



MANSFIELD SHIRE COUNCIL

Special Meeting of Council

UNCONFIRMED MINUTES

TUESDAY, 27 JUNE 2017
MANSFIELD SHIRE OFFICE
33 Highett Street, Mansfield
3.00PM

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1. OPENING OF THE MEETING

The Mayor, Cr Volkering, opened the meeting at 3.02pm.

Councillors:

Marg Attley	<i>Tolmie Ward</i>
Peter Olver	<i>Mansfield Ward</i>
Paul Sladdin	<i>Bonnie Doon Ward</i>
Paul Volkering	<i>Mansfield Ward</i>
Harry Westendorp	<i>Bonnie Doon Ward</i>

Chief Executive Officer:

Alex Green

Community Services Manager:

Melanie Hotton

Development Services Manager:

Michael Bismire

Finance Manager:

Mandy Kynnersley

Governance Co-ordinator:

Dawn Bray

2. STATEMENT OF COMMITMENT

The Councillors affirmed the following Statement of Commitment:

“We the Councillors of Mansfield Shire / declare that we will undertake on every occasion / to carry out our duties in the best interests of the community / and that our conduct shall maintain the standards of the Code of Good Governance / so that we may faithfully represent / and uphold the trust placed in this Council by the people of Mansfield Shire.”

3. ACKNOWLEDGEMENT OF COUNTRY

The Councillors affirmed the “Acknowledgement of Country” for the Mansfield Shire Council:

“Mansfield Shire Council recognises that indigenous people have been custodians of this area for generations. We acknowledge the living culture and unique role of Taungurung people in our region.”

4. APOLOGIES

Nil.

5. DISCLOSURE OF CONFLICT OF INTERESTS

Nil.



6. PRESENTATION OF REPORTS

6.1 Adoption of the Mansfield Shire Council Plan 2017-2021

File Number: E4397
Responsible Officer: Governance Co-ordinator, Dawn Bray

Disclosure of Conflicts of Interest

The officer who prepared this report does not have a conflict of interest in any matter dealt with in the report as outlined in sections 78 and 78A – E of the *Local Government Act 1989*.

Introduction

The purpose of this report is to adopt the Mansfield Shire Council Plan and Strategic Resource Plan 2017-2021 after having considered all written and verbal submissions from the community as per section 223 of the *Local Government Act 1989* (the Act).

The Council Plan incorporates the Strategic Resource Plan 2017-2021 and has been prepared in accordance with sections 125, 126 and 223 of the Act.

The Plan outlines the strategic direction of the Council for the next four years and is based on five strategic directions:

- Participation and Partnerships
- Financial Sustainability
- Community Resilience and Connectivity
- Enhanced Liveability
- Responsible Leadership

Twelve submissions were received during the public exhibition process, which were received and heard by Council at its Special meeting on 30 May 2017.

It is recommended that amendments be made to the wording of some Strategies, Strategic Objectives and Performance Measures in response to the issues raised by submitters, particularly in relation to the environment and the economy as per the attachment to this report, and that this amended Council Plan be adopted by Council.

It is also recommended that amendments be made to the Strategic Resource Plan to reflect changes in grant funding and other income that has been announced within the past two months.

Once adopted by Council, a copy of the Plan must be forwarded to the Minister and letters must also be sent to submitters explaining the Council decision and its reasons for its decision. The adopted Plan must also be made available on Council's website and in hard copy at its municipal office.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

Background

The Council Plan, which incorporates the Strategic Resource Plan (SRP), is the key strategic document that will guide the allocation of resources and work undertaken by the administration over the next four years.

Following a Special meeting of Council on 18 April 2017, the draft Council Plan 2017-2021 was placed on public exhibition between 19 April and 19 May 2017.

The exhibition of the document was publicised through the following means to maximise community engagement:

- Emails to all respondents to the Council Plan and Budget online community survey who indicated they wished to be kept informed of the progress of these two documents;
- Five notices in the Mansfield Matters section over the duration of the exhibition period;
- Notices on Council's website and Facebook page;
- Hard copies of the Plan available at Council's municipal office, the Mansfield Library and at the two public meetings held during the exhibition period; and,
- A resident and ratepayers meeting held in Mansfield and at Nunawading, the latter for non-resident ratepayers.

Section 223 of the *Local Government Act 1989* (Act) provides for submitters to request an opportunity to support their written submission with a verbal presentation to Council. A resolution of the 18 April 2017 Special Council meeting set the meeting date for the hearing of submissions for 30 May 2017, commencing at 2.00pm.

A total of twelve written submissions were received, all of which requested amendments to the draft Council Plan as a means of highlighting the need for a particular strategy or to emphasise the importance of a particular theme or objective.

Nine submitters made verbal presentations to Council in support of their written submissions at this meeting.

Statutory Requirements

The Act requires Council to prepare and approve a new Council Plan either within six months of the election of a new council or prior to 30 June, whichever is the later. It also states that a Council Plan must outline:

- Council's strategic objectives;
- Strategies for achieving the objectives for at least the next 4 years;
- The strategic indicators used to monitor progress against the strategic objectives; and,
- A strategic resource plan that outlines the allocation of financial and non-financial resources for at least the next 4 years.

The SRP demonstrates how the delivery of the Council Plan will be funded and resourced. Section 126 of the Act prescribes the types of financial statements that must comprise the resource plan.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

Legislative requirements around community input into the draft Council Plan and Strategic Resource Plan have been complied with, including the receipt of written submissions and hearing of supporting verbal submissions by the Council.

Section 125(4) of the Act requires Council to provide a copy of its adopted Council Plan to the Minister for Local Government by 30 June 2017. Section 125 (11) of the Act also requires Council to ensure a hard copy of the Council Plan is available at its offices for public inspection at all times and is also available on its website.

An annual review of the Council Plan must be undertaken in accordance with section 125(7), which will be aligned with the development of the 2018-19 budget.

Council Plan

The draft Council Plan builds upon the initiatives and goals of the current Council Plan and reflects some of the existing key strategic objectives such as community resilience, good governance, responsible financial management, responsible growth and development and economic prosperity.

Financial

The SRP outlines how the Council Plan will be resourced. The Act requires the inclusion of financial and non-financial statements for at least a four year period.

The draft SRP demonstrates Council's focus on 'getting the house in order' in a financial capacity. This includes:

- Closing the asset renewal gap by focussing capital spend on the renewal of assets (approximately the same value as depreciation) prior to directing spending on new assets;
- Reducing operating expenditure through efficiency gains;
- Reducing operating expenditure through the reduction of some services; and,
- Maximising income.

There have been several amendments to the Strategic Resource Plan since the draft was placed on public exhibition due to:

- An increase of \$453,000 in capital grant income due to a recent Roads 2 Recovery funding announcement for 2017-18;
- A change in the timing of the Financial Assistance Grants for 2017-18, bringing forward \$1.368m into the 2016-17 financial year, and decreasing 2017-18 income by the same amount.;
- A reduction of \$110,000 in financial assistance grants from the Victorian Grants Commission for 2017-18 and future years;
- A net increase to the 2016-17 forecast income statement of \$78,000 due to a delay of the liquidation of the High Country Library Corporation;
- The deletion of a road resealing project in the 2018-19 Capital Works schedule valued at \$820,000; and,
- The correction of minor errors which were identified through the public consultation process.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

Social

There is a strong social and community focus in the new draft Plan, which reflects the overwhelming message from our Community Survey that the sense of community spirit and connectedness is the top reason why people live here.

Three of the five Strategic Directions in the plan are related to fostering this connectedness:

- *Participation and Partnerships* – means people having opportunities to participate in all aspects of community life and decision making. The need for Council to work together with the community, other service providers, private industry and other levels of government is key to ensuring this happens.
- *Community resilience and connectivity* – focuses on Council assisting the community in achieving its goals and building capacity within the community to take action to support themselves and each other.
- *Enhanced liveability* – is around ensuring services and facilities respond to changing community needs and that the things that make the Shire such a great place to live are preserved and enhanced through the decisions Council make.

Environmental

The draft Council Plan reflects the value our community, gauged through the responses to our Community Survey and submissions received during public exhibition, place on our natural environment. When asked what the two main reasons were for people living here, the environment and landscape was in the top four responses. The high level of amenity we enjoy also rates high on the list.

Submissions were received from several parties supporting the need to reinforce the importance of protecting and enhancing our natural environment by giving it more prominence in the draft Plan.

A series of minor wording changes and additional Strategies are recommended to respond to the submitters' concerns, as outlined later in this report.

Economic

The draft Plan celebrates the fact that Mansfield Shire is one of the fastest growing municipalities in the North East. This was a theme that was mentioned in a number of the written submissions, which also requested that economic growth be highlighted as a key Strategic Direction or Strategic Objective.

A number of wording changes and the addition of new strategies are recommended in response to these concerns.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

Risk Management

‘Responsible Leadership’ is another of the draft Plan’s five Strategic Directions and recognises that Council must achieve the highest levels of good governance to successfully mitigate risk whether it be financial, operational or possible harm to people and property.

There are several risk management related actions within the draft Plan to ensure that a comprehensive framework is in place to successfully identify and mitigate potential risks.

Community Engagement

Previous sections of this report have outlined the extensive community engagement process undertaken to inform the development of the Council Plan.

It is pleasing to see that there has been a greater level of community engagement in, and feedback on, the draft Council Plan and Strategic Resource Plan in comparison to previous years.

A series of ‘Community Conversation’ meetings held during March and an online community survey was conducted during March to seek public participation in the development of these documents and 2017-18 budget. Two further community meetings were held during the exhibition period; one in Mansfield attended by 24 people and another in Nunawading, targeting non-resident ratepayers, attended by around 50 people.

Twelve written submissions were received during the public exhibition of the draft Plan, which exceeds the number received in previous years.

Officer’s Comments

After considering the written and verbal submissions made to the Special Council meeting of 30 May 2017 it is recommended changes be made to the wording of some Strategic Objectives and Strategies to strengthen the focus on environmental and economic development issues.

It is also recommended that the performance measures sourced from the annual Community Satisfaction Survey be updated to reflect the 2017 results, released in May, rather than using the 2016 results that were used for the exhibited draft Plan.

Attachment 1 highlights the recommended wording changes to the publically exhibited Council Plan in red text.

In summary, the following changes are recommended:

- The insertion of an additional paragraph on page 3 under *A message from your Council* to highlight the role the diverse range of educational and health services and facilities in driving economic and population growth.
- The addition of reference to our partnerships with local environmental groups under Strategic Objective 1.2 *Council is an effective advocate on behalf of its community*.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

- Highlighting Goulburn Murray Water as a key partner in the delivery of tourism and visitor services under Strategic Objective 1.3 *Partnerships are strong between key service providers and authorities across the municipality.*
- Amendments to Strategic Objective 2.7 *Mansfield's economy is diverse, with the agility to respond to changing consumer demands* including:
 - A new Strategy around the development of a master plan for the Station Precinct in Year 1 of the Plan.
 - A new Strategy around the updating of the Mansfield Shire Economic Profile based on 2016 Census data in Year 1 as the forerunner of the development of the Economic Development Strategy in Years 2 – 4.
 - Change in the categorisation of the strategy relating to the review of the Economic Development Strategy from something which we influence (ie pink) to one we control (ie blue).
- Amendment to the wording of Strategic Objective 4.2 *We are a community that is passionate about arts, culture, heritage and the environment* to highlight the community's passion about the environment.
- Insertion of a new Strategy under Strategic Objective 4.2 relating to supporting the work undertaken by key environmental groups and organisations, such as Landcare.
- Use of the 2017 Community Satisfaction Survey results as the basis of performance measures, replacing the 2016 measures used in the draft Council Plan.

It is considered that the concerns raised by two submitters around the lack of a strategy around ultra-processed food outlets are best addressed through the Municipal Public Health and Wellbeing Plan, which is due for development and implementation during years 1 – 4 of the Council Plan. It is also noted that the current Municipal Strategic Statement addresses this issue.

Overall, the development of the Council Plan and Strategic Resource Plan has been informed by substantial community engagement and it is considered that, with the amendments discussed above, the Council Plan provides for a clear, measurable and transparent expression of Council's direction over the next four years.

Councillors Westendorp/Olver:

That Council:

- 1. Having publically exhibited and considered written and verbal submissions pursuant to Section 223 of the *Local Government Act 1989*, adopt the Mansfield Shire Council Plan and Strategic Resource Plan 2017-21, with the following key changes:**
 - a) The insertion of an additional paragraph on page 3 under *A message from your Council* to highlight the role the diverse range of educational and health services and facilities in driving economic and population growth.**



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

- b) The addition of reference to our partnerships with local environmental groups *under Strategic Objective 1.2 Council is an effective advocate on behalf of its community.*
 - c) Highlighting Goulburn Murray Water as a key partner in the delivery of tourism and visitor services under Strategic Objective 1.3 *Partnerships are strong between key service providers and authorities across the municipality.*
 - d) Amendments to Strategic Objective 2.7 *Mansfield's economy is diverse, with the agility to respond to changing consumer demands* including:
 - A new Strategy around the development of a master plan for the Station Precinct in Year 1.
 - A new Strategy around the updating of the Mansfield Shire Economic Profile based on 2016 Census data in Year 1 as the forerunner of the development of the Economic Development Strategy in Years 2 – 4.
 - Change in the categorisation of the strategy relating to the review of the Economic Development Strategy from something which we influence (ie pink) to one we control (ie blue).
 - e) Amendment to the wording of Strategic Objective 4.2 to read *We are a community that is passionate about arts, culture, heritage and the environment* to highlight the community's passion about the environment.
 - f) Insertion of a new Strategy under Strategic Objective 4.2 relating to supporting the work undertaken by key environmental groups and organisations, such as Landcare.
 - g) Use of the recently released 2017 Community Satisfaction Survey results and indicators as the basis of performance measures, replacing the 2016 measures used in the draft Council Plan.
 - h) Amendments to the Strategic Resource Plan due to the following key changes:
 - An increase of \$453,000 in capital grant income due to a recent Roads 2 Recovery funding announcement for 2017-18.
 - A change in the timing of the Financial Assistance Grants for 2017-18, bringing forward \$1.368m into the 2016-17 financial year, and decreasing 2017-18 income by the same amount.
 - A reduction of \$110,000 in financial assistance grants from the Victorian Grants Commission for 2017-18 and future years.
 - A net increase to the 2016-17 forecast income statement of \$78,000 due to a delay of the liquidation of the High Country Library Corporation.
 - The deletion of a road resealing project in the 2018-19 Capital Works schedule valued at \$820,000.
 - The correction of minor errors which were identified through the public consultation process.
2. Thank all submitters for their participation in the development of the Mansfield Shire Council Plan and Strategic Resource Plan 2017-21 and advise them in writing of the reasons for the adoption of the Council Plan as per section 223 (1) d (ii) of the *Local Government Act 1989*.



