

Murrindindi Shire Council Policy

Title: Street and Public Lighting Installation Policy

Type: Council

File No: 52/02/06 – 54/03/05

Date Adopted: To be completed later

Next Review Date: January 2017

Revision History:

Date	Action	Who
19 February 2014	Draft	MIA
19 February 2014	EMT review	MIA
7 February 2014	Council Briefing	MIA

1. Purpose

The purpose of this policy is to:

- Provide a framework for assessing the need for new street and public lighting installations.
- Provide an equitable and consistent approach to responding to requests for new street lighting or public lighting installations received by Council from members of the community.

2. Rationale

The rationale for this policy is to have a procedure which outlines the process for assessing applications received from members of the community or developers for new or additional street lighting installations.

Council regularly receives requests for additional lighting to be installed within the shire and developers require guidance for determining the lighting requirements for new developments.

3. Scope

This scope of this policy is to provide the process and criteria to be applied when assessing a request for the provision of street and public place lighting within the shire and applies to lighting located in streets and public places within the shire boundaries.

4. Policy

The guiding principles for the implementation of this policy include:

- For Council to consider a request for street or public lighting installation all requests must follow the procedure set out in section 5 of this policy
- An acceptance by 60 % of affected owners will be required prior to final approval of the request.
- Lighting in local streets should provide an environment which is conducive to the safe and effective movement of vehicular and pedestrian traffic at night.
- Generally lighting design will consider visual requirements of pedestrians as dominant over motor vehicles.
- Reference will be made to Council's Infrastructure Design Manual and the relevant Australian Standard for street lighting. However the final design, including type, number, location and spacing will be determined by Council.

- Council will use its discretion in accordance with Schedule 7A of the Road Management Act 2004 as the responsible authority to ensure any street lighting installations are appropriate in regard to Council's road management functions.
- The installation of public lighting including design and specification of lamps will consider environmental impacts and will use energy efficient technology wherever possible.
- Installation of public lighting will ultimately be subject to the provision of funding with Council's budget.

5. Assessment Procedure

The procedure for the assessment of provisions of street lighting will involve the following steps:

- All requests for public lighting installation must be submitted to Council on the prescribed form as set out in Schedule 1 of this policy.
- Applicants will receive advice that the application has been received and registered for further assessment.
- Council will consider each application having regard to the criteria as set out in Table 1. The principle basis of using these criteria in the assessment is to address the physical attributes of the location under consideration as well as local and wider community benefit or impact.
- The request will only proceed if there was 60% support from those residents directly adjacent or opposite the proposed location.

The following table outlines the assessment principals that will be applied to each request:

Table 1 - Assessment Criteria

Criteria	Principals
Traffic Volumes	Higher priority will be placed on lighting requirements for township areas where pedestrian and vehicular traffic is higher than in rural areas.
Land use	Higher priority will be applied to those areas where land use directly correlates to increased pedestrian and vehicular movements such as higher density residential and commercial precincts.
Road type	Higher priority will be given to those roads which have higher traffic use and a higher level of integration between pedestrians and vehicle movement.
Road use	Preference will be given to road intersections locations which tend to be likely crossing point for pedestrians.
Existing spacing	Proposed installations locations will take into account the current networks and general spacing in adjoining areas.
Existing Pole	The use of existing infrastructure has a bearing on the cost of installation and the impact on the local streetscape therefore priority will be given to the availability of existing infrastructure.
Precinct Assessment	Consideration of pedestrian usage will be based on precincts such as sporting clubs, schools, retail areas and medical facilities.
Pedestrian Use	Areas with high pedestrian use will be given priority over areas with low pedestrian use.
Footpath Details	Consideration will be given to existing pedestrian infrastructure such as footpath types and locations.
Historical Safety Records	The assessment will consider records of reported incidents concerning safety of pedestrian and road users.
Traffic control devices	A high priority will be given to lighting requirements relating to traffic control devices such as speed humps and traffic islands.

Applications that are supported for installation after assessment will be referred to Council's capital works program working group for inclusion in the 10 Year Capital Improvement Plan for consideration by Council as part of its annual budget process. Lighting installations that have a greater community benefit will be given priority.

Final approval for the lighting installation will occur once a budget has been adopted.

In relation to the installation process the following will apply:

- The timing of installation will be determined by available funding in each year's budget and distributors (SP Ausnet) works program schedule.
- Council will be responsible for the cost of street and public lighting, electricity consumption and for the replacement of lamps and other luminaire parts as required in the form of an annual tariff as calculated by the distributor.
- The Developer will be responsible for the full cost of the provision of street lighting for new subdivisions including all design and implementation costs. Council is responsible for the ongoing maintenance and operation costs with respect to the public roads.
- The cost of the provision of lighting associated with Council public places will be borne by Council.
- The cost of the provision of lighting associated with privately owned and controlled public places will not be considered by Council.

6. Supporting Documents

- Murrindindi Shire Council Planning Scheme
- Infrastructure Design Manual
- Public Lighting Code 2005
- Australian Standard AS/NZS 1158 1.1.2005
- Road Management Act 2004

7. Related Policies

Council Environmental Policy
Consultation Policy

8. Governance

General Manager Infrastructure and Development Services

9. Portfolio and/or Riding Councillor Input

Councillor Bernie Magner

10. Responsible Officer

Manager Infrastructure Assets

11. Human Rights Charter

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

Schedule 1.



Street lighting Request

Postal Address
P.O. Box 138
Alexandra VIC 3714

Infrastructure Services Asset
Ph: 03 5772 0333
Fax: 03 5772 2291

Website
www.murrindindi.vic.gov.au
msc@murrindindi.vic.gov.au

ABN: 83 600 647 004

Applicant details:

Name:

Postal address:

Daytime contact number:

Additional streetlight and power pole details:

Location of pole:

Power pole number:

Reason for request:

Customer summary:

- When filling out this application it is necessary for you to establish on which power pole you would like the streetlight placed and identify it to Council by its location and pole number. If a power pole does not exist, then identify the suggested location for the new pole and streetlight.
- As a streetlight may impact on a number of properties, it is essential that the opinion of the owners in the vicinity of the proposed streetlight is sought.

Signature:

Date:

Privacy statement

Council is collecting your personal information for the purpose of assessing your application for additional streetlighting. The collection of this information is authorised under the Local Government Act. Your information will not be given to any other person or agency unless you have given us permission or we are required by law.

Murrindindi Shire Council Policy

Title: Asset Management

Type: Council
File No: 09/06/03

Date Adopted: Next Review Date: June 2017

Revision History:

Date	Action	Who
14 December 2011	Policy has been adjusted to align with the Council Plan and Asset Management Strategy	GM Infrastructure Services
28 January 2014	Policy Review	MIA

1. Purpose

This purpose of this policy is to:-

- Set out Council's commitment to manage and care for its assets in a way that meets the needs of the community.
- Outline the importance of asset management within the organisation.
- Set out the broad framework for the implementation of asset management in a structured and coordinated manner.

2. Rationale

The rationale for this policy is to facilitate, assist and drive the organisation to achieve a position of sustainable infrastructure that demonstrably meets the needs of the community.

3. Scope

The scope of this policy applies to physical assets, built or constructed, that provide a service to the community and which require management by Council. Physical assets include land, buildings, roads, bridges, footpaths, bicycle paths, parks, sporting facilities, leisure facilities, playgrounds, passive recreational reserves, stormwater drains / structures and litter traps.

Financial, human and information assets (including intellectual property) are not covered by this policy.

4. Policy

The guiding principles of this policy include:

- Integrated decision making will be utilised in order that the built, social, economic and natural impacts of asset provisions and maintenance are properly considered throughout the asset management process.
- Adopt a total lifecycle management approach to asset management which considers "whole-of-life" costs, particularly for all capital investment proposals and ensure that the asset base is not increased without considering the impact on the ability to fund future maintenance and renewal.
- Establish adopted processes where capital expenditure decisions are based on rigorous and documented economic appraisals of options that include financial as well as non-financial parameters.
- Maintain long-term (10 years plus) Asset Management Plans informed by community consultation and local government financial reporting frameworks, which set out capital and

operational financial requirements for a suite of community and infrastructure assets.

- Adopt a multi-discipline approach to asset management which involves and engages all stakeholders.
- Consult with, and engage as appropriate, the community in determining service levels for the maintenance and management of assets.
- Prioritise funding for renewal of existing assets in preference to new assets, subject to being able to meet functional requirements.
- Adopt a risk management approach to asset management to ensure that Council's risk exposure is minimised.
- Integrate asset management principles into Council's business practices to help grow an asset management culture within the organisation.
- Integrate asset planning and management into corporate and business plans, budgetary and reporting processes.
- Ensure that grant funded projects are required to be reviewed for "whole-of-life" costs as part of the consideration process.
- Commit to the establishment and use of a capital works priority evaluation methodology as part of the initial formulation of all capital works proposals.
- Establish financial and asset management reporting categorised in terms of operational, maintenance, renewal, upgrade and new expenditure classifications.
- Ensure ownership, control, accountability and reporting requirements for assets are established, clearly communicated and implemented.
- Ensure asset management activities are undertaken within an integrated Asset Management Policy framework and on best practice principles and standards.
- Ensure staff responsible for managing Council's assets have the required skill to manage assets appropriately
- Ensure audit and review procedures are undertaken within appropriate timelines.

5 Asset Management Working Group

The management of Council's assets requires a whole of organisation approach. A cross functional Asset Management Working Group(AMWG) shall operate to maintain, coordinate, advise and facilitate the implementation of the adopted Asset Management Strategy.

The AMWG will report regularly to the Executive as required.

6. Review Procedures

- This policy is to be reviewed in conjunction with any relevant changes to the Council Plan.
- Asset Management Plans must be reviewed every 3 years and monitored against performance on an ongoing basis.

Upon expiry of the policy the Manager Infrastructure Assets will have the responsibility for the review.

7. Supporting Documents

This policy may link to various other Council and external documents that will be identified further in the Asset Management Strategy and Asset Management Plans. Specifically, this policy is to be read in conjunction with the following documents:

- The Council Plan 2013-17
- Asset Management Strategy
- Asset Management Plans

- Long Term Financial Plan
- Charter for Asset Management Working Group

Other documents that have significant influence on the policy objectives are the following:

- Municipal Road Management Plan
- Municipal Health & Wellbeing Plan

8. Related Policies

Not identified

9. Governance

Council and all Council officers are to work within the scope of the policy, which will be monitored and implemented by the Asset Management Working Group.

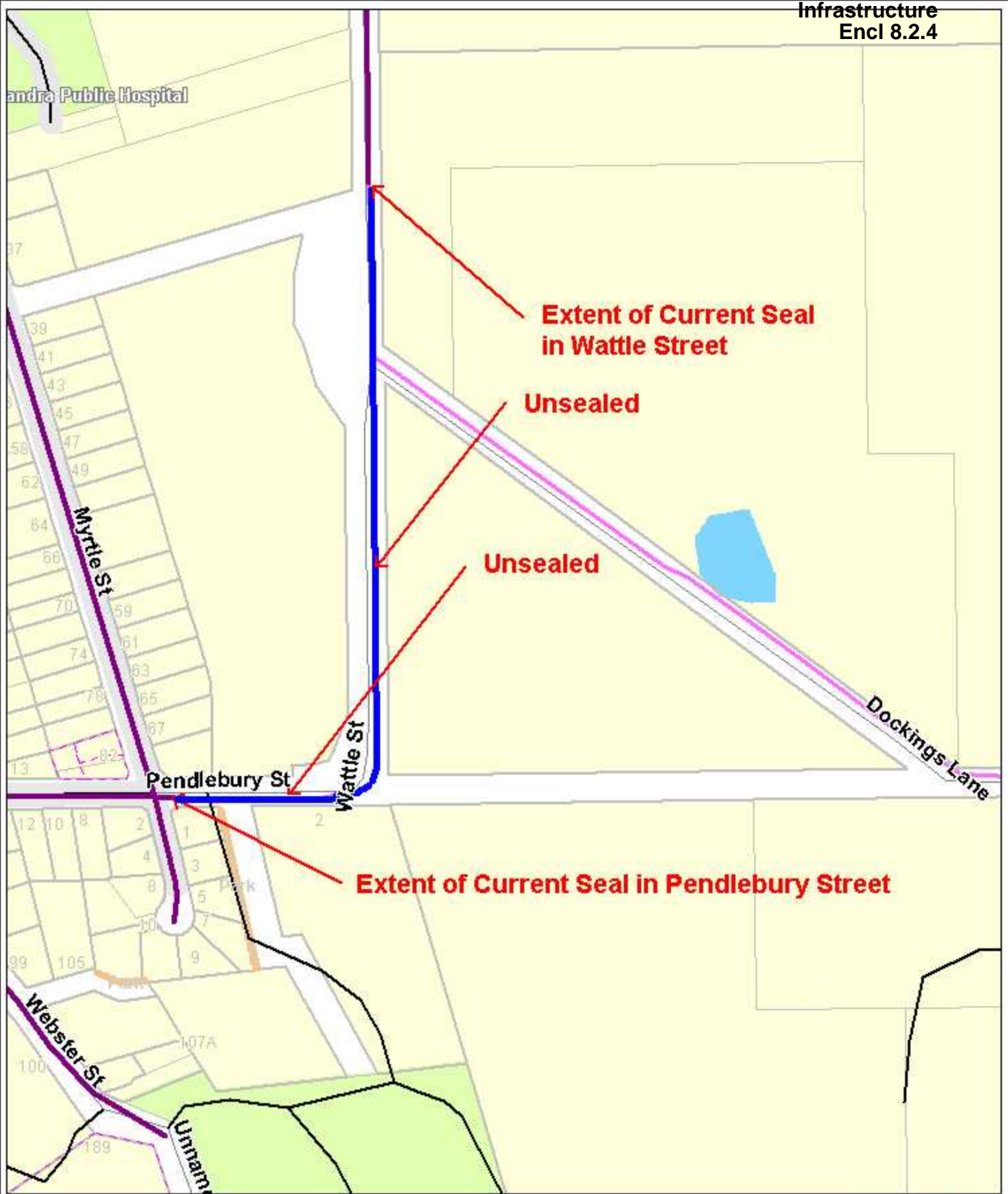
10. Portfolio and/or Riding Councillor Input

11. Responsible Officer

Manager Infrastructure Assets

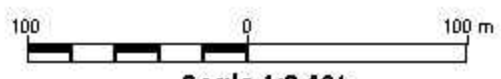
12. Human Rights Charter

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



Unsealed Section of Wattle & Pendlebury St

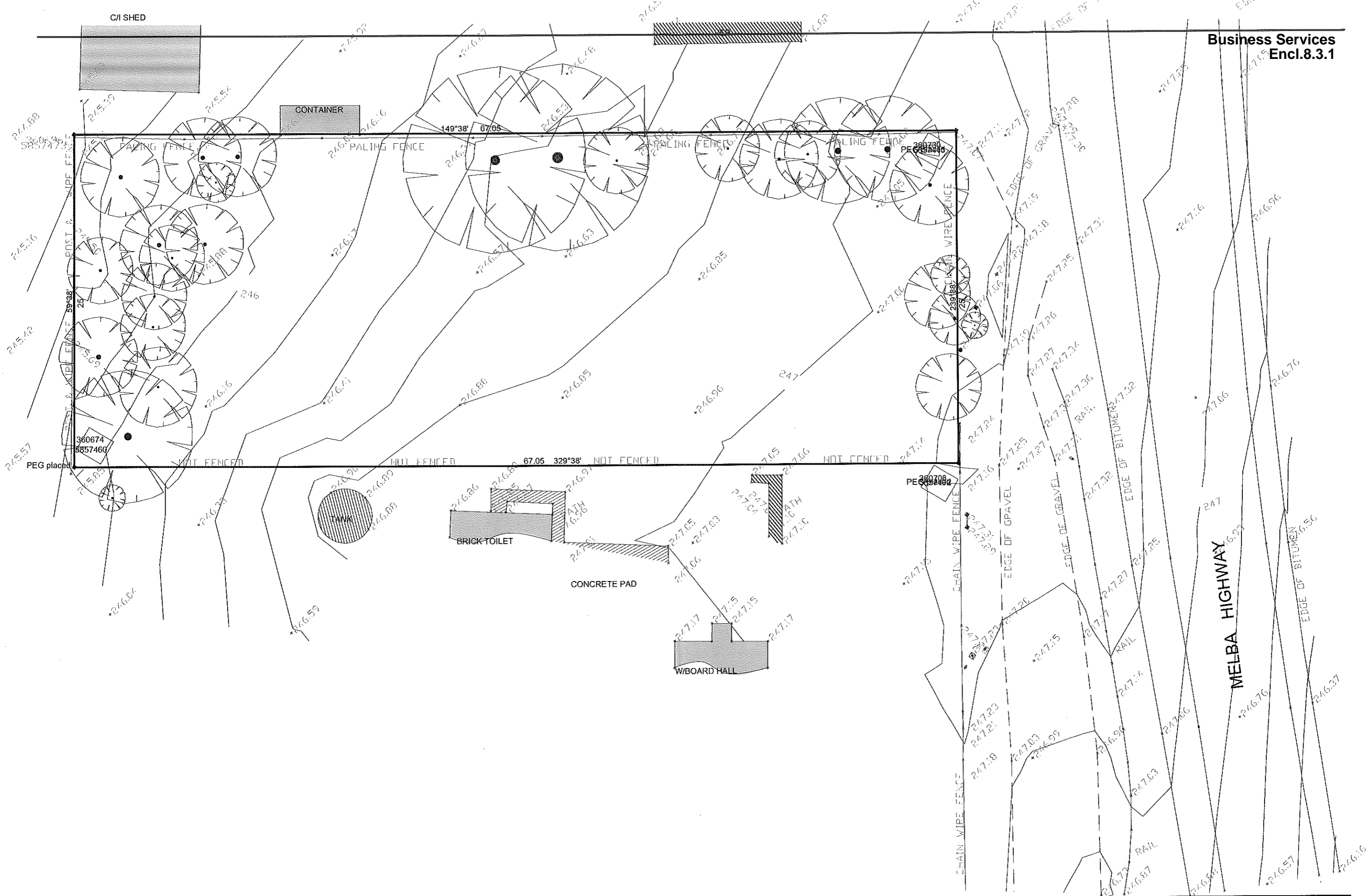
Printed 20/2/2014



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Disclaimer: Title boundaries are indicative only. Not to be used for fencing or surveying purposes.





