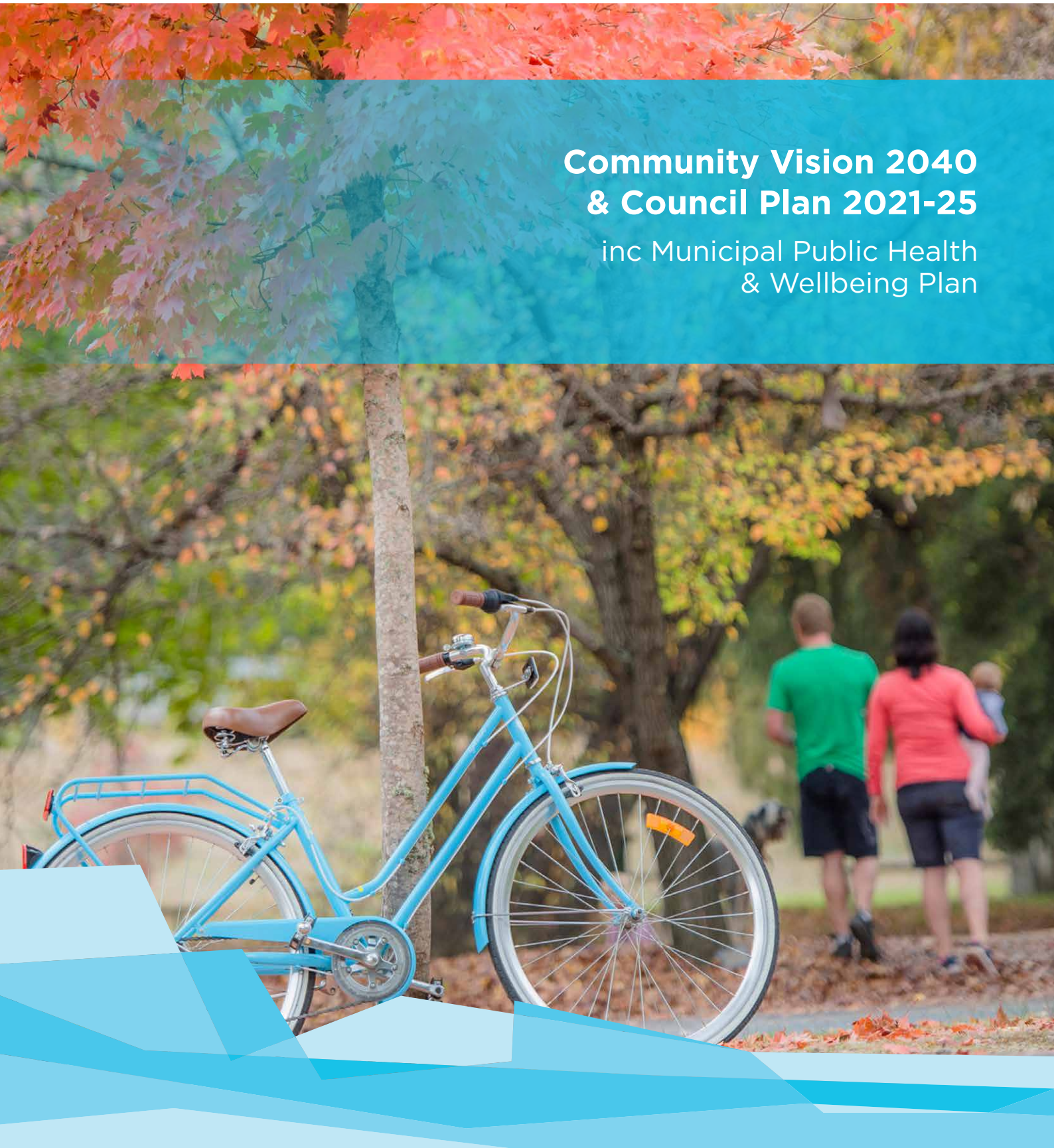




**ALPINE**  
SHIRE COUNCIL

## **Community Vision 2040 & Council Plan 2021-25**

inc Municipal Public Health  
& Wellbeing Plan





# Alpine Shire Council Community Vision and Council Plan 2021-25

## Contents

Acknowledgement of Country	1
Mayor's message	2
Community Vision 2040	3
Your Councillors	5
Our Organisation	6
Our Values	8
Our Shire	8
Our Community	9
About the Community Vision 2040 and Council Plan 2021-25	11
Integrated Strategic Planning and Reporting Framework	14
The engagement process	15
Municipal Public Health and Wellbeing Plan	17
Council Plan	23
Structure of the Community Vision and Council Plan	24
1 For those who live and visit	25
2 For a thriving economy	27
3 For bold protection of our future	29
4 For the enjoyment and opportunities of our lifestyle	31
5 For strong and informed leadership	33
Reporting on the Plan	35







## Acknowledgement of Country

Alpine Shire Council acknowledges the Dhudhuroa, Gunai-Kurnai, Taungurung, Waywurru and Jaitmathang as the First Peoples and Traditional Custodians of the Alpine Shire and recognise their continued connection to the mountains, valleys and waters of the Alpine Shire.

We recognise the many other Aboriginal and Torres Strait Islander community members across the Shire who contribute to its vibrant communities.

We pay our respects to Elders past and present.







