

Community Vision

2021 - 2031

Hepburn
SHIRE COUNCIL

DRAFT

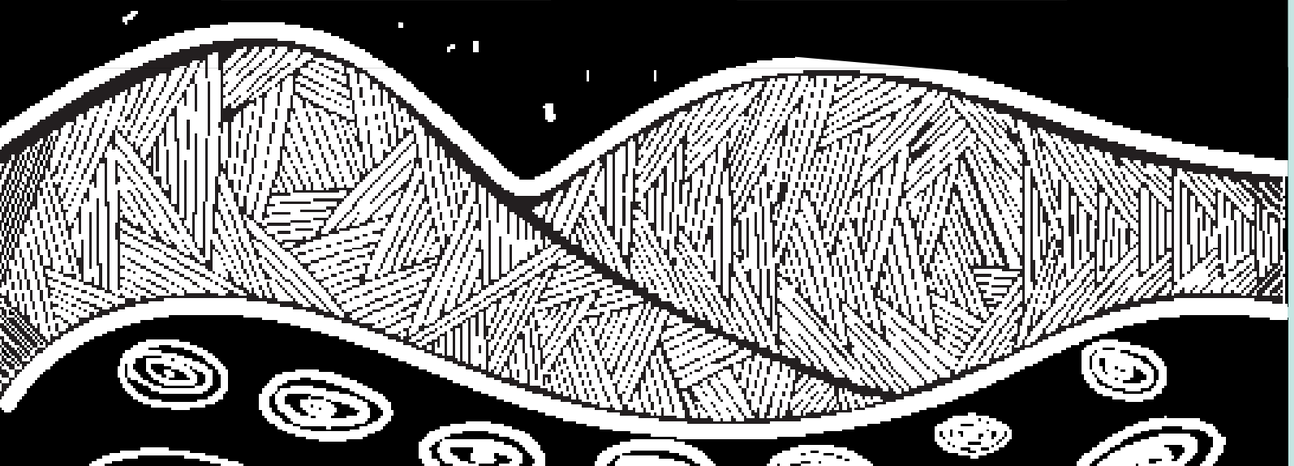
Council Plan

2021-2025 including Municipal Public Health and Wellbeing Plan



ACKNOWLEDGEMENT OF COUNTRY

Hepburn Shire acknowledges the Traditional Owners of the land on which we live and work, the Dja Dja Wurrung People, and recognise their ongoing connection to the land and waterways. We also recognise the many other Aboriginal and Torres Strait Islander community members across the Shire who make up the vibrant communities to which our organisation provides services. Hepburn Shire pays respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.



Community VISION

The Community Vision is a result of extensive engagement activities undertaken with a broad cross-section of our community during the Hepburn Together project. The engagement activities brought the voice of the community to Council.
Our community's goals, aspirations and priorities have been captured and used to develop the Community Vision and help shape the long-term direction of the Shire.

Hepburn Together | Hepburn SHIRE COUNCIL



Vision
STATEMENT

Hepburn Shire - a place where all people in our community are valued, partnerships are fostered, the environment is protected, diversity is supported and innovation embraced.

A resilient and sustainable environment

A responsive, adaptive, and resilient community that addresses changes to our climate and biodiversity.

A healthy supported, and empowered community

A community that values connection, supports diversity, health, and wellbeing, and is inclusive of all people and their needs.

Embracing our past and planning for the future

We acknowledge and empower the Traditional Owners and other cultures of our area to protect our historical roots while planning for future generations.

Diverse economy and opportunity

Our community is enhanced by a diverse and resilient economy that supports local aspirations through opportunity.

A dynamic and responsive council

Council and the community partner to achieve their aspirations through excellent communication and engagement, the delivery of effective services, strong financial management, and governance.

Community ASPIRATIONS

These aspirations are what the community wants for the Shire over the next ten years. The aspirations helped to guide the development of the Community Vision and Council Plan.

We asked participants to describe the identity of Hepburn Shire community. The 306 answers were analysed and used to create this word cloud. The top 5 words used were: diverse, community, sustainable, inclusive and connected.





Focus Areas in the four-year Council Plan
Resilient and sustainable environment

Where we are now?	Respondents of the survey and pop ups were asked what they love about the Hepburn Shire area, what characteristics are important to the identity of the Hepburn Shire and what supports their wellbeing. Recurrent key responses were the natural environment, strong commitments to sustainability and biodiversity, and mitigating the effects of climate change. The environment is also seen as an enabling element of many other key responses including rural character and liveability and agriculture and produce. Environmental sustainability was the top priority identified by respondents to the survey.
Where we want to be in 10 years?	Respondents have priorities, changes and future vision that incorporates a focus on environment with innovative and diverse strategies. The community would like Council to become a leader in sustainability through initiatives, education, and strong partnerships with community as well as with regional and government partners.
How do we get there?	The key response data indicates that people would like Council to focus on actions supporting climate change mitigation, biodiversity, sustainability, weed management, strong waste management and recycling projects, net zero emissions and planning that fosters excellent environmental outcomes.

Focus Areas in the four-year Council Plan
A healthy, supported and empowered community

Where we are now?	Respondents see the following elements as critical to their wellbeing: community connection, community groups, sport and recreation facilities (including an indoor heated pool), outdoor activities (such as walking and biking) and their connection to nature. The sense of community and access to health services and Centres for creative and education opportunities also assists wellbeing.
Where we want to be in 10 years?	There is a strong focus on harnessing the creativity and expertise of community members and building a strong partnership with Council in order to inform Council decision making. This partnership is seen as a critical factor in building a resilient community that has capacity to participate in its local democracy. Respondents are also seeking a focus on services that support vulnerable people who may experience family violence, mental health issues and other health related issues.
How do we get there?	When asked what focus areas to concentrate on when developing the Municipal Public Health and Wellbeing Plan, the issues in order of priority were: tackling the effects of climate change on health, increasing active living, improving mental wellbeing, preventing all forms of violence and increasing healthy eating, and excellent sport and recreation facilities that are well maintained and in high usage.



Focus Areas in the four-year Council Plan

Embracing our past and planning for the future

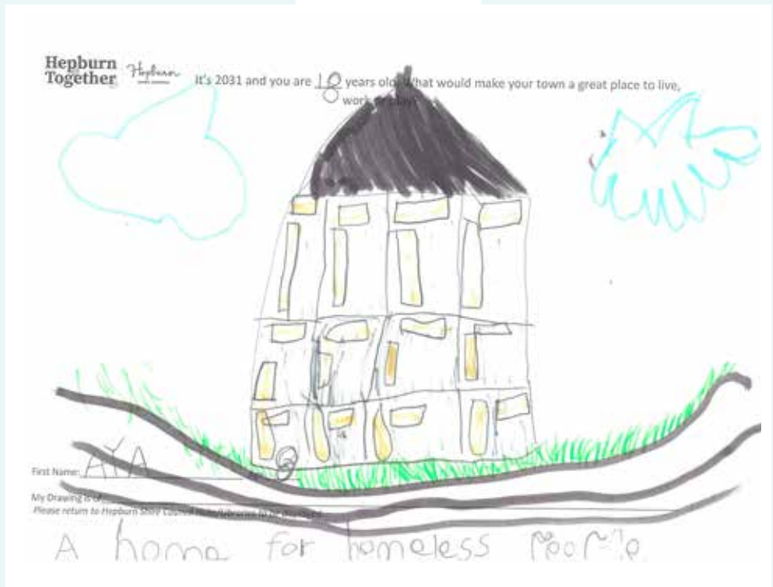
Where we are now?	An area of critical concern in the engagement process was maintaining the Shire's rural character and liveability. Coupled with this is an appreciation for our history, including First Nations People's history. Maintaining historical buildings and architecture are considered areas of importance. The preservation of farmland, open spaces and a calm environment are key elements of the ideal vision community members expressed for the local area.
Where we want to be in 10 years?	Liveability was the second highest priority identified by survey respondents and featured heavily in the feedback from pop ups. Those who participated in the engagement called for strong planning controls to retain the character, liveability and lifestyle of the area. Feedback also indicated a strong concern for the preservation of farmland, and sustainable development that is supported by appropriate infrastructure. In addition to these measures, recognition of the important link between history and the areas' identity is required, with ongoing maintenance and reference. Engagement participants would like sympathetic and sustainable planning practices that preserve the character of the area. They expect excellent infrastructure and amenity to support the population and maintain heritage buildings and streetscapes. Having a voice in planning decisions and processes was expressed as an important component of the community's partnership with Council.
How do we get there?	Engagement participants are seeking sympathetic and sustainable planning practices that preserve the character of the area. They expect excellent infrastructure and amenity to support the population and maintain heritage buildings and streetscapes. Having a voice in planning decisions and processes was expressed as an important component of the community's partnership with Council.

Focus Areas in the four-year Council Plan

Diverse economy and opportunity

Where we are now?	Survey and pop up participants felt that tourism is the driving force of the local economy, however, a more diverse economy is required to support the community. Residents felt that focus is presently skewed towards promoting and supporting tourism ventures, with not enough focus on local needs. The hospitality industry was identified as a strength of the economy. Participants in the engagement also identified affordable housing as a key issue that effects the ability for people to live, work and play in the local area. Lack of affordable housing is also impacting local business as it is increasingly difficult for people to find local staff.
Where we want to be in 10 years?	Participants in the engagement told us that they would like a diverse economy that is better prepared to respond to shocks, like the COVID-19 pandemic. They would also like to broaden the type of business and industry in the area and increase the number of job opportunities available. People would like to better support residents and vulnerable people within the community that are finding it difficult to find affordable and long-term housing. Respondents suggested Council focus on supporting innovative local industry including those linked to renewable energies, agriculture and local food production. They also sought a strategy to address the lack of affordable housing and the impact of short term stay accommodation on the amount of available long term housing stock.
How do we get there?	A focus on supporting innovative local industry including those linked to renewable energies, agriculture and local food production. Respondents also sought a strategy to address the lack of affordable housing and the impact of short term stay accommodation on the amount of available long term housing stock. Explore and develop opportunities in new and emerging economies including the sharing and circular economies.





Focus Areas in the four-year Council Plan

A dynamic and responsive Council

Where we are now?	Participants would like a stronger partnership between Council and the community. They expressed desire for greater community participation in Council decision making. The community wants Council to embrace the creativity and expertise of the community, and to utilise local skills as an alternative to hiring outside consultants. They would also like strong levels of financial management, transparency of decision making and leadership on key issues.
Where we want to be in 10 years?	Respondents want Council to have a strong relationship with the community, and support innovative consultation. The community would like a financially viable Council that is able to respond and adapt to emerging issues and take leadership on issues that are important to the community (such as the environment). Participants said the way to achieve this is through strong partnerships and advocacy that highlights the needs and support required from Council, excellent consultation and communication. They also identified the need for strong financial management, coupled by long term strategic planning. Creating a resilient community by ensuring Council is adaptable to the emerging issues impacting the community.
How do we get there?	Strong partnerships and advocacy that highlight the needs and support required from the Hepburn Shire Council. Build a great partnership with the community that is characterised by excellent consultation and communication. Strong financial management, coupled by excellent long term strategic planning. Creating a resilient community by ensuring Council is adaptable to the emerging issues impacting the community.

