

Council Plan

2021–2025

Working together for a healthy, connected shire



Acknowledgement of country

Mount Alexander Shire Council acknowledges that the traditional custodians of this land, the Dja Dja Wurrung and Taungurung peoples, proudly survive. We acknowledge their continued practise of custom and their close cultural, spiritual, physical, social, historical and economic relationship with the land and waters that make up their country, which includes Mount Alexander Shire.

Council recognises the Victorian Government's Recognition and Settlement with both the Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Land and Waters Council.



Contents

Message from the Mayor	04
Message from the CEO	05
Community Vision 2021-2031	06
Vision, principles and pillars	08
The Community Vision and Council Plan	10
Implementing the Council Plan	11
Integrated Strategic Planning Framework	13
The structure of our plan	14
Strategy Map	15
Our Shire	16
Our Councillors	19
Our Services	20
How the plan was developed	21
Strategies and actions	24
Our commitments	26
Appendix	35

Image: Photograph of Dja Dja Wurrung Traditional Owner and Elder Uncle Rick Nelson.

Image credit: Storyland.

Detail shown on this page is from the painting by local artist Daikota Nelson.

Mayor's message



Cr AG (Tony) Cordy,
Mayor

Everyone who lives here in the Mount Alexander Shire, knows how vibrant and connected it is.

We are lucky to have beautiful natural landscapes, a colourful creative community, caring and engaged residents, a wide variety of local businesses, and a thriving economy.

We got here by working together - Council and community - and the development of our 10-year Community Vision and four-year Council Plan is about continuing that work, together.

From April to August 2021, Council invited our community to share what they love about their community, and their vision for its future.

We posed these questions via face-to-face meetings, surveys, online feedback and postcards, and workshops with community and local organisations, mining a rich vein of community interest, engagement and enthusiasm for what we do, how we do it and what should drive that work.

From this we developed our Community's Vision for our shire and our work for the next decade, including principles to guide us. Our plan provides a clear picture of what's next for Council, and where we need to focus our attention.

Our community wants us to genuinely engage, so residents' views and

experiences are reflected in our decisions and the design of our services and projects. We are always improving, and strive to be an organisation that gets the best outcomes for our local community. And finally, we are delivering together, identifying where our services can work together to best deliver for the community.

Our Community Vision lays the foundations for our future work, and in the short-term, shapes how Council will strive towards that vision during our four year term.

I have great pleasure then in presenting this Council Plan 2021-2025. It outlines our strategic direction, objectives, strategies, indicators for monitoring our progress on achieving our objectives, plus our priorities for services, infrastructure and amenity for these four years.

Our plan provides a roadmap of where we're headed, how we'll get there, what we're up to, and what progress we're making.

On behalf of Council, thank you for your input in the development of our Community Vision and Council Plan. We look forward to continuing to work in partnership with our community, organisations and all levels of government to deliver on what we've set out to achieve.

Cr AG (Tony) Cordy
Mayor

CEO's message



Darren Fuzzard,
Chief Executive Officer

I am immensely proud of the understanding and ongoing connection that our staff has with the community that assisted our Councillors to develop a well-informed four-year plan that draws on the insights, passion, experiences and expertise of us all.

This plan has benefited from our collective work with the community over many years, and ranges from the deeply personal individual stories that our direct care workers hear when they visit the homes of our most vulnerable community members, through to the visionary ideas we gained from an entire township during the creation of Plan Harcourt and Shine Harcourt.

Whether developing ideas and plans for the future of the Norwood Hill playground and major recreation facilities like Camp Reserve and Campbells Creek Reserve; getting the detail just right on the Maldon Streetscape Revitalisation Project; developing business support initiatives that really help; or receiving feedback about how we are going with keeping our huge stock of roads, bridges and community buildings in an acceptable condition, all of this experience in our staff has contributed to getting the strategies in the new Council Plan as right as we can.

So too, the deep insights gained from the myriad of community and special interest groups who we work alongside, together with the brilliant minds of our youth, and the Mondo Lounge, has all made the plan more informed.

Importantly also, the work that we do to understand our long term financial position and the costs of our services has been critically important in ensuring that the strategies Council commits to pursue over the next four years are both achievable and will get the best possible results from our limited resources.

Building upon all of those insights, I am also extremely proud of the extensive work that was done to capture the community's thoughts about what an ideal Mount Alexander Shire will look like in ten years. It is a powerful collection of feelings and experiences that has given context to every discussion we've had about what the Council Plan should contain. Thank you to all of those who contributed to this important work.

It is with great pleasure that I commit our organisation to delivering on Mount Alexander Shire Council's Plan for 2021-2025 and I look forward to seeing the many benefits that come from this for our community.

Darren Fuzzard
Chief Executive Officer

Community Vision 2021-2031

After extensive community engagement, the community of Mount Alexander Shire produced the following 10-year vision, which represents our aspirations for the next decade. This vision guided the development of the Council Plan, and acts as the ambitious goal that the Plan works towards.

In 2031, our community is connected to each other, and comes together to build and celebrate an inclusive, creative shire.

We are a healthy community that values the natural beauty of the Djaara Country we live on.

We know that preserving our natural environment means living sustainably and caring for country.

We are protecting our shire from the threat of climate change by working together at the local level.

We are a welcoming community where everybody has access to services and supports, and opportunities for housing, education, employment and creative and social pursuits.

We're known as a vibrant place which draws upon its creative spirit and shared heritage.

We're building a place where everyone can enjoy the beauty, history and friendliness of the shire.



“ The heritage values, the trees, the weather. Also like the open-mindedness of the people in the Shire, I feel free to be myself, no pressure to conform to something... ”

“ Keep asking us questions and listen to not just the loud community but the quiet ones too. ”

“ I'd like to see strong action on climate change with a big focus on equity, stronger involvement of Traditional Owners, creating a connected, supportive, green, healthy environment. ”

“ We can be a more inclusive and accessible community for people with disability or who are isolated by difference. ”

“ We need aged care quality to continue to provide good & innovative care, and accessible housing. ”

“ I love the historical buildings in Castlemaine and Maldon. The weather, hot during the day and crisp at night. Can commute to Melbourne or Bendigo easily for work. ”

A selection of responses from the community as it helped develop its 10-year vision.

