

# STRATHBOGIE SHIRE COUNCIL



ANNUAL REPORT 2011 | 2012

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The implementation of the Strathbogie Shire Caretaker policy and the requirements of the Local Government Act 1989 (leading into 2012 Elections) has prevented the release of any photography and stories relating to our elected Councillors in the 2011/2012 Annual Report.

Photos and stories including our elected Councillors will return in our 2012/2013 Annual Report.

# Contact Us

## Strathbogie Shire Council

109A Binney Street (PO Box 177) Euroa Victoria 3666

**Telephone** 03 5795 0000

**Freecall** 1800 065 993

**Fax** 03 5795 3550

**Website** [www.strathbogie.vic.gov.au](http://www.strathbogie.vic.gov.au)

**Email** [info@strathbogie.vic.gov.au](mailto:info@strathbogie.vic.gov.au)

## Council Meetings

Council Meetings are held on the third Tuesday of each month (except January) at 6pm in the Euroa Community Conference Centre.

## Planning Committee Meetings

Planning Committee meetings are held on the second and fourth Tuesday of the month at 4pm in the Euroa Community Conference Centre.



### *Story*

*Nick Panuccio(R), aged 12.*

*"Haven't been riding that long, but like to catch up with my friends sometimes. I have been living in Euroa for nearly 6 years."*

*Tom Panuccio(L), aged 10, "I only come here sometimes with my brother, footy is what I love best of all. I have been living in Euroa for nearly 6 years."*

*"We both go to school in Euroa. It's a great school with lots of great kids."*

*Nick and Tom say Euroa is full of kind and caring people and that's what they love best about Euroa.*

*"It a place where we feel safe."*

## Our Vision

A vibrant, diverse and caring community, building a sustainable future with enhanced livability in a secure and stimulating environment

## Our Mission

To deliver the Vision for Strathbogie Shire in partnership with our community and to strive for excellence in planning, delivering and managing community services and facilities

## Our Guiding Principles

Councillors and staff at Strathbogie Shire Council are committed to the following principles as a guide to all decisions and actions:

### **Service**

Recognition that service to our community is our reason for being

### **Integrity**

Acting in an honest, impartial and trustworthy manner and engendering a confidence both within our community and our organisation

### **Excellence**

Delivering quality outcomes based on reliable information, a responsible approach and driven by the desire to continuously improve

### **Valuing People**

Valuing the contribution that people inside and outside the organisation make to the achievement of the Shire's vision

### **Commitment to Strathbogie Shire**

Ensuring our actions serve the people of Strathbogie Shire and its long term interests

### **Value**

Providing services and facilities that offer value for the community in terms of cost, quality and reliability, and that are economically and environmentally sustainable

### **Participation and consultation**

Provide genuine opportunities for informed community involvement in decision making, in a framework of local democracy

## Goals as set out in the Council Plan

To be a sustainable community that responds effectively to the challenges of climate change

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To have a safe, connected infrastructure network that responds effectively to community needs

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An environment which provides opportunity and support for sustainable investment

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A community that has access to a comprehensive range of services which respond to its diverse needs

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A progressive and diverse destination offering a committed, participative community that has access to a broad range of recreational and cultural activities, in a livable, safe and nurturing environment

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A desirable destination which attracts visitors to enhance the economic and recreational opportunities for our community

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An organisation that meets the community needs and expectations with responsive, innovative customer service and management

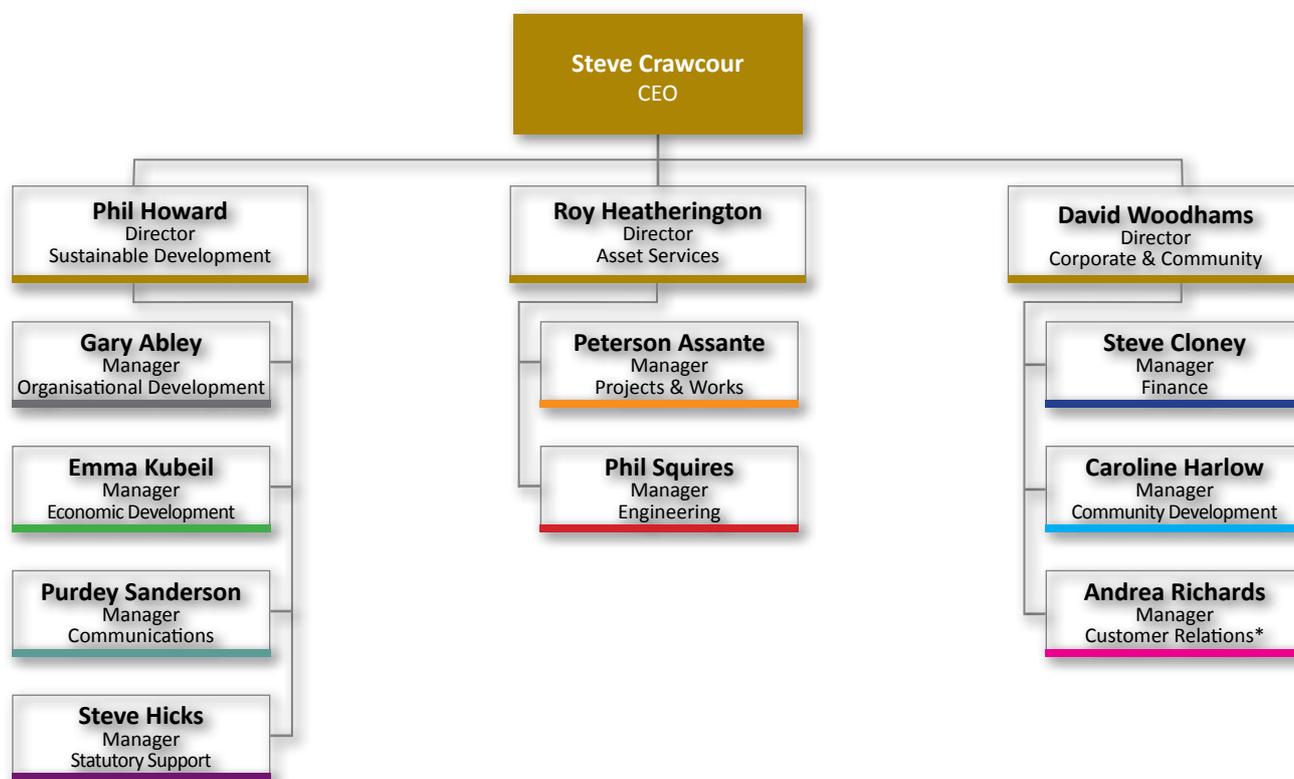


### *Story*

*Lorna Kibble (L) and Margaret Hawkes (R). Lorna has been doing meals on wheels for 45 years and Margaret is a more recent arrival to the meals on wheels team.*

*“We enjoy being able to give to give back to our community and thoroughly enjoy the social aspect of the program.”*

# Organisational Structure



\* After the resignation of Information Services Manager, Richard Bianco, the Strathbogie Shire undertook a full review of this position. Manager of Customer Service, Andrea Richards has been appointed as Manager Customer Relations which now encompasses both Customer Service and Information Services.

## Strathbogie Shire Council Profile

Strathbogie Shire is a vibrant and progressive rural municipality located approximately two hours from the Melbourne CBD along the Hume Freeway. We have diverse and picturesque communities served by townships such as Euroa, Nagambie, Violet Town, Avenel, Longwood, Ruffy and Strathbogie with a population of approximately 9,800.

Strathbogie Shire has a rural economic base of wool, grain and cattle production, extensive vineyards and a range of intensive cool climate horticultural enterprises. The region is also known as Victoria's Thoroughbred Homeland due to its ever expanding horse industry. Thoroughbred breeding studs are the cornerstone of this important industry, with prestigious Melbourne Cup winners bred and trained in the Shire. Key industrial enterprises include; Mitchelton Wines, Swettenham Stud, Blue Gum Farm, Lindsay Park, Tahbilk Wines, Costa Mushroom Exchange, Mangalore Airport, Fowles Wines, Kinross Farms and Fresh Field Mushrooms, just to name a few.

# The Role of Local Government

Local governments are elected to represent their local communities; to be a responsible and accountable sphere of democratic governance; to be a focus for community identity and civic spirit to provide appropriate services to meet community needs in an efficient and effective manner; and to facilitate and coordinate local efforts and resources in pursuit of community goals.

## About our Council

The Strathbogie Shire Council is represented by seven Councillors, who are elected representing six wards. One Councillor is elected annually by the Council to serve as mayor. The Strathbogie Shire Council was formed on 18 November 1994 with the amalgamation of the former Shires of Goulburn, Euroa and Violet Town, and part of the City of Seymour.

The Management team, comprising the Chief Executive Officer and Directors, is responsible to Council for the day to day management of Council's many functions. Councillor and management resources are jointly focused on long term planning initiatives, several of which are now strengthening the viable rural image of this Council.



Judy Cox from our Customer Service Team attending inspections with Mark Gordon from our Works Department.

*Listening to, and  
Acting upon the  
needs of the entire  
community – and  
not just responding  
to local issues is one  
of Strathbogie Shire  
Council's continuing  
Missions.*

## Council and Committee Structures

Strathbogie Shire Ward Councillors are elected every four years. The next Council Election will occur in October 2012, which will also see the introduction of changes made in an electoral review within this financial year of Ward Boundaries in the Strathbogie Shire. These changes will see a shift from six ward boundaries to five, with the removal of the Goulburn Weir Ward and the introduction of two Ward Councillors to the Lake Nagambie Ward.

<b>Councillor</b>	<b>Ward</b>
Cr Graeme Williams MAYOR	Seven Creeks
Cr Colleen Furlanetto	Seven Creeks
Cr Peter Woodhouse	Goulburn Weir
Cr Howard Myers	Honeysuckle Creek
Cr Malcolm Little DEPUTY MAYOR	Hughes Creek
Cr Debra Swan	Lake Nagambie
Cr Neil Murray	Mount Wombat

## Councillor Remuneration

Councillors are reimbursed for expenses incurred in carrying out their duties. Reimbursements are made in accordance with Council's "Councillors Expense Entitlement Policy". A vehicle is provided for the use of the Mayor and Councillors as required - this vehicle is also available to Council as a pool vehicle when available.

<b>Allowances</b>	<b>Remuneration</b>
<b>Councillors</b>	\$17,531 per annum
<b>Mayor</b>	\$32,464 per annum

## Membership of Organisations

The Strathbogie Shire Council is a member of the following organisations:

Livestock Saleyards Association

Local Government Professionals

Municipal Association of Victoria

Records Management Association of Australia, *and*

Victorian Local Governance Association

## Code of Good Governance

In October 2009, Strathbogie Shire Council adopted an updated Code of Good Governance. The values that underpin this Code of Conduct incorporate respect and consideration of fellow Councillors, staff and the community. We will communicate openly and honestly with an appreciation of the professional view, abilities and the unique contributions each of us make toward the effective governance of the Shire of Strathbogie. The Strathbogie Shire Council consists of the Councillors who are democratically elected by the voting members of the Strathbogie community in accordance with the Local Government Act 1989. The role of Council is to provide leadership for the good governance of the Shire of Strathbogie.

