



## **Appendix 7c**

### **16.6 Council Plan 2021–2025**

*Council Plan 2021–2025*

# **Ordinary Meeting of Council**

Wednesday 27 October 2021 at 7:00pm

Via Videoconference (Zoom)

# Council Plan

Borough of Queenscliffe 2021-2025



**Borough of Queenscliffe**  
Queenscliff & Point Lonsdale, Victoria, Australia

*Bellawiyn* is the Wadawurrung name for the lands where the Borough of Queenscliffe is located.

Council acknowledges the Traditional Owners of these lands, waters and skies, the Wadawurrung People.

We acknowledge and respect their continuing connections to their lands, waters, skies, culture and the contribution they make to the life and spirit of our community.

We pay respect to their past and present Elders and their emerging leaders, and extend this respect to all Aboriginal and Torres Strait Islander peoples.

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## A message from the Mayor

As the level of government closest to the community we represent, Council has a responsibility to plan for the future of the Borough of Queenscliffe. But any future direction isn't something we can set alone – it requires partnerships with all kinds of organisations, residents and governments, and the best Council strategies are ones which integrate both leadership and listening. In this spirit and on behalf of Council, I am proud to present our Council Plan for 2021-2025 – the central strategic document that will underpin all of Council's work for the coming term.

Developed in partnership with a large and diverse cross-section of our community, this Council Plan will help Council meet the goals set in the Community Vision and outlines the focus of our work for the coming Council term. Across five portfolio areas of *health and wellbeing*; *environment*; *local economy*; *heritage, planning and infrastructure*; and *governance and finance*, this plan both builds on the work of previous councils while adapting to and addressing the challenges we face in a changing world.

Our community is fortunate to have both an active older population and a number of young and growing families. By tailoring the support we can deliver to each of these groups as they age, grow and engage with each other, our *health and wellbeing* portfolio is focused on making the Borough a place where all our residents can enjoy active, healthy and well lives.

Preserving our special natural places while adapting to and preparing for climate change is the dual focus of our *environment* portfolio. Not only do our spectacular environments add character and beauty to our daily lives in the Borough, they are essential for keeping our community safe and prosperous. By protecting our landscapes and our planet, we can keep the people and places we love safer too.

Our *local economy* portfolio acknowledges and focuses on the small businesses and events that make our community a vibrant place to trade, visit and shop. Local businesses are the lifeblood of our community, and by finding new ways to support traders and encourage visitors to discover the Borough, Council will continue to play a key role in supporting our community's economic prosperity.

The way our community looks, feels and moves comes to the fore of our *heritage, planning and infrastructure* portfolio. Caring for our distinctive coast, open spaces and streetscapes, while providing better infrastructure and effective planning, will build on the sense of place that makes the Borough special. Protecting and

celebrating the living heritage and characteristics that define our community will continue to add vitality to our townships. This will help us create a desirable place to both live in and visit.

Finally, Council can only serve our community well with a strong focus on *governance and finance*. This pillar ensures we bring excellent processes and accountability to the table in the work we complete, while continuing to provide for a financially sustainable Borough over the long term.

I'm looking forward to getting to work enacting this plan, but before we do, a quick acknowledgement. A Council Plan is more than list of tasks for Council complete – it is a reflection of the community we serve and the values we hold. In developing our Plan for 2021-2025, we have been fortunate to benefit from the expertise and insight of many local organisations and residents through one of the most extensive engagement processes we have ever completed. Across multiple rounds of surveys, open houses, workshops and stakeholder engagements, we heard from hundreds of people about how Council can play a role in building a better Borough. Thank you to everyone who took the opportunity to share their ideas with us – this Council Plan is stronger and more effective because of your involvement.

I would also like to acknowledge the work of Council staff who have supported Council as we have worked through the development of this Plan.

Sincerely,



Cr Ross Ebbels  
Mayor

# Borough of Queenscliffe

A safe haven for locals and visitors alike; where history, culture and the natural environment meet in ways that delight and surprise; an involved and caring community – these are the features that make the Borough of Queenscliffe a special, restorative place for everyone.

Located at the eastern tip of Victoria's Bellarine Peninsula, the Borough of Queenscliffe is Victoria's smallest local government area and Australia's only Borough.

Formally designated in 1863, the Borough contains the townships of Queenscliff and Point Lonsdale. The Queenscliff township was built first and foremost for government purposes, providing postal, customs, health and telegraph services, lighthouse and signal services, military and defence establishments and the sea pilot's service. The well-preserved heritage buildings are one of the area's key tourism assets.

Perched above the point where Port Phillip meets Bass Strait, Point Lonsdale boasts both sheltered bay beaches and a dramatic and breathtaking strip of rugged ocean frontage where the western Victorian surf coast begins.

As well as being of high ecological value, the fore-shore and marine environments contribute to the municipality's urban and landscape character, which attracts many people to the area.

The Borough of Queenscliffe community is close-knit. It enjoys a highly active community life through volunteering and participation in sport, recreation, arts, cultural and civic events.

## Our values

The way Councillors and Council staff work and serve the Queenscliffe community is guided by the following values:

1. **Integrity** – We take ownership and responsibility for our decisions and are accountable for all that we do.
2. **Respect** – We treat everyone with dignity, fairness and empathy, look out for the safety and wellbeing of others, and nurture positive and inclusive relationships.

3. **Community Focus** – We always work with our community's experience in mind and take pride in supporting our community.
4. **Sustainability** – We place climate change risks at the core of our decision-making, and take extensive action to protect our natural environment.
5. **Openness** – We actively engage with our community and are transparent in our decision-making.

These Queenscliffe Council values have been derived from the Community Vision and Council Plan workshops in 2021.

## The Council Plan

All newly-elected councils in Victoria are required to develop a council plan. Our Council Plan outlines the strategic direction for the Council during its term. This direction is informed by the Community Vision and prepared in accordance with the strategic planning principles set out in the *Local Government Act 2020* and include:

- strategic objectives for achieving the strategic direction;
- strategies for achieving the objectives for a period of at least the next four financial years;
- strategic indicators for monitoring the achievement of the objectives;
- a description of the Council's initiatives and priorities for services, infrastructure and amenity;

The Council Plan will not address all the things that Council does, but it will reflect the major challenges facing Council and the community over the next four years.

The Council Plan will guide decisions about policy, programs, services, resources and performance. It will be supported by an annual action plan and budget.



# How the Council Plan works

## Portfolios and strategic objectives

The strategic direction of Council is set around five portfolios. The strategic objectives of each portfolio define Council's priorities for service planning and delivery over the next four years.

## Priorities

The priorities outlined are statements about what we aim to undertake on behalf of our community to achieve each strategic objective. These priorities highlight the many challenges and opportunities facing the Borough of Queenscliffe and capture the intended outcomes of Council's ongoing service delivery.

