

Aerial Photograph



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Road Discontinuance
 Taylor Bay Right Arm

10/04/2018

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MURRINDINDI SHIRE COUNCIL PRIORITY ACTION PLAN 2018/19



Murrindindi
Shire Council



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PURPOSE

The Priority Action Plan 2018/19 contains the priority actions that we will pursue during the 2018/19 financial year to implement the strategies in the four year Council Plan 2017-2021.

We will update the Priority Action Plan at the start of each financial year to reflect the action priorities for the forthcoming year.

We will report on our progress in undertaking the priority actions at the end of each quarter (Jul – Sept, Oct – Dec, Jan – Mar and Apr – Jun) and we will provide an annual summary of progress in our Annual Report to the community each financial year.



OUR PEOPLE

STRATEGIC OBJECTIVE 1:

TOGETHER WE WILL CELEBRATE AND ENCOURAGE DIVERSE, CARING AND CONNECTED COMMUNITIES.

What we aim to achieve:

(Strategies)

- 1.1 Encourage activities and events that celebrate our vibrant, diverse and creative people and communities.
- 1.2 Work with our community and groups to connect, collaborate and plan for our future.
- 1.3 Work with our partner agencies to ensure people of all ages can access the health and community services they need.
- 1.4 Create a positive environment that supports our young people to grow, participate and be happy.
- 1.5 Promote opportunities for people of all ages to connect with and be involved in their community.

How we will measure our success:

(Strategic Indicators)

- Increased community events supported by Council
- Community satisfaction with elderly support services
- Community satisfaction with family support services
- Increased active library members and participation in library and other Council programs
- Increased participation by young people in Council activities and services
- Council's involvement in collaborative networks, plans and projects

Strategy 1.1 Encourage activities and events that celebrate our vibrant, diverse and creative people and communities.

ACTION	KEY FOCUS AREAS FOR 2018/19
1.1.1 Promote more community celebrations	<ul style="list-style-type: none"> • Support and deliver events that celebrate our diverse communities. • Implement the revised Community Grants Program to enhance the focus on supporting events.
1.1.2 Support creative and cultural activities	<ul style="list-style-type: none"> • Actively link young people to community through performing arts, music, performance, recreation and leadership. • Promote, market and enhance opportunities for community involvement in arts and cultural activities.
1.1.3 Strengthen our relationship with local Aboriginal communities	<ul style="list-style-type: none"> • Recognise and include Aboriginal culture, wherever possible, as part of Council initiated, funded or supported events. • Strengthen our relationship with the Taungurung Aboriginal Corporation through communication and joint initiatives.
1.1.4 Use our library facilities and programs to connect and celebrate communities	<ul style="list-style-type: none"> • Collaborate with schools and community to encourage greater participation in library programs and activities. • Explore interest in establishing new 'Friends of the Library' groups in the Shire. • Re-establish and extend outreach programs and other Council services delivered by the Mobile Customer and Library Service, including to three new locations.

Strategy 1.2 Work with community and groups to connect, collaborate and plan for our future.

ACTION	KEY FOCUS AREAS FOR 2018/19
1.2.1 Help local communities plan for their future	<ul style="list-style-type: none"> • Trial the Community Planning Framework in partnership with the community. • Support communities to plan for the 10 year anniversary of the 2009 bushfires.
1.2.2 Strengthen community, sport and recreation groups	<ul style="list-style-type: none"> • Collaborate with government, sporting assemblies and peak bodies to improve sporting and recreation opportunities and facilities. • Improve support to, and collaboration amongst, community groups.
1.2.3 Promote and encourage volunteering	<ul style="list-style-type: none"> • Investigate collaborative approaches to volunteer recruitment, engagement and training. • Coordinate volunteer celebration and acknowledgment events.

Strategy 1.3 Work with our partner agencies to ensure people of all ages can access the health and community services they need.

ACTION	KEY FOCUS AREAS FOR 2018/19
1.3.1 Encourage provision of services that meet community needs	<ul style="list-style-type: none"> • Coordinate professional development and community information sessions on priority issues. • Advocate for flexible and equitable delivery of services, including medical and specialist services across Murrindindi Shire. • Ensure services are welcoming, inclusive and accessible to all people in Murrindindi Shire.
1.3.2 Strengthen local aged and disability services	<ul style="list-style-type: none"> • Coordinate the Murrindindi Aged and Disability Service Providers Network. • Determine Council's future role in delivery of aged and disability services beyond 2020. • Progress opportunities to strengthen and sustain local service delivery.
1.3.3 Promote programs that encourage active lifestyle and access to healthy food	<ul style="list-style-type: none"> • Collaborate with partner agencies, community and young people to promote active living and healthy eating.
1.3.4 Support healthy and happy children and families	<ul style="list-style-type: none"> • Progress the Children's Physical Health and Wellbeing initiative through the Murrindindi Children's Network. • Support the delivery of high quality, flexible child care and children's services across Murrindindi. • Support and promote the delivery of family support services across Murrindindi. • Work with key partners to prevent family violence.