Contents

Acknowledgement of Country	2
Vision Statement	5
Community Aspirations	6
Contents	11
Key Terms	12
Message From The Mayor	14
Message from the Chief Executive Officer	15
Your Councillors	16
Hepburn Together	17
About The Community Vision 2031 and Council Plan 2021-2025	18
Hepburn Together Project	19
Council Plan	23
Our Shire	25
Our Community	26
Health and Wellbeing Status	26
Council's Role	29
Council's Services	29
Council's Policies, Strategies and Plans	29
United Nations Sustainable Development Goals	30
Focus Areas	31
1.A Resilient And Sustainable Environment	32
2. A Healthy, Supported And Empowered Community	35
3. Embracing Our Past And Planning For The Future	39
4. Diverse Economy And Opportunity	41
5. A Dynamic And Responsive Council	43
Municipal Public Health and Wellbeing Plan	46
Priority Areas	50
Reporting The Council Plan	58
Bibliography	59

Key TERMS

Broad engagement - a variety of engagement methods used to collect feedback from the Hepburn Shire community.

Community engagement – an ongoing process of communication between Council and Hepburn Shire citizens and stakeholders about important projects and plans that will impact our community.

Community Engagement Policy 2021 – states Council's commitment to community engagement, outlines how Council will engage with the community and provides the framework for the planning and review of engagement projects that promotes continuous improvements and engagement.

Community Vision - the long-term (ten years +) aspirations that the community has for Hepburn Shire.

Council – the elected officials of the Hepburn Shire Council, comprising a Mayor, Deputy Mayor and five councillors elected in November 2020.

Council Plan – is shaped by Councillors, staff and the community, and describes the long-term vision for Hepburn Shire and shows how Council will strive towards that vision during its four-year term (2021-2025).

Deliberative engagement - a more in-depth form of community engagement that harnesses the community's creativity and expertise to unearth community priorities and solutions. A small, but representative group of the community develops a deeper understanding of the subject matter and works together to reach a representative or common view.

Focus Areas – are important topics identified through the broad community engagement process. Focus areas are carried through the Community Vision and Council Plan.

Hepburn Shire citizens – Residents and ratepayers of Hepburn Shire.

Hepburn Together Project – Council's major strategic planning project that encompasses the development of the Community Engagement Policy, ten-year Community Vision, four-year Council Plan (incorporating Municipal Public Health and Wellbeing Plan), Financial Plan and Asset Plan.

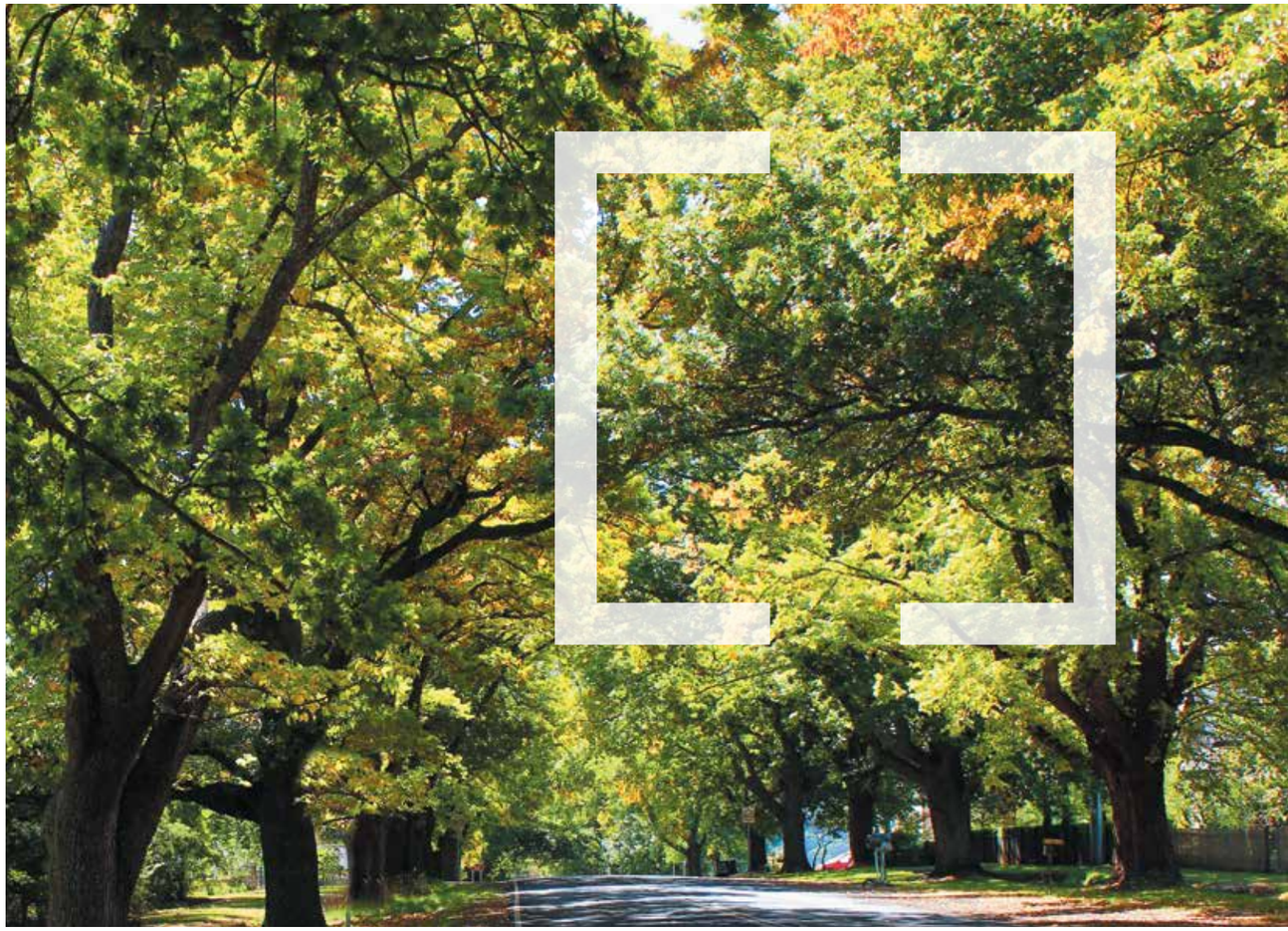
Integrated Planning and Reporting Framework – our planning framework describes how Hepburn Shire Council strives to realise the community's aspirations through a cascading hierarchy of long and medium-term plans, resourcing decisions, and continual process of implementation, monitoring and review.

Municipal Public Health and Wellbeing Plan (MPHWP) - what Council will do to protect, improve and promote public health and wellbeing in Hepburn Shire.

Priority statement - the goals that sit under each Focus Area outline the aspiration we want to achieve for each topic.

Strategies - the actions, plans, or ways we will achieve the priority statements.

Strategic indicators - give us clarity on how we measure and track our progress in achieving our priority statements and strategies.



Message
FROM THE MAYOR



I have been delighted to work with my fellow Councillors and our community throughout the Hepburn Together project. This transformative project harnessed Council's commitment to work with our community to set our strategic direction by developing our ten-year Community Vision and a four-year Council Plan incorporating the Municipal Public Health and Wellbeing Plan.

Council's approach to the Hepburn Together project was based on the commitments to the community outlined in our Strategic Engagement Plan. We promised that we would listen, communicate, respect all views, keep the community up to date and base our strategic planning framework on community recommendations to the greatest extent possible. We believe we have delivered on this promise and plan to use our learnings to enhance our engagement and consultation practices with our community.

The Community Vision paints a picture of what our community wants to be. It is aspirational but realistic. It envisages a partnership between the Council, the community, all levels of government, service providers and private industry coming together to achieve our goals. The Council Plan is our roadmap for the remainder of the Council term. It provides the strategic direction for Council's operations – and provides the community with a clear picture of what we will be working on.

This clear direction provides a solid basis to advocate for additional Federal and State Government investment in our community to build on the goals we have highlighted, from environment and sustainability to health, education, and infrastructure.

On behalf of my fellow Councillors, we offer a commitment to continue to work with the citizens and community groups to achieve the community's goals outlined in the Community Vision.



Councillor Lesley Hewitt

(Mayor) Birch Ward

Message
FROM THE CEO



The Hepburn Together Project has been embraced incredibly well by our community, with more than 1,400 individuals or groups being involved and delivering clear messages about what should be the priorities for our shire.

We have listened to the feedback and have integrated it strongly into the development of the Community Vision and Council Plan. I'm particularly proud that our Council has included the Municipal Public Health and Wellbeing Plan into the Council Plan, to demonstrate the importance that health and wellbeing plays in the liveability and economy of our shire.

Council staff, many who are community members, are lucky to work in such a beautiful shire – full of uniqueness and diversity. They are strongly committed to ensuring our organisation supports Councillors and our community to deliver the Community Vision.

2020 and 2021 have presented many challenges for our community due to the COVID pandemic and subsequent restrictions. Our organisation has shown to be very nimble to adjust to the different requirements and a new way of working.

The Council Plan provides the focus for the next four years for our organisation, as we strive to focus on good governance, financial sustainability, quality customer service and the delivery of a broad range of services and projects. The ability to respond to change shown by many over the last 18 months gives us strong confidence to deliver the Council Plan.

The Council Plan will be complemented by the Annual Plan, Budget, Revenue and and Rating Plan 2021-2025 and the Financial Plan (Long Term Financial Plan) 2021-2031, to be adopted by October 2021. These documents will detail the financial and non-financial resources required by Council to implement the key Focus Areas and Strategies identified in the Council Plan. An important role will be continued advocacy to both State and Federal Government to supplement our income, and to partner with our community.

We look forward to working hard to continue to engage with, partner with and deliver for our community.



Bradley Thomas

Chief Executive Officer

Your COUNCILLORS

Hepburn Together | Hepburn SHIRE COUNCIL



Cr Lesley Hewitt

(Mayor) Birch Ward



Cr Brian Hood

(Deputy Mayor)
Coliban Ward



Cr Jen Bray

Birch Ward



Cr Tessa Halliday

Cameron Ward



Cr Don Henderson

Creswick Ward



Cr Tim Drylie

Creswick Ward



Cr Juliet Simpson

Holcombe Ward



HEPBURN TOGETHER

Community Engagement Policy 2021

Community Vision 2031

Council Plan 2021 – 2025 including the Municipal Health and Wellbeing Plan

About

THE COMMUNITY VISION 2031 AND COUNCIL PLAN 2021-2025

As part of the Council's transition to the Local Government Act 2020, a Community Vision and Council Plan must be developed to provide the framework for our integrated strategic planning framework. The Community Vision anchors all strategic planning undertaken by Council.

