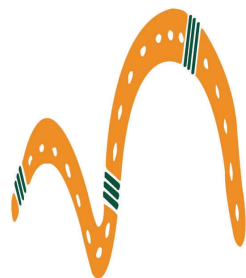




Annual Report 2007-2008



Murrindindi
Shire Council

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Financial Report

Contact Us

Alexandra

28 Perkins Street,
Alexandra

Ph: (03) 5772 0333
Fax: (03) 5772 2291

Kinglake

19 Whittlesea-Kinglake Road,
Kinglake

Ph: (03) 5786 1522
Fax: (03) 5786 1515

Yea

Civic Centre,
Semi Circle,
Yea

Ph: (03) 5797 2209
Fax: (03) 57972900

Correspondence: PO Box 138, Alexandra Victoria 3714
Email: msc@murrindindi.vic.gov.au Web: www.murrindindi.vic.gov.au



Section 1 - Overview

About this Report

The Murrindindi Shire Council *Annual Report 2007-2008* details progress we have made in the past financial year towards achieving the goals of the *Council Plan 2006-2010 (Year 2 review)*, and the *Annual Budget 2007-2008*.

The themes of Environment, Community, Infrastructure, Local Economy, and Governance outline the goals of the *Council Plan 2006-2010 (Year 2 review)*. In this report we identify highlights, challenges and what is planned for the year ahead for each of these themes. A summary is provided for you at the start of this report.

The *Annual Report 2007-2008* also contains audited financial reports and performance statements, which are a requirement of the *Local Government Act 1989*.

We encourage you to tell us how we can improve our reporting to you. If you have any comments or suggestions please write to the Communications Officer, Murrindindi Shire Council, PO Box 138, Alexandra 3714 or email tmorris@murrindindi.vic.gov.au

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**

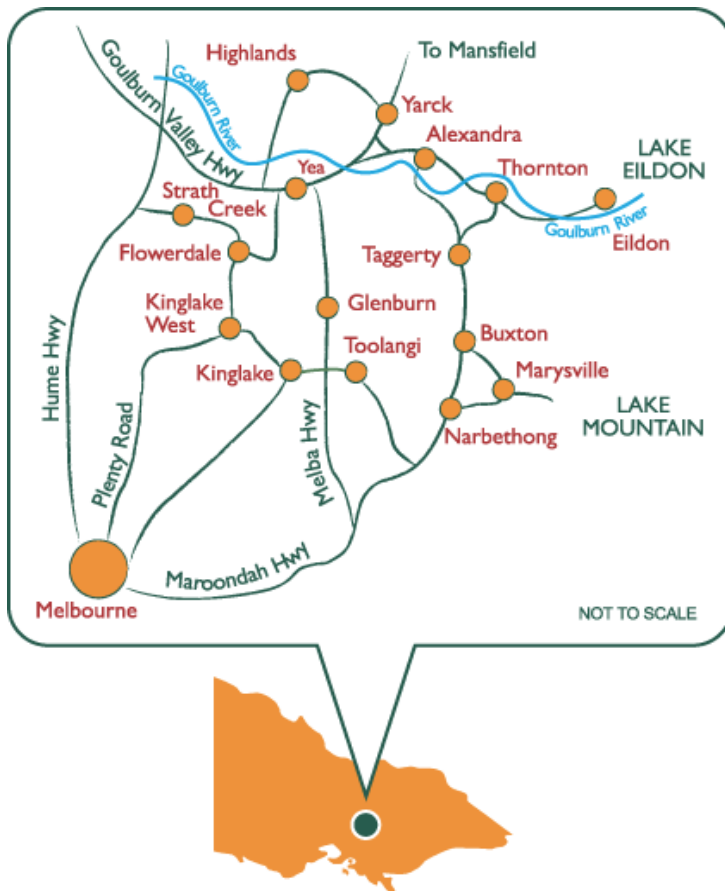
We will accept responsibility for our actions

- **Innovation**

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

Murrindindi Snapshot

• • •



- **Location** - 150 kilometres or 90 minutes north-east of Melbourne Victoria, Australia
- **Area** - 3,889 square kms of which 50% is state and national parks, forests and reserves
- **Population** - 14,228
Australian Bureau of Statistics
- **Number of Ridings** - six
- **Number of Councillors** - six
- **Rateable Properties** - 9,124
- **Operating Budget** - \$21.8 million
- **Capital Expenditure** - \$6 million
- **Sealed Roads** - 460kms maintained by Council
- **Unsealed Roads** - 758kms maintained by Council

The beginnings

The Wurundjeri tribe and the Taungurung language speakers are 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. Many of the existing towns - Alexandra, Eildon, Kinglake, Marysville and Yea - were established during the 1850s and 1860s after the discovery of gold.

The origin of the shire

The Shire of Murrindindi was declared on 18 November 1994 by the amalgamation of the former municipalities of Alexandra and Yea, and the addition of parts of the former municipalities of Healesville, Broadford, Eltham, Whittlesea and Euroa.

Key industries

- Agriculture, aquaculture, horticulture and viticulture
- Forestry and timber processing
- Tourism, hospitality and conferencing
- Light manufacturing and engineering
- Retail and trade services
- Education (including outdoor education)
- Public services

Our community

- 28.8% of our residents are aged 24 years and under
- 30.5% of our population is aged 55 years and over
- 56.7% of our residents are employed full-time
- 38.2% of our residents own their own homes
- 80.9% of our population were born in Australia

Year at a glance



Theme 1: Environment - further information page 21

Highlights:	<ul style="list-style-type: none">• Adopted <i>Murrindindi Heritage Study</i> Stage 1• Approved several <i>Development Plans</i> for future use of land in Kinglake West, Alexandra, Yea and Marysville• Developed an Environment Policy to set council's direction for environmental management in the shire• Joined the <i>Cities of Climate Protection Program</i> to address council's greenhouse gas emissions• Achieved support from the government for a waste water innovation project in Kinglake West under the <i>Sustainable Servicing for Small Communities Project</i>• Completed an <i>Environmental Improvement Plan</i> for the Alexandra Landfill in accordance with Environment Protection Authority requirements• Completed construction of the Yea Wetlands fossil time path.
Challenges:	<ul style="list-style-type: none">• To progress Planning Amendment C17 which will implement town planning aspects of the Small Towns Urban Design Frameworks for Buxton, Glenburn, Molesworth, Narbethong, Strath Creek, Taggerty, Thornton and Yarck and the Alexandra Urban Design Framework• To finalise an environmental strategy and resource plan
Year ahead:	<ul style="list-style-type: none">• Build on the Environment Policy to develop a prioritised environment action plan and resource plan for the Council• Finalisation of Council's <i>Domestic Waste Water Management Strategy</i>• Conduct a trial to remove electronic items from general waste and redirect them to recycling
Annual Community Satisfaction Survey score:	<ul style="list-style-type: none">• Waste management - 71• Town planning - 59• Traffic management and parking facilities - 64

Theme 2: Community - further information page 28

Highlights:	<ul style="list-style-type: none">• Developed an Individual Older Persons Fire Plan which encourages older people to have a written action plan in the case of an event such as a bushfire, storm or flood• Implemented an Emergency Risk Register for vulnerable people for use by emergency and recovery services• Commenced the <i>Transport Connections Program</i> by working with communities to identify their existing transport options and how they could be better used to meet people's needs• Provided in-venue after school care at Flowerdale and Alexandra Primary Schools through Family Day Care• Gained funding to complete a feasibility study on the upgrade and refurbishment of Yea Swimming Pool• Partnered the community to install a new netball court and playground equipment in Thornton• Increased library membership at Yea by 44% and loans by 27% following the refurbishment• Completed an Inclusive Community Project that aimed at increasing participation of people with disabilities in sporting opportunities within Murrindindi Shire• Facilitated the identification and development of priorities and creative ways of achieving them for the Kinglake Ranges communities (<i>refer page 16</i>)• Undertook 222 health inspections of food, accommodation and registered businesses across the shire
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Year at a glance



Challenges:	<ul style="list-style-type: none">• Developing innovative ways to provide information on available services to the people who require it
Year ahead:	<ul style="list-style-type: none">• Continue to work with the Yea, Marysville and Eildon communities on strategies to address the lack of child care• Implement the <i>Transport Connection Program Local Action Plan</i> that contains community identified priorities and strategies• Plan for and develop the new Disability Action Plan commencing in late 2008• Implement funding projects including: Bollygum Park, Toolangi Hall, Kinglake Strategic Plan and Toolangi Festival
Annual Community Satisfaction Survey score:	<ul style="list-style-type: none">• Customer service - 75• Health and human services - 76• Enforcement of local laws - 66• Recreation facilities - 64

Theme 3: Infrastructure - further information page 37

Highlights:	<ul style="list-style-type: none">• Achieved 100% compliance with road maintenance auditing on a regular basis• Completed the construction and landscaping of a roundabout which enhances the town entry to Eildon• Installed an innovative irrigation system into the central area of High Street, Yea which will conserve water (refer to page 42)• Completed an extensive maintenance program on bridges across the shire• Constructed a 2km pathway adjacent to UT Creek Alexandra• Completed approximately 95% of the budgeted capital works program• Completed \$131,000 worth of restoration works on the Alexandra Shire Hall• Installed clocks in the Yea Shire Hall tower at a cost of \$38,754• Completed Thornton Hall refurbishment works
Challenges:	<ul style="list-style-type: none">• To complete an <i>Overall Asset Management Strategy</i>• To review our <i>Special Charge Scheme</i> policies and procedures• To develop a three year forward plan for capital works across a range of infrastructure• To gain interest in forming a committee of management for the Alexandra Shire Hall
Year ahead:	<ul style="list-style-type: none">• Undertake major roadworks including pavement and seal widening on Whanregarwen Raod• Install public toilets in the shopping precinct in Alexandra• Undertake landscaping works at the Kinglake District Services Centre• Source further funding for renovations to the Yea Shire Hall
Annual Community Satisfaction Survey score:	<ul style="list-style-type: none">• Local roads and footpaths - 51• Appearance of public areas - 72

Year at a glance

• • •

Theme 4: Local economy- further information page 43

- Highlights:
- Worked closely with Goulburn Murray Water to encourage the major investment opportunity of the Mt Pinniger/Lake Eildon Resort
 - Conducted a Visitor Information Centre Summit in Narbethong, which provided professional development for 80 local volunteers and acknowledged their valuable contribution to the local tourism industry
 - Supported the creation of the Murrindindi Human Resources Network
 - Collaborated with the planning department on Industrial Estate Development Plans to create investment ready land for commercial and industrial purposes in North Street, Yea and Lamont and McKenzie Streets, Alexandra
 - Undertook an extensive public consultation process for the development of the *Economic Development Strategy*
 - Organised 13 business development workshops and seminars across the shire with 316 attendances recorded
 - Facilitated a successful Visiting Journalist Program (VJP) in conjunction with the Murrindindi Regional Tourism Association. Six familiarisation tours with journalists resulted in a full page feature article in Herald Sun Travel, a three quarter page feature in Leader and three eight page features in Coast & Country Magazine
- Challenges:
- To provide appropriate levels of support to the Murrindindi Regional Tourism Association and Local Business and Tourism Associations
- Year ahead:
- Investigate feasibility funding for Farmers' Markets
 - Apply for a planning permit for the development of the Yea Saleyards
 - Collaborate with four surrounding shires to develop a promotional DVD as part of the *Live, Work and Invest in Provincial Victoria Campaign*

Annual Community Satisfaction Survey Score:

- Economic Development - 60

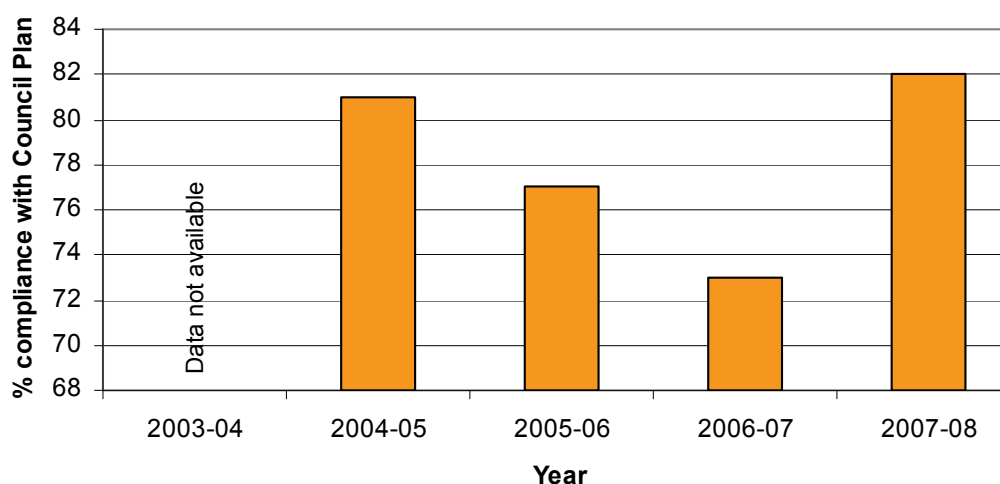
Theme 5: Governance - further information page 50

- Highlights:
- Developed procedures and internal controls to ensure compliance with governance and risk issues associated with procurement
 - Transferred Shire of Yea permanent historical records to the Public Records Office
 - Adopted a *Communication Strategy*
 - Achieved a score of 67.2 satisfaction overall in the *2008 Staff Satisfaction Survey*
 - Appointed a new Chief Executive Officer
 - Implemented further eCommerce tools for procurement, payments, field officers and employee online leave applications
- Challenges:
- To ensure the Drought Strategy Committee remains strong and sufficiently resourced to lobby and influence other levels of government to provide appropriate drought related services to our communities
- Year ahead:
- Complete a Workforce Development Plan which includes strategies to attract and retain skilled employees
 - Implement a program for replacement of shire boundary and township signage across the shire as finances allow

Annual Community Satisfaction Survey score:

- Overall satisfaction - 65
- Council's advocacy and community representation - 62

Performance against Council Plan

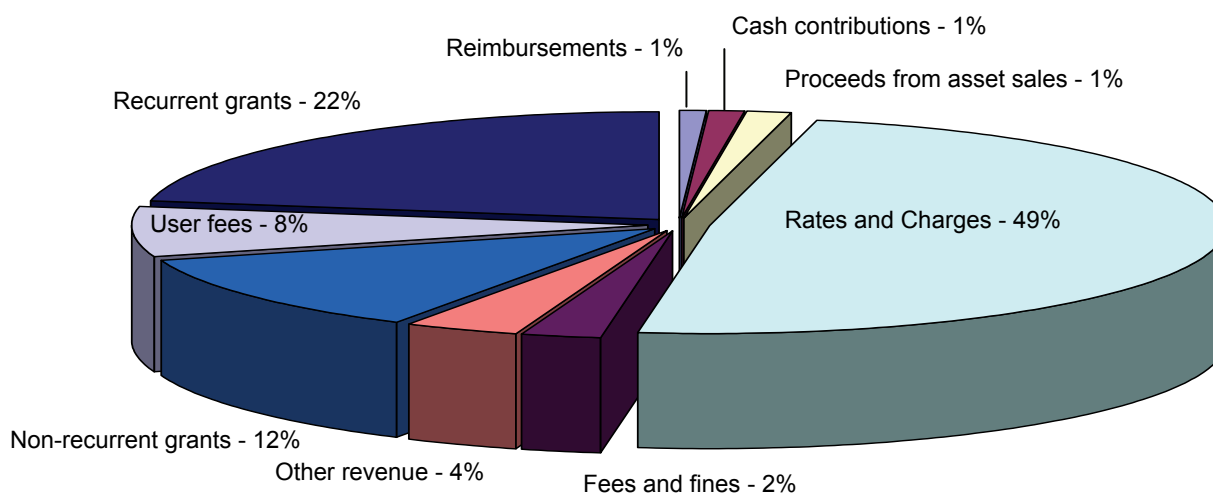


- Two hundred and forty two of the 293 actions listed in the *Council Plan 2006-2010* were completed or withdrawn for the year.
- Eleven actions were not commenced and 51 were overdue.
- The year 3 review of the *Council Plan 2006-2010* carries forward to 2008-09 financial year those actions not commenced or overdue.
- Section 2 'Performance Reporting' of this Annual Report sets out the status of each action in the *Council Plan 2006-2010*.

Financial summary

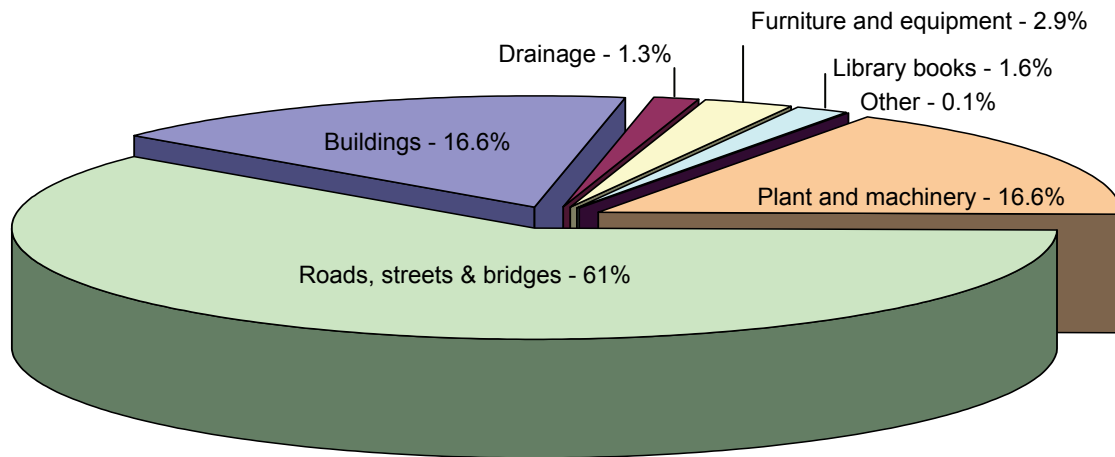
The following graphs are a summary of the Council's financial reporting for the year ended 30 June 2008. For further financial detail refer to the Financial Report at the back of this report.

Where did council's money come from?

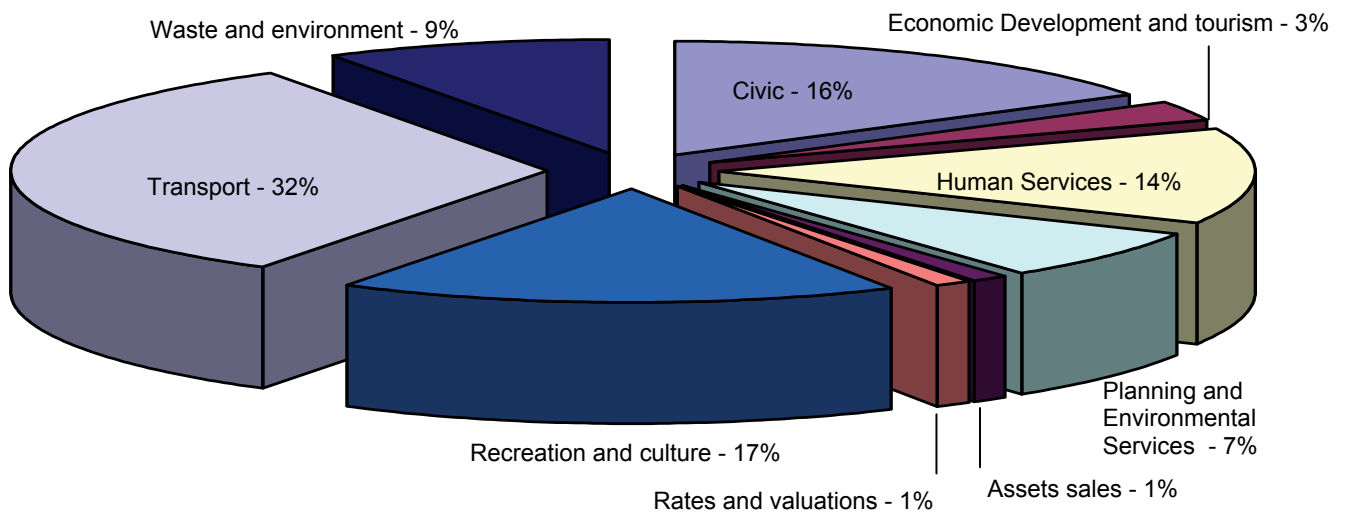


Financial summary . . .

