

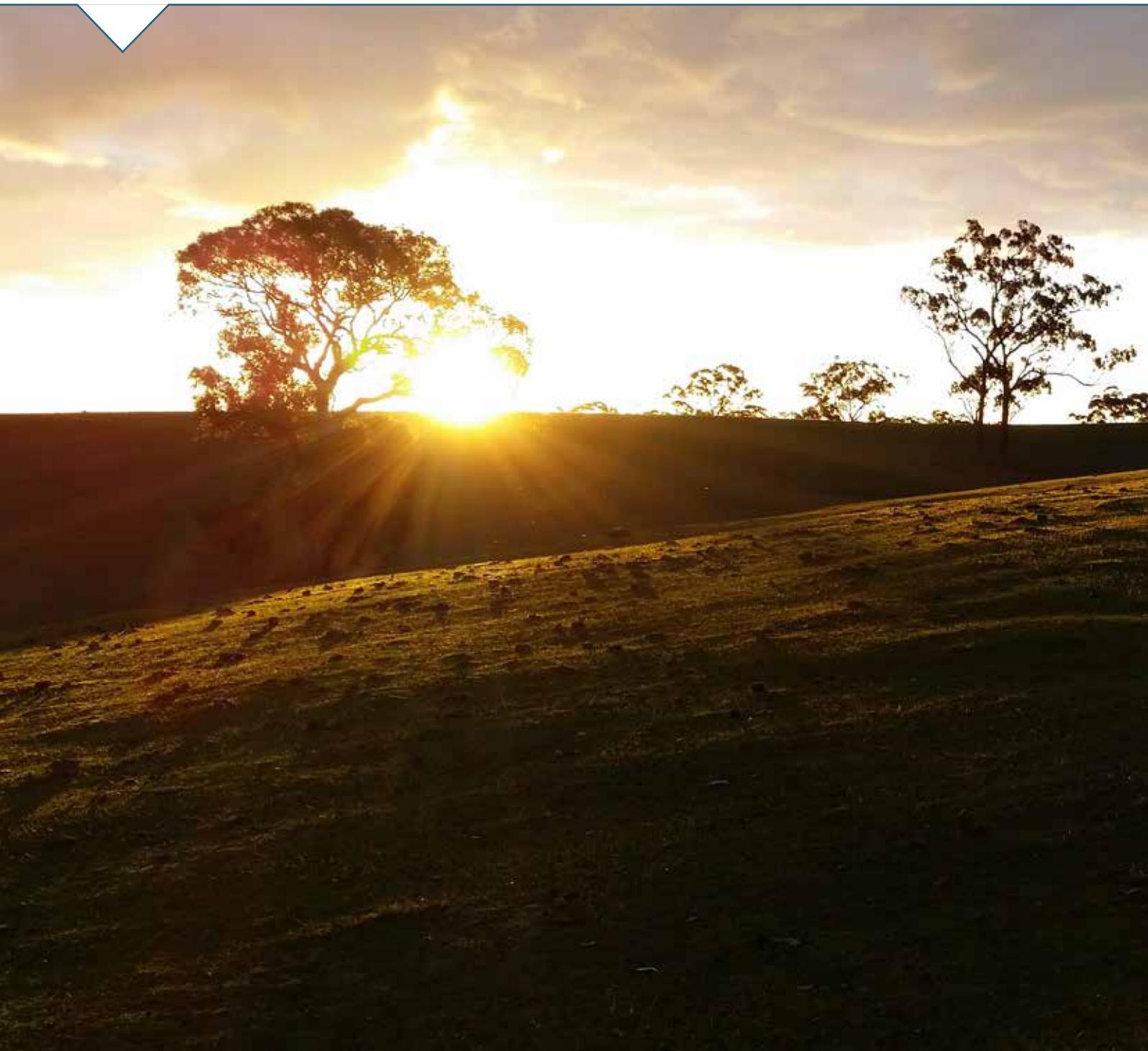
MITCHELL SHIRE COUNCIL COUNCIL PLAN 2017–2021

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 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 outer metropolitan municipalities.

