Murrindindi
Shire Council

Annual Report

2004/05

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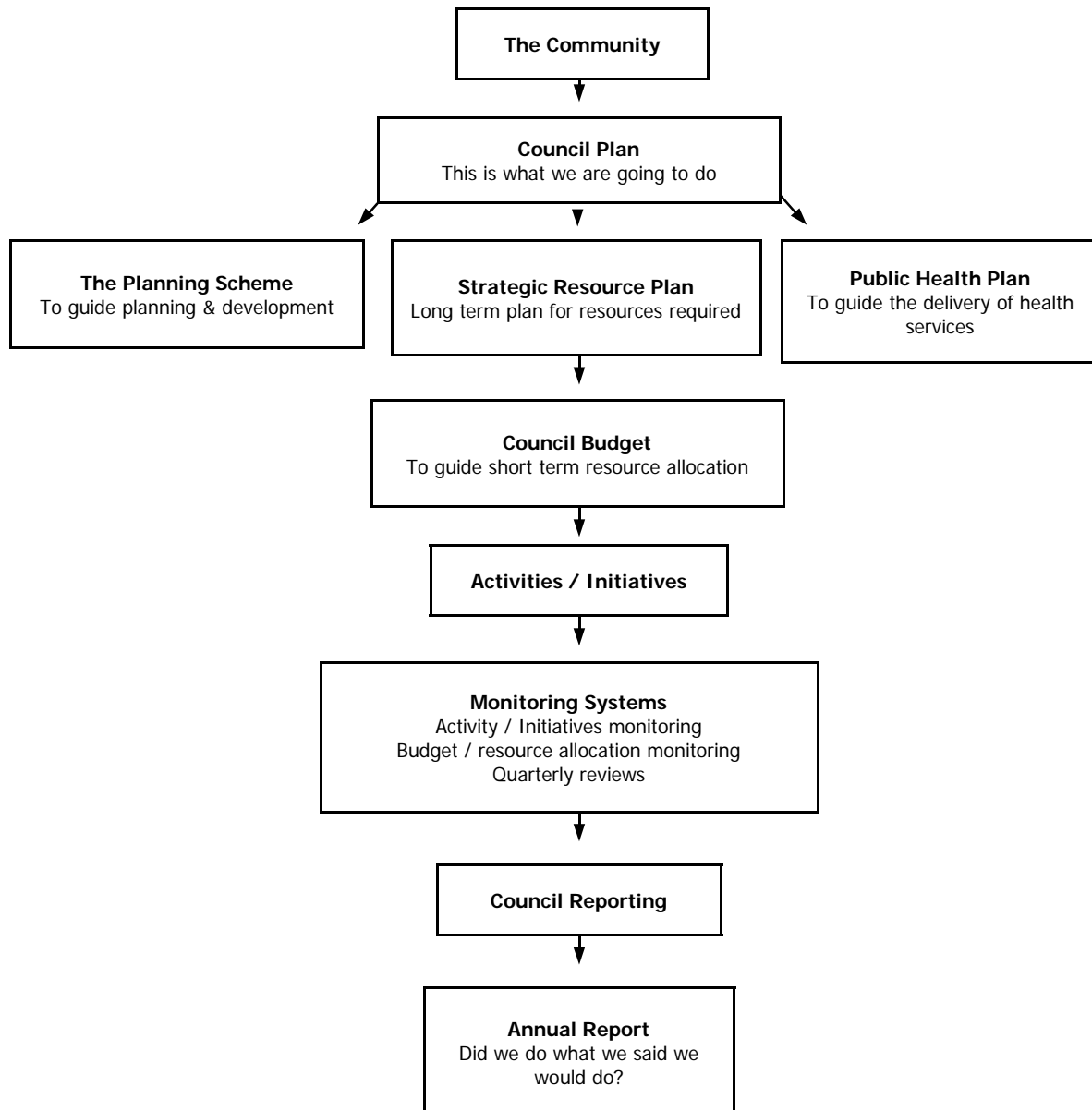
Part 2   **Financial Report**

Introduction

The Annual Report 2004/05 is a key document in the annual cycle of planning and review requirements for the Murrindindi Shire Council.

It provides Council with the opportunity to showcase achievements and report its performance against the actions and initiatives as identified in the Council Plan and Annual Budget for the previous financial year. Did we deliver what we said we were going to?

The Council Plan is structured into five themes (Sustainable Growth & Development, Quality of Life, Infrastructure, Natural Beauty and Leadership) with associated strategic indicators and activities. These themes are used throughout the Annual Report to describe Council's highlights and achievements for 2004/05.

The Planning Process

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                    │     The Community       │
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                    │     Council Plan        │
                    │ This is what we are     │
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 │ The Planning     │ │ Strategic        │ │ Public Health    │
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 │ To guide         │ │ Long term plan   │ │ To guide the     │
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                    │    Annual Report        │
                    │ Did we do what we said  │
                    │     we would do?        │
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What Drives Us?

Values:

Integrity

Respect

Consistency

Trust

Mission:

The Murrindindi Shire Council will represent and balance the interests of individuals, its diverse communities, visitors and investors to promote sustainable growth and well-being without compromising the ability of future generations to meet their own needs.

Key Themes:

Sustainable Growth and Development
- To generate prosperity, employment and strategic population growth
- To stimulate viable and sustainable investment
- To be a financially-sound organisation

Quality of Life
- To support and grow our diverse and vibrant communities so that they enjoy high levels of health, well-being, harmony, safety and lifestyle
- To be an employer of choice

Infrastructure
- To protect and enhance the community's physical assets for current and future generations in a sustainable manner

Natural Beauty
- To ensure the unique and natural beauty of the Murrindindi environment and its natural environmental systems are not compromised for future generations
- To strive for a safe and clean environment

Leadership
- Through the process of good governance, provide and develop community leadership
- Deliver Council's corporate and community objectives to the highest possible standard
- To be a community and customer focused organisation
- To represent the interests of Murrindindi and its diverse communities

Our coming about
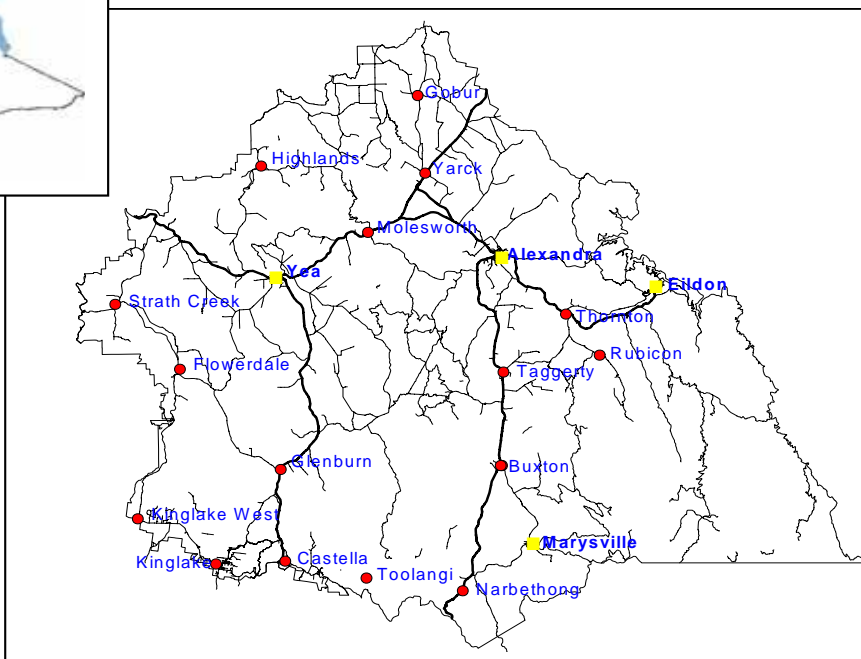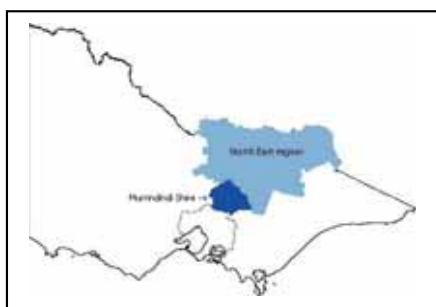
Gold !   *Gold !*

Alexandra

European settlers took up land in the late 1830's but it wasn't until the discovery of gold in the UT Creek in 1866 that the settlement of Red Gate, later to be renamed Alexandra, appeared.

Named after Princess Alexandra, of Denmark, later Queen of England.

Eildon

The original town, Darlingford, was founded in the 1860's following the discovery of gold in the area. The first station was started in 1846 and named "Eildon Station" as the local area reminded Mr Thom of his birthplace in the Eildon Hills, Scotland.

Both Darlingford and the station were flooded by the building of the reservoir. The new town of Eildon began to arise to house reservoir workers.

Kinglake

Kinglake started in the early 1860's - a gold rush area around Mountain Creek just east of the present Kinglake township.

Named after the noted English historian and travel writer, A.W. Kinglake (1809– 1891).

Marysville

Started in the early 1860s as "The Camp" for diggers on their way to the Woods Point goldfield before gold was found in the Steavenson River. Marysville was surveyed as a town in 1863.

Named after Miss Mary Martha Murphy who became the wife of Surveyor, John Steavenson of Steavenson's Falls fame.

Yea

Hume and Hovell trekked through the Yea District in 1824. Overlanders arrived in 1837 and settled on vast station "runs". Gold was discovered in the late 1850's and the population grew rapidly.

The new town was named after Colonel Lacy Walter Gilew Yea, a hero of the Crimean War.

Murrindindi Shire Council was created on 18 November, 1994 following the restructure and amalgamation of the former municipalities of Alexandra and Yea, and the consolidation of part of the former municipalities of Healesville, Broadford, Eltham, Whittlesea and Euroa. The township of Alexandra houses the main Council Office, with joint shopfront/library facilities located in Kinglake and Yea.

Murrindindi Shire covers an area of 3,889 sq. kms incorporating the major centres of Alexandra, Eildon, Kinglake, Marysville, Yea and the smaller townships of Buxton, Flowerdale, Glenburn, Highlands, Molesworth, Narbethong, Strath Creek, Taggerty, Terip Terip, Thornton, Toolangi and Yarck.

Although the Shire is in a rural area, it is well suited for tourism growth. We have a large number of natural attractions such as Lake Mountain, Lake Eildon and Kinglake National Park, which provide for many outdoor leisure pursuits including nordic skiing, water skiing, bushwalking, boating, fishing, camping, cycling and touring.

The Shire also accommodates traditional agriculture and intensive horticultural pursuits and is geared to day visitors and the agri-tourism market.

The Murrindindi Community

Snapshot Statistics:

(Source- Australian Bureau of Statistics 2001 Census)

- **Total Population**
  13,109

- **Area**
  3,889 sq kms

- **Total Rate Revenue**
  $7.49 million

- **Number of households**
  4,772

- **Language**
  90.2 % of the population speaks English at home

- **Sex**
  50.7% of the population is male
  49.3% female

- **Marital Status** of those aged 15+
  55.2% are married
  27.4% have never been married
  7.9% are divorced and
  5.7% are widowed

- **Property Ownership**
  6.9% of households rent
  33.3% are purchasing their home and
  49.8% own their home outright

Age Group Population Split

Employment Figures for Shire

Weekly Earnings Per Household
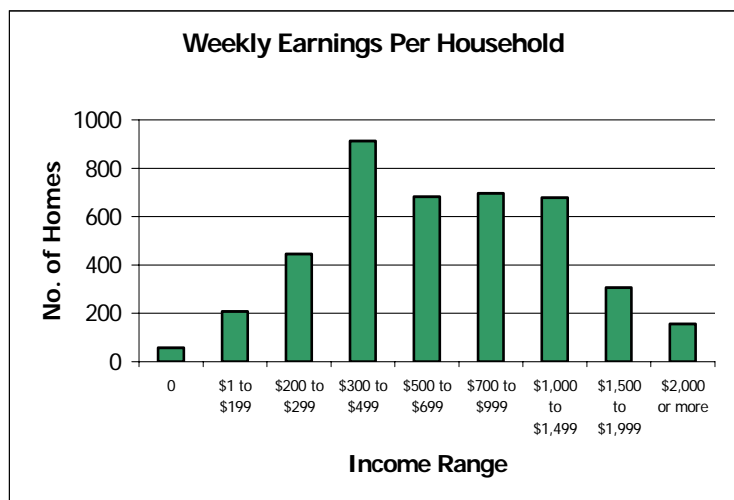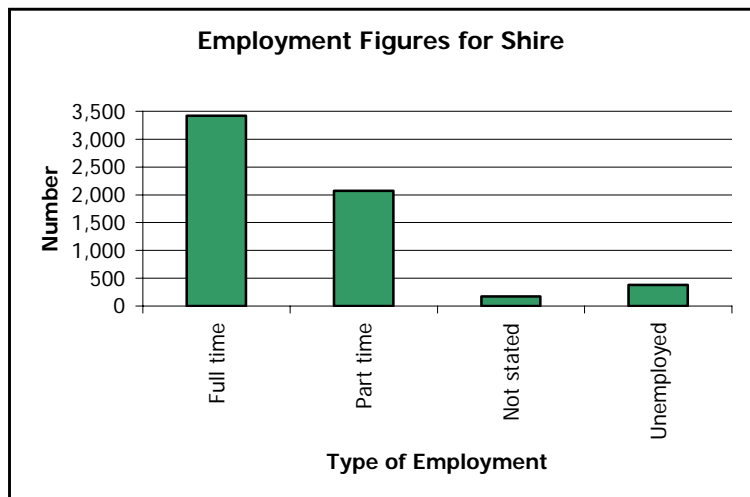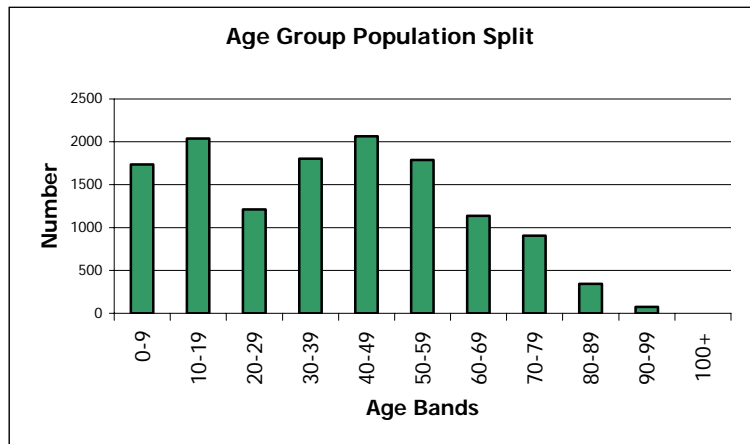
The Mayor's Report

Cr Graeme Brown
Mayor, Murrindindi Shire Council

The 2004/05 Annual Report of Council is presented in a new format this year, aligning it very clearly with the Council Plan.

Good Governance at all levels is an ongoing process, or series of processes, which are often quite complex to understand. This report is structured in such a way as to be clear and precise, in the manner in which it addresses our performance over the last year.

The Council Plan is a lead document of Council which is set in place by Council, through a process of consultation and debate, is reviewed annually and supported by a strategic plan. This report provides feedback to our communities on Council's achievements in meeting the overall goals of the Council and strategic plans in the last year.

It is also particularly significant in the context of it being the final Annual Report on the achievements and performance of this Council as we complete our term of office in November this year. I would like to express my full appreciation to the Deputy Mayor, Councillor Gunter and to all of the Councillors for the hard work they have done during the year and for their commitment to their communities and the Shire of Murrindindi. Thank you also to the Chief Executive Officer, senior management and staff for their support.

Local Government is, in my view, the legitimate first sphere of Government, as it is closest to the people. Because of this, effective "Community Consultation" and "Community Leadership" are among the key principles of good governance, which are processes and strengths, that this Council has worked hard to achieve.

The past year has had a number of challenges and high points which are all reflected in this report. One of the most significant challenges was the review and development of the roles and responsibilities of the Chief Executive Officer - a highpoint being the selection and re-appointment of Danny Hogan and the appointment of Rob Croxford as General Manager Operations/ Deputy Chief Executive Officer.

Along with the resulting restructure of the senior management roles and the implementation of the Australian Business Excellence framework for Local Government, I believe that Council has now put into place the right foundational structure to lead our Shire well into the future.

I am pleased to commend this report to you, as it is a factual report that is honest, in that it addresses our performance without bias, it is open, in that it shows a balance of not only what we have done well, but also highlights opportunities for improvement and it is transparent, in that it is clear and straight forward.

Cr. Graeme Brown
Mayor

The Chief Executive Officer

Danny Hogan
Chief Executive Officer

Our 2004/05 Annual Report has been presented in a new format which provides a higher degree of focus on strategic indicators that provide feedback to readers on Council achievements in meeting the overall goals of the Council and Strategic Plan for the past year. Whilst not all the chosen indicators have fully met our expectations, I believe that significant progress has been made in providing reporting mechanisms that more easily summarises our performance.

The past year has had its challenges - particularly in the human resource component of the organisation with the passing of our Director Infrastructure and Development Services, Peter Dudley, combined with some uncertainty resulting from the completion of the contract term of the Chief Executive Officer position.

The year ended with my appointment under a new contract and I wish to express my appreciation to all Councillors who demonstrated their support of my continued role in this position.

The outcomes of the above situation ultimately resulted in a restructure of the senior management roles, with the appointment of Rob Croxford as General Manager - Operations/Deputy Chief Executive Officer, and Michael Chesworth as General Manager - Sustainability. The restructure process and subsequent management appointments beneath these positions have been based around addressing the following key issues;

- Improved integration of all day to day operating functions to increase performance and reduce duplication of effort

- Ensuring greater synergies between Council's economic development/tourism function and planning function

- An increasing focus on economic development

- Increased focus on the quality of Council's communication and information provision

- Higher levels of front-office customer service

- An increased commitment to staff and organisational development, including the continued roll-out of Business Excellence and ensuring Best Value obligations are met

- Improved and clearer lines of accountability throughout the organisation.

The Chief Executive Officer continued...

The continued embracing of the principles of Business Excellence throughout the organisation has been particularly pleasing with a focus on improved relationships and continuous improvement of the many processes that combine to provide the range of services provided by Murrindindi Shire Council. Whilst we are still at the commencement of our Business Excellence journey, we are starting to see results through both improved staff satisfaction and overall community satisfaction with our performance.

From a financial perspective, the Council continues to enjoy a sound balance sheet and adequate cash reserves.

Readers are referred to pages 79 and 80 of this report for a more comprehensive analysis of the financial issues facing the Council.

The need to fund our ageing infrastructure and deliver services demanded by residents remains as an ongoing challenge for us all.

I wish to congratulate all members of the Murrindindi staff for their continuing commitment to providing high quality service to the communities of the Murrindindi Shire.

Danny Hogan
Chief Executive Officer.

2004/05 Highlights

Real things are happening:

- Kinglake Library loans have increased by 27% over 2003/04 - 3,000 additional loans

- Kinglake Library new memberships increased by 53% over 2003/04 -200 new members

- Alexandra Library loans have increased by 12% over 2003/04 - 5,000 additional loans

- Alexandra Library new memberships increased by 27% over 2003/04 - 400 new members

Kinglake District Service Centre

One of the greatest achievements for Murrindindi this year was the opening of the new District Service Centre in Kinglake.

The project was not without some hiccups in the beginning, but thanks to the commitment of a dedicated team, the new Service Centre is a vibrant and multi-use eco-friendly building acting as a town centre and civic precinct for the Kinglake community.

There is an extended range of council services on offer. It also showcases a free library service where community members can sharpen their appetite for life, join in library activities or simply relax on the comfy couch. There are a number of visiting professional services and other services available include Centrelink, Medicare, fax, photocopying, free internet access and visitor information.

Not only is there more available, but it is available for longer. The Council has made a true commitment to the expansion of its services by double staffing the Service Centre and extending the opening hours.

The Centre was officially opened on 2 April 2005 by the Hon. Fran Bailey MP, Mr Ben Hardman MLA and Mayor Cr Graeme Brown.

Alexandra Library Redevelopment

The other jewel in the crown for last year was the redevelopment of the Alexandra Library, which is now a vibrant and relevant place for generations to come.

This was a project which had a strong community drive with champions such as the Alexandra Friends of the Library, Alexandra Rotary Club and the general community who generously contributed to a public appeal. A successful Living Libraries Grant application and a financial commitment by Council made the project viable.

The old and new have come together very successfully and the library now includes a reading area with creekside views, a large children's storytime area, a room for genealogy and biography and comfy couches from which to enjoy the changing scenery.

Overall, there is a wonderful sense of space, colour and comfort.

The library extension was officially opened by The Hon. Candy Broad MP, Mr Ben Hardman, MLA and Mayor Cr Graeme Brown on 21 January 2005.

Lower section of Murchison Street, Marysville following the completion of Stage 1 works

A combination of tranquil lake and dramatic mountain background has long held a fascination for artists and travellers, and it's hard to imagine a place where these two elements are present in more harmonious balance than at Eildon, the lakeside destination between Victoria's Yarra Valley and high country".

*Christopher Akehurst, Editor
The Australian Coast & Country*

L to R: John Rischitelli, Contractor, Danny Hogan, CEO, Ben Hardman MLA, Cr Graeme Brown, Cr Lyn Gunter and Rob Collyer, Murrindindi Construction at the official opening of the walking trail.

Marysville Streetscape

The babbling brook is flowing, there is additional car parking, improved public lighting, new footpaths, new seats, extensive landscaping and the main street of Marysville is beginning to look a treat thanks to the completion of Stage 1 of the Marysville Streetscape.

Works on the Marysville Streetscape began in May 2004 following a successful grant application through the government's Living Regions Living Suburbs Program, community cash and in-kind contributions and the financial commitment of the Council.

The objective of the project is to re-vitalise the retail precinct of Marysville and enhance the existing tourism opportunities by creating a pedestrian focused centre.

The feature of the Stage 1 works is the construction of an environmentally sensitive drainage system constructed of pebbles which runs continuously fed from nearby Leary's Creek.

Works for Stage 2 of the Streetscape project are scheduled to commence in October 2005.

