

MITCHELL SHIRE COUNCIL COUNCIL PLAN 2017–2021



MITCHELL SHIRE COUNCIL





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COUNCILLOR MESSAGE

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

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

Over 1000 passionate people have helped us prepare this plan. We have received some great suggestions and we've seen some clear themes emerge.

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, we have identified seven key strategic areas to focus on:

- > Advocacy
- > Community participation
- > Responsible planning
- > Strong communities
- > Supporting local jobs and quality investment
- > Financial and organisational management
- > Caring for our environment

Each key strategic 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 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 this plan reflects the ideas you shared. We also hope 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

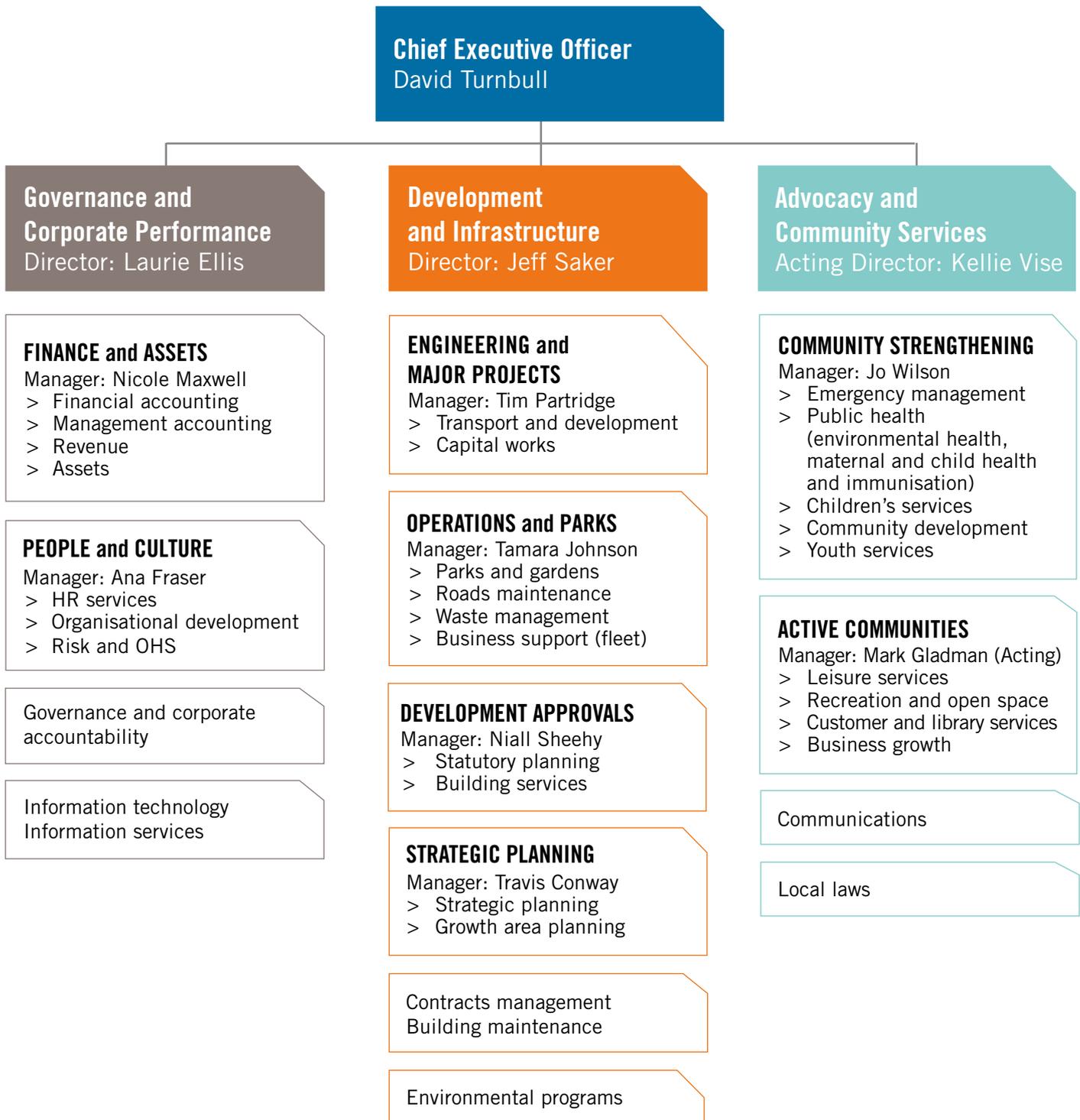
First elected in 2016



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 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.



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.

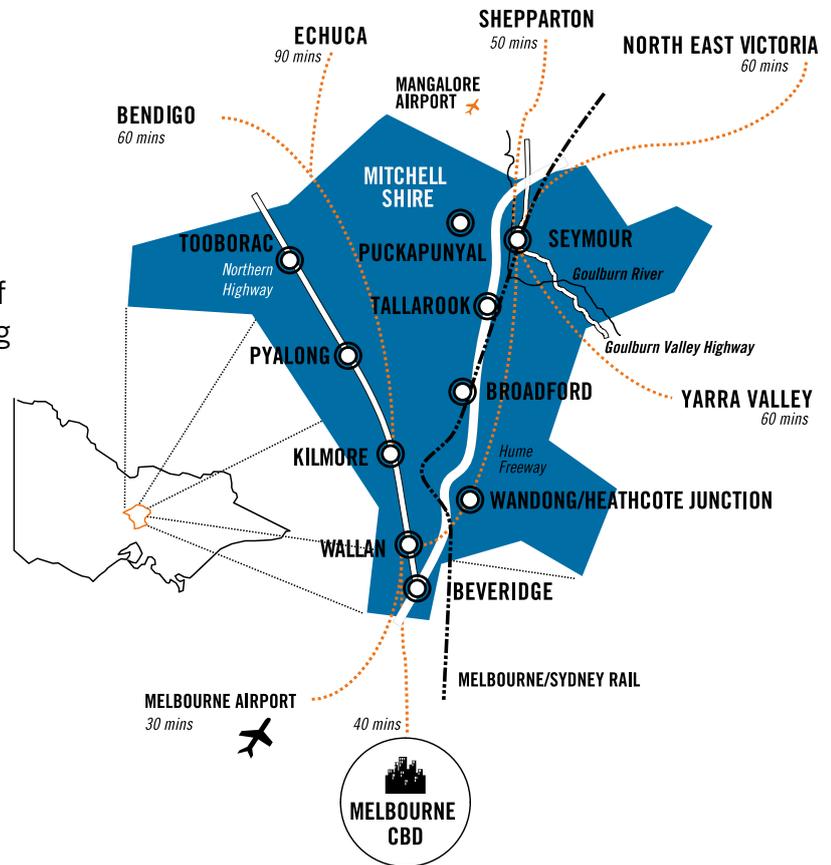
As an interface growth area, we offer a mix of rural and urban living with affordable housing and a diversity of lifestyle and housing choices.

