



# 2013 – 2017

## Strathbogie Shire Council Plan

### (2014 – 15 Review)

## **Message from the Mayor and CEO**

We are very proud to present the 2014 – 15 Review of the Strathbogie Shire Council Plan.

The Council Plan 2013-17 (2014-2015 Review) is a clear statement of what the Strathbogie Shire Council will do to help achieve the community's vision of a livable, desirable and progressive destination. This plan describes the outcomes the Council aims to achieve during its term, the priorities that will shape its program of work, and the resources required to do this.

The Strathbogie Shire Council Plan is a future focused document that guides the work of our organisation in the medium term. It is driven on the ground through the development of an Annual Budget, which provides a detailed description of the Council's yearly funded activities.

Each Budget represents a 'one-year portion' of the four-year Council Plan and our local community has opportunities to have their say on activities the Council proposes to fund and how it will fund them each financial year.

The Council's performance against the Council Plan is recorded in the Annual Report. The Council is responsible for achieving progress on the outcomes in its Council Plan which, in turn, contributes to achieving the community's vision as a whole.

We want to take this chance to thank the staff, stakeholders and community who contribute regularly in our road shows, town meetings and surveys that went into creating this Council Plan and look forward to seeing it progress and develop over the coming years.

Kind regards

Mayor Deb Swan and CEO Steve Crawcour

### **Our Vision:**

"A Shire that drives and supports investment for population growth, shared wealth and wellbeing."

### **Our Mission:**

"To actively consult with community, investors and industry through advocacy and collaboration; delivering quality infrastructure, lifestyle and sustainable economic and community development."

## Our Guiding Principles:

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

- **Good Governance** – We value innovation, integrity, accountability, strength, and consistency in leadership and decision making with adherence to robust, transparent and equitable policies and processes.
- **Working together** – We value the ability to maximise outcomes by working in partnership and collaboration with an engaged community, government, regional bodies and other stakeholders.
- **Quality Services** – We value the role of research, strategic planning, flexibility and innovation in delivering accessible and effective services and regional solutions that enhance the quality of life.
- **Social Inclusion** – We value widespread participation in civic and community life among people of all abilities and backgrounds.
- **Environment** – We value the shire’s natural and built environment and the importance of local amenity on quality of life.
- **Stability** – We value sound financial and resource planning and management to ensure Council’s long term sustainability and provision of quality services and infrastructure.



**(Euroa Hub)**

**Goal 1**

A community that has equitable access to a range of quality services which respond to its diverse needs and supports the wellbeing of our communities **(Community Wellbeing)**.

**Objective:** *Plan, support and / or deliver a broad range of responsive and accessible services to our diverse community.*

**1.1 Strategy:**

Enhance the wellbeing and participation of our community.

<b>Actions:</b>	2014/15	2015/16	2016/17
Continue to support and participate in the Strathbogie Health and Community Services Consortium.	✓	✓	✓
As part of Council's Health and Wellbeing Plan identify ways to promote Shire wide health and wellbeing.	✓		
Investigate the formation of a Youth Council and seek funding.	✓		
Support Community Action Groups to develop methods of improved communication during emergencies.	✓	✓	✓
Support the State Government's current Learn to Swim Programs.	✓	✓	✓
Collaborate and provide support to the development of Community Action Group Action Plans.	✓	✓	✓
Support the "Prevention of Violence against women and children supporting safer communities" Action Plan.	✓	✓	✓
Review and improve the community engagement plan.	✓		
Investigate opportunities for Shire Wide youth cultural activities.	✓	✓	✓
Advocate for funding for a review of the Aquatic Strategy	✓		
Support the development of a men's shed program across the Shire.	✓	✓	✓

Investigate and seek funding for Shire Wide safe pick up and drop off areas at all Schools.	✓		
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### 1.2 Strategy:

Increase community services to Nagambie post bypass.

Actions:	2014/15	2015/16	2016/17
Advocate for a full time child care facility in Nagambie.	✓	✓	✓
Advocate for funding of Nagambie Lakes Community House.	✓	✓	✓
Advocate for an Ambulance service based in Nagambie.	✓	✓	✓
Advocate for a High School in Nagambie.	✓	✓	✓

### 1.3 Strategy:

Provide equitable and high standard public transport services / facilities.

Actions:	2014/15	2015/16	2016/17
Advocate for improved train station facilities across the Shire.	✓	✓	✓
Advocate for better timetabling and shuttle services between Shepparton to Seymour and Wodonga to Seymour.	✓	✓	✓





**(Avenel Recreation Reserve)**

**Goal 2**

To promote and foster sustainable development in our natural and built environment  
**(Environment).**

**Objective:** *To continue to protect and enhance the natural and built environment for current and future generations.*

**2.1 Strategy:**

Encourage clean, green environmental initiatives.

