

# SOUTHERN GRAMPIANS SHIRE COUNCIL

## COUNCIL PLAN

2017-2021



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Estimated resident population – **15,751**



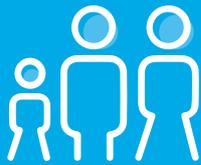
Population density per person per hectare – **0.02**



Land area – **6,652km<sup>2</sup>**



Unemployment rate – **3.8%**



Average household – **2.29 people**



Average weekly household income – **\$908**



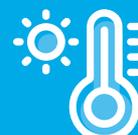
Rateable properties – **10,888**



Average annual rainfall (Hamilton) – **703mm**



Average min temperature (Hamilton) – **7.5°C**



Average max temperature (Hamilton) – **19.1°C**



# OVERVIEW OF SOUTHERN GRAMPIANS SHIRE

Southern Grampians Shire was formed in September 1994 by the amalgamation of the former Shires of Dundas, Mount Rouse, Wannon and the City of Hamilton.

With a landscape dominated by the spectacular Grampians mountain range, ancient volcanoes, tranquil rivers and waterfalls and undulating pastoral land dotted with majestic redgums, the Southern Grampians Shire spans the heart of Victoria's renowned 'Western District'. The Shire is located 290 kilometres west of Melbourne and 500 kilometres south east of Adelaide.

Southern Grampians Shire covers an area of 6,655 square kilometres, with a population of almost 16,000. Hamilton is the main retail and service centre supported by the smaller towns of Balmoral, Branxholme, Byaduk, Cavendish, Coleraine, Dunkeld, Glenthompson, Peshurst and Tarrington.

Agriculture, with its associated industries, is the largest employment sector, with this intensive agricultural production contributing significantly to Victorian and Australian economies. Our rich fertile soils and reliable water availability provide great opportunities for diversification. More intensive use of land (where sustainable), enhanced land management and new enterprises like mining, horticulture, viticulture and plantation timber have the potential to boost the Shire's economy and the availability of jobs. Education, health and aged care services, tourism, retail, manufacturing, research and development, meat and food processing and engineering are also important employment sectors across the Shire.

The Southern Grampians Shire has a strong sense of community with people working together to achieve common goals and outcomes. This sense of community benefits the entire municipality and Council will continue to encourage and acknowledge the community interest in the development of the Shire.

# MAP



## ACKNOWLEDGEMENT OF TRADITIONAL LANDOWNERS

Southern Grampians Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation.

We acknowledge the Gunditjmara, Tjap Wurrung and Bunganditj people, the traditional custodians of the lands where we live and work.

We pay our respects to ancestors and Elders, past and present.

Southern Grampians Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.



# COUNCILLORS



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# ROLES AND RESPONSIBILITIES IN COUNCIL

The Southern Grampians Shire Council is made up of two key parts:

1. The Council - which is made up of the seven elected Councillors
2. The Administration - which is made up of all the staff, including the CEO

Both the elected members and the organisation work together to support the community.

The Council is elected to provide leadership for the

good governance of the municipal district and the local community. The Council's main role is to set the strategic direction for the organisation. The primary objective of the Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

The Administration, led by the CEO, on the other hand is responsible for overseeing the day-to-day management of the organisation's operation in accordance with the Council Plan, providing timely advice to Council and ensuring the decisions of Council

are implemented promptly. The CEO is also responsible for appointing, directing and managing staff and establishing and maintaining an appropriate organisational structure.

Simply put this means that the Council (the seven elected Councillors) are responsible for the strategic, high-level direction setting and decision making of the organisation, while the Administration (the CEO) is responsible for the day to day operations.

## VISION

That Southern Grampians Shire will be recognised as a well-connected, dynamic Regional Centre, supporting a vibrant, healthy and inclusive community

## VALUES

### Innovative

We will be open to new ideas, will welcome creativity and embrace change

### Respectful

We will be caring, accept differences and value diversity

### Collaborative

Together we will work smarter to achieve agreed common goals

### Trusting

We will be open, honest and brave

### Empowering

We will delegate opportunities, and develop and inspire success



# EXECUTIVE LEADERSHIP TEAM



## **MICHAEL TUBBALL** – Chief Executive Officer

**Position:** Responsible for Executive and Councillor Support, Civic Functions and Governance.

**Experience:** Michael joined the Southern Grampians Shire in March 2016 from the City of Melton where he headed up Economic Development and Advocacy. He has a strong history in population growth and urban development with previous roles in State Government as Director School and Community Partnerships and Director of the Caroline Springs Partnerships.

