

# MURRINDINDI SHIRE COUNCIL **2021-22** PRIORITY ACTION PLAN



**Murrindindi**  
Shire Council





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## Acknowledgement of Country and First Nations Peoples

Murrindindi Shire Council is proud to acknowledge the Taungurung and Wurundjeri people as the traditional custodians of the land we now call Murrindindi Shire.

We pay our respects to First Nations leaders and elders, past, present and emerging, who are the keepers of history, traditions, knowledge and culture of this land.

We commit to working in collaboration with traditional owners of this land in a spirit of reconciliation and partnership.







# 1. RESILIENT COMMUNITIES

**Objective:** To ensure we are welcoming, inclusive, caring and connected.

We recognise that resilient communities are connected communities with access to services that support physical and mental health in a safe environment.

We value the community's diversity and are committed to inclusion, access and equity for everyone. We will build on this quality by encouraging participation and involvement. These principles foster cohesiveness, empower people and improve resilience and the wellbeing of the community.



# 1. RESILIENT COMMUNITIES

Objective: To ensure we are welcoming, inclusive, caring and connected.

Council Strategy	Priority Action
1.1 Celebrate the community's vibrant, diverse and creative people	<p>1.1.1 Implement an annual calendar that recognises national days and weeks that Council will acknowledge, endorse and promote</p> <p>1.1.2 Continue to celebrate the contribution of Murrindindi Shire volunteers at an annual event</p> <p>1.1.3 Deliver the Grants and Contributions Program to support Council and community priorities</p>
1.2 Deliver, support and promote opportunities for all people to connect with each other, collaborate and plan for our future	<p>1.2.1 Continue to deliver the MSC COVID-19 Community Recovery Plan, including:</p> <ul style="list-style-type: none"> <li>• Implement a calendar of events to support community and not for profit groups</li> <li>• Deliver initiative to improve mental health outcomes</li> <li>• Continue to communicate COVID-19 information as appropriate</li> </ul> <p>1.2.2 With input from our community, develop a 5-year Library Strategy and Policy which will assist our people to connect and be included in community life</p> <p>1.2.3 Commence the development of a reconciliation action plan for Council in consultation with Traditional Owners and local Aboriginal community groups</p> <p>1.2.4 Deliver the Community Planning Program for the Eildon township to facilitate community led change and action</p> <p>1.2.5 Deliver the Yea Children Centre phase two redesign to support our community to meet its childcare needs</p> <p>1.2.6 Promote increased community support and management of community buildings</p>
1.3 Advocate for improved access to health and community services	<p>1.2.1 Advocate for improved access to health and wellbeing services, including:</p> <ul style="list-style-type: none"> <li>• Local GPs</li> <li>• Mental Health</li> <li>• Family Violence Services</li> <li>• Hospitals</li> </ul>

Council Strategy	Priority Action
1.4 In collaboration with our community, support our children and young people to be happy, healthy and engaged	<p>1.4.1 Continue providing high quality Children and Maternal Child Health Service programs, including Family Day Care, Immunisation, Universal and Enhanced and Supported Playgroups</p>
1.2 Deliver, support and promote opportunities for all people to connect with each other, collaborate and plan for our future	<p>1.4.1 Continue providing high quality Children and Maternal Child Health Service programs, including Family Day Care, Immunisation, Universal and Enhanced and Supported Playgroups</p> <p>1.4.2 Continue providing a high quality Youth Service including: Leadership, Pathways, and Creative programs to support better opportunities for young people</p> <p>1.4.3 Develop policy for youth training/experience to be included in all medium to high value tenders</p> <p>1.4.4 Increase youth work experience opportunities available within Council</p>
1.5 Engage with the community and partner organisations to enable older and vulnerable people to live safely, enjoy good health and stay involved	<p>1.5.1 Advocate for improved access to health and wellbeing services for older people, including appropriate aged and disability services</p> <p>1.5.2 Develop a rolling plan of township access audits to inform the capital works program, incorporating Access for All principles and the specific needs of older people</p> <p>1.5.3 Continue to act as an advocate for older and vulnerable people to access government services to support their health and wellbeing</p>
1.6 Provide and promote safe, passive and active recreational opportunities that will enhance the health, and wellbeing of residents and visitors	<p>1.6.1 Advocate for funding to deliver key infrastructure actions from the Recreation and Open Space Strategy</p> <p>1.6.2 Deliver the recommendations from the Aquatics Facilities Audit that will support community participation outcomes</p> <p>1.6.3 Develop a program for Tracks and Trails to support greater passive and active recreational opportunities and improve connectivity</p> <p>1.6.4 Develop the Thornton Recreation Reserve Master Plan to enhance participation outcomes</p> <p>1.6.5 Adopt and commence delivery of a new domestic animal management plan to promote responsible pet ownership and safety, including establishing the feasibility of potential sites for off-leash dog parks across the Shire.</p>