## Mayor's message

The development of the Community Vision and Council Plan has been a fantastic opportunity for Council to re-assess the strategic direction and future aspirations for our community. Alpine Shire has been significantly impacted by natural disaster and the COVID 19 pandemic. However, this Vision and Plan sets our mind firmly on the future and provides a strong direction to pursue.

Throughout development of the Community Vision and Council Plan, we worked closely with our community through broad and deliberative engagement. We welcomed the formation of the Alpine Shire Community Panel, whose members have contributed significant time, knowledge, and creativity in developing these critical documents. The Panel are a valuable resource and are making a positive difference to how we engage with our community. Their recommendations are woven throughout the Community Vision and Council Plan.

As a Council, we accept the responsibility of strengthening and delivering services and infrastructure that support our growing population and encourage visitors to our region. We also acknowledge that the community is seeking strong leadership on critical issues, including affordable housing and climate change.

The Community Vision and Council Plan both envisage strong partnerships with our community, all levels of government, service providers and other stakeholders. We are looking forward to strengthening new and well-established alliances to achieve the goals set out in these plans.

**Cr John Forsyth**  
**Mayor**



# Community Vision 2040

Our people, places and environment enrich our area's resilience, prosperity, and sustainability.

## 1. For those who live and visit

To be connected, supported, and welcomed throughout all stages of life.

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## 2. For a thriving economy

Ideas and industry thrive through a climate sensitive and diverse economy.

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## 3. For bold protection of our future

Our natural environment is protected and preserved.

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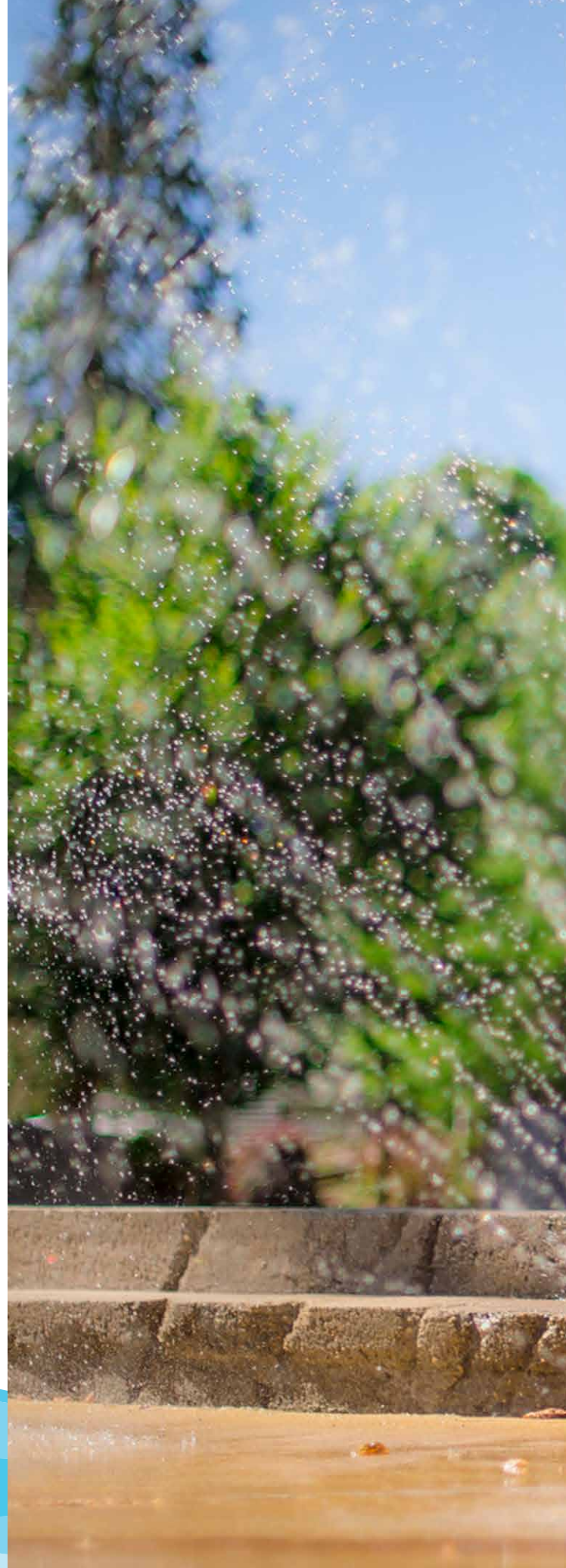
## 4. For the enjoyment and opportunities of our lifestyle

The connection between people and place is strengthened.

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## 5. For strong and informed leadership

Collaborative, bold and evidence-based decision making.









# Your Councillors



**Councillor  
John Forsyth**  
(Mayor)



**Councillor  
Sarah Nicholas**  
(Deputy Mayor)



**Councillor  
Katarina Hughes**



**Councillor  
Ron Janas**



**Councillor  
Tony Keeble**



**Councillor  
Kelli Prime**



**Councillor  
Charlie Vincent**



## Our Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations according to the Council Plan's strategic directions.

The Chief Executive Officer is supported by the Director of Assets and the Director of Corporate Performance and their management teams.









## Our Values

### Accountable

We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.

### Leadership

We demonstrate leadership by being informed, applying innovative thinking and solutions and making fair and timely decisions in the best interests of our community and the organisation for now and the future.

### Productive

We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.

### Integrity

We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.

### Nurture

We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.

### Engaged

We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

## Our Shire

Our magnificent Shire in northeast Victoria is home to more than 12,000 people.

