



MITCHELL SHIRE COUNCIL COUNCIL PLAN 2017 – 2021 *Action Plan - Year Two*



OUR STRATEGIC OBJECTIVES

ADVOCACY

- > To relentlessly advocate for funding to benefit our community.



COMMUNITY PARTICIPATION

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



RESPONSIBLE PLANNING

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



STRONG COMMUNITIES

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



SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT

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



FINANCIAL AND ORGANISATIONAL MANAGEMENT

- > To be leaders in financial and organisational management.



CARING FOR OUR ENVIRONMENT

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



ADVOCACY

To relentlessly advocate for funding to benefit our community.

Strategy 1.1: Establish an Advocacy Strategy that includes key priorities, and clear roles and responsibilities
Measure of Success: The Advocacy plan provides clear direction and priorities for Council and the Community
2018/19 Actions
Advocacy efforts are aligned with the Rural and Interface Councils campaigns
Business cases are aligned with State and Federal Government policy
Council is kept informed about government policy changes
Business Cases for key advocacy priorities are developed including: Greenhill recreation and leisure precinct site investigation and masterplan

Strategy 1.2: Establish and maintain local and regional partnerships to secure funding and policy commitments
Measure of Success: There is a shared vision for Mitchell Shire
2018/19 Actions
Regular engagement with local members of State and Federal Parliament occurs to strengthen alignment with key priorities for the municipality
Local community social media platforms are used to support advocacy priorities
Data and business cases supporting the advocacy platform are made available on Council's website
Data and information is provided to community leaders and business representatives to support advocacy priorities
Advocacy priorities reflect the strategic objectives set out in the Council Plan and related strategies across the organisation
Proactive communication and engagement plans are developed to support advocacy priorities
A human services partnership network is developed to focus on planning for health and human services priorities
A review of key networks and Mitchell Shire's participation is completed
A database of community members and stakeholders aligned to various advocacy priorities is developed
Business Case Development to support advocacy efforts Seymour Station Precinct Plan

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

Measure of Success: Mitchell Shire is a trusted source for evidence-based information supporting community priorities.

2018/19 Actions

There is regular engagement with Advisory Groups, community network meetings, 1-1's with community groups etc to assist with data and evidence to support funding submissions

Southern Park, Wallan Feasibility Study

Kilmore Creek Feasibility Study

COMMUNITY PARTICIPATION

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

Strategy 2.1: Review and improve our community engagement framework
Measure of Success: The community feels heard, and that their views are reflected in Council's plans and strategies
2018/19 Actions
An evaluation of the 'Engaging Mitchell' digital platform is completed and agreed improvements implemented

Strategy 2.2: Provide opportunities for inclusive participation across the Shire
Measure of Success: We are working to create a more equitable Mitchell Shire
2018/19 Actions
Council supports and facilitates a broad range of diverse community events
Council recognises cultural days and other days of significance for the community
There is an increase in the number of cultural and all abilities resources across all service areas
The Social Justice Framework is developed and implemented
AA accessibility guidelines are included in the development of a new website, the digital first strategy project and the Plain English guide
Project Scoping for place-based Community Plans is completed and provided to Council for consideration
Outdoor swimming pool works

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

Measure of Success: The community feels connected to Council

2018/19 Actions

There is increased engagement through the community voice panel, face to face interactions, forum/workshop engagement, online engagement and social media

Digital channels are reviewed and prioritised as part of the Digital First roadmap and Communication Strategy

Communication and engagement tools are reviewed as part of the Engagement Framework review

A Communication Strategy is developed and adopted

Implementation of Communication Strategy initiatives

Ongoing extension of council's customer service presence in social media and hosting Council's online engagement platform and website

Improved social media archiving to meet records management requirements

Resources and planning is undertaken for the development of a Digital First Strategy

A Plain English Guide is developed, implemented and adopted by all Council departments

Staff and Councillors are trained in Community Engagement methods

Website content for the 2017-18 capital works program is developed and regularly updated to inform community about progress

RESPONSIBLE PLANNING

To demand best practice outcomes when planning for future growth.

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

Measure of Success: Precinct Structure Plans and Township Structure Plans completed

2018/19 Actions

There is regular engagement with Victorian Planning Authority and key government agencies

Consultation is completed, and the Planning Scheme Amendment process commenced for the Seymour Structure Plan.

