



Murrindindi Shire Council
Council Plan Review 2013-2017

25 June 2014



Murrindindi
Shire Council

Mayor and CEO Message



Margaret Abbey CEO



Mayor Margaret Rae

We are very pleased to present Murrindindi Shire Council's updated 2013-2017 Council Plan, which is our key strategic document outlining how we, as a Council, will deliver for our community. It also contains our 10 year Strategic Resource Plan which provides a blueprint for our long term financial sustainability

Adopted in 2013, the Council Plan has been updated to reflect our progress over the first twelve months and the actions we propose to undertake in the coming year.

During our first year we sought to embrace and promote a Murrindindi Shire Culture: A single voice, a whole of Shire approach. Our aim is to continue this path over the coming year to build trust between the community and the Council.

No more is this evident than in our ongoing endeavour to build a vision for the future of the Murrindindi Shire together with the community. This updated Council Plan reflects many of the goals and aspirations the community has put forward as part of our shire-wide visioning exercise.

Whilst the Goals we have set are individually challenging, we believe in total they remain modest and achievable within the limits of our carefully managed resources.

Although we continue to face some hurdles on our four year journey, as a Council we are committed to delivering our services and projects in a professional and dedicated manner.

The key to our success is the working relationships that we will continue to nurture – working with our community, significant stakeholders and importantly the State Government.

Our most significant and challenging priority is ensuring we have the financial means to continually rejuvenate our community infrastructure across the Shire as it ages.

We are mindful of the legacy of our rebuilding success following the 2009 bushfires. Whilst we now have fantastic community infrastructure, the challenge remains in

meeting the on-going costs of our new and gifted assets.

To this end we will remain vigilant in our advocacy for further funding support from the State Government.

However in the absence of such assistance, planning for 2015/16 and future years cannot be ignored. Over the coming months therefore we will evaluate a range of potential measures to meet our financial challenges and secure our financial future. We will work with the community to explore these options.

Together we will examine ways to grow our ratebase; opportunities for well planned development that supports growth in our key townships; assess the potential for obtaining the best value from our property rating system by exploring differential rating options; and assess our capital works priorities, our program delivery capacity and re-evaluate our asset maintenance levels.

We will also assess the capacity of our community facilities to be self sustaining and whether identified assets might be closed or sold, as well as determining the levels of service that can realistically be delivered.

The four Goals in the Council Plan - Our Community, Our Economy, Our Environment and Our Council – align our organisation with the community's expectations that we continue to deliver leadership, advocacy and financial sustainability.

The Council Plan is a collaborative approach to building on what makes Murrindindi Shire great. By working together we can achieve the successes that this Plan outlines.

Margaret Abbey

Margaret Abbey CEO

Margaret Rae

Mayor Margaret Rae

Council Vision

Murrindindi Shire will be vibrant and progressive through strong connected communities within a healthy and attractive environment.

Council Values

Our values drive behaviour throughout the Council and are reflected in working relationships between Councillors, the organisation and the external environment including the community. The values underpin the way we work as an organisation and the way we want the community to perceive us as an organisation. Murrindindi's values are:

Integrity

We will be respectful, open and truthful in our dealings. Council will strive to be valued and trusted by the Murrindindi community.

Accountability

We will accept responsibility for our actions and be consistent in the application of our principles, policies and processes.

Innovation

We will consider new ideas, opportunities and better ways of doing things. Council will constantly seek opportunities to look for new, more efficient and effective ways of providing its services.

Respect

We will respect other people and their opinions and do as we say we will.

Service Excellence

We will ensure that Council services meet quality, cost and efficiency standards; are responsive to need; accessible to members of the community for whom the service is intended; and demonstrate continuous improvement.



Introduction

After Council elections held every four years, Council establishes a new Council Plan. The Council Plan sets out a four year roadmap of strategic objectives and strategies to work toward the community vision for Murrindindi into the future. Each year, Council presents to the community an updated set of strategies and actions for implementing the four year Council Plan.

The Council Plan plays a vital role in articulating Council's vision and shaping the future for Murrindindi over the four year period. It sets out local and regional challenges and opportunities for our community within the framework of the community's long term vision.

The annual review of the strategies in this Plan ensures that Council takes a comprehensive look at the way it conducts its business, encouraging continuous improvement and cost effectiveness. It ensures that all Council planning, strategies, policies and processes take their lead from the directions within this plan.

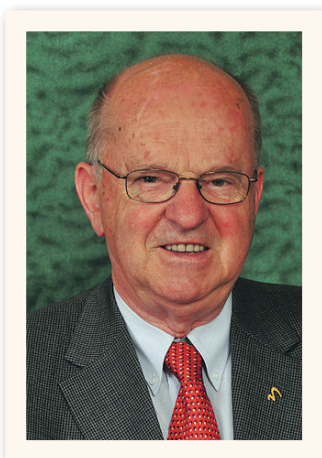
Council has identified four goals on which it will focus over the 2013-2017 four year period. These are:

- **Our Community**
- **Our Environment**
- **Our Economy**
- **Our Council**

The Council / Councillors



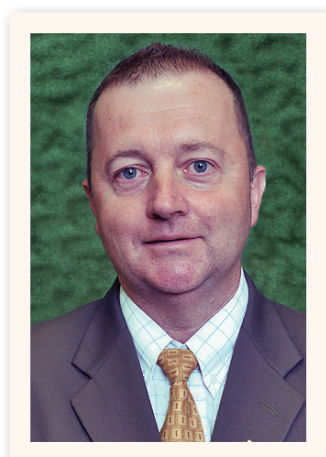
Cr Margaret Rae



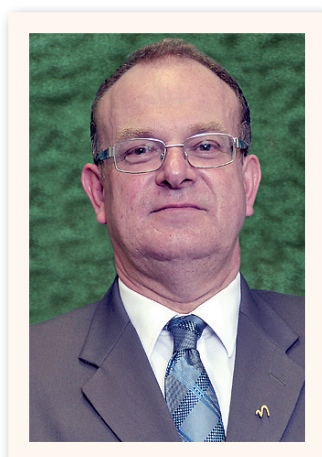
Cr John Kennedy



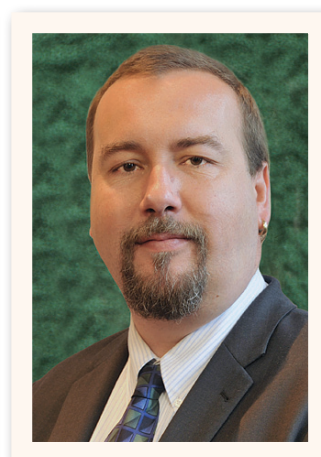
Cr Christine Challen



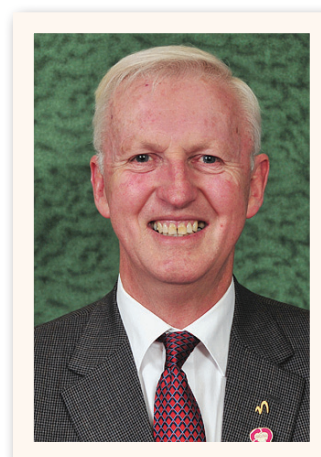
Cr Bernie Magner



Cr Andrew Derwent



Cr Cris Ruhr



Cr John Walsh

Murrindindi Shire Council is made up of seven wards with one Councillor representative per ward. Councillors are elected for a 4 year-term. The Councillors elected on 27 October 2012 were:

- Cr Margaret Rae (Mayor) represents the Redgate Ward
- Cr John Kennedy (Deputy Mayor) represents the Cheviot Ward and holds the Natural Environment and Climate Change portfolio.
- Cr Christine Challen represents the Cathedral Ward and holds the Economic Development portfolio.
- Cr Bernie Magner represents Eildon Ward and holds the Infrastructure and Waste Management portfolio.
- Cr Andrew Derwent represents Kinglake Ward and holds the Community Services portfolio.
- Cr Cris Ruhr represents King Parrot Ward and holds the Corporate and Customer Services portfolio.
- Cr John Walsh represents the Koriella Ward and holds the Land Use and Planning portfolio.

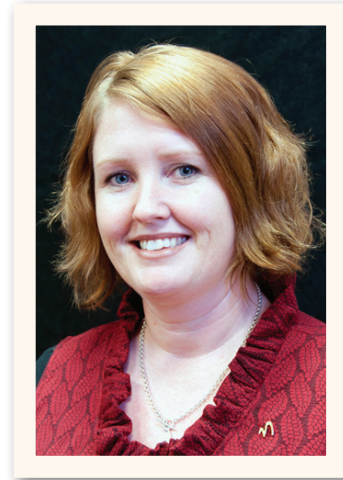
Organisational Structure



*Margaret Abbey
Chief Executive Officer*



*Michael Chesworth
General Manager
Corporate and Community
Services*



*Tamara Johnson
General Manager
Infrastructure and
Development Services*

Murrindindi Shire Council's Executive Management Team

To support the Council in its role, the Chief Executive Officer is appointed to manage staff and the day-to-day operational activities of Council. Council staff provide advice and expertise to the Council to assist with policy development and decision making.

The Chief Executive Officer is responsible for overseeing the implementation of Council's decisions. Murrindindi Shire Council operates under a corporate management

model, headed by the Chief Executive Officer, Margaret Abbey.

