

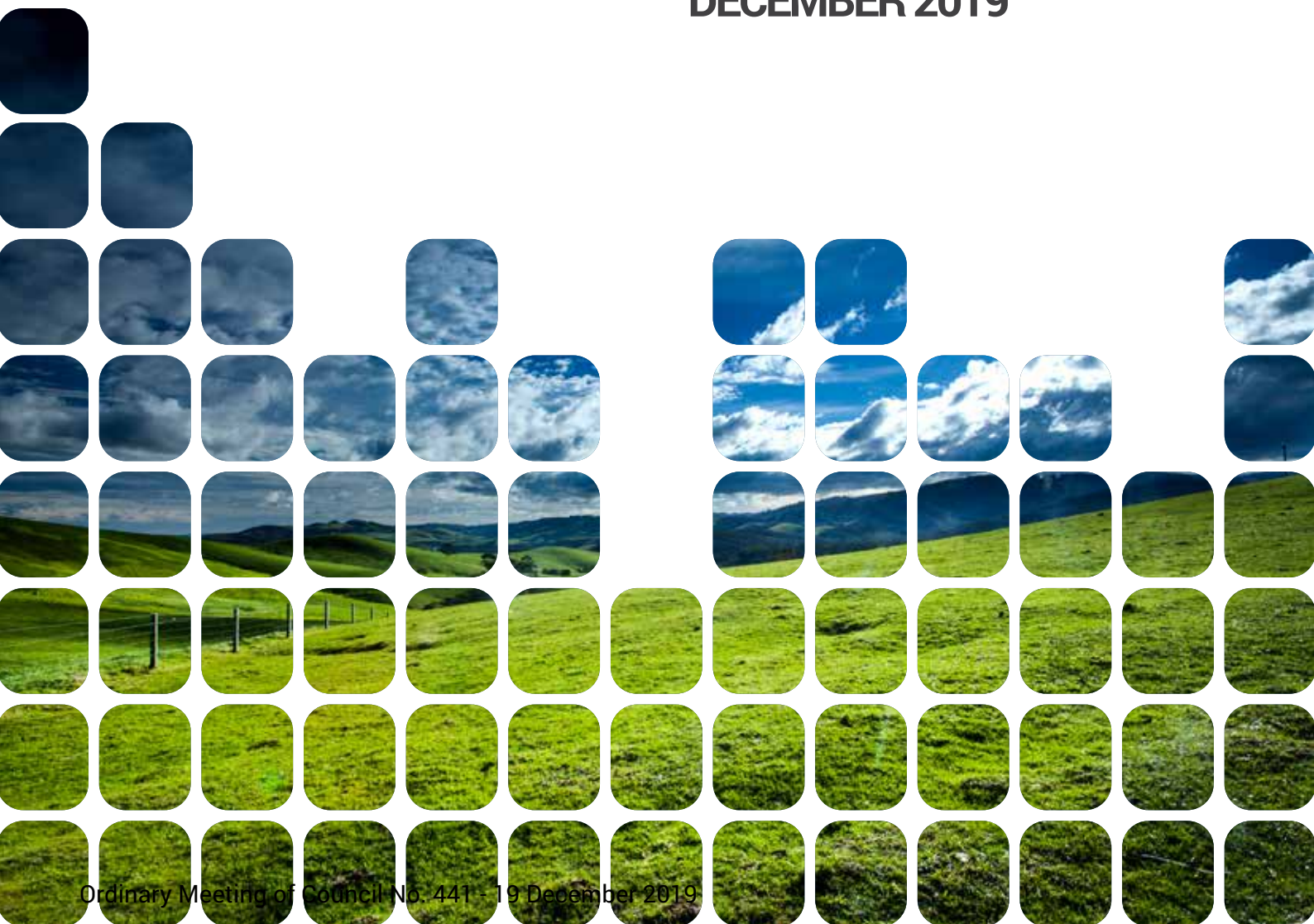


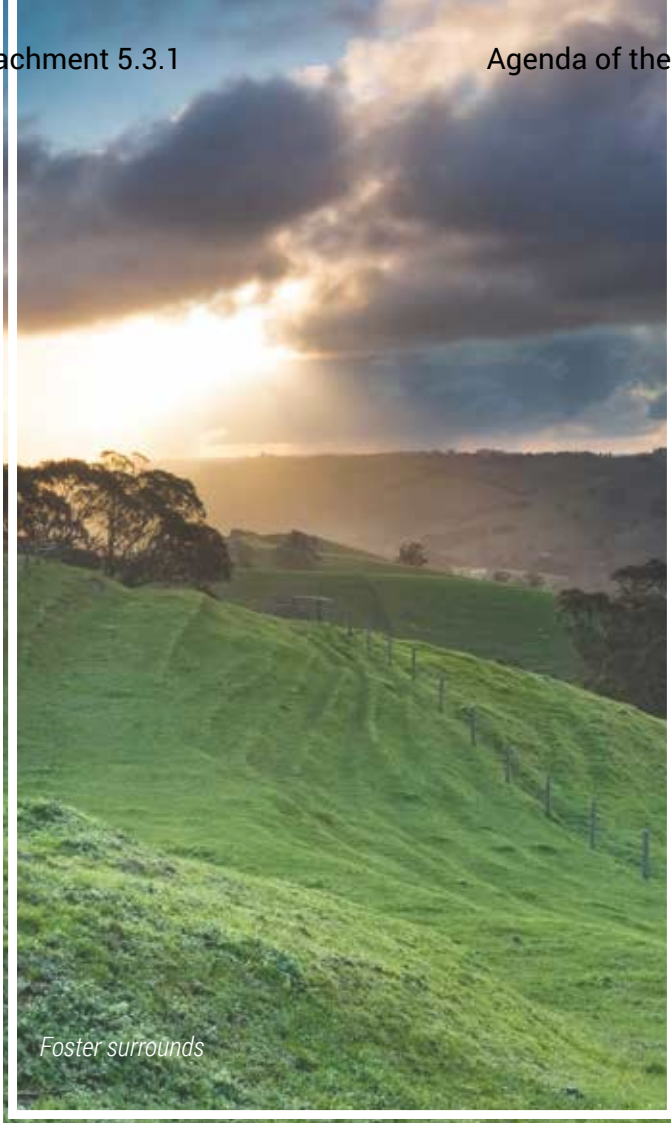
*South Gippsland
Shire Council*

SOUTH GIPPSLAND SHIRE COUNCIL

Administrators' Community Update

DECEMBER 2019





Foster surrounds



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Foster surrounds

Purpose

This report aims to address the recommendations of the Commission of Inquiry into South Gippsland Shire Council and inform the community of Council's progress.

Minister for Local Government

Recommendations

The Minister for Local Government has asked the Administrators to implement the recommendations from the "Report of the Commission of Inquiry into South Gippsland Shire Council 2019".

The recommendations are:

"That Council:

- a. Develop and deliver an extensive community leadership program;
 - i. Encourages widespread participation in community and civic life in the municipality;
 - ii. Supports the development of community leadership skills; and
 - iii. Supports an improvement in the relationship between the Council and its community.
- b. Reviews and implements improved Council policies and procedures, with a focus on Councillor Induction and training, Councillor Code of Conduct; and Meeting Procedures."

ADMINISTRATOR

Message from the Chair

Given that it is almost six months since I was first appointed and five months since I was joined by Administrators Christian Zahra and Rick Brown, it seems an appropriate time to update the community on the Administrators' activities.



Understandably there was some anxiety in the community and amongst staff about the South Gippsland Shire Council when I arrived. Some of this was a result of the upheaval of the previous Council and its dismissal, but equally there were people anxious about the arrival of government-appointed Administrators.

From the outset I have viewed building connections with members of the South Gippsland community as one of the most important aspects of our roles as Administrators. Over the past six months we have met with over 700 people and attended over 80 meetings or events. We have met, to name just a few, with Korumburra Business Association, Leongatha Business Association and South Gippsland Action Group. We have visited the Korumburra and Leongatha Senior Citizens Clubs and met business groups in Mirboo North and Foster. We have toured businesses including ViPlus, Burra Foods, Burra Steel and the Poowong abattoir. The more people we meet, the greater the breadth of views we bring to bear as the decision makers sitting at the Council table.