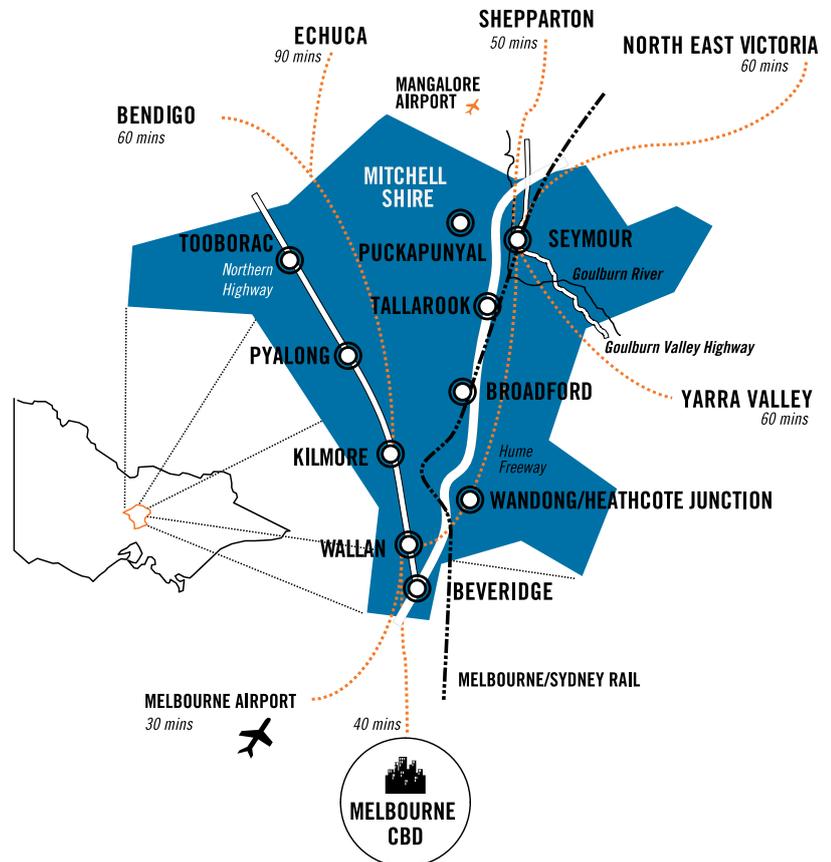
As an interface growth area, we offer a mix of rural and urban living with affordable housing and a diversity of lifestyle and housing choices.

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 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 **18 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 local 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**, **1 V/Line rail service**, **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.



