



**AGENDA APPENDIX**  
**Council Meeting**  
**Wednesday 24 September 2014**

AGENDA ITEM FOR SEPARATE DISTRIBUTION TO COUNCILLORS AND  
EXECUTIVE LEADERSHIP TEAM DUE TO DOCUMENT SIZE.

THE ITEM IS ACCESSIBLE VIA THE COUNCIL WEBSITE OR BY  
CONTACTING COUNCIL ON 03 5662 9200.

**E.4 – DRAFT ANNUAL REPORT 2013-2014**

Appendix 1 – Draft Annual Report 2013-2014

# Annual Report 2013–2014



An overview of South Gippsland Shire Council operations  
between 1 July 2013 and 30 June, 2014

Our thanks go to Council's Economic Development Coordinator, Ken Fraser for the generous use of many of his outstanding images in this Report.

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Facebook: [www.facebook.com/SouthGippslandShireCouncil](http://www.facebook.com/SouthGippslandShireCouncil)

# Councillors and Executive Team

## Coastal-Promontory Ward



**Councillor  
Mohya Davies**



**Councillor  
Jeanette Harding  
(Deputy Mayor)**



**Councillor  
Kieran Kennedy**

## Strzelecki Ward



**Councillor  
Lorraine Brunt**



**Councillor  
Andrew McEwen**



**Councillor  
Robert (Bob) Newton**

## Tarwin Valley Ward



**Councillor  
James (Jim) Fawcett  
(Mayor)**



**Councillor  
Don Hill**



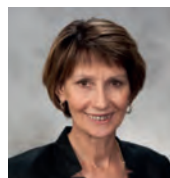
**Councillor  
Nigel Hutchinson-Brooks**

## Chief Executive Officer



**Tim Tamlin**

## Directors



**Jan Martin  
(Community Services)**



**June Ernst  
(Corporate Services)**



**Anthony Seabrook  
(Engineering Services)**



**Phil Stone  
(Development Services)**

# Mayor's Message



The Hon Tim Bull MP  
Minister for Local Government

Dear Minister,

I'm proud to present our Annual Report for 2013-2014.

As a rural Council we have been challenged over the years about rate disparities and this year we 'bit the bullet', establishing a Rating Strategy Steering Committee, to review our methodology. I chaired the Committee which comprised two councillors and seven community members representing residential, farm, tourism, commercial and industrial ratepayers and business sectors.

The Committee made recommendations to Council about the principles that it should consider when striking differential rates: how to share equitably the rates burden between various rating categories; changes to the structure of current charges such as the municipal charge; and any additional charges or differential rates Council should consider. The outcome was adopted by Council and as always, there are winners and losers in any new formula. In general, farming rates have dropped and business rates have increased, offset somewhat by the abolition of the municipal charge. It is a complex issue and stimulated much debate within the Committee and during the consultation process but the outcome has been well worth the effort.

Council's relentless advocacy role was rewarded when State and Federal governments granted us \$5.2 m funding in June for a heavy vehicle alternate route for Leongatha. The route will remove around 600 heavy vehicles from the CBD daily and revitalise the town's retail precinct. Intensive advocacy for improvements to our road system, which is suffering from a recurring onslaught of storm damage, has yielded significant financial support, but the demand is unprecedented and much more funding is required to restore an acceptable level of road safety to the shire. Restraints on Federal funding to councils announced this year are of concern, particularly in relation to roads.

Council contained its Priority Projects this year to just three, with a strong focus on regional growth. The Leongatha alternate route was the first project and the second is to secure funding for the 'shovel-ready' Korumburra Integrated Children's Centre, to meet the needs of new legislation and the demand for childcare places. The Corner Inlet Tourism Development Project is the third project and has five sub-projects that address the extension of the Rail Trail, dredging works at Toora, the restoration of the Long Jetty, the development of a marina at Port Welshpool and an upgrade of the Agnes Falls Scenic Reserve. Council has committed substantial funds to support the sought-after funding and remains positive that these projects will evolve and stimulate the local economy.

The Asian demand for infant dairy formula is paying dividends for our dairy industry, with all processing factories undertaking expansion in the past year. Murray Goulburn alone takes milk from 500 farms and employs 500 people, so the Asian demand is reverberating through all tiers of dairy allied business.

The future continues to look bright for South Gippsland and Council is proud to deliver services and growth opportunities that support the health and wellbeing of our communities.

A handwritten signature in dark ink, appearing to read 'Jim Fawcett'.

**Cr Jim Fawcett** — Mayor

# CEO's Message



The Hon Tim Bull MP  
Minister for Local Government

Dear Minister,

It is my great pleasure to report that South Gippsland Shire Council has continued to improve infrastructure and services for our communities.

UnitingCare Gippsland's withdrawal of childcare services in Mirboo North and Corner Inlet presented a major challenge this year but a seamless transition to new providers in May was achieved by Council forging a dynamic partnership with groups, businesses and individuals in both communities.

In late 2013 Council resumed management of two caravan parks on Crown land when their leases expired. Long standing State Government compliance standards had not been met and work was urgently required to comply and reduce risk to both Council and tenants. It has been a steep learning curve, with new staff on board right at the cusp of the summer holiday season, wild weather damage and annual tenants unsettled by the changes required, but excellent progress is being made.

The Sandy Point Community Centre was fitted out this year to meet the urgent demand for a Neighbourhood Safer Place in fire emergencies, providing a degree of comfort for residents in our high risk coastal towns. The Great Southern Rail Trail was extended from Foster to Toora, and upgrades made to the Agnes Falls Reserve, strengthening our tourism infrastructure significantly in the Corner Inlet area.

Sustainability projects such as the recent installation of energy efficient street lighting have delivered wins for the environment, the community and the organisation. The project will reduce energy demand and greenhouse gases, provide better lighting and will save Council \$70,000 annually. Current energy monitoring in our offices are also expected to save costs. New computer efficiencies implemented this year have already doubled our capacity and increased internet speeds from 4Mb per second to 50Mb per second, with projected savings of \$350,000 over the next three years.

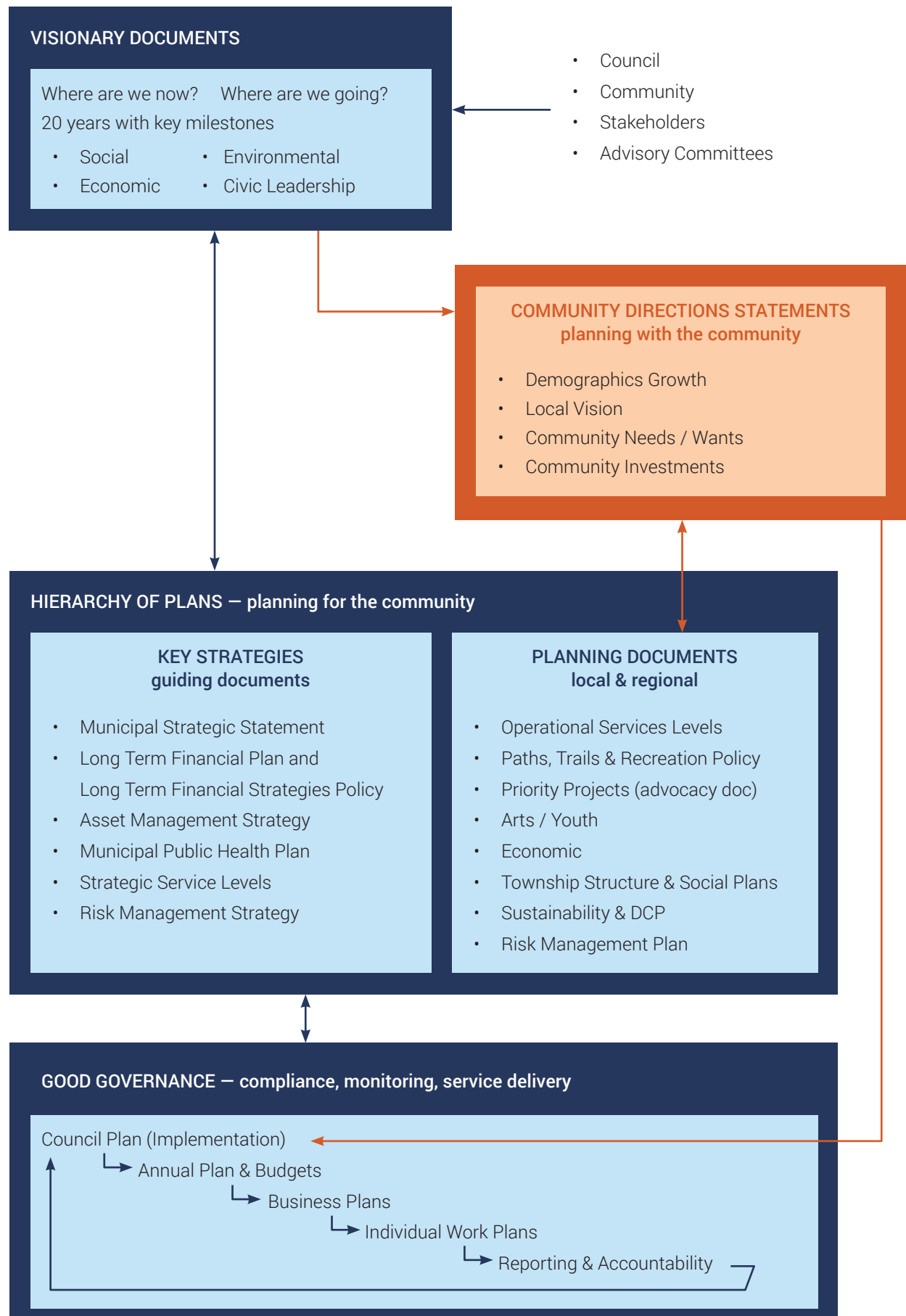
As operational costs increase we will always be challenged to do more with less and, with our growing culture of innovation, we will find more of these ways to better serve our communities.

South Gippsland is an extraordinary region with great potential and we will continue to grow our partnerships with the community to capitalise on new opportunities as they arise. My confidence in and commitment to this region is such that I have recently accepted an offer of a further five year contract as CEO. I look forward to its challenges and rewards.

A stylized handwritten signature in blue ink, appearing to read 'Tim Tamlin'.

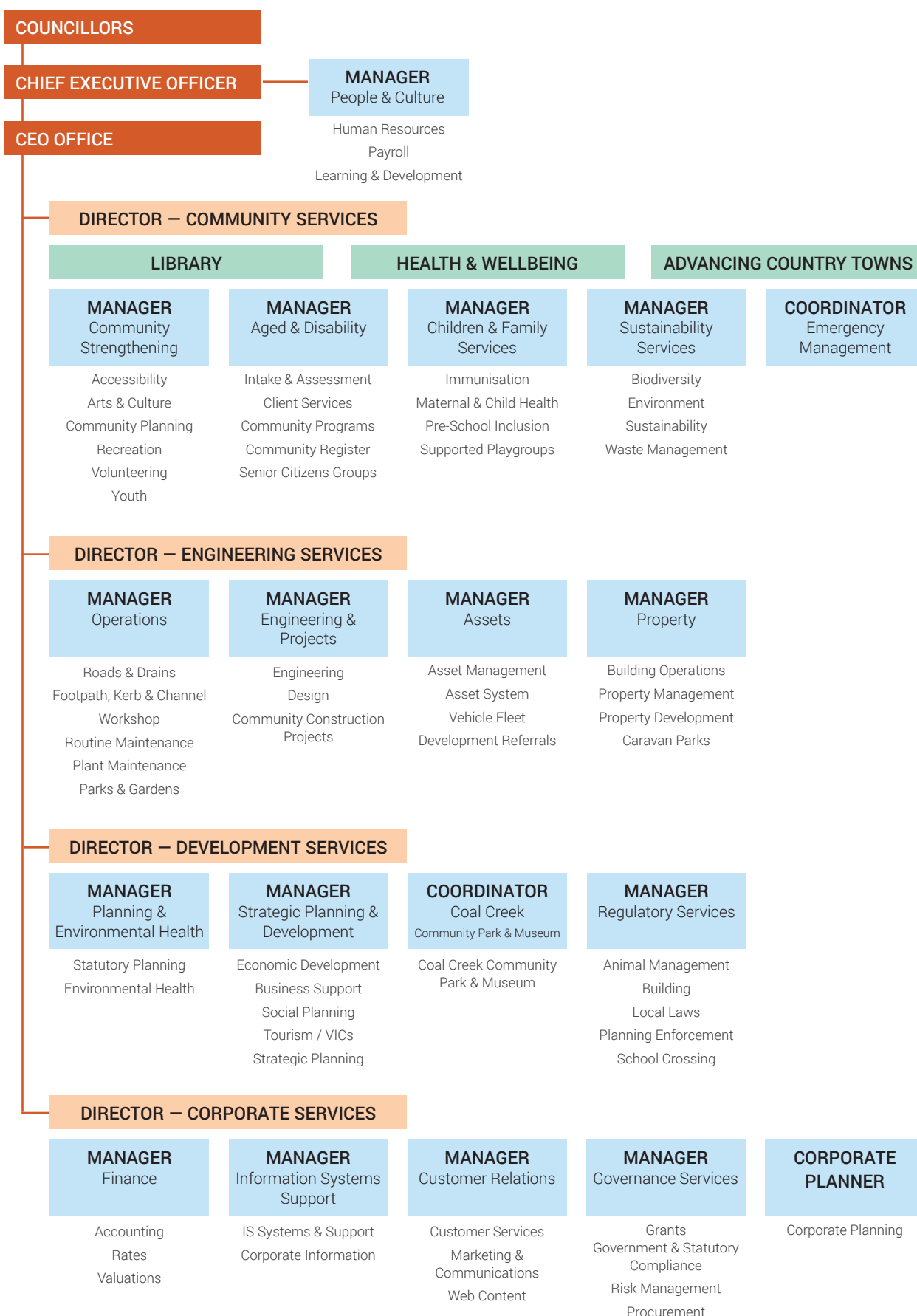
**Tim Tamlin** — Chief Executive Officer

# Strategic Integrated Planning Framework





# Organisational Structure



# Electoral Wards and Representatives

## Coastal-Promontory Ward



Councillor  
Mohya Davies



Councillor  
Jeanette Harding  
(Deputy Mayor)



Councillor  
Kieran Kennedy

## Strzelecki Ward



Councillor  
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Councillor  
Andrew McEwen



Councillor Robert  
(Bob) Newton

## Tarwin Valley Ward



Councillor James  
(Jim) Fawcett (Mayor)



Councillor Don Hill



Councillor Nigel  
Hutchinson-Brooks

## Ward Boundaries

There are three Shire wards (Tarwin Valley, Strzelecki and Coastal-Promontory), each represented by three councillors.

Council elections are held every four years. Voting for Council elections is compulsory for residents (residents 70 years of age or over are excused from voting). Non-resident ratepayers are encouraged to vote, but do not have to.

Council Meetings are held on the fourth Wednesday of each month and are open to the public.

Public presentation sessions are held on the third Wednesday to allow Councillors fair consideration of the issues before the next meeting. Meeting dates may change if the meeting falls on a public holiday. All meetings are advertised each week in local newspapers under Council Noticeboard and on the website.



# Employee Profile

## Equal Employment Opportunity

Council is committed to the principles of equal employment opportunity. Discrimination in employment, and in the supply of goods and services, is unlawful under Commonwealth and Victorian legislation. Council provides a workplace free from discrimination in which employees can develop their capabilities.

Council's budget for 2013-2014 allowed for 257 Full-Time Equivalent (FTE) employees. This is represented below in staff complement.