Located about 300km northeast of Melbourne and 50km south of Wangaratta, the Shire boasts mountain ranges, national parks and breathtaking scenery.

The Shire covers 4,790sq km, with 92 per cent of the Shire consisting of public land, including the spectacular Alpine and Mount Buffalo National Parks.

Bright, Myrtleford and Mount Beauty are the biggest towns within the Shire offering an extensive range of accommodation and dining options, with a comprehensive local food and wine on offer.

The climate in the Shire makes it a perfect destination all year round. Bushwalkers enjoy the summer months and snow enthusiasts flock to the Alps during winter.

Locals take advantage of shared tracks and trails, with mountain bike riding proving popular across all age groups.

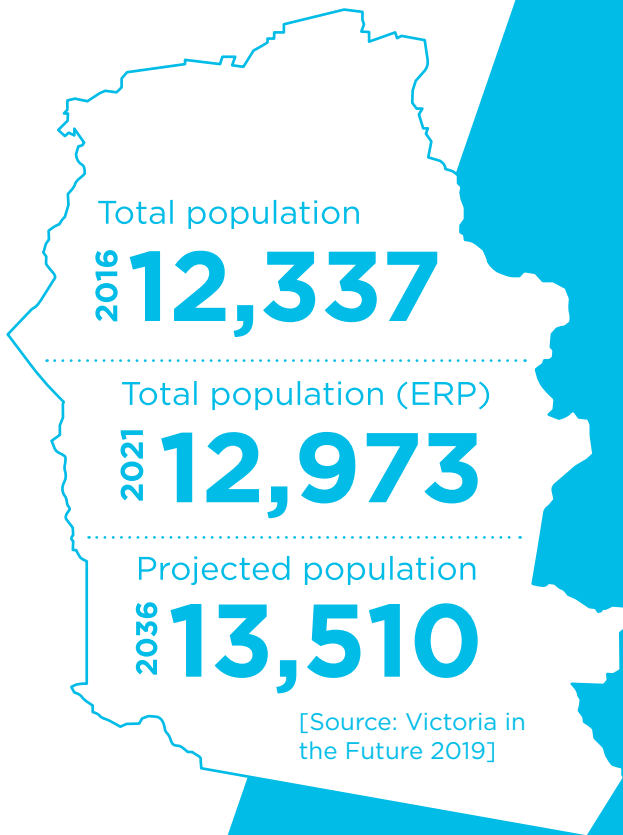
Picturesque rivers meander through the Shire providing relief from the summer heat. Swimming holes offer great entertainment and a refreshing cool off for everyone.

It is also a great spot to see local wildlife, including fish, frogs, platypus and turtles which call our region home. Fishing is enjoyed all year round.

Picnic spots and walking tracks are dotted throughout the Shire providing easy access for visitors and locals to enjoy the picturesque surrounds, including dramatic views and wildflower displays.



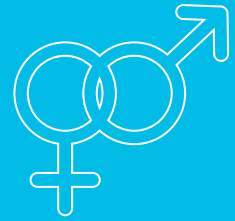
## Our Community



## If our Shire were **100** people

### Gender

- 51** Women
- 49** Men



### What age are we?

- 21** 0-19 years
- 16** 20-39 years
- 30** 40-59 years
- 27** 60-79 years
- 6** 80+ years



### Where do people live?

- 19** Bright
- 11** Buffalo River/Gapsted & district
- 20** Harrietville/Porepunkah/Dinner Plain & district
- 14** Mount Beauty /Tawonga South
- 26** Myrtleford
- 10** Tawonga/Kiewa Valley

## For every **100** people in our Shire

### Who are we?



- 1** Aboriginal Torres Strait Islander
- 14** people born overseas
- 10** speak languages other than English at home

**5** people need assistance with core activity

**4** people have a severe or profound disability





## Home ownership

- 45** people own their home
- 30** people are purchasing their home
- 22** people rent their home
- 78** people access the internet from their home



## Income

- 29** people have a gross weekly income of less than \$650
- 3** people are unemployed



## Employment by industry

- 14** work in accommodation and food services
- 11** work in health care and social assistance
- 10** are retail traders
- 9** work in agriculture, forestry and fishing
- 9** work in manufacturing

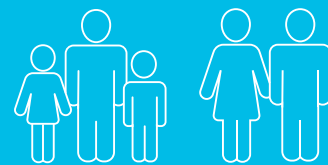
## Education

- 15** people have a bachelor's degree or above
- 38** people completed year 12 or equivalent
- 51** people did not complete year 12



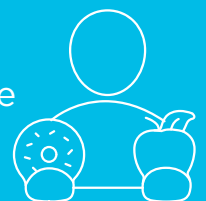
## Our families

- 13** one-parent families
- 35** couple families with children
- 51** couple families without children



## Health & wellbeing

- 15** people report high or very high psychosocial distress
- 24** people have had anxiety or depression
- 45** people do not meet the physical activity guidelines
- 57** people do not meet the dietary guidelines for fruit and vegetable consumption
- 59** people are overweight or obese
- 18** people have asthma
- 4** people have type 2 diabetes



[Sources: ABS cat 2001.0, Profile ID, Victorian Public Health Survey 2017, DHHS 2017 Local Government Area (LGA) Statistical Profiles]



# About the Community Vision 2040 and Council Plan 2021-25

## Community Vision

The Community Vision was developed by Council with assistance from our community under guidance from the *Local Government Act 2020 (the Act)*. A Community Vision is a long-term aspirational statement that sets the strategic direction for Council to pursue. The Vision takes a broad view of the future where the Council, community, all levels of government, service providers and private industry work together to achieve long term goals.