Strategy 1.4 Create a positive environment that supports our young people to grow, participate and be happy.

ACTION	KEY FOCUS AREAS FOR 2018/19
1.4.1 Encourage young people to participate and lead	<ul style="list-style-type: none"> • Collaborate with young people to design and deliver local initiatives and programs. • Explore the potential to build youth resilience through leadership development groups.
1.4.2 Improve access to the support young people need	<ul style="list-style-type: none"> • Plan local community initiatives to address existing and emerging issues, e.g. Alcohol and other drugs/ mental health forums, youth engagement and participation programs. • Advocate for the delivery of flexible youth services.



Strategy 1.5 Promote opportunities for people of all ages to connect with and be involved in their community.

ACTION

KEY FOCUS AREAS FOR 2018/19

1.5.1 Inspire people to be engaged and active

- Deliver Library programs and events, which engage, inform, inspire and help connect communities.
- Support Community and Neighbourhood Houses in relevant ongoing delivery of services to the community.

1.5.2 Remove barriers that restrict people’s participation in the community

- Deliver initiatives that will make our communities more age friendly.
- Identify and address disability access issues in conjunction with the Access and Inclusion Committee.
- Promote the inclusion of all people regardless of age, disability, gender identity, sexuality, cultural and/or religious background.



OUR PLACE

STRATEGIC OBJECTIVE 2:

WE WILL MAINTAIN AND ENHANCE PLACES TO BE ATTRACTIVE AND LIVEABLE, IN BALANCE WITH OUR NATURAL ENVIRONMENT.

What we aim to achieve:

(Strategies)

- 2.1 Support recreation opportunities for our residents and visitors that encourage participation and community connections.
- 2.2 Improving links and making Murrindindi Shire easier to navigate and its services and destinations easy to find.
- 2.3 Through good land use planning enhance the liveability, prosperity and the rural character of our Shire.
- 2.4 Strengthen the environmental sustainability of our communities, protect our natural environment and reduce resource consumption.
- 2.5 Recognise and embrace the history, culture and identity of our towns and communities.
- 2.6 Enhance community safety, resilience and liveability through improved planning, community engagement, and a fair and transparent approach to compliance.

How we will measure our success:

(Strategic Indicators)

- Reduction in Council's resource use
- Reduction in waste going to landfill
- Community satisfaction with the appearance of public areas
- Strengthened community engagement in safety planning and preparation
- Community satisfaction with Council's (land use) Planning Policy
- Retain or improve the proportion of our roads and open spaces in good condition

Strategy 2.1 Support recreation opportunities for our residents and visitors to encourage participation and community connections.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>2.1.1 Plan for an appropriate mix of sport and recreation assets to meet community needs</p>	<ul style="list-style-type: none"> Finalise and implement the recreation and open space policy framework to address equity and need in the provision of council services. Facilitate localised community conversations to support maintenance, service planning and collaboration.
<p>2.1.2 Explore innovative approaches to promote tracks, trails, sport and recreational opportunities</p>	<ul style="list-style-type: none"> Support the marketing and promotion of local sport and recreation opportunities. Explore partnerships with key stakeholders to identify opportunities for increasing the profile of our natural attractions, e.g. DELWP, Parks Victoria, GBCMA.

Strategy 2.2 Improve links and make Murrindindi Shire easier to navigate and its services and destinations easier to find.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>2.2.1 Improve pathway links for pedestrians, cyclists and horse riders</p>	<ul style="list-style-type: none"> Deliver new and improved pathways incorporated in the 2018/19 capital works program. Prioritise opportunities for new or improved links and identify any available funding. Work with cycling groups to identify opportunities for signage to indicate key cycling routes.
<p>2.2.2 Identify and upgrade road links for key attractions and business</p>	<ul style="list-style-type: none"> Review and prioritise road links to upgrade. Identify any available funding to support identified works and incorporate in future capital works programs. Continue to advocate for improved road safety and transport connections.
<p>2.2.3 Improve information and directional signage</p>	<ul style="list-style-type: none"> Improve main road signage identifying the Great Victorian Rail Trail. Install indigenous recognition Shire entry signage. Conduct a signage audit in the Shire's townships in preparation for the draft 2019/20 budget.

