



ALPINE
SHIRE COUNCIL

Community Vision and Council Plan 2025-29

including Municipal Public Health and Wellbeing Plan



Spring in Dinner Plain





Our commitment to reconciliation

We acknowledge that the region known as Alpine Shire is the traditional land of many First Nations peoples. We acknowledge all Traditional Owners as the custodians of their Country, we recognise their rich and diverse cultural history and continuous connections to Country, and thank them for sharing their lands and cultures.

We acknowledge the First Nations peoples of (in alphabetical order) Bpangerang, Dalka Warra Mittung, Dhuduroa Waywurru, Duduroa Dhargal, Gunaikurnai, Jaithmathang, Taungurung, and Waywurru.

We pay our respects to all Elders, past and present, and extend that respect to ancestors that guide through history, and emerging leaders that will lead the way into the future.

As the closest level of government to our communities, we recognise the important role we play in reconciliation through advocacy, education, self-reflection, and embedding actions that are endorsed by, and accountable to, all departments in our organisation.

‘Fostering a future of healing and reconciliation requires all Australians to truthfully and respectfully, acknowledge the past. It is only through understanding and accepting the wrongs of the past, and the often-intergenerational impacts of these wrongs, that Australia can make adequate amends for the injustices faced by Aboriginal and Torres Strait Islander peoples since European colonisation and ensure that they are never repeated.’

Bringing Them Home

OUR RECONCILIATION JOURNEY TO DATE

We commenced our reconciliation journey in 2022 by registering with Reconciliation Australia to develop a Reflect Reconciliation Action Plan. While we still have much work to do, we are proud of the steps we have taken in our reconciliation journey so far:

- Launching our Reflect Reconciliation Action Plan in January 2023;
- Reviewing and delivering cultural awareness training to staff;
- Publicly acknowledging Traditional Custodians on our buildings and in our meetings; and
- Delivering cultural awareness initiatives and activities, including Reconciliation Week and NAIDOC Week.

Our Council Plan outlines the key priorities and initiatives that will guide the next stage of our reconciliation journey. We acknowledge that reconciliation is an ongoing process and we recognise the continued effort needed to drive future progress.

We are committed to working with First Nations communities, residents, and organisations to continue our reconciliation journey and ensure our actions lead to meaningful and measurable change.

Introduction

A young boy with light brown hair, wearing a blue and white plaid shirt and brown pants, stands in the center of the frame. He is surrounded by a dense canopy of trees with vibrant autumn foliage in shades of red, orange, and yellow. Numerous leaves are captured in mid-air, falling around him, creating a dynamic and festive atmosphere. The ground is covered in a thick layer of fallen leaves. The background shows more trees and a hint of a path, all bathed in the warm light of autumn.

Autumn in Jubilee Park, Myrtleford

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COUNCIL PLAN 2025-29

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Find out more and have your say on our projects, initiatives, and events by visiting Engage Alpine.

engage.alpineshire.vic.gov.au



From the Mayor

Welcome to Alpine Shire Council's new Council Plan, a guiding document that will shape our community's future over the next four years and beyond.

This plan reflects the collective vision and aspirations of the people who call Alpine Shire home. It is a roadmap that will strengthen our community, support a vibrant local economy, and protect the precious and breathtaking natural environment that makes this place so special.

Throughout the process, our focus has been on ensuring that our community, businesses, and visitors remain at the heart of everything we do. By engaging with you through market pop-ups, surveys, and deliberative engagement, we have gained valuable insights that have shaped the priorities outlined in this plan. I sincerely thank everyone who contributed their thoughts and ideas – your feedback has been crucial in creating a plan that truly reflects the needs and dreams of our community.

This plan is built on three key pillars: strengthening customer service, maintaining and improving sustainability, and fostering a healthy and vibrant community. It is designed to deliver meaningful outcomes for now and into the future, with a deep commitment to the wellbeing of our residents at its core. Despite the challenges we face – rising financial pressures, effects of climate change, and housing affordability – we are committed to leading boldly with transparency, responsibility, and a focus on long-term solutions.

As we deliver the plan over the next four years, we encourage you to continue engaging through various channels, including online through Engage Alpine and directly with us, your Councillors.

Alpine Shire is an outstanding place, with diverse, passionate people ready to come together to create a bright and sustainable future. On behalf of all Councillors, I invite you to join us in delivering the key outcomes of this plan and making our shared vision a reality.

Together, we will build a future we can all be proud of.

Cr Sarah Nicholas
Alpine Shire Mayor



From the CEO

I am excited to lead the implementation of our Council Plan 2025–2029, a plan which has been shaped by valuable input from across our communities.

The collaboration which has taken place in developing this plan sets a clear direction and priorities for the organisation over the next four years to support our communities in progressing towards their vision for Alpine Shire.