The Community Vision is a statement that captures the aspirations of the community for the next ten years. It is shaped by five focus areas which are critical to reaching the goals set out in the Community Vision.

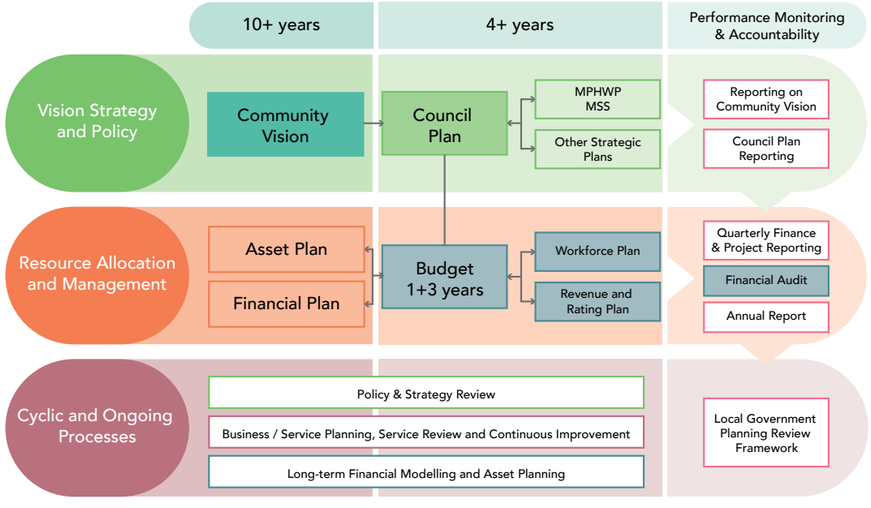
The Council Plan 2021-2025 is the blueprint for Council's work over the next four years. Priority statements and strategies support the five focus areas outlined in the Community Vision and set out Council's operational priorities. This plan incorporates Council's Municipal Public Health and Wellbeing Plan to ensure its high-level priorities are included.

The Council Plan (the Plan) plays a vital role in setting the strategic direction of the Council for the Council term and ensures an integrated approach to planning, monitoring and performance reporting.

INTEGRATED PLANNING AND REPORTING

The diagram below depicts the planning and accountability framework that applies to local government in Victoria. Each element is critical to the achievement of the Council Plan.

Council's strategic planning framework:



Hepburn

TOGETHER PROJECT

What did we do?

The Hepburn Together project involved citizens in developing the Community Engagement Policy, Community Vision and Council Plan including the Municipal Public Health and Wellbeing Plan. The engagement process encompassed four broad stages:



Stage [1]

Development of the Community Engagement Policy

The purpose of the policy is to document Council's commitment to community engagement and to identify the processes to be followed when undertaking community engagement. Council heard from 325 citizens about their expectations around community engagement and communication.

One of the important elements of the Community Engagement Policy is Council's commitment to community engagement. Council's commitment includes promises to:

- Ensure community access to engagement processes is as broad as possible.
- Use simple and clear language when we communicate.
- Actively listen without judgment to what people say.
- Respect diverse views and request mutual respect between all parties.
- Value the creativity and expertise of the community in our decision making and problem solving.
- Ensure all contributions are recorded.
- Report back to the community on what we have heard.
- Base the engagement framework on community recommendations to the greatest extent possible.
- Provide feedback on where input has not been incorporated into the outcome and explain the reasons for our decision.
- Measure and assess the effectiveness of our community engagement practices and commit to ongoing continuous improvement and innovation.

Stage [2]

Broad engagement



The purpose of broad engagement was to gather a wide range of feedback from the community to inform the later deliberative engagement stage and development of the Community Vision and Council Plan including the Municipal Public Health and Wellbeing Plan, Council heard from 1,463 people of various demographics during this engagement, which occurred between 27 February to 8 April 2021.

The broad engagement process used various engagement methods, including online surveys, community pop-ups, vision sheets distributed to schools and kindergartens, workshops, and community-led engagement. The broad engagement asked people to consider: Where are we now? Where do we want to be? How do we get there?

Engagement participation

Council used a variety of engagement methods to collect feedback from the community.

The broad engagement delivered a participation rate of 9.1% of our population, which is outstanding and reflective of our engaged community.

ENGAGEMENT SNAPSHOT

ACTIVITY	COUNT
SURVEY (INDIVIDUAL RESPONSES)	343
SURVEY (GROUP RESPONSES)	285
STUDENT DRAWING SHEETS	333
POP UPS / WORKSHOPS	239
INDIVIDUAL SUBMISSIONS	8
SOCIAL MAP VISIONER	28
YOUTH WORKSHOP	14
MPHWP SURVEY	161
MPHWP POP-UP ATTENDEES	52
TOTAL	1,463

We distributed drawing sheets to local schools and kindergartens so children could capture their vision of the Shire in 2031. We asked them to draw what would make their town a good place to live work and play.

Thank you to the schools and kindergartens throughout the Shire, for assisting us to collect these ideas.



Stage [3]

Deliberative engagement

Council facilitated open and random recruitment to enlist 40 local citizens that reflected the demographic composition of the Shire. The 40 Community Panel members were provided with a briefing document regarding the broad engagement and Council operations. The deliberative engagement process was designed to harness the community's creativity and expertise, and promote working collaboratively to unearth priorities and solutions. The Community Panel met across three sessions between 15 April to 21 April 2021. The sessions were framed by the focus areas identified in the broad engagement and included a retain and change brainstorm, small group work, and more general deliberation. The Panel developed 15 Priority Statements that were recommended to Council for consideration.

DELIBERATIVE ENGAGEMENT PANEL

Age	6 0-19 YEARS OLD	5 20-39 YEARS OLD	13 40-59 YEARS OLD	15 60-79 YEARS OLD	1 80+ YEARS OLD
Ward	9 BIRCH	6 CAMERON	5 COLIBAN	13 CRESWICK	5 HOLCOMBE
	RATEPAYER OUTSIDE SHIRE 1			WORK OR PARTICIPATE IN SHIRE 1	
Gender	22 FEMALES			18 MALES	

Following Broad Engagement with 9.6% of our entire community and completing Deliberative Engagement five key areas were identified being:

- A resilient and sustainable environment.
- A healthy supported, and empowered community.
- Embracing our past and planning for our future.
- A diverse economy and opportunity.
- A dynamic and responsive Council.

Stage [4]

Municipal Public Health and Wellbeing Plan engagement

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN ENGAGEMENT RESULTS

161	32	52	
MPWHP SURVEY	CO-DESIGN SESSION ATTENDEES	MPWHP POP-UP ATTENDEES	Additional health and wellbeing data was gathered via surveys and pop up sessions conducted as part of the Hepburn Together broad engagement phase

Targeted engagement, including a survey, pop-up sessions, and a co-design session, were conducted during April 2021 to inform the development of the Municipal Public Health and Wellbeing Plan. Participants of this engagement included citizens, health and wellbeing sector partners, and Council Officers. Council partnered with Central Highlands Rural Health to align the public health priorities. Over 200 people participated in this engagement, complemented by a through data analysis via a Municipal Scan, providing an evidence base to identify health and wellbeing priorities for the next four years.

The consolidated report outlining the findings from engagement undertaken during the Hepburn Together project is available on the Participate Hepburn website at:
https://participate.hepburn.vic.gov.au

Priority areas

- **Tackling climate change and its impact on health**
- **Increasing healthy eating**
- **Improving mental wellbeing**
- **Preventing all forms of violence**

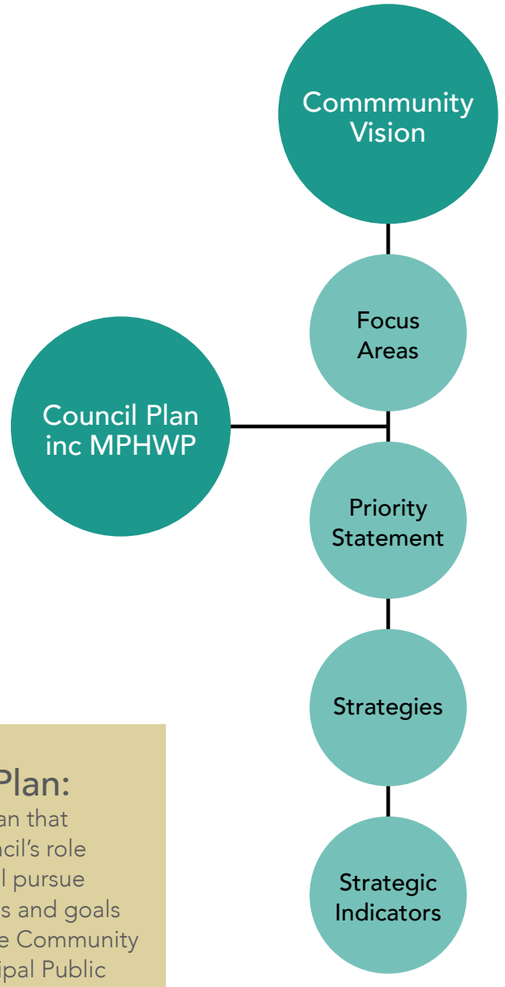
Council PLAN



The Council Plan is Council's key strategic document. It describes the Council's and community's vision for the future, how Council will strive towards that vision during its four-year term, where it will focus its efforts, and how it will measure progress. Council, for the first time has chosen to integrate our Municipal Health and Wellbeing Plan into the Council Plan recognising the importance of the health and wellbeing of our citizens, and that health and wellbeing impacts every area of Council's operations.

STRUCTURE OF THE PLAN

The Community Vision and the Council Plan have been designed to 'speak to each other' and not lose focus of the aspirational vision described by the community. The illustration below shows the interrelation of the key terms and different elements of the Community Vision and Council Plan (incorporating the Municipal Public Health and Wellbeing Plan).



Community Vision:

a long-term vision that outlines the aspirations and goals of the Hepburn Shire community.

Focus Areas:

are important topics identified through the broad community engagement process. Focus areas are carried through the Community Vision and Council Plan.

Council Plan:

a four-year plan that outlines Council's role and how it will pursue the aspirations and goals outlined in the Community Vision, Municipal Public Health and Wellbeing Plan, and other strategic priorities.

Priority statement:

the goals that sit under each focus area outline the aspiration we want to achieve for the topic.

Strategies:

the actions, plans, or strategies to achieve the priority statements.

Strategic indicators:

give us clarity on how we measure and track our progress in achieving our priority statements and strategies.

OUR *Shire*

Hepburn Shire is small rural Shire, with a population of 16,157. The population is projected to reach 17,700 by 2036. The Shire covers an area of 1,473 square kilometres which includes Clunes, Creswick, Daylesford, Hepburn Springs and Trentham, and the villages of Glenlyon, Allendale, Kingston, Leonard's Hill, Lyonville, Newlyn, Denver, and Smeaton, and other smaller settlements, each with their own unique identity and character. Located in central Victoria, the Shire is ideally situated within easy access to Melbourne, Ballarat, and Bendigo. It is a great place to live, work, invest and visit.