### Staff Complement

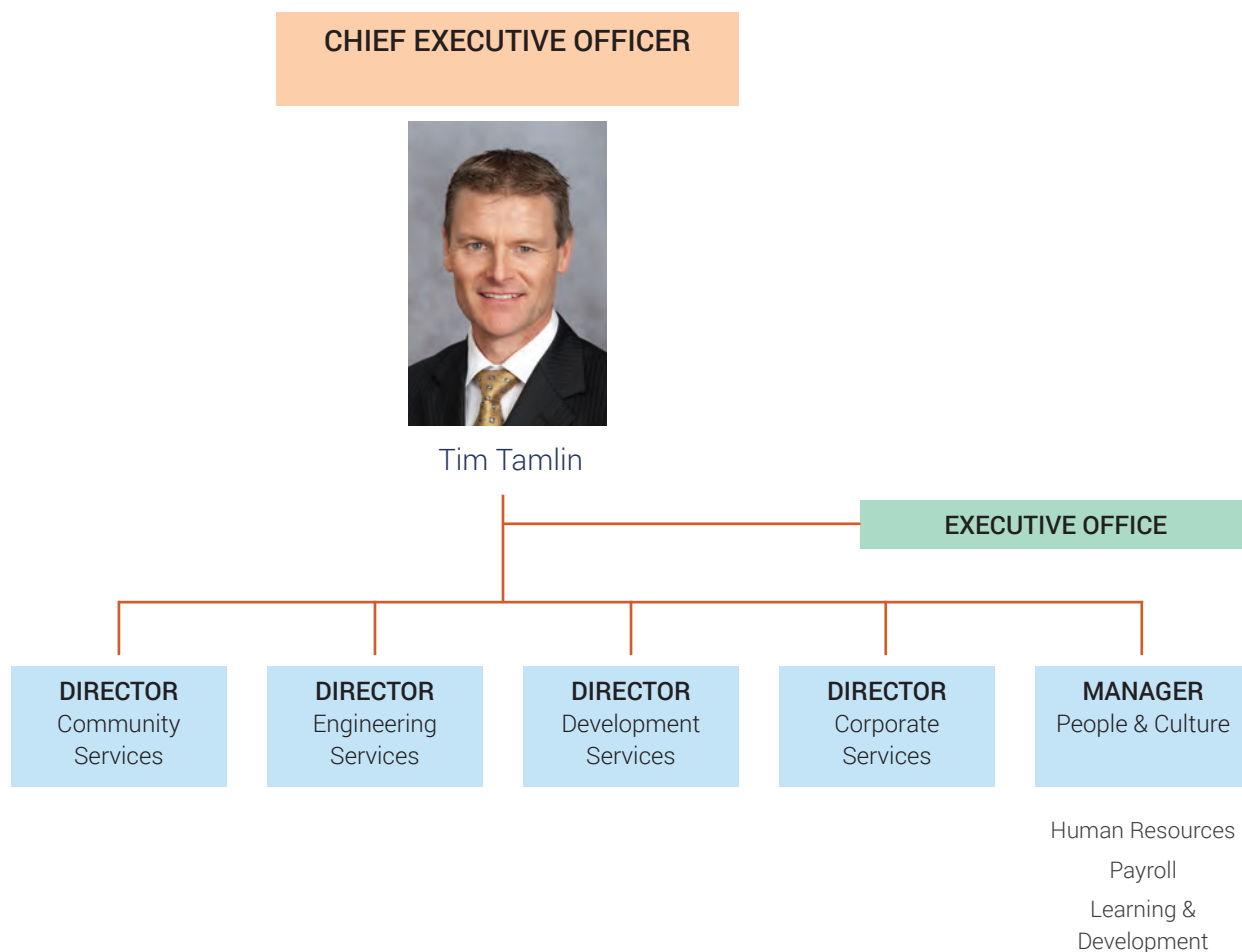
Full time	195
Part time	103
Casual	64
<b>Total number of staff</b>	<b>362</b>

### Employee Groups

CEO Unit	19
Corporate Services	40
Community Services	109
Development Services	82
Engineering Services	112
<b>Total number of staff</b>	<b>362</b>



# Chief Executive Officer



## Executive Office

The Chief Executive Officer (CEO) provides organisational leadership, management of all operational matters and oversees the implementation of Council decisions. He has a clear vision of innovation and collaboration and is implementing this with the aid of advanced information technology.

The Executive Office advocates to other levels of government for Council's Priority Projects, leading a deputation to Canberra to lobby for funding for the Korumburra Integrated Children's Centre and securing State funding for the construction of the Leongatha Heavy Vehicle Alternate Route.

The CEO represents South Gippsland on local and regional committees to progress Council's vision and the prosperity of the Shire, and is supported by the Executive Office and Projects Coordinator.

## People and Culture

The People and Culture team focuses on providing a great workplace, quality leadership, and ample opportunity for staff to grow. The People and Culture Manager works directly with the CEO to achieve this, with and through our people.

The 'People Plan' sets a clear commitment to ensuring Council:

1. is a compelling place to work, by refining policies and processes to further support staff in recruitment, induction, performance planning and health & wellbeing.
2. displays strong and engaging leadership at all levels by improving performance in our internal engagement to develop a results focussed, capable and committed team.
3. provides appropriate opportunity and professional development by implementing a Learning and Development program that develops, retains and motivates our people for the long term.

Occupational Health and Safety (OHS) continues to be a strong driver and to strengthen this culture we have:

- Migrated our Health and Safety management system to the nationally recognised standard.
- Completed the 2013-17 OHS strategic framework and implemented performance indicators to measure the effectiveness of our OHS Management System.



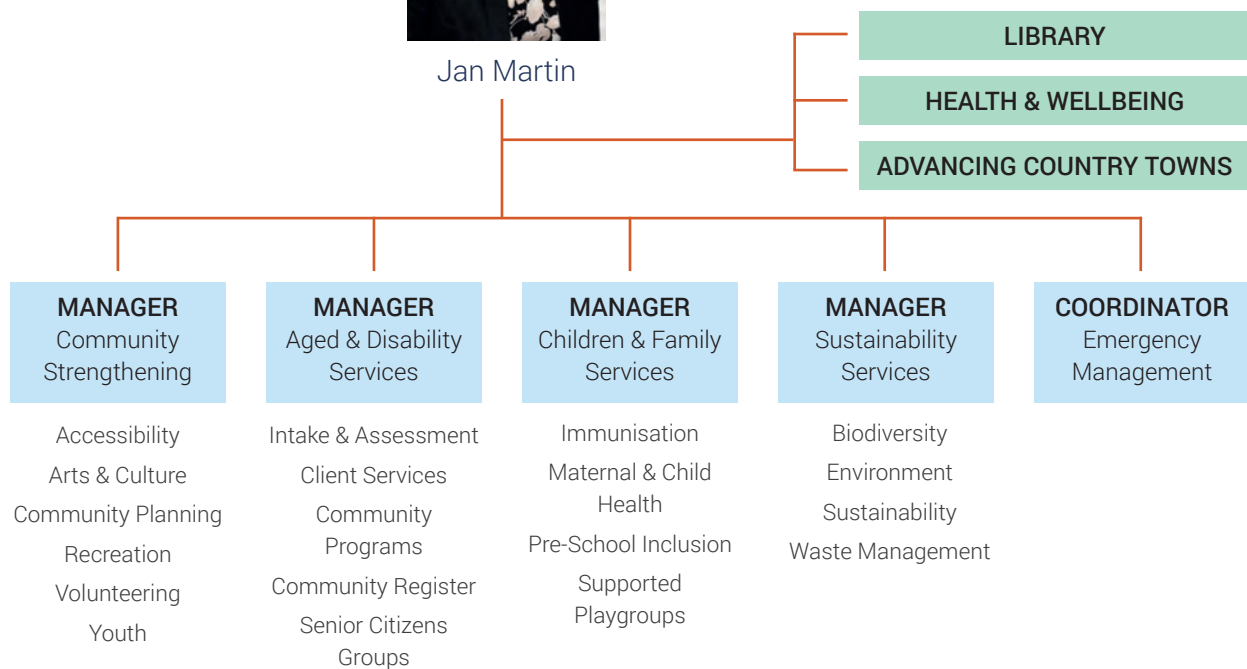


# Community Services

## DIRECTOR COMMUNITY SERVICES



Jan Martin



## Community Services

### Libraries

The West Gippsland Regional Library Corporation (WGRLC) was established in 1995 by Bass Coast, Baw Baw and South Gippsland Shire Councils. It is committed to lifelong learning and provides centres for reading, community connection and exploration of new technologies. Libraries are located at Foster, Korumburra, Leongatha, Mirboo North and Poowong, with a mobile service covering Fish Creek, Nyora, Sandy Point, Tarwin Lower, Toora and Welshpool.

- WGRLC conducted a Review of Service Hours at all libraries, which revealed an improved satisfaction of 65% in opening hours, compared to the 2002 review's 41%.
- The Service Review recommended changes in opening hours to reflect demand and best return on investment. This will be implemented incrementally as the budget permits.
- WGRLC Board endorsed the 2013-2017 Marketing Strategy which was designed to address community perceptions about library services, increase participation of juniors, teens and males of all ages and retain those who already access the service.

### Health and Wellbeing

Council is legislated to provide the strategic direction for improved health and wellbeing of the community through the development and implementation of the Municipal Public Health and Wellbeing Plan.

Key achievements from the Implementation Plan:

- Held a Play & Share event at SPLASH during Children's Week—a Supported Playgroup and Parent Initiative.
- Commenced a Staff Health and Wellbeing Program funded through a Worksafe grant. This educates staff on managing stress, exercise and healthy eating.
- Identified 'Black Spot' projects which were approved by VicRoads and included in the Capital Works Program.

### Advancing Country Towns

Council coordinates this Victorian Government funded project which aims to revitalise the Lower Tarwin district through economic development opportunities.

- The Southern Gippsland Food Map website was launched in September in partnership with Bass Coast Shire Council, local food producers and State Government representatives.
- The Digital Arts project was launched in March presenting 12 films online that feature the works of Tarwin Valley artists.





## Community Strengthening

Promotes and supports community participation and resilience through planning and project development activities and events. It is responsible for access and inclusion, recreation, arts and culture, youth support and volunteering. It works in partnership with government and service agencies with several projects funded by government grants and other external funding sources.

- Mentoring 32 young people in the L2P Learner Driver Program to gain practice for their driver's licence.
- Completed and opened the Great Southern Rail Trail extension to Toora.
- Doubled annual maintenance grants for 20 Recreation Reserve committees and produced a 'Recreation Reserves in South Gippsland' brochure to highlight facilities.
- Staged a Community Family Fun Day in partnership with the South Coast Access Alliance. People with disabilities hosted the day at Meenyan and attracted 150 families and individuals.
- Developed the Toora and Poowong Outdoor Pools Master Plans with extensive community input and support.
- Hosted a free web training course for 18 community group volunteers.

## Sustainability Services

The Sustainability team provides leadership and support to protect the local environment and develop a low carbon economy. The team works closely with government agencies, the community and business groups to support the transition to sustainable practices. It is also responsible for Waste Management, Biodiversity and Environmental services.

- Installed almost 1,300 new energy efficient street lights across the shire which are 60% more efficient and will save more than \$70,000 in energy and maintenance costs and 400 tonnes of greenhouse emissions annually.
- Staged the fifth annual Sustainability Festival at Coal Creek in April, attracting over 2000 people. The recycled art exhibition received 81 applications compared to 8 the previous year.
- Completed the Cell 3 extension at the Koonwarra Landfill, creating sufficient landfill air space until approximately February 2016.
- Completed the Koonwarra Landfill Master Plan, providing strategic direction for the design, construction and rehabilitation of the site until at least 2027.
- Completed the annual roadside weed control program, treating noxious and environmental weeds on 160 kms of Council's 2,000 kms road network.
- Secured \$86,000 State Government funding for a three year program (in partnership with Bass Coast Shire Council) to develop a Climate Adaptation Plan and deliver a climate adaptation seminar and mentoring program to rural land holders.





## Emergency Management

Ensures Council's readiness to respond to and recover from municipal emergency events and includes a broad range of proactive community education and team training initiatives.

- Designated Sandy Point Community Centre officially as a Neighbourhood Safer Place – a Place of Last Resort during fire emergencies.
- Held a Fire Ready meeting in Melbourne, attended by 103 absentee landowners.
- Provided assistance to CFA at the Anderson Road fire and to Latrobe City Council for the Hazelwood mine fire.
- The Emergency Animal Welfare management sub plan was adopted by the Municipal Emergency Management Planning Committee.
- Hosted an inter-agency training exercise for a hypothetical Foot and Mouth disease outbreak, attended by Department of Environment and Primary Industries, Parks Victoria, Department of Education and Early Childhood Development, Country Fire Authority, State Emergency Service, Victoria Police, Victorian Council of Churches, Red Cross and Lions.

## Aged and Disability Services

The Aged and Disability team promotes health and wellbeing for older residents, working in close collaboration with local community health services/agencies and Senior Citizen Clubs. It also manages the South Gippsland Community Register.

The team delivers the Home and Community Care (HACC) program; providing integrated basic support and maintenance services for frail older people, younger people with disabilities and their carers to assist them to be more active and independent at home and in the community.

- Achieved HACC three year accreditation status, commended for the high quality, person-centred care provided. The annual client satisfaction survey demonstrated 98% satisfaction.
- State and Federal Governments have assured councils that HACC would continue to be 'block' funded until 30 June 2018. Both tiers of Government are seeking Victorian Local Government's continued support and involvement in HACC services. The Federal Government will fund people over 65 and the State will fund people until 65.
- Finalists in the LGPro Aged and Disability 2013 Awards for:
  - o SGSC Home and Community Care Consultative Group – a group of clients, primary carers and volunteers that meet to discuss and advise on planning and delivery of services and identify improvement opportunities; and
  - o The 'Garden to the Plate' project initiated through the Improving Liveability for Older People Project. This project was designed to increase cooking skills, nutrition and connection for older people.

Established an Active Retirees Advisory Committee in May to provide Council with a point of reference for engagement and information dissemination to older people in the community.



## Children and Family Services

The team provides planning to ensure services and infrastructure meet future demand and supports key partners in the provision of services. It provides Maternal and Child Health, Immunisation, Preschool Inclusion Support and Supported Playgroups to maximise the wellbeing and development of children and ensure services are accessible to all families.

- Presented designs for the Korumburra Integrated Children's Centre to Council in August and placed designs on public exhibition for comment.
- Actively involved in developing a new integrated governance and service model for Prom Coast Centre for Children and Karmai Community Children's Centre.
- Co-hosted a White Ribbon Breakfast in December with a combined agency group to highlight the impact of family violence in South Gippsland.
- Launched the 'Early Years Services – Planning, Property & Programs' guide in March - a manual outlining tenancy roles and responsibilities for all Children's Services leasing Council owned properties.
- Council worked with State Government, the Mirboo North and District Community Foundation, Toora and Foster Community Banks and the Prom Coast Centre for Children Committee of Management to retain Child Care Services in Mirboo North and Corner Inlet after UnitingCare Gippsland withdrew their childcare service provision.
- Hosted two Professional Development sessions for Early Years' teachers and educators in South Gippsland and Bass Coast. 170 people attended.

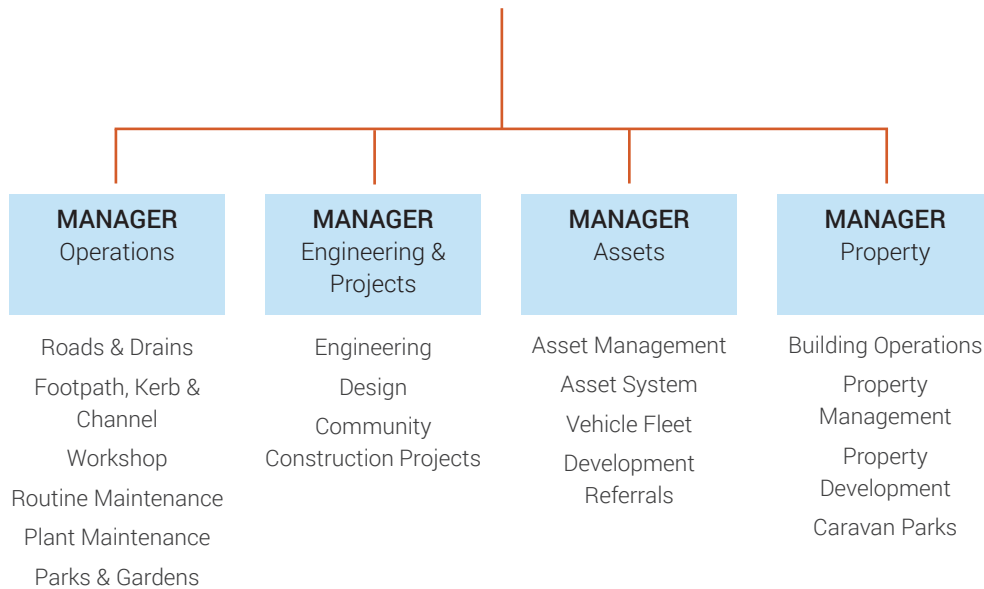


# Engineering Services

## DIRECTOR ENGINEERING SERVICES



Anthony Seabrook





## Operations

This Department is responsible for programmed and reactive maintenance to provide a safe and trafficable road network and parks and gardens that meet the needs and expectations of the community. This includes roads and drains, footpaths, kerb and channel, plant, workshop and routine maintenance. Crews are often engaged in emergency works at all hours to respond to storm damage. The road maintenance program ensures that Council's infrastructure networks are continuously monitored and maintained to a standard that will maximise their long-term benefit to the community.

Council manages over 800 kms of sealed roads and 1,200 kms of unsealed roads and has invested \$22 million of your rates in road maintenance this year. Over the past three years Council has been busy cleaning up and repairing roads from the rain and storm events with the majority of the works completed. The cost has been in excess of \$12 million.

