



Murrindindi
Shire Council

Murrindindi Shire Council Annual Report 2010 - 2011



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Financial Report



Front cover

The 'New Life Sculpture' by local artist Bruno Torfs takes pride of place in Marysville's Gallipoli Park amongst the reflective garden and kin playspace adventure playground.

The sculpture is representative of new beginnings.

About this Annual Report

The Murrindindi Shire Council *Annual Report 2010-2011* details progress we have made in the past financial year, 1 July 2010 to 30 June 2011, towards achieving the activities of the *Council Plan 2009-2013* and the *2010-2011 Annual Budget*.

In this report we identify our achievements, challenges and what is planned for the year ahead for seven themes of Governance, Community, Local Economy, Climate Change and Natural Environment, Planning and Environment, Infrastructure and Corporate Development.

The *Annual Report 2010-2011* also contains audited financial reports and performance statements, which are a requirement of the *Local Government Act 1989*.

The *Annual Report 2010-2011* is written for a variety of audiences including government agencies, the community, ratepayers and businesses. Copies of the *Annual Report 2010-2011* are available at council offices or online at www.murrindindi.vic.gov.au

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 Chief Executive Officer, Murrindindi Shire Council, PO Box 138, Alexandra 3714 or email mssc@murrindindi.vic.gov.au

Further copies or questions?

If you would like additional copies of the Murrindindi Shire Council *Annual Report 2010-2011* or you have any questions about this report, please send your enquiry by email to mssc@murrindindi.vic.gov.au or mail to Chief Executive Officer, Murrindindi Shire Council, PO Box 138, Alexandra 3714.

Contact us

Alexandra

28 Perkins Street, Alexandra
Ph: (03) 5772 0333 Fax: (03) 5772 2291

Kinglake

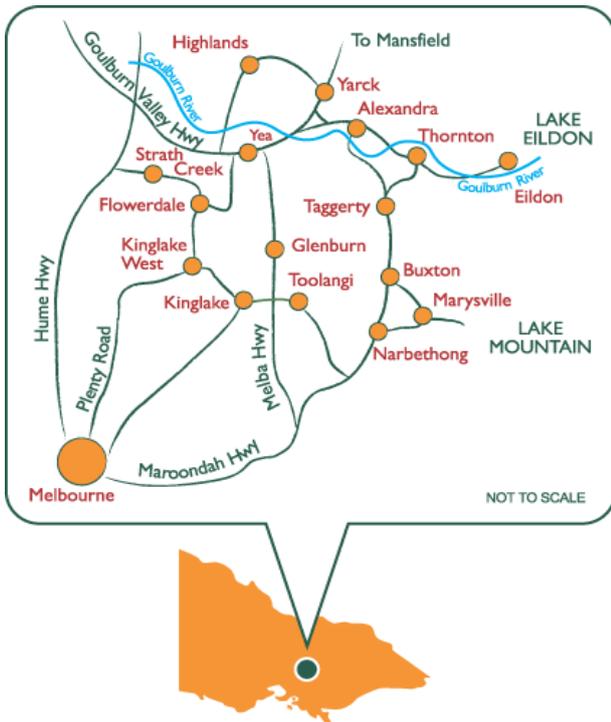
19 Whittlesea-Kinglake Road, Kinglake
Ph: (03) 5786 1522 Fax: (03) 5786 1515

Yea

Civic Centre, Semi Circle, Yea
Ph: (03) 5797 2209 Fax: (03) 5797 2900

mssc@murrindindi.vic.gov.au
www.murrindindi.vic.gov.au

Murrindindi snapshot



Our shire

- Location: 150 kms or 90 minutes north east of Melbourne
- Area: 3,889 sq kms (48% Crown Land)
- Population: 13,505 (2010 Australian Bureau of Statistics)
- Councillors: 7
- Rateable properties: 9,385
- Sealed roads (Council maintained): 460kms
- Unsealed roads (Council maintained): 660kms

Townships

- Acheron • Alexandra • Buxton • Cathkin • Castella
- Eildon • Flowerdale • Glenburn • Gobur • Highlands • Homewood • Kanumbra • Kinglake • Kinglake West • Koriella • Limestone • Marysville • Molesworth • Murrindindi • Narbethong • Rubicon • Strath Creek • Taggerty • Terip Terip • Thornton • Toolangi • Woodbourne • Yarck • Yea

Our history

The Wurundjeri tribe and the Taungurung language speakers are the traditional owners of the land known as the Shire of Murrindindi.

European settlement followed Hume and Hovell's overland exploration in December 1824. Many local towns were established during the 1850s and 1860s after the discovery of gold.

The 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.

Council services offered

Tourism and Economic Development • Events management • Waste management • Environmental services • Land use, development and subdivisions • Building control • Aged and Disability services • Youth and Recreational development • Public Health • Libraries • Roads and bridges • Children and family services • Community Development

Industries

Agriculture, aquaculture, horticulture and viticulture • Forestry and timber processing • Tourism, hospitality and conferencing • Light manufacturing and engineering • Retail and trade services • Education • Public services

Mission

- To care for, foster and promote the Murrindindi Shire in partnership with communities and other stakeholders.

Vision

- Murrindindi will be a vibrant and progressive shire, with strong communities thriving within a healthy environment.

Values

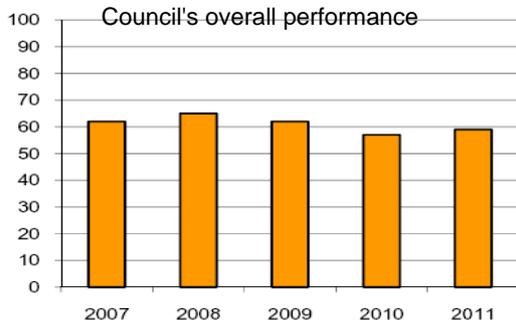
- **Honesty and Integrity** - We will be open and truthful in our dealings.
- **Accountability and Consistency** - We will accept responsibility for our actions and be consistent in the application of our principles, policies and processes.
- **Innovation and Excellence** - We will consider new ideas, opportunities and better ways of doing things.
- **Respect and Trust** - We will respect other people and their opinions and do as we say we will.

2010-2011 - the year in review

Strategic objective	Achievements	Challenges
Theme 1 - Governance - further information page 23		
Effective leadership providing representation and advocacy for the community backed by a financially strong organisation	<ul style="list-style-type: none">• Transition of the Victorian Bushfire Reconstruction and Recovery Authority projects to Council's control.• Continued advocacy to the State Government in an effort to find a suitable funding solution to meet Council's growing infrastructural renewal gap.	<ul style="list-style-type: none">• The continued lobbying of state and federal governments to secure recovery resources and funding.
Theme 2 - Community - further information page 27		
Communities enjoying good health and wellbeing	<ul style="list-style-type: none">• Conducting the highly successful inaugural Youth Festival – 'Dindi Fest'. With more than 800 people attending. More than half of the attendees were aged between 12 and 24 years. Young people from across the Shire were responsible for the organisation, co-ordination and delivery of the event, and were supported and mentored by the Youth Partnership Group.	<ul style="list-style-type: none">• Ensuring the ongoing sustainability of playgroups after 30 December 2011 when the supported playgroups initiative finishes.
Theme 3 - Local Economy - further information page 36		
Sustainable growth for our local economy	<ul style="list-style-type: none">• Delivered more than 30 business support initiatives under the state government funded \$140,000 Murrindindi Sustainable Business Program including business expos, training workshops, networking functions, inspirational guest speakers and a buy local campaign.	<ul style="list-style-type: none">• Attracting business reinvestment post bushfires and in an uncertain economic climate.
Theme 4 - Climate Change & Natural Environment - further information page 42		
A natural environment that is diverse, healthy and cared for	<ul style="list-style-type: none">• Offered free hard and green waste services at Council's Resource Recovery Centres to assist people to clean up their homes and property from 4 October to 24 December 2010 and from 2 April to 1 May 2011. 6,458 cubic metres of hard waste and 5,261 cubic metres of green waste were received these times.	<ul style="list-style-type: none">• Balancing divergent views in the community with respect to the need to improve and protect the natural environment with the need to reduce bushfire fuel loads.

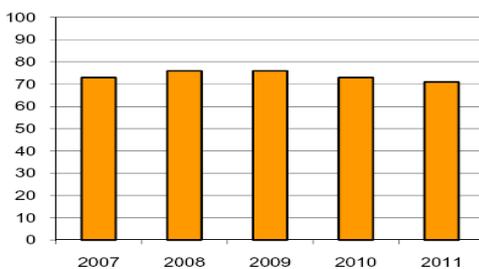
Community Satisfaction Results

Year Ahead



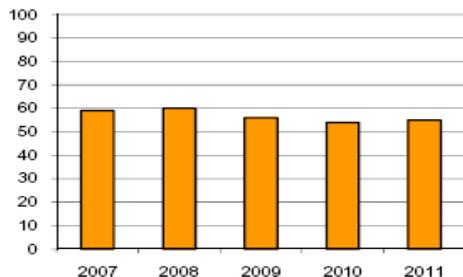
- Support community and organisational transition to post recovery operations.
- Continue providing ongoing support and engagement with communities in relation to Council decision-making.

Health & Human Services



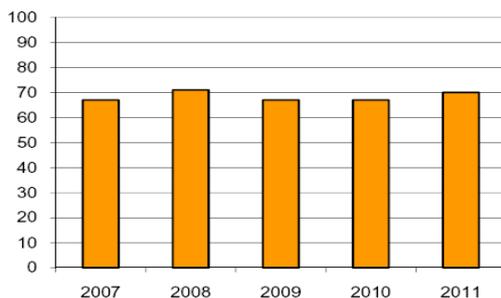
- Completing the Marysville Skatepark.
- Completing the Youth Strategy.
- Working with the Yea Kindergarten Committee and community representatives to help them achieve their goal of providing long day care in Yea.

Economic Development



- Supporting tourism product development at key attractions including Lake Mountain Alpine Resort, Lake Eildon and the National Parks across the shire – including the Toolangi Zipline.
- Advocating for improved, shire wide, information and communication technology and infrastructure.

Waste Management



- Completion of a roadside management plan with guidelines and protocols for Council and the community for the management and protection of roadside biodiversity values.
- Finalise and commencing implementation of Council's waste management strategy.

2010-2011 - the year in review

Strategic objective	Achievements	Challenges
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Theme 5 - Planning & Environment - further information page 46

- | | | |
|--|---|--|
| Sustainable land use, development and growth | <ul style="list-style-type: none">Exhibited the Kinglake Ranges Flowerdale and Toolangi Draft Plan and Design Framework which is intended to guide population growth, land use and development, infrastructure and service provision, community safety and the character and identity of local communities into the future. | <ul style="list-style-type: none">Implementing new State provisions in the Planning Scheme in relation to wildfire and bushfire may impact on development rights in some areas |
|--|---|--|

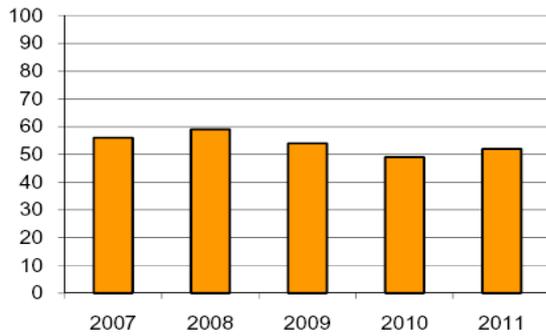
Theme 6 - Infrastructure- further information page 50

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|---|--|--|
| To enhance the sustainability of our infrastructure, recognising the changing needs and expectations of our communities | <ul style="list-style-type: none">Completed 115 capital projects. Started and significantly progressed a further 85 projects.Delivered more than \$13m of works related to Bushfire damaged infrastructure, including dangerous tree removal, walking trails and buildings. | <ul style="list-style-type: none">Redressing the imbalance between the expressed and implied service delivery expectation relating to infrastructure and the resources currently available to meet those expectations. |
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Theme 7 - Corporate Development - further information page 56

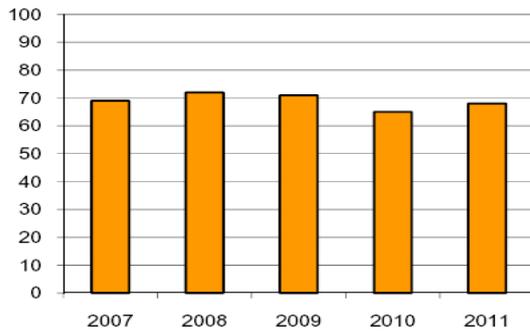
- | | | |
|-------------------------------|--|---|
| Improve systems and processes | <ul style="list-style-type: none">A nine per cent improvement in Council's risk management audit score. Highlighting improvements in Council's organisational risk management and reactive risk management.Adoption and implementation of a Procurement Policy. | <ul style="list-style-type: none">Meeting service needs of the community with a decline in temporary staff numbers as a result of the 2009 bushfires. |
|-------------------------------|--|---|

Town Planning Policy and Approvals



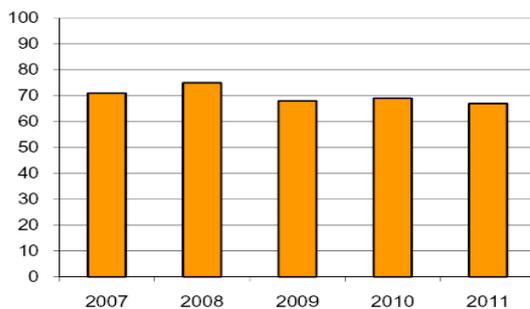
- Development of a new Municipal Fire Management Plan to align with the new CFA Integrated Fire Management Planning, in order to address some of the important findings of the 2009 Victorian Bushfires Royal Commission.

Appearance of Public Areas



- Maintaining a 10 year capital works plan that is aligned to the Strategic Resources Plan (SRP) and to progressively improve the quality of the information contained therein
- Ensuring on-going management and maintenance of the Goulburn River High Country Rail Trail project.

Customer Contact

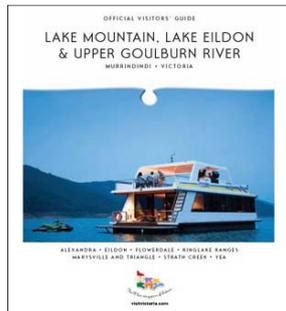


- Improved customer service with the implementation of the Customer Service Charter.

Calendar of events



Julia Gillard PM visits Marysville



New Official Visitors Guide



Re-vegetating No. 1 Creek



Opening of Kinglake RAC

July 2010

- Narbethong Public Reserve Masterplan community workshop 2 held
- Prime Minister Julia Gillard visits Marysville to open the new State Emergency Service facilities
- Council releases updated 2009-13 Council Plan and Strategic Resource Plan for community comment
- Council's Draft Environment Strategy opened for public exhibition
- Residents had the opportunity to write their bushfire story with the assistance of Arnold Zable, award winning author, at two workshops at the Kinglake Library
- Community discussions held at Flowerdale, Kinglake, Kinglake West and Toolangi on the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework
- The \$1.35 million Murchison Street and Town Amenity project commenced in Marysville
- Council completed a review of its Road Management Plan setting out responsibilities for maintaining the shire's 460km of sealed roads and 660km of unsealed roads
- Murrindindi's new youth website launched
- VBAF funding announcements:
 - \$184,750 Flowerdale Recreation Reserve
 - \$264,184 Kinglake West Mechanics Institute Hall & Reserve Reflective Garden project
 - \$500,445 Pioneer Reserve and Community Hall, Strath Creek
- Findings of the Victorian Bushfires Royal Commission handed down

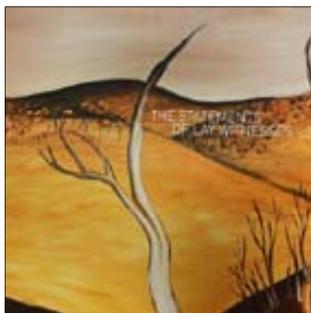
August 2010

- In partnership with the State Government, Council hosted workshops on planning and managing festivals and events at Kinglake, Marysville and Yea
- Official openings of the Marysville and Kinglake Rebuilding Advisory Centres

- Works start to restore and re-vegetate Kinglake's No 1 Creek
- VBAF funding announcements:
 - \$198,388 Moores Reserve, Flowerdale
 - \$30,993 Flowerdale cricket practice nets
 - \$416,000 Flowerdale Community House
 - \$129,260 Flowerdale shared pathway
 - \$773,104 Community Capacity Building, Kinglake
 - \$14,320 Kinglake West Uniting Church community meals
 - \$347,600 Kinglake Firefoxes
 - \$12,500 Kinglake Phoenix Singers
 - \$43,800 Koala Browse and Habitat Trail, Kinglake Ranges
 - \$75,310 Program Activities for mature aged residents, Kinglake Ranges
 - \$247,000 Mental Health on the Mountain, Kinglake Ranges
 - \$6,103 establishment of Venturers, Kinglake Ranges
 - \$13,610 War Honour Boards, Kinglake Ranges
 - \$14,450 the collective history of Kinglake book
 - \$485,518 Glenburn Road walking track
 - \$1,000,000 Memorial Reserve, Kinglake upgrade
 - \$261,000 Youth activities program, Kinglake
 - \$500,000 Green Connections – phase 2, Marysville
 - \$60,000 Toolangi Bushfire Garden
- Murrindindi Mitchell Bushfire Tourism Recovery Group launch Murrindindi's new official Visitor's Guide

September 2010

- Flood waters cause up to \$1 million damage across the shire
- Community and business workshops held in Alexandra, Kinglake and Narbethong to promote Economic Development Strategy
- The Community Building Initiative hosted a workshop by Clinical Psychologist Rob Gordon for 68 people at Kinglake West Hall assisting people to deal one year on from the fires



Royal Commission Report



Great Victorian Bike Ride



Free WorkHealth checks



The Big Fish competition

- Volunteer Skills Development workshops hosted in Alexandra and Marysville to assist volunteers in grant application writing, meeting legal obligations, marketing, financial management and supporting volunteers
- Kinglake Library coordinates establishment of the Kinglake writing group
- Council supports the construction of a \$150,000 skate park as part of redevelopment of Marysville's Gallipoli Park
- \$96,000 Sustainable Small Towns funding announced for Yea Community Park Precinct Update
- Council hosts three events across the shire as part of the 2010 Victorian Seniors Festival
- Council and the Community Building Initiative hosted a welcoming function for students from Kabul involved in the unique writing program created in the aftermath of the February 2009 bushfires – 1000 Pencils: from Kinglake to Kabul

October 2010

- The Murrindindi Mitchell Bushfire Tourism Recovery Group launched "The Big Fish competition" encouraging anglers and fishing novices to participate for their chance to win \$50,000 in a 16 day fishing competition along the Goulburn River
- A thankyou luncheon held to recognise the efforts of those who have carried out projects through the Community Building Initiative in Kinglake
- Bendigo Bank provides \$129,000 contribution for new signage across the Murrindindi Shire
- Council provided free hard and green waste disposal service across the shire to assist people to clean up their homes and property in the lead up to the fire season
- VBAF funding announcements:
 - \$49,289 Flowerdale Men's and Community Shed
 - \$344,850 Building Community Wellness Locally, Kinglake, Flowerdale, Toolangi, Castella, Strathewen, St Andrews and Whittlesea