Coast & Country Promotions

From Lake Eildon to Lake Mountain, Flowerdale, Kinglake and Yea and almost everywhere in between.

Word is out about our hidden treasures. The Murrindindi Shire has boasted a full twelve months of exposure in the "Australian Coast & Country" magazine with major features appearing in all editions published during the 2004/05 financial year: Spring - Marysville / Lake Mountain; Summer - Lake Eildon / Upper Goulburn Food Wine and Culture; Autumn/Winter - Flowerdale, Kinglake and Yea.

They have left no stone uncovered - they have told all about our icon destinations, villages, rural hamlets, natural attractions, scenic beauty, adventure activities, fine food and wine and our cultural heritage.

Flowerdale Walking Trail

"Get on ya bikes" and enjoy the 7.6kms of shared walking and cycling track, which meanders along the banks of the picturesque King Parrot Creek and the Whittlesea - Yea Road.

The cycling/walking trail was developed as a key link between the various communities along the King Parrot Creek: Flowerdale, Hazeldene and Silver Creek. An extension of this project included redevelopment works being undertaken at the Flowerdale Community Hall.

Funding to the sum of $369,000 was provided under the State Government's Living Regions Living Suburbs Grant Program, whilst the Murrindindi Shire Council contributed

$314,393. $74,000 was also received in donations for the project.

The path was officially opened by Mr Ben Hardman MLA and Mayor, Cr Graeme Brown on 2 April 2005.

New Recycling Service

In a concerted effort to extend the life of Murrindindi's Landfill by reducing the amount of waste going in, the Murrindindi Shire Council introduced a new kerbside recycling collection in the week commencing 6 December 2004.

It was out with the old 60 litre crates and in with new 240 litre mobile recycling bins. Recyclables are collected fortnightly.

The new service enables a broader range of products to be recycled and is easier, as all recyclables, including paper and cardboard, can be placed all together in the one bin.

The new mobile bins address safety issues for the contractors collecting the recyclables and ensure Council's compliance with Workcover guidelines.

For the first 6 months of the new kerbside collection service 480,980kgs of recyclable materials were collected and processed - (an average of approximately 17.5kg per household per month) compared to 118,827kgs for the Dec 03 - May 04 period under the crate system (an average of approximately 3.64kg per household per month). Well done Murrindindi.

One of the new 240 litre mobile recycling bins being collected by Council's contractor, Cleanaway.

Community Services

In 2004 Council's Community Services team successfully secured funding from the Department of Human Services to take part in the pilot program "Well for Life" .

The aim of this initiative was to improve physical activity and nutrition among frail, older people who live in their own homes and participate in Council's Home and Community Care (HACC) Planned Activity Groups and those living in public sector residential aged care.

This program allowed Council to build on 3 of the already extremely successful activity groups operating across the Shire. On a fortnightly and monthly basis no less than 220 residents participate in the activity groups, ranging in ages from 60 to 90 years of age.

Some of the activities conducted as an outcome of the "Well for Life" program were: shopping trips to Melbourne, picnics and walks, ten-pin bowling, bingo, chair exercises, chair tai chi and trips to local attractions.

Staff and participants alike have benefited from the "Well for Life" program. The program has provided the opportunity to explore new activities and have and will continue to support our clients social, nutritional and physical activity needs. It has also provided the opportunity to further validate and extend existing activities.

Some of the participants in the "Well for Life" program taking a stroll with Council's Activity Group team members in the gardens at the Kiwi Fruit Winery, Giverny Estate, Toolangi.

Councillors

The Murrindindi Shire Council governs on behalf of the Murrindindi Community. The Shire of Murrindindi is divided into six (6) ridings with a single Councillor representing each area. Councillors are elected for a three (3) year term. The current Council term will be completed in November 2005 when Council elections will take place.

Cr Graeme Brown - Cathedral Riding - Mayor
Phone: (03) 5963 4113   Fax: (03) 5963 4113
Mobile: 0427 721 203
First elected: March 2003

Cr Lyn Gunter - King Parrot Riding - Deputy Mayor
Phone: (03) 5780 2382   Fax: (03) 5780 2173
Mobile: 0417 535 566
First elected: March 2000
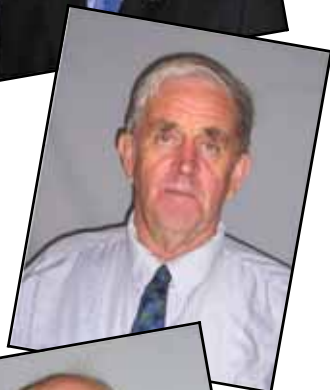
Chairperson of Recreation & Community Services Committee

Cr Mike Dalmau - Redgate Riding
Phone: (03) 5772 1207   Fax: (03) 5772 1207
Mobile: 0417 588 455
First elected: March 1997

Chairperson of Planning and Environment Committee

Cr Bill Wall - Cheviot Riding
Phone: (03) 5797 8241   Fax: (03) 5797 8241
Mobile: 0428 978 241
First elected: March 2003

Chairperson of Roads and Waste Management Committee
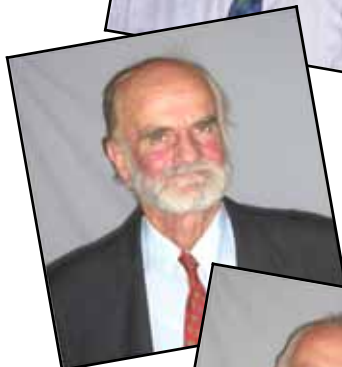
Cr Andrew Coller - Koriella Riding
Phone: (03) 5772 1201   Fax: (03) 5772 3486
Mobile: 0427 721 201
First elected: March 2003

Chairperson of Administration and Finance Committee

Cr Peter Beales - Dennis Riding
Phone: (03) 5786 2193   Fax: (03) 5786 2194
Mobile: 0427 721 204
First elected: March 1997

Chairperson of Tourism and Economic Development

Councillor Committee Representation

Councillors were appointed to the following committees, as at 30 June 2005

Committee	Councillor/s
Administration and Finance Committee	*Chairperson* – Cr. A. Coller
Planning and Environment Committee	*Chairperson* – Cr. M. Dalmau
Recreation and Community Services Committee	*Chairperson* – Cr. L. Gunter
Roads and Waste Management Committee	*Chairperson* – Cr. W. Wall
Tourism and Economic Development Committee	*Chairperson* – Cr. P. Beales
Audit Committee	Mayor – Cr. G. Brown or Deputy Mayor – Cr. L. Gunter
Alexandra Community Leisure Centre Committee of Management	Cr. M. Dalmau
Alexandra Racecourse Reserve Committee of Management	Cr. M. Dalmau
Alexandra Showgrounds Committee of Management	Cr. M. Dalmau
Alexandra (Bill Clapham) Saleyards Committee of Management	Cr. A. Coller (Sub. Rep. Cr. M. Dalmau)
Alexandra Youth Precinct Committee of Management	Cr. M. Dalmau
Bollygum Park Reserve Committee of Management	Cr. P. Beales
Cathedral Cluster Community Consultative Committee	Cr. M. Dalmau/ Mayor
Central Ranges Local Learning and Employment Network (CRLLEN)	Cr. M. Dalmau
Eildon Community Centre Committee of Management	Cr. A. Coller
Eildon Alliance – Community Reference Group	Cr. A. Coller
Flood Planning Committee	Cr. L. Gunter
Forest Industries Municipalities of Victoria (formally Timber Towns)	Cr. G. Brown (Sub. Rep. Cr. M. Dalmau)
Friends of Yea Railway Committee of Management	Cr. W. Wall
Gallipoli Park Committee of Management	Cr. G. Brown
Goulburn Murray Waters - Lake Eildon Public Use Liaison Committee	Cr. M. Dalmau
Goulburn Murray Water Storages Water Quality Study Reference Committee	Cr. L. Gunter
Goulburn System Drought Recovery Committee	Cr. L. Gunter
Goulburn Valley Regional Waste Management Authority	Cr. W. Wall
Goulburn Valley Road Safety Council	Cr. W. Wall (Sub. Rep. Cr. L. Gunter)
Goulburn Valley Water Community Consultation Group (Marysville sewerage)	Cr. G. Brown
Kinglake Memorial Reserve Committee of Management	Cr. P. Beales (Sub. Rep. Cr. L. Gunter)
King Parrot Creek Catchment Streamflow Management Working Group	Cr. L. Gunter
Lake Eildon Tourism Operators Advisory Committee	Cr. P. Beales (Sub.Rep. Cr. M. Dalmau)
Marysville Retirement Village Committee of Management	Cr. G. Brown

Committee	Councillor/s
Marysville Village Residents Association	Cr. G. Brown
Melbourne 2030 Strategy	Cr. M. Dalmau (Sub. Rep.Cr. L. Gunter)
Municipal Association of Victoria	Cr. G. Brown (Sub. Rep. Cr. L. Gunter, Cr. M. Dalmau)
MAV Planning and Advisory Committee	Cr. M. Dalmau (Sub. Rep. Cr. L. Gunter)
MAV Rural Regional Future Committee	Cr. M. Dalmau (Sub. Rep. Cr. L. Gunter)
MAV Strategic Environment Advisory Group	Cr. L. Gunter (Sub. Rep. Cr. M. Dalmau)
Municipal Emergency Management Planning Committee	Cr. W. Wall (Sub. Rep. Cr. L. Gunter)
Murrindindi Construction Board	Cr. G. Brown (Mayor) Cr. W. Wall (Chairperson)
Murrindindi Regional Tourism Association	Cr. P. Beales (Sub. Rep. Cr. M. Dalmau)
Murrindindi Regional Tourism Levy Working Party	Cr. M. Dalmau Cr. G. Brown Cr. L. Gunter
Primary Care Partnerships	Cr. L. Gunter
Regional Fire Committee	Cr. W. Wall (Sub. Rep. Cr. L. Gunter)
Steavenson Falls/ Beauty Spot Scenic Reserve Committee of Management	Cr. G. Brown
The Victorian Local Sustainability Network (formerly MAV Local Sustainability Partnership)	Cr. G. Brown (Sub. Rep. Cr. W. Wall)
Timber Roads Advisory Committee	Cr. G. Brown
U.T. Creek Enhancement Community Support Group	Cr. M. Dalmau
Yea Cemetery Trust – Advisory Group	Cr. W. Wall
Yea Indoor Recreation Centre	Cr. W. Wall Cr. P. Beales
Yea River Catchment Streamflow Management Plan Committee	Cr. L. Gunter
Yea Saleyards Committee of Management	Cr. W. Wall (Sub. Rep. Cr. P. Beales)
Yea Wetlands Committee of Management	Cr. W. Wall

Issues Before Council

2004/05 saw many complex issues come before our Councillors for consideration that impacted upon the local communities of Murrindindi.

A listing of some of these projects and issues are set out below for your information.

July 2004

- ᰧ Land sale to Alexandra Kindergarten at a nominal cost
- ᰧ Yea Children's precinct
- ᰧ Joint funding submission - Kinglake Primary School
- ᰧ Redevelopment of Kinglake West Hall and Reserve
- ᰧ Council agrees to novate the lease of the Marysville Health Building to the Murrindindi Community Health Building
- ᰧ Fat Tyre Flyers mountain bike event
- ᰧ Recovery package - Blackspur road works and closures

August 2004

- ᰧ Supports a loan of $100,000 to the Dame Pattie Menzies Centre for the "Choice in Living Project"
- ᰧ Lamont Street rezoning
- ᰧ Community Hub at Kinglake Neighbourhood House
- ᰧ Alexandra Heritage project
- ᰧ Yea Kindergarten extension
- ᰧ Possible by-pass of the Alexandra township
- ᰧ Improved infrastructure water supply and rubbish collection at Fraser Camping Grounds
- ᰧ Code of Conduct
- ᰧ Buxton drainage
- ᰧ "Exceptional circumstance declaration" for the Shire
- ᰧ Eildon Dam Wall
- ᰧ Alexandra Skate Park Project
- ᰧ Refurbishment of UGFM building

September 2004

- ᰧ Commonwealth Games program
- ᰧ Christmas decorations – insurance / liability issues
- ᰧ Smoke Free Workplace and Consumption of Alcohol and Drugs policies
- ᰧ Alexandra Butter factory
- ᰧ Racecourse Road Marysville Development Plan
- ᰧ Urban Design Frameworks for small towns
- ᰧ Motorcycle safety strategy
- ᰧ Alexandra Market

November 2004

- ᰧ Statutory meeting
- ᰧ Special charge scheme - Taylor Bay Left Arm, Bolte Bay Road and Andrew Court, Eildon
- ᰧ Yea Saleyards redevelopments
- ᰧ Mystic Mountains Tourism
- ᰧ Best Value Evaluation Process
- ᰧ Commonwealth Games Grant Funding

Issues Before Council continued...

↳ Lower Hume Primary Care Partnership conference
↳ Management of land adjacent to Eildon Pondage
↳ Road Management Plan
↳ Communications Strategy
↳ Superannuation deficit
↳ Planning Scheme Amendment C14
↳ Transfer Stations
↳ Rail Trail Steering Committee

December 2004

↳ Bollygum Park Reserve Committee
↳ Code of Conduct
↳ Applies for a position on the Committee of Management of Destination Yarra Valley, Dandenong Ranges (DYVDR)
↳ Murrindindi Regional Tourism Assoc.- peak Tourism body
↳ Council supports UGFM licence for Hazeldene/Flowerdale
↳ Kinglake District Service Centre Open Day
↳ Marysville Streetscape
↳ Dust Suppression program
↳ Yea Saleyards feasibility

January 2005

↳ Tsunami Appeal
↳ Alpine grazing licences
↳ ATM Marysville Visitor Centre
↳ Opposes use of Rotenone for fish management by Department of Sustainability and Environment in streams
↳ Redeveloped Alexandra Library completed

February 2005

↳ Murrindindi Mansfield Rail Trail concept
↳ 2005 National Mountain Bike Championship Event

March 2005

↳ Council Pound facility
↳ Stormwater Management Plan
↳ Street lighting
↳ Kinglake Child Care Centre and Maternal and Child Health Best Value reports
↳ Consideration of the memorandum of understanding and funding issues with Destination Yarra Valley, Dandenong Ranges.
↳ Appointment of Victorian Electoral Commission for 2005 election
↳ 2006 Revaluation
↳ Boat ramp at Lake Eildon
↳ Eildon Museum
↳ Section 86 Committees of Management presentations

April 2005

↳ Swimming pools
↳ Australia Day Awards
↳ Black Spur works
↳ Purchase of landfill compactor
↳ Local laws
↳ Flowerdale Hall redevelopment
↳ Yea Community Services Centre upgrade
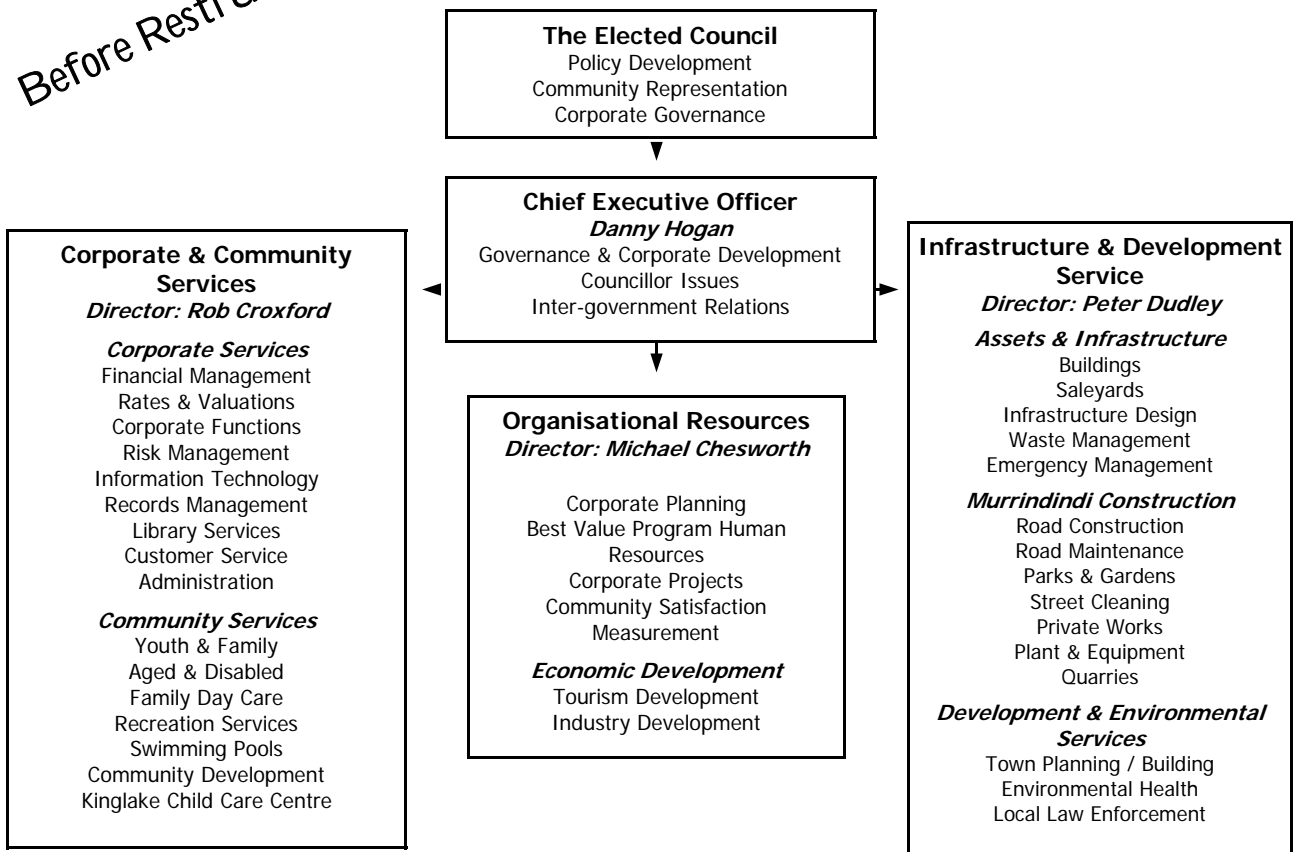
Issues Before Council continued...

- ✎ Parking works in Eildon
- ✎ UT Creek Reserve 2005 Master Plan
- ✎ 2005 / 2006 Budget process
- ✎ 2005 – 2007 IT Strategy
- ✎ Security of tenure to the timber resource to local mills

May 2005

- ✎ Alexandra Butter Factory
- ✎ Cathkin Railway site
- ✎ Visitor Information Centres
- ✎ Farmers Market - Kinglake
- ✎ 2005 Herald – Sun Tour
- ✎ Special Charge Scheme for Marks and Pratts Roads, Kinglake West
- ✎ Considers special charge schemes for Creekside Drive, Flowerdale and Buxton Rise, Buxton.
- ✎ Road and Bridge Strategies
- ✎ Maintenance of Vicroads main roads
- ✎ Best Value Reviews - Family and Youth Service, Cyberbus, Corporate Support Services
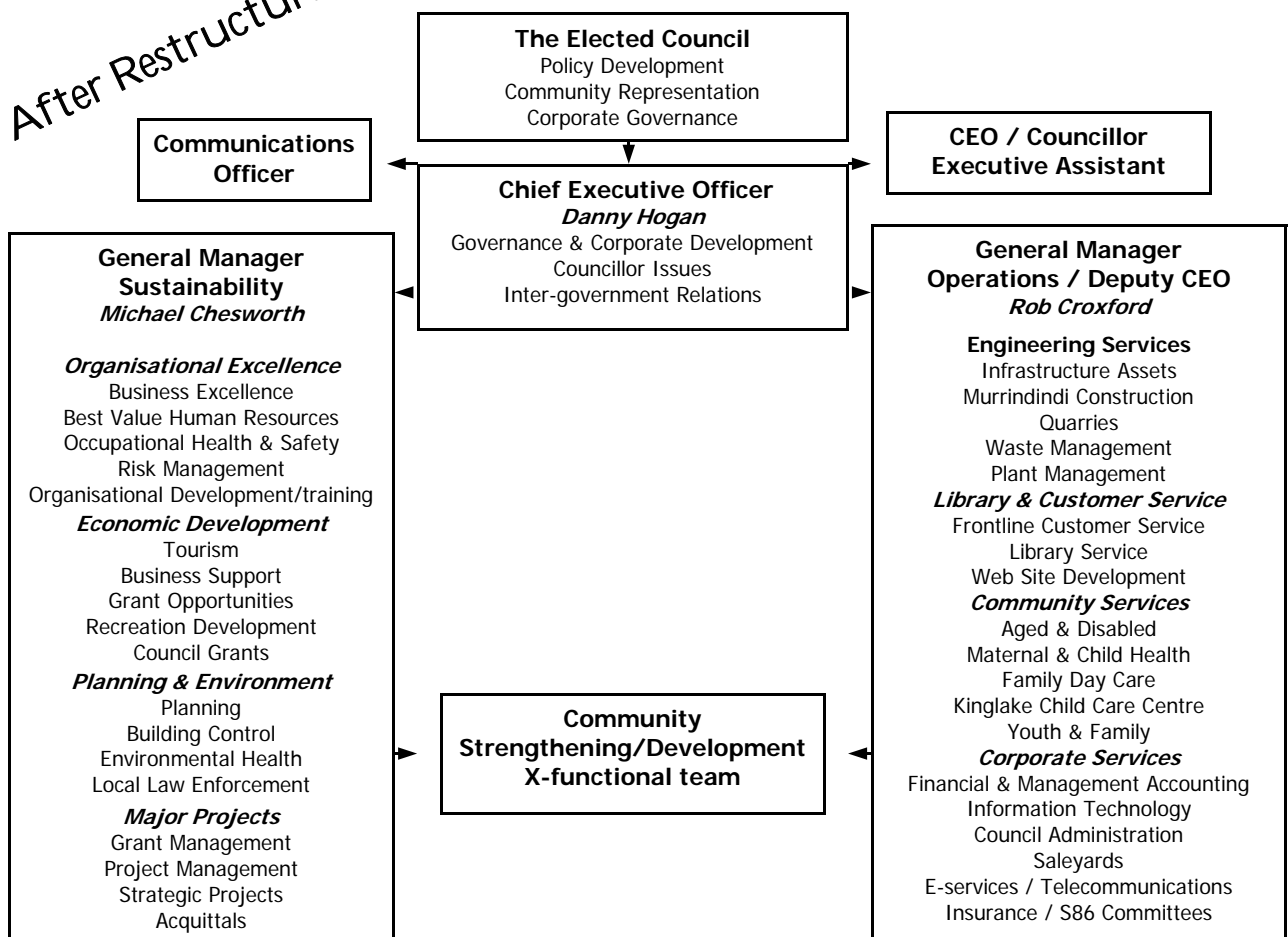- ✎ Council Plan