Speaking of decision making, we have been doing quite a bit of that. From key financial documents such as the budget to substantial capital works projects as such Korumburra Community Hub and Mirboo North swimming pool. We have also had to make difficult decisions, particularly with regard to the proposed Equestrian/Events Centre in Stony Creek and the cantilever lookout at Agnes Falls. It would be good to support every project, but unfortunately the reality is that we need to prioritise how we spend the community's limited resources.


In terms of fostering economic growth in the region, we have made a couple of significant decisions. These include the endorsement of the Victorian Government's *Better Approvals Project*, which should streamline the process to set up a new business in South Gippsland. The second is that Council has become a signatory to the *Victorian Small Business Commission's Business Friendly Charter*. We have adopted our Priority Projects for 2019/20: the Great Southern Rail Trail extensions and the Korumburra Community Hub.

Our role now is to advocate for these key Priority Projects. To that end we have met with government leaders and other people who may have some influence on getting these projects supported.

We are addressing the work that was delegated to us by the Local Government Minister. The key to this work will be Council's Good Governance Framework, which is already well under way. We are reviewing and implementing improved Council policies and procedures and will turn our focus to improving Customer Service processes and accountabilities in 2020.

Six months ago I was humbled by the opportunity I was afforded to be part of getting South Gippsland Shire Council back on track. Now that I have got to know its people and places I am actually genuinely excited: this region is so hospitable and has so much to offer. It is a privilege to be part of the team that is setting up the foundation for South Gippsland's future.

Julie Eisenbise
Administrator Chair



Mirboo North

Getting to know you

Meetings with the community in South Gippsland

Administrators have participated in a number of community engagement activities across South Gippsland Shire.

These include local businesses and associations, various community groups, one-on-one engagements with community members, Local Government bodies and politicians. Site visits have also been made to the businesses of the Shire's major employers.

Administrators have visited all the towns and districts within the Shire and have also participated in several community meetings that take place in designated townships throughout the year as part of Council's Community and Network meetings program.

A few of the towns and districts visited include Dumbalk, Fish Creek, Foster, Korumburra, Leongatha, Mirboo North, Poowong, Sandy Point, Stony Creek, Tarwin Lower, Toora and Venus Bay.

Administrators have met with multiple government bodies, business groups and business associations.

- Gippsland Local Government Network (GLGN)
- Federal and State Politicians
- Parks Victoria
- MAV Regional
- Regional Development Victoria
- Destination Gippsland
- Rail Freight Alliance
- South Gippsland Health Service
- Neighbourhood House
- Probus Club
- Foster Business Association
- Korumburra Business Association
- Leongatha Business Association
- Mirboo North Business Association
- Leongatha Senior Citizens Club
- Korumburra Senior Citizens Club
- Burra Steel, Korumburra
- Burra Foods, Korumburra
- Foster Chamber of Commerce
- ViPlus Dairy, Toora
- Venus Bay Life Saving Club
- Men's Shed Groups
- Rotary Clubs