Michael also has a solid background in business having run his own management consultancy firm for almost ten years. He has held a number of Governance roles including Government and Statutory Authority Boards, Not-For-Profit and Local Government, as a Councillor and Mayor.

Michael is a fellow with the Australian Institute of Company Directors and in 2011 was awarded an Australian Fire Service Medal in the Queen's Birthday Honours for his contribution to Australian Fire Services.



## **DAVID MOLONEY** – Director Shire Infrastructure

**Position:** Responsible for management of Infrastructure, Engineering, Hamilton Airport, Hamilton Regional Livestock Exchange, Works, Fleet, Assets and Property.

**Experience:** David has 16 years' experience working with the Roads and Maritime Services in New South Wales and with Corangamite Shire in Road Asset Management including road construction and maintenance.



## **EVELYN ARNOLD** – Director Community and Corporate Services

**Position:** Responsible for Community and Leisure Services, Aged and Disability, Children's Services, Maternal Child Health, Library, HILAC, Organisational Development, Emergency Management, Community Relations; Finance and Business Systems.

**Experience:** Evelyn has had a career in the corporate world for over 15 years in New Zealand. This was followed by a move in October 2008 to Ravensthorpe in Western Australia where Evelyn took on the role of Executive Manager of Corporate and Community Services. After 3 years in this role Evelyn was appointed as Deputy Chief Executive Officer at the Shire of Brookton.

