

Murrindindi
Shire Council

COUNCIL PLAN

2013 – 2017

June 2013

Foreward

Mayor and CEO Message

Our Council Plan is a road map that has set goals and aspirations for the next four years. In presenting the 2013-17 Council Plan, we thank the community for its guidance and input into what is our key strategic document outlining how we, as a Council, will deliver for our community.

We have an eclectic Shire – it is one of the great qualities of why people want to make this region their home.

One of our significant challenges, and one this Council will embrace, will be developing a Murrindindi Shire Culture: A single voice, a whole of Shire approach. Our aim is building trust between the community and the Council.

That is why this plan reflects many of the goals and aspirations the community has put forward as part of the shire-wide visioning exercise.

We have set challenging, but achievable goals.

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

The key to our success will be working relationships – working with our community, significant stakeholders and importantly the State Government.

We will build on our successes – the most important being the rejuvenation of our Shire.

We are also mindful of the legacy of our rebuilding success. We now have fantastic community infrastructure, but the challenge remains in meeting the on-going costs of our gifted and novated assets.

We have been robust and diligent in our financial costing and this has been supported through independent auditors KPMG which have undertaken a forensic examination of our finances and operations.

To that end, we do have limited capacity to deliver on significant projects, and this is reflected in our Four Year Plan where we have targeted modest, yet achievable outcomes.

Our four themes - Our Community, Our Economy, Our Environment and Our Council – align our organisation with the community's expectations that we deliver leadership, advocacy and financial sustainability. Our plan encourages ongoing partnerships with the community, business and other levels of government to meet our strategic goals.

We want to see our Shire grow and prosper.

The Council Plan is the community's plan. It is a collaborative approach to building on what makes Murrindindi Shire great. By working together we can achieve great outcomes.

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 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

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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.

Council Vision

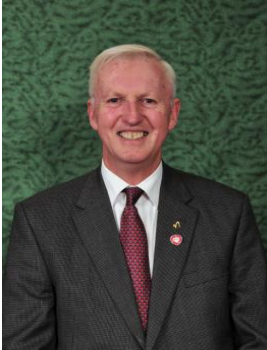
Murrindindi Shire will be vibrant and progressive through strong connected communities within a healthy and attractive environment.

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The Council / Councillors

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 John Walsh



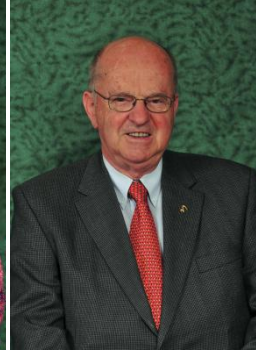
Cr Margaret Rae



Cr Christine Challen



Cr John Kennedy



Cr Bernie Magner



Cr Cris Ruhr



Cr Andrew Derwent



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

Organisational Structure

Murrindindi'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.



Margaret Abbey – Chief Executive Officer



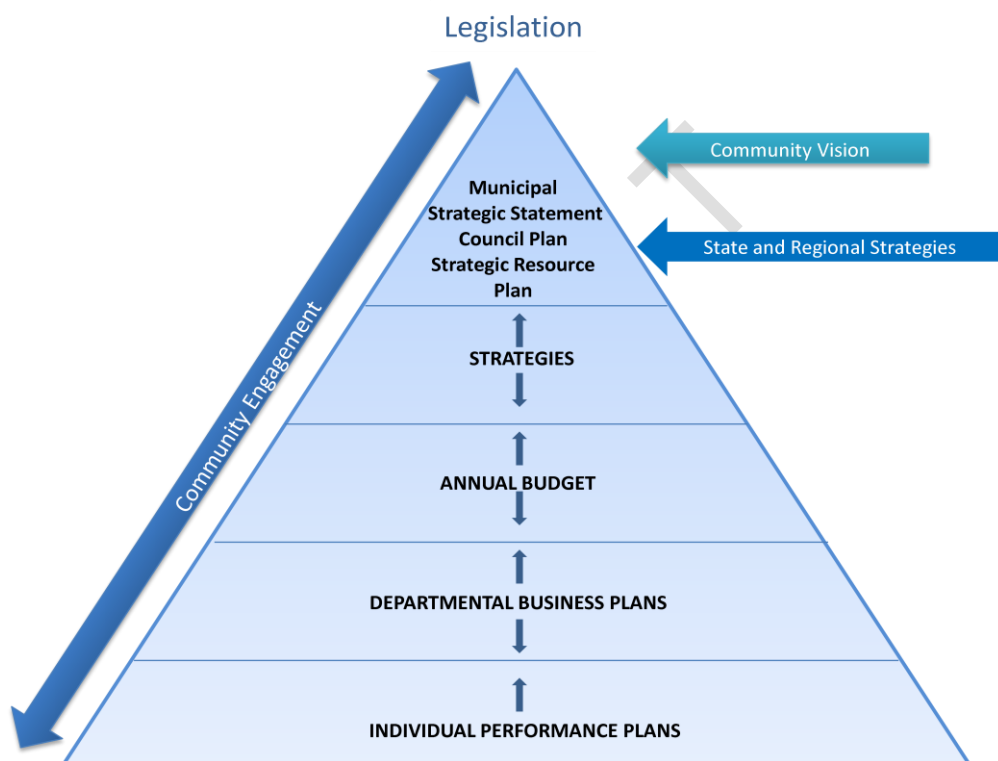
The Chief Executive Officer reports directly to Council and is supported by three General Managers, pictured left to right above:

- Michael Chesworth – General Manager Sustainability
- Tamara Johnson – General Manager Infrastructure Services
- Robert Cherry – General Manager Corporate and Community 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 have 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.

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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 Risk Management Strategy 2011 provides the framework for this to be achieved.

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Snapshot of Murrindindi

Where we live:

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

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 boast a range of businesses and facilities, educational hubs, medical services and a range of accommodation for visitors and residents.

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.

Our history

The Wurundjeri tribe and the Taungurung language speakers 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 sectors 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, viticulture, horticulture and aquaculture 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 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 services and Local Government.

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

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Council Goals, Strategic Objectives and Strategies

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 in late 2012 by almost 300 residents.

Whilst it is acknowledged that there is further work to be undertaken, and Council is intending to complete the Community Vision in 2013, a number of key themes emerged from the feedback that Council received. These themes have helped shape the 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 five themes arising from the community workshop were:

- Physical and Transport
- Leisure and Lifestyle
- Cultural and Social
- Environment
- Economy

Thus far, the community has told us that they look forward to Murrindindi in 2030 being:

.... the place – Murrindindi is a place of rural landscapes and beauty.

.....the people – Murrindindi people are welcoming and caring people.

.....the communities – Murrindindi communities are vibrant, involved and inter-connected.

.....the opportunity – Murrindindi is a place of prosperity and opportunity.

Whilst the Council Plan 2013-2017 is based upon what the community has told us they are looking forward to in 2030, this Council Plan and its strategic objectives are strongly influenced by the recognition that the February 2009 bushfires have had a major impact upon Council and the community.

Whilst much of the public reconstruction 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 have had a significant impact upon Council's long term financial sustainability. This means that, without 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 next four years will be primarily directed towards growing our rate base through diligent planning especially in and around the Shire's main towns and in supporting economic development.

Goal - Our Community

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

Our goal of Council and our community 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 community. 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 and 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

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 peoples' 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.

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

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Goal - Our Environment

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

Council will continue to look for ways to protect significant environmental values along with 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
- Finalise the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources

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 policy and programs

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 planning scheme's capacity to be flexible in responding 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
- Complete a review of 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

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

Goal - Our Economy

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

A vibrant economy will attract people to our region and in turn opens 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 a vibrant tourism and agricultural-based economy, we need to also advocate for improved telecommunications networks that will encourage diverse and entrepreneurial businesses the opportunities 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
- Work closely with the Central Ranges Local Learning and Employment Network (CRLLEN) to improve local workforce development opportunities

Improving Business Infrastructure

Strategic Objectives – What we will do

We will advocate for the provision of infrastructure and services that supports 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 industrial land in the Shire
- Advocate to the State Government to broaden the range of business development opportunities in rural settings
- In partnership with Mitchell and Mansfield Shire Councils, support initiatives to maximise the economic benefits of the GRHC rail trail

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
- Participate in a range of State Government sponsored initiatives that encourage people to Live, Work and Invest in rural and regional Victoria
- Support developers through the regulatory requirements of Council
- Support the creation of strong economic leadership in the Shire through the development of the Murrindindi Business and Tourism Association
- Investigate opportunities to attract investment in residential facilities for retiree and aged sectors
- Continue to engage with businesses and relevant agencies through the Economic Advisory Committee and liaison with key industry associations
- Identify and promote opportunities for growth in housing and business development in and around the Shire's main townships