Types of Administrator engagement activities since July 2019

ENGAGEMENT ACTIVITIES WITHIN THE SHIRE

NUMBER OF PEOPLE ADMINISTRATORS HAVE ENGAGED OR MET WITH IN SOUTH GIPPSLAND

750

ENGAGEMENTS ACTIVITIES OUTSIDE THE SHIRE

NUMBER OF GOVERNMENT LEADERS AND OTHER PEOPLE OUTSIDE THE SHIRE

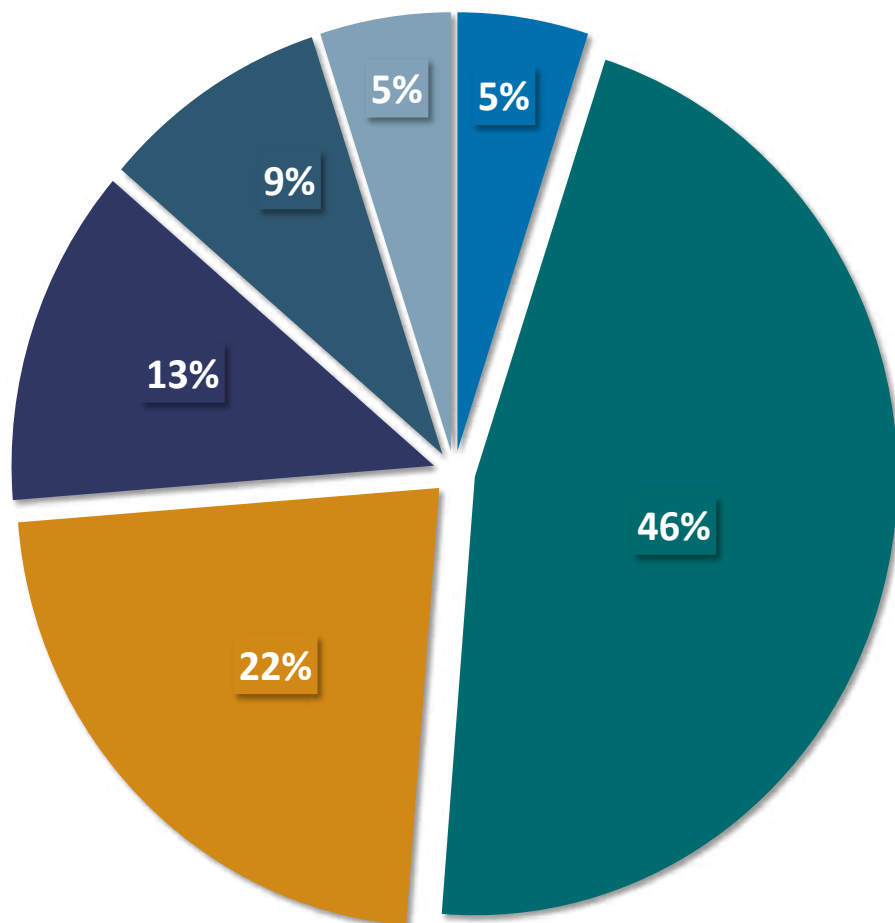
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ENGAGEMENT ACTIVITIES

NUMBER OF ENGAGEMENT ACTIVITIES

80

NUMBER OF ENGAGEMENT ACTIVITIES BY PERCENTAGE



LEGEND

- Community Event or Media Representation
- Community Group or Business
- Individual Community Member
- Industry Stakeholders
- Local Government Industry Groups
- Meetings with Politicians



Wilson's Promontory

Community Meetings

Council established and maintained a range of direct community engagement and partnership forums.

These community meetings provide a platform for Administrators and Council staff to engage with community groups and towns on topics related to that area within the Shire.

They provide an opportunity to address community feedback at an open forum.

Community meetings aim to:

- Provide a greater level of community participation in planning and implementation of Council services, projects and initiatives;
- Support small communities to implement projects and initiatives and undertake larger and more complex initiatives than could be achieved by individual communities;
- Access a higher level of external and local grant funds and provide support across the locality in times of difficulty or crisis;
- Create effective avenues for communities to partner with and advise Council on local priorities;
- Provide an avenue for other agencies whose work involves South Gippsland communities;
- Bring together representatives of a number of communities with a common interest; and
- Support a number of communities to collaborate on prioritising works that could be included in an external grant justification.

Community meetings - through Council's Community and Network Program - since July 2019



TOWNSHIP	DISCUSSION	ATTENDANCE	TOWNSHIP	DISCUSSION	ATTENDANCE
AUGUST			OCTOBER		
Kongwak	Regulatory services and wastewater changes	12 community representatives	Mirboo North	Economic Development Strategy and three year old kindergarten	25 community representatives Administrator local newspapers
Port Welshpool	New community meetings website and focus on local initiatives	12 community representatives local newspapers	NOVEMBER		
Fish Creek	Economic Development Strategy and new community meetings website	12 community representatives	Dumbalk	Local Law review	25 community representatives Administrator
SEPTEMBER			Yanakie	Local Law review and planning	10 community groups representing 5 communities
Tarwin Lower	Venus Bay Activity Precinct Bald Hill Wind Farm grant program	40 community representatives	Toora	Local Law review	12 community groups representing 5 communities



Great South Rail Trail

What we have done

Priority Projects and decisions made

Priority Projects enhance economic prosperity and liveability within the Shire.

