

Corangamite Shire

AGENDA

Special Council Meeting

5.00 pm • Tuesday 14 June 2016

*Killara Centre
210-212 Manifold Street, Camperdown*

Order of Business

1. PRAYER
2. APOLOGIES
3. DECLARATIONS OF CONFLICT OF INTEREST
4. DEPUTATIONS & PRESENTATIONS
5. OFFICERS' REPORTS

ANDREW MASON
CHIEF EXECUTIVE OFFICER

DISCLAIMER

The advice and information contained herein is given by the Council without liability or responsibility for its accuracy. Before placing any reliance on this advice or information, a written enquiry should be made to the Council giving the entire reason or reasons for seeking the advice or information and how it is proposed to be used.

Table of Contents

Item No.		Page No.
1.	PRAYER	1
2.	APOLOGIES	1
3.	DECLARATIONS OF CONFLICT OF INTEREST	1
4.	DEPUTATIONS & PRESENTATIONS.....	3
5.	OFFICERS' REPORTS.....	4
5.1	BUDGET 2016-2017	4
5.2	COUNCIL PLAN 2013-2017 REVIEW	17

4. DEPUTATIONS & PRESENTATIONS

1. Members of the public may address Council under this section of the Agenda of an Ordinary Meeting of the Council if:
 - a) The person is addressing the Council in respect to a submission on an issue under Section 223 of the *Local Government Act*, or
 - b) The person has requested that they address Council on an issue and the Mayor has agreed that they be heard.
2. Requests to address Council must be received by 5.00 pm on the day prior to the scheduled Ordinary Meeting of the Council.
3. Presentations made to Council in this section of the Agenda may not exceed five minutes in length, although Councillors may ask questions proceeding each presentation. If a presentation exceeds five minutes in length, the Mayor may request that the presenter ceases to address Council immediately.

5. OFFICERS' REPORTS

5.1 Budget 2016-2017

Author: David Rae, Director Corporate and Community Services

File No: D16/388

Previous Council Reference: 10 May 2016 (Special), Item 5.2

Declaration

Chief Executive Officer – Andrew Mason

In providing this advice to Council as the Chief Executive Officer, I have no interests to disclose in this report.

Author - David Rae

In providing this advice to Council as the Director Corporate and Community Services, I have no interests to disclose in this report.

Summary

The purpose of this report is for Council to consider and adopt the 2016-2017 Budget, incorporating the 2016-2017 Fees and Charges Schedule and 2016-2020 Strategic Resource Plan, in accordance with the *Local Government Act 1989* (the Act). The 2016-2017 Budget is attached to this report under separate cover.

Introduction

At the special Council Meeting held on 10 May 2016, Council resolved a number of matters including:

1. Preparation of Budget
2. Strategic Resource Plan
3. Public notice, display and inspection
4. Invitation of submissions.

For 2016-2017 an operating surplus of \$4.163 million has been budgeted with a capital works program of \$13.75 million. No borrowings are proposed and key performance indicators include delivery of a year-end unrestricted working capital ratio of 199%. The proposed underlying rate increase is 2.5% in accordance with the State Government rate cap.

The proposed 2016-2017 Budget was advertised widely in newspapers across the Shire and copies of the Budget have been available for inspection at the Civic Centre, all libraries and on Council's website since 11 May 2016.

Issues

As required by the *Local Government Act 1989*, the 2016-2017 draft Budget was placed on public exhibition and submissions invited for a period of 28 days, closing on 7 June 2016. A total of 27 submissions were received during the statutory public notice period and seven submitters have requested to present to a Committee of the whole Council in support of their submission on 14 June 2016 from 10.00am.

The proposed 2016-2017 Budget has been prepared to ensure that Council continues to maintain its services and meet the objectives of Council's asset management and Strategic Resource Plan in a financially constraint environment. The principles of sound financial management requires Council to deliver recurrent operating surpluses, continue to invest in asset renewal and maintain adequate liquidity. All of which are delivered within the 2016-2017 Budget.