## Indicators

The indicators will be used to monitor the achievement of the priorities. These indicators will be measured over the four year period of the Council Plan and will also be subject to audit by the Victorian Auditor General.

## Intended Actions

The intended actions represent the type of work Council will undertake to further the strategic objectives and meet the priorities described in the Council Plan.

Some actions document Council's legislative responsibilities, while other actions are conditional on external funding and resourcing. All actions are then subject to the annual planning and budget decision process.

## Reporting on the Council Plan

Progress against the Council Plan will be reported to Council on a quarterly basis. These progress reports can be viewed on Council's website.

The performance of Council against the Council Plan, including outcomes in relation to the strategic indicators, will be included in the Council's formal Annual Report to the Minister for Local Government.

The Victorian Government also sponsors the Know Your Council website, [knowyourcouncil.vic.gov.au](http://knowyourcouncil.vic.gov.au) where the performance of all councils in Victoria can be viewed, assessed and compared.

## Annual Priorities

The strategic objectives and strategies will be achieved through an annual Action Plan. This will be published alongside the annual budget for each of the four years from 2021 to 2025. This may include specific initiatives for new or expanded services and/or capital works projects.

## Annual Review

The Council's performance statement will measure the significant activities undertaken in specific financial years. As required by the *Local Government Act 2020*, the Council Plan will be reviewed and updated each year in line with the new financial year. While there will not be any structural changes to the Plan, it will include an Implementation Plan for the next financial year that will link to the corresponding annual budget.





# Portfolio 1: Health and wellbeing

## STRATEGIC OBJECTIVE:

To support community wellbeing and encourage an active lifestyle

Priority 1 Promote healthy and active lifestyles	
Indicators	<p>High levels of quality physical activity and health, including mental wellbeing, are maintained</p> <p>The percentage of adults who are classified as <i>Lifetime Risk</i> in Victorian population health data has decreased</p>
Intended actions	<p>Prepare a Health and Wellbeing Action Plan for 2021 – 2025</p> <p>Work with Bellarine Community Health to address obesity</p> <p>Promote awareness of the importance of responsible alcohol consumption and responsible gambling</p>
Priority 2 Support older residents to live independently	
Indicators	Council achieves strong Community Satisfaction Survey results for elderly support services
Intended actions	Provide the Commonwealth Home Support Program (CHSP)
Priority 3 Promote diversity and gender equality	
Indicators	<p>Council has aligned decision making and operational activity with the objectives of the <i>Gender Equality Act 2020</i> including provisions relating to diversity</p> <p>The number of family violence incidents has decreased</p>
Intended actions	<p>Create a Gender Equality Statement of Commitment</p> <p>Implement the objectives and provisions of the <i>Gender Equality Act 2020</i></p> <p>Promote and implement <i>Respect 2040</i></p> <p>Contribute to the delivery of the strategic plan for prevention and addressing violence against women and children in the G21 region</p>

Priority 4	Support initiatives and community groups that foster inclusion and connection and encourage physical activity within our community
Indicators	Increased participation rates in new and existing programs to connect people and communities
Intended actions	Facilitate and promote activities that reduce social isolation and foster inclusion in the community

Priority 5	Increase access to services and support for young people and their families
Indicators	Additional programs and infrastructure that cater for young people and young families
Intended actions	Skate park is upgraded Bike park is completed Dedicated indoor spaces for all ages, including young parents and babies, have been created

Priority 6	Protect our community from physical hazards, and the risks of natural disasters
Indicators	The percentage of people who report they feel safe in their community has increased The Borough is prepared for emergency incidents
Intended actions	Continue to build community resilience and prepare for emergencies Facilitate the regular meeting of the Municipal Emergency Management Planning Committee (MEMPC) and an annual review of the EMP's work in collaboration with Regional MEMPC

## Link to Community Vision

The strategic directions set out in this portfolio link to the following pillars in the Community Vision:

### Enhancing health and wellbeing

Our community encourages an active and outdoor lifestyle and nurtures the welfare of all

### Encouraging an inclusive and engaged community

We have a welcoming, connected and diverse community that is supported by informed and consultative leadership

## Related strategies and plans

- Borough of Queenscliffe Climate Emergency Response Plan
- Borough of Queenscliffe Social Housing Plan
- Growing up in G21 2021
- Department of Health and Human Services Climate Change Adaptation Action Plan 2022-2026
- Respect 2040



## Portfolio 2: Environment

### STRATEGIC OBJECTIVE:

To protect our environment and address climate change issues

Priority 1 Align Council policies and plans with the Wadawurrung Healthy Country Plan	
Indicators	Council is working to support the shared future vision of the Wadawurrung people and Country and reduce the identified threats
Intended actions	Review Council strategy, policy and operational documents and amend to incorporate the objectives of the Wadawurrung <i>Healthy Country Plan</i>
Priority 2 Respond to the impacts of climate change and reduce carbon emissions through the Climate Emergency Response Plan	
Indicators	<p>Carbon emission reduction targets are on track to be achieved by 2031</p> <p>Council is supporting community initiatives and groups that are working on the implementation of the <i>Climate Emergency Response Plan</i></p> <p>The level of carbon emissions generated by Council operations has reduced (measured in equivalent tonnes of carbon dioxide)</p> <p>Council is sourcing 100% electricity for operations from renewable sources by 2025</p> <p>Four bin system waste management process is in place</p> <p>Reduction of waste that goes to landfill</p> <p>All new developments in flood prone areas are referred to the Corangamite Catchment Management Authority for review</p>
Intended actions	Implement the short-term actions in the <i>Borough of Queenscliffe Climate Emergency Response Plan</i>
Priority 3 Protect our coastal and public areas including their ecosystems and biodiversity	
Indicators	Coastal areas are protected and enhanced in line with the objectives of the <i>Victorian Coastal Strategy</i>
Intended actions	Implement the short-term actions in the <i>Borough of Queenscliffe Coastal and Marine Management Plan</i>

Priority 4 Protect and manage our wetlands and waterways	
Indicators	<p>The level of pollutants, including the amount of nutrients, in stormwater entering surrounding waterways has decreased</p> <p>The extent of wetlands is maintained and water quality has improved in 2025 relative to 2009 benchmark data</p>
Intended actions	<p>Prepare and implement an integrated water management plan</p> <p>Collaborate with the Corangamite Catchment Management Authority to implement the Borough of Queenscliffe priority directions in the <i>Regional Catchment Management Strategy</i></p> <p>Support community groups to monitor and maintain our bay wetlands and waterways</p> <p>Continue to encourage the expansion of the Port Phillip Marine National Park and Swan Bay RAMSAR area by including Lakers Cutting</p>