Rev	Description	Date
2	PLANNING APP ISSUE - REVISED	20.08.13
1	CONCEPT PLAN ISSUE	09.08.13



Client:
COUNTRY FIRE AUTHORITY

NEW FIRE STATION
3873 MELBA HIGHWAY
GLENBURN

SITE PLAN
EXISTING CONDITIONS

Scale: 1:250 @ A3
Date: AUGUST 2013
Drawn: pa
13621 D01



Statement A							
Murrindindi Shire Council							
Income Statement							
For the period ended 31 December 2013							
	Original Budget	September Revised Budget	Revised Budget	YTD Budgets	YTD Actual	Variance (unfav)	%
	2013/14	2013/14	2013/14	30/12/13	30/12/13		
	\$	\$	\$	\$	\$	\$	
Revenue							
Rates & Charges	15,646,386	15,646,386	15,646,386	15,617,401	15,659,298	41,897	0%
Special Charge	108,150	108,150	108,150	-	-	-	
Statutory fees and fines	598,470	598,470	605,470	298,455	300,672	2,217	1%
User fees	2,055,866	2,055,866	2,059,866	823,788	904,881	81,093	10%
Grants - Recurrent	6,191,607	3,907,317	3,980,553	2,055,300	2,085,621	30,321	1%
Grants - Non-Recurrent	5,665,044	6,150,588	6,861,516	3,113,274	1,737,271	(1,376,003)	-44%
Contributions - Cash	280,760	285,288	285,288	240,082	237,797	(2,285)	-1%
Contributions - Non Cash	-	-	-	-	-	-	
Reimbursements	116,600	116,600	279,786	210,221	218,170	7,949	4%
Other revenue	491,929	491,929	791,863	371,932	376,179	4,247	1%
Total Revenue	31,154,812	29,360,594	30,618,878	22,730,453	21,519,889	(1,210,564)	-5%
Expenses							
Employee Benefits	11,512,716	11,778,007	12,067,808	6,059,553	5,865,849	193,704	3%
Materials and Services	11,191,489	12,644,791	12,745,980	5,447,837	4,363,084	1,084,753	20%
Depreciation and amortisation	7,797,492	7,797,492	7,349,622	-	-	-	0%
Other Expense	278,591	278,591	278,276	137,230	140,421	(3,191)	-2%
Finance Costs (Interest)	335,957	335,957	329,996	86,876	86,878	(2)	0%
Total Expenses	31,116,245	32,834,838	32,771,682	11,731,496	10,456,232	1,275,264	11%
Net gain(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	747,237	747,237	
Surplus (deficit) for the period	38,567	(3,474,244)	(2,152,804)	10,998,957	11,810,894	811,937	7%
<i>Net gain (loss) on disposal of property, infrastructure, plant & equipment</i>							
<i>Proceeds from Sale of Fixed Assets</i>	351,305	1,425,440	1,663,622	722,895	747,237	24,342	3%
<i>Carrying value of assets sold</i>	351,305	1,425,440	1,663,622	722,895	-	722,895	
Total	-	-	-	-	747,237	747,237	
Total Materials and Contractors							
Utilities	497,794	497,794	509,268	229,209	229,267	(58)	0%
Contractors	7,483,579	8,561,451	8,707,013	3,523,757	2,593,477	930,280	26%
Legal Expenses	113,870	113,870	225,329	149,887	158,801	(8,914)	-6%
Insurance	525,784	525,784	525,784	475,153	459,145	16,008	3%
Materials	1,110,591	1,207,092	1,230,245	684,035	611,418	72,617	11%
Contributions	701,155	701,155	683,155	231,498	183,273	48,225	21%
Consultants	758,716	1,037,645	865,186	154,298	127,703	26,595	17%
	11,191,489	12,644,791	12,745,980	5,447,837	4,363,084	1,084,753	20%

Statement A (Alternative Format)							
Murrindindi Shire Council							
Income Statement							
Underlying Operational Result Format							
For the period ended 31 December 2013							
	Original Budget	September Revised Budget	Revised Budget	YTD Budgets	YTD Actuals	Variance (unfav)	%
	2013/14	2013/14	2013/14	30/12/13	30/12/13		
	\$	\$	\$	\$	\$	\$	
Revenue							
Rates & Charges	15,646,386	15,646,386	15,646,386	15,617,401	15,659,298	41,897	0%
Statutory fees and fines	598,470	598,470	605,470	298,455	300,672	2,217	1%
User fees	2,055,866	2,055,866	2,059,866	823,788	904,881	81,093	10%
Grants - Recurrent (Operating Only)	6,191,607	3,907,317	3,980,553	2,055,300	2,085,621	30,321	1%
Grants - Non-Recurrent (Operating Only)	1,143,694	1,633,299	1,817,321	220,585	190,001	(30,584)	-14%
Contributions - Cash (Operating Only)	55,760	60,288	60,288	27,582	27,797	215	1%
Reimbursements	116,600	116,600	279,786	210,221	218,170	7,949	4%
Other revenue	491,929	491,929	791,863	371,932	376,179	4,247	1%
Total Revenue	26,300,312	24,510,155	25,241,533	19,625,264	19,762,619	137,355	1%
Expenses							
Employee Benefits	11,512,716	11,778,007	12,067,808	6,059,553	5,865,849	193,704	3%
Materials and Services	11,191,489	12,644,791	12,745,980	5,447,837	4,363,084	1,084,753	20%
Depreciation and amortisation	7,797,492	7,797,492	7,349,622	-	-	-	0%
Other Expense	278,591	278,591	278,276	137,230	140,421	(3,191)	-2%
Finance Costs (Interest)	335,957	335,957	329,996	86,876	86,878	(2)	0%
Total Expenses	31,116,245	32,834,838	32,771,682	11,731,496	10,456,232	1,275,264	11%
Underlying Surplus (deficit) for the period	(4,815,933)	(8,324,683)	(7,530,149)	7,893,768	9,306,388	1,412,620	-10%
Reconciliation to Income Statement							
<i>Proceeds from Sale of Fixed Assets</i>	351,305	1,425,440	1,663,622	722,895	747,237	24,342	3%
<i>Less Carrying value of assets sold</i>	(351,305)	(1,425,440)	(1,663,622)	(722,895)	-	722,895	
Capital Grants	4,521,350	4,517,289	5,044,195	2,892,689	1,547,269	(1,345,420)	-47%
Capital Contributions	225,000	225,000	225,000	212,500	210,000	(2,500)	-1%
Contributions - Non Cash	-	-	-	-	-	-	
Contributed Assets	-	-	-	-	-	-	
Net Movement in Asset Revaluation Reserve	-	-	-	-	-	-	
Special Charge Rate for Capital Projects	108,150	108,150	108,150	-	-	-	
Operating Result as per Income Statement	38,567	(3,474,244)	(2,152,804)	10,998,957	11,810,894	811,937	7%

Statement B						
Murrindindi Shire Council						
Balance Sheet						
as at 31 December 2013						
	Original Budget	September Revised Budget	Revised Budget	YTD Budget	Actual	Variance (unfav)
	2013/14	2013/14	2013/14	30/12/13	30/12/13	
	\$	\$	\$	\$	\$	\$
Assets						
Current assets						
Cash and cash equivalents	10,142,801	12,180,274	12,881,468	15,619,085	15,601,444	(17,641)
Trade and other receivables	2,303,066	2,217,727	2,217,727	12,566,757	13,800,644	1,233,887
Accrued Income	50,000	50,000	50,000	-	-	-
Prepayments	170,000	170,000	170,000	33,667	44,379	10,712
Inventories	160,000	160,000	160,000	250,000	248,761	(1,239)
Total current assets	12,825,867	14,778,001	15,479,195	28,469,509	29,695,227	1,225,718
Non current assets						
Property & Plant & Equipment	300,221,709	286,413,385	287,151,174	286,029,650	285,675,533	(354,117)
Receivables	36,450	36,450	36,450	22,500	21,589	(911)
Total non-current assets	300,258,159	286,449,835	287,187,624	286,052,150	285,697,122	(355,028)
Total assets	313,084,026	301,227,836	302,666,819	314,521,659	315,392,349	870,690
Liabilities						
Current liabilities						
Trade and other payables	2,418,418	2,418,418	2,416,992	515,000	478,603	36,397
Trust funds and deposits	484,767	484,767	484,767	725,767	811,579	(85,812)
Provisions - Employee Entitlements	2,581,434	2,581,434	2,993,567	2,993,567	3,002,903	(9,336)
Interest-bearing loans and borrowings	898,247	898,247	842,241	-	-	-
Total Current Liabilities	6,382,866	6,382,866	6,737,567	4,234,334	4,293,085	(58,751)
Non-Current Liabilities						
Provisions - Employee Entitlements	493,835	493,835	185,452	185,452	185,452	-
Provisions - Other	1,306,463	1,306,463	1,324,096	1,258,765	1,258,765	-
Interest-bearing loans and borrowings	2,801,794	2,801,794	2,855,386	4,127,029	4,127,029	(0)
Total Non Current Liabilities	4,602,092	4,602,092	4,364,934	5,571,246	5,571,246	(0)
TOTAL LIABILITIES	10,984,958	10,984,958	11,102,501	9,805,580	9,864,332	(58,752)
NET ASSETS	302,099,068	290,242,878	291,564,318	304,716,079	305,528,017	811,938
Equity						
Accumulated Surplus	136,571,135	128,524,925	128,452,075	128,766,936	128,766,936	0
Surplus for the Year	38,567	(3,474,244)	(2,152,804)	10,998,957	11,810,894	811,937
Asset Revaluation Reserve	159,819,862	158,200,763	158,200,763	158,200,763	158,200,763	(0)
Other Reserves	5,669,504	6,991,434	7,064,284	6,749,423	6,749,424	1
TOTAL EQUITY	302,099,068	290,242,878	291,564,318	304,716,079	305,528,017	811,938

Statement C						
Murrindindi Shire Council						
Cash Flow Statement						
For the period ended 31 December 2013						
	Original Budget	September	Revised			Variance
	2013/14	Revised Budget	Budget	YTD Budget	Actual	(unfav)
	2013/14	2013/14	2013/14	30/12/13	30/12/13	
	<i>hardcoded</i>					
	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Inflows/ (Outflows)	Variance (unfav)
Cash Flow From Operating Activities	\$	\$	\$	\$	\$	\$
Rates & Charges	15,590,702	15,827,789	15,827,789	5,347,074	5,252,786	(94,288)
User charges and other fines	3,432,800	3,461,334	3,672,480	1,911,617	1,921,546	9,929
Grants	13,356,651	12,205,900	12,990,064	7,316,569	4,952,997	(2,363,572)
Interest	275,975	289,419	552,393	293,961	298,345	4,385
Net GST Refund/Payment	-	-	-	-	-	-
Payments to suppliers	(13,040,080)	(13,021,721)	(13,122,595)	(7,207,073)	(6,171,380)	1,035,693
Payments to employees	(11,679,591)	(11,797,559)	(11,983,610)	(6,264,772)	(6,061,732)	203,039
Net cash flow provided by operating activities	7,936,457	6,965,162	7,936,521	1,397,376	192,563	(1,204,813)
Cash flow from investing activities						
Payment for property, plant and equipment,infrastructure	(10,254,229)	(13,342,168)	(13,870,269)	(4,458,396)	(3,381,381)	1,077,015
Proceeds from sale of property, plant and equipment,infrastructure	351,305	1,425,440	1,663,622	722,895	747,237	24,342
Net cash used in investing activities	(9,902,924)	(11,916,728)	(12,206,647)	(3,735,501)	(2,634,144)	1,101,357
Cash flows from financing activities						
Trust funds and deposits	(323,077)	(253,534)	(253,536)	(12,536)	73,280	85,816
Finance costs	(275,122)	(290,938)	(268,770)	(133,556)	(133,558)	(2)
Proceeds from interest bearing loans and borrowings	500,000	500,000	500,000	500,000	500,000	-
Repayment of interest bearing loans and borrowings	(858,260)	(858,211)	(860,623)	(431,221)	(431,221)	0
Net cash provided by (used in) financing activities	(956,459)	(902,683)	(882,929)	(77,313)	8,501	85,815
Net increase/(decrease) in cash and cash equivalents	(2,922,926)	(5,854,249)	(5,153,055)	(2,415,438)	(2,433,080)	(17,642)
Cash and cash equivalents at the beginning of the financial year	13,065,727	18,034,523	18,034,523	18,034,523	18,034,523	-
Cash and cash equivalents at the end of the financial year	10,142,801	12,180,274	12,881,468	15,619,085	15,601,443	(17,642)
Reconciliation of result from ordinary activities with net cash from operations						
Surplus for the financial year	38,567	(3,474,244)	(2,152,804)	10,998,957	11,810,894	811,937
Depreciation and amortisation	7,797,492	7,797,492	7,349,622	-	-	-
Contributions Non Monetary Assets	-	-	-	-	-	-
Financing Costs (Cash Portion)	275,122	290,938	268,770	133,556	133,558	2
(Profit)/loss on disposal of property, plant and equipment,infrastructure	-	-	-	-	(747,237)	(747,237)
Change in assets and liabilities						
(Increase)/decrease trade and other receivables	1,481,316	2,381,406	2,381,406	(7,953,674)	(9,186,650)	(1,232,976)
(Increase)/decrease in inventories	-	63,176	63,176	(26,824)	(25,587)	1,237
(Increase)/decrease in other current assets	(20,000)	(19,077)	(19,077)	167,256	156,544	(10,712)
Increase/(decrease) in provisions	(131,831)	23,147	144,530	79,199	88,535	9,336
Increase/(decrease) in trade and other payables	(1,504,209)	(97,675)	(99,101)	(2,001,093)	(2,037,490)	(36,397)
Net cash provided by operating activities	7,936,457	6,965,162	7,936,521	1,397,376	192,567	(1,204,809)

