

COMMUNITY SATISFACTION SURVEY MACEDON RANGES SHIRE COUNCIL JUNE 2012

- RESEARCH REPORT -

**Coordinated by the
Department of Planning and Community Development
on behalf of Victorian councils**

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Summary of Findings

- In 2012 Macedon Ranges Shire Council recorded an Overall Performance Index Score of 58. This is 2 points lower than the State-wide average for this measure of 60 and 2 points above the average Index Score of 56 for the Large Rural Shires group.
- On other core performance measures (which can also be compared against all Councils State-wide and the Large Rural Shires group) Macedon Ranges Shire Council scored as follows:
 - 69 for Customer Service
 - 54 for Community Consultation and Engagement
 - 52 for Advocacy
 - 49 for Overall Council Direction
- More specifically on these core measures:
 - 69 for Customer Service is 2 points lower than the State-wide average of 71 but 1 point higher than the Large Rural Shires average of 68. It is based on the 67% of Council residents who have had contact with Macedon Ranges Shire Council in the last 12 months.
 - 54 for Consultation is significantly below the State-wide average of 57 but equal to the Large Rural Shires average of 54.
 - 52 for Advocacy is significantly below the State-wide average of 55 but only 1 point below the Large Rural Shires average of 53.
 - 49 for Council Direction is also significantly lower than the State-wide average of 52 but once again a point higher than the average Index Score of 48 for the Large Rural Shires group.

Summary of Findings

- In terms of its Overall Performance Index Score of 58, which as noted is slightly lower than the State-wide average and slightly higher than the Large Rural Shires group average, rated performance for Macedon Ranges Shire Council is:
 - Significantly higher amongst residents aged 18-34 (63) and although not significantly so, women aged 18-49 (61) and women generally (60) also rate Council higher than others.
 - Lowest amongst men aged 50+ (54) and men generally (55).
- Of the 67% who have had contact with Macedon Ranges Shire Council over the last 12 months and who rate it 69 overall for Customer Service, performance is slightly lower than the State-wide group and slightly higher than the Large Rural Shires group and:
 - Highest amongst women aged 50+ (75), residents aged 65+ (72) and women generally (72).
 - Lowest amongst men aged 18-49 (62), men generally (65) and residents aged 35-49 (66).
- On Community Consultation and Engagement, the average Index Score is 54 and performance ratings are:
 - Highest amongst women aged 18-49 (56) and residents aged 18-34 (55).
 - Significantly lower amongst men aged 18-49 (49) and although not significantly so, men generally, residents aged 35-49 and residents aged 65+ (all 51) also rate Council lower than other residents.

Summary of Findings

- In terms of Macedon Ranges Shire Council's Advocacy efforts which achieved an average Index Score of 52, ratings are:
 - Highest amongst residents living in the East Ward (54), women aged 50+ (53), residents aged 65+ (53) and women generally (53).
 - Lowest amongst men aged 18-49 and residents living in South Ward (both 50).
- When asked about the direction of Macedon Ranges Shire Council over the last 12 months, 70% of all residents say it has stayed about the same, 13% say things have improved and 15% say things have deteriorated.
- Residents aged 50-64 (20%) and residents aged 35-49 (19%) are most likely to say Council Direction has deteriorated, whilst women aged 18-49 (19%) are most likely to say it has improved.
- When asked to describe the best thing about Council, top responses included:
 - Accessible and polite customer service, including response times: 9%
 - Councilors who work well and are approachable: 9%
 - Recreational and sporting facilities: 8%
 - Waste management: 6%

Summary of Findings

- Conversely, when asked what Council needs to do to improve its performance, areas for improvement included:
 - Maintenance of streets and sealed roads: 18%
 - Town planning: 15%
 - Community consultation: 13%
 - Support local infrastructure: 9%
 - Communication: 9%
- The category descriptions for the coded open ended responses are generic summaries only. We recommend further analysis of the detailed cross tabulations and the actual verbatim responses, with a view to the responses of the key gender and age groups, especially any target groups identified.
- In terms of the best way to inform people about council news and information and upcoming events, a council newsletter sent via mail is the preferred form of communication (36%), both for those aged under 50 (29%) and particularly for over 50s (45%). It is then a fairly even choice between: a council newsletter sent via email (21%), advertising in a local newspaper (19%) or the newsletter as a newspaper insert (18%), with preferences varying little by age.
- Communication via the Council website or texts are not currently preferred options, although we recommend Council conduct a more detailed analysis to understand the demographic profile for all of these communication types.

Summary of Findings

- On service delivery, Macedon Ranges Shire Council's rated performance for community & cultural activities exceeds its rated importance, whilst performance on art centres & libraries is on par with importance and importance exceeds performance for all other services. Overall, Council's rated performance was highest on waste management (74) and lowest on maintenance of unsealed roads in your area (44).
- Council should make its own assessment of what overall level of performance it considers satisfactory, but a useful starting point is to look at services where the rated importance exceeds performance by 10 points or more, which includes:
 - Maintenance of unsealed roads: performance 44, importance 81 = -37 net differential
 - Planning for population growth: performance 50, importance 79 = -29 net differential
 - Council's general town planning policy: performance 49, importance 76 = -27 net differential
 - Planning & building permits: performance 46, importance 73 = -27 net differential
 - Condition of local streets and footpaths: performance 52, importance 78 = -26 net differential
 - Roadside slashing and weed control: performance 52, importance 76 = -24 net differential
 - Community consultation: performance 54, importance 74 = -20 net differential
 - Lobbying on behalf of the community: performance 52, importance 70 = -18 net differential
 - Informing the community: performance 59, importance 76 = -17 net differential
 - Elderly support services: performance 66, importance 79 = -13 net differential
 - Emergency and disaster management: performance 70, importance 82 = -12 net differential
 - Disadvantaged support services: performance 60, importance 71 = -11 net differential

Observations & Recommended Next Steps

- In summary:
 - On all core performance measures, Macedon Ranges Shire Council rated below the State-wide group average and significantly so in the case of Consultation, Advocacy and Direction.
 - Relative to the Large Rural Shires group, Council rated slightly higher on Overall Performance and Customer Service, equal on Consultation and slightly below on Advocacy and Council Direction.
 - Certain groups appear consistently as drivers of above and below average performance. With the exception of Advocacy and Customer Service, residents aged 18-34 and also women tend to rate Council more favourably. Residents aged 18-34, however, unfortunately only represent 22% of the resident population. Conversely, with the exception of Consultation residents 35-64 tend to rate Council lower than the average.
- It is recommended that Macedon Ranges Shire Council pay extra attention to areas where it is underperforming on a relative basis in comparison to the State-wide and Large Rural Shires groups such as Consultation, Advocacy and Council Direction with a particular focus on people aged 35-64 who represent over half (56%) of the resident population. It is also important not to ignore, and to learn from, what is working amongst other groups, especially women and 18-34 year olds.
- An approach we recommend considering is to further mine the survey data to better understand the profile of these over and under-performing demographic groups. This can be achieved via additional consultation and data interrogation, or self-mining the SPSS data provided or via the dashboard portal available to the Council.

Background & Objectives

- Welcome to the report of results and recommendations for the 2012 Community Satisfaction Survey for Macedon Ranges Shire Council.
- Each year the Department of Community Planning and Development (DCPD) coordinates and auspices this Community Satisfaction Survey throughout Victorian Local Government areas. This coordinated approach allows for far more cost effective surveying than would be possible if Councils commissioned surveys individually.
- Participation in the Community Satisfaction Survey is optional and participating Councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.
- The main objectives of the survey are to assess the performance of Macedon Ranges Shire Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides Councils with a means to fulfil some of their statutory reporting requirements as well as acting as a feedback mechanism to DCPD.

Background & Objectives (Cont'd)

- **Please note that comparisons should not be made with Community Satisfaction Survey results from 2011 and prior. As a result of feedback from extensive consultations with Councils, in 2012 there have been necessary and significant changes to the methodology and content of the survey which make comparisons invalid, including:**
 - The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local Councils, whereas previously it was conducted as a 'head of household' survey.
 - As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Macedon Ranges Shire Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
 - The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.
- As such, the results of the 2012 Community Satisfaction Survey should be considered as a benchmark. Tracking comparisons will be possible in future years.
- Detailed explanations of the 'Survey Methodology & Sampling' and 'Analysis & Reporting' approaches are provided in the following sections.

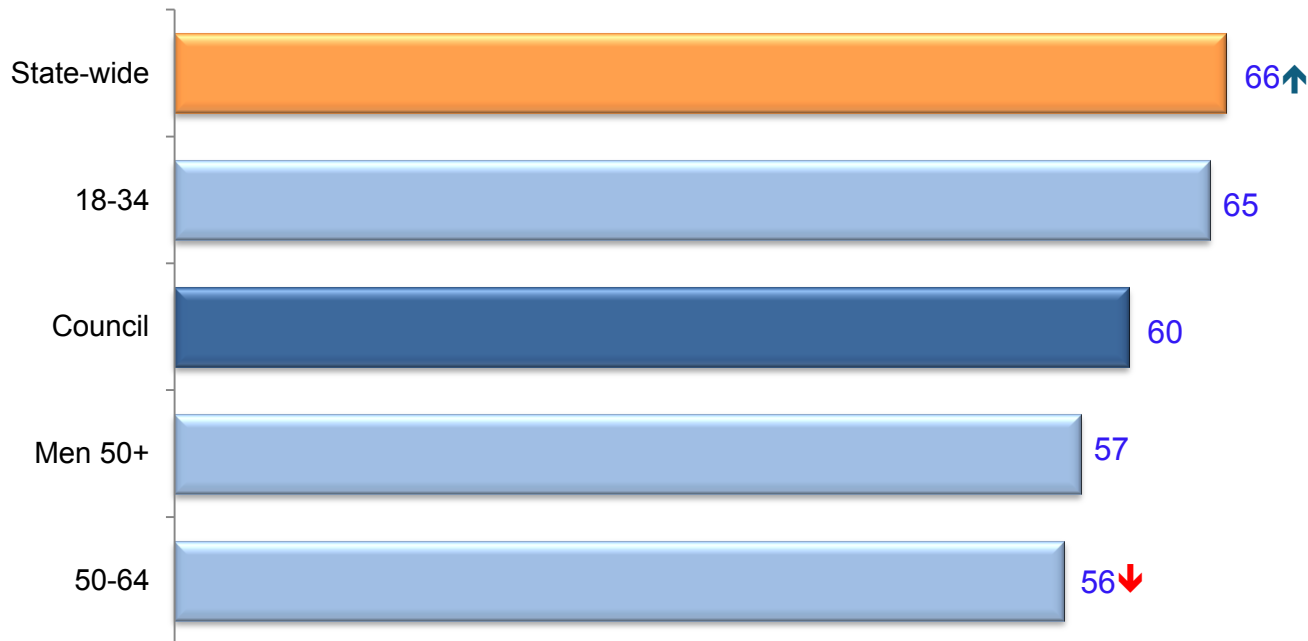
Survey Methodology & Sampling

- This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in the Macedon Ranges Shire Council.
- Survey sample matched to the Macedon Ranges Shire Council was purchased from an accredited supplier of publicly available phone records, including up to 10% mobile phone numbers to cater to the diversity of residents in the Council, particularly younger people.
- A total of n=400 completed interviews were achieved based on a survey of an estimated average length of 14 minutes. Survey fieldwork was conducted in the period of 18th May – 30 June 2012.
- Minimum quotas of gender within age groups were applied during the fieldwork phase. Post survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Macedon Ranges Shire Council area.
- Any variation of +/-1% between individual results and NET scores in this report or the detailed survey tabulations is due to rounding.
- “NET” scores refer to two or more response categories being combined into one category for simplicity of reporting.

Survey Methodology & Sampling (Cont'd)

- Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing blue and downward directing red arrows. Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the Council for that survey question. Therefore in the following example:
 - The State-wide result is significantly higher than the overall result for the Council.
 - The result amongst 50-64 year olds in the Council is significantly lower than for the overall result for the Council.

Overall Performance – Index Score (example extract only)



Margins of Error

- The sample size for the 2012 Community Satisfaction Survey for Macedon Ranges Shire Council was 400. Unless otherwise noted, this is the total sample base for all reported charts and tables.
- The maximum margin of error on a sample of approximately 400 interviews is +/-4.9% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples.
- As an example, a result of 50% can be read confidently as falling midway in the range 45.1% - 54.9%.
- Maximum margins of error are listed in the table below, based on a population of 32,000 people aged 18 years or over for Macedon Ranges Shire Council according to ABS estimates.

Table 2: Survey sub-samples and margins or error

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Macedon Ranges Shire Council	400	400	+/-4.9
East Ward	118	121	+/-9.0
West Ward	152	149	+/-8.0
South Ward	130	130	+/-8.6
Men	179	196	+/-7.3
Women	221	204	+/-6.6
18-34 years	46	90	+/-14.6
35-49 years	142	128	+/-8.2
50-64 years	112	96	+/-9.3
65+ years	100	87	+/-9.8
Men 18-49 years	82	104	+/-10.9
Men 50+ years	97	92	+/-10.0
Women 18-49 years	106	113	+/-9.5
Women 50+ years	115	91	+/-9.2

Analysis & Reporting

Council Groups

- Wherever appropriate, results for Macedon Ranges Shire Council for this 2012 Community Satisfaction Survey have been compared against other Councils in the Large Rural Shires group and on a State-wide basis. Macedon Ranges Shire Council is self-classified as a Large Rural Shires Council according to the following classification list:
 - Inner metropolitan councils
 - Outer metropolitan councils
 - Rural cities and regional centres
 - Large rural shires
 - Small rural shires
- The Councils in the Large Rural Shires group are: Bass Coast, Baw Baw, Campaspe, Colac Otway, Corangamite, East Gippsland, Glenelg, Macedon Ranges, Mitchell, Moira, Moorabool, Moyne, South Gippsland, Southern Grampians, Surf Coast and Wellington. All participating Councils are listed in the State-wide report published on the DPCD website. In 2012, 71 of the 79 Councils throughout Victoria participated in this survey.

Analysis & Reporting (Cont'd)

Index Scores

- Many questions ask respondents to rate Council performance on a five-point scale, for example, from "Very good" to "Very poor", with "Can't say" also a possible response category. To facilitate ease of reporting and comparison of results over time (after this initial 2012 benchmark) and against the State-wide result and the Council group, an 'Index Score' has been calculated for such measures.
- The 'Index Score' is calculated and represented as a score out of 100 (on a 0 to 100 scale), with "Can't say" responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

- Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation:
 - 'Improved' = 100
 - 'Stayed about the same' = 50
 - 'Deteriorated' = 0

Analysis & Reporting (Cont'd)

Reporting

- Every Council that participated in the 2012 Victorian Local Government Community Satisfaction Survey receives a customized report. In addition, DPCD is supplied with a State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all Council areas surveyed.
- Tailored questions commissioned by individual Councils are reported only to the commissioning Council and not otherwise shared with DPCD or others unless by express written approval of the commissioning Council.
- The State-wide Research Results Summary Report is available on the Department's website at www.localgovernment.vic.gov.au.

Contacts

- For further queries about the conduct and reporting of this Community Satisfaction Survey, please contact JWS Research as follows:
 - John Scales – jscales@jwsresearch.com - 0409 244412
 - Mark Zuker – mzucker@jwsresearch.com - 0418 364009

Analysis & Reporting (Cont'd)

Core, Optional and Tailored Questions

- Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2012 Community Satisfaction Survey were designated as 'Core' and therefore compulsory inclusions for all participating Councils. These Core questions comprised:
 - Overall performance last 12 months (Overall performance)
 - Lobbying on behalf of community (Advocacy)
 - Community consultation and engagement (Consultation)
 - Contact in last 12 months (Contact)
 - Rating of contact (Contact rating)
 - Overall council direction last 12 months (Council direction)
- Reporting of results for these Core questions can always be compared against other Councils in the Council group and against all participating Councils State-wide. Alternatively, some questions in the 2012 Community Satisfaction Survey were optional. If comparisons for Macedon Ranges Shire Council for some questions cannot be made against all other Councils in the Large Rural Shires group and/or all Councils on a State-wide basis, this is noted for those results by noting the number of Councils the comparison is made against.
- Councils also had the ability to ask tailored questions specific only to their Council. Results for these tailored questions are only reported to the commissioning Council.

Glossary of Terms

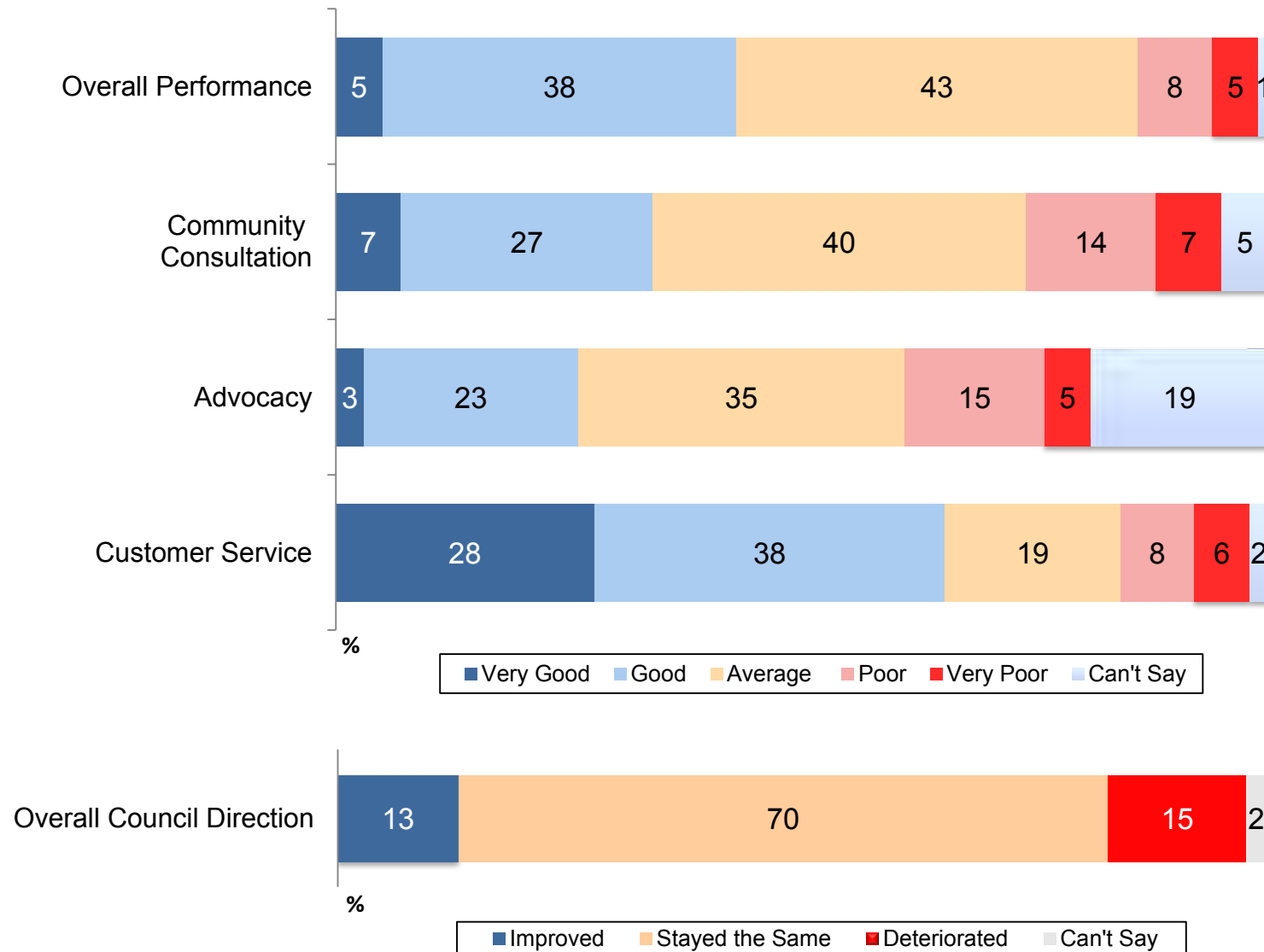
- **Core questions:** Compulsory inclusion questions for all Councils participating in the CSS.
- **CSS:** 2012 Victorian Local Government Community Satisfaction Survey.
- **Council group:** One of five self-classified groups, comprising: inner metropolitan councils, outer metropolitan councils, rural cities and regional centres, large rural shires and small rural shires.
- **Council group average:** The average result for all participating Councils in the Council group.
- **Highest / Lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. Men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.
- **Index Score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).
- **Optional questions:** Questions which Councils had an option to include or not.
- **Percentages:** Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.
- **Sample:** The number of completed interviews, e.g. for a Council or within a demographic sub-group.
- **Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.
- **State-wide average:** The average result for all participating Councils in the State.
- **Tailored questions:** Individual questions tailored by and only reported to the commissioning Council.
- **Weighting:** Weighting factors are applied to the sample for each Council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the Council, rather than the achieved survey sample.

KEY RESULTS SUMMARY

Summary of Key Community Satisfaction Results

	Index Score
OVERALL PERFORMANCE	58
COMMUNITY CONSULTATION (Community consultation and engagement)	54
ADVOCACY (Lobbying on behalf of the community)	52
CUSTOMER SERVICE	69
OVERALL COUNCIL DIRECTION	49

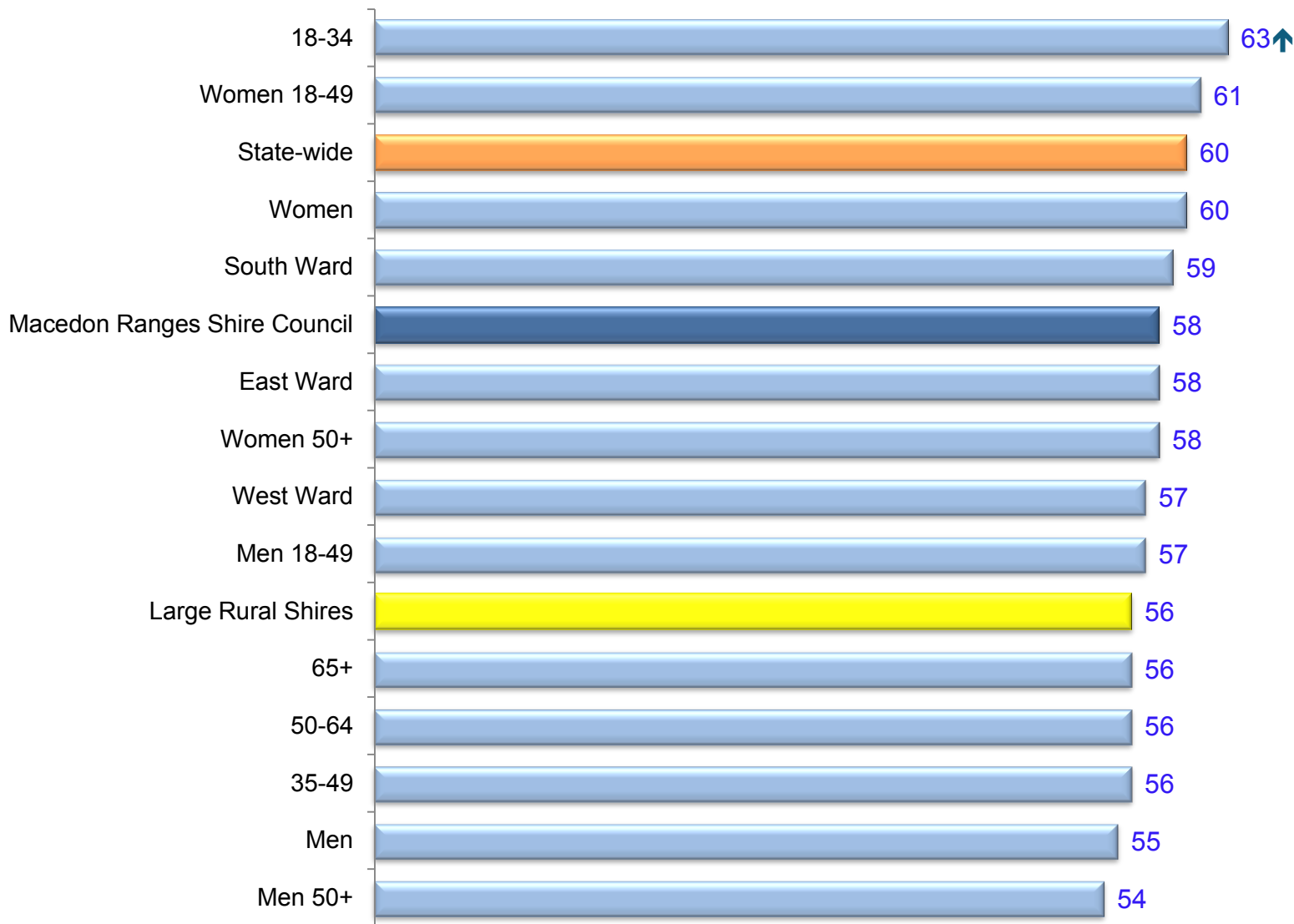
Summary of Key Community Satisfaction Results



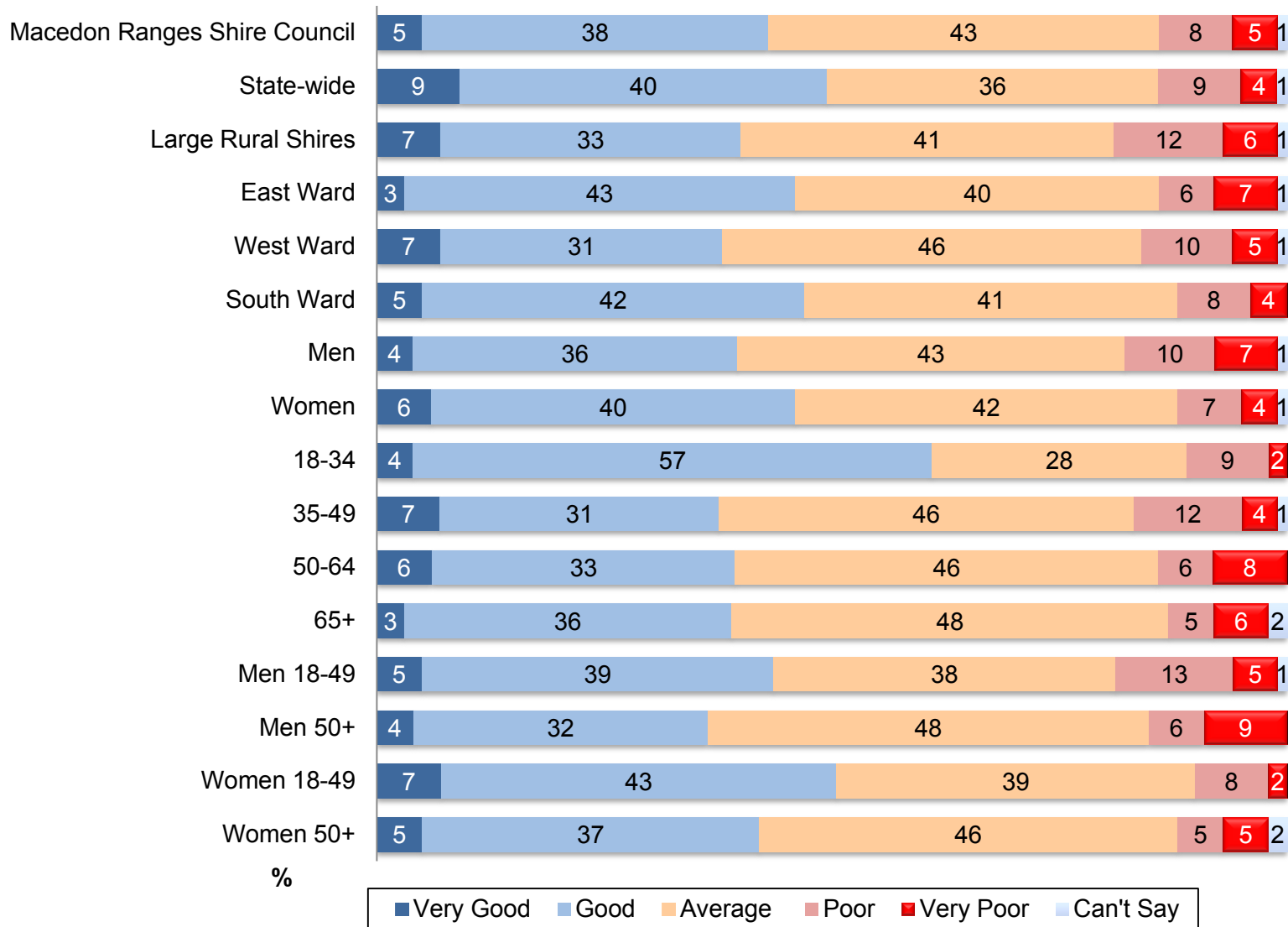
DETAILED RESULTS

SECTION 1: OVERALL PERFORMANCE

Overall Performance – Index Score

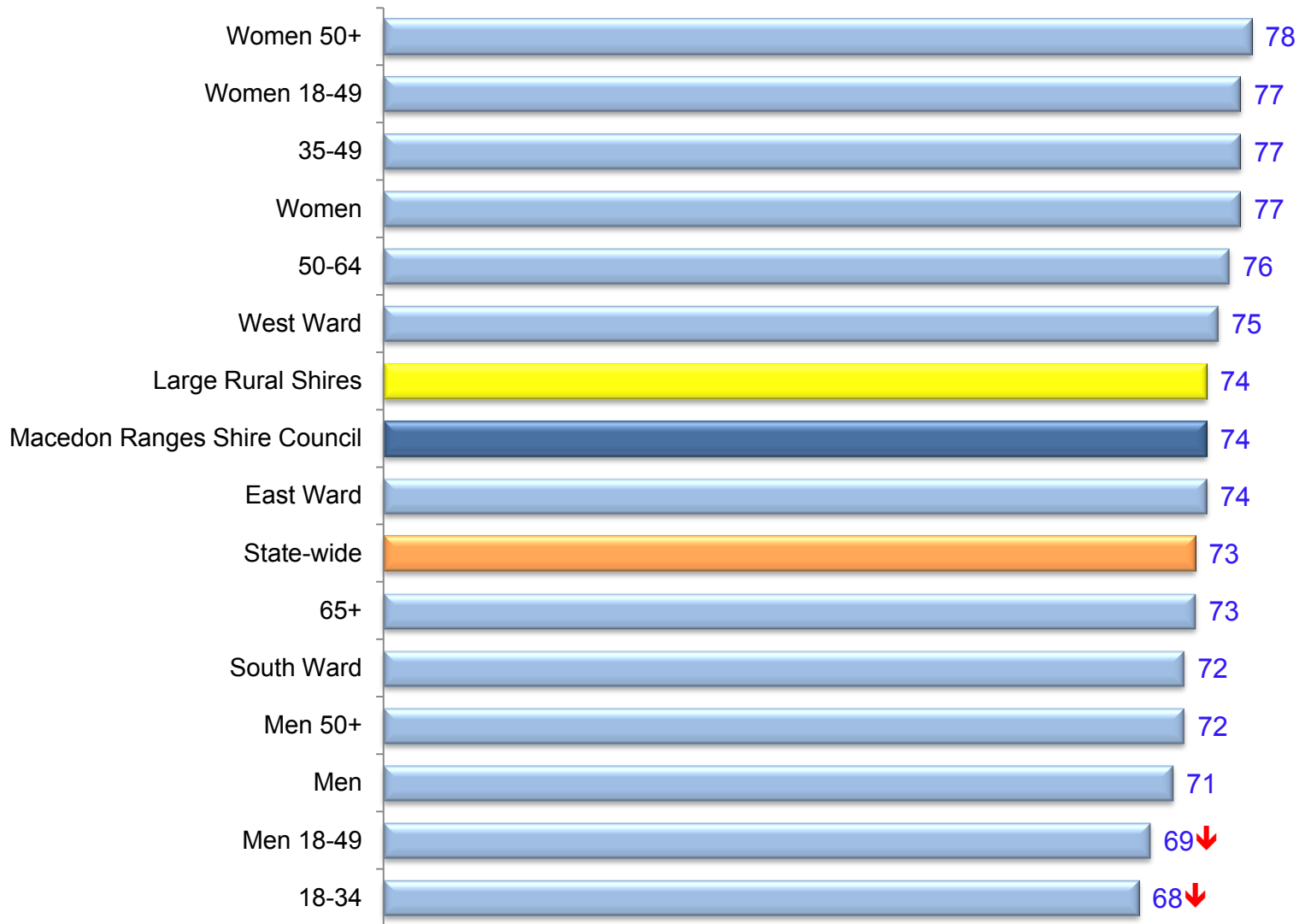


Overall Performance – Detail

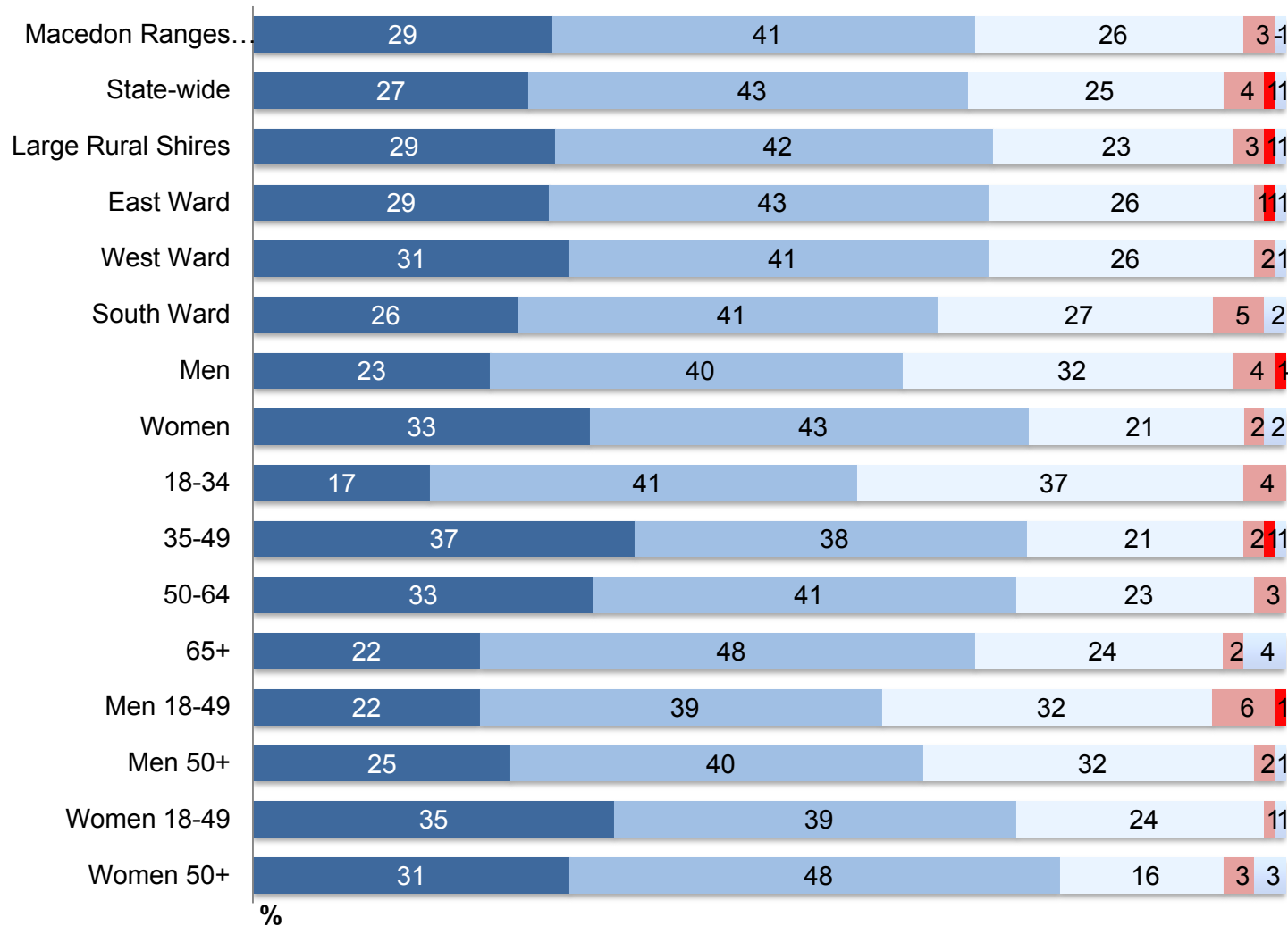


SECTION 2: INDIVIDUAL RESPONSIBILITIES

Community Consultation and Engagement – Importance Index Score

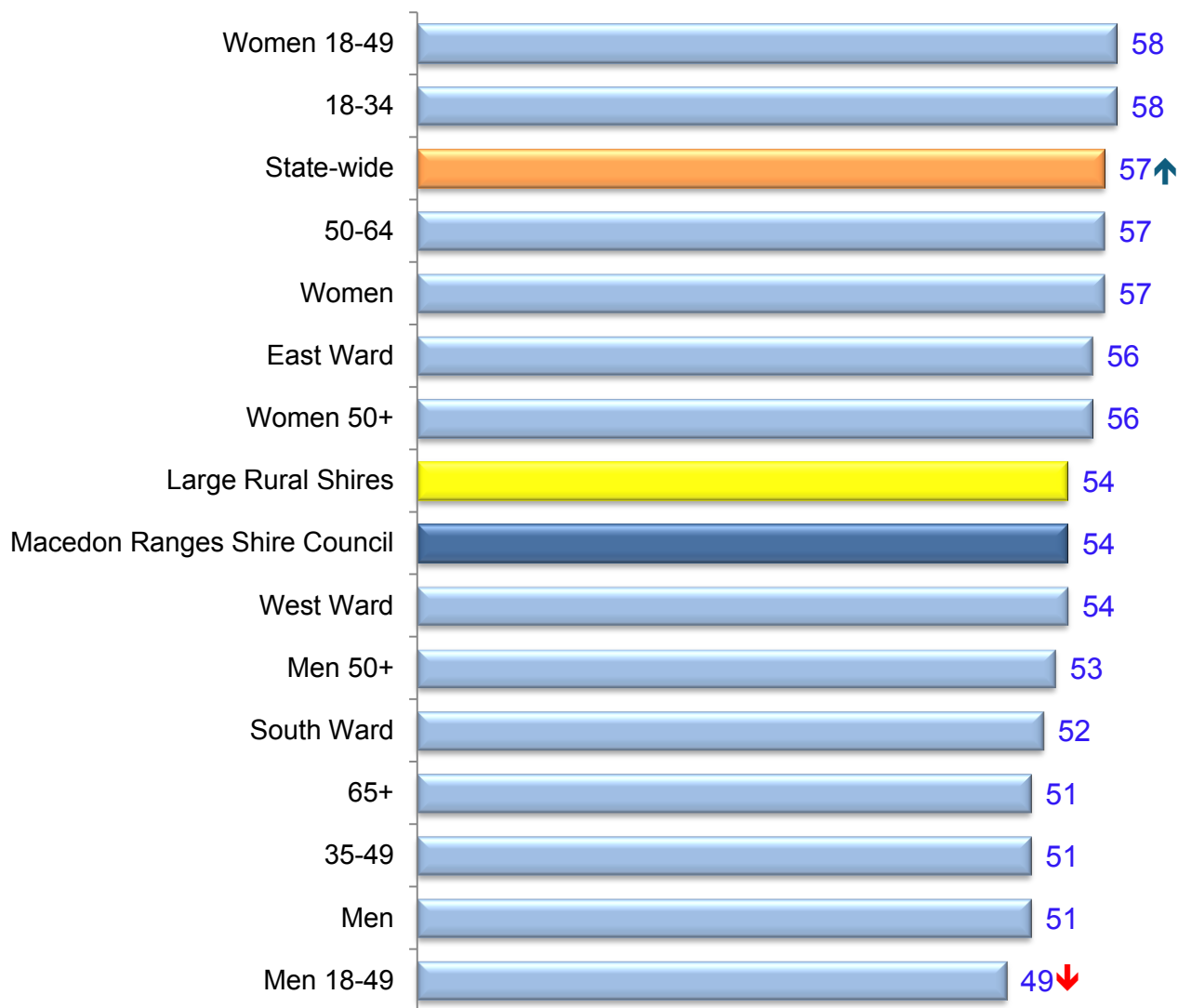


Community Consultation and Engagement – Importance Detail

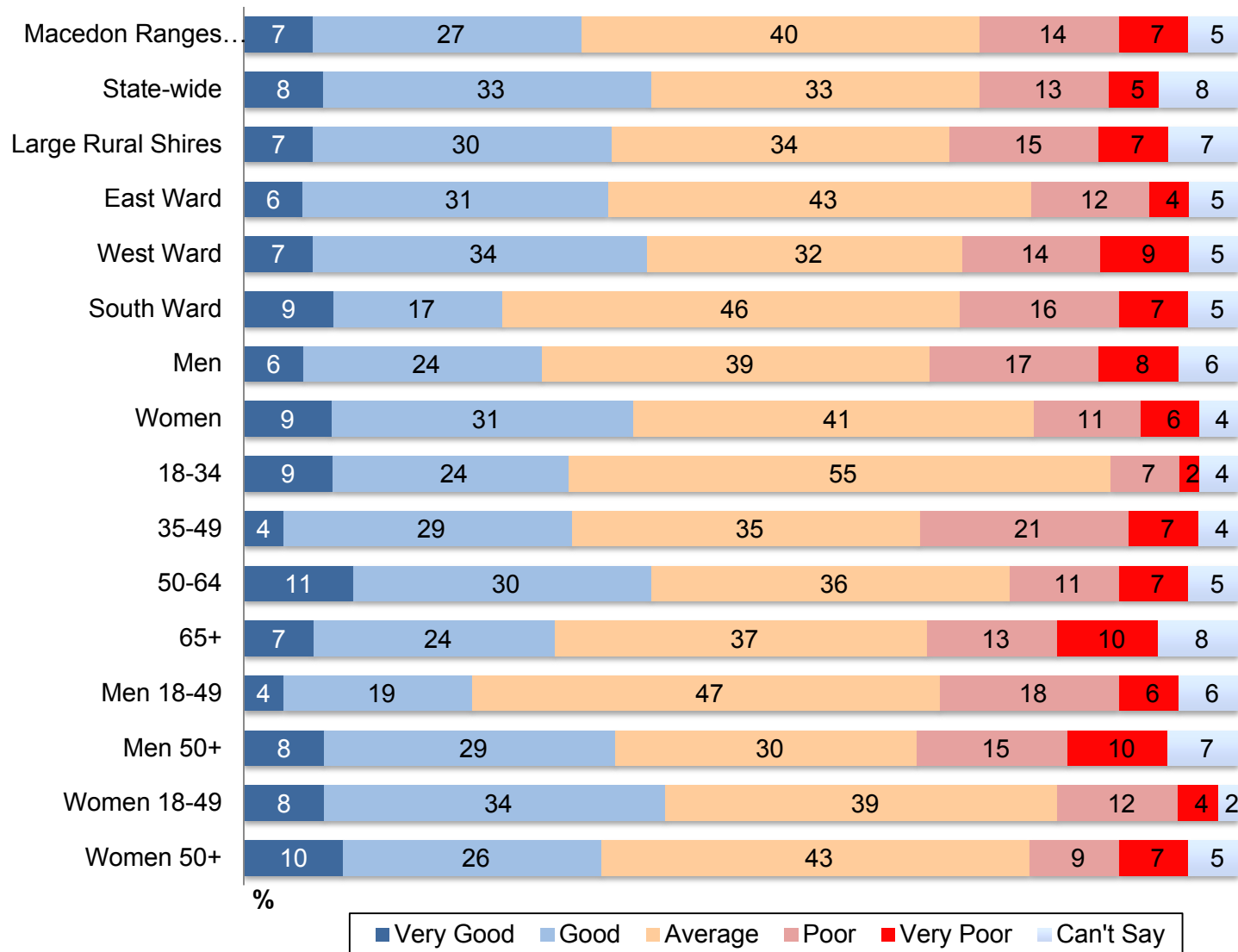


■ Extremely important ■ Very important ■ Fairly important ■ Not that important ■ Not at all important ■ Can't say

Community Consultation and Engagement – Performance Index Score



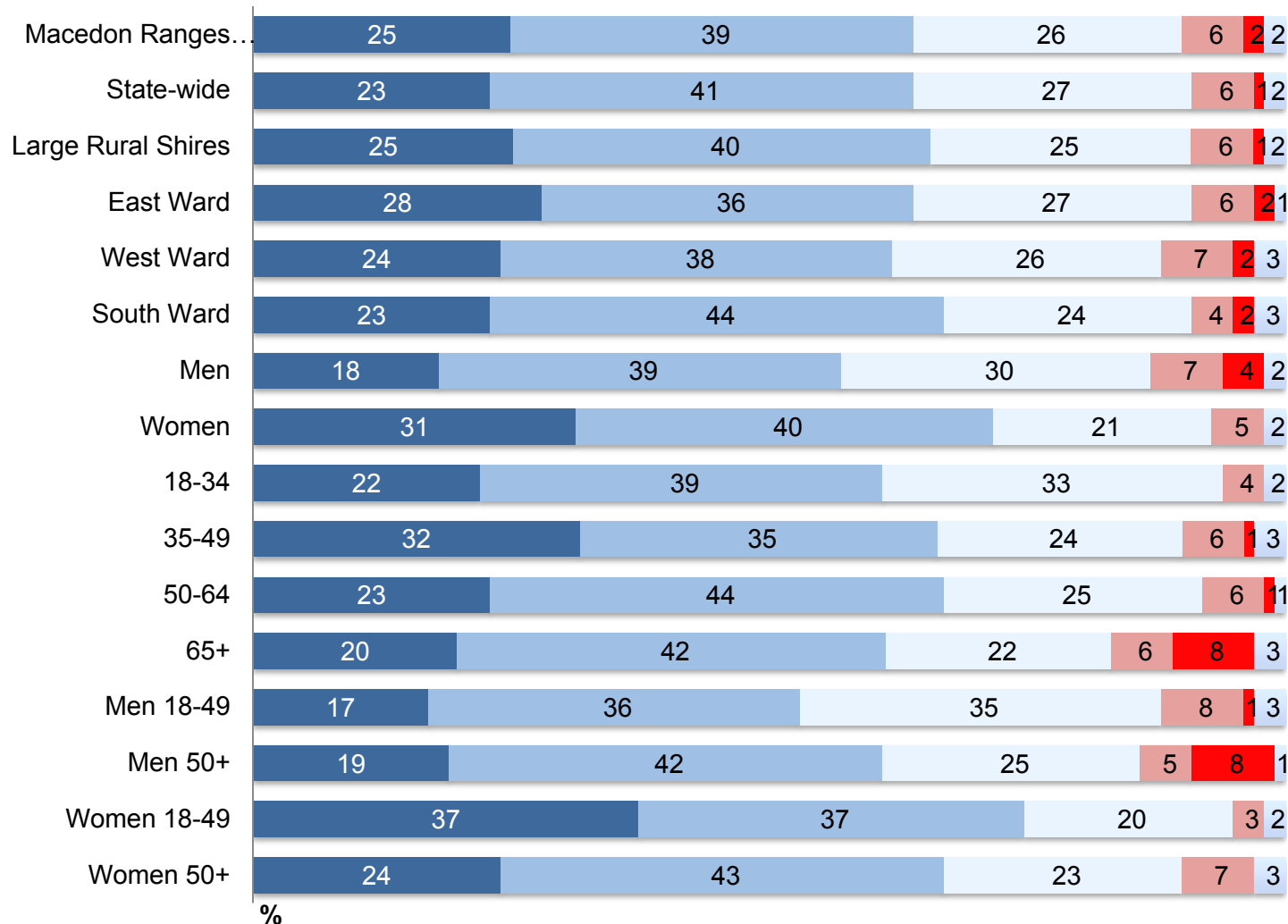
Community Consultation and Engagement – Performance Detail



