



# WELLINGTON SHIRE **COUNCIL PLAN** 2021-25

**PROGRESS UPDATE REPORT QUARTER 1, SEPTEMBER 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 	<b>Major Initiative</b> - 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 	<b>Key Project</b> - 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	40%	Helps support climate change objectives of Healthy Wellington Plan
1.1.2 	<b>Major Initiative</b> - 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	Sustainability education programs for schools continue to be delivered out of Nakunbalook Environmental and Cultural Education Centre.  2022/23 Urban Forest planting program completed across Rosedale township and Sale development areas. Stratford tree planting program has commenced for 2023/24.  A range of agreed priority projects for the Gippsland Alliance for Climate Action group to deliver over the next 18 months include;	Progressing	70%	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:
			<ul style="list-style-type: none"> <li>• Climate risk mapping;</li> <li>• EV fleet transition plan;</li> <li>• ESD policy for council buildings;</li> <li>• Decarbonisation and gas removal in council buildings;</li> <li>• Emissions monitoring system (software now implemented for emissions monitoring and evaluation); and</li> <li>• Communications and training.</li> </ul> <p>Emergency Management Team is continuing with the implementation of Local Incident Management Plans for 6 vulnerable communities across Wellington Shire.</p>			
1.1.3 	<b>Major Initiative</b> - Educate the community to increase understanding of the risks and impacts of climate change and the need for adaptation and sustainable living.	Facilitator	<p>Community support and information is provided via information sessions 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"> <li>• Charging ahead in the electric vehicle space;</li> <li>• Putting down roots in Rosedale;</li> <li>• Nesting boxes give biodiversity a helping hand;</li> <li>• Looking to a greener future with battery-powered tools;</li> <li>• Subscribe for environmental flow notifications;</li> </ul>	Progressing	65%	<p>Community support and information is provided via information sessions 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"> <li>• Charging ahead in the electric vehicle space;</li> <li>• Putting down roots in Rosedale;</li> <li>• Nesting boxes give biodiversity a helping hand;</li> <li>• Looking to a greener future with battery-powered tools;</li> <li>• Subscribe for environmental flow notifications;</li> </ul>


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"> <li>Measuring our sustainability success;</li> <li>Grant opportunities;</li> <li>#dontbetrashy♻️ and @GetItSorted articles.</li> </ul> <p>Our Sustainability Education Officer has held or partnered in 10 Community events with 260 community members engaged, 6 secondary school events held with 73+ students engaged, 9 primary school events held with 472 students engaged &amp; 13 preschool events held with 305 participants.</p>			<ul style="list-style-type: none"> <li>Measuring our sustainability success;</li> <li>Grant opportunities;</li> <li>#dontbetrashy♻️ and @GetItSorted articles.</li> </ul>
1.1.3.1 	<b>Key Project</b> - 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 	<b>Major Initiative</b> - 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	40%	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	<b>Key Project</b> - Preparing Remote Emergency Response Centre's.	Provider, Facilitator	Backup generator installed at Carrajung Community Hall.  Working with various other remote community facility managers to scope up works.	Progressing	30%	Not applicable
1.1.5	<b>Initiative</b> - Ensure municipal emergency management plans are developed collaboratively with lead agencies to achieve better coordination of emergency	Facilitator	Council is working with the Municipal Emergency Management Planning Committee, including emergency service agencies across the Wellington Local	Progressing	85%	Not applicable

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	mitigation to coordinate resources, protect lives, property, and the environment.		Government Area to review and update the Wellington Municipal Emergency Management Plan by 27 October 2023.  The plan will be assured/approved by the Regional Emergency Management Planning Committee in November 2023.			
1.1.6 	<b>Initiative</b> - Increase the extent of our urban forests and trees (also considering urban agriculture) to help our townships cope better with future temperatures increases.	Provider	Wrapping up this year's Urban Forest Renewal Program with over 1,500 trees being planted, including 800 in Rosedale as part of Greening Rosedale.  Planning for the 2024 Urban Forest Renewal Program is well underway.  Consultation is coming to an end in various streets selected for tree planting next year as well as Stratford where just over 13% of ratepayers eligible for a tree have responded.  Currently collating the information in readiness to order the trees in November. 10,000 street and park trees have now been collected using 'Forest Tree' the software management tool.	Progressing	70%	The urban forest renewal program contributes to improved health and well-being outcomes, by increasing participation in passive recreational activities such as walking and cycling.  Also contributing to increasing community's resilience to withstand, recover and thrive from climate-driven natural disasters (i.e., flood, fires, and drought).
1.2.1	<b>Major Initiative</b> - 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	Council is continuing to engage with (and support) the Gippsland Agricultural Group and Food and Fibre Gippsland to identify opportunities to create a more resilient agricultural community.  Council is also engaging with Southern Rural Water as they develop the next stage of expanding the footprint of the Macalister Irrigation District.	Progressing	80%	Not applicable
1.2.2	<b>Initiative</b> - Advocate for uptake of electric and hybrid vehicles across our broader	Advocate, Provider	Heyfield Charger complete & commissioned, available for public use.	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:
	community and support this through delivery of charging stations.					
1.2.2.1	<b>Key Project</b> - Electric Vehicle charging stations.	Advocate, Provider	<p>Heyfield Charger is complete &amp; accessible for public use. Officers have been investigating options to deliver EV charging to Stratford township.</p> <p>An Expression of Interest (EOI) has been released for provision of the Stratford EV charger at Memorial Park.</p> <p>Anticipate submissions and evaluation to be completed by April 2024 and installation by August 2024.</p>	Progressing	75%	Not applicable
1.2.3	<b>Major Initiative</b> - 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	<b>Initiative</b> - 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.	Facilitator, Regulator, Advocate	<p>Council has been proactive in supporting a diverse and resilient energy economy in several ways.</p> <p>This includes the development of the Wellington 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>	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:
			<p>A EUF can be applied to a range of upgrades such as;</p> <ul style="list-style-type: none"> <li>• energy efficiency upgrades and retrofits;</li> <li>• lighting upgrades e.g. Light-emitting Diode (LED);</li> <li>• lighting controls and daylight sensors;</li> <li>• heating, ventilation and air-conditioning (HVAC) systems;</li> <li>• efficient control equipment e.g., power control of motors, pumps, boilers and air heating/cooling systems; and</li> <li>• water harvestings, filtration, recycling and treatment for re-use.</li> </ul> <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 precinct-scale renewable energy outcomes across Council owned and non Council owned facilities.</p> <p>Community support and information is provided via information sessions and social media including the quarterly Eco News newsletter.</p>			