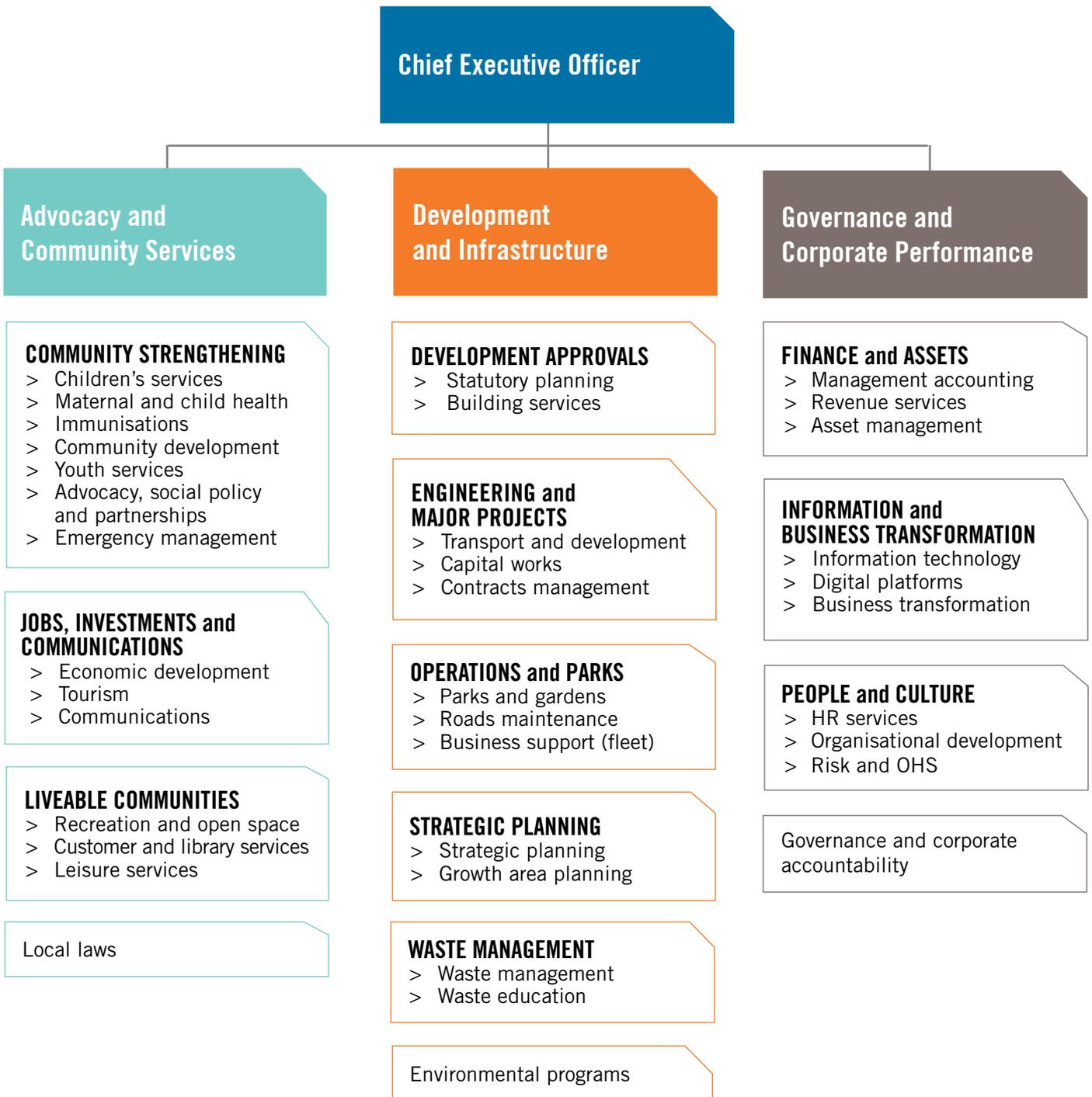
Continuous improvement

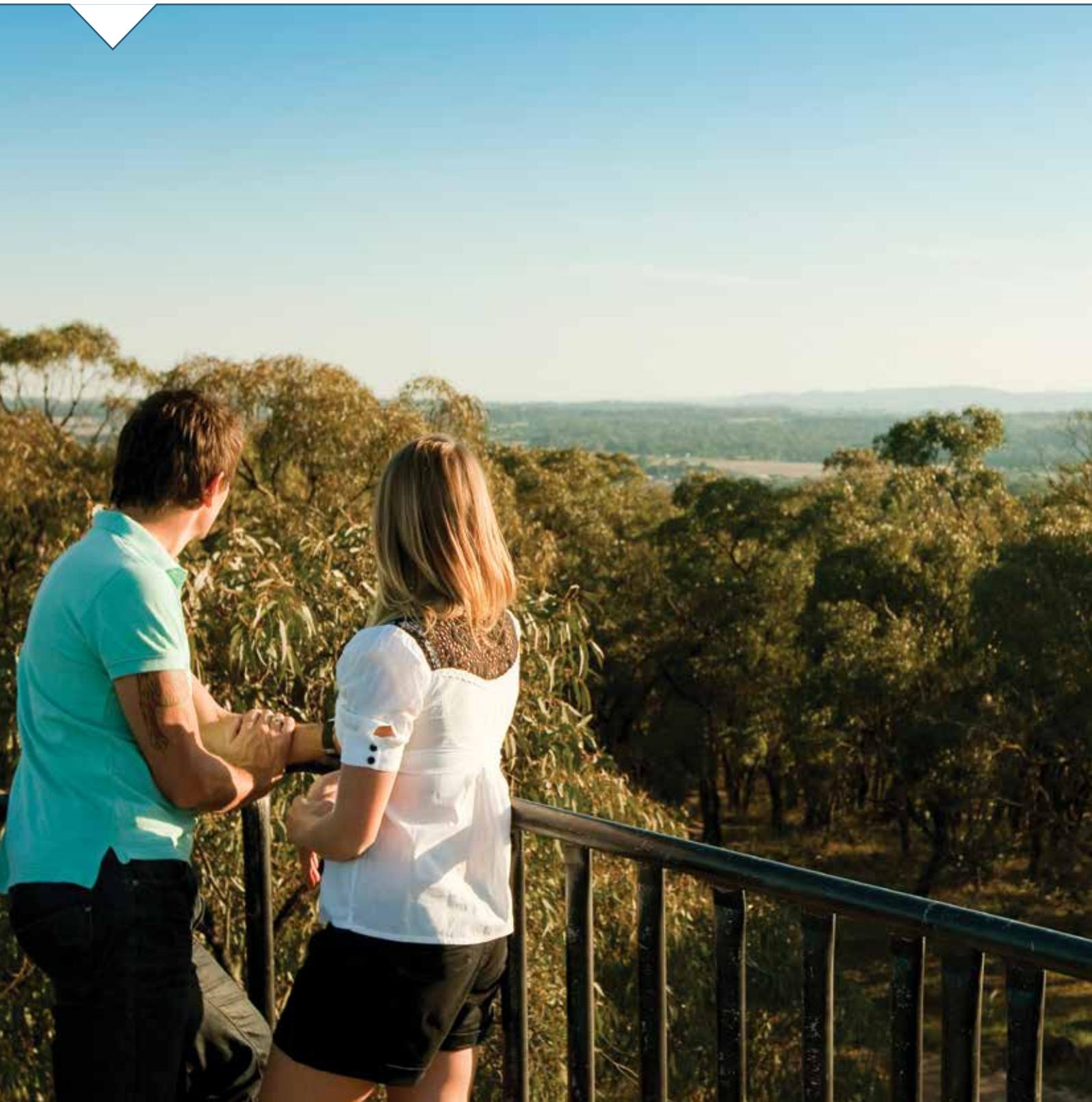
- > Look for ways to improve the ways we work.
- > Develop staff to be the best that we can be.