Lobbying on Behalf of the Community – Importance Index Score

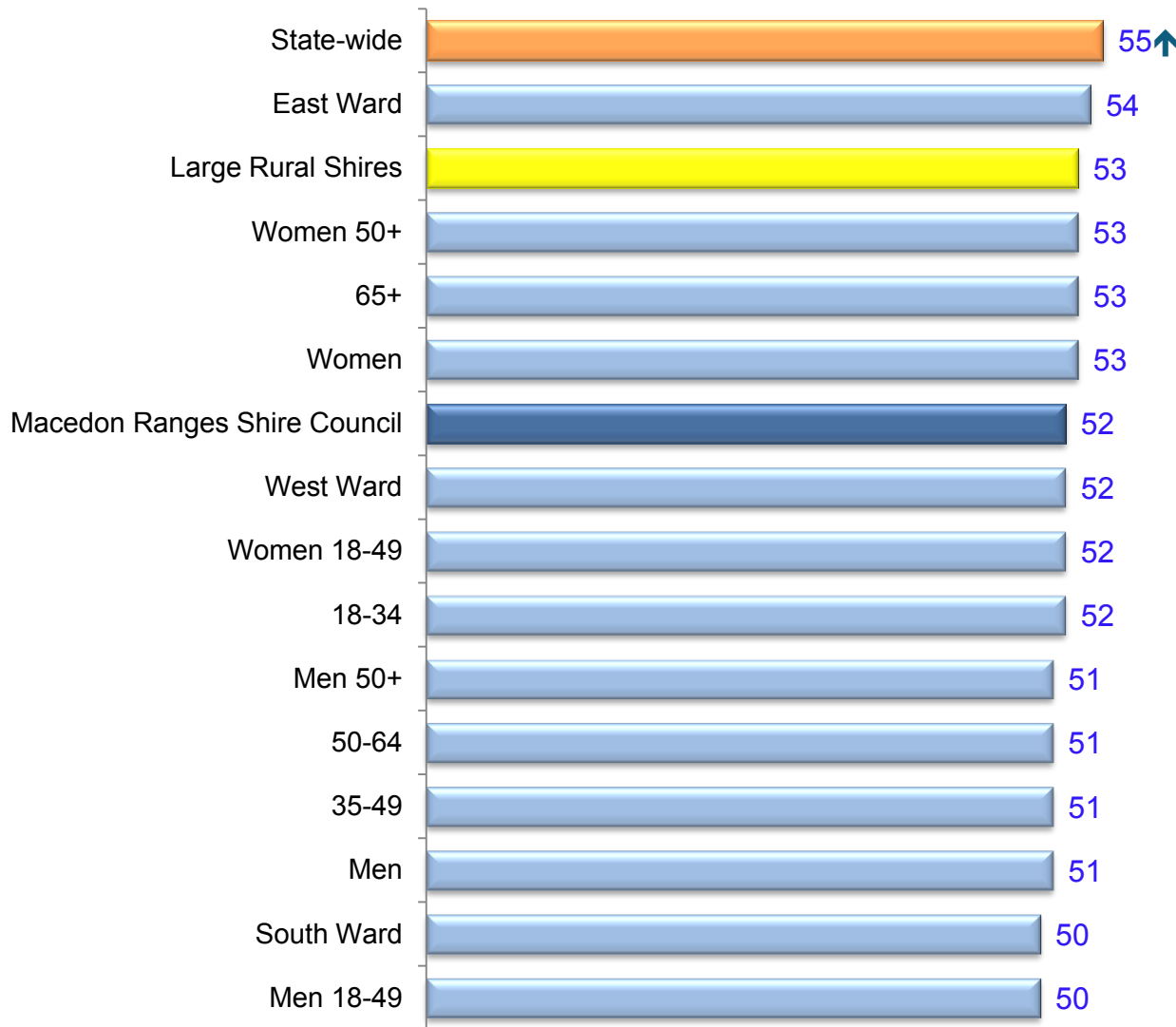


Lobbying on Behalf of the Community – Importance Detail

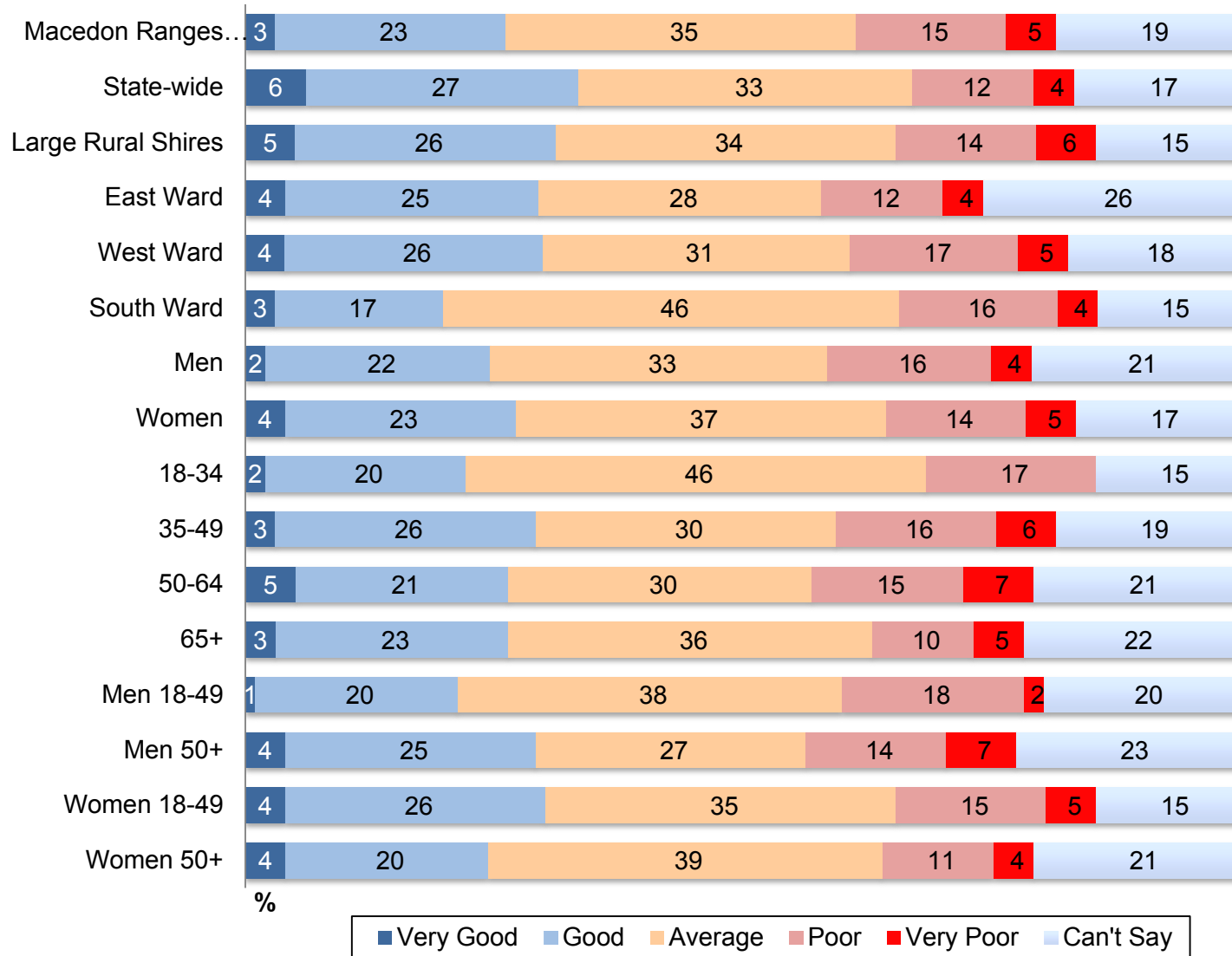


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Lobbying on Behalf of the Community – Performance Index Score



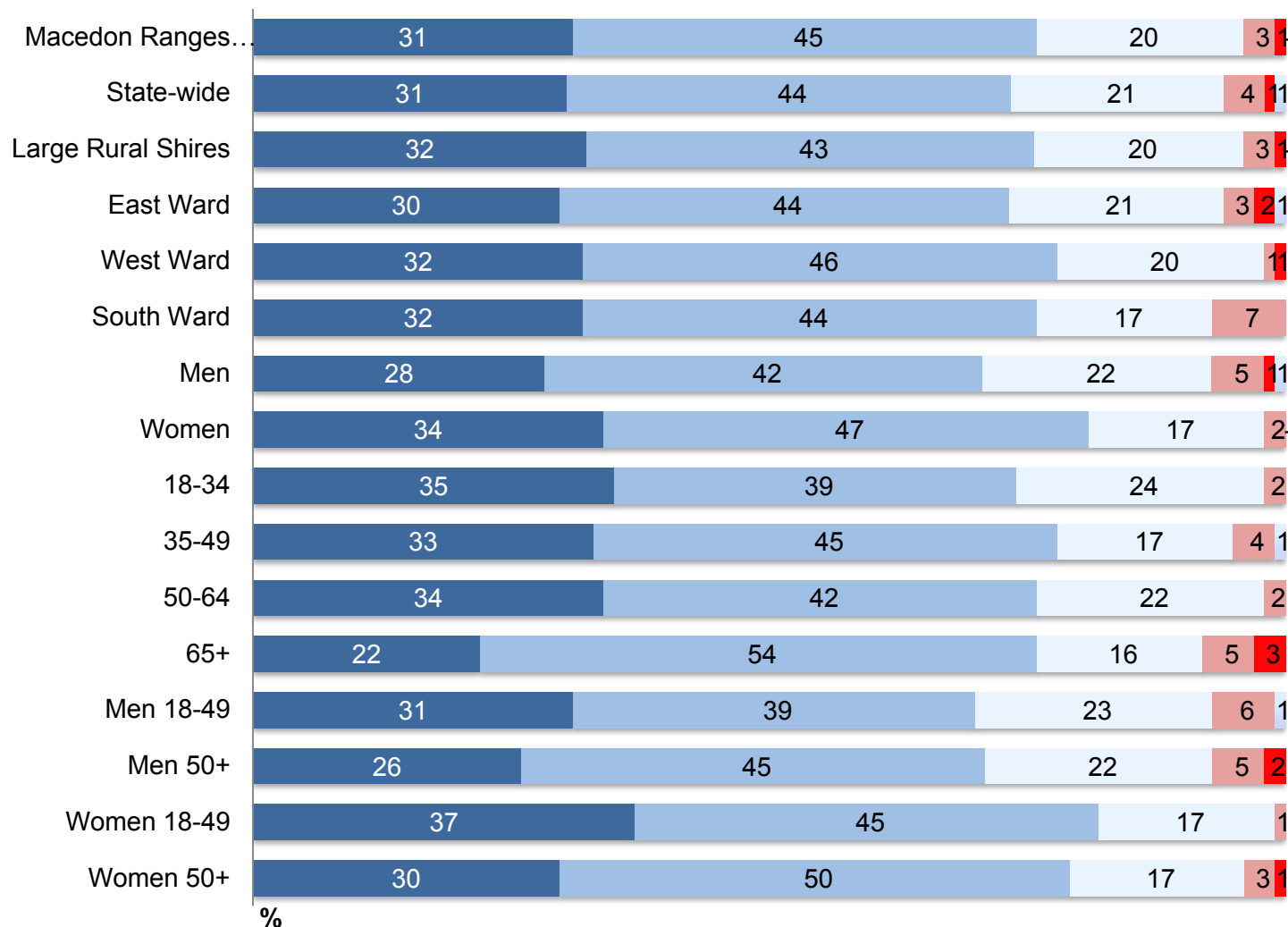
Lobbying on Behalf of the Community – Performance Detail



Informing the Community – Importance Index Score

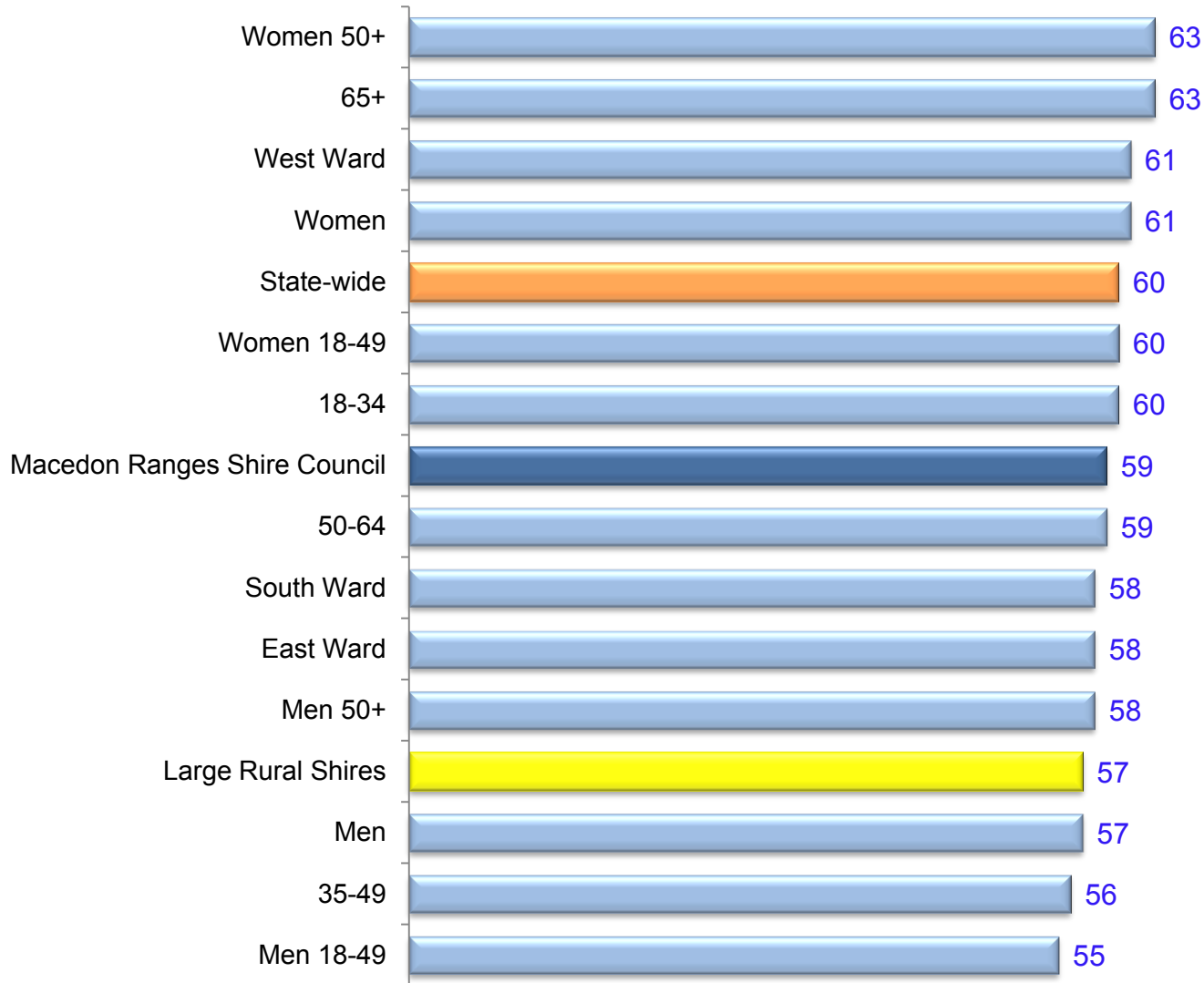


Informing the Community – Importance Detail

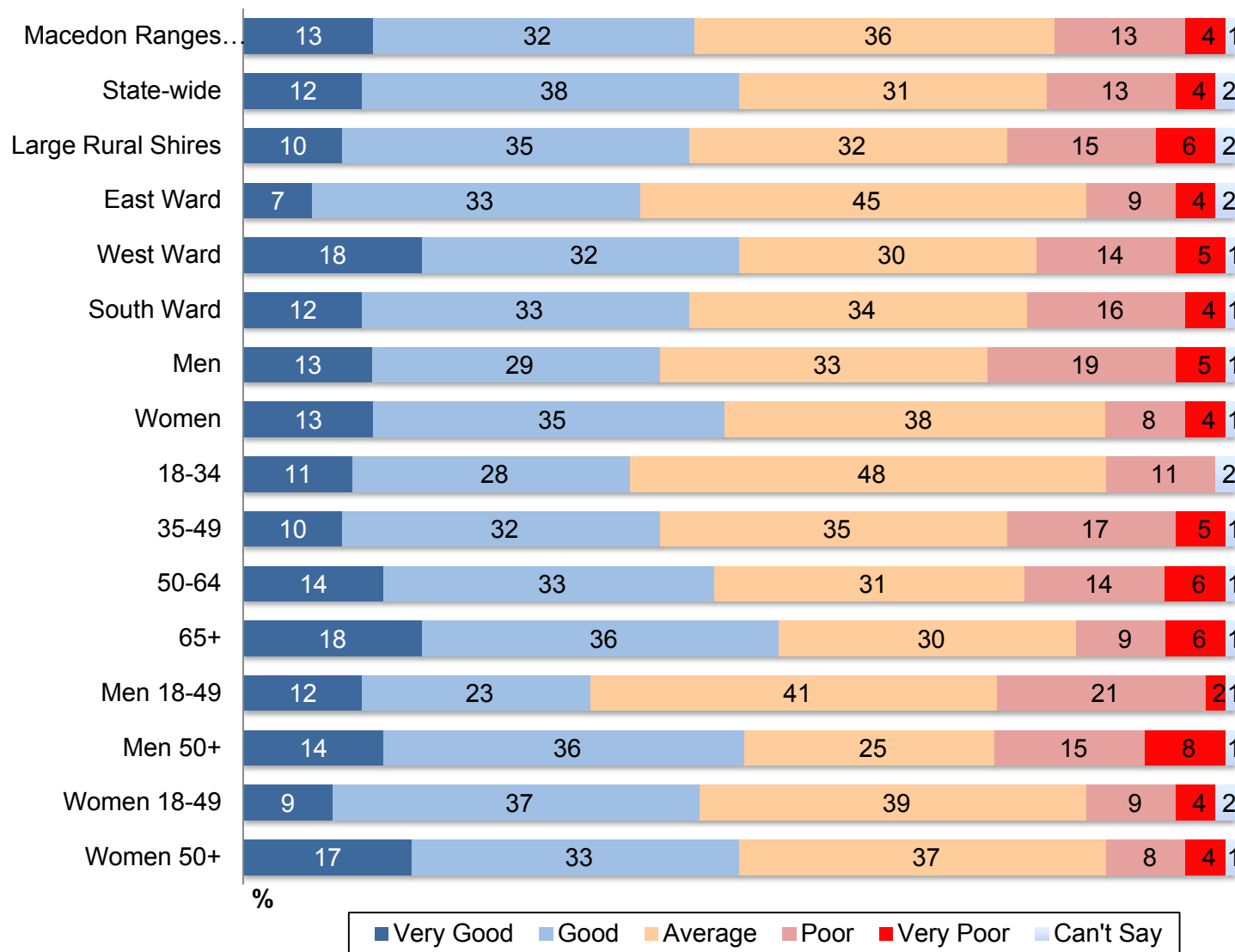


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Informing the Community – Performance Index Score



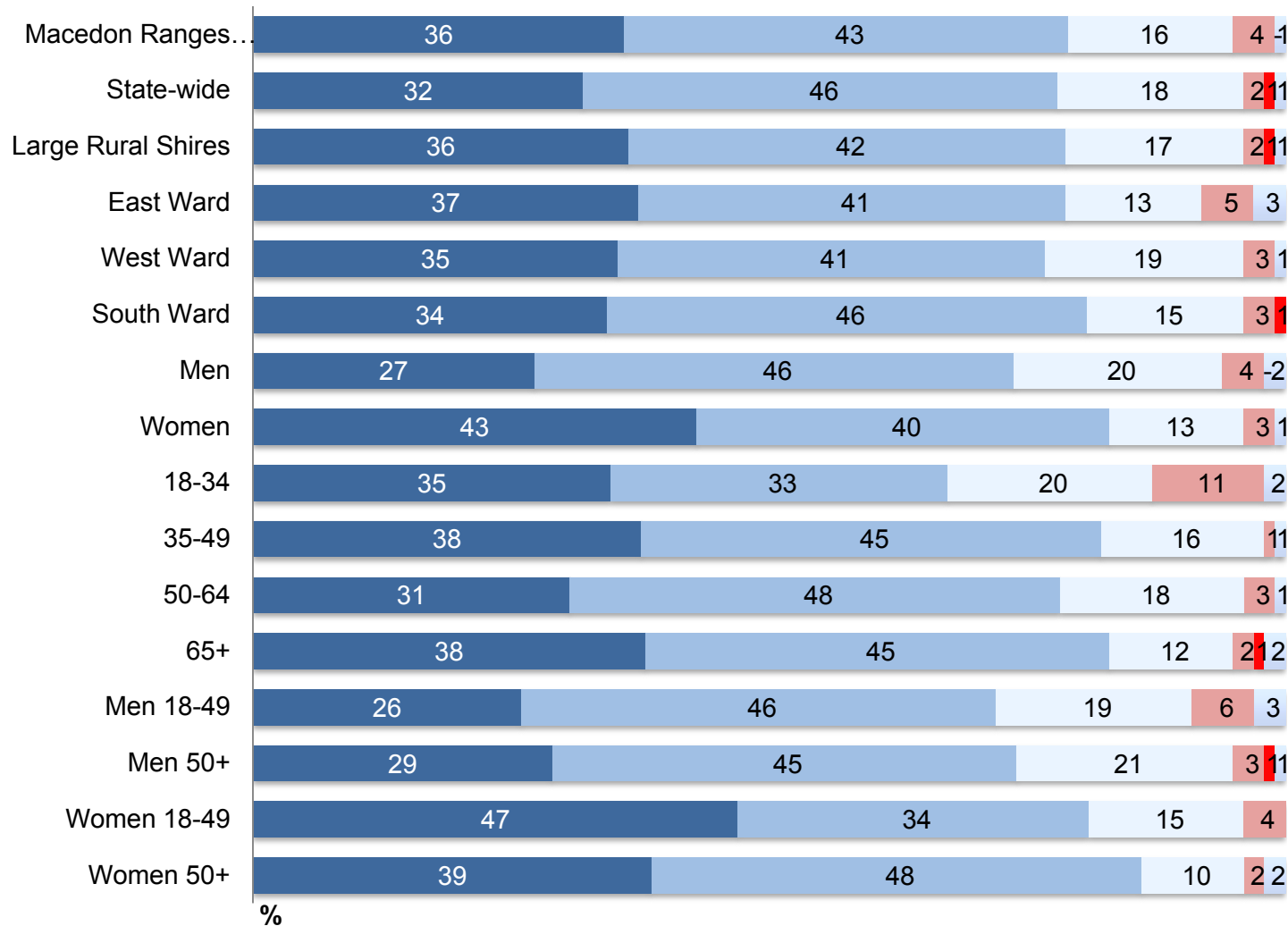
Informing the Community – Performance Detail



The condition of local streets and footpaths in your area – Importance Index Score

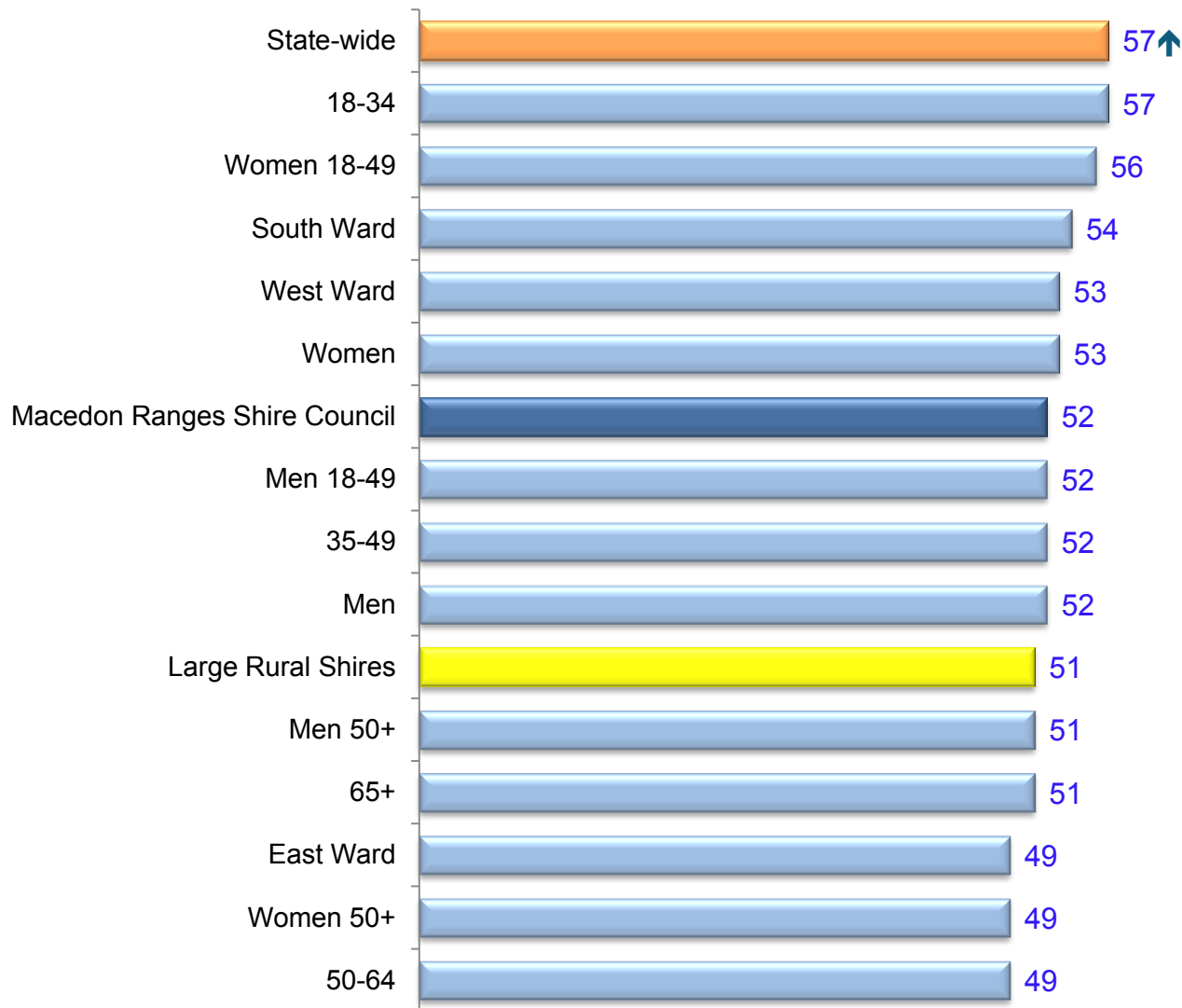


The condition of local streets and footpaths in your area – Importance Detail

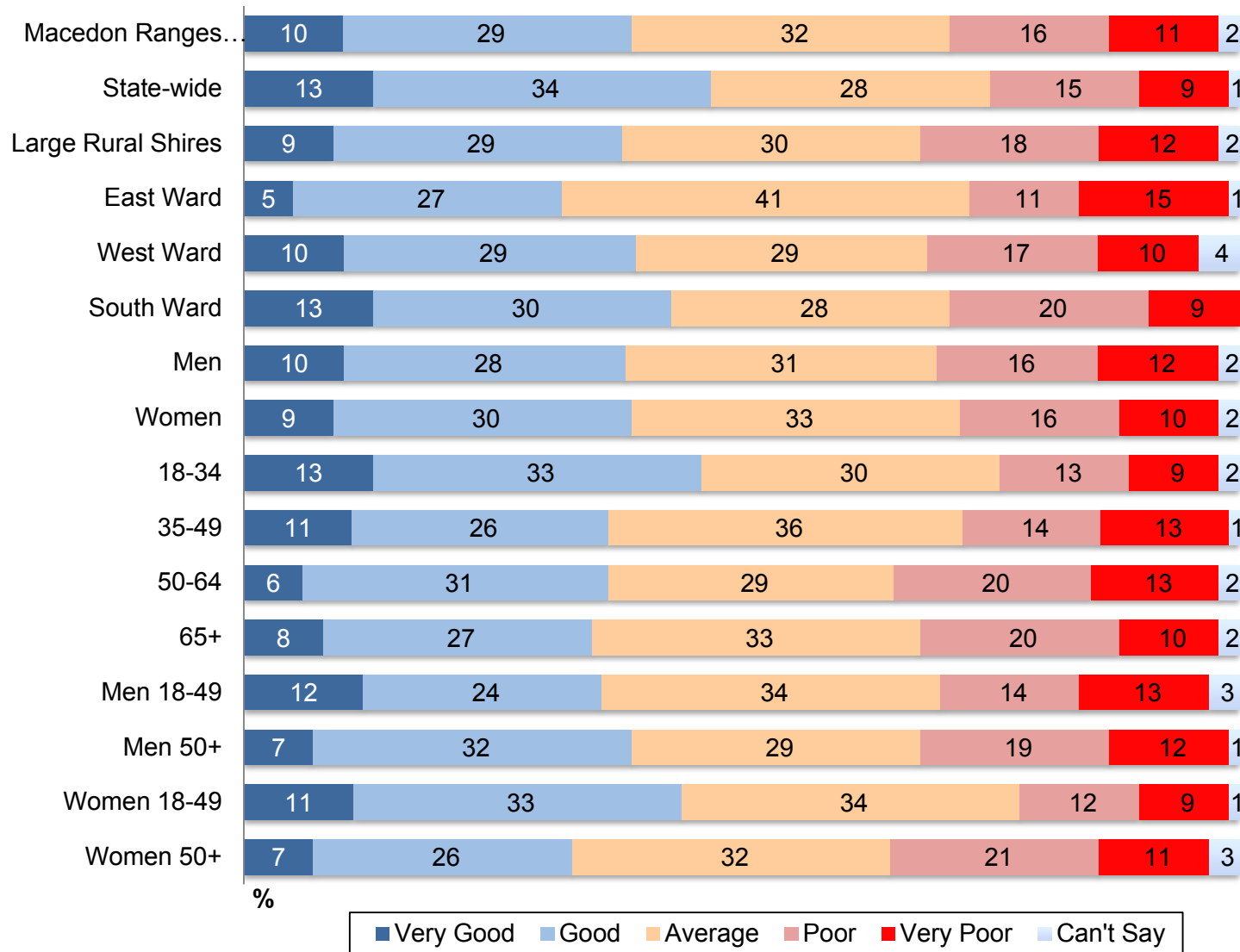


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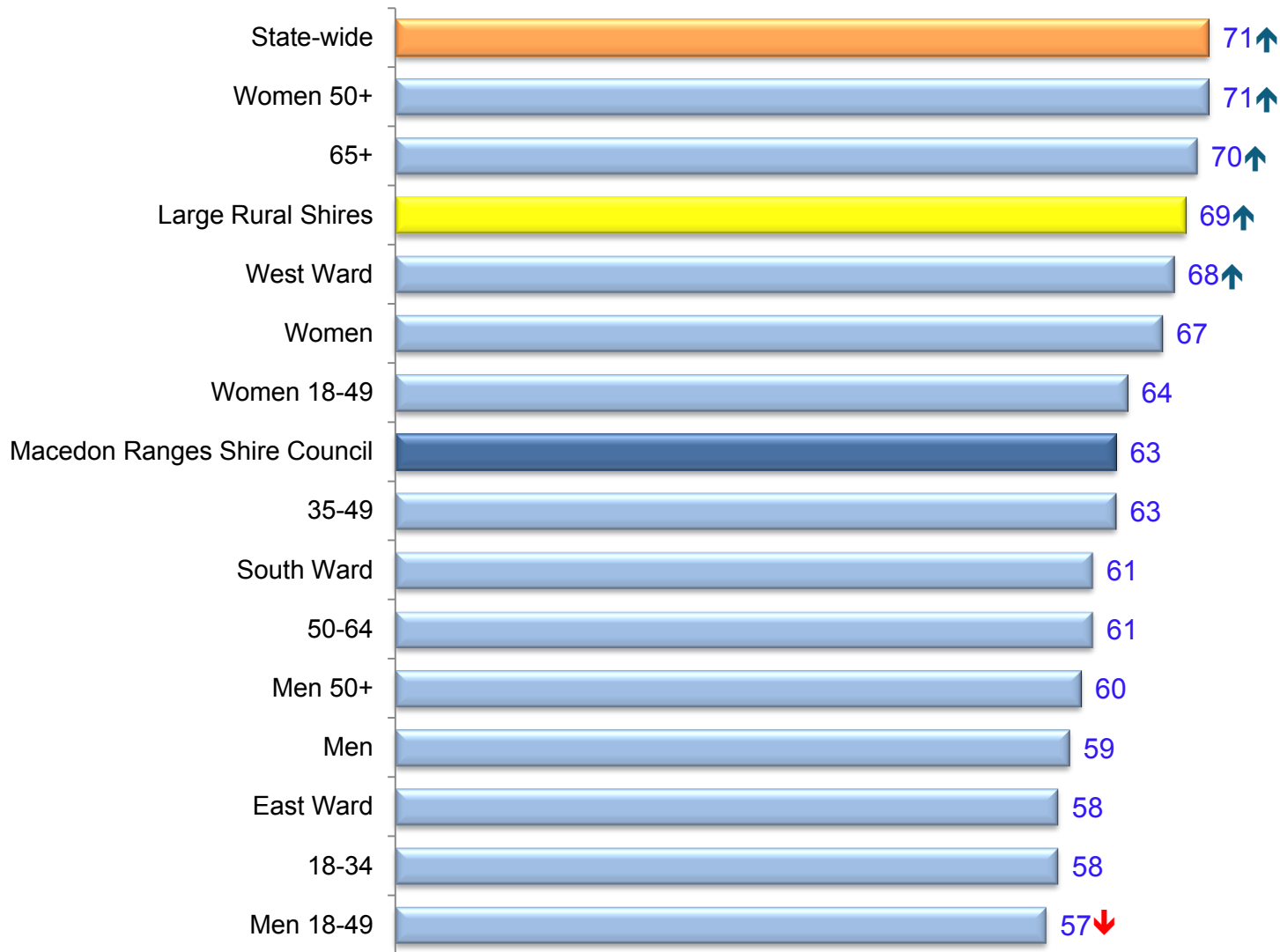
The condition of local streets and footpaths in your area – Performance Index Score



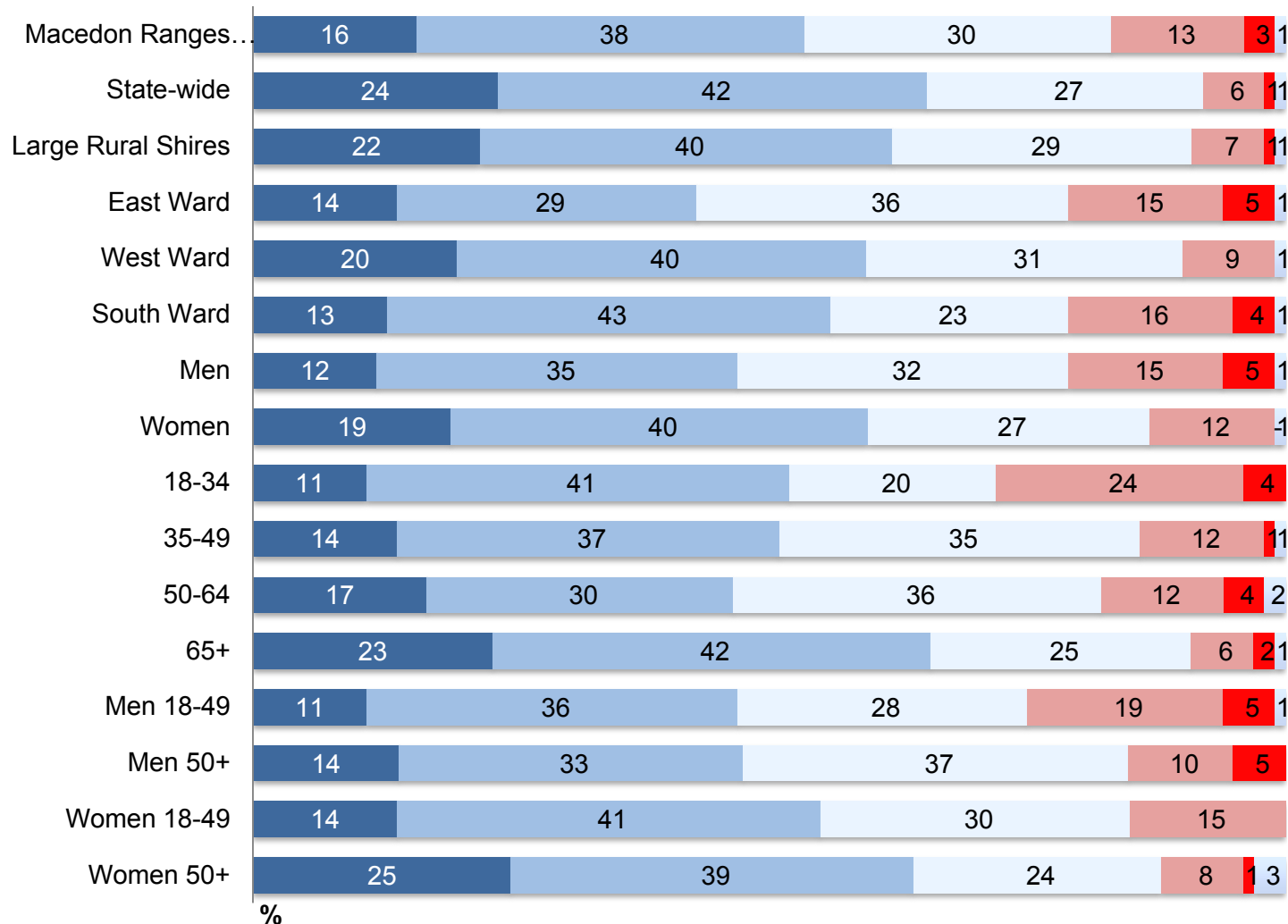
The condition of local streets and footpaths in your area – Performance Detail



Parking Facilities – Importance Index Score

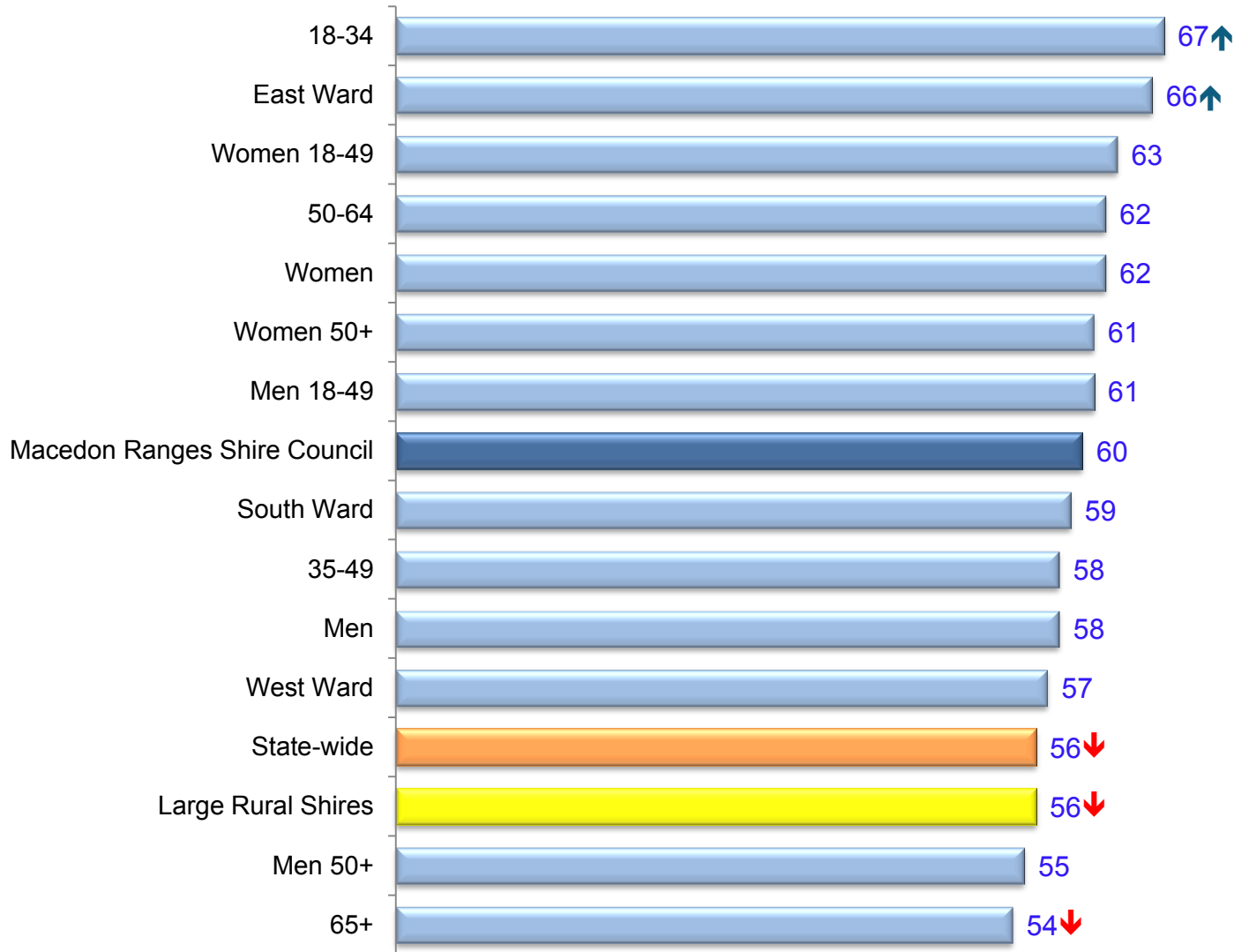


Parking Facilities – Importance Detail

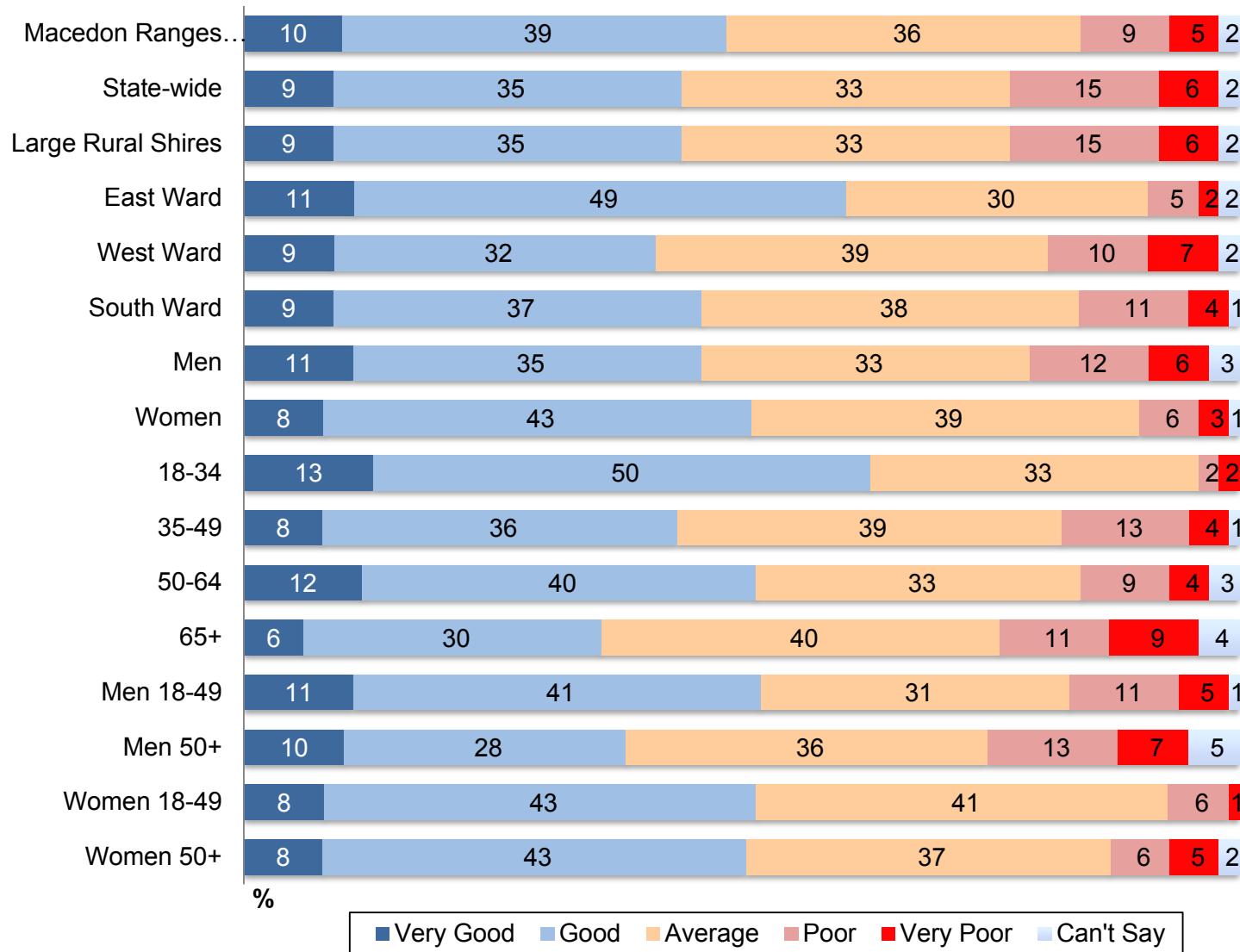


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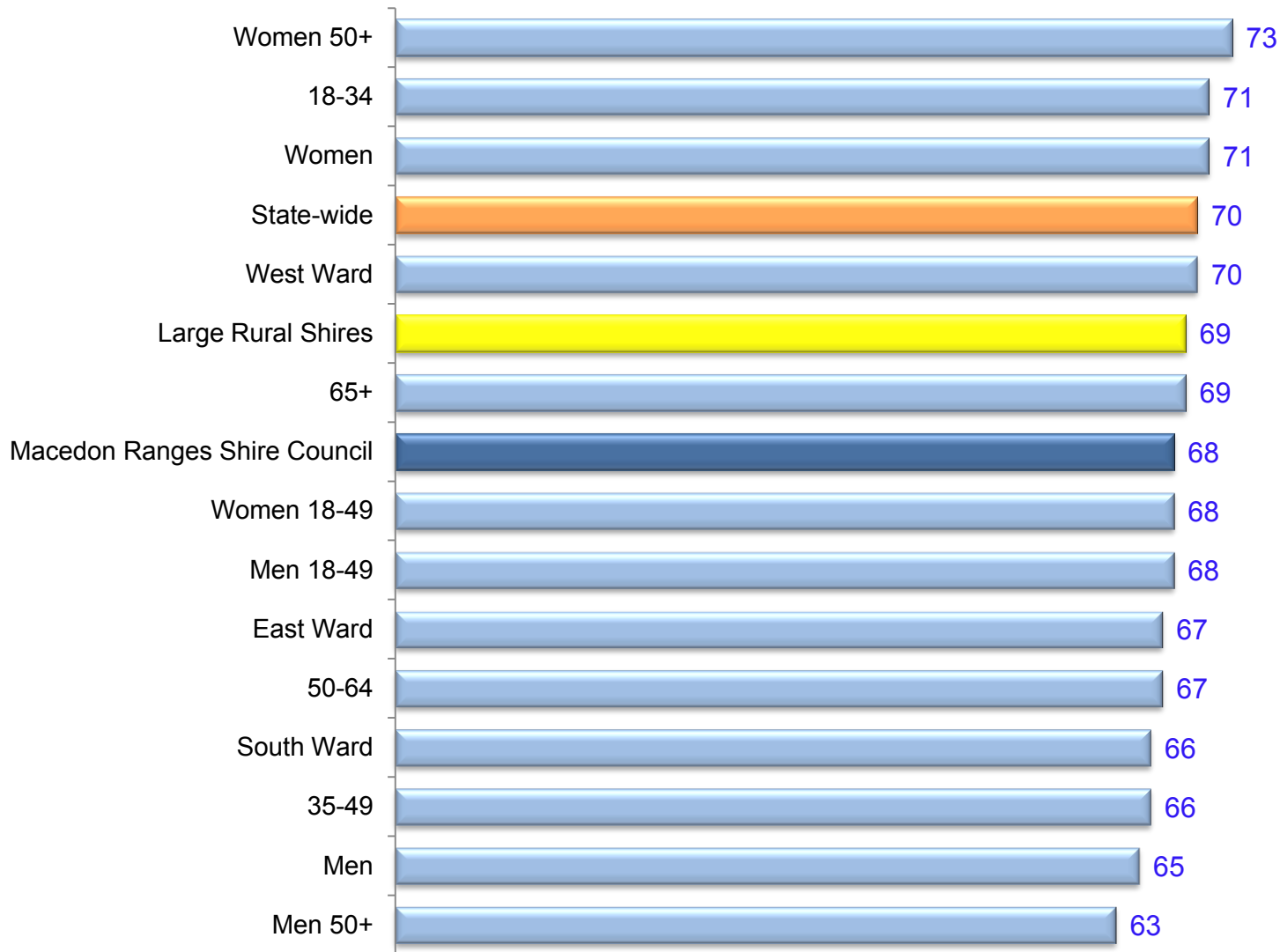
Parking Facilities – Performance Index Score



