

DRAFT MURRINDINDI SHIRE COUNCIL PRIORITY ACTION PLAN 2017/18



Murrindindi
Shire Council



PURPOSE

The Priority Action Plan 2017/18 contains the priority actions that we will pursue during the 2017/18 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.

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OUR PEOPLE

STRATEGIC OBJECTIVE 1:

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

What we aim to achieve:

(Strategies)

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

How we will measure our success:

(Strategic Indicators)

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

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

ACTION	KEY FOCUS AREAS FOR 2017/18
1.1.1 Promote more community celebrations	<ul style="list-style-type: none"> Support and deliver events that celebrate our diverse communities. Promote the Community Grants Program as a means to encourage more events.
1.1.2 Lead and support creative and cultural activities	<ul style="list-style-type: none"> Explore the potential for a Murrindindi arts network to connect and showcase our artistic and creative people. Actively link young people to performing arts. Promote and enhance opportunities for community involvement in arts and cultural activities.
1.1.3 Strengthen our relationship with local Aboriginal communities	<ul style="list-style-type: none"> Recognise and include Aboriginal culture as part of Council initiated events (Children's Week, ELF Reading Day, and Australia Day). Celebrate Aboriginal stories and history through Council communication channels. Strengthen our relationship through joint initiatives.
1.1.4 Use our library facilities and programs to connect and celebrate communities	<ul style="list-style-type: none"> Collaborate with schools and community to encourage greater participation in library programs and activities. Explore interest in establishing new 'Friends of the Library' groups in the Shire. Re-establish and extend outreach programs and other Council services delivered by the Mobile Library, including to three new Mobile Library stops.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
1.2.1 Help local communities plan for their future	<ul style="list-style-type: none"> Design a Community Planning Framework in partnership with the community. Support communities to plan for the 10 year anniversary of the 2009 bushfires.
1.2.2 Strengthen community, sport and recreation groups	<ul style="list-style-type: none"> Collaborate with government, sporting assemblies and peak bodies to improve sporting and recreation opportunities and facilities. Improve coordination and collaboration of Council support to all community groups.
1.2.3 Promote and encourage volunteering	<ul style="list-style-type: none"> Investigate collaborative approaches to volunteer recruitment, engagement and training. Coordinate volunteer celebration and acknowledgment events. Introduce new volunteer opportunities to support delivery of Council's Community Services.

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 2017/18
1.3.1 Encourage provision of services that meet community needs	<ul style="list-style-type: none"> • Coordinate professional development and community information sessions on priority issues. • Advocate for flexible and equitable delivery of services, including medical and specialist services across Murrindindi Shire. • Ensure services are welcoming, inclusive and accessible to all people in Murrindindi Shire.
1.3.2 Strengthen local aged and disability services	<ul style="list-style-type: none"> • Coordinate the Murrindindi Aged and Disability Service Providers Network. • Determine Council's future role in delivery of aged and disability services beyond 2020. • Identify opportunities to strengthen and sustain local service delivery.
1.3.3 Promote programs that encourage active lifestyle and access to healthy food	<ul style="list-style-type: none"> • Support and deliver events, education and initiatives focusing on active living, healthy eating, accessibility and affordability.
1.3.4 Support healthy and happy children and families	<ul style="list-style-type: none"> • Progress the Children's Physical Health and Wellbeing initiative through the Murrindindi Children's Network. • Support the delivery of high quality, flexible child care and children's services across Murrindindi. • Support and promote the delivery of family support services across Murrindindi. • Work with key partners to prevent family violence.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
1.4.1 Encourage young people to participate and lead	<ul style="list-style-type: none"> • Collaborate with young people to design and deliver local initiatives and programs. • Explore the potential to build youth resilience through leadership development groups.
1.4.2 Improve access to the support young people need	<ul style="list-style-type: none"> • Plan local community initiatives to address existing and emerging issues, e.g. Alcohol and other drugs/ mental health forums, youth engagement and participation programs. • Advocate for the delivery of flexible youth services.