Vision, principles and pillars

Council vision

Working together for a healthy, connected shire

Our principles – how we will work

**We are engaging
genuinely with the
community**

**We are always
improving**

**We are delivering
together**

Our pillars – what we want to achieve

Your 10-year community vision has laid a foundation for us to build on. These core pillars are our plan to build a shire that is connected, inclusive, sustainable and creative.



**A healthy,
connected and
inclusive community**

What the community said

Creating and maximising opportunities for people to connect, physically and socially, is central for our shire. This includes having good infrastructure such as footpaths, walkable and useable by all, and ensuring services are readily accessible and inclusive for all.

“

A healthy community is a thriving diverse community, that is connected and resilient, well serviced with spaces for all.

”



An environment for people and nature

What the community said

Protecting and preserving our natural environment is a top priority. We urgently need to confront the climate emergency and recognise that our built environment must work in harmony with nature. Efforts on this front must be locally focused and locally run.

“

It should be green, connected and walkable. Mitigation of impending impacts of climate change is crucial. More cycle paths. Improved recycling programs - I'm happy to sort my rubbish more.

”



A resilient and growing local economy

What the community said

A connected community is also one that supports local businesses, and local businesses create a more connected community. Employment and education opportunities are critical, as is a local economy that doesn't leave people behind. Our creative community is a valuable asset to our economy.

“

Advocate for quality facilities and good transport links. Support local employers.

”

A healthy, connected and inclusive community

An environment for people and nature

A resilient and growing local economy

Our objectives to help get us there

Services in our community are accessible and coordinated

We are working locally to address the climate emergency

Our local economy is diverse and resilient

Our community is inclusive and connected

We are maintaining, improving and celebrating our places and spaces

We are supporting continuous learning and personal growth

Our community feels safe, regardless of identity or circumstance

Our community is growing in harmony with nature

We are helping businesses make their work simpler and more sustainable

Our community is physically and mentally healthy

We are focused on the housing affordability challenge in our community

We are attracting and building investment in our cultural and creative community

We are facilitating managed growth of our towns while protecting natural assets

The Community Vision and Council Plan

In 2020, a new Local Government Act was passed, and this has updated the way we develop our Council Plan.

This Act ensures that our Council Plan is developed to address the aspirations of the Vision, which was developed in close consultation with our community. See 'How we developed our Plan and Vision' for more.

The Community Vision and Council Plan 2021-2025 are designed to complement each other, and work together to set the strategic direction and priorities of Mount Alexander Shire Council in the coming years.

The Council Plan 2021-2025 will guide our work and priorities. It is a summary of our priorities, and will be used by Councillors and staff to guide our work, decisions and efforts.

It includes our three areas of focus, which we have called pillars, and a series of objectives which relate to them. Each objective then has a series of strategies and actions which we will use to try to achieve that objective.

All of this is informed by the engagement process undertaken with the community, partners, staff, regulatory bodies and regional agencies, developing the Vision and the Plan.

The Plan also supports, and is supported by, a series of additional strategies and plans, including our Municipal Public Health and Wellbeing Plan, Disability Action Plan, Reconciliation Action Plan, the Gender Equality Act, our declaration of a climate change emergency, and more.



Community Vision

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



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, and other strategic priorities.

Implementing the Council Plan

The Council Plan is Council's key medium term strategic plan and reflects the outcome of stakeholder and community engagement.

Effective performance reporting requires the Council Plan and associated strategies and objectives to be clear and measurable.

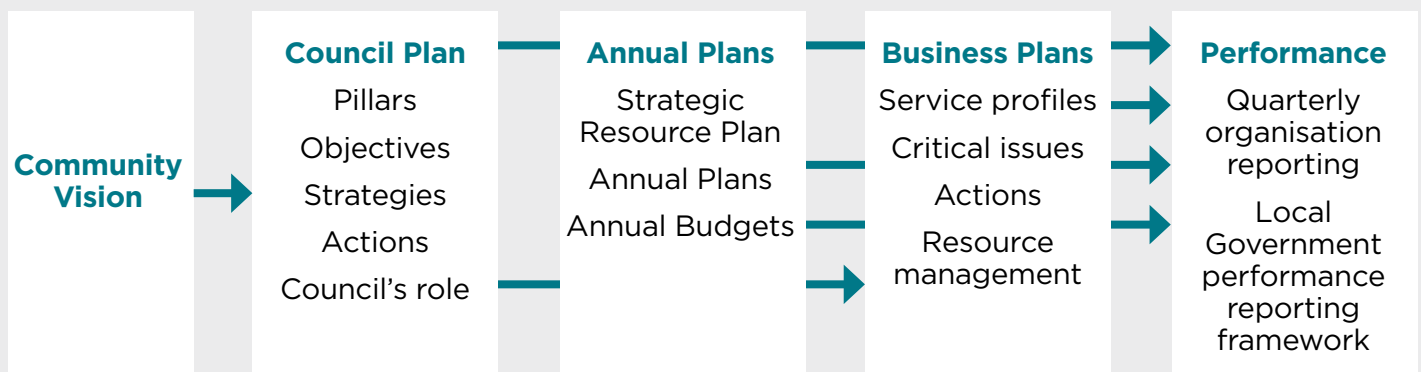
We have a legislative planning framework that helps link Council Plan strategies to the actions that are funded in our Annual Budget. The Council Plan gives rise to high level strategies and objectives.

Council's Annual Plan and Annual Budget detail the specific projects and programs that will be delivered by Council on an annual basis and link to the strategies included in the Council Plan. Council ensures the ongoing financial viability of the organisation through our Financial Sustainability Strategy and 10 year Financial Plan. This is illustrated in the diagram below.

Our Planning Framework

Under the new *Local Government Act 2020*, we must ensure we have a planning framework which ensures that our Plan's pillars are clearly linked to actions which are funded in our annual budgets.

Council's annual plans and annual budgets detail the specific projects and programs that will be delivered by Council, and link to the strategies included in the Council Plan. Council ensures the ongoing financial viability of the organisation through our Financial Sustainability Strategy and 10-year Financial Plan.



Every four years

Our Council Plan outlines our objectives, strategies and how we will measure our performance. Community involvement is critical in developing the Council Plan, with months of community engagement being conducted in its development.

Annually

Each year we prepare an Annual Plan which details actions to help achieve the objectives laid out in the Council Plan, with associated measurable targets.

