



Council Plan 2013-2017

Year 2 Actions

Quarterly Report

March 2015



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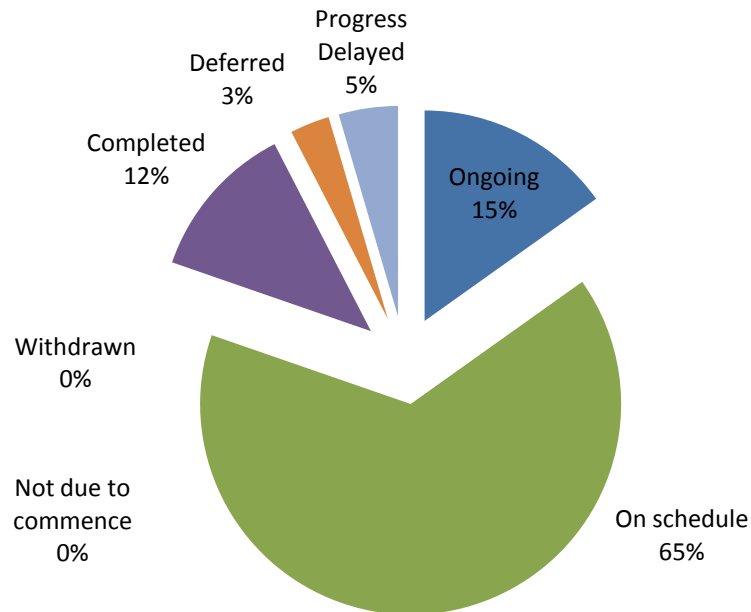
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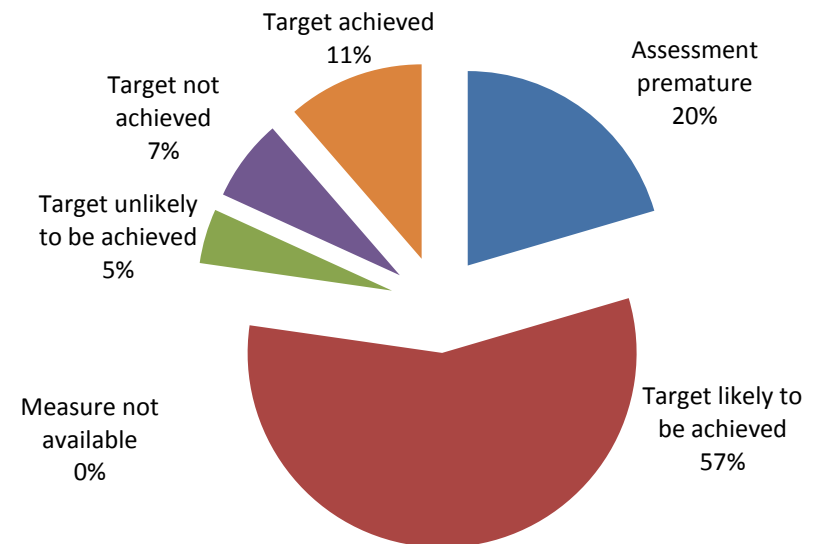
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Council Plan 2013-2017 Year 2 – Quarter Three Highlights

**Council Plan 2013-2017 - Year 2 Activities
Quarter Three**



**Council Plan 2013-2014 - KPI's
Quarter Three**

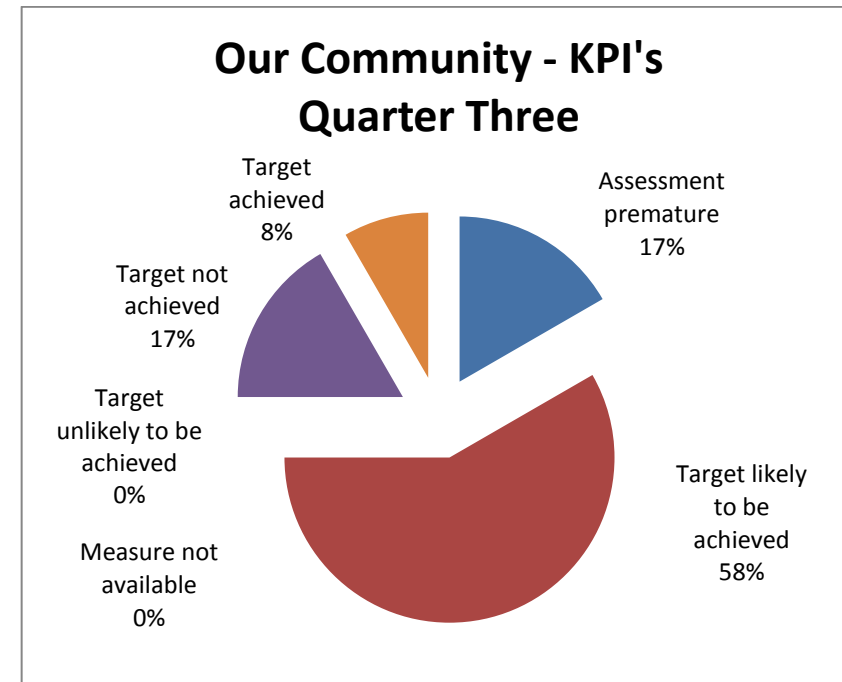
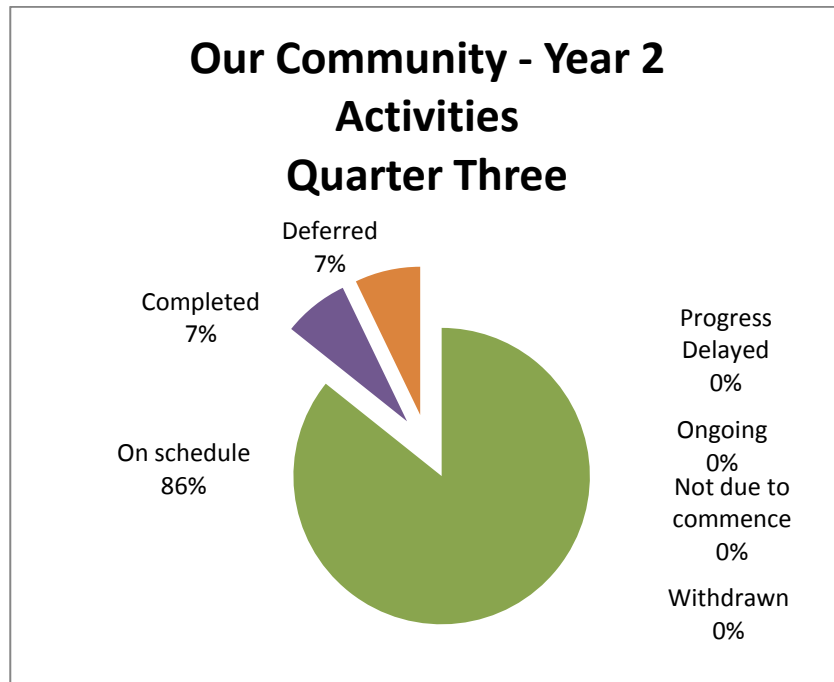


- The Children's Network Face Book Page went live and was promoted through Council's service provider and community networks.
- A strategic planning meeting with Health and Wellbeing Consortium members was held to gain agreement on the major issues facing vulnerable communities across Murrindindi and to further explore how we can best work together as a group to improve outcomes in the context of changing funding arrangements and social policy initiatives.
- The second round of the Community Grants Program was finalised during the quarter with funding to support members of the Murrindindi Men's Shed Cluster Choir to attend and perform at the Men's Shed Conference in Canberra in October 2015.
- Council is now recycling 70% of all waste entering the Resource Recovery Centres.
- Council supported a total of nine (9) successful Cleanup Australia Day activities. Planning for a community workshop on energy efficiency continued with the support of the Watts Working Better Education program.
- Council has appointed its own Emergency Management Fire Coordinator (EMFC) to assist in ensuring Council's emergency management responsibilities are better aligned with state and regional objectives.
- Six officers participated in the Local Government Management Challenge and performed amongst the top 3 in Australia in the pre-challenge task.
- Advocacy for support for the Murrindindi Training Institute (MTI) concept was initiated with the new executive officer of the Central Ranges Local Learning and Employment Network (CRLLEN)
- A Memorandum of Understanding was entered into with Telstra, outlining Council's co-contribution offer with a view to gaining a commitment to improve mobile phone coverage in black spots across the shire
- Council's efforts have shifted from seeking State funding support for its new and gifted assets to looking at ways to encourage funding which will help boost the economy and development within the Shire
- Council made a successful bid for the Rural Council's Victoria Summit to be held in Marysville in 2016.
- Council received a successful report from Local Government Victoria highlighting Council's ability to comply with the new Performance Reporting Framework following Council's participation in a trial of the new Framework.
- Council's new Rating Strategy was adopted at the March 2015 meeting of Council.
- Time lost through injury in the workplace has continued to be extremely low in the quarter, maintaining the trend of the previous two quarters and showing substantial improvement on previous years.
- Planning for unscheduled business interruptions continued during the quarter, with all Managers completing business continuity plans for their departments.

