



Annual Plan

2021-2025



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Acknowledgement of Country

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

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.



Background

Council has developed a *Community Vision 2031* and *Council Plan 2021-2025* which documents the aspirations of the community, and the strategies that Council will apply to deliver these.

The Annual Plan 2021-2025 details specific actions that will deliver on its commitment to the Community's Vision ***Creating a community where everyone is welcome and has the opportunity to live, work and thrive*** and its own vision of ***Loddon will be a resilient, sustainable and prosperous community of communities.***

This Annual Plan will be reviewed at the end of each financial year to ensure completion of actions and to monitor any additional actions that may have arisen due to changing circumstances or funding opportunities. It will be reported through the Annual Report which incorporates the Report of Operations, Financial Statements and Performance Statement.

The community identified the following priorities under the Community Vision:

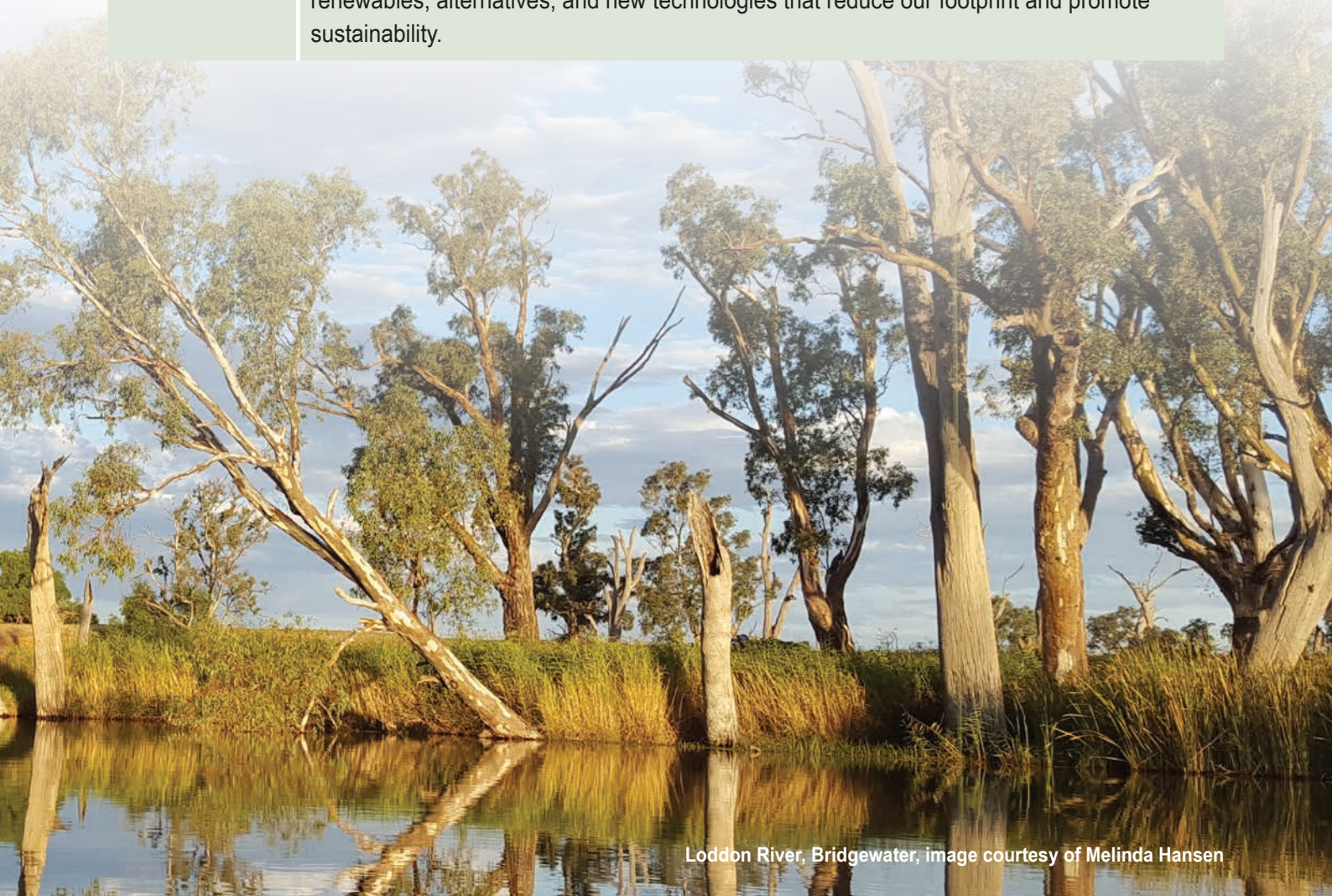
Sustainable built and natural environment