Hepburn Shire has a rich cultural history which began with the Dja Dja Wurrung People, the Traditional Owners and custodians of the area. Mass migration during Victoria's goldrush era saw many cultures settle in the region, which created a distinctive architecture and culture, still present throughout the Shire today. The Shire is renowned for its native forests, mineral springs reserves and waterways, botanical gardens, volcanic plains with rich soils, gold, and many spectacular heritage buildings. It is a popular tourist destination that has a reputation for indulgence and relaxation, festivals and outdoor recreational activities.

The Shire has a vibrant and diverse welcoming community that is well serviced by schools and childcare, recreation facilities, libraries, hospitals and shopping precincts. There is a large range of events throughout the year including markets, community run festivals, book fairs, LGBTIQA+ festivals and artisan masterclasses. With a strong arts community there are opportunities to visit artist studios, exhibitions and workshops.

The COVID-19 pandemic significantly impacted Hepburn Shire. Some of the biggest impacts on our community included social isolation along with heightened financial and emotional stress on families and local business. Another significant consequence of the pandemic was the impact on housing affordability and availability due to an influx of new residents choosing to move to our Shire.



OUR *Community*

POPULATION 2021
16,157

PROJECTED POPULATION 2036
17,700

AREA
1,470 KM²

AVERAGE AGE
50

MALES
48%

FEMALES
52%

19% 0 – 19 YEARS
15% 20 –39 YEARS
31% 40 – 59 YEARS
27% 60 – 79 YEARS
8% 85+ YEARS



Where we live

25% Birch Ward
14% Cameron Ward
14% Colibarn Ward
33% Creswick Ward
14% Holcombe Ward

Diversity

ABORIGINAL TORRES STRAIT ISLANDER 1%
BORN OVERSEAS 24%
SPEAK LANGUAGES OTHER THAN ENGLISH AT HOME 14%
HAVE A DISABILITY 6%

Employment

WORK FULL TIME 49%
WORK PART TIME 39%
ARE UNEMPLOYED 5%
VOLUNTEER 30%
WORK IN HEALTH CARE AND SOCIAL ASSISTANCE 16%
WORK IN ACCOMMODATION AND FOOD SERVICES 16%
WORK IN RETAIL TRADE 10%
WORK IN AGRICULTURE, FORESTRY OR FISHING 10%
WORK IN CONSTRUCTION 8%

Education

24% HAVE A BACHELOR DEGREE OR ABOVE
STATE AVERAGE 29%

9% 15.19 YEARS NOT ENGAGED IN SCHOOL OR EMPLOYMENT
STATE AVERAGE 5%

82% 4 YEAR OLD KINDERGARTEN ENROLEMENTS
STATE AVERAGE 84%

Income

46% RESIDENTS
LESS THAN $400 PER WEEK
STATE AVERAGE 40%

$850 MEDIAN WEEKLY HOUSEHOLD INCOME
STATE AVERAGE $1,216

Economy

1,600 BUSINESSES

4,825 JOBS

2% BUSINESSES WITH 20+ EMPLOYEES

35% BUSINESSES EMPLOYING LESS THAN 20 PEOPLE

64% NON EMPLOYING BUSINESSES

Top 5 Industries

CONSTRUCTION | AGRICULTURE | RENTAL, HIRING AND REAL ESTATE SERVICES | ACCOMMODATION AND FOOD SERVICES | MANUFACTURING

Hepburn Shire Health Profile - Central Highlands Rural Health 2020

Data is sourced fom Australian Bureau of Statistics, 2016 Census community profiles and Hepburn Know Your Council Area Based Statistics, REMPLAN Victoria in the Future 2019.

Health
AND WELLBEING STATUS

The rate of family violence 1151.5 per 100,000 people has increased over time in Hepburn Shire.

Women are more than twice as likely to be the victims of stalking, harassment and threatening behaviour and sexual offences than men.

6.6%	37.6%	16.7%	45.9%
OF WOMEN EXPERIENCED FAMILY VIOLENCE	ADULTS DIAGNOSED WITH ANXIETY OR DEPRESSION	CURRENTLY SMOKE	PRE-OBESE OR OBESE

54.7%	64.5%	20.6%
OF ADULTS DO NOT EAT ENOUGH FRUIT AND VEGETABLES	OF ADULTS MET PHYSICAL ACTIVITY GUIDELINES	HAVE SOUGHT HELP FROM A MENTAL HEALTH PROFESSIONAL



Social capital and safety

94.4%	69.2%	30.2%	77.4%
FEEL SAFE DURING THE DAY	FEEL SAFE AT NIGHT	OF PEOPLE VOLUNTEER	FELT THEIR NEIGHBOURHOOD WAS 'CLOSE-KNIT'

Local Impact of COVID-19 on Health and Wellbeing

The health and wellbeing of our community has been significantly affected by the COVID-19 pandemic and lockdown restrictions. A Health and Wellbeing survey by Central Highlands Rural Health reported impacts to physical exercise, social connection, work, cultural and leisure activities and mental health.

- Overall levels of physical activity decreased
- There was an increase in feeling lonely three or more days per week
- 20% more people were anxious five to seven per week
- 29% people increased alcohol consumption
- The biggest impacts on the community were social isolation, economic impacts upon local business and mental health concerns.

COVID-19 and Gender had a significant impact on women, as identified in a local report by Women's Health Grampians. In its report it stated "Women are the frontline of essential workers in this pandemic – in healthcare, teaching, aged care, social assistance and childcare. Female-dominated industries such as hospitality, retail and the arts have been hard hit by social distancing requirements, and more women than men have lost their jobs. Lower-income workers are more likely to be out of work than the highest income-earners. These women are often from diverse backgrounds".

Disclaimer: The data presented throughout this document is generally pre-COVID-19 data unless otherwise stated. This should be considered when viewing data, as it may not reflect all current impacts stemming from the COVID-19 pandemic.

Women's Health Grampians Gender and Info Sheet Addressing COVID-19.

Hepburn Shire Health Profile - Central Highlands Rural Health 2020

COUNCIL Services

Local councils are responsible for the governance and delivery of services that support the community at the municipal level. This includes the delivery of more than 100 services including planning and building services, economic development, sustainability services, waste management, local laws emergency management, recreation, community services, and much more.

Read a list of Council services at: https://participate.hepburn.vic.gov.au/hepburn-together.

COUNCIL'S Role

Councillors are elected by, and accountable to, the people who live and do business within the municipality. As such, the importance of being responsive to the community and their needs is critical to the success of Council.

To achieve our strategic objectives in all five focus areas, Council:

Delivers

By leading and mostly funding the delivery of initiatives and priorities.

Forms partnerships and collaborates

By partnering with key stakeholders in the Shire, such as member groups and community groups to deliver initiatives and priorities.

Facilitates

By assisting others to lead delivery, bringing interested parties together and advocating and promoting our community's best interest and priorities to other levels of government and decision makers.

COUNCIL POLICIES, STRATEGIES and Plans

Council has an extensive list of policies, strategies and plans that guide the organisation. These range in areas from financial hardship to tourism, waste management, walking and cycling and much more. As these are regularly updated read the full list on Council's website.

Read Council policies at: https://www.hepburn.vic.gov.au/council-policies/ and strategies and plans at: https://www.hepburn.vic.gov.au/plans-strategies/.

IMPACT OF COVID-19 PANDEMIC AND OUR COMMUNITY AND ECONOMIC RECOVERY

As Hepburn Shire, along with the rest of the country navigates the new COVID normal, business support, community and economic recovery will remain a high priority. Our region has been severely impacted by the pandemic lock downs and border closures, which have all contributed to varying challenges for businesses, especially those in the tourism and hospitality sector. Community and businesses have had to adapt and change their they way they operate to respond to changing behaviour. This has seen the introduction of a number of creative and innovative practices, that while introduced as a temporary measure during COVID, are now permanently in place. As the nation began to open-up in late 2020, regional Victoria, in particular our region began experiencing a surge in visitation and in some cases, visitor numbers in the first quarter of 2021, were higher than pre-COVID times. Council will continue to play an active role in community and business recovery and support.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, member states of the United Nations committed to a new, overarching framework for global development titled Transforming Our World: **The 2030 Agenda for Sustainable Development**, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The agenda sets out 17 Sustainable Development Goals (SDG) for all countries to aim to achieve by the year 2030. The SDG's recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change. Council has mapped where its Focus Areas correlate with the United Nation's Sustainable Development Goals. These are shown throughout this document.

Hepburn Shire Council understand the importance of realising these goals and will use them to support our future planning.

The 17 Sustainable Development Goals are below.



Focus AREAS



Council has identified five Focus Areas in the Council Plan to help work towards the aims of the Community Vision.

Focus AREAS

Health and Wellbeing Plan

This symbol means these strategies align with, and contribute to, the aims of our Municipal Public Health and Wellbeing Plan.

1 A resilient and sustainable environment

Priority Statements:

1.1 Adapt to and mitigate climate change to reach net-zero community emissions by 2030.

1.2 Prioritise environmental management, protection, and regeneration.

1.3 Transition to ecologically sustainable and accountable tourism.

1.4 Develop meaningful and strategic partnerships that link sustainability and public health.

Our Strategic Indicators

How we will measure progress against our Focus Area.

Council led indicators based on target or desired trend:

- Reduction in Council's corporate emissions.
- Reduction in Community emissions
- Increase percentage of gross revenue generated by businesses and organisations, outside the Tourism sector.
- A decrease in tonnes of waste to landfill per capita.
- An increase in health promotional activities on Climate change impacts on health.
- Maintain existing number of kilometres of Roadside Weed Control conducted.

Legislation plans and strategies

Hepburn Shire Council: Towards Zero Emissions Roadmap.

Hepburn Shire Council: Biodiversity Strategy.

Hepburn Planning Scheme.

Hepburn Z-Net – Reducing greenhouse gas emissions and renewable energy.

Hepburn Wind MOU.

Municipal Emergency Management Plan.

Grampians Region Climate Adaption Strategy.

Public Health and Wellbeing Act 2008.