We have an estimated population of 43,005 in 2017. By 2036, our population is expected to double to nearly 90,000 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 2861 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 **2861 square kms** of rural and urban land including **Melbourne's Northern Growth Corridor**



We have **18 schools for 7062 students**, many of which are already full. We need to accommodate an estimated 10,000 future students in the next 20 years



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**



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 **537 new babies** born last year and we added more than **300 new houses**



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

- > 100+ services
- > 668 km of sealed roads
- > 709 km of unsealed roads
- > 410 km of kerb and channel
- > 182 km of concrete footpaths
- > 46 km of unsealed footpaths
- > 243 km of underground drainage
- > 8793 drainage pits
- > 73 road bridges 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
- > 25 public toilets
- > 43 playgrounds and 5 skate parks
- > 12 environmental reserves
- > 4 libraries
- > 8 kindergartens
- > 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 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 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

The plan is reviewed annually and any major changes will be presented back to the community for input.

We will provide regular updates on our progress through our mid-year update, annual action plans and annual report.

OUR COUNCIL PLAN



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

What is a Council Plan?

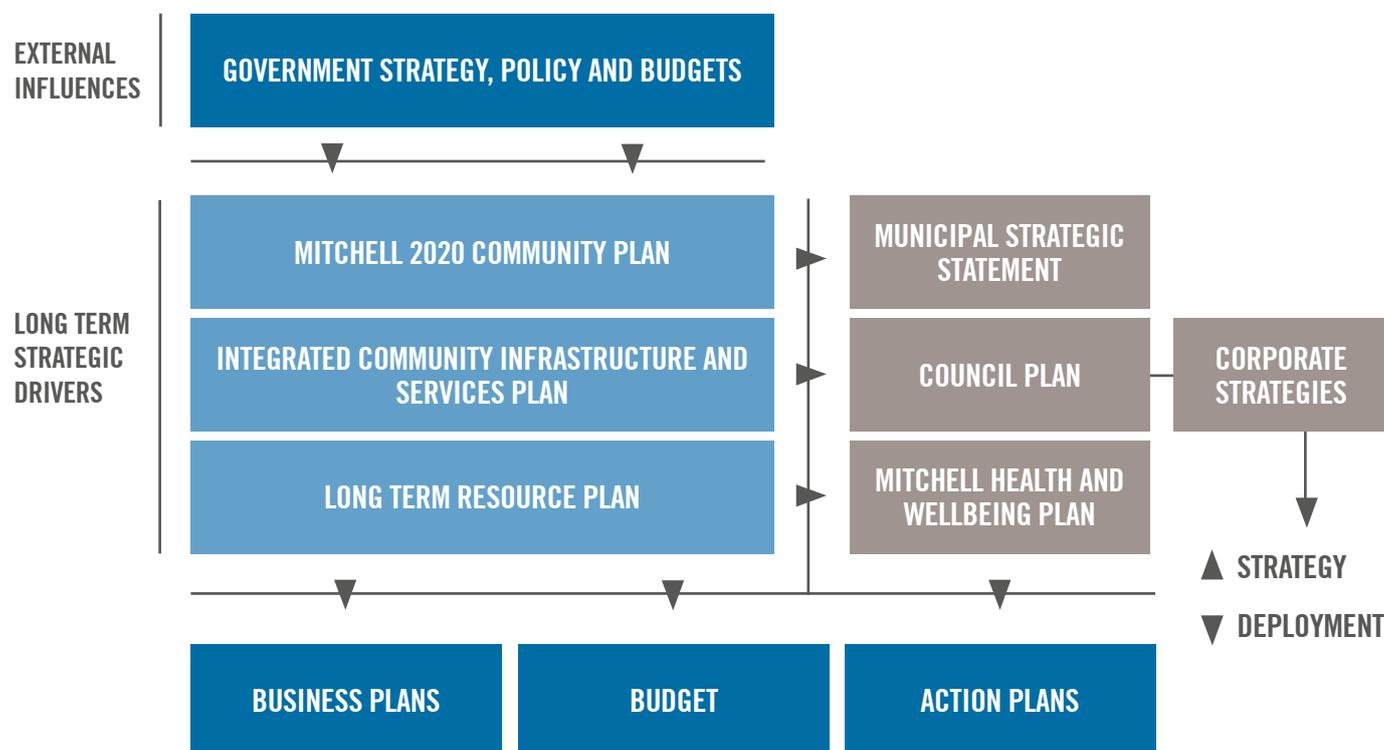
Each newly elected Council is required by legislation to develop a new Council Plan. The Council Plan is a four-year medium term outlook (compared to the longer term aspirations of the Mitchell 2020 Community Plan). The Council Plan is supported by an annual action plan and an annual budget as well as the four-year Strategic Resource Plan.

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.

Reporting

We are committed to transparently reporting on our progress towards achieving the strategies and actions in this Council Plan. Our performance against the Council Plan is regularly and openly reported to our community in the Annual Report and the Mid-Year Update Report. We also provide a report on sustainability capacity, financial performance and service indicators in the Local Government Performance 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. These objectives are shown below.

14 **ADVOCACY**

> To relentlessly advocate for funding to benefit our community.



18 **COMMUNITY PARTICIPATION**

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



22 **RESPONSIBLE PLANNING**

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



30 **STRONG COMMUNITIES**

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



38 **SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT**

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



44 **FINANCIAL AND ORGANISATIONAL MANAGEMENT**

> To be leaders in financial and organisational management.



52 **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.



ADVOCACY



By 2031 it is estimated that an extra 40,000 residents will call Mitchell Shire home which will almost double our population over the next 15 years to more than 80,000.