It includes (Local Government Charter section 3B and 3D of the Act):

Acting as a representative Government by taking into account the diverse needs of the local community in decision making

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Providing leadership by establishing strategic objectives and monitoring their achievements

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Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner

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Advocating the interest of the local community to other communities and Governments

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Acting as a responsible partner in government by taking into account the needs of other communities

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Fostering community cohesion and encouraging active participation in civic life.

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The code is based on the premise that a Council is elected by its citizens to govern the local community and is accountable to those citizens. The legitimacy of local government derives from its central role of representing the interest of communities.

# Community Satisfaction Survey

In response to feedback from local Councils, Local Government Victoria introduced methodological and content changes to the Community Satisfaction Survey in 2012 to provide the sector with more reliable and meaningful results to inform decision making and support strategic planning. The survey provides core questions as well as optional questions which Councils can pick and choose from depending on their particular information and reporting needs. Councils are also able to include their own tailored questions and sampling requirements. Methodological improvements to the Customer Satisfaction Survey in 2012 included increasing the sample size from the previous minimum of 350 respondents per municipality up to 400 respondents and ensuring that the sample reflects the demographic composition of a municipality. The survey also allows for respondents to be “reside over 18 years of age” instead of restricting respondents to “head of household”. These changes together with revisions to the performance scale and scoring have improved the usability of the survey. For these reasons, direct comparison with previous Customer Satisfaction Survey results is not possible.

## Meeting attendance

1 JULY 2011 / 30 JUNE 2012				
COUNCILLOR	NORMAL COUNCIL MEETING	SPECIAL COUNCIL MEETING	PLANNING COMMITTEE	ENVIRONMENTAL COMMITTEE
CR GRAEME WILLIAMS	11	9	16	
CR COLLEEN FURLANETTO	11	9	16	
CR DEBRA SWAN	10	9	16	
CR PETER WOODHOUSE	8	8	15	
CR MALCOLM LITTLE	11	9	16	6
CR NEIL MURRAY	10	7	13	6
CR HOWARD MYERS	10	9	16	6
<b>TOTAL</b>	<b>71</b>	<b>60</b>	<b>108</b>	<b>18</b>

Normal Council Meetings, Special Council Meetings (including Submissions Meetings) and Planning Committee meetings are generally held on Tuesdays.

Environmental Sustainability Committee Meetings are generally held on Wednesdays.

Period ending 22/06/12

# Audit Committee

## The duties and responsibilities of the Audit Committee include:

The review of Council's annual financial statements, standard statements and performance statement prior to their approval by Council.

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Review of matters arising from the external audit and monitoring action taken on these issues.

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Determining the scope of the internal audit program and the effectiveness of the function.

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Reviewing reports of the internal auditor and monitoring actions taken on recommendations.

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Monitoring and assessing Council's risk management system, risk register and progress of risk treatments.

## MEMBERS

John McInnes (Chair), Councillor Neil Murray (Councillor Representative), Claire Taranto (Community Representative, John McCracken (Community Representative).

We would like to sincerely thank retiring Chair Michael Tehan and Community Representative Joanne Dwyer for the long term contribution and support they have provided to this committee.



## *Story*

*Sharon Watson (L) and Denise Hemming (R) have assisted in the successful negotiation of the new Strathbogie Shire Enterprise Bargaining Agreement.*

*Sharon and Denise represented Home and Community Care (HACC) staff in negotiations.*

# Environmental Sustainability Committee

The duties and responsibilities of the Environmental Sustainability Committee include acting as a steering committee for environmental projects such as:

**Development of Strathbogie Environmental Strategy: and**

**Strengthening Strathbogie in a Changing Climate.**

The Environmental Sustainability Committee provides advice to Council on:

The establishment of an annual forum of the environmental groups to provide direction for future environmental planning and review of Council Strategies such as the Roadside Conservation Plan, the Waste Management Strategy, the Environmental Management Strategy and the Carbon Management Response Plan.

The Environmental Sustainability committee also responds to requests by Council for advice in relation to environmental sustainability. The Environmental Sustainability Committee met several times in the 2011-2012 financial year, and has commenced the task of developing the Environmental Strategy to the point of community consultation on the final draft. They have also complete a strategic risk assessment as the first part of the *Strengthening Strathbogie in a Changing Climate* Project.

## MEMBERS

Cr Malcolm Little (Chair), Cr Neil Murray, Cr Howard Myers, William Wells, Jennifer Wilson, Janet Hagen, Shirley Saywell, Doug Robinson, Bertram Lobert, Timothy Purbrick.

# Planning Committee

The duties and responsibilities of the Planning Committee include:

To determine planning applications that have public objections, propose dwellings in the farming zone, rural subdivisions under the minimum lot use and applications that are recommended for refusal.

Review planning applications received and determine if they need to come before the committee.

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To determine strategic planning scheme amendments.

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To authorise officers to attend the Victorian Civil and Administrative Tribunal (VCAT).

## MEMBERS

Cr Neil Murray (Chair), Mayor Graeme Williams, Cr Colleen Furlanetto, Cr Debra Swan, Cr Peter Woodhouse, Cr Malcolm Little, Cr Howard Myers.

# Reserves and Facilities Committees and Community Action Group Committees

The Strathbogie Shire Council appoints Committees of Management to:

**Manage, promote and maintain Council owned or controlled facilities**

**Develop Community Action Plans, representing the needs and aspirations of the local community in which they represent, and to co-ordinate and implement these plans**

There are two different types of Committees of Management – those appointed under Section 86 of the *Local Government Act 1989* and Instrument of Delegations known as Section 86 Committees and those who are appointed under a Licence Agreement.

Council acknowledges the importance of the Council / Community partnership ethic underpinning the arrangements and emphasises its commitment to supporting the valuable service provided to local community by the various committees listed below:

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## Reserves and Facilities Committees

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Avenel Memorial Hall

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Balmattum Recreation Reserve

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Boho South Hall

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Creightons Creek Recreation Reserve

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Euroa Band Hall

---

Euroa Bowls Club

---

Euroa Croquet Club

---

Euroa Friendlies Reserve

---

Euroa Historical & Genealogical Society

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Euroa Lawn Tennis Club

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Euroa Mini Rail

---

Euroa Little Theatre Club

---

Euroa Third Age Club

---

Gooram Soldiers Memorial Hall

---

Longwood Community Centre

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Miepoll Public Hall

---

Moglonemby Hall

---

Nagambie Bowls Club

---

Nagambie Croquet Club

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Nagambie Recreation Reserve

---

Nagambie Senior Citizens Club

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Nagambie Tennis Club

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## Reserves and Facilities Committees

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Nagambie Speedway Club

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Nagambie Tennis Club

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Ruffy Recreation Reserve

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Strathbogie Memorial Hall

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Strathbogie Recreational Reserve

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Tablelands Community Centre

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Violet Town Community Complex

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Violet Town Golf Club

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Violet Town Recreation Reserve

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## Community Action Groups

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Avenel Action Group

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Euroa Community Action Group

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Graytown Action Group

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Longwood Action Group

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Nagambie Action Group

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Ruffy Action Group

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Strathbogie Tableland Action Group

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Violet Town Action Group

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## Strathbogie Shire Indicators at a Glance

INDICATORS	2012	2011	2010
<b>Affordability / cost of governance</b>			
Average rates and charges per assessment	\$1,831	\$1,727	\$1,504
Average rates and charges per residential assessment	\$1,501	\$1,463	\$1,285
<b>Sustainability</b>			
Average liabilities per assessment	\$1,325	\$1,229	\$1,215
Operating result per assessment	\$3,853	\$1,937	\$218
<b>Services</b>			
Average operating expenditure per assessment	\$3,435	\$3,446	\$3,188
Customer satisfaction rating for overall performance generally of Council	47	52	58
<b>Infrastructure</b>			
Average capital expenditure per assessment	\$965	\$868	\$889
Renewal Gap			
- ratio of current spending	121%	64%	62%
Renewal and maintenance gap			
- ratio of current spending on renewal plus maintenance to AAAC plus maintenance	108%	86%	84%
<b>Governance</b>			
Community satisfaction rating for Council's advocacy and community representation on key local issues	50	58	59
Community satisfaction rating for Council's engagement in decision making on key local issues	51	52	59

# CEO's Introduction

On behalf of the Mayor, Councillors, Management and Staff, I would like to take this chance to highlight the magnificent achievements that have taken place at the Strathbogie Shire over the past financial year.

We are operating on a sound financial platform, with a long term financial plan in place that will ensure the future sustainability of the Strathbogie Shire, whilst working toward bridging our infrastructure renewal gap.

Our \$8.3 million Capital Works Program has been a successful one, with \$6.4 million targeted into asset renewal. Significant projects have included the finalisation of our Nagambie Revitalisation Project, which has seen a somewhat outdated foreshore, transformed into an inviting tourism destination with walkways, retaining walls and recreational facilities. Road reseals to the value of \$1.7 million have been completed throughout our Shire, and the Creighton's Creek Road project alone equated to \$1.3 million, forming a valuable road link for Lindsay Park Racing, which officially opened its new headquarters in Euroa.

We were particularly proud of our rating package, which offered an early payment incentive (2 percent discount), to those ratepayers who paid their rates by the 30th of September 2011. To enhance community activity and participation, Council also included double passes to the Euroa Community Cinema and a free season family pass to any of the Shire Pools. We also included a free transfer station voucher. These vouchers were well received and something we will continue to implement in the next financial year.

The 2011/2012 financial year also saw the introduction of a mobile customer service trial in Nagambie as part of our Customer First Program. The mobile trial which has taken place each Thursday, has been aimed at providing fair and equitable services right across the Shire, ensuring that a larger amount of community members receive the opportunity for face to face access with Council staff and support services.

On top of all of these great programs, we have undertaken green waste trials in Euroa, flood mitigation in Violet Town, a full review of our Municipal Strategic Statement, and commenced the development of a new website for Strathbogie. All great programs, which show the hard work, dedication and skills of our management and staff.

Council has done a great job in meeting its Key Strategic Objectives as set out in the 2011/2012 Council Plan, and looks forward to further progress on these actions in the next financial year.

The Strathbogie Shire has an ongoing commitment to ensuring its workforce is reflective of the community it serves. This includes the employment of people with a disability and actively promoting awareness and understanding to create inclusive and diverse work environments. We embrace inclusive employment as an equal opportunity employer.

We look forward to busy and prosperous operations in 2012/2013.