A gap analysis and background study for the Broadford Structure Plan are commenced

Continued preparation of the Broadford Structure Plan

Strategy 3.2: Plan for a diversity of housing and households

Measure of Success: Growth Area Plans facilitate housing diversity

2018/19 Actions

There is ongoing consultation with the Victorian Planning Authority about Mitchell Shire's requirements in State Planning Policy for Growth areas

Strategy 3.3: Prioritise environmental and sustainability outcomes in planning decisions

Measure of Success: Local Planning Policy supports sustainable development

2018/19 Actions

There is regular engagement and communication with the Environmental Advisory Committee

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

Measure of Success: Heritage planning controls support the preservation of heritage values

2018/19 Actions

There is regular engagement and communication with the Heritage Advisory Committee

There is regular and timely engagement and communication with Historical Societies, Registered Aboriginal Parties and relevant Agencies

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

Measure of Success: Increased satisfaction with Councils Planning Services

2018/19 Actions

There is ongoing internal and external consultation aimed at increasing user satisfaction with planning applications processes

There is regular engagement with applicants and Council regarding Council planning decisions upheld at VCAT

There is regular engagement with applicants and Council regarding improved satisfaction with Council's Planning services

Implementation of the eServices initiative to improve service delivery including time and cost efficiencies in terms of processing applications

There is ongoing internal and external consultation aimed at increasing user satisfaction with planning applications processes

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

Measure of Success: Mitchell Planning Scheme Local Policy reflects community expectations

2018/19 Actions

Community safety, wellbeing and sustainability considerations for new developments are prioritised in the review of Local Planning Policy.

Planning for a local Planning Policy review commences

Strategy 3.7: Improve the liveability of Mitchell Shire

Measure of Success: Mitchell Shires Liveability indicators improve over the life of the Council

2018/19 Actions

Community safety, wellbeing and sustainability considerations for new developments are prioritised in the review of Local Planning Policy.

Planning for a local Planning Policy review commences

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

Measure of Success: Design and planning standards support improved community safety outcomes

2018/19 Actions

Crime Prevention Through Environmental Design principles for the design of Council public spaces and developer led projects are adopted

Work is undertaken with internal departments to ensure Crime Prevention Through Environmental Design principles are incorporated into the design or renewal of open space and recreation assets.

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

Measure of Success: Active Transport networks are prioritised in the preparation of PSPs, Township Structure Plans and Subdivision layouts

2018/19 Actions

Regular engagement occurs with Planning Authorities and developers about plans for transport links

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

Measure of Success: Development reflects the unique character of each township and settlement in the Shire

2018/19 Actions

Continued preparation of the Rural Land and Activities Review

STRONG COMMUNITIES

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

Strategy 4.1: Promote a safe and secure environment throughout the Shire
Measure of Success: Community safety is improved over the life of the Council plan
2018/19 Actions
Emergency Relief/Recovery Centres and Neighbourhood Safer Places Plans, Animal Management, Heat, Municipal Fire Management Plans are reviewed
Every food premises are inspected by Environmental Health during the year to improve compliance with regulations and educate operators
A range of actions to ensure compliance with the Child Safe Standards are progressed, including: Recruitment and interview processes to include Child Safe Standards.
A range of actions to ensure compliance with the Child Safe Standards are progressed, including: Updating of documentation such as Code of Conduct, Position Descriptions, recruitment, advertisements etc
The implementation of Family Violence reforms is supported
Centralised recording for Working with Children's Checks for staff is implemented.
The Sunday Creek Flood Study commences
The Seymour Levee project is progressed
Implementation of the Domestic Animal Management Plan Education on responsible pet ownership
Undertake proactive registration checks
Additional resource to educate and instil pride within the community regarding the appearance of the Shire with a focus on improving and enhancing council and community infrastructure
Proactive parking management to encourage traffic flow and increase business growth
Development of Gambling Impacts Policy
Increased focus on drug, alcohol and mental health workshops