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

ACTION

KEY FOCUS AREAS FOR 2017/18

1.5.1 Inspire people to be engaged and active

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

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

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



OUR PLACE

STRATEGIC OBJECTIVE 2:

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

What we aim to achieve:

(Strategies)

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

How we will measure our success:

(Strategic Indicators)

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

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

ACTION	KEY FOCUS AREAS FOR 2017/18
2.1.1 Plan for an appropriate mix of sport and recreation assets to meet community needs	<ul style="list-style-type: none"> Review recreation and open space assets to identify community requirements. Facilitate localised community conversations to support maintenance, service planning and collaboration. Investigate club financial contribution partnerships to support project delivery.
2.1.2 Explore innovative approaches to promote tracks, trails, sport and recreational opportunities	<ul style="list-style-type: none"> Support the marketing and promotion of local sport and recreation opportunities including social media and innovative approaches. Explore partnerships with key stakeholders to identify opportunities for increasing the profile of our natural attractions, e.g. DELWP, Parks Victoria, GBCMA.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
2.2.1 Improve pathway links for pedestrians, cyclists and horse riders.	<ul style="list-style-type: none"> Deliver new and improved pathways incorporated in the 2017/18 capital works program. Prioritise opportunities for new or improved links and identify any available funding. Identify opportunities for signage to indicate key cycling routes.
2.2.2 Identify and upgrade road links for key attractions and business	<ul style="list-style-type: none"> Review and prioritise road links. Identify any available funding to support identified works and incorporate in future capital works programs. Advocate for improved east-west access.
2.2.3 Improve information and directional signage	<ul style="list-style-type: none"> Seek funding to continue implementation of the Great Victorian Rail Trail signage plan. Promote existing online information, identify gaps and explore new and innovative methods to disseminate information. Prioritise opportunities to improve signage, commence implementation as per available funding and advocate where action is required by VicRoads.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
2.3.1 Maintain a proactive Strategic Planning program	<ul style="list-style-type: none"> Commence implementation of the Eildon Structure Plan. Continue implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework and Streetscape Masterplan. Continue program of planning scheme amendments as required.
2.3.2 Implement priority actions from existing strategic plans	<ul style="list-style-type: none"> Review existing strategic land-use plans, identify currency and develop a prioritised list of scheme amendments, investigations and works.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
2.4.1 Reduce Council's impact on the environment	<ul style="list-style-type: none"> Establish a greenhouse gas emission target and implement actions to reduce emissions. Continue to address Council's historic liabilities for vegetation clearing. Effective management of council land including roadside weed management. Review procurement guidelines so that Council leads by example in sustainable procurement. Investigate increased use of recycled products.
2.4.2 Support our communities to live, and our businesses to operate more sustainably	<ul style="list-style-type: none"> Support community action to reduce waste particularly in relation to plastic bags and disposable coffee cups. Implement a new waste education program (with partner local governments). Continue to support existing community initiatives such as Landcare. Investigate how Council can support community action on energy efficiency and renewable energy.
2.4.3 Introduce new waste management and recycling services and progressively improve existing services	<ul style="list-style-type: none"> Open a Reuse Shop. Evaluate opportunities for new services including organics collection and processing and recycling of soft plastics. Commence a new strategic plan for waste services. Commence planning and design for closure of current landfill cells and construction of new landfill cells.



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

ACTION

KEY FOCUS AREAS FOR 2017/18

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

- Explore community planning processes to better understand township identities for those townships where community planning is piloted.

2.5.2 Tell the stories of Aboriginal and European history and the stories of today's communities and businesses

- Engage relevant Aboriginal and community groups to determine the best way to identify and tell stories.
- Tell stories about award winning businesses and key community activities in Council's media and social media program.