These actions are funded out of the annual budget, which is exhibited for public comment. This lists services, service outcome indicators, major initiatives and

financial statements. Anyone can comment on the budget or make a submission for funding during the public submission period.

Each year we publish our Annual Report, which tracks our performance against the Council and Annual Plans.

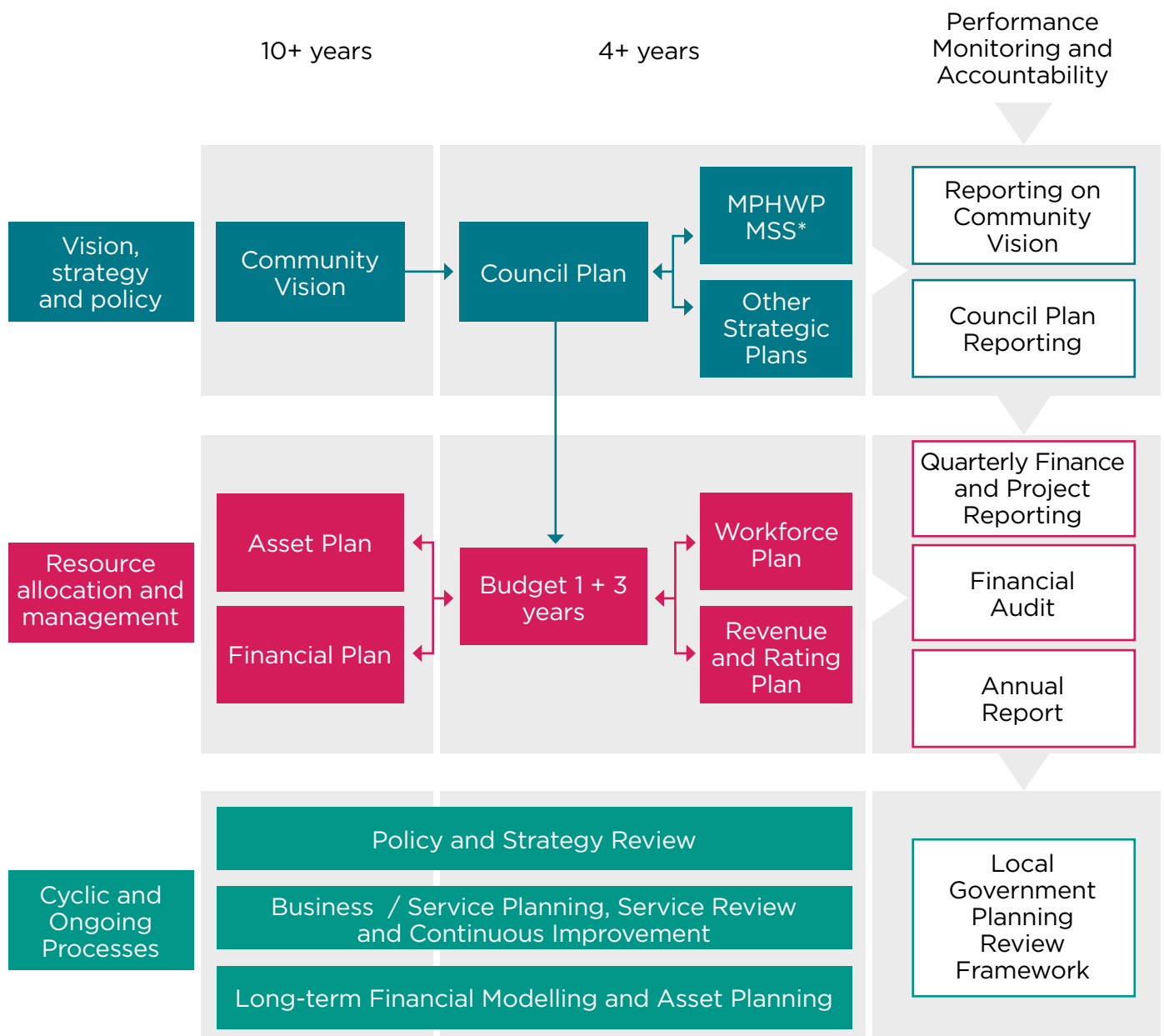
Quarterly

Each quarter we produce reports on performance against our plans and budgets. These reports are presented to Council and are a key tool in monitoring our progress in delivering on the four-year Plan's objectives.



Integrated Strategic Planning Framework

The *Local Government Act 2020* requires Council to maintain several strategic documents which form an Integrated Strategic Planning Framework. The below diagram demonstrates how the Community Vision and Council overlap and intersect with various associated plans, strategies and reporting frameworks.