Statement D							
Murrindindi Shire Council							
Standard Statement of Capital Works							
For the period ended 31 December 2013							
	Original Budget	September Revised Budget	Revised Budget	YTD Budget	Actuals	Budget/ Actual Variance (unfav)	%
	2013/14	2013/14	2013/14	30/12/13	30/12/13		
	\$	\$	\$	\$	\$	\$	
Land	-	-	-	-	-	-	0%
Buildings	4,920,007	5,313,694	5,347,889	2,308,470	1,875,336	433,134	19%
Plant, Machinery & Equipment	608,003	1,599,538	1,599,538	192,622	171,598	21,024	11%
Roads & Paths	2,731,865	3,568,067	4,061,973	784,864	343,452	441,412	56%
Bridges	863,283	1,434,519	1,434,519	825,180	762,458	62,722	8%
Stormwater Network	452,000	671,884	671,884	226,961	136,483	90,478	40%
Cultural	-	12,614	12,614	12,614	3,917	8,697	69%
Furniture, Office Equipment and Software	592,071	650,157	650,157	84,758	86,257	(1,499)	-2%
Library Materials	87,000	91,695	91,695	22,927	1,884	21,043	92%
Works in Progress	-	-	-	-	-	-	
Total Capital Works	10,254,229	13,342,168	13,870,269	4,458,396	3,381,384	1,077,012	24%
Represented by:							
Renewal	4,501,477	5,780,729	5,798,729	1,749,467	1,180,616	568,851	33%
Upgrade	1,164,758	1,412,815	1,722,721	572,562	404,884	167,678	29%
New Assets	4,587,994	6,148,624	6,348,819	2,136,367	1,795,883	340,484	16%
Total Capital Works	10,254,229	13,342,168	13,870,269	4,458,396	3,381,384	1,077,012	24%
Property, Infrastructure, Plant and Equipment							
movement Reconciliation Worksheet	Original Budget	Revised Budget	Revised Budget	YTD Budget	YTD Actual	Variance	
	2013/14	2013/14	2013/14	30/12/13	30/12/13		
	\$	\$	\$	\$	\$	\$	
Total Capital Works	10,254,229	13,342,168	13,870,269	4,458,396	3,381,384	1,077,012	
Impaired assets						-	
Asset revaluation movement		0	0	0	-	0	
Depreciation & amortisation	(7,797,492)	(7,797,492)	(7,349,622)	-	-	-	
Written down value of assets sold	(351,305)	(1,425,440)	(1,663,622)	(722,895)	-	(722,895)	
Contributed Assets		0	0	0	0		
Net movement in property, infrastructure, plant and equipment	2,105,432	4,119,236	4,857,025	3,735,501	3,381,384	354,118	

Statement E						
Murrindindi Shire Council						
Reconciliation of Non Discretionary Cash & Reserves						
as at 31 December 2013						
Cash Flow Statement Reconciliation - Non discretionary Cash Requirements						
Required Cash at year End	Original Budget	September Revised Budget	Revised Budget	YTD Budget	Actual	Budget/ Actual Variance
	2013/14	2013/14	2013/14	30/12/13	30/12/13	
Non discretionary Cash Requirements to be held:						
Reserves		\$	\$	\$	\$	
Account						
070300 Public Open Space Reserve	(383,004)	(404,004)	(404,004)	(379,004)	(379,004)	(0)
070305 Infrastructure Contributions - Parking	(65,480)	(65,480)	(65,480)	(65,480)	(65,480)	-
070312 - Infrastructure Maintenance Reserve 2% Rates	(684,016)	(684,016)	(684,016)	(435,366)	(435,366)	
070313 - Infra. Maint. New & Expanded Assets (bal. \$1.2m)	(1,500,000)	(1,575,783)	(1,575,783)	(1,575,783)	(1,575,783)	-
070314 - Infra. Maint. Gifted & Novated Assets - \$920K	-	(920,000)	(920,000)	(920,000)	(920,000)	-
070336 - Marysville Community Fund (from MRV compensation)	-	-	(63,531)	-	-	
070315 - Defined Benefits Superannuation	(300,000)	(300,000)	(300,000)	-	-	-
070325 Garbage Reserve	(2,470,100)	(2,716,783)	(2,716,783)	(3,093,242)	(3,093,242)	-
070340 Coster Street Units Reserve	(33,840)	(36,845)	(36,845)	(37,115)	(37,116)	(1)
070345 Shaw Avenue Redevelopment Reserve	(43,752)	(43,752)	(43,752)	(43,752)	(43,752)	-
070355 Alexandra Community Leisure Centr	-	(4,714)	(4,714)	(8,379)	(8,379)	-
070370 Road Maintenance Reserve	(16,044)	(16,044)	(16,044)	(16,044)	(16,044)	-
070420 Yea Saleyards Reserve	(80,322)	(106,176)	(106,176)	(101,011)	(101,011)	-
070430 Alexandra Saleyards Reserve						
070440 Yea Caravan Park Reserve	(12,304)	(16,614)	(25,933)	(18,674)	(18,674)	-
070445 Marysville Caravan Park Reserve	(80,642)	(101,223)	(101,223)	(55,573)	(55,573)	-
070000 Deposits	(293,256)	(293,256)	(293,256)	(293,256)	(393,385)	(100,129)
70041 Provision for Employee Entitlement - A/L 25%	(251,849)	(251,849)	(247,058)	(249,392)	(249,392)	-
070040 Provision for Employee Entitlement LSL (progression to 25% over 4 years)	(98,377)	(98,377)	(125,333)	(125,333)	(125,333)	-
070060 General Trust Accounts	(166,511)	(166,511)	(166,511)	(176,511)	(182,495)	(5,984)
Quarry Security ANZ	(112,500)	(112,500)	(112,500)	(112,500)	(112,500)	-
VGC						
Building and Planning Fees received in Advance	-	-	-			
Total Required Cash	(6,591,997)	(7,913,927)	(8,008,943)	(7,706,416)	(7,812,530)	(106,114)
Total Available Cash	10,142,801	12,180,274	12,881,468	15,619,085	15,601,443	(17,642)
Surplus/(Deficit)	3,550,804	4,266,347	4,872,525	7,912,669	7,788,913	(123,756)

S11. Instrument of Appointment and Authorisation

Murrindindi Shire Council

Instrument of Appointment and Authorisation

Instrument of Appointment and Authorisation

In this instrument "officer" means -

- “CLL” means Coordinator Local Laws – Andrew Daly
- “CSP” means Coordinator Statutory Planning – Karen Girvan
- “DMERO” means Deputy Municipal Emergency Resource Officers – Mark Leitinger & John Canny
- “EHO” means Environmental Health Officer – Natalie Stewart, Owen Robert Evans
- “GMCCS” means General Manager Corporate & Community Services – Michael Chesworth
- “GMIDS” means General Manager Infrastructure and Development Services – Tamara Johnson
- “LLO” means Local Laws Officer – Casey Southurst & Ian Coller
- “MBS” means Municipal Building Surveyor – Robert Skinner
- “MDES” means Manager Development & Environmental Services – Matt Parsons
- “MERO” means Municipal Emergency Resource Officer – Matt Parsons
- “MIA” means Manager Infrastructure Assets – John Canny
- “MIO” means Manager Infrastructure Operations – Mark Leitinger
- “VAL” means Valuation Contractor – Marcus Hann, Oliver Boyd

By this instrument of appointment and authorisation Murrindindi Shire Council -

PART A

1. under section 224 of *the Local Government Act 1989* - appoints the officers to be authorised officers for the administration and enforcement of -

the <i>Building Act 1993</i>	[MDES, MBS, EHO]
the <i>Country Fire Authority Act 1958</i>	[EHO, MDES, CLL, LLO]
the <i>Domestic Animals Act 1994</i>	[MDES, CLL, LLO, EHO]
the <i>Emergency Management Act 1986</i>	[MERO, DMERO]
the <i>Environment Protection Act 1970</i>	[EHO, MDES, CLL, LLO]
the <i>Fire Services Property Levy Act 2012</i>	[GMCCS]
the <i>Food Act 1984</i>	[MDES, EHO]
the <i>Graffiti Prevention Act 2007</i>	[MIA, MIO, MDES]
the <i>Housing Act 1983</i>	[MBS, MDES, EHO]
the <i>Impounding of Livestock Act 1994</i>	[MDES, CLL, LLO]
the <i>Liquor Control Reform Act 1998</i>	[MDES, EHO]
the <i>Local Government Act 1989</i>	[MDES, EHO, CLL, LLO]
the <i>Public Health and Wellbeing Act 2008</i> ¹	[MDES, EHO]
Part 14 of the <i>Residential Tenancies Act 1997</i>	[MDES, EHO]

¹ Council only to appoint a person suitably qualified or trained under section 31(2).

the <i>Road Management Act</i> 2004	[GMIDS]
the <i>Road Safety Act</i> 1986	[GMIDS, MDES, CLL, LLO]
the <i>Sex Work Act</i> 1994	[MDES, CSP]
the <i>Shop Trading Reform Act</i> 1996	[EHO, MDES, CLL, LLO]
the <i>Summary Offences Act</i> 1966	[EHO, MDES, CLL, LLO]
the <i>Tobacco Act</i> 1987 ²	[MDES, EHO]
the <i>Valuation of Land Act</i> 1960	[VAL]

the regulations made under each of those Acts
the local laws made under the *Local Government Act* 1989
and any other Act, regulation or local law which relates to the functions and powers of the Council;

PART B

2. under section 3 of the *Building Act* 1993 (**Building Act**), appoints the officer to be Municipal Building Surveyor for the purposes of the *Building Act* 1993.
- [MBS]

AND/OR

3. under section 228(2) of the *Building Act* 1993 appoints the officers to be authorised persons for the purposes of the *Building Act* 1993.
- [MBS, MDES, EHO]

-
4. under section 96A(1)(a) of the *Country Fire Authority Act* 1958 – appoints the officer to be the fire prevention officer.
- [CLL]

AND

5. under section 96A(1)(b) of the *Country Fire Authority Act* 1958 – appoints the officers to be assistant fire prevention officers.
- [MDES, LLO]

-
6. under section 72 of the *Domestic Animals Act* 1994 - appoints the officers to be authorised officers for the purposes of the *Domestic Animals Act* 1994.
- [MDES, CLL, LLO]

-
7. under section 21 of the *Emergency Management Act* 1986 – appoints the officer to be Municipal Emergency Resource Officer
- [MERO, DMERO]
8. under section 4(1) of the *Environment Protection Act* 1970 - appoints the officers to be litter enforcement officers for the purposes of the *Environment Protection Act* 1970.
- [EHO, MDES, CLL, LLO]

² This Act provides for the CEO of a council to nominate a person to be an inspector for the purposes of the Act and the Secretary may then appoint them to be an inspector (see section 36). An environmental health officer appointed under the *Public Health and Wellbeing Act* 2008 is also regarded as an inspector under this Act.

AND

9. under section 48A of the *Environment Protection Act 1970* – appoints the officers to be authorised officers for the purposes of section 48A.
[EHO, MDES, CLL, LLO]
-
10. under section 23 of the *Fire Services Property Levy Act 2012* – appoints the officers to be authorised officers for the purposes of the *Fire Services Property Levy Act 2012*³ .
[VAL]
-
11. for the purposes of 20 of the *Food Act 1984* = appoints the officers to be authorised officers for the purposes of the *Food Act 1984*⁴⁵
[MDES, EHO]
-
12. under section 19(1) of the *Graffiti Prevention Act 2007* – appoints the officers to be authorised persons for the purposes of carrying out Council’s functions under section 18⁶
[MIA, MIO, MDES, CLL]
-
13. under section 71(1) of the *Housing Act 1983* – appoints the officer to be an authorised person for the purposes of entering a house or building and conducting an inspection under section 71.
[MBS, MDES, EHO]
-
14. under section 190 of the *Land Act 1958* – authorises the officers for the purposes of section 190 of that Act.⁷
[MIA, MIO, MDES, CLL]
-
15. under section 29 of the *Public Health and Wellbeing Act 2008*, - appoints the officer to be the Environmental Health Officer⁸ for the purposes of enforcing the *Public Health and Wellbeing Act 2008* and the *Food Act 1984*.
[MDES, EHO]
- AND/OR
16. under section 147(1)(b)(i) of the *Public Health and Wellbeing Act 2008*, - authorises the officer to issue immunisation status certificates under section 148 of the *Public Health and Wellbeing Act 2008*.
[MDES, EHO]

³ Persons appointed or authorised officers under the *Local Government Act 1989* are taken to be authorised officers for the purposes of the *Fire Services Property Levy Act 2012* (except in Part 4 of that Act)

⁴ Council must be satisfied that the person appointed is suitably qualified or trained to be an authorised officer.

⁵ Environmental Health Officers appointed under section 29 of the *Public Health and Wellbeing Act 2008* are regarded as an authorised officer for the purposes of the *Food Act 1984*.

⁶ Authorised person must agree in writing to exercise functions and powers of an authorised person under Part 4 of the *Graffiti Prevention Act 2007* and in accordance with any performance criteria determined by Council (see s.19(2)).

⁷ Authorisation requires the consent of the Minister (see section 190 of the *Land Act 1958*).

⁸ Council must be sure that the EHO is suitably trained or qualified under section 31(2) of the *Public Health and Wellbeing Act 2008*.

17. under section 525(2) of the *Residential Tenancies Act 1997* - appoints the officer to exercise the powers set out in section 526 of that Act.

[MDES, EHO]

18. under section 71(3) of the *Road Management Act 2004* – appoints the officers to be authorised officers for the purposes of the *Road Management Act 2004*.

[GMIDS, MIA]

19. under section 59(1)(a)(ii) of the *Road Safety Act 1986* – authorises the officers to exercise the powers under section 59(1)(a) of that Act.

[GMIDS, MDES, CLL, LLO]

AND/OR

20. under section 59(1)(d) of the *Road Safety Act 1986* – authorises the officers to exercise the powers under section 59(1)(d) of that Act.

[GMIDS, MDES, CLL, LLO]

AND/OR

21. under section 77(5) of the *Road Safety Act 1986* – appoints the officers as an officer for the purposes of section 77(5) of that Act.

[GMIDS, MDES, CLL, LLO]

AND/OR

22. under section 87(1A) of the *Road Safety Act 1986* – authorises the officers to exercise the power in section 87(1A) of that Act.⁹

[GMIDS, MDES, CLL, LLO]

AND/OR

23. under section 87(1B)(c) of the *Road Safety Act 1986* – authorises the officers to exercise the power in section 87(1B)(c).

[GMIDS, MDES, CLL, LLO]

AND/OR

24. under section 87(1E) of the *Road Safety Act 1986* – authorises the officer to exercise the power in section 87(1E).

[GMIDS, MDES, CLL, LLO]

25. under regulation 84(c)(ii) of the *Road Safety (General) Regulations 2009* – authorises the officers for the purposes of filing a charge or an offence under section 90E of the *Road Safety Act 1986* or under a regulation under that Act.

[GMIDS, MDES, CLL, LLO]

26. under section 3(1) of the *Sex Work Act 1994* - appoints the officer to be an authorised officer of the responsible authority for the purposes of enforcing Parts 4 and 5 of that Act.

[MDES, CSP]

⁹ Council must ensure that a person appointed under section 87 is competent, of good repute and character and has agreed in writing to exercise the functions conferred on an authorised person (see section 87(1C))

27. under section 13DA(1) of the *Valuation of Land Act* 1960 – appoints the persons who are not members of Council’s staff for the purposes of section 13DA of that Act.¹⁰

[VAL]

AND

28. under section 13J of the *Valuation of Land Act* 1960 – appoints the persons for the purposes of section 13J of that Act.¹¹

[VAL]

PART C

29. under -

section 232 of the *Local Government Act* 1989¹²

section 527 of the *Residential Tenancies Act* 1997

section 77(2)(b) of the *Road Safety Act* 1986¹³

section 77(4) of the *Road Safety Act* 1986 [only where Council is a Committee of Management under the *Crown Land (Reserves) Act* 1978]

sections 48A(9)(c) and 59(3) of the *Environment Protection Act* 1970

section 241 of the *Building Act* 1993

section 92 of the *Domestic Animals Act* 1994¹⁴

section 96 of the *Road Management Act* 2004

section 33A of the *Impounding of Livestock Act* 1994

section 10(4) of the *Graffiti Prevention Act* 2007

section 219 of the *Public Health and Wellbeing Act* 2008

section 45AC of the *Food Act* 1984

authorises the officers generally to institute proceedings and represent Council in proceedings for offences against the Acts, regulations and local laws described in this instrument.

