

8.3 MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021

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File No: CM/15/004

Attachments: 1. Mitchell Shire Council Plan 2017 - 2021 Mid-plan review (tracked) changes

SUMMARY

In accordance with section 125(7) of the *Local Government Act 1989*, the Council Plan has been reviewed. The Council Plan sets out the key directions and main objectives to achieve our vision of a sustainable future. Council has reviewed and updated the Council Plan so that we can deliver on our objectives.

A part of reviewing the plan involves confirming if we are on the right track as well as understanding emerging issues and priorities. This review process ensures that what we do meets community needs, remains relevant and responds to the changing circumstances and environment in which we live.

As a result of this review, there have not been any changes proposed to the themes or strategic objectives. However, there have been some contextual updates, as well as the addition of measures of success linked to the annual Council Customer Satisfaction Survey and Local Government Performance Reporting Framework.

Finally, the Action Plan has been separated from this strategic document as there is a separate process to develop these annually. This allows for a more responsive and agile system for development of annual plans to support achieving our strategic objectives.

RECOMMENDATION

THAT Council endorse the revised Council Plan 2017 – 2021 and make the amendments available for public inspection as required by the *Local Government Act 1989*.

BACKGROUND

Section 125(7) of the *Local Government Act 1989* requires Council to conduct a review of its Council Plan and notify the Minister accordingly.

ISSUES AND DISCUSSION

The review has been undertaken and has considered:

- Contextual information
- Strategic direction
- Action plan
- Measures of success

Attachment 1 states the 2019 Review (including tracking changes)

MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021 (CONT.)

The following summary lists actions taken in this review.

Contextual Information

Updates and inclusions:

- An indigenous acknowledgement has been included
- The Councillor Message has been updated
- The section order has been re-arranged for better flow of information
- The Organisation Chart has been updated
- Minor amendments have been made through the body of the document to update dates, figures, future projections, key characteristics of our community and infrastructure and services.
- Inclusions have been made to Council's Integrated Planning and Reporting Framework, to further explain both the intent behind the Council Plan, and the process by which we evaluate and report on it.

Strategic Direction

No change has been proposed for the Themes, Strategic Objectives or Key Strategies set by Council, however, the following language has been strengthened:

- Supporting Local Jobs, *Businesses* and Quality Investment
- *Sound* Financial and Organisational Management

Action Plan

Over the past two-years, reporting on the Actions included in the Council Plan has identified that a significant number of "business as usual" items were included. Reporting on these items is the purpose of the Annual Report, and as a consequence, an amount of duplication was occurring with no benefit to community.

As there is a separate process to develop Action Plans annually, including presentation to Council, it is proposed to remove the Action Plan currently included in the Council Plan. Any Actions not yet completed, will form the foundation for the next two year's Annual Action Plans, in conjunction with the annual Budget process.

Measures of Success (performance indicators)

Quantifiable data is evaluated to monitor how well Council is progressing towards achieving the strategic objectives listed in the Council Plan.

Council participates in two performance data sets that are compiled each year:

- the annual Community Satisfaction Survey
- the Local Government Performance Reporting Framework.

The proposal is to adopt an indicator set that is based on these results and aligned to the Council Plan Themes.

MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021 (CONT.)

The proposals for each Strategic Objective are designed to offer a spread of indicators which will offer enhanced support to Councillors and the community in observing Council's performance over a broad range of services (e.g. number of requests to fix sealed local roads, time taken to decide planning applications, food safety assessment).

Providing increasingly sophisticated indicators is a work in progress being undertaken by all Councils. The aim is to increasingly measure impact, as well as activity, and our ability to do this is supported by increasingly powerful data collection and analysis tools.

Public Exhibition

These changes are subject to public exhibition under s223 of the *Local Government Act 1989*. The report will return to Council for final adoption after the public exhibition period and will consider any comments received.

The revised Council Plan be placed on exhibition through a public notice and will be available for inspection at the following locations:

- Council's Libraries and Customer Service Centres:
 - Broadford – 113 High Street
 - Kilmore – 12 Sydney Street
 - Seymour – 125 Anzac Avenue
 - Wallan – 9/81-99 High Street
- Council's website – www.mitchellshire.vic.gov.au
- Council's community engagement portal www.engagingmitchellshire.com

A period of 28 days is provided for the public to lodge submissions which are required to be lodged with Council by 5.00pm on Wednesday, 22 May 2019

Once finally adopted we will advise the Minister of these adjustments within 30 days pursuant to section 125(10) of the *Local Government Act 1989*.

CONSULTATION

Members of the Executive Leadership Team and relevant managers have been consulted in preparing this report.

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

There are no financial, resource or asset management implications directly associated with this report.

POLICY AND LEGISLATIVE IMPLICATIONS

The Council Plan has been reviewed in accordance with the requirements of the *Local Government Act 1989* s.125 (7).

MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021 (CONT.)

RISK IMPLICATIONS

| Risk | Risk Ranking | Proposed Treatments | Within Existing Resources? |
|--|--------------|--|----------------------------|
| There is a risk of failure to fulfil obligations within the <i>Local Government Act 1989</i> | Low | Dedicated resource to coordinate, prepare and deliver report | Yes |

SUSTAINABILITY IMPLICATIONS (SOCIAL AND ENVIRONMENTAL)

This is an administrative process and there are no environmental implications associated with this report.

CHARTER OF HUMAN RIGHTS IMPLICATIONS

The rights protected in the *Charter of Human Rights and Responsibilities Act 2006* were considered in preparing this report and it's determined that the subject matter does not raise any human rights issues.

CHILDREN AND YOUNG PEOPLE IMPLICATIONS

There are no children and young people implications associated with this report.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

CONCLUSION

This is an opportunity for Council to refresh the Council Plan and ensure it remains relevant for the remainder of the term. Once finally adopted, the revised Council Plan will be made available on Council's website.

MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021 (CONT.)

MITCHELL SHIRE COUNCIL

Council Meeting Attachment

GOVERNANCE AND CORPORATE PERFORMANCE

15 APRIL 2019

8.3

MID-TERM REVIEW OF THE COUNCIL PLAN 2017-2021

Attachment No: 1

**Mitchell Shire Council Plan 2017 - 2021 Mid-
plan review (tracked) changes**

INDIGENOUS ACKNOWLEDGEMENT

Mitchell Shire Council acknowledges the traditional custodians of the land, those of the Taungurung and Wurundjeri People.

We pay our respects to their rich cultures and to Elders past, present and future.

COUNCILLOR MESSAGE

The Council Plan is our commitment to ~~you~~ the community for the next four years and for the future.

It is based on ~~your~~ community ideas, ~~your~~ input and ~~your~~ vision for our community municipality. This is your plan and we ~~hope~~ believe it reflects what matters to ~~you~~ our community.

Over 1,000 passionate people have helped us prepare this plan. We have received some great suggestions and we've seen some clear themes emerge.

Advocacy

We know you want us to have a much stronger voice when it comes to advocating on your behalf to other levels of government, for key issues affecting our municipality.

Community participation

You've said you want us to engage with you more, so you can have greater input to Council decision making, activities and services.

Responsible planning

You have told us that you want us to prepare Mitchell to meet the challenges that our growing population is bringing. You want us to invest more in infrastructure and provide better services, that this is crucial to the amenity and lifestyle of Mitchell Shire.

Strong communities

Building a vibrant, proud community, improving health and wellbeing, reducing both homelessness and the impact of family violence our community are critical to you.

Local jobs, businesses and quality investment

A municipality that is attractive to businesses, investors and tourists will foster a prosperous economy creating local jobs which is vital to the community.

Sound financial and organisational management

We know you want us to continue to improve Council's long-term financial sustainability including responsible resource allocations, as well as maintain policies and processes that will guide responsive decision-making, and which are transparent and accountable.

Caring for our environment

That managing the natural and built environment is important to you, including minimising the impacts of waste and natural disaster and increasing our resilience to climate change.

~~We know you want us to invest more in infrastructure and provide better services. We know you want us to have a much stronger voice when it comes to advocacy on your behalf to other levels of government and we know you want to have more input to Council decisions.~~

~~You have told us that you want us to prepare Mitchell to meet the challenges that our growing population is bringing. We know you want us to continue to improve Council's finances and governance and we know that our environment and lifestyle in Mitchell Shire are important to you.~~

~~To address these themes, w~~We have identified seven priority areas key strategic areas to focus on:~~~~

~~Advocacy~~

~~Community participation~~

~~Responsible planning~~

~~Strong communities~~

~~Supporting l~~ocal jobs, b~~usinesses and quality investment~~~~~~

~~Sound financial and organisational management~~

~~Caring for our environment~~

~~In the following pages, you will see that e~~ach theme has a strategic objective, and several key strategies. These sets of approaches describe how Council will implement the achievement of each objective~~ ic area has a number of objectives, actions and measures to show how Mitchell Shire Council will deliver on these commitments.~~

Mitchell Shire is undergoing major change as an interface Council on Melbourne's northern growth corridor. The next ~~four~~ few years are critical ones for our Council to support this growth, to plan for future needs and to assist our community through this time of change. While looking to the future, we also commit to continuing to provide for and support our current communities.

The coming years are also critical ones for the organisation to continue to improve key financial indicators. This will ensure we have the means to deliver on these commitments and to provide quality services and infrastructure of which we can all be proud.

We would like to extend our thanks to everyone who took the time to provide input through our Listening Posts, our surveys, through written submissions or in other ways.

We ~~hope~~ believe this plan reflects the ideas you shared. We also ~~hope~~ believe it shows the important role that modern local government has in supporting our community beyond the historic roads, rates and rubbish focus of the past.