Priority 5 Regenerate and revegetate open spaces with indigenous plants and increase tree canopy coverage	
Indicators	<p>The percentage of tree canopy has increased from 2021 canopy coverage</p> <p>The proportion of indigenous plants planted by Council has increased from 2021</p> <p>There is a clear framework for the removal of trees on Council owned or managed land</p>
Intended actions	<p>Prepare vegetation management policy</p> <p>Implement vegetation programs in collaboration with our community and outside agencies</p> <p>Apply for government environmental grants to assist community groups with vegetation programs</p>

## Link to Community Vision

The strategic directions set out in this portfolio link to the following pillar in the community vision:

### Protecting Country and our Natural Environment

We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity

## Related strategies and plans

- Borough of Queenscliffe Coastal and Marine Management Plan
- Climate Emergency Response Plan
- Corangamite Regional Catchment Management Strategy
- Corporate Carbon Neutral Action Plan
- Preparing for Climate Change in the Borough of Queenscliffe
- Victorian Marine and Coastal Strategy
- Wadawurrung Health Country Plan

# Portfolio 3: Local economy

## STRATEGIC OBJECTIVE:

To support a prosperous and diverse local economy

Priority 1 Support existing business including to recover from the economic impacts of COVID-19	
Indicators	<p>Council achieves strong Community Satisfaction Survey results for business and community development and tourism performance</p> <p>The number of empty shops has decreased</p>
Intended actions	<p>Provide advice and support to local business owners impacted by COVID-19</p> <p>Develop the <i>Shop Local</i> campaign</p> <p>Further streamline Council permit processes</p>

Priority 2 Improve the management of Council-operated tourist parks for the benefit of the whole community	
Indicators	<p>Occupancy rates in Council-operated tourist parks have increased across an extended season</p> <p>Dual use areas are improved for community and visitor use</p>
Intended actions	<p>Complete, adopt and implement the recommendations of the Tourist Park Operational Review</p>

Priority 3 Encourage more diversity in the local economy	
Indicators	<p>New businesses have been established</p> <p>Digital connectivity has improved</p>
Intended actions	<p>Support new business establishment within the Borough</p> <p>Advocate for faster and more reliable digital services to facilitate new economic opportunities and work from home options</p>

Priority 4 Support arts, festivals, markets and other community events	
<b>Indicators</b>	A diverse offering of events are available throughout the year
<b>Intended actions</b>	Attract a range of different events across the calendar years

Priority 5 Promote the Borough to increase financial yield from visitation, particularly over shoulder and off-peak periods	
<b>Indicators</b>	Local businesses are reporting strong results and visitation numbers have increased
<b>Intended actions</b>	Work with Tourism Greater Geelong and Bellarine to market Borough of Queenscliffe and its tourism point of difference

## Link to Community Vision

The strategic directions set out in this portfolio link to the following pillar in the Community Vision:

### Supporting business and community prosperity

We have a thriving local economy and community that is underpinned by high quality infrastructure and services

## Related strategies and plans

- Asset Management Plan
- Borough of Queenscliffe Tourist Park Masterplan
- Climate Emergency Response Plan
- Tourism Greater Geelong and Bellarine Corporate Strategy 2021-2025



# Portfolio 4: Heritage, planning and infrastructure

## STRATEGIC OBJECTIVE:

To protect our distinctive coastal, cultural and built environment, and provide sustainable, suitable infrastructure

<b>Priority 1</b>	<b>Improve planning controls to protect built form heritage values within the Borough of Queenscliffe</b>
<b>Indicators</b>	Places and precincts with heritage values are better protected
<b>Intended actions</b>	Amend and update the Planning Scheme to incorporate recommendations of the Heritage Review

<b>Priority 2</b>	<b>Enhance planning controls to protect neighbourhood character and promote environmentally sustainable design</b>
<b>Indicators</b>	Recognition and protection of neighbourhood character has increased New development incorporates environmentally sustainable design elements
<b>Intended actions</b>	Amend and update the Planning Scheme to incorporate: <ul style="list-style-type: none"> <li>• Bellarine Peninsula State Planning Policy Statement</li> <li>• Updated Urban Character Studies</li> <li>• Environmentally Sustainable Design principles</li> </ul>

<b>Priority 3</b>	<b>Identify and protect the Borough's distinctive coastal characteristics</b>
<b>Indicators</b>	Completion of coast and coastal infrastructure projects The impacts of rising sea levels, erosion and inundation are being addressed New actions or infrastructure that protects our dunes, cliffs, beaches and bay shores are facilitated
<b>Intended actions</b>	Adopt a Coastal and Marine Management Plan

<b>Priority 4</b>	<b>Maintain and promote military, maritime and historic features on Council-managed land</b>
<b>Indicators</b>	Number of historic features improved by civil works or interpretation
<b>Intended actions</b>	Develop conservation management plans for heritage places such as the P1 huts, military and maritime structures and Avenue of Honour

<b>Priority 5</b>	<b>Maintain and improve community infrastructure within the Borough</b>
<b>Indicators</b>	All infrastructure is maintained or upgraded to be fit-for-purpose Asset renewal and new infrastructure projects incorporate sustainability and good design principles Queenscliffe Hub construction, the Boat Ramp upgrade, and the Queenscliffe Recreation Reserve Amenities Block upgrade are completed Council achieves strong Community Satisfaction Survey results for appearance of public areas Average vehicle speeds have been reduced and road safety has increased Continue to provide infrastructure that enhances the tourism experience

Priority 5 (cont.)	Maintain and improve community infrastructure within the Borough
<b>Intended actions</b>	<p>Prepare an Asset Management Plan</p> <p>Complete major community infrastructure projects</p> <p>Revitalise main street precincts</p> <p>Complete a Traffic Management Study</p> <p>Protect road access to the Borough by advocating for general road maintenance and raised roads in flood-prone areas within and to/from the Borough</p> <p>Maintain informal car parks, beach access paths and dune tracks</p> <p>Implement the Public Toilet Strategy</p>

Priority 6	Facilitate walking, cycling and active transport
<b>Indicators</b>	<p>The proportion of adults who are sufficiently physically active has increased</p> <p>Existing walking and cycling paths around the Borough have been upgraded, new connections have been made to key facilities and links have been created to neighbouring towns and the region</p>
<b>Intended actions</b>	Complete and implement an Active Transport Strategy

Priority 7	Advocate for better, sustainable, local public transport which connects to the region
<b>Indicators</b>	Regular and direct bus routes operate from the Borough to key services centres in Geelong
<b>Intended actions</b>	<p>Participate in the G21 Integrated Transport Strategy</p> <p>Advocate for improved public transport to, from and within the Borough</p>

## Link to Community Vision

The strategic directions set out in this portfolio link to the following pillars in the Community Vision:

### Protecting and celebrating Wadawurrung and Borough Heritage

Our cultural and built history is conserved and celebrated

### Protecting Country and our natural environment

We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity

### Supporting business and community prosperity

We have a thriving local economy and community that is underpinned by high quality infrastructure and services.