A core focus of this Council Plan, reflecting a consistent theme through our engagement with our communities, is delivering an improvement in our customer service. New systems which have recently been implemented across the organisation will improve the interface with our customers and put us in a position to access better quality information, helping us to deliver a more responsive service and improve the timeliness and quality of our decision-making.

An early deliverable in this Council Plan is the development of a Customer Charter, clearly outlining our commitment to the level of service we will provide to our customers and establishing a benchmark against we will be measuring and reporting our performance.

We will continue to invest into delivering an ambitious strategic planning program of work to improve certainty through our planning processes, sensitively manage the growth and change of our townships, and respond to bushfire and flood risks.

To successfully deliver our Council Plan, we need a strong and resilient organisation. I will continue to focus effort on building capability and capacity in the organisation, and supporting the cultural transformation journey which is underway to establish Alpine Shire Council as a workplace of choice.

Transparency and accountability remain key priorities for us. We will continue to share information, provide timely feedback, and empower our communities to have meaningful input into decisions that impact them. We will use a range of communication and engagement methods, including in-person engagement through community pop-ups and drop-ins, and online tools like our Engage Alpine platform.

I would like to thank our community members, business owners, Councillors, and staff who have contributed to the development of this Plan. I look forward to working with you over the next four years to deliver exceptional outcomes for Alpine Shire.



Will Jeremy
Chief Executive Officer

Your Councillors



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Our Organisation

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**EXECUTIVE
ASSISTANT
(CEO)**

COORDINATOR
Human
Resources

DIRECTOR ASSETS

MANAGER Engineering and Assets

Asset
Development
Capital Works
Engineering

MANAGER Growth and Future

Economic
Development
Property and
Contracts
Strategic Planning
Sustainability
Waste

MANAGER Operations

Asset Maintenance
Civil Works
Occupational Health
and Safety
Open Spaces

DIRECTOR CORPORATE AND COMMUNITY

MANAGER Community Development

Community
Development
Emergency
Management
Maternal and
Child Health
Youth

MANAGER Corporate

Accounting
and Payroll
Governance, Rates,
and Records
Health, Safety,
and Risk
High Country
Libraries Hub
Information
Communication
and Technology
Procurement

MANAGER Customer Experience

Customer Experience
Engagement and
Communications
Events
Library Services
Visitor Information
Centres

MANAGER Regulatory Services

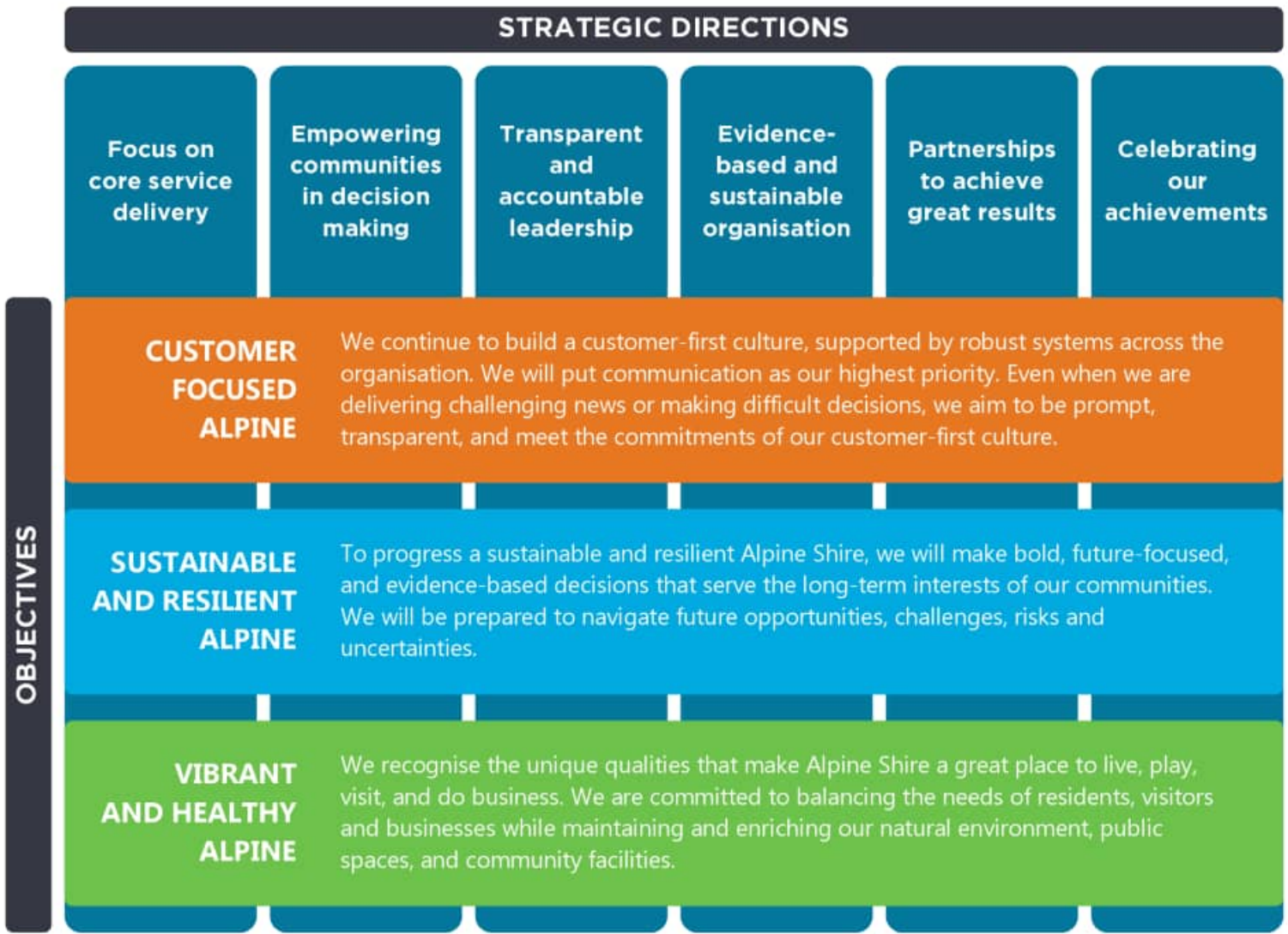
Building Services
Compliance and
Local Laws
Environmental Health
Statutory Planning