¹⁰ Council must ensure that the person appointed holds the qualifications or experience specified from time to time by the Minister by notice published in the Government Gazette.

¹¹ Council must ensure that the person appointed holds the qualifications or experience specified from time to time by the Minister by notice published in the Government Gazette.

¹² A person authorised under section 232 of the *Local Government Act* 1989 is also authorised to bring proceedings under the *Fire Services Property Levy Act* 2012 (see section 22 *Fire Services Property Levy Act* 2012).

¹³ A person authorised under sections 77(2)(b) and/or 77(4) of the *Road Safety Act* 1986 is also an authorised officer for the purposes of rules 203 and 307 of the *Road Safety Road Rules* 2009.

¹⁴ Council may only appoint an authorised officer who is also appointed under section 72 of the Act.

It is declared that this Instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Murrindindi Shire Council

DATED this day of 2014

THE COMMON SEAL OF THE MURRINDINDI)
SHIRE COUNCIL was hereunto affixed in the)
presence of:)

Chief Executive Officer

Councillor



REPORT ON COUNCIL PLAN 2013-2017

DECEMBER 2013

Table of Contents

Executive Summary	6
Highlights for the Quarter	7
OUR COMMUNITY	8
1.1 Health and Wellbeing - We will advocate for and support the lifelong needs of our community.....	8
1.1.1 Advocate for and support flexible delivery of early years services	8
1.1.2 Promote and deliver effective transition through integrated aged care options	9
1.1.3 Support older people to remain active and healthy and connected to their community.....	10
1.1.4 Strengthen partnerships with service providers to meet the demonstrated health needs of our communities	11
1.1.5 Actively engage with community health and wellbeing issues through implementation of the Municipal Public Health and Wellbeing Plan.	12
1.1.6 Work with young people and service providers to identify and respond to youth priorities across their respective communities	14
1.1.7 Support participation in a range of sport recreation and leisure activities	15
1.2 Social Connectedness- We will encourage inclusive, creative and resilient communities	16
1.2.1 Prioritise the activities of Council and engage other stakeholders to improve peoples’ access and inclusion	17
1.2.2 Ensure access and social connectedness is considered in the planning and development of facilities and infrastructure	19
1.2.3 Support participation in a wide range of artistic and cultural pursuits.....	20
1.2.4 Work with communities to build resilience and prepare for future unplanned events	21
1.2.5 Support people and groups to work together to strengthen connections and community networks	22
1.2.6 Recognise, support and value volunteers.....	25
1.2.7 Advocate for better access to public and social housing options	25
1.3 Community Engagement - We will actively engage with our communities to increase participation and community input.....	26
1.3.1 Trial and evaluate locality-based planning, that involves local communities.	27



OUR ENVIRONMENT..... 27

- 2.1 Conservation of Resources- We will use resources more efficiently and effectively 27
 - 2.1.1 Reduce our corporate footprint by using energy, water and materials more responsibly 28
 - 2.1.2 Encourage and recognise environmentally responsible behaviour and practices within Council and across the Murrindindi Shire community 29
 - 2.1.3 Strengthen Council's capacity to use resources more sustainably by cooperating with the Goulburn Broken Greenhouse Alliance (GBGA) and community networks..... 29
 - 2.1.4 Finalise the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources 30
- 2.2 Protection of the Natural Environment - We will protect and enhance the natural environment..... 31
 - 2.2.1 Ensure Council operations are managed in a way that minimises impact on the natural environment..... 32
 - 2.2.2 Conserve high value sites on Council controlled land and roadside reserves by reducing environmental threats..... 33
 - 2.2.3 Encourage property development across the Shire that protects and enhances environmental values 34
 - 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..... 34
- 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 35
 - 2.3.1 Improve the Planning Scheme's capacity to be flexible in responding to growth in a way that balances environmental values and improves the level of safety of our community..... 37
 - 2.3.2 Ensure that Council's emergency management planning responds to community safety needs..... 38
 - 2.3.3 Improve Council and community capacity to respond to the impacts of extreme weather events and longer term climate change..... 38
 - 2.3.4 Complete a review of the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan 38
 - 2.3.5 Promote environmentally sustainable design in future developments to achieve more energy and water efficient outcomes in our built environment..... 39
 - 2.3.6 Review and progress Council's implementation of the Urban Design Frameworks for settlements within the Shire 39
- 2.4 Asset Management - We will apply a whole of life approach to the management and maintenance of Council's assets 40
 - 2.4.1 Manage and renew our existing infrastructure assets in a responsible manner 40
 - 2.4.2 Engage with relevant communities on the development of community infrastructure and services..... 42



2.4.3 Develop and deliver services with consideration of the impacts on the natural environment that meet community needs 42

OUR ECONOMY 43

3.1 Workforce Development -We will maximise the potential of the local workforce through education, training and employment opportunities 43

3.1.1 Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the Murrindindi Training Institute 44

3.1.2 Work closely with the Central Ranges Local Learning and Employment Network (CRLLEN) to improve local workforce development opportunities 44

3.2 Improving Business Infrastructure - We will advocate for the provision of infrastructure and services that supports business growth..... 46

3.2.1 Support the development and implementation of the Hume ICT (Digital) Strategy and the Hume NBN Business Readiness Plan..... 47

3.2.2 Support further growth and development of the Yea Sale Yards subject to the availability of grant and reserve funds..... 48

3.2.3 Facilitate opportunities to increase utilisation of available industrial land in the Shire 48

3.2.4 Advocate to the State Government to broaden the range of business development opportunities in rural settings..... 49

3.2.5 In partnership with Mitchell and Mansfield Shire Councils, support initiatives to maximise the economic benefits of the Great Victorian Rail Trail 50

3.3 Investment Attraction - We will support local business retention and growth and attract new business and residential investment to the Shire..... 51

3.3.1 Implement a business attraction and investment campaign..... 52

3.3.2 Participate in a range of State Government sponsored initiatives that encourage people to Live, Work and Invest in rural and regional Victoria..... 53

3.3.3 Support developers through the regulatory requirements of Council 54

3.3.4 Support the creation of strong economic leadership in the Shire through the development of the Murrindindi Business and Tourism Association 54

3.3.5 Investigate opportunities to attract investment in residential facilities for retiree and aged sectors 55

3.3.6 Continue to engage with businesses and relevant agencies through the Economic Advisory Committee and liaison with key industry associations 56

3.3.7 Identify and promote opportunities for growth in housing and business development in and around the Shire’s main townships 56

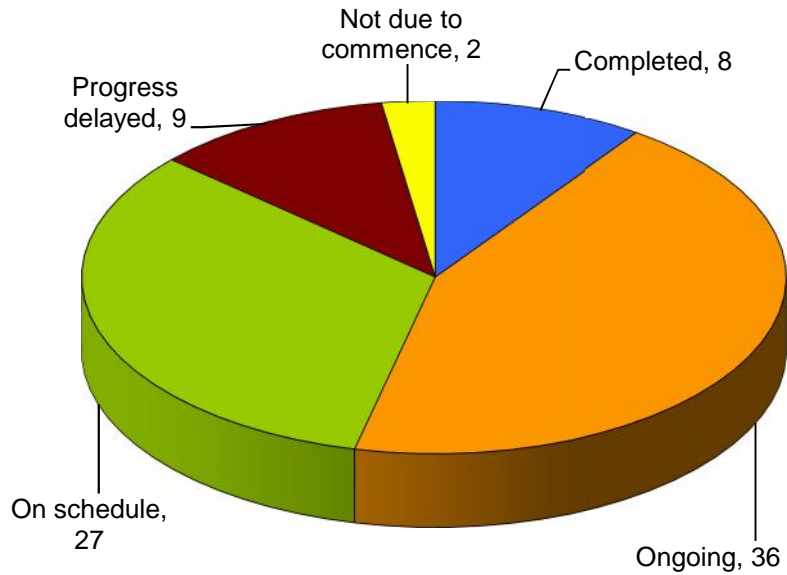
3.4 Tourism Development - We will increase the economic, social and cultural benefits to the Shire of a growing tourism sector 57

3.4.1 Support the initiatives of the GRVT and Marysville and Surrounds Marketing and Events Program to promote visitation to the Shire 57

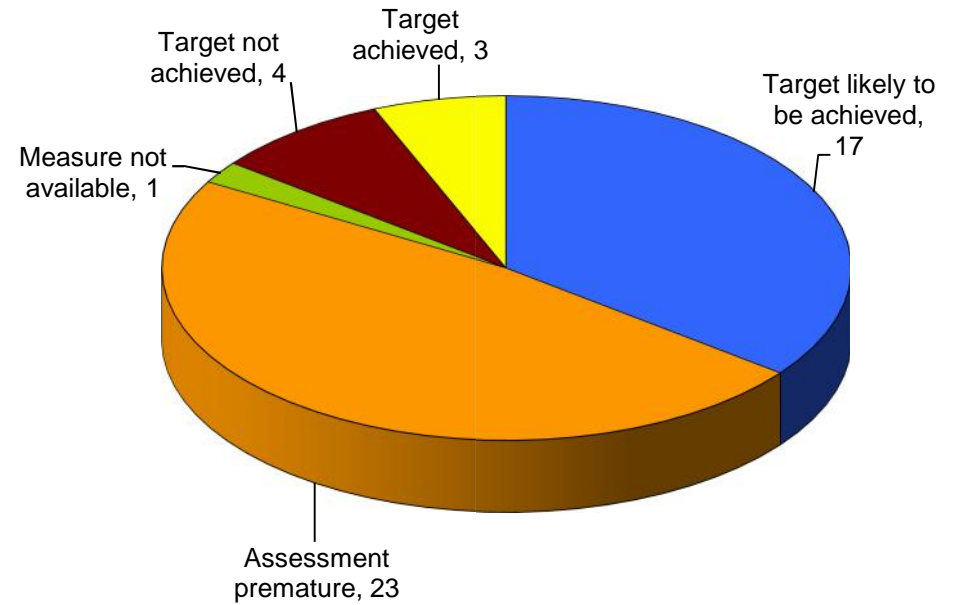
3.4.2 In partnership with GRVT actively encourage investment in, and support development of new tourism product, attractions and accommodation options in the Shire	59
3.4.3 Assess the feasibility of extending the Great Victorian Rail Trail from Alexandra to Eildon	59
3.4.4 Support event managers in the establishment and delivery of new tourism events across the Shire	60
3.4.5 Support the development of the Y Water Centre at Yea Wetlands as a tourism attraction.....	60
3.4.6 Develop tourism markets that align with the product strengths of the region (e.g., cycle tourism, equine and picnic racing, nature based tourism)	61
OUR COUNCIL.....	63
4.1 Leadership- We will demonstrate visible leadership and advocacy	63
4.1.1 Involve community leaders in regular advocacy to State and Federal Governments on local needs and issues.....	63
4.1.2 Actively develop and implement a long term vision for the Shire of Murrindindi	64
4.1.3 Building community relationships and trust through community forums and engagement	65
4.1.4 Communicate key Council decisions and strategies to the community in a variety of ways	65
4.2 Customer Service - We will deliver quality customer outcomes by implementing better ways of doing things.....	66
4.2.1 Build on our customer service and communications with the community.....	66
4.2.2 Continue to improve our processes to enhance the efficiency and effectiveness of the organisation	67
4.3 Financial Sustainability - We will administer sound financial management practices	69
4.3.1 Growing our rate base through diligent planning	69
4.3.2 Provide value money through the delivery of long term financial plans.....	70
4.3.3 Practising responsible grants management and how we access our grants	70
4.3.4 Promoting an equitable rating strategy for all ratepayers.....	71
4.4 Staff - We will have engaged and professional staff.....	72
4.4.1 Ensure a healthy and safe workplace for all staff.....	72
4.4.2 Provide staff training and professional development opportunities	73
4.4.3 Provide workforce development and succession planning opportunities.	74

EXECUTIVE SUMMARY

Council Plan 2013-2017 Year One, Second Quarter Activity Status



Council Plan 2013-2017 Year One, Second Quarter KPI STATUS



Highlights for the Quarter

In November, Council's CEO attended a meeting with neighbouring shire representatives, member for Indi, Cathy McGowan and representatives from Telstra, to advocate for improved mobile phone coverage across the region. This initial meeting led to the creation of a regional mobile black spots advocacy working group.

A meeting including Council officers, the Primary Care Partnership (PCP) and CEO's of local aged care facilities and hospitals was held in December to begin dialogue relating to opportunities for joint advocacy, to build relationships and investigate the potential for partnership projects.

The continued roll out of the Electronic Document Management System within Council has been successful in the second quarter with more than 50% of Council office staff trained by 31 December 2013.

The Community Services Department has achieved a number of initiatives for the second quarter. These include:

- The Integrated Early Years feasibility study final report was completed and received by Council Officers, it is scheduled to be presented to Council in the March quarter.
- The Health and Wellbeing Consortium was established with representation from community partners involved in the delivery of activities within the Municipal Health and Wellbeing Plan.
- The FReeZA program continued to provide events to support youth participation and expression. Examples this quarter were the Battle of the Bands event and Skating competitions.
- The Municipal Public Health and Wellbeing Planning message 'Stay Active and Healthy' has formed part of the new reserve signage across the Shire.
- The Internet Training for Older People program has assisted older people with their ability to find creative transport solutions using the internet such as the 'Get me about' and 'Getting There' web based travel and transport resources.

An energy management plan identifying strategies to fund a pilot program for energy improvements in a selection of key Council buildings.

A policy and process for managing native vegetation (and broader environmental impacts) in Council's infrastructure works, which was adopted by Council in the quarter.

Several Economic Development initiatives were progressed during the quarter including the following:

- Planning for an event between local employers and schools to increase employment opportunities and information exchange.
- The creation of the Local Strategic Skills, Training and Employment Network (LSSTEN) including local business representatives, the Murrindindi Training Institute and Alexandra CEACA, local government representatives and other stakeholders.
- Council was successful in attracting a leg of the Great Victorian Bike Ride (GVBR) for December 2014, including an overnight stay in Alexandra and a lunch stop in Marysville.

OUR COMMUNITY

1.1 Health and Wellbeing - We will advocate for and support the lifelong needs of our community

Strategic indicators	Target	Status	Comments
1.1.1 Implementation of actions in the Municipal Public Health and Wellbeing Plan	Annual completion of actions in Implementation plan	Target likely to be achieved	Work on a variety of actions is progressing as scheduled
1.1.2 Implement Positive Ageing Plan	Annual completion of actions in Implementation plan	Target likely to be achieved	Work on a variety of actions is progressing as scheduled
1.1.3 Implementation of actions from Early Years	Annual completion of actions in Implementation plan	Target likely to be achieved	Work on a variety of actions is progressing as scheduled
1.1.4 Maintenance of accreditation through Community Care Common Standards	Complete by December 2015	Assessment premature	
1.1.5 Development of a Council Recreation and Play Strategy	Complete by December 2015	Assessment premature	

1.1.1 Advocate for and support flexible delivery of early years services

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.1.1	Undertake feasibility study for integrated early years services	Manager Community Services	30/11/2013	Completed	The final report of the feasibility study of Integrated Early Years services was completed and received by Council officers. Work commenced to prepare

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					the final report for Council consideration in the March quarter.
1.1.1.2	Undertake a communications and social media strategy in consultation with service providers for Murrindindi Shire	Manager Community Services	31/12/2013	Completed	The final report of the Communications and Social Media Strategy was completed and received. Work commenced to scope the recommendations and determine appropriate implementation plans.