June 2005

- ✎ Community Satisfaction Survey results
- ✎ Strategic Resource Plan
- ✎ Employee Code of Conduct policy
- ✎ Fraud Prevention and Control policy
- ✎ Prevention of Bullying and Occupational Violence policies
- ✎ CJ Dennis Reserve Hall
- ✎ Purchase of 13 Webster Street, Alexandra

Our Organisation

The Elected Council
Policy Development
Community Representation
Corporate Governance

Chief Executive Officer
Danny Hogan
Governance & Corporate Development
Councillor Issues
Inter-government Relations

Corporate & Community Services
Director: Rob Croxford

Corporate Services
Financial Management
Rates & Valuations
Corporate Functions
Risk Management
Information Technology
Records Management
Library Services
Customer Service
Administration

Community Services
Youth & Family
Aged & Disabled
Family Day Care
Recreation Services
Swimming Pools
Community Development
Kinglake Child Care Centre

Organisational Resources
Director: Michael Chesworth

Corporate Planning
Best Value Program Human
Resources
Corporate Projects
Community Satisfaction
Measurement

Economic Development
Tourism Development
Industry Development

Infrastructure & Development Service
Director: Peter Dudley

Assets & Infrastructure
Buildings
Saleyards
Infrastructure Design
Waste Management
Emergency Management

Murrindindi Construction
Road Construction
Road Maintenance
Parks & Gardens
Street Cleaning
Private Works
Plant & Equipment
Quarries

Development & Environmental Services
Town Planning / Building
Environmental Health
Local Law Enforcement

The Elected Council
Policy Development
Community Representation
Corporate Governance

Communications Officer

Chief Executive Officer
Danny Hogan
Governance & Corporate Development
Councillor Issues
Inter-government Relations

CEO / Councillor Executive Assistant

General Manager Sustainability
Michael Chesworth

Organisational Excellence
Business Excellence
Best Value Human Resources
Occupational Health & Safety
Risk Management
Organisational Development/training
Economic Development
Tourism
Business Support
Grant Opportunities
Recreation Development
Council Grants
Planning & Environment
Planning
Building Control
Environmental Health
Local Law Enforcement

Major Projects
Grant Management
Project Management
Strategic Projects
Acquittals

Community Strengthening/Development X-functional team

General Manager Operations / Deputy CEO
Rob Croxford

Engineering Services
Infrastructure Assets
Murrindindi Construction
Quarries
Waste Management
Plant Management
Library & Customer Service
Frontline Customer Service
Library Service
Web Site Development
Community Services
Aged & Disabled
Maternal & Child Health
Family Day Care
Kinglake Child Care Centre
Youth & Family
Corporate Services
Financial & Management Accounting
Information Technology
Council Administration
Saleyards
E-services / Telecommunications
Insurance / S86 Committees

Our Team Leaders

The Executives

Murrindindi's Executive Management team comprises the Chief Executive Officer and two General Managers who oversee the functions of the organisation.

In addition to fulfilling busy work schedules, our executives are very active members of the local communities in which they live.

Danny Hogan, Chief Executive Officer

Danny has held the position of Chief Executive Officer since April, 2000.

Danny has had in excess of 25 years experience in local government administration with a background in Corporate and Financial Management, primarily in rural municipalities.

Danny is Secretary for the Kellock Lodge Committee of Management and a member of the Taggerty Hall Committee and Alexandra Rotary Club.

Robert Croxford, General Manager Operations

Rob joined Murrindindi in August 2000 as Director Corporate and Community Services.

Rob's qualifications include a Bachelor of Business and further studies in marketing and accounting.

Rob is a committee member for the local Pony and Tennis Clubs and actively participates in the Royal Childrens' Hospital Appeal.

Michael Chesworth, General Manager Sustainability

Michael was recruited to Murrindindi in 1997 bringing with him extensive experience in market research and designing and managing social and market research projects in both the public and private sectors.

Michael has recently become a Director on the Board of the Outdoor Education Group, is Secretary with the Yea Wetlands Committee and a member of the local CFA Group.

Peter Dudley
Director Infrastructure & Development Services

Our team at Murrindindi lost a key team player throughout the year following a long battle with illness.

Peter Dudley's ability to consider and explore what could be, opened the eyes, not only of fellow staff to new possibilities and opportunities, but also the various community members who came into contact with Peter in his role.

In many ways, the new buzzword of Community Strengthening through shared community visioning came naturally to Peter.

Peter always had an overwhelming desire to meet the obligations of his position, and after he became ill, he continued on when others would have walked away.

Many a passionate discussion was had on the need to make strategic decisions that were in the best overall interest of the Shire.

We remember him as a person who made a difference.

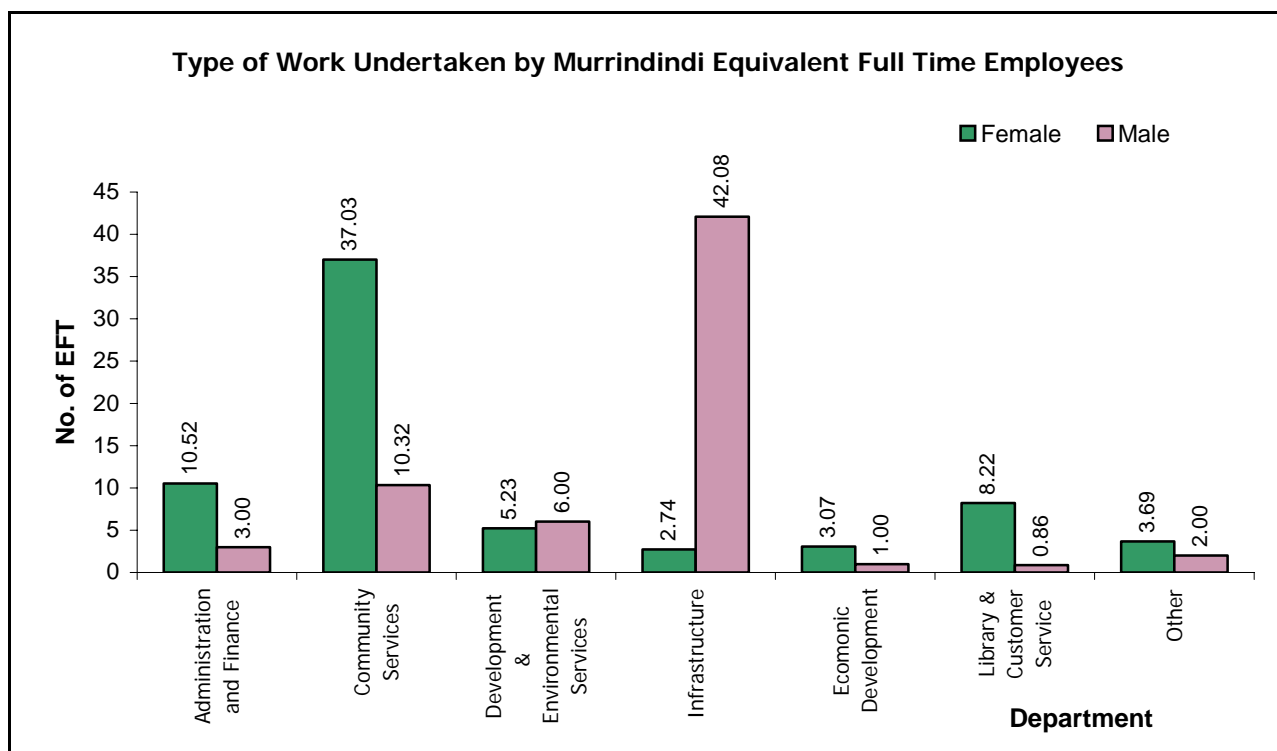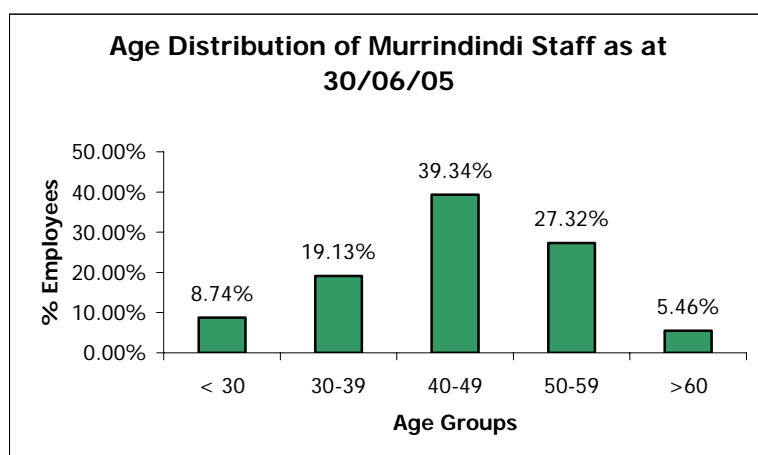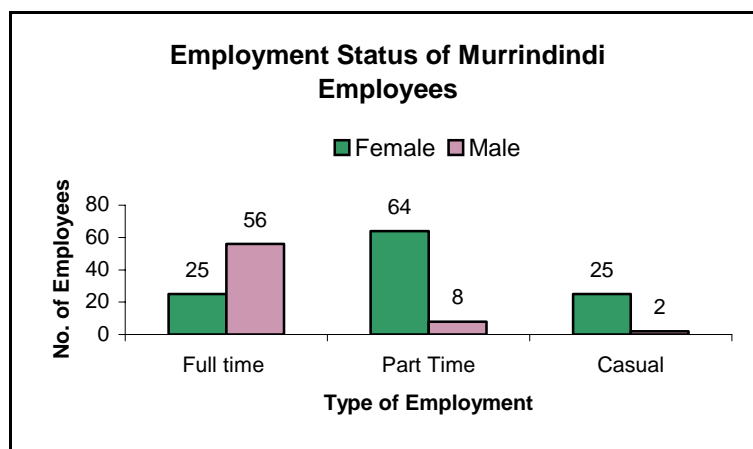And we all remember him as a friend.

The Team Members

Equal Employment Opportunity

Murrindindi Shire Council believes that its employees are entitled to be treated on the basis of their true abilities and merit, and to work in an environment which is free of discrimination and harassment.

To this end, Council has in place the Equal Employment Opportunity Policy and supporting procedures which cover all of Council's employees, contractors, policies, practices and facilities. Council's policy reflects the desire to enjoy a workplace free of discrimination, where each person has the opportunity to progress to the extent of their ability.

Total Number of Employees: 180

(Inclusive of part time and casual staff members)

Employment Status of Murrindindi Employees

■ Female ■ Male

Type of Employment	Female	Male
Full time	25	56
Part Time	64	8
Casual	25	2

Age Distribution of Murrindindi Staff as at 30/06/05

Age Groups	% Employees
< 30	8.74%
30-39	19.13%
40-49	39.34%
50-59	27.32%
>60	5.46%

Type of Work Undertaken by Murrindindi Equivalent Full Time Employees

■ Female ■ Male

Department	Female	Male
Administration and Finance	10.52	3.00
Community Services	37.03	10.32
Development & Environmental Services	5.23	6.00
Infrastructure	2.74	42.08
Ecomonic Development	3.07	1.00
Library & Customer Service	8.22	0.86
Other	3.69	2.00

Staff Satisfaction

In an effort to become an "Employer of Choice", during 2004/05 Murrindindi Shire Council reappointed Rodski Behavioural Research to conduct the second survey of its employees. The survey seeks the views, ideas and suggestions of employees that are critical to ensuring the "health" of the organisation.

The survey requires employees to provide some broad demographic information, such as the part of the organisation in which they work. It then displays 52 statements, also called 'variables'.

Employees were asked to rate each statement twice, using a scale of 1 to 7 (1=Low and 7=High), firstly to measure the importance of each of the statements to them and secondly to measure their impression of Murrindindi Shire Council's performance on each statement.

The Employee Opinion Survey "variables" are split into three key parts:

- About Me
- About My Immediate Work Area
- About Murrindindi Shire Council

This enables a holistic understanding of employee perceptions.

A 58% response rate was achieved on the Murrindindi Shire Council 2005 survey.

Staff Satisfaction Survey Overall Results
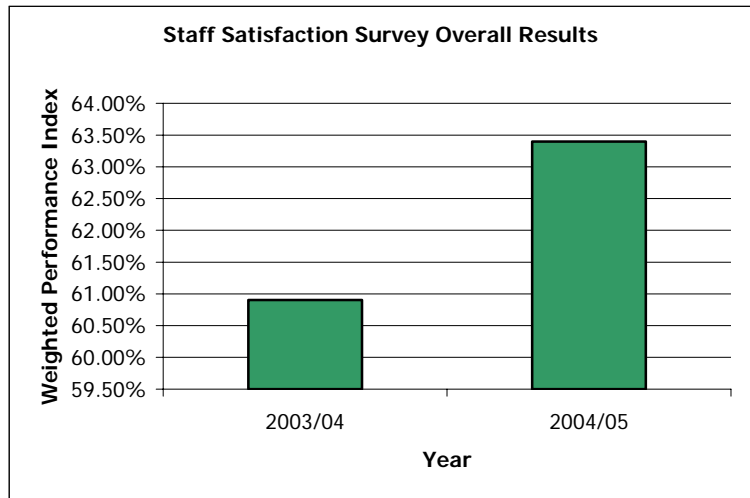
The above graph provides an overall performance score for Murrindindi Shire Council. It represents performance across all categories.

The results show a statistically significant improvement of 2.5% since the previous survey in December 2003.

Whilst the result indicates there is still some way to go, it is seen as a step in the right direction and a number of initiatives have been implemented to ensure that improvements continue.

Top 10 Important Factors for Murrindindi Staff

1. Providing a safe work environment
2. Keeping skilled employees
3. Being satisfied in my job
4. Valuing employees in Murrindindi Shire Council
5. Providing for the health and wellbeing of employees
6. Having the person to whom I report listen and respond
7. Balancing work and life demands
8. Continuously improving the way we do things
9. Cooperating across work areas
10. Working as a team in my work area

Top 10 Highest Performing Factors for Murrindindi Staff

1. Providing a safe work environment
2. Having the person to whom I report listen and respond
3. Achieving my work areas goals and objectives
4. Working as a team in my work area
5. Producing quality products and services in my work area
6. Balancing work and life demands
7. Understanding where my work area fits into the Murrindindi Shire Council
8. Being satisfied in my job
9. Providing for the health & wellbeing of employees
10. Trying out new ideas

The services we deliver

Community Services

Adult Day Care
Family Counselling
Family Day Care
Financial Counselling
Health Promotion
Home Care Service
Home Maintenance
Low Rental housing
Maternal and Child Health
Meals on Wheels
Playgroups
Pre-schools
Respite Care
Senior Citizens' Centres
Specific Home Care
Welfare Counselling
Art Show Sponsorship
FReeZA Youth Concerts
Leisure Centres
Library
Sporting Grounds
Swimming Pools

Physical Services

Bridges, Footpaths, Kerb and Channel
Civil Design
Construction
Drainage Maintenance
Painting and Linemarking
Plant and Equipment
Quarries
Parks and Gardens
Street Beautification and Tree Planting
Street Lighting
TV and Mobile Phone Towers

Waste Management

Garbage Collection
Kerbside Recycling Collection
Public Toilets Maintenance
Street Cleaning
Tip/Landfill Maintenance and Development

Planning & Environmental Services

Animal Control
Building Control
Building Permits /inspections
Fire Prevention
Food Sampling
Health Inspections
Local Law Enforcement
Municipal Emergency Management Plan
Pest Control
Permits and Inspections
Planning and Subdivisions
Saleyards
School Crossing Supervision
Septic Tank Inspections
Traffic Control

Economic Development & Tourism

Marketing
Strategic Planning
Industry Advice and Assistance

Administration

Accounting
Corporate Systems
Human Resources
Information Technology
Freedom of Information

How did we perform?

Community Satisfaction Survey

Each year, an independent market research company, under the direction of the Department of Infrastructure, conduct a "Community Satisfaction Survey" within each municipality in the state concerning the performance of each Council.
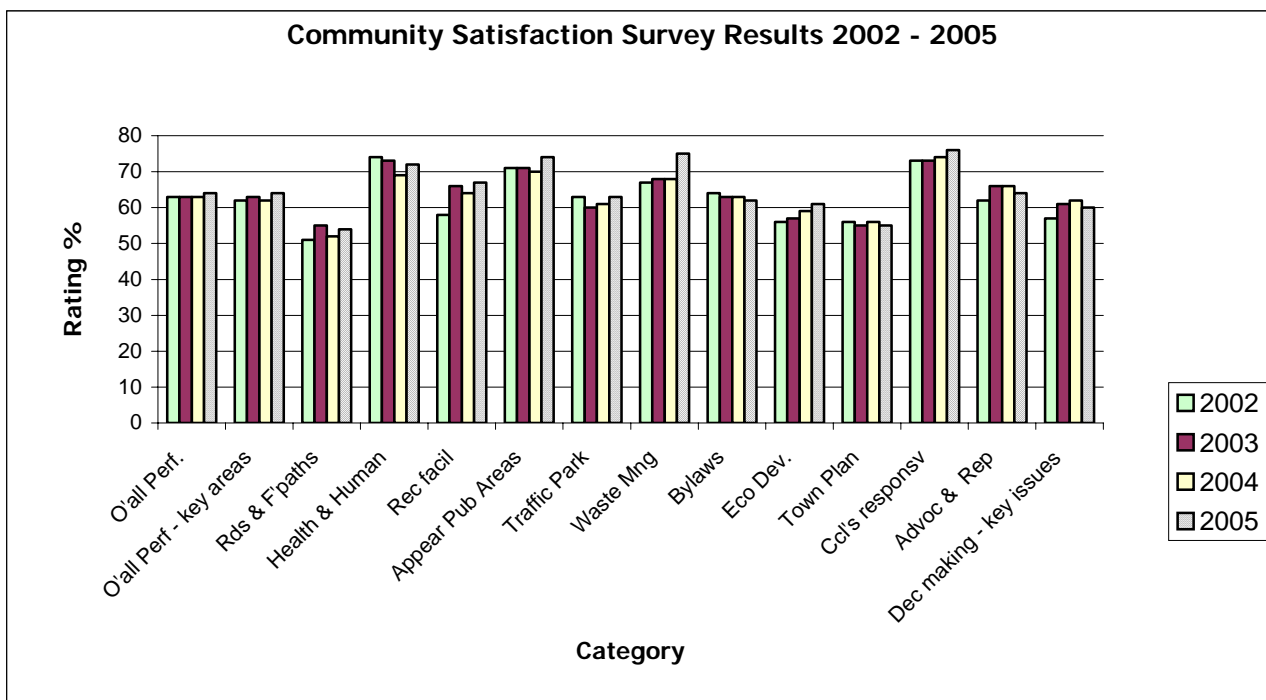
The survey involves telephone interviews with approximately 350 adults, selected randomly within each municipality. The survey measures residents' perceptions of Council's performance across several key service areas. It also provides a measure of the overall performance of the Council.

The interviews were conducted during February to March 2005.

The following trends are evident in the results for 2005:

↬ On average, the majority of services continue to be viewed in the "adequate" range, although the services of **Health and Human Services, Appearance of Public Areas and Waste Management** and rated more positively in the "good" category.

↬ The overall average performance of all services, at 65 is at its highest level since the surveys have been undertaken.

↬ The improvement in scoring of **Appearance of Public Areas** is particularly pleasing as it indicates that the injection of resources into this important area, matched by ongoing performance of the Council staff involved in the delivery of these services is appreciated by the Murrindindi community.

↬ The improvements in the scoring of **Waste Management** would reflect the change in the Shire wide recycling collection service to a broader and easier collection system and justify Council's decision to move in this direction.

↬ Whilst not statistically significant in 2005, there is a steady increase in the perception of performance of Council's **Economic Development** function.

The following table provides a summary of the results for the nine service areas. The figures are based on an index where 90 to 100 = excellent, 70 to 89 = good, 50 to 69 = adequate, 30 to 49 = needs some improvement, and 0 to 29 = needs a lot of improvement. The index is derived from the average of the ratings from the survey.

Community Satisfaction Survey Results 2002 - 2005

Community Satisfaction Survey - Overall Performance of the Council
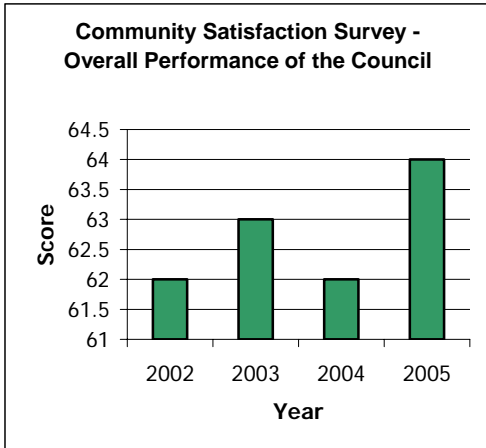
↪ In contrast, **Local roads and footpaths and Town Planning Policy and Approvals,** continue to be perceived by the community to be the key improvement areas.

Overall, the 2005 survey has been a positive reflection of work undertaken, particularly in the service provision area, to provide higher levels of service in Waste Management and Parks and Gardens services.

Other services have not shown a statistically significant movement, although the overall average is positive.

The slight negative movement in the advocacy/ representation results would appear to reflect the "tensions" associated with Council processes for strategic changes that result in changes to the status quo.