At the ordinary meeting in January 2016, Council resolved to prepare the 2016-2017 budget taking into account the loss of approximately \$500,000 in rate income due to the rate cap announced by the Minister for Local Government in December 2015. A report accompanying the draft Budget, which was presented to Council on 10 May 2016, detailed the various initiatives to absorb the impact.

2016-2017 Budget Outcomes

Key financial outcomes for the 2016-2017 Budget are as follows:

	2016-2017 Budget
Operating result	\$4,162,624
Rate income	\$20,062,190
Underlying rate increase	2.50%
Total Increase in rates & charges	2.54%
Operating expenditure	\$28,012,612
Capital expenditure	\$13,749,500
Loan redemption including interest	\$1,097,134
Transfer to reserves	\$1,602,972
Total budget commitments	\$44,462,219
Cash balance at year end	\$12,131,825
Borrowings	nil
Working Capital Ratio (Unrestricted)	199%

Amendments

The following amendments have been made to the draft Budget by Council officers since being placed on public exhibition:

- As a consequence of the 2016-2017 Federal Budget, \$1.6 million in Roads to Recovery funding has been deferred until 2017-2018. This has resulted in a reduction in the operating result (via a reduction in capital grants) and a reduction in capital expenditure. Officers consider this a good outcome as it smooths the delivery of the capital works program.

- An additional \$35,198 in operating grants has been recognised following preliminary advice received from the Victorian Grants Commission (VGC) for the 2016-2017 allocation. This has resulted in an increase in the operating result (via higher operating grants) and a high cash balance at 30 June 2017.

As a result of the amendments, the draft Budget operating surplus has decreased to \$4.163 million, being a reduction of \$1,563,802 on the operating surplus presented to Council at the 10 May special Council Meeting.

As a consequence of the changes to the 2016-2017 Budget, the future years of the 2016-2020 Strategic Resources Plan (Section 14) have also been amended and the cash holdings as at 30 June 2020 has increased to \$13.01 million, an improvement of \$123,000, that was presented to Council on 10 May 2016. This increase is a consequence of the VGC advice received.

Rate Income

Rates and Charges will account for 48% of the total revenue in 2016-2017. An increase in rate income is required to meet Council's aspirations and community expectations for new and existing infrastructure. The Strategic Resource Plan includes rate increases equal to an estimate of the Consumer Price Index (CPI) over the next four years.

The proposed underlying increase in total rates and charges for 2016-2017 is 2.5%. The increase in the kerbside collection charge will be 2.71% to cover the cost of providing the service and also represents additional properties accessing the service. Combined, this equates to an increase in total rates and charges of 2.54% on the 2015-2016 forecast. This is detailed below.

Type of Charge	2015-2016 Forecast	2016-2017 Budget	Increase	Comments
General Rates	16,539,242	16,957,700	2.53%	
Municipal Charge	1,553,119	1,590,852	2.43%	
	18,092,361	18,548,552	2.52%	Increase in rates and charges including supplementary rates
Garbage Charge	1,473,640	1,513,638	2.71%	Increase cost of service and additional properties
TOTAL	19,566,001	20,062,190	2.54%	Total increase in rates & charges

Council is also responsible for collecting the Victorian State Government Fire Services Property Levy. The levy appears on rate notices as a separate charge. Council does not derive any benefit and is required to remit amounts collected to the State Revenue Office quarterly. The table provided below presents the gazetted levy rates for 2016-2017 compared to the levy rates charged for 2015-2016.

Land use classification	Fixed Charge (increased from \$104 / \$210)	Variable Charge (cents per \$1,000 of capital improved value)		Variable Charge Increase/ (Decrease)
		2015-2016	2016-2017	
Residential (including vacant residential land)	\$105	14.4 cents	12.8 cents	(11.1%)
Commercial	\$213	99.0 cents	104.7 cents	5.8%
Industrial	\$213	148.4 cents	165 cents	11.2%
Primary Production	\$213	27.7 cents	26 cents	(6.1%)
Public Benefit	\$213	14.4 cents	13.2 cents	(8.3%)
Vacant (excluding vacant residential land)	\$213	14.4 cents	49 cents	240.3%