- Responded to two severe weather events in August and September that required comprehensive clean up and repair work to restore road access.
- Completed land slip works at:
  - o Ameys Track, Foster
  - o Amietts Road, Wild Dog Valley
  - o Boolarra - Mirboo North Road, Mirboo North
  - o Bells Road, Bena
  - o Buchanans Road, Bena
  - o Canavans Road, Mount Eccles
  - o Canobios Road, Bena
  - o Carmichael Road, Stony Creek
  - o Dollar Road, Dumbalk
  - o Fairbank Road, Fairbank
  - o Foster Boolarra Road, Foster
  - o Grand Ridge Road, Trida
  - o Griggs Road, Hallston
  - o Leongatha - Yarragon Road, Hallston
  - o Loch Wonthaggi Road, Loch
  - o Main South Road, Poowong (including culvert replacement)
  - o McNaughtons Road, Arawata
- Completed the following road and infrastructure projects:
  - o Guardrail works at Grand Ridge Road, Trida and Amietts Bridge, Wild Dog Valley Road, Wild Dog Valley.
  - o Reseal works at Pearce Street, Mirboo North; Laura Rise, Mirboo North; Mardan Rd, Mardan; Ruby Arawata Road, Ruby; Leongatha Yarragon Road, Leongatha North; and Grand Ridge Road, Hallston.
  - o Culvert construction on Summers Road, Fish Creek.
  - o Road reconstruction works at O'Connell Road, Foster.
  - o Bridge replaced at McIndoe Park, Leongatha.
  - o Bridge replacements at Summers Road, Fish Creek and Goads Road, Dumbalk North.
  - o Road rehabilitation works at Mount Eccles Road, Mount Eccles; Wild Dog Valley Road, Wild Dog; and Bridge St, Korumburra.
  - o Concrete floodway works at Mossvale Park.
- Completed drainage works at:  
Nippards Track, Foster; Korumburra South Road, Korumburra; Boys Road, Fish Creek; Mount Eccles Road, Mount Eccles; Whitelaws Track, Foster North; Ross Street, Meeniyen; Martin Road, Meeniyen; Stony Creek Dollar Road, Stony Creek; Sheens Road, Mirboo North; Fish Creek Yanakie Road, Fish Creek; and Boolarra Mirboo North Road, Mirboo North.
- Completed the Playground Replacement Program with new playgrounds installed at:
  - o Beach Parade, Sandy Point
  - o Falls Road, Fish Creek
  - o Allambee South Community Centre
  - o Helens Park, Meeniyen
  - o Meeniyen Park (next to IGA)

## Engineering and Projects

The Engineering and Projects Department is responsible for engineering and community construction projects. It coordinates and delivers Council infrastructure to meet community needs and achieve sustainable cost/benefit.

- **Completed the following community infrastructure projects:**
  - o Footpath extension works at Jupiter Boulevard, Venus Bay and Shingler Street, Leongatha.
  - o Footpath renewals at Turner Street, Leongatha; Princes Street, Korumburra; Queen Street, Korumburra and Farmers Road, Dumbalk.
  - o Rotunda works at McIndoe Park, Leongatha.
  - o Lighting project at the Korumburra Showgrounds.
  - o Remediation works at the Port Welshpool Jetty.
  - o Drainage works at Turner Street, Leongatha.
  - o Intersection works at Stony Creek Dollar Road, Stony Creek.
  - o Great Southern Rail Trail Stage 1 – Foster to Toora.
  - o Korumburra Turf Wicket project.
  - o Hedley Hall and Mount Best Hall renovations.
  - o Beach Parade, Sandy Point car park and footpath works.
  - o Rural section of Kongwak-Inverloch Road, Kongwak.
  - o Reconstruction of Meeniyah-Dumbalk-United netball court surface.
- **Progressing community infrastructure projects:**
  - o Reconstruction of Station Street, Korumburra.
  - o Construction of Cell 3, Stage 2 at the Koonwarra Landfill.
  - o Bridge and road works at Goads Road, Dumbalk.
  - o Construction of Great Southern Rail Trail extension, including 3 bridges for Stages 2 & 3: Toora to Welshpool.
  - o Drainage works at Hannah Rise / Melville Avenue, Korumburra.
  - o Reconstruction works at Station Street, Korumburra.

## Property

The Property Department is responsible for the acquisition, disposal and leasing/licensing of Council's property portfolio to support Council services, including Caravan Parks (on Crown land). The Department manages and enhances Council's owned and managed building portfolio to ensure these facilities are maintained to maximise their long term benefit to the community. It also coordinates the processes for major developers within the Shire with internal and external stakeholders by ensuring a strong customer focus.

- Commenced the direct management of the Yanakie Caravan Park and the Long Jetty Foreshore Caravan Park.
- Completed Risk Assessments and Hazard Identification at these Caravan Parks, with rectification works programmed for 2014-15.
- Completed the settlement of the sale of land to South Gippsland Water for 20-22 Pioneer Street, Foster.
- Leasing Policy adopted at the May Council Meeting.
- Signed contract for two land sales as part of Council's Strategic Review of Land Holdings project, and lodged four planning applications to remove reservation status and progress towards a land sale.
- 90% completion of sustainability investigations into energy efficiencies of heating, ventilation, and air conditioning (HVAC) system at Council's Main Office.
- Advertised Corner Inlet Motorcycle Club proposed new lease.
- Secured funding for new roof at the Nyora Hall.
- Completed fit out at the Mirboo North Hall to accommodate Destination Gippsland.
- Completed 203 Building Programmed Maintenance Projects on time and within budget.
- Completed 984 inspections / services of Essential Safety Measures in Council buildings.

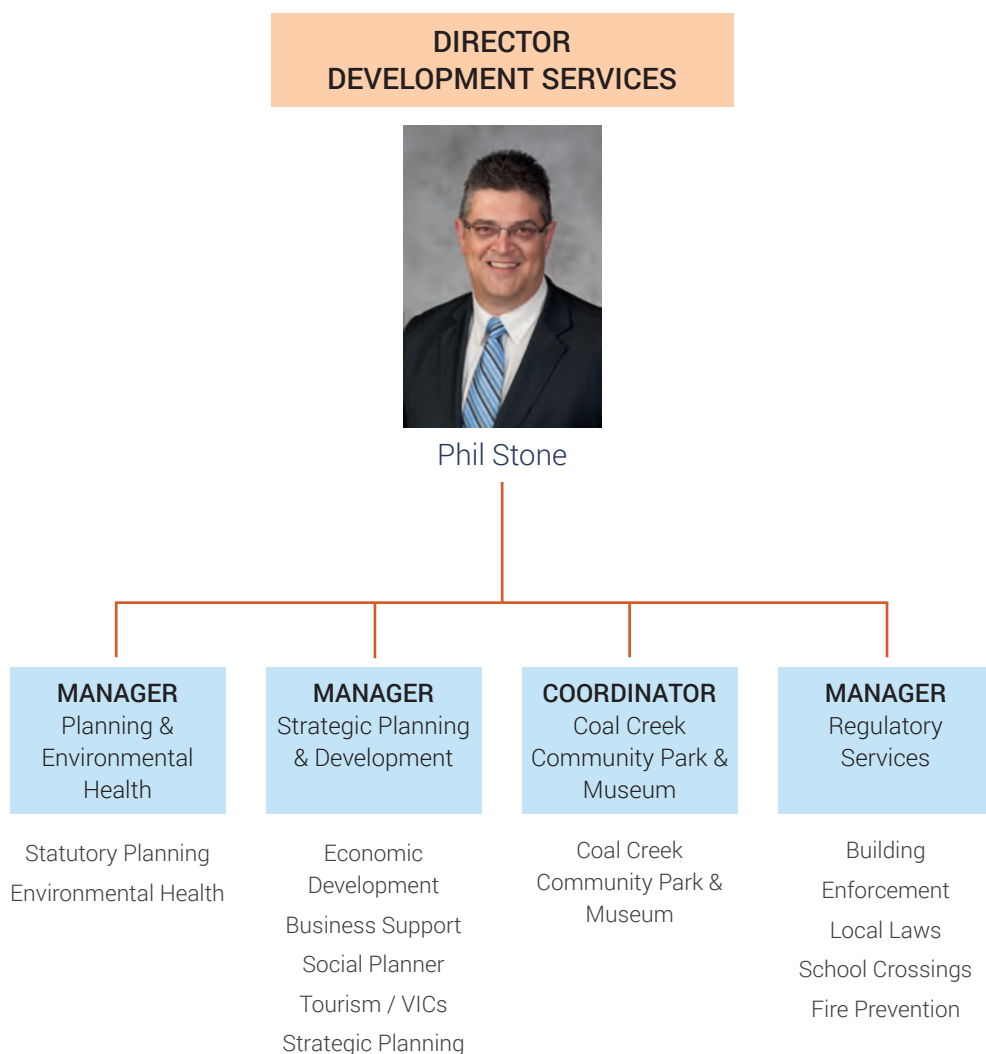
## Assets

The Assets Department is responsible for the development and implementation of long term management plans for all assets, including renewal modelling, to ensure that the fifteen year Financial Plan allocates sufficient resources to address asset renewal. It collects and analyses data to effectively manage roads and drainage assets, and supports capital works and operational decisions. The Department also oversees development referrals from the Statutory Planning Department and provides asset management advice to the Strategic Planning Department for the development of Council's various strategic plans.

- Completed the Leongatha Traffic and Drainage Study in August and the Korumburra Traffic and Drainage Study in December.
- Implemented agreed road improvement. Bald Hills Wind Farm civil contractors undertook significantly higher levels of road maintenance on approved roads used by various Bald Hills Wind Farm contractors.
- Asset Management System populated with all assets, including the generation of time sheets.
- Approved Business Case for the installation of GPS units in Council's Plant / Fleet.
- Completed the following Planning Department development referrals:

Description	On time	Not on time	In progress (on time)	Total
Conditions	63	1	5	69
Certification	57	2	5	64
Plan Checking	87	0	6	93
Statement of Compliance	25	0	0	25

# Development Services



## Environmental Health

The Environmental Health team promotes public health standards by implementing legislation on food safety, personal care industries, accommodation premises, caravan parks, septic tank approvals and public health issues.

- Conducted 554 food, accommodation and health premises inspections. Actioned 35 food recalls and analysed 34 food products, of which none failed.
- Investigated 141 public health complaints with the predominant concerns relating to noise and odour.
- Fulfilled the terms of the 2013-14 MAV Tobacco Education Grant which included 184 tobacco control inspections. Implemented new changes associated with 'no smoking' legislation at patrolled beaches and children's playgrounds.
- Issued 143 permits for domestic waste water treatment systems.
- Considered a report on domestic water bores in Venus Bay and Sandy Point and their impact on future development of land. Council is continuing to work with the EPA and Southern Rural Water to develop appropriate processes to minimise the impact of this issue.

## Building and Enforcement

The Building and Enforcement team is responsible for administering and enforcing the Building Act 1993 and enforcing the Planning and Environment Act 1987.

- Approved building work worth \$61.3m- down from \$93.6m in 2012-13. Significant projects include Leongatha Aldi (\$3.6m), Leongatha CFA (\$1.3m) and Burra Foods redevelopment (\$1.7m).
- Assessed 78 report and consent applications for building siting variations, demolition consents and construction over easements.
- Actioned 144 building and planning enforcement cases.
- Successfully prosecuted five matters in relation to illegal building work and native vegetation removal.

## Statutory Planning

The Statutory Planning team provides general planning advice and assesses planning applications for land use and development, including subdivision. It also assists in the coordination and delivery of service infrastructure to new lots.

- Decided 489 planning applications: 435 approved, 41 withdrawn and 13 refused.
- Completed 76.5% of planning applications within the 60 day statutory timeframe: 3.5% higher than previous year and 7% above Victorian regional council average.
- Responded to over 4,200 general planning enquiries.
- Finalised an interim agreement with South Gippsland Water which addresses development constraints within the Tarwin River declared water supply catchment. A Tarwin River catchment policy is under development and will be referred for public comment in the 2014-15 financial year.
- Issued planning approvals for key developments including Leongatha Aldi, expansion at Vi-Plus and Burra Foods, NBN infrastructure and several small business and subdivision proposals which will enhance the local economy.

## Strategic Planning

The Strategic Planning team develops plans that guide the future use and development of land, and ensures that the Planning Scheme is current and relevant to community needs.

- Prepared and exhibited eight planning scheme amendments including:
  - › C93 Korumburra Town Centre Framework Plan;
  - › C95 Leongatha Industrial Land Supply Strategy;
  - › C99 Burra Foods buffer control.
- Gazetted and added to the South Gippsland Planning Scheme:
  - › C66 - Rezoned 70ha for residential development in Korumburra;
  - › C72 – identified 99ha for future residential development in Nyora;
  - › C83 – acquired land for the Korumburra Integrated Children's Centre.
- Progressed Leongatha Industrial Land Supply Study implementation, Korumburra Town Centre planning projects, potable water protection controls and implementation of the Housing and Settlement Strategy.
- Adopted Social and Community Infrastructure assessments that delivered Community Infrastructure Plans for Korumburra, Nyora, Mirboo North and Tarwin Lower/ Venus Bay, with Foster's in progress.





## Economic Development and Tourism

The Economic Development and Tourism team promotes and supports investment, development and services that facilitate planned sustainable growth for the Shire. It encourages economic growth through the development of a competitive tourism industry and provides high quality visitor services. Council operates fully accredited Visitor Information Centres (VICs) at Korumburra and Foster.

- Increased business investment included Vi-plus, Fresh Zest, ALDI, Burra Foods, Murray Goulburn, the Salvation Army, Colin Watson Holden, Leongatha Secondary College, Leongatha Hospital, Aged Care in Foster and Prom Country Cheese.
- Secured funding for Leongatha Heavy Vehicle Alternate Route.
- Supported National Broadband Network introduction, with fixed wireless towers installed at Fish Creek, Foster (surrounds), Toora, Agnes, Hazel Park, Hedley, Welshpool and Yanakie, with more towers to be completed.
- Visited over 150 businesses and conducted courses in partnership with Milpara Community House and Community College Gippsland, plus sessions at the annual Dairy Expo.
- Increased visitor numbers to the Visitor Information Centres.
- Developed Recreational Vehicle Strategy - adopted.
- Reviewed Economic Development and Tourism Strategy – adopted.
- Promoted region at Regional Living Expo and held a follow-up information day for people interested in living, working and investing in South Gippsland.

## Local Laws

The Local Laws team provides a 24 hour response to maintain community health, safety and amenity. Responsibilities include animal management, fire prevention, local laws, parking and school crossings.

- Adopted General Local Law 2014 replacing General Local Law 1 and 2.
- Renewed and registered 6,299 domestic animals - up 8.4%.
- Inspected approximately 10,000 properties and issued 1,300 fire prevention notices. 35 properties were compulsorily cleared and fined for non-compliance.
- Successfully prosecuted 15 matters in relation to dog attacks, rubbish dumping and failure to comply with unsightly land notice.



## Coal Creek Community Park and Museum

This year the Park attracted 68,779 visitors, an increase of 0.5%. It engaged 11,319 students in the Education Program and continued as a community hub for 21 Korumburra user groups on a regular basis.