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
1.2.4.1	<b>Key Project</b> - Solar or alternate energy rollout across community facilities.	Advocate, Facilitator, Regulator	2023/24 financial year project Gippsland Regional Sports Complex (GRSC) Hockey Pavillion - engagement with Leisure services and tended documents to be prepared by 31 December 2023.	Progressing	60%	Not applicable
1.3.1 	<b>Initiative</b> - 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>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> <p>A small increase in staff resource to Council's horticultural team recognises the expanding responsibility of green assets management.</p> <p>Park audits continue to demonstrate high standards of maintenance are occurring and practices being improved as a result of the data.</p> <p>Public parks and open spaces continue to be embraced and well utilised by the Wellington community.</p> <p>The urban forest tree planting program is preparing major street tree planting program for the western half of Stratford township.</p> <p>This will see street trees planted in all available and suitable nature strips in 2024.</p> <p>Community consultation with Stratford community has been completed in Sept/Oct 2023 where the community has been able to select suitable tree species from a selections list.</p>	Ongoing	100%	<p>Public parks and open spaces continue to be embraced and well utilised by the Wellington community due to their high standards or maintenance and overall attractiveness which make residents wish to engage in physical, outdoor and community related activities.</p> <p>Urban forest program community engagement enables residents to liaise with experienced Council officers in understanding the value of trees in adaptable and sustainable communities to impending climate change.</p>



Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>The program will deliver greening, shade and cooling for Stratford community in future years.</p> <p>The 'Forest Tree' management software tool is now being populated with resourced support.</p> <p>This will ensure the proactive data collection and maintenance of Councils tree assets for the long term.</p>			
1.3.2 	<b>Initiative</b> - 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>Working with East Gippsland on an Indigenous trail through Wellington and East Gippsland highlighting areas such as Blue Pool and Den of Nargun.</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.</p> <p>This is a trail that runs through all of Gippsland.</p> <p>Greater focus on Bird watching and education at Sale Common with new write up and links on The Middle Of Everywhere Website.</p> <p>Added suitability guidelines to Wellington Events Guide.</p> <p>Working with Rosedale Community to develop and deliver an event/festival highlighting sustainable living, home produce, recycling and upcycling and</p>	Progressing	80%	Renewed focus on sustainability at events and website information.

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			<p>living off the land scheduled for February 2024.</p> <p>Working with community members to deliver the Strzelecki Koala Festival in the Sale Botanical Gardens with a strong focus on sustainability and conservation.</p> <p>Continue to highlight through The Middle of Everywhere social media the sustainable nature-based and cultural tourism aspects of our region.</p>			
1.3.2.1	<b>Key Project</b> - Great Southern Rail Trail Extension - Alberton to Welshpool.	Advocate, Facilitator, Funder, Regulator	<p>Work is progressing on the twelve bridges for this project with several nearing completion and others waiting on steel deliveries or footing construction.</p> <p>The track construction contractor is due back to site later in September to complete works including the bridge approaches.</p>	Progressing	70%	Not applicable
1.3.3	<b>Major Initiative</b> - 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	<p>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.</p> <p>Suitable consultant options are being investigated to facilitate the newly developed risk assessment training for Environmental Health Officers.</p> <p>Our Environmental Health team continue to play an active role in the Blue Green Algae portfolio to reduce the potential</p>	Progressing	70%	Not applicable



Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			health impacts on residents, visitors and parks staff.			
1.4.1	<b>Major Initiative</b> - Progress towards our 2040 net zero emissions target by reviewing our roadmap, strengthening our governance and exploring carbon offset opportunities.	Provider	<p>Software platform 'Trelis' has been installed. This will enable effective capture of greenhouse gas data to focus efforts on improved reduction opportunities, projects targeting for greater renewable use, and investment for future benefit.</p> <p>This information will be vital to reviewing and refining the emission reduction roadmap for Council. December 2023 Waste and Sustainability Workshop with Council will include overview of new system.</p> <p>A new public Electric Vehicle (EV) charger in Stratford is in the Expressions of Interest stage, with projected installation by August 2024.</p> <p>Wellington Shire partners with adjoining Councils to form the Gippsland Alliance for Climate Action (GACA). This Alliance helps to create effective climate action and build capacity for the region.</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"> <li>• Climate risk mapping;</li> <li>• EV fleet transition plan;</li> <li>• ESD policy for council buildings;</li> <li>• Decarbonisation and gas removal in council buildings;</li> </ul>	Progressing	70%	Planned project progress towards achieving 2040 net zero emissions target, is Council's contribution to carbon reduction and climate change mitigation which is ultimately driven by the wellbeing of the community and the protection of the environment.