1. Our Community

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

Our goal is to create vibrant, interconnected and inclusive communities. Murrindindi Vision 2030 supports a strong sense of pride and belonging across the shire. From arts programs, improved footpaths, on-going support of fire affected communities and new and upgraded recreational facilities we aim to put the pieces in place for healthy and active communities. We will achieve this vision through strong support programs and robust policy decisions.



1.1 Health and Wellbeing

We will advocate for and support the lifelong needs of our communities at all ages and all stages.

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Implement recommendations of the Early Years Social Media and Communications Strategy	100% completion by June 2015	Jun-15	Target likely to be achieved	Refer to 1.1.5.1 for further information.
Review the delivery of the Planned Activity Program to enhance flexibility and access	95% of all HACC targets reached	Jun-15	Target likely to be achieved	Third quarter data report is positive and brings Council in line to meet all required targets.
Recreation and leisure planning elements are incorporated into Council Strategic Planning	Complete by December 2015	Jun-15	Target achieved	Recreation and leisure has been highlighted in the Murrindindi 2030 Vision.

Health and Wellbeing Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.1.1	Advocate for and support flexible delivery of early years services	1.1.1.1	Implement recommendations of the Early Years Social Media and Communications Strategy	Jun-15	On schedule	Considerable work has been undertaken by Community Services and the Communications Department to plan for the Children's Network Face Book Page. The page was launched and promoted through Council's service provider and community networks. Formal administrative structures have been established to assist in moderating the page and these are working well. The official launch of the face book page is being planned as part of the Early Years Conference in May 2015. Two professional development forums have been completed including a collective impact workshop and a Family Violence awareness forum.
1.1.2	Promote and deliver effective transition through integrated aged care options	1.1.2.1	Review the delivery of the Planned Activity Program to enhance flexibility and access	Jun-15	Completed	The formal review of the Planned Activity Program has been completed. Additional groups have been planned in line with feedback received from consumers; these group programs are incorporating a

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						physical activity element. Some groups have been enhanced by incorporating new activities and events, for example the Yea Men's Group attending regional race meets. Program review will be ongoing as part of the continuous quality improvement process embedded in the service delivery model.
1.1.3	Support older people to remain active and healthy and connected to their community	1.1.3.1	Progress the Social Connections project in partnership with residential aged care facilities to improve the social connections of older people in the community	Jun-15	On schedule	The project has progressed very well and the Social Connections Project Steering Group continued to meet regularly. A choir has now been fully established and four choir sessions have been held, alternating between Darlingford Nursing Home and Kellock Lodge. 35 people across the two facilities are participating in the choir. The Alexandra Singers Group has volunteered it's time to act as musical directors and pianists. Negotiations with the Australian Welsh Male Choir are underway to perform at their concert planned for November 2015.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.1.4	Strengthen partnerships with service providers to meet the demonstrated health needs of our communities	1.1.4.1	Coordinate a Health and Wellbeing Consortium of services across Murrindindi Shire to support joint planning and coordinated service provision	Jun-15	On schedule	A strategic planning meeting with Health and Wellbeing Consortium members was held on the 28 January 2015. The meeting aimed to gain agreement on the major issues facing vulnerable communities across Murrindindi and to further explore how we can best work together as a group to improve outcomes in the context of changing funding arrangements and social policy initiatives. All partners agreed to change reporting timeframes for the Municipal Public Health and Wellbeing Plan to once per annum. The next meeting of the consortium will be in May 2015.
1.1.5	Actively engage with community health and wellbeing issues through implementation of the Municipal Public Health and Wellbeing Plan.	1.1.5.1	Actively engage with community health and wellbeing issues through implementation of the Municipal Public Health and Wellbeing Plan.	Jun-15	On schedule	Progress to date on the Year Two Implementation plan of the Municipal Public Health and Wellbeing Plan has included delivery of the Harmony Day event in partnership with key health and support service providers and progress of the Gaming Policy Framework including a community consultation plan. The community transport trial was completed and not continued due to insufficient demand. The Alexandra

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						Hospital in conjunction with community members has developed a Food Op-shop in the Triangle area of the Shire. Council have assisted the group to promote their activity.
1.1.6	Work with young people and service providers to identify and respond to youth priorities across their respective communities	1.1.6.1	Coordinate and support the Murrindindi Youth Partnership to plan and deliver joint initiatives to address the needs of young people.	Jun-15	On schedule	The Youth Partnership meeting in February involved a presentation from Resilient Youth Australia team members on their surveying tool that profiles the resilience and wellbeing of young people. The intent of the presentation for the partnership group was to gather momentum in enabling a data set that will accurately guide future partnership focus. The resignation of the Executive Officer Youth Services at Kinglake Ellimatta Youth Inc has required much organisational support provided by Council to prepare for further recruitment including; Strategic Planning workshop, funding variations with Regional Development Victoria Fire Recovery Unit and ultimately recruitment of an Executive Officer Position and Youth Worker on reduced hours.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.1.7	Support participation in a range of sport recreation and leisure activities	1.1.7.1	Progress the redevelopment of the Yea Swimming Pool	Jun-15	On schedule	The aquatic works tender was awarded to Farley Pool at the January 2015 Council meeting. The Farley's team began work in March following season closure. Due to budget constraints the building works aspect of the redevelopment have been restructured with Council staff developing a series of itemised quotation requests that have been awarded to two separate contractors with significant budget savings. Savings have been redirected toward further aquatic and landscape works.

1.2 Social Connectedness

We will encourage inclusive, creative and resilient communities.

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Facilitate an increase in multi-community participation in artistic and cultural events	Measured participation is more than or equal to the Victorian average. Support of a minimum of four events per annum	Jun-15	Target likely to be achieved	The data measuring participation in Arts and Culture activities has not been updated as yet. Refer to item 1.2.3.1 for further information.
Progress the Urban Access Program (pathways and related infrastructure, total identified projects – 101)	100% of annual identified projects completed per annum	Jun-15	Target likely to be achieved	Work has progressed on completing the projects included in the 2015/2016 annual program
Update and progress on the Missing Links program (total projects identified – 29)	5 projects per annum	Jun-15	Target not achieved	Only one project was funded. This project has been completed

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Audit of disability access issues regarding pathways and missing links.	Audit of disability access issues complete by June 2015	Jun-15	Target likely to be achieved	Refer to 1.2.2.1 for further information
Number of community network building activities initiated by Council	1 event between July and December and 1 event between January and June per annum	Jun-15	Target likely to be achieved	A large community event was held for Harmony Day on 26 March 2015.
Promote and acknowledge volunteers	Minimum of: • 1 Council initiated event per annum • 1 Community event initiative in partnership with Council per annum	Jun-15	Assessment premature	Council event to celebrate volunteers to occur in the final quarter. Combined event with other key stakeholders still in development and may not occur until the next financial year due to the changes in the Volunteer Advisory Group. See 1.2.6.1 for more information.
Feasibility study and advocacy plan to governments to improve public and social housing options	Study and Advocacy Plan completed and recommendations implemented	Jun-15	Target likely to be achieved	Refer to 1.2.7.1 for further information