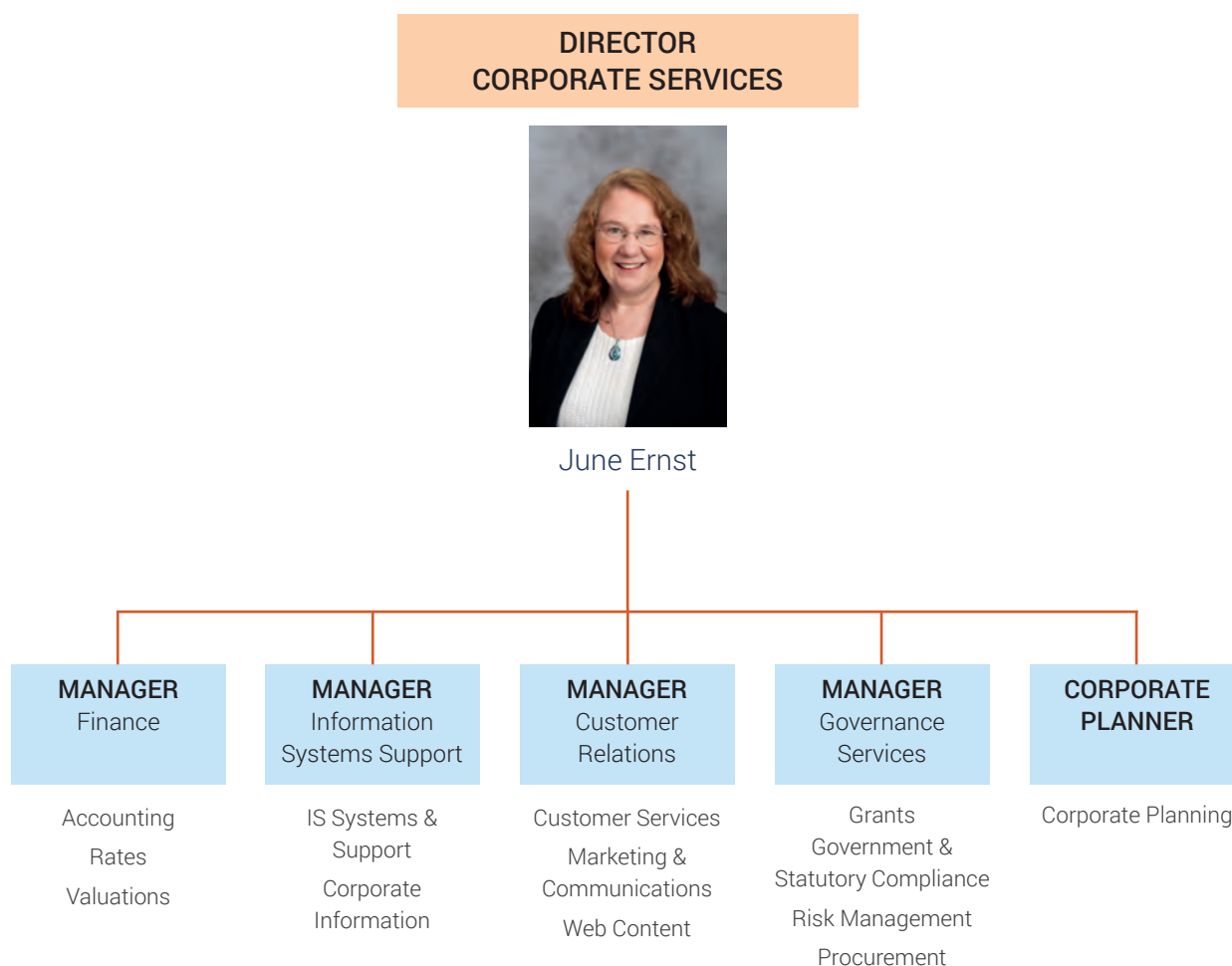
Coal Creek has capitalised on social media to engage effectively with visitors. Visitor reviews and feedback assist in determining the future direction of the Park.

Coal Creek's management remains grateful for the ongoing support of over 100 volunteers who assist in all facets of the Park's operation. Key highlights included:

- A series of high quality exhibitions in the Community Gallery, including the Anne Frank Exhibition.
- The Park's 40th birthday celebration.
- \$4,500 worth of fittings donated by the Australian Centre for the Moving Image (ACMI).
- Finalist in Tidy Towns Sustainability Victoria 2013.
- Restoration of K Class Locomotive, First and Second Class Carriages, Guards and ZL Van.
- "A Question of Honour" performances, depicting the history of Korumburra and Coal Creek.
- 17 community events.



# Corporate Services



## Corporate Services

The Corporate Services Directorate provides organisational support services for internal and external customers, Councillors and community partnerships. It includes Finance, Information Systems, Customer Relations and Governance teams and Corporate Planning functions.

- Reviewed all Council services and scrutinised department functions, service standards, budgets by line item, resourcing and legislative requirements.
- Established and utilised a governance framework to develop seven Steering Committees of Council; managing three Steering Committees throughout the year.
- Coordinated corporate planning and quarterly performance reporting functions, guiding the directions and capturing Council achievements.

## Finance

The department collates and manages Council's finances, provides strategic financial advice to Council, raises and collects rates and charges and values properties. It ensures Council's accounting records are in accordance with legislative and regulatory requirements as it services both internal and external customers.

- Established a community Advisory Steering Committee to conduct a Rating Strategy Review (comprising two Councillors, eight community members and chaired by the Mayor).
- Introduced a BPay view payment option for rates notices.
- Conducted the general biennial revaluation for all rateable properties.
- Prepared Annual Budget 2014-2015 and Rating Strategy 2014-2018. Both adopted in June.

## Customer Relations

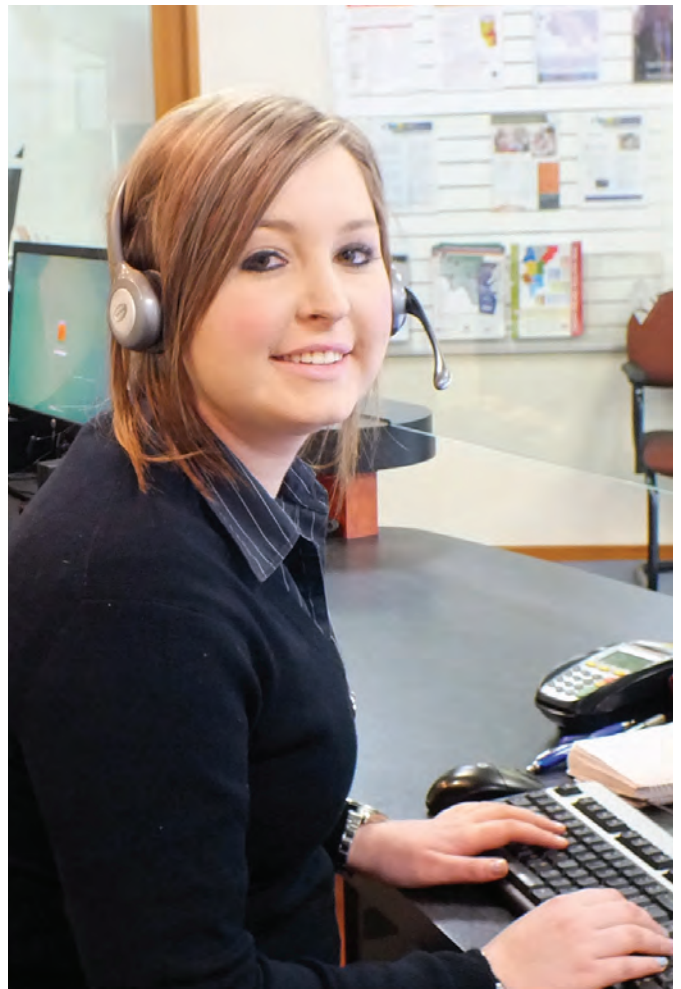
The Communications, Marketing and Customer Service teams strive to provide accurate information to the community on Council's services, activities, decisions and processes through the media, web content, publications, phone and 'face to face' enquiries. They focus on developing and maintaining a positive brand and reputation for the organisation.

- Prepared and delivered the 2012- 2013 Annual Report within legislative timeframe.
- Coordinated the online 'Repairing Our Roads' Campaign and Survey to lobby Government for increased funding to repair the South Gippsland road network.
- Revised the Communication and Engagement Policy and Community Engagement Plan and Toolkit which were adopted in June.
- Developed a Social Media Strategy and Policy to support emerging social media opportunities, including the proposed introduction of a Facebook presence.
- Produced a Residents' Guide to Council Services and Facilities – available electronically and in hard copy.
- Coordinated the South Gippsland Australia Day Awards program and local events.
- Developed tender specifications for a new corporate website.
- Developing suite of new branding templates.
- Provided marketing support for Council projects and advocacy opportunities.

## Information Systems

This department manages Council's computerised infrastructure, technology and information systems. It investigates new technologies and opportunities to improve service delivery and benefits to the community. It also coordinates the capture, management, regulated archive and disposal of corporate records.

- Commissioned Disaster Recovery site in 'the cloud' and Disaster Recovery SAN into production.
- Completed Geographic Information System (GIS) Strategy.
- Updated the proposed Bushfire Management Overlay in Council's Geographic Information System (GIS) to assist in identifying impacted properties within the Shire.
- Replaced printer and multifunction devices, improving functionality and saving approximately \$120,000pa.



## Governance Services

This department provides support services that enable good governance, risk management and compliance. It manages Council meetings, community and external grants, procurement / tendering, risk management and 'return to work' functions.

- Managed the ongoing Policy Review Schedule, developing and updating key policies including the Instrument of Delegation to CEO, Council Delegation to staff, CEO Delegation to staff, Procurement Policy, Guidelines for Making and Handling Protected Disclosures, Councillor Discretionary Funds Policy and Community Grants.
- Allocated \$289,515 funding to 74 community groups via the Community Grants Program.
- Secured State Government funding for many community projects including the following:
  - › TP Taylor Recreation Reserve Enhancement Project \$132,750
  - › Mirboo North Soccer Club Lighting Project \$100,000
  - › Yanakie Recreation Reserve Development Project \$300,000
  - › Nyora Public Hall Upgrade \$255,000
  - › Meeniyian Recreation Reserve Community Play Space \$93,000
  - › Korumburra Recreation Centre Training Centre of Excellence: \$74,000
  - › Mirboo North Netball Court Resurfacing Project \$20,000
- Awarded and administered contracts worth over \$22m. Reviewed and updated Council's Procurement Policy, prepared a business case to implement a Contracts Management System, increased monitoring of procurement activity and delivered associated staff training.
- Further developed Council's Risk Management Framework and updated Council's Business Continuity Plan.
- Implemented improvements to Occupational Health and Safety (OHS) and 'Return to Work' processes in partnership with WorkSafe.

# Information to be made available to the public

Regulation 11 of the Local Government (General) Regulations 2004 states:

**'A council must make available for public inspection documents containing the following prescribed matters:**

- a. Details of current allowances fixed for the Mayor, Lord Mayor (if any) and Councillors under section 74 or 74A of the Act;
- b. Details of senior officers' total salary packages for the current financial year and the previous year including the gross salary, the amount of the Council or employer contribution to superannuation, the value of any motor vehicle provided by the Council and the total value of any other benefits and allowances provided by the Council;
- c. Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel;
- d. Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted;
- e. Names of Councillors who submitted returns of interest during the financial year and the dates the returns were submitted;
- f. Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- g. A list of all special committees established by Council and the purpose for which each committee was established;
- h. A list of all special committees established by the Council which were abolished or ceased to function during the financial year;
- i. Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act;
- j. A register of delegations kept under sections 87, 88 and 98 of the Act, including the date on which the last review under section 98(6) of the Act took place;
- k. Submissions received in accordance with Section 223 of the Act during the previous 12 months;
- l. Agreements to establish regional libraries under Section 196 of the Act;
- m. Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and the value of the lease;
- n. A register of authorised officers appointed under Section 224 of the Act;
- o. A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant;
- p. A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council; and
- q. A list of contracts valued at \$150,000 or more for goods and services and \$200,000 or more for the carrying out of works which the Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in section 186(5) of the Act.' This list is provided below.

Contracts entered into without first engaging in a competitive process under section 186 of the Local Government Act 1989 and which were not exempt from the requirement to enter such a process

Contractor	Contract Purposes
Transwaste Technologies	Disposal of Leachate



# Freedom of Information Act 1982

## Part 11 Statement

Council is required to publish an extensive list of documents and information relating to the functions and decision making processes of Council. This document may be viewed on Council's website.

## The Protected Disclosure Act 2012

The Protected Disclosure Act 2012 provides the way for people to make a disclosure of improper conduct or detrimental action by Councillors and Council staff. Any person making a disclosure is protected from reprisal for making a disclosure. Council has in place 'Guidelines For Making And Handling Protected Disclosures And Protected Disclosures Welfare Management Policy' (View at [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au)).

Council's Protected Disclosure Coordinators are Mr Tim Tamlin, Chief Executive Officer, and Mr Phil Dwyer, Manager People and Culture, for disclosures relating to Council Staff. Disclosures relating to Councillors should be referred directly to the Independent Broad Based Anti-Corruption Commission (IBAC) via telephone 1300 735 135 or online at [www.ibac.gov.au](http://www.ibac.gov.au). Further information and guidance may also be sought from IBAC.

In the financial year 2013-2014, no disclosures were made to the South Gippsland Shire Council under the Act.

## Human Rights

Council is committed to considering and respecting human rights when making decisions that impact people and community. Council has a Human Rights Policy confirming its commitment to human rights (View at [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au)).



## Best Value

Council is required to comply with the following Best Value principles:

- All services must meet quality and cost standards;
- All services must be responsive to the needs of its community;
- Each service must be accessible to those members of the community for whom the service is intended;
- Achieve continuous improvement in the provision of services;
- Develop a program of regular consultation with its community in relation to services; and
- Report regularly to its community.

Initiatives that have contributed to Council's compliance with the Best Value principles in 2013-2014 include:

- Reviewing Council's Leasing Policy
- Reviewing Swimming Pools management
- Reviewing Local Law No.1 and No.2
- Reviewing land holdings
- Reviewing Child Care Services
- Reviewing Caravan Park operations
- Establishing a Financial Sustainability Steering Committee

# Audit Committee

## The A. Introduction

The Audit Committee's charter is to assist the Council in the effective conduct of its responsibilities for financial reporting, management of risk including the Council's exposure to fraud, maintaining a reliable system of internal control and facilitating the Council's ethical development. The Committee determines the scope of internal audit work and liaises with the Council's internal and external auditors. The Committee is independent from management but does not have any executive powers, management function or delegated financial responsibility.

## B. Membership

The Audit Committee consists of five members, three independent members and two Councillors. Independent members are appointed for a three year term and are eligible to be reappointed for a maximum of two three year terms. This is a solid approach to corporate governance and ensures the independence of audit committee members. The Chairperson of the Committee is appointed on an annual basis from the independent membership of the Committee by all members of the Audit Committee.

Dr Craig Nisbet, in his third year on the Committee as an external representative on the Committee, undertook the role of Chairperson of the Committee from 29 February 2012 through to 18 December 2013. Dr Nisbet holds a Bachelor of Economics, Graduate Diploma in Taxation, Master of Accountancy and Doctorate in Business Administration and is a Fellow of the Australian Institute of Company Directors. He has extensive consulting and executive management experience in risk management, information technology and internal control. Council reappointed Mr Nisbet for a second and final three year term on 27 November 2013, to expire in December 2016.

Ms Theresa Glab is the second external member of the Committee and was appointed in December 2011 for an initial three year term, which will expire on 30 November 2014. Ms Glab holds a Bachelor of

Economics, Graduate Diploma in Banking and Finance and a Master of Accountancy. She is an experienced risk, governance and compliance consultant and advisor. Council appointed the incumbent Ms Glab as the chair of the Committee on 18 December 2013.

Council appointed Dr Irene Irvine in December 2012 for an initial three year term which will expire on 30 November 2015. Dr Irvine holds a Bachelor of Science, a Ph.D Chemistry, a Diploma of Education, a Graduate Diploma of Administration and is a Graduate of the Australian Institute of Company Directors Course. She is an experienced senior executive, advisor and company director in the fields of tertiary education, finance, disability, employment and business consultancy.

Councillors Mohya Davies and James Fawcett were appointed by Council to be the Councillor representatives on the Committee for 2013/2014.

The Audit Committee met on the following four occasions at the Council Chambers, Michael Place, Leongatha during 2013-14 to consider business on the agenda, with all independent and Councillor Committee members in attendance at each meeting.

- 12 September 2013
- 19 November 2013
- 17 February 2014
- 19 May 2014





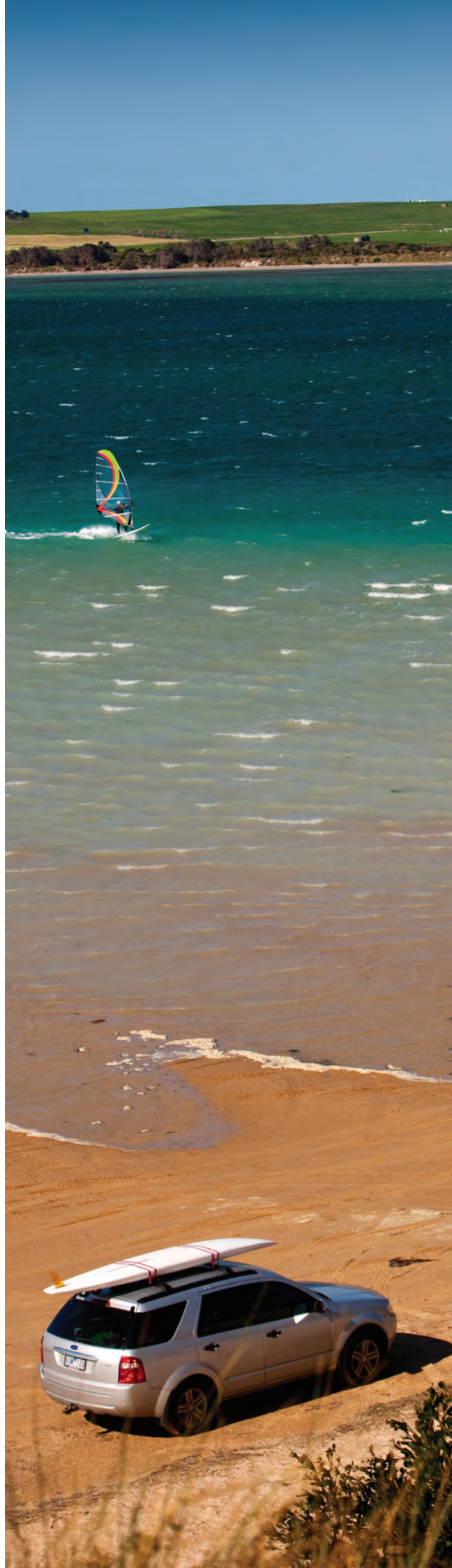
Minutes of the Audit Committee are presented to Council at the next practicable Ordinary meeting of Council following the Audit Committee, for consideration and adoption as a précis of the Audit Committee meeting. The précis is considered in the public forum of the Ordinary Meeting of Council.