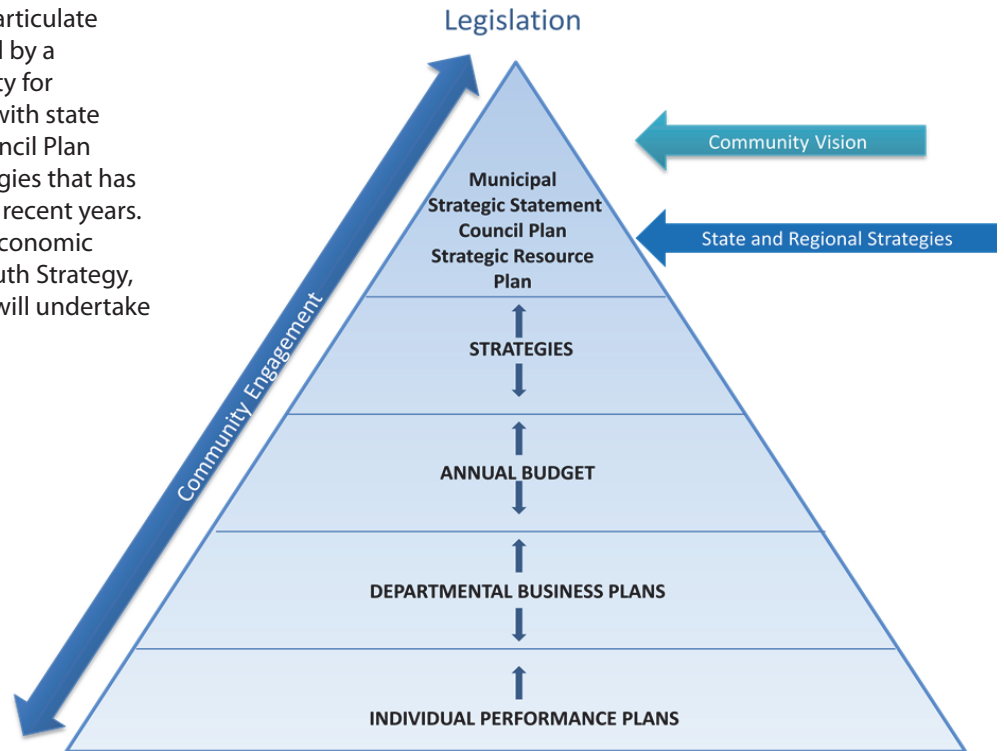
The Chief Executive Officer reports directly to Council and is supported by two General Managers, pictured above.

- Michael Chesworth – General Manager Corporate and Community Services
- Tamara Johnson – General Manager Infrastructure and Development Services

Planning framework

Council's Planning Framework recognises the importance of the Council Plan as the overarching document that will articulate Council's priorities. It is informed by a community vision that is a priority for development by Council, along with state and regional strategies. The Council Plan brings together a range of strategies that has been developed by Council over recent years. The strategies, for example the Economic Development Strategy or the Youth Strategy, outline the actions that Council will undertake to achieve its overall objectives.

Council's Corporate Planning Framework



Best Value

Best Value is a commitment by Council to provide the best value for the resources we use and the best possible service for our community.

Councils are required by the *Local Government Act 1989* to consider Best Value principles in service planning and delivery to ensure that services:

- meet their agreed quality and cost
- are responsive to the needs of our community
- are accessible to those members of the community for whom the service is intended
- achieve continuous improvement in the provision of services for the community
- include consultation with its community in relation to the services it provides
- are regularly reported to the community on Council's performance.

Murrindindi Shire Council will apply these principles to ensure continuous improvement in service planning and delivery. This ongoing commitment to improvement will assist Council to provide the resources required to deliver high quality, cost effective services within the framework of the Murrindindi Services Review.

Managing Risks

Murrindindi Shire Council continues to build on its commitment to managing its risks as an integral part of its corporate governance and operations. The Murrindindi Shire Council Risk Management Strategy 2011 provides the framework for this to be achieved.

Snapshot of Murrindindi Shire

Where we live:

Our shire is 60 to 90 minutes north east of Melbourne. Our amazing landscape includes beautiful National Parks and State Forests, fertile farming land, the scenic Goulburn River, Lake Eildon and abundant creeks and rivers.

Removed from the fast pace of big city living yet easily accessible from Melbourne and regional hubs, the shire promotes quality of life and a laidback lifestyle. The area has five key service centres in Alexandra, Eildon, Kinglake, Marysville and Yea that provides of businesses and facilities, educational hubs, medical services and a range of lifestyle choices and visitor accommodation.

These service centres are complemented by a number of diverse townships including: Acheron • Buxton • Cathkin • Castella • Flowerdale • Glenburn • Gobur • Highlands • Homewood • Kanumbra • Kinglake West • Koriella • Limestone • Molesworth • Murrindindi • Narbethong • Rubicon • Strath Creek • Taggerty • Terip Terip • Thornton • Toolangi • Woodbourne • Yarck • Yea.

Our history

The Wurundjeri and the Taungurung peoples are the traditional owners of the land known as the Murrindindi Shire.

European settlement followed Hume and Hovell's overland exploration in December 1824. Many local towns were established during the 1850s and 1860s after the discovery of gold.

The Murrindindi Shire Council was declared on 18 November 1994 by the amalgamation of the former municipalities of Alexandra and Yea, and the addition of parts of the former municipalities of Healesville, Broadford, Eltham, Whittlesea and Euroa.

On 7 February 2009, the Victorian bushfires claimed 95 lives in our shire and burned more than 1500 square kilometres (40 per cent of the shire). Our shire has shown amazing resilience to come back from this natural disaster and we have a community that continues to grow and prosper today.

Who we are:

We have a small population in a large and diverse Shire. More than 80 per cent of our 13,058 population was born in Australia. Other common countries of birth include England 4.2 per cent, New Zealand 1.1 per cent, Germany 0.7 per cent, Scotland 0.6 per cent and Netherlands 0.6 per cent.

Our landscape, clean air and beautiful countryside are major attractors to our region. Our highest proportion of the population (31.6 per cent) is aged between 45 and 64 and we are getting older. The percentage of those aged over 65 is expected to rise from 18.6 per cent in 2010 to 23.6 per cent in 2021, compared to the Victorian anticipated increase from 13.7 per cent to 20.2 per cent.

