Peoples and cultures are respected, acknowledged and celebrated.
11. Improving/enhance mental health and wellbeing
12. Increasing access to healthy affordable food
13. Increasing physical activity, active living and reduce sedentary behaviour
14. Tobacco free living, including e-cigarettes.
15. Reducing the effects of gambling harm
16. Improving sexual and reproductive health
17. Lead Emergency management response
18. Identifying and responding to impacts of the COVID-19 global pandemic on community health and wellbeing
19. Build the climate change resilience of our most vulnerable communities
20. Increase community awareness of climate change risks and impacts

Liveability Indicators

Liveability Indicators reflect the wellbeing of a community and comprises the many characteristics that make a location a place where people want to live now and in the future. Greater Shepparton City Council has adopted the following definition of liveability. *A liveable place is one that is safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities; via convenient public transport, walking and cycling infrastructure. (Lowe, 2013)*

Liveability is complex and influenced by an array of factors, depending on an individual's access to the social determinants of health, expectations of an individual and many factors outside of Council's control.

Through the development and implementation of a liveability framework, Council will take a lead in providing services, facilities and places of engagement that can positively affect health and wellbeing, for individuals and entire communities. Council will continue to work closely with stakeholders to advocate for funding, new services, programs in partnership, and to support communities.

The following aspirations impact on liveability and will guide the directions of the Municipal Health and Wellbeing Implementation Plan to set targets and performance measures to improve health outcomes:

Social Responsibility and Wellbeing

- Increase in municipal-wide average SEIFA index of disadvantage (A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.)
- Increase the proportion of the population who volunteer for a community group or activity
- Increased access to affordable housing
- Maintain childhood immunisation completion rates
- Improve access to local health services
- Improve access to local mental health services
- Increase community safety (including public safety, and safety at home)
- Increase respectful relationships
- Reduce the incidence of alcohol and drug related harm
- Increase the percentage of residents who meet the recommended fruit and vegetable dietary guidelines
- Reduce levels of overweight and obesity
- Reduce the rates of smoking
- Improvement in Australian Early Development Census data (represented by a decrease in the percentage of children vulnerable in one or more domains)
- Reducing rates of gambling associated harm
- Residents can safely identify with their culture and identity

Vibrant and Diverse Economy

- Increase the proportion of young people engaged in education (including school and vocational training)
- Decrease unemployment, especially for young people
- Increase the proportion of the workforce who have completed formal qualifications
- Support economic response and recovery from the Covid-19 global pandemic

Infrastructure and Technology

- Increase access to parks and open spaces close to where people live
- Increase opportunities for people to use public transport
- Increase medium-density housing
- Increased access to safe walking and cycling routes

Environment and Climate Emergency

- Reduce community emissions
- Increase solar power energy production
- Increase tree planting through the Urban Forest Strategy
- Council's operations and services to be Net Zero Emissions by 2030
- Increase community resilience to climate change

VicHealth Local Government Partnership Program

The VicHealth Local Government Partnership focuses on providing evidence-informed policy and practice change for councils to create healthy, active and connected communities for people who are 0-25 years of age.

Greater Shepparton City Council is dedicated to making health changes with and for the children and young people in our community. Over the next four years Council will work in partnership with VicHealth as one of 16 'fast-track' Councils to ensure the voices and needs of children and young people aged 0-25 years are included in public health and wellbeing planning using systems-based thinking and co-design principles. Council will work in partnership across a broad range of health promotion modules that consolidate best-practice methodology, evidence and case studies to inform the planning and implementation of enhanced, equitable health policy, and practice changes tailored for our municipality. Health promotion modules include:

- Building active communities
- Connected and supported communities
- Building better food systems for healthier communities
- Strengthening tobacco control at a local level
- Increasing alcohol harm prevention at a local level
- Promoting everyday creativity at a local level

SUPPORTING STRATEGIES & PLANS

2050 Regional Growth Plan

The Growth Plan sets a vision for the future of the Shepparton and Mooroopna for the next 30 years.

The Growth Plan will be used to manage growth in the Shepparton and Mooroopna areas, guide land development, identify key projects and provide guidance on future investment decisions.

Access and Inclusion Plan

The Greater Shepparton City Council Universal Access and Inclusion Plan aims to enhance access to Council's planning processes, services, communications and employment systems within the broader community.

The seven Universal Design Principles are:

1. Equitable use.
2. Flexibility in Use.
3. Simple and intuitive.
4. Perceptible information.
5. Tolerance for error.
6. Low physical effort.
7. Size and space for approach and use.

Affordable Housing Strategy

The Strategy's development process explored Council's roles to see what actions could be taken to support increasing Affordable Housing stock across Greater Shepparton. It provides a strong evidence base regarding the need for Affordable Housing in Greater Shepparton to support the actions.

Council will continue to advocate for funding to build Social and Affordable Housing from the Federal and State Governments. It will also work to build partnerships within the community to coordinate efforts and maximise the resources we have, including negotiating with developers to build Affordable Housing in new estates, encouraging diversification in housing stock and alternative housing models, assisting tenancy support programs, and promoting improvements to rundown areas.