Executive summary

This document includes the **Community Vision, Council Plan, and Municipal Public Health and Wellbeing Plan.**

Our Community Vision is for a strong and adaptable Alpine Shire that embraces change, supports new ideas, and leads with confidence. Through community, sustainability, and bold leadership, we help to create a vibrant future.

The Community Vision has been developed in partnership with the Deliberative Panel and Councillors to guide the development of the plan and create a vision for a future that will support our communities to thrive. Our Council Plan is driven by three objectives, which provide context and purpose for our operations and service delivery. The objectives are informed by six strategic directions, which detail how we will work as an organisation to achieve the objectives. The overall structure of our Plan is shown below.



Executive summary continued

Our Municipal Public Health and Wellbeing Plan is integrated within our Plan and has been prepared based on evidence of the key health and wellbeing challenges facing our communities. It is aligned with the actions in the Victorian Public Health and Wellbeing Plan 2023-27 and has been informed by engagement with our communities, local health services, and community organisations. We recognise that there are a wide range of health and wellbeing-related challenges in our communities and we are committed to working in partnership across the health and community sector to help address these challenges.

Health and wellbeing is central to a wide range of services that we deliver, from maintaining our parks, playgrounds and facilities, to youth engagement, climate change resilience, and ensuring equitable access to services and facilities for all of our communities. Throughout our Plan, actions that contribute to our Municipal Public Health and Wellbeing Plan are identified with a heart ♥ symbol.







Engagement overview

The Community Vision, Council Plan, and Municipal Public Health and Wellbeing Plan have been prepared with extensive consultation and involvement of our communities, starting in July 2024.

We received a wide range of feedback from surveys, pop up sessions, and community submissions from our residents, ratepayers, and business community.

We also undertook a deliberative engagement process, which brought a representative group of community members from across Alpine Shire together with Councillors. This group came together over a series of six workshops to review, understand, and provide direction on wider community feedback. This process, and the valuable feedback and discussions gained from this group, has directly informed the basis of this document.

OVERVIEW OF OUR ENGAGEMENT

Surveys | We received valuable feedback through 141 completed surveys, providing us with a broad spectrum of community opinions and insights.

Market pop-ups | We actively engaged with our communities at market pop-ups in Bright, Myrtleford, Mount Beauty, and Harrietville, allowing us to connect with residents in their local environments.

Youth engagement | We ran a special session at The Lighthouse in Bright with community members aged 12-17, ensuring that the voices of our younger residents were also included in the planning process.

Community Panel | Our dedicated Community Panel, consisting of 13 members who responded to our public Expression of Interest, participated in six two-hour, in-person sessions alongside Councillors and managers, as well as an online hub where members could contribute digitally. These sessions were instrumental in gathering perspectives and fostering collaborative discussions. One of these sessions was held in conjunction with local health services, ensuring a holistic approach to community well-being.

One-on-one sessions | We held individual sessions with all managers to gather detailed input, ensuring that voices within our organisation were heard and considered.

Workshops | We conducted comprehensive workshops with our Executive team and Councillors to refine our Plan and align it with our communities' needs.

Additionally, our Council Plan project page on Engage Alpine attracted 2,054 visitors, reflecting strong community interest and involvement.