- \$949,000 Triangle Community Shared Trails
- \$302,136 Buxton Hall
- \$396,750 Castella Central Park development
- Parents, grandparents and friends participated in three days of local activities to celebrate Children's Week 2010
- 164 employers and employees took advantage of the free WorkHealth checks offered by Council with Mitchell Community Health throughout the Murrindindi Shire

November 2010

- Beyond Age photograph exhibition staged at 1 Spring Street, Melbourne
- New public bus services launched in Yea and Toolangi
- Council supports proposed \$380,000 upgrade of the Kinglake Ranges Neighbourhood House
- \$100,000 funding announcement for arts initiatives through the Community Recovery Fund
- Council endorsed a development and funding proposal by Toolangi Castella District Community House Committee of Management for a \$360,000 upgrade to the building

December 2010

- Murrindindi Shire hosted more than 5,000 bike riders as part of the Great Victorian Bike ride, with overnight stops in Yea and Eildon and finish in Marysville
- Murrindindi Shire Council Employment Response Plan was launched in conjunction with Regional Development Victoria providing more than 10 short-term positions across the shire, mainly in flood recovery operations for up to three months
- Cr Peter Beales was returned as Mayor for the Murrindindi Shire Council and Cr John Walsh elected Deputy Mayor
- Murrindindi Shire Council and key stakeholder agencies hold employees' information forum for workers affected by announcement of closure of the Gunns Timber Products Alexandra sawmill and processing plant

Calendar of events



Australia Day celebrations



Marysville Pharmacy opens



Kinglake Write It Out Group



Students from Kabul visit

- Acting Premier Peter Ryan officially opens first Marysville pharmacy
- VBAF funding announcements:
 - \$416,532 Flowerdale Youth Space
 - \$60,000 Toolangi Castella Youth Program

January 2011

- Flowerdale Education Hub and Community Hall officially opened
- More than 70 children aged six months to four years participated in the eight week "Wriggly Fish Aquatic Program" at the Alexandra and Eildon swimming pools
- Residents in the Kinglake area turned out for the 'Is it a weed?' bus tour, a joint initiative between Parks Victoria, Department of Sustainability and Environment, Upper Goulburn Landcare Network and Murrindindi Shire Council
- Nine Australia Day celebrations held across the Murrindindi Shire and well supported by local communities
- Council, in conjunction with the YMCA hosted pool parties at Alexandra, Eildon and Yea
- More than 240 young people attended parties hosted by the Murrindindi FReeZA Committee in Yea and Alexandra
- Council formally endorsed the *Environment Strategy 2011-2015*

February 2011

- Premier Ted Baillieu announced the formation of the Fire Recovery Unit within Regional Development Victoria to operate from 1 July 2011 after the wind-down of the Victorian Bushfire Reconstruction and Recovery Authority
- Sod turning event in Narbethong marking the start of the new community hall development
- Opening of a Garden of Reflection at the Kinglake West Mechanics Institute Hall
- A number of low-key community events were held across the Murrindindi Shire remembering the 2009 Bushfires

- Minister for Children & Early Childhood Development Wendy Lovell opened the \$3.5 million Kinglake Ranges Children's Centre
- '1000 pencils - From Kinglake to Kabul' book launch at the Kinglake Rebuilding Advisory Centre
- Minister for Education Martin Dixon opened the \$3.4 million Middle Kinglake Primary School
- Council gives in-principle support for a funding application for \$25,000 funding from the Community Recovery Fund for plans to extend the CJ Dennis Centenary Trail to incorporate a dedicated equestrian section
- \$165,000 for the new *Business Start Up Program* announced by Deputy Premier Peter Ryan for mentoring support and business development assistance in Marysville and Kinglake Ranges
- The Hon Peter Ryan in Marysville to announce \$400,000 for the redevelopment of Marysville Community Golf and Bowls Club. The golf course renewal works have been made possible through State Government (\$400,000), Bushfire Recovery Fund (\$600,000), VBRRA (\$200,000) and philanthropic support (\$400,000)

March 2011

- Official unveiling of the Kinglake Youth Centre
- More than 60 pets and their owners attended free micro-chipping day held in Kinglake
- Information sessions and community forum held in Kinglake for the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework
- Early Years Conference and training day in Yea for more than a dozen Home Based Child Care educators
- Final meeting of the Murrindindi Bushfire Reconstruction and Recovery Committee -Section 86 Committee - established following the 2009 bushfires - a driving force in the rebuilding process and keeping communities informed through the support of Community Recovery Committees
- Draft *Economic Development Strategy 2011-2016* endorsed by Council for public exhibition and comment



Marysville New Life Sculpture



Youth Dindi Fest



Alexandra Community Kitchen



Memorial Consultation

- Council supports construction of new medical consulting rooms in Kinglake in partnership with Department of Health
- \$2.2 million works program started to restore walking paths damaged through major rain events across the shire in the last 12 months

April 2011

- Youth Dindi Fest held at the Yea Railway Park including live music and skate competitions
- Official opening of state-of-the-art \$1.8 million Marysville's playspace and reflective gardens at Gallipoli Park by newly-appointed Governor of Victoria, the Hon Alex Chernov AO QC
- Official opening of Alexandra Community Kitchen and Garden by Cindy McLeish MP and Rt. Reverend A John Parkes
- Council gives in-principle support for the proposed building of a complex for an integrated arts, education and environment facility in Kinglake subject to funding
- Council adopts the Reform and Recovery Plan setting key milestones for delivery of infrastructure and services under \$6 million Murrindindi Assistance Package as the transition of government services back to Council continues following the 2009 bushfires
- Council appoints Community Arts Development Officer Elizabeth Welch for Marysville and Triangle area with funding through the Victorian Bushfire Appeal Fund

May 2011

- Victorian Premier Ted Baillieu announces funding of \$740,000 for continued support for the Mobile Rebuilding Advisory Service until the end of 2011
- Minister for Bushfire Response Peter Ryan announced investment of \$5 million in the first stage of the Retreat and Resettlement policy of non-compulsory land acquisitions as part of the government's acceptance of the Bushfires Royal Commission recommendations

- Bushfire Memorial consultation sessions conducted across the shire to look at a memorial/s concept for Murrindindi Shire
- Finding Your Feet – Business Wellness Expo was attended by 50 business and community members who were provided with practical information, resources, solutions and tools to assist businesses to remain sustainable during tough times
- Council information session regarding Local Law 3 – Processes of Municipal Government (Meeting and Common Seals)
- Council hosted a free movie screening and afternoon tea at the Alexandra Shire Hall as part of National Volunteer Week celebrations - saying thank you to those across our shire who give freely of their time in volunteering roles
- The Premier, Ted Baillieu, announced \$1.2 million commitment to economic recovery across Murrindindi Shire and \$1 million for Council to meet ongoing costs of bushfire reconstruction projects (over two years)
- Council's Maternal & Child Health staff present at the National Conference of the Australian Association of Maternal, Child and Family Health Nurses describing their role during 2009 fires

June 2011

- Public Information sessions held in Alexandra, Kinglake, Marysville and Yea for Draft Budget 2011-12, Council Plan and Strategic Resource Plan
- Members of Murrindindi Community Recovery Committees attended official thank-you reception in Melbourne hosted by Premier Ted Baillieu to acknowledge their significant community contribution towards the reconstruction and recovery effort since the 2009 bushfires
- Hon Louise Asher MP announced a \$1.7 million funding package to further assist with tourism recovery for Murrindindi Shire
- The Hon Peter Ryan announced new loan scheme for bushfire-affected small businesses and primary producers to provide access to \$500,000 in low-interest loans

Message from the Mayor and Chief Executive Officer



Cr Peter Beales, Mayor

In presenting the *2010-2011 Annual Report* we are pleased to present the achievements and challenges of the last 12 months, what our goals and aspirations are for the next year, and the strategies in place for this Council to continue to deliver for its community. Council has faced significant difficulties in the last year. We have made it clear that we face financial imposts that will have considerable impacts on how we do business and how we deliver services to our ratepayers into the future.

Reconstruction

In June, the Victorian Bushfire Reconstruction and Recovery Authority (VBRRA) ceased its operations. As part of the transition, Council accepted responsibility for the transfer of 19 reconstruction projects at various stages of progress from design to construction phase. In total some \$52.8 million in new and upgraded assets will be completed within the shire, of which \$30.8 million are Council direct responsibilities.

That means we face additional annual costs over the next decade of \$1.8 million, comprising maintenance and operating costs of \$1.2 million and \$600,000 in depreciation of the new assets. Failure to meet that objective will see Murrindindi Shire Council facing an \$18.9 million renewal gap at 2021-2022.

We are continuing to advocate to the State Government for greater financial assistance, but we have started to prepare for the future with the establishment of an infrastructure renewal reserve to offset some of the costs faced by Council. This was highlighted during a series of budget roadshows conducted across the shire in an effort to let people know first hand the financial pressures being faced by the Council.

Our focus during the past 12 months has been largely on the recovery process. This has been

overseen by the appointment of additional executive staff which has been supported through the Murrindindi Assistance Package. Those appointments have been an Executive Director Reconstruction and Recovery Dimitri Scordalides, General Manager Corporate and Community Services Robert Cherry and General Manager Infrastructure Services Andrew Bainbridge.

The executive team is not only overseeing the reconstruction and rebuilding efforts, their focus has also been on meeting Council's response and obligations under the findings and recommendations of the 2009 Victorian Bushfires Royal Commission as well as improving our day-to-day operations.

Council Plan

Importantly, the executive has been ensuring our goals of the Council Plan are being monitored and met. To the credit of Council and staff, more than 80 per cent of our actions in 2010-2011 were completed or remained on target.

Many of our programs outlined in the Council Plan focus on community engagement and interaction. This has seen more than 1500 residents participate in more than 38 networking, educational and recreational events as part of the Adjustment and Adaptation, developing Leadership through Change program and more than 2000 people taking part on social connectedness programs in bushfire affected areas.

Mayoral election

I would like to thank my colleagues for re-electing me Mayor for a consecutive term and congratulate Cr John Walsh on his election as Deputy Mayor.



Margaret Abbey, Chief Executive Officer

Community Satisfaction Survey

The annual Local Government Community Satisfaction survey, in which residents get to rate Council and its delivery of services, improved from 2009-2010. While we were pleased that our rating lifted, there is certainly much work to do.

This also remains a significant challenge of Council.

Organisation review

As we continue to see more projects come to fruition under the recovery program, it also means staff numbers will decrease with contracted employees leaving the Council for other opportunities.

We need to consider how we can continue to deliver services that are now expected by the community as staff levels decline.

To that end, Council has requested a review of our operations in an effort to report on possible efficiencies and asset sales. This will be a key focus of 2011-2012 and beyond.

Local economy

Our local economy has seen positive signs of investment, however there have also been some hurdles that have impacted our shire. This included the closing of Gunns Timber Products Alexandra sawmill and processing plant.

On reflection, Council's support during this time is one of the reasons why Local Government is so important to communities. Through a collaborative approach, key stakeholders were brought together to provide employees with a range of information and options regarding their future.

Even more importantly, efforts were made by Council to seek the support of contractors in providing

employment opportunities for those people directly impacted by the closure.

It has also been a time of change across our landscape, with the drought finally breaking, we have enjoyed a wonderful farming season and the continual rise of Lake Eildon has done wonders for our tourism industry.

Tourism will be further bolstered with the Goulburn River High Country Rail Trail moving full steam ahead. This \$14 million project will take people on a journey through three shires – Mansfield, Murrindindi and Mitchell. It has the potential to bring many people to our region.

We have many exciting projects starting, projects coming to fruition, strategies to implement and programs to encourage community participation and connectiveness.

We remain committed to making Murrindindi a great place.

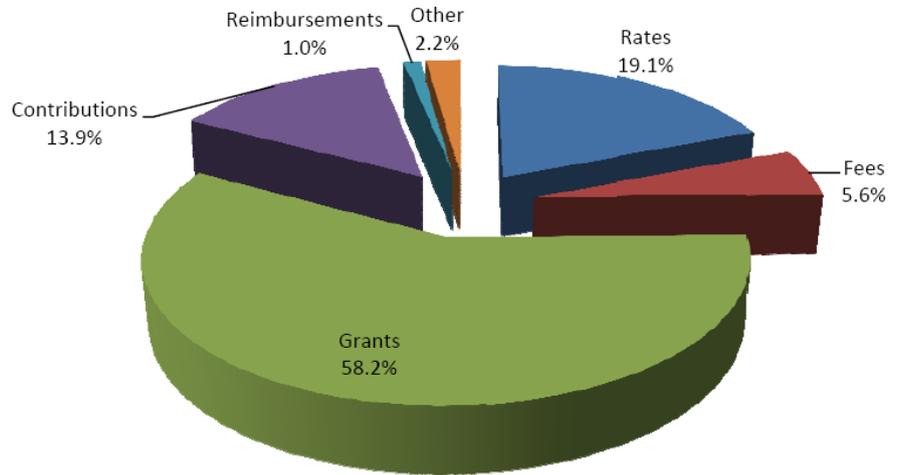
Peter Beales, Mayor

Margaret Abbey, Chief Executive Officer

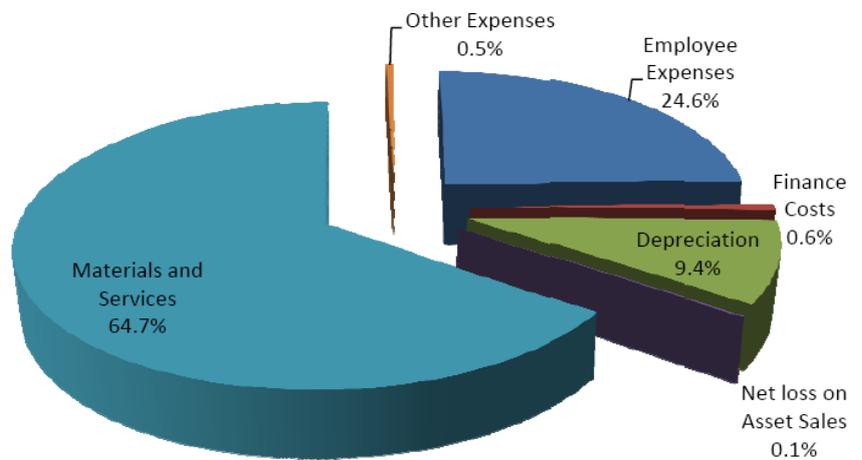
Financial overview 2010-2011

The following graphs are a summary of Council's financial reporting for the year ended 30 June 2011. For further financial detail refer to the Financial Report at the back of the report.

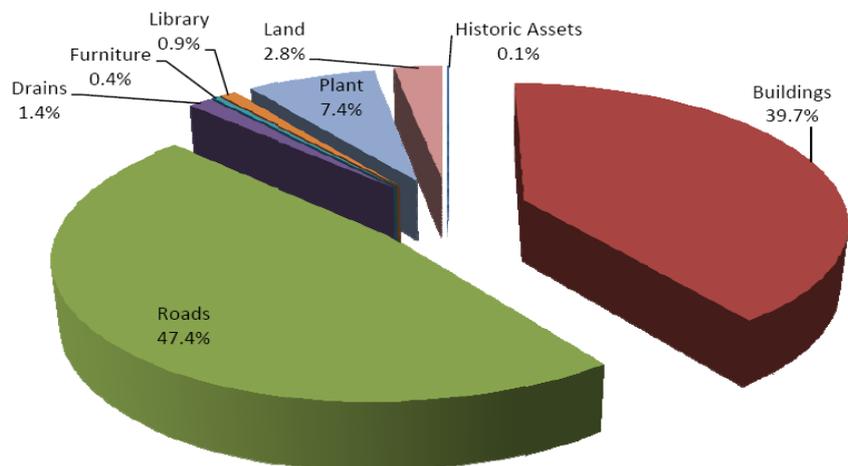
Income breakdown



Operating expense breakdown



Capital expenditure breakdown



Capital works summary 2010-2011

Description of Works	Works in progress	Total value of works	Total value of works completed
	1 July 2010	2010-2011	30 Jun 2010
	\$	\$	\$
Land			
Land Purchase - 2950 Heidelberg- Kinglake Road	50,168	235,246	285,414
3881 Melba Highway - Glenburn		106,847	106,847
Total Land	50,168	342,092	392,260
Buildings and Structures			
Eildon Go Fishing - tables and facilities	21,469	14,923	36,392
Alexandra Shire Office - air conditioning	12,800	77,544	90,344
Alexandra Public Convenience - Bakers Lane	70,981	27,024	98,005
Bollygum - DPCD	1,695	147,199	148,894
Bollygum - RDV	8,029	103,367	111,395
Bollygum Skate Park	12,854	191,945	204,799
Yea Skate Park	3,740	13,188	16,928
Bollygum Park artistic and custom timber work		9,255	9,255
Alexandra Transfer Station		5,188	5,188
Eildon Transfer Station		4,913	4,913
Kinglake Transfer Station		24,381	24,381
Yea Transfer Station Works		4,511	4,511
Coster Street Units		2,455	2,455
Alexandra Swimming Pool		3,575	3,575
Yea Swimming Pool		7,956	7,956
Eildon Swimming Pool		49,110	49,110
Marysville Swimming Pool		15,310	15,310
C J Dennis Hall Toolangi - kitchen		1,702	1,702
Public convenience upgrades		55,316	55,316
Eildon community basketball court		49,118	49,118
Landfill capital cell construction		26,121	26,121
Total Buildings and Structures	131,567	834,101	965,668
Plant and Machinery			
Major plant		476,095	476,095
Motor vehicles		436,379	436,379
Total	0	912,474	912,474
Drainage			
Drainage - network expansion	32,911	21,247	54,158
Drainage renewal		23,709	23,709
Drainage upgrade- trouble spots		97,896	97,896
Marysville drainage		2,642	2,642
000538 Marysville Drainage		21,483	21,483
Total Drainage	32,911	166,977	199,888
Heritage Assets			
Red Gate - Alexandra	8,180	7,492	15,672
Total Heritage Assets	8,180	7,492	15,672