6.1 Adoption of the Mansfield Shire Council Plan 2017-2021 cont.

- 3. Give public notice of its decision to adopt the Mansfield Shire Council Plan and Strategic Resource Plan 2017-21.**
- 4. Provide a copy of the Mansfield Shire Council Plan and Strategic Resource Plan 2017-21 to the Minister for Local Government in accordance with section 125(5) of the *Local Government Act 1989*.**
- 5. Make a hard copy of the adopted Mansfield Shire Council Plan and Strategic Resource Plan 2017-21 available for public inspection at its municipal office and Mansfield Library, and electronic copy available on its website in accordance with section 125(11) of the *Local Government Act 1989*.**
- 6. Ensure that the concerns raised by submitters in relation to ultra-processed food outlets are addressed in the forthcoming review of the Municipal Public Health and Wellbeing Plan.**

Carried



ATTACHMENT 6.1

ADOPTION OF 2017-21 MANSFIELD SHIRE
COUNCIL PLAN

(78 PAGES)

Mansfield Shire Council

Council Plan

2017-2021

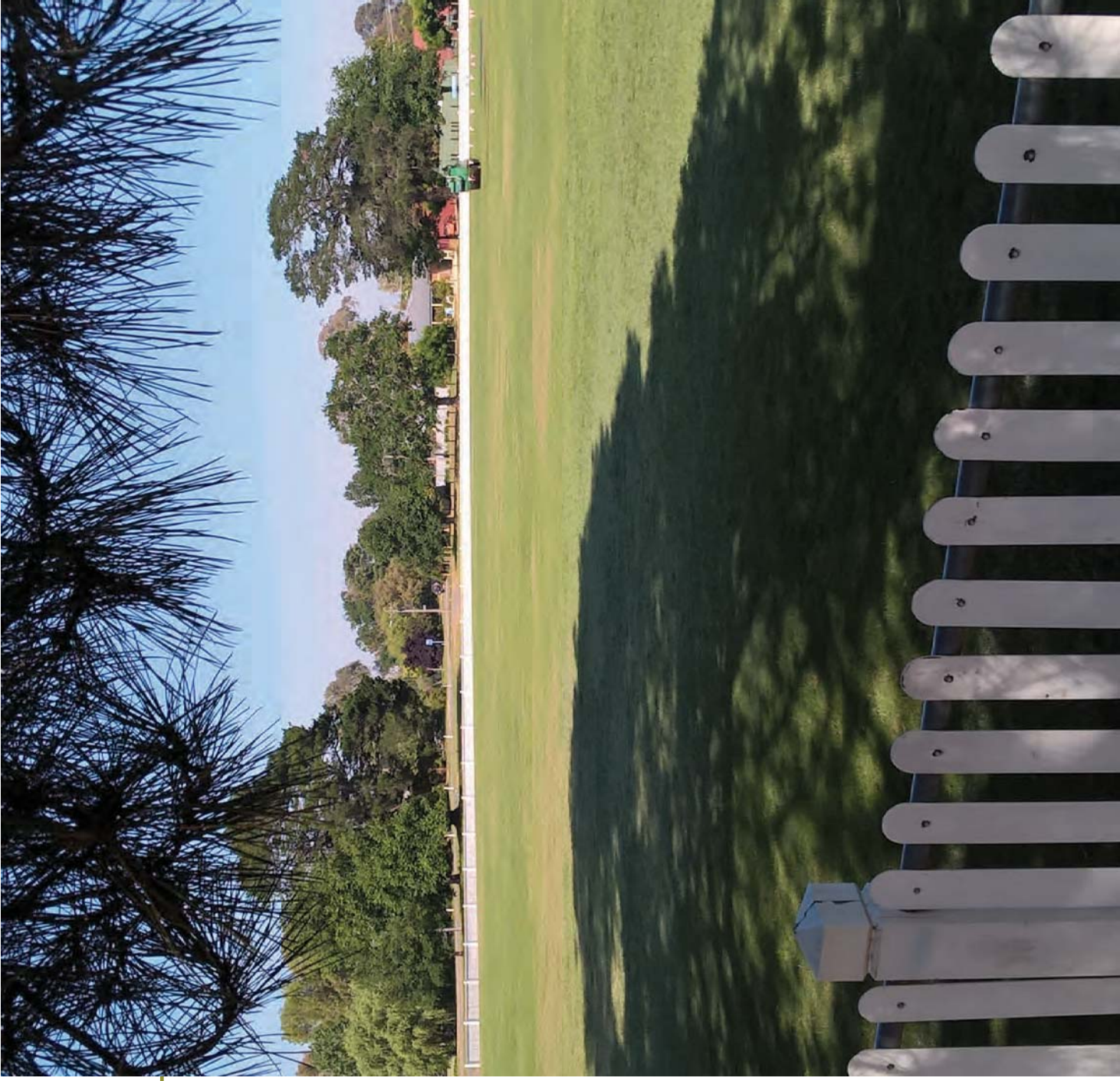


**MANSFIELD
SHIRE COUNCIL**

Adopted by Council - 27 June 2017

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About this Council Plan

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

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

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

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

Readership

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

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

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

A message from your Council



Welcome to our 2017-2021 Council Plan.

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

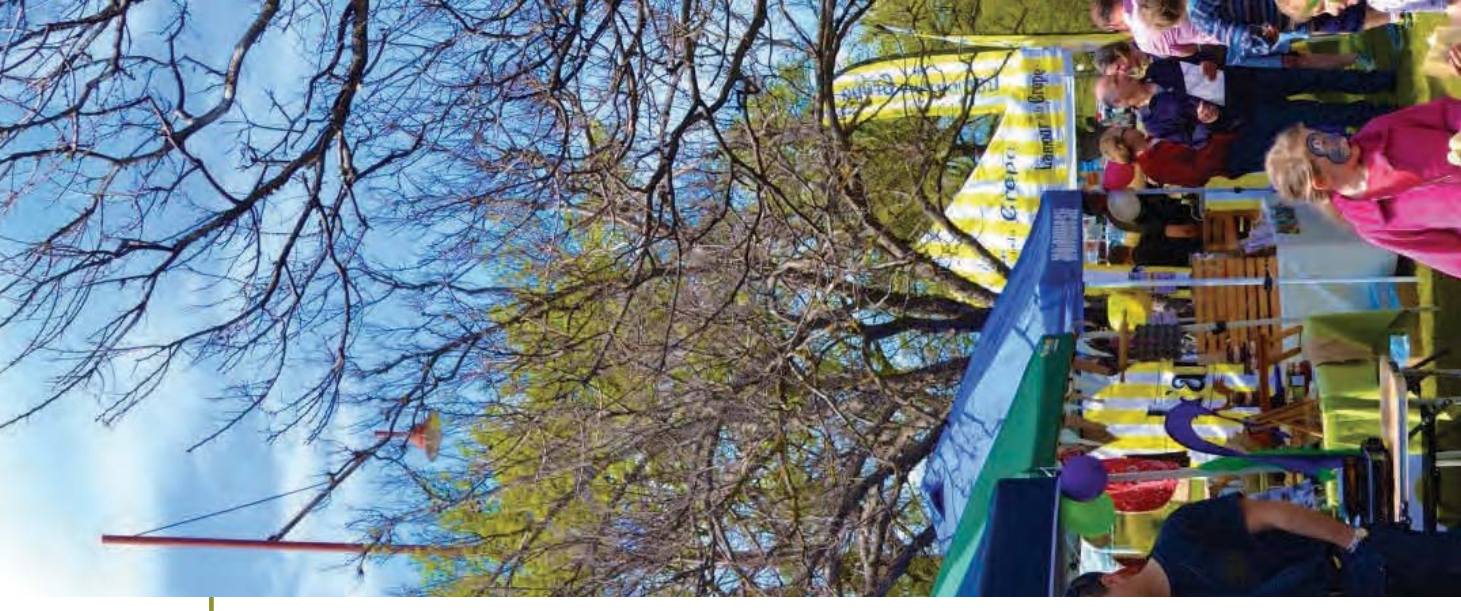
Council will support the community in doing what it does best to ensure that, over the next four years, we capitalise on our competitive strengths and address tough issues together as a united team.

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

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

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

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





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

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

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

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

Cr Paul Volkering
(Mayor)
Mansfield Ward

Cr Peter Oliver
(Deputy Mayor)
Mansfield Ward

Cr Marg Attley
Tolmie Ward

Cr Paul Stoddin
Bonnie Doon Ward

Cr Harry Westendorp
Jamieson Ward

Our aspiration for the Shire

Our aspiration for our Shire and its community

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

Our role in realising this aspiration

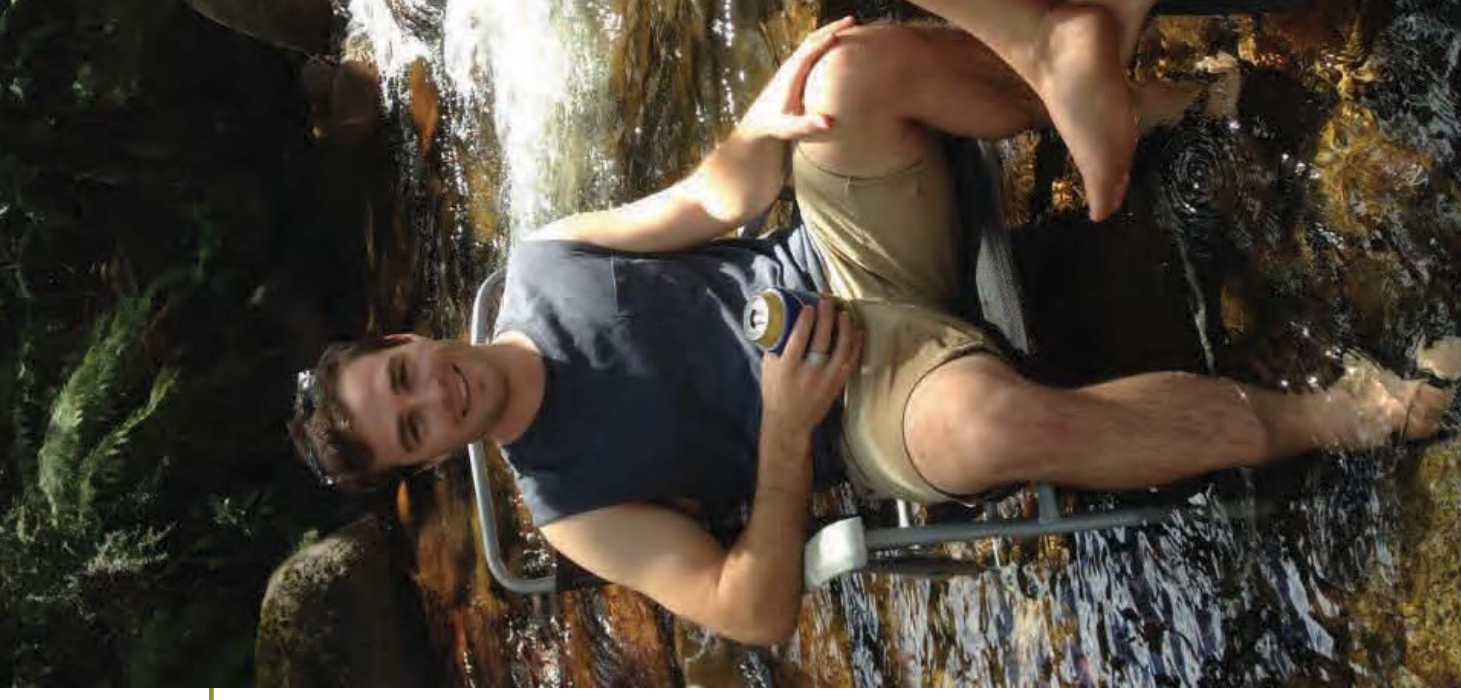
A recurring theme throughout this document is the fact that we cannot achieve our aspiration for the Shire alone. Everyone who lives, works and has a role to play in the services and facilities available to us must work constructively together to achieve our common goals.

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

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

This Council Plan is written in a way that identifies:

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



Our core values

Our Core Values

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

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

Our commitment to human rights

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



Our Shire and its people

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

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

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

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

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

Acknowledgement of traditional owners

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

Our more recent history

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

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

Our towns

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

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

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

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

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

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

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

Community Priorities:

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

Our towns

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

Community Priorities:

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

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

Community Priorities:

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

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

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

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

Community Priorities:

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





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

Community Priorities:

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

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

Community Priorities:

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

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

Community Priorities:

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

Our towns

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

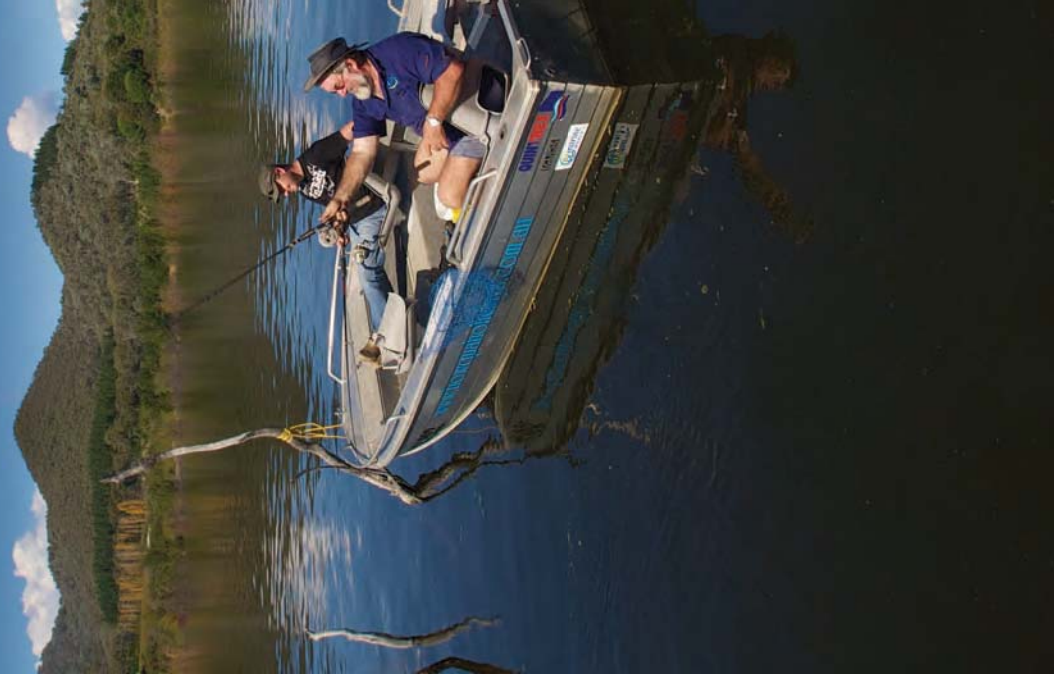
Priorities:

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

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

Priorities:

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





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

Priorities:

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

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

Priorities:

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

Our towns

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

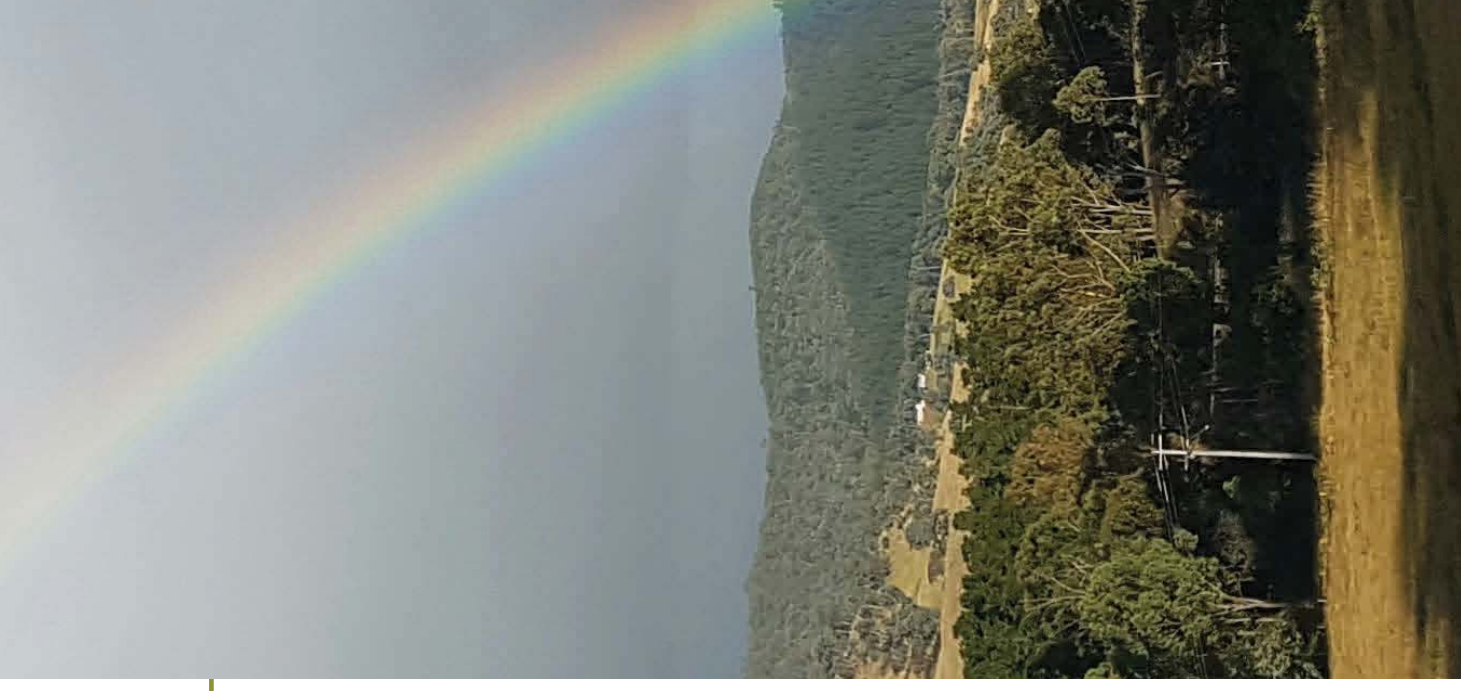
Priorities:

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

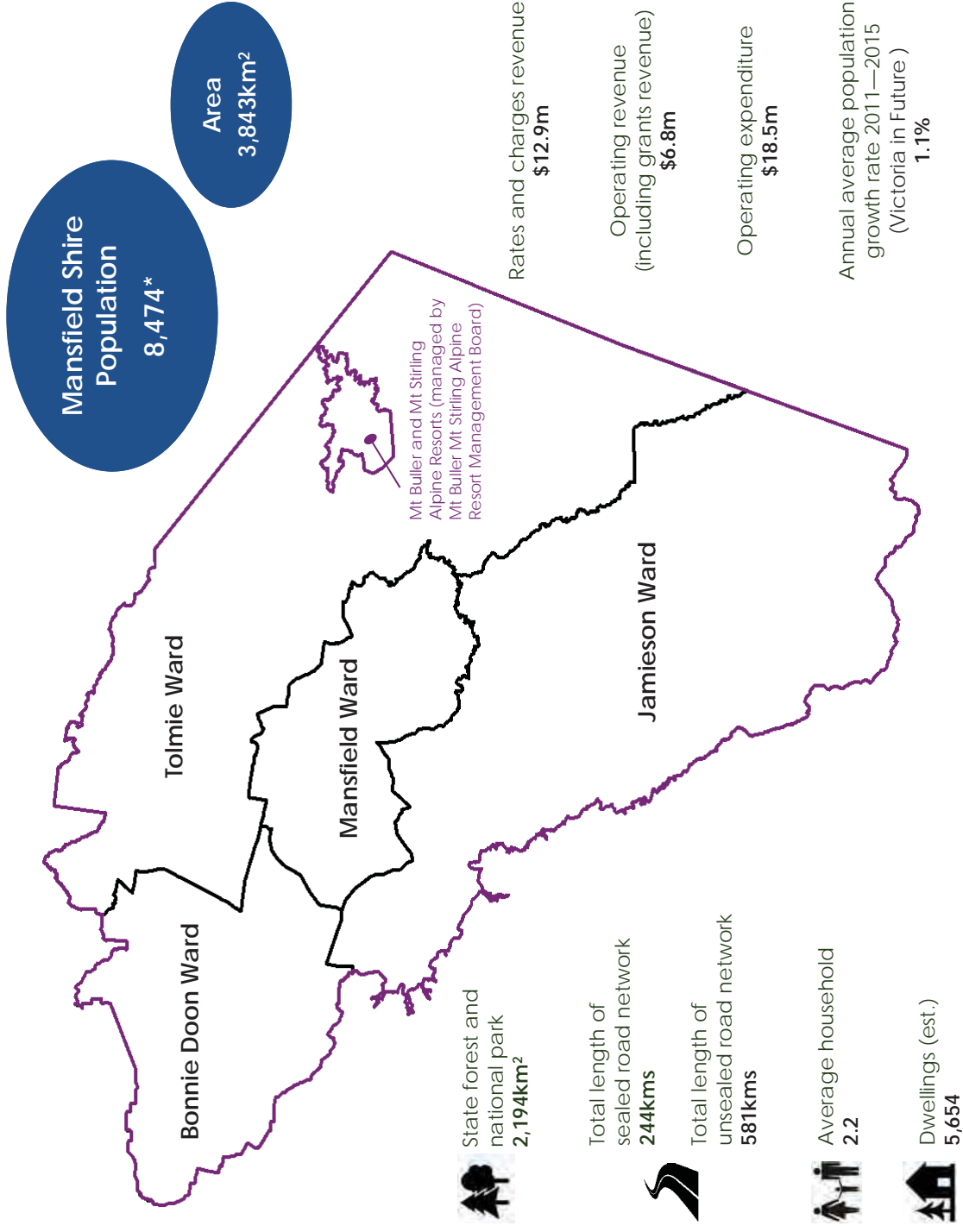
Woods Point is a resilient, strongly connected community in the far south of the Shire. Gold mining is its past, present and future, but its unique character, tranquility and natural environment is also a drawcard for tourists.

Priorities:

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



An overview of our Shire



*2015 Australian Bureau of Statistics estimated population

Our Councillors

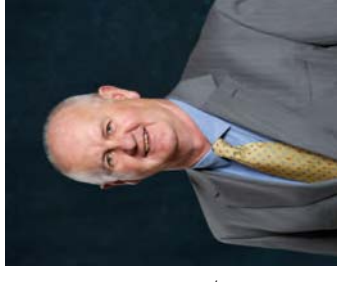
Our Shire is divided into four wards. The central Mansfield Ward is represented by two Councillors, while the Tolmie, Jamieson and Bonnie Doon Wards elect one Councillor each. This spread of wards ensures that our Councillors come from a diversity of backgrounds, expertise and locations.

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



Mayor, Cr Paul Volkering (Mansfield Ward)

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



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

Deputy Mayor, Cr Peter Olver (Mansfield Ward)

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



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

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

Cr Marg Attley (Tolmie Ward)

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



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

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

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

Our Councillors



Cr Paul Sladdin (Bonnie Doon Ward)

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

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

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

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



Cr Harry Westendorp (Jamieson Ward)

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

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

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





Our leadership team

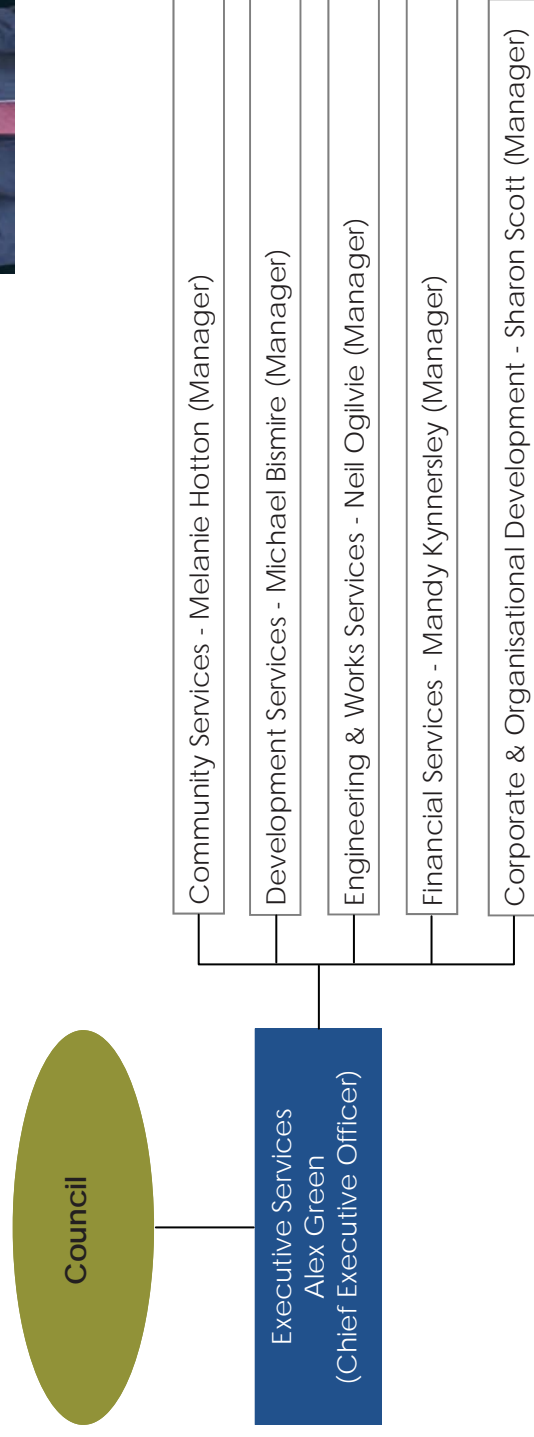
The Chief Executive Officer is responsible for the day to day management of operations and for overseeing the implementation of the Council Plan. Our CEO and five managers form the Executive Management Team (EMT).

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

Alex Green – Chief Executive Officer

Alex joined Mansfield Shire Council in July 2015. He holds a Master of Business Administration and Bachelor of Science.

His previous roles include eight years with Corangamite Shire as Director Works and Services, and Ranger in Charge with Parks Victoria, Port Campbell. He has also held other management roles in the natural resource management sector.



The home of champions

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

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

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

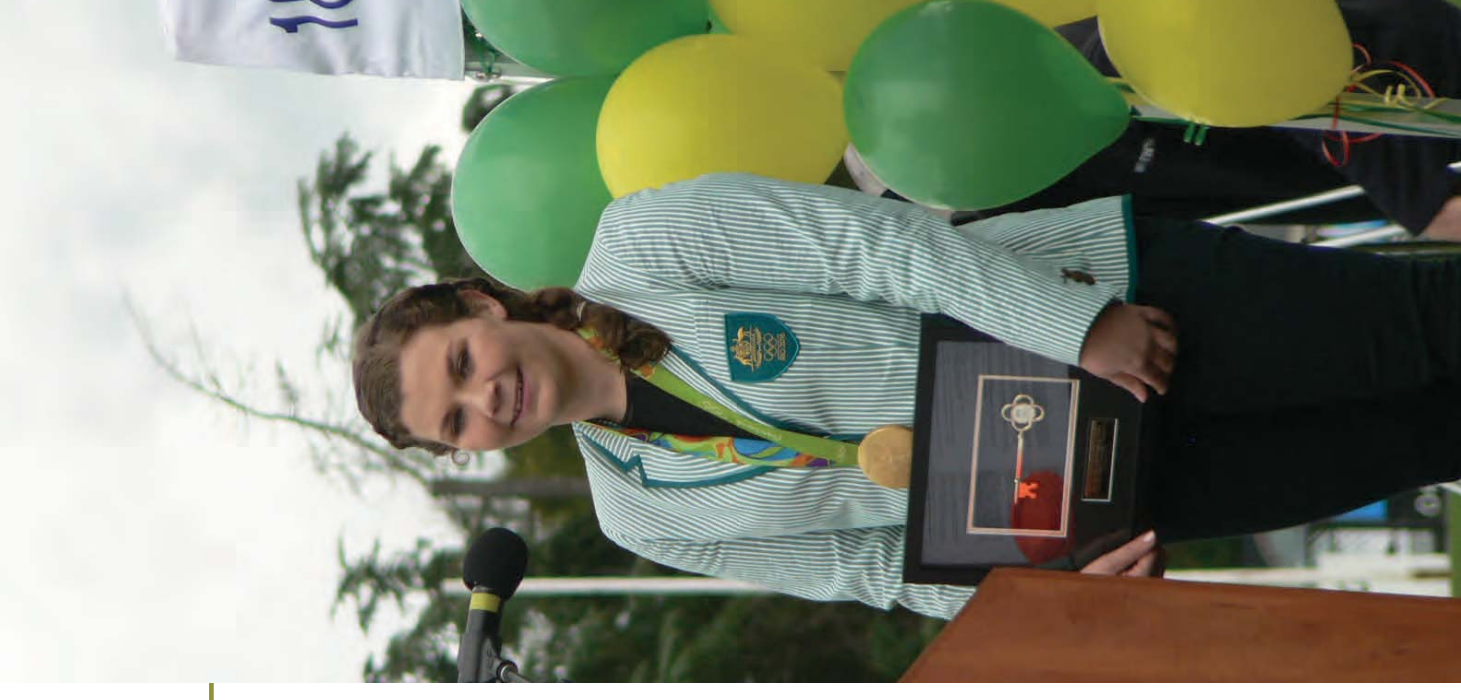
Importantly, our Champions return home on a regular basis, as do many of our young people that leave the area for education, travel and their careers. This is one reason why the Mansfield Shire community is a truly special one.

