

**Murrindindi**  
Shire Council

# Annual Report 2006-2007



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## Further copies or questions?

If you would like additional copies of the Murrindindi Shire Council 2006-2007 Annual Report or you have any questions about this report, please send your enquiry by email to [msc@murrindindi.vic.gov.au](mailto:msc@murrindindi.vic.gov.au) or mail to Communications Officer, Murrindindi Shire Council, PO Box 138, Alexandra 3714.

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# Section One - Overview

## About this Annual Report

Murrindindi Shire Council is pleased to present this report to the community and other stakeholders about our performance for the year 1 July 2006 to 30 June 2007.

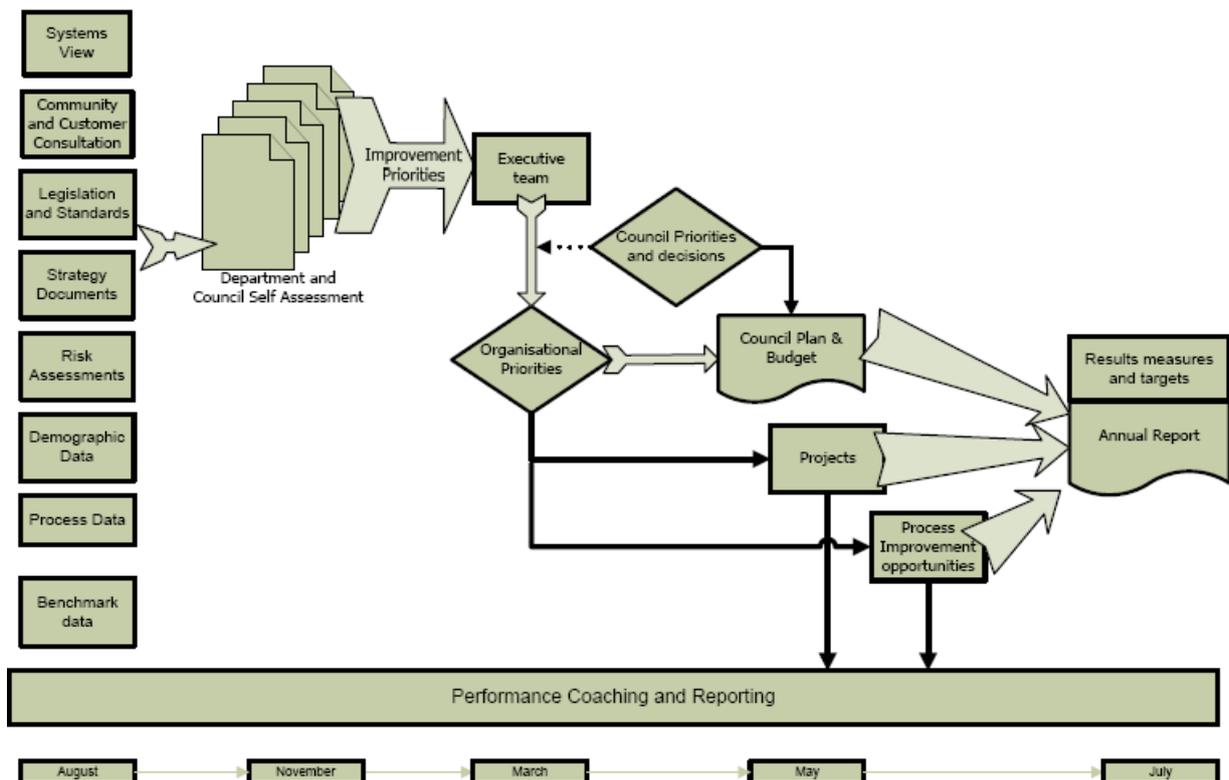
against the key activities outlined in the *Council Plan* and *Annual Budget* and contains audited financial and performance statements, as required by the *Local Government Act 1989*.

our Integrated Planning Framework. Our *Council Plan* sets our objectives and strategies, our *Performance Statement* measures our success and our *Annual Report* presents the results.

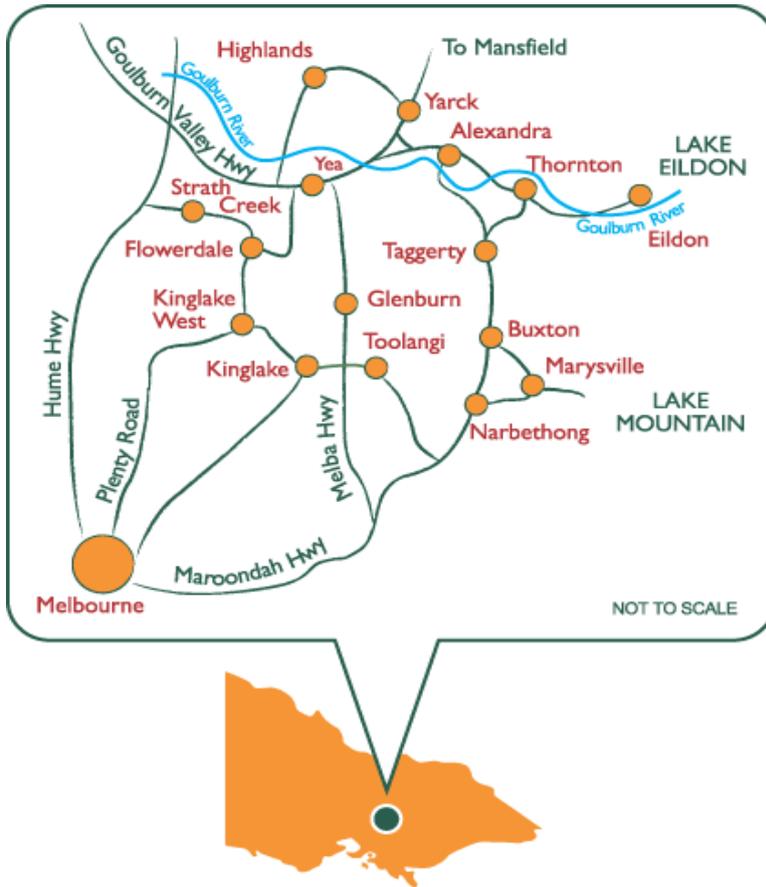
The *Annual Report* documents our performance

**Our Framework**  
The *Annual Report* is part of

Council's reporting framework is illustrated below.



# Murrindindi snapshot



## The Beginnings

The Wujrungeri tribe and the Taungurung language speakers are believed to have been the traditional owners of the land now known as the Shire of Murrindindi.

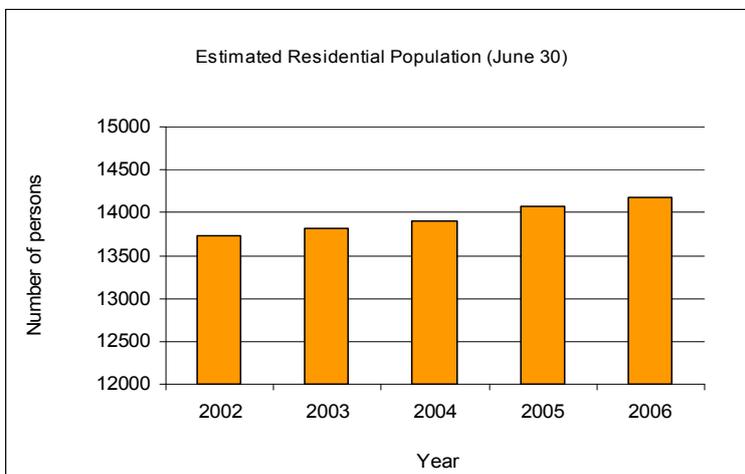
European settlement followed Hume and Hovell's overland exploration in December 1824 with the issuing of licenses for pastoral runs however many of the existing towns (Alexandra, Eildon, Kinglake, Marysville and Yea) were established during the 1850's and 1860's after the discovery of gold.

## The formation of the Shire of Murrindindi

The Shire of Murrindindi, a 90-minute drive north-east of Melbourne, was created 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.

Natural attractions include scenic reserves, streams and rivers, and waterfalls. Cathedral Range State Park, Lake Mountain Alpine Resort, Lake Eildon National Park and the Kinglake Ranges National Park provide many outdoor leisure and recreational opportunities. Murrindindi's many communities have a common care for their environment, a strong sense of place and warm and welcoming hospitality, yet each has its own individual character.

Alexandra hosts the main council office, with joint shopfront and library facilities located in Kinglake and Yea.



**Area** - 3,889 square kms  
(48% Crown Land)

**Sealed roads** - 460kms  
(Council maintained)

**Unsealed roads** - 758kms  
(Council maintained)

### Key industry sectors

- Agriculture, aquaculture, horticulture and viticulture

- Forestry and timber processing
- Tourism, hospitality and conferencing
- Manufacturing and engineering
- Retail and trade services
- Education (including outdoor education)

## Services and functions we provide

### Physical Services

- Roads, bridges, footpaths, kerb and channel
- Drainage maintenance
- Plant and equipment
- Quarries
- Parks and gardens maintenance
- Playgrounds
- Shelters and BBQ facilities
- Street beautification and tree planting
- Street lighting
- Public buildings

### Waste Management

- Garbage collection
- Kerbside recycling
- Public toilet maintenance
- Street cleaning
- Operation of waste transfer stations and landfill site
- Public litter bin collection

### Planning and Environmental Services

- Animal control
- Building control
- Building permits and inspections
- Fire prevention
- Food sampling
- Health inspections
- Health promotion
- Immunisation program
- Local Law enforcement
- Municipal Emergency Management
- Pest control
- Planning permits and inspections
- Land use, land development and subdivisions
- Planning scheme enforcement & amendments
- Saleyard operations
- School crossing supervision
- Septic tank inspections
- Traffic control

### Economic Development and Tourism

- Local business support and assistance
- Business development and training opportunities and forums
- Visitor Information Centre

- Network support
- Sourcing funding opportunities
- Murrindindi Regional Tourism Association (MRTA) secretariat
- Cooperative tourism marketing with MRTA
- Major external event coordination
- Tourism product and infrastructure development

### Administration

- Accounting
- Corporate systems
- Human resources
- Information technology
- Implementation of Freedom of Information and Privacy legislation
- Customer service
- National Competition Policy
- Payroll
- Rate collection
- Valuations and property
- Training and development
- Risk management

### Community Services

- Maternal and Child Health
- Health Promotion
- Home Care
- Home Maintenance
- Meals on Wheels
- Respite Care
- Assessment and Care Coordination
- Social Support Groups
- Social Support Meals
- Senior Citizens' Centres
- Long Day Care
- Family Day Care
- Recreation areas
- Swimming pools
- Community Development
- Community bus
- Leisure centres

### Arts and Cultural Programs

- FReeZA
- Art show sponsorship
- Library and information services
- Library programs
- Internet access services
- Local history programs
- Community meeting spaces
- Friends of the Library

## Vision

By 2010 the Murrindindi Shire Council will be a progressive, financially strong organisation providing excellent service to motivated communities within a healthy environment.

## Mission

To care for, foster and promote the Murrindindi Shire

## Values

### • Respect

We will respect other people and their opinions

### • Consistency

We will be consistent in the application of our principles, policies and processes

### • Integrity

We will do what we say we will and say what we mean

### • Accountability

We will accept responsibility for our actions

### • Innovation

We will consider new ideas, opportunities and better ways of doing things



Cr Bob Flowers  
Mayor

## The Mayor's message

Beautiful autumn weather greeted all at the Yea Autumn Fest. Visitors and residents were given ample opportunity to sample and buy local produce and listen to the young voices of the choir. The Yea Rotary Club Art Show was again a great success. Such an event enables our talented local artists to show and hopefully sell their work.

The Wirreanda Festival opened with an exhibition of photographs illustrating what an iconic destination Marysville has been over the decades. Many of our parents and grandparents honeymooned amid the delights of Marysville which is still such a popular tourist destination today.

After such a dry long period the rain that fell on the day of the Kinglake Festival refreshed spirits rather than dampening them. The festival brought residents and visitors together for a most enjoyable day, rewarding the efforts of all the volunteers who brought this festival to fruition. The annual Mountain Monthly Presentation Dinner in the Kinglake West Hall was the scene for a number of people to be recognised for the great work they do in the community.

I thoroughly enjoyed the HiArts exhibition at the Highlands Hall. This event clearly showed what a small community can achieve and how wonderful it is to have an asset like a community hall.

I have been fortunate to conduct a number of citizenship ceremonies and have found these to be a most rewarding part of my role as mayor. To welcome new citizens to Australia, and to Murrindindi in particular, is a great honour and a real pleasure. I trust that there will be mutual benefit to these new citizens and their communities.

Murrindindi residents and the council need to work together to achieve the best outcomes for our shire. This report sets out our achievements during the past year and our challenges for next year. I urge you all to get involved in your community whenever possible and make sure that we all 'care for, foster and promote' Murrindindi Shire to the best of our abilities.

A handwritten signature in black ink that reads "R Flowers". The signature is written in a cursive style and is underlined with a long, horizontal stroke.

Cr Bob Flowers  
Mayor

It is with pleasure that council presents the *2006 – 2007 Annual Report* which outlines our progress towards achieving the goals contained in the *Council Plan 2006 – 2010*.

There have been many challenges faced by the shire during the past year, but despite these challenges a strong sense of community has been clearly evident in the events I have attended. It has been a privilege to be part of such a strong community and here are a few of the year's highlights for me.

The Alexandra Truck, Ute and Rod Show where we welcomed 10,000 visitors to the town. The main street and surrounds were buzzing with happy people as a result of the huge amount of work done by the organising committee and a large number of volunteers on the day.

The Annual Music Under the Stars in Eildon which actually had to be held under a roof because of the threat of rain. The event showcased local and imported talent and provided a wonderful night's entertainment.



Danny Hogan  
Chief Executive Officer

## The Chief Executive Officer

top 50% of all organisations involved in the survey.

Community satisfaction levels were also stable compared to the previous year but with an increase in the proportion of those surveyed who rated Council services as good to excellent.

### Financials

Financially, Council finished the year approximately 1% ahead of budget. Seventy-seven percent of capital works were completed and the remaining projects carried forward to the 2007-2008 year.

The Council is currently in a sound financial position with total assets and equity continuing to rise. However preparing the budget each year is a difficult process due to competing demands for investment in our ageing infrastructure and increased service levels. These expenses have to be met with income that is increasingly reliant on our rates revenue.

### Significant Events

A major influence on Council operations during 2006-2007 was the ongoing drought conditions. These conditions created stresses across the community and the organisation, and impacted on tourist numbers as a result of low water levels in Lake Eildon and lack of snow at Lake Mountain. The drought also had a significant impact on the presentation of Council's parks and gardens as no watering took place. In

partnership with state and federal government agencies we implemented a range of drought response measures to assist residents during this difficult period. Although there were positive signs with reasonable rainfall in the winter, it appears as though the lower than average rain patterns will continue.

There has been increasing community discussion in relation to climate change which has resulted in Council considering a range of options to lower its emission levels and developing a community based response to this emerging issue.

On a positive note, the commencement of the Community Building Initiative in Kinglake, the announcement of the Transport Connections Program, and the showcasing of Yea and the Shire through the Great Victorian Bike Ride gives me the confidence that the Murrindindi Shire will continue to be a progressive, financially strong organisation providing excellent service to motivated communities within a healthy environment.

Danny Hogan  
Chief Executive Officer

This *2006-2007 Annual Report* outlines the achievements of Murrindindi Shire Council against a range of key performance indicators relevant to the themes of Environment, Community, Infrastructure, Local Economy and Governance.

### Performance

Council also monitors performance against a range of organisational health indicators which indicate that in the 2006-2007-year we have generally maintained our position but not achieved improvement.

Council reports completion of 73% of projects listed in the *2006-2007 Council Plan*. As a result we have reviewed the capability of the organisation to satisfactorily address a continuously increasing number of projects. Future plans have significantly reduced the number of organisational tasks to be achieved.

### Staff and Community Satisfaction

Overall levels of staff satisfaction stabilised at 65.5% which maintains Council's position around the

# A snapshot of our performance 2006-2007

## Theme 1: Environment - further information page 21

Objective	Highlights	Challenges
Ensure that land use is strategically planned	<ul style="list-style-type: none"> <li>• Completion of four amendments to the Murrindindi Planning Scheme</li> <li>• \$50,000 of fire prevention works</li> <li>• Rural Living Development Guidelines implemented</li> <li>• Cadet Building Surveyor appointed</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Scheme Amendment C17 – 17 submissions received requiring further consideration by Council</li> <li>• Council deferred the Rural Land Study</li> <li>• Work continuing with landowners to progress the Lamont Street, Alexandra and North Street, Yea development plans</li> </ul>
To protect and enhance our natural environment	<ul style="list-style-type: none"> <li>• New garbage contractor commenced</li> <li>• Introduction of 120litre garbage bins to replace existing 140litre bins</li> <li>• Expansion of technology systems to allow for greater collection and storage of data by council officers in the field</li> <li>• Purchase of aerial photography coordinated by the Department of Sustainability and Environment</li> <li>• Development of Geographical Information System (GIS) mapping software to facilitate greater use across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing the continuing growth in demand for enhancements to the GIS mapping system including training and documentation as officer use increases</li> <li>• Automation of manual processes in the transfer of data between remote devices and council's computer network</li> </ul>

## Theme 2: Community - further information page 30

Objective	Highlights	Challenges
To provide safe, healthy, active communities	<ul style="list-style-type: none"> <li>• Alexandra and Kinglake libraries ran very successful programs for all ages with 4,700 participants</li> <li>• Yea Library introduced two new programs</li> <li>• A state government grant for \$300,000 over a three-year period for the Transport Connections Program, which aims to address public transport issues within the shire</li> <li>• Partnership established with Berry Street Victoria to enable gaps in service provision to be addressed</li> <li>• Emergency response processes reviewed</li> <li>• Access appraisal of pedestrian facilities within five townships</li> </ul>	<ul style="list-style-type: none"> <li>• To build relationships between Council and the swimming pool user groups to address issues.</li> <li>• To resource the completion of the Municipal Public Health Plan and Positive Ageing Strategy</li> </ul>

## A snapshot of our performance 2006-2007

### Theme 3: Infrastructure - further information page 41

Objective	Highlights	Challenges
To maintain and improve our infrastructure	<ul style="list-style-type: none"> <li>• Introduction of computer based technology with outdoor staff to enable collection of data at source and improved responses</li> <li>• Delivery of a \$5.6 million capital works program</li> <li>• Completion of capital works projects on Killingworth Road, Yea, Blue Range Road, Rubicon and Snobs Creek Road</li> <li>• Implementation of RoadAsyst software to manage auditing, repairs and reduce risk of road network</li> </ul>	<ul style="list-style-type: none"> <li>• The responsiveness to works requests and correspondence received by the Assets and Infrastructure Department needs further improvement</li> <li>• Disappointment that the Asset Management Strategy and Asset Management Plans could not be completed</li> </ul>
Foster civic pride	<ul style="list-style-type: none"> <li>• Extensive renovations works undertaken at the Yea Council Office and Library</li> </ul>	<ul style="list-style-type: none"> <li>• Securing grant funding for the Yea Shire Hall clock project</li> <li>• Funding allocated for landscaping works at the Kinglake District Services Centre was reallocated for the purpose of installing a public bore</li> </ul>

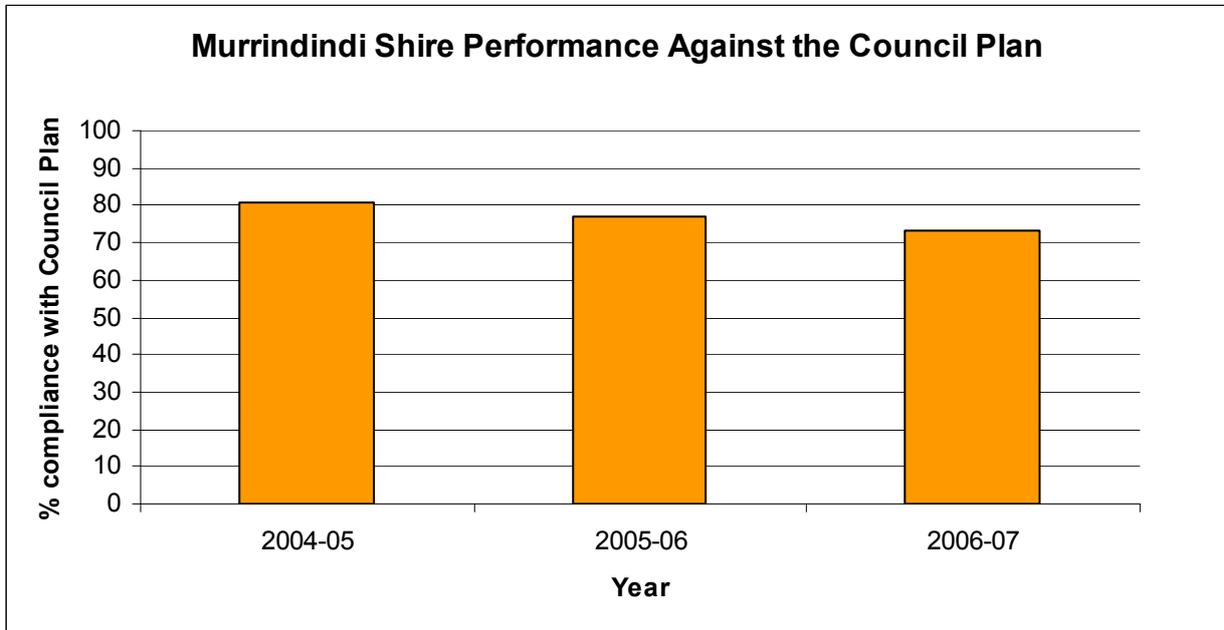
### Theme 4: Local economy - further information page 48

Objective	Highlights	Challenges
To encourage economic growth	<ul style="list-style-type: none"> <li>• Completion of approximately \$1,420,000 of external works by Murrindindi Construction Business Unit resulting in a return to council of approximately \$194,000.</li> </ul>	

### Theme 5: Governance - further information page 54

Objective	Highlights	Challenges
To be consistent, fair and transparent in our decision making	<ul style="list-style-type: none"> <li>• Continued use of the community consultation plan and community development tools associated with Community Building Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• To encourage the community to participate in the decision making process</li> </ul>
To improve our performance	<ul style="list-style-type: none"> <li>• Officers have progressed the organisational reporting process based on the Business Excellence Framework</li> </ul>	<ul style="list-style-type: none"> <li>• To finalise and present to Council and the community an integrated performance reporting system</li> </ul>
To value our staff	<ul style="list-style-type: none"> <li>• Staff continue to work together on the opportunities for improvement identified in the staff satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• To move to a higher level of staff satisfaction</li> </ul>

# Achievement of Council Plan activities and initiatives



Council tracks the achievement of projects contained each year in the *Council Plan*. Our aim is to complete 100% of these projects, however each year there are unexpected factors which prevent us from achieving this.

In 2006-2007 73% of projects were achieved compared to 77% in 2005-2006.

Factors contributing to the non-achievement of tasks

within the *2006-2007 Council Plan* were:

- The large capital works program and the limited engineering staff available to implement the projects.
- Unexpected grant opportunities offered during the year such as the Local Works Infrastructure Grant of \$300,000 which provided additional capital works, which were not in

the original plan, as a drought relief strategy.

- Issues such as the Kanumbra feedlot that required high levels of input by councillors and officers.
- The ongoing drought which required diversion of resources and changes in priorities particularly in the parks and gardens workplans.

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## Special projects and highlights



The effects of drought have had a major impact on farmers, small businesses and tourism within the shire. A Drought Strategy Committee was formed in September 2006 with representatives from council, state government agencies and the community. Council also resolved to fund a drought support officer for up to two days per week to resource the committee and coordinate drought information for the community.

So far this committee has supported three information forums for farmers and farm

### Drought support

contractors, a Jazz and Blues concert at Alexandra on Australia Day, a 'Shop Local' campaign and marketing workshops to support local businesses, installation of public-access standpipes in Alexandra and Yea, a bore and standpipe in Kinglake, free flu vaccinations at Alexandra, Yea, Flowerdale, Glenburn, Toolangi and Kinglake, and Mental Health First Aid training programs at Yea and Alexandra.

The Drought Support officer and committee have liaised with their counterparts on a regional and state level and the committee continues to meet regularly to assess the impact of the drought and to make recommendations to Council. The Drought Support officer has been

responsible for developing and distributing a series of brochures containing useful contacts, information about *Exceptional Circumstances* benefits and social support, and also been point of contact for farmers and the community who are seeking information or advice about the drought.

The Department of Primary Industries has provided information about projected productivity recovery times of up to eight years for the Murrindindi Shire.

Continuing to provide support and assistance for drought-affected businesses and members of the community will be an ongoing challenge for Council for some time to come.