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"> <li>Emissions monitoring (software now active); and</li> <li>Communications and training on the impacts of climate change.</li> </ul>			
1.4.2	<b>Initiative</b> - Commence the green fleet transition to corporate electric and hybrid vehicles.	Provider	<p>A combination of Hybrid and Electric vehicles are purposefully being introduced to our Corporate Pool vehicles based on the following determinants:</p> <ul style="list-style-type: none"> <li>understanding of short and long term vehicles costs,</li> <li>regional and geographical practicalities</li> <li>vehicles being fit for purpose</li> <li>vehicles reaching a kilometres travelled target, which in most cases has been pushed out due to COVID and currently due to virtual meetings.</li> </ul> <p>At this stage 30% of our 10 shared pool vehicles now include 2 Hybrid and 1 Electric Vehicle.</p>	Progressing	30%	Not applicable
1.4.3	<b>Initiative</b> - 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>Elects are currently collecting solar panels for processing, reducing waste to landfill by more than 95%.</p> <p>Finalising negotiations with processor for implementation of Food &amp; Garden Organics kerbside collection.</p> <p>Council officers are also currently evaluating options for alternative residual waste treatment.</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:
1.4.3.1	<b>Key Project</b> - Resource Recovery Hub at Kilmany Landfill site.	Facilitator, Regulator, Advocate	Elecsome Solar Panel Recycling processing plant under construction. Officers are in tender negotiations with other company for options for residual land.	Progressing	80%	Not applicable
1.4.3.2	<b>Key Project</b> - Longford Landfill Rehabilitation.	Facilitator, Regulator, Advocate	Capping design and audit report has been completed. Tender preparation to commence October 2023.	Progressing	25%	Not applicable
1.4.3.3	<b>Key Project</b> - Food Organics and Green Organics (FOGO) kerbside collection service.	Facilitator, Regulator, Advocate	Finalising contract negotiations with preferred tenderer as part of the Gippswide Kerbside joint procurement process.	Progressing	60%	Not applicable
1.4.3.4	<b>Key Project</b> - Maffra Resource Recovery facility.	Facilitator, Regulator, Advocate	Preparation of Development Plan underway and expected to be completed March 2024.  Site Design concept under review, revised design completion by June 2024.  Planning Permit application submission planned for August 2024.  Tender is anticipated to be awarded by Nov/Dec 2024.  Construction to be undertaken between February 2025 - August 2025.	Progressing	30%	Not applicable
1.4.4	<b>Initiative</b> - Investigate glass collection and diversion options to separate glass streams to facilitate the circular economy.	Provider	Audit of kerbside bins planned 2024/25 financial year.  The audit results will determine the need for community education campaigns relating to a separated glass implementation.	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:
			While also providing data for ascertaining service frequency & size of bin.			
1.4.5	<b>Initiative</b> - 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	Gippsland Alliance for Climate Action working on Environmentally Sustainable Design (ESD) policy for Council buildings for 2023/24 financial year.	Progressing	60%	Not applicable



Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
<b>Outcome 1.1 A climate and disaster resilient community</b>				
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
<b>Outcome 1.2 Assist community to transition to a low carbon economy via adoption of sustainable practices and renewable energy</b>				
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)	(2019/20) 43.57* tonnes per person <i>*corrected from 31.3 tonnes per person (source: Snapshot Climate)</i>	(2020/21)# 41.57* tonnes per person <i>*corrected from 30.66 tonnes per person #12 month lag in reporting</i>	(2021/22)# 42.75 tonnes per person	Equal to or better than Gippsland average
<b>Outcome 1.3 The natural environment is valued, protected and accessible</b>				
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
<b>Outcome 1.4 Council is an environmental steward with a reducing carbon footprint</b>				
Corporate Greenhouse Gas emissions (aiming for zero net emissions by 2040) (SDG 13.2.2)	(2017/18) 5244 tonnes of carbon equivalent emissions	4120.5* tonnes of carbon equivalent emissions (21.4% decrease from 2018) <i>*corrected from 4221 tonnes and 19% decrease from 2018</i>	4294.4 tonnes of carbon equivalent emissions (18.10% decrease from 2018)	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, sustainable and 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	<b>Major Initiative</b> - 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	Wellington Shire again hosted the 2023 Gippsland New Energy Conference attracting over 400 participants which included major windfarm proponents and other stakeholders.  Council has also successfully recruited for the Business Facilitation and Leveraging Officer role which will focus on assisting local businesses to enter the supply chain for defence and renewable energy.	Progressing	75%	Not applicable
2.1.1.1	<b>Key Project</b> - 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	<b>Initiative</b> - 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	Council is continuing to support the Gippsland Agricultural Group and Food and Fibre Gippsland to research and deliver sustainable agricultural initiatives.  Two studies have been completed relating to the growing broiler industry including the feasibility of a multi-purpose feedmill and a broiler processing facility.  These studies will assist private investors in their preparation of any potential business cases.	Progressing	85%	Not applicable
2.1.3 	<b>Initiative</b> - 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	Facilitator, Advocate	Wellington new Arts and Culture Strategy will identify existing creative industry clusters within the municipality.  This includes the planned redevelopment of The Wedge Performing Arts Centre in	Progressing	50%	Wellington is committed to supporting creative industries across the municipality which help shape the Shire's identity, support its



Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	reputation as a cultural centre for Gippsland.		<p>Sale, and the economic benefit this will provide within the Port of Sale precinct and the broader township.</p> <p>It will also identify potential vacant spaces and assets that could be used by local arts organisations to support them with COVID-19 recovery.</p>			economy and foster community wellbeing.
2.1.4	<b>Major Initiative</b> - Continue to advocate for the sustainability of the timber industry in Wellington Shire.	Advocate	<p>The State Government's deadline to end native timber harvesting by 2030 was bought forward and will now end by December 2024.</p> <p>Council continues to work with impacted communities particularly through the delivery of the Local Development Strategies in both Heyfield and Yarram.</p>	Progressing	80%	Not applicable
2.1.4.1	<b>Key Project</b> - Yarram and Heyfield Timber Transition Local Development Strategies.	Advocate	<p>The Local Development Strategies (LDS) at both Yarram and Heyfield continue to progress.</p> <p>Engagement with the community and other stakeholders through structured workshops will help shape and ultimately assist with the implementation of initiatives identified in the respective locations Context Analysis documents.</p>	Progressing	85%	Not applicable
2.1.5	<b>Initiative</b> - Continue to investigate options for developing aviation related activity at the West Sale Airport and facilitate industrial growth on adjacent land.	Facilitator, Funder, Advocate	<p>Application for funding from RDV submitted to complete Cost Benefit Analysis for defence related opportunities. Application was quickly developed and highlighted previous success in attracting major defence activities and leveraging West Sale Airport's strengths.</p> <p>RDV advised application was not successful.</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>Aviation Safety Impact Assessment completed for West Sale Industrial Land precinct.</p> <p>Assessment identified no unacceptable risks for development and clears the pathway for future investment and growth in West Sale.</p> <p>A series of meetings completed regarding investor interest in West Sale for range of employment opportunities.</p>			
2.1.6 	<b>Major Initiative</b> - 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	<p>Events completed or in planning mode include:</p> <ul style="list-style-type: none"> <li>• August 29- 30 August 2023 - Mountain Cattleman's Association Vic Get together</li> <li>• September 28 2023 - Centenary Relay Sale main streets</li> <li>• October 6-7 2023 - Gippslandia Steam Train</li> <li>• November 4 2023 - The Middle of Everywhere Car Show Sale</li> <li>• November 24-26 - 4x4 expo Sale Racecourse</li> <li>• November 25 2023 - The Middle of Everywhere Sale Community Christmas Parade</li> <li>• November 25 2023 - Gippsland Beer Festival Tinamba</li> <li>• November/December 2023 - Great Vic Bike Ride</li> </ul>	Progressing	90%	Varied array of events set to appeal to a wide range of people.