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 2017/18
2.6.1 Plan for emergency response and recovery, and promote community resilience	<ul style="list-style-type: none"> • Deliver a revised Municipal Emergency Management Plan. • Progress the 'Safer Together' pilot for Eildon. • Advocate for fire season preparedness by other agencies and for improved community information about proposed works.
2.6.2 Provide information and support for community action in fire season preparation	<ul style="list-style-type: none"> • Promote Council risk reduction activities such as roadside slashing. • Work with other agencies to provide information to the community about their role and activities in fuel reduction and other risk reduction activities. • Promote the community's role in managing fuel on their own land. • Promote the PlanSmart application (online tool to assist accommodation and other businesses prepare and plan for fire risk).
2.6.3 Implement a strategic approach to compliance across Council's regulatory functions and enhance organisational capacity	<ul style="list-style-type: none"> • Review existing compliance activities, processes and capacity.
2.6.4 Promote awareness of the community's standards which support an enjoyable and sustainable lifestyle for all	<ul style="list-style-type: none"> • Revise the Domestic Animal Management Plan and promote responsible domestic animal ownership. • Prepare the Domestic Wastewater Management Plan.





OUR PROSPERITY

STRATEGIC OBJECTIVE 3:

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

What we aim to achieve: (Strategies)

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

How we will measure our success: (Strategic Indicators)

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

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

ACTION	KEY FOCUS AREAS FOR 2017/18
3.1.1 Provide a seamless service for businesses and investors	<ul style="list-style-type: none"> • Promote Development Assessment Team and develop criteria for projects considered. • Develop criteria for applying seed funding. • Explore the options for business grants. ♦
3.1.2 Perform at high levels across all regulatory functions, striving to meet statutory timeframes in partnership with other government agencies	<ul style="list-style-type: none"> • Maintain quality regulatory services with a focus on innovation that supports sustainable living. • Review the ways we gather and use feedback to inform continuous improvement in our service delivery. • Ensure the organisation supports the whole customer experience, from enquiry to completion.
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	<ul style="list-style-type: none"> • Maintain up to date marketing materials. • Expand the use of social media avenues to assist with marketing outside the Shire. • Continue to utilise established media avenues for promotions.
3.1.4 Work with potential developers to support development and investment	<ul style="list-style-type: none"> • Use the Investment Prospectus as the tool to drive enquiries. • Utilise the Development Assessment Team to coordinate responses. • Ensure investment attraction efforts are tailored to the needs of our community. For example, a focus on the aged care and residential development required to ensure our changing demographic is catered for.

♦ Subject to funding allocation

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 2017/18
3.2.1 Partner with regional and local stakeholders to enhance the economic benefit of the tourism sector	<ul style="list-style-type: none"> Review Council's role in supporting the function and effectiveness of local business and tourism associations and Murrindindi Inc. Build partnerships with all neighbouring tourism boards to identify opportunities to work together to develop our tourism sector. ♦
3.2.2 Leverage our natural assets to build on the tourism offer	<ul style="list-style-type: none"> Identify key natural assets accessible to visitors and residents, and showcase in the Tourism and Events Plan. ♦ Action deliverables from the Lake Eildon Recreation, Boating and Fishing Implementation Plan and link to 'Our Place' actions that seek to implement tracks and trails, with improved navigation and signage.
3.2.3 Support tourism, experiences, event development and delivery	<ul style="list-style-type: none"> Develop a Tourism and Events Plan and investigate resources for delivery. ♦ Deliver the Jayco Herald Sun Tour (and value add) activities. ♦ Roll out existing event funding as per the Doing Business Better Stage 1 Agreement. Investigate the feasibility of the Giant Trees Trail and action follow up tasks accordingly. ♦
3.2.4 Strengthen marketing and promotional activities	<ul style="list-style-type: none"> Establish a Tourism and Events Marketing Plan ♦

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 2017/18
3.3.1 Improve business-to-business and business-to-community networking	<ul style="list-style-type: none"> Provide avenues to showcase high performing businesses including: <ul style="list-style-type: none"> - Murrindindi Shire Business Awards - Our Business Ambassadors' series using various media avenues Ensure there are opportunities for businesses to network and learn together: Investigate opportunities for a Business Women's Network ♦ Deliver activities according to the Doing Business Better Stage 2 agreement (see 3.3)

♦Subject to funding allocation

3.3.2 Ensure businesses have access to the information and support they need to improve their visibility

- Explore ways for Council to streamline access to business information and programs that assist businesses to reach their potential.
- Create a mentoring program for new businesses.
- Provide regular and relevant information to businesses via business networks. ♦

3.3.3 Deliver Doing Business Better

- Deliver all components of the Doing Business Better project:
 - Review and establish online marketing
 - Refresh our image library
 - Support review and update of Goulburn River Valley Tourism marketing materials
 - Deliver workshops and activities for local business which encourage entrepreneurs; help local businesses tender or quote for works; strengthen local business skills or knowledge
- Commence activities which identify skills needs and gaps for Murrindindi Shire.