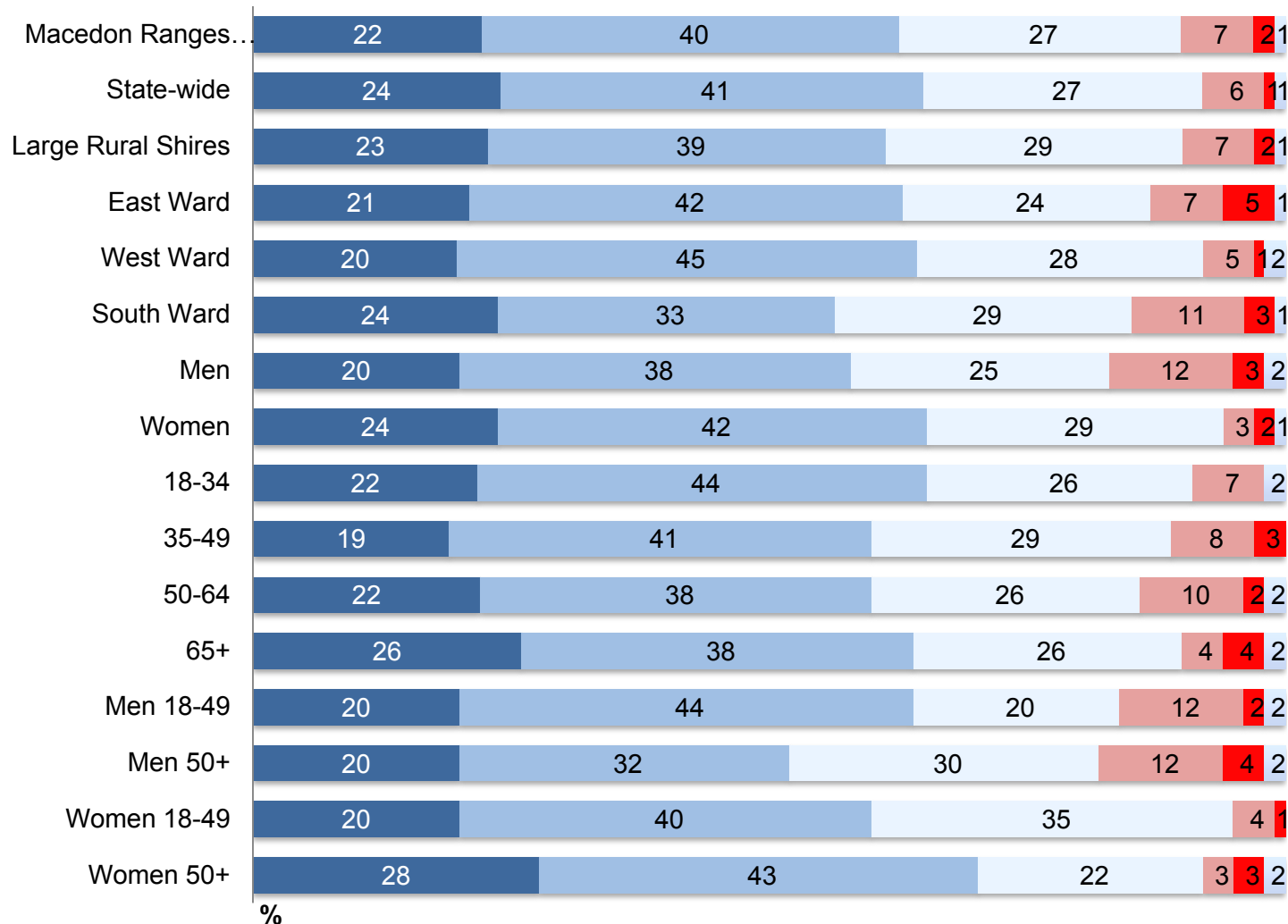
Parking Facilities – Performance Detail



Enforcement of local laws – Importance Index Score

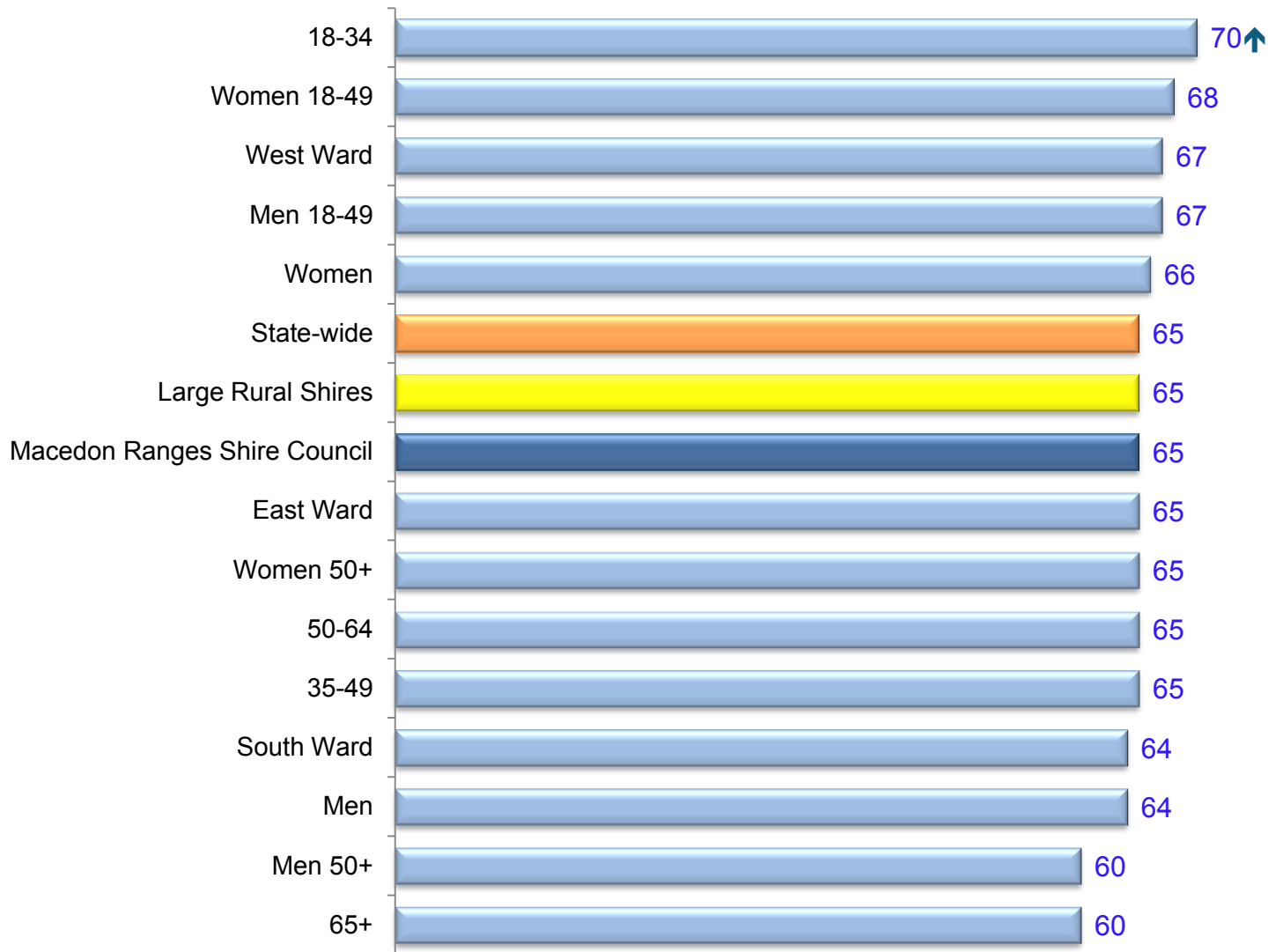


Enforcement of local laws – Importance Detail

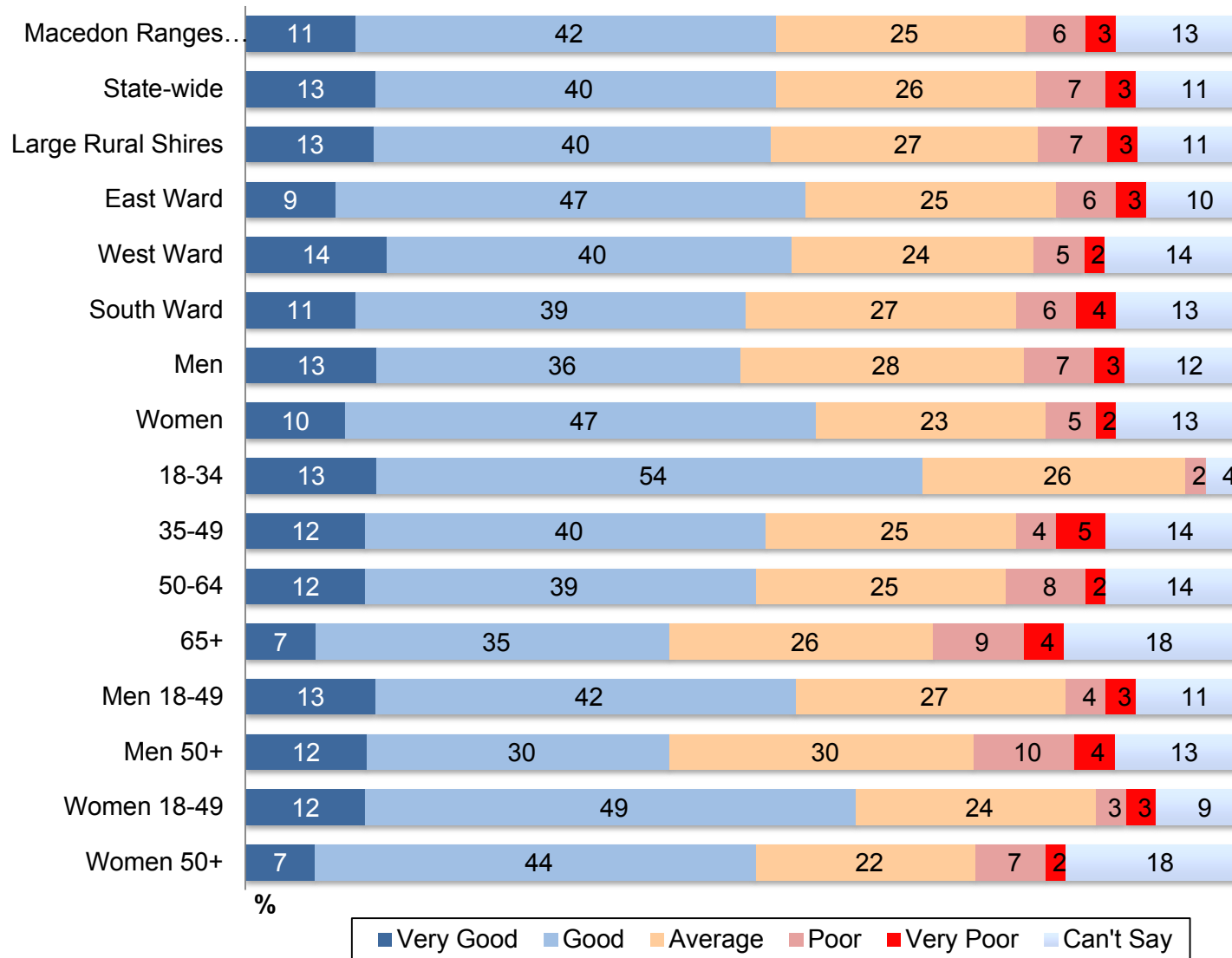


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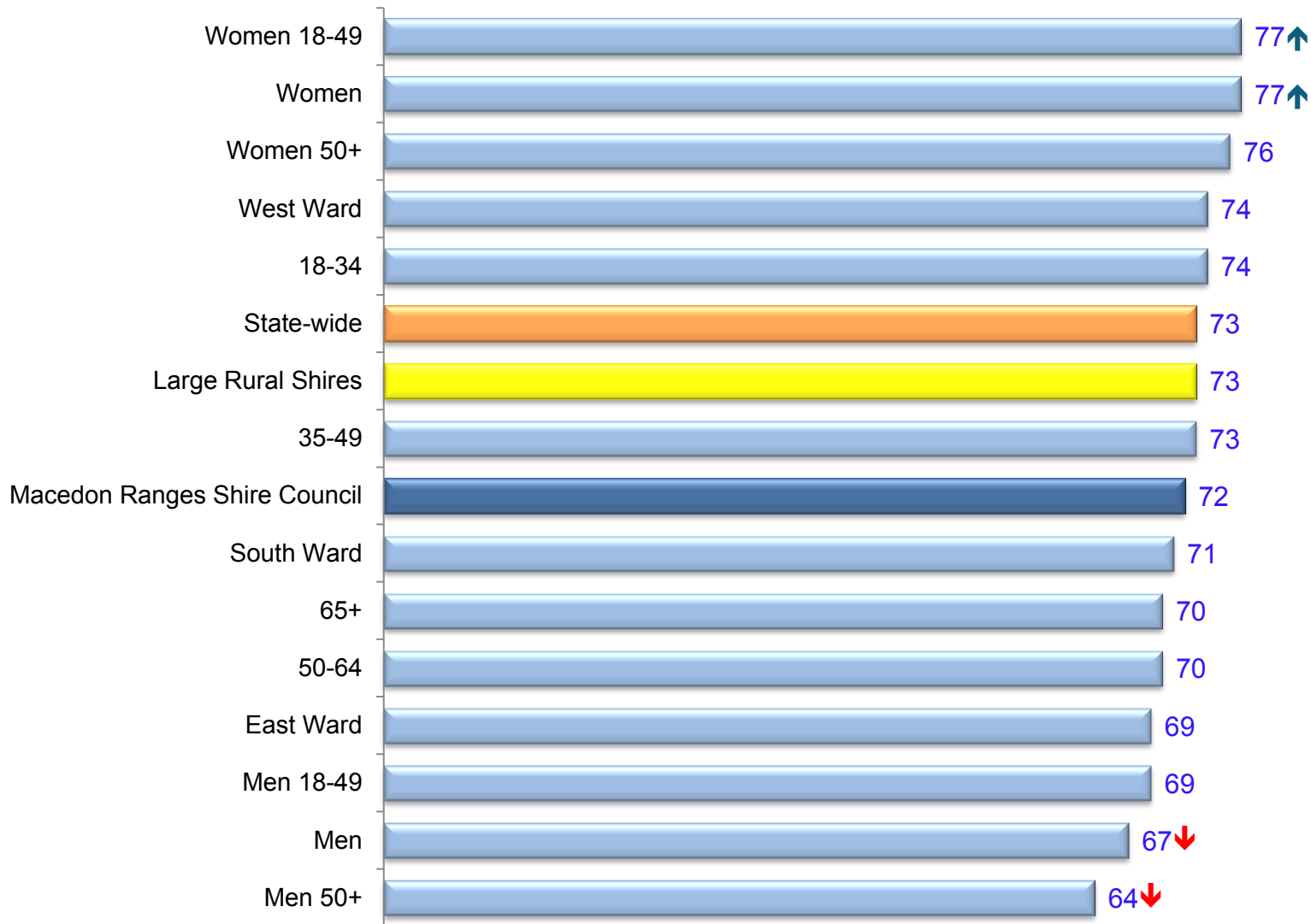
Enforcement of local laws – Performance Index Score



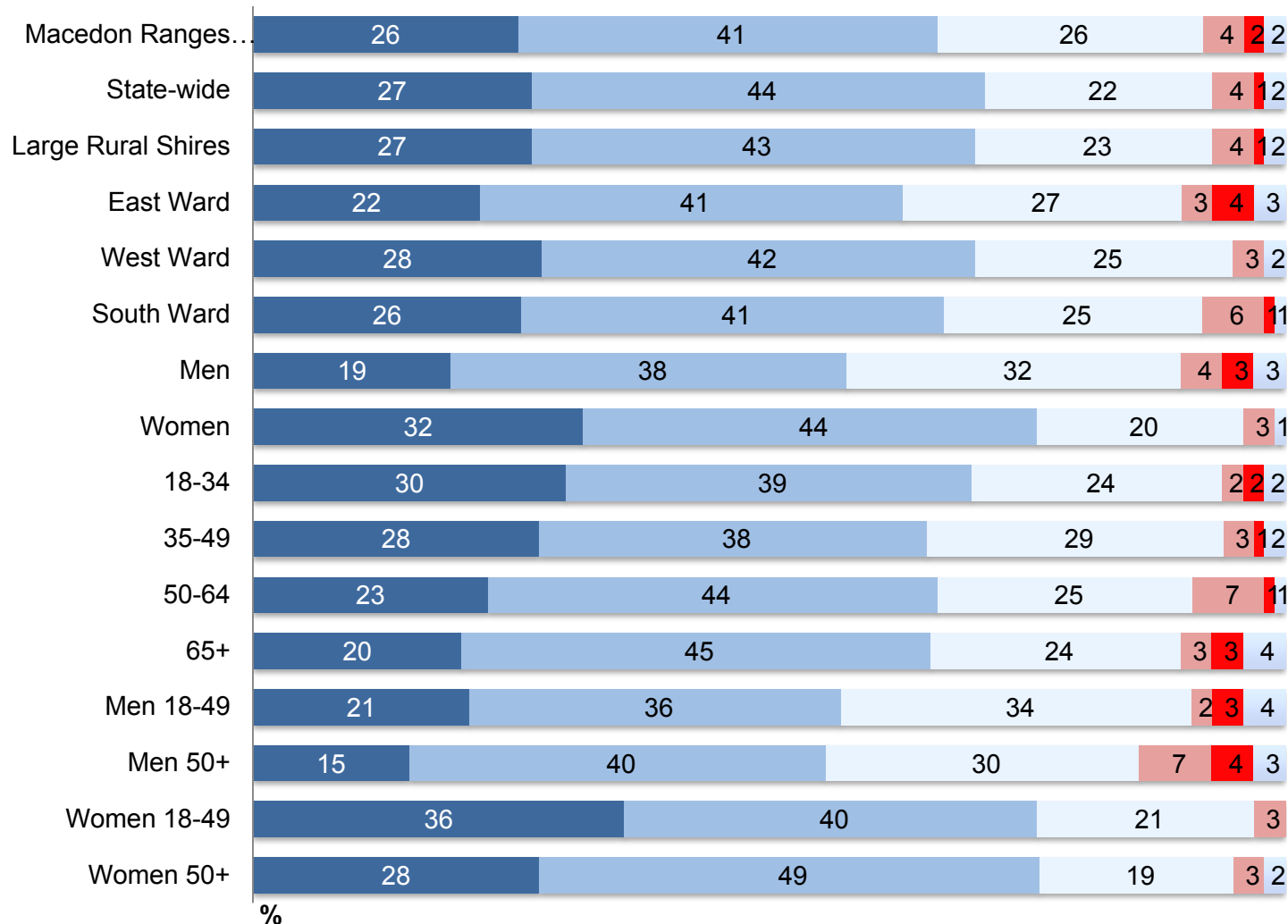
Enforcement of local laws – Performance Detail



Family Support Services – Importance Index Score

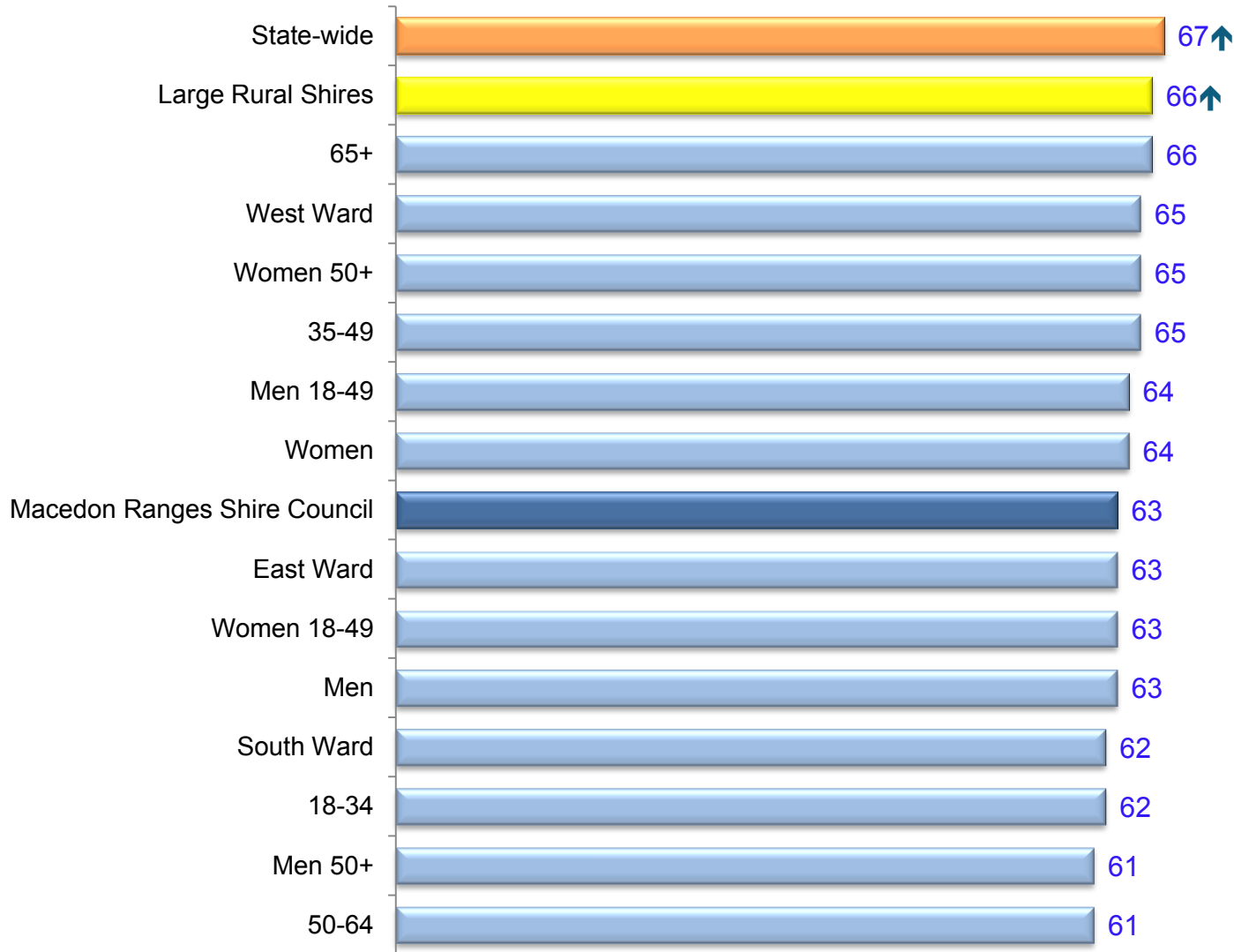


Family Support Services – Importance Detail

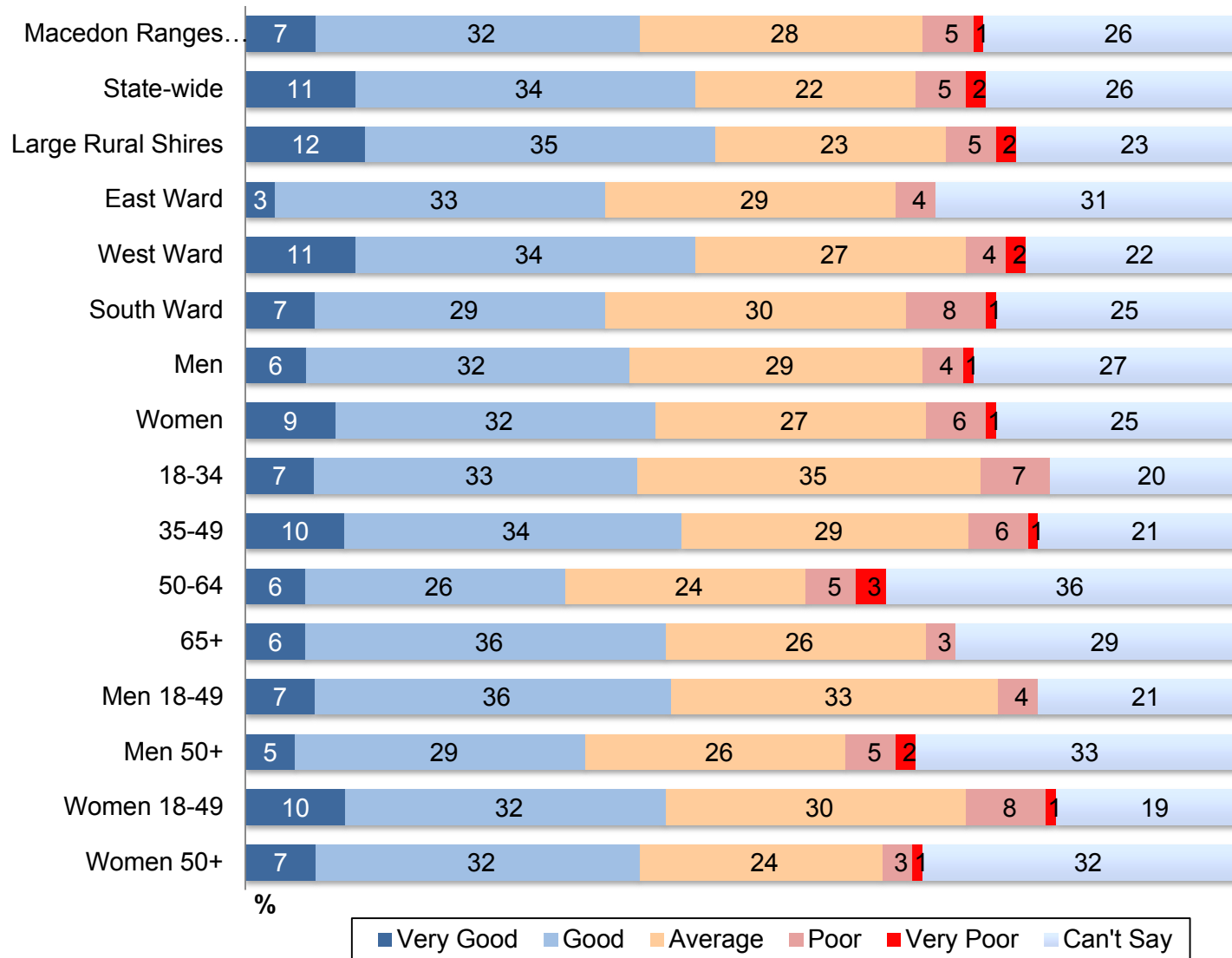


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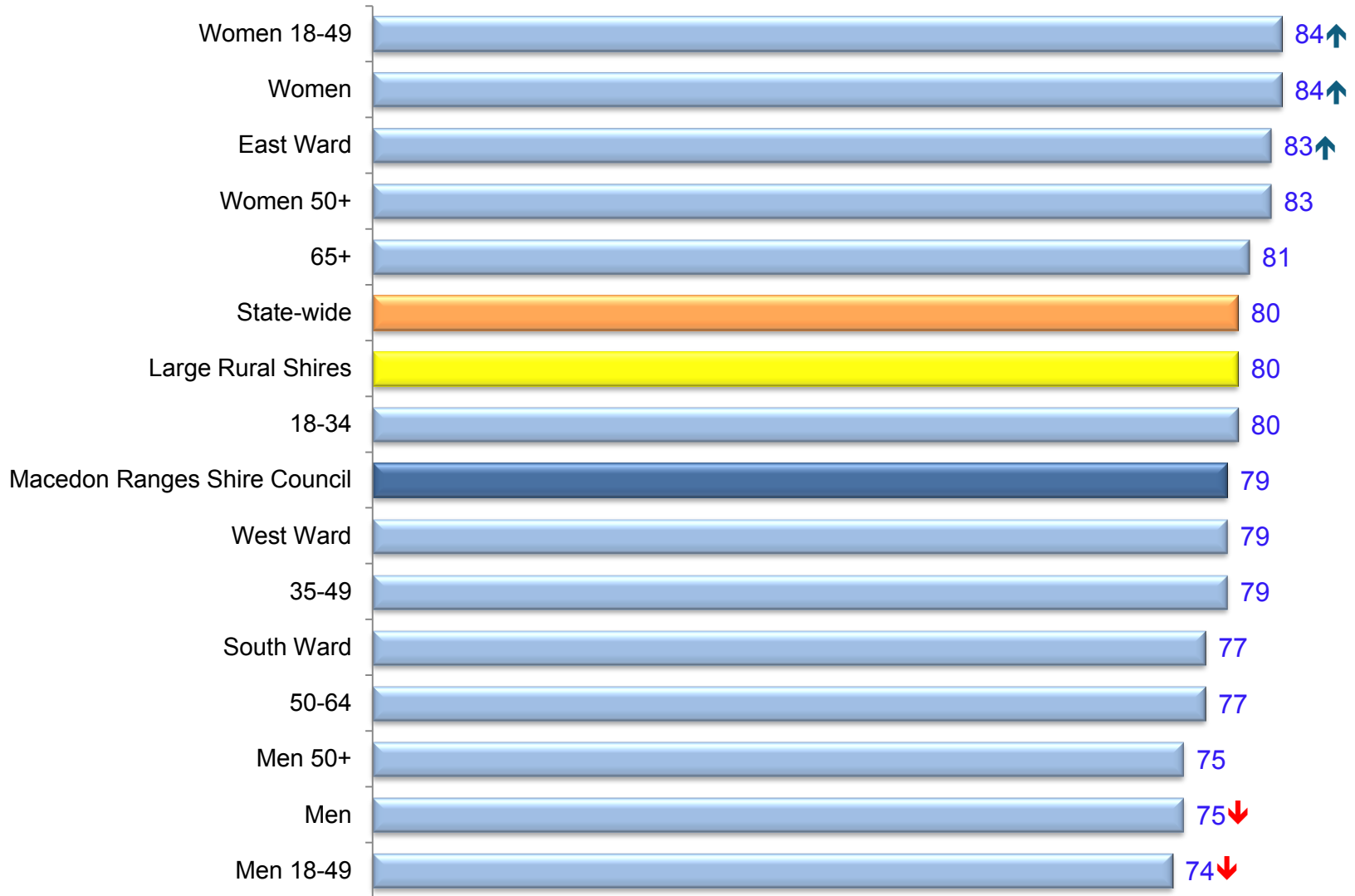
Family Support Services – Performance Index Score



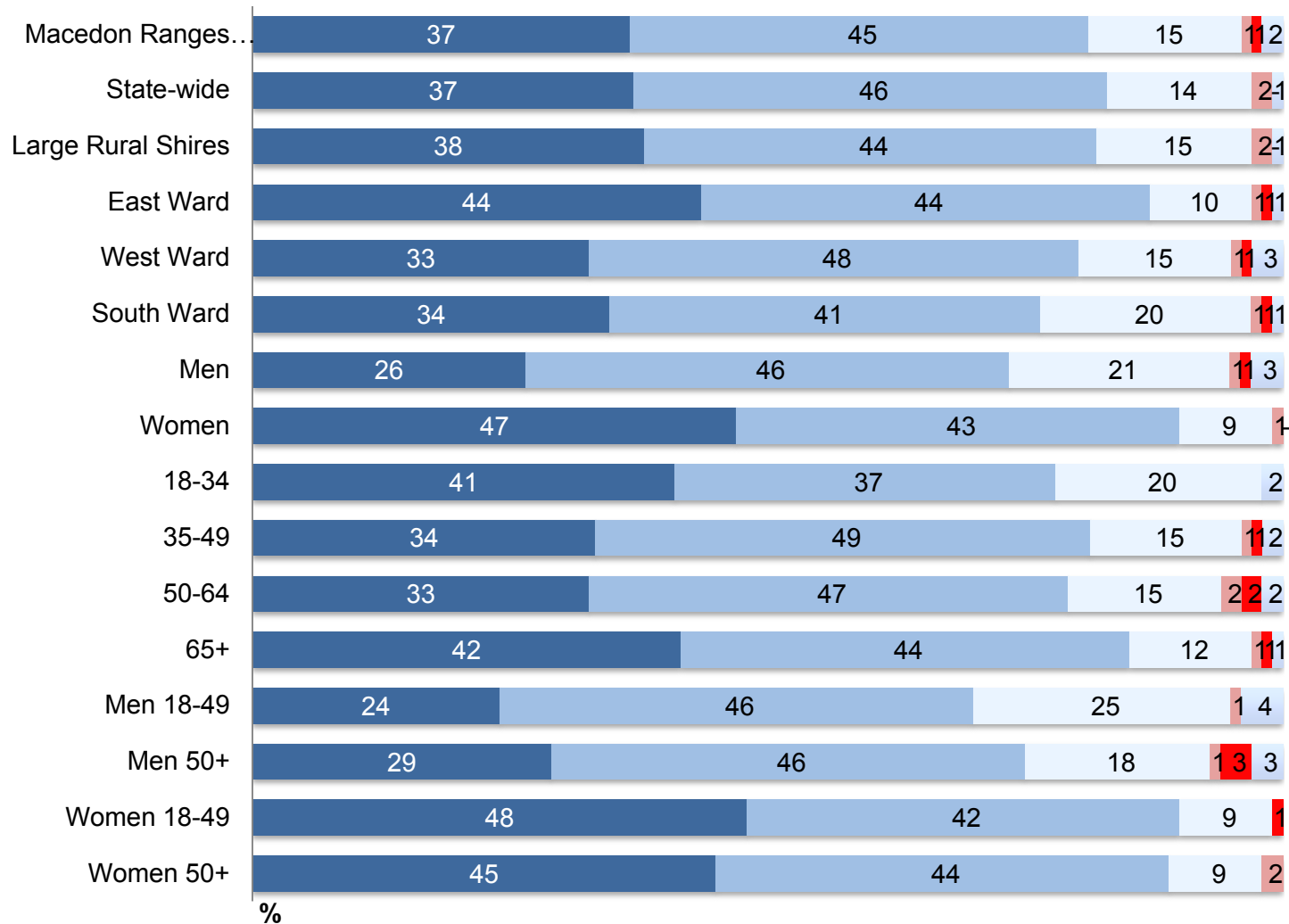
Family Support Services – Performance Detail



Elderly Support Services – Importance Index Score

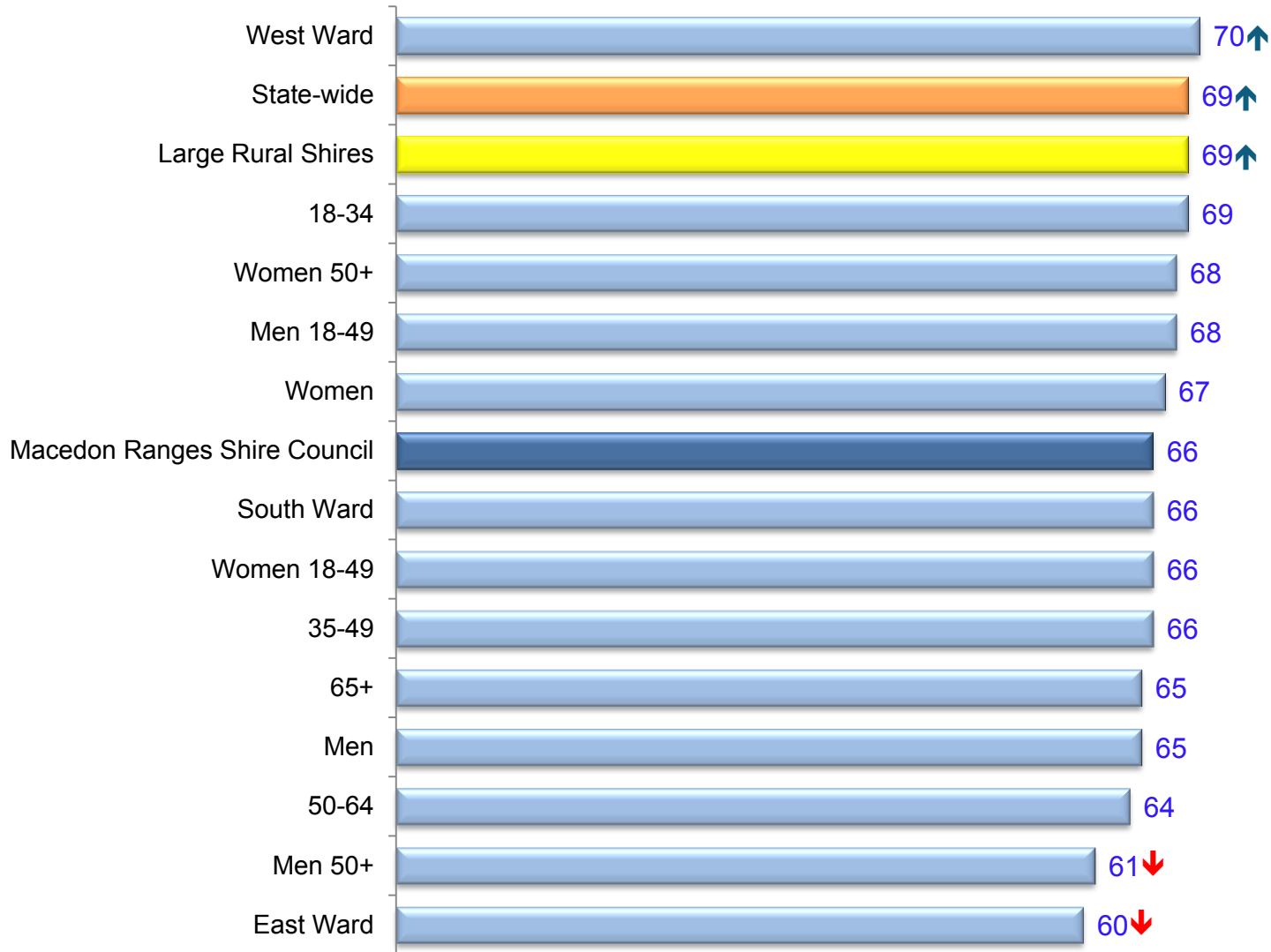


Elderly Support Services – Importance Detail

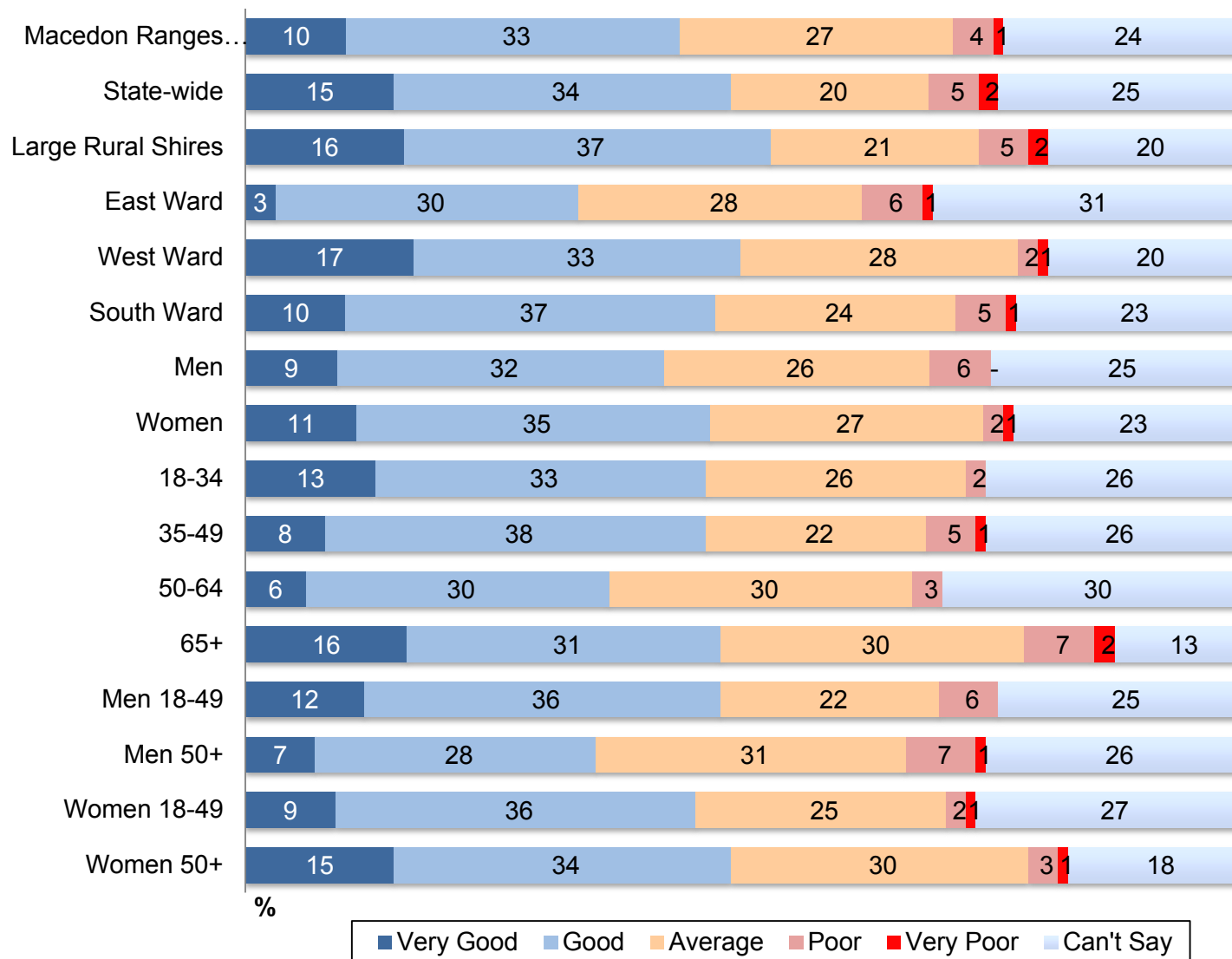


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Elderly Support Services – Performance Index Score



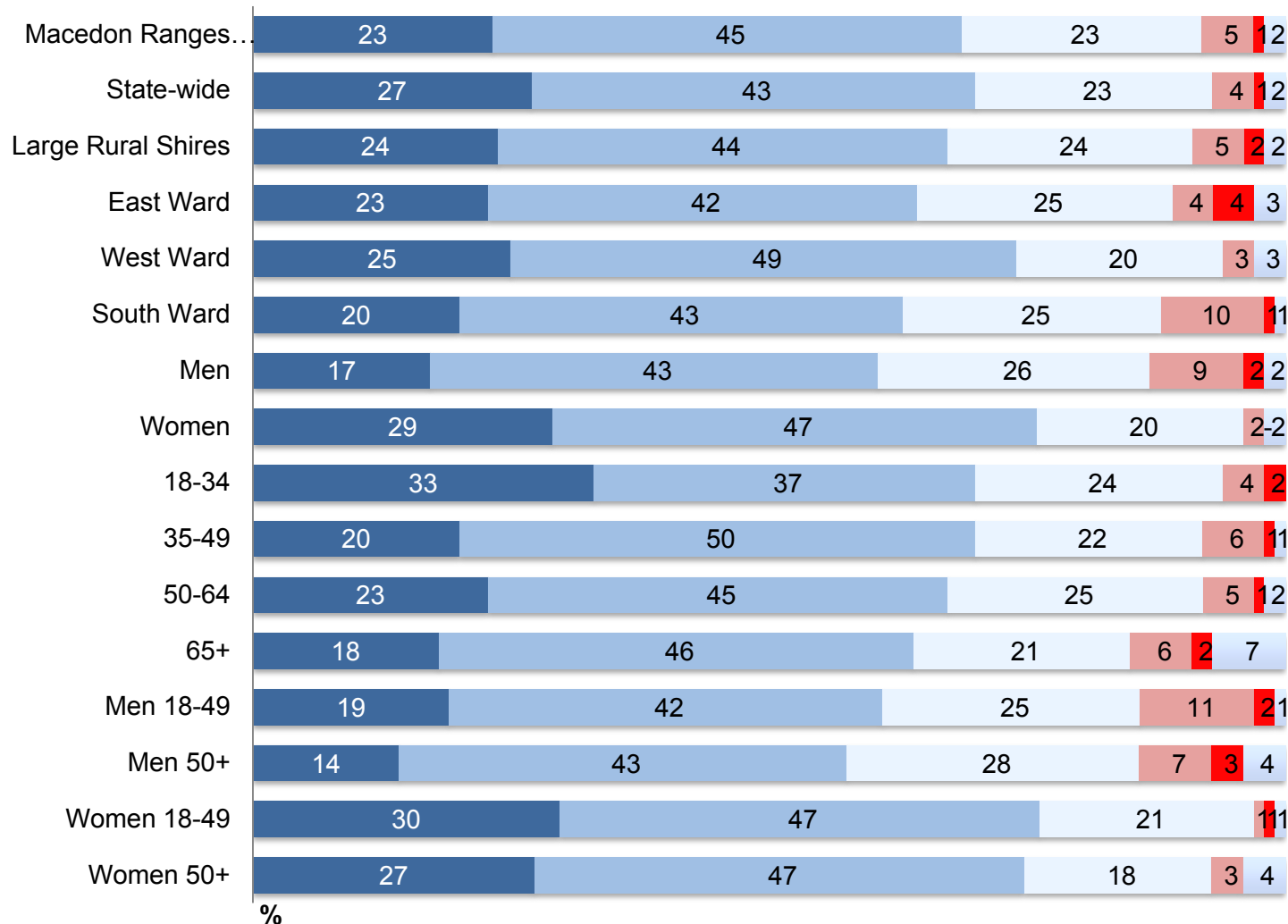
Elderly Support Services – Performance Detail