**STEVE CRAWCOUR**  
Chief Executive Officer

# Our Councillors

## **Cr. Graeme Williams**

**MAYOR**

### **Seven Creeks Ward**

Siems Road, Euroa Vic 3666

Telephone: 03 5795 2818

Fax: 03 5795 2818

Mobile: 0417 317 151

Email: [mick.williams@strathbogie.vic.gov.au](mailto:mick.williams@strathbogie.vic.gov.au)

Date of Election: November 2008

## **Cr. Colleen Furlanetto**

### **Seven Creeks Ward**

134 Birkett Street, Euroa Vic 3666

Mobile: 0427 537 522

Email: [colleen.furlanetto@strathbogie.vic.gov.au](mailto:colleen.furlanetto@strathbogie.vic.gov.au)

Date of Election: November 2008

## **Cr. Debra Swan**

### **Lake Nagambie Ward**

6 Kettels Road, Kirwans Bridge, VIC 3608

Telephone: 03 5794 1841

Mobile: 0408 504 711

Email: [debra.swan@strathbogie.vic.gov.au](mailto:debra.swan@strathbogie.vic.gov.au)

Date of Election: November 2008

## **Cr. Woodhouse**

### **Goulburn Weir Ward**

73 Railway Street, VIC 3666

(PO Box) 115 Euroa Vic 3666)

Telephone: 03 5795 3200

Mobile: 0409 384 941

Email: [peter.woodhouse@strathbogie.vic.gov.au](mailto:peter.woodhouse@strathbogie.vic.gov.au)

Date of Election: November 2008

# Our Councillors

## **Cr. Malcolm Little**

**DEPUTY MAYOR**

### **Hughes Creek Ward**

'Rhiwlas' 2353 Avenel-Longwood Road, Avenel VIC 3664

Mobile: 0407 549 020

Email: [malcolm.little@strathbogie.vic.gov.au](mailto:malcolm.little@strathbogie.vic.gov.au)

Date of Election: September 2009

## **Cr. Neil Murray**

### **Mount Wombat Ward**

Millards Lane, Euroa Vic 3666

(PO Box 92 Euroa Vic 3666)

Telephone: 03 5795 2742

Fax: 03 5795 3268

Date of Election: November 2008

## **Cr. Howard Myers**

### **Honeysuckle Creek Ward**

41 Primrose Street, Violet Town VIC 3669

Mobile: 0400 650 265

Email: [howard.myers@strathbogie.vic.gov.au](mailto:howard.myers@strathbogie.vic.gov.au)

Date of Election: November 2008

# Executive Management Team

## **Steve Crawcour** CHIEF EXECUTIVE OFFICER

Steve was appointed Chief Executive Officer of Strathbogie Shire Council, effective 1 August 2011. Steve was previously Council's Director, Strategic and Community Development, a position he held since his commencement with Council in 2008. Steve has over 29 years experience in Local Government and was previously employed by the Cities of Brimbank, Warrnambool and Springvale. He has an Advanced Diploma of Business Management, Diploma and Certificate in Occupational Health and Safety, Certificate in Critical Incidents Management, a Certificate in Telecommunications (Contact Centres) and a Diploma of Management. He is an Associate Fellow of the Australian Institute of Management, Fellow of LGPro (Local Government Professionals), a Member of the Safety Institute of Australia and a Member of the Australian Institute of Company Directors.



## **Roy Hetherington** DIRECTOR OF ASSET SERVICES

Roy was appointed Director Asset Services in December 2010. He is responsible for the management of Council's assets including buildings, roads, traffic management, bridges, drains, parks and waste management. Roy is a qualified municipal engineer with over 35 years experience in local government. Over the years he has worked for many councils large and small, city and country.



## **Phil Howard** DIRECTOR OF SUSTAINABLE DEVELOPMENT

Phil first started with the Strathbogie Shire Council in 2006 and was appointed Director of Sustainable Development in the Planning & Development Unit in November 2011. Phil has worked in Local Government for about 20 years and has held roles in finance, human resources and corporate services. Prior to Local Government, Phil was an accountant for the ANZ Bank. Phil is a member of the Planning Institute of Australia (PIA), LGpro, Victorian Planning & Environmental Law Association (VPELA) and the Hume Strategy Land Use Planning Group. Phil holds the following qualifications: Master of Arts (Community Development), Graduate Diploma Rural & Regional Planning, Graduate Diploma in Management, Associate Diploma in Local Government, Diploma of Management, and was a Graduate of the Alpine Valleys Leadership Program.



# Executive Management Team

## **David Woodhams** DIRECTOR OF CORPORATE AND COMMUNITY

David has gained 33 years of experience in Local Government across 6 municipalities and has spent the last 3 years at the City of Greater Shepparton as Finance Manager. David has obtained a Bachelor Business, a Diploma in Project Management, a Graduate Certificate in Management and is a member of LGPro, FinPro, and AIM (Australian Institute of Management).



## **Gary Abley** MANAGER OF ORGANISATIONAL DEVELOPMENT

Gary has been the Manager of Human Resources since 2007 before being appointed as Manager of Organisational Development in June 2012. He first started in Local Government in 1986, Gary commenced with the Shire of Violet Town and then surviving amalgamation in 1994 to be a founding employee member with the Shire of Strathbogie. Gary's previous roles included, Personnel officer, OHS Co-ordinator, Payroll Co-ordinator and Rates Administrator. Gary holds a Graduate Diploma in Human Resources and a Diploma of Management.



# Senior Management Team

## **Caroline Harlow** MANAGER COMMUNITY DEVELOPMENT

Caroline joined Strathbogie Shire Council in 2008 and has managed the Community Development team since 2009. She worked in senior management in the Welfare, Employment Services, Commonwealth and Local Government sectors in metropolitan Melbourne and Gippsland, prior to relocating to the Strathbogie Shire. She also has a background in retail and customer service.

Caroline is currently working towards her Master of Business Administration at Deakin University. She has a Diploma of Business (Administration); Diploma of Management; Certificate IV Carbon Management; and Certificate in Australasian Inter-Service Incident Management Systems. She is a Fairley Fellow and member of LGPro and the Australian Local Government Women's Association.



## **Andrea Richards** MANAGER CUSTOMER RELATIONS

This is Andrea's first job in Government. Andrea came to the Strathbogie Shire Council after 10 years at Ericsson in areas of Learning Consultancy and Customer Service Management.

Graduate Diploma of Science (Information Technology), Graduate Certificate Applied Science (Information Technology), Bachelor of Education (Visual Arts). Andrea commenced as Manager Customer Service in August 2011.



## **Emma Kubeil** MANAGER ECONOMIC GROWTH

Emma commenced at Strathbogie Shire in 2007 as a Student Planner. Having worked within the Real Estate Industry for 13 years and a year within the Grain Industry, Emma had significant knowledge of property use and development and excellent customer service experience. During Emma's 5 years at Strathbogie Shire, Emma has advanced significantly through applying herself to study whilst working full time and raising a family.

Significant milestones for Emma whilst employed at Council have been the completion of her Graduate Diploma in Environment and Planning and the completion of a Diploma in Management .



# Senior Management Team

## **Steven Hicks** MANAGER STATUTORY SUPPORT

Coming from an engineering background, Steven started his career with Strathbogie Shire Council in Asset Services in 2000 undertaking engineering project work and made the move into Land Use Planning in late 2007. In a role that has evolved into managing Council's statutory services, Steven graduated as Master of Social Science (Environment and Planning) in 2010 and successfully completed a Diploma of Management/Impact Leadership in 2012.



## **Peterson Asante** MANAGER PROJECTS & WORKS

Peterson commenced work with the Shire of Strathbogie as Manager Project & Works in August 2011. Prior to coming to Australia, Peterson had gained over 14 years working experience on major civil, mining and community infrastructure projects in Ghana, the United Kingdom and New Zealand.

MSc Water, Energy & Waste; BEng (Hons) Civil Engineering; Diploma in Business Management; Engineering Technology Practitioner (IPENZ).



## **Phil Squires** MANAGER ENGINEERING

Phil commenced as Manager Engineering in January 2011. He is responsible for the management of policy, standards and Asset Management relating to renewal and sustainability of Council's physical assets such as: roads, bridges, buildings, underground drains, parks and reserves.

Phil is a qualified civil engineer, municipal engineer and municipal building surveyor with over 40 years experience involved with local government. Phil has worked for a number of rural councils as well as a major Provincial City. After Council amalgamation in 1994, Phil was the Director of Engineering at this council before taking up a position in consulting delivering local government services to councils in Victoria.

Bach. Eng. (Civil), Dip. Eng. (Civil), Cert. Tech. (Civil), Cert. Tech. (BuildSurv.), CP. Eng., MIEAust.



# Senior Management Team

## **Steve Cloney** MANAGER FINANCE

Steve commenced at the Strathbogie Shire Council after amalgamation in 1995 as a Finance Co-ordinator. Steve was appointed Manager Finance after the Corporate Restructure in 2010. He is a member of the Australian Society of Certified Practising Accountants.



## **Purdey Sanderson** MANAGER COMMUNICATIONS

Purdey commenced as the Manager of Communications at Strathbogie Shire Council in late May 2011. Starting out in Government in 2004, Purdey was the Public Relations Manager for VicTrack in Melbourne before moving into Local Government in 2007.

Purdey has worked in two previous Councils and the Roads and Traffic Authority in NSW in the areas of Road Safety Program Development and Tourism. Purdey has also managed the implementation of the Youth Connections Program in Echuca for the Department of Education, Employment and Workplace Relations (DEEWR).

Graduate Diploma in Media and Communications, Certificate in Public Relations (Strategic Planning) and a Bachelor of Arts (Journalism).



# Projects and Works

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

The Projects & Works department delivers Council’s capital works programme and environmental projects. It also provides infrastructure maintenance and construction services to the community assets such as buildings, roads, bridges, footpaths, parks, playgrounds, swimming pools, trees etc.

## HIGHLIGHTS FOR 2011/2012

### Euroa Pre-School Extension

#### **Project Scope**

Refurbishment of Pre-school with:

Improved office facilities

Fun / Play area

Kitchen

Internal and external storerooms

**Cost** \$ 322,000

#### **Sponsors**

DEECD

Strathbogie Shire Council

Community Sponsors Pre-School fundraising committee



# Projects and Works

## Euroa SES Building

### **Project Scope**

Reconstruction of new office with:

Training amenities

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Reception

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Water tank

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Communication accommodation

**Cost** \$ 167,000

### **Sponsors**

Federal Government Grant

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Strathbogie Shire Council

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SES (in-kind worth \$100,000)



## Euroa Caravan Park

### **Project Scope**

Replacement of pedestrian footbridge

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Construction of access track pavements

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Landscape restoration

**Cost** \$ 422,000

### **Sponsors**

RDF – Flood Recovery Community Infrastructure Fund

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Strathbogie Shire Council



## Creightons Creek Road Widening

### **Project Scope**

Widening of road pavement

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Drainage improvement

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Intersection improvement

**Cost** \$ 1.3million

### **Sponsors**

RDV – Regional Infrastructure Development Fund

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Lindsay Park

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Strathbogie Shire Council



# Projects and Works

## Pavement Rehabilitation

### Project Scope

Rehabilitation of various roads, pavements including:

Drainage improvement

Shoulder works

Pavements overlay or stabilisation

**Cost** \$ 522,000

### Sponsors

RDV – Local Government Infrastructure Fund

Strathbogie Shire Council



## Nagambie Pre-School Extension

### Project Scope

Extension of Pre-school to include:

2 Children rooms

Toilets

Reception, Meeting, Administration rooms

Intervention Aide

Internal storerooms

**Cost** \$ 340,000

### Sponsors

DEECD

Strathbogie Shire Council

Community Sponsors Nagambie Pre-School fundraising committee



## Flood Damage Rehabilitation

### Project Scope

Rehabilitation of various roads pavements after the 2010 flood damage in Victoria

Drainage restoration

Shoulder works

Pavements overlay or stabilisation

**Cost** \$ 2.9 million

### Sponsors

RDV – Flood Recovery Community Infrastructure Fund

Strathbogie Shire Council



# Projects and Works

## KEY PROJECTS FOR 2011/2012



*The Euroa Caravan Park Restoration.*



*Jacobsons Outlook Revitalisation.*

### **The Euroa Caravan Park Restoration**

The 2010 Victorians floods caused significant damage to key infrastructure at the Euroa Caravan Park on Kirkland Avenue, Euroa. The damage to infrastructure in the Caravan Park included structural undermining of an existing pedestrian footbridge, destruction of access tracks and erosion of landscape. The scope of the project was to:

- Replace the existing footbridge to provide access
- Rehabilitation of access tracks and
- Restoration of landscape and vegetation

The project received funding from Regional Development Victoria – Flood Recovery Community Infrastructure Fund at a value of \$295,000. The Strathbogie Shire Council contributed a further \$127,000 for a total of \$422,000 for the overall project.