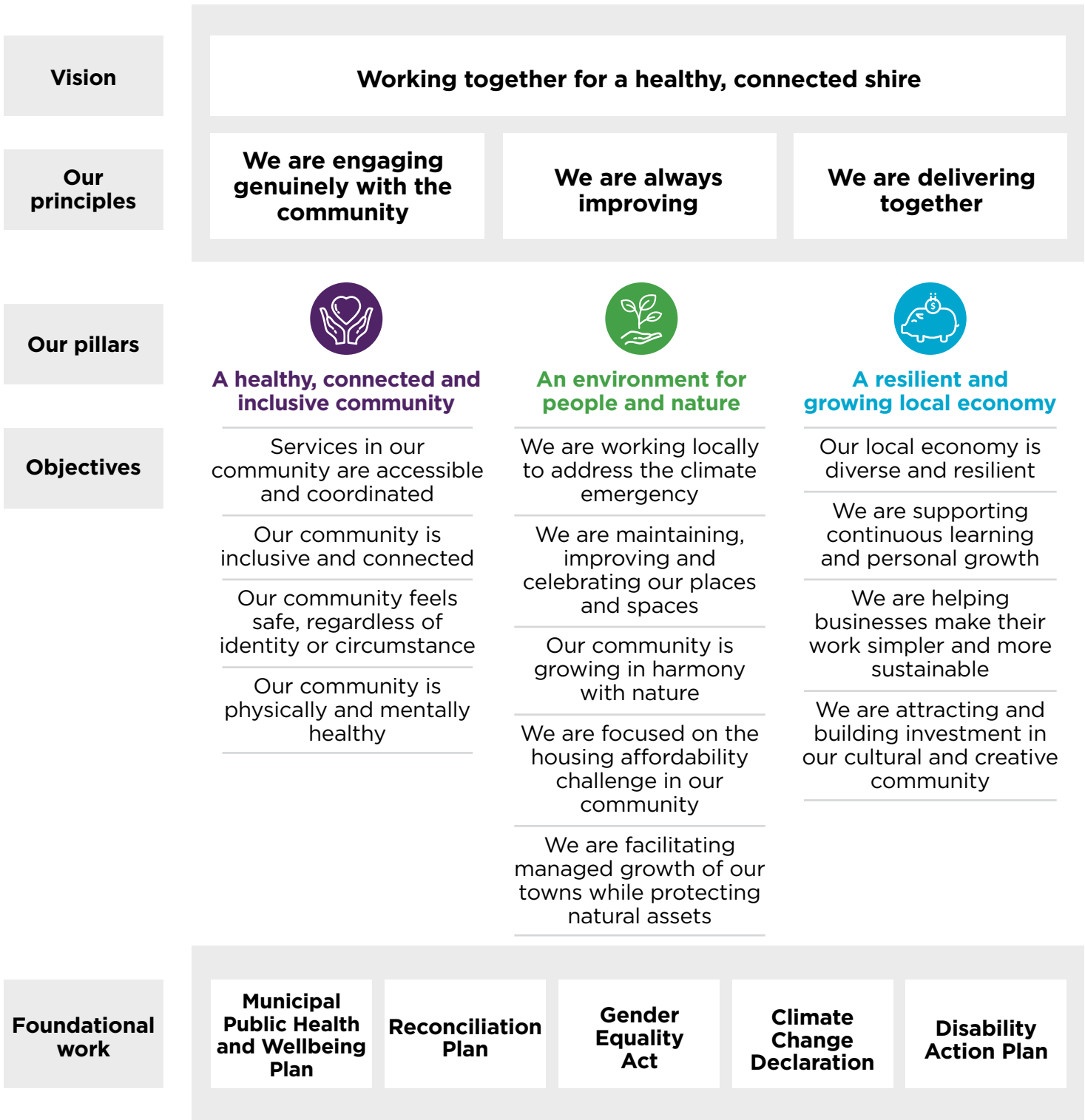
*Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement

The structure of our plan

Our Council Plan and Community Vision are closely linked documents. But there are several other long-term plans, strategies and legislative requirements which operate alongside them.



Community vision



Strategy Map

There are a great many existing plans and strategies that we have developed, and which are already central to our work to reach our various high-level objectives. This table demonstrates how these plans and strategies intersect with the Council Plan's three core pillars.

Strategic Documents	A healthy, connected and inclusive community	An environment for people and nature	A resilient and growing local economy
Community Vision			
Municipal Public Health and Wellbeing Plan			
Disability Action Plan			
Walking and Cycling Strategy			
Reconciliation Plan			
Early Years Plan			
Middle Years Plan			
Community Engagement Framework			
Plan Harcourt			
Shine Harcourt			
Roadmap to Carbon Neutrality			
Healthy Heart of Victoria Active Living Census			
Rating Strategy			
Resourcing Recreation – A strategic framework for sport and recreation investment in Mount Alexander Shire			
Creative State Strategy			
Environment Strategy			

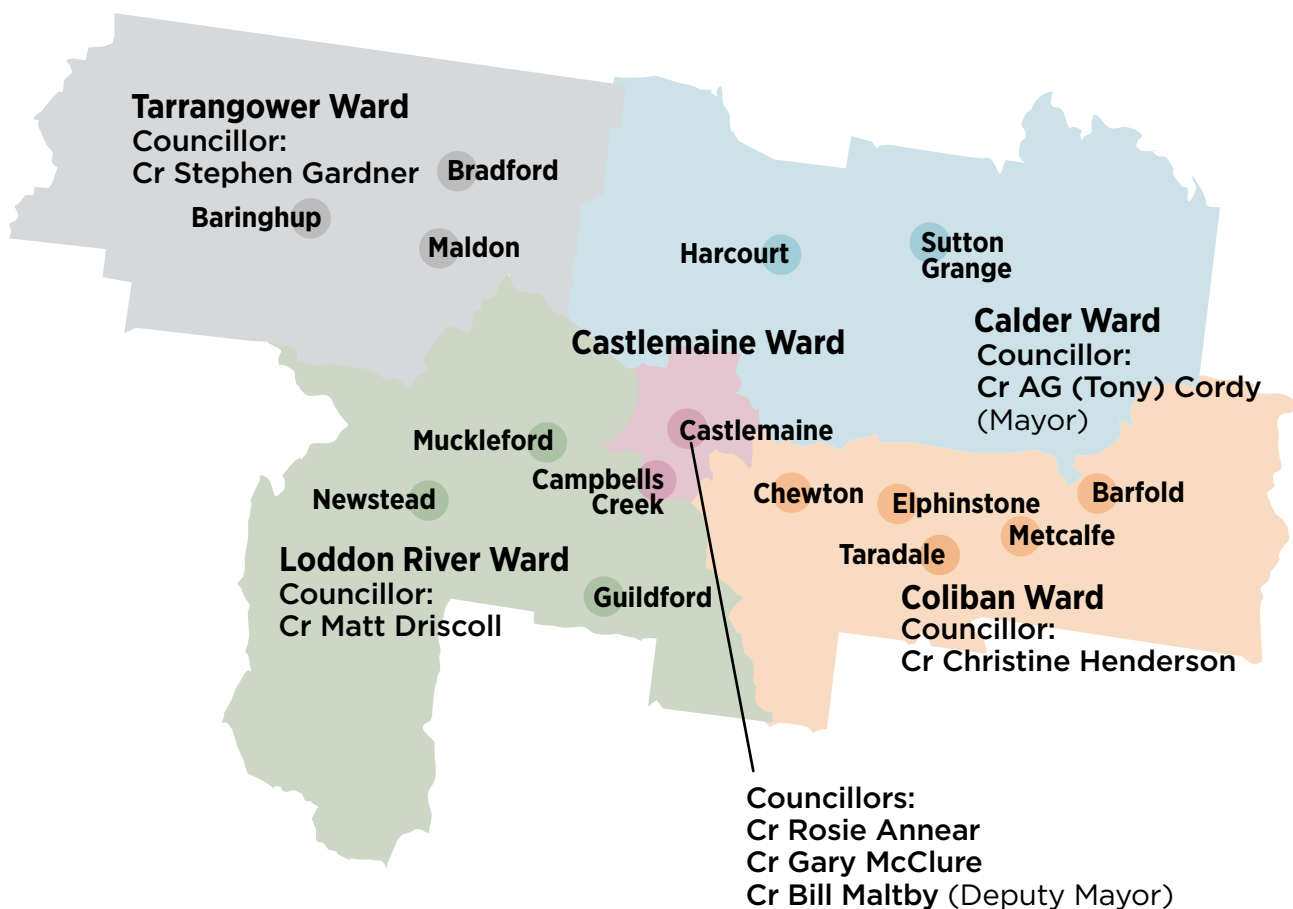
* Please note not all Council strategies are listed

Our Shire

Mount Alexander Shire is a region known for its beautiful heritage streetscapes, picturesque townships, vibrant cultural life and stunning natural surroundings.

