Strategy 1.2: Establish and maintain local and regional partnerships to secure funding and policy commitments				
Measure of Success: There is a shared vision for Mitchell Shire				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Proactive communication and engagement plans are developed to support advocacy priorities.	Ongoing	n/a	n/a	An Advocacy priorities document and an advocacy action plan have been developed and will be presented to the Executive Leadership Team and Council for endorsement in March 2018. The plan will focus on the upcoming State election with three core priorities. A broader advocacy priorities list will also be developed for endorsement. Council is also actively supporting the Interface Councils Liveability Project advocacy communication including media and social media platforms.
Key messages are developed for Councillors and staff to support discussions with stakeholders and the community.	Single year	25	25	Key messages are currently in draft.
A human services partnership network is developed to focus on planning for health and human services priorities.	Ongoing	n/a	n/a	The Human Services Partnership Network has not been developed yet.
A review of key networks and Mitchell Shire's participation is completed.	Ongoing	n/a	n/a	This action has not commenced.

Strategy 1.3: Support and collaborate with local groups and organisations to access potential funding and identify joint advocacy priorities				
Measure of Success: Mitchell Shire is a trusted source for evidence-based information supporting community priorities.				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
A training package is designed to support the development of advocacy skills for Councillors, staff and key stakeholders.	Single year	0	n/a	Advocacy toolkit being developed. A session will be undertaken with Senior Leadership Team in May 2018.
The advocacy training program is delivered to targeted audiences.	Single year	0	n/a	Session with the Senior Leadership Team will be undertaken in May 2018.
There is regular engagement with Advisory Groups, community network meetings, 1-1's with community groups etc to assist with data and evidence to support funding submissions.	Ongoing	n/a	n/a	Steering committees and Advisory committees aligned to strategic plans, and meetings held quarterly.

A Youth Advocacy Plan is developed in conjunction with the Life Stages Plan.	Single year	50	50	Youth Advocacy Fact Sheets Prepared for Youth Services Hub, Life Stages Draft Strategy completed.
Engagement occurs with all Youth Advisory groups and Youth Council.	Single year	50	50	Quarterly Youth Steering Committee Meetings held. Youth Advisory Group meetings held fortnightly (Mitchell Youth Council, Mitchell FReeZA).

Community Participation

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

Strategy 2.1: Review and improve our community engagement framework				
Measure of Success: The community feels heard, and that their views are reflected in Council's plans and strategies				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
A review of the Engagement Framework is completed and agreed improvements implemented.	Single year	50	50	Framework in Draft version to present to Council for Community Consultation in April 2018.
An evaluation of the 'Engaging Mitchell' digital platform is completed and agreed improvements implemented.	Multi year	0	n/a	Review to be conducted as part of the four-year digital roadmap through the web project team and following the review of the Community Engagement Framework. Timelines may need reviewing depending on where this project falls on that roadmap. Due to project dependencies on the web project and the Community Engagement framework, it is likely that this action will continue into 2018/19.

Strategy 2.2: Provide opportunities for inclusive participation across the Shire				
Measure of Success: We are working to create a more equitable Mitchell Shire				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Current levels of participation are reviewed against industry benchmarks and demographic data, and a report provided to Council.	Single year	25	25	Literature review conducted identifying best practice Councils. Toolkit and engagement framework to be adopted in Q4.
Council supports and facilitates a broad range of diverse community events.	Ongoing	n/a	n/a	Community events undertaken throughout the year (e.g. Multicultural Festival, Community BBQs, Youth Week).
Council recognises cultural days and other days of significance for the community.	Ongoing	n/a	n/a	Cultural days of significance occur throughout the year and Council acknowledges and supports these as appropriate (National Sorry Day, IDAHOT, NAIDOC, IWD, IDPWD, Cultural Diversity Week).
There is an increase in the number of cultural and all abilities resources across all service areas.	Ongoing	n/a	n/a	Social Justice Strategy Adopted with focus on Equitable Access to Services - Supporting Vulnerability & Disability, Cultural Diversity and ATSI, Successful

