



WELLINGTON SHIRE **COUNCIL PLAN** 2021-25

PROGRESS REPORT QUARTER 4, JUNE 2023



STRATEGIC DIRECTIONS



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.

DIRECTION

1

Environment and Climate Change



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

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

SALE BOTANIC GARDENS



Council Plan Strategic Direction 1: Environment and Climate Change


 - linked to Healthy Wellington Plan

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
1.1.1 	Major Initiative - 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	Continuing to advocate to State Government to finalise their sea level rise policy and planning benchmarks to enable Council to move forward in relation to sea level rise. Bushfire Management Overlay from State Government now implemented into Planning Scheme.	Progressing	65%	Helps support climate change objectives of Healthy Wellington Plan
1.1.1.1 	Key Project - 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.	Advocate, Facilitator, Funder, Provider	Continuing to advocate to State Government to finalise their sea level rise policy and planning benchmarks for sea level rise. Without this guidance Council is unable to further develop a planning scheme amendment to assist in identifying areas impacted.	Progressing	35%	Helps support climate change objectives of Healthy Wellington Plan
1.1.2 	Major Initiative - 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.	Facilitator, Funder, Provider, Advocate	To support in school programs, a number of sustainability education program elements are also being delivered out of Nakunbalook Environmental and Cultural Education Centre. 2022/23 Urban Forest planting program well underway with significant tree planting program nearing completion across Rosedale township and Sale development areas. Overall, very positive community feedback. Stratford tree planting program community	Progressing	60%	Community support and information is provided via information sessions and social media including the quarterly Eco News newsletter which helps support climate change objectives of Healthy Wellington Plan



Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>engagement program has now commenced for 2023/24.</p> <p>The pre-feasibility of precinct-scale renewable thermal and solar energy project (Sale) is complete. Technical Reference Group (TRG) has been briefed and recommendations are being considered for further action where appropriate.</p> <p>Collaborating with Gippsland Alliance for Climate Action (GACA) to create effective climate action and build capacity.</p> <p>Alliance was established to support regional climate action.</p> <p>A range of projects have been identified as the priority for GACA to deliver over the next 18 months including;</p> <ul style="list-style-type: none"> • Climate risk mapping; EV fleet transition plan; • ESD policy for council buildings; • Decarbonisation and gas removal in council buildings; • Emissions monitoring; and • Communications and training. <p>Emergency Management Team is implementing the development of Local Incident Management Plans for 6 vulnerable communities across Wellington Shire</p>			
1.1.3 	Major Initiative - Educate the community to increase understanding of the risks and	Facilitator	Community support and information is provided via information sessions and	Progressing	60%	Community support and information is provided via information sessions

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	impacts of climate change and the need for adaptation and sustainable living.		<p>social media including the quarterly Eco News newsletter.</p> <p>The most recent online edition of Eco News included the following key articles.</p> <ul style="list-style-type: none"> • Charging ahead in the electric vehicle space; • Putting down roots in Rosedale; • Nesting boxes give biodiversity a helping hand; • Looking to a greener future with battery-powered tools; • Subscribe for environmental flow notifications; • Measuring our sustainability success; • Grant opportunities; • #dontbetrashy♻️ and @GetItSorted articles. <p>To support in school programs, a number of sustainability education program elements are also being delivered out of Nakunbalook Environmental and Cultural Education Centre.</p> <p>Collaborating with Gippsland Alliance for Climate Action (GACA) to create effective climate action and build capacity.</p> <p>Alliance was established to support regional climate action.</p> <p>A range of projects have been identified as the priority for GACA to deliver over the next 18 months including;</p>			<p>and social media including the quarterly Eco News newsletter.</p> <p>The most recent online edition of Eco News included the following key articles.</p> <ul style="list-style-type: none"> • Charging ahead in the electric vehicle space; • Putting down roots in Rosedale; Nesting boxes give biodiversity a helping hand; • Looking to a greener future with battery-powered tools; • Subscribe for environmental flow notifications; • Measuring our sustainability success; • Grant opportunities; • #dontbetrashy♻️ and @GetItSorted articles.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<ul style="list-style-type: none"> • Climate risk mapping; • EV fleet transition plan; • ESD policy for council buildings; • Decarbonisation and gas removal in council buildings; • Emissions monitoring; and • Communications and training. 			
1.1.3.1 	Key Project - Lake Guyatt Environmental Education Centre.	Facilitator, Provider	Nakunbalook Environmental and Cultural Education Centre was completed in late 2022.	Completed	100%	Provides the opportunity to undertake education programs, to assist the community with the transition to a low carbon economy.
1.1.4 	Major Initiative - Build disaster resilience and improve adaptation and recovery in high-risk and vulnerable communities by facilitating community-led emergency management planning and preparedness.	Provider, Facilitator	Council is working with various high-risk communities and agencies across the Wellington Local Government Area to develop community emergency plans and increase emergency preparedness & resilience.	Progressing	35%	Health and Climate Change is considered through this work as it aims to build the community's resilience and preparedness for future natural disasters.
1.1.4.1	Key Project - Preparing Remote Emergency Response Centre's.	Provider, Facilitator	Backup generator installed at Port of Sale Cultural Hub. Works commencing at several remote community facilities regarding backup power supply.	Progressing	20%	Not applicable
1.1.5	Initiative - 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.	Facilitator	Council is working with the Municipal Emergency Management Planning Committee, including emergency service agencies across the Wellington Local Government Area to review and update the Wellington Municipal Emergency Management Plan by October 2023.	Progressing	35%	Not applicable

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1.1.6 	Initiative - Increase the extent of our urban forests and trees (also considering urban agriculture) to help our townships cope better with future temperatures increases.	Provider	Around 1,400 trees have already been planted as part of the 2023 Urban Forest Renewal Program. Planting will continue through August and should be completed by early September 2023.	Progressing	60%	The urban forest renewal program contributes to improved health and well-being outcomes.
1.2.1	Major Initiative - 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	Continue to work with Gippsland Agricultural Group and Food and Fibre Gippsland to identify opportunities to create a more resilient agricultural community.	Progressing	80%	Not applicable
1.2.2	Initiative - Advocate for uptake of electric and hybrid vehicles across our broader community and support this through delivery of charging stations.	Advocate, Provider	Internal policy has been adjusted to encourage a greater uptake of hybrid and electric vehicles in Councils fleet. Transition plan is an action for the 2023/24 financial year of the Gippsland Alliance for Climate Action (GACA).	Progressing	60%	Not applicable
1.2.2.1	Key Project - Electric Vehicle charging stations.	Advocate, Provider	Yarram charger installed, Heyfield charger installation planned July 2023, Stratford charger planned for 2023/24 financial year.	Progressing	65%	Not applicable
1.2.3	Major Initiative - 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.	Advocate, Facilitator, Regulator	In December 2022, the Minister for Climate Change and Energy declared an area in the Bass Strait off the coast of Gippsland as being suitable for offshore renewable energy.	Completed	100%	Not applicable
1.2.4	Initiative - Help build a diverse and resilient energy economy by supporting the uptake of community-owned renewable energy	Facilitator, Regulator, Advocate	Council has been proactive in supporting a diverse and resilient energy economy in several ways. This includes the development of the Wellington	Progressing	60%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	capture and storage through education, capacity building and targeted investment.		<p>Renewable Energy Impact and Readiness Study which is now available on Council's website.</p> <p>Council also supports the community via Environmental Upgrade Finance (EUF) which is a loan for building upgrade works, repaid via quarterly Council Rates. EUF involves a three-way agreement between the business owner, Council, and lender.</p> <p>A EUF can be applied to a range of upgrades such as Energy efficiency upgrades and retrofits;</p> <ul style="list-style-type: none"> • Lighting upgrades e.g. Light-emitting Diode (LED), lighting controls and daylight sensors; • Heating, ventilation and air-conditioning (HVAC) systems; • Efficient control equipment e.g., power control of motors, pumps, boilers and air heating/cooling systems; and • Water harvestings, filtration, recycling and treatment for re-use. <p>In addition to the installation of Electric Vehicle (EV) chargers in Sale, Yarram and Heyfield, officers have participated in early discussions relating to the installation of privately funded EV chargers in Wellington Shire.</p> <p>A pre-feasibility study has also been undertaken for council's Port of Sale and Aqua Energy precincts that considers</p>			