### **Jacobsons Outlook Revitalisation**

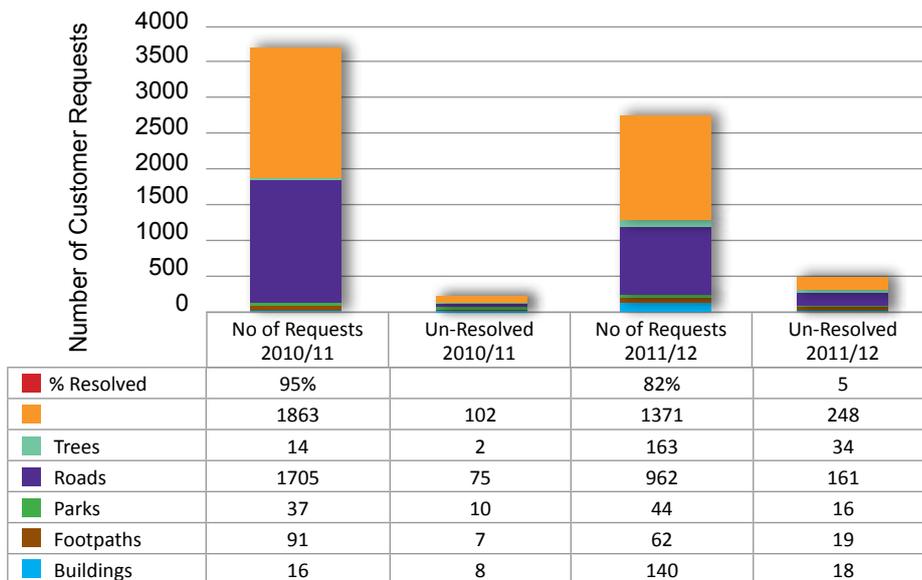
The Jacobsons Outlook project is part of a recent redevelopment works at Lake Nagambie. The site is an open grass-covered space with slopes descending to the lake. The works included construction of gabion retaining walls, access ramps and rehabilitation of the boardwalk.

# Projects and Works

## STATISTICS

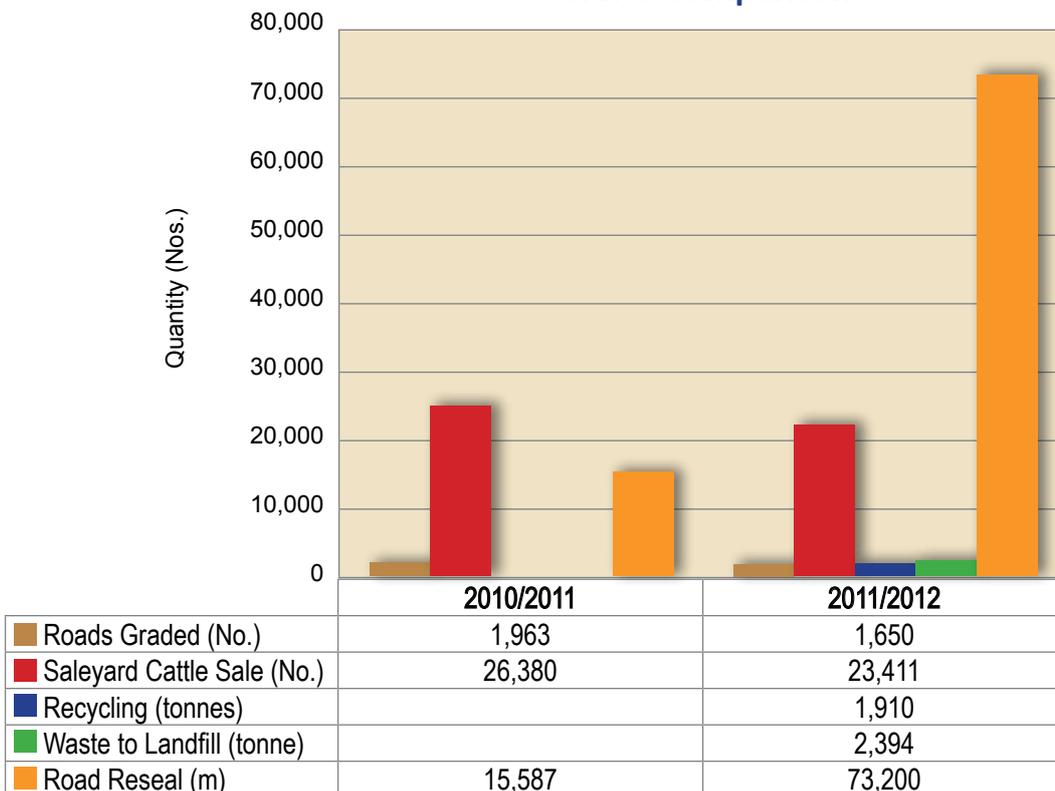
Works customer request

### 2010/11 Vs 2011/12 Works Customer Request Comparison



### Service Comparison

#### Service Comparison



# Projects and Works

## PARTNERSHIPS

- The Projects & Works department has worked with the Goulburn Broken Greenhouse Alliance (GBGA) to develop -
- A business case and lighting design analysis for the Street Lighting Bulk Replacement Program in the Shire
- Local Government Sustainability Training Program which will equip Council staff and elected members to measure and manage Council's greenhouse emissions.
- Additionally, Council is part of the Resource GV (Regional Waste Management Group) which provides assistance and funding for waste related programs.

## SUSTAINABILITY / ENVIRONMENT

The following environmental projects currently underway are:

### **Violet Town Landfill Closure**

This project will see the closed landfill capped to ensure that leachate and emissions from the landfill do not adversely impact the environment in the form of groundwater pollution or air pollution.

### **Review of the Strathbogie Shire Waste Management Plan**

The purpose of the review is to ensure that waste and recycling materials are managed sustainably. It also includes waste education strategy for the public.

### **The Mercury Rising Project**

The project is funded by the Sustainability Victoria to support recycling of fluorescent lighting.

### **Green-waste Organic Collection Trial**

This is a trial to determine the feasibility of introducing green waste collection in the Shire.

# Community Development

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

The Community Development (CD) Department vision, “Connecting and empowering people - enhancing and enjoying life” embraces the philosophy behind the Council Vision of “a vibrant, diverse and caring community, building a sustainable future with enhanced livability in a secure and stimulating environment”.

Community Development is about empowerment; working with, not for; developing skills and capacity within the community and enhancing the cultural experience. One of the challenges for the Community Development team is to act as an agent for change – introducing a philosophy that embraces “we can do it ourselves” delivers long-term, lasting outcomes. We use a strengths-based approach to service provision.



The highly anticipated opening of the Nagambie pre-school.

*“Connecting and empowering people - enhancing and enjoying life . . .*

# Community Development

## HIGHLIGHTS FOR 2011/2012

### Community Grants program

An in-depth review of the Community Grants program was conducted, resulting in a restructure of the program to enhance the community benefits and the strategic allocation of grants. The new program includes more flexible funding options, clear goals, and increased support for community members through an Information Session Road Show (five were conducted across four towns in the Shire), a comprehensive Information Kit, excellent on-line resources, and support for drafting applications.

### Community Training Calendar

Free, monthly workshops for community members involved in community building activities, over the 2012 calendar year. A range of skill-building topics designed to help groups with their current activities, and to plan for the future.

### FreeZa music event

In April 2012 a large scale music event was held in Euroa at the Civic Centre, comprising of a national level headline act, two support acts and three local band supports. This event was planned over a 6 month period by a youth committee of 12 young people aged 12-18yrs. The committee met on a regular weekly basis undertaking all areas of event planning and management. Over 80 people attended the event on the night from Strathbogie Shire and surrounding districts. Made possible by the State Government FReeZA funding and National Youth Week Funding, this event was a highlight for young people who are very keen to plan future music events like this within the Shire.

*... building a sustainable future with enhanced liveability ...”*



*Fun and music at the well planned FreeZa event*

# Community Development



*Euroa preschool opening new facility in June*

## **Two new Preschool Facilities.**

Both Nagambie and Euroa Preschools received State Government Infrastructure Grants which were offered to assist preschools to be able to implement 15hrs Universal Access for Preschool by 2013. Nagambie opened their new facility in March and Euroa in June. These new facilities will enable both preschools to offer the 15hrs Preschool as well as continue to offer their 3yr old programs. In Euroa it also means the local playgroup will be able to utilize the space for their meetings. In Nagambie the development of the new facility has resulted in the Maternal & Child Health Service moving to co-locate which provides easier access for families and children.

## **Maternal & Child Health Program**

This past 12months there have been 89 new enrolments for the Maternal & Child Health Program, this encompassed 34 first time mothers. The Maternal and Child Health Enhanced program in partnership with Primary Care Connect facilitated Positive Parenting Programs in Euroa, Violet Town, Nagambie and Avenel these were well attended and all groups benefited from the suggested strategies and shared experience when evaluated. Childcare at each venue was provided without cost to the participants so families with little supports were able to attend. Additionally there were three First Time Parent Groups held across the Shire bringing together Mums and Dads who are beginning their parenting journey for information, knowledge and the sharing of experiences. Thus providing support and the building of relationships. Many of these groups continued on privately upon the completion of the formal sessions.

# Community Development



*Participants in the First time Parent Groups held across the Shire.*

## **Aged Care Programs – Planned Activity Group**

On Monday the 14th of May, 7 members of the Gooram Gathering, 4 volunteers and 1 Strathbogie Shire Council staff member had a planned activity day to the Mansfield Zoo. The Zoo is run by a local Lady and her son with the help of work experience students and volunteers, who provide close up encounters to wombats, a lion, monkeys and many more exciting animals. The snow capped mountains provided the background for the day as the group received a warm welcome and a picnic lunch before they were shown around the zoo. The group was able to feed and pat some of the animals and learnt about where the animals are from, feeding times, diets, habitats and hunting patterns. These planned activity days are a great way to get together with friends, have a day outing and participate in activities that have proven research that human-animal interaction can be physically and emotionally beneficial to elderly people. It was agreed everyone had a very enjoyable day and it was well worth the visit.



