

Planning and Development Engineering Action Plan – June 2014

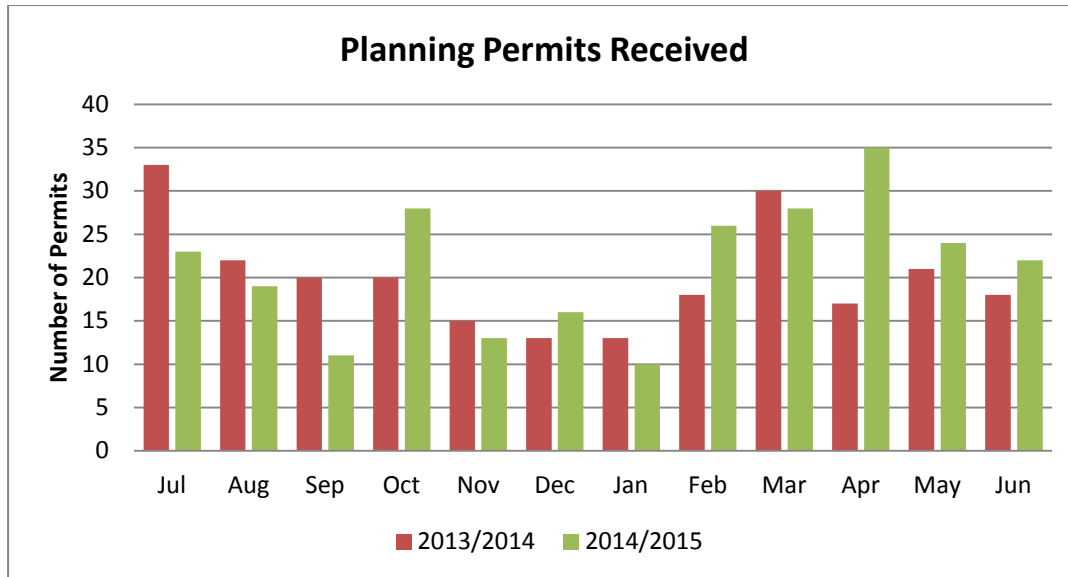
Activity	Description	Action	Timing	Responsible Officers	Status
1. Media Releases	Use of website, local papers and local radio to promote planning, building and infrastructure development, eg publishing monthly planning data, promoting pre-application meetings and development of planning fact sheets.	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	Completed New fact sheets have been published on Council's website. Promotional activities are now being reported in the department quarterly activity report
2. Customer Feedback	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	Monthly	MDES Manager Infrastructure & Development Services (MIDS)	Superseded—new customer feedback forms implemented
3. Promotion of Building Department	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)	Completed Promotional activities are being reported in the department quarterly activity report
4. Development Forums	Conduct development forums on various planning, building and infrastructure issues.	Four forums to be held in 2014/2015	Quarterly	MDES MIA	Completed Ongoing schedule of promotional activities and participation at forums

Planning and Development Engineering Action Plan – June 2014

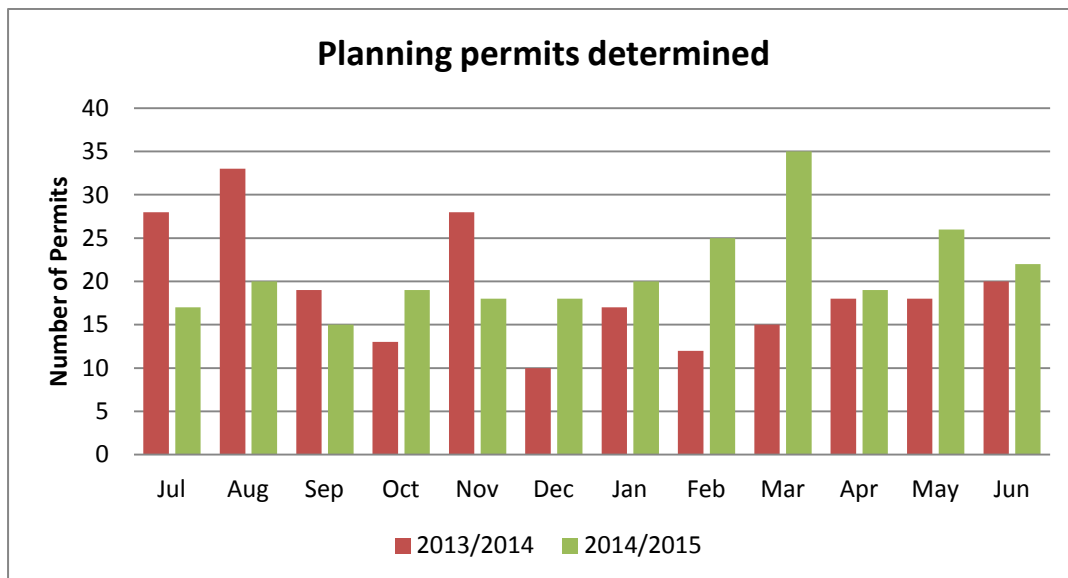
5. Growing the Rate Base Plan	Presentation of the growing the Rate Base Plan to all staff within the Division	Presentation of growing rate base plan to IDS Division.	Presentation in February 2015.	General Manager Corporate and Community Services (GMCCS) MIA MDES	Completed in part. This is being developed further as a separate project .
6. Performance Reporting to Council	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)	Completed
7. Investigate cost of infrastructure development	Evaluate infrastructure cost to fund new infrastructure and promote growth	1. Cost modelling to be undertaken with briefing of Council on costs. 2. Council briefing on Infrastructure Design Manual.	To be completed by March 15 Deferred until September 2015 Briefing 5/11/2014	Coordinator Assets & Development Manager Business Services MIDS	1. Not complete but is under development. This item will form the basis of a separate report. 2. Completed
8. Training and Development	Customer service training	Develop training plan with Managers and HR Manager for: 1.Customer service training. 2.Communication in a regulatory environment.	Target mid July revised. 1.August 2014 2. February 2015	GMIDS	1.Completed 2. Customer feedback will inform future training needs in relation to customer service.

Planning and Building Permit Activity Report

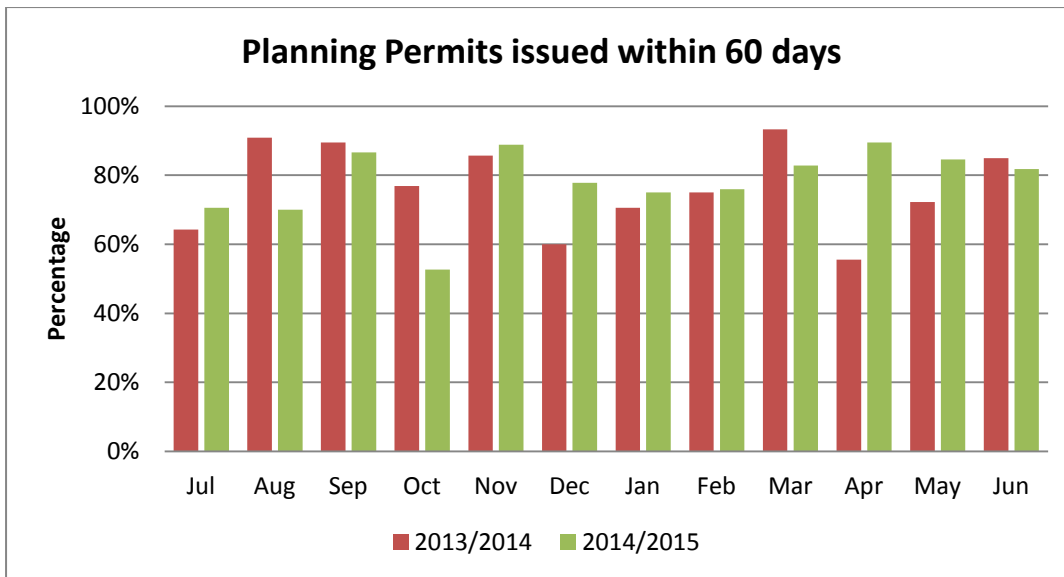
Planning Unit



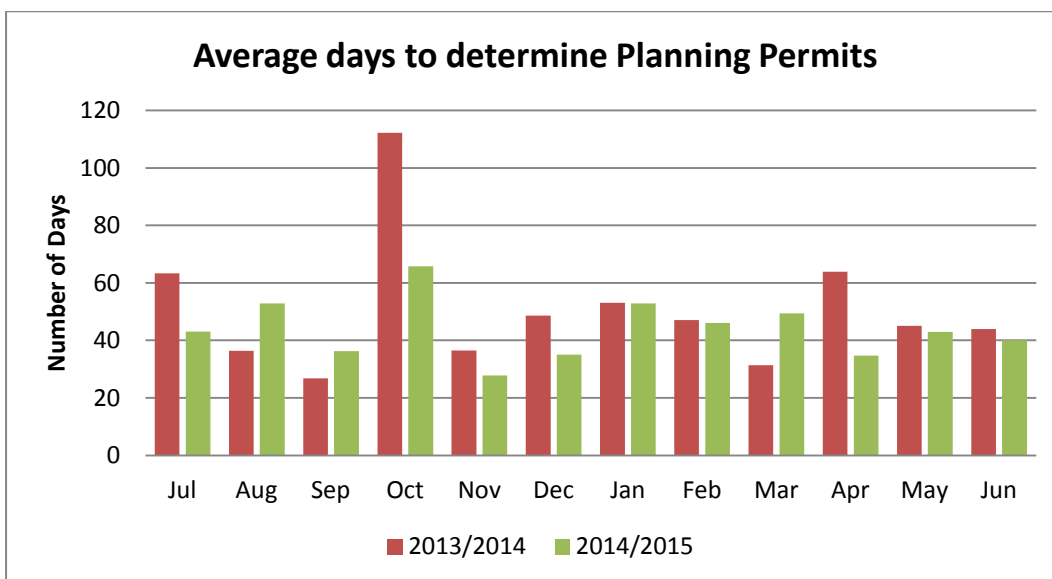
The above chart details the number of applications received by month, compared with the previous financial year. The number of applications received includes new planning applications, requests to amend existing planning permits and planning consents. For the 2013/2014 financial year the number of applications received overall was 240. This was 10 less than the previous financial year. For the 2014/2015 financial year was 255.



