

MANSFIELD SHIRE COUNCIL

Special Meeting of Council

Unconfirmed

MINUTES

TUESDAY, 18 APRIL 2017
MANSFIELD SHIRE OFFICE
33 Highett Street, Mansfield
4.15PM

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33 Highett Street, Mansfield
4.15PM

1. OPENING OF THE MEETING

The Mayor, Cr Volkering, opened the meeting at 4.20 pm

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:
Finance Manager:**

Alex Green
Mandy Kynnersley

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. DEPUTATIONS

Nil



7. PRESENTATION OF REPORTS

7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan

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

Disclosure of Conflicts of Interest

The author of this report has declared no conflict of interest in relation to this matter.

Introduction

The purpose of this report is to seek Council approval for the commencement of the statutory public consultation period for the draft 2017-2021 Council Plan and Strategic Resource Plan (SRP).

The draft 2017-2021 Council Plan and Strategic Resource Plan have been prepared in accordance with sections 125 and 126 of the *Local Government Act 1989* (the Act). The Plans sets out Council's strategic objectives, strategies for achieving those objectives, the measures by which we will track our performance in delivering the Plan and the allocation of financial and non-financial resources over the next four years.

The development of the draft Plan has been informed by consultation with Council staff, Councillors and through direct engagement with the community through an online survey completed by 126 people and a series of five township meetings attended by nearly 50 people.

The Act requires the draft Council Plan to be placed on public exhibition for a period of no less than 28 days to allow the receipt of written submissions. Submitters can also choose to make a verbal presentation directly to Council in support of their written submission.

It is proposed that Council considers both written and verbal submissions on 30 May 2017 between 2.00pm and 4.30pm in the Council Chamber.

Once all verbal and written submissions have been heard and considered, the Council Plan and/or SRP will be amended as decided by the Council and the revised Plans submitted to Council for adoption on 27 June 2017.

Background

The Council Plan and Strategic Resource Plan are the key strategic documents that will guide the allocation of resources and work undertaken by the Administration over the next four years.

The Act requires the 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:



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

- 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
- 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.

Preparation of the new Council Plan commenced in November 2016 through the identification of the newly elected Council's key objectives for its four year term. Since that time several workshops and discussions have been held with Councillors, Council staff and the community around possible strategies and indicators that support the achievement of Council's strategic priorities.

An online Community Survey was also undertaken to find out:

- what services and facilities people valued the most
- what peoples' objectives were in the future for themselves, their family and the broader community
- where possible budget savings could be found
- the main two reasons why people lived in Mansfield Shire.

Some clear messages came through this process, which have in turn informed Council deliberations about the objectives and strategies in the draft Plan.

The following factors have also been considered:

- linkages to other Council strategies and long term plans
- ensuring the new Plan is achievable and realistic given the tightening fiscal climate in which Council is operating
- recommendations of the City of Geelong Commission of Inquiry around the establishment of a sound strategic framework and managing expectations around what a council can control and influence.

Statutory Requirements

In addition to the statutory requirements already outlined in this report the Act requires Council to ensure that during the mandatory minimum 28 day community consultation period:



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

- a person has a right to make a written submission under section 223 of the Act
- the draft Plan is available for inspection at Council's office and on its website.

Section 223 of the Act requires Council to:

- publish a notice specifying that people are able to submit written comment on the Council Plan and SRP
- enable a person who has made a written submission indicate in their submission that they wish to make a verbal representation to Council, or appoint someone to make the verbal submission on their behalf
- nominate the date and place where the Council will meet, which allows a reasonable time for the submitter to prepare for the meeting (a notice of the meeting must be given to each submitter)
- having considered all written and verbal submissions, notify each submitter of the decision of the Council and the reason for the decisions in writing.

Council Plan

The new draft Council Plan aims to build upon the initiatives and goals of the current Council Plan and echoes 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
- maximising income

The SRP predicts that by the end of 2020-21 Council will have closed the renewal gap, improved cash reserves above the determined floor of \$3 million, and returned consistent operating surpluses.



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan 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, 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.

Accordingly the Council Plan includes a Strategic Direction focussing on ‘Enhanced Liveability’. Initiatives to be delivered by Council over the next four years cover improved waste management, carefully balancing the need for economic growth and development with the things that make our Shire special and draw people to it and ensuring our community is able to effectively respond to natural disasters.

Economic

The draft Plan celebrates the fact that Mansfield Shire is one of the fastest growing municipalities in the North East.

While Council understands that it plays a less direct role in creating a favourable economic environment when compared to other levels of government, the draft Plan includes measures to support local agriculture and tourism through training, events and lobbying for funding from higher levels of government.



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

Risk Management

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

Community Engagement

As previously mentioned, the development of the Council Plan has been informed by a series of township meetings and a Community Survey. Just under 200 people participated in these discussions, which is a wonderful response from a relatively small community of 8,500 people.

The summary of responses to the Community Survey form **Attachment 1** and have been made available to the community through Council’s website, Facebook page and through the Mansfield Courier.

The conversation with the community will continue during the statutory public exhibition period with a further two community meetings; one at Mansfield on 2 May 2017 and one for non-resident ratepayers in Nunawading on 10 May 2017.

Officer’s Comments

The draft Council Plan not only sets out strategic objectives, initiatives to achieve them and measures to track our performance but it is also a key means of educating the community about our role as the third tier of government and the limitations to what we can do.

One of the ways it does this is to group the strategies to be delivered over the next four years, and the performance measures to track success, under one of three categories relating to the things over which Council:

- has a significant amount of *control* (eg, direct service provision)
- we can *influence* but for which we are reliant on other partnerships, funding bodies or decision makers to support (eg, funding for large infrastructure)
- has an *interest* in as they influence our community but over which we have very minimal influence or control (eg, employment levels and the broader economic environment).

Taking this approach highlights the need for Council to work with its community, private industry, other levels of government and other local service providers if our strategic objectives are to be realised.

