



WELLINGTON SHIRE **COUNCIL PLAN** 2021-25





ACKNOWLEDGMENT OF COUNTRY

The Gunaikurnai people are the First People of the Country we now call Wellington Shire. They have survived for tens of thousands of years, often against great adversity. They have looked after their Country and passed on stories and traditions through countless generations. Today, they continue to survive and thrive, maintaining connection to Country and to ancestors.

Wellington Shire Council acknowledges the Traditional Owners of the land, the Gunaikurnai people, and pay our respects to their Elders past, present and emerging. We acknowledge, respect, and uphold their unique ability to care for Country and deep spiritual connection to this land and water on which we rely. Council acknowledges the history of dispossession and movement of Aboriginal and Torres Strait Islander peoples across Gippsland and the impact this has had to the cultural lore, health, and wellbeing of the Traditional Owners.

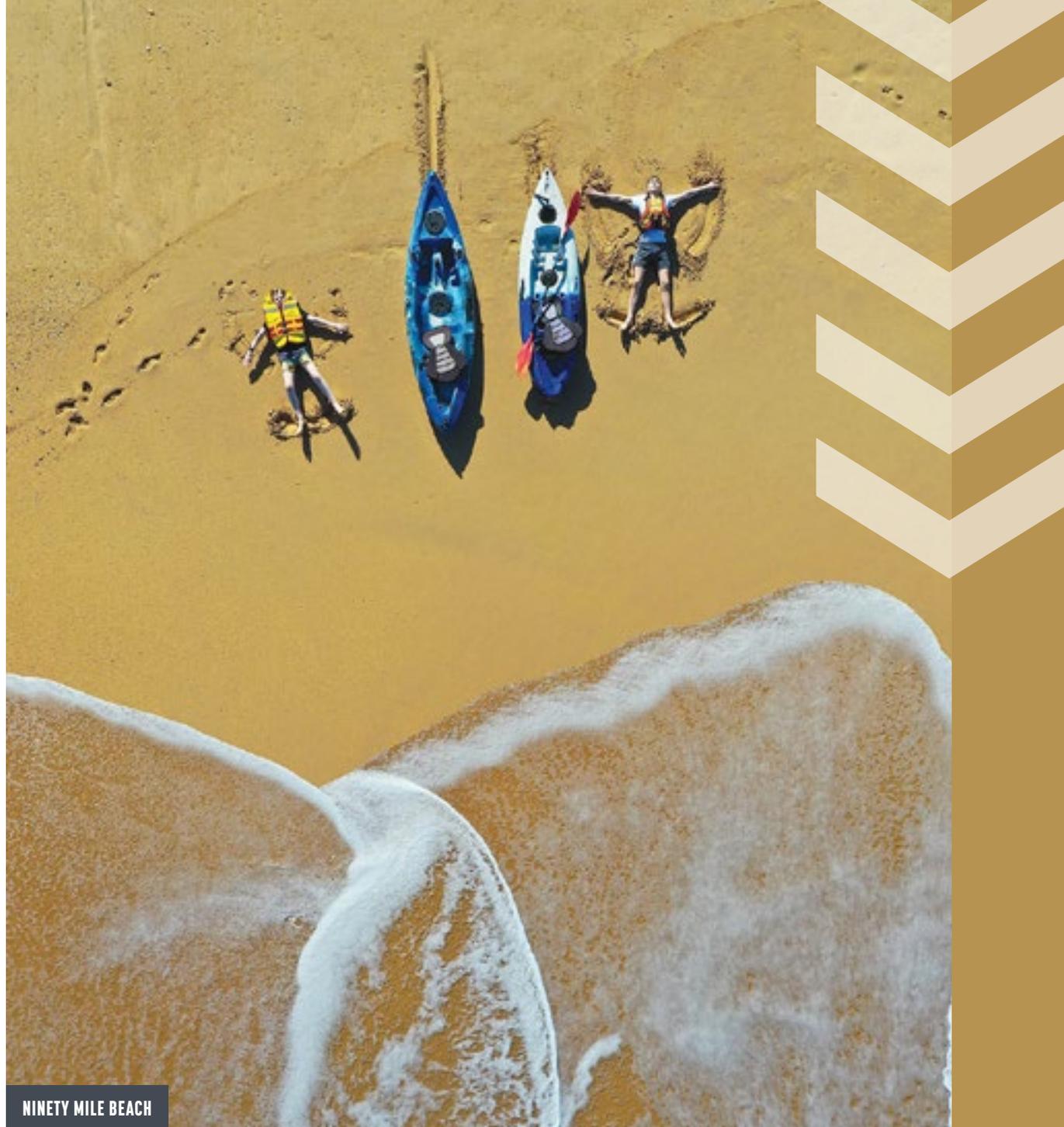
In this Council Plan, and into the future, Wellington Shire Council commits to genuine partnership and meaningful engagement with Traditional Owners and Aboriginal communities. We commit to contributing to the care for Country and the broader aspirations of Gunaikurnai people to stand proud and strong, to be self-sufficient and highly respected.

TARRA-BULGA NATIONAL PARK

Cover image: Port Albert

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NINETY MILE BEACH



ROSEDALE

MAYOR'S MESSAGE

On behalf of the Wellington Shire Council, I am proud to present the Council Plan 2021-25. This document responds to the opportunities in front of the Wellington community in the coming years, as well as the challenges we face.

The Council Plan sets the strategic actions, priorities, and key projects for Council to deliver over the next four years. It was developed with significant community consultation during 2021 and aligns with the long-term goals the community have expressed in the Wellington 2031 Community Vision.

The Council Plan centres around five priority areas:

- Climate change
- Economy in transition
- Partnering with Gunaikurnai
- Sustainable population growth and housing choice
- Better access to key services

Wellington Shire Council has identified Climate Change as our number one priority, recognising that temperature increases, lower rainfall, more frequent bushfires, more intense flooding, and sea level rises will have a significant impact on our community.

The Council Plan has a focus on attracting new industry, particularly renewable energy, and

facilitating growth in our major towns. Equity and access to services across all parts of our population are also highlighted in a range of initiatives within the plan.

The four Strategic Directions define the actions Council will take to achieve these and other community priorities. They are centred under the headings of:

- Environment and Climate Change
- Economy and Sustainable Growth
- Liveability and Wellbeing
- Services and Infrastructure

These priorities and Strategic Directions will keep us focused on our regional advantages and community aspirations. This Council Plan will provide Council, its staff, key partners and stakeholders and the community with a clear line of sight from the 2031 Community Vision to daily action. We will report our progress back to the community through regular Council Reports in addition to the Annual Report.

I thank the community members who have helped to shape this plan. My fellow Councillors and I look forward to sharing our progress with you as we work with the community to achieve the outcomes of this plan over the coming four years.

Cr Garry Stephens
Mayor

YOUR COUNCILLORS



Cr Garry Stephens
Coastal Ward
T: 0476 000 157



Cr Scott Rossetti
Central Ward
T: 0419 366 686



Cr Carolyn Crossley
Northern Ward
T: 0409 485 833



Cr Gayle Maher
Coastal Ward
T: 0476 000 162



Cr Ian Bye
Central Ward
T: 0476 000 146



Cr John Tatterson
Northern Ward
T: 0448 433 036



Cr Marcus McKenzie
Coastal Ward
T: 0448 482 509



Cr Jill Wood
Central Ward
T: 0448 573 297



Cr Carmel Ripper
Northern Ward
T: 0457 056 436



ABOUT THIS PLAN



THE KNOB RESERVE, STRATFORD

What is a Council Plan?

The *Local Government Act 2020* requires Council to work with the community every four years to develop a new Council Plan. The 2021-25 Wellington Shire Council Plan identifies priorities for action and key projects to be delivered in the next four-year period and beyond.

The Council Plan does not contain the 'business as usual' work that Council does every day providing key services to our community. This includes planning and building services, waste management, road management, local laws, emergency management and recreation and community services. A list of Council's key functions can be found at the back of this plan.

The Council Plan also does not contain the budget and strategic resource projections. These are found in Council's long-term Financial Plan 2021/22 - 2030/31.

How did we develop the Council Plan?

We undertook significant internal and external consultation with community, government, and business stakeholders to understand the key needs and priorities to be addressed in the next four years. As a part of this process, we reviewed the Wellington 2031 Community Vision which is the community's long-term hopes for the future of our Shire. The 2031 Vision was developed in 2017 and we reviewed the last four years of delivery against it to check if it needed updating for the future.

During early 2021 Council asked the community their thoughts about what has been successful, what still needs work and what new challenges or opportunities have emerged since 2017. Over 1,100 community members joined the conversation via Your Wellington, Your Say, community meetings, workshops, and the annual Community Satisfaction Survey during the initial consultation phase. We collated the feedback and used this information to renew the Wellington 2031 Community Vision and develop this new Council Plan.

The draft Council Plan was released for stage 2 consultation in mid-2021 and overall the feedback received was positive and supportive. Suggestions from community members and key partners and stakeholders were used to make a range of changes to the initiatives and key projects so that they better reflected community and partner organisation expectations.

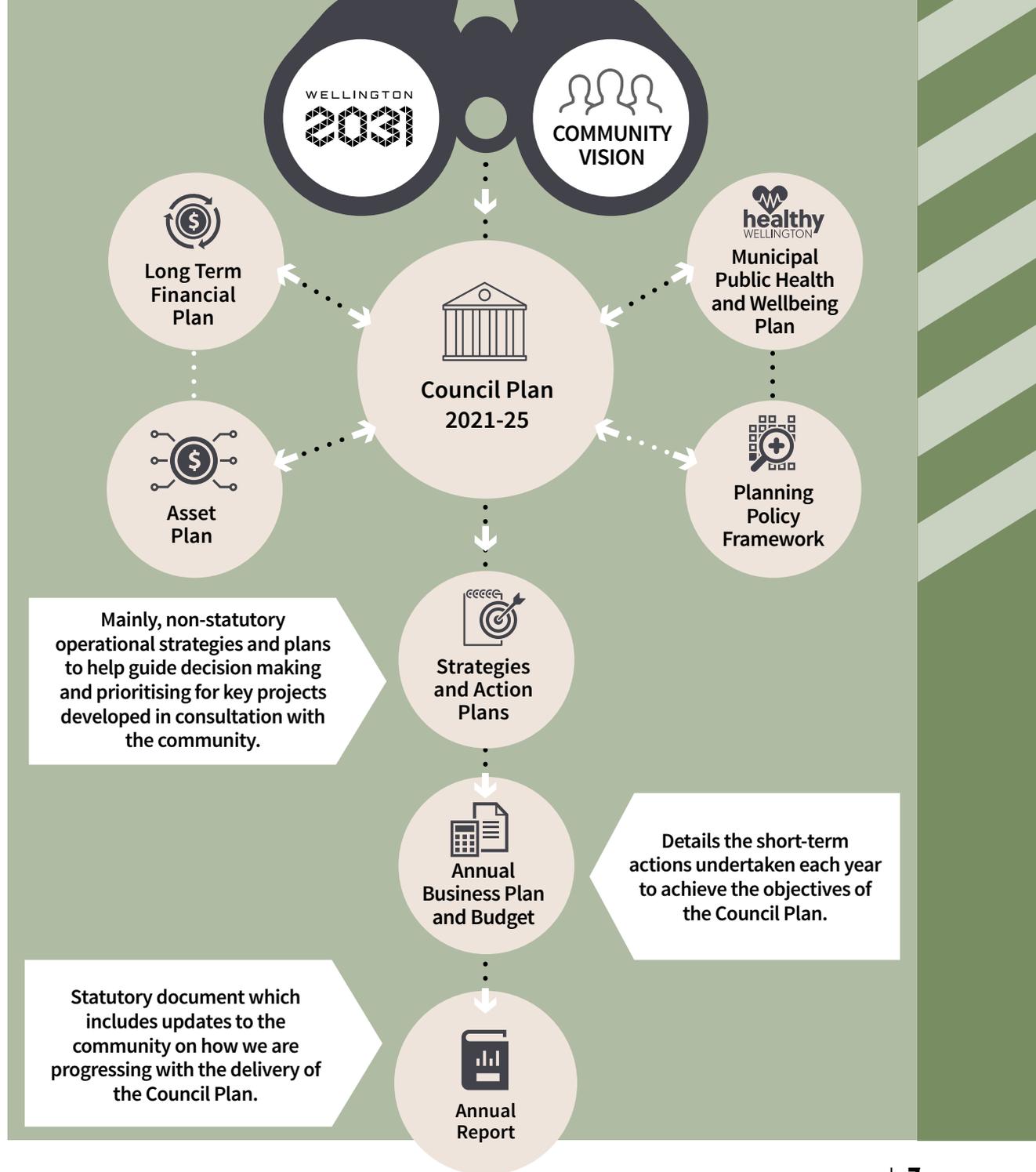
How does the Council Plan fit in with Council's Strategic Planning?