How did council spend its infrastructure budget?

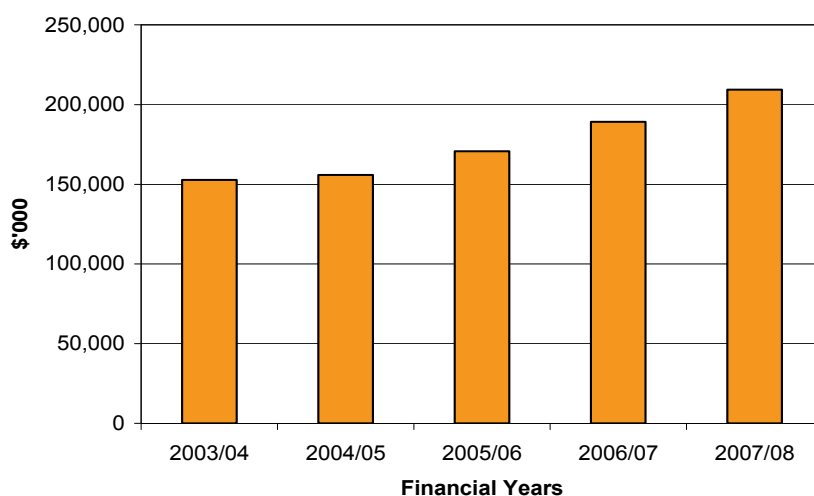


How did council spend its operating budget?



Financial summary . . .

Council assets

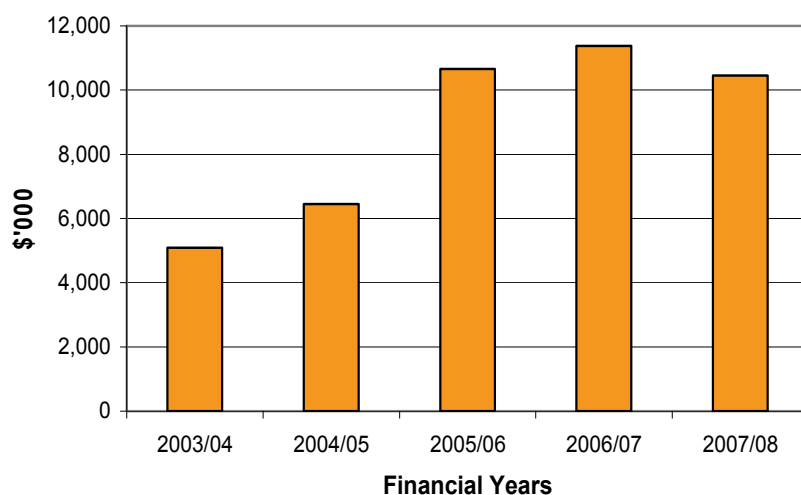


The Council's current and non-current assets broke the \$200 million mark for the first time at 30 June 2008.

The total asset figure of \$209.4 million is made up predominately of property, plant and infrastructure assets.

\$6.02 million dollars of assets were built or acquired in the past year.

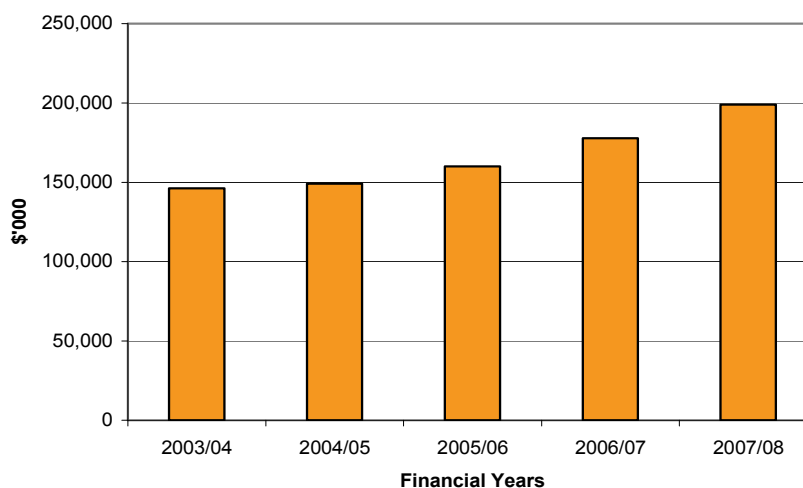
Council liabilities



Council's total liabilities at 30 June 2008 was \$10.45 million.

The reduction from 2006-07 is due to a lower level of trade and other payables at year end. This is not unusual year to year.

Council equity



The difference between the two graphs above is known as the council's equity or net worth.

The graph demonstrates the Council's continued financial strength since 2003-04.

Assets have grown at a faster rate than liabilities thus increasing the net worth of the Shire.

Capital works summary . . .

Description of works	Works in progress as at 1 July 2007	Total value of works 2007-2008	Total value of works completed as at 30 June 2008
	\$	\$	\$
Buildings and Structures			
Yea Community Centre Upgrade	246,123	28,016	274,139
Alexandra Shire Hall	2,797	128,433	131,230
Kinglake Community Pavillion	6,871	161,611	168,482
Yea Railway project stage 2	58,176	16,569	74,745
Kinglake Community Center	-	22,531	22,531
Yea Children's Precinct	-	42,163	42,163
Alexandra Transfer Station	-	17,468	17,468
Kinglake Transfer Station	-	11,375	11,375
Landfill Capital Cell Construction	-	90,816	90,816
Alexandra Sale yards	-	5,574	5,574
Yea Sale yards	-	56,135	56,135
Apex Park Yea - BBQ Replacement	-	3,594	3,594
Gallipoli Park Hall Disabled Access	-	7,641	7,641
Thornton Hall Refurbishment	-	8,338	8,338
Yea Shire Hall Clock Project	-	38,754	38,754
Marysville Caravan Park Toilet Amenities	-	36,889	36,889
Alexandra Library - automatic entrance	-	7,735	7,735
Yea Swimming Pool	-	8,250	8,250
Eildon Swimming Pool	-	15,573	15,573
Gallipoli Park Fence	-	12,232	12,232
Irrigation System Yea	-	115,803	115,803
Bollygum - Sewerage & Water Treat	-	32,513	32,513
Thornton Netball Courts	-	38,702	38,702
Yea Netball Courts	-	20,447	20,447
Thornton Playground	-	62,246	62,246
Depot Bunding Structures for Emulsions	-	9,297	9,297
Total Buildings & Structures	313,968	998,705	1,312,673
Plant And Machinery			
Major Items	-	625,840	625,840
Motor Vehicles	-	317,320	317,320
Emergency Generator Alexandra Office	-	54,659	54,659
Total	-	997,819	997,819

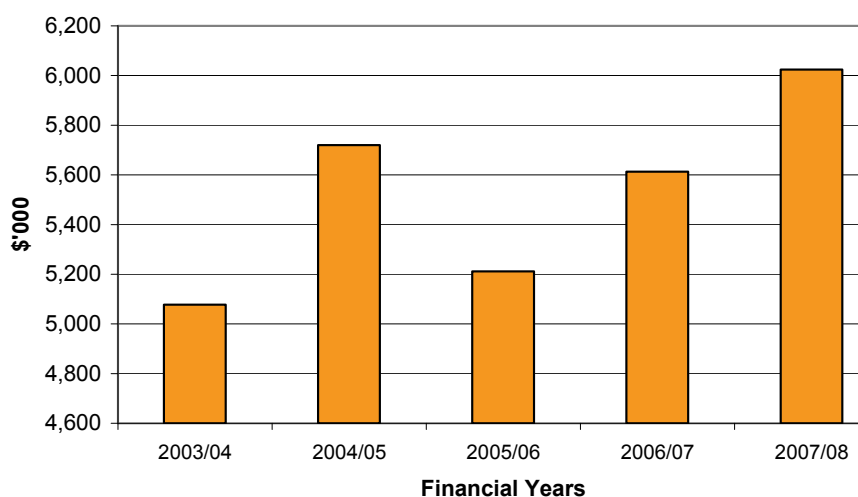
Capital works summary . . .

Description of works	Works in progress as at 1 July 2007	Total value of works	Total value of works completed
	\$	\$	\$
Roads, Streets and Bridges			
Marks and Pratts Road	12,281	165,092	177,373
Eildon town entrance revitalisation	35,708	261,935	297,643
LWIP UT Creek Pathway	42,814	48,478	91,292
Yea Rail Trail Upgrade	3,207	19,469	22,676
Buxton Rise \ Cathedral Close	1,963	-	1,963
Jouvelet Street	31,584	-	31,584
Creekside Drive	1,243	-	1,243
Gravel Roads - resheeting	-	818,382	818,382
Sealed Roads - reseals	-	740,348	740,348
Sealed Roads - pavement renewal	-	128,187	128,187
Spring Valley Road - sealing	-	42,055	42,055
Goat Track Intersection	-	76,388	76,388
Snobs Creek Road	-	42,119	42,119
Castella Bridge	-	62,809	62,809
Bridge / Component Renewal	-	411,790	411,790
Whittlesea Kinglake Rd - bicycle path	-	3,407	3,407
Whittlesea Kinglake Rd bicycle path	-	3,400	3,400
Hobans Road	-	15,622	15,622
UT Creek Bridge	-	28,859	28,859
Rubicon Road - TIRES	-	108,359	108,359
Perkins Street - intersection	-	4,568	4,568
Bus Shelter Construction	-	8,294	8,294
Load Capacity Upgrades	-	17,421	17,421
Footpath Renewal	-	68,381	68,381
Marysville Streetscape Stage 2	-	20,579	20,579
Kerb Renewal	-	52,440	52,440
Footpath and crossings Eildon	-	5,796	5,796
Path replacement at Eildon Information Centre	-	5,595	5,595
Eildon Pondage Platform	-	23,443	23,443
Footpaths - Missing Links Program	-	34,671	34,671
Total Road, Streets and Bridges	128,799	3,217,887	3,346,686
Drainage			
Drainage - Network Expansion	-	14,331	14,331
Smith Street Yea - Drainage	-	15,649	15,649
James Street Drainage	6,947	-	6,947
Total Drainage	6,947	29,980	36,927

Capital works summary . . .

Description of works	Works in progress as at 1 July 2007	Total value of works	Total value of works completed
	\$	\$	\$
Heritage Assets			
Art Show Prizes	-	1,000	1,000
Total Heritage Assets	-	1,000	1,000
Furniture and Equipment			
Computers		90,362	90,362
Others		84,645	84,645
Total Furniture & Equipment	-	175,007	175,007
Library Materials			
Books	-	61,583	61,583
DVD & Talking Books	-	27,336	27,336
Magazines	-	4,858	4,858
Total Library Materials	-	93,777	93,777
Work In Progress			
Land Purchase - Road Reserve Acheron	-	4,768	4,768
Taylor Bay Left arm	-	9,741	9,741
Kinglake Glenburn Road	-	124,827	124,827
Eildon Retaining Wall at Pondage	-	1,451	1,451
Minor Capital Works - UDF	-	7,905	7,905
Dyes Lane	-	79,553	79,553
Whanregarwen Road	-	50,520	50,520
Lyell St Marysville - Drainage Improvements	-	9,241	9,241
Green Street	-	1,590	1,590
Ti Tree Drive	-	2,083	2,083
Downey Street Alexandra - Drainage	-	41,737	41,737
Spraggs Road Toolangi	-	137,308	137,308
Lyell Street Marysville	-	39,897	39,897

Total Capital Works Expenditure





Message from the Mayor



It is with pleasure that the Council presents the 2007 – 2008 Annual Report that outlines our progress towards achieving the themes and objectives contained in the Council Plan 2006 – 2010.

The Annual Report provides a time for reflection on the past year.

Demographics

Murrindindi Shire covers an area of some 3,889,000 square kilometres with towns and hamlets dotted across it. Each town has its own character and needs. One size does not fit all. Further, the demographic of our residents is also quite diverse. In the south of the Shire we see a high number of young people and families on the peri urban fringes of Melbourne whilst in the north and west there are more farming oriented communities that are ageing relative to the rest of the Shire.

New Chief Executive Officer and Mayor

The past year saw the appointment of a new Chief Executive Officer by the Council in April 2008.

We welcome Mark Henderson as our new Chief Executive Officer and thank Danny Hogan for his work and dedication to the Murrindindi Shire Council and the previous Alexandra Shire.

I would also like to thank Cr Bob Flowers for his Mayoral term to November 2007.

Electoral Representation Review

The electoral representation review was undertaken by the Victorian Electoral Commission (VEC).

The VEC review has resulted in the number of wards within the Shire increasing from six to seven. There are new wards for Eildon and Kinglake. There will be one representative from each ward, increasing the number of elected councillors from six to seven.

Whilst there has been some angst over the boundaries in the Flowerdale and Hazeldene areas the review is now the basis for the election due to be held in November 2008.

Environment

In relation to the Environment Theme in the Council Plan it is pleasing to note that the Council adopted an environmental policy during the year. The policy, along with the Council's membership of the Cities for Climate Protection will assist in developing a prioritised action plan for the health of our environment in the future.

Transport Connections

The transport connections program was a great initiative that was kicked off during the year. The state government funded this initiative. The Council, along with other partners is now making inroads into addressing the lack of public transport across the shire.

Capital Works

The completion of our capital works program has resulted in positive outcomes for the Yea median strip irrigation project, 2km of pathway along the UT creek in Alexandra and the installation of clocks in the tower at Yea.

The assistance of state government funding and local community input in completing the program is appreciated.

Tourism Summit

A highly successful Visitor Information Summit was held in Narbethong recently where 80 local volunteers came together for an acknowledgement of their valuable contribution to the local tourism industry.

Tourism is a major contributor to the shire's economy.

Volunteers

On a statewide basis Murrindindi ranks highly as a shire that receives strong support from volunteers in a large range of community and service organisations.

Murrindindi's communities are well supported by our dedicated volunteers. Thank you.

Forward

I look forward in the coming year to our council staff, elected councillors and Murrindindi communities working together to ensure that we continue to care for, foster and promote the Murrindindi Shire.



Cr Lyn Gunter
Mayor



Chief Executive Officer's Report

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This 2007-2008 Annual Report outlines the achievements of the Murrindindi Shire Council against the themes of Environment, Community, Infrastructure, Local Economy and Governance as set out in the Council Plan 2006 – 2010.

Performance

Our performance indicators show positive trends:

- The staff satisfaction result of 67 (weighted score) was the highest since the survey commenced in 2004. This was particularly noticeable for our outdoor teams.
- Our overall community satisfaction performance rose from 62 to 65. Importantly there was an increase in the “adequate” and “good” responses to the survey questions.
- 95% of the capital works program was completed.
- 82% of the activities in the Council Plan were completed.
- Council's total assets passed the \$200 million dollar mark for the first time.

Opportunities

Opportunities for improvement identified include:

- A need to do more in the areas of roads

and footpaths, recreation facilities and advocating for our communities.

- A more timely response to customer service requests.
- A reduction in our insurance risk score of 60%.

We recognise that there is always room to improve. To do this we will continue to review our service delivery through an annual customer survey, a self - assessment process and numerous improvement projects.

Consultation

Our consultation with the community has been particularly pleasing in the past year. The process involved in developing the Kinglake Community Building Initiative, *Positive Ageing Strategy* and the *Economic Development Strategy* saw innovations such as street kiosks, community workshops, forums and industry / stakeholder groups. Improved consultation processes will also assist in delivering projects and services that are valued by our diverse communities.

Drought

The impacts of drought are still being felt by the farming and general community. The Mayor and deputy mayor chaired the Drought Strategy Committee over the past year and the Council has continued to resource this important initiative to ensure Murrindindi communities receive the drought services and relief they require from other levels of government.

Finances

On the financial front, the financial statements represent a positive outcome for the 2007-2008 financial year with an operating surplus of \$941,962, a positive trend in equity and a closing cash position of \$4.9 million.

Whilst the Council's finances continue to be hampered by uncertain revenue streams and a reliance on raising rates, overall the Council continues to demonstrate an ability to meet operational expenses, statutory requirements and to achieving the goals as set by the Council Plan 2006-2010 and long term Strategic Resource Plan.

The Future

Looking forward I see significant opportunities for the Murrindindi Shire Council to secure funding for the proposed rail trail, clarify its core activities and drive growth through prudent use of the council's size and financial position.

A handwritten signature in black ink, appearing to read 'Mark Henderson', written over a thin horizontal line.

Mark Henderson
Chief Executive Officer



Meet the councillors

• • •

King Parrot Riding

Flowerdale, Hazeldene, Pheasant Creek, Strath Creek

Portfolio

The Mayor does not have a portfolio

Committee Representation

Audit Committee, King Parrot Catchment Streamflow Management working group, Municipal Association of Victoria (MAV), Municipal Emergency Management Planning Committee, Yea River Catchment Streamflow Management Plan Committee



Cr Lyn Gunter, Mayor
First elected: March 2000
Mayor: 2002-2004, 2005/06, 2007/08

Cathedral Riding

Taggerty, Buxton, Marysville, Narbethong, Thornton

Portfolio

Planning and Environment

Committee Representation

Cathedral Cluster Community Consultative Committee, Marysville Retirement Village Committee of Management, Marysville Village Residents Association, Municipal Association of Victoria (MAV) Planning and Advisory Committee, Steavensons Falls/Beauty Spot Scenic Reserve Committee of Management, Victorian Local Sustainability Accord, MAV Rural Regional Future



Cr Janet Gilmore, Deputy Mayor
First elected: November 2005



Cr Peter Beales
First elected: March 1997
Mayor: 1999-2001



Cr Leanne Pleash
First elected: November 2005



Cr Robert Flowers (Mayor)
First elected: November 2005
Mayor: 2006/07



Cr Christopher Healy
First elected: November 2005

Dennis Riding

Toolangi, Kinglake, Glenburn

Portfolio

Community and Customer Service

Committee Representation

Bollygum Park Reserve Committee of Management, CJ Dennis Hall and Castella Public Hall Reserve Committee of Management, Murrindindi Scenic Reserve, MAV Lighthouse Community Program, Primary Care Partnership

Cheviot Riding

Yea, Molesworth, Limestone, Highlands, Caveat, Ghin Ghin, Murrindindi and Glenburn

Portfolio

Economic Development and Tourism

Committee Representation:

Central Ranges Local Learning And Employment Network, Friends of Yea Railway Reserve Committee of Management, Yea Cemetery Trust Advisory Group, Yea Indoor Recreation Centre, Yea Saleyards Committee of Management, Yea Wetlands Committee of Management, Kinglake Memorial Reserve Committee of Management, Municipal Association of Victoria Transport Infrastructure Advisory Committee, Community Building Initiative, Rail Trail Advisory Group, Transport Connections, Murrindindi LLEN, Timber Towns Victoria

Redgate Riding

Alexandra

Portfolio

Infrastructure & Assets

Committee Representation

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, Goulburn Valley Regional Waste Management Authority, Goulburn Valley Road Safety Council, Municipal Fire Prevention Committee, UT Creek Enhancement Community Support Group

Koriella Riding

Eildon, Yarck

Portfolio

Corporate Services

Committee Representation

Audit Committee, Eildon Community Centre Committee of Management, Communications Advisory Group, Eildon Alliance Boat Ramp Committee, Eildon Community Resource Centre Committee, Goulburn Valley Road Safety Council

Section 2

Performance Reporting

...