Capital works summary 2010-2011

Description of Works	Works in progress	Total value of works	Total value of works completed
	1 July 2010	2010-2011	30 Jun 2010
	\$	\$	\$
Roads, Streets and Bridges			
Eildon town and pathways	2,038	71,343	73,381
Kinglake footpath	6,673	24,587	31,260
Narbethong pathway and signage	8,594	8,795	17,390
Eildon Go Fishing - pathways	8,401	1,754	10,155
Yea Saleyards intersection	2,471	52,729	55,200
Flowerdale Ranges Pathways Project	8,582	204,396	212,978
Toolangi District House - walking	4,882	143,347	148,229
Spring Creek Road - pavement/seal	334,494	7,778	342,272
Aitken Crescent bus shelter		25,364	25,364
Toolangi all purpose track		118,470	118,470
Buxton township landscaping		10,164	10,164
Eildon streetscape		23,226	23,226
Narbethong streetscape		11,518	11,518
Gravel Roads - resheeting		892,091	892,091
Sealed Roads - reseals		753,314	753,314
Final seals		108,246	108,246
Sealed roads - pavement renewal		419,835	419,835
Extons Road - resheet and seal		4,200	4,200
Snobs Creek Road		47,292	47,292
Bridge / Component renewal		109,627	109,627
Minor Capital Works - Urban Design Framework		11,861	11,861
Bus shelter construction		24,348	24,348
Load capacity upgrades		163	163
Footpath renewal		55,779	55,779
Kerb renewal		45,936	45,936
Footpaths - Missing Links		119,946	119,946
Town Amenity Project		1,074,774	1,074,774
Flowerdale Shared Path		15,796	15,796
Glenburn Road Kinglake Walking Track		484,930	484,930
Kinglake Ranges Pathways Project		223,826	223,826
NDF Bridge Rebuild Program		357,033	357,033
Wilhelmina Falls Road		111,411	111,411
Banbury Road		21,039	21,039
Buxton Streetscape		9,890	9,890
Narbethong Streetscape		20,327	20,327
Bakers Lane Precinct		20,195	20,195
Hazeldene Precinct		12,633	12,633
Molesworth Steetscape		1,715	1,715
Taggerty Picnic Area Access		4,815	4,815
Pheasant Creek Streetscape		3,750	3,750
Yea Community Park Carpark		8,273	8,273
Lamont St / Station St Intersection		503	503
Topsie Gully Road		69,911	69,911
Vickery St / Green St Intersection		9,196	9,196
Craigie St / Nolan St Intersection		8,183	8,183
South Cathedral Lane		51,511	51,511
Total Road, Streets and Bridges	376,136	5,805,817	6,181,953

Capital works summary 2010-2011

Description of Works	Works in progress	Total value of works	Total value of works completed
	1 July 2010	2010-2011	30 Jun 2010
	\$	\$	\$
Furniture and Equipment			
Computer equipment		31,638	31,638
Other		12,195	12,195
Total Furniture and Equipment	0	43,834	43,834
Library Materials			
Books		69,410	69,410
DVD and talking books		39,992	39,992
Magazines		3,746	3,746
Total Library Materials	0	113,147	113,147
Works In Progress			
Yea Caravan Park - toilet upgrade		443	443
Marysville Retirement Village - rebuild		140,433	140,433
Murchison Gap Observation Platform		28,103	28,103
Yea Shire Hall - upgrade		4,690	4,690
Marysville Caravan Park - reinstatement		254,841	254,841
Kinglake Memorial Recreation Reserve		222,932	222,932
Rotary Park Upgrade Project		183,124	183,124
Bollygum- Jobs Fund (DEEWR)		1,092,479	1,092,479
Yea Tennis Club Rooms		221,449	221,449
Marysville Community Centre		1,190,406	1,190,406
Gallipoli Park Stage 1		282,155	282,155
Moores Reserve - Flowerdale		606	606
Pioneer Reserve BBQ shelter and toilets		20,355	20,355
Pioneer Reserve Tennis Courts and Clubrooms		40,541	40,541
Yea Wetlands Visitor Information Centre		45,045	45,045
Upgrade Buxton Reserve		12,695	12,695
Gallipoli Park Stage 2		248	248
Program Management VBAF Projects		170,825	170,825
Memorial Reserve Redevelopment		29,633	29,633
Buxton Park Upgrades		15,098	15,098
Yea Saleyards Development		18,188	18,188
Yea Swimming Club Rooms		630	630
Yea Fountain refurbishment		9,936	9,936
Eildon Bowling Club disabled access		4,537	4,537
Marysville Caravan Park amenities		2,094	2,094
Yea Railway Reserve upgrade		7,173	7,173
Marysville Skate Park		9,318	9,318
Glenburn Recreation Reserve - playground		3,095	3,095
Marysville Heart Project		15,888	15,888
Total Works In Progress	0	4,026,960	4,026,960
Total value of Capital works completed 2010-2011	598,963	12,252,893	12,851,857

Councillors



Cr Peter Beales, Mayor, Kinglake Ward

Townships: Kinglake, Toolangi
First elected March 1997
Mayor 1999-2001, 2009-2011

Telephone: 0457 709 331

Email: jpbeales@bigpond.com.au

Portfolio The Mayor does not have a specific portfolio

Peter is married to Jenny and they have two adult children, Jessica and Adrian. A resident of Kinglake since 1981 Peter has been, and still is, involved in many community groups.

Former police officer of 29 years, proprietor of the Kinglake West Store for seven years and currently a Disability Support Officer with people with Acquired Brain Injury.



Cr John Walsh, Deputy Mayor, Koriella Ward

Townships: Yarck, Cathkin, Molesworth, Limestone, Highlands, Gobur
First elected November 2008

Telephone: 0408 013 237

Email: jwalsh@murrindindi.vic.gov.au

Portfolio Tourism and Economic Development

John and his wife Robyn moved to their beef and berry farm at Yarck in 1999 after their two children Stuart and Louisa left home to pursue their careers.

John retired from the Army as a Lieutenant Colonel after 21 years service in Signals and Electronic Warfare with postings around Australia, United Kingdom and the USA. Since then he has worked in information technology, project management and risk management.



Cr Kevin Bellingham, Cathedral Ward

Townships: Taggerty, Buxton, Marysville, Narbethong
First elected 1997 / Re-elected November 2008

Telephone: 0448 327 563

Email: kbellingham@murrindindi.vic.gov.au

Portfolio Corporate Services

Kevin has been a resident ratepayer in the Cathedral Ward for 26 years and during that time a local building contractor, deer farmer and with his wife Yvonne business owner.



Cr Sally Abbott Smith, Cheviot Ward

Townships: Yea, Strath Creek, Flowerdale
First elected November 2008

Telephone: 0407 011 089

Email: sabbottsmith@murrindindi.vic.gov.au

Portfolio Climate Change and Natural Environment

Sally is a long-term resident-farmer of the area.

Her career has been in education in resource development and learning design.

Sally is actively involved in a number of local community groups committed to strategic planning that retains and enhances our natural assets.



Cr Christopher Healy, Eildon Ward

Townships: Thornton, Eildon
First elected November 2005

Telephone: 0429 436 156

Email: chealy@murrindindi.vic.gov.au

Portfolio Planning and Environment

Chris and his family moved to Eildon in 1994, when they purchased the Lake Motel.

Chris is an active community member as a member of a number of community groups.



Cr Cris Ruhr, King Parrot Ward

Townships: Hazeldene, Glenburn, Kinglake West, Pheasant Creek
First elected March 2010

Telephone: 0459 066 637

Email: cruhr@murrindindi.vic.gov.au

Portfolio Community and Customer Service

Cris is married to Vicki and they have two children, Jean-Paul and Lachlan. A resident of Kinglake since 1998, they quickly established a small olive grove on their property.

Cris has been a Business Development Manager for the past 15 years in a variety of industries.

Cris has been an active member of the Kinglake community and is currently Shed Coordinator of the Kinglake Ranges Men's Shed, Editor of Kinglake Ranges News and Vice President of the Murrindindi Toy Library.



Cr Robert Flowers, Redgate Ward

Township: Alexandra
First elected November 2005
Mayor 2006-07

Telephone: 0429 165 052

Email: bflowers@murrindindi.vic.gov.au

Portfolio Infrastructure and Assets

Bob's association with Alexandra started in 1972 when he came as a teacher to the Secondary College.

His career in education concluded at Alexandra Secondary College when he retired from the Assistant Principal position in 2002. In the interim he taught at Caulfield Secondary College and had been principal at Yea High School.

Bob and his wife Louise have three adult children – Lucy, Jane and Tom. Together they run a farm-stay cottage and small beef cattle farm.

Bob has always participated in community life and since retirement has been busy with Rotary, CFA, Red Cross and the farm.

Our organisation



Margaret Abbey
Chief Executive Officer

Bachelor of Arts (Hons), Master of Town and Country Planning, Diploma of Management and Ord 4 (Cert) NSW

Margaret joined Murrindindi Shire Council on 28 June 2010 with 26 years of local government experience.

In her role as CEO Margaret is the link between Council and the organisation. The CEO has a number of delegated powers to ensure she has the necessary authority to fulfill her role.



Michael Chesworth
General Manager Sustainability

Bachelor of Behavioural Science (Hons.)

Michael was first appointed to Murrindindi Shire Council as Manager of Organisational Development in 1997.

Michael's role involves the management of the sustainability services within Council which include organisational development, economic development and tourism, building, planning and environmental services.



Andrew Bainbridge
General Manager Infrastructure

Bachelor of Engineering (Civil)

Andrew joined the Murrindindi Shire Council team on 6 December 2010.

In his role, Andrew heads up the infrastructure services team focusing on our assets and infrastructure, engineering projects and the infrastructure operations team (formerly Murrindindi Construction).



Rob Cherry
General Manager Corporate & Community Services

*Batchelor of Bus Multidiscipline (Mon)
Member National Institute of Accountants*

Rob started with Murrindindi Shire Council on 3 November 2010.

Rob's role covers the management and strategic development of council services in relation to corporate services, finances, community services and customer services



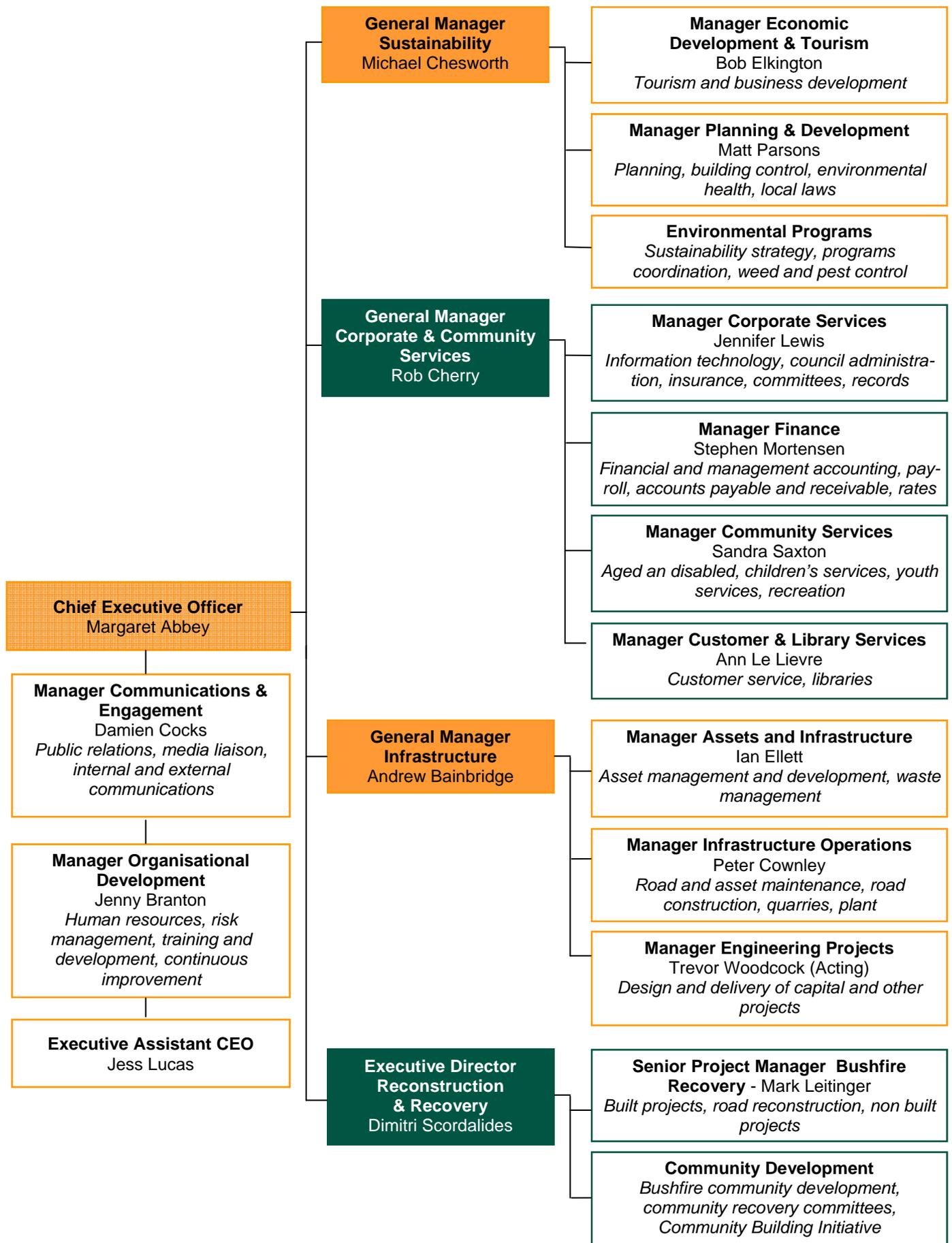
Dimitri Scordalides
Executive Director Reconstruction & Recovery

Bachelor of Engineering (Civil)

Dimitri joined Murrindindi Shire Council on 26 August. 2010.

In his role Dimitri's focus is on providing support and direction for the reconstruction and recovery of the our communities following the February 2009 fires.

Organisational Structure



Performance reporting

We report on our performance under the seven themes of the *Council Plan 2009-2013*.



Governance

Objective: Effective leadership providing representation and advocacy for the community backed by a financially strong organisation.



Community

Objective: Communities enjoying good health and well being.



Local Economy

Objective: Sustainable growth of our local economy.



Climate Change & Natural Environment

Objective: A natural environment that is diverse, health and cared for.



Planning and Environment

Objective: Sustainable land use, development and growth.



Infrastructure

Objective: To enhance the sustainability of our infrastructure, recognising and changing needs and expectations of our communities.



Corporate Development

Objective: Improve systems and processes.

For each theme we include:

- a summary of our achievements, challenges and what is before us
- tables listing our Council Plan activities for each strategy and a comment or status for each item
- graphical data of our performance

Please note that data is not available for all of our strategic indicators. This is because not all of our indicators are measured annually.



Danielle Shaw - Young Citizen of the Year and Mrs Valarie Borrie - Citizen of the Year with their Australia Day Awards

Theme 1 - Governance

Strategic Objective

Effective leadership providing representation and advocacy for the community backed by a financially strong organisation.

Strategies

- Facilitate and support recovery within fire affected communities.
- Provide opportunity for open and responsive communication with the community.
- Improve governance systems, processes and relationships.
- Be consistent, fair and transparent in our decision-making.
- Provide sound financial management.
- Advocate on issues of importance to our community.

Governance

Achievements

- Transition of the Victorian Bushfire Reconstruction and Recovery Authority projects to Council's control.
- Continued advocacy to the State Government in an effort to find a suitable funding solution to meet Council's growing infrastructural renewal gap.
- Significant chapter closes in the bushfire recovery process with the final meeting of the Murrindindi Bushfire Reconstruction and Recovery Committee (MBRRC) on 17 March 2011. The Section 86 Committee was established on 22 April 2009 and has been a driving force in the rebuilding process and keeping communities informed through the support of Community Recovery Committees (CRCs).
- Adoption of Local Law 3, strengthening Council's Governance procedures around meeting regulations, the use of the Common Seal and election of Mayor and Deputy Mayor.
- Lobbying and providing opportunities for local communities to highlight to the Federal Government the need for improved communications across some sections of the shire.
- Embarked on a budget roadshow to highlight Council's financial situation, encouraging feedback on Council's proposed rate increase.

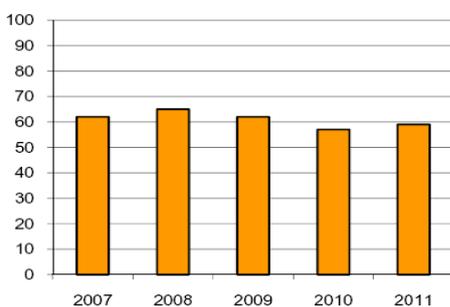
Challenges

- The continued lobbying of state and federal governments to secure recovery resources and funding.
- Reviewing and implementing the recommendations of the 2009 Victorian Bushfire Royal Commission findings.
- Preparation of the 2012 Local Government election process.

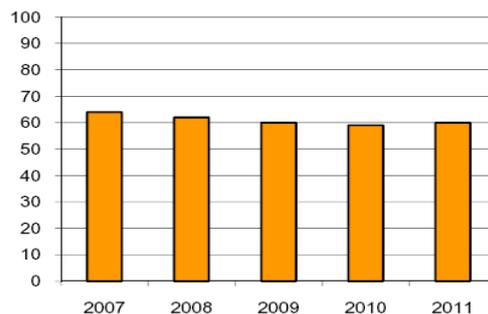
Looking forward

- Continue to provide leadership in the recovery process.
- Support community and organisational transition to post recovery operations.
- Continue providing ongoing support and engagement with communities in relation to Council decision-making.

Community Satisfaction Results
Council's overall performance



Community Satisfaction Results
Council's performance for advocacy



Council Plan activities

Strategy 1 - Facilitate and support recovery within fire affected communities

Activities	Status	Comment on progress and outcomes
Support the Rebuilding Murrindindi Committee to achieve collaborative recovery and reconstruction	Completed	The work of the Bushfire Recovery Committee has concluded. The committee was a valuable forum for information sharing between the CRCs, Council and various Victorian Government departments and agencies
Prepare and implement a Bushfire Reform and Recovery Plan	Completed	The <i>Murrindindi Reform and Recovery Plan</i> was adopted by Council on 23 March 2011

Strategy 2 - Provide opportunity for open and responsive communication with the community

Activities	Status	Comment on progress and outcomes
Undertake a community visioning exercise to develop a Murrindindi 2030 Community Plan.	Not due to commence	This activity is not yet due to commence. It is anticipated this activity will be undertaken in year three of the Plan. The future development of the plan requires Council resourcing and commitment
Clearly communicate the Council Plan to the community.	Completed	The updated Plan has been adopted by Council. Communication activities included media releases, advertising, councillor comment, website and councillor and officer radio presentations. The on-going promotion of the Plan has been further enhanced during the communication plans developed for the 2011-2012 Budget. The Council plan and its activities were highlighted at four community information sessions supporting the draft Budget process

Strategy 3 - Improve governance systems, processes and relationships.

Activities	Status	Comment on progress and outcomes
Complete continuous improvement and Best Value requirements	Deferred	As a result of Council resolutions the organisation's focus at present needs to be on service reviews before undertaking a continuous improvement program
Review governance processes to identify opportunities for improvement	Completed	Review undertaken of Local Law 3

Services related to this theme

- Civic functions and events
- Councillor training and development
- Council elections
- Community engagement

Fast facts

- 9 new Australian citizens declared
- 98 residents made presentations to Council during Open Forum sessions
- 24 Council meetings held
- 24 Councillor briefing sessions held

Council Plan activities

Strategy 4 - Advocate on issues of importance to our community

Activities	Status	Comment on progress and outcomes
Develop a mentoring program for future community leaders	Completed	The Community Recovery Committees have ceased and other community structures established which provide opportunities to support community engagement and leadership activities
Lobby other levels of government to secure recovery resources	Completed	With the completion of the Reform and Recovery Plan, and the KPMG work that has been commissioned by VBRRRA, Council now has well researched data to support its advocacy for additional recovery resources. This has commenced with discussions with the state government through ministerial deputations and local members of parliament

Strategy 5 - Provide sound financial management

Activities	Status	Comment on progress and outcomes
Ensure financial information is provided in a style which is both professionally acceptable and understandable by the community	Completed	The <i>Annual Report 2009-2010</i> was published and distributed



Joining the Australian community as fully fledged citizens were four family members Cinoj Thomas his wife Lisha and two children Heba Ann and Johan from Alexandra and Yea's James Wilkie.



