

Mansfield Shire Council

Council Plan

2017-2021



**MANSFIELD
SHIRE COUNCIL**

First adopted by Council - 27 June 2017 and updated 23 June 2020

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About this Council Plan

This Council Plan has been prepared in accordance with the requirements of the *Local Government Act 1989 (the Act)*, which is the primary piece of legislation that outlines Council's powers and responsibilities. The Act mandates that all newly elected councils must develop a forward looking plan detailing Council's strategic directions and objectives for the next four years.

Our Plan has been informed by collaborating with our community through a variety of means. We believe it is essential for our community to be connected to the Council Plan as we cannot deliver our aspiration for the Shire, or our strategic objectives on our own.

A key component of the Council Plan is the Strategic Resource Plan (SRP), which outlines how financial and human resources will be allocated to deliver this Plan.

Both the Council Plan and Strategic Resource Plan are reviewed by Council on an annual basis to ensure they remain relevant and have the ability to respond to emerging issues and trends.

Readership

The Council Plan has been written to cater for a wide readership including the general community, ratepayers, local businesses, visitors, investors, government agencies and other interested parties.

This document also provides Council staff with strategic direction for day to day activities and the actions included in this document will form the work plan for the Administration over the next four years.

This Plan is available online at www.mansfield.vic.gov.au or by request. Display copies of this report are available from the Mansfield municipal office and the Mansfield Library. Hard copies can be requested by telephoning 5775 8555.

A message from your Council



Welcome to our 2017-2021 Council Plan.

Our sense of community is strong. Our people are active and committed to public service, working for the good of others. The Shire is in the fortunate position of sustained population growth and high employment levels. This progress is not only driven by the trade and tourism sectors, but also by a large and diverse range of education and health services, which are integral to our quality of life and future growth.

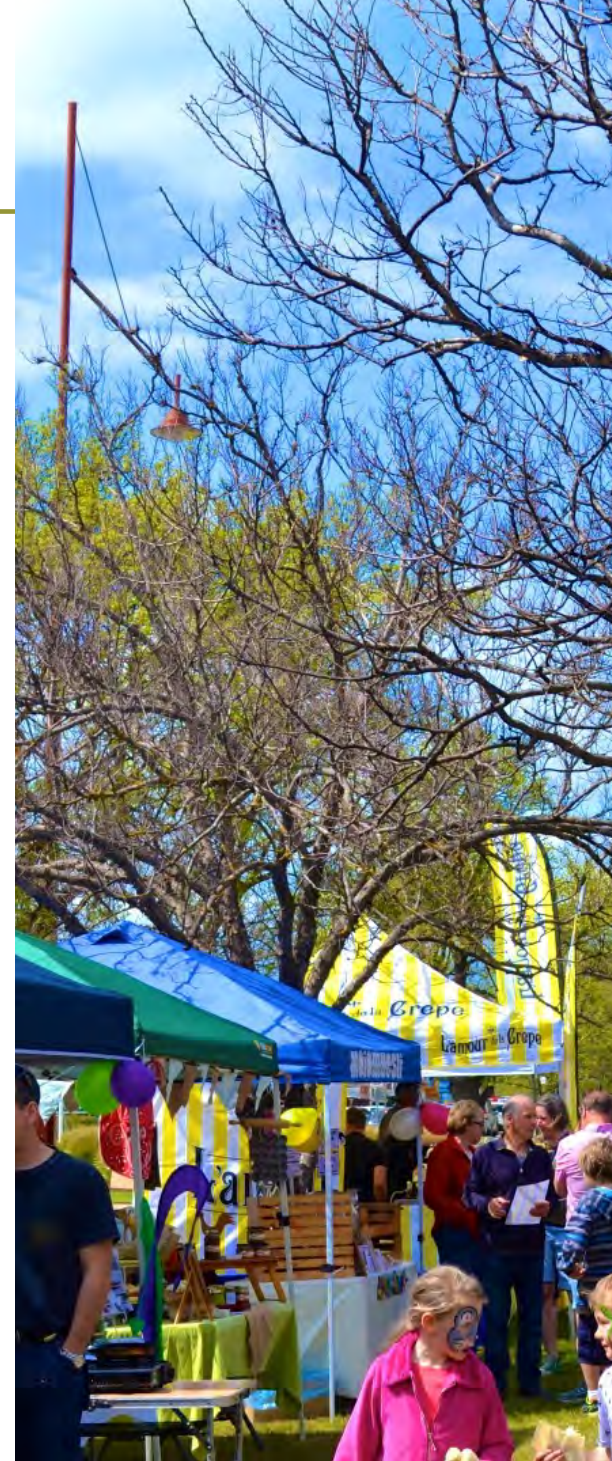
Council will support the community in doing what it does best to ensure that, over the next four years, we capitalise on our competitive strengths and address tough issues together as a united team.

The introduction of rate capping in 2015 is starting to impact our financial position. Federal funding for all councils has also been progressively cut in recent years. Major changes planned by the State government to the *Local Government Act 1989*, have the potential to significantly affect how we operate.

Other changes to State legislation and increased reporting requirements are also tying up our resources; these may introduce additional mandatory processes and requirements which will place more demands on our limited resources.

This means that tough decisions must be made during the term of this Council. We cannot provide new services and take on new functions when our resources are shrinking. We promise that, in making these decisions, we will seek the views of all parts of our diverse Shire so that we make informed decisions.

Recognising the valuable diversity of our community, we know that we will never do all that everyone wants us to do. We will take on board your views and think very seriously about how to achieve balanced and sustainable outcomes that provide benefits for all.





Following the 2016 election, your new Council is energised and motivated to represent the community. This document outlines Council's vision and strategic program for the next four years.

These are tough times for Council in terms of providing services and facilities for our growing community. We are being asked to do more by the State and Federal Governments, and our community, but with less resources. This means that, more than ever, our partnerships with the community and other key players are vital to deliver on this Plan.

We have listened to our community's views, goals and vision for the Shire in preparing this Plan and, where we have to balance competing needs and sometimes conflicting objectives, the Council believes that the Plan represents a sound and achievable path forward for the organisation and the community.

We look forward to working with you to make this Shire a very special place - even more liveable and prosperous.

Cr Paul Volkering
Mansfield Ward

Cr Peter Olver
(Deputy Mayor)
Mansfield Ward

Cr Marg Attley
(Mayor)
Tolmie Ward

Cr Paul Sladdin
Bonnie Doon Ward

Cr Harry Westendorp
Jamieson Ward

Our aspiration for the Shire

Our aspiration for our Shire and its community

We live, work and play in an inclusive, dynamic and prosperous place where community spirit is strong and people are empowered to engage in issues that affect their lives.

Our role in realising this aspiration

A recurring theme throughout this document is the fact that we cannot achieve our aspiration for the Shire alone. Everyone who lives, works and has a role to play in the services and facilities available to us must work constructively together to achieve our common goals.

Council's role within the community and as a third tier of government has changed significantly in recent times.

With this in mind, we feel it is important to explain what our role now looks like so that our community has a good understanding of the things we can control and influence on their behalf and those that we cannot.

This Council Plan is written in a way that identifies:

- The things which we can control (eg, by direct provision of services and facilities)
- The things we can influence and where we can play a leadership role (eg, through lobbying for infrastructure funding or helping to shape the policies of other levels of government)
- The things which are of interest to Council and its community but over which we have marginal control or influence (eg, educational opportunities, socio economic wellbeing of our population).





Our core values

Our Core Values

The values that drive our Council and Administration in the day to day delivery of our services and functions are:

- Leadership – addressing tough issues head on, being accountable for the decisions we make and planning for the long term future and prosperity of this Shire. We take our role as advocates on behalf of the community very seriously and will work tirelessly to ensure our collective voice is heard.
- Collaboration – working with our community and other key stakeholders to achieve the best possible outcome. Council cannot deliver this Council Plan without strong and productive partnerships with our community, local businesses, other levels of government and key service providers operating in our municipality.
- Integrity – achieving the highest standards of good governance, transparency and accountability, driven by our Councillor Code of Conduct and Councillor Charter. We will keep an open mind on all issues until the time comes to make a decision. Conflicts of interest will be openly declared and we will always follow the letter of the law in relation to this issue.
- Respect – recognising and valuing the diversity of views and needs within our community. We believe it is important to create a respectful, supportive and fair environment where differences are valued and encouraged to support good decision making. Increased understanding and trust between Council and the community is an important way we can foster an inclusive, respectful society.
- Innovation – exploring and embracing smarter ways to deliver our services. This includes looking at all options for new ways of working, embracing new technology and exploring shared services with other councils and service providers.