Infrastructure

We will have infrastructure that supports our social and economic needs and embraces environmental sustainability.

Environment

We will preserve our unique natural environment, places and spaces. We will embrace renewables, alternatives, and new technologies that reduce our footprint and promote sustainability.



Loddon River, Bridgewater, image courtesy of Melinda Hansen



Wedderburn General Store Museum

A growing and vibrant community



Population	We will increase our population and attract new people by promoting our lifestyle. Our growing, connected, and inclusive population will support the growth of our economy and services to meet our current and future needs.
Community	We will be a welcoming, connected, inclusive and growing community that is resilient, supportive and actively involved.
Youth	Our youth will be supported to access education, job and recreation opportunities and services in our area. Their voice is valued and heard, through meaningful participation in our Shire.

A diverse and expanding economy



Tourism	We will attract local, national, and international tourists with our unique range of natural, cultural, and historical attractions, including the rich history of First Australians and pioneers. Our communities will be passionate ambassadors for our area.
Economy	We will have a growing and sustainable economy that supports established and new businesses, has a skilled workforce and attracts business, industry, and people to our area.

A supported and accessible community



Services	We will increase local services by working with our community and services providers to explore innovative ways to deliver existing and new services. We will seek out and adopt new technologies to increase and improve services and enable people to connect.
Communication	We will embrace all forms of communication to reach all age groups, backgrounds, and abilities to increase the cohesiveness and connection in our community. Our communication will be supported by the latest and most reliable infrastructure.

Four strategic pillars

At the time of developing the Community Vision 2031 and Council Plan 2021-2025, the following actions were identified under the four strategic pillars.

1. A sustainable built and natural environment



Strategic objective:

1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs.

Actions	2021/22	2022/23	2023/24	2024/25
1.1.1 Plan for future facilities and infrastructure that meets community need				
Finalise asset management plans and long term strategies for Council assets				
Review and implement the Building Asset Management Plan.	Review	Implement	Implement	Implement
Review and implement the Road Asset Management Plan.	Review	Implement	Implement	Implement
Review and implement the Bridges Asset Management Plan.	Review	Implement	Implement	Implement
Review and implement the Footpaths Asset Management Plan.	Review	Implement	Implement	Implement
Develop and implement the Tracks and Trails Asset Management Plan.	Develop	Implement	Implement	Implement
Develop and implement an Urban Drainage Asset Management Plan .	Develop	Implement	Implement	Implement
Develop a Recreational Leisure and Community Facilities Asset Management Plan.	Develop	Implement	Implement	Implement
Review and implement the Parks, Open Space and Streetscapes Asset Management Plan.	Review	Implement	Implement	Implement
Develop an Asset Plan that has been informed by the completed asset management plans.	Develop	Implement	Implement	Implement
Develop and implement a Recreation, Open Space and Aquatic Strategy.		Develop	Implement	Implement

Actions	2021/22	2022/23	2023/24	2024/25
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1.1.1 Plan for future facilities and infrastructure that meets community need *(continued)*