Social Connectedness Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.2.1	Prioritise the activities of Council and engage other stakeholders to improve peoples' access and inclusion	1.2.1.1	Promote Council's social support programs to allow and encourage innovative service delivery to meet the needs of people with a disability	Jun-15	Completed	The Tuesday in-house group has continued to enjoy increased participation from clients of the Dame Patties Menzies Centre and these clients are increasingly seeking to participate in other groups. Efforts are continuing to ensure all groups are fully accessible to people with disabilities.
1.2.2	Ensure access and social connectedness is considered in the planning and development of facilities and infrastructure	1.2.2.1	Complete the Access Yea project in partnership with local traders and community to promote access friendly venues	Jun-15	On schedule	The Access Murrindindi project has progressed well. The Disability Access audits of Marysville, Eildon, Alexandra, Yea and Kinglake were completed and the access maps booklet has been finalised for printing. The Access Friendly initiative is nearing completion with the majority of audits completed and access friendly maps in progress. Planning for a launch in early May is underway.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.2.3	Support participation in a wide range of artistic and cultural pursuits	1.2.3.1	Enable community groups to coordinate and participate in arts and cultural events through the Community Grants program and other initiatives	Jun-15	On schedule	The second round of the Community Grants Program will support members of the Murrindindi Men's Shed Cluster Choir to attend and perform at the Men's Shed Conference in Canberra in October 2015. Council delivered a successful Harmony Day event with 100 people in attendance. The event was supported by key health and support service providers across Murrindindi and featured the African Soul drumming workshop. Council officers continued to liaise with consultant, Regional Development Victoria and the Marysville Arts Community to progress the Marysville Community Arts project. Council's Arts and Culture Policy was presented to Council and adopted in February 2015.
1.2.4	Work with communities to build resilience and prepare for future unplanned events	1.2.4.1	Work with communities to build resilience and prepare for future unplanned events	Jun-15	On schedule	A first draft of the review of the Municipal Relief and Recovery Plan is nearing completion in preparation for presentation to Council in the April to June quarter.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						Meetings have been scheduled with key recovery partners to formalise local arrangements and a survey has been prepared in preparation for consultation with service clubs and community groups. Council officers attended a Community Fire Safety Information evening at Flowerdale Community House and presented with the Country Fire Authority on Neighbourhood Safer Places.
1.2.5	Support people and groups to work together to strengthen connections and community networks	1.2.5.1	Work with the Murrindindi Learn Local Network to support community and neighbourhood houses.	Jun-15	On schedule	Council continued to participate in the Murrindindi Men's Shed Network. The Murrindindi Men's Shed Cluster was supported to apply for a Community Grant and was successful in obtaining funds to subsidise the attendance of 20 Men's Shed members from across Murrindindi at the National Men's Shed Conference in Canberra in October 2015. The Murrindindi Men's Shed Cluster Choir will be performing at the conference. The Murrindindi Learn Local Network has not met in the last quarter; however Council remains an active member.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						Council remains in close contact with Community and Neighbourhood Houses providing information and support through various networks and opportunities. A Council officer continues to sit on the Committee of Management at the Flowerdale Community House.
1.2.6	Recognise, support and value volunteers	1.2.6.1	Work in partnership with key partners to support the coordination of volunteer recruitment and training	Jun-15	On schedule	The Volunteer Advisory Group met twice in the last quarter. Berry Street has been coordinating the group and has had some significant changes to their funding and capacity and no longer has any volunteer coordination capacity. The group discussed how it may continue with the joint network without a coordinating agency. All members have been asked to complete a short survey to indicate their commitment and capacity to continue a coordinated approach to Volunteer recruitment, training and support. Further discussion and results of the survey will indicate how the network proceeds.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.2.7	Advocate for better access to public and social housing options	1.2.7.1	Work with the Health and Wellbeing Consortium to develop an advocacy plan to communicate the need for additional public and social housing options in Murrindindi to State and Federal Governments	Jun-15	On schedule	A strategic planning session was held with Health and Wellbeing Consortium members on the 28 January 2015. The session focused on reviewing the changing landscape of service delivery in light of new State and Federal Government social policy change and highlighting the impact of these changes to local communities. Consortium members have agreed to discuss the issue further at the next meeting in preparation of the development of a joint action and advocacy plan.

1.3 Community Engagement

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

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Locality-based planning process trialled	One locality by December 2014	Dec-14	Target not achieved	The trial has been deferred by Council.
Community perceptions of performance for health and human services	The Community Satisfaction Survey achieves a score in this category that is more than or equal to the indexed mean of 77	Jun-15	Assessment premature	Survey results are not due until the April to June quarter.

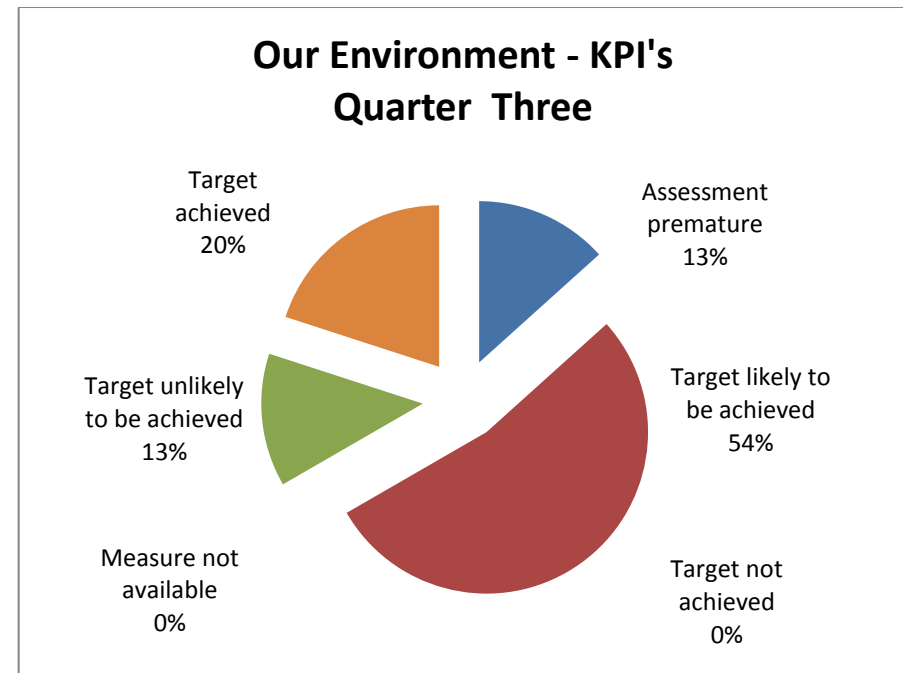
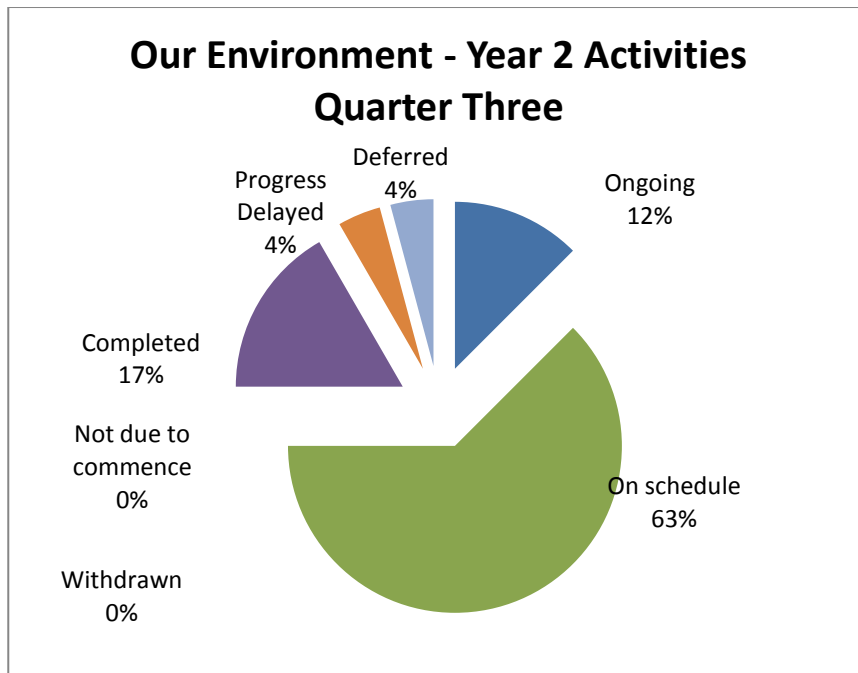
Community Engagement Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
1.3.1	Trial and evaluate locality-based planning, that involves local communities.	1.3.1.1	Initiate locality-based planning process with an identified community	Jun-15	Deferred	Council has deferred this action.

2. Our Environment

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

Council will continue to protect significant environmental values and assets whilst balancing the need to develop and manage our built environment. This will be achieved through leadership and cooperation with other agencies and community networks. Our Council will be recognised for its environmental practices as we look to balance our natural surrounds with our need to grow. We aim to achieve communities that are sustainable in the use of natural resources while developing planning policies that embrace and protect our rural landscapes.



2.1 Conservation of Resources

We will use resources more efficiently and effectively

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
<p>Our practices show a reduction in the use of energy, waste, paper and water resources</p>	<p>35% diversion of waste from landfill</p> <p>Overall reduction of 5% annually in paper consumption is targeted on 2013-2014 baseline information.</p> <p>Overall reduction of 5% in energy consumption across a selection of high use Council buildings per annum.</p>	<p>Jun-15</p>	<p>Assessment premature</p>	<p>At the Resource Recovery Centres Council is recycling 70% of all waste entering the site. Through the kerbside service the community is recycling 38% by weight of household and commercial waste.</p> <p>The overall diversion rate is 56%, excluding waste taken direct to the landfill by landfill customers. Paper consumption for the period 1 July 2014 to 31 March 2015 has reduced by 14% in comparison to the same period in the previous year.</p> <p>A resource monitoring system has been procured to assist in tracking energy consumption. The system is being established in the next quarter to enable measurement.</p>

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Implementation of the Waste Management Strategy	Implementation of year one actions	Jun-15	Target unlikely to be achieved	Eighteen (18) of the twenty seven (27) year one actions have been completed including two which are in progress. The award of the 9 year kerbside collection and recyclables processing contracts was a major achievement.
Implementation of Environment Strategy actions	Implement annual plans for existing actions	Jun-15	Target likely to be achieved	Good progress has been made on all identified actions, recognising that some actions will span more than one financial year. A system for resource monitoring has been procured and the first stage of the street lighting replacement program has been completed. A consultant has been appointed to progress the Climate Smart Agriculture project, the Roadside Management Plan has been completed together with a code and guidelines, the Weed program has been completed and ongoing liaison with Landcare groups continues.