Strategy 2.3 Through good land use planning enhance the liveability, prosperity and the rural character of our Shire.

ACTION	KEY FOCUS AREAS FOR 2018/19
2.3.1 Maintain a proactive Strategic Planning program	<ul style="list-style-type: none"> • Continue implementation of the Eildon Structure Plan. • Continue implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework and Streetscape Masterplan. • Continue program of planning scheme amendments as required.
2.3.2 Implement priority actions from existing strategic plans	<ul style="list-style-type: none"> • Complete the review of existing strategic land-use plans, identify currency and develop a prioritised list of scheme amendments, investigations and works.

Strategy 2.4 Strengthen the environmental sustainability of our communities, protect our natural environment and reduce resource consumption.

ACTION	KEY FOCUS AREAS FOR 2018/19
2.4.1 Reduce Council's impact on the environment	<ul style="list-style-type: none"> • Coordinate the implementation of identified actions in the greenhouse gas emissions reduction program • Review approach to address Council's historic liabilities for vegetation clearing. • Effective management of council land including roadside weed management. • Consider findings of the Business Case prepared for Goulburn Broken Greenhouse Alliance for introduction of Electric Vehicles into the fleet. • Continue to increase the use of recycled products within Council's operations.
2.4.2 Support our communities to live, and our businesses to operate more sustainably	<ul style="list-style-type: none"> • Support community action to reduce waste. • Implement a new waste education program (with partner local governments). • Continue to support existing community initiatives such as Landcare. • Roll out the new Dindi Solar bulk buy program. • Continue to promote community action on renewable energy projects. • Work with community groups to audit energy use and identify energy efficiency and solar opportunities.
2.4.3 Introduce new waste management and recycling services and progressively improve existing services	<ul style="list-style-type: none"> • Evaluate the operations of Council's Scrap Shacks trial. • Continue to develop and implement the Waste 2050 project. • Complete planning and design for closure of current landfill cells and construction of new landfill cells.

Strategy 2.5 Recognise and embrace the history, culture and identity of our towns and communities.

ACTION

KEY FOCUS AREAS FOR 2018/19

2.5.1 Understand township identities and how to showcase the individual nature of our towns, villages and localities

- Understand and incorporate township identities into planned and existing upgrades.
- Tell the stories of our past and present communities and businesses.

Strategy 2.6 Enhance community safety, resilience and liveability through improved planning, community engagement, and a fair and transparent approach to compliance.

ACTION

KEY FOCUS AREAS FOR 2018/19

2.6.1 Plan for emergency response and recovery, and promote community resilience

- Deliver a revised Municipal Emergency Management Plan.
- Progress the 'Safer Together' pilot for Eildon.
- Advocate for fire season preparedness by other agencies and for improved community information about proposed works.

2.6.2 Provide information and support for community action in fire season preparation

- Promote Council risk reduction activities such as roadside slashing.
- Work with other agencies to provide information to the community about their role and activities in fuel reduction and other risk reduction activities.
- Promote the community's role in managing fuel on their own land.

2.6.3 Implement a strategic approach to compliance across Council's regulatory functions and enhance organisational capacity

- Strengthen compliance activities, policy, processes and capacity.

2.6.4 Working with the community to promote shared responsibilities

- Implement and report on progress of the adopted Domestic Animal Management Plan.
- Finalise and commence implementation of the Domestic Wastewater Management Plan.



OUR PROSPERITY

STRATEGIC OBJECTIVE 3:

IN PARTNERSHIP WITH THE COMMUNITY WE WILL PROMOTE AN ENVIRONMENT IN WHICH BUSINESS AND COMMUNITY CAN THRIVE.

What we aim to achieve: (Strategies)

- 3.1 Use a fresh approach to attract new and existing business investment.
- 3.2 Work with our businesses, regional partners and communities to support a diverse visitor experience that promotes our natural assets, and a vibrant range of events.
- 3.4 Support and encourage local businesses to work together, thrive and grow, through networking, start-up assistance, mentoring, and access to skills.
- 3.5 Advocate for and support high quality opportunities for education and training to meet community and business needs.
- 3.6 Advocate for improved infrastructure and access to public land to realise social and economic opportunities.

How we will measure our success: (Strategic Indicators)

- Increasing reach and impact of our business support activities
- Increased business investment
- Growth in new dwelling approvals
- Increased visitation to the Shire
- Implementation of our strategic land use plans



Strategy 3.1 Use a fresh approach to attract new and existing business investment.

ACTION

KEY FOCUS AREAS FOR 2018/19

3.1.1 Provide a seamless service for businesses and investors

- Promote the Development Assessment Team as a way for council staff to actively support investors through the systems and processes of a regulatory environment.
- Strategically partner with investors to address barriers to investment and economic outcomes for the community.
- Continue to deliver the Business and Tourism Innovation Grants Program.

