Mount Alexander Shire Council

Council Plan 2025-2029

Working together for a healthy, connected shire

Mount Alexander Shire Council

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 practice 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 Agreements with both the Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Land and Waters Council.

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Front cover: Mount Alexander Shire Council staff member.

Photo by Penny Ryan Photography

Community Vision and Council Plan

In 2020, a new Local Government Act was passed which has changed the way we develop our Council Plan.

This act ensures that our Council Plan is developed to address the aspirations of the Community Vision 2021-2031, which was developed in close consultation with our community.

See 'How the Plan was developed' for more.

The Community Vision 2021-2031 and Council Plan 2025-2029 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 plan will be used by Councillors and staff and will guide our work and priorities over the next four years.

It includes five focus areas and a series of objectives which relate to them.

Each objective has a series of strategies and actions which we will use to achieve that objective.

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

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

Thank you

We would like to thank everyone who took part in our community consultation and contributed to the development of this plan.

Your generosity of time means we've built a strong plan that reflects the needs of both Council and our community.

Your feedback informed our five focus areas, which align with the overarching themes in our Community Vision.

The document was also informed by widespread community engagement data received over the last 18 months during the development of various Council strategies and plans.

The plan is a living document, with actions in the plan reviewed annually.

We look forward to working with our community to make sure Mount Alexander Shire continues to thrive.

Mayor's message

Cr Rosie Annear – Mayor
Mount Alexander Shire Council

It's my pleasure to present our Council Plan for 2025-2029, which outlines Council's strategic direction and priorities for the next four years.

The plan is shaped by our Community Vision, which encapsulates our community's collective aspirations, values and priorities for our shire over the decade ahead.

The plan is also informed by extensive community consultation, and endeavours to balance and respond to the varied and evolving priorities and needs raised by community members, local businesses and community organisations.

In early 2025, we asked our community what matters to them now and into the future.

We wanted as many people as possible to have the opportunity to provide feedback and share their thoughts.

That's why we ensured there was a wide range of ways to contribute: through community meetings, pop-up events, drop-in sessions, street walks, listening posts, stakeholder interviews, postcards and online surveys.

We heard from over 1,100 residents, of all ages and from all over the shire.

Some of the themes that emerged when people spoke about their current priorities were: family and community; the cost of living; housing affordability and availability; the environment, biodiversity and climate change; roads, footpaths, drainage and accessibility; playgrounds, pools and parks; and community safety.

When looking ahead, people mentioned things like: sustainability and climate resilience; housing development and affordability; public transport and active transport; health and wellbeing services; aging in place; recreation facilities; and emergency preparedness.

Thank you to everyone who lent their voice to help shape our Council Plan!

We've taken all input onboard and incorporated it into a plan that will guide our decisions and priorities into the future.

Some of our objectives over the next four years include:

- Advocating for local services that respond to the complex needs of our community, particularly alcohol and other drugs, family violence, homelessness, mental health and allied health services.
- Investigating and advocating for increased childcare and kindergarten opportunities.
- Continuing our authentic partnerships and engagement protocols with Traditional Owners and First Nations groups.
- Developing and implementing a shire-wide biodiversity strategy.
- Expanding active transport connectivity and safety including footpaths, paths, and bike trails.

The Council Plan will be supported by our annual plans and budgets, which provide more detail on how we're going to achieve our strategic objectives.

Thank you again to everyone who contributed to shaping this plan. I am excited about the four years ahead and what we can achieve together.

CEO's message

Darren Fuzzard –
Chief Executive Officer
Mount Alexander Shire Council

Developing a new Council Plan is one of the most significant and challenging tasks that every new Council is required to do in the first year of its four-year term.

In addition to the individual ideas and expectations that both continuing and new Councillors bring to the process, our passionate and knowledgeable community can always be relied upon to offer a myriad of possibilities. Equally, staff from across our organisation bring insights and heartfelt hopes about what's next in how we can help make the lives of current and future community members better.

The result is a long list of strategic objectives that will require deeply positive relationships between our Council, the organisation, other service providers, government departments, politicians, and the people who live in our community, if they are to be realised.

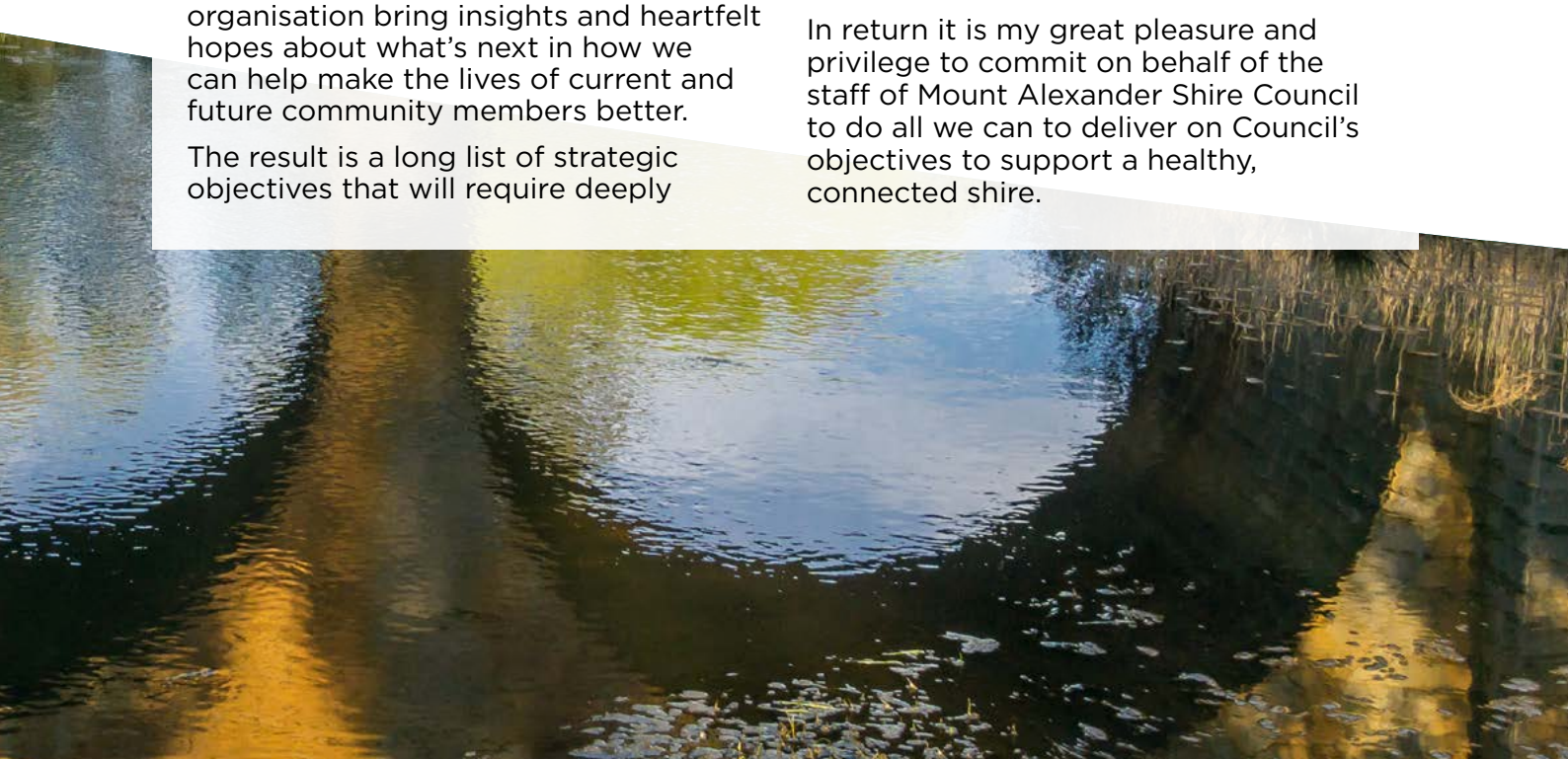
I am very proud to say that we start this Council Plan from a position of strength in all those areas.