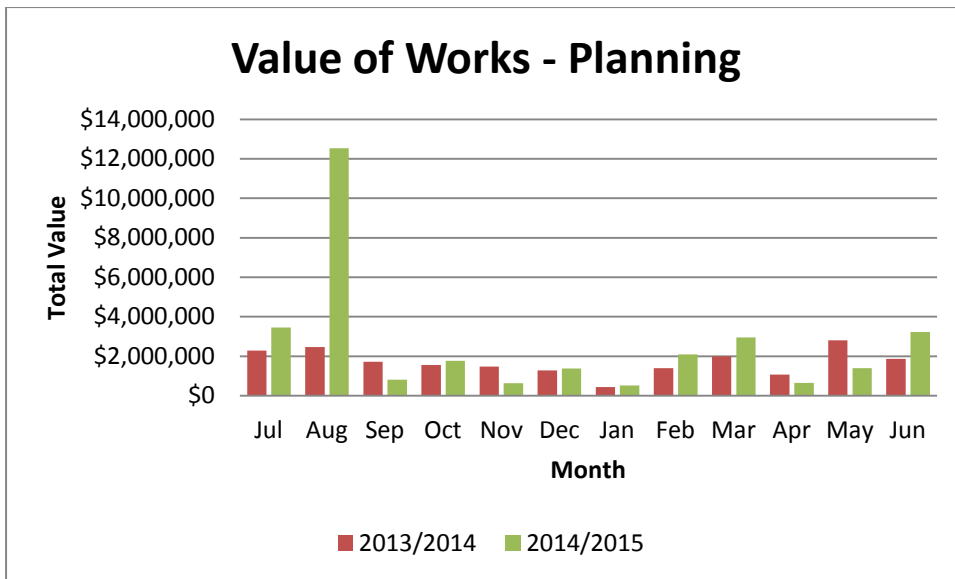
The number of applications determined for 2013/2014 was 231. This was 32 less than the previous financial year. For the 2014/2015 financial year, 254 applications were determined.



The above 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% of permits were issued within the statutory time frame. For the 2014/2015 financial year it was the same, 78% of permits were issued within the statutory time frame.



The above 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 days. For the 2014/2015 financial year, the average number of days to determine permits was also 44 days.



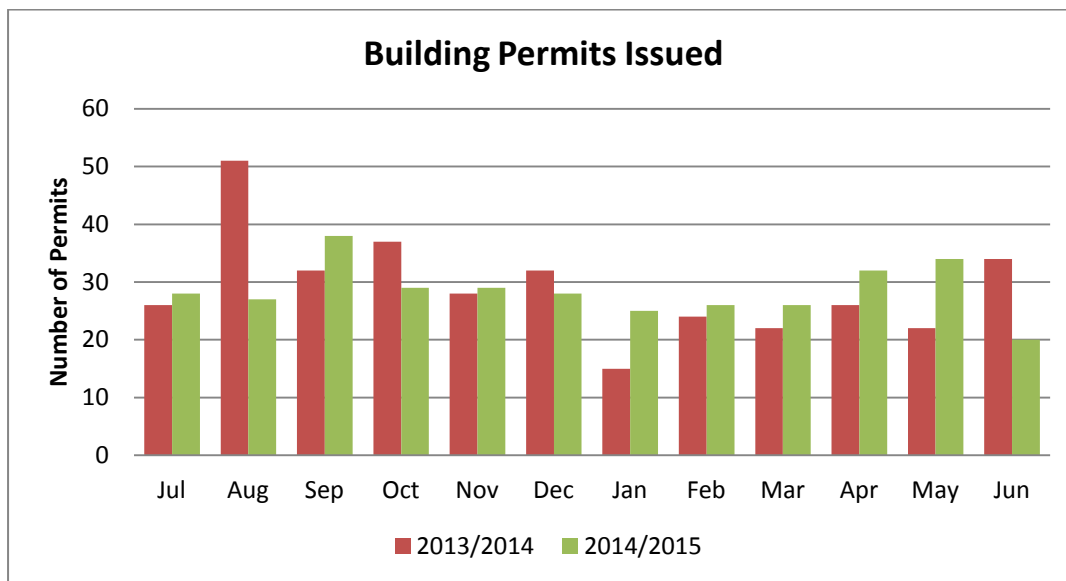
The final planning chart details the value of works for planning permits, on a month by month basis. For the 2014/2015 financial year the total value of works was \$31,395,852, compared to the total value of works for 2013/2014 which was \$20,315,982.

Benchmarking Comparative Data – Planning Permits

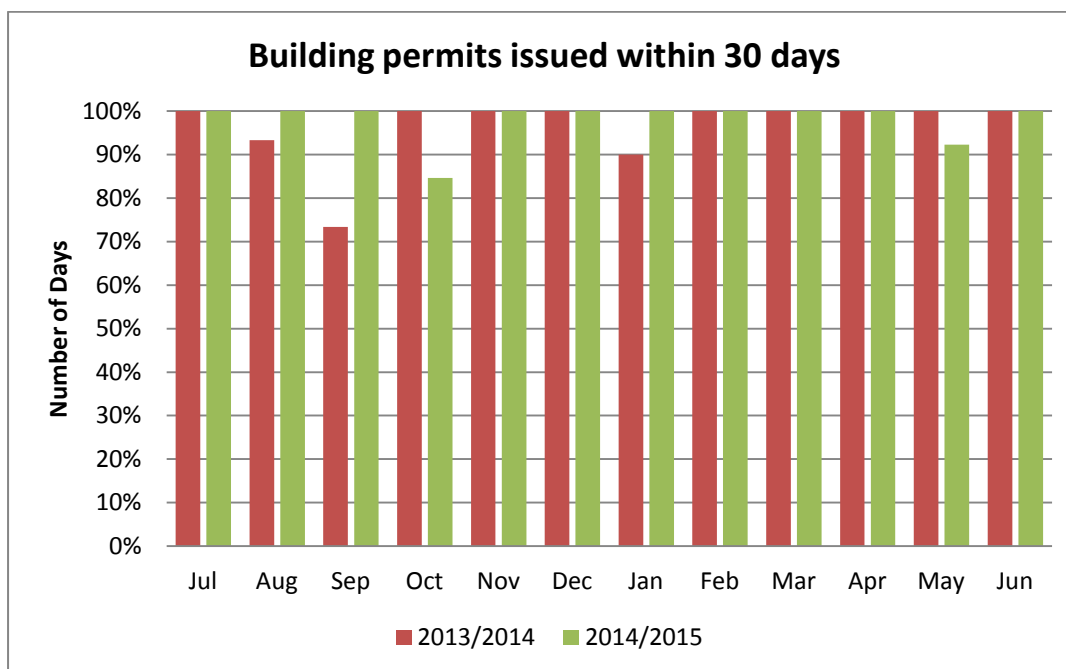
Council is required to report planning permit activity on a monthly basis to the state government, which is then compared against various regions and groups of municipalities within the whole of Victoria. The following table provides a brief outline of how Murrindindi is performing this financial year to date.

Benchmark	MSC	Peri Urban Region	Rural Municipalities	State Wide
Planning permits determined within 60 days (YTD)	78%	69%	71%	65%
Average days to determination (YTD)	56	91	61	77

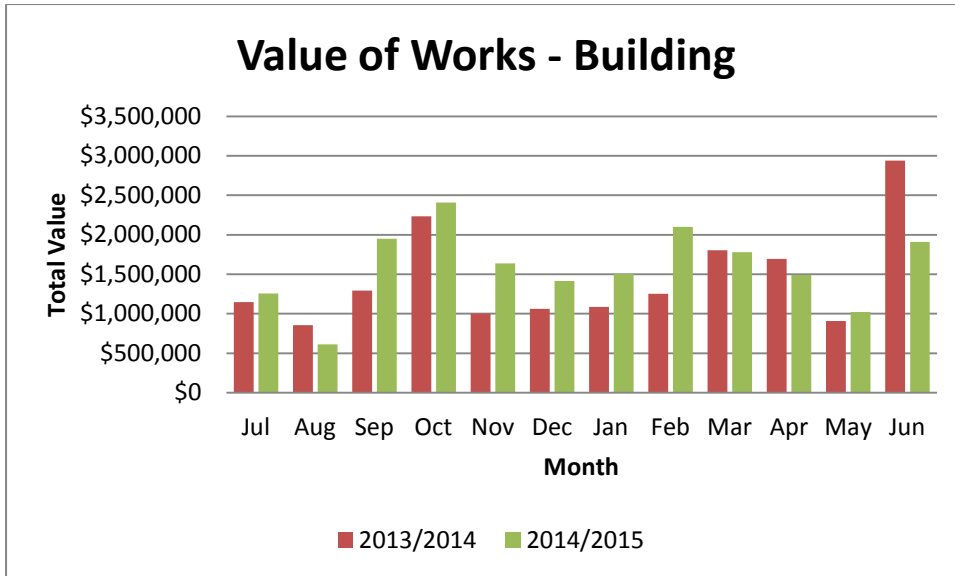
Building Unit



The above 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. For the 2014/2015 financial year, 342 permits were issued.



The above chart details the percentage of building permits issued by the municipal building surveyor within the units 30 day Key Performance Indicator (KPI) timeframe. The overall percentage of permits issued within 30 days for the 2013/2014 financial year was 97%. For the 2014/2015 financial year, 98% of permits were issued within 30 days.



The final building chart details the value of works for planning permits, on a month by month basis. For the 2014/2015 financial year the total value of works was \$19,087,458, compared to the total value of works for 2013/2014 which was \$17,275,027.

Current planning projects, Murrindindi Shire:Planning studies:

- Gaming Policy:
 - Gaming policy has been prepared by Rob Milner, 10 Consulting, with work conducted between April and August 2015.
 - A final gaming policy will be included in the Murrindindi Planning Scheme through a planning scheme amendment to guide any future proposals for gaming machines.
 - Consultation has been conducted with internal staff, key industry contacts and through public meetings held at Alexandra and Yea on 21 May 2015.
 - Following a Council briefing from the consultant in September, an amendment to the planning scheme will be drafted for Council consideration and exhibition.

Contact: Grant Scale (5772 0317)

- Eildon Structure Plan:
 - The structure plan will guide the future land use, development and servicing of the Eildon township and area over the next 20 years.
 - In 2014, Council received DELWP funding to undertake a structure plan for the Eildon township and environs. Although consultants Macroplan were appointed to the project in late 2014, the funding was deferred due to the change of state government.
 - Funding for the plan has now been forthcoming, with Macroplan commencing in August 2015 and the plan due to be completed in April / May 2016. A steering committee will be set up for the plan, with consultation being undertaken through targeted agency and interest group meetings and public exhibition.
 - An approach has been made to Goulburn Murray Water to contribute additional funding to specifically assess opportunities and directions for GMW land.