We report on our performance under the five themes of the *Council Plan 2006 - 2010 (Year 2 Review)*:

- Environment
- Community
- Infrastructure
- Local Economy
- Governance

For each theme we have included :

- a listing of strategy documents that guide our work
- graphical data of our performance measures
- a summary of our achievements, challenges and the year ahead
- tables listing Council Plan activities and the status of these items
- more detail of some of our major achievements and highlights for 2007-2008

Many of the graphs in the following pages have the vertical axis label of “indexed score”. The score is obtained from an annual survey conducted for all Victorian Local Government by the State Government in April.

The score is not a percentage or score out of 100. It is a score that reflects resident’s responses to questions where 0-20 can be translated to “needs a lot of improvement”, 20-40 means “needs some improvement”, 40–60 means “an acceptable standard”, 60-80 means “high standard” and 80 –100 means “outstanding performance”.

As a general comment the Council’s performance in the surveys over the past few years has been positive with one off events such as a new garbage system causing dips in dissatisfaction in some years.



Theme 1: Environment

Strategic documents supporting the theme . . .

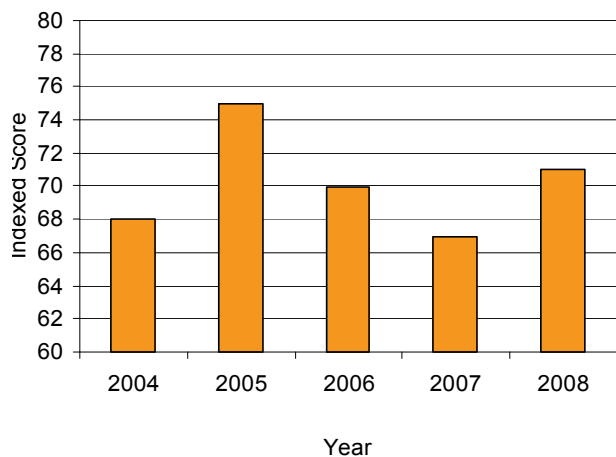
- Municipal Strategic Statement
- Kinglake Flowerdale Integrated Strategy Plan - Objectives, Strategic Directions and Actions to Guide the Future Development of the Kinglake and Flowerdale Districts - March 2003
- Management of Significant Landscapes in Murrindindi and Baw Baw (Landscape Assessment Toolkit) - 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 Yack
- Lamont Street Development Plan - May 2005
- Municipal Fire Prevention Strategy
- Industrial Land Demand Study
- Onsite Waste Water Strategy
- Land Capability Assessment Analysis

Functions . . .

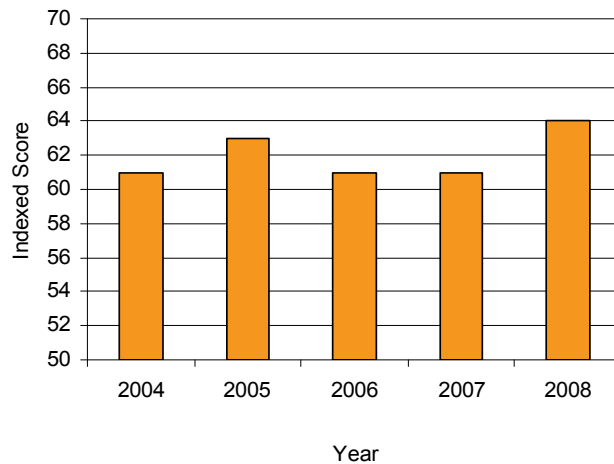
- Land use, land development and subdivisions
- Building control
- Waste water management
- Waste management
- Environmental services
- Development of strategic plans and policies

Environment performance measures ...

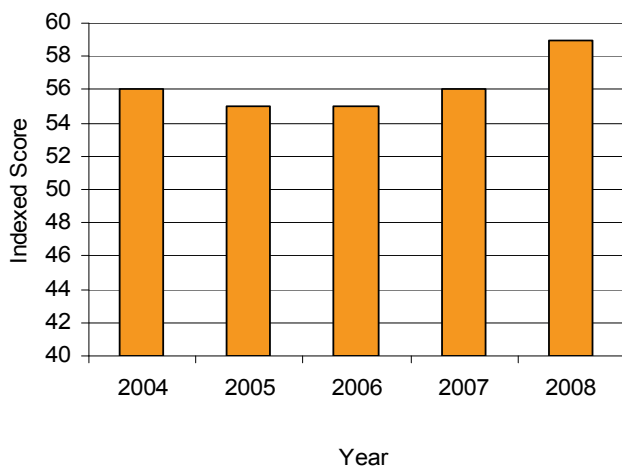
1. Community satisfaction for waste management



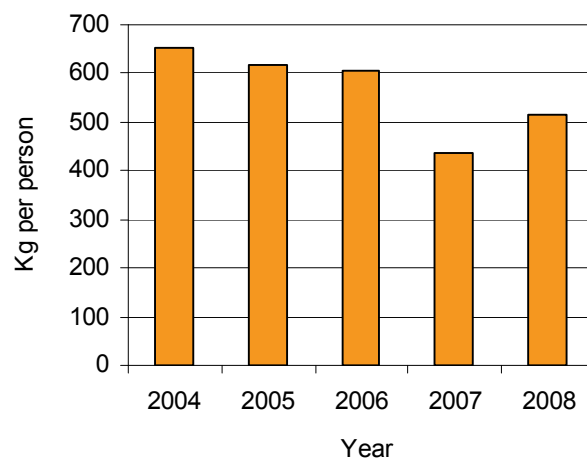
3. Community satisfaction for traffic management and parking facilities



2. Community satisfaction for town planning



4. Waste to landfill per head of population



Objective one

Ensure that land use is strategically planned

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Strategy - Work within the strategic framework

Achievements

- Adopted *Murrindindi Heritage Study Stage 1*.
- Approved several *Development Plans* for future use of land in Kinglake West, Alexandra, Yea and Marysville.
- Prepared amendments to the *Murrindindi Planning Scheme* to increase development opportunities and improve the planning permit process.
- Completed the *Essential Services Register Fire Safety Monitoring Program* for commercial buildings.
- Achieved 95% compliance rate for smoke alarms in accommodation buildings.
- Continued implementation of the *Rural Living Development Guidelines* which guide subdivision and development in rural zones and achieve 'net environmental gain' through detailed land assessments.
- Gained grant funds from the Country Fire Authority for two new water tanks at Kinglake and Yarck.

- Received state funding to conduct a Rural Land Study in cooperation with other Peri-Urban Councils (Macedon Ranges, Moorabool, Mitchell, Murrindindi, Baw Baw, Golden Plains, Surf Coast and Bass Coast).

Challenges

- To engage all involved parties so that the *Lamont Street Development Plan* can be finalised.
- To progress *Planning Amendment C17* which will implement town planning aspects of the *Small Towns Urban Design Frameworks* for Buxton, Glenburn, Molesworth, Narbethong, Strath Creek, Taggerty, Thornton, Glenburn and Yarck and the Alexandra Urban Design Framework.
- To achieve a regional (cross municipality) approach to obtain funding for a *Rural Land Study*.

The year ahead

- Progress *Planning Amendment C22* which will implement the *Yea Flood Study* and correct anomalies in the residential zone within the Yea Township.

Council Plan activity status

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Activities as per Council Plan	Status as at 30/06/07
Implement the Murrindindi Planning Scheme as amended	Ongoing
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
Implement the strategic directions, priorities and actions contained in the Rural Living Development Guidelines 2004 as opportunities and funding allow	Ongoing
Complete the Rural Land Study for consideration and adoption by the Council in partnership with state government directions on new farming zones. (Subject to possible grant funding opportunities)	Ongoing
Complete the necessary planning amendments to embed the new zones as per the Rural Land Study recommendations	Ongoing
Complete the development plan for Lamont Street Alexandra	Ongoing
Progress Stage 2 of the <i>Heritage Study</i>	Ongoing
Review the Municipal Strategic Statement	Ongoing



Objective two

To protect and enhance our natural environment

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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 guidelines
- Improve wastewater management across the shire
- Reduce green house gas emissions
- Work with permit applicants to ensure that conditions are adhered to

Achievements

- Established the Murrindindi Environment Advisory Committee, comprising local community and land management agency representatives, to advise council on environmental matters.
- Developed an *Environment Policy* to set council's direction for environmental management in the shire.
- Joined the *Cities of Climate Protection Program* to address Council's greenhouse gas emissions.
- Commenced an audit of planning permit conditions to ensure improved compliance by permit holders.
- Participated on the Environment Protection Authority Legislative Review Committee to set the framework for domestic waste water management in Local Government.
- Achieved support from the government for a waste water innovation project in Kinglake West under the *Sustainable Servicing for Small Communities* project (communities with no sewer or water provisions).
- Constructed a leachate pond at the Alexandra Landfill in accordance with Environment Protection Authority (EPA) *Best Practice Guidelines* to minimise offsite and groundwater pollution.
- Completed an *Environmental Improvement Plan* for the Alexandra Landfill in accordance with EPA requirements.

- Completed construction of the Yea Wetlands fossil time path. Refer to page 8 for further detail.

Challenges

- To achieve progress on the *Local Priority Statement* as part of the Victorian Local Sustainability Accord.
- To finalise an environmental strategy and resource plan.

The year ahead

- The *Sustainable Servicing of Small Communities* project will implement an innovative waste-water servicing solution in Kinglake West. The project will demonstrate the application of decentralised technologies and provide learning that can be applied by other councils and water authorities.
- Finalisation of Council's *Domestic Waste Water Management Strategy*.
- Build on the *Environment Policy* to develop a prioritised environment action plan and resource plan for the Council.
- Completion of a project to map significant weeds on council controlled land to assist future weed management efforts.
- Conduct a trial to remove electronic items from general waste and redirect them to recycling.

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Completion of the Local Priority Statement as part of the <i>Department of Sustainability and Environment Sustainability Accord</i>	Ongoing
Work in partnership with environmental and resource management agencies to improve local outcomes	Ongoing
Develop an environment policy and supporting strategy and resource plan	Ongoing
Clarify Council's role in roadside management and standards	Not commenced
Investigate the possibility of an environmental incentive	Ongoing
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
Complete the three year monitoring report on the performance of the <i>Murrindindi Planning Scheme</i> and processes (statutory requirement)	Ongoing
Enhance enforcement, desktop analysis and collection of data using aerial photography, hand held data units and databases	Ongoing
Finalise and adopt the Waste Management Strategy 2006	Not adopted
Adopt and implement priority actions contained in the Waste Management Strategy 2006	Ongoing
Implement the recycling, garbage collection and transfer station attendant's contracts	Completed
Complete and consider priority actions contained in the Environment Improvement Plan (EIP)	Ongoing
Seek Environmental Protection Authority approval and implement the revised landfill licence	Ongoing
Negotiate and resolve landfill assurance issues with the Environmental Protection Authority	Ongoing
Comply with Environmental Protection Authority licence conditions for the landfill	Ongoing
Investigate more equitable means of funding Council's waste management requirements	Not commenced
Complete and adopt the Waste Water Management Plan for Murrindindi	Ongoing
Continue to work on innovative water and waste water initiatives through the Kinglake Waste Water Innovation Project	Ongoing
Investigate opportunities for alternate fuel motor vehicles and the purchase of "green" electricity as opportunities and funding allow	Ongoing
Investigate options for achieving carbon offsets	Ongoing
Ensure compliance with planning and building permit conditions through a regular monitoring program	Ongoing
Develop relationships with other agencies and organisations to improve strategic directions and referrals within the Planning Scheme	Ongoing
Promote greater understanding of the environmental impacts of development for consideration by planning applicants	Ongoing
When reviewing policies, emphasise environmental and or health concerns	Ongoing

Environment highlight

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Yea fossil time path



Students from the Yea High School played an integral part in the construction of the Yea Wetlands fossil time path.

On 29 November 2007 council was very proud to launch to the community the completed fossil time path at the Yea Wetlands.

To mark the occasion of the Flora Fossil Site Yea being added to Australia's National Heritage List as the oldest site in Australia of how plants from the sea adapted to become land plants around 415 million years ago, the Department of Environment and Water Resources awarded to council a grant of \$30,000.



The funding resulted in the establishment of an 80 metre fossil time path in the Yea Wetlands which details plants and animals along the evolutionary time scale, interpretation signage, a free booklet describing the Baragwanathia plant fossil, a rock sculpture, and web pages containing more detail of the Baragwanathia story and a history of the fossil site on council's website.

Whilst the Flora Fossil Site – Yea Interpretation and Community Arts project was auspiced by the council, the project truly became a community-led project. The concept design for the pathway was done by a committee of local community enthusiasts, Year 7, 8 and 11 students from the Yea High School developed sculptured paving stones and tiled mosaics featuring organisms and time periods, our local Taungurung Clan representatives included mythical creatures and the pathway was constructed by local contractors, students and volunteers.

The main aim was to place this significant fossil from so long ago into an actual physical space which allowed viewers to physically grasp just how long ago Baragwanathia first appeared in our home town, along side all the other changes on earth over time, by stepping through time – 10 million years for each step. This project not only presented an exciting arts project for the Yea community, but has become another great attraction for tourists to enjoy.





Theme 2: Community

Strategic documents supporting the theme

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- 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

Functions

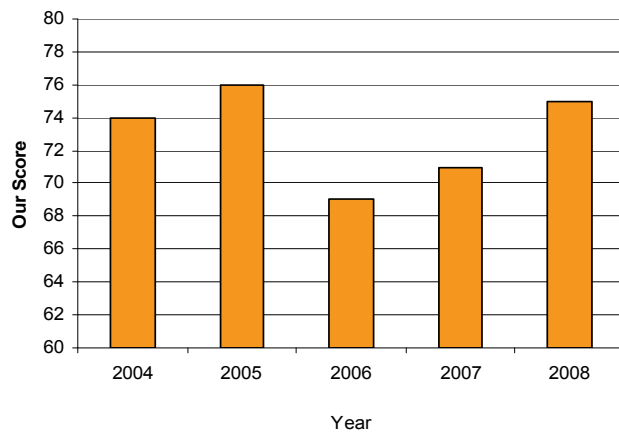
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- Health promotion
- Recreation
- Aged and Disabled services
- Child care
- Youth programs
- Social support
- Community development

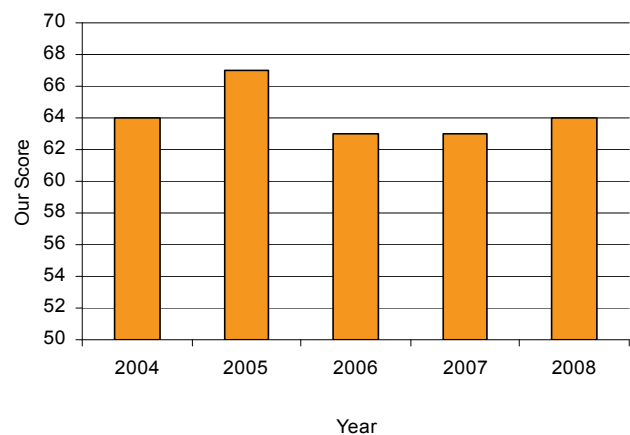
Community performance measures

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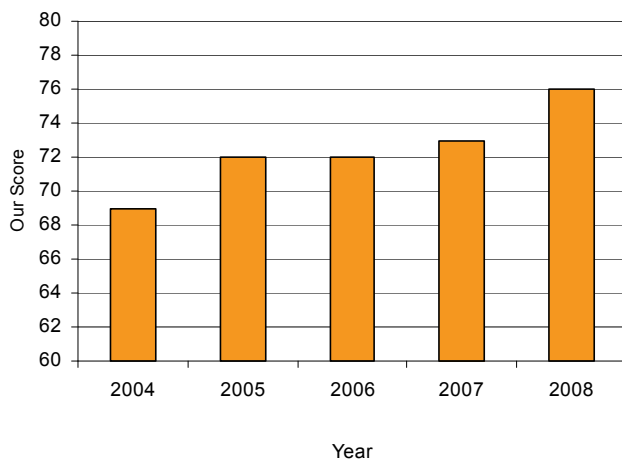
1. Community satisfaction of customer service



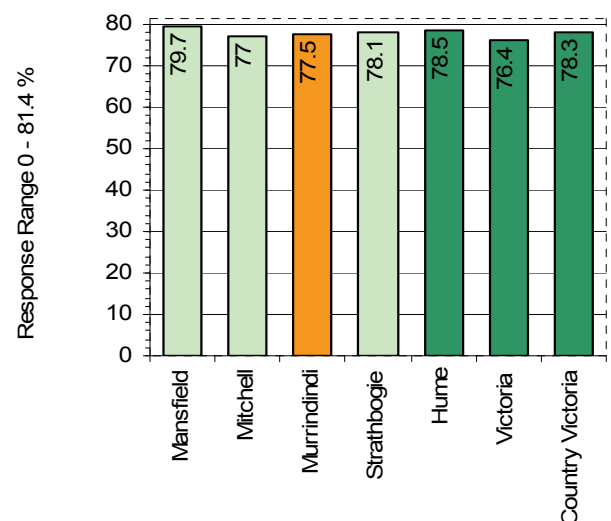
4. Community satisfaction of recreation facilities



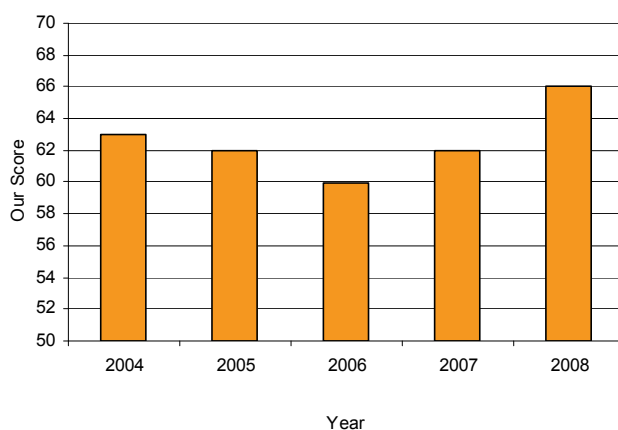
2. Community satisfaction of health and human services



5. Community satisfaction of well-being



3. Community satisfaction of enforcement of local laws



Source: CIV data

Objective one

To promote safe, healthy, active communities

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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 relations 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 benefit

Achievements

- Increased hours for providing personal care so that older people can continue to live in their own homes.
- Approved as a Designated Home & Community Care Assessment Agency so that council staff can do all 'living at home assessments' for residents across the shire.
- Provided In Home Child Care for the first time to families in the shire.
- Provided in-venue after school care at Flowerdale and Alexandra Primary Schools through Family Day Care.
- Established a FReeZA Committee which planned and organised four very successful events in Kinglake.
- Obtained Commonwealth funding to redevelop the 3 to 5 year olds outdoor play area at the Kinglake Child Care Centre.
- Organised pram strolls in Eildon and Kinglake during Children's Week which promoted physical activity, healthy eating, socialisation and having fun. Sixty families participated.
- Continued to be an active member of the Lower Hume Primary Care Partnership with a focus on chronic disease management and the affects of drought on people's health and wellbeing.
- Hosted an Early Years Forum in Murrindindi for the Lower Hume Growing Stronger Families reference group.
- Developed an Individual Older Persons Fire Plan which encourages older people to have a written action plan in the case of an event such as a bushfire, storm or flood.
- Implemented an Emergency Risk Register of vulnerable people for use by emergency and recovery services.
- Co-ordinated the inaugural and very successful Early Years Conference for Child Care, Take A Break and Kindergarten staff, and Family Day Care Carers.
- Commenced the Transport Connections Program by working with communities to identify their existing transport options and how they could be better used to meet people's needs.

