



Mitchell Shire Council Plan

Council Plan | Health and Wellbeing Plan

2025 - 2029



**MITCHELL
SHIRE COUNCIL**





Acknowledgement of Country

The area now known as Mitchell Shire is located on the Country of the Taungurung and Wurundjeri Woi-wurrung Peoples.

Taungurung and Wurundjeri Woi-wurrung Peoples have cared for these lands and waterways for thousands of years and continue to pass down their knowledge and wisdom to younger generations.

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.

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Plan on a page



Grow the economy

Objectives

Describe the areas of focus of the Council. The objectives, taken together support the Council to realise the Strategic Direction Statement.

Strategies

Describe what we will do to achieve the Objectives.

*Specifies which strategies respond to our health and wellbeing commitments

Objective 1.

Grow the economy by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.

1.1 Increase opportunities for investment in local business and industry

1.2 Increase opportunities for local employment

1.3 Increase opportunities for tourism and the visitor economy

1.4 Develop and leverage partnerships for economic development and investment



Enhance the quality of life

Objective 2.

Enhance the quality of life in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.

2.1 *Ensure our growing communities are vibrant, healthy and resilient

2.2 *Prevent family violence and violence against women

2.3 *Prevent and minimise harms from gambling, alcohol, tobacco and vapes

2.4 *Strengthen social connection, access and inclusion for all

2.5 *Promote healthy behaviours and address emerging health concerns across all ages

2.6 *Improve mental health and wellbeing

Strategic direction statement

"Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community."



Develop spaces that enrich everyday life

Objective 3.

Develop spaces that enrich everyday life by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.

- 3.1** *Provide a diverse range of active and passive open spaces and recreation precincts
- 3.2** *Facilitate the timely delivery of key services and infrastructure
- 3.3** *Support community to adapt to and mitigate the risks of climate change and adopt environmentally sustainable behaviours
- 3.4** *Facilitate a diverse range of private and community housing options
- 3.5** Provide a safe, connected, well maintained, and efficient transport network
- 3.6** *Support a sustainable local food system

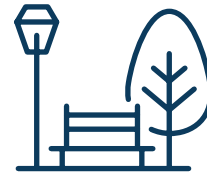


Ensure good governance

Objective 4.

Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

- 4.1** Perform our legislated responsibilities with integrity, respect, and transparency; and establish strong, sustainable financial management
- 4.2** Provide accessible, safe and inclusive working environments that foster trust, employee engagement and innovation
- 4.3** *Provide accessible, safe, and inclusive services and opportunities for community engagement
- 4.4** *Build strong relationships to advance equity for First Nations peoples
- 4.5** Undertake evidence-based planning for effective delivery of services and infrastructure
- 4.6** Enhance systems, technology, and customer experience
- 4.7** Relentlessly pursue funding opportunities including through grants and advocacy, and work to influence policy which will shape our community



Foster a strong sense of civic pride

Objective 5.

Foster a strong sense of civic pride by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

- 5.1** Provide attractive town centres that are safe and vibrant
- 5.2** Protect and enhance the biodiversity of natural environments and native wildlife
- 5.3** *Provide healthy and inclusive places and spaces for all
- 5.4** Ensure our communities are clean, tidy and well-maintained

Message from the Mayor and Councillors

It is my pleasure to introduce the Mitchell Shire Council Plan 2025–2029.

This is more than just a document — it's a shared commitment to the people of Mitchell. It sets out the key priorities, values and objectives that will guide our decisions, investments and day-to-day work over the next four years.



Mitchell is at a turning point. We are now one of Victoria's fastest growing regions, and with that growth comes real opportunity — to improve our services, strengthen our communities and shape a region that works for everyone. But growth also brings pressure. It challenges us to think ahead, plan wisely and ensure no one is left behind.

That's why this plan matters.



It provides structure and focus for our work, built around five strategic objectives:

- **Grow the economy** by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.
- **Enhance the quality of life** in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.
- **Develop spaces that enrich everyday life** by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.
- **Ensure good governance** by promoting transparency, building trust, and strengthening connections with the community.
- **Foster a strong sense of civic pride** by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

These objectives aren't just words — they're drawn directly from what our community has told

us is important. From local events and drop-ins to surveys and panel discussions, we've heard from people across the Shire: they want safe roads, access to services, well-planned growth and a Council that listens.

This plan also embeds our health and wellbeing priorities, reflects our commitment to inclusion, and aligns with the long-term Community Vision for 2050. It recognises the unique challenges and strengths of our townships from Beveridge and Wallan to Kilmore, Seymour and beyond and ensures our efforts reflect the diversity of the region.

Importantly, it also outlines how we'll track our progress and remain accountable to the community. We know trust is built through action, not words and that our community wants to see results.

This plan sets our purpose, a commitment to transparency and collaboration.

Thank you to everyone who contributed to the development of this plan. Your voices and ideas have shaped it, and your continued involvement guides us.

**Cr John Dougall,
Mayor**

“Together, we're building a future that reflects the best of Mitchell — practical, inclusive and forward-thinking.”

Message from the CEO

The Mitchell Shire Council Plan 2025–2029 is the result of deep listening, honest reflection and ambitious thinking. It captures our shared vision for the future of this region — and sets out how we'll make it happen.



As an organisation, we understand the responsibility that comes with rapid growth. More people means more services, more infrastructure and more pressure on what already exists.

But it also brings energy, ideas and investment. With the right planning and community focus, we can turn this growth into something that works for everyone.

This plan is our commitment to doing just that. It clearly outlines the strategic priorities that will guide our work and the values that will shape

Aerial view over Beveridge, November 2024.



how we deliver. It reinforces our commitment to good governance, accountability and meaningful engagement with the people we serve.

The plan also plays a critical role in guiding the organisation.

It shapes our internal decision-making, informs how we allocate resources, and ensures that the work of every team from road maintenance to customer service is aligned with the broader goals of Council. It gives us a shared direction and a clear sense of purpose.

We provide more than 80 services for our community. Bringing the Council Plan and the Health and Wellbeing Plan together elevates the importance of health and wellbeing into all our services.

From waste and recycling to maternal and child health, local laws, planning and youth programs — our services are a core part of daily life in Mitchell and this plan helps to ensure they are all delivered in a way that meets the needs of a growing and diverse population.

We're focused on delivering infrastructure that keeps up with demand. We're improving our services so they're inclusive and accessible to all. We're growing our local economy in a way that benefits both businesses and the local workforce. And we're protecting what makes Mitchell special — its people, its natural environment and the strong community connections that define life here.

Importantly, this plan doesn't sit on a shelf. It's supported by detailed action plans, and a focus on outcomes. Our teams will report on progress, adapt to challenges and remain committed to the community every step of the way.

To everyone who took the time to share ideas, insights and aspirations — thank you. Your feedback has shaped this plan, and your voice will continue to guide us as we deliver it.

I'm proud of the work we've done so far, and I'm excited about what's ahead. Together, we're building a Mitchell that's ready for the future.

Mary Agostino,
Chief Executive Officer



Mitchell Shire



Mitchell Shire – Victoria’s Fastest Growing Municipality

About Mitchell Shire

Mitchell Shire is where city meets country.

Just 40 kilometres north of Melbourne, our region stretches from the city’s edge to the Goulburn Valley — linking fast-growing suburbs, established townships and expansive rural landscapes.

We’re not just growing — we’re stepping into our own identity as a region that’s connected, confident and ready for the future.

As Victoria’s fastest growing municipality, more than 64,000 people already call Mitchell home and that number is expected to reach over 221,000 by 2046.

Most of this growth is happening in our southern corridor — Beveridge, Wallan and Kilmore but every part of the Shire is growing, and evolving in their own way.

We’re made up of more than 40 townships and communities, each with its own character and identity. Some are long-established rural towns where generations of families have built their lives. Others are rapidly developing neighbourhoods attracting new residents from across Victoria and beyond. Together, they form a community that’s proud, adaptable and unmistakably Mitchell.