Council’s Strategic Direction for the next four years

There has been some discussion in this report about the Strategic Directions that form the foundations of the draft Plan, which are:

7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

- 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.
- 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.
- 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.
- Enhanced liveability – We have a great quality of life but as our population and needs change, Council has 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 coordinated 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.
- 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.

Attachment 2 summarises the Strategic Objectives that support the Strategic Directions, along with the number of strategies (or initiatives) that will be employed by Council to achieve them.

Measuring our performance

The performance measures to be used to track our success in delivering the Council Plan must be factual and meaningful. Many are drawn from the mandatory Local Government Performance Reporting Framework, available from the Know Your Council Website (www.knowyourcouncil.vic.gov.au), the annual Community Satisfaction Survey or other empirical data from sources such as the Australian Bureau of Statistics.



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

Reports tracking the delivery of actions and performance indicators will be submitted to Council on a quarterly basis. This allows the Administration to update the community on whether or not the initiatives for the relevant year of the Plan are on track and if they are not, why this is so. It is important to remember that priorities may unexpectedly change during any year of the Plan and that perhaps not everything will be delivered as envisaged by the Council Plan timelines.

Further, many of the indicators are measured only once a year and so new data will only be available periodically. Other indicators, such as the time taken to process planning permit applications, are available on a monthly basis and so regular updates can be provided to Council and the community.

Annual review and updates

The Act requires an annual review of the Council Plan and Strategic Resource Plan, which usually occurs between March and June each year. This review process is to ensure the Plans are responsive to unforeseen changes in priorities and is supported by another round of community consultation and submissions.

Process for responding to submissions

All written submissions will be acknowledged in writing shortly after they are received. The details of the meeting date when Council will consider all submissions (including supporting verbal submissions) will be considered will be included in the letter.

Following Council's consideration of the submissions, relevant amendments will be made to the draft Plans and then forwarded to Council for approval on 27 June 2017. The Act requires the Plan to be approved by 30 June 2017.

Shortly after the approval of the Plans letters will be sent to submitters explaining Council's response to their submission.

Conclusion

The draft Council Plan and Strategic Resource Plan have been developed in accordance with the Act and informed by community consultation. Both are now ready to proceed through the formal consultation process, as set out by the Act, to seek written (and supporting verbal) submissions to Council from the community.



7.1 Public Consultation Phase – Draft 2017-2021 Council Plan and Strategic Resource Plan cont.

Cr. Attley/Cr. Westendorp:

That Council:

- 1. Receive the draft Council Plan 2017 – 21, incorporating the draft Strategic Resource Plan 2017 – 21.**
- 2. Given notice in the Mansfield Courier, on Council’s website and Facebook page that the Council Plan and Strategic Resource Plan 2017 – 21 are on public exhibition from 19 April – 19 May 2017, in accordance with section 125 3(A) of the *Local Government Act 1989* and that it is seeking written submissions, which can be supported by a verbal presentation to Council by the submitter or a representative acting on their behalf, as per the provisions of section 223 of the Act.**
- 3. Place a copy of the draft Council Plan and draft Strategic Resource Plan 2017 – 21 on exhibition:**
 - at Council’s Office at 33 Highett Street, Mansfield and the Mansfield Library, Collopy Street Mansfield**
 - on the home page of Council’ website**
 - through a link to a post on Council’s Facebook page.**
- 4. Set the meeting date for Council to hear verbal submissions and consider all written submissions from 2.00pm on 30 May 2017 in the Council Chamber at 33 Highett Street, Mansfield and that the details of this meeting be included in the notice of the public consultation period.**

Carried



ATTACHMENT 7.1

**DRAFT 2017-2021 MANSFIELD SHIRE COUNCIL
PLAN AND STRATEGIC RESOURCE PLAN**

(7 + 78 PAGES)

SUMMARY OF ANSWERS TO BUDGET AND COUNCIL PLAN QUESTIONNAIRE

Q1. What Council service, facility or program do you use and value the most?

126 responses

Service	Number of times mentioned (>1)
Roads & road maintenance	21
Waste & recycling collection	18
Sporting facilities	15
Swimming pool	13
Library	13
Botanic Park	12
Parks	8
Skate park	5
Aged care/ home care	11
Events	3
Planning/building permits	3
Other infrastructure (ie drains, roundabouts and buildings)	3
Community centre	4
Spring Club	3
Financial counselling	2
Maternal & child health	2
Kindergarten	2
Netball courts	2
Small business meetings & workshops	2
Annual green waste collection	2

Q2. What would you like to see happen for you, your family and your community?

122 responses

General aspiration	Number of times mentioned (> 1)
Improved parks and new/better recreation facilities (eg new basketball stadium)	20
Better infrastructure maintenance (including roads & pool)	9
Better networks and linkages for footpaths and bike paths	5
Stronger planning laws to carefully manage growth and avoid inappropriate development, maintain lifestyle, amenity, character	5
Focus on preserving our clean, green environment	6
Green waste collection	6
Connected community that supports each other, particularly the most vulnerable	4
Improved service and a higher standard of planning decisions & development to protect environment, amenity and small town feel	4
Lower council expenditure and rates	4
Increased focus on sealing more roads	4
Bus to Benalla once a fortnight or month	4
Improved transparency & consultation on Council expenditure/decisions	3
Better service & decisions in Planning Dept	3
Increased funding for community events	3
Focus on services and programs for the elderly and youth	3
Don't know	2
Improved parking in Mansfield	2

Indoor heated pool	2
Better consultation around long term planning	2
Continued employment growth	2
Continued and improved library service	2
Increased tourism promotion	3
Improved transport to Mansfield from outer areas	2
Improved weed control	2

Q3. Where do you think Council can make savings?