Conservation of Resources Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.1.1	Reduce our corporate footprint by using energy, water and materials more responsibly	2.1.1.1	Implement the system that will identify baseline for corporate resource consumption and enable the organisation to set targets to reduce this baseline into the future	Jun-15	On schedule	The "Planet Footprint" resource monitoring system has been procured and officer responsibilities have been assigned for various utility accounts across Council's assets.
2.1.2	Encourage and recognise environmentally responsible behaviour and practices within Council and across the Murrindindi Shire community	2.1.2.1	Design and identify strategies to fund a pilot program for energy improvements in selected Council buildings	Jun-15	Completed	The pilot program has identified five (5) Council buildings for the installation of solar panels for consideration as part of the 2015/2016 budget.
2.1.3	Strengthen Council's capacity to use resources more sustainably by cooperating with the Goulburn Broken Greenhouse Alliance (GBGA) and community networks	2.1.3.1	Implement year two of the Watts Working Better Program	Jun-15	On schedule	Preparations are being finalised for the roll out of the final stage of the project which will involve the changing over of 178 Mercury Vapour street lights to T5 technology in the Alexandra and Yarck areas.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
		2.1.3.2	Implement the Climate Smart Agriculture Program	Jun-15	On schedule	Council is a participant in the Goulburn Broken Greenhouse Alliance project, with Moira Shire Council being the lead agency. Deakin University has been appointed as the consultant to undertake the Climate Smart Agriculture study.
2.1.4	Implement the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources	2.1.4.1	Implement year one actions from the Waste Management Strategy	Jun-15	Progress Delayed	Contractors for the delivery of kerbside collection and recyclables processing contracts were appointed by Council for services to commence 1 July 2015. A contract was signed with Transpacific Waste Technologies for carting and disposal of leachate from the landfill, and an EPA auditor was procured to audit the design and construction of the new leachate pond. Planning commenced on minor capital works at the Resource Recovery Centres.

2.2 Protection of the Natural Environment

We will protect and enhance the natural environment.

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Plans, policies and processes to protect the environmental values on Council owned land are developed and continually refined	Annual action plans for managing the environment on Council owned land are implemented	Jun-15	Target achieved	The Council's Rural Roadside Management Plan, Guidelines and Code of Practice have been completed. Various process improvements have been undertaken including works on waterways and assistance and advice from the environmental programs unit has been provided across a range of Council's operational and capital works programs.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Partnerships developed that deliver regionally funded projects across the Murrindindi Shire	Number of partnerships with other organisations developed	Jun-15	Target achieved	Council has worked successfully with a number of regional groups in the implementation of major projects including the joint kerbside and recyclables processing contracts, the Watts Working better street lighting project and progression with the Climate Smart Agriculture program.
Number of communication materials planned and delivered with and/or to agencies, households and business groups	At least one environmental communication activity is held with each group	Jun-15	Target likely to be achieved	Council has supported a number of activities including the Cleanup Australia Day events and has prepared an Energy Efficiency Workshop targeted at the community including business.

Protection of the Natural Environment Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.2.1	Ensure Council operations are managed in a way that minimises impact on the natural environment.	2.2.1.1	Adopt the Roadside Management Plan and Code of Practice for managing environmental values in Council roadside reserves	Jun-15	Completed	The adopted Rural Roadside Management Plan and Code of Practice were published in hard copy, with an electronic version placed on Council's website in the second quarter.
2.2.2	Conserve high value sites on Council controlled land and roadside reserves by reducing environmental threats	2.2.2.1	Implement Council's Roadside Weeds and Pest Animal Control Program	Jun-15	Completed	The annual roadside spraying program has been completed and included the spraying of Blackberries, Gorse, St John Wort, Cape Broom and Sweet Briar.
2.2.3	Encourage property development across the Shire that protects and enhances environmental values	2.2.3.1	Encourage property development across the Shire that protects and enhances environmental values	Jun-15	Completed	Completed in the second quarter

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.2.4	Strengthen Council's capacity to work with key agencies that have responsibility to deliver local, regional, state and federal environmental policy and programs	2.2.4.1	Deliver environmental initiatives with agencies, schools, households and businesses	Jun-15	On schedule	Council supported nine (9) successful Cleanup Australia Day activities. Planning for a community workshop on energy efficiency continued with the support of the Watts Working Better Education program.
		2.2.4.2	Continue collaborating with key local Landcare networks, as well as regional, state and federal agencies to identify and deliver environmental projects in Murrindindi	Jun-15	Ongoing	Council staff have continued to liaise with the Upper Goulburn Landcare Network, and attend the Goulburn Broken Local Government Biodiversity Reference Group and provided assistance to local community groups including the Blackberry Action Group, the Yea Wetlands Committee of Management and the Mt Pleasant Reserve Committee of Management.

2.3 Planning for Future Growth

We will plan for future growth that is sensitive to the constraints of our natural environment whilst considering development needs.

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Adoption of environmentally sustainable design principles	Increase in the capacity to implement environmentally sustainable principles into the planning scheme	Jun-15	Target likely to be achieved	Environmentally sustainable principles are applied through Building and Planning regulations and statutory approvals. These are regularly reviewed and updated by the State Government. Any changes to regulations are implemented at a local level through statutory approval processes.
Regular review of municipal emergency management plan and the Municipal Fire Management Plan	Statutory review conducted by 2015	Jun-15	Target achieved	The review of the Municipal Emergency Management Plan was adopted by Council in October 2014.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Implementation of ongoing changes to the Murrindindi Planning Scheme (MPS)	Implementation of year two actions	Jun-15	Target likely to be achieved	Council is engaged in an active ongoing program for implementing changes to the Murrindindi Planning Scheme. Refer to 2.3.1.1 for further information.
Implementation of the MSS in the Planning Scheme	Completed by June 2015	Jun-15	Target likely to be achieved	Submissions were received in relation to Amendment C54, MSS review, and all the unresolved submissions are being heard by a panel on 12th May 2015.
Implement the Kinglake Ranges, Flowerdale and Toolangi (KFT) Plan and Design Framework	Complete Streetscape Design Frameworks for Kinglake Ranges, Flowerdale and Toolangi Townships by June 2015.	Jun-15	Target likely to be achieved	The draft KFT Streetscape Master Plan has been adjusted to reflect the results of community consultation, and will be presented to Council for adoption in June 2015.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of Bushfire protection measures	Jun-15	Assessment premature	Council has prepared schedules of the Bushfire Management Overlay (BMO) to support the BMO mapping changes prepared by the State Government. There have been no further changes in this quarter as the task of preparing and approving an amendment rests with the Minister for Planning.

Planning for Future Growth Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.3.1	Improve the flexibility of the Murrindindi Planning Scheme's to respond to growth in a way that balances environmental values and improves the	2.3.1.1	Update the Murrindindi Planning Scheme (MPS), and incorporate the outcomes of the following major strategic studies: o MSS, o KFT Plan,	Jun-15	On schedule	Council is engaged in an active ongoing program of implementing changes to the Murrindindi Planning Scheme. The MSS review, which includes the LPPF review, has been referred to an independent panel to consider a small number of unresolved submissions, and will be heard on the 12th May 2015.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
	level of safety of our community.		<ul style="list-style-type: none"> o Hume Regional Growth Plan, o Yea Structure Plan and o Flowerdale Flood Study. 			Amendment C55, the review of the Development Plan Overlays, and C46, the implementation of the Yea Structure Plan, were approved by the Minister for Planning for formal exhibition, which will be widely publicised. The KFT Streetscape Master plan was amended to reflect the feedback from the community and stakeholder consultation, and is to be reported to Council for further consideration and adoption.
2.3.2	Ensure that Council's emergency management planning responds to community safety needs.	2.3.2.1	Ensure that Council's emergency management planning responds to community safety needs.	Jun-15	On schedule	Council has appointed its own Emergency Management Fire Coordinator (EMFC) to assist in ensuring Council's emergency management responsibilities are better aligned with state and regional objectives. Council officers continue to participate with other Emergency Management Authorities in the implementation of the Municipal Emergency Management Plan and Municipal Fire Management Plan priorities.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						Emergency Management Victoria is actively coordinating sessions to engage with Council on its new structure, which may ultimately result in some changes at the Municipal level. A full review of Council's Municipal Relief and Recovery Plan has occurred during the reporting period.
2.3.3	Improve Council and community capacity to respond to the impacts of extreme weather events and longer term climate change	2.3.3.1	Improve Council and community capacity to respond to the impacts of extreme weather events and longer term climate change	Jun-15	On schedule	The pilot energy management plan has been completed which has identified the use of solar panel on 5 council offices. A full Energy Management Plan will be included as part of the Environment Strategy. Council is also participating in a Climate Smart Agriculture study and is working with the community on a number of initiatives such as the Watts Working Better Education program

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.3.4	Adopt and implement the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan	2.3.4.1	Adopt and implement the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan	Jun-15	On schedule	Amendment C54, the review of the Municipal Strategic Statement (MSS) and Local Planning Policy Framework (LPPF), was placed on exhibition until the end of January 2015. Unresolved submissions have been referred to an independent panel for consideration on 12th May 2015.
2.3.5	Promote environmentally sustainable design in future developments to achieve more energy and water efficient outcomes in our built environment	2.3.5.1	Conduct a review of the Significant Landscapes Study.	Jun-15	Deferred	This activity has been deferred to the next financial year due to resources being directed to the development of Council's Gaming Policy which is a higher priority.
2.3.6	Review and progress Council's implementation of the Urban Design Frameworks for settlements within the Shire	2.3.6.1	Advocate for funding assistance to support initiatives linked to the Hume Regional Growth Plan implementation	Jun-15	Ongoing	Officers have continued to meet with the Department of Environment, Land, Water and Planning during the quarter in relation to funding opportunities to further enhance urban design frameworks/structure plans within the municipality, which align with the directions in the Hume Regional Growth Plan.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						The Hume Regional Landscape Assessment Project was placed on exhibition during the reporting period.
		2.3.6.2	Commence implementation of the Kinglake Ranges Flowerdale and Toolangi Plan and Streetscape Design Framework	Jun-15	On schedule	The KFT Streetscape Master plan was amended to reflect the result of community and stakeholder consultation, and is to be reported to Council for consideration and adoption in June 2015.
		2.3.6.3	Undertake a Structure Plan for Eildon	Jun-15	On schedule	Due to the State Government restructure the funding identified for this project is currently under review. Council is awaiting further advice from the Department of Environment, Land, Water and Planning.