More than 14,000 local jobs are supported across a range of industries, including construction, healthcare, education, retail, public safety and manufacturing. Small businesses, trades and service industries are the backbone of many of our townships.

Many people still commute to Melbourne for work, especially from our southern growth areas.

But that pattern is shifting. Around 15% of residents now work from home and more are starting businesses or finding employment within the Shire.

With over 4,300 registered businesses and growing, our local economy is becoming self-sustaining and more connected to everyday life in the region.

Our natural environment is one of our greatest assets.

Rolling hills, volcanic cones, rivers, bushland and open spaces make Mitchell not only a beautiful place to live, but a region deeply connected to its landscape. From the Tallarook Ranges to the banks of the Goulburn River, our landscape offers not just beauty, but a way of life.

These places support biodiversity, recreation, tourism and farming and provide important connections between people and nature. We know that our natural assets are part of what makes Mitchell unique and we're committed to looking after them as we grow.

However, at its heart, what makes Mitchell special is its people. We're a place where

community still means something. Where neighbours know each other, where clubs, schools and local events bring people together and where decisions are made with the future in mind.

We're growing fast but we're growing with purpose.

We know where we've come from and we're clear about where we're going.

We're a Shire that values connection. From weekend markets to sporting clubs, community halls and cultural festivals, there are countless ways for people to meet, contribute and feel part of something.

As Mitchell continues to grow, we know our success will be defined not just by population numbers or infrastructure, but by how well we hold onto what matters. Together we're shaping a region that works for everyone — now and into the future.

Colin Officer Reserve, Broadford.



Traditional Owner boundaries map

Mitchell Shire is on the traditional lands of the Taungurung and Wurundjeri Woi-wurrung Peoples. We work closely with Taungurung Land and Waters Council and Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation to progress their priorities for Country. This map outlines where the traditional land boundaries are located within the area now known as Mitchell Shire.



Who we are

Population

	2025	2036	2046
Beveridge	9,082	48,688	112,187
Broadford	6,308	7,423	8,345
Kilmore - Kilmore East	12,269	17,500	24,910
Pyalong - Rural North West	2,759	3,275	3,794
Rural North East	2,957	3,149	3,339
Seymour	8,818	10,579	13,483
Wallan	18,758	29,601	51,539
Wandong - Heathcote Junction	3,224	3,586	4,041
Mitchell Shire	64,175	123,801	221,638

People

*currently there is no data for gender diversity available

Male	50.4%
Female	49.6%

LGBTIQA+ identity

Identify as LGBTIQA+	8.2%
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Age

Babies to preschoolers (0 to 4 years)	7.1%
Primary schoolers (5 to 11 years)	9.9%
Secondary schoolers (12 to 17 years)	7.5%
Tertiary education and independence (18 to 24 years)	8.3%
Young workforce (25 to 34 years)	14.2%
Parents and homebuilders (35 to 49 years)	19.5%
Older workers and pre retirees (50 to 59 years)	12.7%
Empty nesters and retirees (60 to 69 years)	10.7%
Seniors (70 to 84 years)	8.6%
Elderly (85+ years)	1.5%

Disability

Need assistance with core activities	6%
Self-reported disability	27%

Aboriginal and Torres Strait Islander identity

Aboriginal and Torres Strait Islander	2.2%
Speak an Aboriginal or Torres Strait Islander language	0.9%

Country of birth

Australia	79.1%
United Kingdom	3.0%
India	2.5%
New Zealand	1.4%
Philippines	0.6%
Italy	0.5%
China	0.4%
Germany	0.4%
Sri Lanka	0.4%
South Africa	0.3%
Malta	0.3%

Language used at home

English only	82.7%
Punjabi	2.3%
Italian	0.8%
Hindi	0.6%
Arabic	0.5%

Households

Couples with children	33.1%
Couples without children	25.3%
Lone person	20.8%
One parent families	11.9%
Other families	0.9%
Other	5.6%

Housing Tenure

Paying a mortgage	44.7%
Fully owned	27.3%
Renting - private	17.8%
Renting – social housing	2.0%
Other	7.8%

Volunteering, care and domestic work

	Male	Female
Volunteer	11%	13%
Provide unpaid care to person with disability, illness or due to old age	10%	16%
Provide unpaid care to children	25.3%	33.6%
Undertake 15-29 hours unpaid domestic work each week	7.7%	16.5%

Economy, employment and education

Annual economic output	\$5.7 billion
Gross Regional Product	\$2.996 billion
Jobs	14,453

Key industries of employment

Construction	14.6%
Healthcare and social assistance	11.8%
Public administration and safety	9.7%
Manufacturing	8.6%
Retail trade	8.1%

University qualification	15%
Trade certificate	25%
Disengaged from education and employment (15 to 24 years)	9.5%
Unemployed	4.5%
Work at least some of the time from home	15%

Sources:

Census 2021

.id community profile, housing monitor and population forecast profile

Mitchell Shire Household Survey 2024

Remplan Economic Modelling and Planning System

Aerial view of Broadford towards Mt Piper, November 2024.



Mitchell Shire Council

Your Council for 2024-2028

North Ward



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Central Ward



Cr Bob Humm

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South Ward



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Cr John Dougall (Mayor)

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Cr Nathan Clark

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Cr Claudia James

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Cr Ned Jeffery

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Cr Timothy Hanson

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Cr Riley Evans

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The organisation and services

The Council set the strategic direction for the municipality and make decisions on behalf of the community they have been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.



Organisational Values

Our values guide the way we work — with each other, with our community, and with our partners. They help us stay focused, build trust, and create a positive culture where people feel respected, included and supported. They also help us navigate challenges with purpose and clarity.



Trusted

We are reliable, honest and accountable. We act with integrity and respect — building trust in everything we do.



Engaged

We care about our work, each other and our community. We're committed, enthusiastic and always ready to listen, support and collaborate.



Innovative

We value curiosity and creativity. We're open to new ideas and learning, always looking for ways to improve and deliver better outcomes.





Planning for our community

What is a Council Plan?

This Council Plan sets our direction for the next four years, outlining what we're working towards and how we'll get there. It's built on the Community Vision — a long-term view shaped by the community about what matters most.

This plan focuses on practical outcomes. It celebrates the strengths of our Shire while responding to the challenges and opportunities ahead. It's about delivering the infrastructure, services and planning needed for a growing, healthy, thriving and inclusive community.

To track our progress, the plan includes clear objectives, strategies and measurable indicators that show how we're delivering on our commitments.

We respect and value the diverse communities that call Mitchell Shire home and strive to ensure everyone is safe and included in all aspects of community life. We are proud to celebrate, value and include people of all ages, genders, sexualities, cultures and abilities. We will work together with Traditional Owners and First Nations peoples for a better and fairer future where everyone has equal health, social and economic outcomes.

What is a Health and Wellbeing Plan?

We've chosen to integrate our Health and Wellbeing Plan into our Council Plan for the first time. In doing this we are elevating the health and wellbeing needs of the community into the strategic direction of the Council and all services we deliver.

Our health and wellbeing plan sets our commitments for the next four years for delivering equitable health outcomes across the community now and into the future. In developing specific strategies to do this, we have considered the State health and wellbeing priorities, consulted with our health partners and listened to what you have told us are your priorities for Council to focus on.

Development in Beveridge.



Council's Strategic Direction Statement

In developing our strategic direction statement, we have taken into account the Community Vision and worked through a process which identified how, in these four years, Council can take steps towards making the Vision a reality.

This statement represents the strategic direction of Council and will guide how we support and deliver for our community.

Strategic direction statement

"Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community."

Council Plan Objectives



Grow the economy



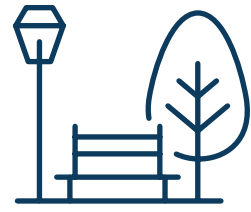
Enhance the quality of life



Develop spaces that enrich everyday life



Ensure good governance



Foster a strong sense of civic pride

Panoramic view of Pyalong landscape, November 2024.



What we do differently

Council plays an important role as a conduit across community, partners, and stakeholders to shape outcomes which in isolation could never be achieved. We need to be innovative and proactive as we cannot do it alone.