We have a strong workforce with around 54 per cent employed full time, 34 per cent employed part-time and 4.8 per cent unemployed which is below the state average for unemployment.

Our major employment categories include management at 18 per cent, technicians and trades workers at 17 per cent, professionals at 15 per cent, labourers at 12 per cent and community and personal service workers at 12 per cent.

Those who have made the choice to live in Murrindindi Shire have at close hand all that a world class city has to offer while living in a special part of the world.

What we do:

Our community has a strong affinity to the land. This is a strong attraction for people to come to our area to enjoy the natural beauty.

Agriculture, aquaculture, horticulture and viticulture are significant drivers of our economy as is our hospitality and tourism industry.

Our region supplies most of Australia's strawberry runner stock and 80 per cent of Australian trout stock. Our favourable climate and soil conditions allow for the growing of stone fruits, berries and turf production. We also have a vibrant beef, sheep and grain industry.

Education also provides employment opportunities as does medical, aged and community care and Local Government.

With over a million visitors each year, our tourism sector is a key economic driver that provides ecotourism experiences through to luxury holiday stays. We truly offer a diverse range of opportunities across our shire.

Council Goals, Strategic Objectives and Strategies



Vision 2030

During 2012, Murrindindi Shire Council embarked upon the development of a community vision for the municipality in 2030. The initial work that has been completed to date has been inspired by a Community Workshop held on 12 August 2012 and a community survey that was completed by almost 300 residents in late 2012. Council intends to undertake further work on the community vision during 2014.

A number of key themes have emerged from the feedback that Council received. These themes have helped shape the initial priorities of the Council Plan and will continue to be a benchmark against which the implementation of the strategies within the Council Plan will be assessed. All strategies will be implemented in a manner which assists Council and the community in achieving their 2030 vision for Murrindindi.

The themes arising from the community workshop are based upon:

- ... the place** Murrindindi is a place of rural landscapes and beauty.
- ... the communities** Murrindindi communities are vibrant, involved and interconnected.
- ... the opportunity** Murrindindi is a place of prosperity and opportunity.

Financial Sustainability

Whilst much of the public reconstruction following the 2009 bushfires has been completed, there is ongoing effort directed to support the affected communities and to enable individual property owners to rebuild. Despite this, Murrindindi Shire has experienced a drop in its population numbers and rateable assessments.

Furthermore, the impact of the operation, maintenance, insurance and depreciation costs of the new and enhanced assets received from the Victorian Bushfire Reconstruction and Recovery Authority that were funded through the Victorian Bushfire Appeal Fund has had a significant impact upon Council's long term financial sustainability.

This means that without further State Government financial assistance, the Council Plan strategies over the next four years will be very modest and no new initiatives or activities will be undertaken. It also means that Council's priorities over the four years of the Council Plan will be primarily directed towards growing our rate base through diligent planning, especially in and around the shire's main towns, in supporting economic development and in developing financial strategies to strengthen Council's longer term financial position.

The Framework of the Council Plan

The Council Plan is structured under a series of key goals and strategic objectives as outlined below:

Goals: The four goals establish the framework for the Council Plan and describe what Council wishes to achieve in the four years of the Plan.

Strategic Objectives: Each goal is supported by a number of strategic objectives which provide more specific details on what Council wishes to achieve.

Strategies: The strategies guide the work to achieve the strategic objectives. The strategies will be carefully monitored and reviewed each year to assess their effectiveness and where required, modifications will be made.

Strategic Indicators: These Indicators are performance measures that have been developed to monitor Council's progress in achieving its strategic objectives.

Year 2 Actions: These actions are Council's commitment of activities that will be undertaken during year 2 (ie 2014-2015) of the Council Plan. Council reports to the community on its progress in implementing these actions on a quarterly basis.

Goal – Our Community

We will support and promote health and wellbeing, social connectedness and community involvement.

Our goal is to create vibrant, interconnected and inclusive communities. Murrindindi Vision 2030 supports a strong sense of pride and belonging across the shire. From arts programs, improved footpaths, on-going support of fire affected communities and new and upgraded recreational facilities, we aim to put the pieces in place for healthy and active communities. We will achieve this vision through strong support programs and robust policy decisions.



Health and Wellbeing

Strategic Objectives – What we will do

We will advocate for and support the lifelong needs of our communities at all ages and all stages.

Strategies – How we will do it

- Advocate for and support flexible delivery of early years services.
- Promote and deliver effective transition through integrated aged care options.
- Support older people to remain active, healthy and connected to their community.
- Strengthen partnerships with service providers to meet the demonstrated health needs of our communities.
- Actively engage with community health and wellbeing issues through implementation of the Municipal Public Health and Wellbeing Plan.
- Work with young people and service providers to identify and respond to youth priorities across their respective communities.
- Support participation in a range of sport recreation and leisure activities.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Implementation of actions in the Municipal Public Health and Wellbeing Plan	100% completion by June 2015	Council quarterly report
Home and Community Care (HACC) services delivered to the community in accordance with service agreements	95% of all HACC targets reached	Annual Minimum Data Set reports
Recreation and leisure planning elements are incorporated into Council Strategic Planning	Completed by December 2015	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Implement recommendations of the Early Years Social Media and Communications Strategy.
- Review the delivery of the Planned Activity Program to enhance flexibility and access.
- Progress the *Social Connections Project* in partnership with residential aged care facilities to improve the social connections of older people in the community.
- Coordinate a Health and Wellbeing Consortium of services across Murrindindi Shire to support joint planning and coordinated service provision.
- Coordinate and support the Murrindindi Youth Partnership to plan and deliver joint initiatives to address the needs of young people.
- Progress the redevelopment of the Yea Swimming Pool.