Embed long term planning into project management framework

Develop a register which documents all projects from concept through to delivery and post project evaluation to provide information about timing of projects that can be incorporated into grant applications and the Financial Plan.		Develop	Implement	Implement
Review Project Management Framework to embed project register model including assessment matrices used to identify priority projects.		Review	Implement	Implement
Incorporate assessment of alternative energy and innovative design in planning for, or repurposing, Council facilities and infrastructure.	Ongoing	Ongoing	Ongoing	Ongoing
Provide resources for the development and delivery of projects through the Project Management Framework.	Ongoing	Ongoing	Ongoing	Ongoing
Work with communities to understand their strategic projects for consideration in long term planning.	Ongoing	Ongoing	Ongoing	Ongoing

Complete funded major infrastructure projects in the planning phase

Construct Pyramid Hill Community Centre Stage 1.		Construct	Construct	
Construct Donaldson Park Community Hub.	Construct	Construct		
Deliver Pyramid Hill Streetscape Revitalisation Project.		Deliver	Deliver	
Deliver the Lake Boort Sporting Precinct Project.		Deliver	Deliver	

1.1.2 Our built and natural environments are accessible

Ensure Council assets are accessible

Review and implement actions in Access and Inclusion Plan.		Review	Implement	Implement
Ensure new infrastructure projects consider opportunities to improve accessibility and convenience for all ages, abilities and stages of life.	Ongoing	Ongoing	Ongoing	Ongoing

1.1.3 Maintain sports and recreation and open public spaces to enable and promote access and participation

Ensure community facility use is maximised

Work with community facility managers to identify new ways of expanding use of their facilities such as co-location opportunities.	Work with community	Work with community		
Undertake an audit of current master plans for all community facilities to identify any gaps.		Audit		
Prepare business cases to develop master plans for community facilities without a plan.		Prepare business case		
Implement master plans developed for various community facilities.	Implement	Implement	Implement	Implement



Sunset at Melville Caves, Brenanah, image courtesy of Justin Stenning

Strategic objective:

1.2 We will work with our partners to preserve and protect our local environment. We will support our community to respond to the impacts of climate change.

Actions	2021/22	2022/23	2023/24	2024/25
1.2.1 Plan for and build community capacity to mitigate, respond and adapt to climate change				
Participate with regional groups to implement environmental priorities				
Partner with Central Victorian Greenhouse Alliance to support the community to take advantage of opportunities around renewable energy.	Ongoing	Ongoing	Ongoing	Ongoing
Implement the Municipal Public Health and Wellbeing Plan items related to mitigating the impacts of climate change on health and wellbeing.	Ongoing	Ongoing	Ongoing	Ongoing
1.2.2 Work with our partners to support biodiversity and habitat in our area				
Participate with regional groups to maximise opportunities to support biodiversity and habitat				
Partner with North Central Catchment Management Authority to implement the priorities in the North Central Catchment Partnership Agreement to protect and improve land, water and biodiversity.	Ongoing	Ongoing	Ongoing	Ongoing
Participate in the Integrated Water Management Forum for the region.	Ongoing	Ongoing	Ongoing	Ongoing
Advocate for funding for weed management programs to support the natural environment.	Ongoing	Ongoing	Ongoing	Ongoing

Actions	2021/22	2022/23	2023/24	2024/25
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1.2.3 Promote reduction of waste to landfill

Deliver effective waste management

Deliver actions in Council’s Waste Management Strategy 2020-2030.	Ongoing	Ongoing	Ongoing	Ongoing
Actively participate in the regional waste and recycling management group.	Ongoing	Ongoing	Ongoing	Ongoing
Investigate and implement where practical, the use of recycled or reclaimed products for Council’s operations.	Ongoing	Ongoing	Ongoing	Ongoing
Promote the three R’s – “Reuse, Reduce, Recycle” to the community.	Ongoing	Ongoing	Ongoing	Ongoing

1.2.4 Plan and prepare for adverse weather events

Prepare for adverse weather events

Advocate for funding for the continuation of the Municipal Emergency Resourcing Program (MERP).	Ongoing	Ongoing	Ongoing	Ongoing
Participate in the Northern Victorian Integrated Emergency Management Planning Committee.	Ongoing	Ongoing	Ongoing	Ongoing