Catherine Skinner OAM - Trap Shooting

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

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

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





Max Fricke - Solo Speedway

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



Simon Gerrans – Road Cycling

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

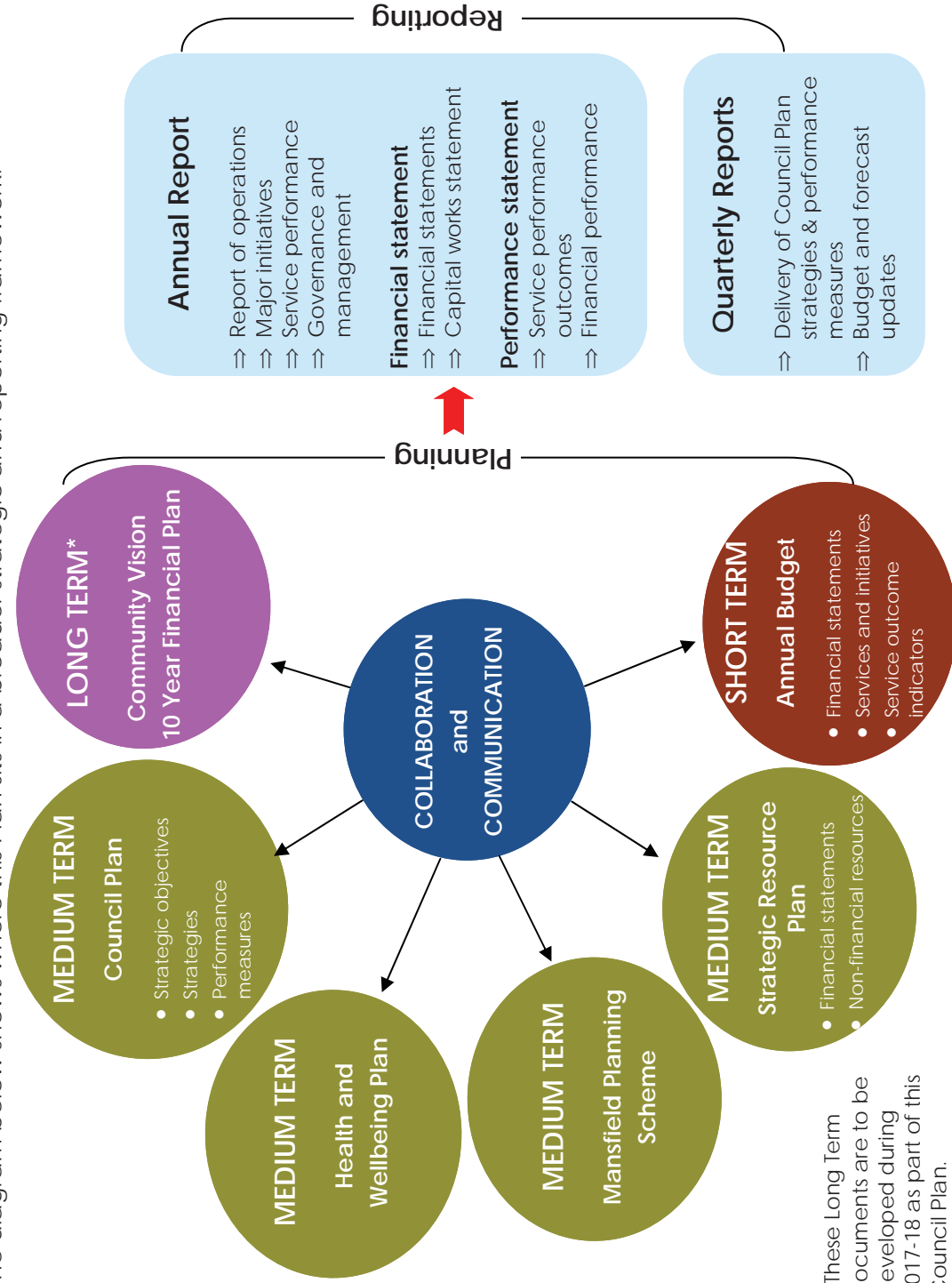


Alex (Chumpy) Pullin – Boarder Cross (snow sports)

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

Another piece of the strategic puzzle

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



Measuring our success

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

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

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

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

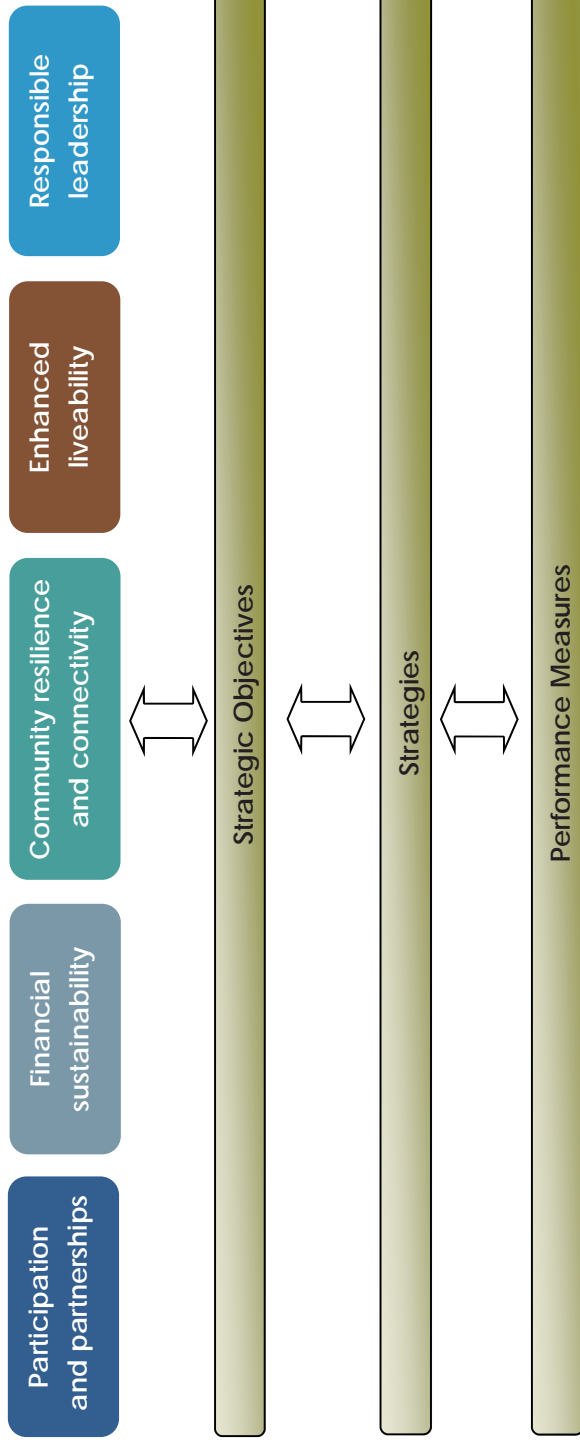
In keeping with our approach to clarify the things we can control, influence and that we have a direct interest in, but no influence over, our performance measures are split into three groups:

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

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

Our strategic direction

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



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

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

Interest
The things that affect how we operate and that impact on our community but over which we have little or no influence or control

Influence
The things we can influence through advocacy and partnerships with others

Control
The things we have direct responsibility and accountability for





1. Participation and partnerships

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

2. Financial sustainability

We are a small municipality in terms of population. Decisions by other levels of government to cut recurrent funding sources are starting to take a significant toll on our financial sustainability. Informed and decisive action is required by Council during the life of this Plan to secure Mansfield Shire's long term financial security.

3. Community resilience & connectivity

Council's role is to assist the community in achieving its goals. It is a partnership. Neither Council nor the community can address the challenges and issues we face alone. Through collaboration with our local communities, other agencies and governments, we will assist people to work on their own solutions to the issues that are important to them.

4. Enhanced liveability

We have a great quality of life but as our population and needs change, Council needs strategies in place to ensure the services and facilities we provide are responsive, sustainable and effective. Council recognises its role as an educator and facilitator around health and wellbeing issues, but we are only one of many authorities and groups that need to work in a co-ordinated and targeted fashion to improve the quality of life for all. We also understand that the protection and enhancement of the beautiful natural environment in which we live is key to our quality of life.

5. Responsible Leadership

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

Strategic Direction One

Participation and partnerships

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

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





Participation and partnerships

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Control</p> <p>Influence</p> <p>Interest</p>					
Strategic Objective 1.1 Our community has a say in matters of interest to them.					
Reflect community expectations for communication and collaboration by developing and implementing a Community Engagement Strategy.	Community Services	✓	✓	✓	✓
Schedule Ordinary Council meetings in townships across the municipality to encourage local participation and to provide high levels of access to Councillors.	Executive Services	✓	✓	✓	✓
Strategic Objective 1.2 Council is an effective advocate on behalf of its community.					
Develop a Community Vision in partnership with the community to help articulate long term goals for our Shire.	Executive Services	✓			
Develop a Stakeholder Engagement Plan to identify key partnerships that can assist the Council in achieving its goals.	Executive Services	✓			
<p>Articulate Council and community views on major Federal and State government initiatives including:</p> <ul style="list-style-type: none"> telecommunications Black Spot funding sustainable funding for small regional councils legislative reviews protection and enhancement of the environment in partnership with local environmental groups. 	Executive Services	✓	✓	✓	✓

Participation and partnerships



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



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

Participation and partnerships

Performance measures

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

Control
Influence
Interest

Strategic Direction Two

Financial sustainability

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

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



Financial sustainability

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






	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Strategic Objective 2.3 We prudently manage our asset maintenance and capital works programs in line with our long term financial plan.</p>					
Control	Engineering & Works	✓	✓	✓	✓
Influence					
Interest	Engineering & Works	✓	✓	✓	✓
<p>Strategic Objective 2.4 Council has secured sustainable levels of recurrent funding and 'own source' revenue.</p>					
Control	Community Services	✓	✓	✓	✓
Influence					
Interest	Finance	✓	✓	✓	✓
<p>Develop and implement a co-ordinated review of Council assets in consultation with the community focusing on whether or not the disposal of key assets would realise greater net community benefit.</p>					
Control	Executive Services	✓			
Influence					
Interest	Finance	✓	✓	✓	✓
<p>Review the need to apply for a variation to the State's rate capping with the Long Term Financial Plan.</p>					
<p>Articulate the outcomes of the Long Term Financial Plan and key challenges to our ongoing financial sustainability to State and Federal governments with the view of changing policy around recurrent grants and our ability to increase 'own source' revenue.</p>					

Financial sustainability

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





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

Financial sustainability



	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Strategic Objective 2.7 Mansfield's economy is diverse, with the agility to respond to changing consumer demands. (cont'd)</p>					
Control	Community Services	✓			
Influence	Development Services	✓			
Interest	Community Services	✓			
	Community Services		✓	✓	✓
	Community Services	✓	✓	✓	✓



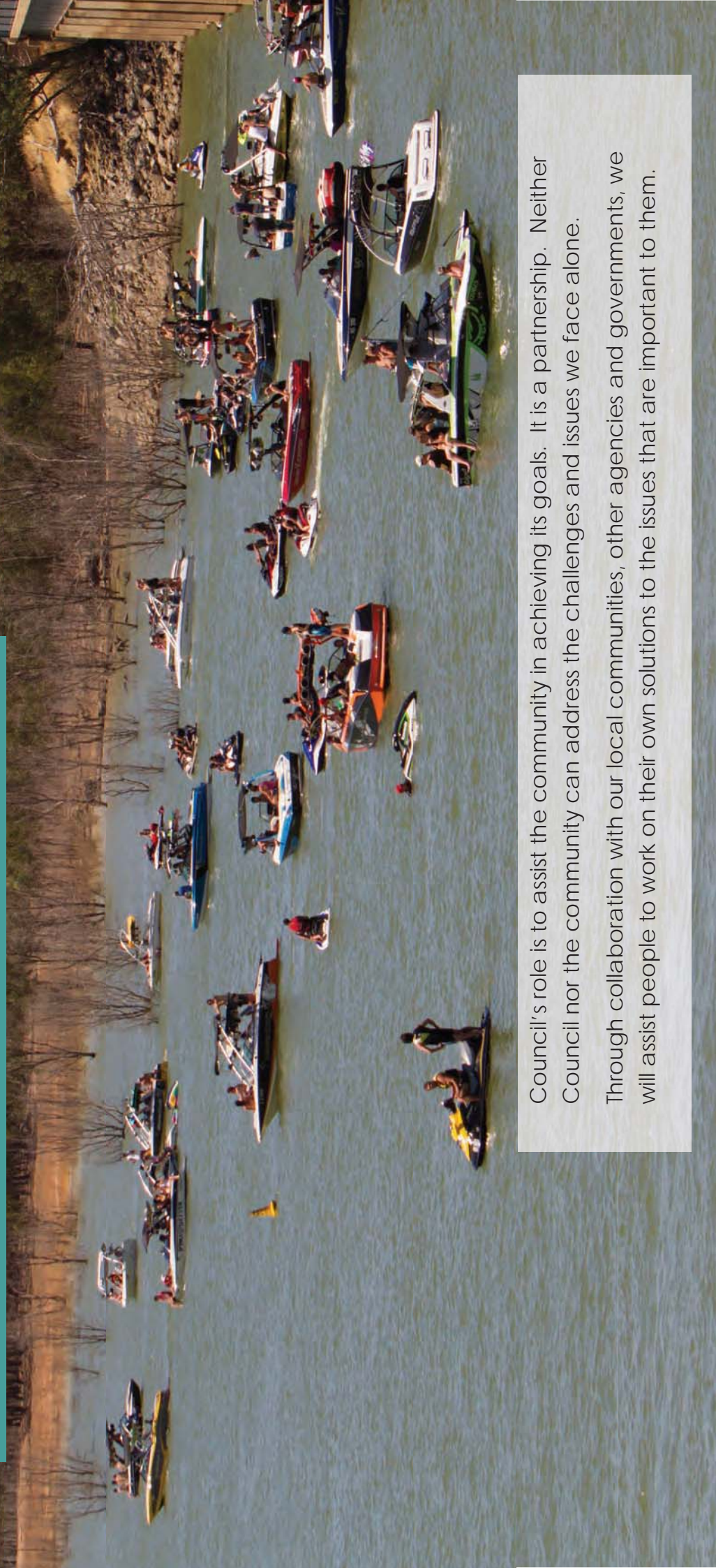
Performance measures

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

Control
Influence
Interest

Strategic Direction Three

Community resilience and connectivity



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

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

Community resilience and connectivity



	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Strategic Objective 3.1 Our website and social media outlets are responsive, effective information portals for our community.</p>					
<p>Control Influence Interest</p>	<p>Develop and implement an Information Strategy with an immediate focus on improving the capabilities of our website as an interactive information portal for the community.</p>	✓			
<p>Strategic Objective 3.2: We support our communities in meeting their own needs.</p>					
	<p>Support local businesses through the provision of training and information, including the Business 2 Business workshops.</p>	✓	✓	✓	✓
	<p>Assist communities to implement and review priorities listed in their Community Plans while supporting and building capacity within the Community Groups to achieve their objectives independent of Council.</p>	✓	✓	✓	✓
	<p>Provide advice to support local community events, including assistance with sourcing funding opportunities and event management plan co-ordination.</p>	✓	✓	✓	✓

