

# Council Plan

Incorporating Municipal Health and Wellbeing Plan

2021 - 2025





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Mansfield Shire Council acknowledges the Taungurung people as the traditional owners of the land upon which our Shire is located. We pay our respects to the Taungurung elders, past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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# Introduction

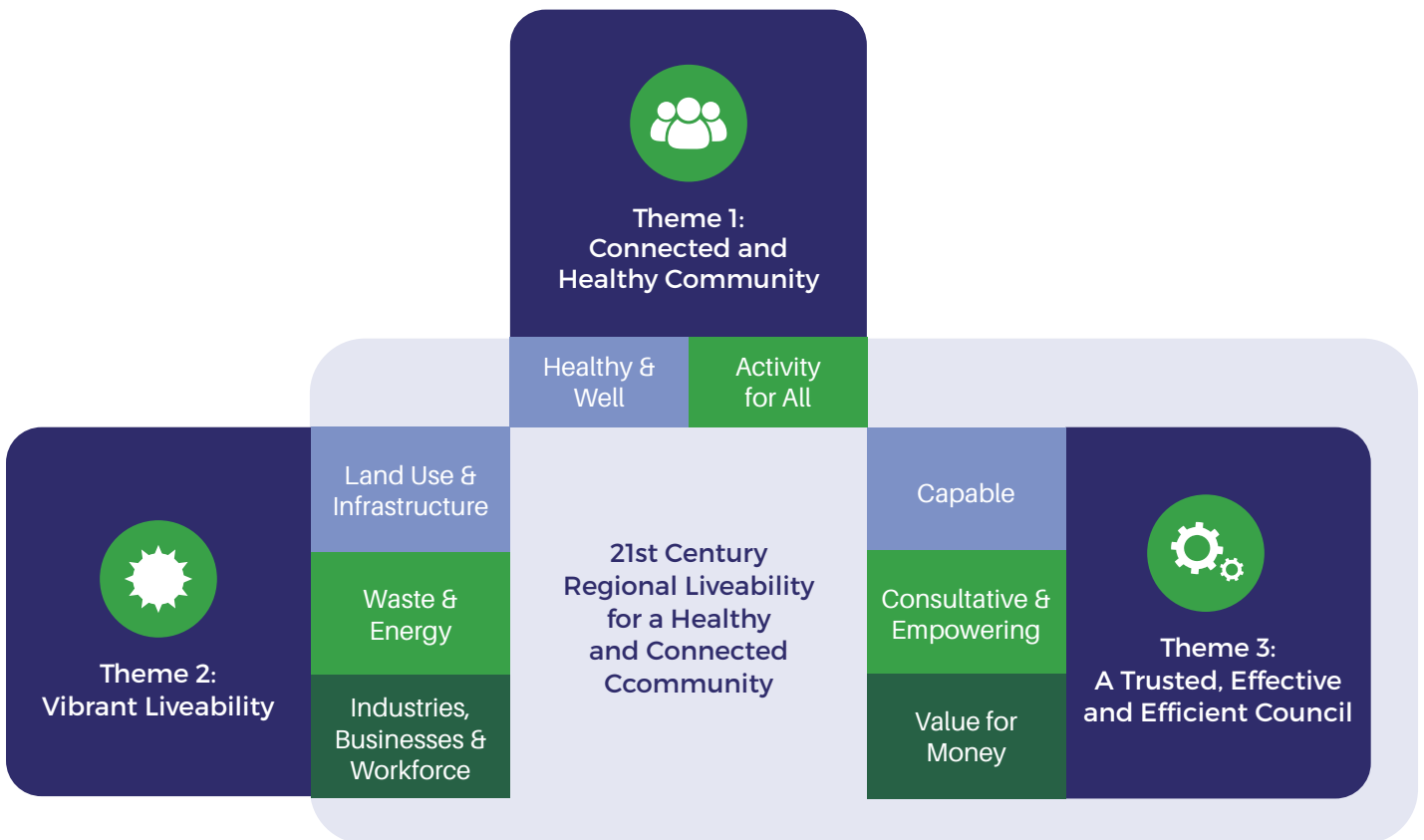
This document is the key strategic document to guide Council’s decision-making over the next four years.