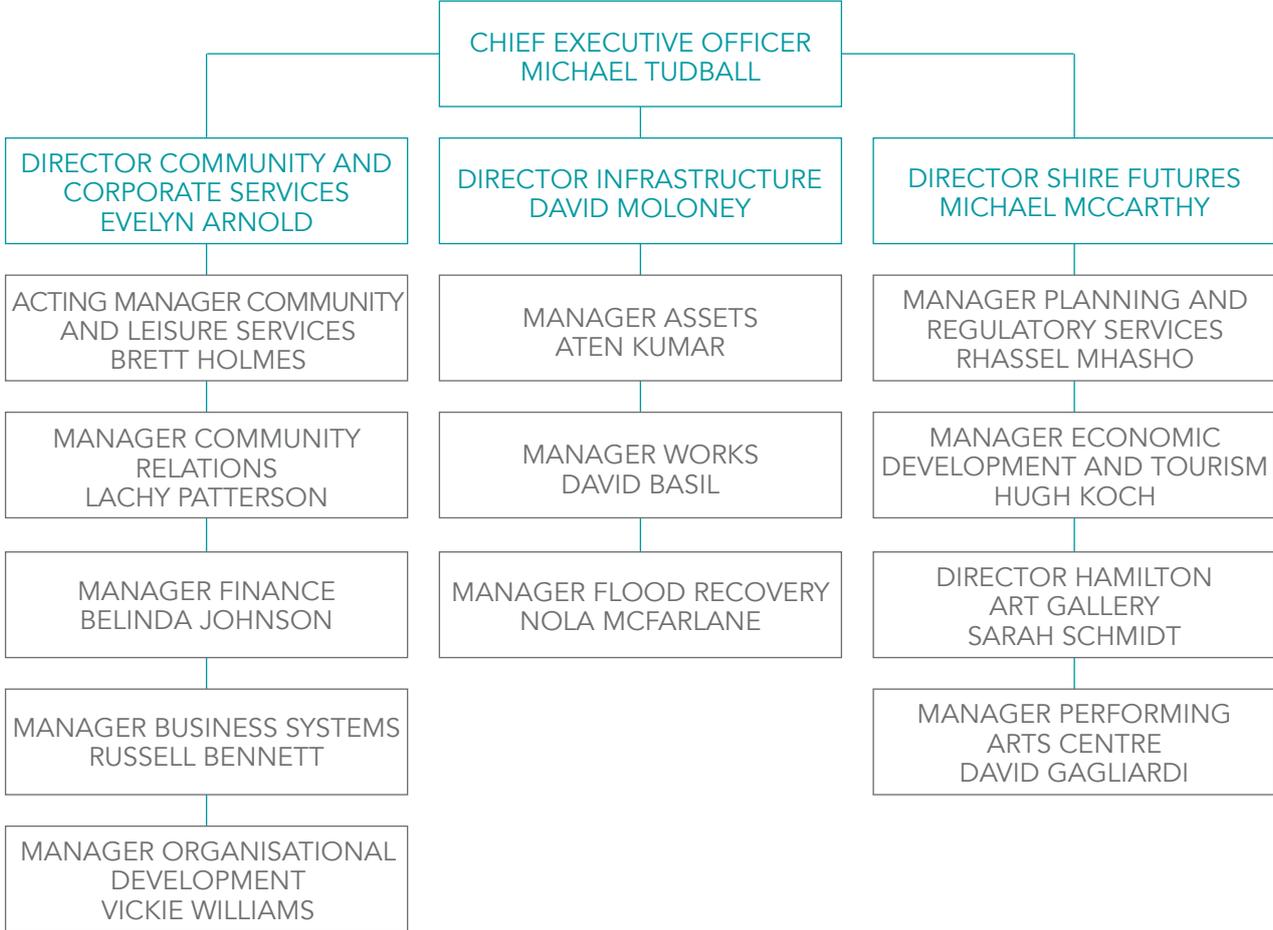


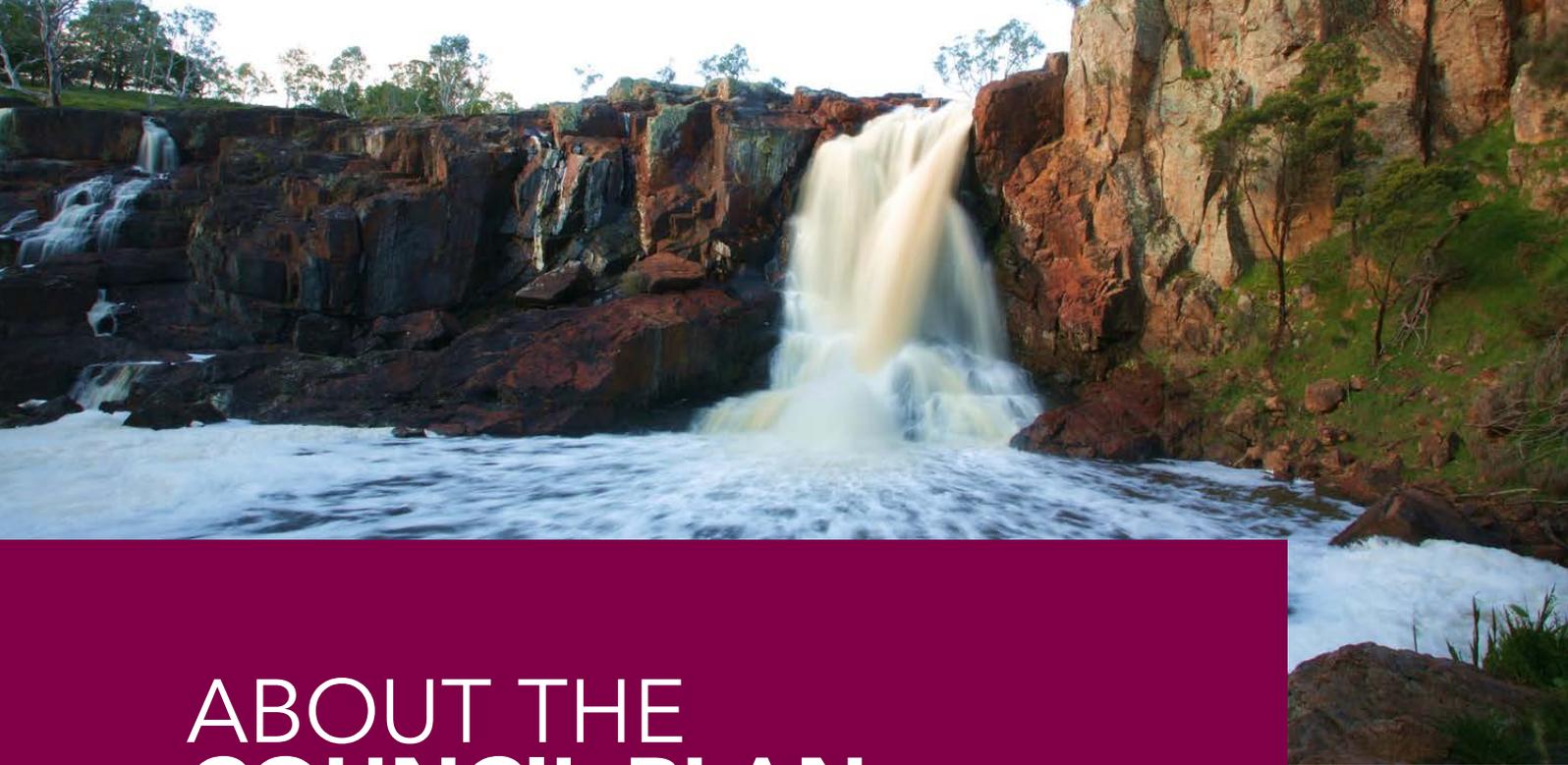
## **MICHAEL MCCARTHY** – Director Shire Futures