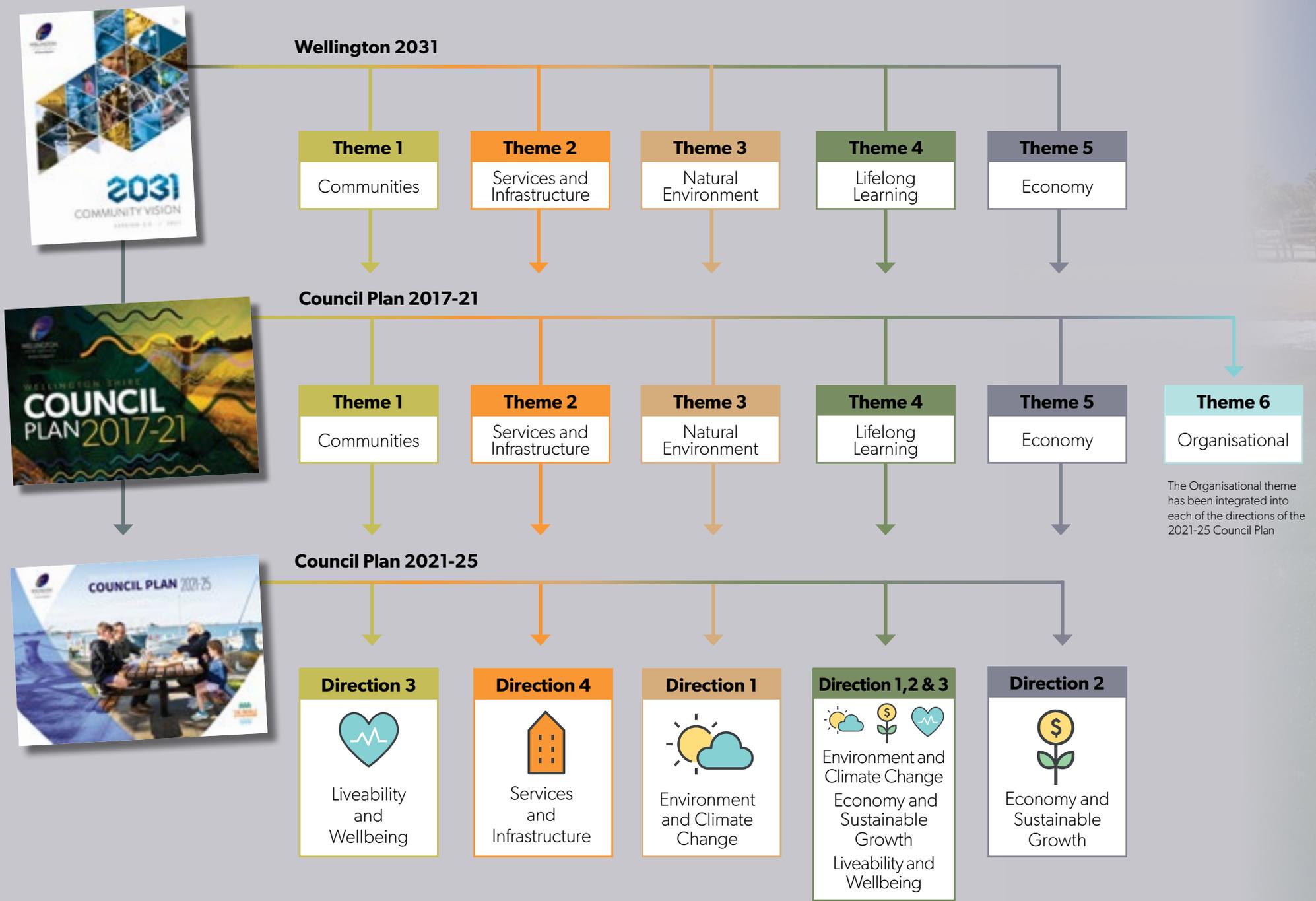
The Wellington 2031 Community Vision details the long-term vision for Wellington Shire Council for the next ten-year period. It is an overarching strategy that guides planning, leadership, decision making and expectations about the municipality into the future. The Council Plan 2021-25 details the four-year objectives, projects and priorities to meet the longer-term vision of Wellington 2031.

The Council Plan is underpinned by a ten-year Asset Plan and ten-year Financial Plan. These plans set out the financial and non-financial resources and technical elements required for managing assets to achieve the objectives of the Council Plan.

The Council Plan also provides direction to Council's four-year Municipal Public Health and Wellbeing Plan, known as Healthy Wellington 2021-25. Healthy Wellington 2021-25 aims to provide Council and the community with a strategic framework to integrate community outcomes and health priorities into the work we do. The four health priorities for 2021-25 are: Mental Health, Active Living, Health and Climate Change and Equality. Within this plan, there are key initiatives that are linked to Healthy Wellington 2021-25 planning. These initiatives will be marked with the  icon. More information can be found within Healthy Wellington 2021-25.

Council will work in partnership with the community of Wellington Shire to deliver the Council Plan 2021-25. Council will also provide regular updates to the community on how we are progressing through a variety of reporting mechanisms including Council's Annual Report. The Council Plan will be reviewed annually and adjusted for its continuing relevance and in response to changing circumstances, new opportunities and completed actions.







SEASPRAY

CHECK IN ON PROGRESS TO 2031

The 2017-21 Council Plan identified performance measures that Council would use to determine progress against the community's 2031 Vision during the life of the plan.

The 2021 check in shows that the Wellington community and Council have performed strongly against all measures. These strengths will be carried forward into this current 2021-25 Council Plan. The ongoing impacts of COVID-19 on the economy, community demographics and health and wellbeing may influence our outcomes.

In addition to these measures, the updated Wellington 2031 Community Vision contains a section titled 'Our Actions' which highlight significant projects and achievements for the past four years. This, in conjunction with the Annual Report for each year, gives a comprehensive picture of Council's performance.

Theme 1: Communities

Performance indicator	2017 Performance measure	2021 result
Satisfaction with enforcement of Local Laws	64%*	65%
Community satisfaction with Emergency and Disaster Management	74%*	71% (Large rural average 71%)
Percentage of annual Municipal Health and Wellbeing Action Plan items achieved	> 75%	75%
Percentage of annual Action Plan items achieved for the Wellington Youth Strategy.	> 75%	76%
Monitor utilisation and diversity of usage of Council's community facilities	Monitor numbers	This is an ongoing process for Council to ensure the community has flexible access to Council's facilities.
Total value of Community Assistance Grants distributed annually	Monitor annual total	Community Assistance Grants \$124,853 Quick Response Grants \$ 129,983

Theme 2: Services and Infrastructure

Performance indicator	2017 Performance measure	2021 result
Community satisfaction with condition of local streets and footpaths.	55%*	64%
Community satisfaction with planning permits	58%*	58%
Total annual value of municipal development	Monitor annual total	Wellington \$180,534,050 Victorian rural average \$28,108,107
Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal	Monitor percentage	99.97%

Theme 3: Natural environment

Performance indicator	2017 Performance measure	2021 result
Community satisfaction with the appearance of public areas	74%*	75%
Community satisfaction with waste management	67%*	66% (Large rural average 66%)
Community satisfaction with Council's slashing and weed control activity	53%*	55%
Monitor participation rates of Council's Sustainable Living Education Program	Monitor participation rates	Strong in former years. Has been heavily impacted by COVID-19

Theme 4: Lifelong learning

Performance indicator	2017 Performance measure	2021 result
Maintain or increase the proportion of residents with post school qualifications of some sort relative to the Gippsland average	> 51.6%^	Wellington – 59.1% Gippsland – 60.4%
Increase participation at Council’s libraries	Monitor participation rates	125,082 library visits
Increase participation at Council’s Arts and Culture facilities	Monitor participation rates	Art Gallery 18,723 The Wedge 7,881

Theme 5: Economy

Performance indicator	2017 Performance measure	2021 result
Maintain or increase the total number of jobs in Wellington Shire relative to the Gippsland workforce	> 14,192 jobs (15.88% of Gippsland workforce)	18,111 jobs (17.14% of Gippsland workforce)
Maintain or increase number of businesses	> 3,889 businesses	4,040 businesses
Maintain or increase estimated resident population relative to Gippsland population	> 41,965 residents	44,770
Maintain or increase Gross Regional Product (GRP) relative to Gippsland GRP	\$2.32b GRP	\$3.652 B
Maintain or increase visitor numbers by type/duration	Monitor Destination Gippsland data	No international visitors Domestic overnight visitors 351,000 Domestic day trips 391,000 Total visitors 742,000 Domestic visitor nights 1,160,000
Maintain lower unemployment rate than the Gippsland Average	Monitor ABS data	Wellington 5.3% Gippsland 7.1%

Theme 6: Organisational

Performance indicator	2017 Performance measure	2021 result
Maintain or increase community satisfaction with Council’s overall performance	63%*	64%
Increase satisfaction with community consultation and engagement	58%*	58%
Maintain or increase satisfaction with advocacy on behalf of the community to other organisations and levels of government	57%*	57%
Maintain or increase community satisfaction out of 100 with how Council has performed in making decisions in the best interests of the community	56%*	61%
Maintain or increase overall staff engagement ratings	69% engagement	73% engagement

* Victorian Local Government Community Satisfaction Survey ^ ABS data

HOW TO READ THIS PLAN

The following table outlines the strategic content as required by the *Local Government Act 2020*, section 90, and how we have interpreted each item within this document. We have also included Council's role in delivering the initiatives and priorities.

Local Government Act 2020 s.90 requirements:	Wellington Shire Council Plan 2021-25 terminology:
(a) strategic direction of the Council	Strategic direction
(b) strategic objectives for achieving the strategic direction	What outcomes do we want by 2025?
(c) strategies for achieving the objectives	Existing Council Strategies and Action Plans
(d) strategic indicators for monitoring the achievement of the objectives	Indicators of success
(e) description of the Council's initiatives and priorities for services, infrastructure, and amenity	Key initiatives and priorities to achieve these outcomes. Key projects.

Council's role in delivering initiatives and priorities

Provider	Council operates and delivers the service
Funder	Council does not directly provide the service but provides funding for its delivery to the community
Regulator	Council is responsible for enforcing legislative requirements relating to the service
Facilitator	Council doesn't directly deliver the service but promotes or facilitates its delivery
Advocate	Council uses a range of methods to advocate on behalf of the community, depending on the issue. Advocacy can include submissions, regional partnership groups and forums, discussions with Ministers and lobbying.

MEASURING OUR SUCCESS

In each of the four Strategic Directions, we have listed specific indicators to assess whether we have influenced change in the outcome over the four-year period of the Council Plan.

These indicators have been connected to the United Nations Sustainable Development Goals (SDGs). The 17 SDGs are a blueprint to achieve a better and more sustainable future for all. They address the global challenges that we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. While we acknowledge that most of our residents fare better than communities in many of our neighbouring developing countries, parts of our community experience poverty and inequality, impacting their health and wellbeing.

We have used the SDGs as measures in this Council Plan in recognition of the fact that our Council Plan, Wellington 2031 and our key strategies contribute to the achievement of the global goals by delivering at the local level. The local level is where the impacts of climate change, environmental degradation, and socio-economic issues are felt most.

While Council has significant ability to influence sustainable outcomes, it cannot do this alone. Every individual, business, community and level of government has a key part to play in our collective journey to increase our resilience in the face of climate change, change the significance of our impact upon the environment and drive for more equitable outcomes for all.

More information about the Sustainable Development Goals can be found at: <https://sdgs.un.org/goals>



KEY PARTNERS

Each of the Strategic Directions in this plan contains initiatives, or actions, that will be taken to achieve change over the coming four years. In recognition of the fact that Council may not be directly responsible for the outcome or may be working with a range of other groups to achieve change, we have introduced a 'key partners' section to the plan.

Being listed as a key partner means Council plans to work with that group or organisation to bring about the project or initiative. It doesn't commit or hold the organisation to account or require them to change their own priorities or resourcing to achieve the aim.

The key partners section is a recognition that partnership and collaboration is a strong way forward, making all of us more likely to see the success we want to bring about.

STATE AND FEDERAL FUNDING CONTEXT

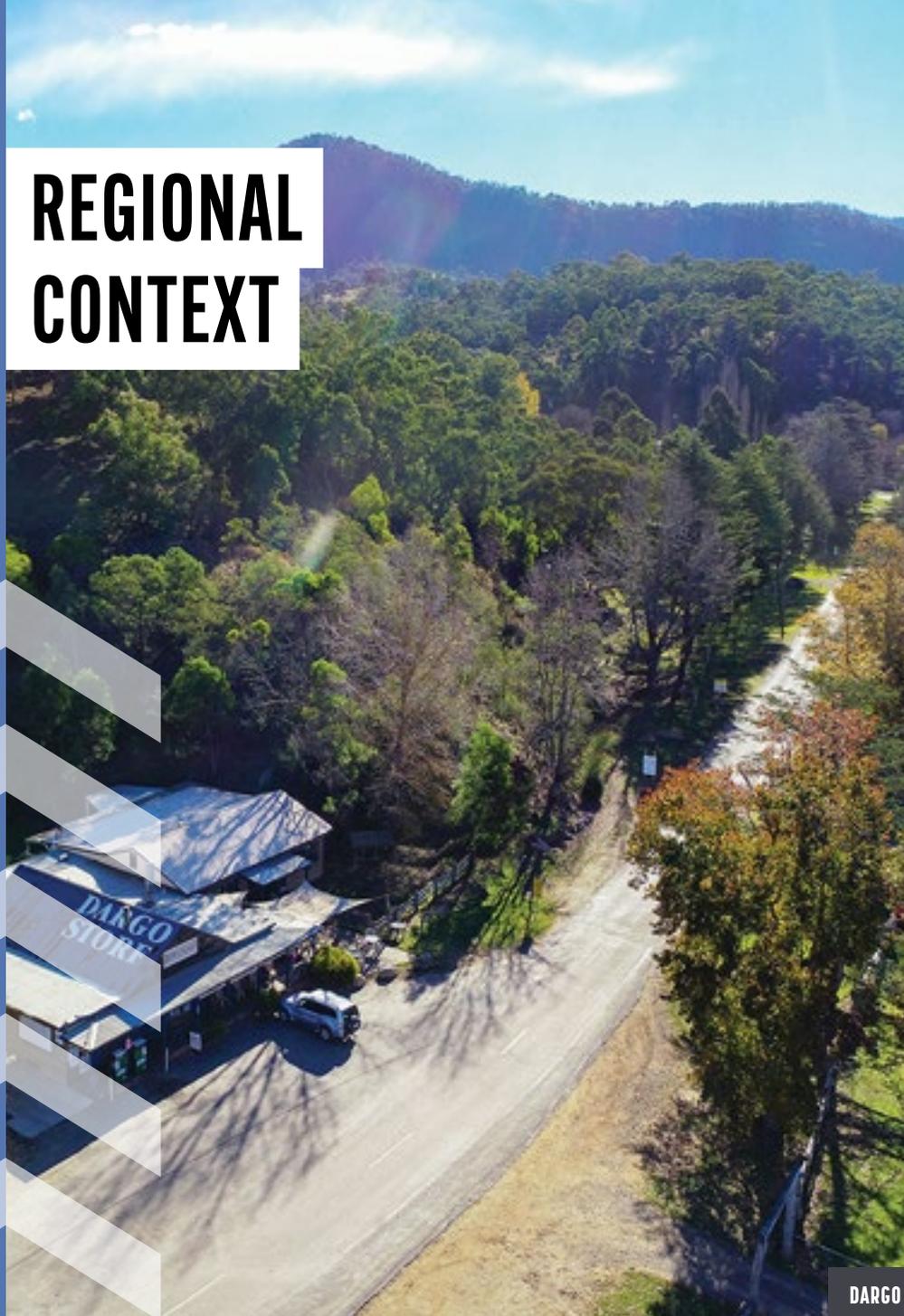
As far as possible, Council will prioritise the initiatives and projects inside this plan for delivery in the next four-year period. However, unforeseen circumstances, including natural disasters or significant changes to industry and jobs, can give rise to other priorities and funding opportunities that must be delivered.