2019/20 Priority Projects progressed:

Projects to external funding:

1. Great Southern Rail Trail Extension - Leongatha to Korumburra;
2. Great Southern Rail Trail Extension - Korumburra to Nyora; and
3. Korumburra Community Hub.

Projects to be developed:

1. Korumburra Streetscape; and
2. Leongatha Community Hub.

Council determined to:

- not pursue an equestrian and exhibition centre as the feasibility study demonstrated that the facility would unlikely cover its own annual operational costs.
- not to proceed to construct Agnes Falls Cantilevered Lookout due to the asset being located on Parks Victoria land.

Council's Community Grant Program helps to support our community

- Administrator Julie Eisenbise presented funding to 21 applicants as part of the second round of the 2018/19 Community Grants Program in July 2019. The total grant funding allocated by Council was over \$106,000.
- Council awarded \$128,845 to 25 applicants for a range of projects as part of the round one assessments of the 2019/20 Community Grants Program. This award ceremony took place on the 4 December 2019. This contribution of funding will support community projects to a total value of \$612,000.
- These grants will continue to help fund and develop community assets, build community capacity, strengthen community sport and create community culture.

Working with Small Businesses

- Council became a signatory to the *Victorian Small Business Commission's Business Friendly Charter*, which aims to create a fair and competitive trading environment for small business in Victoria and South Gippsland.
- Council commenced implementation of *The Better Approvals Project* as part of a Victorian Government initiative. This Project is designed to reduce the administration burdens and time taken for a small business to obtain the regulatory permits required in South Gippsland.

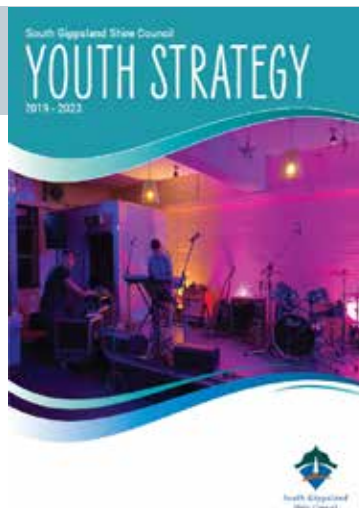


Focusing on sustainability

- Joined other partnering Victorian councils to enter into a long-term agreement for the procurement of electricity via a Power Purchasing Agreement as a Victorian Local Government initiative to drive sustainability and cost savings.
- Wastewater Management Policy adopted.
- Council agreed to participate in a collaborative partnership project with the Gippsland Waste and Resource Recovery Group and all Gippsland councils to evaluate the potential benefits of a joint procurement of waste management services. This will aim to drive efficiencies and cost saving benefits to all councils.

Assisting Young People

- Youth Strategy 2019-2023 and Implementation Plan for 2019/20 was adopted to assist young people between the ages of 12 and 25 to have a voice in matters that concern them.



Priority Projects

Progress on major projects within the Shire

LEONGATHA REVITALISATION PROJECT - BAIR ST

Works have commenced on Bair Street, Leongatha as part of the Revitalisation Project for the town. South Gippsland Water replacement of the sewer main is complete. Electrical upgrade and installation is the next phase of the project and will commence after the Christmas period to allow retail business to trade without disruption.

This project secured \$4.2M in Federal and State Government funding and Council has committed to \$1.2M.



The Leongatha Revitalisation Project provides the means to create a vibrant CBD for Leongatha



MIRBOO NORTH POOL REDEVELOPMENT

Contract awarded for the Mirboo North Pool Redevelopment Project.

The completed project will design and construct a new 25 metre long, eight lane wide swimming pool and a new children's splash park.

The installation of a heat pump will provide an opportunity to increase the length of the pool season.

Mirboo North community contributed \$1M towards fundraising for the project



KORUMBURRA COMMUNITY HUB

The location of the Korumburra Community Hub has been finalised at 4 Victoria Street. Council currently has \$5.2M allocated for the development of the Hub which has an estimated total project cost of \$6.5M.