Objective one

To promote safe, healthy, active communities

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- Completed an Inclusive Community Project that aimed at increasing participation of people with disabilities in sporting opportunities within Murrindindi Shire.
- Continued to focus on addressing access issues across the shire including improvements to pathways, tactile ground surface indicators at road crossings, and the 'Good Access is Good Business Breakfast' held as part of Murrindindi Business Week.
- Gained a local performance of *Wicked Widows* produced and performed by Alan Hopgood a leading Australian playwright and actor.
- Held successful FReeZA *Battle of the Bands* events in Yea, Kinglake and Alexandra, showcasing young talent at professionally run events.
- Gained funding to complete a feasibility study on the upgrade and refurbishment of Yea Swimming Pool.
- Partnered with the communities to install a new netball court and playground equipment in Thornton and resurface the Kinglake Tennis court.
- Facilitated the identification and development of priorities and creative ways of achieving them for the Kinglake Ranges communities. Refer to page 35 for further information on the Community Building Initiatives Project.
- Developed an exciting program of new activities at the Yea Library.
- Increased library membership at Yea by 44% and loans by 27% following refurbishment.
- Added 4,895 items to the library collection.
- Increased loans at the Alexandra Library by 3.5% and the Kinglake Library by 2%.
- Hosted a visit by performance poet Tony Bones at Kinglake Library for students from the three local primary schools.
- Provided weekly storytime at the Kinglake Library program for up to 40 children and their parents.
- Attracted non traditional library users to events at the Alexandra Library including a monthly blokes night with drinks and sometimes a barbecue, an evening for young women with families, and use of the library as a venue for a social function for the gay community.
- Launched *Away with Words*, a new year long festival at the Alexandra Library funded by the Alexandra Friends of the Library, which provided a memorable year of events with luminaries such as Rod Quantock, Raimond Gaita and Arnold Zable.
- Distributed head lice information packages to all school aged children.
- Undertook 222 health inspections of food, accommodation and registered businesses across the shire.
- Surveyed 61 food premises not on town water supplies to ensure compliance with the *Food Act 1984* and *Health Act 1958*.
- Undertook a child immunisation promotion incorporating the use of immunisation vans at secondary schools, direct mail outs to parents and presentations at schools.
- Installed onto Council's website a free online food handlers training package to assist food handlers in developing the required skills and knowledge to ensure food is handled in a safe and hygienic manner.

Challenges

- Developing innovative ways to provide information on available services to the people who require it.

Objective one

To promote safe, healthy, active communities

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- Recruiting new carers to meet the demand for Home Based child care.

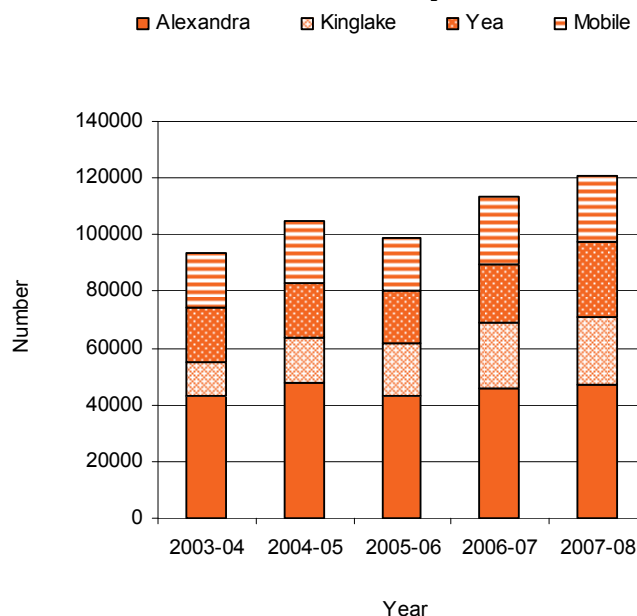
The year ahead

- Continue to work with the Yea, Marysville and Eildon communities on strategies to address the lack of child care.
- Complete stage 1 of the Kinglake Childcare Centre redevelopment of the 3 to 5 year old outdoor play area.
- Implement the *Transport Connection Program Local Action Plan* that contains community identified priorities and strategies.
- Continue to partner with other agencies and be an active member on the proposed sub committee of Eildon Action Group.
- Plan for and develop the new Disability Action Plan commencing in late 2008.
- Commence the Yea Swimming Pool refurbishment feasibility study and conduct broad community consultation.

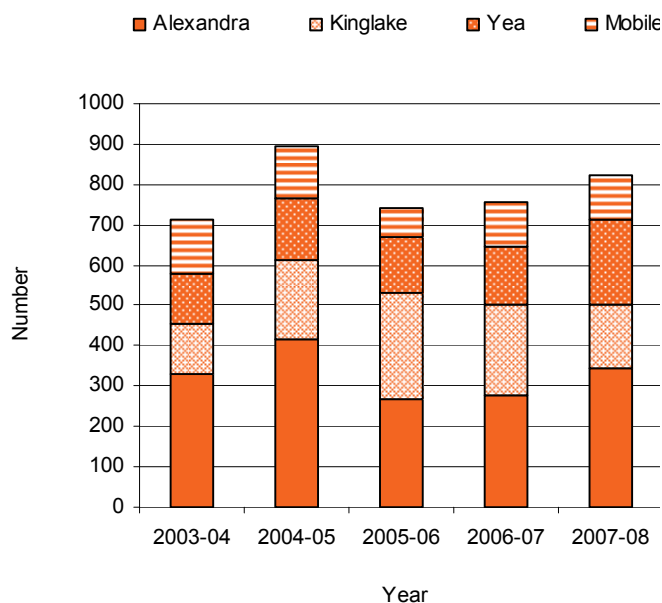
- Implement funded projects including: Bollygum Park, Toolangi Hall, Kinglake Strategic Plan and Toolangi Festival.

- Continue to develop the Kinglake Ranges Business Network, including an inaugural Annual General Meeting in September 2008.
- Continue to investigate the Toolangi and Kinglake *Tracks and Trails* project.
- Emphasise the Flowerdale *Community Building Initiative* priorities, including the establishment of a Community Hub adjacent to the Hazeldene Store.
- Form a Community Learning Partnership between *Mountain Monthly*, Kinglake Ranges Neighbourhood House, and the Kinglake Ranges Community Building Initiative and establish a shared community web portal.
- Commence regular storytimes for babies at Yea Library.

Number of library loans



Number of new library members



Council Plan activity status

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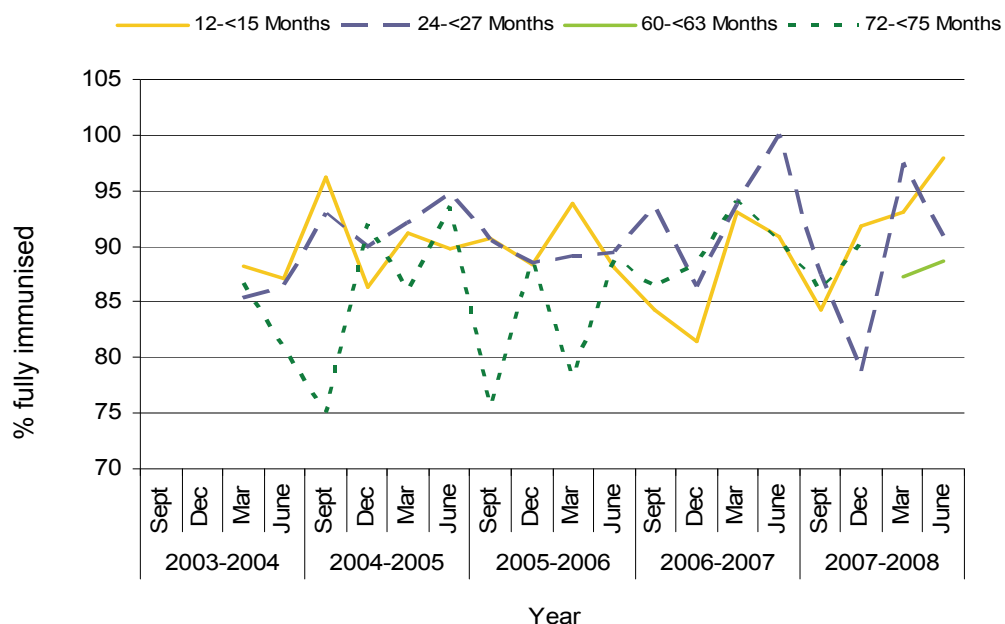
Activities per Council Plan	Status as at 30/06/07
Review, evaluate and update the Municipal Public Health Plan (MPHP) in consultation with health service providers to support co-operative planning	Ongoing
Maintain an active role in the Primary Care Partnership (PCP)	Ongoing
Consult on and consider priorities in the development of strategic plans, programs and services with the aim of improving linkages between organisations, services and schools	Ongoing
Review, update and seek DHS approval for a Recovery Management Manual and associated systems to assist staff and communities	Ongoing
Define the roles of officers, councillors and the community and other agencies in emergency activities	Completed
Seek adequate resources for the Municipal Emergency Communication Centre and recovery centres	Ongoing
Finalise and adopt the Early Years Strategy and incorporate into the Municipal Public Health Plan	Ongoing
Implement priority actions of the adopted <i>Early Years Strategy</i> as opportunities and funding allow	Ongoing
Finalise and adopt the <i>Youth Strategy</i> and consider for incorporation into the <i>Municipal Public Health Plan</i>	Ongoing
Implement priority actions of the adopted <i>Youth Strategy</i> as opportunities and funding allow	Ongoing
Pursue adequate funding for early years programs and services	Ongoing
Address Pioneer Reserve traffic management issues	Ongoing
Prepare an Aged Persons Strategy	Commenced
Investigate the potential development of the Alexandra Children's precinct	Ongoing
Explore innovative ways to link our communities	Ongoing
Commence a Transport Connections Program	Completed
Implement priority actions of the transport strategy	Ongoing
Implement year one and two of a four year program for the community building program in Kinglake Ranges	Ongoing
Monitor the delivery of community building capacity across the shire	Ongoing
Consider the appointment of a Community Development Worker	Not commenced
Participate in the Lighthouse Program	Ongoing
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
Complete the access audit contained in the <i>Inclusiveness Planning Project</i>	Completed
Develop, review and implement priority actions in the <i>Disability Action Plan</i> as opportunities and funding allow	Completed
Develop a policy for the use of council assets by the community	Not commenced
Address high priority recommendations from the Murrindindi Inclusiveness Project	Ongoing
Collect evidence and advocate for appropriate levels of emergency and affordable housing	Ongoing
Implement the activities contained in the <i>Library Strategic Plan and Collection Development Policy</i>	Completed
Increase public awareness of environmental health issues	Ongoing

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Review after hours local laws callout and service arrangements	Completed
Comply with legislative requirements in the operation of the swimming pools	Completed
Continue to work with pool reference groups	Ongoing
Investigate the provision of public toilets	Commenced
Support initiatives that foster social connectedness and or good health	Ongoing
Complete the development of an Arts and Culture Policy and associated strategy and resource plan	Not commenced
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	Completed
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
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
Complete the marketing feasibility plan to establish opportunities for development of Bollygum Park and implement the master plan as opportunities and funding allow	Completed
Review the Council's role in supporting committees of management	Not commenced
Ensure a proactive inspection system including a timetable for recreation reserves	Ongoing
Ensure that boundaries comply with sports association guidelines	Completed
Ensure that all seasonal users of council facilities are governed by seasonal use / tenancy agreements and have a contact point within the Council	Not commenced

Quarterly Council Aggregate - % Children Fully Immunised



Community highlights

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Kinglake Ranges Community Building Initiative



The Community Building Initiative (CBI) is about local people working together in partnership with all levels of government and a range of groups and organisations to shape and improve their communities. It aims to build community capacity and leadership and to strengthen and energise small communities.

The Kinglake Ranges CBI comprises the communities of Flowerdale, Hazeldene, Kinglake West, Pheasant Creek, Kinglake Central, Kinglake, Castella and Toolangi.

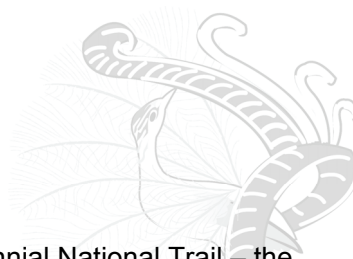
The communities involved have continued to work tirelessly over the past 12 months and have achieved many great outcomes as highlighted below. Everyone involved is to be congratulated.

- The Bollygum Park Committee was successful in its application to the Victorian Community Support Fund for funding of \$148,319, together with \$60,000 from Sport and Recreation Victoria for the skate-ramp component of the park, as part of their \$1.2 million park development project. This brings the total of funding received to date to more than \$375,000.
- The Kinglake CBI has been working extensively with the Kinglake Ranges Business Network (KRBN) since its launch in September 2007. Membership of the Network includes 40 businesses and its

achievements include a series of professional development and networking events for business owners and operators, and an eight-page feature of the Kinglake Ranges in *Australian Coast and Country*. The KRBN has forged valuable links with Council's Economic Development Department and Murrindindi Regional Tourism Association. Members of the Network also presented to the parliamentary hearing conducted by the Outer Suburban/Interface Services and Development committee into local economic development in outer suburban areas. This was held in Kinglake on 18 March, 2008.

- An application for \$45,000 was made to Department of Planning and Community Development Victorian Community Support Grants for the upgrade of Toolangi's CJ Dennis Hall kitchen upgrade. Murrindindi Shire Council has contributed \$15,000 to this project, together with \$7,500 from the Department of Sustainability, making a total of \$67,500 for the project.
- The CBI has worked with the Toolangi Festival organising committee to develop an application for a grant of \$8,000 from Council's Community and Culture grants program. This funding will be used to support the staging of the festival in

Community highlights



October 2008, including advertising, waste management, communications and first aid. Approximately \$2000 has been donated to the prize pool for the Bush Poetry competition, which is being held as part of the Festival, to celebrate the life of CJ Dennis in Toolangi.

- The Toolangi *Tracks and Trails* project is generating significant interest and support amongst stakeholders with several meetings held and work being undertaken to physically traverse and map potential routes. If successful, this track will connect the communities of Kinglake, Toolangi and Healesville, as well as linking

to the Bicentennial National Trail – the longest marked, non-motorised, multi-use trekking route in the world which traverses 5,330 kilometres from Healesville to Cooktown, North Queensland.

- An Expression of Interest (EOI) has been lodged with Regional Development Victoria's *Planning for Growth* program to fund the development of a Strategic Plan for Kinglake. The EOI highlights the project's aim to incorporate community engagement and ownership as the keystone of the plan, and to work with a community-based reference group throughout the development of the plan.

Fire Plan and Emergency Risk Register



Our assessment officer, Erin Walgers takes the time to sit with one of our clients to assist her with completing the Fire Plan.

The Aged and Disability Unit developed an older persons individual Fire Plan and an Emergency Risk Register with the assistance of funding from the Department of Human Services (DHS).

The fire plan template and associated processes focus on being prepared in the event of an emergency while maintaining a person's independence and providing them with the

information they need to make informed decisions about their safety in an emergency.

We have recognised that vulnerability is not limited to Home and Community Care clients, and that other vulnerable residents, and in fact all residents, need to be prepared with a personalised fire plan.

As such, we have chosen to provide fire plan kits and open our Emergency Risk Register to list all vulnerable residents, not only our Home and Community Care clients.

The Emergency Risk Register (ERR) is a database of residents and clients who are considered vulnerable and who have given their consent to be listed on the ERR for follow up in the event of an emergency. Specifically, the database documents if the residents have a fire plan in place, who their emergency support persons are and what they plan to do in the event of an emergency.

Both the Fire Plan and Emergency Risk Register were launched by the Department of Human Services in Benalla at a regional forum and they have been promoted throughout the region.



Theme 3: Infrastructure

Strategic documents supporting the theme

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- 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 - Topsie Gully Quarry
- Kinglake District Services Centre Landscaping Plan

Functions

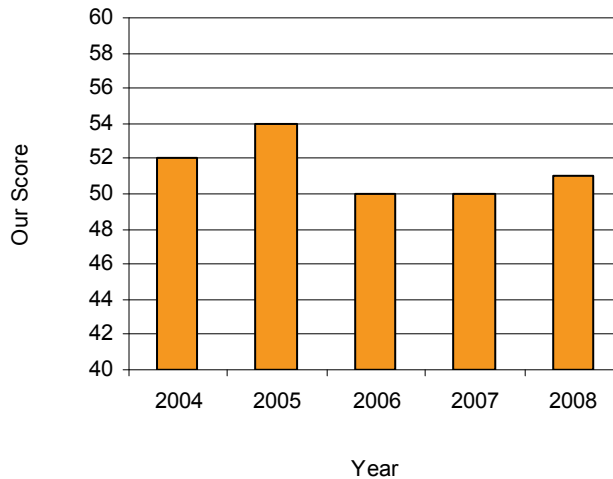
• • •

- | | |
|-------------------------------------|----------------------------------|
| • Road construction and maintenance | • Building and asset maintenance |
| • Quarry operations | • Waste management |

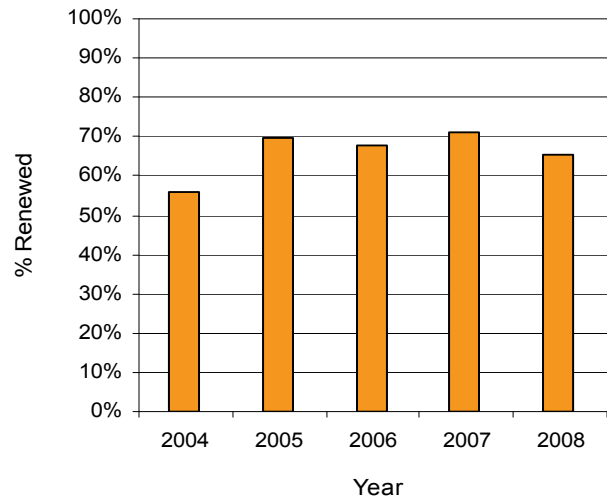
Infrastructure performance measures

...