Located on Djaara and Taungurung Country in Central Victoria, and within commuting distance of Melbourne and Bendigo, the popularity of the shire continues to grow as new residents move to the area to make the most of the relaxed lifestyle.

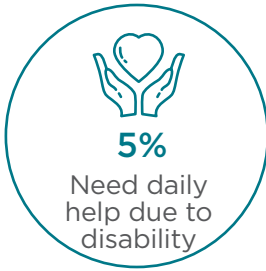
For visitors, the region offers ample opportunity to explore its rich heritage, stunning environment, wide selection of award winning local produce, and a range of cultural activities and events.



People



Proportion of population





Economy



Our top 5 industries

9.9%
Retail Trade

22.7%
Manufacturing

9.0%
Public Administration
and Safety

13.6%
Health Care and
Social Assistance

7.4%
Construction

Source: Australian Bureau of Statistics 2016 Census of Population and Housing, REMPLAN Community.

Councillors



Mount Alexander Shire Council is comprised of seven Councillors in five wards. They are (left to right) **Cr Matt Driscoll** (Loddon River Ward), **Cr Rosie Annear** (Castlemaine Ward), **Cr Gary McClure** (Castlemaine Ward), **Cr AG (Tony) Cordy** (Mayor) (Calder Ward), **Cr Bill Maltby** (Deputy Mayor) (Castlemaine Ward), **Cr Christine Henderson** (Coliban Ward) and **Cr Stephen Gardner** (Tarrangower Ward).

Our Councillors are a vital link between community and Council staff, and will guide the organisation in delivering on each of the pillars and objectives outlined in the 2021-2025 Council Plan. The Councillors will ensure that Council staff are accountable to the objectives set in this Plan.

Our Services

Mount Alexander Shire Council delivers more than 100 services to the community including family and children's services, youth programs, aged and disability care, business and economic development, community planning and development, waste management, library services and emergency management.

We also manage and maintain a variety of community assets such as recreation and leisure facilities, local roads, bridges, footpaths, drains, parks, playgrounds, community buildings and much more. For a full list of the services we deliver to the Mount Alexander Shire community, see the end of this Plan.

For more information on Council services, visit www.mountalexander.vic.gov.au/Council_services.



How the plan was developed

The *Local Government Act 2020* creates a clear impetus for us to continue to improve our ability to engage with the Mount Alexander Shire community. The development of our Council Plan, and the Community Vision which underpins it,

was an opportunity to do that.

Between March and August, we conducted our most extensive piece of community engagement to date, bringing together online and in person feedback from across the community, as well as partner and stakeholder organisations and community groups.

That broad community engagement was critical to the development of the new Community Vision and this Council Plan.

How we engaged

The initial round of engagement for the Community Vision and Council Plan came in the form of developing a new online engagement platform, named Shape Mount Alexander.

Shire residents, visitors, school students, community groups, businesses and more were encouraged to provide feedback through the new platform.

Accessibility is a key focus area for us. For those who were unable or unwilling to use the new tool, we distributed printed postcards throughout the shire with surveys offering quick, simple 'three-word visions'. We also received hundreds of completions of an extensive 15-question survey, which was of enormous value in ensuring community input contributed to the final Plan.

There were 45 consultations with community groups and organisations to support this initial engagement, with 650 residents engaging online or in writing:

- 390 completed one-minute surveys
- 235 completed full surveys
- 98 additional online contributions
- 71,875 words in total.