The Yea Skate Park has proven very popular with young locals. Facilities have continued to be improved with the building of a rotunda and extensive tree planting.

Theme 2 - Community

Strategic Objective

Communities enjoying good health and well being.

Strategies

- Advocate for and facilitate access to arts and cultural experiences and events.
- Facilitate and support recovery within fire affected communities.
- Foster a more resilient community by promoting diversity, inclusion, access and equity, and supporting community interaction.
- Facilitate improved quality of life for the Murrindindi communities.

Community

Achievements

- Allocation of more than \$500,000 of Community Recovery Fund grants to bushfire affected communities.
- Assisting Community Recovery Committees in the delivery of Community Recovery Plans.
- Working with bushfire affected communities in the development of tender specifications to ensure funded projects would meet community expectations.
- Council's Maternal & Child Health staff highlighted their role in 2009 bushfires at the National Conference of the Australian Association of Maternal, Child and Family Health Nurses.
- Refurbishment of the Eildon Community Basketball Courts.
- High compliance pool audits at Alexandra and Marysville Swimming Pools.
- Successful application to the Commonwealth Department of Health and Aging for an increase in Community Care Packages enabling older people to remain living at home and receive a high level of support.
- Successful transfer and integration of the Kinglake Early Learning Centre with the Kinglake Kindergarten to form the Kinglake Ranges Children's Centre under a community management model.
- Completion of the Alexandra Community Kitchen and Garden.
- Review and implementation of changes to the Municipal Recovery Plan including the development of a Vulnerable Person's Register.
- High patronage of the Eildon to Alexandra trial bus service has resulted in a continuation of the service.
- A high level of youth engagement with the use of social media such as face book and the development of a youth web site
- Formation of a Youth Partnership Group enabling a co-operative and planned approach to Youth

planning and the provision of youth services across the shire.

- Conducting the highly successful inaugural Youth Festival – 'Dindi Fest'. With more than 800 people attending. Over half of the attendees were aged between 12 and 24 years. Young people from across the Shire were responsible for the organisation, co-ordination and delivery of the event, and were supported and mentored by the Youth Partnership Group.
- Increased and maintained attendances Council's supported playgroups initiative. It included the establishment of new groups in Kinglake, Toolangi and Flowerdale and provided resources for appropriate play experiences through an early year's educator.
- Continued success of the 'On the Couch' program conducted at libraries throughout the shire. This program provided the community with access to stimulating speakers and book reviews.

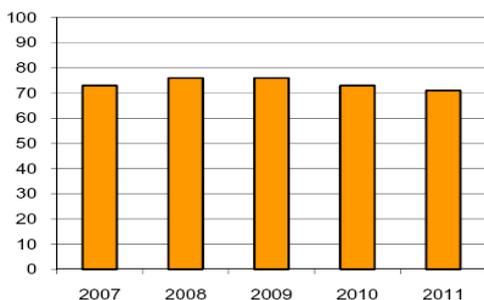
Challenges

- Accessing funds for the Yea Swimming Pool redevelopment.
- Maintaining the Youth Web Site and Face book after 30 December 2011 when the Youth Participation & Development Officer's position finishes.
- Accessing funding to enable the Youth Festival to be an annual event.
- Ensuring the ongoing sustainability of playgroups after 30 December 2011 when the supported playgroups initiative finishes.

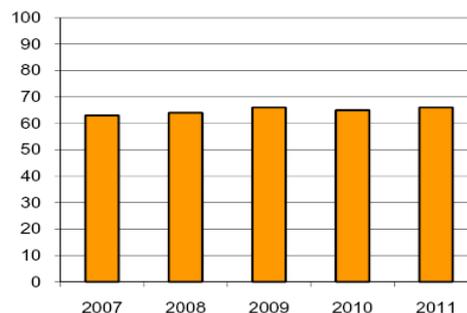
Looking forward

- Completing the Marysville Skatepark.
- Completing the Youth Strategy.
- Implementing the Rural and Regional Youth Inclusion Grant Program which aims to improve how rural young people connect with local communities by strengthening their participation in decision making.
- Working with the Yea Kindergarten Committee and community representatives to help them achieve their goal of providing long day care in Yea.

Community Satisfaction Results
Health & Human Services



Community Satisfaction Results
Recreation facilities



Council Plan activities

Strategy 1 - Advocate for and facilitate access to arts and cultural experiences and events

Activities	Status	Comment on progress and outcomes
Complete the development of the arts and cultural policy	Overdue	A draft policy was presented to Councillors in June 2011. The policy aims to develop a common understanding of what is meant by arts and culture and describe Council's role in supporting arts and cultural activities within the Shire. Council will make formal ratification of the policy in 2011-2012.

Strategy 2 - Facilitate and support recovery within fire affected communities

Activities	Status	Comment on progress and outcomes
Work with VBRRRA, Community Recovery Committees (CRCs) and fire affected communities to develop community based recovery plans based on active participation and strengthened community connectedness.	Completed	Community plans have been developed and are at various stages of implementation. Community Development Officers (CDOs) have assisted community groups and Council on specific project and grant management as well as supporting groups developed to deliver on specific projects.
Roll out recreation programs for fire affected communities.	Overdue	There has been a particular focus on community participation. Youth have been extensively consulted in Marysville in the development of plans for a skate park while Lions Park, Kinglake, has received both state and local support by community members and service club representatives that has resulted in some work provided pro-bono. Importantly, the views of a range of stakeholders have been taken on board in the development of these programs.

Services related to this theme

- Aged and Disability Services
- Children and Family Services
- Community Development
- Library Services
- Recreation Services
- Reception Services

Fast facts

- 80 volunteers delivered 8,211 meals on wheels
- 32,766 hours of Home and Community Care services provided
- 106,496 library items borrowed
- 5,839 library members
- 840 new library members
- 8,120 people attended 511 library programs
- 137 notices of birth
- 53,094 hours of Family Day Care provided

Council Plan activities

Activities	Status	Comment on progress and outcomes
Roll out a social connectedness program to fire affected communities.	Completed	<p>Project concluded end of June 2011. More than 19 events held over 18 months with just under 2000 participants involved. Events included:</p> <ul style="list-style-type: none"> • Two barbecues at the Yea Men’s shed • Bus trip to AC:DC concert attended by 35 older adults • More than 200 residents enjoyed a BBQ with entertainment at Eildon • Three sessions of Whole Women Workshops were held in Marysville • Information session in Alexandra resulted in the successful formation of Murrindindi East U3A • 60 residents attended a comedy night in Toolangi • U3A information sessions held in Kinglake resulting in commencement of Kinglake U3A breakfast meetings • Kinglake Back on Track project ran five programs over 12 weeks and introduced older residents to strength training, Chinese medicine and healthy eating • Triangle Tasters Expo in Marysville showcased community programs and clubs - 14 community groups involved • Weekly Kinglake education programs ran for six weeks consisting of charcoal drawings, quilting and cook and chat • Toolangi Castella Autumn Lunch attended by 50 elderly residents living in the district • 150 residents attended the Marysville comedy night • Flowerdale residents visited Beyond Age Exhibition in Kinglake • 60 residents attended the Family Film night in Toolangi • 25 Flowerdale residents travelled by bus to Melbourne for ferry trip on the bay • Monthly Kinglake U3A “Melting Pot” sessions are open to the public and include an afternoon tea and a guest speaker • Gentle Water Exercise Program run over 20 weeks with 10-26 participants



Photograph: Thank you: Committee members Daryl Taylor, Rowan Sharp, Anna Bunbury (holding Polly), Jo Priestley, Cheryl Phillips, Buffy Leadbeater, Fiona Leadbeater, Anne Leadbeater and Jane Archbold are joined by Cr Cris Ruhr with their special gift to say thanks for their support of the Kinglake Ranges Community Building Initiative.

Council Plan activities

Activities	Status	Comment on progress and outcomes
Establish maintenance service standards for Section 86 Committees of Management.	Completed	To enable establishment of a consistent provision of maintenance service standards across S86 Committees, a review of current arrangements including renewal of Instruments of Delegation and Charters has been done. Finalising of maintenance service standards is anticipated to be completed by December 2011.
Rebuild community notice boards destroyed by the fires, to assist in re-establishing the community.	Completed	Project was completed with the installation of 25 notice boards across fire affected communities. While the noticeboards are being extensively used, three have been vandalised.
Roll out a program of theatre plays.	On schedule	Playback Theatre conducted three performances during May 2011 in Alexandra, Yea and Flowerdale for more than 90 residents. Balance of funding to be utilised in October 2011 for performances of The Sentimental Bloke by Australian Classical Theatre in Alexandra, Kinglake and Strath Creek.
Implement a program of support for volunteers.	Completed	Staff continued to work on ways of supporting and recognising efforts of volunteers across the shire. Community Development staff initiated the Council's Volunteer Recognition Program during National Volunteers Week. This included media releases, signage at Council offices and volunteer recognition badges.
Design and deliver a 'Celebrate Positive Images' project.	Completed	The Beyond Age Exhibition has travelled extensively across the state and shire. Further exhibitions are planned for 2011 after which Council will store the display.
Roll out library programs in fire affected communities.	Completed	Seven 'On the Couch' events were completed by June 2011. These programs provided a range of topics that were both interactive and thought provoking.
Develop a community strengthening activity to acknowledge the contribution of volunteers.	Completed	Through the efforts of the Community Development officers this is the second year Council has now formally recognised volunteers during National Volunteers Week in May. It is hoped that a commitment to this annual activity will continue.

Council Plan activities

Activities	Status	Comment on progress and outcomes
Provide Land management advice for S86 Committees of Management to reduce the risk of secondary hazards that may arise as a result of the bushfires.	Completed	Delivery of free Skills Development Workshops for Section 86 and Community Committees of Management was completed December 2010. This program provided a range of information to committee members including the important task of preparing risk and hazard assessments. Secondary hazards could include landslips, flooding and infrastructure damage.
Extend programs to all fire affected communities to strengthen communities and prepare for future disasters.	Completed	While this has been completed there will be on-going implementation and review of strategies that have been developed through Council, community groups and key emergency management stakeholders. Communities have developed safety projects based on their own needs.

Strategy 3 - Facilitate improved quality of life for the Murrindindi community

Activities	Status	Comment on progress and outcomes
Work with the community to deliver a series of community festivals and celebrations.	Completed	Support has been given to a number of community groups across the shire with their applications to the Community Recovery Fund. CDOs assisted and attended Commemorative Events held in Kinglake, Strath Creek and Marysville. While low-key and reflective in content, these events were very well attended and themed a 'Celebration of Community'.
Implement initiatives from the Inclusiveness, Access and Equity Plan.	Completed	In partnership with Mitchell Community Health and Council's youth team, a program was developed to emphasise on young people the impact a disability may have on a person. The joint Yea and Alexandra venture resulted in good participation from Year 8 students who have volunteered in organising future International Disabilities Days.
Develop leadership, mental health and wellbeing programs for drought affected communities.	Completed	The Adjustment and Adaptation, Developing Leadership Through Change program of events took place over 15 months, from February 2010 to May 2011. More than 1,500 residents participated in over 38 networking, educational and recreation events, in 12 different locations across the shire. Overall this program has been very successful and the community has gained knowledge and understanding that they can take into the future.
Lobby the state government to improve access to public housing.	Review	There has been no action taken on this activity. Following the bushfires, the matter was taken up by the Department of Human Services.

Council Plan activities

Activities	Status	Comment on progress and outcomes
Implement initiatives from the Health and Wellbeing Plan.	Completed	<p>This activity has seen outstanding community participation in a range of programs. It has resulted in 15 community groups receiving community grants equalling \$25,800; 120 permits were issued for community events. Across the shire, a swimming program attracted 20 per cent of the shire's under fours. Three new bus services started and 89 per cent of immunisation targets were met.</p> <p>The program has also focused on works on Kinglake and Flowerdale walking paths and connectedness through the upgrade and opening of the Community Garden and Kitchen in Alexandra.</p>
Complete Alexandra community kitchen project.	Completed	<p>The Alexandra Community Kitchen and Garden Project was officially opened on 15 April 2011 by the Member for Seymour Cindy McLeish and Anglican Reverend John Parkes.</p> <p>The Alexandra Community Kitchen and Garden Project was funded under the 2009 Bushfire Recovery Package – Small Towns Development Fund. The proposal was to upgrade the kitchen and supper room in the parish hall and develop a community garden in the parish grounds.</p> <p>The project continues to grow from the original eight beds and 16 plots.</p>
Seek funding through the Department of Planning and Community development grants program for Flowerdale Tennis Court, Eildon Basketball Court and Alexandra Leisure Centre Feasibility Study.	On schedule	<p>The Flowerdale Tennis Court project was officially opened in May 2011.</p> <p>The Eildon Basketball Court has been completed with plans for an official opening of the new multipurpose court.</p> <p>The brief for the Alexandra Community Centre Feasibility Study was deferred following a lack of submissions to undertake the study.</p> <p>An extension was granted by the Department Planning and Community Development until 30 December 2011.</p>
Plan for the integration and future governance of the Kinglake Early Learning Centre.	Completed	<p>The Kinglake Early Learning Centre and Kindergarten were integrated at the beginning of the school year to become the Kinglake Ranges Children's Centre. The new integrated facility which includes kindergarten and long day care is managed by a Community Committee of Management and is co-located with Council's Maternal & Child Health service.</p>

Council Plan activities

Strategy 4 - Foster a more resilient community by promoting diversity, inclusion, access and equity and supporting community interaction

Activities	Status	Comment on progress and outcomes
Facilitate a community building initiative to support people impacted upon by the Sugarloaf North South Pipeline.	Completed	Community Development staff have continued to assist with community building initiatives in the Glenburn to Yea corridor such as: The highly successful 'Beyond Age' photographic exhibition and public meetings with Rob Gordon held in Yea during the period under review. The Yea community has also been assisted by CDOs to utilise Department of Planning and Community Development (DPCD) Community Recovery Funds.
Develop and deliver additional youth support programs and activities - Youth web site.	Completed	The Youth website continues to be a strong communications tool to engage with the shire's young people. A range of programs and events has contributed to thousands of "hits" on the site. These have included a photography competition and FReeZA events and the desire to access youth services. The website also hosts a facebook link with more than 300 youth linked as friends to the site.
Develop and deliver additional youth support programs and activities - Youth leadership program	Completed	<p>Two major initiatives were held with the staging of the inaugural Dindi Fest and the implementation and support of a learner driver mentor program - L2P.</p> <p>The Dindi Fest, which showcased youth talent (2 April 2011) attracted 800 young people to hear a range of bands and partake in a carnival type day. The total budget for the event was \$28,000.</p> <p>Council allocated \$4,000 to support an initial 12 month lease of a vehicle for Kinglake under the L2P program. This program allows young people who do not have access to a supervising driver or vehicle to work toward achieving their 120 driving hours in a supported mentor environment. Council accessed funding for this program via TAC/Vic Roads, and has a contract for the program delivery with Berry Street Alexandra.</p>
Develop and deliver additional youth support programs and activities - Youth provider's committee, extend to Flowerdale, Glenburn and Yea.	Completed	Additional programs remain a key focus of the developing youth strategy. Consultation has taken place with the Murrindindi Youth Partnership Group. A key element to the consultation process is activating young people as researchers, who will take leadership roles in championing the consultations with their peers, helping to guide the development of the youth survey and participating in some data gathering and collating.

Council Plan activities

Activities	Status	Comment on progress and outcomes
Develop and deliver additional youth support programs and activities - Youth development grants program.	Completed	Youth development grants have provided support for projects that have assisted individual recipients in training and supporting activities and events that provide community connectedness. The program has provided funding to support a skate/scooter/BMX "skitefest" in Yea, provision of equipment to support a Yea dance school and funding to support a student to further his career path in fitness.
Implement phase two of transport connections project.	Completed	The second phase of the program ceased in December 2010. All objectives of the program were met, and in particular the activities have raised the profile of transport options across the shire. Key initiatives included: extensive community and partnership consultation; promotion and surveys; four additional bus routes; community buses; a range of innovative transport options; raising the profile of transport in the shire. As a result of the Transport Connections Program there has been an increase in the level of access and mobility of members of the community in, around and outside the shire. All objectives have been met to some degree with a variety of recommendations provided to the Department of Transport.
Review and evaluate the Transport Connections program's first three years.	Completed	The comprehensive evaluation of the successful Transport Connections Program's first three years was completed and submitted to the Department of Planning and Community Development at the end of February 2011.
Develop a plan for the implementation of the Transport Connection Program for years 2010-2013.	Completed	Key themes identified in supporting the Transport Connections Program include a more regional approach to transport and greater access opportunities for young people and people with a disability and/or low mobility. Further opportunities will be explored through the use of technology and economic opportunities.
Obtain additional temporary Youth Services Officer to coordinate disaster related relief and community recovery activities and develop a service model and programs.	Completed	The Youth Services Officer has been appointed. Projects have included the Youth website, Facebook, photographic exhibition and working with youth on access and inclusion projects.
Employ additional temporary Recreation Officer to coordinate disaster related relief and community recovery activities.	On schedule	Due to extra funding being obtained for this role the Recreation Support Officers' tenure has been extended until 30 December 2011. The two main projects currently being undertaken are the development of the Marysville Skate Park and the planning and rebuilding of the Lions Park in Kinglake Central.



Sixteen sales saw 25,526 head of cattle pass through the Yea Saleyard Complex during 2010–2011. The complex is set to undergo a \$1.8 million upgrade to improve conditions enabling all year round sales - providing an important financial boost to the community.

Theme 3 - Local Economy

Strategic Objective

Sustainable growth of our local Economy.

Strategies

- Facilitate and support recovery of businesses with fire affected communities.
- Support and promote events and festivals across the shire.
- Provide support to new and expanding businesses.
- Participate in cooperative marketing.
- Facilitate improved access to information communication technology and mobile phone services.
- Undertake or facilitate major economic development projects.

Local economy

Achievements

- Council adoption of the Murrindindi Shire Council's *Economic Development Strategy (2011–2016)* which establishes key directions for economic development of the municipality.
- Successful grant application of \$70,000 to progress the development of the Murrindindi Training Institute to be based at the old Alexandra Hospital site.
- Delivered a range of initiatives under the State Government funded \$120,000 Food Wine and Arts Events package. The package gave support to local tourism events, farmers' markets promotion, picnic race days and the creation of an arts and culture promotional brochure.
- Delivered more than 30 business support initiatives under State Government funded \$140,000 Murrindindi Sustainable Business Program including expos, training workshops, networking functions, inspirational guest speakers and a buy local campaign.
- Strengthened regional tourism marketing and development through the partnership with neighbouring shires in the Goulburn River Valley Tourism collaboration. Initiatives included regional holiday planner, website and tourism leadership program.
- Successfully advocated for \$1.7 million Tourism Victoria funding to create and implement a three year plan to drive tourism recovery. The plan includes shire wide events funding, development of a new Official Visitors Guide (OVG) and regional maps and support for product development, marketing and visitor services.
- Attracted significant media coverage and economic benefit with over 5,000 Great Victorian Bike Ride participants visiting the Shire for three days including well received stopovers in Yea and Eildon and the tour finish in Marysville.
- Achieved State Government support by way of a \$400,000 grant from the Regional Infrastructure Development Fund that will contribute towards completing Stage 1 of the Yea Saleyards Major Upgrade Project.