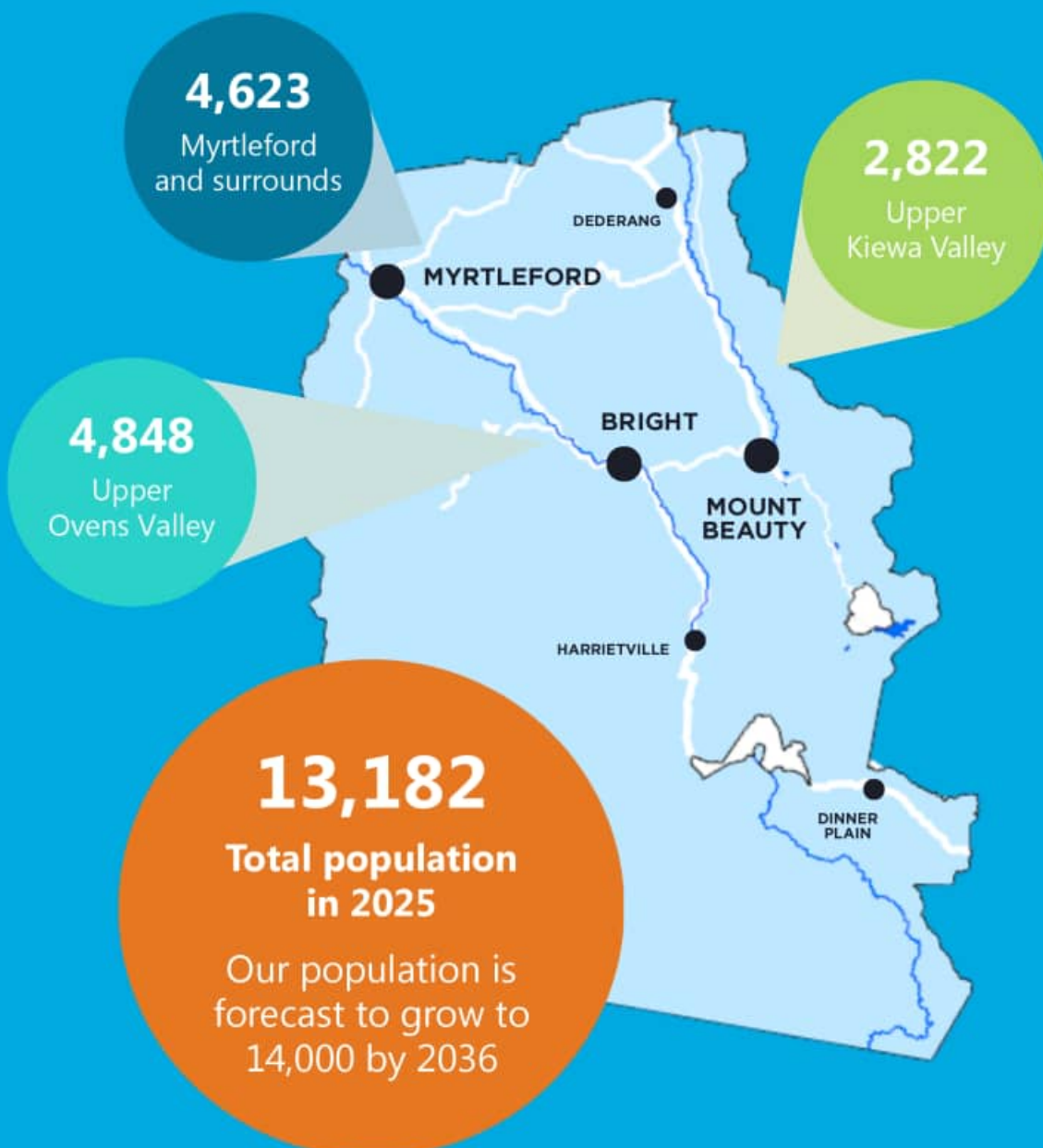
This engagement process has ensured that our Plan is reflective of our communities' needs and aspirations. We are grateful to everyone who participated and contributed to shaping our future. Your input has been invaluable in guiding our priorities and direction for the coming years.

Snapshot of Alpine Shire

ABOUT OUR REGION

Alpine Shire is located in northeast Victoria and covers approximately 4,800 square kilometres, incorporating the Kiewa and Ovens Valleys, and Dinner Plain. Approximately 92% of Alpine Shire is public land, including the Mount Buffalo and Alpine National Parks, and extensive State Forests. The remaining 8% or approximately 400 square kilometres comprises the farmland and urban areas, mainly concentrated along the Ovens and Kiewa rivers and their tributaries. Alpine Shire has a resident population of approximately 13,200 people, with the majority living in the main population centres of Myrtleford, Bright-Porepunkah and Mount Beauty-Tawonga South.

Our region's economy is diverse with the majority of employment in tourism services, retail, health care and personal services, agriculture, and forestry and manufacturing. As a small rural Shire, our population relies on larger centres such as Wangaratta and Albury-Wodonga for a range of higher order services such as healthcare, education, and employment.