Council's Internal Auditors, HLB Mann Judd attended each meeting, and Council's External Auditor, WHK Audit (Vic) representing the Victorian Auditor General's Office (VAGO) attended a meeting to present the Financial, Standard and Performance Statements for the year ended 30 June 2013. VAGO attended a further meeting to discuss the audit strategy for the year 2013/2014.

## **C. Key activities of the Audit Committee for 2013-2014**

During the reporting year the Audit Committee:

- Reviewed and approved the Internal Audit Plan FY2014-2015 and six year Audit Plan.
- Reviewed Internal Audit reports undertaken by Council's Internal Auditors- HLB Mann Judd.
- Reviewed the Financial, Standard and Performance Statements for year ended 30 June 2013.
- Reviewed the application of accounting standards and practices.
- Reviewed the Victorian Auditor General's 2013 Management letter, Closing Report and 2014 Audit Strategy.
- Reviewed the organisation's Risk Management Policy, Strategy, Procedures and Risk register, along with considering Council's response to a range of strategic risks.
- Reviewed the Audit Committee Charter.
- Reviewed audit reports from VAGO.
- Reviewed findings of the Local Government Inspectorate and Compliance Inspections audit.
- Considered Council's involvement in the pilot of the Local Government Performance Reporting project.





# Risk Management

Risk management is promoted heavily throughout the organisation, driven by the CEO through Council's Strategic Risk Committee which is then overseen by the Audit Committee. The Council has put in place a program where the Strategic Risk Register is presented annually to the Audit Committee, with the aim of giving assurance that the risks are being effectively managed.

The Council has a maturing risk management framework that complies with the ISO 31000:2009 Risk Management – Principles and Guidelines. Through a strategic risk review process Council has an improving understanding of the risks and opportunities it needs to manage.



## National Competition Policy Compliance: 2013-2014

The Victorian Government is obligated to demonstrate that Local Government is compliant with competition principles on an ongoing basis. Council has a National Competition Policy. Council to the best of its knowledge has, in undertaking its functions, complied with Competition and Consumer legislation, has not undertaken any anti-competitive behaviour and has complied with the requirements of Council's National Competition Policy during 2013-2014.

In 2013-2014 Council reviewed Local Law No.1 and No.2 and made a new General Local Law 2014 to ensure in part that this Local Law does not impose a restriction on competition as part of its ongoing commitment to competition policy and competitive neutrality.



# A Plain English Guide to Financial Statements, Standard Statement and Performance Statement

## 1. Introduction

The Financial, Standard and Performance Statements are contained in the back of the Annual Report 2013-2014.

The Financial Statements are key financial reports of South Gippsland Shire Council. They show how Council performed financially during the 2013-14 financial year and the overall position at the end of the financial year (30 June 2014). Council must present its Financial Statements in accordance with the Australian Accounting Standards. Council is committed to being financially accountable.

The Standard Statements compare actual financial performance against the original budgets set by Council.

The Performance Statement outlines the performance targets and measures set out in relation to key strategic activities identified in Council's business plan and described in the Annual Budget.

Both the Standard and Performance statements must be prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

It is in this context that the Plain English Guide to the Statements has been developed to assist readers understand and analyse the financial report.

## 2. What is contained in the Annual Financial Statements?

Council's Financial Statements have two main sections, namely, the Statements and the Notes. There are four Statements and 44 Notes. These are prepared by Council's staff, examined by the Council's Audit Committee, by Council and then are audited by the Victorian Auditor-General.

The four Statements are included in the first few pages of the report. They are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows..

The Notes that follow the Statements detail Council's accounting policies and the make up of values contained in the Statements.

## 3. Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' and shows:-

- the sources of Council's revenue under various income headings; and
- the expenses incurred in running the Council during the year. These expenses relate only to the 'recurrent operations' and do not include the cost associated with the purchase or the building of assets. While asset purchase costs are not included in the expenses, there is an item for 'depreciation and amortisation'. This represents the value of the assets used up during the year.

The Comprehensive result, commonly referred to as the 'headline' or 'bottom line result' is \$15.14 million surplus (previous year \$1.76 million surplus). The comprehensive result includes asset revaluation increments and decrements. The 2013-14 year's revaluation increment was \$17.08 million and predominantly related to roads, streets, kerb & channel, land, buildings and drainage assets. There was no revaluation of assets in 2012-13.

A more relevant figure to look at is the 'Surplus / (Deficit)' of Council for the year. The result for the reporting period was \$1.94 million deficit (previous year \$1.76 million surplus). This figure does not include the revaluation adjustments.

Australian Accounting Standards require Council to recognise grants as revenue when it obtains control over assets comprising of those receipts. This is irrespective of when the actual expenditure associated with the grant income takes place. Council in the previous 2012-13 financial year recognised over \$4.00 million grant income that were expended in 2013-14. This mismatch of revenues to expenditure in different reporting periods distorts financial results. The deficit result for 2013-14 does not present as a longer term strategic concern.

However, it is also important not to accept the result on face value. By not including what could be termed 'abnormals' or 'one offs' from the surplus result gives a truer indication of financial performance. This is commonly referred to as the underlying operating result.

After allowing for capital grants (\$3.18 million), donated assets (\$121,000) and share of net profits of associates (\$173,000) the underlying operating result was a \$5.42 million deficit (previous year \$5.15 million deficit).

## 4. Balance Sheet

The Balance Sheet is a one-page summary of the financial situation as at 30 June 2014. It shows what the Council owns as 'Assets' and what it owes as 'Liabilities'. The bottom line of this Statement is Net Assets. This is the net worth of Council that has been built up over many years.

The assets and liabilities are separated into Current and Non-current. Current means those assets or liabilities that will fall due in the next 12 months.

The components of the Balance Sheet are described here.

### 4.1. Current and Non-Current Assets

- Cash and cash equivalents includes cash on hand, cash held in the bank and the market value of Council's short term investments.
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets represent Council's

investment with a maturity above three months.

- Inventories are stock of raw materials and stock on hand.
- Other assets include expenses that have been pre paid that relate to the following financial year.
- Investments in associates represent the equity interest of Council in the West Gippsland Regional Library Corporation.
- Property, plant and equipment are the largest component of Council's worth and represent the value of all the land, buildings, roads, vehicles, equipment, and other assets which have been built up by Council over many years.
- Investment properties are properties that provide a commercial return to Council.

### 4.2. Current and Non-Current Liabilities

- Trade and other payables are those to whom Council owes money as at 30 June, 2014.
- Trust funds and deposits represent monies held in Trust by Council.
- Provisions include employee benefits (such as accrued long service and annual leave owed to employees), and obligations to perform rehabilitation works at landfill sites.
- Interest bearing loans and borrowings are monies owing to financial institutions.

### 4.3. Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June 2014, which was \$489 million (previous year \$474 million).

### 4.4. Equity

This always equals Net Assets. It is made up of the following components:

- Accumulated Surplus is the value of all net assets accumulated over time;
- Asset Revaluation Reserve is the difference between the previously recorded value of assets and their current valuations; and



- Other Reserves are allocations of the Accumulated Surplus to specific projects.

## 5. Statement of Changes in Equity

During the course of the year the value of Total Equity, as set out in the Balance Sheet, changes. This Statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the 'surplus or deficit' from operations, described in the Comprehensive Income Statement for the year;
- the use of monies from Council's reserves;
- revaluation of the infrastructure assets such as roads, drains and buildings, which takes place on a regular basis.

## 6. Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Australian Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this Statement refers to Bank Deposits and other forms of highly liquid investments that can readily be converted to cash, such as bank bills and term deposits.

Council's cash arises from, and is used in, three main areas:

- Cash Flows from Operating Activities:
  - › Receipts – All cash received into Council's bank account from ratepayers and others who owed money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
  - Payments – All cash paid by Council from its bank account to staff, creditors and

other persons. It does not include the costs associated with the creation of assets.

- Cash Flows from Investing Activities:
  - › This section shows the cash invested in the creation or purchase of property, infrastructure, plant & equipment assets and the cash received from the sale of these assets.
- Cash Flows from Financing Activities:
  - › This is where the receipt and repayment of borrowed funds including finance costs are recorded.

The bottom line of the Cash Flow Statement is the Cash at End of Financial Year. This shows the capacity of Council to meet its cash debts and other liabilities. The cash position at the end of the financial year was \$11.43 million (previous year \$9.99 million).

## 7. Notes to the Accounts

The Notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the Statements are established it is necessary to provide details of Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the key financial statements. The Note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Cash Flow Statement.

Where Council wishes to disclose other information that cannot be incorporated into the Statements then this is shown in the Notes.

Other Notes include:

- the cost of the various functions of Council;
- the break down of expenses, revenues, reserves and other assets;

- contingent liabilities;
- transactions with persons related to Council; and
- financial performance indicators.

The Notes should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts.

## 8. Standard Statements

The Standard Statements section provides three of the four statements mentioned above (Income Statement, Balance Sheet and Cash Flow Statement) together with a further statement (Statement of Capital Works).

The Statement of Capital Works sets out the expenditure on creating or buying property, infrastructure, plant & equipment assets by each category of asset. It also shows how much has been spent on renewing, upgrading, expanding or creating new assets of this type.

These Standard Statements provide a comparison between the actual results for the year and the budget that was set at the start of the year. All major differences are explained in accompanying notes.

## 9. Performance Statement

The Performance Statement outlines the performance targets and measures set out in relation to the achievement of the business plan which was described in the Annual Budget. The Performance Statement describes the extent to which the business plan was met regarding those targets and measures, in that year.

## 10. Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council, ascertaining that, in her/his opinion, the Financial Statements and Standard Statements have met all the statutory and

professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council, ascertaining that, in their opinion, the Financial Statements, Standard Statements as well as the Performance Statement are fair and not misleading.

## 11. Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Statements, Standard Statements and Performance Statement. It confirms that the report has been prepared in accordance with relevant legislation and professional standards, and that it represents a fair picture of the financial affairs of the Council.

## 12. General

### External Auditor

Auditor-General of Victoria

### Internal Auditor

HBL Mann Judd

### Bankers

Commonwealth Bank

# Local Government Indicators

Local Government Indicator	2012	2013	2014
Average rates and charges per assessment	\$1,540	\$1,625	\$1,755
Average rates and charges per residential assessment	\$1,285	\$1,363	\$1,466
Average liabilities per assessment	\$817	\$554	\$788
Operating result per assessment	\$113	\$92	\$(102)*
Average operating expenditure per assessment	\$2,850	\$2,999	\$2,981
Average capital expenditure per assessment	\$747	\$643	\$661
Renewal gap	86%	73%	81%
Renewal and maintenance gap	94%	87%	91%
Community satisfaction rating for overall performance generally of the Council	50%	48%	49%
Community satisfaction rating for Council's lobbying on behalf of the Council	51%	51%	49%
Community satisfaction rating for Council's community consultation and engagement	53%	54%	51%

\*Operating Result Per Assessment is less for 2014 due to the timing of 50% of Victorian Grants Commission grants having been received in advance during 2012-13. This has affected the average figure.



# Grants and Contributions Paid 2013-2014

This section includes administration support grants, maintenance grants, Councillor's discretionary funds, contributions, recreation reserve grants, swimming pool grants, community grants and community assistance.

Organisation	Amount \$
1st Foster Scout Group	2,500.00
2nd Leongatha Scout Group	1,000.00
Allambee Sth Community Centre Com.	618.00
Arawata Community Hall Association Inc.	5734.69
Aust Volunteer Coast Guard (Welshpool)	3,300.00
Beach & River Business Association	3,000.00
Bena Public Hall Inc.	2,270.69
Berry's Creek Hall Inc	1,334.69
Bromleys On Main	454.55
Buffalo Hall Committee	1,334.69
Country Fire Authority	2,000.00
Darlimurla Community Assoc. Inc	1,334.69
Destination Gippsland Ltd	25,000.00
Dumbalk Hall Committee	1,000 .00
Dumbalk Progress Association	528.95
Dumbalk Recreation Reserve	5,162 .00
East Gippsland Shire Council	15,000.00
EC & CA Bennett	119,186.34
Fish Creek & District Primary School	700.00
Fish Creek Bowling Club	10,000.00
Fish Creek Memorial Hall	7,334.69
Fish Creek Primary School Council	50.00
Fish Creek Tea Cosy Festival	3,200.00
Foster & Dist Community House	13,295.24
Foster & District Agricultural Society	500.00

Organisation	Amount \$
Foster & District Historical Society Inc.	500.00
Foster Community Association Inc.	9,900.00
Foster Cricket Club Inc	2,500.00
Foster Football Club	930.00
Foster Primary School	400.00
Foster Recreation Reserve Inc.	5,735.00
Foster Senior Citizens	6,809.00
Foster Showgrounds Committee	20,340.00
Foster War Memorial Arts Centre	6,000.00
Friends Of Toora Heritage Pear Orchard Inc.	2,000.00
Gippsland Hills Group CWA	3,300.00
Gippsland Medicare Local	1,500 .00
Grand Ridge Rail Trail Committee	5,170 .00
Great Southern Rail Trail Inc.	38,522 .00
Hallston Mechanics Institute Inc.	1,334.69
Hedley Hall & Rec Res C'Tee	1,334.69
Italian Australian Seniors Group	648.00
Jacican	454.55
Jeetho Hall Inc.	1,334.69
Jumbunna Public Hall	1,334.69
Karmai Community Children's Centre	6,000.00
K'Burra Bena Football Netball Club	1,500.00
K'Burra Community Devt & Action	97.45
Kongwak Community Group	545.46
Kongwak Public Hall Inc.	1,500.00
Koonwarra Mechanics Institute Reserve	1,334.69
Koonwarra Recreation Reserve Committee Inc.	5,162.00
Korumburra & Dist. Agricultural & Pastoral Society Inc.	22,545.60
Korumburra Angling Club Inc.	1,334.69
Korumburra Botanic Park Committee	1,000.00
Korumburra Bowling Club	200.00
Korumburra City Soccer Club	4,900.00
Korumburra Croquet Club	1,200.00



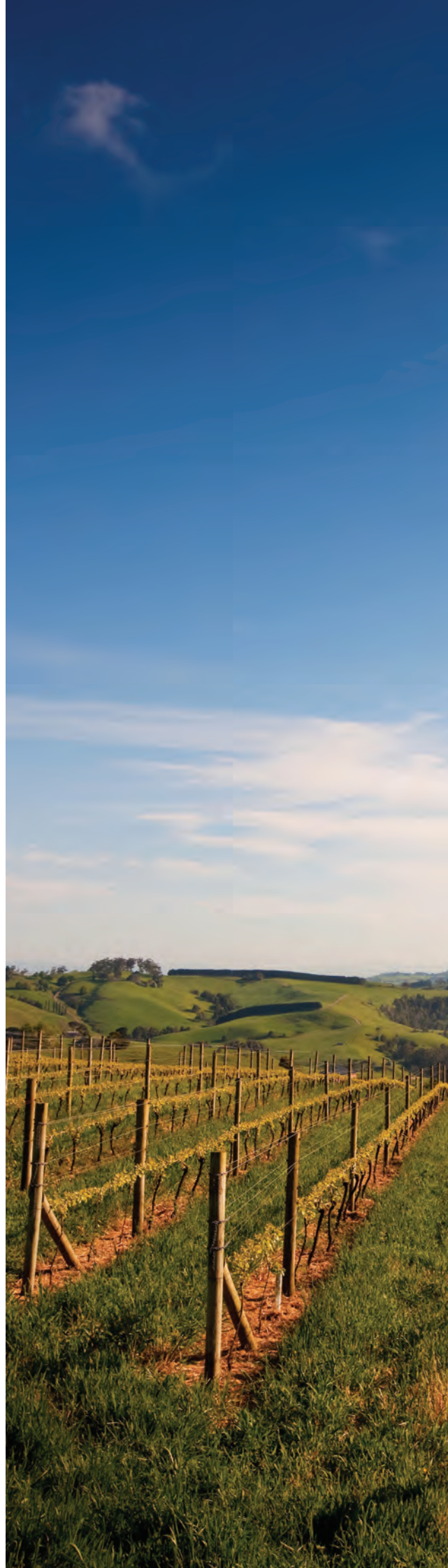
Organisation	Amount \$
Korumburra Italian Senior Citizens Club	579.00
Korumburra Motorcycle Club	5,000.00
Korumburra Recreation Centre Committee Inc.	38,824.00
Korumburra Recreation Reserve Committee of Management	6,729.00
Korumburra Senior Citizens Centre	7,245.00
Korumburra Swimming Pool Committee	80,717.00
Korumburra Tennis Club	85.00
Korumburra Volleyball Association	5,000.00
Leongatha & District Historical Society	2,250.00
Leongatha Agricultural & Recreation Reserve Committee	42,790.91
Leongatha Amateur Swimming Club Inc.	900.00
Leongatha Art & Craft Society	1,115.00
Leongatha Chamber Of Commerce & Industry Incorporated	1,000.00
Leongatha Children's Centre Inc.	3,000.00
Leongatha Community Pre-Schools Inc.	6,000.00
Leongatha Courthouse Sect 86 Ctee	1,500.00
Leongatha Croquet Club	1,000.00
Leongatha Football & Netball Club	663.00
Leongatha Golf Club Inc.	5,500.00
Leongatha Gymnastic Club	740.00
Leongatha Junior Football Club	300.00
Leongatha Primary School	600.00
Leongatha Senior Citizens Centre	8,026.50
Leongatha Town Cricket Club	10,000.00
Life Saving Victoria	23,726.30
Lions Club Strzelecki	2,000.00
Loch & District Preschool Centre	3,000.00
Loch Community Development Ass.	600.00
Loch Memorial Reserve Inc.	1,000.00

