

SOUTH GIPPSLAND SHIRE COUNCIL

# Annual Report 2016/17



*South Gippsland  
Shire Council*

2016/17

## Our Vision

Communities in charge of their destinies  
in partnership with Council

## Our Mission

To achieve a resilient and sustainable community

## Welcome

South Gippsland Shire Council is committed to transparent reporting and accountability to its community. This Annual Report provides a detailed account of Council's achievements, challenges and performance measures for the 2016/17 financial year.

In accordance with the Victorian *Local Government Act 1989*, all councils are required to present an Annual Report to the Minister of Local Government by 30 September each year.

This report also demonstrates the breadth of Council's operations and the diversity of services provided to the community. A copy of the report is available on Council's website at [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au)

## Our Values

- Integrity
- Community Engagement
- Collaboration
- Innovation and Achievement
- Openness and Honesty
- Equity
- Diversity and Inclusion

# You Asked - Council Delivered

Continue advocating for funding/grants to deliver significant projects we want – rehabilitate the Port Welshpool Long Jetty, revitalise Leongatha including the former railway precinct, work with us to improve the Korumburra centre streetscape and the Foster streetscape.

- Port Welshpool Long Jetty - Federal and State funding secured. Contracts signed and evaluated
- Leongatha heavy vehicle alternate route - complete
- Master Plan Bair Street - complete
- Foster Streetscape - State Government funding secured, project underway

Advocate for vital local projects other government agencies must deliver – improving safety of the Black Spur bends on the South Gippsland Highway at Koonwarra and securing sustainable water for our Northern towns.

Federal and State Government funding secured for South Gippsland Highway Koonwarra Black Spur Bends Road Realignment project.

Northern Towns Water Security project funded by the State Government and works commenced.



Work with us to progress the Arts and Culture Policy to the next important step of adopting an Arts & Culture Strategy.

- Art, Culture & Creative Industry Strategy 2017–2021 adopted by Council in May 2017.

Celebrate with us all the hard work put in by many people and many agencies to open the Karmai Community Children's Centre.

Karmai Community Children's Centre in Korumburra fully operational and officially opened on 10 March 2017.

Council contributed \$2M to the \$5.3M total cost of the centre, while the Karmai Community Children's Centre raised \$100,000.



Our Libraries need to be reviewed and a plan developed to service community needs now and into the future.

Briefing was presented to Council on future options for library services in June 2017. A decision on future service delivery will be undertaken by West Gippsland Regional Library Corporation.

# You Asked - Council Delivered

Continue to find ways to reduce Council expenditure that will in turn lower the pressure on rates we need to pay.

New technologies have led to significant reductions in paper, printing and distribution costs through paperless Council agendas, minutes and briefing papers, while also saving trees. Ongoing annual cost savings are being achieved through Council's collaborative risk management and internal audit shared services with Baw Baw Shire.

There is a real need for footpaths around Mirboo North to be constructed for mothers with prams and school aged children to get safely to school.

Footpath works were completed in 2016 for Balook Street, adjacent to the primary school, closing a gap in the network at that location.



Please continue to work with us towards establishing an Equestrian Centre at Stony Creek.

Progressing the development of a business case for an Equestrian Expo Centre, is now a strategy in the 2017–2021 Council Plan.

We want the community to have more involvement in determining where funds are spent.

Council actively involved the four communities of Foster, Korumburra, Mirboo North and Venus Bay in a Community Budgeting Project that resulted in the local communities selecting nine projects to be funded with the \$1.6M allocated by Council.

On-line community engagements, public presentations to Council and community workshops identified numerous priorities that have been incorporated into the Annual Budget and into the 2017–2021 Council Plan.



# Advocacy

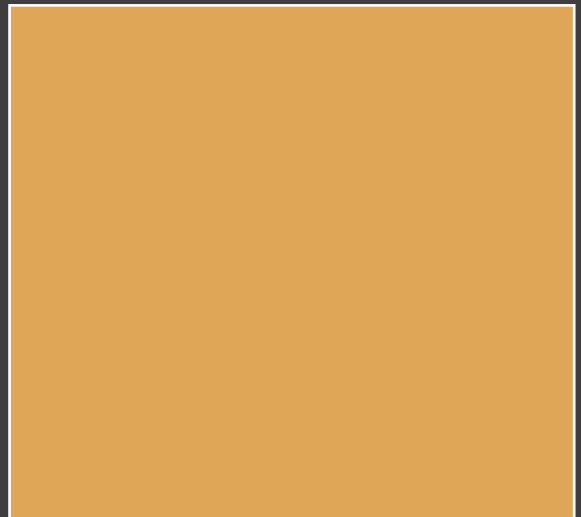
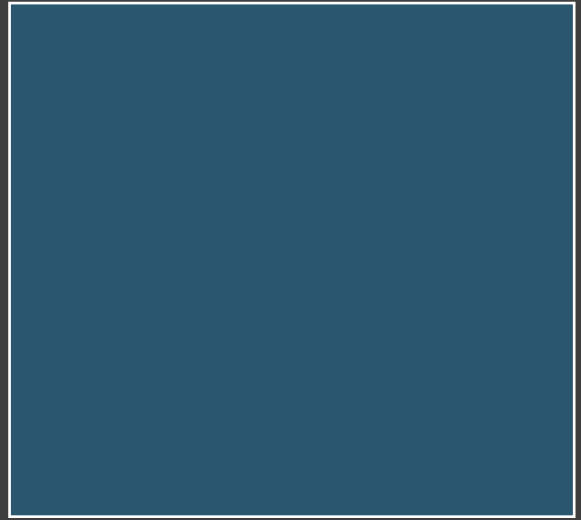
Council actively advocates on behalf of its community. It approaches other levels of government and other funding and support agencies to assist with projects that are of benefit to South Gippsland.

The nature of advocacy is that the results of the work do not generally come to fruition in the year that the advocacy took place. Over the past few years Council has successfully lobbied for projects listed below, totalling in excess of \$152M.

Black Spur South Gippsland Highway realignment	\$50.0M	Leongatha Football Netball Club - outdoor Netball courts development	\$300,000
Northern Towns Water Connection Project	\$43.0M	Mirboo North Soccer Club lights	\$260,000
Loch, Poowong, Nyora sewerage connection	\$20.0M	Leongatha Children's Centre upgrade	\$250,000
Port Welshpool Long Jetty	\$10.8M	Korumburra Bena Football Netball Club lights	\$240,000
Karmai Community Children's Centre	\$5.2M	Foster War Memorial Arts Centre	\$220,000
Leongatha Heavy Vehicle Alternate Route:	\$5.1M	Leongatha Golf Club irrigation	\$220,000
Great Southern Rail Trail extension – Toora to Port Welshpool	\$2.9M	Nyora Recreation Reserve - oval development	\$210,000
Great Southern Rail Trail Black Spur missing link	\$1.9M	Yanakie Automated Weather Station	\$200,000
Foster Streetscape Project	\$1.4M	Arthur Sutherland (Welshpool) Recreation Reserve stadium floor upgrade	\$200,000
Strzelecki Highway overtaking lane (between Leongatha and Mirboo North)	\$1.3M	South Gippsland Rural cricket facilities	\$197,000
Sandy Point Community Centre	\$1.3M	Meeniyen Mechanics' Institute	\$185,000
Sealing of the remaining section of Grand Ridge Road at Trida	\$775,000	Agnes Falls Scenic Reserve - new rotunda and toilet block	\$180,000
South Gippsland sustainability work and E-community	\$620,000	Leongatha Knights Soccer Club - lights and pitch upgrade	\$180,000
Toora Railway Park Reserve	\$500,000	TP Taylor Recreation Reserve - enhancement project	\$177,000
Poowong Pool refurbishment	\$450,000	Meeniyen Recreation Reserve - community play space	\$140,000
Leongatha Skate Park	\$430,000	Korumburra Bowls Club	\$140,000
Yanakie Recreation Reserve	\$400,000	Supervised School Crossing - Fish Creek Primary School	\$120,000
Bridges Renewal Project - Allambee Estate	\$400,000	Fish Creek - netball courts	\$120,000
Venus Bay shared path	\$350,000	Foster Football Club lights	\$120,000
Nyora Public Hall	\$340,000	Port Welshpool precinct Master Plan	\$120,000
Powneys Road bridge	\$320,000		

**\$152M**  
achieved

Municipal Fire and Emergency Management Resourcing	\$110,000
Korumburra Training Centre of Excellence	\$110,000
Agricultural resilience and shared climate change opportunities in Southern Gippsland	\$107,000
Foster Flood Study	\$100,000
Stockyard Creek footbridge	\$100,000
Nyora shared pathway	\$100,000
Toora shared pathway	\$100,000
Investigation into the impact of climate change on seawalls	\$89,500
Corner Inlet lookout	\$85,000
Coal Creek Feasibility Study	\$80,000
Leongatha public place recycling	\$70,000
NBN rollout to South Gippsland	
Mobile telecommunications blackspots in South Gippsland (11 towers being rolled out)	
State Government roads in South Gippsland	
South Gippsland Highway (Crichtons Hill, Leongatha North) road safety improvements	
Burra Foods factory expansion - \$20M project	
Pennicott's Wilderness Journeys: new tourism product at Wilsons Promontory	
Expansion of herb producer Freshzest at Pound Creek	
Energy upgrade of Murray Goulburn's Leongatha plant from briquettes to natural gas - \$22M project	



# A Prosperous Shire

## 2013–2017 Council Plan Achievements

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

- Council supported local farmers and affected industries through the 'milk price' struggle, by providing \$41,990 in the *Dairy Tight Times Support Events* grant funding.
- Council delivered a series of sustainability programs to assist local producers to improve the productivity of their yields through better land management practices.

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

- Council targeted strategic advocacy efforts towards achieving 'Priority Projects' that without the funding assistance of other levels of government would likely never have been achieved. Successes include:
  - › Karmai Community Children's Centre, completed December 2016;
  - › Extensions to and further development of the Great Southern Rail Trail;
  - › Funding secured for the Black Spur/Koonwarra realignment of South Gippsland Highway;
  - › Leongatha Revitalisation - including completion of the realignment of the South Gippsland Highway along the Alternate Route;
  - › Corner Inlet Tourism Project – including Agnes Falls scenic reserve re-development and securing funding for the Port Welshpool Long Jetty restoration.

*Objective 1.3 - Improve the sustainability of the local and regional environment*

- Council provides a 'Green Waste' service for over 7,200 properties and a free green waste disposal service between November and December, allowing people to clear up their properties to make them safer before the fire season begins.
- Council played an advocacy support role in securing an affordable transition from septic to sewerage provision for the Northern Towns in the Shire.
- Employment of an engineer to undertake in-house design of road improvements and replacing contracts with an in-house team has exponentially increased the kilometres of roadsides maintained and weeds reduced. Demonstrated savings of \$30,000 per year.

## COUNCIL PLAN INITIATIVES ACHIEVED

# 88%

### 7 OUT OF 8 COUNCIL OBJECTIVES

## Achievements for 2016/17

- \$76M invested of approved building work, up five per cent.
- 1,126 kilometres of roadside weed spraying completed, well above target of 200 kilometres.
- Six shovel-ready projects have been designed and approved for construction and six footpath extension projects.
- 7,246 properties serviced for kerbside green waste collection.
- 8,146 tonnes of garbage, recyclables and green waste collected, compared to 7,814 tonnes in the previous year (four per cent increase).
- 16,930 tonnes of waste disposed of at the Koonwarra landfill.
- 6,098 cubic metres of landfill airspace saved through the use of a landfill tarp cover system, rather than daily soil cover.
- 77 per cent of planning applications were decided within required time frames.
- Federal and State Government funding secured for the Port Welshpool Long Jetty project.
- Leongatha Revitalisation project:
  - › Leongatha heavy vehicle alternate route - complete;
  - › Master Plan Bair Street - civil design is nearing completion, process of sourcing external funding from State Government has commenced;
  - › Master Plan undertaken for former rail yards - underway;
  - › Economic analysis to support future grant funding applications - complete;
  - › Anderson Street works - commenced.
- State funding received for Foster Streetscape. Contract awarded and construction commenced.
- Wastewater Compliance officer appointed - implementation of Council's Domestic Wastewater Management plan commenced.
- Road Management Plan 2017 and the Waste Management Strategy 2017–2021 were adopted by Council on 28 June 2017, to improve road infrastructure and waste sustainability measurements.

# Closely Connected Communities

## 2013–2017 Council Plan Achievements

### *Objective 2.1 - Engage and work collaboratively with our community*

- \$1.3M in Community Grant funding provided in the last five years.
- \$89,195 was provided for Small Emergency Grant funding to local groups within the Shire.
- Commenced planning for the Active Ageing Plan 2017–2021.
- Council worked closely with communities in Mirboo North and Foster to establish sustainable child care services, following the collapse of a private provider.
- Council introduced an on-line community engagement solution to engage with community members to provide ideas for Annual Budgets and the new Council Plan. Many of the ideas raised and voted on achieved funding as a direct result of the new mix of engagement activities.
- Extensive community consultation resulted in a \$430,000 Skate Park completion in Leongatha – the brainchild of our local teenagers who also participated in the planning and development stages.
- Council supported our emergency services and other government agencies during, and following, fires and floods through the Shire. Council's heavy machinery, sent in to help Parks Victoria with 'The Prom' flood evacuation, became isolated when the bridge collapsed, yet it played a vital role in rehabilitating roads and bridges that would otherwise not have been repaired until after the bridge was rebuilt.
- A centralised Kindergarten enrolment system was established for parents to complete a single enrolment form to nominate kindergarten preferences and simplifying the process.

## COUNCIL PLAN INITIATIVES ACHIEVED

# 100%

### 5 OUT OF 5 COUNCIL OBJECTIVES

## Achievements for 2016/17

- \$341,960 was provided to fund 146 Community Grant applications.
- 27,852 hours of Home and Community Care was provided to older people and people with a disability.
- Eleven projects are listed in the Community Directions Statement, with funds agreed in the 2017/18 Annual Budget. These projects spread across Fish Creek, Stony Creek, Nyora, Venus Bay, Toora, Mirboo North, Korumburra and Sandy Point.
- Successful Community Engagement conference held in June 2017 with 50 community groups represented.
- Art, Culture & Creative Industry Strategy 2017–2021 adopted by Council in May 2017.
- Community consultation with key stakeholders conducted in April 2017 to assist with the development of the Municipal Public Health & Wellbeing Plan 2017–2021.
- South Gippsland Liquor and Gambling Strategy adopted by Council in June 2017 for the health and protection of our people within the Shire.
- 2,793 vaccines administered, up 49 per cent compared to the previous year.
- A 95 per cent average immunisation rate for children 0-6 years compared to a state average target of 95 per cent.
- 127,553 visitations to our Shire's libraries with a total of 10,073 memberships.

# Integrated Services & Infrastructure

## 2013–2017 Council Plan Achievements

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

- Council worked with the community and local service providers to plan, fund and build the Karmai Community Children's Centre. This facility is now a vibrant venue delivering a range of services for our young people.
- Council has retained its indoor and outdoor pools and worked with each community to preserve these dearly loved community facilities. Increased patronage has resulted and further planned development is underway.
- Council worked closely with VicRoads to improve the local and regional road network. Improvements are continually required, but many of the worst areas have been repaired.
- Council has supported numerous sporting clubs and community groups from across the Shire to access Council grants and State Government funding streams to improve local facilities and community events.
- A Municipal Early Years Plan - Children and Families 2016–2021, was developed with key stakeholders and adopted by Council in June 2016.
- \$4.7M Federal Government funding for the 'Roads to Recovery Program' was achieved and implemented.
- \$1.86M spent in Waste Management projects including:
  - › Koonwarra Landfill cell 4 Construction - will accommodate approximately five to six years worth of waste.
  - › Mirboo North and Mossvale Park Recycling Project - replacement of litterbins with new public place recycling bin enclosures with the aim to divert waste from landfill and recover materials for recycling.

## COUNCIL PLAN INITIATIVES ACHIEVED

# 75%

### 3 OUT OF 4 COUNCIL OBJECTIVES

## Achievements for 2016/17

- 77 per cent of grant applications submitted to State and Federal program funding were successful, above our target of 30 per cent.
- 91 per cent of the Capital Works Civil Program has been completed, well above the target of 80 per cent.
- \$5.28M spent in road infrastructure, sealing and road rehabilitation programs.
- Community events held on Sustainability, Waste and Solar education for local businesses within the Shire.
- Memoranda of Understanding signed with local energy groups, resulted in 14 energy/renewable events with approximately 1,300 people in attendance.
- Karmai Community Children's Centre in Korumburra fully operational and officially opened on 10 March 2017. The centre provides quality accessible child care, kindergarten, maternal child health care and out of school care to South Gippsland Shire residents.
  - › Cost of Centre - Council contributed \$2M to the \$5.3M total cost of the centre, with \$1.6M each contributed by the Federal and Victorian governments. \$100,000 was raised by the Karmai Community Children's Centre.
  - › Job creation - 21 jobs were created during the construction phase of the project and 40 ongoing jobs have been established in operating the Centre.

# A Leading Organisation

## 2013–2017 Council Plan Achievements

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

- Maintaining financial sustainability strategies has continued to strengthen Council's strong financial position. This has been achieved while experiencing significant State Government led freezes on grant funding and rate capping, along with transfer of State responsibilities to Local Government; all resulting in significant reductions of income.

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

- Innovation in service delivery and exploring shared service models has resulted in significant savings. While some of these savings have been used to keep the rates as low as possible, Council has also invested these funds into new services and asset expansion projects desired by the community.
- Council has established a shared service delivery model with Baw Baw Shire Council for its risk management and auditing services, resulting in \$30,000 per annum reduced operating costs in service delivery.