Develop a process for capturing infrastructure information to facilitate applications for grant funding from National Disaster Relief and Recovery Arrangements.		Develop process		
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Implement infrastructure to protect towns

Complete delivery of flood mitigation works in Boort.		Complete		
Complete delivery of flood mitigation works in Pyramid Hill.		Complete		
Source funding to deliver flood mitigation works in Serpentine.		Source funding		

Landscape view at Buckrabanyule





2. A growing and vibrant community

Strategic objective:

2.1 We will promote population growth to support a growing and diverse community.

Actions	2021/22	2022/23	2023/24	2024/25
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2.1.1 Maximise opportunities to grow our population by taking advantage of all available development opportunities to expand the existing urban footprint

Pursue development opportunities

Implement remaining actions in Settlement Strategy	Implement	Implement	Implement	Implement
Work with the community to lobby government to provide reticulated sewerage and water for Newbridge.	Lobby	Lobby		
Undertake detailed assessment and costing of Wedderburn Housing Estate Stage 2	Undertake			

Promote our Shire as a great place to live

In conjunction with regional partners, investigate opportunities to increase residential housing stock.	Ongoing	Ongoing	Ongoing	Ongoing
As opportunities arise, work with local partners, including employers and real estate, to develop a coordinated approach to marketing the municipality for new residents.	Ongoing	Ongoing	Ongoing	Ongoing
Deliver marketing campaigns and media content that attract new residents and clearly positions Loddon Shire as a great place to live and work.	Ongoing	Ongoing	Ongoing	Ongoing

Strategic objective:

2.2 We will support a connected and inclusive community that provides opportunities for current and new community members at all ages, abilities, and stages of their life.

Actions	2021/22	2022/23	2023/24	2024/25
2.2.1 Support community groups and volunteers				
Support Community Asset Committees				
Allocate a Council resource as the key contact for Community Asset Committees.	Ongoing	Ongoing	Ongoing	Ongoing
Implement a governance framework for Community Asset Committees that is manageable for our volunteers.	Ongoing	Ongoing	Ongoing	Ongoing
Provide support documentation to the Community Asset Committees to help them understand their responsibilities to Council.	Ongoing	Ongoing	Ongoing	Ongoing
Support volunteers				
Deliver the Re-Engaging Volunteers in Rural Towns Project.	Deliver	Deliver		
Facilitate an event to celebrate our volunteers annually during National Volunteer Week.	Ongoing	Ongoing	Ongoing	Ongoing
Support Community Groups				
Provide in kind and financial support to community planning groups.	Ongoing	Ongoing	Ongoing	Ongoing
Provide financial support to community groups through our policies and programs.	Ongoing	Ongoing	Ongoing	Ongoing
2.2.2 Promote welcoming and safe communities				
Promote community safety				
Work with Victoria Police to identify ways to promote community safety.	Ongoing	Ongoing	Ongoing	Ongoing
Review the Child Safe Standards Framework.	Review			
Promote a welcoming and inclusive environment for all				
Promote reconciliation through respect, relationship building and promotion of opportunities with and for Aboriginal and Torres Strait Islander peoples through the review and implementation of the Community Aboriginal Partnership Plan.	Ongoing	Ongoing	Ongoing	Ongoing
Participate with the Loddon Campaspe Local Government Regional Settlement Network which provides a strategic platform to ensure migrants are supported within, attracted to and retained in the region.	Ongoing	Ongoing	Ongoing	Ongoing
Promote local events on social media and other media to ensure all members of the community are informed and have the opportunity to connect.	Ongoing	Ongoing	Ongoing	Ongoing
Deliver official Citizenship Ceremonies to welcome and celebrate new Australian citizens in our community.	Ongoing	Ongoing	Ongoing	Ongoing

Strategic objective:

2.3 We will support our youth to access pathways for education and employment and the ability to connect to their community.