10,000 postcards distributed across the shire, and in rates notices



Full-page advertisements in local papers



Regular ads on local community radio



Regular reminders and updates in our Council Columns



Reminders in our Shire News email newsletter

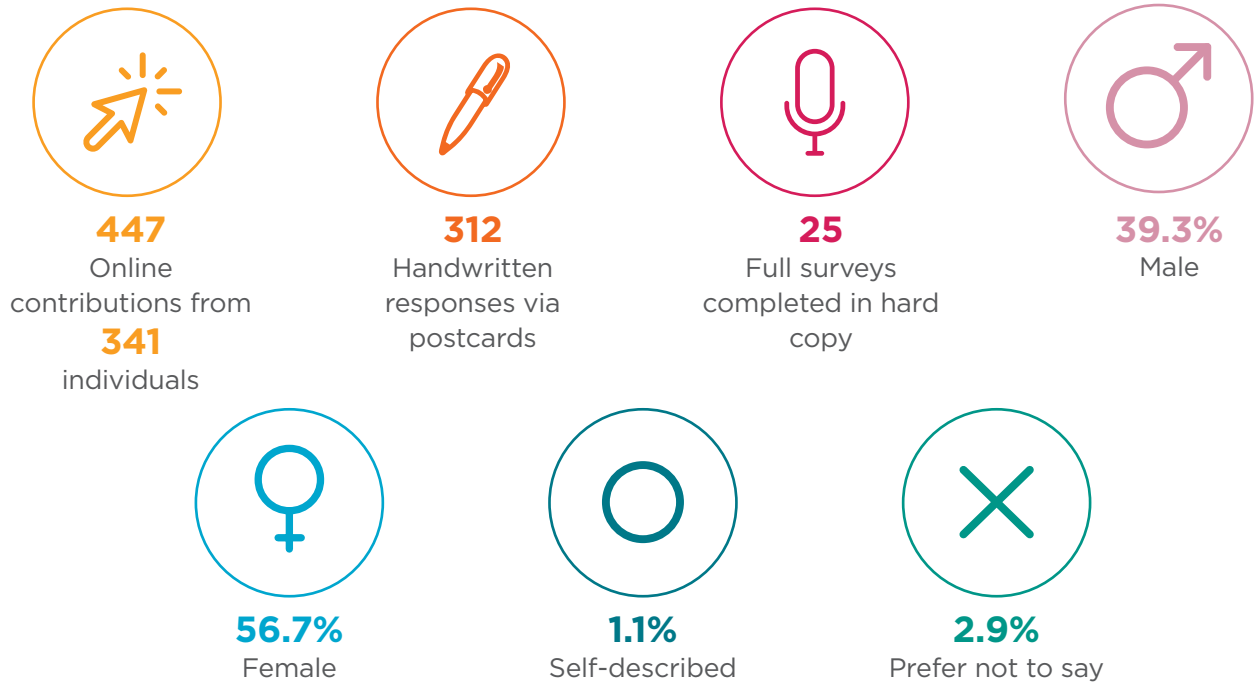


Targeted social media posts and advertisements



In-person meetings between Councillors or council staff and community groups and organisations

Who we heard from



After this initial round of consultation was completed, three community forums were conducted. Two were open to the public and the third was conducted with representatives of community groups and organisations from across the shire.

Organisations represented diverse interests such as sport, disability advocacy, First Nations people, the LGBTIQ+ community, older residents, and healthcare and creative industries.



SHAPE

Mount Alexander

shape.mountalxeander.vic.gov.au

Strategies and actions

Below are a series of high-level strategies and actions Council will focus on in delivering on each key objective. Please note, this list is not exhaustive, and serves as a guide for our Annual Plans and Annual Budgets, which are critical in identifying our focus areas over the life of the Council Plan.

Principle 1: We are engaging genuinely with the community

We actively engage with local residents so our community's views and experiences are considered in our decisions and the design of our services and projects. We not only listen, but seek to make decisions together when we can, and communicate back to the community the impact of their contribution.

Objective: Our community feels heard and is able to influence and participate in the decisions that impact upon them

Strategies	These will include:	Council role
Deepen our deliberative engagement protocols and practice	Developing a deliberative engagement strategy	Lead
Identify and partner with active community groups in each area of Council's work	Strengthening participatory engagement with the community to guide our actions on the complex challenge of climate change	Partner
Develop appropriate channels for genuine communication and engagement with the whole community	Conducting a communications review, and developing a new communications strategy to complement our digital-first efforts	Lead



Principle 2: We are always improving

We strive to be an organisation that gets the best outcomes for our local communities. We allow space for creative responses to local needs. We operate sustainably, and with fairness and integrity. We always monitor the impact of our work, so we can find ways to be a better Council.

Objective: Council is responsive to the needs of the communities it serves

Strategies	These will include:	Council role
Become a customer-first organisation that ensures Council is fully accessible to all parts of the community	Developing a customer experience strategy to ensure Council services are designed with the end-user in mind.	Lead
Become a digital-first organisation	Developing a digital strategy encompassing internal tools and external platforms and service	Lead
Further advance our organisational cultural change framework	Rebuilding the Council website to ensure community members have the digital access they expect	Lead
	Supporting professional development for Council's staff to build capacity and gain different experiences in empowering leadership at all levels of the organisation	Lead

Principle 3: We are delivering together

Our community is deeply connected, and Council is committed to a collaborative approach. We identify where our services can work together to best deliver for the community. We know that to build a better Shire, we need to work with the community and community organisations, here and across the region.

Objective: We are working across Council, government, local partners and across community to meet the varied needs of our region

Strategies	These will include:	Council role
Provide clear pathways for community organisations to partner with council in appropriate ways, such as Memoranda of Understanding and reference groups.	Strengthening formal and informal partnerships and collaborations, to identify productive ways for delivering outcomes with the community	Lead
Formalise community partnerships for the whole of the Council Plan period	Embedding the principals of the Delivering Together culture framework into our everyday work through changes to organisational systems and to processes at individual, team and organisational levels	Lead

Our pillars – what we want to achieve



Pillar 1: A healthy, connected and inclusive community

Objective: Services in our community are accessible and coordinated

Strategies	These will include:	Council role
Partner with community groups and agencies to better deliver services	Progressing the Health Precinct Masterplan	Partner
	Implementing actions from the Goldfields Library Plan	Partner
	Working in partnership with local training and education providers to boost education and training opportunities	Partner
Improve accessibility of Council services	Promoting opportunities for adult education and skills development	Partner
	Implementing the Disability Action Plan	Lead
Enhance Council's services to be more coordinated and collaborative	Considering a place based approach to social planning and service delivery	Lead
	Identifying and addressing resourcing needs within existing partnerships and networks	Lead
	Identifying strategies to reduce the 'digital divide' for all ages	Lead
Support organisations to provide a safe, healthy and engaging environment for volunteers	Implementing the 10-year Asset Plan	Lead
	Implementing the Aged Care Quality Standards	Partner
	Responding to Aged Care reforms	Partner

Objective: Our community is inclusive and connected

Strategies	These will include:	Council role
Recognise, support and celebrate the diversity within our community	Implementing initiatives aligned with the Reconciliation Plan	Lead
	Investing in footpaths and trails and considering accessibility review of footpaths	Partner
Increase access to inclusive and usable spaces for all seasons	Developing a program for the improved physical access to community assets and Council facilities	Lead
	Ensuring accessibility for the community extends to digital services and access	Lead
	Working towards career/training opportunities to build a more diverse workplace	Lead
Support events that celebrate our community and bring people together	Working with Councillors and staff to build a greater understanding of implicit bias, equity, access and inclusion	Lead
Ensure Council is a leader in equity and gender equality	Implementing the Mount Alexander Shire Council Municipal Public Health and Wellbeing Plan	Lead
	Ensuring reporting of inclusion and diversity performance in corporate reporting	Lead
	Developing a gender equity policy and action plan	Lead



Objective: Our community feels safe, regardless of identity or circumstance

Strategies	These will include:	Council role
Improve the safety and wellbeing for LGBTIQ+ and Culturally and Linguistically Diverse (CALD) members of our community	Reviewing resourcing allocations for the LGBTIQ+ Steering Group	Lead
Build community resilience by working together with the community, key stakeholders and emergency service providers to plan and prepare for, respond to, and recover from health and environmental emergencies	Implementing initiatives that create acceptance of diversity	Lead
	Advocating for funding to bolster and expand the work of community groups, particularly in relation to emergency management and climate change resilience building	Advocate
	Implementing the Integrated Municipal Emergency Management Plan	Lead
	Maintaining vulnerable client registers and undertaking monitoring and wellbeing checks during extreme weather periods.	Lead
Implement initiatives to change the behaviours and attitudes that contribute to family violence in our community	Incorporating family violence strategies into our emergency management responsibilities	Lead
	Developing a Gender Equity Policy and Action Plan	Lead
	Implementing initiatives aligned with the Gender Equality Act 2020	Lead