It goes hand in hand with the Mansfield Community Vision, articulating the role Council will play in leading, supporting and advocating for the best possible outcomes for all of the Mansfield community.

The Council Plan outlines the role Council will play in the health and wellbeing of the community by incorporating the Municipal Health and Wellbeing Plan. The accompanying Health and Wellbeing Action Plan provides the detail on key factors that contribute to better health and wellbeing outcomes and opportunities and actions to promote and encourage healthy living and better lifestyles.

This Council Plan is informed by the Mansfield Community Vision, and has been developed alongside it. It is the result of a deliberative engagement process which has involved a broad, cross section of the community, including those who live, work, play and conduct business in the Shire.

The engagement process actively brought together the many and varied of our community. We have been actively engaging our community in many ways, including a deliberative panel. This engagement informs the Mansfield Community Vision, the Council 10 Year Financial Plan and this Council Plan.



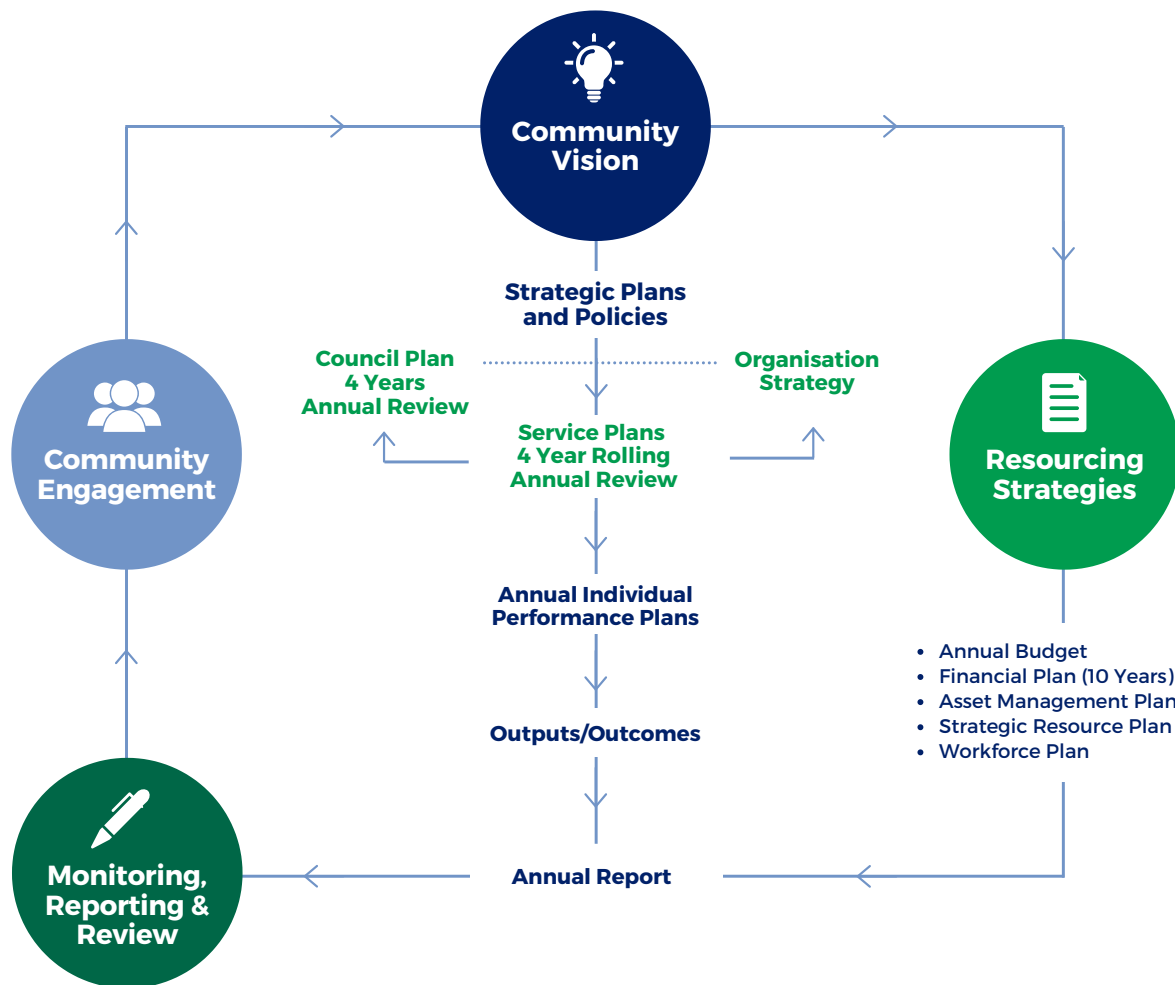
## About the Council Plan

Under the Local Government Act 2020, the Council Plan must be integrated into the medium and long-term planning and delivery of services to the community.

This Council Plan:

- ▶ is informed by the Community Vision Mansfield 2040;
- ▶ will be supported by ongoing community engagement, and other key Council strategic plans;
- ▶ is supported by a range of other longer-term strategies and policies and a 10-year Financial Plan which describes the financial resources required to deliver the Council Plan and other strategic plans.

The Financial Plan also shows how the financial sustainability of Council will be achieved and maintained over the 10 year period. It helps sets the boundaries for available resourcing and funding activity. However, within these boundaries, the Financial Plan may adjust key levers and areas of focus to reflect community and Council’s long-term aspirations.



The above diagram outlines the strategic planning framework for local government and shows where the Council Plan sits to deliver our key priorities over the next four years.

## Message from the Mayor

This is the first strategic plan of the new Council. It outlines our direction over the next four years.