1.1.2 Promote and deliver effective transition through integrated aged care options

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.2.1	Advocate for increased flexibility in funding to improve and strengthen older peoples access to social activities in the community	Manager Community Services	31/03/2014	Ongoing	A meeting was held with key stakeholders including aged care service providers in Alexandra and surrounds. The group agreed to scope a range of potentially projects to engage residents in community activities and services. This included the potential to operate a Planned Activity Group from a Residential Aged Care facility to encourage and maintain resident's connections with their social networks. Initial discussions with Darlingford Nursing home have taken place to scope the potential to progress this initiative.

1.1.3 Support older people to remain active and healthy and connected to their community

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.3.1	Implement initiatives of the Positive Ageing Plan.	Manager Community Services	30/06/2014	Ongoing	<p>The Positive Ageing Plan is a collection of actions within the broader Municipal Public Health and Wellbeing Plan. The Plan was adopted by Council in October 2013. Work on a number of activities has progressed.</p> <p>Seniors week activities were completed successfully, culminating in an afternoon tea dance which included a ballroom dance demonstration and entertainment by Alexandra Secondary College students. The event was very well attended with over 70 community members attending from across the Shire.</p> <p>The Positive Ageing Advisory Group membership has been extended to include representation from aged care service providers.</p> <p>The first Internet training program for older people was completed in December. This program was completed in partnership with Yea Community House and Yea High School.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>Participants provided positive feedback and suggestions for improvement which are being incorporated into a second program that will run in partnership with CEACA and Alexandra Secondary College in February 2014.</p> <p>Scope Literacy flyers have been distributed across all Council officers to promote communication access and a Lunchtime Learning program on plain English was provided to staff. A Council officer has been trained as an Easy English Champion.</p> <p>Funding has been confirmed to continue operating the Memory Lane Cafe group for people living with dementia and their carers.</p>

1.1.4 Strengthen partnerships with service providers to meet the demonstrated health needs of our communities

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.4.1	Develop and coordinate a health consortium of services across the Murrindindi Shire to support joint planning and coordinated service provision.	Manager Community Services	31/12/2013	Completed	The Health and Wellbeing Consortium met for the first time in December 2013. Consortium members discussed and agreed on a reporting template, timelines and meeting schedules to support the implementation of the Municipal Public Health and Wellbeing Plan. The consortium will meet bi-annually as part of ongoing monitoring, review and

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					reporting against the strategies and actions in the Plan. All progress reports received from Consortium members will be compiled and an annual report will be developed to demonstrate the progress made in the previous 12 months. This report will be presented to Council.

1.1.5 Actively engage with community health and wellbeing issues through implementation of the Municipal Public Health and Wellbeing Plan.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.5.1	Implement initiatives of the Municipal Public Health and Wellbeing Plan in partnership with key stakeholders and service providers	Manager Community Services	30/06/2014	Ongoing	The Municipal Public Health and Wellbeing Plan was adopted by Council in October 2013. There are a number of activities that have been undertaken in partnership with key stakeholders. The PEEP program continued to operate across the Murrindindi Shire in partnership with Berry Street with two ongoing groups operating in Alexandra and groups operating in Yea, Kinglake and Flowerdale. Home Based Child Care continued working closely with agencies such as FamilyCare/Child First and Berry Street in regards to vulnerable families ensuring better provision of services. The Access Alexandra project, promoting accessible businesses in Alexandra was undertaken in partnership with

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>Dame Pattie Menzies Centre Inc and Nexus Primary Health. Council continued to work closely with service providers to support the recruitment, training and coordination of volunteers and to support the social inclusion of older people living in residential aged care facilities.</p> <p>Council continued to be represented on the Prevention of Violence Against Women and Children Steering Committee and the Hume Region Local Government Charter Subcommittee.</p> <p>Council continued an active involvement in all Primary Care Partnership working groups and maintained membership of the Executive Committee of the partnership.</p> <p>Council coordinated several important networks and forums to support partnership approaches to delivering health and wellbeing outcomes to the community including the Positive Ageing Advisory Group, the Access and Inclusion Committee, the Children’s Services Network and the Murrindindi Community Services Group.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Council established the Health and Wellbeing Consortium with representation from community partners involved in the delivery of activities within the Municipal Health and Wellbeing Plan.

1.1.6 Work with young people and service providers to identify and respond to youth priorities across their respective communities

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.6.1	Implement the initiatives of the Murrindindi Youth Strategy	Manager Community Services	30/06/2014	Ongoing	Two Murrindindi Youth Partnership meetings were coordinated during the quarter. Council has continued active involvement in several working groups including the North East Community Initiative (NECI) Youth Media Program formation. With respect to youth engagement and participation, work has continued in following up actions from the Kinglake Ranges Co-Gen Youth Forum. Council continues to support the initiatives developed out of the 'Change It Up' youth leadership program.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>With support from executive members of the Murrindindi Youth Partnership a review process of the partnership was facilitated to gauge implementation success during 2014 based on priorities. The partnership continues to be well supported across the sector. A plan to scope the opportunities to develop more focused data gathering to support advocacy work initiated in 2013 is in development.</p> <p>The FReeZA program provided events to support youth participation and expression through the Battle of the Bands event and Skating Competitions.</p>

1.1.7 Support participation in a range of sport recreation and leisure activities

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.1.7.1	Promote and support the Community Grants Program and other funding sources to strengthen recreation and leisure activities.	Manager Community Services	30/06/2014	Ongoing	There has been one round of the Community Grant Program to date. Council received 8 applications from community groups seeking assistance. Four of these applications were funded including the Kinglake Ranges Tennis Club Social and Family Tennis Program, the Fawcett Hall Committee to contribute to their Australia Day Celebrations, the Rotary Club of Yea Open Gardens Weekend and

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					the CWA Craft Exhibition. Council continued to support Community Groups to prepare and submit their applications, at times advising them to seek alternate funding where appropriate.

1.2 Social Connectedness- We will encourage inclusive, creative and resilient communities

Strategic indicators	Target	Status	Comments
1.2.1 Facilitate an increase in multi-community participation in artistic and cultural events	Measured participation is more than or equal to the Victorian average and support of a minimum of four events per annum	Assessment premature	
1.2.2 Progress the Urban Access Program (pathways and related infrastructure, total identified projects – 101)	50 per cent identified projects completed by 2017	Target likely to be achieved	Current year’s work on schedule for completion
1.2.3 Update and progress on the Missing Links program (total projects identified – 29)	Five projects per annum	Assessment premature	
1.2.4 Audit of disability access issues regarding pathways and missing links.	Audit of disability access issues complete by June 2015	Assessment premature	
1.2.5 Number of community network building activities initiated by Council	Two events per annum	Assessment premature	

Strategic indicators	Target	Status	Comments
1.2.6 Promote and acknowledge volunteers	Minimum of One Council initiated event per annum and one Community event initiative in partnership with Council per annum	Assessment premature	
1.2.7 Feasibility study and advocacy plan to governments to improve public and social housing options	Study and Advocacy Plan completed and recommendations implemented by 30 June 2014	Assessment premature	
1.2.8 Community consultation and feasibility study on capacity to establish a new migrant/refugee settlement program	Feasibility study presented to Council subject to community comment	Assessment premature	

1.2.1 Prioritise the activities of Council and engage other stakeholders to improve peoples’ access and inclusion

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.1.1	Develop the Access and Inclusion Action Plan in consultation with the community and key service providers	Manager Community Services	31/12/2013	Completed	The Access and Inclusion Plan forms part of the Municipal Public Health and Wellbeing Plan. Several key actions of the plan contribute to an improvement in accessibility and inclusion. Promotion of the use of plain English has been undertaken across Council to encourage inclusive and accessible communication. Communication and Disability Awareness training has been conducted and attended by 15 Council staff. The Access Alexandra project has progressed with the

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					completion of access audits of 22 traders in the main shopping district of Alexandra. This project has been undertaken on behalf of the Access and Inclusion Committee of Council in partnership with Berry Street and Nexus Primary Health. The development of a disability access map for the precinct has begun. The Access and Inclusion Advisory Group continued to meet on a six weekly basis to support all related activities within the Municipal Health and Wellbeing Plan.
1.2.1.2	Progress priorities of the Urban Access Initiative	Manager Assets & Infrastructure	30/06/2014	On schedule	Works have been identified in consultation with the Access & Inclusion Committee. Design works are nearing completion to allow works to be quoted and undertaken in 2013/2014.
1.2.1.3	Progress priorities of the Missing Links program	Manager Assets & Infrastructure	30/06/2014	On schedule	The Kinglake East walking path design is completed and is now awaiting receipt of planning approval and vegetation offset assessments. The path link at Dame Pattie Menzies Centre to George Street in Alexandra is currently in the design process and expected to go out for quotation in February. A path link in Darwin Street, Marysville has been completed.

1.2.2 Ensure access and social connectedness is considered in the planning and development of facilities and infrastructure

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.2.1	Implement the initiatives of the Municipal Public Health and Wellbeing Plan	Manager Community Services	30/06/2014	Ongoing	The Municipal Public Health and Wellbeing Plan has been completed and was adopted by Council in October 2013. Many strategies and actions within the plan have been progressed. A range of activities supporting improved access and inclusion have been completed including raising awareness of communication and other disabilities within community and Council. Actions impacting on early years have been progressed with the completion of the Early Years Integration Feasibility Study and Social Media and Communications Plan, continued implementation of the PEEP program and undertook four successful Children's Week events across the Shire. Activities supporting young people across the shire have included the highly successful 'Change it Up' program led by the Youth Partnership Group in partnership with Council and Berry Street. Activities supporting positive ageing have included the extension of Council's Positive Ageing Advisory Group to include aged care service providers, the completion of internet training for older people and the continuation of the Memory Lane cafe program for people living with dementia

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					and their carers. New signage has been installed at parks and reserves that carries the Municipal Public Health and Wellbeing Planning message 'Stay Active and Healthy'.

1.2.3 Support participation in a wide range of artistic and cultural pursuits

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.3.1	Enable community groups to coordinate and participate in arts and cultural events through the Community Grants program and other initiatives	Manager Community Services	30/06/2014	Ongoing	<p>Council's Community Grants Program has supported a range of initiatives run by Community groups. Groups supported include: the Country Women's Association to assist in covering the costs of hosting the Bi-Annual Hume Goulburn Group Creative Arts Exhibition, Rotary Club Yea to contribute towards the cost of the Yea and District Open Garden Program and Fawcett Hall to support the purchase and installation of a flag pole in preparation for flag raising on Australia Day 2014.</p> <p>Council continued to provide support to Community groups, particularly support in grant seeking and applications.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>Work continued with consultants engaged by Regional Development Victoria to assist in determining the need and scope for a community arts facility in Marysville.</p> <p>FReeza events were undertaken to support youth participation in cultural events including battle of the bands and skating competitions.</p>

1.2.4 Work with communities to build resilience and prepare for future unplanned events

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.4.1	Maintain a leadership and coordination role in emergency response and recovery planning	Manager Community Services	30/06/2014	Ongoing	<p>The Vulnerable Persons Register has been maintained and updated on a regular basis. Vulnerable People were contacted and provided with advice and information during extreme weather events. Further training of Relief and Recovery Centre volunteers has been provided focusing on the Crisisworks system and its potential use in a relief centre. Council are now registered as part of the State-wide Volunteer Register, providing an access and referral point for spontaneous volunteers presenting during an emergency. Membership of local and regional emergency services networks was maintained with regular attendance at meetings.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Planning for the implementation of localised Community plans continued. Models of community based planning have been scoped and a preferred approach, with a strong focus of building community resilience is in development.

1.2.5 Support people and groups to work together to strengthen connections and community networks

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.5.1	Work in partnership with community and service providers to implement initiatives that strengthen neighbourhoods	Manager Community Services	30/06/2014	Ongoing	<p>The Change It Up initiative continued with further support provided to projects developed by young people in partnership with Berry Street and local secondary colleges. Council officers continue to support local Community and Neighbourhood Houses through the Murrindindi Local Learning Network and representation on the Flowerdale Community House Committee of Management.</p> <p>On 7 December 2013 in partnership with YMCA, Ellimatta and Flowerdale Youth groups, Kinglake Rotary and CatholicCare a skate park event was coordinated. The Community has demonstrated concern with drug and alcohol use with young people. The skate park event was combined with a 'Chill out' tent and food to enable relaxed dialogue with the local youth with drug and alcohol workers.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>Aged and Disability Services provided Social Support Meals on a weekly basis in Kinglake, Eildon and Alexandra to encourage community connection for older people within the community.</p> <p>Council continued to provide support to Community sporting and recreation groups in grant seeking and applications for funding for improved facilities.</p> <p>Children's week activities were held in four towns in October, encouraging parents and their children to become actively involved in their communities through pram strolls and teddy bear picnics. FReeZA activities continued to be undertaken to support youth participation in and connection to their local community.</p>
1.2.5.2	Explore flexible community transport options	Manager Community Services	30/06/2014	Ongoing	<p>The Internet Training for Older People program has assisted older people with their capacity to navigate creative transport solutions using the internet such as the 'Get me about' and 'Getting There' web based travel and transport resources. The first training program has been completed in partnership with Yea Community House and Yea High School, providing secondary school students as youth mentors for older people as they learn new</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>computer skills. A second program is planned in Alexandra in February 2014.</p> <p>In partnership with Berry Street, the Community Transport Connections Project has mapped current community transport resources and developed options for greater coordination and flexibility of services. This has included discussions with Community Accessibility regarding assistance with recruitment and training of more volunteer drivers to create improved responses to people experiencing transport disadvantage.</p> <p>Council officers have continued to liaise with Community Accessibility to explore the potential to provide transport expert training to key Council officers and community members. Training is planned for April 2014.</p> <p>Council officers have discussed potential options for the management of Council Community Buses with Community Accessibility. A proposal from Community Accessibility has now been received and is being considered as part of a service review of Council owned and operated community transport.</p>

1.2.6 Recognise, support and value volunteers

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.6.1	Work in partnership with key partners to support the coordination of volunteer recruitment and training.	Manager Community Services	30/06/2014	Ongoing	<p>Council currently has over 100 active volunteers supporting Council programs and service delivery. Council officers are involved in a partnership with Berry Street and other community service providers to support the Volunteer Coordination Network. A Memorandum of Understanding and Terms of Reference for the partnership have now been finalised. Discussions have been held regarding a joint volunteer week activity to celebrate the contribution made by our volunteers.</p> <p>Council officers have completed relevant checks of volunteers and updated the Council's Volunteer Register during the quarter. A system is now in place to ensure all volunteer checks and ID badges are up to date.</p>

1.2.7 Advocate for better access to public and social housing options

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.2.7.1	Explore the community need for additional public and social housing options in the Murrindindi Shire and develop an advocacy plan to communicate this need to State and	Manager Community Services	31/12/2013	Progress delayed	<p>Further data collection regarding access to and availability of public and social housing within Murrindindi Shire has been undertaken. Discussions with Nexus Primary Health and Berry Street have taken place to gain a greater picture of</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
	Federal Governments				the need for public and social housing across the Shire. Through these discussions it has been determined that the issue will be tabled at the Health and Wellbeing Consortium in February 2014 to assist in developing a broader picture of need and demand which will aid in the development of an advocacy plan.

1.3 Community Engagement - We will actively engage with our communities to increase participation and community input

Strategic indicators	Target	Status	Comments
1.3.1 Locality based planning process trialled	One locality by December 2014	Assessment premature	
1.3.2 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	Assessment premature	

1.3.1 Trial and evaluate locality-based planning, that involves local communities.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
1.3.1.1	Explore and implement processes that will support cross departmental and community involvement in locality based planning	Manager Community Services	31/03/2014	Ongoing	Council's submission to the Resilient Communities Program to develop and trial a model of Community Resilience Committees in three localities across the Shire was not successful. Further planning has taken place to continue with the implementation of a reduced model limited to one location. The project aims to support communities to build their capacity and resilience through the development of a community plan and supporting community leaders.