Our commitment to human rights

We are committed to considering and respecting human rights when making decisions that impact on people and our community. We are required to act in a way that is compatible with the *Victorian Charter of Human Rights and Responsibilities Act 2006* and to give consideration to the Charter when formulating a local law or policy, or in planning service delivery. Our approach to human rights is to encourage participation, access, development and opportunity not just across our community, across our organisation.

Our Shire and its people

Our picturesque Shire is located in Victoria's High Country just 2 hours north east of Melbourne. The landscape is dominated by the Great Dividing Range and includes the alpine resorts of Mt Buller and Mt Stirling. Our Shire boasts major river systems, lakes, mountains, vast tracts of what is referred to as 'High Country' and broad, productive valleys where agriculture and rural living integrate. Australia's second largest in-land water system, Lake Eildon, is a dominant feature in the southern half of our municipality.

Mansfield Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow at around 2% each year, from 6,631 in 2001 to an estimated 8,474 in 2016. Forecasts indicate that by 2031, our population will have grown to around 9,595 (Victoria in Future 2016).

In the North East Victoria this level of growth is only surpassed by the Rural City of Wodonga. Our increasing population has also been a major driver of Mansfield having the lowest unemployment rate of any municipality in the North East. These achievements are to be celebrated but at the same time, we must ensure this momentum continues in a manner that respects our unique 'small town' character and quality of life.

Our residents live primarily within the townships scattered across the municipality. Each has its own history, distinct character and sense of identity. Tolmie and Sawmill Settlement are former timber towns, while Kevington, Jamieson and Woods Point grew out of the gold rush in the 1800's. Merrijig, Maindample, Ancona and Merton are old farming towns, reflecting the key role agriculture plays in our Shire's history and current day economy. Mansfield township is an old farming and timber town, originally formed at the point where four large farms met. It has always been the major service and commercial centre for the municipality.

Lakeside towns such as Barjarg, Goughs Bay, Bonnie Doon, Macs Cove and Howqua grew in the mid 20th century because Melbournians wanted to escape the city to a weekend retreat, a trend which continues as around 50% of our ratepayers do not live here permanently.

Acknowledgement of traditional owners

Mansfield Shire sits in Taungurung country. The lineage of the area's first inhabitants stretches back tens of thousands of years. We acknowledge the living culture and unique role of Taungurung people in our region.

Our more recent history

White settlement started in the 1840's in the area west of Mansfield township. By the end of that decade, occupation had spread eastwards and new settlements were established.

The Mansfield Shire was proclaimed on 31 December 1866 when the township had two schools, two hotels, a court house, a steam flour mill and a hospital. The area also successfully cultivated fruit, potatoes and oats, in addition to sheep grazing and dairying. Mining areas and large forest areas were added to our Shire in 1919 when part of the Howqua Shire was added to the Mansfield Shire.





Our towns

All of our townships have a strong sense of community and come together not only to celebrate the place in which they live, but help each other out in times of need and when natural disasters strike.

Our population can grow considerably, sometimes up to four-fold, during holiday periods as people escape their busy lives to enjoy the abundance of activities Mansfield Shire provides, whether it be water based recreation, horse riding, wineries, hiking, mountain biking on the Mount Buller Epic Trail or a leisurely ride or stroll along the Great Victorian Rail Trail.

To inform the development of this Plan, we recently asked our community to identify the two key reasons why they lived here. The top answers were because of the sense of community, our great lifestyle, family connections, the beautiful countryside and the high levels of amenity we enjoy.

But there's much more to us than just natural beauty and a wonderful lifestyle. We are fortunate to have thriving performing arts, fine arts and musical communities. Hardly a weekend goes by without some form of event, festival or activity to enjoy.

Our Shire is lucky to have such a dynamic, hardworking, creative and caring community. The focus of this Council Plan is to support these communities in their daily lives and to ensure that we do all we can to influence the continued economic prosperity of our Shire.

One of the ways we can do this is by ensuring Council's priorities for the next four years are informed by the Community Plans many of our township communities have developed in partnership with Council. Through this process local communities have identified who they are, the things that are important to them and where they want to head in the future. These plans belong to the people; it is up to the community to decide which projects to work on and when. Here's an overview of what the Community Plans say, along with a description of what makes each town special in the words of people who live there:

Ancona is a quiet place and set in a pretty landscape dominated by trees and creeks. Locals are welcoming and there's lots to do in both winter and summer. It's also a great place for kids to live and play.

Community Priorities:

- seal Ancona Road
- upgrade the Ancona Hall, eg, lighting, floor, furniture
- build a permanent barbecue and shelter at the Ancona hall
- organise more community get-togethers

Our towns

Barjarg locals are passionate about protecting the beautiful, rural aspects of the area. The proximity to the towns of Mansfield and Benalla are a major attraction.

Community Priorities:

- working with relevant authorities to improve local roads
- making sure planning policy strikes the right balance between preserving the rural feel of the place with future growth
- construction of trails to allow cyclists and walkers to explore Barjarg

Bonnie Doon is the gateway to the high country and an off-beat public image, Bonnie Doon has a rich and historic pioneering past and a true survivalist spirit despite the fact that the entire town was moved 60 years ago when Lake Eildon was enlarged.

Community Priorities:

- developing outdoor spaces at the Community Centre to encourage social gatherings and interactions between all age groups
- more community events that celebrate the area's history and boost tourism
- improved facilities and amenities around the Lake Eildon foreshore
- completion of the 'Walking Down Memory Lane' project

Goughs Bay is a beautiful village nestled in hills on the edge of Lake Eildon and bordering a National Park. It offers great views, swimming, fishing, water sports, walking, bush walking, cycling and spotting the abundant wildlife.

Community Priorities:

- ongoing community clean up days to address the litter problem, particularly around Lake Eildon
- installation of interpretive and directional signage to guide visitors around the area and educate them about the town's heritage, environment and sense of community

The community is strong, active, friendly and very supportive, loving the peace and beauty.

The many visitors in holiday periods are welcomed for the vibrancy, opportunity and entertainment they bring.





Howqua/Macs Cove are two distinct communities situated in the Howqua River valley. Although there is a high proportion of holiday homes, everyone is passionate about its unspoilt natural environment and the serenity it provides.

Community Priorities:

- creation of a walking track around the townships
- installation of a map and information about the townships to guide visitors around the area
- creation of a village 'hub' by moving the post boxes, bus stop and notice board to the one place
- installation of a boat ramp at Macs Cove, which could then be used to springboard improvements to the foreshore park
- installation of a noticeboard in Howqua to share information and enhance social interaction

Jamieson, with history and natural beauty, is nestled in a valley at the confluence of two rivers surrounded by mountains and close to Lake Eildon. The area offers many types of outdoor recreational activities.

Community Priorities:

- map existing tracks and trails while developing a plan to extend this network over time
- acquire guardianship for the Historical Society of the Police Stables to facilitate their restoration and securing abutting vacant land for community use
- plan, design and construct a 'heritage' pavilion for community use

Kevington and Gaffneys Creek are small communities in the south of the Shire that have a deep sense of history and community; locals always support each other in times of adversity and help is always at hand when needed. Locals love the beauty of the surrounding hills and the Goulburn River.

Community Priorities:

- Advocacy to improve telecommunications
- Improved transport alternatives, particularly to Benalla
- Sealing of Jamieson-Woods Point Road

Our towns

Maindample is a quiet, family friendly and relaxed hamlet within easy reach of Mansfield with a growing community where kids can roam freely and play in the park. Residents love and appreciate our rural background and beautiful environment.

Priorities:

- **construction of a community 'hub' or hall** to provide a gathering place for locals for a variety of social activities
- creation of a suite of communication tools including a Facebook page, community letter and noticeboard
- actively preserving, displaying and sharing **the town's history and heritage places**
- advocate for lower speed limits to address resident concerns about traffic safety
- to better control issues such as litter and trespassing

Merrijig is proud of its farming and high country cattlemen history and there's a strong sense of community. Locals are keen to preserve the natural environment, the peace and tranquillity the river and open spaces provide.

Priorities:

- creation of a master plan to co-ordinate the development of recreation facilities such as walking tracks, picnic and playground facilities and a look out
- build on existing communications by creating a volunteer/skills database, erecting a community noticeboard and increase usage of their website
- finding a means to address the lack of public transport between Merrijig and Mansfield, possibly by adopting something similar to Tolmie's TOAST initiative





Merton is a vibrant, inclusive and socially active community known for its sustainable way of life and its peaceful, attractive environment.