104 responses

Suggested area for savings	Number of times mentioned (> 1)
Cut staff (no programs or services specified) and wages expenditure	23
Don't know/not sure	14
Better time management, improved efficiency and improved staff performance	9
Increase Council revenue, eg charge for parking	5
Reduced focus on tourism & economic development	5
Reduce use of consultants	5
Better long term infrastructure planning to ensure new capital doesn't increase maintenance costs by looking at whole of life costs before approval	4
More self-sufficient community events by reducing Council funding for events	4
Develop a long-term vision for a sustainable Shire	4
Service reviews to ensure value for money	3
Reduce red tape/ reduce planning permit bureaucracy	2
Fortnightly rubbish collection	2

Outsource council functions eg aged care	2
Reduced focus on youth services	2
Reduce outdoor/maintenance staff	2

Q. 4 What are the two main reasons why you live in the Mansfield Shire?

120 responses

Reason	Number of times mentioned (>1)
Sense of community/community spirit	38
Great lifestyle	19
Family	19
The environment/countryside	16
Employment	7
Excellent services & facilities	9
Amenity/Beautiful towns	6
Atmosphere/vibrancy	5
Climate	5
Peace & quiet	4
Outdoor activities	4
Born here	5
Close to Melbourne	3
Affordability	4
Farming	2

OVERVIEW OF COUNCIL'S DRAFT COUNCIL PLAN STRATEGIC DIRECTIONS, OBJECTIVES AND STRATEGIES

Strategic Direction	Strategic Objectives	Number of Strategies
Participation and partnerships	1.1 Our community has a say in matters of interest to them.	2
	1.2 Council is an effective advocate on behalf of its community.	3
	1.3 Partnerships are strong between key service providers and authorities across the municipality.	4
	1.4 We have high levels of community participation, with growing levels of engagement from our senior citizens and people of all abilities.	5
Financial sustainability	2.1 Council has a strategic, long term financial plan to secure its ongoing financial sustainability.	3
	2.2 We embrace innovation to maximise service efficiency and reduce costs.	1
	2.3 We prudently manage our asset maintenance and capital works programs in line with our long term financial plan.	2
	2.4 Council has secured sustainable levels of recurrent funding and 'own source' revenue.	3
	2.5 Council has maximised shared services with other councils and authorities to	1

	minimise service costs.	
	2.6 Our population continues to steadily grow, supported by the provision of sustainable community infrastructure and services.	2
	2.7 Mansfield's economy is diverse, with the agility to respond to changing consumer demands.	8
Community resilience and connectivity	3.1 Our website and social media outlets are responsive, effective information portals for our community.	1
	3.2 We support our communities in meeting their own needs.	3
	3.3 Mansfield Shire is a welcoming, supportive and inclusive place to be.	4
	3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.	2
	3.5 Council supports the community in its efforts to lobby for the infrastructure it needs to be connected and progressive.	1
Enhanced Liveability	4.1 We have long term strategies and capital works programs in place to respond to changing community needs.	3
	4.2 We are a community that is passionate about arts, culture and heritage.	2
	4.3 Our community proactively manages its health and wellbeing.	3
	4.4 We have strong policy and decision making frameworks in place to protect and enhance the unique character of our	3

	Shire for future generations.	
Responsible Leadership	5.1 We achieve the highest standards of good governance.	2
	5.2 Our organisation is driven by a positive culture.	4
	5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.	2
	5.4 We make transparent decisions facilitated by community participation at Council meetings.	2

Mansfield Shire Council

Council Plan

2017-2021

Draft for public
comment



MANSFIELD
SHIRE COUNCIL

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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. 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.

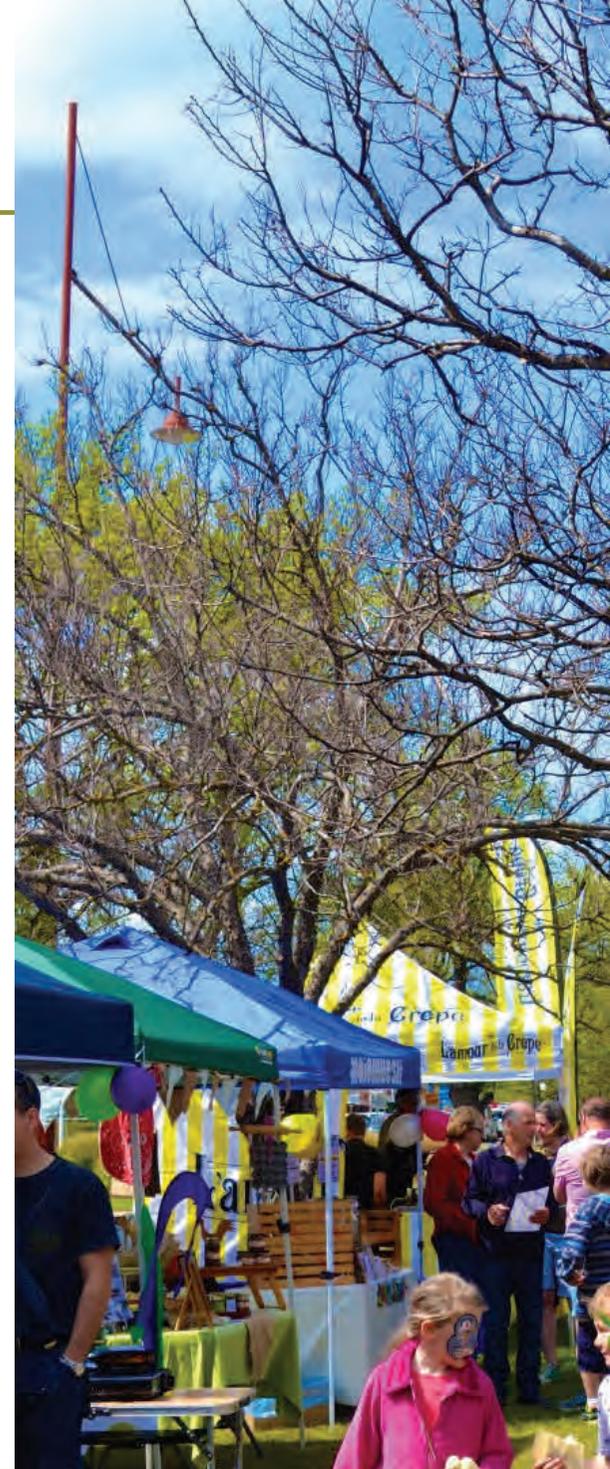
The introduction of rate capping in 2015 is starting to impact our financial position. Federal funding for all councils has also been progressively cut in recent years. Major changes planned by the State government to the *Local Government Act 1989*, have the potential to significantly affect how we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