We engage

Our community drives us. Your voice, your experience, your priorities are at the centre of every action we take. We're not ticking boxes — we're building real connections, listening deeply, and making decisions with you, not for you. We are dedicated to forming and maintaining strong relationships with you to shape our community.

We partner

Big outcomes need bold partnerships. We team up with government, industry, not-for-profit organisations, Traditional Owners, health providers including those in our local Health and Wellbeing Network, and local community leaders — bringing together the ideas, knowledge and energy to tackle what matters most. Together, we're shaping solutions that create real, lasting change for Mitchell.

We advocate

We fight for what matters. Whether it's better infrastructure, services, or long-term investment, we stand up and speak out. And when we raise our voice with our partners, it gets louder, clearer and impossible to ignore. Our approach to advocacy is targeted, strategic, and focused on delivering transformational outcomes. By empowering our community and other partners, our approach is to increase our influence in order to drive change.

Partnership and innovation at the core of community infrastructure and service planning

A strong partnership approach is central to the planning, design, delivery, activation, and ongoing operation of community infrastructure and services.

Collaboration — across all levels of government, with service providers, the private sector and local communities — is essential to achieving sustainable, community-led outcomes. Innovative approaches to design, service integration, and delivery models are critical in responding to the evolving needs of a growing population.

Wallan East Family and Children's Community Centre (interim name), which has been made possible through a partnership between Mitchell Shire Council and the Victorian Government, is a perfect example of what strong partnerships can deliver. This landmark project has received a joint investment of \$18.15 million from the Victorian Government and \$2 million from Council.

Once complete, the Centre will deliver targeted, inclusive and responsive early years education, maternal and child health services, and flexible, accessible community spaces. This facility demonstrates how partnership and innovation can deliver high-impact, place-based infrastructure that strengthens communities.

Greater Beveridge Community Centre.



Mate
Heal

LIBRARY

LIBRARY

Integrated planning

To make good decisions for our community — now and into the future — we take a connected and coordinated approach to planning.

The Community Vision — a shared view of the kind of place we want Mitchell Shire to be in the future - informs all our planning. The Council Plan is how we turn that vision into action over the next four years, including our health and wellbeing priorities that make up our Health and Wellbeing Plan.

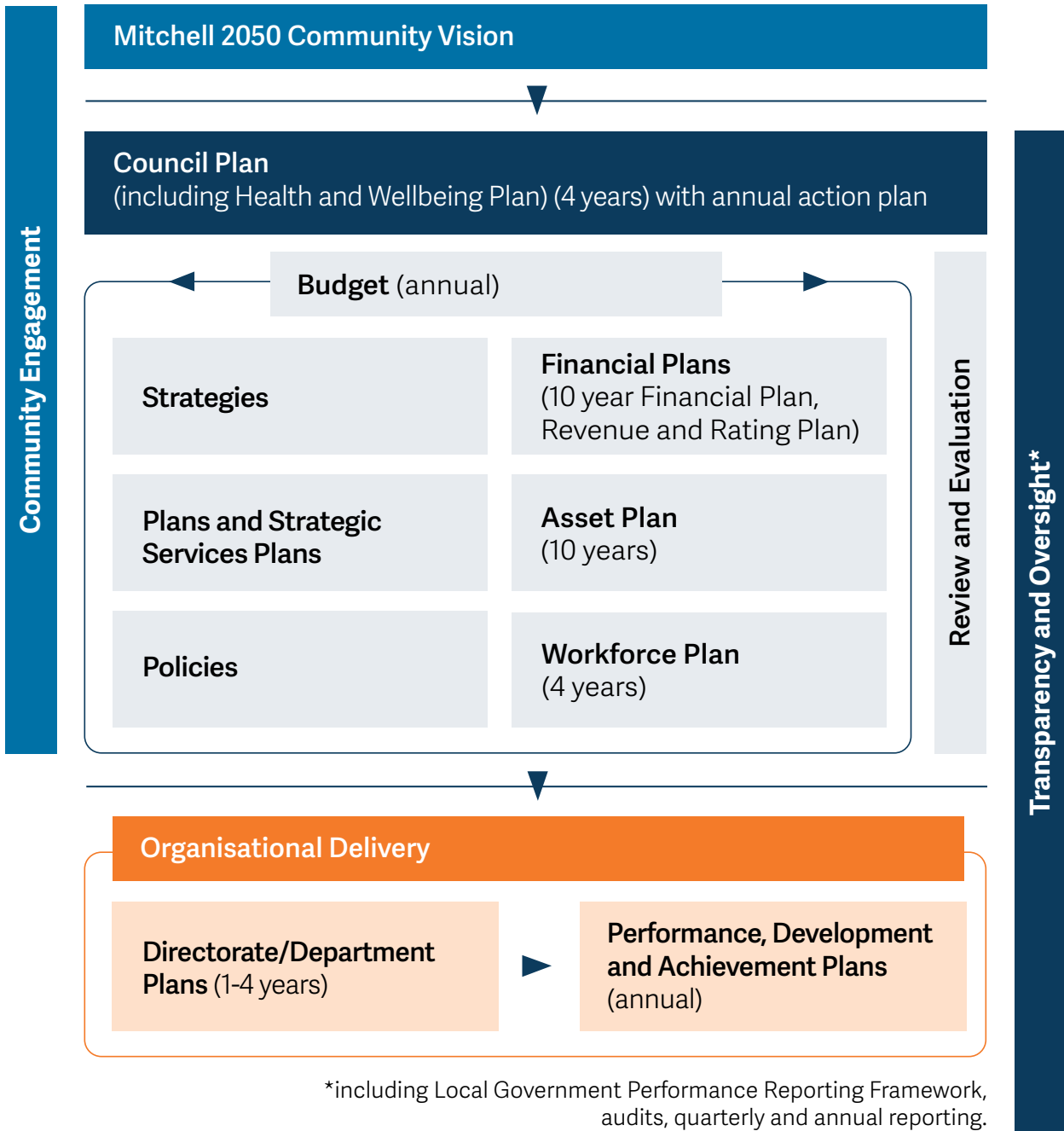
By aligning our key plans, including the Financial Plan, Asset Plan, and Strategic Service Plans, we can focus our efforts, manage resources responsibly, and stay on track to meet the goals set out in the Council Plan.

This approach helps us respond to the real needs of our community and ensures that every decision contributes to a stronger, more sustainable Mitchell Shire.

Panoramic view over Kilmore township, November 2024.



Integrated Planning Framework



Legislative context

Our work outlined in this plan is shaped by a range of Victorian legislation that guide how councils operate and how we plan for our community's future.

Aboriginal Heritage Act 2006

This Act sets out the ways Aboriginal cultural heritage must be protected, and establishes processes for the assessment of activities that have the potential to harm Aboriginal heritage.

Why it matters:

This Act ensures the recognition of Traditional Owners in relation to the management and protection of Aboriginal cultural heritage and guides councils in their preparation of Cultural Heritage Management Plans.

Charter of Human Rights and Responsibilities Act 2006

This Act sets out the basic rights, freedoms and responsibilities shared by all people in Victoria. It requires councils to deliver services and make decisions in a way that respects human rights and promotes fairness and dignity.

Why it matters:

Our community is diverse. This Act ensures we listen to and meet the different needs of people of all backgrounds, cultures, ages, abilities and identities so that everyone can access our services, feel valued and participate fully in community life.

Climate Action Act 2017

This Act sets the direction for Victoria to become a climate-resilient, net-zero emissions state by 2045. It identifies councils as key decision-makers who must consider climate risks and opportunities when developing the Municipal Public Health and Wellbeing Plan.

Why it matters:

The effects of climate change — such as extreme weather, bushfires and flooding have a real impact on our region. This Act ensures we prepare and adapt our infrastructure, services and communities for a more sustainable and resilient future.

Gender Impact Assessment Statement

Mitchell Shire Council is committed to playing our part in advancing gender equality, in line with the *Gender Equality Act 2020*.

