



REVISED MAY 2012

STRATHBOGIE SHIRE COUNCIL PLAN

2009-2013



STRATHBOGIE SHIRE COUNCIL – STRATEGY FOR SUSTAINABILITY

The Strathbogie Shire Council is pleased to present the 2009-2013 Council Plan (2012 Review), with updated actions and key strategic indicators.

Whilst the Council Plan outlines our vision and overall strategy, the actions and key strategic indicators are reviewed and updated annually and integrated into our overall operations to ensure the projects and objectives are consistent with the community's needs and Council's broader vision and goals.

Our main focus areas in the Strathbogie Shire Council Plan for 2009-2013 (2012 Review) are towards achieving future sustainability, improving our liveability, encouraging investment opportunities in our Municipality, improving the wellbeing of our residents and connecting effectively with our local communities.





MAYOR'S MESSAGE

Together with my fellow Councillors, it gives me great pleasure to present to the community the 2009-2013 Strathbogie Shire Council Plan (2012 Review).

As Councillors, we are committed to providing a plan for the ongoing sustainability, economic development, wellbeing and liveability of our vibrant Municipality. Whilst this plan meets the requirements of the Local Government Act 1989 in Council's view it is more than just a legislative document, it is our strategy for a sustainable future.

In developing this revised plan we have listened to what our local residents have been telling us, and as such, have worked hard to develop a clear strategy for the Strathbogie Shire Council and a comprehensive plan for how this strategy will be implemented during the final term of this Council.

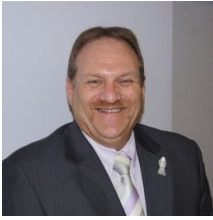
The Council Plan 2009-2013 (2012 Review) details how Council will work together with our local communities to realise our vision through achievements against our strategic objectives. Some of these objectives include:

- Our ongoing commitment to support local business and industry development
- Identifying and supporting links for improved education and training opportunities
- Advocating to Government for improved public transport services
- Promoting increased participation in organised community activities to improve the overall health and wellbeing of our local communities

This updated Council Plan ensures the thoughts of our local residents are put into action.

My fellow Councillors and I look forward to working in partnership with our local communities and businesses to achieve this shared vision for the Strathbogie Shire community.

**CR GRAEME "MICK" WILLIAMS
MAYOR**



CHIEF EXECUTIVE OFFICER OVERVIEW

The Strathbogie Shire Council has been through some challenging times of late, including numerous audits of our sustainability, the impact of drought, and a year of flood to top it off.

Regardless of this we are a resilient and innovative small rural Council. Over the past year we implemented a full organisational review to ensure we can deliver efficient, effective and relevant services whilst saving money to ensure our future sustainability without compromising on quality service delivery. In fact we have continued to expand the services we offer to our community and businesses while striving to ensure the community's capacity to pay is taken into account when drafting budgets.

I am happy to say that we have already implemented the following changes:

- Full management restructure in place
- Strategic and business planning processes designed to bring about efficient and effective services
- Furthering economic development opportunities through a coordinated approach
- Continued "Shared Services" program with other neighbouring Councils
- Developed partnership opportunities with our neighbouring Councils

We continue to strive towards improving our communication channels and levels of customer service offered to our local communities, including the implementation of a mobile Customer Service trial in Nagambie, and developing a new position to bring together Marketing (Economic Development), Tourism and Events. These initiatives strengthen the further expansion of our services and offer continued support for our economic growth.

Our staff continue to be deeply committed to delivering essential services to our local communities, and should be commended on their efforts and willingness to embrace our ever changing and evolving environment.

I am proud to deliver the 2009-2013 Council Plan (2012 Review) and look forward to reporting on the achievements that will follow.

STEVE CRAWCOUR
CHIEF EXECUTIVE OFFICER

OUR PROFILE

Strathbogie Shire is a rural municipality located approximately two hours from the Melbourne CBD. 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 at Nagambie and throughout the Strathbogie Ranges and a wide 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 Horse Stud, Blue Gum Farm, Tahbilk Wines, Costa Mushroom Exchange, Mangalore Airport, Fowles Wines, and The Pig Pen just to name a few.



OUR LOCATION

The Shire's administration is based in Euroa, approximately two hours from the Melbourne CBD. Both the Hume Freeway and the Goulburn Valley Highway traverse the Shire, providing excellent accessibility and communication facilities.



OUR COUNCIL

The Strathbogie Shire Council is represented by seven Councillors, who are elected representing six wards. 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.

