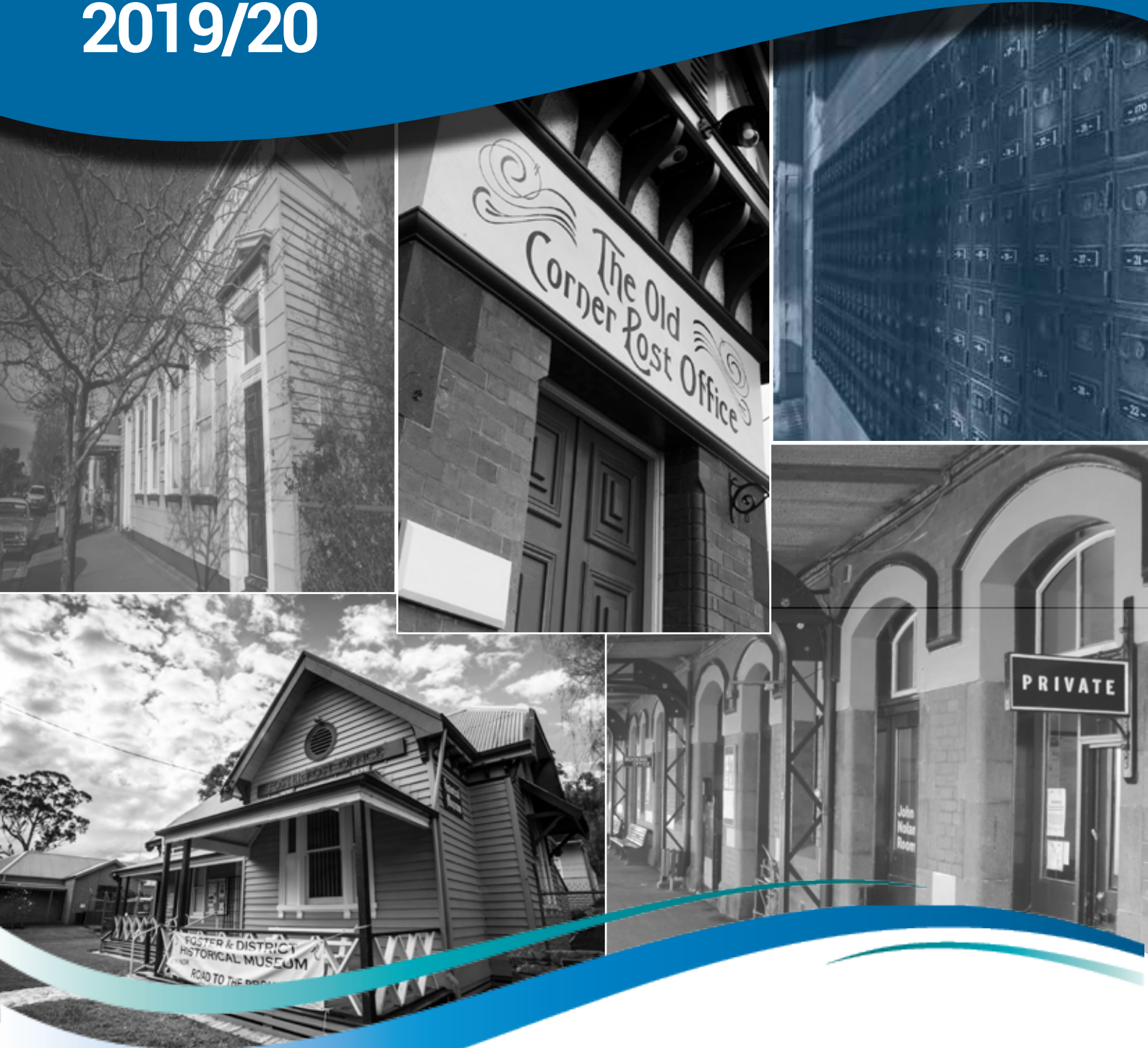


SOUTH GIPPSLAND SHIRE COUNCIL

Annual Report 2019/20



South Gippsland
Shire Council
*South Gippsland
Shire Council*



South Gippsland Shire Council's 2019/20 Annual Report provides a detailed account of Council's achievements, challenges and performance measures for the past financial year. It demonstrates the breadth of Council's operations and the diversity of services delivered to the community.

Significant efforts have been made over the past twelve months to re-gain the community's faith, trust and respect in the Council. The positive trends in the 2020 Customer Satisfaction Survey, shared later in the report, are an indication Council's new direction and leadership are building a strong foundation for the future.

This report is prepared as a key component of Council's commitment to transparent reporting to our community and to meet statutory reporting requirements under the *Local Government Act 1989*. All councils must submit an Annual Report to the Minister for Local Government by 30 September each year.



Meeniyan Post Office

*Photos Front Cover:
 Building in Mirboo North (Top Left)
 Korumburra Post Office (Top Middle)
 Meeniyan Post Office (Top Right)
 Foster & District Historical
 Museum (Bottom Left)
 Korumburra Railway Station
 (Bottom Right)*

South Gippsland Shire Council Meeting No. 449 - 23 September 2020

Council's Vision

Council commenced the year with the former Council's Vision that: *"South Gippsland Shire will be a place where our quality of life and sense of community are balanced by sustainable and sensitive development, population and economic growth."*

Over the 12 months Council has moved forward to establish a new Vision whereby Council aims by 2024 to:

1. Be known for being customer focused;
2. Have made significant progress to entrench a sense of shared community direction across the Shire;
3. Have successfully delivered the agreed Capital Works Program; and
4. Be known for excellence in the services we deliver.

Council's Purpose

To serve in the best interests of the whole Shire, delivering quality services and advocating for community needs.

Council's Values

Administrators and the organisation have worked together through the year to develop the following Values and over the coming year will build on them further:

- Customer Focused
- Accountable
- Respectful
- Acting in the interests of the whole Shire; and
- Pursuing excellence in everything we do.

Council acknowledges Gunnai, Bun Wurrung, Wurundjeri, Gunaikurnai and Bunurong Traditional Owners of this land and all Aboriginal and Torres Strait Islander people who are part of the South Gippsland Community.

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.

South Gippsland is 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 Port Welshpool Long Jetty, 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, gin distilleries and breweries.

The major towns in South Gippsland are Leongatha, Korumburra, Mirboo North and Foster. Other townships include Dumbalk, Fish Creek, Loch, Meeniyen, 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

Telephone: (03) 5662 9200

Fax: (03) 5662 3754

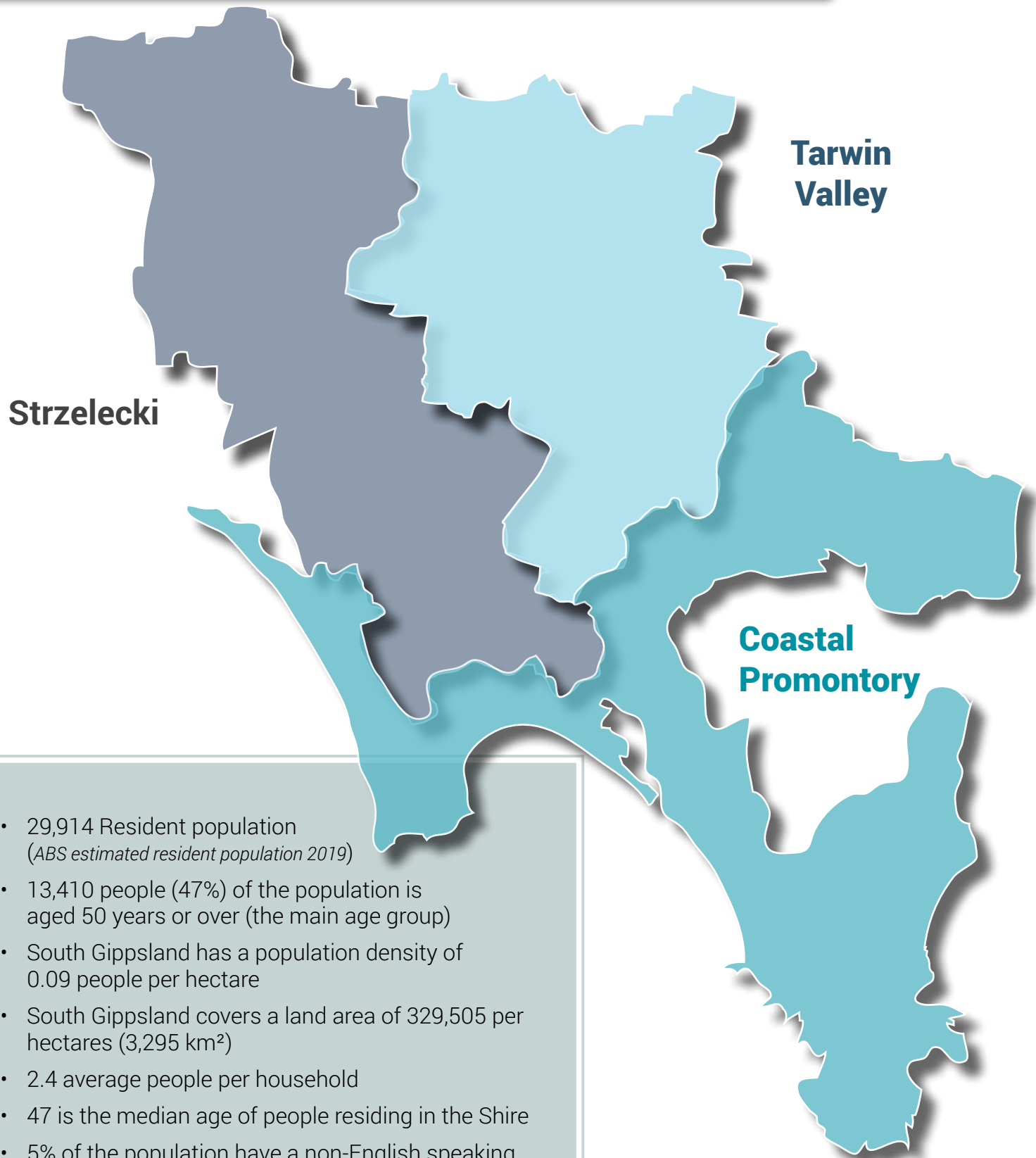
Email: council@southgippsland.vic.gov.au

Website: www.southgippsland.vic.gov.au

Facebook: www.facebook.com/southgippslandshirecouncil

Hours: 8:30am – 5:00pm Monday to Friday

Snapshot of Council



- 29,914 Resident population
(ABS estimated resident population 2019)
- 13,410 people (47%) of the population is aged 50 years or over (the main age group)
- South Gippsland has a population density of 0.09 people per hectare
- South Gippsland covers a land area of 329,505 per hectares (3,295 km²)
- 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
- 48% of households are 'couples without children'
- 38% of households are 'couples with children'
- 26 Townships and Hamlets

ADMINISTRATORS

An Administrator's role is to perform all the functions, powers and duties of the Council under the *Local Government Act 1989*. The Administrators for South Gippsland Shire Council have been appointed until October 2021, following a council general election. Under Administration, Council aims to strengthen the organisation, build stability and improve trust and confidence within the community of the Shire.



ADMINISTRATOR (CHAIR)

JULIE EISENBISE

APPOINTED: 22 JUNE 2019



ADMINISTRATOR (DEPUTY)

CHRISTIAN ZAHRA (AM)

APPOINTED: 23 JULY 2019



ADMINISTRATOR

RICK BROWN

APPOINTED: 23 JULY 2019

EXECUTIVE LEADERSHIP TEAM



CHIEF EXECUTIVE OFFICER (CEO)
KERRY ELLIS

- EXECUTIVE OFFICE
- PEOPLE & CULTURE
- COMMUNITY INFORMATION & EXECUTIVE SUPPORT



**ACTING DIRECTOR
CORPORATE &
COMMUNITY SERVICES**

TRACEY COSTELLO

- FINANCE, RISK, PROCUREMENT
- INNOVATION, TECHNOLOGY & COUNCIL BUSINESS
- COMMUNITY SERVICES
- COMMUNITY STRENGTHENING



**DIRECTOR
INFRASTRUCTURE**

ANTHONY SEABROOK

- OPERATIONS
- INFRASTRUCTURE PLANNING
- INFRASTRUCTURE DELIVERY



**DIRECTOR
DEVELOPMENT
SERVICES**

BRYAN SWORD

- PLANNING
- ECONOMIC DEVELOPMENT & TOURISM
- REGULATORY SERVICES

MESSAGE

Administrator

CHAIR

Dear Community,

It is with a great deal of pleasure that I write to you commending this Annual Report detailing the first year of our term as Administrators.

Administrators Brown, Zahra and myself have done a lot of work with both Council staff and the community to build relationships and trust, particularly with those who were sceptical given the local politics prior to our arrival. We have met with close to a thousand people, which is all the more notable when you consider the fact that COVID-19 Pandemic has severely restricted people's ability to get together. We understand that only by connecting with the community we serve, can we make the best decisions needed for the municipality. This is something that we have been passionate about over the last 12 months and are committed to for our term in South Gippsland.

One of our most significant decisions over the past year was to appoint Kerryn Ellis as the Chief Executive Officer for South Gippsland Shire Council. Kerryn came to Council from her role as Director of Corporate Services at Victoria's Independent Broad-based Anti-corruption Commission (IBAC). Prior to working at IBAC, Kerryn was Director of Corporate Performance with the City of Greater Bendigo and Manager of Governance and Innovation at Knox City Council. She has also previously worked for the City of Melbourne and Bayside City Council. We look forward to working with her throughout the remainder of our term.

I would like to take this opportunity to thank Bryan Sword who was Acting Chief Executive Officer when we arrived and supported us ably throughout the initial stages of our appointment. Bryan kept the organisation working well during a very challenging time. We commend him for the guidance offered to ourselves and to the staff.

Since our arrival we have been reviewing the suite of good governance policies and have introduced a Good Governance Framework. We have now commenced work on implementing the changes required by the *Local Government Act 2020*. From our early discussions it has been clear that our first areas of focus will be the new governance rules, training for candidates and councillor inductions. While the training for candidates and councillor induction will not take place until 2021, we have started planning for what this will look like and how we can provide the best support to incoming candidates and councillors at the end of our term.

In keeping with the recommendations of the Commission of Inquiry into South Gippsland Shire Council, we have been working towards implementation of a Community Leadership Program. Council received Expressions of Interest from people keen to participate in the Program throughout April and May. The Program aims to equip participants with a set of skills that will enable them to effectively work with other people, strengthen their leadership capability, manage conflict, delegate and meet objectives. It is hoped participants will use the skills they gain through the Program to positively influence the development of local communities in South Gippsland.

Council adopted the Council Plan 2020-2024 and Annual Budget 2020/21 at its June 2020 Meeting.

The Council Plan incorporates four key objectives:

- United Shire;
- Economic Prosperity;
- Integrated Services and Infrastructure; and
- Customer Focused Organisation.

By retaining a sound financial base, Council has been able to put together a \$2M COVID-19 Community Support Package. The Package covers an expanded grants program that includes business grants, subsidised flu shots, waiving of some business permit fees and the development of a community outreach program in partnership with key agencies to provide community support. Our Support Package has a focus on providing assistance to community clubs and sporting groups so they can re-establish themselves as we overcome the challenges of the COVID-19 Pandemic. We expect that this Package will evolve as the crisis develops and we will remain flexible where we can to provide the best support to our community.

We understand that councils play a critical role in emergency relief and recovery and this has been no different during COVID-19.

Another key focus for us over the past 12 months has been the Capital Works Program. We have attracted close to \$17M in external grants funding over 2019/20 and a number of large projects are in progress across the Shire. We have made significant advancements on the Korumburra Community Hub, Korumburra Streetscape, Mirboo North pool refurbishment, the Great Southern Rail Trail extensions; Jumbunna Road, Korumburra Shared Path and the works on Bair Street in Leongatha.

It is pleasing to note that the Community Satisfaction Survey results show that we are starting to see a recovery in how Council is perceived by its community. We knew it would not be an easy task to rebuild trust in local government given the circumstances prior to our arrival, but it is heartening to know that we are headed in the right direction.

Finally, I would like to make mention of the remarkable adaptability of our staff throughout the last few months. When confirmed COVID-19 cases started to climb in Victoria, we were quick to activate our Pandemic, Municipal Emergency Management, and Business Continuity plans. In particular our Business Recovery Team has done a remarkable job adjusting to the way our organisation functions. Despite our Customer Service Centre being closed since March for face-to-face meetings, the organisation has continued to serve our community whether that be via phone, email or online. Particular thanks to those staff unable to work from home due to the nature of their roles and have continued to work to provide services in the community. Those staff include our Depot crews, Immunisation team, Local Laws officers and Maternal and Child Health nurses. You have done us proud.

I do look forward to a time where we can return to some sense of post-pandemic normality, but for now we are proud of what we have overcome and are thankful that we can provide this report to reflect on and highlight some excellent work throughout 2019/20.



Julie Eisenbise

Administrator Chair

South Gippsland Shire Council

MESSAGE

Chief Executive OFFICER



To all the members of the South Gippsland community,

It has been an honour and a privilege to have spent the past few months as Chief Executive Officer of your Council. When I accepted the role in February 2020 I could not have imagined what the first stage of my five-year term would entail. During my interview process I remember telling the Administrators that I prided myself on my resilience and adaptability – well hasn't that been put to the test!

Thankfully I have inherited a committed and passionate team of employees. The collective desire of the South Gippsland Shire Council staff to serve their local community is exceptional. Being one of the largest employers in the municipality means that many of my colleagues have grown up in the communities that they now work to serve. That connection is important and valuable in our work: Council is not separate to the community, Council is inherently part of the community.

In addition to the terrific staff I'd like to say how much I appreciate the warm welcome I've received from the South Gippsland community. There is so much talent, enthusiasm and pride amongst the South Gippslanders I've met so far, it makes me very excited about our future.

It would be disingenuous of me not to mention the Council dismissal, though. While it is a rare situation to be working alongside Administrators instead of Councillors, I'd like to reassure you all that the three people currently presiding over Council are professionals committed to fulfilling the tasks set them by the Local Government Minister. The work they are doing now will set the foundation for future elected Councils to thrive.

While the organisation has experienced some challenges over the past 18 months, I am keen to lead the organisation towards a brighter future. I am working closely with my leadership team to actively support staff to feel proud of the organisation they work for, and I hope that this will be the springboard for a body of work that will make you proud of the Council who serves you too.

Over the next 12-18 months I will be putting my energy into re-emphasising that you – the members of our community – are and should always be the focus of our work. Council staff are employed to serve the community and I will be unequivocal in making that the primary motivation of our work over the five years of my term. To best understand the work that you want us to do we need to get better at engaging with the community. By that I mean both those who are already in regular contact with Council, and also the 29,000 people we serve who are quietly going about their lives not really engaging with us unless we do something that annoys them! The more people we hear from the better our services will reflect the needs and desires of our communities.

It will come as no surprise to any of you who have read up on my background that I am committed to good governance. This is also a focus of the Administrators and I feel confident that together we can develop a suite of best-practice policies that will give the community and the Minister assurance that things are done properly in South Gippsland when it comes to governing for all residents and ratepayers.

I feel as though I have arrived at a time when South Gippsland is on the cusp of something extraordinary. The tourism industry is maturing, the arts sector is building a critical mass, our community groups are working to achieve remarkable things. Council will do its utmost to support business and investment because we understand that without local jobs we don't have the vibrant communities that make this the wonderful place that it is. That has probably never been as important as right now. The challenges of COVID-19 mean that we will have to work harder and closer than at any other time in the history of this Council. You have my personal commitment that we will be working to support businesses and communities to recover from this.

Finally, I would like to thank Bryan Sword who as Acting Chief Executive Officer kept the organisation together throughout a very difficult time. His leadership over that period is much appreciated, as is his support of me over these last few months.



Kerryn Ellis

Chief Executive Officer (CEO)
South Gippsland Shire Council

Leongatha



Council Plan 2017-2021

The South Gippsland Shire Council Plan 2017-2021 includes four main themes, each comprised of strategic outcomes, objectives, strategies and performance measures.

Council's performance for the 2019/20 year is reported against each of these four themes to demonstrate how Council is achieving the 2019/20 Annual Initiatives.

Objective	Council Plan Theme
1	Strengthen Economic Growth & Prosperity
2	Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes
3	Improve South Gippsland's Built Assets & Value our Natural Environment
4	Enhance Organisational Development & Implement Governance Best Practice

Annual Initiatives 2019/20

Highlights for the 2019/20 year are presented on the following pages under the four main Council Plan themes.

Performance Report Highlights

When reading this report the following icons are highlighted throughout to demonstrate Council's performance against the 2017-2021 Council Plan and the 2019/20 Annual Initiatives.



**Strategic
Objective**



**Major
Initiatives**



**Description of
Services Funded**



**Performance
Indicators**

COUNCIL PLAN 2017-2021

OBJECTIVE 1

STRENGTHEN ECONOMIC GROWTH & PROSPERITY

PRIORITY PROJECTS

Council adopted the following Priority Projects at the September 2019 Council Meeting:

For Advocacy:

- Great Southern Rail Trail - extension Leongatha to Korumburra
- Great Southern Rail Trail - extension Korumburra to Nyora
- Korumburra Community Hub and Library

Priority Projects for development:

- Korumburra Streetscape; and
- Leongatha Community Hub.