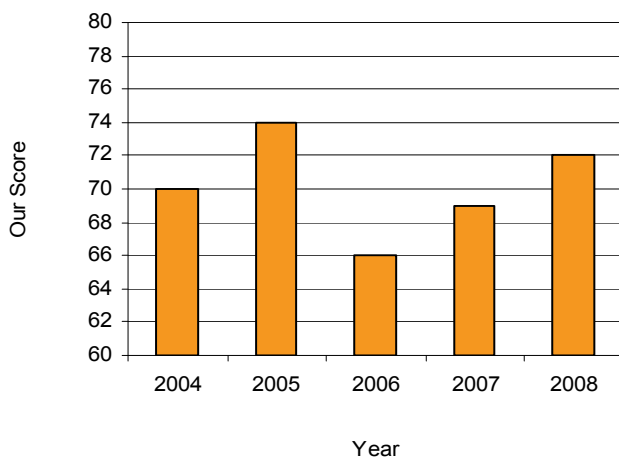
1. Community satisfaction local roads and footpaths



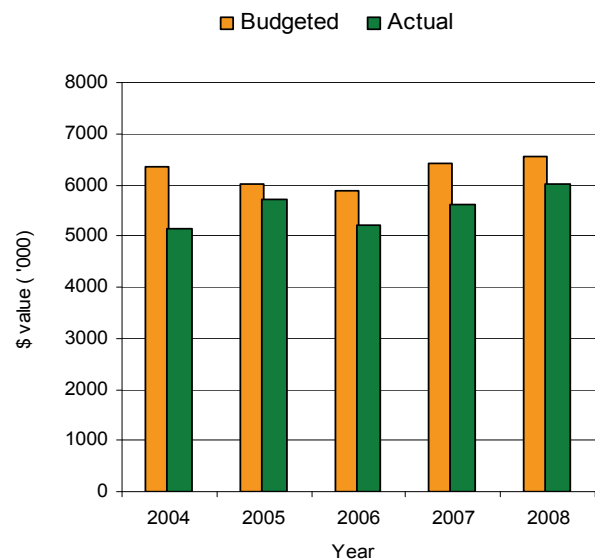
4. Renewal gap on all asset classes



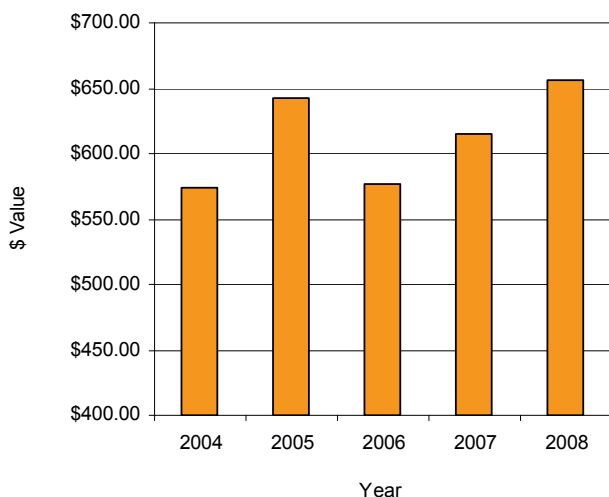
2. Community satisfaction for the appearance of public areas



5. Projects contained in the capital works budget achieved each year



3. Average capital expenditure per assessment



Objective one

To maintain and improve our infrastructure

• • •

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 at 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

- Monitored our road maintenance program continually using *RoadAsyst*, our new auditing tool.
- Achieved 100% compliance with road maintenance auditing on a regular basis.
- Completed Murrindindi Construction Business Unit's internal works program for 2007-2008 using improved planning processes and team management.
- Completed the construction and landscaping of a roundabout which enhances the town entry to Eildon.
- Installed an innovative irrigation system into the central area of High Street Yea which will conserve water. Refer to page 42 for further detail.
- Completed an extensive maintenance program on bridges across the shire.
- Completed major upgrade works to the first floor of the Kinglake Community pavilion.
- Constructed a 2 km pathway adjacent to UT Creek Alexandra.
- Carried out significant maintenance works on many roads, footpaths, drains, buildings, playgrounds and swimming pools across the shire.
- Completed approximately 95% of the budgeted capital works program where factors were under our control, including:
 - Construction and sealing of Marks Road and Pratts Road, Kinglake West
 - Major road improvement works on Kinglake-Glenburn Road, and Goat Road Hazeldene.

Challenges

- To maintain 90% compliance in responding to road defects.
- To improve processes for adoption of longer term strategic plans so that there is time for adequate consultation, investigation and design to take place before construction starts.
- To complete an *Overall Asset Management Strategy*.
- To review our *Special Charge Scheme* policies and procedures.
- To complete the *Infrastructure Manual*.
- To develop a 3 year forward plan for capital works across a range of infrastructure.

Objective one

To maintain and improve our infrastructure

• • •

The year ahead

- Introduce *AssetAsyst* which will use an integrated mapping interface to make auditing of footpaths, updating of road asset data, and field survey work more efficient.
- Undertake major roadworks including pavement and seal widening on Whanregarwen Road and completion of Kinglake-Glenburn Road sealing.
- Install public toilets in the shopping precinct in Alexandra.
- Address the issue of a pedestrian crossing in the shopping precinct in Alexandra and implement recommendations as result of community consultation.

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Commence the development of an Overall Asset Management Strategy (OAMS)	Ongoing
Complete the Road Asset Management Plan (RAMP)	Not commenced
Implement the Roads and <i>Bridge Construction Strategy</i>	Completed
Implement the building maintenance program	Completed
Implement the priority actions contained in the various storm water strategy documents as opportunities and funding allow	Ongoing
Prioritise and implement the actions of the Urban Design Frameworks (UDFs) as opportunities and funding allow	Ongoing
Consolidate all asset management functions	Ongoing
Formulate a Special Charge Scheme Policy	
Continue to participate in the <i>STEP Asset Management Program</i>	Ongoing
Review and adopt the <i>Building Asset Management Strategy</i>	Ongoing
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
Continue the proactive tree inspection program for trees located in Council owned reserves and urban streets	Completed
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
Complete and publish the <i>Infrastructure Manual</i>	Ongoing
Develop and implement a programmed maintenance system for infrastructure maintenance	Completed
Inform the community of the maintenance standards, construction programs, levels of intervention, response times and programmed maintenance of all asset classes	Not commenced
Implement the Road Asyst system in response to the <i>Road Management Plan</i>	Completed
Implement priority actions contained in the <i>UT Creek Master Plan</i> as opportunities and funding allow	Ongoing
Continue to advocate for an alternative road route through the Black Spur	Ongoing
Undertake a review of the depot operation and accommodation requirements for the shire	Ongoing
Review Murrindindi Construction's focus on private works	Ongoing

Objective two

Foster civic pride

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Strategies

- Improve council facilities

Achievements

- Completed \$131,000 worth of restoration works to the Alexandra Shire Hall. Refer to page 42 for further detail.
- Installed clocks in the Yea Shire Hall tower at a cost of \$38,754.
- Established Committee of Management for the Yea Shire Hall .
- Completed Thornton Hall refurbishment works.

Challenges

- To gain interest in forming a Committee of Management for the Alexandra Shire Hall.

The year ahead

- Undertake landscaping works at the Kinglake District Service Centre.
- Source further funding for renovations to the Yea Shire Hall.

Council Plan activity status

• • •

Activities per Council Plan	Status as at 30/06/07
Upgrade the Yea Council Chambers	Completed
Install clocks for the Yea Shire Hall	Completed
Consider Committees of Management for the Yea and Alexandra Shire Halls	Completed (Yea)
Progress landscaping works at the Kinglake District Service Centre	Ongoing
Consider upgrading or improving other council facilities	Ongoing
Consider a signage policy, including road signs and town signs	Not commenced

Infrastructure highlights

...

Yea irrigation system



Before



After

With the assistance of funding through Regional Development Victoria under the Local Infrastructure Works Program the Yea Median Irrigation Project was undertaken with excellent results.

The installation of approximately 31kms of dripper tube to deliver water at a depth of 60mm provided a number of expectant outcomes: water savings of 50% from underground irrigation and saving of park staff time by

eliminating manual operations.

The grass median has always been, and will continue to be, a popular stopover area with the many town visitors and most certainly enhances the appearance of the streetscape.

Watering of the median trees is controlled separately to facilitate tree only watering during times of water scarcity.

Alexandra Shire Hall restoration

Restoration works valued at \$131,000 were undertaken to the exterior of the Alexandra Shire Hall. The project was jointly funded by Heritage Victoria (\$58,000) and Council (\$73,000).

The works included repairs to roofing, renewal of plumbing fixtures, replacement of loose and drumming render, renewal of external doors and other joinery and the painting of the exterior in colours to ensure harmony with other historical buildings within the precinct.

Further funding grants will be sourced in the coming year to ensure the completion of the project by refurbishing the interior of this historically significant building.



Photo: John Branton



Theme 4: Local Economy

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

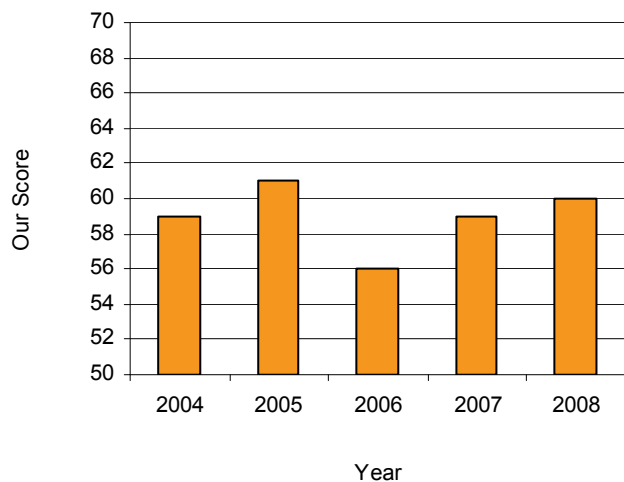
Functions

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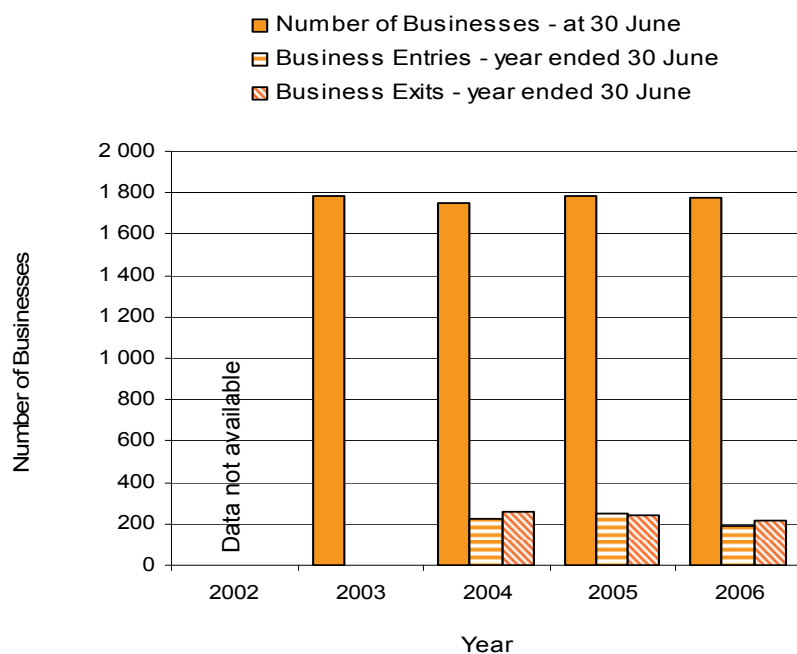
- Support local businesses
- Develop business opportunities
- Events management
- Support to the tourism industry
- Visitor Information Centres
- Demonstrate the economic value of tourism within the Shire

Local economy performance measures ...

1. Community satisfaction for economic development



2. Business entries and exits



Source: Australian Bureau of Statistics, Cat No:1379.0.55.001

Objective one

To encourage economic growth

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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

- | | |
|---|--|
| <ul style="list-style-type: none">• Undertook an extensive public consultation process for the development of the Economic Development Strategy. Refer to page 49 for further detail .• Produced and distributed an up-to-date economic profile to assist business decision making and investment attraction.• Undertook a survey of Murrindindi businesses to determine local business performance and trends.• Organised 13 business development workshops and seminars across the shire with 316 attendances recorded.• Conducted a business networking event in Yea in cooperation with the Murrindindi Regional Tourism Association that saw over 60 businesses represented.• Coordinated a tourism media workshop held in Kinglake facilitated by JMM Communications on behalf of the Murrindindi Regional Tourism Association.• Facilitated a successful Visiting Journalist Program (VJP) in conjunction with the Murrindindi Regional Tourism Association. | <p>Six familiarisation tours with journalists resulted in there being a full page feature article in Herald Sun Travel, a three quarter page feature in Leader and three eight page features in Coast & Country Magazine.</p> <ul style="list-style-type: none">• Participated in the Visiting Journalist program - Live Work and Invest in Provincial Victoria Campaign resulting in significant free exposure in mainstream print media and glossy magazines.• Worked closely with Goulburn Murray Water to encourage the major investment opportunity of the Mt Pinniger/Lake Eildon Resort.• Progressed Kinglake Resort development through the planning permit phase and moving on to construction phase.• Progressed the Yea Motel and Wellness Centre development through the planning permit phase.• Conducted a successful Visitor Information Centre Summit in Narbethong, which provided professional development for 80 local volunteers and acknowledged their valuable contribution to the local tourism industry. |
|---|--|

Objective one

To encourage economic growth

• • •

- Assisted the Murrindindi Regional Tourism Association (MRTA) to develop a series of promotional materials, including a new *Murrindindi Regional Map*.
- Re-invigorated the Murrindindi Festivals and Events Network.
- Produced two *Murrindindi Events Calendars*.
- Provided assistance for 49 local festivals and events.
- Supported the creation of the Murrindindi Human Resources Network.
- Advocated for, and supported the Yarra Valley to the High Country Touring Route feasibility study.
- Established a *Winter in Murrindindi Visitor Research Project* (in conjunction with Murrindindi Regional Tourism Association and Tourism Victoria).
- Collaborated with the planning department on *Industrial Estate Development Plans* to create investment ready land for commercial and industrial purposes in North Street Yea, and Lamont and McKenzie Streets Alexandra.
- Provided *New Business Kits* to over 30 enquiries.
- Responded to a range of enquiries regarding possible relocation promoted by the *Live Work and Invest* program.
- Joined with Murrindindi Regional Tourism Association to conduct Tourism Awards at Stonelea Country Estate – approximately 70 people attended and six awards were presented for excellence and merit.
- Continued capital works program at Yea and Alexandra saleyards to comply with *Worksafe* requirements.

- Adopted a report by the community based Murrindindi Rail Trail Advisory Committee on the viability of the rail trail within the Murrindindi shire. The report included a series of recommendations to progress the project.

Challenges

- To provide appropriate levels of support to the Murrindindi Regional Tourism Association and the Local Business and Tourism Associations.
- To continue the *Murrindindi Tourism and Business Matters* newsletter to keep customers informed of achievements and actions.

The year ahead

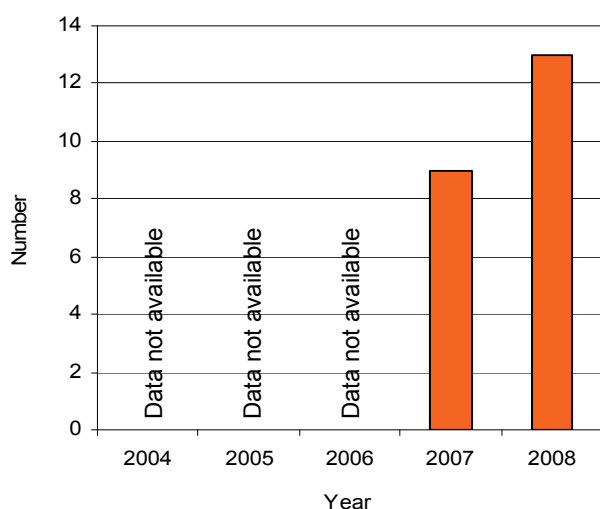
- Investigate the potential to attract tourism investment in the Rubicon Historic Reserve.
- Progress the process relating to the development of the Mitchell, Murrindindi, Mansfield Rail Trail project.
- Investigate feasibility funding for Farmers' Markets.
- Link farmers to training providers and employers through the *Rural Skills Connect* program – to fill skills gaps in industry and add to off farm income.
- Collaborate with four surrounding shires to develop a promotional DVD as part of the *Live, Work and Invest in Provincial Victoria Campaign*.
- Apply for a planning permit for the development of the Yea Saleyards.
- Continue capital program at saleyards to comply with *Worksafe* ramp requirements.

Council Plan activity status

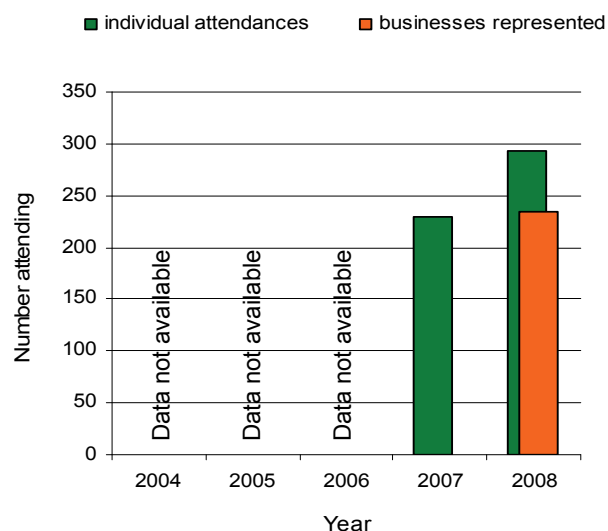
...

Activities per Council Plan	Status as at 30/06/07
Implement the <i>Economic Development Strategy</i> as opportunities and funding allow	Ongoing
Facilitate education and training activities for industry	Ongoing
Implement priority outcomes of the <i>Training Demand Study</i>	Ongoing
Continue involvement in Central Ranges Local Learning and Employment Network (CRLLEN)	Ongoing
Develop a new program of business and tourism awards	Awards bi-annual
Produce aids to support and assist new and expanding businesses	Completed
Collate and provide information on business trends, climate information, incentives and training programs	Ongoing
Encourage new and established businesses to participate in seminars, workshops, business breakfasts and networking opportunities	Ongoing
Implement the priority actions of the Yea and Alexandra <i>Industrial Land Demand Study</i> as opportunities and funding allow	Ongoing
Pursue opportunities associated with the Eildon Marine Precinct as opportunities and funding allow	Ongoing
Investigate industrial land options in Marysville and Kinglake as opportunities and funding allow	Ongoing
Progress development of the Yea Industrial Estate in accordance with the <i>Yea Industrial Estate Development Plan</i>	Ongoing
Pursue opportunities for improved broadband services	Completed
Investigate opportunities for the development of council properties as resources allow	Ongoing
Develop a business prospectus as opportunities and funding allow	Ongoing
Progress the local live, work, visit, invest Provincial Victoria marketing campaign	Ongoing
Support events that provide an economic benefit to the community	Ongoing
Establish cross-departmental policies and processes for better management of major external events	Completed
Review and seek to increase capacity to undertake statutory building services activities	Completed

Business Forums Provided



Attendances at Business Forums



Council Plan activity status

• • •

Activities per Council Plan	Status as at 30/06/07
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
Implement the Yea Saleyards Development Plan	Not commenced
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	Not commenced
Progress the Visitor Centre Coordination network	Ongoing
Facilitate the development of visitor guides	Ongoing
Implement the tourism industry communications plan	Ongoing
Pursue cooperation and coordination between Local Industry Sector Tourism Associations (LISTAs)	Ongoing
Facilitate Murrindindi Regional Tourism Association restructure	Ongoing
Complete the revision of the memorandum of understanding with the newly restructured Murrindindi Regional Tourism Association	Ongoing
Pursue key tourism development opportunities as opportunities and funding allow	Ongoing
Complete the nature-based tourism accommodation feasibility study	Ongoing
Assist Murrindindi Regional Tourism Association (MRTA) in developing greater consistency in the branding of Murrindindi tourism	Ongoing
In partnership with MRTA ensure Murrindindi tourism is represented in relevant cooperative inter-regional marketing and public relation campaigns	Ongoing
In partnership with the MRTA develop and implement the MRTA intra-regional marketing and PR programs	Ongoing
Conduct market research projects to contribute to planning within the tourism industry	Ongoing



Local economy highlight

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Economic Development Strategy

The development of this strategy involved an extensive consultation process of stakeholder groups and the broader community. To ensure all geographic areas of the Shire were involved 6 public forums were organised and to capture the key drivers of the local economy 9 industry and stakeholder forums were held.

Alongside these sessions a comprehensive business survey was conducted and many written submissions were received. Two consolidation forums were then held to test the findings of the work and to group ideas into a logical framework.

Councillors and senior staff have contributed to the process and the draft strategy is now open for public discussion and comment before going back to Council for final ratification.