1.1 Adapt to and mitigate climate change to reach net-zero community emissions by 2030.
● Tackling climate change and its impact on health (priority area)

	Strategy	Council Role
1.1.1	Undertake actions to support Council's declaration of a climate emergency including bi-annual reporting to community on local actions and projects which are delivering upon climate change mitigation, while ensuring that the levels of activity remain consistent with the the importance of the climate emergency. ●	Deliver Partner
1.1.2	Review procurement policies and procedures to ensure they provide a focus on sustainable practices. ●	Deliver
1.1.3	Develop and implement the 'Sustainable Hepburn Strategy' to align waste, sustainability, and biodiversity strategies. ●	Deliver
1.1.4	Promote the use of environmentally sustainable practices through planning processes and the Environmentally Sustainable Development Policy. ●	Deliver Advocate
1.1.5	Pursue the environment and sustainability objectives outlined in Council's Municipal Planning Scheme. ●	Deliver
1.1.6	Support community transition to zero emissions through the Towards Zero Community Grants Program and or any other applicable grant funding program. ●	Deliver Partner
1.1.7	Contribute to the implementation of the Grampians Region Climate Adaption Strategy. ●	Deliver Advocate
1.1.8	Publish Council's emission profile annually. ●	Deliver
1.1.9	Review waste services to ensure alignment with the new State Government's Circular Economy program. ●	Deliver

1.2 Prioritise environmental management, protection, and regeneration.
● Tackling climate change and its impact on health (priority area)

	Strategy	Council Role
1.2.1	Review Environmental Significance Overlays. ●	Deliver
1.2.2	Undertake appropriate Municipal Emergency Management Planning to prepare for and respond to natural disasters. ●	Deliver Advocate
1.2.3	Continue environmental services with an increased focus on weed management and roadside vegetation management including development and implementation of a Roadside Conservation Strategy. ●	Deliver
1.2.4	Support the implementation of priorities of the Integrated Water Management Plans. ●	Deliver Partner
1.2.5	Adopt and implement a Tree Management Strategy to protect existing trees and increase planting of new trees. ●	Deliver

1.3 Transition to ecologically sustainable and accountable tourism.

● **Tackling climate change and its impact on health (priority area)**

	Strategy	Council Role
1.3.1	Develop and implement a sustainable and accountable Visitor Economy Strategy that balances sustainability goals whilst supporting the economy.	Deliver Partner
1.3.2	Promote opportunities within the circular economy to diversify our local economy and support our sustainability goals. ●	Facilitate

1.4 Develop meaningful and strategic partnerships that link sustainability and public health.

● **Increasing healthy eating (priority area), tackling climate change and its impact on health (priority area), improving mental wellbeing (priority area/co-benefit)**

	Strategy	Council Role
1.4.1	Strengthen and protect existing agriculture to support the availability, sustainability and accessibility of local food sources. ●	Facilitate
1.4.2	Promote community adaptation to the public health risks of climate change to public health. ●	Partner
1.4.3	Continued emphasis on understanding and assessing the risks of climate change to public health. ●	Partner
1.4.4	Continue to support the objectives of Hepburn Z-Net and the Hepburn Wind MOU to achieve the target of net zero emissions by 2030.	Partner

2 A healthy, supported and empowered community

Priority statements

2.1 Support appropriate land use and accommodate more affordable long-term housing within townships that conform with the character of the area.

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

2.3 Maximise the use of public spaces to increase participation and community connection.

2.4 Assist our community to increase access to healthy food to increase nutrition, reduce chronic disease, increase mental wellbeing and strengthen the local agriculture system.

2.5 Improved mental wellbeing within the community.

Our Strategic Indicators

How we will measure progress against our Focus Area.

Council led indicators based on target or desired trend:

- Increase in proportion of adults eating sufficient fruit and vegetables.
- Increase in partnerships and networks to support access to mental health services.
- Increase in percentage of population that are active library borrowers.
- Increase in partnerships and networks related to the prevention of all violence.
- Increase of children enrolled in school who participated in Maternal Child Health services.

Legislation, Plans and Strategies

Hepburn Shire Active Women and Girls Strategy.

Hepburn Shire Council Affordable Housing Strategy.

Hepburn Shire Council Playspace Strategy.

Hepburn Shire Council Walking and Cycling Strategy: Priority Works February 2017.

Hepburn Shire Council: Disability Access and Inclusion Plan.

Wombat Hill Botanic Gardens master plan.

Public Health and Wellbeing Act 2008.

Hepburn Shire Youth Strategy.

Hepburn Shire Aquatic Strategy (under development).

Hepburn Shire Arts & Culture Strategy (under development).



2.1 Support appropriate land use and accommodate more affordable long-term housing within townships that conform with the character of the area

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
2.1.1	Develop an Integrated Affordable Housing Policy and Strategy. ●	Deliver
2.1.2	Deliver the strategic planning program from the adopted Municipal Planning Scheme.	Deliver
2.1.3	Advocate for involvement in the Victorian State Government's Big Housing Build program.	Deliver

2.2 Increase the availability and accessibility of services in the Hepburn Shire area to support liveability, health, and wellbeing.

● **Improving mental wellbeing (priority area), prevention of all forms of violence (priority area)**

	Strategy	Council Role
2.2.1	Conduct a gap and needs analysis of health services available to the community. ●	Partner
2.2.2	Prioritise partnerships with health service providers within the community. ●	Partner
2.2.3	Support advocacy for a new facility for Central Highlands Rural Health. ●	Facilitate
2.2.4	Formalise the Health Partnerships Network. ●	Partner
2.2.5	Develop and adopt an Early Years Strategy. ●	Deliver
2.2.6	Develop and adopt a Positive Ageing Strategy. ●	Deliver
2.2.7	Work with our partners to support the provision of Early Year Services (Maternal and Child hHealth, kindergarten and childcare). ●	Partner
2.2.8	Continue services to build strong, safe and resilient communities (emergency management, local laws, animal control, environmental health). ●	Deliver
2.2.9	Deliver actions identified in the Disability Action and Inclusion Plan (DAIP) 2018-2022. ●	Deliver
2.2.10	Develop and adopt a new Disability and Action Plan post 2022. ●	Deliver

2.3 Maximise the use of public spaces to increase participation and community connection.

● **Improving mental wellbeing (priority area, co-benefit), Tackling climate change and its impact on health (priority area), Prevention of all forms of violence (priority area)**

	Strategy	Council Role
2.3.1	Increase female health and wellbeing by implementing the Hepburn Shire Active Women and Girls Strategy. ●	Deliver
2.3.2	Implement appropriate actions from the 'Play is for everyone' Hepburn Shire Playspace Strategy. ●	Deliver
2.3.3	Support access and participation through strong asset management practices aligned with developing a long-term Asset Plan. ●	Deliver
2.3.4	Facilitate walking and cycling infrastructure by pursuing works outined in the Walking and Cycling Strategy. ●	Deliver
2.3.5	Promote the use of libraries and hubs throughout Hepburn Shire. ●	Deliver
2.3.6	Maintain our open spaces for the enjoyment of our community and visitors. ●	Deliver
2.3.7	Design, develop and advocate for funding to enhance or build sport and active recreation facilities identified through Master Planning. Ensure design and construct projects comply with Universal Design principles, including compliance with the Design for Everyone Guide. ●	Deliver
2.3.8	Deliver key projects including Wombat Hill Botanic Gardens enhanced visitation experience, Bullarto Station Precinct development and Creswick Town Hall restoration. ●	Deliver
2.3.9	Finalise and implement the Hepburn Shire Aquatic Strategy. ●	Deliver

2.4 Assist our community to increase access to healthy food to increase nutrition, reduce chronic disease, increase mental wellbeing and strengthen the local agriculture system.

● **Increasing healthy eating (priority area), improving mental wellbeing (priority area, co-benefit)**

	Strategy	Council Role
2.4.1	Lead by example, by supplying and promoting local healthier food and drink options across Council-run meetings, events, activities, facilities and programs. ●	Deliver
2.4.2	Support and implement initiatives and partnerships that support healthier lifestyles and habits across the lifespan, particularly in children's early years. ●	Facilitate Partner
2.4.3	Partner with local organisation/s to increase access to healthy and affordable food (including for vulnerable groups) and to support positive food system change. ●	Facilitate Partner
2.4.4	Partner with key health agencies to support initiatives and services to improve health and wellbeing. ●	Partner

2.5 Improve mental wellbeing within the community.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
2.5.1	Raise awareness and understanding of mental health services and resources, and work with other levels of government to localise and improve mental health services available to residents with a specific focus on youth mental health. ●	Partner
2.5.2	Strengthen partnerships to support education, programs, events and prevention activities that focus on social inclusion, community participation, diversity and inclusion. ●	Partner
2.5.3	Adopt a co-benefit approach to improving mental wellbeing, supporting active living and healthy eating initiatives. ●	Facilitate Partner
2.5.4	Ensure Council services, activities and facilities are accessible and inclusive to remove barriers to participation. ●	Deliver



3 Embracing our past and planning for the future

Priority statements

3.1 Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs.

3.2 Embrace and enhance the existing character of our towns and rural settings through strategic planning to facilitate appropriate growth and development.

3.3 Build and maintain infrastructure that supports liveability and activity in our community.

Our Strategic Indicators

How we will measure progress against our Focus Area.

Council led indicators based on target or desired trend:

- 100% Council staff completed cultural awareness training.
- Percentage delivery of the strategic planning program.
- Increase in length of walking and cycling trails available across Shire.
- Increase percentage of Planning applications approved within required time frames.

Legislation, Plans and Strategies

Hepburn Planning Scheme.

Hepburn Shire Council Reconciliation Action Plan.

Hepburn Heritage Strategy 2020-2030.

Community Engagement Policy 2021.

Health and Wellbeing Act 2008.

Planning and Environment Act 1987.

Road Management Plan.

Asset Management Policy.

Asset Management Strategy.



3.1 Partner with and empower our Traditional Owners and broader community to acknowledge, understand, celebrate, and preserve our area's cultures, traditions, and environs.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
3.1.1	Continue to implement and review the Reconciliation Action Plan (RAP) and build strong partnerships through the RAP Advisory Committee. ●	Deliver Partner
3.1.2	Develop and implement an Arts and Culture Strategy. ●	Deliver
3.1.3	Develop and implement an Indigenous Heritage Strategy to support the local history and culture of our Traditional Owners. ●	Deliver
3.1.4	Manage and support our heritage buildings in accordance with the adopted Hepburn Heritage Strategy 2020-2030.	Deliver
3.1.5	Partner with other Council's to advocate for UNESCO World Heritae Listing of the Central Victorian Goldfields.	Partner

3.2 Embrace and enhance the existing character of our towns and rural settings through strategic planning to facilitate appropriate growth and development.