Great Southern Rail Trail - Leongatha to Korumburra

A grant of \$500,000 secured to extend the rail trail between Leongatha to Korumburra as part of the *Regional Infrastructure Fund Program*. As a result of this successful funding application, this project will no longer be considered a Priority Project for Advocacy.

Great Southern Rail Trail - Korumburra to Nyora

A grant application of \$800,000 to *Sport and Recreation Victoria* has been approved. This will help to construct 21 kilometres of trail between Korumburra and Nyora. This project will no longer be considered as a Priority Project for Advocacy in 2020/21.

COUNCIL'S ADVOCACY EFFORTS

Korumburra Community Hub and Library

A low cost loan of \$5M secured as part of the *Community Infrastructure Loans Scheme*.

This project is estimated at a total project cost of \$6.5M. A grant application also secured of \$750,000 as part of the *Living Libraries Infrastructure Program*.

Korumburra Streetscape

A low cost loan of \$5M secured as part of the *Community Infrastructure Loans Scheme*.

OBJECTIVE 1 2019/20 ACHIEVEMENTS

COUNCIL PLAN
INITIATIVES

3

TARGET ACHIEVED

COUNCIL PLAN
INITIATIVES

1

TARGET SIGNIFICANTLY
ACHIEVED

100%
COUNCIL PLAN
PERFORMANCE
INDICATORS
ACHIEVED

28
AGENDA ITEMS
FOR COUNCIL
DECISION

181
PLANNING
APPLICATIONS
DECIDED
WITHIN TIME FRAME
OF 60 DAYS

71%
PLANNING
APPLICATIONS
DECIDED
WITHIN TIME FRAME



COUNCIL PLAN 2017-2021

OBJECTIVE 2

BUILD STRONG PARTNERSHIPS, STRENGTHEN ARTS & CULTURE & DELIVER EQUITABLE OUTCOMES

ADOPTED STRATEGIES

- New Youth Strategy 2019-2023 adopted by Council at the 24 July 2019 Council Meeting.
- Endorsed the Gippsland Tracks and Trails Feasibility Study at the 22 April 2020 Council Meeting.
- The 2020-2030 Sport and Recreation Infrastructure Strategy adopted at the 24 June 2020 Council Meeting.

COUNCIL'S FUNDING EFFORTS

Council's Community Grant Program

Council funded 71 community groups through its 2019/20 Community Grants Program. These grants support and help fund the development of community assets, build community capacity, strengthen community sport and create community culture.

The total grant funding allocated by Council was over \$258,000 for a range of projects within the Shire. This funding contribution will support community projects with a value of nearly \$800,000.

COMMUNITY CLUSTER MEETINGS

Council has established a range of direct community cluster meetings that provide a platform for Administrators and Council staff to engage with community groups and towns on topics related to particular areas within the Shire. Cluster meetings were held in towns such as Kongwak, Port Welshpool, Fish Creek, Tarwin Lower, Mirboo North, Dumbalk, Yanakie, Toora and the Western District of the Shire.

COMMUNITY LEADERSHIP PROGRAM

Council endorsed the Community Leadership Program which aims to equip participants with a set of skills to effectively work with other people, strengthen their leadership capability, manage conflicts, delegate and meet objectives.

A total of 37 applicants submitted Expression of Interest to the Program. The Program is set to begin in the first half of the next financial year 2020/21.

70+
COMMUNITY
GROUPS FUNDED
THROUGH
COUNCIL'S COMMUNITY
GRANTS PROGRAM

OBJECTIVE 2 2019/20 ACHIEVEMENTS

COUNCIL PLAN
INITIATIVES

2

TARGET ACHIEVED

100%
COUNCIL PLAN
PERFORMANCE
INDICATORS
ACHIEVED

8

AGENDA ITEMS
FOR COUNCIL
DECISION

87

COMMUNITY
GRANT
APPLICATIONS
RECEIVED

84%

APPLICATIONS
APPROVED BY STATE
AND FEDERAL
GOVERNMENT FUNDING



COUNCIL PLAN 2017-2021

OBJECTIVE 3

IMPROVE SOUTH GIPPSLAND'S BUILT ASSETS & VALUE OUR NATURAL ENVIRONMENT

MAJOR CAPITAL WORKS

Korumburra Streetscape

The scope of this project was amended to include works to the Little Commercial Street Precinct to accommodate the Korumburra Community Hub. Concept plans have been developed. This project will move into the Advocacy category and remain as a Priority Project for 2020/21 to seek further funding opportunities.

Great Southern Rail Trail

Removal of the rail infrastructure is near completion at the end of June 2020 for Leongatha to Korumburra section.

The planning and design is nearing completion as at the end of June 2020 for the section Korumburra to Nyora. The removal of rail infrastructure is well underway and is on schedule to be completed by the end of 2020.

Council's Road Maintenance

An additional \$900,000 was included in the 2019/20 Annual Budget for road maintenance and roadside infrastructure. A total of \$250,000 was dedicated to rural roadside vegetation and \$650,000 was allocated to gravel roads and drainage.

EARLY YEAR'S CENTRE

Council supported the finding of a business case for an Integrated Early Learning Centre in Leongatha at the 24 June 2020 Council Meeting. Council also supported the commencement of the design and construction of the centre.

The centre will address the demand for children's services in the Shire and assist with the increased demand for three-year-old kindergarten.

COMMUNITY SATISFACTION RESULTS (OUT OF 100 POINTS)

Council improved performance as part of the *Annual Customer Satisfaction Survey*:

	2019	2020
Advocacy	39	41
Sealed Local Roads	48	47

\$16M

CAPITAL WORKS PROGRAM
2019/20

OBJECTIVE 3 2019/20 ACHIEVEMENTS

COUNCIL PLAN
INITIATIVES

3

TARGET ACHIEVED

COUNCIL PLAN
INITIATIVES

4

TARGET SIGNIFICANTLY
ACHIEVED

\$11.2M

CAPITAL WORKS
INFRASTRUCTURE

\$2.5M

PLANT & EQUIPMENT
EXPENDITURE

\$2.3M

PROPERTY
EXPENDITURE
2019/20

100%
COUNCIL PLAN
PERFORMANCE
INDICATORS
ACHIEVED

50
AGENDA ITEMS
FOR COUNCIL
DECISION

568,070
SQUARE METRES OF
RESEALED
OF SEALED
LOCAL ROADS

35,030
SQUARE METRES
RECONSTRUCTION
OF SEALED
LOCAL ROADS



COUNCIL PLAN 2017-2021

OBJECTIVE 4

ENHANCE ORGANISATIONAL DEVELOPMENT & IMPLEMENT GOVERNANCE BEST PRACTICE

SUPPORTING THE COMMUNITY

Council introduced a \$2M Community Support Package as part of the 2020/21 Annual Budget.

This community package aims to assist local businesses and community members during the COVID-19 Pandemic. The package provides support with the following initiatives:

- COVID-19 Business grants
- COVID-19 Community Grants
- COVID-19 Community Support Program
- Waiving of fees and charges for registered businesses
- Free Influenza vaccination Program
- Community Restarter Packs (hand sanitiser, dispensers, PPE)

Phase 1 of the Community Support Package was endorsed at the May 2020 Council Meeting. A package valued at \$740,614 as the first phase of the \$2M expenditure.



COUNCIL'S GOOD GOVERNANCE FRAMEWORK

Good governance practices have been strengthened with the following strategies and plans adopted by Council:

- Annual Budget 2020/21
- Rating Strategy 2019-2022
- Good Governance Framework
- Council Plan - 2020-2024
- Proposed Meeting Procedure - Local Law No. 2

COMMUNITY SATISFACTION RESULTS (OUT OF 100 POINTS)

Council improved performance as part of the *Annual Customer Satisfaction Survey*:

	2019	2020
Overall Council Direction	30	40
Overall Image & Reputation	27	32
Overall Performance	33	36

\$71M

ANNUAL
BUDGETED
INCOME
2020/21

OBJECTIVE 4 2019/20 ACHIEVEMENTS

COUNCIL PLAN
INITIATIVES

2

TARGET ACHIEVED

COUNCIL PLAN
INITIATIVES

2

TARGET SIGNIFICANTLY
ACHIEVED

100%

COUNCIL PLAN
PERFORMANCE
INDICATORS
ACHIEVED

50

AGENDA ITEMS
FOR COUNCIL
DECISION

\$39.6M

BUDGETED CAPITAL WORKS
EXPENDITURE FOR 2020/21

175

TOTAL
NUMBER OF
AGENDA ITEMS

38

PROCEDURAL
AGENDA ITEMS
FOR ADOPTION

\$9.6M

BUDGETED GRANT
FUNDING FOR 2020/21



Advocacy for the community

Council actively seeks external funding 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.

ADVOCACY PROJECT	PROJECT COST	FUNDING SECURED
Korumburra Community Hub (Library)	\$6,000,000	\$750,000
Redevelopment of Mirboo North Pool	\$5,600,000	\$600,000
Great Southern Rail Trail (Leongatha to Korumburra) Extension	\$2,412,000	\$500,000
Stewarts Road (Black Spot)	\$480,000	\$436,800
Boolarra - Mirboo North Road (Black Spot)	\$360,000	\$327,600
Fullers Road (Black Spot)	\$261,000	\$237,510
Mt Lyall Road (Black Spot)	\$251,000	\$228,410
Creative Gippsland - 'Its No Drama' Inclusive Theatre	\$170,950	\$120,000
Gambling Harm Prevention Program - 'Shift - The Work Life Balance'	\$150,000	\$150,000
Suicide Postvention / Early Intervention in South Gippsland	\$100,000	\$100,000
South Gippsland Shire E-waste Bins	\$84,080	\$42,040
Roadside Weeds and Pests Program	\$52,992	\$52,992
Impact of Bushfire on Regional Growth	\$20,000	\$20,000
Driver Reviver Site Upgrade	\$18,338	\$18,338
2019/20 Central Enrolment Administrative Support Grants	\$12,000	\$12,000
Maternal and Child Health Workforce Support Grant	\$10,000	\$10,000
Telehealth (COVID-19 Pandemic)	\$10,000	\$10,000

CHALLENGES

- Adapt and respond to the economic impact of the COVID-19 Pandemic to ensure the safety of our community, the support of local businesses and the continuity of Council's service delivery.
- Increase customer satisfaction in service delivery and improve Council's reputation.
- Communicate timely and accurate information to community on how and why decisions are made.
- Develop South Gippsland into a united, cohesive community with a belief that the interests of every ratepayer are best served through the development of the region as a whole.
- Achieve State and Federal Government funding for new infrastructure, including Council's Priority Projects and other community assets.
- Manage the community's expectations of funding for new infrastructure and higher levels of service in a rate capped environment.
- Adapt and respond to the challenges associated with climate change.
- Implement legislated requirements in the *Local Government Act 2020* that received Royal Assent on 24 March 2020.

Make South Gippsland the most attractive region in Victoria in which to live, invest and work.

FUTURE

- Support the economic and social recovery of the Shire, including its businesses and diverse communities, through the continuing impacts of the COVID-19 Pandemic.
- Enhance customer experiences through projects that are aimed at improving processes, policies and standards.
- Develop and support emerging and existing leadership skills within the community.
- Establish the good governance framework and policy direction for the organisation ready for the new Council to be elected in October 2021.
- Create a shared vision with the community for the future of South Gippsland.
- Maximise the value South Gippsland derives from its location, resources and natural advantages.
- Determine the pace of growth required for the Shire and its implications on rates, lifestyle, infrastructure demands, communities and demographics.
- Optimise the strengths of the Shire in being a significant 'food bowl' with reach into regional, state, national and international markets.
- Advocate for 'Priority Projects' that will deliver economic growth and community benefits.

Pursue better ways of delivering services that are valued by the community.

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Section Overview



Toora surrounds

1.1

Achievements

Outcomes in 2019/20



19,919

Rateable
properties



43,826

Number of calls
to Council



\$258,401

Distributed in community
grant funding



430

Planning applications
received



Tonnes of waste
collected



4,863

Tonnes of recyclables and
green waste collected



440

Planning application
decisions made



1,034km

Sealed roads
maintained



105,553

Visits to aquatic
facilities



40,111

Library collection
items available



3,926

Active Library
Borrowers



265

Birth
notifications



Maternal & Child Health
Hours

7,352

Hours worked by
MCH Nurses



1,132

Children enrolled for
Maternal & Child Health

794

Vaccines
Administered

- > 670 Community members
- > 124 Council Staff (Flu Program)
- > of these 489 were part of the Commercial Flu Vaccine Program



103

Animals
rehomed



206

Animals
reclaimed

MENU

566

Number of Food
Businesses registered

1.2 Financial Overview

FINANCIAL OVERVIEW

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

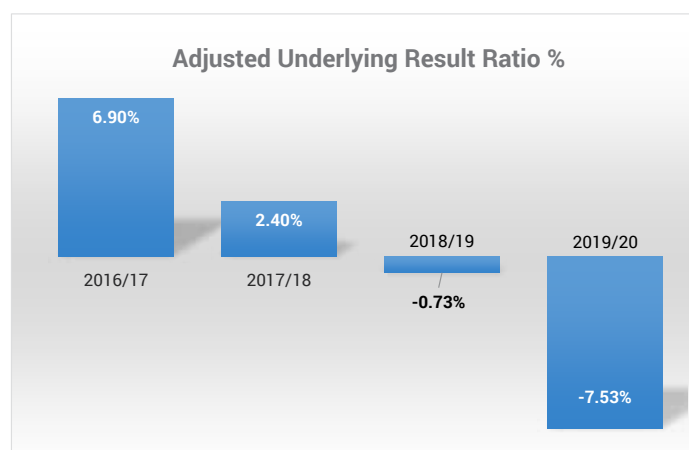
Operating Position

Council returned a deficit of \$2.76M in 2019/20. This deficit follows a surplus from the prior year of \$5.70M. The primary reason for the deficit is an \$11.42M impairment of Land Under Roads, as a result of a change in the valuation methodology for this asset category. Excluding this one-off adjustment, the operating result would have been a surplus position of \$8.66M.

In comparison to 2018/19, the 2019/20 financial year saw a reduction in employee expenses (3.3%) and reduced borrowing costs (65.5%) due to repayment of \$3.35M of outstanding borrowings in November 2019. Repayment of previous loans has improved our overall position, reduced financial risk and reduced borrowing costs. Two additional loan facilities have been secured with Treasury Corporation of Victoria for significant local projects including Mirboo North Pool and the Korumburra Community Hub, each with subsidised interest rates well below market rates. As at 30 June 2020, \$0.8M has been drawn down from the new loans.

The 2019/20 year has seen the impact of COVID-19 Pandemic, which has influenced financial results and contributed to a slowdown in capital spending. The majority of this expenditure will push into the 2020/21 financial year.

Council initiated the \$2M Community Support Package in response to the Pandemic with some of these costs occurring in the 2019/20 year. An immediate response was the cessation of many fees and charges creating a reduction in user fee income. Materials and services expenditure has decreased by 15.1%, with prior year results including \$2.97M on the Long Jetty restoration and no similar non-capital major projects in 2019/20.

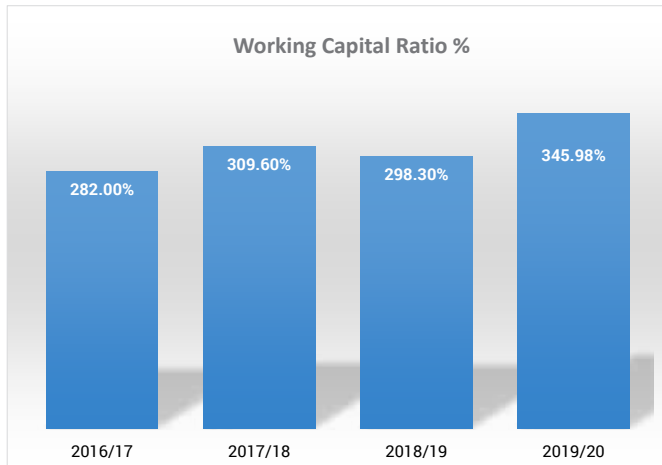


Liquidity

Cash (this includes 'cash and cash equivalents' and 'other financial assets') has increased to \$7.79M. In addition, Council has investments of \$31.0M as at 30 June 2020.

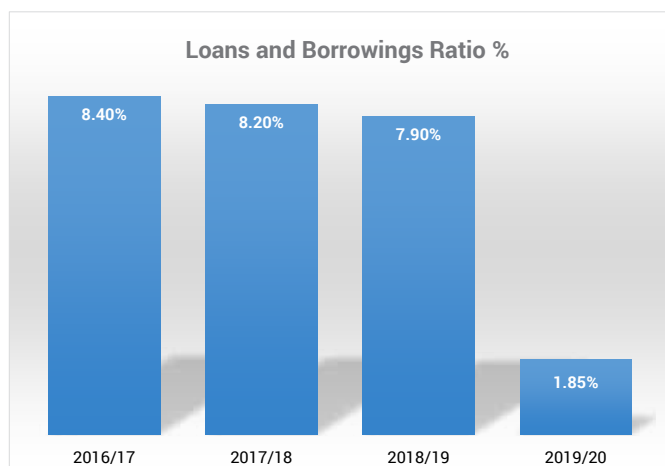
The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities.

Council's result of 346 per cent increases working capital capacity from the previous year result of 298 per cent. This indicator conveys that for every \$1 of current liability, Council has \$3.46 in current assets. This is an indicator of a sound financial position and is above the expected target band of 100 per cent to 300 per cent.



Obligations

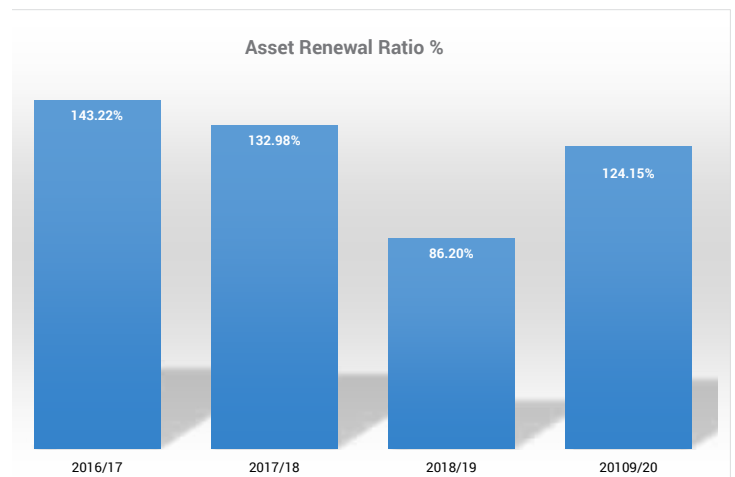
In November 2019, Council completed repayments on all loans owing, and were debt free for the first time in over 20 years. A new construction drawdown facility was utilised during the year, with \$0.8M drawn down as at 30 June 2020. Council's debt ratio (measured by comparing interest bearing loans and borrowings to rate revenue) at the end of the financial year was 1.85 per cent; a significant reduction on the 7.89 per cent of 2018/19. Council has no concern over its ability to repay debt.



Asset Renewal

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. Council invested \$13.9M in asset renewal in 2019/20; a considerable increase on \$8.9M during the 2018/19 year.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure (\$13.89M) to depreciation (\$11.99M), was 115.9 per cent, which is investment above the expected target band of 90 per cent to 110 per cent.



Stability and Efficiency

Council raises revenue through a range of income streams including rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 64.2 per cent for the 2019/20 year which is in the mid-range of the expected target band of 40 per cent to 80 per cent.

The average rate per property assessment is \$2,014, including both rates and garbage/waste charges.

ECONOMIC FACTORS

The past year saw very positive economic news for South Gippsland with favourable weather conditions for agricultural production. Unfortunately, this has been countered by major challenges for many of our businesses due to the COVID-19 Pandemic.

The Shire had an annual economic output of \$3.7 billion and Gross Regional Product of \$1.8 billion with increases of over 5 per cent from the previous year. The unemployment rate fell to 2.2% in September 2019, the lowest rate since records began and lowest in Gippsland. South Gippsland also had record visitor numbers of over 1.2 million people in 2019/20.

There have been strong increases in property valuations in a number of towns and strong interest from people seeking to relocate to South Gippsland from Melbourne.

Major infrastructure projects to support economic development were undertaken over the year. These include completion of the Loch streetscape, bridge renewals, commencement of the Bair Street refurbishment in Leongatha and the \$115M realignment of the South Gippsland Highway at the Koonwarra bends. These works will improve the transport connectivity of the Shire and the operation of the retail precincts.

There is an increased number of major infrastructure projects underway in Victoria. This is placing pressure on tender prices for infrastructure projects. There are also increasing costs for aggregate and other material for road infrastructure and maintenance. The ongoing impact of these pressures will be that fewer projects may be completed within the available resources of Council.

The COVID-19 Pandemic has presented major economic challenges to the Shire, most immediately to the tourism and retail sectors but also to many other businesses and industries. Many businesses have accessed support from Federal Government's Jobkeeper Program, the Victorian Government's Business Support Fund and Council's Community Support Package. The COVID-19 Pandemic will continue to impact heavily on the local economy for some time, however Council is continuing to receive regular enquiries from businesses seeking to establish or expand within the Shire, which is positive.