## 2. BEAUTIFUL TOWNSHIPS AND RURAL SETTINGS

**Objective:** To create a better place for our community and visitors to live in harmony with our rural character, natural beauty and heritage.

The unique character, history, scenic beauty and ambience of our places, spaces and the health of our natural environment are highly valued by our communities. We will ensure our built environments are well planned to enable sensible growth that does not compromise the natural environment, nor the liveability, accessibility and character of our towns and localities.



## 2. BEAUTIFUL TOWNSHIPS AND RURAL SETTINGS

Objective: To create a better place for our community and visitors to live in harmony with our rural character, natural beauty and heritage.

Council Strategy	Priority Action
2.1 Connect our communities through improved roads, footpaths and public transport	<p><b>2.1.1</b> Improve connectivity and road safety through delivering the Bridge Redevelopment Project, including:</p> <ul style="list-style-type: none"> <li>• Yea Caravan Park</li> <li>• Break O'Day Road, Glenburn</li> <li>• Yarck Road, Yarck</li> </ul> <p><b>2.1.2</b> Deliver key renewal link pathway projects, including:</p> <ul style="list-style-type: none"> <li>• Falls Road, Marysville</li> <li>• Halls Flat Road, Alexandra</li> </ul> <p><b>2.1.3</b> Complete the Road Trauma Study and implement the associated actions</p> <p><b>2.1.4</b> Advocate to State and Federal Governments for improved traffic safety and public transport access</p> <p><b>2.1.5</b> Advocate for the sealing of Skyline Road, Eildon</p>
	<p><b>2.2.1</b> Review the Municipal Strategic Statement to set the strategic intention of the Shire for the future including understanding demand for different land uses</p> <p><b>2.2.2</b> Develop a Public Open Space Contributions Policy to support development of enhanced and new public open spaces that meets the needs of the community</p> <p><b>2.2.3</b> Review current planning practices to promote sustainable land use planning outcomes, including participation in the Sustainable Subdivisions Pilot Project to promote sustainable practices in subdivisions</p> <p><b>2.2.4</b> Deliver the Year 1 actions of Domestic Waste Water Management Plan, including:</p> <ul style="list-style-type: none"> <li>• Developing Funding Models for On-site Wastewater Oversight / Compliance Program</li> <li>• Establishing Minimum Standards for Septic Tank and Planning Permit Applications</li> <li>• Developing an education and engagement program</li> </ul> <p><b>2.2.5</b> Enhance the strategic planning capacity of the organisation</p> <p><b>2.2.6</b> Advocate for the State Government to undertake or fund an agricultural land quality assessment</p>