Council acknowledges that State and Federal Government priorities and funding opportunities are often delivered through Local Government. As far as possible, Wellington Shire Council will attempt to match those opportunities to existing Council Plan initiatives and priorities, however funding will not be rejected simply because it does not align with the current Plan.

When a project is funded beyond Council Plan initiatives and priorities, the potential social and economic benefits must be carefully considered, including asset renewal and ongoing maintenance costs in the case of capital funding.



REGIONAL CONTEXT



Two key plans provide the regional context in which we operate:

1. Gippsland Regional Growth Plan 2014: the Victorian State Government growth plan for our region developed in consultation with all stakeholders. Its key elements are embedded into the statutory planning schemes of Councils in the region.

2. Gippsland Regional Plan 2020-25: a non-statutory plan developed through collaboration with all levels of Government, business, and education, as well as a wide range of agencies and community organisations.

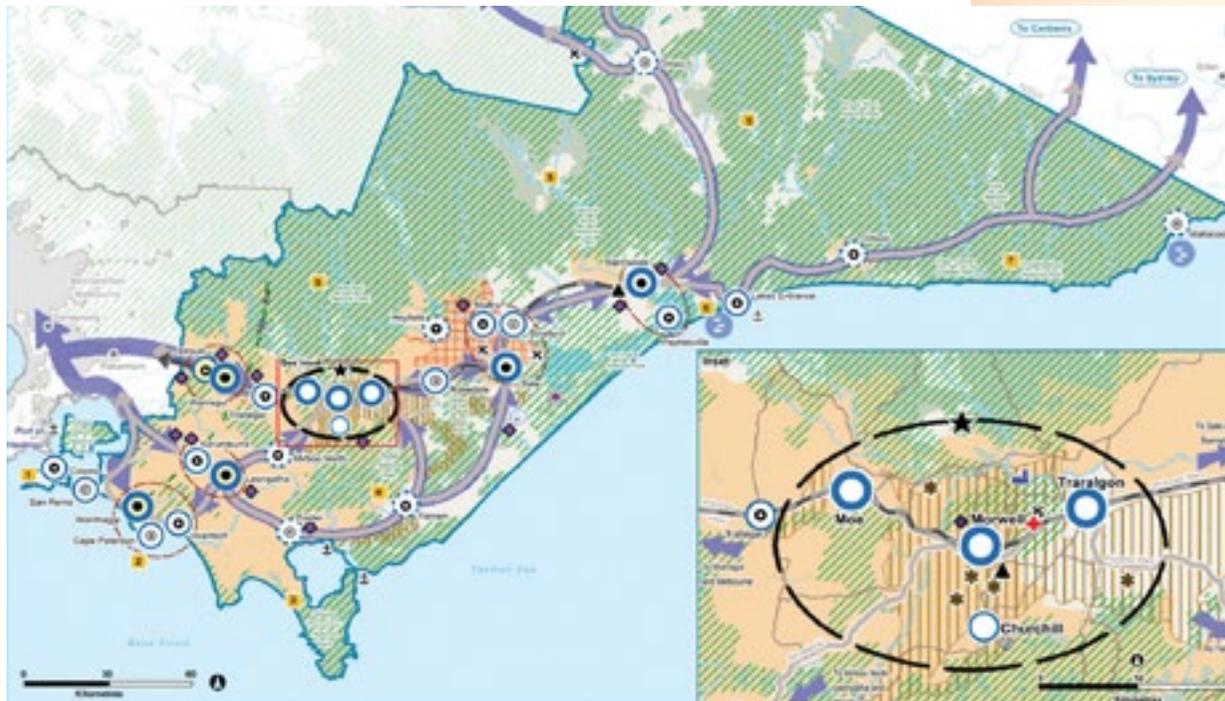
Much of our future success is dependent upon effective advocacy through strong partnerships including the Gippsland Regional Partnership, our peak regional advocacy body, and One Gippsland. The following are the key regional issues and priorities highlighted by these plans that are particularly relevant to Wellington Shire:

- Effectively addressing **climate change** and mitigating the risks as far as possible.
- Improved **transport services** in particular better frequency and reliability of rail and bus services.
- Improved **digital connectivity** given its importance to our economy and growth.
- Increased diversity, investment, and innovation in **key industries** like food and fibre, health, and a focus on renewable energy.
- Expanding programs and services to care for our most **vulnerable communities**.
- Improved access to **quality health and education** services.
- Ensuring that **regional infrastructure** of all kinds is in place to enable growth including utilities (water, sewer, drainage etc), road/rail etc.
- Protecting our heritage, both natural and man-made.
- Our **low** (in some areas) **population growth** and our **ageing communities**.
- Promoting **sustainable growth** into major towns ensuring the ability to service the growth with appropriate infrastructure.

This Council Plan gives rise to initiatives and projects which address each of these regional issues to some extent.

Gippsland's game changer priorities

- Increasing digital inclusion throughout Gippsland
- Progressing major transport infrastructure and services to open Gippsland to new business, visitors, and residents:
 - a third Victorian international airport south east of Melbourne
 - expansion of the Port of Hastings
 - more frequent and reliable Gippsland Rail services
- Renewable, clean and community energy initiatives
- Hero tourism destinations and Traditional Owner and Aboriginal cultural tourism
- Encouraging innovation and investment to sustainably grow our key industries:
 - food and fibre
 - new energy
 - health
 - advanced manufacturing
 - knowledge services
- Commercialising carbon capture and storage
- Rehabilitating Latrobe Valley's mines and land
- Expanding programs that support and enable our most vulnerable communities and people



HEYFIELD

THE SHIRE AT A GLANCE



BLUE GABLES, MAFFRA

BUSINESSES



4,029

JOB



18,111

POPULATION



44,770

EDUCATION



TAFE GIPPSLAND
OPENING IN SALE IN 2022

5
SECONDARY
SCHOOLS

30
PRIMARY
SCHOOLS

HOSPITALS AND



- HEYFIELD** HOSPITAL
- MAFFRA** DISTRICT HOSPITAL
- GIPPSLAND** BASE HOSPITAL
- LOCH SPORT** COMMUNITY HEALTH CARE
- RAMAHYUCK** DISTRICT ABORIGINAL CORPORATION
- YARRAM** AND DISTRICT HEALTH SERVICE

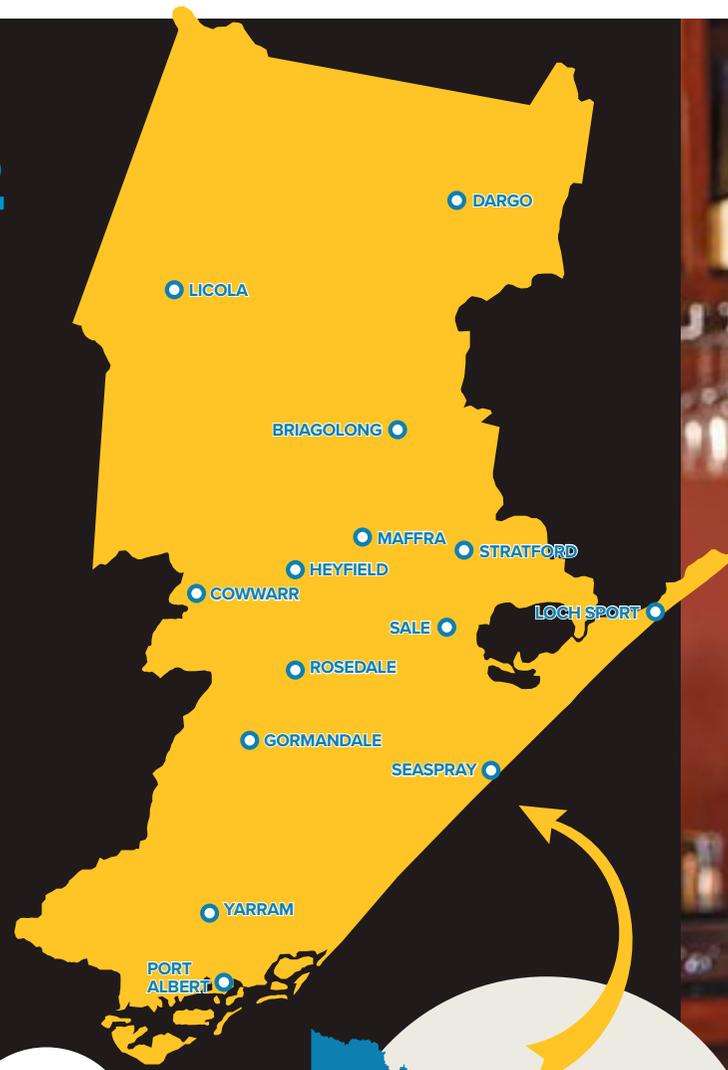
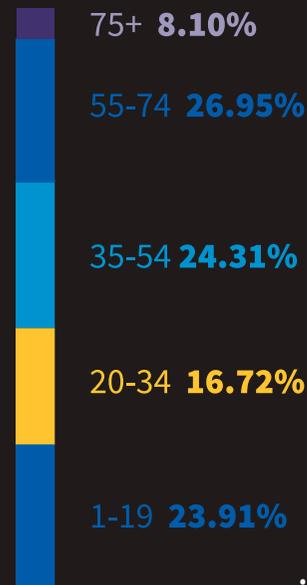
GROSS-REGIONAL PRODUCT

\$3.652
 BILLION

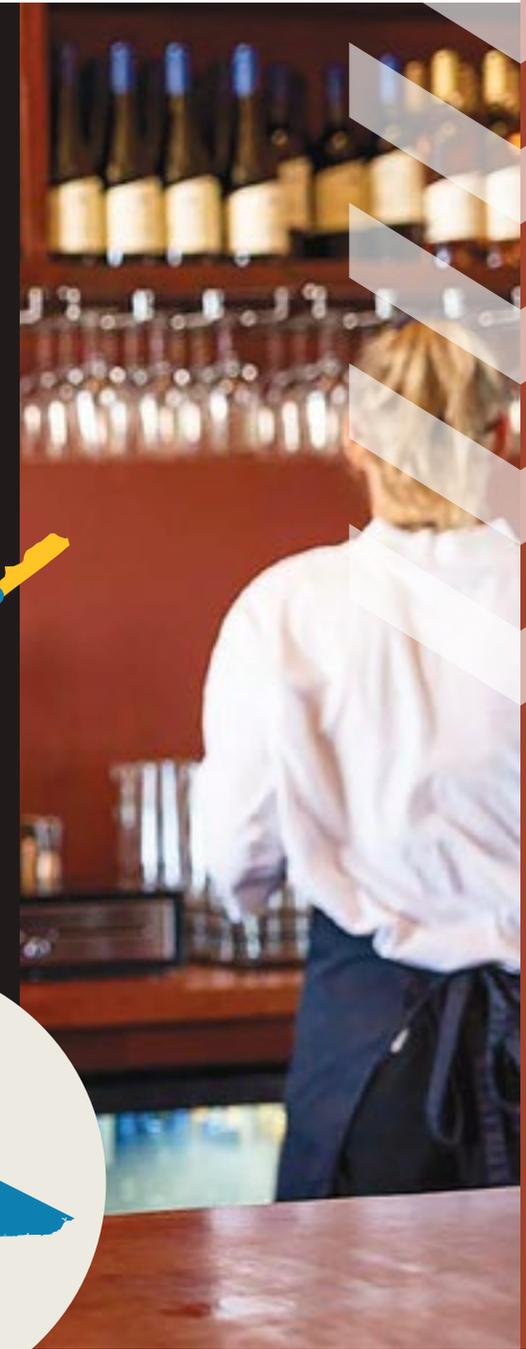
VALUE OF TOURISM

\$182
MILLION

POPULATION AGE BREAKDOWN (2018)



...explore, live, work and invest



MISSION

Working together to make a difference.
We listen and lead to provide quality services that improve life for all.



VALUES

The organisation's values guide our behaviour and underpin everything we do. Our values help us achieve our vision and improve the quality of the services we offer to our community.

- **Cooperation:** Working together, teamwork, collaboration and being solution oriented.
- **Integrity:** Acting with respect, honesty, reliability, trust, tolerance and understanding.
- **Balance:** Demonstrating fairness, equity, and flexibility. Considering work-life balance, and balancing community needs against resources.
- **Professionalism:** Personal development and meaningful work, being competent, innovative, and courageous, focusing on excellence and continuous improvement.
- **Sustainability:** Going above and beyond to demonstrate commitment to leading sustainable practices and encouraging and supporting others to do the same.

VISION

*"Happy people, healthy environment
and thriving communities."*

Wellington 2031 Community Vision

EMERGING OPPORTUNITIES AND PRIORITIES

- 1 CLIMATE CHANGE
- 2 ECONOMY IN TRANSITION
- 3 PARTNERING WITH GUNAİKURNAI
- 4 SUSTAINABLE POPULATION GROWTH AND HOUSING CHOICE
- 5 BETTER ACCESS TO KEY SERVICES

We have identified five overall opportunities and challenges that will have a significant influence on our prosperity and wellbeing in the next four years. Each of these areas has a set of priorities that will be given precedence for resourcing and action in this Council Plan. Climate change is the number one challenge/opportunity and priority for the 2021-25 Council Plan.

Throughout this plan we will place people at the forefront of decision making, looking at how each of these challenges and opportunities affect the people in Wellington Shire.

LOCH SPORT

1 CLIMATE CHANGE

Climate change is the biggest challenge and priority facing the Shire. At the current emission levels, future impacts on our people will be significant. We have already experienced long-term temperature increases (between 1 and 1.2 degrees Celsius since 1950), more bushfires, lower than average annual rainfall (between 100-200 mm and up to 200-300 mm in the high country), increased droughts, more intense flooding, and sea level rise (between 0.1 to 0.2 m above the 1986-2005 level).