MAJOR CHANGES

After the dismissal of the South Gippsland Shire Council by the Minister of Local Government on 19 June 2019, the three Administrators have been working to ensure stability within the Shire, build community leadership skills and strengthen good governance practices and policy directions within Council.

In February 2020, Council appointed Kerry Ellis as the new Chief Executive Officer (CEO) to South Gippsland Shire Council. Bryan Sword guided the organisation through the initial transition as the Acting CEO from 25 May 2019 until Kerry Ellis's commenced on 10 March 2020.

Council adopted its Good Governance Framework in December 2019 which aims to provide stronger governance and set the culture within the organisation. With the introduction of the *Local Government Act 2020*, gazetted in March 2020, the key priorities for Council have been to develop new Governance Rules, Public Transparency Policy, Delegated Committees, Councillor Expenses Policy and setting Audit and Risk Charter and Committees. Council is working towards achieving these priorities by the completion date of 1 September 2020. These will be implemented across the organisation in the next financial year.

In June 2020 Council adopted a new Council Plan, setting a new direction and values for the Council. Annual initiatives have been established for the coming year, while successfully achieving the majority of initiatives for this year.

The sudden commencement of the COVID-19 Pandemic required Council's business continuity plans to be enacted immediately, resulting in the majority of the organisation transitioned to a 'work from home' environment within a week and with minimal disruption to services. Some external services, including events and caravan park operations, had to stop or be significantly reduced due to the government restrictions.

The continuing negative impacts of the COVID-19 Pandemic are still being realised by local businesses and the community. Council responded pro-actively to support businesses and ratepayers struggling through this pandemic. Initially the *Rates and Charges Hardship Policy* was broadened to cover businesses and waive some of the previous requirements. Further, a \$2M relief support package adopted by Council as part of the 2020/21 Annual Budget contains a series of local economic and social recovery actions aimed at complementing the relief supports provided by other levels of government.

A Community Leadership Program has been developed by Council. Expressions of Interest from interested community members to participate in the program have been received. This exciting and innovative program will broaden the leadership skills of existing and emerging leaders within our community. The program has been developed in response to one of the actions the Administrators have been given by the Minister for Local Government. It will be implemented over the coming two years.

1.3

KEY OUTCOMES OF THE COUNCIL PLAN 2017-2021

As Council has adopted a new 2020-2024 Council Plan, this Annual Report captures the final key outcomes achieved through the strategic indicators of the 2017-2021 Council Plan, as the plan has been terminated one year early.

Outcomes include:

- Through organised advocacy approaches made with State and Federal politicians, targeted grant funding, community engagement and participation, supported by Council funding many of Council's Priority Projects and community infrastructure assets have been completed or significantly advanced including:
 - Port Welshpool Jetty officially opened, boosting local tourism in the southern section of the Shire;
 - Leongatha Heavy Vehicle Alternate Route has been built diverting trucks and through-traffic away from the shopping precinct to reduce congestion;
 - Great Southern Rail Trail – Korumburra to Leongatha, Korumburra to Nyora and Welshpool to Alberton links supported and works well advanced.
 - Leongatha Revitalisation Project - Bair Street Leongatha and the Railway Station Stage 1 streetscape improvements works have advanced.
 - Mirboo North Pool redevelopment funded and works nearing completion;
- Leongatha Community Hub development plans progressing;
- Korumburra Shopping Centre revitalisation plans progressing; and
- Korumburra Community Hub development plans progressing
- The wide range of actions taken through the allocation of community grants, support to various sectors including sports and recreation, arts and culture, men's sheds and young people have strengthened and empowered many communities to progress projects and areas of interest in local settings. Some of the key outcomes include:
 - Over 70 community projects funded through community grants ;
 - Over \$258,000 allocated to community projects through community grants;
- In response to ongoing community concerns with the condition of local roads, Council has modified the budget to increase funding into the maintenance of local sealed roads, gravel roads, roadside drains and vegetation and expansion of the footpath network.
- The increased satisfaction through these targeted works has seen the annual Customer Satisfaction Survey for the condition of sealed local roads improve from a low score of 27 in 2015 to maintaining results of 46, 48 and 47 over the past three years.



- Good governance practices has been strengthened with the development and adoption of the Good Governance Framework. This sets out five 'outcomes of good governance' that are driven through the eight pillars of leadership, decision making, structure, culture, communication, capability, risk management and monitoring of performance.
- Since the framework's adoption a series of improvements have been made to governance policies and practices, with more planned in the coming year. Running parallel with the Good Governance Framework, Council has re-set the direction for the organisation through the 2020-2024 Council Plan.
- Under the leadership of the Administrators, community satisfaction, measured through the Annual Customer Satisfaction Survey has regained a significant ten point increase in 'Overall Council Direction' and a strong five point increase in 'Overall Image and Reputation' in the past twelve months, following the demise of the former Council.

1.4

DESCRIPTION OF OPERATIONS

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 both the *Local Government Act 1989* (the 1989 Act) and the *Local Government Act 2020* (2020 Act), and a large number of other Acts, to provide good governance for the benefit and wellbeing of the municipal district.

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.

The provision of community services and infrastructure supports the wellbeing and prosperity of South Gippsland's community. Council's vision, strategic objectives and strategies seek to further improve services and facilities. These have been revised from the 2017-2021 Council Plan to the new 2020-2024 Council Plan. Further details on the services and resources allocated by Council are contained in the 2019/20 Annual Budget and now in the 2020/21 Annual Budget.

The delivery of services, facilities, support and advocacy to achieve the strategic objectives is measured by a set of service performance indicators and measures.

1.5

MAJOR CAPITAL

WORKS AS AT END OF JUNE 2020

The below tables highlight the progress of the Capital Works Program as at the end of June 2020. A total of 134 (76%) projects have been completed or are near completion in the first quarter of the next financial year.

Details on the individual Capital Work Program projects are highlighted on the following pages.

177
CAPITAL WORKS
PROJECTS






BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020							
ASSET	PROJECT COUNT	COMPLETE	ON TRACK	BEHIND SCHEDULE	HOLD	CARRY FORWARD	PROJECT ABANDONED
BRIDGES	3	1	0	1	0	1	0
BUILDINGS	8	3	2	0	0	3	0
CARAVAN PARKS	17	5	0	2	0	6	4
CIVIL OTHER	1	0	0	0	0	1	0
CULVERTS	1	0	0	0	0	1	0
DRAINAGE	2	1	0	0	0	1	0
FOOTPATHS	11	6	2	0	0	1	2
GUARDRAILS	4	3	0	0	0	0	1
MAJOR PROJECTS	4	1	0	0	1	0	2
PLAYGROUNDS	6	4	2	0	0	0	0
POOLS	6	2	2	0	0	2	0
RECREATION	9	3	2	0	0	4	0
ROADS	100	85	5	4	0	6	0
WASTE	5	4	0	0	1	0	0
TOTALS	177	118	15	7	2	26	9
PERCENTAGE OF TOTAL	100%	67%	8%	4%	1%	15%	5%

Note: not all project costs are budgeted in the current financial year as some projects have been carried forward from previous years or projects can be staged over more than one financial year.

Breakdown of Capital Works Program as at June 2020

CAPITAL WORKS PROJECT STATUS							
COMPLETE		ON TRACK		BEHIND SCHEDULE		ON HOLD	





BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Bridge - Bass Valley Road		\$101,459		Carry Forward 2020/21	Project carried forward as investigations underway to determine best bridging solution taking into account presence of Gippsland Giant Earthworm.
Bridge - Ruby Arawata Road	\$170,456	\$100,000	\$169,865		COMPLETE: FYQ1
Timms Road, Poowong North Bridge Replacement	\$195,697	\$621,000	\$300,000		Design complete. Award of contract approved at the 28 February 2020 Ordinary Council Meeting. Initial start on site delayed by approximately 6 weeks due to COVID-19 impact on fabrication. Contract extension of time approved and project timing revised. Works are now underway with road closure in place. Construction on track for completion in August 2020. Remainder of project budget carried forward to 2020/21.
BRIDGE PROGRAM TOTAL	\$366,153	\$822,459	\$469,865		3 PROJECTS
Coal Creek Community Park Projects	\$18,250	\$130,383		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
CIVIL OTHER TOTAL	\$18,250	\$130,383			1 PROJECT
Harding and Lawson Road, Fish Creek - Culvert Renewal	\$42,356	\$95,427	\$45,806	Carry Forward 2020/21	Design works complete. Project carried forward to 2020/21 summer months as works need to occur in drier conditions.
CULVERT TOTAL	\$42,356	\$95,427	\$45,806		1 PROJECT
Walkerville Retarding Basin Upgrade	\$14,327	\$100,000	\$14,284	Carry Forward 2020/21	Awaiting for easement to be reflected on the title prior to works commencing. Project carried forward to 2020/21.
Sanders Lane, Korumburra Drainage Rehabilitation	\$124,940		\$129,879		COMPLETE: FYQ4
DRAINAGE TOTAL	\$139,267	\$100,000	\$144,163		2 PROJECTS



BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Fish Creek Kindergarten Refurbishment (Prom Coast Children's Centre)	\$353,470	\$367,155	\$364,155		COMPLETE: FYQ2
Coleman Park, Korumburra Toilet Refurbishment	\$97,207	\$189,357	\$189,357		Award of contract approved at the 5 February 2020 Special Council Meeting. Design complete. Construction underway.
Foster Children's Centre Refurbishment		\$80,373		Carry Forward 2020/21	Painting project postponed as the building does not require full re-painting yet. Vinyl walls have provided good, robust, low maintenance protection.
Foster War Memorial Refurbishment	\$34,917	\$141,604	\$40,000	Carry Forward 2020/21	Project carried forward to 2020/21 as the supper floor and painting have a greater life cycle period than previously anticipated. Using part of this budget for ventilation project at the Foster War Memorial Arts Centre to remedy temperature stratification issue.
Korumburra Community Hub	\$361,134	\$2,562,500	\$408,694		Detailed design documentation is being developed and expected to be completed by June 2020. The grant application submitted to the Community Infrastructure Loan Scheme for \$5M has been approved. Remainder of project budget carried forward to 2020/21.
Mirboo North Hall Refurbishment		\$80,373		Carry Forward 2020/21	Project carried forward to 2020/21 as the floor has a greater life cycle period than previously anticipated.
Baromi Community Space - Toilet (Baromi Park Masterplan & Associated Works)	\$93,640	\$50,000	\$93,640		COMPLETE: FYQ2
Korumburra Recreation Reserve - Change Room Refurbishment	\$3,110		\$3,109		COMPLETE: FYQ1
BUILDINGS - SPECIALISED TOTAL	\$943,478	\$3,471,362	\$1,098,955		8 PROJECTS











BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Long Jetty Caravan Park - Cabin Replacement		\$152,664		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
Long Jetty Caravan Park - Camp Kitchen and Communal Area Roof Replacement	\$7,380	\$45,261	\$10,000		COMPLETE: FYQ4
Long Jetty Caravan Park - New Cabins Program		\$64,620		Project Abandoned	Project abandoned (new works)
Long Jetty Caravan Park - New Power Heads		\$5,790		Project Abandoned	Project abandoned (new works)
Long Jetty Caravan Park - Power Head Replacement Program		\$5,205	\$5,205	Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
Long Jetty Caravan Park - Residence / Kiosk		\$62,420		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
Long Jetty Caravan Park - Storage Shed		\$3,921		Project Abandoned	Project abandoned (new works)
Long Jetty Caravan Park - Toilet Block	\$138,025		\$151,759		COMPLETE: FYQ2
Waratah Bay Caravan Park - Camp Toilets	\$57,999	\$153,750	\$153,750		Award of contract approved at the 5 February 2020 Special Council Meeting. On 25 March 2020, Council approved a revised project scope for two additional toilet cubicles and an accessible bathroom to adequately cater for the caravan park users, particularly during the peak season when the park is at full capacity. Works delayed by six weeks due to DELWP approval which was received in late June 2022. Project will commence in the first quarter of 2020/21 and remainder of project budget carried forward to 2020/21.
Waratah Bay Caravan Park - Fire Fighting Services	\$11,091	\$120,000	\$58,871		COMPLETE: 95% Final element of works to be completed is the upgrade of fire services water supply pipeline. Project postponed until at least September as ground too wet. Remainder of project budget carried forward to 2020/21.
Waratah Bay Caravan Park - New Power Heads	\$20,072	\$15,375	\$30,375		COMPLETE: FYQ4
Waratah Bay Caravan Park - Southern Block Amenities	\$175,928		\$204,924		COMPLETE: FYQ2
Yanakie Caravan Park - Electrical Upgrade		\$165,560		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
Yanakie Caravan Park - New Power Heads		\$14,871		Project Abandoned	Project abandoned (new works)






BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Yanakie Caravan Park - Power Head Replacement Program	\$8,130	\$9,881	\$9,881		COMPLETE: FYQ4
Yanakie Caravan Park - Stage 2 Fire Fighting		\$232,080		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
Yanakie Caravan Park Capital - Toilet Block		\$134,590		Carry Forward 2020/21	Project carried forward to 2020/21 (non-essential works)
CARAVAN PARKS TOTAL	\$418,624	\$1,185,988	\$624,765		17 PROJECTS

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Horn Street, Leongatha - Footpath Extension	\$27,885	\$28,500	\$27,885		COMPLETE: FYQ3
McKitterick Street, Meeniyan - Footpath Extension	\$12,390	\$18,596	\$12,390		COMPLETE: FYQ3
Peacock Street, Mirboo North - Footpath Extension	\$83,970	\$68,760	\$83,970		COMPLETE: FYQ4
Koala Drive, Koonwarra - Footpath Extension	\$20,740	\$20,520	\$20,740		COMPLETE: FYQ3
Grand Ridge East, Mirboo North - Footpath Extension	\$9,730	\$31,240	\$9,730		COMPLETE: FYQ2
Whitelaw Street, Meeniyan - Footpath Renewal	\$200,081	\$197,869	\$197,869		COMPLETE: FYQ4
Boundary Road, Foster - Footpath Renewal		\$29,070	\$29,070	Project Abandoned	Major culvert on Boundary Road is due to be replaced in 2020/21 therefore kerb & channel levels will be changing. Footpath will be constructed as part of the culvert project.
Jumbunna Road, Korumburra - Footpath Extension	\$313,228	\$906,079	\$265,684		Land acquisition completed. Award of construction contract approved at the 26 February 2020 Council Meeting. Fence has been placed on new title line. Trees have been removed and site compound has been set up. Construction nearing 60% completion. Works impacted by inclement weather and extension of time currently being assessed. Remainder of project budget carried forward to 2020/21.






BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Old Waratah Road, Fish Creek - Footpath Extension				Project Abandoned	"Project abandoned at the 18 December 2019 Council Meeting following objections via a petition and survey responses from affected residents along Old Waratah Road. It is proposed that two "slow points" be constructed along Old Waratah Road as part of kerb and channel replacement works in 2020/21. These works are designed to better manage vehicle speeds along this section of road. The budget allocation has been re-directed to four footpath extension projects which have completed designs and scheduled for construction in 2020/21.
Great Southern Rail Trail Capital - Welshpool to Hedley		\$500,000		Carry Forward	Project carried forward to 2025/26 as efforts are being focused on the Great Southern Rail Trail Leongatha to Korumburra section this financial year. Project subject to funding application submitted by Wellington Shire Council.
Great Southern Rail Trail Capital - Leongatha to Korumburra	\$60,226	\$1,000,000	\$160,000		Rail asset removal underway. Heritage and Flora and Fauna reports underway. Bridge and Trail design and construction tenders to follow. Planning permits required in Korumburra and Nyora station precincts. Remainder of project budget carried forward to 2020/21.
FOOTPATH & CYCLEWAYS TOTAL	\$728,250	\$2,800,634	\$807,339		11 PROJECTS
Gwyther Siding Road, Koonwarra Guardrail Replacement	\$33,344	\$37,315	\$37,315		COMPLETE: FYQ4
Hudsons Road, Koonwarra South Guardrail Replacement	\$45,639		\$9,723		COMPLETE: FYQ4
McDonalds Road, Meeniyan Guardrail Replacement		\$37,314	\$37,314	Project Abandoned	Further investigations required on land tenure.
Sewells Road, Koonwarra Guardrail Replacement	\$32,894	\$40,732	\$31,009		COMPLETE: FYQ4
GUARDRAILS TOTAL	\$111,877	\$115,361	\$115,362		4 PROJECTS






BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Stony Creek Equestrian Park	\$17,550	\$60,000	\$17,550	Project Abandoned	Project abandoned at the 25 September 2019 Ordinary Council Meeting as the Event and Exhibition Centre Feasibility Study does not provide adequate justification to support the proposal (not economically viable).
Agnes Falls Contribution	\$47,307	\$469,698	\$47,622	Project Abandoned	Project abandoned at the 20 November 2019 Ordinary Council Meeting due to the asset being located on Parks Victoria land. Project handover to occur with Parks Victoria.
Leongatha Gymnastics Extension	\$1,988	\$205,000	\$205,967		Carry forward project from 2018/19. Tenders received over budget therefore project scope reviewed and refined. Club has advised it is not prepared to contribute additional funding.
Leongatha and District Netball Association Courts Redevelopment	\$703,626	\$770,000	\$704,494		COMPLETE: FYQ4
MAJOR PROJECTS TOTAL	\$770,471	\$1,504,698	\$975,633		4 PROJECTS






BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Baromi Community Space – Nature Based Playground (Baromi Park Masterplan & Associated Works)	\$52,953	\$55,000	\$49,879		Construction nearing completion.
Whitelaw Street, Meeniyah Kindergarten Replacement		\$36,900			Tenders have been received for consideration. Project carried forward to 2020/21 financial year.
Saturn Reserve, Venus Bay Playground Replacement	\$39,301	\$41,000	\$40,000		COMPLETE: FYQ4
Shingler Street, Leongatha Playground Replacement	\$29,427	\$30,750	\$30,000		COMPLETE: FYQ4
Speight Street, Loch Playground Replacement	\$73,894	\$51,250	\$50,000		COMPLETE: FYQ4
Station Street, Foster Playground Replacement	\$38,902	\$43,050	\$42,000		COMPLETE: FYQ4
PLAYGROUNDS TOTAL	\$234,477	\$257,950	\$211,879		6 PROJECTS
Foster Swimming Pool - Pool Plant Works	\$0	\$197,269	\$0	Carry Forward 2020/21	Project carried forward to 2020/21 as further investigations are required on the required works for the containment bay.
SPLASH, Leongatha - Concourse and changeroom Resurfacing Works	\$103,449	\$255,679	\$149,098		COMPLETE: FYQ4
Toora Swimming Pool Stage 2 (Splash Park)	\$409,215	\$630,702	\$405,154		COMPLETE: FYQ2
Toora Swimming Pool Stage 2 (Carpark Upgrade)	\$146,551	\$0	\$150,548		Carpark design complete and award of contract approved at the 25 March 2020 Ordinary Council Meeting last quarter. Construction underway. Pavement component postponed until at least September as ground too wet. Landscaping and BBQ works to follow.
Mirboo North Pool Refurbishment - Design and Construction	\$1,018,017	\$5,485,000	\$1,314,863		Pavilion approximately 60% complete and 25m pool works progressing well.
SPLASH Leongatha - Design of Tiered Seating	\$0	\$29,907	\$0	Carry Forward 2020/21	Project carried forward to 2020/21 to define design scope for tiered seating by extending out along the east wall approximately five metres.
POOLS TOTAL		\$6,598,557			6 PROJECTS

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Great Southern Rail Trail - Leongatha Railway Station (Stage One)		\$425,000		Carry Forward 2020/21	Master plan, scope, and staging to be determined. Rail removal packaged with the rest of the Great Southern Rail Trail extension project. Some preliminary site works proposed to occur in 2020/21
Mirboo North Active Play (Baromi Park Masterplan & Associated Works)	\$21,692	\$300,000	\$27,012		Packaged with the Arts Performance Space project. Tender closed March and preferred tenderer selected. Award of contract approved at the 22 April 2020 Ordinary Council Meeting. Project works to commence in August 2020 and remainder of budget carried forward to 2020/21.
Venus Bay Skate Park		\$250,000		Carry Forward 2020/21	Project carried forward to 2020/21 as the location is still to be determined in the Jupiter Park Master Plan. Concept plan and cost estimate complete.
Baromi Community Space – Arts Performance (Baromi Park Masterplan & Associated Works)	\$3,780	\$85,000	\$2,938		Project was originally packaged with the Active Play contract project, however, has been removed due to issues with the building permit. Tender has been re-awarded and project carried forward to 2020/21.
Korumburra Skate Park	\$15,840	\$240,000		Carry Forward 2020/21	Project carried forward to 2020/21 due to changes in the location of the skatepark with the rail yard site now selected. Design underway. Planning permit required.
Venus Bay Jetty	\$79,100		\$79,100		COMPLETE: FYQ2
Korumburra Recreation Centre	\$11,823		\$13,343		COMPLETE: FYQ1
Venus Bay Environmental Projects - Van Cleefe Reserve Master Plan Implementation	\$3,172	\$105,000	\$50,000	Carry Forward 2020/21	Expression of interest for sculptural marker underway. Procured signage designer for signage. Project budget carried forward to 2020/21.
Leongatha Cenotaph - Memorial Hall	\$25,715		\$25,715		COMPLETE: FYQ4
RECREATION TOTAL	\$161,122	\$1,405,000	\$198,108		9 PROJECTS