Actions	2021/22	2022/23	2023/24	2024/25
2.3.1 Support youth by working to improve local learning and employment pathways				
Improve local learning and employment pathway opportunities through strategic partnerships				
Partner with schools to promote the work experience program.	Ongoing	Ongoing	Ongoing	Ongoing
Partner with and support organisations to provide employment opportunities for young people in the Shire.	Ongoing	Ongoing	Ongoing	Ongoing
Support young people to join our workforce by providing programs in our Workforce Strategy.	Ongoing	Ongoing	Ongoing	Ongoing
Maintain Councillor representation on the North Central Local Learning & Employment Network board to support pathways for employment opportunities and skill investment of our young people.	Ongoing	Ongoing	Ongoing	Ongoing
Develop connections for our young people				
Finalise the Strong Youth Strong Communities Program model.	Finalise			
Work with other youth funded agencies to provide youth services and programs in the Shire.	Ongoing	Ongoing	Ongoing	Ongoing

Having fun in Little Lake Boort





3. A diverse and expanding economy

Strategic objective:

3.1 We will promote our unique tourism opportunities and support our local tourism industry to increase visitation to our area.

Actions	2021/22	2022/23	2023/24	2024/25
3.1.1 Increase the volume and value of tourism visitation				
Leverage tourism opportunities				
Undertake a review of visitor information services and implement any recommendation from the review.		Review		
Support local businesses, events and activities that contribute to the tourism economy.	Ongoing	Ongoing	Ongoing	Ongoing
Support Loddon communities in their efforts to facilitate tourism activities in their areas.	Ongoing	Ongoing	Ongoing	Ongoing
Promote and support tourism products and experiences for Loddon, including cultural, food and nature tourism	Ongoing	Ongoing	Ongoing	Ongoing
Participate in the Central Victorian Goldfields World Heritage Bid.	Participate			

2021 Loddon Valley Business Network Dinner



Actions	2021/22	2022/23	2023/24	2024/25
Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks				
Implement upgrades to Boort, Pyramid Hill and Wedderburn Caravan Parks.	Implement			
Complete purchase of Bridgewater and Wedderburn caravan parks from the Crown.	Complete			
Implement leasing arrangements for Bridgewater and Wedderburn caravan parks.	Implement	Implement		
Deliver ongoing supervision, support and maintenance or operations at Council's caravan parks.	Ongoing	Ongoing	Ongoing	Ongoing
Implement strategic plans related to tourism activities				
Develop Boort Scarred Trees Master Plan and pursue opportunities for responsible parties to implement recommendations.	Develop	Pursue opportunities	Pursue opportunities	Pursue opportunities
Pursue opportunities to implement recommendations from Skinners Flat Reservoir Master Plan.	Pursue opportunities	Pursue opportunities	Pursue opportunities	Pursue opportunities

Strategic objective:

3.2 We will support established businesses and seek to attract new businesses to grow our local economy.

Actions	2021/22	2022/23	2023/24	2024/25
3.2.1 Provide support for economic development opportunities in the Shire				
Leverage partnership opportunities to promote and support the local economy				
Collaborate with regional economic development and tourism development organisations to capitalise on broader opportunities.	Ongoing	Ongoing	Ongoing	Ongoing
In recognition of economic reliance on agriculture, advocate for water security (Murray Darling Basin Authority environmental water, potable water for townships) and right to farm.	Ongoing	Ongoing	Ongoing	Ongoing
Maximise opportunities for economic growth				
Implement the Economic Development and Tourism Strategy 2019 – 2024 and develop a new strategy for beyond 2024.	Implement	Implement	Develop	Implement
Develop and implement an Industrial Land Strategy.	Develop	Implement	Implement	Implement
Manage sale, purchase and leasing of Council's vacant land, residential and industrial property.	Ongoing	Ongoing	Ongoing	Ongoing
Support initiatives to improve employment opportunities for Loddon residents and employers.	Ongoing	Ongoing	Ongoing	Ongoing