As part of developing this Council Plan, we undertook a Gender Impact Assessment to better understand how our services, programs and policies affect people of different genders including women, men and gender-diverse people. This helps ensure that everyone has fair and equal access to what we offer, and that no one is left behind.

We've used these insights to shape the strategies in this Plan so that we continue to reduce inequality and strengthen inclusion across our organisation and the wider community.

Gender Equality Act 2020

This Act requires councils to take positive action to promote gender equality across their workplaces and services. We must:

- Consider and promote gender equity in all decisions
- Conduct gender impact assessments for services or programs with significant public impact
- Prepare and implement a Gender Equality Action Plan

Why it matters:

Everyone in our community should feel included, safe and supported — regardless of their gender identity. This Act helps to ensure that Council's work recognises and responds to the different needs and experiences of women, men and gender-diverse people.

Local Government Act 2020

This Act provides the overarching framework for how councils govern, plan and engage with their communities, including Traditional Owners. It requires us to:

- Set a clear strategic direction and objectives
- Describe how we'll measure our progress

- Identify initiatives and priorities for infrastructure, services and amenity
- Use deliberative engagement to shape our Council Plan

Why it matters:

This Act ensures our plans are developed with the community and that consideration is given to community priorities. It holds us accountable and helps build trust through open, inclusive and meaningful decision-making.

Planning and Environment Act 1987

This Act establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians. It describes the role councils have as a planning authority for a municipal district and our responsibilities in the enforcement of the planning scheme.

Why it matters:

This Act ensures we consider the needs of current and future residents. It supports us to facilitate development that is fair, protects natural resources, provides pleasant and safe environments and conserves and enhances historical and cultural value of specific places.

Panoramic view of Tallarook, November 2024.



Public Health and Wellbeing Act 2008

This Act outlines councils' responsibilities to protect and promote public health. It requires us to assess health trends and inequalities in our Shire and respond with a tailored Municipal Public Health and Wellbeing Plan. Our Health and Wellbeing Plan must also align with the Victorian Public Health and Wellbeing Plan.

Why it matters:

Good health is important for every aspect of life. This Act ensures we focus on the local health challenges that matter most and work to reduce health inequalities across our Shire.

Traditional Owner Settlement Act 2010

This Act allows for the State Government and Traditional Owners to make agreements that recognise Traditional Owners' relationship to land and provide them with certain rights on Crown Land.

Why it matters:

Under this Act, the Taungurung Recognition and Settlement Agreement was negotiated and is a key agreement involving commitments from local councils on Taungurung lands such as the Land Use Activity Agreements and the Recognition Settlement Agreement Schedule 5: Local Government Engagement Strategy.

Below: Broadford Historical Society Buildings, High Street.
Right: Panoramic view over Goulburn River at Seymour, November 2024.





Policy context

As well as meeting our legislative obligations, our work is also guided by a number of important state and national strategies. These plans reflect shared values across government and help us align our local goals with broader priorities for fairness, health, inclusion and opportunity.

Aging Well Action Plan 2022-2026

The vision for this plan is that senior Victorians enjoy the benefits of living longer, as respected members of the community. The plan's priority areas are about building resilient and connected seniors, ensuring seniors are tech-savvy, increasing the visibility and appreciation of seniors and ensuring older people have the ability to protect their own health and wellbeing.

Why it matters:

Growing older is an achievement and ageing is cause for celebration. This plan helps guide our work to support older adults to remain connected and healthy as they age.

Best Start, Best Life Reforms

The Victorian Government are investing in changes to early childhood education to provide the best start for children. This includes increasing four year old kindergarten to a 30 hour a week program across the state by 2032.

Why it matters:

Councils have a significant role in the planning for services and future capital works to meet forecast demand for kindergarten. These reforms will provide opportunities for funding for kindergarten infrastructure and workforce increases.

Inclusive Victoria 2022-2026

This is Victoria's disability plan. It sets out a vision for a fairer and more inclusive state for people with disability. The plan includes six major reform areas and 22 priorities across four key pillars:

- Inclusive communities
- Health, housing and wellbeing
- Fairness and safety
- Opportunity and pride

Why it matters:

This plan helps us to ensure our services and places work people with disability. It guides us to identify and remove barriers, promote equal participation and create more welcoming, accessible communities.

Plan Victoria

This is a long-term plan for Victoria to address current and future issues and opportunities in building housing, employment and new communities. It sets out five pillars:

- Housing for all Victorians
- Accessible jobs and services
- Great places, suburbs and towns
- Sustainable environments
- Self-determination and caring for Country

Why it matters:

To meet Victorians' current and future housing needs, about 2.24 million more homes will be needed across Melbourne and our regional cities and towns over the next 30 years.

Pride In Our Future 2022-2032

This is Victoria's 10-year strategy to support the rights, inclusion and safety of LGBTIQ+ communities. It focuses on four priority areas:

- Equal rights and freedoms
- Inclusive and accessible services
- Visibility and representation
- Safe, strong and sustainable communities

Why it matters:

Everyone in our community deserves to feel safe, respected and seen. This strategy helps us shape services, programs and places that include LGBTIQ+ people — reducing discrimination and building stronger community connections.

Victorian Aboriginal and Local Government Strategy 2021-2026

This strategy provides practical guidance for how councils can strengthen relationships with First Nations peoples. It focuses on improving engagement, supporting community-led decision making, and building mutual trust, respect and shared responsibility.

Why it matters:

Local councils have a responsibility to promote self-determination in local decision making and to work in partnership to enhance health and economic equity for all First Nations peoples.

Victoria's Housing Statement 2024-2034

The Housing Statement outlines five key areas to tackle housing supply and affordability in Victoria including planning reforms, affordability, renter's rights, social housing, long-term planning for growth and more homes in regional Victoria.

Why it matters:

Victoria is growing quickly, 2.24 million homes are needed by 2051 – that's around 80,000 a year. Councils play an important role in the planning system and delivery of key community infrastructure to support these new residents.

Victoria's Multicultural Policy Statement

This is the Victorian Government's vision to enable every Victorian to participate fully in society, remain connected to their culture and ensure we all have equal rights, protections and opportunities. It sets out five outcomes that will measure progress:

- A safe and secure Victoria
- Good health and wellbeing
- Full participation in society
- Cultural connection
- Genuine equality

Why it matters:

This statement helps guide our work to ensure respect and equality within the services we deliver and help progress action toward the outcomes.

What we heard from you

This Council Plan has been shaped by the people who live, work, study, run businesses and visit Mitchell Shire. Your voices, insights and experiences have helped set the direction for the next four years — and beyond.

To prepare this Plan, we engaged with a broad cross-section of the community through a variety of activities. These included:

- Focus group with health and community services stakeholders
- Workshop with Youth Council
- Tailored workshops with 9 community groups
- A community survey in both online and paper versions, 73 responses
- 21 community pop ups resulting in approximately 163 conversations and 246 unique pieces of information collected
- Deliberative engagement with 35 members on the Community Panel
- Community and advisory groups including the Mitchell Environment Advisory Committee

We heard that the following are important to you:

- Safe roads and a connected transport network
- Access to health and community services
- Keeping the country feel while the Shire grows and changes
- Accessible parks, playgrounds and open spaces
- A financially strong and sustainable Council

In our consultations with you, we heard that your top health and wellbeing concerns are:

- Mental health and loneliness
- Community safety and family violence
- Access to housing and health services
- Food insecurity
- Physical activity
- Climate change
- Alcohol, smoking/vaping and gambling

Deliberative engagement

Deliberative engagement goes beyond traditional consultation. It ensures people from different backgrounds and experiences can contribute meaningfully to big decisions — bringing depth, balance and shared ownership to the direction we take.

In line with the *Local Government Act 2020*, we used deliberative engagement to give a representative group of community members a real voice in shaping this Council Plan.