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Reseal Program	\$1,972,595	\$1,574,828	\$2,080,660		37 PROJECTS IN TOTAL COMPLETE: FYQ4
Reseal Preparation Program	\$793,401	\$880,280	\$880,631		39 PROJECTS IN TOTAL COMPLETE: FYQ4
Sealed Rehabilitation Program	\$76,024	\$493,370	\$71,867		COMPLETE: FYQ4 Dyrings Road, Foster and Dollar Road, Dumbalk were completed under this program. Loch Poowong Road, Mardan Road and Main South Road, Poowong were carried forward to 2020/21 due to the Clancys Road, Korumburra gravel to seal project being brought forward.
Dollar Road, Dumbalk - Sealed Rehabilitation	\$271,971	\$125,131	\$271,971		COMPLETE: FYQ4
Dyrings Road, Foster - Sealed Rehabilitation	\$614,348	\$341,550	\$622,828		COMPLETE: FYQ4
Loch Poowong Road, Loch - Sealed Rehabilitation	\$1,626	\$868,686	\$1,626	Carry Forward 2020/21	Project carried forward to 2020/21 (\$478,374) as the proposed treatment on Loch Poowong Road needs further consideration / investigation.
Main South Road, Poowong - Sealed Rehabilitation	\$13,362	\$130,172	\$17,262	Carry Forward 2020/21	Earthworks and drainage completed. Remainder project budget carried forward to 2020/21 to complete pavement component.
Andersons Inlet Road, Moyarra - Sealed Rehabilitation	\$144,004		\$144,004		COMPLETE: FYQ4
Flinders Street, Korumburra - Sealed Rehabilitation	\$82,765		\$100,000		Project added to program due to road failure. Initial works completed with remaining works to be completed in 2020/21.
Jeetho West Road, Jeetho Rehabilitation		\$331,200			COMPLETE: FYQ4
Mardan Road, Koorooman - Sealed Rehabilitation	\$23,221		\$23,221	Carry Forward 2020/21	New Roads 2 Recovery project included in quarter 3 due to Jeetho West Road, Jeetho now being delivered under Reseal program. Project carried forward to 2020/21.
Henrys Road, Nyora - Sealed Rehabilitation	\$32,043		\$32,043		COMPLETE: FYQ4 This budget is for the completion of a 2018/19 carry forward project which was delayed due to service relocation works.
Melville Avenue, Korumburra - Sealed Rehabilitation	\$176,705		\$176,705		COMPLETE: FYQ1

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Mitchell Street, Nyora - Sealed Rehabilitation	\$93,017		\$93,017		COMPLETE: FYQ1
Bena-Kongwak Road, Bena - Sealed Rehabilitation	\$1,550		\$1,550	Carry Forward 2020/21	Design works complete. Project carried forward to 2020/21 as the construction team are focussing on the completion of the new gravel to seal project at Clancys Road, Korumburra.
Roads to Recovery (Federal Government Funding)		\$712,623		Carry Forward 2020/21	Projects covered under R2R funding are tracking well. These projects are listed individually and include jobs covered by the Sealed Road Rehabilitation Program i.e. Dyrings Road, Dollar Road, Loch Poowong Road, Main South Road, and Mardan Road. It also covers Clancys Road gravel to seal project.
Gardner Lane, Poowong Safety Improvements	\$551	\$257,000	\$1,000	Carry Forward 2020/21	Design investigation continuing based on separation of general traffic from abattoir operation. Negotiations to occur with landowners and abattoir. Budget for construction works carried forward to 2020/21.
Clancys Road, Korumburra - Gravel to Seal - Stage 1 and Stage 2	\$837,112		\$808,085		2 PROJECTS IN TOTAL First section of gravel to seal reconstruction works completed. The remaining gravel to seal section currently being designed and scheduled to be sealed in 2020/21.
Peart Street, Leongatha - Safety Upgrades	\$8,325				New project included as it has been recommended for funding under the State Government's Safer Travel in Local Streets Program. Designs completed and forwarded to Regional Roads Victoria (RRV) for next stage approval. Residential / business owner consultation completed.
Korumburra Commercial Streetscape Design	\$13,068	\$164,393	\$55,110		Scope extended to Little Commercial Street and rail yard carpark. Traffic study and master plan complete. Concept design work complete. Detailed design to focus on rail yard carpark first then Lt Commercial. Rail yard works require planning permit.
Leongatha Business Precinct Project - Bair Street	\$986,240	\$2,700,000	\$900,000		Regional Roads Victoria review underway. Electrical works contract approved at the 5 February 2020 Special Council Meeting. Water main relocation complete. Electrical works underway. Civil works tender to be advertised in July 2020.

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
Federal Blackspot Program - Boolarra Mirboo North Road, Boolarra South	\$111,359		\$112,600		New project included in quarter 2 as funding received through the Federal Government's 2019/20 Blackspot Program. Vegetation trimming works complete. Guardrail design complete but construction works delayed due to the tender process. Signage works yet to be completed. Project budget (\$216,241) carried forward to 2020/21.
"Federal Blackspot Program - Fullers Road, Foster"	\$118,131		\$117,510		Vegetation trimming works complete. Guardrail design complete but construction works delayed due to the tender process. Signage works yet to be completed. Project carried forward to 2020/21.
"Federal Blackspot Program - Mount Lyall Road, Nyora"	\$79,450		\$83,410		Vegetation trimming works complete. Guardrail design complete but construction works delayed due to the tender process. Signage works yet to be completed. Project carried forward to 2020/21.
Federal Blackspot Program - Stewarts Road, Outtrim	\$92,369		\$118,837		Vegetation trimming works complete. Guardrail design complete but construction works delayed due to the tender process. Signage works yet to be completed. Project carried forward to 2020/21.
Loch Main Street Renewal (Stage 1) - Loch Streetscape - Victoria Road & Smith Street	\$677,658	\$610,582	\$677,659		COMPLETE: FYQ4
ROADS TOTAL	\$7,223,326	\$9,393,589	\$7,391,596		100 PROJECTS

BREAKDOWN OF CAPITAL WORKS PROGRAM AS AT JUNE 2020					
PROJECT	2019/20 ACTUALS	2019/20 ORIGINAL BUDGET	2019/20 REVISED BUDGET	STATUS	COMMENTS
E-Waste Shed - Koonwarra Transfer Station	\$64,962		\$67,000		COMPLETE: FYQ2
E-Waste Shed – Mirboo North Transfer Station	\$67,971		\$62,007		COMPLETE: FYQ4
E-Waste Shed – Korumburra Transfer Station	\$5,000		\$92,800		Site location problematic. Looking at alternate site options.
E-Waste Shed – Venus Bay Transfer Station	\$54,626		\$53,237		COMPLETE: FYQ1
E-Waste Shed – Foster Transfer Station	\$66,562		\$65,800		COMPLETE: FYQ1
WASTE MANAGEMENT TOTAL	\$259,122		\$340,844		5 PROJECTS

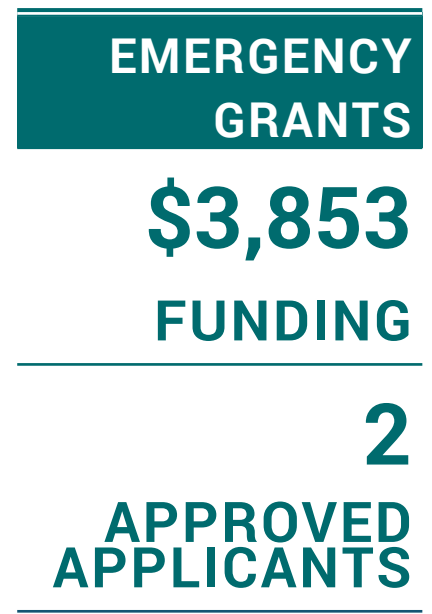
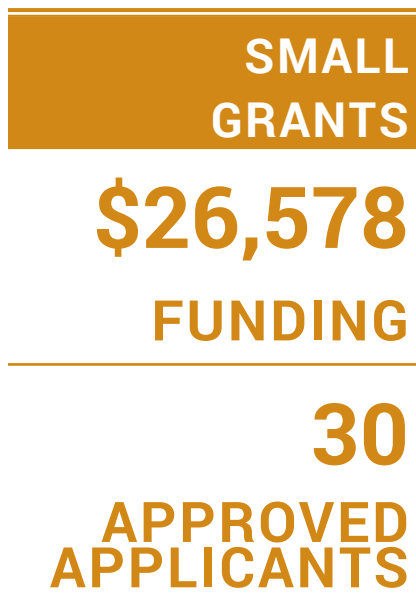
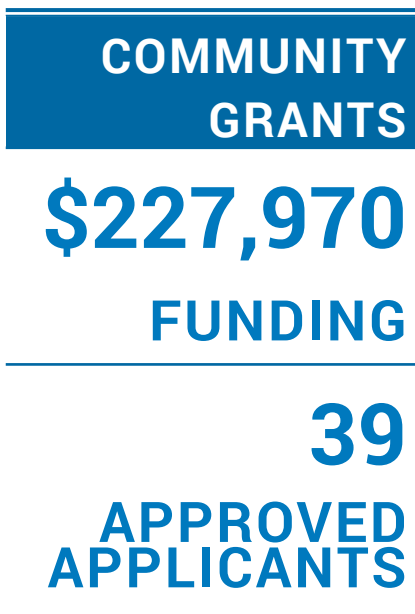
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COMMUNITY

GRANT FUNDING

Council's Community Grants Program supports community initiatives and provides grants to community, volunteers and not-for-profit organisations. All applications were assessed under programs and categories listed below:

- Small Grants Program;
- Emergency (Quick) Grants Program;
- Community Grants Program (categories);
 - Minor Projects and Equipment;
 - Festivals and Events;
 - Major Projects; and
 - Planning and Development Studies.



Community Grant Funding - Round 1

TOTAL \$128,845

The Community Grants Program provides funding between \$1,000 and \$10,000. The program supports projects that enhance the quality of life, heritage, recreation and cultural opportunities for the broader South Gippsland community.

ROUND ONE Organisation	Project Details	Area	Approved Funding (\$)
Middle Tarwin Hall	Repair / Renovate / Renew for the Future	Middle Tarwin	\$10,000
Korumburra Business Association	Southern Lights Festival	Korumburra	\$9,000
Australian Volunteer Coast Guard - Port Welshpool Flotilla	Business Case - Facilities Upgrade	Port Welshpool	\$8,000
Meeniyah Bowling club Inc.	Comfort Zone	Meeniyah	\$8,000
Mirboo North Cricket Club Inc.	Turf Roller	Mirboo North	\$8,000
Strzelecki Public Hall	Replacement of Damaged Weatherboards	Strzelecki	\$8,000
Foster Community Association	Foster 150 Celebration	Foster	\$7,000
Leongatha Girl Guides	Renovation of Girl Guide Hall	Leongatha	\$7,000
Manna Gum Community House	Pearl Park Music Festival 2020	Foster	\$7,000
Meeniyah Dumbalk United Cricket Club	Safe Practice for the Future	Meeniyah	\$6,000
2nd Korumburra Scout Group	Hall Heating / Cooling	Korumburra	\$5,000
Korumburra Tennis club	Hot Shots Hub	Korumburra	\$5,000
Leongatha Table Tennis Association Inc.	Replacement of West Wall of Shed	Leongatha	\$5,000
Buffalo Community Centre	Skylight Replacement & Associated Repairs	Buffalo	\$4,500

ROUND ONE Organisation	Project Details	Area	Approved Funding (\$)
Poowong Loch Cricket Club	Centre Wicket	Poowong	\$4,200
Carols in the Drome	Carols in the Drome 2019	Leongatha	\$4,000
Korumburra & District Agricultural & Pastoral Society Inc.	Pavilion Annexe Resurface	Korumburra	\$4,000
St Paul's Catholic Social Club	Mirboo North Italian Fiesta	Mirboo North	\$4,000
Toora Bowls Club Inc.	New Sun Shelters	Toora	\$4,000
Leongatha Senior Citizens Centre	Equipment Renewal	Leongatha	\$3,000
Fish Creek Tea Cosy Festival	2020 Fish Creek Tea Cosy Festival	Fish Creek	\$2,000
Korumburra Showgrounds Amenities Complex	Restoration of Complex	Korumburra	\$2,000
Foster & District Agricultural & Pastoral Society Inc.	Brochures - 2020 Show	Foster	\$1,800
International Women's Day	Girls of Our Town 2020	Foster	\$1,300
Welshpool & District Advisory Group	Security Upgrade	Welshpool	\$1,045

Community Grant Funding - Round 2

TOTAL \$99,125

ROUND TWO Organisation	Project Details	Area	Approved Funding (\$)
Korumburra Bowling Club	Lower Green Eastern Bank Shelters	Korumburra	\$10,000.00
Woorayl Golf Club Inc.	Water Bore	Leongatha	\$10,000.00
Leongatha Agriculture & Recreation Reserve CoM	Leongatha Velodrome Common Pavillion Development (Stage 3)	Leongatha	\$10,000.00
Friends of Toora & District Swimming Pool Inc.	Splash Park Solar and Beautification	Toora	\$10,000.00
Outtrim Moyarra Kongwak Cricket Club	Outtrim Recreation Oval Fence	Outtrim	\$10,000.00
Rotary Club of Foster	Rotunda at Foster Showgrounds	Foster	\$9,323.00
Nyora Recreation Reserve Committee Inc.	Toilet Refurbishment	Nyora	\$8,939.00
Tarwin Lower Mechanics Institute	Projector and Speaker System	Tarwin Lower	\$7,077.00
Venus Bay / Tarwin Lower Men's Shed	Tarwin District Auto Festival 2020	Venus Bay / Tarwin Lower	\$5,515.00
Mirboo North Golf Club	Golf Course Fairway Irrigation Infrastructure - Holes 7 & 8	Mirboo North	\$5,500.00
Toora Community Hall & Library	Risk Management - Revamp with a Ramp	Toora	\$4,800.00
Leongatha Community Pre School	All Weather Screens- Hassett St Kindergarten	Leongatha	\$3,996.00
Welshpool Recreation Reserve Inc.	Front Fence replacement	Welshpool	\$2,475.00
Lions Club of Leongatha Inc.	Computer replacement, Compliance Training & equipment	Leongatha	\$1,500.00

Small Grants Program

TOTAL \$26,578

The Small Grant Program provides funding of up to \$1,000 for small projects.

SMALL GRANTS PROGRAM Organisation	Project Details	Area	Approved Funding (\$)
Bennison Pony Club	Fencing/Gates/Ramp Replace	Foster	\$1,000.00
Mirboo Country Development Inc.	Christmas event	Mirboo North	\$1,000.00
Korumburra A&P Society	Traffic Management Plan	Korumburra	\$1,000.00
Burra Poets (auspiced by Korumburra Rotary)	Poetry installation	Korumburra	\$1,000.00
Friends of Mirboo North Pool	Mirboo North Idol competition	Mirboo North	\$1,000.00
Mirboo North Community Op Shop Inc.	Access ramp	Mirboo North	\$1,000.00
Loch Community Group Inc.	Loch Op Shop	Loch	\$1,000.00
Korumburra/Bena Football Netball Club	Line Marker	Korumburra	\$1,000.00
2nd Korumburra Scout Group	Access ramp	Korumburra	\$1,000.00
Allambee South Community Centre	Lawn Mower	Allambee South	\$1,000.00
Friends of Mirboo North Pool	Movie Night	Mirboo North	\$1,000.00
South Gippsland Shire Brass Band	Music at Mossvale Park	Leongatha	\$1,000.00
Toora Football Netball Club	Indigenous Round Jumpers / Netball Bibs	Toora	\$1,000.00
Lions Club of Mirboo North	Assistance with event costs	Mirboo North	\$1,000.00
Southern Business Women's Network	PA System & Projector	Shire	\$1,000.00
Welshpool Golf Club	Chainsaw	Welshpool	\$1,000.00
Foster War Memorial Arts Centre	Shed Construction	Foster	\$1,000.00
Connect the Plots	Connect the Plots - Starter Garden Kits	Foster	\$1,000.00

SMALL GRANTS PROGRAM Organisation	Project Details	Area	Approved Funding (\$)
Venus Bay Community Centre	Equipment	Venus Bay	\$1,000.00
Welshpool & District Advisory Group	Small Equipment Purchase - Laptop	Welshpool	\$995.00
Lions Club of Leongatha	Hot water service replacement	Leongatha	\$950.00
Welshpool Recreation Reserve	Annual Lawn Mower races	Welshpool	\$830.00
Foster Bowls Club Inc.	Small Equipment Purchase - Line Trimmer	Foster	\$798.00
Port Welshpool and District Bowling Club Inc	Bowling Green Markers	Port Welshpool	\$700.00
Korumburra Croquet Club Inc	Hot water service replacement	Korumburra	\$650.00
Koonwarra / Leongatha RSL Cricket Club	Drinks Fridge	Koonwarra	\$587.00
Welshpool District Advisory Group	Christmas in Welshpool	Welshpool	\$550.00
Bena Tennis Club	Garden Equipment	Bena	\$528.00
Korumburra Croquet Club Inc	Hoop Renovations	Korumburra	\$500.00
Welshpool Memorial Hall	Improve lighting for security	Welshpool	\$490.00

Emergency (Quick) Grant Program

TOTAL \$3,125

The Emergency (Quick) Grant Program provides funding of up to \$5,000 for projects that require immediate funding and the applications are generally assessed within two weeks.

SMALL GRANTS PROGRAM Organisation	Project Details	Area	Approved Funding (\$)
Loch Memorial Recreation Reserve	Removal of Light Tower	Loch	\$2,203.00
Leongatha Little Athletics Club	Line Marker	Leongatha	\$1,650.00

1.7

ORGANISATIONAL

STRUCTURE

ADMINISTRATORS

CHIEF EXECUTIVE OFFICER

MANAGER

People & Culture

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

MANAGER

Executive Support & Community Information

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

DIRECTOR - CORPORATE & COMMUNITY SERVICES

MANAGER

Finance, Risk & Procurement

- Accounting & Finance
- Rates
- Valuations

MANAGER

Community Services

- Community Strengthening
- Regional Assessment Services
- Children & Family Services

MANAGER

Innovation & Technology

- IT Systems & Support
- Information Management
- Business Analysis

COORDINATOR

Coordinator Risk & Procurement

- Risk Management
- Procurement
- Freedom of Information

COORDINATOR

Corporate Planning & Council Business

- Corporate Planning
- Council Support
- Council Business

DIRECTOR - DEVELOPMENT SERVICES

MANAGER

Planning

- Statutory Planning
- Strategic Planning
- Social Planning

MANAGER

Economic Development & Tourism

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

MANAGER

Regulatory Services

- Building & Planning
- Enforcement
- Local Laws
- Environmental Health

DIRECTOR - INFRASTRUCTURE

MANAGER

Operations

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

MANAGER

Infrastructure Delivery

- Engineering
- Design
- Community Construction Projects
- Development Referrals from Planning
- Buildings
- Emergency Management

MANAGER

Infrastructure Planning

- Waste Management
- Sustainability
- Biodiversity
- Recreation Property
- Asset Management

1.8 Council Staff

The Council appointed a new Chief Executive Officer (CEO), Kerry Ellis, in February 2020, to manage the day-to-day operations of the Council. The CEO together with three directors form an Executive Leadership Team (ELT) that leads the organisation with support from department managers and staff.

At 30 June 2020, Council had 261.5 Full Time Equivalent (FTE) employees including ongoing, temporary and casual positions. This data is provided at a single point in time. It does not consider employment context such as fixed term, grant funded, capital works, leave replacement, in sourcing of previous contracted services, or seasonal factors.

WORKFORCE BY HEADCOUNT

Employee Headcount	Full Time	Part Time	Casual
June 30, 2020	223	58	52
June 30, 2019	210	66	49
June 30, 2018	210	95	65

333

NUMBER OF STAFF

Throughout the year employee numbers have fluctuated with an overall interim increase from 252 FTE at the commencement of the year to 261 FTE at year end. These numbers are set at two specific points in time and do not take into consideration the broader employment context. Taken as numbers on their own it appears to be an increase of approximately nine FTE, however many of the increases are of a temporary nature and will not result in a permanent increase in staffing numbers.

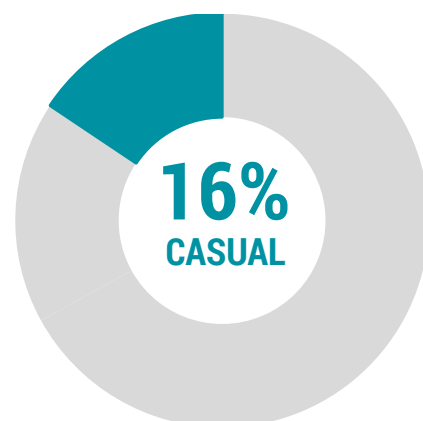
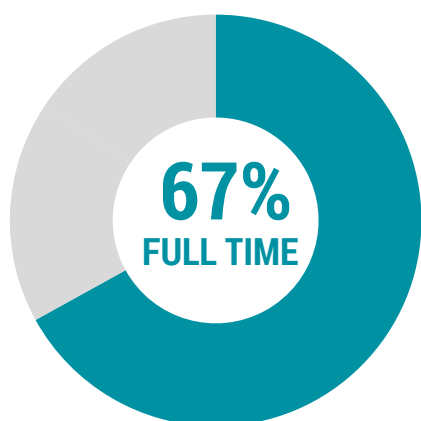
The following contextual factors apply here:

- Ten positions needed to be duplicated for varying lengths of time throughout the year to backfill maternity leave and staff on long service leave. Council has a legal responsibility under the Employment Agreement to cover payment of leave, and an operational requirement to pay for temporary staff replacing them to ensure the services continue to be provided. These are temporary arrangements that will not increase the permanent number of staff.
- Three vacant positions at the end of 2019, were filled during the year. These were not new positions, only existing positions that were not being paid at the end of 2019, but are now captured in the FTE and headcount at the end of 2020.
- Three new fixed-term positions have been established, including a Risk officer and Freedom of Information officer appointed due to a significant increase in workload demands, and an 'It's No Drama' Project officer, that is grant funded.