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

- Support the initiatives of the GRVT and Marysville and Surrounds Marketing and Events Program to promote visitation to the Shire
- In partnership with GRVT actively encourage investment in, and support development of new tourism product, attractions and accommodation options in the Shire
- Assess the feasibility of extending the GRHC Rail Trail from Alexandra to Eildon
- Support event managers in the establishment and delivery of new tourism events across the Shire
- Support the development of the Y Water Centre at Yea Wetlands as a tourism attraction
- Develop tourism markets that align with the product strengths of the region (eg, cycle tourism, equine and picnic racing, nature based tourism)

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
- Building community relationships and trust through community forums and engagement
- Communicate key Council decisions and strategies to the community in a variety of ways

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

Financial Sustainability

Strategic Objectives – What we will do

We will administer sound financial management practices

Strategies – How we will do it

- Growing our rate base through diligent planning

- Provide value for money through the delivery of long term financial plans
- Practising responsible grants management and how we access grants
- Promoting an equitable rating strategy for all ratepayers

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

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Council Priorities

Council has identified its priority actions for implementing the Council Plan 2013-2017. Its Year 1 actions (2013-2014) to achieve these priorities are outlined below along with the Strategic Indicators of how we will measure our progress.

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Goal - Our Community

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.

Strategic Indicators

Strategic Indicator	What our targets are	Source
Implementation of actions in the MPHW Plan	Annual completion of actions in Implementation plan	Council quarterly report
Implement Positive Ageing Plan	Annual completion of actions in Implementation plan	Council quarterly report
Implementation of actions from Early Years Plan	Annual completion of actions in Implementation plan	Council quarterly report
Maintenance of accreditation through Community Care Common Standards	Complete by December 2015	Council quarterly report
Development of a Council Recreation and Play Strategy	Complete by December 2015	Council quarterly report

Year 1 Actions

- Undertake a feasibility study for integrated early years services
- Undertake a communications strategy for the Municipal Public Health and Wellbeing Plan
- Implement initiatives of the Municipal Public Health and Wellbeing Plan in partnership with key stakeholders and service providers
- Advocate for increased flexibility in funding to improve and strengthen older peoples access to social activities in the community
- Implement initiatives of the Positive Ageing Plan
- Develop and coordinate a Health consortium of services across Murrindindi Shire to support joint planning and coordinated service provision
- Implement the initiatives of the Murrindindi Youth Strategy
- Promote and support the Community Grants program and other funding sources to strengthen recreation and leisure activities
- Support community groups and sporting clubs to maintain a strong sustainable presence in the community

Social Connectedness

Strategic Objectives – What we will do

We will encourage inclusive, creative and resilient communities.

Strategic Indicators

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.	Community Indicators Victoria
	Support of a minimum of four events per annum	Council quarterly report
Progress the Urban Access Program (pathways and related infrastructure, total identified projects – 101)	50% identified projects completed by 2017	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	2 events 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
Community consultation and	Feasibility study presented to	Council quarterly report

feasibility study on capacity to establish a new migrant/refugee settlement program	Council subject to community comment.	
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Year 1 Actions

- Develop the Access and Inclusion Action Plan in consultation with the Community and key service providers
- Progress priorities of the Urban Access Initiative
- Progress priorities of the Missing Links program
- Implement initiatives of the Municipal Public Health and Wellbeing Plan
- Enable community groups to coordinate and participate in arts and cultural events through the Community Grants program and other initiatives.
- Maintain a leadership and coordination role in emergency response and recovery planning
- Work in partnership with community and service providers to implement initiatives that strengthen neighbourhoods
- Explore flexible community transport options
- Work in partnership with key partners to support the coordination of volunteer recruitment and training
- Explore the community need for additional public and social housing options in Murrindindi Shire and develop an advocacy plan to communicate this need to state and federal government

Community Engagement

Strategic Objectives – What we will do

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

Strategic Indicators

Strategic Indicator	What our targets are	Source
Locality based planning process trialed	One 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 1 Actions

- Explore and implement processes that will support cross departmental and community involvement in locality based planning

Goal – Our Environment

Conservation of Resources

Strategic Objectives – What we will do

We will use resources more efficiently and effectively.

Strategic Indicators

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 Reduction in paper, paper consumption Reduction in energy and water use	Council quarterly report
Completion of the Waste Management Strategy	Completed by January 2014	Council quarterly report
Implementation of Environment Strategy actions	Implement annual plans for existing actions	Council quarterly report

Year 1 Actions

- Set up a 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 a selection of Council buildings
- Work closely with the Goulburn Broken Greenhouse Alliance to deliver regionally funded projects that Council can lead, support and/or coordinate across Murrindindi Shire
- Liaise with and support community groups leading initiatives aimed at promoting sustainable resource use in households and businesses
- Leverage support from the Goulburn Valley Regional Waste Management Group to improve the way waste is managed across the Murrindindi Shire

Protection of the Natural Environment

Strategic Objectives – What we will do

We will protect and enhance the natural environment

Strategic Indicators

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 1 Actions

- Develop a policy and process for managing native vegetation in Council's infrastructure works
- Develop a roadside management plan and code of practice for managing environmental values in Council roadside reserves
- Develop and deliver an environmental communications strategy that sets out how the Council will communicate with households, businesses and agencies
- 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.