## Related strategies and plans

- Asset Management Plan
- Borough of Queenscliffe Planning Scheme
- Climate Emergency Response Plan
- Coast and Marine Management Plan
- Finance Plan

# Portfolio 5: Governance and finance

## STRATEGIC OBJECTIVE:

To provide a financially viable Council that is accountable, transparent and practices good governance

Priority 1 Maintain and build the financial sustainability of the Borough	
Indicators	<p>Our adjusted underlying result (excluding one-off operating income and expenses) is greater than \$0</p> <p>The value of current assets divided by current liabilities is greater than 1</p> <p>The financial investment in asset renewal and upgrade expenses divided by the cost of depreciation (based on a three year rolling average) remains above 100%</p> <p>The percentage of our total borrowings as a proportion of our rate revenue remains below 15%</p> <p>The percentage of our current liabilities as a proportion of our unrestricted cash reserves (based on the remaining maturity) is less than 100%</p> <p>Council's contribution to asset renewal and upgrade expenses as a % of Own Source Revenue remains above 10%</p>
Intended actions	<p>Achieve consistent operating results</p> <p>Maintain sufficient working capital to meet debt obligations as they fall due</p> <p>Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life</p> <p>Apply loan funding to new capital and maintain total borrowings in line with rate income and growth of the municipality</p> <p>Maintain sufficient unrestricted cash to ensure ongoing liquidity and address unforeseen cash imposts if required</p> <p>Generate sufficient revenue from rates plus fees and charges to ensure consistent funding for new and renewal capital</p>
Priority 2 Promote greater recognition of, and develop a better understanding of Wadawurrung Traditional Owner connection to the Borough	
Indicators	<p>Dual naming of places and locations within the Borough</p> <p>Knowledge of Wadawurrung culture, history and significant sites has increased</p>
Intended actions	<p>Partner with the Wadawurrung Traditional Owners to develop a Reconciliation Action Plan for the Borough as accredited by Reconciliation Australia</p>
Priority 3 Accountable and transparent governance	
Indicators	<p>Council is operating in an open and transparent manner</p> <p>Regular reporting to community on Council performance and accountability</p> <p>Meet all the legislative requirements of the <i>Local Government Act 2020</i></p> <p>Limit the number of Council decisions made <i>in camera</i></p>
Actions	<p>Implement good governance decision making process</p> <p>Continue to stream and record Council meetings for access via the website</p> <p>Ensure Council documents not subject to confidentiality or privacy law are publicly available on the website and upon request</p>

Priority 4	Engage all residents, including youth and diverse groups, in conversations about the future of our community and decision-making
Indicators	Council achieves strong Community Satisfaction Survey results for consultation and engagement
Intended actions	Continue to engage and seek input from our community on key strategic matters

Priority 5	Focus on continuous improvement, innovation and the adoption of new technologies that improve customer service
Indicators	Council achieves strong Community Satisfaction Survey results for customer service and overall Council direction
Intended actions	Implement ICT strategy Continue to transform our workplace culture

Priority 6	Advocate and work in partnership with other levels government and the private sector on issues important to Borough residents
Indicators	Council achieves strong Community Satisfaction Survey results for overall Council direction and lobbying
Intended actions	Develop productive and respectful relationships with key stakeholders Make submissions to key government policy initiatives that align with the Community Vision and Council Plan

## Link to Community Vision

The strategic directions set out in this portfolio link to the following pillar in the Community Vision:

### Encouraging an inclusive and engaged community

We have a welcoming, connected and diverse community that is supported by informed and consultative leadership

## Related strategies and plans

- Asset Management Plan
- Financial Plan
- Governance Rules
- Rating and Revenue Strategy
- Workforce Plan



# Municipal Health and Wellbeing Plan

The Council Plan integrates the Municipal Health and Wellbeing Plan. Council is doing this to demonstrate our commitment to improving community health and wellbeing, and to recognise that all areas of Council have a responsibility and a role in this.

*Evidence tells us that over a third of the total burden of disease experienced by Australians could potentially be prevented by tackling modifiable risk factors (Australian Institute of Health and Welfare 2019). This requires a joined-up approach across all parts of the public health and wellbeing system. By taking an evidence-informed and coordinated approach we can maximise opportunities across communities and within our settings and services to support Victorians to live healthy lives.*

## — Victorian Public Health and Wellbeing Plan 2019-2023

The health and wellbeing priorities integrated into this Council Plan reflect the issues the community told us were important, and local health data, but they have also been developed with regard to *Victorian Public Health and Wellbeing Plan 2019-2023*.

The State priorities identified for 2019-2023 are:

- Improving mental wellbeing
- Increasing active living
- Preventing all forms of violence
- Increasing healthy eating
- Tackling climate change and its impact on health
- Reducing injury in the community
- Improving sexual and reproductive health
- Reducing harmful alcohol and drug use
- Reducing tobacco-related harm
- Decreasing the risk of drug-resistant infections in the community

Council actively participates in the G21 Regional Alliance, which incorporates the Primary Care Partnership for the Barwon Region. The G21 Regional Alliance identifies four key health and well-being priorities for the region:

- Healthier eating and active lifestyles
- Preventing violence against women
- Improving mental health and well being
- Climate change: tackling climate change and its impact on health



## Borough of Queenscliffe health and wellbeing profile

There are many factors that influence community health and wellbeing. These are described as social determinants and include access to services and transport, educational opportunities, housing, employment, and freedom from violence and discrimination. We can measure health and wellbeing in the community through data on life expectancy, chronic disease and illness rates, participation levels in physical activity, our healthy eating choices, and in our ability access support and disability services.

Examination of health and wellbeing status and determinants revealed that our overall population experienced improved health and wellbeing outcomes when compared to the rest of the state.

A summary of some key differences between the Borough of Queenscliffe and the rest of the state is shown in the table below.

Access to health and wellbeing data was provided through the Geelong Regional Alliance (G21) Health and Wellbeing Pillars regional profiles, the Department of Families, Fairness and Housing Population Health and Community Wellbeing team, and Victorian Health Population Survey.

Please see **Appendix A** for a detailed report on health and wellbeing data. There are limitations to the data and it is important we acknowledge the gaps and identify future public health and wellbeing challenges that may not be captured.

No clear health inequities were identified, however social isolation and its impacts on mental health across the community was highlighted in the data. There is concern about the housing affordability and the impact this matter has on single person households.

There is concern about the incidence of male obesity and a broader concern about the associated risks of alcohol consumption and how this may be linked to other negative health impacts requires further work.

These issues have been captured in the strategic statements and supporting actions in the relevant portfolios in this Council plan.