Strategy 4.2: Empower our volunteer community
Measure of Success: Council's facilities are highly utilised by a diverse range of community groups
2018/19 Actions
The Volunteering Mitchell Website is promoted
There is regular public acknowledgement of volunteers through local and social media
Ongoing training is provided for Committees of Management to improve their knowledge and governance capabilities
Regular feedback is sought from Committees of Management on support needs
Advisory Committees are regularly engaged in feedback opportunities
The Funding and Service Agreement (FASA) formula review for is completed Council endorsement ready for implementation in 2018/19
Continuation of the Positive Ageing Ambassadors program
Funding and Service Agreements with 16 Committees of Management managing community facilities on behalf of Council
Provide training and development for Club/Committees of Management

Strategy 4.3: Establish and maintain high quality roads, footpaths, parks, recreation facilities, streetscapes, bike paths and public open spaces
Measure of Success: Community assets are established and maintained to a standard that reflects community expectations
2018/19 Actions
There are regular reviews of the park, open space and other asset plans submitted by Developers to ensure compliance with the Mitchell Open Space Strategy
Service plans for open space and recreation across the Shire are developed with masterplans completed for key sites
Additional resource to facilitate the management and processing of Council's current and future assets
Service level planning and implementation of Shire wide service level standard for road maintenance
Additional resource to support growth in the engineering assessment of planning applications and to achieve better development outcomes

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

Measure of Success: Community assets are established and maintained to a standard that reflects community expectations

2018/19 Actions

Sealed Road Program

Footpath Missing Links Program

Footpath Renewal Program

Bridge Renewal Program

Unsealed Road Program

Review and expansion of tree planting program to improve overall township amenity

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

Measure of Success: Community Health and Wellbeing Outcomes improve over the life of the Council Plan

2018/19 Actions

The Life Stages Plan is promoted to the community and stakeholders

The Social Justice Framework is promoted to the community and stakeholders

A Maternal and Child Health Annual Service Improvement Plan is developed and implemented

The Maternal and Child Health service is promoted across the Shire and with key stakeholders

Funding grant applications are developed and submitted for innovative community health and wellbeing projects and events

Regular evaluation of projects and grants is undertaken and reported to the Executive Team and Council as required

The Life Stages Plan (Early Years component) is implemented at Maternal and Child Health Centres

Review of the Library and Learning Strategy to reflect the changing needs of our community

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

Measure of Success: Our community is active, connected and aspirational

2018/19 Actions

Work is progressed with key stakeholders to identify ageing in place opportunities

More advanced library programs are delivered with an emphasis on diversity and increasing levels of participation to include advanced robotics, coding and applications for seniors

There is collaboration with education and training providers from within and outside the Shire to support improved vocational training

Adoption and implementation of the Life Stages Strategy

Increased focus on the reach of Senior Citizens Newsletters

Engagement with schools to help develop a better space for co-learning and library programs

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

Measure of Success: Community needs are embedded in the services and infrastructure we provide.

2018/19 Actions

A range of accessibility options is considered in the design of all open space and recreation renewal projects

All community events hosted by Council ensure appropriate accessibility, with baseline participation rates recorded

Regular assessment of satisfaction with the Languages Other Than English (LOTE) resource collection and programming is undertaken

Culturally diverse programming is offered in all library programs for all life stages

Libraries incorporate days of cultural significance into programs and resources

Construction commences on the Greater Beveridge Community Centre

Integrated Community Services and Infrastructure Plan (ICSIP) reviewed and updated

Continuation of the customer record management system implementation to ensure an emphasized focus for better customer service to the community

Increased focus on targeted delivery of library programs to our diverse community

Replacement of Library books

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

Measure of Success: Community needs are embedded in the services and infrastructure we provide.

2018/19 Actions

SWMOP pool works and potential additional projects if CSIF funding is successful 2019/20

JJ Clancy Reserve works

LB Davern Reserve, Wandong - Stadium Floor Upgrade

Harley Hammond Reserve works

Service level planning and implementation of Shire wide service level standards for open space management

Implementation of the Supported Playgroups program, which supports vulnerable maternal and child health clients throughout the Shire

Development of a Chittick Park Masterplan

Undertake a sports lighting audit

Introduction of an electronic youth card system

Develop concept plans, construction and operational costs for the Southern region aquatic and leisure facility

SUPPORTING LOCAL JOBS AND QUALITY INVESTMENT

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

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

Measure of Success: Our community is proud to live in Mitchell Shire.