**Position:** Responsible for Planning and Regulatory Services, Environmental Health, Local Laws, Building, Economic Development and Tourism, Hamilton Gallery, Performing Arts Centre and Cinema.

**Experience:** Michael worked for four years at the Shire of Moorabool after almost 20 years at La Trobe University in marketing, commercial development, service provision and environmental education and restoration.

# ORGANISATIONAL STRUCTURE





# ABOUT THE COUNCIL PLAN

The Council Plan is the key document that drives the strategic direction of Council.

The Council Plan seeks to outline where Council and the community will be by 2021 and how the Council will achieve those outcomes. Under the Local Government Act 1989, each Council is required to produce a four year Council Plan by 30 June in the year following a general election. A Council Plan must include the strategic objectives of the Council, strategies for achieving these objectives, indicators for monitoring the achievement of the objectives and a Strategic Resource Plan.

Delivery of the Council Plan is supported by Council's other key strategic documents, in particular the Council Budget and the Annual Plan which highlight the initiatives to be implemented by the organisation.

The Council Plan was developed through thorough consultation and discussion with Councillors, the community and Council's Senior Leadership Team.

## KEY PRIORITIES

This Council Plan identifies Council's five fundamental priority areas for the next four years. These priorities have formed the Themes of the Council Plan:

1. **Support our Community**
2. **Develop our Regional Economy and Businesses**
3. **Plan for our Built Environment Infrastructure**
4. **Promote our Natural Environment**
5. **Provide Governance and Leadership**

Under each Theme Councillors, Council staff and the community have identified objectives and strategies to guide Councillors and Council staff over the next four years and developed performance measures to help monitor how well Council is achieving these objectives.

# SEPTEMBER 2016 FLOOD EVENT

In September 2016 the Shire experienced a 1-in-100 year flood event. There was significant impact across the entire Shire with follow-up rain events that further contributed to the damage.

Townships including Coleraine, Hamilton and Dunkeld were significantly impacted but the damage was widespread and extensive throughout the Shire.

A post-impact assessment carried out late in 2016 has estimated the damage to be in the order of \$30M and assets such as roads, bridges, culverts and drains make up a substantial component of these costs.

In addition there is significant impact on community, sporting and recreational assets within our communities and over the next 2-3 years Council will be working closely with State and Federal Governments to ensure firstly, that funding is forthcoming to support the recovery works and secondly, that we can reinstate all of the damaged assets in deep consultation with our affected communities.

## COMMUNITY INPUT



**11** Community sessions



Across **10** towns



Over **230** attendees



More than **950** ideas shared



Council undertook an extensive engagement process with the community in developing the Council Plan in February and March 2017.

### The common issues identified by the community were:

- Footpaths
- Street tree management
- Road maintenance
- More support from Council with grants and permits
- Increased promotion of our region – particularly natural assets
- Digital connectivity

These key issues identified by the community are addressed by the strategies in this Council Plan. The specific project ideas that the community developed will be showcased in Council's Annual Plan and other strategic documents of Council.



# KEY COUNCIL DOCUMENTS

Councils are responsible for developing and adopting several key documents, including a Council Plan and a Strategic Resource Plan.