On behalf of the new Council, I am proud to share the Mansfield Shire Council Plan 2021-2025. The Council Plan outlines our strategic direction for the next four years. It details our commitment to the community. It describes what we will deliver, how we will deliver it and how we will measure our performance.

The Council Plan guides the organisation as it makes decisions and delivers on strategy throughout the next four years. It is a responsible Plan, focusing on getting back to basics. By building our capacity to deliver on the Council's core services, we grow and develop our Shire from a position of strength.

We have had significant population growth over the past 5 years. We welcome our new residents and we understand what makes our Shire an attractive place to live, work and play. The Council Plan outlines how we protect the vibrant liveability of our Shire - the natural beauty and amenity that has made it so attractive in the first place.

The Council Plan has been shaped by the community and goes hand in hand with the Mansfield Community Vision, articulating the role Council will play in leading, supporting and advocating for the community. It includes the Council's Municipal Health and Wellbeing Plan, acknowledging the many factors that influence the health and wellbeing of a community. We are committed to a connected and healthy community. The integration of the Municipal Health and Wellbeing Plan is supported by strategic objectives that maximise the health and wellbeing of the individuals and communities we serve.

Our decisions are guided by a financially responsible approach. We take on only what we can deliver with confidence. We empower our community through delivering on core services. What we do, we aim to do well. Our decisions are considered and our projects are effective. The Plan demonstrates our position as a trusted, effective and efficient Council.

As we deliver on our services, we listen to the community and we are shaped by its expectations. The Council Plan 2021-2025 enables us to understand, respond and address community issues - those existing and those that may arise. The Plan outlines our commitment to a consultative Council that represents and empowers its community. We are a customer service organisation.

We recognise the challenges presented over the past few years. From bushfires to the COVID-19 pandemic, we have had our fair share of adversity as a community. However, from adversity comes opportunity. We are a can-do community and our Council operates in a way that respects and honours our can-do attitude. We hope you find this reflected in the 2021-2025 Council Plan.