Disadvantaged Support Services – Importance Index Score

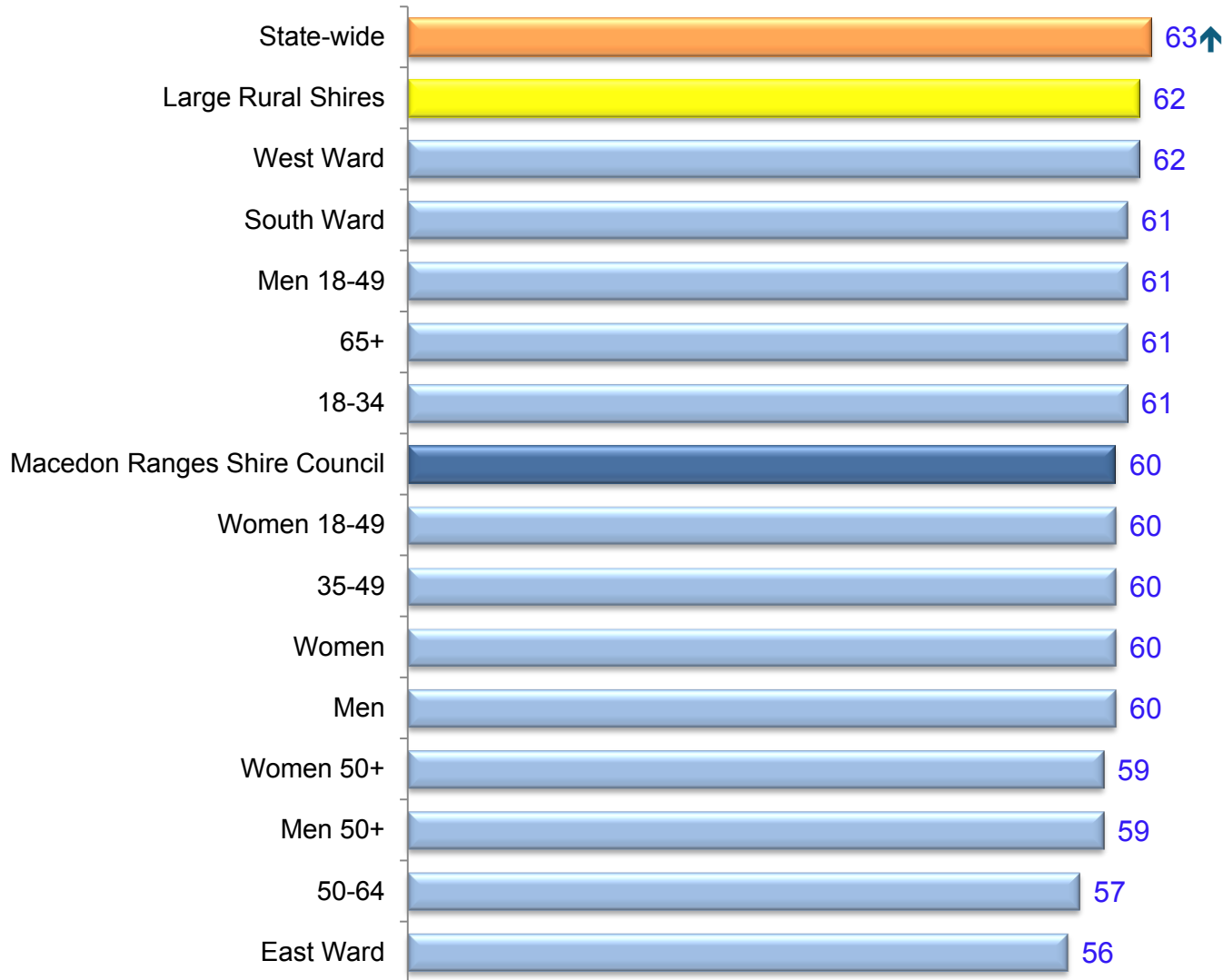


Disadvantaged Support Services – Importance Detail

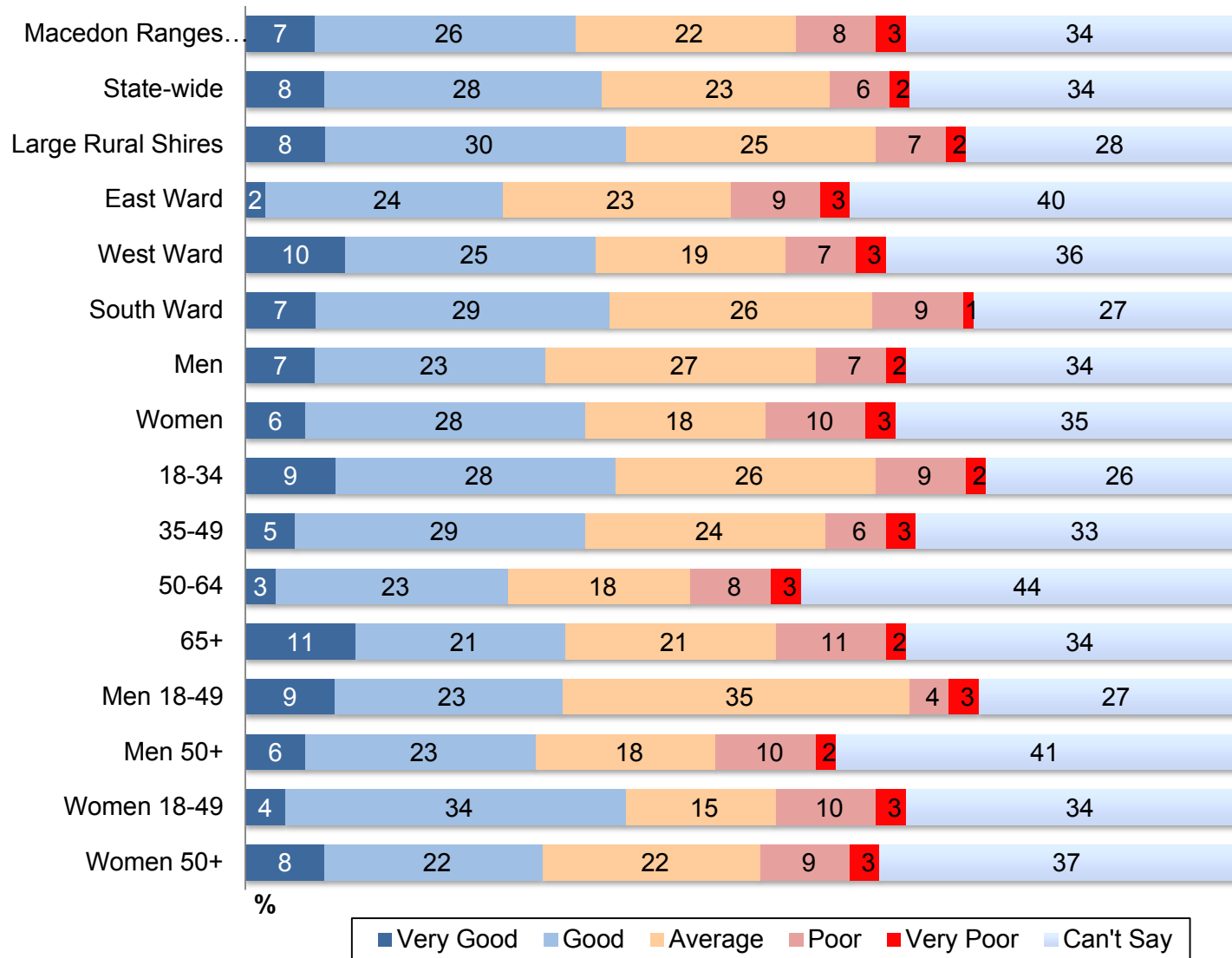


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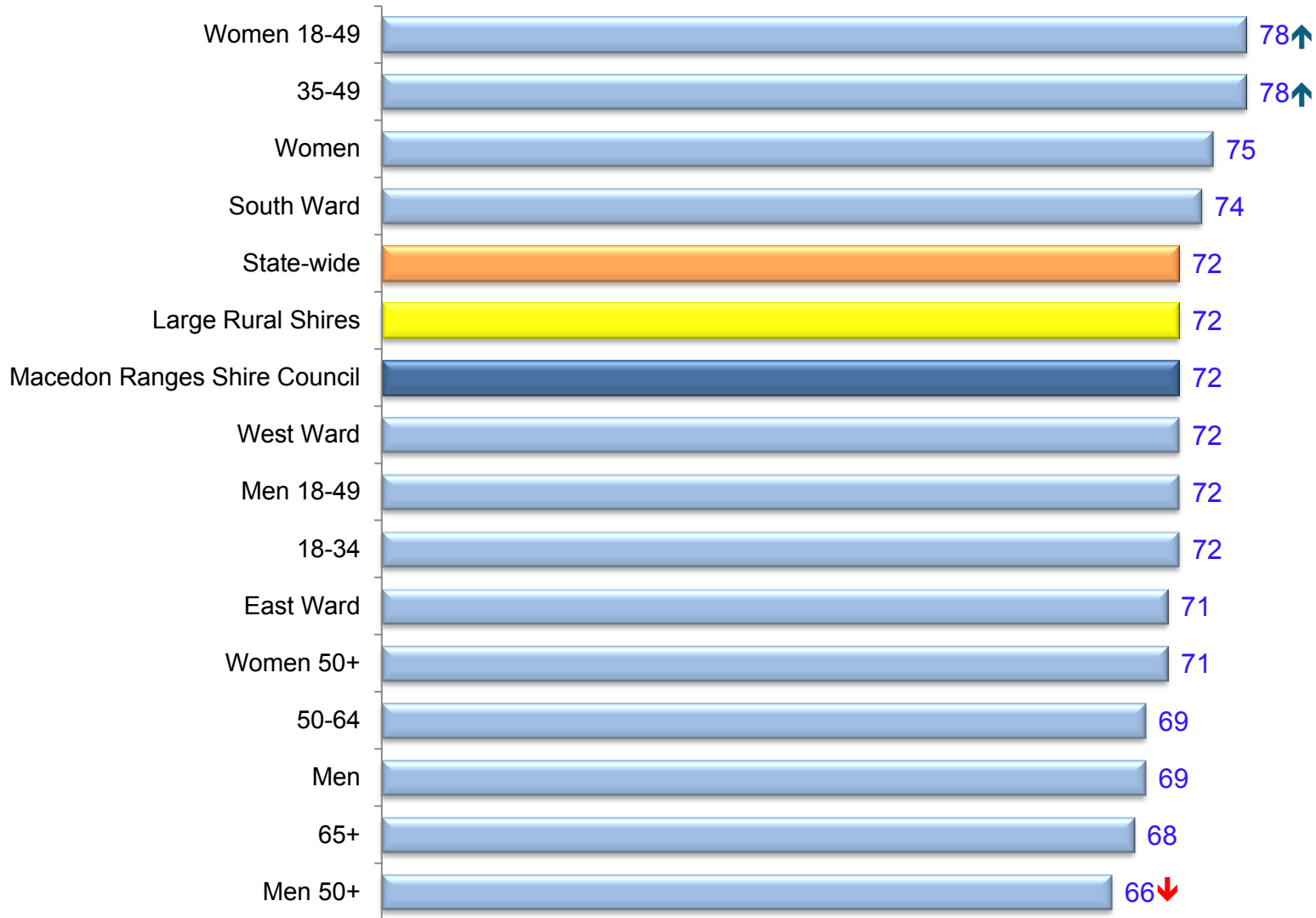
Disadvantaged Support Services – Performance Index Score



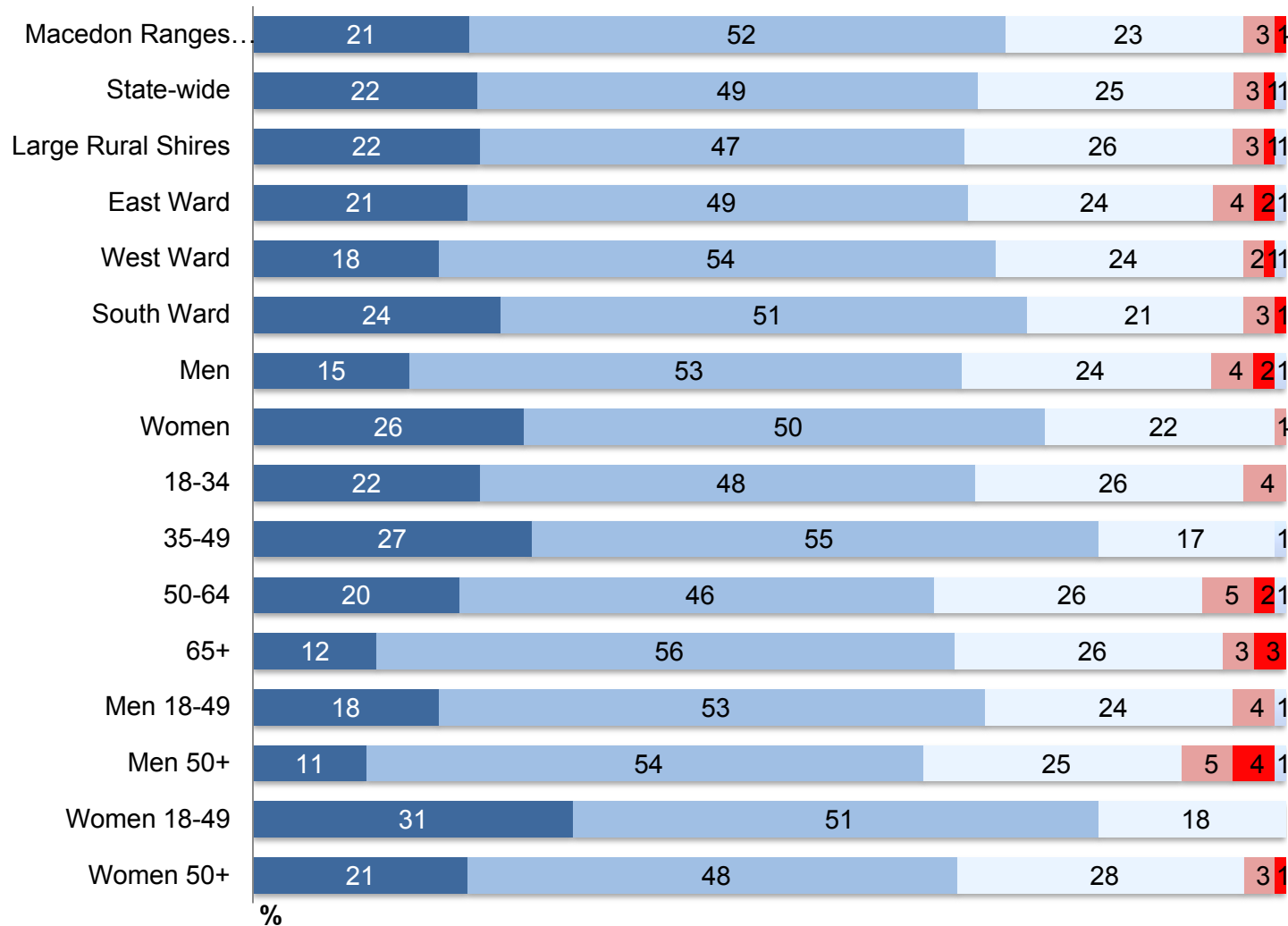
Disadvantaged Support Services – Performance Detail



Recreational Facilities – Importance Index Score

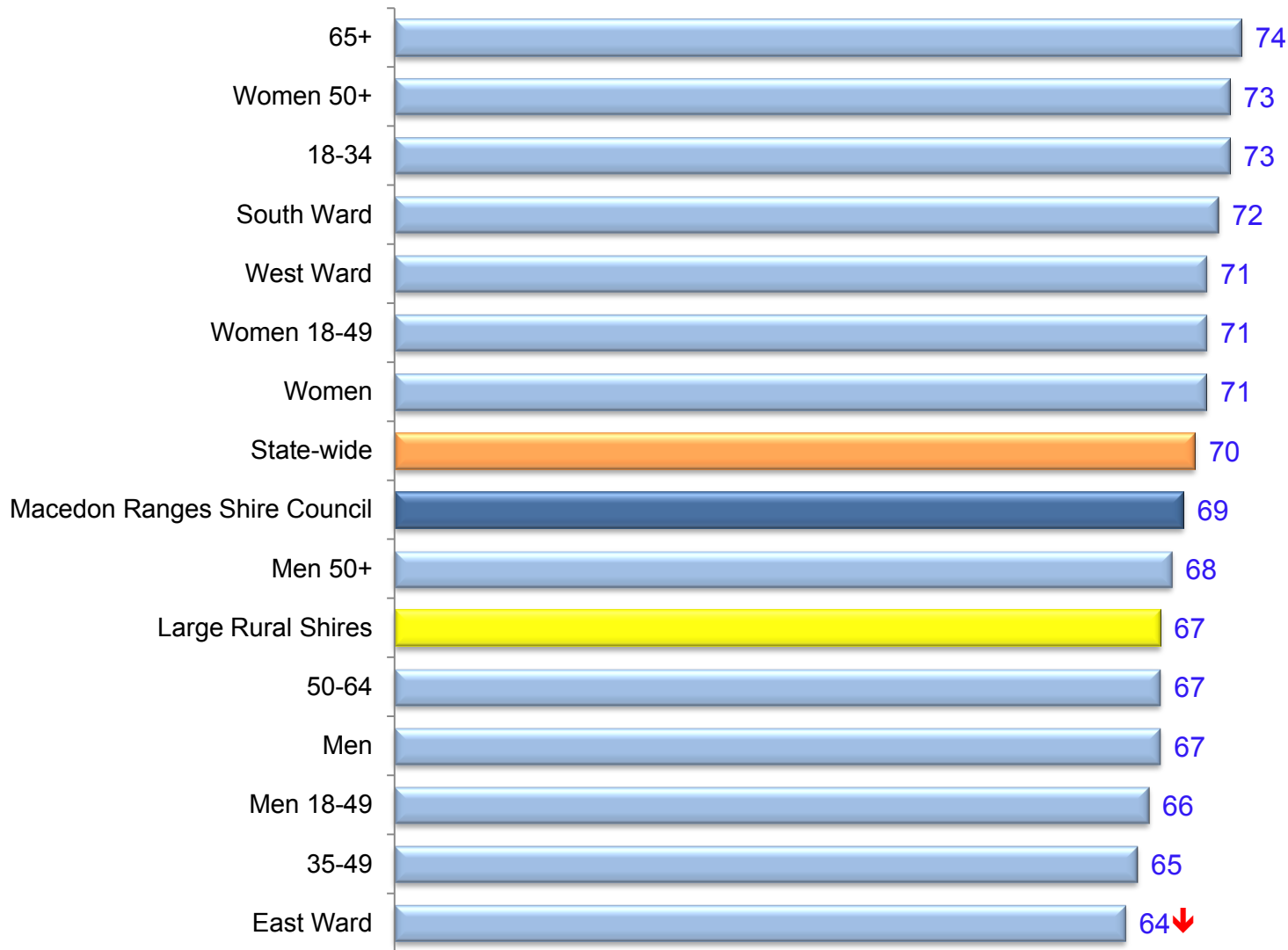


Recreational Facilities – Importance Detail

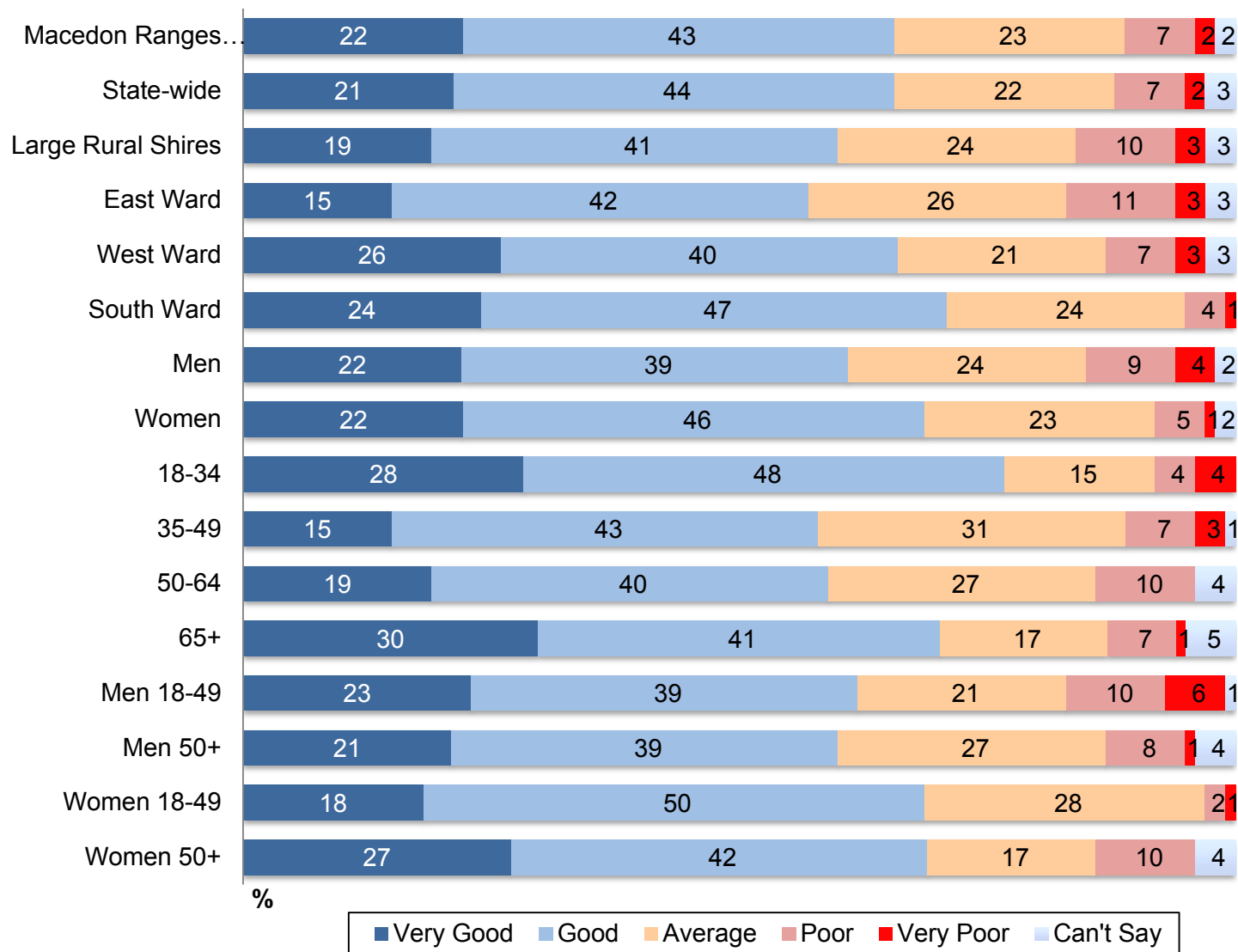


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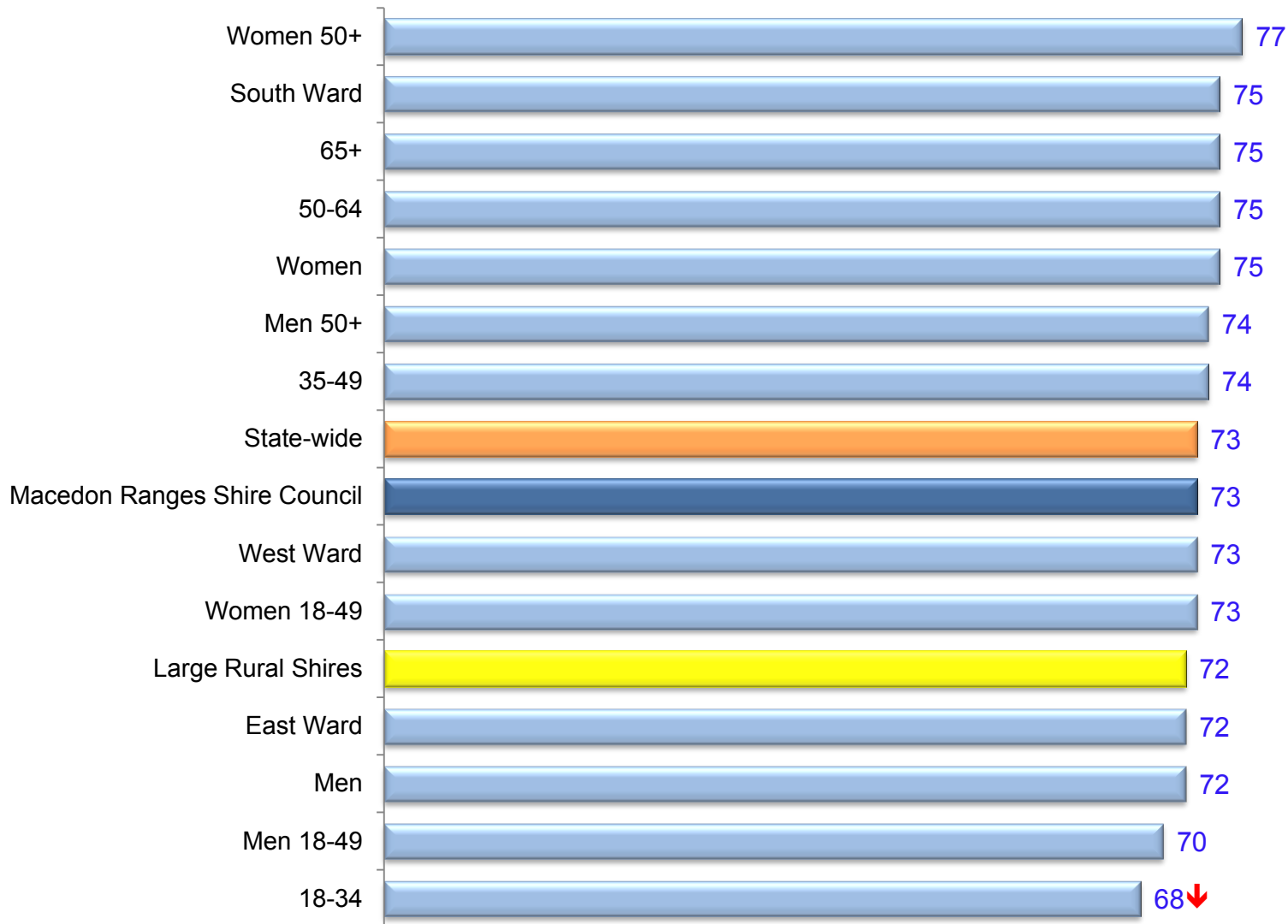
Recreational Facilities – Performance Index Score



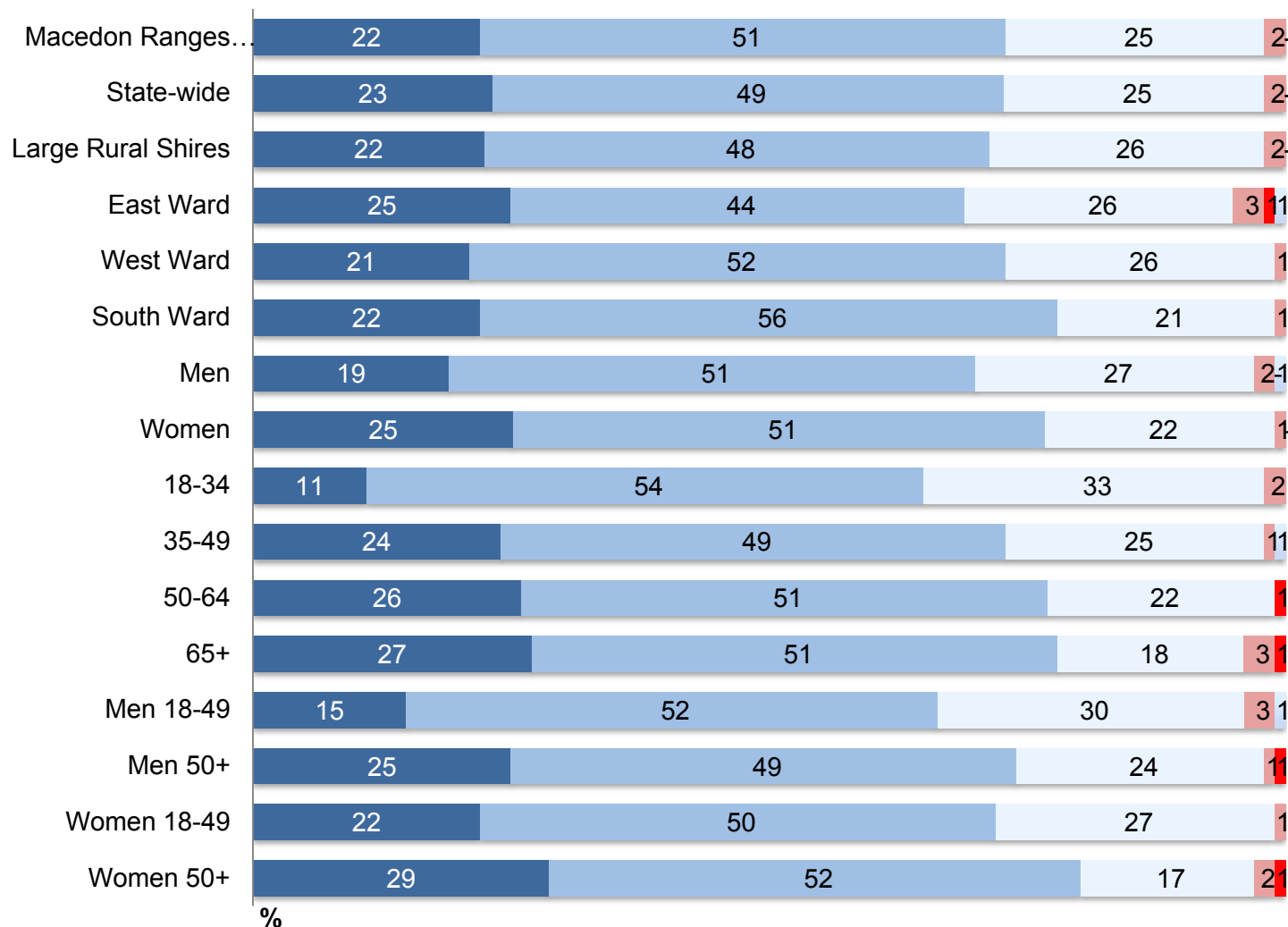
Recreational Facilities – Performance Detail



The appearance of public areas – Importance Index Score

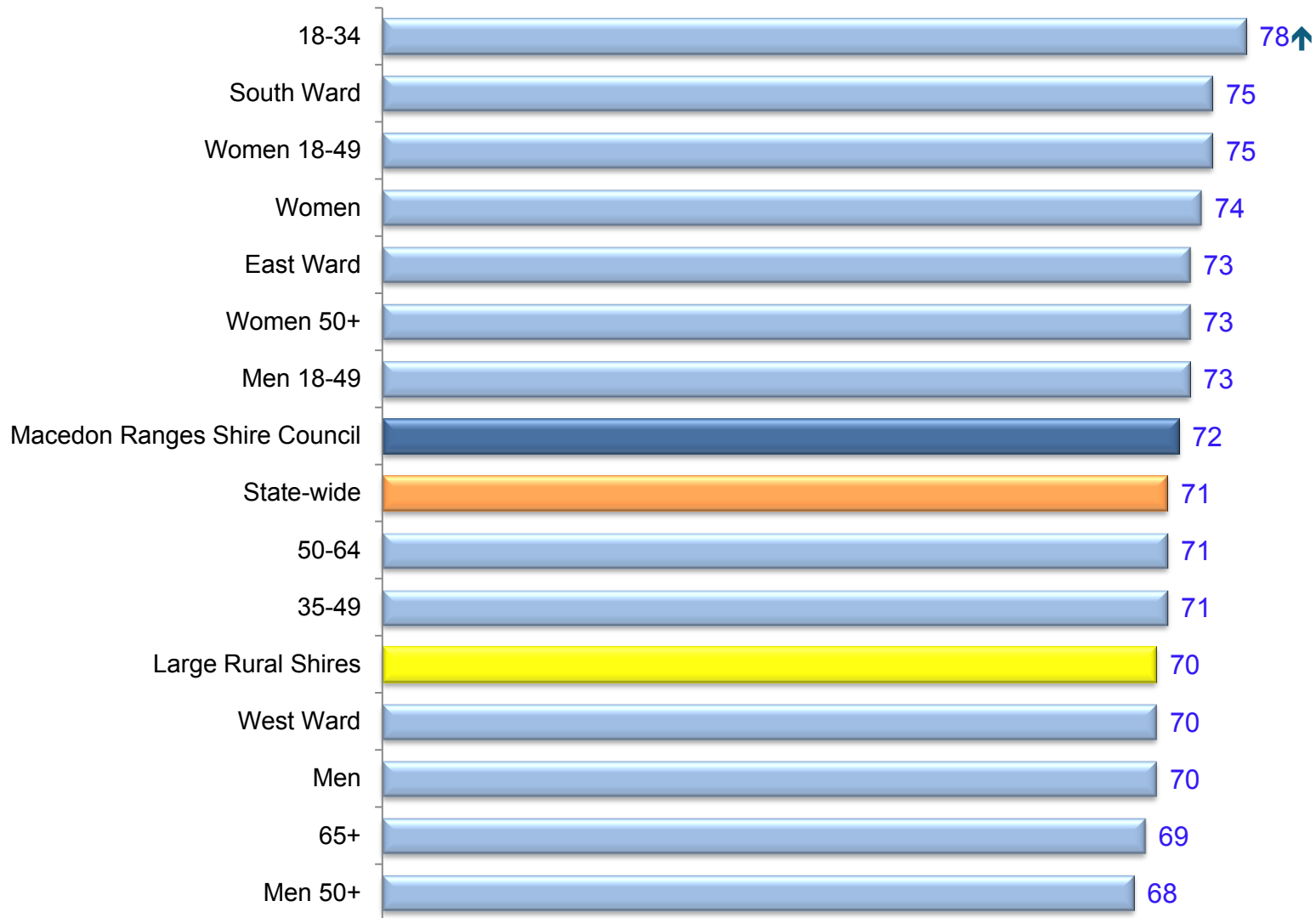


The appearance of public areas – Importance Detail

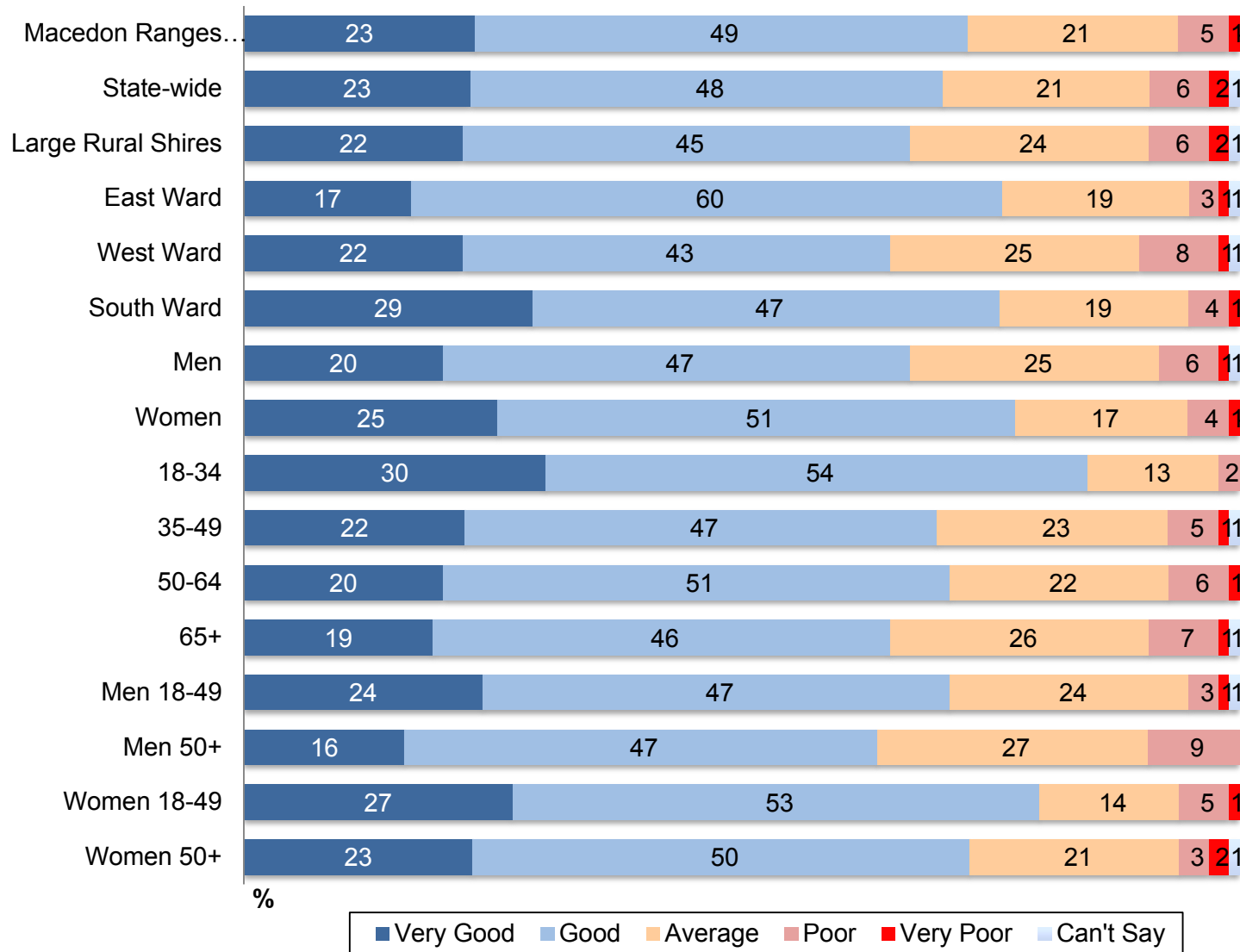


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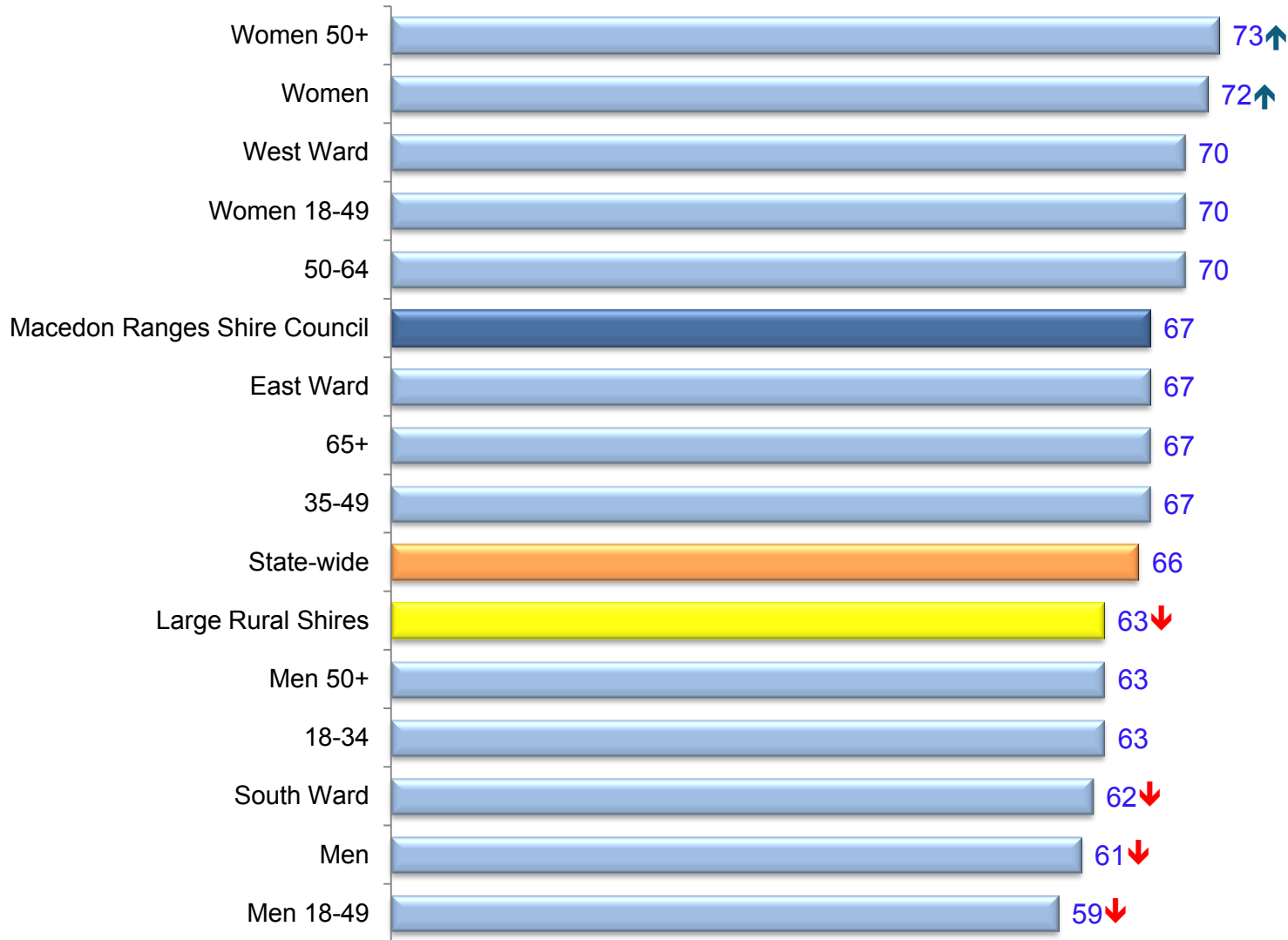
The appearance of public areas – Performance Index Score



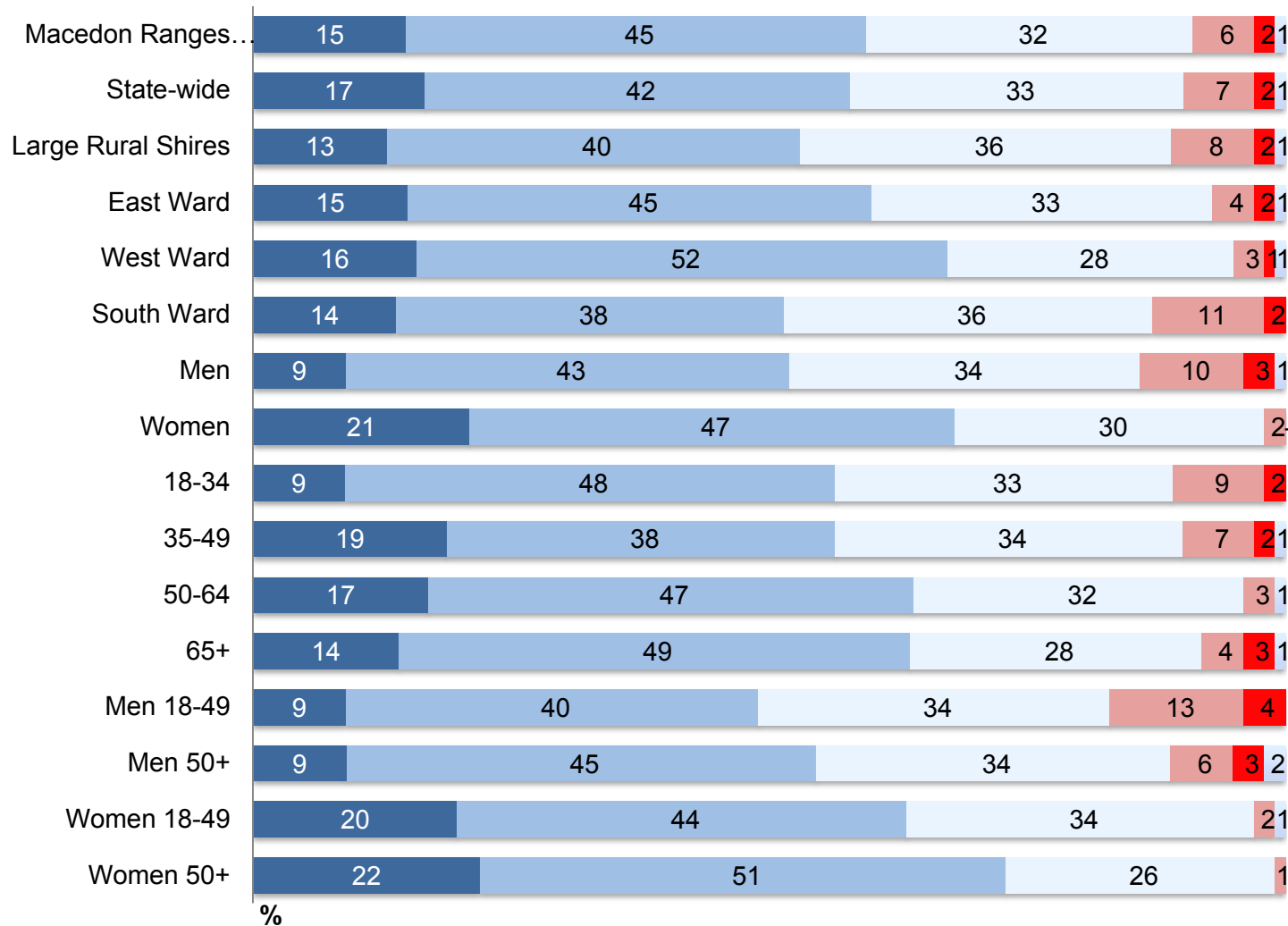
The appearance of public areas – Performance Detail



Art Centres and Libraries – Importance Index Score

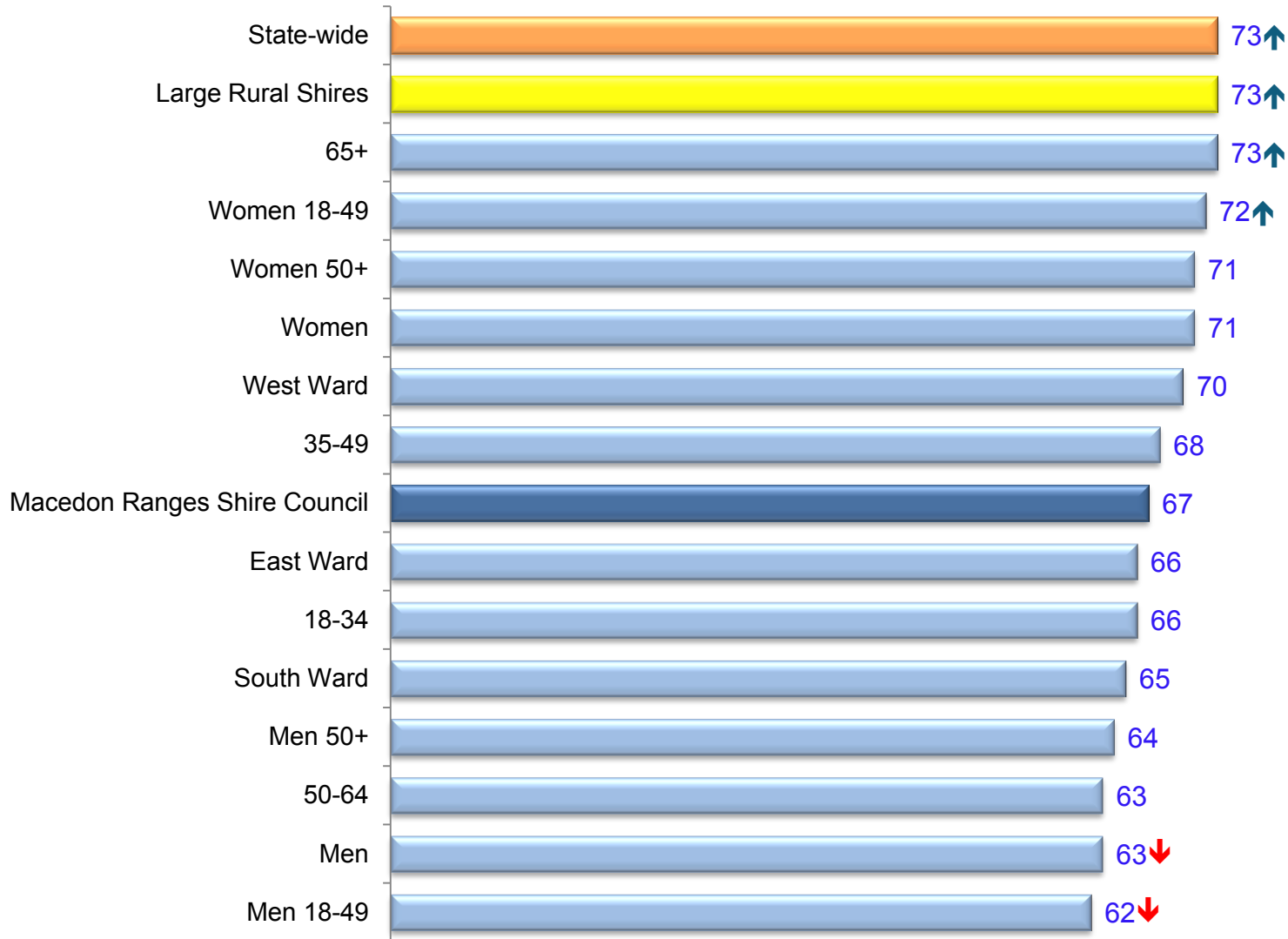


Art Centres and Libraries – Importance Detail

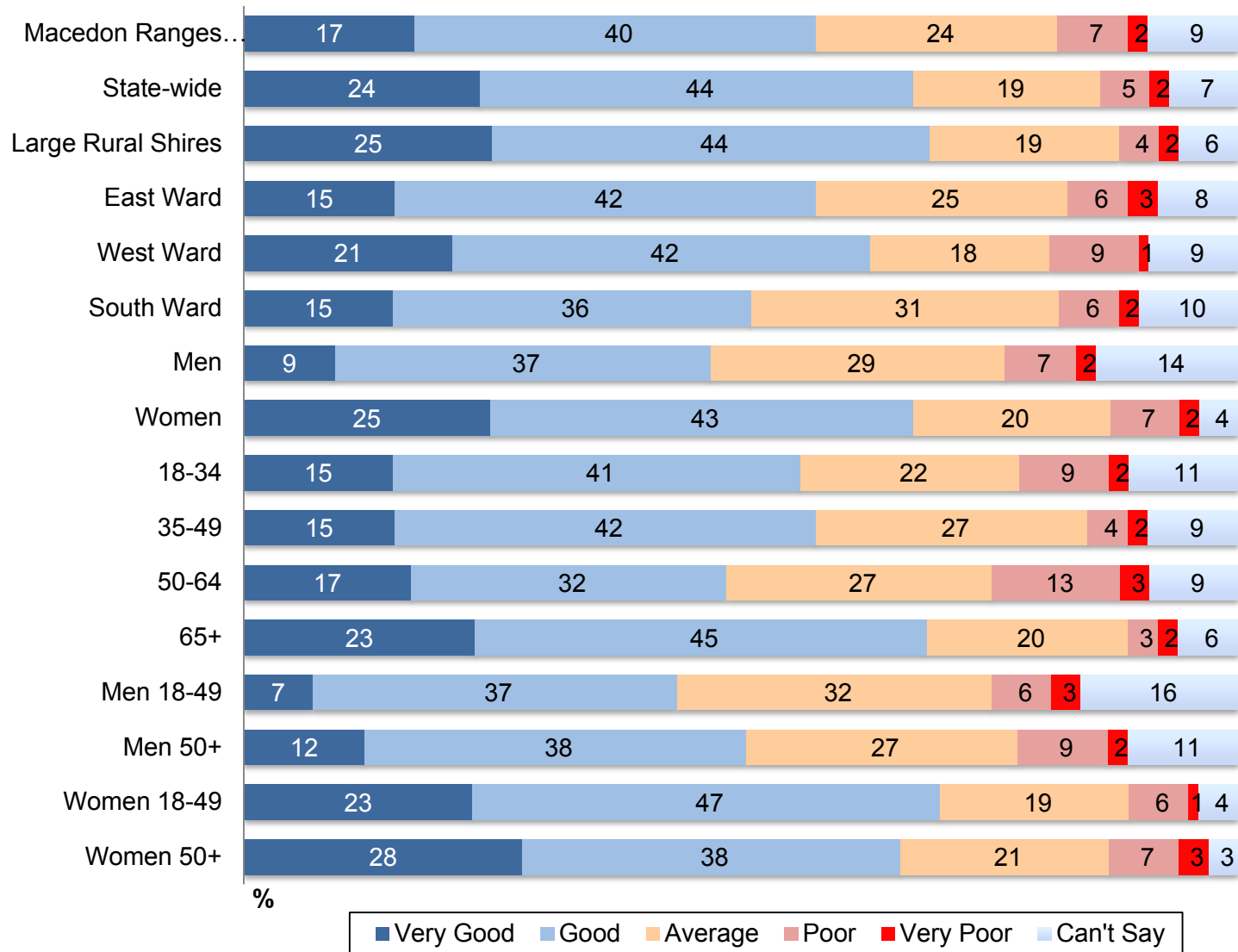


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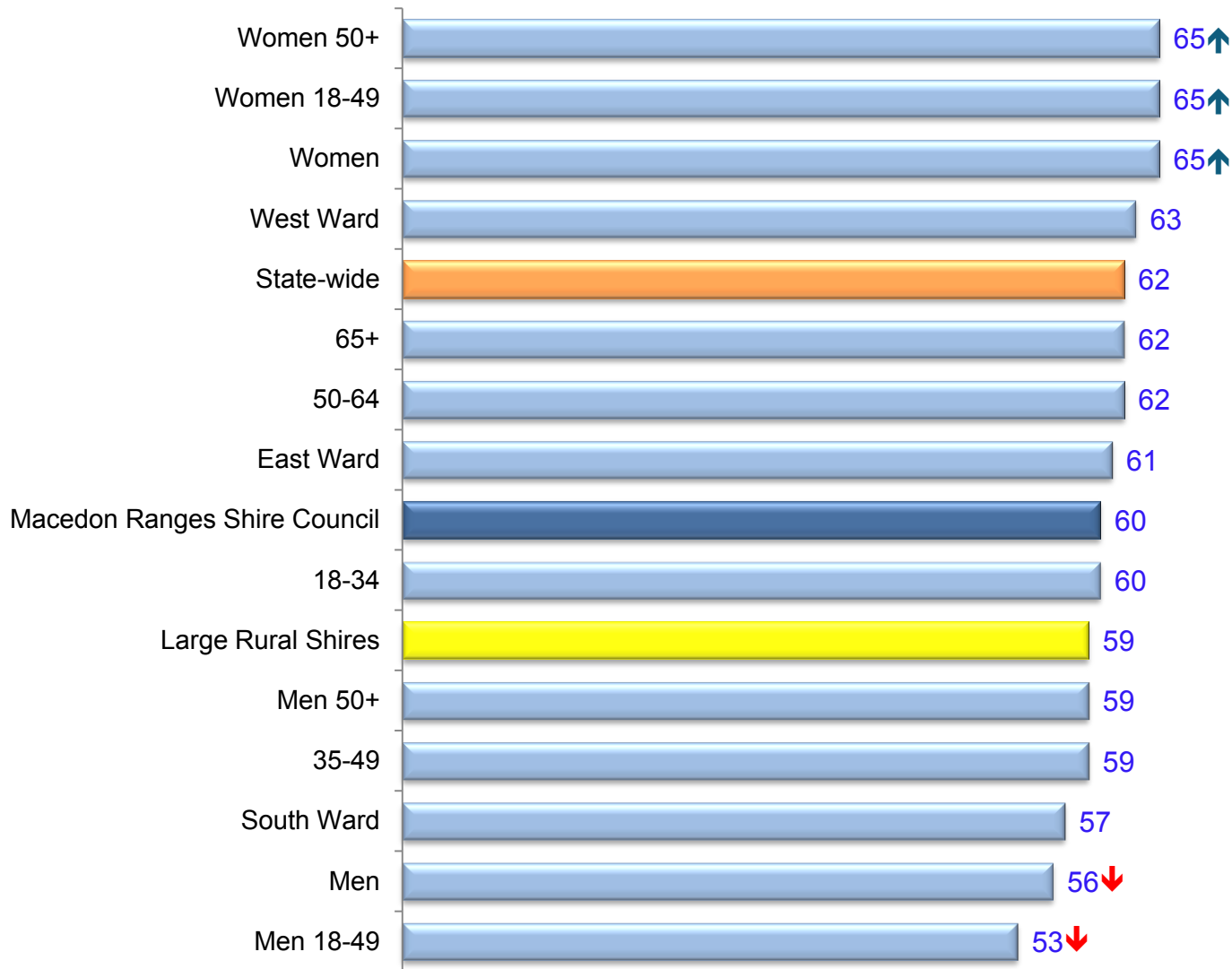
Art Centres and Libraries – Performance Index Score