That said, the increasing needs and expectations of a changing community alongside the decreasing availability of traditional funding sources will continue to drive us towards new ways of working and of generating income.

With a refreshed set of organisational values that we call Delivering Together, I am enormously confident that we have the mindset to match our great capability in responding to these challenges.

We also know though that we must keep improving as an organisation, both for our community and our people. And so, it is with deep gratitude that I acknowledge our Councillors' decision to include in their plan an area of focus called Organisation to ensure we continue to keep ourselves strong so that we can be at our best for our community.

In return it is my great pleasure and privilege to commit on behalf of the staff of Mount Alexander Shire Council to do all we can to deliver on Council's objectives to support a healthy, connected shire.



Councillors

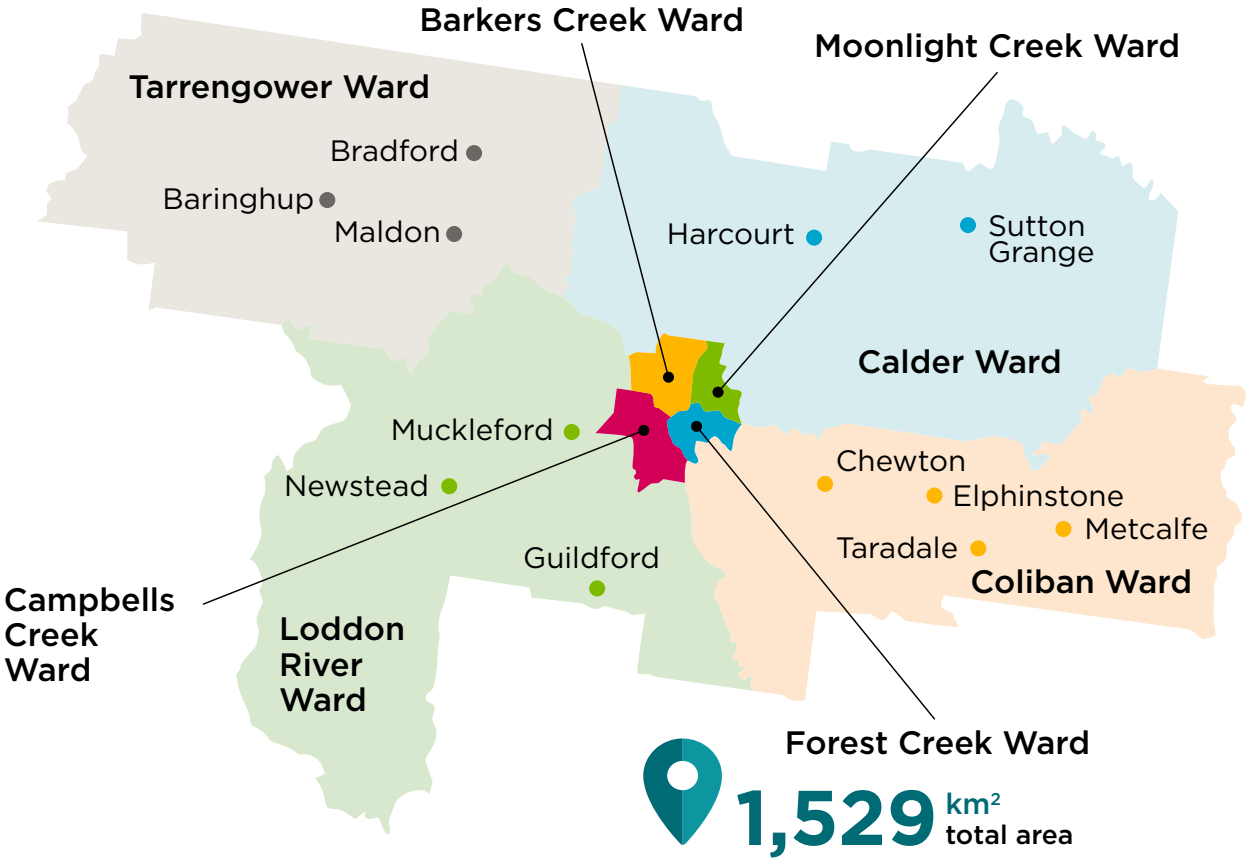
Mount Alexander Shire Council is comprised of eight Councillors in eight wards. They are (left to right) Cr Matt Driscoll (Loddon River Ward), Cr AG (Tony) Cordy (Calder Ward), Cr Rosalie Hastwell (Tarrengower Ward), Cr Phillip Walker (Coliban Ward), Cr Rosie Annear (Barkers Creek Ward), Cr Toby Heydon (Forest Creek Ward), Cr Lucas Maddock (Moonlight Creek Ward), Cr Bill Maltby (Campbells Creek Ward).

Our Councillors are a vital link between community and Council staff and will guide the organisation in delivering on each of the focus areas and objectives outlined in the 2025-2029 Council Plan. The Councillors will ensure that Council staff are accountable to the objectives set in this plan.