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



RELATED STRATEGIES

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

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

*under development

Key Strategies

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

ACTIONS		MEASURES
1.1.1	Prepare a Mitchell Advocacy Plan to ensure coordinated and proactive advocacy processes, roles and responsibilities.	An Advocacy Plan is developed and reviewed annually.
		Advocacy priorities are regularly communicated to target audiences, the community and stakeholders.
1.1.2	Ensure Council clearly communicates its advocacy priorities to target audiences, through briefings, forums, submissions to government and other opportunistic methods.	Government funding and policy decisions align with and support advocacy priorities.
1.1.3	Prepare summaries, feasibility studies and business cases to support major advocacy priorities and develop key 'shovel ready' project briefs.	Feasibility studies/ business cases and 'shovel-ready' project briefs support our advocacy priorities.

ADVOCACY



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

ACTIONS		MEASURES
1.2.1	Develop an annual plan of engagement with local, state and federal parliamentarians.	Annual program of engagement is delivered.
	Seek opportunities to involve community representatives and local media in advocacy activities.	
1.2.2	Establish a plan to have regular engagement with the business sector to communicate advocacy priorities.	Community leaders and business representatives are supported to actively advocate for our agreed priorities. Positive media coverage of our advocacy priorities.
1.2.3	Actively participate in networks and projects and ensure information is shared across Council and to Councillors.	An annual program of engagement with the business sector is delivered. Strong participation in networks and communication opportunities.
1.2.4	Actively contribute to and participate in networks including Interface Councils, the northern metropolitan and regional partnerships.	Mitchell Shire Council is actively represented in key networks and our views are reflected in the advocacy work of these forums.

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

ACTIONS		MEASURES
1.3.1	Provide information, resources and peer-to-peer training to support community advocacy efforts and inform the community about advocacy priorities.	Information, support and resources are communicated and made available to the community.
1.3.2	Work in partnership with community groups to identify and prioritise opportunities for funding support.	Regular engagement with community groups about advocacy priorities.
1.3.3	Offer advocacy skills development as part of our Councillor and Community Development programs.	Number of training sessions held and level of participation.
1.3.4	Provide opportunities for Councillors to engage with community about advocacy issues on a regular basis.	Advocacy topics are regularly raised at Council engagement sessions and ward meetings.
1.3.5	Work with young people to develop youth-specific advocacy plans and activities with a focus on connecting youth more closely with community members of all ages.	A youth advocacy plan is developed and implemented.

COMMUNITY PARTICIPATION



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



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.

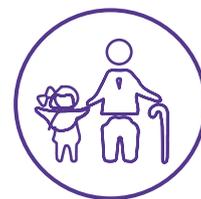
RELATED STRATEGIES

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

- > Community Engagement Framework*
- > Communications Strategy*
- > Customer Charter*
- > Information Communication and Technology Strategy*
- > Life Stages Plan*
- > Municipal Public Health and Wellbeing Plan*
- > Social Justice Framework*
- > Volunteer Framework

*under development

COMMUNITY PARTICIPATION



Key Strategies

2.1: Review and improve our community engagement framework.

ACTIONS		MEASURES
2.1.1	Review and improve the Community Engagement Framework in line with Council's strategic goals.	Review completed and changes implemented. Improved satisfaction with community engagement.
2.1.2	Investigate the feasibility of introducing a household survey.	Feasibility investigated and outcomes implemented.

2.2: Provide opportunities for inclusive participation across the Shire.

ACTIONS		MEASURES
2.2.1	Promote and support community participation in programs across Council services including community development, youth, early years, ageing, library, leisure and recreation.	Improved participation across a range of services and programs. Increased diversity of participants in Council services, events and engagements.
2.2.2	Ensure our services are accessible and inclusive of all community members.	Regular promotion and provision of AAA Accessibility, telephone typewriter and translator service.
2.2.3	Promote inclusive participation in Council run events, services and engagement opportunities.	Increased number of culturally inclusive events run annually. Increased satisfaction of attendees at events.
2.2.4	Develop and implement a Social Justice Framework.	Social Justice Framework is developed, communicated and implemented.
2.2.5	Work with our community to develop Community Plans for each of our towns.	Community Plans are developed and communicated.

COMMUNITY PARTICIPATION



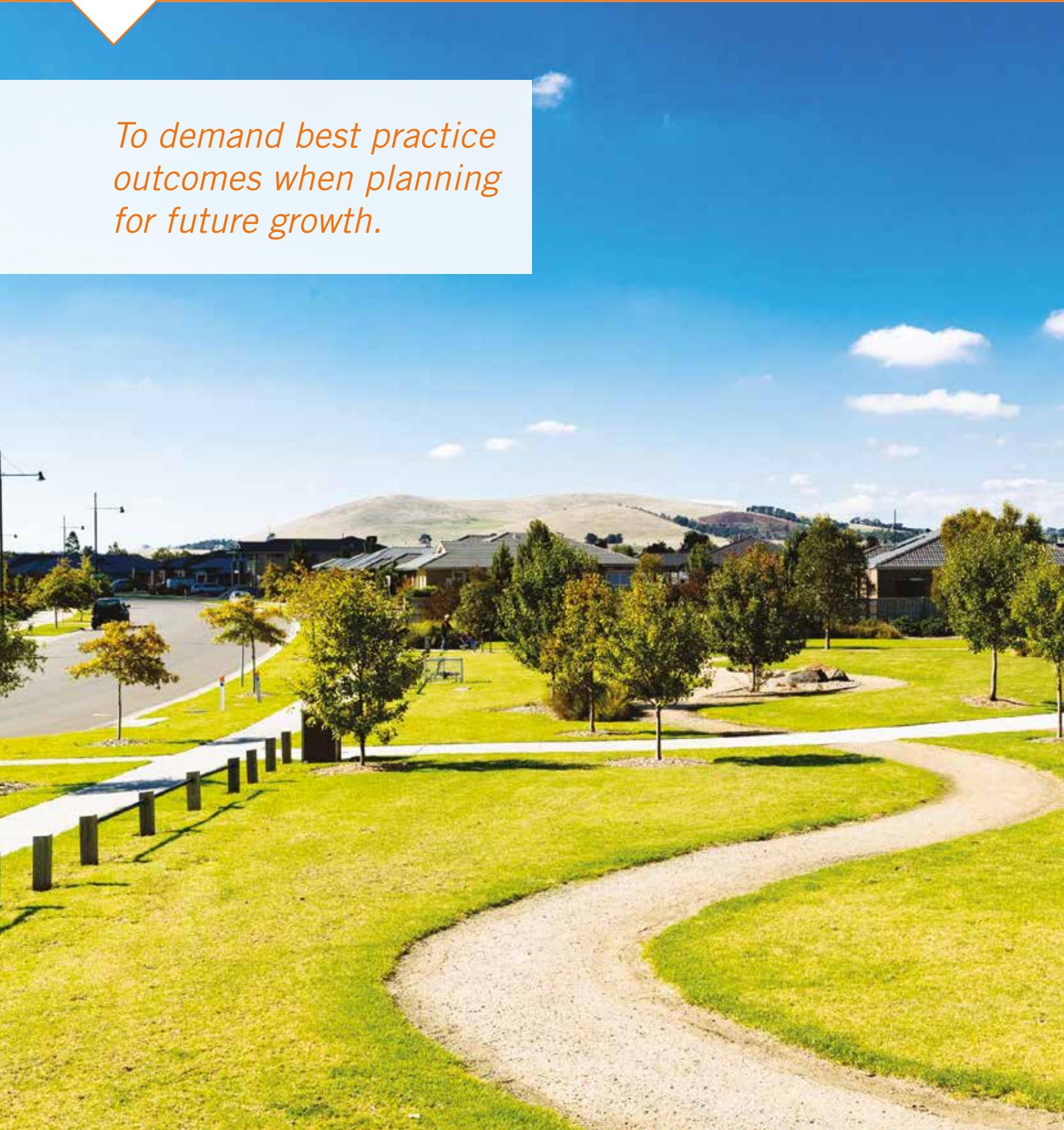
2.3: Simplify ways the community can engage with Council and access information.