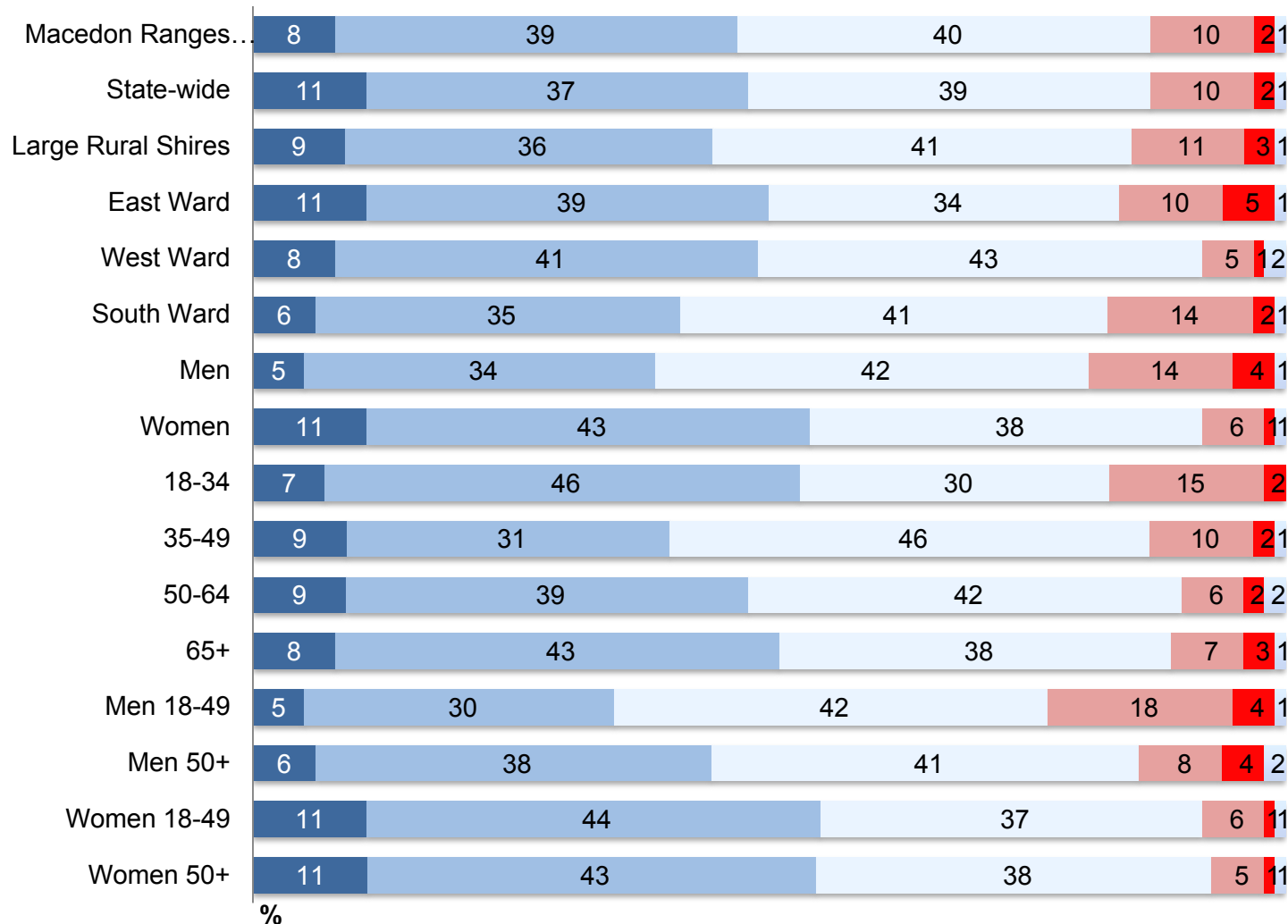
Art Centres and Libraries – Performance Detail



Community and Cultural Activities – Importance Index Score

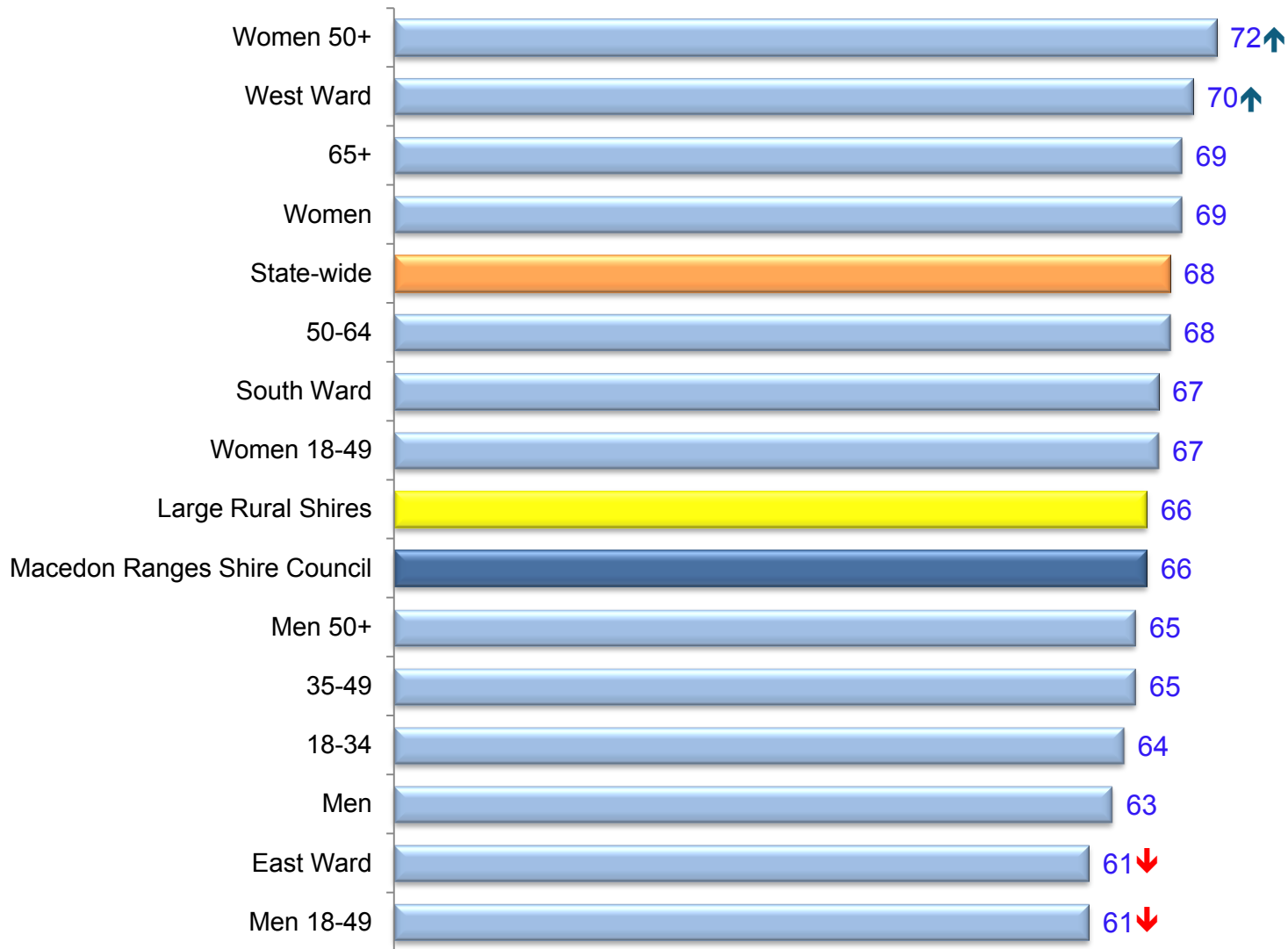


Community and Cultural Activities – Importance Detail

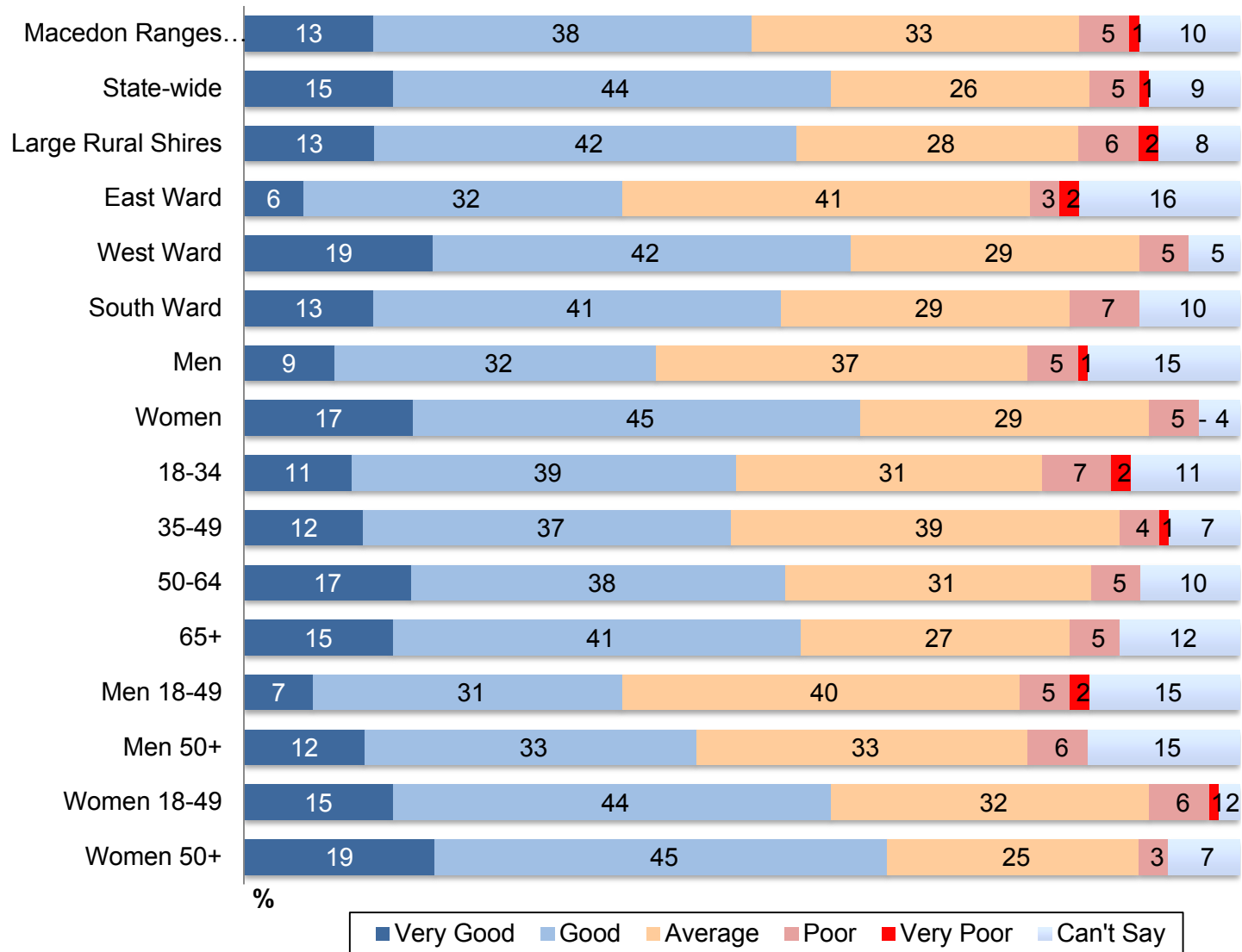


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Community and Cultural Activities – Performance Index Score



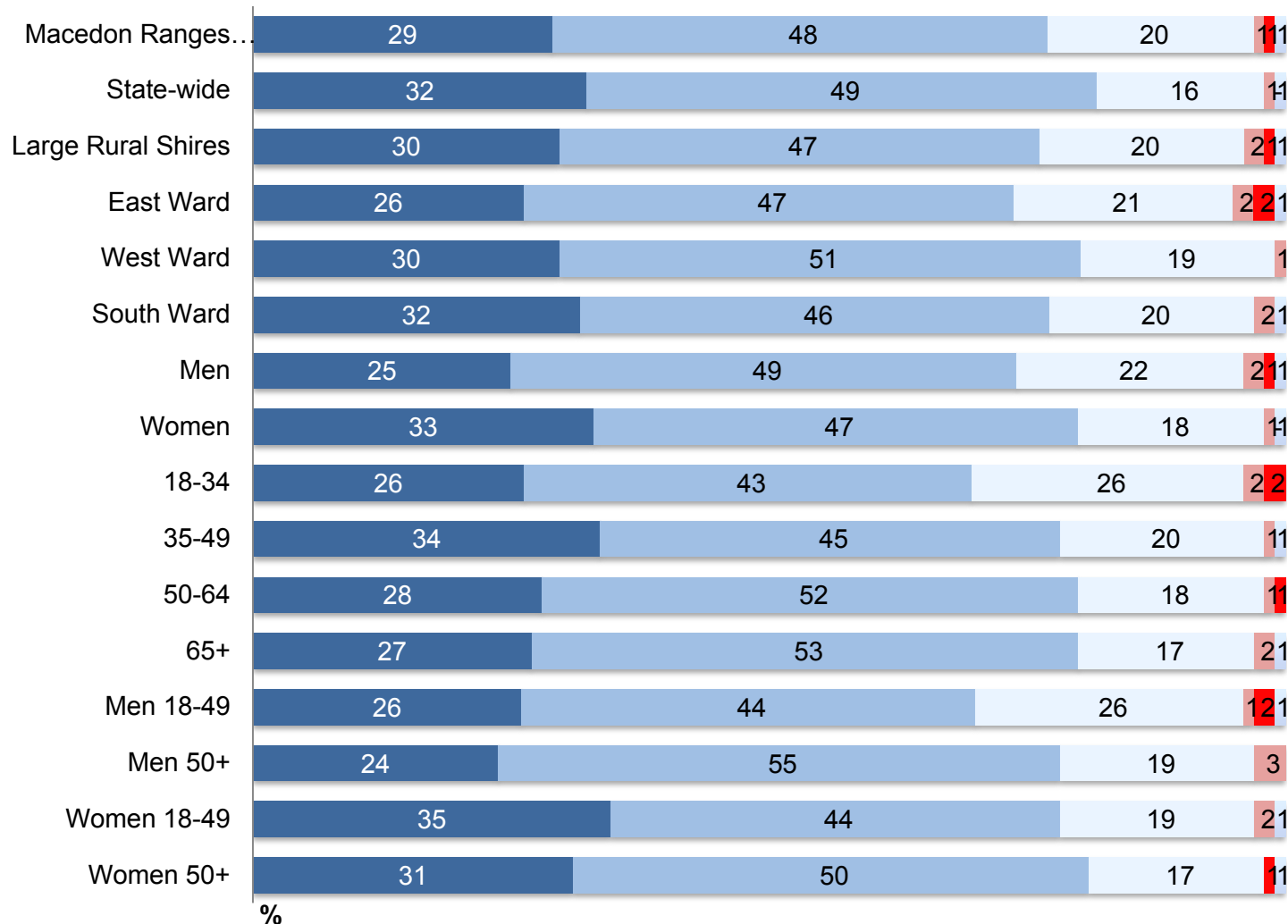
Community and Cultural Activities – Performance Detail



Waste Management – Importance Index Score

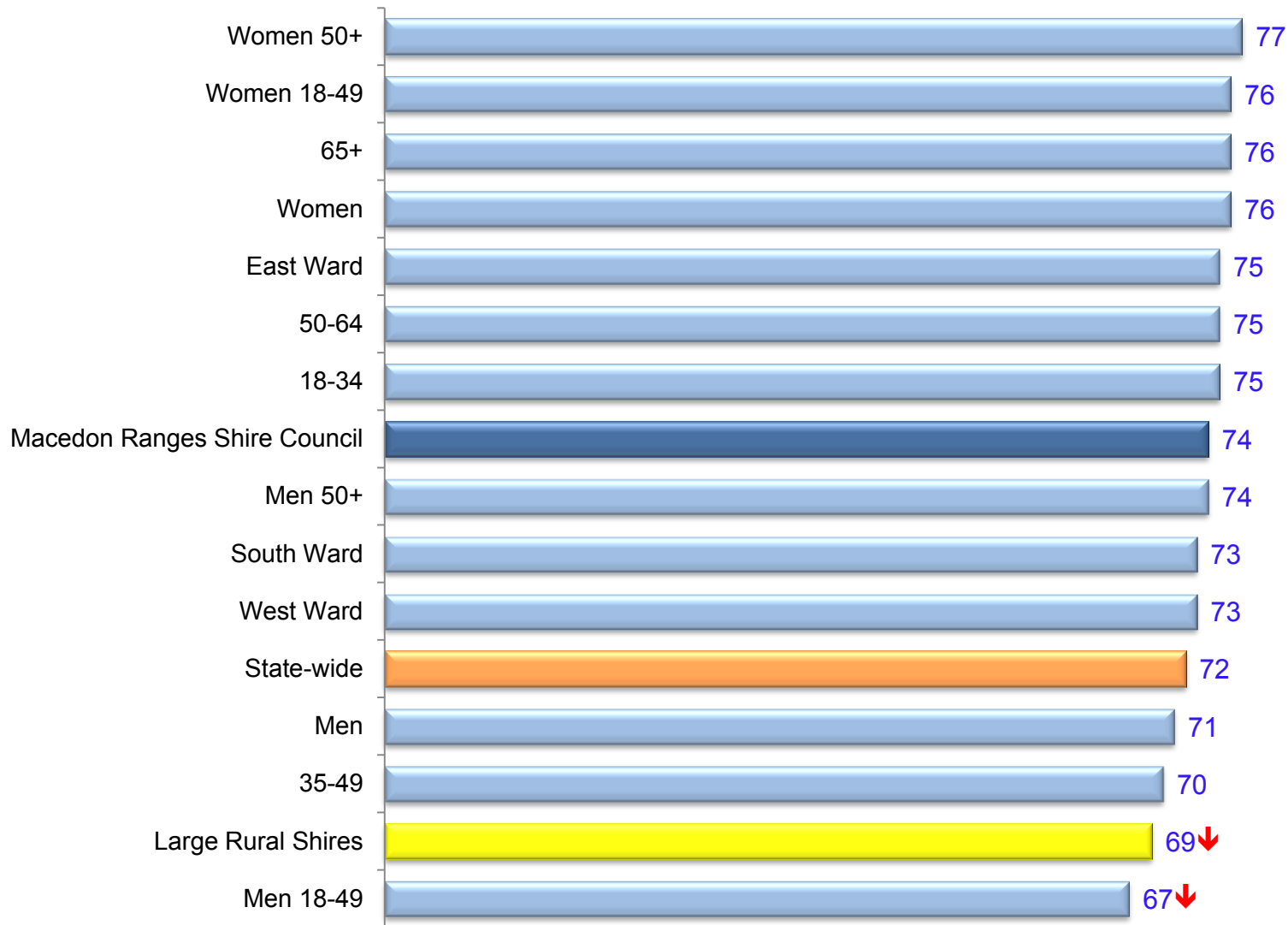


Waste Management – Importance Detail

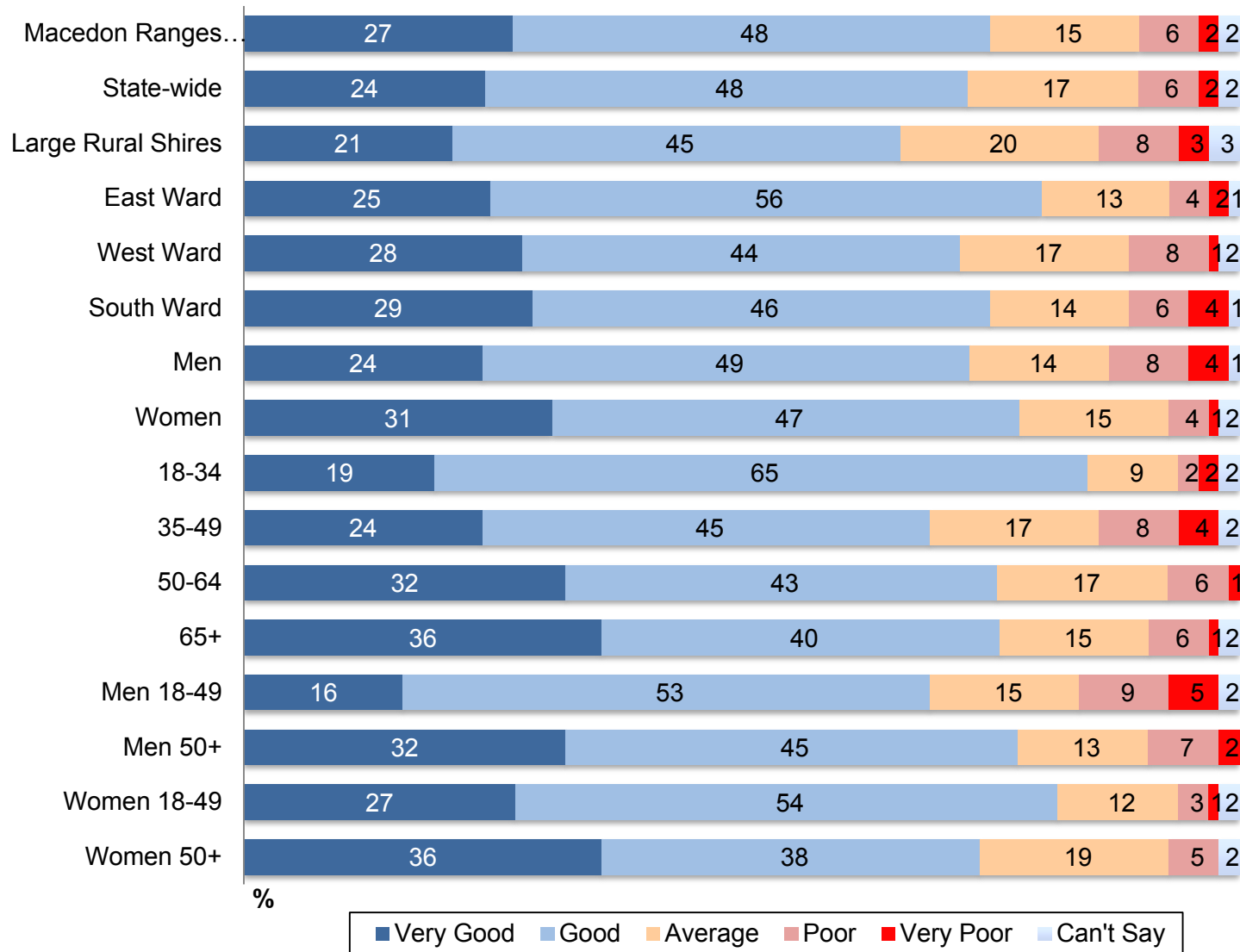


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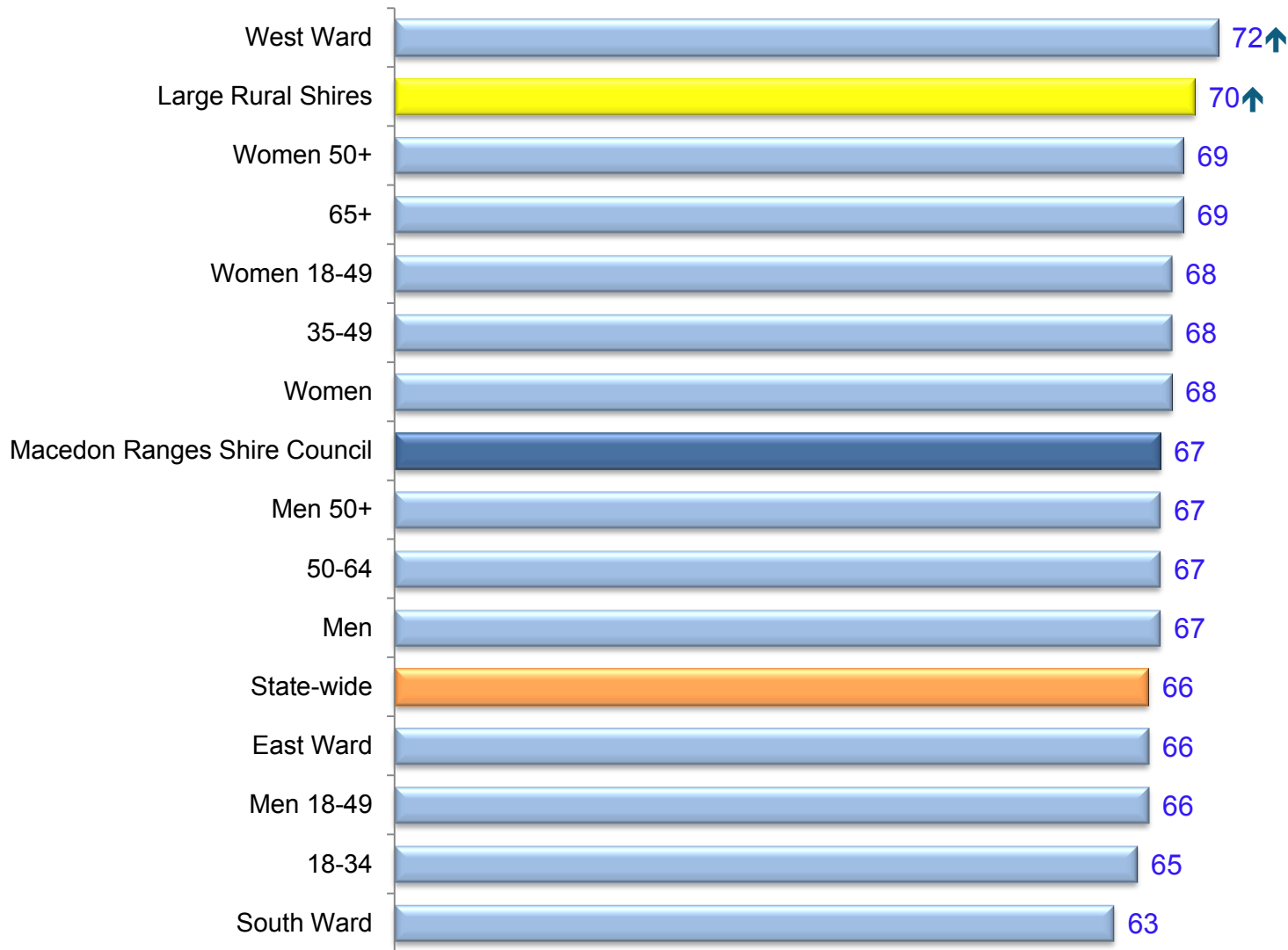
Waste Management – Performance Index Score



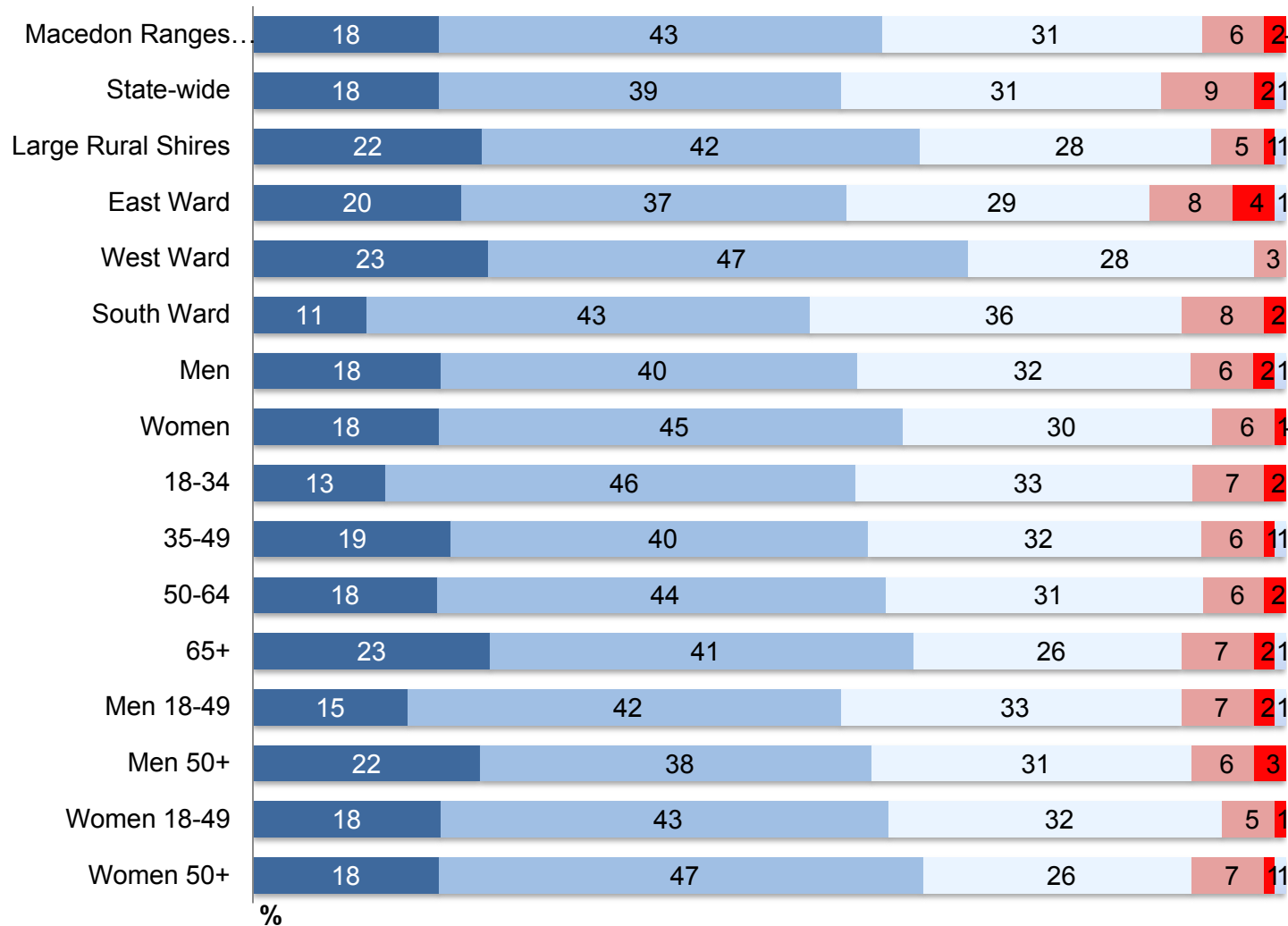
Waste Management – Performance Detail



Business and community development and tourism – Importance Index Score

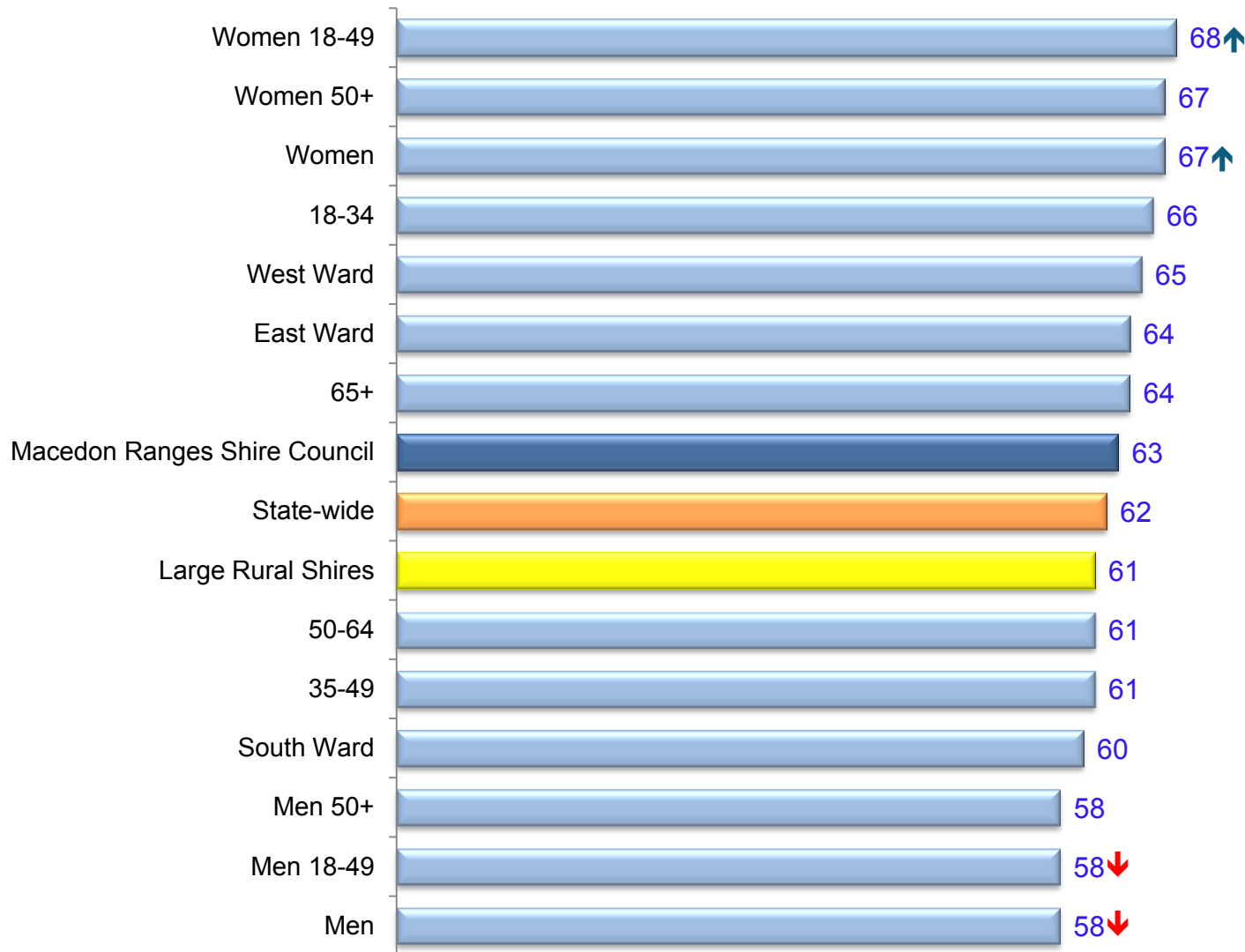


Business and community development and tourism – Importance Detail

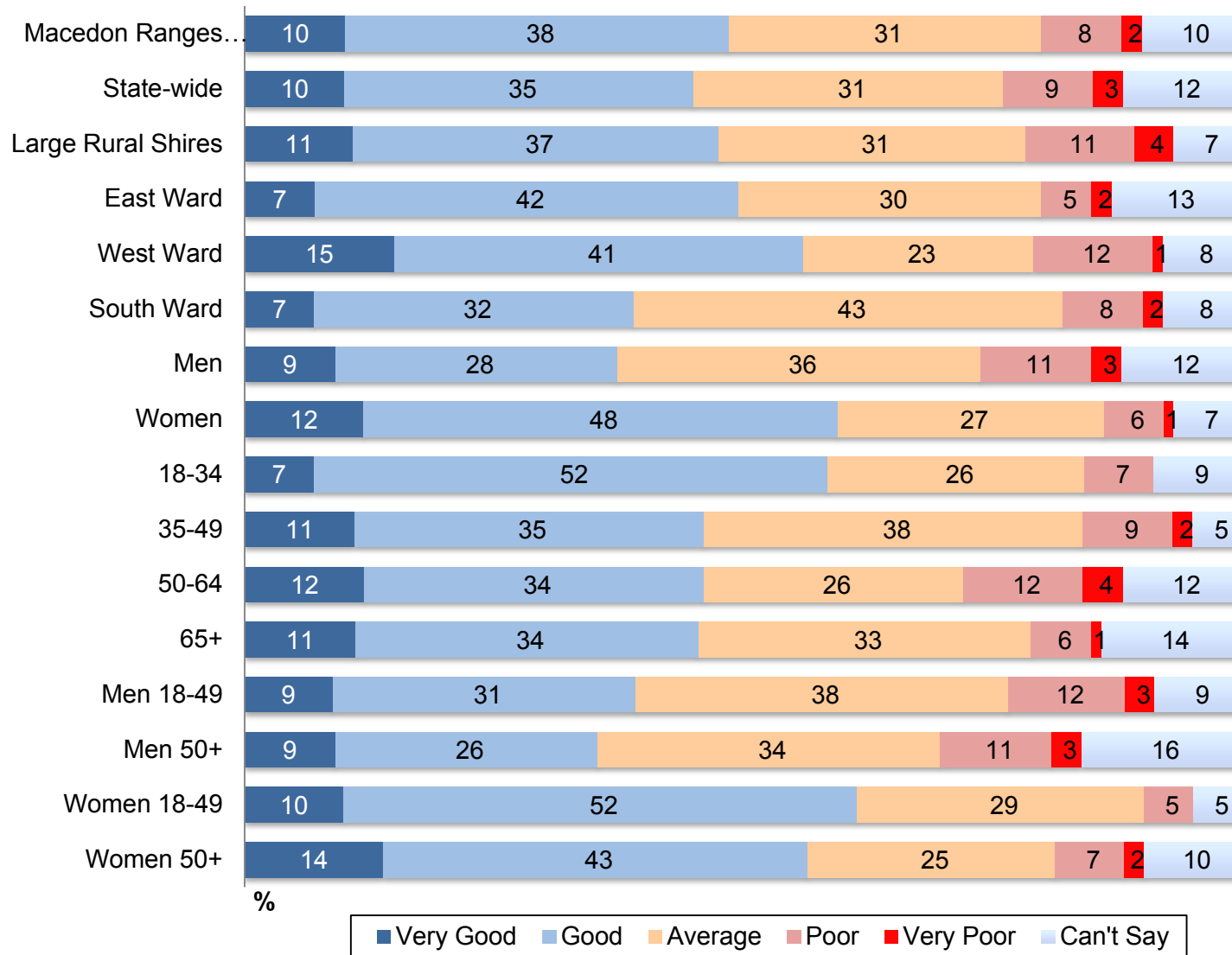


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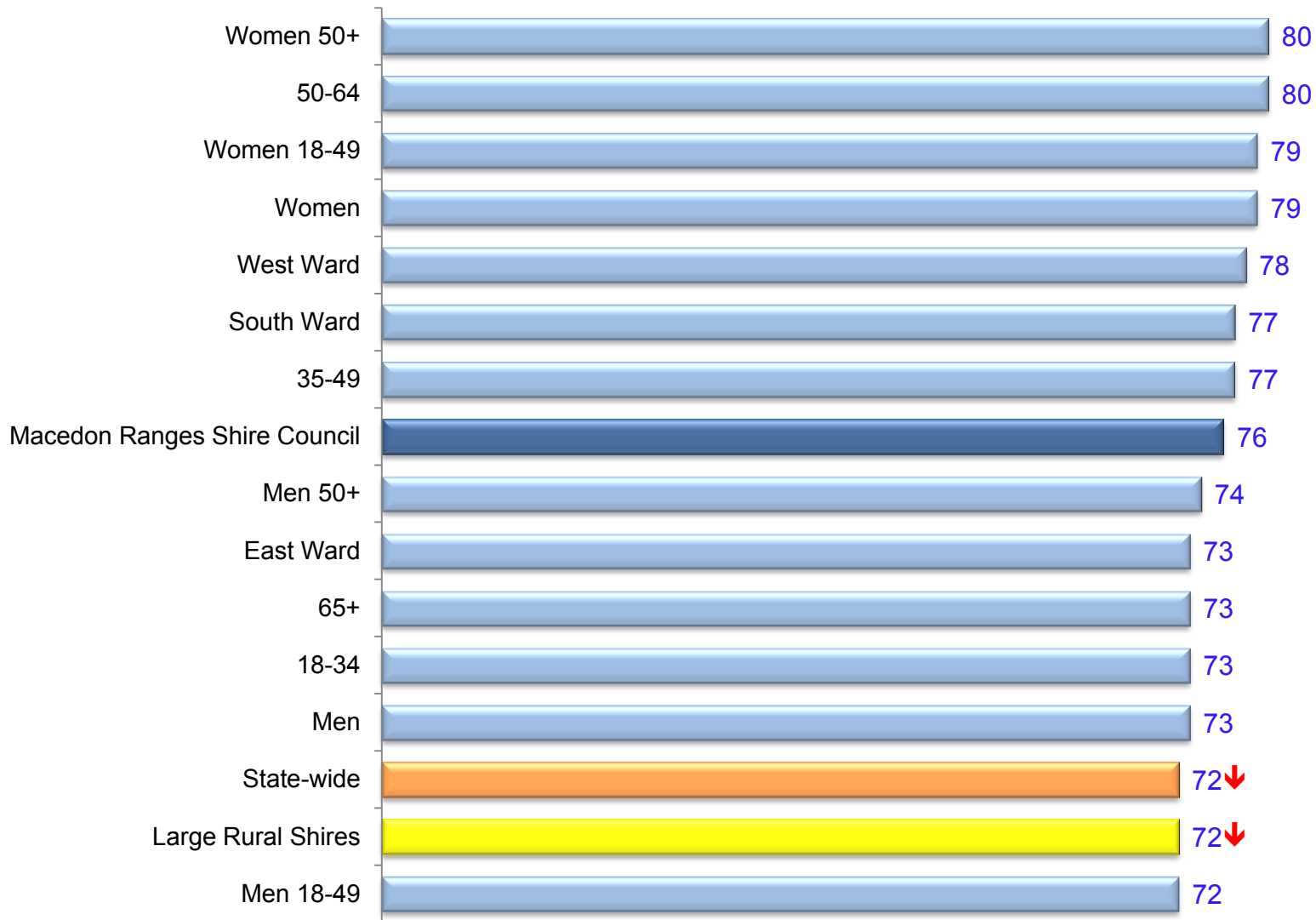
Business and community development and tourism – Performance Index Score