OUR ENVIRONMENT

2.1 Conservation of Resources- We will use resources more efficiently and effectively

Strategic indicators	Target	Status	Comments
2.1.1 Our practices show a reduction in the use of energy, waste, paper and water resources	35 per cent diversion of waste from landfill Reduction in paper, paper consumption and reduction in energy and water use	Measure not available	The diversion rate of waste from landfill for the period of October to December was 42.7%. The framework for recording paper, energy and water consumption is expected to be developed by March 2014.
2.1.2 Completion of the Waste Management Strategy	Completed by January 2014	Target not achieved	The Waste Management Strategy is now due for Completion in June 2014.

Strategic indicators	Target	Status	Comments
2.1.3 Implementation of Environment Strategy actions	Implement annual plans for existing actions	Target likely to be achieved	Officers have identified and developed an action plan for 2013/2014. Actions include completion of a Roadside Management Plan, an Environmental Communications Plan and a Native Vegetation Offset Policy is currently being drafted.

2.1.1 Reduce our corporate footprint by using energy, water and materials more responsibly

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.1.1.1	Set up a system that will identify a baseline for corporate resource consumption and enable the organisation to set targets to reduce this baseline into the future.	Manager Infrastructure Operations	31/05/2014	On schedule	An officer has been recruited under a grant to develop a system to identify Council's corporate resource consumption. Work to date includes the development of a reporting framework to collate data on Council's corporate resource consumption specifically relating to electricity, water, fuel and bottled gas.
2.1.1.2	Design and identify strategies to fund a pilot program for energy improvements in a selection of Council buildings.	Manager Infrastructure Operations	31/12/2013	Completed	An energy management plan was developed which identifies strategies to fund a pilot program for energy improvements in a selection of key Council buildings. The Plan sets initial electricity and greenhouse gas reduction targets. In its current draft the Plan applies to seven of Council's buildings, and public street lighting. The buildings audited include the Alexandra Shire Offices,

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Kinglake Community Centre, Alexandra Library, Marysville Community Centre and Alexandra Shire Hall.

2.1.2 Encourage and recognise environmentally responsible behaviour and practices within Council and across the Murrindindi Shire community

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.1.2.1	Liaise with and support community groups leading initiatives aimed at promoting sustainable resource use in households and businesses.	Manager Infrastructure Operations	30/06/2014	Ongoing	Throughout the quarter there has been continuing focus on an upgrade of the environmental section of Council's website. In addition Council Officers have been working with the Upper Goulburn Landcare Network on the development of a native vegetation brochure for Murrindindi residents. The brochure will identify common native vegetation found on roadsides.

2.1.3 Strengthen Council's capacity to use resources more sustainably by cooperating with the Goulburn Broken Greenhouse Alliance (GBGA) and community networks

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.1.3.1	Work closely with the Goulburn Broken Greenhouse Alliance to deliver regionally funded projects that Council can lead, support and/or coordinate across Murrindindi Shire.	Manager Infrastructure Operations	30/06/2014	Ongoing	Throughout this quarter officers have been undertaking the planning stages of the Goulburn Broken Regional Street Light Bulk Change Program. This Program is called "Watts Working Better" and will result in over 12,000 80W Mercury

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Vapour lights from across the region being replaced to energy efficient lighting technology. The Alliance has also been successful in securing funding from the Victorian Government's "Victorian Adaptation and Sustainability Partnership" for a project titled "Climate Smart Agriculture". This project will look at a number of agricultural commodities grown in Murrindindi (and in other municipal areas across the Goulburn Broken), and how they will perform under a different climate scenarios. The project will make recommendations for changes in agricultural enterprises and possible diversification to different commodities that may perform better in a changed climate.

2.1.4 Finalise the Waste Management Strategy that seeks to promote waste minimisation strategies and increase opportunities for recycling and reuse of resources

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.1.4.1	Lever support from the Goulburn Valley Regional Waste Management Group to improve the way waste is managed across the Murrindindi Shire.	Manager Infrastructure Operations	30/06/2014	Ongoing	A second round of household waste audits was undertaken of household bins in Alexandra as part of the "Get It Right on Bin Night" campaign with the support of the North East Regional Waste Management Group. The purpose of the audit was to assess the behaviour of residents towards recycling.

2.2 Protection of the Natural Environment - We will protect and enhance the natural environment

Strategic indicators	Target	Status	Comments
2.2.1 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	Target likely to be achieved	Policies and processes for native vegetation management in Council infrastructure works have been developed including a Native Vegetation for Capital Works Policy. Council staff and contractors have received training in managing roadside vegetation. Roadside management plans, guidelines and code of practice also in development to protect municipal roadside conservation values.
2.2.2 Partnerships developed that deliver regionally funded projects across the Murrindindi Shire	Number of partnerships with other organisations developed	Target likely to be achieved	Officers have developed a working group in conjunction with Mansfield, Mitchell, Strathbogie and Benalla to investigate opportunities for a collaborative tender for waste collection services. In addition Officers have been working with Goulburn Broken Greenhouse Alliance in relation to progressing the regionally funded Street lighting project.

Strategic indicators	Target	Status	Comments
2.2.3 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	Target likely to be achieved	A number of communication materials have been developed including the following; Environment webpage upgraded, Murrindindi Climate Network Memorandum of Understanding revised and sustainable business program concept explored, factsheets and flyers were developed on how to manage native vegetation for bushfire planning purposes.

2.2.1 Ensure Council operations are managed in a way that minimises impact on the natural environment.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.2.1.1	Develop a policy and process for managing native vegetation in Council's infrastructure works.	Manager Infrastructure Operations	31/03/2014	Completed	A policy and process for managing native vegetation (and broader environmental impacts) in Council's infrastructure works has been adopted. This policy and process is now applied to the way infrastructure projects are designed, planned and delivered. The policy and process requires that environmental impact assessments are undertaken in infrastructure projects, and if native vegetation is removed, that appropriate offsets are secured in accordance to planning permit conditions.

2.2.2 Conserve high value sites on Council controlled land and roadside reserves by reducing environmental threats

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.2.2.1	Develop a roadside management plan and code of practice for managing environmental values in Council roadside reserves.	Manager Infrastructure Operations	30/06/2014	On schedule	A Roadside Management Plan has been drafted. A wide range of stakeholders have been involved in its development including Murrindindi Environment Advisory Committee, the Municipal Fire Management Committee, the Country Fire Authority, the Department of Environment and Primary Industries, as well as other state government agencies, landcare groups and utility service organisations. A Roadside Code of Practice for Council's own internal infrastructure works has also been designed as a related document.
2.2.2.2	Implement Council's Roadside Weeds and Pest Animal Control Program.	Manager Infrastructure Operations	30/06/2014	On schedule	Roadside weed control works commenced on priority roadsides identified under Council's Roadside Weed and Pest Animal Control Plan. Key target species include Blackberry, Sweet Briar, St Johns Wort, Cape and English Broom, Gorse and Paterson's Curse.

2.2.3 Encourage property development across the Shire that protects and enhances environmental values

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.2.3.1	Develop and deliver an environmental communications strategy that sets out how the Council will communicate with households, businesses and agencies.	Manager Infrastructure Operations	30/06/2014	Ongoing	Officers have developed a plan which identifies key actions for promoting sustainable resource use within the organisation. The Plan has identified ways the Council can partner with key community groups or organisations such as Murrindindi Climate Network, Berry Street or Dame Patty Menzies.

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

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.2.4.1	Continue collaborating with key local Landcare networks, as well as regional, state and federal agencies to identify and deliver environmental projects in Murrindindi.	Manager Infrastructure Operations	30/06/2014	Ongoing	Council has continued to support key environmental projects lead by Committees of Management, Landcare groups, the Murrindindi Climate Network, and also Blackberry Action Groups. Council officers have attended meetings and network events and provided administrative support. The implementation of agreed environmental works for community groups (including Cathkin Rail Trail Reserve) commenced.

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

Strategic indicators	Target	Status	Comments
2.3.1 Adoption of environmentally sustainable design principles	Increase in the capacity to implement environmentally sustainable principles into the planning scheme	Assessment premature	
2.3.2 Regular review of municipal emergency management plan	Statutory review conducted by 2015	Assessment premature	
2.3.3 Implementation of ongoing changes to the Murrindindi Planning Scheme (MPS)	Implementation of year one actions	Target achieved	Council is engaged in an active ongoing program for implementing changes to the Murrindindi Planning Scheme. A significant number of corrective amendments have occurred, such as minor rezoning of land, adjustments to overlay controls and implementation of land use studies. Examples of these include: Yea Heritage Study, minor rezoning of parcels of land in Eildon and Alexandra. Officers have undertaken a review of development plans for Yea and Alexandra.

Strategic indicators	Target	Status	Comments
2.3.4 Completion of the Review of the Municipal Strategic Statement (MSS)	Completed by June 2014	Assessment premature	Due to commence in January 2014 and be completed by June 2014.
2.3.5 Advocacy to the State Government regarding the adoption and implementation of the Kinglake, Flowerdale and Toolangi (KFT) Plan and Design Framework	Plan ready for adoption in 2013/2014	Target likely to be achieved	Adjustments to the KFT have been necessary, due to the response from the Minister for Planning & by DTPLI, to incorporate updated bushfire safety information and other changes have been made due to the delays in finalising the plan. It is anticipated that the document will be ready for adoption in February 2014
2.3.6 Strategic and settlement planning adequately addresses bushfire risk and strengthens community resilience	Implementation of bushfire protection measures	Target likely to be achieved	The achievement of this KPI is reliant on the Minister for Planning approving both local and state policy elements in relation to Bushfire Policy and the Bushfire Management Overlay.

2.3.1 Improve the Planning Scheme’s capacity to be flexible in responding to growth in a way that balances environmental values and improves the level of safety of our community

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.3.1.1	Implement ongoing changes and improvements to the Murrindindi Planning Scheme (MPS), e.g. anomalies, projects and studies, re-zoning and refinements.	Manager Development & Environmental Services,	30/06/2014	Ongoing	Council is engaged in an active ongoing program of implementing changes to the Murrindindi Planning Scheme. A significant number of corrective amendments have occurred, such as minor rezoning of land, adjustments to overlay controls and a number of projects and studies. Amendment C43 and the Heritage Overlay, was placed on formal exhibition in November, which will continue until 17 January 2014. Exhibition for Amendment C51, rezoning of the old CFA site in Eildon, was completed in December 2013. Amendment C50, which relates to the provision of commercial rezoning in Grant Street, Alexandra, was authorised for exhibition.
2.3.1.2	Complete bushfire protection measures within the Murrindindi Planning Scheme (Policy and Bushfire Management Overlay Schedule)	Manager Development & Environmental Services	30/06/2014	Progress delayed	A Bushfire Policy is complete and currently being reviewed by the Minister for Planning. The schedules to the Bushfire Management Overlay (BMO) have been prepared in anticipation of new BMO Mapping, which is yet to be released by the State Government.

2.3.2 Ensure that Council's emergency management planning responds to community safety needs

Code	Responsible	Target	Status	Comment on progress and outcomes
2.3.2	Manager Development & Environmental Services,	30/06/2014	Ongoing	Council officers continue to participate with other Emergency Management Authorities in the implementation of the Municipal Emergency Management Plan and Municipal Fire Management Plan.

2.3.3 Improve Council and community capacity to respond to the impacts of extreme weather events and longer term climate change

Code	Responsible	Target	Status	Comment on progress and outcomes
2.3.3	General Manager Infrastructure & Development	30/06/2014	Ongoing	Council's Environment officers are developing an Energy Management Plan which will identify initiatives to reduce Council's impact on the environment.

2.3.4 Complete a review of the Municipal Strategic Statement (MSS) to establish future directions that align to the Council Plan

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.3.4.1	Complete a review of the Municipal Strategic Statement to establish directions that align to the Council Plan.	Manager Development & Environmental Services	31/03/2014	Not due to commence	The review of the Municipal Strategic Statement is due to begin in January 2014

2.3.5 Promote environmentally sustainable design in future developments to achieve more energy and water efficient outcomes in our built environment

Code	Responsible	Target	Status	Comment on progress and outcomes
2.3.5	Manager Development & Environmental Services	30/06/2014	Ongoing	By enforcing the Building Regulations Council is ensuring that every new development or extension to an existing dwelling addresses sustainable design requirements to achieve a 6 star energy rating.

2.3.6 Review and progress Council's implementation of the Urban Design Frameworks for settlements within the Shire

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.3.6.1	Commence implementation of the Kinglake Ranges, Flowerdale and Toolangi Plan and Design Framework	Manager Development & Environmental Services,	31/03/2014	Progress delayed	The Exhibition of the draft Kinglake, Flowerdale & Toolangi (KFT) Plan was completed in 2011, with an interim consultation report outlining responses to submissions published in July 2011. While Council initially supported the further development of investigation areas for future residential development, the Minister for Planning has advised Council that the investigation areas will not be supported due to high bushfire risk and that development will remain confined to infill development within existing residentially zoned areas. Council has revised the 2011 consultation report based on the Minister's advice and work is progressing to finalise the KFT Plan. Once finalised, the plan will be implemented into the

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					planning scheme. Correspondence was sent to all submitters of the original plan with a summary from the Community Consultation report, the Council meeting minutes from the 25th September 2013 and a copy of a letter from the Minister for Planning.

2.4 Asset Management - We will apply a whole of life approach to the management and maintenance of Council's assets

Strategic indicators	Target	Status	Comments
2.4.1 Reduction in the infrastructure renewal gap	Reduced annual increase in infrastructure renewal gap	Assessment premature	
2.4.2 Delivery of the capital works program	95 per cent of annual Capital Works Program delivered	Assessment premature	Project delivery is well underway. Some projects are awaiting grant approvals and may extend into the next financial year.
2.4.3 Defined levels of service for maintenance activities	Draft levels of service are implemented by December 2013	Target not achieved	Draft service levels have been developed for Parks and Gardens Officers are currently monitoring against these.

2.4.1 Manage and renew our existing infrastructure assets in a responsible manner

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
2.4.1.1	Develop a policy and process for the	Manager Assets	31/08/2014	Completed	Officers have developed a Capital Works Policy

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
	transfer of savings from the capital works projects to the infrastructure reserve.	& Infrastructure			<p>which details how savings from Capital Projects will be managed and this was adopted at the August 2013 Ordinary Council Meeting.</p> <p>The policy is operational and is being applied to relevant projects.</p>
2.4.1.2	Complete the Waste Management Strategy	Manager Infrastructure Operations	30/06/2014	On schedule	Officers have undertaken some background research and analysis relating to key issues which will require to be addressed in the Waste Strategy including the operation of Council's Recycling and Recovery Centres.
2.4.1.3	Continue the implementation of the improvement actions from the adopted Asset Management Plans.	Manager Assets & Infrastructure	30/06/2014	Progress delayed	Asset Management Improvement actions continue to be implemented however staff changes have delayed the progress of implementing improvement actions.
2.4.1.4	Seek infrastructure grants to support future capital works programs to assist in reducing the Infrastructure renewal gap.	Manager Assets & Infrastructure	30/06/2014	Ongoing	A number of grant applications are currently being prepared for Infrastructure renewal projects under the Putting Locals First Program, The Black Spot funding program and Timber Industry Roads Evaluation program grant opportunities for the 2014-2015 financial year are currently being investigated.

2.4.2 Engage with relevant communities on the development of community infrastructure and services

Code	Responsible	Target	Status	Comment on progress and outcomes
2.4.2	Manager Assets & Infrastructure	30/06/2014	Ongoing	<p>Communities are engaged regularly via a diverse and widely accessible media such as local radio, local papers, community newsletters and publications, direct letter drops/ bulk mail outs, flyers, and group emails. Project specific engagement has been developed via the creation of project control and project reference groups. These groups comprise of a combination of Council officers and community/business representatives. The Taggerty Community Project, Kinglake Ranges Art History Walk, Y Water Centre, Kinglake East walking path and Yea Shire Hall projects all have functioning project reference or control groups which have met in the last quarter. Project Control and Reference Groups for the abovementioned projects continue to make successful contributions to the delivery of works.</p> <p>Delivery of the Capital Works program is progressing on schedule with some of the larger projects complete or nearing completion. These include the Allandale Bridge at Strath Creek, The Yea Shire Hall refurbishment and extension and the road sealing program.</p>

2.4.3 Develop and deliver services with consideration of the impacts on the natural environment that meet community needs

Code	Responsible	Target	Status	Comment on progress and outcomes
2.4.3	Manager Infrastructure Operations	30/06/2014	Ongoing	Officers have developed a policy for the management of vegetation and biodiversity impacts affected by infrastructure works.