Many of the proposed organisational changes and key directions of the Council Plan are vindicated by the "data" provided by the survey; however, there are particular opportunities for improvement in Council's town planning role, its consultation processes and the way that it communicates with the Murrindindi community.

The data provided by this report forms a key performance measure for a number of "Systems Views" across the organisation, as well as for the Council Plan itself.

Organisationally

Murrindindi Shire Correspondence Determination Times
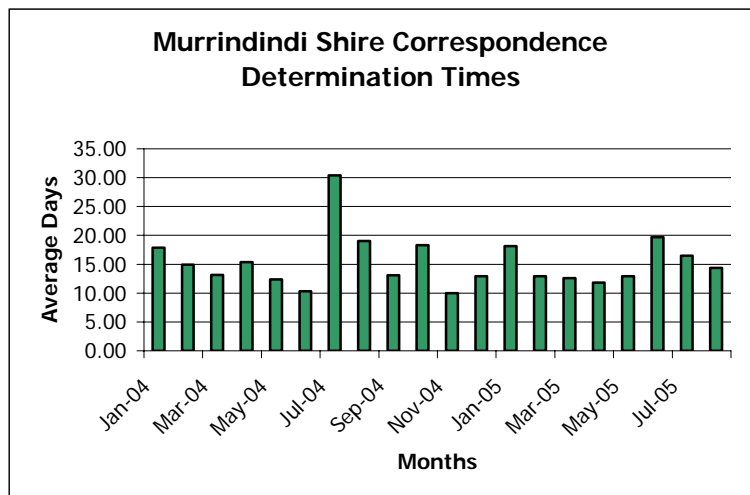
2004/05 saw the introduction of a monitoring system for correspondence received by Council and whilst there was a focus on cleaning out correspondence that had been completed but not removed from the system, there is still room for improvement.

Council sees improved correspondence determination times as a key opportunity for improvement in 2005/06.

Council Plan Gantt Chart Performance 04/05
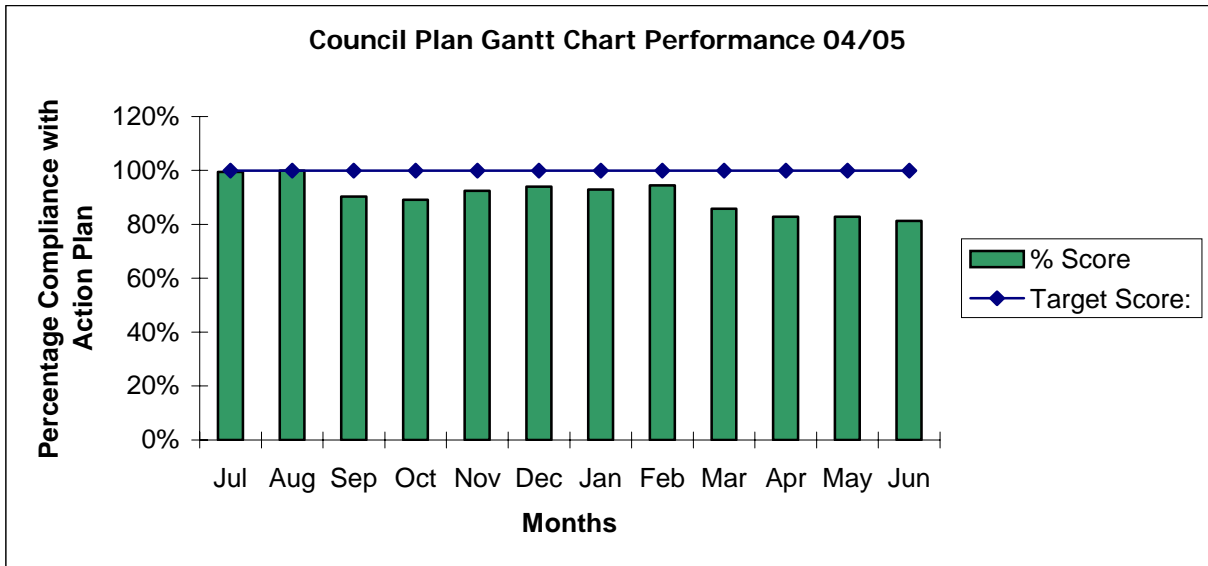
The chart above demonstrates that 81% of the activities and initiatives listed in the 2004/05 budget were satisfactorily completed.

This equates to 160 tasks and projects completed over and above "normal" service delivery levels.

Theme One: Sustainable Growth & Development

Yea Visitor Information Centre located in the historic railway building

Strategic Objectives:

↬ To generate prosperity, employment and strategic population growth

↬ To stimulate viable and sustainable investment

↬ To be a financially sound organisation

Strategic Indicators

1. **Positive trend in the gross value of new building permits**

Gross Value of Building Permits
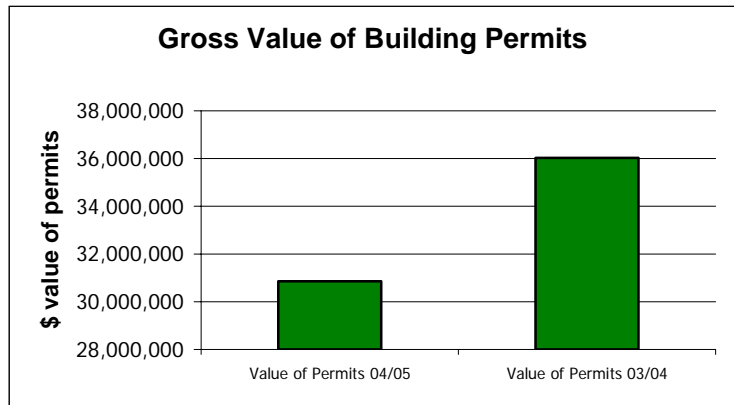
In 2004/05 Murrindindi Council issued 380 building permits as opposed to issuing 426 permits in 2003/04.

2003/04 figures were inclusive of the values of the larger Council building projects such as the Kinglake District Service Centre and the Alexandra Library redevelopment.

Following on general trends across the building industry, the rate of building within the Shire has slowed.

2. **Positive trend in average weekly earnings per household**

Weekly Earnings Per Household
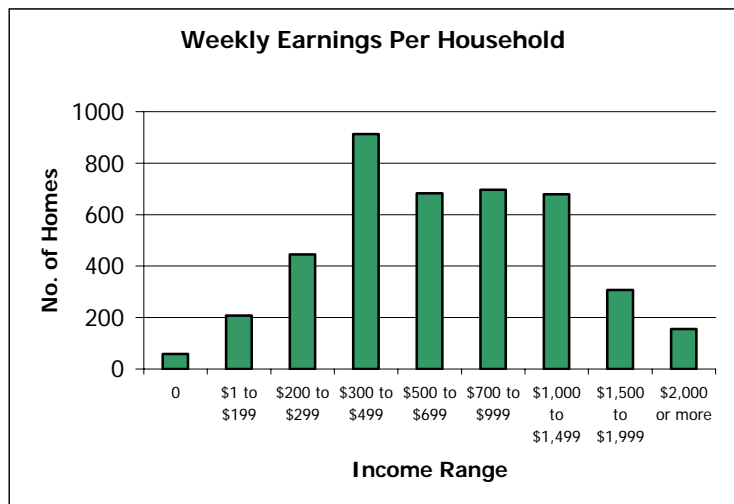
As indicated by the 2001 Census data, the majority of the population in Murrindindi Shire earns between $200 and $1,499 per week.

3. **Positive trend in the net number of businesses opening and closing in the Shire**

There has been difficulty in collecting this data for 2004/05 and as such no graph is available.

4. **Rate assessment growth in excess of 1.3% per annum**

Growth in Capital Improved Value of Rateable Properties
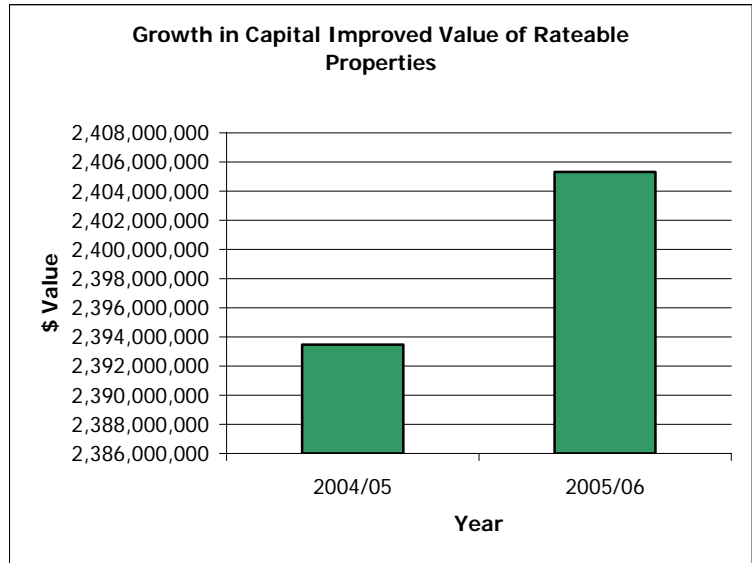
Growth in the Capital Improved Value of rateable properties was $11,846,200 during 2004/05. This equates to a growth rate of 0.4% which is below budgeted expectations.

The delay in subdivisions coming online, the C14 amendment process to the planning scheme and optimistic forecasts have contributed to Council not reaching the proposed 1.3% growth.

5. **Positive trend in ratepayer equity**

Ratepayers equity
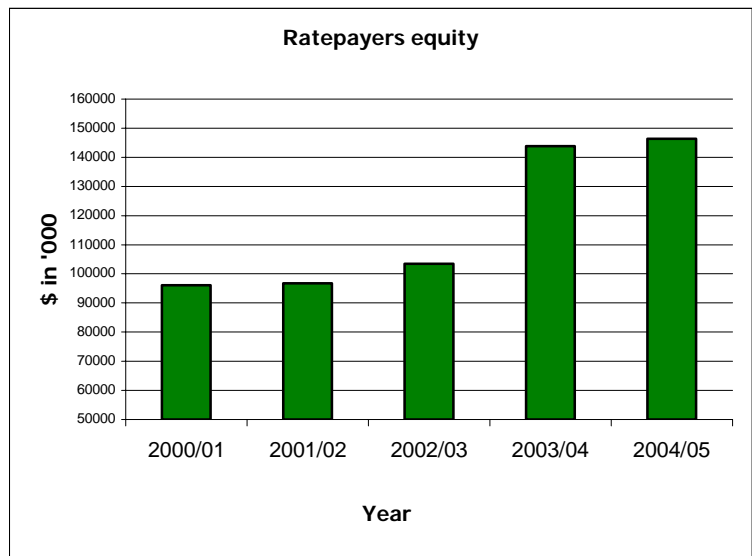
Council's equity increased from $143.8 million in 2003/04 to $146.3 million in 2004/05 as per the audited financial statements.

What we did

What went well

Street Life Project	⇒	The Council continues to strengthen linkages within the emerging agribusiness sector through the Street Life project.
Agricultural Industry	⇒	The development of databases have enabled supply chains to be identified within the agriculture sector.
Timber & Tourism Sectors	⇒	Councillors and Officers continue to further explore links between timber and tourism sectors in the Shire. This is a long term strategic project.
Traineeships	⇒	Through the development of relationships with the Central Ranges Local Learning Network the Council continues to explore and identify needs and opportunities for traineeships and apprenticeships within Shire based businesses.
Business Development	⇒	Through the regulation reduction project with the City of Whittlesea officers continue to develop internal and external initiatives that assist current and possible future businesses to further invest and expand in the Shire, including business assistance for development applications.
Economic Development Unit	⇒	The structure of the Economic Development Unit was reviewed and a new Economic Development officer has been appointed.
Significant Landscapes	⇒	The Management of Significant Landscapes in Murrindindi and Baw Baw Project was considered by the Council and released for public consultation.
Municipal Fire Prevention	⇒	The Councils Municipal Fire Prevention strategy was reviewed and implemented.
Pound Facilities	⇒	The Council investigated future options for the redevelopment of Council's pound facility. At this stage the status quo situation will be maintained.
UGFM Community Radio	⇒	The Alexandra based UGFM (Old SES) building and public toilets redevelopment project was completed.
Municipal Strategic Statement	⇒	The review of the Municipal Strategic Statement (MSS) to include Council's strategic planning studies known as C16 was completed to the stage of public exhibition.
Small Towns Urban Design Frameworks	⇒	The Small Towns Urban Design Frameworks - Buxton, Glenburn, Molesworth, Narbethong, Strath Creek, Taggerty, Thornton, Glenburn and Yarck have been completed. The frameworks are now subject to a planning scheme amendment process.

What we did continued...

Visitor Information Centres	⇒ Re-established the Visitor Information Centre Co-ordinator Network, to discuss issues and opportunities for Information and Visitor Services within the Shire.
Mountain Bike Championships	⇒ Murrindindi Shire played host to the 2005 National Mountain Bike Championships at Eildon for the second year running.
Tourism Unit	⇒ Murrindindi's Tourism unit was successful in assisting to facilitate a number of grants:
	⇨ $100,000 AusIndustry Australia Tourism Development Program grant to conduct Concept Design and Business Plan for the Mitchell, Murrindindi, Mansfield Rail Trail
	⇨ $45,000 Federal Government Regional Partnership Program matched funding for the Mitchell, Murrindindi, Mansfield Rail Trail to commence infrastructure works
	⇨ $100,000 AusIndustry Australian Tourism Development Program grant for the development of a day spa centre at The Cumberland Resort in Marysville.

What could have gone better

Trout Industry	⇒ Officers attempted to assist with the development of the Trout Industry Cluster. The industry has decided not to pursue this issue.
Food Industry Development Centre	⇒ The feasibility of a Food Industry Development Centre, was not pursued as a grant application was not successful.
Tourism Signage	⇒ The Development of a streamlined tourism signage application process has been deferred pending the outcome of the Branding project to be completed in 2005/06.
Local Laws	⇒ The review and implementation of Council's Local Laws policies project is currently out for public comment.
Domestic Onsite Waste Water Management Strategy	⇒ The development of a Domestic Onsite Waste Water Management Strategy to address ongoing permit compliance and performance monitoring of septic tank systems is a complex project that will be ongoing.

Theme Two: Quality of Life

The new library development in Alexandra complimenting the existing 1880's building, offers over 150 additional square metres, space for showcasing new library materials and simply relaxing.
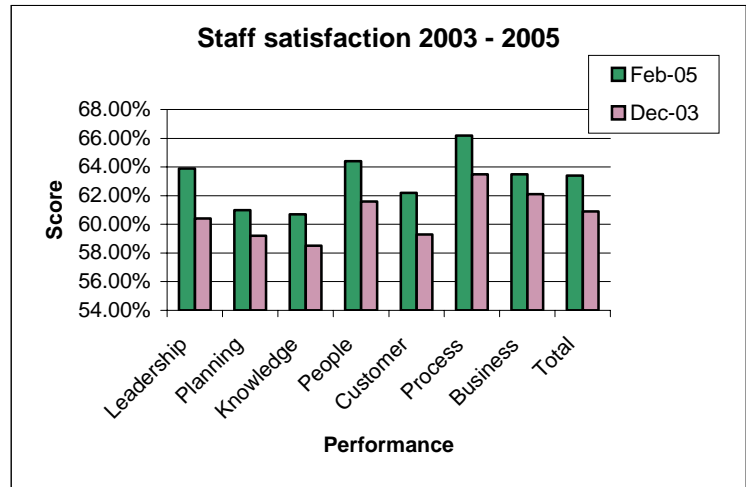
Strategic Objectives:

↳ To support and grow our diverse and vibrant communities so that they enjoy high levels of health, well-being, harmony, safety and lifestyle

↳ To be an employer of choice

Strategic Indicators

1. **Positive trend in the staff satisfaction survey**

The level of staff satisfaction from December 2003 to February 2005 has increased.

The total score as shown in the graph above has risen from 60.9 to 63.4. This is a statistically significant increase and can be attributed in part to the success of the Business Excellence program and a renewed focus on staff satisfaction across the organisation.

2. **Positive trend in Municipal Public Health Plan measures**

There has been difficulty in collecting this data for 2004/05 and as such, no graph is available.

3. **Positive trend in the Department of Victorian Communities indicator "Health and Human Services"**

Community Satisfaction Survey - Health & Human Services
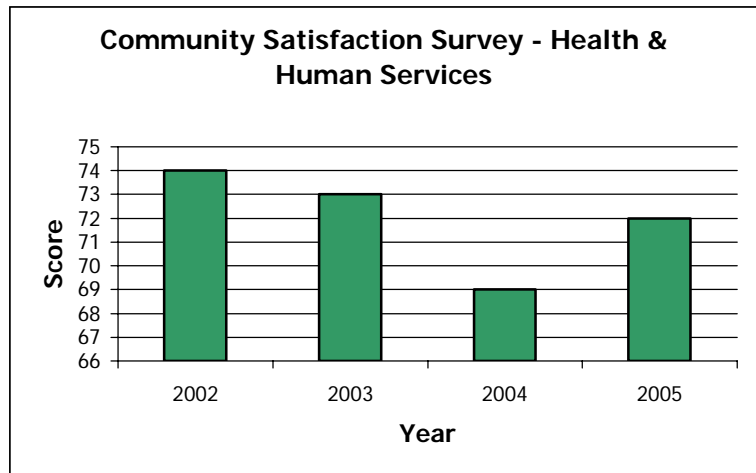
The above graph shows an increase in community satisfaction for Health and Human services from a rating of 69 in 2004 to 72 in 2005.

4. **Positive trend in the Worksafe Victoria Claims Frequency Rate**

% Labor Hours Time Lost - month by month
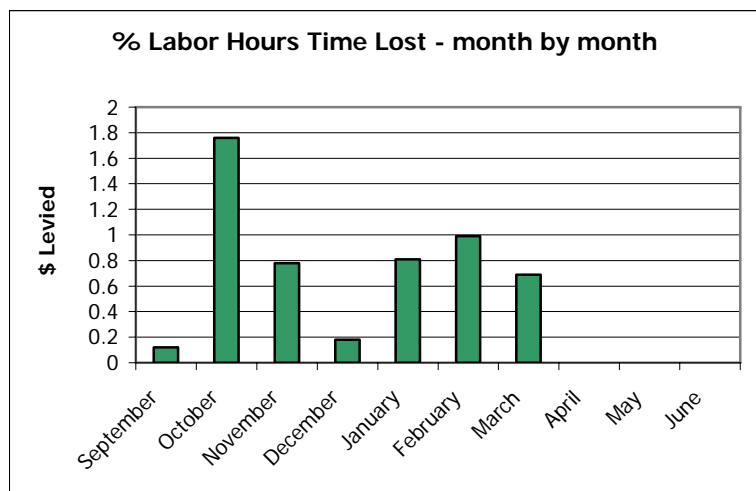
The graph above, % Labor Hours Time Lost, has been used in lieu of the claims frequency rate. As this is the first year of data collection, no comparative data is available.

The graph does however show that there was no time lost through injury in April, May or June.

What we did

What went well

Staff Satisfaction Survey	⇒ The staff satisfaction survey result increased by 2.3% which is statistically significant. Process improvement teams continue to work on opportunities for improvement raised as part of the survey. This is an ongoing process.
Professional Development Review	⇒ The current Professional Development Review system was reviewed and the Performance Coaching System was introduced in line with Business Excellence principles.
Library Collection	⇒ The Library Collection development plan was successfully implemented with 4,498 items added to the collection (an increase of 17% over the previous year) and 2,981 items withdrawn. Membership and usage figures also increased by 23% and 12% over the previous year. The increased figures reflect the opening of the very successful Alexandra and Kinglake Branches projects.
Recreation Reserves	⇒ The Recreation Reserves Overall Development Plans for Kinglake, Yea, Alexandra and Thornton were commenced and will provide strategic direction for each of the Reserves for the next decade.
Community Groups	⇒ Work with community groups continued to develop models for revitalising community based groups. This was reflected through presentations to the Council on S86 committee issues and the participation by the Council and Community Groups in the Primary Care Partnership Conference in 2005. Further, it is planned in 2005/06 to complete the project of determining what levels of assistance the Council provides to all community groups and the most appropriate model to achieve this. Risk Management Training was also conducted with groups across the Shire by the Council's Risk and Safety Co-ordinator.
Risk & Safety	⇒ Providing a healthy and safe workplace for our staff is of paramount importance to the Murrindindi Shire Council.

The focus of the Risk and Safety Coordinator and Committee has been the finalisation of the Management System and provision of information.
- Development of Policy documents e.g. bullying, smoking, alcohol
- The ongoing participation in the recommendations of the annual Civic Mutual Plus audit
- Development of a System View for the Risk and Safety Committee
- Development of Emergency Evacuation Plan for the new Kinglake District Service Centre

- Tracking Work Cover incidents and development of Incident report format to Risk and Safety Committee
- Contract Management Register development and process documentation. Training of Managers
- Review with Pool Officer of Risk and Safety processes at the pools and review of actions completed from the Royal Lifesaving Audit conducted in 2002
- Support of various community groups in development of Risk Action Plans, e.g. Walking School Bus, Aquathon, Youth Precinct opening
- In house Action Plans – e.g. Family Counselling Services
- Integration of risk and safety into annual Business Excellence/Best Value review process.

In the latest liability assessment, conducted by Civic Mutual Plus, Murrindindi Council obtained the score of 60%, an improvement of 5% from last years score.

This score provides an overall ranking of equal 48th of 78 Councils in the CMP Scheme and 10th out of 16 in the North Central Rural Group. In comparison with other "small" councils we ranked 8th (of 22 similar sized rural councils).

Walking School Bus ⇒ In partnership with Lower Hume Primary Care Partnership and Vic Health, Council was pleased to see the concept of the "Walking School Bus" being introduced at the Alexandra Primary School and Alexandra St Mary's Primary School.

The "Walking School Bus" provides an effective, healthy and safe transport alternative that meets the needs of both children and parents.

What could have gone better

Library Strategic Plan ⇒ The 5 year Strategic Plan for the Library was postponed to 2005/06 because of the restructure of the organisation and its impact on the new Library and Customer Services Department.