Strategy 2.2: Provide opportunities for inclusive participation across the Shire				
Measure of Success: We are working to create a more equitable Mitchell Shire				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
				application of the "Changing Places facility' Hadfield Park Wallan.
The Social Justice Framework is developed and implemented.	Ongoing	n/a	n/a	Framework adopted and implemented including community consultation.
A Social Justice Advisory Group is established.	Single year	0	n/a	Advisory Group to be establish in February 2018 and quarterly meetings held thereafter.
AAA accessibility guidelines are included in the development of a new website, the digital first strategy project and the Plain English guide.	Multi year	25	25	Tender specifications have included AA accessibility as a requirement and AAA accessibility as desired. This will be a requirement for all digital projects in the four-year digital roadmap including e-services roll outs.
The Event Evaluation Framework is adopted for all Council run events.	Single year	0	n/a	Not commencing until Q3.
Project Scoping for place-based Community Plans is completed and provided to Council for consideration.	Multi year	0	n/a	Budget allocated for placemaking in draft Council Budget 2018/19. Project scoping to commence in Q4.

Strategy 2.3: Simplify ways the community can engage with Council and access information				
Measure of Success: The community feels connected to Council				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Communication and engagement tools are reviewed as part of the Engagement Framework review.	Multi year	0	n/a	To be conducted following the review of the Community Engagement Framework and in partnership with the Engaging Mitchell champions.
There is increased engagement through the community voice panel, face to face interactions, forum/workshop engagement, online engagement and social media.	Ongoing	n/a	n/a	Increase in engagement across community including 57 new registrations and over 10k visits to the Engaging Mitchell Website from July-Dec 2017
Resources and planning is undertaken for the development of a Digital First Strategy.	Multi year	0	n/a	Work to commence in Q4 and into next year.
A new website and Digital First roadmap is developed.	Single year	25	25	Tender documents have been completed to support the website redevelopment project. Evaluation and

Strategy 2.3: Simplify ways the community can engage with Council and access information				
Measure of Success: The community feels connected to Council				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
				appointment of successful tenderer is anticipated in Q3.
A Communication Strategy is developed and adopted.	Multi year	0	n/a	Development scheduled for Q4, pending any impacts from web project. It is likely that this action will continue into 2018/19 pending budget allocation.
Digital channels are reviewed and prioritised as part of the Digital First roadmap and Communication Strategy.	Ongoing	n/a	n/a	Digital channels all experienced sustained and high growth in 2017 with a 70% increase in engagement across Facebook channels, a 23% increase in unique web visitors (out of a total of nearly 150,000 unique visitors). The use of Facebook by customers for customer requests continues to increase. ENews growth remains slow, but more regular eNewsletters and a changed content mix has seen engagement regarding articles increase. This content and strategy mix will be reviewed and prioritised as part of the Digital First roadmap and Communication Strategy.
A Plain English Guide is developed, implemented and adopted by all Council departments.	Single year	20	20	To be developed for web content creation and then adapted for other publications. Some larger volume technical publications have been reviewed and reworded (e.g. rates notices, animal registrations). It is recommended that this action is ongoing.
Staff and Councillors are trained in Community Engagement methods.	Single year	0	n/a	Training to be conducted in Q4.
Website content for the 2017/18 capital works program is developed and regularly updated to inform community about progress.	Single year	50	n/a	Project being deferred until 2018/19 to tie in with the website redevelopment.
An evaluation process and baseline engagement level is established for communication and engagement processes.	Single year	25	50	Community Engagement Framework Revision in Draft format inclusive of newly developed Toolkit as per feedback from VAGO Report.

Responsible Planning

To demand best practice outcomes when planning for future growth.