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 businesses and produce, and a range of cultural activities and events.



20,799
Population

25,783 Projected Population by 2046

51
years
median age

Where we live

763 Chewton
633 Elphinstone
7,506 Castlemaine
1,665 Maldon
820 Newstead
2,071 Campbells Creek
1,038 Harcourt
524 Taradale

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, community members are connected to each other, and come together to build and celebrate an inclusive, creative shire.

We are a healthy community that values the natural beauty and connection to the Dja Dja Wurrung and Taungurung 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 have a thriving economy that services the wellbeing of people, place and the natural environment.

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.

Developing the Council Plan 2025-2029

Community engagement

Between February and April 2025, we conducted extensive community engagement to inform the development of the Council Plan 2025-2029, Municipal Public Health and Wellbeing Plan, and a mid-term review of the Community Vision 2021-2031.

How we engaged

To ensure a wide range of voices were heard, the first round of community engagement included a broad mix of consultation methods which were conducted in various locations across the shire.

These included a combination of drop-in sessions, pop-up events, listening posts, street walks, online surveys, community meetings and workshops, postcards, interviews with local leaders, and school-based consultations.

Council sought further feedback from community and stakeholders during Phase 2 engagement, the draft 2025-2029 Council Plan and consolidated communications report were placed on public exhibition via Council's community engagement platform Shape Mount Alexander, to ensure that we had captured the feedback provided.

Locations where consultation activities took place include:

Maldon, Baringhup, Newstead, Harcourt, Castlemaine, Muckleford and Guildford

Wider community engagement sessions were scheduled at various times, including weekends and evenings, to maximise accessibility. Some locations hosted multiple forms of engagement, such as drop-in sessions and listening posts.

The second round of community engagement involved placing the draft Council Plan on public exhibition to ensure that it accurately reflected the community's priorities.

Who we heard from

Broad community engagement was critical to the development of the Council Plan 2025-2029, Municipal Public Health and Wellbeing Plan, and mid-term review of the Community Vision 2021-2031.

Over 200 people engaged directly through face-to-face methods (drop-in sessions, pop-up sessions, meetings, street walks and key interviews).

Online surveys and postcards collected nearly 800 responses from residents across all ages and towns.

We received:

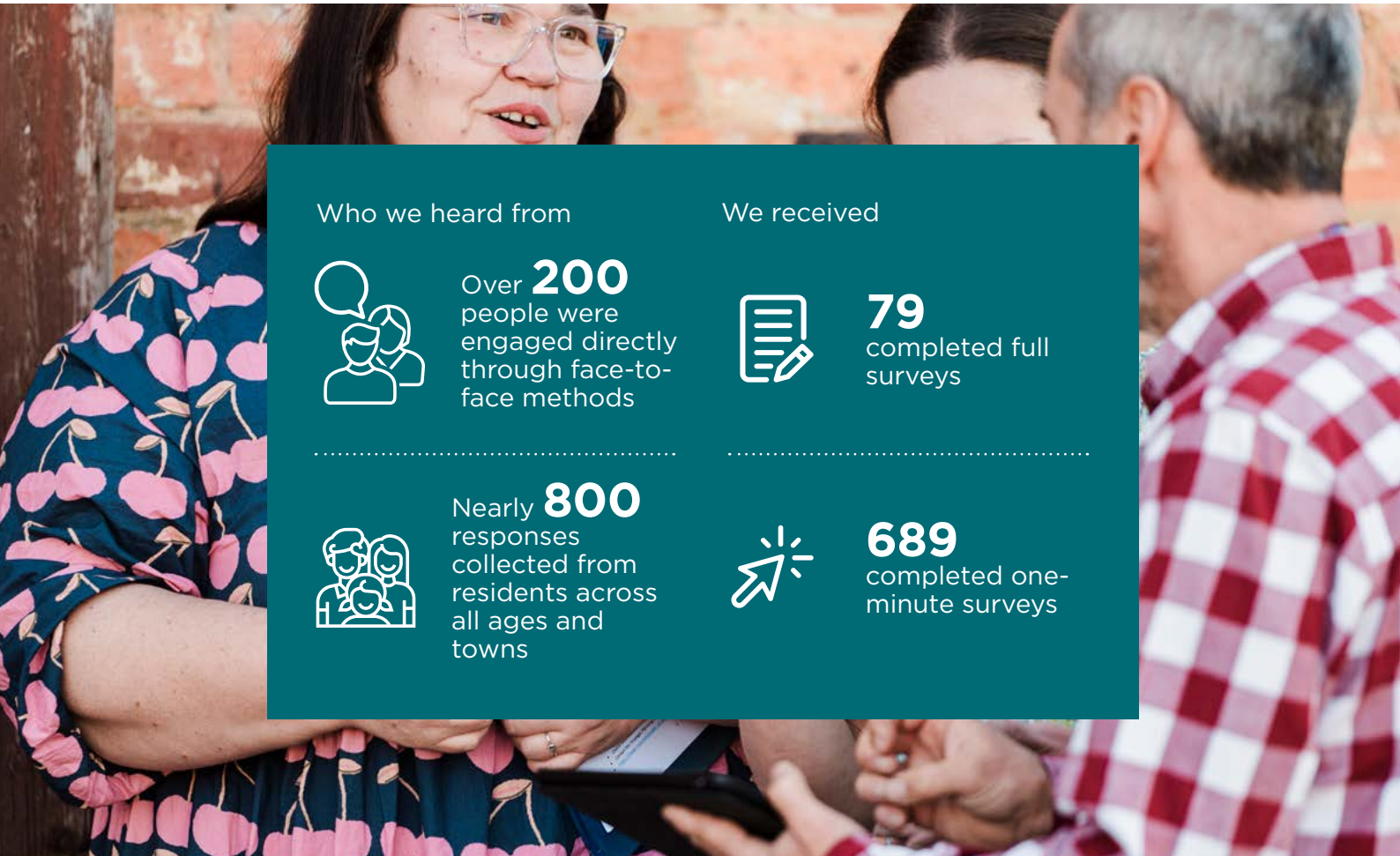
- 79 completed full surveys
- 689 completed one-minute surveys

In addition, facilitated workshops were conducted with Mount Alexander Shire Councillors, Council staff, and the Executive and Leadership teams. Workshops were also held with a Community Reference Group, comprised of local people who represented our community's diverse interests.

Meetings were held with First Nations people, including representatives from DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation), Nalderun Education Aboriginal Corporation and the Mount Alexander Shire Council Indigenous Roundtable.