Alpine Shire's Community Vision looks forward to 2040. It has been developed in collaboration with the community through broad community engagement and more targeted deliberative engagement. The Vision consists of an overarching vision statement that is expanded upon by exploring the five strategic drivers that frame the Council Plan.

## Council Plan

The Council Plan 2021-2025 is Council's commitment to delivering to its community a progressive and future-focused framework that will see the Shire continue to grow and prosper in balance with our natural environment.

The Council Plan, developed by Council under guidance from the *The Act* is required to be adopted by 31 October in the year following a general election. Council must address the strategic planning principles outlined in the Act in the preparation of its Council Plan and other strategic plans.

The Plan must reference the Community Vision and set the strategic direction of Council for the 2020-24 term. The Plan is an instrument for ensuring an integrated approach is taken to planning, monitoring and performance reporting.

Alpine Shire's Council Plan incorporates Council's Municipal Public Health and Wellbeing Plan (MPHWP), which highlights Council's commitment to gender equality and the community's goals and strategies to ensure that public health and wellbeing is maximised within the Alpine Shire.

Council formulated the Plan through extensive community consultation and deliberative engagement. Deliberative engagement was undertaken by engaging with a Community Panel of 46 people who were recruited based on their representation of the community's demographics. The recommendations of the Panel are interlaced throughout the Plan and the Community Vision.







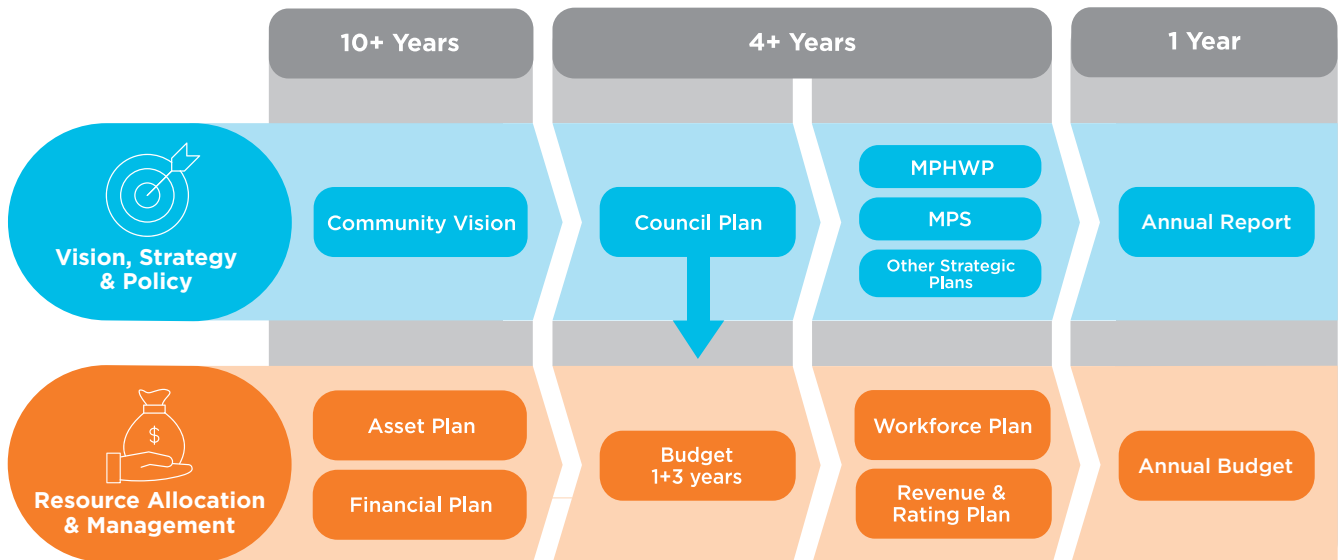




# Integrated Strategic Planning and Reporting Framework

The Community Vision and the Plan are critical components of the planning and accountability framework for Council. The documents establish the Vision, Strategy, and Policy direction for the Council over the medium and long term.

The diagram below demonstrates the integration required of all plans across the framework.



# The engagement process

## Stage 1 Broad engagement

Broad engagement was conducted between 1 March to 5 April 2021 to gather feedback from the community on three key questions: **Where are we now? Where do we want to be? How do we get there?**

People participated in this engagement by completing an online survey, attending community pop-ups, or joining an online workshop. A total of 368 people told us the characteristics and values that they see as defining the identity of the area they want to maintain including:

- A community that is vibrant, collaborative and connected
- The rural character of the area
- Valuing and protecting the natural environment
- Access to outdoor activities
- Excellent infrastructure

The areas to address to increase the liveability of the Shire include:

- Affordable and available housing
- Planning and retaining rural lifestyle
- Preserving the natural environment
- Diversifying the economy
- Balancing the needs of residents with supporting tourism activities and infrastructure
- Ensuring infrastructure keeps pace with population growth and visitor amenity

The broad engagement findings identified four key areas that framed the deliberative engagement process. The four key areas were:

- Community
- Economy
- Environment
- Infrastructure

## Stage 2 Deliberative engagement

Council conducted a random and open recruitment process that resulted in 46 community members that strongly represented the demographics of the community. The group formed a Community Panel (the Panel). The purpose of the Panel was to explore, refine, prioritise, and deliberate to develop objectives that would inform the development of the Community Vision and the Plan.