The Kinglake Ranges Community Building Initiative (CBI) is a two-year partnership project between Murrindindi Shire Council, Kinglake Action Network and Development Organisation (KANDO) and the Kinglake Ranges Neighbourhood House, funded the State Government. Its purpose is to identify and facilitate

### Kinglake Ranges Community Building Initiative

community priorities in the Kinglake Ranges communities of Flowerdale, Hazeldene, Kinglake West, Pheasant Creek, Kinglake Central, Kinglake, Castella and Toolangi, and it is one of 19 CBI projects working with 102 small towns and communities across the state. The CBI is overseen by a committee of management with members from the partner agencies and the

local communities. The Kinglake Ranges project was officially launched by Deputy Premier, the Hon John Thwaites on 19 October 2006.

The CBI provides a facilitator to map existing community assets and to host Community Opportunity Workshops (COWs) to identify and prioritise the ideas that come from the

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## Special projects and highlights

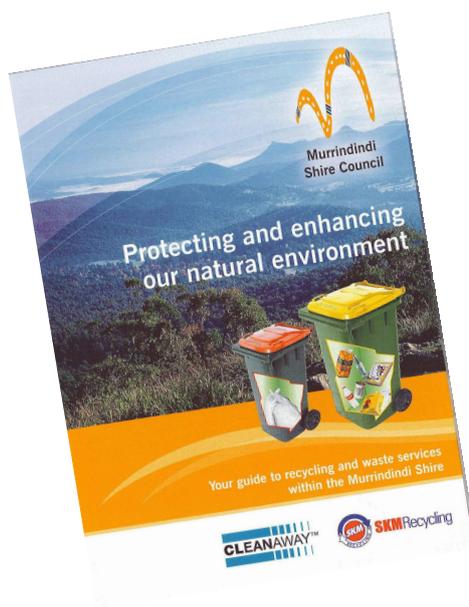
### **Kinglake Ranges Community Building Initiative continued**

communities. The Kinglake Ranges CBI held workshops in Toolangi, Kinglake Central and Flowerdale in February and March 2007, which were attended by a total of 135 people. The facilitator also coordinated a 'Three Wishes' campaign which encouraged local people to make three wishes for their respective communities. In all, over 500 pages of wishes were received, together with 160 pictures by local primary

school students, illustrating a wide range of aspirations for the Kinglake Ranges. The three wishes were used as a basis for the community opportunity workshops, which resulted in the formation of 14 Action Teams to work on the top priorities for each community.

Many worthwhile project ideas have been identified and work is now underway to develop each project idea

and to identify stakeholders and possible sources of funding. The CBI facilitator is also working on the revitalisation of the Kinglake Ranges Tourism and Business Association, which is to be relaunched as the Kinglake Ranges Business Network, and liaising with a number of existing community groups to develop a Kinglake Ranges community website.



Murrindindi Shire Council is committed to protecting and preserving the natural environment, and managing waste appropriately is important for our environment. Council's aim is to considerably reduce the amount of waste going to landfill.

In December 2006, Cleanaway started a new kerbside garbage collection service for council.

### **Waste Services**

This new garbage collection service has replaced the old 140 litre bins with new 120 litre mobile bins. With their new bins each household was provided with an easy-to-follow information booklet which covered all aspects of council's waste management services.

The change to 120-litre bins has brought our collection services into line with industry best practice guidelines and has reduced the amount of household waste being disposed of at the kerbside. In the six months to July 2007 waste going to the landfill was reduced by 3.5 kg per household per month.

Murrindindi Shire residents have also increased kerbside recycling quantities by 350% since the fortnightly 240 litre mobile recycling bin collection service was introduced in 2004. (Further

statistics on pages 21 and 24).

This goes some way to achieving our goal to reduce the waste going to landfill but there is still more we can do.

On average, nearly 60% of household waste in garbage bins can actually be reused or recycled. By being more aware of what can be reused or recycled, we can further reduce our 'garbage' and reliance on landfill and move towards zero waste in this shire.

The benefits from the new garbage service include cost savings to council reduction of levies payable to the Environment Protection Authority, increasing the life of the current landfill site, and minimising the environmental impact of our waste management activities. It's our shire and we all have a part to play in protecting it for the future.

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## *Special projects and highlights*

### **Look Good, Feel Good, Eat Well**



Members of Council's Aged & Disability team receiving their award.  
l to r: Cassie Crowe, Helen Brooks, Erin Miller, Denise McKenzie,  
Maree Lyster, Corrienne Nichols, Ann Hunter and David Hill.

*Look Good, Feel Good, Eat Well* was a six-week intensive program for clients of the Home and Community Care Services (HACC) team. It provided participants with information and education on how healthy eating and physical activity can benefit not only your body, but also your mind.

Council received funding from the state government for programs aimed at assisting HACC clients to remain independent, try some new ways of doing day-to-day activities, and also to recommence hobbies and activities that they had enjoyed in the past.

Not only were new activities such as Lifeball, Tai Chi and bowls on offer, but participants also got to sample different foods such as couscous, fruit smoothies, muesli bars and stuffed potatoes. The program aimed to improve physical fitness and nutrition and have fun as well.

Council's home care workers were, and continue to be, integral to the implementation of the project. Home care staff members provide support to the older person to increase activity and improve nutrition within the client's home, during their regular

home care time. Clients are encouraged to participate in the completion of their home care tasks and council's home care workers and volunteers will continue to help program participants if they need assistance or encouragement.

The success of the project was due to the commitment and enthusiasm of the staff who coordinated the project and their belief in client centred service delivery and the capacity of older people to improve their functioning levels through good nutrition, exercise and social interaction.

These groups will continue to run every three months during 2007-2008 in each of the main towns across the shire.

We are proud to announce that Murrindindi's Aged and Disability team received the *Award for Outstanding Achiever, for an outstanding achievement in the Aged and Disability Services sector, demonstrating leadership, innovation and sustainable change* for this program at the 2007 LGPro Aged and Disability Awards night. Congratulations to our dedicated team.

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## Special projects and highlights



Simplicity and fun earmarked the entertainment offered during the visit of the Great Victorian Bike Ride to Yea on 2 December 2006.

The Great Victorian Bike Ride brought 3,978 people – 3,651 riders and 327 volunteers - to Yea on the last stopover on the ride from Wangaratta to Whittlesea.

The *2006 Great Victorian Bike Ride Report* overwhelmingly rated Yea as the town where the riders felt most welcomed. The road

### Great Victorian Bike Ride

closure and the activities put on in the main street were greatly appreciated by the riders and organisers.

Of the eight towns that hosted an overnight stay, Yea was rated third favourite. The main reasons cited by participants as to why they enjoyed a particular town were; 'beautiful campsite close to town, atmosphere, friendly locals, plenty of things to do and the town made such an effort for our arrival'.

Many businesses and community members went out of their way to provide entertainment and services for the weary riders including massages, live music, sausage sizzles, big breakfasts, internet access, hot showers and alpaca farm tours.

The Great Victorian Bike Ride was a real boost for Yea businesses before Christmas, especially in the tough conditions associated with the drought and the fires in the north east later that month.

Seventy-nine percent of bike ride participants surveyed indicate that in the next twelve months they are likely to visit an area they travelled through on the ride and bring others with them. This indicates that these types of events can create ongoing economic benefit for the host towns.

Great results like this make all the effort put in by the organising committee, community groups, local business people and council staff really worthwhile.

### Yea Library Redevelopment

A major focus of the *Council Plan* was to improve the appearance and accessibility of the Yea council office and library.

The project was kick started with a state government *Small Towns Development Fund* grant of \$131,000. Council also contributed \$158,000 to the project.

The architect provided a

major new direction for the look and feel of the area and incorporated into the design detail was a major focus on light, space and colour. The plan also included specifications for new shelving and furniture.

Stage one of the redevelopment works was replacement of the roof, a complete refit of the internal toilets including new disabled facilities, an upgrade to the

building entrance and foyer area including new automatic doors, repair to damage of interior walls and ceiling caused by previous roof failure, installation of a new ceiling and lighting, and painting of interior walls of both library and chambers with a new colour story.

Stage one was completed in July 2007.

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## Special projects and highlights



In 2005 Council, in partnership with Yea Kindergarten and Yea Community House successfully applied for capital assistance from the Department of Human Services to extend the existing kindergarten

### Yea Children's Precinct

premises and redevelop the area used by Maternal & Child Health into a children's centre.

The work on the centre commenced in late November 2006 and completed in July 2007. The building work was completed on time and within budget.

The Yea Children's Centre as it is known accommodates the Yea Kindergarten, occasional care through Take-a-Break, Maternal & Child Health and playgroup.

The building has been designed to accommodate visiting professionals to

provide services such as speech pathology, family support and counselling and parenting classes.

Representatives from each of the centre tenants form the Yea Children's Centre Committee. The committee has the responsibility of developing the centre into a vibrant family and children's hub, ensuring that the building is fully utilised and operating according to the funding guidelines.

Planning is currently underway for a formal opening of the centre in late October 2007.

### Weedy Bitz

Council secured a grant of \$33,000 from the state government's *Tackling Weeds on Private Land Initiative* grant program for a local weed management program.

There is currently no systematic method for collating or mapping weeds on council owned or managed land so council currently has very limited information on the condition of roadside reserves with respect to weeds. To address this the funding was used to appoint a part time Environment Project Officer (EPO) for 12 months to undertake a project aimed at

improving knowledge and management of weeds on council controlled land and road reserves.

To date, the EPO has mapped approximately 37% of the shire roads, recording the presence of the six regionally significant weeds involved in this project: blackberry, Sweet Briar, Patterson's Curse, St John's Wort, Gorse and English Broom.

Some of the outcomes of this project will include;

- Mapping of weed infestations on road reserves by council staff and Landcare volunteers

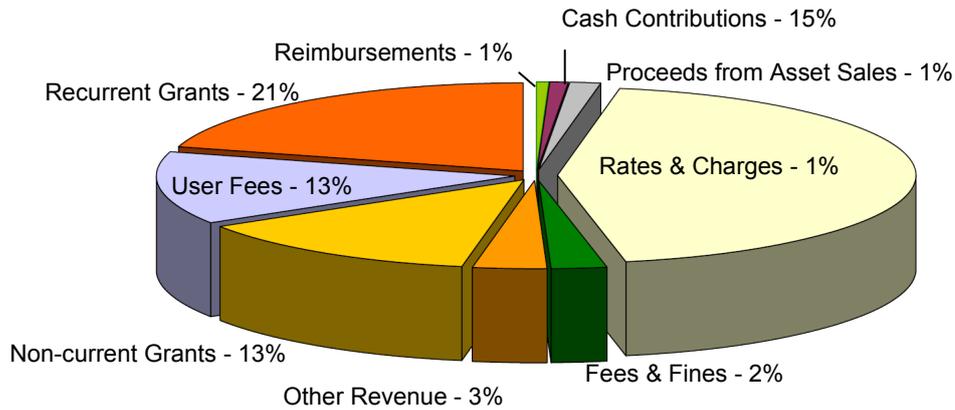
- Implementation of appropriate training sessions for council outdoor employees and Landcare members
- Development of a Murrindindi specific weed identification and treatment booklet, in cooperation with the Goulburn Broken Catchment Management Authority
- Purchase of a spray unit for use by Landcare groups

This project will provide valuable input down the track into a number of local, state and federal environmental initiatives.

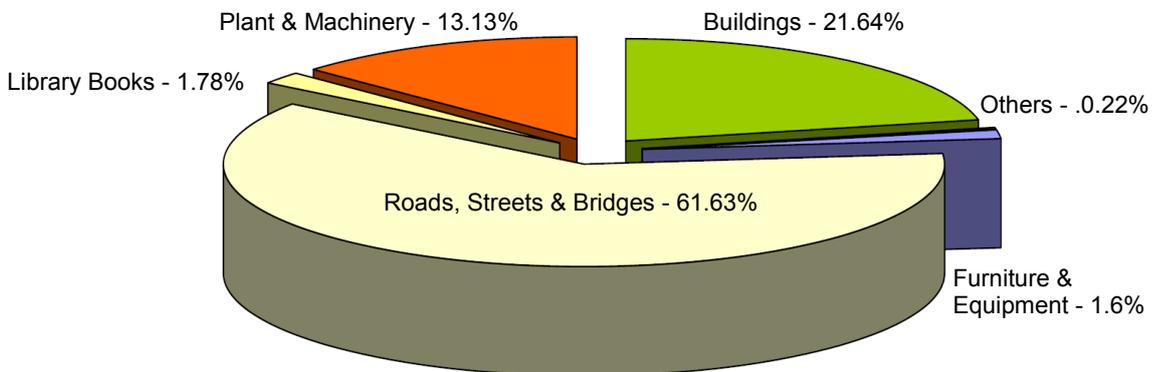
# Financial summary

The following graphs are a summary of the council's financial reporting for the year ended 30 June 2007. For further financial detail refer to the Financial Report at the back of this report.

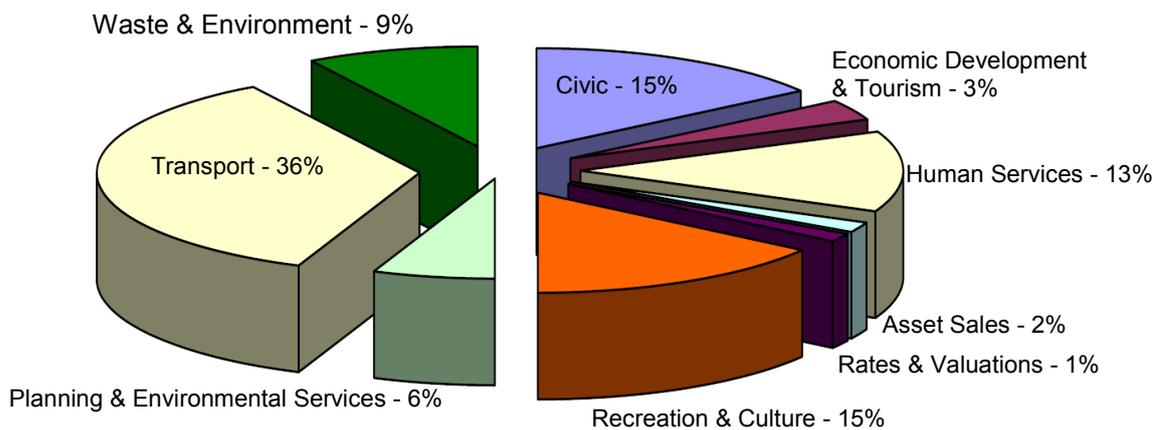
## Where did council's money come from?



## How did council spend its infrastructure budget?



## How did council spend its operating budget?



## Financial summary

**Number of rateable properties: 9,124**

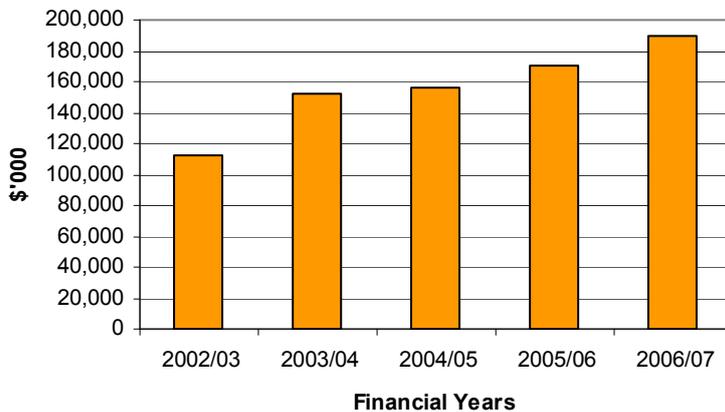
**Municipal Charge: \$180.00**

**Garbage Charge: \$193.00**

**Recycle Charge: \$57.00**

### Council Assets

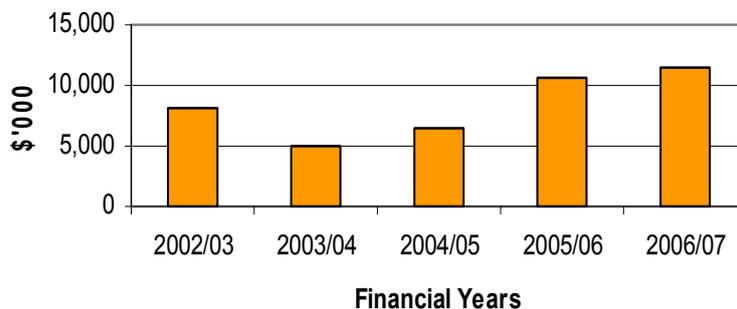
**Total Assets (\$'000)**



The increase in assets reflects the commitment of Council to maintain, upgrade, replace and renew assets as determined by asset management planning.

### Council Liabilities

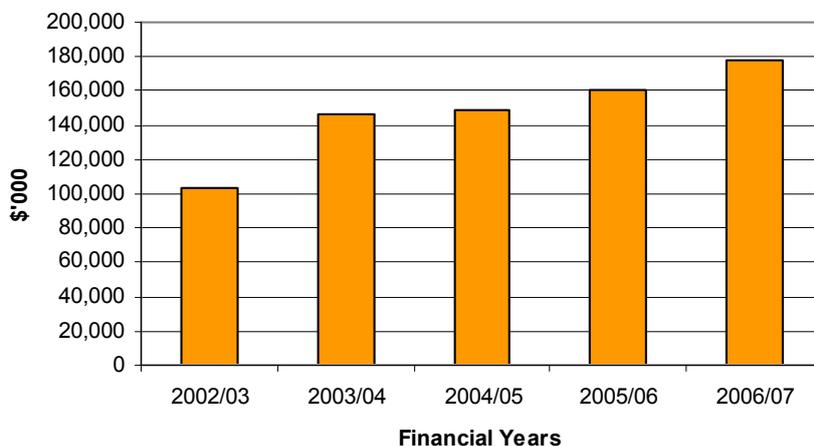
**Total Liabilities (\$'000)**



Shire liabilities report the balance of trade and other payables at the end of the financial year. The increase in 2006-2007 represents a higher level of sundry creditors processed at the end of the 2006-2007 financial year.

### Council Equity (net worth)

**Total Equity (\$'000)**



Total equity is made up of accumulated surplus for the period (\$81 million for 2006-2007) plus Asset Revaluation Reserve (\$95 million for 2006-2007) and the balance of other reserves (\$177 million for 2006-2007). There has been a steady increase in total equity over the past few years.

# Capital works summary

Description of Works	Works in progress as at 1 July 2006	Total value of works completed 2006-2007	Total value of works completed as to 30 June 2007
		\$	\$
<b>Buildings &amp; Structures</b>			
Kinglake Transfer Station		2,671	2,671
Alexandra Transfer Station		4,244	4,244
Yea Transfer Station works		12,445	12,445
Alexandra Saleyards		12,836	12,836
Pool refurbishment - stage three		15,495	15,495
Resurface Helipad - Alexandra		19,113	19,113
Landfill Capital Cell Construction		62,303	62,303
Gallipoli Park fence	8,591	7,914	16,505
Yea Saleyards		160,257	160,257
Thornton Hall refurbishment		226,150	226,150
Yea Childrens Precinct		449,901	449,901
Alexandra Depot upgrade		19,244	19,244
<b>Total Buildings &amp; Structures</b>	<b>8,591</b>	<b>992,571</b>	<b>1,001,162</b>
<b>Plant And Machinery</b>			
Major items		299,049	299,049
Motor vehicles		438,092	438,092
<b>Total</b>	<b>0</b>	<b>737,140</b>	<b>737,140</b>
<b>Roads, Streets &amp; Bridges</b>			
Gravel roads - resheeting - client		808,859	808,859
Sealed roads - reseals		748,642	748,642
Land urchase 13 & 15 Kinglake Glenburn Road		24,418	24,418
Final seals		76,601	76,601
Sealed roads - pavement renewal		72,446	72,446
Killingworth Road - Western end		134,163	134,163
Snobs Creek Road sealing		340,921	340,921
Castella Bridge, Castella	33,707	90,429	124,136
Kerrs Bridge, Taggerty	101,987	9,153	111,139
Bridge / Component Renewal		184,859	184,859
Moores Bridge, Flowerdale	2,587	56,360	58,947
Eildon retaining wall at pondage		5,803	5,803
Old Melbourne Road, Marysville		6,542	6,542
Anderson Lane, Narbethong		38,210	38,210
Hobans Road, Alexandra		26,499	26,499
Blue Range Road, Rubicon		136,272	136,272
Bus shelter construction		14,650	14,650
Load capacity upgrades		108,805	108,805
Footpath renewal		25,573	25,573
Marysville Streetscape Stage 2		361,020	361,020
Kerb renewal		40,324	40,324
Local Works Infrastructure Program - footpath and crossings Eildon		30,000	30,000
Local Works Infrastructure Program - path replacement Eildon		20,528	20,528
<b>Total Road,Streets &amp; Bridges</b>	<b>138,281</b>	<b>3,361,076</b>	<b>3,499,357</b>

## Capital works summary

Description of Works	Works in progress as at 1 July 2006	Total value of works completed 2006-2007	Total value of works completed as to 30 June 2007
		\$	\$
<b>Drainage</b>			
Drainage renewal		5,294	5,294
<b>Total Drainage</b>		<b>5,294</b>	<b>5,294</b>
<b>Heritage Assets</b>			
Art Show prizes		2,500	2,500
<b>Total Heritage Assets</b>		<b>2,500</b>	<b>2,500</b>
<b>Furniture &amp; Equipment</b>			
Computers		59,052	59,052
Others		30,600	30,600
<b>Total Furniture &amp; Equipment</b>		<b>89,652</b>	<b>89,652</b>
<b>Library Materials</b>			
Books		44,911	44,911
Magazines		5,249	5,249
DVDs		49,752	49,752
<b>Total Library Materials</b>	<b>0</b>	<b>99,913</b>	<b>99,913</b>
<b>Work In Progress</b>			
Taylor's Bay Left Arm		\$620.00	\$620.00
Yea Community Centre upgrade Green Street, Alexandra		\$157,322.64	\$157,322.64
Marks & Pratts Road, Kinglake West		\$3,815.00	\$3,815.00
Kinglake Community Pavillion		\$7,308.43	\$7,308.43
Yea Railway project stage 2		\$6,870.63	\$6,870.63
Land purchase - road reserve Acheron		\$58,176.18	\$58,176.18
Eildon town entrance revitalisation		\$4,546.88	\$4,546.88
Dyes Lane, Buxton		\$35,708.44	\$35,708.44
Local Works Infrastructure Program UT Creek Pathway		\$4,626.94	\$4,626.94
Yea Rail Trail upgrade		\$42,813.80	\$42,813.80
<b>Total Works In Progress</b>		<b>325,016</b>	<b>325,016</b>
<b>Total value of Capital works completed 2006-2007</b>	<b>\$146,872</b>	<b>\$5,613,162</b>	<b>\$5,760,034</b>

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## **Section Two - Our performance against the Council Plan**

In this section you will find details of our performance in 2005-2006 against the activities and initiatives of our *Council Plan 2006 - 2010*, including our achievements, our challenges and the year ahead.