Alongside feedback from community members, we also received feedback from school students and youth, rurally isolated residents and vulnerable community members, and local organisations representing areas such as sport, healthcare, environment and climate, heritage, disability advocacy, LGBTIQA+ community, older residents, artists and business.

A comprehensive report of the engagement process is located on Council's website.



What you told us

When residents were asked about their top priorities, five issues emerged most frequently:

Affordable housing

- Widespread concern about the cost and availability of housing.
- Strong support for diverse housing options: tiny homes, social housing and infill development.
- Calls for action on short-term rentals and vacant properties.

Environment and climate action

- Climate change is a top issue across all age groups.
- Desire for strong leadership on biodiversity, green infrastructure and community resilience.
- Support for renewable energy, circular economy models and bushfire preparedness.

Health and wellbeing

- Mental health supports, access to GPs and ageing-in-place featured strongly.
- Need for affordable counselling, youth services and support for carers.
- Food security and active living are key to community wellbeing.

Infrastructure

- Roads and footpaths are a top concern.
- Desire for better public transport, walking and cycling infrastructure and safer crossings.
- Lighting and design upgrades seen as key to feeling safe and supported.

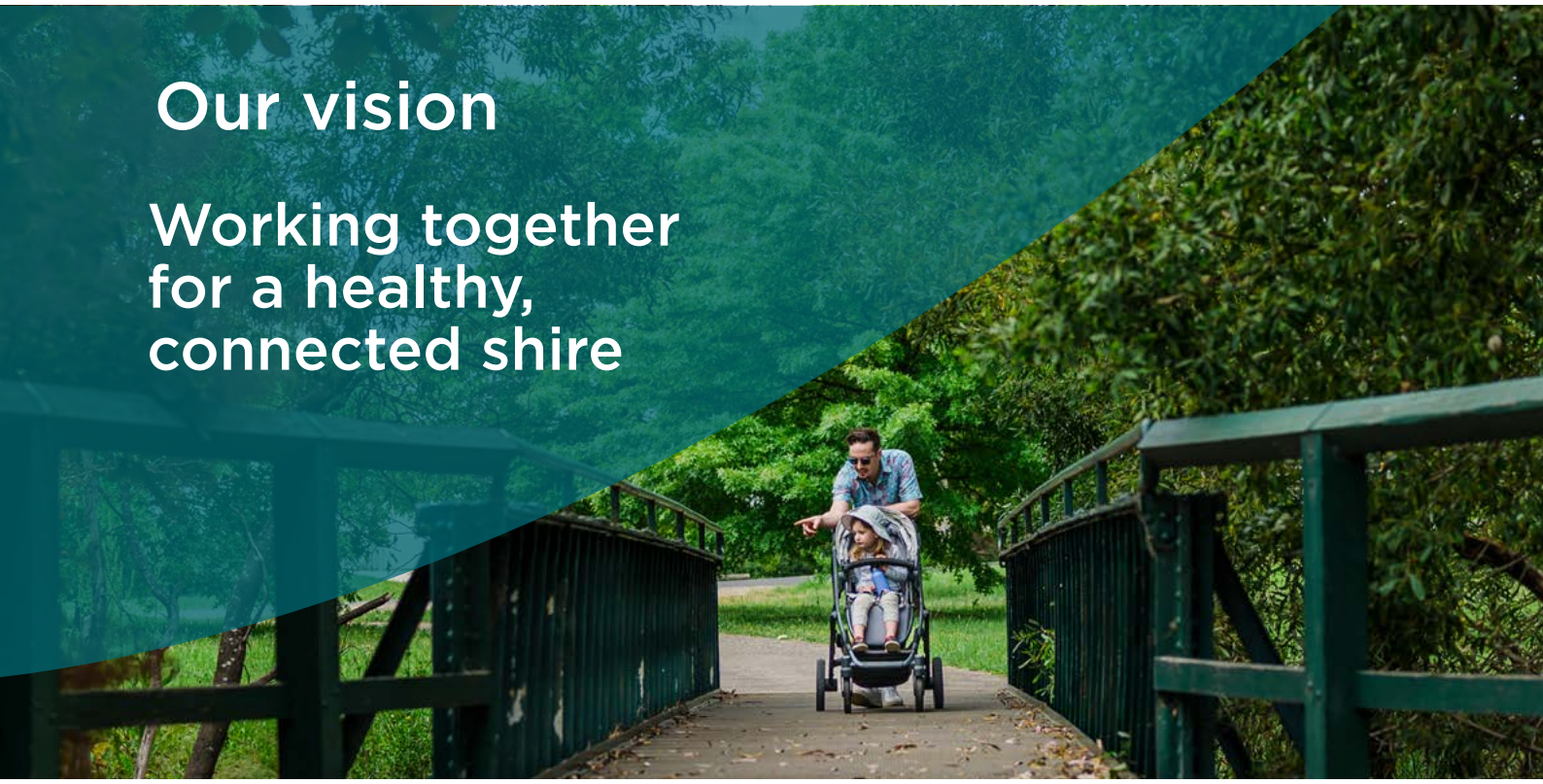
Social connection

- Strong value placed on social cohesion, local events and volunteering.
- Desire for more inclusive, accessible spaces and cultural safety.
- Young people want dedicated youth spaces and activities.

Climate change is a top issue across all age groups.

Strong desire for better public transport, walking and cycling infrastructure and safer crossings.

Council Plan 2025-2029 Snapshot



Our vision

Working together for a healthy, connected shire

Our values

We make our organisation better

We value each other's contribution

We deliver

Foundational work

Climate Change Declaration	Disability Inclusion Action Plan	Economic Development Strategy	Gender Equality Act	Municipal Public Health and Wellbeing Plan	Reconciliation Plan

Our focus areas

Council's five focus areas provide a clear framework for action. Each area reflects what matters most to our community and sets the direction for delivering a healthy, connected shire.