Priorities:

- adoption of improved water management practices across the township, improved recycling services and future input into planning policy
- promotion of local businesses
- preserving local history
- improving communication and collaboration across the community
- renovation of the tennis courts
- Merton Common upgrade

Tolmie first came into being in 1879 as a vibrant farming and timber cutting community and today its small population remains passionate about its historic past. Close knit, supportive of each other and hard working, we pull together to make Tolmie a special place to live, and value the natural environment and relaxed lifestyle the township offers.

Priorities:

- improving the natural environment through improved weed control and replanting of native vegetation
- ensuring the annual Tolmie Sports Day is sustainable and successful in the long term
- ensuring the TOAST (Tolmie Offers A Seat to Town) initiative is sustainable and successful in the long term

Our towns

Upper Delatite (Alpine Ridge, Mirimbah, Pinnacle Valley and Sawmill Settlement) is comprised of several small communities nestled in the foothills of Mount Buller and populated predominantly by non-permanent residents. The magnificent mountains, flora, fauna, Delatite River and snowfields offer passive recreational opportunities for all to enjoy.

Priorities:

- lobby for sealed shoulders along the road between Merrijig and Sawmill Settlement, with increased road signage to improved road safety for vehicles, cyclists and pedestrians
- lobby for improved internet access
- improve bushfire preparedness through maintenance of the Sawmill Settlement fire track, community education and the declaration of a Neighbourhood Safer Place
- construction of a playground and barbecue area to improve community connectedness

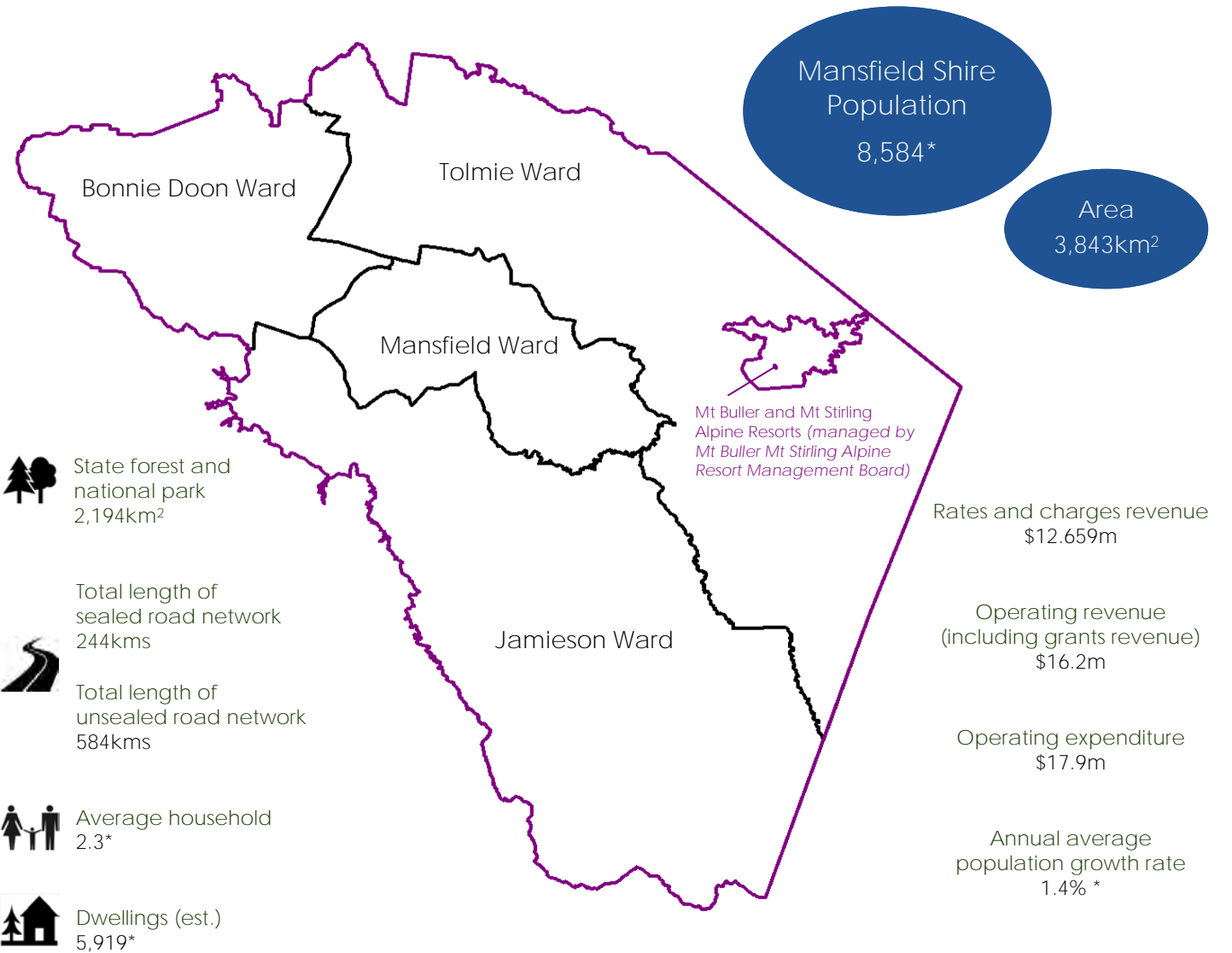
Woods Point is a resilient, strongly connected community in the far south of the Shire. Gold mining is its past, present and future, but its unique character, tranquillity and natural environment is also a drawcard for tourists.

Priorities:

- creation of a master plan for public land in Woods Point to co-ordinate efforts to improve the streetscape and public places
- improve community connectedness by holding regular meetings of all local community groups and revamping the Woods Point website
- build upon tourism opportunities through the development of a strong relationship with Council and identify opportunities for the promotion of Woods Point



An overview of our Shire



*2016 Australian Bureau of Statistics

Our Councillors

Our Shire is divided into four wards. The central Mansfield Ward is represented by two Councillors, while the Tolmie, Jamieson and Bonnie Doon Wards elect one Councillor each. This spread of wards ensures that our Councillors come from a diversity of backgrounds, expertise and locations.

The Council is responsible for setting our strategic direction for the Administration through this Council Plan, monitoring the organisation's performance in its delivery, making key decisions and recruiting the Council's Chief Executive Officer.



Cr Paul Volkering (Mansfield Ward)

This is Cr Volkering's first term as a Councillor. Paul has a long and distinguished career in public education. He is the recipient of the Prime Minister's Centenary Medal for Services to Education and has worked throughout Victoria as both a teacher, Principal and mentor. He has also spent a lot of his spare time working over many years in a honorary capacity for the North Melbourne Kangaroos Football Club (AFL).

Paul came to Council passionate about the capacity of the Mansfield community as a whole. He understands the importance of a healthy community and is prepared to work hard to ensure the community feels valued and properly supported. His core values are built around equity and fairness for all. He is also deeply committed to ensuring Mansfield doesn't lose its culture and natural beauty, which is why he is devoted to ensuring a healthy, sustainable environment for everyone to live in and enjoy.

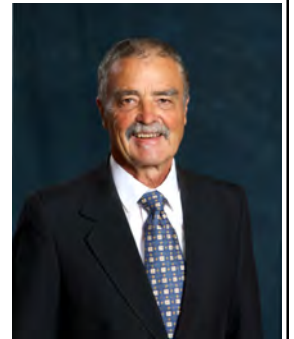


Deputy Mayor, Cr Peter Olver (Mansfield Ward)

This is Cr Olver's first term as a Councillor. Peter was formerly employed by NETracks Local Learning and Employment Network (LLEN) as a Partnership Broker working in the Mansfield Community.

Peter grew up in Mansfield and attended the Mansfield Secondary College. After qualifying as a Mechanical Engineer in Melbourne he worked there, and in Canberra, as an Engineer.

Some years later, after more tertiary study, Peter returned to Mansfield where he taught for many years at Mansfield Secondary College as well as owning several businesses and a cattle farm. He has always been passionate about social justice and consequently has been involved in many associated community groups.



Mayor, Cr Marg Attley (Tolmie Ward)

Cr Attley is in her fourth consecutive term as Councillor, being first elected in 2005. Marg has had the honour of serving two terms as Mayor.

Marg is a qualified Primary School teacher and is a trained mediator. She more recently has worked as a Project Manager on projects for young people and continues supporting our youth through representation on various Council committees and programs for young people.

Having strong commitment to and passion for social justice and inclusive communities, Marg is currently President of the Victorian Local Governance Association, which allows her to continue to represent the issues of regional and rural councils. She is also on the Executive of the Australian Local Government Women's Association (Vic.)