Mayor, Cr Mark Holcombe

## Your Councillors



**Cr Mark Holcombe**  
Mayor

First elected October 2020



**Cr James Tehan**  
Deputy Mayor

First elected October 2020



**Cr Steve Rabie**

First elected October 2020



**Cr Paul Sladdin**

First elected October 2012  
Re-elected October 2016  
Re-elected October 2020



**Cr Rohan Webb**

First elected October 2020

# Our Values

Respect

Integrity

Collaboration

Leadership

Innovation





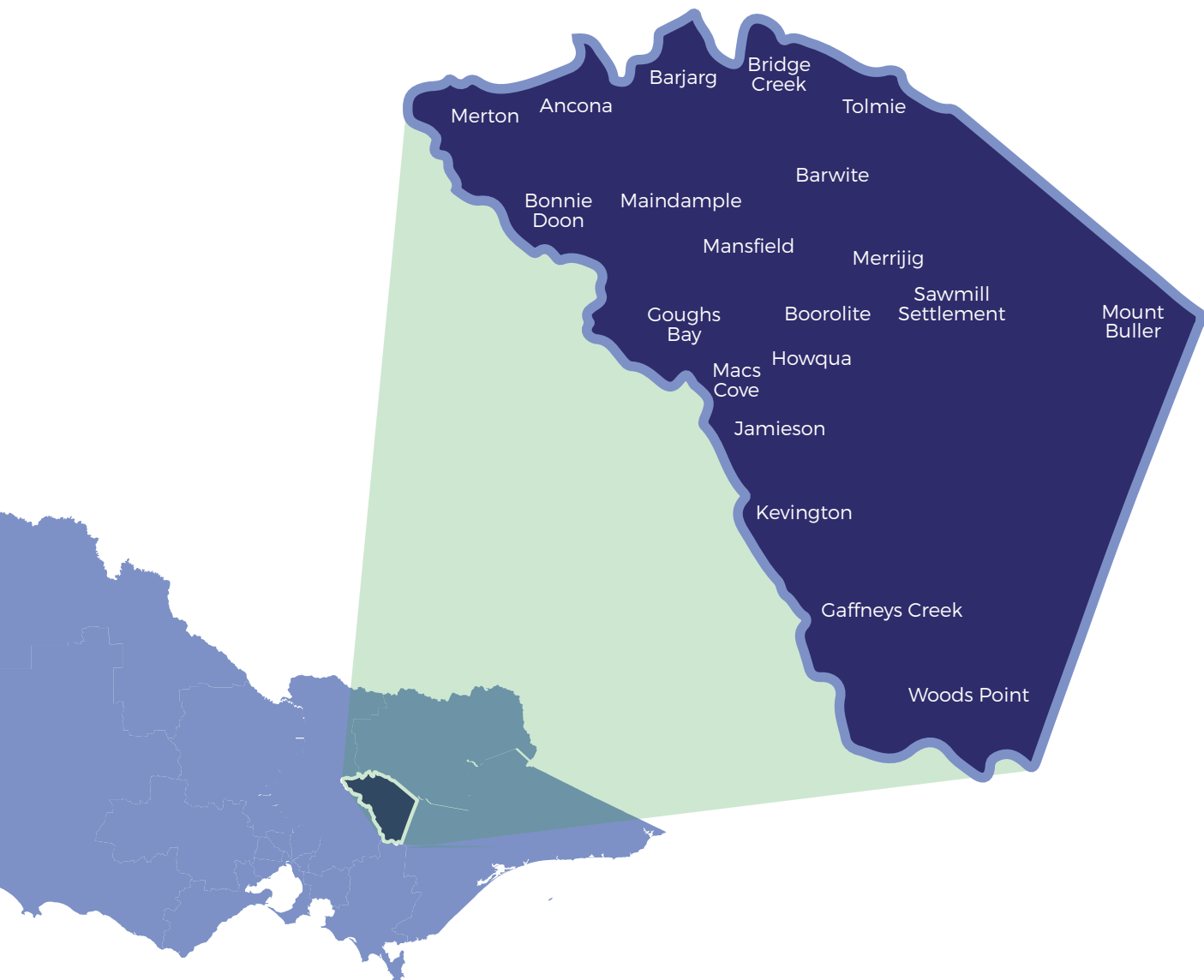
## Our Shire

Mansfield Shire is home to the dramatic landscapes of Victoria's High Country. Visitors and locals agree you can really sense the personality of the place – it's about lifestyle, farming, all things outdoors and a 'can-do' attitude.