ACTIONS		MEASURES
2.3.1	Ensure the revised Community Engagement Framework is used in all community engagement processes.	Improved satisfaction with the variety of engagement opportunities and channels provided to community.
		Increased number of engagement opportunities measured through Engaging Mitchell Framework.
2.3.2	Develop and implement digital communications and service options which reflect the changing expectations of our residents.	Implementation of Digital First Strategy.
		Priority digital services in line with community expectations are introduced and increased.
2.3.3	Develop a new website and continue to review and enhance effective social media channels and e-service delivery.	New website delivered with an increase in customer satisfaction for top 10 service areas.
		Continue to increase social engagement levels across all digital channels.
2.3.4	Develop and implement a Communications Strategy which includes both digital and traditional communication channels.	Improved satisfaction with Council's communication and consultation.
2.3.5	Develop a 'Plain English' approach across all Council communications, publications, forms and electronic content.	A Plain English Guide is implemented with a high level of staff awareness and application.
2.3.6	Continue to develop the community engagement skills of our staff and Councillors.	Number of staff and Councillors trained and actively participating in engagement projects.
2.3.7	Engage the community in developing the capital works program and provide regular updates about priority projects.	Publish a 'capital works calendar' to provide the community with regular progress updates on projects.
2.3.8	Regularly evaluate our communication and engagement practices to ensure they meet the needs of our community.	Evaluation processes developed and implemented.

RESPONSIBLE PLANNING



To demand best practice outcomes when planning for future growth.



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



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
- > Infrastructure Design Manual (non-Urban Growth Boundary Areas)
- > Municipal Health and Wellbeing Plan*
- > Municipal Strategic Statement
- > Open Space Strategy
- > Open Space Service Standards
- > Precinct Structure Plans
- > Play Space Strategy
- > Township Structure Plans
- > Sports Field Feasibility Study
- > Sustainable Resource Management Strategy

*under development

RESPONSIBLE PLANNING



Key Strategies

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

ACTIONS		MEASURES
3.1.1	Consult with the community in developing and implementing a Township Structure Plan for Seymour to guide long-term development opportunities.	The Seymour Structure Plan is agreed, adopted and implemented via an amendment to the Planning Scheme.
3.1.2	Consult with the community in developing a Township Structure Plan for Broadford to guide long term development.	The Broadford Structure Plan is agreed, adopted and implemented via an amendment to the Planning Scheme.
3.1.3	Implement the Kilmore Structure Plan to guide the future location of growth and land use changes.	The Kilmore Structure Plan is implemented via an amendment to the Planning Scheme.
3.1.4	Implement the Wandong and Heathcote Junction Structure Plan to manage land use and development changes.	The Wandong/Heathcote Junction Structure Plan is implemented via an amendment to the Planning Scheme.
3.1.5	Implement agreed priority actions under the Revitalisation Plan for the Kilmore Town Centre (Sydney Street) Precinct.	The Kilmore Revitalisation Plan is implemented and agreed projects delivered.
3.1.6	Implement priority actions under the Wallan Town Centre Master Plan and Urban Design Framework (Wallan Town Centre Plan).	Agreed projects within the Wallan Town Centre are delivered.
3.1.7	Complete the five-year review of the Wallan Structure Plan.	Wallan Structure Plan is reviewed.
3.1.8	Collaborate with the Victorian Planning Authority on Precinct Structure Plans in Melbourne's northern growth corridor.	Significant stakeholder engagement occurs with the Victorian Planning Authority and other key state government agencies in the preparation and development of Precinct Structure Plans (PSPs) and Infrastructure Contribution Plans (ICPs).
3.1.9	Develop clear processes and expectations in relation to the ongoing review, management and implementation of Developer Contributions.	Council's views are accepted and incorporated into the PSPs and ICPs by Government.
3.1.10	Ensure Council's agreed service levels and design guidelines are addressed in applications for new developments.	

RESPONSIBLE PLANNING



3.2: Plan for a diversity of housing and households.

ACTIONS		MEASURES
3.2.1	Incorporate clear guidance for housing and household diversity into Precinct Structure Plans in the northern growth corridor.	Precinct Structure Plans provide clear guidance on housing diversity for various household types.

3.3: Prioritise environmental and sustainability outcomes in planning decisions.

ACTIONS		MEASURES
3.3.1	Undertake a gap analysis of the Planning Policy within the Mitchell Planning Scheme to review provisions.	A gap analysis of the Mitchell Planning Policy is completed and improvements identified.
3.3.2	If gaps are identified, undertake a review of the Policy to support the preservation of areas of environmental and landscape significance.	If required, a review of the Local Planning Policy is completed to address areas of environmental and landscape significance.
3.3.3	Review the Terms of Reference for the Environmental Advisory Committee to ensure it reflects Council's strategic focus.	The Environmental Advisory Committee feels valued, consulted and engaged in matters of environmental importance to the Shire.
3.3.4	Increase the use of the Environment Advisory Committee to provide timely, strategic advice to Council on relevant environment matters.	

