



## **Council Plan 2013-2017**

### **Year 2 Actions**

### **Quarterly Report**

**December 2014**

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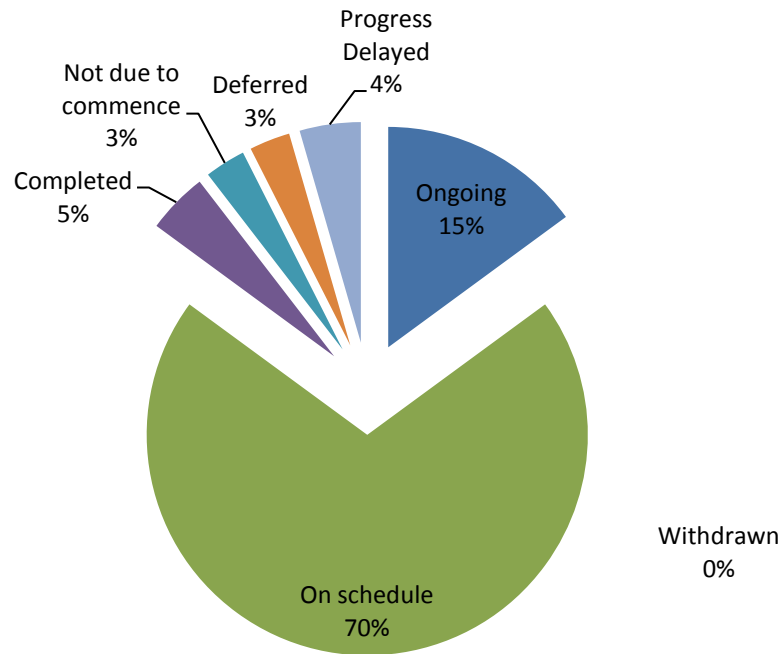
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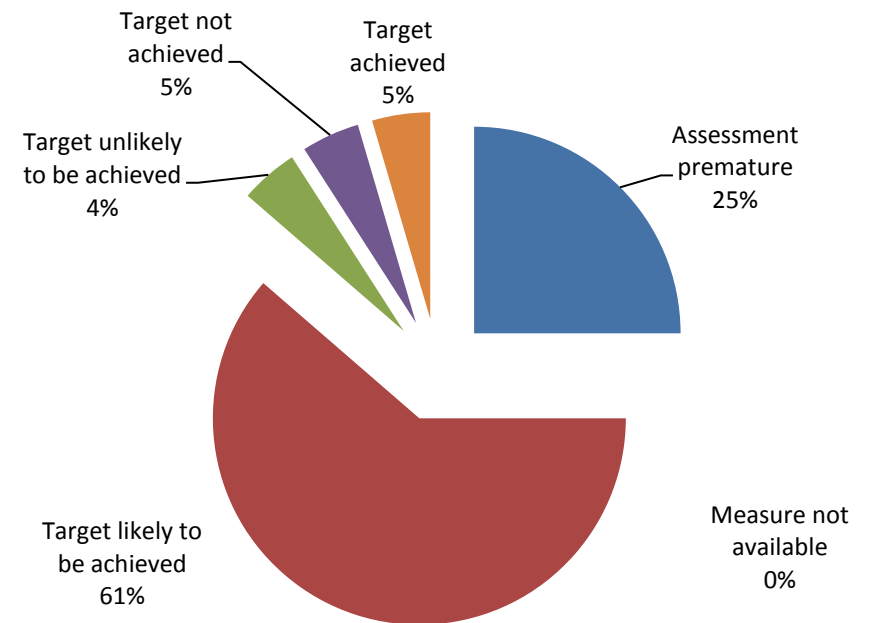
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## Council Plan 2013-2017 Year 2 – Quarter Two Highlights

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



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



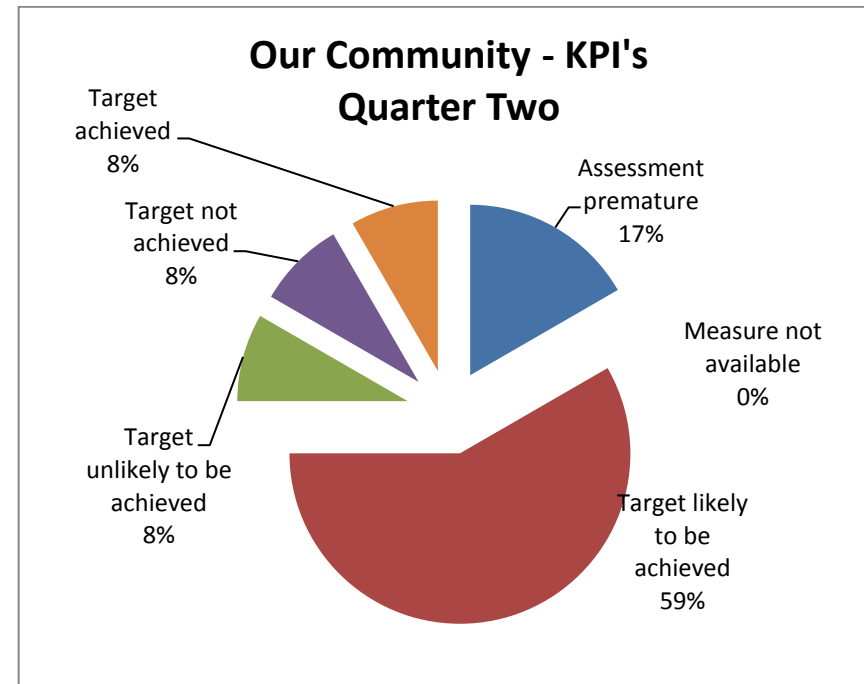
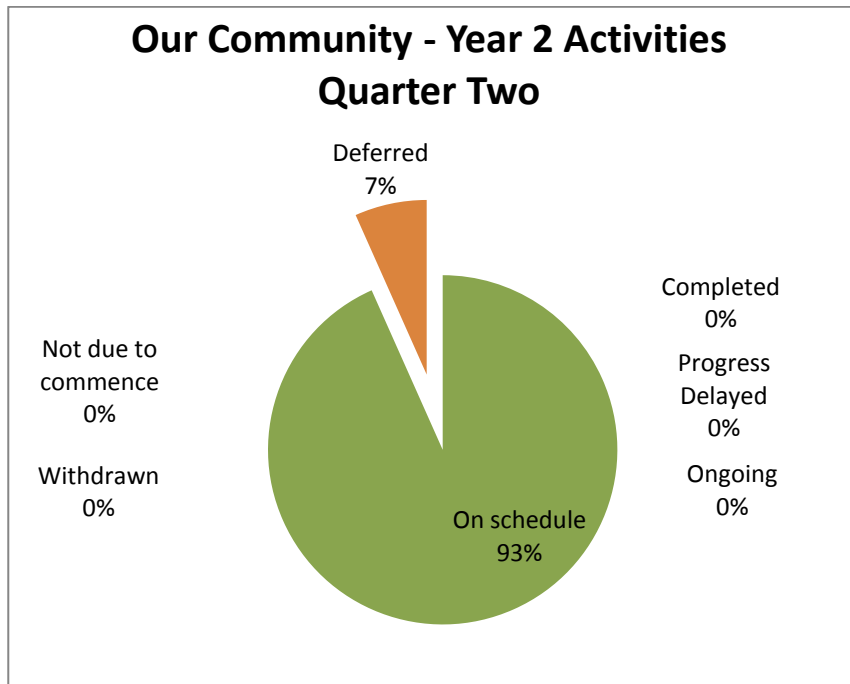
- Progress to date on the Year Two Implementation plan of the Municipal Public Health and Wellbeing Plan has included delivery of the International Day of People with a Disability community awareness event, Children's Week pram strolls and healthy eating events in four locations across the Shire, and the Men's Health Expo held by Alexandra and District Hospital.
- Council continued to work with the Prevention of Violence against Women and Children Working Group to implement the Courageous Conversations project in Murrindindi.
- Kinglake's Ellimatta Youth organisation received governance and strategic direction support in preparation for the organisation's November 2014 AGM.
- The first round of the Community Grants Program supported several arts and cultural initiatives including Yea Arts Carnivale, Yea Centenary Show, student leadership initiatives through the Buxton Primary School, storage needs for the Alexandra Timber and Tramway Museum and a welcome event for the Great Victorian Bike Ride.
- A plan has been developed to support communication with key housing and support providers to determine current and future social and public housing demand in preparation for further discussion at the next Health and Wellbeing Consortium meeting in February 2015.
- 356 Mercury Vapour Street lights across the areas of Kinglake, Yea, Eildon, Taggerty, Buxton and Marysville were replaced with lower energy T5 technology during the quarter.
- Tenders closed for the provision of the kerbside collection services for waste and recycling and the acceptance and processing of recyclables. Extensive work was undertaken to finalise specifications for the joint tender conducted with the councils of Mitchell, Strathbogie, Benalla and Mansfield.
- 88% of the roadside weed control program has been delivered in this quarter. Prioritised roadsides were sprayed for noxious weed control including woody weeds such as Blackberry, Gorse, St John Wort, Cape Broom, Sweet Briar.
- Council has appointed its own Emergency Management Fire Coordinator to assist in ensuring Council's emergency management responsibilities are better aligned with state and regional objectives.
- The reviewed Municipal Emergency Management Plan (MEMP) was adopted by Council in October 2014. A statutory audit was also conducted of the MEMP, led by the State Emergency Service, in conjunction with Victoria Police and the Department of Human Services, in October.

- The draft KFT Streetscape Master Plan has been on exhibition, with three community meetings held in the quarter.
- Solid progress was made in the development of a Murrindindi Shire Regional Events Strategy 2015 - 2020, that will provide direction in the stated need to expand the list of events in the Shire.
- In October a second business forum staged in Yea, was attended by a number of local real estate agents, business advisors and finance professionals which canvassed development opportunities and impediments and provided some insight into the nature and scale of demand for property in the shire
- In December, the Great Victorian Bike Ride, with over 4,000 participants and support staff involved, presented an opportunity to promote the Shire as a great place to live, work and/or invest in. The tag line "You Could Live Here Too" was developed and utilised at promotion stands in the Mansfield and Alexandra
- Council adopted the Murrindindi 2030 Vision at its October Ordinary Council meeting. Work has continued on the development of the Implementation Plan which is to be completed in the third quarter.
- 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 is to occur in early 2015.
- 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

# 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 Two 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	Second 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 Two 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	Implementation of the Social Media and Communication Strategy paused during the quarter whilst Council finalised its Social Media Policy. The first of the professional forums was postponed due to unavailability of speaker and rescheduled to early 2015.
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	On schedule	The new Social Support Coordinator and Officer have commenced, finalising the staffing restructure of the program. Planning for 2015 was commenced based upon feedback from clients of the program.
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 Social Connections Project Steering Group continued to meet regularly. Staff and residents of Kellock Nursing Home have been engaged in the project and volunteers to support the project have been identified. Pre-evaluation questionnaires have been completed. Darlingford Nursing Home staff have been informed and will join the project in the new year.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	The Health and Wellbeing Consortium meets twice per year and there was no scheduled meeting of the Health and Wellbeing consortium in the past quarter. A strategic planning meeting was held with a number of Health and Wellbeing Consortium members to discuss impending changes to funding and service delivery arrangements across a range of community services. A further planning meeting has been planned for February 2015 to provide an opportunity for agencies to work collaboratively to deliver the best outcomes to communities across Murrindindi Shire.
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 International Day of People with a Disability community awareness event, Children's Week pram strolls and healthy eating events in four locations across the Shire, and the Men's Health Expo held by Alexandra and District Hospital. Council continued to work with the Prevention of Violence against Women and Children Working Group to implement the Courageous Conversations project in

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Murrindindi. Council has also engaged a consultant to support its work in developing a Gaming Policy Framework.
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 met twice during the quarter with a heightened focus on the need to gather current data to guide and support responsive program delivery, collaborative efforts and grant seeking. Further research on appropriate surveying tools will be employed in 2015 to support updating the Youth Strategy due to expire at the end of 2015. Kinglake's Ellimatta Youth organisation received governance and strategic direction support in preparation for the organisation's November 2014 AGM.
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 tender process delivered during the quarter resulted in two submissions for the aquatic works and one for the building works. All applicants were interviewed in December with awarding of tenders to take place in early 2015 subject to Council resolution.

## 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 Two 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 Cultural 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	Assessment premature	A number of designs have been completed and with commitments for construction
Update and progress on the Missing Links program (total projects identified – 29)	5 projects per annum	Jun-15	Target unlikely to be achieved	Petchell Street footpath has been completed. No further projects identified for 2014/15
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

<b>Year 2 Key Performance Indicator</b>	<b>Target</b>	<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
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	Large community forum held for International Day for People with a Disability in December 2014.
Promote and acknowledge volunteers	Minimum of: • 1 Council initiated event per annum • 1 Community event initiative in partnership with Council per annum	Jun-15	Target likely to be achieved	Council event to celebrate volunteers to occur in 2015. Community event in partnership with other key stakeholders is in the planning stages.
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 Two 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	On schedule	There has been continued regular attendance by Dame Pattie Menzies Centre clients at the Tuesday in-house group. Some of these participants have extended their participation to other planned activity groups expanding the reach of the program.
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	A project officer has been engaged to manage the Access Murrindindi project. A project implementation plan has been developed to support the introduction of the Access Friendly initiative with traders and in community buildings. Contractors have been engaged to undertake the disability access mapping component of the project in Marysville, Alexandra, Eildon, Yea and Kinglake.
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 first round of the Community Grants Program supported several arts and cultural initiatives including Yea Arts Carnivale, Yea Centenary Show, student leadership initiatives through the Buxton Primary School, storage needs for the Alexandra Timber and Tramway Museum and a welcome event for the Great

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Victorian Bike Ride. Planning for a community event to celebrate Harmony Day in March 2015 is in the initial stages, with several meetings held and participating community agencies confirmed. Council officers continued to liaise with consultants managing the Marysville Community Arts project. Council's Arts and Culture Policy was reviewed, a draft revised policy has been developed in preparation to present to Council in early 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	The review of the Municipal Recovery Plan began. A community consultation strategy has been developed to support targeted consultation with community service providers, community groups and service clubs across Murrindindi to further inform the plan and review community capacity in an emergency.
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 meetings of the Murrindindi Men's Shed Network. There were no scheduled meetings of the Murrindindi Learn Local Network during the quarter, however Council continued as an active member. Several meetings were held with CEACA to discuss the industry training needs across



Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Aged and Disability Services and Children's Services. Council remains committed to participating in the development of Industry Based Training Committees to support the local delivery of training to address current gaps.
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. Volunteer information, recruitment and training processes continue to be shared by agencies participating in the group. Several new agencies and community groups expressed interest in joining the Advisory Group indicating the strength of the coordinated approach to supporting volunteers.
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	The Health and Wellbeing Consortium meets twice per year and there was no scheduled meeting of the Health and Wellbeing consortium in the past quarter. A plan has been developed to support communication with key housing and support providers to determine current and future social and public housing demand in preparation for further discussion at the next Health and Wellbeing Consortium meeting in February 2015.