Our Shire is the gateway to Mt Buller and Mt Stirling Alpine Resorts, the Alpine National Park and the second largest inland waterway in Australia - Lake Eildon. Five major river systems have their headwaters in our Shire.

We are home to strong towns and villages that harness the natural beauty of our farmland, waterways and mountains. These include Ancona, Barjarg, Bonnie Doon, Goughs Bay, Howqua, Jamieson, Kevington, Macs Cove, Maindample, Merrijig, Merton, Sawmill Settlement, Tolmie and Woods Point.

Our Shire's strong economy is underpinned by agriculture, tourism and construction and property. It is supported by a diverse range of commercial and service sectors.





## Who we are

Mansfield has a growing population. Last year the population increased by 3.6%, which more than doubled the average population growth of regional Victoria.

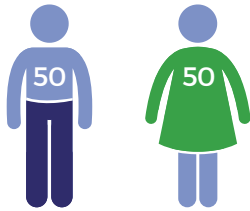
The Council supports a small ratepayer base with a large geographic footprint. A large proportion of our rate base reside outside of our Shire. We have become a location of choice for families relocating to a rural setting.

9,474	Population estimate for Mansfield Shire as of the 30 June 2020
3.26%	Population growth since the previous year
1.30%	Population growth in Regional Victoria
47	Median age
22%	Couples with children
14%	Older couples without children
11%	Overseas born
3,829	Jobs in Mansfield Shire
3.4%	Unemployment rate
4,384	Residents employed (including those that travel outside of the Shire for work)
54.1%	Lived in the same address over 5 years
1.2m	People visiting annually

Who we are - continued



If Mansfield Shire consisted of 100 people ...



**50** male and female



**1** Infant (< 1 year)

**18** Under 14 years

**24** Over 64 years



**4** People speak a language other than English at home

**11** People were born overseas

**1** Person identifies as Aboriginal &/or Torres Strait Islander



**58** Working age (15-64)

**44** Employed

**28** Drive to work



**14** People live in a single occupancy dwelling



**22** People receive Government pension and allowances



**40** Completed year 12



## Health and Wellbeing





## Health and Wellbeing

Council recognises that the health and wellbeing of individuals, families and the community is a key factor to achieving its aspirations for the Mansfield Shire.

Council's role, along with its many partners, is to protect, improve and promote the health and wellbeing of the community.

Incorporating our health and wellbeing plan into our Council Plan accords with *Section 26 of the Public Health and Wellbeing Act 2008*. This approach acknowledges that many factors influence health and wellbeing.

Victoria's municipal planning framework, Environments for Health, promotes health and wellbeing through social, built/physical, economic and natural environments. Council has demonstrated its commitment to improving and influencing each of these areas.

We recognise that community health can only be achieved through strong partnerships that work with us to collectively address key health and wellbeing issues that impact the Mansfield Community.

Many factors influence the health and wellbeing of a community and we highlight these throughout the Council Plan.



This symbol denotes actions related to the Municipal Health & Wellbeing Plan.





## Health and Wellbeing Data

To improve the health and wellbeing of Mansfield Residents we:



### 1. Prevent family violence

- ▶ More women than men experience family violence.
- ▶ In Victoria, 6.6% of women reported experiencing family violence.
- ▶ About 4.9% of our population reported experiencing family violence.
- ▶ There were 11.1 family violence incidents per 1,000 people. The state average is 9.3.
- ▶ The rate of reported stalking, harassment and threatening behaviours in Mansfield Shire was higher than the Victorian average (2019).