Social Connectedness

Strategic Objectives – What we will do

We will encourage inclusive, creative and resilient communities.

Strategies – How we will do it

- Prioritise the activities of Council and engage other stakeholders to improve people's access and inclusion.
- Ensure access and social connectedness is considered in the planning and development of facilities and infrastructure.
- Support participation in a wide range of artistic and cultural pursuits.
- Work with communities to build resilience and prepare for future unplanned events.
- Support people and groups to work together to strengthen connections and community networks.
- Recognise, support and value volunteers.
- Advocate for better access to public and social housing options.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Facilitate an increase in multi-community participation in artistic and cultural events	Measured participation is more than or equal to the Victorian average Support of a minimum of four events per annum	Community Indicators Victoria Council quarterly report
Progress the Urban Access Program (pathways and related infrastructure, total identified projects – 101)	100% of annual identified projects completed per annum	Council quarterly report
Update and progress on the Missing Links Program (total projects identified – 29)	5 projects per annum	Council quarterly report
Audit of disability access issues regarding pathways and missing links	Audit of disability access issues complete by June 2015	Council quarterly report
Number of community network building activities initiated by Council	1 event between July and December and 1 event between January and June per annum	Council quarterly report
Promote and acknowledge volunteers	Minimum of: <ul style="list-style-type: none"> • 1 council initiated event per annum • 1 community event initiative in partnership with Council per annum 	Council quarterly report
Feasibility study and advocacy plan to governments to improve public and social housing options	Study and Advocacy Plan completed and recommendations implemented	Council quarterly report

CONTINUED

Social Connectedness CONTINUED

Year 2 Actions – What action we are taking in 2014/15

- Promote Council's social support programs to allow and encourage innovative service delivery to meet the needs of people with a disability.
- Complete the Access Yea project in partnership with local traders and community to promote access friendly venues.
- Enable community groups to coordinate and participate in arts and cultural events through the Community Grants program and other initiatives.
- Work with the Murrindindi Learn Local Network to support community and neighbourhood houses.
- Work in partnership with key partners to support the coordination of volunteer recruitment and training.
- Work with the Health and Wellbeing Consortium to develop an advocacy plan to communicate the need for additional public and social housing options in Murrindindi to State and Federal Governments.

Community Engagement

Strategic Objectives – What we will do

We will actively engage with our communities to increase participation and community input.

Strategies – How we will do it

- Trial and evaluate locality-based planning, that involves local communities.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Locality-based planning process trialled	1 locality by December 2014	Council quarterly report
Community perceptions of performance for health and human services	The Community Satisfaction Survey achieves a score in this category that is more than or equal to the indexed mean of 77	Community Satisfaction Survey

Year 2 Actions – What action we are taking in 2014/15

- Initiate locality-based planning process with an identified community.

Goal – Our Environment

We will manage our natural and built environment in a responsible manner.

Council will continue to protect significant environmental values and assets whilst balancing the need to develop and manage our built environment. This will be achieved through leadership and cooperation with other agencies and community networks. Our Council will be recognised for its environmental practices as we look to balance our natural surrounds with our need to grow. We aim to achieve communities that are sustainable in the use of natural resources while developing planning policies that embrace and protect our rural landscapes.



Conservation of Resources

Strategic Objectives – What we will do

We will use resources more efficiently and effectively.

Strategies – How we will do it

- Reduce our corporate footprint by using energy, water and materials more responsibly.
- Encourage and recognise environmentally responsible behaviour and practices within Council and across the Murrindindi community.
- Strengthen Council's capacity to use resources more sustainably by cooperating with the Goulburn Broken Greenhouse Alliance (GBGA) and community networks.
- Implement the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Our practices show a reduction in the use of energy, waste, paper and water resources	35% diversion of waste from landfill Overall reduction of 5% annually in paper consumption is targeted on 2013-2014 baseline information. Overall reduction of 5% in energy consumption across a selection of high use Council buildings per annum.	Council quarterly report
Implementation of the Waste Management Strategy	Implementation of year one actions	Council quarterly report
Implementation of Environment Strategy actions	Implement annual plans for existing actions	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Implement the system that will identify a baseline for corporate resource consumption and enable the organisation to set targets to reduce this baseline into the future.
- Design and identify strategies to fund a pilot program for energy improvements in selected Council buildings.
- Implement year two of the Watts Working Better Program.
- Implement the Climate Smart Agriculture Program.
- Implement year one actions from the Waste Management Strategy.

Protection of the Natural Environment

Strategic Objectives – What we will do

We will protect and enhance the natural environment.