Marg believes that we will need to engage more strongly with our communities, listen to our inspired community leaders and develop strategic partners for future sustainability.



Our Councillors



Cr Paul Sladdin (Bonnie Doon Ward)

This is Cr Sladdin's second term as Councillor for Mansfield Shire being first elected in 2012. He served as Mayor in 2016.

A ratepayer for 23 years, Paul and his wife Rowena moved permanently to Mansfield in 2000 to raise their family of three children. Paul's background and qualifications are in community education and community development, and he is currently the Networker for the Goulburn North East Association of Community Centres.

Paul has been involved in numerous local community and sporting groups and is a current member of the Bonnie Doon CFA and Bonnie Doon Community Group.

He is actively involved in the Men's Shed movement being a past President of the Victorian Men's Shed Association and currently Vice President of the Australian Men's Shed Association.



Cr Harry Westendorp (Jamieson Ward)

This is Cr Westendorp's first term as a Councillor. Harry completed most of his primary education in Bonnie Doon in the 1950s before his family moved closer to Melbourne. He returned to Mansfield as a non-resident ratepayer in 2001, and now resides here permanently.

Harry spent more than 45 years in large and small businesses in technical, sales and executive roles, managing large teams and gaining broad experience in operational areas.

He has governance experience through serving on boards, including Director and Chairman of a School Board for 12 years, Director of Co-operative Research Centre for Southern Hemisphere Meteorology, Chairman of Church Councils for multiple tenures and is currently Deputy Board Chairman of Reformed Theological College in Geelong.





Our leadership team

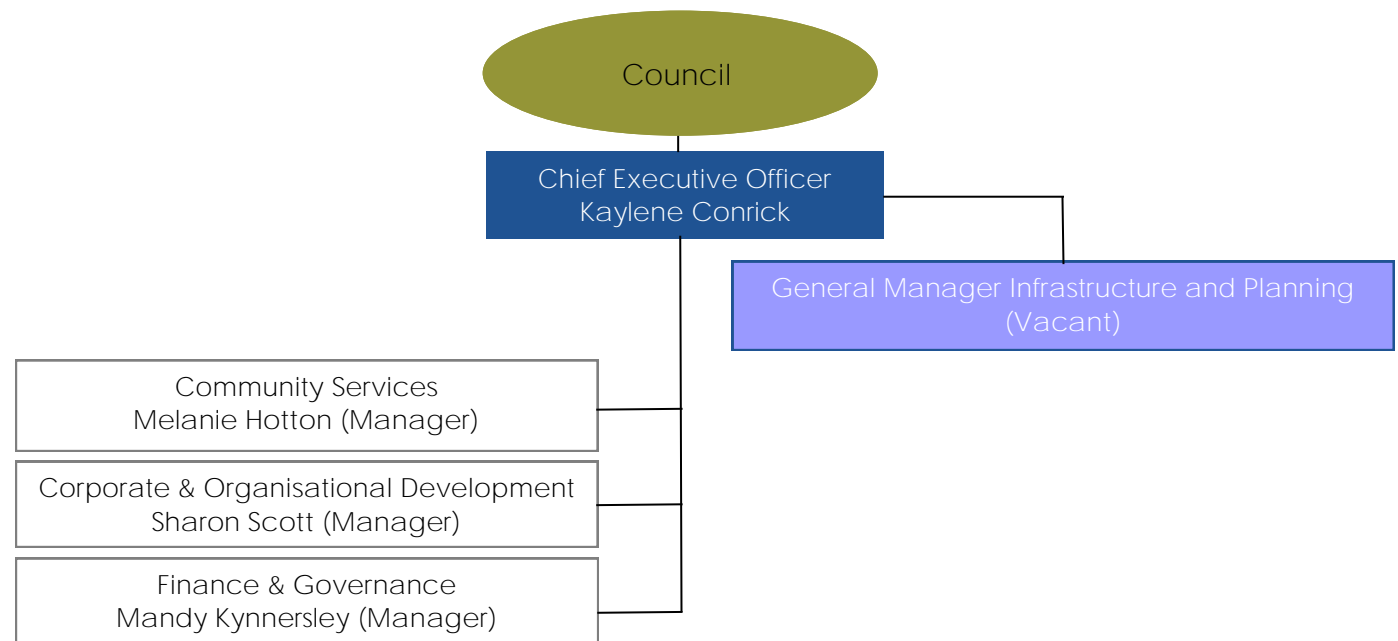
The Chief Executive Officer is responsible for the day to day management of operations and for overseeing the implementation of the Council Plan. Our CEO and her direct reports form the Executive Management Team (EMT).

EMT meet regularly to oversee and manage the operations of Council. The Team also provides information and independent, professional advice to support the Council in its responsibilities and decision making.

Kaylene Conrick – Chief Executive Officer

Kaylene joined Mansfield Shire Council as CEO in February 2020.

Her previous roles include Director of Transition during the Delatite Shire Council de-amalgamation in 2002, followed by CEO roles at the Borough of Queenscliffe, Hepburn Shire Council, and most recently Litchfield Council in the Northern Territory.



The home of champions

Despite only having just over 8,000 residents our Shire has a surprisingly high proportion of past and present world champions across a range of sporting pursuits. In fact, we reckon that if you calculated the number of World and National Champions per 1,000 people, we'd top the list!

Celebrating our sportspeople's successes over recent years enables us to highlight the wonderful lifestyle and range of recreational opportunities that make our Shire a great place to live and play. We love the outdoors and we love our sport. We love our arts and culture too but for now, let's focus on the Shire's active part of its personality.

In doing so, we also wish to underline the strong sense of community and support for our young people as none of this success would have been possible without the support and financial backing from family, friends, the broader Mansfield community and local businesses.

Importantly, our Champions return home on a regular basis, as do many of our young people that leave the area for education, travel and their careers. This is one reason why the Mansfield Shire community is a truly special one.

Catherine Skinner OAM - Trap Shooting

Catherine came to national and international attention when she won the Women's Trap gold medal at the 2016 Rio Olympics. A Mansfield girl, Catherine learned her craft at the Mansfield Clay Target Club.

Over recent years Catherine has placed well at various world championships, as well as the Glasgow Commonwealth Games.

Her wonderful speech to a large crowd of young Mansfieldians upon her return from the Olympics is likely to inspire many more people to aim high in their chosen field.





Max Fricke - Solo Speedway

Max is our most recent World Champion, winning the Under 21 World Speedway Championship in 2016. Born and bred in the Mansfield township, Max has won four Under 21 Australian titles and currently spends most of his time riding internationally and competing at the top level in numerous elite European Speedway Leagues.



Simon Gerrans – Road Cycling

Simon is from Jamieson and has had a long and illustrious cycling career, starting out in mountain biking and then progressing to road racing. One of the highlights of his career was winning his first Yellow Jersey in the 2013 Tour de France. He has won several international road races and many race stages along the way, being the only Australian to win a stage in each of the three Grand Tours. He has won the National Road Cycling Championship twice.