### 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 Two 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	The survey is not due to take place until February - March 2015.

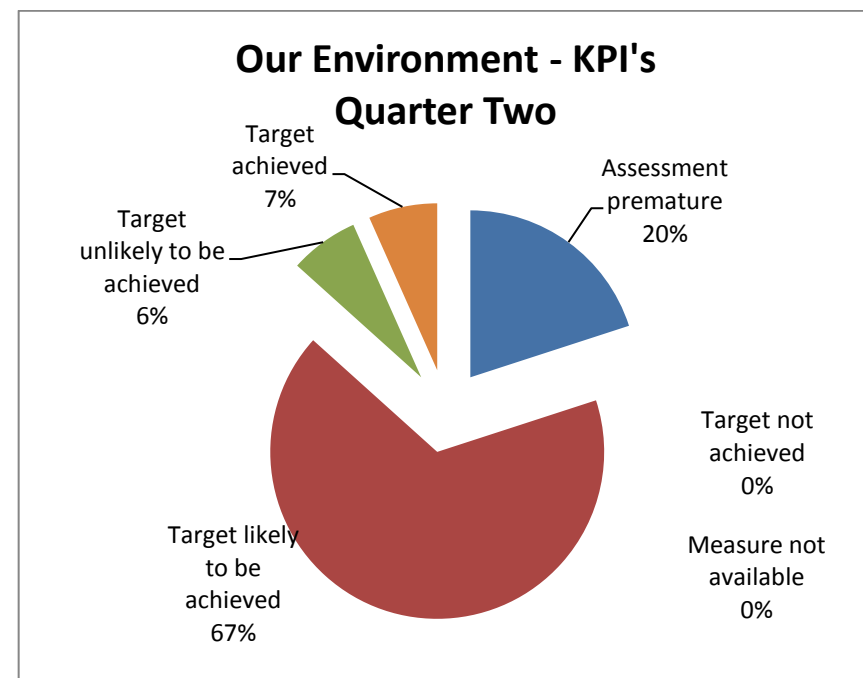
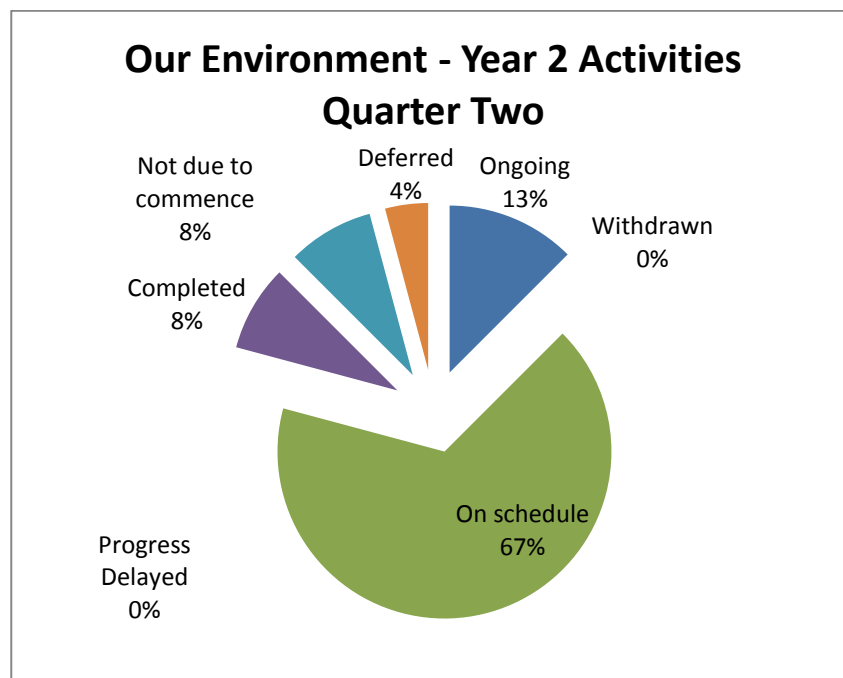
#### Community Engagement Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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 Two 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>Target likely to be achieved</p>	<p>At the Resource Recovery Centres Council is recycling 71% of all waste entering the site, and at the kerbside 38% of waste is recycled. The overall diversion rate is 56%. Paper consumption for the quarter ending 30 December 2014 (inclusive of Jul - Sep 2014) has reduced by 14.6% from the same period in 2013. No data is available on the reduction of energy consumption of high use Council buildings (compared with baseline year 2013/14). This information will be available once the last billing cycle is received enabling annual performance data for 2014/15 to be compared with 2013/14.</p>

<b>Year 2 Key Performance Indicator</b>	<b>Target</b>	<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
Implementation of the Waste Management Strategy	Implementation of year one actions	Jun-15	Target unlikely to be achieved	The construction of the Leachate Pond is unlikely to be completed by 30 June 2015 due to a more extensive approvals process which will delay construction until later in 2015.
Implementation of Environment Strategy actions	Implement annual plans for existing actions	Jun-15	Target likely to be achieved	There are seven Council Plan actions which relate directly to the Environment Strategy. The Rural Roadside Management Plan and Code of Practice have been published. Good progress has been made on the balance of the actions including the completion of stage 1 of the Watts Working Better street lighting replacement program.

### Conservation of Resources Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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 working group has reviewed a number of resource consumption monitoring systems, confirming 'Planet Footprint' as the system providing best value for money.
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	On schedule	The project scope was adopted by the working group established to oversee the delivery of the project. A project methodology for the program's design and approach to staff consultation has also been developed and approved by the working group.
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	356 Mercury Vapour Street lights across the areas of Kinglake, Yea, Eildon, Taggerty, Buxton and Marysville were replaced with lower energy T5 technology during the quarter. A promotional trailer for the project was used in Kinglake, Yea and Eildon providing information to the community about the project during the installation process.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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. A tender process was advertised in December 2014 and consultants to undertake the study will be appointed in March 2015.
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	On schedule	Tenders closed for the provision of the kerbside collection services for waste and recycling and the acceptance and processing of recyclables. Extensive work was undertaken to finalise specifications for the joint tender conducted with the councils of Mitchell, Strathbogie, Benalla and Mansfield. A consultant was appointed for the detailed design and supervision of the construction of the leachate pond at the Alexandra landfill.

## 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 Two 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 likely to be achieved	<p>Copies of the Rural Roadside Management Plan, Guidelines and Code of Practice have been published for dissemination during this quarter.</p> <p>A Program to address Council's native vegetation offset requirements continues to be designed in conjunction with a project reference group. Standard Operating Procedures in Waterways were also developed to assist Council's Bridge Maintenance Programs.</p> <p>Internal referral processes to environment continued to be refined and a number of assessments have been undertaken to assist and guide fire prevention, maintenance and capital works projects.</p>



Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Two Comments
Partnerships developed that deliver regionally funded projects across the Murrindindi Shire	Number of partnerships with other organisations developed	Jun-15	Target likely to be achieved	Partnerships with seven other Council's progressed well during this quarter via Council's membership commitments with the Goulburn Broken Greenhouse Alliance and ongoing participation in the Watts Working Better Project and the Climate Smart Agriculture Project.
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	Clean Up Australia Day event planning commenced during this quarter. Council is providing support to community events, as well as delivering its own corporate event in conjunction with Clean Up Australia's 'Clean Up Your Business Day'. A schools video competition on the topic of energy efficiency has been designed and approved by the Watts Working Better Education Program. Planning commenced for a community workshop on energy efficiency with support from the Watts Working Better Education Program.

**Protection of the Natural Environment Year 2 Activities**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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.
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	On schedule	88% of the roadside weed control program has been delivered in this quarter. Prioritised roadsides were sprayed for noxious weed control including woody weeds such as Blackberry, Gorse, St John Wort, Cape Broom, Sweet Briar. Over 900 letters were sent to adjacent landholders notifying them of the works.
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	The review of the Local Planning Policy Framework (LPPF) has incorporated strategies to ensure the future layout and form of residential and rural living subdivision and development is properly planned, recognising and protecting areas of high environmental significance and value.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						The LPPF encourages concentration of development in locations free from environmental constraints, where environmental values are protected.
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	An internal sustainable chemical use workshop was held and included Council's cleaning contractors. A kitchen garden was established behind the Webster Street Office with volunteer time and donations. Clean Up Australia Day event planning commenced during this quarter. A schools video competition on the topic of energy efficiency has been designed and approved by the Watts Working Better Education Program. Planning commenced for a community workshop on energy efficiency with support from 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 attended Landcare meetings, and meetings with Blackberry Action Groups. Administration support was provided to Blackberry Action Groups to assist members in a number of grant applications.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Council continues to provide support to the grant funded projects for the Yea Wetlands Committee of Management and Mount Pleasant Reserve Committee of Management as the auspice authority of their respective grants.

### 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 Two 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	The Planning Scheme protects the environmental and landscape values and ensures that development is designed, sited and constructed to protect these values. Measures are also undertaken to protect the natural and heritage river values of the Goulburn River. Building and planning regulations and permitting consider and respond to environmentally

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Two Comments
				sustainable principles, and are regularly reviewed and updated by the State Government. Any changes to regulations are implemented at a local level through statutory approvals.
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.
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. A significant number of corrective amendments have occurred, such as minor rezoning of land, adjustments to overlay controls and implementation of land use studies. These changes include amendments such as C46 which is a review of the Development Plan Overlays, C53 to implement the Kinglake Flowerdale Toolangi Plan, C54 to implement the new Local Planning Policy Framework and C55 which is to implement the Yea Structure Plan .

<b>Year 2 Key Performance Indicator</b>	<b>Target</b>	<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
Implementation of the MSS in the Planning Scheme	Completed by June 2015	Jun-15	Target likely to be achieved	The review of the MSS was placed on exhibition in December 2014 until end of January 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 on exhibition, with three community meetings held in the quarter. A final community meeting will be held in February 2015, and it is anticipated that the Master Plan will be adopted by June 2015.
Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of Bushfire protection measures	Jun-15	Assessment premature	Murrindindi Shire Council has prepared schedules for the Bushfire Management Overlay (BMO) to support the BMO mapping changes prepared by the Department of Transport, Planning and Local Infrastructure. Consent has been given to the Minister for Planning to prepare and approve an amendment.

### Planning for Future Growth Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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 level of safety of our community.	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, o Hume Regional Growth Plan, o Yea Structure Plan and o Flowerdale Flood Study.	Jun-15	On schedule	A significant number of corrective amendments have occurred, such as minor rezoning of land, adjustments to overlay controls and implementation of land use studies. Amendment C43 (Heritage Overlay) Part 1 was approved by the Minister for Planning in December 2014. The MSS review, which includes the LPPF review, was placed on exhibition in December 2014. The Yea Structure Plan was adopted in November 2014. Community consultation meetings were held for the KFT Streetscape Master Plan in November and December. A consultant brief was prepared for the Eildon Structure Plan.
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 to assist in ensuring Council's emergency management responsibilities are better aligned with state and regional objectives.  The reviewed Municipal Emergency Management Plan (MEMP) was adopted by Council in October 2014. A statutory audit was also conducted of the MEMP, led

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						by the State Emergency Service, in conjunction with Victoria Police and the Department of Human Services, in October. Notification was received in November advising that the plan was assessed as complying with the guidelines for emergency management. 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.
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	Council's Environment officers have continued to develop an Energy Management Plan which will identify initiatives to reduce Council's impact on the environment. It is expected that this will be completed in the January - March quarter 2014.
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	The review of the Municipal Strategic Statement (MSS) has been placed on exhibition for a two month period, commencing December 2014 and finishing at the end of January 2015.



Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
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 higher in 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 Transport Planning and Local Infrastructure (DTPLI) - now 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. Funding has been obtained for the Eildon Structure Plan as part of this advocacy program.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
		2.3.6.2	Commence implementation of the Kinglake Ranges Flowerdale and Toolangi Plan and Streetscape Design Framework	Jun-15	On schedule	The draft KFT Streetscape Master Plan has been on exhibition, with three community meetings held in the quarter. A further community meeting will be held in February 2015, and final adoption is anticipated by June 2015.
		2.3.6.3	Undertake a Structure Plan for Eildon	Jun-15	On schedule	Work on the Eildon Structure Plan has commenced and community consultation is expected to begin in the early 2015. External funding has been obtained from the Department of Transport Planning and Local Infrastructure Rural Planning Flying Squad to assist with the preparation of this plan.

## 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 Two 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	Assessment premature	<p>The annual renewal and maintenance requirements for the new and gifted assets have been assessed and documented along with a review of current maintenance budgets on similar existing assets.</p> <p>An internal road management working group has been formed to review renewal and maintenance procedures. The preparation of the draft capital works budget for 2015/16 has been advanced by three months and completed during the quarter. This allows more detailed review of renewal priorities and will be included in the full 2015/2016 budget preparation process.</p>

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Two Comments
Delivery of the capital works program	Deliver 95% of annual scheduled Capital Works projects	Jun-15	Assessment premature	Works undertaken during the second quarter of the 2014/2015 capital works program generally consisted of the finalisation of the scoping, planning and design phases and the awarding of contracts to enable the commencement of the 2014/2015 capital works projects.
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	An initial draft of the Operational Service Plan has been developed.