Community resilience and connectivity

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Strategic Objective 3.3 Mansfield Shire is a welcoming, supportive and inclusive place to be.</p>					
<p>Control Influence Interest</p>	<p>Develop a youth strategy and action plan to guide Council's role within the youth sector, focusing on developing partnerships and collaborative approaches to deliver responsive and co-ordinated services.</p>	✓		✓	✓
	<p>Facilitate stronger communities and foster intergenerational engagement by developing and implementing the Active Ageing Strategy, incorporating the Diversity Plan and the Active Service Model Plan.</p>	✓	✓	✓	✓
	<p>Facilitate social inclusion and participation of both residents in remote townships, and our senior citizens, through the provision of visiting library services.</p>	✓	✓	✓	✓
	<p>Promote volunteering opportunities across the Shire and develop a process to increase opportunities for residents to contribute to community life.</p>	✓	✓	✓	✓
<p>Strategic Objective 3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.</p>					
	<p>Review Council's Emergency Management Plan to ensure it responds to legislative change, process improvements following incident reviews and changing community expectations.</p>	✓	✓	✓	✓
	<p>Participate in a State-wide review of Emergency Management practices, processes, progressively implementing relevant outcomes.</p>	✓	✓	✓	✓





	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Control</p> <p>Influence</p> <p>Interest</p>				
<p>Strategic Objective 3.5 Council supports the community in its efforts to lobby for the infrastructure it needs to be connected and progressive.</p>				
<p>Continue to work in partnership with the community to prioritise and apply for Federal government Telecommunication Black Spot funding.</p>	✓	✓	✓	✓
<p>Key Driver</p> <p>Community Services</p>				

Performance measures

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

Strategic Direction Four

Enhanced liveability

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

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

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

Enhanced liveability

- Control
- Influence
- Interest

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 4.1 We have long term strategies and capital works programs in place to respond to changing community needs.					
Plan a rolling program of streetscape improvements and 'place making' projects for the Mansfield township and smaller settlements.	Development Services	✓	✓	✓	✓
Develop and implement a new Sports Facility Strategy in consultation with sporting groups and funding bodies.	Community Services	✓	✓	✓	✓
Advocate for and, where possible, implement the recommendations from Lake Eildon Land and On- Water Management Plan and Lake Eildon Recreational Boating Facilities Improvement Plan.	Community Services	✓	✓	✓	✓
Strategic Objective 4.2 We are a community that is passionate about arts, culture, heritage and the environment.					
Provide advice and expertise to community groups around event organisation and management.	Community Services	✓	✓	✓	✓
Promote community awareness of, and participation in, Arts and Cultural services, programs and facilities.	Community Services		✓	✓	✓
Support the work of key environmental groups and organisations, including Landcare.	Development Services	✓	✓	✓	✓

Enhanced liveability

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 4.3 Our community proactively manages its health and wellbeing.					
Control Influence Interest	Community Services	✓	✓	✓	✓
	Establish a database of physical activity opportunities for senior citizens, distributing this information through a range of channels tailored to their preferred method of communication.				
	Prepare and implement a new Municipal Public Health and Wellbeing Plan in partnership with key players across the Shire and informed by collaborative community consultation.				
	Build on the Active Mansfield initiative and campaign to promote healthy, active lifestyles and increasing the use of Council's leisure facilities.				
Strategic Objective 4.4 We have strong policy and decision making frameworks in place to protect and enhance the unique character of our Shire for future generations.					
	Development Services	✓	✓	✓	✓
	Progressively undertake the further strategic work outlined in the Local Planning Policy Framework of Mansfield Planning Scheme.				
	Review the Mansfield Shire Environment Strategy to ensure its ongoing relevance and identify actions for implementation.				
	Development Services	✓	✓	✓	✓
	Review and progressively implement the Mansfield Shire Waste Management Strategy.				
	Development Services	✓	✓	✓	✓





Performance measures

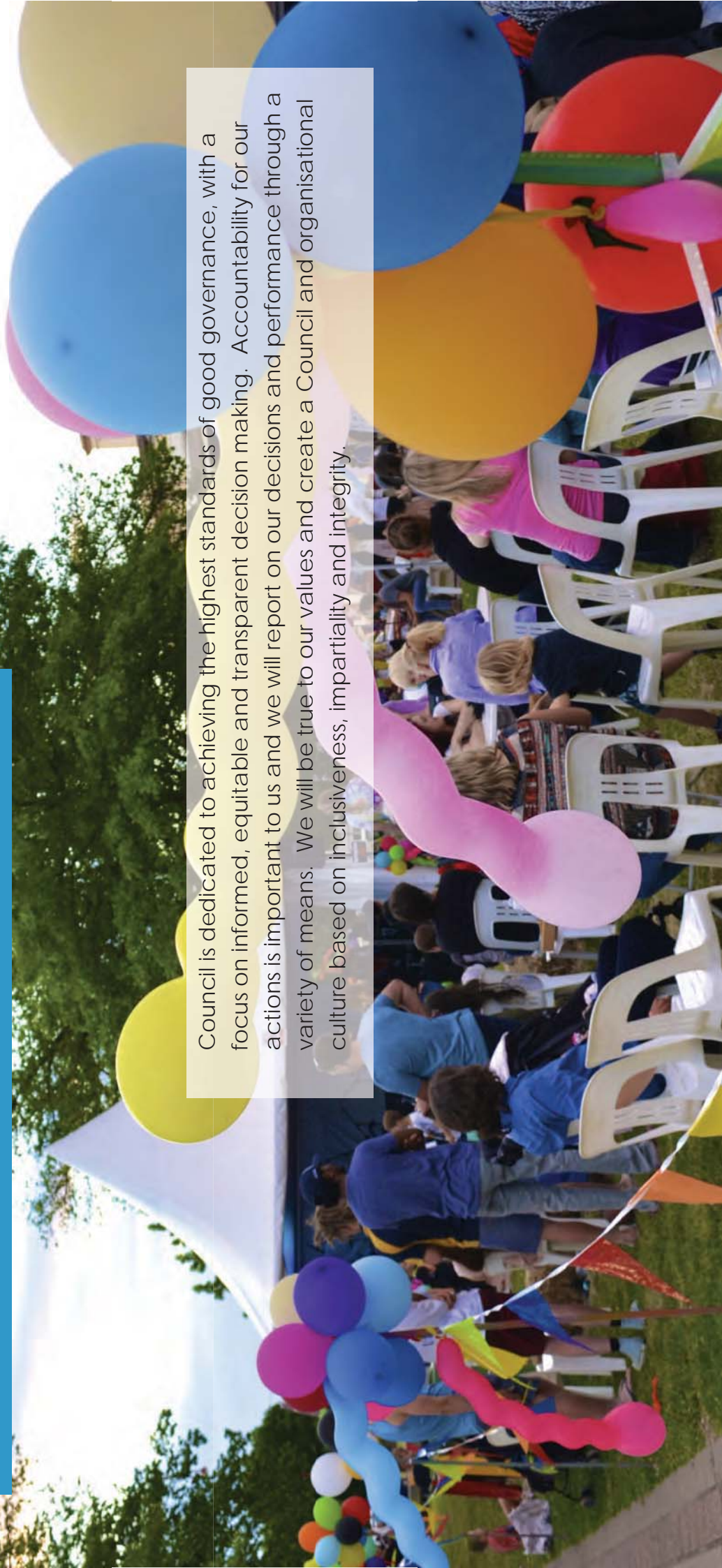
Measure	Information source	2017-18 Target
Community satisfaction rating for customer service	Annual Community Satisfaction Survey	>70
Community satisfaction rating for family support services performance	Annual Community Satisfaction Survey	>73
Community satisfaction rating for recreational facilities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

■ Control
■ Influence
■ Interest

Strategic Direction Five

Responsible leadership

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



Responsible leadership

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

Responsible leadership



	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.					
Complete three independent internal audits per annum, with the findings and management responses reported to both Council and the Audit and Risk Advisory Committee.	Executive Services	✓	✓	✓	✓
Provide quarterly updates on the delivery of the Council Plan and its performance measures.	Executive Services	✓	✓	✓	✓
Strategic Objective 5.4 We make transparent decisions facilitated by community participation at Council meetings.					
Investigate options for the audio recording and online streaming of Council meetings to allow greater community access to decision making processes.	Executive Services	✓			
Conduct a review of Council's Advisory Committee system, informed by the Community Engagement Strategy, to ensure they provide the most meaningful and efficient means of strengthening Council-community collaboration.	Executive Services		✓		



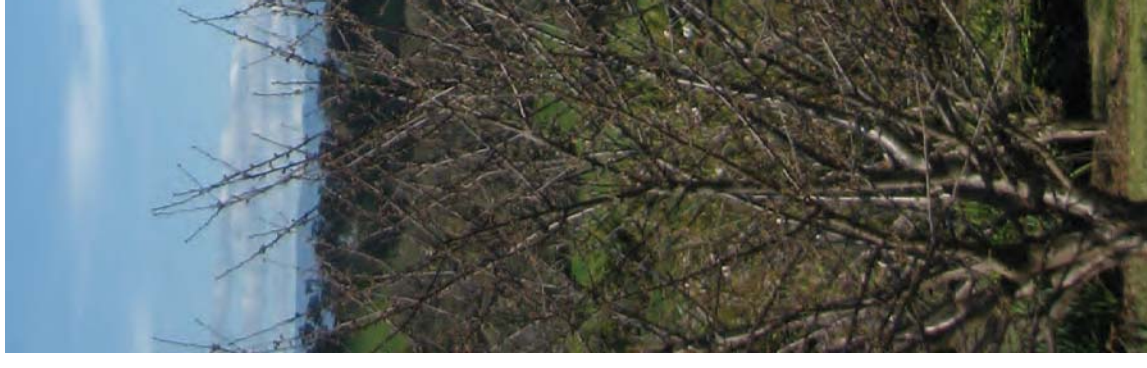


	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p>Strategic Objective 5.5 We have a strong framework in place to proactively mitigate risk.</p>					
<p>Control Influence Interest</p>	<p>Executive Services</p>	✓	✓	✓	✓
<p>Review the Corporate Risk Register through the configuration of the Omni performance management system's risk register to track and report on mitigation initiatives.</p>	<p>Executive Services</p>	✓	✓	✓	✓

Responsible leadership

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

Control
Influence
Interest



Strategic Resource Plan

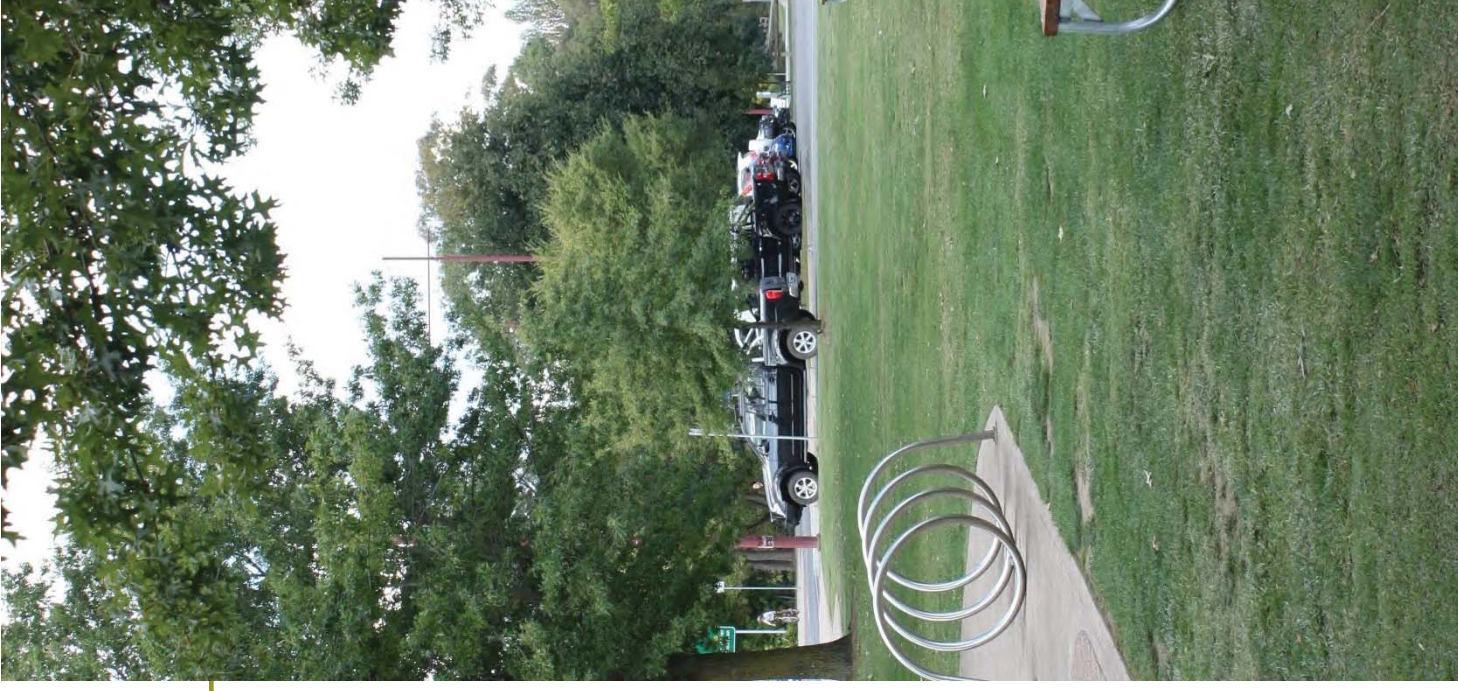
2017-2021



MANSFIELD
SHIRE COUNCIL

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Executive Summary

The Strategic Resource Plan (SRP) is a requirement of section 126 of the Local Government Act 1989 and is a plan for the resources, financial and non-financial, required over a four year period to achieve our Strategic Directions and Strategic Objectives as detailed by the Council Plan 2017-21, which are:

Strategic Direction One—Participation and Partnerships

Strategic Objectives:

- 1.1 Our community has a say in matters of interest to them.
- 1.2 Council is an effective advocate on behalf of its community.
- 1.3 Partnerships are strong between key service providers and authorities across the municipality.
- 1.4 We have high levels of community participation, with growing levels of engagement from our senior citizens and people of all abilities.