3.1.2 Perform at high levels across all regulatory functions, striving to meet statutory timeframes in partnership with other government agencies

- Maintain quality regulatory services with a focus on innovation that supports sustainable living.

3.1.3 Use social media and established marketing documentation as well as networks and connections to promote our Shire as a great place to invest and do business

- Continue to refine use of social media platforms to attract investment from outside the Shire.
- Finalise and implement the new communications and marketing strategy.
- Continue to deliver the monthly business newsletter.

3.1.4 Work with potential developers to support development and investment

- Use the Investment Prospectus as the tool to drive enquiries.
- Utilise the Development Assessment Team to coordinate responses.
- Work with State Government to capture and support development opportunities in Eildon.

Strategy 3.2 Work with our businesses, regional partners and communities to support a diverse visitor experience that promotes our natural assets, and a vibrant range of events.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>3.2.1 Partner with regional and local stakeholders to enhance the economic benefit of the tourism sector</p>	<ul style="list-style-type: none"> Review Council's role in supporting the function and effectiveness of local business and tourism associations and Murrindindi Inc. Work with our existing tourism partners and resolve future partnership arrangements to develop our tourism sector.
<p>3.2.2 Leverage our natural assets to build on the tourism offer</p>	<ul style="list-style-type: none"> Showcase our key natural assets to visitors and residents. Advocate for improved infrastructure, access, funding and development to enhance the visitor experience of our natural assets.
<p>3.2.3 Support tourism, experiences, event development and delivery</p>	<ul style="list-style-type: none"> Develop a Tourism and Events Plan and investigate resources for delivery. Advocate to maintain the Jayco Herald Sun Tour in Kinglake. Utilise the Business and Tourism Innovation grants Program to attract new events and support smaller events to start and grow to increase visitation.
<p>3.2.4 Strengthen marketing and promotional activities</p>	<ul style="list-style-type: none"> Deliver the Tourism and Events Strategy and the Communications and Marketing Strategy Continue established marketing channels including Discover Dindi, Great Victorian Rail Trail, Goulburn River Valley Tourism's Heart of Victoria campaign.

Strategy 3.3 Support and encourage local businesses to work together, thrive and grow, through networking, start-up assistance, mentoring, and access to skills.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>3.3.1 Improve business-to-business and business-to-community networking</p>	<ul style="list-style-type: none"> Develop and deliver a business engagement action plan. Ensure there are opportunities for businesses to network and learn together. Investigate opportunities for a Business Women's network.
<p>3.3.2 Ensure businesses have access to the information and support they need to improve their viability</p>	<ul style="list-style-type: none"> Continue to provide regular and relevant information to businesses via business networks. Provide access to relevant business support services through the Business and Tourism Innovation Grant Program.



Strategy 3.4 Advocate for and support high quality opportunities for education and training to meet community and business needs.

ACTION

3.4.1 Assist with the development of a local, skilled workforce

KEY FOCUS AREAS FOR 2018/19

- Advocate for secondary and post-secondary education opportunities across Murrindindi Shire.
- Support initiatives developed by education and employment networks and local secondary schools to link young people to work, post secondary education or training opportunities.

Strategy 3.5 Advocate for improved infrastructure and access to public land to realise social and economic opportunities.

ACTION

3.5.1 Realise social and economic opportunities from our public land and improved infrastructure

KEY FOCUS AREAS FOR 2018/19

- Advocate to the State and Federal Governments in relation to improved access and infrastructure.

3.5.2 Continue to support the roll out of technology and telecommunications

- Advocate to the State and Federal Governments as appropriate.
- Support outcomes through a responsive and coordinated service approach.



OUR PROMISE

STRATEGIC OBJECTIVE 4:

WE WILL ALL WORK IN COLLABORATION WITH OUR COMMUNITIES TO DELIVER THE BEST POSSIBLE OUTCOMES IN ALL THAT WE DO.

What we aim to achieve:

(Strategies)

- 4.1 Represent and advocate for our community in a transparent and equitable way
- 4.2 Ensure our culture, systems and technologies encourage and enable innovation in our business practices and service delivery
- 4.3 Ensure the range of services we provide and the way we provide them are best aligned with community priorities and Council's resources
- 4.4 Commit to developing a stronger customer-focused culture that makes us easier to deal with
- 4.5 Expand our communication and two-way engagement with the community
- 4.6 Maintain Council's financial sustainability through sound financial and asset management
- 4.7 Support a skilled, engaged and flexible workforce that can respond to changing needs

How we will measure our success:

(Strategic Indicators)

- Community satisfaction with our consultation and engagement
- Community satisfaction with our lobbying on behalf of the community
- Community satisfaction with our customer service
- Positive trends in the Victorian Auditor General's ratings of Council's financial sustainability
- Increased workforce engagement
- Innovation opportunities identified and implemented



Strategy 4.1 Represent and advocate for our community in a transparent and equitable way.