2021 Go Local First campaign

Actions	2021/22	2022/23	2023/24	2024/25
Maximise opportunities for economic growth (continued)				
Facilitate emerging niche food and beverages businesses into an integrated artisan food network.	Ongoing	Ongoing	Ongoing	Ongoing
Continue to support the management of The Loddon Shed and promotion of this initiative .	Ongoing	Ongoing	Ongoing	Ongoing
Promote better mobile and digital connectivity				
Work with regional partners to advocate for faster and more stable mobile and digital connectivity across the region.	Ongoing	Ongoing	Ongoing	Ongoing
3.2.2 Increase the volume and value of the local economy				
Provide support to current and future local businesses				
Deliver information, programs, workshops and training that support our local business capacity and capability.	Ongoing	Ongoing	Ongoing	Ongoing
Provide supportive services for new, existing and expanding businesses, including staff “facilitators” for investors, partnering with businesses as opportunities arise, and investigating business support packages for businesses.	Ongoing	Ongoing	Ongoing	Ongoing

4. A supported and accessible community



Strategic objective:

4.1 We will deliver our core services and advocate for access to other services for our community.

Actions	2021/22	2022/23	2023/24	2024/25
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4.1.1 Ensure services are available for our community

Support and advocate for services that provide every child with the opportunities to have the best start in life

Advocate for the options identified in the Childcare Feasibility Study.	Ongoing	Ongoing	Ongoing	Ongoing
Participate in, and advocate for funding to continue, the Strong Families Strong Children Program.	Ongoing	Ongoing	Ongoing	Ongoing
Develop and implement Municipal Early Years and Youth Plan.		Develop	Implement	Implement
Support the community to access maternal and child health and kindergarten services.	Ongoing	Ongoing	Ongoing	Ongoing

Support and advocate for activities that provide older residents with access to the services they need to age in place in Loddon

Guide Council and the community through the transition to the new Commonwealth Support in the Home aged care program.	Ongoing	Ongoing	Ongoing	Ongoing
Support and promote activities that encourage positive ageing.	Ongoing	Ongoing	Ongoing	Ongoing
Participate in and deliver activities during the annual Victorian Seniors Festival.	Ongoing	Ongoing	Ongoing	Ongoing

Advocate for high priority, significant services and projects to attract state and federal government funding

Develop a community priority document to ensure Council can advocate for projects and maximise opportunities for funding.	Develop			
In conjunction with regional partners, advocate for increased roads funding.	Ongoing	Ongoing	Ongoing	Ongoing
In conjunction with regional partners, advocate for the Murray Basin Rail Project.	Ongoing	Ongoing	Ongoing	Ongoing

Actions	2021/22	2022/23	2023/24	2024/25
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Advocate for high priority, significant services and projects to attract state and federal government funding (continued)

In conjunction with regional partners, advocate for water and sewerage for our towns where a positive business case has been developed	Ongoing	Ongoing	Ongoing	Ongoing
In conjunction with regional partners, advocate for broader and more reliable mobile phone and internet services across the Shire.	Ongoing	Ongoing	Ongoing	Ongoing

4.1.2 Review Council's internal services and processes to ensure we are operating efficiently

Review Council processes

Improve long term financial forecasting through the development of the Financial Plan model that is reviewed annually.	Ongoing	Ongoing	Ongoing	Ongoing
Develop and implement a risk management framework to effectively manage the opportunities and risks across Council's operations and projects.	Ongoing	Ongoing	Ongoing	Ongoing
Review and implement the Information Technology Strategy.		Review	Implement	Implement
Review and implement the Records Management Strategy.		Review	Implement	Implement
Develop and implement a Digitisation Plan to progress operating in an electronic records environment.	Develop	Implement	Implement	Implement
Review Council's Governance Rules to ensure they are operating effectively for Council Meetings.	Review		Review	

Review Council's services

Upgrade Council's information technology services to increase security and efficiency.	Ongoing	Ongoing	Ongoing	Ongoing
Develop a Workforce Plan to understand the current and future needs of workforce.	Develop	Implement	Review	Implement
Undertake service reviews for internal services to understand the service levels required to support service delivery to the community.	Undertake	Undertake		
Undertake service reviews for key services delivered to the community to understand the service level and the cost of service delivery to inform the Financial Plan.		Undertake	Undertake	Undertake