Cr Marg Attley
Tolmie Ward

Cr Paul Sladdin
Bonnie Doon Ward

Cr Harry Westendorp
Jamieson Ward

Our aspiration for the Shire

Our aspiration for our Shire and its community

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

Our role in realising this aspiration

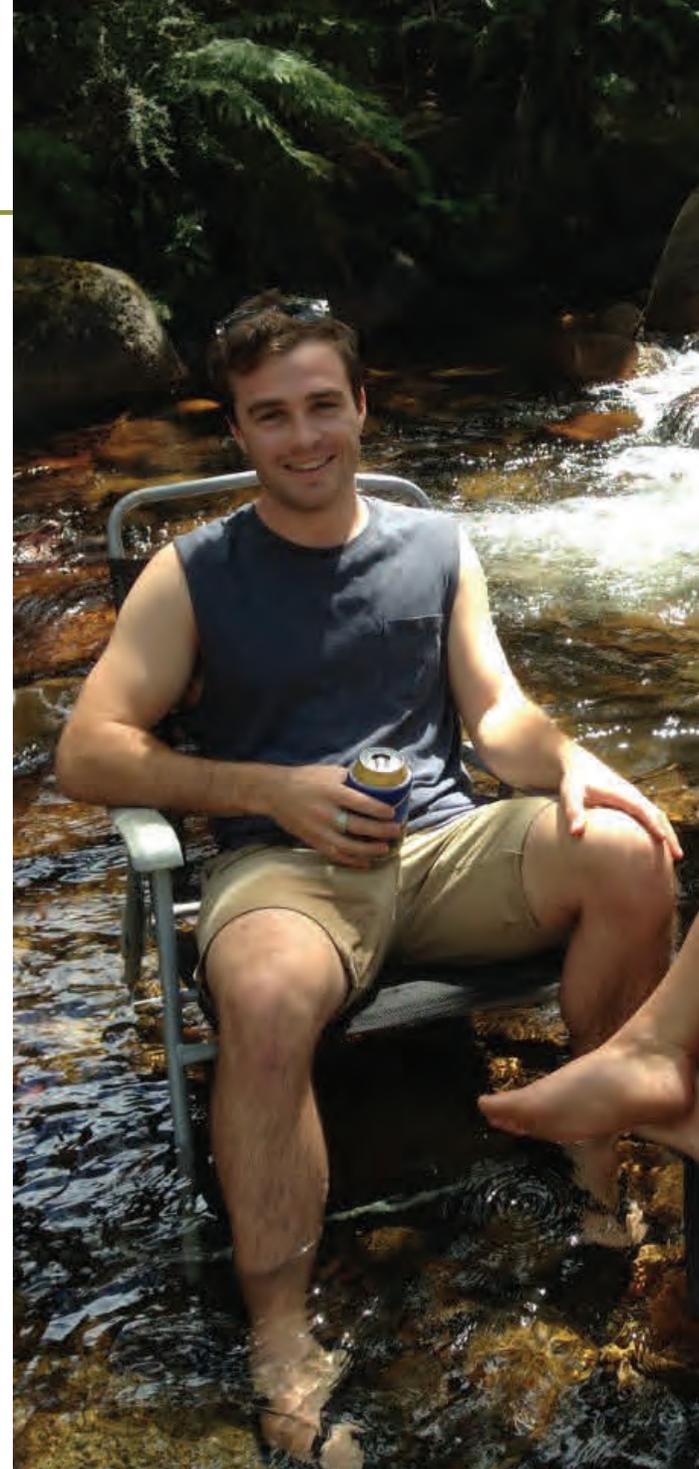
A recurring theme throughout this document is the fact that we cannot achieve our aspiration for the Shire alone. Everyone who lives, works and has a role to play in the services and facilities available to us must work constructively together to achieve our common goals.

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

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

This Council Plan is written in a way that identifies:

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





Our core values

Our Core Values

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

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

Our commitment to human rights

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

Our Shire and its people

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

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

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

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

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

Acknowledgement of traditional owners

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

Our more recent history

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

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





Our towns

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

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

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

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

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

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

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

Community Priorities:

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

Our towns

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

Community Priorities:

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

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

Community Priorities:

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

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

Community Priorities:

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

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

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





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

Community Priorities:

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

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

Community Priorities:

- map existing tracks and trails while developing a plan to extend this network over time
- acquire guardianship for the Historical Society of the Police Stables to facilitate their restoration and securing adjoining 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 tranquillity the river and open spaces provide.

Priorities:

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





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

Priorities:

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

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

Priorities:

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

Our towns

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

Priorities:

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

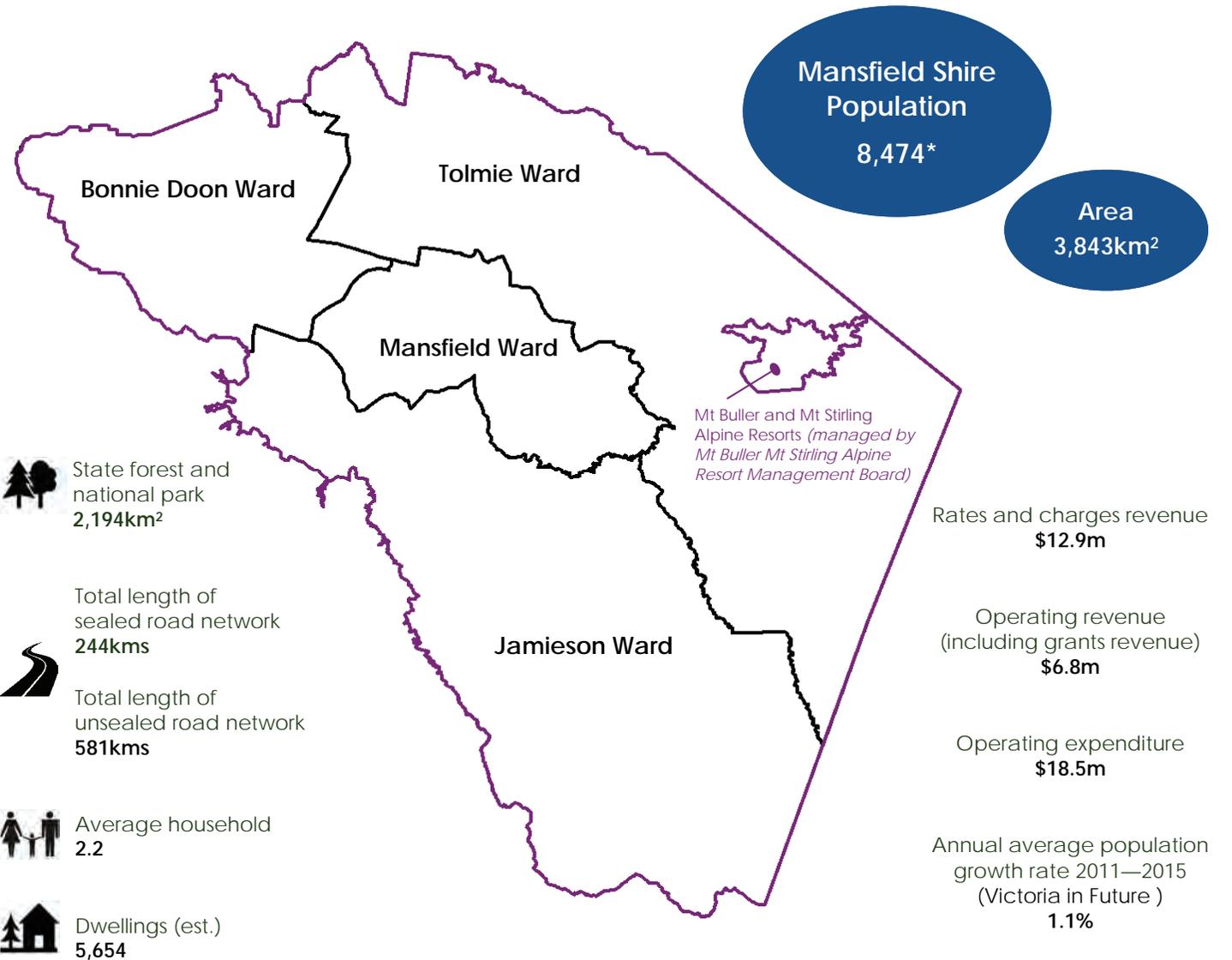
Woods Point is a resilient, strongly connected community in the far south of the Shire. Gold mining is its past, present and future, but its unique character, tranquillity and natural environment is also a drawcard for tourists.

Priorities:

- creation of a master plan for public land in Woods Point to coordinate 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.

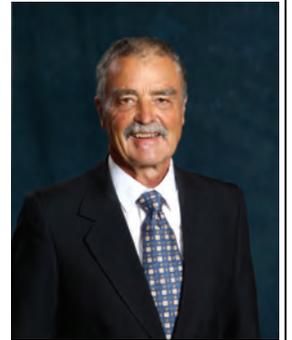


Deputy Mayor, Cr Peter Olver (Mansfield Ward)

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

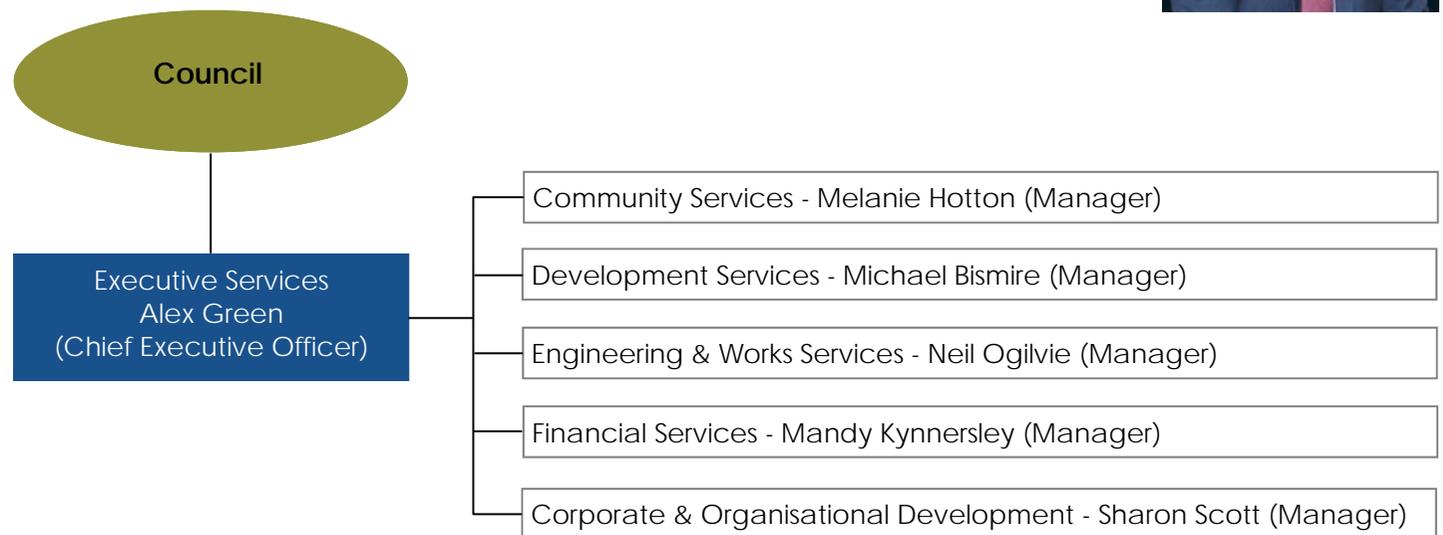
The Chief Executive Officer is responsible for the day to day management of operations and for overseeing the implementation of the Council Plan. Our CEO and five managers form the Executive Management Team (EMT).

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.