## COUNCIL PLAN INITIATIVES ACHIEVED

# 88%

### 7 OUT OF 8 COUNCIL OBJECTIVES

## Achievements for 2016/17

- A new Council was elected in October 2016, with six new Councillors introduced for the next four year term.
- The 2017/18 Annual Budget, containing the Annual Plan initiatives and the Long Term Financial Plan, was adopted by Council on 28 June 2017.
- Council Plan 2017–2021 adopted by Council on 28 June 2017.
- The Long Term Financial Plan is financially sustainable.
- Live streaming introduced at Council meetings in May 2017, allowing community members to access Council meetings on-line.
- There were 76 public presentations and 101 speakers presented to Council, while 168 people observed the Council meetings in the gallery.

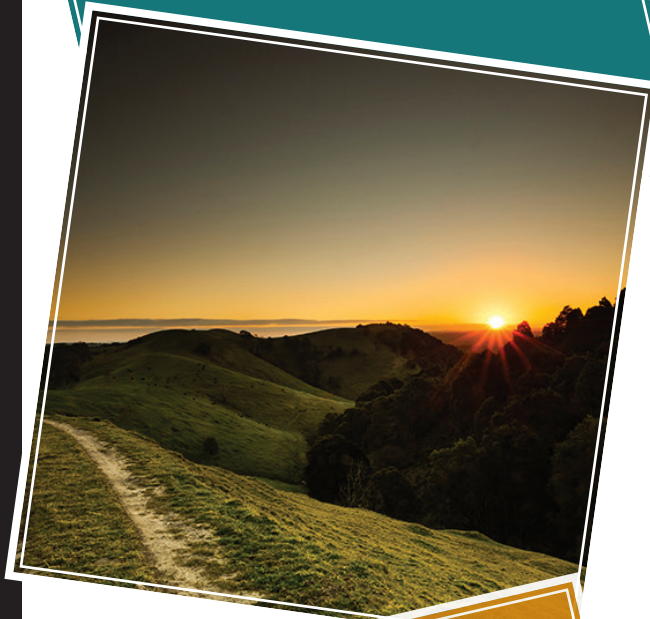
The following community engagement activities took place and informed the 2017/18 Annual Budget and future Council Plan 2017–2021:

## 2017/18 Annual Budget and Council Plan 2017–2021

- Online forum and individual public presentations to Council;
- Annual Community Satisfaction Survey results;
- Section 223 hearing of submissions to the Proposed 2017/18 Annual Budget and Council Plan 2017–2021.

# Our Challenges

- The Minister for Local Government announced an inflation-based cap to annual increases to the rates base for the foreseeable future.
- Due to this change in legislation, Council will receive \$37.8M less in rates and charges revenue over a 14 year period in comparison to the previously adopted 2015/16 Budget and Long Term Financial Plan.
- Council's focus on improving productivity and achieving efficiencies will, in part, offset the anticipated loss of revenue in future years. The community will be invited to provide suggestions on the priorities for future investment, given this restriction in funding.
- Competing with other regional councils for State/Federal Government grant funding for Council projects.
- Continuing cost savings initiatives, by pursuing shared services and other services in delivery.
- Strategic planning for Council's caravan parks.
- Providing the level of support necessary to assist with Section 86 Committee responsibilities.
- Managing the community's expectations of funding for new infrastructure, such as building upgrades, as higher service levels are sought from Council.
- Addressing community concerns with the Strategic Review of Landholdings Project in order for them to develop an understanding of the project's objectives and benefits.
- Knowledge and management of non-Council assets on Council land.
- Costs associated with managing a large property and aged building portfolio.
- Managing social media and communications.
- Planning for the digital environment.
- Considering how best to manage the responsibility of seawalls.
- Recognise climate change and adapting to meet this challenge.
- Planning for the reduction of Roads to Recovery Funding from 2017/18 onwards.
- Reviewing the Recreation Strategy, Open Space Strategy, and the Paths and Trails Strategy.



# Our Future

- The organisation has been restructured to position itself for the future. The better use of technology to support service delivery is a key element aimed at increasing the efficiency and effectiveness of service delivery.
- Council is using a 'Value Stream Mapping' process to improve efficiencies and productivity. This project will work towards improving connectivity between systems within Council.
- The future funding of the Home and Community Care Service by the Federal Government has been reviewed. Council will need to consider the best way to respond to the government changes planned for this service.
- Slight but steady population growth is expected in future years for the Shire. The Nyora and Korumburra area are anticipated to have the highest levels of growth, now that reticulated sewerage is provided and rezoning subdivision completed. The 2016 ABS Census will assist with understanding population growth in these towns.
- The Gippsland Local Government Network is undertaking a regional benchmarking project of internal services that will allow us to compare information, collaborate on better ways to work together and pursue best practice improvements to the delivery of services.
- Commencement of the Port Welshpool Long Jetty redevelopment project, will provide potential for increased tourism when complete.
- All Section 86 delegations will be reviewed to streamline processes and to provide the level of support necessary to assist with Section 86 responsibilities.
- Transition into a paperless office environment.



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# SECTION one OVERVIEW



# 1.1 MESSAGE

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## TO THE MINISTER FROM THE MAYOR

Dear Minister,

I would like to take this opportunity to commend this report to you. The Annual Report on the activities of South Gippsland Shire Council for 2016/17 is a fitting record of the past year. As this is the final year of the 2013–2017 Council Plan, the report also highlights achievements of the four year term of the Council.

The 2016/17 year saw the opening of the Karmai Community Children's Centre in Korumburra as well as commencement of a number of priority projects. At the time of writing the Foster Streetscape is nearing completion, the Anderson Street component of the Leongatha Revitalisation has commenced, the contracts have been signed for the Port Welshpool Long Jetty rehabilitation and VicRoads is working with the community on the realignment of the Black Spur bends at Koonwarra. Additionally, we have undertaken extensive community consultation on the improvement of Bair Street in Leongatha and the Korumburra town centre.

One of the highest profile projects for 2016/17 was the Community Capital Works Allocation Project. Council allocated \$400,000 each to Foster, Korumburra, Mirboo North and Venus Bay and provided a process by which the community could determine the prioritised allocation of funds.

I would like to thank both our outgoing Councillors and the incumbent Councillors for their commitment to South Gippsland Shire Council, particularly for their ongoing efforts on behalf of our community. I also thank businesses, members of community groups and Council officers who have all contributed to improving the liveability and amenity of South Gippsland.

I am particularly pleased with the ability of South Gippsland Shire Council to work with other agencies to achieve great outcomes for our community. As an organisation we do extremely well in advocating to other levels of government in order to garner support for our key projects. Whether it's the Port Welshpool Long Jetty or the Karmai Community Children's Centre, Council would not be in a position to provide these facilities without external resources. It is a credit to everyone, officers, Councillors, community members, that our advocacy efforts are so well rewarded.

I know I speak on behalf of my fellow Councillors when I thank Council officers for their commitment and support as we got our heads around our new roles. I look forward to working productively with them over the remainder of our term.

I would also like to thank the community for placing its trust in the nine of us: we will continue to do our best to fulfil our commitment.



Cr Ray Argento  
Mayor  
South Gippsland Shire Council

# MESSAGE

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## TO THE MINISTER FROM THE CEO

Dear Minister,

The last twelve months has seen us farewell one Council group and welcome in a new Council. South Gippsland voters elected six new Councillors and the three they returned has each served a single term.

The 2016/17 financial year has seen the culmination of many projects pursued over the past four years by the retiring Council and the commencement of many exciting new directions and projects established by the new Council. This Annual Report measures South Gippsland Shire Council's performance against the objectives of the 2013–2017 Council Plan and the 2016/17 Annual Budget.

As Chief Executive Officer I am proud of the manner in which the organisation has supported our new Council, equipping the Councillors with the support and resources required to frame their 2017-2021 Council Plan and 2017/18 Annual Budget. I am also proud to have established and maintained an appropriate organisational structure, ensuring that Council decisions are implemented quickly and efficiently.

Overall, this year we have delivered on 88 per cent of the 2016/17 Annual Initiatives commitments. The Mayor has highlighted a number of these significant achievements in his message. The dedicated efforts of Councillors, staff, volunteers and community members have contributed to achieving these great outcomes for the Shire.

At the end of June 2017, Council's financial position remains strong with more than \$530M of community assets under Council's stewardship. The operating result of \$12.86M is stronger than the budgeted \$5.67M, due primarily to the timing of the receipt of grant payments from the Victorian Grants Commission. Council's underlying operating income and expenditure were within 107 per cent and 97 per cent respectively of the Annual Budget adopted in June 2016. Council's Long Term Financial Strategy forecasts continued surpluses over the next 15 years, providing a sustainable level of funding for the refurbishment and replacement of community assets.

I would like to take the opportunity to acknowledge the terrific South Gippsland Shire Council staff and volunteers who have worked towards delivering our Council's vision and providing excellent service to our community.



Tim Tamlin  
Chief Executive Officer (CEO)  
South Gippsland Shire Council

# 1.2

## 2016/17 Achievements



**19,533**

rateable properties



**1,188**km

of sealed & unsealed roads  
maintained



**\$341,960**

in community  
grant funding



**432**

planning applications



**3,963**

tonnes of waste



**4,183**

tonnes of recyclables  
collected



**160,514**

visits to aquatic  
facilities



**145**km

of footpaths



# 207,123

**library collection  
loans**

# 127,553

**library visits**

- › 58,514 Leongatha
- › 24,812 Korumburra
- › 19,096 Foster
- › 17,326 Mirboo North
- › 5,696 Poowong
- › 1,644 South Coast Mobile
- › 465 Nyora Mobile

# 10,073

**library members**

- › 4,644 Leongatha
- › 1,950 Korumburra
- › 1,285 Mirboo North
- › 1,437 Foster
- › 398 South Coast Mobile
- › 311 Poowong
- › 48 Nyora Mobile



# 12,818

**meals on wheels  
delivered**

# 27,852

**HACC hours of support  
provided**

- › 15,214 Domestic Assistance
- › 4,821 Personal Care
- › 4,095 Assessment
- › 2,847 Respite
- › 875 Property Maintenance



# 1,143

**children enrolled for  
Maternal Child & Health**

# 2,793

**number of vaccinations  
provided**

- › 466 0-6 child
- › 1,692 7-18 adolescent
- › 17 19+ adult
- › 618 flu program

# 95%

**immunisation average rate  
for children 0-6 years**

- › 95.7% 12 - < 15 months
- › 93.0% 24 - < 27 months
- › 94.6% 60 - < 63 months

# 1.3 FINANCIAL OVERVIEW

## FINANCIAL OVERVIEW

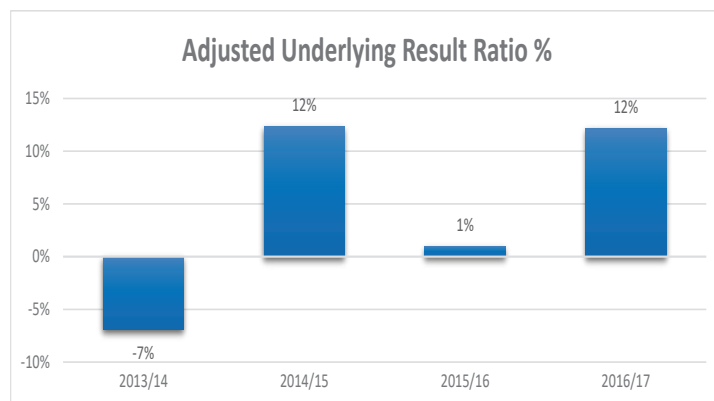
Council's financial position continues to remain sound. Our performance is summarised below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Report.

### Operating Position

Council achieved a surplus of \$12.86M in 2016/17. This surplus compares favourably to the prior year surplus of \$4.23M. Per the Comprehensive Income Statement in the Financial Report, the favourable variance is mainly due to the Australian Accounting Standard requirement to recognise Victorian Grants Commission allocations in the year that they are received rather than the year to which they relate.

The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$4.48M or (12 per cent) when compared to adjusted underlying revenue.

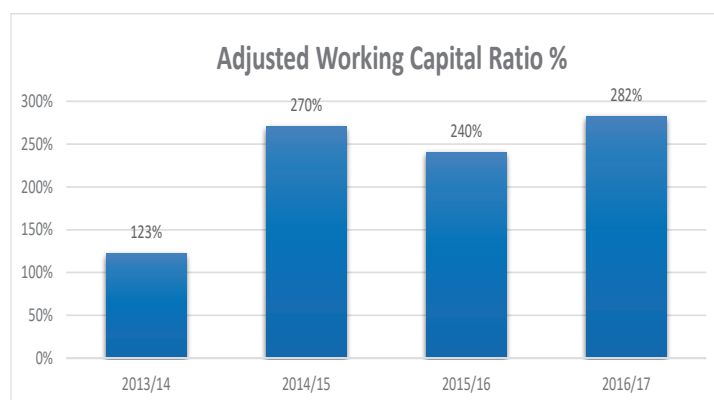
The ratio compares favourably to the prior year result of 1 per cent. Again, this indicator is impacted by the Australian Accounting Standard requirement to recognise grant income as revenue when Council receives the grant. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew over \$500M of community assets under Council's control.



### Liquidity

Cash (this includes 'cash and cash equivalents' and 'other financial assets') has increased by \$8.04M from the prior year. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities.

Council's result of 282 per cent is an indicator of a satisfactory financial position and within the expected target band of 100 per cent to 300 per cent.

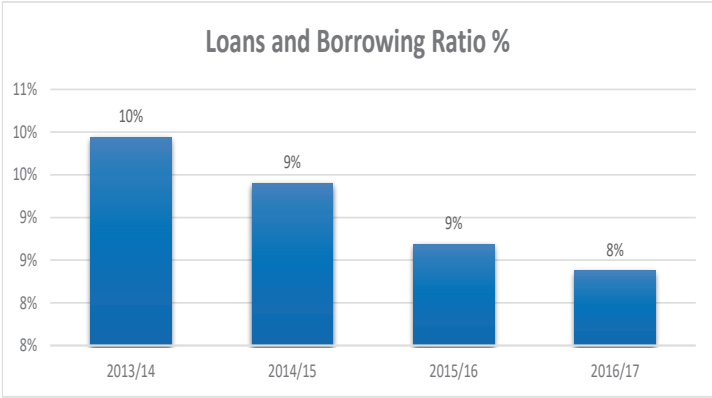
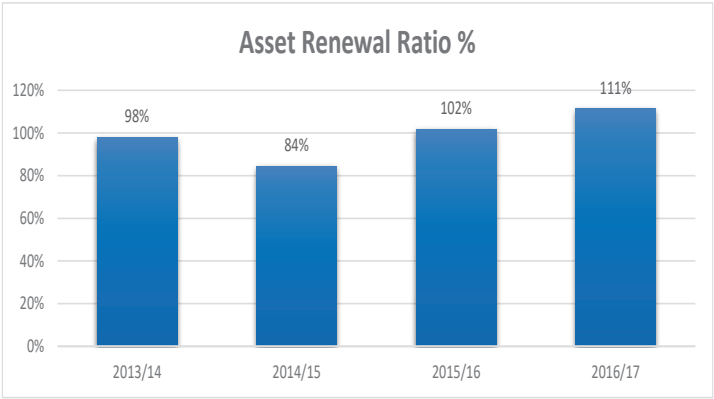


# Obligation

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$12.96M in renewal works during the 2016/17 year.

At the end of the 2016/17 year, Council’s debt ratio which is measured by comparing interest bearing loans and borrowings to rate revenue was 8.37 per cent which indicates that Council has no concern over its ability to repay debt.

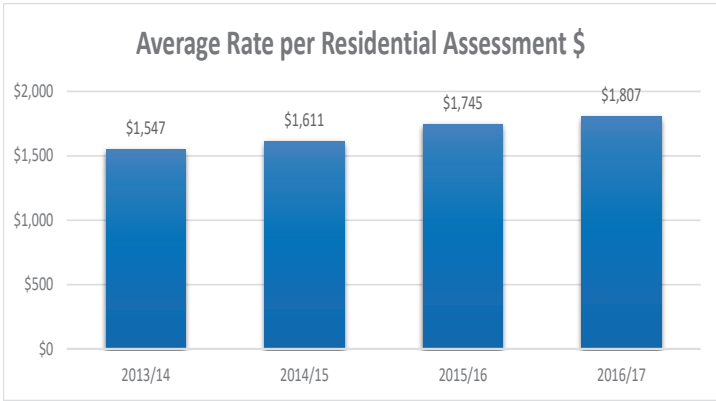
Council’s asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 111 per cent, which exceeded the expected target band of 90 per cent to 110 per cent.



# Stability and Efficiency

Council raises revenue through provision of a range of services including rates, user fees, fines, grants and contributions. Council’s rates concentration which compares rate revenue to adjusted underlying revenue was 58 per cent for the 2016/17 year which is in the mid-range of the expected target band of 40 per cent to 80 per cent.

The average rate per residential assessment is \$1,807 which includes both the rates and the garbage charge.



## ECONOMIC FACTORS

Council was faced with a financial challenge following the introduction of the State Government's 'Fair Go Rates System', which capped Council rates to the rate of inflation. This was set at 2.5 per cent for 2016/17. As a result of rate capping Council was forecast to receive \$37.8M less rates and charges revenue over a 14 year period when the 2016/17 Budget/Long Term Financial Plan was compared to the 2015/16 Budget/Long Term Financial Plan.

## MAJOR CHANGES

The Council elections held in October 2016 resulted in a significant change in Councillors. Six new Councillors were elected, along with three returning Councillors. The new Council was sworn in on 9 November 2016 with the election of the Mayor and Deputy Mayor held on 16 November 2016.

An intensive Councillor Transition Program was provided to guide the new Council through the roles and responsibilities attributed to them through the *Local Government Act, 1989*.

The new Council also had tight legislated timelines to update and re-adopt the Councillor Code of Conduct and develop the four year Council Plan, including the four year Strategic Resource Plan, which sets the direction for the Shire's future. The new Council achieved all of these requirements by contributing many hours to considering community requirements and balancing these with the responsible allocation of resources to deliver them.