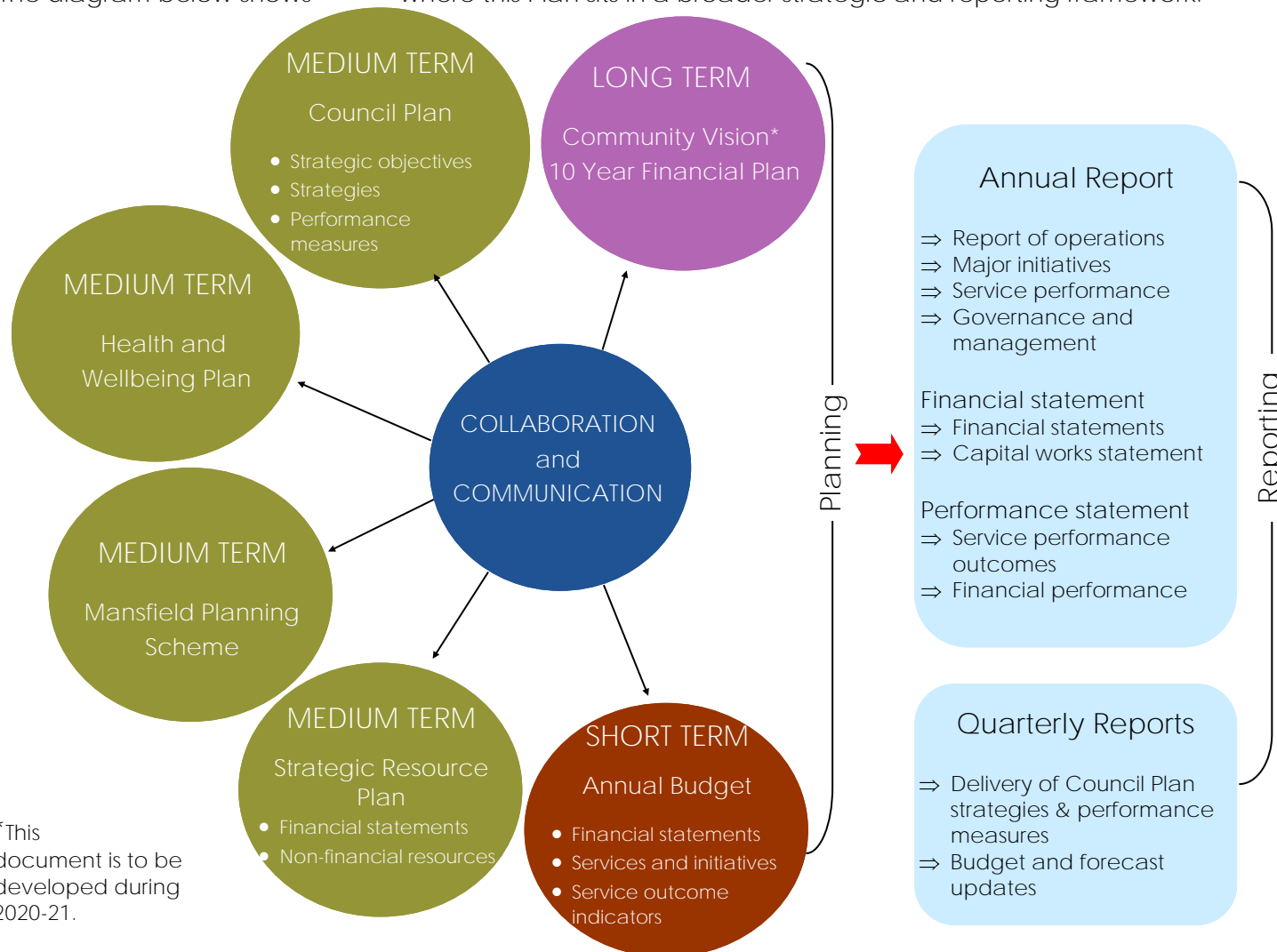


Alex (Chumpy) Pullin – Boarder Cross (snow sports)

Chumpy, as he is affectionately known, was born and raised in Mansfield. You may remember him as the Australian team's flag bearer at the 2014 Sochi Winter Olympics. He won the World Cup in boarder cross in 2010 and then made his Olympic debut later that year in Vancouver. He rose to the top of his field by winning gold the World Championships in 2011-12 and 2012-13, becoming the first Australian winter athlete to defend back to back world titles. He has won a world cup title at the end of the 2016 season, and represented Australia at the 2018 Winter Olympics.

Another piece of the strategic puzzle

This Council Plan is one of a number of strategic documents that inform our day to day work and service delivery. We have a range of short to medium term plans and strategies in place, developed in consultation with our community, many of which we are required to develop under State legislation. The diagram below shows where this Plan sits in a broader strategic and reporting framework.



*This document is to be developed during 2020-21.





Measuring our success

We must report on our progress in the delivery of the Council Plan through a number of means. Quarterly reports to Council on the achievement of strategies and performance measures are prepared by the Administration to enable the Councillors to track how we are performing.

The Annual Report, prepared every September for the Minister of Local Government, reflects on the previous twelve month's achievements.

The recently introduced Local Government Performance Reporting Framework (LGPRF) tracks our performance on a variety of indicators and allows the community to benchmark our efforts against those of other like councils. This data is available on the 'Know Your Council' website (www.knowyourcouncil.vic.gov.au).

This reporting framework is assisted by the inclusion of key performance measures to help us assess whether or not we are on track in terms of achieving our Strategic Directions and Strategic Objectives.

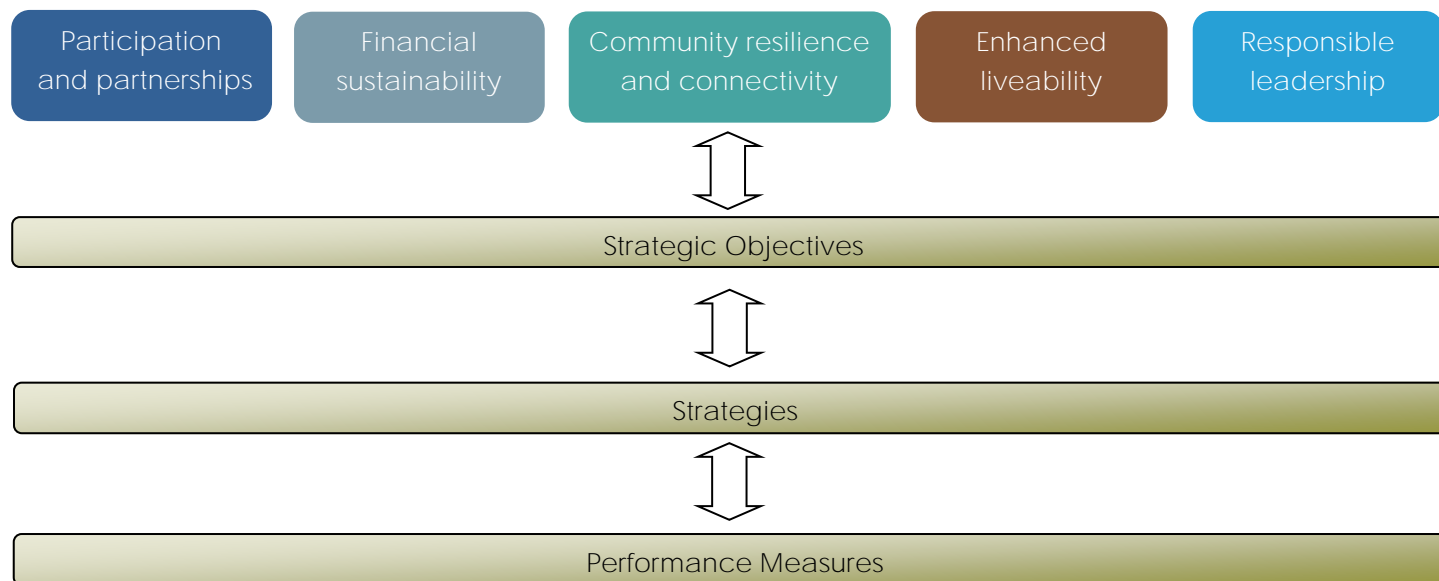
In keeping with our approach to clarify the things we can control, influence and that we have a direct interest in, but no influence over, our performance measures are split into three groups:

- Things we can control:
direct measures of our own performance
- Things we can influence:
indirect measures that are the result of efforts from Council, the community and other partners
- Things we are interested in:
other measures which are of interest to us as they show broader trends occurring within the Shire and across the region.

The source of the performance measure and, where possible, links to external websites where the indicator was sourced from have been included.

Our strategic direction

There are a number of levels to this Council Plan that serve to articulate our aspirations and the initiatives we will undertake to realise them.



We mentioned earlier that there are things Council can directly control, things that we can influence and things which affect us all but have little or no control over.

The Strategies we will implement to achieve our Strategic Objectives have been divided into the following three categories to clearly articulate where each sits in terms of our level of control and influence.





1. Participation and partnerships
We believe it is essential that people have opportunities to participate in all aspects of community life, including Council decision making. Our small community will continue to prosper and succeed if we have strong partnerships with our community, other levels of government, other key service providers and private industry.
2. Financial sustainability
We are a small municipality in terms of population. Decisions by other levels of government to cut recurrent funding sources are starting to take a significant toll on our financial sustainability. Informed and decisive action is required by Council during the life of this Plan to secure Mansfield Shire's long term financial security.
3. Community resilience & connectivity
Council's role is to assist the community in achieving its goals. It is a partnership. Neither Council nor the community can address the challenges and issues we face alone. Through collaboration with our local communities, other agencies and governments, we will assist people to work on their own solutions to the issues that are important to them.
4. Enhanced liveability
We have a great quality of life but as our population and needs change, Council needs strategies in place to ensure the services and facilities we provide are responsive, sustainable and effective. Council recognises its role as an educator and facilitator around health and wellbeing issues, but we are only one of many authorities and groups that need to work in a co-ordinated and targeted fashion to improve the quality of life for all. We also understand that the protection and enhancement of the beautiful natural environment in which we live is key to our quality of life.
5. Responsible Leadership
Council is dedicated to achieving the highest standards of good governance, with a focus on informed, equitable and transparent decision making. Accountability for our actions is important to us and we will report on our decisions and performance through a variety of means. We will be true to our values and create a Council and organisational culture based on inclusiveness, impartiality and integrity.