IF ALPINE SHIRE WERE 100 PEOPLE

OUR PEOPLE

- 50 women
- 50 men
- 14 born overseas compared to 12 in regional Victoria
- 7 speak a language other than English at home
- 1 identify as First Nations

OUR POPULATION

- 21 under 20 compared to 24 in regional Victoria
- 35 aged 60+ compared to 30 in regional Victoria

Our young population is growing, with **573** children under five and over **100** new babies every year.

OUR ECONOMY

We work in the following industries:

- 13 Accommodation and food services
- 8 Agriculture and forestry
- 12 Health and social assistance
- 8 Manufacturing
- 9 Retail
- 18 Tourism

Tourism generates over **\$500 million** per year in Alpine Shire with:

650,000 overnight visitors
2.1 million visitor nights

OUR FAMILIES AND INCOME

- 35 couples with children compared to 38 in regional Victoria
- 7 single parent families compared to 10 in regional Victoria
- 29 lone person households, same as regional Victoria
- 9 households earning over \$2,000 per week in 2021 compared to 3 in 2016
- 52 households earning less than \$1,000 per week in 2021 compared to 63 in 2016
- \$887** median weekly income compared to \$899 in regional Victoria

OUR HEALTH AND WELLBEING

- 15 women born overseas
- 13 men born overseas
- 14 women likely to experience poverty
- 12 men likely to experience poverty

Young people report higher incidences of mental health challenges compared to the Victorian average.

There were **303** reported incidents of family violence in 2024 with a much higher representation of women.*

Across Alpine Shire, a total of **24** people identified as homeless.

*Family violence in rural and regional areas is likely to be significantly under reported due to a range of barriers to reporting.

Planning and reporting framework

The Community Vision and the Plan are critical for the planning and accountability framework for our organisation.

The documents establish the Vision, Strategy, and Initiatives that guide our service delivery over the medium to longer term. Our Council Plan, Municipal Public Health and Wellbeing Plan, and other plans have embedded annual reporting and review requirements as required by the Local Government Act 2020 and Public Health and Wellbeing Act 2008.

The diagram below demonstrates the relationship between the various plans, and integration required between the plans across the strategic planning framework.



* MPHWP | Municipal Public Health and Wellbeing Plan
** MPS | Municipal Planning Strategy



Summer in Porepukah

Council Plan 2025-29



Autumn on Mount Buffalo

How to read this document



Community Vision

A **strong and adaptable** Alpine Shire that embraces change, supports new ideas, and **leads with confidence**. Through community, sustainability, and bold leadership, we help to **create a vibrant future**.

OBJECTIVE 1: CUSTOMER FOCUS AND LEADERSHIP

We lead with confidence and innovation to overcome challenges

We are committed to excellent service

OBJECTIVE 2: RESILIENCE AND SUSTAINABILITY

Our people, places, and environment strengthen Alpine Shire's future

We make informed decisions to support our community

OBJECTIVE 3: HEALTHY AND VIBRANT COMMUNITY

We embrace change to build a strong, thriving community

We support people at every stage of life

Community aspirations

In preparing our Plan, our communities provided clear input on what they expect from us. These themes have informed the objectives of the Community Vision and our Plan.

How we'll respond to community feedback

- We will respond to community interactions in a consistent and transparent way within expected timeframes.
- We will engage in a meaningful, timely, and transparent way on decisions that impact our communities.
- We will have a sound understanding of risk and opportunity when planning for the future growth of our communities.
- We will plan for safe and sustainable communities across Alpine Shire, managing changes to our valued character as we grow.
- We will adopt a sustainable and evidence-based long-term approach to managing our assets, so they are fit for purpose and can be sustained as our population grows and changes.
- We will manage the impact of emerging risks to our asset base, including increasing costs associated with construction and maintenance, the effects of climate change, and the changing needs of our communities.
- We will support our communities to reduce greenhouse gas emissions and transition towards a more sustainable, resilient, and vibrant economy.
- We will support our communities to be connected, prepared, and resilient in the face of potential natural disasters or major economic changes.
- We will seek secure long-term funding for community service delivery, to enable us to support everyone in our communities to thrive.
- We will prioritise the health and wellbeing of everyone in our communities and, in partnership, deliver evidence-based initiatives to support vulnerable members of our communities.
- We will support an outstanding visitor experience through our services, facilities, and public spaces, which will support the wider tourism economy and our stunning natural environment.

Our 4 year objectives

Customer Focused
Alpine

Sustainable and
Resilient Alpine

Vibrant and
Healthy Alpine

Strategic directions

As part of the community feedback received for the Community Vision, Council Plan, and Municipal Health and Wellbeing Plan, a number of strategic directions were identified to guide our actions across all areas of our Plan. These six themes complement the three core objectives of our Plan.