The agricultural sector is the backbone to the Shire's economy, providing prosperity for our towns and communities. The loss of fertile soil during drought negatively impacts fertility, stock carrying capacity, productivity, and farm viability. With Gippsland fast developing a name as Victoria's food bowl, a key opportunity lies in strengthening our farming sector to be resilient and to take advantage of climate change innovations such as regenerative agriculture, carbon capture and bioenergy.

Wellington Shire is home to the Gippsland Lakes, one of 12 Ramsar wetlands of international importance in Victoria. Low-lying areas near rivers and coastlines will experience increasing risk of inundation due to global warming. Once the State Government has finalised their position on coastal inundation Council will proactively work with coastal communities to prepare plans for vulnerable areas. Sea level rise will be a consideration in our asset plans given the public investment in infrastructure that exists in coastal settlements.

In a similar way Council will work with communities in high-risk bushfire areas to be more resilient. Human

health and wellbeing impacts caused by disruptive weather patterns and increasing temperatures will drive a need for Council's involvement. Council will also role model and lead best practice climate change mitigation. This will mean significantly lifting Council's carbon reduction performance to meet our 2040 net-zero emissions target.

Victoria's Climate Change Strategy recognises that local councils and communities across Victoria play a crucial role in our collective response to climate change. Wellington Shire Council's approach to the challenge of climate change will vary between proactively *acting to mitigate* (lessen) environmental changes, *responding* to situations and emergencies as they arise, and *adapting* to a new climate reality.



PRIORITIES

The following are the priorities for addressing this number one challenge:

- Become one of the leading best practice renewable energy and sustainability hubs in Australia.
 - Use our region's competitive advantage in access to energy transmission capacity and energy related workforce to drive uptake of large-scale renewable energy.
 - Investigate community-owned decentralised energy (renewable energy capture and storage and bioenergy) and advocate for take up of household solar PV.
- Work with key partners to deliver the Gippsland Regional Climate Change Adaptation Strategy and Victoria's Climate Change Strategy priorities, where applicable to Council.
- In line with the State Government's new Marine and Coastal Strategy and spatial planning framework, reconsider flood planning provisions within the Wellington Planning Scheme (known as Amendment C99) to reduce risks of flooding and coastal inundation as sea levels rise. Engage with the community to help them understand and respond to future risks.
- Integrate organisation-wide implementation of the climate change aspects of Council's Sustainability Strategy 2020-24, Healthy Wellington Strategy 2021-25 and Planning Policy Framework including our net zero carbon emissions target by 2040.
- Advocate for investment to increase water security and assist farmers in a warmer, drier climate.
- Meet the 2040 net zero emission target for our corporate emissions and work with community to set targets for community emissions. Use our roadmap to enable Council to significantly lift our performance to achieve our 2040 target.
- Help our businesses and communities understand their exposure to climate change risk and build their sustainability and resilience to both physical impacts and economic shocks, including those that result from increased emergencies.



EV CHARGING STATION - PORT OF SALE



2

ECONOMY IN TRANSITION

Our people have been subject to multiple economic shocks including the Hazelwood power station closure, a prolonged drought, bushfires and more recently COVID-19. Traditional industries like oil are in decline and native timber harvesting will shortly cease under current State Government policy. There is great opportunity to diversify and transition our economy to encourage job growth and take advantage of several exciting sunrise (growth) industries, the best prospect being the renewable energy industry.

The health care and social assistance sector is the largest employer in Wellington Shire, while agriculture, forestry, defence, oil and gas industries have been the backbone of our economy. All face significant challenges due to climate change. Agriculture's biggest challenge is ongoing droughts combined with fluctuating prices, especially in the dairy sector. The State Government's policy of phasing out native timber harvesting by 2030 is another big challenge to our region and the oil industry has been in long-term decline as production dwindles.

Given these trends and the recent economic shocks there is a need to diversify our economy to establish greater economic resilience and encourage job growth and ongoing liveability. Sunrise industries in Wellington Shire will assist with the transition of our economy, the largest of which is renewable energy. Our region has clear renewable energy advantages; land for installations, an abundance of wind/biomass, a shallow seabed for wind turbines and our proximity to the Latrobe Valley power transmission capacity.

Multi-billion-dollar off-shore wind energy projects and a major solar energy project have the potential to transform the economy and bring increased prosperity to communities in the southern part of Wellington Shire. This is aligned with both the Council and State

Government's priority around climate change and policy position of being carbon neutral (by 2040 and 2050 respectively). Gippsland has been designated a renewable energy zone and multiple wind/solar projects are already planned alongside a renewable energy academy.

Other growth industries include the relatively new poultry industry, the continued East Sale RAAF Base upgrades as the Australian military air academy, the growth in domestic tourism driven by COVID-19 restrictions and the reactivation of the visitor economy after the 2020 bushfires and the Macalister Irrigation District modernisation for intensive horticulture. There is also significant opportunity in the National Disability Insurance Scheme (NDIS) rollout. In 2018/19 NDIS participants had only spent \$8.4 million of the \$17.3 million in total allocated to plan supports for participants residing in Wellington Shire. This underspend was due to the lack of services available, with Wellington Shire considered an area of high need for more services and workers. An ageing population will further increase this need.

'The Middle of Everywhere' brand and campaign will continue to lift the profile of the Shire as a place to explore, live, work, invest and do businesses.



PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

- Actively facilitate and advocate for growth industries that will create new jobs, diversify our economy to make it more resilient and assist with smooth transitions between industries. This includes:
 - advocating for expediting the Gippsland renewable energy zone transmission infrastructure
 - proactively developing a Renewable Energy Readiness strategy for the southern part of Wellington Shire to take full advantage of the major proposed solar/wind projects, including the provision of battery storage
 - advocating for and incentivising the adoption of agricultural systems, including regenerative agriculture, across our farming community to increase resilience and profitability
 - working with partners like Southern Rural Water to maximise yield from the Macalister Irrigation District, including opportunities for expansion
 - increasing diversion of organics from landfill
 - maximising local spending from the ongoing RAAF presence and major upgrades
 - industry mapping to support business transition into the new energy sector
 - investigating new closely aligned manufacturing and processing businesses for our rapidly expanding poultry industry and other intensive agriculture opportunities
- attracting medical, allied health, NDIS and My Aged Care providers to service our people's needs.
- Continue to actively promote Wellington Shire as a place to explore, live, invest, play and to do business particularly through our flagship 'The Middle of Everywhere' campaign and the Wellington Shire Investment Prospectus. This requires strong partnerships with:
 - our local Business and Tourism/ Traders Associations to encourage buy local and placemaking.
 - Destination Gippsland and Central Gippsland Tourism to attract visitors.
 - the Committee for Wellington to provide advocacy.
- Lobby the State Government to reverse or soften their policy on native timber transition and concurrently plan for this transition and seek to position Wellington as a key location for new softwood and hardwood plantations.
- Prioritise the implementation of the Port of Sale Masterplan (PoSM) given its significance in attracting Shire-wide new business, investment, events, visitors, and residents.
- Ensure our major townships have adequately zoned land and infrastructure to attract and retain new business.

3

PARTNERING WITH GUNAIKURNAI

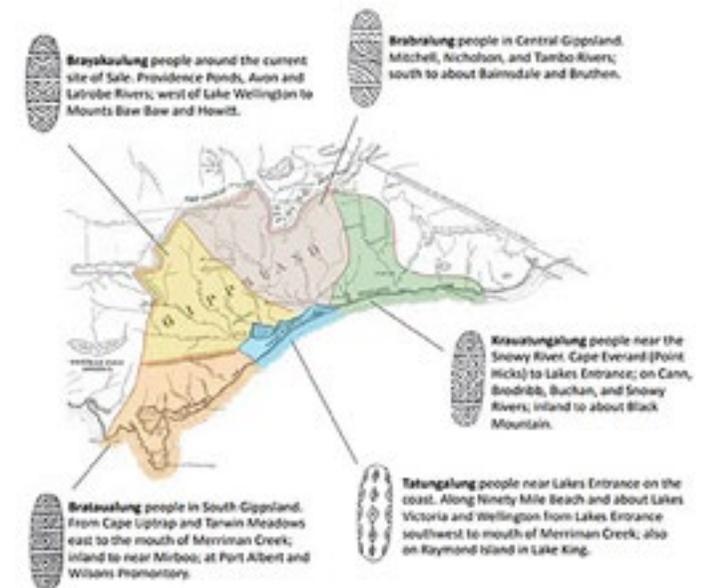
The land, air, and water (the climate) are fundamental to life, health, wellbeing, and survival. The Gunaikurnai have long recognised that they are sustained by Country, through the water, food, medicines, and materials it provides. Our challenge is to change our thinking to harness this fundamental wisdom. Developing a strong relationship and partnership with the Gunaikurnai people and other traditional landowners is vital to achieving our common environmental, cultural, social, and economic objectives.

The Gunaikurnai people are recognised as the traditional owners of approximately 1.33 million hectares in Gippsland. Gunaikurnai country extends well beyond Wellington Shire boundaries including coastal and inland areas of the southern slopes of the Victorian Alps. The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) represents traditional landowners and are the appointed Registered Aboriginal Party in our Shire.

There are a wealth of Aboriginal cultural places, artefacts, stories, and history within Wellington Shire. Some of the key places are jointly managed by GLaWAC including The Knob Reserve at Stratford and the Gippsland Lakes Coastal Park. In recent years, contested accounts and monuments relating to historical events have impeded positive engagement with our community, however, there is a mutual commitment to build a strong relationship and partnership with Gunaikurnai people and organisations. This is evidenced by partnership projects underway including:

- cultural and water-based tourism business opportunities

- the development of strategic land that is subject to Native Title entitlements in the Port of Sale Precinct
- the joint approach to the proposed Environmental Education Centre adjacent to Lake Guyatt in Sale.

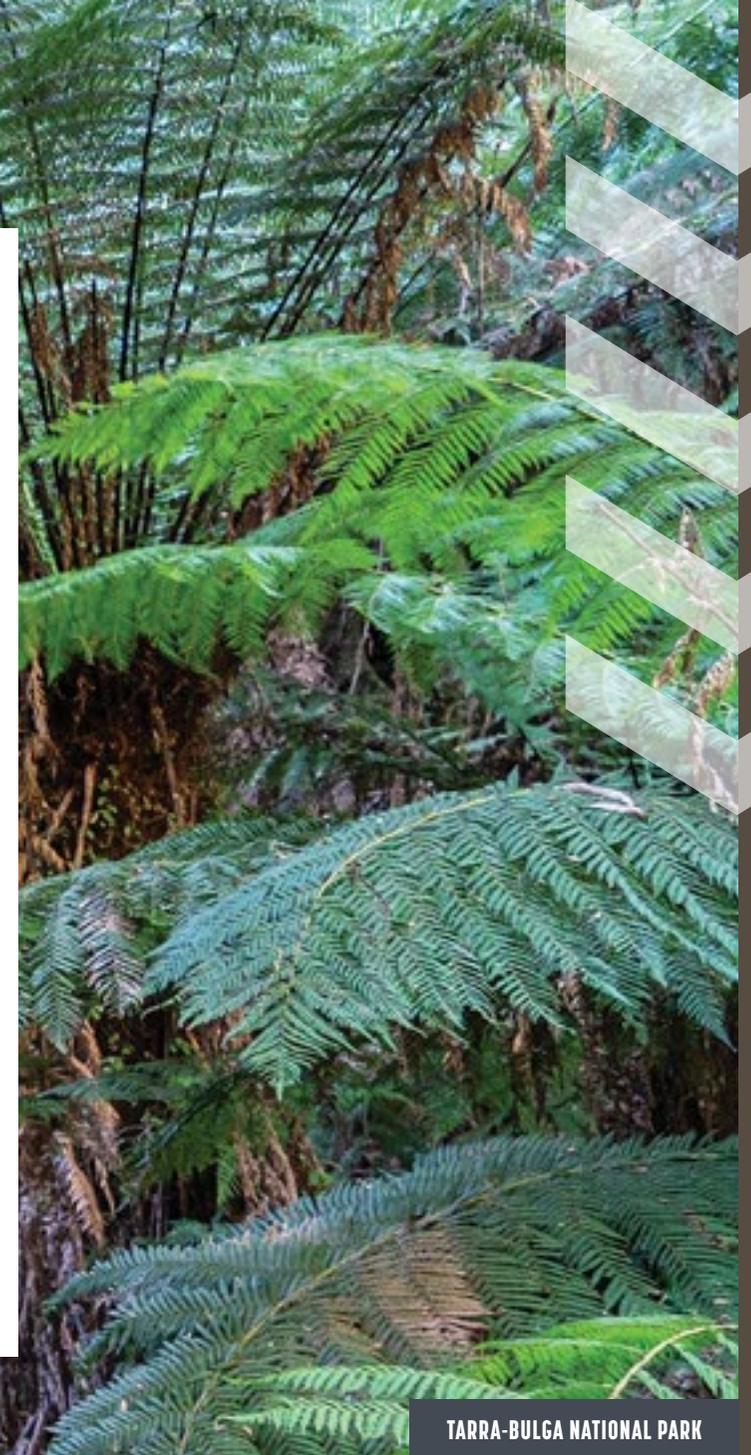


Source: GLaWAC Whole of Country Plan

PRIORITIES

The following are the priorities for addressing this opportunity:

- Continue to develop tangible outcomes for both Council and Gunaikurnai from the various cultural, environmental, and economic partnership projects that have been commenced including the Port of Sale masterplan joint economic initiatives.
- Council will develop, adopt, and implement a Reconciliation Action Plan (RAP). Australia wide, RAP's are the best practice way of lifting awareness, understanding and commitment to the reconciliation process. They are also an effective way of facilitating agreement on initiatives to enhance community, economic and cultural outcomes for traditional owners and other Aboriginal people in our community.
- Work in partnership for the implementation of the GLaWAC Whole of Country Plan as it aligns with Council's areas of influence. The most significant connections are in the spaces of:
 - **Goal 1:** A strong, healthy, happy mob
 - **Goal 2:** Healthy Country
 - **Goal 4:** Respect as Traditional Owners of our Country; and
 - **Goal 6:** Economic independence



TARRA-BULGA NATIONAL PARK

4

SUSTAINABLE POPULATION GROWTH AND HOUSING CHOICE

Increasing our population growth and securing greater housing choice has ripple effects right across our economy and community. Increased population improves the prosperity of our businesses and greater housing choice is important for our ageing and vulnerable people.