We report on our performance under five themes:

**Theme 1 - Environment**

**Theme 2 - Community**

**Theme 3 - Infrastructure**

**Theme 4 - Local Economy**

**Theme 5 - Governance**

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# Theme 1 - Environment

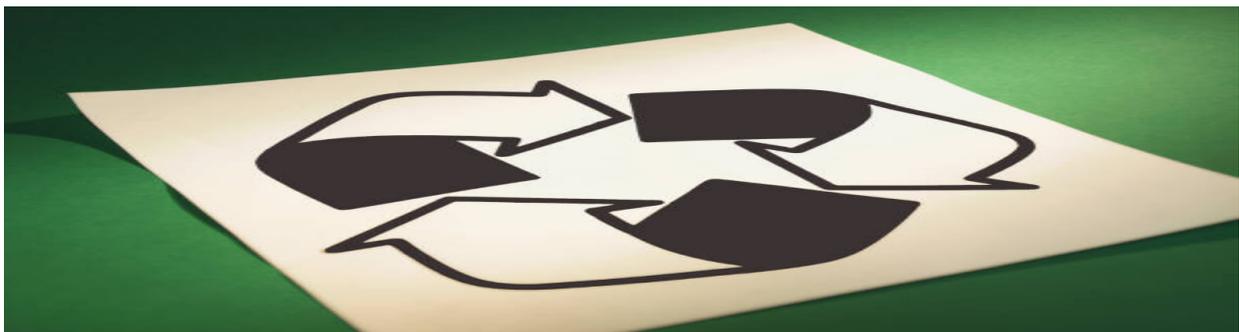
*Our performance against the Council Plan*

## Objectives

- Ensure that land use is strategically planned
- To protect and enhance our natural environment

## Strategic documents supporting the theme

- Municipal Strategic Statement
- Kinglake Flowerdale Integrated Strategy Plan - Objectives, Strategic Directions and Actions to Guide the Future Development of the Kinglake and Flowerdale Districts - March 2003
- Management of Significant Landscapes in Murrindindi and Baw Baw (Landscape Assessment Toolkit) - March 2005
- Rural Living Development Guidelines - Murrindindi Shire Council - March 2004
- Rural Residential Study - Murrindindi Shire Council - July 2003
- Yea High Street Development Plan - June 2005
- Urban Design Frameworks - Marysville, Eildon, Alexandra, Buxton, Molesworth, Narbethong, Glenburn, Yea, Strath Creek, Taggerty, Thornton and Yarck
- Lamont Street Development Plan - May 2005
- Municipal Fire Prevention Strategy
- Industrial Land Demand Study
- Onsite Waste Water Strategy
- Land Capability Assessment Analysis

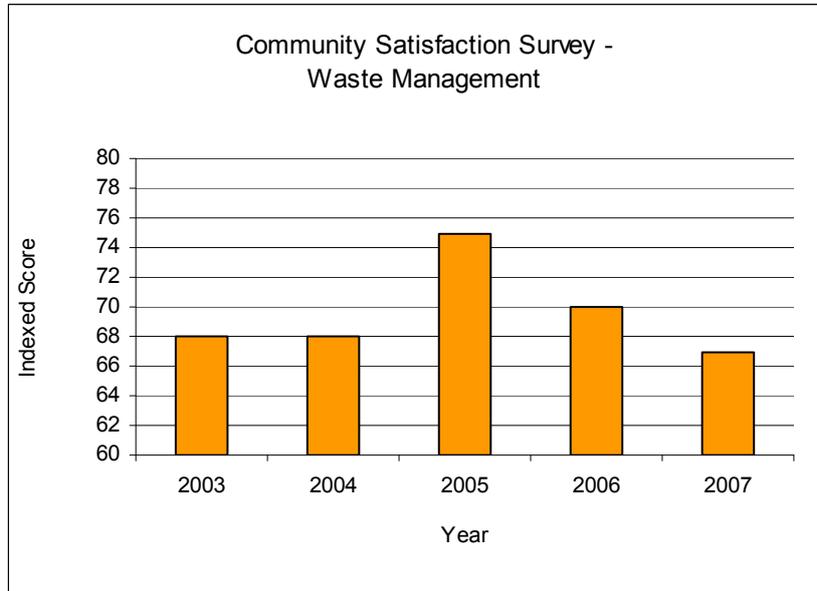


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# Measures of performance

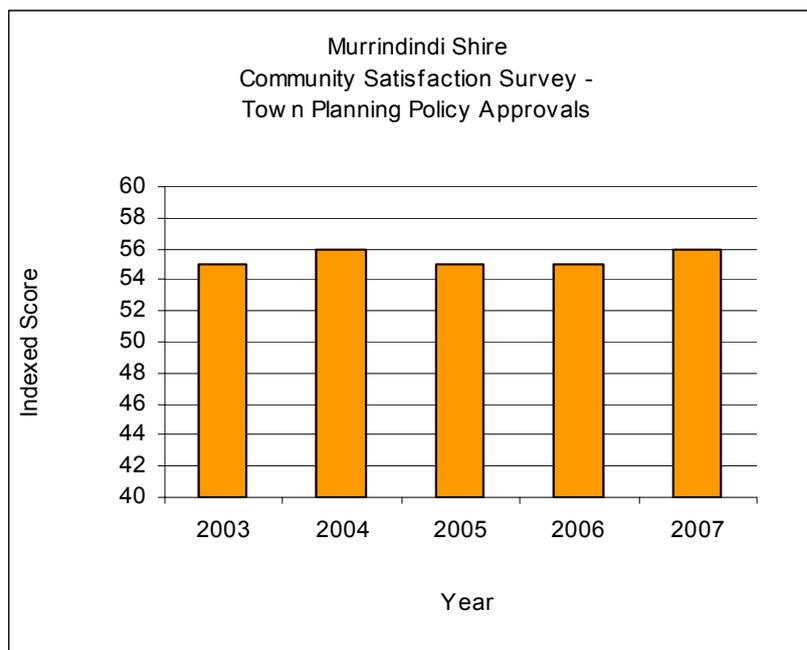
*Theme 1 - Our performance against the Council Plan*

Community satisfaction for waste management:



Source: Department of Victorian Communities (DVC)

Community satisfaction for town planning:



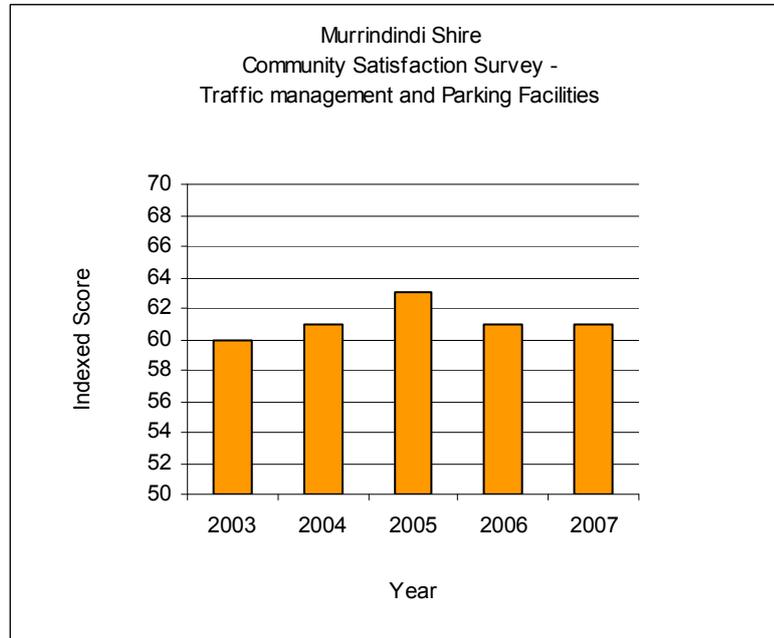
Source: Department of Victorian Communities (DVC)

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# Measures of performance

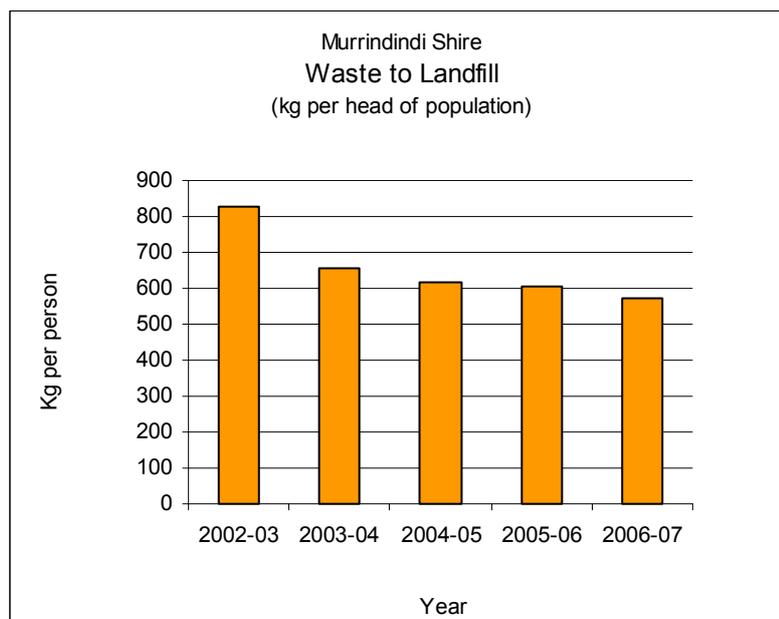
*Theme 1 - Our performance against the Council Plan*

Community satisfaction for traffic management and parking facilities:



Source: Department of Victorian Communities (DVC)

Waste to landfill per head of population:



Source: Murrindindi Shire Council

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## Objective 1 - Ensure that land use is strategically planned

### *Theme 1 - Our performance against the Council Plan*

#### Strategy

- Work within the strategic framework

#### Achievements

- Business Excellence implementation and Best Value review of services.
- The planning department has completed a number of strategic studies and planning scheme changes that facilitate new growth, lifestyle and employment opportunities throughout the shire, which include:
  - \* C12 Amendment – Kinglake Flowerdale Integrated Land Use Study
  - \* C13 Amendment – Yea, Eildon & Marysville Urban Design Frameworks
  - \* C14 Amendment – Low Density/ Rural Living rezonings
  - \* C18 Amendment – Implementation of new Farming Zone
  - \* Murrindindi Heritage Study – Completion of Stage 1 Thematic History.
- The introduction of the *Rural Living Development Guidelines* has provided a comprehensive guide to subdivision and development and was introduced as a reference document to the C14 Amendment. The initiative has been supported at a state and regional level as an innovative and sustainable approach to rural living development.
- A consortium of 30 councils across the state have formed a special interest group to seek funding from the Department of Sustainability and Environment for a project to develop effective, evidence based domestic wastewater management strategies and practices for local government.

This concept will provide immediate benefits and address a number of the issues raised in the Victorian Auditor General's June 2006 Report *Protecting our environment and community from failing septic tanks*.

Additionally the outcomes from the proposed projects can be shared with other stakeholders to achieve a statewide benefit.

Murrindindi Shire Council is an active member of the special interest group and is represented on the management team.

Murrindindi Shire Council's Domestic Wastewater Management Strategy has been placed on hold due to the identified benefits of the group's initiatives.
- Grant funding of approximately \$50,000 was received from the Country Fire Authority (CFA) under the Fire Access Roads Subsidy Scheme which permitted a

## Objective 1 - Ensure that land use is strategically planned

### Theme 1 - Our performance against the Council Plan

prevention projects to be undertaken including:

- \* Burtons Road, Kinglake West upgrade
  - \* No. 2 Creek Easement, Kinglake East upgrade
  - \* Maintenance upgrade of Drysdales Track at Homewood
  - \* Replaced two fire damaged 35,000 litre static water tanks at Kinglake
  - \* Installation of new 35,000 litre tank at the Highland CFA shed
  - \* Installation of two new 10,000 litre tanks at Yarck
  - \* Installation of new 10,000 litre tank at the Kinglake CFA shed.
- In November 2006 a Cadet Building Surveyor was appointed to assist the Municipal Building Surveyor and improve service delivery in this area.

### Challenges

- C17 Amendment – Implementation of Alexandra and Small Towns (comprising Buxton, Narbethong, Taggerty, Glenburn, Strath Creek, Molesworth and Yarck) Urban Design Frameworks. These studies were prepared and adopted by Council in 2006. Key directions set out in the strategy include parking, traffic management and tree planting. This Amendment has not proceeded due to 17 submissions received to the formal exhibition of the amendment requiring further consideration by council.
- Council deferred the Rural Land Study in 2007. The “direct translation” of the new Farming Zone to replace the Rural Zone by the state government has provided its own challenges for council and

the Planning Department, which has lead to a deferment of the Rural Land Study. Council has given a commitment to undertake a Rural Land Study given the widespread community interest and an expectation by some landowners of a more detailed review of rural land issues.

- The Development Plan processes for Lamont Street, Alexandra and North Street, Yea industrial areas have continued to challenge both the council and landowners. Council officers continue to work with landowners to progress the development plans. The areas are identified as key industrial development sites and very important economic development opportunities. Delays have been due to changes of ownership (Alexandra) and delays in referral agency inputs at Yea.

### Activities as in the Council Plan

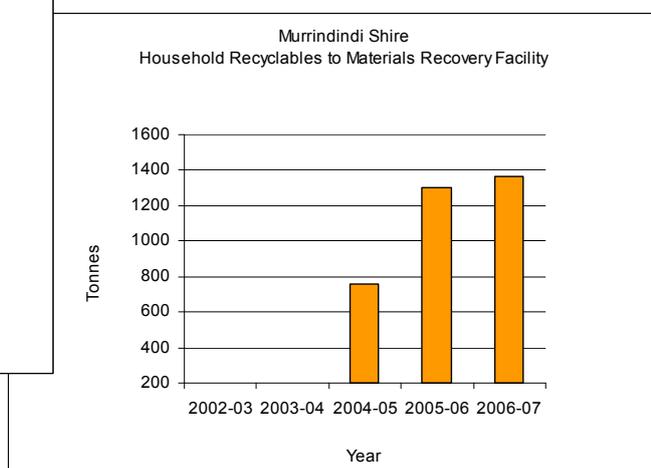
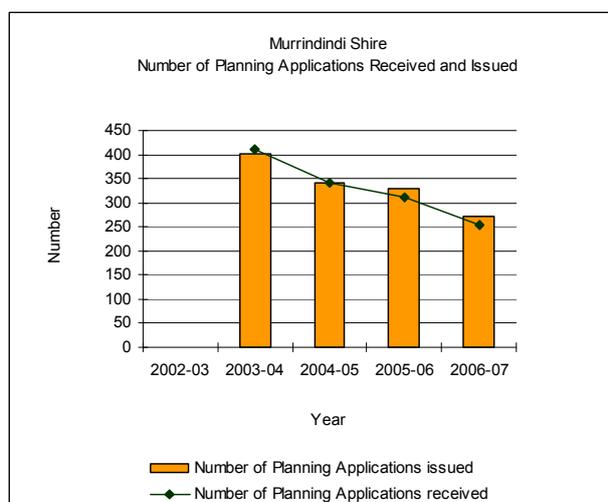
Activities as per Council Plan	As at 30/06/07	Year Ahead
Implement the Murrindindi Planning Scheme as amended	Ongoing	Council will continue to implement the Murrindindi Planning Scheme
Implement the strategic directions, priorities and actions contained in the Kinglake Flowerdale Integrated Strategy Plan for the settlements of: Kinglake West and Pheasant Creek, and Flowerdale and Hazeldene as opportunities and funding allow and monitor the implementation of the guidelines as resources allow	Ongoing	

# Objective 1 - Ensure that land use is strategically planned

## Theme 1 - Our performance against the Council Plan

Activities as per Council Plan	As at 30/06/07	Year Ahead
Implement the strategic directions, priorities and actions contained in the <i>Rural Living Development Guidelines 2004</i> as opportunities and funding allow	Commenced	The <i>Rural Living Development Guidelines 2004</i> are being used as an assessment tool for new Rural Living subdivision and development.
Complete the Rural Land Study for consideration and adoption by the Council in partnership with state government directions on new farming zones	Deferred	Council will progress the study subject to further clarification of new farming zones and funding opportunities from the State Government.
Complete the necessary planning amendments to embed the new zones as per the Rural Land Study recommendations	Ongoing	Further amendments will be considered by Council upon completion of the Rural Land Study.
Complete and implement the development plans as opportunities and funding allow (Lamont Street Alexandra, North Street Yea, Snodgrass Street Yea)	Ongoing	The two development plans are scheduled to be completed in 2007-2008.
Complete the <i>Heritage Study</i> and implement outcomes as appropriate	Stage 1 Completed	Council will commence the first phase of stage two of the Heritage Study in 2007-2008.
Review the Municipal Strategic Statement	Ongoing	The Municipal Strategic Statement has progressively been updated through various Planning Scheme amendments - C14, C12 and the Small Town Urban Design Frameworks.

### At a glance



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## Objective 2 - To protect and enhance our natural environment

### *Theme 1 - Our performance against the Council Plan*

#### Strategies

- Strengthen the Council's role in environment issues and activities
- Improve statutory planning processes to deliver timely decisions that are aligned with the strategic framework
- Manage our waste streams and facilities in accordance with best practices and Environment Protection Authority guidelines
- Improve wastewater management across the shire
- Reduce green house gas emissions
- Work with permit applicants to ensure that conditions are adhered to

#### Achievements

- Implementation of new garbage collection contract in December 2006 with 120 litre bins replacing existing 140 litre bins. *Refer page 12*
- Hand held devices with mapping software and corporate information were setup for the purpose of capturing data in the field for footpath audits, fire prevention, animal control and weed mapping.
- A collaborative purchase of aerial photography coordinated by the Department of Sustainability and Environment, has provided an up-to-date tool used by planning, building, rates, bylaws and engineering for enforcement, strategic planning and asset management.
- Organisational overview and awareness sessions were conducted for Geographical Information System (mapping software), providing awareness of system capabilities and future potential.
- Further development of spatial information layers displaying data from council's corporate system; includes planning, building, garbage and health premise layers.
- Implementation of software developed by Groundtruth, "M1 Common Ground" replaced a manual process

used in the rates department. This new tool has facilitated efficiencies in the process of matching and updating Land Victoria data.

- Geographical Information System (GIS) was setup on the Murrindindi Construction team leaders' equipment to provide a tool to access inspection information in the field and to facilitate the capture and exchange of data out in the field.

#### Challenges

- Environment Protection Authority sign-off still required on *Landfill Financial Assurance Issues and Environmental Improvement Plan* for Alexandra Landfill.
- Keeping up with the demand for GIS mapping technology both on the network and out in the field.
- Automation of manual processes in the transfer of data between remote devices and council's computer network.
- Development of policy and procedures for capturing of data and GIS systems.
- Resourcing the continuing growth in demand for enhancements to the GIS mapping system including training and documentation.

## Objective 2 - To protect and enhance our natural environment

### Theme 1 - Our performance against the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Work in partnership with environmental and resource management agencies to improve local outcomes	Ongoing	Continue to develop relationships with local resource management agencies.
Develop an environment policy and supporting strategy and resource plan	Deferred	Environment Policy will be completed in 2007-2008.
Clarify council's role in roadside management and standards	Deferred	Project has been rolled forward into 2007-2008.
Investigate the possibility of an environmental rate / rebate	Deferred	This will be considered as part of the Environment Policy development.
Assess the feasibility of establishing an environmental advisory committee	Completed	
Receive a business plan for the Yea Wetlands Discover – E Centre and consider priority actions as opportunities and funding allow	Completed	
Encourage communities to participate in environmentally supportive initiatives	Ongoing	Further initiatives will be considered as part of the Environment Advisory Committee role.
Participate in the Department of Sustainability and Environment Sustainability Accord	Deferred	Will be completed in 2007-2008.
Complete the three year monitoring report on the performance of the <i>Murrindindi Planning Scheme</i> and processes (statutory requirement)	Deferred	Identified as a key outcome in 2007-2008.
Enhance enforcement, desktop analysis and collection of data using aerial photography, hand held data units and databases	Ongoing	Monitoring of planning permits in an effort to introduce a compliance program to check permit conditions have been adhered to. Hand held computer monitoring devices are being utilised by the local laws department. The hand held device is used for issuing fire prevention notices and for animal enquiries and registrations.
Finalise and adopt the Waste Management Strategy 2006	Deferred	Further workshop required with Council before Strategy can be finalized.
Adopt and implement priority actions contained in the Waste Management Strategy 2006 as opportunities and funding allow	Deferred	Some items contained within strategy considered as part of 2007-2008 budget.
Promote greater understanding of the environmental impacts of development for consideration by planning applicants	Ongoing	Council will continue to progress the implementation of the <i>Rural Living Guidelines</i> in 2007-2008.
When reviewing policies, emphasise environmental and or health concerns	Ongoing	This is an operational activity and not a specific Council Plan activity.
Develop relationships with other agencies and organisations to improve strategic directions and referrals within the Planning Scheme	Ongoing	Council will continue to develop these strategic relationships in 2007-2008.

## Objective 2 - To protect and enhance our natural environment

### Theme 1 - Our performance against the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Implement the recycling, garbage collection and transfer station attendant's contracts	Completed Completed  Ongoing	*Recycling contract already in place. *New garbage contract with Cleanaway commenced in December 2006. *Transfer Station attendant's contracts subject to community consultation on revised operating hours before final decision by council.
Complete and consider priority actions contained in the Environment Improvement Plan	Ongoing	Environment Improvement Plan has been prepared but awaiting feedback from Environment Protection Authority (EPA) before it can be finalised.
Seek Environmental Protection Authority approval and implement the revised landfill licence	Ongoing	Landfill site continues to be managed in accordance with licence conditions, however, Environment Improvement Plan awaiting EPA advice.
Negotiate and resolve landfill assurance issues with the Environmental Protection Authority	Ongoing	Currently in the hands of the EPA. This is an industry-wide issue still to be resolved.
Comply with Environmental Protection Authority licence conditions for the landfill	Ongoing	Landfill site continues to be managed in accordance with licence conditions.
Investigate more equitable means of funding Council's waste management requirements	Ongoing	Proposal to review waste management funding arrangements has been fed into the <i>Rating Strategy</i> .
Complete, adopt and implement priority actions in the Stormwater Management Plan for Murrindindi as opportunities and funding allow	Ongoing	Recommendations from the Stormwater Management Plan will continue to be implemented across the organisation.
Continue to work on innovative water and waste water initiatives through the Kinglake Waste Water Innovation Project	Ongoing	The <i>Kinglake Innovative Wastewater Project</i> , aims to establish an innovative demonstration project showing how to provide water and sewerage services to a small community in a more environmentally sustainable and cost effective way compared to convention reticulated servicing approaches. Project is reliant on funding through the Victorian Water Trust. Yarra Valley Water has continued to push this initiative in 2006-2007 as part of its drive to improve sustainable alternatives.
Investigate opportunities for alternate fuel motor vehicles and the purchase of "green" electricity as opportunities and funding allow	Deferred	To be considered in 2007-2008 as part of the development of the Environment Policy.
Investigate options for achieving carbon credits	Deferred	To be considered in 2007-2008 as part of the development of the Environment Policy.
Ensure compliance with planning and building permit conditions through a regular monitoring program	Ongoing	This is an operational activity and is not a specific Council Plan activity.