## DESCRIPTIONS OF OPERATIONS

South Gippsland Shire Council is responsible for more than 100 diverse services, ranging from family and children's services, sealed and gravel road maintenance, open space and recreation services, youth facilities, waste management and community buildings; to matters concerning economic development, land-use planning, customer service and ensuring accountability for Council's long term financial sustainability.

This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of South Gippsland's community. Council's vision, strategic objectives and strategies to further improve services and facilities, are described in the Council Plan 2013–2017 and the associated Annual Budget 2016/17, and reported on in this document. Refer to the section on 'Reporting' for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the strategic objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Federal legislation.

Council adopted a new Council Plan 2017–2021 in June 2017 with which future reporting will be aligned.



# 1.4 MAJOR CAPITAL WORKS

## Buildings

**Seven projects**  
**\$2.9M spent including:**

Karmai Community Children's Centre

- Completion of the new 1,400m<sup>2</sup> Community Children's Centre in December 2016 including outdoor play space, landscaping, access road, and 34 car parking spaces
- Official opening of the Centre occurred on 10 March 2017

Public Toilet Reconstruction

- Sandy Point Toilet and Waratah Bay Toilet

Renewal Program

- Coal Creek atrium roof replaced
- Leongatha Memorial Hall painted internally and externally
- Poowong swimming pool amenities upgrade, due for completion August 2017
- Leongatha Memorial Hall meeting room toilets upgrade, due for completion early August 2017

## Bridges Rehabilitation Program

**Twenty five projects**  
**\$264,862 spent including:**

Program includes major culvert repairs, bridge repairs, and structural investigations.

This financial year 25 major culverts have been repaired, with some of the major works at:

- Clear Creek Road, Mirboo.
- Falls Road, Fish Creek.
- Leongatha Yarragon Road, Leongatha North.
- Silkstone Road, Korumburra.

## Footpaths

**Twelve projects**  
**\$645,539 spent including:**

Extensions

- Nelson Street, Foster
- Jones Street, Foster
- Pioneer Street, Foster
- Drouin Road, Poowong
- Allison Street, Leongatha

Renewal

- Brumley Street, Leongatha
- Watt Street, Leongatha
- Gray Street, Leongatha
- King Street, Korumburra
- George Street, Korumburra
- Mine Road, Foster (kerb and channel)
- Harriet Street, Toora (kerb and channel)

Paths & Trails Strategy

- 2010 Paths and Trails Strategy review commenced in May 2017

## Guardrail Replacement

**One project**  
**\$47,476 spent:**

- Lower Toora Road, Bennison

## Playgrounds & Pools

**Seven projects**  
**\$230,000 spent including:**

Installation of new playground equipment at:

- Fish Creek Kindergarten
- Fish Creek Recreation Reserve
- Arthur Bentley Reserve, Leongatha

Splash Hydrotherapy pool, Leongatha

- Business case developed

Sand filters replenished at Korumburra and Toora pool

Poowong pool plant room refurbished

## Culverts & Drainage

**Nine projects**  
**\$166,573 spent including:**

Culverts

- Markleys Road, Mirboo North
- Stewart & Dunlops Road, Middle Tarwin

Drainage

- Poplar Court, Sandy Point
- Shellcot Road, Korumburra
- Bruce Street, Leongatha
- River Drive, Tarwin Lower
- Baromi Road, Mirboo North
- Tramway Street, Port Franklin
- Station Street, Foster

## Roads

### Seventeen projects

#### \$5.3M spent including:

##### Foster Streetscape

- Full street reconstruction between Pearl Park and Station Road, including new asphalt road pavement, drainage, kerb and channel, footpath, and street furniture. Due for completion late 2017

##### Foster Carpark

- Construction of a new carpark adjacent to Stockyard Creek

##### South Road, Loch

- Full road reconstruction and sealing of the 2.3km unsealed section abutting Loch-Poowong Road

##### Anderson Street, Leongatha

- Construction of service road at the Melbourne town entrance to Leongatha including associated South Gippsland Highway pavement widening works
- Due for completion September 2017

##### Hudsons Road, Leongatha South

- Installation of new major and minor culverts in preparation for the reconstruction and sealing of 3.1km of the unsealed section in 2017/18

##### Korumburra Cemetery Car Park

- Reconstruction and asphaltting of the car park on Kardella Road

##### Road Rehabilitation Program

- Loch-Wonthaggi Road, Loch
- Ashenden Street, Leongatha
- Koonwarra Pound Creek Road, Koonwarra
- Main Street, Stony Creek
- Stony Creek Dollar Road, Stony Creek

- Old Waratah Road, Fish Creek
- Bass Valley Road, Bena
- Walkerville Road, Tarwin Lower
- Berrys Creek Road, Berrys Creek
- King Street, Korumburra
- Little Commercial Street, Korumburra

## Blackspot Program

### Six projects

#### \$2.4M spent including:

Road projects funded through the Blackspot Program initiative:

- Loch Poowong Road, Loch
- Loch Wonthaggi Road, Loch
- Lower Toora Road, Toora
- Mount Eccles Road, Wild Dog Valley
- Walkerville Road, Tarwin Lower
- Leongatha Yarragon Road, Leongatha North

## Recreation

### Three projects

#### \$1.3M spent including:

##### Leongatha Recreation Reserve

- Upgrade of car parking, access roads, drainage, and footpaths

##### South Gippsland Rural Cricket Facilities

- Nyora practice cricket net facilities
- Koonwarra practice cricket net facilities and drainage improvements

##### Leongatha Golf Club

- Installation of new irrigation system and associated infrastructure

## Waste Management

### Two Projects

**\$369,445 spent this financial year - total of \$1.86M for complete projects over 2015/16 and 2016/17 years including:**

Koonwarra Landfill cell 4 construction

- New landfill cell completed early in 2016/17 financial year which will accommodate approximately five to six years' worth of waste

Mirboo North and Mossvale Park Recycling Project

- Successful completion of the replacement of litterbins with new public place recycling bin enclosures, with the aim of diverting waste from landfill and recovering materials for recycling (grant funded project)

## Asset Management

Asset Management Policy and Strategy

- Revised policy and strategy adopted by Council on 26 April 2017

Road Management Plan (RMP) 2017

- Revised 2017 RMP adopted by Council on 28 June 2017
- Changes report completed in accordance with legislative requirements. CEO sign off obtained in accordance with Road Management Regulations 2016

Road Infrastructure Asset Management Plan

- Review complete and Council briefed on 19 April 2017

# 1.5 COMMUNITY GRANT FUNDING

South Gippsland Shire Council's Community Grants Program supports community initiatives that enhance the quality of life, heritage, recreation and cultural opportunities for South Gippsland residents.

All applications were assessed under programs and categories listed below:

- Quick Response Grants Program;
- Small Emergency Grants Program;
- Dairy Tight Times Support Events Program;
- Community Grants Program categories;
- Minor Projects and Equipment;
- Celebrations, Festivals and Events;
- Major Projects; and
- Planning and Development Studies.

Council received 146 applications and awarded \$341,960 in Community Grants. The successful applications are outlined below:

## Community Grant Funding - Round 1

**Total \$115,100**

ROUND ONE Organisation	Project Details	Approved Funding (\$)
Meeniyan Golf Club Incorporated	Water Reticulation & Fairway Regeneration Project	10,000
Nyora Recreation Reserve Committee Incorporated	Essential Plumbing Works	10,000
Korumburra - Bena Football Netball Club	Outdoor Netball Court repair and resurface	9,000
Toora Swimming Pool	Shade Structure over barbecue area	8,500
Meeniyan Bowling Club Incorporated	Bowling Ahead at Meeniyan project	8,000
Tarwin Lower Mechanics Institute	Tarwin Lower Mechanics Institute Master Plan Development	6,000
Prom Coast Arts Incorporated	Artists in the Community	5,000
Stony Creek Racing Club Incorporated	Operation 'New Track Mower'	5,000
Leongatha Cycling Club	Leongatha Cycling Club Strategic Plan Development	5,000
Venus Bay Surf Lifesaving Club Incorporated	Venus Bay Enduro Ironman	5,000
Walter J Tuck Reserve	Updated Master Plan	5,000
Leongatha Golf Club	Leongatha Golf Club Solar Power	5,000
St Paul's Catholic Social Club	Mirboo North Italian Festa	4,000
Carols In The Drome	Carols In The Drome 2017	4,000
Mirboo North Schools Chaplaincy Committee	Erection of storage shed	4,000
Welshpool Recreation Reserve Incorporated	Bathroom Upgrade	3,400

ROUND ONE Organisation	Project Details	Approved Funding (\$)
Grow Lightly	Southern Gippsland Local Food Festival	3,000
Leongatha Lyric Theatre Incorporated	Essential improvements and works at Lyric buildings	2,900
Prom Coast Seachange Festival Incorporated	Seachange Festival 2017	2,500
Mirboo North Times Newspaper Incorporated	Addressing Health and Safety Issue	2,400
Mt Best Community Hall Association Incorporated	Replace sole heating unit	2,400
Leongatha Chamber of Commerce & Industry Incorporated	Leongatha Community Carnival	2,000
Nyora & District Development Association	Preserving Nyora's History project	1,000
Leongatha Horticultural Society Incorporated	Spring is South Gippsland	1,000
Leongatha Basketball Association	Player uniforms	1,000

## Community Grant Funding - Round Two

**Total \$133,700**

ROUND TWO Organisation	Project Details	Approved Funding (\$)
Korumburra Golf Club	New Golf Club Shed	10,000
Leongatha & District Netball Association	Business Development Plan	10,000
Leongatha Auskick	Leongatha Velodrome Common Pavillion Development	10,000
Manna Gum Community House Incorporated	Foster Community Energy Project	10,000
Tarwin Lower & District Bowls Club Incorporated	Weather Shelters	10,000
Toora Bowling Club Incorporated	Club Refurbishment	10,000
Korumburra Golf Club	Strategic Business Plan	9,000
Leongatha Croquet Club Incorporated	Upgraded second hand lawn mower	8,000
Nerrena Public Hall Committee Incorporated	Nerrena Hall Bathroom and Entry Renovation	8,000
Welshpool Golf Club Incorporated	Removal of tree stumps and clean up	7,500
Corner Inlet Boxing Club	Purchase of a full size boxing ring	5,900
Leongatha Recreation Reserve	Leongatha Football Club Waste Trap	5,500
Korumburra Recreation Centre Management Committee	New Floor Washer	5,000
Leongatha Daffodil and Dairy Festival Committee	Daffodil & Dairy Festival	5,000
Strzelecki Public Hall Incorporated	Car Parking maintenance	3,500
Leongatha Community Garden	Kitchen Upgrade	3,300
Poowong Football & Netball Club Incorporated	New Function room chairs	2,500
Tarwin Lower Mechanics Institute	Paint project	2,500
Meeniyon Pony Club Incorporated	Arena Fencing (Phase 2)	2,500
Corner Inlet Pony Club Incorporated	Ride-on lawn mower	2,000
Mt Best Community Hall Association	Final cost	2,000
Leongatha Community House Incorporated	Health & Safety Upgrade State 1	1,500

## Community Quick Response Grants

**Total \$19,470**

Organisation	Project Details	Approved Funding (\$)
Korumburra Tug of War Club	Tug of War event at the Korumburra Show	1,000
Mirboo North Arts	Cafe Culture Series 2017	1,000
South Gippsland Concert Band Incorporated	Drum Kit Transport Cases	1,000
The Hedley Connection	Hedley Connection Day - May 2017	1,000
Foster Cricket Club	Clubroom Verandah Blinds	850
Mirboo North Music Festival Committee	Mirboo North Music Festival	800
Meeniyah Golf Club Incorporated	New Years Eve Event	750
Milpara Community House Incorporated	Incorporation fees for the new 'The Station @ Korumburra' Working Group	750
South Gippsland Gemstone & Lapidary Club Incorporated	Replacement flooring	670
Fish Creek and District Primary School	Irrigation water system	650
Tarwin Lower Mechanics Institute Hall	Flag Pole	650
Fish Creek Kindergarten	Wilderness Kindergarten fence	600
South Gippsland Miners Baseball Club	Ground maintenance/upgrade	600
Lions Club of Korumburra Incorporated	New pole banners to the entrance of Korumburra	600
Mirboo Country Development Incorporated	Blessing of the Bikes 2016	600
Kongwak Community Group	Restoration of the Kongwak Avenue Honour/Permit Application funds	600
Milpara Community House Incorporated	Raising Awareness - 'Orange the World' Victoria Against Violence	600
Mirboo North United Soccer Club	Junior Soccer Nets	600
Korumburra Croquet Club Incorporated	Tech Savvy	500
Leongatha Rose Show Committee	45th Leongatha Rose Show Spectacular	500
Welshpool & District Advisory Group Incorporated	Refurbish Welshpool Rural Transaction Centre Shop Front	500
South Gippsland Shire Brass Band	Carols in the Drome 2016	500
Good Practice Good Health Incorporated	Out of the Blue play	500
Korumburra Gun Club	Funding to community member to attend the World Junior Skeet Titles in America	500
Grants Only Group Incorporated	Local Community News	450
Jeetho Hall	Giant Earthworm Survey	450
Welshpool Recreation Reserve Incorporated	Race Day Trophies	400
John Terril Park Recreation Reserve	Brush Cutter	400
South Gippsland Beekeepers	'Meet the Bees' Field Day	400
Fish Creek & District Primary School	Irrigation water system for vegetable garden and orchard	350
Welshpool Basketball Association Incorporated	Drive-in Movie Night	350
St Paul's Catholic Social Club	Exhibition Italian Festa	350

## Small Emergency Grants

**Total \$31,700**

Organisation	Project Details	Approved Funding (\$)
Australian Volunteer Coast Guard Association - Port Welshpool	Replacement of stern drive on Vessel	5,000
Korumburra City Soccer Club	Urgent flood light repairs	5,000
Welshpool & District Advisory Group Incorporated	New photocopier	3,000
Tarwin Lower & District Community Health Centre	25th Anniversary Celebration and New Community Health Services and activities	2,750
Fish Creek Football & Netball Club Incorporated	Repair of Netball court	2,500
Port Welshpool & District Maritime Museum	New ride-on mower	2,500
Koonwarra Recreation Reserve Incorporated	Replace faulty water tank	2,200
Meeniyar Pony Club	Arena fencing	2,000
Korumburra Recreation Reserve Section 86 Committee	Mower	2,000
South Gippsland Gemstone & Lapidary Club Incorporated	Upgrade of electricity supply and provide work to club rooms	1,500
Poowong-Loch Junior Football Club	Ground lighting at Loch Memorial Reserve	1,500
Leongatha Community Garden	Upgrade of kitchen equipment	1,000
Loch & District Bowling Club	Replace burst hot water system	750

## Dairy Tight Times Support Events

**Total \$41,990**

Organisation	Project Details	Approved Funding (\$)
Foster & District Agricultural Society Incorporated	Family day at the Foster Show	5,000
Korumburra A&P Association	Family Fun Day at the Korumburra Show	5,000
Loch Memorial Reserve Committee	Loch Roch Family Passes	5,000
Manna Gum Community House	Pamper Day for Women	5,000
Stony Creek Racing Club Incorporated	Stony Creek Family Day	5,000
Poowong Football & Netball Club	Kevin Sheedy Social Gathering	4,000
Strzelecki Lions Club	Poowong Family Fun Day	3,750
Leongatha Golf Club	Farmers Community Day	3,240
Strzelecki Lions Club	South Gippsland Dairy Expo	3,000
Jaydee Events	Painting Daisy Education Program	2,200
Korumburra Leos and Lions Club	Farmers Christmas barbecue @ Coal Creek	800

# 1.6 SHIRE AT A GLANCE

**South Gippsland Shire Council is located in coastal south eastern Victoria, approximately 100km south-east of Melbourne. It is made up of three wards, Tarwin Valley, Strzelecki and Coastal-Promontory, each represented by three Councillors.**

**South Gippsland is named for the southern part of Gippsland, which honoured Sir George Gipps, Governor 1838-1846. The original inhabitants of the South Gippsland area were the Gunnai, Bun Wurrung and Wurundjeri Aboriginal people. South Gippsland Shire Council was formed in 1994 from the amalgamation of four municipalities.**

The Shire is bounded by Cardinia and Baw Baw Shires to the north, Latrobe City and Wellington Shire to the east, Bass Strait to the south, and Bass Coast Shire to the west.

The Shire is a rural, residential and tourist area. It encompasses 3,308 square kilometres, including extensive coastal areas and the spectacular Wilsons Promontory National Park. Much of the rural area is used for forestry and agriculture; with dairy, beef, sheep, and snow pea farming being the main agricultural pursuits. Fishing, viticulture and tourism are also important industries that contribute economic diversity to the region.

Other major attractions of the Shire include Cape Liptrap Coastal Park, Strzelecki Ranges, Coal Creek Community Park and Museum, the Great Southern Rail Trail, Grand Ridge Rail Trail, Nyora Speedway, Stony Creek Racecourse, Agnes Falls and specialist wineries.

The major towns in South Gippsland are Leongatha, Korumburra, Mirboo North and Foster. Other townships include Dumbalk, Fish Creek, Loch, Meeniyar, Nyora, Poowong, Port Welshpool, Sandy Point, Tarwin Lower, Toora, Venus Bay and Welshpool. There are also a number of other smaller rural hamlets.

## Council Offices

South Gippsland Shire Council Office  
9 Smith Street, Leongatha VIC 3953

Phone:	(03) 5662 9200
Fax:	(03) 5662 3754
Email:	<a href="mailto:council@southgippsland.vic.gov.au">council@southgippsland.vic.gov.au</a>
Web:	<a href="http://www.southgippsland.vic.gov.au">www.southgippsland.vic.gov.au</a>
Facebook:	<a href="https://www.facebook.com/southgippslandshirecouncil">www.facebook.com/southgippslandshirecouncil</a>
Hours:	8:30am – 5:00pm Monday to Friday

# Snapshot of Council



## FAST FACTS

- 28,936 Resident population  
(ABS estimated resident population 2016)
- 8,751 people (47%) of the population is aged 50 or over  
(the main age group)
- 2.4 average people per household
- 47 is the median age of people residing in the Shire
- 5% of the population have a non-English speaking background
- 30% of households are 'couples without children'
- 25% of households are 'couples with children'
- 27% are lone person households
- 26 Townships and Hamlets

## PURPOSE

Council's role is to provide leadership for the appropriate governance of the Shire and its local communities. Council undertakes its responsibilities in accordance with the *Local Government Act 1989* (the Act) and other Acts for the peace, order and good government of the Shire.