Organisation	Amount \$
Loch Nyora Pony Club	1,000.00
Loch Public Hall Committee Inc.	1,334.69
Loch Recreation Reserve Committee	5,735.00
Mardan Hall Committee	1,000.00
Mary McKillop College	250.00
MDU Football Netball Club	500.00
Meeniyah & District Basketball	1,100.00
Meeniyah & District Volleyball Club	4,000.00
Meeniyah Art Gallery	12,943.29
Meeniyah Golf Club	5,660.00
Meeniyah Mechanics Institute Inc.	11,334.69
Meeniyah Preschool Inc.	3,000.00
Meeniyah Recreation Reserve	13,764.00
Meeniyah Stadium Committee	3,500.00
Meeniyah Stony Creek CFA	600.00
Meeniyah Tourism & Traders Association Inc.	2,0000.00
Middle Tarwin Public Hall Inc.	1,334.69
Milpara Community House Inc.	1,600.00
Mirboo Country Development (Inc.)	2,500.00
Mirboo North Cricket Club	2,300.00
Mirboo North Golf Club	400.00
Mirboo North Grain Store Committee of Managment. Inc.	1,334.69
Mirboo North Kindergarten Incorporated	10,000.00
Mirboo North Primary School	550.00
Mirboo North Swimming Pool Committee	2,000.00
Mirboo Nth Hall Committee of Management	6,000.00
Mirboo Nth Senior Citizens Centre	6,634.50
Mirboo Recreation Reserve Comm	5,220.00
Moyarra Community Group	1,334.69
Mt Best Community Hall Ass Inc.	1,634.69
Mt Eccles Mechanics Institute Committee	1,334.69

Organisation	Amount \$
Native Animal Welfare	100.00
Nerrena Public Hall Committee Inc.	6,134.69
Nerrena Recreation Reserve Committee	4,590.00
Nyora Public Hall Committee Inc.	1,334.69
Nyora Recreation Reserve Committee	13,764.00
Outtrim Moyarra Kongwak Cricket Club Inc.	10,000.00
Outtrim Reserve Committee	13,863.69
Poowong & Dist. Amateur Basketball Association Inc.	1,445.00
Poowong Community Consultative Committee	3,375.00
Poowong Football & Netball Club Inc.	461.00
Poowong Historical Group	3,000.00
Poowong Public Hall Inc.	8,334.69
Poowong Recreation Reserve Committee Inc.	15,739.00
Poowong Tennis Club	5,000.00
Port Franklin Hall Committee	1,334.69
Port Franklin Tennis & Sports Club Inc.	500.00
Port Welshpool & Dist. Maritime Museum	350.00
Pound Creek Rural Fire Brigade	300.00
Prom Coast Arts Inc.	3,000.00
Prom Coast Centres For Children Inc.	44,083.00
Prom Coast Seachange Festival Inc.	300.00
Prom Coast U3A	1,500.00
Prom Country Aged Care Inc.	1,200.00
Prom Country Regional Tourism Inc.	46,810.00
Rotary Club Of Korumburra	500.00
Rotary Club Of Mirboo North	110.00
Sandy Point Community Group Inc.	1,300.00
Sandy Point Hall Committee	1,000.00
South Gippsland Bass Coast LLEN	1,000.00
South Gippsland Brass Band	2,000
South Gippsland Bridge Club Inc.	1,000.00

Organisation	Amount \$
South Gippsland Citizens Advice Bureau	14,750.00
South Gippsland CWA of Vic Inc.	100.00
South Gippsland Landcare Network	1,000.00
South Gippsland Secondary College	250.00
South Gippsland Singers Inc.	1,000.00
South Gippsland Tourist Railway Inc.	10,000.00
St. Laurence O'Toole Primary School	4,000.00
State Emergency Service Foster	25,706.00
State Emergency Service Leongatha	25,706.00
Stockyard Gallery	3,000.00
Stony Creek Racecourse & Recreation Reserve	2,857.27
Stony Creek Rec Reserve Committee	5,027.55
Strzelecki Public Hall Inc.	1,334.69
Tarwin Lower Primary School	100.00
Tarwin Lower Recreation Reserve Inc.	20,364.00
Tarwin Lwr & District Bowls Club Inc.	1,000.00
Tarwin Lwr Mechanics Institute	4,834.69
Tarwin Valley Camp Draft Club	11,000.00
Terrill & Buckley Parks Rec Reserves	4,979.00
Terrill Park Recreation Reserve Committee Of Management	18,785.00
The Arthur Sutherland Recreation Reserve (Formerly Welshpool)	6,440.00
The Great Southern Star Eisteddford	300.00
The Lions Club Of Mirboo North	1000.00
Toora & District Football Club	4,000.00
Toora Bowls Club Inc.	10,608.00
Toora Community Hall & Library Inc.	500.00
Toora Hall Committee	1,334.69
Toora Recreation Reserve Committee	12,617.00
Toora Swimming Pool Committee	600.00
Tour De Tarwin	1,920.00

Organisation	Amount \$
Unified Community Sports & Leisure Pty Ltd	105,300.09
UnitingCare Gippsland	30,362.00
Venus Bay Angling Club	1,000.00
Venus Bay Community Centre	6,940.00
Venus Bay Tarwin Lwr & Dist. Men's Shed Inc.	575.00
Walkerville Foreshore Committee	1,334.69
Walter J Tuck Recreation Reserve Committee Of Management	25,454.00
Waratah Bay Community Association Inc.	9,240.00
Welshpool & Dist. Advisory Group Inc.	9,000.00
Welshpool Golf Club Inc.	9,400.00
Welshpool Memorial Hall	1,334.69
Welshpool Recreation Reserve	1,589.00
West Gippsland Regional Library Corporation	1,206,068.01
Yanakie Hall & Recreation Reserve	1,334.69
YMCA	172,772.74
YMCA Of Ballarat Inc.	3,000.00
YMCA South Gippsland SPLASH	185.64
<b>Total Grants &amp; Contributions 13/14</b>	<b>\$2,728,430.64</b>



# Annual Plan 2013-2014 End of Year Results

## Outcome 1 – A Prosperous Shire

Council Plan 2013-2017 Indicator	Target
The value of total investments in the Shire measured through Building Permits, by investment sector. <i>Responsible Unit: Development Services</i>	Aim for an increase in investments annually. (Baseline: To be established.)
<b>Status:</b> <b>ACHIEVED</b>	
Baseline established. Information produced in quarterly report. Building activity for 2012-2013 – \$93.6 million; 2013-2014 – \$61.3 million; a decrease of \$32.3 million.	

Council Plan 2013-2017 Indicator	Target
Shovel ready projects prepared. <i>Responsible Unit: Engineering Services</i>	Aim for at least two ready at any time.
<b>Status:</b> <b>ACHIEVED</b>	
<p>Ten projects are ready for construction subject to funding: Agnes River Road, Agnes Bridge; Dale Drive, Leongatha Court Bowl; Mirboo North Transfer Station; Korumburra Integrated Children Centre; Leongatha Splash Hydrotherapy Pool; Gray Street, Leongatha; Princes Street, Korumburra; Henrys Road, Nyora; Simons Lane, Leongatha South; and Allambee Estate Rd Bridge.</p> <p>Ten footpath projects have been designed ready for construction subject to funding: Station St, Foster; Drouin Rd, Poowong; Walkerville Rd, Tarwin Lower; Steele St, Leongatha; Baths Rd, Mirboo North; George St, Korumburra; Brown St, Leongatha; Peart St, Leongatha; Cooper St, Mirboo North; and Meeniyan Recreation Reserve youth space.</p>	

Objective 1.1 Work with the business community to support existing business, diversify employment opportunities to attract new businesses.

Strategy	Action	Measure / Target
<b>Strategy 1.1.1:</b> We will actively plan for growth and economic development.  <i>Responsible Unit: Development Services</i>	Advocate for Development Contributions process from State Government.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <b>ACHIEVED</b>		
Developer Contributions process established through use of S173 agreements. State scheme proposed, but not implemented. Will reassess local position on implementation of State scheme.		

Strategy	Action	Measure / Target
<b>Strategy 1.1.1:</b> We will actively plan for growth and economic development.  <i>Responsible Unit: Community Services</i>	Contribute to the development of a Library Corporation 'Community Learning Strategy'.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <b>ACHIEVED</b>		
The Library Corporation Board confirmed its commitment to develop a Community Learning Strategy Framework and the Mobile Library Services Review will form part of the Strategy. While the costs for 2013-14 can be met within the existing budget, the scope and funding of the implementation of the Strategy for future years has yet to be agreed.		

Strategy	Action	Measure / Target
<b>Strategy 1.1.1:</b> We will actively plan for growth and economic development.  <i>Responsible Unit: Development Services</i>	Facilitate the Industrial Land Use Strategy for Leongatha.	Planning Scheme amendments commenced by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Amendment adopted by Council on 16 April 2014.		

Strategy	Action	Measure / Target
<b>Strategy 1.1.1:</b> We will actively plan for growth and economic development.  <i>Responsible Unit: Development Services</i>	Develop options for redevelopment of the Leongatha rail yards as a commercial, retail residential and/or civic precinct.	Advocate for redevelopment options for the Leongatha rail yards to State Government by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Progressive briefings to Councillors have occurred throughout the year – discussions with VicTrack are under way.		

Strategy	Action	Measure / Target
<b>1.1.1</b> We will actively plan for growth and economic development.  <b>1.1.3:</b> We will actively encourage sustainable development and growth of agriculture, industry and commercial business; and  <b>1.1.4:</b> We will promote and encourage tourism through development support.  <i>Responsible Unit: Development Services</i>	Conduct a review of the South Gippsland Economic Development and Tourism Strategy 2012-2017 and commence implementation based on Council's priority actions.	Establish a committee and terms of reference to oversee a review of the strategy and provide recommendations for Council's consideration by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Committee established. Review of strategy completed. Strategy adopted for consultation in April. Public consultation undertaken with expected adoption of strategy by September 2014.		

Strategy	Action	Measure / Target
<b>1.1.2</b> We will protect and retain the unique identity of town, villages and farming districts.  <i>Responsible Unit: Development Services</i>	Develop Township Character Studies for new residential zones and present to Council for adoption.	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Council adopted new zones March 2014.		





Objective 1.2 Raise the awareness of local and regional issues with State and Federal decision makers.

Strategy	Action	Measure / Target
<b>1.2.1:</b> We will advocate for effective integrated transport connectivity for people and freight.  <i>Responsible Unit:</i> <i>Chief Executive Officer</i>	Advocate for the Gippsland Transport Strategy through regional groups and advocacy activities.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>Advocacy for improved transport, roads and freight has continued, both through participation at regional and local levels. Regional advocacy has taken place via Gippsland Local Government Network with meetings held with the Department of Transport to discuss Freight Strategy priorities and Regional Development Victoria Committee to discuss the Gippsland Freight Infrastructure Vision.</p> <p>Locally, meetings occurred with Shadow Minister Ports, Freight and Logistics Ms. Natalie Hutchins specifically to discuss the Gippsland Freight Strategy, and the CEO and Mayor recently met with Danny O'Brien MP - National Party Member for Eastern Region where our transport requirements were again raised.</p>		

Responsible Unit	Action	Measure / Target
<b>1.2.1:</b> We will advocate for effective integrated transport connectivity for people and freight.  <i>Responsible Unit: Development Services</i>	Advocate for funding to undertake a feasibility study for the return of the freight and passenger service to Leongatha.	Advocate for funding for the feasibility study by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>Discussions undertaken with Department of Transport seeking agreement for in-kind support. Grant application will be required with matching Council funds – not adopted in 2014/15 budget. Letters sent to South West Gippsland Transport Group and neighbouring Councils, seeking support.</p>		

Strategy	Action	Measure / Target
<b>1.2.1:</b> We will advocate for effective integrated transport connectivity for people and freight.  <i>Responsible Unit: Development Services</i>	Support the South East Australian Transport Strategy through Council's membership and participation in events to encourage the development of road, rail, sea and air facilities.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>Attended all group meetings. Participated in executive meetings. Funding for Leongatha Heavy Vehicle Alternate Route achieved. South Gippsland hosting February 2015 meeting.</p>		

Responsible Unit	Action	Measure / Target
<b>1.2.1:</b> We will advocate for effective integrated transport connectivity for people and freight.  <i>Responsible Unit: Engineering Services</i>	Advocate for the upgrading and improved maintenance of our main roads.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>Items of importance are raised at the VicRoads/South Gippsland Shire Council Liaison Meetings. Council will continue its strong working relationship with VicRoads to drive the necessary road improvements for our communities.</p>		

Strategy	Action	Measure / Target
<b>1.2.2:</b> We will advocate for priority projects that assist in stimulating economic growth, agricultural development, tourism infrastructure and community facilities.  <i>Responsible Unit: Development Services</i>	Advocate for the Corner Inlet Tourism Development Project.	Progress reported in the Quarterly Performance Report.
<b>Status:</b>		<b>ACHIEVED</b>
Construction of Toora to Welshpool section of the Rail Trail commenced. Marketing program for Rail Trail commenced. Briefing provided to Councillors by Parks Victoria on the Proposed Agnes Falls development. Funding application for Agnes Falls lookout submitted.		

Strategy	Action	Measure / Target
<b>1.2.2:</b> We will advocate for priority projects that assist in stimulating economic growth, agricultural development, tourism infrastructure and community facilities.  <i>Responsible Unit: Engineering Services</i>	Implement the review of Caravan Parks.	Implementation commenced by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Caravan Parks Steering Committee has now ceased as Caravan Parks are up and running.		

Strategy	Action	Measure / Target
<b>1.2.2:</b> We will advocate for priority projects that assist in stimulating economic growth, agricultural development, tourism infrastructure and community facilities.  <i>Responsible Unit: Development Services</i>	Advocate for bringing forward sewerage for Poowong, Loch and Nyora.  Advocate for solving development barriers in the Tarwin Potable Water Catchment.	Progress reported in the Quarterly Performance Report.
<b>Status:</b>		<b>ACHIEVED</b>
Last stakeholder workshop of the Tarwin Catchment modelling study is anticipated to be held during August 2014. Development of Catchment Policy can commence once modelling is completed.		

### Objective 1.3 Improve the sustainability of the local and regional environment

Strategy	Action	Measure / Target
<b>1.3.1:</b> We will actively engage businesses, farmers, industries and individuals in creating a clean, green Shire, where environmental sustainability is embraced and practiced.  <i>Responsible Unit: Community Services</i>	Sustainability Festival held with a focus on improving the health, wellbeing and sustainability of the South Gippsland Community and wider region.	Festival held by 30 June 2014 and the number of exhibitors participating and number of attendees in the festival reported.
<b>Status:</b>		<b>ACHIEVED</b>
The Festival was held on 14 April. There were approximately 50 exhibitors and over 2000 attendees at this year's festival, which was comparable to the 2013 Festival.		

Strategy	Action	Measure / Target
<b>1.3.2:</b> We will promote sustainable waste management practices, energy efficiency and management of our natural resources.  <i>Responsible Unit: Community Services</i>	Waste Management Strategy implemented and outcomes reported: <ul style="list-style-type: none"> <li>Waste to landfill from transfer stations reduced by up to 3% compared to 2012-13</li> <li>Landfill airspace consumption reduced by up to 10% compared to 2011-12</li> </ul>	Progress reported in the quarterly performance report and annual outcomes reported to Council by 30 June 2014: <ul style="list-style-type: none"> <li>Baseline 2011-12 (2,830 tonnes) (reported quarterly)</li> <li>Baseline 2011-12 1.52 c/m per tonne</li> <li>Target - 1.37 c/m per tonne (reported quarterly).</li> </ul>
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
Waste to landfill from transfer stations for the year reduced by 15% (2066.5 tonnes) when compared to 2012-13. Landfill airspace usage in 2013-14 attributable to landfill waste and cover material of 1.56 cubic metres of airspace per tonne of waste. This is down from 1.69 the previous year.		