Measure	Borough of Queenscliffe %	Victoria %
% Population aged 65 years or older	40.4	15.6
Excellent/Very Good self health reported	66.0	40.2
Increased lifetime risk of alcohol related harm males	89.7	69.0
Increased lifetime risk of alcohol related harm females	71.8	50.6
Obese males	27.7	19.0
Complied with the NHMRC fruit consumption males	31.5	39.3
Doctor diagnosed anxiety or depression females	46.4	33.6
Incidence of anxiety or depression	22.2	24.2
Sought help for mental health issues	23.0	16.0

## Health and wellbeing priorities

In addition to the matters highlighted by the health data, Council and its community identified five health and wellbeing priority areas that it will be focusing on over the next four years. Work is already underway in the important areas of prevention of family violence and gender equity and tackling climate change as we continue to strive for positive change.

## Council's Health and Wellbeing Action Plan 2021-2025

Council has committed to working with partners such as Bellarine Community Health, Barwon Health and key organisations in the community and volunteer sector, education and early years, our sporting clubs and business leaders to deliver on public health initiatives, projects and programs that aim to bring about positive change in these priority areas. There will be an annual review and report of the Health and Wellbeing Action Plan 2021-2025.

Health and wellbeing priority	What the community is saying	What the data tells us	Council Plan
Tackling climate change and its impact on health	Council's <i>Climate Emergency Response Plan</i> , developed by the community, encourages Council to "place the environment at the centre of all decisions," including in our role promoting community health and wellbeing.	Direct impacts are more frequent and intense extreme weather events such as bushfires, droughts, floods and heatwaves, include hypo- and hyperthermia, heat stress, injury, trauma and death.  Indirect impacts are through natural or human systems affected by climate change and include vector borne disease, zoonotic diseases, food borne illness, exposure to mycotoxins, nutritional values of food and exacerbation of existing chronic diseases.	Portfolio 1 – Health and wellbeing  Portfolio 2 – Environment
Increase active living	"Walking and cycling paths" were ranked the #1 priority for health and wellbeing by consultation participants across all demographics.	Although our regional profile data from the Victorian population survey shows no significant difference from the state average, the linkages between active living and overall good health outcomes are significant.	Portfolio 1 – Health and wellbeing  Portfolio 2 – Environment  Portfolio 4 – Heritage, planning and infrastructure
Improving mental wellbeing and social connection	Many consultation participants, particularly those aged under 50, highly prioritised investing in mental health.	The incidence of anxiety and depression for women appear higher than the state average.	Portfolio 1 - Health and wellbeing  Portfolio 2 – environment
Reducing harmful alcohol and drug use	Raised for discussion by consultation participants.	Alcohol consumption is significantly higher in both male and female populations which may contribute to other chronic diseases or illnesses.	Portfolio 1 – Health and wellbeing  Portfolio 2 – Environment  Portfolio 4 – Heritage, planning and infrastructure
Prevention of family violence and gender equity	The community panel highly valued safety and equality, directly referencing these themes in Council's <i>Community Vision</i> .	This is a community wide issue, data suggest that within the Borough of Queenscliffe reported incidence is low, we can make a difference.	Portfolio 1 – Health and wellbeing

## Other key documents informing the Council Plan

### Borough of Queenscliffe Climate Emergency Response Plan

After declaring a climate emergency in December 2019 Council adopted the *Climate Emergency Response Plan* (CERP) in May 2021. The CERP was developed in partnership with the community. Through a deliberative engagement process, agreement was reached on three key targets:

- *Our community's electricity consumption will be matched by a 100% renewable electricity supply by 2025*
- *Our community's energy needs will be matched by a 100% renewable energy supply by 2027*
- *Our community will have transitioned to a Zero Carbon Community by 2031*

There are 49 actions in the CERP that set out the work required to meet these targets. These actions will guide Council decision making, and have informed the development of strategies within this Council Plan.

Adapting to the impacts of climate change is critical to building community resilience and managing risks including those to the health and wellbeing of communities. The mitigation and adaptation-focused actions in the CERP will create opportunities for health co-benefits to be realised.

### Paleert Tjaara Dja – Wadawurrung Healthy Country Plan

The *Paleert Tjaara Dja* articulates how the Wadawurrung Traditional Owners see Country being cared for and managed over the next 10 years. The Wadawurrung Traditional Owners have said that the:

*Wadawurrung Country Plan is our collective dream and direction for the future of our people and Country. It tells the story of what is important to us, and what we need to do about it. It will be a guide for building upon our cultural heritage management work and progressing our broader Caring for Country aspirations.*

The Wadawurrung Traditional Owner vision presented in the *Paleert Tjaara Dja* is:

*Wurrurwilwa gupma bengadak Wadawurrung wurring-wurring baap Dja*

*All people working together to make Wadawurrung Country and Culture strong*

Council has a role to support that vision and the strategies in the Council Plan are informed by the *Paleert Tjaara Dja*.

### Financial Plan

Council must develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices. The scope of a Financial Plan is a period of at least the next ten financial years.

A Financial Plan must include statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council.

A copy of the Borough of Queenscliffe Financial Plan can be found at **Appendix B**.



# Community Vision

Our Council Plan details how Council will work toward realising the Borough of Queenscliffe Community Vision for 2021-2031. Created in partnership with local residents, ratepayers and organisations as a goal

for everyone in the Borough to aspire to, the vision below represents the aspirations for the future of our community. It includes a central linking statement and five supporting pillars.

**The Borough is a special and restorative place, renowned for its distinctive coast, rich living heritage and vibrant culture.**

**Our community is caring, and welcoming to visitors.**

**We have a deep respect for the Wadawurrung People and are taking action to protect Country.**



## Enhancing health and wellbeing

Our community encourages an active and outdoor lifestyle and nurtures the welfare of all



## Protecting Country and our natural environment

We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity



## Supporting business and community prosperity

We have a thriving local economy and community that is underpinned by high quality infrastructure and services