Council Strategy	Priority Action
2.3 Provide fit-for-purpose infrastructure that meets current and future service demands and needs of our community	<p><b>2.3.1</b> Deliver the Capital Works Program for 2021/22, including:</p> <ul style="list-style-type: none"> <li>• Alexandra Rotary Park and Visitor Activity Precinct</li> <li>• Blue Gum Rail Trail extension</li> <li>• Eildon Improvement Plan design stage</li> </ul> <p><b>2.3.2</b> Complete the 2021/22 Renewal Programs, including:</p> <ul style="list-style-type: none"> <li>• Footpaths</li> <li>• Sealed Roads</li> <li>• Gravel Roads</li> <li>• Drainage and</li> <li>• Buildings</li> </ul>
	<p><b>2.4.1</b> Complete the Kinglake Streetscape Renewal Project</p> <p><b>2.4.2</b> Complete schematic designs for the Kinglake West Streetscape Project</p> <p><b>2.4.3</b> Collaborate with local traders and associations to develop a program for township streetscape improvements for the municipality</p> <p><b>2.4.4</b> Deliver the outcomes of the Parking Signage Audit to provide fair and equitable parking opportunities within the townships</p> <p><b>2.4.5</b> Increase tree canopy through infill planting in our townships to absorb trapped heat and provide shade</p> <p><b>2.4.6</b> Investigate the development of a masterplan for Eildon Pondage in partnership with other land managers and key stakeholders</p>



### 3.GROWTH AND OPPORTUNITY

**Objective:** To prioritise and promote a culture in which the economy, businesses and community can grow and thrive.

We recognise that growth and opportunity are key to supporting individual aspirations and our communities. We will ensure that opportunities to encourage our businesses, social enterprises and industry sectors to grow and thrive are pursued. We will support businesses to start, grow or transition, promote tourism, facilitate access to support and training, and embrace activities that help boost local employment and investment.





# 3.GROWTH AND OPPORTUNITY

Objective: To prioritise and promote a culture in which the economy, businesses and community can grow and thrive.

Council Strategy	Priority Action
3.1 Boost local investment and employment opportunities through activities that encourage businesses, social enterprise, and industry sectors to thrive and grow	<p>3.1.1 Advocate for the delivery of projects identified in the Lake Eildon Master Plan</p> <p>3.1.2 Deliver the activities identified in Council's COVID-19 Business Recovery Plan, including:</p> <ul style="list-style-type: none"> <li>• Deliver a program of workshops and activities to support businesses</li> <li>• Work with Tourism North East to develop visitor experience packages</li> </ul> <p>3.1.3 Undertake a review of Council's investment attraction resources to promote our Shire to potential investors</p> <p>3.1.4 Continue to implement the Better Approval Program through the Business Concierge to improve business engagement and support growth</p> <p>3.1.5 Advocate to State and Federal Governments to provide training and education opportunities and pathways for youth</p>
3.2 Support and promote our tourism and events sector to boost the economy through increased visitation	<p>3.2.1 Deliver the activities identified in the Tourism and Events Strategy for 2021/22, including:</p> <ul style="list-style-type: none"> <li>• Finalise an action plan from the Visitor Services Review</li> <li>• Develop collaborative marketing opportunities for tourism businesses</li> </ul> <p>3.2.2 Deliver the activities identified in the Great Victorian Rail Trail Strategic Development Plan for 2021/22, including commencement of the \$1.2M Art Installations and Signage Project</p> <p>3.2.3 Coordinate and encourage artistic works on public assets by local artists when upgrading or enhancing assets</p>
3.3 Partner with community members, businesses, and other organisations affected by the state-government-led transition out of native forest harvesting	<p>3.3.1 Work with the State Government Victorian Forestry Planning team to create a Local Development Strategy in consultation with the community</p>







## 4. OUR PROTECTED ENVIRONMENT

**Objective:** To protect and enhance our natural environment, supporting environmental sustainability, community resilience, innovation and adaptation to climate change to achieve net-zero emissions by 2035.

We are fortunate to live in one of the most diverse and beautiful places in the world. We recognise that the prosperity and wellbeing of our communities depends on a healthy environment, and a healthy environment depends on us to make ecologically sustainable choices. We will continue to value our natural landscapes and biodiversity and share the responsibility of being climate ready and leaders in resource management to help our Shire grow and thrive.



## 4. OUR PROTECTED ENVIRONMENT

Objective: To protect and enhance our natural environment, supporting environmental sustainability, community resilience, innovation and adaptation to climate change to achieve net-zero emissions by 2035.