261.5

FULL TIME EQUIVALENT STAFF



WORKFORCE DATA BY FULL TIME EQUIVALENT & GENDER

Employment Classification	Executive Office FTE	Corporate & Community Services FTE	Infrastructure FTE	Development Services FTE	Total 2019/20 FTE	Total 2018/19 FTE
Ongoing Full Time (FT)						
Female	14.00	28.00	15.00	24.00	81.00	71.00
Male	7.00	20.00	100.00	15.00	142.00	137.00
Total Permanent FT	21.00	48.00	115.00	39.00	223.00	208.00
Ongoing Part Time (PT)						
Female	1.71	9.61	3.95	5.55	20.82	27.81
Male	0.00	1.43	6.55	1.36	9.34	7.75
Total Permanent PT	1.71	11.04	10.50	6.91	30.16	35.56
Casual						
Female	1.30	0.43	0.02	4.97	6.71	4.15
Male	0.00	0.00	0.28	1.35	1.63	4.96
Total Casual	1.30	0.43	0.30	6.32	8.34	9.11
Total Overall	24.01	59.47	125.80	52.23	261.51	252.67

WORKFORCE DAY BY CLASSIFICATION & 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
Ongoing Full Time (FT)									
Female	0.0	2.0	7.0	11.0	14.0	24.0	12.0	8.0	3.0
Male	0.0	2.0	43.0	24.0	17.0	15.0	16.0	14.0	11.0
Total Permanent FT	0.0	4.0	50.0	35.0	31.0	39.0	28.0	22.0	14.0
Ongoing Part Time (PT)									
Female	2.6	0.0	0.7	4.9	2.6	4.9	5.0	0.0	0.0
Male	2.4	0.0	3.6	0.6	0.0	2.0	0.0	0.6	0.0
Total Permanent PT	5.0	0.0	4.3	5.5	2.6	6.9	5.0	0.6	0.0
Casual									
Female	0.9	0.0	0.5	4.5	0.3	0.0	0.4	0.0	0.0
Male	0.8	0.0	0.3	0.4	0.0	0.0	0.2	0.0	0.0
Total Casual	1.7	0.0	0.8	4.9	0.3	0.0	0.6	0.0	0.0
Total Overall	6.8	4.0	55.2	45.3	34.0	45.0	33.6	22.7	14.0

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

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

The organisation adopts a proactive approach to the prevention of discrimination through training, policy development, equal employment opportunities and utilising Contact Officers.

CORPORATE SOCIAL RESPONSIBILITY

Employees support local and registered charities through a staff donation program.

ENTERPRISE AGREEMENT

Council has established a new Enterprise Agreement which will expire in June 2022. The Agreement outlines the terms and conditions of work, and importantly, describes the relationship between what we do, to the Council Plan, and its focus on benefitting all of South Gippsland.

PREVENTING VIOLENCE AGAINST WOMEN

Through Council's *Workplace Health and Wellbeing Plan*, a team of supportive staff have developed and implemented a range of violence prevention initiatives, activities and events. Council has made available Domestic Violence Leave to support any employee that may require assistance. Council is also active in supporting the Community to address domestic violence issues.

EMPLOYEE PERFORMANCE & PROFESSIONAL DEVELOPMENT

Professional development of our people is designed to ensure capabilities are enhanced that maximise delivery of services and outcomes for the community. Employees are striving to do their best and are supported to achieve their best.

Developing leadership and enterprise capabilities that enable us to achieve the Council Plan are a key focus. Specific training in technical, mechanical, compliance, safety and knowledge-based areas are provided.

A second and third stream of capability development occurs with a combination of internal and external opportunities to build talent and improve employee potential for future roles. An increasing emphasis is placed on employees driving their own development. This includes secondments, special project work, study support and a mentoring program.

Performance planning is also undertaken and as a regular and normal part of discourse, learning from everyday experiences is directed towards continuous improvement.

An enterprise on-line learning platform will enhance these activities. Progress of outcomes from the employee Organisation Effectiveness Survey will continue to focus on organisation development initiatives.

COVID-19 Pandemic has enabled the enterprise to demonstrate remarkable resilience, be quick to change and adapt, and continue its intense focus on, and achievement of, positive community outcomes.

HUMAN RIGHTS CHARTER & RESPONSIBILITIES

Council's *Human Rights Policy* demonstrates 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)*.

HEALTH & WELLBEING

Council maintains a workplace that supports healthy lifestyles and encourages employee participation in programs that are designed to improve overall health and wellbeing. This is done through Council's *Workplace Health and Wellbeing Program*.

COVID-19 Pandemic has had a significant impact on the health and wellbeing of people in the community and on members of staff. Supporting our staff, so they can continue to support our community, will continue to be a priority. These include access to Council's Employee Assistance Program, Employee Contact Officers, and a library of resources.

CHILD SAFETY COMMITMENT

Council has zero tolerance towards child abuse. Council has a moral and legal responsibility to ensure that all children and young people are safe in our direct care and supervision.

Council provides training, resources, information and guidance to staff to ensure the Child Safe Standards are followed and implemented.

Section Overview

2



Coal Creek - Korumburra

2.1 Victorian Planning

& ACCOUNTABILITY FRAMEWORK

The planning and Accountability Framework is found in part 6 of the *Local Government Act 1989* (the Act). The Act requires councils to prepare the following planning and reporting documents:

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

The following diagram outlines 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

South Gippsland Shire Council Meeting No. 449 - 23 September 2020

2.2

Council Plan

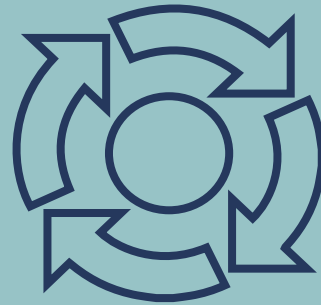
2019/20 Annual Initiatives

Performance of the *Council Plan 2017-2021* -revised June 2019 is measured by:

- Results achieved against the strategic objectives in the Council Plan;
- Progress against the annual major initiatives identified in the 2019/20 Annual Budget;
- Services funded in the 2019/20 Annual Budget and the departments responsible for these services; and
- Results against the prescribed service performance indicators and key performance measures.

Performance Report Highlights

The below icons are highlighted in the following pages to demonstrate Council's performance in achieving the 2019/20 Annual Initiatives of the *2017-2021 Council Plan*.



Strategic Objective



Major Initiatives



Description of Services Funded



Performance Indicators

2.3

Strategic Objective



Strengthen Economic Growth & Prosperity

A strong, resilient and growing regional economy with vibrant commercial precincts where businesses are supported and jobs created.

STRATEGIC OBJECTIVES

1.1 Develop a 'vision' for the future growth and development of the Shire in partnership with the community.

1.2 Identify Priority Projects and advocate to the State and Federal Governments for funding and support.

1.3 Develop a strategy to grow the Shire, attract investment and promote tourism consistent with the 'vision'.

1.3.1 Review and implement the Economic Development and Tourism Strategy to provide direction to support our businesses to grow, generate employment and pursue economic development and the attraction of visitors.

1.3.2 Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.

1.3.3 Support our diversified agricultural sector.

1.3.4 Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.

1.3.5 Finalise South Gippsland's Branding Strategy that supports the regional 'Destination Gippsland' branding and use both brands to promote the Shire.

Our region's agriculture, value adding, food production and manufacturing sectors are promoted and supported, recognising that the diversity and strength of these industries is the major economic base of the Shire.

Attracting businesses, investments, tourism and new residents will grow the Shire.

A well-planned Shire that identifies areas for population growth, protects natural resources and agricultural land, guides development, considers climate change and encourages sustainable economic growth – all supported by appropriate infrastructure.

The unique character of our smaller towns is recognised and supported.

1.3.6 Encourage increased tourism through the support of local community events and initiatives.

1.3.7 Undertake a feasibility study into establishing a multipurpose 'Equestrian / Expo Centre' within the Shire.

1.4 Undertake a coastal study to explore opportunities for developing the Shire's coastal areas, while still protecting the coastline and environment.

Initiatives

COUNCIL PLAN



The following statement reviews the progress of Council in relation to the initiatives identified in the 2019/20 Budget for the year:

Major Initiatives		
Indicator	Action/Target	Progress Comment
Identify and target 'Priority Projects' requiring external funding and advocate to State and Federal Governments seeking funds to implement them, particularly 'project ready' priorities.	by 30 June 2020	TARGET ACHIEVED
<p>Infrastructure Delivery and Economic Development and Tourism</p> <p><i>Council identified and adopted in September 2019 its 2019/20 Priority Projects:</i></p> <p><i>Priority Projects for advocacy:</i></p> <ul style="list-style-type: none"> • Great Southern Rail Trail Extension Stage 1 - Leongatha to Korumburra; • Great Southern Rail Trail Extension Stage 2 - Korumburra to Nyora; and • Korumburra Community Hub. <p><i>Priority Projects for development:</i></p> <ul style="list-style-type: none"> • Korumburra Streetscape; and • Leongatha Community Hub. 		<p><i>Great Southern Rail Trail Extension Stage 1 - Leongatha to Korumburra:</i></p> <p>Removal of redundant rail infrastructure is approaching completion. An application of \$500,000 has been approved from Regional Development Victoria (RDV) for this section. As a result of the application being successful, this project will no longer be considered a Priority Project for Advocacy with construction works to commence in 2020/21.</p> <p><i>Great Southern Rail Trail Extension Stage 2 - Korumburra to Nyora:</i></p> <p>The project has progressed significantly with planning/design nearing completion and the rail infrastructure currently being removed. An application to Sport and Recreation Victoria (SRV) for \$800,000 has been approved. As a result of the application being successful, this project will no longer be considered a Priority Project for Advocacy with construction works to commence in 2020/21.</p> <p><i>Korumburra Community Hub:</i></p> <p>During 2019/20, this project advanced enough for Council to submit an application to the <i>Living Libraries Infrastructure Fund</i> for \$750,000 which was approved. In addition, Council submitted an application to the <i>Community Infrastructure Loans Scheme</i> for \$5M which was also approved as a low cost interest loan to Council. It is anticipated that tenders will be sought for the construction of this project in September 2021. This project is no longer considered a Priority Project for Advocacy.</p>

Major Initiatives		
Indicator	Action/Target	Progress Comment
Identify and target 'Priority Projects' requiring external funding and advocate to State and Federal Governments seeking funds to implement them, particularly 'project ready' priorities.	by 30 June 2020	<p><i>Continued from previous page</i></p> <p><i>Korumburra Streetscape:</i></p> <p>The scope of this project was amended to include works to the Little Commercial Street Precinct to accommodate the Korumburra Community Hub. The design of the Community Hub required the development of concept plans for the Little Commercial Street Precinct. The concept plan has now been developed and detailed design to commence soon. It is anticipated that works will commence late in the 2020/21 financial year.</p> <p>During 2019/20, the project had advanced enough that allowed Council to submit an application to the <i>Community Infrastructure Loan Scheme</i> for \$5M which was approved as a low cost interest loan to Council. Although the loan has been approved, there may still be an opportunity to seek additional funding towards this project in 2020/21. Therefore, it is recommended that this project move into the Advocacy category and remain a Priority Project for 2020/21.</p> <p><i>Leongatha Community Hub:</i></p> <p>This project is still in the planning phase. Although planning will continue in 2020/21, it is recommended that this project be removed as a 2020/21 Priority Project as it is still in the early development phase.</p>
<p><i>Infrastructure Delivery and Economic Development and Tourism</i></p>		
Develop and commence implementation of a 10+ year Community Vision over the two year term of the Administrators, by instigating a significant community consultation project. The scope and process to be defined and reported to Council within the 2019/20 financial year.	by 30 June 2020	<p style="text-align: right;">TARGET ACHIEVED</p> <p>The Community Vision project commenced with a briefing to Administrators in March. The initial extent of development was revised by the Administrators when the new Local Government Act 2020 was gazetted, requiring the next Council elected to develop, or review, the ten year Community Plan in the first year of their term.</p> <p>A report was presented to the 27 May 2020 Ordinary Meeting of Council. Council resolved to leave the development of the Community Vision to the next Council to be elected in October 2021. In the interim Council will develop a governance framework for the consultation program prepared ready for the new Council to utilise.</p>
<p><i>Corporate and Community Strengthening</i></p>		

Major Initiatives

Indicator	Action/Target	Progress Comment
Develop and implement a 'Community Leadership Education Program' to enhance understanding of the role and purpose of Local Government, the services provided by Council, legislative and resource constraints, financial position and the roles and responsibilities of Administrators and the organisation.	by 30 June 2020	<p>TARGET ACHIEVED</p> <p>A draft <i>Community Leadership Education Program</i> was presented to Council as a proposal in November 2019.</p> <p>Council endorsed the <i>Community Leadership Development Program</i> on 26 February 2020. An Expression of Interest and eligibility criteria for the Program was communicated via community and service networks, Council's 'In the Know' newsletter and Council's website.</p> <p>Applications to the <i>Community Leadership Development Program</i> opened with an Expression of Interest in April 2020 and closed on 30 June 2020. There were 37 applications received for the Program.</p> <p>The successful applicants will be informed of the outcome and the Program is scheduled to commence in the next financial year in October 2020.</p>
<i>Community Strengthening and Corporate</i>		

Initiatives

Indicator	Action/Target	Progress Comment
Coastal Strategy developed and presented to Council for adoption by 30 June 2020.	by 30 June 2020	<p>TARGET SIGNIFICANTLY ACHIEVED</p> <p>Council considered community and stakeholder responses to the exhibition of the Coastal Strategy Overview and Background Report at its 24 June 2020 Council Meeting.</p> <p>Council resolved at this meeting, to defer the Coastal Strategy finalisation until after Council has completed its Shared Community Vision.</p>
<i>Planning</i>		



Indicators

COUNCIL PLAN

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

COUNCIL PLAN 2017-2021 INDICATOR		
Indicator	Action/Target	Progress Comment
At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements.	At least one delegation annually	<p style="text-align: right;">TARGET ACHIEVED</p> <p>Council adopted its Priority Projects at the 25 September 2019 Council Meeting.</p> <p>Advocacy meetings that took place include:</p> <ul style="list-style-type: none"> • State Parliament - Danny O'Brien held in August and December 2019, March and June 2020; • State Parliament – The Hon. Jaala Pulford (Minister for Roads), joint advocacy meeting with One Gippsland in March 2020; • State Parliament – The Hon. Adem Somyurek (Minister for Local Government) May 2020; and • Federal Parliament - Russel Broadbent in October 2019 and April 2020. <p>A meeting was held on 27 November 2019 with Administrators and CEO with Graeme Emonson, Executive Director, Local Government Victoria to advocate for Council's objectives, Priority Projects and site visits to Leongatha and Korumburra.</p>
<i>Executive Office</i>		

Korumburra





Services

FUNDED

The following statement provides information in relation to the services funded in the 2019/20 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
		Revised Budget \$000
		\$159
Development Services Management	The Development Services Management unit is accountable for ensuring that Council's objectives for the Development Services Directorate are achieved through the following Departments:	\$289
	<ul style="list-style-type: none"> • Planning; • Regulatory Services; and • Economic Development and Tourism. 	\$130
	Together these Departments provide strategic policy advice to the Administrators to inform their decisions, undertake regional advocacy to facilitate planned growth in the Shire, education and enforcement activities and implement the strategic directions set by Council relevant to the Directorate.	
	<i>Note: this Department Budget includes Caravan Park management.</i>	
Economic Development and Tourism	The Economic Development and Tourism Department strategically plans for and facilitates economic expansion and investment within the Shire by actively promoting and supporting sustainable industry, business and tourism development.	\$1,076
	The Department manages Council's Coal Creek Community Park & Museum which aims to enhance the liveability of the Shire as the largest cultural heritage site in South Gippsland.	\$31
Planning Department	The Planning Department provides statutory, strategic and social planning services to the community to provide for development, land use and community policy.	\$675
	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 prosper the Shire.	\$930
		\$255



Services

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 2017	Results 2018	Results 2019	Results 2020	Material Variation
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i>	62	69	72	77	Service delivery and permit approval times has slightly been affected, due to a 6% increase in the number of planning applications compared to the previous year and resourcing limitations occurring throughout the year.
[The median number of days between receipt of a planning application and a decision on the application]					
Service standard					
<i>Planning applications decided within the relevant required time</i>	77%	77%	79%	55%	Planning application processing times have taken longer than anticipated due to competing projects and resourcing limitations throughout the 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] x100					
Service cost					
<i>Cost of statutory planning service</i>	\$2,056	\$2,229	\$1,773	\$1,748	Lower cost per application due to an increase in the number of VicSmart and minor applications.
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision Making					
<i>Council planning decisions upheld at VCAT</i>	50%	80%	80%	71%	Five of the seven Planning Permits that were appealed to VCAT had decisions that were upheld (supported). No hearings at VCAT from late March 2020 to 30 June 2020 due to COVID-19 Pandemic.
[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					

2.4

Strategic Objective

Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes



STRATEGIC OBJECTIVES

2.1 Update and implement strategies for 'Community Strengthening' and 'Engagement'.

- 2.1.1 Where appropriate support community groups to achieve projects they have ownership of and want to progress.
- 2.1.2 Investigate opportunities to consider a model for community self-determination to facilitate working in partnership with the community.

2.2 Review and update recreation, aquatic and the paths and trails strategies.

- 2.2.1 Review the Recreation Strategy.
- 2.2.2 Review and update the Paths and Trails Strategy to determine where regional and local connections are required.
- 2.2.3 Renew and maintain aquatic facilities in accordance with the Asset Management Plan and the Aquatic Strategy.

2.3 Update and continue to implement the Blueprint for Social Community Infrastructure so that services and the associated supporting infrastructure are planned, ready for business and population growth.

A Council that listens and continues to involve its community in decision making and delivery of services and projects.

Support for the Arts and Culture sector and its role in both enhancing community identity and contributing to wellbeing, tourism and economic development.

Communities are supported by appropriate and relevant services.

A Council committed to act in ways that are compatible with human rights.

2.4 Implement the Arts and Strategy and support growth of the sector.

2.5 Implement the Active Ageing Strategy.

2.6 Determine and implement the arrangements for the future Aged and Disability services provision, including advocating for those affected by Federal policy service delivery changes.

2.7 Develop and implement a Youth Strategy to determine the needs of young people and assist them to have a voice regarding matters that affect them.

Initiatives

COUNCIL PLAN



The following statement reviews the progress of Council in relation to the initiatives identified in the 2019/20 Budget for the year:

Initiatives		
Indicator	Action/Target	Progress Comment
Recreation Strategy completed and presented to Council for adoption by 30 June 2020.	by 30 June 2020	TARGET ACHIEVED
<i>Infrastructure Planning</i>		<p>In December 2019 the Draft Strategy was released to the reserve and stadium committees including key stakeholders for consultation.</p> <p>The feedback from the submissions received were in the Draft Strategy.</p> <p>The 2020-2030 Sport & Recreation Infrastructure Strategy was adopted at the 24 June 2020 Council Meeting and published on Council's website.</p>

Parks & Gardens - Mirboo North

Initiatives		
Indicator	Action/Target	Progress Comment
Implement first year activities of the Youth Strategy to encourage initiatives in youth participation and engagement and report progress through Council's Organisational Performance Reports. Community Strengthening	by 30 June 2020	<div style="background-color: #008080; color: white; padding: 5px; text-align: center; font-weight: bold;">TARGET ACHIEVED</div> <p>The following activities and events took place to encourage youth participation:</p> <ul style="list-style-type: none"> • Learner to Probationary Driver (L2P) Program received 24 participants; • Planning for the major Gippsland All Ages event; • Emerging Youth Networks initial discussions with young people conducted at: Mirboo North - 6 August 2019; Mary McKillop College Leongatha - 31 July 2019; and Toora - 18 September 2019 • Major music event held in Leongatha on 18 October 2019 with over 600 participants; • Successful application for grant funding of \$10,000 for the 'Healthy Equal Youth (HEY)' Program; • Toora Youth Network established as the Corner Inlet Youth Council with 18 young people participating regularly. This group meets with Council Officers quarterly and presents to Council on opportunities and issues for young people in the Corner Inlet area annually. • Colour in Your Life 2020, a FReeZA Event, designed to highlight services and information available to young people concerned about mental health held in February 2020, with over 100 participants. This event was extremely successful and has been established as an annual event. The event raised over \$1,500 for Youth Mental Health First Aid Training, which will be provided during Term 3 of 2020. • Girls Own Space (Gender Equity Arts Project) commenced in February 2020, with four sites selected and a working group of young women actively participating in each project (Leongatha, Korumburra, Mirboo North and Foster). This Project is currently on hold due to the COVID-19 Pandemic. • A Youth Leadership Program is being developed in partnership with Crazy Ideas College.