Community Consultation Plan ⇒ Council commenced the development of the Community Consultation Plan, but will not be completed until early 2005/06.
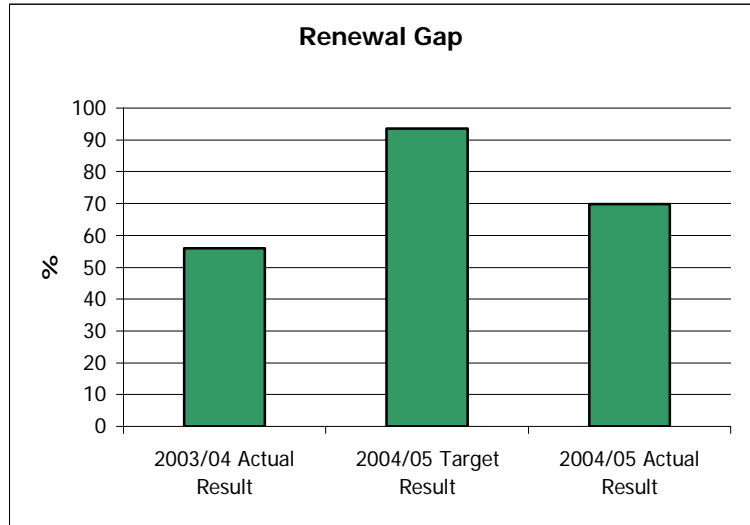
Theme Three: Infrastructure

Visitors admiring the view from the footbridge over the Yea River in the Yea Wetlands

Strategic Objective:

✎ To protect and enhance the community's physical assets for current and future generations in a sustainable manner

Strategic Indicators

1. **Positive trend in the Auditor General's Renewal Gap measure**

Renewal Gap

The Renewal Gap Ratio has declined because the swimming pool works were not completed by 30 June 2005.

In addition to the unexpended capital works, a reclassification of road maintenance accounts into operations and maintenance accounts has affected the renewal and maintenance gap. As such, the operational expenditure has been removed from the renewal and maintenance gap results. The 2005/06 target has been set accordingly.

2. **Positive trend in the Department of Victorian Communities indicator - "Appearance of Public Areas"**

Community Satisfaction Survey - Appearance of Public Areas
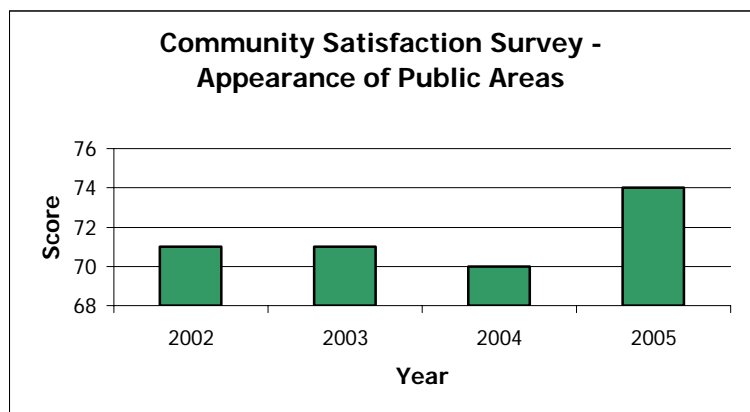
The "Appearance of Public Areas" score in the above graph shows a statistically significant increase in community satisfaction from a rating of 70 in 2004 to 74 in 2005.

What we did

What went well

Asset Management ⇒ The Council continues to participate in the STEP Asset Management Program with other councils across the State.

Maintenance ⇒ In excess of $1.1 million of gravel road resheeting and sealing works were completed during the year.

Capital Works ⇒ The following major capital road works were completed:

- Killingworth Road West
- Springs Road
- Grant Street Pedestrian Crossing
- Breakaway Road
- Kinglake Glenburn Road
- Flowerdale Bicycle Path
- Marysville Streetscape

Information Technology ⇒ An innovative IT Strategy was developed in April 2005 which details "the journey ahead" for the Council. The scene for the future will be characterised by:

- Information anywhere, anytime
- Collection of data once which is then turned into information
- Reducing transaction costs
- 24 / 7 services for residents
- Partnerships and hardware sharing with other organisations
- One stop access point for Council information
- Reduced risks
- Trained and resourced staff.

What could have gone better

Swimming Pool ⇒ The redevelopment of the Alexandra Swimming Pool was well progressed from a design and tender perspective. Works will commence in early spring and are due to be finished by mid November 2005.

Road Asset Management ⇒ A Road Asset Management Plan was prepared during the year however the inspection frequencies and maintenance standards will not be resolved until 2005/06. Additionally, a system of data collection and analysis was still under investigation at year end.

Marysville Stormwater Strategy ⇒ The Marysville Stormwater Strategy contract was awarded but the project has been deferred for completion in November 2005.

What we did continued...

Taylor Bay Left Arm   ⇒ The Taylor Bay Left Arm special charge scheme was delayed through the need for further consultation and design works required.

Capital Works   ⇒ The following major capital road works were not completed:
- Goat Track / Whittlesea Road Intersection was deferred pending Vicroads works
- Special Charge schemes for Creekside Drive and Buxton Rise did not progress past the consultation phase at this stage
- Castella and Kerrs Bridges were deferred because of high tender prices
- Bridge load capacity upgrades were deferred because of high tender prices

Saleyards   ⇒ The Council continues to clarify its role in the operation of Yea and Alexandra saleyards. This will be a key issue in the 2005/06 year.

Infrastructure Manual   ⇒ Officers continue to include information in the draft infrastructure manual regarding the responsibilities of council staff to ensure accessible physical infrastructure is provided. This project is ongoing.

Theme Four: Natural Beauty
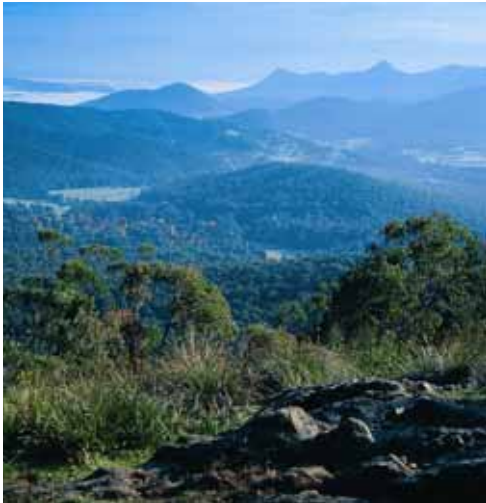
View from Keppels Lookout over
Marysville towards Cathedral Range.

Strategic Objectives:

↳ To ensure the unique and natural beauty of the Murrindindi environment and its natural environmental systems are not compromised for future generations

↳ To strive for a safe and clean environment

Strategic Indicators

1. Reduce the percentage of waste to landfill per head of population

Waste to landfill as a % of population
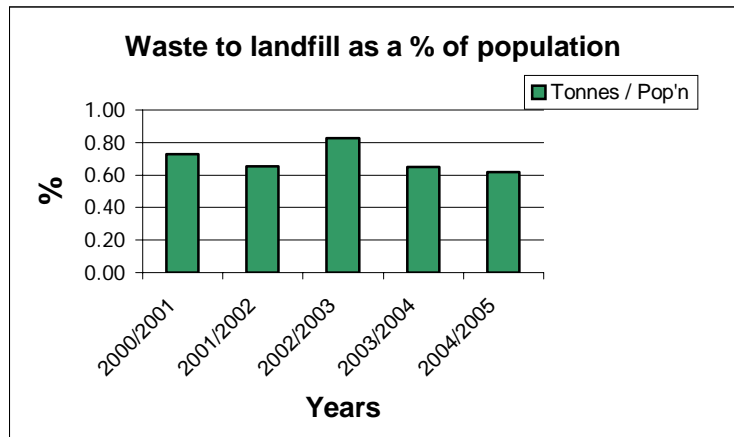
Waste to land fill, as a % of population, has reduced from 65% to 62% and is a substantial improvement from 2002/03. Further, the reduction of kerbside waste collected and the increasing rates of recycling are pleasing and are set out in the graph below.

Kerbside Services
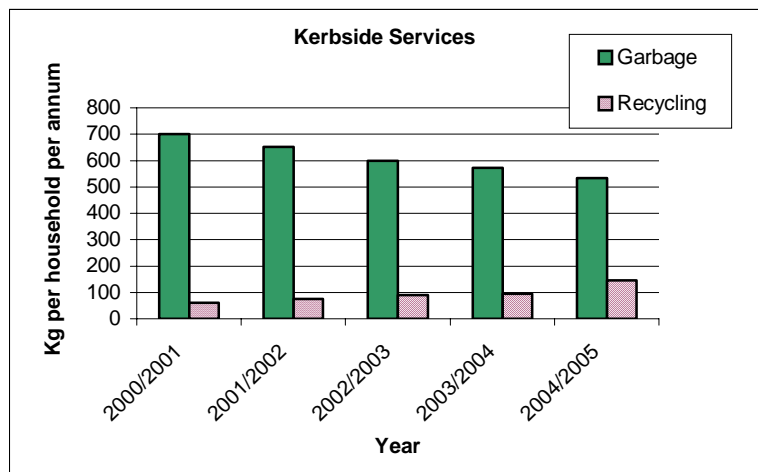
2. Improved water quality of rivers downstream of major towns

The data source for the health of the Goulburn River, Yea River and the King Parrot Creek between the two years is not available for all river health indicators and as such, has been discontinued as a strategic indicator.

3. **Reduced level of consumption of electricity, water and paper usage in Council Offices**

A4 / A3 Paper Usage Comparison 2003/04 - 2004/05
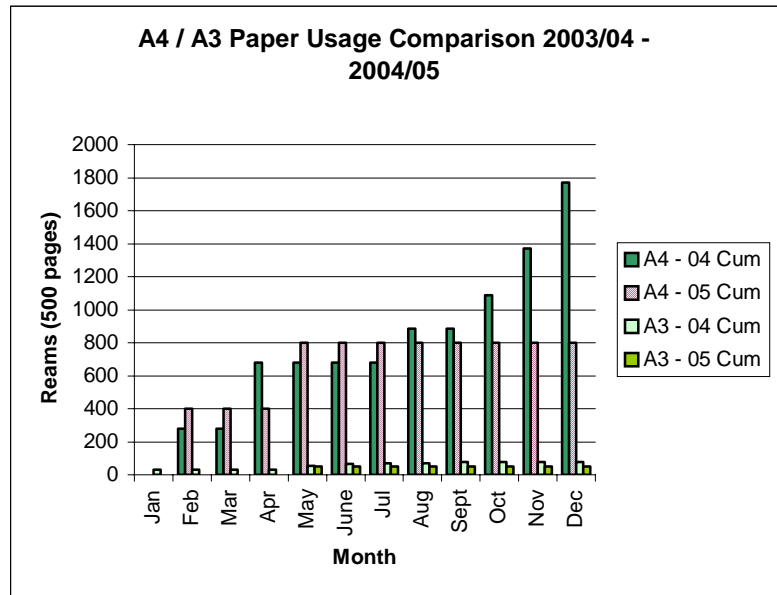
There has been a significant reduction in the use of A4 copy paper from a total of nearly 1,800 reams in 2004 to 800 reams in 2005. A large proportion of the reduction can be attributed to the introduction of electronic communications with Councillors. Studies, reports, agendas and minutes are now all in electronic form.

Some caution is expressed over the large reduction, as stock on hand from 2004 may have contributed.

Quarterly Energy Consumption
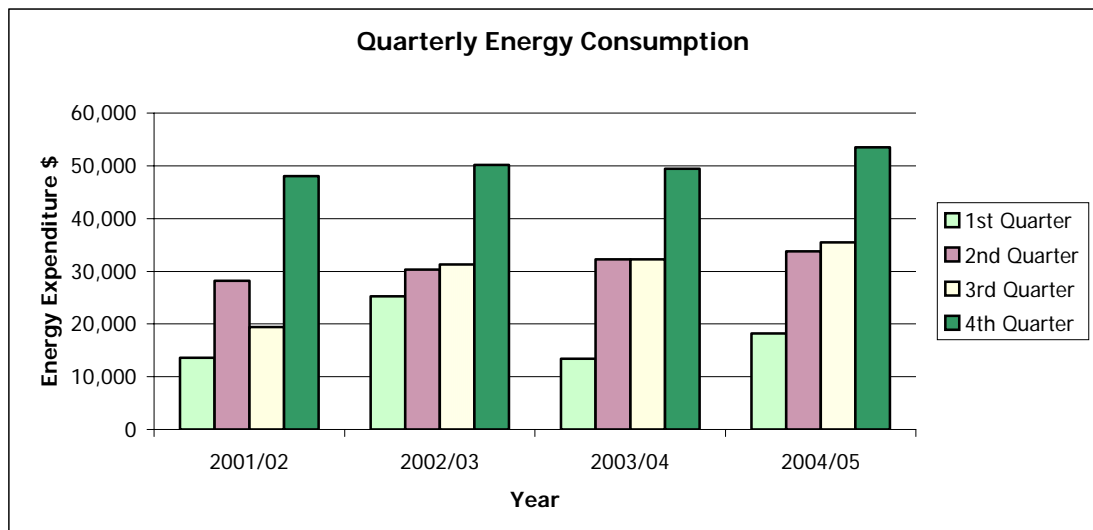
Reference to the above graph shows a reduction in Council energy consumption across all operations from $127,000 in total for 2004 to $125,000 for 2005.

In real terms that is a reduction of approximately $4,000 from year to year.

What we did

What went well

Paper & Electricity Usage ⇒ A system was developed to measure the usage of electricity and paper in the Alexandra office. This continues to be monitored to reduce usage and cost.

Recycling ⇒ A new contract for the collection of recyclables was let to Cleanaway and saw the introduction of 240 litre bins.

Hard Waste Collection ⇒ The hard waste collection was completed for towns on the eastern side of the Shire.

Alexandra Landfill ⇒ An additional landfill cell was constructed at the Alexandra landfill.

Stormwater Management Plan ⇒ The Stormwater Management Plan was completed and adopted by Council during 2004/05. The objective of the Stormwater Management Plan is to improve the environmental management of urban stormwater and protect the environmental values and beneficial uses of receiving waters. The plan provides key information to assist the Murrindindi Shire Council and its stakeholders to make decisions about stormwater management within the municipality.

What could have gone better

Transfer Stations ⇒ The management of Council's Transfer Stations was reviewed and tenders advertised for their operation. Unfortunately, the process has ceased at this stage due to the lack of tenders received.

Waste Management Strategy ⇒ The Waste Management Strategy was drafted and will be considered by the Council during 2005/06.

# Theme Five: Leadership

Murrindindi Shire Council Offices situated in Alexandra

Strategic Objectives:

↬ Through the process of good governance, provide and develop community leadership

↬ Deliver Council's corporate and community objectives to the highest possible standard

↬ To be a community and customer focused organisation

↬ To represent the interests of Murrindindi and its diverse communities

Strategic Indicators

1. **Positive trend in the Department of Victorian Communities indicator "Overall Performance of the Council"**

Community Satisfaction Survey - Overall Performance of the Council

Score by Year:
- 2002: 62
- 2003: 63
- 2004: 62
- 2005: 64
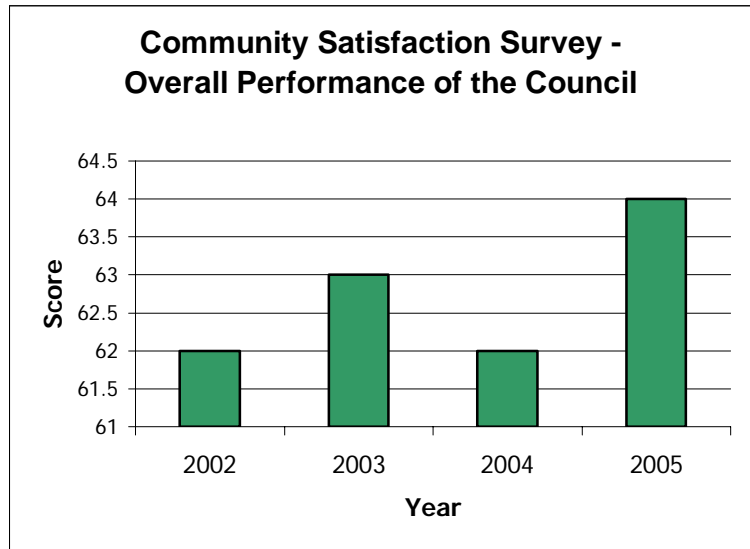
This slight improvement in the "Overall Performance" score in the graph above from 63 in 2003/04 to 64 in 2004/05 reflects the improvements in most categories and the reduction in satisfaction for bylaws, advocacy, decision making and town planning functions.

2. **Positive trend in Mystery Shopping survey results**

Mystery Shopping Survey Results

Score by Rating (2004 / 2005):
- Poor: ~5 / ~6
- Avg: 21 / 21
- Good: 45 / 50
- Excellent: 29 / 23

There has been a slight reduction in the "excellent" score between 2004 and 2005, however the survey results indicate that the vast majority of responses were in the "good" to "excellent" category for the Mystery Shopping Surveys conducted.

3. **Number of forums with representation from Murrindindi**

4. **Number and type of different public involvement opportunities offered**

Public Involvement Opportunities

Legend:
- Council and Sub
- Committee Meetings
- Forums
- Public Involve

Y-axis: Number of (0, 50, 100, 150, 200, 250)

X-axis: July, August, September, October, November, December, January, February, March, April, May, June

Cumulative by month 2004/05
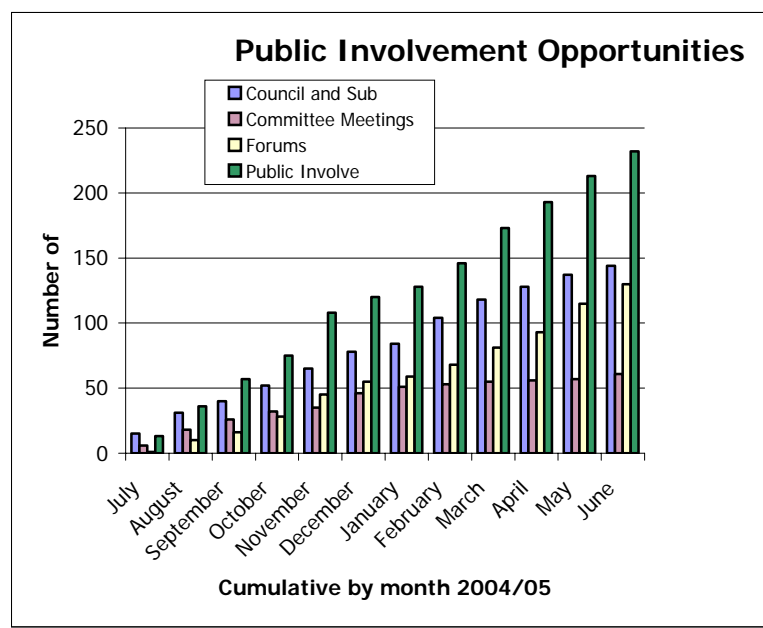
This graph sets out the attendance of all Councillors at the various meetings and forums during 2004/05.

In relation to "Public Involvement Opportunities", the above graph shows that Councillors attended a combined 232 public meetings during the year.

5. **Positive trend in the membership base of key community groups**

There has been difficulty in collecting this data for 2004/05 and as such no graph is available.

What we did

What went well

Business Excellence

⇒ The Business Excellence Program was rolled out across the organisation with many systems views of departments and staff positions completed, process improvement teams in action and a new culture instilled across the organisation.

A variety of forums and training opportunities were offered during this year. There are 51 staff members now trained in the ways of Business Excellence.

A Business Excellence forum held earlier in the year gave participants an opportunity to discuss what type of support and networking could be organised. A series of four networking sessions were an outcome, giving staff members an opportunity to share practical uses of the Business Excellence Improvement Tools.

A second round of training commenced in February. Participants from this group participated in a "Business Excellence Storyboard" forum conducted in May – staff members had the opportunity to "strut their stuff" and to share their learnings about what went well, as well as what offered challenges to their learning. A highlight of the forum was the launch of the very successful Induction PDSA process improvement from the first round of training conducted last year.

Good Governance Guide

⇒ The Murrindindi Good Governance Guide was reviewed and adopted by the Council.

Kinglake District Service Centre

⇒ The Kinglake District Service Centre was completed after extensive negotiations with the community and builder. A state of the art facility is now available to the Kinglake Community.

What could have gone better

Professional Development - Councillors

⇒ The Council is still working on the development, adoption and implementation of an enhanced Professional Development Program for Councillors.

Public Relations / Communication

⇒ The development of a Public Relations and Communications Strategy was not completed by 30 June however the contract was let and focus groups are planned for the first quarter of 2005/06 with completion due by November 2005.

Best Value

⇒ Significant progress was made on the Best Value review of the Council and Executive Team and both are due to be completed in the first half of 2005/06.

⇒ The Best Value program was not completed by the due date. A recent change to the program methodology in line with Business Excellence has resulted in significant progress with the HACC Services, Swimming Pools, Administrative Support and Family Day Care Programs. These reviews will be completed in the first quarter of 2005/06.