### 2. Increase healthy eating and active living

- ▶ 15% of adults in Mansfield are consuming sugar sweetened drinks daily which is more than the average Victorian adult (10%).
- ▶ 17% of adults in Mansfield are obese and 1% are sedentary. We know we can reduce this through healthier eating and increasing physical activity.
- ▶ Only 8% of adults eat the recommended amount of vegetables per day. 44% met the fruit consumption guidelines.



### 3. Reduce harmful effects of alcohol, tobacco and other drug use

- ▶ 18% of adults smoke daily, higher than the Victorian average of 12%.
- ▶ 54% of adults (Victoria 43%) have an increased risk of injury from a single occasion of drinking alcohol.



### 4. Improve mental health & wellbeing

- ▶ 16% of adults reported having high or very high levels of psychological distress.
- ▶ 7.5% of residents experience mortgage stress.



### 5. Mitigate health impacts of a changing environment

- ▶ The number of extreme heat days is increasing.
- ▶ Longer fire seasons with more very high fire danger days.
- ▶ Droughts and floods more common changing ecology and land use.

**Source**

- ▶ [www.centralhumeppc.org](http://www.centralhumeppc.org)
- ▶ <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/surveydata-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017>

## Our Council Plan

21<sup>st</sup> century regional liveability for a healthy and connected community.





## Theme 1: Connected and Healthy Community





# Theme 1: Connected and Healthy Community





Residents and visitors experience enjoyment of life, security and safety in a stunning rural location.

## Strategic Objective 1

The health and wellbeing of families and communities is maximised

- ▶ Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities 🍀
- ▶ Strategy 1.2 Connect, develop and support children and young people 🍀
- ▶ Strategy 1.3 Contribute to efforts that ensure essential community services exist locally 🍀



 Initiatives	 Our Role (Definitions page 28)
Encourage community members to be healthy, safe and active	Partner/Activate
Promote gender equity and reduction of family violence	Partner/Activate
Reduce the harmful impact of alcohol and other drug use by improving health literacy	Partner/Activate
Improve community connectedness and respect for diversity	Partner/Activate
Optimise child and family services delivered by Council	Service
Maintain and improve playgrounds and recreation spaces	Service
Advocate for Mansfield District Hospital’s redevelopment and its delivery of health services	Advocate
Advocate for the redevelopment of Mansfield Autism Statewide Services (MASS)	Advocate
Review community needs and service delivery for aged care services	Service
Determine the need and scope for a Mansfield Emergency Services Precinct	Partner

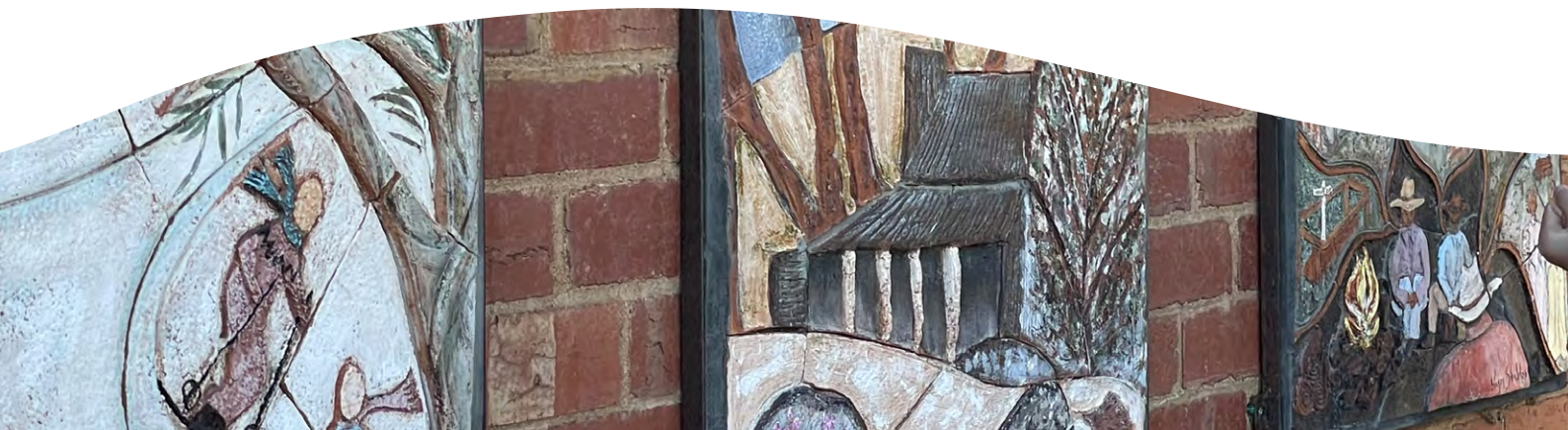
Theme 1: Connected and Healthy Community - continued