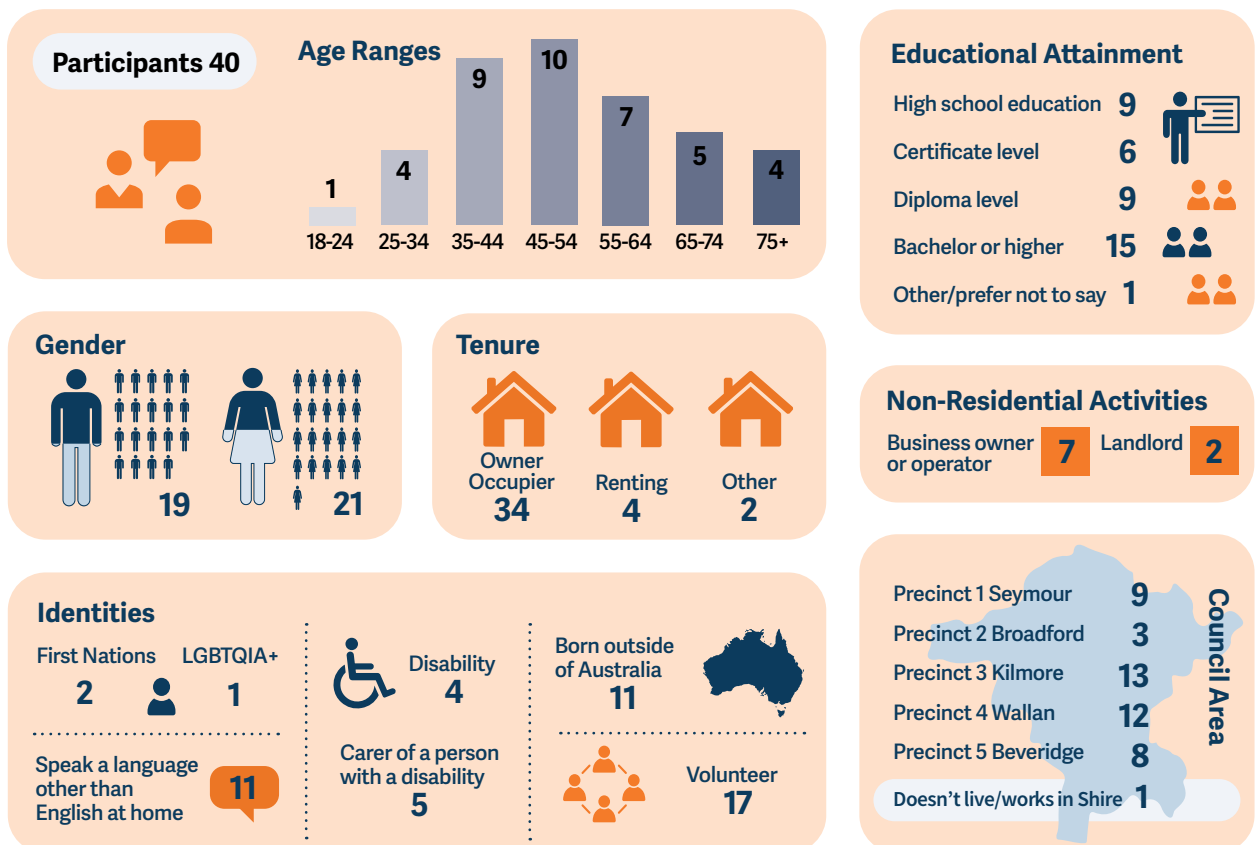
We brought together a Community Panel selected to reflect the diversity of the Shire. Over two full days of workshops, the panel worked through the

key challenges and opportunities facing Mitchell and helped identify the priorities and themes that underpin this Plan.

The Community Panel was recruited through an open expression of interest process. 129 registrations were received and 40 participants were randomly selected to form a representative sample of the Shire — ensuring a mix of ages, locations, life experiences and backgrounds.

Of those selected, 35 people took part in two full days of workshops, where they shared their views, explored key issues and helped shape the priorities and themes of this Council Plan.

Community Panel 2025



The Community Panel participated in a range of activities over two days to deliberate over the following questions:

- What is important to you to see in the Council Plan? Why is this important to you? What is missing?
- What would you like to see Council putting more focus upon?

You can read the full engagement report online at www.mitchellshire.vic.gov.au

Overall insights from the Community Panel demonstrated that:

1. Transparency and communication from Council is important.
2. Infrastructure improvements, particularly roads, are a priority.
3. Community assets that support health, wellbeing, and social connection are valued.
4. They acknowledge the challenge of balancing economic development and preservation of existing assets.
5. They expressed a need for genuine consultation where community input is visibly incorporated into decisions of Council.

The Community Panel felt that the three highest priorities for Council to allocate resources to are:

1. Safe roads and a connected transport network
2. Access to health and community services
3. Local jobs, business support and skills development

Health and wellbeing

Council's role in building a healthy community

By planning and delivering the right local services and infrastructure, we can positively influence many of the day-to-day factors that impact people's health and wellbeing — like access to open space and nature, inclusive programs, welcoming community facilities, and opportunities to be physically active.

Council plays a vital role in supporting the health and wellbeing of our community. Under Victorian legislation, we're responsible for a broad range of public health services and local planning.

This includes everything from managing public health risks and supporting safe environments, to working with other agencies that help improve health outcomes across the Shire. We also lead and support local health planning — bringing people and organisations together to focus on the issues that matter most to our community.

In a growing community like Mitchell this also means planning for the health and wellbeing of a community before the community has even arrived – and that means ensuring health and liveability is at the forefront of development.

We have a unique opportunity to shape communities where people are healthy, equal, active, and connected. We demonstrate our commitment to this by embedding health and wellbeing priorities within this plan and ensuring all our services are safe, accessible, and inclusive.

However, providing the same thing to everyone equally can sometimes mean that some people miss out or don't fully benefit. That's why we take tailored approaches to meet the diverse needs of the communities that make up our Shire.

According to the *Public Health and Wellbeing Act 2008*, a health and wellbeing plan must:

- Include an examination of data about health status and health determinants in the municipal district
- Identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing
- Specify measures to prevent family violence and respond to the needs of victims of family violence in the local community
- Provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan
- Specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan
- Be consistent with the Council Plan
- Have regard to the State Public Health and Wellbeing Plan

Councils are identified in the *Climate Action Act 2017* as a decision-maker that must consider climate change when preparing a health and wellbeing plan.

Adapted from VicHealth (2024) Councillors' role in leading healthy communities and Municipal Association of Victoria (2024) Local Government Health and Wellbeing Planning.

Our health and wellbeing

In many areas, Mitchell Shire residents are facing poorer health outcomes compared to the Victorian average. This highlights the need for targeted, locally relevant responses that support better health and wellbeing across our growing and diverse population.

To help guide our efforts, we've developed the *Mitchell Shire Health Profile 2024*. This document takes a deeper look at the underlying factors that influence health such as income, education, housing, access to services and community connection.

It also includes a wide range of indicators to help us understand the current state of health in our community, including available data for First Nations peoples.

Good decisions rely on good data. The Health Profile ensures our planning and services are based on local evidence so we're focusing our efforts where they're needed most and supporting every part of our community to thrive.

You can read the full *Mitchell Shire Health Profile 2024* online at www.mitchellshire.vic.gov.au/council/our-organisation/research-and-data/health-profile

#	Statistically significant difference to Victoria
Green	Mitchell is faring better than Victoria
Orange	Mitchell is faring poorer than Victoria
Blue	Similar to or same as Victoria

Youth Fest skate event held at Hadfield Park in Wallan, September 2024.