2.4 Asset Management

We will apply a whole of life approach to the management and maintenance of Council's assets.

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Reduction in the infrastructure renewal gap	Develop strategies to ensure resources are appropriately allocated across all asset groups to reduce the infrastructure renewal gap over time.	Jun-15	Target likely to be achieved	The revision of the Asset Management Plans including Roads, Drainage and Buildings is underway as is the building condition audit in line with the adopted Asset Management Strategy. Substantial work has been undertaken to incorporate the New & Gifted Assets into current modelling and budgets in line with Council's policy.
Delivery of the capital works program	Deliver 95% of annual scheduled Capital Works projects	Jun-15	Target unlikely to be achieved	The delivery of the capital works program is underway but the target of 95% delivery is unlikely to be met as some road construction projects will be carried forward to the next financial year for finalisation of delivery.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Defined levels of service for maintenance activities.	Develop and implement draft levels of service for roads and drainage maintenance by June 2015	Jun-15	Target likely to be achieved	Inspections of other similar sized councils have been undertaken and information gathered to be used in the preparation of a detailed report to Council on the proposed services levels for the roads and parks maintenance areas.

Asset Management Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.1	Develop a Road Renewal Plan which seeks to outline priorities and actions in relation to the renewal of Council's road network.	Jun-15	On schedule	The road renewal plan will be completed in the April to June quarter for submission to Council.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.2	Develop an Asset Disposal Policy	Jun-15	On schedule	The policy is under development and will be completed in June 2015.
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.2	Seek infrastructure funding grants to support future capital works programs to assist in reducing the infrastructure renewal gap.	Jun-15	Ongoing	A total of \$2.4M in grants for renewal of assets has been sought in the 2014/15 financial year. No additional grants have been awarded to Council in the third quarter. Following the change of the State Government, Council is awaiting the announcement of new funding programs. It is anticipated that guidelines for the new programs will be made available in May/June 2015. Once eligibility criteria are known Council can develop further applications.

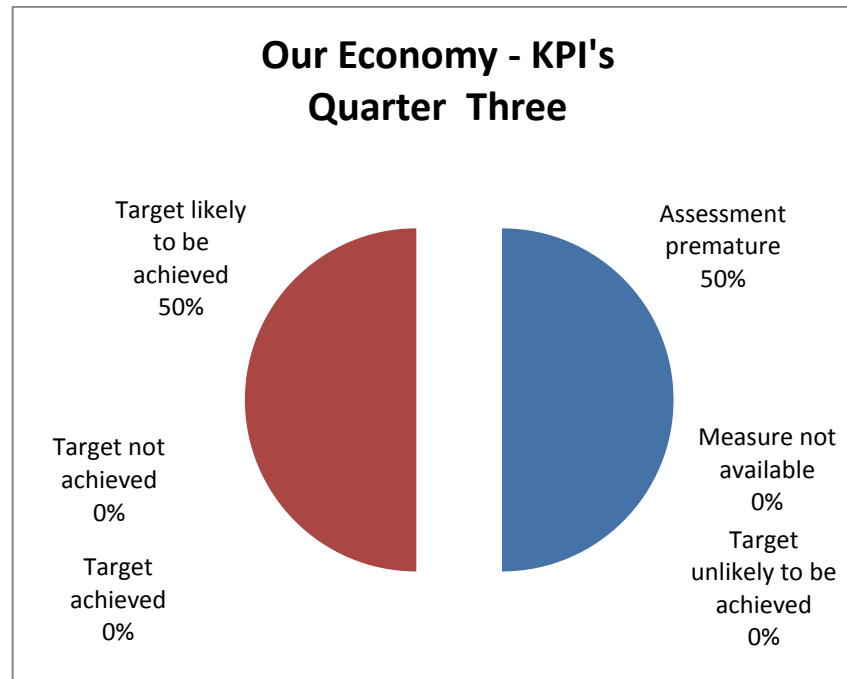
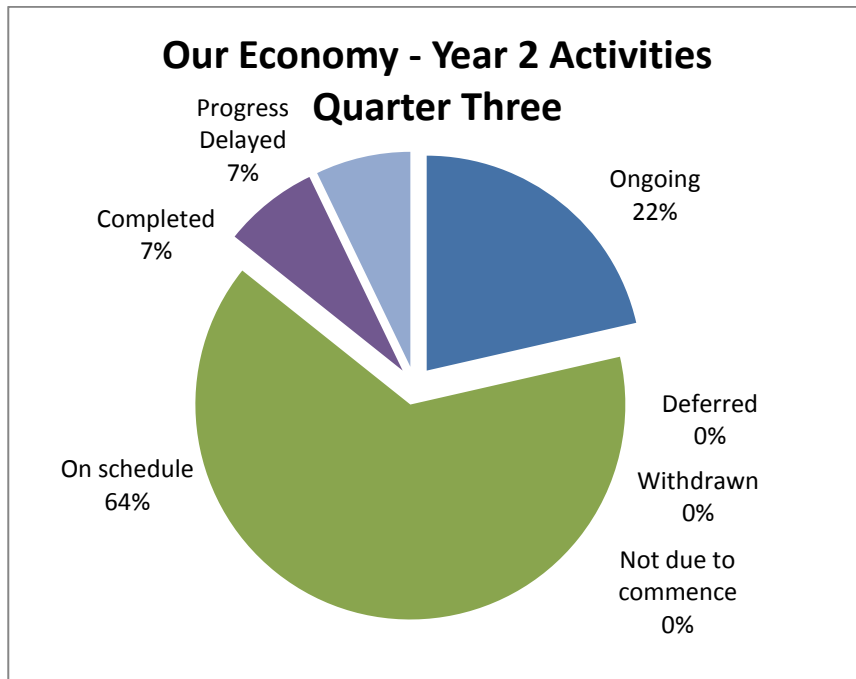
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.4.2	Engage with relevant communities on the development of community infrastructure and services	2.4.2.1	Assist community groups in the development of grant applications for infrastructure or services.	Jun-15	On schedule	The Show me the Money! 2015 Grant Forum is scheduled for Tuesday 19 May 2015. The Grant Forum is a shire wide event. The Forum commences with a case study, followed by presentations from grant provider representatives, a supper break provides another opportunity to speak to grant providers and is followed by skill development sessions. Four skills sessions will be delivered by grant provider representatives and will cover: scoping a project, writing applications and reports, budgets and celebrating success through acquittals.
2.4.3	Develop and deliver services with consideration of the impacts on the natural environment that meet community needs	2.4.3.1	Develop and implement levels of service for roads and drainage maintenance	Jun-15	On schedule	An inspection of two similar sized shires (Strathbogie and Goonawarra) was undertaken to provide a benchmark for the proposed levels of service within Council's roads and parks maintenance. Work has commenced on the preparation of a detailed report for Council's consideration.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
2.4.3	Develop and deliver services with consideration of the impacts on the natural environment that meet community needs	2.4.3.2	Develop a policy which guides Council's decision making in relation to new infrastructure development	Jun-15	On schedule	Work has commenced on this policy for completion in the fourth quarter

3. Our Economy

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

A vibrant economy will attract people to our region and in turn will open further opportunities for business expansion and investment. This will increase employment prospects, social and cultural benefits and population growth. A key focus of our activities will be the further development and enhancement of educational and training options across the shire. While our attention will continue to be focused on a vibrant tourism and agricultural-based economy, we need to also advocate for improved telecommunications networks that will encourage diverse and entrepreneurial businesses the opportunity to establish.



3.1 Workforce Development

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

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Number of training and/or workforce development initiatives implemented that address needs identified in the Murrindindi Training Needs Analysis 2013	2 new initiatives per annum.	Jun-15	Target likely to be achieved	Alexandra CEACA finalised the course scopes for and offered places in Certificate 3 and Certificate 4 in Aged Care. An aged care forum was initiated by Council and held in February at Alexandra District Hospital. The key aim of the forum was to discuss the potential for investment into the sector; however opportunities for expansion leading to further training needs and employment opportunities were also high on the agenda. Plans for a follow up forum to assign actions and responsibilities got underway with a likely date in May.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
The proportion of youth aged between 15 and 19 years, who are considered to be either learning (attending an educational or training course) or earning (employed).	Greater than 78%	Jun-15	Assessment premature	The "On Track" survey, aimed at monitoring the destination of school leavers, is conducted on an annual basis by the State Government. The survey is conducted in May - June each year with the report being published in the latter half of the calendar year. It is anticipated that 2015 data will be available in the October to December 2015 quarter.