*Top and above: Planned Activity day at the Mansfield zoo*

## **KEY PROJECTS FOR 2011/2012**

### **Community Art Wall**

The Community Art Wall began in September 2011 with a partnership between the building owner the business operating within the building and Strathbogie Shire Council's Youth Program. The idea was to create an ever changing art wall that young people and community members could be involved in creating murals twice a year. Giving young people the opportunity to build their skills, express themselves in their community and be acknowledged for their positive contributions.

# Community Development

Local artists were engaged to work with youth in planning and creating the art mural and then two days were set for the creation to take place. This project was made possible with funding from the State Government FReeZA program and so far two murals have been created with a third being planned.

## **Condom Vending Machines**

A project in partnership with the Centre of Excellence in Rural Sexual Health, Melbourne University to install 4 condom vending machines across the Shire to enable 24hr access of these. In small rural communities access to such items can be difficult due to 'knowing' everyone in the local chemist or supermarket. This can also be a barrier to accessing this via the local family doctor. After consultation and assessment of current access in the Shire the decision was made to install the machines in the public toilets at Violet Town and Nagambie. Both Euroa and Avenel presently have 24hr access at the local Roadhouses. In Violet Town the local Community House was engaged to oversee and monitor the machines completing regular checks, restocking and retrieving the funds. Any profit is put into the Community House initiatives, thus becoming owned by the Community. In Nagambie work is still underway to source a community group to take on this role.



*One of the four condom vending machines installed across the Shire*

## **The Community Training Calendar**

The Community Training Calendar is a capacity-building project that aims to support and enhance the efforts of members of the community who volunteer in community groups. The nine workshop topics on the calendar include; funding strategies for community groups; event planning and management; grant writing; legal liabilities for committee members; how not to have boring meetings; strategic planning; succession planning; staying safe and managing risk; and balancing the books. The workshops were conducted in different towns across the Shire and were delivered in partnership with local education providers; Avenel Neighbourhood House, Euroa Community Education Centre, Nagambie Lakes Community House, and Violet Town Community House.

# Community Development

## STATISTICS

Statistics for the 2011/12 financial year for Home and Community Care Services were:

Assessment	1,634 hours
Meals	8,018
Domestic assistance	9,533 hours
Personal care	2,149 hours
Planned Activity Group participation	3,081 hours
Property maintenance	1,382 hours
Respite for carers	1,549 hours
Kilometres travelled	120,104

## PARTNERSHIPS

### **Strathbogie Health and Community Services Consortium**

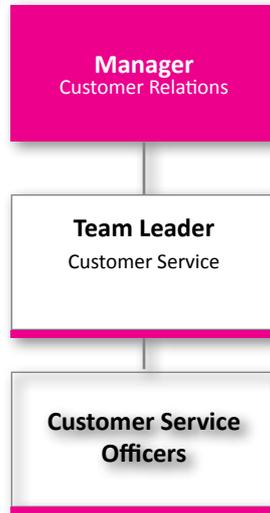
The Strathbogie Health and Community Services Consortium (the Consortium) arose from an alliance of key health service providers to develop key priorities for improving health outcomes within the Shire. The membership comprises Strathbogie Shire Council, Nagambie Healthcare; Violet Town Bush Nursing Centre and Euroa Health. The Consortium's aim is to work collaboratively to plan and address the health needs of residents using an evidence-based approach. Its first major projects are to deliver Community Aged Care Packages across the Shire and to plan and implement the Improving Liveability for Older Australians project.

### **Strathbogie Shire Council's Youth Department**

Strathbogie Shire Council's Youth Department has built a number of strong partnerships with other organisations within the Shire. Euroa Secondary College has been a partner in bringing renowned Australian cybersafety expert, Susan McLean to Euroa to speak with students at the college and also to offer a community session for parents and interested community members. The college and Shire came together again to offer a two day MusoMagic workshop to young people interested in music, art, songwriting and film. Funded by FReeZA, the college provided staff and a venue for this to occur. The young people involved created their own song recording and created their own unique video clip to accompany this.

# Customer Service

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

The Customer Services department is one of the main access points for the community, providing the opportunity to consult and collaborate with Strathbogie Shire Council operational staff. The Customer Services Department also provide specific services to the community that respond to the needs of the residents and ratepayers, including payment processing, customer enquiry support and VicRoads Agency services. In addition the Customer Service department provides internal services to other departments within the organisation.

The Customer Service Department aims to deliver quality services to Council's internal and external stakeholders; using reliable information with a responsible approach and where applicable in partnership with the community.

## HIGHLIGHTS FOR 2011/2012

**Mobile Customer Service trial in Nagambie**

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**Implementation Project Management of an organisation wide Asset Management, Maintenance Management and Customer Request handling system**

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**New Resident pack development**

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**Introduction of School based Traineeship**

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**Online booking system management, service enhancement and process improvement**

# Customer Service



Happy customers out front of Nagambie Mobile Customer Service.

## KEY PROJECTS FOR 2011/2012

### Mobile Customer Service trial in Nagambie

The Mobile Customer Service trial in Nagambie commenced March 2012, after a number of months of planning and analysis. The trial is currently being conducted at Nagambie each Thursday. A mobile Customer Service Officer visits the Nagambie Lakes Community House and provides a face to face service to Nagambie residents. This service provides equitable access for residents of Nagambie and is operationally cost neutral; utilising existing staff and advances in technology such as VOIP (Voice Over IP).

Mobile Customer Service staff member is fully utilised by connecting to the Council phone system queue, taking calls from the public just the same as staff at the Euroa office. The trial will conclude on 29 June and results were reviewed against key criteria for success (average no less than fifty percent variance to the Euroa office average counter enquiries, twenty percent of phone enquiries to be taken via mobile customer service, public survey identifying seventy-five percent request to continue service in the town).

## Story

*"This is my second visit. I have come today to find out about my dog registration. My enquiry was dealt with in full during my visit and I found the service very helpful."*  
**Sharon Jaudzemis**

*"It's nice talking face to face with someone. My reason for coming here today was to complain about a condition of a footpath in my local area. The service was very good indeed, and my complaint was taken seriously."*  
**Annette Mills**

*"I came to find out about the food licence for the Lions Food Van. Debbie rang through to the main office and handled my enquiry right through. It was very good. When you live in a small town it's nice to have a service come to you!!"*  
**Robyn Northey**

*"I came to pay my dog registration. Service was brilliant... very helpful."*  
**Jane Forbes**

# Customer Service

The Nagambie Lakes Community house has provided a positive partnership with Strathbogie Shire Council providing the use of a shared space. An additional aim of the project was to provide a secondary form of publicity to the Nagambie Lakes Community House to assist with advertising the presence of the community house to residents of Nagambie. This trial has proven successful and the mobile service will now expand to both Avenel and VioletTown.

## **New Residents Pack**

Our New Residents Pack development has occurred in partnership with local businesses and interested individuals. The packs are available in both an online and hardcopy options and are tailored to new and potential residents in the Strathbogie Shire, providing a single information resource about: schools, local clubs, local utilities, nearest health services, waste management services, and much more. The information contained within the New Residents Pack has been collected via a number of Departments including Economic Growth Department, Communications Department and Community Development. The hard copy material has been designed with local use in mind, where Strathbogie Shire Council partner with businesses that attract many potential new residents such as real-estate agents, as well as being tailored to be used at forums and events such as the Rural Living Expo. The online material will be further developed in 2012/13 to allow a dynamic construction of the pack by the user for download or printing.

## **Project Management implementation**

Project Management implementation of an Asset and Maintenance management system that also incorporates a front end Customer Request Handling system, providing Strathbogie Shire with a fully traceable “cradle to grave” cycle of customer requests commenced in August 2011. The project involves resources from all departments with a key focus in the areas of Assets, Customer Service and Performance Management. The project has provided Strathbogie Shire with the ability to merge a number of data systems into one, providing improved efficiency and data accuracy. The project’s objectives have included service delivery reviews and process flow mapping that will be utilised further in 2012/13 programs that focus on improved service responsiveness and efficiency in the delivery process cycle and transparent performance management.

# Customer Service

## PARTNERSHIPS

### **Euroa Secondary College**

In 2012 Strathbogie Shire Council once again partnered with Euroa Secondary College and the Shepparton Apprenticeship factory to employ a Trainee Customer Service Officer. The trainee completes one day per week of on the job experience that forms part of a Certificate in Business Management

### **Nagambie Lakes Community House**

Mobile Customer Service and Nagambie Lakes Community House have formed a positive partnership; where the Community House has provided a venue for the mobile service trial. This has provided the community house with a great deal more foot traffic and therefore great exposure of the community house to residents of the town.

### **Nagambie Lakes and Strathbogie Rangers Visitor Information Centre**

The Customer Service Department in agreement with the Economic Growth Department is providing the Nagambie Lakes and Strathbogie Rangers Visitor Information Centre management support of the online booking system. Providing an online product point of sale for tourist operators in the Shire, investigating enhancements to the current facilities used and assisting with improving backend processes related to booking and payment management.



## *Story*

*Strathbogie Shire is a proud partner of Goulburn River Valley Tourism (GRVT), which is a collaborative tourism initiative with the City of Greater Shepparton, Mitchell Shire and Murrumbidgee Shire to promote all that our great region has to offer.*

# Customer Service

## SUSTAINABILITY / ENVIRONMENT

The Customer Service department has for many years partnered with VicRoads to provide a VicRoad Agency with photo point. This allows residents of Strathbogie Shire Council to complete the following VicRoad Services from the Euroa Council office:

Publication Sales, Searches & Taxi Directorate

Number Plate return & receipt

Registration refund submission

Unregistered Vehicle Permit

Licence Renewal (including photo)

Issue licence (car and vessel)

Learner Permit

Appointment (HPT, knowledge test and re-registration)

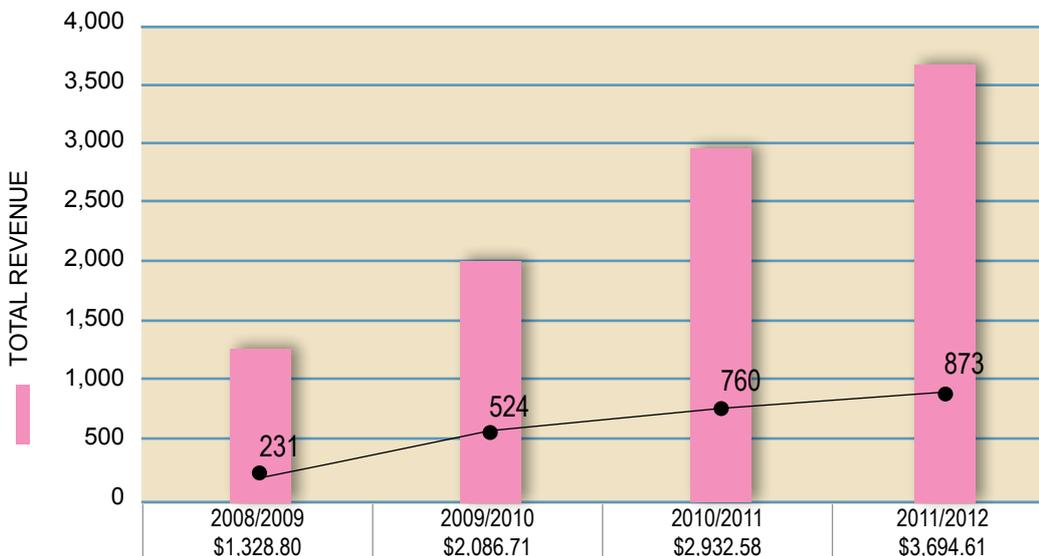
Conduct Learner Permit knowledge test

License Fee Return lists

Work Diary (Heavy Vehicle)

Firearm / Security Licence

**VicRoads Income**



Over the past 4 years, service utilisation by residents has grown three fold. The agency produces minimal revenue for Council but provides a local option for services that would normally require residents to travel out of the Shire boundary to Shepparton, Seymour or Benalla to access the services. Small initiatives such as Vic Roads Agency all help in the bigger environmental outlook of our region.