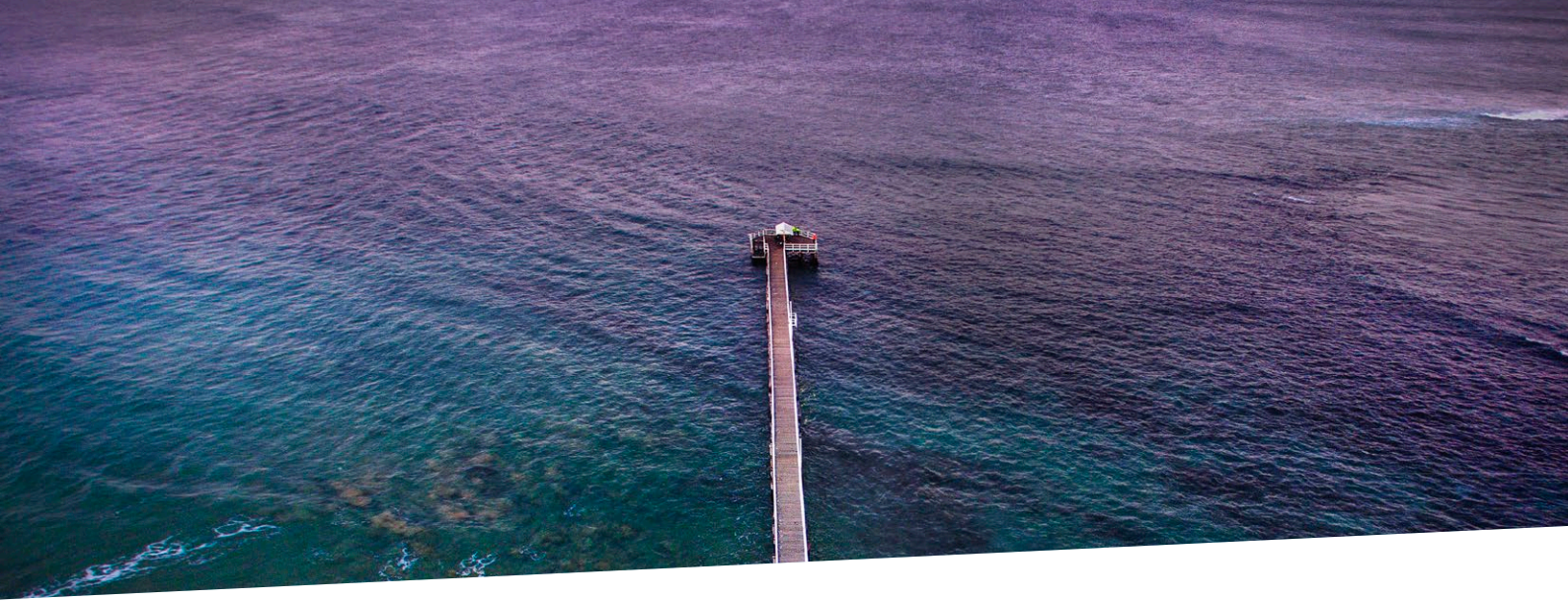
## Encouraging an inclusive and engaged community

We have a welcoming, connected and diverse community that is supported by informed and consultative leadership



## Protecting and celebrating Wadawurrung and Borough heritage

Our cultural and built history is conserved and celebrated



## Preparing the Plan

While a Council Plan is primarily a document for Council required by the *Local Government Act 2020*, the work we undertake enacting the Plan has a substantial impact on the community we serve. In recognition of our role as a member of our community and the benefits in forming stronger partnerships, Council completed an extensive program of deliberative community engagement to develop this Council Plan.

Across three separate stages and in line with the development of the Community Vision, Council heard from hundreds of individuals, organisations and community groups with their ideas for what Council's priorities and goals should be over the coming four-year term. These three stages of engagement included:

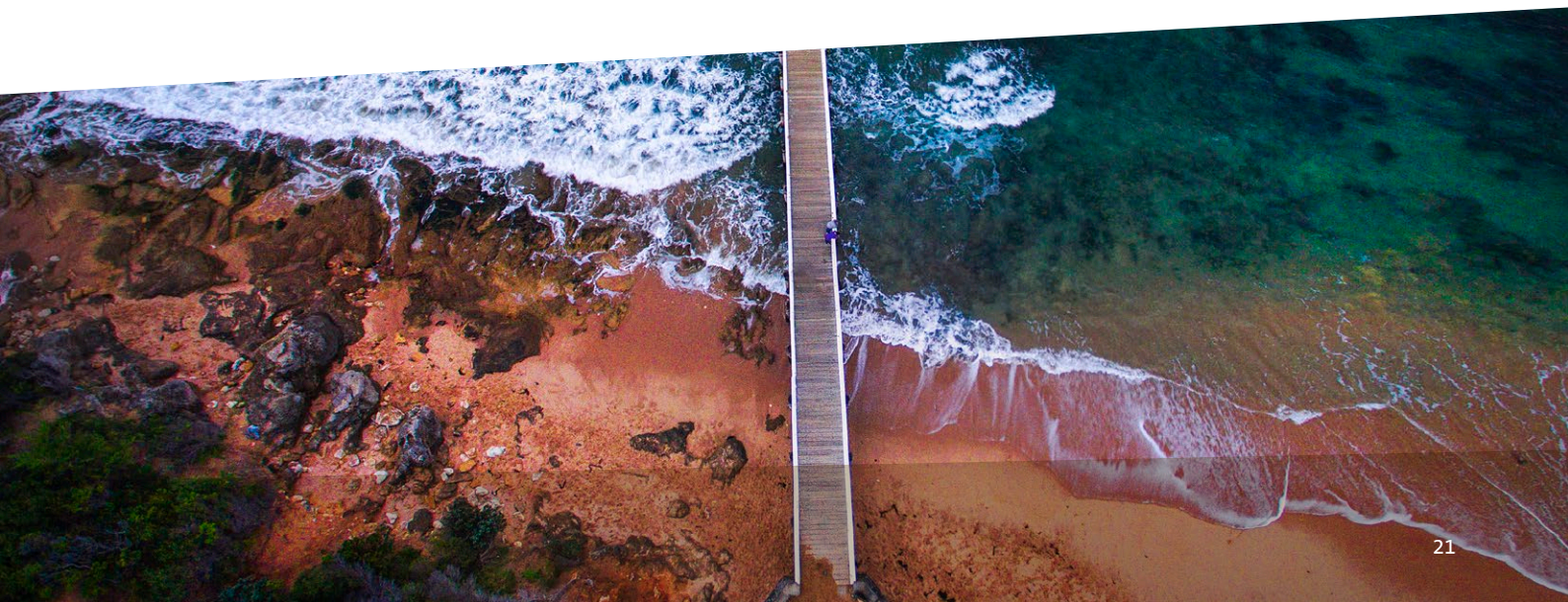
A first stage collected ideas from as many members of our community as possible. Through an online survey, open houses, and interactive sessions with schools and community groups, we heard from 264 people.

These ideas were collected and organised for the second stage of engagement, which involved 25 local

residents joining a community panel. This panel, which also included the Borough's Councillors, created a draft of both the Community Vision and the portfolios and strategies used in this Council Plan.

Councillors further refined the portfolios and strategies themselves before working with Council Officers to ensure the Plan met the compliance requirements set by the *Local Government Act 2020*. Councillors also worked with Council Officers to research and prepare the indicators and intended actions. This completed draft of the Council Plan was put on exhibition for further feedback from the community, before being finalised and presented to Council.

More detail on the community engagement process is available in **Appendix C**. Council wants to thank everyone who participated in developing this Council Plan, particularly the community panel representatives who donated so much of their time and local expertise in crafting this document.