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"> <li>December 4 2023 - The Middle of Everywhere Yarram Pro Am</li> <li>December 10 2023 - Strzelecki Koala Festival Sale Botanic Gardens</li> <li>February 2024 - Grow Festival Rosedale</li> <li>April 27-28 2024 - ANZAC Weekend Airshow</li> <li>2024 - True Grit Licola</li> <li>2024 - Major Gippsland Art Gallery exhibition planned to feature Annemieke Mein</li> </ul>			
2.2.1	<b>Initiative</b> - 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	Council has facilitated a number of initiatives designed to create stronger linkages between industry, secondary schools and tertiary providers including forums and career expos.	Progressing	85%	Not applicable
2.2.2	<b>Initiative</b> - 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	<b>Key Project</b> - Tertiary Study Hub.		Study hub located in Sale was launched in July 2022.	Completed	100%	Not applicable
2.2.3 	<b>Initiative</b> - 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	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.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>Program to enable more outdoor dining options during the Covid outbreak.</p> <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 	<b>Initiative</b> - 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 funding 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 	<b>Major Initiative</b> - 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 the Healthy Wellington Plan.
2.3.1.1	<b>Key Project</b> - 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 	<b>Major Initiative</b> - Promote and facilitate appropriate land release/ incentives and subsequent housing development in growth areas, being guided by sustainable development principles.	Facilitator, Regulator, Advocate	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 	<b>Major Initiative</b> - Prepare a Shire-wide Growth Management and Economic Development Strategy to establish a hierarchy of growth areas and identify priority projects.	Provider, Advocate	SGS Economics and Planning Pty Ltd are currently undertaking background demographic and housing analysis as the first stage of the project, with a Councillor briefing to be held on 3 October 2023.	Progressing	25%	Helps support housing diversity objectives of the Healthy Wellington Plan.
2.4.2	<b>Major Initiative</b> - 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.  Ongoing consideration being given to potential forward funding of development infrastructure once development costs are more clearly established by subdivisional proponents.	Progressing	90%	Not applicable
2.4.2.1	<b>Key Project</b> - 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	<b>Key Project</b> - 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.	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:
			As the clear deliverable within this action was to commence these projects, this action is now complete.			
2.4.2.3	<b>Key Project</b> - Maffra and Sale Growth Area Drainage Strategies.	Funder, Provider, Advocate	<p>North Sale Development Plan and Infrastructure Funding Arrangement Reports have been adopted by Council.</p> <p>Maffra Structure Plan has also been adopted by Council, with implementation now progressing.</p> <p>Plans were informed by drainage assessments.</p>	Completed	100%	Not applicable
2.4.2.4	<b>Key Project</b> - Maffra stormwater retention basin and outfall improvement works.	Funder, Provider, Advocate	<p>Strategic land purchase process well underway.</p> <p>Finalisation of purchase of land expected to take place in 2023/24 financial year.</p>	Progressing	50%	Not applicable
2.4.3	<b>Initiative</b> - 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	<p>Economic development team planning complete.</p> <p>Planned engagement with procurement team in first half of 2023/24.</p>	Progressing	30%	Not applicable
2.4.4 	<b>Initiative</b> - 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	<p>Continuing to monitor requests for assistance in relation to poor connectivity for businesses.</p> <p>Very little activity in problems being presented to Council over the last quarter but expecting that to increase when the next round of Black spot funding is released.</p>	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
<b>2.1 A diverse economy that creates jobs and opportunities</b>				
Annual growth rate of real Gross Regional Product (GRP) (SDG 8.2.1)	(2020) Wellington - \$3.652B Gippsland - \$18.277B (as per REMPLAN)	Wellington - \$3.898B (6.73% growth) Gippsland - \$19.327B (5.74% growth)	Wellington - \$3.864B (.87% decrease) Gippsland - \$20.039B (3.68% growth)	Equal to or better than Gippsland average
Unemployment rate by sex, age and education level (SDG 8.5.2)	Wellington - 5.5% (June 2021 quarter) Gippsland - 5.4% (April 2021 quarter)	Wellington - 4.9% (March 2022 quarter) Gippsland - 3.9% (April 2022 quarter)	3.6% Wellington (June 2023 quarter) Gippsland - 3.7% (April 2023 quarter)	Equal to or better than Gippsland average
<b>2.2 A community that has the capacity and skills to meet our economic needs</b>				
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	9.3% unemployed 44% further study 10.7% apprenticeships/ trainees	5% unemployed, 56% further study
<b>2.3 An increase in variety of housing choice to support equitable access to housing</b>				
Number of dwellings across the Shire (SDG 11.3)	(2021) 23,383 dwellings (source ID profile next census date 2026)	23,554 dwellings	23,554 dwellings	24,790 dwellings (2026 projection)
Number of new housing units built in the municipality (SDG 11.1.1)	(2021) 655* houses/units *corrected from 520 as per DFFH website	669* houses/units * updated data available from DFFH website	679* houses/units (source: DFFH website)	+26 beds
<b>2.4 Infrastructure investment is targeted to maximise jobs and housing growth</b>				
Wellington Shire total % population increase (SDG 11.3)	(2020 estimate) 44,770 (source: ID profile population and dwelling estimate)	45,092 0.72% increase	45,754 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 	<b>Major Initiative</b> - 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	<p>Council continues to partner with GLaWAC on several fronts, however GLaWAC have advised its partners that Reconciliation Action Plans (RAP) are no longer their preferred approach with strategic partners.</p> <p>Rather, they are developing briefer MoU-type documents with more measurable and pragmatic outcomes.</p> <p>GLaWAC have advised they will discuss this approach with Council in the new year (2024) so at this stage, Council is unable to progress this agreement.</p>	Progressing	80%	<p>Council continues to build relationships, programs and initiatives that focus on key priority groups within the Aboriginal and Torres Strait Islander community, these include Early Years, Youth, Women and Families.</p> <p>There has been considerable collaboration between Council and Ramahyuck for children aged 0-12 through strong partnerships with the Early Years team.</p>
3.1.2 	<b>Initiative</b> - 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	<p>Wellington connects community through significant cultural events including the annual 'Day @ The Port' event and 'The Art Bar'.</p> <p>Council Officers are currently assessing feedback from the Arts and Culture Strategy community consultation with a view to expanding its annual calendar of events and activations in townships outside of Sale.</p> <p>Decisions around the type and location of events, and level of support will be considered when the consultation findings are presented to CMT in early 2024.</p>	Progressing	60%	Wellington is committed to supporting increased social connectedness and inclusion of Wellington Shire's diverse communities through its annual calendar of events and activations.





Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
3.1.3 	<b>Initiative</b> - 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	The expired Access and Inclusion Plan has been through the review process in consultation with the Wellington Disability Advisory Committee.  The review findings are informing the development of the yet to be titled 'Disability Action Plan'.	Progressing	60%	Inclusion is a critical element of working successfully with all people in the community.  Understanding the barriers that people need to overcome in relation to their gender, race, ethnicity and sexuality is central to Healthy Wellington advocacy work.
3.1.4 	<b>Initiative</b> - Implement a Gender Equality Action Plan to improve gender equity and fairness within the workplace and amongst our community.	Provider, Facilitator	The Gender Equality Action Plan has been established and is being implemented as an ongoing business-as-usual body of work.  There is a Gender Equality Committee meeting regularly and overseeing the broader Gender Equality obligations under the Act.	Completed	100%	Gender Equality Action Plan is underway, as is a Gender Equality Committee to oversee work in this space.  The Social Connection and Inclusion team are also working on community aspects of gender equality and diversity initiatives to support this work.
3.2.1	<b>Initiative</b> - 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	<b>Initiative</b> - Advocate for local and regional priorities and issues that matter to our community in partnership with key stakeholders.	Advocate	Council is partnering with members of One Gippsland (6 Councils, TAFE Gippsland, Federation University, Food and Fibre Gippsland) with Gippsland Women's Health as auspice and has secured grant funding for Worksafe's Workwell Program.  This program is aimed at improving workplace mental health by ensuring	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:
			workplace cultures are psychologically safe and that the risks associated with psychosocial hazards are eliminated or reduced so far as is reasonably practicable.			
3.2.3	<b>Initiative</b> - 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	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 the initiatives, actively seeking input, and providing information regarding final outcomes via online and direct face to face focus group opportunities.	Completed	100%	Not applicable
3.3.1 	<b>Initiative</b> - 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 and future calendar currently being planned.</p>	Progressing	60%	The Reactivating Community Facility Volunteers project outcomes align to Healthy Wellington objectives.
3.3.2 	<b>Initiative</b> - 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	Facilitator, Advocate	Facilitated the Gippy Youth Jobs Summit at the Sale Memorial Hall in August, linking industry and secondary school students with the potential job opportunities being offered including	Progressing	85%	Equality - Reduces the barriers for people trying to access education.










Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
	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.		renewable energy and other major employment sectors.			
3.3.3 	<b>Major Initiative</b> - Respond to future Early Years' service gaps, particularly in childcare and kindergarten in major towns.	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.
3.3.3.1 	<b>Key Project</b> - 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</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.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			Government's Building Blocks - Planning program. Design tender is anticipated to be awarded in August 2023.			
3.3.3.2	<b>Key Project</b> - Yarram and Sale Early Years Feasibility Studies.	Facilitator, Funder, Provider, Advocate	Reports completed late 2022.	Completed	100%	Not applicable
3.3.4 	<b>Initiative</b> - 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	Wellington is committed to delivering a new Arts and Culture Strategy for 2024-2029. Extensive community and staff consultation has been undertaken by the consultant, Bruce Smith from Polis Planning.  The consultation phase has resulted in the development of a paper highlighting key findings and emerging themes in the development of the strategy by Council staff.  This paper will be presented to CMT and Council for comment in early 2024.	Progressing	50%	The Arts and Culture Strategy highlights actions that will promote health, education and creative engagement across Wellington Shire.  There are opportunities to develop and engage new audiences and to further address the social and cultural needs of Wellington Shire communities.
3.3.4.1	<b>Key Project</b> - Gippsland Art Gallery blockbuster exhibitions commencing with Archibald Prize 2021.	Provider, Funder	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.  This will be followed by 'The Americans: Master Works from the NGA' in December 2024, and 'Turner & Australia' in June 2025.	Completed	100%	Not Applicable
3.3.5	<b>Initiative</b> - Investigate opportunities for alternative cost-effective models for delivery of quality cultural, leisure and	Funder, Provider, Facilitator	Final report received, findings to be presented to CMT & Council in December 2023.	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:
	recreation facilities and programs that encourage access and participation across our community.					
3.3.5.1 	<b>Key Project</b> - 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 	<b>Initiative</b> - 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 	<b>Major Initiative</b> - Investigate gaps in service provision for vulnerable community members, review options and determine Council's future role.	Facilitator	Council is continuing to benchmark and review options to assist vulnerable groups in the community.  Council works with various health services and agencies to identify gaps in service provisions for seniors, this also includes transport and accessibility.	Progressing	50%	The Ageing Well in Wellington strategy is a developing document to help guide Council to improve access and participation in support services, focusing on those who are vulnerable including: young children, youth, people living with a disability and seniors.
3.4.2 	<b>Major Initiative</b> - 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	Amendments are being made on the 'Ageing Well in Wellington' strategy which was based on the recommended outcomes from the 'Ageing Well' community consultation.  A proposed action plan will be taken to Council in the new year for endorsement. Council continues to advocate for improved outcomes and accessibility for	Progressing	85%	The recruitment of the Social Connection and Inclusion Officer - Positive ageing and Disability Partnerships has seen an increase in access and participation.  Council has been facilitating no cost, low-cost activities for seniors in main and regional towns through Council services and community services.



Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			the ageing population so they can age positively in Wellington.			Programs and activities are based around ageing well and support good health, both physical and mental.
3.4.2.1 	<b>Key Project</b> - Respond to the Federal Government Home and Community Care funding reform.	Facilitator, Funder, Advocate	The proposed 'Ageing Well in Wellington' strategy is in the final stages. Recommendations were made by Councillors when the strategy was initially presented and finalised strategy to be presented to Councillors in the new year.	Progressing	90%	Council continues to be actively advocating for all demographics, with focus on priority groups including, seniors and people living with a disability.
3.4.3 	<b>Initiative</b> - 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	Council continues to strengthen the role of advocate for increased health services in the Wellington Shire. Partnering with the two major health services in the Wellington Shire to deliver important services such as Maternal Child Health. Connecting health services with local education institutions has also been a priority for Council to raise awareness, this was evidenced by Wellington Shire becoming a Live4Life community.	Progressing	65%	Wellington is officially a Live4Life community which is a whole community approach to youth mental health first aid. Live4Life also captures other priority groups through Mental Health first aid delivery and awareness of mental health services in Wellington.
3.4.3.1 	<b>Key Project</b> - VicHealth Youth Mental Health project.	Advocate, Facilitator	The Youth Mental Health Project - Wellington Ways to Wellbeing, has been successfully implemented. 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.	Completed	100%	Wellington Ways to Wellbeing has been successfully implemented across several secondary schools within Wellington. This program aims to provide a framework to support good mental and physical health for young people.
3.4.4 	<b>Major Initiative</b> - Support employers with the attraction, recruitment and long-term retention of health specialists and allied	Facilitator, Advocate	Council continues to provide assistance where appropriate.	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.		The most recent census data now shows Healthcare and Social Services as the Shires largest employment sector.			services that support good mental health.
3.4.5 	<b>Major Initiative</b> - 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	Council continues to partner with many health and community agencies to improve the health and wellbeing of people living in Wellington.  The establishment of a formal health and wellbeing partnership that is facilitated by Council is progressing with preliminary engagement with key stakeholders.	Progressing	60%	Council is involved in many health and community partnerships.  Campaigns such as 'Breath Easy' Gippsland is an example of the collaborative and collective work and expertise that Council provides to local health agencies and vice versa.
3.4.6 	<b>Major Initiative</b> - 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 foster all positive ageing partnerships and uses these relationships to advocate to address the barriers for people over the age of 55.  Council works with local health services and community agencies to facilitate programming specifically designed for seniors in Wellington.	Progressing	60%	Council continues to develop accessible positive ageing programs that align with the health objectives from Healthy Wellington.
3.4.7 	<b>Initiative</b> - Achieve Rainbow Tick accreditation of Council services to reduce stigma and discrimination against LGBTIQ+ people.	Provider, Facilitator	Council have undertaken an internal audit of programs, policies and initiatives that align with the Rainbow Ready Roadmap, an assessment tool for Local Government.  Council is in the process of benchmarking, and collaborating with, other councils who have completed or have almost completed the Rainbow Ready Roadmap.	Progressing	40%	The findings of the internal audit have highlighted some inclusive initiatives that Council have already implemented, such as pronouns on email signatures, name badges and business cards.  Council have also adopted IDAHOBIT as an annual day of celebration.

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
<b>3.1 An inclusive, diverse, and resilient community</b>				
Community satisfaction with perception of diversity and accessibility in the community (SDG 10.2)	Not currently measured	Indicator being reviewed	Indicator review completed. Additional question included in the 2024 Community Satisfaction Survey	Identify baseline. Continual improvement on WSC score.
<b>3.2 An actively engaged community</b>				
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
<b>3.3 Opportunities for everyone to work, learn, create, play and share</b>				
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%
<b>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</b>				
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	70% of NDIS funding used by participants as at Q4 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 November 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	<b>Initiative</b> - 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	<b>Initiative</b> - Continue to improve our long-term finance and asset planning to ensure that the Council remains financially sustainable.	Provider	Our current Long-term Financial Plan (LTFP) denotes strong financial sustainability and align with our asset plans.  Council's 2021/25 Asset Plan was adopted by Council in June 2021 alongside the LTFP.  Planning has commenced on the next iteration of Councils Asset Plan.  The purpose of the Asset Plan is to demonstrate responsible management of Wellington Shire Council infrastructure assets, comply with the Victorian Local Government Act 2020 and model the funding required to maintain assets in their current condition.	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:
			It includes dashboard summaries of the following asset classes- Roads, Paths, Bridges & Major Culverts, Drainage, Property and Open Space.			
4.2.1 	<b>Initiative</b> - Provide services that are easy to use, valued by the community and give best overall worth back to Council and the community.	Provider	<p>Council's operational reviews of the Library Services Network and Aqua Energy and the Gippsland Livestock Exchange Facility are almost complete.</p> <p>The outcomes of these reviews will identify and inform future enhancements to service delivery and opportunities for more efficient operations.</p>	Progressing	65%	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
4.3.1 	<b>Initiative</b> - 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.</p> <p>Teams are adhering to service level requirements in and around Central Business District's (CBD's), as well as connected public open spaces (parks &amp; reserves).</p> <p>Streetscapes, facilities and supporting infrastructure are renewed and upgraded in line with relevant plans.</p> <p>Community activities to increase social connectedness and create opportunities for inclusion in community life are supported in collaboration with Council's Economic Development team and Communities &amp; Culture team, during Parks Week and other programs. E.g. Festivals, Parades and other street events.</p>	Ongoing	100%	The provision of quality town centres encourages community participation, reducing barriers and increasing social connectedness.
4.3.1.1	<b>Key Project</b> - Streetscape improvements: Cowwarr.	Provider, Regulator	Project completed during 2022/23 financial year.	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:
4.3.1.2	<b>Key Project</b> - 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	<b>Key Project</b> - 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	<b>Key Project</b> - Town Entry improvement program: Heyfield.	Provider, Regulator	Project completed during the 2022/23 financial year.	Completed	100%	Not applicable
4.3.1.5	<b>Key Project</b> - Seaspray levee rehabilitation.	Provider, Regulator	The construction of the levee is essentially complete apart from one small section where an easement is required to allow access over private property. Certification of the works is currently underway.	Progressing	95%	Not applicable
4.3.2 	<b>Initiative</b> - 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	The Growth Management and Economic Development Strategy is being developed and includes engagement with key stakeholders to ensure a well informed strategy.  Further State Government funding is also being sought to assist Council with stage two of Wellington Renewable Energy Impact and Readiness Study.	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 	<b>Initiative</b> - 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	Planning is well underway for the Urban Forest Renewal Program 2024 with consultation wrapping up on selected streets and in Stratford.  Following two sessions delivered by Tree Dimensions of working around trees and the need to protect trees, staff are taking the messages delivered and continuing to	Progressing	70%	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).