Mitchell Shire (%)	Indicator	Victoria (%) ¹
8.2	Have a long term health condition	10.5
34.8	Have excellent or very good self-reported health	38.7
38.7	Have excellent or very good self-reported dental health	38.4
22.3	Experience high or very high psychological distress	19.1
26.1	Experiencing loneliness	23.3
#66.5	Body Mass Index over 25 (overweight)	54.4
#33.2	Body Mass Index over 30 (obese)	23.0
33.8	Are getting enough weekly physical activity (at least 150 minutes per week)	35.1
#21.6	Are not getting any physical activity	16.8
#43.3	Consume sugar sweetened beverages daily or several times per week	34.4
33	Babies partially or fully breastfed at 6 months of age	74 Australia
16.1	At increased risk of harm from alcohol-related disease or injury	13.1
#8.0	Vape daily	4.5
13.6	Smoke daily	10
8.0	Ran out of food and could not afford to buy more	8.0
11.2	Worried about running out of money to buy food	9.7
2,371 incidents per 100,000 of population	Rate of family violence incidents	1,418 incidents per 100,000 of population
5,752 incidents per 100,000 of population	Rate of incidents of family violence with child as victim or witness	2,773 incidents per 100,000 of population
68.6	Proportion of people who feel safe walking at night	56.3
9.5	Young people disengaged from education and employment	7.5
9.5	Are in mortgage stress	7 Regional Victoria
25	Are in rental stress	26 Regional Victoria

¹ At the time of writing, age and sex-disaggregated data from the 2023 Victorian Population Health Survey was not available. The Mitchell Shire Health Profile 2024 will be updated once this data is released by the Department of Health.

Health priorities

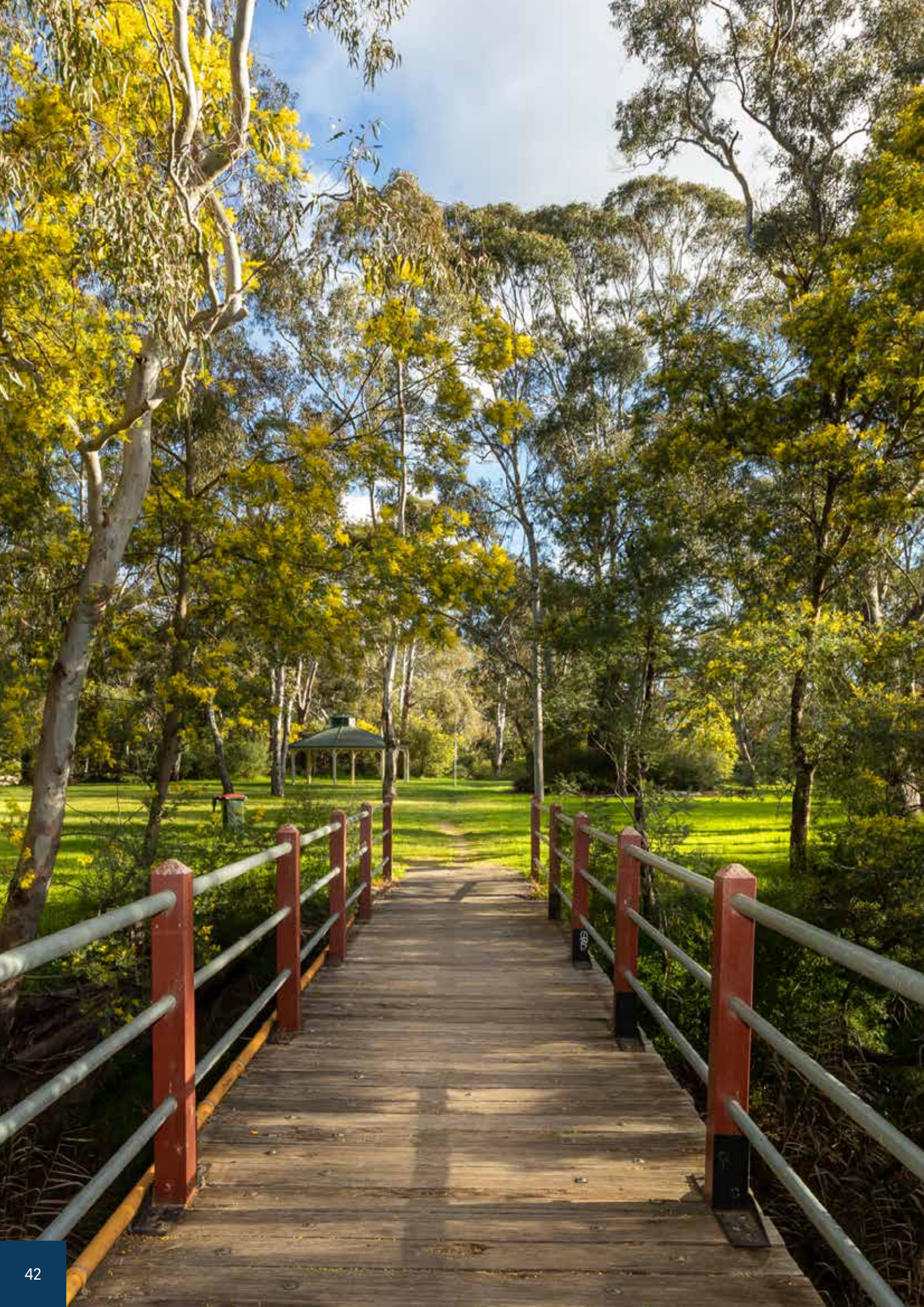
In developing its health and wellbeing plan, a Council must have regard to the Victorian Public Health and Wellbeing Priorities:

- Improving sexual and reproductive health
- Reducing harm from tobacco and e-cigarette use
- Improving wellbeing
- Increasing healthy eating
- Increasing active living
- Reducing harm from alcohol and drug use
- Tackling climate change and its impacts on health
- Preventing all forms of violence
- Decreasing antimicrobial resistance across human and animal health
- Reducing injury

Our health priorities for the next four years are:

- Preventing family violence and violence against women
- Improving mental health and wellbeing
- Minimising harms from alcohol, tobacco and vapes and gambling
- Increasing local access to health services
- Increasing healthy eating
- Increasing physical activity
- Minimising the health impacts of climate change







Strategic Direction Statement

“Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community.”

Objectives	Describe the areas of focus of the Council. The objectives, taken together support the Council to realise the Strategic Direction Statement.
Strategies	Describe what we will do to achieve the Objectives.
Enablers	For us to be successful in achieving the strategy these things need to be true.
Indicators	How we will measure our progress on the strategy.
Impact	The outcomes that will be experienced by the community when we are successful.
Initiatives	The specific actions that will be taken by Council over the life of the plan.

A series of action plans will be developed over the next four years to outline the detail and timelines for each initiative and will be reported on annually, with quarterly updates on progress.

*Specifies which strategies respond to our health and wellbeing commitments

OBJECTIVE 1



Grow the economy

by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.

Strategies

In order to achieve our objective we will...

1.1 Increase opportunities for investment in local business and industry

Enablers	Indicators	Impact
State Government implement supportive planning decisions	Sufficient land zoned for employment, commercial, and industrial use	Improved support for local business

Initiatives

1.1.1	Improve the statutory planning and permits process
1.1.2	Ensure there is sufficient and appropriate industrial and employment land in the Shire
1.1.3	Maximise opportunities for local business to provide services to Council
1.1.4	Promote the Circular Economy
1.1.5	Foster the development, stability, and success of small to medium enterprise in the Shire

1.2 Increase opportunities for local employment

Enablers	Indicators	Impact
Availability of commercial and industrial land	Number of local jobs	Improved employment opportunities and pathways
Willingness of private enterprise to invest in Mitchell	Number of locally registered businesses	

Initiatives

1.2.1	Support local employment and education pathways including advocating for and facilitating the increased provision of locally based primary, secondary and tertiary education
1.2.2	Partner with National Intermodal Corporation and other relevant stakeholders to activate opportunities related to the Beveridge Intermodal Precinct

1.3 Increase opportunities for tourism and the visitor economy

Enablers	Indicators	Impact
Strong and successful partnerships Maximized the value of our natural and physical assets	Number of events supported by Council Economic output from tourism in Mitchell Shire	Increased economic output from tourism and events

Initiatives

1.3.1	Support and promote a thriving calendar of unique and major events which position the Shire to become a destination location
1.3.2	Partner with Goulburn Region Tourism and other stakeholders to develop and support the visitor economy
1.3.3	Support the Taungurung Land and Waters Council to develop their Cultural Tourism throughout Mitchell Shire and the Goulburn Region
1.3.4	Explore the development of the Goulburn River Precinct

1.4 Develop and leverage partnerships for economic development and investment

Enablers	Indicators	Impact
Public and private enterprise supportive of partnerships	Number of new partnerships that result in a local job	Increased local employment opportunities

Initiatives

1.4.1	Build partnerships with private enterprise to support the delivery of key employment precincts including Hilldene Precinct, Broadford Industrial Precinct, Merrifield Employment Precinct Structure Plan, and Northern Freight Precinct Structure Plan
1.4.2	Explore partnerships which utilise Mitchell Shire's competitive advantages such as transport linkages, access to developable land, and educated population



OBJECTIVE 2



Enhance the quality of life

in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.