Workforce Development Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.1.1	Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the	3.1.1.1	Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the	Jun-15	Ongoing	Anticipating a demand for places, Alexandra CEACA offered Certificate 3 and Certificate 4 courses in Aged Care. Uptake was disappointing and a follow up discussion with local aged care service providers to ascertain the barriers to entry is planned.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
	Murrindindi Training Institute		Murrindindi Training Institute			Advocacy for support for the Murrindindi Training Institute (MTI) concept was initiated with the new executive officer of the Central Ranges Local Learning and Employment Network (CRLLEN) at the March meeting of the Local Strategic Skills, Training and Employment Network (LSSTEN).
3.1.2	Support initiatives and activities of the Murrindindi Strategic Skills Training and Employment Network	3.1.2.1	Work as part of the Murrindindi Strategic Skills Training and Employment Network to implement the recommendations of the Murrindindi Training Needs Analysis Report 2013	Jun-15	On schedule	The newly appointed executive officer (EO) from the Central Ranges Local Learning & Employment Network was made aware of the Murrindindi Training Needs Analysis Report 2013 and provided background and context. Once the EO is more familiar with the body and recommendations of the report a review and re-prioritisation process will be undertaken to create a stronger focus and direction for the Local Strategic Skills Training & Employment Network (LSSTEN)

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.1.3	Work closely with the Central Ranges Local Learning and Employment Network (CRLLEN) to improve local workforce development opportunities	3.1.3.1	Advocate to Federal and State Governments for ongoing funding to support the Central Ranges Local Learning and Employment Network (CRLLEN) or similar organisations in providing local training and employment programs.	Jun-15	Completed	A new executive officer for the Central Ranges Local Learning and Employment Network (CRLLEN) was appointed and began in the role in February. Funding for the CRLLEN from the state government for the next four calendar years was secured. The CRLLEN Board participated in a strategic planning process to identify key activities to be undertaken given the reduced resources available as a result of the reduction in funding to the LEN.

3.2 Improving Business Infrastructure

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

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Number of actions implemented from the Council's Economic Development Strategy	4 initiatives implemented per annum	Jun-15	Target likely to be achieved	<p>Communications - A Memorandum of Understanding was entered into with Telstra, outlining Council's co-contribution offer with a view to gaining a commitment to improve mobile phone coverage in black spots across the shire. Community Care - A key step in creating a prospectus to attract investment into the aged care sector was delivered via the hosting of an aged care investment forum in February. The forum was held at the Alexandra and District Hospital and was attended by a range of key stakeholders including aged care providers, Alexandra District Hospital, the Department of Health (Hume Region) and Council. The forum participants canvassed a range of topics including opportunities for expansion of existing facilities and related infrastructure, training</p>

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
				and employment. Industrial Land - Planning for a public consultation period for Amendment C55 progressed, with a one month public exhibition period likely to start in early May. The aspects of the Amendment relating to industrial land support a view to create access to more land zoned for industrial purposes adjacent to the Yea Saleyards.
No. of initiatives to improve business infrastructure and service	2 initiatives per annum	Jun-15	Target likely to be achieved	NBN Co infrastructure development plans indicate that Alexandra is to be online in 2016. It is anticipated that the rollout of NBN cable and related infrastructure will begin in Alexandra in May 2015. Council entered into a Memorandum of Understanding with Telstra outlining Councils co-contribution offer aimed at securing a commitment for mobile phone connectivity improvements at identified mobile phone black spots across the shire.

Improving Business Infrastructure Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.2.1	Support the development and implementation of the Hume ICT (Digital) Strategy and the Hume NBN Business Readiness Plan	3.2.1.1	Participate in the Indi Electorate Mobile Blackspots project	Jun-15	On schedule	Co-contribution offers were made to Telstra, Optus and Vodaphone with a view to securing an agreement with one of the Telco's to invest in improved infrastructure at a site or sites within Murrindindi. A Memorandum of Understanding was entered into with Telstra as a foundation for any future relationship. Council continued to advocate to the Federal government for improved mobile phone services through the Indi Telecommunications Advocacy Group (ITAG) and the member for Indi, Cathy McGowan.
3.2.2	Support further growth and development of the Yea Sale Yards subject to the availability of grant and reserve funds	3.2.2.1	Implement the business case for the potential lease of additional land to support further enhancement of facilities at the Yea Saleyards for Council's consideration	Jun-15	On schedule	Further work continued on acquiring additional land to facilitate the continued expansion of the Yea Saleyards business and seeking grant funding opportunities to accelerate the delivery of the strategic business plan.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.2.3	Facilitate opportunities to increase utilisation of available industrial land in the Shire	3.2.3.1	Facilitate opportunities to increase utilisation of available industrial land in the Shire	Jun-15	Ongoing	As part of Council's investment prospectus project, potential investors were invited to tour the Yea Saleyards (among other sites) and to discuss options for expansion and development. Progress on the Eildon Structure Plan development has slowed pending resolution of funding issues.

3.3 Investment Attraction

We will support local business retention and growth and attract new business and residential investment to the Shire

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Value of new commercial and industrial building developments	3% increase per annum	Jun-15	Assessment premature	The combined value of private and municipal building surveyor permits for commercial and industrial developments for the quarter was \$1,253,049. The total for the first nine months of 2014-15 is \$2,898,399. Indications at this point in time would suggest that the combined value of commercial and industrial developments for the 2014-15 period will be much lower than the two previous years and that the commercial rebuilds associated with bushfire recovery have come to an end.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Number of investment attraction events/initiatives delivered	2 per annum	Jun-15	Target likely to be achieved	A number of investment facilitation meetings and hosting of delegations occurred in February and March with a focus on opportunities in the agri business, tourism/hospitality and local produce sectors. Planning got underway for a visit to the region from a major investment group from China to take place in May. Council initiated and hosted an Aged Care Investment Forum in February that included a range of key stakeholders. For more detail see Activity 3.3.2.1

Investment Attraction Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.3.1	Implement a business attraction and investment campaign	3.3.1.1	Develop and implement the Murrindindi Business Prospectus	Jun-15	On schedule	A number of investor tours were hosted in February and March with interest being expressed in opportunities across a range of sectors including agri-business, tourism and local produce/export. Development continued on the online investment attraction platform and preparations got underway to provide support to staff/councillors and information to investors at the Regional Victorian Living Expo to be held at the Melbourne Exhibition and Convention Centre on May 1-3.
3.3.2	Investigate opportunities to attract investment in residential facilities for retiree and aged sectors	3.3.2.1	Investigate opportunities to attract investment in residential facilities for retiree and aged sectors	Jun-15	On schedule	An aged care investment forum was held on February 10 at the Alexandra District Hospital. The forum was very positive with representatives from local aged care facilities, Alexandra District Hospital, the Department of Health and Council in attendance. The aim of this forum was to explore the potential of the aged care sector, examine opportunities for expansion, training

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						and employment and the potential to attract investment. A report was produced identifying a number of opportunities and recommendations including the need for a follow up session with the key stakeholders. The stakeholders present expressed the view that another forum would be very worthwhile and as a result planning for that got underway.
3.3.3	Identify and promote opportunities for growth in housing and business development in and around the Shire's main townships	3.3.3.1	Promote opportunities to expand residential and business investment in and around the Shire's major townships including associated Open Days.	Jun-15	On schedule	<p>A range of preparations for the Regional Victorian Living Expo were finalised in February and March including adoption of the "You could live here too" statement, an update of the images for use as a backdrop and on the front counter of the promotional stand and improved images to feature on the rolling visual presentation that supports the hard copy brochures.</p> <p>Planning for and delivery of the "Region on a Plate" presentation progressed well with a range of local produce to be showcased at this live cooking demonstration titled "From River to Ranges".</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						The image that features on the front page of the Goulburn River Valley Tourism holiday planner was selected by the state government to be used on the front cover of the 16 page lift out guide to the Expo to be available in the Herald Sun newspaper in April and at the Expo in May. Local real estate businesses will be represented on the regional stand to enable potential investors/home buyers to access up to date information and prices.

3.4 Tourism Development

We will increase the economic, social and cultural benefits to the Shire of a growing tourism sector

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Tourism visitation to the Shire	5% per annum increase in day trips	Jun-15	Assessment premature	Councillor Challen and Bob Elkington (Manager Economic Development) attended a presentation by data-insights at the Goulburn River Valley Tourism Board meeting in February. The representative from data-insights provided background and context to the changes to visitation data collection methodology and committed to review the Murrindindi data with a view to investigate whether any anomalies can be detected. This review is expected to occur in April.
Tourism visitation to the Shire	3% per annum increase in overnight stays	Jun-15	Assessment premature	Councillor Challen and Bob Elkington (Manager Economic Development) attended a presentation by data-insights at the Goulburn River Valley Tourism Board meeting in February. The representative from data-insights provided

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
				background to the changes to the visitation data collection methodology and committed to review the Murrindindi data with a view to investigating whether any anomalies can be detected. This review is expected to occur in April.