We look forward to working with you over the coming years to deliver on these commitments and to create a Mitchell Shire community of which we can all be proud.

OUR COUNCILLORS

Mitchell Shire has three wards: North, Central and South. Residents are represented by three Councillors in each ward.

The Mayor is elected by the Councillors and holds office for 12 months.

The general Council election was in October 2016. The next general Council election will be in October 2020.

CENTRAL WARD

Cr Annie Goble, First elected in 2016

Cr Bob Humm, First elected in 2003 and then again in 2006 and 2016

Cr David Atkinson, First elected in 2016

NORTH WARD

Cr Bill Chisholm, First elected 2012 and then again in 2016

Cr Fiona Stevens, First elected in 2016

Cr Rhonda Sanderson ~~(Mayor)~~, First elected 2012 and then again in 2016

SOUTH WARD

Cr Bob Cornish, First elected 2012 and then again in 2016

Cr David Lowe ~~(Deputy Mayor)~~, First elected in 2016

Cr Rob Eldridge, First elected in 2016

OUR ORGANISATION

The following is the Organisational Structure at 5 June 2017. We have a budget forecast for 2017/18 of 282 full time equivalent staff including vacant and casual roles.

~~UPDATED ORG CHART~~

~~VISION, MISSION AND VALUES~~

Our vision

Together with the community, creating a sustainable future.

Our mission

Working with our communities to build a great quality of life.

Mitchell Shire Council

- > Is committed to providing good governance and compassionate leadership.
- > Is committed to supporting our diverse community.
- > Values community involvement and vigour, and diversity of opinion.
- > ~~Recognises the commitment of our staff.~~
- > ~~Protects and enhances our natural environment.~~
- > ~~Plans for and promotes our future.~~
- > Promotes economic development within our municipality.

Our values

Working together

- > ~~Teams work together to get the job done.~~
- > ~~Leaders guide and inspire.~~

Respect

- > People respect and help each other to succeed.
- > Staff are appreciated and valued.
- > Success is celebrated.

Customer service excellence

- > Customers experience exceptional service.
- > Customers and staff are treated with dignity and respect.
- > We do what we say we're going to do.

Accountability

- > Every person is accountable for the success of One Mitchell... It starts with me!
- > A strong sense of dedication and pride.

~~> A strong sense of community and belonging.~~

~~Continuous improvement~~

~~> Look for ways to improve the ways we work.~~

~~> Develop staff to be the best that we can be.~~

OUR LOCATION

About the municipality

Strategically located just 40 kilometres north of Melbourne, Mitchell Shire is one of Victoria's fastest growing outer metropolitan municipalities.

As an interface growth area, we offer a mix of rural and urban living with affordable housing and a diversity of lifestyle and housing choices.

Mitchell Shire has an estimated population of 48,000. In the next 25-30 years it is expected that 270,000 people will call Mitchell home. It is anticipated that most of this growth will occur in and around the southern townships of Beveridge, Kilmore/Kilmore East and Wallan.

~~We have an estimated population of 43,005 in 2017, 45,000 in 2018. By 2036, our population is expected to more than double to nearly 103,000 people. We are planning for more than 210,000 people to call Mitchell home in the longer term. Many of these will be families with young children and teenagers. It is anticipated that most of this growth will occur in and around the southern townships of Beveridge, Kilmore/Kilmore East and Wallan.~~

We have a high commuter workforce and our community relies heavily on regional rail and road networks to travel to and from work and for day to day community activities.

Key employers within the shire include Puckapunyal Military Area, Council, hospitals, health services, schools and child care, supermarkets, Ralphs Meats and Nestle. Our agricultural, equine and tourism industries are also important contributors to our local economy.

Our rolling foothills, open farmland, mountain ranges, rivers, creeks and natural environment are key attributes of our landscape amenity. This also means parts of our municipality are subject to natural disasters such as fires, storms and floods.

At 2,864 square kilometres*, we are a large municipality with many larger and smaller townships and communities. These include Beveridge, Broadford, Bylands, Clonbinane, Forbes, Glenaroua, Glenhope, Glenhope East, Heathcote Junction, Heathcote South, High Camp, Hilldene, Hughes Creek, Kilmore, Kilmore East, Mia Mia, Moranding, Northwood, Nulla Vale, Puckapunyal, Pyalong, Reedy Creek, Seymour, Sugarloaf Creek, Sunday Creek, Tallarook, Tooborac, Trawool, Tyaak, Upper Plenty, Wallan, Wallan East, Wandong, Waterford Park, Whiteheads Creek and Willowmavin.

We also cover parts of Avenel, Donnybrook, Flowerdale, Highlands, Mangalore, Strath Creek, and Tarcombe.