Today, Council operates within a structure of seven community-elected Councillors, with one Councillor elected annually by the other Councillors to serve as the Mayor. 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. Listening to, and acting upon the needs of the entire community - and not just responding to parochial issues - is one of Strathbogie Shire Council's continuing missions. For example, Council's road management system works on a priority basis that does not necessarily spread money evenly across the Shire, but rather allocates it to the areas of greatest need.

As with most municipalities across Australia, maintaining and improving infrastructure is a major ongoing challenge for Council. Another current challenge is the upgrading of health services. A service co-ordination project is currently being managed by the Strathbogie Health and Community Services Consortium. This project is taking initial steps toward improved health services throughout the Shire.

OUR COUNCILLORS

CR GRAEME “MICK” WILLIAMS - MAYOR

Seven Creeks Ward

Telephone: 5795 2818 Fax: 5795 2818 Mobile: 0417 317 151

Email: mick.williams@strathbogie.vic.gov.au

CR MALCOLM LITTLE – DEPUTY MAYOR

Hughes Creek Ward

Mobile: 0407 549 020

Email: malcolm.little@strathbogie.vic.gov.au

CR COLLEEN FURLANETTO

Seven Creeks Ward

Mobile: 0427 537 522

Email: colleen.furlanetto@strathbogie.vic.gov.au

CR NEIL MURRAY

Mount Wombat Ward

Phone: 03 5795 2742 Fax: 03 5795 3268 Mobile: 0429 958 274

CR HOWARD MYERS

Honeysuckle Creek Ward

Mobile: 0400 650 265

Email: howard.myers@strathbogie.vic.gov.au

CR DEBRA SWAN

Lake Nagambie Ward

Home: 03 5794 1841 Mobile: 0408 504 711

Email: debra.swan@strathbogie.vic.gov.au

CR PETER WOODHOUSE

Goulburn Weir Ward

Phone: 03 5795 3200 Mobile: 0409 384 941

Email: peter.woodhouse@strathbogie.vic.gov.au

OUR PEOPLE

EXECUTIVE MANAGEMENT TEAM

STEVE CRAWCOUR – CHIEF EXECUTIVE OFFICER

Steve commenced at Strathbogie Shire in 2008 as a Group Manager. Steve has over 27 years experience in Local Government in many senior positions and was previously employed by the Cities of Brimbank, Warrnambool and Springvale. He has an Advanced Diploma of Business Management, a Diploma of Management, Diploma and Certificate in Occupational Health and Safety, Certificate in Critical Incidents Management and a Certificate in Telecommunications (Contact Centres). Steve is an Associate Fellow of the Australian Institute of Management, Fellow of LGPro (Local Government Professionals), Member of the Safety Institute of Australia and Member of the Australian Institute of Company Directors.

PHIL HOWARD – DIRECTOR OF SUSTAINABLE DEVELOPMENT

Phil has a Master of Arts (Community Development), Graduate Diploma Rural & Regional Planning, Graduate Diploma in Management, Associate Diploma in Local Government, Diploma of Management, and Graduate Alpine Valleys Leadership Program. Phil commenced with the Strathbogie Shire Council in 2006 as a town planner and now manages the Sustainable Development Directorate. 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), Hume Strategy Land Use Planning Group.

STEPHEN CLONEY – ACTING DIRECTOR OF CORPORATE AND COMMUNITY

Steve commenced at the Strathbogie Shire Council after amalgamation in 1995 as 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.

ROY HETHERINGTON - DIRECTOR OF ASSET SERVICES

Roy was appointed Director Development and Infrastructure (previously 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 different Councils large and small, city and country.

SENIOR MANAGEMENT TEAM

Our Senior Management Team is made up of the following:

- *GARY ABLEY – MANAGER HUMAN RESOURCES*
- *CAROLINE HARLOW – MANAGER COMMUNITY DEVELOPMENT*
- *ANDREA RICHARDS – MANAGER CUSTOMER SERVICE*
- *PURDEY SANDERSON – MANAGER COMMUNICATIONS*
- *PHIL SQUIRES – MANAGER ENGINEERING*
- *PETERSON ASANTE – MANAGER PROJECTS AND WORKS*
- *RICHARD BIANCO – MANAGER INFORMATION, COMMUNICATION & TECHNOLOGY*
- *EMMA KUBEIL – MANAGER ECONOMIC GROWTH*
- *STEVEN HICKS – MANAGER STATUTORY SUPPORT*

PERFORMANCE REPORTING

Reporting on Council Plan performance is formally done on a yearly basis through Council's Annual Report. The Annual Report presents the results achieved for that particular year with clear references back to the major Council Plan objectives and strategies. A copy of Council's Annual Report is available by contacting Council's Customer Service Officers.