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## Theme 2 - Community

*Our performance against the Council Plan*

### Objectives

- To promote safe, healthy, active communities

### Strategic documents

- Municipal Public Health Plan 2004 - 2007
- Early Years Plan – Let's Build Together  
2006 – 2009 Murrindindi Early Years Strategy
- Murrindindi Youth Strategy 2006 – 2009
- Management Committees Discussion Paper -  
January 2006
- Recreation Reserves and Play Strategy 2002
- Recreation Reserves Overall Plans of  
Development – June 2006
- Bollygum Park Master Plan



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# Measures of performance

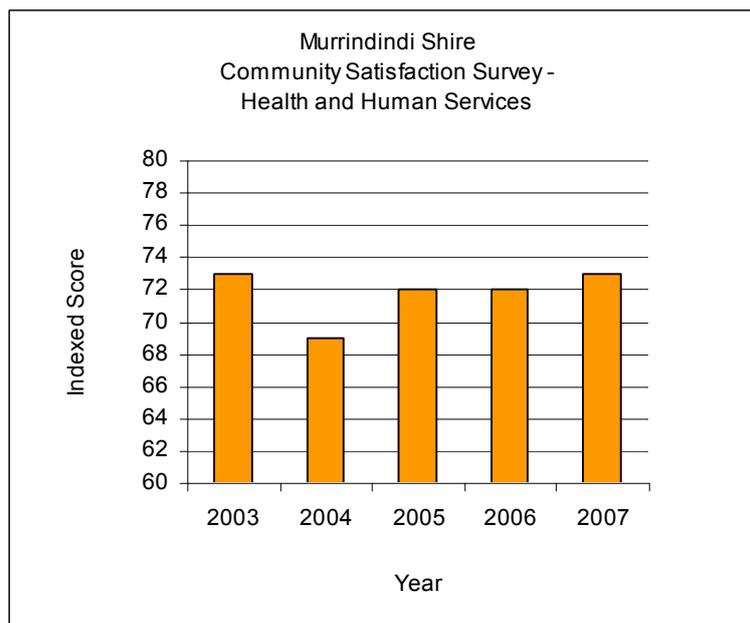
## *Theme 2 - Our performance against the Council Plan*

Community satisfaction of customer service:



Source: Department of Victorian Communities (DVC)

Community satisfaction of health and human services:



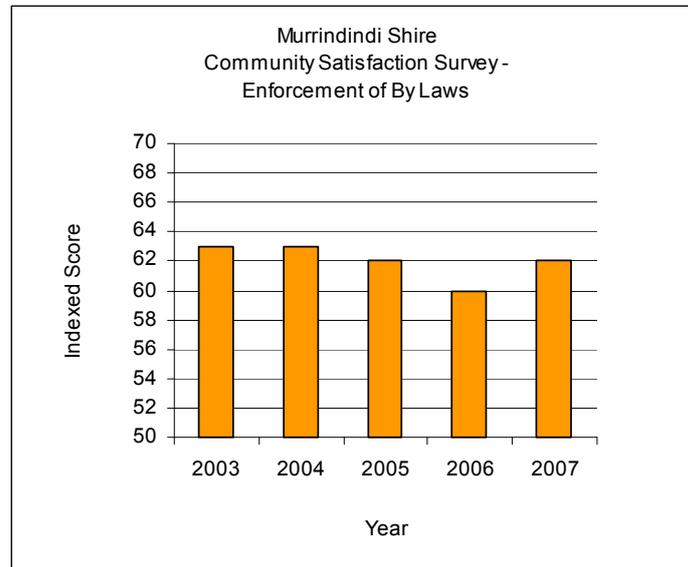
Source: Department of Victorian Communities (DVC)

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# Measures of performance

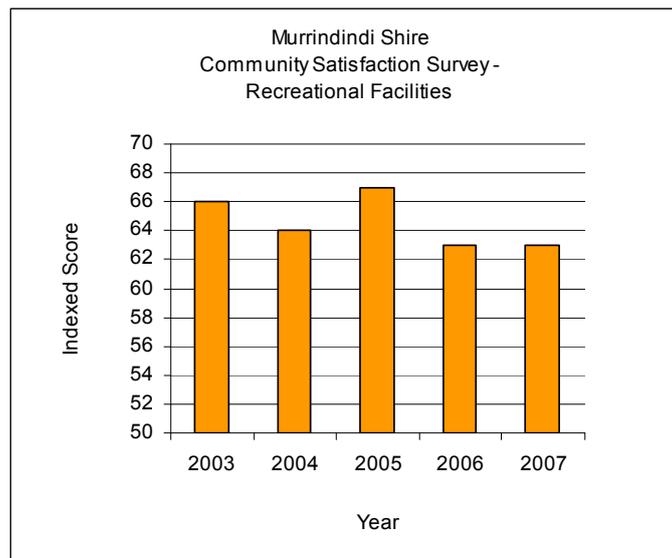
## *Theme 2 - Our performance against the Council Plan*

### Community satisfaction of enforcement of local laws:



Source: Department of Victorian Communities (DVC)

### Community satisfaction of recreation facilities:



Source: Department of Victorian Communities (DVC)

# Measures of performance

Theme 2 - Our performance against the Council Plan

Community satisfaction of well-being:

## COMMUNITY INDICATORS VICTORIA WELLBEING REPORT 2007

### MURRINDINDI

#### SUMMARY OF RESULTS

Indicators	% of adult population*		
	Murrindindi	Hume Region	Victoria
<b>Healthy, safety and inclusive communities</b>			
1. Self Reported Health	51.3	54.5	54.3
2. Subjective Wellbeing <sup>1</sup>	76.8 <sup>†</sup>	77.7 <sup>†</sup>	76.4 <sup>†</sup>
3. Feeling Part of The Community <sup>1</sup>	73.8 <sup>†</sup>	76.3 <sup>†</sup>	70.7 <sup>†</sup>
4. Social Support <sup>2</sup>	89.3	93.6	-
5. Volunteering <sup>2</sup>	60.3	55.5	-
6. Child Health Assessments <sup>3</sup>	69.9 <sup>††</sup>	64.2 <sup>††</sup>	58.0 <sup>††</sup>
7. Perceptions of Safety	Day	96.3	97.5
	Night	81.5	73.1
8. Crime <sup>4</sup>	Person	781.7 <sup>†††</sup>	947.5 <sup>†††</sup>
	Property	2,551.3 <sup>†††</sup>	4,359.0 <sup>†††</sup>
			774.1 <sup>†††</sup>
<b>Dynamic, resilient local economies</b>			
9. Home Internet Access	Any	74.3	73.1
	Broadband	44.3	46.7
10. Food Stress	11.5	7.4	6.1
11. Work-Life Balance	48.5	53.7	53.0
<b>Sustainable built and natural environments</b>			
12. Transport Limitations	32.4	20.2	20.4
13. Water Conservation	67.9	69.2	75.0
14. Household Waste Recycling <sup>5</sup>	14.9	-	37.9
<b>Culturally rich and vibrant communities</b>			
15. Participation in Arts and Culture	45.0	44.6	46.6
16. Community Acceptance of Diverse Culture	81.9	82.9	89.3
<b>Democratic and engaged communities</b>			
17. Participation in Citizen Engagement	71.4	64.3	53.8

\* Unless otherwise indicated data sourced from the 2007 Community Indicators Victoria Survey.

<sup>†</sup> Index measure: 0 completely dissatisfied, 100 completely satisfied.

<sup>††</sup> Health assessments completed by children at 3.5 years old per 100 children enrolled in the Maternal and Child Health service who were born in 2002 (average of enrolled children born in 2001/02 and 2002/03 years).

<sup>†††</sup> Figures are for recorded offences per 100,000 population.

- Figures unavailable at 20 June 2007.

<sup>1</sup> Figures based on the Australian Unity Wellbeing Index.

<sup>2</sup> Source: DVC Indicators of Community Strength, 2006.

<sup>3</sup> Source: Office for Children, 2005/06.

<sup>4</sup> Source: Victoria Police, 2005/06.

<sup>5</sup> Figures are for the percentage of total garbage collected that is recycled. Source: Sustainability Victoria, 2004/05.

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# Objective 1 - To promote safe, healthy, active communities

## *Theme 2 - Our performance against the Council Plan*

### Strategies

- Advocate, facilitate and deliver services for all ages
- Link our communities and existing transport hubs
- Support our integrated approach to health and well-being
- Strengthen relationships with other agencies
- Develop improved processes for response and recovery from emergencies
- Assist communities to develop their priorities and find creative ways to deliver them
- Foster community ownership
- Improve accessibility to services and facilities
- Develop our libraries as a focus of community strengthening activities
- Promote good health and safety
- Support arts and cultural experiences
- Provide leisure opportunities to residents and visitors that provide broad benefits

### Achievements

- Alexandra Library ran programs for adults which engaged over 1,200 participants, and also ran programs for teenagers and children which attracted over 1,600 participants.
- Yea Library commenced a much-anticipated weekly storytime, with participants commuting from distant centers of Flowerdale and Glenburn. Yea Library also commenced a monthly 'On the Couch' program, during which new books are presented and discussed over a glass of wine.
- Kinglake Library continued their successful suite of programs with over 1,900 people attending sessions such as Junior Friends of the Library, storytimes, school visits and new book evenings.
- The Council was the lead agency in applying to the state governments Transport Connections Program for resources to address public transport issues in innovative ways. A grant of \$300,000 over three years has been received and the program will commence in the first quarter of 2007-2008.
- A successful partnership between Berry Street Victoria (Alexandra office) and the Council is continuing and enables gaps in service provision to be addressed by both agencies. A particular focus is for a stronger focus by Berry Street in the Kinglake region.
- A partnership between neighbourhood houses, education centres and the Council is being developed to strengthen the flow of information and ability to take up opportunities.
- The Council is an active member of the Lower Hume Primary Care Partnership which enables a focus on health and well being issues by all primary care agencies across the region.
- Emergency response processes were again tested over the 2007 summer with local fire, emergency and council staff providing support to fires in the Mansfield Shire and further a field.
- The Department of Human Services funded a bushfire preparedness review that is to be considered by council in 2007-2008.
- Regular reviews of the Council's response and recovery processes for emergencies are regularly undertaken in preparation for the Council's response to emergency events.
- Significant progress was made by Access Appraisals in a review of the access barriers faced in our streetscapes across

## Objective 1 - To promote safe, healthy, active communities

### Theme 2 - Our performance against the Council Plan

the shire. A draft report and priorities for works will be considered by the Council in the later part of 2007.

#### Challenges

- Officers had been hoping to further progress the positive ageing strategy, arts policy and strategy

and development of the Municipal Public Health Plan. A very busy year has meant that these activities will be given priority in 2007-2008.

- The relationship between council officers, swimming clubs and schools that use the four outdoor swimming pools could have been better managed. Pool reference groups were

established but poorly attended. Meetings with councillors, staff and Alexandra and Yea swim clubs addressed the concerns for the 2006 season. Further relationship building will occur prior to the 2007 season.

#### Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Review, evaluate and update the Municipal Public Health Plan in consultation with health service providers to support cooperative planning	Ongoing	The evaluation of the Municipal Public Health Plan 2004-2007 is completed. The development of the interim plan 2007-2010 is currently underway.
Maintain an active role in the Primary Care Partnership	Ongoing	Manager Community Services continues to have an active role as part of the Leadership Team. Aged and Disability Unit Coordinators are active in the Integrated Health Promotion Working Work and Service Coordination Working Group. Coordinator Aged & Disability Unit is Primary Care Partnership delegate to the E-Referral Committee.
Consult on and consider priorities in the development of strategic plans, programs and services with the aim of improving linkages between organisations, services and schools	Ongoing	Will be implemented in the development of future strategies and the implementation of existing strategies.
Review, update and seek Department of Human Services approval for a Recovery Management Manual and associated systems to assist staff and communities	Ongoing	Audit by State Emergency Service (SES) deferred pending SES internal changes. Department of Human Services region staff changes have also resulted in a delay. Review will occur in first quarter of 2007-2008.
Define the roles of officers, councillors and the community and other agencies in emergency activities	Completed	The Council has received a briefing on this issue.

## Objective 1 - To promote safe, healthy, active communities

### Theme 2 - Our performance against the Council Plan

Activities as per Council Plan	Status as at 30/06/07	Year Ahead
Seek adequate resources for the Municipal Emergency Communication Centre and recovery centres	Ongoing	Budget did not enable higher levels of resource.
Finalise and adopt the <i>Early Years Strategy</i> and incorporate into the <i>Municipal Public Health Plan</i> .	Ongoing	Early Years Strategy adopted and Children's Services Coordinator hours increased to resource implementation of plan. Review of Municipal Public Health Plan will incorporate the Strategy.
Implement priority actions of the adopted <i>Early Years Strategy</i> as opportunities and funding allow	Ongoing	Evaluation of first year priorities of the plan to be completed October 2008.
Finalise and adopt the <i>Youth Strategy</i> and consider for incorporation into the <i>Municipal Public Health Plan</i>	Ongoing	Strategy adopted but not inserted in <i>Municipal Public Health Plan</i> until new plan format has been determined.
Implement priority actions of the adopted <i>Youth Strategy</i> as opportunities and funding allow	Ongoing	The Strategy to develop a FreeZa Committee that will plan for events in Kinglake achieved.
Pursue adequate funding for early years programs and services	Ongoing	The state-wide issue of adequate funding for Kindergartens has been closely monitored as has the development of cluster models for kindergarten operations. Significant work has also occurred in pursuing funding for further options for in home and in school care.
Complete the Yea Children's Precinct and address Pioneer Reserve traffic management issues	Completed	Yea Children's Centre building work completed. Management and ongoing usage of the centre currently being developed.
	Ongoing	Pioneer Reserve traffic management issues subject to approval of funds in 2007-2008 Budget.
Prepare an Aged Persons Strategy	Commenced	Planning for development of a 'Positive Ageing Strategy' and 'Healthy and Active in the Third Age' has commenced and will be completed by June 2008.
Investigate the potential development of the Alexandra Children's precinct	Ongoing	Matter hasn't been progressed - local community group hasn't advocated further and uncertainty relating to C17 and Alexandra Urban Design Framework has resulted in this matter being left in abeyance.
Explore innovative ways to link our communities	Ongoing	See Transport Connections Program comments below. Further, the ongoing development of walking and cycle trails, providing missing links for footpaths and the Access Appraisals undertaken during the year will provide further linkage opportunities.

## Objective 1 - To promote safe, healthy, active communities

### Theme 2 - Our performance against the Council Plan

Activities as per Council Plan	Status as at 30/06/07	Year Ahead
Commence a transport strategy	Commenced	Transport Connections funding application was successful. Transport issues relating to transport disadvantage will be addressed in the Transport Connections Project. Project partners are currently recruiting a Project Co-ordinator so that year 1 of the project plan can be implemented.
Implement priority actions of the transport strategy as opportunities and funding allow	Commenced	See Transport Connections Program comments above.
Implement year one and two of a four year program for the community building program in Kinglake Ranges	Ongoing	The Community Building Initiative continues to be well received by the Kinglake community. Refer page 11.
Investigate the delivery of community building capacity across the Shire	Ongoing	No specific report prepared at this stage. Kinglake Community Building Initiative project being monitored.
Consider the appointment of a Community Development Worker	Delayed	Budget did not enable higher levels of resources.
Participate in the Lighthouse Program	Ongoing	The regional groupings of Council have not produced a continuing program of activities. Council staff are currently focussing on Kinglake Community Building Initiative and reviewing Community Recreation Arts and Culture grants to ultimately establish a shire wide community building framework.
Review the <i>Recreation and Culture Grants</i> and <i>Community Loan</i> programs to provide a seed funding pool to match community initiated projects and programs	Ongoing	Draft report with Councillors for discussion at briefing. To be finalised in first quarter of 2007-2008.
Complete the access audit contained in the <i>Inclusiveness Planning Project</i>	Completed	Access Appraisals completed for five townships within the Shire. Draft reports prepared and ready for presentation to councillors. Training session for council officers on access issues as they relate to the Disability Discrimination Act 1992. The project will be completed September 2007.
Develop, review and implement priority actions in the <i>Disability Action Plan</i> as opportunities and funding allow	Completed	The <i>Disability Action Plan</i> was incorporated in the <i>Municipal Public Health Plan 2004-2007</i> . This plan was included in the Municipal Public Health Plan evaluation. Many of the actions were addressed and included in the <i>Inclusiveness Planning Project</i> .

## Objective 1 - To promote safe, healthy, active communities

### Theme 2 - Our performance against the Council Plan

Activities as per Council Plan	Status as at 30/06/07	Year Ahead
Develop a policy for the use of council assets by the community	Commenced	Information has been sourced - policy development protocols have been reviewed which has slowed down policy implementation organisationally.
Collect evidence and advocate for appropriate levels of emergency and affordable housing	Ongoing	Data collection has commenced and has been rolled over into second year of the Council Plan.
Implement the activities contained in the <i>Library Strategic Plan and Collection Development Policy</i> as opportunities and funding allow	Collection Development policy: completed	Collection development policy completed and implementation for 2006-2007 finalised.
	Yea Office renovations commenced	Significant progress has been made on the Yea office and library renovations. Carpeting and shelving will be completed by November 2007. Refer to page 14.
Increase public awareness of environmental health issues	Ongoing	Work has not progressed, however a focus on water is being planned  Ongoing program - no specific activities targeted for 2006-2007 year.
Review after hours local laws callout and service arrangements	Completed	Advice received that arrangements in place and operating.
Comply with legislative requirements in the operation of the swimming pools	Completed	All pools comply with Water Quality Health Regulations, Dangerous Goods Act and occupational health and safety requirements.
Continue to work with pool reference groups	Ongoing	Pool Reference Group structure is under review. Relationships between council and user groups to be strengthened for 2007-2008 season.
Investigate the provision of public toilets	Commenced	Data has been gathered but the council is yet to be presented with a report on the matter. Expected to be completed by November 2007.
Support initiatives that foster social connectedness and or good health	Ongoing	This action has no specific outcomes. The Council has not include this in the reviewed Council <i>Plan</i> as an action but does seek and support initiatives as they arise.
Commence the development of an Arts and Culture Policy and associated strategy and resource plan	Ongoing	Initial discussions with Council and broad outline prepared. Report to Council in first quarter of 2007-2008.

## Objective 1 - To promote safe, healthy, active communities

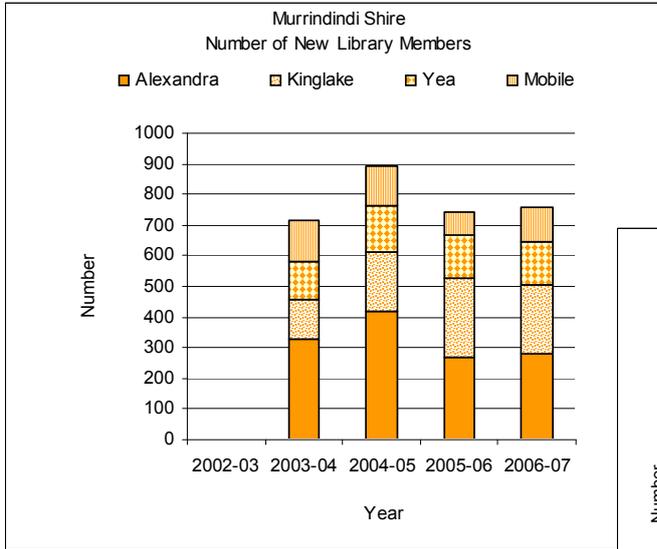
### Theme 2 - Our performance against the Council Plan

Activities as per Council Plan	Status as at 30/06/07	Year Ahead
Adopt the overall development plans (ODP) and commence the implementation of the short term priorities for: Kinglake Memorial Reserve, Kinglake West Mechanics Institute & Recreation Reserve, Alexandra Showgrounds & Recreation Reserve, Thornton Recreation Reserve, Yea Recreation Reserve as opportunities and funding allow	Commenced	Reports "received" by council to serve as reference documents for the future. The council via several community groups had concerns over the recommendations of several of the volumes of the report.
Implement priority actions contained in the <i>Recreation Reserves and Play Strategy 2003 Vol 1</i> , under the following goals: Recreation input into land use planning; Managing infrastructure; Design of sustainable facilities; Targeted information and communication as opportunities and funding allow	Ongoing	Reports used by the Council to serve as reference documents for the future. The Strategy has been the cornerstone of further funding from Sport and Recreation Victoria for various projects mentioned in the Strategies.
Implement short term and medium term priorities for playgrounds contained in the <i>Recreation Reserves and Play Strategies 2003 Vol 2</i> as opportunities and funding allow	Completed	Funding of \$50,000 provided by the Council to address priority playground actions.
Complete the marketing feasibility plan to establish opportunities for development of Bollygum Park and implement the master plan as opportunities and funding allow	Completed	Council will continue to support efforts to seek funding to enact the master plan.
Review the Council's role in supporting committees of management	Commenced	Initial discussions have been held with the Council and further information sought from the committees. Further report to council in first quarter of 2007-2008.
Ensure a proactive inspection system including a timetable for recreation reserves	Ongoing	2006-2007 inspections conducted. A proactive inspection system developed with council insurer and currently underway.
Ensure that boundaries comply with sports association guidelines	Completed	A high compliance achieved.
Ensure that all seasonal users of council facilities are governed by seasonal use / tenancy agreements and have a contact point within the Council	Commenced	Coordinator Administration commenced the process of implementing seasonal user agreements into council owned facilities. Completion of the project expected 2007-2008.

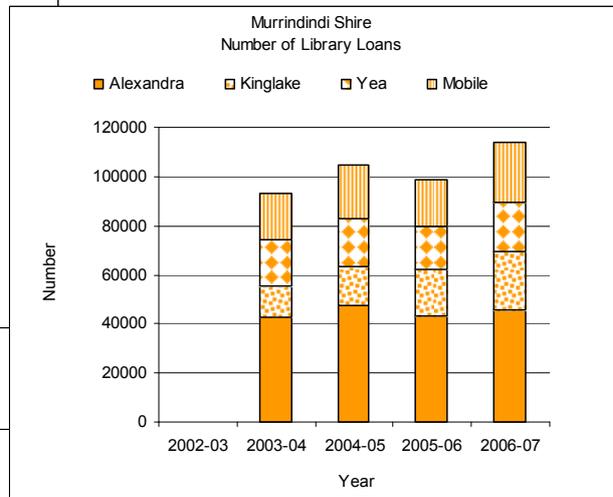
# Objective 1 - To promote safe, healthy, active communities

## Theme 2 - Our performance against the Council Plan

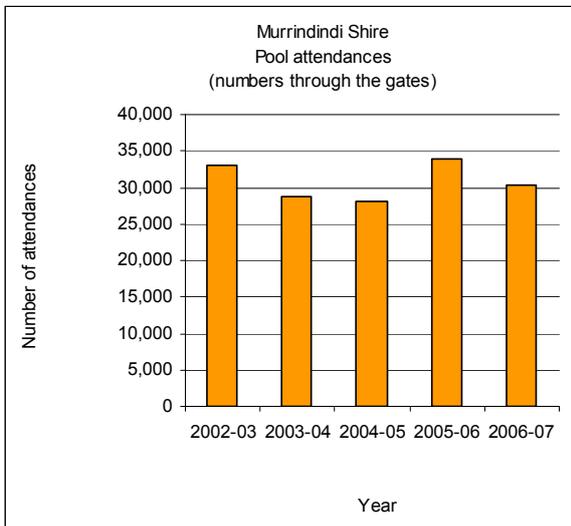
### At a glance



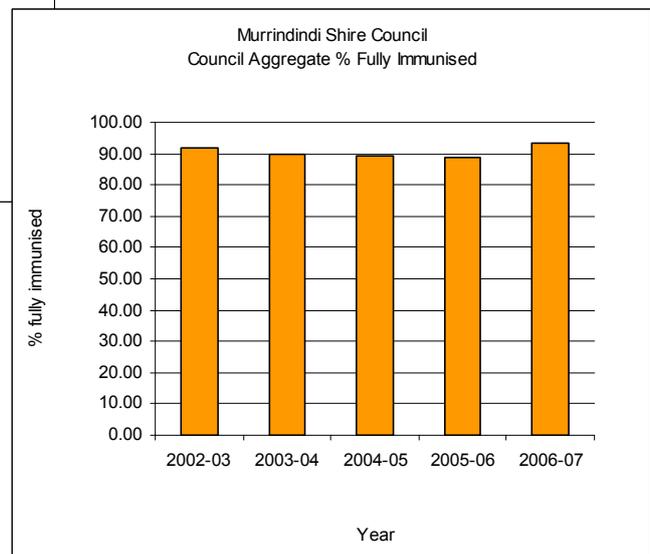
Source: Murrindindi Shire Council



Source: Murrindindi Shire Council



Source: Murrindindi Shire Council



Source: Murrindindi Shire Council

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## Theme 3 - Infrastructure

*Our performance against the Council Plan*

### Objectives

- To maintain and improve our infrastructure
- Foster civic pride

### Strategic documents supporting the theme

- Road Management Act 2004
- Road Management Plan - November 2004
- MAV Step Asset Management Program
- Road & Bridge Construction Strategy 2006
- Urban Design Frameworks (UDF's) - Marysville, Yea, Eildon, Alexandra, Buxton, Molesworth, Narbethong, Glenburn, Yea, Strath Creek, Taggerty, Thornton and Yarck
- Moloney Assets Management Systems - Brief report following the survey of road assets
- Roads to Recovery 2
- Auslink Program
- Stormwater Management Plan - April 2005
- Marysville Stormwater Strategy 2006
- Yea Flood Study
- Marysville Streetscape Plan
- Kinglake Streetscape Plan
- Buildings Strategy 2002
- Special Charge Scheme Policy and Strategy
- Waste Management Strategy 2006 - 2013
- UT Creek Enhancement Plan
- Murrindindi Construction Annual Budget and Business Plans
- Annual Plant Strategies
- IMS (Integrated Management System) Manual
- Work Plan – Drysdale's Quarry
- Work Plan - Topsy Gully Quarry
- Kinglake District Services Centre Landscaping Plan

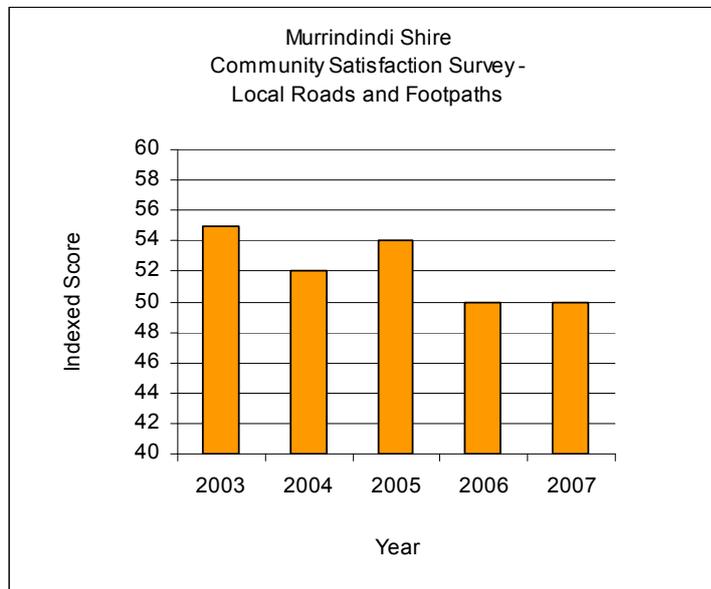


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# Measures of performance

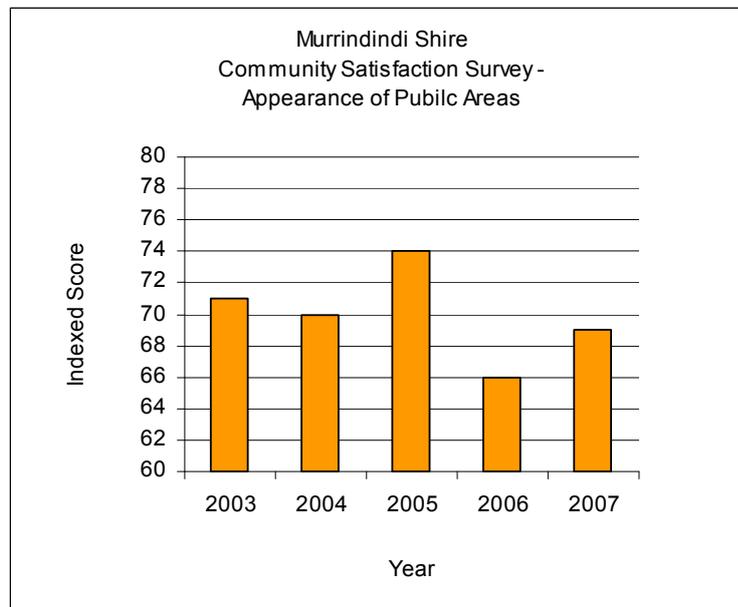
*Theme 3 - Our performance against the Council Plan*