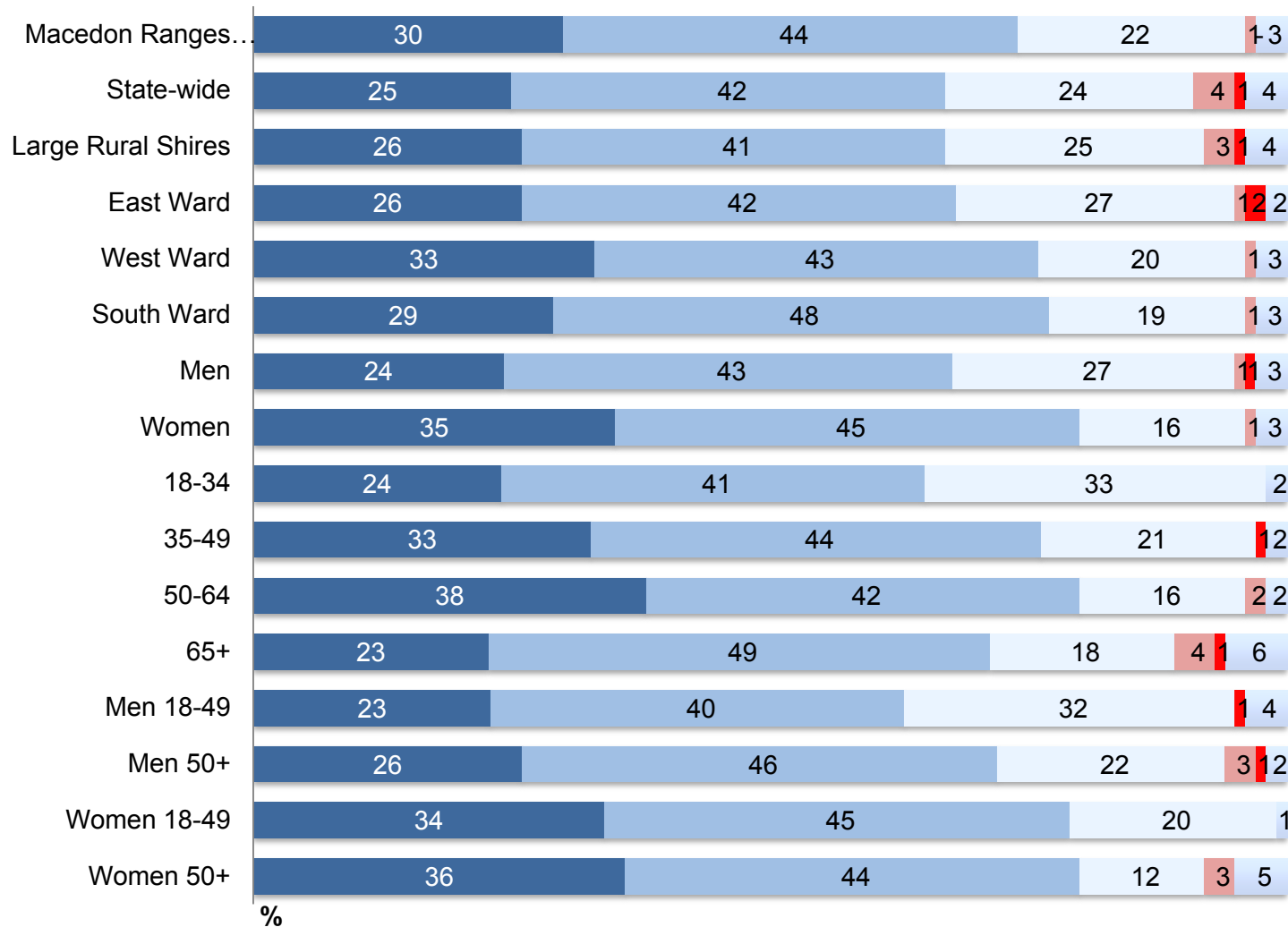
Business and community development and tourism – Performance Detail



Council's general town planning policy – Importance Index Score

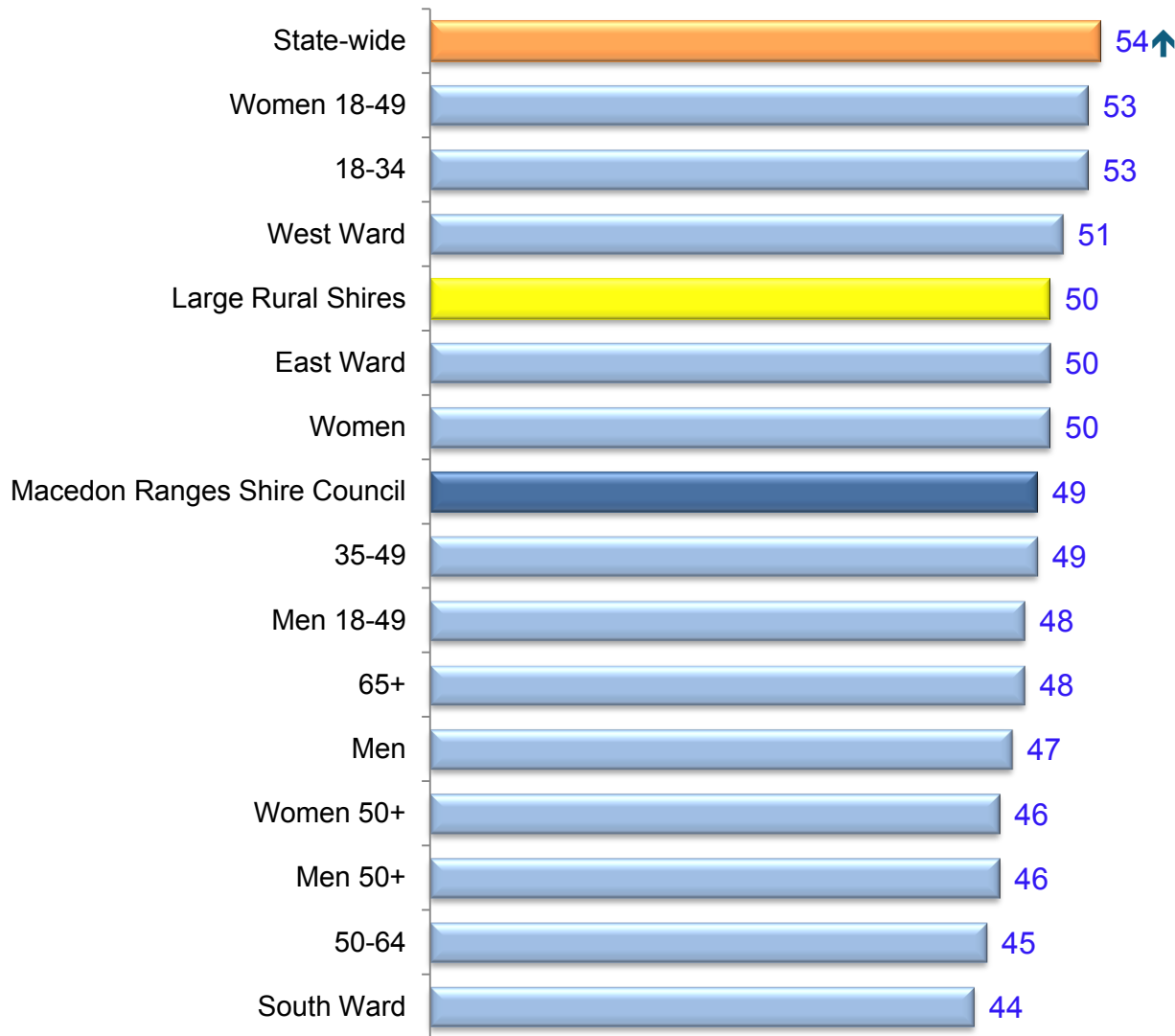


Council's general town planning policy – Importance Detail

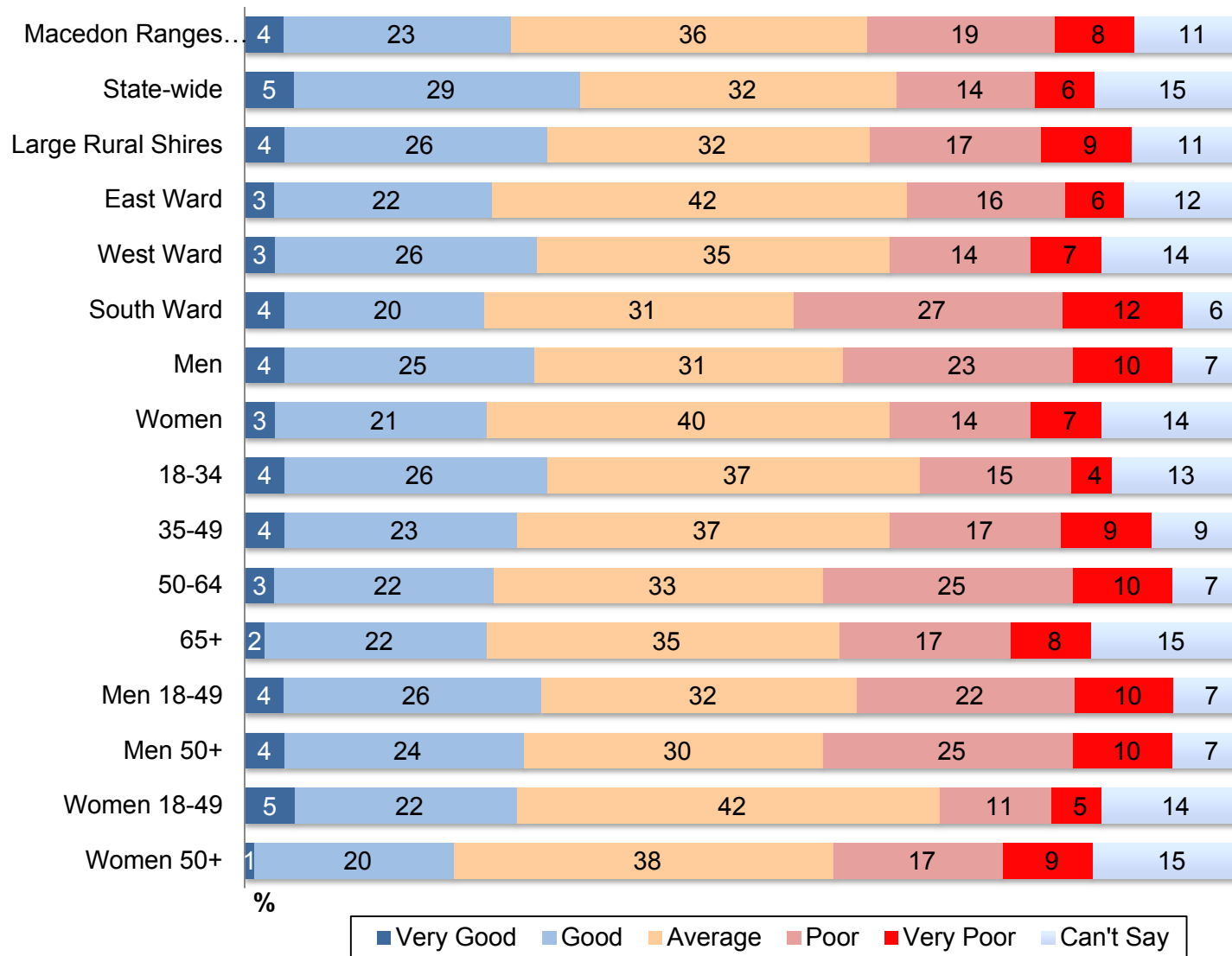


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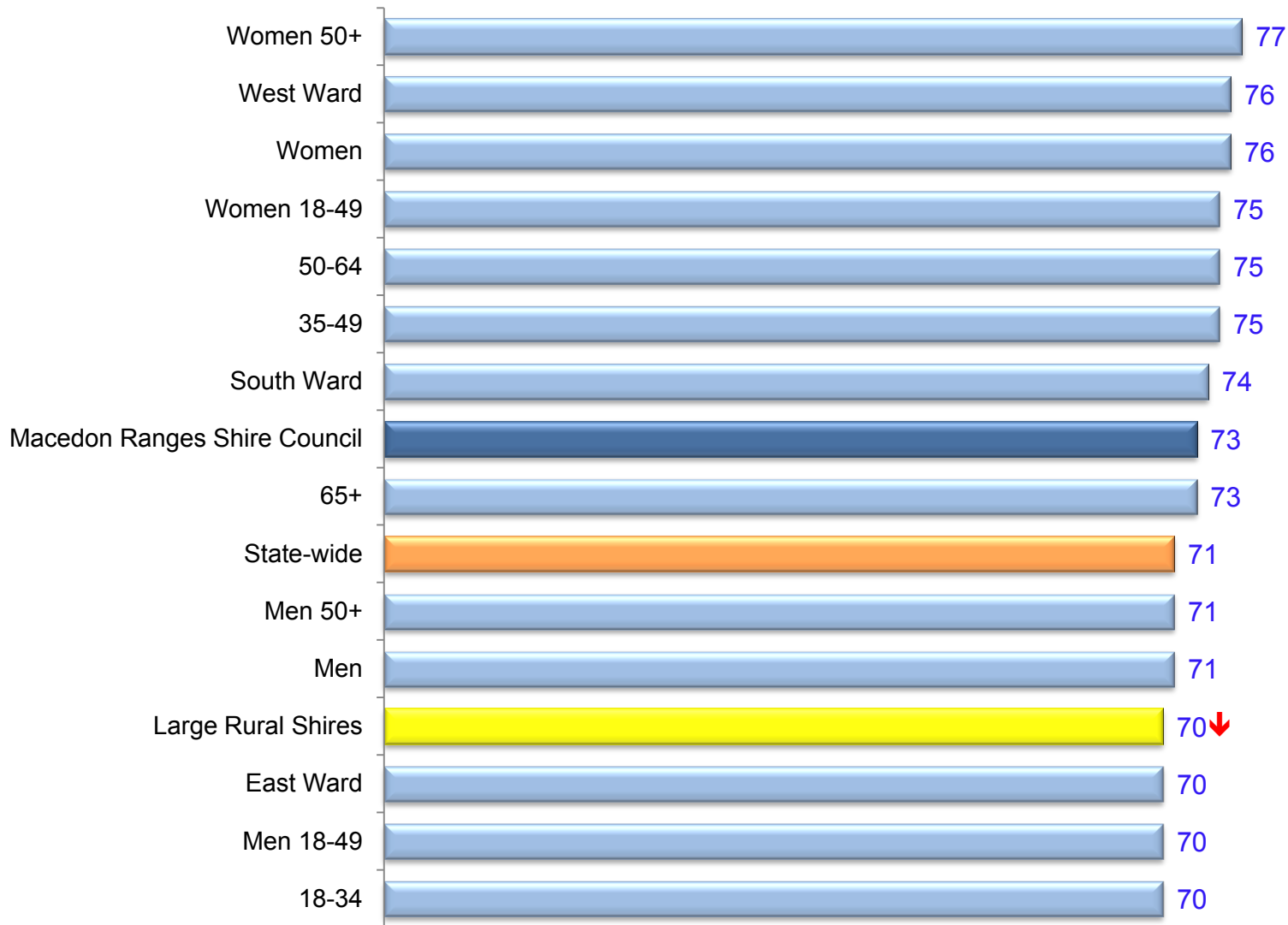
Council's general town planning policy – Performance Index Score



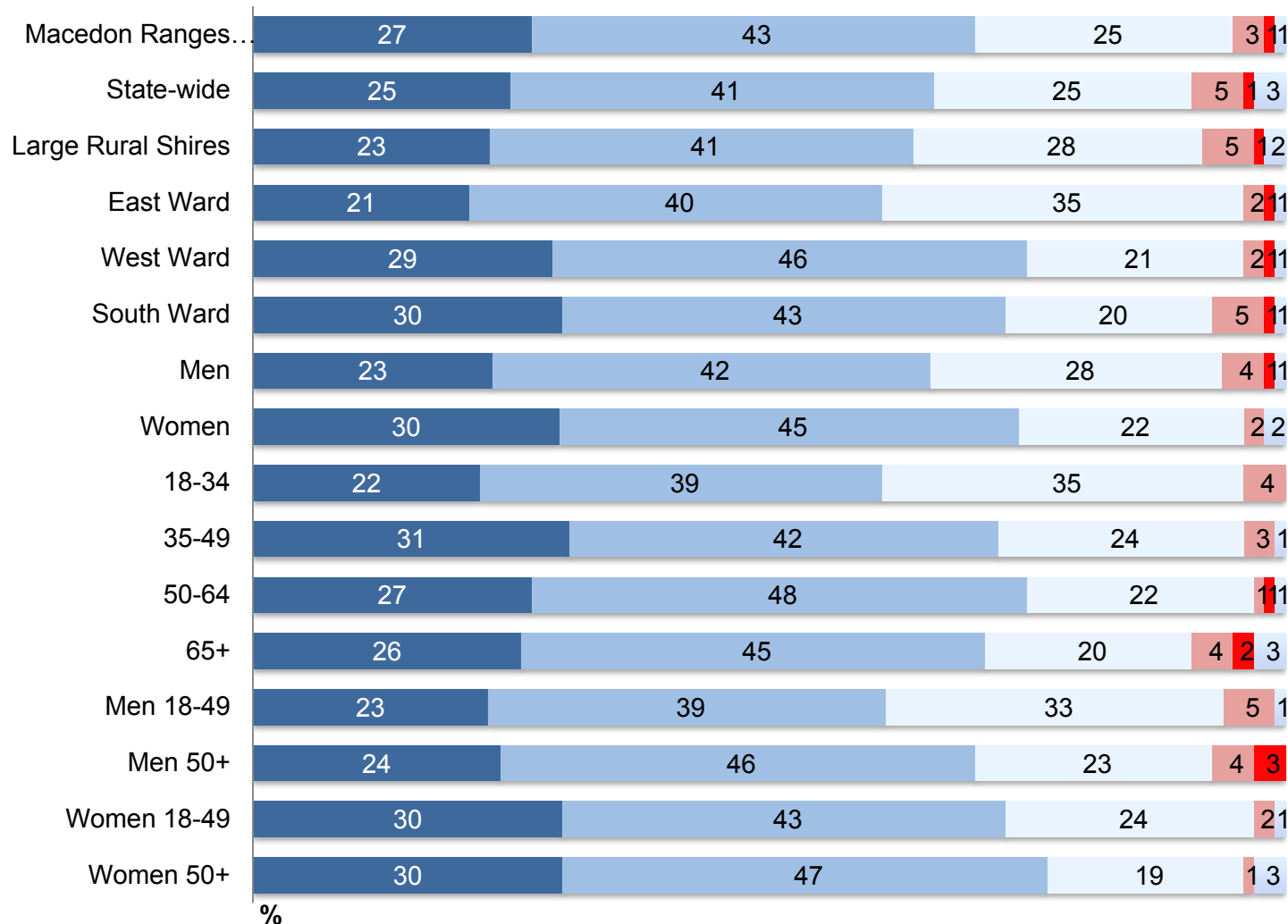
Council's general town planning policy – Performance Detail



Planning and Building Permits – Importance Index Score

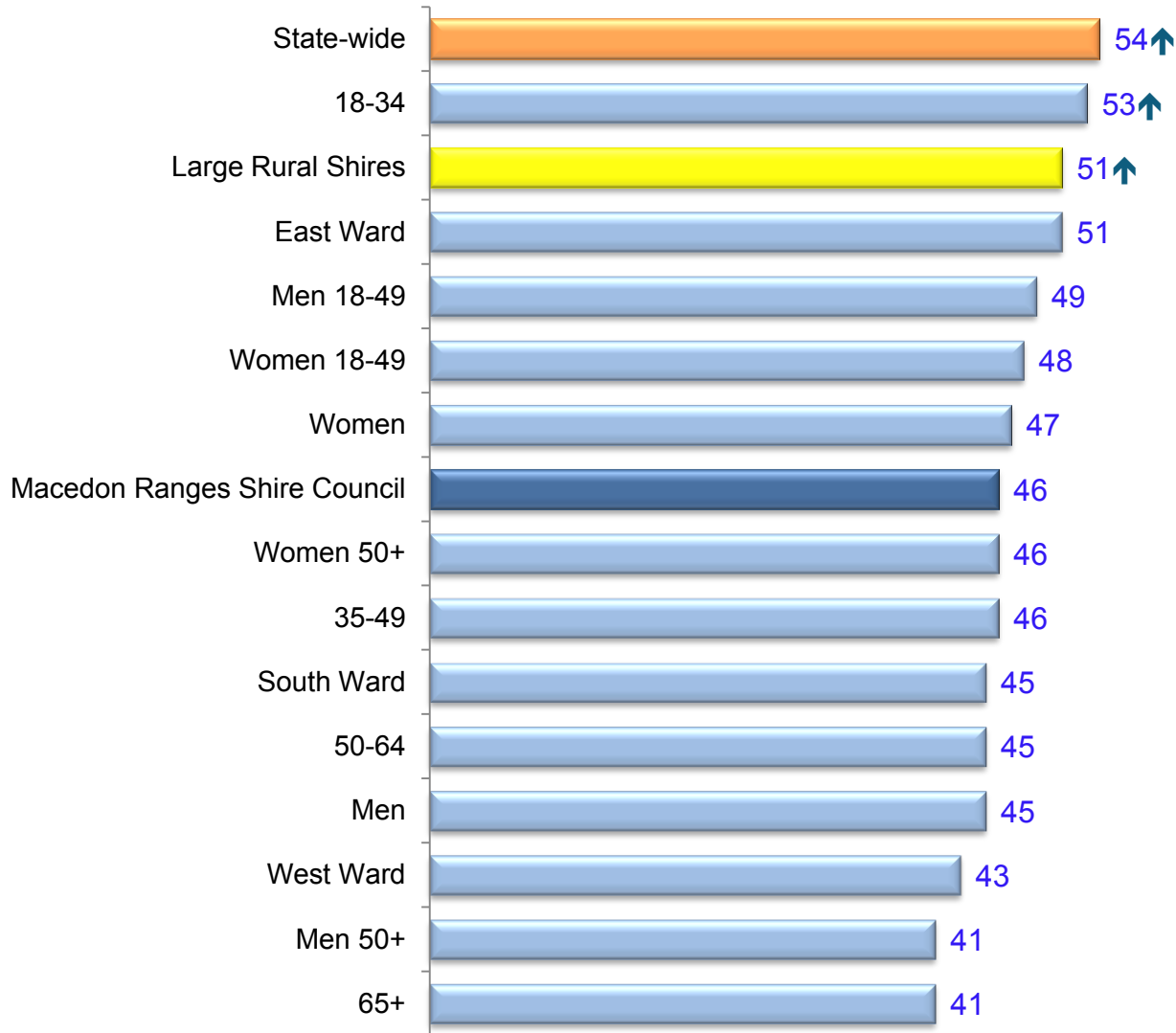


Planning and Building Permits – Importance Detail

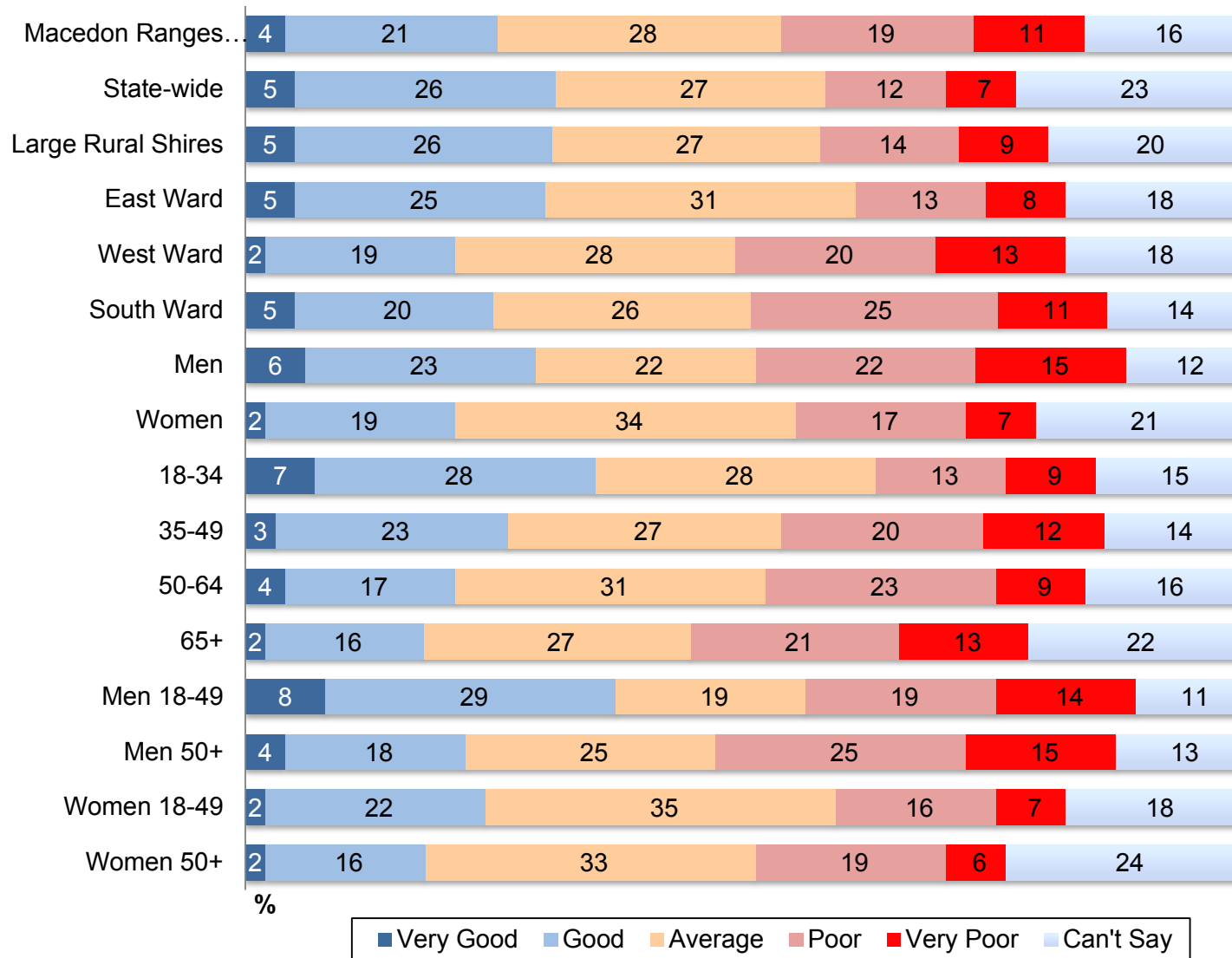


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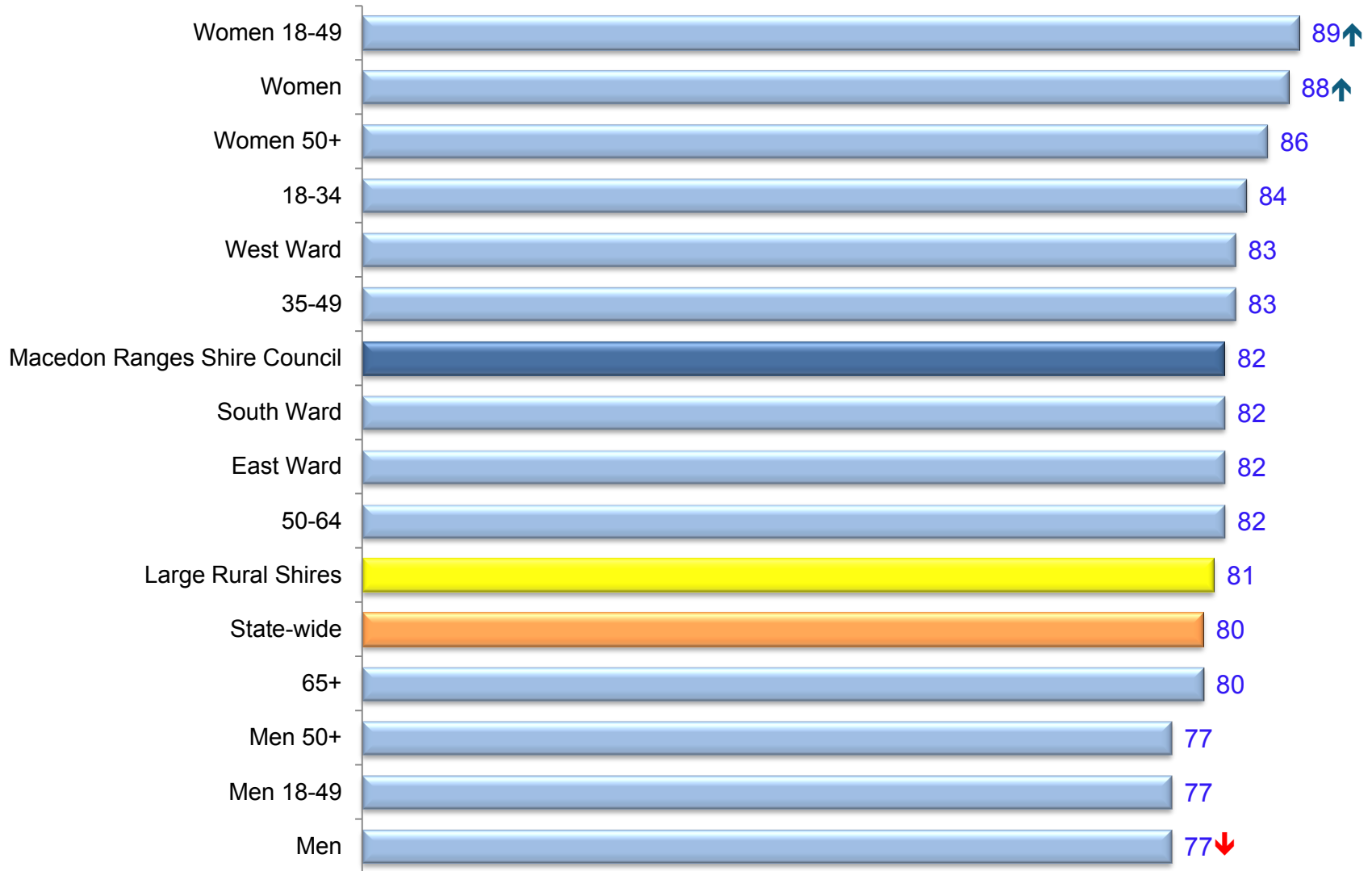
Planning and Building Permits – Performance Index Score



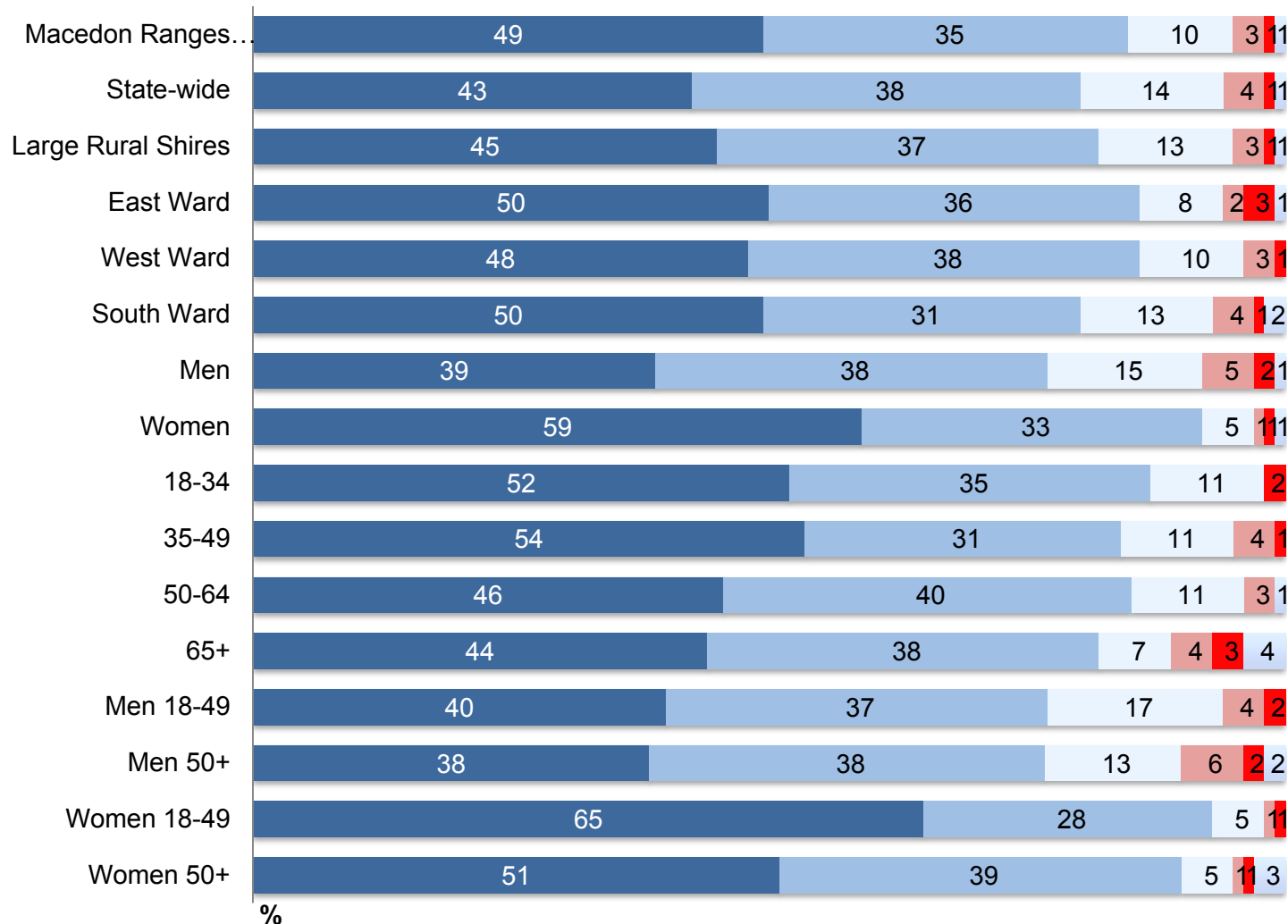
Planning and Building Permits – Performance Detail



Emergency and Disaster Management – Importance Index Score

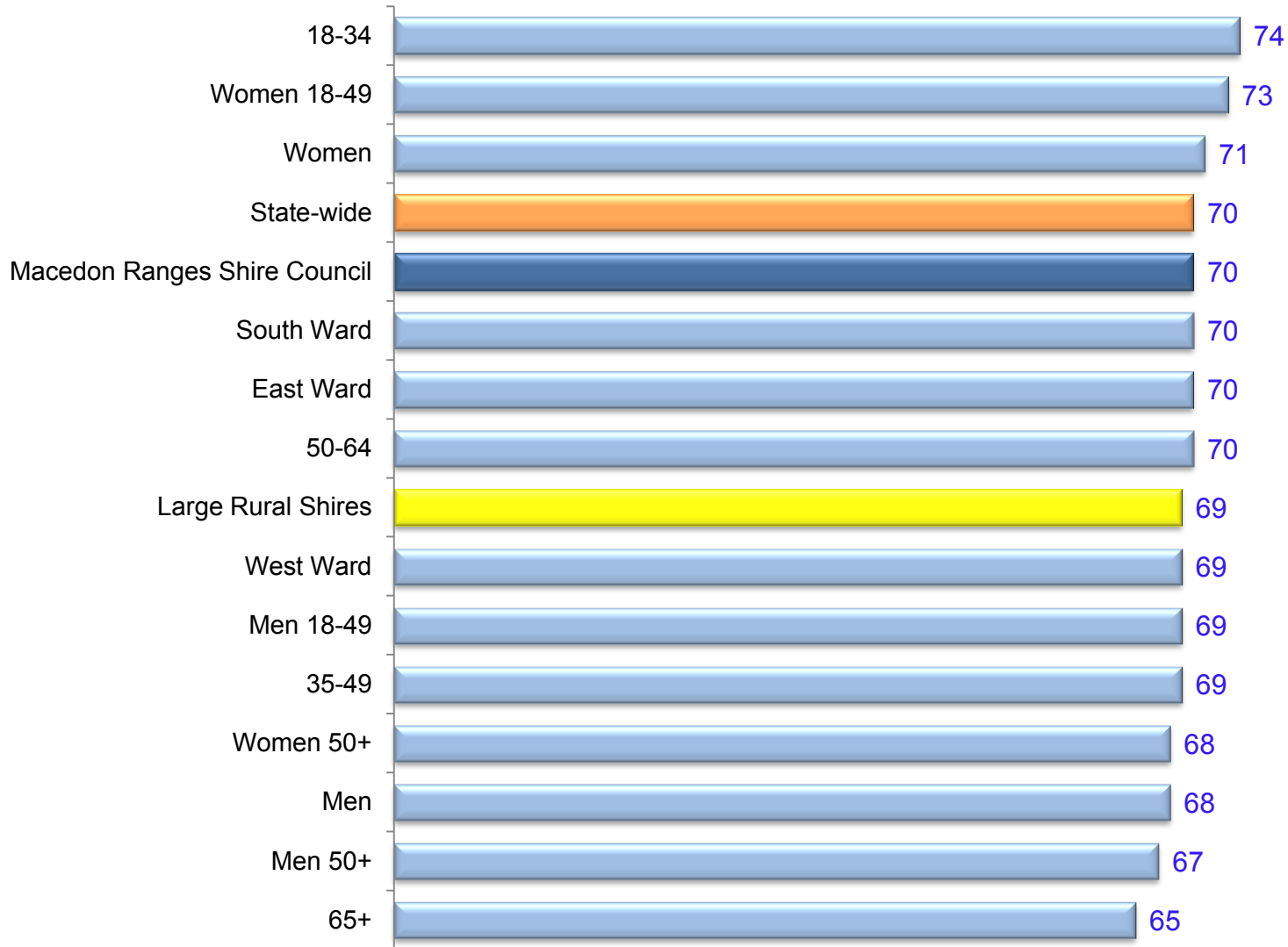


Emergency and Disaster Management – Importance Detail

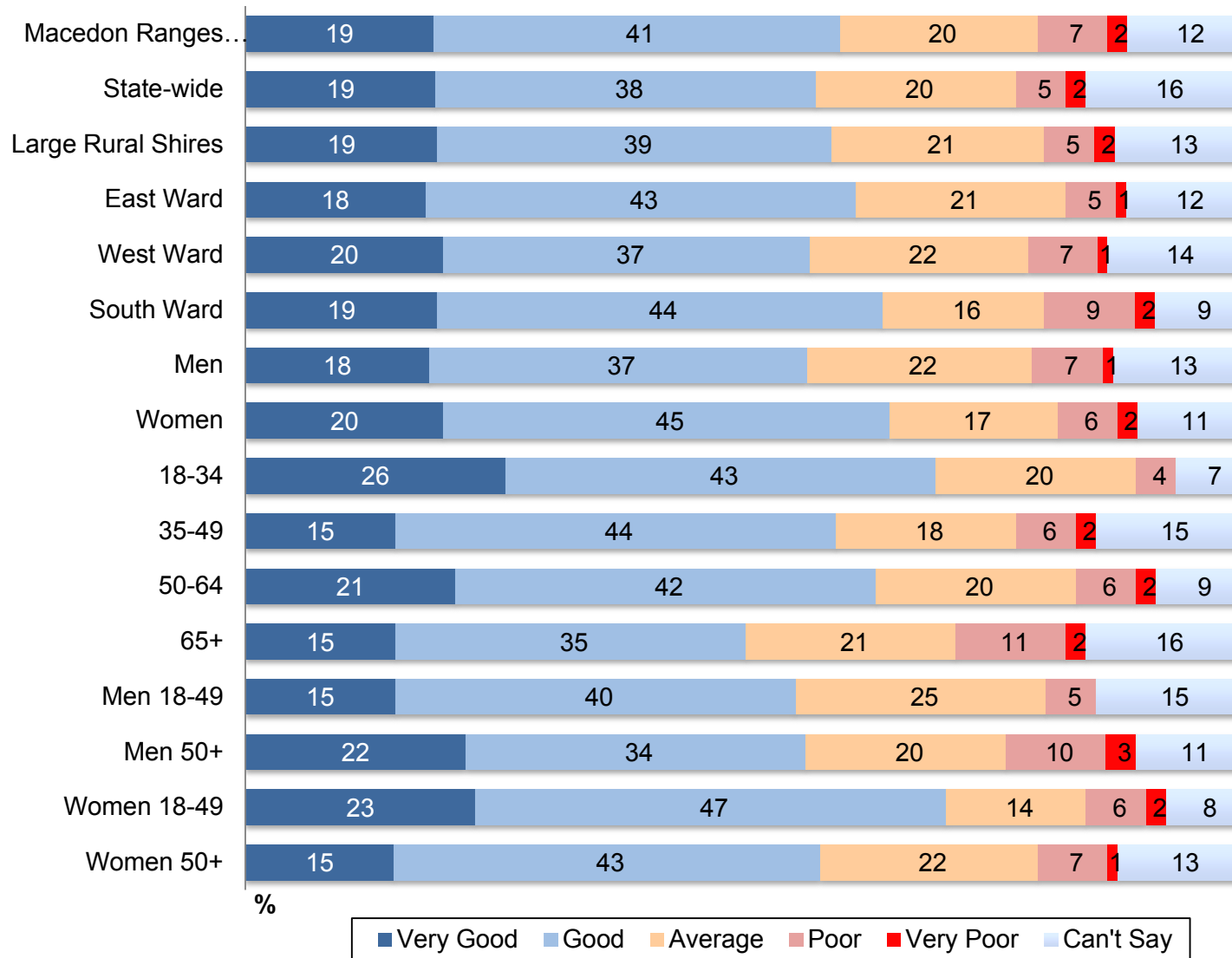


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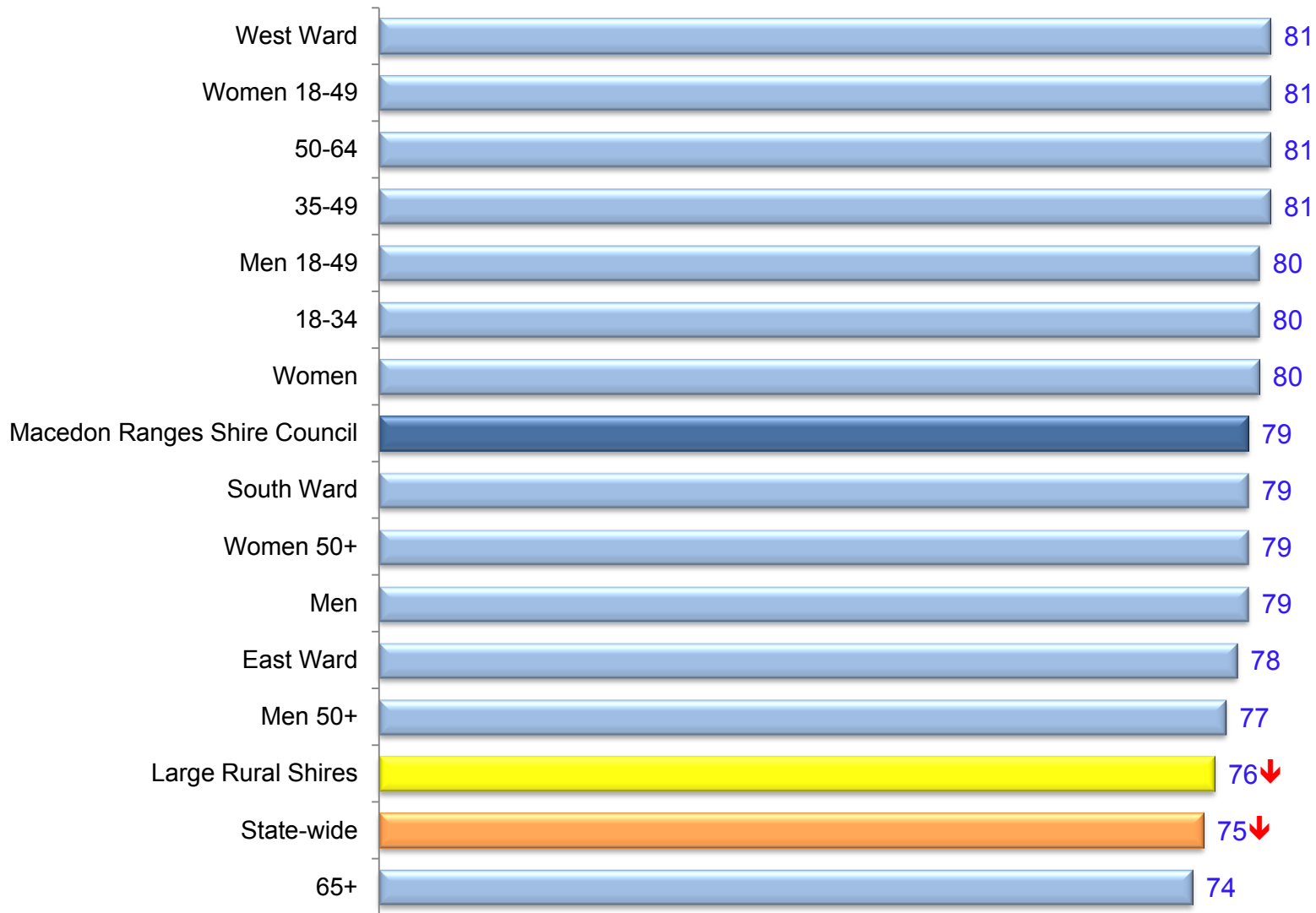
Emergency and Disaster Management – Performance Index Score



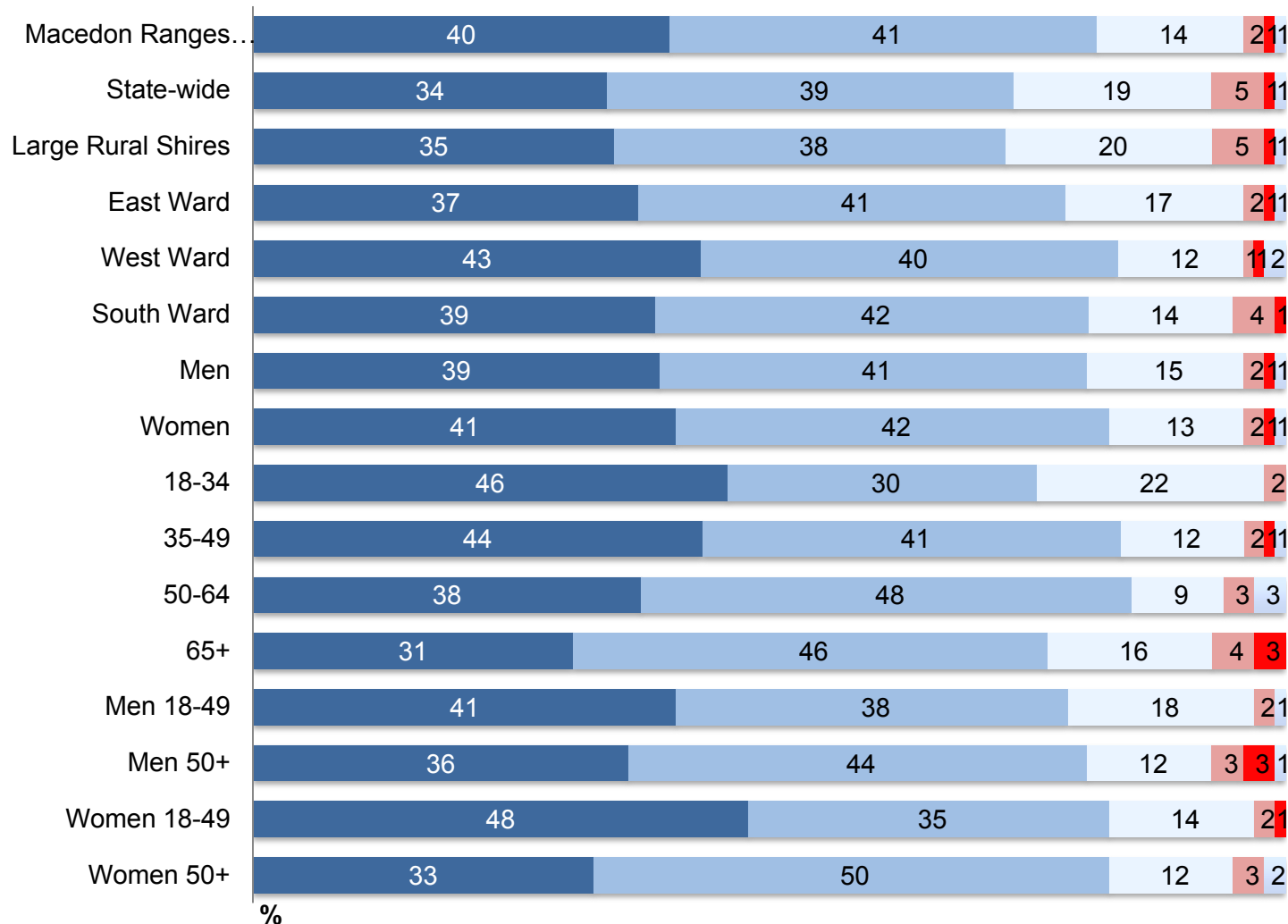
Emergency and Disaster Management – Performance Detail