Council's Vision 2020, developed in 2006/07, represents the aspirations of our diverse communities and articulates a vision of what South Gippsland should be like in the year 2020. The vision was refined in 2015 to reflect changing community needs and expectations.

This vision still aspires to achieve a number of key outcomes with the aim of creating South Gippsland as a place which has:

- A caring community where people feel safe and secure.
- A wide range of recreation and leisure amenities.
- High grade transport links.
- Appropriate infrastructure to meet community needs.
- Respect for the environment by being clean and green, with consideration of the sustainability of nature, plant and animal life.
- Sustainable economic growth.
- Coordinated health services.
- Youth who are valued and participate in the community.
- A sustainable agricultural industry, including direct and indirect support for businesses.
- A sustainable thriving tourism industry.



# 1.7 OUTGOING COUNCIL

## Coastal Promontory Ward



**CR MOHYA DAVIES**

Years of Contribution

- 2008 - 2016



**CR JEANETTE HARDING**

Years of Contribution

- 2008 - 2016
- 1997 - 2003



**CR KIERAN KENNEDY**

Years of Contribution

- 2003 - 2016

## Strzelecki Ward



**CR BOB NEWTON**

Years of Contribution

- 1998 - 2016

## Tarwin Valley Ward



**CR JIM FAWCETT**

Years of Contribution

- 2008 - 2016



**CR NIGEL HUTCHINSON-BROOKS**

Years of Contribution

- 2012 - 2016
- 2005 - 2008

# INCOMING COUNCIL

## Coastal Promontory Ward



**CR RAY ARGENTO**

ELECTED: 2016

TELEPHONE: 0419 968 636

EMAIL: ray.argento@  
southgippsland.vic.gov.au



**CR JEREMY RICH**

ELECTED: 2016

TELEPHONE: 0419 967 376

EMAIL: jeremy.rich@  
southgippsland.vic.gov.au



**CR ALYSON SKINNER**

ELECTED: 2016

TELEPHONE: 0427 250 723

EMAIL: alyson.skinner@  
southgippsland.vic.gov.au

## Strzelecki Ward



**CR AARON BROWN**

ELECTED: 2016

TELEPHONE: 0427 590 551

EMAIL: aaron.brown@  
southgippsland.vic.gov.au



**CR LORRAINE BRUNT**

ELECTED: 2012

TELEPHONE: 0419 199 673

EMAIL: lorraine.brunt@  
southgippsland.vic.gov.au



**CR ANDREW MCEWEN**

ELECTED: 2012

TELEPHONE: 0488 242 478

EMAIL: andrew.mcewen@  
southgippsland.vic.gov.au

## Tarwin Valley Ward



**CR MEG EDWARDS**

ELECTED: 2016

TELEPHONE: 0427 022 887

EMAIL: meg.edwards@  
southgippsland.vic.gov.au



**CR DON HILL**

ELECTED: 2012

TELEPHONE: 0419 934 233

EMAIL: don.hill@  
southgippsland.vic.gov.au



**CR MAXINE KIEL**

ELECTED: 2016

TELEPHONE: 0427 167 731

EMAIL: maxine.kiel@  
southgippsland.vic.gov.au

# EXECUTIVE LEADERSHIP TEAM

## Chief Executive Office



### TIM TAMLIN

Chief Executive Officer

- Executive Office
- People and Culture
- Community Information

## Senior Officers



### FAITH PAGE

Director Corporate & Community Services *commenced April 2017*

#### Departments

- Finance, Risk, Procurement
- Community Services
- Innovation, Technology & wCouncil Business



### BRYAN SWORD

Director Development Services

#### Departments

- Planning
- Economic Development & Tourism
- Regulatory Services



### ANTHONY SEABROOK

Director Sustainable Communities & Infrastructure

#### Departments

- Engineering & Assets
- Operations
- Sustainable Communities



### JAN MARTIN

Director Corporate & Community Services *until October 2016*

## Jan Martin's Contribution to Council

Jan joined South Gippsland Shire Council in 2010. Over the six years that Jan worked at Council she exhibited a remarkable capacity to get the best out of her colleagues. She led by example, working diligently to understand all the areas of her considerable portfolio of responsibilities. Jan's greatest contribution to Council was her empathy, understanding and inherent ability to see all perspectives on any given issue that made her an invaluable member of the organisation and Executive Leadership Team.

# 1.8 ORGANISATIONAL STRUCTURE

## COUNCILLORS

## CHIEF EXECUTIVE OFFICER

### MANAGER

#### People & Culture

- Recruitment/Employee Relations
- Payroll
- Learning & Development
- OH&S/Return to Work

### MANAGER

#### Executive Support & Community Information

- Communications
- Media/Social Media/Web content
- Customer Service
- Community Engagement

## DIRECTOR - CORPORATE & COMMUNITY SERVICES

### MANAGER

#### Finance, Risk & Procurement

- Accounting & Finance
- Rates
- Valuations
- Risk Management
- Procurement

### MANAGER

#### Community Services

- Aged & Disability
- Children & Family Services
- Community Programs
- Library Board
- Emergency Management
- Grants

### MANAGER

#### Innovation & Council Business

- Corporate Planning
- Councillor Support
- Council Business
- IT Systems & Support
- Information Management
- Business Improvement

## DIRECTOR - SUSTAINABLE COMMUNITIES & INFRASTRUCTURE

### MANAGER

#### Engineering & Assets

- Engineering
- Community Construction Projects
- Design
- Asset Management
- Development Referrals from Planning

### MANAGER

#### Operations

- Roads & Drains
- Footpaths
- Kerb & Channel
- Plant/Fleet Management
- Workshop
- Routine Maintenance
- Construction
- Parks & Gardens

### MANAGER

#### Sustainable Communities

- Waste Management
- Sustainability
- Biodiversity
- Buildings & Property
- Accessibility
- Arts, Culture, Recreation & Youth
- Volunteers
- Section 86 Committees
- Road Safety/L2P

## DIRECTOR - DEVELOPMENT SERVICES

### MANAGER

#### Planning

- Statutory Planning
- Strategic Planning
- Social Planning

### MANAGER

#### Economic Development & Tourism

- Economic Development & Tourism
- Visitor Information Centres
- Caravan Parks
- Coal Creek Community Park & Museum

### MANAGER

#### Regulatory Services

- Building & Planning Enforcement
- Local Laws
- Environmental Health

# 1.9 OUR PEOPLE

## 2016/17

### ABOUT OUR PEOPLE

At 30 June 2017 Council had 267.88 Full Time Equivalent (FTE) employees including ongoing, temporary and casual positions. A summary of the actual number of FTE Council staff by organisational structure, employment type and gender is set out below. Note: this is higher than the budget figure as it includes additional casual hours worked to meet workload demands, often associated with unforeseen grants that came in during the year after the budget was adopted.

### WORKFORCE DATA BY HEADCOUNT

	Number (Headcount)	Full Time (Headcount)	Part Time (Headcount)	Casual (Headcount)
<b>June 30, 2017</b>	355	203	93	59
<b>June 30, 2016</b>	351	199	95	57

*\* FTE Data reflects the restructure that occurred late in the 2016/17 financial year whereby Customer Service and Communication teams were realigned.*

### WORKFORCE DATA BY FULL TIME EQUIVALENT & GENDER TYPE

Gender	Employment Classification	Executive Office FTE	Corporate & Community Services FTE	Sustainable Communities & Infrastructure FTE	Development Services FTE	Total 2016/17 FTE	Total 2015/16 FTE
<b>Female</b>	Full Time	11.00	21.00	11.00	17.00	60.00	61.00
	Part Time	3.84	28.70	5.26	5.10	42.90	44.14
	Casual	2.11	3.58	0.00	2.12	7.81	5.27
<b>Total</b>		<b>16.95</b>	<b>53.28</b>	<b>16.26</b>	<b>24.22</b>	<b>110.71</b>	<b>110.41</b>
<b>Male</b>	Full Time	7.00	17.00	100.00	19.00	143.00	138.00
	Part Time	0.00	3.36	4.61	1.26	9.23	7.97
	Casual	0.00	0.50	3.80	0.64	4.94	5.37
<b>Total</b>		<b>7.00</b>	<b>20.86</b>	<b>108.41</b>	<b>20.90</b>	<b>157.17</b>	<b>151.34</b>

### WORKFORCE DATA BY CLASSIFICATION & GENDER TYPE

Gender	Employment Classification	Band 1 FTE	Band 2 FTE	Band 3 FTE	Band 4 FTE	Band 5 FTE	Band 6 FTE	Band 7 FTE	Band 8 FTE	All other FTE
<b>Female</b>	Full Time	0.00	0.00	3.00	12.00	14.00	13.00	10.00	5.00	3.00
	Part Time	2.13	12.03	1.45	5.35	10.39	6.64	4.91	0.00	0.00
	Casual	0.49	2.32	0.64	3.38	0.08	0.19	0.56	0.15	0.00
<b>Total</b>		<b>2.62</b>	<b>14.35</b>	<b>5.09</b>	<b>20.73</b>	<b>24.47</b>	<b>19.83</b>	<b>15.47</b>	<b>5.15</b>	<b>3.00</b>
<b>Male</b>	Full Time	0.00	0.00	46.00	21.00	18.00	15.00	19.00	13.00	11.00
	Part Time	3.03	2.67	0.84	0.60	0.60	1.30	0.00	0.20	0.00
	Casual	2.66	0.50	1.25	0.00	0.42	0.00	0.10	0.00	0.00
<b>Total</b>		<b>5.69</b>	<b>3.17</b>	<b>48.09</b>	<b>21.60</b>	<b>19.02</b>	<b>16.30</b>	<b>19.10</b>	<b>13.20</b>	<b>11.00</b>

## PROFESSIONAL DEVELOPMENT

Through a strong commitment to professional development of all staff, Council is ensuring that the workforce continues to have the necessary skills, qualifications and expertise to undertake roles to deliver effective and efficient services to the South Gippsland community, now and into the future.

## CAPABILITY DEVELOPMENT

### Community Engagement

Selected Council staff participated in a Certificate in Engagement course by IAP2, aimed at improving the practice of public participation and community engagement. This program further strengthens Council and community interaction and ensures the delivery of community value.

### Corporate Training and Development

A diverse range of corporate training programs were delivered throughout 2016/17, across the following broad categories;

- Safety and Wellbeing;
- Financial and Information Management;
- Management and Leadership;
- Diversity and Inclusion;
- Personal Development;
- Systems and Process including significant investment in 'Value Stream Mapping' that improved efficiency and performance in over a dozen organisational areas;
- Employee Performance Development.

A Women's Forum has been established to network, advocate, and grow the strength, contribution and confidence of women in our workplace.

## Employee Performance Development

A new approach to employee performance and development was implemented in 2016/17. The new approach seeks to provide the various areas of Council with greater flexibility in how they approach staff development, through customisable plans under an established best practice framework.

Complementing this, an internal mentoring program and talent pool registration has been implemented.

A talent and succession planning exercise has been evolved and pilot programs initiated, leading to improved overall individual and team performance.

## RECRUITMENT

An on-line recruitment, on-boarding and exit program has been acquired and implemented. This streamlines Council's approach and eliminates the previous paper-based process, and improves user satisfaction.

## ENTERPRISE AGREEMENT

Council has worked with staff and the relevant unions to deliver a new enterprise agreement that will continue to take Council forward in the years to come. The new Enterprise Agreement seeks to facilitate successful organisational delivery of the Council Plan, within the dynamic pressures and opportunities of the changing Victorian Local Government landscape. The Enterprise Agreement is in place until 30 June 2019.

## EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

South Gippsland Shire Council is dedicated to providing a workplace that is free from all discrimination, bullying and harassment in which each employee is treated with dignity, courtesy and respect.

Council is committed to achieving and maintaining high quality working relationships within the organisation. It recognises that this is essential for the wellbeing of all people in the workplace to maximise individual employee skills and abilities, achieve business objectives and maximise productivity.

The organisation adopts a proactive approach to the prevention of discrimination, through initiatives such as the EEO Contact Officer and employee training opportunities. A number of measures are also in place to effectively manage any arising issues, including embedding contemporary workforce policies and procedures, employee support programs and grievance mechanisms within the organisation.

## HUMAN RIGHTS CHARTER

Council's *Human Rights Policy* was reviewed, updated and readopted this year. The policy confirms Council's commitment to considering and respecting human rights when developing and implementing local laws, policies, procedures, decisions and services. The policy outlines the twenty human rights articulated in the *Charter of Human Rights and Responsibilities 2006* (Charter). Council is committed to upholding and respecting these human rights.

## PREVENTING VIOLENCE AGAINST WOMEN

Enshrined within Council's Workplace Health and Wellbeing Plan, prevention of violence against women has been identified as a strategic priority for the organisation and has brought about the establishment and implementation of a range of violence prevention initiatives, activities and events, driven by an internal working group.

## HEALTH AND WELLBEING

Council maintains a workplace that supports healthy lifestyles and encourages workforce participation in programs that are designed to improve their overall health and wellbeing. Activities over the last twelve months have included:

- Body composition scans – 150 staff participated
- Dietician and fitness information sessions
- L.E.A.N. Challenge (Feel Lean and Super Healthy)
- Fitness Team Challenge
- Discounted gym memberships for staff
- Skin checks for Depot staff
- Core strength program for Depot workers

## CORPORATE SOCIAL RESPONSIBILITY

Council also supports local charity organisations through a staff donation program.

The image is a full-page background featuring a landscape photograph. In the foreground, a large, dark, rounded boulder sits on a sandy and pebbly shore. Behind it, a calm body of water reflects the surrounding landscape. The middle ground shows a grassy bank and a line of trees. In the background, there are rolling hills and mountains under a clear sky. The top of the image is partially covered by a dark blue and grey geometric overlay.

# SECTION two REPORTING

# 2.1 VICTORIAN PLANNING & ACCOUNTABILITY FRAME WORK

Elected by the community every four years, Council sets the strategic direction of the Shire. The administration, led by the Chief Executive Officer, delivers the objectives set by Council.

- The four year Council Plan sets out what will be achieved during the Council's four year term, including an annual review;
- Rolling Strategic Resource Plan for a period of at least four years is updated annually and included in the Council Plan;
- Budget for each financial year sets out what actions will be undertaken to progress achievement of the Council Plan;
- Annual Report in respect of each financial year outlines what Council has achieved in the past year against the Budget and Council Plan.

The following diagram shows the relationship between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows the opportunities for community and stakeholder input and feedback at various stages of the planning and reporting cycle.



Source: Department of Environment, Land, Water and Planning

# 2.2

# COUNCIL PLAN

## 2013–2017

The Council Plan provides guidance and direction by setting strategic outcomes, objectives, strategies, resource requirements and performance measures for the four year term of Council.

The four strategic objectives as detailed in the 2013–2017 Council Plan were:

Outcome 1	Outcome 2	Outcome 3	Outcome 4
A Prosperous Shire	Closely Connected Communities	Integrated Services & Infrastructure	A Leading Organisation
<p>Objective 1.1 Work with the business community to support existing businesses, diversify employment opportunities and to attract new businesses.</p> <p>Objective 1.2 Raise the awareness of local and regional issues with State and Federal decision makers.</p> <p>Objective 1.3 Improve the sustainability of the local and regional environment.</p>	<p>Objective 2.1 Engage and work collaboratively with our community.</p>	<p>Objective 3.1 Deliver affordable modern community services and facilities through an integrated approach to planning and infrastructure development.</p>	<p>Objective 4.1 Improve the financial sustainability of Council, including diversifying revenue streams.</p> <p>Objective 4.2 Pursue best practice in organisational development and operations of the organisation.</p>

The following section reports Council's performance in 2016/17, against the four strategic objectives.

Performance has been measured as follows:

- Results achieved against the strategic indicators for each objective in the Council Plan;
- Progress against the Major Initiatives and the Initiatives set out in section 2 of the 2016/17 Annual Budget;
- Services funded in the 2016/17 Annual Budget by Department, supporting the achievement of each objective;
- Results against the prescribed local government service performance indicators and measures.