ACTION

4.1.1 Advocate for our community’s interests to other levels and agents of government

KEY FOCUS AREAS FOR 2018/19

- Continue to advocate on high priority issues in Council’s Advocacy Plan.
- Continue to take advantage of opportunities to advocate to the Victorian Government and opposition in the lead up to the next State election in November 2018.
- Provide ‘real time’ information to the community on Council’s advocacy efforts.

Strategy 4.2 Ensure our culture, systems and technologies encourage and enable innovation in our business practices and service delivery.

ACTION

4.2.1 Collaborate across the organisation to identify, access and implement innovative ideas

KEY FOCUS AREAS FOR 2018/19

- Develop an Innovation Framework to capture, assess and prioritise innovative ideas.

4.2.2 Progress Council’s key IT applications to enable business process and service improvements

- Progress solutions to improve access to Council’s IT systems and corporate information for office based and field staff.
- Implement electronic rate notices and online payments as first step to transition to online business.

Strategy 4.3 Ensure the range of services we provide and the way we provide them are best aligned with community priorities and Council’s resources.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>4.3.1 Commence a program with the community to review and plan the level to which Council’s services should be delivered</p>	<ul style="list-style-type: none"> • Document baseline of business processes and levels of service currently provided by Council. • Frame the 2019/20 budget to progressively address inequity of service and associated infrastructure provision across the Shire.
<p>4.3.2 Continue to explore opportunities to share functions or the delivery of services with other councils</p>	<ul style="list-style-type: none"> • Proactively investigate joint procurement opportunities and shared service arrangements with other councils. • Advocate for State Government funding to support shared services.

Strategy 4.4 Commit to developing a stronger customer-focused culture that makes us easier to deal with.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>4.4.1 Improve the delivery of customer service across Council’s operations</p>	<ul style="list-style-type: none"> • Strengthen our understanding of the customer experience of Council’s services and build on the customer service culture. • Upgrade and implement Council’s customer request management system to improve customer experience. • Implement Council’s new customer service charter. • Commence publication of a single operational performance dashboard.

Strategy 4.5 Expand our communication and two-way engagement with the community.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>4.5.1 Improve Council’s communication and marketing</p>	<ul style="list-style-type: none"> • Finalise and implement Council’s new communications and marketing strategy.
<p>4.5.2 Enhance Council’s community engagement</p>	<ul style="list-style-type: none"> • Review Council’s community engagement approach. • Explore innovative ways to engage the community in Council’s decision-making. • Improve Council’s online presence, including through social media. • Provide greater opportunity for Council to consider submissions from the community when developing the annual budget.

Strategy 4.6 Maintain Council’s financial sustainability through sound financial and asset management.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>4.6.1 Integrate asset and financial information systems to improve quality of decision making and business processes</p>	<ul style="list-style-type: none"> Continue to implement and embed Council’s new asset management system into the organisation.
<p>4.6.2 Explore new ways to improve asset life and address Council’s asset renewal challenges</p>	<ul style="list-style-type: none"> Continue to use innovative approaches to improve asset life for consideration as part of future capital works and maintenance programs. Explore opportunities to better utilise or rationalise community assets.
<p>4.6.3 Review the role of Council’s discretionary financial reserves to ensure it is best aligned with Council’s longer term objectives</p>	<ul style="list-style-type: none"> Investigate alternative ‘return on investment’ scenarios to ensure best value in the use of Council’s reserves. Strengthen governance around the identification and use of reserves.

Strategy 4.7 Support a skilled, engaged and flexible workforce that can respond to changing needs.

ACTION	KEY FOCUS AREAS FOR 2018/19
<p>4.7.1 Maintain a positive, flexible and engaged organisation</p>	<ul style="list-style-type: none"> Ensure Council staff are empowered to best contribute to the delivery of the Council Plan. Implement Council’s Workforce Planning Tool to assist analysis of workforce needs. Continue to implement agreed actions from the staff satisfaction survey. Continue to support staff through changes that improves Council’s responsiveness to the community.
<p>4.7.2 Review Council’s management of OH&S with recognition of an ageing workforce and industry best practices</p>	<ul style="list-style-type: none"> Prioritise our focus on improving workplace health and safety.



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