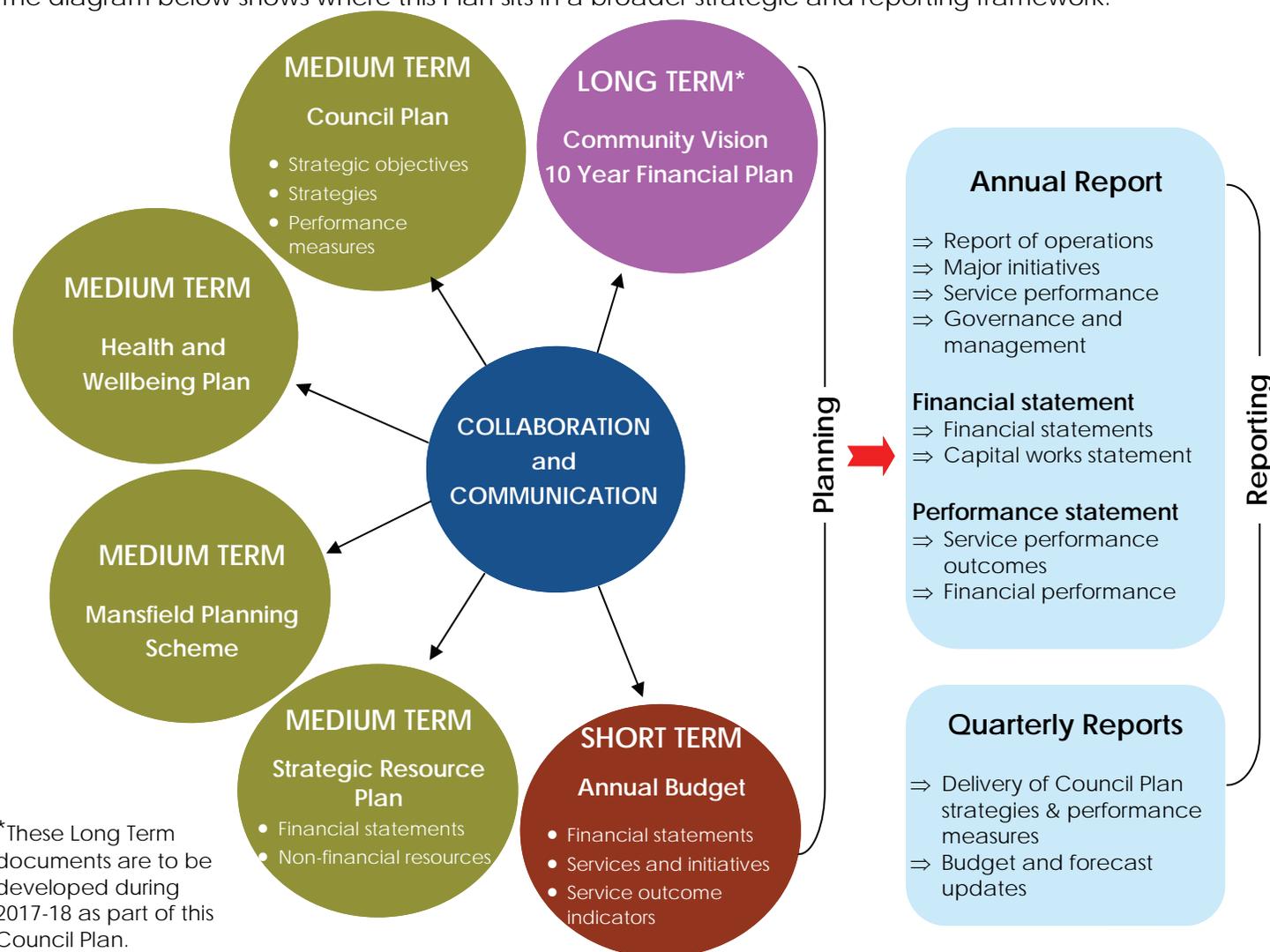


Alex (Chumpy) Pullin – Boarder Cross (snow sports)

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.



*These Long Term documents are to be developed during 2017-18 as part of this Council Plan.





Measuring our success

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

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

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

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

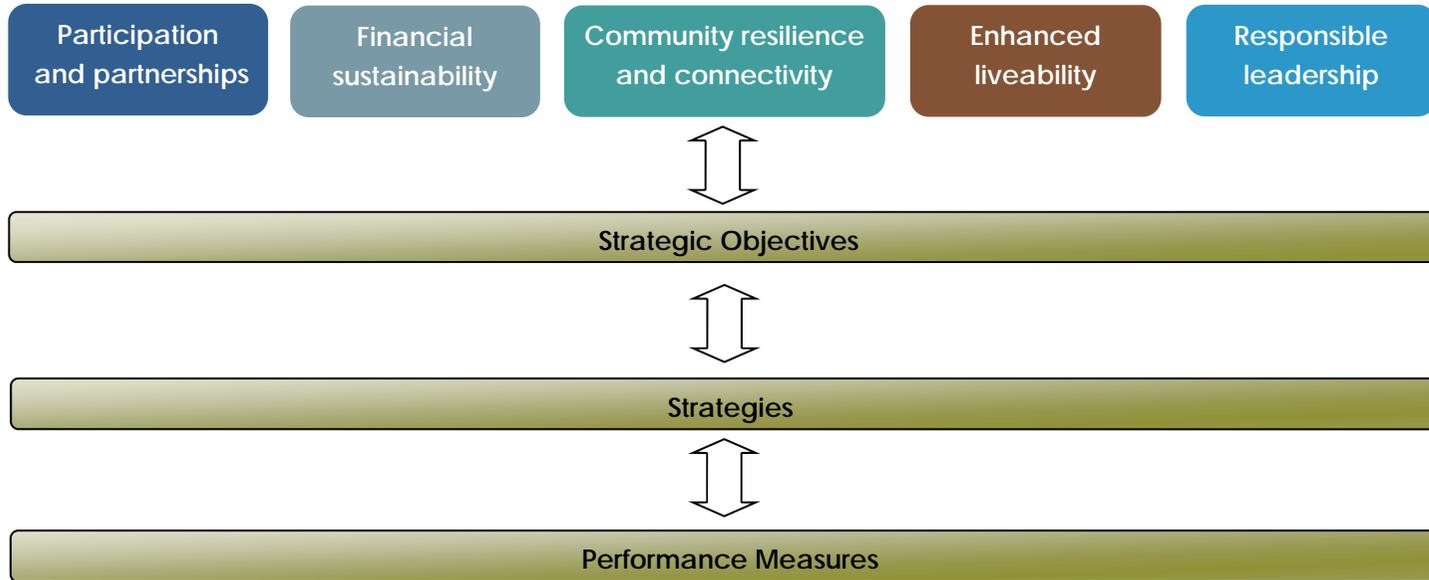
In keeping with our approach to clarify the things we can control, influence and that we have a direct interest in, but no influence over, our performance measures are split into three groups:

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

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

Our strategic direction

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



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

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





1. Participation and partnerships

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

2. Financial sustainability

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

3. Community resilience & connectivity

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

4. Enhanced liveability

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

5. Responsible Leadership

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

Strategic Direction One

Participation and partnerships

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

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



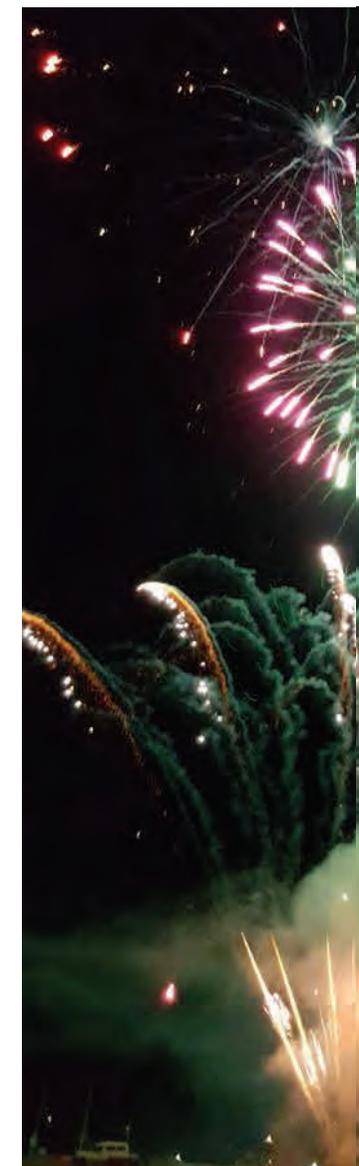


Participation and partnerships

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

Participation and partnerships

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





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

Participation and partnerships

<i>Performance measures</i>		
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	Annual Community Satisfaction Survey	>56
Community satisfaction rating for community consultation and engagement	Annual Community Satisfaction Survey	>59
Community satisfaction rating for Council's advocacy efforts	Annual Community Satisfaction Survey	>55
Percentage of event applications that receive approval via the Event Management Plan process	Tourism and Economic Development Event Register	>95%
% of persons who help out as a volunteer	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>30%

- Control
- Influence
- Interest



Strategic Direction Two

Financial sustainability

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

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

Financial sustainability

	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
<p> ■ Control ■ Influence ■ Interest </p>					
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	✓	✓	✓	✓





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

Financial sustainability

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





		Control	Influence	Interest	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

	Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 2.7 (cont'd)		Mansfield's economy is diverse, with the agility to respond to changing consumer demands.				
Investigate a new visitor servicing model for Mansfield Shire taking account of visitor and business needs.	Control	Community Services	✓			
Review Council's Economic Development Strategy in partnership with the business community to ensure a medium term plan is in place to support ongoing economic growth.	Influence	Community Services		✓	✓	✓
Encourage local businesses to increase productivity through energy efficiency.	Interest	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	62
Community satisfaction for tourism development performance	Annual Community Satisfaction Survey	73
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

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

Community resilience and connectivity

	Control	Influence	Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21
Strategic Objective 3.3 Mansfield Shire is a welcoming, supportive and inclusive place to be.								
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 coordinated services.				Community Services			✓	✓
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.				Community Services	✓	✓	✓	✓
Facilitate social inclusion and participation of both residents in remote townships, and our senior citizens, through the provision of visiting library services.				Community Services	✓	✓	✓	✓
Promote volunteering opportunities across the Shire and develop a process to increase opportunities for residents to contribute to community life.				Community Services	✓	✓	✓	✓
Strategic Objective 3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.								
Review Council's Emergency Management Plan to ensure it responds to legislative change, process improvements following incident reviews and changing community expectations.				Development Services	✓	✓	✓	✓
Participate in a State-wide review of Emergency Management practices, processes, progressively implementing relevant outcomes.				Development Services	✓	✓	✓	✓





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

<i>Performance measures</i>		
Measure	Information source	2017-18 Target
Community satisfaction rating for informing the community	Annual Community Satisfaction Survey	>63
Community satisfaction rating for disaster management performance	Annual Community Satisfaction Survey	>73
Community satisfaction rating for elderly support services	Annual Community Satisfaction Survey	>75
% 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 and heritage.						
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		✓	✓	✓

Enhanced liveability

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





<i>Performance measures</i>		
Measure	Information source	2017-18 Target
Community satisfaction rating for customer service	Annual Community Satisfaction Survey	>71
Community satisfaction rating for family support performance	Annual Community Satisfaction Survey	>72
Community satisfaction rating for recreational opportunities performance	Annual Community Satisfaction Survey	>69
Community satisfaction rating for town planning performance	Annual Community Satisfaction Survey	>53
Community satisfaction rating for waste management Performance	Annual Community Satisfaction Survey	>68
Number of visits to aquatic facilities per head of population	Know Your Council website www.knowyourcouncil.vic.gov.au	>2.43
Kerbside collection waste diverted from landfill	Know Your Council website www.knowyourcouncil.vic.gov.au	>34%
Shire rating - SEIFA (Socio Economic Indexes for Areas) Index of Relative Socio Economic Disadvantage Index by percentile	SEIFA Economic Disadvantage Index http://stat.data.abs.gov.au/Index.aspx?DataSetCode=ABS_SEIFA_LGA	= or >8
Rating for perceptions of safety - when walking alone during the day or at night	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	> or = 97.8% during day > or = 92% at night
% of people self rating their health as excellent or good	Community Indicators Victoria www.communityindicators.net.au/wellbeing_reports/mansfield	>53%