Wellington Shire has a relatively low population spread over several small towns inside the third largest Shire by area in the State. The Shire's annual population increase has been consistently lower than the Victorian regional average for at least the last decade (below 1%). This has not been evenly distributed; Sale, Stratford, Maffra, and Rosedale have had increases above 1% while Heyfield and Yarram are below 1%. The Shire's population is also ageing with a significant increase in people over 60 years of age.

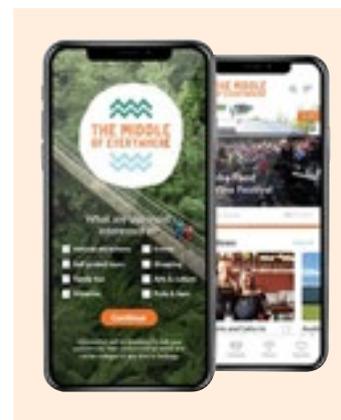
Wellington Shire has a very high standard of open space, and community and sporting facilities. Given this high amenity, we have the capacity to increase our population. The prosperity and viability of our dispersed community facilities and businesses would be increased with greater population growth. The key is ensuring there is sufficient housing stock. Many of our towns across

Wellington Shire have a housing shortage, both in terms of new house lots and rental/ homeowner dwellings. This is due to a variety of factors present in much of regional Victoria including relatively low lot prices and infrastructure constraints.

'The Middle of Everywhere' campaign has focussed on lifting the awareness to potential new residents of the amazing liveability, lifestyle, and public facilities in our area. Our acute housing shortage reduces the effectiveness of our new resident/business marketing campaigns which will lead to loss of discretionary local spending as people are forced to live outside the Shire. Looking after our increasing aged population will put

pressure on our health, public transport, and social services. In addition, there is a shortage of modern independent retirement villages.

Wellington Shire has a relatively small rating base for the facilities and services it provides over a large area. Increasing our population will help 'grow the pie' of our rating base to better service the community.



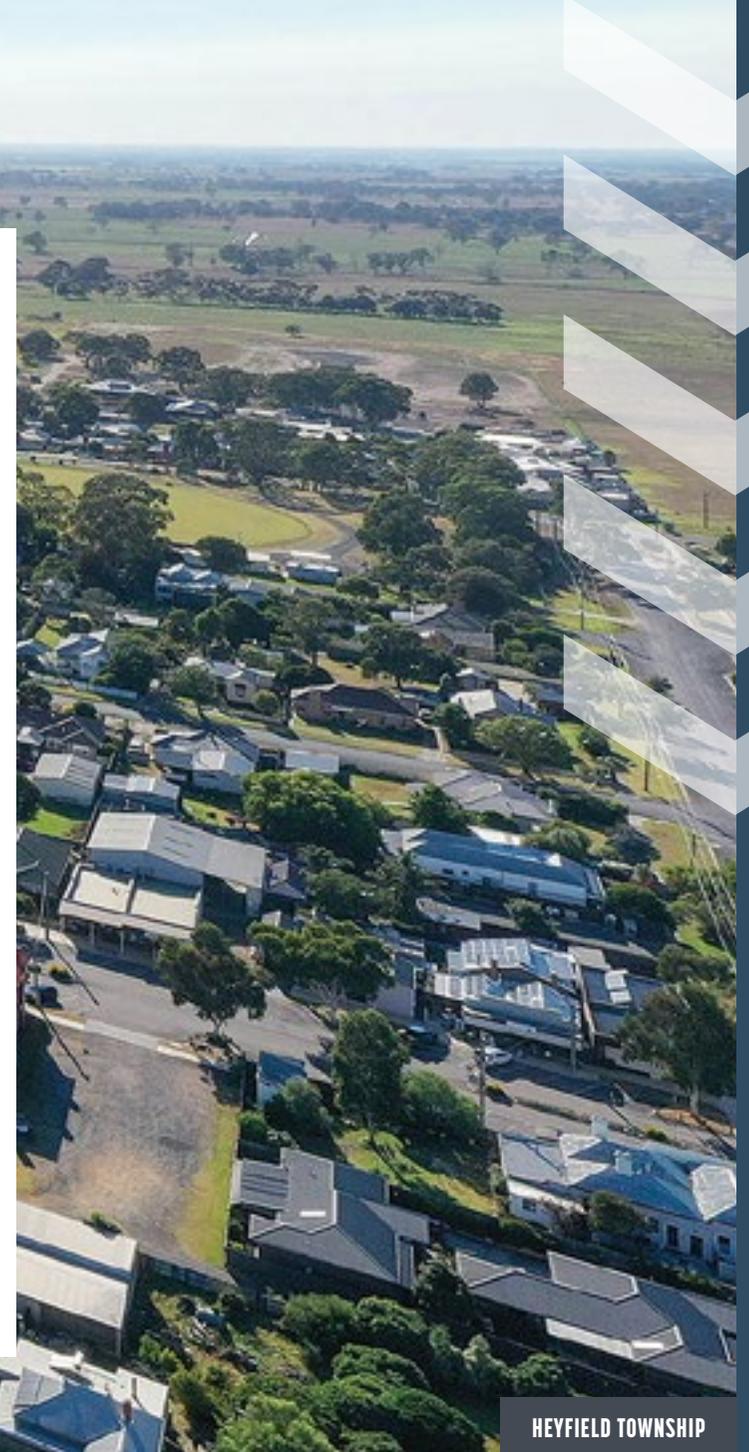
PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

- Develop and implement a Shire-wide combined Growth Management and Economic Development Strategy. These subjects are inextricably linked. Attracting new business and investment is dependent upon the growth of our towns including the provision of housing.
- Work with partners like Housing Victoria to ensure our key towns have adequate stock of both affordable housing and social housing.
- Implement the outcomes of the residential growth assessment and stocktake including the unblocking of critical infrastructure constraints such as trunk stormwater drainage, which impacts all towns in Wellington given their predominantly flat nature. There is also a need to lobby service providers for improved sewer, water reticulation, phone and internet, and gas in key communities.
- Continue to promote the liveability and high amenity of the Shire via 'The Middle of Everywhere' campaign and the investment opportunities identified in the Wellington Shire Investment Prospectus.
- Deliver on the Healthy Wellington 2021-25 strong focus on meeting the health and wellbeing needs of the community, including addressing barriers to accessing community, social and health services.



SEASPRAY



HEYFIELD TOWNSHIP

5 ACCESS TO KEY SERVICES

Resilience levels in our community have been impacted due to the combined effects of drought, fires, flood, and COVID-19. Improving access to education, public transport, health, and internet services is critical to our ability to attract new residents, retain our youth and enhance the wellbeing of our ageing and vulnerable people.

With the TAFE Gippsland campus at Port of Sale due to open in early 2022, we will work with TAFE Gippsland on vocational course offerings suited to our changing economy's needs. We must also ensure that tertiary students and young people who want to live locally have a well-established and promoted study facility in our area.

In the early years' education space, Council will need to respond to the expected provision of 15 hours of 3-year-old kinder by 2029. This, as well as demand for long day care services, will require Council to lead early years infrastructure development and improved kindergarten service delivery models.

Little to no provision of public bus services from our smaller towns hinders those needing to access major towns in the region for school, work, and health appointments. Limited public train access prohibits residents from accessing more specialised health appointments, higher education options and employment opportunities.



The overarching issue for health services is the shortage of doctors and allied health practitioners such as speech therapists, medical and paediatrics specialists, and mental health workers. This is particularly acute in Yarram given its relative isolation, doctor shortage and limited public transport. Access to health services has increasing importance given our ageing population, challenges around public transport and the combined impacts of multiple emergencies in our region.

Council will also need to respond to the implications of Federal Government system reforms for Home and Community Care and assess how best to support an ageing population with coordination of access to aged care and in-home services.

Internet services require significant improvement given the large number of mobile blackspots, the digital skill shortage and poor NBN capability and reliability. This has become particularly relevant with the potential 'working from home' migration out of Melbourne to the regions.

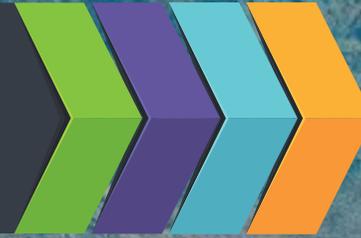
PRIORITIES

The following are the priorities for addressing these challenges and opportunities:

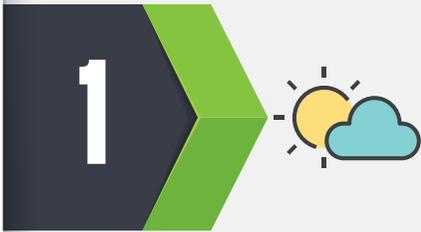
- Given these services are generally provided by State and Federal Governments, strong partnership and advocacy to the service providers and via local State and Federal members of Parliament must be a priority. This includes advocating for:
 - increased number of train services into Melbourne from Sale
 - improved bus services and connectivity into Sale from smaller towns
 - increased health specialists and allied health practitioners
 - a single Sale College campus
 - TAFE courses that match our changing economy's needs
 - improved digital connectivity and literacy, particularly among vulnerable community members.
- Prioritise the delivery of projects that address the Healthy Wellington 2021-25 pillars of mental health, active living, equity (including prevention of family violence), and the human wellbeing impacts of climate change. Key projects include:
 - Investigating gaps in service provision for vulnerable community members, reviewing options and determining Council's future role.
 - Commitment to delivery of the Living Well during COVID-19 plan which addresses social and economic impact of living through the COVID-19 pandemic.
- Assist in recruiting and attracting health specialists and health industry workers by promoting the attractive lifestyle through 'The Middle of Everywhere' campaign, facilitating increased childcare in key areas, and helping to establish a new resident relocation service.
- Promote the Sale Business Fibre Zone.
- Work with partners to deliver a tertiary study hub.
- Through a Memorandum of Understanding with Federation University and TAFE Gippsland, explore and implement innovative ways of improving tertiary, certificate, and training pathways for Wellington students.
- Prioritise programs and actions that encourage positive ageing in our community so that people can remain independent for longer.
- Identify key early years infrastructure and service needs and lead the required development



STRATEGIC DIRECTIONS



MACALISTER RIVER, LICOLA



ENVIRONMENT AND CLIMATE CHANGE

We are a climate resilient community with sustainable practices and places.

OUTCOMES

- 1.1. A climate and disaster resilient community.
- 1.2. Assist community to transition to a low carbon economy via adoption of sustainable practices and renewable energy.
- 1.3. The natural environment is valued, protected and accessible.
- 1.4. Council is an environmental steward with a reducing carbon footprint.



ECONOMY AND SUSTAINABLE GROWTH

We are a growing, sustainable and prosperous community.

OUTCOMES

- 2.1. A diverse economy that creates jobs and opportunities.
- 2.2. A community that has the capacity and skills to meet our economic needs.
- 2.3. An increase in variety of housing choice to support equitable access to housing.
- 2.4. Infrastructure investment is targeted to maximise jobs and housing growth.



LIVEABILITY AND WELLBEING

We are a liveable, engaged, and supported community.

OUTCOMES

- 3.1. An inclusive, diverse, and resilient community.
- 3.2. An actively engaged community.
- 3.3. Opportunities for everyone to work, learn, create, play, and share.
- 3.4. Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors.



SERVICES AND INFRASTRUCTURE

We are a connected community with access to the services and infrastructure we require.

OUTCOMES

- 4.1. A financially sustainable, high performing organisation.
- 4.2. Services deliver operating efficiencies and best value.
- 4.3. Well planned and sustainable towns, facilities, and infrastructure that service community need.
- 4.4. Safe and well-used transport connections across all modes of travel.

Environment and Climate Change

Key projects*

- Resource Recovery Hub at Kilmany Landfill site (1.4.3)
- Longford Landfill Rehabilitation (1.4)
- Lake Guyatt Environmental Education Centre (1.1.3, 3.1.1) 
- Food Organics and Green Organics (FOGO) kerbside collection service (1.4)
- Maffra Resource Recovery Facility (1.4.3)
- Electric vehicle charging stations (1.2.2)
- Amendment C99 review of flood planning provisions within the Wellington Planning Scheme to reduce risks of flooding and coastal /river inundation as sea levels rise (1.1.1) 
- Great Southern Rail Trail Extension - Alberton to Welshpool (1.3.2)
- Solar or alternate energy rollout across community facilities (1.2.4)
- Preparing Remote Emergency Response Centres (1.1.4, 1.1.5)

*subject to successful business case and funding

'We are a climate resilient community with sustainable practices and places.'

