MURRINDINDI SHIRE COUNCIL PRIORITY ACTION PLAN 2020/21

Murrindindi Shire Council

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PURPOSE

The Priority Action Plan 2020/21 contains the priority actions that we will pursue during the 2020/21 financial year to implement the strategies in the four year Council Plan 2017-2021.

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 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 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 2020/21
1.1.1 Promote more community celebrations to increase opportunities for the community to connect	• Support community events and projects through the Grants and Contributions program.
1.1.2 Support creative and cultural activities	• Actively link young people to the community through music, performance and recreation activities. • Build further engagement in the Dindi Live initiative.
1.1.3 Strengthen our relationship with local Aboriginal communities	• Work with the Taungurung Land and Waters Council to support the commencement of the Recognition and Settlement Agreement. • Commence the development of a Reconcilliation Action Plan.
1.1.4 Use our library facilities and programs to connect and celebrate communities	• Support our community to access our library services in new and varied ways.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
1.2.1 Help local communities plan for their future	• Complete the Community Planning trial in Marysville, Yea and Toolangi/Castella. • Commence the community planning initiative to Eildon. • Deliver the COVID-19 Community Transition Plan alongside our community partners.
1.2.2 Strengthen community, sport and recreation groups	• Support the capacity of community groups, sport and recreation groups to recover and thrive. • Collaborate with government, sporting assemblies and peak bodies to improve sporting and recreation opportunities and facilities across the Shire.
1.2.3 Promote and encourage volunteering	• Progress collaborative approaches to volunteer recruitment, engagement and training.

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 2020/21
1.3.1 Encourage provision of services that meet community needs	• Coordinate professional development and community information sessions on priority issues. • Progress key initiatives in the COVID-19 Community Transition Plan to support the relief and recovery needs of the community. • Advocate for flexible and equitable delivery of services, including medical and specialist services across Murrindindi Shire.
1.3.2 Strengthen local aged and disability services	• Continue to assist our community to access aged and disability services through service planning, advocacy and independent assistance and advice.
1.3.3 Promote programs that encourage active lifestyle and access to healthy food	• Collaborate with partner agencies and the community to promote active living and healthy eating.
1.3.4 Support healthy and happy children and families	• Work with key partners to prevent family violence. • 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 (parent education Maternal Child Healt, Facilitated playgroups, PEEP).

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

ACTION	KEY FOCUS AREAS FOR 2020/21
1.4.1 Encourage young people to participate and lead	• Deliver the Youth Leadership Program. • Collaborate with young people to design and deliver local initiatives and programs.
1.4.2 Improve access to the support young people need	• Explore local community initiatives to address existing and emerging issues for young people.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
1.5.1 Inspire people to be engaged and active	• Support Community and Neighbourhood Houses in relevant ongoing delivery of services to the community and advocate for funding to support their work.
1.5.2 Remove barriers that restrict people's participation in the community	• Identify and address age friendly and disability access issues in conjunction with the Access and Inclusion Committee. • Ensure services are welcoming, inclusive and accessible to all people in Murrindindi Shire.

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 to encourage participation and community connections.

2.2 Improve links and make Murrindindi Shire easier to navigate and its services and destinations easier 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 2020/21
2.1.1 Deliver the Recreation and Open Space Strategy	• Progress the delivery of key recreation asset projects including the Alexandra Precinct, the Yea Recreation Reserve Lighting Project and the Eildon Reserve Precinct. • Complete the master planning projects at Eildon Reserve and Kinglake Memorial Reserve.
2.1.2 Explore innovative approaches to promote tracks, trails, sport and recreational opportunities	• Work with our local and regional partners to promote our nature based assets.

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 2020/21
2.2.1 Improve pathway links for pedestrians and school students, cyclists and horse riders	• Deliver new and improved pathways incorporated in the 2020/2021 Capital Works Program. • Prioritise opportunities for new or improved links and identify any available funding.
2.2.2 Identify and upgrade road links for key attractions and business	• Identify any available funding to support identified works and incorporate in future capital works programs as part of the development of the 10 Year Capital Works Program. • Complete the road safety improvements and streetscape works at High Street, Yea. • Continue to advocate for improved road safety and transport connections.
2.2.3 Improve information and directional signage	• Improve directional and information signage on the Great Victorian Rail Trail (GVRT).

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

ACTION	KEY FOCUS AREAS FOR 2020/21
2.3.1 Maintain a proactive Strategic Planning program	• Progress planning scheme amendment to provide buffer protections for Alexandra Waste Facilities.
2.3.2 Implement priority actions from existing strategic plans	• Finalise the Activating for Growth project prioritisation list and commence work on priority projects.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
2.4.1 Reduce Council's impact on the environment	• Complete the review of Council owned bushland areas. • Deliver Councils Rural Roadside Weed and Pest Program. • Complete the conservation assessment of the Shires rural roadsides.
2.4.2 Support our communities to live, and our businesses to operate more sustainably	• Support community environmental initiatives such as Landcare and viable community energy projects. • Participate as members of the Goulburn Broken Greenhouse Alliance.
2.4.3 Introduce new waste management and recycling services and progressively improve existing services	• Development of a detailed business case to introduce a FOGO collection service. • Complete the Resource Recovery Strategy to align with the draft Circular Economy Transition Plan. • Complete the due diligence, business model and conceptual design works for the new Resource Recovery Centre located in Yea. • Review Resource Recovery Centre arrangements to comply with environment protection reforms.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
2.5.1 Showcase the stories and history of our towns, villages and localities	• Provide support to events which recognise and embrace the history of our Shire (e.g. NAIDOC).