2018/19 Actions

Plans to increase surveillance levels and where appropriate, issue infringements, are developed and implemented to improve the appearance of public and privately-owned land in the Shire

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

Measure of Success: Mitchell Shire has created the environment for investment.

2018/19 Actions

Regular engagement occurs with secondary schools to foster pathways between secondary and tertiary sectors

Regular engagement occurs with training providers incl. Adult Education providers, Central Ranges Local Learning and Employment Network (CRLLEN), and TAFEs to encourage development of courses suitable for Mitchell's residents

Regular engagement occurs with training providers incl. Adult Education providers, Central Ranges Local Learning and Employment Network (CRLLEN), TAFEs and Universities to encourage development and provision of courses for Mitchell's residents Identify opportunities for advocacy to achieve investment in new and/or expanded specialist education

Support the development of the local tourism accommodation sector

Opportunities are investigated to encourage the provision of quality B&B-style accommodation by existing home owners via online B&B-aggregator websites and booking apps

A Rural and Small Towns for Success business forum is developed and supported

Continued implementation of the Economic Development Strategy

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

Measure of Success: There is growth and economic development in our existing business sector

2018/19 Actions

Business development programs are promoted and diversified

Partnership with Business Development training providers are established, and participants are regularly surveyed

Continued delivery of a program of capacity building workshops and forums to provide support and mentoring to small and medium businesses

Strategy 5.4: Encourage local networks which support economic growth

Measure of Success: These are thriving business networks in Mitchell Shire

2018/19 Actions

Ongoing support and engagement occurs with the Chambers of Commerce for each town

Options are developed for a new Kilmore Chamber of Commerce with the business community

Support is provided to the Mitchell Business Network organisers to strengthen its development

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

Measure of Success: Mitchell Shire is on the tourism map

2018/19 Actions

Focus areas for a Tourism and Visitor Economy Plan are developed and adopted by Council

Engagement occurs with tourism operators, providers and sector to improve new and existing product development and promotion in the Shire

Undertake promotion of events and visitor attractions Shire-wide to lift visitation and create demand for new tourist attractions and product

Regular engagement with private sector tourism operators to investigate and encourage investment in the Shire

Identify potential projects and examine feasibility for connectivity and recreation along the Goulburn River. Work with Engineering and Major Projects to integrate walking trails within the Seymour Levee project

Finalise and implement the Tourism and Visitor Economy Plan, to assist with growth in the Shire's visitor economy and to support tourism businesses

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

Measure of Success: Mitchell Shire is a tourism destination of choice

2018/19 Actions

Work with partner organisations including Goulburn River Valley Tourism to support and promote events in the Shire and to attract third party funding

Work with Goulburn River Valley Tourism and partner Councils to promote the Heart of Victoria Region and specific tourism attractions within the Shire of Mitchell and wider region

Work with the Goulburn River Valley Tourism Board to lobby relevant ministers and state government bodies to obtain formal recognition for the Tourism Board. Include this action in the Advocacy Priorities and priorities for the Goulburn Partnership Assembly

Undertake regular promotion of the Shire and its visitor attractions through various media including via events, print, on-line and social media

Regular engagement occurs with visitor information centre networks and other operators to identify best practice methods and contemporary approaches to providing visitor services

FINANCIAL AND ORGANISATIONAL MANAGEMENT

To be leaders in financial and organisational management.

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

Measure of Success: Good governance processes in place and maintained

2018/19 Actions

The Community Satisfaction survey is completed

A Councillor satisfaction survey is completed

Strategy 6.2: Deliver high quality projects that benefit our community

Measure of Success: High quality projects provide community benefits

2018/19 Actions

The Project Management Framework is implemented

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

Measure of Success: Customer service standards which reflect community expectations.

2018/19 Actions

A training program is developed and implemented including the Contact Centre 'Walk in my shoes' program, customer service induction and regular engagement with Council departments to build a customer centric culture

Complaints reporting, and tracking mechanisms are established, and training provided to staff

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

Measure of Success: Policies and procedures are current and reflect sound financial management practices.

2018/19 Actions

Additional resource focused on the growing importance in reporting and monitoring relating to development contributions

Additional resource to assist with the continued growth in queries and processing relating to rates, charges and revenue

Additional resource focused on facilitating the increase in digital presence

Review of the Risk Management Framework

Update and testing of the Business Continuity Plan

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

Measure of Success: Council adopts the budget and Strategic Resource Plan in line with the Council Plan.