*Source: GIS

OUR COMMUNITY

Key characteristics

- We cover 2,864 square kilometres of rural and urban land including Melbourne's Northern Growth Corridor
- Mitchell Shire has an estimated population of 48,000. In the next 25-30 years it is expected that 270,000 people will call Mitchell home. It is anticipated that most of this growth will occur in and around the southern townships of Beveridge, Kilmore/Kilmore East and Wallan.

We have an estimated population of 47,000 in 2018. In the next 25-30 years we expect that 250,000 people will call Mitchell home. Many of these will be families with young children and teenagers. It is anticipated that most of this growth will occur in and around the southern townships of Beveridge, Kilmore/Kilmore East and Wallan.

We are growing by 3-4% per year and our population is expected to double by 2036 to more than 90,000 people and 30,000 households

- We had 537581 new babies born in 2018 and we added more than 300-600 new houses
- We have 12 main towns, nearly 40 communities, 1 V/Line rail service, 3 limited town bus networks and no bus connections between towns
- We have 18 schools for 7,0627,507 students as at July 2018, many of which are already full. We need to accommodate an estimated 10,000 future students in the next 20 years
- There are approximately 0.77 local jobs available for everyone who is looking for work. Many people travel outside the municipality for work.
- Our local economy generates \$1.67 billion (valued added) GDP and has a total economic output of \$3.28 billion.

Our area generates \$1.4 billion GDP and has a total economic output of \$2.83 billion

- Some people in our community experience significant socio-economic disadvantage and we have a large difference between our poorest and wealthiest residents

Infrastructure

- 668-675.7 km of sealed roads
 - 709-762.1 km of unsealed roads
 - 410-428.8 km of kerb and channel
 - 182-197.2 km of concrete footpaths
 - 16.5km of sealed (asphalt or spray seal) footpath
 - .49km brick or stove paved footpath
 - 46-39.4 km of unsealed footpaths
 - 243-261.2 km of underground drainage
 - 8793-9,586 drainage pits
- 73 road bridges and 36 pedestrian bridges

- [59 Vehicle Bridges](#)
- [36 Pedestrian Bridges](#)
- [207 Major Culverts and Fords](#)
- 1 active landfill
- 4 resource recovery centres
- 22 sporting pavilions/clubrooms
- 9 sporting reserves
- 2 leisure centres, 5 pools and 4 sports stadiums
- 8 community halls
- ~~25-24~~ public toilets
- ~~43-44~~ playgrounds and 5 skate parks
- 12 environmental reserves
- 4 libraries
- ~~89~~ kindergartens ([including Flowerdale and enrolments for Beveridge](#))
- 7 maternal and child health centres

YOUR SAY

This Council Plan is based on community input gathered from a range of interest groups, community members and individuals.

Your ideas

We asked for your ideas about the most important ways Council can improve the appearance of public areas and also what were the most important things for Council to focus on to make Mitchell a better place.

- What do you like most about our community?
- What would make our community a better place?
- What is the most important thing you think could be done to improve the appearance of our community?
- What should Council focus on over the next four years?

~~During March and April 2017, w~~We held Councillor Listening Posts and Councillors took to the streets, attended events, sought input at markets and dropped into many places including kindergartens, playgrounds and trains. We also sought input online and through our advisory committees, Youth Council and other networks.

We received more than 1,200 responses which were used to inform the development of the Draft Council Plan.

In preparing the plan, Council also considered the views raised in the annual Community Satisfaction Survey. We have also reviewed the input you have provided for recently reviewed strategies and considered commitments in existing plans and strategies.

The Draft Plan

Your ideas helped shape the key strategic objectives and actions in this plan.

The Draft Council Plan was released in April 2017 for input in accordance with Section 223 of the Local Government Act. In addition to the requirements for public consultation set under the legislation, Council held three meetings in Seymour, Kilmore and Wallan ~~in May 2017~~. A total of 16 community members attended and five formal written submissions were received.

These were considered, and some alterations were made before the plan was adopted in June 2017.

Reporting on our progress

~~Each year an Annual Action Plan is developed that outlines the activities and projects that will be delivered over the next 12 months to support of the strategic objectives outlined in the Council Plan. We will provide regular updates on our the progress of these activities and projects through our mid-year update, annual action plans and annual report.~~

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VISION, MISSION AND VALUES

Our vision

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Working together

> Teams work together to get the job done.

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> People respect and help each other to succeed.

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> Customers experience exceptional service.

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Accountability

> Every person is accountable for the success of One Mitchell... It starts with me!

> A strong sense of dedication and pride.

> A strong sense of community and belonging.