# 2.3 STRATEGIC OBJECTIVE

## A PROSPEROUS SHIRE

### Objective Overview

*To achieve our objective of a Prosperous Shire, we will work with the business community to support existing businesses, diversify employment opportunities and attract new businesses. We will raise the awareness of local and regional issues with State and Federal decision makers and we will improve the sustainability of the local and regional environment.*

### Council Plan 2013–2017 Indicator

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to relevant strategic indicators:

Council Plan Indicator	Action/Target	Comment
The value of total investments in the Shire measured through Building Permits, by investment sector	Comparison with baseline - an increase in investments annually is a positive trend	<b>Target Achieved</b> Value of approved building work for the 2016/17 financial year was \$75.9M, up five per cent compared to 2015/16.
<b>Regulatory Services</b>		
Shovel ready projects prepared	Aim for at least two ready at any time	<b>Target Achieved</b> Six shovel ready projects as follows: 1. Toora Boat Ramp Dredging. 2. Leongatha Splash Hydrotherapy Pool. 3. Bena Kongwak Rail Overpass Bridge. 4. Powneys Road Bridge, Tarwin Lower. 5. Great Southern Rail Trail - Welshpool to Hedley. 6. Six footpath extensions.
<b>Engineering and Assets</b>		
Number of representations made to State and Federal politicians	At least one delegation annually	<b>Target Not Achieved</b> The CEO has met with local politicians to advocate Council's major projects which require government support.
<b>Executive Office</b>		

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
1.1	Develop and manage the implementation of an annual strategic advocacy campaign for Council's priority project and policy objectives - Advocacy program approved and all 2016/17 actions complete.  <i>Economic Development, Tourism and Customer Service and Executive Office</i>	<p>Priority Projects for 2016/17 are:</p> <ul style="list-style-type: none"> <li>Port Welshpool Long Jetty Rehabilitation Project (a component of the Corner Inlet Tourism Project)</li> <li>Leongatha Revitalisation Project (which includes Bair Street, Anderson Street and the former railway precinct development)</li> <li>Foster Streetscape</li> </ul> <p>Projects that require further development and planning during 2016/17 include:</p> <ul style="list-style-type: none"> <li>Korumburra Centre Streetscape</li> <li>SPLASH Development stages 2 and 3</li> </ul>	<p><b>Target Achieved</b></p> <ul style="list-style-type: none"> <li>Federal and State Government funding secured, tenders received and evaluated.</li> <li>Leongatha heavy vehicle alternate route completed. Anderson Street works commenced. Master Plan completed for Bair Street. Master Plan being developed for former rail yards. Economic analysis completed to support future grant funding applications.</li> <li>State Government funding secured. Works contract awarded, construction commenced, and on-track.</li> </ul>
1.2	Develop and manage the implementation of a strategic advocacy campaign supporting government agencies projects that will have significant benefits for the South Gippsland Shire community - Advocacy program approved by Council and the importance of projects raised in relevant forums.  <i>Economic Development, Tourism and Customer Service and Executive Office</i>	<p>Agency Supported Projects for 2016/17 are:</p> <ul style="list-style-type: none"> <li>South Gippsland Highway Koonwarra Black Spur Bends Road Realignment project supporting VicRoads safety initiatives</li> <li>Northern Towns Water Security project supporting South Gippsland Water's sustainable water for the northern end of the Shire</li> </ul>	<p><b>Target Achieved</b></p> <ul style="list-style-type: none"> <li>Federal and State Government funding secured.</li> <li>Preliminary project planning commenced.</li> <li>Construction to commence in 2017/18.</li> <li>Project funded by the State Government.</li> <li>Works commenced to undertake project.</li> </ul>

No.	Council Plan Indicator	Action/Target	Comment
1.3	Leongatha Rail Yards Landscape Master Plan commenced to improve the use and appearance of this strategic, yet underutilised piece of land  <i><b>Sustainable Communities/Planning Department</b></i>	Master Plan to be progressed by 30 June 2017	<b>Target Achieved</b>  Project Steering Committee established comprising of community members and Council staff.  Community engagement has included a successful Information and Planning Day at the Leongatha Railway station on 22 April 2017 where the community were able to provide suggestions on what they would like to see at the station.  The project is on target for a Master Plan to be presented to Council in the first half of 2017/18 financial year.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
1.4	Visitor Information Centre review  <i><b>Economic Development, Tourism and Customer Service and Executive Office</b></i>	Visitor Information Centre review to be completed by 30 June 2017	<b>Target Achieved</b>  At the 28 June 2017 Council Meeting, Council moved to: support a fully accredited Visitor Information Centre at Foster; defer consideration of the Korumburra Visitor Information Centre service review and to receive a future report which considers the transitional arrangements and a development of a Digital Tourism Strategy, before determining the outcomes of the Korumburra Visitor Information Centre service review.
1.5	Council's Domestic Wastewater Management Plan  <i><b>Regulatory Services</b></i>	A full time temporary position is to be created to implement recommendations from Council's Domestic Wastewater Management Plan	<b>Target Achieved</b>  Wastewater Compliance Officer appointed and implementation of Council's Domestic Wastewater Management Plan commenced.

## Services Funded

The following statement provides information in relation to the services funded in the 2016/17 Budget that supports Strategic Objective 1 and the persons or sections of the business area responsible.

Business Area	Description of Services provided	Net Cost \$000
		Actual Budget \$000
		Variance \$000
Development Services Management	<p>The Development Services Management unit is accountable for ensuring that Council's objectives for the Development Services Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> <li>• Planning;</li> <li>• Regulatory Services; and</li> <li>• Economic Development Tourism and Customer Service.</li> </ul> <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, undertake regional advocacy to facilitate planned growth in the Shire and implement the strategic directions set by Council relevant to the Directorate.</p>	<p>\$262</p> <p>\$299</p> <hr/> <p>\$37</p>
<p>Economic Development, Tourism and Customer Service</p> <p><i>Note: Structure realignment occurred for Customer Service and Communications teams in late June 2017. For reporting purposes this budget has remained in its original position as per 2016/17 Annual Budget.</i></p>	<p>The Economic Development, Tourism and Customer Service Department plans for and facilitates economic growth and prosperity within the Shire. This is achieved by actively promoting and supporting sustainable agriculture and industry development, commercial business opportunities and by providing excellent customer and visitor information services.</p> <p>The Department manages Council's Caravan Parks and Coal Creek Community Park and Museum.</p> <p>The Department plays a key role in working with the business community to support existing businesses, diversify employment opportunities and attract new businesses.</p>	<p>\$1,575</p> <p>\$2,112</p> <hr/> <p>\$537</p>
Planning Department	<p>The Planning Department provides statutory, strategic and social planning services to the community to provide for development, land use and community policy.</p> <p>The Department actively supports planned growth across the municipality, protects and enhances the unique identity and liveability of local districts and advocates to other levels of government and stakeholders for developments that will help prosper the Shire.</p>	<p>\$798</p> <p>\$1,420</p> <hr/> <p>\$622</p>
Regulatory Services	<p>The Regulatory Services Department is responsible for administration, education and enforcement of various Victorian legislation along with Council's General Local Law.</p> <p>Services include:</p> <ul style="list-style-type: none"> <li>• Animal management;</li> <li>• Building/planning enforcement;</li> <li>• Building/property information;</li> <li>• Fire prevention;</li> <li>• Registration and inspection of food and accommodation premises;</li> <li>• Local laws development and enforcement;</li> <li>• Occupancy permits for places of public entertainment;</li> <li>• Parking control;</li> <li>• Report and consent applications for new building work;</li> <li>• School crossings; and</li> <li>• Wastewater.</li> </ul> <p>The Department responds to a variety of community enquiries and undertakes public health and nuisance complaint investigations. Together these services work towards providing a safer Shire for businesses and the community.</p>	<p>\$514</p> <p>\$806</p> <hr/> <p>\$292</p>

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures, including explanation of material variations:

Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
Statutory Planning				
Timeliness				
Time taken to decide planning applications	60	60	62	
[The median number of days between receipt of a planning application and a decision on the application]				
Service standard				
Planning applications decided within required time frames	83%	77%	77%	From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.
[Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x 100				
Service cost				
Cost of statutory planning service	\$1,180	\$1,677	\$1,799	
[Direct cost of the statutory planning service / Number of planning applications received]				
Decision Making				
Council planning decisions upheld at VCAT	0%	71%	50%	Council had one less VCAT decision overall and two more decisions set aside by VCAT compared to 2015/16, which has impacted the overall variance. The overall volume of applications that are appealed to VCAT is exceptionally low at South Gippsland so even one application difference can create a significant percentage variance.
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100				

## Local Government Service Performance Indicators

Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Waste Collection</b>				
<b>Satisfaction</b>				
<i>Kerbside bin collection requests</i>	88	98	99	
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1,000				
<b>Service standard</b>				
<i>Kerbside collection bins missed</i>	5	8	8	
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000				
<b>Service cost</b>				
<i>Cost of kerbside garbage bin collection service</i>	\$127	\$120	\$121	
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]				
<b>Service Cost</b>				
<i>Cost of kerbside recyclables collection service</i>	\$47	\$46	\$46	
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]				
<b>Waste diversion</b>				
<i>Kerbside collection waste diverted from landfill</i>	33%	50%	51%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100				



## Local Government Service Performance Indicators

Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Animal Management</b>				Software updates in the 2016/17 year has allowed for more accurate capture of data thereby providing better demonstrable timeframes and enhanced reporting.
<b>Timeliness</b>				
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	N/A	1	1.6	
<b>Service standard</b>				219/263 dogs reclaimed and only 24/152 cats. Increased efficiencies by team around cat trapping but low compliance number for cat registrations. This leads to low recovery rates by owners.
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x 100	64%	59%	59%	
<b>Service cost</b>				
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$64	\$64	\$62	
<b>Health and safety</b>				Serious dog attacks form the majority of these figures. There has been a substantial decrease in reported serious dog attacks during this financial year.
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	20	23	9	



Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Food Safety</b>				From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.  Software updates in the 2016/17 year allowed for more accurate capture of data, thereby improved response time reporting. The process change identified some complaints were not highlighted as complete until the finalisation of the complaint. This process variation has led to an extended response time compared to 2015/16.
<b>Timeliness</b>	N/A	4	8	
<i>Time taken to action food complaints</i>				
[Number of days between receipt and first response action for all food complaints / Number of food complaints]				
<b>Service standard</b>				
<i>Food safety assessments</i>	97%	91%	97%	
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises with the <i>Food Act 1984</i> ] x 100				
<b>Service cost</b>				
<i>Cost of food safety service</i>	\$551	\$520	\$542	
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]				
<b>Health and safety</b>				From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
<i>Critical and major non-compliance outcome notifications</i>	94%	95%	100%	
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100				

# 2.4 STRATEGIC OBJECTIVE 2

## CLOSELY CONNECTED COMMUNITIES

### Objective Overview

*To achieve our objective of Closely Connected Communities we will engage and work collaboratively with our community.*

### Council Plan 2013–2017 Indicator

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to relevant strategic indicators:

Council Plan Indicator	Action/Target	Comment
<p>Council supported Community Direction Statement priority projects identified and reported to Council for consideration</p> <p><b>Sustainable Communities</b></p>	<p>Council supported priority projects from Community Directions Statements to be funded in the following financial year, identified and funded by 30 June annually</p>	<p><b>Target Achieved</b></p> <p>Ongoing reviews for Foster, Poowong, and Sandy Point community plans.</p> <p>Initial reviews undertaken with Dumbalk and Welshpool and District.</p> <p>In 2016/17, 11 projects were listed in the current Community Directions Statements scheduled for either capital or Council staff support during 2017/18. These projects are spread across Fish Creek, Stony Creek, Nyora, Venus Bay, Toora, Mirboo North, Korumburra, and Sandy Point.</p>
<p>Development activities for volunteers provided</p> <p><b>Sustainable Communities</b></p>	<p>A program of activities developed and implemented annually</p>	<p><b>Target Achieved</b></p> <p>Four Older Driver Workshops held in Korumburra, Nyora, Port Welshpool, and Meeniyan.</p> <p>CPR workshops for volunteers held at neighbourhood houses.</p> <p>Seven workshops advertised:</p> <ul style="list-style-type: none"> <li>• Personality Style</li> <li>• Succession Planning for Committees</li> <li>• Emotional Intelligence</li> <li>• Speaking for the Terrified</li> <li>• Evaluating Community Projects</li> <li>• Two Section 86 Information sessions held at Foster, and Coal Creek Korumburra</li> </ul> <p>Community Engagement Conference held in June 2017 with 50 community groups represented.</p>

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
2.1	Develop an Arts and Cultural Strategy that will implement the Arts and Culture Policy developed with the Arts Community and action Council's resolution to bring elements of the Arts and Tourism together	Arts and Culture Strategy presented to Council by 30 June 2017	<b>Target Achieved</b> Council briefed on 19 April 2017 and strategy formally adopted at its meeting on 24 May 2017.
<b>Sustainable Communities</b>			
2.2	Development of a Municipal Public Health and Wellbeing Plan 2017–2021 will be substantially progressed in partnership with other health providers in the Shire - by 30 June 2017	Municipal Public Health and Wellbeing Plan 2017–2021 to be developed by 30 June 2017	<b>Target Achieved</b> Plan developed and consultations completed. Draft report was open for public comment from June 2016 and final plan to be adopted in the next financial year.

### Community Services

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
2.3	Develop a Home and Community Care (HACC) options and transition plan that aims to provide options for quality service provision for clients and local employment in response to Aged Care Reforms being introduced by State and Federal Government	Options and transition plan papers to be developed and presented to Council by 30 June 2017	<b>Target Achieved</b> Council has reviewed the options paper, December 2016 and financial modelling, March 2017. In June 2017, Council resolved to agree in principle to work towards a transition of aged care service delivery from Council to Gippsland Southern Health Service.
<b>Community Services</b>			

## Services Funded

The following statement provides information in relation to the services funded in the 2016/17 Budget that supports Strategic Objective 2 and the persons or sections of the business area responsible.

Business Area	Description of Services provided	Net Cost \$000
		Actual Budget \$000
		Variance \$000
Corporate and Community Services Management	<p>The Corporate and Community Services Directorate is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> <li>• Community Services;</li> <li>• Finance, Risk and Procurement; and</li> <li>• Innovation and Council Business.</li> </ul> <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, coordinate the preparation of the Vision and four year Council Plan for the Shire, plan for long term financial sustainability and implement strategic directions relevant to the Directorate once set by Council.</p>	\$1,694
		\$1,665
		(\$29)
Community Services	<p>The Community Services Department provides policy advice and program delivery for the following services:</p> <ul style="list-style-type: none"> <li>• Aged and Disability Services, including Home and Community Care and Disability Service support;</li> <li>• Children and Family Services; including Maternal and Child Health; Immunisation, Pre-school and Playgroup support;</li> <li>• Community Grants and Emergency Management;</li> <li>• Libraries; and</li> <li>• Create the Municipal Public Health and Wellbeing Plan.</li> </ul> <p>Together these teams work towards creating a collaborative, self-supporting community.</p>	\$884
		\$1,675
		\$791
Sustainable Communities	<p>The Sustainable Communities Department plans for and delivers a diverse range of integrated community strengthening, facility, land and building management services that include:</p> <ul style="list-style-type: none"> <li>• Sustainability services including Waste Management and Biodiversity;</li> <li>• Property services including leases, land sales/purchases and property oversight;</li> <li>• Community Strengthening services including Recreation/Aquatic Facilities, Arts and Culture, Youth, Volunteers, Event Management, Section 86 Committees and Access and Inclusion planning and support; and</li> <li>• Building Management services including building maintenance.</li> </ul> <p>Together these teams connect and support community groups, volunteers, committees and other Council Departments to provide services beyond those that Council, by itself, can provide.</p> <p>The team also supports practices by Council and the community to live and operate in a sustainable manner thereby protecting our environment for current and future generations.</p>	\$6,504
		\$7,126
		\$622
Communications <i>Note: Structure realignment occurred for Customer Service and Communications teams in late June 2017. For reporting purposes this budget has remained in its original position as per 2016/17 Annual Budget.</i>	<p>The Communications Team plays a pivotal role in raising community awareness of Council services and strategic directions. It creates a working interface between Council, Council Departments and the community through media management, publishing material, social media, website management and internal liaison.</p>	\$354
		\$433
		\$79

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures, including explanation of material variations:

Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
Libraries				
Utilisation	5	5	5	
Library collection usage				
[Number of library collection item loans / Number of library collection items]				
Resource standard				Increased accessibility to electronic resources has contributed to the growth of the library collection.
Standard of library collection	53%	61%	70%	
[Number of library collection items purchased in the last 5 years / Number of library collection items ] x 100				
Service cost				
Cost of library service	\$9	\$10	\$11	
[Direct cost of the library service / Number of visits]				
Participation				
Active library members	25%	23%	21%	
[Number of active library members / Municipal population] x 100				



## Local Government Service Performance Indicators

Service	Results 2015	Results 2016	Results 2017	Material Variation
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### Aquatic Facilities

#### Service standard

*Health inspections of aquatic facilities*

[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]

0

1

0.5

The variation in results is due to a new water testing schedule implemented in 2017 whereby three of Council's six pools will be tested each year rather than all pools tested, as seen in the 2015/16 figures. This was implemented due to difficulties in delivering collected water samples from each pool to laboratories for testing with prescribed timeframes.

#### Health and Safety

*Reportable safety incidents at aquatic facilities*

[Number of WorkSafe reportable aquatic facility safety incidents]

0

2

2

#### Service cost

*Cost of indoor aquatic facilities*

[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]

\$4

\$4

\$4

#### Service cost

*Cost of outdoor aquatic facilities*

[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]

\$8

\$7

\$7

Seasonal temperature variations and infrastructure issues resulted in pools being open for 15 day less than previous season. This has resulted in fewer visits to outdoor pools during 2016/17.