● **Tackling climate change and its impact on health (priority area), improving mental wellbeing (priority area)**

	Strategy	Council Role
3.2.1	Develop and complete Town Structure Plans as per Council's strategic planning program.	Deliver
3.2.2	Support community planning to enable local communities to determine their priorities for the future. ●	Deliver Partner
3.2.3	Conduct a study of land development supply. ●	Deliver
3.2.4	Develop an Agricultural Land Use and Settlement Strategy. ●	Deliver
3.2.5	Undertake strategic land use planning to identify access to commercial and industrial land.	Deliver
3.2.6	Develop and implement a local Environmentally Sustainable Design (ESD) Planning Policy.	Deliver

3.3 Build and maintain infrastructure that supports liveability and activity in our community.

● **Tackling climate change and its impact on health, Improving mental wellbeing (priority area, co-benefit)**

	Strategy	Council Role
3.3.1	Continue to provide strong management and maintenance of our infrastructure.	Deliver
3.3.2	Support the amenity of our towns through the maintenance, replacement and development of streetscapes.	Deliver
3.3.3	Advocate, plan and deliver pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles. ●	Deliver Facilitate
3.3.4	Advocate to the State and Federal Government to improve cycling connections, public transport infrastructure and roll out of a public electric vehicle (EV) charging network across city boundaries and the broader region.	Facilitate
3.3.5	Ensure sustainable and accessible infrastructure that promotes healthy recreation, physical activity and social connection. ●	Deliver
3.3.6	Maintain and improve the amenity and cleanliness of townships, roadsides and public spaces.	Deliver
3.3.7	Advocate for and partner in the delivery of Council's priority projects.	Deliver Facilitate

4 Diverse economy and opportunity

Priority statements

4.1 Work towards attracting and retaining young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways, and leadership opportunities.

4.2 Advocate for improved internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area.

4.3 Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social and economic impacts.

Our Strategic Indicators

How we will measure progress against our Focus Area.

Council led indicators based on target or desired trend:

- Increase in yield of tourist spend.
- Increased attainment of year 10 and local traineeships.
- Increase in per capita Gross Regional Product.
- Increase of subscribers to the Hepburn Shire business E-newsletter.

Legislation, Plans and Strategies

Hepburn Shire Council: Economic Development Strategy.

Hepburn Shire Council: Events Strategy.

Central Highlands Digital Plan.

Hepburn Shire Council Youth Strategy.

Hepburn Shire Council Arts & Culture Strategy (to be developed).

Hepburn Shire Council Affordable Housing Policy.

Hepburn Shire Agriculture and Rural Settlement Strategy *(to be developed)*



4.1 Work towards attracting and retaining young people in our area through the provision of improved digital connectivity, education opportunities, employment pathways and leadership opportunities.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
4.1.1	Develop and implement a Youth Strategy 2021-25 to support the delivery of services and opportunities to young people in Hepburn Shire. ●	Deliver
4.1.2	Explore offering a graduate or traineeship program in alignment with Council's Workforce Plan development. ●	Deliver
4.1.3	Advocate to government to assist with funding of the business case for the establishment of Institute of Gastronomy within the shire.	Deliver Facilitate
4.1.4	Investigate the formation of a Youth Council or Youth Advisory Committee. ●	Deliver

4.2 Advocate for improved digital connectivity including enhanced internet infrastructure to support business, residents who work from home, students, and other citizens of the Hepburn Shire area.

	Strategy	Council Role
4.2.1	Support implementation of Central Highlands Digital Plan.	Facilitate
4.2.2	Review the impact of the co-working space at the Hepburn Hub at the Rex and explore the feasibility of a local co-working spaces in other parts of the shire.	Deliver Partner
4.2.3	Install public wi-fi in appropriate areas.	Deliver
4.2.4	Advocate to ensure that our community has access to, and benefits from reliable digital services.	Facilitate

4.3 Support and facilitate a diverse and innovative local economy that encourages an increase of local businesses with diverse offerings to achieve positive social and economic impacts.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
4.3.1	Implement a Business Concierge model (Customer Service, Planning and Economic Development) to enhance the permit approvals process.	Deliver
4.3.2	Invest in streetscapes and infrastructure in commercial and retail areas across the Shire.	Deliver
4.3.3	Finalise the pilot project of the Artisan Agriculture Project to support producers more broadly. ●	Deliver Partner
4.3.4	Develop and implement an Economic Development Strategy that ensures diverse offerings.	Deliver
4.3.5	Develop and implement a Commercial Land Use Policy.	Deliver
4.3.6	Develop and implement a HSC Shire Wide Agricultural and Rural Settlement Strategy.	Deliver
4.3.7	Support local and regional tourism campaigns and initiatives to support the local offer.	Deliver
4.3.8	Implement the Events Strategy 2020-2025 building on existing brand pillars including Indulge (Food & Drink), Refresh (Escape & Rejuvenate), Learn (Histroy & Culture) and Make (Art & Artisans). ●	Deliver Partner

5 A dynamic and responsive Council

Priority statements

5.1 Harness community expertise.

5.2 Actively communicate, inform and engage with our community about events and decision-making.

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations.

5.4 Improve staff resourcing, support, and capacity building.

5.5 Strong asset management and renewal.

5.6 Be a leader in gender equality and equity and promote respect and safety in our community.

Our Strategic Indicators

How we will measure progress against our Focus Area.

Council led indicators based on target or desired trend:

- Increase subscribers to Councils e-newsletter Hepburn Life.
- Achieve a low or medium risk rating for VAGO financial sustainability indicators.
- Increase percentage of service requests responded to in accordance with customer service charter.
- Increase in community satisfaction with community consultation and engagement.
- Recruitment Policy developed to ensure gender equity, diversity and inclusiveness in the workforce.

Legislation, Plans and Strategies

Local Government Act 2020.

Local Government Act 1989.

Gender Equality Act 2020.

Hepburn Shire Council Community Engagement Policy.

Hepburn Shire Council Councillor Code of Conduct.

Hepburn Shire Council Act@Work Plan.

Employee Code of Conduct.

Privacy and Data Protection Act 2014.

Freedom of Information Act 1982.

Public Interest Disclosure Act 2012.



5.1 Harness community expertise.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
5.1.1	Conduct a Community Skills Session to capture community skills and interest for future engagements. ●	Deliver Partner
5.1.2	Strengthen processes to create strong alignment with community-led engagement. ●	Deliver
5.1.3	Continue to value, support and implement Community Reference Groups, where appropriate. ●	Deliver Partner
5.1.4	Actively participate in community and government networks and regional alliances. ●	Partner Facilitate

5.2 Actively communicate, inform and engage with our community about events and decision-making.

● **Improving mental wellbeing (priority area)**

	Strategy	Council Role
5.2.1	Strengthen community engagement practice and relationships with the implementation of Community Engagement Policy and procedures. ●	Deliver
5.2.2	Communicate in a timely, clear, responsive and accessible way about decisions and circumstances that impact our community.	Deliver
5.2.3	Implement the recommendations of Hepburn Shire Council Service Review – Customer Experience.	Deliver
5.2.4	Create an online database of Community Groups and contacts from across the Shire accessible to relevant Council Departments.	Deliver
5.2.5	Increase public participation in council meetings by continuing to live stream meetings.	Deliver

5.3 A sustainable and agile organisation with strong corporate governance that supports excellent operations.

	Strategy	Council Role
5.3.1	Strengthen the Integrated Strategic Planning and Reporting Framework, including a programmed service review of all Council services.	Deliver
5.3.2	Develop an Annual Plan to set the operational direction of Council year-on-year.	Deliver
5.3.3	Enhance long-term financial planning and forecasting through the development of a Long-Term Financial Plan.	Deliver
5.3.4	Effectively advocate, scope projects, prepare applications and ensure delivery of major initiatives and projects.	Deliver Facilitate
5.3.5	Development of an Information, Communications and Technology (ICT) Strategy to ensure staff have quality equipment and software to deliver high quality services to our community.	Deliver
5.3.6	Ensure Council practices, processes and decision making is compliant with the Local Government Act 2020 provisions and other related legislation and regulations.	Deliver
5.3.7	Strengthen internal governance through ongoing Councillor and staff capacity building and skill development.	Deliver
5.3.8	Embed Council's risk management framework and risk appetite into project management and decision making.	Deliver
5.3.9	Ensure the procurement practices of staff are in line with set policies, procedures and guidelines that have a focus on transparency, accountability and probity.	Deliver
5.3.10	Respond and adapt to requirements set out by the Victoria Electoral Commission in relation to representation reviews and general elections.	Deliver

5.4 Improve staff resourcing, support, and capacity building.

● **Preventing all forms of violence (priority area), improving mental wellbeing (priority area)**

	Strategy	Council Role
5.4.1	Develop Workforce Plan to promote gender equity, diversity, inclusion, with an appropriate organisational structure to deliver the Council Plan. ●	Deliver
5.4.2	Ensure appropriate training and development of staff to ensure continuous improvement and access to the required skills.	Deliver
5.4.3	Strengthen the organisational approach to project management and delivery.	Deliver
5.4.4	Ensure that 100% of staff are offered the opportunity to undertake Cultural Awareness training. ●	Deliver

5.5 Strong asset management and renewal.

	Strategy	Council Role
5.5.1	Continue to invest in asset maintenance, renewal and upgrade programs.	Deliver
5.5.2	Review and modernise Council's Asset Management practices in alignment with the development of Council's Asset Plan.	Deliver
5.5.3	Deliver the annual Capital Works program.	Deliver

5.6 Be a leader in gender equality and equity and promote respect and safety in our community.

● **Preventing all forms of violence (priority area), Improving mental wellbeing (priority area)**

	Strategy	Council Role
5.6.1	Implement provisions of the Gender Equality Act 2020, including a Gender Equity Action Plan. ●	Deliver
5.6.2	Provide strong Council leadership, both internally and in the community, to build understanding of safe, respectful and equitable relationships through education and awareness raising. ●	Deliver Partner
5.6.3	Review and update the Act@Work Plan and continue to strengthen Gender Equity on Council. ●	Deliver

MUNICIPAL PUBLIC

Health & Wellbeing Plan

INTRODUCTION

The Victorian Public Health and Wellbeing Act 2008 requires all local governments to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) within 12 months of a Council election.

For the first time, the Hepburn Shire Council Municipal Public Health and Wellbeing Plan 2021-2025 has been integrated into the Community Vision and Council Plan 2021-2025. This decision was made to elevate health and wellbeing priorities, ensuring that people are at the centre of all we do. Council is committed to not only preventing disease and injury, but also protecting and supporting health, through early intervention strategies, health promotion and primary prevention efforts.

The MPHWP identifies the health priorities of the municipality for the next four years. Each priority area has several strategies, which will guide collective action to prevent or reduce public health issues and support our communities to be healthy and well.

The Victorian Public Health and Wellbeing Act 2008 sets out the requirements and the objectives of a MPHWP. Objectives include:

- Protecting public health and preventing disease, illness, injury, disability or premature death
- Promoting conditions in which people can be healthy
- Reducing inequalities in the state of public health and wellbeing.

The health and wellbeing of communities are influenced by a range of complex social factors, 'including the circumstances in which people are born, grow, live, work and age, and the systems put in place to deal with illness' (World Health Organisation). Socioeconomic status, food, transportation, gender, employment, inclusion, housing and early life are some of the determinants that influence health and wellbeing along with individual characteristics and lifestyle choices.