SALE BOTANIC GARDENS

ENVIRONMENT AND CLIMATE CHANGE

Council's approach to the challenge of climate change will vary between proactively acting to mitigate (lessen) environmental changes, responding to situations as they arise, and adapting to a new climate reality.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
1.1 A climate and disaster resilient community. (Respond, adapt)	MI 	1.1.1 In line with revised State Government policy documents, establish and implement a policy position around the impacts of sea level rise, flooding and bushfire on land use planning.	Regulator	State Government	Development
	MI 	1.1.2 Deliver organisation-wide integrated implementation of the climate change aspects of the Council's Sustainability Strategy 2020-24, Healthy Wellington 2021-25 and Planning Policy Framework including our zero net carbon emissions target by 2040.	Provider Funder Facilitator Advocate		CEO
	MI 	1.1.3 Educate the community to increase understanding of the risks and impacts of climate change and the need for adaptation and sustainable living.	Facilitator	State Government Federation University Landcare Gippsland Climate Change Network and other Victorian Greenhouse Alliances TAFE Gippsland Parks Victoria Wellington Primary Care Partnership Food and Fibre Gippsland Gippsland Water Neighbourhood Houses Ag Vic	Built & Natural Environment
	MI 	1.1.4 Build disaster resilience and improve adaptation and recovery in high-risk and vulnerable communities by facilitating community-led emergency management planning and preparedness.	Provide Facilitate	Community Emergency response, relief and recovery agencies Regional Arts Victoria GippSport Ag Vic Neighbourhood Houses	Community & Culture
		1.1.5 Ensure municipal emergency management plans are developed collaboratively with lead agencies to achieve better coordination of emergency mitigation to coordinate resources, protect lives, property, and the environment.	Facilitate	Emergency response, relief and recovery agencies Federation University	Community & Culture
		1.1.6 Increase the extent of our urban forests and trees (also considering urban agriculture) to help our townships cope better with future temperatures increases.	Provider	State Government Federation University	Built & Natural Environment

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, see page 59

ENVIRONMENT AND CLIMATE CHANGE (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
1.2 Assist community to transition to a low carbon economy via adoption of sustainable practices and renewable energy. (Mitigate, adapt)	MI	1.2.1 Advocate for, educate, and facilitate the adoption of regenerative agriculture and investment to improve water security and assist farmers to increase resilience and profitability in a warmer, drier climate.	Facilitator Advocate	Ag Vic Food and Fibre Gippsland Southern Rural Water West Gippsland Catchment Management Authority Victorian Farmers Federation Landcare Trust For Nature Gippsland Agricultural Group Gippsland Water Federation University Gippsland Climate Change Network and other Victorian Greenhouse Alliances Committee for Wellington	Development
		1.2.2 Advocate for uptake of electric and hybrid vehicles across our broader community and support this through delivery of charging stations.	Advocate Provider	Gippsland Councils Gippsland Climate Change Network and other Victorian Greenhouse Alliances	Built & Natural Environment
	MI	1.2.3 Advocate alongside our renewable energy industry and community to secure priority transmission upgrade funding and aim for the area for our off-shore wind projects to be declared the first renewable energy zone.	Regulator Facilitator Advocate	State Government Industry Committee for Wellington One Gippsland Federation University Gippsland Climate Change Network and other Victorian Greenhouse Alliances Gippsland Regional Partnership Neighbourhood Houses Community	Development
		1.2.4 Help build a diverse and resilient energy economy by supporting the uptake of community-owned renewable energy capture and storage through education, capacity building and targeted investment.	Provider Facilitator Advocate	Gippsland Climate Change Network and other Victorian Greenhouse Alliances Community Neighbourhood Houses State Government	Built & Natural Environment

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, [see page 59](#)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
1.3 The natural environment is valued, protected and accessible. (Mitigate)		1.3.1 Maintain a high-quality network of local parks, open space and urban forests which help to lessen the impacts of extreme heat and are managed for community and environmental benefit.	Provider	Parks and Leisure Australia Botanic Gardens Australia/ New Zealand Trust for Nature	Built & Natural Environment
		1.3.2 With key stakeholders, encourage access, appreciation and use of our natural areas through well-planned and sustainable nature-based and cultural tourism.	Funder Facilitator Advocate Regulator	GLaWAC Destination Gippsland Parks Victoria Federation University DELWP West Gippsland Catchment Management Authority	Development
	MI	1.3.3 Better utilise existing water resources, improve waterway health, increase biodiversity values and investigate biolink opportunities through implementing the Wellington Shire Council Integrated Water Management Plan and Domestic Wastewater Management Plan.	Provider Regulator	Southern Rural Water West Gippsland Catchment Management Authority Gippsland Water Federation University Landcare Neighbouring Councils DELWP Ag Vic	Built & Natural Environment
1.4 Council is an environmental steward with a reducing carbon footprint. (Mitigate)	MI	1.4.1 Progress towards our 2040 net zero emissions target by reviewing our roadmap, strengthening our governance and exploring carbon offset opportunities.	Provider		Built & Natural Environment
		1.4.2 Commence the green fleet transition to corporate electric and hybrid vehicles.	Provider		Corporate Services
		1.4.3 Advocate for alternate waste technologies to increase diversion of valuable resources and contaminated waste from landfill. Encourage and facilitate investment into resource recovery by private industries or partnerships.	Regulator Facilitator Advocate	Resource Recovery Gippsland State Government Sustainability Victoria Private sector Federation University Gippsland Climate Change Network and other Victorian Greenhouse Alliances Food and Fibre Gippsland Gippsland Water Ag Vic Landcare	Built & Natural Environment
		1.4.4 Investigate glass collection and diversion options to separate glass streams to facilitate the circular economy.	Provider	Resource Recovery Gippsland Sustainability Victoria	Built & Natural Environment
		1.4.5 Accelerate Council's delivery of renewable energy and energy saving projects through delivering Environmentally Sustainable Design (ESD) and investigating tools like an internal capital fund and process to rank and prioritise return on investment for projects.	Funder Facilitator		Built & Natural Environment

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, **see page 59**

INDICATORS OF SUCCESS

SDG*	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
Outcome 1.1 A climate and disaster resilient community						
	Community satisfaction with Council performance in environmental sustainability (SDG 15.9)	Community Satisfaction Survey	59/100 (2020)	Higher than large rural Councils (60/100 in 2020)	Annually	 Influence
	Percentage of tree canopy cover within town boundaries (SDG 15.2.1)	iTree analysis	20% (2020)	1.5% improvement	Before 2025	 Control
Outcome 1.2 Assist community to transition to a low carbon economy via adoption of sustainable practices and renewable energy						
	Solar penetration rate – the percentage of electricity generation from solar facilities (SDG 7.2.1)	Australian PV Institute	21% (2018)	50%	Annually	 Monitor
	Wellington Shire community greenhouse gas emissions intensity (emissions per person) (SDG 13.2.2)	Co2 Emissions Community Snapshot	31.3 tonnes per person (2019)	Equal to or better than Gippsland average	Annually	 Monitor
Outcome 1.3 The natural environment is valued, protected and accessible						
	Percentage of households located within 400m of quality open space (SDG 11.7.2)	Geocortex	73% (2014)	85%	2023	 Control
	Domestic travel visitor numbers to Wellington Shire (SDG 8.9)	Tourism Research Australia	750,000 (2020)	2% increase	Annually	 Influence
Outcome 1.4 Council is an environmental steward with a reducing carbon footprint						
	Corporate Greenhouse Gas emissions (aiming for zero net emissions by 2040) (SDG 13.2.2)	WSC Carbon Accounts	5244 tonnes of carbon equivalent emissions (2017/18)	23% reduction	Two-yearly	 Control
	Percentage waste diversion rate from kerbside collection (SDG 12.5)	Local Government Performance Reporting Framework	35% (2019-20)	65%	Annually	 Influence

Our responsibility level definitions are  **Control:** Council actions directly control the result.  **Influence:** Council can influence the result, but other external factors may also have an impact.  **Monitor:** Council has no influence on this result but monitors it to assist future planning. *Sustainable Development Goals



GREAT SOUTHERN RAIL TRAIL

Economy and Sustainable Growth

Key projects*

- York Street Streetscape enhancement (2.4.2)
- Commence Port of Sale Masterplan priorities (2.4.2)
- Tertiary Study Hub (2.2.2)
- Maffra and Sale Growth Area Drainage Strategies (2.4.2)
- Shire-wide Growth Management and Economic Development Strategy (2.4.1)
- Renewable Energy Readiness Project (1.2.3, 2.1.1)
- Yarram and Heyfield Timber Transition Local Development Strategies (2.1.1, 2.1.4)
- Residential stocktake and incentive project - addressing the acute shortage of housing (2.3.1, 2.3.2)
- Maffra stormwater retention basin and outfall improvement works (2.4.2, 1.3.3)

*subject to successful business case and funding

'We are a growing, sustainable and prosperous community.'

BUSHY PARK

ECONOMY AND SUSTAINABLE GROWTH

Council's approach to economy and sustainable growth is to focus on keeping the jobs we have, encouraging innovation and attracting new jobs into the area and providing housing and lifestyle options for new residents when they come seeking the work we can offer.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
2.1 A diverse economy that creates jobs and opportunities.	MI	2.1.1 Encourage and facilitate investment in the local mainstay industries with the potential to generate significant economic growth: Defence, Health, Agriculture, Tourism, Education, Timber, Renewables and the Oil and Gas transition. This includes encouraging modernisation and identifying supporting industries, encouraging their establishment in Wellington Shire.	Facilitator Advocate	One Gippsland Committee for Wellington Regional Development Victoria Timber Towns Vic Central Gippsland Health Yarram and District Health Service State Government Federation University Latrobe Valley Authority Central Gippsland Tourism Landcare Gippsland Agriculture Group Destination Gippsland Federal Government Solar Victoria Ag Vic Gippsland Regional Partnership	Development
		2.1.2 Attract diversified and large-scale agriculture and food manufacturing and processing, including poultry, to meet Food and Fibre Gippsland objectives: Gippsland the Food Bowl of Victoria. Leverage off the significance of the Macalister Irrigation District while ensuring development does not contradict the principles of the WSC Sustainability Strategy.	Facilitator Advocate	Regional Development Victoria Ag Vic Food and Fibre Gippsland Southern Rural Water Victorian Farmers Federation Landcare Committee for Wellington West Gippsland Catchment Management Authority Landcare Wellington Shire Agriculture Industry Reference Group	Development
		2.1.3 Attract and facilitate development and growth in creative industry (arts) organisations to assist with COVID-19 recovery of the sector and grow local arts businesses, and Wellington's reputation as a cultural centre for Gippsland.	Facilitator Advocate	Creative Victoria Regional Development Victoria Department of Jobs, Precincts and Regions Regional Arts Victoria	Community & Culture
	MI	2.1.4 Continue to advocate for the sustainability of the timber industry in Wellington Shire.	Advocate	Timber Towns Vic National Timber Council Vic Forests Timber Transition Taskforce Forestry Transition Hub	Development

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, see page 59

ECONOMY AND SUSTAINABLE GROWTH (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
...continued		2.1.5 Continue to investigate options for developing aviation related activity at the West Sale Airport and facilitate industrial growth on adjacent land.	Funder Facilitator Advocate	Regional Development Victoria Australian Airports Association RAAF	Development
2.1 A diverse economy that creates jobs and opportunities.	MI 	2.1.6 Use 'The Middle of Everywhere' campaign to promote the Shire as an events destination and as a place to explore, learn, live, invest, play and to do business.	Provider Funder Advocate	Destination Gippsland Central Gippsland Tourism Committee for Wellington Regional Development Victoria (Invest Gippsland) Building Local Care Workforce Program	Development
2.2 A community that has the capacity and skills to meet our economic needs.		2.2.1 Support our training facilities to develop a range of vocational, tertiary and higher education courses suited to our changing economy and industry needs.	Facilitator Advocate	TAFE Gippsland Federation University Department of Education and Training Committee for Wellington Regional industry and private sector employers Gippsland East Local Learning and Employment Network Regional Development Victoria Volunteering Victoria Building Local Care Workforce Program Australian Renewable Energy Academy	Development
		2.2.2 Ensure that secondary and tertiary students have a well-established and promoted study facility in our local area.	Facilitator Advocate	TAFE Gippsland Federation University Department of Education and Training Committee for Wellington ACFE providers Gippsland East Local Learning and Employment Network	Development
		2.2.3 Respond to significant economic shocks (including COVID-19) by delivering on State and Federal Government initiatives to provide economic resilience programs that assist community and businesses.	Facilitator	State & Federal Government Regional Development Victoria	Development
		2.2.4 Continue advocacy for the creation of Sale College One Campus to establish a modern and efficient secondary school precinct to attract families, industry and students, while catering for a growing population.	Provider Facilitator	Sale College Committee for Wellington Committee for Gippsland	Development

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
2.3 An increase in variety of housing choice to support equitable access to housing.	MI 	2.3.1 Satisfy housing demand by facilitating the development of a range of living settings and lifestyle choices including response to an ageing demographic and facilitating affordable and social housing models.	Regulator Facilitator	Private developers Housing Victoria State Government Building Local Care Workforce Program	Development
	MI 	2.3.2 Promote and facilitate appropriate land release/ incentives and subsequent housing development in growth areas, being guided by sustainable development principles.	Regulator Facilitator Advocate	Private developers State Government Community Housing Victoria Water Authorities	Development
2.4 Infrastructure investment is targeted to maximise jobs and housing growth.	MI 	2.4.1 Prepare a Shire-wide Growth Management and Economic Development Strategy to establish a hierarchy of growth areas and identify priority projects.	Provider Advocate	State Government Regional Development Victoria West Gippsland Catchment Management Authority Utilities providers	Development
	MI	2.4.2 Prioritise investment projects in the main growth areas, including exploring all options for upgrades to trunk stormwater drainage, sewer, water reticulation, internet, and gas that will stimulate growth and housing.	Provider Funder Advocate	Water Authorities NBN One Gippsland Utility / service providers Federation University State Government Gippsland Regional Partnership	Development
		2.4.3 Adopt a 'buy local' approach for Council procurement processes aligned with best value*.	Provider Funder	Business and Tourism/ Traders Associations	Development
		2.4.4 Increase access to and usage of internet and digital technologies throughout Gippsland, continuing the shift to online delivery of services and advocating for reduction of identified 'black spots'. Use access to networks to shape population attraction strategies and target industry development.	Advocate	Telecommunication providers Department of Infrastructure, Transport, Regional Development and Communications One Gippsland Gippsland Regional Partnership	Development

* Best value is the most advantageous combination of cost, quality, and sustainability to meet requirements.