The key directions of the strategy are to:

- strengthen and grow existing business
- attract new investment that fits with our vision
- create employment and training opportunities, particularly for young people
- improve lifestyle and prosperity within a sustainable environment

In progressing the strategy, the Council sincerely acknowledges the input and involvement of the many individuals, groups and

organisations that contributed. It was very clear as the consultation unfolded that there was a high level of consensus on the type of economic future people are seeking for the Shire.

Often when looking at economic development initiatives, it can be difficult to balance growth with environmental and social objectives. We are pleased to say that on this occasion there was consistently high regard for the natural environment that we all value and a clear recognition of the strong social networks that bind the Shire together.

Whilst Council has been pleased to take a lead role in the coordination of the strategy, it's important to state that a whole of community response is needed if many of the desired outcomes are to be realised. The Council will play its part and commit resources and effort to key outcomes through its annual plan.

The nature of Murrindindi Shire and the lack of a large urban centre that more readily attracts investment and job creation make it doubly important that we work together on delivering this strategy. By focusing on our inherent natural strengths and close proximity to Melbourne there is enormous opportunity to create an economy that embraces the changing social values of our time whilst continuing to build on our traditional primary industries.





Theme 5: Governance

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

Functions

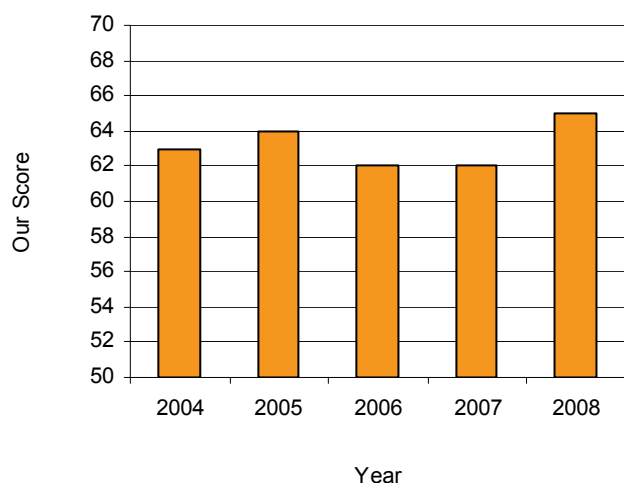
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- Financial services
- Governance
- Strategic planning
- Administration
- Insurances
- Council elections

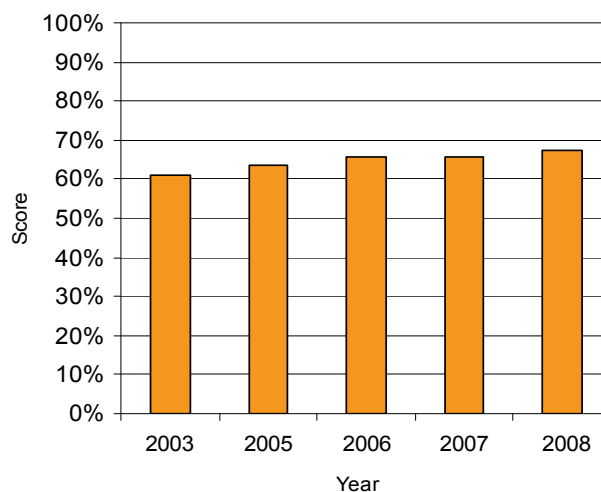
Governance performance measures

• • •

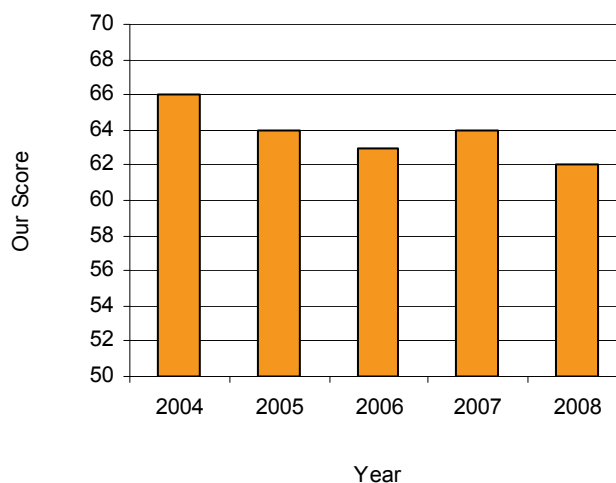
1. Community's overall satisfaction for with council



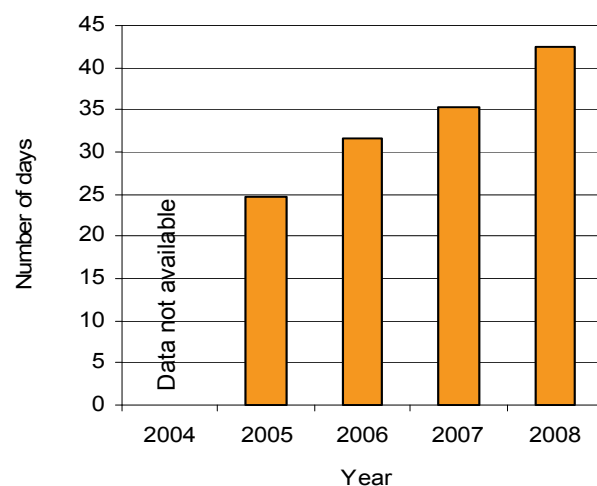
3. Staff satisfaction survey results



2. Community satisfaction with council's advocacy and community representation



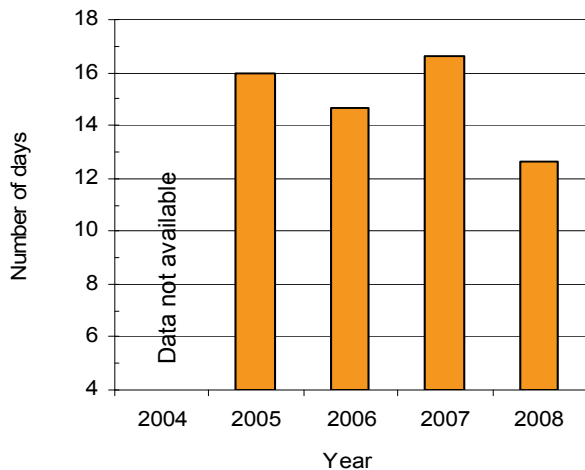
4. Time taken to complete customer service requests



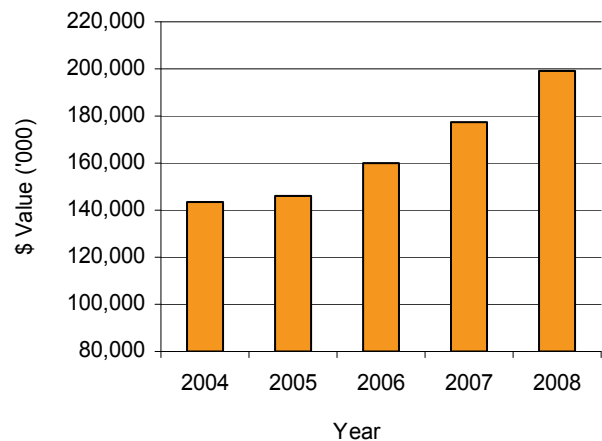
Governance performance measures

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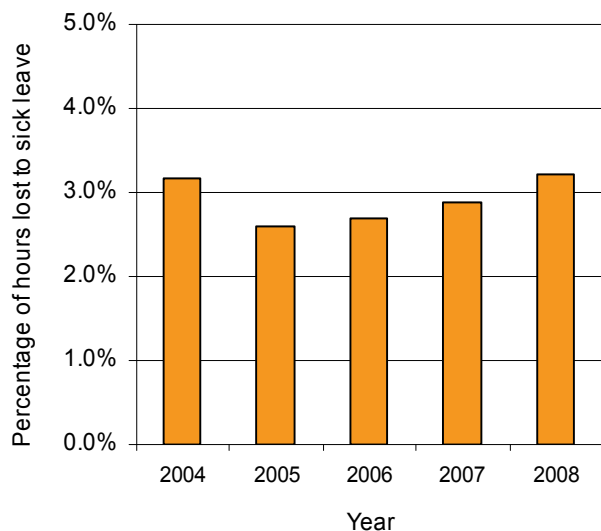
5. Time taken to respond to correspondence received



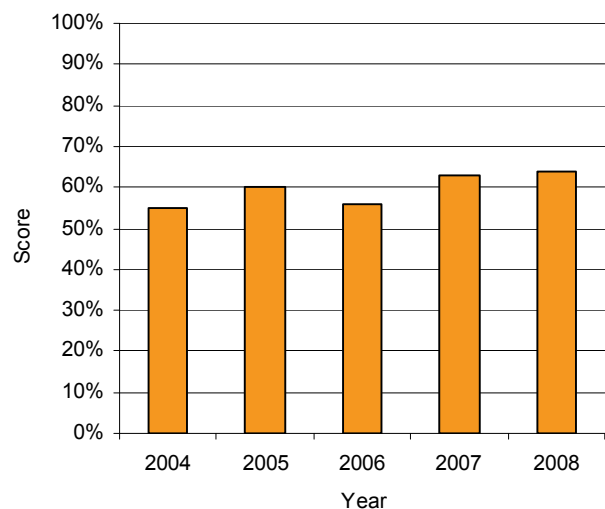
8. Net wealth and cash levels of the council



6. Hours lost to sick leave



9. Civic Mutual Plus (insurance) risk score in all categories



7. Continuous improvement program

The continuous improvement and best value activities used to measure performance are set out on page 73.

Objective one

To be consistent, fair and transparent in our decision making

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Strategy

- Act with probity and due diligence

Achievements

- Completed a *Budget Development Manual* and trialled it for the first time. Its purpose is to provide councillors, council officers and others with an understanding of how we construct our budget and how it links to the *Council Plan*, strategic planning and cyclical reporting.
- Adopted a *Procurement Policy* which will lead to the use of electronic commerce tools for our procurement process.
- Reviewed Council's financial systems and updated controls and authorisations that will decentralise our procurement process.
- Developed procedures and internal controls to ensure compliance with governance and risk issues associated with procurement.
- Transferred Shire of Yea permanent historic records to the Public Records Office.

- Established a Drought Strategy Committee following the completion of the Bush Fire Recovery Committee's work to address the effects of the ongoing drought on our farming and broader communities.

Challenges

- To introduce an electronic document and records management system to deliver cost and efficiency gains.
- To ensure the Drought Strategy Committee remains strong and sufficiently resourced to lobby and influence other levels of government to provide appropriate drought related services to our communities.

The year ahead

- To continue to approach the government to gain funding for a Drought Recovery Officer who would service the Drought Strategy Committee and undertake community strengthening and resilience activities.

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Adhere to the councillor and staff codes of conduct	Ongoing
Self assess and prioritise governance processes for improvement	Ongoing
Review and improve the Councillor Development Program based on a skills assessment process	Ongoing
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 two

To improve our performance

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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

- Adopted a *Communication Strategy*.
- Developed a *Communication Policy*.
- Updated the technology available at our public libraries including replacement of all public machines and monitors, wireless Internet access.
- Expanded the broadband access points for the mobile library to include Marysville and Buxton.
- Installed virtualisation technology that has enabled the implementation of a disaster recovery site with server and data information replicated offsite twice a day. This technology has also facilitated the rationalisation of Council's physical server environment.
- Implemented further eCommerce tools for procurement, payments, field officers and employee online leave applications.
- Appointed a new Chief Executive Officer. Mark Henderson commenced as Chief Executive Officer on 19 May 2008 replacing Danny Hogan.
- To meet the expanding business system requirements and expectations of system users.
- To access fast, affordable and reliable broadband connections for remote site connectivity to Council network.
- To implement a document management system, policies and procedures to create an integrated system for storage, naming and identification of documents, files and images.

The year ahead

- Complete organisational *Style Guide*.
- Conduct media training for councillors, executives and senior staff.
- Develop an image library.
- Implement a program for replacement of shire boundary and township signage across the shire as finances allow.
- Through the use of technology, contribute to reducing Council's carbon foot print by purchasing equipment with high energy ratings, recyclable materials, and optimise equipment settings to reduce power usage.
- Explore options of expanding access to council information systems and data from remote sites.
- Continue to roll out initiatives identified in the *2007-2008 IT Strategy*.

Challenges

- To complete the intranet project, which will provide a 'one stop shop' for council officers to seek information. To be launched in September 2008.
- Adequately resourcing the increasing complexity of systems and security required for Council's computer network.

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Implement the prioritised annual improvement program	Ongoing
Improve our performance in response to correspondence and customer requests	Ongoing
Develop a system and provide regular financial and non- financial reports to Executive Team and Council based on systems views and key performance indicators	Not Completed
Review the customer service system to ensure we are delivering good customer service	Ongoing
Review the customer service staff relief arrangements	Completed
Implement the revised Information Technology Strategy	Completed
Roll out the e-commerce system	Ongoing
Establish the intranet site	Not Completed
Resource the internet and intranet functions to ensure customer satisfaction with the on-line experience	Ongoing
Undertake a review and make recommendations on the records management function of the Council including historical and operational hard copy and electronic records	Ongoing
Review the Council's operations to identify areas that may be considered as non-core business	Completed
Consider a review of the rate structure	Completed
Complete the <i>Communications Strategy</i>	Completed
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
Develop risk assessment processes relating to the management of major projects	Commenced

Objective three

To foster civic pride

Strategies

- Promote the shire
- Foster leadership

Achievements

- Used innovative consultation techniques in the development of strategies including street kiosks, world cafes, and focus groups.
- The General Manager Operations completed the Fairley Leadership program and continues to make the north east region aware of issues facing Murrindindi Shire.
- Accepted a number of invitations for staff to present at forums including:
 - Bi annual National Meals on Wheels Conference
 - Alzheimers Regional Conference
 - Early Years Forum
 - 14th Ministerial Rural and Regional Health Forum
 - The Home & Community Care National Forum
 - Victorian Home & Community Care Active Service model Seminar

- 2008 ACSA National Community Care Conference
- Radio National Life Matters

Challenges

- To continue to engage our residents and stakeholders to improve our decision making and targeting of our resources.
- Improve the community satisfaction rating for council advocacy on issues.

The year ahead

- Present the revised branding to the Council for formal endorsement.
- To continue to promote the achievements of the Murrindindi Shire Council to residents.

Council Plan activity status

Activities per Council Plan	Status as at 30/06/07
Consider, adopt and implement the priority actions contained in the <i>Branding Strategy</i> as opportunities and funding allow	Ongoing
Participate in industry and regional forums	Ongoing
Adhere to the Community Consultation Policy and processes	Ongoing
Train officers on the philosophy and implementation of the community consultation process	Completed
Investigate regional partnership opportunities	Ongoing
Mentor future leaders / councillors	Ongoing
Participate in forums	Ongoing

Objective four

To value staff

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Strategies

- Be an employer of choice

Achievements

- Achieved a score of 67.2 satisfaction overall in the 2008 *Staff Satisfaction Survey*. This put us in the top 50% of all public and private organisations in the benchmarking data base.
- Held an inaugural staff service and achievement awards night. Thirty seven *Services Awards* were presented, including two for 25 years, and one each for 30, 35 and 40 years. Forty staff were nominated for seven achievement awards in the categories of *Staff Values*, *Fish Principles* and *Business Excellence Principles*. Further detail on page 47.
- Trained all Murrindindi Construction supervisors of outdoor work teams in leadership.
- Tracked customer requests on a monthly basis.
- Completed the *Best Value* report for Murrindindi Construction.

Challenges

- To continue improving staff and community satisfaction results every year.

- To increase the frequency of coaching sessions to provide staff with a regular opportunity to express their opinions and participate in both their individual and the organisation's ongoing development.
- To meet customer requests within designated timelines. Our average response time is 20 days and the time taken for 99.7% of all requests is 35 days.

The year ahead

- Complete a *Workforce Development Plan* which includes strategies to attract and retain skilled employees.
- Provide staff with recognition for achievement.
- Promote career opportunities including succession plans to cover retirements, and training where qualified staff are needed.
- Set priority targets for the year ahead from continuous improvement opportunities in *Best Value* reports.

Council Plan activity status

...

Activities per Council Plan	Status as at 30/06/07
Address issues raised in the staff satisfaction survey	Ongoing
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
Investigate and commence a workforce development plan	Commenced
Implement the performance coaching system	Ongoing
Pursue options for attracting and retaining skilled and experienced staff	Not commenced
Investigate the provision of traineeships and apprenticeships in the organisation	Completed
Review the way we manage projects	Not commenced
Commence the development of a skills register across the shire	Not commenced
Review and further develop performance measures for the organisation and the Council Plan	Ongoing
Investigate methods for collecting resident satisfaction data in addition to the Community Satisfaction Survey	Not commenced



Service award recipients left to right: Judy Young (40 years), John Westworth (30 years), Sharon Webb (25 years), Lisa Elward (22 years), Judy Vella (25 years)

Objective five

To be a financially strong organisation

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Strategies

- Strengthen the Council's financial position

Achievements

- Placed the *Rating Strategy* on public comment early in 2008 and following the consideration of submissions, adopted the Strategy. The Strategy was used in setting the structure of the rates in the 2008-2009 Budget.
- Completed internal audit projects on customer service and grant management and have included recommendations for improvement in departmental work plans for 2008-2009.
- Reviewed and adopted the *Audit Committee Charter*.
- Reduced our debt servicing ratio and debt exposure ratio. Refer to page 35 of the Financial Statements for further detail.

Challenges

- To reduce our reliance on rate revenue and non recurrent government grants.
- To reduce our infrastructure gap.
- To invest in the renewal of existing assets in preference to the construction of new assets.

The year ahead

- Continue to review what services are the core business of Council.
- Seize opportunities for infrastructure projects.
- Promote and facilitate appropriate investment in the shire.

Council Plan activity status

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Activities per Council Plan	Status as at 30/06/07
Implement the Strategic Resource Plan	Completed
Review the rating structure	Completed
Review the debt policy	Completed
Develop a policy about seeking grants	Not commenced
Develop a policy about using consultants	Completed
Develop a policy about acquiring and owning public buildings	Not commenced
Develop a policy about community requests for funding	Completed

Section 3

Our Organisation

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

Executive Management Team

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Chief Executive Officer

Mark Henderson

Bachelor of Business (Local Government)

Mark was appointed as Chief Executive Officer for Murrindindi in May 2008.

In his role as Chief Executive Officer Mark is the link between council and the organisation and Council delegates a number of powers to the Chief Executive Officer to ensure that he has the necessary authority to fulfil his role.



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 and strategic development of the operational services within council including corporate services, community services, libraries and customer services and engineering services.



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.