## Your Council

Councillors represent the interests of residents and ratepayers, and provide leadership and guidance to the community.

The Borough of Queenscliffe Council is a statutory body constituted under the *Local Government Act 2020*. Council is responsible for setting the organisation's direction and ensuring that it performs effectively on behalf of the Borough community. Councillors were elected to office in October 2020.



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# The organisation

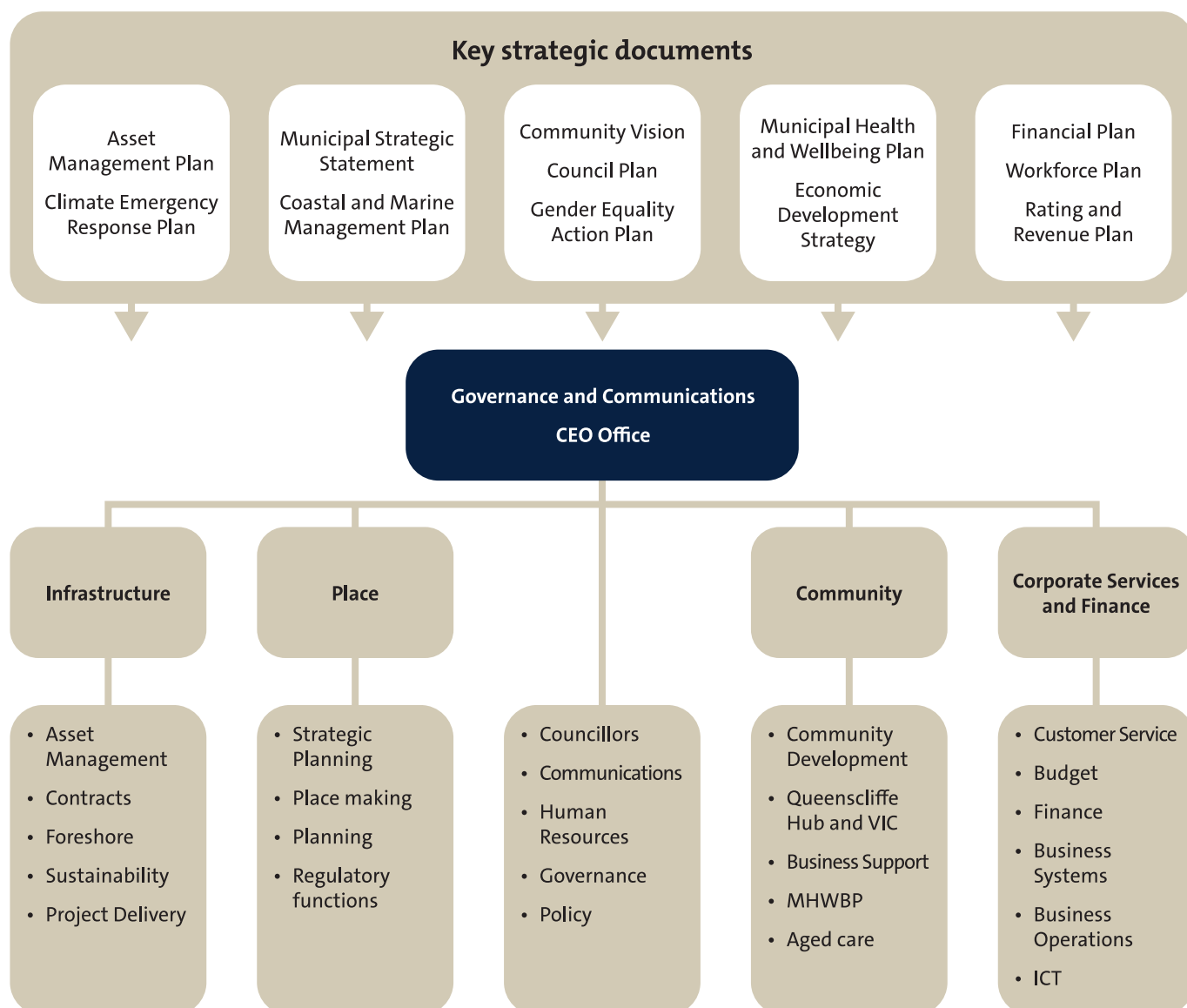
Councils consist of an elected arm (Councillors who are democratically elected by the community) and an operational arm (Council's staff who operate under the direction of the Chief Executive Officer). The Mayor is elected by the Councillors and acts as a community leader and encourages participation by all Councillors in every aspect of decision making.

Council's role is to:

- Provide a representative, informed and responsible decision-making body;
- Develop the local community and its resources in a socially just, environmentally responsible and economically viable way; and
- Ensure public services and facilities meet community needs.

Council's activities are diverse and extensive. Council regularly reviews activities to determine whether best practice for our community is being provided. The Chief Executive Officer (CEO) is the only staff appointment made by the Council. The CEO is responsible for the employment, work and conduct of Council's staff, and the implementation of decisions made by Council.

The CEO manages the resources and aligns the structure of the organisation to implement the strategic direction set by Council. The diagram below represents the current structure of the organisation and the key strategic document that guides the work of the directorates.