- Control
- Influence
- Interest

Strategic Direction Five

Responsible leadership

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

Responsible leadership

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

Control Influence Interest	Key Driver	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	
Strategic Objective 5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.						
	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		✓		





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

Responsible leadership

Performance measures		
Measure	Information source	2017-18 Target
% of Council decisions made in meetings closed to the public	Know Your Council website www.knowyourcouncil.vic.gov.au	<8%
% of Councillor attendance at Council meetings	Know Your Council website www.knowyourcouncil.vic.gov.au	90%
Community satisfaction rating for Council's customer service	Annual Community Satisfaction Survey	>71
Community satisfaction rating for Council's overall performance	Annual Community Satisfaction Survey	>61
Community satisfaction rating for Council's direction	Annual Community Satisfaction Survey	>56
% Shire employees who feel valued for their work	Bi-annual Mansfield Shire Council Employee Culture Survey	>70%

- Control
- Influence
- Interest





7. PRESENTATION OF REPORTS CONT.

7.2 Consideration of Proposed Budget 2017-18

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

Disclosure of Conflicts of Interest

The author of this report has declared no conflict of interest in relation to this matter.

Introduction

Council officers have prepared a draft budget for the 2017-18 financial year.

The proposed draft budget, once endorsed by Council, must be made available for public exhibition for a period of 28 days during which submissions may be received for Council consideration prior to formal adoption in June.

Background

The proposed budget 2017-18 contains the necessary statutory information required under the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2004*.

It responds to the results of the Long Term Financial Plan, and seeks to achieve:

- Fully funded asset renewal
- Breakeven underlying result
- Breakeven or better cash result
- Increasing cash reserves above \$3 million
- Debt below prudential level of 60% of rates

Key indicators in the 2017-18 proposed budget are:

- Operating surplus \$1.2 million
- Underlying surplus \$0.5 million
- Cash inflow from operations of \$4.3 million
- Cash reserves of \$7.2 million (include \$2.5 million from proposed sale of assets)
- Debt at 20% of rates, and no new borrowings forecast in the medium term
- Asset renewal of \$3.1 million (compared to depreciation of \$3.2 million), new assets of \$0.9 million and asset upgrades of \$1 million (net cost to council of Capital Works after funding and contributions is \$3.8 million)

Statutory Requirements

Local Government Act 1989, Section 127, 129, 223
Local Government (Planning and Reporting) Regulations 2014



7.2 Consideration of Proposed Budget 2017-18 cont.

Council Plan

The proposed budget has been developed to allocate resources in order to achieve Council Plan objectives. Section 2 of the budget document presents revenue and expenditure in relation to services listed under each of the Council Plan objectives.

Financial

The 2017-18 budget is the primary financial planning document for the financial year and underpins all spending in the 2017-18 financial year.

Social

Social issues have been taken into account during the budget process. One of the most significant social impacts is the reduction of funding for the supervision of school crossings. Council officers have commenced lobbying to VicRoads for 100% funding from the State Government for this service.

Environmental

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

Economic

Economic issues have been taken into account during the budget process and underpin many of the assumptions contained therein.

Risk Management

The proposed budget has been developed primarily to address financial risk, and the risk of asset failure. Council has identified a significant gap in the current capacity to fund the renewal of existing assets. The proposed 2017-18 budget seeks to rectify this, with the four year forecast aiming to build consistent operating surpluses to allow future infrastructure growth and development in the medium to long term.

Community Engagement

Council conducted an online survey around budgetary management and service delivery. Community budget consultation sessions were held during February and March in the townships of Tolmie, Jamieson, Bonnie Doon, Mansfield and Merrijig.

Council officers have also met with representatives of the Ovens Murray Regional Partnership, and the Victorian Farmers Federation in April. At each of these consultation sessions, the Long Term Financial Plan (LTFP) was presented. The LTFP outlines Council's current performance against key long term financial indicators, and the financial levers available to improve Council's financial sustainability.



7.2 Consideration of Proposed Budget 2017-18 cont.

Further consultation will take place upon public exhibition of the proposed Budget 2017-18, due to commence on 19 April for a period of not less than 28 days. It is proposed that public submissions received will be heard by Councillors at meeting scheduled for 30 May 2017.

Officer's Comments

The proposed 2017-18 budget has been developed in accordance with legislative and best practice requirements. It reflects the five objectives of the revised Council Plan and reports sound financial indicators as required by the Local Government (Planning and Reporting) Regulations 2014.

Cr. Sladdin/Cr. Olver:

That Council:

- 1. Receive the proposed draft Budget 2017-18.**
- 2. Give notice in the Mansfield Courier, on Council's website and social media page (Facebook) page that the proposed Budget 2017-18 is on public exhibition from 19 April to 19 May 2017, in accordance with section 125 3(A) of the *Local Government Act 1989* and that it is seeking written submissions, which can be supported by a verbal presentation to Council by the submitter or a representative acting on their behalf, as per the provisions of section 223 of the Act.**
- 3. Place a copy of the proposed Budget 2017-18 on exhibition:**
 - at Council's Office at 33 Highett Street, Mansfield and the Mansfield Library, Collopy Street, Mansfield**
 - on Council's website**
 - via a link provided on Council's social media (Facebook) page**
- 4. Set the meeting date for Council to hear verbal submissions and consider all written submissions from 2.00pm on 30 May 2017 in the Council Chamber at 33 Highett Street, Mansfield and that the details of this meeting be included in the notice of the public consultation period.**

Carried

End of Mansfield Shire Council Draft Budget Report



8. OTHER REPORTS

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

Nil

9. MEETING CLOSURE

There being no further business the meeting concluded at 4.30 pm

CONFIRMED this **sixteenth** day of **May** 2017.

Mayor