Council's Roll Out
Of Activities 2004/05

Council Plan Task/Activity - 2004/2005	Dept	Status As At 30/06/05
Implement the Business Excellence Programs including	CEO	On track
Understand and live the principles	CEO	On track
Develop a systems view; (across the organisation)	CEO	On track
Self-assess the current state (across the organisation)	CEO	On track
Improve the system	CEO	On track
Capture the memory. (across the organisation)	CEO	On track
Best Value Review - Executive Team	CEO	Running behind
003784 Purchase of Passenger Vehicles	CEO	On track
Review, adopt and implement the Murrindindi Good Governance Guide	CEO	On track
Review Council processes within a business excellence framework	CEO	On track
Develop, adopt and implement an enhanced Professional Development Program for Councillors	CEO	Running behind
Completion of the Kinglake Services Centre	CEO	On track
Best Value Review - Councillors	CEO	Running behind
Establish system to track achievement of Council Plan objectives	CEO	On track
Address the issues raised in the 2003 Staff Satisfaction survey	CEO	On track
Participate in the State Government's annual community satisfaction survey	CEO	On track
Conduct annual staff satisfaction surveys	CEO	On track
Review and enhance the current Professional Development Review system	CEO	On track
Promotion of Shire Vision and Plans via implementation plan to staff	CEO	On track
Present key organisational KPI mechanisms for monthly reporting to Council	CEO	On track
Report Quarterly on Council plan	CEO	On track
Presentation of PR/Marketing Strategy for adoption by Council within available resources - (linked to Corp Services objectives)	CEO	On track
Monthly CEO report updating Council on achievements	CEO	On track
CEO - leadership training and linking to mentor organisation to glean "best practice" solutions	CEO	On track
Expand the Customer Request System across the Organisation	CEO	Running behind
Adopt the open space and recreation planning principles outlined in Council's Recreation, Reserves and Play	CEO	On track
Best Value Review - Community Services	COM	On track
Best Value Review - Kinglake Child Care Centre	COM	Completed
Best Value Review - Family Day Care	COM	On track
Best Value Review - HACC Services	COM	On track
Best Value Review - Swimming Pools/Recreation	COM	On track
Best Value Review - Counselling/Cyberbus/ FREEZA	COM	Completed
Best Value Review - Maternal & Child Health Services	COM	Completed
Best Value Review - Library Services	COM	On track

CEO - Chief Executive Officer   ENG - Engineering   DS - Disability Services
COM - Community Services   ET - Economic Development & Tourism   BLD - Building
CORP - Corporate Services   PLA - Planning & Development+
MC - Murrindindi Construction   EH - Environmental Health

Council Plan Task/Activity - 2004/2005	Dept	Status As At 30/06/05
Commencement of stage three of the swimming pool redevelopment (subject to grant funding)	COM	On track
Develop a five (5) year strategic Plan for the Library Service	COM	Running behind
Implement year two of the Library Collection Development Plan	COM	Completed
Commence operation of the redeveloped Alexandra Branch Library	COM	Completed
Implement priority one actions of the Recreation and Open Space Strategy	COM	Running behind
Facilitate the transition of the Kinglake Library into the new services centre, incorporating innovate concepts for library display and library programs.	COM	Completed
Develop for Department of Human Services approval of a shire-wide system for emergency recovery	COM	Completed
001234 Cyberbus	COM	Service Discontinued
003180 Recreation, Arts & Culture	COM	Completed
Pool of funds for Community requests	CORP	Completed
003616 Alexandra Library Redevelopment	COM	Completed
003667 Alexandra Skate Park	COM	Completed
003668 Recreation Plan Playground Development	COM	On track
003675 Recreation Reserve Planning	COM	On track
Operate Council's pools according to Royal Life Saving Pool Operating guidelines for low patronage pools	COM	Completed
Implement roster for the mobile skate ramp to enable access to the ramp by communities across the shire	COM	Completed
Maternal and Child Health to undertake Women get Active Program	COM	Completed
Promote physical activity through Senior's week	COM	Completed
Update Community Directory	COM	Completed
Implement Well For Life Program	COM	Completed
Work with community groups to develop model for revitalising community based groups	COM	Completed
Participate in PCP Community Conference	COM	Completed
Provide training regarding recruitment of people with a disability	COM	Completed
Measure the energy and paper usage in Council offices and devise a strategy to reduce cost and volume.	CORP	Completed
Best Value Review - Administrative Support Services	CORP	Completed
Best Value Review - Reception/Service Centre Services	CORP	Completed
Best Value Review - Finance	CORP	Running behind
Best Value Review - Information Technology	CORP	On track
Best Value Review - Occupational Health and Safety	CORP	
Best Value Review - Risk / Continuous Improvement / Business Excellence/Best Value	CORP	Running behind
Develop a Public Relations and Communications Strategy	CORP	On track
Implement Year 2 of the Customer Service Best Value review	CORP	On track
Comply with the National Competition Policy	CORP	Completed
Establish a system to monitor strategic objectives of the Council Plan	CORP	Completed
Best Value Review - Administration – General	CORP	On track
Best Value Review - Rates Collection Process	CORP	Running behind
Conduct Risk Management Training for Committee of Management Groups	CORP	Completed
Finalise and implement the Business Continuity Plan	CORP	On track
000520 Reception	CORP	Completed
Develop and implement a program to train key staff in community development principles and practices.	COM	On track

Council Plan Task/ Activity - 2004/2005	Dept	Status As At 30/06/05
Develop alternative models to enhance the operation of committees of management.	CORP	On track
Implement Year Two of the Risk and Safety Strategy	CORP	Completed
Adhere to and implement the Council's Long-Term Financial Plan incorporating:	CORP	Completed
Ensure Councils community engagement process is accessible and inclusive	CORP	On track
Include information about rights of people with a disability in staff induction process	CORP	On track
Include instruction in first aide training about special needs of people with a disability	CORP	On track
Ensure Council information is delivered in a range of formats to meet the needs of people with a disability	CORP	On track
Yea Children's Precinct	COM	On track
Council assistance to Kindergartens	COM	On track
Open Space Technology Implementation	CORP	Completed
Prepare a Road Asset Management Plan	ENG	Running behind
000147 STEP Asset Management Program	ENG	On track
000148 Stormwater Management Plans	ENG	On track
000152 Marysville Stormwater Strategy	ENG	Running behind
004521 Gravel Roads – Resheeting – Client	ENG	Completed
004540 Sealed Road – Reseals	ENG	Completed
004712 Street Lighting – Additional Lighting	ENG	Running behind
005925 Linemarking	ENG	On track
006045 Taylor Bay Left Arm	ENG	On track
006069 Killingworth Road – Western End	ENG	Completed
006073 Springs Road	ENG	Completed
006074 Goat Track Intersection	ENG	Running behind
006256 Goat Track	ENG	Running behind
Special Charge Projects - Marks & Pratts, Creekside, Buxton Rise	ENG	On track
006083 Pedestrian Crossing Grant Street	ENG	On track
006094 Top Road (Springs-Yarck)	ENG	On track
006095 Breakaway Road	ENG	Completed
006096 Kinglake Glenburn Road	ENG	Completed
006097 Castella Bridge	ENG	On track
006098 Kerrs Bridge	ENG	On track
006173 Bicycle/Pathways – Flowerdale	ENG	Completed
006219 Drainage - Proposed Capital Works	ENG	Running behind
006239 Marysville Streetscape	ENG	On track
006243 Bus Shelter Construction	ENG	On track
006245 Load Capacity Upgrades	ENG	Running behind
Implement the Council adopted Stormwater Management Plan	ENG	On track
Complete the Best Value Review of Waste Services	ENG	On track
Establish a new Contract for the Collection of Recyclables	ENG	Completed
Review the management of Council's Transfer Stations	ENG	On track
Finalise the Waste Management Strategy	ENG	Running behind
001342 Hardwaste Collection	ENG	Completed
Yea Flood Study	ENG	Running behind
Wiring of Municipal Offices	ENG	Running behind
Alexandra Landfill cell construction	ENG	Completed

Council Plan Task/ Activity - 2004/2005	Dept	Status As At 30/06/05
Implement the Road Management Plan in accordance with the Road Management Act	ENG	On track
Develop a Maintenance Management System in accordance with the Road Management Act	ENG	On track
Best Value Review - Engineering Administration	ENG	Running behind
Clarify Council's role in the operation of saleyards	ENG	On track
Best Value Review - Sale yards operations	ENG	On track
Include information in the infrastructure manual regarding the responsibilities of council staff to ensure accessible physical infrastructure is provided	ENG	On track
Best Value Review - Tourism Services	ET	Running behind
Best Value Review - Economic Development Services		Running behind
Assist with the development of the Trout Industry Cluster	ET	Completed
Strengthen linkages within the emerging agribusiness sector	ET	On track
Identify supply chains within the agriculture sector	ET	Completed
Examine the feasibility of a Food Industry Development Centre (Commercial Kitchen)	ET	Completed
Support the further development of the Yea Saleyards	CEO	On track
Develop initiatives to promote regional food produce	ET	On track
Further explore links between timber and tourism sectors in the Shire	ET	On track
Clarify Council's role in providing traineeships and apprenticeships (CI 13)	ET	Running behind
Explore and identify needs and opportunities for traineeships and apprenticeships within Shire based businesses	ET	On track
Formulate a Council Policy on business attraction and incentives;	ET	Running behind
Strengthen Council's web-based information concerning economic development opportunities and services in the Shire	ET	Running behind
Develop internal and external initiatives that assist current and possible future businesses to further invest and expand in the Shire, including business assistance for development applications	ET	On track
Promote industry and business awareness of government support services and agencies	ET	On track
Develop a streamlined tourism signage application process	ET	On track
Initiate processes that encourage greater co-operation and co-ordination between Visitor Information Centres	ET	On track
Provide a greater focus of tourism resources to the provision of Visitor Information Centre services	ET	Completed
Develop and implement an industry communication action plan	ET	On track
Initiate processes that encourage greater co-operation and co-ordination between Local Tourism Associations within the Shire	ET	On track
Revisit and build on the current Memorandum of Understanding between Council and the Murrindindi Regional Tourism Association (MRTA)	ET	On track
In partnership with the MRTA, translate the strategic direction for tourism in Murrindindi into a 3 to 5 year action plan	ET	On track
Develop a program to better promote the benefits of Tourism to the broader community	ET	On track
Develop an industry induction kit for new tourism businesses	ET	On track
Pursue opportunities to gain access to environmental assets such as crown land and State managed facilities	ET	On track
Develop a streamlined event facilitation process and information kit	ET	Running behind
Continue to pursue key Tourism Product development opportunities (including Rail Trail)	ET	On track

Council Plan Task/ Acitivity - 2004/2005	Dept	Status As At 30/06/05
Work with industry to develop the Trout Culinary Event	ET	On track
Explore opportunities to develop greater consistency in the branding of Murrindindi Tourism	ET	On track
Ensure Murrindindi Tourism is represented in relevant co-operative regional marketing and PR campaigns	ET	On track
Participate in industry and marketing research initiatives to build upon existing market product and intelligence	ET	On track
Resolve structure of Economic Development Unit and implement	ET	Completed
Allocate Tourism & Economic Development Seed Funding Pool when opportunities arise	ET	On track
002590 Building Murrindindi Events	ET	Completed
Promote to businesses information about access for people with disabilities and their responsibilities under the disability discrimination act.	ET	Running behind
Explore the viability of developing a guide that promotes accessible businesses within the shire	ET	Running behind
003783 Purchase Major Plant & Machinery	MC	Completed
Best Value Review - MCBU – Parks	MC	Running behind
Best Value Review - MCBU – Roads	MC	Running behind
Best Value Review - MCBU – Administration Systems	MC	Running behind
Complete the Management of Significant Landscapes in Murrindindi and Baw Baw Project	PLA	On track
Complete the Onsite Waste water Strategy	PLA	On track
Best Value Review - Planning Services	PLA	Completed
Best Value Review - Building Services	PLA	Running behind
Best Value Review - Health Services	PLA	Running behind
Best Value Review - Local Laws Services	PLA	Running behind
Review and implement Councils Local Laws policies	PLA	On track
Review and implement Councils Municipal Fire Prevention strategy	PLA	Completed
Develop a Food Safety policy for community and charitable groups	PLA	Completed
Investigate future options for the redevelopment of Councils pound facility	PLA	Completed
Develop a Domestic Onsite Wastewater Management Plan to address ongoing permit compliance and performance monitoring of septic tank systems	PLA	On track
003062 UGFM (Old SES) Building & Toilets	PLA	Completed
Review the Municipal Strategic Statement (MSS) to include Council's strategic planning studies	PLA	Completed
Review and develop guidelines that provide for consistent decision-making	PLA	On track
Review and develop an approach that ensures the timely processing of quality and simple applications	PLA	On track
Develop KPI's that provide for a more manageable workload	PLA	On track
Prepare procedures manuals	PLA	Running behind
Review correspondence and incoming call processes	PLA	On track
Develop and implement processes to ensure Councillors have a better understanding of the planning scheme and its use in determining applications	PLA	On track
Promote a closer working relationship with both our internal and external customers	PLA	On track
Establish improved procedures for the auditing and enforcement of permits and permit conditions	PLA	On track
Further the process of the Kinglake and Flowerdale Integrated Strategy Plan	PLA	On track

Council Plan Task/ Activity 2004/2005	Dept	Status As At 30/06/05
Develop a process that encourages an integrated systems approach to development applications and proposals.	PLA	On track
Further the process of the Rural Residential Study	PLA	On track
Prepare and implement Planning Scheme Amendments for Marysville, Yea and Eildon Urban Design Frameworks	PLA	Completed
Complete the Small Towns Urban Design Frameworks (Buxton, Glenburn, Molesworth, Narbethong, Strath Creek, Taggerty, Thornton and Yarck), and prepare a scheme amendment (CI 8)	PLA	On track
002512 Planning Projects	PLA	On track
Engineering and building staff to undertake training about disability access and equity issues.	ENG, BLD	Running behind
Publicise and promote the Councils Immunisation Program	EH	On track
Identify high use buildings and carry out works according to the adopted building maintenance strategy	DEV	On track
Incorporate into development package information regarding disability access responsibilities according to the disability discrimination act	DS	Running behind
Training for all planning development staff regarding disability access planning	DS	Running behind
Review the need for permits through provision of permit exemptions	PLA	Completed

2004/05

Local Government Improvement Incentive Program Statement

Murrindindi Shire Council

**Certification by
Chief Executive Officer**

Murrindindi Shire Council has complied with the requirements of the Local Government Improvement Incentive Program in respect of:-

- ✍ National Competition Policy (in accordance with *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*;

- ✍ Community Participation (Best Value Principles) in accordance with the *Local Government Act 1989*; and

- ✍ Community Strengthening (Asset Management Reporting) in accordance with the Municipal Association of Victoria's (MAV) STEP program

for the financial year 2004/05 as set out below:

1. **.....NATIONAL COMPETITION POLICY.....**
   Trade Practices Compliance
   Compliant

   Local Laws Compliance
   Compliant

   Best Value Competitive Neutrality Compliance
   Compliant

2. **.....COMMUNITY PARTICIPATION.....**
   Best Value Principles Compliance
   Compliant

3. **.....COMMUNITY STRENGTHENING.....**
   Asset Management Reporting Compliance
   Compliant

I certify that:

A) this statement has been prepared in accordance with the 2004/05 Local Government Improvement Incentive guidelines issued in July 2005 for reporting on the following three criteria :- National Competition Policy in accordance with *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*, Community Participation (Best Value Principles Reporting) in accordance with the *Local Government Act 1989* (Section 208); and Community Strengthening (Asset Management Reporting) in accordance with the MAV's STEP program and the Department for Victorian Communities' Asset Management Performance Measures Survey; and

B) this statement presents fairly the Council's implementation of the National Competition Policy, Best Value Principles and Asset Management Plans.

Signed:

D. Whegar

Chief Executive Officer

Date: 6 September 2005

National Competition Policy Report for 2004/05

Murrindindi Shire Council

Trade Practices Compliance

Councils must comply with national trade practices legislation (enacted in Victoria as the Competition Code in the *Competition Policy Reform Act 1995)* and maintain a trade practices compliance program.

Trade Practices Compliance Program Identify whether the Council has maintained a trade practices compliance program during 2004/05 to raise and maintain awareness of conduct that is prohibited as anti-competitive under the Competition Code and to promote behaviour that complies with the Code.	*The Council's management team regularly addresses issues that are relevant to the Competition Code. Additionally, the Murrindindi Construction Board is aware of and addresses issues relevant to Trade Practices compliance.*
Trade Practices Complaints (a) Identify whether any complaints were made to the Council or the Australian Competition and Consumer Commission during 2004/05 concerning the Council's trade practices. (b) If complaints were received, provide information on: ▪ the nature of the complaint; ▪ the Council's response to the complaint; and ▪ the final outcome of the complaint, including whether there was any independent investigation by the Australian Competition and Consumer Commission.	*(a) No complaints have been received for 2004/05* *(b) N/A*

Murrindindi Shire Council

Local Laws Compliance

For each local law made or amended during 2004/05, indicate whether competition is restricted. If the local law restricts competition identify:

✎ whether the benefits of the restriction to the community outweighed the costs; and

✎ whether the objectives of the local law can only be achieved by restricting competition.

The process of reviewing Council's Local Laws was commenced late in the year and will be completed by mid 2005/06 following public consultation.

Murrindindi Shire Council

Best Value Competitive Neutrality Compliance

To demonstrate the application of competitive neutrality in the context of Best Value:

✍ identify whether the Council has any significant businesses (including contracts or in-house agreements) and list these in Section C (ii)

✍ detail the process used to determine whether the Council had any significant businesses

✍ if no significant businesses were identified, provide justification for this

✍ provide details of the competitive neutrality measures applied to any significant businesses (e.g. full cost reflective pricing)

✍ justify any non-application of competitive neutrality measures to any significant businesses (e.g. public policy)

✍ indicate whether any competitive neutrality complaints were made to the Council or the Victorian Competition and Efficiency Commission during 2004/05; and

✍ identify the actions taken by the Council to address any issues arising from any complaints.

I) Identification of Significant Businesses

Detail the process used to determine whether the Council had any significant businesses	*Report to Council October 2001 and June 2004.*
If the Council has determined that it had no significant businesses, provide justification for this.	*Refer Section (ii)over page*
If there are some significant businesses that were identified in last year's statement and are excluded from this year's statement, provide an explanation.	*Not applicable*

II. Application of Best Value Competitive Neutrality Measures

Significant Business Include external contracts or in-house agreements	What Competitive Neutrality Measure has been Applied? Detail the competitive neutrality measures applied to the significant business.	Justification for Non-Application of Competitive Neutrality Measures If competitive neutrality measures have not been applied, what is the rationale for this? Provide details and timing of any public interest test conducted or scheduled, and whether this is as part of a Best Value Review
Murrindindi Construction	*Full cost reflective pricing*	

III) Competitive Neutrality Complaints

Nature of Complaint	Council Response What was the Council's complaints process?	Outcome of the Complaint Was the complaint referred to or investigated by the Victorian Competition Efficiency Commission? What was the outcome of the complaint?	Post-Complaint Action Identify the actions taken by the Council to address any issues arising from the complaint
No Complaints were received			

Part 2

2004/05 Community Participation Report

Murrindindi Shire Council

Best Value Principles Compliance

To demonstrate compliance with the Best Value Principles.

		YES	NO
Has the Council complied with the Best Value Principles as contained in the Local Government Act 1989 Section 208?		✔	
Has the Council provided a report to the community on the application of the Best Value Principles?		✔	

Part 3

2004/05 Community Strengthening Report

Murrindindi Shire Council

Community Strengthening Compliance

To demonstrate progress in implementing improved management of infrastructure assets:

✍ indicate whether the Council has joined the STEP program developed by the Municipal Association of Victoria;

✍ if so, indicate whether the Council has set targets and whether these targets are being achieved; or

✍ if the Council has just joined the MAV STEP program provide details of the actions taken to demonstrate an improvement in the management of its local infrastructure assets during 2004/05. Also indicate whether Council participated in the DVC Asset Management Performance Measures data collection for 2004/05.

Progress in Developing and Implementing Asset Management Plans

Has the Council joined the MAV's STEP program **Yes/No**	Yes

If yes, indicate;
    A.   **whether the Council has set targets to be met under the STEP program and**
    B.   **whether these targets are being met and if not, provide the reasons**
	Yes
	
	Yes

If the Council has not joined the MAV's STEP program, detail the actions taken to demonstrate an improvement in the management of the Council's local infrastructure assets during 2004/05	*Not applicable*

Progress in Improving Asset Management Performance

Did your Council participate in the DVC Asset Management Performance data collection for 2004/05?	Yes

Best Value

Introduction

All Council services must be assessed against the Best Value requirements as set out in the Local Government Act (1989) by December 2005.

Murrindindi Shire Council is committed to continuous quality improvement. To facilitate this, Council is undertaking a journey to achieve organisational excellence, using the 'Excellence in Local Government Framework'.

The Best Value Principles

Best Value principles are outlined in the Local Government Act (1998). In summary the principles are:
- All Council services must meet quality and cost standards
- All Council services must be responsive to community need
- All Council Services must be accessible for those members of the community who need them
- Council must achieve continuous improvement in provision of service
- Council must regularly consult with their community
- Council must regularly report to their community on its achievements against the other principles.

Councils approach involves three steps:

1. Approach: This step involves the examination of the current situation including identifying the relevant people, processes, relationships and outputs to be evaluated.
2. Deployment: This step requires the service to undertake a self assessment of how it is performing by identifying their strengths and opportunities for improvement.
3. Results: During this stage, performance information is collected from service users and the community. This includes
   - Results of the Local Government Community Satisfaction Survey
   - Results of other community consultation and surveys
   - Results from customer surveys and interviews
   - Service delivery results against targets

In addition to this, a broad snapshot assessment of the service is undertaken which provides and high level assessment of the service performance against the Australian Business Excellence Framework. In this survey service users are asked to list three factors that indicate good value to them and to rate those items both on how important the item is and how well the service was performing

4. Improvement: A report and brochure are prepared summarising the findings of the review including the priority items for improvement, which will be reassessed at the time of the next review.

A summary of Best Value Reviews completed during the 2004/05 financial year follows.

Best Value Reviews Completed Prior to 2004/05

Library Services
Customer Service
Planning Services

These services have not been reported again this year, but are available upon request.

Best Value continued...

The Council systems in the following table that had a completion date of 30 June 2005, but have yet to be completed, have been rescheduled to be completed by 31 December 2005.