Community satisfaction for local roads and footpaths:



Source: Department of Victorian Communities (DVC)

Community satisfaction for the appearance of public areas:

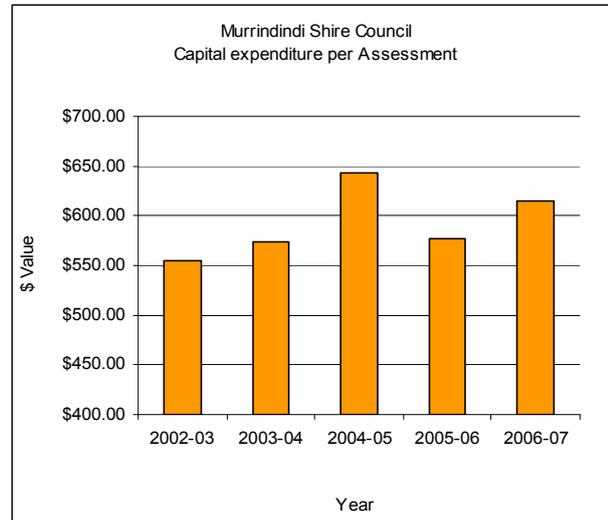


Source: Department of Victorian Communities (DVC)

# Measures of performance

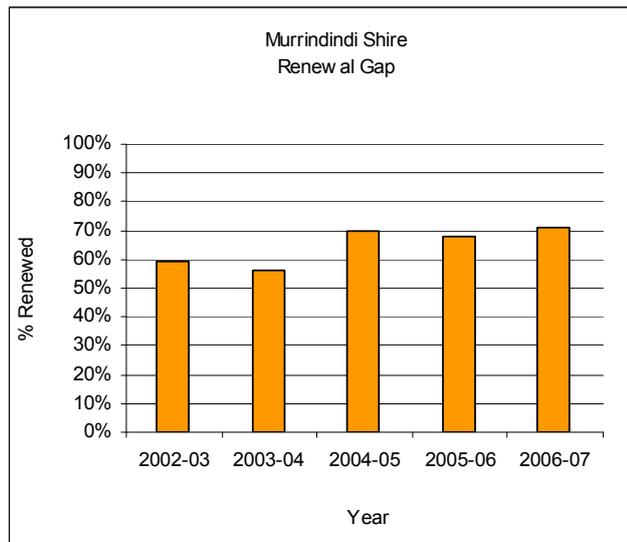
## Theme 3 - Our performance against the Council Plan

Average capital expenditure per assessment:



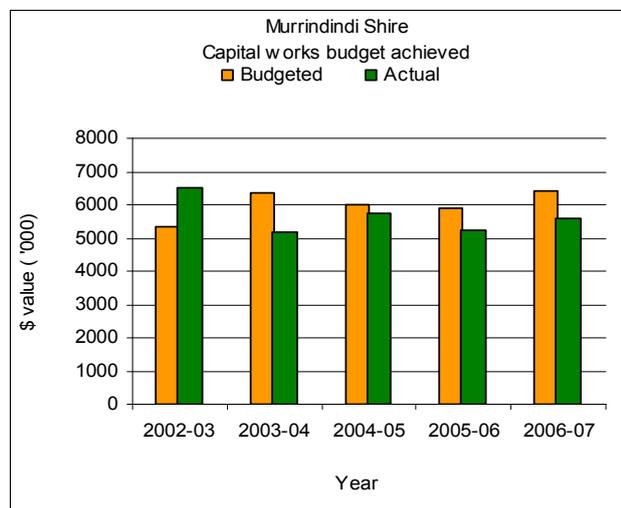
Source: Murrindindi Shire Council

Renewal gap on all assets classes:



Source: Murrindindi Shire Council

Projects contained in the capital works budget achieved each year:



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## Objective 1 - To maintain and improve our infrastructure

### *Theme 3 - Our performance against the Council Plan*

#### Strategies

- Address the infrastructure renewal gap
- Integrate the organisation's approach to asset management
- Comply with insurance recommendations and address risk issues
- Ensure our infrastructure is maintained to the standard adopted by the council
- Ensure our systems including staff, plant, equipment and depots are appropriate to deliver the highest possible standards of service

#### Achievements

- The roll out of the RoadAsyst road maintenance monitoring system.
- The excellent acceptance of computer based technology by field team members of Murrindindi Construction Business Unit resulting in the collection of data at its source and improved responses from operational staff.
- The completion of a number of capital works projects to the required standards including Killingworth Road, Blue Range Road and Snobs Creek Road.
- Infrastructure Renewal Gap reduced from \$1.68 million to \$1.32 million through increased renewal expenditure.
- The Building Maintenance Program was integrated into the Assets and Infrastructure Department to streamline the organisation's approach to asset management.
- Delivery of a \$5.6 million capital works program.
- Implementation of RoadAsyst software to manage auditing, repairs and reduce risk of road network.

#### Challenges

- Improvement in forward planning generally, from the early adoption of strategic plans which identify projects three to five years ahead, and the acceptance that projects may need to spread over more than one financial year to allow for various activities to be properly undertaken including community consultation processes.
- Officers were disappointed that the Asset Management Strategy and Asset Management Plans could not be completed because of the large capital program and other competing priorities. This has been rescheduled for 2007-2008.
- The responsiveness to works requests and correspondence received by the Assets and Infrastructure Department needs further improvement. Officers will present a programmed maintenance approach to operational issues to - Councillors in the first quarter of 2007-2008. Councillors and officers will also continue to review the service levels delivered to the community.

## Objective 1 - To maintain and improve our infrastructure

### Theme 3 - Our performance against the Council Plan

#### Activities as in the Council Plan

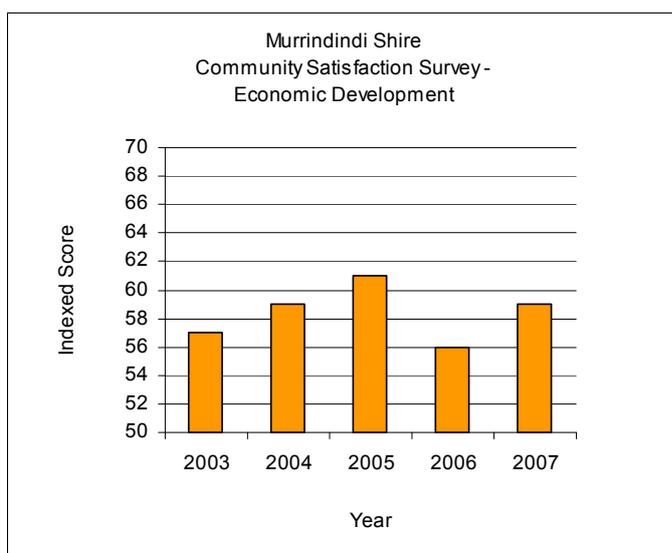
Activities per Council Plan	Status as at 30/06/07	Year Ahead
Complete the Road Asset Management Plan	Deferred	This activity has been deferred to 2007-2008.
Implement the Roads and <i>Bridge Construction Strategy</i>	Completed	Majority of program set out in strategy completed.
Implement the Building Maintenance Program	Completed	
Implement the priority actions contained in the various storm water strategy documents as opportunities and funding allow	Deferred	Funding opportunities did not arise during 2006-2007.
Commence the development of an Overall Asset Management Strategy (OAMS)	Commenced	Commenced strategy but is ongoing into 2007-2008.
Prioritise and implement the actions of the Urban Design Frameworks as opportunities and funding allow	Ongoing	Successful drought grant applications have addressed some elements of the Urban Design Frameworks.
Consolidate all asset management functions	Ongoing	Building management has been integrated into Council's Assets and Infrastructure Department. An Asset Management Working Group will be further developed in 2007-2008.
Formulate a Special Charge Scheme Policy and Strategy for a broad range of infrastructure	Deferred	Special Charge Scheme Policy will be reviewed in 2007-2008.
Continue to participate in the <i>STEP Asset Management Program</i>	Ongoing	Ongoing program that will continue in 2007-2008.
Review and adopt the <i>Building Asset Management Strategy</i>	Ongoing	Overall Asset Management Strategy is the first step in identifying asset management priorities.
Demonstrate a link between inspection defects, maintenance generation and completed works for all types of asset inspections. Ensure that proactive inspections are undertaken in accordance with the schedules nominated in Council's <i>Road Management Plan</i>	Ongoing	Implementation of RoadAsyst software has provided the system for road assets. Systems for other asset groups are manual systems.
Continue the proactive tree inspection program for trees located in Council owned reserves and urban streets	Completed	Inspection cycle completed. Budget process to consider level of maintenance program. Ongoing data management and review also required.
Implement the adopted <i>Road Management Plan</i> including the publishing of the road register, schedules of inspection types and frequencies, and key defects and service response time	Completed	Register of public roads adopted. <i>Road Management Plan</i> to be reviewed periodically.
Complete and publish the <i>Infrastructure Manual</i>	Ongoing	Project progressed significantly. Further workshop required with Council. Project ongoing in 2007-2008.
Develop and implement a programmed maintenance system	Deferred	Murrindindi Construction to develop system. To be undertaken in 2007-2008.

## Objective 1 - To maintain and improve our infrastructure

### Theme 3 - Our performance against the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Inform the community of the maintenance standards, construction programs, levels of intervention, response times and programmed maintenance of all asset classes	Deferred	Proposed for 2007-2008 once programmed maintenance system is further developed.
Implement the Road Asyst system in response to the <i>Road Management Plan</i>	Completed	RoadAsyst program operating well.
Implement priority actions contained in the <i>UT Creek Master Plan</i> as opportunities and funding allow	Ongoing	UT Creek walking path and bridge project are underway following Regional Development Victoria funding. Project will be completed in 2007-2008.
Continue to advocate for an alternative road route through the Black Spur	Ongoing	Opportunities will be taken to address this issue with the Shire of Yarra Ranges and politicians as appropriate.
Undertake a review of the operation and accommodation requirements of the Yea and Alexandra Depots	Ongoing	This is not a high priority project.
Review Murrindindi Construction's focus on private works	Ongoing	To be included as part of the Murrindindi Construction Board's self assessment process to be conducted in early 2007-2008.

## At a glance



Source: Department of Victorian Communities (DVC)

## Objective 2 - Foster civic pride

*Theme 3 - Our performance against the Council Plan*

### Strategy

- Improve council facilities

### Achievements

- Completion of \$120,000 renovation works at the Thornton Hall as part of the Small Town Development Fund grant scheme.
- Commencement of the UT Creek shared bicycle and pedestrian pathway. The pathway will create a link from the Alexandra Leisure Centre to Station Street, near the Alexandra helipad, following the UT Creek. The pathway, including a footbridge and route signage is being built at an estimated cost of \$143,000 and has been funded from the state government's drought assistance package through Regional Development Victoria.

- Major redevelopment works undertaken to improve the Yea council office and library.  
Grant funded from state government's *Small Towns Development Fund* grant - \$131,000. Council's contribution to the project \$158,000. Stage 1 completed July 2007. *Refer to page 14.*

### Challenges

- Unsuccessful grant application for funding to erect a clock in the tower of the Yea Shire Hall.
- Unsuccessful grant application to fund the reroofing of the older part of the Alexandra Library.

## Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Upgrade the Yea Council Chambers	Completed	
Consider clocks for the Yea Shire Hall	Ongoing	No positive feedback received to grant enquiries as at year end. Exploring solutions with local parliamentary representatives. Grant documentation forwarded to North East Victoria Area Consultative Committee for
Consider Committees of Management for the Yea and Alexandra Shire Halls	Deferred	Project hasn't progressed. Has been rolled forward to 2007-2008.
Progress landscaping works at the Kinglake District Service Centre	Ongoing	Re-assigned to undertake bore construction.
Consider upgrading or improving other Council facilities	Ongoing	Urban Design Frameworks and Overall Plans of Development prioritisation process underway.
Consider a signage policy	Deferred	Has been deferred to 2007-2008.

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## Theme 4 - Local Economy

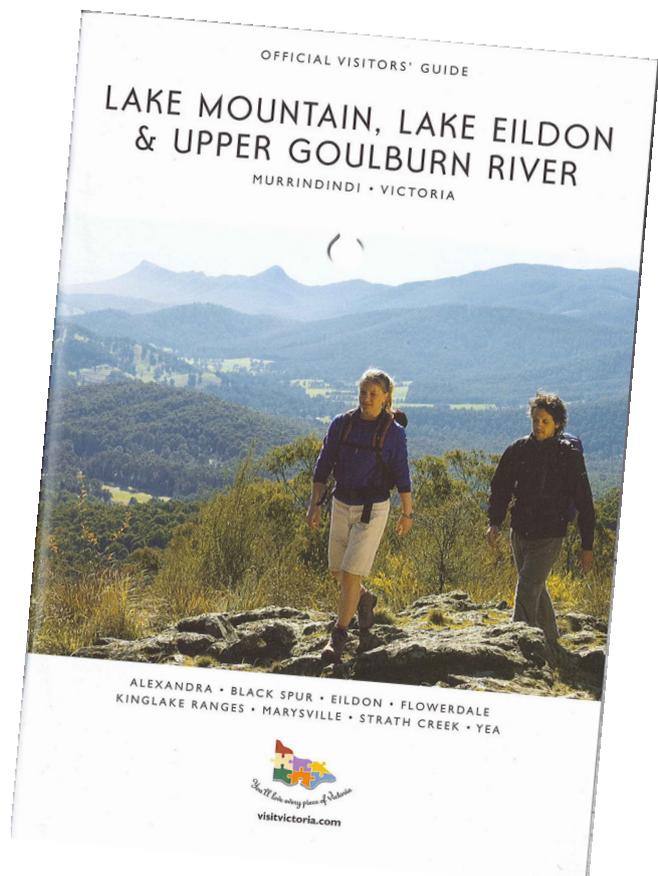
*Our performance against the Council Plan*

### Objectives

- To encourage economic growth

### Strategic documents supporting the theme

- Economic Development Strategy 2003 - 2008
- Industrial Land Demand Study
- Industry Communication Action Plan
- Memorandum of Understanding between Council and the Murrindindi Regional Tourism Association (MRTA)
- Tourism Strategic Action Plan

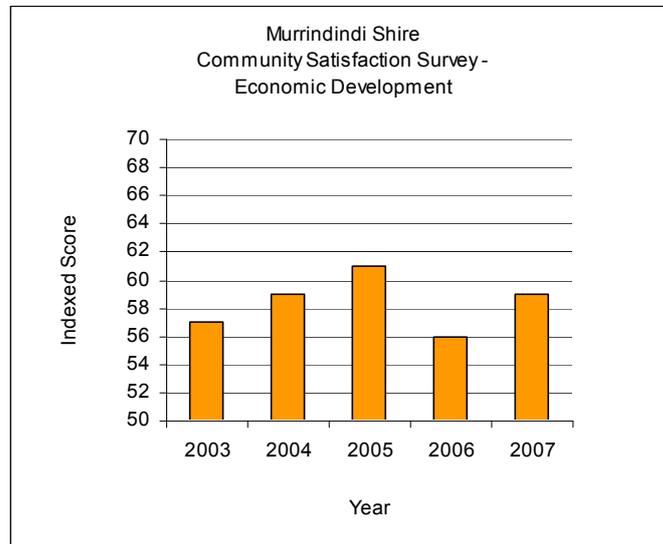


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# Measures of performance

*Theme 4 - Our performance against the Council Plan*

Community satisfaction for economic development:



Source: Department of Victorian Communities (DVC)

New businesses opening in the shire:

Accurate data on this measure was not available for the 2006-2007 year.

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## Objective 1 - To encourage economic growth

### *Theme 4 - Our performance against the Council Plan*

#### Strategies

- Strengthen local industries and value add
- Provide support to new and expanding businesses
- Provide opportunities for industrial development
- Attract investment
- Provide event coordination
- Manage building development in a planned and sustainable way across the shire
- Provide saleyard facilities for the farming community
- Pursue a more coordinated approach to visitor information services across the shire
- Continue to strengthen and develop the tourism industry
- Pursue investment in new tourism product and infrastructure
- Participate in cooperative marketing and public relations initiatives

#### Achievements

- The completion of approximately \$1,420,000 worth of external works by Murrindindi Construction Business Unit which included the employment of over \$400,000 in resources, including construction team wages, plant hire and the use of local sub-contractors. These works also resulted in a return to Council of approximately \$194,000.
- 120 businesses attend business development workshops.
- Inaugural Murrindindi Business Awards held in November 2006. Thirty-three nominations were received across the eight categories from 20 businesses.
- Provided support and guidance to over 260 business enquirers .
- Created investment attraction and lifestyle brochures.
- Significant improvements to event coordination system.to make it more customer focused.
- Support to Great Vic Bike Ride, Lake Mountain Sprint and numerous locally run events - Alexandra Truck Ute and Rod Show, Kinglake Festival, Wirreanda, Yea Autumn Fest and Autumn in the

#### Ranges.

- The second Visitor Information Centre Volunteers Summit provided a great opportunity for the 75 volunteers to get together for some networking, fun and professional development.
- \$159,000 sourced in tourism and economic development grants.
- Support provided for drought with \$59,000 in grants for the delivery of information campaigns and forums.
- Strategic Planning workshops conducted for Murrindindi Regional Tourism Association and Local Industry Sector Tourism Associations.
- New edition of Official Visitors Guide and Regional Map.
- Herald Sun and Federation Square Regional Marketing Campaigns.
- Yea Saleyards 2006-2007 completed the following works as part of their capital program;
  - conversion of one ramp to be Worksafe compliant
  - construction of holding/ selling pens
  - extension of lighting
- Alexandra 2006-2007 completed the conversion of one ramp to be Worksafe compliant and the installation of a crush.

## Objective 1 - To encourage economic growth

### Theme 4 - Our performance against the Council Plan

#### Challenges

- Development of tools to measure local business trends deferred to 2007 - 2008.
- Slow progress on the completion of development plans for industrial land in Alexandra and Yea.
- Unsuccessful in securing sufficient grant funds to undertake the Nature Based Tourism Accommodation Study.
- Slower progress than anticipated in finalising the re-structure of the Murrindindi Regional Tourism Association, causing some delays in the implementation of tourism marketing programs.
- Insufficient capacity to communicate the positive outcomes being achieved in the Economic and Tourism Development function.

#### Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Implement the <i>Economic Development Strategy</i> as opportunities and funding allow	Ongoing	New Economic Development Strategy planned to be developed in 2007-2008.
Facilitate education and training activities for industry	Ongoing	Plan to apply for similar programs in 2007-2008.
Implement priority outcomes of the <i>Training Demand Study</i>	Ongoing	Aim to establish human resource network in 2007-2008 and an online skills matching system.
Continue involvement in Central Ranges Local Learning and Employment Network	Ongoing	Local sub committee still functional.
Develop a new program of business and tourism awards and business week	Awards now bi-annual	Plans underway for Business Week (6 to 10 August 2007) and Tourism Awards in October 2007.
Produce aids to support and assist new and expanding businesses	Completed	
Collate and provide information on business trends, climate information, incentives and training programs	Deferred	Planned for 2007-2008 including latest census data.
Encourage new and established businesses to participate in seminars, workshops, business breakfasts and networking opportunities	Ongoing	Full program underway for 2007-2008.
Implement the priority actions of the Yea and Alexandra <i>Industrial Land Demand Study</i> as opportunities and funding allow	Ongoing	Progress is contingent on completion of Development Plans as per the Murrindindi Planning Scheme.
Pursue opportunities associated with the Eildon Marine Precinct as opportunities and funding allow	Deferred	Nothing specific to progress in 2007-2008.
Investigate industrial land options in Marysville and Kinglake as opportunities and funding allow	Deferred	Nil specifically planned for 2007-2008.

## Objective 1 - To encourage economic growth

### Theme 4 - Our performance against the Council Plan

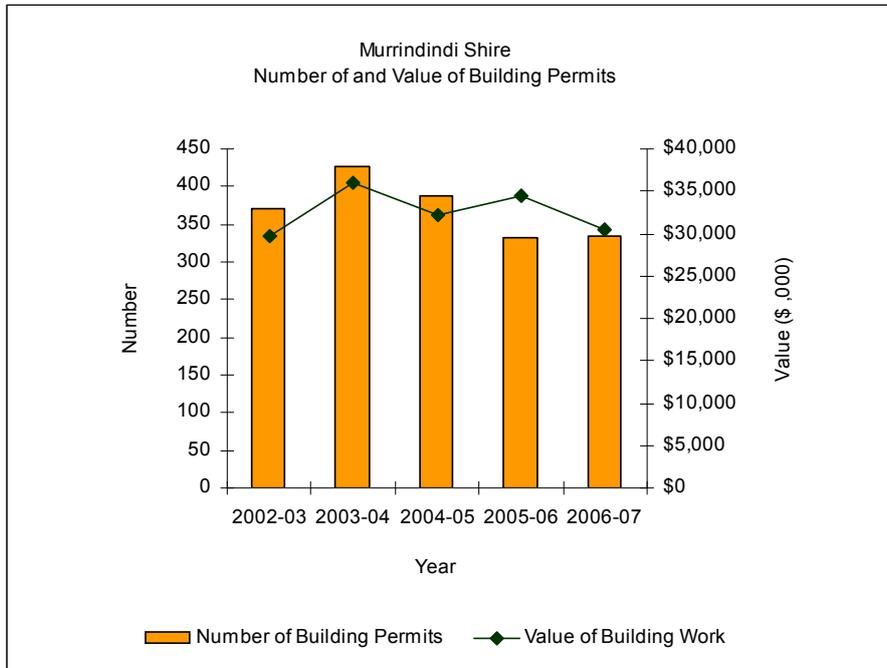
Activities per Council Plan	Status as at 30/06/07	Year Ahead
Implement the <i>Yea Industrial Estate Development Plan</i>	Ongoing	Development plan nearing completion.
Pursue opportunities for improved broadband services	Completed	Project implemented as far as funding enabled. Some successes registered. Awaiting federal government direction.
Investigate opportunities for the development of council properties as resources allow	Ongoing	No progress in 2006-2007. Opportunities to be further considered in 2007-2008.
Develop a business prospectus as opportunities and funding allow	Commenced	Research phase almost complete. Completion planned for 2007-2008 in conjunction with new <i>Economic Development Strategy</i>
Progress the local live, work, visit, invest Provincial Victoria marketing campaign	Ongoing	Visiting journalist program continues.
Support events that provide an economic benefit to the community	Ongoing	Events are Great Vic Bike Ride, Herald Sun Tour (in 2007) and Lake Mountain Sprint. Establish the development of a shire wide events network in 2007-2008.
Establish cross-departmental policies and processes for better management of major external events	Ongoing	Process improvement to be finalised in 2007-2008.
Review and seek to increase capacity to undertake statutory building services activities	Completed	
Consider the appointment of a cadet building surveyor	Completed	
Establish an <i>essential services register</i> for commercial buildings with fire safety systems	Ongoing	To be completed in 2007-2008.
Implement the Yea Saleyards Development Plan	Commenced	2007-2008 the Yea Saleyards Committee of Management to progress the development plan and engage a contractor to prepare a planning permit to apply for increased number of sales, roofing of the facility and construction of a kitchen and agent office.
Implement the capital works programs as determined by the saleyards committees	Completed	
Complete the tourism signage audit	Completed	
Develop and implement a tourism signage strategy	Commenced	Council currently liaising with VicRoads regarding implementing their responsibilities. Paper going to Council regarding Council implementation.
Progress the Visitor Centre Coordination network	Ongoing	Highly successful Visitor Information Centre Summit



## Objective 1 - To encourage economic growth

Theme 4 - Our performance against the Council Plan

### At a glance



Source: Murrindindi Shire Council

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## Theme 5 - Governance

*Our performance against the Council Plan*

### Objectives

- To be consistent, fair and transparent in our decision making
- To improve our performance
- To foster civic pride
- To value our staff
- To be a financially strong organisation

### Strategic documents supporting the theme

- Strategic Resource Plan (Long Term Financial Plan)
- Debt Strategies
- Rating Strategies
- Annual Budget
- IT Strategy
- Communications Branding Strategy
- Business Continuity Plan
- Community Consultation Policy
- Risk and Safety Strategy
- Risk and Safety System Manual