Strategic Direction One

Participation and partnerships

We believe it is essential that people have opportunities to participate in all aspects of community life, including Council decision making. Our small community will continue to prosper and succeed if we have strong partnerships with our community, other levels of government, other key service providers and private industry.

We are a diverse municipality and so it is essential that, through public participation in decision making processes, the broad spectrum of opinions, aspirations and needs are considered in deciding what actions will deliver the greatest net community benefit.

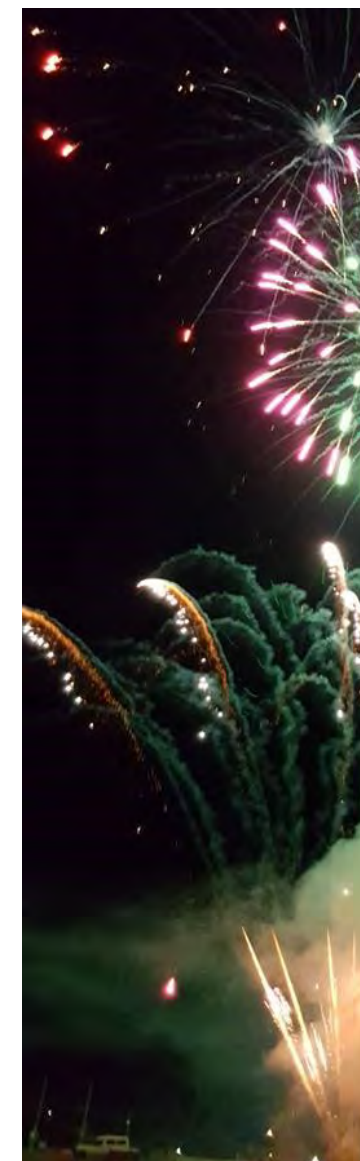


Participation and partnerships

<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="display: flex; align-items: center;"> Control</div> <div style="display: flex; align-items: center;"> Influence</div> <div style="display: flex; align-items: center;"> Interest</div> </div>	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 1.1 Our community has a say in matters of interest to them.					
Reflect community expectations for communication and collaboration by developing and implementing a Community Engagement Strategy.	Community Services	✓	✓	✓	✓
Schedule Ordinary Council meetings in townships across the municipality to encourage local participation and to provide high levels of access to Councillors.	Executive Services	✓	✓	✓	✓
Partner with the community to conduct an independent economic, social and environmental impact study of a future drive-through ultra-processed food outlet or convenience restaurant being established in the Mansfield township.	Development Services				✓
Strategic Objective 1.2 Council is an effective advocate on behalf of its community.					
Develop a Community Vision in partnership with the community to help articulate long term goals for our Shire.	Executive Services	✓	✓		
Develop a Stakeholder Engagement Plan to identify key partnerships that can assist the Council in achieving its goals.	Executive Services	✓	✓		
Articulate Council and community views on major Federal and State government initiatives including: <ul style="list-style-type: none"> • telecommunications Black Spot funding • sustainable funding for small regional councils • legislative reviews • protection and enhancement of the environment in partnership with local environmental groups. 	Executive Services	✓	✓	✓	✓

Participation and partnerships

<div style="display: flex; justify-content: space-between; padding: 2px;"> Control Influence Interest </div>	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 1.3 Partnerships are strong between key service providers and authorities across the municipality.					
Explore opportunities for integrated and shared service delivery with other local service providers, including Mansfield District Hospital and the Mt Buller/Mt Stirling Resort Management Board.	Executive Services	✓	✓		
Engage with regional partners, including the Hume Regional Road Group, to deliver regional infrastructure planning and works that will benefit our municipality.	Infrastructure	✓	✓	✓	✓
Co-ordinate an events management plan process involving internal and external stakeholders to streamline event organisation and deliver quality events for our community and visitors.	Community Services	✓	✓	✓	✓
Co-operate with Tourism North East, Mt Buller/Mt Stirling Resort Management, Goulburn Murray Water and other key industry stakeholders to deliver a range of tourism and visitor services.	Community Services	✓	✓	✓	✓



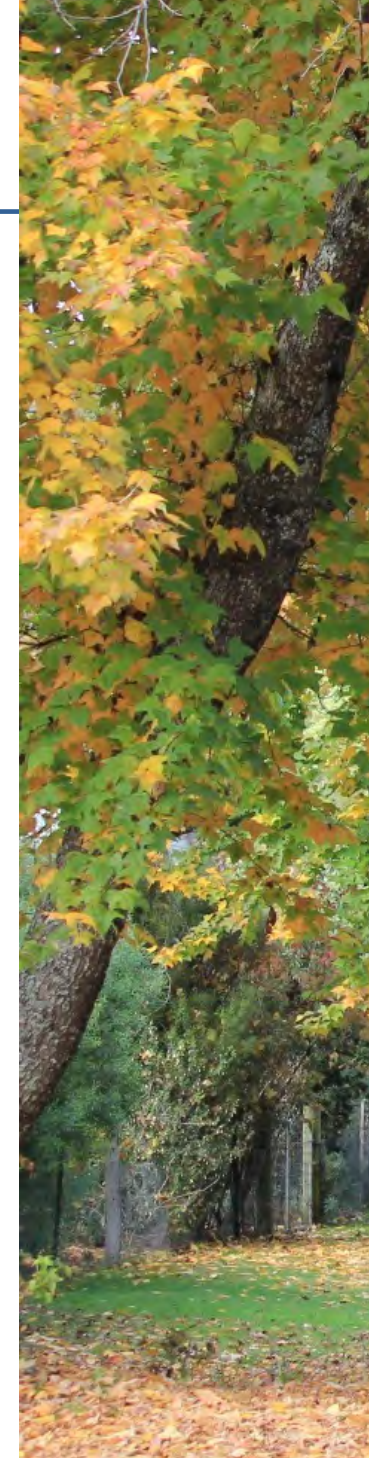


<div style="display: flex; justify-content: space-between; align-items: center;"> ■ Control ■ Influence ■ Interest </div>	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 1.4 We have high levels of community participation, with growing levels of engagement from our senior citizens and people of all abilities.					
Develop and implement an Active Ageing Strategy.	Community Services	✓	✓	✓	✓
Actively communicate volunteering opportunities and benefits through the Shire's website, Facebook page and the media.	Community Services	✓	✓	✓	✓
Ensure the needs of senior citizens and people of all abilities are catered for during the development of the Mansfield Streetscape Rejuvenation Project and the preparation of the Housing Strategy.	Community Services	✓	✓		
Develop and implement an Access and Inclusion Plan which aligns with the State Disability Plan.	Community Services	✓	✓	✓	✓
Deliver and support a diverse events program that offers numerous accessible and affordable opportunities for participation.	Community Services	✓	✓	✓	✓

Participation and partnerships

Performance measures		
Measure	Information source	2017-18 Target
Number of Council meetings held in outlying townships	Council minutes	4 meetings per annum
Community satisfaction rating for Council decisions made in the interest of the community	Annual Community Satisfaction Survey	>60
Community satisfaction rating for community consultation and engagement	Annual Community Satisfaction Survey	>61
Community satisfaction rating for Council's advocacy efforts	Annual Community Satisfaction Survey	>59
Percentage of event applications that receive approval via the Event Management Plan process	Tourism and Economic Development Event Register	>95%
% of persons who help out as a volunteer	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>30%

- Control
- Influence
- Interest



Strategic Direction Two

Financial sustainability

We are a small municipality in terms of population. Decisions by other levels of government to cut recurrent grants and place a cap on rate revenue are starting to take a significant toll on our financial sustainability.

Informed and decisive action is required by Council during the life of this Plan to secure Mansfield Shire's long term financial viability.