Operating Expenditure

Council's budgeted operating expenditure for 2016-2017 will be \$28.012 million (on a "cash" basis). This represents a reduction of \$0.525 million, or 1.84% over the 2015-2016 Adopted Budget as per the following table:

	2015-2016 Adopted Budget	2016-2017 Draft Budget	2015-2016 v 2016-2017 Favourable / (Unfavourable)	
Operating Expenditure (Cash)	\$28,537,503	\$28,012,613	\$524,890	1.84%

Operating initiatives are contained within the budget and include:

- Waste Management Innovation Actions Stage 2 \$100,000
- Urban Street Tree Audit \$90,000
- Community Grants Funding \$50,000
- Finlay Avenue of Elms, Camperdown Arborist Assessment and Pruning stage 2 \$50,000
- Organisational Service Reviews - Year 1 \$50,000
- 2016-2017 Facility Grants \$50,000
- Elm Leaf Beetle Management Plan and Treatment Program \$50,000
- Planning Scheme Amendment following planning scheme review \$50,000
- Terang Desert Ash Removal \$40,000
- Community Planning – additional township funding \$40,000
- Additional Roadside Weed Control \$40,000
- CBD Facade Improvement Program (Second Round) \$30,000
- Environment Support Fund \$30,000
- Simpson Bowling Club - Synthetic Green \$30,000
- Beyond the Bell - local initiatives \$25,000
- 2017-2021 Health and Well Being Plan development \$25,000

Capital Expenditure

The total Capital Works program will be \$13.75 million, which \$8.081 million will come from Council operations, \$4.73 million from external grants, \$14,400 from special charge schemes, \$874,300 from asset sales, \$45,000 from cash-back reserves and \$5,000 from community contributions. Details are provided in Section 3 and Section 6 of the attached Budget document. Council will continue to heavily invest in its road network through capital renewal which is also supplemented by programmed maintenance.

The 2016-2017 Capital works program includes:

- \$6.596 million on road assets with grant income of \$2.778 million budgeted.
- \$0.5 million of Council contribution for stage 1 of Castle Carey Road Bridge realignment at a cost of \$1.5 million. The total cost of the project is \$5.2 million over three financial years. Federal and State Government funding of \$3.6 million has been budgeted to be received with \$2.6 million in Federal funding confirmed. Council officers continue to seek \$1 million in State Government funding towards the project.
- \$2.926 million of heavy plant and light fleet replacements.
- \$650,000 of streetscapes including \$350,000 for Port Campbell streetscape design.

The capital grant funding of \$4.73 million includes \$3.678 million in Roads to Recovery grants of which \$1.6 million is “recurrent” in nature and \$2.078 million “extraordinary”.

A substantial part of the capital works program is based on existing asset management plans. Other projects have been included to take advantage of external funding opportunities and to deliver community planning outcomes. Council’s renewal ratio for 2016-2017 is projected to be 121% against a long-term target of 100%. This is high due to the additional Roads to Recovery Funding. Council’s four year Strategic Resource Plan (Section 14 of the Budget) forecasts an average annual renewal ratio of 117%.

Borrowings

The Budget provides for no new borrowings in 2016-2017. Council’s total debt at 30 June 2017 is budgeted to be \$2.223 million (after repaying \$0.957 million of loan principal) and will continue to be within prudential limits. Based on the current borrowing strategy it is projected Council will be debt free by June 2025.

Reserve Transfers

The Naroghid landfill has an estimated remaining life of 57 years. The current net present value estimate for restoration is \$4.9 million. The Budget includes the transfer of \$84,000 to reserve for future restoration costs. (This amount is reviewed annually.)

The Budget also recommends continuation of a cash-backed reserve for future defined benefit fund superannuation calls. A transfer of \$400,000 to the reserve is proposed. This allocation would create a reserve of \$1.2 million at 30 June 2017. The Strategic Resource Plan does not propose additional allocations.

An allocation of \$1 million is also recommended to be transferred to reserve for future asset renewal requirements. This reserve will ensure Council can continue to invest in its future road infrastructure renewal at existing standards and provides some certainty in a rate capping environment.