Objective: Our community is supported to be physically and mentally healthy

Strategies	These will include:	Council role
Increase active transport options	Supporting the community and local service providers to develop localised initiatives that support mental health	Partner
Support healthy eating locally	Utilising data from the Healthy Heart of Victoria Active Living census to improve health and wellbeing outcomes for the community	Lead
Improve access to mental health services locally	Reviewing policy direction for healthy eating across all Council work, and to recommend how to increase healthy eating	Lead
Improve access to information and services for older people and people with a disability	Undertaking streetscape works that provide more protection from the changing climate	Lead
Build resilience to the impacts of climate change	Reviewing management arrangements of Recreation Reserves and facilities	Lead



Pillar 2: A flourishing environment for nature and people

Objective: We are working locally to address the climate emergency

Strategies	These will include:	Council role
Partner with the community to reduce emissions across the Shire	Implementing actions within Council's Roadmap to Carbon Neutrality	Lead
	Delivering a Climate Change Strategy	Lead
	Delivering upgrades to Council assets to reduce energy and water use	Lead
	Championing funding to projects which educate the community on mitigating the impacts of climate change	Advocate
	Participating in the Elevating Environmentally Sustainable Development (ESD) project to introduce ESD requirements in the planning scheme	Partner
	Work with the local community to support the ongoing development and implementation of their community climate transition plan	Partner
Reduce Council's Emissions to Zero by 2025		



Objective: We are maintaining, improving and celebrating our places and spaces

Strategies	These will include:	Council role
Protect our biodiversity values	Continue to improve the use, amenity and function of community facilities to service the evolving needs of our community	Partner
Protect and celebrate our Indigenous and European heritage	Progressing towards Flora, Fauna and Bushland Reserves being maintained and managed to best practice standards	Partner
	Developing township forest strategies to guide appropriate tree planting for a changing climate for shade, biodiversity and survivability	Lead
Foster connection to place	Partnering with the Indigenous community and community groups to improve management and knowledge of our environment	Partner
	Continuing to protect and improve the environmental values of our roadsides	Lead
Protect urban and landscape character	Preparing heritage studies to ensure heritage protection into the future	Lead
	Implementing recommendations in Open Space Asset Management Plan	Lead
	Developing a playground renewal program	Lead
	Continuing to implement actions from Streetscape Design projects	Lead
	Exploring a policy and investment framework to better incorporate public art into infrastructure planning and development	Lead
	Continuing to improve the use, amenity and function of community facilities to service the evolving community needs	Partner

Objective: We are focused on the housing affordability challenge in our community

Strategies	These will include:	Council role
Ensure there is sufficient residential land that caters for the existing and future community needs	Supporting sensible investment through the State Government's Big Housing Build	Partner
Support state-wide initiatives to increase affordable housing supply	Reviewing and maintaining a 15-year residential land supply across the municipality	Lead
	Championing the prioritisation of State owned land for housing with State Government Departments	Advocate
Encourage diverse housing options and infill residential development in appropriate locations	Exploring avenues for funding and developing a Housing Strategy	Lead

Objective: Our community is growing in harmony with nature

Strategies	These will include:	Council role
Manage sustainable township growth and development	Protecting rural land for agriculture that contributes to local food systems	Lead
Reduce waste and increase resource recovery	Continuing to apply best practice guidance from the Planning Scheme, including minimising the impact of development on native flora and fauna	Lead
Review, maintain, renew and expand sustainable assets of our community	Transitioning the Castlemaine Waste Facility to a resource recovery station and implementing Recycling Victoria actions, including FOGO and glass recycling	Lead
Partner and support the community to deliver green infrastructure outcomes	Progressing implementation of the Integrated Water Management Plan	Partner
	Establishing an award to recognise outstanding urban design and architecture	Partner
Promote sustainable use of water	Encouraging growth around existing activity centres and ensuring residential development considers hazards/constraints	Lead

Objective: We are facilitating managed growth of our towns while protecting natural assets

Strategies	These will include:	Council role
Coordinate land use, urban design and infrastructure planning for towns	Preparing infrastructure plans for areas anticipated to grow	Lead
	Advocating for development contributions towards critical infrastructure	Advocate
Ensure there is sufficient residential, commercial and industrial land to meet demand	Ensuring the planning scheme reflects the needs and aspirations of the community	Partner
	Preparing a Domestic wastewater Management Plan	Lead
Protect agricultural land that contributes or can contribute to local food systems from residential development	Translating Plan Harcourt into the Planning Scheme	Lead
	Completing the land-use assessment of the oval at the former ETTY Street school	Lead
	Continue to deliver the Castlemaine Urban Waterways Management Plan	Partner





Pillar 3: A resilient and growing local economy

Objective: Our local economy is diverse and resilient

Strategies	These will include:	Council role
Partner with local businesses to build a regional, circular economy	Supporting a circular economy community of practice, to identify funding opportunities and support local businesses that use local resources	Partner
Support tourism sector to respond to new opportunities and recover from the COVID pandemic	Reviewing Tourism and Events Recovery Plan, including local tourism branding and marketing	Lead
Promote economic opportunities for social inclusion	Working with the local Indigenous community to support cultural tourism initiatives	Partner
Advocate for improved digital access and connectivity	Identifying opportunities to increase social procurement	Lead
Develop tourism products that champion our cultural, environmental and social values	Secure funding for a Bendigo Regional 100gb Project	Partner
	Advocating for improved mobile phone coverage within the shire	Advocate

Objective: We are supporting continuous learning and personal growth

Strategies	These will include:	Council role
Support and advocate for high quality education for people of all ages	Implementing Early Years and Middle Years Strategies	Lead
	Providing traineeships as part of a recruitment strategy to fill workforce gaps	Lead
Promote an accessible range of services for all, including children, young people and families	Supporting young people to enter the workforce through training and seed funding	Lead
Support training for career and life transitions	Supporting business transitions through training, mentoring, assistance in gaining online presence and incubator support	Partner