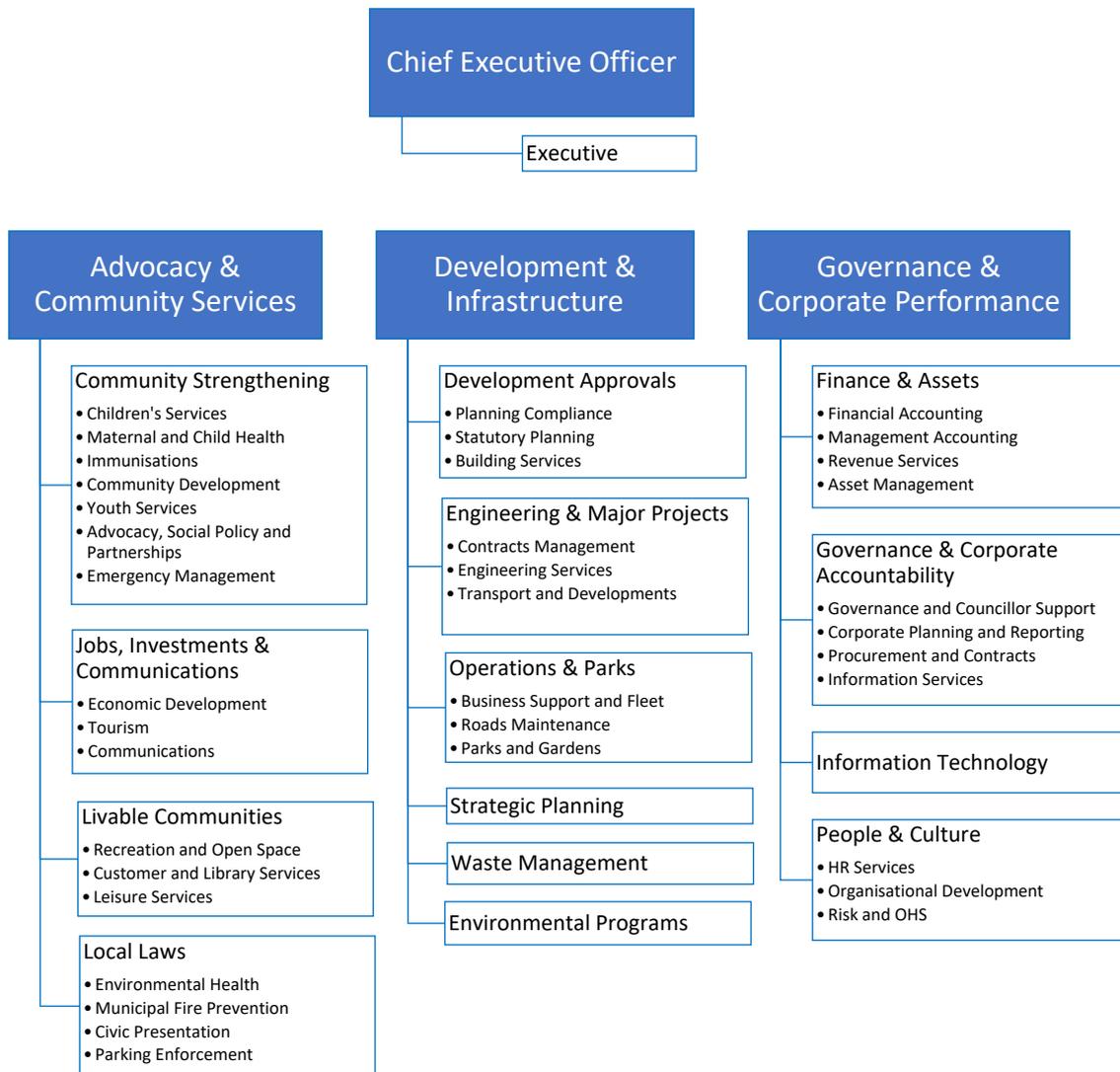
Continuous improvement

> Look for ways to improve the ways we work.

> Develop staff to be the best that we can be.

OUR ORGANISATION

The Executive Leadership Team comprises of the Chief Executive Officer, three Directors and the Manager People and Culture, as well as a second Manager from the Senior Leadership Team which is rotated every four months.



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

What is a Council Plan?

Each newly elected Council is required by legislation to develop a new Council Plan. The Council Plan is a four-year medium-term outlook. The Council Plan is supported by an annual action plan and an annual budget as well as the four-year Strategic Resource Plan.

The Council Plan includes:

- Strategic Objectives or goals: the outcomes the Councillors was to have achieved within their four-year term
- Key Strategies: How Council will achieve each goal
- Measures of Success: How impact on the Council goals will be evaluated
- Strategic Resource Plan: a four-year budget outlining how the strategies will be financed and resourced

Integrated Planning Framework

The Council Plan forms a fundamental part of Mitchell's integrated planning framework. The Council Plan is the connection point between the external influences of government policy and population growth, Mitchell Shire's 2020 Community Plan and Council's long-term planning processes. The Council Plan drives the development of the annual budget and is actioned through department business plans. The diagram below emphasises the links between these key elements.