On a quarterly basis, Council considers, at its Ordinary Council meeting, a report from its senior management on progress towards completion of Council Plan strategies as contained in the Council Plan for that year.

COUNCIL PLAN REVIEW

In the event that Council identifies a significant change in direction, or that changes to key strategies are needed, it may review the Council Plan at any time during the life of the Plan. A community consultation process will be undertaken whenever the Council Plan is reviewed.

COUNCIL PLAN LINKS WITH ALL MUNICIPAL PLANS

As Council's over arching plan, the requirements of the Council Plan are reflected in all Council plans and documents. Examples of these linkages can be seen in Council's:

- ▶ Municipal Public Health Plan
- ▶ Inclusive Communities Plan
- ▶ Governance and Protocols Code
- ▶ Departmental Business Plans
- ▶ Asset Management Plan
- ▶ Healthy Children And Families' Plan

COUNCIL PLAN

To be prepared by June 30, following each general election

Strategic objectives

Strategies for achieving objectives
(for at least the next four years)

Strategic indicators
(to monitor achievement of objectives)

Strategic Resource Plan
Updated annually
(Financial and non-financial - four years)
Includes standard statements targets and measures
- Financial performance - Financial position
- Cash flow - Capital works



BUDGET

Standard statements

Rates and charges

Activities and initiatives
- Description of activities and initiatives to be funded in the budget, and
- A statement of how they contribute to the strategic objectives in the Council Plan

Key strategic activities
With targets and measures in relation to each (ie auditable)



Annual Report

Report of Operations
- activities, achievements etc
- review against strategic indicators

Audited performance statement
- list of key strategic activities
- list targets and measures
outcomes on targets and measures

Audited standard statements
- including comparison of budgets and actuals with explanation of material vacancies

Audited financial statements
(As per AAS27)

Summary of New Actions (2012 Review):

Action Number:	Action Details:
1.1.1.1	Implement priority projects from Strengthening Strathbogie in a Changing Climate and Environmental Strategy
1.1.3.1	Complete stage 1 of the survey and design for the Violet Town flood mitigation works
1.1.4.1	Participate in the streetlight energy saving bulb replacement program
1.1.4.2	Complete the Euroa office energy retro-fit
2.1.2.2	Design and construct The Rockies pedestrian bridge
2.1.4.1	Support Goulburn Valley Water's Strategic Master Plan
3.1.1.3	Implement Council's adopted Municipal Strategic Statement
3.1.2.1	Work with the Euroa Community Education Centre in investigating joint training opportunities
3.1.3.1	Conduct business forums in Nagambie, Violet Town and Avenel
3.1.3.2	Complete a shire wide Economic Development Masterplan
3.1.3.3	Complete the Nagambie main street strategy and design post by-pass
3.1.3.4	Join the 'Food Bowl' group of North East Councils to advocate to state government for funding and industry expansion
4.1.1.1	Conduct four meetings of the Strathbogie Health Consortium
4.1.2.1	Investigate the establishment of the Nagambie Emergency Response Facility
5.1.1.1	Design, build and complete stage 1 of the Avenel Recreation Reserve and Euroa Memorial Oval Reserve multi-use facilities
5.1.2.1	Appoint a shire wide Economic Growth Coordinator dealing with tourism, marketing and events
6.1.1.2	Support Goulburn Murray Water's On Land and On Water Strategy actions
6.1.1.3	Design and construct Seven Creeks Park multi-use facility which includes a visitor information centre, amenities and café
6.1.1.4	Provide support and sponsorship to equine events within the Shire
7.1.1.3	Implement Information & Communication Technology Strategy
7.1.1.4	Develop and implement a new website including workshops to develop Council's brand
7.1.3.1	Implement statewide MECC (Municipal Emergency Coordination Centre) Central software program
7.1.3.2	Address the Bushfire Royal Commission outstanding items via the appointment of a joint fire officer with Mansfield Shire Council
Plus Final Page Strategic Indicators	



1. Goal: A sustainable community that responds effectively to the challenges of climate change (Climate Change)

1.1 Objective

To protect and enhance the natural and built environment for current and future generations

1.1.1 Strategy:

Provide environmental leadership, education and support

Actions:		2012/13
1.1.1.1	Implement priority projects from Strengthening Strathbogie in a Changing Climate and Environmental Strategy	✓