RESPONSIBLE PLANNING



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

ACTIONS		MEASURES
3.4.1	Undertake a progressive review of heritage controls in the Mitchell Planning Scheme.	Priority heritage controls are reviewed and updated to reflect appropriate heritage considerations.
3.4.2	Increase the use of the Mitchell Shire Heritage Advisory Committee as a mechanism for community engagement on relevant heritage matters.	The Heritage Advisory Committee feels valued, consulted and engaged in matters of heritage importance to the Shire.
3.4.3	Engage with Historical Societies, Registered Aboriginal Parties and agencies to ensure cultural and social heritage matters are incorporated into decision making in accordance with agreed protocols.	Cultural heritage engagement protocols are agreed.
		Engagement is undertaken in accordance with agreed protocols.

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

ACTIONS		MEASURES
3.5.1	Deliver improvements to planning application processes aimed at making them simpler, increasing satisfaction with the timeliness, level of consultation and quality of planning decisions.	Reduced average time taken to determine planning applications.
		Increased user satisfaction with planning application processes.
		Increased percentage of planning applications decided within 60 days.
3.5.2	Continuously improve the online planning approvals system to provide streamlined online lodgement options for applicants.	Increased number of online planning approvals system users.
		Increased satisfaction of online planning approvals system users.
3.5.3	Regular engagement with planning applicants to identify opportunities to improve planning processes.	Increased percentage of Council planning decisions upheld at VCAT.
		Improved satisfaction with Council's Planning services.

RESPONSIBLE PLANNING



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

ACTIONS		MEASURES
3.6.1	Identify, review and develop priority Local Planning Policies which support the achievement of Council's objectives.	Local Planning Policies are reviewed and adopted.

3.7: Improve the liveability of Mitchell Shire.

ACTIONS		MEASURES
3.7.1	Develop and adopt 'liveability' indicators to monitor improvements in the liveability of the Shire.	Liveability indicators are developed, measured and reported to the community.
3.7.2	Measure key 'liveability' indicators at least annually.	Liveability measures improve over the life of the Plan.

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

ACTIONS		MEASURES
3.8.1	Incorporate principles of Crime Prevention Through Environmental Design (CPTED) into planning processes for the development of new/ redeveloped public spaces and structures.	CPTED principles are adopted in the design of Council's public spaces for Council and developer led projects.
		Relevant standards are considered in strategic planning documents.
3.8.2	Promote the use of the principles with developers as identified in the Safer Design Guidelines for Victoria.	Increased developer awareness of CPTED principles.
		Increased proportion of planning and development applications that incorporate Safer Design Guidelines and CPTED principles.

RESPONSIBLE PLANNING



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

ACTIONS		MEASURES
3.9.1	Ensure pedestrian and bicycle connectivity is a key priority of planning and development in the Shire.	Precinct structure plans, township structure plans and new developments incorporate planning for improved pedestrian and bicycle pathways.

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

ACTIONS		MEASURES
3.10.1	Develop and implement a Rural Land Use Activity Strategy in consultation with residents and communities to ensure that planning decisions enhance the preservation of prevailing character of our towns and rural areas while facilitating appropriate development. The Strategy will include a review of new settlement boundaries.	A Rural Land Use Activity Strategy is developed and adopted and agreed actions implemented.
		Increased community satisfaction with planning outcomes.
		Evidence of community involvement in developing Rural Land Use Activity Strategy.
3.10.2	Ensure the preservation of country town amenity and character is embedded into the development of township structure plans.	Township structure plans reflect the preservation of country town character and amenity.

STRONG COMMUNITIES



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



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



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
- > Open Space Strategy
- > Play Space Strategy
- > Precinct Structure Plans
- > Road Management Plan*
- > Social Justice Framework *
- > Sustainable Resource Management Strategy
- > Township Structure Plans
- > Volunteer Framework
- > Waste Management Strategy

*under development

STRONG COMMUNITIES



Key Strategies

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

ACTIONS		MEASURES
4.1.1	Endorse the Municipal Emergency Management Plan (MEMP).	Actions under the MEMP are delivered.
4.1.2	Review and update Emergency Relief/Recovery Centres and Neighbourhood Safer Places Plans, Animal Management, Heat, Municipal Fire Management Plans.	Plans are reviewed and updated annually.
4.1.3	Continue to enhance and improve Council's emergency management capacity and ability to respond to and recover from emergencies and natural disasters.	The Municipal Emergency Management Plan Sub Plan review is completed.
4.1.4	Enforce Food Safety Standards.	Level of compliance with Food Safety Standards.
4.1.5	Implement Child Safe Standards.	Level of compliance with Child Safe Standards.
4.1.6	Implement community safety initiatives and programs with ongoing evaluation of best practice.	Initiatives and programs are implemented.
4.1.7	Implement planned CCTV projects.	Planned CCTV projects are implemented in public spaces.
4.1.8	Work in partnership with government and local organisations to develop a Family Violence Policy.	Partnerships are established with key stakeholders.
		Family Violence Policy is developed, communicated and implemented.
4.1.9	Establish a Gambling Impacts Policy to address the impacts of gambling on the community.	Gambling Impacts Policy is developed and implemented.
4.1.10	Complete stages 2 and 3 for the design and construction of a flood levee in Seymour.	Project is completed with a high level of participation by the community.
4.1.11	Complete the Kilmore Flood Study.	Project is completed with a high level of participation by the community.
4.1.12	Investigate opportunities for future flood mapping and community awareness projects throughout the Shire.	Projects are delivered.

STRONG COMMUNITIES



4.2: Empower our volunteer community.

ACTIONS		MEASURES
4.2.1	Implement the Volunteer Framework to support the work of volunteers.	The number and breadth of volunteers is maintained or increased.
4.2.2	Ensure regular public acknowledgement is provided for volunteers.	Volunteers feel valued and acknowledged.
4.2.3	Create new volunteering opportunities in community development and library programs.	Number of new volunteering opportunities implemented.
4.2.4	Review opportunities to support community-based volunteer organisations and groups.	Improved support for community-based volunteer organisations and groups.
4.2.5	Implement the Positive Ageing Ambassador Program.	Agreed actions are delivered under the program.
4.2.6	Continue to review Funding and Service Agreements for volunteer Committees of Management.	Level of adoption of Funding and Service Agreements.
4.2.7	Encourage and support Committees of Management to enable greater use of Council facilities.	Improved use of Council facilities.
4.2.8	Continue to strengthen partnerships with Committees of Management operating facilities on behalf of Council.	Level of satisfaction of the Committees with the Council partnership.
4.2.9	Support Council's Advisory Committee members.	Improved satisfaction and participation of Advisory Committee members.