Strategy 3.1: Plan for growth and change through best practice design of services, infrastructure, open space and recreation facilities				
Measure of Success: Precinct Structure Plans and Township Structure Plans completed				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Consultation is completed, and the Planning Scheme Amendment process commenced for the Seymour Structure Plan.	Multi year	20	20	Consultation is nearing completion with the Structure Plan to be endorsed by Council first half of 2018. Planning Scheme Amendment phase of the project to commence second half of 2018.
A gap analysis and background study for the Broadford Structure Plan are commenced.	Multi year	0	n/a	Initial opportunities and constraints mapping and engagement of specialist consultants occurring first half of 2018.
Formal exhibition of the Planning Scheme amendment for Kilmore Structure Plan is completed.	Single year	100	100	Amendment C123 was publicly exhibited October/November 2017.
Formal exhibition of the Planning Scheme amendment for Wandong and Heathcote Junction Structure Plan is completed.	Single year	100	100	Amendment C123 was publicly exhibited October/November 2017.
Applications are made for government funding for two priority projects for Kilmore under the Kilmore Revitalisation Plan.	Ongoing	n/a	n/a	Application was made for the Kilmore Town Centre Revitalisation work through the Growing Suburbs Fund. Application is also being made for the Kilmore Creek Revitalisation plan.
The Wallan Town Heart project is progressed in line with project milestones.	Single year	50	50	Finalisation of detailed design and commencement of procurement to secure services of main contractor.
There is regular engagement with Victorian Planning Authority and key government agencies.	Ongoing	n/a	n/a	Council officers have been meeting with the Victorian Planning Authority (VPA) and other key state government agencies to assist in the preparation of Precinct Structure Plans and other key strategies. Discussions are occurring on a weekly basis and meeting with agencies such as VPA on a fortnightly basis.
Input is provided to Beveridge Central Precinct Structure Plan.	Single year	50	95	Final structure plan and planning scheme amendment submitted to Department of Environment Land Water and Planning (DELWP) by VPA prior to Christmas. Awaiting final Ministerial approval.

Strategy 3.1: Plan for growth and change through best practice design of services, infrastructure, open space and recreation facilities				
Measure of Success: Precinct Structure Plans and Township Structure Plans completed				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Input is provided to Beveridge North West Precinct Structure Plan.	Single year	25	25	Agency consultation has occurred. Formal public exhibition of Precinct Structure Plan and planning scheme amendment due first half 2018.

Strategy 3.2: Plan for a diversity of housing and households				
Measure of Success: Growth Area Plans facilitate housing diversity				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
There is ongoing consultation with the Victorian Planning Authority (VPA) about Mitchell Shire's requirements in State Planning Policy for Growth areas.	Ongoing	n/a	n/a	Council officers have been meeting with the VPA and other key state government agencies to assist in the preparation of PSPs and other key strategies. Discussions are occurring on a weekly basis and meeting with agencies such as VPA on a fortnightly basis.

Strategy 3.3: Prioritise environmental and sustainability outcomes in planning decisions				
Measure of Success: Local Planning Policy supports sustainable development				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
A review of the Terms of Reference for the Environmental Advisory Committee is commenced.	Single year	100	100	Revised Terms of Reference adopted at the 21 August 2017 Council meeting.
There is regular and timely engagement and communication with the Environmental Advisory Committee.	Ongoing	n/a	n/a	Four meetings of the Mitchell Environment Advisory Committee have been held.

Strategy 3.4: Review heritage values and support the community in protecting and enhancing local natural and built heritage				
Measure of Success: Heritage planning controls support the preservation of heritage values				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
There is regular and timely engagement and communication with the Mitchell Shire Heritage Advisory Committee.	Ongoing	n/a	n/a	The Heritage Advisory Committee meets bi-monthly and is an opportunity to provide updates on key strategic work.
There is regular and timely engagement and communication with Historical Societies, Registered Aboriginal Parties and relevant Agencies.	Ongoing	n/a	n/a	There are bi-monthly meetings with the Heritage Advisory Committee. In addition, there has been input from local historical groups into the preparation and formulation of key strategic documents such as the township structure plans. The relevant registered Aboriginal parties are also consulted throughout the preparation of PSPs, township structure plans and Planning Scheme Amendments.