Strategies

In order to achieve our objective we will...

2.1 *Ensure our growing communities are vibrant, healthy and resilient

Enablers	Indicators	Impact
State Government planning for new Precinct Structure Plans and other areas aligns with relevant health and wellbeing outcomes	Reported health and wellbeing of people living in growing communities	Local access to priority services and infrastructure
State Government planning for, and delivery of infrastructure and services		Increased shade from tree canopy

Initiatives

2.1.1	Work in partnership with developers to design and implement a vision for Beveridge North West that protects and promotes community wellbeing
2.1.2	Partner with Hume and Whittlesea Councils to master plan the Cloverton Metropolitan Activity Centre
2.1.3	Increase canopy cover within our suburbs and townships
2.1.4	Advocate for, and partner to provide locally based healthcare services
2.1.5	Provide and facilitate equitable access to high-quality natural environments
2.1.6	Partner with key agencies to deliver essential emergency management functions including the rewriting of the Municipal Emergency Management Plan
2.1.7	Continue to provide accessible information and programs to improve community knowledge regarding emergency preparedness

2.2 *Prevent family violence and violence against women

Enablers	Indicators	Impact
Significant contribution and focus from State and Federal Governments in prevention initiatives and delivery of local specialist services	Rate of family violence incidents	Increase in gender equality Decrease in family violence

Initiatives

2.2.1	Implement a range of programs focused on prevention of family violence and violence against women
2.2.2	Undertake gender impact assessments on policy, programs and services that have a direct and significant impact on community
2.2.3	Work in partnership to address gender inequality and other factors contributing to violence against women and family violence
2.2.4	Work in partnership to increase provision of local specialist family violence support services and intervention programs

2.3 *Prevent and minimise harms from gambling, alcohol, tobacco and vapes

Enablers	Indicators	Impact
Supportive State Government Planning and Licensing legislation and policies	Reported gambling losses, alcohol-related harms and tobacco and vaping rates	Improved access to alternative social and recreational activities Improved health and wellbeing

Initiatives

- 2.3.1 Develop an approach to assessing the social, economic and health impacts of relevant planning applications
- 2.3.2 Work in partnership to raise awareness and provide harm minimisation programs
- 2.3.3 Advocate for locally based services to support those impacted by addiction
- 2.3.4 Conduct regular environmental health audits, education, and test purchasing

2.4 *Strengthen social connection, access and inclusion for all

Enablers	Indicators	Impact
Strong and successful partnerships	Reported experience of social connection	Improved accessibility and inclusion

Initiatives

- 2.4.1 Design our buildings to ensure they are welcoming, accessible, culturally safe, and inclusive
- 2.4.2 Work in partnership with agencies and community to support access and inclusion for people with disabilities and carers
- 2.4.3 Build resilience and community connections with our diverse communities



2.5 *Promote healthy behaviours and address emerging health concerns across all ages

Enablers	Indicators	Impact
Strong and successful partnerships to deliver programs and information that is relevant, easy to understand, and engaging to community	Reported health and wellbeing across ages	Reduced chronic disease
Initiatives		
2.5.1	Support healthy ageing by improving healthy eating, physical activity, and mental wellbeing in older adults	
2.5.2	Support increased healthy eating and physical activity for children and young people	
2.5.3	Facilitate agencies to expand delivery of First Nations' health and wellbeing programs and services	
2.5.4	Facilitate agencies to support young people with age appropriate education about sexual health	
2.5.5	Expand tailored support for families experiencing vulnerability by delivering flexible, place-based enhancements to maternal and child health, early childhood, and parenting support services	
2.5.6	Promote healthy early development by supporting access to inclusive, high-quality kindergarten and early learning programs, developmental screening, and early intervention pathways	
2.5.7	Improve outcomes by developing a coordinated approach to supporting families and young people at critical transition points	

2.6 *Improve mental health and wellbeing

Enablers	Indicators	Impact
State and Federal Government investment in increased provision of local mental health services	Reported psychological distress	Improved mental wellbeing
Initiatives		
2.6.1	Work in partnership to improve mental health	
2.6.2	Advocate to State and Federal Governments for local mental health services and programs	
2.6.3	Provide opportunities for our communities to connect with nature	

OBJECTIVE 3



Develop spaces that enrich everyday life

by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.

Strategies

In order to achieve our objective we will...

3.1 *Provide a diverse range of active and passive open spaces and recreation precincts

Enablers	Indicators	Impact
Developer support for early provision and quality spaces Availability of external funding to support delivery	Square metres of new recreation and open space	Equitable access to spaces for recreation and physical activity

Initiatives

3.1.1	Advocate for the delivery of the Greenhill Recreation Precinct
3.1.2	Advocate for the establishment of Wallan Wallan Regional Parklands
3.1.3	Ensure Mitchell Shire's open space network is strengthened, enhanced, and protected to meet the needs of a growing population
3.1.4	Progress master plans for key parks and facilities
3.1.5	Ensure fair and equitable access to aquatic facilities
3.1.6	Plan and deliver recreation facilities for growing communities

3.2 *Facilitate the timely delivery of key services and infrastructure

Enablers	Indicators	Impact
Developer support to unlock land for early delivery Funding available from State and Federal Governments to support delivery of infrastructure	Facilities delivered in line with the Community Infrastructure Program	Greater local access to health and community services

Initiatives

3.2.1	Design and deliver the Seymour Wellbeing Hub
3.2.2	Continue the roll out of the Community Infrastructure Program including the timely delivery of community hubs, and sports and recreation facilities in growth areas and townships ensuring they are multi-purpose and multi-generational
3.2.3	Facilitate and expand partnerships by providing access to community hubs, and sports and recreation facilities where appropriate
3.2.4	Participate in Northern Corridor health services and infrastructure planning
3.2.5	Protect and support the expansion of existing health and community services
3.2.6	Facilitate the roll out of the State Government's three and four year old kindergarten reforms with a focus on infrastructure and service provision

3.3 *Support community to adapt to and mitigate the risks of climate change and adopt environmentally sustainable behaviours

Enablers	Indicators	Impact
<p>Appropriate funding to support programs and information that is relevant, easy to understand, and engaging to community</p> <p>High levels of engagement with programs and information</p>	<p>Reported engagement in environmental actions</p>	<p>Increased capacity and preparation for extreme weather events</p>

Initiatives

- 3.3.1 Reduce organisational carbon emissions
- 3.3.2 Continue to work with the community to establish fit for purpose kerbside collection services
- 3.3.3 Support community and businesses to take meaningful action in response to climate change
- 3.3.4 Plan and provide accessible, equitable, and better practice waste and resource recovery services for all communities
- 3.3.5 Support sustainable land management in rural communities

3.4 *Facilitate a diverse range of private and community housing options

Enablers	Indicators	Impact
<p>Developer appetite and support for social and affordable housing contributions</p> <p>Availability of State and Federal Government funding</p>	<p>Number of new developments with dedicated social and affordable housing contributions</p>	<p>Greater access to affordable housing</p>

Initiatives

- 3.4.1 Work with stakeholders to increase the provision of social and affordable housing across the Shire
- 3.4.2 Review and implement township structure plans as required
- 3.4.3 Encourage a diverse range of housing choices to meet community needs, including home-based businesses

3.5 Provide a safe, connected, well maintained, and efficient transport network

Enablers	Indicators	Impact
Increased State and Federal Government investment	Proportion of population using public transport to access work	Improved connectivity
Appropriate funding available	Management and maintenance of roads delivered in line with the Road Management Plan	

Initiatives

3.5.1	Advocate for the delivery of critical road infrastructure and upgrades
3.5.2	Advocate for the delivery of critical public transport infrastructure including Beveridge Train Station
3.5.3	Maintain and renew local roads
3.5.4	Continue implementation of the Missing Links Program to deliver footpaths and shared paths throughout the Shire
3.5.5	Increase provision of bicycle and other active transport infrastructure
3.5.6	Plan and deliver local road transport infrastructure for growing communities

3.6 *Support a sustainable local food system

Enablers	Indicators	Impact
Strong and successful partnerships	Average distance to closest healthy food outlet	Increased consumption of fruit and vegetables
	Agricultural output and value add	Improved coordination across the food system in Mitchell Shire

Initiatives

3.6.1	Explore Council's role in creating healthy food settings
3.6.2	Support the local farming and agriculture sector

OBJECTIVE 4



Ensure good governance

by promoting transparency, building trust, and strengthening connections with the community.