- With Mystic Mountains Tourism and Lake Mountain Alpine Resort, re-opened the accredited Marysville-Lake Mountain Visitor Information Centre in Murchison Street.
- Assisted in the completion of the tourism projects initiated by the Murrindindi-Mitchell Tourism Recovery Group. This included over \$400,000 of positive media coverage in the Herald-Sun, the Age, 3AW and Sport 927, subsidised a marketing campaign and buy in opportunities for local businesses in Royal Auto, Total Travel and Yahoo 7 focused on high water levels in Lake Eildon and support to numerous local events attracting visitation.

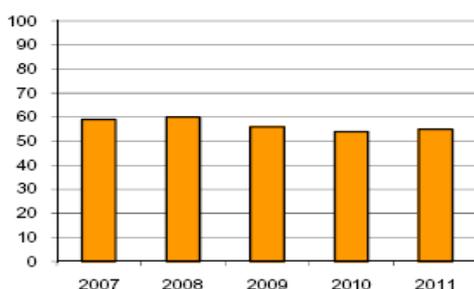
Challenges

- Attracting business reinvestment post bushfires and in an uncertain economic climate.
- Maintaining service levels to the tourism sector in tight budgetary conditions.
- Supporting development on small scale industrial development despite high infrastructure costs.
- Creating employment opportunities to attract new residents and retention of the post secondary education cohort.

Looking forward

- Completion of the Yea Wetlands Discovery and Visitor Information Centre development.
- Facilitation of progress on major developments – Mt Pinger Resort at Eildon and a major tourist facility in Marysville.
- Supporting tourism product development at key attractions including Lake Mountain Alpine Resort, Lake Eildon and the National Parks across the shire – including the Toolangi Zipline.
- Advocating for improved, shire wide, information and communication technology and infrastructure.
- Working with key stakeholders to develop tourism product and promotions associated with the opening of the Goulburn River – High Country Railtrail and the Yarra Valley to High Country touring route.
- Facilitating development on available industrial land across the shire.

Community Satisfaction Results
Economic Development



Business re-investment post fires

Business investment post 2009 fires continues to steadily grow. Twenty six building permits were issued for the construction of commercial, retail outlets and accommodation buildings in fire affected communities during 2010-2011.

Council Plan activities

Strategy 1 - Facilitate and support recovery of businesses with fire affected communities

Activities	Status	Comment on progress and outcomes
Revise the Economic Development Strategy to incorporate strategies for fire affected businesses.	Completed	The draft strategy has been adopted by Council following the public display period of six weeks and an extensive public consultation process.

Strategy 2 - Support and promote events and festivals across the shire

Activities	Status	Comment on progress and outcomes
Conduct community strengthening activity/program such as festival and art displays to support the affected Marysville and Kinglake communities in their psychological recovery and healing.	Completed	Promotional and financial support was provided for a range of events in the period including Marysville's Worlds Longest Lunch, Yea Autumn Festival and the Bushrodders Show and Shine in Yea. An arts product audit and arts trail development project is nearing completion.
Participate in the development of a region-wide on line calendar of events and promotions.	Completed	Councils' online calendar and hard copy calendar (now published three times per annum) are synchronised. This continues to be a core Council role. Officers continue to take advantage of other aligned initiatives such as the regional events content in the Goulburn River Valley Tourism "Holiday Planner".
Employ two additional temporary community development project officers.	Completed	Two community development project officers were employed to assist in delivering business recovery initiatives in bushfire affected areas. One operates in Marysville Triangle and the other in the Kinglake Ranges.
Appoint a temporary grants officer to coordinate the management of council grant applications including sourcing of bushfire related grants.	Completed	A grants officer was appointed and has assisted in the coordination of grant management across the organisation and in sourcing new funding opportunities.
Provide additional temporary (volunteer) staff to coordinate disaster related relief and community recovery activities.	Withdrawn	Funds were reallocated as the need for additional volunteer staff was not required. Funding was used to provide community education and readiness training.

Services related to this theme

- Economic Development
- Tourism
- Event Coordination
- Saleyards

Fast facts

- 40,907 'walk in' visitors to Visitor Information Centres
- 55 events passed through Council's event coordination process
- 16 sales held at Yea Saleyard complex
- 25,526 head of cattle passed through the Yea Saleyard complex

Council Plan activities

Strategy 3 - Provide support to new and expanding businesses

Activities	Status	Comment on progress and outcomes
Determine Council's future role and possible structure of regional tourism industry support.	Completed	The strong commitment to and involvement with Goulburn River Valley Tourism continues. The Murrindindi-Mitchell Bushfire Tourism Recovery Group (MMBTRG) activities have drawn to a close. The advisory group, made up of key stakeholders, formed to oversee implementation of the \$1.7 million Marysville and Surrounds Tourism Events and Marketing Package 2011-2014 is functioning well. Strong links now exist and shared initiatives are underway with Goulburn River Valley Tourism, Yarra Ranges Regional Marketing and the High Country.
Develop a plan to attract new business and support existing businesses throughout the shire.	Completed	Business support package funding was successfully found and a delivery plan has been developed and is being implemented. There is more to be done on proactively attracting new businesses based on the findings and recommendations of the <i>Economic Development Strategy 2011-2016</i> . The closure of VBRRRA and creation of the Fire Recovery Unit (FRU) of Regional Development Victoria will see the continuation of some resources directed at attracting new businesses to the region.

Strategy 4 - Participate in cooperative marketing

Activities	Status	Comment on progress and outcomes
Participate in the Mitchell Murrindindi destination Marketing campaign.	Completed	Council's tourism unit was heavily involved in implementation of a range of marketing activities including a strong public relations campaign focused on Melbourne-based print media; new Official Visitors Guide; and East and West Regional maps. Broad media coverage of a range of events has also been undertaken. Marketing activities included the creation of a regional 'watch us grow' website, iPhone applications, an image library upgrade and a print media campaign focused on the filling Lake Eildon. MMBTRG funding and initiatives have now come to a close.
Expand cooperative marketing initiatives under the United Approach to Tourism and the Mitchell Murrindindi destination marketing campaign.	Completed	The <i>2011-2016 Goulburn River Valleys Tourism (GRVT) Development Plan</i> and its accompanying Marketing Strategy was launched in late January 2011. The GRVT Board has prioritised the various initiatives and begun implementation (including the website development and recent publication of the Holiday Planner) and continues to investigate funding opportunities. Subject to resources, cooperative marketing with the GRVT will be an ongoing function of the tourism unit.

Council Plan activities

Strategy 5 - Facilitate improved access to Information Communication Technology and mobile phone services

Activities	Status	Comment on progress and outcomes
Undertake a feasibility study to enable improved access to high speed, affordable broadband and mobile phone services. If warranted apply for grant funding for an initial implementation.	Ongoing	A feasibility study was not completed, however Council did arrange for a deputation to meet with representatives of the Federal Communications Minister to advocate for improved broadband and mobile communications services for the Murrindindi Shire.

Strategy 6 - Undertake or facilitate major economic development projects

Activities	Status	Comment on progress and outcomes
Support the Yea Wetlands Committee of Management to progress a sustainable business model for the Yea discovery centre.	Completed	Council endorsed the business plan for this project in 2009-2010. The project is now at implementation stage with Council about to appoint an architect to design the building.
Advocate for, and pursue funding for, the Murrindindi Regional Saleyards upgrade.	Completed	Funding was achieved via grant funding and a loan in the 2010-2011 financial year and tenders will be invited for the construction of a roof which will progress in the 2011-2012 financial year.
Participate in a Yarra Valley - High Country touring route marketing campaign.	Completed	The touring route has been approved and designated and the marketing plan completed. A series of interactions with industry stakeholders have been undertaken seeking input and buy in. Initial marketing of the touring route in conjunction with North East Victoria Tourism Inc has begun.
Undertake a feasibility study into the possible future uses of the old Alexandra District Hospital facility.	Completed	The original expression of interest to Regional Development Victoria (RDV) for feasibility funding was superseded by a broader application for assistance to set up the Murrindindi Training Institute to be based at the old Alexandra Hospital site. The application to RDV for funding was successful, a steering committee is established with Cr John Walsh as chairperson and the best case scenario would see students at the facility in February 2012.
Facilitate processes relating to the development of Mt Pinniger Resort, Kinglake Resort and a core tourism development in Marysville.	Completed	The State Government announced a \$19 million commitment to the Marysville Conference Centre development late in 2010 and the current coalition government have re-iterated their support for the project. Fire Recovery Unit (FRU) officers have initiated an Expression of Interest process that has elicited a strong response from potential investors. An on site meeting of key stakeholders and the proponent associated with the Mt Pinniger Resort development occurred in May 2011 and a planning permit application is expected mid year.

Council Plan activities

Activities	Status	Comment on progress and outcomes
Scope and assist with planning requirements for Marysville commercial developments.	Completed	Numerous developments have begun or are through the regulatory process. Pre-application meetings have been initiated for significant developments. Some of the developments that have been completed or are currently under construction include Country Touch Gifts, Marysville Post Office and Gallery, McEwens Ski Hire and Coffee Shop, Marysville Patisserie, Bruno's Gallery and Dalrymples guest cottages. Blackwood Cottages (multi unit development) and The Lolly Shop have approved planning permits but have not begun development. Morandi's Ski Hire (two retail outlets and tourist accommodation), Crossways (a home and two tourist units) and a Gallery, shop and two tourist units on Falls Road are in the planning application stage at present.
Undertake a feasibility study into the development of industrial/business park land in the Marysville and Triangle area.	Ongoing	The Ready For Tomorrow funding program has been announced. Informal discussions have been held with Regional Development Victoria regarding the proposed study and a positive response was forthcoming. This initiative will need to await the completion of a Planning Scheme amendment and rezoning process concerning proposed industrial land in Narbethong.
Progress the development of industrial land in Alexandra-Alexandra Saleyards and Binns-McCrae Road.	Ongoing	The Department of Sustainability and Environment (DSE) development in Binns-McCrae Road is progressing well. Council is awaiting further input from DSE about its preferred option regarding extra land adjacent to the new development. Once the DSE need is established a development plan to include the surrounding land will be undertaken. Temporary access to the land locked abattoir site has been established. Alexandra Saleyards have been formally closed. A redevelopment options paper, including costings, has been completed and will be presented to Council for consideration.



Kinglake district residents turned out for the 'Is it a weed?' tour during January 2011 to learn how to identify and manage weeds. The walkabouts were a joint initiative between Parks Victoria, Department of Sustainability and Environment, Upper Goulburn Landcare Network and Murrindindi Shire Council, and funded through the Federal Government's Caring for Our Country Funding.

Theme 4 - Climate Change & Natural Environment

Strategic Objective

A natural environment that is diverse, health and cared for.

Strategies

- Facilitate and support environment recovery with fire affected communities.
- Reduce generation of waste by Council and the community.
- Integrate environmental resource and land management across Council operations.
- Reduce Council and community carbon footprint.
- Protect and enhance our natural environment.

Climate Change & Natural Environment

Achievements

- Formally adopted the *Environment Strategy 2011-2015* offering a coordinated action plan including time frames, priorities and financial estimates, which will achieve the key directions and objectives of the Council's Environment Policy 2008 and its municipal responsibilities under Victorian Law – reducing the Council's environmental footprint on the natural environment.
- Appointed an Environment Programs Coordinator to co-ordinate and oversee the delivery of the Environment Strategy.
- Offered free hard and green waste services at Council's Resource Recovery Centres to assist people to clean up their homes and property from 4 October to 24 December 2010 and from 2 April to 1 May 2011. 6,458 cubic metres of hard waste and 5,261 cubic metres of green waste were received during these times.
- As a member of the Goulburn Broken Greenhouse Alliance, developed a Climate Change Risk Assessment and Adaptation Plan for Local Governments in the Upper Goulburn region to provide guidance on future climate change risks and actions to address them.
- Completed the mapping of weeds and biodiversity values along all Council managed roads within the Shire to assist in the maintenance and management of environmental values on Council roads and roadsides.
- Secured a further \$60,000 State Government funding under the Building Capacity of Local Government to Respond to Pests Program for regionally controlled weed treatment on municipal roadsides.

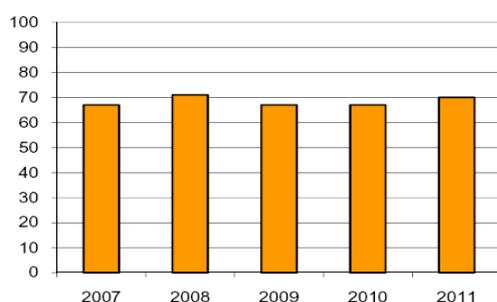
Challenges

- Being able to meet increasing community expectations with respect to Council's role in environmental issues within the resource constraints of the Council.
- Balancing divergent views in the community with respect to the need to improve and protect the natural environment with the need to reduce bushfire fuel loads.
- Continuing to develop clear communication channels between the multiple agencies involved in natural resource management and to better co-ordinate strategic planning and on-ground works.
- Our waste diversion rate has decreased to 38% when compared to last year. Our waste volume increased significantly over previous years and the volume of recycling remained steady.
- Addressing Council's offset planting requirements for native vegetation removal associated with Council managed works.

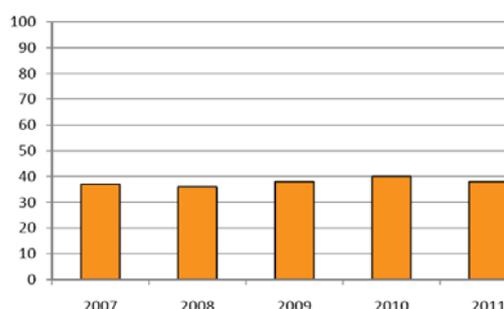
Looking forward

- Murrindindi Shire Council will run the Detox Your Home program in partnership with Sustainability Victoria allowing residents to rid their homes of old and unwanted household chemicals for free in an environmentally responsible way.
- Deliver two weed identification and control workshops for Council staff and landholders to encourage greater awareness and improve control outcomes within the municipality.
- Integration of weed mapping information into Council's information management systems to enable staff and community groups to access information to assist with weed and environmental management across the Shire.

Community Satisfaction Results
Waste Management



% of Annual Waste Diverted
from Landfill



Council Plan activities

Strategy 1 - Facilitate and support environmental recovery within fire affected communities

Activities	Status	Comment on progress and outcomes
Publish tree and land clearing guidelines.	Completed	The substantial funding for this project was reallocated as advice/guidelines were developed by the Department of Sustainability and Environment. The guidelines also included the 30/10 planning rule concerning removal of trees around boundary fences and clearing guidelines within 30 metres of a house.

Strategy 2 - Reduce generation of waste by Council and the community

Activities	Status	Comment on progress and outcomes
Finalise and commence implementation of the Council's waste management strategy, including the expansion of recycling facilities in public places.	Overdue	A draft Waste Management Strategy has yet to be finalised and adopted by Council. The document will be completed by May 2012. The permanent placement of recycling bins in public places has commenced. An estimated 50 bins have been installed in town centres.
Implement stage two of the green and hard waste collection program.	Completed	Following the success of the first round of free hard and green waste disposal, the program was extended and the service made available up to the end of April 2011 to include the school holidays and Easter.

Strategy 3 - Integrate environmental resource and land management across Council operations

Activities	Status	Comment on progress and outcomes
Complete the mapping and assessment of significant flora, fauna and pests on Council managed land.	Completed	All mapping fieldwork and assessment was completed, including a reassessment of bushfire affected areas.
Establish and commence implementation of a weed and pest control strategy for Council managed land.	Completed	Priorities for weed and pest control have been established for areas of threatened environmental assets, which include threatened communities and species in accordance with the state pest plant and animal policy. Implementation of weed control on Council land has commenced with funds secured from the State Government.

Services related to this theme

- Waste management service
- Strategic planning
- Roadside biodiversity and weed mapping
- Advisory role

Fast facts

- 1,340 kms of roadside sprayed for weeds
- 679 kms of roadside mapped for weeds
- 68 ha sprayed for Chilean Needle Grass and Riparian weed
- 6,458 cubic metres of hard waste and 5,261 cubic metres of green waste received during free waste disposal periods
- 835 tonne of paper and cardboard collected 2010–2011
- 357 tonne of glass collected 2010–2011

Council Plan activities

Activities	Status	Comment on progress and outcomes
Develop biodiversity management protocols for Council managed roadsides.	Overdue	Officers have commenced the development of the protocols. The Council's Environment Advisory Committee is providing input and advice. Internal consultation with relevant departments has been delayed and is now due to commence July 2011.
Establish a process to ensure Council works do not threaten listed flora, fauna and ecological communities.	Completed	A 'weedstop' program (weed movement through machinery) was completed in September 2010 for Council staff and Council sub-contractors engaged for weed control works. Training has also been completed on identification of weeds of national significance.
Assess roadside biodiversity and conservation value and develop guidelines for management and protection.	Withdrawn	This activity was in the context of bushfire recovery and was withdrawn as advice/guidelines were developed by the Department of Primary Industries and the Catchment Management Authority. Council has also completed its own mapping of the biodiversity conservation value of Council managed roadside.

Strategy 4 - Reduce Council and community carbon footprint

Activities	Status	Comment on progress and outcomes
Provide support to community education on environmental issues.	Completed	Council participated, in conjunction with Murrindindi Climate Network, in filming on Vasili's Garden TV program concerning rebuilding gardens in Marysville and avoiding introducing environmental weeds. Officers have also assisted with landholder weed identification training in the Kinglake Ranges.
Finalise and implement the domestic wastewater management plan.	Review	The project did not proceed this financial year as a further assessment is required of the resources needed to implement some of the recommendations that may flow from this plan. It is now proposed that a revised plan be prepared for Council in 2011-2012.

Strategy 5 - Protect and enhance our natural environment

Activities	Status	Comment on progress and outcomes
Establish and resource an ongoing environment officer position.	Completed	The Environmental Programs Coordinator was appointed and commenced January 2011. Since this time the officer has developed a draft roadside management plan and code of practice, contributed to a regional climate change risk impact study and adaptation plan and re-established links with several regional environment forums and local environment groups.



Council's Emergency Management officers joined forces with the Country Fire Authority when the FireReady Roadshow rolled into Eildon in January 2010 raising awareness of the need for everyone to have a Bushfire Survival Plan, including residents, holiday-makers and day visitors.

Theme 5 - Planning and Environment

Strategic Objective

Sustainable land use, development and growth.

Strategies

- Streamline approvals processes to encourage rebuilding in fire affected areas.
- Continue to strengthen partnerships with the Department of Sustainability and Environment and the Country Fire Authority.