Panel members received an induction, a briefing report and summary engagement report to inform their deliberations. The Panel voted to include an additional key area of 'Housing affordability' and met across six sessions where they deliberated to form draft strategic objectives.

Each draft objective required 75 per cent approval to indicate consensus. The Panel developed 14 draft strategic objectives across the four critical areas. These draft objectives were the basis for the development of the Community Vision and the Plan.

## Stage 3 Development of the Plan structure

Council prepared a draft structure for the Community Vision and the Plan. The work of the Panel can be seen throughout the Plan in various forms, including strategic objectives or strategies. The five strategic drivers that were developed to frame the Community Vision and the Plan are:

- For those who live and visit
- For a thriving economy
- For bold protection of our future
- For the enjoyment and opportunities of our lifestyle
- For strong and informed leadership





# Municipal Public Health & Wellbeing Plan





Each Council in Victoria will develop a Municipal Public Health and Wellbeing Plan (MPHWP).

## How was the Plan developed?

A thorough examination of the health and wellbeing status and determinants of the Shire has been conducted to identify areas of improvement. These priority areas were explored through community engagement and refined with the Alpine Local Area Primary Care Partnership. This is a group of health and wellbeing service providers that work with Council to ensure a collaborative and aligned approach to address health and wellbeing issues in the Shire.

Together, we identified evidence-based goals to achieve maximum health and wellbeing. The Plan includes input from the local community and outlines how Council will work with its partners to achieve its goals.

## Priority areas

The priority areas for the 2021-2025 Council's MPHWP are:

1. Increasing healthy eating and physical activity
2. Reducing the impact of climate change on health and wellbeing
3. Improving mental wellbeing
4. Preventing all forms of violence

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## Health and Wellbeing indicators



Strategic objective that forms part of the MPHWP



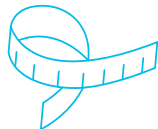
Strategic objective that will have a positive impact on the MPHWP

# Municipal Public Health & Wellbeing Plan

## 1. Increasing healthy eating and active living

» People obese

2011-2012 **18.9%**  
2017 **25.6%**



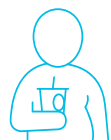
» People overweight (pre-obese)

2011-2012 **49.7%**  
2017 **58.8%**



» Those who complied with vegetable consumption guidelines only

2014 **10.4%**  
2017 **8.2%**



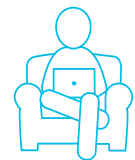
» Those who complied with fruit consumption guidelines only

2014 **55.1%**  
2017 **40.6%**

» Alpine Shire Council has a **higher proportion** of people who **did not** meet fruit and vegetable consumption guidelines than the statewide average

» The proportion of the population who were sedentary

2014 **2.7%**  
2017 **0.9%**



» **45.3%** of people did not meet physical activity guidelines



» **16.2%** of people in Alpine Shire sat for more than 7 hours a day

» **14.6%** of people self-assessed their health as fair or poor



### Strategies

- Advocate for and promote local producers of healthy, fresh food
- Work with community organisations and neighbourhood houses to increase access to healthy food
- Support regional initiatives to strengthen education about healthy foods and food security
- Promotion and education of healthy food choices
- Support programs that increase participation in physical activity
- Provide facilities and infrastructure that give opportunities for physical activity and active living
- Support and facilitate access to affordable activities that all people can participate in

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]



## 2. Reducing the impact of climate change on health

INDICATOR	1986-2005 average per year	Projected change 2050's high emissions
Heatwave - more than 3 days above 35 degrees - occurrence (Bright)	0.2	1.2
Max temp monthly January (Bright)	26.6 degrees	29.1 degrees
Min temp monthly January (Bright)	12 degrees	13.3 degrees
Days below 0 degrees July (Bright)	9.1 days	5.3 days
Days below 2 degrees July (Bright)	17.8 days	13.8 days
Estimated rainfall mm annually (Bright)	1028.8	1033.5

North East Catchment Management Authority, Climate Explorer, <https://necma.spatialvision.com.au/climateexplorer/> as at 21 July 2021

Climate change will impact people with lung complaints, allergies, those more susceptible to heat stress, depression and anxiety. For Alpine Shire Council, vulnerable cohorts include:

- » **More smokers**
- » **Chronic Obstructive Pulmonary Disorder** is the **third-highest** reason for hospital admission
- » **18%** of people have asthma
- » **23.8%** of people suffer from anxiety and depression

### Strategies

- Lead community education about the impact of climate change on health
- Advocate and facilitate greater public, community, and active transport options
- Work with partners to support local and regional initiatives to adapt to, and mitigate the effects of climate change

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]

## 3. Improving mental wellbeing

- » **61%** of the adult population have a mild level of psychological distress
- » **6.5%** of adults have very high psychosocial distress
- » **23.8%** of the population have been diagnosed with anxiety or depression
- » Women are more likely to seek professional help for mental health problem

**Men**            **6.4%**  
**Women**       **27.1%**



### Strategies

- Work with partners and the community to raise awareness and understanding of mental health and wellbeing and its impacts
- Support social connection through accessible and inclusive Council meetings, programs, events and engagement
- Increase access to information about the availability of mental health and wellbeing services and how to access them