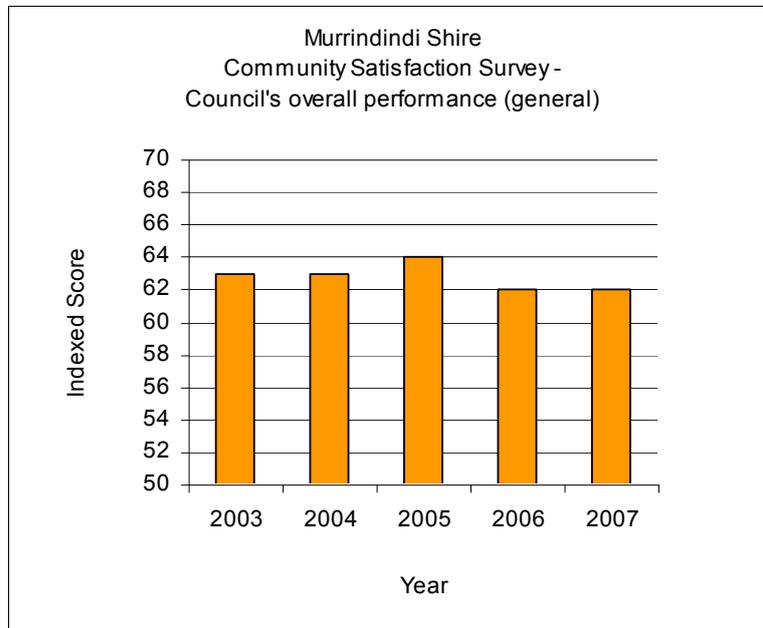


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# Measures of performance

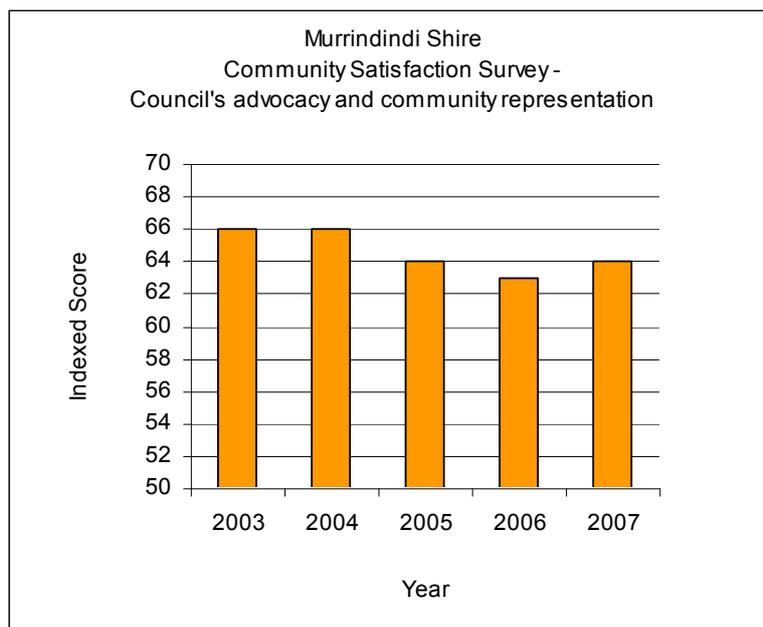
## *Theme 5 - Our performance against the Council Plan*

Community's overall satisfaction with council:



Source: Department of Victorian Communities (DVC)

Community satisfaction with council's advocacy and community representation :



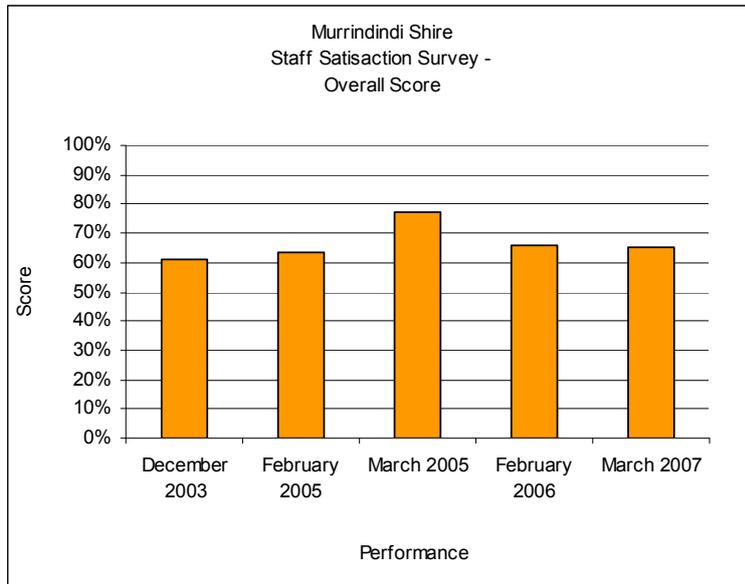
Source: Department of Victorian Communities (DVC)

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# Measures of performance

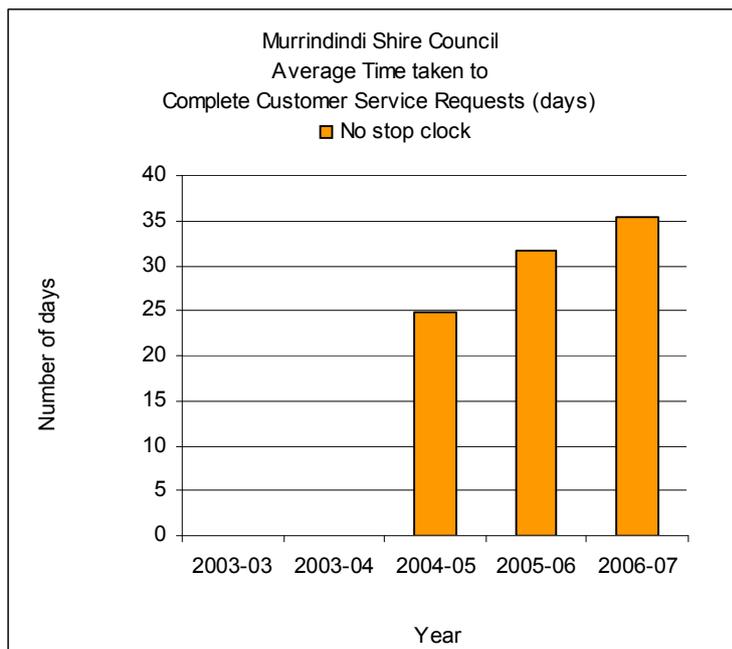
*Theme 5 - Our performance against the Council Plan*

Staff satisfaction survey results:



Source: Murrindindi Shire Council

Time taken to complete customer service requests:



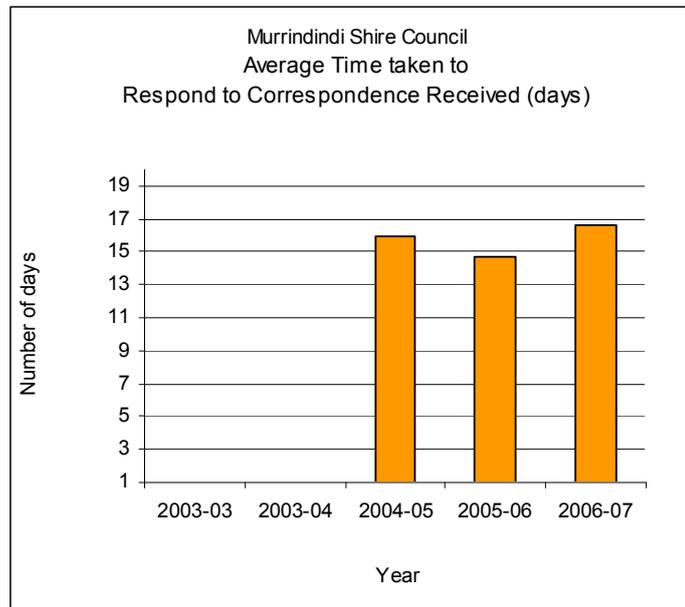
Source: Murrindindi Shire Council

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# Measures of performance

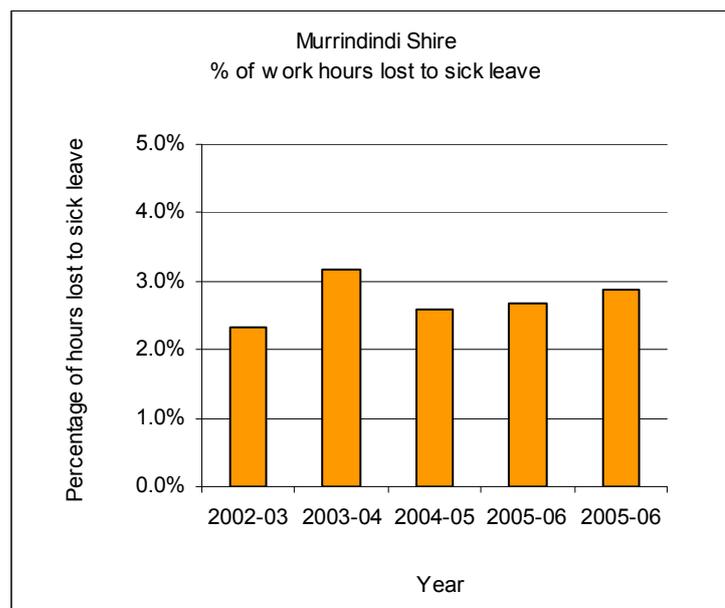
## *Theme 5 - Our performance against the Council Plan*

Time taken to respond to correspondence received:



Source: Murrindindi Shire Council

Hours lost to sick leave:



Source: Murrindindi Shire Council

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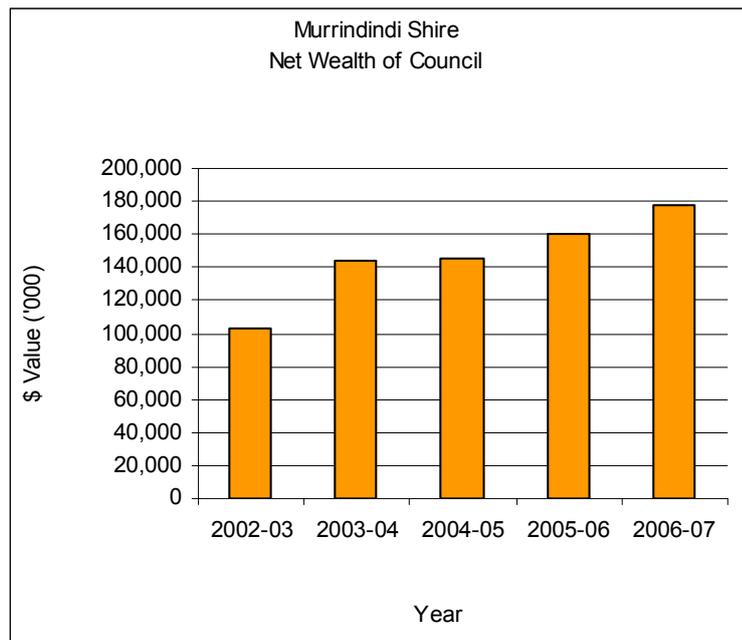
# Measures of performance

*Theme 5 - Our performance against the Council Plan*

Continuous improvement program :

The continuous improvement and best value activities used to measure performance are set out on page 72.

Net wealth and cash levels of the council :



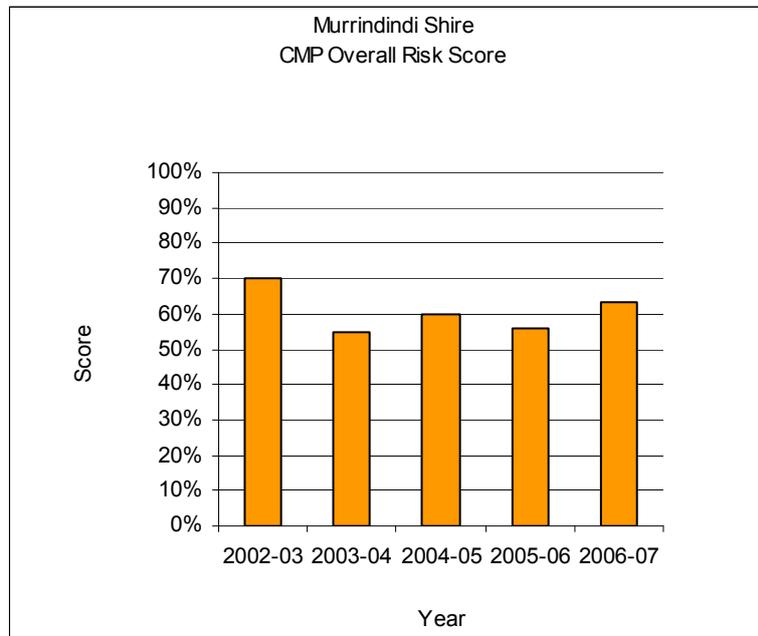
Source: Murrindindi Shire Council

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# Measures of performance

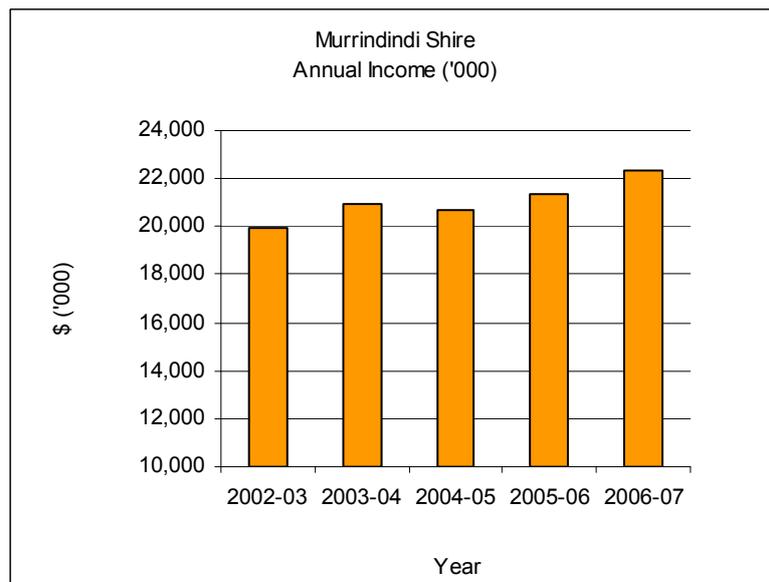
*Theme 5 - Our performance against the Council Plan*

Civic Mutual Plus (insurance) risk score in all categories:



Source: Murrindindi Shire Council

At a glance:



Source: Murrindindi Shire Council

## Objective 1 - To be consistent, fair and transparent in our decision making

*Theme 5 - Our performance against the Council Plan*

### Strategy

- Act with probity and due diligence

### Achievements

- Development of policy guidelines
- Provision of a training budget for councillors

### Challenges

- Time constraints precluded the completion of the self-assessment process by councillors.

## Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Adhere to the councillor and staff codes of conduct	Ongoing	
Self assess and prioritise governance processes for improvement	Ongoing	Council has not undertaken a formal self assessment process.
Review and improve the Councillor Development Program based on a skills assessment process	Ongoing	Not proceeded with at this stage. Development opportunities are provided to councillors when opportunities become available.
Recognise and respect the right of people to express their views and criticise the decisions we make and treat the public and business partners with respect	Ongoing	

---

## Objective 2 - To improve our performance

### *Theme 5 - Our performance against the Council Plan*

#### Strategies

- Continue to improve council systems, processes and relationships
- Ensure our customers have a positive experience
- Improve service delivery and efficiency
- Improve our image and communication
- Be proactive in reducing organisational risk and improve our risk profile

#### Achievements

- Council's web site was redeveloped and went live in December 2006. The redevelopment project was a 'whole of organisation' effort and focused on our customers and their needs. The new site offers online payments, improved navigation and search functions, and more information on council services, events, news and projects. Better statistical data is available to Council guiding further enhancements and identifying information usage trends. Since going live in December our web site has had 109,579 hits.
- Setting the foundations for the Intranet project has engendered a level of confidence with officers who are now keen to participate in the project.
- A \$10,000 grant from Regional Development Victoria under the Bushfire Recovery Funding Package gave Council the chance to purchase an array of mobile display equipment. Specific uses of this equipment will include:
  - \* To implement an immediate presence for the provision of information to business people and residents during major disasters/crises
  - \* During the emergency recovery process a greater effort is required by Council to attend tourism

focused festivals and events – creating a presence and letting the public know that Murrindindi is up and running for business

\* Creating an improved council presence at local festivals and events to aid the dissemination of information bushfire preparedness.

- The first of council's publishing template collateral was developed to be rolled out across the organisation to ensure an improved branding consistency across council's printed material.
- Information Technology department achieve 100% of the *IT Strategy* for 2006-2007.
- A comprehensive *Rating Strategy* was completed and approved by council. This document sets the foundation for future strategic planning.

#### Challenges

- Pressures on engineering resources and an increase in the number of customer service requests over time has resulted in the average response time rising from 32 to 35 days in the past two years. The reduction in time to respond remains a key challenge for 2007-2008.
- Continue to develop, review and update policies and procedures relating to

## Objective 2 - To improve our performance

### Theme 5 - Our performance against the Council Plan

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>communication.</li> <li>• Completion of the communication strategy, ensuring that it meets organisational and community expectations.</li> <li>• Organisational adoption of standard fonts and styles.</li> <li>• Review and update existing templates across the organisation to ensure consistency.</li> <li>• To automate the roll out of</li> </ul> | <p>Council's computer standard operating environment (SOE) ensuring that all existing and new computers adopt organisational fonts and styles.</p> <ul style="list-style-type: none"> <li>• The Information Technology department does not have the resources to fully support, particularly with training, the roll out of technology across the organisation.</li> </ul> | <p>User champions are heavily relied on.</p> <ul style="list-style-type: none"> <li>• Intranet project was not provided with funds for a designated resource and other works were postponed to accommodate.</li> <li>• Resources required to test, document and provide training in the use of all e-commerce tools that will provide efficiencies across the organisation.</li> </ul> |
|--|--|--|

## Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Implement the prioritised annual improvement program	Ongoing	No significant achievements against the improvement program schedule due to workload issues - improvement program to be simplified for 2007-2008 year
Improve our performance in response to correspondence and customer requests	Ongoing	Monthly reviews conducted. Structural change in critical areas has started to address backlog
Develop a system and provide regular financial and non- financial reports to Executive Team and Council based on systems views and key performance indicators	Deferred	Data sets being established - likely to be finalised end of March 2008.
Review the customer service system to ensure we are delivering good customer service	Deferred	Preliminary work undertaken. Council wide customer service training to be undertaken November 2007.
Review the customer service staff relief arrangements	Completed	
Implement the revised Information Technology Strategy	Completed	
Roll out the e-commerce system	Ongoing	Employee kiosk and credit card system implemented in addition to the electronic payment of creditors the previous year.
Finalise and promote the internet and intranet sites	Internet Complete	Internet project completed. Went live December 2006.
	Intranet Commenced	Intranet is lagging due to lack of funding and resource. It is anticipated the intranet will be available to users in September 2007.
Resource the internet and intranet functions to ensure customer satisfaction with the on-line experience	Ongoing	Internet data input to remain centralised with Customer Service Officer.

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## Objective 2 - To improve our performance

### Theme 5 - Our performance against the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Undertake a review and make recommendations on the records management function of the Council including historical and operational hard copy and electronic records	Ongoing	Draft strategy to be presented to Council in the 2007/08 year. Resources and funding for this area are limited.
Review the Council's operations to identify areas that may be considered as non-core business	Deferred	Review report yet to be prepared and presented. Due for consideration in first quarter 2007-2008.
Consider a review of the rate structure	Completed	Rating strategy adopted in 2006-2007. Further review to occur in 2007-2008.
Implement the priority actions contained in the <i>Communications Strategy</i> as opportunities and funding allow	Commenced	Ten of the initiatives over and above the ongoing activities, as identified in year one of the <i>Communications Strategy</i> have been completed. Those to be rolled forward and those identified for 2007/2008 include: policy development, image library, style guide, process documentation and training.
Review and develop a system that integrates risk assessment, insurance audits, workcover inspections, public liability, occupational health and safety, and fraud into one system	Completed	Model now developed. Need to monitor its implementation. Self assessment cycle scheduled for November which is intended to pick up priority projects across the organisation.
Develop risk assessment processes relating to the management of major projects	Commenced	An audit of management of major projects has been conducted. A working group is yet to be appointed to work with the recommendations.

## Objective 3 - To foster civic pride

### Theme 5 - Our performance against the Council Plan

#### Strategies

- Promote the shire
- Foster leadership

#### Achievements

- The Community Consultation Plan template has been introduced across the organisation and appropriate training of a majority of staff taken place.
- The General Manager Operations commenced the Fairley Leadership Program in February 2007.

- A group of council staff competed in the Local government Management Challenge for the first time in 2007. *Refer to page 82.*

#### Challenges

- The proposed re-branding of the shire logo was not received well by the community and was abandoned.

## Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Consider, adopt and implement the priority actions contained in the <i>Branding Strategy</i> as opportunities and funding allow	Commenced	Work has been done to refine Council's logo, however replacement signage budget allocation has been rolled forward to 2007-2008.
Participate in industry and regional forums	Ongoing	Chief Executive Officer, staff and councillors regularly participate in forums.
Adhere to the Community Consultation Policy and processes	Ongoing	Consultation Policy is in place and the Community Consultation Plan used successfully.
Train officers on the philosophy and implementation of the community consultation process	Completed	Community Consultation training has been completed to ensure an increased awareness of the processes involved. Will be introduced as part of the staff induction process and will be monitored by the Communication Advisory Committee.
Investigate regional partnership opportunities	Ongoing	
Mentor future leaders / councillors	Ongoing	General Manager Operations participating in 2007 Fairley Leadership Program.
Participate in forums	Ongoing	Chief Executive Officer and councillors regularly participate in forums.

## Objective 4 - To value staff

### *Theme 5 - Our performance against the Council Plan*

#### Strategy

- Be an employer of choice

#### Achievements

- Workload planning and monitoring tool developed.
- Organisational training plan developed.
- Participated in the Local Government Managers Association Management Challenge.
- Emergency Recovery Team established - level II first aid and psychological first aid training provided to team members.

#### Challenges

- Improve the response rate to the staff satisfaction survey.
- Increase the level of use by managers and supervisors of the performance coaching methodology.
- Improve council's skills, training and staff review registers.
- Improve the collection and analysis of process measure data within all systems.

### Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Address issues raised in the staff satisfaction survey	Ongoing	Performance coaching, clear direction from the Council Plan and program planning are assisting in improving staff satisfaction.
Formalise the organisational planning development cycle including: self assessment, risk assessment, council planning, budgeting, coaching, systems views and performance reporting	Completed	
Investigate and implement a centralised staff training and development program	Ongoing	Plan will be implemented during 2007– 2008.
Investigate and commence a workforce development plan	Deferred	To be developed in 2007-2008.
Implement the performance coaching system	Ongoing	IT monitoring system is under development. A continuing program of skill development will be rolled out over the year.
Investigate the provision of traineeships and apprenticeships in the organisation	Completed	
Review the way we manage projects	Deferred	Project management training scheduled in 2007-2008.
Commence the development of a skills register across the Shire	Deferred	To be undertaken in 2007-2008.
Review and further develop performance measures for the organisation and the Council Plan	Ongoing	Expect report to council in second quarter of 2007-2008.

## Objective 5 - To be a financially strong organisation

*Theme 5 - Our performance against the Council Plan*

### Strategy

- Strengthen the Council's financial position

### Achievements

- A comprehensive rating strategy document has been collated and approved by Council which will assist with consumer awareness and future reviews.
- A debt policy document has been collated which will assist with consumer awareness and future reviews.

### Challenges

- The strategic resource plan needs to be supported by some development guidelines and linked to the budget development process.
- Training needs to be provided to all staff in relation to the connection between long term strategies, budgeting and reporting.
- The development of policies and procedures need input, endorsement and promotion from (and with) all management and staff.

## Activities as in the Council Plan

Activities per Council Plan	Status as at 30/06/07	Year Ahead
Implement the Strategic Resource Plan	Completed	To be reviewed annually.
Review the rating structure	Completed	To be reviewed annually.
Review the debt policy	Completed	To be reviewed annually.
Develop a policy about seeking grants	Commenced	No significant progress has been made.
Develop a policy about using consultants	Deferred	Project not commenced.
Develop a policy about acquiring and owning public buildings	Deferred	Project not commenced - matter of format being clarified re: policy development processes.
Develop a policy about community requests for funding	Delayed	Draft policy prepared - currently "laying on the table" pending further policy process development.

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## Section Three - Good Governance

In this section we report on the controls and checks that we have in place which enable us to measure our performance.

Local Government is the grass roots level of government comprising or councillors who are democratically elected by the voters of the local community. The role for council is clearly set by section 3D of the *Local Government Act 1989*.