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.





View from the Burke and Wills Monument. Monument Hill, Kilmore.

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

What is a Council Plan?

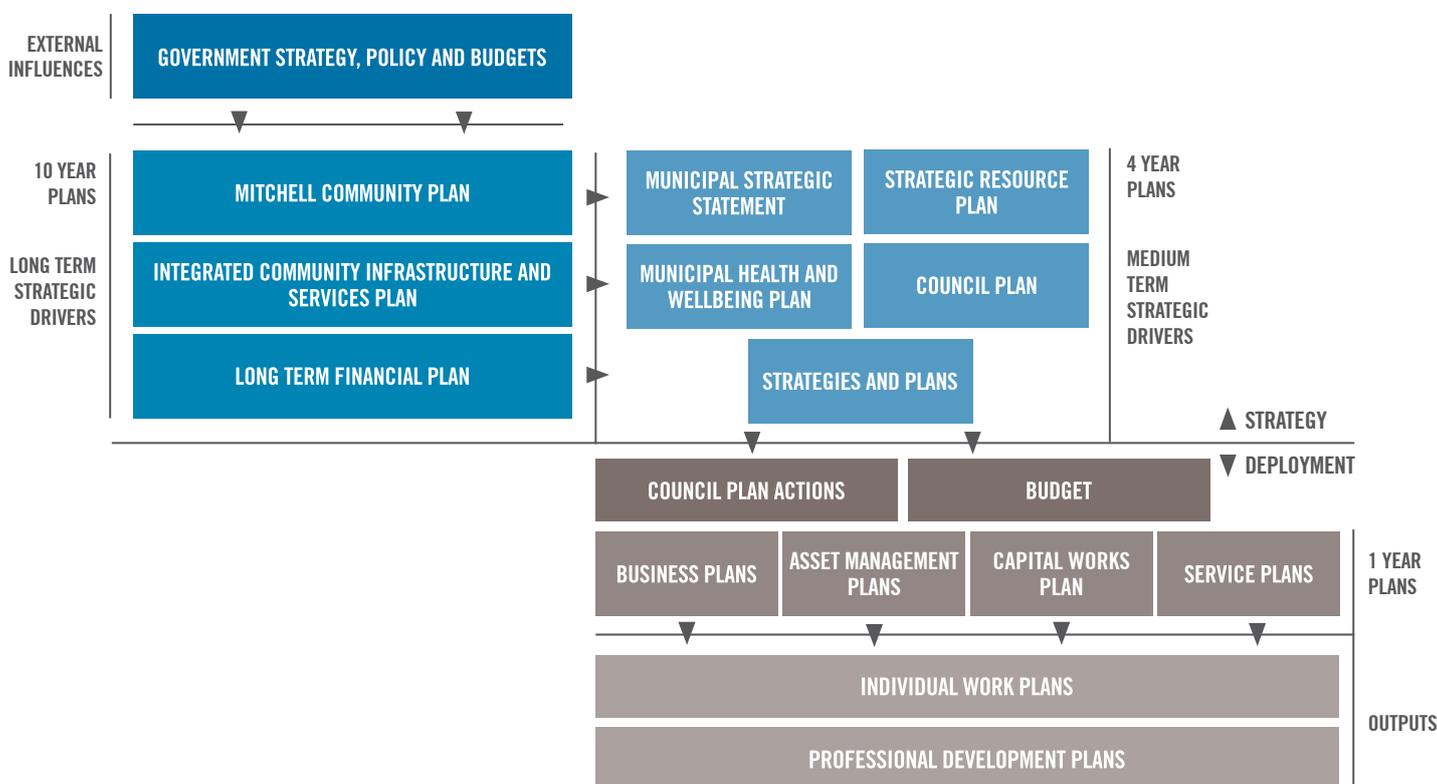
Each newly elected Council is required by legislation to develop a new Council Plan. The Council Plan is a four-year medium-term outlook. The Council Plan is supported by an annual action plan and an annual budget as well as the four-year Strategic Resource Plan.