Strategic Objective 2: Activities that promote connection and fitness of our people and visitors

- ▶ Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events
- ▶ Strategy 2.2 Create an environment where community and clubs can recreate, socialise and contribute to the health and wellbeing of the community
- ▶ Strategy 2.3 Enhance the social and economic value of tourism to Mansfield

 Initiatives	 Our Role (Definitions page 28)
Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC)	Partner
Coordinate, stage, and/or support commercial and community events	Service/Partner
Enhance sporting and recreational facilities	Service/Partner
Provide event management expertise to support community and commercial events	Service
Advance regional and destination tourism in cooperation with our local tourism partners	Advocate/ Partner
Strengthen and diversify the visitor economy and experience	Service
Develop a Tourism Strategy for Mansfield Shire	Fund
Realise the Lake Eildon Masterplan together with other delivery partners	Advocate/ Partner





## Theme 2: Vibrant Liveability







## Theme 2: Vibrant Liveability

Mansfield is stunningly beautiful, clean and green, with all the requirements of modern living.

### Strategic Objective 3

#### Future focused: Intelligent land use and infrastructure

- ▶ Strategy 3.1 Protect natural vistas and farmlets
- ▶ Strategy 3.2 Enhance township character
- ▶ Strategy 3.3 Improve roads, drainage and footpaths
- ▶ Strategy 3.4 Plan for and encourage appropriate housing

 <b>Initiatives</b>	 <b>Our Role</b> (Definitions page 28)
Develop planning scheme amendments that protect views and vistas, along with land for commercial farming	Regulate
Forge and nurture smart partnerships that contribute to greater long term beauty, significance and sustainability	Partner
Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships	Regulate
Develop a fair-use system of visitor parking, especially at high traffic times and places	Fund
Engage our communities in development of a program of prioritised road, drainage and footpath upgrades across the Shire balanced with volume and type of use	Service
Develop planning scheme amendments that provide conditions for high-quality design and character	Regulate
Ensure that new developments fairly and reasonably contribute to infrastructure improvement to meet the demands of growth	Regulate



Theme 2: Vibrant Liveability - continued

Strategic Objective 4  
Clean and green: Waste and energy sustainability

- ▶ Strategy 4.1 Minimise and re-use waste ♻️
- ▶ Strategy 4.2 Adopt and promote energy options that are affordable, self sustaining & carbon positive ♻️

 Initiatives	 Our Role (Definitions page 28)
Engage with the community to transition to separate glass and FOGO (food organics and garden organics) recycling in accordance with the <i>Recycling and Waste Reduction Act 2020</i>	Activate
Review and improve waste recovery and recycling service and infrastructure	Service
Encourage community access to the benefits of the Local Power Plan and other renewable energy projects	Advocate
Convert Council owned/managed facilities to solar power	Fund





Theme 2: Vibrant Liveability - continued

**Strategic Objective 5**  
**Prosperous: Industries, businesses and workforces of the future**

- ▶ Strategy 5.1 Create conditions that enable local businesses & employers to thrive
- ▶ Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity

 Initiatives	 Our Role (Definitions page 28)
Develop a program of active service and business attraction, including human services, tourism, manufacturing and innovation & knowledge workers	Advocate/Activate
Support Station Precinct commercial and community activation in line with the Masterplan	Advocate/Regulate
Appropriately allocate land for commercial purposes	Regulate
Develop Lakins Road Precinct	Fund
Implement the Lake Eildon Masterplan Sewerage recommendation	Advocate





## Theme 3: A Trusted, Effective and Efficient Council





## Theme 3: A Trusted, Effective and Efficient Council



Our ratepayers and residents expect us to be transparent and responsive, get the basics right and deliver value for money.

### Strategic Objective 6: Council possesses in-house and outsourced capability to meet community expectations

- ▶ Strategy 6.1 Use and gain knowledge of our community to make good decisions
- ▶ Strategy 6.2 Building organisational capacity through its people

 Initiatives	 Our Role (Definitions page 28)
Modernise engagement practices to extend reach into community	Service
Progress the Digital Transformation Strategy	Service
Enhance key organisational capabilities through effective workforce planning	Service
Provide Councillors with professional learning and development opportunities that enhance their skills and knowledge of local government	Service
Strive to continuously improve Council’s customer service experience.	Service







Theme 3: A Trusted, Effective and Efficient Council - continued



Strategic Objective 7  
Financial sustainability and value for money

- Strategy 7.1 Increase Council’s financial resilience by utilising opportunities to derive own-source of funding income and optimising costs of delivering services

 Initiatives	 Our Role (Definitions page 28)
Identify methods of providing greater value for money from Council-delivered services via rolling cycle of service reviews	Service
Grow other revenue through grant applications	Service





**Theme 3: A Trusted, Effective and Efficient Council - continued**



**Strategic Objective 8**

**A consultative Council that represents and empowers its community**


- ▶ Strategy 8.1 Increase community trust in Council to make informed decisions with “no surprises”
- ▶ Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community 🌱

 <b>Initiatives</b>	 <b>Our Role</b> (Definitions page 28)
Provide the community with transparent information about Council plans, strategies and performance	Service
Provide community opportunities to be involved in key Council decisions	Service
Advocate for the delivery of projects such as the Lake Eildon Masterplan, Mansfield Station Precinct, Mansfield Emergency Services Precinct, Lakins Road Industrial Precinct, a Year-around Aquatic Facility in Mansfield, Lords Reserve Community Hub and redevelopment of the Resource Recovery Centre	Advocate



## How we'll know we've been successful

As we move through the four-year cycle, we review our performance in many ways. Here are some of the ways we will measure our performance.

 Indicator	 Target of Desired Trend
The community satisfaction survey rating for the appearance of public spaces in Mansfield Shire	Increase and maintain a rating of more than 80
The length of gravel roads graded each year in the Mansfield Shire	Increase
The percentage of grant funds that make up the total Mansfield Shire Council budget	Increase
The length of concrete and gravel footpaths in the Mansfield Shire	Increase
Number of visitors to the Mansfield Shire	Increase
Planning applications decided within legislated timeframes	Increase
Percentage of the Mansfield Shire's kerb side collection waste that is not directed to landfill	Increase
The community satisfaction survey rating for Council's performance	Improve
The community satisfaction survey rating for Family support services	Increase

The Council community satisfaction survey is a telephone survey that collects direct feedback from the community. Sixty-six councils participated in the 2021 survey. In Mansfield Shire, at least 400 residents were interviewed. The survey data represents just a moment in time, but it's the most accurate data we have about the thoughts and feelings of our community at that time.

## Glossary

Role	Definition
<b>Partner</b>	We work with other organisations on shared goals
<b>Activate</b>	We facilitate community members to lead and take action
<b>Service</b>	We directly deliver a service to the community
<b>Regulate</b>	We set standards and monitor or enforce compliance
<b>Fund</b>	We allocate money



Mansfield Shire


**Engage Mansfield**

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