1. The role of a Council includes:
  - a. acting as a representative government by taking into account the diverse needs of the local community in decision making;
  - b. providing leadership by establishing strategic objectives and monitoring their achievement;
  - c. maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
  - d. advocating the interests of the local community to other communities and governments;
  - e. acting as a responsible partner in government by taking into account the needs of other communities;
  - f. fostering community cohesion and encouraging active participation in civic life.

### 3.1 Councillor code of conduct

Section 76C of the *Local Government Act 1989* requires each council to adopt a code of conduct for councillors and review this code within six months of a general election of councillors.

The *Councillor Code of*

*Conduct* was adopted by resolution of the Murrindindi Shire Council on 16 May 2006.

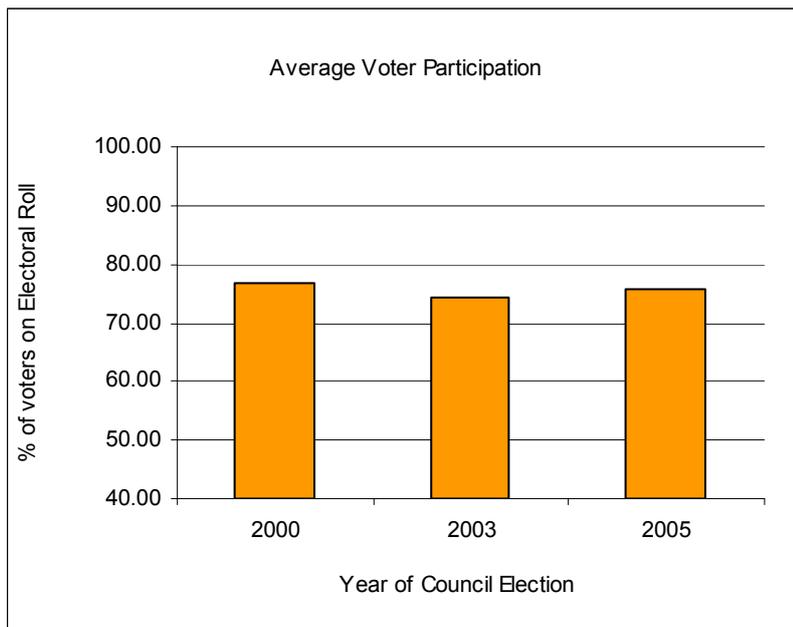
The code of conduct outlines the role of the councillors and provides guidelines on:

- councillor behaviour

- conflict of interest procedures
- dispute resolution procedures
- council decision making
- use of council resources

There were no breaches of the *Councillor Code of Conduct* during the 2006-2007 financial year.

### 3.2 Council elections



Source: Murrindindi Shire Council

The Murrindindi Shire is currently divided into six ridings with one Councillor representing each riding.

A review of electoral boundaries is to be undertaken by December 2007.

Elections were last conducted in November 2005

by a postal vote conducted by the Victorian Electoral Commission. Current councillors were elected by residents and ratepayers of the Shire of Murrindindi for a three-year term.

The *Local Government Act 1989* has recently been amended and the term of office for councillors

extended to four-years. Elections in every municipality in Victoria will now be held every four years on the last Saturday in November. The next election date will be 29 November 2008.

Each year the six councillors elect a mayor and deputy mayor by secret ballot.

### 3.3 Councillor support and remuneration

Section 74 of the *Local Government Act 1989* provides for the Governor in Council to set allowances for the mayors and councillors. Councils are categorised according to their size and revenue base and an allowance range payable to councillors is set for each

category. Murrindindi Shire Council is a level one council.

For 2006-2007 the allowance paid to the Mayor of Murrindindi Shire Council was \$36,000 per annum plus the exclusive use of a vehicle and mobile telephone. The allowance paid to the

councillors was \$12,000 per annum.

For further detail regarding allowances and expense entitlements please refer to Council Policy 16 *Councillor's Allowances and Expense Entitlements*.

### 3.4 Council meetings

Council decisions are made by resolution of council either at ordinary council meetings or at special committees of council meetings.

Ordinary council meetings are held on the first and third Tuesday of the month at 1pm. Ordinary meetings are held in the Alexandra Council Chambers with the exception of six meetings annually which are held in Kinglake, Marysville, Eildon or Yea. A schedule of council meetings is available at any council office or our web site.

Murrindindi Shire Council encourages community attendance and participation in council meetings. An 'Open Forum' session is held prior to each meeting to allow members of the public to address council. If you wish to speak at a council meeting please submit an 'Open Forum' application form, available from Council offices or online, prior to the commencement of the meeting.

Agendas are available for all

council meetings no less than 48 hours prior to the scheduled meeting. Agendas are made available at council offices and on council's web site.

Additional special meetings of council are called to consider specific issues and every effort is made to publicise these meetings. Council meetings are conducted in accordance with the procedures as detailed in Murrindindi Shire Council's Local Law No. 3 - *Processes of Municipal Government (Meetings & Common Seal)*.

On the second and fourth Tuesday of the month councillors meet on an informal basis. These meetings give councillors the opportunity to hear presentations by officers and the community on upcoming issues and to seek clarification on these and other issues.

A Statutory Meeting is held annually to elect the Mayor and Deputy Mayor, set allowances for the mayor and councillors, and choose council's representatives for a range of committees. In 2006 this meeting was held on 5 December 2006.

#### Council meeting attendances for 2006-2007

Twenty-four ordinary meetings and six special meetings of Council were held.

Councillor	Ordinary Meetings of Council	Special Meetings of Council
Cr Bob Flowers	24	6
Cr Janet Gilmore	22	4
Cr Chris Healy	22	6
Cr Lyn Gunter	21	4
Cr Peter Beales	24	6
Cr Leanne Pleash	24	6

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## Good Governance

### 3.5 Portfolios

In May 2006, council decided that each councillor would be responsible for a specific 'portfolio' which focussed on one of five functional areas of council.

This allows each councillor to maintain a close relationship with staff managing issues associated with their portfolio, and to report to council meetings on issues of

interest to the council that fall under that portfolio. Please refer to Section 4 for a listing of current councillor portfolios.

### 3.6 Auditing

#### Audit Committee

The Audit Committee identifies, monitors and reviews risks within the council's operations. The Committee operates under best practice guidelines issued by the state government.

The Committee meets four times per year.

#### Members are:

Mr Rodney Thomas, independent member (Chair)

Mr Jeff Hunter, independent member

Cr Lyn Gunter, Corporate Services Portfolio

Cr Bob Flowers, Mayor

Mr Rob Croxford, General Manager Operations

Mr Danny Hogan, Chief Executive Officer

Mr Phil Delahunty, Internal Auditor, Richmond, Sinnott & Delahunty

#### Internal Audits

Murrindindi Shire Council's internal audit function is contracted to Richmond, Sinnott & Delahunty.

During 2006-2007 the Internal Auditor completed the following reviews:

- Related parties and committees of management
- System and processes for managing major projects
- Management reporting process

#### External Audit

Council's external auditor is appointed by the Auditor General. The current Auditor is Mark Peter of HLB Mann Judd.

The main audit is conducted in late July and early August with interim audits conducted during the year.

### 3.7 Review of delegations

As required under Section 98(6) of the *Local Government Act 1989*

Council conducted a review of delegations for the Chief

Executive Officer and council officers.

### 3.8 Special committees of council

Murrindindi Shire Council has twenty-two Section 86 Committees of Management. In the financial year 2006-2007 the Eildon Boat Ramp Committee of Management was established to manage the newly formed boat ramp built as part of the extension to the Eildon Dam wall.

Some good news for the year for our committees of management include:

- Successful grant application and construction on the

Thornton Memorial Hall

- Successful grant application to upgrade Kinglake Memorial Reserve Clubrooms
- Successful grant application to upgrade the Gallipoli Park Hall to accommodate disabled access
- Bollygum Park Instrument of Delegation amended to include markets as part of allowable fundraising activities

- Commencement of the Moores Road Reserve Committee of Management
- Successful grant application for the purchase of essential equipment for the Men's Shed in Yea
- Implementation of a *Seasonal Use Agreement* for the Thornton Hall and Recreation Reserve Committee of Management

Councillor committee representation is detailed in Section 4 of the *Annual Report*.

### 3.9 Local laws

Council did not introduce any new local laws during 2006-2007.

The Local Laws currently in place are:

*Local Law No. 1* - Consumption of Liquor in Public Places

*Local Law No. 2* - Environment

*Local Law No. 3* - Processes of Municipal Government (Meetings & Common Seal)

*Local Law No. 4* - Streets and Roads

*Local Law No. 5* - Livestock

*Local Law No. 6* - Open Air Burning

Council's local laws are available for viewing at council offices.

### 3.10 Cemetery management

Murrindindi Shire Council administers both the old and new Yea cemeteries and during 2006-2007 a number of projects were completed including:

- Spraying, mowing and general maintenance
- Laying of new beams in the monumental and bronze section
- Sowing of new lawn

During the 2007-2008 financial year council will be investigating the possible expansion of the Yea cemetery through the development of a *Cemetery Master Plan*.

## 3.11 Engaging the community

Council is committed to community consultation as a fundamental part of good governance and the democratic process, and as a means of facilitating active citizenship. Consultation encourages good outcomes that reflect the goals and aspirations of the communities we represent.

Council's adopted *Community Consultation Plan* guides staff as to:

- when consultation should occur
- the most effective and inclusive consultation methods for the situation
- how outcomes are communicated back to the participants and the community

During 2006-2007 twenty-seven staff members were trained on the implementation of the *Community Consultation Plan*.

Some of the major community consultations during 2006-2007 included:

- Drought – seeking feedback from the community on impacts and experiences with the drought and what types of assistance is required - specifically targeted at farmers, retailers, seasonal workers and tourism operators.
- Yea office closure – the closing of the Yea council

office and library to the public during the time of renovations.

- Transport – the expression of interest for the *Transport Connection Program* and funding.
- Murrindindi Regional Tourism Association – engagement of business people to better understand the general issues facing the tourism industry in Murrindindi and finding a common direction and future
- Yea toilet block – seeking feedback regarding a community art project.

In addition to formal community consultations, Council will sometimes seek submissions from residents in accordance with section 223 of the *Local Government Act 1989*.

Recent calls for submissions from the public are listed below:

- Fixing of mayoral allowances - 0 submissions received
- Fixing of councillor allowances - 0 submissions received
- *Council Plan 2006-2010* - 20 submissions received
- Proposed road naming 'Eildon Alliance Drive' - 2 submissions received
- Bridge name proposals - 4 submissions received

- Proposed road discontinuance - Banbury Road - 0 submissions received
- Declaration of special charge - Marks Road and Pratts Road - 0 submissions received.
- Proposed road discontinuance - Halls Flat Road - 0 submissions received
- Budget - 2006-2007 - 7 submissions received

### Advisory Committees:

During 2006-2007 council resolved to appoint two advisory committees and called for expressions of interest from members of the community.

#### Murrindindi Environment Advisory Committee

The committee's role is to inform decision-making by the Council in relation to environmental management issues and environmental sustainability within the Murrindindi Shire.

Committee members are the Environment portfolio councillor, two council officers, six community representatives and three government agency representatives.

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## Good Governance

### Rail Trail Advisory Committee

The committee's role is to establish and cost in detail the various management components and plans required to implement the rail

trail and present this information to Council.

Committee members are four community representatives, two landowners whose properties adjoin the proposed trail and two

council representatives. Representation from government agencies are invited on an 'as needs' basis.

These committees do not have delegated authority from Council.

## 3.12 Risk management

Murrindindi Shire Council aims to manage all types of risk so that gains are maximised and losses are minimised. Risk management is integrated into both strategic and operational planning. The continued challenge is to ensure that employees embrace the objectives of council's risk management policy so that risk management becomes an integral part of business planning and every day operations.

Employees are made aware of risk management through induction training, the *Risk and Safety Management Manual* and the *Employee Induction Manual*. In addition, risk management accountabilities are included in staff position descriptions and work plans.

### Public Liability

An annual audit of council's liability management strategies is conducted by our public liability insurer, Civic Mutual Plus. A score of 63% was achieved in the 2006-2007 audit, an improvement on the score of

56% in 2005-2006. For details please refer to the graph in Theme 5.

As part of council's *Risk Management Strategy*, the audit recommendations will be addressed and it is anticipated that further improvements will be achieved in the 2007-2008 audit.

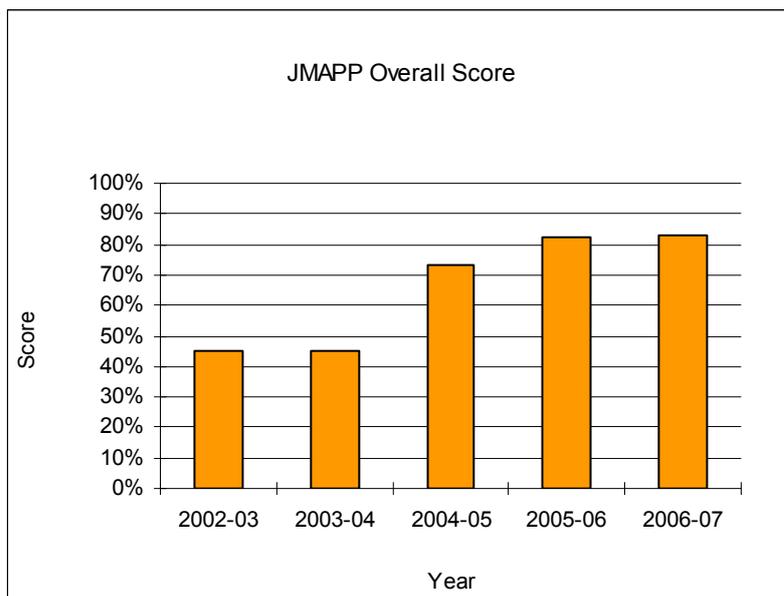
### Annual Property Risk Audit

(Refer to graph below).

Jardine Municipal Asset Protection Plan (JMAPP) conducts an independent risk management audit annually on council's property risk systems and processes.

The audit ensures council's compliance in areas such as electrical systems, general safety hazards and fire protection, relative to the building type and use.

JMAPP rated Council's overall performance at 83% in 2006-2007 which was a very pleasing result.



## Good Governance

### 3.13 Best Value

All of council's services are required by the state government to undertake regular Best Value reviews. Most services are reviewed annually. The Best Value reviews enable us to talk to users of services about how we are going, to reflect on our own performance, and report to the community about what we have done and what we are aiming to achieve.

To conduct a Best Value review we use the Australian Business Excellence Framework (ABEF) to develop a continuous improvement plan for each service.

This process involves:

1. assessing the current

situation with respect to service delivery, cost, customer perceptions, and data collection and use

2. a self assessment by services to summarise service's strengths and identify and prioritise opportunities for improvement
3. collation of the results of community consultations, surveys and work done to improve processes integrating the main priorities for improvement into the next *Council Plan*

During 2006-2007 reviews of eleven council services were undertaken:

- Library and Customer Service

- Tourism and Economic Development
- Development and Environmental Services
- Community Aged Care Packages
- Cheviot - Social Support Groups
- Family Day Care
- Maternal and Child Health
- Human Resources, Continuous Improvement, Training and Development
- Risk and Safety
- Murrindindi Construction Board
- Corporate Services

More information on council's Best Value Review findings for 2006-2007 is available in the full Best Value report available on our web site or by contacting the Manager of Organisational Development on (03) 57720 333.

### 3.14 Local government indicators

The Victorian Government requires all Victorian councils to measure and annually report against 11 Victorian Local Government Indicators.

Category	Description	Score 2006-2007
<b>Overall performance</b>	Community satisfaction rating for overall performance generally of the council	62
<b>Advocacy</b>	Community Satisfaction rating for Council's advocacy and community representation on key local issues	64
<b>Engagement</b>	Community satisfaction rating for Council's engagement in decision making on key local issues	60
<b>All rates</b>	Average rates and charges per assessment	\$1,099
<b>Residential rates</b>	Average residential rates and charges per assessment	\$949
<b>Operating costs</b>	Average operating expenditure per assessment	\$2,350
<b>Capital expenditure</b>	Average capital expenditure per assessment	\$615
<b>Infrastructure</b>	Renewal	71%
	Renewal and maintenance	81%
<b>Debts</b>	Average liabilities per assessment	\$1,168
<b>Operating result</b>	Operating result per assessment	\$97

### 3.15 National Competition Policy Compliance - 2006-2007 Certification by Chief Executive Officer

Murrindindi Shire Council has complied with the requirements of the Local Government Act Improvement Incentive Program in respect of: -

- National Competition Policy (in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002));

for the financial year 2006/07 as set out below:

<b>Trade Practices Compliance</b> State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress	Compliant
<b>Local Laws Compliance</b> State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress	Compliant
<b>Competitive Neutrality Compliance</b> State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress	Compliant

I certify that:

- a) this statement has been prepared in accordance with the 2006/07 Local Government Improvement Incentive guidelines issued in June 2007 for reporting on the following criterion : - National Competition Policy in accordance with National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002); and
- b) this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:



D D Hogan  
(Chief Executive Officer)

Date: 20 July 2007

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## Section Four - Councillors

In this section we introduce you to the councillors of the Murrindindi Shire Council.

In providing for the good governance of its municipal district, the Murrindindi Shire Council has adopted the following ethics to apply to all councillors to ensure that they act honestly, in good faith and in the best interests of Murrindindi as a whole.

1. Councillors will respect other councillors' views and the decisions of council
2. Councillors may publicly express their own opinions on council matters but not so as to undermine the standing of council in the community
3. The Mayor will always represent the opinion or position of council when speaking publicly
4. Individual councillors' expenditure will be incurred in a reasonable manner
5. Councillors will avoid conflicts of interest
6. Councillors will act with integrity when interacting with council staff
7. Councillors will demonstrate fairness in all dealings and conduct and be open and accountable to the community at all times, both for the acts and omissions of council and councillors
8. Without compromising the right to express a personal view on council matters, councillors will endeavour to conduct themselves in a manner that they would be prepared to disclose to the other councillors and the Shire of Murrindindi community.

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## 4.1 Meet our Councillors



*L to R: Cr Bob Flowers, Cr Lyn Gunter, Cr Chris Healy, Cr Peter Beales, Cr Leanne Pleash and Cr Janet Gilmore*

### **Redgate Riding**

Cr Robert Flowers (Mayor)  
First elected: November 2005  
Telephone: (03) 5772 1690

### **Portfolio**

The Mayor does not have a portfolio.

### **Committee Representation**

Audit Committee, Murrindindi Construction Board, Alexandra Community Leisure Centre Committee of Management, Alexandra Racecourse Reserve Committee of Management, Alexandra Showgrounds Committee of Management, Alexandra (Bill Clapham) Saleyards Committee of Management, Municipal Association of Victoria, Municipal Association of Victoria Rural Regional Future, Municipal Fire Prevention Committee, UT Creek Enhancement Community Support Group, Victorian Local Government Association.

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### **Cathedral Riding**

Cr Janet Gilmore  
First elected: November 2005  
Telephone: (03) 5963 3321

### **Portfolio**

Planning and Environment

### **Committee Representation:**

Buxton Recreation Reserve Committee of Management, Cathedral Cluster Community Consultative Committee, Drought Strategy Committee, Gallipoli Park Committee of Management, Marysville Retirement Village Committee of Management, Marysville Village Residents Association, Municipal Association of Victoria (MAV) Planning and Advisory Committee, MAV Drought Committee, MAV Strategic Environment Advisory Board, Steavensons Falls/Beauty Spot Scenic Reserve Committee of Management, Victorian Local Sustainability Accord, Yea River Environmental Flow Determination Advisory Committee, MAV Water Taskforce.

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## Meet our Councillors

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### King Parrot Riding

Cr Lyn Gunter  
First elected: March 2000  
Telephone: (03) 5780 2382

#### Portfolio

Corporate Services

#### Committee Representation:

Audit Committee, Communications Advisory Group, King Parrot Catchment Streamflow Management working group, Municipal Association of Victoria (MAV) Transport Advisory Group, Municipal Emergency Management Planning Committee, Yea River Catchment Streamflow Management Plan Committee, MAV Drought Committee, MAV Water Taskforce.

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### Cheviot Riding

Cr Leanne Pleash  
First elected: November 2005  
Telephone: (03) 5796 9200

#### Portfolio

Economic Development and Tourism

#### Committee Representation:

Central Ranges Local Learning And Employment Network, Community Building Initiative Committee, Friends of Yea Railway Reserve Committee of Management, Kinglake Memorial Reserve Committee of Management, Murrindindi Regional Tourism Association, Rail Trail Advisory Committee, Transport Connections Steering Committee, Yea Cemetery Trust – Advisory Group, Yea Indoor Recreation Centre, Yea Pioneer Reserve Committee of Management, Yea Saleyards Committee of Management, Yea Wetlands Committee of Management.

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### Dennis Riding

Cr Peter Beales  
First elected: March 1997  
Telephone: (03) 5786 2193

#### Portfolio

Community and Customer Service

#### Committee Representation:

Bollygum Park Reserve Committee of Management, CJ Dennis Hall and Castella Public Hall Reserve Committee of Management, Municipal Association of Victoria Lighthouse Community Program, Murrindindi Scenic Reserve Committee of Management, Primary Care Partnerships.

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### Koriella Riding

Cr Christopher Healy  
First elected: November 2005  
Telephone: (03) 5774 2800

#### Portfolio

Infrastructure and Assets

#### Committee Representation:

Eildon Alliance Boat Ramp Committee, Eildon Community Resource Centre Committee of Management, Goulburn Valley Regional Waste Management Authority, Goulburn Valley Road Safety Council, Plantations North East, Rail Trail Advisory Committee, Timber Towns Victoria, North East Timber and Road Evaluation Study Committee, Murrindindi Construction Board.

## 4.2 Opening prayer

In March 2007, following consideration of four submissions from the community, council resolved to amend the opening prayer for council meetings.

The *Opening Prayer of Council* is now:

‘Most Gracious God, grant that having put aside all personal interests and bias we use the authority

entrusted to us by our community to provide good, fair and equitable government for the citizens of the Murrindindi Shire. Amen’.

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## Section Five - Our Organisation

In this section we profile and report upon our staff, management and systems.

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## 5.1 Management team



*L to R: Robert Croxford, Danny Hogan, Michael Chesworth*

### **Chief Executive Officer**

#### **Danny Hogan**

*Bachelor of Business (Local Government), Fellow LGPro*

Danny was appointed as the Chief Executive Officer for Murrindindi Shire Council in April 2000, stepping up from the position of Director of Corporate Services.

As the Chief Executive Officer (CEO), he is responsible for establishing and maintaining an organisational structure capable of delivering on council policies and strategies and providing timely and sound advice to the council. Council delegates a number of powers to the CEO to ensure that the incumbent has the necessary authority to fulfill the role.

Council employs the Chief Executive Officer under a performance-based contract. Performance is reviewed formally each year against established criteria.

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### **Deputy Chief Executive Officer and General Manager Operations/ Municipal Recovery Manager**

#### **Robert Croxford**

*Bachelor of Business (Local Government), Certificate of Grad Cert (Marketing), Fellow LGPro*

Rob was initially appointed to Murrindindi in August 2000 as Director of Corporate and Community Services. His current role as General Manager Operations covers the overall management of the operational services within council including corporate services, community services, libraries and customer services and engineering services.