STRONG COMMUNITIES



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

ACTIONS		MEASURES
4.3.1	Continue to improve road infrastructure across the Shire.	Improved community satisfaction with roads in the Shire.
4.3.2	Review service standards for road maintenance across the Shire.	Service Standards Reviews is completed and changes implemented.
4.3.3	Deliver the annual prioritised height and width clearance program on Council managed roads, in accordance with the agreed budget, to ensure the safe passage of vehicles.	Council endorsed program delivered annually.
4.3.4	Continue to improve pedestrian and bike path connectivity across the Shire.	Kilometres of footpath missing-links completed. Bicycle path improvements implemented in line with Township Structure Plans.
4.3.5	Implement priority actions to establish, maintain and improve parks and open spaces under the Mitchell Open Space Strategy.	Improved community satisfaction with parks and open spaces in the Shire.
4.3.6	Develop and prioritise streetscape and public space improvements for townships across the Shire.	Streetscape improvements implemented.
4.3.7	Implement an expanded annual street tree planting program.	Identified projects are implemented.
4.3.8	Ensure parks, open spaces and other assets provided by developers are fit-for purpose and meet Council's design and service standards.	Fit for purpose assets are delivered which comply with Council's standards.
4.3.9	Review the service standards for open space maintenance across the Shire.	Service Standards Review is completed and changes implemented.

STRONG COMMUNITIES



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

ACTIONS		MEASURES
4.4.1	Develop and deliver the Municipal Public Health and Wellbeing Plan.	The Municipal Public Health and Wellbeing Plan is developed, communicated and implemented.
4.4.2	Develop and deliver the Life Stages Plan.	The Life Stages Plan is developed, communicated and implemented.
4.4.3	Develop and deliver the Social Justice Framework.	The Social Justice Framework is developed, communicated and implemented.
4.4.4	Maintain high participation rates in the Maternal and Child Health Service.	Percentage of children enrolled who participate in the Maternal and Child Health service.
4.4.5	Continue to apply for government grants to maintain and expand community wellbeing programs.	Increased number of grant applications and programs implemented.

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

ACTIONS		MEASURES
4.5.1	Support and enhance the Mitchell Shire Youth Council.	Participation and outcomes for the Youth Council are regularly reported.
4.5.2	Implement priority actions under the Municipal Public Health and Wellbeing Plan, Life Stages Plan and Social Justice Framework.	Priority actions are implemented under the plans.
4.5.3	Review options to facilitate 'ageing in place' within the community.	Ageing in place options are reviewed and implemented.
4.5.4	Continue to implement the lifelong learning actions under the Learning and Library Strategy focusing on increasing educational programs across all life-stages.	Increased number, diversity and level of participation of lifelong learning programs.
4.5.5	Support residents in gaining access to the education and skills required to access and help create employment opportunities.	Increased number of initiatives which support improvement to job-readiness.

STRONG COMMUNITIES



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

ACTIONS		MEASURES
4.6.1	Continue to deliver priority actions under the: <ul style="list-style-type: none"> > Life Stages Plan > Open Space Strategy > Play Space Strategy > Social Justice Framework > Sports Development Plan including the provision and upgrade of accessible active and passive recreational facilities, footpaths, bike paths and play spaces.	Actions are delivered under the annual plans.
4.6.2	Provide community facilities in Greater Beveridge to meet the needs of the growing community.	The Greater Beveridge Community Centre is delivered.
4.6.3	Ensure community and cultural events support inclusion and participation.	Participation rates and diversity of participants is improved.
4.6.4	Implement cultural diversity initiatives and programs through Mitchell Learning and Library Strategy.	Number of initiatives and programs delivered.
		Level of satisfaction with programs and initiatives.
4.6.5	Review the Mitchell Aquatics Strategy to ensure the strategy enables the provision of a sustainable service aligned with community expectations.	Review of the Strategy is completed.

SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT



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



SUPPORTING LOCAL JOBS 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 a total of 9483 jobs and has an estimated Gross Regional Product (GRP) of \$1.4 billion and total economic output of \$2.83 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 AND QUALITY INVESTMENT



RELATED STRATEGIES

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

- > Arts, Culture and Events Strategy
- > Economic Development Strategy
- > Goulburn River Valley Tourism Development Plan
- > Township Structure Plans

Key Strategies

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

ACTIONS		MEASURES
5.1.1	Establish an annual program aimed at improving the appearance of public and private land in the Shire.	Increased satisfaction levels in the 'Appearance of public areas' in the Community Satisfaction Survey. Establish simple procedures for residents to share information with Council about issues impacting on the appearance of towns and rural areas.
5.1.2	Increase surveillance and enforcement of non-compliance with building and occupancy permits and local laws relating to the maintenance of private land.	Increased level of Council and external, including private, investment in public and private land in towns and communities.

SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT



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

ACTIONS		MEASURES
5.2.1	Deliver priority actions from the Economic Development Strategy.	Agreed actions delivered under the strategy.
5.2.2	Facilitate and advocate for investment in strategic infrastructure that supports the economy and liveability of Mitchell Shire.	Increased number of businesses and jobs.
		Increased level of investment by local industries.
5.2.3	Provide increased focus and effort towards attracting, growing and supporting industry that meet the needs and competitive strengths of Mitchell Shire.	Increased value of public sector investment in public infrastructure and assets.
5.2.4	Advocate for the expansion of opportunities for upskilling, training and job preparedness of Mitchell Shire's residents.	Increased public and private investment in vocational training opportunities in the Shire.
5.2.5	Advocate and investigate opportunities to attract investment in new and/or expanded specialist education opportunities.	Evidence of advocacy and advancement.
5.2.6	Investigate options to work with the private sector to enhance quality accommodation in the Shire.	Evidence of advocacy and advancement.
5.2.7	Support and strengthen rural and agricultural businesses.	Increased economic output from rural and agricultural businesses.