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			<p>precinct-scale renewable energy outcomes across Council owned and no Council owned facilities.</p> <p>Community support and information is provided via information sessions and social media including the quarterly Eco News newsletter.</p>			
1.2.4.1	Key Project - Solar or alternate energy rollout across community facilities.	Advocate, Facilitator, Regulator	Solar installations completed at Stratford Library, Cameron Sporting Complex, West Sale Aerodrome and the Yarram Recreation Reserve.	Progressing	60%	Not applicable
1.3.1 	Initiative - 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	<p>2022/23 urban forest tree planting program commenced April with approximately 1800 trees to be planted and is nearing completion.</p> <p>The implementation of 'Forest Tree' a tree management software tool will ensure the proactive data collection and maintenance of Councils tree assets for the long term.</p> <p>The Parks Services team continue to service local parks and open spaces in line with service standards to ensure maximum social and environmental benefits for the community.</p>	Progressing	65%	Maintenance and improvements to our local parks/open space and urban forests contribute significantly to improved health and well-being outcomes.
1.3.2 	Initiative - With key stakeholders, encourage access, appreciation and use of our natural areas through well-planned and sustainable nature-based and cultural tourism.	Advocate, Facilitator, Funder, Regulator	<p>Financially support the Gippsland New Energy Conference as well as ground support for the event.</p> <p>Working with East Gippsland on Indigenous trail through Wellington and East Gippsland highlighting areas such as Blue Pool and Den of Nargun.</p>	Progressing	80%	Financially support GNEC as well as ground support for the event

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			<p>Working with Community and Culture on the Tracks and Trails project.</p> <p>We continue to work with Destination Gippsland on The Dark Skies project which highlights star gazing in both Loch Sport and Dargo with the support of local Indigenous groups, Department of Energy, Environment Climate Action, Councils and Gunaikurnai Land and Waters Aboriginal Corporation. This is a trail that runs through all of Gippsland.</p> <p>Working with Rosedale Community to develop and deliver an event/festival highlighting sustainable living, home produce, recycling and upcycling and living off the land scheduled for October.</p> <p>Continue to highlight through The Middle of Everywhere socials the sustainable nature-based and cultural tourism aspects of our region.</p>			
1.3.2.1	Key Project - Great Southern Rail Trail Extension - Alberton to Welshpool.	Advocate, Facilitator, Funder, Regulator	Work is progressing on the two bridge contracts and the trail construction contract as well as planning and construction of various farm crossings. All work is scheduled to be completed in December 2023.	Progressing	60%	Not applicable
1.3.3	Major Initiative - Better utilise existing water resources, improve waterway health, increase biodiversity values and investigate bio link opportunities through implementing the Domestic Wastewater Management Plan.	Advocate, Facilitator, Funder, Regulator	The Onsite Domestic Wastewater Management Plan (OWMP) and associated codes and ministerial guidelines continue to guide decision making for development works involving wastewater management in sensitive areas to improve the health of waterways.	Progressing	70%	Not applicable

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			<p>Officers to receive further training funded by Department of Energy, Environment and Climate Action (DEECA) on applying the risk assessment model when conducting property assessments for onsite wastewater management system (OWMS) installations.</p> <p>Our Environmental Health team continue to play an active role in the Blue Green Algae portfolio to reduce the potential health impacts on residents, visitors and parks staff.</p>			
1.4.1	Major Initiative - Progress towards our 2040 net zero emissions target by reviewing our roadmap, strengthening our governance and exploring carbon offset opportunities.	Provider	<p>The pre-feasibility of precinct-scale renewable thermal and solar energy project (Sale) is complete. Technical Reference Group (TRG) has been briefed and recommendations are being considered for future action where appropriate.</p> <p>Staff are collaborating with Gippsland Alliance for Climate Action (GACA) to create effective climate action and build capacity. Alliance was established to support regional climate action.</p> <p>A range of projects have been identified as the priority for GACA to deliver over the next 18 months including;</p> <ul style="list-style-type: none"> • Climate risk mapping; • EV fleet transition plan; • ESD policy for council buildings; • Decarbonisation and gas removal in council buildings; • Emissions monitoring; and 	Progressing	60%	Not applicable

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			<ul style="list-style-type: none"> Communications and training on the impacts of climate change. 			
1.4.2	Initiative - Commence the green fleet transition to corporate electric and hybrid vehicles.	Provider	Hybrid vehicles being introduced to the fleet as opportunities arise	Progressing	15%	Not applicable
1.4.3	Initiative - 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.	Facilitator, Regulator, Advocate	<p>The collaborative Gippswide Kerbside joint procurement process invited options for alternative waste treatment technologies.</p> <p>As a result, staff are reviewing future alternative waste treatment options.</p>	Progressing	60%	Not applicable
1.4.3.1	Key Project - Resource Recovery Hub at Kilmany Landfill site.	Facilitator, Regulator, Advocate	<p>Private Solar panel recycling facility under construction - opening planned for August 2023.</p> <p>Continuing working with the private sector to explore alternate waste technology opportunities.</p>	Progressing	80%	Not applicable
1.4.3.2	Key Project - Longford Landfill Rehabilitation.	Facilitator, Regulator, Advocate	<p>Capping design is being finalised. Auditor and Environment Protection Authority approvals to follow.</p> <p>Construction over 2023/24 and 2024/25 financial years.</p>	Progressing	25%	Not applicable
1.4.3.3	Key Project - Food Organics and Green Organics (FOGO) kerbside collection service.	Facilitator, Regulator, Advocate	<p>Food Organics & Green/Garden Organics (FOGO) collection and processing is in its final stages of contract negotiations as part of the collaborative Gippswide Kerbside joint procurement process.</p> <p>Processing proposed to commence January 2025.</p>	Progressing	60%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
1.4.3.4	Key Project - Maffra Resource Recovery facility.	Facilitator, Regulator, Advocate	Land purchase has been undertaken. Consultant engaged to design facility and progress development plan required for planning approval process. Once design and development plan are received and approvals gained, tendering will commence for delivery of project. Current commencement date on site is planned for 2024/25 financial year.	Progressing	30%	Not applicable
1.4.4	Initiative - Investigate glass collection and diversion options to separate glass streams to facilitate the circular economy.	Provider	The collaborative Gippswide kerbside joint procurement process included options for future collection and processing of a separated glass stream. Staff are awaiting the implementation of the Container Deposit Scheme (CDS), the impacts on the residual kerbside materials and will complete data analysis with outcomes likely in 2025/26.	Progressing	60%	Not applicable
1.4.5	Initiative - 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	Councils' major facility development process includes Environmentally Sustainable Design (ESD) principles as part of their concept planning and design development phases which are then implemented during project implementation. Staff are also collaborating with Gippsland Alliance for Climate Action (GACA) to create effective climate action and build capacity. Alliance was established to support regional climate action. A range of projects have been identified as the priority for GACA to deliver over	Progressing	60%	Not applicable