OUR ECONOMY

3.1 Workforce Development -We will maximise the potential of the local workforce through education, training and employment opportunities

Strategic indicators	Target	Status	Comments
3.1.1 Shire unemployment rate	Equal to or lower than the State average	Assessment premature	
3.1.2 Number of training and/or workforce development initiatives implemented that address needs identified in the Murrindindi Training Needs Analysis 2	Two new initiatives per annum	Target likely to be achieved	The first action of the Murrindindi Human Resources Network was to survey local employers to ascertain what they believe would be of value to them and what it would take to have them get involved in network activities. Planning got underway for an event between local employers and schools to increase employment opportunities and information exchange. The event is likely to be in a speed dating style format.

3.1.1 Advocate for and support initiatives to improve post-secondary education opportunities in the Shire, including development of the Murrindindi Training Institute

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.1.1.1	Work with MTI to establish a local employer and educator network to integrate local training provision with employment needs	Manager Economic Development	31/03/2013	Completed	The creation of the Local Strategic Skills, Training and Employment Network (LSSTEN) including local business representatives, the Murrindindi Training Institute and Alexandra CEACA, local government representatives and other stakeholders occurred in this quarter. This group have prioritised the key recommendations from the Murrindindi Training Needs Analysis and developed action groups to deliver on the recommendations.

3.1.2 Work closely with the Central Ranges Local Learning and Employment Network (CRLLEN) to improve local workforce development opportunities

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.1.2.1	Support CRLLEN in the development of a strategic plan for workforce development, based on the recommendations of the Murrindindi Training Needs Analysis Report 2013	Manager Economic Development	30/06/2014	On schedule	With other key stakeholders including the Murrindindi Training Institute, the Central Ranges Local Learning and Employment Network (CRLLEN) and Council assisted in creating the Local Strategic Skills and Training and Employment Network (LSSTEN). The network has three action groups: 1) Government Incentives and Employment Opportunities, 2) Human Resources Network (HRN) and 3) Youth in Health.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>The action groups have representation from a range of stakeholders including Alexandra Secondary College, Alexandra CEACA, the Department of Education, Berry St, local employer groups and CVGT (a regional employment and training group) among others.</p> <p>The action groups identified key priorities from the 2013 Murrindindi Training Needs Analysis and began the process of implementing these recommendations. Council has a role with the HR Network and the main focus for November and December involved the creation of an employers and stakeholders list and distribution of a survey to those identified to ascertain what employers and other stakeholders felt could best be achieved by an HR Network and whether they could see value in being involved. 29 surveys were distributed. Response rates for the survey were not strong and as a result the HRN members undertook to call those being surveyed to complete the survey by phone.</p>

3.2 Improving Business Infrastructure - We will advocate for the provision of infrastructure and services that supports business growth

Strategic indicators	Target	Status	Comments
3.2.1 Number of actions implemented from the Council's Economic Development Strategy and number of actions implemented from the Council's Economic Development Strategy	Four initiatives implemented per annum	Target achieved	A number of items identified in the Economic Development Strategy implementation plan have been implemented including: 1) Advocacy to the State government regarding changes to the farming zone to enable greater development opportunities. The farm zone changes have been enacted with positive outcomes, 2) Launch of the Goulburn River Valley Tourism Holiday Planner (2nd edition) and Smart Phone App, 3) Delivery of a Tender Right workshop for local trades and service businesses and 4) Pre permit application meetings for potential investors were hosted/facilitated in Alexandra, Marysville, Kinglake and Yea.

Strategic indicators	Target	Status	Comments
3.2.2 Number of initiatives to improve business infrastructure and service	Two initiatives per annum	Target likely to be achieved	In November, Council’s CEO attended a meeting with neighbouring shire representatives, member for Indi, Cathy McGowan and representatives from Telstra, to advocate for improved mobile phone coverage across the region. This initial meeting lead to the creation of a regional mobile blackspots advocacy working group.

3.2.1 Support the development and implementation of the Hume ICT (Digital) Strategy and the Hume NBN Business Readiness Plan

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.2.1.1	Promote the NBN Small Business Readiness Tool as part of the implementation of the Hume NBN Business Readiness plan	Manager Economic Development	28/02/2014	Progress delayed	A draft Memorandum of Understanding between Council and the Local Business and Tourism Associations has been prepared to formalise Council’s access to the association’s membership data bases to enable distribution of the Business Readiness tool to be undertaken. A draft media release was prepared for widespread distribution planned for early 2014.

3.2.2 Support further growth and development of the Yea Sale Yards subject to the availability of grant and reserve funds

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.2.2.1	Develop a business case for the potential lease of additional land to support further enhancement of facilities at the Yea Saleyards for Council's consideration.	Coordinator Procurement	30/06/2014	On schedule	Plans for the land area required and shape of that land around the existing footprint of the saleyards were developed. These plans will be incorporated into the business plan along with the renewal requirements for the existing infrastructure as the plan is developed further for Council's consideration.

3.2.3 Facilitate opportunities to increase utilisation of available industrial land in the Shire

Code	Responsible	Target	Status	Comment on progress and outcomes
3.2.3.1	Manager Economic Development	30/06/2014	Ongoing	Landowners on Binns-McCrae Rd Alexandra, entered into discussions relating to plans to proceed with mutually beneficial earthworks on the industrial land in that area. Subject to a positive outcome from the landowner's discussions, an offer to support the development of a plan for both parcels of land was made.

Following initial discussions with Council officers, the Glencoe (truss builders) operation got underway in the industrial area in La Mont Street, Alexandra that was previously utilised as GUNNS Mill. Plans being developed in late 2013 to invest in a state of the art truss jig/press and timber dip tank to be installed at the site should lead to an increase in local employment opportunities. The operators were invited to meet with Council officers again, once they were operational, to discuss any ways that Council could assist in their plans to grow the business locally.

3.2.4 Advocate to the State Government to broaden the range of business development opportunities in rural settings

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.2.4.1	Subject to the outcomes of the State review of Farming Zones, promote business development opportunities that align with agriculture in rural areas	Manager Economic Development	30/06/2014	On schedule	<p>Land owners who may be positively impacted by changes to the Farm Zone regulations have been contacted and the changes discussed.</p> <p>The "growing the rate base" plan was developed to include an action to finalise and distribute a media release and fact sheet to alert stakeholders to the implications of the changes to the Farm Zone.</p> <p>Initial discussions with local real estate agents were held to ascertain the level of interest/support that exists for a forum to be delivered by Council on the Farm Zone changes among other topics. The concept was received well.</p>

3.2.5 In partnership with Mitchell and Mansfield Shire Councils, support initiatives to maximise the economic benefits of the Great Victorian Rail Trail

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.2.5.1	Work with Mansfield and Mitchell Council's to finalise, and commence implementation of, the rail trail Integrated Identity, Interpretative and Wayfinding Strategy	Manager Economic Development	31/03/2014	On schedule	<p>All outcomes to be delivered as part of the development of the Great Victorian Rail Trail (GVRT) strategy were achieved prior to the peak Christmas period. Following significant input from all involved, the consultants (High Country Collective), provided to the project control group a signage plan, strategic plan, brand style guide, rail trail toolkit, 30,000 copies of the pocket riders guide (with significant local industry advertising buy in) and an operational website.</p> <p>All local Visitor Information Centres were notified of the operational website and were provided with multiple copies of the riders guide as well as the latest edition of the DL rail trail brochure produced by the (three shire's) marketing committee.</p> <p>In conjunction with the marketing committee, plans to further promote the rail trail were developed including design work for directional banners in Alexandra, finalising copy for advertising in the 2014 Bike Paths and Rail Trails guide and updating a range of related websites on the new name of the</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>rail trail to enhance search engine optimisation (ie. improving website access and function).</p> <p>Initial discussions regarding a service agreement with High Country Reservations (HCR) lead to a draft service agreement being prepared for consideration. The agreement will see HCR as the first point of contact for a range of GVRT related matters including permits for events on or adjacent to the trail, trail maintenance issues, website maintenance and updating, accommodation bookings and brochure provision among others.</p>

3.3 Investment Attraction - We will support local business retention and growth and attract new business and residential investment to the Shire

Strategic indicators	Target	Status	Comments
3.3.1 Value of new commercial building developments	Three per cent increase per annum	Assessment premature	
3.3.2 Number of investment attraction events/ initiatives delivered	Two per annum	Target likely to be achieved	Council officers provided input via the steering committee to the Goulburn River Valley Destination Management Plan (DMP) process. A draft plan was produced in November for feedback from officers.

Strategic indicators	Target	Status	Comments
			<p>The plan, will identify tourism product gaps and opportunities and will provide quality information for potential investors. Planning for the April 2014 Regional Living Expo continued with collaboration between Murrindindi Shire Council and surrounding expo partners. Initial plans got underway for a Yea Open Day to attract Expo attendees to the town/shire later in the year.</p>

3.3.1 Implement a business attraction and investment campaign

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.3.1.1	<p>Support the finalisation of the bushfire recovery funded Murrindindi Business Prospectus and commence implementation of a business investment and attraction campaign</p>	<p>Manager Economic Development</p>	30/06/2014	On schedule	<p>The Fire Recovery Unit (FRU) from Regional Development Victoria finalised arrangements with Lake Mountain Alpine Resort (LMAR) regarding LMAR relinquishing and handing responsibility for the Business Investment Prospectus project to Council. Negotiations relating to an altered scope (ie. the project having a shire wide approach with altered timeframes and an expanded steering committee) were concluded with positive outcomes. New members of the steering committee were recruited and a draft project plan developed.</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					The Business Investment Prospectus project was included as part of the broader "Growing the Rate Base" plan presented to the Economic Development Advisory Committee at its meeting in December and is the key activity in the investment attraction plan.

3.3.2 Participate in a range of State Government sponsored initiatives that encourage people to Live, Work and Invest in rural and regional Victoria

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.3.2.1	Participate in the 2014 Regional Living Expo and associated promotional activities	Manager Economic Development	30/04/2014	On schedule	<p>Widespread interest in the Regional Living Expo to be held on 11 to 13 April 2014 was generated with a further presentation to Murrindindi Inc. All local business and tourism associations were invited to be represented at the Expo to work alongside Council staff to promote opportunities for investors and re-locators and it is likely that this offer will be taken up. Yea Business and Tourism Association took the concept of holding a Yea Open Day following the Expo to it's monthly meeting and is likely to go ahead with that initiative.</p> <p>Further plans with Mitchell, Mansfield, Benalla and Strathbogie Councils to co-locate at the Expo to be held once again at the Melbourne Exhibition and</p>

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Convention Centre and promote the region as a collective were firmed up. This will see the region co-branded and activities undertaken will aim to drive further enquiries to the collective’s website.

3.3.3 Support developers through the regulatory requirements of Council

Code	Responsible	Target	Status	Comment on progress and outcomes
3.3.3	Manager Economic Development	30/06/2014	Ongoing	On site discussions with potential investors/ land developers occurred in Marysville, Alexandra, Yea and Kinglake. Guidance and support was provided by phone or via email interactions to businesses looking at start up concepts in Eildon, Flowerdale, Marysville and Alexandra.

3.3.4 Support the creation of strong economic leadership in the Shire through the development of the Murrindindi Business and Tourism Association

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.3.4.1	Facilitate the formal establishment of the Murrindindi Business and Tourism Association	Manager Economic Development	31/12/2013	Progress delayed	A workshop held in Yea in December to finalise arrangements for the shire wide peak business and tourism body (Murrindindi Inc) led to agreement on the model rules, discussion on the feedback received from the industry forums held across the shire and the green light to go ahead with incorporation. Revision of and agreement on the action plan for the association was another important outcome of the workshop.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					The full allocation of the original streetlife grant funding, provided to aide in getting the association off the ground, was expended with the outcomes being achieved. Acquittal of the grant by the Kinglake Ranges Business Network on behalf of the other associations was well underway.

3.3.5 Investigate opportunities to attract investment in residential facilities for retiree and aged sectors

Code	Responsible	Target	Status	Comment on progress and outcomes
3.3.5	Manager Economic Development	30/06/2014	On schedule	<p>As part of the "growing the rate base plan" initial Australian Bureau of Statistics data on demand and future demographics relating to the aged population were sourced. Early indications suggest that attracting investors to develop residential facilities for the retiree and aged care sector may see positive outcomes as Murrindindi's aged population will grow significantly between 2014 and 2031. Statistics around residential aged care availability support this, in that, there are fewer low care residential aged care places and significantly less high care residential aged care places available in Murrindindi compared to the Victorian average. Conversely, evidence gathered also suggests that the government recognises that people prefer to age in their own home and that services will need to grow and improve in their flexibility to meet this rapidly growing demand.</p> <p>A meeting including Council officers, the Primary Care Partnership (PCP) and CEO's of local aged care facilities and hospitals was held in December to ascertain/verify data and begin dialogue relating to opportunities for joint advocacy, to build relationships and investigate the potential for partnership projects.</p>

3.3.6 Continue to engage with businesses and relevant agencies through the Economic Advisory Committee and liaison with key industry associations

Code	Responsible	Target	Status	Comment on progress and outcomes
3.3.6	Manager Economic Development	30/06/2014	Ongoing	<p>The November meeting of Council's Economic Development Advisory Committee (EDAC) heard a presentation on the Agriculture Industry Transformation project. The presentation included details of an application for funding for the project by the Goulburn Broken Greenhouse Alliance of which Council is a member. Success of the funding application would see a major regional research project being undertaken on climate smart agricultural development. The funding application, which was supported by the members of the Advisory Committee, was made to the Victorian Adaptation and Sustainability Partnership.</p> <p>An offer has been extended to the Murrindindi Inc executive group to speak to the EDAC in early 2014, to provide an update of it's activities and plans and to discuss opportunities for mutually beneficial interaction. A date was to be finalised for the association to attend the Advisory Committee meeting.</p>

3.3.7 Identify and promote opportunities for growth in housing and business development in and around the Shire's main townships

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.3.7.1	Investigate the capacity to expand residential and business investment in and around the Shire's major townships	Manager Economic Development	30/06/2014	On schedule	A draft plan to expend investment in major townships was presented at the November Economic Development Advisory Committee for input/comment. Subsequently the plan, with some additions and alterations, was approved and officers

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					began to action the recommendations. The plan has a strong focus on opportunities for residential and business investment in and around the major (serviced) towns. A mapping exercise to identify vacant/available residential, commercial and industrial land progressed well and will be ready for analysis in early 2014.

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

Strategic indicators	Target	Status	Comments
3.4.1 Tourism visitation to the Shire – Goulburn River Valley Tourism (GRVT)	Five per cent per annum increase in day trips	Assessment premature	

3.4.1 Support the initiatives of the GRVT and Marysville and Surrounds Marketing and Events Program to promote visitation to the Shire

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.4.1.1	Promote visitation to the Shire through development and distribution of marketing materials and attendance at promotional expos in partnership with GRVT	Manager Economic Development	30/06/2014	Ongoing	The key promotional activity for the quarter included a combined Goulburn River Valley Tourism (GRVT)/Council presence at the Bendigo Leisurefest from 22 to 24 November. The Leisurefest provided an opportunity to promote the GRVT region to a large target audience of travellers

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>and the distribution of Holiday Planners, Official Visitors Guides, Calendars of Events and Vic Park Notes.</p> <p>Via the Ultimate Experience Marysville competition, promoted at the Leisurefest (and other expo's) and via the GRVT website, postcards and the Marysville Facebook page, over 200 more contacts were added to the GRVT database. This database forms the basis of promotional activity driving people to the GRVT website. Officers continued to provide input into the content on the Goulburn River Valley Tourism website and E Newsletter (the online monthly newsletter).</p> <p>Council was successful in attracting a leg of the Great Victorian Bike Ride (GVBR) for December 2014. Initial conversations with the organisers lead to a final ride route that includes an overnight stay in Alexandra and a lunch stop in Marysville. The event is expected to bring well over 4,000 visitors to the region.</p>

3.4.2 In partnership with GRVT actively encourage investment in, and support development of new tourism product, attractions and accommodation options in the Shire

Code	Responsible	Target	Status	Comment on progress and outcomes
3.4.2	Manager Economic Development	30/06/2014	On schedule	Taking into account industry input already gathered at a series of workshops, a draft version of the Destination Management Plan (DMP) for the Goulburn River Valley region was completed and distributed to Council officers for initial feedback. This feedback was provided to the consultants in December. Officers also compiled a list of other industry stakeholders from within Murrindindi Shire, who could be contacted by the consultants, for one on one feedback and input to the plan. It is anticipated that the DMP will inform the initiatives to be delivered in the Business Investment Prospectus project to be undertaken in 2014 and 2015.

