

# DRAFT MURRINDINDI SHIRE COUNCIL PRIORITY ACTION PLAN 2019/20



**Murrindindi**  
Shire Council



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# PURPOSE

The Priority Action Plan 2019/20 contains the priority actions that we will pursue during the 2019/20 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.

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>1.1.1 Promote more community celebrations</b></p>	<ul style="list-style-type: none"> <li>• Continue to recognise the achievements of community members at Council Meetings.</li> <li>• Implement the Grants and Contributions program to support a broad range of activities that benefit our community.</li> </ul>
<p><b>1.1.2 Support creative and cultural activities</b></p>	<ul style="list-style-type: none"> <li>• Continue to deliver creative programs at our libraries which provide music, entertainment, participation and lifelong learning.</li> <li>• Actively link young people to community through performing arts, music, performance, recreation and leadership.</li> <li>• Promote, market and enhance opportunities for community involvement in arts and cultural activities.</li> </ul>
<p><b>1.1.3 Strengthen our relationship with local Aboriginal communities</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop our relationship with Taungurung Land and Waters Council.</li> <li>• Recognise and include Aboriginal culture as part of Council initiated, funded or supported events and via programs through our library branches.</li> </ul>
<p><b>1.1.4 Use our library facilities and programs to connect and celebrate communities</b></p>	<ul style="list-style-type: none"> <li>• Extend outreach of home-bound library delivery to Kinglake and Yea.</li> <li>• Implement 'social seniors' to help build online engagement skills for seniors.</li> <li>• Work with emerging Kinglake Friends of Library Group to deliver a project in support of the Kinglake Library and community.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>1.2.1 Help local communities plan for their future</b></p>	<ul style="list-style-type: none"> <li>• Progress the community planning trial in Yea, Marysville and Toolangi and finalise and action community plans.</li> </ul>
<p><b>1.2.2 Strengthen community, sport and recreation groups</b></p>	<ul style="list-style-type: none"> <li>• Collaborate with government, sporting assemblies and peak bodies to improve sporting and recreation opportunities and facilities.</li> <li>• Improve support to, and collaboration amongst, community groups.</li> </ul>
<p><b>1.2.3 Promote and encourage volunteering</b></p>	<ul style="list-style-type: none"> <li>• Investigate collaborative approaches to volunteer recruitment, engagement and training.</li> <li>• Coordinate volunteer celebration and acknowledgment events for National Volunteers Week (May 2020).</li> <li>• Deliver the Moving Murrindindi Project to provide enhanced community transport options.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<b>1.3.1 Encourage provision of services that meet community needs</b>	<ul style="list-style-type: none"> <li>• Coordinate professional development and community information sessions on priority issues.</li> <li>• Advocate for flexible and equitable delivery of services, including medical and specialist services across Murrindindi Shire.</li> <li>• Ensure services are welcoming, inclusive and accessible to all people in Murrindindi Shire.</li> </ul>
<b>1.3.2 Strengthen local aged and disability services</b>	<ul style="list-style-type: none"> <li>• Coordinate the Murrindindi Aged and Disability Service Providers Network.</li> <li>• Complete the transition of Aged and Disability Services to new provider(s).</li> <li>• Continue to assist our community to access aged and disability services through service planning, advocacy and independent assistance and advice.</li> <li>• Progress the collaborative project addressing innovative workforce development requirements of the Aged and Disability sector.</li> </ul>
<b>1.3.3 Promote programs that encourage active lifestyle and access to healthy food</b>	<ul style="list-style-type: none"> <li>• Collaborate with partner agencies, community and young people to promote active living and healthy eating through the RESPOND program.</li> </ul>
<b>1.3.4 Support healthy and happy children and families</b>	<ul style="list-style-type: none"> <li>• Review and refine delivery of immunisation sessions to meet the needs of the community.</li> <li>• Work with key partners to prevent family violence.</li> <li>• Support the delivery of high quality, flexible child care and children’s services across Murrindindi.</li> <li>• Support and promote the delivery of family support services across Murrindindi (parent education MCH, Facilitated playgroups, PEEP).</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<b>1.4.1 Encourage young people to participate and lead</b>	<ul style="list-style-type: none"> <li>• Collaborate with young people to design and deliver local initiatives and programs.</li> <li>• Work with young people to develop a leadership development program to improve civic participation.</li> </ul>
<b>1.4.2 Improve access to the support young people need</b>	<ul style="list-style-type: none"> <li>• Support local community initiatives to address existing and emerging issues.</li> <li>• Continue to explore potential programs that support mental health of young people and build capacity of communities.</li> <li>• Advocate for the delivery of flexible youth services.</li> </ul>



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

**ACTION**

**KEY FOCUS AREAS FOR 2019/20**

**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 and advocate for funding to support their work with community.

**1.5.2 Remove barriers that restrict people's participation in the community**

- Support initiatives that will make our communities more age friendly.
- Identify and address age friendly and disability access issues in conjunction with the Access and Inclusion Committee.
- Implement Council's decision to remove overdue library fines to encourage increased participation by community in library services.
- Further promote the Mobile Library and Customer Services to increase usage.
- Promote the inclusion of all people.