1.1.2 Strategy:

Develop a Council environmental sustainability strategy

Actions:		2012/13
1.1.2.1	Develop a shire wide Parks Management Plan	✓

1.1.3 Strategy:

Develop and promote appropriate environmental sustainability standards

Actions:		2012/13
1.1.3.1	Complete stage 1 of the survey and design for the Violet Town flood mitigation works	✓

1.1.4 Strategy:

Reduce Council's carbon footprint

Actions:		2012/13
1.1.4.1	Participate in the streetlight energy saving bulb replacement program	✓
1.1.4.2	Complete the Euroa office energy retro-fit	✓



2. Goal: A safe, connected infrastructure network that responds effectively to community needs (Infrastructure)

2.1 Objective

Plan and deliver improved infrastructure services

2.1.1 Strategy:

Advocate to other levels of Government for additional infrastructure resources

Actions:		2012/13
2.1.1.1	Review Council's Asset Management Plan	✓
2.1.1.2	Continue to present to Federal Government a case for additional infrastructure funding	✓
2.1.1.3	Council to include drainage study reports for Euroa, Avenel, Nagambie and Violet Town into the Municipal Strategic Statement as a reference document	✓
2.1.1.4	Complete landfill capping works at the Violet Town Landfill and redevelop waste transfer facilities on site	✓

2.1.2 Strategy:

Take a planned approach to pathway/mobility provision

Actions:		2012/13
2.1.2.1	Continue to implement as funding permits elements as prioritised in the Walking and Cycling paths Strategy	✓
2.1.2.2	Design and construct The Rockies pedestrian bridge	✓

2.1.3 Strategy:

Advocate to Government for improved public transport

Actions:		2012/13
2.1.3.1	Continue to support the Goulburn Valley Regional Public Transport Plan implementation	✓
2.1.3.2	Participate in the Hume Regional Freight Strategy Project Development	✓

2.1.4 Strategy:

Advocate to Government and utilities for adequate and secure provision of water

Actions:		2012/13
2.1.4.1	Support Goulburn Valley Water's Strategic Master Plan	✓



3. Goal: An environment which provides opportunity and support for sustainable investment (private enterprise)

3.1 Objective

Develop systems and procedures to be investment ready

3.1.1. Strategy:

Identify land for future investment

Actions:		2012/13
3.1.1.1	Commence and Complete Stage 2 of shire wide Heritage Strategy	✓
3.1.1.2	Seek Authorisation by Minister to commence Rural Living rezoning process as detailed in the Nagambie Growth Management Strategy	✓
3.1.1.3	Implement Council's adopted Municipal Strategic Statement	✓

3.1.2 Strategy:

Identify and support opportunities for improved educational and training links

Actions:		2012/13
3.1.2.1	Work with the Euroa Community Education Centre in investigating joint training opportunities	✓

3.1.3 Strategy:

Promote and support business and industry development

Actions:		2012/13
3.1.3.1	Conduct business forums in Nagambie, Violet Town and Avenel	✓
3.1.3.2	Complete a shire wide Economic Development Masterplan	✓
3.1.3.3	Complete the Nagambie main street strategy and design post by-pass	✓
3.1.3.4	Join the 'Food Bowl' group of North East Councils to advocate to state government for funding and industry expansion	✓



4. Goal: A community that has access to a comprehensive range of services which respond to its diverse needs (Public institutions)

4.1 Objective

To promote the availability of a broad range of responsive and accessible services to our diverse community

4.1.1 Strategy

Support relevant service providers to secure integrated health services

Actions:		2012/13
4.1.1.1	Conduct four meetings of the Strathbogie Health Consortium	✓

4.1.2 Strategy

Investigate community emergency response services

Actions:		2012/13
4.1.2.1	Investigate the establishment of the Nagambie Emergency Response Facility	✓

4.1.3 Strategy

Investigate the current and future requirements for aged care and services

Actions:		2012/13
4.1.3.1	Investigate Funding Opportunities to further develop the “Hub – Community Connecting” concept detailed in the Nagambie Community Infrastructure Strategy – such as a Youth Café, VIC and / or Customer Service Centre	✓



5. Goal: A progressive and diverse destination offering a committed, participative community that has access to a broad range of recreational and cultural activities in a liveable, safe and nurturing environment (Housing & Recreational)

5.1 Objective

To enhance our lifestyle through community participation in cultural and recreational activities

5.1.1 Strategy:

Encourage and support development of recreational and cultural facilities and services

Actions:		2012/13
5.1.1.1	Design, build and complete stage 1 of the Avenel Recreation Reserve and Euroa Memorial Oval Reserve multi-use facilities	✓