Indicators

COUNCIL PLAN

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

COUNCIL PLAN 2017-2021 INDICATOR		
Indicator	Action/Target	Progress Comment
<p>The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30 per cent of applications submitted to be funded.</p>	<p>30 per cent of applications submitted to be funded</p>	<p style="text-align: right;">TARGET ACHIEVED</p> <p>86 per cent of assessed applications have been approved for funding totalling \$13.6M as at 30 June 2020.</p> <p>Total Number of Applications Submitted - 23 Approved - 19 Not Approved - 3 Pending - 1</p>
<p><i>Infrastructure Delivery</i></p>		
<p>The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted to Council on behalf of community groups.</p>	<p>Number of applications submitted to Council on behalf of community groups</p>	<p style="text-align: right;">TARGET ACHIEVED</p> <p>A total of 71 applications assessed and approved as part of the Community Grants Program. Council funded a total amount of \$258,401.</p> <p>Grant programs include:</p> <ul style="list-style-type: none"> • Small Grants Program; • Emergency (Quick) Grants Program; • Community Grants Program categories; • Minor Projects and Equipment; • Celebrations, Festivals and Events; • Major Projects; and • Planning and Development Studies. <p><i>Refer to pages 33 to 38 for a full list of applications that received funding under the Community Grants Program.</i></p>
<p><i>Community Strengthening</i></p>		



Services

FUNDED

The following statement provides information in relation to the services funded in the 2019/20 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
		Revised Budget \$000
		Variance \$000
Corporate and Community Services Management	<p>The Corporate and Community Services Directorate Management is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments and Teams:</p> <ul style="list-style-type: none"> • Community Services; • Finance, Risk & Procurement; • Business Innovation & Technology; • Corporate Planning & Council Business; and <p>Together these Departments provide policy advice to inform Council decision making, coordinate the four year Council Plan, plan for long term financial sustainability, facilitate community strengthening programs, manage corporate technologies and systems, provide children, family and aged services, support the libraries and implement strategic directions relevant to the Directorate set by Council.</p> <p><i>Note: this Department Budget contains Corporate Planning and Council Business that supports Council in setting the four year Council Plan and annual strategic initiatives, manages organisational performance reporting, Councillor allowances and the coordination of briefings, meeting agendas and minutes for Council's.</i></p>	\$2,375
		\$2,976
		\$601
Community Services	<p>The Community Services Department provide policy advice and program delivery for the following services:</p> <ul style="list-style-type: none"> • Aged & Disability (Assessment) Service, • Children and Family Services; including Maternal and Child Health; Immunisation, Pre-school and Playgroup support; • Community Strengthening, including Community Grants. • Libraries; and • Create the Municipal Public Health and Wellbeing Plan. <p>Together these teams work towards creating a collaborative, self-supporting community.</p>	\$1,214
		\$1,828
		\$614



Services

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 2017	Results 2018	Results 2019	Results 2020	Material Variation
Libraries					
Utilisation					
Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	5	5	5	3	The reduction in item loans is due to all South Gippsland Libraries being closed to the public from 18 March to 22 June 2020 due to the COVID-19 Pandemic. <i>Note: from 2019/20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i>
Resource standard					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100	70%	71%	69%	74%	This is consistent and demonstrates the quality of the library collection.
Participation					
Active library borrowers in municipality [Number of active library borrowers in the last three years / the sum of the municipal population for the last three years] x 100	21%	17%	16%	15%	No material variation
Service cost					
Cost of library service per population [Direct cost of the library service / Municipal population]	New in 2020	New in 2020	New in 2020	\$44	No material variation <i>Note: this indicator is replacing the previous 'Cost of library service' indicator which was based on number of visits, refer to retired measures.</i>
Retired Measures					
Libraries Service cost Cost of library service [Direct cost of the library service / Number of items]	\$10.50	\$11.50	\$11.00	Retired in 2020	No material variation <i>Note: indicator is discontinued from 1 July 2019 and replaced by 'LB5 - Cost of library service per population' which is calculated based on the municipal population rather than the number of visits to libraries.</i>

Local Government Service Performance Indicators					
Service	Results 2017	Results 2018	Results 2019	Results 2020	Material Variation
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.5	0	0	0	Pool operators test water quality four times a day. Council investigate public health complaints. From 14 December 2020, aquatic facilities require registration. Onsite inspections and sampling will form part of registration processes from January 2021.
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6	5	5	4	Visitation to all aquatic facilities in the Shire was down by 33 per cent compared to 2018/19. <i>Note: one outdoor aquatic facility was closed for the season due to major redevelopment which impacted the overall number of visits. Due to COVID-19 Pandemic the aquatic facilities, were also closed from 20 March to end of May 2020. This largely impacted the Shire's indoor aquatic facility.</i>
Service cost					
<i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$8.3	Decline in attendance due to operational restrictions, a facility closed to refurbishment and closure from March 2020 due to COVID-19 Pandemic has impacted this figure. <i>Note: from 2019/20, this indicator replaced two previous indicators: Cost of indoor and cost of outdoor aquatic facilities.</i>
Retired Measures					
Service cost					No material variation
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$4	\$4	\$4	Retired in 2020	<i>Note: indicator is discontinued from 1 July 2019 and replaced by 'AF7 - Cost of aquatic facilities' which captures both indoor and outdoor aquatic facility costs.</i>
Service cost					No material variation
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$7	\$8	\$8	Retired in 2020	<i>Note: indicator is discontinued from 1 July 2019 and replaced by 'AF7 - Cost of aquatic facilities' which captures both indoor and outdoor aquatic facility costs.</i>

Local Government Service Performance Indicators					
Service	Results 2017	Results 2018	Results 2019	Results 2020	Material Variation
Maternal and Child Health (MCH)					
Enrolments occur after the first home visit. As the home visits for births late in the 2018/19 year were held over to the start of 2019/20, the enrolment could not occur.					
Service standard					
Infant enrolments in the MCH service					
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100					
<p><i>Note: since 2015 a number of Maternal and Child Health service providers have migrated to a new record system. Difficulties in transitioning to this system has affected the reporting of enrolment data in a number of Local Government Areas. As such, caution should be taken when analysing data for this indicator.</i></p>					
Service cost					
No material variation					
Cost of the MCH service					
	\$62	\$61	\$67	\$68	
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
No material variation					
Participation in the MCH service					
	76%	76%	75%	76%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100					
Participation					
The service has seen an increase in the number of Aboriginal children being enrolled and attending the MCH service.					
Participation in the MCH service by Aboriginal children					
	67%	58%	63%	83%	
[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					
Satisfaction					
No material variation					
Participation in 4-week Key Age and Stage visit					
	New in 2020	New in 2020	New in 2020	94%	
[Number of 4-week Key Age and Stage visits / Number of birth notifications received] x 100					
<p><i>Note: new indicator for 2019/20 financial year as per the LGPRF guideline changes.</i></p>					
Retired Measures					
No material variation					
MCH Service Satisfaction					
Participation in first MCH home visit					
	93%	89%	99%	Retired in 2020	
[Number of first MCH home visits / Number of birth notifications received] X 100					
<p><i>Note: indicator is discontinued from 1 July 2019 and replaced by 'MC6 - Participation in 4-week Key Age and Stage visit'.</i></p>					



2.5

Strategic Objective

STRATEGIC OBJECTIVES

3.1 Improve management of roads and roadsides through enhanced operational practices, increased funding and continued advocacy to VicRoads.

3.1.1 Implement the Footpath Extension Program.

3.2 Facilitate community and business renewable energy programs and sustainable practices to reduce the Shire's carbon footprint.

3.2.1 Waste Management and Sustainability strategies implemented.

3.3 Promote a safe and healthy community through our municipal public health programs, Emergency Management Plans and regulatory activities that meet our statutory obligations.

3.3.1 Undertake an operational review of the implementation of Council's 'Compliance and Enforcement Policy', taking into consideration community concerns and regulatory requirements.

3.3.2 Develop educative tools and processes to assist community members understand the Planning and Enforcement processes.

3.4 Undertake a review of the Council's Building Portfolio to ensure it meets community needs.

3.4.1 Council to receive a report on the use of Design Panels for major projects and other development in the municipality.

Improve South Gippsland's Built Assets & Value our Natural Environment

Our infrastructure is well-maintained and our asset management practices ensure they are sustainable and fit for purpose.

Council encourages sustainable practices, seeks to reduce its carbon footprint and diverts a greater proportion of its waste away from landfill.

Council seeks to protect and enhance the natural environment.

Revitalisation of our major commercial precincts will be encouraged through infrastructure and streetscape renewals.

3.5 Review the Strategic Land Review Project in regard to public open spaces in Venus Bay.

3.6 Advocate to Parks Victoria, DELWP and other relevant stakeholders to improve access, parking, safety and user-friendliness of beaches, State and National Parks, conservation areas and natural assets.

3.6.1 Undertake an investigation of caravan parks and camping grounds at Sandy Point.

3.7 Council to play an advocacy role for townships that demonstrate 70% or greater community support, for sewerage infrastructure.

Initiatives

COUNCIL PLAN



The following statement reviews the progress of Council in relation to the major initiatives identified in the 2019/20 Budget for the year:

Major Initiatives		
Indicator	Action/Target	Progress Comment
Invest a further \$1M for one year into the maintenance of Council's road and roadside infrastructure and report on activities in the Performance Reports. <ul style="list-style-type: none"> Gravel roads; Rural roadside vegetation; Footpath extensions; Drainage. 	by 30 June 2020	<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center; font-weight: bold;">PROJECT SIGNIFICANTLY ACHIEVED</div> <p>A funding increase of \$900,000 has been allocated in the 2019/20 Annual Budget. Of this, \$250,000 was dedicated to rural roadside vegetation and \$650,000 was allocated to gravel roads and drainage.</p> <p>Gravel roads:</p> <ul style="list-style-type: none"> Completed all roads programmed for an autumn and spring grade (approximately 2,000km in total). In previous years, the programs had achieved on average approximately 60 per cent completion. A total of 110 km of drains cleaned. Compared to previous years of an average of 80km drains cleaned. <p>Rural Roadside Vegetation:</p> <ul style="list-style-type: none"> A total of 110km of extra vertical clearance uplifted to 7m and 1m behind the drain achieved for more than 23 roads. These roads will only need slashing in the future and will not need to be revisited by tree contractors for at least eight years which will not require a hard cut. Removed 12 extra high risk trees. Completed a second slash of the roadside grass to reduce fire hazard.

Operations

The following statement reviews the progress of Council in relation to the initiatives identified in the 2019/20 Budget for the year:

Initiatives		
Indicator	Action/Target	Progress Comment
Commence a review of Council's Building Portfolio by 30 June 2020.	by 30 June 2020	TARGET ACHIEVED An external consultant was engaged that specialised in Building Condition Assessments to provide Council with a systematic and detailed inspection regime for all Council owned and managed buildings. The data and portfolio is under review via Assetic Predictor and Council's Social Community Infrastructure Blueprint.
<i>Infrastructure Planning</i>		
Review and update the Compliance and Enforcement Policy and presented to Council for adoption.	by 30 June 2020	TARGET ACHIEVED At the 18 December 2019 Council Meeting, Council resolved to discontinue the process for the General Local Law (Amendment 1 2019) and endorsed the continued application of the current General Local Law (2014) until its sunset renewal in April 2024. A review of Council's <i>Compliance and Enforcement Policy</i> was conducted and remains relevant with minor amendments made. This policy was adopted at the 24 June 2020 Council Meeting.
<i>Regulatory Services</i>		
Work collaboratively with leaders from various water management authorities and agencies through DELWP's 'Western Port Integrated Water Management Forum' and the 'Central and South Gippsland Integrated Water Management Forum,' to create a vision and strategic actions reflecting the unique and environmental context of each catchment and their communities. Progress will be reported in Council's Organisational Performance Reports.		PROJECT SIGNIFICANTLY PROGRESSED There is ongoing attendance and participation by Council in Forum meetings. The group is primarily concentrating on the Gippsland Forum Westernport catchment area. Strategic Direction Statements (SDS) for Westernport and Gippsland Forums completed and potential projects identified. Projects considered for Council include: <ul style="list-style-type: none"> Using recycled water for gravel road maintenance which requires negotiation and input from water authorities and Environment Protection Agency (EPA); and Integrated Water Management Strategy for South Gippsland which requires approximately \$45,000 from Council to obtain dollar-for-dollar grant funding from the Department of Environment, Land, Water and Planning (DELWP). It should be noted that 2018/19 and 2019/20 grant funding allocation was being directed to prioritise SDS projects in drought affected areas of Victoria. This Council project is currently not being considered within the current 2019/20 grant funding. The earliest this could be considered would be in the 2020/21 financial year once the Victorian State budget is finalised. Due to COVID-19 Pandemic there is currently no funding available.
<i>Infrastructure Planning</i>		

Initiatives		
Indicator	Action/Target	Progress Comment
Investigate safer alternatives and effective mechanisms in roadside weed management, than the use of herbicides and generate an 'Options Paper' for Council's consideration.	by 30 June 2020	<p>TARGET ACHIEVED</p> <p>Roadside Weed Management Options Paper adopted by Council at the 24 June 2020 Council Meeting.</p> <p>At this meeting, Council resolved to continue to implement its roadside weed control and pest animal management plan utilising current spraying practices.</p>
<i>Infrastructure Planning and Infrastructure Operations</i>		
Open Space Strategy completed and presented to Council for adoption by 30 June 2020.	by 30 June 2020	<p>PROJECT SIGNIFICANTLY PROGRESSED</p> <p>The Open Space Strategy was scheduled to commence public consultation in March 2020. Due to COVID-19 Pandemic, Council decided that public consultation (involving a series of community meetings and forums) should not go ahead for public health reasons.</p> <p>Extensive work and progress has been made on the development of the Open Space Strategy and all exhibition and consultation material has been prepared and is ready for exhibition later in 2020, when people are more actively engaging with open spaces and consequently more likely to provide feedback to Council.</p>
<i>Planning</i>		
Advocate infrastructure interests of the local boating community to the State Government, for access to improved facilities, car parking, boat ramp fees and financial support to the Coast Guard.	by 30 June 2020.	<p>PROJECT SIGNIFICANTLY PROGRESSED</p> <p>At the 24 June 2020 Council Meeting, Council adopted the following actions:</p> <ul style="list-style-type: none"> • Removal of boat ramp parking and launching fees at Port Welshpool; • Secured \$60,000 funding from the Victorian Government to support the removal of fees; • Construction of a piled floating pontoon at Venus Bay to replace the wooden jetty. Project cost approximately \$230,000. Of this total, \$100,000 was been provided by the Victorian Government; • Provide annual contribution of \$5,700 to support the Port Welshpool Coast Guard and provided community grant of \$8,000 for development of a business plan for facility upgrades; • Supported the local community with its successful advocacy to Gippsland Ports for the retention and maintenance of the Port Franklin slipway; and • Subsequent to the report, a further \$60,000 secured from the Victorian Government to support removal of fees at Port Welshpool for another twelve months.
<i>Economic Development and Tourism</i>		



Indicators

COUNCIL PLAN

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

COUNCIL PLAN 2017-2021 INDICATOR		
Indicator	Action/Target	Progress Comment
<p>The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared.</p> <p><i>Infrastructure Delivery</i></p>	<p>Minimum of two projects ready at any time</p>	<p>TARGET ACHIEVED</p> <p>The following projects are shovel ready:</p> <ol style="list-style-type: none"> 1. Agnes River Road, Agnes Bridge 2. Coal Creek Black Diamond Mine entry/exit upgrade 3. Foster Indoor Stadium Upgrade 4. Great Southern Rail Trail – Welshpool to Hedley 5. Long Jetty Car Park and Toilet 6. Foster Showgrounds irrigation Project <p>There are numerous guardrail and footpath projects also shovel ready.</p>
<p>Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.</p> <p><i>Infrastructure Delivery</i></p>	<p>Target Range - 20 to 60 per cent waste diverted from landfill</p>	<p>TARGET ACHIEVED</p> <p>Kerbside collection waste diverted from landfill 53 per cent.</p> <p>Recycling - 2,342 tonnes</p> <p>Green waste - 2,522 tonnes</p>



Services

FUNDED

The following statement provides information in relation to the services funded in the 2019/20 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
		Revised Budget \$000
		\$274
Infrastructure Management	The Infrastructure Directorate is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:	\$280
	<ul style="list-style-type: none"> • Infrastructure Planning; • Infrastructure Delivery; and • Operations. 	\$6
	Together these Departments provide strategic policy advice to the Administrators to inform their decisions, prepare and deliver the Capital Works Program and Asset Management Plans, along with maintaining infrastructure, parks, gardens and public places.	
Infrastructure Planning	The Infrastructure Planning Department assists Council in achieving the objectives of its strategies and plans by providing services that contribute to a closely connected and engaged community.	\$6,227
	Services include development of the Capital Works Program, managing Council's property portfolio (acquisition, disposal, leasing, and licensing of property), planning for and managing Council's building and recreational assets, managing waste disposal services, and promotion of a sustainable environment and solutions.	\$5,823
	The teams support and partner with a strong volunteer base to deliver a variety of community projects and education programs for all age groups and abilities.	(\$404)

Business Area	Description of Services provided	Net Cost \$000
		Revised Budget \$000
		Variance \$000
Infrastructure Delivery	The Infrastructure Delivery Department assists Council in achieving the objectives of its strategies and plans by planning for and providing integrated services and community infrastructure.	\$2,735
		\$3,682
	Services include coordinating and delivering Council's civil works design program for community infrastructure and delivery of the annual Capital Works Program including community infrastructure projects (Major Capital Projects).	\$947
	The department also delivers a range of services including contract management, preparing funding submissions for community projects, issuing engineering conditions for developments referred from Planning.	
Infrastructure Operations	The Operations Department assists Council in achieving the objectives of its strategies and plans by planning for and providing integrated services and infrastructure in order to meet current and future needs of the community.	\$15,705
		\$17,151
	Services include delivering maintenance, construction, replacements and capital programs for roads, streets, drainage, culverts, bridges, parks, gardens, and playgrounds.	\$1,446
	The Department is also responsible for cleaning Council owned and managed public toilets and BBQ amenities, workshop operations, fleet and plant and the after-hours operations call out service.	
	All services are to be in accordance with the Road Management Act, Road Management Plan, and associated Asset Management Plans.	
Regulatory Services	The Regulatory Services Department is responsible for administration, education and enforcement of varied Victorian legislation along with Council's General Local Law. Services include	\$601
		\$620
	<ul style="list-style-type: none"> • Animal management; • Building and planning enforcement; • Fire prevention; • Local Law development and enforcement; • Litter prevention; • Permits for places of public entertainment; • Parking control; • Registration of food, health and accommodation premises; • Report and consent applications for new building work; • School crossings; and • Wastewater. 	\$19



Services

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 2017	Results 2018	Results 2019	Results 2020	Material Variation
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i>	99	87	91	92	There has been a slight increase in the number of customer requests received due to an additional 95 properties opting to upgrade from a six-month waste collection service to a 12-month service in Venus Bay, during the COVID-19 Pandemic lock down period (April - June).
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1,000					
Service standard					
<i>Kerbside collection bins missed</i>	8	6	7	7	No material variation
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000					
Service cost					
<i>Cost of kerbside garbage bin collection service</i>	\$121	\$126	\$131	\$138	The increased costs per household for kerbside garbage collection is due to annual contract price increases and increased waste disposal costs.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					
Service Cost					
<i>Cost of kerbside recyclables collection service</i>	\$46	\$47	\$65	\$65	No material variation
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>	51%	51%	52%	53%	Council continues to improve year on year with waste diverted from landfill by providing services that suit the needs of the Shire.
[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 2017	Results 2018	Results 2019	Results 2020	Material Variation
Roads					
<p>Satisfaction of use</p> <p><i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / Kilometres of sealed local roads] x 100</p>	16	19	52	121	Improved data capturing for road requests via Council's road request system whereby requests can be identified if they are related to a sealed or unsealed road. The number of requests this year increased to 970 from 611 in the previous year.
<p><i>Note: in previous years the length of sealed road included the length of kerb and channel. As per this years guidelines, kerb and channel is no longer included in this measurement. This has resulted in a decline in road length by more than 300 kilometres and skews the comparison to previous years.</i></p>					
<p>Condition</p> <p><i>Sealed local roads maintained to condition standards</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100</p>	99%	88%	95%	93%	A data cleansing and reconciliation project was undertaken on kerb and channel data and these assets are now mapped. This project identified a significant decrease in kerb and channel measurements. As per the LGPRF guidelines, the kerb and channel lengths are added to the road lengths, and as a result of the shorter distance there is a lower base value than in previous years.
<p>Service cost</p> <p><i>Cost of sealed road reconstruction</i></p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$34	\$44	\$44	\$38	A majority of the Sealed Road Rehabilitation Program was undertaken by Council's In-house Construction Team during 2019/20, resulting in favourable square metre rates when compared to previous years when a combination of in-house and contract work was used.
<p>Service cost</p> <p><i>Cost of sealed local road resealing</i></p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$5	\$4	\$5	\$3.40	Contract sealing works were completed using spray seal methods only, which compares more favourably than previous years as no asphalt sealing works were undertaken in 2019/20. Asphalt is a more expensive treatment.
<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	36	46	48	47	The condition of roads has slightly decreased by one point as part of the Community Satisfaction Survey. The survey demonstrated that residents would value improvements to the conditions of local sealed and gravel roads. Council's additional \$1M spend in maintaining Council's roads, as one of the Council Plan 2017-2021 annual initiatives, has assisted in maintaining a close result to 2019.