2018/19 Actions

The Budget and Strategic Resource Plan are adopted by Council

Councillor satisfaction is measured and increased

Quarterly financial reports are adopted by Council

Council and the Executive Leadership Team are aware of the financial costs to undertake each Strategy presented for consideration

Council and the Executive Leadership Team are informed about the financial implications of Council Reports

Collaboration and ongoing engagement occurs regarding opportunities for shared services and collaborative procurement

Strategy 6.6: Support and retain high quality Council staff.

Measure of Success: Council provides a safe and positive work environment that attracts high quality staff, provides the tools to deliver on outcomes and enables healthy movement and retention.

2018/19 Actions

Internal business process improvements are identified and implemented

There is Increased utilisation of Employee Self Service systems.

The Reward and Recognition Program is reviewed

Strategy 6.7: Monitor, scrutinise and regularly report on the operation of Mitchell Shire Council.

Measure of Success: Fraud and Corruption Policy kept up to date, consistently reinforced with staff and compliance monitored.

2018/19 Actions

IBAC, Ombudsman, Victorian Auditor General's Office (VAGO) reports are provided as determined appropriate to the management team and Audit Committee.

Training is delivered to staff in procurement, fraud and corruption and other legislative obligations

Information is provided to regulators in line with statutory requirements.

Implementation of payroll system improvements to meet legislative requirements

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

Measure of Success: ICT Strategic initiatives are implemented resulting in improved customer experience.

2018/19 Actions

Priority strategic and operational actions identified in the Information Communication and Technology (ICT) Strategic Plan are implemented

Implementation of digital software to provide automation for incoming mail and email registrations

Implementation of an online learning management system to provide comprehensive staff training

Information Technology Hardware replacement and upgrade

Technology One upgrades

Website redevelopment

CARING FOR THE ENVIRONMENT

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

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

Measure of Success: Evidence of improved land management practices in rural areas.

2018/19 Actions

Environmental information kits are regularly distributed to landholders

Council continues to partner with community groups such as Landcare for regional based projects

Undertake rural roadside conservation mapping

Strategy 7.2: Empower the community through partnerships and education.

Measure of Success: There is community ownership of environmental issues impacting Mitchell Shire.

2018/19 Actions

Work with community groups to increase the number of volunteers supported by Council to undertake Clean Up Australia Day and National Tree Day each year.

Ensure the Environment Advisory Committee regularly reports to Council

Regular community engagement on environmental issues occurs

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

Measure of Success: Council has strategies and plans in place to mitigate the impacts of climate change on the community.

2018/19 Actions

Collaboration is undertaken with water management authorities to investigate the feasibility of water re-use in rural areas commences

A review of the Sustainable Resource Management Strategy 2011 is commenced

Education program to encourage residents to be more proactive on private property during fire season

Enhancement of the delivery of Council's waste and recycling services through business planning and the development and implementation of effective community education and awareness campaigns

Seymour Resource Recovery Centre Relocation

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

Measure of Success: Council is recognised for innovation in environmental and waste management practices.

2018/19 Actions

Actions to reduce corporate greenhouse gas emissions and water use as identified in the Mitchell Shire Sustainable Resource Management Strategy (2011) are undertaken.

Continue Mitchell Shire Council's membership of the Goulburn Broken Greenhouse Alliance (GBGA).

In depth assessment of fire risk management relating to roadside vegetation

Review and update of the Municipal Fire Risk Management Plan

Training of officers to enhance fire prevention services to the community

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

Measure of Success: There is a visible increase in the communities use of Mitchell Shire's open spaces.

2018/19 Actions

Work is progressed to improve knowledge of current visitation to environmental reserves through a benchmark data survey. Survey data is used to inform improvements to visitation through ongoing environmental and visitor enhancement works

Feasibility plans for the establishment of new bushland reserves are developed for priority areas

Planning commences, and advocacy material is developed for a feasibility study into establishing a Southern Regional Park based on the old Herne's Swamp

Rehabilitation and capping of closed Seymour Landfill

Capping of cells 1-4 of Mitchell Landfill

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

Measure of Success: Council's fire hazard, weed management and waste management meet with community expectations and regulatory obligations.

2018/19 Actions

Planning for the waste service standard review commences