Strategy 3.5: Improve planning processes to ensure user-friendly and timely planning process and high-quality decisions.				
Measure of Success: Increased satisfaction with Councils Planning Services				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
The project to implement electronic planning application lodgement is progressed.	Single year	50	60	Project commenced but was delayed due to turn over of staff both in Council and TechOne, recently recommenced progress is being made to testing of draft system developed. further progress has occurred with the purchase of software to enable the digital assessment and endorsement of drawing associated with planning applications.
An improvement strategy to increase user satisfaction with planning application processes is developed and implemented.	Single year	50	50	Revised processes have been developed to facilitate better assessment of planning permit applications. as a result, there has been a significant improvement with external relationships and a reduction in complaints received. This will be a continuing process and embedded as a continuous improvement ideal.
There is ongoing internal and external consultation aimed at increasing user satisfaction with planning applications processes.	Ongoing	n/a	n/a	Regular internal and external meetings are held, and many relationships established through this period which will be an ongoing habit.

Strategy 3.5: Improve planning processes to ensure user-friendly and timely planning process and high-quality decisions.				
Measure of Success: Increased satisfaction with Councils Planning Services				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
There is regular engagement with applicants and Council regarding Council planning decisions upheld at VCAT.	Ongoing	n/a	n/a	Significant effort has been made in this area, and it will continue to be an area of focus for the future.
There is regular engagement with applicants and Council regarding improved satisfaction with Council's Planning services.	Ongoing	n/a	n/a	This is an ongoing requirement - regular meeting held with regular applicants to ensure relationships are maintained and improved.

Strategy 3.6: Employ best practice planning tools to achieve desired outcomes				
Measure of Success: Mitchell Planning Scheme Local Policy reflects community expectations				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Planning for a local Planning Policy review commences.	Multi year	0	n/a	Informal discussions in relation to reviewing the Mitchell Planning Scheme and local policies have been held with DELWP. The review will need to align with emerging State Government Policy which is intended to be finalised mid-2018.
Community safety, wellbeing and sustainability considerations for new developments are prioritised in the review of Local Planning Policy.	Ongoing	n/a	n/a	Existing community aspirations and future community outcomes are factored into planning for our townships and growth areas.

Strategy 3.7: Improve the liveability of Mitchell Shire				
Measure of Success: Mitchell Shires Liveability indicators improve over the life of the Council				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Mitchell Shire Liveability indicators and baseline measures are developed.	Single year	25	25	Working group formed with Department of Health and Human Services and RMIT University to develop Liveability Indicators for Mitchell Shire.
Staff are trained in Liveability principles.	Ongoing	n/a	n/a	Work to commence once indicators developed, likely early 2019.

Strategy 3.8: Support safe communities through best practice design and planning standards				
Measure of Success: Design and planning standards support improved community safety outcomes				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Crime Prevention Through Environmental Design (CPTED) principles for the design of Council public spaces and developer led projects are adopted.	Ongoing	n/a	n/a	Crime Prevention Through Environmental Design principals are typically included in our key strategic documents which filter though to new subdivision layouts e.g. Residential development fronting pocket parks and reserves, such as the recent developments at Mandalay and Springridge.
Work is undertaken with internal departments to ensure CPTED principles are incorporated into the design or renewal of open space and recreation assets.	Ongoing	n/a	n/a	Crime Prevention Through Environmental Design principals are typically included in our key strategic documents which filter though to new subdivision layouts e.g. Residential development fronting pocket parks and reserves, such as the recent developments at Mandalay and Springridge.

Strategy 3.9: Improve the accessibility and connectivity of pedestrian and cycle paths within and between towns				
Measure of Success: Active Transport networks are prioritised in the preparation of PSPs, Township Structure Plans and Subdivision layouts				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Regular engagement occurs with Planning Authorities and developers about plans for transport links.	Ongoing	n/a	n/a	Regular discussions, meetings and negotiations with VicRoads, Transport for Victoria, Victorian Planning Authority and developers/landowners have been regular and have assisted in facilitating key outcomes.

Strategy 3.10: Protect and enhance local ambience, amenity and character				
Measure of Success: Development reflects the unique character of each township and settlement in the Shire				
2017/18 Actions	Duration	Half Year Target %	% complete	Progress comment
Planning for the development of a Rural Land Use Activity Strategy commences.	Multi year	0	n/a	Commencing first half of 2018.