The **Council Plan** details the objectives Council wants to achieve in its four year term, strategies for achieving these objectives and ways to measure Council's performance against these objectives.

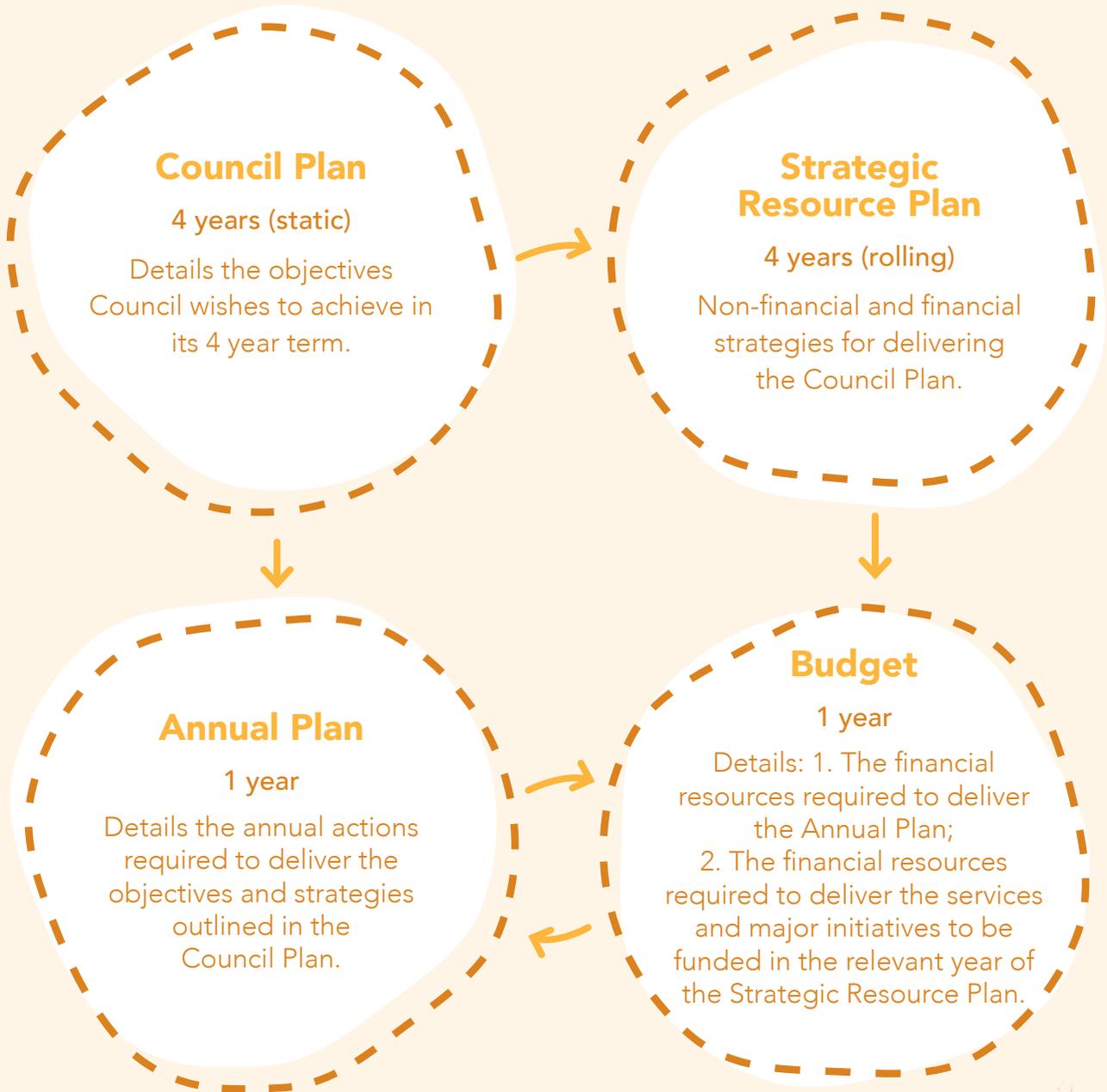
The **Strategic Resource Plan** outlines resource commitments for the coming four years. This document is updated annually and is included as part of the Council Plan.