Tourism Development Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.4.1	In partnership with GRVT actively encourage investment in, and support development of new tourism product, attractions and accommodation options in the Shire	3.4.1.1	Support the development of a Master Plan for the Alexandra Railway Precinct	Jun-15	Progress Delayed	

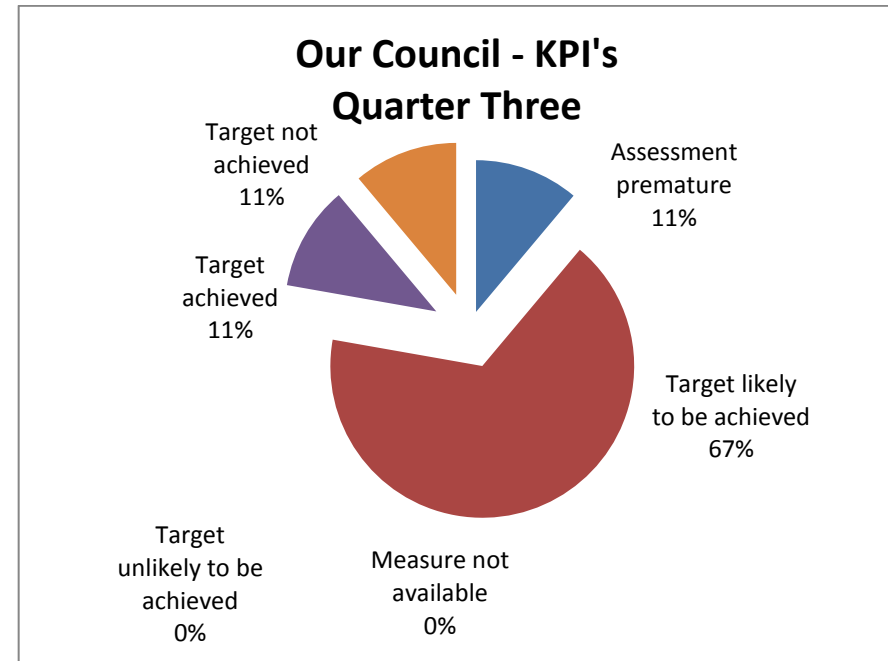
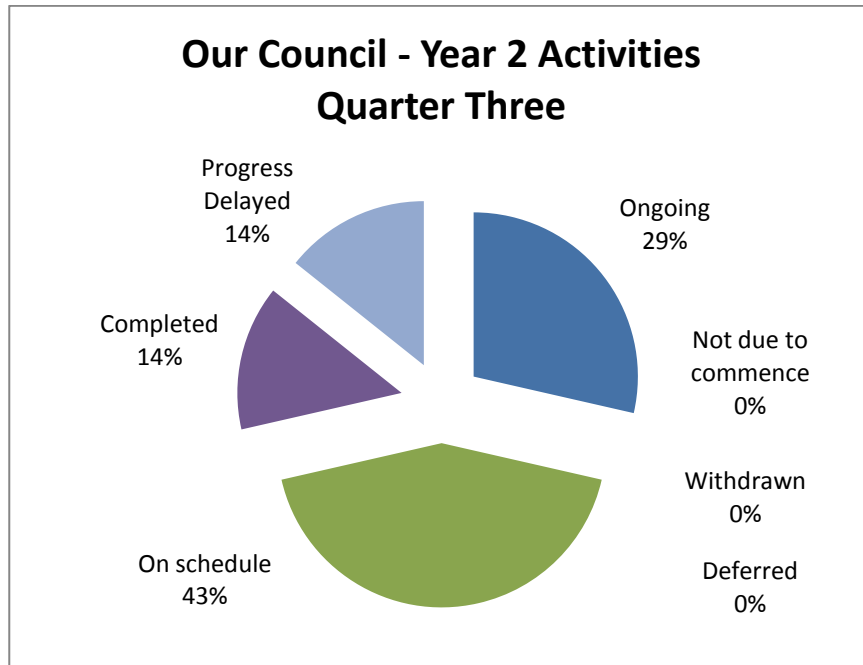
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.4.1	Maintain strong relationships with government departments and agencies to promote enhanced tourism opportunities and infrastructure in the Shire such as the Giant Trees Trail and Toolangi Zip Line.	3.4.1.2	Support investment opportunities arising from the Goulburn River Valley Tourism Destination Management Plan	Jun-15	On schedule	<p>The VIBE Hotel and Conference Centre Marysville was opened to the public in February with a formal opening planned for April 2015. Anecdotally the flow on benefit to local businesses, especially mid week, was very positive. Solid progress was made on the fit out required to see the VIBE spa and wellness facility completed and opened.</p> <p>Belgravia Leisure was contracted to operate the facility.</p> <p>Development of the Eildon Structure Plan (including the Lake Eildon Waterfront) has slowed pending resolution of funding issues.</p>
3.4.2	Assess the feasibility of extending the Great Victorian Rail Trail from Alexandra to Eildon	3.4.2.1	Complete a feasibility assessment of a trail link between Alexandra and Eildon.	Jun-15	On schedule	<p>The priority for stage one for an extension of the Great Victorian Rail Trail from Alexandra to Eildon is the Eildon to Thornton section. Officers began the process of identifying funding options to progress the project.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
3.4.3	Maintain strong relationships with government departments and agencies to promote enhanced tourism opportunities and infrastructure in the Shire such as the Giant Trees Trail and Toolangi Zip Line.	3.4.3.1	Support Murrindindi Inc in enabling local business and tourism associations to engage with Government departments and agencies	Jun-15	Ongoing	Officers advocated to the State Government in support of the Murrindindi Inc strategic plan and a request for funding support to see the plan delivered. Further development of the detail and desired outcomes of the plan was undertaken and discussions with the State government continued with a view to a funding application being submitted before the end of the financial year.
3.4.4	Maintain strong relationships with government departments and agencies to promote enhanced tourism opportunities and infrastructure in the Shire such as the Giant Trees Trail and Toolangi Zip Line.	3.4.3.2	Work with key stakeholders to advocate for a feasibility study on the development of a major walking trail (Giant Trees Trail) linking our State and National parks	Jun-15	On Schedule	Further discussions with the State Government indicated that an announcement relating to likely funding programs, that may be able to be accessed for a Giant Trees Trail feasibility, would be announced in the next quarter.

4. Our Council

We will provide strategic leadership and effective governance that supports the aspirations of our community.

By ensuring our long term financial sustainability, Council’s priorities will be directed towards the implementation of the Murrindindi Vision 2030. Achieving the outcomes of this community-driven vision will be our strong advocacy to all levels of government on local needs and issues, the implementation of a master plan to grow the Murrindindi rate base through sound planning and support for economic development and the effective and efficient operation of the Council. By achieving this Murrindindi Shire will be a place of prosperity and opportunity.



4.1 Leadership

We will deliver leadership and advocacy

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Community participation in forums: Number of forums held	Deliver a minimum of one non-statutory community forum a year that actively encourages community participation.	Jun-15	Target likely to be achieved	A number of public forums were undertaken during the quarter. See 4.1.3 for more information.
Advocacy to the State and Federal Governments	Advocate on behalf of the community on a minimum of 10 issues a year	Jun-15	Target achieved	See 4.1.1 for more information

Leadership Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.1.1	Involve community leaders in regular advocacy to State and Federal Governments on local needs and issues	4.1.1.1	Advocate in behalf of the community on relevant local issues	Jun-15	On schedule	Council's efforts have shifted from seeking State funding support for its new and gifted assets to looking at ways to encourage funding which will help boost the economy and development within the Shire. Council also worked to attract the kinds of activities which will boost spending in the region; to this end Council made a successful bid for the Rural Council's Victoria Summit to be held in Marysville in 2016. Council met with Minister Pulford to discuss ongoing financial sustainability issues. Council provided a written submission and presented to the Parliamentary Joint Select Committee investigating the establishment of an Australia Fund to support communities and businesses post natural disaster and emphasized the need to work on disaster preparedness and highlighted Council's work on the Disaster Ready Business project. Council contributed to the Peri Urban Group of Council's submissions on the Victorian and Commonwealth