The Council Plan includes:

- > Strategic Objectives: the goals the Councillors want 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.





Evaluating 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, 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.

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.

Our performance against the Council Plan is regularly and openly reported to our community in the Mid-Year Progress Report and the Annual Report.

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. These objectives are shown below.

16 ADVOCACY

> To relentlessly advocate for funding to benefit our community.



20 COMMUNITY PARTICIPATION

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



24 RESPONSIBLE PLANNING

> To demand best practice outcomes when planning for future growth.



28 STRONG COMMUNITIES

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



32 SUPPORTING LOCAL JOBS, BUSINESS AND QUALITY INVESTMENT

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



36 SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT

> To be leaders in financial and organisational management.



40 CARING FOR OUR ENVIRONMENT

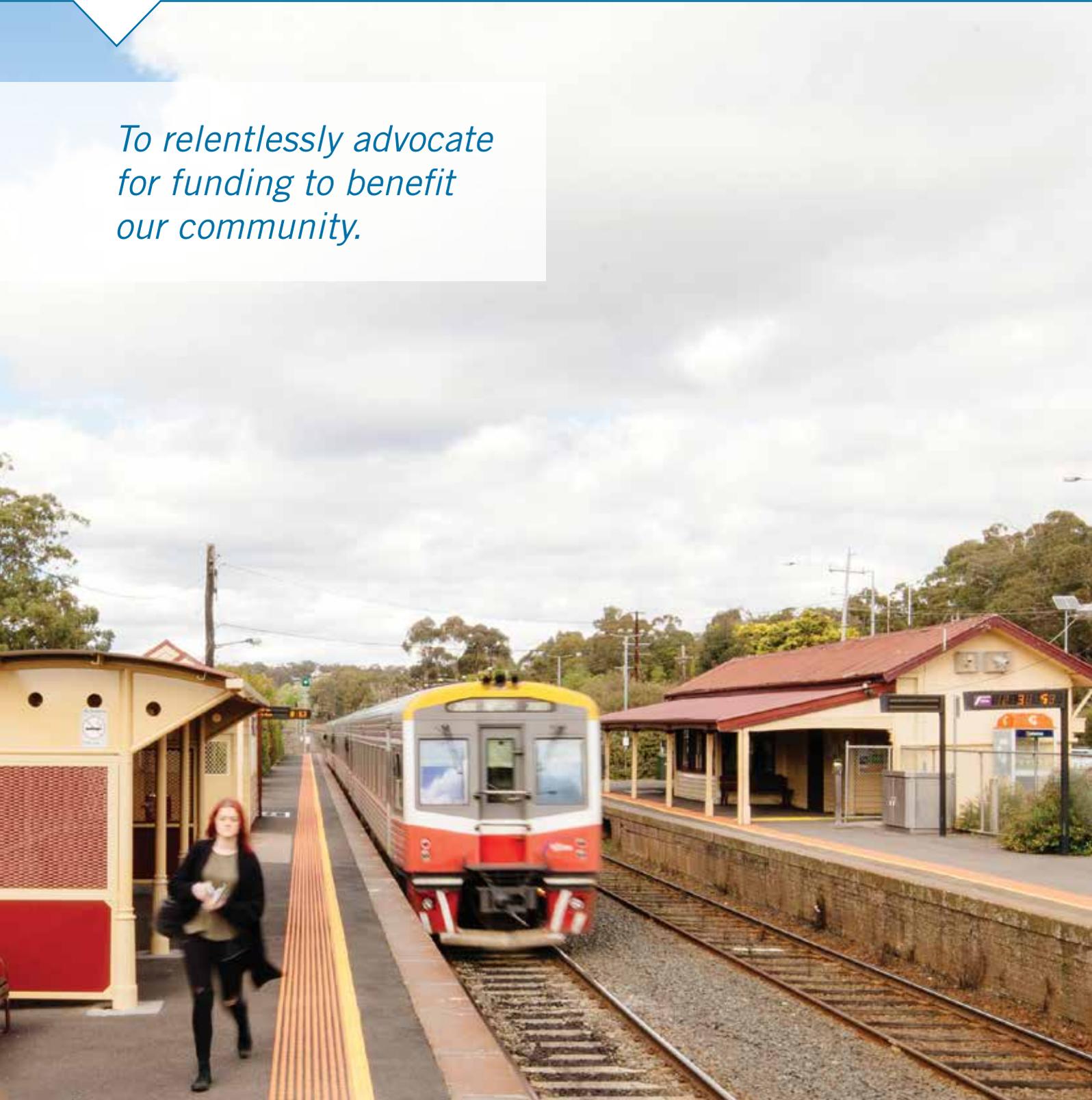
> To be responsible custodians, by managing and enhancing our environment and minimising the impacts of waste, natural disasters and climate change.