<b>Actions:</b>	2014/15	2015/16	2016/17
Work with GBCMA to review flood mitigation requirements for residential buildings in Euroa and surrounds with the ability to release land for residential use.	✓		
Design and install Automatic Gates at the Seven Creeks Weir to control flood events and sand build up.	✓		
Work with GBCMA to develop a sand trap on the Castle Creek to reduce the amount of sand build up.		✓	
Work with GBCMA to develop a program to remove sand from the pondage of Seven Creeks and Castle Creek and develop an agreed revegetation program.	✓		
Establish a Shire Wide Sustainable Development Reference Group.	✓		
Continue to develop the Violet Town flood mitigation Scheme.	✓	✓	

Introduce an Organic Household Waste Service.		✓	
Provide a secure water supply to the Euroa Showgrounds.		✓	
Participate in Regional Street Light Retro Fit Program.	✓	✓	
Complete the Euroa Office energy retro-fit.		✓	

## 2.2 Strategy:

Develop, maintain and protect our natural and built assets.

<b>Actions:</b>	2014/15	2015/16	2016/17
Support the Euroa Environment Group to develop a Shire Wide Significant Tree Register on public land.	✓	✓	✓
Update Council's Tree Management Plan.	✓	✓	✓
Support the actions in the Shire's Community Safety Fire Action Plan.	✓	✓	✓
Work with the "Bush Crew" where possible as part of the Shire's revegetation programs.	✓	✓	✓



**Goal 3.**

To ensure prudent, transparent and strategic financial planning which results in a sound legacy for the future **(Financial)**.

**Objective:** Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.

**3.1 Strategy:**  
Rationalise Council Owned Assets.

<b>Actions:</b>	2014/15	2015/16	2016/17
Sell the Euroa Youth Club Hall and relocate current use to a suitable location.	✓		
Develop for residential use and sell Nagambie Shire Depot.	✓	✓	
Investigate and determine underutilised assets within the Shire.	✓	✓	✓

**3.2 Strategy:**  
Continue to focus on improving operational efficiencies by decreasing costs.

<b>Actions:</b>	2014/15	2015/16	2016/17
Continue to drive the Shared Service Project with Shepparton in an endeavour to reduce operating expenditure and ensure efficiencies of service.	✓	✓	✓
Target major Capital Works Projects to seek government funding to reduce Councils costs.	✓	✓	✓



Explore and take up partnership opportunities of non-core services with other Shires and organisations.	✓	✓	✓
Benchmark Business Units under the Best Value Legislation to ensure efficient, effective and relevant services are provided.	✓	✓	✓
Review Council's Long Term Financial Plan and Rating Strategy.	✓	✓	✓
Reduce Council's infrastructure gap in a financially responsible manner as per Council's Long Term Financial Plan.	✓	✓	✓
Seek grant funding opportunities wherever possible.	✓	✓	✓
Conduct a Cost Benefit Analysis for the following operations: <ul style="list-style-type: none"> <li>▪ Shire wide operated swimming pools</li> <li>▪ Euroa Saleyards</li> <li>▪ Nagambie Lakes Regatta Centre</li> <li>▪ Boating safety (compliance) operations in Nagambie</li> <li>▪ Shire wide Youth services</li> <li>▪ Open Space / Parks Management</li> </ul>	✓		

### 3.3 Strategy:

Ensure Council has equitable support financially from both Federal and State Governments.

<b>Actions:</b>	2014/15	2015/16	2016/17
Advocate to both Federal and State Government to ensure that the current funding formulas provide equitable funds to Local Government.	✓	✓	✓



**(Strathbogie Shire Councillors)**

**Goal 4**

A Shire that builds trust and recognises community needs through transparent, accountable and democratic decision making (**Governance**).

**Objective:** *To provide all our stakeholders with consistent and timely decision making.*

**4.1 Strategy:**

Engage our community in our decision making processes.

<b>Actions:</b>	2014/15	2015/16	2016/17
Develop a program that delivers increased Councillor interaction with the community in their local settings.	✓	✓	✓
Introduce an online system for improved community engagement.	✓		
Review Council's Communication Strategy.	✓		

**4.2 Strategy:**

Provide a workforce that is accountable and transparent in its operations.

<b>Actions:</b>	2014/15	2015/16	2016/17
Support gender equity in our workforce development.	✓	✓	✓
Investigate best methods of access and surveillance in relation to safety and security at all Transfer Stations.		✓	
Address the actions required from the Internal Auditors Reports and report back to Council via the Audit Committee.	✓	✓	✓
Executive Management Team to monitor and review the ongoing performance of all staff operations.	✓	✓	✓



(Binney Street, Euroa)

## Goal 5

Encourage investment and development into the Shire by having a responsive and proactive business development culture (**Industry, Business and Investment**).