Council System	Responsibility	Anticipated Completion Date

Councillors
  Agenda preparation
  Meeting Process
  Governance
  Budget Review
	CEO and Councillors	30 June, 2005 Agenda component completed

Administration – General	Coordinator Corporate Systems	30 June, 2005
Rates Collection Process	Director Corporate & Community Services	30 June, 2005
Administrative Support Services	Director Corporate & Community Services	Completed
Customer Service	Coordinator Corporate Systems	Completed
Finance	Director Corporate & Community Services	30 June, 2005
Information Technology	Coordinator Information Technology	30 June, 2005
Community Services	Manager Community Services	30 June, 2005
Kinglake Child Care Centre	Childcare Centre Manager	Completed
Family Day Care	Family Day Care Coordinator	Completed
HACC Services	Community Services Officer	30 June, 2005
Swimming Pools/Recreation	Director Corporate & Community Services/ Manager Community Services	30 June, 2005
Counselling/Cyberbus/ FREEZA	Manager Community Services	Completed
Maternal & Child Health Services	Manager Community Services	Completed
Library Services	Shire Librarian	Completed
Planning Services	Manager Development & Environmental Services	30 June, 2005
Building Services	Manager Development & Environmental Services	30 June, 2005
Health Services	Manager Development & Environmental Services	30 June, 2005
Local Laws Services	Manager Development & Environmental Services	30 June, 2005
Engineering Administration	Manager Assets & Infrastructure & Director Infrastructure & Development Services	30 June, 2005
Murrindindi Construction Administration / management (and plant)	Manager Murrindindi Construction	30 June, 2005
MCBU* – Parks	Manager Murrindindi Construction	30 June, 2005
MCBU – Road Maintenance	Manager Murrindindi Construction	30 June, 2005
MCBU – Road Construction	Manager Murrindindi Construction	30 June, 2005
MCBU – landfill and transfer	Manager Murrindindi Construction	30 June, 2005
Tourism and Economic Development Services	Manager Murrindindi Construction	30 June, 2005
Sale yards operations	Director Corporate & Community Services and Director Infrastructure & Development Services	30 June, 2005
Occupational Health and Safety	Risk Management Coordinator	30 June, 2005
Risk / Continuous Improvement / Business Excellence/Best Value	Risk Management Coordinator	30 June, 2005
Executive Team	Chief Executive Officer	30 June, 2005

*MCBU - Murrindindi Construction Business Unit

Maternal & Child Health Services

Effective Full Time Staff: 2 EFT

2004/05

Total Expenditure: $174,637
Total Income: $84,413
Cost to Council: $90,224

Approach

The Maternal and Child Health Service is a family-centred primary health service staffed by specialist Maternal and Child Health Nurses who provide information, advice, support and referral to families with children aged 0-6 years.

Evidence based activities focus on illness prevention, health promotion and the early detection and intervention of health and developmental problems for families and children, including children at risk.

The service is delivered from centres in
- Alexandra (15.2 per week)
- Eildon (3.8 Hours per week)
- Flowerdale (3.8 Hours per week)
- Kinglake (24.7 hours per week including Toolangi outreach)
- Marysville (3.8 hours per week)
- Yea (7.6 hour per week).

Consultation sessions are available either by appointment, at open sessions where appointments are not required, over the telephone and via home visits as required.

Deployment

Service is available for open sessions and by appointment, occasional Saturday morning sessions. Enhanced home visiting is provided to families with additional needs, including families in isolated areas.

Service is free to all presenting families and level of service is determined by a combination of professional assessment and family's perception of need.

Staff liaise with community health providers and offer domiciliary visits to fill gaps in local support services.

Staff engage in community activities and offer health promotion and primary prevention services.

Information is collected through client feedback and allied health liaison. This information is then used to modify service delivery as required. Collection methods include formal surveys and collection of anecdotal feedback.

Population trends are monitored and considered in service planning.

Best Value continued...

| Key Ages and Stages Consultations												%fully breast fed at 6 months
Standard Performance Indicator	Birth Notifications	Home	2 weeks	4 weeks	8 weeks	4 mths	8 mths	12 mths	18 mths	2 years	3.5 years	
DHS Target		98%	98%	98%	95%	95%	90%	80%	74%	65%	59%	
Murrindindi Actual	162	96%	97%	96%	94%	100%	94%	82%	74%	65%	78%	81%
Comparative Data												
Council A	109	110%	76%	105%	98%	102%	90%	67%	38%	46%	58%	46%
Council B	150	43%	90%	80%	89%	77%	64%	63%	65%	58%	49%	58%
Hume Ave		93%	93%	93%	92%	90%	81%	73%	53%	52%	49%	40%
Vic Ave		96%	92%	91%	93%	91%	84%	76%	62%	56%	47%	37%
New Years Target		98%	98%	98%	95%	95%	90%	80%	81%	73%	68%	

Explanation of Variance

Murrindindi service delivery results are higher than the average for the Hume region and for the State.

Murrindindi is the only Council in Hume region to do opportunistic immunisation. In 2002/03, 409 opportunistic immunisations were completed.

Council is using cost per birth notification as a bench mark. This is the first year this has been calculated and showed comparatively. Murrindindi service costs approximately $100 more than like Councils. Performance results, however show Murrindindi achieved a higher participation rate in six out of eleven indicators compared with Council A and all of the indicators compared with Council B, the Hume average and the State average.

Of particular note is the variance at the 18 month, three and a half years and percentage of babies fully breast fed at six months.

Maternal and Child Health Customer Perception
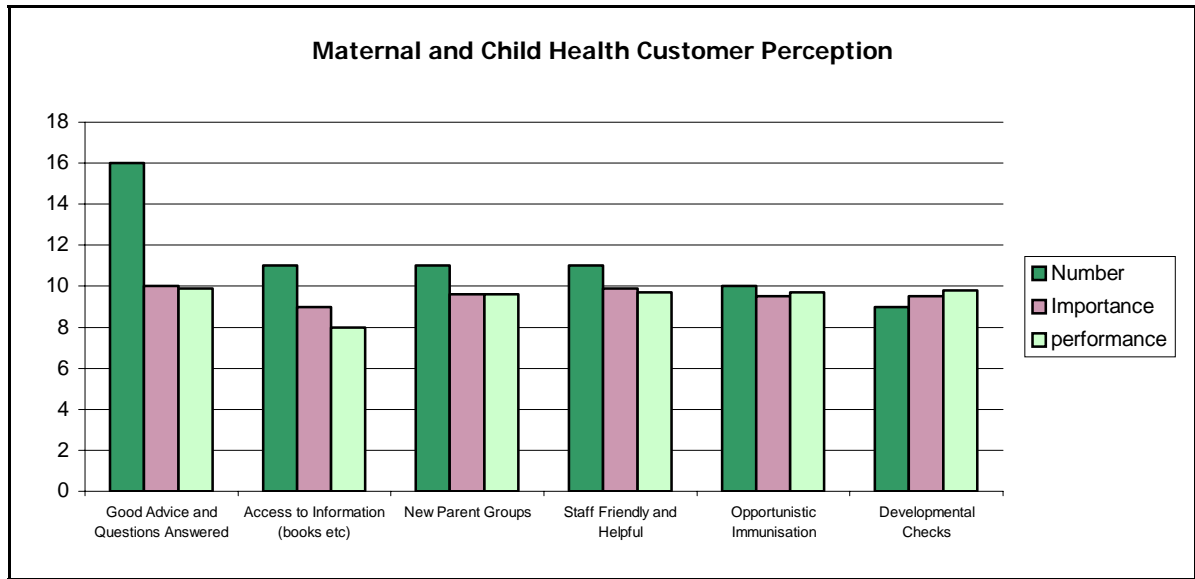
The services scored exceptionally well for all priorities identified by parents.
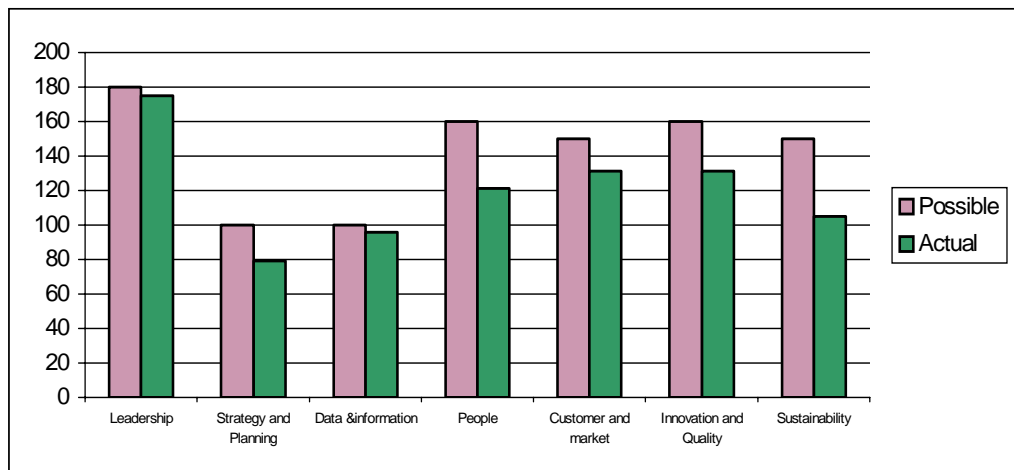
The first columns in each category above shows what the highest possible score is for the category, whilst the second column shows the actual score the Murrindindi service has achieved.

The service scored well in the snapshot assessment.

Improvement

Opportunities for improvement identified through review:

- ✎ Improve process of distribution of birth notifications.
- ✎ Need to incorporate access issues for <u>all</u> within the shire, particularly groups traditionally less likely to access service.
- ✎ Improve communication with other service providers, particularly general practitioners.
- ✎ Build on scoping survey to develop quantitative survey on customer value and satisfaction.

Best Value continued...

Kinglake Childcare Centre

....

Effective Full Time Staff: 8.9

	2003/04
Number of Families:	99
Total Expenditure:	$325,917
Total Income:	$302,060
Cost to Council:	$23,857

	2004/05
Budget Expenditure:	$362,414
Budget Income:	$341,774
Anticipated Cost to Council:	
	$20,640
Actual Cost to Council:	$2,910

....

Approach
Kinglake Childcare Centre is a 35 place long day care centre providing care for children primarily aged between 0 to 6 years.

Deployment
The centre has undertaken many parent surveys, particularly when making decisions about the operation of the centre. Process improvement has been undertaken on issues identified.

Networking activities with broader community includes:
- Developing an emergency management plan for the Extons Road children's precinct
- Liaising with schools and kindergarten in relation to joint activities and families care requirements

Senior staff are available and accessible every week day.

Centre has processes in place to determine priority access to centre and waiting list when required.

The centre has taken up the continuous quality improvement model incorporated into business excellence. A clear systems view and an improvement plan have been completed. Centre management have completed process improvement training and centre staff and families engaged in process improvement activities

Results
The 2003/04 budget anticipated a cost to council of $9370. The actual cost to council was $23,857. The centre experienced some significant staffing and management issues which resulted in this unfavourable end position. These issues have now been resolved evident in the favourable financial result for the 2004/2005 financial year which anticipated a $20,740 cost to Council and resulted in a $2,910 cost to Council.

One effective full time placement costs $12,020 per annum or 250 per EFT per week. This is the first year this has been calculated and this figure will be used in future years to track cost per EFT.

Assessment revealed that actual usage rates (30.15 effective full time (EFT placements) exceeded the target (28 EFT) by 2.15 EFT.

The centre also underwent a process of accreditation supervised by the Commonwealth Government. The centre achieved three year accreditation and scored High quality (the highest score) on 9 indicators good quality *second highest score) on 1 indicator.

Best Value continued...

Customer Perception
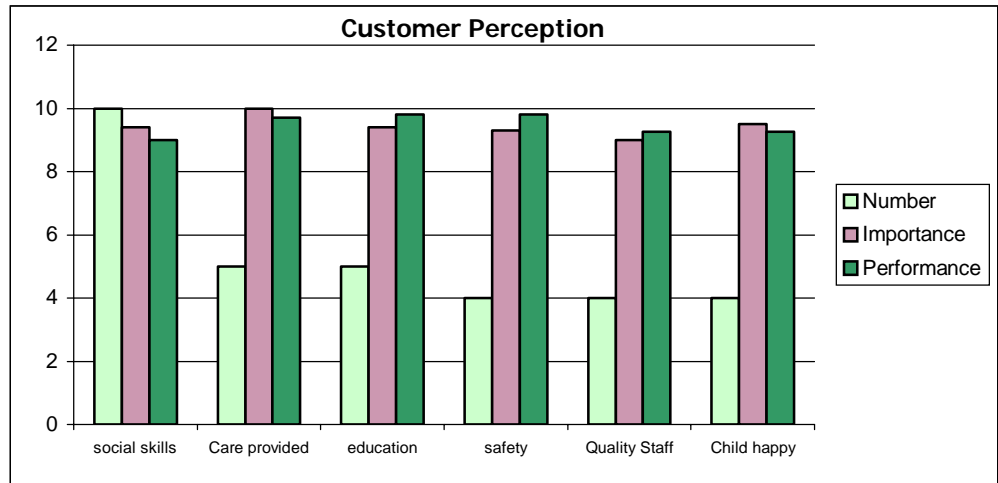
The centre scored in the 90th percentile for all priority indicators identified by parents.
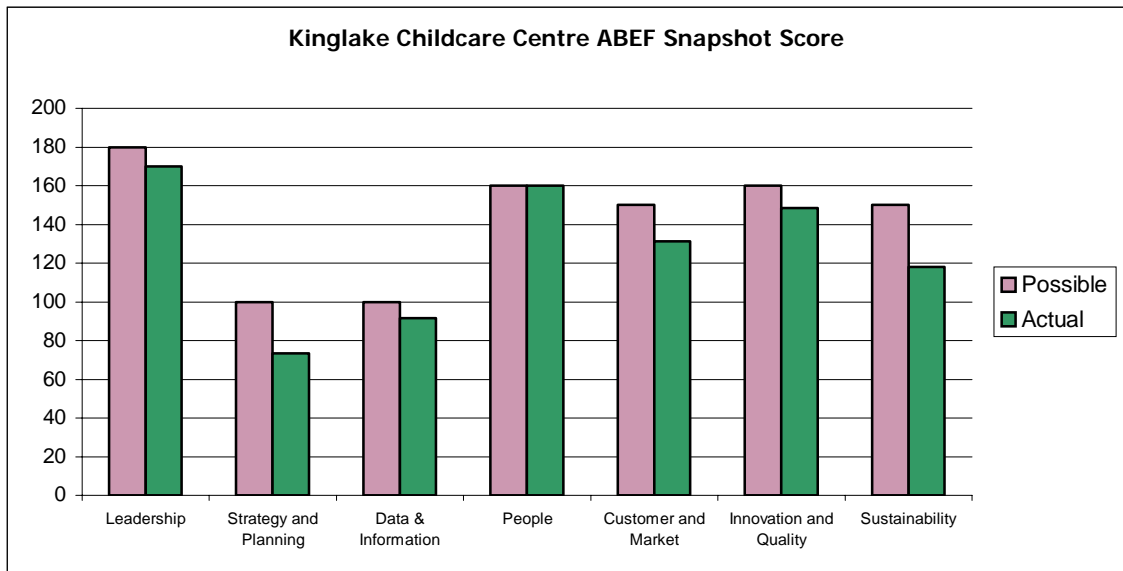
Kinglake Childcare Centre ABEF Snapshot Score

The striped columns above show what the highest possible score is for the category. The solid column shows the actual score the service has achieved.

The centre scored particularly well in the snapshot assessment.

Improvement
The results of the Best Value review of the Childcare centre were excellent. Opportunities for improvement from the assessment were to;

- Actively promote service through advertising, brochures and parent information.
- Develop more comprehensive survey of parents to measure perception of 'value'.
- Determine and set specific performance targets and measures.

Best Value continued...

Cyberbus

Budget 2004-2005

Total Income:	**$17,911**
Expenditure:	
Community/Centrelink:	$53,501
Youth Outreach:	$11,837
Total	**$65,338**
Cost to Council:	**$47,427**

Approach
The Cyberbus travelled around the Shire of Murrindindi giving residents access to technology, in particular on-line services and acts as a referral and collection point for Centrelink. It operated in a similar manner to a "mobile library" with regular scheduled meeting points around the region. The bus also made regular visits to schools and attended community events, such as local festivals.

Deployment
Anecdotal feedback is positive.

Response from users to the operator are generally positive. Requests from community event organisers is consistent and generally able to be met.

Delivery of the Centrelink service to more isolated areas of the shire has been well subscribed. The operation of the bus has incorporated an element of flexibility to enable people without transport to access the service.

Results
In 2004/2005 the Cyberbus provided 829 incidents of Centrelink service, 479 community access and 578 youth outreach. The youth out reach was provided to 10 out of 12 primary schools and both the Alexandra and Yea secondary schools.

Whilst anecdotal feedback from users was positive, the Customer survey identifies a need to reduce disruption to regular delivery and to increase internet reliability.

Cyberbus Customer Perception
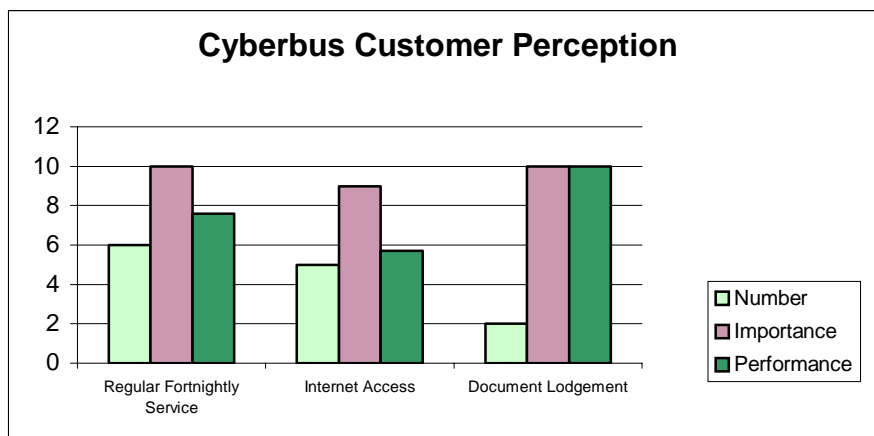
A survey of year seven students about the Cyberbus Outreach Program identified that the objective of the program was not being achieved and that a review the objectives and method of delivery of the Cyberbus schools program was required.

Best Value continued...

The Australian Business Excellence Framework (ABEF) snapshot assessment highlighted that the services needed to focus on improving the areas of strategy and planning, customer and market and sustainability.
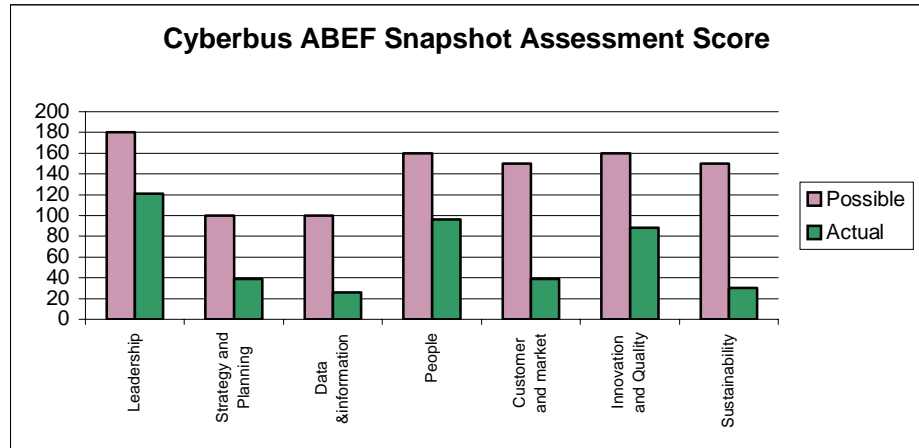
Cyberbus ABEF Snapshot Assessment Score

The striped columns above show what the highest possible score is for the category. The solid column shows the actual score the service has achieved.

Improvement
The review identified that the service;

- Lacked an overall plan for service delivery
- That stakeholder needs were not fully understood
- That in the current form, the service was not financially sustainable.

The results of the best value review prompted Council to reconsider its role in relation to the Cyberbus service.

This resulted in the service being discontinued.

Corporate Services Support

Performance Targets

Action lists compiled Friday after meeting
   Target 90%
        Actual 80%

Agenda on web Friday prior to meeting
   Target 90%
        Actual 80%

Minutes on web Friday after meeting
        Target 90%
        Actual 80%

Approach

Provision of an excellent system/ process for producing Council information and documentation. Provision of support to the Council meeting process as well as limited support to the Director Corporate and Community Services and Finance Manager.

Deployment

Corporate Support is responsive to the community needs through the customer service model, collection of data and annual review process.
All Councillors and stakeholders receive agendas and minutes for Ordinary and Committee Meetings on a fortnightly basis.
Council website also provides access for the community to the agendas and minutes of Council meetings. Agendas are available no later than the Friday before the Council meeting and the Minutes are available no later than the Friday after the meeting.

Corporate Support role is committed to and participates in the SAI Business Excellence framework

Results

The service has calculated the cost related to agenda & minute preparation. It is estimated that the current cost is $1700.78 per meeting (90% of total salary costs).   The target for the next period is 1500.

The service undertook a survey of customers using the Business Excellence "Customer Model". Customers were asked to list their requirements and rate importance and performance of each item in relation to the agenda and minutes preparation process. A disappointing result was obtained with the number of surveys that were returned. Out of 15 surveys provided to customers only four (4) were returned.

Whilst only a small number of surveys were returned there was some comprehensive feedback provided which will be used to identify opportunities for improvement.