1. Focus on core service delivery

Our approach to service delivery will continue to be efficient and effective. We deliver projects, services, and facilities in an evidence-based way to achieve the highest benefit for our communities with limited resources.

2. Empowering communities in decision making

We understand that Alpine Shire is made up of distinct communities with their own identities and aspirations, and that a 'one-size-fits-all' approach may not be appropriate. We will prioritise community leadership and decision making where possible, to build inclusive and resilient communities.

3. Transparent and accountable leadership

We are committed to increasing our transparency in all aspects of financial management, service delivery, and regulatory activities. We support strong community leadership and decision making in order to create ownership and empowerment in our communities.

4. Evidence based and sustainable organisation

We respond proactively and positively to challenges using the best available evidence and current best practice. Our commitment to sustainability applies across the organisation, and all aspects of our assets and service delivery.

5. Partnerships to deliver great results

Our services are delivered in close coordination and collaboration with the Victorian and Australian Governments, health organisations, neighbouring councils, the private sector, and community groups. We have a strong and informed advocacy position to influence outcomes that are outside our direct control and are important for our communities, economy, and environment.

6. Celebrating our achievements

We recognise the contributions made by individuals, community groups, and businesses across Alpine Shire, and seek to build stronger and more inclusive communities by celebrating successes.



Autumn in Howitt Park, Bright



Municipal Public Health and Wellbeing Plan

WHAT ARE THE CHALLENGES FACING OUR COMMUNITIES?

The Snapshot of Alpine Shire provides key statistics on some of the challenges facing the health and wellbeing of our communities. In summary, these challenges include:

- We have a large population of people under 20 years old, and around one hundred babies born to Alpine Shire families every year.
- Our population is ageing, with a high proportion of people aged over 60. This proportion is forecast to keep growing.
- Our young people report a higher rate of mental health challenges, compared to the Victorian average. Limited access to services and isolation contribute to this.
- Women in Alpine Shire are more likely to experience poverty than the Victorian average.
- We have a significant culturally and linguistically diverse community.
- The number of First Nations peoples is small but growing, with 4.4% growth between 2016 and 2021.
- There were over 300 reported incidents of family violence in Alpine Shire in 2024, with a significant majority of victim-survivors being women. The instances of family violence in small rural communities are likely to be significantly under reported.

OUR PRIORITIES IN RESPONSE

Our Plan has been informed by the Victorian Public Health and Wellbeing Plan 2023-2027 and Public Health and Wellbeing Act 2008, and focuses on the following priorities:

- Mental wellbeing and community connectedness;
- Gender equity and prevention of gender-based violence;
- Healthy lifestyles (incorporating physical activity and healthy eating); and
- Tackling climate change and its impacts on health.

These priorities are reflected throughout our Plan, with corresponding initiatives to be delivered over the four-year period of our Plan. All parts of our organisation play a role in our communities' public health and wellbeing, from the teams that maintain parks and playgrounds, to our Maternal and Child Health service, and the wide range of services available at our libraries that connect our communities.

The priorities, initiatives, and advocacy actions that contribute to our Plan are highlighted throughout the document with a heart ❤️ symbol.

We collaborate closely with a range of community groups, health services, and other organisations to coordinate and deliver health and wellbeing services across our communities. This includes Alpine Health, Gateway Health, various state government bodies, as well as local community groups, neighbouring councils, and other support organisations.

Sources: Australian Bureau of Statistics, Mission Australia Youth Survey 2024, Crime Statistics Agency Victoria, and Women's Health Goulburn North East.

OBJECTIVE 1

Customer Focused Alpine

We continue to build a customer-first culture, supported by robust systems across the organisation. We will put communication as our highest priority. Even when we are delivering challenging news or making difficult decisions, we aim to be prompt, transparent, and meet the commitments of our customer-first culture.

OUR PRIORITIES

- 1.1** Our highest priority is improving our communication - both listening and providing information and feedback.
- 1.2** Our systems and processes are designed, implemented and reviewed to support a customer-focused culture.
- 1.3** We deploy our resources in the most effective way to deliver our customer-first commitments.
- 1.4** Our continued engagement will promote community understanding and contribution to decisions that bring local and regional change.