5.1.2 Strategy

Promote and support participation in community activities

Actions:		2012/13
5.1.2.1	Appoint a shire wide Economic Growth Coordinator dealing with tourism, marketing and events	✓



6. Goal: A desirable destination which attracts visitors to enhance the economic and recreational opportunities for our community (Tourism)

6.1 Objective

To provide a broad community and economic benefit through an integrated tourism model

6.1.1. Strategy:

Increase visitation to and within the Shire

Actions:		2012/13
6.1.1.1	Conduct an Economic Benefit Analysis of past and future use of the waterways around Lake Nagambie and the Goulburn River / Weir	✓
6.1.1.2	Support Goulburn Murray Water's On Land and On Water Strategy actions	✓
6.1.1.3	Design and construct Seven Creeks Park multi-use facility which includes a visitor information centre, amenities and café	✓
6.1.1.4	Provide support and sponsorship to equine events within the shire	✓



7. Goal: An Organisation that meets the community’s needs and expectations with responsive, innovative customer service and management (Organisation)

7.1 Objective

An Organisation that strives for excellence in the delivery of its services

7.1.1 Strategy:

Promote shire wide information and access

Actions:		2012/13
7.1.1.1	Participate in the ‘Preventing Violence Against Women’ Program	✓
7.1.1.2	Implement “Confirm” Management System for Assets, Waste and Customer Services	✓
7.1.1.3	Implement Information & Communication Technology Strategy	✓
7.1.1.4	Develop and implement a new website including workshops to develop Council’s brand	✓

7.1.2 Strategy:

Foster a can do culture, Councillors / Organisation / community

Actions:		2012/13
7.1.2.1	Training for Council staff to align Organisational culture with strategy	✓
7.1.2.2	Conduct an induction program for newly elected Councillors	✓

7.1.3 Strategy:

Greater capacity for emergency planning & response

Actions:		2012/13
7.1.3.1	Implement statewide MECC (Municipal Emergency Coordination Centre) Central software program	✓
7.1.3.2	Address the Bushfire Royal Commission outstanding items via the appointment of a joint fire officer with Mansfield Shire Council	✓

Strategic Indicators 2012/2013

Measures:	Targets by:
<p>1. A sustainable community that responds effectively to the challenges of climate change (Climate Change)</p> <ul style="list-style-type: none"> ▪ Complete stage 1 of the survey and design for the Violet Town flood mitigation works ▪ Complete the Euroa office energy retro-fit 	<p>31 March 13</p> <p>30 June 13</p>
<p>2. A safe, connected infrastructure network that responds effectively to community needs (Infrastructure)</p> <ul style="list-style-type: none"> ▪ Review Council's Asset Management Plan ▪ Complete landfill capping works at the Violet Town Landfill and redevelop waste transfer facilities on site 	<p>31 December 12</p> <p>31 May 13</p>
<p>3. An environment which provides opportunity and support for sustainable investment (Private Enterprise)</p> <ul style="list-style-type: none"> ▪ Complete a shire wide Economic Development Masterplan ▪ Complete the Nagambie main street strategy and design post by-pass 	<p>31 March 13</p> <p>30 April 13</p>
<p>4. A community that has access to a comprehensive range of services which respond to its diverse needs (Public Institutions)</p> <ul style="list-style-type: none"> ▪ Conduct four meetings of the Strathbogie Health Consortium ▪ Investigate the establishment of the Nagambie Emergency Response Facility 	<p>30 June 13</p> <p>30 November 12</p>
<p>5. A progressive and diverse destination offering a committed, participative community that has access to a broad range of recreational and cultural activities in a liveable, safe and nurturing environment (Housing & Recreational)</p> <ul style="list-style-type: none"> ▪ Design, build and complete stage 1 of the Avenel Recreation Reserve and Euroa Memorial Oval Reserve multi-use facilities 	<p>31 May 13</p>
<p>6. A desirable destination which attracts visitors to enhance the economic and recreational opportunities for our community (Tourism)</p> <ul style="list-style-type: none"> ▪ Design and construct Seven Creeks Park multi-use facility which includes a visitor information centre, amenities and café 	<p>30 June 13</p>
<p>7. An Organisation which meets the community's needs and expectations with responsive, innovative customer service and management (Organisation)</p> <ul style="list-style-type: none"> ▪ Develop and implement a new website including workshops to develop Council's brand ▪ Implement statewide MECC (Municipal Emergency Coordination Centre) Central software program 	<p>31 December 12</p> <p>30 September 12</p>