Contact: Grant Scale (5772 0317)

- Kinglake Ranges, Flowerdale and Toolangi Streetscape Design Framework:
 - Framework will outline designs and recommendations for works in streetscape and public places in Kinglake, Kinglake West / Pheasant Creek, Flowerdale and Toolangi.
 - Consultants Aecom were appointed 2014 to undertake the framework, which has involved public meetings and exhibition.
 - Although a draft framework has been prepared, it is being reviewed by VicRoads and Council's Engineering Department prior to completion.

Contact: Grant Scale (5772 0317)

- Regional Landscape Assessment project:
 - The Department of Environment, Land, Water and Planning (DELWP) is preparing 6 regional landscape assessment projects across Victoria. Murrindindi Shire lies within the proposed Lower Hume and High Country Landscape Assessment Study.

- The draft Lower Hume and High Country landscape assessment indicates potentially state significant landscape areas in the Lake Eildon area, Cathedral Ranges area, east of Kinglake and east of Marysville; a regionally significant landscape area in the Murchison Hill / Trawool Valley area; a regionally significant view point at Eglinton Cutting, west of Alexandra.
- A public exhibition was undertaken to seek feedback on the draft Lower Hume and High Country landscape assessment. A final assessment is now being prepared and will be released in the near future.
- It is unclear whether DELWP will require the final Lower Hume and High Country landscape assessment to be endorsed by Council. The final assessment will guide a future review / amendment of the Significant Landscape Overlay under the Murrindindi Planning Scheme.

Contact: Grant Scale (5772 0317)

- Lake Eildon catchment review:
 - A DELWP funded review of planning approaches and controls for the Lake Eildon catchment has been undertaken for Mansfield Shire.
 - While primarily affecting Mansfield Shire, the review does affect the declared Lake Eildon catchment area within Murrindindi Shire north of Eildon in the Taylor Bay area. This approach is likely to result in the application of the Environmental Significance Overlay to the subject area within Murrindindi Shire and change to the existing ESO within Mansfield Shire) through co-ordinated amendments to both planning schemes.
 - Council will be briefed on this review when amendments to both planning schemes have been fully prepared later in 2015.

Contact: Grant Scale (5772 0317)

Planning scheme amendments:

- C46:
 - C46 proposes to implement a 2013 review of the Development Plan Overlay (DPO) by rezoning land in Alexandra from General Residential to Low Density Residential, removing the Development Plan Overlay from land in Alexandra, Marysville and Yea when it is no longer required and revising all DPO schedules.
 - Amendment C46 was exhibited in May / June 2015. 11 submissions were received, one from VicRoads requiring clarification.
 - As the VicRoads has now been resolved, Amendment C46 will be reported to Council for adoption in September 2015.

Contact: Grant Scale (5772 0317)

▪ C53:

- Draft C53, to implement the *Kinglake Flowerdale Toolangi Plan* (adopted March 2014) into the Murrindindi Planning Scheme, has been prepared by Aecom using funding from the state government.
- Council has written and the Mayor and Chief Executive Officer met with the Minister for Planning requesting that he 'prepare and approve' the amendment without further exhibition. Ongoing discussions are being held with DELWP officers regarding the format and potential approval of the amendment.

Contact: Grant Scale (5772 0317)

▪ C54:

- Implements a 2013 review of the Murrindindi Planning Scheme through a revised local planning policy framework to revise all local planning strategies / policies. C54 does not propose any changes to zoning or planning controls.
- 12 submissions were received through exhibition. As Council could not meet all submissions, a panel heard all submissions on 12 May 2015. The panel report recommended that Council adopt C54, with some minor changes.
- Council adopted C54 on 22 July 2015, with changes as recommended by the panel. C54 has been forward to the Minister for Planning for approval.

Contact: Grant Scale (5772 0317)

▪ C55:

- C55 proposes to implement the *Yea Structure Plan 2014* by amending strategic directions for the Yea township and environs, rezoning various parcels of land and amending subdivision provisions and applying the Development Plan Overlay for defined areas of land zoned Rural Living.
- Amendment C55 was exhibited in May / June 2015. 14 submissions were received, 3 raising objections to the amendment.
- Officers have contacted objecting submitters. If objections cannot be resolved, a report will be prepared for Council to refer all submissions to a panel for consideration. If resolved, a report will be prepared for Council to adopt the amendment.

Contact: Grant Scale (5772 0317)



Council Plan 2013-2017

Year 2 Actions

Quarterly Report

June 2015



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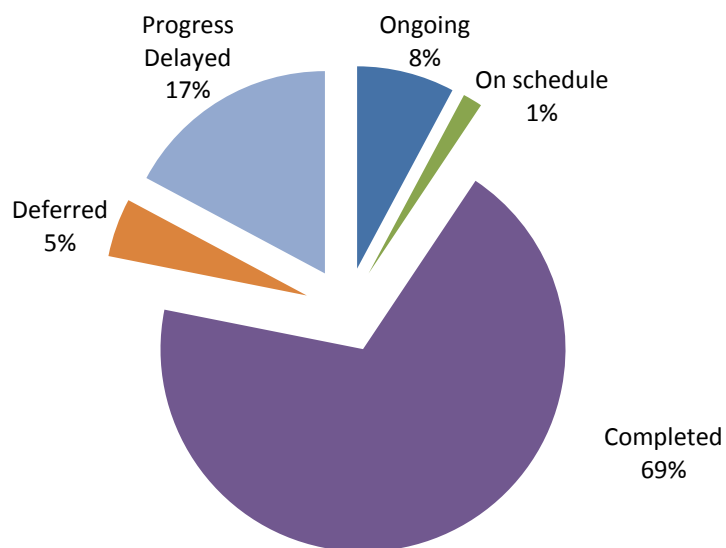
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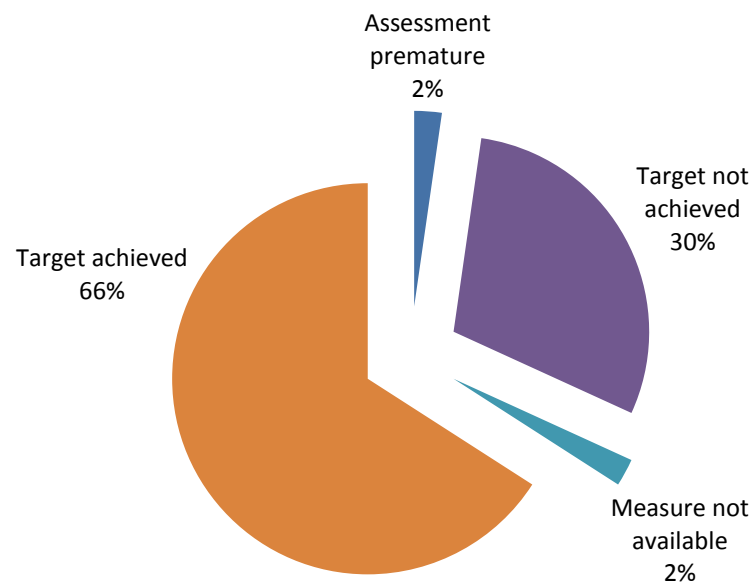


Council Plan 2013-2017 Year 2 – Full Year 2014/15 Highlights

**Council Plan 2013-2017 - Year 2 Activities
Full Year - 2014/15**



**Council Plan 2013-2017 - KPI's
Full Year - 2014/15**





**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

- Following the State Government election, Council's advocacy efforts to the new State Government focused on looking at ways to encourage funding which will help boost the local economy and development within the Shire as well as continuing advocacy for further financial support.
- Council undertook substantial consultation with the community in relation to prioritising options under consideration to help meet the funding shortfall arising from the gifting of new and expanded assets to Council following the 2009 fires.
- The shire wide Show me the Money! Grant Forum event was delivered in May 2015 and had over 77 community participants listening to presentations and attending grant skill development sessions.
- The Children's Network Face Book Page went live and was promoted through Council's service provider and community networks.
- The Access Murrindindi Project has been successfully completed, culminating in a launch of the Access Murrindindi booklet on 4 May 2015, which covers Marysville, Alexandra, Eildon, Yea and Kinglake.
- In 2014/15 the Resource Recovery Centres recycled 71.2% of all waste entering the sites.
- Six officers participated in the Local Government Management Australia (LGMA) Challenge. The team won the Victorian state final and was invited to present their pre-challenge task to the national congress in Darwin as one of the top three teams from across Australia and New Zealand.
- The Alexandra to Eildon Trail Link Feasibility Study was completed during the year with Council resolving to seek funding to construct the section of trail linking Eildon to Thornton subject to the completion of a trail design in 2015/16.
- A tender to re-develop the Yea Swimming Pool was successfully let in January 2015. Since this time significant progress has been made on the aquatic and building redevelopment works.
- A Memorandum of Understanding was entered into with Telstra, outlining Council's co-contribution offer with a view to gaining a commitment to improve mobile phone coverage in black spots across the shire.
- Council made a successful bid for the Rural Council's Victoria Summit to be held in Marysville in 2016.
- The Murrindindi Youth Partnership secured support from 90% of Primary and Secondary Schools in the shire to deliver the Murrindindi Resilient Youth project, which will occur in 2015-2017 in support of youth wellbeing.
- Council's Rating Strategy was adopted at the March 2015 Council meeting following extensive community consultation and consideration of legislative requirements and government guidelines.
- Council's new Enterprise Agreement was finalised and certified in 2014/15.
- Council officers have finalised and tested a new Business Continuity Plan during 2014/15, to ensure that Council is best equipped to deal with any emergency business interruptions that might eventuate so that critical Council services can continue to be provided.
- The review of the Municipal Emergency Management Plan was adopted by Council in October 2014.
- In excess of ten environmental initiatives were completed across a variety of groups including businesses, community, Council and school groups.