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

ACTIONS		MEASURES
5.3.1	Strengthen engagement, relationships and communication with existing and new businesses.	Increased level of participation in business development activities.
5.3.2	Support and deliver a range of business development programs which enhance business performance and growth.	Increased delivery of business development activities.

SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT



5.4: Encourage local networks which support economic growth.

ACTIONS		MEASURES
5.4.1	Support and strengthen existing business networks such as local chambers of commerce.	Increased number of local chambers of commerce and business and skill development and training networking forums.
5.4.2	Initiate and incubate new business networks focused on under-represented sectors including rural businesses, start-ups and home based businesses.	Increased participation in existing and new chambers of commerce and business networking forums.

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

ACTIONS		MEASURES
5.5.1	Develop a Mitchell Shire Tourism and Visitor Economy Plan which supports growth in tourism product and attractions in the region.	Tourism and visitor economy plan developed, communicated and implemented.
5.5.2	Advocate and work with providers to support the establishment of new tourist attractions in the Shire.	Increased ratings scores on popular search engine and other rating sites (e.g. TripAdvisor; Google Maps) given to the Shire's major tourist and visitor attractions.
5.5.3	Work with the private and public sector to investigate investment opportunities for tourism development, enhancement and expansion.	Evidence of advocacy and advancement.
5.5.4	Investigate the potential to expand and enhance the riverside walk to improve connectivity and recreation along the Goulburn River.	Feasibility investigated and outcomes implemented.

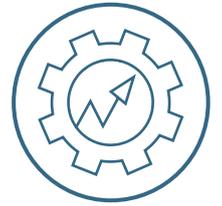
SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT



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

ACTIONS		MEASURES
5.6.1	Support event planners to establish and grow quality events within the Shire.	Increase in the number and diversity of events held in the Mitchell Shire.
		Level of satisfaction by event planners with Council support.
5.6.2	Support regional tourism initiatives and establish strong links between Councils and communities to promote regional tourism product.	Evidence of established regional networks and partnerships and regular exchange of information and promotional opportunities.
5.6.3	Advocate to formalise the Goulburn River Valley Tourism region.	Evidence of regular advocacy with government stakeholders.
5.6.4	Promote Mitchell Shire towns and region as part of the Heart of Victoria Tourism brand.	Increased use and recognition of the Heart of Victoria branding.
5.6.5	Review the provision of visitor services in the Shire including the Visitor Information Centre.	Increased satisfaction with visitor services.

FINANCIAL AND ORGANISATIONAL MANAGEMENT



To be leaders in financial and organisational management.



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.

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
- > Digital First Strategy*
- > 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
- > Strategic Resource Plan
- > Tendering Policy

*under development

FINANCIAL AND ORGANISATIONAL MANAGEMENT



Key Strategies

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

ACTIONS		MEASURES
6.1.1	Council decisions are made using good governance practices and transparency.	Delivery of a revised Meeting Procedure Local Law. Improved community satisfaction with participation in Council decision making.
6.1.2	Ensure Councillors and staff have read and signed relevant Code of Conduct.	All Councillors and staff have signed a Code of Conduct.
6.1.3	Officers provide Councillors with timely, relevant, accurate and thorough information to assist them to make informed decisions.	Councillor satisfaction with levels of support provided.
6.1.4	A Councillor and Officer Charter is developed to enshrine working relationships.	Councillor and Officer Charter is developed and communicated.

6.2: Deliver high quality projects that benefit our community.

ACTIONS		MEASURES
6.2.1	Strengthen project management and decision making frameworks to ensure Council's project delivery reflects identified service priorities.	Projects are delivered effectively in line with agreed strategies and budgets.

FINANCIAL AND ORGANISATIONAL MANAGEMENT



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

ACTIONS		MEASURES
6.3.1	Develop and implement a Customer Charter and agreed Customer Service Standards.	Customer Charter is developed, communicated and implemented.
6.3.2	Implement a Customer Complaints Handling Framework and Procedure.	Complaints Handling Framework and Procedure is developed, communicated and implemented.
		Regular reports on the number and types of complaints are provided to the community
6.3.3	Develop and implement a Customer First staff culture improvement program.	Customer First Culture program is developed, communicated and implemented.
6.3.4	Implement improved customer request management processes including the systematic tracking of customer requests and reporting about response times against agreed standards.	Reduced number of unresolved requests within agreed standards.
		A Request Management System is developed, communicated and implemented for agreed requests.
6.3.5	Train and cross skill staff across a broad range of Council services to improve first-contact resolution rates and improve the customer experience.	Increased first-contact resolution rates and improved satisfaction with customer service.

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

ACTIONS		MEASURES
6.4.1	Review Council's policies and procedures at specified intervals.	Compliance with Audit Committee and VAGO recommendations.
6.4.2	Ensure appropriate benchmarking at time of review in consultation with Council's Auditors and Audit Committee where relevant.	Procurement, property, financial and risk management policies are reviewed as required.

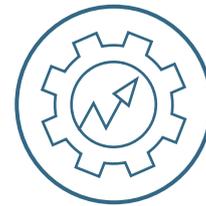
FINANCIAL AND ORGANISATIONAL MANAGEMENT



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

ACTIONS		MEASURES
6.5.1	Ensure effective maintenance and review of short-term budgeting.	Budget and Strategic Resource Plan adopted by Council by 30 June.
		Councillors receive consistent quality reports quarterly.
6.5.2	Ensure long term planning includes adopted strategies and plans.	Achievement of key performance measures.
6.5.3	Review Council's debt policy.	Debt Policy reviewed and monitored to ensure remains aligned with Council financing needs.
6.5.4	Ensure whole of life impacts are assessed within decision making.	All Council reports to contain a detailed financial impact analysis.
6.5.5	Councillors, staff and Community are actively involved in budget planning and SRP (Strategic Resource Plan) preparation.	Level of participation in community budget activities.
6.5.6	The community receive regular feedback on performance against budget.	Budget performance reports are published quarterly.
6.5.7	Seek opportunities to participate at a local and regional level in collaborative procurement for shared services and service reviews to maximise public value and efficiencies.	Opportunities for shared services and collaborative procurement are identified and implemented.
		Service review program is adopted and progressively undertaken.

FINANCIAL AND ORGANISATIONAL MANAGEMENT



6.6: Support and retain high quality Council staff.