Strategies – How we will do it

- Ensure Council operations are managed in a way that minimises impact on the natural environment.
- Conserve high value sites on Council controlled land and roadside reserves by reducing environmental threats.
- Encourage property development across the Shire that protects and enhances environmental values.
- Strengthen Council's capacity to work with key agencies that have responsibility for delivering local, regional, state and federal environmental policies and programs.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Plans, policies and processes to protect the environmental values on Council owned land are developed and continually refined	Annual action plans for managing the environment on Council owned land are implemented	Council quarterly report
Partnerships developed that deliver regionally funded projects across the Murrindindi Shire	Number of partnerships with other organisations developed	Council quarterly report
Number of communication materials planned and delivered with and/or to agencies, households and business groups	At least one environmental communication activity is held with each group	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Adopt the Roadside Management Plan and Code of Practice for managing environmental values in Council roadside reserves.
- Deliver environmental initiatives with agencies, schools, households and businesses.
- Implement Council's Roadside Weeds and Pest Animal Control Program.
- Continue collaborating with key local Landcare networks, as well as regional, state and federal agencies to identify and deliver environmental projects in Murrindindi.

Planning for Future Growth

Strategic Objectives – What we will do

We will plan for future growth that is sensitive to the constraints of our natural environment whilst considering development needs.

Strategies – How we will do it

- Improve the flexibility of the Murrindindi Planning Scheme to respond to growth in a way that balances environmental values and improves the level of safety of our community.
- Ensure that Council's emergency management planning responds to community safety needs.
- Improve Council and community capacity to respond to the impacts of extreme weather events and longer term climate change.
- Adopt and implement the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan.
- Promote environmentally sustainable design in future developments to achieve more energy and water efficient outcomes in our built environment.
- Review and progress Council's implementation of its Urban Design Frameworks for settlements within the Shire.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Adoption of environmentally sustainable design principles	Increase in the capacity to implement environmentally sustainable principles into the planning scheme	Council quarterly report
Regular review of municipal emergency management plan and the Municipal Fire Management Plan	Statutory review conducted by 2015	Council quarterly report
Implementation of ongoing changes to the Murrindindi Planning Scheme (MPS)	Implementation of year two actions	Murrindindi Planning Scheme
Implementation of the MSS in the Planning Scheme	Completed by June 2015	Murrindindi Planning Scheme
Implement the Kinglake Ranges, Flowerdale and Toolangi (KFT) Plan and Design Framework	Complete Streetscape Design Frameworks for Kinglake Ranges, Flowerdale and Toolangi Townships by June 2015	Kinglake Flowerdale and Toolangi (KFT) Plan
Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of Bushfire protection measures	Murrindindi Planning Scheme

Year 2 Actions – What action we are taking in 2014/15

- Update the Murrindindi Planning Scheme (MPS), and incorporate the outcomes of the following major strategic studies:
 - MSS,
 - KFT Plan,
 - Hume Regional Growth Plan,
 - Yea Structure Plan and
 - Flowerdale Flood Study.
- Commence implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Streetscape Design Framework.
- Undertake a Structure Plan for Eildon.
- Advocate for funding assistance to support initiatives linked to the Hume Regional Growth Plan implementation.
- Conduct a review of the Significant Landscapes Study.

Asset Management

Strategic Objectives – What we will do

We will apply a whole of life approach to the management and maintenance of Council's assets.

Strategies – How we will do it

- Manage and renew our existing infrastructure assets in a responsible manner.
- Engage with relevant communities on the development of community infrastructure and services.
- Develop and deliver services with consideration of the impacts on the natural environment that meet community needs.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Reduction in the infrastructure renewal gap	Develop strategies to ensure resources are appropriately allocated across all asset groups to reduce the infrastructure renewal gap over time	Council quarterly report
Delivery of the capital works program	Deliver 95% of annual scheduled Capital Works projects	Council quarterly report
Defined levels of service for maintenance activities	Develop and implement draft levels of service for roads and drainage maintenance by June 2015	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Develop and implement levels of service for roads and drainage maintenance.
- Develop a policy which guides Council's decision making in relation to new infrastructure development.
- Develop an Asset Disposal Policy.
- Develop a Road Renewal Plan which seeks to outline priorities and actions in relation to the renewal of Council's road network.
- Seek infrastructure funding grants to support future capital works programs to assist in reducing the infrastructure renewal gap.
- Assist community groups in the development of grant applications for infrastructure or services.

Goal – Our Economy

We will support the sustainable growth of Murrindindi Shire's businesses and the local economy.

A vibrant economy will attract people to our region and in turn will open further opportunities for business expansion and investment. This will increase employment prospects, social and cultural benefits and population growth. A key focus of our activities will be the further development and enhancement of educational and training options across the shire. While our attention will continue to be focused on a vibrant tourism and agricultural-based economy, we need to also advocate for improved telecommunications networks that will encourage diverse and entrepreneurial businesses the opportunity to establish.



Workforce Development

Strategic Objectives – What we will do

We will maximise the potential of the local workforce through education, training and employment opportunities.