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 2017/18

3.4.1 Assist with the development of a local, skilled workforce

- Advocate for secondary and post-secondary education opportunities across Murrindindi Shire.
- Advocate for and promote life-long learning and industry driven training opportunities which support our employers, key industry sectors and small business.
- Support initiatives developed by education and employment networks and local secondary schools to link young people to work, post secondary education or training opportunities.
- Deliver the skills audit as part of the Doing Business Better project (see 3.3).

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

ACTION

KEY FOCUS AREAS FOR 2017/18

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

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

3.5.2 Continue to support the roll out of technology and telecommunications

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

♦ Subject to funding allocation



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	KEY FOCUS AREAS FOR 2017/18
4.1.1 Advocate for our community's interests to other levels and agents of government	<ul style="list-style-type: none"> • Revise Council's Advocacy Plan to establish advocacy priorities. • Take advantage of opportunities to advocate to the Victorian Government and opposition in the lead up to the next State election in November 2018. • Develop ways to 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	KEY FOCUS AREAS FOR 2017/18
4.2.1 Collaborate across the organisation to identify, access and implement innovative ideas	<ul style="list-style-type: none"> • Develop an Innovation Framework to capture, assess and prioritise innovative ideas.
4.2.2 Update Council's key IT applications to enable business process improvements	<ul style="list-style-type: none"> • Complete installation of upgrades to, and integration of, Council's major corporate IT systems. • Improve access to Council's IT systems and corporate information for staff in the field.

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 2017/18
4.3.1 Commence a program with the community to review and plan the level to which Council's services should be delivered	<ul style="list-style-type: none"> Establish baseline levels of service currently provided by Council. Engage the community about service levels and asset needs as part of the community planning initiative.
4.3.2 Continue to explore opportunities to share functions or the delivery of services with other councils	<ul style="list-style-type: none"> Continue to investigate joint procurement opportunities and shared service arrangements with other councils.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
4.4.1 Improve the delivery of customer service across Council's operations	<ul style="list-style-type: none"> Strengthen our understanding of the customer experience of Council's services and build on the customer service culture. Upgrade and implement Council's customer request management system to improve customer experience. Engage the organisation and our customers in a review of Council's customer service charter.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
4.5.1 Improve Council's online presence, including through social media	<ul style="list-style-type: none"> Develop an action plan to embed use of social media across Council's activities.
4.5.2 Enhance Council's community engagement	<ul style="list-style-type: none"> Review Council's community engagement strategy. Explore ways to engage the community in Council's decision-making.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
4.6.1 Integrate asset and financial information systems to improve quality of decision making and business processes	<ul style="list-style-type: none"> Complete implementation of Council's new asset management system.
4.6.2 Explore new ways to improve asset life and address Council's asset renewal challenges	<ul style="list-style-type: none"> Identify options to improve asset life for consideration as part of future capital works and maintenance programs.
4.6.3 Review the role of Council's discretionary financial reserves to ensure it is best aligned with Council's longer term objectives	<ul style="list-style-type: none"> Investigate alternative 'return on investment' scenarios to ensure best value in the use of Council's reserves.

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

ACTION	KEY FOCUS AREAS FOR 2017/18
4.7.1 Develop an organisation that is positive, flexible and engaged	<ul style="list-style-type: none"> Ensure Council staff are empowered to best contribute to the delivery of the Council Plan. Align Council's Workforce Development to Council's new strategic objectives.
4.7.2 Review Council's management of OH&S with recognition of an ageing workforce and industry best practices	<ul style="list-style-type: none"> Continue to improve OH&S in line with national workplace health and safety standards.



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