Planning and Environment

Achievements

- Provided specialist assistance and advice to the Victorian Bushfire Reconstruction and Recovery Authority on a variety of rebuilding projects across fire affected areas.
- The number of planning and building permits for new developments and bushfire recovery increased significantly. Of the 390 planning permits determined, 29% were for bushfire recovery. The total value of works for planning permits was \$45,437,590.
- Of 565 building permit issued (337 issued by Council), 39% were issued for bushfire recovery. The total value of works for building permits was \$33,113,905.
- Exhibited the Kinglake Ranges Flowerdale and Toolangi Draft Plan and Design Framework which is intended to guide population growth, land use and development, infrastructure and service provision, community safety and the character and identity of local communities into the future.
- Completed two corrective Planning Scheme Amendments, C29 and C35 to assist bushfire redevelopment and recovery, with some minor adjustments outside the bushfire affected areas.
- Commenced Stage 2B of the Murrindindi Shire Heritage Study which involved the consideration of a small number of new places, updated the Thematic Environmental History and the Citations where needed, and will include an archaeological report for the Goulburn River High Country Rail Trail.
- Provided planning and development advice in support of major development projects across the shire including the Alexandra Hospital redevelopment, Alexandra Department of Sustainability and Environment office redevelopment, and various rebuilding projects throughout fire affected areas.

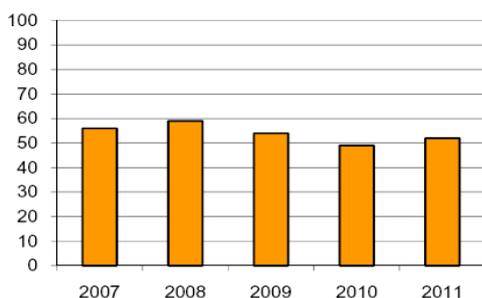
Challenges

- The cessation of special controls in the Murrindindi Planning Scheme in early 2012 and the impacts it could have on people obtaining planning approval for temporary and permanent dwellings in bushfire areas.
- Implementing new State provisions in the Planning Scheme in relation to wildfire and bushfire and the impacts they may have on some areas.
- Implementing the fire prevention works program within the resources of Council to meet heightened expectations from the community.

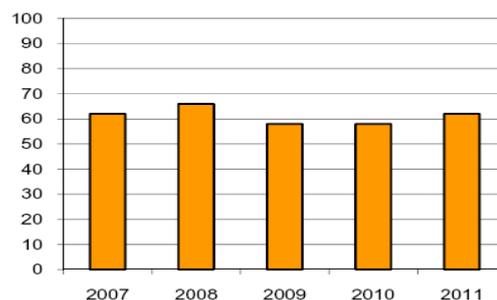
Looking forward

- Development of a new Municipal Fire Management Plan to align with the new CFA Integrated Fire Management Planning, in order to address some of the findings of the 2009 Victorian Bushfires Royal Commission.
- Completion of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework.
- Ensuring appropriate planning responses to the 2009 Victorian Bushfires Royal Commission recommendations taking into account any State Government subsequent policy or legislative changes.
- Reviewing the Municipal Strategic Statement having regard for new state government directives on bushfire response and relevant associated policies.
- Assisting Goulburn Murray Water in future land transfer opportunities in and around Eildon and in the facilitation of securing the Mt Pinniger Resort Development.
- Continue to resolve Planning Scheme anomalies to ensure protection of existing use rights and assist in community fire recovery.

Community Satisfaction Results
Town Planning Policy and Approvals



Community Satisfaction Results
Local Laws

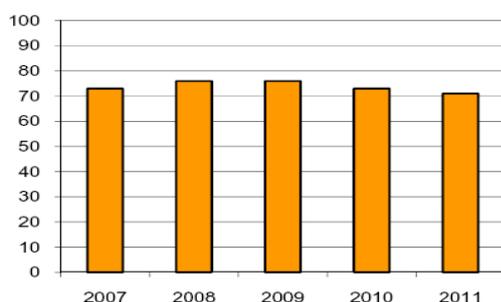


Council Plan activities

Strategy 1 - Streamline approvals processes to encourage rebuilding in fire affected areas

Activities	Status	Comment on progress and outcomes
Resolve planning scheme anomalies.	On schedule	Amendment C28 approved implementing a fire rebuilding and recovery package by amending zoning to provide for additional public uses and developments and making minor anomaly corrections to zoning and overlays applying to public and private land. Amendment C29, updating the Murrindindi Planning Scheme by undertaking corrective rezonings and overlay map alterations and amending various planning scheme provisions, was adopted by Council at the July 2011 meeting in two parts.
Continue to improve permit approval processes.	Ongoing	Permit approval times continue to comply with statutory requirements, with all bushfire planning consents and building permits issued within 14 days. Monthly performance measure reporting is in place tracking turn-around times for all permit processes.
Undertake revegetation of Council reserves to aid in psychological recovery of the community by removing remaining debris from the fires.	Completed	The revegetation of No.1 Creek has been completed.
Appoint an additional temporary community project coordinator to disseminate information to households rebuilding.	Withdrawn	Appointment of the position was not considered necessary due to the extension of the government funded bushfire rebuilding advisory services which has the same intended role of disseminating information on rebuilding.
Appoint additional temporary building surveyor and administrative staff to cope with the extraordinary demands in the planning department.	Completed	Additional staff were appointed and funded to 30 June 2011. Income generated from increased activity levels will fund additional staff in Development and Environmental Services area beyond 30 June 2011 to keep up with service demands.
Appoint additional temporary environmental health officer to help meet demand created as a result of the bushfires.	Completed	Additional staff were appointed and funded to 30 June 2011 to assist with Food and Health Act business recovery, and the prompt provision of septic tank assessments and advice to resident rebuilders.

Community Satisfaction Results
Health and Human Services



Services related to this theme

- Development approvals
- Building services
- Fire prevention
- Environmental Health
- Local Laws

Council Plan activities

Strategy 2 - Continue to strengthen partnerships with the Department of Sustainability and Environment and the Country Fire Authority (CFA)

Activities	Status	Comment on progress and outcomes
Review the Council's fire management planning having regard to the state's response to the Bushfire Royal Commission.	Completed	<p>Strategic work is continuing on the Victorian Fire Risk Register and Town Protection Plans (TPP) and Neighbourhood Safer Places (NSP) are also being addressed in this context. Council has undertaken an assessment of 13 potential sites for NSPs, three of which have been designated by the CFA. Nine TPPs are currently being assessed by the CFA with Council's assistance.</p> <p>The Eildon TPP is setting the direction for works to be prioritised in relation to fire protection works at Eildon. The Eildon NSP will be subject to an annual audit as required by the CFA Act prior to the nominated Fire Danger Period (FDP).</p> <p>Murrindindi Shire is now in North Central Fire District (for total fire ban days). New signage was erected in December 2010 and January 2011.</p> <p>Three new NSPs have been finalised with memorandums of understanding completed with the adjoining/neighbouring landowners, to ensure fire prevention works/slashing is maintained throughout the FDP for Flowerdale Hall, Leckie Park in Alexandra and the Railway Reserve, Station Street Yea.</p> <p>Work is continuing throughout the municipality to address additional areas for NSPs in appropriate locations.</p>
Map municipal fire risk.	Completed	<p>Draft Wildfire Management Overlay (WMO) mapping has been completed for Murrindindi Shire. CFA are the lead agency responsible for reviewing WMO mapping for the whole of Victoria. Criteria for implementation is not yet determined, as any change to the current WMO mapping will require a Planning Scheme Amendment. DPCP is expected to have completed a review of the State Planning Policy Framework, bushfire mapping (new WMOs) by September 2011.</p>

Fast facts

- 565 building permits processed (231 for fire affected properties)
- 11 days average to process building permits on fire affected properties
- 97% Council building permits determined within 30 days
- 372 building certificates issued
- 238 planning permits issued
- 44 days average to process planning permits
- 111 planning consents issued
- 4 days average to process planning consents
- 226 septic tank permits issued (177 for fire affected properties)
- 277 health premises registrations
- 1,862 dogs registered
- 361 cats registered
- 285 burning off permits issued



Marysville residents got to hear first-hand from arborist Chris Spencer about the tree replacement program along Murchison Street, Marysville. All efforts have been made to save the trees, unfortunately 18 of the 46 lining Murchison Street have been replaced because they were either dead, severely declined or recovered poorly from fire damage.

Theme 6 - Infrastructure

Strategic Objective

To enhance the sustainability of our infrastructure, recognising the changing needs and expectations of our communities.

Strategies

- Rebuild community infrastructure damaged or destroyed by the February 2009 fires.
- Work with fire affected communities and other levels of government to assist the implementation of priority infrastructure projects.
- Undertake a range of community infrastructure projects which enhance community amenity and foster civic pride.
- Align infrastructure service delivery with community needs and expectations.
- Improve and expand the network of footpaths and shared trails both within towns and linking communities.
- Undertake whole-of-life cost analyses of all new assets and commit to funding necessary operational, maintenance and renewal amounts.
- Enhance the organisation's asset system knowledge and data.

Infrastructure

Achievements

- Delivered more than \$13 million of works related to bushfire damaged infrastructure, including dangerous tree removal, walking trails and buildings.
- The opening of Marysville KinSpace Playground.
- Receiving ownership and management of the Marysville and Kinglake Rebuilding Advisory Centre facilities.
- Finalised plans and project management arrangements for the completion of the Bollygum Park project.
- Completed refurbishment of Hazeldene bridge.
- Commenced construction of the Goulburn River High Country Rail Trail through the shire.
- Reviewed and audited the *Municipal Emergency Management Plan*.
- Completed and published the *Infrastructure Design Manual* to aid developers and ensure consistency in design and construction standards across the municipality.
- Completed 115 capital projects. Started and significantly progressed a further 85 projects.
- Carried out almost \$5 million of reconstruction and repair to flood damaged infrastructure resulting from five significant storm and flood events.
- Accepted the project management control from the Victorian Bushfire Reconstruction and Recovery of the construction of more than \$30 million of new and expanded assets.
- Completed a master plan for the township of Buxton.
- The beautification of the Molesworth Recreation Reserve entrance, including intersection street lighting.
- Provided 'all access' ramps to the Eildon Bowling Clubrooms.
- Refurbished Eildon and Yea basketball and netball courts.
- Construction of clubrooms for the Yea Netball and Tennis Clubs.

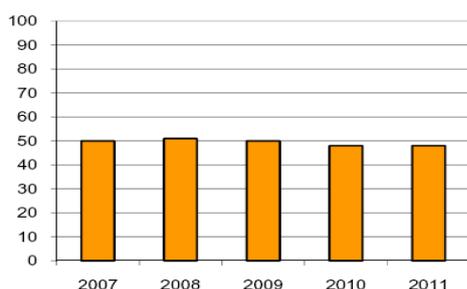
Challenges

- Understanding and funding maintenance demands of more than \$30 million of new and expanded gifted assets to be received by Council.
- Balancing the extraordinary demands on infrastructure resources as a result of the bushfires with the core infrastructure business of Council.
- Funding the infrastructure renewal gap.
- Redressing the imbalance between the expressed and implied service delivery expectation relating to infrastructure and the resources currently available to meet those expectations.
- Embedding improved project management practices into the organisation to improve project outcomes and organisational efficiency.
- Achieving core asset management competency by December 2012 as prescribed by the National Asset Management Assessment Framework model.
- Embracing the impacts of increasing Environment Protection Authority landfill levies and encouraging more recycling as the means to mitigate those impacts.

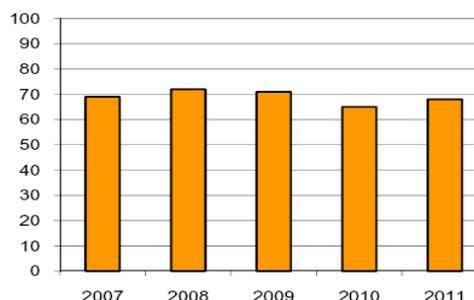
Looking Forward

- Completion of an Overall Asset Management Strategy, Asset Management Plan and Service Management Plans for key asset classes.
- Completion of an Asset Management Policy.
- Maintaining a 10 year capital works plan that is aligned to the Strategic Resources Plan (SRP) and to progressively improve the quality of the information contained therein.
- Commence program for the replacement of Breakaway Bridge, Acheron.
- Ensuring on-going management and maintenance of the Goulburn River High Country Rail Trail project.
- Completion of the remaining \$6 million reconstruction and repair of bushfire damaged infrastructure.

Community Satisfaction Results
Local roads and footpaths



Community Satisfaction Results
Appearance of public areas



Council Plan activities

Strategy 1 - Rebuild community infrastructure damaged or destroyed by the February 2009 fires

Activities	Status	Comment on progress and outcomes
Rebuild damaged and destroyed buildings and other infrastructure such as bridges, roads, roadside signs, furniture and vegetation, pathways and recreational facilities.	Completed	Substantial progress has been made on the restoration of Council's infrastructure damaged in the February 2009 bushfires. Funding for this work was from the National Disaster Funding arrangements between the State and Federal governments. Under standard arrangements, funding was to finish on 30 June 2011. It is estimated that \$6 million of restoration works are yet to be completed. An application for an extension of time has been submitted due to the extensive scale of the works and also delays caused by five storm events which resulted in resources being diverted to undertake \$5 million of storm restoration works.
Complete refurbishment or repair of Hazeldene Store access bridge.	Completed	The work to rebuild the bridge was complete in December 2010, restoration of adjacent infrastructure including bridge approaches and car parking area is also complete.
Appoint additional temporary engineering project manager to coordinate disaster related relief and community recovery activities.	Completed	A project manager was appointed and a significant number of disaster related projects have been completed.
Further develop township signage.	Completed	A preferred supplier has been appointed to carry out the project and it is anticipated that the project should be completed by end of July 2011. The Marketing Murrindindi project will see some 60 new township welcome signs installed and a further range of "service club" signs in the five key townships of Alexandra, Eildon, Kinglake, Marysville and Yea. The funding for this project has been made available through Bendigo and Adelaide Bank's Community Enterprise Foundation and VicRoads (Natural Disaster Funding).
Appoint additional temporary maintenance team to coordinate disaster related relief and community recovery activities and improve the amenity of bushfire affected towns due to the extraordinary demands arising as a result of the bushfires.	Completed	The immediate infrastructure relief work, which was principally focused on safety and infrastructure reinstatement has now been completed and the team disbanded.

Services related to this theme

- Facilities maintenance
- Engineering design and management
- Infrastructure planning
- Parks and gardens

Fast facts

- 81% of capital works completed
- 482 kms of sealed roads maintained
- 692 kms unsealed roads maintained
- 64 kms sealed paths maintained
- 770 kms of streets swept
- 56 kms underground drainage pipes maintained
- 21 kms of unsealed roads resheeted
- 37 kms of sealed roads resheeted

Council Plan activities

Strategy 2 - Work with fire affected communities and other levels of government to assist the implementation of priority infrastructure projects

Activities	Status	Comment on progress and outcomes
Complete priority infrastructure projects - Buxton, Narbethong and Marysville streetscapes.	Overdue	<p>The Buxton Streetscape concept plans are expected to be completed in July 2011 in conjunction with the Buxton Reserve development plan. Quotations for the works will be sought in August 2011.</p> <p>The Marysville Town Amenity project is made up of two elements; the landscaping of Murchison Street including the township approaches, and the realignment of Darwin Street, which incorporates a car parking area. The landscaping works are essentially complete with Darwin Street works expected to be complete by 30 September 2011. The balance of the landscaping work will not be able to be undertaken until the completion of the Marysville Community Centre Stage 2 has occurred, which is scheduled for October 2011.</p>
Complete priority infrastructure projects - Narbethong, Glenburn and Strath Creek halls.	On schedule	<p>The Narbethong Hall project is being delivered by the Narbethong Hall Committee of Management. Construction commenced in February 2011. The date for the official opening has been set for 26 November 2011.</p> <p>The tender for the demolition and reconstruction of the Glenburn Hall will be considered in July 2011.</p> <p>Strath Creek Hall construction has commenced and work is scheduled for completion in August 2011.</p>
Complete priority infrastructure projects - Marysville Community Centre, Flowerdale Community House, Murrindindi/Woodbourne Community Meeting Space, and Glenburn Community Precinct.	On schedule	<p>The Marysville Community Centre program is estimated for completion in October 2011.</p> <p>The Murrindindi/Woodbourne Community Meeting Space project is well advanced. The project is being managed by the Murrindindi/Woodbourne Committee of Management. The official opening is planned for August 2011.</p> <p>In the Glenburn Community Precinct, work on the Glenburn Schoolhouse Upgrade is expected to be completed in August 2011.</p>
Complete priority infrastructure projects - Middle Kinglake Early Learning Centre and Flowerdale Early Learning Centre.	Completed	<p>The Flowerdale Early Learning Centre is complete and has commenced operation. The Kinglake Early Learning Centre is also complete and operational.</p>

Council Plan activities

Activities	Status	Comment on progress and outcomes
Complete priority infrastructure projects - Gallipoli Park development and Kinglake Memorial Reserve improvements.	On schedule	Gallipoli Park Stage one is complete and opened on 9 April 2011. Tenders for Stage two will be considered by Council in July 2011. Tenders for the Kinglake Memorial Reserve Upgrade are planned to be advertised in July 2011 with construction to commence in October 2011.
Complete priority infrastructure projects - Marysville drainage, Toolangi All-purpose Track and Hazeldene Bridge.	On schedule	Tenders for the major drainage works are expected to be advertised in July 2011 with construction to commence in October 2011. Construction of easement drains is expected to be completed by end 2011. Construction of the Toolangi All-purpose Track commenced in March 2011 but has been significantly delayed due to wet weather and title boundary alignment issues. Hazeldene Bridge is complete.

Strategy 3 - Undertake a range of community infrastructure projects which enhance community amenity and foster civic pride

Activities	Status	Comment on progress and outcomes
Undertake revegetation of Council Reserves including No 1 Creek.	Completed	Works at No 1 Creek were completed in November 2010.
Pursue funding for the replacement of Ghin Ghin Bridge over the Goulburn River.	Ongoing	Grant application submitted to Regional Development Australia. Other funding sources to be pursued as and when the opportunities arise.
Finalise plans and project management for the completion of the Bollygum Park project - Adventure Park, Skate Park and Car park.	On schedule	Stage One contract works for the playground were completed by May 2011. An official opening is being arranged for October 2011. The skate park is complete. The car park is complete. A new public toilet has also been completed on the site. Stage two playground works are awaiting funding opportunities.



Replacement of the Hazeldene Bridge, damaged in the 2009 fires, was completed December 2010



Works get under way on the Bollygum Park project with the construction of the skate park

Council Plan activities

Strategy 4 - Align infrastructure service delivery with community needs and expectations

Activities	Status	Comment on progress and outcomes
Develop a five year forward capital works plan (new and upgrade works) aligned to the Strategic Resource Plan (SRP).	Ongoing	Significant work has been undertaken by officers as part of the 2011-2012 budget preparation to develop a five year capital works plan. However, not all asset classes were able to be populated for the full five years.
Complete and publish Infrastructure Design Manual.	Completed	Council has adopted the <i>Infrastructure Design Manual</i> in October 2010. It is referenced as part of the Amendment C29.
Develop stormwater drainage strategies for the town of Alexandra and Yea.	Overdue	Drainage studies for both Yea and Alexandra are currently being undertaken and are due to be completed in August 2011. Drainage strategies based on the studies will be finalised in December 2011.
Undertake a review of Special Charge Scheme policies and processes.	Overdue	The policy has been reviewed internally. Revised documents have not yet been adopted. Similarly, some procedures have been redrafted but have not yet been adopted. The work is programmed for completion by December 2011.