Planning for population growth in the area – Importance Index Score

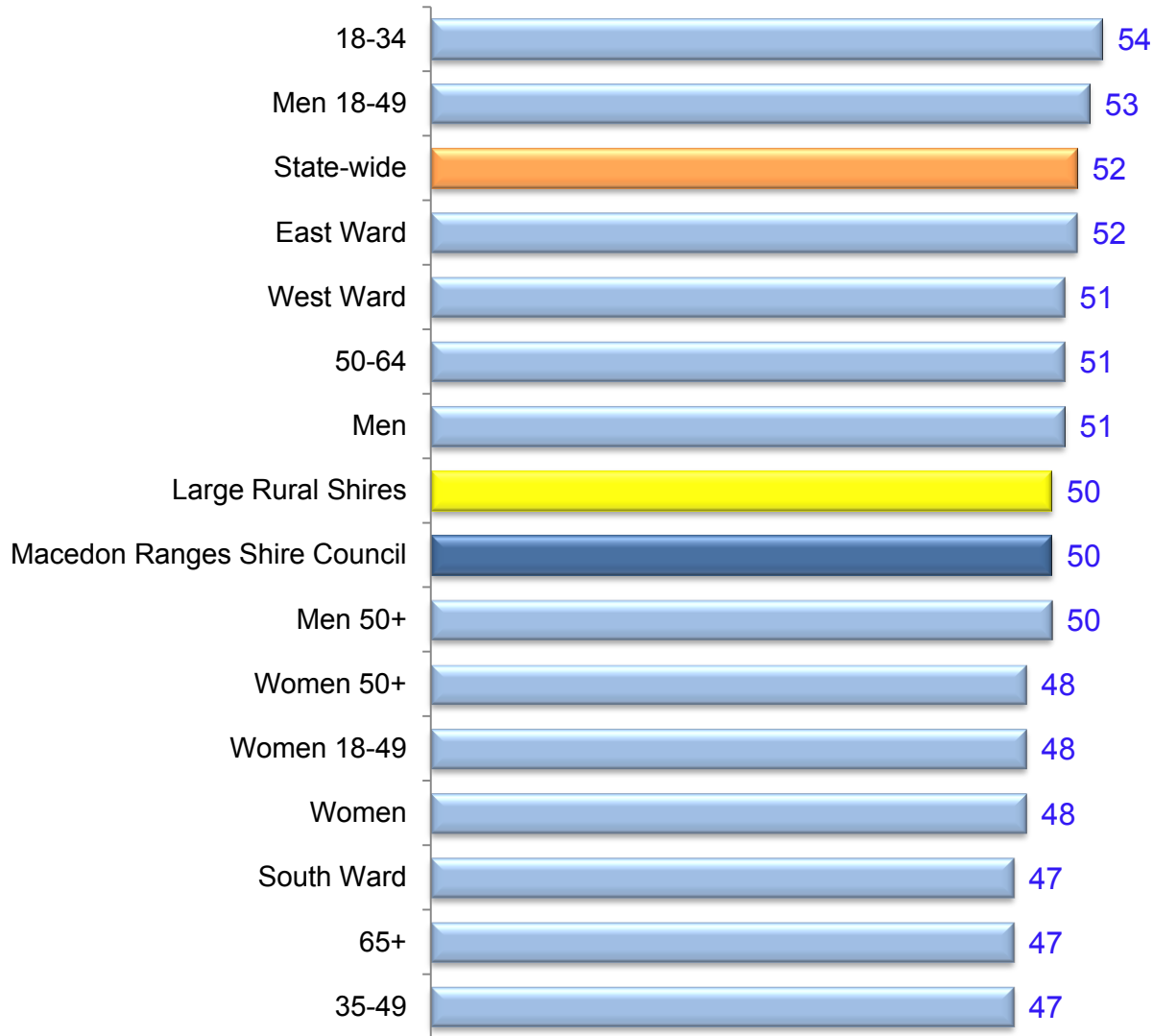


Planning for population growth in the area – Importance Detail

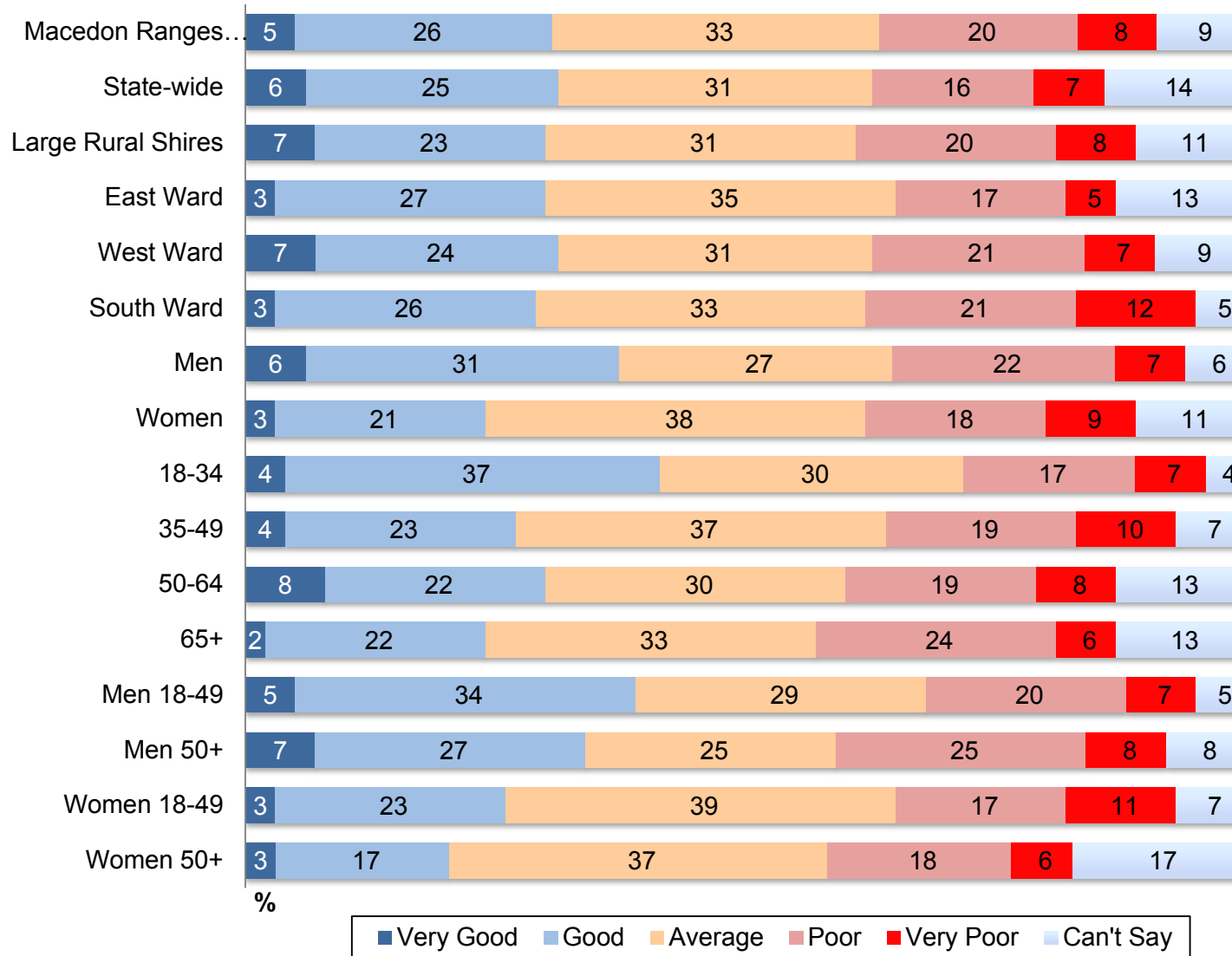


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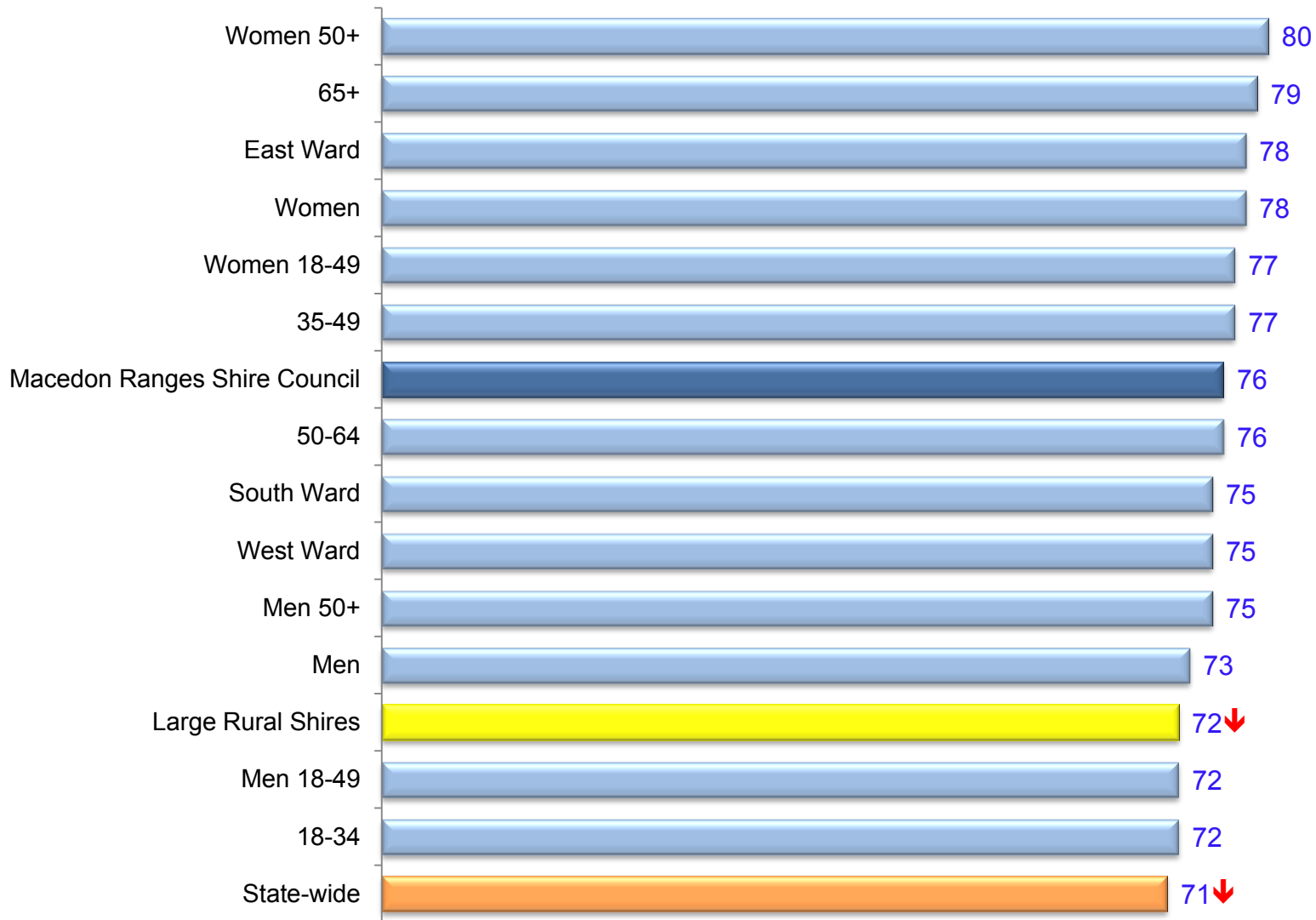
Planning for population growth in the area – Performance Index Score



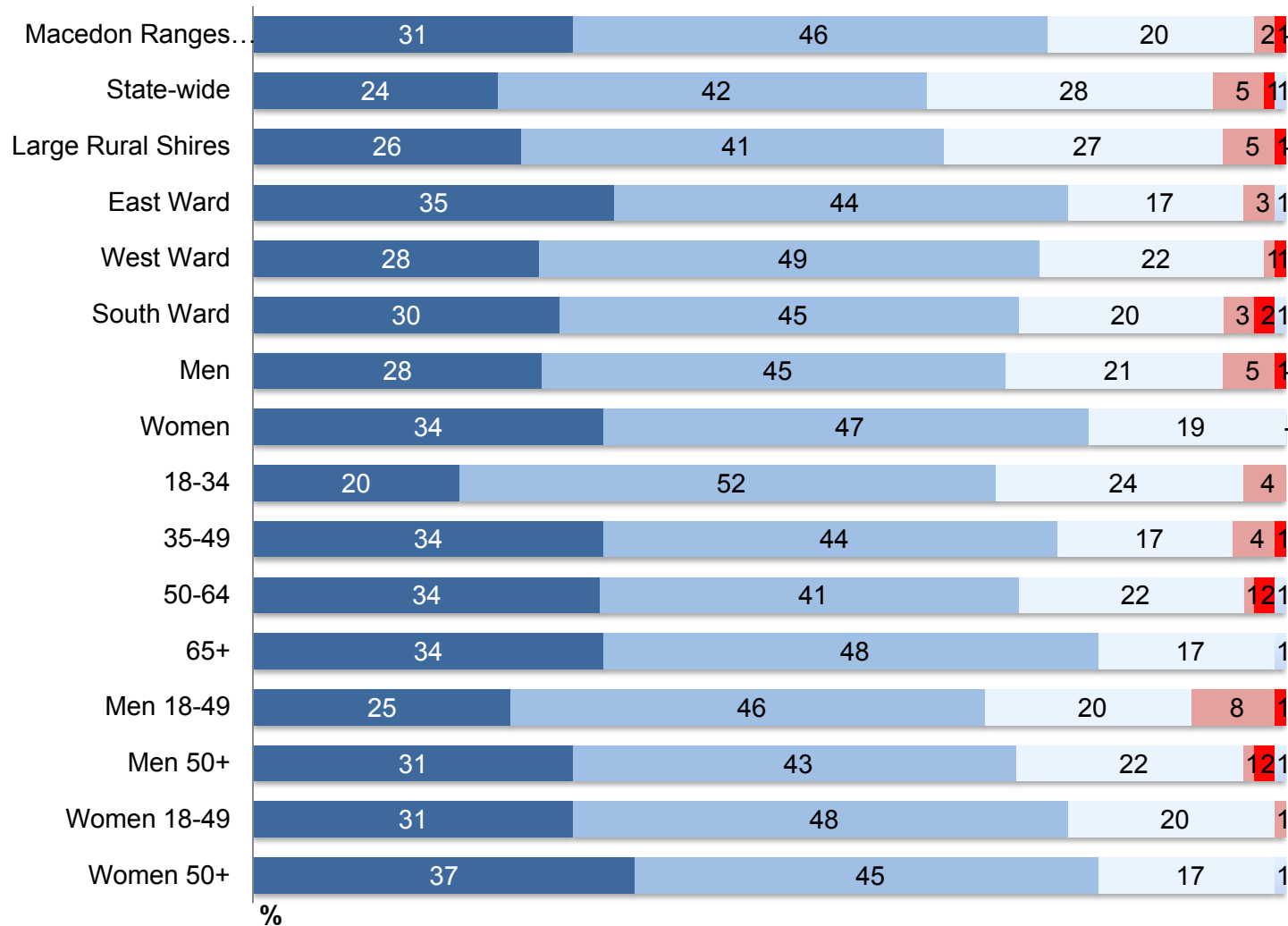
Planning for population growth in the area – Performance Detail



Roadside slashing and weed control – Importance Index Score

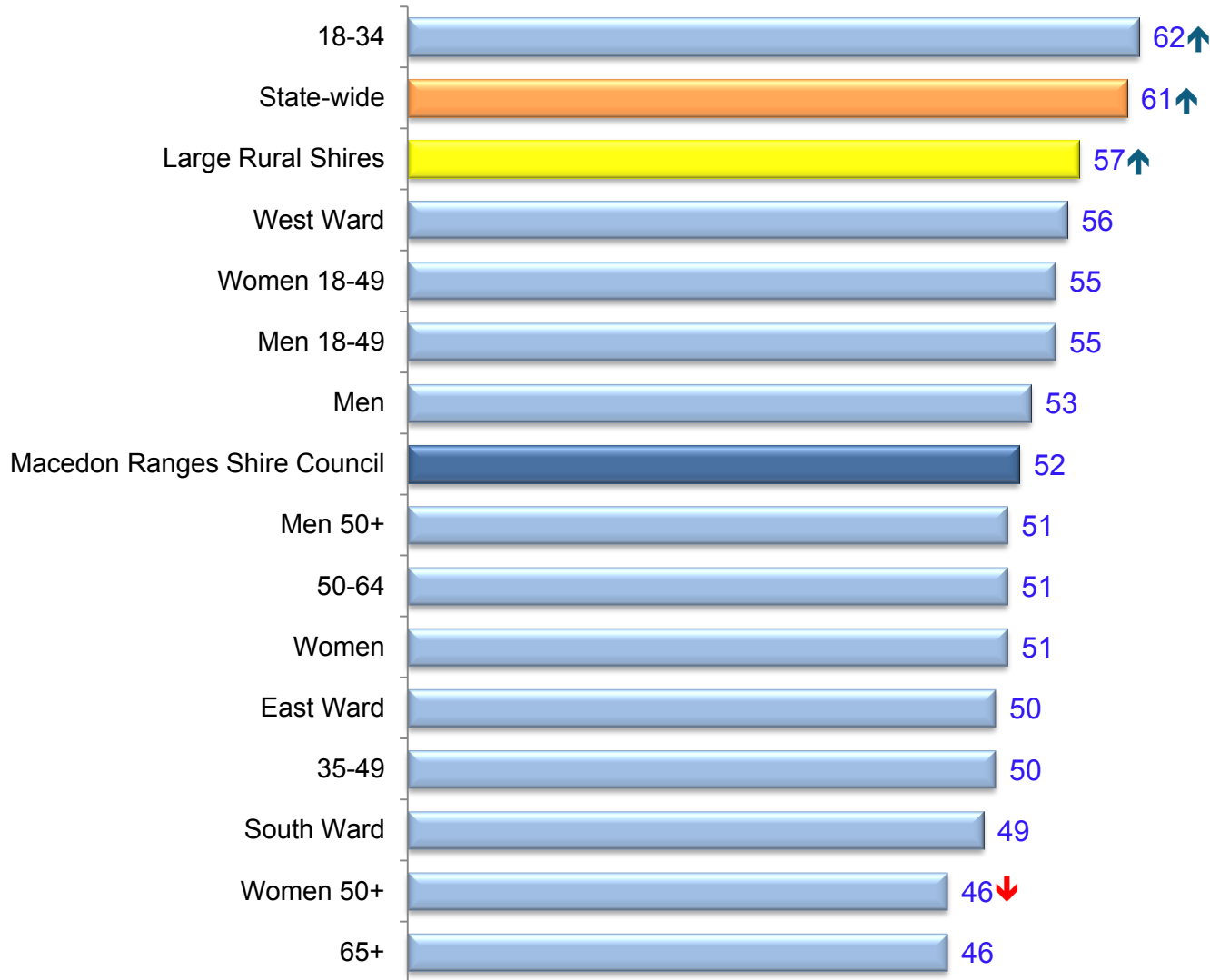


Roadside slashing and weed control – Importance Detail

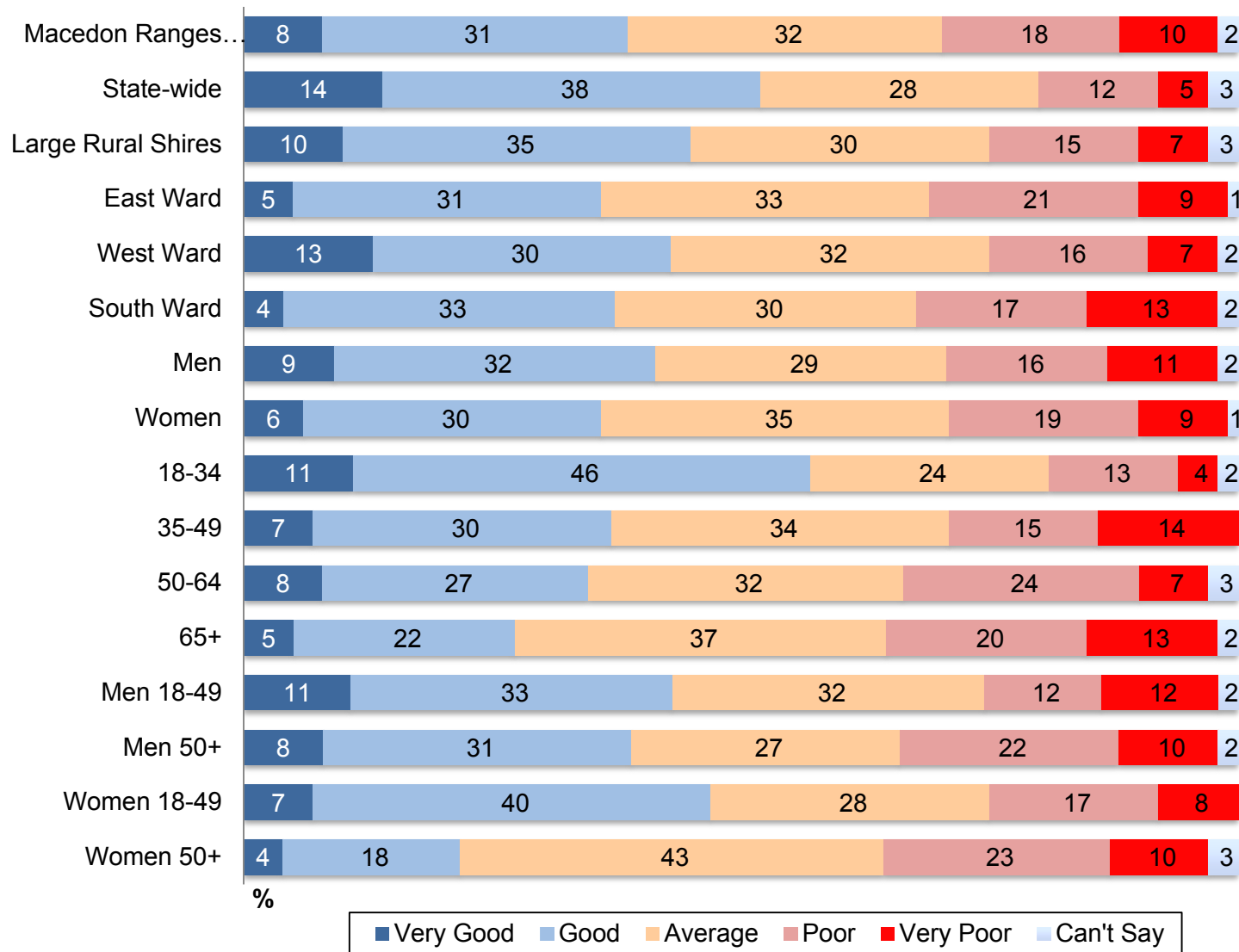


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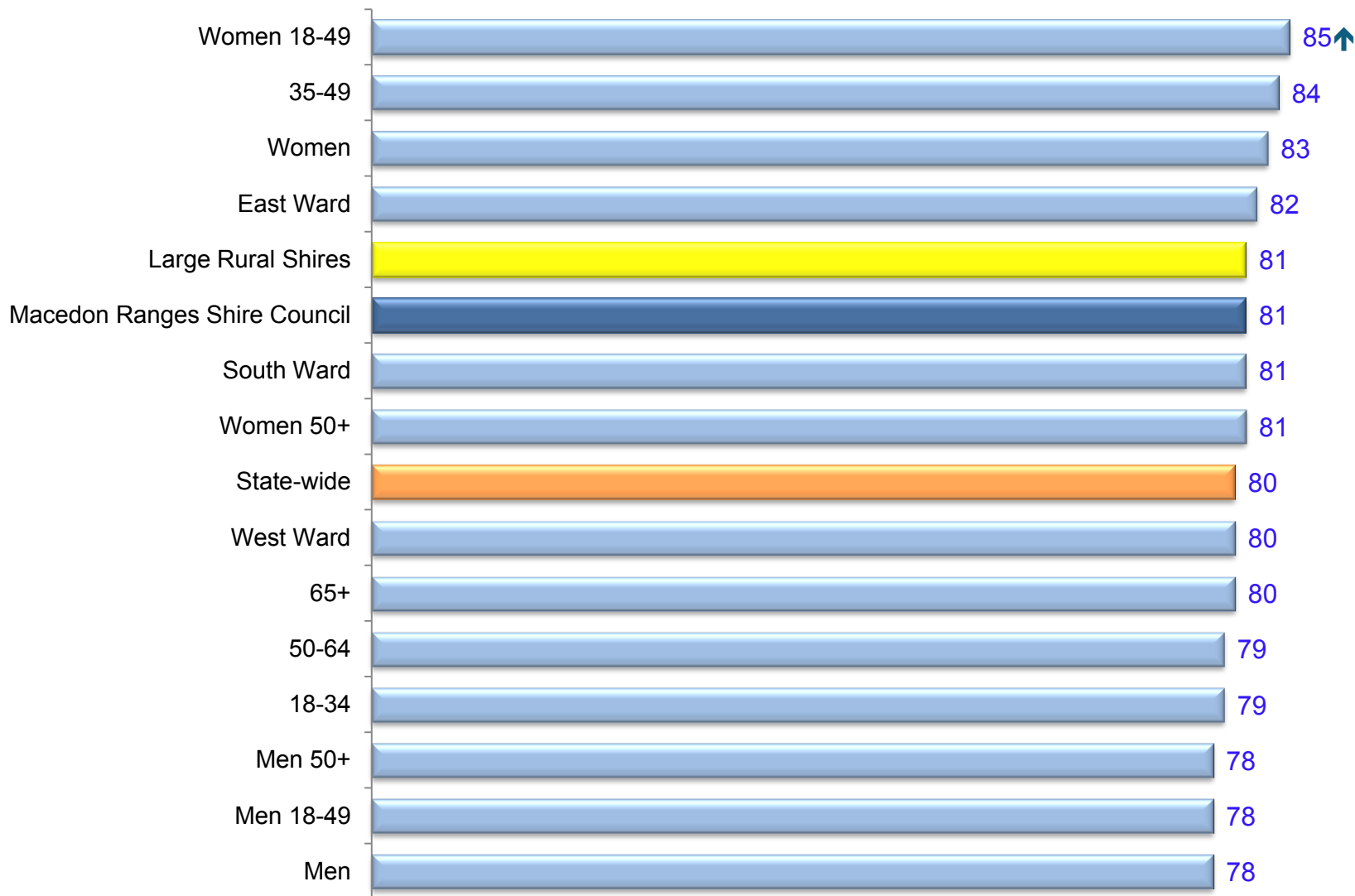
Roadside slashing and weed control – Performance Index Score



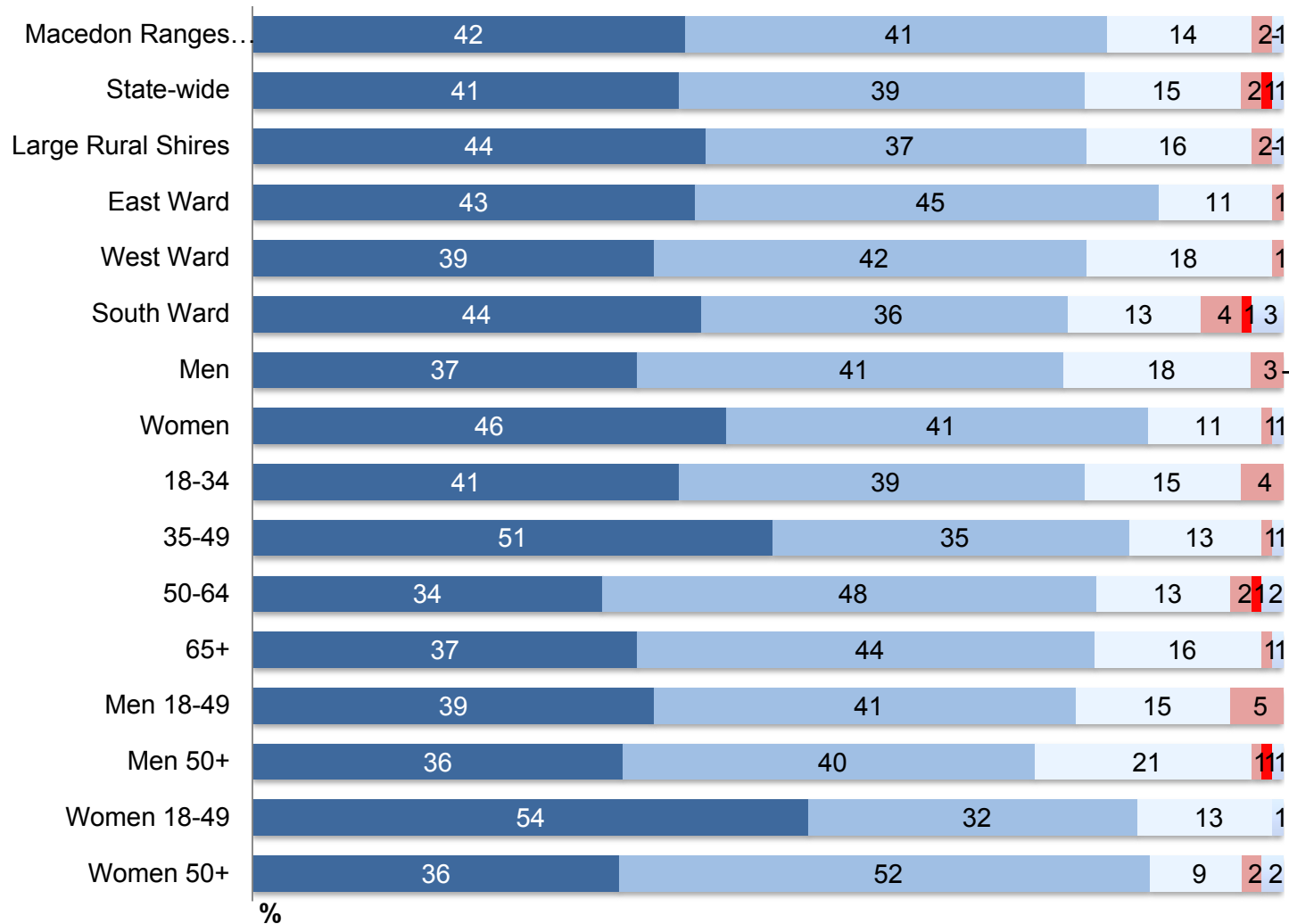
Roadside slashing and weed control – Performance Detail



Maintenance of unsealed roads in your area – Importance Index Score

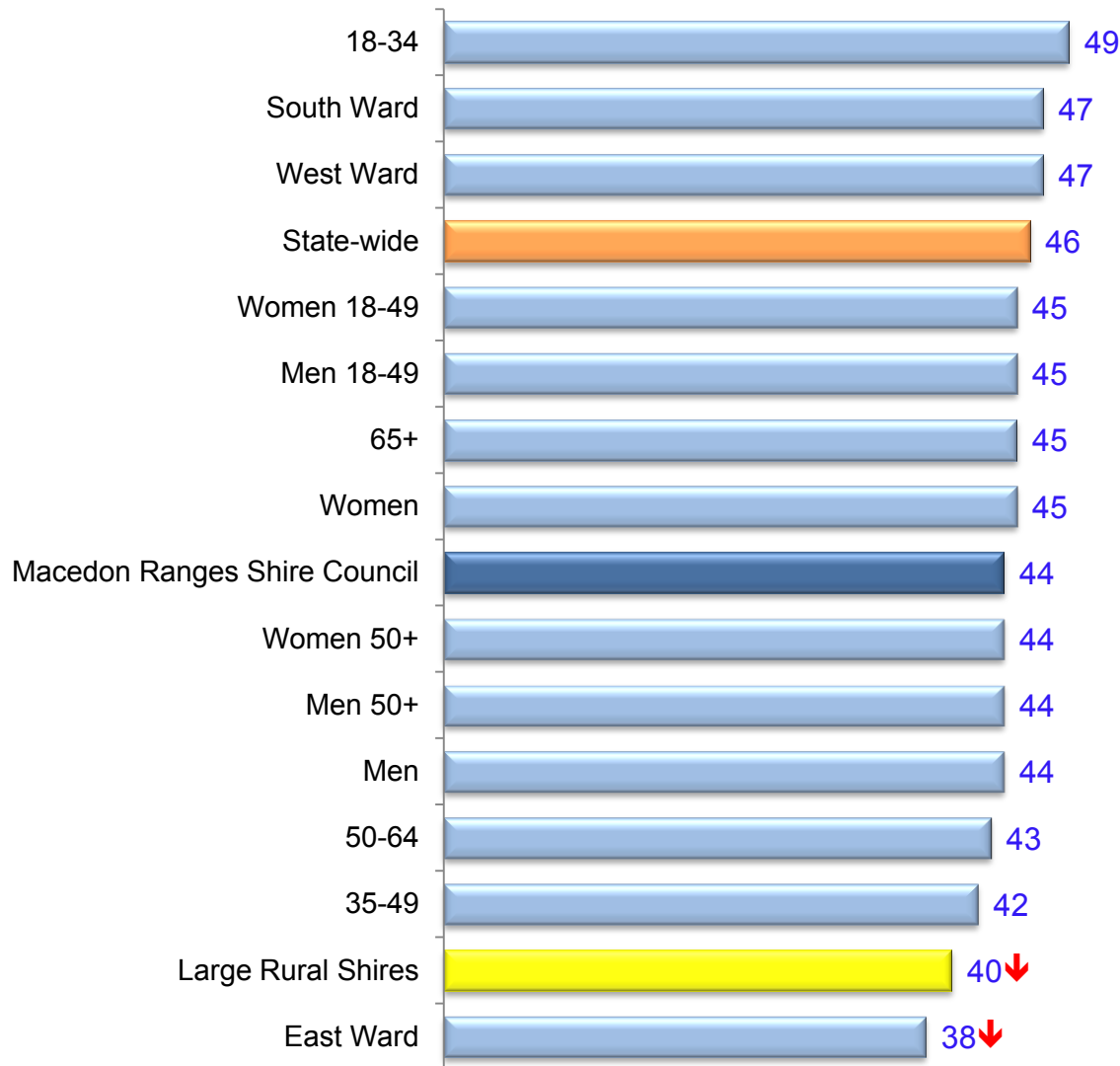


Maintenance of unsealed roads in your area – Importance Detail

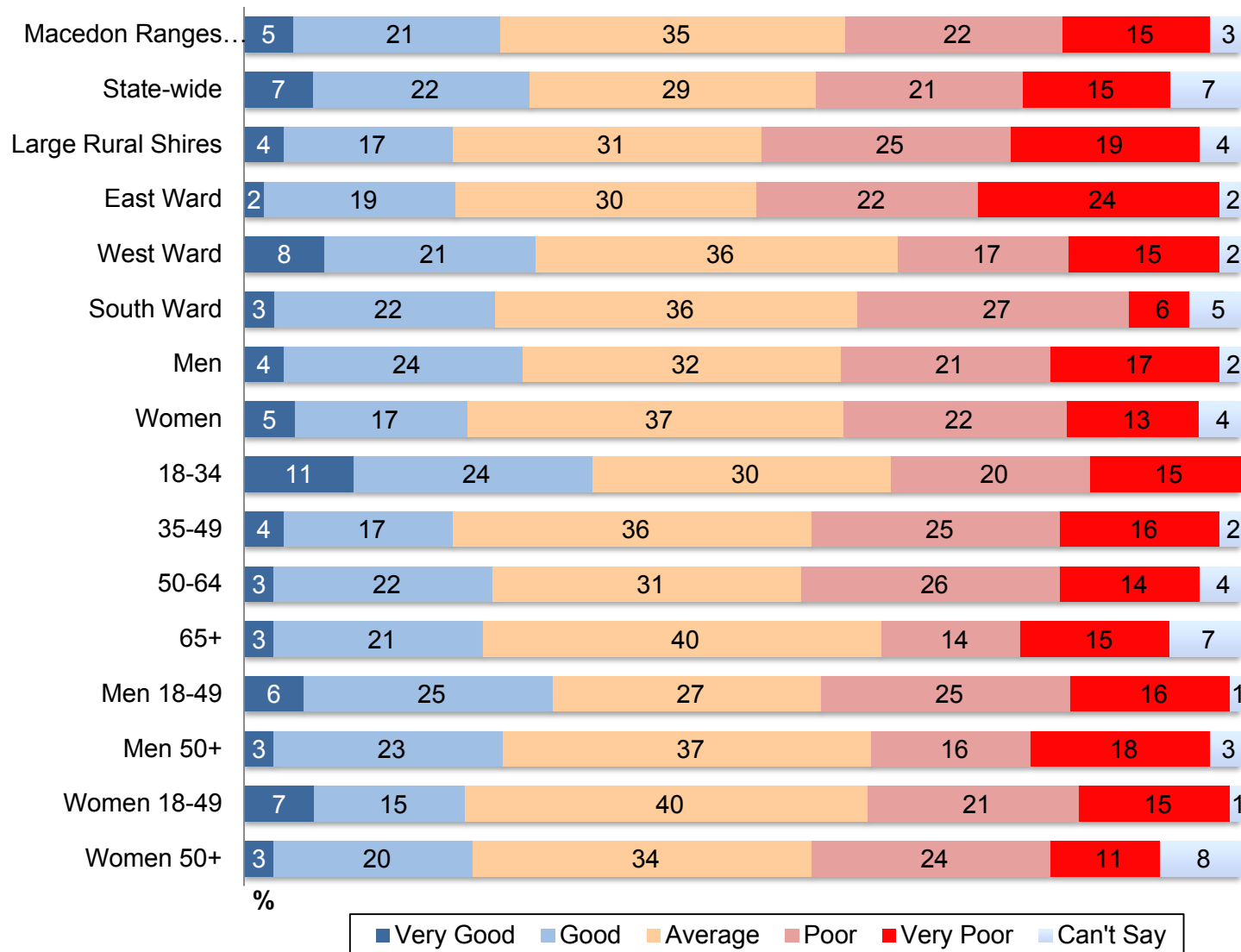


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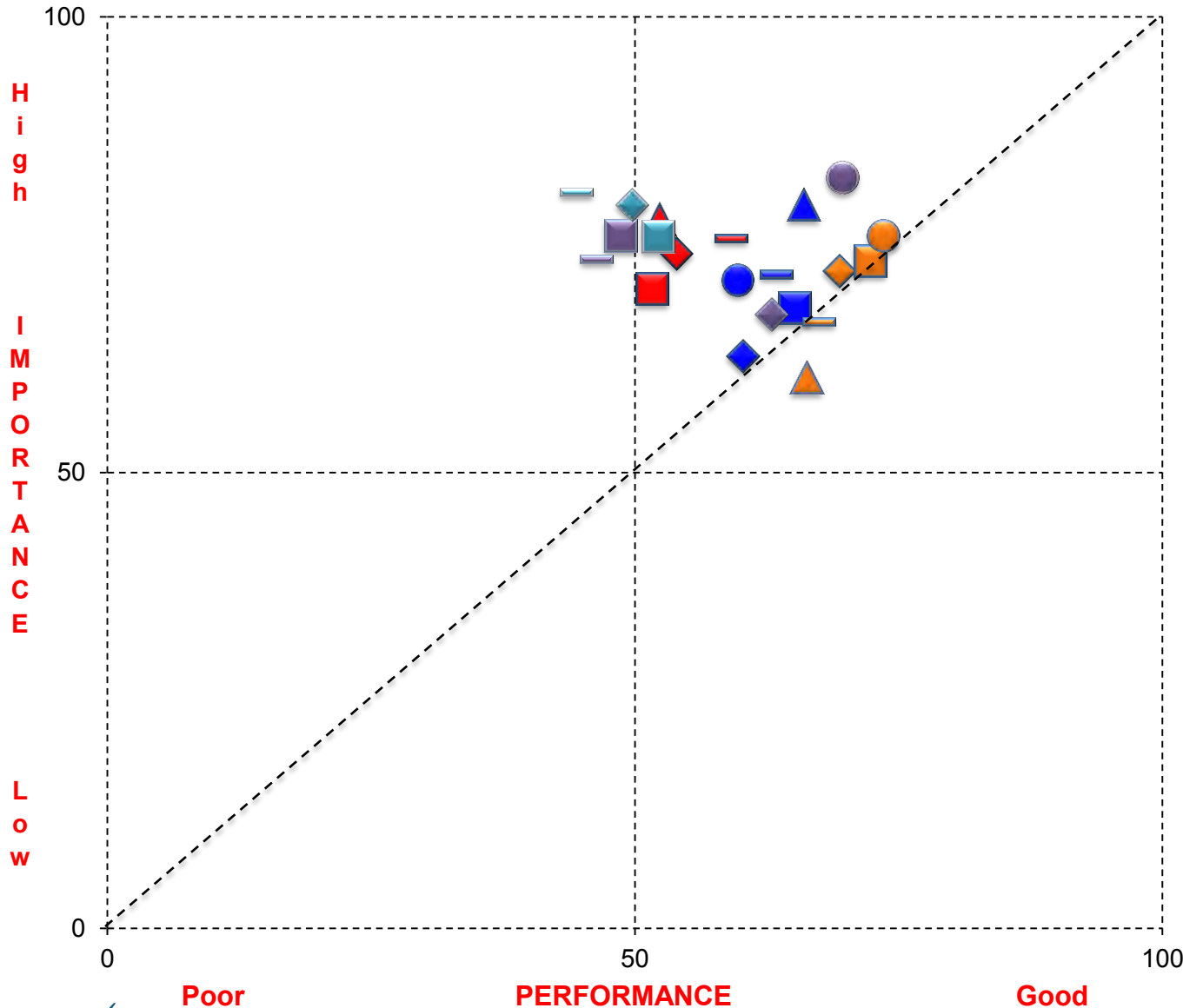
Maintenance of unsealed roads in your area – Performance Index Score



Maintenance of unsealed roads in your area – Performance Detail



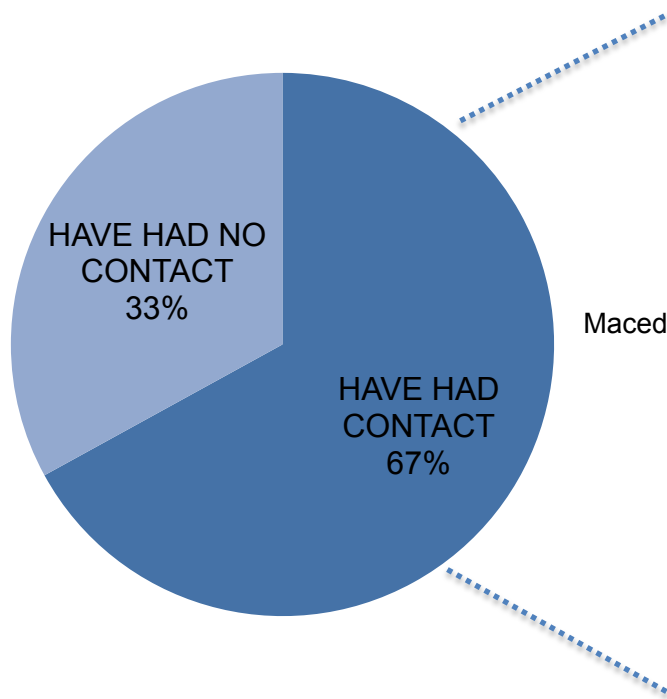
Importance and Performance Index Scores



Service	Symbol	Importance	Performance
Consultation	◆	74	54
Lobbying	■	70	52
Informing	—	76	59
Local streets & footpaths	▲	78	52
Parking	◆	63	60
Local laws	■	68	65
Family services	—	72	63
Elderly services	▲	79	66
Disadvantaged services	✱	71	60
Recreational facilities	◆	72	69
Public areas	■	73	72
Art centres & libraries	—	67	67
Community & cultural	▲	60	66
Waste	✱	76	74
Development & tourism	◆	67	63
Town planning	■	76	49
Permits	—	73	46
Emergencies	✱	82	70
Population planning	◆	79	50
Slashing & weeds	■	76	52
Unsealed roads	—	81	44

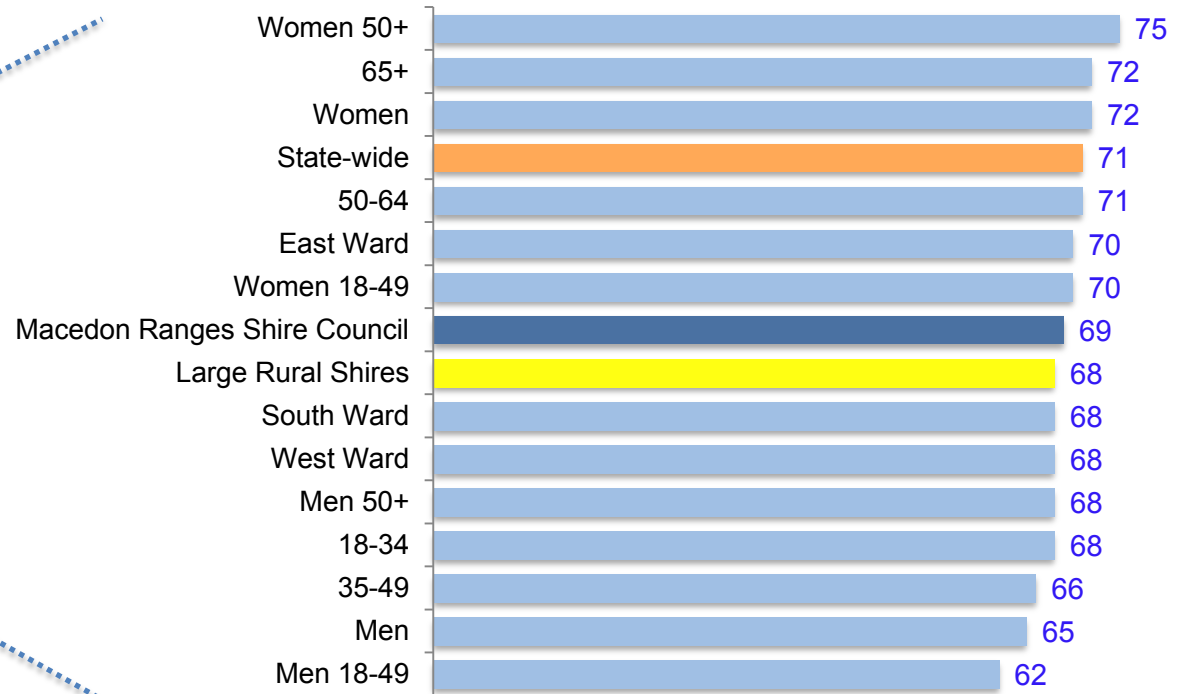
SECTION 3: CUSTOMER SERVICE

Contact Last 12 Months



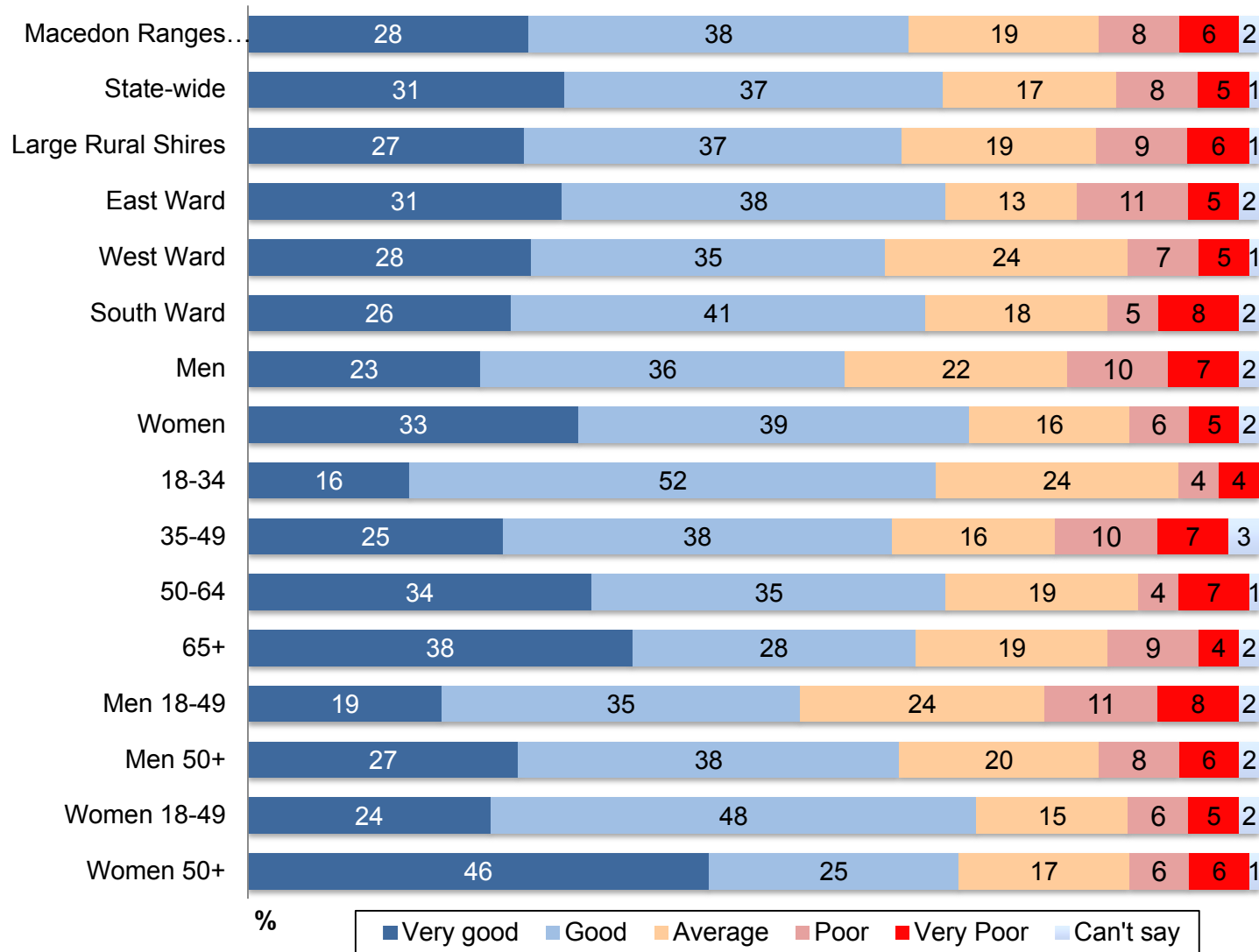
Base: All respondents.