Focus area	Objectives
Communities Healthy, connected and inclusive communities	1. A strong, connected network of community-led wellbeing initiatives. 2. Vibrant townships, reflecting local spirit and aspirations. 3. Services and initiatives are delivered equitably. 4. Council decisions, services and planning are actively informed by the diverse voices of people from across the shire. 5. We have strong relationships with Traditional Owners, First Nations groups and community members.
Natural Environments Enhanced and protected natural environments	1. We are working to protect local biodiversity and ecosystems. 2. A shire that understands and cares for our environment. 3. A well-prepared, resilient shire where residents are equipped for extreme weather events and disasters. 4. First Nations knowledge and cultural values are embedded into environmental decision-making and organisational processes.
Infrastructure Appropriate, accessible and climate-resilient infrastructure	1. Well-maintained, actively-used infrastructure. 2. Increased access to meaningful local skills development, work and volunteering opportunities. 3. Accessible, safe and inclusive infrastructure for all ages and backgrounds. 4. Infrastructure designed to protect people, property and the environment from natural disasters. 5. Built, cultural and natural heritage is safeguarded and celebrated.
Wellbeing Economies Thriving economies that serve the wellbeing of people, place and the environment	1. Thriving local businesses, enterprises and organisations. 2. Increased access to meaningful local skills development, work and volunteering. 3. A resilient, diverse economy serving the wellbeing of people, place and the environment.
Organisation A responsive, trusted and effective Council	1. A responsive and transparent Council. 2. Organisational systems are optimised and support data-informed decision making and a positive customer experience. 3. A capable, future-ready, inclusive and culturally-aligned workforce. 4. A workforce that enables strong partnerships with Traditional Owners and First Nations people.

Implementing the Council Plan

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

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

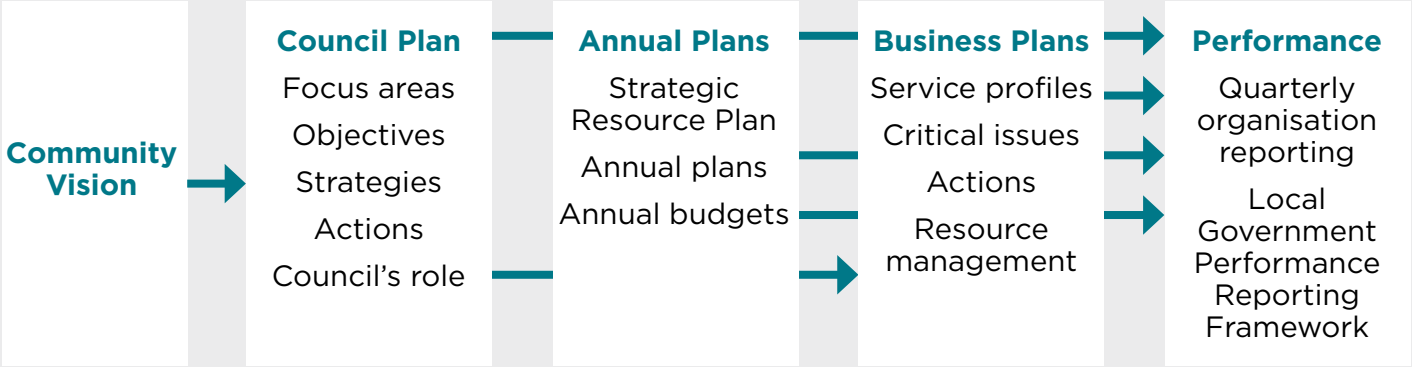
We have a legislative planning framework that helps link plan strategies to the actions that are funded in our annual budget. The plan gives rise to high-level strategies and objectives.

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 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 *Local Government Act 2020*, we must ensure we have a planning framework that clearly links our plan's focus areas to actions, which are funded through 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 plan. Council ensures the ongoing financial viability of the organisation through our Financial Sustainability Strategy and 10-year Financial Plan.



Every four years

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

Annually

Each year we prepare an Annual Plan which details actions to help achieve objectives laid out in the Council Plan, with associated measurable targets for each. These actions are funded out of the annual budget, which is exhibited for public comment. The budget details services, service outcome indicators, major initiatives and financial statements for the year ahead. Anyone can comment on the budget or make a submission for funding during the public submission period. At the end of each financial year, we publish our Annual Report, which tracks our performance against the Council and Annual Plans.