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			the next 18 months including developing an ESD policy for council buildings and decarbonisation and gas removal in council buildings.			

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
Outcome 1.1 A climate and disaster resilient community				
Community Satisfaction with Council Performance in Environmental sustainability	(2020) Wellington Shire 59/100 (Large Rural 49/100)	Wellington Shire 62/100 (Large Rural 59/100)	Wellington Shire 61/100 (Large Rural 58/100)	Higher than large rural Councils
Percentage of Tree Canopy cover within Town Boundaries	(2020) 20% Tree Canopy coverage	Not due until 2025	Not due until 2025	1.5% improvement
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)	(2018) 21%	27.7% (6941 dwellings with PV)	31.6% (7387 dwellings with PV)	50%
Wellington Shire community greenhouse gas emissions intensity (emissions per person) (SDG 13.2.2)	(2019) 31.3 tonnes per person	30.66 tonnes per person	Results not available until November 2023	Equal to or better than Gippsland average
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)	(2014) 73%	Due 2023. Will be measured as part of updated Public Open Space Plan to be completed 2023.	Measurements will occur as part of the Public Open Space Plan which is scheduled for 2023/24.	85%
Domestic travel visitor numbers to Wellington Shire (SDG 8.9)	(2020) 750,000 travel visitors	686,000 travel visitors	858,000 travel visitors (14.4% increase on baseline)	2% increase
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)	(2017/18) 5244 tonnes of carbon equivalent emissions	4221 tonnes of carbon equivalent emissions (19% decrease from 2018)	Results not available until November 2023	23% reduction
Percentage waste diversion rate from kerbside collection (SDG 12.5)	(2019-20) 35% waste diversion	33.5% waste diversion	32.17% waste diversion	65% waste diversion

DIRECTION

2

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,
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prosperous community.'*


BUSHY PARK



Council Plan Strategic Direction 2: Economy and Sustainable Growth



 - linked to Healthy Wellington Plan


Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
2.1.1	Major Initiative - 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	Council has made the strategic decision to invest in a specific Officer to assist organisations to identify opportunities in these related industries.	Progressing	75%	Not applicable
2.1.1.1	Key Project - Renewable Energy Readiness Project.	Facilitator, Advocate	Wellington Renewable Energy Impact and Readiness Study adopted by Council on 21 March 2023.	Completed	100%	Not applicable
2.1.2	Initiative - 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	Continue to work with Food and Fibre Gippsland who recently presented to Council. Officers continue to look for investment opportunities which compliment Wellington Shire's economic strengths.	Progressing	85%	Not applicable
2.1.3 	Initiative - 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	A second round of community consultation for Wellington Shire's 2024-2029 Arts and Culture Strategy, 'Our Culture, Our Place', has commenced and consultation will take place throughout August 2023.	Progressing	50%	The Discussion Groups are designed to better understand the views and preferences of Wellington's creative community and Youth, Seniors, Culturally and Linguistically Diverse (CALD), First Nations, People with a Disability and LGBTQI+ communities.

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			<p>Opportunities for the community to participate are currently being offered through a series of Discussion Group sessions across Wellington Shire, and a survey on 'Your Wellington, Your Say'.</p> <p>Consultation closes at the end of August 2023.</p> <p>A draft Strategy and Action Plan will be presented to Council in October and go out for public exhibition in November, with the final Strategy due to be adopted by Council in December 2023.</p>			
2.1.4	Major Initiative - Continue to advocate for the sustainability of the timber industry in Wellington Shire.	Advocate	<p>Whilst Council will continue to advocate for a sustainable timber industry, the State Government has made the decision to end native timber harvesting in state owned forests via Vic Forests.</p> <p>Council Officers will continue to advocate and work with our timber industry to enable other sources of fibre inputs.</p>	Progressing	80%	Not applicable
2.1.4.1	Key Project - Yarram and Heyfield Timber Transition Local Development Strategies.	Advocate	The Context Analysis for both Yarram and Heyfield are complete and additional funding secured to assist in the implementation of identified projects.	Progressing	85%	Not applicable
2.1.5	Initiative - Continue to investigate options for developing aviation related activity at the West Sale Airport and facilitate industrial growth on adjacent land.	Facilitator, Funder, Advocate	Continuing to facilitate enquiries for investment and future development opportunities including expansion of Defence related activity.	Progressing	80%	Not applicable
2.1.6 	Major Initiative - 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.	Funder, Provider, Advocate	<ul style="list-style-type: none"> Gippsland New Energy Conference - 31 August 2023 Great Vic Bike Ride - November/December 2023 	Progressing	90%	Supporting wide variety of diverse events to increase social connectedness and inclusion and decrease social isolation

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			<ul style="list-style-type: none"> Major Gippsland Art Gallery exhibition planned for 2024 to feature Annemieke Mein ANZAC Weekend Airshow scheduled - 27 & 28 April 2024 Mountain Cattleman's Association - Vic Get-together - 29 August 2023 Centenary Relay - 28 August 2023 Sale Community Christmas Parade - December 2023 			
2.2.1	Initiative - 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	Continue to be engaged with education providers, providing support and input into the future training needs of the Wellington Shire.	Progressing	85%	Not applicable
2.2.2	Initiative - Ensure that secondary and tertiary students have a well-established and promoted study facility in our local area.	Facilitator, Advocate	Study hub fully established in Sale in collaboration with Wellington Shire Council (WSC), Beyond Bank, Gippsland TAFE and the Gippsland East Local Learning and Employment Network (GELLEN).	Completed	100%	Not applicable
2.2.2.1	Key Project - Tertiary Study Hub.		Study hub located in Sale was launched in July 2022.	Completed	100%	Not applicable
2.2.3	 Initiative - 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	Wellington Shire Council (WSC) provided businesses with direct support through business concierge program through Covid lockdown periods. Also directly assisted hospitality businesses with support as part of the State Government Outdoor Dining Grant Program to enable more outdoor dining options during the Covid outbreak.	Completed	100%	The Economic Development team assisted hospitality businesses with support as part of the Outdoor Dining Grant Program providing the community with increased opportunities to reconnect in a social setting.