**Asset Management Year 2 Activities**

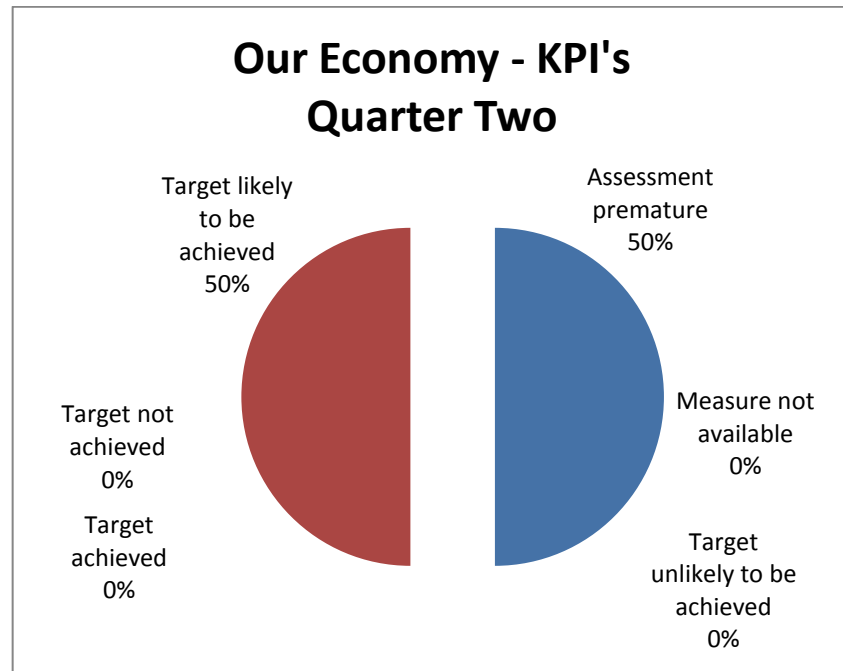
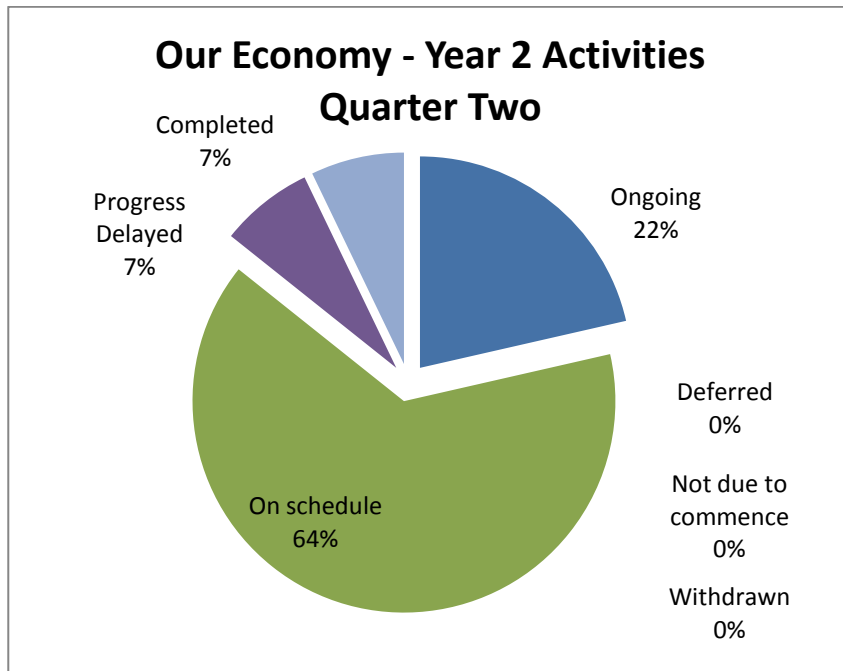
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.1	Develop a Road Renewal Plan which seeks to outline priorities and actions in relation to the renewal of Council's road network.	Jun-15	On schedule	Of the \$2.2m of grant funding sought by Council a further \$411,000 was confirmed in the second quarter making a total of \$1,150,135 in grant funds received to date this year. The funding received this quarter was awarded to works at the Yea Civic Centre Project, Yarck Streetscape and Yea Railway Station.
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	Not due to commence	The development of this policy is to be undertaken in the second half of the financial year.
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	Of the \$2.2m of grant funding sought a further \$415k was confirmed in the second quarter. The funding was awarded to Yea Civic Centre Project, Yarck Streetscape, Yea Railway Station. Grant funds received to date totals \$915k.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	Preparation has occurred for a community grant forum development is being developed to allow community members to develop grant application skills. A tentative date for the forum is scheduled for mid May 2015.
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 initial draft of the Operational Service Plan (OSP) was developed during the quarter. The OSP seeks to identify the targeted levels of service which can be delivered with the current available Council resources.
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	Not Due to Commence	This policy will be developed in the second half of the 2014/2015 year

### 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 Two 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 - under the name of Murrindindi Training Institute - began the process of developing program scopes that will lead to a broader local course offering in/for the health sector. A group of year 9 and 10 students from Alexandra Secondary College attended a Learn Experience Access Profession (LEAP) day at Seymour Health. The focus was on careers in the health industry. Refer to 3.1.2.1 for more information.
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	Figures for the quarter were not available. A request has been lodged with the Central Ranges Local Learning and Employment Network (CRLLEN) seeking clarity as to if/when the CRLLEN will be collecting and collating this data.



**Workforce Development Year 2 Activities**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
3.1.1	Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the Murrindindi Training Institute	3.1.1.1	Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the Murrindindi Training Institute	Jun-15	Ongoing	Negotiations with the State government in October, secured an increase in funding that enabled planning for the delivery of the 2015 courses to continue. The process to have the new Murrindindi Employer Training (MET) body incorporated got underway with incorporation expected in early 2015. A process to re-shape the make-up and strategic direction of the MET Board also progressed well. A Memorandum Of Understanding between Alexandra CEACA and the MET, outlining roles and responsibilities and profit share arrangements was developed.
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	A group of year 9 and 10 students from Alexandra Secondary College attended a very successful Learn Experience Access Profession (LEAP) day at Seymour Health in November. The focus was on careers in the health industry and student feedback suggests that it was a very worthwhile day. Due to the level of interest from the students, planning began for another similar day in 2015.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Representatives from Central Victorian Group Training developed plans to begin negotiations with Alexandra District Hospital to expand on the current work experience opportunities offered to include school based apprenticeships in the health sector.
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	Following the State election in November the Central Ranges Local Learning and Employment Network signed a funding contract for the 2015 calendar year. The funding will enable service provision at a reduced level. Processes relating to the recruitment of a new CEO got underway with a closing date for applications in December 2014. Plans to begin negotiations relating to future funding arrangements beyond 2015, were developed with negotiations to begin early in 2015.

### 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 Two 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 - To improve the mobile phone experience for visitors, free WiFi access was made available at the Y Water Discovery Centre. Business growth - The strong advocacy to the state government to provide a stimulus and incentive package to support private sector rebuilding was evident as the final stage of construction of the VIBE Marysville Hotel and Conference Centre began.</p> <p>Solid progress was made in the development of a Murrindindi Shire Regional Events Strategy 2015 - 2020, that will provide direction in the stated need to expand the list of events in the Shire.</p>

<b>Year 2 Key Performance Indicator</b>	<b>Target</b>	<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
No. of initiatives to improve business infrastructure and service	2 initiatives per annum	Jun-15	Target likely to be achieved	A number of infrastructure improvements were evident in the quarter that will lead to improved mobile phone and NBN wireless coverage including: 1) a new 700 mg "4GX" (data only) network based near Alexandra was turned on by Telstra 2) NBN wireless poles/structures were built near Eildon, Thornton and Alexandra and 3) a new mobile phone base station was installed at/near Murrindindi.

### **Improving Business Infrastructure Year 2 Activities**

<b>Council Plan Strategy</b>		<b>Year 2 Action</b>		<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
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	The Department of Communications developed a database of nominated mobile phone blackspots across the country. 6000 locations with poor or no mobile coverage were nominated including 47 within Murrindindi Shire.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						In December, as part of the rollout of the Mobile Phone Black Spot program, the Federal Government released the funding guidelines for Mobile Network Operators and/or Mobile Network Infrastructure Providers that included the details regarding proposed co-contributions from State or Local Government. Mobile Service Providers were granted an extension for applications to 16 April 2015. Council agreed in principle to the preparation of a co-contribution plan in readiness for approaches to/offers from Mobile Service Providers. The co-contribution plan includes the potential of both cash and in-kind contributions aimed at catalysing a funding application relating to a site or sites within Murrindindi.
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	Officers continued to work on options for acquiring additional land required to facilitate construction of Stage Two of the Yea Saleyards development plan.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	<p>The Yea Structure Plan was completed and adopted by Council at the November Council meeting. The Plan identifies future industrial land opportunities on the land in a 500 meter radius of the Yea Saleyard complex. A brief for the Eildon Structure Plan was prepared and a funding contribution to develop the Plan was confirmed with the Department of Transport Planning &amp; Local Infrastructure (DTPLI).</p> <p>The Plan will include a focus on potential future provision of industrial land in the Eildon area. DTPLI, with the input of Council officers, coordinated the process to recruit an appropriate consultancy to undertake the Plan.</p>

### 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 Two 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 was \$1,204,500 for the quarter. The total for the first six months of 2014-15 is \$1,645,350.
Number of investment attraction events/initiatives delivered	2 per annum	Jun-15	Target likely to be achieved	A second business forum staged in Yea, was attended by a number of local real estate agents, business advisors and finance professionals. The session canvassed development opportunities and impediments and provided insight into the nature and scale of demand for property in the shire. Refer to 3.3.1.1 for more information.

**Investment Attraction Year 2 Activities**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	<p>In October a second business forum staged in Yea, was attended by a number of local real estate agents, business advisors and finance professionals. The session included a report back on actions stemming from the previous forum, which canvassed development opportunities and impediments and provided some insight into the nature and scale of demand for property in the shire.</p> <p>Key actions arising from the forum include: a) creation of a series of development fact sheets to assist local agents to better advise potential investors regarding possible regulatory and development costs/timelines and b) the formation of a cross departmental working group to 'case study' potential development sites that have been impeded with a view to finding solutions. Investigations have been undertaken into the value of obtaining an economic modelling tool as part of the business investment prospectus project.</p>



Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						The facilitation element of the investment prospectus project commenced, with a number of potential investments - including both new and expansion of existing - being actively supported through the preliminary inquiry process.
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	<p>Planning to hold a facilitated forum to canvass aged care opportunities in the shire got underway. The need for this forum stems from identification of this sector as a growth opportunity for the shire.</p> <p>The session, to be held in February, will involve health care providers, regulators and development representatives (e.g. real estate agents) with the aim of informing the business case for further aged care investment and the development of an action plan to pursue opportunities.</p>
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	Planning for Council participation in the 2015 Regional Living Expo progressed well with strong interest being shown again by Murrindindi Inc representatives.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						In December, the Great Victorian Bike Ride, with over 4,000 participants and support staff involved, presented an opportunity to promote the Shire as a great place to live, work and/or invest in. The tag line "You Could Live Here Too" was developed and utilised at promotion stands in Mansfield and Alexandra riders villages, the main street in Alexandra and at the community centre in Marysville.

### 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 Two Comments
Tourism visitation to the Shire	5% per annum increase in day trips	Jun-15	Assessment premature	A representative from the statistics collection agency (data-insights) was invited to address the February Goulburn River Valley Tourism Board meeting to explain the changes in data collection methodology

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Two Comments
				(i.e. adding mobile phones to landlines as a data collection method) and to assist with interpretation of the statistics being reported. Councillor Challen and the Manager Economic Development will attend this presentation.
Tourism visitation to the Shire	3% per annum increase in overnight stays	Jun-15	Assessment premature	<p>A representative from the statistics collection agency (data-insights) has been invited to address the February Goulburn River Valley Tourism Board meeting to explain the changes in data collection methodology (i.e. adding mobile phones to landlines as a data collection method) and to assist with interpretation of the statistics being reported.</p> <p>Councillor Challen and the Manager Economic development will attend this presentation.</p>

### Tourism Development Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	Whilst State Government funding has been confirmed for the Master Plan, progress in commencing the project has been delayed this quarter due to delays in confirming legal arrangements for the lease of the railway land with Victrack. It is anticipated the project will progress in the January to March quarter.
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	During the quarter, construction on the Marysville VIBE complex was nearing completion with the inclusion a Spa and Wellness facility. A report to Council in December 2014 outlined options stemming from the Alexandra to Eildon Rail Trail Extension feasibility. The consultants brief for the Eildon Structure Plan - to include the Lake Eildon Waterfront area has been prepared.

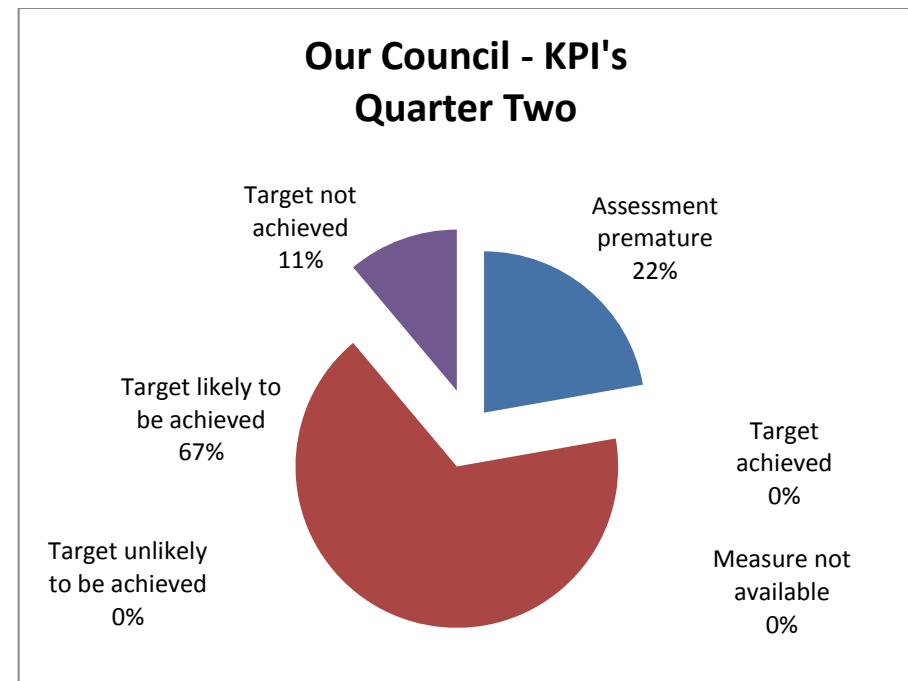
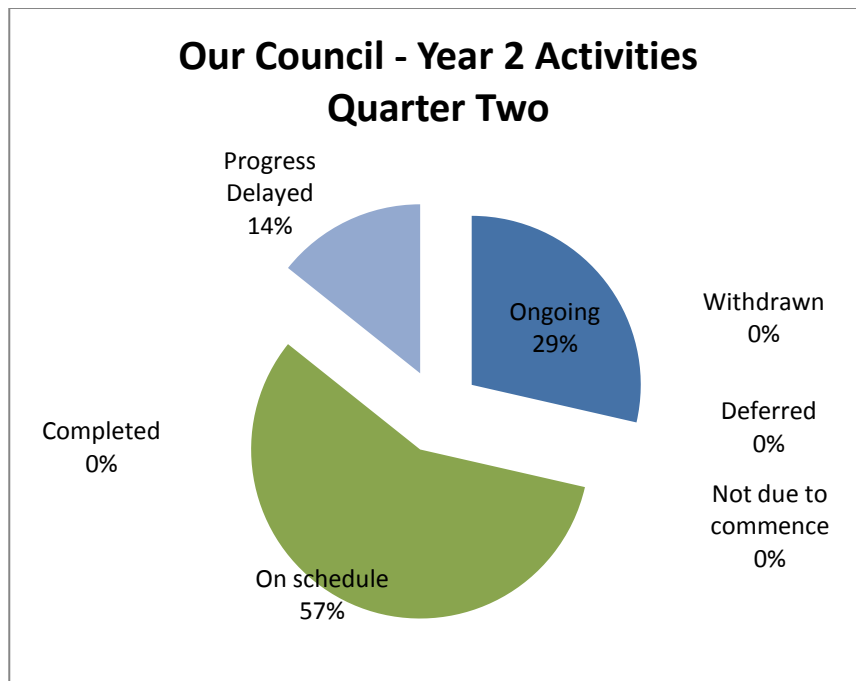
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
3.4.2	Assess the feasibility of extending the Great Victorian Rail Trail from Alexandra to Eildon	3.4.2.1	Complete a feasibility assessment of a trail link between Alexandra and Eildon.	Jun-15	On schedule	A report on the Alexandra to Eildon trail link feasibility was considered by Council in December meeting and will be reviewed at the next Council meeting on 28th January.
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	Along with a representative from Murrindindi Inc, business people involved in investment development/facilitation from across the Shire, Councillors and officers attended the business forum held in Yea in October. Further opportunities for this type of interaction/dialogue are planned for 2015. The strategic planning workshop held by Murrindindi Inc was well attended with local business and tourism association representatives.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
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	Discussions with the State Government regarding opportunities to fund a feasibility study into the concept of a Giant Trees Trail were undertaken and the development of a funding application has begun.