Strategies – How we will do it

- Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including further development of the Murrindindi Training Institute.
- Support initiatives and activities of the Murrindindi Strategic Skills Training and Employment Network .
- Work closely with the Central Ranges Local Learning and Employment Network (CRLLEN), Workspace Australia and other organisations to improve local workforce development opportunities.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Number of training and/or workforce development initiatives implemented that address needs identified in the Murrindindi Training Needs Analysis 2013	2 new initiatives per annum	Council quarterly report
The proportion of youth aged between 15 and 19 years, who are considered to be either learning (attending an educational or training course) or earning (employed)	Greater than 78%	CRLLEN

Year 2 Actions – What action we are taking in 2014/15

- Work as part of the Murrindindi Strategic Skills Training and Employment Network to implement the recommendations of the Murrindindi Training Needs Analysis Report 2013.
- Advocate to Federal and State Governments for ongoing funding to support the Central Ranges Local Learning and Employment Network (CRLLEN) or similar organisations in providing local training and employment programs.

Improving Business Infrastructure

Strategic Objectives – What we will do

We will advocate for the provision of infrastructure and services that support business growth.

Strategies – How we will do it

- Support the development and implementation of the Hume ICT (Digital) Strategy and the Hume NBN Business Readiness Plan.
- Support further growth and development of the Yea Sale Yards subject to the availability of grant and reserve funds.
- Facilitate opportunities to increase utilisation of available land (eg. industrial, commercial and government owned) in the Shire.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Number of actions implemented from the Council's Economic Development Strategy	4 initiatives implemented per annum	Council quarterly report
No. of initiatives to improve business infrastructure and service	2 initiatives per annum	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Participate in the Indi Electorate Mobile Blackspots project.
- Implement the business case for the potential lease of additional land to support further enhancement of facilities at the Yea Saleyards for Council's consideration.

Investment Attraction

Strategic Objectives – What we will do

We will support local business retention and growth and attract new business and residential investment to the Shire.

Strategies – How we will do it

- Implement a business attraction and investment campaign.
- Investigate opportunities to attract investment in residential facilities for retiree and aged sectors.
- Identify and promote opportunities for growth in housing and business development in and around the Shire's main townships.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Value of new commercial and industrial building developments	3% increase per annum	Building Unit Permit approvals – Authority Database
Number of investment attraction events/initiatives delivered	2 per annum	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Develop and implement the Murrindindi Business Prospectus.
- Promote opportunities to expand residential and business investment in and around the Shire's major townships including associated Open Days.

Tourism Development

Strategic Objectives – What we will do

We will increase the economic, social and cultural benefits to the Shire of a growing tourism sector.

Strategies – How we will do it

- In partnership with Goulburn River Valley Tourism, actively encourage investment and support development of new tourism product and attractions as a result of the Destination Management Plan.
- Assess the feasibility of extending the Great Victorian Rail Trail from Alexandra to Eildon.
- Maintain strong relationships with government departments and agencies to promote enhanced tourism opportunities and infrastructure in the Shire such as the Giant Trees Trail and the Toolangi Zip Line.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Tourism visitation to the Shire	5% per annum increase in day trips	Goulburn River Valley Tourism Quarterly Visitors Survey (2 year rolling average)
Tourism visitation to the Shire	3% per annum increase in overnight stays	Goulburn River Valley Tourism Quarterly Visitors Survey (2 year rolling average)

Year 2 Actions – What action we are taking in 2014/15

- Complete a feasibility assessment of a trail link between Alexandra and Eildon. (Giant Trees Trail) linking all our State and National Parks.
- Support Murrindindi Inc in enabling local business and tourism associations to engage with Government departments and agencies.
- Support investment opportunities arising from the Goulburn River Valley Tourism Destination Management Plan.
- Work with key stakeholders to advocate for a feasibility study on the development of a major walking trail
- Support the development of a Master Plan for the Alexandra Railway Precinct.

Goal – Our Council

We will provide strategic leadership and effective governance that supports the aspirations of our community.

By ensuring our long term financial sustainability, Council's priorities will be directed towards the implementation of the Murrindindi Vision 2030. Achieving the outcomes of this community-driven vision will be our strong advocacy to all levels of government on local needs and issues, the implementation of a master plan to grow the Murrindindi rate base through sound planning and support for economic development and the effective and efficient operation of the Council. By achieving this Murrindindi Shire will be a place of prosperity and opportunity.



Leadership

Strategic Objectives – What we will do

We will deliver visible leadership and advocacy.

Strategies – How we will do it

- Involve community leaders in regular advocacy to State and Federal Governments on local needs and issues.
- Actively develop and implement a long term vision for Murrindindi Shire.
- Build community relationships and trust through community forums and engagement.
- Communicate key Council decisions and strategies to the community in a variety of ways.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Community participation in forums: Number of forums held	Deliver a minimum of one non-statutory community forum a year that actively encourages community participation	Council quarterly report
Advocacy to the State and Federal Governments	Advocate on behalf of the community on a minimum of 10 issues a year	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Commence implementation of Council's 2030 Vision.
- Investigate the utility of social media for Council as a communications and engagement tool.
- Advocate on behalf of the community on relevant local issues.
- Continue to provide opportunities for community input and engagement.

Customer Service

Strategic Objectives – What we will do

We will deliver quality customer outcomes by continuing to find better ways of doing things.