Agenda and Minutes Preparation Customer Model Results
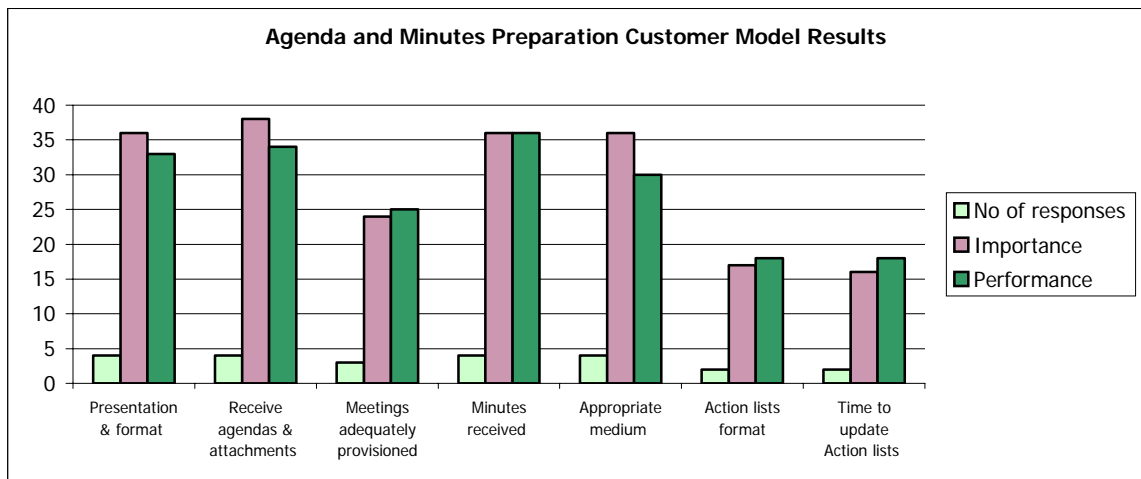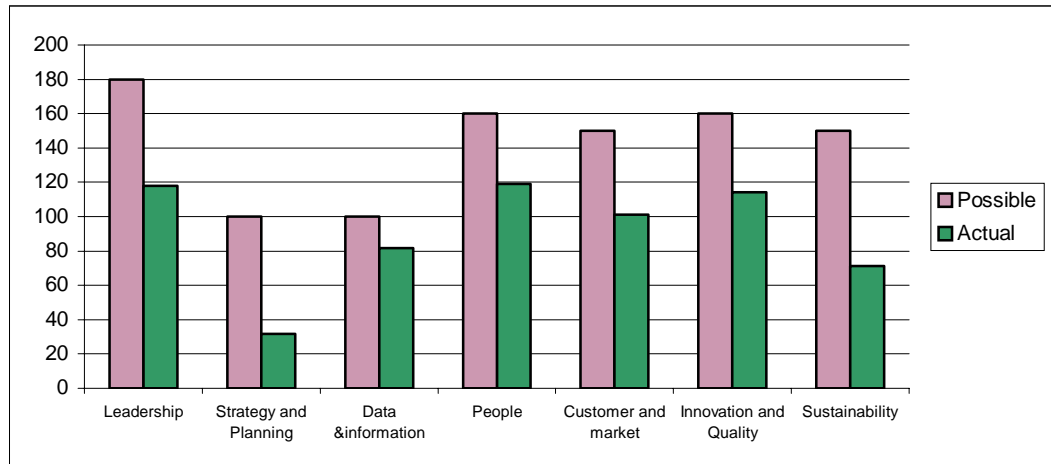
The striped columns above show what the highest possible score is for the category. The solid column shows the actual score the service has achieved.

The actual scores in this snapshot may not provided a true representation of the performance of this position. There is a new incumbent to the position who has identified a number of opportunities for improvement. It is thought that next year's snapshot will provide a better representation of performance

Improvement
Opportunities for improvement from the feedback provided from survey;

⇘   Process of minutes/ resolutions to Council files
⇘   Addendum process
⇘   Flexibility of agenda deadline
⇘   Agenda/ minutes compilation process
⇘   Action list process

Annual surveys to be conducted amongst all customers of the service.

During the collection of data it was identified there was a need to be flexible with the deadline for agenda items. A trial will be undertaken where the deadline for agenda items is pushed out to close of business on the Tuesday prior to the Council meeting from current 12noon deadline. This is in direct response to the customer survey feedback. After the trial period of three (3) months it will be assessed as to whether other deadlines are still being met and if so, then the new deadline of close of business Tuesday will be implemented.

During the Process of Business Excellence and Best Value reviews significant improvements have been implemented which have included new Word templates, electronic minute taking, scanning of supporting documentation by officers, streamlining of the Government Gazette filing process as well as the minutes/ resolution to file process.

Best Value continued...

Family & Youth Services

Budget 2004/05

Total Expenditure:	$69,776
Total Income:	$30,000
Cost to Council:	$39,776

Staffing: 1 EFT

Approach

The Youth and Family Services provided a counselling service across the Shire and facilitated provision of other support services with a focus on prevention & early intervention. The service also provided community development activities such as training programs, professional networking and community activities.

Deployment

Regular feedback is received via counselling sessions anecdotally and network team meeting evaluation forms are used to guide future service delivery.
The counselling network and the referral system between counsellors across the Shire maximises accessibility.
Annual surveys of clients are undertaken by the Service. Session evaluation forms are also used for each community development and training activity undertaken.

Results

Average Unit cost per consult - $80 per hr
The unit cost is based on 51 families per year at an average of between 5 and 8 consults per family. 50% long consults on average for involving 2 or more family members (approx 2 ½ hours), 50% short consults for one person (approx 1hour).
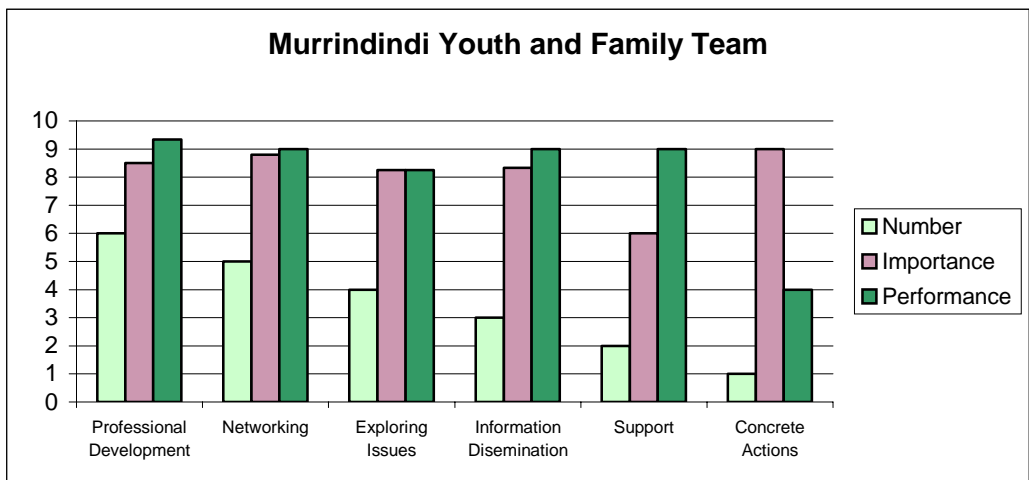
Community Development
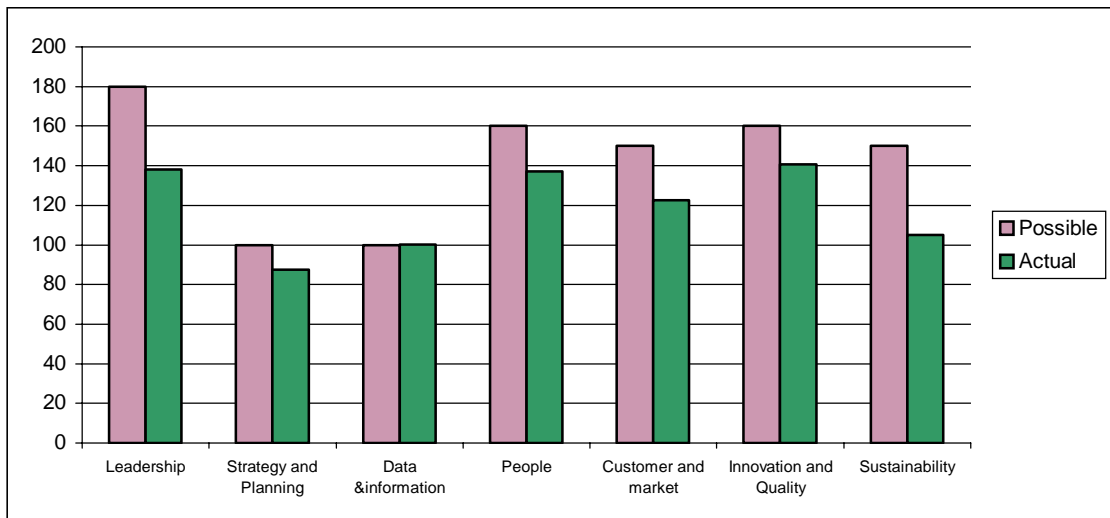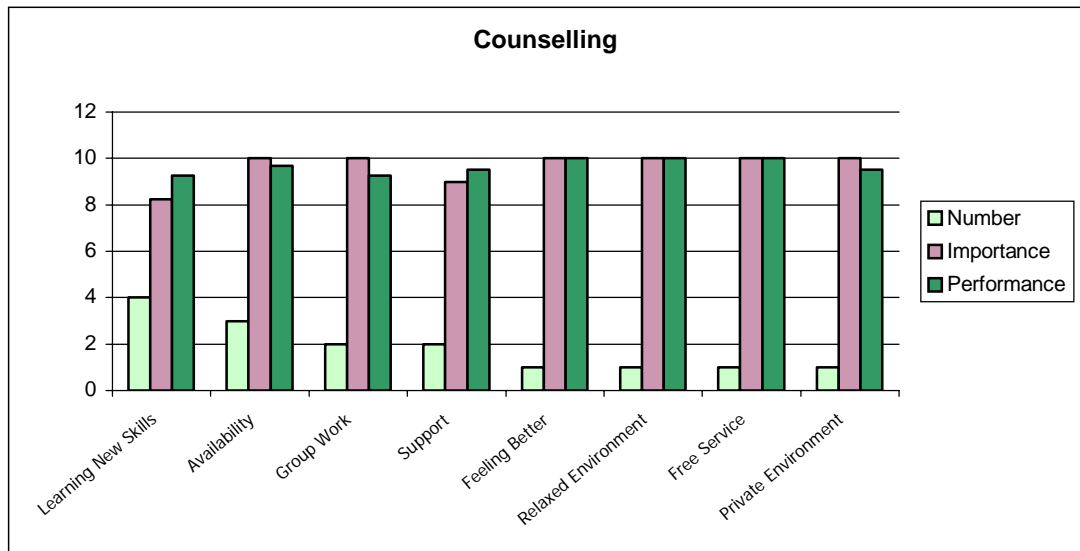
Youth and Family team meetings 10 per annum
Youth Affairs Network meetings 10 per annum.
Community Group meetings 5 per annum.

As part of the review service users were asked to list three factors that indicate good value to them and to rate those items both on how important the item was and how well the service was performing. Results of the customer perception surveying for both the Counselling clientel and the Youth and Family team were very positive. A separate client satisfaction survey returned a 75% satisfaction rating.

Murrindindi Youth and Family Team

Counselling

A bar chart titled "Counselling" with categories: Learning New Skills, Availability, Group Work, Support, Feeling Better, Relaxed Environment, Free Service, Private Environment. Legend: Number, Importance, Performance.

A bar chart with categories: Leadership, Strategy and Planning, Data &information, People, Customer and market, Innovation and Quality, Sustainability. Legend: Possible, Actual.

The striped columns above show what the highest possible score is for the category. The solid column shows the actual score the service has achieved.

Performance on the snapshot assessment was high with the opportunities for improvement being leadership and sustainability

Improvement:

Key opportunities for improvement identified as part of the self assessment included;

↳ Investigate co-location of counselling services

↳ Provide community education and information by publishing the vision for the counselling service and provide more communication in relation to changes that may occur, and

↳ Better use the resources available by:
- Filtering / screening to allow stronger planning
- Better understanding inter organisational links

Best Value continued...

- All requests to going through a central intake and referral point
- Holding discussions with all agencies re: roles and referrals
- Introduce technological solutions for data and information management

Whilst the review indicated the service being delivered to clients was being very well received, the opportunities for improvement indicated the Council was not necessarily the ideal provider of the service.

After consideration of the options Council determined not to continue as a service provider and to return the State Government funding component to be allocated to an organisation with more expertise in the delivery of Counselling services.

Council Information Available for Inspection

The following documents are available for inspection at the Municipal Offices Alexandra, in accordance with Section 222 of the Local Government Act, 1989.

✍ Financial Statements

✍ Details of allowances fixed for the Mayor and Councillors

✍ Details of Senior Officers current gross salaries, allowances and other benefits for the current financial year and two (2) previous financial years

✍ Details of overseas and interstate travel undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months

✍ Names of Council Officers who were required to submit a return of interest during the financial year and the dates returns were submitted

✍ Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted

✍ Agendas for and Minutes of Ordinary and Special Meetings kept under Section 93 of the Act, except where such minutes relate to parts of meetings, which have been closed to members of the public under Section 89 of the Act

✍ A list of all special committees established by Council and the purpose for which each committee was established

✍ A list of all special committees established by Council which were abolished or ceased to function during the financial year

✍ Minutes of meetings of Special Committees established under Section 86 of the Act except where such minutes relate to parts of meeting which have been closed to members of the public under Section 89 of the Act

✍ Agreements to establish regional libraries under Section 196 or the Act

✍ Register of delegations kept under Section 87 of the Act

✍ Register of delegations kept under Section 88 of the Act

✍ Submissions received under Section 223 of the Act during the previous 12 months

✍ Register of leases entered into by Council

✍ Register of Authorised Officers

✍ List of donations and grants made by Council during the financial year.

✍ List of names of organisations of which Council was a member during the financial year

✍ List of contracts valued at $100,000 or more which Council entered into during the financial year without first engaging in a competitive process

Community Grants

During 2004/05 the Murrindindi Shire Council made a number of donations and grants to a wide range of community groups in an effort to enhance local events and extend the range of opportunities available within our communities.

In 2004/05 Council contributed in excess of $118,000 in funding.

Received By	Amount
Alexandra Community Leisure Centre	$2,000.00
Alexandra Lawn Tennis	$2,836.00
Alexandra Library & Friends	$600.00
Alexandra Pre-School	$2,000.00
Alexandra Rotary Club	$1,500.00
CEACA & Berry Street	$7,500.00
Eildon Bowl Club	$770.00
Eildon Community Leisure Centre	$1,000.00
Eildon Pre-School	$4,000.00
Eildon Resource Centre	$500.00
Eildon Tennis Club	$5,500.00
Flowerdale Community House	$794.00
Jarara Community Centre	$6,000.00
Kinglake & District Neighbourhood House	$874.00
Kinglake Community Centre	$2,000.00
Kinglake Memorial Reserve	$3,320.00
Kinglake Pre-School	$2,000.00
Kinglake Senior Citizens	$4,000.00
Marysville & District Historical Society	$500.00
Marysville Pre-School	$4,000.00
Marysville Primary School	$1,000.00
Murrindindi Historical Register	$1,000.00
Murrindindi Little Atheletics	$4,125.00
Rainbow Lorikeets Steiner Playgroup	$1,448.00
State Emergency Service - Alexandra	$9,700.00
State Emergency Service - Kinglake	$9,700.00
State Emergency Service - Marysville	$9,700.00
Taggerty Hall Committee	$3,000.00
Timber Tramway Museum	$5,000.00
Toolangi Tennis Club	$905.00
Tsunami Appeal	$5,000.00
Upper Goulburn Rural Counselling Service	$2,000.00
Yea Indoor Recreation Centre	$4,000.00
Yea Pony Club & Adult Riders	$1,921.00
Yea Pre-School	$1,000.00
Yea Rotary Club	$1,500.00
Yea Senior Citizens	$2,000.00
Yea Wetlands Committee of Management	$650.00

Total of donations and grants with a value of less than $500 paid to fifteen (15) organisations

$115,343.00

2004/05 Memberships & Subscriptions

| Organisation	Membership Fee
Local Government Professionals	$500.00
Australian Local Government Job Directory	$440.00
Municipal Association Of Victoria	$15,600.00
Australian Library	$284.00
Goulburn Valley Regional Waste Management Group	$6,000.00
National Family Day Care Council	$100.00
Victorian Employers Chamber Of Commerce & Industry	$1,453.00
Timber Towns Victoria	$2,000.00
Playgroup Victoria	$40.00
Family Day Care Association	$116.85
Livestock Saleyards Association Of Victoria	$641.44
Civil Contractors Federation	$2,500.00
National Saleyards Quality Assurance Limited	$330.00
Yarra Valley Dandenongs & Ranges	$10,000.00
Childrens Book Council of Australia	$50.00
SAI Global	$495.00
Country Public Libraries Group Victoria	$115.00
Backpackers Operators Association of Victoria	$165.00
National Childcare Accreditation Council	$151.28
	$40,981.57

Whistleblower Protection

In accordance with the provisions of the *Whistleblowers Protection Act 2001,* Council has put into place appropriate procedures to facilitate the making of disclosures. It does not tolerate the improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

Daniel Hogan, Chief Executive Officer, is Council's Protected Disclosure Coordinator.

2004/05 Reporting:

- *Number of disclosures made:* **Nil**
- *Disclosures referred to Ombudsman for determination:* **Nil**
- *Disclosures referred by Ombudsman:* **Nil**
- *Disclosures referred to Ombudsman to investigate:* **Nil**
- *Investigations taken over by the Ombudsman:* **Nil**
- *Requests made under Sec. 74 during the year to Ombudsman to investigate disclosed matters:* **Nil**
- *Disclosures the public body has declined to investigate:* **Nil**
- *Disclosures that were substantiated on investigation:* **Nil**
- *Recommendations by the Ombudsman under this Act that relate to Murrindindi Shire Council:* **Nil**
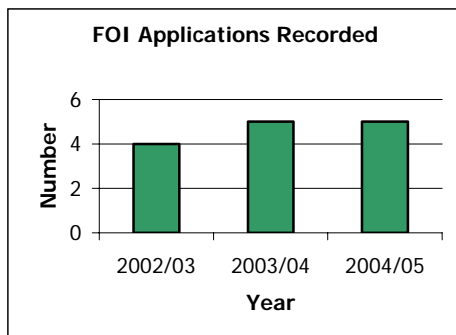
Freedom of Information

The purpose of the *Freedom of Information Act 1982* is to provide members of the public with a means of access to documents and information held by Council.

Requests for access to documents under the Freedom of Information Act (FOI) must be made in writing and can be lodged with the Freedom of Information Officer, Murrindindi Shire Council, PO Box 138, Alexandra, 3714. A fee of $20.50 is required to accompany the application.

FOI Applications Recorded

Information Privacy

Murrindindi Shire Council believes that the responsible handling of personal information is a key aspect of governance, and is strongly committed to protecting an individual's right to privacy in accordance with the *Victorian Information Privacy Act 2000.*

Responsibility for the implementation of this legislation lies with all Councillors, staff, contractors and volunteers engaged with the Murrindindi Shire Council.

Individuals may seek access to their own records held by Council or make a formal complaint if they believe their privacy has been breached. Enquiries to be made to Freedom of Information Officer, Murrindindi Shire Council, PO Box 138, Alexandra, 3714.

Audit Committee

The Audit Committee met on three occasions during the year.

Independent representatives Rod Thomas as Chairperson and Jeff Hunter along with the Mayor, Cr Graeme Brown comprise the Committee. The Chairperson of the Administration and Finance Committee, Cr. Andrew Coller, the Chief Executive Officer and General Manager Operations also attend the meetings to provide advice and resources.

Projects finalised and/or commenced during the past year included:

- Fraud Policy and Control Plan
- Purchases Policy and review
- Unfunded superannuation advice
- Investment Policy
- IT Environmental Audit

A report was also presented on the status of all projects commenced since the inception of the current Committee in June 2002. These projects included:

- Fringe Benefit Tax Review (July 2001)
- Tendering and Contract Management (April 2002)
- Financial sustainability (July 2002).
- Monthly reporting (November 2002)
- Budget preparation (July 2003)
- GST Compliance (November 2003)
- Cash receipting and invoicing (July 2002)
- Consideration of Annual Financial Statements and Council Plan
- Best Value timetable

The Audit Committee continues to be a key governance mechanism and reports to the Council on a regular basis on recommended changes to policy and procedure.

Introduction to the Financials

The Financial Report that follows presents Council's financial performance and its financial position for the year ended 30 June 2005.

The Financial Report is presented in accordance with Accounting Standards, Acts and Regulations.

The Report has been examined by the Council's Audit Committee and the Council. The Victorian Auditor General has also audited the report and given audit clearance in the form of an "unqualified" audit opinion.

Key Issues

International Reporting Standards

The impact of adopting Australian Equivalents to International Financial Reporting Standards (AIFRS) was analysed in detail in the period leading up to the end of the financial year.

Council has adopted "not for profit" status and elected to apply options and exemptions within AIFRS that are applicable to not-for-profit entities. Council has concluded that there will not be a significant impact on the reported financial position and financial performance following the adoption of AIFRS. Details of the analysis undertaken in relation to:
- Impairment of Assets
- Property Plant and Equipment
- Employee Benefits
- Leases, and
- Financial Instruments,

is set out in the introductory section of the Report.

Landfill Rehabilitation Expense

In 2004/05 Council has, for the first time, included within the financial accounts the recognition of a provision for landfill rehabilitation. The provision provides for rehabilitation at the end of the life of the landfill and aftercare of the site.
No provision has been made for remedial action for the likelihood of responding to a "clean up" event and Council has not yet negotiated the method in which it will provided access to funds by the Environment Protection Authority for such purposes.

The non-cash impact of the recognition of the Landfill Provision is $787,685.

The impact of AIFRS is set out in note 1b Significant Accounting Policies.

As part of the Council's cycle of revaluing non current assets as required by AASB1041 as fair value, the Council was required to revalue its drainage assets as at 30 June 2005.

Recognition of Drainage Assets

This process was commenced in February 2005 and as a consequence, the audit found significant extra drainage system and drainage pit lids. The project initially commenced has resulted in the 30 June 2005 timeframe not being met.

On a positive note, the Council will have a more detailed inventory of all of its drainage assets. Calculations on the impact of not having completed the valuation cycle has concluded that the impact on the Council's Financial Report is not deemed to be material. The recognition of the assets and associated depreciation will be incorporated into the 2005/06 Report.

The issues identified above, although significant, have not detracted from the Financial Report presenting a very sound set of accounts that do not indicate any causes for concern from a financial perspective.

Summary

The reader is referred to the comparison between 2004/05 to 2003/04 financial years on pages 2 – 5 with the associated explanatory notes, the Financial Ratios on Page 32 and the Standard Statements and explanatory notes comparing budget and actuals commencing on page 35. Finally, the Performance Statement and accompanying notes on page 47 is also useful in analysing the Council from a broader perspective.