**Objective:** Pursue opportunities to increase the range of businesses and industries in the Shire to further strengthen our economy.

### 5.1 Strategy:

Ensure Council has the ability to provide a single point of contact for its customers.

Actions:	2014/15	2015/16	2016/17
Investigate and develop online and hard copy methods for self-service enquiry and resolution for Planning Applications.	✓		
Investigate a system to broaden Council's current Business Directory on the website to also include individual skill based details.	✓	✓	✓
Investigate the use of interactive Kiosks at each Library with up to date Council information and with the ability to print.	✓	✓	

### 5.2 Strategy:

Support Nagambie traders post bypass.

Actions:	2014/15	2015/16	2016/17
Support the Nagambie Lakes Tourism and Commerce Committee in relation to branding, marketing and development of High Street Nagambie retail area.	✓	✓	✓

**5.3 Strategy:**  
Support and enhance a “Can Do” Culture.

<b>Actions:</b>	2014/15	2015/16	2016/17
Conduct a Grants Forum / Expo on External Grants for all our community.	✓	✓	✓
Investigate the formation of an education alliance group around advocacy, information sharing, strategic partnership and economic development.	✓		
Develop and implement a change program focusing on a “Can Do” culture in business service.	✓	✓	✓
Support actions in Council’s Economic Development Masterplan.	✓	✓	✓





**(Lions Club Toilet Block Opening)**

**Goal 6**

Ensure the Shires infrastructure enhances efficiency for people and freight movement, service delivery and community amenities **(Infrastructure)**.

**Objective:** Provide well maintained, affordable and appropriate infrastructure.

**6.1 Strategy:**

Provide industry standard facilities.

<b>Actions:</b>	2014/15	2015/16	2016/17
Develop a Risk Management Plan for Euroa Saleyards.	✓		
Investigate options for the long term sustainability of the Euroa Saleyards including funding models and major Capital Works Programs.	✓	✓	✓

**6.2 Strategy:**

Support History and Cultural Monuments.

<b>Actions:</b>	2014/15	2015/16	2016/17
Investigate the development of a long term masterplan for the Euroa RSL and Third Age Club precinct.	✓		



### 6.3 Strategy:

Deliver Council's bridge replacement in line with industry best practice.

<b>Actions:</b>	2014/15	2015/16	2016/17
Review the management plan for Kirwan's Bridge including funding opportunities.	✓		
Investigate and consult in relation to proving a link bridge from the Friendlies Reserve to Memorial Oval over the Seven Creeks.	✓	✓	
Support community initiative in securing funding to link the Apex Walking Track across the Seven Creeks near the Rockies.	✓		
Investigate options for the replacement of the Blaney Lane bridge to Buckley Park in Nagambie.	✓		

### 6.4 Strategy:

Provide passive and active recreational facilities and paths / tracks.

<b>Actions:</b>	2014/15	2015/16	2016/17
Investigate options to provide a shared pathway connecting the Regatta Centre to the Nagambie Town Centre	✓		
Investigate options to provide a shared pathway connecting Kirwan's Bridge Community to Nagambie Town.	✓		
Investigate the development of a no boating or fishing area at River Street and introduce a no life guard swimming area.	✓		
Support the Nagambie Lakes Recreational and Commercial Stakeholders Waterways Committee in implementing the Actions in the On Land and On Water Strategy.	✓	✓	✓
Secure funding to develop options for an additional sport and recreation precinct in Nagambie.	✓		
Subject to funding extend landing in front of rowing club around to staged area at Buckley Park and back to walking bridge at boat ramp area.		✓	
Develop a Nagambie Recreation Reserve Masterplan.	✓		
Investigate the development of a Strathbogie Reserve Sporting Precent Master Plan.	✓		
Seek funding for stage two of Avenel Recreation Reserve upgrade.		✓	
Seek funding for the upgrade of the Avenel Memorial Hall.	✓	✓	
Work with Shire wide environment groups to develop programs that deliver community benefits.	✓	✓	✓
Investigate and seek funding for the development of a Strategic Walking Tracks, Horse Trails and Bike Routes for the Shire in conjunction with the Action Groups and Goulburn River Valley Tourism (GRVT).	✓	✓	

## 6.5 Strategy:

Provide best practice asset management.