Evaluation and Reporting

We are committed to transparently reporting on our progress towards achieving the strategies in this Council Plan. Each year, an Annual Action Plan is developed that consists of a range of actions that will contribute to our achievement of our objectives and vision. Council priorities, major projects, capital works, service improvements as well as actions in response to Council Strategies are included in the Annual Action Plan. The Action Plan shows only a small part of what we will do in that year, with many other activities contributing to our objectives, themes and vision.

Our performance against the Council Plan is regularly and openly reported to our community in the Mid-Year Progress Report and the Annual Report. We will communicate our progress, both positive and negative, to the community through our many communication channels, including media releases, our website, and social media. We also provide a report on sustainability capacity, financial performance and service indicators in the Local Government Performance Reporting Framework and on www.knowyourcouncil.vic.gov.au.

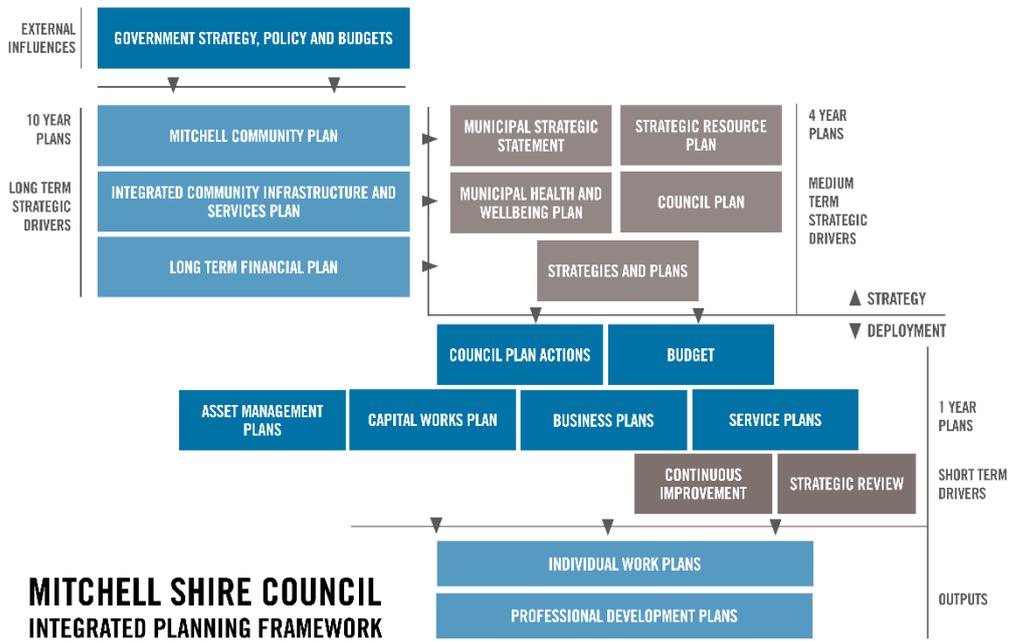
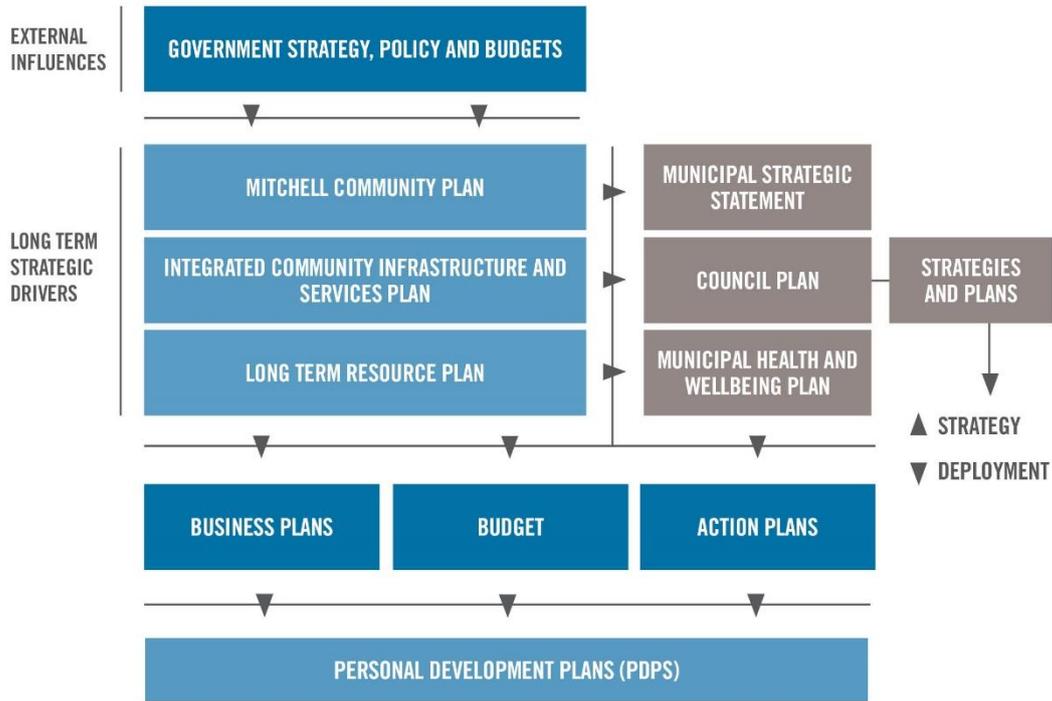


Image 1 Our Integrated Planning and Reporting Framework

OUR STRATEGIC OBJECTIVES

Council has identified seven strategic objectives to describe what we are working towards and how we want Mitchell Shire to be in the future.