Design contracts have been awarded and concept plans developed. Community presentations and Local Government bodies meetings have taken place.

State Government funding of \$750,000 has been secured as part of the *Living Libraries Infrastructure Program*.

KORUMBURRA STREETScape

Korumburra Streetscape concept and design plans are currently being amended to include Little Commercial Street to enhance the Korumburra Hub project.



GREAT SOUTHERN RAIL TRAIL

The Great Southern Rail Trail extension project has been adopted in two stages. Council secured a lease from VicTrack in August 2019 for the rail corridor between Leongatha and Nyora.

Tender process for removal of rail assets has been advertised. Application totalling \$1.3M in State Government grant funding has been lodged. Further grant funding streams will be identified in 2020 to support the project.



Wilsons Promontory

What we plan for the future

South Gippsland's Good Governance Framework

Minister for Local Government Recommendations

"That Council:

- b. Reviews and implements improved Council policies and procedures, with a focus on Councillor Induction and training, Councillor Code of Conduct; and Meeting Procedures."*



Council is awaiting the outcome of the *Local Government Bill – 2019 (Bill)* to Parliament, which is anticipated in the first half of 2020.

This outcome will determine the timeline and requirements for the review of the Councillor Code of Conduct and the meeting procedures. Proposed changes to the Bill include a State-wide Councillor Code of Conduct and 'Governance Rules' to replace the meeting procedure local law.

In response to the Minister's recommendations, Council has developed the *South Gippsland Good Governance Framework* (SGSC Framework). It will guide good governance practices and prioritises the work to be done over the next two years.

"Good governance in Local Government, is underpinned by visionary leadership and teamwork, by lived values and ethics, by respect at Councillor and organisation levels and between each.

It is underpinned by shared commitment to plan, work, advocate for and achieve the best possible outcomes for the whole Shire and community."

SGSC Council Report Agenda Item 5.1 - Development of South Gippsland Shire Council's Good Governance Framework - 19 December 2019



Coal Creek Korumburra

Four Key Components of the Good Governance Framework

- 1** Good Governance Outcomes to be achieved;
- 2** Eight Pillars of Good Governance to achieve the outcomes;

- 3** Principles and behaviours that demonstrate good governance in practice and;
- 4** Key Performance Indicators (KPI) that assist in monitoring performance trends.



Good Governance Framework Summary

OUTCOMES OF GOOD GOVERNANCE

**SUSTAINABLE
OUTCOMES ACHIEVED**

**SHIRE HEALTH,
WELLBEING AND
ECONOMY
STRENGTHENED**

**EFFICIENT (QUALITY)
COMMUNITY
SERVICES PROVIDED**

**COUNCIL DIRECTIONS
AND PRIORITIES
ACHIEVED**

**INFORMED
DECISIONS MADE**

**DRIVES
OUTCOME**

PILLARS THAT DRIVE THE ACHIEVEMENT OF OUTCOMES

1	DIRECTION & LEADERSHIP	5	COMMUNICATIONS & COMMUNITY ENGAGEMENT
2	CULTURE & BEHAVIOUR	6	CAPABILITY
3	DECISION MAKING	7	RISK & COMPLIANCE
4	STRUCTURE SYSTEMS & POLICIES	8	MONITORING & PERFORMANCE REVIEW

PRINCIPLES AND BEHAVIOURS OF GOOD GOVERNANCE

GOOD GOVERNANCE IS

accountable	equitable and inclusive	good relationships
transparent	effective and efficient	trust
the rule of law	participatory	appropriate decision making
responsive	diversity	acting with integrity and impartiality

KEY PERFORMANCE INDICATORS

**Legislated measures
required under Local
Government Performance and
Reporting Framework**

**External measures
required by Government
or auditing
requirements**

**Council measures
required under
Community Vision and
Council Plan**

**Corporate measures
based on SGSC data for
internal and external
organisational management
requirements**

**Department measures based
on SGSC data for service
standards, performance and
team based requirements**

**Individual
measures based
on personal
work plans**

Toora

Summary of Actions

The below Summary of Actions - since the appointment of Administrators - demonstrates the actions to be taken to ensure the suite of financial governance plans and Council policies and are reviewed and refined to prepare the foundation for the Council to be elected on October 2021.