A plan to publicise changes to the farming zone regulation was developed for implementation in 2014.

3.4.3 Assess the feasibility of extending the Great Victorian Rail Trail from Alexandra to Eildon

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.4.3.1	Complete a feasibility assessment of a Great Victorian Rail Trail link between Alexandra and Eildon	General Manager Infrastructure and Development Services,	30/06/2014	Progress delayed	A consultant's brief was due for distribution in January 2014. The distribution of this brief will occur in February 2014. No further action was scheduled on this project in the reporting period.



3.4.4 Support event managers in the establishment and delivery of new tourism events across the Shire

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.4.4.1	Promote access to tourism event funding through the Marysville and Surrounds Marketing and Events Program	Manager Economic Development	30/06/2014	Ongoing	<p>Access to funding from the Marysville and Surrounds Events program was promoted widely in conjunction with the program manager, via word of mouth from Council's events coordinator through local print media, on local radio with support from UGFM and on Council's website.</p> <p>The current funding round provided \$58,000 in funding with a number of events being delivered from October to December 2013. Those events included the Victorian Downhill Mountain Bike Series, Kinglake Produce and Artisan Market, Alexandra Show Bush Dance, a Pack Saddle workshop held at Narbethong and Santa's Grotto in Marysville.</p>

3.4.5 Support the development of the Y Water Centre at Yea Wetlands as a tourism attraction

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
3.4.5.1	Support the establishment of the accredited Visitor Information Centre as part of the Y Water Centre at Yea Wetlands	Manager Economic Development	30/04/2014	On schedule	Good progress was made towards establishing the Visitor Information Centre (VIC) aspect of the Y Water Discovery Centre including the appointment and induction of two part time staff, recruitment of over 20 new volunteers following two well attended information sessions, development of a volunteer

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>training program and finalising the layout and fitout of the VIC area within the new building. A number of the new volunteers attended the regional familiarisation tour in Nagambie in November and a networking event in Yea in December.</p> <p>Development of a range of systems, processes and procedures, including financial management systems, retail sales plans, a volunteer training and induction manual and the like to enable accreditation of the centre also progressed well. It is envisaged that the accreditation application will be lodged in February to be followed by a site visit soon after by the accrediting agency.</p>

3.4.6 Develop tourism markets that align with the product strengths of the region (e.g., cycle tourism, equine and picnic racing, nature based tourism)

Code	Responsible	Target	Status	Comment on progress and outcomes
3.4.6	Manager Economic Development	30/04/2014	Ongoing	Significant progress was made in relation to the completion and initial implementation of the Great Victorian Rail trail strategy as reported at Activity 3.2.5.1. This strategy creates a solid base for further market development in cycle tourism. Council also successfully negotiated an overnight stay in Alexandra and lunch stop in Marysville for the 2014 Great Victorian Bike Ride to be held from November 29 to December 7.

Code	Responsible	Target	Status	Comment on progress and outcomes
				<p>The ride attracts approximately 4,500 participants and many of those will ride the Great Victorian Rail trail from Mansfield to Alexandra as part of the 5th leg of the ride providing a unique public relations opportunity to a very large targeted audience for the trail.</p> <p>December also saw the final rollout of picnic racing event banners provided by Council to local picnic race clubs. All local picnic race clubs now have the capacity to promote their upcoming race meetings on town entry signs designed for the purpose in Alexandra and Yea. Picnic races also featured on the front cover and in the body of the Calendar of Events for the period October 2013 to April 2014. Other free promotional listings in the printed and online versions of the Calendar included the Big Fish Challenge held in Eildon in October, the Victorian Enduro mountain bike race at Buxton in November and the Warrior Challenge obstacle race at Lake Mountain in December. This edition of the Calendar of Events also included a double page promotion of the Great Victorian Rail trail.</p> <p>The key focus for the quarter has been on initiatives relating to the cycle tourism market. Marketing for the Great Victorian Rail trail has included the ongoing work on the name, brand, colour palette and style guide as well as solid progress towards a signage strategy that includes recommendations for business, safety, wayfinding and interpretive signage. The need for interim advertising for the trail has seen promotions under the new name in the GRVT Holiday Planner, creation of an updated brochure and consideration being given to a range of other cycle specific publications and websites.</p>

OUR COUNCIL

4.1 Leadership- We will demonstrate visible leadership and advocacy

Strategic indicators	Target	Status	Comments
4.1.1 Community participation in forums and number of forums held	Delivering a minimum three community forums a year that actively encourage community participation.	Target likely to be achieved	Council led two community forums during the quarter.
4.1.2 Advocacy to the State and Federal Governments	Advocate on behalf of the community on a minimum of 10 issues a year	Assessment premature	Council advocated on 5 issues during the quarter
4.1.3 Adoption of the Murrindindi 2030 Vision	Adopting the Murrindindi 2030 Vision by 31 December 2013	Target not achieved	Visioning work likely to be completed in June 2014 quarter

4.1.1 Involve community leaders in regular advocacy to State and Federal Governments on local needs and issues

Code	Responsible	Target	Status	Comment on progress and outcomes
4.1.1	Chief Executive Officer	30/06/2014	Ongoing	Council has assisted the recently established industry representative's body to support the Houseboat Industry in maximising its growth and addressing regulatory challenges. Council has auspiced a grant for the Alexandra Timber Tramways Association regarding master planning of its site and surrounds. In addition, Council has sought to represent the views of local community organisations and residents in relation to timber harvesting in the Royston Range.

Code	Responsible	Target	Status	Comment on progress and outcomes
				<p>Council has received support from business leaders in Marysville in advocating to the State Government on funding to complete the Business Investment Prospectus project.</p> <p>Council representatives have worked with the Goulburn River Valley Tourism organisation to advocate to Tourism Victoria for support in the future direction of the organisation.</p>

4.1.2 Actively develop and implement a long term vision for the Shire of Murrindindi

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.1.2.1	Complete the Murrindindi 2030 Vision	Chief Executive Officer	31/03/2014	On schedule	<p>Working groups comprising Councillors and officers have been established, based upon the four themes of People, Community, Place and Opportunity. These working groups have identified a vision for each theme, values and opportunities for improvement along with goals and aspirations to achieve the desired outcomes by 2030 as well as tangible indicators of success of implementing the Vision 2030. Once this work is completed, a draft document for community consultation at a forum will be developed.</p>
4.1.2.2	Develop a long term plan for the implementation of the Murrindindi 2030 Vision	Chief Executive Officer	30/06/2014	On schedule	<p>Once the draft Murrindindi 2030 Vision is prepared, work will commence on the development of a long term implementation plan.</p>

4.1.3 Building community relationships and trust through community forums and engagement

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.1.3.1	Building community relationships and trust through community forums and engagement	General Manager Corporate and Community Services	30/06/2014	On schedule	<p>The Health and Wellbeing Consortium was established during the quarter to support the implementation of the Municipal Public Health and Wellbeing Plan. The Consortium includes representation from a range of community service providers across Murrindindi Shire and provides a forum to report progress of and review actions within the plan.</p> <p>A community forum was held in Yea to seek community interest in volunteering for the soon to be completed Y Water Centre in Yea incorporating an accredited Visitor Information Centre. The forum was well attended with several people indicating an interest to be involved.</p>

4.1.4 Communicate key Council decisions and strategies to the community in a variety of ways

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.1.4.1	Advocate on behalf of the community on a minimum of 10 issues	General Manager Corporate and Community Services	30/06/2014	On schedule	Council continues to advocate for support from the State Government to cover the on-going operating, maintenance and renewal costs associated with the gifted and novated assets as a result of the 2009 fires.

Council's advocacy role in the second quarter has also included requests to VicForests on logging activities on Royston Range and support for the Eildon Houseboat industry through the signing of an Memorandum of Understanding with newly formed Lake Eildon Houseboat Industry Association.

4.2 Customer Service - We will deliver quality customer outcomes by implementing better ways of doing things

Strategic indicators	Target	Status	Comments
4.2.1 Community perception of performance for customer service	A score of 66 or more in the annual community satisfaction survey	Assessment premature	
4.2.2 Number of business processes implemented	Improving a minimum of five business processes a year	Assessment premature	

4.2.1 Build on our customer service and communications with the community

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.2.1.1	Establish an Electronic Customer Service Request System	Manager Customer & Communications	30/06/2014	Ongoing	Initial discussions have taken place in relation to establishing an electronic on-line customer request form. Development work will continue over coming months.

4.2.2 Continue to improve our processes to enhance the efficiency and effectiveness of the organisation

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.2.2.1	Implement business process improvements related to: Governance, Procurement Roadmap, Electronic Document Management System, Finance Systems, Murrindindi Services Review	General Manager Corporate and Community Services & Manager Business Services	30/06/2014	Ongoing	Work on reviewing and updating the delegations and governance arrangements associated with Council's Section 86 volunteer-based committees of management was completed in the December quarter. This work is designed to ensure improved compliance with the Local Government Act and to assist these committees to improve governance and administrative practices. A new Governance Manual providing all the necessary resources for Council's Section 86 committees has been adopted and will be introduced at Section 86 committee meetings throughout the March quarter in 2014.

Council officers are continuing with the rollout of new Electronic Document Management System, which has progressively implemented across the organisation to improve paper-based and digital record and information management, increase overall efficiency in administrative procedures and improve customer service. By 31 December 2013, more than 50% of Council office staff have now been introduced and trained in the processes & strategic importance of this new system.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					<p>Improved value for money associated with Council's procurement processes is being sought through the implementation of several large tender processes to select a panel of approved suppliers across a range of common goods and services used by Council in its operations. Council has also progressed to fully managing its tender process through digital resources, eliminating the need for paper-based production of all tender documents. This will result in considerable improvements in preparing tender documents for the review panels, decreasing the turnaround time in evaluating tenders as well as reduce the costs (financial & environmental) of preparing a significant amount of paperwork.</p> <p>A new IT strategy is under development that will provide greater strategic direction for the future of Council's IT infrastructure, system requirements, business systems policies as well as providing the framework required for the management of Council's IT networks and devices.</p>

4.3 Financial Sustainability - We will administer sound financial management practices

Strategic indicators	Target	Status	Comments
4.3.1 Rate base increased by- overall Capital Improved Value and new and quality developable lots	Increasing the shire's Capital Improved Value by 1.5 per cent each year and increasing the number of developable lots across the Shire	Assessment premature	
4.3.2 VAGO (Victorian Auditor-General's Office) overall financial sustainability risk assessment indicator	Ensuring that VAGO (Victorian Auditor-General's Office) overall financial sustainability risk assessment indicators remain in the low category	Target achieved	Result for 2013 indicates that Murrindindi Shire Council has a low risk of financial sustainability concerns
4.3.3 Completion of the review of the Rating Strategy	Completing the review of the Rating Strategy by 31 December 2013	Target not achieved	It is likely this work will now be completed in the June 2014 quarter.

4.3.1 Growing our rate base through diligent planning

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.3.1.1	Develop and coordinate a master plan for growing the rates base	General Manager Corporate and Community Services	30/06/2014	Progress delayed	Whilst some preliminary work has commenced to identify opportunities to better utilise existing developable land in and around the townships of the Shire. Work to develop the Plan has not progressed as quickly as anticipated due to demand on resources to address competing priorities.

4.3.2 Provide value money through the delivery of long term financial plans

Code	Responsible	Target	Status	Comment on progress and outcomes
4.3.2	General Manager Corporate and Community Services	30/06/2014	On schedule	Officers commenced a review of the Council's long term financial planning process during the quarter in preparation for the development of the 2014/2015 Budget, Council Plan and Strategic Resource Plan.

A budget timetable has been developed which will provide the framework for this process to be completed by the 30 June 2014 target date.

4.3.3 Practising responsible grants management and how we access our grants

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.3.3.1	Increase capacity to attract grants	General Manager Infrastructure and Development Services	30/06/2014	Ongoing	The Grants Coordinator has worked alongside Council officers and community members, providing one-to-one assistance and advice. Advice provided in the December quarter has varied in accordance with the need and has included support to community members in the preparation of information for grant applications and assistance in the preparation for meetings with funders. This support has extended to attending community group-funder meetings and meeting with community members to provide grant advice about project ideas.

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
					Additionally, the Grants Coordinator has provided one-to-one support to council officers in regards to grant administration, including education regarding Council standards for documentation/communication with funding agencies and the preparation of final/acquittal reports.

4.3.4 Promoting an equitable rating strategy for all ratepayers

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.3.4.1	Complete and implement the review of the Rating Strategy	General Manager Corporate and Community Services, Manager Business Services	31/03/2014	Progress delayed	Further work was undertaken this quarter to examine different differential rate options, however this work was delayed by the need to adjust Council's rate database to enable the different options to be modelled and tested. Work is expected to progress on the Strategy development in the March 2014 quarter.

4.4 Staff - We will have engaged and professional staff

Strategic indicators	Target	Status	Comments
4.4.1 Staff Satisfaction	Internal staff satisfaction results to improve year on year and staff sick leave days reduced by 1 per cent per annum	Target likely to be achieved	The Staff survey was conducted in October. The Sick leave benchmark is established.
4.4.2 Number of staff training days	Staff training days increased by 1 per cent per annum	Target likely to be achieved	132 training days were delivered in the second quarter
4.4.3 Number of health and safety programs conducted	Providing a minimum of four health and safety programs each year	Target likely to be achieved	Two programs (4 workshops) were held this quarter: Driver Awareness and Employee Engagement.

4.4.1 Ensure a healthy and safe workplace for all staff

Code	Responsible	Target	Status	Comment on progress and outcomes
4.4.1	HR Coordinator	30/06/2014	On schedule	The organisation ran Driver Awareness Training that was open to all staff but targeted at those required to drive regularly. 25 staff members attended the workshop and 13 staff members participated in the practical driving sessions using fleet vehicles. The staff satisfaction survey was conducted in October showing a small improvement since the previous survey in November 2011.

4.4.2 Provide staff training and professional development opportunities

Code	Activities	Responsible	Target	Status	Comment on progress and outcomes
4.4.2.1	Develop and implement a training register	HR Coordinator	30/06/2014	On schedule	A projection of training required across the organisation to June 2014 has been developed. This is progressively updated with the outcomes of training plans which are being compiled as part of annual departmental business plans .
4.4.2.2	Provide staff training and professional development opportunities	HR Coordinator	30/06/2014	Ongoing	All staff were provided with the opportunity to attend workshops on Employee Engagement and Resilience with 30 staff attending. Targeted sessions were conducted on Bullying Prevention in the Workplace (for Managers & Coordinators), Drivers Awareness (Practical 13 ; Theory 25) and the Leadership training for Coordinators commenced (16 people attend 4.5 days in the quarter - 6 month program). All staff were also enrolled in on line refresher training on EEO. In addition several individual professional development training and online training opportunities were provided involving individual staff members during the quarter. Overall 135 staff training days were delivered in the second quarter and 118 were enrolled in on-line training.

4.4.3 Provide workforce development and succession planning opportunities.

Code	Responsible	Target	Status	Comment on progress and outcomes
4.4.3	HR Coordinator	30/06/2014	On schedule	Year 1 priorities in the adopted Workforce Development Plan have commenced. These include measuring staff satisfaction through the organisational survey which was completed during the quarter. Reports and communication of outcomes to staff will occur in the March quarter. Training and career development opportunities have been identified and incorporated into organisational training plans.