ADVOCACY

To relentlessly advocate for funding to benefit our community.

COMMUNITY PARTICIPATION

To actively explore all opportunities for community involvement and participation in Council decisions.

RESPONSIBLE PLANNING

To demand best practice outcomes when planning for future growth.

STRONG COMMUNITIES

To build and nurture strong and vibrant communities where people are proud to live.

SUPPORTING LOCAL JOBS, BUSINESSES AND QUALITY INVESTMENT

To identify, encourage and actively promote investment, business and tourism.

SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT

To be leaders in financial and organisational management.

CARING FOR OUR ENVIRONMENT

To be responsible custodians, by managing and enhancing our environment and minimising the impacts of waste, natural disasters and climate change.

Advocacy

Mitchell Shire has an estimated population of 48,000. In the next 25-30 years it is expected that 270,000 people will call Mitchell home. It is anticipated that most of this growth will occur in and around the southern townships of Beveridge, Kilmore/Kilmore East and Wallan.

By 2031 it is estimated that an extra 40,000 residents will call Mitchell Shire home which will double our population over the next 10-12 years to more than 80,000, and more than 100,000 by 2036.

A critical role of Council is to advocate to State and Federal Governments, industry and business to ensure we can provide high quality services, programs and infrastructure which meets the complex needs of our existing and emerging communities.

Council will focus on strategically advocating for key local priorities to help plan and deliver the services and infrastructure that underpin liveable and socially sustainable communities. We will focus on advocacy for our existing towns and rural areas as well as advocacy to support rapid growth and development of new towns in the south of the Shire.

Working in partnership with State and Federal governments to plan and deliver projects will ensure Mitchell Shire is a place where people want to live and work, now and into the future.

STRATEGIC OBJECTIVE

To relentlessly advocate for funding to benefit our community.

KEY STRATEGIES

1.1: Establish an Advocacy Strategy that includes key priorities, and clear roles and responsibilities.

1.2: Establish and maintain local and regional partnerships to secure funding and policy commitments.

1.3: Support and collaborate with local groups and organisations to access potential funding and identify joint advocacy priorities.

MEASURES OF SUCCESS

Increase in Satisfaction with Council's performance on lobbying on behalf of the community (CSS)

RELATED STRATEGIES

The following strategies and plans support the achievement of this strategic objective.

- Advocacy Framework
- Environment Strategy
- Infrastructure Contributions Plans
- Integrated Community Services and infrastructure Plan
- Life Stages Plan
- Municipal Health and Wellbeing Plan
- Municipal Strategic Statement
- Mitchell Open Space Strategy
- Play Space Strategy
- Township and Precinct Structure Plans
- Sports Field Feasibility Study
- Sustainable Resource Management Strategy

RELATED SERVICES

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Advocacy, Social Policy and Partnerships

Community Participation

Council is committed to engaging with the community to ensure that a diverse range of voices are heard including those that are harder to reach. Fostering transparent, inclusive and meaningful engagement is central to the delivery of high-quality services and infrastructure.

By working closely with the community and stakeholders, Council aims to make decisions that are more broadly informed and reflective of the diverse range of views in our community. Council will communicate regularly with community about how it balances community views with resourcing and financial constraints and how we consider a range of views before making decisions.

Council will actively engage with our communities to improve collaboration, and work to ensure our communication is simple to understand and consistent with the needs and expectations of our community.

STRATEGIC OBJECTIVE

To actively explore all opportunities for community involvement and participation in Council decisions.

KEY STRATEGIES

- 2.1: Review and improve our community engagement framework.
- 2.2: Provide opportunities for inclusive participation across the Shire.
- 2.3: Simplify ways the community can engage with Council and access information.

MEASURES OF SUCCESS

Increases in:

- Satisfaction with Council's performance on Community Consultation and Engagement (CSS)
- Satisfaction with Council's performance on informing the community (CSS)
- Number of Engaged Visitors on Engaging Mitchell
- Number of Informed Visits on Engaging Mitchell

RELATED STRATEGIES

The following strategies and plans support the achievement of this strategic objective.