## 4. Preventing all forms of violence

» Family violence rate per 100,000

**2019-20**  
**948.8**  
**(122 incidents)**

**2018-19**  
**1053.5**  
**(135 incidents)**

**2017-18**  
**777.7**  
**(99 incidents)**

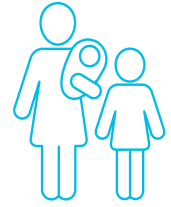


» Of the top five principal offence sub-groups in the Shire in 2021:

**Breaches of family violence order ranked: 1st**  
**Family Violence common assault ranked: 5th**

» Women are substantially more likely to be lone parents than men

**Women 78**  
**Men 22**



» Women are more likely to provide unpaid assistance to a person with a disability than men

**Women 11**  
**Men 8**



» Women were more than twice as likely to conduct unpaid domestic work than men

**Women 29**  
**Men 13**



» Women are more likely than men to be living on their own over the age of 75 years

**Women 4**  
**Men 2**

» Women are significantly more likely to experience homelessness

**Women 69**  
**Men 28**



### Strategies

- Work with partners to increase access to information, programs and services for those impacted by family violence
- Collaborate with local and regional partners to raise awareness of family violence and gender equality and how to respond to it
- Strengthen gender equality practices

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]







# Council Plan





# Structure of the Community Vision and Council Plan

## Community Vision

A long-term vision that outlines the aspirations and goals of the Alpine Shire community.

## Strategic Drivers

Focus areas identified through community and deliberative engagement that are critical to achieving the community’s Vision and frame the Council Plan.

## Council Plan (‘the Plan’)

A four-year plan that outlines Council’s role and how it will pursue the aspirations and goals outlined in the Community Vision, Municipal Public Health and Wellbeing Plan and other strategies and plans developed by Council.

## Strategic Objectives

The Objectives for delivering on our Strategic Drivers.

## Strategies

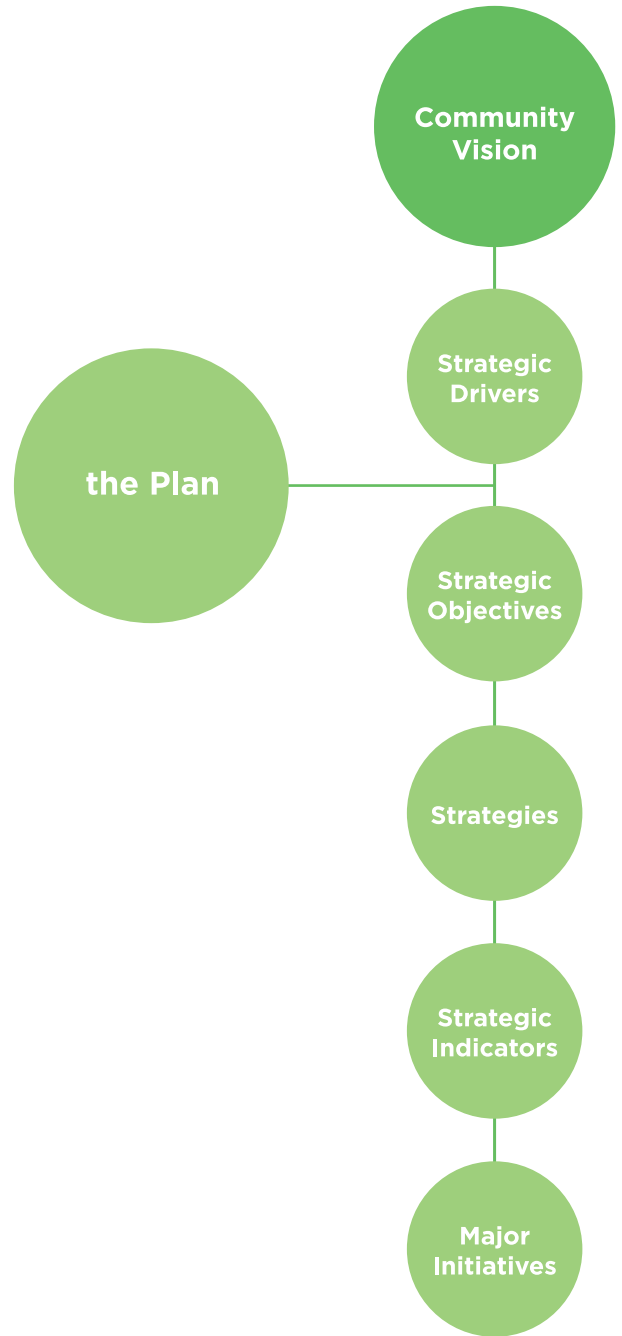
Strategies describe how we will achieve our objectives over the next four years.

## Strategic Indicators

Strategic Indicators for monitoring the achievement of our objectives.

## Major Initiatives

The major actions we will deliver that will help to achieve our strategic objectives.