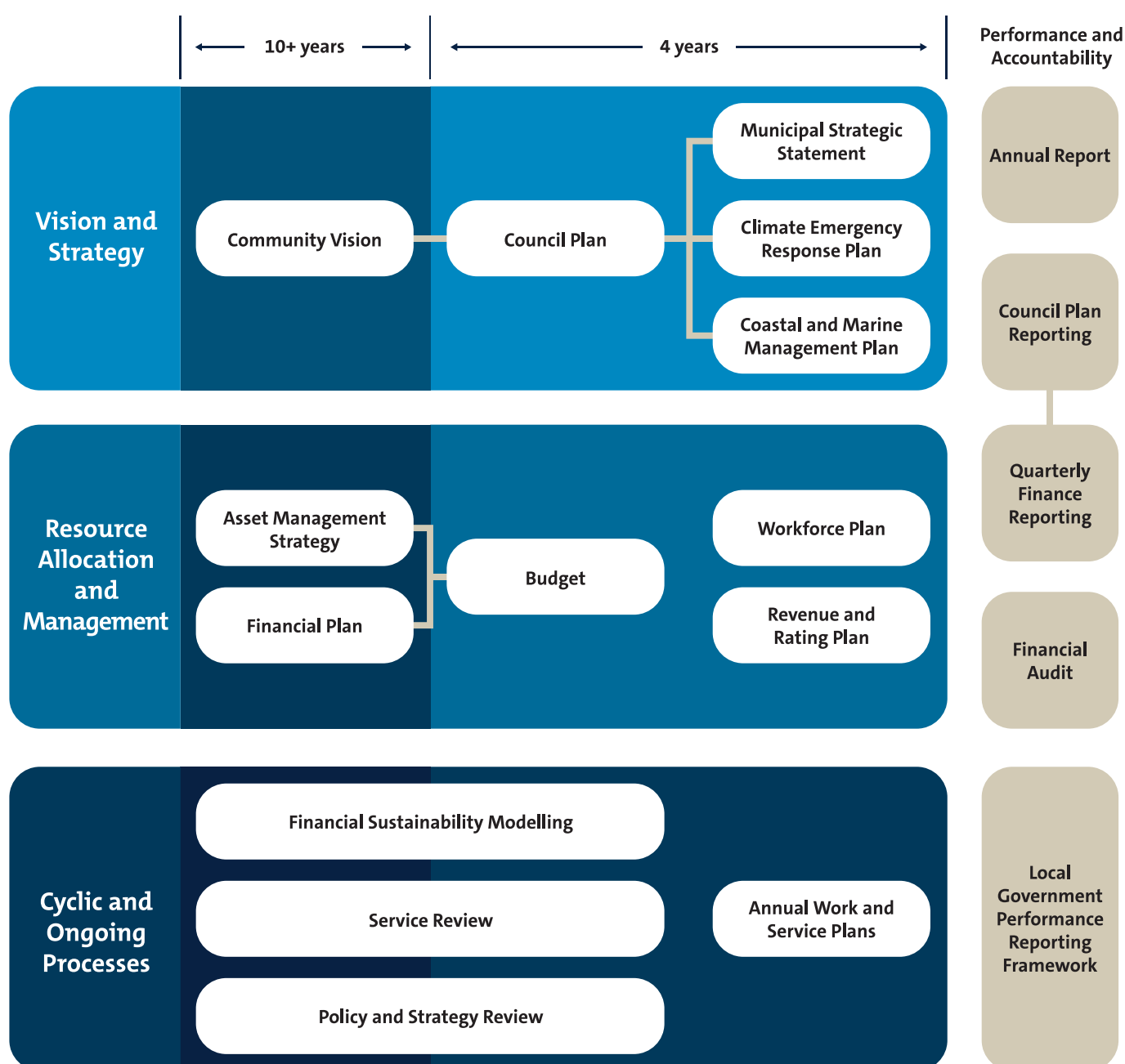
# Strategic overview

The *Local Government Act 2020* says that Council must undertake the preparation of its Council Plan and other strategic plans in accordance with strategic planning principles. The strategic planning principles in the *Local Government Act 2020* are:

- a. strategic planning must address the Community Vision;
- b. strategic planning must take into account the resources needed for effective implementation;

- c. strategic planning must identify and address the risks to effective implementation;
- d. strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

The *Local Government Act 2020* also requires Council to adopt an integrated approach to planning, monitoring and performance reporting. This is the Strategic Planning Framework.



# Compliance and accountability

## Local Government Act 2020

The Borough of Queenscliffe Council Plan 2021-2025 has been prepared under the requirements of Section 90 of the *Local Government Act 2020*.

## Climate Change Act 2017

The preparation of a municipal public health and wellbeing plan by a Council must take into account the potential impacts of climate change relevant to the decision or action with respect to the objectives and principles set out in the *Climate Change Act 2017*.

## Gender Equality Act 2020

Council has a duty to promote gender equality. This includes actively working to further the objectives of the *Gender Equality Act 2020* and incorporating gender equality principles into strategic planning and decision making.

## Human Rights

Council acknowledges that it plays an important role in protecting and promoting human rights. Every day, Council engages with a diverse range of people who make up our community – including children, families, and people with disability, older people, migrants and refugees.

The Borough of Queenscliffe Council Plan 2021-2025 has been developed with consideration to the *Charter of Human Rights and Responsibilities Act 2006*. The strategic objectives set out in the plan do not infringe on any of the basic rights, freedoms and responsibilities of members of our community.

## Disability Access

The Borough of Queenscliffe Council Plan 2021–2025 and associated Council operations include objectives, strategies and actions that:

- Reduce barriers to persons with a disability accessing goods, services and facilities,

- Reduce barriers to persons with a disability obtaining and maintaining employment,
- Promotes inclusion and participation in the community of persons with a disability,
- Achieves tangible changes in attitudes and practices which discriminate against persons with a disability.

The Borough of Queenscliffe therefore fulfils its requirements under Section 38 of the *Disability Act 2006*.

## Follow Our Progress

Everyone is encouraged to follow Council's progress in implementing the objectives and strategies and meeting the performance targets. Please contact Council to acknowledge work undertaken, highlight a need, risk or action that is necessary or express a concern about how Council is implementing its responsibilities.

You can monitor Council's performance by:

- Attending the monthly Ordinary Meetings of Council, watching live online or finding a recording via Council's website;
- Reading the Council Plan quarterly progress reports provided on Council's website;
- Reading the quarterly Borough Bites newsletter which is delivered to all ratepayers and available from Council offices;
- Reviewing the Annual Report, available in hard copy and online;
- Reading the regular Mayor's column in local newspapers;
- Visiting the 'My Council' website at [knowyourcouncil.vic.gov.au](http://knowyourcouncil.vic.gov.au) to review the performance of the Borough of Queenscliffe over time and against other Councils;
- Visiting Council's website [queenscliffe.vic.gov.au](http://queenscliffe.vic.gov.au).

If you have a specific question about Council business, please contact Customer Service during the hours of 9am to 4:30pm (EST) Monday to Friday, excluding public holidays.

## Get involved

There are numerous ways you can be actively involved in Council's activities and decision-making, such as:

- **Attend Council Meetings:**  
Held at 7pm, typically on the fourth Wednesday of the month in the Queenscliff Town Hall, or watch us live online by following the links on Council's website.
- **Participate:**  
Join us at community engagement workshops and information sessions to hear about new projects and offer your opinions.
- **Join a committee:**  
Express your interest to join a project reference group or event organising committee.
- **Volunteer:**  
Give some time and your skills to one of the many community events and organisations.
- **Keep up to date:**  
Read the Borough Bites, the local newspapers and Council's website for progress reports and the latest news.
- **Speak to Council or a Councillor:**  
Contact Council to provide feedback or a Councillor about your specific issues or concerns.

For more information about how to get involved, call Customer Service on 03 5258 1377 or visit Council's website [queenscliff.vic.gov.au](http://queenscliff.vic.gov.au).

## Appendices

A number of Appendices to the Council Plan are available for download on Council's website. Visit [queenscliff.vic.gov.au](http://queenscliff.vic.gov.au) and search for *Council Plan* to access the following appendices:

- |                   |  |
|-------------------|--|
| <b>Appendix A</b> | Health status and data                     |
| <b>Appendix B</b> | Strategic Resource Plan and Financial Plan |
| <b>Appendix C</b> | Community engagement report                |







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