Strategy	Action	Measure / Target
<b>1.3.2:</b> We will promote sustainable waste management practices, energy efficiency and management of our natural resources.  <i>Responsible Unit: Community Services</i>	Sustainability Strategy actions implemented: <ul style="list-style-type: none"> <li>Greenhouse gas reduction plan implemented</li> </ul>	Progress reported in the quarterly performance report and annual outcomes reported to Council by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
The energy efficiency works were completed at the depot by 30 June 2014.		

Strategy	Action	Measure / Target
<b>1.3.2:</b> We will promote sustainable waste management practices, energy efficiency and management of our natural resources.  <i>Responsible Unit: Community Services</i>	Advise Council of bio-composting approaches and other modern waste management innovations.	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
A presentation by the Executive Officer of the Gippsland Regional Waste Management Group on a biocomposting trial in East Gippsland and modern waste management approaches was delivered to Council in November 2013.		



## Outcome 2 – Closely Connected Communities

Council Plan 2013-2017 Indicator	Target
Council supported Community Direction Statement priority projects identified and reported to Council for consideration. <i>Responsible Unit: Community Services</i>	Council supported priority projects from Community Directions Statements to be funded in the following financial year, identified and funded by 30 June annually.
<b>Status:</b> <b>ACHIEVED</b>	
Well attended community forum by over 30 people was convened in February in Sandy Point community to develop a Community Plan. Community Forum convened 9 February with good participation. Meeting held with Toora Monitoring Committee to review Community Plan. Community engagement support provided to Mirboo North Community Plan working group. Nyora Hall Refurbishment Project advanced to funding application stage.	

Council Plan 2013-2017 Indicator	Target
Development activities for volunteers provided. <i>Responsible Unit: Community Services</i>	A program of activities developed and implemented annually.
<b>Status:</b> <b>ACHIEVED</b>	
A range of activities implemented included the Years Ahead - Driver Program and released the 2014 Volunteer Training Calendar with initial workshops held in April 2014. Council partnered with the South Gippsland Citizens Advice Bureau (SGCAB) to launch the SGCAB Volunteering in South Gippsland Brochure.	

### Objective 2.1 Engage and work collaboratively with our community.

Strategy	Action	Measure / Target
<b>2.1.2:</b> We will develop an integrated approach to planning with the community incorporating budgeting/funding strategies and project development. <i>Responsible Unit: Development Services</i>	Develop and implement a Korumburra Community Roundtable as a trial for modelling future partnership projects.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <b>ACHIEVED</b>		
The Committee has been established and chair elected. Council has resolved to continue for a further 12 months.		

Strategy	Action	Measure / Target
<b>2.1.3:</b> We aim to minimise barriers and find ways to support our volunteers, community groups and committees to provide services beyond those that Council, by itself, can provide. <i>Responsible Unit: Corporate Services</i>	Community Grants Program effectively administered to support Community Events and Organisations.	Two rounds of Community Grants presented to Council for adoption by 30 June 2014 and updates on program outcomes reported in Council's Quarterly Performance Report.
<b>Status:</b> <b>ACHIEVED</b>		
Community Grants Round 1 Presentation held 11 December 2013. Round 2 was adopted by Council on 25 June 2014.		





Strategy	Action	Measure / Target
<b>2.1.3:</b> We aim to minimise barriers and find ways to support our volunteers, community groups and committees to provide services beyond those that Council, by itself, can provide.  <i>Responsible Unit: Community Services</i>	Support community volunteers: <ul style="list-style-type: none"> <li>Community Engagement Conference held, including a speaker on new incorporation legislation</li> <li>Training program delivered</li> </ul>	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
The Community Engagement Conference was held in June 2014. Volunteer Training in driver awareness for older people provided. Direct assistance in event planning requirements provided to seven community events.		

Strategy	Action	Measure / Target
<b>2.1.3:</b> We aim to minimise barriers and find ways to support our volunteers, community groups and committees to provide services beyond those that Council, by itself, can provide.  <i>Responsible Unit: Community Services</i>	Review the support provided to the Recreation Reserve Committees and consider a participatory budgeting approach for a portion of the funding allocation.	Progress reported in the Quarterly Performance Report.
<b>Status:</b>		<b>ACHIEVED</b>
Council doubled its financial contribution to Recreation Reserves in 2013-14. A Recreation Reserves brochure was distributed to reserves and other outlets across the shire. The Recreation Reserve Network recommended the distribution of a portion of the funds and Council used the recommendation for the distribution.		

## Outcome 3 – Integrated Services and Infrastructure

Council Plan 2013-2017 Indicator	Target
Number of grants submitted to State and Federal programs for funding and number of grants announced for South Gippsland Shire projects. <i>Responsible Unit: Corporate Services</i>	Aim for 30% of applications submitted to be funded.
<b>Status:</b>	
One hundred percent (100%) of applications submitted in 2013-2014 have been funded. Of the 15 applications submitted (\$1,695k sought) in 2013-14, 14 (\$1,195k funded) have been funded and one is pending.	

Council Plan 2013-2017 Indicator	Target
Sustainability activities for various sectors provided, in partnership with others where possible. <i>Responsible Unit: Community Services</i>	A program of activities developed and implemented annually.
<b>Status:</b> <b>ACHIEVED</b>	
Key actions from the strategy implemented included: <ul style="list-style-type: none"><li>• Progression of the Green Street Lighting project;</li><li>• Scoping of works to be completed relating to implementation of the greenhouse reduction plan;</li><li>• Roadside weed control program implemented;</li><li>• Various educational materials developed and distributed; and</li><li>• The Sustainability Gippsland website and Local Food Map projects progressed.</li></ul>	

Objective 3.1 Deliver affordable, modern community services and facilities through an integrated approach to planning and infrastructure development.

Strategy	Action	Measure / Target
<b>3.1.1:</b> We will deliver Council and community projects and leverage project funds to attract investment from external sources.  <i>Responsible Unit: Engineering Services</i>	Annual Capital Works Program delivered.	80% of the Capital Works Civil Program expended in accordance with approved Council decisions by 30 June 2014 and progress reported in the Quarterly Performance Report.
<b>Status:</b>		<b>ACHIEVED</b>
Eighty three percent (82.94%) of the Capital Works Program was expended by 30 June 2014. Quarterly updates were provided to Council during the year.		

Strategy	Action	Measure / Target
<b>3.1.1:</b> We will deliver Council and community projects and leverage project funds to attract investment from external sources.  <i>Responsible Unit: Community Services</i>	External funding sought for the Korumburra Integrated Children's Centre.	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
<p>Awaiting announcement of Capital Funding from State Government \$ 1.6 million in mid 2014.</p> <p>Awaiting announcement of Linking Learning and Literacy funding \$80,000 for project that will link Primary schools with new centre.</p> <p>Karmai Community Children's Centre was formally incorporated in May 2014. This group continues to develop the governance structure for Korumburra Integrated Children's Centre.</p>		

Strategy	Action	Measure / Target
<b>3.1.2:</b> We will collaborate with other agencies and service providers to focus attention on growth areas and avoid duplication of services.  <i>Responsible Unit: Engineering Services</i>	Develop a Relocation Plan for Foster for co-locating services with other government agencies.	By 30 June 2014.
<b>Status:</b>		<b>NOT ACHIEVED</b>
The Project Brief and Consultancy Brief were presented at the 2 April 2014 Councillor Briefing Session. Relocation Plan progressing. Target not achieved due to time constraints.		



Strategy	Action	Measure / Target
<b>3.1.2:</b> We will collaborate with other agencies and service providers to focus attention on growth areas and avoid duplication of services.  <i>Responsible Unit: Community Services</i>	Establish formal partnerships and/or arrangements in place between Community Services Directorate and other agencies/service providers.	Formal partnerships established with 2 new agencies or service providers by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>Following the announcement of the withdrawal of UnitingCare Gippsland from the St Andrews Childcare Centre in Mirboo North and Prom Coast Centre for Children in Foster, Council has facilitated new partnerships to ensure the service continues in both communities.</p> <p>Child care services was uninterrupted in Mirboo North due to the transition to new provider YMCA Ballarat in April.</p> <p>Services have continued in Corner Inlet with the establishment of a community based Committee of Management to operate the service from May 2014.</p>		

Strategy	Action	Measure / Target
<b>3.1.3:</b> We will develop an integrated planning approach for our townships and villages, so that facilities are located in areas where they are most appropriate.  <i>Responsible Unit: Community Services</i>	Plan for library infrastructure in the Western area of South Gippsland.	Reported to Council by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>A consultant was appointed in February to work with the Social Community Infrastructure Committee to develop a draft blueprint of community infrastructure as Stage 1 of the project. Library infrastructure will be considered as part of the blueprint and consultation with the West Gippsland Regional Library Corporation has commenced.</p>		

Strategy	Action	Measure / Target
<b>3.1.3:</b> We will develop an integrated planning approach for our townships and villages, so that facilities are located in areas where they are most appropriate.  <i>Responsible Unit: Community Services</i>	Commence the development of a strategy for community facilities including the potential development of Community Hubs.	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
<p>A consultant was appointed in February to work with the Social Community Infrastructure Committee to develop a draft blueprint of community infrastructure as Stage 1 of the project. Parameters were established and consultation with community groups commenced. A draft blueprint was tabled for the committee's consideration in May and reported to Council in June for public exhibition.</p>		



Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Engineering Services</i>	Implement Asset Management Plans for all major asset classes.	Service levels achieved by 30 June 2014: Roads (only a part of indicators given).
<b>Measure / Target:</b> 1. Annual customer satisfaction survey results		
<b>Status:</b>		<b>ACHIEVED</b>
2013 survey results received: • 'Best thing about Council' - 5% indicated Road & Street Maintenance. • 'Council Needs to Improve' - 49% indicated Sealed Road Maintenance.		
<b>Measure / Target:</b> 2. Percentage of customer requests completed in time.		
<b>Status:</b>		<b>NOT ACHIEVED</b>
Customer requests – 1,120 requests received for Road/Infrastructure Maintenance with 573 (51%) completed on time. The percentage of customer requests completed in time is below the desired standard as road maintenance was delayed due to inclement weather.		
<b>Measure / Target:</b> 3. Number of approved claims against Council.		
<b>Status:</b>		<b>ACHIEVED</b>
No approved claims for the year.		
<b>Measure / Target:</b> 4. Percentage compliance with Road Management Plan.		
<b>Status:</b>		<b>ACHIEVED</b>
One hundred percent (100%) compliance.		
<b>Measure / Target:</b> 5. Renewal of 40,000 to 50,000 m <sup>2</sup> of road pavement per year.		
<b>Status:</b>		<b>ACHIEVED</b>
42,000 m <sup>2</sup> of road pavement renewed for the year.		
<b>Measure / Target:</b> 6. Reseal 300,000 to 430,000 m <sup>2</sup> of sealed surface.		
<b>Status:</b>		<b>NOT ACHIEVED</b>
Resealed 275,012 m <sup>2</sup> of sealed surface. The target was not achieved due to the use of a large amount of polymer seals which are more expensive than the standard C170 seals.		

Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Engineering Services</i>	Forward Capital Works Program reviewed annually.	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
The draft 15 Year Capital Works Program presented to Councillors on: • 11 September 2013 • 4 December 2013 • 5 March 2014 • 2 April 2014 The 2014-15 Capital Works Program was adopted at the 25 June 2014 Special Meeting of Council.		



Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Development Services</i>	Development of short, medium and long term social infrastructure plans for the Shire: <ul style="list-style-type: none"> <li>• Mirboo North</li> <li>• Venus Bay/Tarwin Lower</li> <li>• Leongatha</li> <li>• Nyora</li> </ul>	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
The following plans were adopted by Council before 30 June 2014:  Korumburra Community Infrastructure Plan - adopted by Council. Leongatha Community Infrastructure Plan - adopted by Council. Nyora Community Infrastructure Plan - adopted by Council. Mirboo North Community Infrastructure Plan - adopted by Council. Tarwin Lower/Venus Bay Community Infrastructure Plan - adopted by Council.		

Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Community Services</i>	Youth supported: <ul style="list-style-type: none"> <li>• Learner Driver Program (L2P) delivered.</li> </ul>	Thirty (30) young people participating.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
The program had 57 active participants driving through the year with 12 gaining their drivers licence. The total number of hours driven with volunteers for the year was 974 hours.		

Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Community Services</i>	Arts and Culture supported: <ul style="list-style-type: none"> <li>• Shire-wide Arts and Culture brochure developed and distributed with a preference to electronic media distribution.</li> </ul>	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
Brochure completed and distributed across South Gippsland and externally. Additional shire wide brochure developed to promote South Gippsland cultural events was presented during the May 2014 Gippsland Arts Festival.		

Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Community Services</i>	Access and Inclusion supported: <ul style="list-style-type: none"> <li>• Accessibility audits of Council's recreation facilities and parks</li> </ul>	Six (6) facilities audited by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
Assessment completed for six (6) facilities by June 2014. There was a good level of collaboration with Gippsport in assessing recreational facilities.		



Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Community Services</i>	Access and Inclusion supported: <ul style="list-style-type: none"> <li>Advocate for additional accessible bus stop in Leongatha.</li> </ul>	Representation made to VLine by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Discussions held in February 2014 with Leongatha Chamber of Commerce and Industry on value of an extra and accessible bus stop. Request for consideration of an extra bus stop submitted to the Department of Transport, with advice received that this request is being considered.		

Strategy	Action	Measure / Target
<b>3.1.4:</b> We will plan for the service needs of the Shire's changing demographic.  <i>Responsible Unit: Community Services</i>	Cultural Diversity supported: <ul style="list-style-type: none"> <li>Plans prepared for the indigenous event 'Deadly in Gippsland' to be held in 2015.</li> </ul>	Organising committee established and plans prepared by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Initial Planning Group established and meetings held - key external contributing organisations and individuals identified. Council assisted six members of the Planning Group to attend the 2014 DIGS conference at Lakes Entrance. The Planning Group met on site at Wilsons Promontory National Park to assess suitability as a venue.		

Strategy	Action	Measure / Target
<b>3.1.5:</b> We will encourage sustainable development that promotes the health, well-being and unique character of the community.  <i>Responsible Unit: Community Services</i>	Implement the Municipal Public Health & Wellbeing Plan 2013-2017.	Progress reported in the Quarterly Performance Report and with an annual review by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Key achievements from the Implementation Plan include: <ul style="list-style-type: none"> <li>Identified 'Black Spot' projects were approved by VicRoads and included in the Capital Works Program.</li> <li>A range of exhibitions were held at Coal Creek including the 40th Anniversary of the Park.</li> <li>The 2013-14 Community Grants Program commenced for Round 2.</li> <li>Thirty two (32) young people are currently participating in the Learner Driver Program (L2P), with 57 participating over the year.</li> </ul>		

Strategy	Action	Measure / Target
<b>3.1.5:</b> We will encourage sustainable development that promotes the health, well-being and unique character of the community.  <i>Responsible Unit: Development Services</i>	Safe, Healthy and Active Communities Plan implemented into the Planning Scheme.	Adopted by Council by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Amendment gazetted 5 June 2014.		

Strategy	Action	Measure / Target
<b>3.1.6:</b> We will refine the provision of Council services through reviews focused on evolving community needs, realistic and affordable service standards and efficient management of resources.  <i>Responsible Unit: Engineering Services</i>	Review the Capital Works Program.	Review and present the Capital Works Program to Council by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
<p>The draft 15 Year Capital Works Program presented to Councillors on:</p> <ul style="list-style-type: none"> <li>• 11 September 2013</li> <li>• 4 December 2013</li> <li>• 5 March 2014</li> <li>• 2 April 2014</li> </ul> <p>The 2014-15 Capital Works Program was adopted at the 25 June 2014 Special Meeting of Council.</p>		

## Outcome 4 – A Leading Organisation

Council Plan 2013-2017 Indicator	Target
Policy portfolios and/or specific project groups developed and implemented. <i>Responsible Unit: Chief Executive Officer</i>	Portfolio or project scope and committee structure endorsed by Council prior to establishment.
<b>Status:</b> <b>ACHIEVED</b>	
<p>The Rating Strategy Steering Committee was a formally endorsed Committee of Council involving Community members and Councillors. The Terms of Reference for this Committee were adopted by Council. This Committee completed its task and has been disbanded by Council.</p> <p>The Community Engagement and Evolving Vision Portfolio was endorsed and referred by Council to the Community Engagement and Evolving Vision Steering Committee. The Committee developed its Terms of Reference and acted in accordance with them. This Committee completed its task and has been disbanded. Any further future components will be provided as briefings to Council, or considered by the Financial Sustainability Steering Committee as required.</p> <p>The Korumburra Round Table, established by Council in Feb/Mar 2013, is a committee predominantly consisting of Community and Business representatives and includes Councillors and Council staff.</p> <p>Council established four internal Steering Committees with governance protocols established to guide their operation. The following Steering Committees have been working under Terms of Reference developed by the Committees.</p> <ul style="list-style-type: none"><li>• Financial Sustainability Steering Committee</li><li>• Social Community Infrastructure Steering Committee</li><li>• Caravan Parks Steering Committee</li><li>• Economic Development and Tourism Steering Committee</li></ul>	

Council Plan 2013-2017 Indicator	Target
An Annual Plan and Annual Budget developed. <i>Responsible Unit: Corporate Services</i>	Adopted by Council by 30 June annually.
<b>Status:</b> <b>ACHIEVED</b>	
Annual Budget 2014-2015, incorporating the Annual Plan and Long Term Financial Plan was adopted by Council on 25 June 2014.	