Council Office, Bright

HOW WE'LL MEASURE PROGRESS

| INDICATOR | GOAL |
|--|----------|
| 1. Community Satisfaction Survey results | Improve |
| 2. Proportion of Service Requests that are resolved on first contact | Increase |
| 3. Number of formal customer complaints being received | Decrease |
| 4. Number of people participating in engagement opportunities | Increase |
| 5. Staff retention | Improve |
| 6. Time to recruit to vacant staff roles | Decrease |
| 7. Number of overdue maintenance requests | Decrease |
| 8. Number of Freedom of Information requests received | Decrease |
| 9. Planning applications decided within required timeframes | Increase |

OUR MAJOR INITIATIVES

| DESCRIPTION | OUR ROLE |
|--|----------|
| 1. Deliver a public Alpine Shire Council Customer Charter that specifies our commitment to customer service, including response times and expectations for us and customers | Deliver |
| 2. Undertake a service and systems review of the Statutory Planning, Building, and Environmental Health services and implement changes to improve customer experience | Deliver |
| 3. Strengthen engagement processes with our communities to increase involvement in key decisions or actions that impact them | Deliver |
| 4. Deliver innovative, customer focused Information Communication Technology (ICT) strategy, systems, and supporting processes that support efficient, consistent, and timely communication with customers by staff across all systems | Deliver |

OBJECTIVE 2

Sustainable and Resilient Alpine

To progress a sustainable and resilient Alpine Shire, we will make bold, future-focused, and evidence-based decisions that serve the long-term interests of our communities. We will be prepared to navigate future opportunities, challenges, risks and uncertainties.

OUR PRIORITIES

- 2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability.
- 2.2 We understand and respond to future development risks facing Alpine Shire, including bushfire and flooding impacts.
- 2.3 We improve planning certainty and sensitively manage changes to our townships as they grow and change.
- 2.4 We protect our rural industries and balance other priorities, such as tourism, in our rural areas.
- 2.5 We work proactively across government agencies and the private sector to plan for future changes to industry and employment in Alpine Shire.
- ♥ 2.6 We advocate for, and work towards, the long-term delivery of appropriate housing for residents and workers of Alpine Shire.
- ♥ 2.7 We deliver projects, services, and facilities in an efficient, evidence-based way to achieve the highest benefit for our communities with limited resources.
- ♥ 2.8 We work with partner agencies to support the delivery of mental wellbeing initiatives and promote connectedness and resilience in our communities.
- ♥ 2.9 We support local community groups, programs, events, and initiatives that build stronger, inclusive, more connected, and resilient communities.
- ♥ 2.10 We are committed to action on climate change and its impacts on the health of our community, biodiversity, and environment.
- 2.11 We support our communities to reduce waste and improve recycling by implementing circular economy initiatives.
- ♥ 2.12 Our communities will be resilient and are well prepared to withstand natural disasters and economic changes.



Autumn in Harrietville

HOW WE'LL MEASURE PROGRESS

| INDICATOR | GOAL |
|--|----------|
| 1. A fit for purpose, modern Alpine Planning Scheme | Improve |
| 2. Deliver 100% of our budgeted annual capital works program | 100% |
| 3. Proportion of funding received through external sources | Increase |
| 4. Cost savings associated with energy efficiency improvements | Increase |
| 5. Community satisfaction with local roads | Increase |
| 6. Waste diverted from landfill | Increase |

OUR MAJOR INITIATIVES

| DESCRIPTION | OUR ROLE |
|---|--------------------|
| ♥ 1. Deliver community grants to support inclusion, connectedness, resilience, and sustainability through local community groups and organisations | Deliver / Partner |
| ♥ 2. Improve our communities' preparedness for and recovery from future emergencies and support community resilience partnerships and activities | Deliver / Partner |
| ♥ 3. Support and deliver mental health and wellbeing initiatives and develop and implement an evaluation process | Deliver / Partner |
| ♥ 4. Advocate for and seek funding to support mental wellbeing and resilience initiatives | Advocate / Partner |
| 5. Update the Alpine Planning Scheme to address key risks to future development, and improve planning certainty and decision making across Alpine Shire, including: <ul style="list-style-type: none"> ● Neighbourhood Character Study ● Flooding and drainage studies ● Dinner Plain Review ● Alpine Shire Rural Land Strategy | Deliver |
| 6. Work across our organisation and our communities to identify and deliver greenhouse gas reductions and climate change adaptation actions | Deliver / Partner |
| 7. Support and facilitate investment in solar and battery storage on our facilities | Deliver / Partner |
| 8. Assess and enhance resilience of our assets, operations, and services to risks, including financial and climate change | Partner |
| 9. Deliver Asset Plan to enable responsible management and maintenance of our assets | Deliver |
| ♥ 10. Maintain and review emergency management plans, including Municipal Emergency Management Plan and Bushfire Place of Last Resort Plan | Deliver |
| 11. Implement Victorian Government circular economy initiatives to divert waste from landfill and improve recycling | Deliver |

OBJECTIVE 3

Vibrant and Healthy Alpine

We recognise the unique qualities that make Alpine Shire a great place to live, play, visit, and do business. We are committed to balancing the needs of residents, visitors and businesses while maintaining and enriching our natural environment, public spaces, and community facilities.