Objective: We are helping businesses make their work simpler and more sustainable

Strategies	These will include:	Council role
Simplify how businesses can work with Council	Continuing to provide business concierge service	Lead
	Working with State/Federal Government to make grant funding more accessible	Advocate
Support the business community to work together	Providing training and workshops to help businesses	Lead
	Offering supplier engagement sessions for procurement processes	Lead

Objective: We are attracting and building investment in our cultural and creative community

Strategies	These will include:	Council role
Promote and build capacity of creative arts and industries	Mapping what creative industries we have in the Shire and identifying needs and connections	Partner
Support innovative industries and individuals	Working with change to the local Indigenous community to promote and celebrate indigenous culture	Partner
	Building, developing and promoting the Get Lost platform to support the creative community to grow	Lead
Encourage resurgence of live music and events locally	Supporting the development of incubators and partnerships for creative industries	Lead
Continue to work with change to the local Indigenous community and First Australians to celebrate indigenous culture		

Appendix - our services

Like all local Councils, we provide a considerable range of services that support, maintain and enhance the lives of our community. We deliver more than 100 services to the community including maternal and child health, youth programs, aged and disability care, business and economic development, community planning and development, waste management and library services.

We also manage and maintain a variety of community assets such as recreation and leisure facilities, local roads, bridges, footpaths, drains, parks, playgrounds, community buildings and much more. It requires balance to provide services that meet current community needs, maintain our ageing infrastructure and prepare for future needs and demands. Our teams listed below help to deliver services.



Building Services

Provides building compliance services including emergency management responsibilities, fire safety inspections, swimming pool barrier audits and investigates complaints and illegal works.



Climate Change

Develops environmental policy, coordinates and implements environmental projects and works with other services to improve our environmental performance, including climate change initiatives.



Communication

Provides information to the community about our programs and services through media, advertising, newsletters and web. Assists and provides advice to staff on sharing information with the community.



Community Buildings and Property Management

Prepares maintenance and management programs for our buildings, pavilions and other community assets to maximise value and use. The service also facilitates management and strategic planning for our building, land, commercial and community leases and licenses.



Community Partnerships

Works with local residents, community organisations and service providers to build community capacity and strengthen our engagement with the community.



Community Wellbeing

Assesses and plans services for older people and people with disabilities to enable them to remain living independently. This includes home care services, personal care services, respite services, delivered meals, home safety and social support programs for isolated older people.



Corporate Service

Provides policy, systems and support in the areas of continuous improvement, corporate planning, procurement and performance reporting.



Cultural Development

Provides advocacy and support to help develop arts, cultural and creative activities across the shire.



Community Safety and Amenity

Improves safety and amenity in the shire by supervising school crossings, control of domestic animals and livestock, regulating parking, issue of local law permits and infringement notices, and provides information and advice to the community.



Customer Service

Assists customers with general enquiries, shares information, registers community requests for service and processes payments.



Economic Development

Undertakes initiatives to build the local economy including support for the growth of local businesses and industry networks along with reducing barriers for business development. Works towards creating and maintaining an environment that ensures the shire is a desirable location for people to visit, work, live and invest.



Emergency Management

Develops and implements strategies to increase emergency management capability of the shire and community. Undertakes prevention measures to reduce risk from hazards.



Environmental Health

Conducts inspections and maintains registrations for food and public health businesses, including registration and approval of temporary food permits, assessment of septic tank applications and investigates complaints.



Executive

Strategically manages the organisation in keeping with the requirements of good governance, legislation and strategic policy.



Financial Services

Manages finances through preparation and monitoring of the budget, payment of accounts, procurement of services, raising and collection of rates and charges and valuation of properties.



Governance

Coordinates Council meetings, Councillor related activities and provides support and oversight of compliance with the Local Government Act.



Information and Technology Services

Provides, supports and maintains cost effective communications and IT systems enabling the delivery of services in a productive and efficient way.



Infrastructure

Designs, contract manages and supervises our capital works program. Undertakes safety and condition inspections of roads, bridges and footpaths, and maintains the asset management system while overseeing community infrastructure development.



Library Operations

Provides accessible information and resources for the recreational, cultural, educational and social development of our community. The service is provided by Northern Victorian Goldfields Library Corporation via the library located in Castlemaine.



Maternal and Child Health

Provides consultations, information, referrals, advice and support for children from birth to school age and their families.



Parks and Gardens

Manages key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens and Victory Park, and provides tree pruning, planting and removal in addition to planning and strategies.



People and Culture

Provides strategic and operational organisation development support including human resource and industrial relations strategies, policies and procedures.



Planning Services

Manages land use and development in the municipality in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications and undertakes compliance activities. Develops and implements urban and rural planning strategy. Maintains an effective planning scheme through regular reviews and planning scheme amendments while ensuring appropriate support for our heritage.



Records

Stores, retrieves and archives records and ensures legislative and privacy requirements are met.



Recreation Facilities

Oversees the management, use and development of active and passive recreation facilities. Provides advice on recreational needs, facility use and planning to provide access to well-maintained sporting and recreation facilities.



Tourism Services

Supports tourism operators in the shire through advocacy and collaboration, enabling them to develop their offering. Identify opportunities that promote tourism in the shire and grow the visitor economy.



Visitor Services

Provides visitor information, marketing and industry development for the shire. Supports economic and social benefits of tourism through operation of Visitor Information Centres in Castlemaine and Maldon. Provides accommodation and tour booking services.



Waste Management

Manages the waste management facilities at Castlemaine and Maldon. Provides kerbside waste, recycling collection and develops and implements waste and resource recovery strategies.



Works

Undertakes maintenance and renewal of our roads, bridges, paths and drainage. This includes maintenance grading, patrol patching, periodic gravel and bituminous resurfacing, road and intersection renewals, road line markings and signage, drain clearance and street sweeping.



Youth Development

Works in partnership with young people and the community, organisations and service providers to support and promote initiatives, activities and programs that strengthen young people's connections and place within the community.





Mount Alexander Shire Council

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Corner Lyttleton Street and Lloyd Street
PO Box 185
Castlemaine VIC 3450
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National Relay Service
If you are deaf, or have a hearing impairment
or speech impairment, contact us through
the National Relay Service.