<b>Actions:</b>	2014/15	2015/16	2016/17
Advocate for a pedestrian crossing at the railway gates on Birkett Street, Euroa.	✓		
Retrofit the old SES office to OH&S standards and create a more usable office space with amenities.		✓	
Investigate potential uses for Wesley Hall.	✓		
Clean up town entrances / town entry signs in the Shire.	✓	✓	✓
Investigate and communicate with the community the development of pedestrian crossings in Brock Street, Railway Street and Binney Street area.	✓		
Provide RV directional signage to Shannon's Lane Car Park Euroa.	✓		
Continue to design and seek funding for town drainage / sewerage schemes.	✓	✓	✓
Investigate the expansion of additional street lights in the Shire.	✓		
Advocate to Vicroads and Victrack for the creation of a roundabout resulting in a safer intersection at Queen Street / Bank Streets / Avenel Railway Crossing.	✓	✓	✓
Investigate costs for Plain Road Nagambie to be sealed as an alternative truck route away from the town centre.	✓		
Widen Nagambie - Locksley road to a uniform width and improve signage "to Euroa".	✓	✓	
Investigate improved signage and road condition of Mullers Road Nagambie in line with Council's Road Management Plan.	✓		
Investigate road widening / upgrading options east of the Kelvin View Fire Station ("S" Bends) and Bends in Longwood – Ruffy Road south of Tarcombe – Longwood Road near Ardroy Corner.	✓	✓	



(Regional Living Expo 2013)

## Goal 7

A desirable and safe destination that supports the development of tourism and hospitality enterprises that drive economic growth across our Shire (**Tourism and Hospitality**).

**Objective:** *Ensure a coordinated and effective approach to economic and tourism development is maintained at all times.*

### 7.1 Strategy:

Ensure there is consistent branding and marketing of the Shire.

Actions:	2014/15	2015/16	2016/17
Advocate to relevant State Government departments for extra tourism funding.	✓	✓	✓
Provide RV friendly car parking signage.	✓		
Develop a tourist map of all the horse studs in Strathbogie Shire in partnership with North East Thoroughbreds.	✓		
Investigate funding for a marketing company to work with tourism groups across the Shire.	✓		
Conduct a forum with stakeholders to develop the Shire's branding as recommended in the Economic Development Masterplan.		✓	
Ensure the successful implementation of the Tourism Strategies in the Economic Development Masterplan.	✓	✓	✓

## 7.2 Strategy:

Develop the Shire's tourism story and café culture.

<b>Actions:</b>	2014/15	2015/16	2016/17
Investigate the feasibility of providing plaques on each building to advise of the history of that building.	✓		
Introduce a phone app. for website with town information.	✓		

## Strategic Indicators 2014/2015

Measures:	Targets by:
<p>1. A community that has equitable access to a range of quality services which respond to its diverse needs and supports the wellbeing of our communities <b>(Community Wellbeing)</b>.</p> <ul style="list-style-type: none"> <li>▪ Continue to support and participate in the Strathbogie Health and Community Services Consortium.</li> </ul>	30 June 15
<p>2. To promote and foster sustainable development in our natural and built environment. <b>(Environment)</b>.</p> <ul style="list-style-type: none"> <li>▪ Design and install Automatic Gates at the Seven Creeks Weir to control flood events and sand build-up.</li> </ul>	31 March 15
<p>3. To ensure prudent, transparent and strategic financial planning which results in sound legacy for the future <b>(Financial)</b>.</p> <ul style="list-style-type: none"> <li>▪ Benchmark Business Units under the Best Value Legislation to ensure efficient, effective and relevant services are provided.</li> </ul>	30 June 15
<p>4. A Shire that builds trust and recognises community needs through transparent, accountable and democratic decision making <b>(Governance)</b>.</p> <ul style="list-style-type: none"> <li>▪ Review Council's Communication Strategy.</li> </ul>	31 March 15
<p>5. Encourage investment and development into the Shire by having a responsive and proactive business development culture. <b>(Industry, Business and Investment)</b>.</p> <ul style="list-style-type: none"> <li>▪ Conduct a Grants Forum / Expo on External Grants for all our community.</li> </ul>	31 December 14
<p>6. Ensure the Shire's infrastructure enhances efficiency for people and freight movement, service delivery and community amenities <b>(Infrastructure)</b>.</p> <ul style="list-style-type: none"> <li>▪ Seek funding for the upgrade of the Avenel Memorial Hall.</li> <li>▪ Investigate potential uses for Wesley Hall.</li> </ul>	31 December 14 31 May 15
<p>7. A desirable and safe destination that supports the development of tourism and hospitality enterprises that drive economic growth across our Shire <b>(Tourism and Hospitality)</b>.</p> <ul style="list-style-type: none"> <li>▪ Introduce a phone app. for website with town information.</li> </ul>	30 June 15