# Economic Growth

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT:

Economic Growth sits within Council’s Sustainable Development Directorate. It is our “Mission” to deliver quality statutory and strategic services. This provides our stakeholders with strategic direction and initiatives that support use and development into the future.

## HIGHLIGHTS FOR 2011/2012

### Re-zoning of land in Avenel

Achieving a re-zoning of land in Avenel adjacent the Golf Course from Farming zone to Low Density Residential within 12 months. A project which has sat idle for some period of time.

#### *What does this achieve?*

- It allows for the subject site to be subdivided
- It will open up another market for people looking to relocate to Avenel
- It will provide land for retiring farmers to move into town on an appealing size parcel of land.
- It promotes growth in Avenel.



# Economic Growth

## Strathbogie Shire's Planning Scheme Review

This year we commenced the Strathbogie Shire Planning Scheme Review. This review has not been carried out for a number of years and is long overdue.

### Why is this a highlight?

- It provides Strategic Direction for potential developers who wish to move to our shire.
- It identifies future work required for re-zoning and provides the strategic justification.
- It is a Statutory requirement
- It incorporates all previous studies conducted over the past 6 years.



Phil Howard and Emma Kubeil at the Nagambie Revitalisation Project Opening.

Most of all we are extremely proud of our achievement to date, this project has not been commissioned to a consultant with potential outlay costs of \$200K, instead, we as Council Planners, have produced a document inhouse with local planners and local knowledge.

With so many highlights from this area over the previous 12 months, one which cannot go un noticed for Strathbogie Shire is that of the "Young Planner of the Year" award. Emma Kubeil was nominated for the Maddocks Local Government Planner Award 2011. This award is open to Local Government Planners with less than 5 years experience in Local Government. Previously there was only ever one award given, this year the judges could not split the winners, therefore it was decided to give two awards and recognise the Regional Planners. Emma received the Young Planner of the Year award for the Regional Planners. We were elated to be recognised.

## Story

*The Young Rural Planner of the Year Award is a highly regarded and well represented award that recognises outstanding achievement in the field of Planning.*

*Mrs Kubeil, said she was honoured and a little shocked to receive the award "it came out of the blue, there was a lot of competition right across Victoria, and I could have never imagined I would be successful... But it's fantastic; I'm thrilled to have gone through the process and would like to sincerely thank the Strathbogie Shire for all the support they have given me along the way."*

# Economic Growth

## KEY PROJECTS FOR 2011/2012

### Strathbogie Shire Council's Municipal Strategic Statement

Council's Municipal Strategic Statement (MSS) scope of work for the 2011/12 financial year was all about the preparation of the draft document, including updating the Municipal Strategic Statement and Local Planning Policies. This project has been exciting to run as it provides direction for the next four years for strategic work. Examples of future work which are likely to come out the review are;

Provision of more Industrial Zoned land. By completing this, it will allow for more business to establish themselves within the Strathbogie Shire to create growth in employment and potentially more housing development with a flow on effect for our schools and money being spent in our towns.

Re-zoning of land which is already developed and is zoned inappropriately. This will allow for a simplified process for land owners to carry out development of their land. This will also allow people to achieve financing options more readily due to banking requirements.

By having Strathbogie Shire's Planning Scheme reviewed with relevant Structure Plans, this provides direction to landowners and developers on where the Shire sees achievable future development. That is the direction it should grow rather than having individuals push their own agenda in what could potentially inhibit growth of our towns.



### *Story*

*Mangalore Airport, located just outside Avenel is home to a 70 student flying school.*

*Joe is the Operations Manager of Mangalore Airport and loves his job. Not a bad view!!*

# Economic Growth

## After the Nagambie By-Pass

### *'Positioning Nagambie as a Destination of Choice'*

- Council has been successful in applying for funding to develop a strategy for Nagambie post by-pass.
- This strategy essentially will be to ensure that we can promote Nagambie as a 'destination of choice' post by-pass.
- To ensure that a concept plan is developed to identify town centre improvement works.
- Have regard for previous work completed in the Nagambie Growth Management Strategy.
- To provide for community engagement and consultation.

## Strathbogie Shire Economic Development Master Plan

We have been busy in developing what Council hopes to achieve through the development of an Economic Development Plan.

The aim of this project is to prepare an integrated Economic Development Master Plan which applies across the whole of Strathbogie Shire, inclusive of a detailed Action Plan which drives and guides specific action/projects, and allows for practical, time framed and measurable implementation of the actions/projects. The Master Plan will provide for short, medium and longer term action.

The ultimate aim of the Master Plan will be to contribute to the development of vibrant local communities in the Strathbogie Shire by:

- Increasing employment opportunities;
- Attracting investment in projects, infrastructure and new businesses;
- Encouraging more people to live in Strathbogie due to lifestyle and work opportunities; and
- Encouraging more people to visit and spend money in Strathbogie on tourism and recreation.



*"Big Bird Sculpture at the Nagambie Boardwalk"*

# Economic Growth

## PARTNERSHIPS

During the course of the last 12 months, our department has been working closely with many groups, in particular the Department of Planning & Community Development, Business Enterprise Euroa and newly founded Avenel Business Group.

Building or re-building relationships is an important consideration for the department of Economic Growth.



*CEO Steve Crawcour addressing the Avenel Business Group*

## SUSTAINABILITY / ENVIRONMENT

The department of Economic Growth in conjunction with its Sustainable Development directorate continually considers all applications for planning and future strategic work from an environmental sustainability aspect.

### **Examples of this are:**

- Proposed Planning Scheme Amendment C28 (part 2) where significant Flora and Fauna has been identified on the site. We are working closely with the Department of Sustainability and Environment, and have been able to develop a plan which identifies all Native Vegetation constraints to preserve the significant vegetation on site. *A fantastic result.*
- Poultry farms and the removal of waste has been a constant issue for Council to address. Through working closely with developers, Council has been able to achieve a result which is compliant, located appropriately to protect waterways and had a lessor effect on air quality for the amenity of the area and enhances the operations of an existing business within the Shire.

# Statutory Support

## DEPARTMENT STRUCTURE

The recent restructure of Council's business areas has seen the development of a core team of Council Staff complimented by Contract Services and Partnerships in providing a range of Statutory functions and services including;



## CORE BUSINESS STATEMENT

### ***Statutory Support's Vision***

To deliver quality statutory services and support strategic directions.

### ***Statutory Support's Mission***

We will strive to deliver quality statutory services which:

Will provide our customers with services and initiatives that facilitate sustainable use and development; and

Support and inform our stakeholders in strategic directions.

## HIGHLIGHTS FOR 2011/2012

- Fostering community awareness of the positives of Responsible Pet Ownership throughout the Shire through media and on ground activity.
- Educating the community.
- New Domestic Animal Management Plan development.
- LGPro Better Practice Local laws program.
- Sustainable Building initiatives.
- Building Partnerships

# Statutory Support

## KEY PROJECTS FOR 2011/2012

### Responsible Pet Ownership

Council has continued to strive to foster Responsible Pet Ownership throughout the Shire through media and on ground activity. A component of this initiative is the promotion of a 'free ride home' for errant pets in cases where registered and micro-chipped animals can be readily identified and re-united with their owners usually within the same day. To this end Council has seen an increase in owner awareness with a nine percent increase in revenue from registrations of domestic dogs and cats. The message of the positives of registering and micro-chipping dogs and cats for identification purposes was highlighted with a marked reduction (around ninety percent) in animals spending Christmas in the pound compared with previous years.

### Compliance and educating the community

To underpin its initiatives, Council has strengthened infringement and prosecution services as demonstrated by a 23% increase in revenue over the past financial year. To illustrate achieving compliance through education we can use the example of boat ramp use at the Nagambie Regatta Centre. A forty four percent increase in compliance was achieved through a series of site visits where advisory notices only were placed on vehicles not displaying a valid ticket (instead of infringements).

### New Domestic Animal Management Plan development

We have partnered with 21 Rural Councils to develop a Strathbogie Shire Council Domestic Animal Management Plan for 2012-2016. The relevance of some aspects of animal management have been highlighted by recent tragic events (fortunately not within this municipality) and legislative changes regards menacing and dangerous dogs. The implementation of the plan is programmed for late 2012.

### LGPro Better Practice Local laws program

Strathbogie Shire Council has embarked on an LGPro Better Practice Local laws program, partnered with, Central Goldfields Shire Council, Latrobe City Council, Maribyrnong City Council, Port Phillip City Council and Yarra City Council to review and implement Council's Community Local Laws through a consultative process outlined in the better practise guidelines and known as a Local Law Community Impact Statement.



## BETTER PRACTICE LOCAL LAWS PROGRAM



# Statutory Support

## Sustainable Building

As a new initiative, the Building group have introduced web based resources for Sustainable Building to promote greener buildings, energy efficiency and cost savings. The website page provides an overview for quick reference and links to energy and resource efficiency design tools and guides for buying or building a new home or renovating an existing home.