HOW THIS PLAN WAS DEVELOPED

- Review and evaluation of previous MPHWP 2017-2021 priority areas, strategies and outcomes.
- Local health data analysis, including the social determinants of health, through the preparation of the Municipal Health and Wellbeing Data Scan.
- Formation of a Project Control Group (PCG) that included staff from Council and Central Highlands Rural Health.
- Collaboration with member organisations of the Hepburn Shire Health & Wellbeing Working Group.
- Discussion with Council staff upcoming projects and programs.
- Analysis of community and stakeholder engagement findings from the 'Hepburn Together' project, including community surveys, pop-up sessions, targeted consultations for priority groups and a stakeholder Co-Design Session.
- Participation in the Central Highlands Primary Care Partnership (PCP) Integrated Health Planning process and development of shared regional priorities and measures.
- Review of relevant Council, State Government and local strategies and plans.

OUR HEALTH AND WELLBEING PARTNERS

The Hepburn Shire Health and Wellbeing Working Group was formed via Expression of Interest in 2019. Change cannot be achieved without many partners working collectively with community. Members of the working group represent various organisations, all of which are critical in protecting and supporting the health of our communities. The working group impacts health and wellbeing through shared priorities, local knowledge and partnerships.

Council would like to acknowledge the contribution of these partners.

- Creswick Neighbourhood House
- Cr Tessa Halliday (Council appointed representative)
- Central Highlands Rural Health
- Central Highlands Primary Care Partnership
- Clunes Neighbourhood House
- Daylesford Neighbourhood Centre
- Department of Families, Fairness and Housing.
- Health Futures Australia
- Trentham Neighbourhood Centre
- Women's Health Grampians



Planning considerations

Being healthy and well is not simply the absence of disease, it is the result of a combination of physical, social, mental and emotional factors that influence a person's ability to live a happy and meaningful life. A holistic view of health and wellbeing is taken throughout the MPHWP, also acknowledging the following priority groups and factors in our planning work:

Health inequities: Not all people have the same access to resources, knowledge, and skills to maintain health and wellbeing.

People and place-based: Efforts will be targeted to population groups or communities in certain locations that are facing the greatest health inequities. Local expertise, knowledge, experiences and stories will be sought as per the Hepburn Shire Community Engagement Policy.

Liveability: The conditions of where someone lives, works and plays. Liveable communities provide a foundation for health and wellbeing. A liveable community is safe, socially cohesive, inclusive, environmentally sustainable and attractive. Local Government plays a key role in the natural and built environment and infrastructure as well as social, economic and environmental conditions that create liveable communities.

Intersectionality: Provides an approach and a practice to understand and address structural forms of inequality. Complex and multi-faceted social identities such as race, gender, disability, social economic status and sexuality and can intersect at an individual level, impacting experiences of discrimination, oppression and privilege.

Priority Groups

Aboriginal and Torres Strait Islanders: Specifically, the principle of self-determination will be considered, whilst acknowledging the role of cultural determinants and the centrality of culture, which aligns with the Aboriginal community's holistic understanding of health, wellbeing and safety.[3] Council will continue to collaborate with the local Aboriginal community and Traditional Owners through actions outlined in the Reconciliation Action Plan to support greater acknowledgement, respect and social inclusion.[4]

People with disability have a broad range of needs, levels of impairment and differences in what support they may require when participating physically and socially. Hepburn Shire has a higher proportion of persons needing assistance with core activity than the Victoria average.

Young people: Young people have unique experiences, perspectives and opportunities to learn and grow as they transition through this phase of their life. They can face unique personal, social, physical and emotional challenges that can affect their health and wellbeing.

Early years and children: Supporting families throughout the early years and into childhood provides a foundation for lifetime health and wellbeing. When compared with Victorian averages, Hepburn Shire has similar proportions of children developmentally on track across all categories of development. The proportion of children developmentally on track in terms of language and cognitive skills (school-based) is higher in Hepburn Shire than in Victoria. However, it should be noted that whilst the number of children who are 'on track' in the physical health and wellbeing domain has significantly increased over time from 63 percent in 2012 to 80.6 percent in 2018, the number of children who are classified as 'vulnerable' has increased over time from 3.6 percent in 2009 to 13.2 percent in 2018. Further, the number of children who are classified as 'vulnerable' in one or more domains has increased from 14.0 percent in 2009 to 22.5 percent in 2018.[5]

Older people: People have a unique experience of ageing, including their strengths, needs and wishes for their lives. The ABS 2016 Census population data shows that Hepburn Shire Council has a higher proportion of people over the age of 55 years compared to Victoria. Certain factors can inhibit people's ability to age positively, such as physical or financial vulnerability or loss of social connection resulting in loneliness. Council is committed to developing a Positive Ageing Strategy, which will involve engaging with residents to understand what is important for them to age well in Hepburn Shire.

LGBTIQA+ community: Hepburn Shire has vibrant communities of people who are lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning and asexual. LGBTIQA+ community members have a right to equality, fairness and respect and to live a life free from discrimination.

Culturally and linguistically diverse: Cultural diversity is valuable for a community, including the different skills, perspectives, traditions, values and experiences these groups and individuals have. Some people may have been born overseas. Some people may speak languages besides English at home, including Aboriginal and Torres Strait Islander or Australian South Sea Islander languages.

LENS: GENDER EQUITY

All MPHMP priority areas, strategies and actions will be developed, implemented and evaluated with a Gender Equity Lens and also considering impacts of intersectionality.. Gender inequality can impact all facets of life and have negative health and wellbeing consequences. Council is already committed to implementing the Hepburn Shire Active Women & Girls Strategy 2019-2029, which aims to address gender inequality in sport and active recreation. Council is also committed to the implementing the requirements of the Gender Equality Act 2020, including conducting Gender Impact Assessments (GIA) for all new and reviewed polices, programs and services that have a direct and significant impact on the public. Council continues its work on the Act@Work program with the support of Women's Health Grampians.

LENS: CO-BENEFITS

Adopting a co-benefit lens means that we will recognise the multiple benefits that may come from one action. For example, an active transport project supporting people to walk or cycle to school or work could have co-benefits for climate change, active living and mental wellbeing. A co-benefits lens helps us to strengthen partnerships, create solutions and leverage resources to achieve change.



[3] Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017–2027
[4] Hepburn Shire Reconciliation Action Plan 2018
[5] Hepburn Shire Council Municipal Data Scan
ABS 2016 Census

Priority AREAS



Tackling climate change and its impact on health

Resilient and safe communities that are adapting to the public health impacts of climate change.

Increasing healthy eating

Access to nutritious food and drinks for everyone, especially the most vulnerable. People are supported to make healthy lifestyle choices through collaborative people and place-based approaches.

Improving mental wellbeing

Hepburn Shire's diverse communities are celebrated, included and respected. Social connections are strengthened through participation in community groups, clubs, arts, culture, nature and physical activity. Everyone can access mental health services, housing, learning and employment.

Preventing all forms of violence

Everyone is able to live free from all forms of violence. Prevention efforts focus on gender equity, while responding to the needs of our diverse population.

[1] Tackling climate change and its impact on health

The World Health Organization has described climate change as the defining issue for public health in the 21st century. It is an urgent challenge, with implications at the global, national and community levels. Climate change affects health in many ways: directly by the increased intensity and frequency of extreme weather events such as prolonged heatwaves, floods and bushfires; and indirectly through worsening air quality, changes in the spread of infectious diseases, risks to food safety and drinking water quality, and effects on mental health.

Climate Change

Indicator	1981-2010 average per year	Projected change 2050s: medium emissions	Projected change 2050s: high emissions
Days exceeding 35 degrees (Daylesford)	3.8 days	8.9 days	9.8 days
Days minimum 20 degrees + (Ballarat)	1.7 days	Nc	3.8-7.1 days
Coldest winter daily minimum temperature	-	0.5	0.8
Average days per year under 0 degrees (Daylesford)	20.6 days	11.2	8.4
Estimated rainfall %	-	-4%	-10%
Forest fire danger index greater than 95th percentile (Ballarat)	1986-2005	-	12.5 days

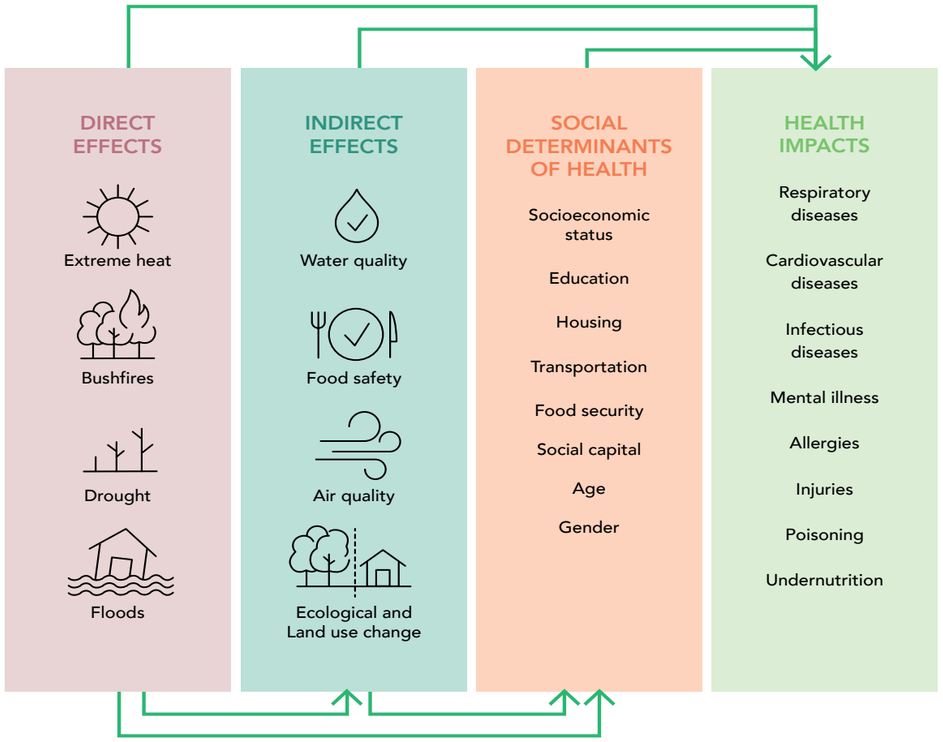
A changing climate will impact how and where we live. Climate change will affect people with chronic disease, lung disease, those susceptible to heat stress, depression and anxiety. Some of Hepburn Shire's more vulnerable cohorts include:

- 2.4% of people who have Chronic Obstructive Pulmonary Disorder.
- 15.6% of people who have asthma.
- 4.4 % of people who have heart, stroke or vascular disease.
- 37.6% of people who have been diagnosed with anxiety or depression.

GENDER AND CLIMATE CHANGE

- Females (15-54 years) in Hepburn were much more likely than males to be receiving the Single Parent Payment and may be more affected by the increasing costs of living associated with climate change (e.g., energy, food, transport).
- A greater proportion of females in Hepburn (61%) accessed specialist homelessness services, compared to the Victorian average (59%). Natural disasters may prolong displacement for those already homeless (i.e., spending longer in emergency shelters as a result of fire or floods).