Actions	2021/22	2022/23	2023/24	2024/25
4.1.3 Enhance the community's opportunity to maintain good health and wellbeing, including mental health				
Implement initiatives and advocate for services to support overall health and wellbeing of the community				
Facilitate the local mental health partnership, the Loddon Healthy Minds Network, to advocate for mental health supports and implement the actions in the Loddon Healthy Minds Network annual action plan to improve wellbeing outcomes for our community.	Ongoing	Ongoing	Ongoing	Ongoing
Deliver and implement the Municipal Public Health and Wellbeing Plan 2021-2025.	Develop	Implement	Implement	Implement
Promote health promotion initiatives, such as Walk to School, Ride2Work, Smiles for Miles etc.	Ongoing	Ongoing	Ongoing	Ongoing
Promote activities delivered through our library hubs within the Shire.	Ongoing	Ongoing	Ongoing	Ongoing
Promote local events through social media to provide community members with the opportunity to connect.	Ongoing	Ongoing	Ongoing	Ongoing





Mural wall, playground behind Soldiers Memorial Park, Wedderburn

Actions	2021/22	2022/23	2023/24	2024/25
Implement initiatives and advocate for services to support overall health and wellbeing of the community (continued)				
Advocate for mental health services that are available to residents when and where they need them.	Ongoing	Ongoing	Ongoing	Ongoing
Partner with agencies in the Shire to promote good health and wellbeing				
Participate in the Loddon Healthy Eating Active Living & Smoking Prevention (HEAL-SP) group and support implementation of actions in the HEAL-SP annual action plan.	Ongoing	Ongoing	Ongoing	Ongoing
Participate in the Buloke Loddon Gannawarra Health and Wellbeing network.	Ongoing	Ongoing	Ongoing	Ongoing
Participate in and advocate for ongoing funding of the Healthy Heart of Victoria project.	Ongoing	Ongoing	Ongoing	Ongoing

Strategic objective:

4.2 We will listen to our community about how they wish to communicate with us and implement effective communication methods to achieve this. We will provide our community with opportunities to engage with us.

Actions	2021/22	2022/23	2023/24	2024/25
4.2.1 We will increase the opportunity for residents to engage with Council about decisions that impact their community				
Provide informative media				
Have an active and informative social media presence.	Ongoing	Ongoing	Ongoing	Ongoing
Utilise local media to provide important messages to the community.	Ongoing	Ongoing	Ongoing	Ongoing
Ensure Council's website has up to date and relevant information to inform the community about Council's activities.	Ongoing	Ongoing	Ongoing	Ongoing
Review engagement activities to ensure continuous improvement				
Work with the Community Reference Group to understand the needs of the community around engagement.	Ongoing	Ongoing	Ongoing	Ongoing
Review and implement the Community Engagement Policy, including the deliberative engagement process.	Review	Implement	Implement	Implement
Explore options for community engagement that other councils in the region are using to identify opportunities to expand our community engagement methods.	Ongoing	Ongoing	Ongoing	Ongoing
Undertake evaluation process following key community engagement activities.	Ongoing	Ongoing	Ongoing	Ongoing
Review the Community Satisfaction Survey to understand the community's wants and needs around communication.	Ongoing	Ongoing	Ongoing	Ongoing
Investigate an online community engagement portal.		Investigate		
Review and implement the Customer Service Strategy.	Review	Investigate	Implement	Implement
Investigate the ability to increase online forms to facilitate easier processes.	Investigate	Investigate		
Engage with community groups				
Engage with key stakeholder groups on projects they have an interest in.	Ongoing	Ongoing	Ongoing	Ongoing
Represent Council at community group meetings to communicate current topics and to hear from community groups about their interests.	Ongoing	Ongoing	Ongoing	Ongoing
Represent Council on Community Asset Committees.	Ongoing	Ongoing	Ongoing	Ongoing



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