<http://www.strathbogie.vic.gov.au/building/sixstarenergyratings>

## Community Health and Wellbeing

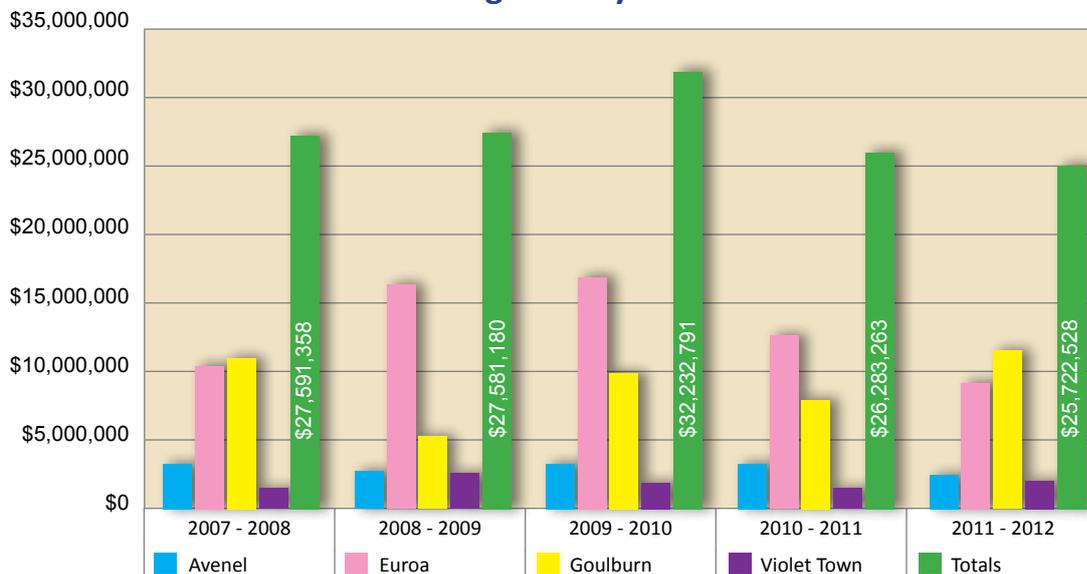
Council, through contracted services and partnerships, has continued on a program of continuous improvement in the areas of Food Safety, Public Health and Wellbeing, on-site Waste Management, tobacco enforcement/education, prescribed Accommodation and Caravan Parks. Building on the work achieved over the previous financial year, recent auditing demonstrates that Council is on track in achieving required standards and gained improvements in compliance, inspection and reporting as part of its regulatory responsibilities. Once again the message is one of seeking compliance through education.



Over the past financial year we have continued to strengthen partnerships with the EPA and combine resources in resolving a range of ongoing and emerging issues. With a clear focus on 'Partnering for Sustainability', Council has nominated this partnership, and its achievements to date, in the Improving Planning Processes and Practices category of the Planning Institute of Australia, Victorian chapter Awards for Planning Excellence.

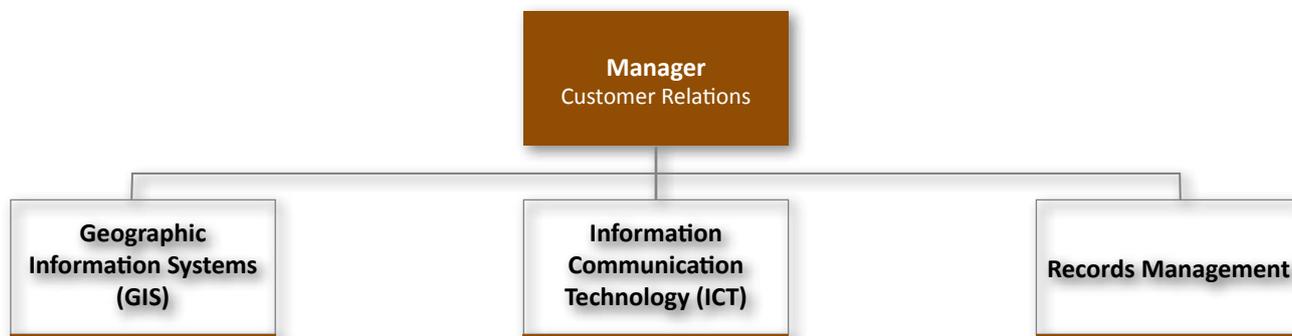
## STATISTICS

### Building Activity



# Information Services

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

To deliver effective, time-critical and legislative compliant information management processes and solutions that facilitates Councils strategic goals.

## HIGHLIGHTS FOR 2011/2012

The Strategic Direction of the provision of ICT services has been cemented; which will identify and deliver required services in a prioritised and sustainable approach.

## KEY PROJECTS FOR 2011/2012

### Development of 4 year strategy for provision of ICT Services

#### Euroa Community Conference Centre – Technology Refurbishment

The Euroa Community Conference Centre has been upgraded with High Definition projection equipment, with an associated touch screen control system. This easy to use system is available for use by community groups.

#### iPad Rollout

iPad's have been adopted to replace onerous amounts of printing and duplication of corporate material. Trials are currently underway to roll this program out to many departments within Council.

#### Records Storage Relocation

Completion of bulk Records Storage relocation to an approved storage facility with scan-on-demand recall. This project relocated approximately 700 boxes of corporate records; reducing local administration, and storage requirements.

# Information Services



*ECCC Refurbishment + iPad integration*

## **'thin-client' technology**

Remote site desktop PC's have been replaced with inexpensive, 'thin-client' technology. This reduces administrative burden and increases the speed at which the remote sites can operate; ultimately increasing efficiencies of service delivery.

## **Smart Form Introduction**

Smart Forms are beginning to be introduced internally based upon Adobe Acrobat technology. This initiative will result in a significantly lower number of paper forms to be printed, signed and subsequently scanned into corporate software systems.



# Information Services

## Records Relocation Project

700 boxes transferred offsite to an APROSS approved storage facility.

## STATISTICS

The ICT Department HelpDesk attended to approximately 1104 internal customer requests during the 2011/2012 financial year:

PERIOD	OPENED TO RANGE
1/07/2011 to 31/07/2011	72
1/08/2011 to 31/08/2011	168
1/09/2011 to 30/09/2011	97
1/10/2011 to 31/10/2011	75
1/11/2011 to 30/11/2011	89
1/12/2011 to 31/12/2011	61
1/01/2012 to 31/01/2012	81
1/02/2012 to 29/02/2012	101
1/03/2012 to 31/03/2012	90
1/04/2012 to 30/04/2012	56
1/06/2012 to 31/05/2012	109
1/06/2012 to 30/06/2012	105
<b>TOTAL</b>	<b>1104</b>

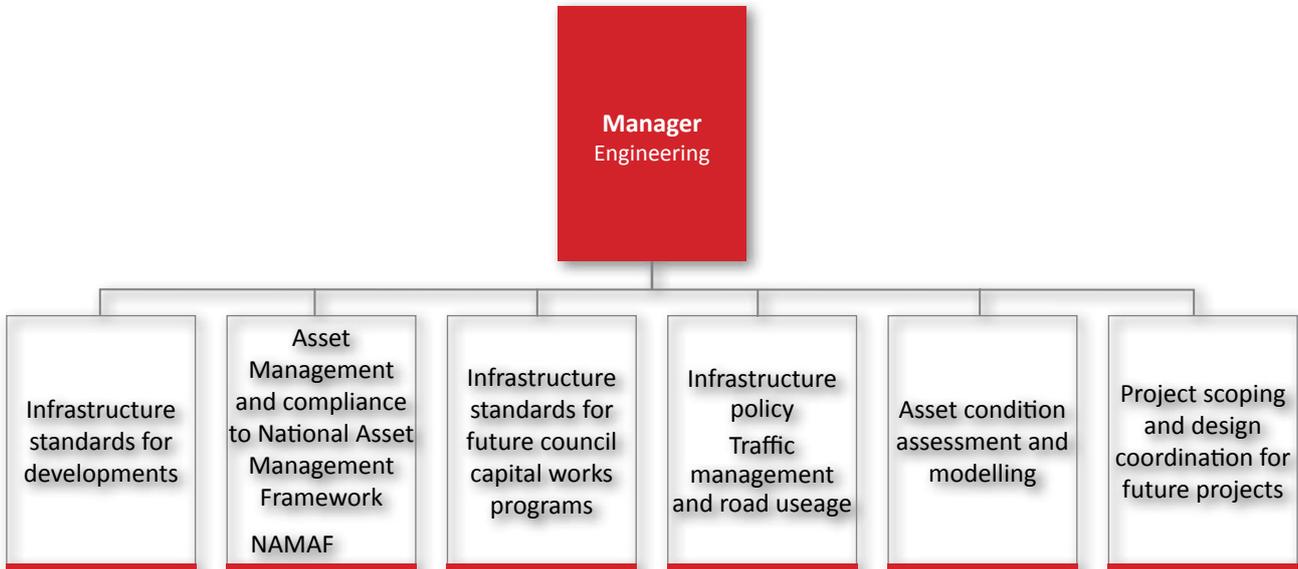
## SUSTAINABILITY / ENVIRONMENT

Council Photocopiers have been fitted with devices that minimise paper wastage through the adoption of 'smart' technology; aligning with the paper minimisation / iPad initiative.

Council's ICT Datacentre continues to reduce resource hungry physical server equipment through server virtualisation technology; resulting in twenty servers being replaced with three. This reduces costly electricity and cooling requirements.

# Engineering

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

To advise Council on contemporary engineering policy, standards and oversee implementation of these policies and standards. To provide high quality Asset Management Services to underpin the achievement of infrastructure sustainability.



### *Story*

*The Goulburn Broken Catchment Management Authority partnered with the Nagambie Action Group and the Strathbogie Shire to produce these information boards scattered around the new Nagambie Boardwalk.*

# Engineering

## HIGHLIGHTS FOR 2011/2012

- On track to have completed the National Asset Management Framework Core Competency by December 2012(see statistics graph on page 52).
- Continued subdivisional development throughout Strathbogie Shire Council with developers complying with the new Infrastructure Development Manual.
- Development of the 10 year capital works program for Strathbogie Shire Council.
- Commitment by all Council departments to co-operatively assist the asset management area achieving National Asset Management Framework Core Competency by December 2012.
- Achieving an up to date condition assessment for major council assets, these being; roads, bridges and Council buildings.

### Major resealing works completed for 2011-12 across Strathbogie Shire

As a major part of the Strathbogie Shire ongoing Asset Renewal Program, a large number of reseals have been undertaken on bituminous sealed roads throughout the shire.



*Boyd Street Nagambie has had a recent reseal*

# Engineering

Reseals are a process whereby the existing sealed surface receives a fresh coat of hot bitumen and aggregate rolled into it, to replace the existing sealed surface that has aged and reached intervention level. Sealed road surfaces only have a certain life and must be resealed to avoid water intrusion of the pavement and subsequent collapse of the road. Once a road pavement has failed the cost of reconstruction is extreme. Resealing existing sealed road surfaces, prevents this costly alternative.

Both Rural Roads and Urban Roads have been resealed across the Shire during February and March 2012.

## KEY PROJECTS FOR 2011/2012

- Leading the way in the North East Asset Management Group for core competency by December 2012.
- Continued development of the Infrastructure Design Manual.
- Development of a 10 year capital works program.
- Produced the Asset Management Modelling results which were incorporated in Council's Long Term Financial Plan.

## STATISTICS

### **Achievement of Core Competency by 2012 - National Asset Management Assessment Framework (NAMAF).**

The Federal and State Governments through Council's representative body the Municipal Association of Victoria (MAV) require that all Councils in Victoria achieve 100% Core Competency compliance, by December 2012.

Councils Engineering Department, has the responsibility of co-ordinating, driving and achieving the Core Competency - NAMAF program.

The progressive target line, on the graph below, shows the achievement, over time, that Council should be aiming for, to achieve Core Competency in Asset Management.