# 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.

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>2.1.1 Plan for an appropriate mix of sport and recreation assets to meet community needs</b></p>	<ul style="list-style-type: none"> <li>• Implement short term priorities identified in the recreation and open space strategy to address equity and need in the provision of council services.</li> <li>• Facilitate localised community conversations to support maintenance, service planning and collaboration.</li> </ul>
<p><b>2.1.2 Explore innovative approaches to promote tracks, trails, sport and recreational opportunities</b></p>	<ul style="list-style-type: none"> <li>• Develop a policy on the targeted use of Open Space contributions to promote recreational opportunities.</li> <li>• Support the marketing and promotion of local sport and recreation opportunities.</li> <li>• Explore partnerships with key stakeholders to identify opportunities for increasing the profile of our natural attractions, e.g. DELWP, Parks Victoria, GBCMA.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>2.2.1 Improve pathway links for pedestrians, cyclists and horse riders</b></p>	<ul style="list-style-type: none"> <li>• Deliver new and improved pathways incorporated in the 2019/20 capital works program.</li> <li>• Prioritise opportunities for new or improved links and identify any available funding.</li> <li>• Identify opportunities for improving access and safety with respect to motorised mobility devices in main street environments and identify any available funding.</li> </ul>
<p><b>2.2.2 Identify and upgrade road links for key attractions and business</b></p>	<ul style="list-style-type: none"> <li>• Undertake independent road safety audits on all Council link and collector roads, include other high priority roads as required. Apply safe systems approach as per state and federal policy.</li> <li>• Identify any available funding to support identified works and incorporate in future capital works programs.</li> <li>• Continue to advocate for improved road safety and transport connections.</li> <li>• Deliver road upgrades on key link roads including Back Eildon Road, Rubicon Road and King Parrot Creek Road.</li> </ul>
<p><b>2.2.3 Improve information and directional signage</b></p>	<ul style="list-style-type: none"> <li>• Install regional mountain bike trail signage and mapping to improve links and make destinations easy to find.</li> <li>• Improve main road signage identifying the Great Victorian Rail Trail.</li> <li>• Complete audit of road-side signage in key centres across the Shire.</li> </ul>



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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>2.3.1 Maintain a proactive Strategic Planning program</b></p>	<ul style="list-style-type: none"> <li>• Progress planning scheme amendment to provide buffer protections for Alexandra Waste Facilities.</li> <li>• Continue implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework and Streetscape Masterplan, including the Kinglake and Pheasant Creek streetscapes.</li> <li>• Continue implementation of the Eildon Structure Plan.</li> </ul>
<p><b>2.3.2 Implement priority actions from existing strategic plans</b></p>	<ul style="list-style-type: none"> <li>• Complete the review of existing strategic land-use plans, identify currency and develop a prioritised list of scheme amendments, investigations and works, and commence work on priority projects.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>2.4.1 Reduce Council's impact on the environment</b></p>	<ul style="list-style-type: none"> <li>• Undertake review of Council owned bushland areas.</li> <li>• Deliver Council's rural roadside weed management program.</li> <li>• Develop an organisational environment policy.</li> <li>• Deliver the Local Government Energy Savers Program energy efficiency upgrades of Council buildings, subject to confirmed external funding.</li> </ul>
<p><b>2.4.2 Support our communities to live, and our businesses to operate more sustainably</b></p>	<ul style="list-style-type: none"> <li>• Continue to support existing community initiatives such as Landcare.</li> <li>• Deliver community solar system giveaway at completion of the Dindi Bulk Buy.</li> <li>• Support community involvement in renewable energy projects.</li> <li>• Share information and engage our communities in the challenge of living sustainably through a Community Environment Forum.</li> </ul>
<p><b>2.4.3 Introduce new waste management and recycling services and progressively improve existing services</b></p>	<ul style="list-style-type: none"> <li>• Implement a waste education strategy, in collaboration with other councils.</li> <li>• Engage our community in the sustainability of kerbside recycling programs by reducing contamination through education and compliance.</li> <li>• Complete development of, and adopt the Waste 2050 strategy, including plan for future of landfill.</li> <li>• Enhance resource recovery and recycling facilities and operations including provision for e-waste collection and other facilities.</li> <li>• Commence the rehabilitation of closed landfill sites.</li> <li>• Continue planning for construction of new cells at the Alexandra landfill.</li> </ul>

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

**ACTION**

**KEY FOCUS AREAS FOR 2019/20**

**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.
- Install signage recognising the traditional owners of the land in Murrindindi Shire.