Strategic Indicators

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.	Statutory review conducted by 2015	Council quarterly report
Implementation of ongoing changes to the Murrindindi Planning Scheme (MPS)	Implementation of year one actions	Murrindindi Planning Scheme
Completion of the Review of the MSS	Completed by June 2014	Murrindindi Planning Scheme
Advocacy to the State Government regarding the adoption and implementation of the Kinglake, Flowerdale and Toolangi (KFT) Plan and Design Framework	Plan ready for adoption in 2013/2014	Council quarterly report
Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of Bushfire protection measures	Murrindindi Planning Scheme

Year 1 Actions

- Complete a review of the Municipal Strategic Statement to establish directions that align to the Council Plan
- Implement ongoing changes and improvements to the Murrindindi Planning Scheme (MPS)
- Complete bushfire protection measures within the Murrindindi Planning Scheme (Policy and BMO Schedule)
- Commence implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework

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.

Strategic Indicators

Strategic Indicator	What our targets are	Source
Reduction in the infrastructure renewal gap	Reduced annual increase in infrastructure renewal gap	Council Quarterly Report

Delivery of the capital works program	95% of annual Capital Works Program delivered	Council Quarterly Report
Defined levels of service for maintenance activities	Draft levels of service are implemented December 2013	Council Quarterly Report

Year 1 Actions

- Develop a policy and process for the transfer of savings from the capital works projects to the infrastructure reserve
- Complete the Waste Management Strategy
- Continue the implementation of the improvement actions from the adopted Asset Management Plans
- Develop and implement levels of service for all Roads and Drainage Maintenance and Parks and Gardens activities
- Seek infrastructure funding grants to support future capital works programs to assist in reducing the infrastructure renewal gap

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Goal – Our Economy

Workforce Development

Strategic Objectives – What we will do

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

Strategic Indicators

Strategic Indicator	What our targets are	Source
Shire unemployment Rate	Equal to or lower than the State average	Small Labour Markets Quarterly Publication - DEEWR
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

Year 1 Actions

- Work with MTI to establish a local employer and educator network to integrate local training provision with employment needs
- Support CRLLEN in the development of a strategic plan for workforce development, based on the recommendations of the Murrindindi Training Needs Analysis Report 2013

Improving Business Infrastructure

Strategic Objectives – What we will do

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

Strategic Indicators

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 1 Actions

- Work with Mansfield and Mitchell Council's to finalise, and commence implementation of, the rail trail Integrated Identity, Interpretative and Wayfinding Strategy
- Promote the NBN Small Business Readiness Tool as part of the implementation of the Hume NBN Business Readiness plan
- Develop a business case for the potential lease of additional land to support further enhancement of facilities at the Yea Saleyards for Council's consideration.
- Subject to the outcomes of the State review of Farming Zones, promote business development opportunities that align with agriculture in rural areas

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

Strategic Indicators

Strategic Indicator	What our targets are	Source
Value of new commercial 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 1 Actions

- Support the finalisation of the bushfire recovery funded Murrindindi Business Prospectus and commence implementation of a business investment and attraction campaign
- Participate in the 2014 Regional Living Expo and associated promotional activities
- Facilitate the formal establishment of the Murrindindi Business and Tourism Association
- Investigate the capacity to expand residential and business investment in and around the Shire's major townships

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

Strategic Indicators

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

Year 1 Actions

- Complete a feasibility assessment of a trail link between Alexandra and Eildon
- Support the establishment of the accredited Visitor Information Centre as part of the Y Water Centre at Yea Wetlands
- Promote access to tourism event funding through the Marysville and Surrounds Marketing and Events Program
- Promote visitation to the Shire through development and distribution of marketing materials and attendance at promotional expos in partnership with GRVT

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Our Council

Leadership

Strategic Objectives – What we will do

We will deliver visible leadership and advocacy

Strategic Indicators

Strategic Indicator	What our targets are	Source
Community participation in forums: Number of forums held	Delivering a minimum three community forums a year that actively encourage 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
Adoption of the Murrindindi 2030 Vision	Adopting the Murrindindi 2030 Vision by 31 December 2013	Council quarterly report