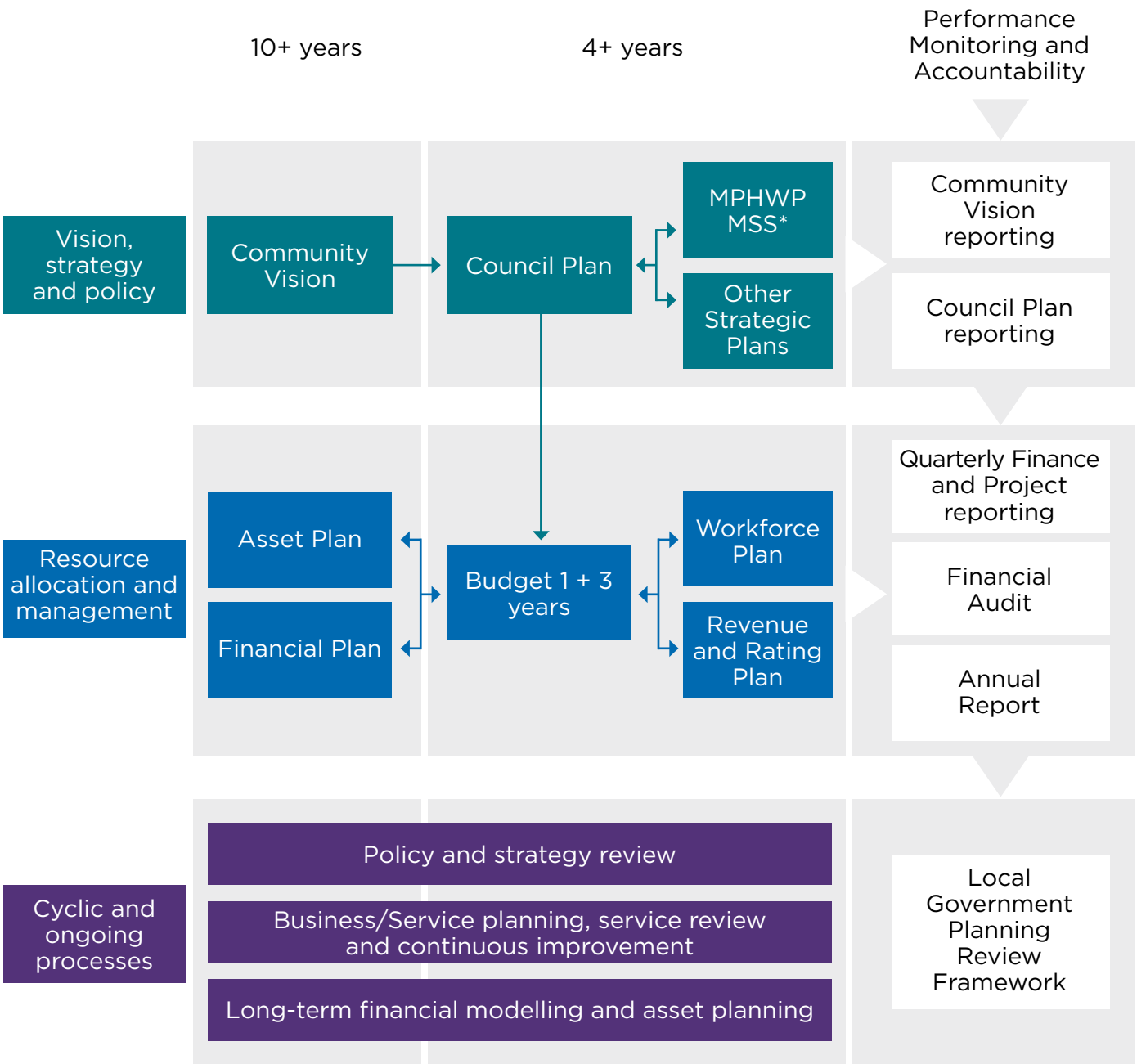
Quarterly

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 Council 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 review of existing Strategies, Policies and Plans (as per Appendix A) will be undertaken via the development of annual plans, business plans and corporate reporting processes.



*Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement

Terminology used in the Council Plan

Focus areas

Council's five focus areas provide a clear framework for action. Each area reflects what matters most to our community and sets the direction for delivering a healthy and connected shire.

Objectives

Each focus area has high-level objectives that provide a clear statement of what Council aims to achieve by 2029.

Strategic priorities

The strategic priorities outline what Council will focus on delivering over the life of the plan.

Focus area: Communities

Healthy, connected and inclusive communities

By 2029:

Objectives	Strategic priorities
1. A strong, connected network of community-led wellbeing initiatives.	• Map and promote community-led wellbeing initiatives. • Identify and address service gaps and strengthen collaboration.
2. Vibrant townships, reflecting local spirit and aspirations.	• Collaborate with communities to develop and deliver local-area community plans. • Enable community groups to lead and sustain local initiatives.
3. Services and initiatives are delivered equitably.	• Support priority groups through enhanced spaces, services and initiatives. • Develop and activate welcoming inclusive spaces that bring people together and promote wellbeing. • Support intergenerational community initiatives. • Facilitate and advocate for equitable community aged-care support. • Advocate for more place-based services to respond to the complex needs of our community including alcohol and other drugs, family violence, homelessness, mental health and allied health services. • Investigate and advocate for increased childcare and kindergarten opportunities.
4. Council decisions, services and planning are actively informed by the diverse voices of all people from across the shire.	• Embed diverse community voices in decision making, including young people, LGBTIQA+ (lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse people) and CALD (culturally and linguistically diverse) communities, other marginalised groups, and those experiencing socioeconomic disadvantage.
5. Strong relationships with Traditional Owners, First Nations groups and community members.	• Continue authentic partnerships and engagement protocols with Traditional Owners and First Nations groups. • Ensure Council work considers Dhelkunya Dja (Dja Dja Wurrung Country Plan) and other relevant First Nations Strategic Plans. • Explore ways to maximise opportunities with Culturally and Linguistically Diverse groups for the benefit of the whole community. • Strengthen respectful partnerships with Traditional Custodians, guided by cultural knowledge and community-led decision-making.

Focus area: Natural environments

Enhanced and protected natural environments

By 2029:

Objectives	Strategic priorities
1. We are working to protect local biodiversity and ecosystems.	• Develop and initiate implementation of a shire-wide biodiversity strategy. • Partner with community groups to recognise, rejuvenate and build climate resilience of the shire's local flora and fauna.
2. A shire that understands and cares for our environment.	• Implement, support and promote ecologically sustainable practices across the shire. • Support climate mitigation by strengthening community knowledge and capacity to take action. • Support management of waterways and protection of the environment through water-sensitive urban design. • Enhance recognition and protection of trees, including significant trees.
3. A well-prepared, resilient shire with residents and communities equipped for extreme weather events and disasters.	• Strengthening of the organisation's capacity and coordination with emergency management agencies to respond to and mitigate risk, manage incidents and build resilience. • Empower individuals, households and communities to plan and prepare, respond and recover from environmental and health emergencies.
4. First Nations knowledge and cultural values are embedded into environmental decision-making and organisational processes.	• Strengthening of partnerships with Traditional Owners to understand and embed cultural insights across environmental and land management practices.

Focus area: Infrastructure

Appropriate, accessible and climate-resilient infrastructure

By 2029:

Objectives	Strategic priorities
1. Well-maintained, actively used infrastructure.	• Encourage integrated, inclusive and multipurpose use of infrastructure with equitable access. • Undertake and respond to asset renewal and maintenance obligations, guided by asset management principles and community needs.
2. Increased access to housing, which is affordable, appropriate, accessible and considers environmentally sustainable design principles.	• Facilitate affordable and environmentally sustainable housing that supports a diverse community. • Encourage diverse and innovative housing options and in-fill residential development in appropriate locations. • Enable development that considers heritage, connectivity to place and neighbourhood character. • Champion and advocate for the prioritisation of public land for diverse and affordable housing.
3. Accessible, safe and inclusive infrastructure for all ages and backgrounds.	• Expand active transport connectivity and safety, including footpaths, paths and bike trails. • Advocate for improved digital connectivity and improved public transport. • Explore development of an Integrated Transport Strategy. • Apply best practice in planning and design to enhance community spaces and protect heritage, environment and people.
4. Infrastructure is designed to protect people, property and the environment from natural disasters.	• Strengthen infrastructure resilience to natural disasters. • Initiate infrastructure that mitigates the impact of natural disasters and considers future climate impacts.
5. Built, cultural and natural heritage is safeguarded and celebrated.	• Partner with Traditional Owners, local communities and heritage groups to consider cultural heritage in planning and design.