INDICATORS OF SUCCESS

SDG*	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
2.1 A diverse economy that creates jobs and opportunities						
	Annual growth rate of real Gross Regional Product (GRP) (SDG 8.2.1)	REMPAN economy	\$3.652 B (2020)	Equal to or better than Gippsland average	Annually	 Monitor
	Unemployment rate by sex, age and education level (SDG 8.5.2)	ID economic profile	5.5% (June 2021)	Equal to or better than Gippsland average	Annually	 Monitor
2.2 A community that has the capacity and skills to meet our economic needs						
	Destinations of Wellington year 12 or equivalent completers six months after leaving school (SDG 8.6.1)	Department of Education and Training 'On track' data	7.8% unemployed 46.9% further study	5% 56%	Annually	 Monitor
2.3 An increase in variety of housing choice to support equitable access to housing						
	Number of dwellings across the Shire (SDG 11.3)	ID forecast	23,383 dwellings (2021)	24,790 dwellings (2026 projection)	Annually	 Monitor
	Number of new housing units built in the municipality (SDG 11.1.1)	Department of Families, Fairness and Housing	520 houses/units (2021)	+26 beds	Annually	 Monitor
2.4 Infrastructure investment is targeted to maximise jobs and housing growth						
	Wellington Shire total % population increase (SDG 11.3)	ID profile	44,770 (2020 estimate)	Approximately 1% increase per annum	Annually	 Monitor

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STREET AND DRAINAGE WORKS, SALE

DIRECTION

3

Liveability and Wellbeing

Key projects*

- Wedge Performing Arts Centre Redevelopment business case (3.3.5) ❤️
- Develop Early Learning Facilities with a focus on multi-use spaces (3.3.3) ❤️
- VicHealth Youth Mental Health project (3.4.3) ❤️
- Yarram and Sale Early Years Feasibility Studies (3.3.4)
- Gippsland Art Gallery blockbuster exhibitions commencing with Archibald Prize 2021 (3.3.4, 3.3.5, 3.3.6)
- Respond to the Federal Government Home and Community Care funding reform (3.4.2) ❤️

*subject to successful business case and funding

'We are a liveable, engaged, and supported community.'

PORT OF SALE LIBRARY

LIVEABILITY AND WELLBEING

We place people and their wellbeing at the forefront of decision making, looking at how each of the challenges we face and opportunities we have affects the people in Wellington Shire. We strive to ensure all people can participate and work, learn, create, play, and share in the ways they desire.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.1 An inclusive, diverse, and resilient community.	MI 	3.1.1 Implement a Reconciliation Action Plan (RAP) to build relationships, improve cultural awareness and reconciliation with Gunaikurnai people and deliver on cultural, environmental, and economic projects in the spirit of the Gunaikurnai Whole of Country Plan.	Facilitator	GLaWAC Ramahyuck	Community & Culture
		3.1.2 Facilitate activities and events that celebrate and promote inclusion and engagement of our culturally and socially diverse communities. Deliver via defining and resourcing Council and the community's role in place activation and event delivery.	Provider Funder Facilitator	Community, organisational and private event organisers, and promoters Central Gippsland Tourism Destination Gippsland Regional Arts Victoria Business and Tourism/Traders Associations Festivals Victoria Neighbourhood Houses	Community & Culture
		3.1.3 Sensitively consider and support people to participate, contribute and be represented in our community without barriers due to disability, gender, age, sexuality or culture via the development and implementation of a Diversity and Inclusion Action Plan.	Provider Facilitator Advocate	Primary Care Partnership Community, health and support service providers Gippsland East Local Learning and Employment Network Neighbourhood Houses Gippsland Primary Health Network Gippsland Pride Initiative	Community & Culture
		3.1.4 Implement a Gender Equality Action Plan to improve gender equity and fairness within the workplace and amongst our community.	Provider Facilitator	Gender Equality Commission	CEO
3.2 An actively engaged community.		3.2.1 Highlight community voices in Council's decision making and the community's active engagement at the core of our operation. Listen and provide leadership, especially in complex matters.	Provider Facilitator	Community	CEO
		3.2.2 Advocate for local and regional priorities and issues that matter to our community in partnership with key stakeholders.	Advocate	Gippsland Regional Partnership One Gippsland Regional Development Victoria Committee for Gippsland Committee for Wellington	CEO
		3.2.3 Use a range of online and in person methods to provide clear communication about decisions and plans that affect communities, making sure to close the loop and feedback on consultation outcomes.	Provider	Media including community media	CEO

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, see page 59

LIVEABILITY AND WELLBEING (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.3 Opportunities for everyone to work, learn, create, play, and share.		3.3.1 To assist in recovery from COVID-19, facilitate support for and capacity building of community volunteers in Committees of Management and other groups that deliver community outcomes.	Provider Funder Facilitator	Committees of Management Community groups Volunteering Victoria Primary Care Partnership GippSport Gippsland East Local Learning and Employment Network ACFE providers Neighbourhood Houses	Community & Culture
		3.3.2 Support formal and informal education providers to offer transitions to different learning environments based on people's life circumstances. Aim to improve educational attainment and aspiration within Wellington Shire recognising that the delivery of secondary school VCE will commence a transition process in the coming years to ensure it remains appropriate and relevant.	Facilitator Advocate	Federation University TAFE Gippsland Department of Education and Training Gippsland East Local Learning and Employment Network ACFE providers Committee for Wellington Volunteering Victoria Key industry and business stakeholders Neighbourhood Houses	Development
	MI 	3.3.3 Respond to future Early Years' service gaps, particularly in childcare and kindergarten in major towns.	Provider (landlord) Funder Facilitator Advocate	Department of Education and Training Not for profit service providers Volunteer committees of management Private providers	Community & Culture
		3.3.4 Work with the community to understand which arts and cultural services and opportunities are important to them and facilitate development in these areas.	Provider Funder	Community Cultural venue managers (community and private) Regional Arts Victoria Local arts groups and organisations Creative Victoria	Community & Culture
		3.3.5 Investigate opportunities for alternative cost-effective models for delivery of quality cultural, leisure and recreation facilities and programs that encourage access and participation across our community.	Provider Funder Facilitator	Private providers Shared services providers GippSport	Community & Culture
		3.3.6 Improve access to arts and cultural experiences by pursuing partnerships and creating programs that activate our open spaces and facilities to increase community connection.	Provider Funder Facilitator	TAFE Gippsland Community groups Cultural venue and space managers Local arts groups and organisations Creative Victoria Federation University Regional Arts Victoria	Community & Culture

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors.	MI 	3.4.1 Investigate gaps in service provision for vulnerable community members, review options and determine Council's future role.	Facilitator	Primary Care Partnership Department of Families, Fairness and Housing Department of Health Federation University Neighbourhood Houses Gippsland Primary Health Network Building Local Care Workforce Program	Community & Culture
	MI 	3.4.2 In response to the Federal Government reforms for Home and Community Care determine the most appropriate supports to be facilitated by Council for people to age positively in community.	Funder Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Primary Care Partnership Federal Government Gippsland Primary Health Network Building Local Care Workforce Program	Community & Culture
		3.4.3 Advocate for increased access to appropriate health services to meet the modern health challenges of the community including increased mental health and wellbeing services and education to reduce the stigma of accessing services in a post-COVID environment.	Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Department of Health Committee for Wellington Federal Government VicHealth Gippsland Primary Health Network Primary Care Partnership Department of Education and Training Latrobe Regional Hospital Neighbourhood Houses	Community & Culture
	MI 	3.4.4 Support employers with the attraction, recruitment and long term retention of health specialists and allied health workers into hospitals and schools and to service NDIS and My Aged Care packages.	Facilitator Advocate	Central Gippsland Health Yarram and District Health Service Gippsland Primary Health Network Department of Education and Training Employment services providers Relocation services providers Building Local Care Workforce Program	Development

LIVEABILITY AND WELLBEING (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's Role	Key partners	Lead division
<p>...continued</p> <p>3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors.</p>	<p>MI </p>	<p>3.4.5 Create a Wellington Shire Health and Wellbeing Partnership with health and community agencies which focuses on preventing, supporting and responding to health and wellbeing issues as outlined in the Healthy Wellington 2021-25 Strategy.</p>	<p>Facilitator</p>	<p>Primary Care Partnership Gippsland Climate Change Network and other Victorian Greenhouse Alliances State Government Health and community service providers Federation University GippSport Gippsland Primary Health Network</p>	<p>Community & Culture</p>
	<p>MI </p>	<p>3.4.6 Use Healthy Wellington 2021-25 to focus on the health and wellbeing needs of the senior population. Prevent and address barriers to accessing community, social, health and lifelong learning services.</p>	<p>Funder Facilitator Advocate</p>	<p>Municipal Association of Victoria Positive Ageing Network Local aged care networks Central Gippsland Health Yarram and District Health Service Seniors focussed clubs and groups Primary Care Partnership Building Local Care Workforce Program Neighbourhood Houses</p>	<p>Community & Culture</p>
		<p>3.4.7. Achieve Rainbow Tick accreditation of Council services to reduce stigma and discrimination against LGBTIQ+ people.</p>	<p>Provider Facilitator</p>	<p>Rainbow Health Victoria Gippsland Pride Initiative</p>	<p>Community & Culture</p>



INDICATORS OF SUCCESS

SDG*	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
3.1 An inclusive, diverse, and resilient community						
	Community satisfaction with perception of diversity and accessibility in the community (SDG 10.2)	Community Satisfaction Survey	Not currently measured	Identify baseline. Continual improvement on WSC score	Annually	 Influence
3.2 An actively engaged community						
	Community satisfaction with Council decisions (SDG 16.7.2)	Community Satisfaction Survey	58/100 (2020 large rural was 52)	Continual improvement on WSC score	Annually	 Influence
	Community satisfaction with Council engagement (SDG 16.7.2)	Community Satisfaction Survey	57/100 (2020 large rural was 54)	Continual improvement on WSC score	Annually	 Influence
	Community satisfaction with level of Council lobbying (SDG 16.7.2)	Community Satisfaction Survey	57/100 (2020 large rural was 53)	Continual improvement on WSC score	Annually	 Influence
3.3 Opportunities for everyone to work, learn, create, play, and share						
	Participation rates in kindergarten for 4-year-olds (SDG 4.2.2)	Department of Education and Training	91.89% (2020)	Better than Gippsland average	Annually	 Monitor
	Active library members in municipality (SDG 4.6)	Know Your Council	13% (2019-20)	15%	Annually	 Influence
	Participation at Council-run performing arts events (SDG 4.7)	Internal data	21,300 visits (2018-19)	Increase by 2%	Annually	 Influence
	Participation in Gippsland Art Gallery programs and events (SDG 4.7)	Internal data	39,600 visits (2018-19)	Increase by 2%	Annually	 Influence
3.4 Improved access to and participation in support services focussing on those who are vulnerable including: young children, youth, people living with a disability and seniors						
	Availability of NDIS services within Wellington Shire to meet service demand (SDG 10.2)	NDIS Demand Map	49% of NDIS funding used by participants (2020)	80%	6 monthly	 Monitor
	Proportion of children attending Maternal and Child Health 3.5 years ages and stages visit (SDG 3.8)	Department of Education and Training	71.3% (2017)	90%	Annually	 Influence

Our responsibility level definitions are  **Control:** Council actions directly control the result.  **Influence:** Council can influence the result, but other external factors may also have an impact.

 **Monitor:** Council has no influence on this result but monitors it to assist future planning. *Sustainable Development Goals

Services and Infrastructure

Key projects*

- Accelerate Urban Paths Plan delivery (4.4.3) 
- Aqua Energy redevelopment (3.3.5 , 4.3.5) 
- Investigate delivery of Gippsland Regional Sports Complex Stage 2B (4.3.5)
- Briagolong Tennis Court refurbishment (4.3.5)
- LED lighting upgrades at Stratford Recreation Reserve and Rosedale Recreation Reserve (4.3.5)
- Streetscape improvements: Cowwarr and Port Albert (4.3.1)
- 'A Warmer Pool for Yarram' project (4.3)
- Stephenson Park, Sale, changerooms redevelopment (4.3.5)
- Stratford outdoor pool solar upgrade and pool blanket (4.3)
- Seacombe boat ramp upgrade (4.3.4)
- Town entry improvement program: Maffra and Heyfield (4.3)
- Port Albert Mechanics Institute facade and rising damp treatment (4.3.5)
- Wurruk pump track (4.3)
- Seaspray levy rehabilitation (4.3)

*subject to successful business case and funding

'We are a connected community with access to the services and infrastructure we require'.

AQUA ENERGY, SALE

SERVICES AND INFRASTRUCTURE

Wellington Shire Council strives to be a high performing, financially sustainable organisation that meets community needs in an effective and efficient way. Our towns benefit from our holistic planning approach and our program of infrastructure delivery.

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
4.1 A financially sustainable, high performing organisation.		4.1.1 Investigate a shared services operating model to expand innovative activities, enable operational efficiencies, contain costs, and take advantage of other revenue generating opportunities to benefit the organisation and community.	Provider Facilitator	Other Council(s)	Corporate Services
		4.1.2 Continue to improve our long-term finance and asset planning to ensure that the Council remains financially sustainable.	Provider		Corporate Services
4.2 Services deliver operating efficiencies and best value.*		4.2.1 Provide services that are easy to use, valued by the community and give best overall worth back to Council and the community.	Provider		CEO
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need.		4.3.1 Work to ensure that our town centres are activated, safe, clean, have appropriate facilities and are well-maintained.	Provider Regulator	Mainstreet Australia Business and Tourism/Traders Associations	Built & Natural Environment
		4.3.2 Plan for the key growth communities across the shire from a 'place-based' approach holistically considering the built environment, community, and economic directions concurrently.	Provider Facilitator	Private developers Business and Tourism/ Traders Associations Service and utilities providers Community	Development
		4.3.3 Ensure green infrastructure (trees and vegetation) provision is a key component of the built environment and design of the public realm facilitates sustainability, liveability, and social connectivity.	Provider Advocate	Private developers	Built & Natural Environment
		4.3.4 Assess our key tourism areas and benchmark against like towns to ensure the right mix of Council services and facilities is provided to meet peak tourist demand and ongoing community requirements.	Provider Funder Facilitator	Destination Gippsland Other Local Government Area's Central Gippsland Tourism Visit Victoria	Development

* Best value is the most advantageous combination of cost, quality, and sustainability to meet requirements.