These key plans developed by Council are high-level strategic documents and are supported by annual operational plans and other strategic documents including the **Annual Plan** and the **Annual Budget**. These documents specify in more detail the projects and day-to-day works to be undertaken by Council.

The **Annual Plan** is developed each year to assist in the delivery of the Council Plan objectives and to demonstrate to the community the key projects to be delivered that year. The **Annual Plan** sets out the specific actions and includes a detailed list of Council's activities and initiatives for the upcoming financial year. These initiatives are projects that are undertaken over and above normal service delivery and are intended to attain important outcomes for Council and the community.

The **Annual Budget** identifies the financial resources required each year to deliver the Annual Plan.

Council also has a range of specific Strategies and Plans that provide more detail about key local issues, how these issues will be addressed and the initiatives or services Council will provide. These Strategies and Plans are intrinsically linked to the priority areas in the Council Plan.





1.

## *Support our Community*

A vibrant, growing community that is healthy, inclusive and connected

### Key Strategic Plans to support our community

- Arts and Culture Strategic Plan
- Asset Management Plans
- Digital Strategy
- Disability Action Plan
- Community Plans
- Communication and Engagement Strategy
- Municipal Emergency Management Plan
- Municipal Health and Wellbeing Plan



## Objectives

## Strategies

### 1.1 An empowered and resilient community

1.1.1 Communicate effectively with our community to promote understanding of Council's role and responsibilities and ensure communities are well informed of Council's activities, projects and decisions

1.1.2 Provide opportunities for increased community engagement and participation in Council decision making and activities

1.1.3 Support the community and other agencies to build resilience and preparedness in planning for emergencies

1.1.4 Support the community to develop, review and implement their Community Plans

### 1.2 A healthy and vibrant community

1.2.1 Provide appropriate, accessible and equitable Council services, facilities and activities

1.2.2 Support and encourage participation in quality arts and cultural, education, leisure, recreation and sporting opportunities

1.2.3 Partner with services and agencies to increase the health and wellbeing of our community

1.2.4 Provide, promote and support appropriate and accessible services, facilities and activities for young people

### 1.3 A growing, diverse and inclusive community

1.3.1 Encourage and support engagement of our Indigenous communities in economic and social activities within the broader community

1.3.2 Encourage and support a more diverse, multicultural community, including recognising and celebrating our cultural heritage

1.3.3 Support the increase of social, economic and digital connectedness

1.3.4 Support the growth, development and capacity of volunteers and community organisations

### 1.4 A safe community

1.4.1 Support and provide urban design and digital infrastructure that improves the safety of our community

1.4.2 Be a leader in the community in the promotion of equity and the protection of human rights

1.4.3 Provide regulatory services to protect amenity and provide safety in our community

1.4.4 Collaborate with law enforcement authorities and other agencies to support community safety programs, crime prevention and other initiatives

## PERFORMANCE MEASURES

- Council engagement sessions delivered annually in all towns
- Increased attendance at all Council engagement sessions
- Community Satisfaction Survey results in relation to:
  - Consultation and engagement
  - Decisions made in the interest of the community
  - Overall performance of Council
  - Overall direction of Council
- Local Government Performance Reporting Indicators in relation to HACC, MCH, Aquatic Facilities, Libraries and Food Safety
- Increased participation in the Community Grants Program
- Implementation of the 2017-2021 Municipal Health and Wellbeing Plan
- Increase in levels of Council facility usage



2.

## *Develop our Regional Economy & Businesses*

A strong, diversified local and regional economy

### Key Strategic Plans to develop our regional economy and businesses

- Arts and Culture Strategic Plan
- Digital Strategy
- Economic Development Strategy
- Industrial Land Study
- Municipal Strategic Statement
- Smart Communities Framework



## Objectives

## Strategies

**2.1 Attract, support and encourage industries that will drive economic growth throughout the Shire**

2.1.1 Promote the Region's natural advantages of soil, water, topography and climate

2.1.2 Support opportunities for intensification, diversification and value adding within the agricultural and primary industries sector

2.1.3 Attract, support and encourage social and economic development in all our settlements

2.1.4 Leverage the Shire's strategic advantages in health, education, leisure and cultural activities as a means to stimulate economic and population growth