Strategic Direction Two—Financial Sustainability

Strategic Objectives:

- 2.1 Council has a strategic, long term financial plan to secure its ongoing financial sustainability.
- 2.2 We embrace innovation to maximise service efficiency and reduce costs.
- 2.3 We prudently manage our asset maintenance and capital works programs in line with our long term financial plan.
- 2.4 Council has secured sustainable levels of recurrent funding and 'own source' revenue.
- 2.5 Council has maximised shared services with other councils and authorities to minimise service costs.
- 2.6 Our population continues to steadily grow, supported by the provision of sustainable community infrastructure and services.
- 2.7 Mansfield's economy is diverse, with the agility to respond to changing consumer demands.

Strategic Direction Three—Community Resilience and Connectivity

Strategic Objectives:

- 3.1 Our website and social media outlets are responsive, effective information portals for our community.
- 3.2 We support our communities in meeting their own needs.
- 3.3 Mansfield shire is a welcoming, supportive and inclusive place to be.
- 3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.
- 3.5 Council supports the community in its efforts to lobby for the infrastructure it needs to be connected and progressive.



Executive Summary continued

Strategic Direction Four—Enhanced Liveability

Strategic Objectives:

- 4.1 We have long term strategies and capital works programs in place to respond to changing community needs.
- 4.2 We are a community that is passionate about arts, culture, heritage and the environment.
- 4.3 Our community proactively manages its health and wellbeing.
- 4.4 We have strong policy and decision making frameworks in place to protect and enhance the unique character of our Shire for future generations.

Strategic Direction Five—Responsible Leadership

Strategic Objectives:

- 5.1 We achieve the highest standards of good governance.
- 5.2 Our organisation is driven by a positive culture.
- 5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.
- 5.4 We make transparent decisions facilitated by community participation at Council meetings.
- 5.5 We have a strong framework in place to proactively mitigate risk.



Link to Council Plan

Council is required under the Local Government Act 1989 Section 126, to prepare a Council Plan and a Strategic Resource Plan.

The Strategic Resource Plan (SRP) is a plan of the resources required to achieve the Council's strategic objectives, services and initiatives outlined in the Council Plan.

The SRP must include in respect of at least the next four financial years:

- Details of financial resources (financial statements)
- Details of non-financial resources, including human resources

This information must be presented in the form and contain information as required by the regulations.

Council must adopt its SRP by 30 June each year.

Method of Preparation

Councillors, senior staff and managers were involved in researching and evaluating:

- the Council's current service and resource levels to determine the changes needed to address the strategic objectives proposed in the Council Plan
- the impact which assumptions about economic and other factors may have on future projections
- the targets to be met in addressing the Council Plan resource needs, and
- the likely effectiveness of the SRP in achieving the Council's strategic objectives

The following budgeted financial and resource statements are used as bases for providing and assessing relevant information:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Planned Human Resources

Link to the Council Plan

Two (2) additional documents are presented to provide further disclosure, specifically:

- Capital works program for the years ended 2018 to 2021
- Summary of planned human resources expenditure

Relationship to Council Plan framework

The SRP is an integral part of the Council Plan and is linked to other Council strategic documents including the Asset Management Plan and Rating Strategy.

Consistency with Local Government Act 1989 principles

It is important to ensure that the Council adheres to the principles of sound financial management required by section 136 of the Local Government Act 1989, in particular:

- Manage financial risks, ensuring that decisions made and actions taken, including rating and spending policies, have due regard for the financial effects on future generations
- Manage risk relating to debt, assets, liabilities, commercial or entrepreneurial activities and changes to the structure of Council's rates and charges base

Appraisal of current position

Council faces a number of challenges in achieving its strategic objectives. These include:

- A large rural road network and aged drainage infrastructure
- Limited financial resources exacerbated by government funding not keeping pace with cost increases
- Increasing Community expectations for services and new facilities/works
- Need for adequate capital renewal expenditure investment
- Increasing maintenance requirements due to increasing asset base
- Population growth
- Increasing requirements of other levels of government
- Introduction of rate capping (Fair Go Rates) legislation



Addressing the challenges

Council is addressing the challenges in a number of ways:

- Maximising asset renewal and maintenance spending for each year of the SRP
- Reducing service levels where required to fund asset renewal
- Adopting a new financial plan for the next 4 years, and a Long Term Financial Plan for the next 10 years
- Maintaining debt management ratios at or below prudential levels
- Conducting service reviews to improve efficiencies/reduce costs
- Progressively reducing the underlying deficit
- Target external funding opportunities
- Consult with the community on a model for growth, which may include a rate variation in excess of the mandated rate cap

Service Delivery

Service levels have been broadly maintained throughout the period of the SRP and in some cases decreased as a result of ongoing review. For 2017-18 the following decreases in service level are provided for:

- Annual waste vouchers will no longer be issued with rate notices
- The Community Matching fund has been reduced by 60%
- The Tourism and Economic Development Manager position (currently vacant) will not be filled. This team will report to the Community Services Manager

For 2017-18 the following increase in service level are provided for:

- Compliance officer role increased to full time in an effort to allow Council better control to implement rules and regulations, and follow through on non-compliance
- Visitor information service, previously provided by Mansfield Mt Buller Regional Tourism Association (MMBRTA) will be conducted by Council in-house.

In addition Council has provided for a contribution to the installation of telecommunication towers during 2016-17 and 2017-18 – the second payment of \$100,000 is due in 2017-18.

Service levels which will continue to be reviewed over the next 12 months are:

- Waste service
- Tourism initiatives and events
- Aged and Disability Services (to funded levels)



Addressing the challenges continued

Rating Strategy

Council reviewed the Rating Strategy in March 2017. The contents of the Strategy have been incorporated into the Budget.

The two key elements of the rating structure are:

- Property values, which reflect capacity to pay
- User pays component to reflect usage of services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or business purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those businesses derived from the local community.

Council uses Capital Improved Value (CIV) as the basis for determining its rates on the grounds that it provides the most equitable distribution of rates across the municipality. Council's rating strategy endorses the following principles:

1. That Council will continue the separate classification of Residential and Rural Residential properties, with a minimum size of 2ha applying to Rural Residential properties
2. That Council will consider the differential between Residential and Rural Residential properties each year
3. That Council will continue to offer a reduction against the Residential Rate for assessments classified as Farm Land
4. That in order to have the Farm Rate apply to a property the ratepayer will need to complete Council's "Application for Classification of Rateable Property as Farmland", which will need to be assessed as meeting criteria set out in the *Valuation of Land Act*, and which will be reassessed on change of ownership of a property



Addressing the challenges continued

5. That Council will continue to rate Commercial properties in one category
6. That Council will continue to apply a rate differential greater than the Residential Rate to this category
7. That Council will continue to apply a rate differential greater than the Residential Rate to properties classified as Vacant Land
8. That for each property rated under the *Cultural and Recreational Land Act 1963*, Council will assess each property on its merits in accordance with the criteria outlined in the Act
9. That Council will continue to levy the Municipal Charge

Section 185 of the *Local Government Act* outlines the legislative requirements in relation to setting of a capped average rate on the total annualised revenue leviable from general rates, municipal charges and any other prescribed rates or charges on rateable properties. The Act also outlines the process required for a Council to apply for an exemption of the rate cap. This process is overseen by the Essential Services Commission.

In 2017-18 provision is made for an increase in rates and municipal charges revenue of 2.9%, plus an allowance of \$90,000 for new supplementary rates on new properties. This is in-line with the 2% rate cap set by the Minister, which applies to the average cents/CIV per property. Future years have also been budgeted at the 2.0% rate cap.

Waste charges per property will increase by 2.0% in line with the cap.



Addressing the challenges continued

Borrowing Strategy

Borrowings are an important funding source for capital works programs.

Council's borrowing strategy is to only incur debt to finance major new capital works projects and to use the operating cash flows and grants to finance renewal capital works. Council's focus continues to be on debt minimisation and the use of grants and operating cash flows to finance capital renewal works.

This current loan program will result in a decrease in debt servicing costs and a net decrease in debt. No new loans have been projected for the four (4) year period of this plan, nor have any significant new capital projects (that are not externally grant funded). This budget will see Debt as a percentage of Rate revenue reduce from 18% in 2017-18 to 14% by 2020-21.

	Budget 2017-18 \$000	Budget 2018-19 \$000	Budget 2019-20 \$000	Budget 2020-21 \$000
Future Borrowings				
Borrowings at beginning of period	2,948	2,551	2,286	2,113
New Borrowings	0	0	0	0
Loan Redemption	397	265	173	183
Borrowings at end of period	2,551	2,286	2,113	1,930

Council acknowledges that debt levels are low and borrowing is a potential lever to allow new and improved infrastructure development. As such Council has reserved some borrowing capacity should it decide to implement further major new projects.

The SRP also includes provision for proceeds from potential land sales. These proceeds will be quarantined for future use toward development of new capital projects.



Addressing the challenges continued

Infrastructure Strategy

Asset Renewal

The renewal gap is the gap (shortfall in funding) between existing renewal expenditure and recommended expenditure that is required to maintain assets in a condition capable of providing levels of service set by Council in conjunction with community expectations. These assets include but are not limited to roads, bridges, footpaths, kerb and channel, buildings and stormwater drainage.

A fundamental benefit of undertaking the process of renewal gap evaluation is the analysis of projected funding allocation versus required expenditure for long term financial planning. Projected funding is based upon existing funding allocations for asset renewal and that proposed in future years. Required expenditure is calculated on the condition of the asset and its expected lifecycle determined by Engineering and the level of service the asset is to provide, which is determined by Council and influenced by community consultation. This may not equate to the depreciation figure used in Council's accounts in any year, given peaks and troughs in the renewal cycle, but a general rule of thumb is that on average renewal approximates depreciation.

In February 2017, a report was presented to Council which included long term (10 year) financial modelling containing Council's asset renewal estimates, forecast income and expenditure and unrestricted cash levels. The report indicated that, on average over the next 4 years, Council is unable to fund its required asset renewal by an average of \$700,000 per annum and this gap will continue to grow beyond 2020-21, if left unaddressed. The accuracy of this prediction diminishes as the time of the projection increases however, and ongoing work to improve the accuracy of the modelling will be required. Council will seek State Government funding to assist in proving the current renewal estimates.

The SRP seeks to address the \$700,000 gap through a combination of cost efficiencies and service reduction. Further Community consultation will be undertaken over the next 12 months to assess further service reductions or the potential for Council to apply to the Minister for a variation to the mandated rate cap.

Capital spend for 2017-18 is restricted primarily to asset renewal.



Addressing the challenges continued

Capital Works Program

As a general principle Council will:

- Reduce the renewal gap in roads, bridges, buildings and other assets.
- Complete building renewal as funding becomes available.
- Maintain the current annual expenditure for the reseal and resheet programs in accordance with renewal gap analysis.
- Implement the Four Year Capital plan as created and modified as new projects are identified.

Operating surpluses are forecast each year until 2020-21 as a result of significant capital grant revenue being received to fund the capital works program.

Capital expenditure over the four year period of this Plan will be \$30 million.

Information Technology Strategy

Council will continually review its Corporate Information System which affects Finance and Property, Payroll, Human Resources, Planning Environmental Health, Asset Management and other systems. This is to ensure that these processes are efficient, cost effective and aid service delivery.

The 2017-18 budget provides for software implementation of a planning system to assist with the effective and efficient provision of development services. An internal review of Council's entire information systems network will be undertaken during 2017-18, with the results to be incorporated in future year's budgets, with the objective to ensure services are cost effective and show continuous improvement.



Addressing the challenges continued

Human Resources

EFT will remain steady in 2017-18. Changes include:

- Tourism and Economic Development Manager position (currently vacant) not being filled
- Increase in Compliance Officer role to full time
- Increase in Governance Co-ordinator role to full time

Statement of Human Resources Expenditure for the four years ending 30 June 2021

	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections		
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Staff expenditure					
Employee costs - operating	8,172	8,662	8,804	8,979	9,159
Employee costs - capital	-	-	-	-	-
Total staff expenditure	8,172	8,662	8,804	8,979	9,159
Staff numbers					
Fully funded externally	EFT 8.6	EFT 7.9	EFT 7.9	EFT 7.9	EFT 7.9
Council funded	88.8	89.5	89.5	89.5	89.5
Total staff numbers	97.4	97.4	97.4	97.4	97.4