The National Asset Management Assessment Framework that was devised to assist Councils shows that full or 100% compliance equates to a score of 1100 on the vertical axis of the graph.

# Engineering

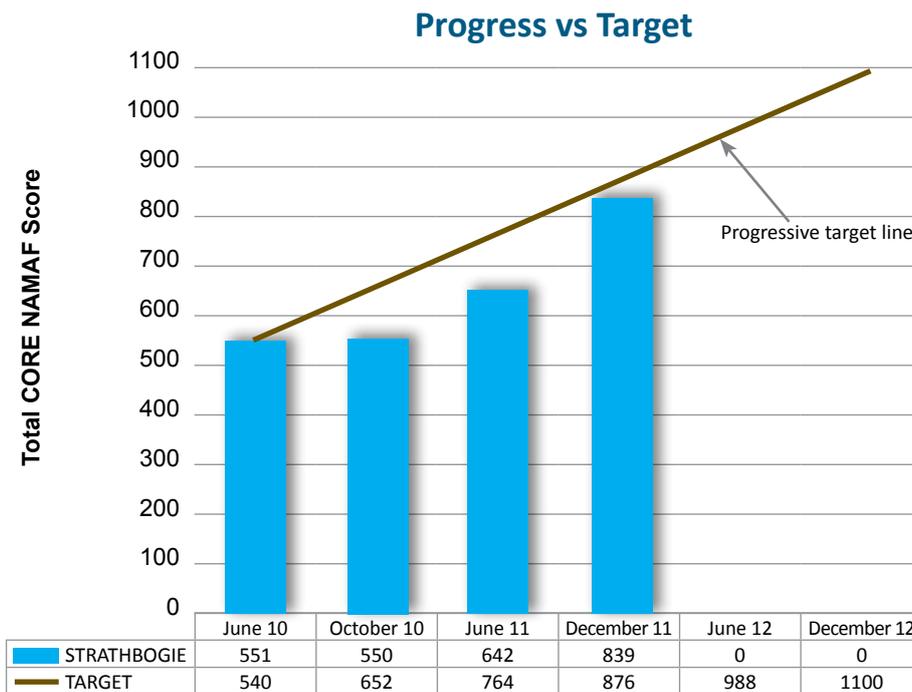
**We see that:**

In October 2010, the vertical bar chart shows that the Strathbogie Shire Council had achieved approximately 51% (556 of 1100 score) of core competency.

In June 2011, the vertical bar chart shows that the Strathbogie Shire Council achieved approximately 58% (642 of 1100 score) of core competency.

In December 2011, the vertical bar chart shows that the Strathbogie Shire Council achieved approximately 76% (839 of 1100 score) of core competency.

The Progress VS Target graph shows that council has achieved exceptional compliance in the 2011/12 year and has almost caught up to our target score.



## PARTNERSHIPS

**North East Asset Management Group**

Strathbogie Shire Council is represented by two members of the Engineering Department on the North East Asset Management Group.

The North East Asset Management Group is made up of twelve councils, and is funded by Council contribution, meeting on a monthly basis. Since the formation of this group, most Councils have had difficulty achieving

# Engineering

the progressive target line. The major benefit of participating in this group over the past 12 months is the sharing of information, experiences and asset management training that has assisted Councils achieve more in their effort to achieve the progressive target. Strathbogie Shire Council is one of three North East Region Councils currently achieving near 100% of the progressive target (Strathbogie Shire - 96% as of December 2011).

## **Infrastructure Design Manual**

The original infrastructure design manual was first designed in October 2007. Since then the manual has had frequent updates, supported by a large amount of community and other consultation. Twenty other Councils have adopted this standardised approach. Strathbogie Shire has continued its input into the development of the manual by attending quarterly meetings. With many emerging residential developments happening throughout the Shire, the infrastructure design manual is used extensively from pre-project through to the full completion of subdivisional works on the ground ensuring a common and structured methodology.

The main objectives of this manual are:

To clearly document Council's requirements for the design and development of Infrastructure that is or will become municipal Infrastructure.

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To standardise development submissions as much as possible and thus to expedite Council's engineering approvals.

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To ensure that minimum design criteria are met in regard to the design and construction of Infrastructure within the municipality regardless of whether it is constructed by Council or a Developer.

## **SUSTAINABILITY / ENVIRONMENT**

Council's Engineering Department regularly updates condition assessment data of its major infrastructure assets. This modelling is an integral part of Council's Long Term Financial Plan which shows required funding for Council's programs and its sustainability. The progressive adoption and implementation of an asset evaluation system, life cycle cost analysis together with Service Plans will ensure Council has a clear and defined perspective of sustainability issues.

# Organisational Development

## DEPARTMENT STRUCTURE



## CORE BUSINESS STATEMENT

To support & develop the organisation with a high quality service and advice that ensures a positive culture and one that provides development within.

We also facilitate the process to ensure & encourage the health, safety and wellbeing of all our stakeholders.

## HIGHLIGHTS FOR 2011/2012

- NERDS (North East Regional Development Scheme) State winners for innovation.
- Developed and implemented an electronic induction program.
- Successfully recruited CEO and Director Corporate and Community
- Negotiation of Enterprise Bargaining Agreement 2012-2015
- Compliant through a number of Risk Audits
- Successful Municipal Fire Prevention season



### *Story*

*Scott lives and works in Euroa.*

*He first started with the Strathbogie Shire in November 2011. Scott works mainly on parks and gardens and playground maintenance.*

*He enjoys the people he works with, working in his home town and getting to work outdoors.*

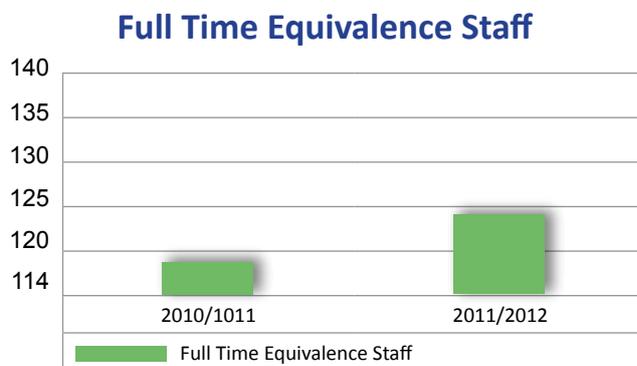
# Organisational Development

## KEY PROJECTS FOR 2011/2012

- **NERDS**  
Recognition given to the NERDS group by way of a State Award for innovation.
- **ELearning** rolled out to all staff.
- **Electronic Induction** developed.

## STATISTICS

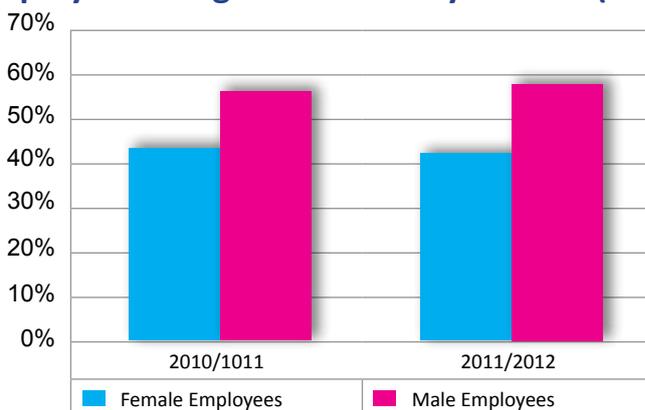
Full Time Equivalence Staff 124.93



*Increase in EFT due to organisation restructure. Some positions have been grant funded.*

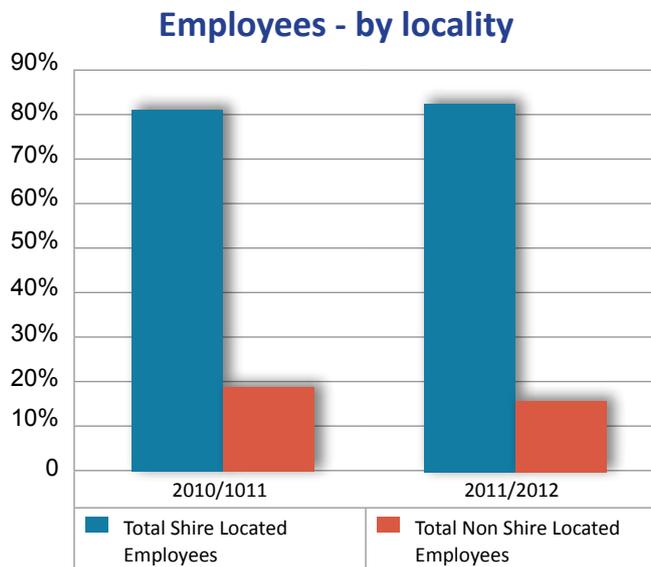
Employees living in the Shire by gender (EFT)

### Employees living in the Shire by Gender (EFT)



# Organisational Development

## Employees by locality



Total Employees living in Shire	83.15%
Total Employees living outside Shire	16.85%

## Workers Compensation Claims



## Reported Incidents

Designated Workgroups	09/10	10/11	11/12
Worksafe Notifications	0	0	3
Community Development	8	11	39
Euroa Office	5	5	11
Works Depots	7	4	10
Others (incl., Transfer Stations)	3	7	3
<b>TOTAL</b>	<b>23</b>	<b>27</b>	<b>63</b>

# Organisational Development

## PARTNERSHIPS

### NERDS

The Strathbogie Shire has been extremely proud to be part of the North East Regional Development Scheme (NERDS) over the past year, and were the proud winners of an Local Government Professionals Award for Excellence in Innovative Management on the 23rd of February 2012.

## RECOGNITION

Service Certificates were presented to staff for the first time in November 2011 to staff who had reached key milestones within Council.

Malcolm Robison, commenced with the former Shire of Euroa over 25 years ago, and is pictured here receiving his certificate from Organisational Development Manager, Gary Abley.



*Malcolm Robison (front left) receiving his certificate from Gary Abley. (front right).*



*Human Resources Co-ordinator, Keira Bodycoat with the well-deserved awards for NERDS.*

# Communications

## DEPARTMENT STRUCTURE

Manager  
Communications

## CORE BUSINESS STATEMENT

To provide targeted, strategic and effective communications support to the Strathbogie Shire Council.

## HIGHLIGHTS FOR 2011/2012

- Completion of 2011/2012 Business Plan
- Implementation of Organisational Media Policy and Procedures
- Successful media training for Management and Councillors
- Implementation of Community Information Bulletins
- Development of four strategic areas for communications
- Commence rebranding for Strathbogie Shire Phase 1 – New Website



A sneak preview of the new Strathbogie Council Website.

# Communications

- Completion of Staff Satisfaction Survey
- Completion of Survey to evaluate Mobile Customer Service
- Overall improvement of look and feel of Strathbogie publications

## **KEY PROJECTS FOR 2012/2013**

- Roll out of new Strathbogie Shire Website
- Commence Phase 2 Re-Branding – Style Guide
- Commence electronic broadcasting project
- IAP2 Staff Training
- Staff familiarisation project roll out