## 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 Two 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	Several public forums were undertaken during the quarter. For more information see 4.1.3.
Advocacy to the State and Federal Governments	Advocate on behalf of the community on a minimum of 10 issues a year	Jun-15	Target likely to be achieved	During the quarter Council advocated on issues concerning the cost of managing new and gifted assets and on adequate funding to support aged and disability and early years services (see more information at 4.1.1).



### Leadership Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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 to attract financial support to address the funding shortfall from the gifting of assets to Council continued. Council engaged with a number of media outlets in the lead up to the State election to ensure the issue was aired in multiple forums and worked with a number of candidates before the election in attempting to further this goal. Council worked with MAV in support of its advocacy efforts to secure adequate funding for both Aged and Disability Services and Early Childhood Services.
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	Council adopted the Murrindindi 2030 Vision at its October Ordinary Council meeting. Work has continued on the development of the Implementation Plan which is to be completed in the third quarter.
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 continued consultation with the community about its funding situation during this quarter. A second Investment Prospectus Business Forum was held in Yea in October and was attended by a number of local real estate agents, business advisors and

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						<p>finance professionals. Council had a stand at the mini business expo at the inaugural Murrindindi Inc AGM held in Alexandra on 18 November aimed at sharing information and alerting the community to the products/services and promo materials available. Council held an initial strategic planning meeting with local service providers to discuss significant social policy changes across the community sector. Council conducted 3 community consultations on the Kinglake Streetscape Master Plan; in Kinglake on 26 November; Toolangi and Flowerdale on 16 December 2014. Council ran an information 'drop-in' session on 9 October in Yea and 7 November in Highlands to talk to the community about proposed works to replace the Ghin Ghin Bridge.</p> <p>A review of the Local Planning Policy Framework (LPPF) of the Murrindindi Planning Scheme was on exhibition, and submissions from the community invited, during December 2014 to the end of January 2015.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
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 continued to use the Funding Advocacy Facebook page to talk with the community about options being considered by Council to address its funding advocacy and to hear back from the community about its preference in this regard. Work has also begun to enable launch of a combined Murrindindi Library Service Facebook page and a Children's Services Facebook page.

## 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 Two 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.

<b>Year 2 Key Performance Indicator</b>	<b>Target</b>	<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
Number of business processes implemented	Improve a minimum of five business processes a year	Jun-15	Target likely to be achieved	A review of Council's website has been conducted and Council is looking for ways to make it more user-friendly, accessible and responsive across multiple IT platforms.

### Customer Service Year 2 Activities

<b>Council Plan Strategy</b>		<b>Year 2 Action</b>		<b>Estimated Completion Date</b>	<b>Status</b>	<b>Quarter Two Comments</b>
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	A review of customer service systems and processes is highlighting systems inefficiencies and some duplication across systems. Work will commence in the next quarter on recommendations for improvement, in particular to cut down processing time for customer requests and service. Council has also reviewed a number of internal processes, and reviewed and updated reception procedures which make it easier for customer service staff to quickly identify the right Council officer for customers to speak to.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						This has been particularly important with inducting new casual customer service staff in this quarter.
4.2.2	Continue to improve our processes to enhance the efficiency and effectiveness of the organisation	4.2.2.1	<p>Implement the following business process and efficiency improvements:</p> <ol style="list-style-type: none"> <li>1. Governance - improve Council's existing policy framework in line with audit outcomes and best practice guidelines.</li> <li>2. Procurement - establish electronic tendering and contract management processes.</li> <li>3. Electronic document management - utilise the new system to reduce reliance on paper-based processes and to improve archiving practices.</li> </ol>	Jun-15	On schedule	<ol style="list-style-type: none"> <li>1. During the quarter Council adopted a new policy and procedures for how policies are developed and reviewed. Further work has since been undertaken to review the status of all Council policies to ensure the ongoing relevance and alignment with the new framework.</li> <li>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 is to occur in early 2015.</li> <li>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 is now underway.</li> </ol>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
			<p>4. Finance systems - incorporate the new Local Government Performance Reporting Framework into Council's existing financial reporting processes.</p> <p>5. Risk Management - review policy and establish improved monitoring, controls and reporting of strategic organisational risks.</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. Further data collection continues to occur in preparation for 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 early 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 Two Comments
Rate base increased by: <ul style="list-style-type: none"> <li>• Overall Capital Improved Value</li> <li>• New and quality developable lots</li> </ul>	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	The draft Rating Strategy is scheduled to be presented to Council at the January 2015 Ordinary Meeting.  Council will then invite comment from the general public as per S223 of the Local Government Act, before aiming to formally adopt the strategy in March 2015.

**Financial Sustainability Year 2 Activities**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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 Two 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	On schedule	<p>Council's Rating Strategy was drafted in the December quarter, with Council now aiming to table and recognise this document at the January Ordinary Meeting of Council.</p> <p>The Strategy will then be available for public consultation, as per S223 of the Local Government Act, with the aim of formal adoption to occur in March 2015.</p>
		4.3.4.2	Complete the alignment of the Council's Planning Zones with the rating system	Jun-15	On schedule	<p>As per 4.3.4.1 Council's Rating Strategy is now aimed at being adopted in early 2015. Once this strategy is adopted, the necessary work required to complete the alignment of Council's rating and planning databases will be completed.</p>

#### 4.4 Staff

We will have engaged and professional staff

##### Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Two 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	Assessment premature	Council's Sick leave rate reduced during the quarter with an annual rate to date of 3.16% of total time lost to sick leave, which is below that of the equivalent period in the 2013-14 year; and tracking below target.
Number of staff training days	Increase staff training days by 1% per annum	Jun-15	Target likely to be achieved	152 staff participated in 104.6 training days in the quarter. These entailed 11 different training programs.
Health and safety	Reduce Time Lost through workplace injury by 5% per annum	Jun-15	Target likely to be achieved	Time lost through injury continued to improve in the quarter demonstrating the least amount of time lost in the 2 quarters of the year to date in comparison to the previous four years. December was the first month in four years where no time was lost to injury.

**Staff Year 2 Activities**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two 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	<p>The UV/Extreme Heat policy was finalised during the quarter.</p> <p>Councils' draft Business Continuity Plan (BCP) was prepared during the quarter which aims to assist the organisation to prepare for and respond to a major business disruption event. The Plan's procedures will be tested over the coming months before the Plan is finalised. The draft Plan was also presented to Councils Internal Audit Committee for input.</p> <p>Council's emergency evacuation procedures were tested and updated during the quarter and the Council's OH&amp;S Committee members undertook refresher training on workplace safety requirements.</p>
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 third group of Council officers completed the Council's ongoing leadership program during the quarter and a refresher workshop was held for all former participants in the program.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Two Comments
						Council also registered a team of 6 officers in the Local Government Management Association Challenge Program for 2015 , which provides the opportunity to further develop leadership and collaboration skills for emerging leaders in the organisation.
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 project did not progress this quarter due to the need to focus on facilitating the Council's reformed Consultative Committee and the Enterprise Agreement negotiations. It is proposed to progress a staff rotation trial in the remaining six months of the financial year.

<b>Statement A</b>							
Murrindindi Shire Council							
Income Statement							
For the period ended 31st December 2014							
	Original Budget	September Revised Budget	Revised Budget	YTD Budgets	YTD Actual	Budget/ Actual Variance (unfav)	%
	2014/15	2014/15	2014/15	31/12/2014	31/12/2014		
	\$	\$	\$	\$	\$	\$	
<b>Revenue</b>							
Rates & Charges	16,721,002	16,801,002	16,801,002	16,731,234	16,730,858	(376)	0%
Special Charge	-	108,150	108,150	108,150	-	(108,150)	
Statutory fees and fines	662,266	662,266	669,148	319,427	321,079	1,652	1%
User fees	2,092,569	2,119,236	2,000,288	1,044,101	1,026,111	(17,990)	-2%
Grants - Recurrent	7,362,098	7,326,929	7,488,353	3,437,607	3,441,171	3,564	0%
Grants - Non-Recurrent	2,919,589	3,441,404	3,448,976	2,504,559	2,504,116	(443)	0%
Contributions - Cash	83,660	145,660	125,430	60,929	57,191	(3,738)	-6%
Contributions - Non Cash	-	-	-	-	-	-	
Reimbursements	187,293	226,797	252,962	125,514	124,046	(1,468)	-1%
Other revenue	618,627	641,039	1,393,677	382,228	383,874	1,646	0%
<b>Total Revenue</b>	<b>30,647,104</b>	<b>31,472,483</b>	<b>32,287,986</b>	<b>24,713,749</b>	<b>24,588,446</b>	<b>(125,303)</b>	<b>-1%</b>
<b>Expenses</b>							
Employee Benefits	12,246,040	12,384,370	12,523,800	6,001,845	5,791,022	210,823	4%
Materials and Services	10,613,137	12,257,218	11,390,690	4,810,526	4,502,084	308,442	6%
Depreciation and amortisation	7,473,351	7,473,351	7,638,121	-	-	-	0%
Other Expense	282,595	282,595	297,322	140,121	140,346	(225)	0%
Finance Costs (Interest)	310,464	310,423	292,245	78,878	78,924	(46)	0%
<b>Total Expenses</b>	<b>30,925,587</b>	<b>32,707,957</b>	<b>32,142,178</b>	<b>11,031,370</b>	<b>10,512,375</b>	<b>518,995</b>	<b>5%</b>
Net gain(loss) on disposal of property, infrastructure, plant and equipment	-	3,000	(48,500)	271,367	271,502	135	
<b>Surplus (deficit) for the period</b>	<b>(278,483)</b>	<b>(1,232,474)</b>	<b>97,308</b>	<b>13,953,746</b>	<b>14,347,573</b>	<b>393,827</b>	<b>3%</b>
<i>Net gain (loss) on disposal of property, infrastructure, plant &amp; equipment</i>							
<i>Proceeds from Sale of Fixed Assets</i>	861,422	1,469,545	1,143,129	271,367	271,502	135	0%
<i>Carrying value of assets sold</i>	861,422	1,466,545	1,191,629	-	-	-	
<i>Total</i>	-	3,000	(48,500)	271,367	271,502	135	
<b>Total Materials and Contractors</b>							
Utilities	539,339	548,189	519,979	251,166	198,642	52,524	21%
Contractors	7,443,840	8,691,084	8,074,863	3,088,078	2,920,947	167,131	5%
Legal Expenses	200,050	278,005	327,495	211,698	199,751	11,947	6%
Insurance	578,306	584,806	510,134	409,634	396,846	12,788	3%
Materials	1,003,742	1,005,975	938,828	425,893	384,853	41,040	10%
Contributions	553,326	558,126	701,206	280,826	277,181	3,645	1%
Consultants	294,534	591,033	318,185	143,231	123,863	19,368	14%
	10,613,137	12,257,218	11,390,690	4,810,526	4,502,084	308,442	6%

<b>Statement A (Alternative Format)</b>							
Murrindindi Shire Council							
Income Statement							
Underlying Operational Result Format							
For the period ended 31st December 2014							
	Original Budget	September Revised Budget	Revised Budget	YTD Budgets	YTD Actuals	Budget / Actual Variance (unfav)	%
	2014/15	2014/15	2014/15	31/12/2014	31/12/2014		
	\$	\$	\$	\$	\$	\$	
<b>Revenue</b>							
Rates & Charges	16,721,002	16,801,002	16,801,002	16,731,234	16,730,858	(376)	0%
Statutory fees and fines	662,266	662,266	669,148	319,427	321,079	1,652	1%
User fees	2,092,569	2,119,236	2,000,288	1,044,101	1,026,111	(17,990)	-2%
Grants - Recurrent Operating	6,528,598	6,493,429	6,689,107	3,437,607	3,441,171	3,564	0%
Grants - Recurrent Capital	833,500	833,500	799,246	-	-	-	0%
Grants - Non-Recurrent (Operating Only)	398,792	549,350	598,249	254,308	253,865	(443)	0%
Contributions - Cash (Operating Only)	33,660	48,660	38,430	30,929	28,949	(1,980)	-6%
Reimbursements	187,293	226,797	252,962	125,514	124,046	(1,468)	-1%
Other revenue	618,627	641,039	1,393,677	382,228	383,874	1,646	0%
<b>Total Revenue</b>	<b>28,076,307</b>	<b>28,375,279</b>	<b>29,242,109</b>	<b>22,325,348</b>	<b>22,309,953</b>	<b>(15,395)</b>	0%
<b>Expenses</b>							
Employee Benefits	12,246,040	12,384,370	12,523,800	6,001,845	5,791,022	210,823	4%
Materials and Services	10,613,137	12,257,218	11,390,690	4,810,526	4,502,084	308,442	6%
Depreciation and amortisation	7,473,351	7,473,351	7,638,121	-	-	-	0%
Other Expense	282,595	282,595	297,322	140,121	140,346	(225)	0%
Finance Costs (Interest)	310,464	310,423	292,245	78,878	78,924	(46)	0%
<b>Total Expenses</b>	<b>30,925,587</b>	<b>32,707,957</b>	<b>32,142,178</b>	<b>11,031,370</b>	<b>10,512,375</b>	<b>518,995</b>	5%
<b>Underlying Surplus (deficit) for the period</b>	<b>(2,849,280)</b>	<b>(4,332,678)</b>	<b>(2,900,069)</b>	<b>11,293,978</b>	<b>11,797,577</b>	<b>503,599</b>	-5%
<b>Reconciliation to Income Statement</b>							
<i>Proceeds from Sale of Fixed Assets</i>	861,422	1,469,545	1,143,129	271,367	271,502	135	0%
<i>Less Carrying value of assets sold</i>	(861,422)	(1,466,545)	(1,191,629)	-	-	-	
Capital Grants	2,520,797	2,892,054	2,850,727	2,250,251	2,250,251	(0)	0%
Capital Contributions	50,000	97,000	87,000	30,000	28,243	(1,757)	0%
Contributions - Non Cash	-	-	-	-	-	-	
Contributed Assets	-	-	-	-	-	-	
Net Movement in Asset Revaluation Reserve	-	-	-	-	-	-	
Special Charge Rate for Capital Projects	-	108,150	108,150	108,150	-	(108,150)	
Operating Result as per Income Statement	<b>(278,483)</b>	<b>(1,232,474)</b>	<b>97,308</b>	<b>13,953,746</b>	<b>14,347,573</b>	<b>393,827</b>	3%