Council Strategy	Priority Action
4.1 Minimise waste and increase recycling to reduce our environmental footprint	<p><b>4.1.1</b> Implement resourced Year 1 actions from the Waste and Resource Recovery Strategy, including:</p> <ul style="list-style-type: none"> <li>Investigate the viability of options to assist ratepayers with hard waste disposal</li> <li>Establish a regular kerbside waste and recycling bin audit program for regular analysis of our waste streams, and report on the outcomes</li> <li>Implement a program to accurately record illegal dumping incidences to enable a more targeted approach to address this issue</li> </ul> <p><b>4.1.2</b> Advocate for grant funding to support the delivery of the Waste and Resource Recovery Strategy and to plan for the kerbside reform transition</p> <p><b>4.1.3</b> Complete a feasibility study for development of a new Yea Recycling Centre</p>
4.2 In partnership with the community, provide education and training to improve ecologically sustainable outcomes	<p><b>4.2.1</b> Promote, advocate and educate to embed sustainable practices across the municipality to reduce impact on climate</p> <p><b>4.2.2</b> Implement bushland management actions on key Council sites to manage fire risk, pests and weeds and protect biodiversity</p>

Council Strategy	Priority Action
4.3 In partnership with the community, develop and deliver climate adaptation and mitigation programs and practices to reduce our environmental impact	<p><b>4.3.1</b> Establish the current carbon footprint for our Shire</p> <p><b>4.3.2</b> Finalise the draft Greenhouse Gas Reduction (Climate Change Mitigation) Plan</p> <p><b>4.3.3</b> Identify organisational climate change risks requiring priority action</p> <p><b>4.3.4</b> Develop a Shire-wide Climate Change Adaptation Plan</p> <p><b>4.3.5</b> Work with the State Government to build drought resilience in our communities</p> <p><b>4.3.6</b> Produce a feasibility study and business case for a farm forestry plantation on Council land</p> <p><b>4.3.7</b> Assist feasibility studies of community renewable energy projects and determine future Council involvement</p> <p><b>4.3.8</b> Develop a Climate Change Policy</p> <p><b>4.3.9</b> Submit a voluntary Climate Pledge in accordance with section 47 of the Climate Change Act 2017 and lead business and community by example to target net-zero carbon emissions by 2035 or sooner</p> <p><b>4.3.10</b> Conduct feasibility study into migrating Council vehicle fleet to electric vehicles</p> <p><b>4.3.11</b> Seek government and private sector funding to develop a network of electric vehicle (EV) charging stations in key locations</p>
4.4 Protect our waterways and improve associated human health outcomes	<p><b>4.4.1</b> Advocate for Integrated Water Management Planning through involvement with the Goulburn Broken Integrated Water Management Committee</p> <p><b>4.4.2</b> Seek funding to develop an integrated water management plan for the Shire</p> <p><b>4.4.3</b> Collaborate with Goulburn Valley Water to achieve improved water management and drought preparedness outcomes for our community via the Urban Waste Strategy</p>



## 5. TRANSPARENCY, INCLUSION AND ACCOUNTABILITY

**Objective:** To ensure our services, people and systems deliver the best possible outcomes for our communities now and into the future.

Our organisation will be innovative, accountable and focused on achieving the community's needs and priorities. Our workplace is equitable, flexible and focused on health, safety and wellbeing, as our staff are integral in effective and responsive service delivery. We value working with our communities to prioritise, plan and advocate for the needs now and into the future.

Our five strategic directions are represented in the diagram below with our Community Vision at the centre of what we do. We acknowledge that all our efforts to deliver a 4-year Council Plan must be with our community and their future in mind.





## 5. TRANSPARENCY, INCLUSION AND ACCOUNTABILITY

Objective: To ensure our services, people and systems deliver the best possible outcomes for our communities now and into the future.