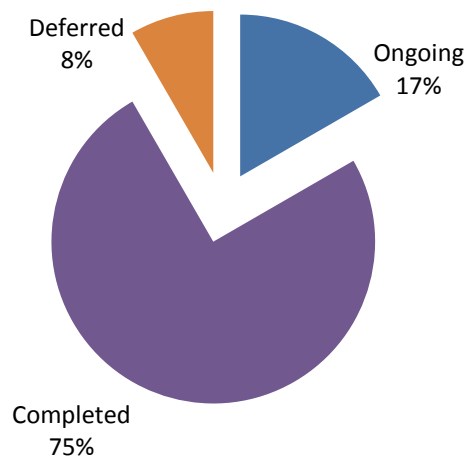


1. Our Community

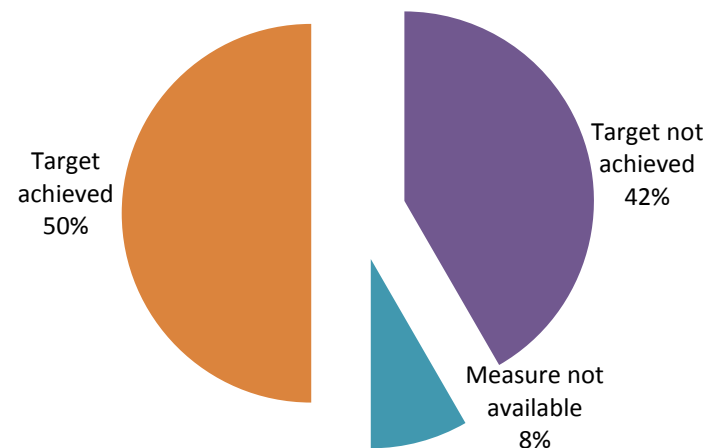
We will support and promote health and well being, social connectedness and community involvement.

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.

**Our Community - Year 2 Activities
Full Year - 2014/15**



**Our Community - KPI's
Full Year - 2014/15**





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 Four Comments
Implementation of actions in the Municipal Public Health and Wellbeing Plan	100% completion by June 2015	Jun-15	Target not achieved	Refer to 1.1.5.1 for further information. The vast majority of actions in the Health and Wellbeing Plan year two implementation plan have been completed, however there are a small number of actions that have been delayed.
Home and Community Care (HACC) services delivered to the community in accordance with Service Agreements	95% of all HACC targets reached	Jun-15	Target achieved	Council has met the 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.



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Health and Wellbeing Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	The Children's Network Facebook page has been operational since April 2015 and was officially launched at the Early Year's Conference in May 2015. Usage is increasing steadily and the page is being used to promote children's events, discussions, conferences, forums, parenting advice and health information. Feedback received from the community and funding providers has been positive. Three professional development forums have been completed targeting providers of early years support, health and education services. Forums have focused on family violence, analysis of key early years data and strategic planning in preparation for a collective impact initiative.
1.1.2	Promote and deliver effective transition through integrated aged care options	1.1.2.1	Review the delivery of the Planned Activity Program to enhance flexibility and access	Jun-15	Completed	The Planned Activity Programs continue to be well attended with a number of new venues introduced following a review of the service. The staff are regularly seeking feedback from the clients and looking for ideas for improvement to enhance service delivery. Planning is in progress for a forum in the Kinglake area to identify needs of the residents with the intention to develop new groups. This will ensure equal access and opportunity across the Murrindindi Shire.



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	The Social Connections Project was completed and the Steering Group has wound down. The project aimed to reduce the social isolation of people living in residential aged care and promote opportunities for residents and the broader community to come together. The project engaged over 40 residents across Kellock Lodge and Darlingford Nursing Home and community members to create a community choir, the Golden Oldies. The support of the Alexandra Singers and activity staff at both facilities means the choir will continue to run on a fortnightly basis and can be sustained into the future. The Golden Oldies are practising to perform with the Australian Welsh Male Choir when it visits Alexandra in November 2015.
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	Completed	The Health and Wellbeing Consortium has met regularly over the past year to assist in the ongoing development and evaluation of the Municipal Public Health and Wellbeing Plan. There are a number of impending changes to funding and service delivery arrangements across a range of community services as a result of recent Federal and Victorian Government social policy. The Consortium has agreed that there are a range of opportunities for agencies to work collaboratively to advocate for, and deliver the best outcomes to communities across Murrindindi Shire. To this end, a further two strategic planning forums will be held in the coming months to build on these opportunities.



Council Plan 2013-2017
Year 2 Actions
June Quarterly Report

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	The Year Two Implementation plan of the Municipal Public Health and Wellbeing Plan has been completed. Activities completed under the plan have included the 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. Council also developed a Draft Gaming Policy Framework and undertook community consultation on this topic. The Alexandra Hospital in conjunction with community members has developed a Food Op-shop in the Marysville Triangle area of the Shire. Work is underway to prepare the Year Two Implementation Progress Report and to finalise the Year 3 Implementation Plan.
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	Completed	The Murrindindi Youth Partnership secured support from 90% of Primary and Secondary Schools in the shire to deliver the Murrindindi Resilient Youth project. The project will be delivered over 2015-2017 and enable greater awareness and collaboration to support youth wellbeing. Outcomes from the available data will guide the Murrindindi Youth Partnership's strategic focus with the current Youth Strategy terminating in 2015. These outcomes and strategic focus will be referenced in the Municipal Health and Wellbeing Plan.



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
						The recently employed Executive Officer and Youth Worker at Ellimatta in Kinglake have achieved great community and youth engagement during the year with school holiday programs, websites and social media all having been activated.
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	Ongoing	A tender to re-develop the Yea Swimming Pool was successfully let in January 2015. Since this time significant progress has been made on the aquatic and building redevelopment works. The new kiosk and plant shed have been erected and the pre existing amenities upgraded. It is anticipated the upgraded facility will be completed well in advance of the pool opening in November 2015, enabling a smooth hand over to Councils Aquatic Operations team.



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 Four 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 achieved	The data measuring participation in Arts and Culture activities has not been updated during this reporting year. Council has met the secondary measure by supporting five arts and cultural community events through the Community Grants Program. Refer to item 1.2.3.1 for further information.
Progress the Urban Access Program	100% of annual identified projects completed per annum	Jun-15	Target achieved	Nineteen individual projects were completed during the year around Alexandra and Eildon which related primarily to making pedestrian crossings more accessible and disability friendly.
Update and progress on the Missing Links program	5 projects per annum	Jun-15	Target not achieved	The target of five projects per annum could not be achieved as only one project was able to be funded and included in the program for the year. This project which is a footpath along Petchell Street Yea linking High Street shopping precinct through to the Showgrounds and Recreation Reserve has been completed.



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Audit of disability access issues regarding pathways and missing links.	Audit of disability access issues complete by June 2015	Jun-15	Target achieved	Refer to 1.2.2.1 for further information.
Number of community network building activities initiated by Council	1 event between July and December and 1 event between January and June per annum	Jun-15	Target achieved	Two events were delivered by Council throughout 2014/15, meeting target.
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 not achieved	Council organised an event to celebrate National Volunteers Week with over 30 volunteers attending. There was no community initiated event held this year.
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 not achieved	Strategic discussions have progressed and advocacy actions have been identified. Further work is required to fully develop and implement the action plan. Refer to 1.2.7.1 for further information.



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Social Connectedness Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
1.2.1	Prioritise the activities of Council and engage other stakeholders to improve peoples' access and inclusion	1.2.1.1	Promote Council's social support programs to allow and encourage innovative service delivery to meet the needs of people with a disability	Jun-15	Completed	Planned Activity Group Officers have developed interesting activities that have captured the attention and imagination of Dame Pattie Menzies Centre clients which has really encouraged them to extend themselves. Ongoing efforts are made to ensure that people with a disability are provided with an equitable access to all programs.
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	Completed	The Access Murrindindi Project has been successfully completed, culminating in a launch of the Access Murrindindi booklet on the 4 May 2015. Access audits were completed covering five townships across Murrindindi including Marysville, Eildon, Alexandra, Yea and Kinglake and key visitor information and accessible township features are highlighted in the booklet. Over 40 businesses and community buildings in these townships were assessed as part of a Friendly Access Initiative which complimented the Access Murrindindi Project. Businesses that were found to be access friendly were awarded the Access Friendly certification and provided with a certificate and sticker to display on their premises. Access friendly maps were created and are on the Council website. The Murrindindi Access Booklet is available at all Council offices, Libraries and at Visitor Information Centres.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
1.2.3	Support participation in a wide range of artistic and cultural pursuits	1.2.3.1	Enable community groups to coordinate and participate in arts and cultural events through the Community Grants program and other initiatives	Jun-15	Completed	In the past 12 months the Community Grants Program has supported a range of community groups and activities including the Yea Arts Carnivale, Yea Centenary Show, student leadership initiatives through the Buxton Primary School, storage needs for the Alexandra Timber and Tramway Museum, a welcome event for the Great Victorian Bike Ride and Murrindindi Men's Shed Cluster Choir attendance the National Men's Shed Conference. Council delivered a Harmony Day event to celebrate cultural diversity within the Shire. The event was supported by health and support service providers across Murrindindi and featured the African Soul drumming workshop. Council's newly revised Arts and Culture Policy was presented to Council and adopted in February 2015.
1.2.4	Work with communities to build resilience and prepare for future unplanned events	1.2.4.1	Work with communities to build resilience and prepare for future unplanned events	Jun-15	Completed	Council officers joined with Nexus Primary Health to delivery three Recovery Road Show events in Yea, Flowerdale and Kinglake with the aim of promoting services available to communities. Council officers attended a Community Fire Safety Information evening at Flowerdale Community House and presented with the Country Fire Authority on Neighbourhood Safer Places. The final draft of the Murrindindi Shire Council Relief and Recovery Plan has been completed and will be available for public viewing in August 2015. Community groups, Service Clubs and Service Providers have been sent a letter inviting them to identify their capacity and capability to assist in a recovery effort through listing the resources they have



**Council Plan 2013-2017
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Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
						available. A comprehensive community consultation process has been planned for July and August 2015 to promote the plan and consolidate partnerships with communities.
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	Completed	Council continued to participate in the Murrindindi Men's Shed Network. The Murrindindi Men's Shed Cluster was supported to apply for a Community Grant and was successful in obtaining funds to subsidise the attendance of 20 Men's Shed members from across Murrindindi at the National Men's Shed Conference in Canberra in October 2015. The Murrindindi Men's Shed Choir will be performing at the conference. Council remained in close contact with Community and Neighbourhood Houses during the year providing information and support through various networks and opportunities. A Council officer continues to sit on the Committee of Management at the Flowerdale Community House.
1.2.6	Recognise, support and value volunteers	1.2.6.1	Work in partnership with key partners to support the coordination of volunteer recruitment and training	Jun-15	Completed	The Volunteer Advisory Group has met several times over the past year. There have been a number of changes to the volunteer coordination capacity at Berry Street and they are no longer in a position to coordinate the network. The group has discussed how the Volunteer Advisory Group may continue without this central role and a survey was developed to capture each agency's commitment and capacity to support its continued operation. There was some indication of support to continue the group and discussions are continuing on the future purpose and



Council Plan 2013-2017
Year 2 Actions
June Quarterly Report

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
						focus of the group.
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	Ongoing	The Health and Wellbeing Consortium members reaffirmed their commitment to the development of a joint advocacy plan for an increase in public and social housing in the Murrindindi Shire. A strategic planning session was held with Health and Wellbeing Consortium members in January 2015. The session focused on reviewing the changing landscape of service delivery in light of new State and Federal Government social policy change and highlighting the impact of these changes to local communities. The Health and Wellbeing Consortium has planned to undertake strategic planning discussions in the coming months to progress the development of a shared advocacy plan. Increased access to crisis and low cost housing remains a critical issue to be included in this plan.