ADVOCACY



To relentlessly advocate for funding to benefit our community.



Kilmore East Railway Station

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.

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.

ADVOCACY



MEASURES OF SUCCESS

This is the measure of Council's success in delivering these priorities.

- > Maintain or increase the level of Satisfaction with Council's performance on lobbying on behalf of the community

Source: Annual Customer Satisfaction Survey

RELATED SERVICES

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

- > Advocacy, Social Policy and Partnerships

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

ADVOCACY



Entry to Greater Beveridge Community Centre, Beveridge

COMMUNITY PARTICIPATION



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



Youth Services Colour Run, Kilmore Trackside to raise funds for Rural Housing Network

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.

COMMUNITY PARTICIPATION



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on Community Consultation and Engagement*
- > Level of Satisfaction with Council's performance on informing the community*
- > Number of Engaged Visitors on Engaging Mitchell[^]
- > Number of Informed Visits on Engaging Mitchell[^]

Source: *Annual Customer Satisfaction Survey and [^]Engaging Mitchell Website

RELATED SERVICES

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

- > Communications

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

COMMUNITY PARTICIPATION



Volunteers at the Visitor Information Centre, Seymour

RESPONSIBLE PLANNING



To demand best practice outcomes when planning for future growth.



View of Mount Fraser from Mandalay, Beveridge.

RESPONSIBLE PLANNING



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.

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.

RESPONSIBLE PLANNING



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on population growth*
- > Level of Satisfaction with Council's performance on Planning and Building Permits*
- > Number of Council Planning decisions that are upheld at VCAT#

Source: *Annual Customer Satisfaction Survey and #Local Government Performance Reporting Framework

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



Residential Housing, Seymour

RESPONSIBLE PLANNING



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



Sutherland Street Playground, Broadford

STRONG COMMUNITIES



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



Wallan Community Bank® Adventure Playground, Wallan

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.