OUR PRIORITIES

- ♥ **3.1** We work with partner agencies to promote gender equity and implement prevention strategies to address the underlying causes of gender-based violence.
- ♥ **3.2** We work with partner agencies and community organisations to support healthy lifestyles, including physical activity and access to healthy food.
- ♥ **3.3** We support our communities to access our services and facilities regardless of age, ability, gender, ethnicity, or background.
- ♥ **3.4** We continue to engage with First Nations peoples and work towards meaningful reconciliation.
- 3.5** We support a strong and sustainable economy across Alpine Shire.
- ♥ **3.6** We provide high quality facilities and outdoor spaces that support the wellbeing of our communities.
- ♥ **3.7** We support local community groups, programs, events, and initiatives that activate and celebrate Alpine Shire and enrich the lives of community members.
- ♥ **3.8** We support people of all ages and stages to thrive.

HOW WE'LL MEASURE PROGRESS

| INDICATOR | GOAL |
|--|----------|
| 1. Number of access inclusion initiatives completed | Increase |
| 2. Number of people interacting with our library facilities and services | Increase |
| 3. Number of visits to aquatic facilities | Increase |
| 4. Participation in Maternal and Child Health services | Improve |

OUR MAJOR INITIATIVES

| DESCRIPTION | OUR ROLE |
|--|-------------------|
| 1. Deliver new and updated Economic Development, Tourism, and Events strategies | Deliver |
| 2. Partner with our communities to support economic development in areas such as investment attraction, community wealth building, tourism development, events, logistics, and skills development | Partner |
| 3. Improve our support for small businesses to navigate our processes and approvals | Deliver |
| ♥ 4. Support healthy lifestyles and active living, including physical activity and access to healthy food, through partnerships and our Community and Events grants programs | Deliver / Partner |
| 5. Protect our amenity through a targeted local laws and animal management service | Deliver |
| ♥ 6. Implement Fair Access Policy to support participation by women and girls | Deliver |
| ♥ 7. Support community connectedness by providing meaningful opportunities to volunteer with our organisation | Deliver |
| ♥ 8. Deliver community focused and family-friendly library services that contribute to the wellbeing of our communities | Deliver |
| ♥ 9. Refresh our Access and Inclusion Plan and deliver initiatives to ensure our facilities, events, and services are accessible | Deliver |
| ♥ 10. Deliver maternal and child health, immunisation, and family support programs | Deliver |
| ♥ 11. Implement organisational gender equality measures including measuring gender equality, diversity and inclusion, ensuring equal pay, addressing discrimination and harassment, and providing parental leave and childcare support | Deliver / Partner |
| ♥ 12. Deliver a program of activities and initiatives to support young people across Alpine Shire | Deliver / Partner |
| ♥ 13. Build on previous reconciliation actions by fostering strong relationships with First Nations peoples and organisations, creating opportunities for First Nations peoples, and strengthening our organisation's cultural integrity | Deliver / Partner |
| ♥ 14. Deliver and maintain facilities that promote participation in sport and physical activity, including equitable access to footpaths, trails, parks, play spaces, pools, and sporting facilities | Deliver |
| ♥ 15. Support initiatives that highlight the importance of gender equity, prevention of gender-based violence, and safety of children | Partner |

Advocacy

Many issues that affect our communities are outside our direct control, but we can play a role by advocating for change. This page details what our priorities are to guide our work with state and federal governments, the private sector, and others to address these priorities and issues.

♥ Funding for our core services and projects

We will continue to advocate for certainty and sustainability in funding for our core services, including community development, emergency preparedness, resilience, and mental wellbeing. Many of our services have been funded through emergency recovery funding or other temporary sources in the past.

Economic resilience and industry transition

We will work with the private sector as well as all levels of government and neighbouring municipalities to plan for and respond to economic risks in a positive and proactive way. Our economy has faced significant challenges in the past and, as we move forward, there are risks from climate change and potential impacts to major industries and employers in Alpine Shire.

♥ Housing

We will continue to advocate to all levels of government for key actions to address housing challenges. The provision of affordable, sustainable, and resilient housing in Alpine Shire is needed to unlock key economic constraints and prevent housing stress and poverty among vulnerable members of our communities.

♥ Access to health services, education, jobs, and childcare

We will advocate to improve access to a range of services, whether through transport options or improved technology and telecommunications. Our lack of options to access basic services, particularly for young people and older people, places our communities at a significant disadvantage.

♥ Sustainability and climate change adaptation

We will continue to advocate for broad actions to support people and businesses across Alpine Shire to efficiently transition to a low carbon economy, including support for the agriculture and transport sectors. Climate adaptation enables us to make the most of opportunities in a changing landscape, and create a more sustainable future for generations to come.

Telecommunications and internet connectivity

We will continue to advocate for improved coverage and capacity in our telecommunications and internet networks. In many parts of Alpine Shire, there is inadequate telecommunications coverage, which impacts safety and leaves parts of our community with limited or no connectivity. In addition to these network gaps, there is insufficient capacity in our network during busy times, as the network is not designed for the high visitor numbers.

Summer on Mount Buffalo



June 2025

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