#### Utilisation

*Utilisation of aquatic facilities*

[Number of visits to aquatic facilities / Municipal population]

6

6

6



## Local Government Service Performance Indicators

Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Home and Community Care</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Timeliness</b>				NDIS - National Disability Insurance Scheme program CHSP - Commonwealth Home Support program
<b>Time taken to commence the HACC service</b> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	13	14	N/A	
<b>Service standard</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Compliance with Community Care Common Standards</b> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x 100	94%	94%	N/A	
<b>Service cost</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Cost of domestic care service</b> [Cost of domestic care service / Hours of domestic care service provided]	\$53	\$52	N/A	
<b>Service cost</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Cost of personal care service</b> [Cost of personal care service / Hours of personal care service provided]	\$50	\$53	N/A	
<b>Service cost</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Cost of respite care service</b> [Cost of respite care service / Hours of respite care service provided]	\$53	\$54	N/A	
<b>Participation</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Participation in HACC service</b> [Number of people that received a HACC service / Municipal target population for HACC services] x 100	26%	26%	N/A	
<b>Participation</b>				Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Participation in HACC service by CALD people</b> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x 100	23%	22%	N/A	

Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Maternal and Child Health (MCH)</b>	104%	104%	93%	Participation in first home visits was down due to mothers attending Maternal and Child Health Centres in person within the Shire and in other municipalities.
<b>Satisfaction</b>				
<i>Participation in first MCH home visit</i>				
[Number of first MCH home visits / Number of birth notifications received] x 100				
<b>Service standard</b>	101%	100%	99%	
<i>Infant enrolments in the MCH service</i>				
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100				
<b>Service cost</b>	\$64	\$64	\$62	
<i>Cost of the MCH service</i>				
[Cost of the MCH service / Hours worked by MCH nurses]				
<b>Participation</b>	79%	75%	76%	
<i>Participation in the MCH service</i>				
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100				
<b>Participation</b>	76%	62%	67%	
<i>Participation in the MCH service by Aboriginal children</i>				
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100				

# 2.5 STRATEGIC OBJECTIVE 3

## INTEGRATED SERVICES & INFRASTRUCTURE

### Objective Overview

*To achieve our objective of Integrated Services and Infrastructure we will deliver affordable modern community services and facilities through an integrated approach to planning and infrastructure development.*

### Council Plan 2013–2017 Indicator

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to relevant strategic indicators:

Council Plan Indicator	Action/Target	Comment
Number of grants submitted to State and Federal programs for funding and number of grants announced for South Gippsland Shire projects	Aim for 30 per cent of applications submitted to be funded	<b>Target Achieved</b> 13 Applications were submitted during the 2016/17 year with ten approved, one not approved and two currently pending.
<b>Community Services</b>		
Sustainability activities for various sectors provided, in partnership with others where possible	A program of activities developed and implemented annually	<b>Target Achieved</b> Program of events updated on a regular basis as new activities are scheduled. Community events held on Small Solar and Batteries in Practice, Solar Businesses, Local Food Festival, and Solar Battery Storage. Sustainability, Local Food, and Waste Education sessions provided at several schools and kindergartens. The Memoranda of Understanding (MOUs) with local energy groups – Energy Innovation Co-operative and Mirboo North Community Energy Hub resulted in 14 energy/renewable events with an estimated 1,300 people directly engaged through the process.
<b>Sustainable Communities</b>		

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
3.1	<p>Council's Priority Project to celebrate the opening of the Karmai Community Children's Centre using funds contributed by the community, State and Federal governments and Council.</p> <p><b>Community Services and Engineering and Assets</b></p>	Karmai Community Children's Centre to be opened and operational by 30 June 2017.	<p><b>Target Achieved</b></p> <p>Centre fully operational and officially opened on 10 March 2017 by Hon. Jenny Mikakos MP, Minister for Families and Children, and Russell Broadbent MP, Federal Member for McMillan.</p>

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
3.2	<p>Library Service Review, that includes the mobile library service, buildings and potential Council customer service at each static library, is to be completed so that the future facility and service requirements can be clarified, existing service provision can be evaluated and improvement opportunities recommended to Council.</p> <p><b>Community Services</b></p>	Library Service Review to be completed by March 2017.	<p><b>Target Not Achieved</b></p> <p>Introductory briefing was presented to Council on future options for library services in June 2017.</p> <p>A review and decision around the profile of future service delivery will be undertaken by the West Gippsland Regional Library Corporation.</p>

## Services Funded

The following statement provides information in relation to the services funded in the 2016/17 Budget that supports Strategic Objective 3 and the persons or sections of the business area responsible.

Business Area	Description of Services provided	Net Cost \$000
		Actual Budget \$000
		Variance \$000
Sustainable Communities and Infrastructure Management	<p>The Sustainable Communities and Infrastructure Directorate is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> <li>• Engineering and Assets;</li> <li>• Sustainable Communities; and</li> <li>• Operations.</li> </ul> <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, prepare and deliver the Capital Works Program and Asset Management Plan and work with the community to integrate community needs into Council's plans.</p>	\$260 \$321 <hr/> \$61
Engineering and Assets	<p>The Engineering and Assets Department prepares and delivers asset plans and project delivery services:</p> <ul style="list-style-type: none"> <li>• Project Coordination includes capital works planning, administration, project management and delivery of Council's long term and annual Capital Works Program;</li> <li>• Asset Management includes planning Council's infrastructure networks in order to meet current and future needs of the community and to integrate with State networks; and</li> <li>• Assets Management Systems includes collection, analysis and management of infrastructure related data to effectively manage Council's infrastructure assets.</li> </ul> <p>The team works together to clearly define Council requirements for the design and development of infrastructure that is, or will become, a civil Council asset.</p> <p>The team also standardises development submissions thereby expediting Council's engineering approvals for civil assets and ensuring specified design criteria are met for the design and construction of civil infrastructure.</p>	\$1,340 \$4,588 <hr/> \$3,248
Operations	<p>The Operations Department implements Council's asset management plans and improves the appearance and amenity of townships, rural areas, streetscapes and parkland through the following services:</p> <ul style="list-style-type: none"> <li>• Sealed Roads Planning including drainage operations, maintenance and construction of internal capital works;</li> <li>• Unsealed Roads Planning including drainage operations, maintenance and construction of internal capital works;</li> <li>• Parks and Gardens including planning operations, maintenance and construction; and</li> <li>• Fleet and Plant including proactive purchasing to minimise Council's vehicle emissions.</li> </ul> <p>Together these teams work towards providing a healthy and safe community at realistic and affordable service standards and efficient management of assets and resources.</p>	\$17,197 \$18,940 <hr/> \$1,743

## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures, including explanation of material variations:

Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Roads</b>  <b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x 100	20	15	16	An increase of an additional 136 kms of sealed roads to maintain in 2016/17 has influenced an increase of 31 requests for sealed road requests compared to 2015/16, however the increased works undertaken in the Rehabilitation and Resealing Program, has resulted in an improvement to our sealed road network.
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads ] x 100	99%	99%	99%	More roads have been rehabilitated and/or resealed.
<b>Service cost</b> <i>Cost of sealed road reconstruction</i> [Direct cost of sealed local road reconstruction / Square meters of sealed local roads reconstructed]	\$45	\$54	\$34	Eight out of eleven projects were in rural and small towns resulting in a lower overall unit rate; only 2 projects high cost urban rehabilitation projects with one high cost asphalt project in an industrial precinct.
<b>Service cost</b> <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square meters of sealed local roads resealed]	\$5	\$5	\$5	Some higher spray rates were used.
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	27	30	36	More roads have been rehabilitated and/or resealed leading to an increased satisfaction result.

# 2.6 STRATEGIC OBJECTIVE 4

## A LEADING ORGANISATION

### Objective Overview

*To achieve our objective of a Leading Organisation we will improve the financial sustainability of Council, including diversifying revenue streams and pursue best practice in organisational development and operations of the organisation.*

### Council Plan 2013–2017 Indicator

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to relevant strategic indicators:

Council Plan Indicator	Action/Target	Comment
Policy portfolios and/or specific project groups developed and implemented  <i>Executive Office</i>	Portfolio or project scope and committee structure endorsed by Council prior to establishment	<b>Target Achieved</b> The Korumburra Roundtable is the only portfolio group that remains operational. The Committee has now completed the Korumburra Community Directions Statement and presented it to Council. The Committee has completed its determined tasks and Council continues to support it as opportunities for it to continue to support Council are explored.
An Annual Plan and Annual Budget developed  <i>Innovation and Council Business, Finance Risk and Procurement</i>	Adopted by Council by 30 June 2017 annually	<b>Target Achieved</b> 2017/18 Annual Budget and 2017–2021 Council Plan were adopted by Council on 28 June 2017.
Council will encourage community members to provide information to Council on matters affecting them  <i>Innovation and Council Business</i>	Public presentations sessions will be available for community members to participate	<b>Target Achieved</b> 76 Public Presentations were provided to Council, with 101 people presenting information on matters of interest to them, during the financial year. 168 people observed the presentations in the gallery.  Due to the Election Period, there were no public presentations made during September and October 2016. Council was in recess during December and January, so no presentations were provided during these two months.
Department Service Summaries, Business Plans and corresponding Budgets will be developed annually  <i>Innovation and Council Business</i>	By 30 June 2017 annually	<b>Target Achieved</b> Business plans were finalised and signed off by Directors in June 2017.
Community Satisfaction Survey results published annually  <i>Innovation and Council Business</i>	By 30 June 2017 annually	<b>Target Achieved</b> The survey results were presented to Council on 28 June 2017.

## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
4.1	Continued participation in the procurement LEAP project that incorporates regional benchmarking in procurement with opportunities for collaborative procurement projects identified  <i>Finance, Risk and Procurement</i>	Improvement opportunities identified and prioritised by 30 June 2017	<b>Target Achieved</b> Collaborative regional based procurement projects identified include: <ul style="list-style-type: none"> <li>• Regional Memoranda of Understanding and Terms of Reference;</li> <li>• Development of a Draft Regional Procurement Policy Template;</li> <li>• Establishment of regional procurement resourcing;</li> <li>• Establishment of Regional Contract Register;</li> <li>• Pilot collaborative procurements including Regional Contractor Compliance System;</li> <li>• Regional Procurement Plan / Schedule;</li> <li>• Regional Procurement Training Plan;</li> <li>• Regional and individual Council Procurement Plans and Dashboards; and</li> <li>• Undertaking a Contract Document review to ensure compliance with <i>Unfair Contracts Act 2015</i>.</li> </ul>
	Continued participation in Gippsland Local Government Network Collaborative Service project – opportunities for collaborative service provision identified and prioritised by 30 June 2017  <i>Corporate and Community Services Directorate</i>	By 30 June 2017 annually	<b>Target Not Achieved</b> The collaborative service project is reliant on the co-operation of the six Gippsland councils. Due to competing priorities of some of the member councils, progress has been slow. Work will continue on this project next financial year with meetings to be arranged for all member council CEOs.

## Initiatives

The following statement reviews the progress of Council in relation to initiatives identified in the 2016/17 Budget for the year:

No.	Council Plan Indicator	Action/Target	Comment
4.2	Council Vehicle Fleet Service Review to be completed.  <i>Operations</i>	By 30 June 2017.	<b>Target Achieved</b> Recommendations reviewed by consultant and Council briefed on 5 April 2017.

## Services Funded

The following statement provides information in relation to the services funded in the 2016/17 Budget that supports Strategic Objective 4 and the persons or sections of the business area responsible.

Business Area	Description of Services provided	Net Cost \$000
		Actual Budget \$000
		Variance \$000
Executive Office/ Management	<p>The Executive Office builds strong and productive relationships with government and key regional agencies to strengthen the performance of Council.</p> <p>The Executive Office is accountable for ensuring that Council's objectives for the Council Plan are achieved through the allocation of appropriate resources, the provision of strategic policy and legal advice to Council and the establishment of good governance practices to guide the management of the organisation.</p>	\$520
		\$777
		\$257
Finance, Risk and Procurement	<p>The Finance, Risk and Procurement Department delivers financial planning, budget management oversight, risk management coordination and procurement coordination for the organisation. The Department comprises:</p> <ul style="list-style-type: none"> <li>Accounting including strategic financial advice, accounting systems and services, management accounting support and financial reporting;</li> <li>Rates and Valuations including property valuations for rating purposes and administration of rate collection; and</li> <li>Risk and Procurement including contract and quotation management, shared risk management services delivery with Baw Baw Shire, risk and insurance management, internal audit and regulatory compliance.</li> </ul> <p>Together the teams improve the financial sustainability of Council by pursuing continuous improvement in processes and procedures, pro-actively managing risks, sustainably managing finances and gaining efficiencies through procurements.</p>	\$1,829
		\$2,092
		\$263
Innovation and Council Business	<p>The Innovation and Council Business Department leads organisation wide planning and implementation of good governance, innovation, technology and corporate information management practices. The Department comprises:</p> <ul style="list-style-type: none"> <li>Corporate Planning and Council Business including policy development and review, Council elections, Council meeting, briefings and public presentation coordination, corporate planning and reporting and community engagement to inform the Council Plan and annual initiatives for the Budget;</li> <li>Innovation including Information Technology strategy, policy and planning, project development and delivery, systems management and on-going management of hardware and software; and</li> <li>Corporate Information Management including strategy, policies, systems' coordination and operational support to capture, manage and archive corporate records; Freedom of Information and Privacy.</li> </ul>	\$3,263
		\$3,598
		\$335
People & Culture	<p>The People and Culture Unit ensure our people are developed and supported so they have the opportunity to deliver services to the best of their ability for the benefit of the community.</p> <p>The team's contribution to employee and organisation success is achieved through business partnership with Directorates using people and culture processes and systems; developing employee work environment, mindset and culture; providing people and culture expertise in role, work design, staffing, professional development, performance, remuneration, recognition, OH&amp;S, return to work, and wellbeing.</p>	\$1,026
		\$1,139
		\$113

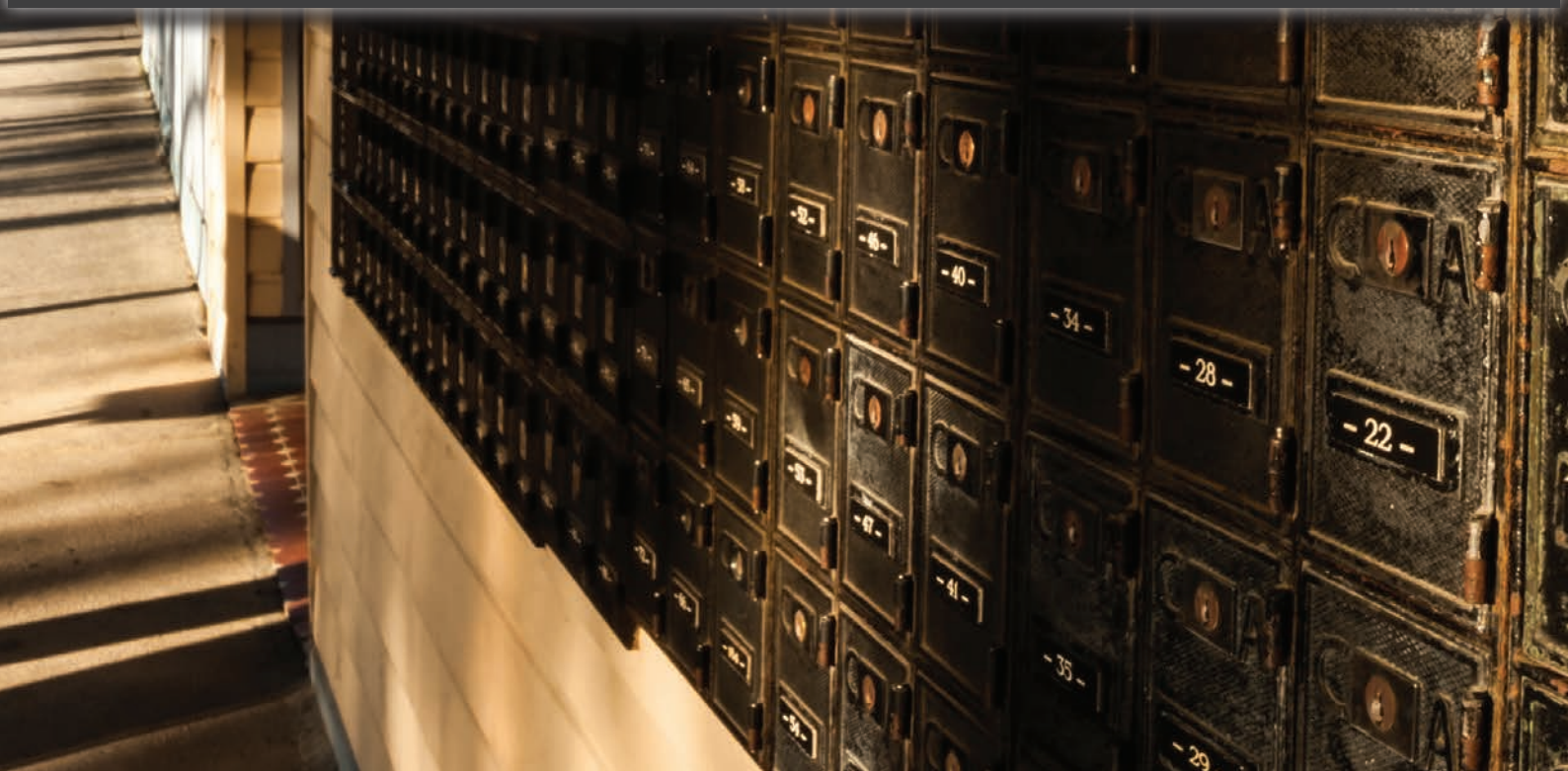
## Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures, including explanation of material variations:

Local Government Service Performance Indicators				
Service	Results 2015	Results 2016	Results 2017	Material Variation
<b>Governance</b>  <b>Transparency</b> <i>Council decisions made at meetings closed to the public</i>  [Number of Council resolutions made at ordinary or special meetings of Council, or at meeting of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x 100	11%	15%	7%	Council has made a concerted effort to reduce the number of reports dealt with in closed session. Further work is in hand to reduce these numbers.
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i>  Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	49	47	47	
<b>Attendance</b> <i>Councillor attendance at council meetings</i>  [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x 100	93%	90%	95%	
<b>Service cost</b> <i>Cost of governance</i>  [Direct cost of governance service / Number of Councillors elected at the last Council general election]	\$44,826	\$44,061	\$46,861	
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i>  [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	44	47	45	



# SECTION three GOVERNANCE



# 3.1

# COUNCIL

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## GOVERNANCE

**South Gippsland Shire Council is constituted under the *Local Government Act 1989*, (the Act) to provide leadership for the good governance of the municipal district and its communities.**

Council has a number of roles including:

- Responsibly taking into account the diverse needs of the local community in decision making;
- Providing leadership by establishing the policy direction of Council, setting strategic objectives to be achieved and monitoring progress;
- Achieving good governance through delegations of authority and establishing frameworks for the management of advisory portfolio committees and formally appointed Section 86 Committees of Council;
- Advocating the interests of local communities to other communities and governments, including seeking external funding to supplement Council and community funded projects;
- Ensuring resources are managed in a responsible, accountable and sustainable manner; and
- Fostering community cohesion and encouraging active participation and engagement in civic life and decision making.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring the Council and its administration addresses community priorities.