STRONG COMMUNITIES



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on family support services*
- > Level of Satisfaction with Council's performance on recreational facilities*
- > Level of Satisfaction with Council's performance on appearance of public areas*
- > Level of Satisfaction with Council's performance on Unsealed Roads*
- > Level of Satisfaction with Council's performance on Sealed Roads*
- > Number of successful 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#

Source: *Annual Customer Satisfaction Survey #Local Government Performance Reporting Framework

RELATED SERVICES

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

- > Children's Services (including kindergarten)
- > Community Development
- > Customer and Library Services
- > Leisure Services
- > Local Laws
- > Operations
- > Parks and gardens
- > Maternal and Child Health and Immunisations
- > Environmental Health
- > Recreation and Open Space
- > School Crossing Supervisors
- > Youth Services

STRONG COMMUNITIES



RELATED STRATEGIES

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

- > Aquatics Strategy
- > Arts, Culture and Events Strategy
- > Economic Development Strategy
- > Environment Strategy
- > Learning and Library Strategy
- > Infrastructure Asset Management Plans (Roads, Bridges, Parks and Open Space, Buildings, Footpaths)
- > Municipal Public Health and Wellbeing Plan
- > Municipal Emergency Management Plan
- > Open Space Standards
- > Mitchell Open Space Strategy
- > Place-based community plans
- > Play Space Strategy
- > Township and Precinct Structure Plans
- > Road Management Plan
- > Social Justice Framework
- > Sustainable Resource Management Strategy
- > Volunteer Framework
- > Waste Management Strategy



Walking path, Wandong

SUPPORTING LOCAL JOBS, BUSINESS AND QUALITY INVESTMENT



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



The Great Victorian Rail Trail, Tallarook.

SUPPORTING LOCAL JOBS, BUSINESS AND QUALITY INVESTMENT



Mitchell Shire is strategically located to take advantage of Victoria's growing economy. It has a sound and sustainable local business base and great economic potential and opportunities for further growth and prosperity.

Mitchell Shire supports more than 9,000 jobs and has an estimated Gross Regional Product (GRP) of \$1.4 billion and total economic output of \$3.28 billion. With the inclusion of Beveridge and Wallan within Melbourne's urban growth boundary and anticipated growth across the rest of the Shire, our population will continue to grow strongly. This growth underscores the importance of and opportunity for creating jobs and attracting quality investment.

Council will work collaboratively with business, government and other organisations to create better conditions for job creation and business growth now and into the future. Our aim is to balance housing and job growth, diversify our local economy, advocate to government and create the conditions where economic growth can occur.

STRATEGIC OBJECTIVE

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

KEY STRATEGIES

5.1: Facilitate a high level of civic pride in the presentation of public and private land in our towns and communities.

5.2: Foster economic growth through supporting new and existing businesses, industry, public sector investment, and events.

5.3: Provide support for existing businesses to connect and access opportunities to improve and grow their businesses.

5.4: Encourage local networks which support economic growth.

5.5: Support the development and enhancement of local tourist attractions.

5.6: Promote our region and towns as a destination for tourists and visitors.

SUPPORTING LOCAL JOBS, BUSINESS AND QUALITY INVESTMENT



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on Tourism Development*
- > Level of Satisfaction with Council's performance on Business and Community Development*

Source: *Annual Customer Satisfaction Survey

RELATED SERVICES

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

- > Economic Development
- > Tourism

RELATED STRATEGIES

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

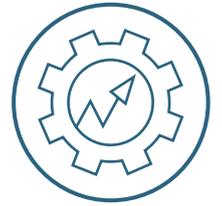
- > Arts, Culture and Events Strategy
- > Economic Development Strategy
- > Township Structure Plans

SUPPORTING LOCAL JOBS, BUSINESS AND QUALITY INVESTMENT



Start of the Vietnam Veterans Commemorative Walk, Seymour

SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT

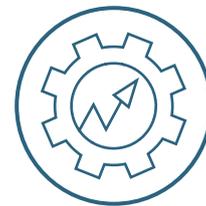


To be leaders in financial and organisational management.



Map of Mitchell Shire, Civic Offices, Broadford.

SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT



Our financial and organisational management focus supports the organisation to provide high quality frontline services and information to the community, to recruit and retain staff and to ensure that the organisation's structures, activities and operations are conducted with probity, transparency and accountability.

It is important that the organisation embraces digital technology and demonstrates leadership by continuously improving the way we deliver our services, provide information to the community and ensure sound and sustainable financial and organisational management.

STRATEGIC OBJECTIVE

To be leaders in financial and organisational management.

KEY STRATEGIES

6.1: Ensure Councillors and Council staff work together to deliver the best for the community.

6.2: Deliver high quality projects that benefit our community.

6.3: Ensure a customer-first approach for responsive service delivery and communication.

6.4: Develop and adopt policies and procedures that reflect responsible, transparent and accountable management of Council finances.