Strategies

In order to achieve our objective we will...

4.1 Perform our legislated responsibilities with integrity, respect and transparency; and establish strong, sustainable financial management

Enablers	Indicators	Impact
Constructive partnerships with State Government	Community satisfaction with Council decisions	Community have trust in Council

Initiatives	
4.1.1	Initiate a review process and develop a plan to renew the Community Vision
4.1.2	Initiate a review process and develop a plan to prepare the next Council Plan, Health and Wellbeing Plan, Asset Plan, and Financial Plan
4.1.3	Implement the Transparency and Oversight Framework
4.1.4	Implement financial practices which are tactical, proactive, and promote financial sustainability and strategic investments

4.2 Provide accessible, safe and inclusive working environments that foster trust, employee engagement and innovation

Enablers	Indicators	Impact
NIL	Reported employee experience	Mitchell Shire as an employer of choice

Initiatives	
4.2.1	Identify opportunities to improve gender equality in the workplace and measure and report on the progress
4.2.2	Confirm the direction for future Council accommodation
4.2.3	Build a culturally safe and respectful organisational environment for all staff
4.2.4	Position Council as an employer of choice

4.3 *Provide accessible, safe, and inclusive services, and opportunities for community engagement

Enablers	Indicators	Impact
NIL	Community Satisfaction with consultation and engagement	Diverse range of engagement activities and methods
Initiatives		
4.3.1	Ensure Council services are culturally appropriate	
4.3.2	Ensure transparent and regular communications to community	
4.3.3	Build trust with the community by implementing a comprehensive customer-focused approach	
4.3.4	Reduce the barriers to participation in consultation and engagement activities	

4.4 *Build strong relationships to advance equity for First Nations peoples

Enablers	Indicators	Impact
Strong and successful partnerships	Number strategic projects supported by Council	Increased connection to culture and communities
Initiatives		
4.4.1	Work in partnership with Taungurung Land and Waters Council and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to deliver their Strategic Plans	
4.4.2	Participate in the Taungurung Local Government Forum	

4.5 Undertake evidence-based planning for effective delivery of services and infrastructure

Enablers	Indicators	Impact
NIL	Service plans in place and implemented Proportion of infrastructure projects implemented through the Project Management Framework	Infrastructure and services are well planned
Initiatives		
4.5.1	Undertake continuous service planning and reviews	
4.5.2	Maintain evidence and data platforms	
4.5.3	Continue to implement and embed the Project Management Framework	
4.5.4	Develop a framework to support integrated decision making regarding the delivery of infrastructure and services.	

4.6 Enhance systems, technology, and customer experience

Enablers	Indicators	Impact
Appropriate funding available	Customer Service Rating	Positive experience when interacting with Council Improved cyber security

Initiatives

4.6.1	Upgrade networks and enhance cyber security of systems
4.6.2	Implement technologies and systems to support improved community and customer experiences

4.7 Relentlessly pursue funding opportunities including through grants and advocacy, and work to influence policy which will shape our community

Enablers	Indicators	Impact
Availability of State and Federal Government funding	Lobbying on behalf of the community performance	Projects and infrastructure are funded and delivered

Initiatives

4.7.1	Implement best-practice advocacy to drive transformational change
4.7.2	Aggressively pursue grants, taking a proactive and opportunistic approach
4.7.3	Identify opportunities to influence policy including through parliamentary and other submission processes
4.7.4	Foster the development of a Mitchell Leaders Committee which brings together business, Non-Government Organisations, community and health services providers, and other community leaders to advocate for and advance the opportunities present in Shire

Mitchell Youth Council workshop, 2024.



OBJECTIVE 5



Foster a strong sense of civic pride

by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

Strategies

In order to achieve our objective we will...

5.1 Provide attractive town centres that are safe and vibrant

Enablers	Indicators	Impact
Availability of external funding Community engagement and support for local business and activities within townships	Economic activity in town centres	Town centres have increased activity

Initiatives

5.1.1	Work with businesses to activate and revitalise town centres and increase tenancy
5.1.2	Establish consistent town entry signage
5.1.3	Ensure sufficient and well located amenities throughout our suburbs and townships
5.1.4	Advocate to the State Government to develop, fund, and implement a catchment wide flood mitigation strategy encompassing the township of Seymour and the surrounding Goulburn region
5.1.5	Foster a thriving local arts community including by facilitating a network of create arts infrastructure

5.2 Protect and enhance the biodiversity of natural environments and native wildlife

Enablers	Indicators	Impact
Strong partnerships with developers Appropriate funding Community support for environment and wildlife protections	Square metres of protected land	Greater connection with nature and the environment Improved outcomes for biodiversity

Initiatives

5.2.1	Develop guidelines to set a standard that includes protecting and enhancing natural landscapes
5.2.2	Demand the delivery of environmentally sustainable developments
5.2.3	Further develop and implement a program to support sustainable land management practices on private land
5.2.4	Consult with and learn from Traditional Owners about land management practices relevant for Council reserves and open spaces

5.3 *Provide healthy and inclusive places and spaces for all

Enablers	Indicators	Impact
Strong and successful partnerships	Reported acceptance of diversity	Improved representation of diversity and participation by diverse communities
A culture of volunteering is valued by community	Reported rate of volunteering	
		Greater community connection

Initiatives

5.3.1	Encourage community groups and clubs to increase the inclusion of under-represented groups
5.3.2	Provide tailored programming and resources in libraries based on community need and interest
5.3.3	Connect community with opportunities to volunteer locally
5.3.4	Include First Nations' culture, history and language in events, public realm and programs
5.3.5	Support a diverse range of events and activities that promote inclusion and diversity and celebrate shared identity

5.4 Ensure our communities are clean, tidy and well-maintained

Enablers	Indicators	Impact
Constructive partnerships with State Government and neighbouring municipalities	Number of reports of illegally dumped waste and litter	People are proud of where they live
Community participation in waste initiatives	Appearance of public areas performance	

Initiatives

5.4.1	Explore partnerships to increase identification and deterrence of illegally dumped waste and litter
5.4.2	Strengthen asset protection compliance within building and development areas
5.4.3	Maintain clean streets and open spaces



Transparency and reporting

We are committed to keeping you informed of our progress as we work together to implement this Council Plan.

To achieve this, we will rigorously monitor our performance against the areas described in the plan using the indicators and impact measures to help us understand our progress. We will engage with health providers, including those in our local Health and Wellbeing Network, to support an annual review to monitor the implementation, and measure progress of our health and wellbeing initiatives.

We will include progress reports and other relevant information through our communications and community engagements and our website will be regularly updated with information about new initiatives and the outcomes we are achieving.

We will also review our progress more formally each year by providing status updates on our committed actions quarterly and reporting the outcomes through the Annual Report.





**MITCHELL
SHIRE COUNCIL**

The logo graphic for Mitchell Shire Council, featuring a stylized white wave or mountain range shape with horizontal lines, set against a blue background.

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