Financial sustainability

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p> ■ Control ■ Influence ■ Interest </p>					
<p>Strategic Objective 2.1 Council has a strategic, long term financial plan to secure its ongoing financial sustainability.</p>					
Develop a Long Term Financial Plan.	Finance	✓	✓	✓	✓
Complete service reviews across all departments in response to the findings of the Long Term Financial Plan.	Executive Services	✓	✓	✓	✓
Hold discussions with the community around the findings of the Long Term Financial Plan and departmental service review findings to identify service and infrastructure priorities.	Executive Services	✓	✓	✓	✓
<p>Strategic Objective 2.2 We embrace innovation to maximise service efficiency and reduce costs.</p>					
Identify opportunities for streamlining processes, data collection and in the field connectivity using mobile technology to maximise service efficiency.	Executive Services	✓	✓	✓	✓





		Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	
Control Influence Interest	Key Driver					
Strategic Objective 2.3 We prudently manage our asset maintenance and capital works programs in line with our long term financial plan.						
	Adopt a 'whole of life costing' approach to asset management as part of a cost benefit analysis to inform decisions around the creation of any new asset.	Infrastructure	✓	✓	✓	✓
	Review asset management practices and data to ensure optimal useful life and value for money across Council's infrastructure and assets.	Infrastructure	✓	✓	✓	✓
Strategic Objective 2.4 Council has secured sustainable levels of recurrent funding and 'own source' revenue.						
	Develop and implement a co-ordinated review of Council assets in consultation with the community focusing on whether or not the disposal of key assets would realise greater net community benefit.	Community Services	✓	✓	✓	✓
	Review the need to apply for a variation to the State's rate capping with the Long Term Financial Plan.	Finance	✓	✓	✓	✓
	Articulate the outcomes of the Long Term Financial Plan and key challenges to our ongoing financial sustainability to State and Federal governments with the view of changing policy around recurrent grants and our ability to increase 'own source' revenue.	Executive Services	✓	✓	✓	✓

Financial sustainability

Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 2.5 Council has maximised shared services with other councils and authorities to minimise service costs.					
Actively seek shared service opportunities with other councils of a similar profile to reduce recurrent expenditure.	Executive Services	✓	✓	✓	✓
Strategic Objective 2.6 Our population continues to steadily grow, supported by the provision of sustainable community infrastructure and services.					
Develop and implement a local policy on housing provision covering issues such as type, mix, subdivision design and best practice environmental outcomes.	Development Services	✓	✓	✓	✓
Develop and implement the Streetscape Rejuvenation Project for the Mansfield township to promote growth that respects and enhances the amenity and character of the town.	Development Services			✓	✓
Prepare and implement an Integrated Water Management Plan for the Mansfield Township in partnership with DELWP and Goulburn Valley Water.	Infrastructure		✓	✓	✓

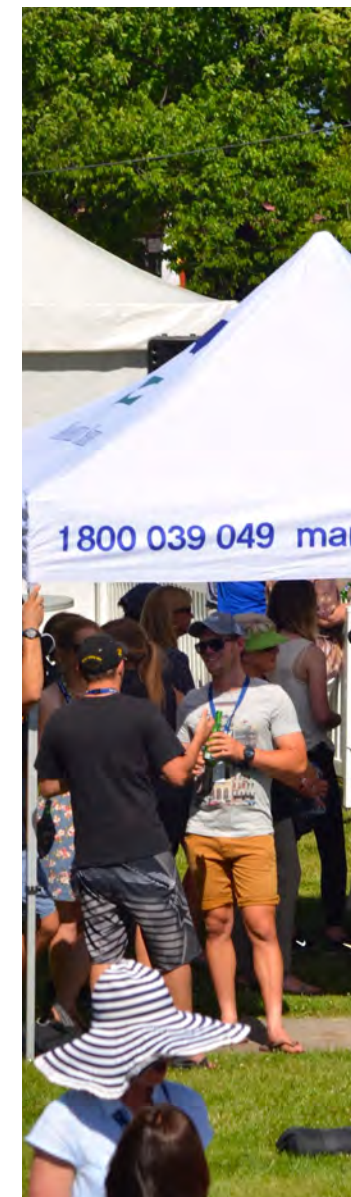




		Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	
Control Influence Interest	Key Driver					
Strategic Objective 2.7 Mansfield's economy is diverse, with the agility to respond to changing consumer demands.						
	Develop a strategic plan to optimise economic benefits from cycling based tourism in partnership with businesses operating within this sector and our tourism partners such as Tourism North East and the Great Victorian Rail Trail.	Development Services	✓	✓	✓	✓
	Implement the Lake Eildon Land and On-Water Management Plan in partnership with Goulburn Murray Water and other key agencies.	Development Services	✓	✓	✓	✓
	Develop a Paddock to Plate Agri-tourism Alliance Growth Plan in partnership with key stakeholders across the Shire.	Development Services	✓	✓		
	Facilitate and support existing and new events to build on our strengths and increase economic returns across the Shire.	Community Services	✓	✓	✓	✓
	Investigate options for delivery of a Business Hub to support new and expanding businesses.	Development Services	✓	✓		

Financial sustainability

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 2.7 (cont'd) Mansfield's economy is diverse, with the agility to respond to changing consumer demands.					
Investigate a new visitor servicing model for Mansfield Shire taking account of visitor and business needs.	Community Services	✓	✓	✓	✓
Develop a master plan for the Station Precinct in partnership with key stakeholders.	Development Services	✓	✓	✓	✓
Update the Mansfield Shire Economic Profile using 2016 Census data.	Development Services	✓			
Review Council's Economic Development Strategy in partnership with the business community to ensure a medium term plan is in place to support ongoing economic growth.	Development Services		✓	✓	✓
Encourage local businesses to increase productivity through energy efficiency.	Development Services	✓	✓	✓	✓





Performance measures

Measure	Information source	2017-18 Target
Expenses per property assessment (i.e. the number of rateable properties)	Know Your Council website www.knowyourcouncil.vic.gov.au	\$2,460
Time taken to decide planning applications (median number of days)	Know Your Council website www.knowyourcouncil.vic.gov.au	<60 days
Community satisfaction rating for business & community development performance	Annual Community Satisfaction Survey	>65
Community satisfaction for tourism development performance	Annual Community Satisfaction Survey	>75
Adjusted underlying surplus (or deficit) as a % of underlying revenue	Know Your Council website www.knowyourcouncil.vic.gov.au	2%
Renewal/replacement of assets as a % of depreciation	Know Your Council website www.knowyourcouncil.vic.gov.au	70%
Loans and borrowing as a % of rate revenue	Know Your Council website www.knowyourcouncil.vic.gov.au	20%
Rates as a % of adjusted underlying revenue	Know Your Council website www.knowyourcouncil.vic.gov.au	68%
Own source revenue per head of population	Know Your Council website www.knowyourcouncil.vic.gov.au	\$1,674
Recurrent grants per head of population	Know Your Council website www.knowyourcouncil.vic.gov.au	\$515
Resident population	Australian Bureau of Statistics 2016 projection data	8,474
Percentage of people aged >15 in part or full time employment	Australian Bureau of Statistics 2011 Census data	97%

- Control
- Influence
- Interest



Strategic Direction Three

Community resilience and connectivity

Council's role is to assist the community in achieving its goals. It is a partnership. Neither Council nor the community can address the challenges and issues we face alone.

Through collaboration with our local communities, other agencies and governments, we will assist people to work on their own solutions to the issues that are important to them.

Community resilience and connectivity

<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="display: flex; align-items: center;"> Control</div> <div style="display: flex; align-items: center;"> Influence</div> <div style="display: flex; align-items: center;"> Interest</div> </div>	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 3.1 Our website and social media outlets are responsive, effective information portals for our community.					
Develop and implement an Information Strategy with an immediate focus on improving the capabilities of our website as an interactive information portal for the community.	Executive Services	✓	✓	✓	✓
Strategic Objective 3.2: We support our communities in meeting their own needs.					
Support local businesses through the provision of training and information, including the Business 2 Business workshops.	Development Services	✓	✓	✓	✓
Assist communities to implement and review priorities listed in their Community Plans while supporting and building capacity within the Community Groups to achieve their objectives independent of Council.	Community Services	✓	✓	✓	✓
Provide advice to support local community events, including assistance with sourcing funding opportunities and event management plan co-ordination.	Community Services	✓	✓	✓	✓
Support the Mansfield Autism Statewide Services' "Operation Gamechanger" development project.	Development Services				✓

Community resilience and connectivity

Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 3.3 Mansfield Shire is a welcoming, supportive and inclusive place to be.					
Influence	Community Services			✓	✓
Influence	Community Services	✓	✓	✓	✓
Influence	Community Services	✓	✓	✓	✓
Control	Community Services	✓	✓	✓	✓
Strategic Objective 3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.					
Control	Community Services	✓	✓	✓	✓
Influence	Community Services	✓	✓	✓	✓





Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 3.5 Council supports the community in its efforts to lobby for the infrastructure it needs to be connected and progressive.					
	Community Services	✓	✓	✓	✓

Performance measures

Measure	Information source	2017-18 Target
Community satisfaction rating for informing the community	Annual Community Satisfaction Survey	>63
Community satisfaction rating for emergency and disaster management performance	Annual Community Satisfaction Survey	>74
Community satisfaction rating for elderly support services	Annual Community Satisfaction Survey	>77
% of the population who are members of the Mansfield Library and who have borrowed in the past 12 months	Know Your Council website www.knowyourcouncil.vic.gov.au	>18%
% of infants enrolled in the Maternal and Child Health service who receive the first Maternal and Child Health Home Visit	Know Your Council website www.knowyourcouncil.vic.gov.au	=100%
% of children enrolled who use the Maternal and Child Health service	Know Your Council website www.knowyourcouncil.vic.gov.au	>72%
Rating for feeling part of the community	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>82
Rating for perception of connectedness - % of those who agree others are willing to help each other	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>95

Strategic Direction Four

Enhanced liveability

We have a great quality of life but, as our population and needs change, Council services and facilities must be responsive, sustainable and effective.