2.1.5 Continue to develop and implement land use planning strategies to support new investments

**2.2 Increase the profile of Greater Hamilton regionally and globally**

2.2.1 Actively promote the Greater Hamilton brand into key markets and encourage local business to promote the brand

2.2.2 Maintain proactive relationships with key Regional and State Government bodies to ensure the potential of the Greater Hamilton Region is recognised

2.2.3 Encourage businesses and local agencies to own and use the Greater Hamilton brand in support of their own marketing

**2.3 Continue to support the development of a skilled workforce and sustainable businesses in all towns in the Shire**

2.3.1 Facilitate and encourage business capacity and development

2.3.2 Support the attraction and retention of a skilled workforce

2.3.3 Grow the digital capacity of the businesses

2.3.4 Support youth training and apprentice programs in collaboration with local business and education providers

**2.4 Support, encourage and promote a strong, innovative and distinctive tourism sector that grows the visitor economy**

2.4.1 Improve the reputation of the Shire as a destination of choice for events and conferences

2.4.2 Support the shared goals for growing the Region's visitor economy

2.4.3 Develop strategies that not only attract visitors but encourage them to consider living, learning or investing in the Shire

## PERFORMANCE MEASURES

- Local Government Performance Reporting Indicators in relation to Statutory Planning
- Wi Fi Hot Spots established and analytics monitored
- LoRaWAN network established
- Increase in attendance at the education programs provided by Council
- Changes to ABS Agricultural Data regarding commodities/crops planted
- Number of new conferences and events in Shire due to attraction program
- An increase in business investment
- An increase in the number of beds and the length of stay for visitors



3.

## *Plan for our Built Environment & Infrastructure*

Provide access to infrastructure that meets community needs

### Key Strategic Plans to plan for our built environment and infrastructure

- Advocacy Framework
- Arts and Culture Strategic Plan
- Asset Management Plans
- Disability Action Plan
- Digital Strategy
- Economic Development Strategy
- Municipal Strategic Statement
- Road Management Plan
- Smart Community Framework

## Objectives

## Strategies

### 3.1 Plan and provide for sustainable assets and infrastructure

3.1.1 Progress provision of locally and regionally significant projects

3.1.2 Review and adopt Asset Management Plans to align with future service levels and prioritise sustainability

3.1.3 Collaborate with State Government and Regional agencies to ensure coordinated provision of regional infrastructure

3.1.4 Develop the Shire's facilities, programs and services to increase usage

### 3.2 Plan, advocate and provide for safe and well maintained transport routes and infrastructure

3.2.1 Lobby State Government and Commercial Enterprises for renewal of priority transport routes and infrastructure

3.2.2 Continue to advocate for improved freight and public transport services and connections including passenger rail services

3.2.3 Provide infrastructure that supports an active community

### 3.3 Develop and maintain attractive and vibrant Council owned and managed open spaces and streetscapes

3.3.1 Invigorate and activate public places and spaces

3.3.2 Develop the CBD of Hamilton and commercial precincts in all towns

3.3.3 Develop and implement an urban street tree plan to guide town maintenance plans

3.3.4 Maintain, promote and celebrate the heritage value of built infrastructure in all towns

### 3.4 Encourage and support infrastructure for social inclusion and economic growth

3.4.1 Ensure appropriate social infrastructure is provided to support all families and communities across the Shire including multicultural and indigenous people

3.4.2 Lead the implementation of the Smart Community Framework and Strategic Roadmap

3.4.3 Ensure Council's planning and building processes support infrastructure that is inclusive, accessible and equitable

3.4.4 Ensure the planning framework is responsive to the needs of businesses and residents and support growth and investment

## PERFORMANCE MEASURES

- Quarterly reports to Council on the progress of the Capital Works Program
- Community Satisfaction Survey results in relation to the condition of Sealed Local Roads
- Local Government Performance Reporting Indicators in relation to Roads and Statutory Planning
- Condition of Council's local road network as measured by Council's asset management system will be maintained
- Report to Council on lobbying and advocacy efforts
- Usage rates of public places, facilities, programs and services

4.