The priorities of the Good Governance Framework will continue to be added and updated on an ongoing basis.

1

PILLAR 1 - DIRECTION & LEADERSHIP

1	Community Leadership Program	Under development with program to begin in 2020
2	Council Plan 2020/21 to 2023/24	New Council Plan under development and community consultation scheduled for March 2020
3	Capital Works Program – Priority Projects	Capital Works Program reviewed. Priority Projects adopted in September 2020. Removal of equestrian and exhibition centre and cantilever at Agnes Falls.
4	Long Term Financial Strategies	Review completed November 2019
5	Community Vision	Under development for delivery in 2020
6	Appointment of Chief Executive Officer (CEO)	Appointment for CEO of South Gippsland Shire Council is in progress
7	Gippsland Local Government Network (GLGN)	Administrator Chair and CEO representing South Gippsland at GLGN meetings

Summary of Actions

2

PILLAR 2 - CULTURE & BEHAVIOUR

1	Councillor Code of Conduct review	Scheduled for review in 2021 as pending outcome of the <i>Local Government Bill</i> and potential for Statewide Code
2	Council to develop shared Values for the community and the organisation	In progress with Council Plan development and collation of the Organisational Effectiveness Survey

3

PILLAR 3 - DECISION MAKING

1	2019/20 Annual Budget	Reviewed and completed July 2019
2	Revised Council Plan 2017-2021	Reviewed and completed July 2019
3	Community Participation in Meetings with Council Policy (C65)	C65 - Currently under review and scheduled for December 2019
4	Management of Unreasonable Conduct Policy (C79)	C79 - New policy under development
5	Local Law No.3 2010 (Meeting Procedures) review	Under review – pending outcome of <i>Local Government Bill</i> and change to Governance Rules
6	2020/21 Annual Budget and review of long term financial strategies	Community consultation scheduled for March 2020

Summary of Actions

4

PILLAR 4 - STRUCTURE, SYSTEMS & POLICIES

1	South Gippsland Shire Council Good Governance Framework	Under development - first report to Council in December 2019
2	Councillor Support and Expenditure Policy (C51)	C51 - reviewed, updated and completed November 2019
3	Sound Recording of Council Meetings Policy (C48)	C48 - Currently under review
4	Live Streaming of Council Meetings Policy (C67)	C67 - scheduled for review 2020
5	Council meeting and briefing schedule structure review	Under review and to be implemented in early 2020

5

PILLAR 5 - COMMUNICATION & COMMUNITY ENGAGEMENT

1	Communications to the community on Council activities review	<p>Communications include:</p> <ul style="list-style-type: none"> • Undertaking a review of Council's weekly <i>Noticeboard</i> section in the four local newspapers. • Developing a marketing campaign to increase the subscriber numbers for Council's fortnightly e-newsletter, <i>In The Know</i>. Membership has increased from 650 members to over 1,500 subscribers since July 2019. • Investigating the use of social media advertising. • Administrators Message Weekly in the local papers • Minimum of three media releases on Council activities per week • Continued live streaming of Council Meetings
2	Community Engagement Policy (C06)	C06 - scheduled for review 2020

Summary of Actions

6

PILLAR 6 - CAPABILITY

1

Councillor Induction Program

Scheduled 2021 in line with South Gippsland Shire Council Election

7

PILLAR 7 - RISK & COMPLIANCE

1

Report on the Audit Committee Chair

Open public session held on 11 December 2019 by South Gippsland's Shire Council Audit Committee Chair