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 2020/21
2.6.1 Plan for emergency response and recovery, and promote community resilience	• Improve Fire Safety capacity for our local communities. • Develop an Emergency Management Policy that sets the emergency management direction for the municipality. • Complete the review and adoption of the Municipal Emergency Management Plan. • Participate in the development of the Regional Emergency Management Plan for the Hume Region.
2.6.2 Implement a strategic approach to compliance across Council's regulatory functions and enhance organisational capacity	• Strengthen compliance education programs to promote compliance in priority areas including shipping containers, unsightly properties, native vegetation removal, living in non-habitual structures and swimming pools.
2.6.3 Working with the community to promote shared responsibilities	• Work with the community with the implementation of the Community Local Law 2020. • Implement final year of Domestic Animal Management Plan 2017-2021. • Commence implementation planning for 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.

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

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

3.5 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 2020/21
3.1.1 Provide a seamless service for businesses and investors	• Promote the Development Assessment Team as a resource for businesses and investors.
3.1.2 Perform at high levels across all regulatory functions, striving to meet statutory timeframes in partnership with other government agencies	• Progress Council's adoption of the Better Approvals Project. • Participate in subdivision statewide working group.
3.1.3 Use established marketing documentation as well as networks and connections to promote our Shire as a great place to invest and do business	• Update Council's Murrindindi Investment website.
3.1.4 Support businesses to recovery and grow	• Ensure businesses have access to Council's Grants and Contributions Program. • Commence delivery the COVID-19 Business Recovery Plan.

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 2020/21
3.2.1 Partner with regional and local stakeholders to enhance the economic benefit of the tourism sector	• Work with Tourism North East to deliver activities that support our tourism industry. • Work with our Business Advisory Committee, tourism partners, clubs and associations to develop and grow tourism and events opportunities.
3.2.2 Leverage our natural assets to build on the tourism offer	• Showcase our key natural assets to visitors and residents.
3.2.3 Support tourism, experiences, event development and delivery	• Undertake a Visitor Information Centre review. • Commence the delivery of activities identified in the Great Victorian Rail Trail Strategic Development Plan
3.2.4 Strengthen marketing and promotional activities	• Commence the delivery of activities identified in the Tourism & Events Strategy. • Provide cooperative marketing opportunities for businesses. • Expand the audience and conversion rate of established marketing channels including Discover Dindi.

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 2020/21
3.3.1 Improve business-to-business and business-to-community networking	• Ensure opportunities exist for businesses and networks to engage and learn together.
3.3.2 Ensure businesses have access to the information and support they need to improve their viability	• Undertake regular communication with business to promote the information and support programs available. • Establish and maintain an online collection of information, resources and opportunities to support businesses.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
3.4.1 Assist with the development of a local, skilled workforce	• Support initiatives developed by government, 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	KEY FOCUS AREAS FOR 2020/21
3.5.1 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 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.

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	KEY FOCUS AREAS FOR 2020/21
4.1.1 Advocate for our community's interests to other levels and agents of government	• Continue to advocate for our community on high priority issues.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
4.2.1 Collaborate across the organisation to identify, access and implement innovative ideas	• Continue to engage our staff to recognise and capture innovation opportunities. • Continue to embed and extend 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	• Implement a new Contract Management System to ensure that the contract process is managed effectively and efficiently. • Commence the Digital Futures project which aims to utilise leading edge technologies to improve service delivery and operations for Council and the community.

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 2020/21
4.3.1 Commence a program with the community to review and plan how we deliver and the level to which Council's services should be delivered	• Commence Library service review. • Commence the implementation of recommendations from the Infrastructure Operations service review.
4.3.2 Continue to explore opportunities to share functions or the delivery of services with other councils	• Continue to develop our existing and explore new shared services and contract arrangements.

Strategy 4.4 Commit to developing a stronger customer-focused culture.

ACTION	KEY FOCUS AREAS FOR 2020/21
4.4.1 Improve the delivery of customer service across Council's operations	• Improve ease of access to our services by offering online forms. • Implement new phone system to enhance phone performance and management and visibility of customer experience. • Implement a grant finder portal and newsletter service to support easy access to grant opportunities for community and businesses.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
4.5.1 Improve Council's communication and marketing	• Continue implementation of Council's Communication Strategy and improved approach to communicating with the community. • Commence implementation of Council's Social Media Strategy.
4.5.2 Enhance Council's community engagement	• Review and redevelop Council's Community Engagement Policy. • Develop guidelines to support the Public Transparency Policy and a cultural shift towards sharing more of our information with the community.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
4.6.1 Integrate asset and financial information systems to improve quality of decision making and business processes	• Continue to implement and embed Council's asset management system into the organisation by including building maintenance. • Complete the review of the Road Mangement Plan.
4.6.2 Explore new ways to improve asset life and address Council's asset renewal challenges	• Embed the revised Asset Management Policy within the organisation including reviewing roles and responsipilities of Service and Asset Managers. • Review Council's Asset Management Strategy and Asset Management Improvement Plan. • Complete the development of a 10 Year Capital Works Program.
4.6.3 Continue to ensure Council's long term financial sustainability is maintained	• Commence review of Council's current long term financial planning processes in accordance with the Local Government Act 2020.

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

ACTION	KEY FOCUS AREAS FOR 2020/21
4.7.1 Maintain a positive, flexible and engaged organisation	• Build and implement an annual rolling organisational training plan. • Build and implement a Workforce Plan, including succession planning. • Promote gender equality and implement the necessary action towards achieving the requirements of the Gender Equality Act 2020.
4.7.2 Review Council's management of OH&S with recognition of an ageing workforce and industry best practices	• Implement the OHS Management Plan to strengthen our approach to managing workplace health and safety. • Continue to work towards accreditation to the OHS National Audit Tool.

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