**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 2019/20**

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

- Deliver a revised:
  - \* Municipal Fire Management Plan
  - \* Neighbourhood Safer Places Plan
  - \* Heatwave Plan.
- Advocate for Safer Together funding opportunities for Community Based Bushfire Management projects and support for communities most exposed to fire risk.

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

- Deliver enhanced information and compliance activities in relation to fire prevention and fuel reduction, including increased presence of fire prevention officers.
- Work closely with rural landholders to ensure compliance with required firebreaks leading up to and during fire season.
- Continue to work with agencies and neighbouring municipalities on risk reduction activities, with a particular focus on the Kinglake Ranges.

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

- Complete the review of the Community Local Law with a focus on enhance community information and compliance.
- Strengthen education programs to promote compliance in priority areas including roadside signage, native vegetation removal, living in non-habitable structures.

**2.6.4 Working with the community to promote shared responsibilities**

- Finalise and commence implementation of the Domestic Wastewater Management Plan.
- Continue to promote community responsibility for responsible pet ownership.
- Continue to implement and report on Domestic Animal 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.

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>3.1.1 Provide a seamless service for businesses and investors</b></p>	<ul style="list-style-type: none"> <li>• Continue to promote the Development Assessment Team to support investors to navigate the regulatory environment.</li> <li>• Recruit and promote a business partnerships officer.</li> <li>• Promote and support businesses to access our business grants.</li> </ul>
<p><b>3.1.2 Perform at high levels across all regulatory functions, striving to meet statutory timeframes in partnership with other government agencies</b></p>	<ul style="list-style-type: none"> <li>• Maintain quality, customer-focused regulatory services with a focus on:                             <ul style="list-style-type: none"> <li>* Coordinating whole of Council responses</li> <li>* Supporting economic development outcomes</li> <li>* Innovation that supports sustainable living.</li> </ul> </li> </ul>
<p><b>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</b></p>	<ul style="list-style-type: none"> <li>• Use our social media platforms to attract investment and visitation from outside the Shire.</li> <li>• Continue to deliver and expand the monthly business newsletter.</li> <li>• Better use of social media to promote Council career opportunities.</li> </ul>
<p><b>3.1.4 Work with potential developers to support development and investment</b></p>	<ul style="list-style-type: none"> <li>• Use the Development Assessment Team to coordinate responses to developer enquiries.</li> <li>• Work with partner agencies and Government, to capture and support development opportunities in Eildon by delivering the Activating Lake Eildon Project.</li> </ul>

**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.

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>3.2.1 Partner with regional and local stakeholders to enhance the economic benefit of the tourism sector</b></p>	<ul style="list-style-type: none"> <li>• Work with Murrindindi Inc. to review the effectiveness of the local business and tourism associations.</li> <li>• Work with our tourism partners and resolve future partnership arrangements to develop our tourism sector.</li> </ul>
<p><b>3.2.2 Leverage our natural assets to build on the tourism offer</b></p>	<ul style="list-style-type: none"> <li>• Showcase our key natural assets to visitors and residents.</li> <li>• Advocate for improved infrastructure, access, funding and development to enhance the visitor experience of our natural assets.</li> </ul>
<p><b>3.2.3 Support tourism, experiences, event development and delivery</b></p>	<ul style="list-style-type: none"> <li>• Assist with the delivery of the Lake Eildon Boat and Fishing Show and other events that provide local benefits.</li> <li>• Promote our Grants and Contributions Program to attract new events and support smaller events to increase visitation.</li> </ul>
<p><b>3.2.4 Strengthen marketing and promotional activities</b></p>	<ul style="list-style-type: none"> <li>• Finalise and commence implementation of the Tourism and Events Strategy</li> <li>• Continue established marketing channels including Discover Dindi and the Great Victorian Rail Trail.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>3.3.1 Improve business-to-business and business-to-community networking</b></p>	<ul style="list-style-type: none"> <li>• Develop and deliver a business engagement action plan.</li> <li>• Ensure there are opportunities for businesses to network and learn together.</li> </ul>
<p><b>3.3.2 Ensure businesses have access to the information and support they need to improve their viability</b></p>	<ul style="list-style-type: none"> <li>• Promote our Grants and Contributions Program to provide access for local businesses to relevant support programs and services.</li> </ul>



**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 2019/20**

- Advocate for improved 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 2019/20**

- 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**

- Continue to advocate to the State and Federal Governments for improved telecommunication services in the Shire.