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			<p>WSC will continue to support local business however all government funding programs to support Covid recovery have now been acquitted.</p> <p>Council has no further action in delivery of Covid recovery programs for business.</p>			
2.2.4 	Initiative - 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	State Government has been committed to the Sale College One Campus project.	Completed	100%	Equality - Reduces the barriers for people trying to access education.
2.3.1 	Major Initiative - 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	<p>Three Planning Scheme Amendments (C114/115/116) have been adopted by Council to support future urban growth and have now been approved by the Minister for Planning.</p> <p>Other land supply initiatives include implementation of the Maffra Structure Plan and processing subdivision and dwelling applications across the municipality.</p>	Progressing	90%	Helps support housing diversity objectives of Healthy Wellington Plan
2.3.1.1	Key Project - Residential stock take and incentive project - addressing the acute shortage of housing.	Regulator, Facilitator	<p>Residential Stocktake Project and the forward funding of infrastructure policy have previously been adopted by Council to help activate residential land release across the municipality.</p> <p>Funding options and project options are currently being further considered to implement the forward funding of infrastructure policy.</p>	Completed	100%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
2.3.2 	Major Initiative - Promote and facilitate appropriate land release/ incentives and subsequent housing development in growth areas, being guided by sustainable development principles.	Facilitator, Regulator, Advocate	As demonstrated by the comments for Key Project 2.3.1.1, various planning permit approvals and Planning Scheme Amendments have been completed to support urban growth across the municipality.	Progressing	90%	Helps support housing diversity objectives of the Healthy Wellington Plan
2.4.1 	Major Initiative - Prepare a Shire-wide Growth Management and Economic Development Strategy to establish a hierarchy of growth areas and identify priority projects.	Provider, Advocate	Project brief developed and State Government funding secured to help support preparation of this Strategy. A preferred consultant (SGS Economics and Planning Pty Ltd) has been selected following a tender process, with the project to commence in July 2023.	Progressing	15%	Helps support housing diversity objectives of the Healthy Wellington Plan
2.4.2	Major Initiative - 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.	Funder, Provider, Advocate	Ongoing with various planning projects/approvals and Planning Scheme Amendments completed to support urban growth across the municipality.	Progressing	90%	Not applicable
2.4.2.1	Key Project - York Street Streetscape enhancement.	Funder, Provider, Advocate	The CapEx component of this project is complete with the only outstanding works being the OpEx completion of the centre median lighting and final asphaltting of the roadway which will be finished in July.	Completed	100%	Not applicable
2.4.2.2	Key Project - Commence Port of Sale Masterplan priorities.	Funder, Provider, Advocate	Steering group formed. A list of priorities has been developed for implementation. Contractor engaged in development of moorings for commercial leases and project has commenced. Further updates will be provided to Council as this project continues. As the	Completed	100%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			clear deliverable within this action was to commence these projects, this action is now complete.			
2.4.2.3	Key Project - Maffra and Sale Growth Area Drainage Strategies.	Funder, Provider, Advocate	North Sale Development Plan and Infrastructure Funding Arrangement Reports have been adopted by Council. Maffra Structure Plan has also been adopted by Council, with implementation now progressing. Plans were informed by drainage assessments.	Completed	100%	Not applicable
2.4.2.4	Key Project - Maffra stormwater retention basin and outfall improvement works.	Funder, Provider, Advocate	Strategic land purchase process well underway. Finalisation of purchase of land expected to take place in 2023/24 financial year.	Progressing	50%	Not applicable
2.4.3	Initiative - Adopt a 'buy local' approach for Council procurement processes aligned with best value (the most advantageous combination of cost, quality and sustainability to meet requirements).	Provider, Funder	Economic development team planning complete. Planned engagement with procurement team in first half of 2023/24.	Progressing	30%	Not applicable
2.4.4 	Initiative - 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	Continue to provide input into the Government Black Spot program. Secured State funding to deliver a Digital Toolbox series to assist businesses to improve their online presence and technological skills.	Progressing	85%	Equality - Reduces barriers for people who are trying to feel included in community life and access to digital services.

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
2.1 A diverse economy that creates jobs and opportunities				
Annual growth rate of real Gross Regional Product (GRP) (SDG 8.2.1)	(2020) \$3.652B	\$3.898B (as per REMPLAN)	\$3.864B (as per REMPLAN)	Equal to or better than Gippsland average
Unemployment rate by sex, age and education level (SDG 8.5.2)	(June 2021) 5.5%	4.9% (March 2022 Quarter)	4.7% (March 2023 Quarter)	Equal to or better than Gippsland average
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)	7.8% unemployed 46.9% further study 10.2% apprenticeships/ trainees	9.3% unemployed 44% further study 10.7% apprenticeships/ trainees	Reports for each Victorian LGA are no longer available.	5% unemployed, 56% further study
2.3 An increase in variety of housing choice to support equitable access to housing				
Number of dwellings across the Shire (SDG 11.3)	(2021) 23,383 dwellings	23,554 dwellings (source ID profile)	23,554 dwellings (source ID profile next census date 2026)	24,790 dwellings (2026 projection)
Number of new housing units built in the municipality (SDG 11.1.1)	(2021) 520 houses/units	Data not available at this time	Reports for each Victorian LGA are no longer available.	+26 beds
2.4 Infrastructure investment is targeted to maximise jobs and housing growth				
Wellington Shire total % population increase (SDG 11.3)	(2020 estimate) 44,770	45,092 (source ID profile population and dwelling estimate) 0.72% increase	45,754 (source ID profile population estimate) 1.46% increase	Approximately 1% increase per annum

DIRECTION

3

Liveability and Wellbeing

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

PORT OF SALE LIBRARY



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




Council Plan Strategic Direction 3: Liveability and Wellbeing

 - linked to Healthy Wellington Plan


Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
3.1.1 	Major Initiative - 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	Wellington Shire Council is still committed to create a Reconciliation Action Plan in collaboration with GLaWAC. During the interim, Wellington Shire Council is guided by the Victorian Aboriginal and Local Government Strategy 2021-2026 'Pathway to Stronger Partnerships'.	Progressing	30%	WSC is committed to building relationships with the Gunaikurnai people. Community engagement is a top priority along with building strong networks within the two main local Aboriginal and Torres Strait Islander Corporations. WSC continues to build networks and promote programs and projects that make liability and wellbeing, inclusive and diverse for the Gunaikurnai people.
3.1.2 	Initiative - 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.	Funder, Provider, Facilitator	A second round of community consultation for Wellington Shire's 2024-2029 Arts and Culture Strategy, 'Our Culture, Our Place', has commenced and consultation will take place throughout August 2023. Opportunities for the community to participate are currently being offered through a series of Discussion Group sessions across Wellington Shire, and a survey on 'Your Wellington, Your Say'. The consultation asks community to identify their needs and aspirations for events across Wellington into the future. Consultation closes at the end of August 2023. A draft Strategy and Action Plan will	Progressing	50%	Wellington Shire's Arts and Culture Strategy will guide Council's investment in its arts and culture for the next five years, ensuring that it is resourced to provide accessible programs and services for Wellington's socially and culturally diverse community. It will maximize the role of arts and culture in the daily lives of Wellington residents and support safe spaces for lifelong learning and cultural engagement.






Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			be presented to Council in October and go out for public exhibition in November, with the final Strategy due to be adopted by Council in December 2023.			
3.1.3 	Initiative - 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.	Facilitator, Provider, Advocate	Consultation with the Wellington Disability Advisory Committee has commenced.	Progressing	55%	A yet to be titled Inclusion Framework is in the early stages. The Disability Action Plan is also in the early phase, with consultation and engagement from the Wellington disability advisory Committee currently underway.
3.1.4 	Initiative - Implement a Gender Equality Action Plan to improve gender equity and fairness within the workplace and amongst our community.	Provider, Facilitator	Council's Gender Equality Action Plan has been developed and submitted, with approval from the Commission for Gender Equality pending.	Progressing	90%	Not Applicable
3.2.1	Initiative - 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 voices are captured and highlighted through consultation and engagement to inform Ageing Well in Wellington Strategy development, the Library Services Review, Aqua Energy Redevelopment design process and the Arts & Culture Strategy development.	Completed	100%	Not applicable
3.2.2	Initiative - Advocate for local and regional priorities and issues that matter to our community in partnership with key stakeholders.	Advocate	To support in school programs, some sustainability education program elements are also being delivered out of Nakunbalook Environmental and Cultural Education Centre. 2022-2023 Urban Forrest planting program well underway with significant tree planting programs across Rosedale township and Sale development areas. Overall, very positive community feedback.	Progressing	20%	Not applicable




Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>Pre-feasibility of precinct-scale renewable thermal and solar energy project (Sale) is nearing completion. Technical Reference Group (TRG) will be briefed shortly to consider recommendations.</p> <p>Collaborating with Gippsland Alliance for Climate Action (GACA) to create effective climate action and build capacity. Alliance was established to support regional climate action.</p> <p>A range of projects have been identified as the priority for GACA to deliver over the next 18 months including;</p> <ul style="list-style-type: none"> • Climate risk mapping; • Electric Vehicle (EV) fleet transition plan; • Environmental Sustainability Development (ESD) policy for council buildings; • Decarbonisation and gas removal in council buildings; • Emissions monitoring; and Communications and training. <p>Emergency Management Team is implementing the development of Local Incident Management Plans for 6 vulnerable communities across Wellington Shire.</p>			
3.2.3	Initiative - Use a range of online and in person methods to provide clear communication about decisions and plans that affect communities, making sure to	Provider	Detailed community engagement plans developed for major initiatives such as Library Services review, Ageing Well in Wellington, and the Cat Curfew initiative, all involve fully informing community of	Completed	100%	Not applicable




Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	close the loop and feedback on consultation outcomes.		the initiatives, actively seeking input, and providing information regarding final outcomes via online and direct face to face focus group opportunities.			
3.3.1 	Initiative - 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.	Funder, Provider, Facilitator	<p>The Reactivating Community Facility Volunteers project, funded by Black Summer Bushfire Recovery and Latrobe Valley Authority (LVA) has resulted in the creation of a Committee Volunteer Support Officer role.</p> <p>This position is funded until March 2024 and directly supports volunteer facility managers by increasing volunteer capacity and direct delivery of events and programs.</p> <p>A 12-month calendar of volunteer capacity building training is being delivered.</p>	Progressing	60%	The Reactivating Community Facilities Volunteers project delivers programs and projects resulting in volunteer capacity building which in turn results in increased participation at facilities, increased awareness of needs and efficient use of facilities.
3.3.2 	Initiative - 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	Council sits on the Committee for Wellington sub-committee for education, which is working to create stronger linkages between schools, industry and workforce needs.	Progressing	85%	Equality - Reduces the barriers for people trying to access education.
3.3.3 	Major Initiative - Respond to future Early Years' service gaps, particularly in childcare and kindergarten in major towns.	Facilitator, Funder, Provider, Advocate	Funding acquired to expand the early years provision in Yarram via the Victorian Government's Building Blocks - Modular program.	Completed	100%	Equality objective is considered through this major initiative as the projects being delivered aim to reduce barriers for people to access key educational services.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>Design works underway with on-site construction anticipated to commence in August 2023 and completed in time to operate from Term 1 2024.</p> <p>Funding acquired to progress the concept and schematic design for the Sale Integrated Centre for Children and Families through the Victorian Government's Building Blocks - Planning program.</p> <p>Design tender is anticipated to be awarded in August 2023.</p>			
3.3.3.1 	Key Project - Develop Early Learning Facilities with a focus on multi-use spaces.	Facilitator, Funder, Provider, Advocate	<p>Funding acquired to expand the early years provision in Yarram via the Victorian Government's Building Blocks - Modular program.</p> <p>Design works underway with on-site construction anticipated to commence in August 2023 and completed in time to operate from Term 1 2024.</p> <p>Funding acquired to progress the concept and schematic design for the Sale Integrated Centre for Children and Families through the Victorian Government's Building Blocks - Planning program.</p> <p>Design tender is anticipated to be awarded in August 2023.</p>	Completed	100%	Equality objective is considered through this major initiative as the projects being delivered aim to reduce barriers for people to access key educational services.
3.3.3.2	Key Project - Yarram and Sale Early Years Feasibility Studies.	Facilitator, Funder, Provider, Advocate	Reports completed late 2022.	Completed	100%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
3.3.4 	Initiative - 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	<p>A second round of community consultation for Wellington Shire's 2024-2029 Arts and Culture Strategy, 'Our Culture, Our Place', has commenced and consultation will take place throughout August 2023.</p> <p>Opportunities for the community to participate are currently being offered through a series of Discussion Group sessions across Wellington Shire, and a survey on 'Your Wellington, Your Say'.</p> <p>Consultation closes at the end of August 2023.</p> <p>A draft Strategy and Action Plan will be presented to Council in October and go out for public exhibition in November, with the final Strategy due to be adopted by Council in December 2023.</p>	Progressing	50%	The Discussion Groups are designed to better understand the views and preferences of Wellington's creative community and Youth, Seniors, Culturally and Linguistic Diverse (CALD), First Nations, People with a Disability and LGBTQI+ communities.
3.3.4.1	Key Project - Gippsland Art Gallery blockbuster exhibitions commencing with Archibald Prize 2021.	Provider, Funder	<p>Planning for the first 'blockbuster' exhibition since the Archibald Prize is well under way, with 'Annemieke Mein: A Life's Work' to be presented from 2 March to 26 May 2024.</p> <p>This will be followed by 'The Americans: Master Works from the NGA' in December 2024, and 'Turner & Australia' in June 2025.</p>	Completed	100%	Not Applicable
3.3.5	Initiative - 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.	Funder, Provider, Facilitator	Draft options report completed by external consultant, with recommendations to be presented to senior management in August 2023.	Progressing	80%	Not Applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
3.3.5.1 	Key Project - Wedge Performing Arts Centre Redevelopment business case.	Funder, Provider, Facilitator	Business case completed. Concept design and funding sourcing currently underway.	Completed	100%	Not applicable
3.3.6 	Initiative - Improve access to arts and cultural experiences by pursuing partnerships and creating programs that activate our open spaces and facilities to increase community connection.	Funder, Provider, Facilitator	The Gallery partnered with the other Arts and Culture business units to help deliver the 'Day @ the Port' Festival on 4 February 2023.	Completed	100%	'Day @ The Port' attracted people from a diverse range of backgrounds to come together and celebrate the Port of Sale precinct. 'Day @ the Port' is an important annual accessible event for community-building, with activities for young people outside to more contemplative spaces inside the Gallery.
3.4.1 	Major Initiative - Investigate gaps in service provision for vulnerable community members, review options and determine Council's future role.	Facilitator	Council is working with various high-risk communities and agencies across the Wellington Local Government Area (LGA) to develop community emergency plans and increase emergency preparedness & resilience. This includes vulnerable persons and communities.	Progressing	35%	Health and Climate Change is considered through this work as it aims to build the community's resilience and preparedness for future natural disasters.
3.4.2 	Major Initiative - 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.	Facilitator, Funder, Advocate	In May 2023, Stage 2 of the review was presented to Council and no specific outcomes were endorsed. Revision of the actions of 'Ageing Well in Wellington' are being considered.	Progressing	80%	WSC continues to be committed to the health objectives of Healthy Wellington with extra support to Positive Ageing. This commitment is facilitated by an employed a Senior Community Development Officer who focusses on 'Positive Ageing and Disability'.
3.4.2.1 	Key Project - Respond to the Federal Government Home and Community Care funding reform.	Facilitator, Funder, Advocate	Stage 2 of the review was presented to Council.	Progressing	90%	This project addresses multiple Healthy Wellington objectives unclosing Mental Wellbeing, Active Living and Equality.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>Council acknowledged that improved access to, and participation in, support services for seniors is important.</p> <p>However, further investigation into Councils role is still ongoing.</p>			
3.4.3 	Initiative - 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	<p>Wellington Shire Council continues to be an advocate and facilitator for increased participation and access to support services.</p> <p>People in the community who are the most vulnerable; young people, youth, people living with a disability and seniors have specific officers who support and advocate for these specific groups.</p>	Progressing	55%	<p>Social Connection and Inclusion Officers continue to work with groups in the community to help facilitate access to appropriate services.</p> <p>The officers also work with various agencies to ensure a comprehensive scope of available services is accessible.</p> <p>Officers continue to work on the best platform to promote services (that is assessable and user friendly) and where there are gaps in services.</p> <p>Council continues to foster strong partnerships with agencies to highlight key local issues and work with agencies in health promotion across the shire.</p>
3.4.3.1 	Key Project - VicHealth Youth Mental Health project.	Advocate, Facilitator	<p>The Youth Mental Health Project - Wellington Ways to Wellbeing, has been successfully implemented.</p> <p>Wellington Shire Council continues to work with some of our schools to implement/support the leadership framework as this ensures the projects continuation and sustainability.</p>	Completed	100%	<p>Wellington Ways to Wellbeing has been successfully implemented across several secondary schools within Wellington.</p> <p>This program aims to provide a framework to support good mental and physical health for young people.</p>
3.4.4 	Major Initiative - Support employers with the attraction, recruitment and long-term retention of health specialists and allied	Facilitator, Advocate	Organisations are now utilising The Middle of Everywhere brand and resources to attract and retain talent.	Progressing	80%	Mental Wellbeing - Improve access and participation to programs and

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	health workers into hospitals and schools and to service NDIS and My Aged Care packages.					services that support good mental health.
3.4.5 	Major Initiative - 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.	Facilitator	As Primary Care Partnership funding ceased, Wellington Shire Council (WSC) is committed to strengthening partnerships with health and community agencies that focus on all ages across a lifespan. Facilitating partnerships, building and leading networks, such as the Early Years Network, that focus on prevention, supporting and responding to health and wellbeing continues to be a priority for WSC.	Progressing	55%	Council is continually developing and implementing activities and programs that support and promote the key objectives of Healthy Wellington. Council collaborates with various agencies such as Gippsland Women's Health to raise awareness on societal issues such as gender equity. Furthermore, WSC continues to strengthen partnerships with Gippsland Regional Public Health Unit, Gipps Sport and Central Gippsland Health on programs targeting tobacco and vaping, healthy eating and access to inclusive and safe recreational activities.
3.4.6 	Major Initiative - 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.	Facilitator, Funder, Advocate	Council continues to be committed to creating Positive Ageing partnerships, capacity building in the Positive Ageing space and promote and sustain Positive Ageing in community health and wellbeing projects.	Progressing	60%	Senior community Development Officer continue to facilitate and advocate for improved activities, programs and services. Maintaining partnerships, and creating new partnerships, with key agencies continue to be a key priority.
3.4.7 	Initiative - Achieve Rainbow Tick accreditation of Council services to reduce stigma and discrimination against LGBTIQ+ people.	Provider, Facilitator	Internal working group has commenced and is currently undertaking Phase 2 of the Rainbow Ready roadmap to assess and evaluate Wellington Shire Council current state.	Progressing	20%	An internal working group has been established and is currently utilising the Rainbow Ready roadmap to undertake a self-assessment of the current organisational state.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			The Rainbow Ready roadmap is a rural and regional focused guide for Local Governments.			The outcomes of this assessment will then be used to develop an action plan for future work.