MI = Major Initiative  = linked to Healthy Wellington Plan
For glossary of key partner names, see page 59

SERVICES AND INFRASTRUCTURE (CONTINUED)

What outcomes do we want by 2025?	Links	Key initiatives and priorities to achieve these outcomes	Council's role	Key partners	Lead division
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need.		4.3.5 Support volunteer facility managers whose work contributes to improved community mental and physical health by activating, upgrading, and repurposing existing multi-use sporting, cultural and social facilities in preference to establishing new.	Provider Funder Facilitator Advocate	State and Federal Government Community groups and Committees of Management GippSport	Community & Culture
4.4 Safe and well-used transport connections across all modes of travel.	MI 	4.4.1 Advocate strongly to State Government and local stakeholders for improvements to the passenger train service to key regional centres.	Advocate	One Gippsland Department of Transport Committee for Wellington Gippsland Regional Partnership	CEO
	MI 	4.4.2 Advocate strongly to State Government and local stakeholders for improvements to the inter-town transport network connecting major towns to key regional centres in Gippsland.	Advocate	One Gippsland Department of Education and Training Local private and community bus and rideshare service providers Gippsland Regional Partnership Neighbourhood Houses	Community & Culture
		4.4.3 Address community road safety and connection issues via active travel projects (education) and road and footpath improvements which will build a physically active, safe, and connected community.	Provider Funder	Local schools Regional Roads Victoria TAC VicHealth Department of Transport	Community & Culture



INDICATORS OF SUCCESS

SDG*	INDICATOR	SOURCE	BASELINE	2025 TARGET	WHEN MEASURED	OUR RESPONSIBILITY
4.1 A financially sustainable, high performing organisation						
	Working capital (Current assets as a percentage of current liabilities) (SDG 16.6)	Know Your Council	299.58% (Similar councils 2019-20)	Better than similar councils	Annually	 Influence
	Loans and borrowings as a percentage of rates (SDG 16.6)	Know Your Council	18.73% (Similar councils 2019-20)	Better than similar councils	Annually	 Control
4.2 Services deliver operating efficiencies and best value						
	Community satisfaction rate with Council's overall performance (SDG 16.6.2)	Community Satisfaction Survey	62/100 (2020 large rural was 55)	Continual improvement on WSC score	Annually	 Influence
4.3 Well planned and sustainable towns, facilities, and infrastructure that service community need						
	Reduction in the Wellington Shire retail vacancy rate (SDG 11.a)	CBD vacancy audit	11.40% (2021)	10%	Annually	 Influence
	% of Community Managed Facilities accessibility audit recommendations delivered (SDG 9.1)	Internal data	5% of items (2020)	10% each year	Annually	 Control
4.4 Safe and well-used transport connections across all modes of travel						
	Community satisfaction with condition of sealed local roads (SDG 9.1)	Customer Satisfaction Survey	47/100 (2020 large rural council average)	>52/100	Annually	 Influence
	Increase in kilometres of active travel routes in Wellington Shire as identified under the urban paths plan (SDG 11.2)	Internal data	237km (2021)	Increase by 2km of paths annually	Annually	 Control

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SUPPORTING INFORMATION

The following strategies and plans will support the achievement of the Council Plan outcomes over the next four years. The below documents can be found at: www.wellington.vic.gov.au/council/publications

Existing Council Strategies and Action Plans	Environment & Climate Change	Economy & Sustainable Growth	Liveability & Wellbeing	Services & Infrastructure
Access and Inclusion Plan 2017-22			✓	
Amendment C99 Flood Mapping update	✓	✓		
Arts and Culture Strategy 2016 (under review)		✓	✓	
Asset Plan 2021-25		✓		✓
Community Engagement Strategy 2021	✓	✓	✓	✓
Community Managed Facilities Strategy 2020-25 incorporating the Sporting Infrastructure, Community Infrastructure and Early Years Infrastructure Plans	✓		✓	✓
Customer Service Strategy 2018				✓
Domestic Wastewater Management Plan	✓	✓	✓	✓
Financial Plan 2021/22 - 2030/31	✓	✓	✓	✓
Healthy Wellington 2021-25	✓	✓	✓	✓
Heyfield Structure Plan 2011		✓		
Integrated Water Management Plan	✓			✓
Living Well COVID Recovery Plan 2021		✓	✓	
Longford Development Plan 2015		✓		
Municipal Emergency Management Plan 2020-23	✓		✓	
North Sale Development Plan 2018		✓		
Port of Sale Masterplan 2021		✓	✓	✓
Provision of Aquatic Facilities and Services 2015-20			✓	
Public Open Space Plan 2014-24	✓		✓	
Revenue and Rating Plan 2021-24				✓
Recreational Boating Facilities Plan 2019				✓
Recreational Vehicle Strategy 2018		✓		
Residential Road and Street Construction Plan 2019				✓
Risk Management Framework 2021				✓
Road Management Plan 2021				✓
Rosedale Structure Plan 2012		✓		
Sale, Wurruk, and Longford Structure Plan 2010		✓		
Sustainability Strategy 2020-24	✓		✓	✓
Urban Paths Plan 2019	✓		✓	✓
Wellington Municipal Relief and Recovery Plan	✓		✓	
Wellington Shire Investment Prospectus 2021		✓		
West Sale Airport Masterplan 2017		✓		
West Sale and Wurruk Industrial Land Supply Strategy 2018		✓		

New Council strategies and plans to be developed/under development
Diversity and Inclusion Action Plan
Gender Equality Action Plan
Greening Wellington
Maffra Structure Plan
Maffra Drainage and Integrated Water Management Strategy
Reconciliation Action Plan
Renewable Energy Readiness Project
Shire-wide Growth Management and Economic Development Strategy
Stratford and Yarram Growth Area Drainage Strategies
Targeted strategy for high yield niche tourism offerings, nature based and cultural tourism
Workforce Management Plan
Wurruk Development Plan
Yarram and Heyfield Timber Transition Local Development Strategies

Strategies and Action Plans that inform Council's work	Responsible body
Accelerating Growth: Gippsland Food & Fibre Industry	Gippsland Regional Partnerships
Creative State	Creative Victoria
Emergency Management Act 2013	State Government
Gippsland Clean Energy Vision	Committee for Gippsland
Gippsland Regional Climate Change Adaptation Strategy	State Government
Gippsland Regional Economic Development Strategy	Regional Development Australia
Gippsland Regional Growth Plan 2014	State Government
Gippsland Regional Plan 2020-25	Gippsland Regional Plan Leadership Group
Gippsland's Smart Specialisation Strategy	Latrobe Valley Authority
Marine and Coastal Strategy	State Government
Regional Waterway Strategy	State Government
State Emergency Management Plan (SEMP)	Emergency Management Victoria
Strong, Innovative, Sustainable: A new strategy for agriculture in Victoria	Agriculture Victoria
Sustainable Development Goals	United Nations
Vulnerable People in Emergencies Policy	Department of Families, Fairness and Housing
Victorian Climate Change Strategy	State Government
Victorian Emergency Management Strategic Action Plan	Emergency Management Victoria
Victorian Preparedness Framework	Emergency Management Victoria
Victorian Public Health and Wellbeing Plan 2019-2022	State Government
Victorian State Emergency Management Plan 2020	State Government
West Gippsland Regional Catchment Strategy	West Gippsland Catchment Management Authority
Whole of Country Plan	GLaWAC

COUNCIL SERVICES



HEYFIELD SKATE PARK

COUNCIL'S SERVICES

Sitting behind the Council Plan are detailed operational plans across all areas of Council's business, which enable us to deliver on the services that we provide to the municipality every day.

Service area	Services
Advocacy	<ul style="list-style-type: none"> Local investment advocacy Community services advocacy Compliance
Aged and disability services	<ul style="list-style-type: none"> Access and Inclusion Plan 2017-22 Community building – work with individuals, businesses, service providers and the community to reduce barriers for people with a disability, enhancing social inclusion.
Arts development	<ul style="list-style-type: none"> Arts community development Art collection management Theatre management Art exhibition management Arts/culture events and support for projects and events initiated by the local community
Economic development and business support	<ul style="list-style-type: none"> Food, retail, agricultural business and sector support Major project facilitation Business and community liaison Tourism promotion and information centres Conduit between business and government (local, State and Federal) services and programmes Development of Economic Development Strategy Promotion of Council as a destination for new residents, business, and tourism Saleyard and Council properties

Service area	Services
Family support	<ul style="list-style-type: none"> Support delivery of Family Day Care, Long Day Care, Maternal and Child Health, Playgroup and Kindergarten by making facilities available for use Early years partnerships management
Community activities	<ul style="list-style-type: none"> Australia Day celebrations Volunteer functions Community grants Citizenship ceremonies Community directories Support for community capacity building Festival and events program management
Community access services	<p>Support the community to plan and develop strategies which will increase community participation for people with a disability. Project areas include:</p> <ul style="list-style-type: none"> Physical access Health and wellbeing Business and tourism Recreation and leisure Education and training Information provision Physical safety
Community engagement	<ul style="list-style-type: none"> Consultation Community involvement in decision making Provision of information about issues or decisions which will affect communities

COUNCIL'S SERVICES (CONTINUED)

Service area	Services
Community development	<ul style="list-style-type: none"> • Volunteer capacity building, training, and development • Community conversations • Health and wellbeing planning and health promotion • Prevention of Violence Against Women • Increasing physical activity • Creating healthy environments including planning for active transport: shared path network, pathways, crossings. • Grant seeking for priority community and council projects • Festival and events sponsorship • Activities and projects that promote social connection and inclusion
Environment and community safety	<ul style="list-style-type: none"> • Emergency management: organisational and community preparedness, planning, response and recovery • Land management • Environmental health - Food safety, public health and wellbeing, domestic wastewater management • Community Local Laws
Environmental sustainability	<ul style="list-style-type: none"> • Support and assist residents to reduce everyday environmental impacts. • Natural resource management • Resources efficiency - waste and emissions management • Energy efficient street lighting • Climate resilient communities • Noxious weed control – Council reserves and roadsides

Service area	Services
Immunisation service	<ul style="list-style-type: none"> • Infant and public immunisation program • School immunisation program • Workplace immunisation program
Library service	<ul style="list-style-type: none"> • Books, CDs, videos, DVDs, magazines and newspapers to borrow and browse • Online resources • Preschool story time and school holiday activities • Internet and computer classes • Spaces to read, relax and study • Community meeting rooms • Library outreach service
Litter management and graffiti removal	<ul style="list-style-type: none"> • Graffiti removal • Landfill rehabilitation • Litter control
Parks and gardens	<ul style="list-style-type: none"> • Maintain all public municipal areas in the Shire • Plant and maintain street trees
Property management	<ul style="list-style-type: none"> • Property management • Lease management
Leisure services	<ul style="list-style-type: none"> • Provision of safe, welcoming community aquatic facilities • Fully equipped, accessible fitness gym • Gentle exercise (rehabilitation) hydrotherapy pool • Swimming and water-safety education programs • Group fitness classes • Social sports and activities • Community leisure activities

Service area	Services
Public health	<ul style="list-style-type: none"> • Ensure compliance with the Food Act 1984 • Registration of premises, food safety programs, food complaints, temporary events, safety standards, labelling requirements • Registration and assessment of other premises such as accommodation and caravan parks and beauty salons to ensure correct hygiene and safe practices • Monitoring for noise, smells and smoke and pest control • Preventing the spread of infectious diseases • Approving individual domestic septic systems • Monitoring compliance with tobacco laws, including tobacco sales and smoking in public places
Revenue raising	<p>Raising revenue to enable the Council to perform its functions:</p> <ul style="list-style-type: none"> • Revenue collection • Property valuations • Fire Services Levy collection on behalf of State Revenue Office • Single Farm Enterprise Exemption • Fee setting and collection • State and Federal grant applications • Loan management
Waste and recyclables collection	<ul style="list-style-type: none"> • Garbage collection • Hard waste collection • Recycling service

Service area	Services
Recreation services	<ul style="list-style-type: none"> • Provision and development of sporting grounds and aquatic recreation facilities around the Shire • Development of playgrounds • Support Committees of Management for Council and Crown owned community and recreation facilities • Recreation planning to ensure that the current and future recreation needs of residents are identified and planned for
Youth support	<ul style="list-style-type: none"> • Support of youth music and leadership programmes e.g. FReeZa • National Youth Week – a program of events, activities and celebrations • Youth Action Groups • Youth mentoring projects/programs including Youth Council • Youth referral services; advocacy and youth representation • Youth oriented festivals and events
Infrastructure provision and maintenance	<ul style="list-style-type: none"> • Community facility provision and management • Footpath provision and maintenance • Parks, open space and street tree provision • Road infrastructure provision and maintenance • Stormwater drainage provision and maintenance • Traffic management • Building Essential Safety measures for public and private buildings

COUNCIL'S SERVICES (CONTINUED)

Service area	Services
Land use planning	<ul style="list-style-type: none"> • Development assessments and approvals • Statutory - planning permits • Strategic - policy and rezoning • Heritage advice • Planning enforcement • Domestic Wastewater Management Plan
Urban services	<ul style="list-style-type: none"> • Urban maintenance and cleansing of towns • Public toilet and BBQ cleaning • Drainage • Line marking • Street furniture • Signage
Local Laws	<ul style="list-style-type: none"> • Animal management • Local Law legislation and enforcement • Community compliance • School crossing supervision
Legislated duties	<ul style="list-style-type: none"> • Building safety inspections • Health standards enforcement • Property valuations • Statutory financial reporting and plan development • Community education

Service area	Services
Municipal administration	<ul style="list-style-type: none"> • Accounting standard and regulation compliance • Asset management • Communications equipment provision and support • Consultation and engagement support • Contract management and procurement • Customer service • Governance • Human resources • Strategic planning • Council website and online services



LOCAL LAWS, ANIMAL MANAGEMENT

GLOSSARY



RAAF BASE, EAST SALE

- ACFE** Adult, Community and Further Education
- Ag Vic** Agriculture Victoria
- CGT** Central Gippsland Tourism
- DELWP** Department of Environment, Land, Water and Planning
- DET** Department of Education and Training
- DFFH** Department of Families, Fairness and Housing
- DIJRDC** Department of Infrastructure, Transport, Regional Development and Communications
- DJPR** Department of Jobs, Precincts and Regions
- GCCN** Gippsland Climate Change Network
- GELLEN** Gippsland East Local Learning and Employment Network
- GLaWAC** Gunaikurnai Land and Waters Aboriginal Corporation
- GPHN** Gippsland Primary Health Network
- LRH** Latrobe Regional Hospital
- LVA** Latrobe Valley Authority
- MAV** Municipal Association of Victoria
- NBN** National Broadband Network
- NDIS** National Disability Insurance Scheme
- PCP** Primary Care Partnership
- PoSM** Port of Sale Masterplan
- RDV** Regional Development Victoria
- SRW** Southern Rural Water
- TAC** Transport Accident Commission
- VFF** Victorian Farmers Federation
- West Gippsland CMA** - West Gippsland Catchment Management Authority
- WSC** Wellington Shire Council



Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au