6.5: Ensure appropriate and prioritised budgeting which meets the needs of our present and future communities.

6.6: Support and retain high quality Council staff.

6.7: Ensure a strong ethical culture that is intolerant of any form of corruption.

6.8: Use technology to support and enhance communications and service delivery.

SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on Overall Performance*
- > Level of Satisfaction with Council's performance on Overall Council Direction*
- > Level of Satisfaction with Council's performance on Customer Service*
- > Level of Satisfaction with Council's performance on community decisions (decisions made in the interests of the community)* #

Source: *Annual Customer Satisfaction Survey #Local Government Performance Reporting Framework

RELATED SERVICES

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

- > Councillor Support
- > CEO and Mayoral Support
- > Finance
- > Assets
- > Governance and Corporate Accountability
- > Information Services
- > Information Systems
- > People and Culture
- > Risk and OHS

SOUND FINANCIAL AND ORGANISATIONAL MANAGEMENT



RELATED STRATEGIES

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

- > Asset Management Strategy
- > Asset Management Policy
- > Budget
- > Councillor Code of Conduct
- > Delegations and Authorisations Policy
- > Fraud Management Policy
- > Gift and Hospitality Policy
- > Information Communication Technology Strategy
- > Meeting Procedure Local Law No. 1
- > One Mitchell Positive Culture Project Plan
- > Procurement Policy
- > Protected Disclosure Policy
- > Risk Management Policy
- > Service Planning Policy
- > Strategic Resource Plan
- > Tendering Policy



Entry to Wandong and Heathcote Junction

CARING FOR OUR ENVIRONMENT



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



Students from the Kilmore International School helping out on Clean Up Australia Day

CARING FOR OUR ENVIRONMENT



Council plays an important role in environmental management through our controls over strategic land use planning, environmental health and in our role as a public land manager. We recognise that the environment underpins prosperity and we recognise the importance of working in partnership with environmental and land management organisations and responsible landholders.

There is a need to ensure that the rural landscape, natural assets and biodiversity are adequately protected, while planning for managed growth in our Shire. There are significant challenges in planning for sustainable waste and resource recovery services, ensuring the rural landscape is protected.

Council seeks to increase the level of community participation and education in the management of the natural environment and empower residents to prepare for the impacts of climate change. It is committed to integrating innovative and sustainable practices into our operations to reduce energy and water usage and costs.

With an environment that is increasingly subject to climatic extremes, Council will work with communities and agencies to reduce the impacts of climate change, prepare for, and respond to, natural disasters and emergency events such as fire and flood. Council has a legislated role in emergency management. We work closely with emergency services and community organisations to assist our community during the response and recovery phases to an emergency event.

STRATEGIC OBJECTIVE

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

KEY STRATEGIES

7.1: Protect and enhance Mitchell Shire's rural landscape and natural assets.

7.2: Empower the community through partnerships and education.

7.3: Be prepared and proactive in responding to the effects of climate change on the community.

7.4: Investigate and initiate innovative practices in key aspects of environmental management.

7.5: Provide opportunities for the community to experience nature in their everyday lives.

7.6: Improve compliance with fire hazard removal, weed management and appropriate waste disposal.

CARING FOR OUR ENVIRONMENT



MEASURES OF SUCCESS

These are the measure of Council's success in delivering these priorities.

Maintain or increase the:

- > Level of Satisfaction with Council's performance on environmental sustainability*
- > Level of Satisfaction with Council's performance on waste management*
- > Level of Satisfaction with Council's performance on emergency management*
- > Amount of Kerbside collection waste diverted from landfill#

Source: *Annual Customer Satisfaction Survey #Local Government Performance Reporting Framework

RELATED SERVICES

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

- > Environmental Programs
- > Fire Prevention
- > Emergency Management
- > Waste Management and Education

RELATED STRATEGIES

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

- > Economic Development Strategy
- > Environment Strategy
- > Heatwave Plan
- > Goulburn Valley Waste and Resource Recovery Implementation Plan
- > Municipal Emergency Management Plan
- > Municipal Fire Management Plan
- > Neighbourhood Safer Places Plan
- > Mitchell Open Space Strategy
- > Rural Roadside Environmental Management Plan
- > Sustainable Resource Management Strategy
- > Waste Management Strategy



View from Spur Road, Clonbinane



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**MITCHELL
SHIRE COUNCIL**

