8.5 COUNCIL PLAN 2017-2021 (2019 REVISION)

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File No: *CM/15/004*

Attachments: *1. Council Plan 2017 - 2021 (2019 Revision)*

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.

In addition, 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 Council Plan 2017 – 2021 (2019 Revision).

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

The following summary lists actions taken in this review.

Contextual Information

Updates and inclusions:

COUNCIL PLAN 2017-2021 (2019 REVISION) (CONT.)

- 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 Organisational 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, *Business* 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, and to avoid duplication, the Action Plan has been removed from the Council Plan.

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.

Indicators have been included based on these sets and aligned to the Council Plan Themes.

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

CONSULTATION

COUNCIL PLAN 2017-2021 (2019 REVISION) (CONT.)

Councillors participated in two workshops around the review of the Plan and members of the Executive Leadership Team and relevant managers have been consulted in preparing this report.

Public Exhibition

Beginning 16 April and concluding 22 May 2019, the proposed changes to the Council Plan were subject to public exhibition under s223 of the *Local Government Act 1989*.

No submissions were received.

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).

RISK IMPLICATIONS

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?
There is a risk of failure to fulfil obligations within the *Local Government Act 1989*	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. The Council Plan 2017 – 2021 (2019 Revision) will be made available on Council's website.

MITCHELL SHIRE COUNCIL

Council Meeting Attachment

GOVERNANCE AND CORPORATE PERFORMANCE

24 JUNE 2019

8.5

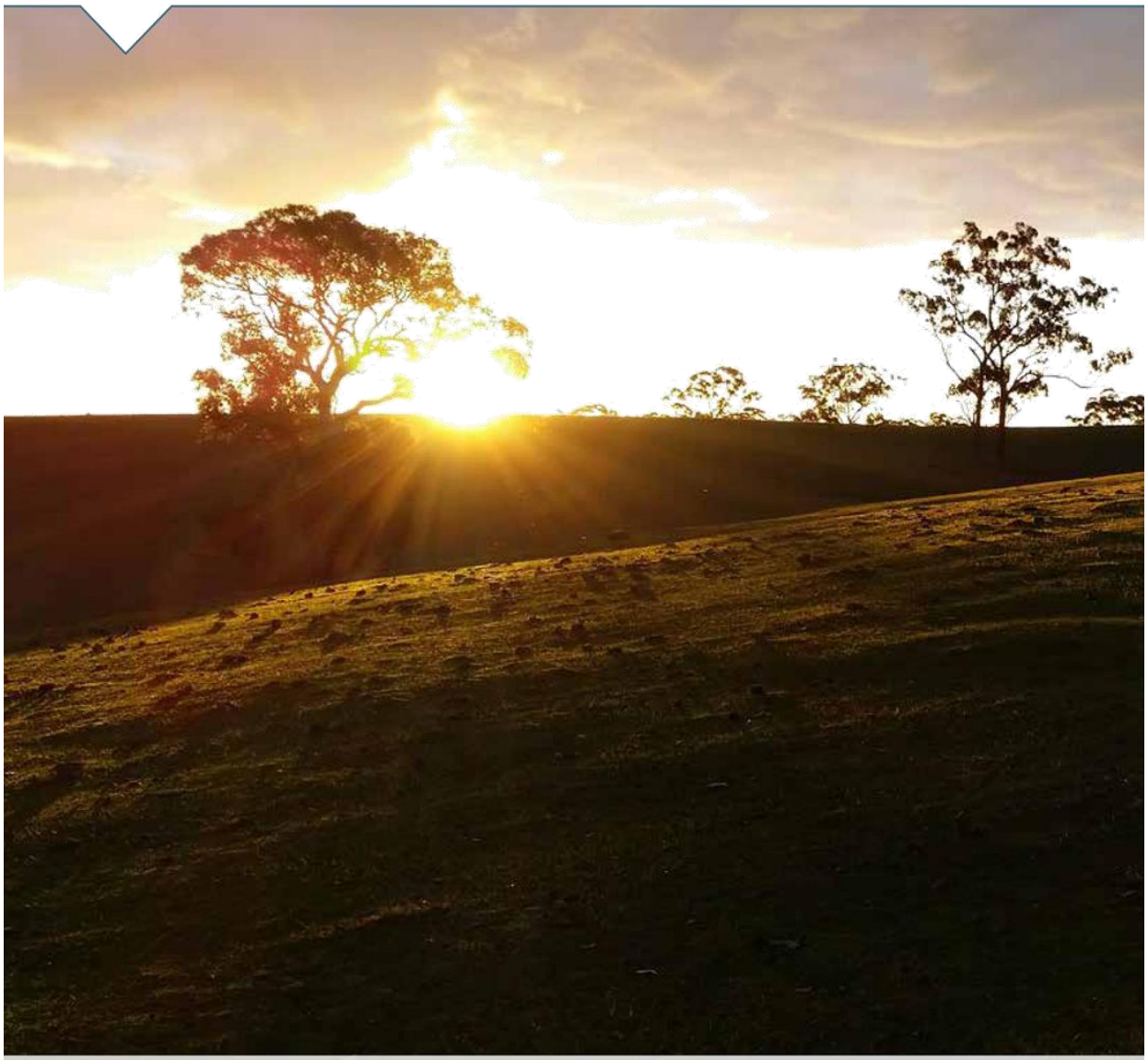
COUNCIL PLAN 2017-2021 (2019 REVISION)

Attachment No: 1

Council Plan 2017 - 2021 (2019 Revision)

MITCHELL SHIRE COUNCIL
COUNCIL PLAN 2017–2021
2019 Revision

MITCHELL SHIRE COUNCIL



Sunset over farmland, Glenaroua.