Local Government Service Performance Indicators

Service	Results 2017	Results 2018	Results 2019	Results 2020	Material Variation
Animal Management					No material variation
Timeliness					
<i>Time taken to action animal management requests</i>	1.6	1.9	1.6	1.7	
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
Service standard					
<i>Animals reclaimed</i>	59%	60%	58%	62%	Two-thirds of animals were reclaimed this year as a percentage of the overall number collected. The number of collected animals was significantly reduced. COVID-19 Pandemic impacts have played an influencing part on the collection and reclaiming of animals this year.
[Number of animals reclaimed / Number of animals collected] x 100					
Service standard					
<i>Animals rehomed</i>	New in 2020	New in 2020	New in 2020	31%	No material variation <i>Note: new indicator for 2019/20 financial year, that demonstrates Councils commitment to rehoming animals.</i>
[Number of animals rehomed / Number of animals collected] x 100					
Service cost					
<i>Cost of animal management service per population</i>	New in 2020	New in 2020	New in 2020	\$17	No material variation <i>Note: indicator is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, refer to retired measures.</i>
[Direct cost of the animal management service / Municipal Population]					
Health and safety					
<i>Animal management prosecutions</i>	New in 2020	New in 2020	New in 2020	100%	No material variation <i>Note: indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, refer to retired measures.</i>
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					
Retired Measures					No material variation
Animal management Service cost	\$62	\$59	\$65	Retired in 2020	<i>Note: indicator is discontinued from 1 July 2019 and has been replaced by 'AM6 - Cost of animal management service per population' which is now based on municipal population.</i>
<i>Cost of animal management service</i>					
[Direct cost of animal management service / Number of registered animals]					
Health and safety					
<i>Animal management prosecutions</i>	9	19	9	Retired in 2020	No material variation <i>Note: indicator is discontinued from 1 July 2019 and has been replaced by 'AM7 - Animal management prosecutions' which is now a measure of proportion, not number.</i>
[Number of successful animal management prosecutions]					

Local Government Service Performance Indicators					
Service	Results 2017	Results 2018	Results 2019	Results 2020	Material Variation
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i>	8	2	2.5	1	In the past 12 months, there were nine food complaints that were responded to within 24 hours. Improvements in the complaint handling process has seen a decrease in the initial time taken to respond to complaints.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	97%	85%	77%	80%	Food safety assessments increased due to improved staffing resources.
[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 that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100					
Service cost					
<i>Cost of food safety service</i>	\$542	\$457	\$500	\$436	More accurate figures for Temporary and Mobile Food Premises due to system improvements.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	100%	100%	100%	100%	No material variation
[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					

2.6

Strategic Objective



4

Enhance Organisational Development & Implement Governance Best Practice

STRATEGIC OBJECTIVES

4.1 Develop Digital Strategies for Council and the Community.

4.2 Actively pursue continuous improvement and innovation, consider best practice and encourage the creation of higher valued services.

4.2.1 Increase transparency through more items being held in open Council Meetings and communicating more clearly the reasons behind decisions.

4.2.2 Enhance customer service experiences through the development of a continuous feedback and improved customer service system.

4.2.3 Enhance staff skills, capabilities and wellbeing through the implementation and ongoing development of SGSC people.

4.3 Develop a 'Sustainable Service Delivery Strategy' that considers all of the services that Council provides and identifies operational and service delivery efficiency opportunities. The Strategy is to be adopted and ready for implementation in the 2021/22 Annual Budget and Long Term Financial Plan.

Council will focus on becoming a more responsive, innovative, productive and effective organisation that follows best practice in transparency and governance and continually improves delivery of services and projects.

Councillors will work with the organisation, community and other levels of government for the benefit of the Shire.

Council will explore ways to share services between partners and will work with communities to deliver cost effective facilities and services.

Initiatives

COUNCIL PLAN



The following statement reviews the progress of Council in relation to the initiatives identified in the 2019/20 Budget for the year:

Major Initiatives		
Indicator	Action/Target	Progress Comment
Continue involvement in the Gippsland Local Government Network Shared Services Project.	by 30 June 2020	TARGET ACHIEVED
<i>Corporate and Community Services and Business Innovation Technology</i>		<p>In July 2018, Bass Coast, East Gippsland, Wellington and South Gippsland Shire Council announced an investigation of a shared services initiative to reduce duplication, create efficiencies and deliver cost savings.</p> <p>A range of workshops were held to develop a business case with the engagement of an external consultancy to integrate the details from participating councils. An operating model, guidelines and terms of reference were also established.</p> <p>Council reviewed the Business Case and resolved to withdraw from the program on the basis of financial and risk considerations in April 2020.</p>

Initiatives		
Indicator	Action/Target	Progress Comment
<p>Identify efficiency measures that Council has achieved since the introduction of the Victorian Rate Capping System and present a report to Council by 30 December 2019.</p> <p><i>Corporate and Community Services and Finance, Risk and Procurement</i></p>	by 30 June 2020	<p>PROJECT SIGNIFICANTLY PROGRESSED</p> <p>A preliminary report was presented at the 18 December 2019 Council Meeting.</p> <p>On 24 June 2020 Council resolved to defer the receipt of a final report to allow time to adopt the following documents:</p> <ul style="list-style-type: none"> • Council Plan initiative 'Develop a Sustainable Service Delivery Strategy.' • 2020/21 Annual Budget; and • 2019/20 Financial Year Council report. <p>It was resolved for Council to receive a report by the 16 December 2020 Council meeting to complete this annual Council Plan initiative.</p>
<p>Develop a 'Sustainable Service Delivery Strategy' that considers all of the services that Council provides and identifies operational and service delivery efficiency opportunities.</p> <p>The Strategy is to be adopted and ready for implementation in the 2021/22 Annual Budget and Long term Financial Plan.</p> <p><i>CEO and Business Innovation and Technology</i></p>	by 30 June 2020	<p>PROJECT SIGNIFICANTLY PROGRESSED</p> <p>Council continues to work with external consultants to develop a sustainable services framework and model for Council.</p> <p>Council's Business improvement initiatives continue to deliver significant improvements in service delivery.</p> <p>Assessment of service systems, processes and efficiencies are continually being reviewed with productivity improvements identified.</p>
<p>Support Rural Councils Victoria's advocacy efforts requiring the Victorian Government to action recommendations from the 'Rural Inquiry into Sustainability of Rural Councils', identified as State Government responsibilities.</p> <p><i>Chief Executive Officer</i></p>	by 30 June 2020	<p>TARGET ACHIEVED</p> <p>A submission was prepared and submitted by Council on the Victorian Local Government Rating System Review which closed in November 2019.</p> <p>Council is awaiting the outcome of the inquiry.</p>



Indicators

COUNCIL PLAN

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

COUNCIL PLAN 2017-2021 INDICATOR		
Indicator	Action/Target	Progress Comment
<p>Productivity savings identified and reported annually.</p> <p><i>Chief Executive Office</i></p>	<p>Savings identified annually</p>	<p>TARGET ACHIEVED</p> <p>Council reviewed the GLGN Shared Services Business Case and resolved to withdraw from the program on the basis of financial and risk considerations in April 2020. Council remains supportive of shared services and will continue to pursue other opportunities.</p> <p>Assessment of service systems, processes and efficiencies are continually being reviewed with productivity improvements identified.</p>
<p>Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)</p> <p><i>Innovation and Council Business</i></p>	<p>Community satisfaction rating out of 100 with the performance of Council in making decisions in the interests of the community.</p> <p>Equal to or higher than 2018/19 result of 35.</p>	<p>TARGET ACHIEVED</p> <p>Council received an indexed result of 37. This is two points higher than the 2018/19 result of 35.</p>

COUNCIL PLAN 2017-2021 INDICATOR		
Indicator	Action/Target	Progress Comment
<p>Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions.</p> <p><i>Innovation and Council Business</i></p>	<p>Public presentation sessions will be available for community members to participate in as per the Council's <i>Public Participation Policy</i>.</p>	<p style="text-align: right;">TARGET ACHIEVED</p> <p>Each month, there are a range of opportunities for community members to engage directly with Council by making public presentations, submissions or asking agenda topic questions.</p> <p>Due to the COVID-19 Pandemic restrictions, public presentations and gallery attendance in person were modified in March 2020 to protect the safety of Council staff and community members. Community members were able to present to Council via phone with all Administrators present to ensure their matters were heard by Council.</p> <p>Statistics for the 2019/20 financial year:</p> <p>Submitted Questions - 111 questions submitted by 47 people relating to Agenda Topics and responded to in Council Minutes</p> <p>Number of Public Presentations - 31</p> <p>Number of Speakers - 51 people</p> <p>Number of people attending in the gallery at the following Council open sessions:</p> <ul style="list-style-type: none"> • Public Presentations - 83 people • Open Briefing Sessions - 19 people • Open Council Meetings - 100 people <p>Number of views via Live Streaming - 1,155</p>
<p>Council decisions made at meetings closed to the public will be monitored in accordance with the LGPRF.</p> <p><i>Innovation and Council Business</i></p>	<p>Target as per guidelines - <30 per cent.</p>	<p style="text-align: right;">TARGET ACHIEVED</p> <p>15 per cent of all resolutions were in closed session, meeting the target of less than 30 per cent. Items closed due to matters that prejudice the Council or any person, legal, proposed development, contractual, private commercial information and/or personnel matters.</p>
<p>Councillor attendance at Council meetings will be monitored in accordance with LGPRF.</p> <p><i>Innovation and Council Business</i></p>	<p>Target as per guidelines - >80 per cent.</p>	<p style="text-align: right;">TARGET ACHIEVED</p> <p>Councillor attendance at open and Special Meetings for the financial year was 92 per cent. Non-attendance to meetings had approved Request Leave for Absence.</p>

FACTS on Public Presentations to Council...

31

Public Presentations

51

Speakers presented to Council at Public Presentations

1,155

Live Streaming Views

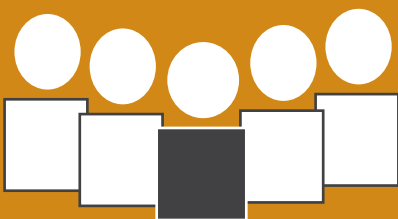


Number of Public Presentations on Council Meeting Agenda Topics

25

92%

Administrator Attendance



47

Number of Submitters for Questions at Council Meetings

111

Number of Questions submitted at Council Meetings



Services

FUNDED

The following statement provides information in relation to the services funded in the 2019/20 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
		Revised Budget \$000
		Variance \$000
Executive Office/ Management	The Executive Office builds strong and productive relationships with government and key regional agencies to strengthen the performance of Council.	\$548
	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.	\$570
		\$22
Finance, Risk and Procurement	The Finance, Risk and Procurement Department deliver financial planning, budget management oversight, risk management coordination and procurement coordination for the organisation. The Department comprises:	\$1,968
	<ul style="list-style-type: none"> Accounting includes strategic financial advice, accounting systems and services, management accounting support and financial reporting; Rates and Valuations includes property valuations for rating purposes and administration of rate collection; and Risk and Procurement including contract and quotation management, risk and insurance management, internal audit and regulatory compliance, Freedom of Information requests and Privacy enquiries. <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>	\$1,986
		\$18

Business Area	Description of Services provided	Net Cost \$000
		Revised Budget \$000
		Variance \$000
Business, Innovation and Technology	<p>The Business Innovation and Technology Department leads organisation wide planning and implementation of innovation, technology and corporate information management practices. The Department comprises:</p> <ul style="list-style-type: none"> Innovation incorporates information technology strategy, policy, planning, project development and delivery, systems management and on-going management of hardware and software; and Corporate Information Management incorporates strategy, policies, systems' coordination and operational support to capture, manage and archive corporate records. 	\$2,385
		\$2,526
		\$141
People and 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, OHS, return to work, and wellbeing.</p>	\$952
		\$945
		(\$7)
Community Information	<p>The Community Information Unit plays a pivotal role in raising community awareness of Council services and strategic directions.</p> <p>It creates a working interface between Council, Council Departments and the community through customer services, media management, publishing material, social media, website management and internal liaison.</p>	\$795
		\$767
		(\$28)



Services

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 2017	Results 2018	Results 2019	Results 2020	Material Variation
Governance					
Transparency					
<p><i>Council decisions made at meetings closed to the public</i></p> <p>[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</p>	7%	4%	17%	15%	Fifteen per cent of all Council resolutions were in closed session. These items were closed due to matters that prejudice the Council or any person, legal, proposed development, contractual, private commercial information and/or personnel matters.
Consultation and engagement					
<p><i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	47	48	40	41	Community engagement has improved slightly when compared to the large decline in results in 2019. The Council, now under Administrators' direction, recognises there is further enhancements required to strengthen this result going forward.

Local Government Service Performance Indicators					
Service	Results 2017	Results 2018	Results 2019	Results 2020	Material Variation
Attendance					
<i>Councillor attendance at council meetings</i>	95%	87%	76%	92%	Councillor attendance at open and special meetings for the Financial Year was 92 per cent.
[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					Non-attendance to meetings had approved Request Leave for Absence.
Service cost					
<i>Cost of elected representation</i>	\$46,861	\$48,543	\$49,514	\$192,132	The Cost of elected representation is skewed significantly this year due to the change from nine Councillors down to three Administrators and the inclusion of recruitment costs of \$60,659 for the Chief Executive Officer.
[Direct cost of governance service / Number of Councillors elected at the last Council general election]					The costs are averaged over the number of elected members, so they will always be higher with only three Administrators in place, compared to the previous nine Councillors.
Satisfaction					
<i>Satisfaction with Council decisions</i>	45	42	35	37	Community satisfaction with Council decision making has regained some of the ground lost in 2019. Community trust in Council will take some time to re-build. The improvement in the results is encouraging, although it is recognised that further work is required in this area.
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Section Overview

3

Main Street - Mirboo North

3.1 COUNCIL'S INFORMATION

COUNCIL UNDER ADMINISTRATION

On 21 June 2019, the *Local Government (South Gippsland Shire Council) Act 2019* (SGSC Act) received Royal Assent and came into operation on 22 June 2019. The 2016-2019 Council was dismissed by the State Government.

Julie Eisenbise was appointed at this time as the Interim Administrator by the Minister for Local Government for a period not exceeding 90 days.

On 23 July 2019, a Panel of Administrators were appointed by the Local Government Minister. The Interim Administrator Julie Eisenbise was appointed as the Administrator Chair, and Rick Brown and Christian Zahra appointed as Administrators, to form the new South Gippsland Shire Council through to the next Council election in October 2021.

In this role the Administrators have been appointed to perform all the powers, functions and duties of the Council which must be treated as if they were performed by the Council.

During the period of administration the Council is required to:

Develop and deliver an extensive community leadership development program that:

- Encourages widespread participation in community and civic life in the municipality;
- Supports the development of community leadership skills; and
- Supports an improvement in the relationship between the Council and its community.

Review and implement improved council policies and processes, with a focus on councillor induction and training, the Councillor Code of Conduct and meeting procedures.

These are to be developed with regular progress reports provided to the community.

ADMINISTRATOR TERM	YEARS APPOINTED
Julie Eisenbise (Administrator Chair)	2019, 2020
Christian Zahra (Deputy Administrator)	2019, 2020
Rick Brown (Administrator)	2019, 2020

3.2

GOVERNANCE

South Gippsland Shire Council is constituted under the *Local Government Act 2020 (the 2020 Act)*, *Local Government (South Gippsland Shire Council) Act 2019 (SGSC Act)* and under remaining sections of the *Local Government Act 1989 (the 1989 Act)* not yet repealed.

The 2020 Act outlines that all Victorian Councils have the functions and the powers the Parliament considers are necessary to ensure the peace, order and good government of this municipal district.

ROLES AND RESPONSIBILITIES

The role of a Council is provided under section 8 - *the Role of a Council of the 2020 Act*, as follows:

1. The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.
2. A Council provides good governance if:
 - a) it performs its role in accordance with section
 - b) the Councillors of the Council perform their roles in accordance with section 28.

3. In performing its role, a Council may:
 - a) perform any duties or functions or exercise any powers conferred on a Council by or under this Act or any other Act; and
 - b) perform any other functions that the Council determines are necessary to enable the Council to perform its role.
4. If it is necessary to do so for the purpose of performing its role, a Council may perform a function outside its municipal district.

Council performs these roles by:

- 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 committees and formally appointed section 86 Committees of Council;
- Advocating the interests of local communities to other levels of Government, 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.
- Active participation and engagement in civic life and decision making.

COUNCIL'S GOOD GOVERNANCE

FRAMEWORK

Local Government is underpinned by good governance, visionary leadership and teamwork, by lived values and ethics, by respect at Administrator/ Councillor and organisation levels and between each.

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

Charged with the responsibility to establish a sound governance foundation for the next Council to work from, on 18 December 2019 Council adopted its first Good Governance Framework.

A summary of the framework is indicated on the next page.

The framework sets in place a structural foundation for the organisation to use and measure its strategic leadership and operational performance against. This framework will be further developed over the remaining term of the Administrators.

The implementation of the framework has commenced with a review of the suite of governance policies and practices. This review has been aided by the new Local Government Act 2020, that received Royal Assent in February 2020. The review of the governance policies refines their content and purpose and aligns them to the 2020 Act.

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.

GOOD GOVERNANCE FRAMEWORK

Outcomes of Good Governance

Sustainable Outcomes Achieved

Shire Health, Wellbeing and Economy Strengthened

Efficient (Quality) Community Services

Council Directions and Priorities Achieved

Informed Decisions Made

Drives Outcomes

Pillars that Drive the Achievement of Outcomes

- | | | | |
|----------|---------------------------------------|----------|--|
| 1 | Direction and Leadership | 5 | Communications and Community Engagement |
| 2 | Culture and Behaviour | 6 | Capability |
| 3 | Decision Making | 7 | Risk and Compliance |
| 4 | Structure Systems and Policies | 8 | Monitoring and 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

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

Individual measures based on personal work plans

COMMUNITY

ENGAGEMENT

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring the Council and its administration address 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 directions.

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

Council's formal decision making processes are conducted through scheduled (ordinary) and additional (special) Council meetings. Council delegates its administrative decision making to the CEO and under some specific pieces of legislation directly to staff. Council also delegates decision making for specific facilities/reserves to the community through section 86 Committees. The CEO has the authority to sub-delegate decision making to staff.

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 attendance at open Council Meetings and Delegated Committee Meetings was not allowed between March and June 2020 due to the COVID-19 Pandemic restrictions, however the meetings were open to the public through the live-stream on the internet. The safety of the community and staff and the continuation of vital services remained Council's highest priorities in applying these requirements.

COUNCILLOR CODE OF CONDUCT

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

The former Council reviewed, updated and signed the current Code on 22 February 2017, in accordance with the 1989 Act. The Administrator(s) signed and declared that they would abide by the Code of Conduct at the time of making their Oath or Affirmation.

The Code is designed to:

- Assist Councillors/Administrators 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/Administrator Chair and Councillors/Administrators to discharge the responsibilities of their public office appropriately.

The Councillor Code of Conduct Principles 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.



CONFLICT OF INTEREST

Administrators have been appointed by the Minister for Local Government to act in the best interests of the community.

This is a position of trust that requires Administrators 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 an Administrator or staff member 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 Administrators and staff.

The following table provides a summary of the number of conflict of interest disclosures made by Administrators and staff during 2019/20.

Number of Conflict of Interest	2019/20 Administrator	2019/20 Staff
Indirect Interest	0	6
Direct Interest	0	4
Total	0	10

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 scheduled Council 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 viewpoints to assist and inform Council's decision making processes. These public sessions are held on the third and fourth weeks of the month, prior to each scheduled Council meeting (excluding additional special meetings). Details on how to submit expressions of interest to make a presentation to Council are available on Council's website.

ATTENDANCE AT MEETINGS

Council conducts open public meetings, known as scheduled Council meetings, normally on the fourth Wednesday of each month, but with a few exceptions. 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 online by 5.00pm on the Friday prior to the Council meeting or at the Council Meeting.

Due to COVID-19 Pandemic, from March to June 2020, Council was not able to allow the public to enter the gallery at Council Meetings or public presentation sessions. This unprecedented requirement was implemented to ensure the safety of community members and staff. Public presentations were conducted by phone in-session with the Administrators. Questions submitted for Public Question Time in the Council meetings were read out by the CEO via live-streaming of the meeting.

The below tables provide a summary of the number of Council meetings and Special Council meetings and Administrator attendance for 2019/20 financial year.