DIRECT AND INDIRECT EFFECTS OF CLIMATE CHANGE ON HEALTH AND WELBEING



Adapted from Watts et al. 2015, The Lancet, *Health and climate change: policy responses to protect public health.*

Reference: Victorian Government 2020, *Tackling climate change and its impacts on health through municipal public health and wellbeing planning: guidance for local government, September 2020* <https://www2.health.vic.gov.au/public-health/environmental-health/climate-weather-and-public-health/climate-change-and-health>.

[Strategies]

- Continued emphasis on understanding and assessing the risks of climate change to public health.
- Promoting community adaptation to the public health risks associated with climate change.
- Implement plans and policies to support adaptation to the health impacts of climate change, considering the specific impacts on vulnerable people.
- Develop meaningful and strategic partnerships that link sustainability and public health.[7]

[6] Tackling climate change and its impact on health - health.vic Women's Health Grampian's 'Applying a Gender Lens to Municipal
[7] Public Health & Wellbeing Planning', Hepburn Shire, February 2021

[2] Increasing healthy eating

Hepburn Shire has many of the essential ingredients to support healthy eating – fertile land, the expertise of farmers and producers, diverse hospitality business and positive change occuring in our food system. There are rich and unique histories, experiences and cultures connected to food throughout our Shire.

Diets and the food environment have changed markedly over the past 30 years. Many Victorians do not consume enough of the foods and drinks required to keep them healthy (such as vegetables, fruit and wholegrain cereals) and consume too many discretionary foods and drinks high in energy, saturated fat, added sugar, salt or alcohol. This change has coincided with an increase in obesity, and contributed to chronic diseases such as cardiovascular disease, type 2 diabetes and some cancers.

Healthy eating also relates to access, including affordability, and creating supportive environments where positive changes to socio-cultural norms toward food can occur.[8]

- 46% of HSC residents met fruit and vegetable consumption guidelines.
- 54.7% of HSC residents did not meet the fruit and vegetable guidelines.
- 45.9% of HSC residents are obese or pre-obese.
- 9.1% of HSC drink sugar-sweetened drinks daily.

[Strategies]

- Lead by example, by supplying and promoting healthier food and drink options across Council-run meetings, events, activities, facilities and programs.
- Support and implement initiatives and partnerships that support healthier lifestyles and habits across the lifespan, particularly in children's early years.
- Create supportive communities to increase access to healthy and affordable food (including for vulnerable groups) and to support positive food system change.
- Partner with key health agencies to support initiatives and services to improve health and wellbeing.

GENDER AND HEALTHY EATING

- Women's relationship with food is impacted by gender expectations, as well as biological factors related to sex.
- Australian women's food access, behaviours and health outcomes are strongly influenced by socioeconomic determinants and how food is prepared, shared and consumed.
- Older women who are housebound, in residential care, or with decreased food intake may be at risk of deficiency.
- Socially constructed body image ideals and normalisation of dieting and other weight control behaviours are significant and affect young women's relationship with food in particular.
- The Index of Relative Socio-Economic Disadvantage shows that most towns in the Shire ranked in the lowest 25% of all Victorian towns/suburbs, indicating a high-moderate level of socio-economic disadvantage. Women living in areas of disadvantage and experiencing food insecurity are more likely to be obese. This correlation is not observed in men.
- Women in Hepburn were less likely to be pre-obese/obese (55.4%) than women from other Central Highlands LGAs, a lower rate than the regional (50%) and state average (43.7%).16 However, women in Hepburn were more likely to be obese (22%) compared to men (15%).[9]

Hepburn Shire Health Profile - Central Highlands Rural Health 2020

8 Increasing healthy eating - health.vic

9 Women's Health Grampian's 'Applying a Gender Lens to Municipal Public Health & Wellbeing Planning', Hepburn Shire, February 2021

[3] Improving mental wellbeing

A holistic approach to mental wellbeing involves recognising the person as a whole, not just their mental health. Understanding and recognising the connection and interdependence between mental, emotional, physical, social, spiritual and cultural wellbeing is at the core of improving mental wellbeing. Each person will have a different experience of mental wellbeing, and paths to recovery, depending on their age, race, gender, culture, heritage, language, faith, sexual and gender identity, relationship status, life experience and beliefs.

- 8.3% of Shire residents report high or very high psychological distress (lower than Central Highlands and Victorian rates).
- 37.6% of adult residents have been diagnosed with anxiety or depression.
- 20.6% of the population have sought assistance for a mental health problem.
- Residents have higher mortgage and rental stress rates than the Central Highland and Victorian average.

[Strategies]

- Raise awareness and understanding of mental health services and resources, and work with other levels of government to localise and improve mental health services available to Hepburn Shire residents.
- Strengthen partnerships to support education, programs, events and prevention activities that focus on social inclusion, community participation, diversity and inclusion.
- Adopt a co-benefit approach to improving mental wellbeing, supporting active living and healthy eating initiatives
- Ensure Council services, activities and facilities are accessible and inclusive to remove barriers to participation.

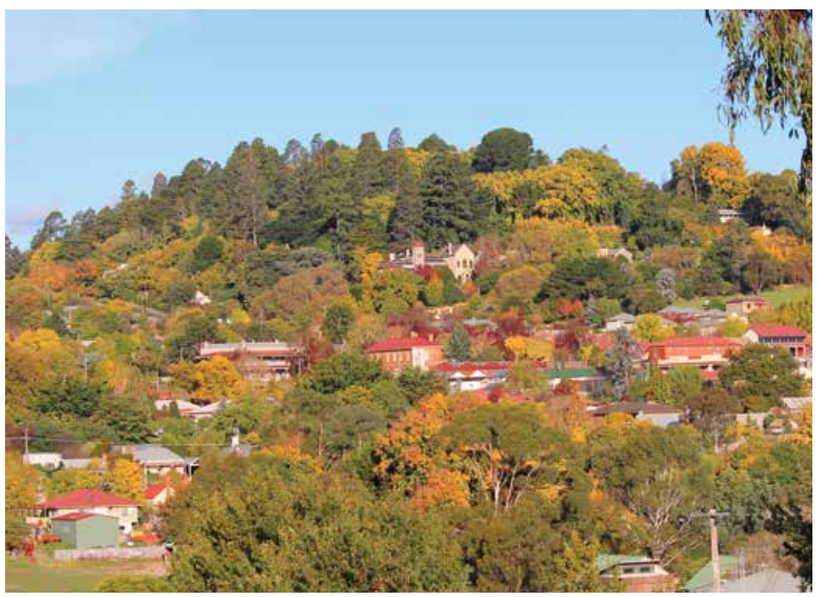


[4] Preventing all forms of violence

Violence can occur in many forms and affect different people or groups within our communities. There can be significant health and wellbeing impacts from violence, and fear of violence can limit people's everyday activities, social interaction and physical activity. It is important to view violence through an intersectional framework and to acknowledge associated risk factors, such as alcohol and other drugs.

Instances of 'crimes against a person' are significantly and overwhelming in the form of family violence and violence against women. Family violence causes physical and mental health impacts, social isolation from family and friends, food insecurity, displacement of housing, loss or limited employment and death. It is estimated that it costs Australia $21.7 billion dollars a year to address family violence incidences (VicHealth 2015).

- In 2019, the rate of Family Violence per 100,000 people in the Shire was 1,151.5.
- 6.6 per cent of women in the Shire have experienced family violence.
- Women are more than twice as likely to be the victims of sexual assault in the Shire.
- Women are twice as likely to be in part-time employment compared to men (M25.9/F52.7).
- Men are far more likely to be in full-time jobs than women (M61.7/F34.5).
- Men and women in the Shire are more likely to have low support for gender equality in relationships.
- Women are more than three times more likely to be a lone parent (M22.5/F77.5).
- Women in the Shire are more likely to experience homelessness than men, per 10,000 (M63.9/F99.2).



GENDER AND PREVENTING ALL FORMS OF VIOLENCE[10]

- Violence against women has far-reaching negative impacts on the health and wellbeing of women, children, families and communities.
- Women from diverse backgrounds, such as Aboriginal and Torres Strait Islander women or women with disabilities, are more likely to experience higher rates of violence.
- Addressing the underlying causes of men's violence against women is key to preventing it. Research indicates the key drivers include beliefs and behaviours reflecting disrespect for women; low support for gender equality; and an adherence to rigid gender roles and identities. It is not sufficient to challenge these attitudes and beliefs in isolation; rather we also need to address the structures, policies and practices supporting them.

[Strategies]

- Provide strong Council leadership, both internally and in the community, to build understanding of safe, respectful and equitable relationships through education and awareness raising.
- Partner with regional and local organisations to work collaboratively in the prevention of all forms of violence and raise awareness and access to family violence services.
- Promote and raise awareness of the link between family violence and gender equity.
- Implement provisions of the Gender Equality Act 2020, including a Gender Equality Action Plan.
- Review and update the Act@Work Plan and continue to strengthen Gender Equity on Council

[10] Women's Health Grampian's *'Applying a Gender Lens to Municipal Public Health & Wellbeing Planning'*, Hepburn Shire, February 2021

REPORTING THE *Council Plan*

The Council Plan is complemented by the Annual Plan, Annual Budget, Revenue and Rating Strategy, Financial Plan (Long Term Financial Plan) 2021-2031 to be adopted by October 2021. These documents detail the financial and non-financial resources required by Council to implement the key Focus Areas and Strategies identified within.

In the interests of transparency and accountability, Council is committed to regularly monitoring and reporting progress on the Council Plan 2021-2025 to the community.

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

Council has demonstrated its commitment to ongoing community engagement, and will measure its success based on the Strategic Indicators. Council will report extensively on critical deliverables and initiatives under each Focus Area of the Council Plan through the Annual Report each year.

Strategic Indicators identified for each Focus Area are based on achieving a target or desired trend. The plan will be reviewed annually to identify, and address changing circumstances and reflect on the community's priorities.

In addition, public health and wellbeing matters and deliverables of the MPHWP will be monitored, reported, and reviewed annually to ensure the community's health and wellbeing remain at the forefront of the Council's strategic planning. An external Health and Wellbeing Working Group will work in partnership with a Council working group to implement the MPHWP along with community. They will develop an annual Action Plan and undertake mid and annual reviews to monitor progress.



Hepburn
SHIRE COUNCIL

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www.hepburn.vic.gov.au
www.facebook.com/hepburncouncil

DAYLESFORD

Cnr. Duke & Albert Streets,
Daylesford
8:30am – 5:00pm

CRESWICK

Creswick Hub
68 Albert Street, Creswick
8:30am – 5:00pm

TRENTHAM

13 Albert Street, Trentham
Mon, Wed, Fri 10am-5pm
Sat 10am-1pm

CLUNES

The Warehouse – Clunes
36 Fraser Street, Clunes
Mon & Thurs 10am – 6pm
Wed & Fri 10am – 4pm