Year 1 Actions

- Complete the Murrindindi 2030 Vision
- Develop a long term plan for the implementation of the Murrindindi 2030 Vision
- Advocate on behalf of the community on a minimum of 10 issues
- Deliver a minimum of three community forums

Customer Service

Strategic Objectives – What we will do

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

Strategic Indicators

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

Year 1 Actions

- Implement business process improvements related to:
 - Governance
 - Procurement roadmap
 - Electronic document management system
 - Finance systems
 - Murrindindi Services Review
- Establish an electronic customer service request system

Financial Sustainability

Strategic Objectives – What we will do

We will administer sound financial management practices

Strategic Indicators

Strategic Indicator	What our targets are	Source
Rate base increased by: <ul style="list-style-type: none"> • Overall Capital Improved Value 	Increasing the shire's Capital Improved Value by 1.5 % each year	Council rates data base
<ul style="list-style-type: none"> • New and quality developable lots 	Increasing the number of developable lots across the shire	Council planning applications
VAGO (Victorian Auditor-General's Office) overall financial sustainability risk assessment indicator	Ensuring that VAGO (Victorian Auditor-General's Office) overall financial sustainability risk assessment indicator remain in the Low category	VAGO annual report
Completion of the review of the Rating Strategy	Completing the review of the Rating Strategy by 31 December 2013	Council quarterly report

Year 1 Actions

- Develop and coordinate a master plan for growing the rates base
- Complete and implement the review of the Rating Strategy
- Increase capacity to attract grants

Staff

Strategic Objectives – What we will do

We will have engaged and professional staff

Strategic Indicators

Strategic Indicator	What our targets are	Source
Staff Satisfaction	Internal staff satisfaction results to improve year on year	Staff Satisfaction survey
	Staff sick leave days reduced by 1% per annum	Council quarterly report
Number of staff training days	Staff training days increased by 1% per annum	Council quarterly report
Number of health and safety programs conducted	Providing a minimum of four health and safety programs each year	Council quarterly report

Year 1 Actions

- Develop and implement a training register
- Provide staff training and professional development opportunities

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Supporting Strategic Plans

The Murrindindi Council Plan 2013-2017 provides a four year plan that outlines how we, as a Council, will deliver for our community. It is supported by a range of Strategic Plans that have been developed over recent years and provide the foundation for much of the Council Plan.

These Strategic Plans include:

	Community Our	Environment Our	Economy Our	Council Our
Early Years Strategy Plan 2006 – 2009	•			
Health and Wellbeing Plan 2009-2013	•	▽	▽	▽
Healthy and Active in the Third Age – Positive Ageing Strategy 2008-2012	•			
Linking Murrindindi – Accessibility and Liveability Strategic Plan 2011-2013	•	▽		
Murrindindi Youth Strategy 2012-2015	•		▽	▽
Recreation, Reserves and Play Strategy 2003	•			
Recreation Reserves: Overall Plans of Development	•	▽		
Municipal Recovery Plan (2012)	•	▽		
Economic Development Strategy 2011-2016	▽	▽	•	
Asset Management Strategy		•		
Asset Management Policy 2011		•		
Asset Management Plans (Roads, Bridges, Paths, Kerb & Channel, Buildings etc.)		•		
Alexandra Landfill Environmental Improvement Plan		•		
Alexandra Township Drainage Network Analysis (2012)		•		
Yea Township Drainage Network Analysis (2012)		•		
Murrindindi Shire & Lake Mountain Municipal Fire Management Plan	▽	•		
Road Management Plan 2010		•		
Municipal Emergency Management Plan (2012)	▽	•		
Urban Design Framework Alexandra	•	•	•	
Urban Design Framework Eildon	•	•	•	
Urban Design Framework Small Towns	•	•	•	
Urban Design Framework Marysville	•	•	•	
Urban Design Framework Yea	•	•	•	
Murrindindi Shire Council Environment Strategy 2011-2015		•		
Municipal Strategic Statement	▽	•	▽	
Murrindindi Shire Heritage Study		•		
Industrial Land Demand Study		•	▽	
Murrindindi Shire Land Capability Assessment		•		
Management of Significant Landscapes in Murrindindi and Baw Baw		•		
Rural Residential Study		•		
Domestic Animals Management Plan		•		
IT Strategic Plan 2008-2012				•
Community Engagement Guidelines 2012 - 2015				•

	Our Community	Our Environment	Our Economy	Our Council
Community Vision 2030	•	•	•	•
Rating Strategy 2009			▽	•
Risk Management Strategy 2011				•

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