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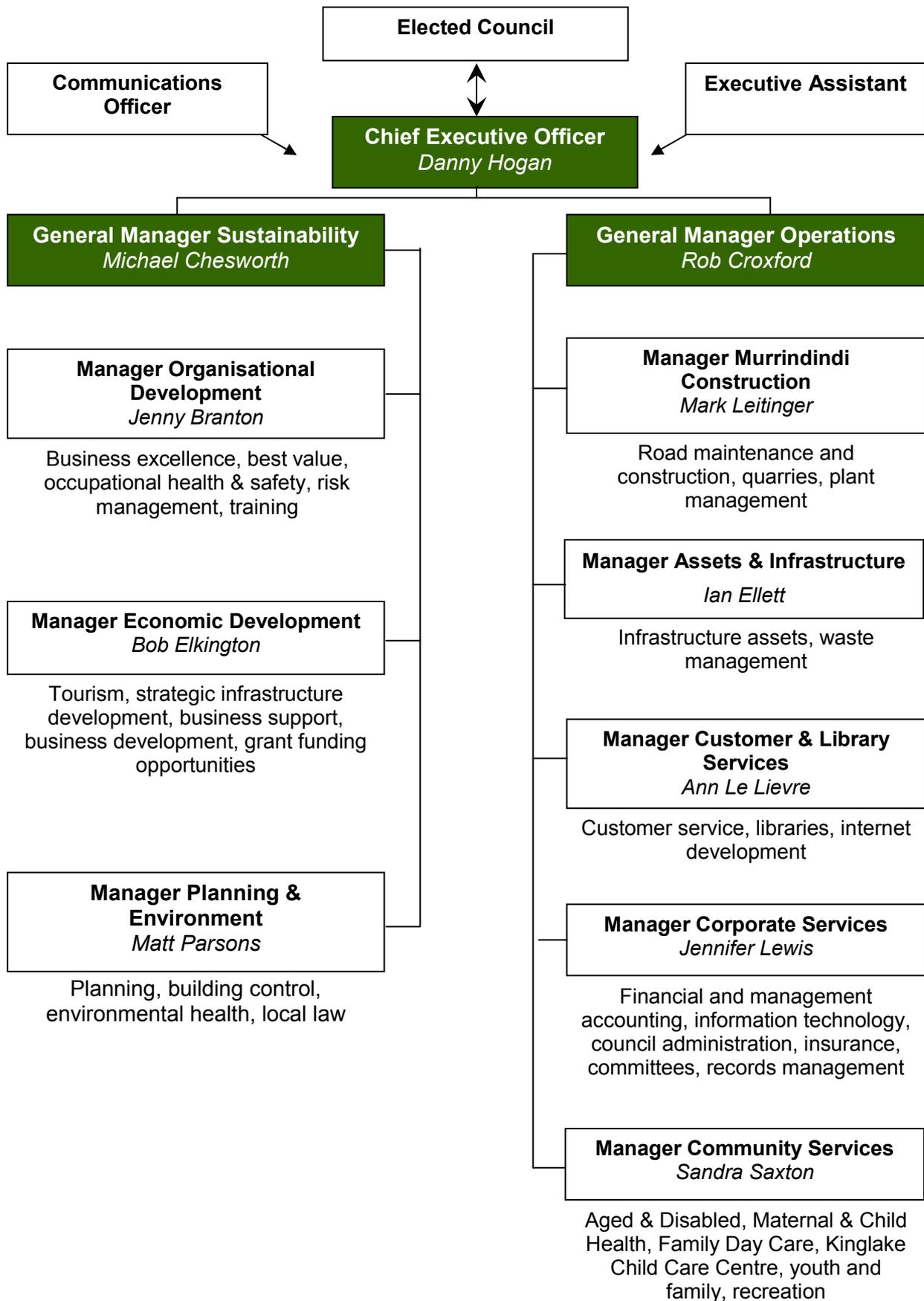
### **Michael Chesworth**

#### **General Manager Sustainability**

*Bachelor of Behavioural Science (Hons.)*

Michael was first appointed as Manager of Organisational Development in 1997. His current role as General Manager Sustainability includes the overall management of the sustainability services within council which includes organisational development, economic development and tourism, and planning and environmental services.

## 5.2 Organisational structure



## 5.3 Workforce profile

### Management challenge

A team of council officers competed in the Local Government Management Challenge (LGMA) for the first time in 2007.

The LGMA Challenge is an annual development program designed to develop individual and team management skills.

The team consisted of;

Sarah Cunningham,  
Murrindindi Construction

Rob Skinner,  
Building Surveyor

Darren Ritchie,  
Coordinator Waste  
Management

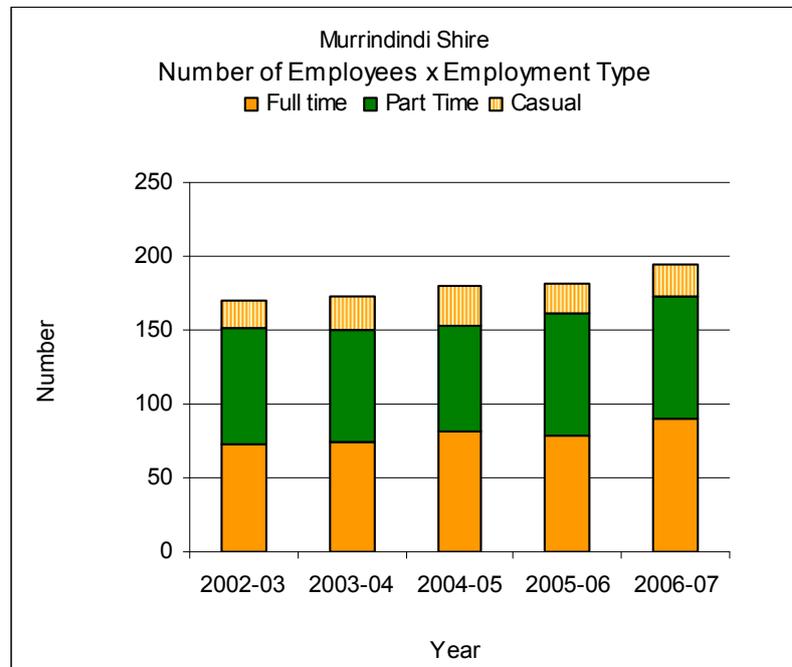
Sue McLaurin,  
Risk & Improvement  
Coordinator

Eddie Greenwood,  
Murrindindi Construction

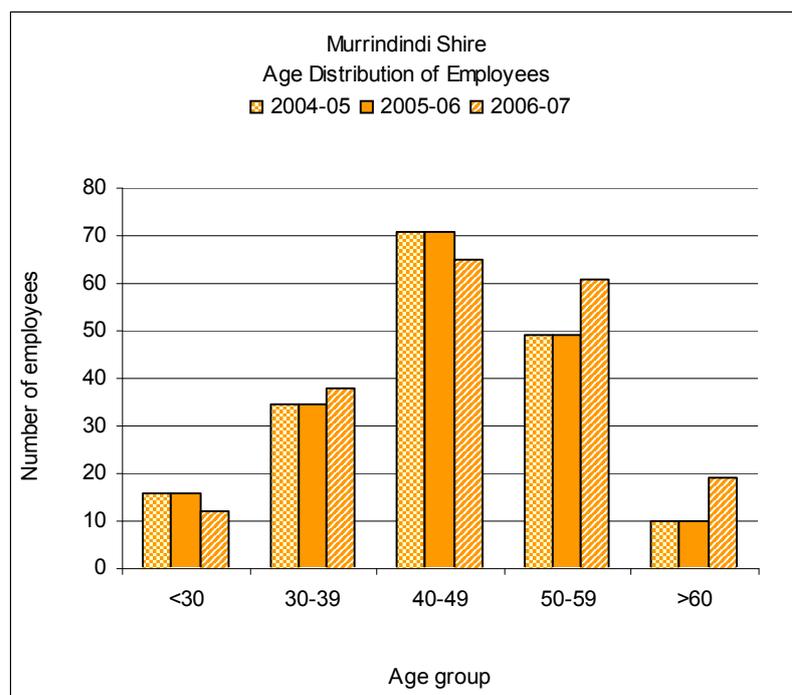
Corrienne Nichols,  
Coordinator Aged &  
Disability Services

Feedback from judges was very complimentary of the group and their work, however the team were not awarded a final placing.

Total number of employees - 203



Source: Murrindindi Shire Council



Source: Murrindindi Shire Council

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## 5.4 Equal employment opportunity

Murrindindi Shire Council believes that its employees are entitled to be treated on the basis of their true abilities and merit, and to work in an environment which is free of discrimination and harassment.

To this end, Council has in place the *Equal Employment Opportunity Policy* and supporting procedures which cover all of council's employees, contractors, policies, practices and facilities. Council's policy

reflects the desire to enjoy a workplace free of discrimination, where each person has the opportunity to progress to the extent of his or her ability.

## 5.5 Occupational health and safety

During 2006–2007 Worksafe, under the Local Government Projects, have worked with council officers in a number of areas. The risks targeted were home maintenance, event management and manual handling.

To comply with the *Occupational Health and Safety Act 2004* the following training was undertaken during the year:

- Occupational Health and Safety Certificate for work group representatives
- Annual Refresher Training for work group representatives
- Integrated Risk Management
- First Aid, Level 2
- Manual handling
- Hand washing
- Basic Wildfire Awareness
- Plant Competency
- Annual CPR Update
- Chainsaw Handling
- Spotters Certificate
- Traffic Management
- Fire Ground

Council is committed to ensuring that all employees are safe at work and are consulted on and involved in decisions that affect their health and safety and the overall safety of the workplace.

## 5.6 Risk register

A risk is the chance of an incident occurring that has the potential to cause loss. The loss could be to property, reputation, people or the environment. It is

measured in terms of consequence and likelihood. Council's risk register lists all the identified risks relating to council activities and the results of their analysis and

evaluation. Information on the status of the risk is also included on the register. Each department manages an individual risk register that is continuously reviewed and updated.

## 5.7 Business continuity plan

Council's *Business Continuity Plan* encompasses both disaster recovery planning and business resumption planning. The objectives of the plan are:

- To ensure that maximum possible service levels are maintained.
- To ensure that council recovers from interruptions as quickly as possible.
- To minimise the likelihood and consequence of interruptions.

The *Business Continuity Plan* is reviewed and updated annually.

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## 5.8 Staff satisfaction

The organisation participates in an annual survey of a wide variety of organisations that measures staff satisfaction.

The weighted score for March 2007 was 65.5%. This is close to the previous score of 65.6% and significantly up from the first survey of 2003 when a score of 60.9% was achieved.

Factors surveyed include, leadership and innovation,

strategy and planning processes, data and knowledge, people, customer focus, processes and business results.

The greatest areas of concern for those staff surveyed included, trust, resources and cooperation.

These results have been widely communicated and discussed with staff.

Several opportunities for improvement have been identified, which when addressed, should assist in the satisfaction levels rising to amongst the highest of all organisations surveyed.

*Refer to page 56 for further statistical information.*

## 5.9 Performance coaching

Murrindindi Shire Council recognises and values the skills and resourcefulness of our employees. The organisation's performance depends on their work both directly through their ability to perform their job and indirectly through their

willingness and commitment to high level performance. We use performance coaching to achieve this.

Performance coaching is about bringing out the best in those around you,

inspiring performance and assisting teams to perform to the best of their ability.

Training sessions in performance coaching have been held for council's supervising staff members.

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## Section Six- Statutory Information

In this section is information we are required to provide under the *Local Government Act 1989* and other legislation.

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## 6.1 Privacy

The Council believes that the responsible handling of personal information is a key aspect of governance, and is strongly committed to protecting the personal privacy of residents and ratepayers in accordance with the *Victorian Information Privacy Act 2000*.

Council will only collect, use

or disclose information where it is necessary to perform council functions or where required by law. Council has a Privacy Policy adopted in 2002 and is available at council offices.

Responsibility for the implementation of this legislation lies with all Councillors, staff, contractors

and volunteers engaged with the Council.

Individuals may seek access to their own records held by the Council or make a formal complaint if they believe their privacy has been breached. Enquiries to be made to Privacy Officer, Murrindindi Shire Council, PO Box 138, Alexandra, 3714.

## 6.2 Documents for public inspection

Section 11 of the *Local Government (General) Regulations 2004* required Council to have the following documents available for public inspection:

- Financial statements
  - Details of current allowances fixed for the Mayor and Councillors
  - Details of senior officers current gross salaries, allowances and other benefits for the current financial year and two (2) previous financial years
  - Details of overseas and interstate travel undertaken in an official capacity by Councillors or any member of council staff in the previous 12 months
  - Names of council officers who were required to submit a return of interest during the financial year and the dates returns were submitted
  - Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted
- Agendas for and minutes of ordinary and special meetings kept under Section 93 of the Act, except where such minutes relate to parts of meetings, which have been closed to members of the public under Section 89 of the Act
  - A list of all special committees established by the Council and the purpose for which each committee was established
  - A list of all special committees established by the Council which were abolished or ceased to function during the financial year
  - Minutes of meetings of special committees established under section 86 of the Act except where such minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- Agreements to establish regional libraries under Section 196 or the Act
  - Register of delegations
  - Submissions received under Section 223 of the Act during the previous 12 months
  - Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the council as lessor or lessee
  - Register of authorised officers
  - List of donations and grants made by the Council during the financial year
  - List of names of organisations of which the Council was a member during the financial year
  - List of contracts valued at \$100,000 or more which the Council entered into during the financial year without first engaging in a competitive process

## 6.3 Freedom of Information

The *Freedom of Information Act 1982* gives members of the public a means of access to information held by the Murrindindi Shire Council. Some documents and information may be deemed exempt under the Act.

In 2006-2007 the Murrindindi Shire Council received six applications under the Freedom of Information Act.

Of the applications received:

- five applications were granted in full
- one application was granted full viewing

Requests for access to documents under the *Freedom of Information Act 1982* are made in writing and lodged with the Freedom of Information (FOI) Officer, Murrindindi Shire Council,

PO Box 138, Alexandra, 3714. Usually a fee of \$22.00 is required to accompany the application.

Applicants are encouraged to contact council's FOI officer prior to lodging an application.

Further information can be downloaded from Council's website.

## 6.4 Whistleblower protection

The *Whistleblowers Protection Act 2000* was put into place to encourage and facilitate the disclosure of information about improper conduct by council officers or councillors.

Council does not tolerate improper conduct by its

employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

Daniel Hogan, Chief Executive Officer, is the Council's Protected Disclosure Coordinator.

As required by the Act, council has in place procedures to facilitate making a disclosure. Further information can be downloaded from council's website or obtained from any Council office.

### 2006-2007 Reporting

Number of disclosures made:	Nil
Disclosures referred to Ombudsman for determination:	Nil
Disclosures referred by Ombudsman:	Nil
Disclosures referred to Ombudsman to investigate:	Nil
Investigations taken over by the Ombudsman:	Nil
Requests made under Section 74 during the year to Ombudsman to investigate disclosed matters:	Nil
Disclosures the public body has declined to investigate:	Nil
Disclosures that were substantiated on investigation:	Nil
Recommendations by the Ombudsman under this Act that relate to Murrindindi Shire Council :	Nil

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## 6.5 Donations and Grants for 2006-2007

During 2006-2007 the following groups were recipients of grants from council:

<b>Received By</b>	<b>Amount</b>
Acheron Mechanics Institute Hall	\$1,075.00
Alexandra & District Pony Club	\$1,405.00
Alexandra Brass Band	\$886.00
Alexandra Community Leisure Centre	\$12,000.00
Alexandra Friends of the Library	\$1,000.00
Alexandra Information Centre	\$3,535.00
Alexandra Pre School	\$2,060.00
Alexandra Rotary Club	\$500.00
Alexandra Skate Park	\$3,455.00
Alexandra Tourism & Traders Association	\$1,084.00
Berry Street Partnership	\$10,000.00
CEACA & Berry Street	\$2,500.00
CJ Dennis Reserve Committee of Management	\$4,106.00
Eildon Action Back to Wall	\$2,500.00
Eildon Community Leisure Centre	\$1,000.00
Eildon Information Centre	\$1,100.00
Eildon Lions Club	\$2,000.00
Eildon Pre School	\$5,584.00
Eildon Resource Centre	\$500.00
El Kanah Marysville	\$1,000.00
Flowerdale Pre School	\$7,000.00
Highlands Art Experience	\$1,700.00
Highlands Hall Committee	\$4,817.00
Homewood Hall Committee	\$500.00
Jarara Community Centre	\$2,000.00
Kellock Lodge	\$1,000.00
Kinglake CERT Team	\$2,976.00
Kinglake Community Centre	\$2,000.00
Kinglake District Neighbourhood House	\$1,830.00
Kinglake Middle Primary School	\$726.55
Kinglake Pre School	\$2,060.00
Kinglake Primary School	\$30,000.00
Kinglake Ranges Festival	\$1,000.00
Kinglake Ranges Tennis Club	\$3,461.00
Kinglake Recreation Reserve-Bollygum Park	\$863.00
Kinglake Senior Citizens	\$4,500.00
Kinglake West Mechanics	\$3,922.00
Marysville & District Historical Society	\$2,000.00
Marysville Art Show	\$1,000.00
Marysville Community Bus	\$1,800.00
Marysville Information Centre	\$3,138.00
Marysville Pre School	\$4,120.00
Murrindindi Writers	\$600.00
North Central Rural Financial Counselling	\$2,000.00
State Emergency Services - Alexandra	\$5,100.00
State Emergency Services - Kinglake	\$5,100.00

<b>Received By</b>	<b>Amount</b>
State Emergency Services - Marysville	\$5,100.00
Taggerty Hall Committee	\$1,818.00
Upper Goulburn Winegrowers Association	\$1,000.00
Yarck Public Hall Committee of Management	\$2,510.00
Yea Bowls Club	\$968.00
Yea Business & Tourism Association	\$4,863.00
Yea Community Services Group	\$2,500.00
Yea Indoor Recreation Centre	\$4,000.00
Yea Information Centre	\$1,100.00
Yea Men's Shed	\$3,102.00
Yea Pre School	\$1,030.00
Yea Rotary Club	\$1,500.00
Yea Senior Citizens	\$1,050.00
Youth RAPT	\$3,250.00
Total of donations and grants with a value of less than \$500 paid to twenty (20) organisations	<b>\$186,294.55</b>

## **6.6 Organisations of which Council was a member of during 2006-2007**

<b>Organisation</b>	<b>Membership Fee</b>
Local Government Professionals	\$550.00
Personnel Development	\$2,000.00
Australian Local Government Job Directory	\$583.00
Municipal Association Of Victoria	\$17,640.48
Goulburn Valley Regional Waste Management Group	\$6,798.00
Family Day Care Council	\$58.00
Victorian Employers Chamber Of Commerce & Industry	\$2,028.40
Timber Towns Victoria	\$2,200.00
Viclink	\$1,028.50
Family Day Care Association	\$77.50
Livestock Saleyards Association Of Victoria	\$940.00
Civil Contractors Federation	\$2,274.00
National Saleyards Quality Assurance Ltd	\$396.00
Life Saving Victoria	\$66.00
Childrens Book Council of Australia	\$55.00
Country Public Libraries Group Victoria	\$150.00
Victorian Local Government Membership	\$3,176.00
SAI Global	\$374.00
Regional Victoria	\$165.00
Alzheimers Victoria	\$50.00
Carers Victoria	\$100.00
Case Management Society	\$212.00
Insite	\$77.00
Centre for Excellence in Child and Family Welfare	\$330.00
<b>TOTAL</b>	<b>\$41,328.88</b>

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## **Section Seven- Introduction to the financials**

This section reports on how council has performed financially during the 2006-2007 financial year.

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# Introduction to the financials

The financial report of the Murrindindi Shire Council is a general purpose financial report that consists of an Income Statement, Balance Sheet, Statement of Changes in Equity and Cash Flow Statement together with notes accompanying these statements.

This general purpose financial report has been prepared to comply with the provisions of the *Local Government Act, 1989, Local Government (Finance and Reporting) Regulations 2004*, applicable *Australian Accounting Standards* and other mandatory professional reporting requirements

The financial reports compare the actuals for the current reporting period (2006-2007) to the actuals of the previous reporting period (2005-2006).

Council's Audit Committee and the Council have examined the report. The Victorian Auditor General has provided an 'unqualified' audit opinion.

Note 1 is published on pages 5 through 10 and refers to the significant accounting policies and how they have been adopted in this annual reporting process. It is worth noting that there is little change from the previous year as the adoption of the *International Financial Reporting Standards* reaches completion.

## The Income Statement

The Income Statement sets out the movement in relation to revenue, expenses and other adjustments from all activities and compares these figures to the previous financial year. The Income Statement requires revenues to be separately disclosed where the item is of such a size, nature and incidence, that its disclosure is relevant in explaining the performance of the Council.

The increase in revenue reflects an increase in rates revenue from the previous year, an increase in user fees achieved through providing a higher level of external works and an increase in service provision in home care. Saleyard income was also higher than anticipated. The increased revenue is offset with a reduction in non-recurrent grant revenue and a reduction in planning and subdivision fees. Health registrations and animal registrations have declined compared to the previous year and there has been a downturn in income from Community Leisure Centre income.

The Income Statement delivers a surplus of \$882,817 which is \$383,956 less than the previous year which is the end result of the effect of the above influences.

## The Balance Sheet

The Balance Sheet shows a snap shot of the financial situation at the end of the period. It shows the total of

what is owned (assets) less what is owed (liabilities). The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that fall due in the next twelve months.

The 'bottom line' of this statement is net assets, which is the net worth of Council.

The change in net assets between the two years shows how the financial position has changed over the period.

The Balance Sheet reports net assets at the end of the reporting period of \$177,724,298 which is a \$17,581,001 greater than the same time in the prior year.

Net assets is made up of the total current and non-current assets less the current and non-current liabilities.

An increase in net assets of \$18,301,932 is made up of an increase in cash and cash equivalents of approximately \$385,000, trade and other receivables of approximately \$340,000 that includes an increase in Net Goods and Services Tax receivable between the two financial years of approximately \$158,000 which confirms a high payment of sundry creditors at the end of the financial year. An increase in the value of \$17,681,378 also confirms Council's commitment to improving our asset management.

---

## Introduction to the financials

An increase in total liabilities of approximately \$721,000 is mostly influenced by and increase in trade and other payables of approximately \$435,000 as compared to the previous year and an increase in leave provisions of approximately \$320,000. A reduction of trust funds and deposits of approximately \$228,500 has also influenced the final figures.

Note 24 fully details loans and borrowing balances. It also indicates the years in which the loans will expire.

Notes 15 to 25 provide more detail on items reported in the balance sheet.

### Statement of Changes in Equity

The statement of changes in equity tables the types of movement and adjustments in the financial reporting that determines the balance of ratepayers equity at the end of the reporting period.

The most significant item in the table is the net asset revaluation of \$16,968,184 that is the result of the indexation of valuations of infrastructure, roads and bridges and land and buildings (refer note 25a).

### Cash Flow Statement

The Cash Flow Statement shows what has happened during the year in terms of cash. It explains what cash movements have resulted in the difference in the cash balance at the beginning and

end of the year.

The net cash flows from operating activities shows how much cash is remaining after paying for Council operations and commitments. The information in the Cash Flow Statement assists in the assessment of the ability to generate cash flows, meet financial commitments as they fall due, including the servicing of borrowings and fund changes in the scope or nature of activities.

The Cash Flow Statement also reports on restriction on cash assets. Note 29 of the accounts more fully outlines the legislative restriction to provide for employee entitlements and reserve funds.

### Performance Statement

The Performance Statement reports on the actual results of some of the strategic activities as outline in the Council Plan. The report provides the performance measure for those activities and details on whether or not the targets were achieved.

The Performance Statement is found in this report following the Standard Statements.

### Summary

The financial statements represent a positive outcome for the 2006-2007 financial year. Council has demonstrated an ability to meet operational expenses, statutory requirements and

its commitment to achieving the goals as set by the *Council Plan 2006-2010* and long term *Strategic Resource Plan*. At the end of the reporting period Council has maintained the level of cash required to be able to proceed into the new financial year in the manner as outlined in the Council Plan.

The main items of impact on Council's financial report for the 2006-2007 are:

- Increase in rates and Charges of \$728,000, influenced by the following:
  - revaluation year CIV increase from 2.4 to 2.9 million
  - reduction in the general rate in the dollar from .002882 to .002537
  - increase in Municipal Charge from \$160 to \$180
  - increase in Garbage Service Charge from \$173 to \$193
  - increase in Recycling Charges from \$52 to \$57
- Reduction in the receipt of Statutory Fees and Fines of \$17,732 in the areas of Environment and Local Laws
- Increase in receipt of revenue from User fees of \$816,372 influenced by:
  - increase in revenue from external works of \$578,704

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## *Introduction to the financials*

- increase in revenue from Aged Care \$153,510
- income from sale of valuation data \$71,000
- increase in saleyard revenue of \$45,221
- increase in recreation revenue of \$33,000
- increase in transfer station and landfill revenue \$31,000
- Reduction in grants revenue of \$316,809
- Reduction in Contributions of \$184,715, influenced by the following:
  - reduction in development – reduces contributions to public open space \$134,871
  - revenue for contributions to roads, footpaths and cycle ways reduced by \$54,050

- revenue for training and development reduced by \$40,000 over prior year
  - increases in the area of recreations in the areas of leisure and community (20,849) and parking and Infrastructure \$30,680
  - Increase in employee benefits of \$621,439 or 7.23% influenced by the number of staff employed at the end of the reporting period, including those employed on fixed term projects to provide support to grants projects. Employee benefits are also increased in line with Council's Enterprise Bargaining Agreement.
- Capital expenditure is outlined in note 40 of this report. The note provides information in relation to the

expenditure groups, the type of expenditure (renewal, upgrade or expansion) and the comparison to the previous year.

A significant increase in investment in roads, streets and bridges is indicated in the report which is as a result of grants funds received for these works and Councils commitment to maintain its assets. Some works in this area were not able to be completed and have been carried into the next financial year.

A decrease in expenditure on plant and equipment was planned to enable other projects to be adopted. An overall increase in capital of \$400,000 is reported, the majority of which has been directed to renewal of infrastructure.

**Financial Report  
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**For year ended  
30 June 2007**