Council Strategy	Priority Action
5.1 Put the customer first in everything we do	<p>5.1.1 Review and adjust customer service processes to ensure we meet our service commitment to customers including:</p> <ul style="list-style-type: none"> <li>• Review of complaints processes</li> <li>• Review systems and processes to ensure customer is kept informed of progress and completion of requests and feedback</li> <li>• Review of KPIs to identify steps for enhanced performance</li> </ul> <p>5.1.2 Ensure our people are confident in use of our systems and processes through training and development</p> <p>5.1.3 Complete the Information, Communications and Technology Strategy and Roadmap to prioritise investment in new and enabling technologies</p> <p>5.1.4 Implement first year actions from the Information, Communications and Technology Strategy and Roadmap</p>
5.2 Ensure Council remains financially sustainable through sound management, forward planning, innovative service delivery and asset consolidation as appropriate	<p>5.2.1 Develop a 10-year Financial Plan that strengthens Council's financial position</p> <p>5.2.2 Develop a 10-year Asset Management Plan that best supports the ongoing delivery of Council's services</p> <p>5.2.3 Review Council's Asset Management Strategy to ensure best practice asset management is implemented across the organisation</p> <p>5.2.4 Commence the review of Council's Road Asset Management Plan and road register to enhance and maintain our road network and meet our community's needs</p> <p>5.2.5 Identify opportunities for shared service arrangements with other councils and alternative revenue streams</p>
5.3 Evaluate and pursue new commercial opportunities	<p>5.3.1 Develop a framework to implement actions with a focus on commercial opportunities</p> <p>5.3.2 Ensure a rolling 10 year Business Plan for the Yearly Saleyards is established to address potential expansion and the management committee structure to match new requirements for entrepreneurial ventures</p> <p>5.3.3 Investigate specific commercial opportunities (e.g. affordable housing and retirement living options)</p>

Council Strategy	Priority Action
5.4 Provide a workplace that is flexible and inclusive to support the health and wellbeing of our employees	<p>5.4.1 Adopt a Workforce Plan and begin implementation</p> <p>5.4.2 Implement the requirements of the Gender Equality Act 2020, including adoption of Council's Gender Equality Action Plan</p> <p>5.4.3 Support gender equality and new talent acquisition through flexible work arrangements, including the adoption of a policy</p> <p>5.4.4 Build and implement a training and development plan that focuses on:</p> <ul style="list-style-type: none"> <li>• Customer service delivery</li> <li>• Occupational Health and Safety</li> <li>• Wellbeing and staff accreditations</li> </ul>
5.5 Maintain transparent, inclusive and accountable governance practices	<p>5.5.1 Implement the new Local Government Act 2020 requirements</p> <p>5.5.2 Adopt a revised Procurement Policy and supporting processes that supports local priorities, environmental considerations and meet sector best practice</p>
5.6 Communicate effectively using multiple methods with our customers and communities about our work and services	<p>5.6.1 Conduct project to seek community preferences for communication methods for information about our work and services</p>
5.7 Improve emergency readiness through active emergency management planning to enhance community preparedness and resilience	<p>5.7.1 Review risks identified in the Community Emergency Risk Assessment (CERA) to enhance the emergency management planning</p> <p>5.7.2 Complete the review of Council's Business Continuity Plan</p> <p>5.7.3 Complete Phase 1 Municipal Fire Management Plan, including the review of listed roads, fire access tracks, priority roads and fuel reduced corridors</p> <p>5.7.4 Continue the management of the Emergency Management Plan, including:</p> <ul style="list-style-type: none"> <li>• Regular meetings with key agencies so that Council can provide response, relief and recovery in emergencies</li> <li>• Undertake an evaluation of Council's Pandemic Plan to incorporate lessons learnt from COVID-19</li> </ul>
5.8 Establish a team approach in partnership with our communities to represent our collective interest to the State and Federal Governments	<p>5.8.1 Develop a complete advocacy plan to effectively represent the interests of the community to State and Federal governments in the lead up to their respective elections</p> <p>5.8.2 Work with community leaders and groups to ensure we all share the collective advocacy effort to maximise our success</p>





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