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			engage relevant NEP staff in planning for the protection of green infrastructure.			
4.3.4	<b>Initiative</b> - 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 Tourism Ninja:</p> <p>The plan will cover Yarram, Tarra Bulga and surrounds. There will be a focus on industry and experience development in the final document.</p> <p>There will be 2 rounds of community and industry consultation.</p> <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> <p>Survey has been conducted and is now complete.</p> <p>Control group met to review first draft of the plan.</p>	Progressing	80%	Not applicable
4.3.4.1	<b>Key Project</b> - 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	 <b>Initiative</b> - 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</p>	Progressing	65%	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.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
			<p>capacity and supporting delivery of events, programs and volunteer support initiatives.</p> <p>To improve the condition and access of facilities Committees of Management have been supported with Risk &amp; Maintenance Subsidies totaling \$942,392 and direct maintenance support of over \$250,000.</p> <p>No new facilities acquired or built.</p>			
4.3.5.1	<b>Key Project</b> - Investigate delivery of Gippsland Regional Sports Complex Stage 2B.	Facilitator, Funder, Provider, Advocate	<p>Previous business case being reviewed and Request for Quote brief current in development.</p> <p>Anticipate advertising contract in November - December to commence work in January / February.</p>	Progressing	5%	Not applicable
4.3.5.2	<b>Key Project</b> - Briagolong Tennis Court refurbishment.	Facilitator, Funder, Provider, Advocate	Final works completed in November 2023 providing the community with 4 compliant tennis courts, one which also serves as a multipurpose court enabling competition/training netball and social basketball and soccer.	Completed	100%	Not applicable
4.3.5.3	<b>Key Project</b> - 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.

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
4.3.5.4	<b>Key Project</b> - '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> <ul style="list-style-type: none"> <li>• New facility infrastructure has enabled additional programming, such as:</li> <li>• Learn to Swim (over 120 participants);</li> <li>• Warm water exercise sessions (3 sessions per week);</li> <li>• Increased school usage;</li> <li>• Increased lap swimming;</li> <li>• Increased recreational swimming.;</li> </ul> <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
4.3.5.5	<b>Key Project</b> - 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	<b>Key Project</b> - Stratford outdoor pool solar upgrade and pool blanket.	Facilitator, Funder, Provider, Advocate	<p>Project delivered on time and within budget.</p> <p>Increased water temperature has enabled additional patronage from previous seasons.</p>	Completed	100%	Not applicable
4.3.5.7	<b>Key Project</b> - Port Albert Mechanics Institute facade and rising damp treatment.	Facilitator, Funder,	Rising Damp treatment project being managed by the Assets & Projects team.	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:
		Provider, Advocate				
4.3.5.8	<b>Key Project</b> - 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 	<b>Major Initiative</b> - Advocate strongly to State Government and local stakeholders for improvements to the passenger train service to key regional centres.	Advocate	Council continues to support the Rail Advocacy Sub-committee of the Committee for Wellington by advocating to the Minister for Transport for an increase in train services for Sale.  Funding for new train stabling at Bairnsdale was provided in the 2022-23 State Budget.	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.
4.4.2 	<b>Major Initiative</b> - 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	Council continues to advocate strongly for more inter-town transport as well as connecting regional towns with key services in Gippsland, i.e health services.	Progressing	55%	Increased inter-town transport remains a significant barrier for people across all groups of any age.  Wellington Shire Council continue to advocate for increased travel connectivity and during the interim, deliver programs and activities as a place centred approach where applicable.
4.4.3 	<b>Initiative</b> - 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	Council continues to deliver road safety and active travel programs that enable schools and communities to lobby and advocate for road safety changes.  Schools across Wellington have participated in the Bike Education program, conjunction with more Council staff being trained to deliver Bike Education to schools.	Progressing	80%	The delivery of Bike Education and Active Travel programs continues to see children, and families, choose to travel to and from school using bikes, scooter or walking.  Not only does the program raise awareness, it encourages people to incorporate active travel into their

Initiative Code	Key initiatives and priorities to achieve these outcomes	Council's role	Progress update comments	Status	Progress	Healthy Wellington Framework Considerations:
						daily routine, which increases physical participation.
4.4.3.1 	<b>Key Project</b> - Accelerate Urban Paths Plan delivery.	Provider, Funder	Urban paths program for 2022/23 is primarily complete.  Urban Paths Program has been set at \$1M annually in the 10-year capital works program.	Completed	100%	Path construction allows improved pedestrian access for the Wellington community.

Indicators of Success:	Baseline	2021-22 Result	2022-23 Result	2025 Target
<b>4.1 A financially sustainable, high performing organisation</b>				
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	470.80%* *corrected from 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
<b>4.2 Services deliver operating efficiencies and best value</b>				
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
<b>4.3 Well planned and sustainable towns, facilities and infrastructure</b>				
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% audit recommendations delivered	10% each year
<b>4.4 Safe and well-used transport connections across all modes of travel</b>				
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	Increase by 2km of paths annually