New Chief Executive Officer Appointed

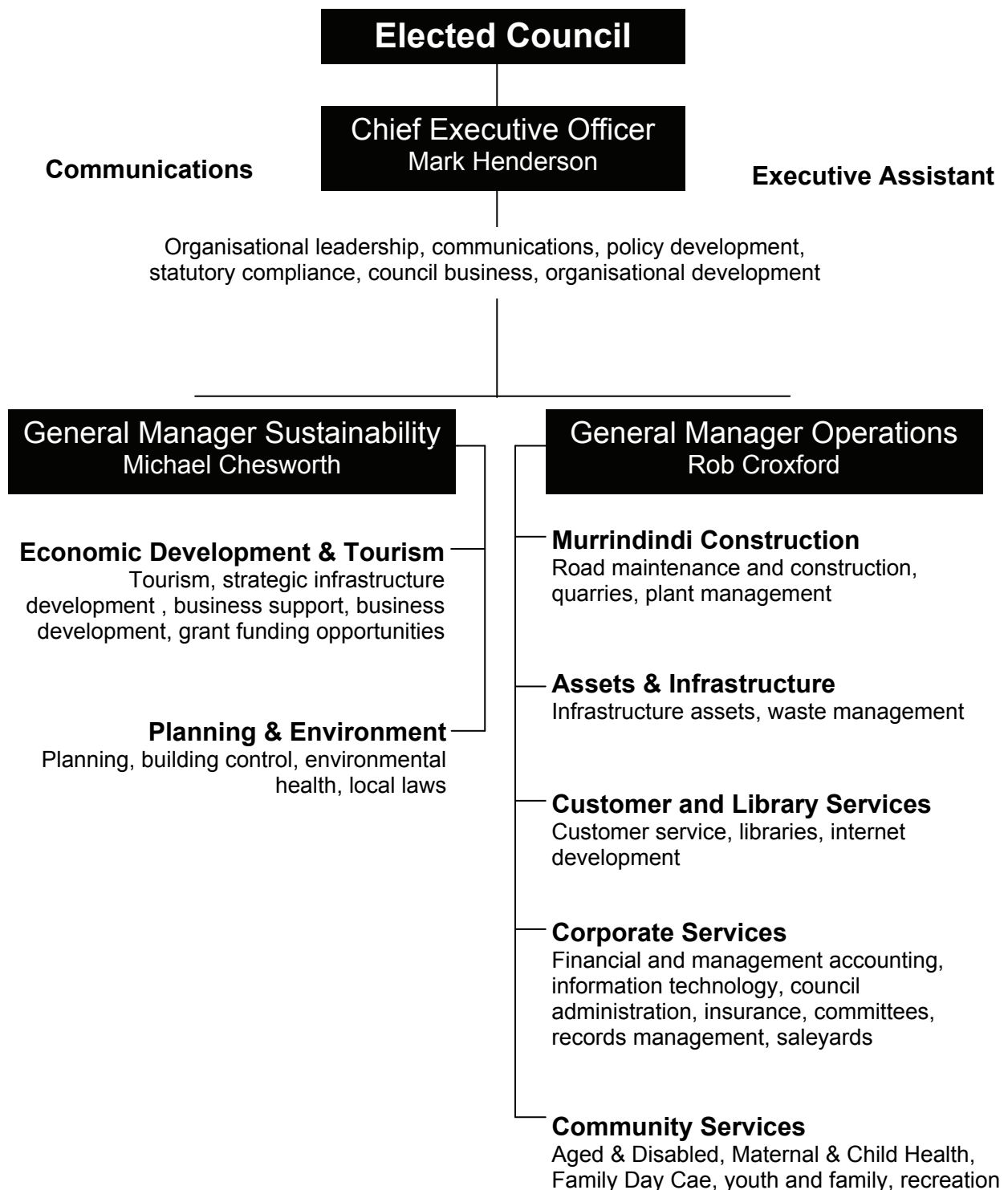
Mark Henderson commenced as Chief Executive Officer in May 2008 replacing Danny Hogan.

Danny was appointed as Chief Executive Officer for the Murrindindi Shire Council in April 2000. Danny was widely commended by the Council, staff and the community for his achievements during his 27 years in the Murrindindi and previous Alexandra Shires.

We thank Danny for his commitment to the organisation and the Murrindindi community.

Organisational Structure

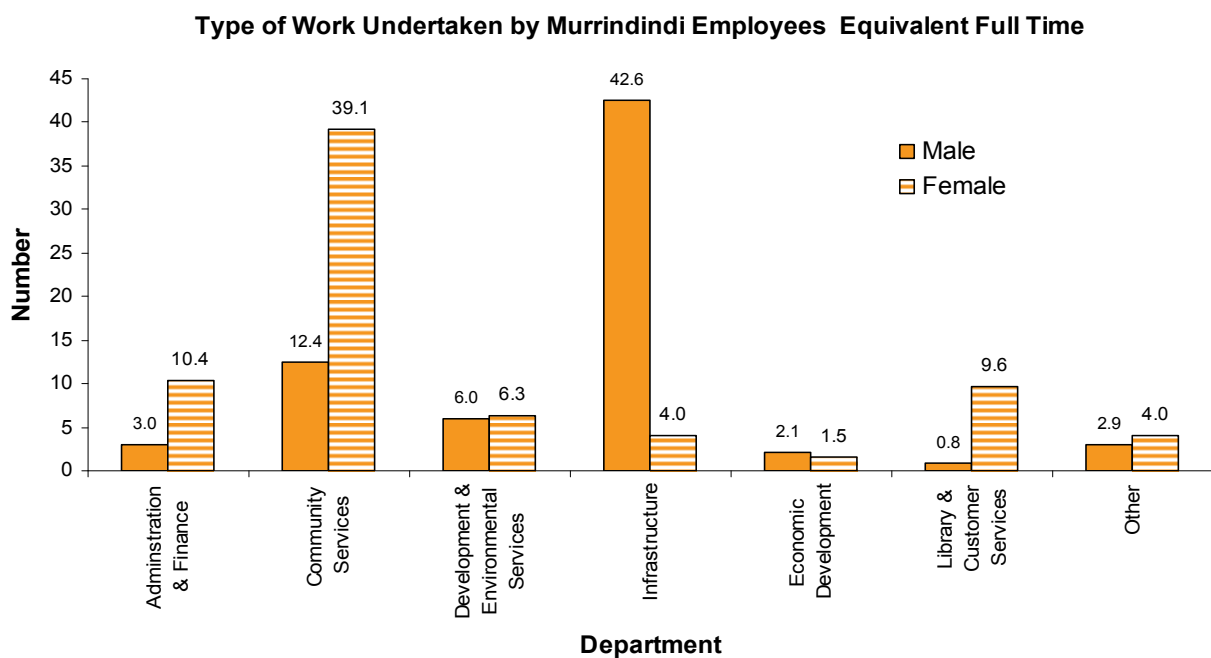
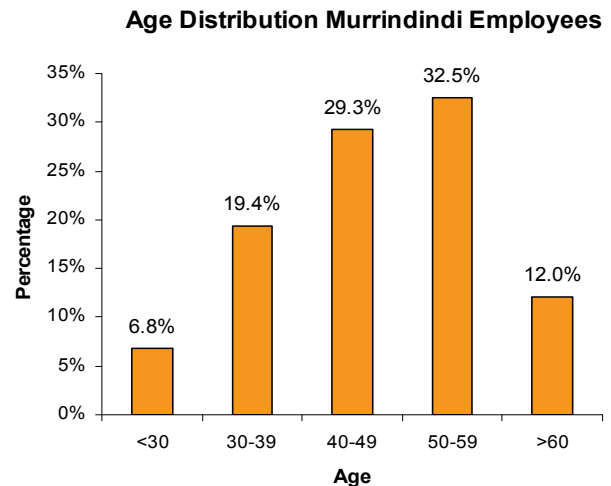
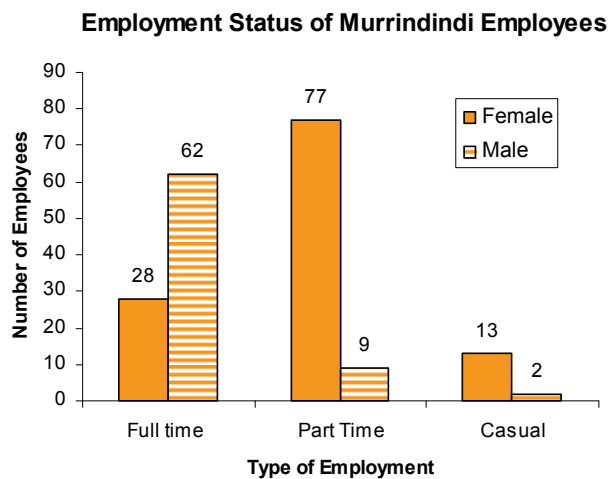
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Workforce Profile



Total number of employees - 201



Equal employment opportunity

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Murrindindi Shire Council is committed to the principles of equal opportunity and anti-discrimination in employment and in the delivery of council services to the community.

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.

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.

Equal Employment Opportunity training is provided to all new staff in our induction sessions, and the information is also available in the *Staff Induction Manual*.

Staff Code of Conduct

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The Murrindindi Shire Council's Code of Conduct is really an agreement between each staff member, as employees of the Council, about the way in which we have chosen to behave in our relationships with each other, and with the wider community.

The Code of Conduct is about gaining a shared understanding of how the staff can work well together to continually improve our internal relationships and organisational processes to

make working for Council more enjoyable, satisfying and productive.

From a community perspective, the Code of Conduct provides a guide to ensure that in all our external dealings and relationships with the public we will carry out our duties and deliver our services responsively, impartially, professionally and with the highest level of integrity.

Internal communications

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During 2007-2008 we produced an internal staff newsletter the *Staff Informer* on a fortnightly basis for all staff both in hardcopy and electronically. All staff members are encouraged to contribute to the newsletter and it can be on both a professional and social level.

In addition to the *Staff Informer* a number of departments produce a service specific newsletter for their staff. These include:

- *Works Talk* with the specific audience of outdoor staff
- *Dindi Chat* newsletter targeted at staff, volunteers and clients of the aged and disability services

- YAK newsletter targeting specifically home care staff
- *Family Day Care News* newsletter targeted to the Family Day Carers

Other forms of internal communication include staff meetings held following ordinary council meetings to advise staff of outcomes, departmental meetings, and during 2007-2008 extensive work has been undertaken to build council's first intranet, to be launched in September 2008.

Health and safety of our people



Our staff are our most valuable asset and essential as the driving force behind the delivery of our services and our achievements.

Health Checks

Last year we offered free health checks to all staff members testing for Type 2 Diabetes and blood pressure. Thirty-one staff members participated.

As an outcome of these checks 10 staff members were referred for follow ups with their local doctors.

In the approach to winter council also provided free flu vaccinations to staff. In 2008 50 staff members were vaccinated, an increase of 6 from 2007.

Despite our best efforts to keep our staff healthy, the hours lost to sick leave have unfortunately increased as depicted on page 52 due to a number of staff suffering a range of longterm illnesses.

Occupational Health and Safety (OHS)

Council is committed to providing a safe and healthy work environment and ensuring the health, safety and wellbeing of all employees.

Training

Workplace training is an essential and integral component of improving our workplace safety. Relevant training has been provided across all areas of the organisation to reinforce workplace safety. Training increases employee awareness of safety responsibilities, assists employees to apply safe work procedures and practices at all

times and provides relevant information.

During this year OHS related training has included, manual handling, first aid, fire warden/evacuation, driver training, red card, back hoe and grader training.

WorkSafe

Council has worked with WorkSafe on several projects including event management, manual handling and construction industry incidents throughout the year.

Council also participated in WorkSafe week activities.

Hazard, Incident and Injury Reports

Category	Number
Hazards	3
Incidents	47
Injuries	27
WorkCare	1 ongoing from previous year 5 new claims (4 closed, 1 ongoing)

The number of 'incidents' reported has increased significantly from last year which may be due to a heightened staff awareness of the process and the importance of the reporting.

The type of 'injuries' reported are largely musculoskeletal, hence the importance of our ongoing scheduled manual handling training.

Training and development



An in-house training and development plan was implemented for the first time this year.

This came about due to the cost associated with accessing external training requiring travel to Melbourne or regional centres.

Twenty one training programs were run covering topics such as;

- software applications
- customer service
- time management
- critical incident debriefing
- project management.

Staff satisfaction survey 2008

Staff satisfaction has continued to show improvement in 2007-2008.

This is the fifth annual survey, which asks staff to rate the importance and performance of 52 statements regarding individual issues, team issues and organisational issues.

The overall result was 67.2% satisfaction, putting Council in the top 50% of organisations using the survey method.

The highest satisfaction was in the areas of:

- working as a team in my area
- providing a safe work environment
- having the person to whom I report listen and respond to me

These items were also assessed in the top 10 for importance.

The key opportunities for improvement are;

- providing incentives and rewards
- having resources to achieve my work areas goals
- keeping skilled employees

Performance coaching

Individual and organisation performance has continued to be driven by performance coaching.

Managers and supervisors undertaken one on one coaching twice a year. These sessions are additional to standard day to day task

management meetings and focus on improving performance, overcoming barriers and planning for the future.

Training this year has been focussed on our outdoor supervisors and team leaders.

Staff awards

In December 2007 the inaugural Achievement Awards were held. The evening was a great success with awards presented for years of service to 38 staff members and awards presented for outstanding achievements relating to Business Excellence principles, 'FISH' principles and council staff values.

Employee Awards and Recognition

Years of service	Number of Staff
10 years	22
15 years	7
20 years	3
25 years	2
30 years	1
35 years	1
40 years	1

Outstanding Achievement Awards

Award	Presented to
Fish Principle: Play	Murrindindi Social Club
Fish Principle: Be There	Gabrielle Smedley
Fish Principle: Make Their Day	Alexandra Depot Social Club
Fish Principle: Choose Your Attitude	Mark Hunter
Murrindindi Excellence	Web Development Group
Murrindindi Excellence	Murrindindi Construction Works Team 1
Staff Values	Bob Elkington

Section 4

Corporate & Statutory Information

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

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

The role of local government

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Local Government is the grass roots level of government comprising 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.

Councillor Conduct

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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.
9. Councillors will debate on issues and not on a personal level.

The Councillor Code of Conduct was adopted by resolution of the Murrindindi Shire Council on 16 May 2006.

There were no breaches of the Councillor Code of Conduct during the 2007-2008 financial year.

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 2007-2008 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*.

During the year, the Minister for Local Government also reviewed and adjusted Councillor remuneration and entitlements for the period post the 2008 election.

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 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, set allowances for the Mayor and Councillors, and choose council's representatives for a range of committees. In 2007 this meeting was held on 4 December 2006.

Council meeting attendances for 2007-2008

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

Councillor	Ordinary Meetings of Council	Special Meetings of Council
Cr Lyn Gunter	20	6
Cr Janet Gilmore	21	5
Cr Peter Beales	22	6
Cr Bob Flowers	23	6
Cr Chris Healy	23	6
Cr Leanne Pleash	21	6

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.

Councillor	Current Portfolio
Cr Lyn Gunter, Mayor	No portfolio held
Cr Janet Gilmore	Planning & Environment
Cr Peter Beales	Community & Customer Service
Cr Leanne Pleash	Economic Development & Tourism
Cr Bob Flowers	Infrastructure & Assets
Cr Chris Healy	Corporate Services

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.

Special committees of council



Murrindindi Shire Council has twenty-two Section 86 Committees of Management.

Councillor committee representation is detailed in Section 1 of this *Annual Report*.

The year ahead

Complete the Committee of Management Handbook that will assist committees with their day to day roles.

Local laws



Local Laws are available for viewing at all council offices. Council did not introduce any new local laws during 2007-2008.

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

Auditing . . .

Audit Committee

The Audit Committee is an independent advisory committee to Council. The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

The Audit Committee comprises of:

- Mayor (voting) or Deputy Mayor
- Corporate Services Portfolio Representative (voting if Mayor absent)
- Two external independent representatives (voting)
- Chief Executive Officer (non voting)
- General Manager Operations (non voting)
- Internal Auditor (non voting)

During 2007-2008 the Internal Audit program reviewed the management of grants and customer service.

Recommendations from the audit program are then prioritised and addressed as opportunities for improvement across the organisation.

Internal Audits

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

During 2007-2008 the Internal Auditor completed the following reviews:

- Customer service
- Grant Management

External Audits

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

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

Policy and strategy reviews . . .

During 2007-2008 the council actively reviewed and developed its policy framework.

New policies completed during the year were:

- Waiving of planning and building fees for community groups
- Disposal of Council assets
- Watering of Council parks, gardens and reserves
- Financial delegations
- Preparation of Section 173 Agreements
- Using consultants
- Procurement

Cemetery management . . .

Murrindindi Shire Council administers both the old and new Yea cemeteries and during 2007-2008 a number of projects were undertaken:

- continuing weed management program at the old cemetery
- consideration of development plan
- installation of new columbarian

- installation of new beams

The year ahead

- Working with Friends of Cemetery to construct rotunda and seating
- Finalisation of development plan

Risk management

Council is guided by the Risk Management Strategy and the Risk and Safety Policy using processes outlined in the Australian/New Zealand Standard: Risk Management AS/NZ4360.

Council's Risk Management Strategy and the Risk and Safety Policy will be reviewed in the 2008-2009 financial year. The Risk Management Strategy will be reviewed on an annual basis to ensure its relevance.

The Risk and Safety Committee meet second monthly to proactively oversee the risk management activities of the organisation, ensure that processes and procedures are in place and used, and to guard against and minimise losses and maximise opportunities. The continued challenge is to ensure that employees embrace the objectives of the Risk and Safety Policy so that risk management becomes embedded in business planning and every day operations. Employees are made aware of risk management through induction, the employee induction manual and the risk and safety management manual. Risk management accountabilities are also included in position system views. To further enhance an effective risk management culture across the organisation a comprehensive risk management training program for all departments has been scheduled to commence in September 2008.

Public Liability

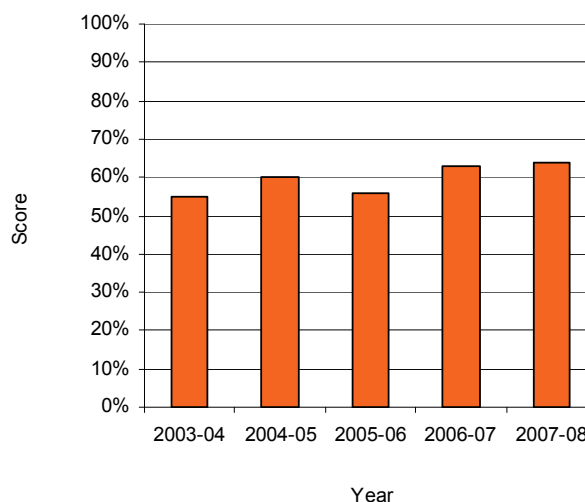
The annual audit of council's liability management strategies is conducted by our insurer Civic Mutual Plus (CMP). The recommendations from the audit are prioritised for action.

Property Risk Audit

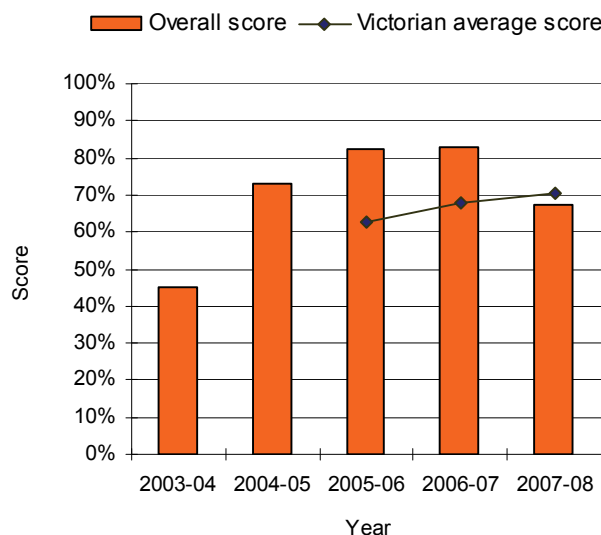
Jardine Municipal Asset Protection Plan (JMAPP) conducted an independent risk management audit on council's property risk systems and processes.

The tables below show the results of the CMP and JMAPP audits.

CMP Overall Risk Score



JMP Overall Risk Score



Business Continuity Plan

Council's Business Continuity Plan is reviewed and updated annually and includes disaster recovery planning and business resumption planning. This assists in ensuring that services are maintained and the impact to the community and Council is minimised.