# 1. For those who live and visit

## Vision

To be connected, supported, and welcomed throughout all stages of life

## Strategic objectives

### 1.1 A community that is active, connected and supported



#### Strategies

- 1.1.1 Develop a framework that supports and fosters the renewal of volunteers
- 1.1.2 Strengthen partnerships with community groups to foster collaboration
- 1.1.3 Strengthen community organisations and volunteers with community grants

### 1.2 Services and resources that enhance health and wellbeing



- 1.2.1 Provide contemporary library services
- 1.2.2 Advocate for health services that support the needs of the community and visitors
- 1.2.3 Advocate for education pathways that support growth and development across all stages of life
- 1.2.4 Support residents at critical life stages, including early childhood, youth and seniors
- 1.2.5 Raise awareness of, and advocate for people of all abilities to improve access and inclusion

### 1.3 A caring community



- 1.3.1 Strengthen relationship with Traditional Owners
- 1.3.2 Engage, recognise and support our young people
- 1.3.3 Identify and implement solutions to improve housing availability and affordability
- 1.3.4 Raise awareness of, and advocate for gender equality

### 1.4 Increasing healthy eating and active living



- 1.4.1 Advocate for and promote local producers of healthy, fresh food
- 1.4.2 Work with community organisations and neighbourhood houses to increase access to healthy food
- 1.4.3 Support regional initiatives to strengthen education about healthy foods and food security
- 1.4.4 Promotion and education of healthy food choices



- 1.4.5 Support programs that increase participation in physical activity
- 1.4.6 Provide facilities and infrastructure that give opportunities for physical activity and active living

## 1.5 Improving mental wellbeing



- 1.5.1 Work with partners and the community to raise awareness and understanding of mental health wellbeing and its impacts
- 1.5.2 Support social connection through accessible and inclusive Council meetings, programs, events and engagement
- 1.5.3 Increase access to information about the availability of mental health and wellbeing services and how to access them

## 1.6 Preventing all forms of violence



- 1.6.1 Work with partners to increase access to information, programs and services for those impacted by family violence
- 1.6.2 Collaborate with local and regional partners to ensure that any issues identified in Gender Impact Assessments relating to the prevention of violence are prioritised and addressed.

### Delivery of Major Initiatives

- Develop a Reflect Reconciliation Action Plan - 2022
- Undertake research, strategy development and advocacy to address housing affordability - 2021-2025
- Undertake the Key Worker Housing Pilot Project - 2021-2022
- Develop and implement the Alpine Shire Council Access and Inclusion Plan - 2021-2025

### Guiding legislation and plans

- *Gender Equality Act 2020*
- Community grants guidelines
- North East Local Food Strategy 2018-2022
- Ending Family Violence – Victoria’s Plan for Change



Strategic objective that forms part of the MPHWP



Strategic objective that will have a positive impact on the MPHWP

### Strategic Indicators

- Number of visits to aquatic facilities per head of population
- Active library borrowers in municipality
- Cost of library service per population
- Participation in the Maternal Child Health Service
- Participation in supported playgroups

## 2. For a thriving economy

### Vision

Ideas and industry thrive through a climate sensitive and diverse economy

### Strategic objectives

#### 2.1 Diverse reasons to visit

##### Strategies

- 2.1.1** Promote and facilitate events across the Alpine Shire
- 2.1.2** Balance tourism growth with amenity and environmental impacts
- 2.1.3** Increase geographic and seasonal visitor dispersal
- 2.1.4** Effectively manage and maintain tourism infrastructure

#### 2.2 Innovative and sustainable business development that supports year-round benefit

- 2.2.1** Support and encourage a diverse, sustainable and resilient business community
- 2.2.2** Support the agricultural sector and promote diversification to improve resilience
- 2.2.3** Protect agricultural land
- 2.2.4** Encourage and support a diverse range of industry and investments that are climate sensitive
- 2.2.5** Collaborate with industry and partners to support education, skill development and employment opportunities

#### 2.3 Access to technology that meets our evolving needs

- 2.3.1** Advocate for improved digital connectivity



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## Delivery of Major Initiatives

- Implement the Alpine Shire Council Economic Development Strategy - 2021-2025
- Develop a Telecommunications Strategy - 2022
- Develop and implement the Alpine Shire Council Events Strategy - 2021-2025

## Strategic Indicators

- Number of small businesses and light industry in the Shire
- Number of permitted festivals and events in the Shire
- Number of overnight and day trip visitors

## Guiding legislation and plans

- Alpine Shire Council Economic Development Strategy
- Alpine Planning Scheme

# 3. For the bold protection of our future

## Vision

Our natural environment is protected and preserved

### Strategic objectives

#### 3.1 Decisive leadership to address the impacts and causes of climate change



##### Strategies

- 3.1.1 Achieve net-zero greenhouse gas emissions from Council activities by 2023
- 3.1.2 Increase the capacity of the community to mitigate and adapt to climate change

#### 3.2 Stewardship and care of our natural environment

- 3.2.1 Partner with the North East Catchment Management Authority to protect and enhance our waterways
- 3.2.2 Advocate for the protection of our natural habitats

#### 3.3 Responsible management of waste

- 3.3.1 Reduce waste and enhance resource recovery

#### 3.4 A community that is prepared for, can respond to, and recover from emergencies



- 3.4.1 Prepare for emergency response and recovery
- 3.4.2 Value and support the Alpine Resilience Committee and Alpine Shire Community Recovery Committee

#### 3.5 Reducing the impact of climate change on health



- 3.5.1 Lead community education about the impact of climate change on physical and mental health as well as social wellbeing
- 3.5.2 Advocate for, and develop strengthened public, community and active transport options
- 3.5.3 Work with partners to support local and regional initiatives to adapt to, and mitigate the effects of climate change



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## Delivery of Major Initiatives

- Implement the Alpine Shire Council Climate Action Plan - 2021-2025
- Implement a Food Organics Garden Organics (FOGO) collection service - 2022
- Implement a container deposit scheme and support local resident use of the program - 2023
- Implement the Alpine Shire Council Event Waste Management Strategy - 2021-2025
- Maintain the Alpine Shire Council Municipal Emergency Management Plan - 2021-2025