ACTIONS		MEASURES
6.6.1	Create a positive culture and high performing workforce.	Recruitment and selection practices are reviewed and implemented.
		One Mitchell Positive Culture Plan delivered.
		Corporate training is provided.
		Updated policy implemented and communicated.
6.6.2	Deliver best practice human resource management and organisational management strategies, actions and principles.	Culture survey conducted and action plan implemented.
6.6.2	Deliver best practice human resource management and organisational management strategies, actions and principles.	Strategies, actions and principles reflect best practice.

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

ACTIONS		MEASURES
6.7.1	Monitor, scrutinise and regularly report on the operation of Mitchell Shire Council.	Report quarterly to Council on financial performance.
		Report to Council's Audit Committee on internal and external audits, internal monitoring and regulatory bodies (IBAC, CMI, Ombudsman, and VAGO).
		Probity training is delivered to Councillors, Staff and the Community.
6.7.2	Collect, analyse and disseminate statistics in line with Local Government Performance Management Framework.	Council's performance statistics are made available to the community via the 'Know Your Council website', the Mitchell Shire Council website, social media and hard copy.

FINANCIAL AND ORGANISATIONAL MANAGEMENT



6.8: Use technology to enhance communications and service delivery.

ACTIONS		MEASURES
6.8.1	Implement an Information Communications and Technology Strategy (ICT) which supports and aligns with Council strategies and services.	ICT Strategy is implemented.
6.8.2	Continuously improve the financial management system to ensure it meets the needs of the organisation.	The financial management system meets Council's needs.
6.8.3	Provide increased staff and supplier self-help and online services.	Increased number and usage of electronic services.
6.8.4	Review and refresh of user hardware needs.	Hardware is upgraded in line with priorities.
6.8.5	Replace and upgrade internet services to improve performance of the organisation.	Internet services replaced and upgraded.
6.8.6	Replace Council's outdated telephone system to ensure it meets the needs of the organisation.	The telephone system is upgraded.

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.



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.

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



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
- > Open Space Strategy
- > Rural Roadside Environmental Management Plan
- > Waste Management Strategy

CARING FOR OUR ENVIRONMENT



Key Strategies

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

ACTIONS		MEASURES
7.1.1	Improve the condition of native vegetation and habitat on Council managed land and priority roadsides.	Evidence of improved condition of native vegetation and habitat.
7.1.2	Advocate for state government funding for roadside and rural weed management programs.	Evidence of advocacy and advancement.
7.1.3	Promote and support existing land management programs.	Increased number of land holders undertaking desirable environmental and sustainability actions.

7.2: Empower the community through partnerships and education.

ACTIONS		MEASURES
7.2.1	Continue to develop and deliver community environment education and awareness Programs and activities.	Participants report an intention to change practices.
7.2.2	Undertake community waste education programs that focus on improving resource recovery rates.	Recycling education program is implemented.
		50 per cent diversion target is achieved.
7.2.3	Support and promote Clean Up Australia Day, National Tree Day and other environmental action programs.	Increased participation rates.
7.2.4	Support the Mitchell Environment Advisory Committee.	The Environment Advisory Committee regularly reports to Council.
		The Environment Advisory Committee is engaged on environmental matters impacting the community.
7.2.5	Actively engage with community groups, agencies, industry and land owners to achieve shared environmental goals.	Level of participation in partnership activities and achievement of agreed outcomes.

CARING FOR OUR ENVIRONMENT



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

ACTIONS		MEASURES
7.3.1	Implement agreed actions under the Mitchell Shire Environment Strategy.	Percentage of agreed actions implemented under the strategy.
7.3.2	Review the Sustainable Resource Management Strategy.	Review of Sustainable Resource Management Strategy is completed and changes adopted.
7.3.3	Lead planning for major waste and resource recovery projects within the municipality.	Complete the planning and design for major waste infrastructure projects in collaboration with the Goulburn Valley Waste and Resource Recovery Group that address Council's key priority projects.
7.3.4	Collaborate with water management authorities to investigate the feasibility of water re-use to improve water security for rural areas and reduce the use of potable water where applicable.	Options are identified and reviewed to support growing communities.

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

ACTIONS		MEASURES
7.4.1	Work in partnership with relevant agencies to plan for climate change.	Increased community awareness the impacts of climate change.
7.4.2	Deliver community education and awareness programs relating to climate change impacts.	
7.4.3	Ensure that climate change considerations are included in long term planning strategies.	Long term plans actively mitigate the impacts of climate change.

CARING FOR OUR ENVIRONMENT



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

ACTIONS		MEASURES
7.5.1	Awareness of Mitchell Shire's natural assets is improved through promotion and support for events/activities.	Number of awareness campaigns delivered. Participation rates in nature based events and activities.
7.5.2	Enhance and promote environmental reserves through implementing priority actions under the Mitchell Open Space Strategy.	Visitation to environmental reserves is increased. Biodiversity of environmental reserves is improved.
7.5.3	Actively seek opportunities to increase the extent of environmental parks in accordance with strategic priorities.	Opportunities for new bushland reserves are sought.
7.5.4	Undertake a feasibility study to establish a Southern Regional Park based on the old Hernes Swamp.	Partnerships established to prepare and undertake a feasibility study. Feasibility investigated and outcomes implemented.
7.5.5	Review options to improve the accessibility of environmental reserves, trails and precincts.	Accessibility improvements are reviewed and prioritised.
7.5.6	Enhance the accessibility and use of our rivers and creeks.	River and waterway accessibility and use is enhanced.
7.5.7	Wallan to Heathcote Rail Trail feasibility study results are reviewed and progressed.	Agreed actions from the feasibility study are implemented.

CARING FOR OUR ENVIRONMENT



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

ACTIONS		MEASURES
7.6.1	Implement annual roadside fire hazard removal program in accordance with Rural Roadside Environmental Management Plan.	Agreed program completed annually.
7.6.2	Implement and expand the annual roadside weed management program subject to funding.	Increased number of kilometres of roadside weeds controlled.
7.6.3	Continue to review and improve the fire prevention program including undertaking a review of the annual fire prevention works program.	Annual review undertaken and improvements adopted.
7.6.4	Implement agreed actions under the Mitchell Waste Management Strategy.	Percentage of agreed actions implemented.
7.6.5	Implement the Seymour Landfill Rehabilitation and Capping Project.	Projects completed.
7.6.6	Complete the Mitchell Landfill and Seymour Rehabilitation Projects.	Projects completed.
7.6.7	Review service standards for waste management across the Shire.	Service Standards Review is completed and changes implemented.





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