Best value



In 2007-2008 services undertook best value reviews with the following results:

Community Services

Cheviot – Social Support Meals

The Social Support Meals program provides clients with opportunities to socialise supporting them to continue living independently in their chosen community.

The Cheviot program was assessed against the HACCC National Standards Oct 2007, achieving a score of 17.4 an improvement of 2.7 from 2004.

Improvement activities in 2007 included:

- Introducing a method to assess the suitability and safety of venues
- Using a register to monitor feedback

Participants of the social support meals program were asked about their satisfaction with the staff involved in the program and the meals themselves. Results were high for both.

Below is a representative selection of comments:

- The staff are caring and pleasant, also the meals are excellent.
- The food has been very pleasant, still too much for me. It is cooked on time and well presented.
- I am very happy with the meal on Fridays as I know it is freshly cooked on the day and is always served with care.
- The quality and variety of meals presented each week are 10 out of 10. I think they are excellent value.
- Meals are excellent and the staff are always helpful and friendly, desserts are the best.

2008 improvement activities will include:

- Review menus with special attention to special dietary requirements.
- Review procedures manual.
- Include suggestion boxes at each venue as another mechanism for feedback.

- Include information in client handbook on a client's right to appeal a service provision decision.

Meals on Wheels

The Meals on Wheels service delivers nutritious, appetising and culturally appropriate three-course meals to people who have been assessed as being nutritionally at risk.

Meal recipients were asked about their satisfaction with the staff involved in the program, the reliability and quality of the service and the waiting period for the service. Results were excellent.

Comments included:

- I cannot complain about any of the meals, they are very good and nutritious and enough for a meal, you wouldn't want any more.
- I enjoy the meals and find the volunteers very friendly.
- We are very grateful to have this special service it enable us to stay in our own home.
- Friendly and helpful volunteers
- I am quite satisfied with the meals on wheels service, however the cost is rather high.

2008 improvement activities will include:

- Better analyse, data, results to guide work practices.
- Improve Liaison and clarify roles between meal suppliers and Council.
- Introduce more variety of meals.
- Improve Volunteer rostering.

Property Maintenance

The Property Maintenance Program provides assistance with maintenance and repair of the client's home, garden and yard to maintain the home in a safe and habitable condition.

Best value

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Improvement activities in 2007 included:

- introducing a method to assess the suitability and safety of venues
- using a register to monitor feedback

Service users were asked about their satisfaction with the staff involved in the program, the reliability and quality of the service and the waiting period for the service. Results were excellent.

Comments included:

- Service is of great importance. Council deserves credit for provision of service at such low cost.
- Totally satisfied with way jobs are organised
- Good to be able to access this service in a timely manner
- Jim is always very helpful. Work is always done quickly and efficiently
- Everything done by James is prompt
- Affordable and gives peace of mind

2008 improvement activities will include:

- Implementation of palm computer devices to improve data collection and input
- Policies and procedures development regarding consultation and decisions making
- Increased promotion of the service
- Stream line palm to main frame process
- Reduce time frame from request to service commencement
- Commence quarterly home maintenance meetings

Kinglake Child Care Centre (KLCCC)

Kinglake Child Care Centre is a 35 place long day care centre, providing full time, part time and casual care to children from 50 to 60 families a week.

The centre was accredited in 2007 by the National Childcare Accreditation Council, receiving high quality scores on the seven quality areas:

- staff relationships with children and peers
- partnerships with families
- programming and evaluation
- children's experiences and learning
- protective care and safety
- health nutrition and wellbeing
- managing to support quality

Improvement activities in 2007 included:

- Developing a more comprehensive survey of parents to measure perception of 'value'. This survey was based on areas of concern to some parents from the quality assurance process. The results show that the centre's performance is of high quality and very closely matches parents' expectations.
- Implementing council's performance coaching to establish clearer direction for staff and a mechanism for monitoring achievement of targets and assessment of training needs.
- Actively promoting the service through advertising, newspaper articles, brochures and the updating of parent information.

2008 improvement activities will include:

- Improve communication between centre and management
- Development of staff skills and confidence
- Improve communication and consultation with stakeholders about decision making and change

Maternal and Child Health

The Maternal and Child Health is a free service for families with children 0-6 providing support, guidance, education and information to parents.

Best value

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Activities focus on illness prevention, health promotion and the early detection and intervention of health and developmental problems for families and children.

Improvement activities in 2007 included:

- Regular articles in local community newspapers and internal newsletters
- professional education including immunisation, infant mental health, sleep and settling lactation

Parents of newborn infants were surveyed resulting in the following comments:

- Home visits when you get home with the new baby are great
- Supportive, informative and friendly staff
- Open sessions are becoming very busy
- New mother groups are great.
- Convenient immunisation service
- Staff attitude and knowledge 10/10
- Easy and accessible health care and advice

2008 improvement activities will include:

- Improve consultation with families
- Gap analysis of training requirement for staff.
- Work towards 'green status' for the centre
- Staff training in supervision of outdoor areas
- Investigate external audit of safety issues

Library and Customer Service

The department provides library and customer service via a static library branch (Alexandra Library), two combined Council/Library Offices (Kinglake and Yea), a mobile library service and a reception function at the Council's Alexandra Office.

Services provided via the Council function include payment of rates and animal registrations. Services provided via the libraries include access to the latest best sellers, free internet access and a diverse range of library programs.

The strengths identified through self assessment include:

- We create strong relationships with our customers.
- We continue to promote social inclusion and active citizenship.
- We are a cultural and community hub for our remote rural area

Improvement activities in 2007 included:

- Customer training course delivered across council staff November 2007.
- Improved on line catalogue access.
- Improved statistical reporting.

Continuous improvement activities for 2008:

- Improve capacity for staff to take leave, attend meetings and undertake non customer duties
- Improve access to IT staff and assistance
- Improve process for staff to communicate via staff meetings

Organisational Development

The Organisational Development Department is responsible for the systems and processes associated with:

- Human Resource Management
- Training Development and Coordination
- Continuous Improvement
- OHS and Risk Management

The self Assessment process identified the following strengths:

Best value

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- Chief Executive Officer has taken a strong lead role with continuous improvement
- We have base customer perception data from previous self assessment
- Training schedule in place
- We have established and defined our result measures

Improvement activities in 2007 included:

- In house continuous improvement training incorporated into training plan.
- Performance lead indicator report designed and completed in June and December
- Inaugural annual staff awards night held
- Workplace awareness program on bullying and harassment implemented
- Human resource policies review schedule created

Priorities for improvement in 2008 include:

- Establish an organisational development department service charter
- Improve lead performance indicator reporting
- Improve management understanding of proactive risk management
- Improve risk and safety support and advice to managers.

Murrindindi Construction

Murrindindi Construction is responsible for the delivery of a range of roads and parks services and asset management services for the Council's major plant fleet and quarry operations.

Services provided through Murrindindi Construction include:

- Road maintenance including regular auditing of the network
- Road construction (includes non Council projects)

- Parks maintenance including regular auditing
- Response to Customer Request
- Support for Municipal Emergency Management

Improvement activities for 2007:

- Earlier resolution of staff issues
- Implementation of a clearer communication (organizational) structure
- Improved landowner notification on MCBU works prior to commencement (target 30 days)

Other Achievement for 2007, include:

- Improved skill based training programs for staff
- Introduction of individual project management plans
- Improved performance on customer requests
- Introduction of community meetings for Parks (Eildon)
- Improved risk auditing (particularly roads)
- Standard of workplace signage

Areas identified as opportunities for improvement in 2008 include:

- Implement coaching sessions with all team members
- Leadership training for 2ICs & selected team building
- Promotion of career opportunities & workforce planning review actions including;
 - Grader operator training
 - Supervision of external contractors (service authorities & other)
 - Establishment of community liaison groups
 - Addition of a long term viability indicator to reporting

Local government indicators

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

Category	Description	Score 2007-2008
Overall performance	Community satisfaction rating for overall performance generally of the council	65
Advocacy	Community Satisfaction rating for Council's advocacy and community representation on key local issues	62
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues	63
All rates	Average rates and charges per assessment	\$1,172
Residential rates	Average residential rates and charges per assessment	\$1,019
Operating costs	Average operating expenditure per assessment	\$2,277
Capital expenditure	Average capital expenditure per assessment	\$656
Infrastructure	Renewal gap	66%
	Renewal and maintenance gap	73%
Debts	Average liabilities per assessment	\$1,069
Operating result	Operating result per assessment	\$103

National Competition Policy compliance 2007-2008

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:

Trade Practices Compliance State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress	Compliant
Local Laws Compliance State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress	Compliant
Competitive Neutrality Compliance 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:
Mark Henderson
(Chief Executive Officer)



Date: 25 September 2008

Public documents



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 under Section 74 of the Act
- Details of senior officers current gross salaries, allowances and other benefits for the current financial year and two 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 kept under Section 87,88 and 98 of the Act
- 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 appointed under Section 224 of the Act
- 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

Information 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.

During 2007-2008 council has not received any formal complaints.

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.

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 2007-2008 the Murrindindi Shire Council received seven applications under the *Freedom of Information (FOI) Act*.

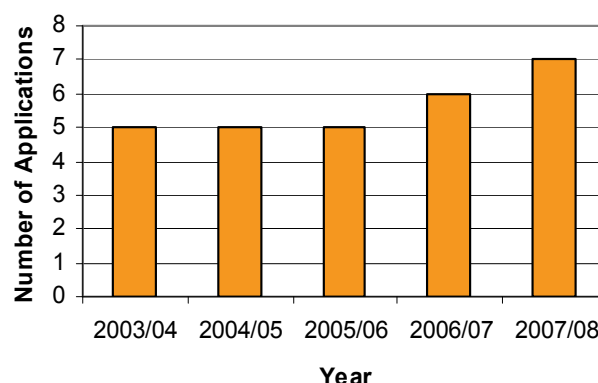
Of the applications received:

- full access was granted for two applications
- access was denied in full for three applications
- one application was not finalised in the reporting year
- one application was withdrawn

Council received \$375 in FOI fees and associated charges.

Requests for access to documents under the *Freedom of Information Act 1982* are made in writing and lodged with Jennifer Lewis, Freedom of Information Officer, Murrindindi Shire Council, PO Box 138, Alexandra, 3714. Usually a fee of \$22.70 is required to accompany the application.

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



Whistleblower protection

The *Whistleblowers Protection Act 2001* came into effect on 1 January 2002. Its purpose is to encourage and facilitate the disclosure of information about improper conduct by council officers or councillors.

Council has established procedures to facilitate the making of disclosures under the Act.

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.

Mark Henderson, Chief Executive Officer, is the Council's Protected Disclosure Coordinator.

Topic	Report 2007-2008
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

Donations and grants provided by council

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Received by	Amount
Alexandra & District Open Gardens	\$900.00
Alexandra & District Pony Club	\$500.00
Alexandra & Eildon Standard	\$672.00
Alexandra Bowling Club	\$594.00
Alexandra Brass Band	\$851.00
Alexandra Community Leisure Centre	\$12,000.00
Alexandra Information Centre	\$4,163.00
Alexandra Pre School	\$2,060.00
Alexandra Rotary Club	\$2,800.00
Alexandra Secondary College	\$500.00
Alexandra Traders & Tourism Association	\$5,000.00
Berry Street	\$10,000.00
Berry Street	\$2,000.00
CJ Dennis Reserve Committee of Management	\$900.00
Crown Allotment 4A Committee	\$500.00
Dame Pattie Menzies	\$4,000.00
Eildon Action	\$500.00
Eildon Community Leisure Centre	\$1,000.00
Eildon Information Centre	\$1,100.00
Eildon Pre School	\$4,060.00
Eildon Resource Centre	\$500.00
Fawcett Mechanics Institute	\$3,304.00
Flowerdale Community House	\$2,105.00
Flowerdale Pre School	\$2,000.00
Home Creek/Spring Creek Landcare	\$600.00
Jarara Community Centre	\$2,000.00
Kinglake Community Centre	\$2,000.00
Kinglake District Neighbourhood House	\$500.00
Kinglake Information Centre	\$525.00
Kinglake National Park Hotel/Motel	\$1,600.00
Kinglake Pre School	\$2,060.00
Kinglake Senior Citizens	\$4,500.00
Marysville Information Centre	\$3,341.00
Marysville Pre School	\$4,120.00
Marysville Primary School	\$1,000.00
Molesworth Public Hall	\$1,500.00
Moores Road Reserve Committee Management	\$500.00
Murrindindi Climate Network	\$500.00
Murrindindi Film Society	\$500.00

Donations and grants provided by council

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Received by	Amount
State Emergency Services - Alexandra	\$5,230.00
State Emergency Services - Kinglake	\$5,230.00
State Emergency Services - Marysville	\$5,230.00
Thornton & District Sports Club	\$6,000.00
Thornton Rural Fire Brigade	\$307.00
Yea Agricultural Pastoral & Horticultural Society	\$900.00
Yea High School	\$500.00
Yea Indoor Recreation Centre	\$4,000.00
Yea Information Centre	\$1,155.00
Yea Pottery Group	\$1,200.00
Yea Pre School	\$1,030.00
Yea Rotary Club	\$1,500.00
Yea Tennis Club	\$1,415.00
Yea Wetlands	\$522.00
Total of donations and grants with a value of less than \$500 paid to 10 organisations	
Total	\$121,474.00

Organisation memberships for 2007-2008

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Organisation	Membership Fee
Local Government Professionals	\$550.00
Personnel Development	\$2,000.00
Australian Local Government Job Directory	\$583.00
Municipal Association Of Victoria	\$18,169.69
Family Day Care Council	\$104.50
Victorian Employers Chamber Of Commerce & Industry	\$3,279.10
Timber Towns Victoria	\$2,200.00
Viclink	\$385.00
Viclink - Libraries Australia	\$1,162.70
Viclink - Picture Victoria	\$550.00
Family Day Care Victoria	\$105.60
Livestock Saleyards Association Of Victoria	\$1,242.74
Civil Contractors Federation	\$2,344.00
National Saleyards Quality Assurance Ltd	\$440.00
Childrens Book Council of Australia	\$82.50
Victoria Local Government Membership	\$3,335.20
Goulburn Valley Regional Waste Management Group	\$6,798.00
Regional Victoria	\$165.00
Total	\$43,497.03

Calendar of events ...

July 2007		August 2007	
<ul style="list-style-type: none"> • Yea FreeZA Battle of the Bands 		<ul style="list-style-type: none"> • Upper Goulburn Wine & Food Expo, Alexandra • Murrindindi Business Week 	
September 2007		October 2007	
<ul style="list-style-type: none"> • Business Development Seminar 		<ul style="list-style-type: none"> • Drought Relief Bush Dance, Thornton • King Parrot Valley Spring Festival, Strath Creek • Womindjeka (Welcome) Day, Yea. • Murrindindi Regional Tourism Awards • Eildon and Kinglake Pram Strolls • Senior Week events 	
November 2007		December 2007	
<ul style="list-style-type: none"> • Micro-chipping day, Kinglake • Yea Agricultural Show 		<ul style="list-style-type: none"> • Christmas Eve Carnivals • Kinglake Service Centre Christmas Party • Secondary Schools speech nights • Yea Children's Centre opening • Senior Citizens Christmas dinner 	
January 2008		February 2008	
<ul style="list-style-type: none"> • Australia Day Celebrations • Rotary Club of Yea Art Show, Yea • Centrelink Drought Bus Visit 		<ul style="list-style-type: none"> • Wirreanda Festival, Marysville • Water Information Night, Yea • World's Longest Lunch, Marysville • Business Development Workshops • Business Expo - Murrindindi Regional Tourism Association • Fat Tyre Flyers Mountain Bike Event 	
March 2008		April 2008	
<ul style="list-style-type: none"> • Murrindindi Heritage Week • Eildon Music Festival, Eildon • Yea Autumn Festival, Yea • Rotary Club of Alexandra Easter Art Show, Alexandra • Alexandra Friends of the Library - An Evening with Rod Quantock • Micro-chipping day, Alexandra 		<ul style="list-style-type: none"> • Alexandra District Firefighter's & Community Ball • Visitor Information Centre Volunteer Summit • Murrindindi Sustainability Expo, Yea • Business Networking Seminars • Anzac Day Services • Information Centre Volunteers Summit • Alexandra & District Open Gardens 	
May 2008		June 2008	
<ul style="list-style-type: none"> • FreeZA Dance Party, Yea • FreeZA Dance Party, Alexandra • Family Fishing Day, Eildon • Murrindindi regional Tourism Association Business Workshop 		<ul style="list-style-type: none"> • Alexandra Truck, Ute & Rod Show • DJ Workshop and after party, Kinglake 	

Section 5

Introduction to the financials

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This section reports on how council has performed financially during the 2007-2008 financial year.

Understanding the financial statements

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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

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

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 change in total revenues from \$22.4 million in 2007 to \$21.8 million in 2008 is a result of an increase in rate revenue of 8.1% that includes rates raised on properties completed during the year. This has been offset substantially by a reduction in user fees of \$1.3 million between the two years. The user fees were lower in 2008 as the Council's works unit did not pursue a high level of projects outside of the council's capital works program. Please note that materials and services have also reduced substantially to reflect the reduced external activity. It is envisaged that 2009 will see a return to external works for the works unit. The increase in employee benefits was in line with the Council's Enterprise Bargaining Agreement, salary increases and provision for entitlements.

The Income Statement delivered a surplus of \$941,962 which provides a contribution to capital expenditure.

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 of 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 \$198,913,638 which is a \$21,189,340 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.

Items of note in the balance sheet include:

- the reduction in current trade and other receivables of \$701,929. This reflects a lower level of outstanding grant funds from other level of government at year end.
- The increase in property plant and equipment of \$21.3 million is attributed to a \$6.02million capital works program, asset revaluations as required by accounting standards of \$20.2 mil and depreciation of \$4.6 mil. Further asset write downs amounted to \$0.25 million.
- The increase in Infrastructure also reflects the Council's continued commitment to renewing and upgrading existing infrastructure before investing in new infrastructure. It is pleasing to note that the gap between the amount required to be invested in infrastructure and the amount invested has continued to reduce over recent years.
- The reduction in trade and other payables reflects lower levels of outstanding creditor payments at year end. This reflects lower levels of activity at the end of June 2008 and is in line with expectations.

Understanding the financial statements



- Total Equity or the net worth of the Council is now approaching \$200 million and continues the trend of improving equity over time. This is shown graphically on page 52 of the Annual Report.

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 \$20,247,378 as mentioned in the balance sheet narrative above. The result reflects 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.

Importantly the closing cash position of \$4.9 million is in line with the 2008/09 budget projections and enables the recurrent and capital function to be undertaken in the coming year.

Performance Statement

The Performance Statement reports on the actual results of some of the strategic activities as outlined 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 on page 53.

Summary

The financial statements represent a positive outcome for the 2007-2008 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.

Note 39 of the statements sets out several indicators to monitor the financial health of the Council.

The debt servicing and debt commitment ratios have remained fairly flat over the past three years and reflects an increasing debt services costs and increasing rate and total revenues. The ratio is considered to be financially prudent.

The debt exposure ratio has a pleasing reducing trend.

The revenue ratio demonstrates that the Council is increasingly reliant on rate revenue as a percentage of its total revenue. The Council is also heavily reliant on grant income which has a higher degree of volatility because of political and grant cycles. This is common to all local government and has been accommodated in the Strategic Resource Plan for the years ahead.

The working capital ratio has been amended this year to reflect changes to accounting treatments for long service leave. The adjusted ratio shows a coverage of current assets to current liabilities of 1.8 times for the past three years.

In conclusion the sound indicators, surplus on operation, improving equity and sufficient cash reserves ensures that the Council position remains sound.

Murrindindi Shire Council
Financial Report,
Standard Statements &
Performance Statement
for the year ended 30 June 2008

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