1.3 Community Engagement

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

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four 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	Measure not available	Community perceptions of performance in health and human services was not included as a measure in the current Community Satisfaction Survey.



Community Engagement Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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.

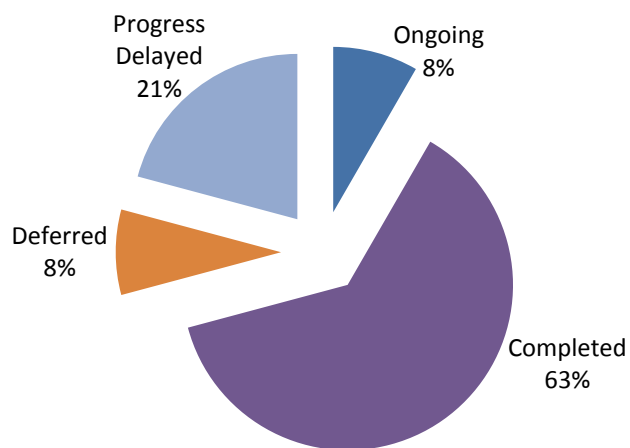


2. Our Environment

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.

**Our Environment - Year 2 Activities
Full Year - 2014/15**



**Our Environment - KPI's
Full Year - 2014/15**





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 Four Comments
Our practices show a reduction in the use of energy, waste, paper and water resources	<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>	Jun-15	Target achieved	<p>In 2014/15 the Resource Recovery Centres recycled 71.2% of all waste entering the site. Through the kerbside service the community is recycling 36.2% by weight of household and commercial waste. Taking account of commercial waste taken direct to landfill, the overall shire wide landfill diversion (recycling) is 42.1%, an increase from 38.4% for 2013/14. The target set in the Waste and Resource Recovery Strategy is 45% by June 2019.</p> <p>Council assets annual energy consumption is 12% less than 2013/14 levels. Paper consumption has reduced by 15% from the previous 2013/14 year.</p>



Council Plan 2013-2017
Year 2 Actions
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Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Implementation of the Waste Management Strategy	Implementation of year one actions	Jun-15	Target not achieved	A total of nineteen of twenty seven year one actions or 70% were completed or significant progress made throughout the year.
Implementation of Environment Strategy actions	Implement annual plans for existing actions	Jun-15	Target achieved	All identified actions in the environment strategy for the 2014/15 year were completed.



Conservation of Resources Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	The "Planet Footprint" resource monitoring system has been procured and responsibilities assigned for monitoring resource consumption within the platform.
2.1.2	Encourage and recognise environmentally responsible behaviour and practices within Council and across the Murrindindi Shire community	2.1.2.1	Design and identify strategies to fund a pilot program for energy improvements in selected Council buildings	Jun-15	Completed	Five Council buildings were identified during the year for the installation of solar panels as part of the energy management program of Council and these projects have been funded in the 2015/16 budget.
2.1.3	Strengthen Council's capacity to use resources more sustainably by cooperating with the Goulburn Broken Greenhouse Alliance (GBGA) and community networks	2.1.3.1	Implement year two of the Watts Working Better Program	Jun-15	Completed	Year 2 activities of the project has been completed which involved the installation of 356 energy efficient lights to replace existing mercury vapour public street lights. Preparations are being finalised for the roll out of stage two of the project which will involve the changing over of 178 Mercury Vapour street lights in the Alexandra and Yarck areas.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
		2.1.3.2	Implement the Climate Smart Agriculture Program	Jun-15	Ongoing	Council is a participant in the \$267,000 Climate Smart Agriculture project facilitated by the Goulburn Broken Greenhouse Alliance, with Moira Shire Council being the lead agency. The Victorian State government is contributing \$200,000 to the project. The appointed consultant, Deakin University, has attended a meeting with Council officers to detail the scope and intended outcomes of the project which will include spatial tools indicating a range of potential future land uses.
2.1.4	Implement the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources	2.1.4.1	Implement year one actions from the Waste Management Strategy	Jun-15	Progress Delayed	<p>The Waste Management Strategy identified 27 actions in Year one including a number of large capital projects. The completion of all the actions would have required a significant investment of resources that were not available and the action plan will be reviewed in future years in light of this. However there were a number of significant achievements during the year in implementing the Waste Management Strategy including;</p> <ol style="list-style-type: none"> 1. Participation in the newly formed Goulburn Valley Waste and Resource Recovery Forum; 2. Commencement of the detailed design for the new leachate pond at the Alexandra landfill site; 3. Establishment of a community reference group which has provided recommendations to Council on solutions to resolve the waste management issue at the Taylor Bay compound, and



**Council Plan 2013-2017
Year 2 Actions
June Quarterly Report**

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Four Comments
				4. Implementation of new contracts which commenced on 1 July 2015 for the kerbside waste and the processing of recyclables.

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 Four Comments
Plans, policies and processes to protect the environmental values on Council owned land are developed and continually refined	Annual action plans for managing the environment on Council owned land are implemented	Jun-15	Target achieved	Council staff have continued to liaise with the Upper Goulburn Landcare Network, conduct Murrindindi Environment Advisory Committee meetings, attend the Goulburn Broken Local Government Biodiversity Reference Group and provided assistance to local

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
				community groups including the Blackberry Action Group, the Yea Wetlands Committee of Management and the Mt Pleasant Reserve Committee of Management.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Partnerships developed that deliver regionally funded projects across the Murrindindi Shire	Number of partnerships with other organisations developed	Jun-15	Target achieved	Council has worked successfully with a number of regional groups in the implementation of major projects including the joint kerbside and recyclables processing contracts, the Watts Working Better street lighting project and progression with the Climate Smart Agriculture program.
Number of communication materials planned and delivered with and/or to agencies, households and business groups	At least one environmental communication activity is held with each group	Jun-15	Target achieved	In excess of ten environmental education and engagement initiatives were completed across a variety of groups including a 'Clean Up Your Business Day' for businesses, and initiatives for the community, Council and school groups (see 2.2.4.1 for more details)

Protection of the Natural Environment Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	The annual roadside spraying program has been completed which included the spraying of Blackberries, Gorse, St John Wort, Cape Broom and Sweet Briar along priority Council roadsides.
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. The LPPF encourages concentration of development in locations free from environmental constraints, where environmental values are protected.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
2.2.4	Strengthen Council's capacity to work with key agencies that have responsibility to deliver local, regional, state and federal environmental policy and programs	2.2.4.1	Deliver environmental initiatives with agencies, schools, households and businesses	Jun-15	Completed	Council conducted an in-house sustainable chemical use workshop for staff including Council's cleaning contractors. A kitchen garden was established behind the Webster Street Office with volunteer time and donations and worm farm to utilise kitchen organics. Council supported nine successful community-based Cleanup Australia Day activities across the Shire. A schools video competition was conducted involving 15 schools in the Shire on energy efficiency as part of the Watts Working Better Education Program. A community workshop was held in Alexandra 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	Completed	Council staff have continued to liaise with the Upper Goulburn Landcare Network throughout the year. This occurred through the regular Murrindindi Environment Advisory Committee meetings, attendance at the Goulburn Broken Local Government Biodiversity Reference Group and by providing assistance to local community groups including the Blackberry Action Group, the Yea Wetlands Committee of Management and the Mt Pleasant Reserve Committee of Management.

2.3 Planning for Future Growth

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

Key Performance Indicators

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

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Implementation of ongoing changes to the Murrindindi Planning Scheme (MPS)	Implementation of year two actions	Jun-15	Target achieved	Council is engaged in an active ongoing program for implementing changes to the Murrindindi Planning Scheme. Refer to 2.3.1.1 for further information.
Implementation of the MSS in the Planning Scheme	Completed by June 2015	Jun-15	Target achieved	The review of the Municipal Strategic Statement (MSS) and Local Planning Policy Framework (LPPF), was heard by an independent panel on 12th May 2015, and the report was received in June 2015. The report recommended the adoption of the amendment with some minor changes. This is being presented to Council in July 2015 for adoption.
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 not achieved	The draft KFT Streetscape Master Plan has been adjusted to reflect the results of community consultation, and will be presented to Council for adoption in September 2015.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of Bushfire protection measures	Jun-15	Target not achieved	Council has prepared schedules of the Bushfire Management Overlay (BMO) to support the BMO mapping changes prepared by the State Government. There have been no further changes this year as the task of preparing and approving an amendment rests with the Minister for Planning.