# 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 2019/20**

- Continue to advocate on high priority issues in Council's Advocacy Plan including:
  - \* Mental health service provisions
  - \* Road safety
  - \* Education
- 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 2019/20**

- Continue to engage our staff to recognise and capture innovation opportunities.
- Extend and embed our implementation of customer first initiatives across the organisation.

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

- Prepare a new IT Strategy to enable the organisation make best use of emerging technologies.
- Implement new creditor management software to improve financial controls and payment efficiency.
- Implement mobile technology solutions to improve service responsiveness.
- Investigate options for introducing electronic rate notices and expansion of online payment options.



**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.

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>4.3.1 Commence a program with the community to review and plan the level to which Council’s services should be delivered</b></p>	<ul style="list-style-type: none"> <li>Complete a review of Council’s infrastructure operational services to improve efficiencies and asset management.</li> </ul>
<p><b>4.3.2 Continue to explore opportunities to share functions or the delivery of services with other councils</b></p>	<ul style="list-style-type: none"> <li>Proactively investigate joint procurement opportunities and new shared service arrangements with other councils or industry bodies</li> <li>Continue to develop our existing shared service arrangements.</li> </ul>
<p><b>4.3.3 Continue to review the best locations from which to provide Council’s services to the community</b></p>	<ul style="list-style-type: none"> <li>Develop a plan for the future of Council’s service locations and operations facilities in the Shire</li> <li>Develop a masterplan for the municipal precinct in Perkins Street Alexandra.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<p><b>4.4.1 Improve the delivery of customer service across Council’s operations</b></p>	<ul style="list-style-type: none"> <li>Implement Council’s new Customer Service Charter and Policy</li> <li>Continue to use customer feedback and suggestions to guide improvements in our customer service.</li> <li>Continue to build the capacity of front line customer service to meet customer needs at the first point of contact.</li> </ul>



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

**ACTION**

**KEY FOCUS AREAS FOR 2019/20**

**4.5.1 Improve Council's communication and marketing**

- Commence implementation of Council's Communications Strategy.
- Implement a revised style guide to enhance consistency and improve tone of Council's communications.

**4.5.2 Enhance Council's community engagement**

- Review Council's community engagement Policy and Guidelines.
- Explore and use community development tools to enhance how we engage with the community.

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<b>4.6.1 Integrate asset and financial information systems to improve quality of decision making and business processes</b>	<ul style="list-style-type: none"> <li>• Continue to implement and embed Council’s new asset management system into the organisation.</li> <li>• Complete the asset revaluation for storm water drainage and footpaths.</li> </ul>
<b>4.6.2 Explore new ways to improve asset life and address Council’s asset renewal challenges</b>	<ul style="list-style-type: none"> <li>• Review Council’s Asset Management Strategy, including Council’s funding of asset renewal.</li> <li>• Continue to use innovative approaches to improve asset life for consideration as part of future capital works and maintenance programs.</li> </ul>
<b>4.6.3 Review the role of Council’s discretionary financial reserves to ensure it is best aligned with Council’s longer term objectives</b>	<ul style="list-style-type: none"> <li>• Develop a Financial Reserves Policy.</li> <li>• Strengthen link between use of financial reserves and longer term asset management strategies.</li> </ul>

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

<b>ACTION</b>	<b>KEY FOCUS AREAS FOR 2019/20</b>
<b>4.7.1 Maintain a positive, flexible and engaged organisation</b>	<ul style="list-style-type: none"> <li>• Continue to ensure Council staff are empowered to deliver the strategies of the Council Plan.</li> <li>• Develop a new approach to measure staff satisfaction.</li> <li>• Develop a Workplace Health &amp; Wellbeing Plan to better support an engaged workforce.</li> </ul>
<b>4.7.2 Review Council’s management of OH&amp;S with recognition of an ageing workforce and industry best practices</b>	<ul style="list-style-type: none"> <li>• Implement the OHS Management Plan to strengthen our approach to managing workplace health and safety.</li> <li>• Continue to work towards accreditation to the OHS National Audit Tool.</li> </ul>



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