Contact Customer Service – Index Score



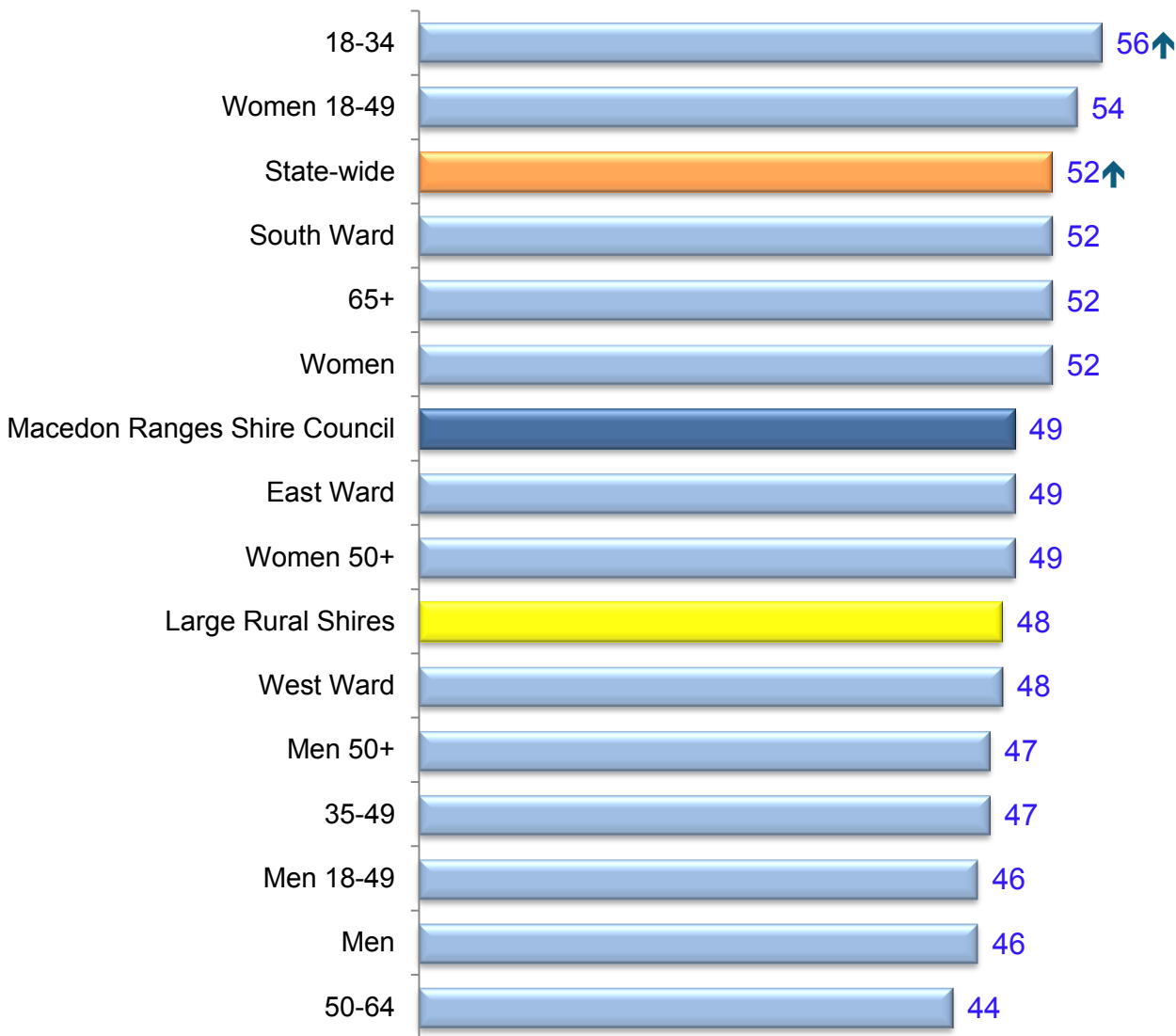
Base: All respondents who have had contact with Council in the last 12 months.

Contact Customer Service – Detail

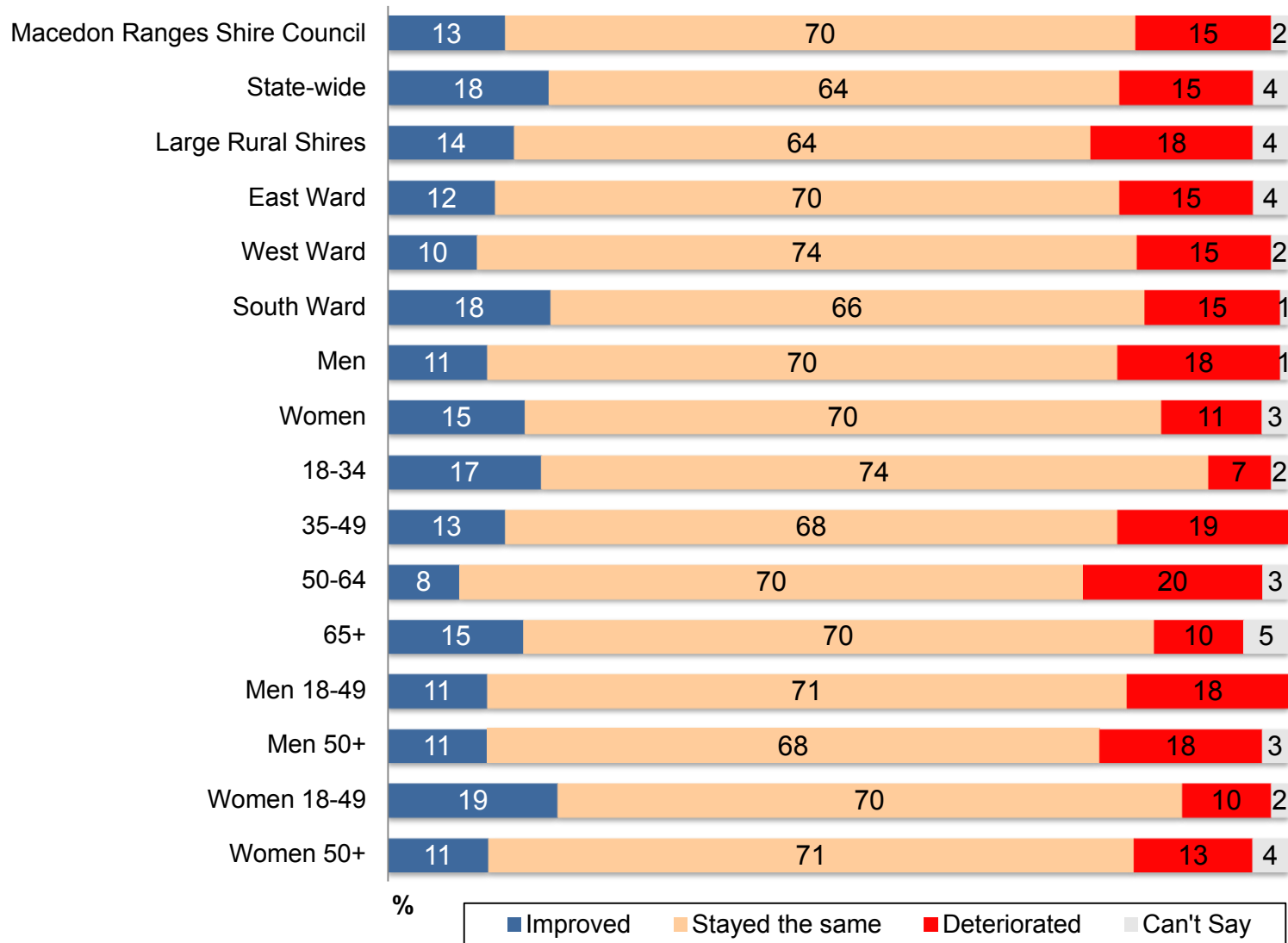


SECTION 4: COUNCIL DIRECTION INDICATORS

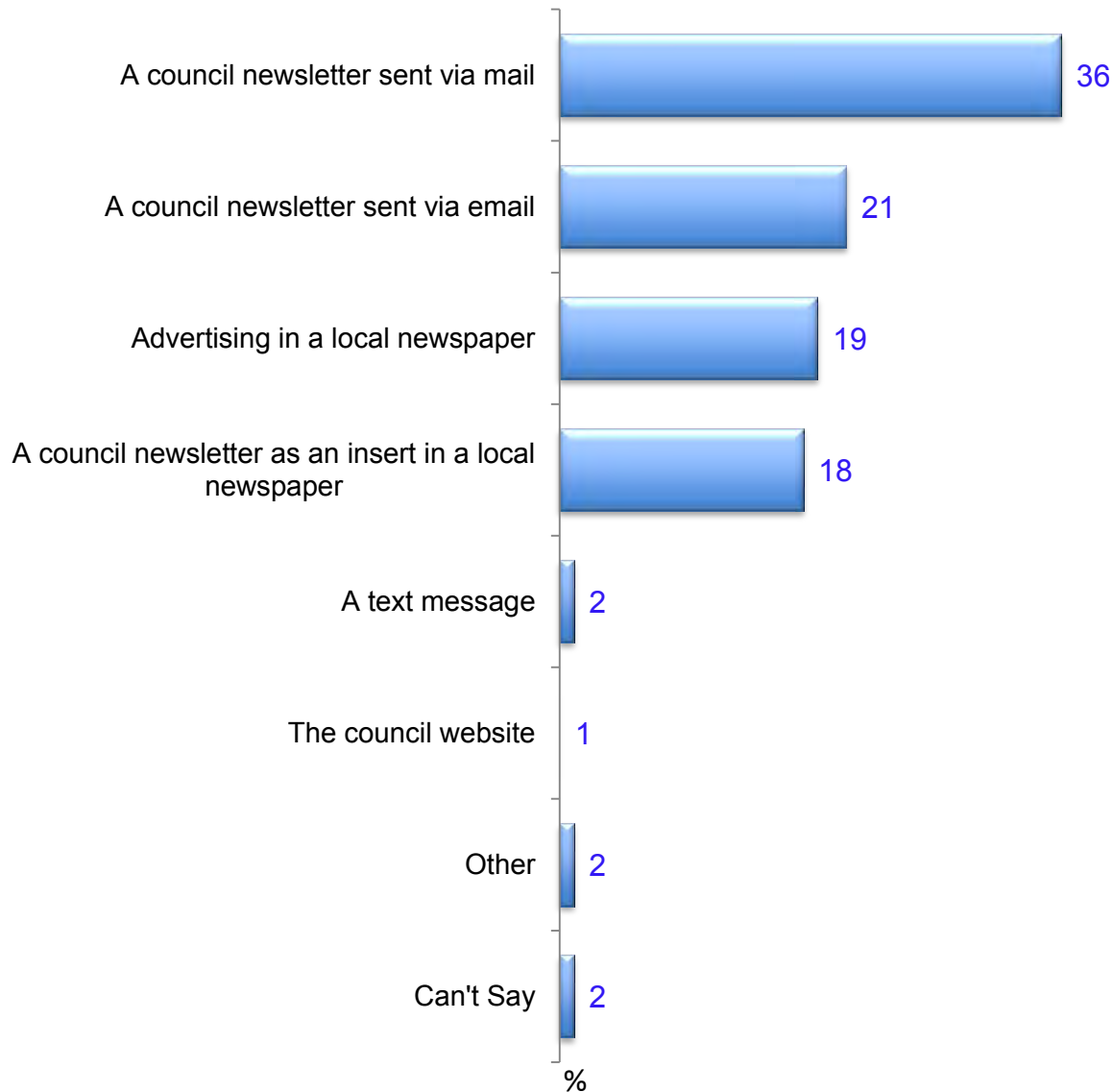
Overall Direction Last 12 Months – Index Score



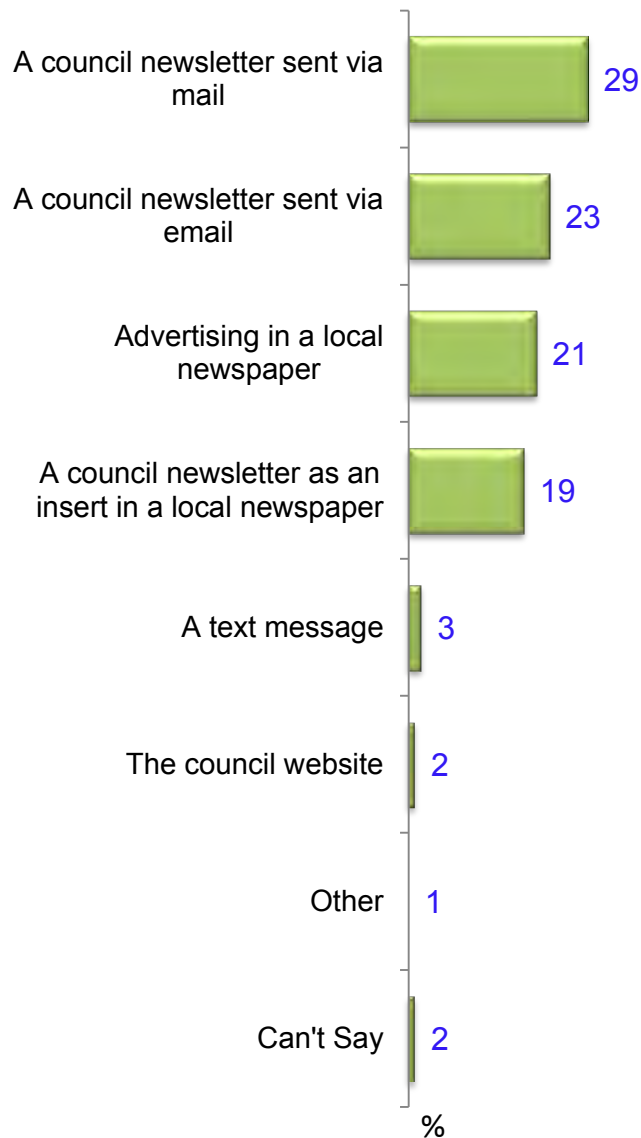
Overall Direction Last 12 Months – Detail



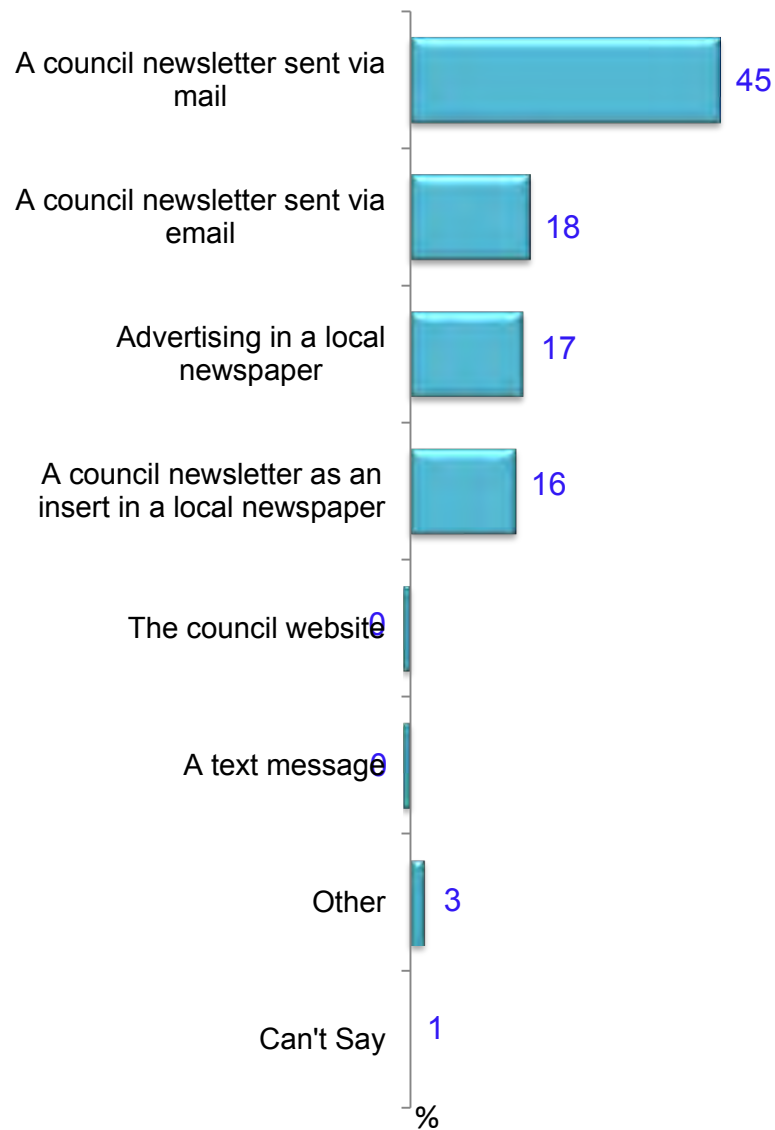
Best Forms of Communication



Best Forms of Communication - Under 50s -



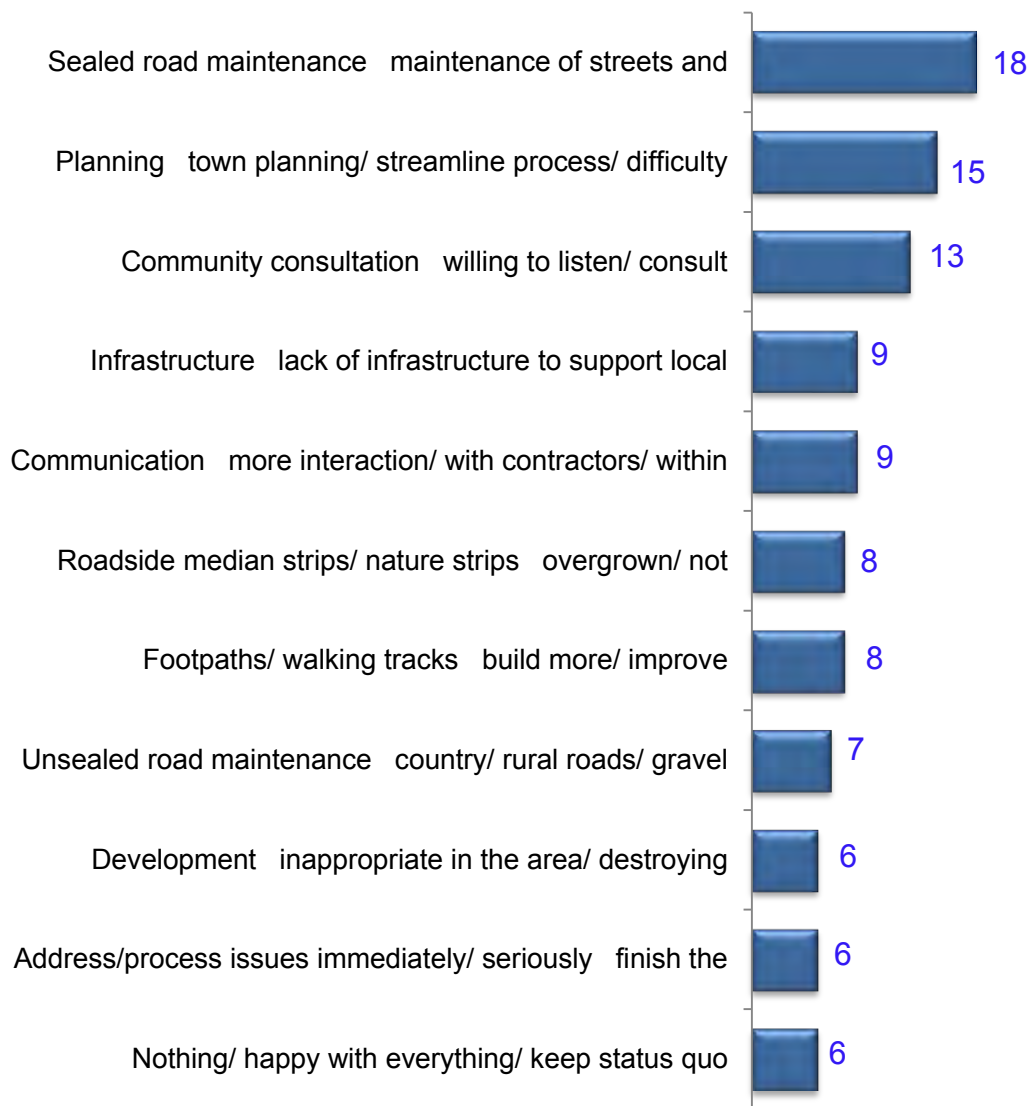
Best Forms of Communication - Over 50s -



Best things about Council



Council needs to improve



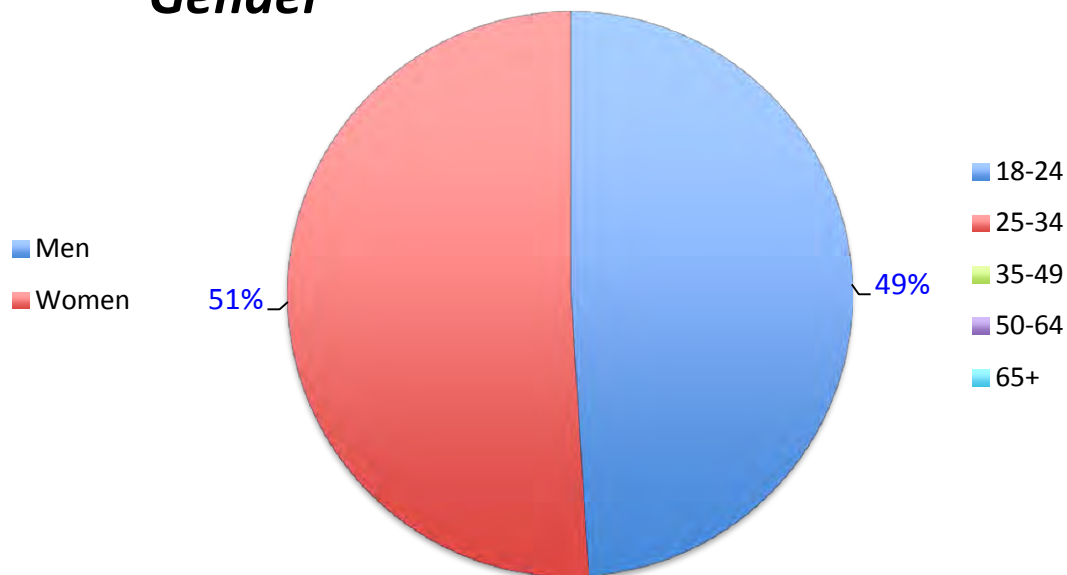
%

Q17. What does Council most need to do to improve its performance?

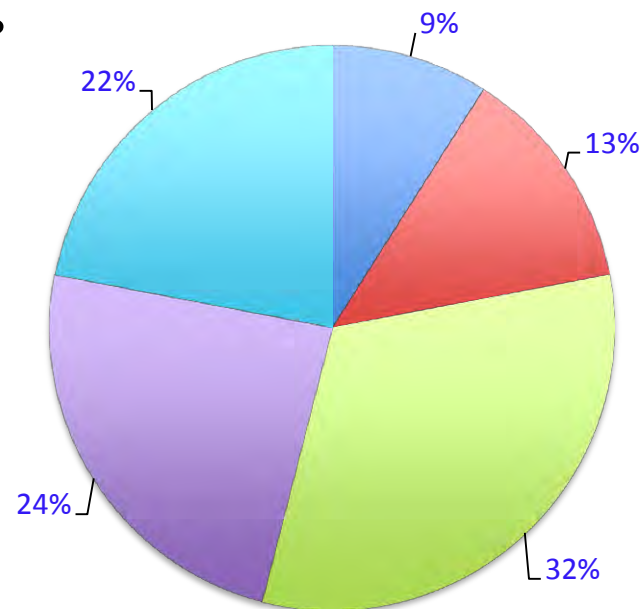
Base: All respondents. Councils asked statewide: 31 Councils asked group: 9

SECTION 5: WEIGHTED DEMOGRAPHICS

Gender



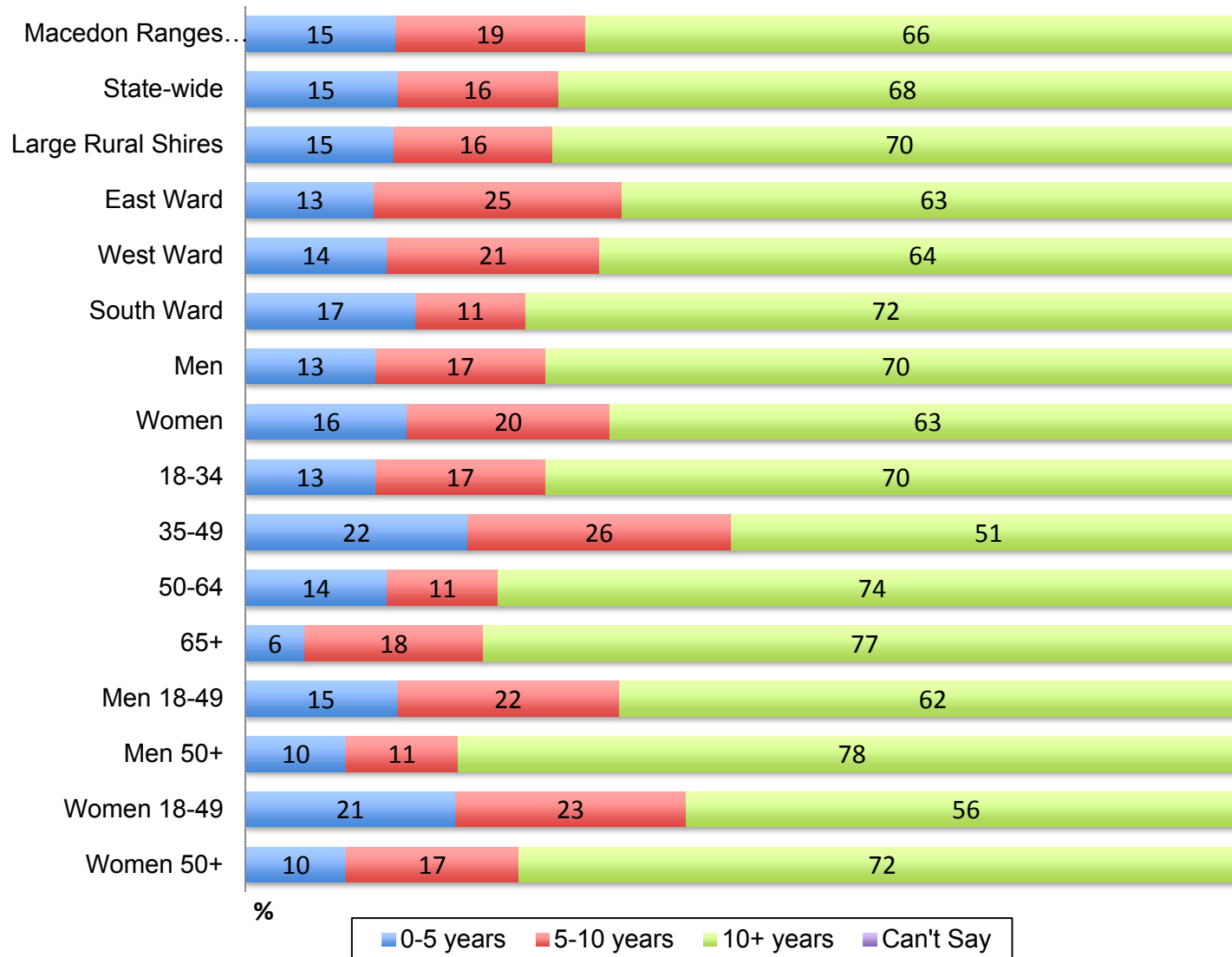
Age



Household Structure

No data available

Years Lived in Area – Detail



APPENDIX A: DETAILED SURVEY TABULATIONS

Available in Supplied Excel File





Council Plan 2009-2013.....Four Years of Achievements

The Council Plan 2009-2013 is the primary vision and planning document that Council has used during its current term of office. It sets out medium term objectives as part of the overall strategic planning and governance framework, and through an annual review and action setting process, identifies actions that Council will undertake to achieve those objectives. It describes how Council will measure its progress and performance towards achieving those objectives.

The Council Plan is built on four themes:

- Sustainable Living – Economic vitality derived from sustainable principles
- Community Wellbeing – Healthy, vibrant and resilient communities
- Sustainable Environment and Infrastructure – Safe, functional assets and a protected natural environment
- Responsible Governance – Transparent and accountable leadership and democratic decision-making

Since the election of Councillors in November 2008 the Council, through the Council Plan, has worked to bring together Community and Council priorities, existing commitments and actions from adopted strategies to create a dynamic and responsive Council Plan that supports the vision of our shire.

Council Plan 2009-2013.....Four Years of Achievements

Outlined below are a selection of Council Plan actions that have been delivered across the four years of the plan. Across the four years, approx 250 Council Plan actions have been set and pursued by Council.

Sustainable Living

Outcome: A strong and diverse local economy

How we worked to achieve this outcome: By actively leading and facilitating a diverse and dynamic economic environment in which businesses and tourism can develop and thrive

Achievements in 2008/2009:

- Inaugural Real Estate Network Forum held in November 2008
- Macedon Ranges Business Expo and workshops held in November 2008
- Assisted with Lancefield BATA plastic bag free campaign, Malmsbury BATA's capacity building and planning, Romsey BATA on various matters including signage, Woodend BATA in regard to signage and events, and Piper Street Traders strategy formulation
- Events Strategy and Event Guidelines produced and implemented
- Streetscape programs in Gisborne, Malmsbury, Newham and Lancefield

Achievements in 2009/2010:

- Ten year strategy for economic development was endorsed by Council in September 2009
- Visitor Information Review completed
- Ongoing relationship with local Real Estate Agents Network fostered through Quarterly Breakfast Forums

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Council Plan 2009-2013.....Four Years of Achievements

Achievements in 2009/2010 (cont):

- Malmsbury Township works implemented
- Economic Development & Tourism e-newsletter produced and distributed monthly

Achievements in 2010/2011:

- Second bi annual business survey completed
- Completion of infrastructure works worth \$800k in the New Gisborne Industrial Estate
- Funding secured for the Hanging Rock Development and Investment Plan – and the Equine Economic Analysis and Strategy
- Second annual Macedon Ranges Business Leaders Forum held

Achievements in 2011/2012:

- Adoption of Equine Industry Strategy
- Job growth incentive scheme introduced

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Living

Outcome: Appropriate development enhancing our lifestyle and community

How we worked to achieve this outcome: By developing clear directions, strategies and responsible stewardship of the natural and built environment based on consultation with our partners and with respect for the diverse views in our Community

Achievements in 2008/2009:

- Peri urban work to improve operation of rural zones
- Reviewed Natural Environment Strategy
- Kyneton and Gisborne Urban Design Frameworks completed

Achievements in 2009/2010:

- Significant progress in advancing Gisborne and Romsey Outline Development Plans
- Industrial Design and Development Guidelines project commenced

Achievements in 2010/2011:

- Settlement Strategy commenced
- Battle Axe Allotment Policy & Amendment introduced
- Kyneton Racecourse Amendment undertaken
- Delegations reviewed and improved processing efficiencies

Achievements in 2011/2012:

- Commenced review of Municipal Strategic Statement
- Macedon Restructure Overlay Review completed
- Settlement Strategy adopted
- Township Structure Plan preparation commenced for Kyneton, Riddells Creek and Woodend

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Living

Outcome: A community that is safe to live in

How we worked to achieve this outcome: By ensuring that Council's regulatory environment including building regulation, environmental health and community support operate in a fair and consistent manner and focus on positive community outcomes, education, safety, empathy, care and respect.

Achievements in 2008/2009:

- Promoted best practice wastewater treatment at the Kyneton Saleyards, and pilot monitoring of wastewater in high risk areas
- Developed the Domestic Animal Management Plan. Commenced implementation.
- Immunization Sessions relocated to the new Romsey Community Hub.
- Kyneton Saleyards Turnover – 13432 cattle sold – Continued drought conditions impacting turnover.

Achievements in 2009/2010:

- Successful microchipping days held in October 2009 and March 2010 with approximately 212 new dog and cat registrations taken.
- Commencement of Wastewater Management Project in Mt Macedon in partnership with DSE & Western Water.
- Doggie Poo Program introduced.
- Emergency Management – Responding to Black Saturday Royal Commission – Neighbourhood Safer Places, Hot Day Out Centres and Township Protection Plans.

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Council Plan 2009-2013.....Four Years of Achievements

Achievements in 2010/2011:

- Review of immunisation service delivery undertaken
- Successful 'Paws in the Park' event and microchipping days conducted

Achievements in 2011/2012:

- Completed five secondary school immunisation sessions and Council has been active in a State Government sponsored program to decrease the incidence of whooping cough in the community and further protect at risk babies younger than six months old.
- Smoke Free Policy developed. Implementation commenced (not completed yet as it is staged).
- Council, in partnership with Western Water, received \$1.3 million of funding from the Department of Sustainability and Environment to implement the Mt Macedon Wastewater project.

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Council Plan 2009-2013.....Four Years of Achievements

Community Wellbeing

Outcome: Engaged and connected community

- *How we worked to achieve this outcome : By enhancing the capacity of all people to live fulfilling lives by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility and sense of belonging.*

Achievements in 2008/2009:

- Six highly successful music events held in Lancefield, Romsey and Woodend
- Hosted 'Young People and Alcohol Forum'
- Community Plans prepared for Malmsbury, Newham, Bullengarook and Lancefield
- Four 'Fit to Drive' sessions held within local secondary colleges
- Kyneton intra-town bus service investigations commenced
- Community Access and Inclusion Plan adopted

Achievements in 2009/2010:

- Tylden Community Plan endorsed
- "Live4Life" schools mental health initiative launched
- Grant writing workshops held in Malmsbury, Riddells Creek, Carlsruhe and Bullengarook to support the roll out of the 2010 Community Funding Scheme
- Kyneton town bus service commenced
- 'Growing Social and Affordable Housing in Macedon ranges' investigations commenced
- Maternal and child health service and kindergarten service delivery projects commenced

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Council Plan 2009-2013.....Four Years of Achievements

Achievements in 2010/2011:

- Bullengarook Recreational Reserve Master Plan completed
- Macedon/Mount Macedon and Darraweit Guim Community Plans completed
- 'Live4Life' 2011 launch at the Gisborne Secondary College with 600 students from across the shire
- \$980,000 funding received from Department of Planning and Community Development to complement Council's \$850,000 for stage one of Kyneton Mechanics Institute
- Completed Lancefield Streetscape Master Plan
- Community Safety and Crime Prevention Plan launched in April 2011 at the Gisborne Police Station

Achievements in 2011/2012:

- Township Improvement Program projects delivered in Lancefield (refurbishment of the old bandstand and placement of new street furniture), Newham (timber post and rail fencing at Wesley Park) and Carlsruhe (community BBQ and children's playground at The Common)
- Two community training sessions held in 2011 (Committees and consultations, events, working with Council)
- Implementation of Council's adopted option for future delivery of social housing services commenced

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Council Plan 2009-2013.....Four Years of Achievements

Community Wellbeing

Outcome: Improved quality of life for our community

- *How we worked to achieve this outcome : By delivering targeted services in response to identified community need that support people in living within the community.*

Achievements in 2008/2009:

- Family and Children's Strategy 2009-2012 adopted
- Early years service hub in Lancefield investigations commenced

Achievements in 2009/2010:

- Positive Ageing Strategy 2010-2015 adopted
- Senior Citizens Register implemented

Achievements in 2010/2011:

- Review of Aged and Disability Services Unit completed
- Positive Ageing Summit held

Achievements in 2011/2012:

- Implementation of kindergarten universal access
- Macedon Ranges Positive Ageing Accord signed off by partner agencies in August 2011
- '2011 Ageing Well Expo' held in November 2011
- Increase of 10.7% in loans at the libraries within the Macedon Ranges
- Kyneton Mechanics Institute opened in April 2012

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Council Plan 2009-2013.....Four Years of Achievements

Community Wellbeing

Outcome: A healthy and creative community

- *How we worked to achieve this outcome :* By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Achievements in 2008/2009:

- Romsey sports ground feasibility study completed
- Construction commenced on the Kyneton aquatic facility in June 2009
- Planning and development of the Woodend Children's Park
- Performing arts programs trialled at venues across the shire including Charles Dickens performance at Gisborne, A Day on the Plantation at Lancefield and A Room with a View at Romsey

Achievements in 2009/2010:

- Woodend Children's Park opened in October 2009
- Goldfields Library Corporation assumed management of Romsey Library in December 2009
- Gisborne Library refurbishment completed
- New Gisborne bike path commenced
- Darraweit Guim Metal Art Garden completed

Achievements in 2010/2011:

- Audit of cultural facilities across the shire undertaken

Achievements in 2011/2012:

- Increase of 10.7% in loans at the libraries within the Macedon Ranges
- Kyneton Mechanics Institute opened in April 2012

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Environment and Infrastructure

Outcome: Enhanced and protected natural environment

How we worked to achieve this outcome: By protecting the Macedon Ranges' natural environment through strategies and actions that address roadsides, waterways, remnant vegetation, fire prevention, volunteer/landcare initiatives, recycling and waste minimisation

Achievements in 2008/2009:

- Continue to support and fund landcare groups
- Targeted weed control on Council's recreation reserves and on high conservation value roadsides
- Emergency Management Plan reviewed

Achievements in 2009/2010:

- Integrated fire management planning project commenced
- Review of all household waste collection services undertaken

Achievements in 2010/2011:

- Household waste, recycling and green waste contract awarded

Achievements in 2011/2012:

- Municipal Fire Management Plan adopted
- Climate Change Adaptation Plan Developed
- Woodend Grassland Reserve Management Plan Adopted
- Bald Hill Reserve Management Plan Adopted
- 2011-2012 Weed Program on Council managed reserves and roadsides completed to a high standard.
- Planting and revegetation maintenance at Darraweit Guim Recreation Reserve and Malmsbury Common
- Fauna Survey, Bald Hill Reserve
- Successful funding of the Kyneton Woodlands Project (\$2.4 million over 5 years)

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Environment and Infrastructure

Outcome: Sustainable asset management

How we worked to achieve this outcome: By ensuring that our infrastructure assets are maintained in a manner that is sustainable whilst minimising risk and our open space is presented in a safe condition that encourages participation

Achievements in 2008/2009:

- 10 Year Shire-wide Footpath Plan adopted

Achievements in 2009/2010:

- Building Asset Management Plan and Asset Management Plan completed
- Movement Network Studies completed for Romsey & Kyneton
- Drainage study completed for Romsey

Achievements in 2010/2011:

- Gisborne drainage study underway
- Road Asset Management Plan approved

Achievements in 2011/2012:

- Ten year capital works program aligned with the long term financial plan for roads, buildings, drainage and open space
- Ten Year Footpath Plan delivered in only three years due to our success in securing external funding. New Ten Year Footpath Plan developed.
- Capital works projects planned for the coming financial year include:
 - Reconstruction of 4.1 km of road
 - Construction of 2200 metres of footpaths
 - Rehabilitation / reconstruction of 7 bridges

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Environment and Infrastructure

Outcome: Effective and sustainable maintenance and renewal of assets and open space

How we worked to achieve this outcome: By ensuring that asset management strategies for our built environment are sustainable and funding is reflective of our objective to reduce the asset renewal and maintenance gap whilst meeting current and future community needs

Achievements in 2008/2009:

- 36 kilometres of gravel roads resheeted
- 38 kilometers of sealed roads were resealed
- 1385 kilometres of road were graded
- Road Management Plan adopted
- Road works on Fielding Drive, Gisborne South, Heron Street, Woodend, Bolinda-Darraweit Road, Stockdale Road, Darraweit Guim, Harts Lane, Kyneton, Konagaderra Road, Clarkefield

Achievements in 2009/2010:

- 38 kilometres of gravel roads resheeted
- 42 kilometers of sealed roads were resealed
- 1405 kilometres of road were graded
- Road works on Pipers Creek – Pastoria Road, Sutherlands Road, Riddells Creek, Duncan Street, Kyneton, Batters Lane, Kyneton, Mair Street, Kyneton, Romsey – Wallan Road, Wallan
- Improved pedestrian work on footpaths in Mollison, Ferguson, Baynton Streets, Kyneton, Margaret Street, Macedon, Barker Street, Malmsbury, Station Street and Aitken Street, Gisborne, Barry Street, Romsey, High Street, Lancefield, Forest Street and Five Mile Creek, Woodend
- Sidonia Road Bridge Replaced after Black Saturday fires
- New truckwash constructed at Kyneton Saleyards

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Environment and Infrastructure

Achievements in 2010/2011:

- 16 kilometres of gravel road resheeted. Reduced resheeting due to diversion of resources to flood recovery.
- 1495 kilometres of road grades
- 36 kilometres of sealed road resealed
- 4367 tonnes of waste recycled
- Road works on Andrew and Murray Road, Riddells Creek, Emmeline Drive, Sth Gisborne, Romsey – Wallan Road, Springfield
- Improved pedestrian work on footpaths in Regan Drive Romsey, Ashbourne Road, Woodend, Robertson & Aitken Streets, Gisborne
- Shirewide flood recovery effort. Many kilometres of affected roads rehabilitated

Achievements in 2011/2012:

- 41 kilometres of gravel roads were resheeted throughout the shire. This total was a more than double the amount on the previous year due to efforts being redirected to flood reinstatement works in 2010/11);
- 1,536 kilometres of roads were graded;
- 26 kilometres of sealed roads were resealed.
- The number of properties receiving a waste and recycling service increased from 16,200 to 17,500
- A shirewide kerbside waste and recycling service introduced.
- Kerbside greenwaste offered to township areas on October 2011.
- The number of properties receiving a green waste collection service went from zero to 9,500.
- In response to community feedback, Council has once again allocated \$277,000 of its own funds for new footpath works in the coming year whilst also achieving success in receiving grants from both State and Federal Governments that will see Council continuing to undertake a large footpath construction program.

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Council Plan 2009-2013.....Four Years of Achievements

Sustainable Environment and Infrastructure

Outcome: Infrastructure that meets community needs

How we worked to achieve this outcome: By ensuring infrastructure planning and major project delivery is coordinated and driven by clear strategic planning and sustainable funding

Achievements in 2008/2009:

- Delivered capital works road program, building works program, drainage program, and capital works open space program
- Woodend Depot redevelopment completed in February 2009

Achievements in 2009/2010:

- Developed Infrastructure Guidelines
- \$450,000 Newham Hall Refurbishment completed
- 50 bay car park completed in Brantome Street, Gisborne
- Romsey Recreation Reserve Power Upgrade completed
- Kyneton Pool opened.

Achievements in 2010/2011:

- Lighting towers in Dixon Field Upgraded
- Parking Improvement Projects at Woodend Childrens Park, Gardiner Reserve

Achievements in 2011/2012:

- Completed major works including the Kyneton Visitor Information Centre, refurbishment works of the Kyneton Mechanics Institute, replacement of the roof at the Macedon Kindergarten and the implementation of two major audits: Essential Safety Measures and Asbestos Management.
- Designs were completed for two major culverts (Egans Lane, Newham and Maloneys Road, Lancefield and two Special Charge Schemes were implemented: Taylors Road, Mt Macedon and Harts Lane, Kyneton.

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Council Plan 2009-2013.....Four Years of Achievements

Responsible Governance

Outcome: Democratic governance

How we worked to achieve this outcome: By promoting representative democracy that ensures Council conducts its affairs openly with integrity, is accountable and reflective of best practice governance and management

Achievements in 2008/2009:

- Council Meetings Local Laws reviewed
- Review of delegations and Councillor Code of Conduct completed
- PABX/Telephone reporting incorporated into quarterly reporting

Achievements in 2009/2010:

- Three governance framework internal workshops held

Achievements in 2010/2011:

- Organisational awareness training session held focussing on the roles and responsibilities of authorised officers
- Investigations regarding redevelopment of Council's website commenced

Achievements in 2011/2012:

- Completed Electoral Representation Review
- Reviewed Customer Service Charter & Complaints and Feedback Policy
- Councillor Support Policy Review (post Internal Audit Review)
- Supported Tokai Student Visit to Braemar (March 2012)
- Developed strategy to review and align Council Plan / Health & Wellbeing Plan and 2040 Vision post General Elections
- Four Citizenship Ceremonies (64 new Australians)
- Two 'Organisational Awareness' Sessions held with 56 participants

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Council Plan 2009-2013.....Four Years of Achievements

Responsible Governance

Outcome: Excellence in service provision, operational efficiency and management practice

How we worked to achieve this outcome: By promoting an organisational culture that recognises and supports the organisation's stated values of care, honesty, openness, and respect in all decision-making and management practice

Achievements in 2008/2009:

- Enterprise Agreement ratified

Achievements in 2009/2010:

- Reviewed all human resources policies

Achievements in 2010/2011:

- New Risk Management Committee Charter endorsed

Achievements in 2011/2012:

- Recruitment - A full review has been undertaken the recruitment guidelines and practices.
- Policy and Projects - In accordance the Council Plan 25% of human resources policies and procedures have been updated and a plan is in place to continue this process and ongoing compliance.
- Employee Assistance Program - A review has been undertaken of the Employee Assistance Program (EAP), with the view to enhancing the services we provide to our staff and ensure appropriate supports are in place to assist staff when facing difficult circumstances.
- Health and Wellbeing - Health and wellbeing initiatives have included skin checks, health checks, remedial massage program and encouragement of our staff to utilise our recreation facilities. These activities are an important part of ensure staff work in a healthy workplace and to encourage staff to take responsible for their own health and wellbeing.

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Council Plan 2009-2013.....Four Years of Achievements

Responsible Governance

Outcome: Responsible financial stewardship

How we worked to achieve this outcome: By ensuring our financial management practices comply with legislative requirements and standards and to the extent that the rate revenue system is imposed upon local government, Council will provide a transparent revenue raising system

Achievements in 2008/2009:

- Developed grant acquittal procedures
- Appointed new Audit Committee
- Adopted Investment Policy

Achievements in 2009/2010:

- Implemented management information system for budgeting and reporting
- Completed 2010 General valuation of all properties within the Shire

Achievements in 2010/2011:

- Completed review of Audit Committee Charter
- Enhanced Strategic Resource Plan including development of Long Term Financial Plan

Achievements in 2011/2012:

- Implementation of a Pathway system for Rates, Debtors, Receipting and Property Leasing
- Rolled out online approval of accounts payable invoices and increased processing efficiency
- Implemented new valuation software; VM2020 and completed 2012 General Valuation
- Developed and adopted two significant policies:
 - Interim Leasing and Licensing Policy
 - User Fees & Charges Policy
- In conjunction with the Leisure and Aquatic team, developed new time recording software (Timeteq) to improve rostering and timesheet processing for Council's key Leisure and Aquatic Centres

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Council Plan 2009-2013.....Four Years of Achievements

Responsible Governance

Outcome: Effective and responsive organisational support

How we worked to achieve this outcome: By planning for and delivering corporate information and communications that are responsible to the organisation's needs

Achievements in 2008/2009:

- Upgraded Information Technology (IT) "back-up" systems

Achievements in 2009/2010:

- Developed Information and Communications Strategic Plan 2009-2012
- Modernised IT Network Infrastructure
- Developed Disaster Recovery Policy and Strategy
- Participated in Records Management improvement Program

Achievements in 2010/2011:

- Replaced Geographic Information System (GIS)
- Developed contract specification and evaluated tenders for installation of a Local Government system
- Conducted Records Management Awareness Week

Achievements in 2011/2012:

- Implemented the Local Government system – Pathway; an integrated system combining all aspects of our People, Property and Regulatory systems
- Developed draft four-year Strategic Plans for (a) Information and Communications (b) GIS and (c) Records

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