Planning for Future Growth Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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: <ul style="list-style-type: none"> o MSS, o KFT Plan, o Hume Regional Growth Plan, o Yea Structure Plan and o Flowerdale Flood Study. 	Jun-15	Progress Delayed	<p>Council is engaged in an active ongoing program of implementing changes to the Murrindindi Planning Scheme. The MSS review, which includes the LPPF review was heard by an independent panel on 12th May 2015, and the report was received in June 2015. The report recommended the adoption of the amendment with some minor changes. This is being presented to Council in July 2015 for adoption.</p> <p>Amendment C55, the review of the Development Plan Overlays, and C46, the implementation of the Yea Structure Plan, were exhibited and submissions have been received on both amendments. The submissions are currently being assessed, and will be presented to council in the first quarter of 2015/16.</p> <p>The KFT Streetscape Master plan was amended to reflect the feedback from the community and stakeholder consultation, and is to be reported to Council in September 2015 for further consideration and adoption.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	<p>Council has appointed its own Emergency Management Fire Coordinator (EMFC) to assist in ensuring Council's emergency management responsibilities are better aligned with state and regional objectives. Council officers continued to participate with other Emergency Management Authorities in the implementation of the Municipal Emergency Management Plan and Municipal Fire Management Plan priorities.</p> <p>A full review of Council's Municipal Relief and Recovery Plan has also occurred during the year.</p>
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	Completed	<p>The pilot energy management plan has been completed which has identified the use of solar panels on 5 council offices. A full Energy Management Plan will be included as part of the review of the Environment Strategy. Council is also participating in a Climate Smart Agriculture study and is working with the community on a number of initiatives such as the</p>

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Four Comments
				Watts Working Better Education program.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
2.3.4	Adopt and implement the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan	2.3.4.1	Adopt and implement the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan	Jun-15	Completed	Amendment C54, the review of the Municipal Strategic Statement (MSS) and Local Planning Policy Framework (LPPF), was heard by an independent panel on 12th May 2015, and the report was received in June 2015. The report recommended the adoption of the amendment with some minor changes. This is being presented to Council in July 2015 for adoption.
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 considered a higher priority.
2.3.6	Review and progress Council's implementation of the Urban Design Frameworks for settlements within the Shire	2.3.6.1	Advocate for funding assistance to support initiatives linked to the Hume Regional Growth Plan implementation	Jun-15	Ongoing	Officers have continued to meet with the Department of Environment, Land, Water and Planning throughout the year in relation to funding opportunities to further enhance urban design frameworks/structure plans within the municipality, which align with the directions in the Hume Regional Growth Plan.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
		2.3.6.2	Commence implementation of the Kinglake Ranges Flowerdale and Toolangi Plan and Streetscape Design Framework	Jun-15	Progress Delayed	The KFT Streetscape Master plan was amended to reflect the result of community and stakeholder consultation, and is to be reported to Council for consideration and adoption in September 2015.
		2.3.6.3	Undertake a Structure Plan for Eildon	Jun-15	Progress Delayed	Due to the State Government's restructure of its departments the funding previously identified for this project was put under review. The project was unable to proceed until the funding was confirmed in June 2015.



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 Four Comments
Reduction in the infrastructure renewal gap	Develop strategies to ensure resources are appropriately allocated across all asset groups to reduce the infrastructure renewal gap over time.	Jun-15	Target achieved	The strategy that has been implemented includes the review of the existing Asset Management Plans and the development of a draft Fleet Asset Management Plan to ensure rigour in the asset management practices. The new and expanded assets received post 2009 bushfires have also been included in the asset management modelling process. The modelling process is used to run resource allocation options to identify the most effective solution to reduce the infrastructure renewal gap over time.
Delivery of the capital works program	Deliver 95% of annual scheduled Capital Works projects	Jun-15	Target not achieved	63% of Council's Capital works program was delivered. It was necessary to reschedule some major projects such as the Ghin Ghin Bridge replacement and the Yea Swimming Pool to timelines that were compatible with community needs. Some road construction projects will be carried forward to the next financial year for finalisation of delivery.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Defined levels of service for maintenance activities.	Develop and implement draft levels of service for roads and drainage maintenance by June 2015	Jun-15	Target achieved	The proposed levels of service across the roads and parks areas have been reviewed by the Council and implemented and will continue to be monitored into the future.

Asset Management Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Progress Delayed	Completion of this plan has been delayed to enable Council to obtain a more up to date condition audits on its road networks and will be completed in the first half of the next financial year

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.2	Develop an Asset Disposal Policy	Jun-15	Completed	The draft Asset Disposal Policy has been developed and consulted on internally and is being considered for adoption by Council in July 2015
2.4.1	Manage and renew our existing infrastructure assets in a responsible manner.	2.4.1.2	Seek infrastructure funding grants to support future capital works programs to assist in reducing the infrastructure renewal gap.	Jun-15	Completed	Of the total of \$2.4M in grants sought in the 2014/15 financial year, Council was granted \$911k in funds that will assist in reducing the infrastructure renewal gap. The funding awarded is for revitalising the Eildon Town Centre, Ghin Ghin Road Safety Improvements, Yea Civic Centre Project, Yarck Streetscape and Yea Railway Station. Council was unsuccessful in its applications for funds for the Ghin Ghin Bridge project (\$1.575M).

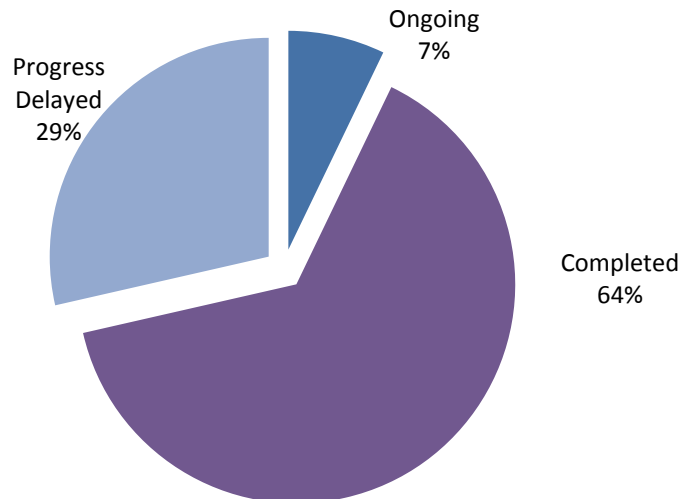
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
2.4.2	Engage with relevant communities on the development of community infrastructure and services	2.4.2.1	Assist community groups in the development of grant applications for infrastructure or services.	Jun-15	Completed	The shire wide Show me the Money! Grant Forum event was delivered in May 2015. It was developed in partnership with the community and had over 77 community participants listening to presentations from grant providers and attending grant skill development sessions. Feedback received has been positive and an evaluation of the event will be conducted by the organising committee in the 2015/16 financial year.
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	Completed	The proposed levels of service across the roads and parks areas has been reviewed by the Council and implemented and will continue to be monitored into the future.
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	Deferred	Although work has commenced on this policy, it has been deferred to the next financial year to be developed along with Council's policies on infrastructure renewal and its decisions to take on or divest management responsibility for community assets.

3. Our Economy

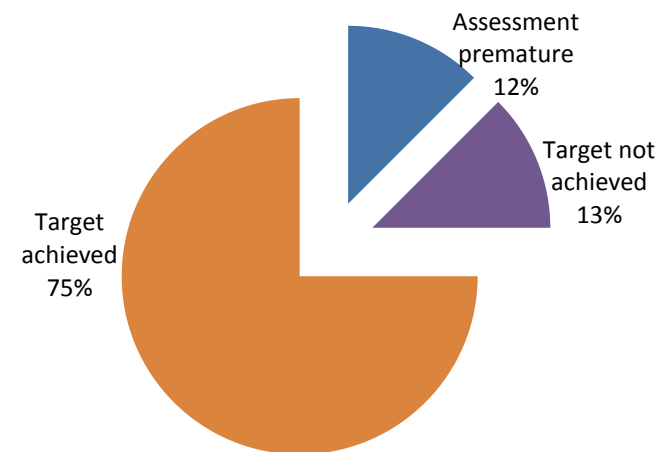
We will support the sustainable growth of Murrindindi’s businesses and the local economy.

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.

**Our Economy - Year 2 Activities
Full Year - 2014/15**



**Our Economy - KPI's
Full Year - 2014/15**



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 Four 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 achieved	Significant outcomes were achieved relating to the key recommendations identified in the Murrindindi Training Needs Analysis 2013. Through the Local Strategic Skills Training and Employment Network (LSSTEN), the MTI and Alexandra CEACA a number of advances were made including access to a broader range of certificate level courses (including Aged Care, Home and Community Care, Hospitality and Tourism) and the promotion of work based skills courses (such as Food Handlers, Food Safety Supervisors, Barista and Responsible Serving of Alcohol). Students from the local secondary schools participated in a careers in health day in Seymour and an aged care forum held in Alexandra focussed attention on future employment demand in that sector.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
The proportion of youth aged between 15 and 19 years, who are considered to be either learning (attending an educational or training course) or earning (employed).	Greater than 78%	Jun-15	Assessment premature	Data relating to the destination of school leavers as at 30 June 2014/15, emanating from the State Government's "On Track" survey will be available in the October-December period in 2015.

Workforce Development Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	Good outcomes were achieved in enhancing post secondary education and training options in the Shire. Alexandra CEACA took on responsibility for the practical aspects of the Murrindindi Training Institute (MTI) which delivered the Outdoor Recreation courses at Certificate 4 and Diploma level. The new Murrindindi Employers Training (MET) group was developed to focus on the strategic aspects of industry led training. Alexandra CEACA developed, promoted and trialled a number of new courses in both aged care and hospitality. The new Executive Officer of the Central Ranges Local Learning and Employment Network was introduced to local stakeholders and provided

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
						background and context concerning the current challenges and opportunities relating to post secondary education in Murrindindi. Plans were initiated that will see greater input from the CRLLEN in facilitating future initiatives.
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	Progress Delayed	Despite a number of good outcomes and very strong collaboration and networking enjoyed through the Local Strategic Skills Training and Employment Network (LSSTEN), some of the initiatives identified for action were delayed due to uncertainty of funding and a reduction in scope for the Central Ranges Local Learning and Employment Network. A range of work experience opportunities were undertaken by local students including involvement with the houseboat sector, a very successful careers day for the health sector was held in Seymour and progress was made regarding the potential of introducing a school based apprenticeship model in health and aged care.
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	Jun-15	Completed	Following some uncertainty regarding funding for the CRLLEN going forward, strong advocacy and support for the activities of the CRLLEN led to confirmation from the State Government of a 4 year commitment, at a reduced level. A new Executive Officer was appointed and the CRLLEN Board undertook a

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
			providing local training and employment programs.			strategic planning session to ascertain key priorities for the next 4 years. Plans were developed with the LSSTEN and the Executive Officer for a review of progress on key items in the Murrindindi Training Needs Analysis with a view to targeting a small number of new priorities in the coming year.

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 Four Comments
Number of actions implemented from the Council's Economic Development Strategy	4 initiatives implemented per annum	Jun-15	Target achieved	A number of initiatives from Council's Economic Development Strategy were implemented including successful advocacy for mobile phone infrastructure improvements, completion of Council's Regional Events Strategy, availability of free Wi-Fi at the Y Water Discovery Centre in Yea, completion and opening of the VIBE Marysville as a result of a major State Government stimulus and incentive package and initiation of facilitated dialogue among aged care providers and other key stakeholders looking at future service provision and investment.
No. of initiatives to improve business infrastructure and service	2 initiatives per annum	Jun-15	Target achieved	A range of outcomes to improve business infrastructure and service occurred throughout the year. Directional, interpretive and emergency management signage was constructed on the Great Victorian Rail Trail. Improved mobile phone and NBN wireless coverage will occur as a result of: 1) a new 700 mg "4GX" (data only) network based near Alexandra, 2) NBN wireless structures being installed near Eildon, Thornton and Alexandra and 3) a new mobile phone base station installed near Murrindindi. Council entered into a Memorandum of Understanding with Telstra outlining Council's co-

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
				contribution offer that led to Telstra securing Federal Government funding for mobile phone connectivity improvements at 8 identified mobile phone black spots across the shire.