Number of Type of Meeting	2018/19 Number of Meetings	2019/20 Number of Meetings
Ordinary Meeting	11	11
Special Meeting	9	1
Special Committee	1	1
Confidential Meeting	10	9
Total	31	22

Number of Meetings Administrator in Attendance	Number of Council Meetings in Attendance	Number of Special Meetings in Attendance	Total Number of Meetings in Attendance
Julie Eisenbise (Chair Administrator)	10 of 11 meetings	1 of 1 meetings	11 of 12 meetings
Christian Zahra (Deputy Administrator)	11 of 11 meetings	0 of 1 meetings	11 of 12 meetings
Rick Brown (Administrator)	10 of 11 meetings	1 of 1 meetings	11 of 12 meetings

SPECIAL COMMITTEES

The *Local Government Act 1989* 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	Administrators	Purpose
Special Committee to hear, consider and recommend submissions to the Council Plan 2020-2024 and Annual Budget 2020/21.	17 June 2020	3	To hear, consider and recommend submissions made under section 223 of the <i>Local Government Act 1989</i> in regards to the Council Plan 2020-2024 and 2020/21 Annual Budget.

SECTION 86 COMMITTEES

Council has established a number of Section 86 Committees in accordance with section 86 of the *Local Government Act 1989*. 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	Purpose
Allambee South Community Hall	Committee of Management with limited delegation for the purpose of management of the Hall.
Dumbalk Hall and Ladies Auxiliary	Committee of Management with limited delegation for the purpose of management of the Hall.
Foster Showgrounds	Committee of Management with limited delegation for the purpose of management of the Showgrounds.
Foster Stockyard Gallery	Committee of Management with limited delegation for the purpose of management of the Building in which the gallery is located..
Foster War Memorial Arts Centre	Committee of Management with limited delegation for the purpose of management of the Arts Centre.

Special Committee	Purpose
John Terrill Memorial Park and Fish Creek Reserve	Committee of Management with limited delegation for the purpose of management of the Park and Reserve.
Korumburra Botanic Park Advisory Committee	Committee of Management with limited delegation for the purpose of advising on the management of the Botanic Park.
Korumburra Recreation Reserve	Committee of Management with limited delegation for the purpose of management of the Reserve.
Leongatha Court House	Committee of Management with limited delegation for the purpose of management of the Court House.
Mardan Hall	Committee of Management with limited delegation for the purpose of management of the Hall.
Meeniyah and District Sports Stadium	Committee of Management with limited delegation for the purpose of management of the stadium.
Mirboo North Hall	Committee of Management with limited delegation for the purpose of management of the Hall.
Port Welshpool and District Maritime Museum	Committee of Management with limited delegation for the purpose of management of the Building.
Sandy Point Community Centre and TP Taylor Reserve	Committee of Management with limited delegation for the purpose of management of the Community Centre and Reserve.
Walter J Tuck Recreation Reserve	Committee of Management with limited delegation for the purpose of management of the Reserve.



ADMINISTRATORS REMUNERATION & EXPENSES

The appointment of Administrators by the Minister for Local Government included a mandatory remuneration for the Administrator Chair and Administrators with the Administrator Chair receiving a higher remuneration. Council is also required to reimburse Administrators for expenses incurred whilst performing their duties and adopt and maintain a policy in relation to this.

The Councillor Support and Expenditure Policy was reviewed and adopted by Council at the 29 November 2019 Council meeting. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Administrators to enable them to conduct their duties.

The following table contains a summary of the Administrators remuneration and expenses for 2019/20:

Councillor Allowance & Expense Report 2019/20							
Councillor	Allowance including Superannuation	Travel & Vehicle Expenses*	Accommodation & Meals	Conference, Training & Professional Development	Printing/ Sound Recording Transcript	Other	Total
	(\$)	(\$)		(\$)	(\$)	(\$)	(\$)
Julie Eisenbise	\$192,296	\$4,885	\$5,422	\$456	\$14		\$207,958
Chrisitan Zahra	\$98,151	\$8,934	\$7,645			\$267	\$123,931
Rick Brown**	\$98,151	\$8,262	\$2,962		\$520		\$118,157
Total	\$388,598	\$22,081	\$16,029	\$456	\$534	\$267	\$450,046

* Car operating costs are for the 12 months ended 30 June 2020 and includes depreciation, insurance and notional interest

** Travelling expenditure for Administrators using private vehicles is at the prescribed rate of reimbursement and only includes claims processed up to 30 June 2020

*** Administrator Julie Eisenbise began using a Council Car as of 29 July 2019 and returned it as of 26 March 2020

**** Administrator Christian Zahra began using a Council Car as of 18 September 2019

EXPENSE CATEGORIES

Administrator Allowance

The Administrators have received a remuneration, including the required superannuation allocation, for their services to the Shire. These mandatory remuneration levels were set by the Minister for Local Government. It is important to note that Administrator Eisenbise requested the remuneration be discontinued during a short period of leave taken.

Travel & Vehicle Expenses

Council's *Councillor Support and Expenditure Policy* – 20 November 2019 and *Councillor Vehicle Policy* - 3 November 2016, provide for the reimbursement of travel costs, depreciation, insurance and/or use of private vehicles while conducting Council business.

Administrators' use of private vehicles is at the prescribed rate of reimbursement. Reimbursements also include parking fees and public transport costs. Two of the Administrators monitored their private travel expenses and recognised that overall costs to Council would be reduced through the use of a Council car. Transitions between Council and personal car use has occurred throughout the year. These have also been influenced by the changing travel requirements created by the COVID-19 Pandemic restrictions.

Accommodation & Meals

This category covers costs associated with the Administrators requirement to attend Council on consecutive days. These costs include accommodation and meals where applicable.

Training & Professional Development

This category covers the costs associated with Administrator attendance to conferences, training and professional development courses.

These include accommodation, conference, parking-related expenses and airfares where applicable.

Telephone & Communication Support

Administrators 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 normally made available at Council offices. Adjustments have been required between March and June requiring some printing to be done remotely. Printing and audio recording transcription costs have been included.

3.3

AUDITING

FRAMEWORK

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 Report of Operations in the Annual Report. The following items have been highlighted as important components of the management framework.

Independent members are appointed for a three-year term, with a maximum of two consecutive terms. The Chair is elected from amongst the independent members.

The Audit Committee met four times in 2019/20 on 10 September 2019, 10 December 2019, 10 March 2020; and 9 June 2020.

The Internal Auditor, Richmond Sinnott and Delahunty (RSD) Chartered Accountants and CEO (or Acting CEO) 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 10 September 2019, 10 March 2020 and 9 June 2020 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 *Local Government Act 1989* for the 2019/20 Financial Year. 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 10 September 2019 meeting were, Dr John (AJ) Purcell (Chair), Mr. Chris Badger and Mr Homi Burjorjee and one Administrator member, Mr. Rick Brown. Administrator Julie Eisenbise also attended Audit Committee meetings throughout the year as an observer; maintaining an interest in the audit

EXTERNAL AUDIT

Council is externally audited by VAGO. For the 2019/20 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 10 September 2019, 10 March 2020 and 9 June 2020 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.

Attendance to Audit Committee	Meetings Attended
Independent Members	
Dr John (AJ) Purcell (<i>Chair</i>)	4
Mr Homi Burjorjee	4
Mr Chris Badger	4
Council Members	
Rick Brown (Administrator)	4
Auditors	
Internal Auditor (<i>RSD Chartered Accountants</i>)	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 concluded on 30 June 2019.

Following consultation with the Audit Committee, the Council exercised the first and final three-year extension under the contract with RSD which will conclude on 30 June 2022.

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 Management Framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit 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.

The IAP for 2019/20 was completed with the following reviews conducted:

- Budget Maintenance including Capital Works & Major Projects; and
- Occupational Health & Safety and Return to Work.

3.4

RISK & OH&S

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 and 2018/19 financial year Council conducted a review of its *Risk Management Framework and Policy*. This review culminated on 27 February 2019 with Council adopting a revised *Risk Management Framework and Policy*.

These are next due for formal review in February 2023.

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; and Business Continuity Plan review.

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.

OCCUPATIONAL HEALTH & SAFETY

Council continues to focus on ensuring the health, safety and wellbeing of all employees, contractors, volunteers and other people who may be affected by their operations.

Council continues to focus 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 hazards and risks;
- Developing the health and safety knowledge and capability of recently elected Health & Safety Representatives;
- Active post incident reviews and the implementation of safe work practices and engineering to prevent reoccurrences; and
- Sharing the knowledge and lessons learned.

In addition to continuance of our MAV Workcare OH&S Improvement Program and review of incidents and performance, we have reinvigorated the Health & Safety Committee, with new Health & Safety Representatives elected, trained, and active in their Designated Workgroups.

Training & Development

Training and the personal development of all employees remains a priority to Council. Training continues with numerous regulatory and development training for employees on an as required basis. Specific training is offered to employees who will use these skills within the workplace.

Training delivered includes:

- Occupational Health & Safety
- Manual Handling
- Traffic Management
- First Aid
- Confined Space
- Chainsaw operation
- Working at heights
- Conflict resolution
- Effective Assertive Communication

Council continues to invest in internal education sessions, OH&S inductions and training for new staff and new Assets (equipment and machine) inductions and operation is provided by the distributor.

Lag Indicators

Our WorkCover premium has reduced over the past two years based on improved performance. The number of injuries has decreased from 54 to 30 in the last twelve months.

Lost time injuries, where employees that have injured themselves at work have not been able to return for their next shift, has lifted from 4 to 8 over the same period. However, total days lost has reduced from 247 days to 88 days, a little more than 1 in 1,000 or 0.1% of total workforce availability.

Overall incidents, near misses and hazards reported has decreased despite a lift in specific hazard reporting (which is generally a positive indicator).

	Incidents, Near Misses & Hazards	Injuries	Injuries resulting on lost time
2017/18	127	47	17
2018/19	158	54	4
2019/20	112	30	8

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

Lead Indicators

Focus on reporting Hazards and Near misses has seen an increase of 152% on the previous year. This increase in positive Safety reporting has benefited in contributing to a reduction of injuries across the Council.

Workplace inspections are down in total numbers due mainly to the COVID-19 Pandemic and the primary facilities not being in use since March 2020.

	Workplace Inspection Completed	Equipment Pre-start Checks
2017/18	70	11,000+
2018/19	43*	10,705
2019/20	13*	11,656

3.5

Statutory Information

DOCUMENTS AVAILABLE FOR Public Inspection

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

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.

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

Process mapping has been undertaken within many departments looking for ways to streamline the operations, improve customer service and improve efficiencies and/or reduce costs.

Outcomes achieved from these activities include:

- Improvements to the rates processing process significantly reduced the overall time to process refunds by an average 80%;
- Standardised application forms and letters leading to an increase in capacity by the environmental health team by 500 hours;
- Animal registration renewals made available via BPay making it easier to pay for community member;
- Captured and mapped over 271 processes within Council leading to optimisation opportunities and updated service outcomes.

Improvements to service provision introduced or still underway include:

- A published *Public Facing Map Portal* to assist with the location of services, activities and aid the public consultation process;
- Physically scanning and indexing 2,000 boxes (40 metres of shelving) of paper documents and images into Council's documentation management system, enabling the closure of Council's storage facility. This will reduce costs, minimise risk and improve time to retrieve information when required;
- Replaced over 100 depreciated computer screens across Council. Council refactored these screens and donated them to community groups across the Shire.
- Fire notice improvements by using the 'geo' location services to enable mobile updates and processing. This will greatly improve efficiency and inspection times for staff.

CARERS 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 Regional Assessment Service, 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.

The Intake and Assessment Team continue to work with carers and recognise the significant role they play in supporting loved ones. With consent, carers are supported to link in with services and supports that may be helpful to assist them with the important role they do and to look after their own health and wellbeing.

DISABILITY ACTION PLAN

In accordance with section 38 of the *Disability Act 2006*, Council is required to prepare a Disability Action Plan, and must report on its implementation in the Annual Report.

The Disability Action Plan 2018-2021 was adopted at the Council Meeting 30 May 2018. The Disability Action Plan outlines Council's approach to building a more inclusive community and to meet both Council's obligations and community aspirations in doing so.

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

- Development and implementation of an inclusive drama project, called *(it's no) drama*;
- Council business is now more accessible: an improved website, focus on communication access and Council meetings being available via live stream;
- Access auditing of Council's community assets, including buildings and reserves, and designated accessible parking, undertaken on a priority basis.

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with section 68A of 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.

The DAMP 2017-2021 was adopted at the Council Meeting of 27 September 2017 and outlines the services, programs and policies established to address the administration of the Act and the management of dog and cat issues in the community.

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

- Introduced 'lifetime tags' for animal identification;
- Developed an enforcement follow up process;
- Preliminary investigations conducted 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;
- 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 used 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 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 27 applications under the FOI Act in 2019/20. Access was granted (in full or in part) for two requests. A further eight applications were deemed to be enquiries only and three applications were processed outside the Act. Two applications resulted with nil documents discovered. Nine applications were not proceeded with. Eleven applications had not been finalised before the end of the financial year and will be completed in the next financial year.

Freedom of Information Applications	2018/19	2019/20
Enquiries Only	8	8
Access Granted (in full or in part)	8	2
Nil Documents		2
Not Proceeded		9
Application Processed outside of the FOI Act 1982		
Incomplete at end of Financial year	3	11
Total Applications	20	27

Further information regarding FOI can be found at www.foi.vic.gov.au and on Council's 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

PROTECTED DISCLOSURE PROCEDURES

A new *Public Interest Disclosures Act 2012* replaced the *Protected Disclosures Act 2012*. It provides the way for people to make a disclosure of improper conduct and detrimental action by Councillors/ Administrators and Council staff.

Council takes seriously its responsibilities to those persons who may make a disclosure about improper conduct. Council has established guidelines to ensure the confidentiality of the identity of the person making the disclosure, and their welfare, are protected, and has established a system for matters of improper conduct to be investigated.

During the 2019/20 financial year there were no disclosures received by Council's Public Interest Disclosure Coordinators to which the Public Interest Disclosure Guidelines applied. As such there were no assessable disclosures referred to the Independent Broad-based Anti-corruption Commission (IBAC) for assessment.

CONTRACTS

Council is required by section 186 of the *Local Government Act 1989* to not enter into contracts valued at \$150,000 (incl. GST) or more for goods and services or \$200,000 (incl. GST) or more for works of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989* without engaging in a competitive process.

During the 2019/20 financial year, all contracts Council entered into exceeding these amounts followed a competitive process with the exception of one contract, for which Council sought and received ministerial exemption under section 186(5)(c) of the *Local Government Act 1989*. This contract related to telecommunications works associated with the Bair Street Redevelopment. This contract, valued at \$230,093, was awarded to Telstra, who were the telecommunications infrastructure monopoly owner in accordance with the *Federal Communications Act 1934*.

NATIONAL COMPETITION POLICY

Council has a *National Competition Policy* and Council. To the best of its knowledge, Council, has not undertaken any anti-competitive behaviour and has complied with the requirements of Council's *National Competition Policy* during 2019/20.

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 this 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	Community Engagement Policy (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 July 2018
2	Community Engagement Guidelines (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 <i>Community Engagement Strategy 2018-2022</i> Date of adoption: 25 July 2018
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	<i>Adopted in accordance with section 126 of the Act.</i> Council Plan 2017-2020 Strategic Resource Plan was adopted by Council on 24 July 2019. Date of adoption: 24 July 2019 Council Plan 2020-2024 Strategic Resource Plan was adopted by Council on 24 June 2020. Date of adoption: 24 June 2020
4	Annual Budget (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)	<i>Adopted in accordance with section 130 of the Act.</i> 2019/20 Annual Budget was adopted by Council on 24 July 2019. Date of adoption: 24 July 2019 2020/21 Annual Budget was adopted by Council on 24 June 2020. Date of adoption: 24 June 2020
5	Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) Note: the <i>Open Space Asset Management Plan</i> incorporates parks and gardens, recreation reserves, active and passive public space, and other reserves that are owned or managed by Council is under review and anticipated to be completed by 30 June 2023.	Asset Management Plans are reviewed during the annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services. The plans have a life of 4 years, after which a full revision is undertaken. The Asset Management Plans in operation as of 1 July 2020 are: <ol style="list-style-type: none">1. Buildings2. Roads Infrastructure (includes bridges, footpaths, cycle-ways, and stormwater drainage),3. Open Space (formally Parks, Gardens and Reserves)

Item No.	Government and Management Items	Assessment
6	Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges)	<i>Rating Strategy 2019-2022</i> was adopted by Council on 24 July 2019. Date of adoption: 24 July 2019
7	Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	<i>Risk Management Policy</i> Date of adoption: 27 February 2019
8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	<i>Fraud and Corrupt Conduct Policy</i> Date of adoption: 26 April 2017
9	Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	<i>2018-2021 South Gippsland Municipal Emergency Management Plan</i> was prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of approval: October 2018
10	Procurement Policy (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 Act. Date of adoption: 24 June 2020
11	Business Continuity Plan (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: 16 March 2020
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Endorsed by the Strategic Risk Committee Date of adoption: February 2019 Review last updated in May 2020
13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	<i>Risk Management Framework</i> Date of adoption: 27 February 2019
14	Audit Committee (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 <i>section 139 of the Act</i> . Date of establishment: 1 January 1998 <i>South Gippsland Shire Council Audit Committee Charter</i> was updated and adopted by Council 28 August 2019.
15	Internal Audit (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

Item No.	Government and Management Items	Assessment
16	<p>Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Performance Reporting Framework is set out in the Council Plan 2017-2021 and 2019/20 Annual Budget adopted 24 July 2019.</p> <p>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.</p> <p>The Council Plan 2017-2021 and the 2018/19 Annual Initiatives were reported to the Audit Committee in March 2019, June 2019 and financial year end in the 2018/19 Annual Report.</p> <p>Organisational Performance Report for the 2019/20 Annual Initiatives have been reported as follow:</p> <p>July 2019 to September 2019</p> <ul style="list-style-type: none"> • Council Meeting - 20 November 2019 • Audit Committee - 11 December 2019 <p>July 2019 to December 2019</p> <ul style="list-style-type: none"> • Council Meeting - 26 February 2020 • Audit Committee - 10 March 2020 <p>July 2019 to March 2020</p> <ul style="list-style-type: none"> • Council Meeting - 27 May 2020 • Audit Committee - 9 June 2020
17	<p>Council Plan Reporting (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>	<p><i>Council Plan 2017-2021 - Revised</i> was adopted by Council on 24 July 2019.</p> <p>Date of adoption: 24 July 2019</p> <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"> • Revised 2017-2021 Council Plan adopted: 24 July 2019 • Full Year 2018/19 compiled for the Annual Report and Fourth Quarter report combined: adopted 25 September 2019 • 2019/20 First Quarter report adopted: 20 November 2019 • 2019/20 Half Year report adopted: 26 February 2020 • 2019/20 Three Quarter report adopted: 27 May 2020

Item No.	Government and Management Items	Assessment
18	<p>Financial Reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with <i>section 138(1) of the Act</i>. Long Term Financial Strategy Date of adoption: 28 November 2018 Financial reporting is provided in Quarterly Performance Reports to Council. Date statements presented: <ul style="list-style-type: none"> • First Report - July 2019 to August 2019 - Adopted 25 September 2019 • Second Report - July 2019 to November 2019 - Adopted 18 December 2019 • Third Report - July 2019 to February 2020 - Adopted 25 March 2020 • Fourth Report - July 2019 to May 2020 - Adopted 25 March 2020 </p>
19	<p>Risk Reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Audit Committee review of register Date of reports: <ul style="list-style-type: none"> • First report - 10 December 2019 • Second report - 9 June 2020 Council review of register: 19 February 2020</p>
20	<p>Performance Reporting (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>	<p>Council Plan and Annual Plan reporting is provided in Organisational Performance Reports to Council. The Council Plan 2017-2021 and the 2018/19 Annual Initiatives were reported to the Audit Committee in March 2019, June 2019 and financial year end in the 2018/19 Annual Report. Organisational Performance Report for the 2019/20 Annual Initiatives have been reported as follow: <ul style="list-style-type: none"> • 2019/20 First Quarter report adopted: 20 November 2019 • 2019/20 Half Year report adopted: 26 February 2020 • 2019/20 Three Quarter report adopted: 27 May 2020 </p>
21	<p>Annual Report (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>	<p>The 2018/19 Annual Report was adopted by Council on 25 September 2019. The final version after being presented to the Minister for Local Government was adopted by Council on 23 October 2019.</p>

Item No.	Government and Management Items	Assessment
22	<p>Councillor Code of Conduct (code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>The revised <i>Councillor Code of Conduct</i> was reviewed in accordance with <i>section 76C of the Act</i>.</p> <p>Date of adoption: 22 February 2017</p>
23	<p>Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>The delegations were reviewed in accordance with <i>section 98(6) of the Act</i>.</p> <p>The delegations were signed by the CEO on</p> <ul style="list-style-type: none"> • Council to CEO (S5) - 24 June 2020 • Council to Staff (S6) – 24 June 2020 • CEO to Staff (S7) - 13 May 2019 • CEO to Staff (S7a) - Miscellaneous - Sale of Council Land and Research - 18 July 2018 • Municipal Building Surveyor to Staff (S12) – 12 May 2020 • CEO Powers to Staff (S13) - 24 February 2020 • CEO Powers to Staff (S13A) - 10 June 2020 • CEO to Staff (VICSmart) (S14) - 16 September 2019
24	<p>Meeting procedures (a local law governing the conduct of meetings of Council and Special Committees)</p>	<p>Meeting procedures local law made in accordance with <i>section 91(1) of the Act</i>.</p> <p>Date of Local Law made: 27 May 2020</p>

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

Kerryn Ellis
Chief Executive Officer
Dated: 23 September 2020

Leongatha

Julie Eisenbise
Administrator (Chair)
Dated: 23 September 2020

Leongatha