Strategy 5 - Improve and expand the network of footpaths and shared trails both within towns and linking communities

Activities	Status	Comment on progress and outcomes
Build initial two stages of Goulburn River High Country Rail Trail - Homewood Station to Yea Station and Cathkin to Alexandra.	Overdue	Officers are participating with Mansfield and Mitchell Shires in the Technical Steering Group meetings to progress the project. Construction of both stages is currently underway. Completion of these stages is scheduled for December 2011.
Pursue funding for Alexandra to Eildon shared path link.	Overdue	This matter has been raised with the Member for Seymour to identify potential sources of funding.

Strategy 6 - Undertake whole-of-life cost analyses of all new assets and commit to funding necessary operational, maintenance and renewal amounts.

Activities	Status	Comment on progress and outcomes
Contribute to the maintenance of Goulburn River High Country Rail Trail.	Review	As construction in Murrindindi Shire proceeds in 2010-2011, a maintenance allocation will become necessary. A small allocation has been included in the 2011-2012 Budget.

Strategy 7 - Enhance the organisation's asset system knowledge and data

Activities	Status	Comment on progress and outcomes
Complete 'Overall Asset Management Strategy' (OAMS).	Overdue	An Asset Management Strategy has been drafted but has not been adopted. The draft will be presented to Council in October 2011.



Council staff and Councillors have made their mark on the rebuilding process by taking part in the 1000 Hands project developed by the Triangle Arts Group. The project will see around 700 tiles produced to create artifacts that symbolise the rebuilding of Marysville and surrounds. Councillors and staff took the opportunity to create their distinctive tiles that will eventually be cast in concrete.

Theme 7 - Corporate Development

Strategic Objective

Improve systems and processes.

Strategies

- Improve systems and processes.
- Communicate well with stakeholders.
- Deliver excellent customer service.
- Reduce organisational risk.
- Be an employer of choice.

Corporate Development

Achievements

- Significant support for the roll-out of health and wellbeing checks for staff and community under WorkHealth. Four business checks were conducted across the shire. Across the shire 125 staff attended the program.
- Council's Communications team highly commended for its Recovery Newsletter at the 2010 Fire Awareness Awards. At the height of the recovery process following the 2009 bushfires 130 editions and more than 100,000 copies of the newsletter were distributed across the shire.
- Comprehensive review and cross corporate improvements in the recruitment and induction of new staff.
- Improved cross corporate information through the introduction of a daily report delivered via the intranet, providing all staff briefings following monthly Council meetings, providing consistent messages on major corporate decisions through off-site roadshows for outdoor and remote staff.
- Re-introduction of casual clothes day to allow staff an opportunity to raise funds for respective charities.
- Providing an insight into the lives of staff through the introduction of a voluntary staff profile section in the staff newsletter.
- A nine per cent improvement in Council's risk management audit score. Highlighting improvements in Council's organisational risk management and reactive risk management.
- Adoption and implementation of a Procurement Policy.

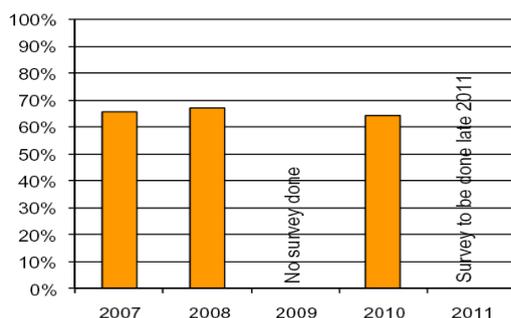
Challenges

- Transitioning of temporary staff associated with the bushfire recovery process.
- Meeting service needs of the community with a decline in temporary staff numbers as a result of the 2009 bushfires.
- Managing the training needs of temporary and contracted staff.
- Implementation of improved tendering processes.

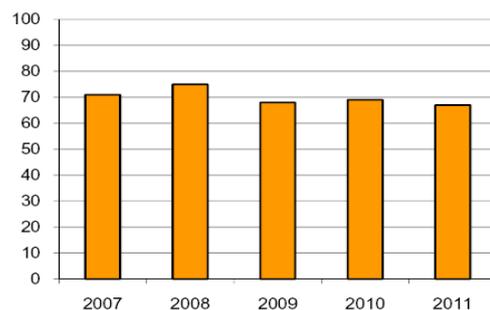
Looking forward

- Improved customer service with the implementation of the Customer Service Charter.
- The redevelopment of the external website creating a user-friendly and more responsive functionality. It will be more intuitive and functional with interactive components to assist customers in accessing information.

Staff Satisfaction % Score



Community Satisfaction Results
Customer Contact



Council Plan activities

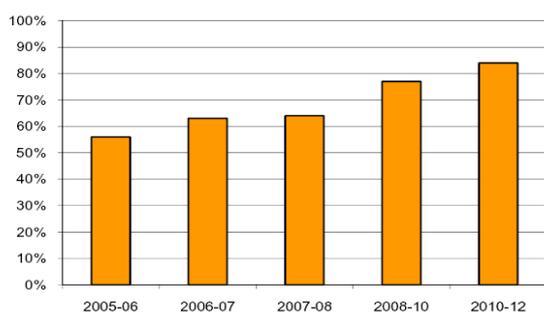
Strategy 1 - Improve systems and processes

Activities	Status	Comment on progress and outcomes
Refine the grants application and management process.	Completed	Grants Register and Project Register have been developed enabling effective reporting and tracking of grants and projects
Participate in the MAV Shared Services Document Management steering committee.	Completed	The Municipal Association of Victoria Shared Services project is focused on addressing a collaborative approach across Victorian Councils for a cost effective provision of information technology services. Council will continue to participate in the project in anticipation of possible future savings
Investigate business case for electronic document management.	Completed	A business case and tender process was completed for the provision of electronic document services. The implementation of the project was not proceeded with due to re prioritisation of funds.
Implement procurement policies and processes.	Completed	Procurement policy was reviewed and adopted in September 2010. A review of Council's procurement practices has been documented in a procurement improvement road map which is in the process of being rolled out.

Strategy 2 - Communicate well with our stakeholders

Activities	Status	Comment on progress and outcomes
Adopt the Communication Strategy	Completed	Protocols were reviewed and adopted at the December 2009 Council meeting. Strategy development and implementation is on-going. Draft strategy and guidelines were completed in June 2011.

Public Liability and Professional Liability Audits - CMP



Services related to this theme

- Communication
- Corporate Services
- Customer Service
- Financial Services
- Information Technology
- Organisational Development
- Risk Management

Council Plan activities

Strategy 3 - Deliver excellent customer service

Activities	Status	Comment on progress and outcomes
Implement the Customer Service Plan.	On schedule	A Customer Services Strategy is currently being developed as part of an overall strategic plan being developed for the Library and Customer Service Department. A customer charter is being developed by October 2011.
Deliver communications and newsletter to residents to provide information on bushfire recovery and reconstruction.	Completed	Murrindindi News continues to be delivered quarterly. The publication has dedicated information to the reconstruction and recovery process. The latest edition was circulated March 2011. Murrindindi News has been extended through until December 2011 thanks to extra support through the gift fund. Three more editions will follow in July, September and December.
Build website to keep residents informed about bushfire recovery and reconstruction.	Overdue	Details of upgrades to the website are currently under consideration with a view to improving the existing usability and access to recovery and reconstruction information that is contained on the site. This will improve the website's functionality and accessibility in future emergency situations. A contract for new website has been signed off and the new web interface will be launched in December 2011.
Appoint additional temporary communications officer to coordinate disaster related relief and community recovery activities.	Completed	Additional temporary resources were appointed and communications projects for disaster recovery were completed.

Strategy 4 - Reduce organisational risk

Activities	Status	Comment on progress and outcomes
Complete business continuity plans.	Overdue	The review of the Business Continuity Plan has been completed. Draft Code Red Day and Pandemic business continuity plans have also been completed. Sections containing detailed actions for each department are now being completed and should be finished by the end of September 2011.

Fast facts

- 692 Land Information Certificates issued
- 3,026 IT support requests completed
- 11,286 invoices processed
- 89,977 visitors to Council's web site
- 16 workplace inspections were undertaken

Council Plan activities

Strategy 5 - Be an employer of choice

Activities	Status	Comment on progress and outcomes
Support staff to achieve their best given the increased workload of bushfire recovery.	Completed	<p>Staff Satisfaction survey results have been delivered to staff via a series of presentations conducted by the Chief Executive Officer and Organisational Development Department. Managers will now be reporting on actions which result from the survey.</p> <p>Counselling support continues to be made available to staff.</p> <p>Recruitment of additional staff related to the Reform and Recovery Plan has been completed.</p>

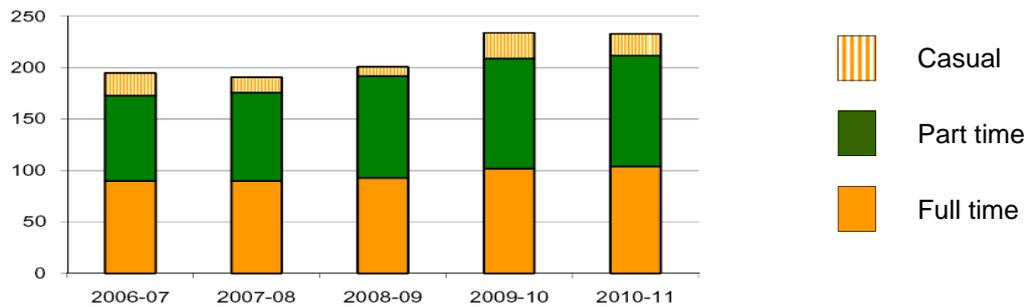


Council's Communications team received a Highly Commended Certificate for its Bushfire Recovery Newsletter at the 2010 Fire Awareness Awards. Therese Morris, Jo Simms and Sam Hicks with Christine Nixon at the presentation event.

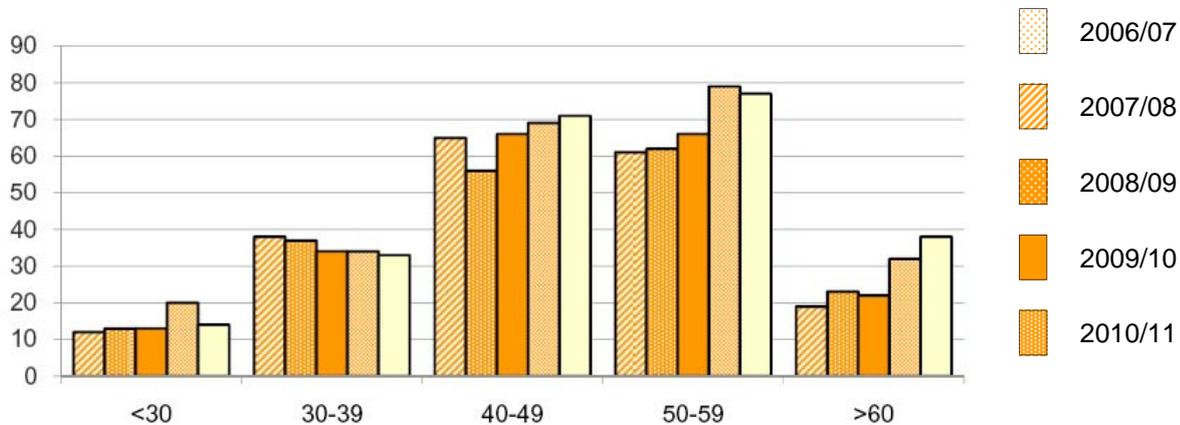
Corporate Development - Our Organisation

Workforce profile

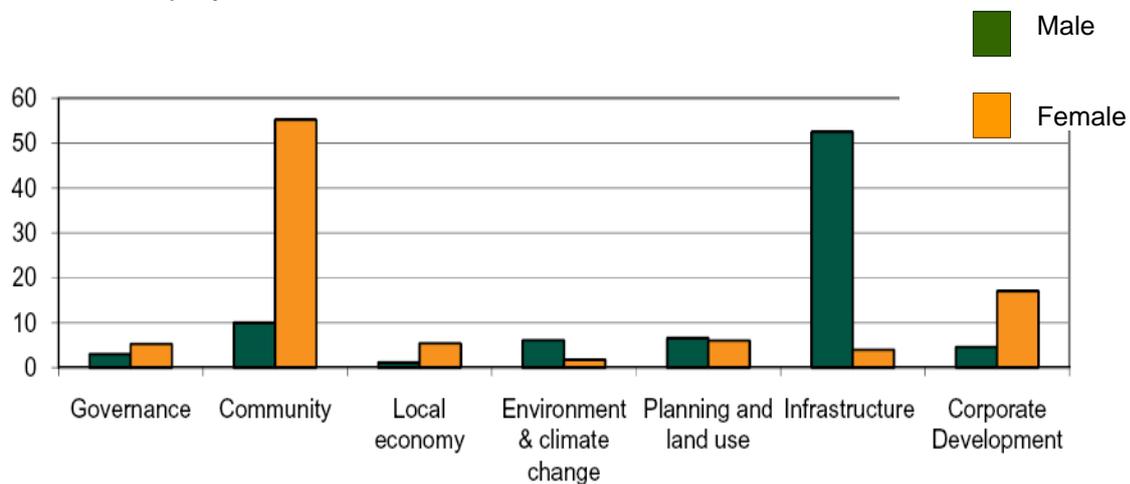
Number of employees x employment type



Age distribution of employees



Number of employees in each work area



Corporate Development - Our Organisation

Health and safety of our people

Our staff are our most valuable asset because they are essential to the delivery of our services and achieving our objectives.

Health and Wellbeing

A program of staff counselling support continued in 2010-2011 and included considerable pro bono assistance from The Training Connection.

One hundred and twenty five staff also participated in a program of free health checks aimed at early detection of preventable conditions such as diabetes, high blood pressure and high cholesterol.

Occupational Health and Safety

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

Activities for the 2010-2011 year included:

- additional workplace inspections - 16 in total were conducted
- a full audit of our compliance against the new Work Health Safety Act coming into effect in January 2012
- completion of an ergonomic assessment in offices
- celebrating Worksafe week with a focus on personal protective equipment.

Training is an essential component of improving our 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.

This year occupational health and safety related training has included:

- Preventing workplace bullying
- Fire evacuation
- Use of fire extinguishers
- First aid
- Manual handling

Training and development

Council continued this year to implement an in-house training and development plan to reduce the time and costs incurred by travelling to city or regional venues.

Training topics this year included:

- Personal well-being and development
- Defensive driving
- Understanding local government
- MS Office 2007
- Organisational induction
- Career transition
- Contact officer
- Personal productivity workshop

Staff satisfaction survey

A total of 133 employees participated in the April 2010 survey, representing a response rate of 54% based on the staff population of 250. The responses were spread across the staff population.

The average satisfaction rating increased from 4.84 to 4.91 (out of 7). This placed our Council within the third quartile of organisations in the survey' database.

Council's areas of strength

- Providing a safe work environment
- Working as a team in my work area
- Understanding where my work area fits in Murrindindi Shire Council
- Producing or delivering quality products and services in my work area
- Having the person to whom I report listen and respond to me

Council's areas for improvement

- Cooperating across work areas
- Providing incentives and rewards
- Communicating the level of external customer satisfaction to employees
- Keeping skilled employees
- Trust among people in Murrindindi Shire Council

Kinglake Early Learning Centre

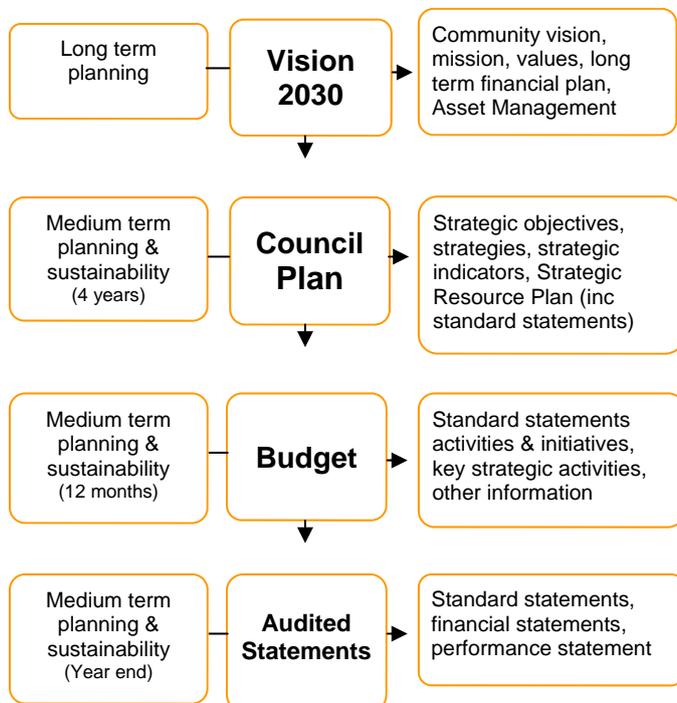
In January 2010 at the communities' request and after extensive consultation, the management of the Kinglake Early Learning Centre was transferred to a community committee of management.

The new centre provides combined facilities of kindergarten and childcare under the integrated model of early learning.

This resulted in 10 staff members being made redundant. While it was quite an emotional time as Council is very proud of the service our staff provided to the Kinglake Ranges community all those involved felt there was a positive outcome. Some staff were able to gain roles working with the new centre under the new management arrangements and others moved to new positions. The many years of dedicated contribution to the young people and their families was recognised at a special morning tea and presentation.

Corporate and Statutory Information

Planning Process



The role of local government

Local Government is governance by Councillors who are democratically elected by the voters of the local communities. As such it is the 'grass roots' level of government.

Section 3D of the *Local Government Act 1989* states that the role of a council includes:

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

Councillor Code of Governance

All Councils in Victoria are required by the *Local Government Act 1989* (s76C) to develop and regularly review a Councillor Code of Governance.

A Councillor Code of Governance was adopted by Murrindindi Shire Councillors in March 2010.

The Councillor Code of Governance sets out the standards expected of councillor behaviour and disclosure, and identifies a process for resolving complaints.

Councillor support and remuneration

Section 74 of the *Local Government Act 1989* provides for the Governor in Council to set allowances for the Mayor 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 2010-2011 the allowance paid to the Mayor of Murrindindi Shire Council was \$51,098 per annum plus an amount equivalent to 9 per cent superannuation and use of a vehicle.

The allowance paid to the councillors was \$17,103 per annum plus an amount equivalent to 9 per cent superannuation.

All councillors are provided with a laptop computer and/or ipad and mobile phone.

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

Council elections

Six of the seven current Murrindindi councillors were elected on 29 November 2008 for a four-year term. A by-election was held in March 2010.