<b>Statement B</b>						
Murrindindi Shire Council						
Balance Sheet						
as at 31st December 2014						
	Original Budget	September Revised Budget	Revised Budget	YTD Budget	Actual	Variance (unfav)
	2014/15	2014/15	2014/15	31/12/2014	31/12/2014	
	\$	\$	\$	\$	\$	\$
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	14,173,187	16,056,281	18,963,731	20,066,127	19,054,817	(1,011,310)
Trade and other receivables	2,244,085	2,544,085	2,544,085	13,419,708	14,903,287	1,483,579
Accrued Income	80,000	80,000	80,000	-	-	-
Prepayments	95,000	95,000	95,000	-	-	-
Inventories	225,000	225,000	150,000	195,000	193,350	(1,650)
<b>Total current assets</b>	<b>16,817,272</b>	<b>19,000,366</b>	<b>21,832,816</b>	<b>33,680,835</b>	<b>34,151,454</b>	<b>470,619</b>
<b>Non current assets</b>						
Property & Plant & Equipment	284,919,229	299,150,385	297,557,975	298,126,844	298,134,305	7,461
Receivables	35,015	35,015	35,015	38,063	14,606	(23,457)
<b>Total non-current assets</b>	<b>284,954,244</b>	<b>299,185,400</b>	<b>297,592,990</b>	<b>298,164,907</b>	<b>298,148,911</b>	<b>(15,996)</b>
<b>Total assets</b>	<b>301,771,516</b>	<b>318,185,766</b>	<b>319,425,806</b>	<b>331,845,742</b>	<b>332,300,365</b>	<b>454,623</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	2,418,335	2,418,335	2,417,695	710,000	736,995	(26,995)
Trust funds and deposits	554,862	653,152	403,152	1,052,250	1,066,947	(14,697)
Provisions - Employee Entitlements	3,135,288	3,135,288	3,280,773	3,014,066	3,014,066	0
Interest-bearing loans and borrowings	900,765	805,810	806,345	-	-	-
<b>Total Current Liabilities</b>	<b>7,009,250</b>	<b>7,012,585</b>	<b>6,907,965</b>	<b>4,776,316</b>	<b>4,818,008</b>	<b>(41,692)</b>
<b>Non-Current Liabilities</b>						
Provisions - Employee Entitlements	262,903	262,903	260,636	260,636	279,741	(19,105)
Provisions - Other	1,392,815	1,392,815	1,392,815	1,324,096	1,324,096	-
Interest-bearing loans and borrowings	2,378,417	2,473,230	2,490,375	3,254,241	3,254,241	(0)
<b>Total Non Current Liabilities</b>	<b>4,034,135</b>	<b>4,128,948</b>	<b>4,143,826</b>	<b>4,838,973</b>	<b>4,858,078</b>	<b>(19,105)</b>
<b>TOTAL LIABILITIES</b>	<b>11,043,385</b>	<b>11,141,533</b>	<b>11,051,791</b>	<b>9,615,289</b>	<b>9,676,086</b>	<b>(60,797)</b>
<b>NET ASSETS</b>	<b>290,728,131</b>	<b>307,044,233</b>	<b>308,374,015</b>	<b>322,230,453</b>	<b>322,624,279</b>	<b>393,825</b>
<b>Equity</b>						
Accumulated Surplus	123,761,303	126,149,876	124,919,669	126,687,126	126,687,126	(0)
Surplus for the Year	(278,483)	(1,232,474)	97,308	13,953,746	14,347,573	393,827
Asset Revaluation Reserve	158,200,763	171,452,413	171,452,413	171,452,413	171,452,413	0
Other Reserves	9,044,548	10,674,418	11,904,625	10,137,168	10,137,167	(1)
<b>TOTAL EQUITY</b>	<b>290,728,131</b>	<b>307,044,233</b>	<b>308,374,015</b>	<b>322,230,453</b>	<b>322,624,279</b>	<b>393,826</b>

<b>Statement C</b>					
Murrindindi Shire Council					
Cash Flow Statement					
For the period ended 31st December 2014					
	<b>September Revised Budget 2014/15 Inflows/ (Outflows)</b>	<b>Revised Budget 2014/15 Inflows/ (Outflows)</b>	<b>YTD Budget 31/12/2014 Inflows/ (Outflows)</b>	<b>Actual 31/12/2014 Inflows/ (Outflows)</b>	<b>Variance (unfav)</b>
	\$	\$	\$	\$	\$
<b>Cash Flow From Operating Activities</b>					
Rates & Charges	16,729,590	16,729,590	5,892,349	5,873,515	(18,833)
User charges and other fines	3,721,153	4,130,083	1,902,892	2,078,080	175,188
Grants	12,594,739	12,763,735	7,768,572	6,029,115	(1,739,457)
Interest	396,987	634,564	321,251	318,923	(2,328)
Net GST Refund/Payment			-	-	-
Payments to suppliers	(12,644,656)	(11,717,855)	(6,330,490)	(5,993,627)	336,863
Payments to employees	(12,151,168)	(12,147,380)	(6,162,132)	(5,932,205)	229,927
<b>Net cash flow provided by operating activities</b>	<b>8,646,644</b>	<b>10,392,736</b>	<b>3,392,441</b>	<b>2,373,801</b>	<b>(1,018,640)</b>
<b>Cash flow from investing activities</b>					
Payment for property, plant and equipment,infrastructure	(12,082,455)	(10,379,899)	(2,119,018)	(2,126,476)	(7,458)
Proceeds from sale of property, plant and equipment,infrastructure	1,469,545	1,143,129	271,367	271,502	135
<b>Net cash used in investing activities</b>	<b>(10,612,910)</b>	<b>(9,236,770)</b>	<b>(1,847,651)</b>	<b>(1,854,974)</b>	<b>(7,323)</b>
<b>Cash flows from financing activities</b>					
Trust funds and deposits	(2,399,694)	(2,649,694)	(2,000,596)	(1,985,897)	14,700
Finance costs	(245,976)	(228,438)	(121,485)	(121,531)	(46)
Proceeds from interest bearing loans and borrowings	500,000	500,000	-	-	-
Repayment of interest bearing loans and borrowings	(918,454)	(900,774)	(443,253)	(443,253)	(0)
<b>Net cash provided by (used in) financing activities</b>	<b>(3,064,124)</b>	<b>(3,278,906)</b>	<b>(2,565,334)</b>	<b>(2,550,681)</b>	<b>14,654</b>
Net increase/(decrease) in cash and cash equivalents	(5,030,390)	(2,122,940)	(1,020,544)	(2,031,853)	(1,011,310)
Cash and cash equivalents at the beginning of the financial year	21,086,670	21,086,670	21,086,670	21,086,670	-
Cash and cash equivalents at the end of the financial year	<b>16,056,281</b>	<b>18,963,731</b>	<b>20,066,127</b>	<b>19,054,817</b>	<b>(1,011,310)</b>
<b>Reconciliation of result from ordinary activities with net cash from operations</b>					
Surplus for the financial year	(1,232,474)	97,308	13,953,746	14,347,573	393,827
Depreciation and amortisation	7,473,351	7,638,121	-	-	-
Contributions Non Monetary Assets	-	-	-	-	-
Financing Costs (Cash Portion)	245,976	228,438	121,485	121,531	46
(Profit)/loss on disposal of property, plant and equipment,infrastructure	(3,000)	48,500	(271,367)	(271,502)	(135)
Change in assets and liabilities					
(Increase)/decrease trade and other receivables	1,937,991	1,937,991	(8,940,680)	(10,400,802)	(1,460,122)
(Increase)/decrease in inventories	43,984	118,984	73,984	75,632	1,648
(Increase)/decrease in other current assets	72,876	72,876	247,876	247,876	-
Increase/(decrease) in provisions	266,753	409,971	74,545	93,650	19,105
Increase/(decrease) in trade and other payables	(158,813)	(159,453)	(1,867,148)	(1,840,153)	26,995
<b>Net cash provided by operating activities</b>	<b>8,646,644</b>	<b>10,392,736</b>	<b>3,392,441</b>	<b>2,373,805</b>	<b>(1,018,636)</b>



<b>Statement D</b>						
<b>Murrindindi Shire Council</b>						
<b>Standard Statement of Capital Works</b>						
<b>For the period ended 31st December 2014</b>						
	<b>Original Budget</b>	<b>September Revised Budget</b>	<b>Revised Budget</b>	<b>YTD Budget</b>	<b>Actuals</b>	<b>Budget/ Actual Variance (unfav)</b>
	<b>2014/15</b>	<b>2014/15</b>	<b>2014/15</b>	<b>31/12/2014</b>	<b>31/12/2014</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Land	-	-	-	-	-	-
Land Under Roads	-	-	-	-	-	-
Buildings	3,361,979	4,067,408	3,271,810	518,226	487,131	31,095
Plant , Machinery & Equipment	1,232,746	1,821,881	1,232,165	502,773	502,774	(1)
Roads & Paths	2,459,149	2,561,601	2,414,530	695,077	701,082	(6,005)
Bridges	1,794,358	2,002,380	2,002,380	12,150	37,693	(25,543)
Footpaths and Cycleways	344,993	740,704	740,704	196,718	198,770	(2,052)
Stormwater Network	50,000	419,697	352,526	140,000	144,652	(4,652)
Cultural	5,000	5,000	5,000	-	-	-
Furniture, Office Equipment and Software	242,371	357,655	254,655	20,909	25,142	(4,233)
Library Materials	89,310	106,129	106,129	33,165	29,234	3,931
Works in Progress	-	-	-	-	-	-
<b>Total Capital Works</b>	<b>9,579,906</b>	<b>12,082,455</b>	<b>10,379,899</b>	<b>2,119,018</b>	<b>2,126,479</b>	<b>(7,461)</b>
Represented by:						
Renewal	6,037,046	7,633,698	6,331,630	1,375,952	1,388,804	(12,852)
Upgrade	2,172,783	2,470,574	2,463,643	193,941	188,124	5,817
New Assets	1,370,077	1,978,183	1,584,626	549,125	549,551	(426)
<b>Total Capital Works</b>	<b>9,579,906</b>	<b>12,082,455</b>	<b>10,379,899</b>	<b>2,119,018</b>	<b>2,126,479</b>	<b>(7,461)</b>
<b>Property, Infrastructure, Plant and Equipment</b>						
<b>movement Reconciliation Worksheet</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Revised Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>
	<b>2014/15</b>	<b>2014/15</b>	<b>2014/15</b>	<b>31/12/2014</b>	<b>31/12/2014</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Total Capital Works	9,579,906	12,082,455	10,379,899	2,119,018	2,126,479	(7,461)
Impaired assets						-
Asset revaluation movement		(0)	(0)	0	-	(0)
Depreciation & amortisation	(7,473,351)	(7,473,351)	(7,638,121)	-	-	-
Written down value of assets sold	(861,422)	(1,466,545)	(1,191,629)	-	-	-
Contributed Assets		0	0	0	0	-
<b>Net movement in property, infrastructure, plant and equipment</b>	<b>1,245,133</b>	<b>3,142,559</b>	<b>1,550,149</b>	<b>2,119,018</b>	<b>2,126,479</b>	<b>(7,461)</b>

<b>Statement E</b>					
Murrindindi Shire Council					
Reconciliation of Non Discretionary Cash & Reserves					
as at 31st December 2014					
<b>Cash Flow Statement Reconciliation - Non discretionary Cash Requirements</b>					
Required Cash at year End	September Revised Budget	Revised Budget	YTD Budget	Actual	Budget/ Actual Variance
	2014/15	2014/15	31/12/2014	31/12/2014	
<b>Non discretionary Cash Requirements to be held:</b>					
<b>Reserves</b>	\$	\$	\$	\$	
<b>Account</b>					
070300 Public Open Space Reserve	(444,004)	(419,004)	(394,004)	(394,004)	(0)
070305 Infrastructure Contributions - Parking	(41,080)	(41,080)	(41,080)	(41,080)	-
070312 - Infrastructure Maintenance Reserve 2% Rates	(950,076)	(950,076)	(684,016)	(684,016)	-
070313 - Infra. Maint. New & Expanded Assets (bal. \$1.2m)	(2,610,467)	(3,396,300)	(2,610,467)	(2,610,467)	-
070314 - Infra. Maint. Gifted & Novated Assets - \$920K	(920,000)	(920,000)	(920,000)	(920,000)	-
070316 - Infra. Balance MAP's Funding	(434,022)	(434,022)	(434,022)	(434,022)	-
070336 - Marysville Community Fund	(63,531)	(63,531)	(63,531)	(63,531)	-
070315 - Defined Benefits Superannuation	(300,000)	(300,000)	(300,000)	(300,000)	-
070325 Garbage Reserve	(3,947,079)	(4,467,239)	(3,789,528)	(3,789,528)	-
070340 Coster Street Units Reserve	(41,292)	-	(42,922)	(42,922)	0
070345 Shaw Avenue Redevelopment Reserve	(43,752)	(43,752)	(43,752)	(43,752)	-
070355 Alexandra Community Leisure Centr	(4,805)	(4,805)	(10,881)	(10,881)	-
070370 Road Maintenance Reserve	(16,044)	(16,044)	(16,044)	(16,044)	-
070420 Yea Saleyards Reserve	(235,541)	(236,047)	(186,090)	(186,090)	-
070430 Alexandra Saleyards Reserve					-
070440 Yea Caravan Park Reserve	(430)	(430)	(19,186)	(19,186)	-
070445 Marysville Caravan Park Reserve	(159,139)	(149,139)	(113,489)	(113,489)	-
070318 - Infra. Unexpended Capital Works	(463,156)	(463,156)	(468,156)	(468,156)	-
<b>Total Cash backed reserves</b>	<b>(10,674,418)</b>	<b>(11,904,625)</b>	<b>(10,137,168)</b>	<b>(10,137,168)</b>	<b>0</b>
<b>Other Cash Requirements</b>					
070000 Deposits	(359,941)	(359,941)	(359,941)	(418,241)	(58,300)
70041 Provision for Employee Entitlement - A/L 25%	(252,855)	(266,316)	(266,316)	(266,316)	-
070040 Provision for Employee Entitlement LSL ( progression to 25% over 4 years,	(258,536)	(263,025)	(243,600)	(243,600)	-
070060 General Trust Accounts	(268,211)	(18,211)	(268,211)	(269,301)	(1,090)
Quarry Security ANZ	(112,500)	-	(112,500)	(112,500)	-
Fires Service Levy			(300,000)	(291,788)	8,212
carry forward - operating projects - grant funded		(375,569)			
carry forward - capital projects - less grant funding & reserves		(325,758)			
					-
<b>Total Required Cash</b>	<b>(11,926,461)</b>	<b>(13,513,445)</b>	<b>(11,687,736)</b>	<b>(11,738,913)</b>	<b>(51,177)</b>
					-
<b>Total Available Cash</b>	<b>16,056,281</b>	<b>18,963,731</b>	<b>20,066,127</b>	<b>19,054,817</b>	<b>(1,011,310)</b>
<b>Surplus/(Deficit)</b>	<b>4,129,819</b>	<b>5,450,286</b>	<b>8,378,391</b>	<b>7,315,904</b>	<b>(1,062,487)</b>