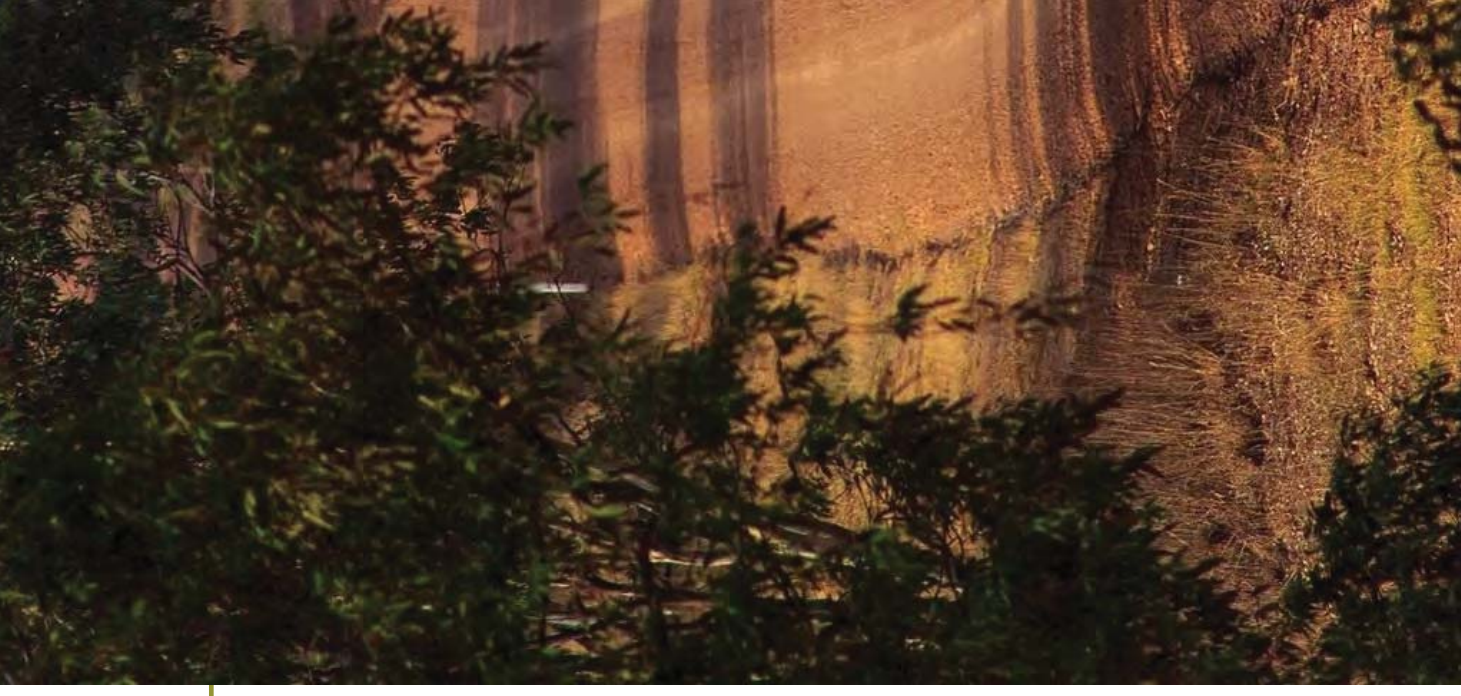
Targets / Project Outcomes

The key objectives, which underpin the four (4) year Strategic Resource Plan, are:

- Focus on maintaining or evaluating service delivery for core services
- Average Rates revenue increases at 2.0% (excluding supplementaries) for the term of the Plan
- Prudent debt management that ensures cash flows for future capital works, but borrowings/ratios within State requirements
- Focus on infrastructure renewal and increased funding for capital projects
- Improve asset management processes
- Conduct service reviews to improve efficiencies / reduce costs

These objectives are reflected in the following tables:

- Comprehensive Statement (for the four years ending 30 June 2021)
- Balance Sheet (for the four years ending 30 June 2021)
- Statement of Changes in Equity (for the four years ending 30 June 2021)
- Statement of Cash Flows (for the four years ending 30 June 2021)
- Statement of Capital Works (for the four years ending 30 June 2021)
- Statement of Human Resource (for the four years ending 30 June 2021)



Targets / Project Outcomes continued

Comprehensive Income Statement for the four years ending 30 June 2021

	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Income	12,986	13,371	13,619	13,888
Rates and charges	261	264	266	269
Statutory fees and fines	618	628	650	647
User fees	2,804	4,231	4,145	4,312
Grants - Operating	1,490	3,266	2,844	2,424
Grants - Capital	94	1,102	827	779
Contributions - monetary	-	-	-	-
Contributions - non-monetary	43	-	-	-
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(104)	-	-	-
Share of net profits (losses) of associates and joint ventures	345	260	232	171
Other income	18,537	23,122	22,583	22,490
Total income				
Expenses	8,662	8,804	8,979	9,159
Employee costs	6,344	5,938	6,577	6,300
Materials and services	-	-	-	-
Bad and doubtful debts	3,200	3,603	3,813	3,960
Depreciation and amortisation	191	175	160	151
Borrowing costs	299	299	299	299
Other expenses	18,696	18,819	19,828	19,869
Total expenses				
Surplus (deficit) for the year	(159)	4,303	2,755	2,621
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment (decrement)	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-
Total comprehensive result	(159)	4,303	2,755	2,621

Targets / Project Outcomes continued

Balance Sheet for the four years ending 30 June 2021

	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Assets				
Current assets				
Cash and cash equivalents	5,477	4,315	1,910	795
Trade and other receivables	1,097	1,097	1,091	1,097
Other financial assets	216	216	216	216
Other assets	66	66	66	66
Total current assets	6,856	5,694	3,283	2,174
Non-current assets				
Trade and other receivables	103	32	18	11
Property, infrastructure, plant & equipment	112,554	117,851	122,883	126,462
Total non-current assets	112,657	117,883	122,901	126,473
Total assets	119,513	123,577	126,184	128,647
Liabilities				
Current liabilities				
Trade and other payables	906	906	906	906
Trust funds and deposits	651	651	651	651
Provisions	1,497	1,528	1,559	1,590
Interest-bearing loans and borrowings	265	173	183	193
Total current liabilities	3,319	3,258	3,299	3,340
Non-current liabilities				
Provisions	324	319	313	307
Interest-bearing loans and borrowings	2,286	2,113	1,930	1,737
Total non-current liabilities	2,610	2,432	2,243	2,044
Total liabilities	5,929	5,690	5,542	5,384
Net assets	113,584	117,887	120,642	123,263
Equity				
Accumulated surplus	43,211	47,514	50,269	52,890
Reserves	70,373	70,373	70,373	70,373
Total equity	113,584	117,887	120,642	123,263



Targets / Project Outcomes continued



Statement of Changes in Equity for the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	113,743	43,370	70,156	217
Surplus (deficit) for the year	(159)	(159)	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	113,584	43,211	70,156	217
2019				
Balance at beginning of the financial year	113,584	43,211	70,156	217
Surplus (deficit) for the year	4,303	4,303	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	117,887	47,514	70,156	217
2020				
Balance at beginning of the financial year	117,887	47,514	70,156	217
Surplus (deficit) for the year	2,755	2,755	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	120,642	50,269	70,156	217
2021				
Balance at beginning of the financial year	120,642	50,269	70,156	217
Surplus (deficit) for the year	2,621	2,621	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	123,263	52,890	70,156	217

Targets / Project Outcomes continued

Statement of Cash Flows for the four years ending 30 June 2021

	2017-18	2018-19	2019-20	2020-21
	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities				
Rates and charges	12,977	13,443	13,639	13,888
Statutory fees and fines	261	264	266	269
User fees	629	639	661	658
Grants - operating	2,794	4,220	4,135	4,301
Grants - capital	1,490	3,266	2,844	2,424
Contributions - monetary	93	1,102	827	779
Other receipts	248	260	233	172
Employee costs	(8,598)	(8,769)	(8,945)	(9,124)
Materials and services	(6,384)	(5,948)	(6,587)	(6,310)
Other payments	(299)	(299)	(299)	(299)
Net cash provided by (used in) operating activities	3,211	8,178	6,773	6,757
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(5,021)	(8,930)	(8,875)	(7,568)
Proceeds from sale of property, infrastructure, plant and equipment	606	30	30	30
Net cash provided by (used in) investing activities	(4,415)	(8,900)	(8,845)	(7,538)
Cash flows from financing activities				
Finance costs	(191)	(175)	(160)	(151)
Repayment of borrowings	(397)	(265)	(173)	(183)
Net cash provided by (used in) financing activities	(588)	(440)	(333)	(334)
Net increase (decrease) in cash & cash equivalents	(1,792)	(1,162)	(2,405)	(1,115)
Cash and cash equivalents at the beginning of the financial year	7,269	5,477	4,315	1,910
Cash and cash equivalents at the end of the financial year	5,477	4,315	1,910	795



Targets / Project Outcomes continued

Statement of Capital Works for the four years ending 30 June 2021

	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Property				
Land	45	9	-	-
Buildings	300	648	250	160
Total property	345	657	250	160
Plant and equipment				
Plant, machinery and equipment	617	422	307	306
Fixtures, fittings and furniture	15	19	15	15
Computers and telecommunications	178	400	360	105
Total plant and equipment	810	841	682	426
Infrastructure				
Roads	2,483	4,609	5,333	4,362
Bridges and culverts	674	620	150	1,550
Footpaths and cycleways	146	1,569	1,193	194
Drainage	62	64	66	68
Recreational, leisure and community facilities	497	-	320	-
Parks, open space and streetscapes	4	570	881	808
Other infrastructure	-	-	-	-
Total infrastructure	3,866	7,432	7,943	6,982
Total capital works expenditure	5,021	8,930	8,875	7,568
Represented by:				
New asset expenditure	814	2,851	1,836	693
Asset renewal expenditure	3,108	2,553	3,004	3,816
Asset upgrade expenditure	1,099	3,526	4,035	3,059
Total capital works expenditure	5,021	8,930	8,875	7,568



Targets / Project Outcomes continued

Capital Works Program for the year ending 30 June 2018

*capital grants to be confirmed

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	45		-	-	-	-	-	45	-
Land Improvements	-		-	-	-	-	-	-	-
Buildings	300		240	60	-	40	10	250	-
TOTAL PROPERTY	345	45	240	60	-	40	10	295	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	617		617	-	-	-	106	511	-
Fixtures, Fittings and Furniture	15		-	-	-	-	-	15	-
Computers and Telecommunications	178		5	-	-	-	-	178	-
TOTAL PLANT AND EQUIPMENT	810	188	622	-	-	-	106	704	-
INFRASTRUCTURE									
Roads	2,483		1,868	615	-	1,186	-	1,297	-
Bridges & Culverts	674		250	424	-	125	-	549	-
Footpaths and Cycleways	146		66	-	-	-	40	106	-
Drainage	62		62	-	-	-	-	62	-
Recreational, Leisure and Community Facilities	497		-	-	-	138	-	359	-
Parks, Open Space and Streetscapes	4		-	-	-	-	-	4	-
TOTAL INFRASTRUCTURE	3,866	581	2,246	1,039	-	1,449	40	2,377	-
TOTAL CAPITAL WORKS EXPENDITURE	5,021	814	3,108	1,099	-	1,489	156	3,376	-

Targets / Project Outcomes continued

Capital Works Program for the year ending 30 June 2019

*capital grants to be confirmed

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	9	-	9	-	-	-	9	-	-
Buildings	649	191	305	152	-	150	13	485	-
TOTAL PROPERTY	657	191	314	152	-	150	13	494	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	422	-	422	-	-	-	-	422	-
Fixtures, Fittings and Furniture	19	19	-	-	-	-	-	19	-
Computers and Telecommunications	400	349	35	16	-	-	-	400	-
TOTAL PLANT AND EQUIPMENT	841	368	457	16	-	-	-	841	-
INFRASTRUCTURE									
Roads	4,609	-	1,471	3,138	-	1,321	960	2,328	-
Bridges & Culverts	620	320	150	150	-	450	10	160	-
Footpaths and Cycleways	1,569	1,482	67	20	-	1,025	25	519	-
Drainage	64	-	64	-	-	-	-	64	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	570	490	30	50	-	320	50	200	-
TOTAL INFRASTRUCTURE	7,432	2,292	1,782	3,358	-	3,116	1,045	3,271	-
TOTAL CAPITAL WORKS EXPENDITURE	8,930	2,851	2,553	3,526	-	3,266	1,058	4,606	-

Targets / Project Outcomes continued

Capital Works Program for the year ending 30 June 2020

*capital grants to be confirmed

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	250	10	240	-	-	70	-	180	-
TOTAL PROPERTY	250	10	240	-	-	70	-	180	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	307	-	307	-	-	-	-	307	-
Fixtures, Fittings and Furniture	-	15	-	-	-	-	-	15	-
Computers and Telecommunications	360	325	35	-	-	-	-	360	-
TOTAL PLANT AND EQUIPMENT	682	340	342	-	-	-	-	682	-
INFRASTRUCTURE									
Roads	5,333	-	1,518	3,815	-	1,229	733	3,371	-
Bridges & Culverts	150	-	-	150	-	75	-	75	-
Footpaths and Cycleways	1,193	1,105	68	20	-	750	30	413	-
Drainage	66	-	66	-	-	-	-	66	-
Recreational, Leisure and Community Facilities	320	320	-	-	-	200	20	100	-
Parks, Open Space and Streetscapes	881	61	770	50	-	520	-	361	-
TOTAL INFRASTRUCTURE	7,943	1,486	2,422	4,035	-	2,774	783	4,386	-
TOTAL CAPITAL WORKS EXPENDITURE	8,875	1,836	3,004	4,035	-	2,844	783	5,248	-

Targets / Project Outcomes continued

Capital Works Program for the year ending 30 June 2021

*capital grants to be confirmed

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	160	10	150	-	-	-	160	-	-
TOTAL PROPERTY	160	10	150	-	-	-	160	-	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	306	-	306	-	-	-	306	-	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	15	-	-
Computers and Telecommunications	105	105	-	-	-	-	105	-	-
TOTAL PLANT AND EQUIPMENT	426	120	306	-	-	-	426	-	-
INFRASTRUCTURE									
Roads	4,362	-	1,873	2,489	-	1,179	655	2,528	-
Bridges & Culverts	1,550	-	1,050	500	-	775	-	775	-
Footpaths and Cycleways	194	105	69	20	-	-	30	164	-
Drainage	68	-	68	-	-	-	-	68	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	808	458	300	50	-	470	50	288	-
TOTAL INFRASTRUCTURE	6,982	563	3,360	3,059	-	2,424	735	3,823	-
TOTAL CAPITAL WORKS EXPENDITURE	7,568	693	3,816	3,059	-	2,424	735	4,409	-

Other information

Summary of Planned Human Resources Expenditure for the year ending 30 June 2021

Operating and Capital	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2017-18 EFT	2018-19 EFT	2019-20 EFT	2020-21 EFT
Executive Services								
Permanent - full time	525	536	546	557	4.0	4.0	4.0	4.0
Permanent - part time	-	-	-	-	-	-	-	-
Total Executive Services	525	536	546	557	4.0	4.0	4.0	4.0
Community Services								
Permanent - full time	510	520	531	541	5.0	5.0	5.0	5.0
Permanent - part time	1,974	2,013	2,053	2,094	23.3	23.3	23.3	23.3
Total Community Services	2,484	2,533	2,584	2,635	28.3	28.3	28.3	28.3
Development Services								
Permanent - full time	1,080	1,102	1,124	1,146	11.0	11.0	11.0	11.0
Permanent - part time	286	291	297	303	3.2	3.2	3.2	3.2
Total Development Services	1,366	1,393	1,421	1,449	14.2	14.2	14.2	14.2
Engineering and Works								
Permanent - full time	2,534	2,585	2,636	2,689	32.0	32.0	32.0	32.0
Permanent - part time	190	194	198	202	2.7	2.7	2.7	2.7
Total Engineering and Works	2,724	2,779	2,834	2,891	34.7	34.7	34.7	34.7
Finance								
Permanent - full time	358	334	340	347	3.0	3.0	3.0	3.0
Permanent - part time	202	206	210	215	3.2	3.2	3.2	3.2
Total Finance	560	540	550	562	6.2	6.2	6.2	6.2
Corporate and Organisational Development								
Permanent - full time	485	495	505	515	5.0	5.0	5.0	5.0
Permanent - part time	518	528	539	550	5.0	5.0	5.0	5.0
Total Corporate and Organisational Development	1,003	1,023	1,044	1,065	10.0	10.0	10.0	10.0
Total staff expenditure	8,662	8,804	8,979	9,159	97.4	97.4	97.4	97.4

How you can contribute to your community

The Strategic Plan 2017-21 expresses Council's commitment to the community. Council however cannot achieve these aspirations alone – it needs your help! Listed below are just some of the ways each resident within the region can contribute to achieving these aspirations.