Focus area: Wellbeing economies

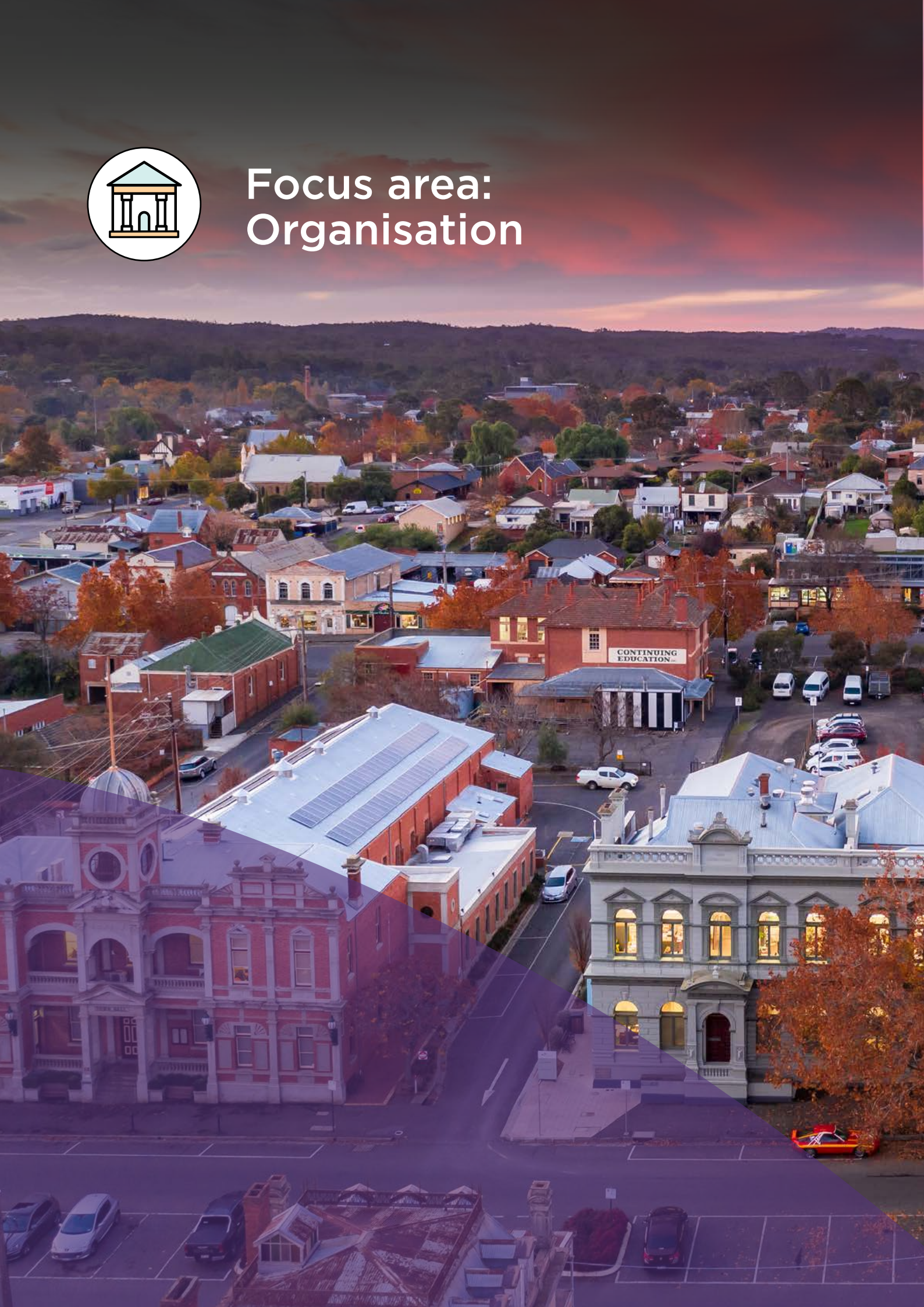
Thriving economies that serve the wellbeing of people, place and the environment.

By 2029:

Objectives	Strategic priorities
1. Thriving local businesses, enterprises and organisations.	• Assist businesses to navigate statutory processes and garner support through a Business Help Desk. • Support sustainable agricultural land use that builds local food and economic security. • Strengthen and support the regional visitor economy and support local and cultural destination initiatives.
2. Increased access to meaningful local skills development, work and volunteering.	• Advocate for and support equitable, place-based access to training/retraining and lifelong learning. • Support, facilitate and advocate for ongoing, meaningful and impactful volunteer opportunities.
3. A resilient, diverse economy serving the wellbeing of people, place and the environment.	• Support community wealth building, social procurement and local supply chains. • Foster a vibrant creative and cultural community through the delivery of impactful programs, including public art initiatives and active support for locally-driven events. • Support community-led initiatives that bring people and organisations together to grow local economic opportunities. • Promote and support circular and regenerative economic practices.

In Mount Alexander Shire, we are redefining the purpose of the economy: To serve the wellbeing of people, place and the environment. A wellbeing economy prioritises community health, fulfilment and resilience, supporting an economy where people, nature and culture thrive together – now and for future generations.

Focus area: Organisation



A responsive, trusted and effective Council

By 2029:

Objectives	Strategic priorities
1. A responsive and transparent Council.	• Provide genuine, inclusive and accessible community engagement and communications.
2. Organisational systems are optimised and support data-informed decision-making, and a positive customer experience.	• Enhance efficiency, effectiveness and integration of organisational systems. • Continue to increase our risk maturity. • Continue to strengthen confidentiality, security, accessibility and accuracy of information assets and systems. • Further strengthen internal systems to facilitate monitoring, evaluation and a continuous improvement approach to operations.
3. A capable, future-ready, inclusive and culturally aligned workforce.	• Progressively enhance workforce capacity and capability to ensure effective delivery of the Council Plan. • Undertake workforce planning to support current and emerging community and organisational needs. • Continue to strengthen a purpose-driven culture that is strategically aligned with our long-term goals and the community we serve.
4. A workforce that enables strong partnerships with Traditional Owners and First Nations people.	• Embed Traditional Owners and First Nations self-determination in Council's programs and practices. • Strengthen partnerships and formal agreements through ongoing collaboration with Traditional Owners.