## Strategic Indicators

- Increase kerbside collection waste diverted from landfill
- Net Zero Greenhouse Gas Emissions - 2023
- Community satisfaction with waste management performance - Target 70

## Guiding legislation and plans

- Alpine Community Recovery Committee - Community Recovery Plan
- Alpine Shire Council Municipal Emergency Management Plan
- Alpine Planning Scheme
- Alpine Shire Council Climate Action Plan



Strategic objective that forms part of the MPHWP



Strategic objective that will have a positive impact on the MPHWP

## 4. For the enjoyment and opportunities of our lifestyle

### Vision

The connection between people and place is strengthened

### Strategic objectives

#### 4.1 Conservation and promotion of the distinct character across the Shire

##### Strategies

- 4.1.1 The character and heritage of our townships and settlements are respected and retained
- 4.1.2 Our iconic alpine and rural landscapes are protected

#### 4.2 Planning and development that reflects the aspirations of the community

- 4.2.1 The development of our townships, settlements and landscapes is managed sensitively and sustainably
- 4.2.2 Adequate, inclusive and sustainable housing
- 4.2.3 Provide an efficient and effective planning service
- 4.2.4 Maintain a current Planning Scheme that reflects the development aspirations of the community and supports sustainable development

#### 4.3 Accessible parks that promote active and passive recreation



- 4.3.1 Maintain Council's parks, trees and reserves
- 4.3.2 Support and facilitate access to affordable activities that all people can participate in
- 4.3.3 Encourage co-location and multi-use of facilities to expand the offering of activities

#### 4.4 Diverse arts and cultural experience

- 4.4.1 Support the evolving cultural needs and aspirations of our community

#### 4.5 Assets for our current and future needs

- 4.5.1 Ensure our assets are optimised for the benefit of our community



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## Delivery of Major Initiatives

- Dargo High Plains Road upgrade - 2023
- Mount Beauty Airport upgrade - 2022
- Review and adopt the Alpine Shire Council Asset Plan - 2022
- Develop and implement the Alpine Shire Council Land Development Strategy - 2021-2025
- Develop the Alpine Shire Council Housing Affordability Strategy - 2023
- Complete the Bright Western Gateway Precinct Structure Plan - 2024
- Develop and implement the Alpine Shire Council Active Alpine Sport and Recreation Plan - 2021-2025

## Strategic Indicators

- Community satisfaction with sealed local roads - Target 60
- Time taken to decide planning applications - Target 60 days
- Planning applications decided within required time frames - 70%
- Sealed roads maintained to condition standards

## Guiding legislation and plans

- *Disability Discrimination Act 1992*
- Alpine Planning Scheme



Strategic objective that forms part of the MPHWP

# 5. For strong and informed leadership

## Vision

Collaborative, bold and evidence-based decision making

## Strategic objectives

### 5.1 Effective communication and engagement

#### Strategies

- 5.1.1 Improve community engagement participation and access
- 5.1.2 Strengthen our deliberative engagement process to inform decision-making
- 5.1.3 Drive excellent customer service with improved systems and processes

### 5.2 A responsible, transparent and responsive organisation



- 5.2.1 Maintain transparent governance and decision making that meets legislative requirements
- 5.2.2 Maintain an effective risk management framework
- 5.2.3 Maintain a sustainable financial plan
- 5.2.4 Strengthen gender equality practices
- 5.2.5 Explore alternative income streams to strengthen financial sustainability
- 5.2.6 Maintain a skilled organisation with a positive culture

### 5.3 Bold leadership, strong partnerships and effective advocacy

- 5.3.1 Strengthen regional partnerships to enhance service delivery, funding opportunities and advocacy
- 5.3.2 Strengthen relationships with Alpine resorts and tourism bodies to enhance our regional offer
- 5.3.3 Strengthen relationships with State and Federal Governments to enhance funding opportunities and advocacy



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## Delivery of Major Initiatives

- Review and adopt the Alpine Shire Council Financial Plan - 2021
- Develop and implement a Gender Equality Action Plan - 2022
- Develop and implement the Alpine Shire Council Workforce Plan - 2021-2025

## Strategic Indicators

- Council decisions made at meetings closed to the public
- Councillor attendance at council meetings
- Community satisfaction with Council's community consultation and engagement performance - Target 60
- Working Capital (Current assets as percentage of current liabilities)
- Community satisfaction with Council's overall performance - Target 70

## Guiding legislation and plans

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- Alpine Shire Council Community Engagement Policy
- Alpine Shire Council Revenue and Rating Plan 2021-2025



Strategic objective that forms part of the MPHWP

## Reporting on the Plan

To be transparent and accountable, Council is committed to regularly monitoring and reporting progress on the Plan to the Alpine Shire community.

Each quarter across the Financial Year, a progress report will be prepared and presented to an open Council Meeting.

Council will measure its success based on the Strategic Indicators and report on Major Initiatives under each Strategic Driver of the Plan through the Annual Report each year.

In addition, public health and wellbeing matters and deliverables of the MPHWP will be monitored, reported, and reviewed annually to ensure the community's health and wellbeing remain at the forefront of the Council's strategic planning.

The Plan will be reviewed, if required, to identify and address changing circumstances and reflect the community's priorities.







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