Strategies – How we will do it

- Build on our customer service and communications with the community.
- Continue to improve our processes to enhance the efficiency and effectiveness of the organisation.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Community perception of performance for customer service	Achieve a score of 66 or more in the annual community satisfaction survey	Community Satisfaction survey
Number of business processes implemented	Improve a minimum of five business processes a year	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Implement the following business process and efficiency improvements:
 - Governance – improve Council's existing policy framework in line with audit outcomes and best practice guidelines.
 - Procurement – establish electronic tendering and contract management processes.
 - Electronic document management - utilise the new system to reduce reliance on paper-based processes and to improve archiving practices.
 - Finance systems – incorporate the new Local Government Performance Reporting Framework into Council's existing financial reporting processes.
 - Risk Management – review policy and establish improved monitoring, controls and reporting of strategic organisational risks.
- Further develop Council's customer response tracking processes and establish indicators of Council's responsiveness.

Financial Sustainability

Strategic Objectives – What we will do

We will administer sound financial management practices.

Strategies – How we will do it

- Grow our rate base through diligent planning.
- Provide value for money through the delivery of long term financial plans.
- Practice responsible grants management and how we access grants.
- Promote an equitable rating strategy for all ratepayers.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Rate base increased by: <ul style="list-style-type: none">• Overall Capital Improved Value• New and quality developable lots	Increase the shire's Capital Improved Value by 1.5% each year Increase the number developable lots across the shire	Council rates data base Council planning applications
Completion of the Rating Strategy	Complete the Rating Strategy by 31 December 2014	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Develop and coordinate a master plan for growing the rates base.
- Complete and implement the Council's Rating Strategy.
- Complete the alignment of the Council's Planning Zones with the rating system.
- Increase capacity to attract grants to support the achievement of Council's strategic objectives.

Staff

Strategic Objectives – What we will do

We will have engaged and professional staff.

Strategies – How we will do it

- Ensure a healthy and safe workplace for all staff.
- Provide staff training and professional development opportunities.
- Provide workforce development and succession planning opportunities.

Strategic Indicators – How we measure our progress

Strategic Indicator	What our targets are	Source
Staff Satisfaction	Improve internal staff satisfaction results year on year	Staff Satisfaction Survey
	Reduce staff sick leave days by 1% per annum	Council quarterly report
Number of staff training days	Increase staff training days by 1% per annum	Council quarterly report
Health and safety	Reduce Time Lost through workplace injury by 5% per annum	Council quarterly report

Year 2 Actions – What action we are taking in 2014/15

- Continue to develop Council's policy framework and monitoring systems to improve workplace health and safety practices.
- Provide staff training and professional development opportunities.
- Progress the development of a voluntary staff rotation program across work areas within the organisation.

Supporting Strategic Plans

The Murrindindi Council Plan 2013-2017 provides a four year outline of how we, as a Council, will deliver for our community. The Plan is supported by a range of strategies that have been developed over recent years.

	OUR COMMUNITY	OUR ENVIRONMENT	OUR ECONOMY	OUR COUNCIL
LEGEND • Denotes Primary Foundation for this goal ▽ Denotes Secondary Foundation for this goal				
These Strategic Plans include:				
Alexandra Landfill Environmental Improvement Plan		•		
Alexandra Township Drainage Network Analysis (2012)		•		
Asset Management Plans (Roads, Bridges, Paths, Kerb & Channel, Buildings etc.)		•		
Asset Management Policy 2014		•		
Asset Management Strategy		•		
Community Engagement Guidelines 2012 - 2015				•
Community Vision 2030	•	•	•	•
Domestic Animal Management Plan 2013-2017		•		
Economic Development Strategy 2011-2016	▽	▽	•	
Industrial Land Demand Study		•	▽	
IT Strategic Plan 2008-2012				•
Kinglake Ranges, Flowerdale and Toolangi Plan & Design Framework 2014		•		
Kinglake Ranges, Flowerdale and Toolangi Plan & Design Framework Implementation Strategy (Feb 2014)		•		
Lake Eildon Land and On Water Management Plan	▽			
Linking Murrindindi – Accessibility and Liveability Strategic Plan 2011-2013	•	▽		
Management of Significant Landscapes in Murrindindi and Baw Baw		•		
Municipal Emergency Management Plan (2013)	▽	•		
Municipal Public Health and Wellbeing Plan 2013-2017	•	▽	▽	▽
Municipal Recovery Plan (2012)	•	▽		
Municipal Strategic Statement	▽	•	▽	
Murrindindi Shire & Lake Mountain Municipal Fire Management Plan	▽	•		
Murrindindi Shire Council Advocacy Plan				•
Murrindindi Shire Council Environment Strategy 2011-2015		•		
Murrindindi Shire Heritage Study		•		
Murrindindi Shire Land Capability Assessment		•		
Murrindindi Youth Strategy 2012-2015	•		▽	▽
Railtrail Integrated Marketing and Wayfinding Strategy - Name and Branding		•		
Rating Strategy 2009			▽	•
Recreation Reserves: Overall Plans of Development	•	▽		
Risk Management Strategy 2011				•
Road Management Plan 2013 - 2017		▽		•
Roadside Weed and Pest Animal Control Plan		▽		•
Rural Residential Study		•		
Urban Design Framework Alexandra	•	•	•	
Urban Design Framework Eildon	•	•	•	
Urban Design Framework Marysville	•	•	•	
Urban Design Framework Small Towns	•	•	•	
Urban Design Framework Yea	•	•	•	
Yea Township Drainage Network Analysis (2012)		•		