Appendix A

Our strategies, plans and policies

Focus area	Strategies, plans and policies
Communities	• Disability Inclusion Action Plan 2023-2027 • Gender Equality Action Plan 2021-2025 • Communications and Engagement Strategy • Reconciliation Plan 2023-2026 • Customer-First Framework • Municipal Public Health and Wellbeing Plan 2025-2029 • Shine Harcourt Leanganook • Tarrangower Tomorrow Community Plan 2021 • Newstead Community Plan 2013 • Early Years Plan 2022-2026 • Middle Years Plan 2023-2026 • Mount Alexander Youth Plan 2025-2028
Natural environments	• Castlemaine Botanical Gardens Flora and Fauna Reserve Environmental Plan • Healthy Landscapes Regenerative Agriculture Program • Reconciliation Plan 2023-2026 • Caring for Country Plan • Digital Natural Environments • Climate Change Strategy 2024-2025 • Environment Strategy 2015-2025 • EDS Goal 6: Healthy Country • Waste Management Strategy 2023-2033 • Industrial Land Use Strategy (in development) • Domestic Wastewater Management Action Plan 2023-2027 • Carbon Offsetting and Drawdown Policy • FOGO and Glass Recycling • EDS Goal 4 Objective 4.3 promote reuse, repair and recycling, and circular economy thinking. • Municipal Emergency Management Plan

Focus area	Strategies, plans and policies
Infrastructure	• Castlemaine Streetscape Plan and Design Standards • Maldon Streetscape Plan and Design Standards • Maldon Historic Central Area Precinct Review • Plan Harcourt • Public Open Space Strategy/Open Space Reserve public art installation • Reconciliation Plan 2023-2026 • Chewton Pool Preservation • Campbells Creek Recreation Reserve Pavilion • Redevelopment of Frederick Street • Planning Scheme Review • Wesleyan Church Refurbishment • Industrial Land Use Strategy (in development) • Waste Management Strategy • Township Plan (Chewton Castlemaine Campbells Creek) • Housing Strategy • Developer contribution allocation review • Affordable Housing • Active Transport Strategy • Disability Inclusion Action Plan 2023-2027 • Gender Equality Action Plan 2021-2025 • Castlemaine Urban Waterways Management Plan 2018 • Domestic Wastewater Management Action Plan 2023-2027 • Castlemaine–Campbells Creek Levee improvements
Wellbeing economies	• Economic Development Strategy
Organisation	• Reconciliation Plan 2023-2026 • Disability Inclusion Action Plan 2023-2027 • Gender Equality Action Plan 2021-2025 • Communications and Engagement Strategy • Customer-First Framework • Customer First Workforce planning • Delivering Together Framework • Service Review

Adopted strategies, policies and plans as listed in Appendix A portray existing priority areas of Council. The review of existing strategies, policies and plans will be undertaken via the development of annual plans, business plans and corporate reporting processes.

Appendix B

Our services

The services listed below help us achieve our vision of working together for a healthy, connected shire.

Active Communities

Provides advice on local recreational needs, facility use and planning, development of master plans and strategies to promote and develop healthy physical activity in the shire, and support for sports and recreation clubs.

Aged and Disability Services

Assesses and provides services for older people and people with disability to enable them to remain living independently in their own homes. Services provided include domestic assistance, shopping, personal care, respite, delivered meals, home safety and social support programs for isolated older people.

Building Projects

Prepares and delivers maintenance and management programs for our buildings, pavilions and other community assets, to maximise value and use.

Building Services

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

Communications and Engagement

Ensures that the community receives timely, relevant and engaging information about what's happening in their shire through numerous channels including our website, social media, email, media engagement, advertising, community newsletters and more. Supports and advises staff on best practice communication strategies, tools and community engagement.

Community Partnerships

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

Community Safety and Amenity

Improves safety and amenity in the shire by supervising school crossings, controlling domestic animals and livestock, regulating parking, issuing local law permits and infringement notices, and providing information and advice to the community.

Corporate Services

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

Cultural Development

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

Customer Service

Assists customers with general enquiries in person, by email and by telephone. Shares information with the community, connects the community with relevant Council staff, registers community requests for services 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 the emergency management capability of the shire and community. Undertakes prevention measures to reduce risk from hazards.

Engineering

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.

Environmental and Public Health

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

Environment and Sustainability

Several teams work together to develop environmental policy, coordinate and implement environmental projects and work with other services to improve our environmental performance, including climate change initiatives.

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, and the raising and collection of rates and charges.

Governance

Coordinates Meetings of Council, Councillor-related activities and provides support and oversight of compliance with the Local Government Act 2020.

Healthy Loddon Campaspe

Improves health in the region through projects that focus on encouraging healthy eating and getting more people, more active, more often.

Information Services

Provides, supports and maintains cost-effective communications and IT systems, enabling Council to deliver services in a productive and efficient way.

Library Operations

Provides accessible information and resources for the recreational, cultural, educational and social development of our community. The service is provided by Goldfields Library Corporation at 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 and maintains key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens, Stanley Park North and Victory Park. Oversees tree management and provides tree pruning, planting and removal, in addition to working closely with Landcare groups to enhance, protect and maintain our natural environment areas. The service also provides annual inspections, programming and implementation of power line clearance requirements in Castlemaine and Maldon.

People and Culture

Provides strategic and operational organisation capability support including human resources 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. It develops and implements urban and rural planning strategy and maintains an effective planning scheme through regular reviews and planning scheme amendments, while ensuring appropriate support for our heritage.

Property Management

Facilitates management and strategic planning for our building, land, commercial and community leases and licences.

Records

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

Social Equity and Inclusion

Partners with representatives of First Nations, LGBTIQA+ and disability communities, to ensure their diverse voices and perspectives are heard and incorporated into Council's work, and to collaborate on initiatives that raise community awareness.

Tourism Services

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

Venue Coordination and Events

Provides hire and management services for public venues, as well as supporting event organisers.

Waste Management

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

Works: Roads, Bridges, Paths and Drainage

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

Youth Development

Works in partnership with young people, 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.

Appendix C

Glossary

Term	Definition
Annual Report	A publication that monitors and reports back to our community on how we are going with each year of our Council Plan actions and budget performance.
Budget	A publication that sets out how we will fund each year of Council Plan actions, including all the current services and facilities we provide.
Community	Residents of Mount Alexander Shire.
Community Vision 2021-2031	A statement that describes our community's aspirations for the future. Developing the statement is a collaborative process that involves the community and Council.
Council Plan	A four-year strategic plan that sets out Council's direction, objectives, strategies and focus areas.
Integrated Strategic Planning Framework	The relationship (as outlined in the *Local Government Act 2020*) between Council's key planning and reporting documents.
Mount Alexander Shire Council	A Council that is formed by elected representatives to govern the municipality, and the organisation that implements Council's decisions and provides services to the community.
Mount Alexander Shire	The local government area or municipality of Mount Alexander Shire.
Municipal Public Health and Wellbeing Plan	A four-year strategic plan that provides information and analysis on the health status of the Mount Alexander Shire community, and sets actions to give residents the opportunity to improve their health and wellbeing.

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