We recognise our role as an educator and facilitator around health and wellbeing issues but we are only one of a number of service providers and change agents operating within our community. Collaboration is the key to making sure our collective resources provide maximum impact and positive outcomes for people of all ages.

We recognise that there are impacts and opportunities presented by Climate Change and will work to build our capacity to assist the community to respond.

Population growth also means a sustained demand for development. We believe it is essential that a sound policy framework is in place to help us to balance growth with enhancing our amenity and natural environment for current and future generations.

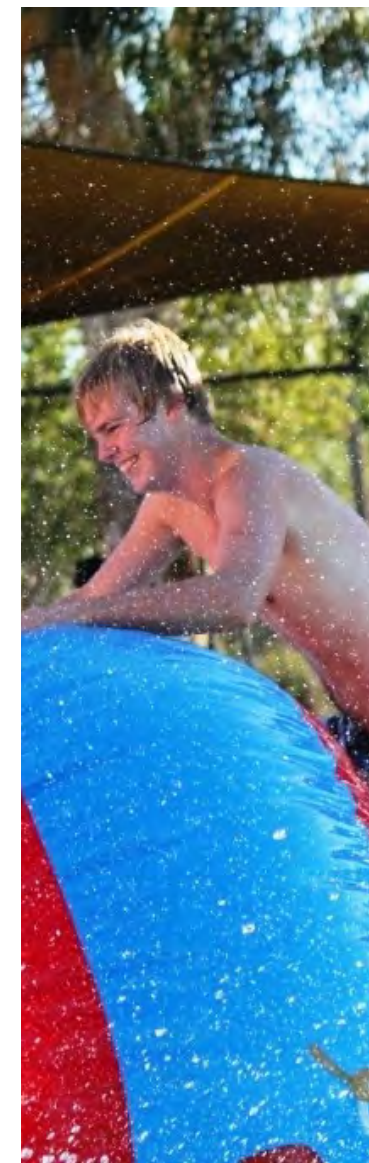
Enhanced liveability



	Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 4.1 We have long term strategies and capital works programs in place to respond to changing community needs.						
Plan a rolling program of streetscape improvements and 'place making' projects for the Mansfield township and smaller settlements.		Development Services	✓	✓	✓	✓
Develop and implement a new Sports Facility Strategy in consultation with sporting groups and funding bodies.		Community Services	✓	✓	✓	✓
Strategic Objective 4.2 We are a community that is passionate about arts, culture, heritage and the environment.						
Provide advice and expertise to community groups around event organisation and management.		Community Services	✓	✓	✓	✓
Promote community awareness of, and participation in, Arts and Cultural services, programs and facilities.		Community Services		✓	✓	✓
Support the work of key environmental groups and organisations, including Landcare.		Development Services	✓	✓	✓	✓
Collaboration with our communities, other Councils and agencies to benefit from collaborative actions on Climate Change.		Development Services			✓	✓

Enhanced liveability

Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 4.3 Our community proactively manages its health and wellbeing.					
Control	Community Services	✓	✓	✓	✓
Influence	Community Services	✓	✓	✓	✓
Influence	Community Services	✓	✓	✓	✓
Strategic Objective 4.4 We have strong policy and decision making frameworks in place to protect and enhance the unique character of our Shire for future generations.					
Control	Development Services	✓	✓	✓	✓
Control	Development Services	✓	✓	✓	✓
Control	Development Services	✓	✓	✓	✓
Control	Development Services		✓	✓	✓





<i>Performance measures</i>		
Measure	Information source	2017-18 Target
Community satisfaction rating for customer service	Annual Community Satisfaction Survey	>70
Community satisfaction rating for family support services performance	Annual Community Satisfaction Survey	>73
Community satisfaction rating for recreational facilities performance	Annual Community Satisfaction Survey	>74
Community satisfaction rating for planning permit performance	Annual Community Satisfaction Survey	>45
Community satisfaction rating for waste management performance	Annual Community Satisfaction Survey	>70
Number of visits to aquatic facilities per head of population	Know Your Council website www.knowyourcouncil.vic.gov.au	>2.43
Kerbside collection waste diverted from landfill	Know Your Council website www.knowyourcouncil.vic.gov.au	>34%
Shire rating - SEIFA (Socio Economic Indexes for Areas) Index of Relative Socio Economic Disadvantage Index by percentile	SEIFA Economic Disadvantage Index http://stat.data.abs.gov.au/Index.aspx?DataSetCode=ABS_SEIFA_LGA	= or >8
Rating for perceptions of safety - when walking alone during the day or at night	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	> or = 97.8% during day > or = 92% at night
% of people self rating their health as excellent or good	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>53%

- Control
- Influence
- Interest

Strategic Direction Five

Responsible leadership

Council is dedicated to achieving the highest standards of good governance, with a focus on informed, equitable and transparent decision making. Accountability for our actions is important to us and we will report on our decisions and performance through a variety of means. We will be true to our values and create a Council and organisational culture based on inclusiveness, impartiality and integrity.

Responsible leadership

<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="display: flex; align-items: center;"> Control</div> <div style="display: flex; align-items: center;"> Influence</div> <div style="display: flex; align-items: center;"> Interest</div> </div>	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 5.1 We achieve the highest standards of good governance.					
Complete a good governance audit with progressive implementation of its recommendations, using the Commission of Inquiry into the Greater City of Geelong as a guide.	Executive Services	✓	✓	✓	✓
Develop and implement an annual Good Governance Training Program for Councillors, including a self-evaluation of performance.	Executive Services	✓	✓	✓	✓
Strategic Objective 5.2 Our organisation is driven by a positive culture.					
Develop and implement a Human Resource Strategy, including the adoption of a succession management approach and rewarding high performance employees with development opportunities.	Corporate & Organisational Development	✓	✓	✓	✓
Deliver an annual corporate training program focussing on leadership and performance management skills.	Corporate & Organisational Development	✓	✓	✓	✓
Complete a biennial employee culture survey to assess the 'health' of the organisation.	Corporate & Organisational Development	✓		✓	
Develop and implement a policy to meet our obligations under the Child Safe Standards, enhancing our culture around child safety practices across the organisation.	Corporate & Organisational Development	✓	✓	✓	✓

Responsible leadership

Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.					
Control	Executive Services	✓	✓	✓	✓
Control	Governance	✓	✓	✓	✓
Strategic Objective 5.4 We make transparent decisions facilitated by community participation at Council meetings.					
Control	Governance	✓	✓	✓	✓
Control	Executive Services	✓	✓		





■ Control ■ Influence ■ Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 5.5 We have a strong framework in place to proactively mitigate risk.					
Review the Corporate Risk Register through the configuration of the Omni performance management system's risk register to track and report on mitigation initiatives.	Corporate & Organisational Development	✓	✓	✓	✓
Oversight of Council's Risk Management Strategy and corporate risk register by the Audit and Risk Advisory Committee through the introduction of a bimonthly risk management report.	Corporate & Organisational Development	✓	✓	✓	✓

Responsible leadership

Performance measures		
Measure	Information source	2017-18 Target
% of Council decisions made in meetings closed to the public	Know Your Council website www.knowyourcouncil.vic.gov.au	<8%
% of Councillor attendance at Council meetings	Know Your Council website www.knowyourcouncil.vic.gov.au	90%
Community satisfaction rating for Council's customer service	Annual Community Satisfaction Survey	>70
Community satisfaction rating for Council's overall performance	Annual Community Satisfaction Survey	>64
Community satisfaction rating for Council's direction	Annual Community Satisfaction Survey	>55
% Shire employees who feel valued for their work	Bi-annual Mansfield Shire Council Employee Culture Survey	>70%

- Control
- Influence
- Interest