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						<p>budgets.</p> <p>Council met with Legislative Council member Jaclyn Symes to discuss opportunities to grow the Murrindindi economy. Council also contributed to Hume Regional Local Government Network discussions on the MAV Strategic Plan. Council worked to ensure its funding situation gained media attention, including through an ABC 7.30 report on the ongoing effects of the gifted assets. Council also advocated to the Victorian Government regarding the importance of committing to continuing funding for 15 hours of kindergarten per child. During February and March, Council advocated to the Department of Environment, Land, Water and Planning regarding the need to ensure the business and local community was well informed and consulted about their plans to undertake a fuel reduction burn near the Eildon Township.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.1.2	Actively develop and implement a long term vision for Murrindindi Shire	4.1.1.1	Commence the implementation of Council's 2030 Vision	Jun-15	Ongoing	Work has continued on the development of an Implementation Statement which will complement the Murrindindi 2030 Vision that was adopted by Council at its October Ordinary Council meeting.
4.1.3	Building community relationships and trust through community forums and engagement	4.1.3.1	Continue to provide opportunities for community input and engagement	Jun-15	On schedule	Council held three public information sessions regarding its draft Rating Strategy: Council hosted a session for farming and landowner community representatives in Alexandra; attended the Murrindindi Business and Tourism Association Inc. meeting in Yea to meet business association representatives from across the Shire and Council also attended the Alexandra Traders and Tourism Association meeting in Alexandra to meet business owners and representatives. Council also provided opportunities for community engagement and consultation and information. These include a Building, Planning and Economic Development Forum for building practitioners in Alexandra; a Planning Forum in Kinglake and Bushfire Rebuilding Forums (spanning

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						planning, building, environmental health, infrastructure and economic development) in Kinglake and Marysville. Council also held a community meeting regarding a subdivision planning application and a fire advisory committee meeting which included community members in the CFA and other meetings on local fire-related matters. Council hosted an Aged Care Forum for stakeholders, at the Alexandra District Hospital to share information and collaborate across the sector and to discuss opportunities for growth and investment.
4.1.4	Communicate key Council decisions and strategies to the community in a variety of ways	4.1.4.1	Investigate the utility of social media for Council as a communications and engagement tool.	Jun-15	On schedule	Council finalised its social media delegations and permissions procedures and a Children's Service Facebook page went live in the period under review. Work advanced on finalising Facebook pages for Council's four library branches which will be launched in the next quarter.

4.2 Customer Service

We will deliver quality customer outcomes by implementing better ways of doing things

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Community perception of performance for customer service	Achieve a score of 66 or more in the annual community satisfaction survey	Jun-15	Assessment premature	The annual community satisfaction survey results are not due until the April to June quarter 2015.
Number of business processes implemented	Improve a minimum of five business processes a year	Jun-15	Target likely to be achieved	Council began reviewing of its customer complaints policy to ensure best practice approach and to benchmark against recommendations made by the Ombudsman and other Councils.

Customer Service Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.2.1	Build on our customer service and communications with the community	4.2.1.1	Further develop Council's customer response tracking processes and establish indicators of Council's responsiveness	Jun-15	On schedule	The Customer Service Unit has initiated a number of new streamlined procedures and these were implemented across the three customer service centres. The review of customer service was advanced and expanded to cover customer complaints and to make a series of recommendations about staffing structures. The Customer Service Unit also advertised for a new Customer Service Trainee during the quarter.
4.2.2	Continue to improve our processes to enhance the efficiency and effectiveness of the organisation	4.2.2.1	Implement the following business process and efficiency improvements: 1. Governance - improve Council's existing policy framework in line with audit outcomes and best practice	Jun-15	On schedule	<ol style="list-style-type: none"> 1. Further work has since been undertaken this quarter to review the status of all Council policies to ensure the ongoing relevance and alignment with the new policy framework. 2. A full review of Council's Procurement Policy was adopted by Council in December 2014. Further training for Council officers highlighting the new compliance requirements has

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Three Comments	
		<p>guidelines.</p> <p>2. Procurement - establish electronic tendering and contract management processes.</p> <p>3. Electronic document management - utilise the new system to reduce reliance on paper-based processes and to improve archiving practices.</p> <p>4. Finance systems - incorporate the new Local Government Performance Reporting Framework into Council's existing financial reporting processes.</p>			<p>occurred for all delegated officers in this quarter</p> <p>3. Council's new electronic document management system has now been rolled out across 100% of the organisation. Stage 2 of the project, focuses on eliminating paper-based processes and removing obsolete computer storage drives. Council has also requested an audit of its information management systems and processes by the MAV, which is scheduled for the April to June quarter.</p> <p>4. Council participated in a trial of the new Performance Reporting Framework for the first quarter of 2014/15 facilitated by Local Government Victoria. Council received a successful report highlighting Council's ability to comply with the new framework for the 2014/15 financial year.</p>

Council Plan Strategy	Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
			5. Risk Management - review policy and establish improved monitoring, controls and reporting of strategic organisational risks.		<p>Further data collection continues to occur in preparation for the 30 June 2015 reporting deadline.</p> <p>5. Council officers have finalised a draft Business Continuity Plan during the quarter. This plan is scheduled to be tested in May 2015 to ensure it meets Council's requirements for Business Continuity Planning.</p>

4.3 Financial Sustainability

We will administer sound financial management practices

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Rate base increased by: <ul style="list-style-type: none"> • Overall Capital Improved Value • New and quality developable lots 	Increase the shire's Capital Improved Value by 1.5 % each year Increase the number of developable lots across the shire	Jun-15	Target likely to be achieved	Council is on track to achieve its target of growing the CIV of the Shire in 2014/15.
Completion of the Rating Strategy	Complete the Rating Strategy by 31 December 2014	Dec-14	Target not achieved	Council's new Rating Strategy was adopted at the March 2015 meeting of Council.

Financial Sustainability Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.3.1	Growing our rate base through diligent planning	4.3.1.1	Develop and coordinate a master plan for growing the rates base	Jun-15	Progress delayed	Although work has continued during the quarter on Council's financial strategies to address the increased financial requirements of the new and gifted assets, work has not progressed to finalise the plan for growing the rate base. This has been deferred to the last two quarters of the financial year, to be completed by June 2015.
4.3.2	Provide value for money through the delivery of long term financial plans	4.3.2.1	Provide value for money through the delivery of long term financial plans	Jun-15	On schedule	Council officers have continued working on revising Council's long term financial plans which will incorporate the updated costs associated with the new & gifted assets in preparation for the delivery of the 2015-16 Annual Budget and Strategic Resource Plan.
4.3.3	Practice responsible grants management and how we access grants	4.3.3.1	Increase capacity to attract grants to support the achievement of Council's strategic objectives.	Jun-15	Ongoing	Ongoing internal training continues to up skill Council officers in grant application and administration tasks. This training is delivered in group sessions and on an individual basis, approximately 17 hours of training has been provided in total.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.3.4	Promote an equitable rating strategy for all ratepayers	4.3.4.1	Complete and implement the Council's Rating Strategy	Jun-15	Completed	Council's Rating Strategy was adopted at the March 2015 Ordinary Meeting of Council. The new differential rating categories will take effect from 1 July 2015.
		4.3.4.2	Complete the alignment of the Council's Planning Zones with the rating system	Jun-15	Completed	As per 4.3.4.1, Council's new Rating Strategy has now been adopted enabling finalisation of the rating system alignment with Planning Zones.

4.4 Staff

We will have engaged and professional staff

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Staff Satisfaction	<p>Improve internal staff satisfaction results year on year</p> <p>Reduce staff sick leave days by 1% per annum</p>	Jun-15	Target likely to be achieved	The time lost due to sick leave averaged at 2.77% for the quarter. The year to date rate of 3.03% is still tracking below the annual target for time lost.
Number of staff training days	Increase staff training days by 1% per annum	Jun-15	Target likely to be achieved	195 employees participated in the equivalent of 55 training days in the quarter. These entailed training in 12 different programs. In addition all staff were enrolled in online training in using social media as a workplace tool.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Three Comments
Health and safety	Reduce Time Lost through workplace injury by 5% per annum	Jun-15	Target likely to be achieved	Time lost through injury has continued to be extremely low in the quarter, maintaining the trend of the previous two quarters and showing substantial improvement on previous years. In addition there have been no motor vehicle accidents in four months.

Staff Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.4.1	Ensure a healthy and safe workplace for all staff	4.4.1.1	Continue to develop Council's policy framework and monitoring systems to improve workplace health and safety practices.	Jun-15	Ongoing	Planning for unscheduled business interruptions continued during the quarter, with all Managers completing business continuity plans for their departments.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
						The Occupational Health and Safety (OHS) policy was also reviewed and updated and OHS refresher training was provided for committee members.
4.4.2	Provide staff training and professional development opportunities	4.4.2.1	Provide staff training and professional development opportunities.	Jun-15	Ongoing	<p>A range of training was delivered internally and externally during the quarter, including Council hosting a workshop "Engaging Citizens" with other Councils in the North East.</p> <p>A series of staff training sessions on procurement commenced in the quarter,. Other training delivered to staff included manual handling and online learning on the use of social media.</p> <p>Six officers participated in the Local Government Management Challenge and performed amongst the top 3 in Australia in the pre-challenge task. The challenge days for Victoria were held in late March with results will be reported in the next quarter.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Three Comments
4.4.3	Provide workforce development and succession planning opportunities	4.4.3.1	Progress the development of a voluntary staff rotation program across work areas within the organisation	Jun-15	Progress Delayed	The staff rotation program has been placed on hold this quarter pending outcomes of a review of Council's customer service provision; and any implications this may have for roles. It is anticipated work on this program will continue later in the April to June quarter.