Asset Management Plans

Asset Management Plans articulate how the core assets of the Council will be managed in the short to medium term. Details the optimised management regime for each asset class and associated financial implications. They form the basis for maintenance, operating and capital programs.

Asset Management Strategy

Asset Management Strategy provides approaches and methods to be used that will achieve the goals and principles established by Council in the asset policy. It details how the competing requirements of each asset class will be balanced against Council's financial, service level and resource objectives and constraints.

Climate Change Adaptation Plan

Council adopted a climate adaptation plan in 2017 in order to identify and assess climate risks to Council's assets and services.

The Plan has identified impacts and risks to Council Infrastructure, Council Services, our Population, and our Region.

Climate Emergency Action Plan

Partnership between council and the community in response to the need to urgently address the cause and effects of the impact of fossil fuel driven climate change. It will provide a pathway forward to ensure our community remains prosperous and healthy into the future.

Creative City Strategy

A strategy to encourage and enable creativity in all its forms to enhance liveability, economic growth and social cohesion.

Customer Experience Framework

Customer Experience Framework is an important project to understand customer expectations, customer's overall satisfaction and enable the development of a framework that will guide Council's efforts towards enhancing the overall customer experience.

The Framework will further enable Council in delivering customer service to our regions ratepayers; achieving a customer service commitment which will centre around the various services we provide, our customer expectations and include an action plan that will guide us in enhancing the overall service experienced by customers when dealing with Council.

Economic Development Tourism and Major Events Strategy

This Strategy is aimed at identifying opportunities that will lead to building and diversifying the local economy, assist in building on Council's events portfolio and boosting tourism and overnight stays within the region. It is intended to provide an achievable plan for the future while responding to the opportunities presented by the local, regional, and international conditions.

Greater Shepparton Public Health Strategic Plan 2018 - 2028

Public health is a fundamental cornerstone for the growth and development of the Greater Shepparton community. The Greater Shepparton Public Health Strategic Plan takes a whole of Council approach and commitment to creating a healthy and liveable regional city.

International Engagement Strategy

The International Engagement Strategy aims to increase the economic and cultural prosperity of the Greater Shepparton region through relationship building, facilitation of business growth via access to international markets and the attraction of international funds for economic growth.

Multicultural Strategy

Greater Shepparton City Council's Multicultural Strategy helps Council continue to support its vibrant, cohesive community as well as strengthen partnerships with communities, service providers and other stakeholders.

Municipal Emergency Management Plan

The Greater Shepparton Municipal Emergency Management Plan addresses the prevention of, response to and recovery from emergencies within Greater Shepparton.

Positive Ageing Strategy

The Greater Shepparton City Council recognises the opportunities and challenges of an ageing population and has in place a Positive Ageing Strategy to support and encourage the continuing participation of older people in the Greater Shepparton Community.

Reconciliation Action Plan

The Greater Shepparton City Council Reconciliation Action Plan is an internal organisational plan that outlines Council's commitment to reconciliation and to ensuring Aboriginal and Torres Strait Islander Peoples and cultures are respected, acknowledged and celebrated.

Shepparton CBD Strategy

The Shepparton CBD Strategy aims to guide changes to future land use, built form, access and public spaces in the Shepparton CBD up to 2030.

RiverConnect

RiverConnect is a community project that aims to see the Goulburn and Broken Rivers recognised as the life and soul of the Shepparton-Mooroopna communities.

The Mission of the RiverConnect Project is to create a vibrant, more cohesive Greater Shepparton community through developing a strong sense of belonging and connection to our rivers. We will achieve this by understanding and enhancing the environmental, cultural, recreational and economic value of the rivers.

The four main objectives of RiverConnect are:

- Connecting Community
- Connecting Environment
- Connecting Aboriginal People
- Connecting Education

Sport 2050 Strategic Plan

The Sport 2050 Strategic Plan is Council's long-term plan for ensuring every resident has the opportunity to play sport, now and in the future.

It describes Council's role in constructing and maintaining sporting facilities and infrastructure, as well as supporting sporting clubs.

Urban Forest Strategy

The Urban Forest Strategy sets a vision, objectives, targets and a series of actions for Council to adopt and adhere to over the coming decades. It provides a framework for existing tree management, technical guidelines and precinct plans.

The Urban Forest Strategy ties together existing priorities for the region such as health and wellbeing, liveability, climate change adaptation, biodiversity and economic prosperity. A healthy, long lived and valued urban forest will make Greater Shepparton a great place to live and work.

Youth Strategy

The Greater Shepparton Youth Strategy and Action Plan 2019-2023 will provide Council with a strategic framework to guide Council's role within the youth sector into the future.

Zero Emissions Action Plan

Council's pathway to meeting our 2030 zero carbon emission target. This target reflects Council's response to the need to urgently drive down emissions in order to keep the global average temperature below 2 degrees.

MORE INFORMATION

To view the Council Plan online and additional relevant material please visit:

greatershepparton.com.au/council-plan

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Join the conversation:

Greater Shepparton City Council is NRS friendly. If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

TTY users: 133 677 then ask for (03) 5832 9700.

Speak & Listen users: (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

Internet relay users: Connect to the National Relay Service via www.relayservice.com.au and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.

Interpreter service available.

GREATER SHEPPARTON