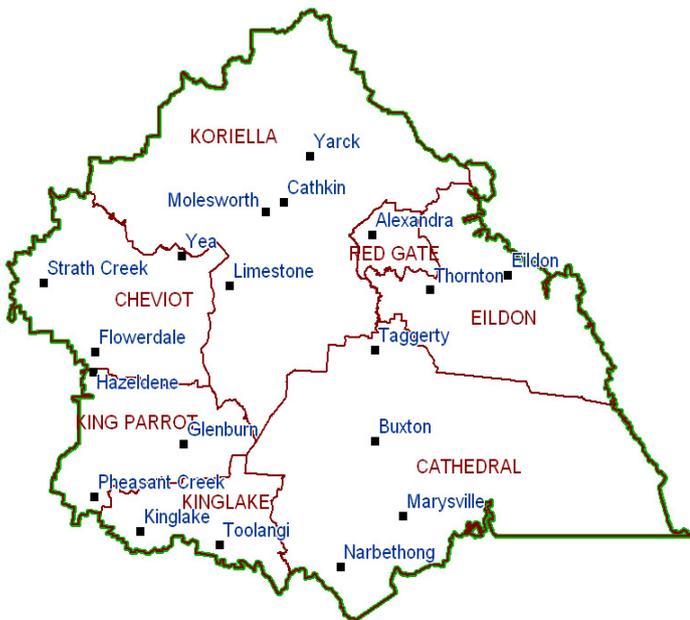
Council's next election will be held in 2012.

Each year the seven councillors elect the Mayor and Deputy Mayor.

Council electoral structure

The Shire of Murrindindi is divided into seven single councillor wards.

Boundaries are aligned to average out the number of voters in each ward.



Council meetings

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

Ordinary meetings of Council are held on the fourth Wednesday of the month.

Council meetings are held in the Alexandra Council

Chamber except for six meetings annually which are held in locations across the shire. A schedule of council meetings is available at any Council office or on our web site.

Councillors also meet on the first and second Wednesdays of each month for briefing sessions. Briefing sessions give Councillors the opportunity to hear presentations by officers and the community on upcoming items and to seek clarification on these and other issues that may appear on the agenda at future Council meetings.

Community members are encouraged to attend and participate in Council meetings.

An 'Open Forum' session is held at the beginning of each Council meeting and briefing session to allow members of the public to address Council. If you wish to speak at this time please submit an 'Open Forum' application form prior to the meeting. Forms are available from Council offices or online.

Agendas for Council meetings are made available no less than 48 hours prior to the scheduled meeting from a Council office or on our website.

Additional special meetings of Council may be called to consider specific issues. As well as the formal notice we make every effort 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)*.

A special meeting is held annually to elect the Mayor and Deputy Mayor, set allowances for the Mayor and Councillors, and nominate Council's representatives for a range of committees. This meeting was held on 8 December 2010.

Council meeting attendances for 2010-2011

	Ordinary Council Meetings (12)		Special Meetings (12)	
	Eligible to Attend	Attended	Eligible to Attend	Attended
Cr Peter Beales, Mayor	12	10	12	11
Cr John Walsh, Deputy Mayor	12	11	12	10
Cr Sally Abbott Smith	12	12	12	12
Cr Bob Flowers	12	11	12	10
Cr Cris Ruhr	12	11	12	9
Cr Chris Healy	12	12	12	11
Cr Kevin Bellingham	12	11	12	11

Special committees of Council

In accordance with the *Local Government Act 1989* Council may establish special committees with delegated powers to inform and act on behalf of Council.

Murrindindi Shire Council has 21 Section 86 Committees of Management.

CoM = Committee of Management

Councillor	Committee Representation
Cr Peter Beales	Kinglake Community Centre Committee of Management, CJ Dennis Hall and Castella Public Hall Reserve Committee of Management
Cr Kevin Bellingham	Buxton Recreation Reserve CoM, Gallipoli Park CoM, Murrindindi Bushfire Reconstruction & Recovery Committee
Cr Bob Flowers	Alexandra Tennis Club CoM, Mount Pleasant Reserve CoM
Cr Chris Healy	Eildon Alliance Boat Ramp Committee, Eildon Community Resource Centre CoM, Thornton Recreation Reserve & Hall CoM
Cr Cris Ruhr	Bollygum Park Reserve CoM, Glenburn Community Centre CoM, Kinglake Memorial Reserve CoM
Cr John Walsh	Yea Saleyards Committee of Management, Murrindindi Bushfire Reconstruction & Recovery Committee
Cr Sally Abbott Smith	Friends of Yea Railway Reserve CoM, Moores Road Reserve CoM, Strath Creek Pioneer Reserve CoM, Yea Pioneer Reserve CoM, Yea Shire Hall CoM, Yea Showgrounds and Recreation Reserve CoM, Yea Wetlands CoM, Murrindindi Bushfire Reconstruction & Recovery Committee

Portfolios

Each Councillor, with the exception of the Mayor, is responsible for a specific 'portfolio' which focuses on a functional area 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 points of interest to the Council that fall under that portfolio.

Councillor	Portfolio
Cr Peter Beales	Mayor does not hold a portfolio
Cr Kevin Bellingham	Corporate Services
Cr Bob Flowers	Planning and Environment
Cr Chris Healy	Assets and Infrastructure
Cr Cris Ruhr	Community and Customer Service
Cr John Walsh	Tourism and Economic Development
Cr Sally Abbott Smith	Climate Change and Natural Environment

Local Laws

Local Laws are available for viewing at all Council offices and online at www.murrindindi.vic.gov.au

Council did not introduce any new local laws during 2010-2011.

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
- *Local Law No. 7* - Swimming Pools (unauthorised entry)

Policy and strategy reviews

Policies

There were two new policies adopted during the year.

- Community Recovery Committee Expense Entitlements

To establish a policy for expense entitlements for members of Community Recovery Committees

- Financial Delegations

Provides limits for purchasing, tendering and receiving funds on behalf of Council.

One policy was reviewed during the year:

- Procurement

Provides guidance to Council to allow consistency and control over procurement activities while demonstrating accountability to ratepayers.

Strategy

During 2010-2011 Council adopted the *Environment Strategy 2011-2015*.

Implementing the Environment Strategy will provide a way for Council to respond to emerging community expectations and to meet its responsibilities set out in numerous Commonwealth and State Acts and related policies.

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 internal and external financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development. It also serves as an effective conduit for communications between the external auditor, internal auditor, management and Council.

The Internal Audit Committee currently comprises the following members with voting rights:

- Margaret Rae (Chair)
- Jeff Hunter
- Cr Kevin Bellingham

The Chief Executive Officer and a representative of the Internal Auditor are also required to attend meetings in a non voting capacity. A representative of the External Auditor is also required to attend where either the year end financial statements or external audit reports are to be considered.

The Audit Committee met on four occasions during the 2010-2011 financial year, providing invaluable advice to Council on a number of important issues including the development of Governance Local Law No 3, incorporating meeting procedure and use of common seal, assistance with appointment of Council's new Internal Auditor and ratification of a four year Strategic Internal Audit Plan.

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

Internal Audits

Murrindindi Shire Council's internal audit function is contracted to HLB Mann Judd - appointed 1 December, 2010.

During 2010-2011 the Internal Auditor completed the following components of the audit program:

- Review of compliance with the *Local Government Act 1989* - completed March 2011
- Review of Tendering - Completed April 2011

External Audits

Council's external auditor is currently the Victorian Auditor-General's Office.

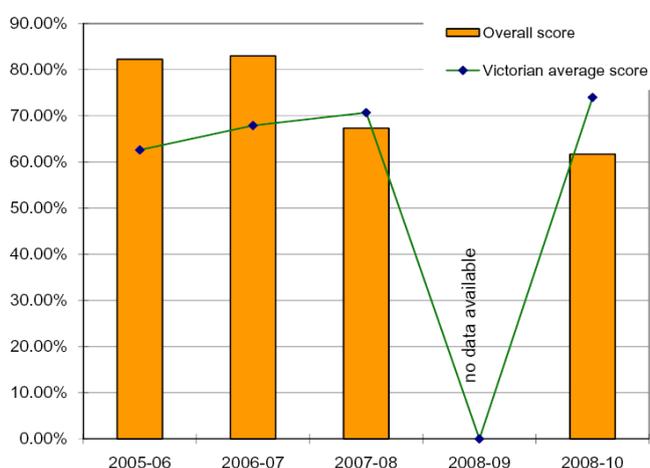
The main audit is conducted in early September with interim audits conducted during the year.

Public Liability and Property Audits

There were no property audits undertaken in 2010-2011 due to changes implemented by Council's public liability and property insurer which introduced a three tiered auditing system with full audits conducted every two years rather than annually.

Council completed a full public liability audit in January 2009 and achieved a final score of 77% compared to 64% in 2007-2008.

Council completed a property risk audit in January 2010 achieving a final score of 61.7% compared to the Victorian average of 74% (refer to graph below).



Privacy

Council is committed to the responsible collection, handling and protection of the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where required by law.

Murrindindi Shire Council will endeavour to take all reasonable steps to keep any information we hold about you secure. Murrindindi Shire Council employees are also obliged to respect the confidentiality of any personal information held and not disclose such unless required to do so by law.

Council has a Confidentiality and Information Privacy policy, adopted in January 2010 and is available on Council's website.

Freedom of Information

The *Freedom of Information Act 1982* gives the community a way to access information held by Council.

Applications under the *Freedom of Information Act 1982* must be made in writing and addressed to the Freedom of Information Officer, Murrindindi Shire Council, PO Box 138, Alexandra, 3714.

An application costs \$23.90 to lodge.

Applicants are encouraged to contact Council's Freedom of Information Officer prior to lodging an application to assess whether an application is in fact needed.

In 2010-2011 the Murrindindi Shire Council received 12 applications under the *Freedom of Information Act*.

Of the applications received:

- Full access was granted for seven applications
- Two applications were denied
- One application was granted in part
- Two applications were outside the legislation

Number of Freedom of Information requests

Year	Number of applications
2006/07	6
2007/08	7
2008/09	3
2009/10	3
2010/11	12

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 reprisal against those who come forward to disclose such conduct.

The Chief Executive Officer is the Council's Protected Disclosure Coordinator.

Whistleblower Protection Topic	Report 2010-2011
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

- 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 of 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

Public documents

Section 11 of the *Local Government (General) Regulations 2004* requires 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 previous financial year
- Details of overseas and interstate travel exceeding three days 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 these returns were submitted
- Names of Councillors who submitted returns of interest during the financial year and the dates these 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

Cemetery management

Murrindindi Shire Council administers the old and new cemeteries in Yea.

Works with regard to the Yea cemeteries in 2010–2011 include:

- Installation of new sprinkler system
- Lodged successful grant application for \$30,000 for construction of kerb and channelling and constructed same
- Finalisation of plans and specifications for new shelter to be built
- Lodged grant application for completion of new roadway forming
- General maintenance and upkeep at the old cemetery.

The year ahead:

- Further construction of beams and plaque stands
- Subject to funding construction of shelter and completion of roadway

Donations and Grants provided by Council 2010-2011

Received By	Amount
Acheron Mechanics Hall	\$5,000.00
Alexandra Community Leisure Centre	\$12,000.00
Alexandra Information Centre	\$4,762.00
Alexandra Pre School	\$2,070.00
Alexandra RSL	\$881.00
Berry Street	\$2,972.00
Bushrodders Rod and Custom Club	\$4,040.00
Eildon Community Leisure Centre	\$1,000.00
Eildon Information Centre	\$1,100.00
Eildon Pre School	\$6,300.00
Eildon Resource Centre	\$500.00
Glenburn Recreation Reserve	\$5,000.00
Kinglake Community Centre	\$1,000.00
Kinglake Information Centre	\$2,727.00
Kinglake Ranges Mens Shed	\$5,000.00
Kinglake Senior Citizens Centre	\$4,640.00
Marysville Information Centre	\$4,469.00
Marysville Pre School	\$4,200.00
Mystic Mountain Tourism	\$5,000.00
State Emergency Service Alexandra	\$17,904.00
State Emergency Service Kinglake	\$17,904.00
State Emergency Service Marysville	\$17,904.00
Yarck Public Hall	\$2,000.00
Yea Indoor Recreation Centre	\$4,000.00
Yea Information Centre	\$1,055.00
Yea Pre School	\$1,052.00
Youth Development Grants	\$20,522.00
Total value of donations and grants provided	\$155,002.00

Organisation memberships for 2010-2011

Organisation	Membership fee
Local Government Professionals	\$1,100.00
Revenue Management Association	\$90.00
Municipal Association Of Victoria	\$23,547.50
Family Day Care Council	\$159.90
Victorian Employers Chamber Of Commerce & Industry	\$3,849.00
Timber Towns Victoria	\$2,200.00
Alzheimer's Association Australia	\$110.00
Viclink - Libraries Australia	\$1,285.90
Viclink - Picture Victoria	\$880.00
Family Day Care Victoria	\$136.40
Livestock Saleyards Association Of Victoria	\$1,661.20
Civil Contractors Federation	\$2,308.50
National Saleyards Quality Assurance Ltd	\$484.00
Children's Book Council of Australia	\$88.00
National Childcare Accreditation Council Inc	\$237.00
Victorian Local Governance Association	\$2,365.00
Goulburn Valley Regional Waste Management Group	\$7,042.20
SAI Global	\$374.00
Association for Children with Disability	\$55.00
Victorian Maternal & Child Health Coordinators Group	\$50.00
Tourism Alliance Victoria	\$990.00
International Council Local Environmental Initiatives	\$781.00
National In-Home Childcare Association	\$150.00
North East Authorised Council Officers Association	\$200.00
National Timber Councils Association	\$2,750.00
Total value of memberships	\$52,894.60

Local Government Indicators 2010-2011

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

Category	Description	Score 2010-2011
Overall performance	Community satisfaction rating for overall performance generally of the Council	59
Advocacy	Community Satisfaction rating for Council's advocacy and community representation on key local issues	60
Engagement	Community satisfaction rating for Council's engagement in decision making on key local issues	59
All rates	Average rates and charges per assessment	\$1,329.97
Residential rates	Average residential rates and charges per assessment	\$1,126.44
Operating costs	Average operating expenditure per assessment	\$5,586.17
Capital expenditure	Average capital expenditure per assessment	\$1,305.58
Infrastructure	Renewal gap	82.79 %
	Renewal and maintenance gap	89.72 %
Debts	Average liabilities per assessment	\$1,566.61
Operating result	Operating result per assessment	\$1,375.88

National Competition Policy Compliance 2010-2011

Murrindindi Shire Council has complied with the requirements of the National Competition Policy for the period 1 July 2010 to 30 June 2011, in accordance with the requirements outlined in *National Competition Policy and Local Government (Revised 2011)* 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. List all local laws made or remade during 2010-2011 which impose a restriction on competition	Compliant
Competitive Neutrality Compliance State whether the Council is compliant or non-compliant for all significant businesses . List any significant businesses that are non-compliant.	Compliant

I certify that:

- this statement has been prepared in accordance with the 2010 –2011 National Competition Policy reporting guidelines; and
- this statement presents fairly the Council's implementation of the National Competition Policy.

Signed:

Margaret S Abbey

Margaret Abbey
 Chief Executive Officer
 Dated: 19 September 2011

Introduction to the Financials

Understanding the financial statements

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. It provides a view of Council's operating performance. 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 \$72.82 million in 2010 to \$65.33 million in 2011 represents a decrease of \$7.49 million. This reflects in the most part a tapering off with bushfire related grants as the recovery and reconstruction process winds down.

The change in total expenses of \$11.40 million from \$63.82 million in 2010 to \$52.42 million in 2011 also reflects a proportionate reduction to bushfire grant funding.

The operating surplus, as indicated by the Income Statement, for the financial year was \$12.91 million. It primarily represents unexpended cash from non-recurrent grant funding received in 2010-2011 for bushfire reconstruction and recovery projects which will essentially be completed in the 2011-2012 financial year.

The Balance Sheet

The Balance Sheet shows a snap shot of Council's financial position at the end of the period. It shows the

total of what is owned (assets) less what is owed (liabilities). The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that fall due in the next 12 months. The 'bottom line' of this statement is net assets, which is the net worth of the Council. The change in net assets between the two years shows how the financial position has changed over the period. Net assets is made up of the total current and noncurrent assets less the current and noncurrent liabilities.

Items of note in the balance sheet include:

- a decrease in cash and cash equivalent of \$ 0.91 million as a result of receiving less revenue for grant funded projects related to the bushfire recovery process to be expended in 2011-2012.
- a decrease of \$ 0.53 million in trade and other receivables which relates to a lower level of government grants outstanding.
- an increase in the value of property, plant and equipment of \$36.85 million, mainly attributable to acquiring bushfire assets from the Victorian Bushfire Recovery and Reconstruction Authority (VBRRA).
- a decrease in trust funds of \$1.06 million related to Council following release of insurance proceeds for the Marysville Retirement Village.
- a reduction in interest bearing loans of \$ 0.79 million resulting from repayment of loans.

An overall increase in total equity or net worth of the Council of \$34.850 million demonstrates that the value of assets under Council's control has increased over the period.

Notes 15 - 25 in the financial report provides more details on the 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 items in the table relates to:

- recognition of increased values of land, buildings and infrastructure assets of \$12.0 million
- the effect of the \$8.99 million surplus.

Cash Flow Statement

The Cash Flow Statement shows what has occurred 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 28 of the accounts more fully outlines the legislative restriction to provide for employee entitlements and reserve funds. Importantly the closing cash position of \$16.16 million is in line with the 2010-2011 budget projections and enables the recurrent and capital functions to be undertaken in the coming year. The cash balances are higher than normal due to bushfire restoration funding being received in advance of project delivery.

Performance Statement

The Performance Statement reports on the actual results of some of the key strategic activities as outlined in Council's Budget.

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 the financial report.

Summary

The financial statements represent a positive outcome for the 2010-2011 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 2009-2013* incorporating the *Strategic Resource Plan*.

Note 38 of the statements sets out a number of indicators to monitor the financial health of the Council.

The debt servicing ratio expresses the amount of interest paid as a percentage of Council's total revenue. This ratio was .49 per cent and was skewed by inflated levels of revenue due to additional grants received by Council. The debt commitment ratio indicates the percentage of rate revenue used to pay interest and redeem debt principal.

The revenue ratio indicates Council's dependence on rates income. The higher the percentage of Council's total revenue the higher the dependence. The current ratio of 19.10 per cent is also skewed by higher than normal bushfire related grant income.

The working capital ratio shows a coverage of current assets to current liabilities of 2.28 times which is a financially sound measure. It is noted however that this is artificially inflated as a consequence of the additional grant revenues received by the Council. In normal circumstances this ratio would be around 1-1.5 times, which is still acceptable in terms of Council meeting its day to day creditors. The debt exposure ratio indicates the level of realisable assets that would need to be sold to extinguish Council's debt.

In conclusion, the indicators of operational surplus, increased equity, and sufficient cash reserves, ensures that Council's financial position remains sound.

Please see the commentary contained in the *Strategic Resource Plan* that sets out the financial challenges facing the Council.