The community has many opportunities to provide input into Council decision making processes including community consultation and engagement activities, public presentations to Council, community workshops/forums and the ability to make formal submissions to major strategic documents.

Community members and groups are also able to speak directly to Councillors, submit petitions and submit questions for public question time at Council Meetings.

Council's formal decision making processes are conducted through Ordinary and Special meetings. Council delegates the majority of its decision making to staff, many are of an administrative and legislative compliance nature. Council has also delegated decision making for specific facilities/reserves through Section 86 Committees.

Council Meetings are held on the fourth Wednesday of each month and are open to the public. These meetings are live-streamed on the internet.

Public presentation sessions are held on the third Wednesday to allow Councillors fair consideration of the issues before the next meeting. Public presentation sessions are also available on the fourth Wednesday of the month for agenda related matters. 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 Council's website.

# CODE OF CONDUCT

The Councillor's Code of Conduct (Code) provides the foundation of core principles, values and behaviours Councillors are required to demonstrate, as they work together constructively and respectfully to achieve Council's vision for the Shire.

All Councillors are required to sign their commitment to abide by the Code before they assume the office of Councillor. This is normally made when taking the Oath of Office following a Council election. It is also required within three months of a revised Code being adopted by Council.

In 2016/17, Councillors in office from 1 July 2016 to the election, had signed the Code of Conduct in May 2016. The new and returning Councillors sworn in following the election signed the Code at the Swearing-in Ceremony on 9 November 2016. The Council reviewed, updated and signed the current Code on 22 February 2017, in accordance with the Act.

This Code is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter;
- Attract the highest level of confidence from Council's stakeholders; and
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest;
- Roles and relationships; and
- Dispute resolution procedures.

# COUNCILLOR CONDUCT PANEL

A Councillor Conduct Panel report on the findings and recommendations of one Conduct Panel held in 2015 (report provided to Council on 27 April 2016) was appealed by the Respondent to VCAT. The VCAT Hearings were completed in January 2017. As at 30 June 2017 the outcome had not been determined.

# CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to put aside personal interests to make decisions in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability of a Councillor or staff to act in the public interest. A conflict of interest exists even if no improper act results from it. Declaration of a conflict of interest is a standard agenda item for all Council, Committee and Briefing meetings.

A register is maintained to record all disclosed conflicts of interest for Councillors and staff. The following table provides a summary of the number of conflict of interest disclosures made by Councillors during 2016/17.

Conflict of Interest	Number of Declarations
Indirect Interest	8
Direct Interest	13
<b>Total</b>	<b>21</b>

## COUNCIL MEETINGS

Council aims to ensure its decision making is informed; having considered the legislative requirements it must meet and the diverse needs and opinions of the community. Councillors meet in open and closed briefing sessions to gather the background information they require to make efficient and effective decisions. The topics covered and Councillors attending these sessions are reported in each Ordinary meeting agenda.

Public participation sessions provide an opportunity for community members to present issues of interest to Council. These sessions allow community members affected by potential decisions of Council to present their viewpoint to assist and inform Council's decision making processes. These public sessions are held on the third and fourth week of the month, prior to each Ordinary meeting.

## Council Attendance at Meetings

Council conducts open public meetings, known as Ordinary meetings, on the fourth Wednesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit up to three questions to Council.

In 2016/17, Council held the following meetings:

	1 Jul 2016 to 22 Oct 2016	9 Nov 2016 to 30 Jun 2017	Total Number of Meetings
<b>Ordinary Council Meetings</b>	3	7	10
<b>Special Council Meetings</b>	2	4	6
<b>Special Committee of Council</b>	1	2	3
<b>Resolutions determined at Council Meetings</b>	48	148	196



The following table provides a summary of Councillor attendance at Council meetings and Special Council meetings for the 2016/17 financial year:

Councillor	Council Meeting	Special Council Meeting	Total Number of Meetings
<b>Outgoing Council</b>			
Cr Davies	3 of 3	2 of 2	5 of 5
Cr Fawcett	3 of 3	2 of 2	5 of 5
Cr Harding	3 of 3	1 of 2	4 of 5
Cr Hutchinson-Brooks	3 of 3	2 of 2	5 of 5
Cr Kennedy	1 of 3	2 of 2	3 of 5
Cr Newton	3 of 3	2 of 2	5 of 5
<b>Incoming Council</b>			
Cr Brunt	10 of 10	5 of 6	15 of 16
Cr Hill	10 of 10	4 of 6	14 of 16
Cr McEwen	10 of 10	6 of 6	16 of 16
Cr Argento	6 of 7	4 of 4	10 of 11
Cr Brown	7 of 7	4 of 4	11 of 11
Cr Edwards	7 of 7	4 of 4	11 of 11
Cr Kiel	7 of 7	4 of 4	11 of 11
Cr Rich	7 of 7	4 of 4	11 of 11
Cr Skinner	7 of 7	4 of 4	11 of 11

## SPECIAL COMMITTEES

The Act allows Council to establish one or more Special Committees consisting of: Councillors, Council staff, other persons and any combination thereof. Council has established Special Committees to hear formal submissions for various Section 223 public consultations. The following table contains a list of all Special Committees established by Council that are in operation and the purpose for which each was established:

Special Committee	Date	Councillors	Officers	Purpose
Special Committee to hear submissions under Section 223 <i>Local Government Act 1989</i> – proposed road discontinuance of part Gardner Lane, Poowong	1 September 2016	6	8	To consider submissions made under Section 223 of the Act in regards to proposed road discontinuance of Part Gardner Lane, Poowong
Special Committee to hear submissions under Section 223 <i>Local Government Act 1989</i> – proposed road opening of Giles Street, Mirboo North	7 December 2016	8	8	To consider submissions made under Section 223 of the Act in regards to the proposed road opening of Giles Street, Mirboo North
Special Committee to hear submissions under Section 223 <i>Local Government Act 1989</i> – proposed renaming of two sections of McIlwaine Street, Meeniyah	1 February 2017	7	6	To consider submissions made under Section 223 of the Act in regards to the proposed road renaming of two sections of McIlwaine Street, Meeniyah

Council has established a number of Section 86 Committees in accordance with Section 86 of the Act. These Committees have limited delegations, including minor financial delegations for site specific facilities/areas of responsibility. The following table contains a list of all Section 86 Committees established by Council that are in operation and the purpose for which each was established:

Section 86 Committee	Councillors	Officers	Other	Purpose
Allambee South Community Hall	Cr Hill		24	Committee of Management with limited delegation for the purpose of management of the Hall.
Corner Inlet Drainage Area	Cr Argento	1	4	Committee of Management with limited delegation for the purpose of management of the Drainage Area.
Dumbalk Hall and Ladies Auxiliary	Cr Kiel		18	Committee of Management with limited delegation for the purpose of management of the Hall.
Foster Showgrounds	Cr Skinner	1	11	Committee of Management with limited delegation for the purpose of management of the Showgrounds.
Foster Stockyard Gallery	Cr Skinner	1	9	Committee of Management with limited delegation for the purpose of management of the Building.
Foster War Memorial Arts Centre	Cr Argento	1	9	Committee of Management with limited delegation for the purpose of management of the Hall.

Special Committee	Councillors	Officers	Other	Purpose
John Terrill Memorial Park and Fish Creek Reserve	Cr Edwards	1	12	Committee of Management with limited delegation for the purpose of management of the Park and Reserve.
Korumburra Botanic Park Advisory Committee	-	1	9	Committee of Management with limited delegation for the purpose of management of the Botanic Park.
Korumburra Recreation Reserve	Cr Brunt Cr McEwen (substitute)	1	6	Committee of Management with limited delegation for the purpose of management of the Reserve.
Mardan Hall	-	1	5	Committee of Management with limited delegation for the purpose of management of the Hall.
Meeniyan and District Sports Stadium	Cr McEwen	1	5	Committee of Management with limited delegation for the purpose of management of the Building.
Mirboo North Hall	-	1	5	Committee of Management with limited delegation for the purpose of management of the Hall.
Port Welshpool and District Maritime	-	1	7	Committee of Management with limited delegation for the purpose of management of the Building.
TP Taylor Reserve	Cr Skinner Cr Argento (substitute)	1	14	Committee of Management with limited delegation for the purpose of management of the Reserve.
Walter J Tuck Recreation Reserve	Cr Hill Cr Kiel (substitute)	1	15	Committee of Management with limited delegation for the purpose of management of the Reserve.



## COUNCILLOR ALLOWANCES & EXPENSES

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

Each Council must determine the precise annual amount to be paid to the Mayor and Councillors by way of a Council resolution. This must be done by 30 June in the year following a general election. The amount must be within the limits of the Council Category set by the Victorian Government, and will apply and remain in effect from the day of resolution until the time of the next election.

In accordance with Section 75 of the Act, Council is also required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor and adopt and maintain a policy in relation to this. The *Councillor Support and Expenditure Policy* adopted 27 July 2016, provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to conduct their duties.

The following table contains a summary of the Councillor allowances and expenses for 2016/17:

Councillor Allowance & Expense Report 2016/17							
Councillor	Allowance	Travel & Car Mileage Expenses	Mobile Phone/ Surface Pro Support	Conference, Training &	Printing/ Sound Recording Transcript	Other	Total
	(\$)	(\$)	(\$)		(\$)	(\$)	(\$)
<b>July 2016 to October 2016</b>							
Cr Davies	8,175	1,192	724	352	-	-	10,443
Cr Fawcett	8,175	-	451	121	-	-	8,747
Cr Harding	8,175	1,274	382	296	-	80	10,207
Cr Hutchinson-Brooks	8,175	858	258	121	-	-	9,412
Cr Kennedy	8,175	901	425	121	-	55	9,677
Cr Newton	25,295	1,099	267	121	11	-	26,793
<b>July 2016 to June 2017</b>							
Cr Brunt	25,496	3,840	1,005	871	3	164	31,379
Cr Hill	25,496	7,132	1,292	580	46	55	34,601
Cr McEwen	25,496	11,978	1,348	873	216	331	40,242
<b>November 2016 to June 2017</b>							
Cr Argento	52,533	8,303	300		50	168	61,354
Cr Brown	17,321	3,838	211	797	3	164	22,334
Cr Edwards	17,321	7,199	761	1,949	-	3,900	31,130
Cr Kiel	17,321	3,027	244	673	-	55	21,320
Cr Rich	17,321	2,579	147	445	-	440	20,932
Cr Skinner	17,321	3,113	206	2,383	-	55	23,078
<b>Total</b>	<b>281,796</b>	<b>56,333</b>	<b>8,021</b>	<b>9,703</b>	<b>329</b>	<b>5,467</b>	<b>361,649</b>

## EXPENSE CATEGORIES

### Training & Professional Development

This category covers registration fees associated with attendance by Councillors generally held within Victoria at one-off or short-term conferences, training and professional development courses held by local government related organisations, professional bodies or institutions. These include accommodation, conference, parking-related expenses and airfares where applicable. Cr Harding and Cr Rich have attended interstate events associated with their appointed position on the South East Australian Transport Strategy Inc. (SEATS).

### Travel Expenses & Car Mileage

*Council's Councillor Support and Expenditure Policy* - 27 July 2016 and *Councillor Vehicle Policy* - 3 November 2016, provide for the reimbursement of car mileage, depreciation, insurance and/or use of private vehicles while conducting Council business.

Councillors' use of private vehicles is at the prescribed rate of reimbursement. Reimbursements also include parking fees and public transport costs.

### Councillor Allowances & Superannuation

The Victorian Government sets the upper and lower limits for all allowances paid to Mayors and Councillors. Councils are divided into three categories based on the income and population of each Council.

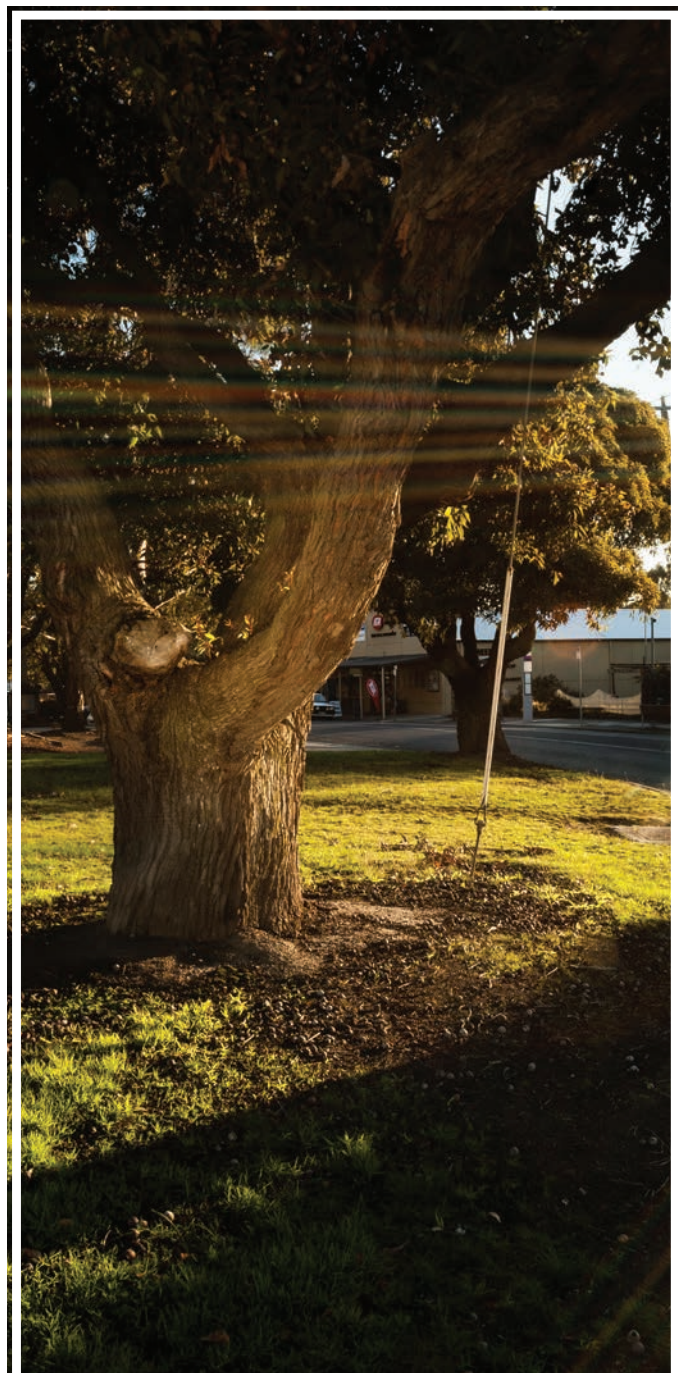
In this instance South Gippsland Shire Council is recognised as a Category 2 Council and allowances are paid at the top level within this category. Allowances are paid in accordance with Section 74 of the Act.

### IT & Communication Support

Councillors are supplied with mobile devices, including a mobile phone with data plan and a Surface Pro laptop. The cost of providing these services is paid by Council.

### Printing, Sound Recording & Transcript Request

Council provides access to fax, photocopying and printing which is made available at Council offices. Printing and audio recording transcription costs have been included.



# 3.2 MANAGEMENT FRAMEWORK & AUDITING

**Council has implemented a number of statutory and better practice items to strengthen its management framework. Having a strong governance and management framework supports better decision making by Council.**

**The Act requires Council to undertake an assessment of its governance against the prescribed Governance and Management Checklist and include this in its Annual Report. The following items have been highlighted as important components of the management framework.**

The Audit Committee met four times in 2016/17 on 12 September 2016, 12 December 2016, 3 April 2017 and 5 June 2017.

The Internal Auditor, Richmond Sinnott and Delahunty (RSD) Chartered Accountants, CEO (or acting CEO) and Director Corporate and Community Services (or acting Director) attended all Audit Committee meetings. Other management representatives attended as required to present reports. External auditors from the Victorian Auditor-General Office (VAGO) attended the 12 September 2016, 3 April 2017 and 5 June 2017 meetings to present the audit plan and independent audit report.

## AUDIT COMMITTEE

The Audit Committee is an independent advisory committee of Council established under Section 139 of the Act. The role of the Audit Committee is to oversee and monitor Council's effectiveness in carrying out its responsibilities for accountable financial management, corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment.

The Audit Committee consists of three independent members, who from the 3 April 2017 meeting were Dr Irene Irvine (Chair), Dr John (AJ) Purcell and Mr Homi Burjorjee, and two Councillors, who from the 12 December 2016 meeting were Cr Argento (Mayor) and Cr Brunt. Independent members are appointed for a three year term, with a maximum of two terms. The chair is elected from amongst the independent members.

## ATTENDANCE

Attendee	Meetings Attended
<b>Independent Members</b>	
Dr Irene Irvine ( <i>Chair</i> )	4
Dr John (AJ) Purcell	4
Dr Craig Nisbet ( <i>until 12 December 2016</i> )	2
Mr Homi Burjorjee ( <i>from 22 February 2017</i> )	2
<b>Council Members</b>	
Cr Newton ( <i>Mayor until 22 October 2016</i> )	0
Cr Davies ( <i>Deputy Mayor, substitute for Cr Newton at 12 September 2016 meeting</i> )	1
Cr Argento ( <i>Mayor from 16 November 2016</i> )	3
Cr Brunt	4
<b>Auditors</b>	
Internal Auditor (RSD Chartered Accountants)	4
External Auditors (VAGO)	3

## INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. This function is outsourced to RSD Chartered Accountants, who were appointed on 1 July 2016 following a public tender, for an initial term of three years, which will conclude on 30 June 2019. Council has a further, three year contract extension option available at the end of the initial contract term.

A risk based Internal Audit Program (IAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input. The IAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit Committee meeting to report on the status of the IAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible Director for each area reviewed attends the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked in Council's Internal Audit Action Plan. Managers provide six-monthly status updates that are reported to Council's Strategic Risk Committee and Audit Committee.