- Community Engagement Framework
- Communications Strategy
- Customer Charter
- Information Communication and Technology Strategy
- Integrated Community Services and Infrastructure Plan
- Life Stages Plan
- Municipal Public Health and Wellbeing Plan
- Place-based community plans
- Social Justice Framework
- Volunteer Framework

RELATED SERVICES

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Communications

Responsible Planning

To demand best practice outcomes when planning for future growth.

Mitchell Shire is set to experience significant population growth and change over the next 20 years. It is vital that Council undertakes long term strategic planning now to ensure existing and future residents have access to diverse housing, community, recreational, educational, transport and employment opportunities. It is important that this planning is sensitive to the distinctive characteristics of the Shire including local heritage, cultural and environmental values.

Council will work to facilitate significant investment and development opportunities that align with the long-term vision and goals of our community.

STRATEGIC OBJECTIVE

To demand best practice outcomes when planning for future growth.

MEASURES OF SUCCESS

Increases in:

- Number of Council Planning decisions that are upheld at VCAT (LGPRF)
- Satisfaction with Council's performance on Planning and Building Permits (CSS)
- Satisfaction with Council's performance on population growth (CSS)

KEY STRATEGIES

3.1: Plan for growth and change through best practice design of services, infrastructure, open space and recreation facilities.

3.2: Plan for a diversity of housing and households.

3.3: Prioritise environmental and sustainability outcomes in planning decisions.

3.4: Review heritage values and support the community in protecting and enhancing local natural and built heritage.

3.5: Improve planning processes to ensure user-friendly and timely planning processes and high-quality decisions.

3.6: Employ best practice planning tools to achieve desired outcomes.

3.7: Improve the liveability of Mitchell Shire.

3.8: Support safe communities through best practice design and planning standards.

3.9: Improve the accessibility and connectivity of pedestrian and cycle paths within and between our towns.

3.10: Protect and enhance local ambience, amenity and character.

RELATED STRATEGIES

The following strategies and plans support the achievement of this strategic objective.

- 2020 Community Plan
- Engineering Design and Construction Manual (Urban Growth Boundary Areas)

- Environment Strategy
- Infrastructure Contributions Plans
- [Integrated Community Services and infrastructure Plan](#)
- Infrastructure Design Manual (non-Urban Growth Boundary Areas)
- Municipal Health and Wellbeing Plan
- Municipal Strategic Statement
- [Mitchell](#) Open Space Strategy
- Open Space Service Standards
- Precinct Structure Plans
- [Place-based community plans](#)
- Play Space Strategy
- Township Structure Plans
- Sports Field Feasibility Study
- Sustainable Resource Management Strategy

RELATED SERVICES

Council provides the following (funded by budget programs) to deliver this strategic objective:

- [Engineering](#)
- [Facility Management](#)
- [Strategic Planning](#)
- [Statutory Planning](#)
- [Subdivisions and Major Developments](#)

Strong Communities

Council is committed to improving community wellbeing by providing services, programs and infrastructure that support the needs and aspirations of our residents. Council supports the community by providing a range of services and programs across all life stages including maternal and child health programs, early years and kindergarten, youth services and ageing as well as library, recreation, public health and aquatic services. Council also supports a range of community, creative and cultural events and celebrations aimed at supporting a vibrant and positive culture.

We manage and maintain an extensive network of roads, footpaths, parks, recreation facilities, streetscapes, bike paths and open spaces focusing on ensuring these facilities are well maintained, fit for purpose and support the needs of our community.

Council works with the community to provide a safe and nurturing environment where people of all ages, gender, sexuality, abilities, cultures and backgrounds are supported to work together and reach their full potential.

STRATEGIC OBJECTIVE

To build and nurture strong and vibrant communities where people are proud to live.

KEY STRATEGIES

4.1: Promote a safe and secure environment throughout the Shire.

4.2: Empower our volunteer community.

4.3: Establish and maintain high quality roads, footpaths, parks, recreation facilities, streetscapes, bike paths and public open spaces.

4.4: Work with government and local partners to facilitate improved community wellbeing.

4.5: Provide opportunities to build strong and resilient citizens for our current and future generations.

4.6: Provide adaptable community infrastructure and participation opportunities for all ages, cultures and abilities.

MEASURES OF SUCCESS

Increases in:

LGPRF

- Number of animal management prosecutions
- Number of visits to aquatic facilities per head of municipal population
- Percentage of critical and major non-compliance outcome notifications followed up
- Active library members in municipality
- Participation in the MCH service
- Participation in the MCH service by Aboriginal children

Customer Satisfaction Survey (CSS)

- Satisfaction with Council's performance on family support services
- Satisfaction with Council's performance on recreational facilities
- Satisfaction with Council's performance on community and cultural
- Satisfaction with Council's performance on appearance of public areas
- Satisfaction with Council's performance on Unsealed Roads
- Satisfaction with Council's performance on Sealed Roads

RELATED STRATEGIES

The following strategies and plans support the achievement of this strategic objective.