Mitchell Shire Council acknowledges the Traditional Owners of the land, those of the Taungurung and Wurundjeri People. We pay our respects to their rich cultures and to Elders past and present.

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COUNCILLOR MESSAGE

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

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

Local jobs, business 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.

COUNCILLOR MESSAGE

In the following pages, you will see that each theme has a strategic objective, and several key strategies. These sets of approaches describe how Council will implement the achievement of each objective.

Mitchell Shire is undergoing major change as an interface Council on Melbourne's northern growth corridor. The next few years are critical for our Council to support this growth, by planning and advocating for the future needs of all our communities.

While looking to the future, we also commit to continuing to support our current communities. One of our Municipality's strengths is the diversity of these communities; from semi-urban townships, to growing suburban developments, smaller villages and rural landscapes, each one with their own distinctive personalities, and unique quality of life.

It is vital that that Council encourages and supports the diversity that makes Mitchell unique.

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 believe this plan reflects the ideas you shared. We also 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
First elected 2012 and then again in 2016

SOUTH WARD

Cr Bob Cornish
First elected 2012 and then again in 2016

Cr David Lowe
First elected in 2016

Cr Rob Eldridge
First elected in 2016

From left to right: Cr Bob Humm, Cr Bob Cornish, Cr Rob Eldridge, Cr David Lowe, Cr David Atkinson, Mayor Cr Rhonda Sanderson, Cr Fiona Stevens, Cr Annie Goble and Cr Bill Chisholm.

OUR LOCATION

About the municipality

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

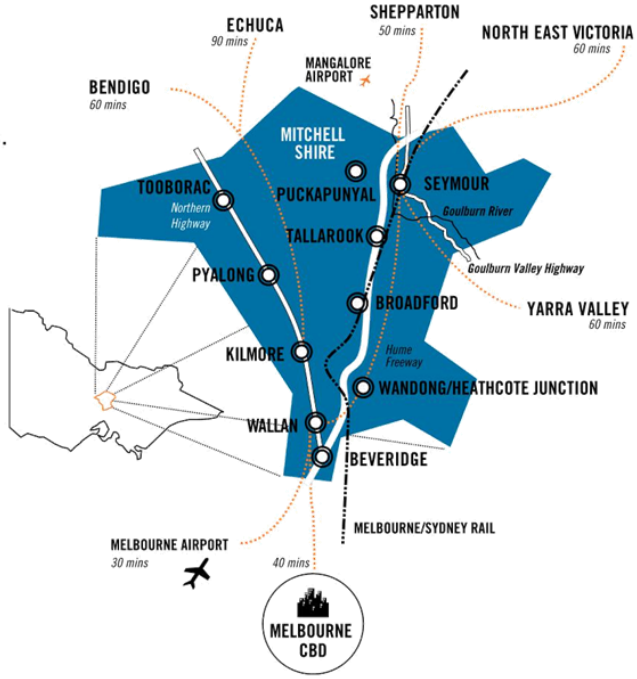
As an interface growth area, we offer a mix of rural and urban living with affordable housing and a diversity of lifestyle and housing choices.

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 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 2,862 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: Australian Bureau of Statistics*

OUR COMMUNITY

Key characteristics

We cover **2,862 square kms** of rural and urban land including **Melbourne's Northern Growth Corridor.**

We have **19 schools for more than 7,500 students,** many of which are already full. We need to accommodate an estimated **10,000 future students** in the next 20 years.

Mitchell has an estimated **population** of **48,000.** In the next 25-30 years it is expected that **270,000 people** will call Mitchell home.

There are approximately **0.77 local jobs available** for everyone who is looking for work. Many people **travel** outside the municipality **for work.**

We had **581 new babies** born in 2018 and we added more than **600 new houses.**

Our ocal economy generates **$1.67 billion (value added) GDP** and has a total economic output of **$3.28 billion.**

We have **12 main towns**, nearly **40 communities, V/Line rail services, 3 limited town bus networks** and **no bus connections between towns.**

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

Infrastructure

- > 676 km of sealed roads
- > 762 km of unsealed roads
- > 429 km of kerb and channel
- > 197 km of concrete footpaths
- > 16.5 km of sealed footpath
- > 39.5 km of unsealed footpath
- > 261 km of underground drainage
- > 9,586 drainage pits
- > 59 vehicle, and 36 pedestrian bridges
- > 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
- > 44 playgrounds and 5 skate parks
- > 12 environmental reserves
- > 4 libraries
- > 9 kindergartens
- > 7 maternal and child health centres
- > 24 public toilets

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?

We held Councillor Listening Posts and Councillors took to the streets, attended events, sought input at markets and dropped in to 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 1200 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.

A total of 32 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 the progress of these activities and projects through our mid-year update and annual report.

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 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.