The IAP for 2016/17 was completed with the following reviews conducted:

- Initial Risk Assessment;
- Section 86 Committees;
- Asset Management and Road/Building Maintenance and Inspections; and
- Councillor Expenditure and Code of Conduct Compliance

## EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General Office (VAGO). For the 2016/17 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attended the 12 September 2016, 3 April 2017 and 5 June 2017 Audit Committee meetings to present the annual audit plan and Independent Audit Report. The external audit management letter and responses are also provided to the Audit Committee.

# 3.3 RISK MANAGEMENT

**In May 2012, Council adopted a Risk Management Framework and Policy in line with best practice in the management of business enterprise risks and current International Risk Management Standard AS/NZ ISO 31000.**

During the 2016 /17 financial year Council conducted a review of its Risk Management Framework and Policy in conjunction with Baw Baw Shire Council, with whom it shares the Risk Management function.

This review culminated on 22 March 2017 with Council adopting a revised Risk Management Framework and Policy.

**The Risk Management Framework and Policy addresses items such as:**

- Risk management culture;
- Communication and training;
- Best practice in risk management;
- Responsibilities of and to internal and external stakeholders;
- Risk registers;
- Business Continuity Plan review; and
- Council planning cycle, budget cycle and annual audit cycle

**Council's risk management objectives are to:**

- Ensure that we achieve our strategic objectives as set out in the Council Plan;
- Highlight which areas of Council's risk profile have the capacity to deliver the maximum benefit or maximum harm and to identify those areas which should receive priority action;
- Establish a reliable basis for decision making and ensure that risk is included as a fundamental component in the planning process;
- Ensure the effective allocation of resources;
- Determine how risk should be reported to Council, Auditors, Audit Committee and Strategic Risk Committee;
- Foster an organisational culture which promotes proactive behaviour regarding the identification and treatment of risk;
- Identify and prepare for emerging risks, future events and change; and
- Improve stakeholder confidence and trust.

# 3.4 OCCUPATIONAL HEALTH & SAFETY

**Council has maintained its emphasis on ensuring the health, safety and wellbeing of all employees, contractors, volunteers and other people who may be affected by their operations.**

This is being achieved through:

- Proactive identification and management of health and safety risks;
- Developing the health and safety knowledge and capability of all people;
- Effective measurement of safety activities to identify areas for improvement.

Specific initiatives completed over the past twelve months include:

- A suite of mobile safety apps for outdoor workers;
- Standardisation of processes around electrical equipment, chemicals and first aid.

## TRAINING & DEVELOPMENT

As part of developing health and safety knowledge and capability, a wide range of training has been provided including:

- Drug and alcohol awareness
- Occupational Health & Safety
- Manual Handling
- AgVet Chemical Handling
- Confined space entry
- Chainsaw operation
- Working at heights
- Conflict resolution

This complements ongoing internal education sessions, OH&S inductions for new staff and equipment and machine specific training that is provided.

## Lag Indicators

Incident, near miss and hazard reports increased to the highest level in the past three years, likely due to new electronic reporting capability for outdoor workers. Actual injuries, which are incidents where a person experiences any sort of negative impact, continued to trend downwards.

	Incidents, Near Misses & Hazards	Injuries
2016/17	145	58
2015/16	126	62
2014/15	140	70

*Number of reported incidents, near misses, hazards and injuries.*

## Lead Indicators

Proactive measures are being utilised to gauge involvement and engagement in activities which have direct and indirect impact on workplace and personal safety. An ongoing emphasis on monitoring workplace conditions through inspections has helped to identify and resolve a large number of remedial actions, preventing possible injuries.

	Workplace Inspection Completed	Remedial Actions Completed
2016/17	76	150
2015/16	53	51*
2014/15	46	Not measured

*Number of inspections and identified remedial actions completed.*

*\* Only measured from 2016.*

# 3.5 STATUTORY INFORMATION

**The following information is provided in accordance with legislative and other requirements applying to Council.**

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the Local Government (General) Regulations 2015, the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of Section 222 of the Act at 9 Smith Street, Leongatha, Victoria:

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months.
- The agendas for, and minutes of ordinary and special meetings held in the previous 12 months which are kept under Section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- The minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.

- A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review took place under Sections 86(6) and 98(6), respectively, of the Act.
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register maintained under Section 224(1A) of the Act of authorised officers appointed under that section.
- A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.



## BEST VALUE

In accordance with Section 208B(F) of the Act, Council is required to report annually to its community on its initiatives carried out in relation to the Best Value Principles.

South Gippsland Shire Council incorporates Best Value Principles through regular business planning and performance monitoring processes and through a commitment to continuous improvement and innovation.

The following Best Value initiatives were undertaken during 2016/17:

- Investigations commenced into future options for the provision of Home and Community Care Services once a changed funding model is introduced by the Federal Government.
- A review of the Visitor Information Services at Foster and Korumburra were undertaken. Council determined to retain the Foster Service. The decision on the Korumburra Service is deferred until a future report is provided to Council. Development of a Digital Tourism Strategy will assist in determining the outcome of the Korumburra Centre.
- Investigation commenced into ways to improve and automate internal processes in order to improve customer service to the community.

## CARER'S RECOGNITION

In accordance with the *Carers' Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of the Act.

Council has promoted the principles of the Act to people in care relationships who receive Council services and to the wider community by:

- Distributing printed material through relevant Council services;
- Providing information to organisations represented in Council/community networks.

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in Aged and Disability Services, community Services and front-line positions with the general community; and
- Induction and training programs for volunteers working directly with the community.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship.

- Celebrated National Carers' week in partnership with South Gippsland Carers' Support Group to recognise carers and those they care for.
- Aged & Disability services recognised carers and the person they care for during National Carers week with a train ride from Leongatha to Nyora, providing an opportunity to talk with Council staff.
- Provision of flexible respite services for carers under the Home and Community Care Program.

## CONTRACTS

During the 2016/17 financial year Council entered into the following contract valued at \$150,000 (incl. GST) or more for goods or services or \$200,000 (incl. GST) or more for works without engaging in a competitive process as required by Section 186 of the Local Government Act 1989.

- CON/88: Construction Auditing of Cell 4 – Koonwarra Landfill awarded to GHD Pty Ltd.

## DISABILITY ACTION PLAN

In accordance with Section 38 of the Disability Act 2006, as Council has prepared a Disability Action Plan, it must report on implementation in its Annual Report.

Council has implemented the following actions:

- Develop and implement a Volunteer Strategy that integrates the needs of people with a disability;
- Promote events such as Carers' Week and International Day of People with a Disability; and
- Develop accessible publication guidelines.

## DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan (DAMP) at four-yearly intervals and evaluate its implementation in the Annual Report.

Council adopted the DAMP 2013–2017 in June 2013. A draft DAMP 2017–2021 went out to the community as a part of the consultation process as adopted at the Council Meeting of 24 May 2017.

A number of responses have been received from the public and these will be considered prior to finalising the DAMP.

Actions that have been completed or that are completed on an ongoing basis are outlined below:

- Source and purchase several thousand 'lifetime tags' for animal identification;
- Developed an enforcement follow up process;
- Commenced a feasibility study into the financial viability of appointing consultants to conduct animal registration compliance audits;
- Developed an 'infringement matrix' for issuing domestic animal infringement notices to ensure consistency across the team;
- Animal information articles provided for the public on a quarterly basis and made available via press releases, Facebook and Council's website;
- Lost/found dogs and cats advertised on Council's website, Facebook and local newspapers;
- Annual audits undertaken of premises where declared menacing, dangerous and restricted breed dogs are housed;
- Annual audits of properties housing excess domestic animals via Local Law permits;
- Animal registration database assessed regularly to identify unregistered Domestic Animal Businesses;
- Press releases prepared and issued for successful dog attack prosecutions;
- Menacing, dangerous and restricted breed dog legislation actively enforced;
- Training register maintained for individual officers;
- Officers attend or able to attend at least one training/networking session per year; and
- Officers provided with access to the Bureau of Animal Welfare extranet site.

## FOOD ACT MINISTERIAL DIRECTIONS

In accordance with Section 7E(6) of the *Food Act 1984*, if a Council, or the CEO of a Council, is given a direction under subsection (1), a copy of the direction must be published in the Annual Report under Section 131 of the Act. No such Ministerial Directions were received by Council during this financial year.

## FREEDOM OF INFORMATION

The Freedom of Information Act 1982 (the FOI Act) gives the community a legally enforceable right to apply for access to documents held by Council. This access is limited only by the application of exceptions and exemptions provided for under the legislation.

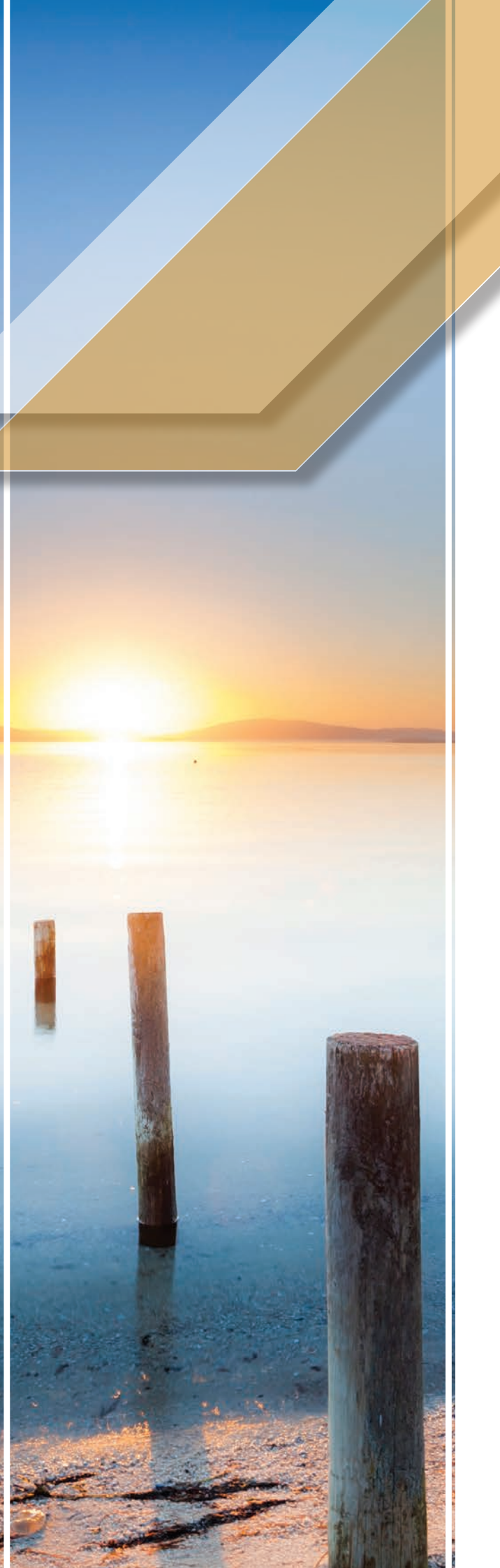
A valid request for access must be in writing, be accompanied by payment of the application fee and must provide enough information to enable the documents to be identified. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Council's Freedom of Information Officer assists the applicant in accordance with the provisions of the FOI Act and handles all requests for FOI access.

There were 14 requests under the Act, and access to five was granted in full or in part, seven were not valid, one denied, and there were no relevant documents for one request.

Further information regarding FOI can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and on the South Gippsland Shire Council website. FOI requests can be lodged online via Council's website or in writing and addressed to the:

**Freedom of Information Officer**  
**South Gippsland Shire Council**  
**9 Smith Street (Private Bag 4)**  
**Leongatha, Victoria 3953**  
**[www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au)**



## PROTECTED DISCLOSURE PROCEDURES

In accordance with Section 69 of the *Protected Disclosure Act 2012* a Council must include in its Annual Report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure to Council are outlined in its Protected Disclosure Guidelines which are available on Council's website on the Council policies page.

During the 2016/17 financial year there were no disclosures received by Council's Protected Disclosure Coordinators to which the Protected Disclosure Guidelines applied. As such there were no assessable disclosures referred to the Independent Broad-based Anti-corruption Commission (IBAC) for assessment.

## NATIONAL COMPETITION POLICY

The Victorian Government is obligated to demonstrate that Local Government is compliant with competition policies. Council has a National Competition Policy and 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 2016/17.

## ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with Section 22 of the Road Management Act 2004, Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

## INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a Council's Annual Report.

There were no infrastructure and development contributions disclosed for the 2016/17 financial year for South Gippsland Shire Council.



# 3.6 GOVERNANCE & MANAGEMENT CHECKLIST

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist:

Item No.	Government and Management Items	Assessment
1	<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	<i>Communication and Engagement Policy</i> Date of adoption: 25 June 2014
2	<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<i>Community Engagement Plan and Toolkit</i> Guidelines incorporated into the plan were endorsed by the Executive Leadership Team Date of adoption: February 2017
3	<b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 28 June 2017
4	<b>Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 28 June 2017
5	<b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<i>Asset Management Plans</i> and dates of operation: <ul style="list-style-type: none"> <li>• Buildings - 1 May 2013</li> <li>• Roads - 19 April 2017</li> <li>• Bridges - included in Roads Asset Management Plans</li> <li>• Footpaths and Cycle-ways - included in Roads Asset Management Plans</li> <li>• Stormwater Drainage - included in Roads Asset Management Plans</li> <li>• Parks, Gardens and Reserves - 6 March 2013</li> </ul> Parks, Gardens and Reserves Asset Management Plan is currently under review. The Buildings Asset Management Plan has been reviewed and will be presented to Council on 19 July 2017.
6	<b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	<i>Rating Strategy 2014–2018</i> Date of adoption: 24 June 2015
7	<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<i>Risk Management Policy and Framework</i> Date of adoption: 22 March 2017
8	<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	<i>Fraud Policy</i> Date of adoption: 26 April 2017

Item No.	Government and Management Items	Assessment
9	<b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of adoption: 23 September 2015
10	<b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	<i>Procurement policy</i> prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of adoption: 28 June 2017
11	<b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Adopted by Executive Leadership Team Date of adoption: 30 November 2016
12	<b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Endorsed by Strategic Risk Committee Date of adoption: 16 February 2016
13	<b>Risk Management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	<i>Risk Management Framework</i> Date of adoption: 22 March 2017
14	<b>Audit Committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	The Audit Committee was established in accordance with section 139 of the Act. Date of establishment: 1 January 1998 Information relating to the operations of this committee can be found in the Audit Committee section of this report.
15	<b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal Auditor engaged Date of engagement of current provider: 1 July 2016
16	<b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Performance Reporting Framework is set out in the revised Council Plan 2013–2017 and 2016/17 Annual Budget adopted 22 June 2016. Requirements for quarterly reporting for the LGPRF is through the Audit Committee Charter and Minutes to Council and is passed through Executive Leadership Team and Risk Committee prior to Audit Committee and Council.  The Council Plan 2017–2021 and the 2017/18 Annual Budget includes a new set of indicators and activities that will be reported at six months, third quarter and financial year end.

Item No.	Government and Management Items	Assessment
17	<b>Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	<p>Council Plan and Annual Plan reporting is provided in quarterly performance reports to Council</p> <p>Date of reports:</p> <ul style="list-style-type: none"> <li>• Revised 2013–2017 Council Plan adopted: 22 June 2016</li> <li>• Full Year 2015/16 compiled for the Annual Report &amp; Fourth Quarter report combined: adopted 28 September 2016</li> <li>• 2016/17 First Half Year report adopted: 22 February 2017</li> <li>• 2016/17 Third Quarter report adopted: 24 May 2017</li> <li>• 2016/17 Financial Year report - is currently being compiled for the combined Quarterly and Annual Report.</li> </ul>
18	<b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	<p>Statements presented to Council in accordance with section 138(1) of the Act.</p> <p>Financial reporting is provided in Quarterly Performance Reports to Council.</p> <p>Date statements presented:</p> <ul style="list-style-type: none"> <li>• First Quarter Report - July to August 2016 - 28 September 2016</li> <li>• Second Quarter Report - July to November 2016 - 22 February 2017</li> <li>• Third Quarter Report - July 2016 to May 2017 - 28 June 2017</li> <li>• Fourth Quarter Report - included in this 2016/17 Annual Report</li> </ul>
19	<b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	<p>Audit Committee review of register</p> <p>Date of reports:</p> <ul style="list-style-type: none"> <li>• First report - 12 December 2016</li> <li>• Second report - 5 June 2017</li> </ul>
20	<b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	<p>Council Plan and Annual Plan reporting is provided in Quarterly Performance reports to Council.</p> <p>Half Year report - communication via Councillor's weekly newsletter and Audit Committee in March 2017</p> <p>Full Year report - included in this 2016/17 Annual Report</p>
21	<b>Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	<p>The 2015/16 Annual Report was adopted by Council on 28 September 2016. The final version after being presented to the Minister for Local Government was adopted at a Special Meeting of Council on 19 October 2016.</p>

Item No.	Government and Management Items	Assessment
<b>22</b>	<b>Councillor Code of Conduct</b> (code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	The revised Councillor Code of Conduct was reviewed in accordance with section 76C of the Act. Date of adoption: 22 February 2017
<b>23</b>	<b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	The delegations were reviewed in accordance with section 98(6) of the Act.  The delegations were signed by the CEO on <ul style="list-style-type: none"> <li>• Council to CEO - 22 February 2017</li> <li>• Council to Staff - 22 February 2017</li> <li>• CEO to staff (S7) - 27 April 2017</li> <li>• CEO Powers to staff (S13) - 27 April 2017</li> <li>• CEO to Staff (VICSmart) (S14) - 27 April 2017</li> </ul>
<b>24</b>	<b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and Special Committees)	Meeting procedures local law made in accordance with section 91(1) of the Act.  Date of local law made: 19 May 2010

I certify that this information presents fairly the status of Council's governance and management arrangements.

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**Tim Tamlin**

Chief Executive Officer

Dated: 27 September 2017

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**Cr Ray Argento**

Mayor

Dated: 27 September 2017