## Attachment 1

## December 2015 CW Quarterly Report

	2014/2015 Capital Works Program	Est. Commence Quarter	Est. Completion Quarter	Comment
<b>Construction works now complete</b>				
1	UGFM air conditioning renewal		1	Complete
2	Yea Community shed		1	Complete
3	Y Water Discovery Centre		1	Complete
4	Yea Pioneer Reserve drainage		1	Complete
5	Green Street Special Charge Scheme		1	Complete
6	Playground renewal	1	1	Complete
7	Rotary Park Alexandra BBQ renewal	1	1	Complete
8	Yea Shire Hall		1	Complete
9	Swamp Creek Culvert	1	1	Complete
10	Alexandra office carpet renewal	2	2	Complete
11	Marysville camp kitchen chimney rebuild	3	2	Complete
12	Essential Safety Services System	3	2	Complete
13	Alexandra drainage expansion - Grant	3	2	Complete
14	Yea Drainage project - Grant	3	3	Complete
<b>Construction works now underway</b>				
15	Ghin Ghin Bridge replacement	3	2-15/16	Contract Let
16	Moores Road Bridge	3	3	Design only for delivery of works next financial year
17	Kangaroos Creek Culverts	3	3	Design investigations complete, RFQ for works
18	Homewood Hall Bridge	3	3	Design investigations complete, RFQ for works
19				
20	Alexandra office air-conditioning upgrade	3	4	Design proposals being assessed
21	Alexandra office façade renewal	3	4	Scoping - investigations underway
22	Webster St office meeting room	3	4	RFQ
23				
24	Seasonal Pools projects - Grant	2	4	Balance of works to be completed at seasons end.
25	Yea swimming pool & building project - Grant	3	4	Pool tender let, RFQ for building works in February
26	RV discharge points	3	3	Works to commence February
27	Buildings access compliance - Eildon Bowls Club	3	4	Design finalisation and RFT February
28	Eildon Township Project - Grant	3	3-15/16	Electrical works(public lighting and power) let for completion in 2014/15. Design and consultation underway for remaining works
29	Yea precinct Hall - Grant	3	1-15/16	Scoping, documentation and consultation underway
30	Alexandra Senior Citizens renewal and upgrad	2	4	Design complete, works are being priced
31	Terip Terip tennis court renewal - Grant	3	3	Work underway for completion in March
32	Yea pre school painting	3	3	RFQ preparation
33	Glenburn Community Centre painting	3	3	RFQ preparation
34	13 Webster Street painting	3	3	Postponed
35	Alexandra Library renewal	3	4	RFQ preparation
36	Terrip Terrip rec reserve clubhouse renewal	3	3	RFQ preparation
37	Timber Tramway Museum renewal			On hold until lease arrangement finalised

38	Scout Hall Alexandra			On hold
39	Public conveniences renewal & upgrade	3	4	RFQ assessment
40	Shade sails renewal and repair	3	3	Scoping
41	Shade sails upgrade			Subject to reconsideration
42	Yea Railway Reserve	3	4	Heritage grant successful, awaiting nominated contractor to complete final pricing.
43	Yea Netball Court	3	4	RFQ
44	Princess Alexander statue refurb	3	3	Structure currently being assessed
45				
46	Kinglake Ranges Arts History Walk	2	3	RFQ assessment, glass signs manufactured
47	Taggerty community project	2	3	Landscaping works underway. Suspension bridge in manufacture
48	Missing links footpath - Downey Street	3	4	Design consultant engaged
49	Kerb and channel renewal	2	4	Works underway
50	Footpath renewal	2	4	Works underway
51	Kinglake East Walking Path	3	4	To commence late March
52	Kinglake memorial park	3	4	Grant application submitted
53				
54	Gravel road resheeting	1	4	Works scheduled by operations
55	Sealed road major patching	3	4	Assessments complete RFQ being prepared
56	Sealed road reseals	3	3	Scope of works confirmed contract to be let February
57	Shoulder resheeting program	2	4	Works scheduled by operations
58	Road safety project - Pioneer Reserve	2	3	Design underway
59	Yarck Streetscape - Grant	3	4	RFQ
60	Myres Creek Road upgrade - Grant	3	4	RFQ
61	Ghin Ghin Road Rehab - Grant	3	3-15/16	Blackspot project recently announced. Scope and RFQ documents being prepared.
62	Williams Lane intersection	2	3	Works to be completed following Taggerty project completion
63	Drainage other	3	4	RFQ for misc projects
64				
65	Landfill cell construction	1/16	4/16	Construction will need to be deferred to next FY due to approvals process
66	Landfill Design	2	4	Underway
67	Alexandra landfill fencing	3	4	Scoping
68	Alexandra landfill road works	3	4	Scoping
69	Vegetation Projects	3	4	PRG established for design
70				

## **BUSINESS CASE FOR RETENTION OF GRADER**

### ***Purpose:***

To brief the Council on the business case for the retention of the Council owned Komatsu grader (Plant no 1609).

### ***Background:***

The 2014-2015 budget provides for the sale of one of Council's three (3) graders subject to a business case to justify the retention or sale of the third grader.

The Council operates 2 graders full time (when weather conditions are suitable) on road maintenance grading with the third grader used on the annual road re-sheeting program for about 3 months per year.

### ***Council Plan/Strategies:***

Under the Council's "Our Environment" goal the applicable strategic objective under Asset Management is that "We will apply a whole of life approach to the management and maintenance of Council's assets."

The provision of suitable plant underpins the reliable, effective, efficient and safe service delivery in many areas of Council's operations.

### ***Legal/Policy Issues:***

The Council's Asset Management Policy requires plant assets to be managed in a way which maximises their effectiveness in the delivery of Council services. The Council also has a legal obligation to provide a safe work environment for its employees.

### ***Financial/Resources/Risk***

The 2014/15 capital budget provides for the sale of the Komatsu Grader (1609) to achieve an income of \$75,000.

### ***Discussion:***

#### ***Option 1 - Hire of a Grader***

Under this option the Council would hire a third grader for a three (3) month period to allow the additional workload from the annual resheeting program to be undertaken without negatively impacting on the programmed maintenance works.

Standard industry hire arrangements provide for discounted hire rates the longer the hire period and monthly hire rates have been used in this analysis.

The Council would be responsible for the fuel costs and the one way transport to the works site from the hirer's depot (\$1,000 estimate).

Council received 2 quotations from hire companies for the (dry) hire a grader for a period of 2 to 3 continuous months ranging between \$7,990.00/month and \$8,749.92/month with insurance and damage waivers ranging from 10% to 12.5% respectively.

The annual estimated costs associated with the annual hire of a grader are summarised in Table 1.

**Table 1**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
1	Hire of grader – 3mths including damage waiver (10%)	\$26,367
2	Fuel costs	\$4,208
3	Allowance for miscellaneous consumable costs (blades)	\$400
4	Transport costs (assume once only)	\$1,000
	<b>Total</b>	<b>\$31,975</b>

Under this option the Council would be able to proceed with the sale of the existing Komatsu grader.

### ***Option 2 - Retention of Existing Grader***

Under this option Council would retain the existing Council owned 2004 Komatsu GD555 grader for a further 2,000hrs or equivalent to 5 years of the annual resheeting program. Council would be responsible for the general operating costs including depreciation, fuel, maintenance and insurance.

The annual estimated costs associated with the continued operation of the Council owned Komatsu grader are summarised in Table 2.

**Table 2**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
1	Depreciation – assume value of \$60,000 in 5 years ( ie \$20,000 in depreciation over 5 years)	\$4,000
2	Fuel costs	\$4,208
3	Insurance	\$6,842
4	Registration & Maintenance	\$7,583
	<b>Total</b>	<b>\$22,633</b>

At the end of the three (3) year period it would not be economic for the Council to purchase a new replacement grader for such a low use and the other options include;

1. Hiring a grader
2. The purchase of a second-hand grader
3. The “earlier” replacement of one of the other Council owned graders into this lighter duty role.

### ***Summary***

The retention of the Council’s existing grader for a further 3 years results in an estimated annual saving of \$9,342/year and is the preferred option.

This option also minimises the risks associated with availability of hired graders and any changes or delays (including poor weather) in the annual resheeting program as there are no down time payments or additional transport costs incurred compared to the standard hire arrangements.

The retention of the existing grader also provides backup for the other two Council owned graders in case of a breakdown.

***Consultation:***

Indicative hire costs were obtained through existing established plant hire companies.

***Proposed Action:***

To provide this information to Council as part of the December 2014 quarterly review to recommend the retention of the Council owned grader (plant no 1609).

***Conclusion:***

The retention of existing Komatsu grader (plant no 1609) provides the best value due to:

- Estimated annual savings of \$9,342
- Ensures supply of a grader irrespective of external demand conditions, and
- Allows greater program flexibility.

## **BUSINESS CASE FOR RETENTION OF ROLLER**

### ***Purpose:***

To brief Council on the business case for the retention of the Council owned 7T self propelled CAT roller (Plant no 2816).

### ***Background:***

The 2014-2015 budget provides for the sale of 7T smooth drum vibratory roller subject to a business case to either justify the sale or retention of the roller.

Suitable compaction equipment is an essential requirement to undertake a broad range of road maintenance activities including patching repairs, road maintenance grading and re-sheeting programs.

The Council has two (2) main items of compaction equipment consisting of a towed combination roller (multi wheel and static steel drum) and the self propelled 7T steel drum vibrating roller. Two (2) graders are also fitted with rear mounted multiwheel rollers to assist with compaction on grading maintenance works.

### ***Council Plan/Strategies:***

Under the Council's "Our Environment" goal the applicable strategic objective under Asset Management is that "We will apply a whole of life approach to the management and maintenance of Council's assets."

The provision of suitable plant underpins the reliable, effective, efficient and safe service delivery in many areas of Council's operations.

### ***Legal/Policy Issues:***

The Council's Asset Management Policy requires plant assets to be managed in a way which maximises their effectiveness in the delivery of Council services. The Council also has a legal obligation to provide a safe work environment for its employees.

### ***Financial/Resources/Risk***

The 2014/15 capital budget provides for the sale of the Caterpillar roller (2816) to achieve an income of \$55,000.

### ***Discussion:***

#### ***Option 1 – Hire of a Roller***

Under this option the Council would hire a 7T roller as required to assist with the completion of road patching or resheeting projects.

It has been assumed that the roller would be required for a period of 60 days per year over 2 separate hire events.

Quotations were sought from two recognised plant hire companies and the rates are shown in Table 1.



**Table 1**

Hire Company	Daily Hire Charge with insurance	Float costs each way	Net annual hire costs for 60 days pa hire over 2 events pa
Company No 1	\$239	\$390	\$15,900
Company No 2	\$300 - \$400	\$500 - \$600	\$20,000 - \$26,400

The annual estimated costs associated with the annual hire of a roller are summarised in Table 2.

**Table 2**

ITEM	DESCRIPTION	AMOUNT
1	Hire of roller – 60 days/year	\$15,900
2	Fuel costs	\$1,366
	<b>Total</b>	<b>\$17,266</b>

The sale of the Council owned 7T roller could proceed under this option.

### ***Option 2 – Retention of Council owned 7T roller***

Under this option the Council would retain the existing 2009 Caterpillar model CS433E 7 Tonne single steel drum vibratory roller. For the purposes of the analysis the roller would be retained for a further 13 years as the machine is relatively new with only 700 engine hours.

Council would be responsible for the general operating costs including depreciation, fuel, maintenance and insurance.

The annual estimated costs associated with the retention of the Council owned 7T roller is summarised in Table 3.

**Table 3**

ITEM	DESCRIPTION	AMOUNT
1	Depreciation – assume \$67,000 over 13 years	\$5,154
2	Fuel costs	\$1,366
3	Registration and Insurance	\$2,588
4	Maintenance	\$6,600
	<b>Total</b>	<b>\$15,708</b>

Currently the Council's book value for the Cat roller is \$97,577 although the estimated market value is \$55,000. If the Council was to adopt Option1 a write-down of \$42,577 would be required in the Council's assets through the annual operating statement.

### ***Summary***

The retention of the Council owned Cat 7T roller is the most cost effective option with an estimated annual saving of \$1,558/year and negates the need for the Council to write-down \$42,577 in asset value which would be required if Option 1 was adopted.

This option also minimises the risks associated with availability of hired rollers and any changes or delays (including poor weather) in the annual resheeting program as there are no down time payments or additional transport costs incurred compared to the standard hire arrangements.

The roller also provides back up to the combination roller should any breakdowns occur (including the tractor towing the combination roller).

**Consultation:**

Indicative hire costs were obtained through existing established plant hire companies.

**Proposed Action:**

To provide this information to Council as part of the December 2014 quarterly review to recommend the retention of Council owned Cat 7T roller (Plant no 2816).

**Conclusion:**

The retention of Council owned Cat 7 T Roller (Plant no 2816) provides the best value due to:

- Estimated annual savings of \$1,588/year.
- Ensures supply of roller irrespective of external demand conditions.
- Allows greater program flexibility for the road repair works.
- Removes the write – down of \$42,577 in Council asset value which option 1 would require.