Improving Business Infrastructure Year 2 Activities

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Four Comments
3.2.1 Support the development and implementation of the Hume ICT (Digital) Strategy and the Hume NBN Business Readiness Plan	3.2.1.1 Participate in the Indi Electorate Mobile Blackspots project	Jun-15	Completed	Significant outcomes were achieved through involvement with the Indi electorate Telecommunications Action Group (ITAG). Following an exercise to map existing infrastructure, a prioritisation process and strong advocacy relating to mobile phone deficiencies across the region, funding was announced for 8 new mobile base stations in the Murrindindi Shire. This will lead to significant improvements in mobile phone coverage across the shire. A number of other infrastructure improvements implemented in the period also led to improved connectivity. The NBN rollout began with Alexandra and Kinglake West being identified as the first localities to receive infrastructure that will enable high speed, affordable broadband to be available as of 2016.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Ongoing	Negotiations with adjacent landholders to the saleyards have occurred throughout 2014/15 in a bid to facilitate the purchase of additional land to assist in the consolidation and expansion of the Yea Saleyards. This will continue into 2015/16 as the land has not been sold to another party and dialogue remains ongoing with the current owners.
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	Progress Delayed	Completion of the Yea Structure Plan during the year has created new industrial development opportunities in the Yea saleyards precinct. Despite some delays relating to funding, the Eildon Structure Plan process was progressed in the last quarter of the year with consultants being appointed and initial inception meetings well underway. The Eildon Structure Plan will consider future options for residential and industrial land in and around Eildon with a focus on the growing needs of the houseboat maintenance and building sector. These Structure Plan outcomes add to existing industrial development opportunities in Alexandra and Narbethong.

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 Four Comments
Value of new commercial and industrial building developments	3% increase per annum	Jun-15	Target not achieved	The combined value of private and municipal building surveyor permits for commercial and industrial developments for the 2014/15 year was \$3,312,589 which was significantly lower than the two previous years. This is thought to reflect the completion of many commercial rebuilds associated with the 2009 bushfires.

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Number of investment attraction events/initiatives delivered	2 per annum	Jun-15	Target achieved	A number of investment attraction events/initiatives were undertaken including a business forum (with real estate agents, bankers, land valuers and other stakeholders) held in Yea, an aged care forum facilitated in Alexandra investigating investment potential in that sector and numerous hosted investor tours with potential foreign investors focussed on beef growing and exporting, tourism accommodation and local produce.

Investment Attraction Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
3.3.1	Implement a business attraction and investment campaign	3.3.1.1	Develop and implement the Murrindindi Business Prospectus	Jun-15	Progress Delayed	Significant progress was made in the development of the Murrindindi Investment Prospectus. Decisions were made on the platforms to be used, social media campaigns to be developed and the imagery and other content to be included in the investor attraction tools under construction. A range of other initiatives were completed in the process of developing and delivering the prospectus including two business forums, various pre development application meetings and the hosting of numerous investor group visits to the shire. Due to project resources being allocated to hosting a greater number of actual investor visits to the shire than anticipated, some aspects of the work plan were delayed and the project completion date was extended to December 2015.
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	Completed	The potential for investment into the aged care sector was investigated and was subsequently included in the opportunities list developed for the Murrindindi Business Investment Prospectus. Considerations relating to the range of potential options to invest in this sector were informed by a forum including key local stakeholders the State Government (Department of Health) and Council officers held at Alexandra District Hospital. Some investor interest was canvassed relating to two locations within the shire with a degree of expectation developed that investment in this sector will occur in at least one of those two locations in the near future.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	Opportunities for expansion of residential and business investment in the shire's main towns were promoted widely. The availability of residential land was increased via the adoption of the Yea Structure Plan. A successful 2015 Regional Victorian Living Expo occurred in April 2015 with over 10,000 potential relocators being given access to the Murrindindi stand and a range of brochures and other information. This was complimented with a regional stand that enabled conversations with local real estate agents and access to a display of local produce, food and wine. The "Region on a Plate" presentations on the main stage at the Expo saw quality local producers showcase all that the region offers visitors and new residents. The brief created for delivery of the Eildon Structure Plan places a focus on potential residential growth in and around the township.

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 Four Comments
Tourism visitation to the Shire	5% per annum increase in day trips	Jun-15	Target achieved	Based on the most recent figures available (ie. the 12 month period ending March 2015), Murrindindi received 494,000 domestic day trip travellers - up 9.3% on the previous 12 months. It should be noted that due to changes in the collection methodology, care should be taken when comparing these figures to previous years.
Tourism visitation to the Shire	3% per annum increase in overnight stays	Jun-15	Target achieved	Based on the most recent figures available (ie. the 12 month period ending March 2015), Murrindindi received 205,000 domestic overnight visitors - up 17.4% on the previous 12 months. It should be noted however, that due to changes in the collection methodology, care should be taken when comparing these figures to previous years.

Tourism Development Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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 was confirmed for the Master Plan, the commencement of the project was initially delayed due to the need to resolve legal arrangements associated with the lease of the railway land with Victrack. The project finally commenced in the third quarter with the appointment of consultants to assist with the Master Plan development and the formation of a Project Reference Group to ensure community involvement in the development of the Plan. The project is now due for completion in December 2015.
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	Completed	Key investment opportunities identified in the Goulburn River Valley Tourism Destination Management Plan progressed well. The spa and wellness centre at VIBE Marysville opened and began attracting visitation. Formal funding approval was received for the Eildon Structure Plan that will lead to consideration of a range of sites as potential development locations for a lakeside tourism accommodation opportunity. Despite a period of inaction, the Toolangi Zipline proposal was back on the agenda with renewed support from the State Government and interest from the development community.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	The Alexandra to Eildon Trail Link Feasibility Study was completed during the year with Council resolving to seek funding to construct the section of trail linking Eildon to Thornton. Council also supported the allocation of funds from the Advancing Country Towns Project to complete a full design of the Alexandra to Eildon trail and to construct a short section of the Eildon to Thornton stage. This work will be undertaken in 2015/16.

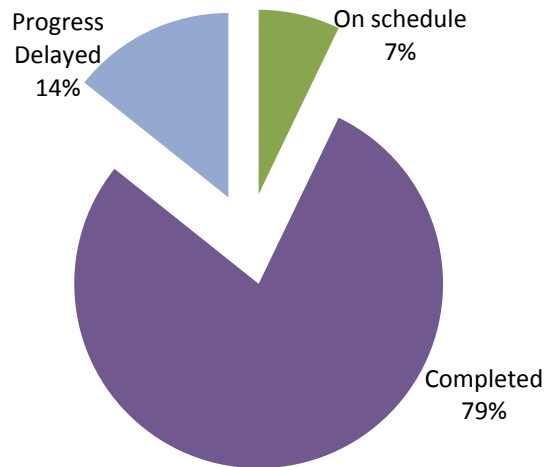
Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
3.4.3	Maintain strong relationships with government departments and agencies to promote enhanced tourism opportunities and infrastructure in the Shire such as the Giant Trees Trail and Toolangi Zip Line.	3.4.3.1	Support Murrindindi Inc in enabling local business and tourism associations to engage with Government departments and agencies	Jun-15	Completed	Support was provided to Murrindindi Incorporated (Murri Inc) to enable the organisation to function at a high level and to engage with local and state government agencies and key industry groups. Some initiatives include the development of the Murri Inc Strategic Plan and Action Plan 2015 - 2017, invitations for involvement/representation at business forums and on steering committees such as the Murrindindi Business Investment Prospectus steering committee, and a permanent place on the Murrindindi Shire Council Economic Development Advisory Committee. A funding request to Regional Development Victoria, with Council as the auspice, was lodged. If successful, the funding will resource a range of planned Murri Inc activities to be delivered in the 2016 - 2018 period.
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	Completed	Council continued to advocate to the State Government for funding for a study into the feasibility of a Giant Trees Trail within the Murrindindi and part of the Yarra Ranges Shires. All indications at the end of the financial year were that funding opportunities for visitor economy infrastructure development - such as tracks and trails - would be announced in July 2015.

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.

**Our Council - Year 2 Activities
Full Year - 2014/15**



**Our Council - KPI's
Quarter Three**





4.1 Leadership

We will deliver leadership and advocacy

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four 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 achieved	Several non-statutory community forums were held during the year. See 4.1.3 for more information
Advocacy to the State and Federal Governments	Advocate on behalf of the community on a minimum of 10 issues a year	Jun-15	Target achieved	Council advocated on many issues during the year . See 4.1.1 for more information.



Leadership Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	<p>Council advocated on a range of issues during the year. Early in the year Council increased substantially its advocacy efforts with the former State Government in seeking funding assistance to help with the shortfall arising from the gifting of new and expanded assets following the 2009 bushfires. Following the State election Council's advocacy efforts focused on looking at ways to encourage funding which will help boost the local economy and development within the Shire as well as continuing advocacy for further financial support. This has involved meetings with local members of parliament, several former and new State Ministers and Shadow Ministers to press Council's needs in areas such as planning scheme amendments, local industry-based training, funding for structure plans, financial support for Council and key industry sectors and various tourism and economic development projects. Council also worked to attract the kinds of activities which will boost spending in the region; to this end Council made a successful bid for the RCV Summit to be held in Marysville in 2016. During the year Council successfully advocated via the Federal Member for Indi, Cathy McGowan and the Indi Telecommunications Action Group to the Federal Government regarding Murrindindi Shire's priorities on the Mobile Black Spots Program. The Federal Government announced in June that eight new base stations would be constructed by Telstra across the</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
						Shire over the next 3 years, with a significant improvement for mobile phone coverage anticipated. Council worked with the MAV in support of its advocacy efforts to secure adequate funding for both Aged and Disability Services and Early Childhood Services. Council advocated to Regional Development Victoria regarding accessing funding to support the implementation of the Murrindindi Inc. strategic plan and action plan. Council has contributed to submissions to the Federal Government advocating for the retention of key elements of the Victorian Home and Community Care system in the transition from State to Federal Government management. In June, Council hosted and participated in the Rural and Regional Planning conference and advocated to the State Government regarding the importance of bushfire mapping in recognising and managing bushfire management overly areas and issues.
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	Completed	Council adopted the Murrindindi 2030 Vision at its October 2014 Ordinary Council meeting and the Implementation Statement at its May 2015 Ordinary meeting.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	Several community engagement forums were held during the year providing the opportunity for community input into Council's decisions and activities. Council undertook a substantial consultation with the community in relation to prioritising options under consideration to help meet the funding shortfall arising from the gifting of new and expanded assets to Council following the 2009 fires. Several forums were held to advise the community and seek input in relation to a variety of infrastructure projects including the Yarck Streetscape project, the replacement of the Ghin Ghin bridge and the Taylor Bay waste and recycling compound. Other projects for which community forums were held during the year include the development of a Murrindindi Gaming Policy, the Kinglake Ranges, Toolangi and Flowerdale Streetscape Master Plan, the development of the Council's new Rating Strategy, and the draft Lake Eildon Recreational Boating Infrastructure Plan. Council also ran a Grants Forum in Yea for community information and capacity building in conjunction with key community organisations across the Shire. Council hosted an Aged Care Forum for stakeholders, at the Alexandra District Hospital to share information and collaborate across the sector and to discuss opportunities for growth and investment. As part of the Watts Working Better Project Council ran business and community forums relating to energy efficiency.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	Council initiated use of a dedicated Facebook page on Council's advocacy to the State Government seeking assistance with funding for new and gifted assets. The page was designed to provide a new and supplementary two-way communication channel as a means of engaging the community on an issue of considerable importance to the Shire. Council also used the page to ask for community feedback on funding options under consideration by Council. Council finalised its social media policy and delegations during the year and a Children's Service Network Facebook page was launched and is running very successfully.