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
3.1 An inclusive, diverse, and resilient community				
Community satisfaction with perception of diversity and accessibility in the community (SDG 10.2)	Not currently measured	Indicator being reviewed	Indicator being reviewed	Identify baseline. Continual improvement on WSC score.
3.2 An actively engaged community				
Community satisfaction with Council decisions (SDG 16.7.2)	(2020) Wellington Shire 58/100 (Large Rural was 52/100)	Wellington Shire 59/100 (Large Rural 51/100)	Wellington Shire 54/100 (Large Rural 48/100)	Continual improvement on WSC score
Community satisfaction with Council engagement (SDG 16.7.2)	(2020) Wellington Shire 57/100 (Large Rural was 54/100)	Wellington Shire 55/100 (Large Rural 51/100)	Wellington Shire 53/100 (Large Rural 49/100)	Continual improvement on WSC score
Community satisfaction with level of Council lobbying (SDG 16.7.2)	(2020) Wellington Shire 57/100 (Large Rural was 53/100)	Wellington Shire 59/100 (Large Rural 51/100)	Wellington Shire 55/100 (Large Rural 49/100)	Continual improvement on WSC score
3.3 Opportunities for everyone to work, learn, create, play and share				
Participation rates in kindergarten for 4 year olds (SDG 4.2.2)	(2020) Participation rate 91.89%	Participation rate 89.9% Enrolment rate is 98.7%	Participation rate 93% Enrolment rate is 99.1%	Better than Gippsland average
Active library members in municipality (SDG 4.6)	(2019-20) 13% active library members	10.68% active library members	10% active library members	15%
Participation at Council-run performing arts events (SDG 4.7)	(2018-19) 21,300 visits	17,296 visits	20,652 visits	Increase by 2%
Participation in Gippsland Art Gallery programs and events (SDG 4.7)	(2018-19) 39,600 visits	48,475 visits (includes 26,000 visits to the Archibald Prize)	39,611 visits	Increase by 2%
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)	(2020) 49% of NDIS funding used by participants	LGA data not available, overall Victorian result 72% of NDIS funding used by participants	68% of NDIS funding used by participants as Q3 2022/23	80% of NDIS funding used by participants
Proportion of children attending Maternal and Child Health 3.5 years ages and stages visit (SDG 3.8)	(2017) 71.3%	Yarram & District Health Service 52% Central Gippsland Health Service 45%	Results not available until October 2023	90%

DIRECTION

4

Services and Infrastructure

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

AQUA ENERGY, SALE


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


Council Plan Strategic Direction 4: Services and Infrastructure

 - linked to Healthy Wellington Plan


Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
4.1.1	Initiative - 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	Both the Wellington Shire Council (WSC) and East Gippsland Shire Council (EGSC) have investigated the myriad of available options for establishing a Shared Services operating model. Both Councils are currently working towards improving and standardising ICT systems and processes across both organisations and once this program of work is completed the shared service operating model options will be reviewed and discussed again.	Completed	100%	Not applicable
4.1.2	Initiative - Continue to improve our long-term finance and asset planning to ensure that the Council remains financially sustainable.	Provider	Actions are continuing to be taken with the 10-year Long Term Financial Plan (LTFP) as a guide.	Progressing	15%	Not applicable
4.2.1 	Initiative - Provide services that are easy to use, valued by the community and give best overall worth back to Council and the community.	Provider	Wellington Shire Council (WSC) has agreed to two major service reviews each year. Library Services Network and Aqua Energy operational reviews are underway to inform future enhancements to service delivery and potential areas for more efficient operations. WSC are also reviewing a 3rd service the Gippsland Livestock Exchange Facility, given significant decline in stock throughput over recent years.	Progressing	60%	Conducting thorough service reviews will ensure services are resourced and structured to meet understood community needs, and optimise community engagement and social connections, thus enhancing community resilience and wellbeing




Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
4.3.1 	Initiative - Work to ensure that our town centres are activated, safe, clean, have appropriate facilities and are well-maintained.	Provider, Regulator	<p>High community satisfaction with urban streetscapes and amenity. Teams are adhering to service level requirements in and around Central Business District's (CBD's).</p> <p>Streetscapes, facilities and supporting infrastructure are renewed and upgraded in line with relevant plans.</p> <p>Community activities in areas are supported where appropriate through our Economic Development Team, during Parks Week and other programs. E.g. Festivals, Parades and other street events.</p>	Progressing	60%	The provision of quality town centres encourages community participation, reducing barriers and increasing social connectedness.
4.3.1.1	Key Project - Streetscape improvements: Cowwarr.	Provider, Regulator	Project completed during 2022/23 financial year.	Completed	100%	Not applicable
4.3.1.2	Key Project - Streetscape improvements: Port Albert.	Provider, Regulator	All work on the Tarraville Road footpath and the Wharf Street streetscape upgrade has been completed.	Completed	100%	Not applicable
4.3.1.3	Key Project - Town entry improvement program: Maffra.	Provider, Regulator	Shoulder sealing works undertaken by Department of Transport and Regional Roads Victoria. No further works required at this time.	Completed	100%	Not applicable
4.3.1.4	Key Project - Town Entry improvement program: Heyfield.	Provider, Regulator	Project completed during the 2022/23 financial year.	Completed	100%	Not applicable
4.3.1.5	Key Project - Seaspray levy rehabilitation.	Provider, Regulator	<p>Works on this multi-year project are 90% complete.</p> <p>Works are ahead of schedule and are expected to be completed in July/August pending the resolution of a tenure issue on one property at Levee G.</p>	Progressing	90%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
4.3.2 	Initiative - 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	Currently preparing a Growth Management and Economic Development Strategy to establish a hierarchy of growth areas and identify priority projects.	Progressing	85%	Active Living - Improves active travel to and from work, providing access to infrastructure. Equality - Reduces barriers to people who are trying to feel included in community life.
4.3.3 	Initiative - 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	<p>Around 1,400 trees have been planted as part of the 2023 Urban Forest Renewal Program.</p> <p>This includes 815 trees planted through Greening Rosedale, which was completed in early June 2023.</p> <p>To plan for the provision and protection of green infrastructure, training is to be delivered by Tree Dimensions to key staff across the organisation.</p> <p>This training will help explain the benefits of incorporating green infrastructure into our projects, but also provide knowledge as to the importance of protection of existing green infrastructure in the complex urban environment.</p>	Progressing	60%	Increase participation in passive recreational activities such as walking and cycling. Increase community's resilience to withstand, recover and thrive from climate-driven natural disasters (i.e., flood, fires, and drought). Increase active travel to and from places you work, learn, play, and enjoy.
4.3.4	Initiative - 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.	Funder, Provider, Facilitator	<p>Local Area Action Plan - through Destination Gippsland - currently progressing via consultant:</p> <ul style="list-style-type: none"> The plan will cover Yarram, Tarra Bulga and surrounds. There will be a focus on industry and experience development in the final document <p>There will be 2 rounds of community and industry consultation.</p>	Progressing	80%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>The first will gather insights into priorities and achievable wins for the destination.</p> <p>The second will take place 4-6 weeks later to present the draft Local Area Action Plan and finalise the action plan.</p>			
4.3.4.1	Key Project - Seacombe boat ramp upgrade.	Funder, Provider, Facilitator	Completed in late 2022, providing improved boating access to Seacombe and The Straits.	Completed	100%	Not applicable
4.3.5 	Initiative - 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.	Facilitator, Funder, Provider, Advocate	<p>The Reactivating Community Facility Volunteers project, funded by Black Summer Bushfire Recovery and Latrobe Valley Authority (LVA) has resulted in the creation of a Committee Volunteer Support Officer role.</p> <p>This position is funded until March 2024 and directly supports volunteer facility managers by increasing volunteer capacity and direct delivery of events and programs.</p> <p>To improve the condition and access of facilities Committees of Management have been supported with Risk & Maintenance Subsidies totaling \$942,392 and direct maintenance support of over \$250,000.</p> <p>No new facilities acquired or built.</p>	Progressing	60%	The Reactivating Community Facilities Volunteers project delivers programs and projects resulting in volunteer capacity building which in turn results in increased participation at facilities, increased awareness of needs and efficient use of facilities.
4.3.5.1	Key Project - Investigate delivery of Gippsland Regional Sports Complex Stage 2B.	Facilitator, Funder, Provider, Advocate	This is expected to be undertaken during the 2023/24 financial year.	Not Due To Start	0%	Not applicable.
4.3.5.2	Key Project - Briagolong Tennis Court refurbishment.	Facilitator, Funder,	Final works completed in November 2023 providing the community with 4 compliant tennis courts, one which also	Completed	100%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
		Provider, Advocate	serves as a multipurpose court enabling competition/training netball and social basketball and soccer.			
4.3.5.3	Key Project - LED lighting upgrades at Stratford Recreation Reserve and Rosedale Recreation Reserve.	Facilitator, Funder, Provider, Advocate	<p>LED lighting infrastructure installed on the main oval at Rosedale Recreation Reserve with funding through the Federal Government's Local Roads and Community Infrastructure Fund.</p> <p>LED lighting infrastructure installed on the main oval at Stratford Recreation Reserve with funding through the Victorian Government's Local Sports Infrastructure Fund - LED Lighting program.</p>	Completed	100%	Not Applicable.
4.3.5.4	Key Project - 'A Warmer Pool for Yarram'.	Facilitator, Funder, Provider, Advocate	<p>Project delivered in time for 2022/23 season.</p> <p>Community consultation completed with Yarram Community to understand programming desires and expectations.</p> <p>New facility infrastructure has enabled additional programming, such as:</p> <ul style="list-style-type: none"> • Learn to Swim (over 120 participants); • Warm water exercise sessions (3 sessions per week); • Increased school usage; • Increased lap swimming; • Increased recreational swimming.; <p>Increased programming has resulted in attendances being up 48% from a 5-year average, which is the highest ever recorded season.</p>	Completed	100%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
4.3.5.5	Key Project - Stephenson Park, Sale, changerooms redevelopment.	Facilitator, Funder, Provider, Advocate	Works completed in time for the 2022 Football / Netball Season.	Completed	100%	Not applicable
4.3.5.6	Key Project - Stratford outdoor pool solar upgrade and pool blanket.	Facilitator, Funder, Provider, Advocate	Project delivered on time and within budget. Increased water temperature has enabled additional patronage from previous seasons.	Completed	100%	Not applicable
4.3.5.7	Key Project - Port Albert Mechanics Institute facade and rising damp treatment.	Facilitator, Funder, Provider, Advocate	Rising Damp treatment project carried forward to 2023/24	Progressing	60%	Not applicable
4.3.5.8	Key Project - Wurruk pump track.	Facilitator, Funder, Provider, Advocate	Project planned for 2024/25 Financial Year pending Council Capital Works approval and budget process	Not Due To Start	0%	Not Applicable
4.4.1 	Major Initiative - Advocate strongly to State Government and local stakeholders for improvements to the passenger train service to key regional centres.	Advocate	In October 2022 as part of a joint campaign with the Committee for Wellington, a letter was sent to the Deputy Secretary for the Ministry of Transport regarding getting more train services for Sale. A response was received noting the Regional Network Development Plan (RNDP) sets an objective of five services a day to Bairnsdale and Sale. An important first step is to build train stabling at Bairnsdale to enable newer, more reliable and accessible VLocity trains to operate all services to Bairnsdale.	Progressing	80%	Advocating for the continual improvement and upgrading of rail services will promote healthier, safer, cleaner and more cohesive community. In addition to the economic benefit, any improvement will also provide the community easier access to other regional services.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>Funding for new train stabling at Bairnsdale was provided in the 2022-23 State Budget.</p> <p>Council is continuing to support the Rail Advocacy Sub-committee of the Committee for Wellington.</p>			
4.4.2 	Major Initiative - 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	Wellington Shire Council WSC continue to progress partnerships with the Royal Flying Doctor Service and Central Gippsland Health Service to advocate strongly for improvements to inter-town transport.	Progressing	40%	<p>Increased inter-town transport remains a significant barrier for people across all groups of any age.</p> <p>WSC council continue to advocate for increased travel connectivity and during the interim, deliver programs and activities as a place centered approach where applicable.</p>
4.4.3 	Initiative - 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	<p>Wellington Shire Council was successful in the 2023/24 grant submission and external funding has been granted for the coming year.</p> <p>The funding ensures a Community Inclusion Project Officer can continue to work with schools in delivering safe and inclusive programs.</p> <p>The funding also allows a community engagement program to be delivered in the last quarter of the 2023 calendar year.</p>	Progressing	80%	<p>Community engagement and awareness is the top priority as Wellington Shire Council moves into the second half of 2023.</p> <p>Promotion of walking tracks and trails is a key project for the next quarter, in conjunction with engagement and consultation with the community in schools about safe paths to school.</p>
4.4.3.1 	Key Project - Accelerate Urban Paths Plan delivery.	Provider, Funder	<p>Urban paths program for 2022/23 is primarily complete.</p> <p>Urban Paths Program has been set at \$1M annually in the 10-year capital works program.</p>	Completed	100%	Path construction allows improved pedestrian access for the Wellington community.

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
4.1 A financially sustainable, high performing organisation				
Working capital (Current assets as a percentage of current liabilities) (SDG 16.6)	(Similar Councils 2019-20) 299.58%	324.89%* *corrected from 326.58%	409.98%	Better than similar councils
Loans and borrowings as a percentage of rates (SDG 16.6)	(Similar councils 2019-20) 18.73%	1.13%	0.67%	Better than similar councils
4.2 Services deliver operating efficiencies and best value				
Community satisfaction rate with Council's overall performance (SDG 16.6.2)	(2020) Wellington Shire 62/100 (Large Rural was 55/100)	Wellington Shire 62/100 (Large Rural 55/100)	Wellington Shire 58/100 (Large Rural Council 52/100)	Continual improvement on WSC score
4.3 Well planned and sustainable towns, facilities and infrastructure				
Reduction in the Wellington Shire retail vacancy rate (SDG 11.a)	(2021) 6.7%* * Baseline corrected from 11.40%	6.0%	7.98%	10%
% of Community Managed Facilities accessibility audit recommendations delivered (SDG 9.1)	(2020) 5% of items	10% audit recommendations delivered	12%	10% each year
4.4 Safe and well-used transport connections across all modes of travel				
Community satisfaction with condition of sealed local roads (SDG 9.1)	(2020) Wellington Shire 59/100 (Large Rural 47/100)	Wellington Shire 54/100 (Large Rural 45/100)	Wellington Shire 50/100 (Large Rural 40/100)	>52/100
Increase in kilometres of active travel routes in Wellington Shire as identified under the urban paths plan (SDG 11.2)	(2021) 259km* * Baseline corrected from 237km	264km	269.5km (2km annual increase target met)	Increase by 2km of paths annually