Activity	Description	Action	Timing	Responsible Officers	Status
<b>1. Media Releases</b>	Use of website, local papers and local radio to promote planning, building and infrastructure development, eg publishing monthly planning data, promoting pre-application meetings and development of planning fact sheets.	Develop media/Comms plan with Communications Manager	To be completed by December 2014  Note: The timeline for this item has been revised from mid July.	Manager Development & Environmental Services (MDES)  Coordinator Statutory Planning	Overdue  A media/comms plan has been substantially progressed since the last reporting period and will be finalised in February 2015
<b>2. Customer Feedback</b>	Random call backs to individuals who have contacted Council to discuss their level of satisfaction with the service received or opportunities to improve.	At least 3 call backs to customers per month.	Monthly	MDES  Manager Infrastructure & Development Services (MIDS)	Achieved
<b>3. Promotion of Building Department</b>	Promote the building department and its services to the wider community through media releases and Councils website and local radio.	Develop media/Comms plan with Communication Manager.	To be completed by December 2014	MDES  Municipal Building Surveyor (MBS)	Overdue  A media/comms plan has been substantially progressed since the last reporting period and will be finalised in February 2015
<b>4. Development Forums</b>	Conduct development forums on various planning, building and infrastructure issues.	Four forums to be held in 2014/2015	Quarterly	MDES  MIA	On Target  A Building Forum is scheduled for 26 February 2015
<b>5. Growing the Rate Base Plan</b>	Presentation of the growing the Rate Base Plan to all staff within the Division	Presentation of growing rate base plan to IDS Division.	Presentation in February 2015.	General Manager Corporate and Community Services (GMCCS)  MIA	Achieved  Specific work related items identified in the Growing the Rate Base Plan are being developed and

**Planning and Development Engineering Action Plan – June 2014**

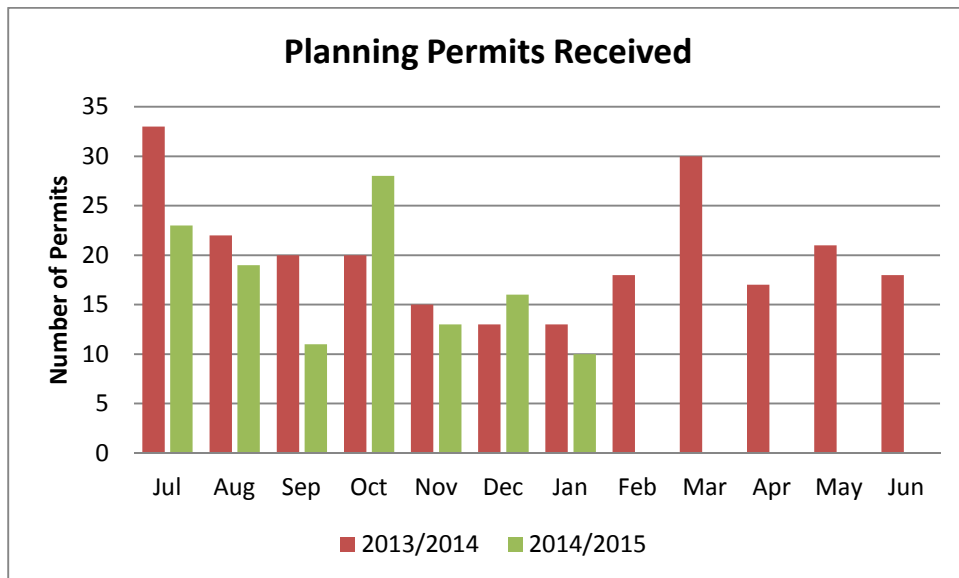
**Encl 6.8a**

				MDES	implemented within program
<b>6. Performance Reporting to Council</b>	Quarterly report to Council on development services and infrastructure actions	Template to be developed by GMIDS.	For reporting in 2014/2015	General Manager Infrastructure & Development Services (GMIDS)	Achieved
<b>7. Investigate cost of infrastructure development</b>	Evaluate infrastructure cost to fund new infrastructure and promote growth	1. Cost modelling to be undertaken with briefing of Council on costs.	To be completed by March 15	Coordinator Assets & Development Manager Business Services	1.Underway
		2. Council briefing on Infrastructure Design Manual.	Briefing 5/11/2014	MIDS	2.Acheived
<b>8. Training and Development</b>	Customer service training	Develop training plan with Managers and HR Manager for: 1.Customer service training.	Target mid July revised. 1.August 2014	GMIDS	1.Completed
		2.Communication in a regulatory environment.	2. February 2015		2. On Schedule

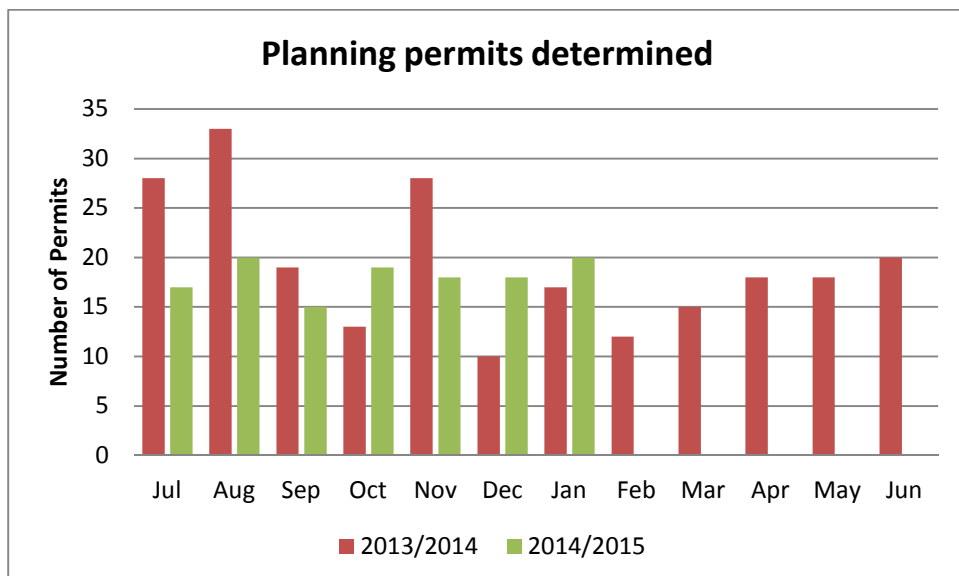
**Planning and Building Permit Activity Report December Quarter 2014**

Planning Permits

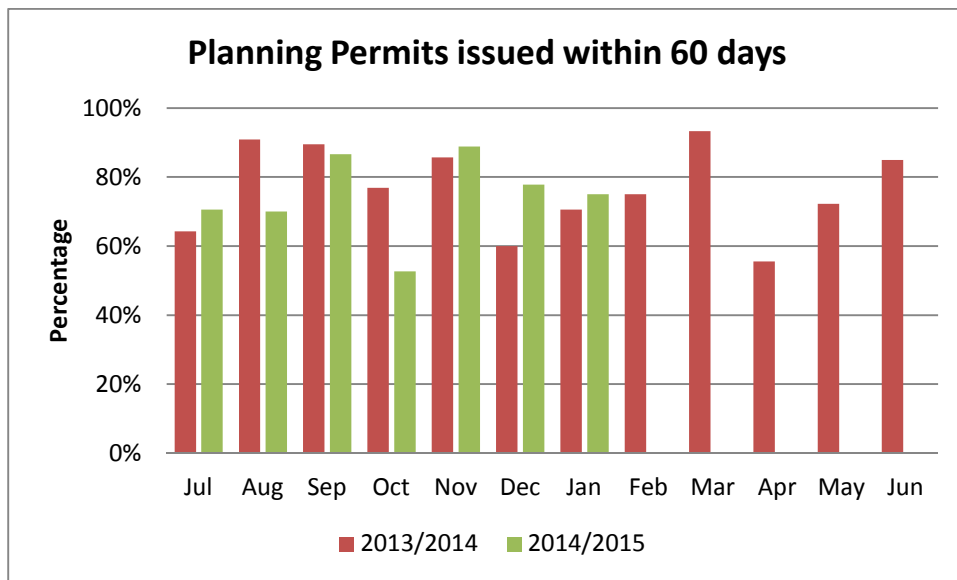
The following chart details the number of applications received by month, compared to the previous financial year. The number of applications received includes new planning applications, requests to amend existing planning permits and planning consents. For the 2013/2014 financial year the number of applications received overall was 240. This is 10 less than the previous financial year.



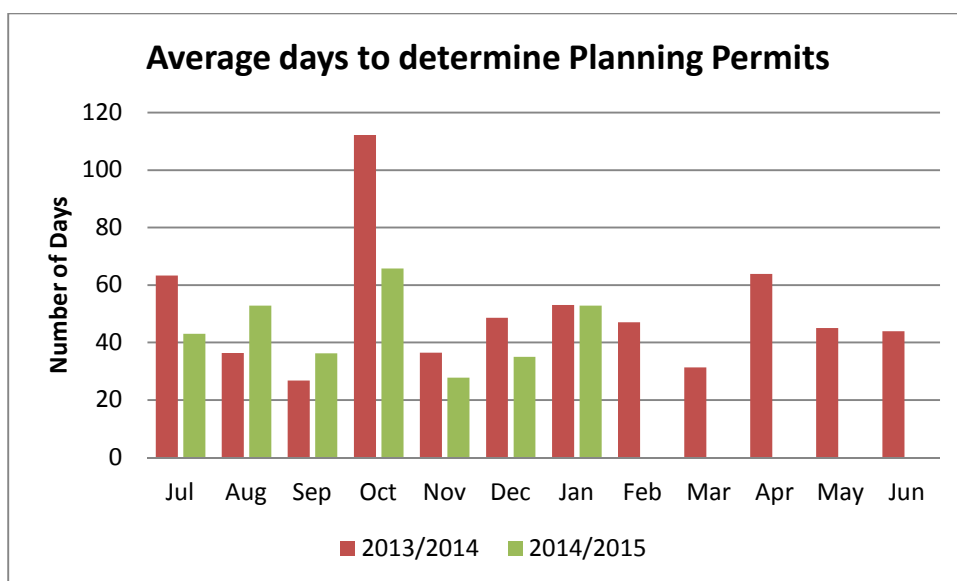
The number of applications determined for 2013/2014 was 231. This was 32 less than the previous financial year. The number of permits determined is skewed by the impact of the consent process, with 2009/2010 having nearly 60% of determinations being for a planning consent to rebuild, to 2013/2014 with only 12% of determinations being planning consents. This means that 88% of permits determined in the 2013/2014 financial year must go through the full planning permit application process, compared to 40% in 2009/2010.



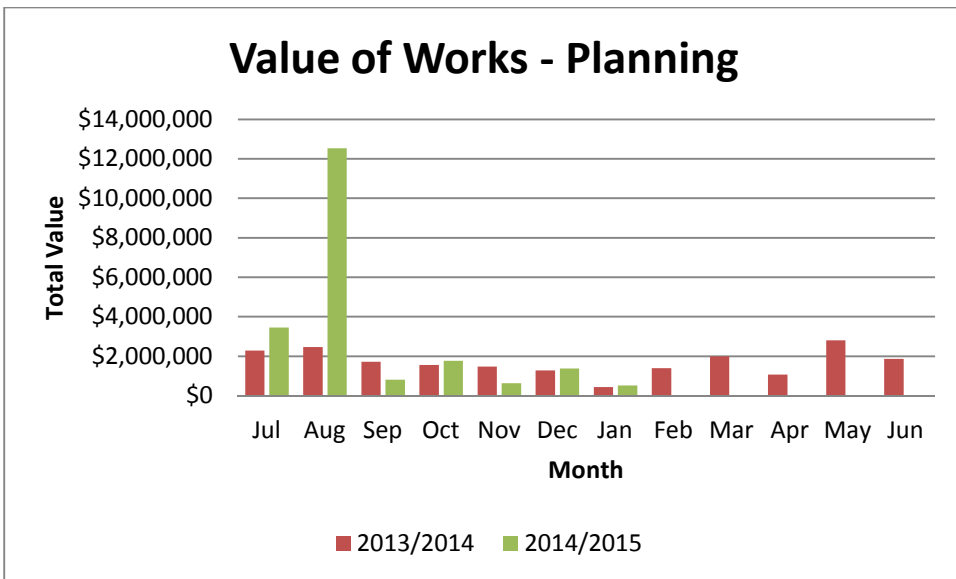
The following chart details the percentage of planning permits issued within 60 days. The statutory time frame to issue permits under the *Planning and Environment Act 1987* is 60 days. In 2013/2014, 78 per cent of permits were issued within the statutory time frames, compared to 82 per cent in 2012/2013. In considering the percent of permits issued within the statutory time frame, it is important to note that since 2004/2005, where 73% were issued within 60 days, the percentage issued within this period has increased to be around the 80% mark consistently for the past 4 financial years.



The next planning chart details the average number of days taken to determine planning permits, on a month by month basis. This includes officer delegated decisions and decisions of Council. The average number of days to determine planning permits in 2013/2014 was 44, compared to an average number of 42 for 2012/2013.



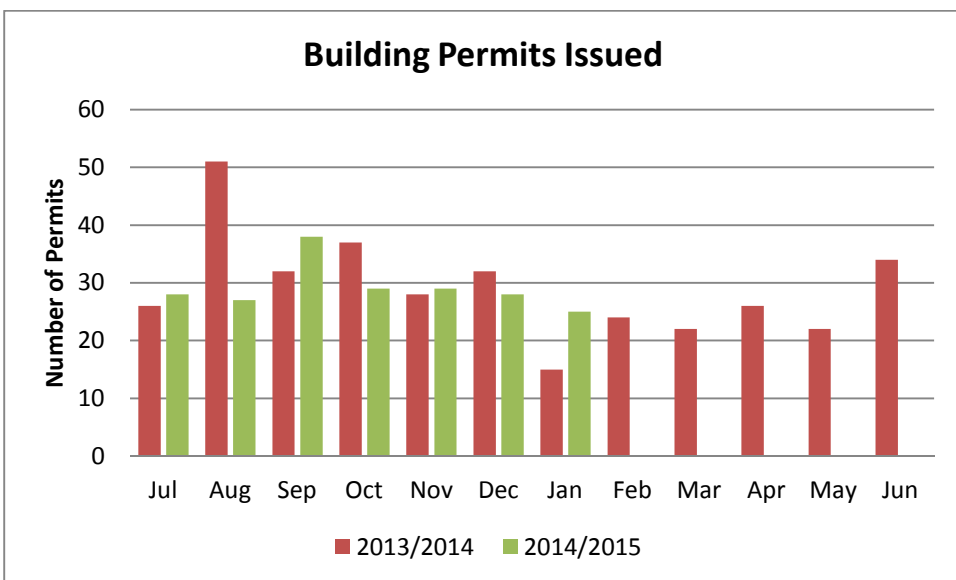
The final planning chart outlines the total estimated value of works for permits applied for in the month.



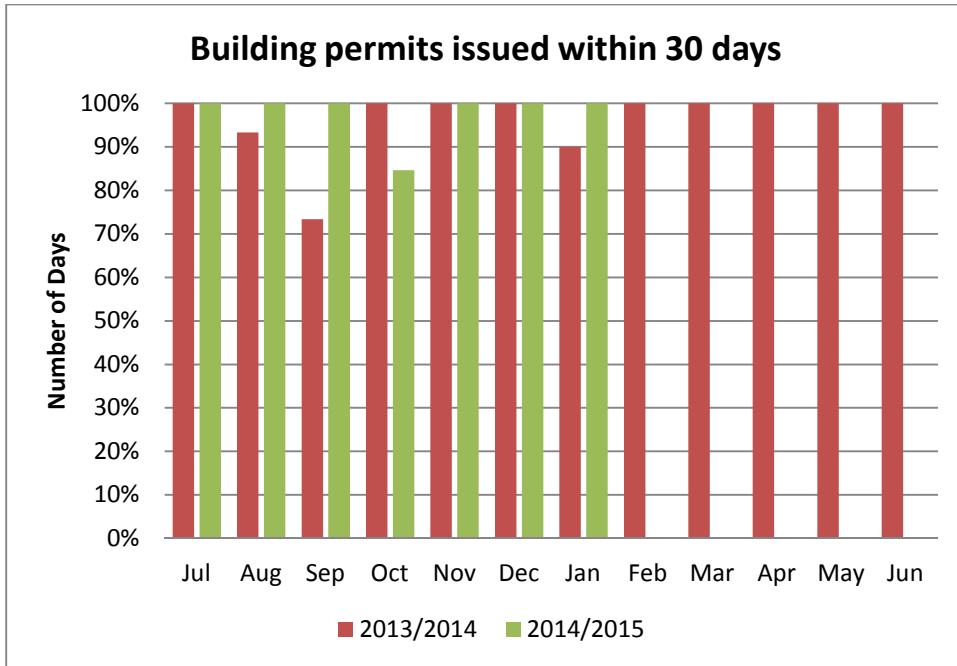
In July 2013 a staff exit allowed a reallocation of resources within the planning unit, with a decrease in the number of staff allocated to the statutory function in planning, and an increase in the strategic planning function. The result has been that the average time to issue permits has increased by 2 days, and the percentage of permits issued within the statutory timeframes has decreased by 4 per cent. The average number of days of 45 is still within the units Key Performance Indicator (KPI) of 45 days.