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 Four Comments
Community perception of performance for customer service	Achieve a score of 66 or more in the annual community satisfaction survey	Jun-15	Target achieved	Annual community customer service survey results for 2015 show a 3 point increase in community satisfaction with customer service since 2014, the highest increase across all of Council's core measures. This occurred within the context of a six point increase in the total number of residents who had any contact with Council over the year.
Number of business processes implemented	Improve a minimum of five business processes a year	Jun-15	Target achieved	Council implemented significant improvements across a range of business processes during the year. See 4.2.2.1 for more information

Customer Service Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
4.2.1	Build on our customer service and communications with the community	4.2.1.1	Further develop Council's customer response tracking processes and establish indicators of Council's responsiveness	Jun-15	Completed	A review of Council's customer service operations was concluded during the year which has highlighted a number of areas for improvement in handling customer needs and requirements which will be implemented progressively over the next two years. Council appointed and has trained a new Customer Service Trainee at its Alexandra Office.
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> <p>1. Governance - improve Council's policy framework in line with audit outcomes and best practice guidelines.</p> <p>2. Procurement - establish electronic tendering and contract management processes.</p>	Jun-15	Completed	<p>1. Council adopted a new framework for the review and development of policies during the year. This involved a review the status of all Council policies to a program to ensure the ongoing relevance and alignment with the new policy framework.</p> <p>2. A full review of Council's Procurement Policy was adopted by Council in December 2014. Further training for Council officers highlighting the new compliance requirements has occurred for all delegated officers in 2014/15</p> <p>3. Council's new electronic document management system has now been rolled out across 100% of the organisation. Stage 2 of the project commenced which focuses on eliminating paper-based processes and removing obsolete computer storage drives and physical archives of Council records. This stage will extend into 2015/16.</p>

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Four Comments
		<p>3. Electronic document management - utilise the new system to reduce reliance on paper-based processes and to improve archiving practices.</p> <p>4. Finance systems - incorporate the new Local Government Performance Reporting Framework into Council's existing financial reporting processes.</p> <p>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. The implementation of this framework has been incorporated into Council's financial year end processes and will be represented in Council's Annual Report for 2014/15 which is due for publication in September 2015.</p> <p>5. Council officers have finalised a new Business Continuity Plan during 2014/15, to ensure that Council is best equipped to deal with any emergency business interruptions that might eventuate so that critical Council services can continue to be provided. This plan was tested in May 2015 with the results showing that Council is well placed should it ever be required to put this plan into action. Further testing will be undertaken in 2015/16 and beyond to ensure that the Plan remains current and that officers are trained appropriately.</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 Four Comments
Rate base increased by: <ul style="list-style-type: none"> • Overall Capital Improved Value • New and quality developable lots 	Increase the shire's Capital Improved Value by 1.5 % each year Increase the number of developable lots across the shire	Jun-15	Target not achieved	The Capital Improved Value (CIV) used in Council's 2014-15 Budget in the calculation of the rates was \$3.864 billion. With additional supplementary valuations processed throughout the year, the CIV for rateable assessments within the Murrindindi Shire increased to \$3.907 billion, an increase of 1.09%, marginally shy of the target of 1.50%. The total amount of rateable assessments within the Shire increased to 9,531 properties, an increase of 0.31%.
Completion of the Rating Strategy	Complete the Rating Strategy by 31 December 2014	Dec-14	Target not achieved	Council's new Rating Strategy was adopted at the March 2015 meeting of Council, a few months after the initial targeted date of December 2014.

Financial Sustainability Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	<p>Work on this project has not progressed substantially this year and will need to be carried forward into 2015/16. Council has, however, recently restructured a number of positions internally to ensure a more streamlined approach to facilitating economic development and growth in the Shire and to make the Council more accessible to those who want to undertake development.</p> <p>The newly created position of Manager Development will be focussed on better aligning systems and processes to ensure growth opportunities for the rate base within the Shire are maximised.</p>
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	Completed	<p>Council's Draft Annual Budget 2015/16 and the year three review of its Strategic Resource Plan 2013-2017 were adopted by Council in May 2015,. These documents, including Council's Long Term Financial Plan and Capital Improvement Plan will assist Council in providing financially sustainable service delivery for the 2015/16 financial year, as well as planning for the longer term.</p>

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
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	Completed	Training of Council officers has continued throughout the year, with an emphasis on upskilling new staff and coaching existing staff. Executive and senior management have met with Regional Development Victoria representatives to discuss the State Government priorities and assessment criteria. Officers attended the Federal Government's National Stronger Regions Fund (NSRF) information session to ensure greater awareness of Federal priorities.
4.3.4	Promote an equitable rating strategy for all ratepayers	4.3.4.1	Complete and implement the Council's Rating Strategy	Jun-15	Completed	Council's Rating Strategy was adopted at the March 2015 Ordinary Meeting of Council following extensive community consultation and consideration of legislative requirements and government guidelines. The new differential rating categories outlined in the strategy will take effect from 1 July 2015.
		4.3.4.2	Complete the alignment of the Council's Planning Zones with the rating system	Jun-15	Completed	As per 4.3.4.1, Council's new Rating Strategy has now been adopted enabling finalisation of the rating system alignment with Planning Zones.



4.4 Staff

We will have engaged and professional staff

Key Performance Indicators

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Staff Satisfaction	Improve internal staff satisfaction results year on year and reduce staff sick leave days by 1% per annum	Jun-15	Target not achieved	The final quarter saw a significant rise in time lost due to sick leave as a result of a structural review with some affected staff taking personal leave. The overall sick leave rate which had been trending below the target of 3.0% throughout the year rose to 3.25% by year end.
Number of staff training days	Increase staff training days by 1% per annum	Jun-15	Target achieved	<p>In the final quarter of the year 214 participants undertook 113.4 training days, which entailed 28 different training programs. The total training for the year resulted in 699 participants participating in a total of 73 different programs totalling 367 training days.</p> <p>In addition staff were enrolled in 294 on line programs including:</p> <ul style="list-style-type: none"> - Induction and policy bundles - Fraud awareness - Information management - Electronic communication & social media in the workplace - Excel

Year 2 Key Performance Indicator	Target	Estimated Completion Date	Status	Quarter Four Comments
Health and safety	Reduce Time Lost through workplace injury by 5% per annum	Jun-15	Target achieved	<p>Time lost through injury in the final quarter was again low and averaged 0.2% time lost across the year. This figure again maintains the trend of the previous two quarters and demonstrates continued strong improvement on previous years.</p> <p>Hazard reporting has increased this financial year due to staff being more aware of the importance of safety. The investigation and mitigation of hazards is being completed in a timely manner with the introduction of the electronic document management system TRIM.</p>

Staff Year 2 Activities

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four 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	Completed	<p>Council's policy framework for the year continued the drive for improvement with review of four organisational policies in Health and Wellbeing, Consumption of Alcohol and Drugs, Working in UV/Extreme Heat, Occupational Health and Safety.</p> <p>In addition the Council's Business Continuity Plan was developed and approved. A desk top test was conducted in the final quarter demonstrating Council's improved capacity to respond in the event of a business interruption.</p> <p>Council's new Enterprise Agreement was also finalised and certified during the year.</p>
4.4.2	Provide staff training and professional development opportunities	4.4.2.1	Provide staff training and professional development opportunities.	Jun-15	Completed	<p>The provision and coordination of staff training and professional development opportunities continued to improve in this financial year. A training register was established which has enabled better tracking and reporting of all relevant development opportunities and an improved process for determining training needs has improved the relevance, diversity and spread of training and development opportunities.</p> <p>The North East Regional Development Scheme (NERDS) partnership between Councils in NE Victoria has strengthened during the year resulting in council utilising and accessing a range of cost effective and relevant programs, both on-line and face to face.</p>

Council Plan Strategy	Year 2 Action	Estimated Completion Date	Status	Quarter Four Comments
				<p>A highlight of Council's commitment to leadership development was the participation of a Council team in the Local Government Management Australia (LGMA) Challenge. The team won the Victorian state final (beating 25 other teams) and performed credibly in the Australasian finals.</p> <p>The year saw 793 staff participate in 79 different training events totalling the equivalent of 453 training days; and 294 staff enrol in 8 different online learning programs.</p> <p>Some highlights include</p> <ul style="list-style-type: none"> - a pilot program through Municipal Association Victoria (MAV) supporting Council's workforce planning and mature age employees transition to retirement, - hosting and participating in the MAV Rural and Regional Planning conference, - utilising a range of new providers to provide courses in areas of Good Governance, Decision-making, Consultation, Sustainability as well as meeting our obligation to ensure staff are trained in a range of compliance topics such as manual handling, first aid, EEO, Procurement, Respectful work relationships.

Council Plan Strategy		Year 2 Action		Estimated Completion Date	Status	Quarter Four Comments
4.4.3	Provide workforce development and succession planning opportunities	4.4.3.1	Progress the development of a voluntary staff rotation program across work areas within the organisation	Jun-15	Progress Delayed	The rotation program was deferred and will be incorporated into the review of customer service delivery during 2015/16.