## *Promote our Natural Environment*

Promote a culture that supports a clean, green  
and sustainable environment

### Key Strategic Plans to promote our natural environment

- Municipal Emergency Management Plan
- Municipal Fire Prevention Plan
- Municipal Strategic Statement
- Sustainability Strategy
- Economic Development Strategy

## Objectives

## Strategies

**4.1 Promote and support improved biodiversity and the health of waterways, wetlands, soil and air**

4.1.1 Promote and support natural resource management and community based initiatives

4.1.2 Advocate to and collaborate with State Government Departments and other agencies on managing natural assets

4.1.3 Work with and support waterway managers to improve water management strategies to support development and ensure the protection of waterways from adverse environmental impacts

4.1.4 Reduce Council's carbon and ecological footprint

**4.2 Balance environmental protection with Council's support for growth**

4.2.1 Improve community understanding of land management issues

4.2.2 Ensure land use planning balances growth with appropriate levels of environmental stewardship

4.2.3 Ensure protection of the environment and the community through appropriate regulations and collaboration with other government agencies

4.2.4 Attract businesses to low carbon manufacturing opportunities by leveraging from the region's natural advantages such as wind and biofuel availability

**4.3 Promote and provide sustainable waste management services**

4.3.1 Examine and provide comprehensive waste collection services including incentives to maximise community awareness and participation in waste diversion strategies

4.3.2 Develop and implement education programs to increase waste diversion from landfill

4.3.3 Examine ways to maximise re-use of waste as a resource

**4.4 Develop and implement climate change adaptation strategies to prepare for climate change, especially extreme weather events**

4.4.1 Support community education to promote awareness and benefits of energy and water efficiency

4.4.2 Facilitate local investment in renewable energy projects, including in Council buildings and operations

4.4.3 Review Council's services and procurement practices to ensure that they are being planned and delivered in a way that supports climate adaption and resilience

4.4.4 Collaborate with State Government and regional agencies to ensure coordinated strategies and education in relation to climate change

## PERFORMANCE MEASURES

- Local Government Performance Reporting Indicators in relation to waste
- Reduction in Council's carbon and ecological footprint
- Increased diversion of waste from landfills



5.

## *Provide Governance & Leadership*

Strong leadership, good governance and effective service delivery

### Key Strategic Plans to support governance and leadership

- Advocacy Framework
- Digital Strategy
- HR Strategic Plan
- Long Term Strategic Plan
- Municipal Health and Wellbeing Plan
- Service Planning Framework Report
- Strategic Resource Plan

## Objectives

## Strategies

### 5.1 Provide transparent and responsible governance

5.1.1 Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role

5.1.2 Ensure responsible, effective and efficient use of Council resources

5.1.3 Continue to increase the transparency of Council's decision making processes

5.1.4 Strengthen Council's internal auditing to improve processes and procedures

### 5.2 Effective advocacy

5.2.1 Advocate for priority community projects, programs and initiatives

5.2.2 Further develop sound working relationships with external partners and stakeholders at a local, regional, national and international level

5.2.3 Seek and use opportunities to advocate at a regional, state and national level on significant issues affecting our community

### 5.3 Create an environment that supports committed and skilled staff

5.3.1 Embed an organisational culture that values workplace health, safety and wellbeing

5.3.2 Plan for and develop future skills required to deliver our services, projects and programs

5.3.3 Encourage and recognise high levels of performance and innovative practices

### 5.4 Deliver efficient and customer focused services

5.4.1 Maximise utilisation of digital solutions in service delivery

5.4.2 Ongoing review of service delivery to maximise efficiency and improve outcomes

5.4.3 Be recognised as an organisation that provides excellent customer service

5.4.4 Investigate partnerships, collaboration opportunities and options for shared service delivery and models

## PERFORMANCE MEASURES

- Quarterly reports to Council on progress of the Council's Annual Plan, Capital Works Program and Financial Statements
- Community Satisfaction Survey results in relation to:
  - Consultation and engagement
  - Decisions made in the interest of the community
  - Overall performance of Council
  - Overall direction of Council
  - Lobbying on behalf of the community
  - Customer Service
- Local Government Performance Reporting Indicators in relation to Governance
- Number of Regional Forums attended by Councillors and Council staff
- Improved cultural perception of Council staff in the next Cultural Survey
- Reduction in the number of Occupational Health and Safety incidents and Council's WorkCover Premium

**SOUTHERN GRAMPIANS  
SHIRE COUNCIL**

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