Building Permits

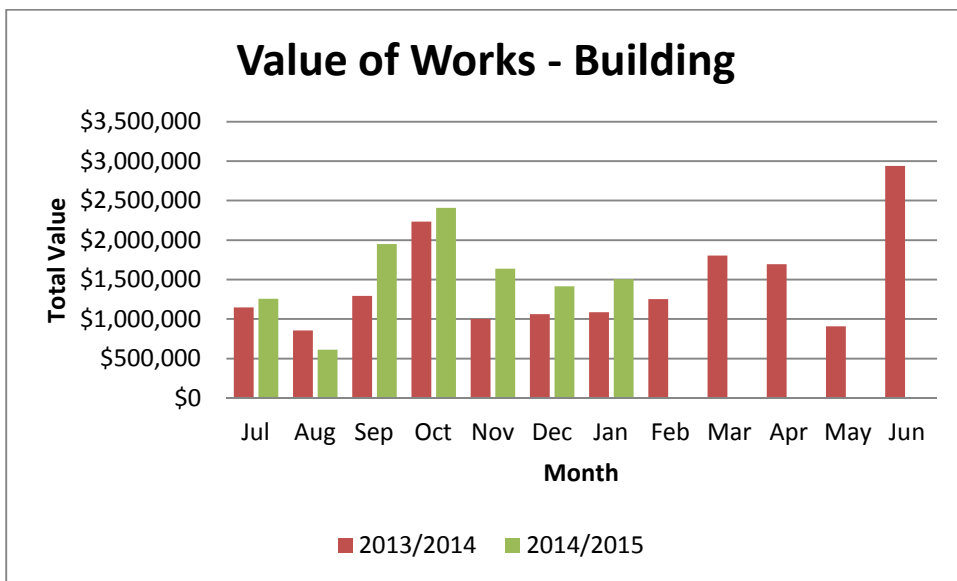
The following chart details the number of building permits issued within Murrindindi Shire, including both municipal and private building surveyor permits. The total for 2013/2014 is 349, which is one more than the previous financial year. 236 (67%) of all building permits within the municipality were issued by Council.



The following chart details the percentage of building permits issued by the municipal building surveyor within the units 30 day Performance Indicator (KPI) time frame. The overall percentage of permits issued within 30 days for the financial year was 97%, which represents the same result as the previous financial year.



The final building chart outlines the total estimated value of works for permits applied for in the month.





**STRATEGIC PLANNING PROJECTS SUMMARY, MURRINDINDI SHIRE (at 16/2/14):****1. State and regional issues:**

Task	Status	Planning implementation	Responsibility (other roles)	Timing (comment)
<b>Hume Strategy &amp; Growth Plan</b>	HRGP adopted & implemented by Minister	PSA	DELWP / RDV	Implemented into Murrindindi Planning Scheme under VC106, 30 May 2014
<b>New zones and policy framework:</b>				
Residential zones	Approved	PSA (Minister)	DELWP (MSC)	Implemented 1/7/14
New PP Framework	Underway.	PSA (C54)	DELWP (MSC)	2015: see Am C54
<b>Bushfire recovery:</b>				
Bushfire policy	Approved	PSA, C44	DELWP /CFA/MS	Gazetted 6/2/2014
BMO schedule (maps & controls)	Draft prepared by CFA / MSC	PSA, C41 (Minister)	DELWP / CFA (MSC)	Under consideration by state government
KFT Plan	KPT Plan adopted	PSA (Minister)	DELWP / MSC	2015: see Am C53
KFT Streetscape Design Framework	Final draft prepared	MSC	MSC (DELWP)	End June 2015

**2. Murrindindi Shire projects and studies:**

Task	Status	Implementation	Responsibility	Timing
<b>Murrindindi Planning Scheme:</b>				
MPS review report	Completed April 2013	PSA (C54)	MSC	2015; see Am C54
LPPF revision	Completed/endorsed 2014	PSA (C54)	MSC (& DELWP)	2015; see Am C54
<b>Structure plans:</b>				
Yea Structure Plan	Completed	Adoption & PSA (see C55)	MSC	Adopted 26/11/2014
Eildon Structure Plan	Consultant appointed; plan commenced	Adoption & PSA	MSC	End 2015

<b>Gaming policy</b>	Consultant appointed; policy commenced	PSA	MSC	End 2015
<b>DELWP projects:</b>				
Natural overlays review (Pt 1: All; Pt 2: Lake Eildon)	Both parts completed	Part 1: PSA (C48), if required Part 2: PSA (C48)	MSC (& DELWP)	Part 1: 2015 (C48) Part 2: 2015 (C48) when review complete
Restructure Overlay review	Completed	PSA (C47), if required	MSC (& DELWP)	2015 (C47), if required
Development Plan Overlay review	Completed	PSA (C46)	MSC (& DELWP)	2015; see C46

### 3. Amendments:

Amendment	Status	Implementation	Responsibility	Timing
C43 (Heritage Study implementation)	Pt 1 complete Pt 2 unresolved	PSA	MSC / Minister	Part 1 gazetted 4/12/14
C46 (DPO review)	Am drafted	PSA	MSC / Minister	To be reported to Council February 2015
C50 (Alexandra)	Completed	PSA	MSC / Minister	Gazetted 7/8/14
C51 (Eildon)	Completed	PSA	MSC / Minister	Gazetted 15/5/14
C53 (KFT Plan)	Consultants appointed under DELWP Flying Squad funding; final draft being prepared	PSA (Minister)	MSC / Minister	To be determined
C54 (Revised LPPF)	Exhibition closed 30/1/15; 11 submissions received	PSA	MSC / Minister	To be reported to Council February 2015 to consider submissions and request panel
C55 (Yea SP)	Drafted	PSA	MSC / Minister	To be reported to Council February 2015

### 4. Development plans:

Development plan	Status	Implementation	Responsibility	Timing
GV Hwy, Alexandra	Completed	MSC	MSC / VicRoads	Approved 25/6/14
Wattle St, Alexandra	Completed	MSC	MSC	Approved 27/8/14
Lawrances Rd, Yea	Completed	MSC	MSC	Approved 27/8/14

<b>Title:</b>	<b>Arts and Culture Policy</b>
<b>Type:</b>	<b>Council</b>
<b>Adopted:</b>	TBC
<b>File No:</b>	14/32836
<b>Attachments:</b>	n/a

### 1. Purpose

Creative expression is an essential element in communities. Engaging in art and cultural activities builds a sense of community pride and identity; inspires community and civic participation; creates a culture of inclusion; contributes to resilient local economies; promotes health and wellbeing and enhances the liveability of the Murrindindi Shire. This Arts and Culture Policy provides a framework for the support and delivery of arts and cultural services into the future and describes Council's supporting role in arts and culture activities and initiatives.

### 2. Rationale

In recognition of the importance of arts and culture in our communities, there is a strategy in the Murrindindi Shire Council Plan 2013-2017 under our community to "support participation in a wide range of artistic and cultural pursuits". The development of an Arts and Culture policy supports this strategy and communicates Council's commitment to encouraging artistic and cultural activities and events into the future.

### 3. Scope

This policy applies to the Murrindindi Shire Council and all officers, as well as any agencies working on behalf of council.

### 4. Policy

Murrindindi Shire Council understands the value of its arts and culture sectors in enhancing social, cultural, economic and other opportunities for our residents. Arts and cultural activities create a ripple effect of benefits across the community and make a vital contribution to community health and wellbeing. Council recognises that a range of art and cultural activities occurs within communities due to dedicated volunteers.

#### *Our commitment*

Council will:

- Work to further develop the arts, culture and heritage through effective partnership with the community and other key stakeholders.
- Play an enabling and supporting role in art and cultural activities, wherever possible.
- Proactively use its resources to link people together to explore, create and produce.
- Provide access to art and cultural opportunities through Council delivered services including Libraries, Youth Services, Aged and Disability Services, Children's Services and community building activities.
- Provide the Community Grants program or other similar program to support arts and cultural activities.

To support Council with this commitment, Council's guiding principles are:

#### **5.1 Encourage community participation and inclusion**

Community arts and cultural initiatives are an important contributor to the health and wellbeing of Murrindindi communities. They provide an opportunity for creative expression and for the community to socialise and develop support networks. Like any essential service, these initiatives should be available to all residents regardless of income, age, physical ability, gender and race.

To encourage community and civic participation Council will:

## Arts and Culture Policy

- Encourage opportunities for all members of the community to actively or passively participate in art and cultural activities.
- Foster and celebrate an understanding and appreciation of local Indigenous culture.
- Support artistic initiatives and cultural events that promote shire wide, community and individual involvement.
- Engage with the community in relevant activities and events, to ensure inclusion and access for all members of the community.

**5.2 Creative partnerships and networks**

Council recognises that key stakeholders, including government, business and the broader community can together play an important role in creating a strong and vibrant region.

To foster connections within and outside our Shire, Council will:

- Maintain and develop partnerships with state and federal governments to enhance our capabilities and achieve our goals.
- Seek opportunities to forge links between the many cultural groups within our shire, and to help optimise the use of existing resources and skills.
- Where appropriate, facilitate and encourage cross-departmental planning and partnerships to ensure an integrated "Whole-of-Council" approach to arts and culture.
- Emphasise the importance of networks and partnerships, not only between different parts of the arts, culture and heritage sectors, but in linking these sectors with the broader community.
- Dependent on community interest, support and facilitate an Arts and Culture forum to provide the opportunity for community groups to come together to build relationships and collaborate to progress their joint priorities.

**5.3 Creative spaces and public places (Built and natural environment)**

Although limited in number, Council understands the importance of providing creative spaces and public places to encourage and develop art and cultural experiences across our area. Our built and natural environment plays an important role in bringing the community together to create and enjoy many and varied cultural activities. Council will:

- Encourage the use of our existing Council-owned infrastructure, such as our Libraries, Town halls, Visitor Information Centres, parks and gardens, to enable a diverse range of art and cultural activities to occur.
- Work with community and groups to ensure all arts and culture activities are in line with Council Community Art guidelines, including spontaneous art activities.
- Consider and support the facilitation of art and cultural initiatives that support innovative and creative design when planning civic spaces and places, where appropriate.
- Encourage the protection and promotion of natural and cultural heritage places and culturally significant areas.

**5.4 Investing in local practices**

Investing in local practices is important for the growth, longevity and vitality of our community.

Council will:

- Provide support to local artists and cultural industries to encourage economic growth and cultural diversity, where possible.

## Arts and Culture Policy

- Make use of local professional artists to produce promotional material for the shire, wherever possible.
- Provide support to local artists, arts organisations and community groups through an accessible community grants program, in-kind support and physical resources.
- Encourage mentoring between established creative businesses and new entrants.

### 5.5 Promotion, Communication and Cultural Tourism

With our close proximity to Melbourne, and our strengths in tourism, Council understands the economic potential of promoting our area as an exciting cultural tourism destination.

To help raise our profile, Council will:

- Develop and maintain links with media outlets to promote cultural activities in the Shire.
- Maintain and promote Council's Calendar of Events webpage.
- Incorporate cultural activities of the Shire into existing and future tourism promotions.
- Encourage the development of place-based arts, cultural and heritage projects to support the promotion of our region.

### 6. Related Policies, Strategies and Legislation

Murrindindi Shire Council recognises the following in development of this document;

- Health and Wellbeing Plan 2013 - 2017
- Economic Development Strategy 2011 – 2016
- Murrindindi 2030 Vision

The Council's Community Grants program assists in supporting Arts and Cultural activities within the Shire. This document makes reference to the Community Grants Program Policy.

### 7. Council Plan

There is an annual action in the Council Plan 2013-2017 under the Our Community Goal to "Actively support participation in a wide range of artistic and cultural pursuits"

### 8. Management and Review

Council recognises the cross-portfolio nature of the arts and culture sectors. While currently sitting in the Community Services portfolio, it is understood that this policy will have an impact on other departments of Council including, Development and Environment Services, Economic Development, Infrastructure Assets, Communications, Library and Customer Services and Corporate Services.

This policy is managed by the Manager Community Services who will (either directly or through delegated authority) coordinate the implementation and operation of the policy and its review.

### 9. Consultation

This policy is cross-functional across all departments. All staff were invited to participate in the review of the policy. Specific feedback was sought from the Manager Economic Development and Tourism and Manager Communications, Library and Customer Service

### 10. Human Rights Charter

This policy has been developed with consideration of the requirements under the Charter of Human Rights and Responsibilities.

Attachment 1: Title Plan TP668987F – Dove Lane

<b>TITLE PLAN</b>	<b>EDITION 1</b>	<b>TP 668987F</b>
<b>Location of Land</b> Parish: ALEXANDRA Township: Section: Crown Allotment: 36 (PT), 38A (PT), 38B (PT), 39 (PT) Crown Portion: Last Plan Reference: Derived From: VOL 3084 FOL 710 Depth Limitation: NIL		<b>Notations</b>  ANY REFERENCE TO MAP IN THE TEXT MEANS THE DIAGRAM SHOWN ON THIS TITLE PLAN
<b>Description of Land / Easement Information</b> ENCUMBRANCES REFERRED TO <i>As to the land colored blue                  The special railway conditions                  contained in Crown Grant to                  The National Bank of Australia                  Limited registered Vol. 2745 Fol                  548985</i>		THIS PLAN HAS BEEN PREPARED FOR THE LAND REGISTRY, LAND VICTORIA, FOR TITLE DIAGRAM PURPOSES AS PART OF THE LAND TITLES AUTOMATION PROJECT COMPILED: 27/10/2000 VERIFIED: AK  COLOUR CODE BL = BLUE
C.O. 32142 10. 5. 1937		TOTAL AREA = 5A 1R 2P
<b>TABLE OF PARCEL IDENTIFIERS</b> WARNING: Where multiple parcels are referred to or shown on this Title Plan this does not imply separately disposable parcels under Section 6A of the Sale of Land Act 1962.		
PARCEL 1 = CA 39 (PT) PARCEL 2 = CA 38A (PT) PARCEL 3 = CA 38B (PT) PARCEL 4 = CA 39 (PT)		
LENGTHS ARE IN LINKS Metres = 0.3048 x Feet Metres = 0.201168 x Links	Sheet 1 of 1 sheets	