We look forward to everyone's participation and contributions as we strive to make Mansfield Shire the best place to live.

- Join a club. Our municipality has many sporting, recreation special interest and social clubs. This is a great way to connect with other people in the region who share your interests. Clubs are also a great avenue for advocating to Council on shared views.
- Volunteer at a Council-run facility or special event
- Ride your bike to work or car pool with others in your local area
- Walk your children to school
- Purchase products and services locally
- 'Go Green' – there are many ways to reduce your carbon footprint, reduce waste and save our precious resources
- Get active – take advantage or one of our open space areas or playgrounds
- Attend a community festival or major event
- Encourage a healthy lifestyle
- Take care on our roads
- Embrace our diverse community
- Visit your local library
- Employ locals
- Be ambassadors for the district – be welcoming to tourists and visitors
- Get to know your neighbours
- Value and respect our heritage
- Get involved in a local community project
- Be water wise

Comments for Council



Please provide us with any feedback you may have on our 2017-2021 Council Plan. Your thoughts and ideas regarding the future of Mansfield Shire are valued by Council in moving forward together as a community.

1. Please indicate the main reason you obtained a copy of this Council Plan.

- To be informed of Council activities
- As a reference source
- To support a grant application
- Other (please specify): _____

2. Did you find this Council Plan useful? (Please circle one)

- 1 2 3 4 5
- Not at all Average Absolutely

3. What suggestions would you make to improve this Plan? _____

4. Do you live in Mansfield Shire?

- Yes No

5. My main interest in this Council Plan is as a:

- Student
- Business organisation
- Resident
- Government organisation
- Community organisation
- Other (please specify)

Please return this form to Mansfield Shire Council

council@mansfield.vic.gov.au or Private Bag 1000, Mansfield Vic 3722

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6. PRESENTATION OF REPORTS CONT.

6.2 Adoption of the Mansfield Shire Council 2017-18 Budget

File Number: E4653
Responsible Officer: Finance Manager, Mandy Kynnersley

Disclosure of Conflicts of Interest

The author of this report does not have a conflict of interest in relation to this matter.

Introduction

The Budget 2017-18 (the Budget) was made available for public submission on 19 April 2017 for the statutory period of 28 days.

Submissions received were heard and considered at a Special Meeting on 30 May 2017.

The Budget is now required to be formally adopted by Council.

A few minor changes have been made to the Budget since the document went on public exhibition. The details of the changes are shown below.

The changes have been made in the Budget document presented to Council for adoption.

Background

Roads To Recovery (R2R) funding

A recent R2R funding announcement indicates 2017-18 amounts will be double the original advice. This is an increase of \$453k in capital grant income.

Financial Assistance Grants (FAGs)

FAGs is a Federally funded grant, distributed via the Victorian Grants Commission (VGC) to local government. FAGs comprises a Roads and a General component and is calculated based on data submitted by each council to the VGC annually.

The funding calculation was frozen by the Commonwealth in 2012-13.

The freeze has been lifted for 2017-18, and as a result the prior year data submissions have now been factored into our grant allocations.

The total impact is a decrease in budgeted funding for 2017-18 of \$110k.

In addition to the change in the total level of funding, the Commonwealth announced they will pay 50% of the 2017-18 funding allocation in June of 2016. This brings forward \$1.368m into the 2016-17 financial year, and decreases 2017-18 income by the same amount.

The change in the total funding amount also has a flow on effect across the future years of the Budget.



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

High Country Library Corporation (HCLC) liquidation

The draft budget assumed HCLC would have completed the liquidation process by 30 June 2017. We have received advice from the liquidator that the final distributions will not be made until the 2017-18 financial year.

The investment in HCLC has therefore been reinstated on the Forecast Balance Sheet as at 30 June 2017, and written down by \$53k to an estimated value as per the liquidators advice.

The effect is a net increase in the income statement of approx. \$78k from the draft budget.

Capital Works

A revision of the detailed Capital Works schedules identified a road resealing project that should have been removed and is not going to go ahead.

The project was scheduled for 2018-19 at a total cost of \$820k. This has now been removed from the draft budget.

State Emergency Service (SES) Contribution

For many years local councils have made financial contributions to their local SES units, with Mansfield's contribution being \$6,500 per annum.

The SES has received additional funding from the State Government in the 2017-18 budget. Advice has been received from the Municipal Association of Victoria (MAV) for local councils to cease all funding to the SES.

Council's Draft Budget 2017-18 included a continuation of the \$6,500 contribution to the SES annually. This has now been removed in accordance with the MAV advice.

Subsequent implications

Given each of the adjustments identified above affect cash, there is a subsequent impact to interest income. The change to Capital also has a subsequent depreciation impact in the Income Statement.

Statutory Requirements

S127 of the *Local Government Act 1989* (the Act) requires Council to prepare a budget. S128 of the Act requires Council to prepare a revised budget if circumstances arise which cause a material change in the budget.

S129 requires Council to make the budget or revised budget available for inspection for a period of 28 days, and receive and hear submissions in relation to the budget.

Council's draft budget was put on public exhibition beginning 19 April for a period of 28 days. Submissions were received and heard at a Special meeting of Council on 30 May 2017.

Verbal legal advice confirms that the changes proposed in this paper are not considered to be material for the purposes of s128 and s129 and therefore the modified budget is not required to undergo a further public consultation process.



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

Council Plan

The Budget is prepared in conjunction with the Council Plan.

Financial

Summary of changes to the Financial Statements within the Budget are shown below:

2016-17

Income Statement -	Profit increased \$1.3m
Cashflow Statement -	Cash increased \$1.3m
Balance Sheet -	Investments increased \$0.1m
	PPE decreased \$0.1m

2017-18

Income Statement -	Profit decreased \$1.0m
Cashflow Statement -	Cash increased \$0.3m

2018-19

Income Statement -	Profit decreased \$0.1m
Capital Works Statement -	Road renewal decreased \$0.8m
Cashflow Statement -	Cash increased \$1.0m
Balance Sheet -	PPE decreased \$0.8m

2019-20

Income Statement -	Profit decreased \$0.1m
Cashflow Statement -	Cash increased \$0.9m
Balance Sheet -	PPE decreased \$0.8m

2020-21

Income Statement -	Profit decreased \$0.2m
Cashflow Statement -	Cash increased \$0.7m
Balance Sheet -	Property, plant and equipment decreased \$0.8m

Social

Social issues have been taken into account during the budget process.

Environmental

Environmental issues have been taken into account during the budget process.

Economic

Economic issues have been taken into account during the budget process.

Risk Management

Risk Management issues have been taken into account during the budget process.



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

Community Engagement

The draft budget was made available for public comment for the statutory period of 28 days from 19 April 2017.

Submissions received were heard and considered at a Special meeting of Council held on 30 May 2017.

There has been no further community engagement in relation to the proposed amendments due to the nature of the amendments.

Officer's Comments

Nothing further to report.

Councillors Sladdin/Attley:

That Council:

1. **Having considered written and verbal submissions pursuant to Section 223 of the *Local Government Act 1989*, adopt the 2017-18 Budget (as attached), including the Schedule of Fees and Charges, for the financial year ending 30 June 2018, with the following amendments:**
 - a) **Allocate \$35,000 per annum for the 2017-18 budget and in each year of the Strategic Resource Plan 2017-21 for School Crossing Supervisors. The CEO is to find alternate funding models and/or efficiency gains in delivery of this service at this reduced amount.**
 - b) **Continue to advocate to VicRoads for a minimum of 50% funding of the ongoing gross cost of School Crossing Supervisors.**
 - c) **Allocate \$50,000 for the development of a master plan for the Station Precinct.**
 - d) **Remove the forecast revenue from the sale of the Saleyards site from the 2017-18 budget while Council continues to explore options for future use.**
 - e) **Amend the Schedule of Fees and Charges to introduce a charge of \$14 per cubic metre per load of cardboard in excess of 1 cubic metre.**
 - f) **Continue to provide Financial Counselling services at the current level of service through alternate funding models and/or efficiency gains.**
 - g) **An increase of \$453,000 in capital grant income due to a recent Roads 2 Recovery funding announcement for 2017-18.**
 - h) **A change in the timing of the Financial Assistance Grants for 2017-18, bringing forward \$1.368m into the 2016-17 financial year, and decreasing 2017-18 income by the same amount.**



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

- i) A reduction of \$110,000 in financial assistance grants from the Victorian Grants Commission for 2017-18 and future years.
- j) A net increase to the 2016-17 forecast income statement of \$78,000 due to a delay of the liquidation of the High Country Library Corporation.
- k) Deletion of a road resealing project in the 2018-19 Capital Works schedule valued at \$820,000.
- l) Deletion of the \$6,500 annual contribution to the State Emergency Service to reflect State Government funding changes to the Service.

2. Thank all submitters for their participation in the budget development process and advise them in writing of the reasons for the adoption of the 2017-18 Budget as per section 223(1) d(ii) of the *Local Government Act 1989*.
3. Give public notice of its decision to adopt the 2017-18 Budget in accordance with section 130(2) of the *Local Government Act 1989*.
4. Provide a copy of the 2017-18 Budget to the Minister for Local Government in accordance with section 130(4) of the *Local Government Act 1989*.
5. Make a copy of the adopted budget available for public inspection at its municipal office and on its website at all times in accordance with section 130(9) of the *Local Government Act 1989*.
6. Instruct the CEO to immediately commence a comprehensive and strategic service review of all departments, services and functions of Mansfield Shire Council which will:
 - a) Identify core Council services and statutory functions that are most efficiently and cost effectively conducted by employees.
 - b) Identify core Council services and statutory functions that may be more efficiently and cost effectively provided by contract, other agencies or shared service agreements.
 - c) Identify opportunities for more efficient alignment of the statutory and core functions of Council through a review of the organisation's structure.
 - d) Identify non-core Council services that can be reduced or stopped.
 - e) Identify ongoing savings to the organisation of at least \$500K per annum.
 - f) Report findings to Council by 30 October 2017.



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

7. Formally declare the following rates and charges for the 2017-18 rating year:
- a) **MUNICIPAL CHARGE**
- i) Pursuant to the provisions of Section 159 of the *Local Government Act 1989* a municipal charge be declared in respect of the 2017-18 financial year.
 - ii) The municipal charge be declared for the purpose of covering some of the administrative costs to Council.
 - iii) The municipal charge in the sum of \$270.61 for each rateable land (or part) in respect of which a municipal charge may be levied is declared in respect of the 2017-18 financial year.
 - iv) It be confirmed that the municipal charge is declared in respect of all rateable land within the municipal district in respect of which a municipal charge may be levied.
- b) **GENERAL RATES**
- i) Pursuant to the provisions of Section 161 of the *Local Government Act 1989* the following differential rates be declared for the 2017-18 financial year:
 - A general rate of 0.2723 cents in the dollar of CIV for all rateable residential properties.
 - A general rate of 0.3827 cents in the dollar of CIV for all rateable commercial properties.
 - A general rate of 0.3775 cents in the dollar of CIV for all rateable vacant land.
 - A general rate of 0.2534 cents in the dollar of CIV for all rateable rural residential properties.
 - A general rate of 0.1970 cents in the dollar of CIV for all rateable farmland properties.
 - Rate concession for rateable farmland properties (based on residential) of 28%.
 - ii) It be recorded that Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out in 7.12 of the attached 2017-18 Budget document.
 - iii) In accordance with the *Cultural and Recreational Lands Act 1963* the cultural and recreational charges, in lieu of rates in respect of the 2017-18 financial year, be applied to all land to which that Act applies.



6.2 Adoption of the Mansfield Shire Council 2017-18 Budget cont.

iv) Pursuant to Section 169 (1)(a) of the *Local Government Act 1989* Council grant a rebate to the not-for-profit Beolite Retirement Village with respect to the community benefit derived from the Community Centre facility that is available for use by members of the Mansfield Shire community.

c) ANNUAL SERVICE CHARGE

i) Pursuant to the provisions of Section 162 of the *Local Government Act 1989* an annual service charge relating to waste management be declared for the 2017-18 financial year for each rateable property as follows:

			<i>Additional Bins</i>
Kerbside rubbish collection	80 litre Bin	\$161.58	
Kerbside rubbish collection	120 litre Bin	\$286.81	\$286.81
Kerbside rubbish collection	240 litre Bin	\$478.66	\$478.66
Kerbside recycling collection	240 litre Bin	\$184.49	\$143.41
Community waste		\$113.46	

ii) Pursuant to the provisions of Section 221 of the *Local Government Act 1989* an annual service charge relating to waste management be declared for the 2017-18 financial year on each non-rateable property where the service is provided.

			<i>Additional Bins</i>
Kerbside rubbish collection	80 litre Bin	\$161.58	
Kerbside rubbish collection	120 litre Bin	\$286.81	\$286.81
Kerbside rubbish collection	240 litre Bin	\$478.66	\$478.66
Kerbside recycling collection	240 litre Bin	\$184.49	\$143.41

8. Rate Payments

Rates are payable in four instalments due by:

First instalment	30 September
Second instalment	30 November
Third instalment	28 February
Fourth instalment	31 May

Carried

Appendix B Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017-18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	Dec
3. Council to advise ESC if it intends to make a rate variation submission	Jan-Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget submitted to Council for approval to advertise	Apr
6. ESC advises whether rate variation submission is successful	May
7. Public notice advising intention to adopt budget	Apr
8. Budget available for public inspection and comment	Apr
9. Public submission process undertaken	Apr-May
10. Submissions period closes (28 days)	May
11. Submissions considered by Council	May
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jul

End of Mansfield Shire Council Budget Report



7. OTHER REPORTS

7.1 Such Other Business Admitted by the Unanimous Resolution of the Council

Nil.

8. MEETING CLOSURE

There being no further business the meeting concluded at 3.25pm.

CONFIRMED this **Eighteenth** day of **July** 2017.

Mayor