Council Plan 2013-2017 Indicator	Target
Council will encourage community members to provide information to Council on matters affecting them. <i>Responsible Unit: Corporate Services</i>	Public presentations sessions will be available for community members to participate.
<b>Status:</b> <span style="float: right;">ACHIEVED</span>	
Council conducted all scheduled public presentations sessions in accordance with the Public Presentation Session Schedule review conducted in June 2013.	

Council Plan 2013-2017 Indicator	Target
Department Service Summaries, Business Plans and corresponding Budgets will be developed annually. <i>Responsible Unit: Corporate Services</i>	By 30 June annually.
<b>Status:</b> <span style="float: right;">ACHIEVED</span>	
Department service summaries, business plans and budgets, have been finalised now the Annual Budget 2014-2015 has been adopted by Council.	

Council Plan 2013-2017 Indicator	Target
Developer contributions will be established and implemented. <i>Responsible Unit: Development Services</i>	By 30 June annually.
<b>Status:</b> <span style="float: right;">ACHIEVED</span>	
Developer Contributions process established through use of Section 173 agreements. State scheme proposed, but not implemented. Will reassess local position on implementation of State scheme.	

Council Plan 2013-2017 Indicator	Target
Community Satisfaction Survey results published annually. <i>Responsible Unit: Corporate Services</i>	By 30 June annually.
<b>Status:</b> <span style="float: right;">ACHIEVED</span>	
The 2014 Community Satisfaction Survey results were tabled and presented to the 25 June 2014 Council Meeting.	

Objective 4.1 Improve the financial sustainability of Council, including diversifying revenue streams.

Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Engineering Services</i>	Implement the adopted 'South Gippsland Shire Council Strategic Review of Land Holdings' project.	Progress reported in the Quarterly Performance Report.
<b>Status:</b> <span style="float: right;">ACHIEVED</span>		
Ongoing regular reporting to Council with last report tabled for the 23 July 2014 Council Meeting.		
Contract signed for two land sales as part of Council's Strategic Review of Land Holdings project, and four planning applications lodged to remove reservation status and progress towards a land sale.		



Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Development Services</i>	Implement adopted future direction for Coal Creek.	By 30 June 2014.
<b>Status:</b>		<b>ON TRACK</b>
Council deferred its consideration of the future of Coal Creek until November 2014. During this time the Financial Sustainability Steering Committee will consider various options for changing the business model of Coal Creek; which will inform the new report.		

Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Corporate Services</i>	Initiate a zero based budgeting review of service.	All services reviewed, including fees & charges and staffing structure by 28 February 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Council has reviewed all Council services covering functions, service standards, budget's by line item, staffing resources and legislative requirements. A rolling program of detailed service reviews is now being implemented focusing on services identified as priorities for review by the Financial Sustainability Steering Committee.		

Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Corporate Services</i>	Identify potential for shared services.	Investigate opportunities for shared services by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Improvements to Council's IT Network connectivity and cloud based environment, created a capacity to share services with other Councils. Advocacy activities with CEO's from the Gippsland Local Government Network have been aimed at encouraging their Council's to join in the new opportunities for network connectivity, so that shared service opportunities can be explored.		

Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Development Services</i>	To develop business cases for investment in Council service areas to reduce costs and increase revenue.	Development and implementation of a business case for Coal Creek by 30 June 2014.
<b>Status:</b>		<b>ON TRACK</b>
Council deferred its consideration of the future of Coal Creek until November 2014. During this time the Financial Sustainability Steering Committee will consider various options for changing the business model of Coal Creek; which will inform the new report.		



Strategy	Action	Measure / Target
<b>4.1.1:</b> We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Engineering Services</i>	To develop business cases for investment in Council service areas to reduce costs and increase revenue.	Development and implementation of a business case for Caravan Parks by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Caravan Parks Steering Committee has now been ceased as Caravan Parks are up and running.		

Objective 4.2 Pursue best practice in organisational development and operations of the organisation

Strategy	Action	Measure / Target
<b>4.2.1:</b> We will establish portfolio core leadership groups to draft policy and shape specific projects.  <i>Responsible Unit: Corporate Services</i>	Seek advice on options for portfolio groups and governance protocols.	Provide a report to Council by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
<p>The Rating Strategy Steering Committee was a formally endorsed Committee of Council involving Community members and Councillors. Extensive advice and guidance was sought from City of Greater Shepparton Council on establishing a Council/Community portfolio group to review the Rating Strategy. The Terms of Reference for this Committee were adopted by Council on 28 August 2013. This Committee has completed its task and been disbanded by Council.</p> <p>The Community Engagement and Evolving Vision Portfolio was endorsed and referred by Council to the Community Engagement and Evolving Vision Steering Committee. This Committee developed its Terms of Reference and acted in accordance with them. The Committee's main objective was to establish a Communication and Engagement Policy and supporting toolkit. Advice and approaches used by various Council's and the International Association for Public Participations (IAP2) were used to formulate the Policy and directions adopted by Council.</p>		

Strategy	Action	Measure / Target
<b>4.2.2:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Implement the Council Policy review program.	Progress reported in the Quarterly Performance Report to Council.
<b>Status:</b>		<b>ACHIEVED</b>
The Policy Review Program and schedule implementation resulted in 18 Council Policies updated/revoked in 2013-14. Eleven (11) Council Policies were rescheduled to 2014-15 due to factors such as legislative change, reassigned as a CEO Policy or deemed no longer needed.		



Strategy	Action	Measure / Target
<b>4.2.2:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Deliver approved Information Technology projects.	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
Information Technology projects have been delivered to the agreed outcomes of the individual project plans. The GIS Strategy has been completed and endorsed by the IT Governance Board. The website redevelopment project and contract management system have both delivered a detailed specification and been approved to go to public tender.		

Strategy	Action	Measure / Target
<b>4.2.2:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Adopt and publish the Council Annual Report.	Report presented to the Minister by 30 September 2013.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
The Annual Report 2012-2013 was endorsed by Council in September and provided to the Minister by 30 September 2013. The final report was adopted on 23 October 2013 by Council following the required public display period.		

Strategy	Action	Measure / Target
<b>4.2.3:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	South Gippsland Shire Council Community Satisfaction Survey results published.	By 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
The 2014 Community Satisfaction Survey results were tabled and presented to the 25 June 2014 Council Meeting.		

Strategy	Action	Measure / Target
<b>4.2.3:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Development Services</i>	Update of Council General Local Laws 1 and 2.	Completed and presented to Council for adoption by 30 June 2014.
<b>Status:</b> <span style="float: right;"><b>ACHIEVED</b></span>		
Completed, Council made Local Law 2014 in April 2014. Waiting for Gazettal.		

Strategy	Action	Measure / Target
<b>4.2.3:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Commence an update of Council's Local Law No 3 - 2010 Processes of Municipal Government.	Review commenced by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
The review was commenced through the creation of a project plan, initial review of a Draft Local Law, an Executive Leadership Team Briefing and high level Council update via an Executive Update.		

Strategy	Action	Measure / Target
<b>4.2.3:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Develop a Social Media Strategy.	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Council's Social Media Strategy (including Social Media Policy) and a 'Quick Guide' document were adopted by the Executive Leadership Team and endorsed by Chief Executive Officer on 26 June 2014.		

Strategy	Action	Measure / Target
<b>4.2.3:</b> We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.  <i>Responsible Unit: Corporate Services</i>	Council Plan reviewed and Annual Plan 2014-2015 developed.	By 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
<p>The Council Plan was reviewed with no changes to the strategic objectives. A new Vision and Values Section has been added. The Annual Plan was been developed and incorporated into the 'Service Initiatives and Major Initiatives' section of the Budget, in line with required changes to the Local Government Act 1989. Three community workshops were held that informed the development of the annual initiatives for 2014-2015.</p> <p>The Council Plan 2013-2017 has been updated to include the 2014-2018 Strategic Resource Plan. This was adopted on 25 June 2014.</p>		

Strategy	Action	Measure / Target
<b>4.2.4:</b> We will create an environment for people to be their best, to optimise the performance of the organisation and to deliver quality outcomes for the community.  <i>Responsible Unit: Corporate Services</i>	An annual corporate training program developed and implemented.	Corporate training activities reported in Council's Quarterly Performance Report.
<b>Status:</b>		<b>ACHIEVED</b>
The Corporate Training Program was been developed and is currently being implemented as presented to and endorsed by the Executive Leadership Team. Training this quarter included: Procurement - Managing Contracts and Planning and Specification Development, LGPro Ignite - Leadership, Career Development, Microsoft Office, TRIM, OH&S Representative Full & Refresher Course, Emergency Warden, and Construction Induction (White Card).		

# Key Strategic Activities 2013-14

## Chief Executive Officer

Outcome / Strategy	Action	Measure / Target
1. A Prosperous Shire.  <i>Responsible Unit: Chief Executive Officer</i>	Number of representations made to State and Federal politicians.	At least one delegation annually.
<b>Status:</b>		<b>ACHIEVED</b>
<p>Complete</p> <p>Throughout the year, the Mayor and CEO made representations to all Local Members (both State and Federal). Council sent a deputation consisting the CEO, Deputy Mayor Harding and Councillor Hutchinson-Brooks to Canberra to participate in the Australian Local Government Association National General Assembly. Meetings were held with key political figures to raise awareness and garner support (in principle and monetary commitments) for the Korumburra Integrated Children's Centre and Corner Inlet Tourism Development Project.</p> <p>Council met with:</p> <ul style="list-style-type: none"> <li>• Felicity Redfern – Advisor Office of the Hon Scott Ryan Parliamentary Secretary to the Minister for Education;</li> <li>• The Hon Russell Broadbent MP, Federal Member for McMillan;</li> <li>• Vicky Darling – Advisor to Shadow Minister for Education Kate Ellis;</li> <li>• Simon Kelly - Advisor, Office of the Hon Warren Truss MP Minister for Infrastructure and Regional Development;</li> <li>• Kirralee Thomas – Advisor, Office of the Hon Sussan Ley MP Assistant Minister for Education; and</li> <li>• Boronia Morison – Advisor, Office of the Hon Jamie Briggs MP Assistant Minister for Infrastructure and Regional Development.</li> </ul>		

Outcome / Strategy	Action	Measure / Target
1.2.2: We will advocate for priority projects that assist in stimulating economic growth, agricultural development, tourism infrastructure and community facilities.  <i>Responsible Unit: Chief Executive Officer</i>	Identify and advocate adopted Priority Projects.	Developed and advocated by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
<p>Complete</p> <p>New Priority Project Brochures were developed and presented to Council 9 April 2014 for approval. These booklets focus on:</p> <ul style="list-style-type: none"> <li>• the Leongatha Heavy Vehicle Alternate Route;</li> <li>• the Korumburra Integrated Children's Centre; and</li> <li>• the Corner Inlet Tourism Development Project.</li> </ul> <p>Funding for the Leongatha Heavy Vehicle Alternate Route was confirmed by Deputy Premier Peter Ryan. The Korumburra Integrated Children's Centre was the focus of a recent deputation to Canberra. Projects making up the Corner Inlet Tourism Development Project are progressing well.</p>		





## Community Services

Strategy	Action	Measure / Target
1.3.1: We will actively engage businesses, farmers, industries and individuals in creating a clean, green Shire, where environmental sustainability is embraced and practiced.  <i>Responsible Unit: Community Services</i>	Commence implementation of Council's Roadside Weeds and Pest Management Plan in conjunction with South Gippsland Land-Care.	By 30 June 2014: <ul style="list-style-type: none"> <li>• Consultation program developed</li> <li>• 4 meetings held with Land-Care groups</li> <li>• Progress reported in the Quarterly Performance Report</li> </ul>
<b>Status:</b> <b>ACHIEVED</b>		
<p>Complete</p> <p>New budget 2014-15 initiative of \$15k approved to conduct roadside weed audit on 200 km (approx. 10%) of Shire Roadsides to inform the future strategy for roadside weed control.</p> <p>Environmental Projects Officer and Bush Reserve Crew PD's amended to enable roadside weed control works to be delivered by in house staff pending the outcome of the roadside weed audit and future budget allocation required to purchase plant and equipment.</p> <p>Four meetings held with Landcare, three with agenda and minutes, forth meeting confirmed via email from Landcare.</p> <p>Progress of project was reported in each Quarterly Performance Report Jul-Sep 2013, Oct-Dec 2013, Jan-Mar 2014 and Apr-Jun 2014.</p>		

Strategy	Action	Measure / Target
1.3.2: We will promote sustainable waste management practices, energy efficiency and management of our natural resources.  <i>Responsible Unit: Community Services</i>	Sustainability Strategy actions implemented: <ul style="list-style-type: none"> <li>• Green Street Lighting Project implemented.</li> </ul>	Project implemented by 30 June 2014.
<b>Status:</b> <b>ACHIEVED</b>		
<p>Complete</p> <p>The additional work undertaken using the remaining budget left over from the first stage has now been completed. The final report is due on 15 July where the full final cost and energy savings will be analysed.</p>		

Strategy	Action	Measure / Target
3.1.6: We will refine the provision of Council services through reviews focused on evolving community needs, realistic and affordable service standards and efficient management of resources.  <i>Responsible Unit: Community Services</i>	Develop Master Plans for swimming pools in: <ul style="list-style-type: none"> <li>• Toora</li> <li>• Poowong</li> <li>• Foster</li> </ul>	Master Plans completed and reported to Council for adoption by 30 June 2014.
<b>Status:</b> <b>NOT ACHIEVED</b>		
<p>Not Complete</p> <p>Master Plans for Poowong and Toora pools adopted by Council 25 June 2014.</p> <p>Foster withdrawn from process as a pool review was undertaken.</p> <p>The Council decision of 27 November 2013 was to:</p> <ul style="list-style-type: none"> <li>• Defer the Foster Pool Master Plan until the outcome of the review is considered; and</li> <li>• Amend the Council Annual Plan 2013-2014 and Key Strategic Activity, Strategy 3.1.6, to reflect the Master Plans will only be developed for the Poowong and Toora Outdoor Pools and a review completed of the Foster Swimming Pool by 30 June 2014.</li> </ul>		

## Corporate Services

Strategy	Action	Measure / Target
2.1.1: We will develop a continually evolving Vision for the Shire that encourages community participation in defining what it wants, needs and can afford to guide rationalisation, consolidation and achievement of desired community outcomes.  <i>Responsible Unit: Corporate Services</i>	Develop and commence implementation of new approaches to engage community participation in creating a continually evolving Vision for the Shire.	A report presented to Council outlining approaches to be introduced in 2013-2014 by 30 September 2013.
<b>Status:</b>		<b>ACHIEVED</b>
Complete A report was presented to Council in September 2013. The report was adopted and the approaches proposed have been provided to the Community Engagement and Evolving Vision Steering Committee to pursue.		

Strategy	Action	Measure / Target
4.1.1: We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Corporate Services</i>	Review and revise Council's Rating Strategy to align with amended State Government requirements and ensure equity as far as practicable.	Report presented to Council by 30 June 2014.
<b>Status:</b>		<b>ACHIEVED</b>
Complete The Rating Strategy 2014-2018 was adopted by Council on 25 June 2014.		

Strategy	Action	Measure / Target
4.1.1: We will explore innovative ways of increasing revenue and reducing expenditure where appropriate.  <i>Responsible Unit: Corporate Services</i>	The Long Term Financial Plan implemented to ensure financial sustainability.	Weighted average of 5 key financial ratios being indebtedness, underlying working capital ratio, self-financing, investment gap and underlying result for the 2013-2014 Budget is greater than or equal to 98%.
<b>Status:</b>		<b>ACHIEVED</b>
Complete Weighted average of the five key financial ratios for 2013-14 was 107%		





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