8

PILLAR 8 - MONITORING & PERFORMANCE REVIEW

1

Audit of the Capital Works planning and scheduling program

Under review by the Audit Committee

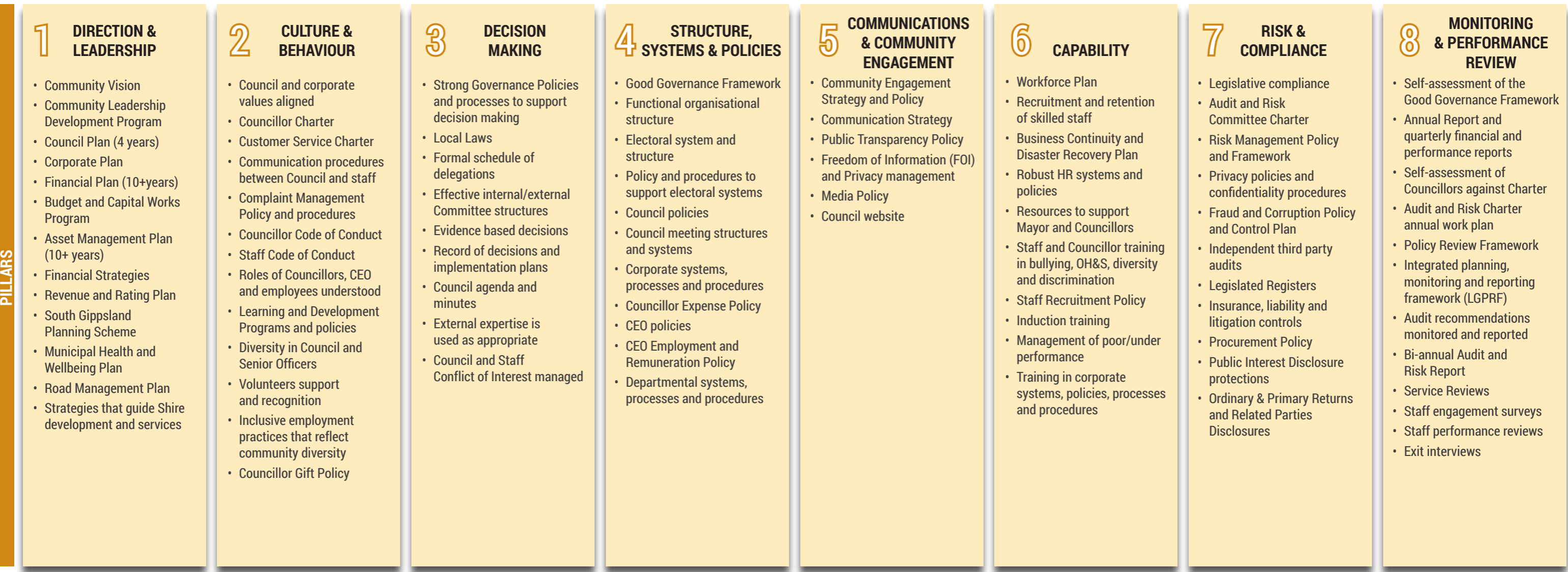
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Organisational Effectiveness Survey

Distributed to staff in November 2019



DRIVES OUTCOME



PRINCIPLES AND BEHAVIOURS FOR GOOD GOVERNANCE QUALITY AND FAIRNESS IN LOCAL GOVERNMENT (based on MAV Good Governance Guide)

1. **Good Governance is accountable:** obligation to report, explain and be answerable for the consequences of decisions made on behalf of the community.
2. **Good Governance is transparent:** people should be able to follow and understand the decision making process.
3. **Good Governance follows the rule of law:** this means decisions are consistent with relevant legislation or common law and are within the powers of council.
4. **Good Governance is responsive:** aim is to serve the needs of the entire community while balancing competing interests in an appropriate manner.
5. **Good governance is equitable and inclusive:** community interests and diversity of opinions have been considered by council in the decision making process.
6. **Good governance is effective and efficient:** Local Government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
7. **Good governance is participatory:** anyone affected by or interested in a decision should have a reasonable opportunity to participate in the process for making that decision.
8. **Diversity:** reflects the diversity of community through representative structures, consultative structures and employment practices.
9. **Build and sustain good relationships:** between Mayor and Council, Council and administration and Council and Community.
10. **Build trust:** establish good communication, clarify roles, keep an outward focus.
11. **Decision making:** establish good processes and delegations to ensure decisions consider local community and broader municipal interests, are consistent with the Strategic Plan and take account of financial implications, are within the powers of Council and recognise natural justice principle.
12. **Act with integrity and impartiality:** be honest and diligent, avoid conflicts of interest, treat people with respect, act lawfully and show leadership.





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