Rate Capping Initiatives

The Budget includes a variety of initiatives to deliver the required savings of \$500,000 to bridge the funding gap imposed by the rate cap. These initiatives have been developed over several months and will result in a broad reduction in costs which will be achieved through modifying or eliminating some services.

In identifying the initiatives there has been an emphasis on reviewing services currently provided by Council on behalf of the State Government. Conversely, alternative income sources were considered including a review of fees and charges where the underlying service mostly deliver benefits to individuals rather than the community. Engagement with stakeholders who will be impacted has occurred and will continue following adoption of the Budget.

Cumulative recurrent savings initiatives within the draft Budget total \$680,170. Of the savings \$50,000 has been reallocated to new initiatives, \$75,000 is associated with a short-term contract saving, \$50,000 will be allocated towards organisational service reviews and the remaining \$505,170 delivers the required recurrent savings to absorb the impact of rate capping. The initiatives proposed were discussed in detail in the report to Council on 10 May 2016 special Council meeting.

Statutory Disclosures

The 2016-2017 Budget includes the disclosure requirements of the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2014*. The required statutory information pertaining to Rates and Charges is detailed within Section 7.

Policy and Legislative Context

Council is required under the Act to adopt the Budget by 30 June 2016 and the Strategic Resource Plan by 30 June 2016. Council was required to undertake public consultation as part of the process. The Budget is Council's annual financial strategic document and has been prepared, including the Strategic Resource Plan, in accordance with its commitment in the Council Plan 2013-2017 that:

Council will demonstrate high levels of ethical behaviour and corporate governance standards. We will make budgetary decisions that are reflective of our financial circumstances. We will advocate for and with the community to achieve outcomes.

Model contemporary standards of corporate governance and professional standards.

Council will recognise and make decisions that reflect our financial circumstances.

Internal / External Consultation

The Budget has been developed following an extensive consultation process with Councillors and officers, and using information from Council adopted strategies and plans, including asset management plans.

Council advertised the 2016-2017 Budget and called for public submissions under Section 223 of the *Local Government Act 1989*.

Submissions

Council has received 27 submissions to the 2016-2017 Budget during the statutory public notice period, including one joint submission and one petition with 159 signatures. Seven submitters will appear at a meeting of the Committee of the whole Council on 14 June 2016 commencing at 10.00am to present in support of their submission.

Analysis of the submissions is attached. Submissions have been provided to Councillors as received and each submission is provided under separate cover. The majority of submissions are in relation to the savings initiatives proposed by officers in response to the State Government's rate capping framework. A summary of the submissions is provided below.

	Issue	Submissions	Theme of Submission
1	Skipton Transfer Station.	12	Council should continue to provide Transfer Station Services to Skipton residents.
2	SES Funding.	3*	Council should continue to support SES units by maintaining funding at historical levels or at least defer a decision until alternative funding can be arranged.
3	Saleyards Fees.	1	In recognition of the "dairy crisis" Council should not increase saleyards fees as a means to support the dairy sector.
4	Port Campbell Recreation Reserve.	1	Council should continue to provide funding at historical levels.
5	Arts and Culture Funding.	1	Council should continue to provide funding at historical levels in order to support the implementation of its Arts and Culture Plan.
6	Library Services.	1	Council should seek to maintain and support library services at historical levels.
7	CFA Mount Porndon Contribution.	1	Council should continue to provide funding.
8	Camperdown Cruise Rockabilly Festival.	2*	Council should continue to provide funding at \$25,000 per annum.
9	Administrative Fee – processing of utility accounts.	3	Council should not charge an administrative levy for processing utility accounts for lessees and licensees of Council owned or managed facilities.
10	South West Sports Assembly – Sports Star Awards Contribution.	1	Council should continue to provide funding at \$1,000 per annum.
11	Family Day Care Fees.	1^	The proposed increase for the administration levy is excessive.
12	Family Day Care In-venue Lease and License Fees	2^	The lease fee for in-venue Family Day Care is considered inequitable and should be assessed as providing "net community benefit".

* One submission pertaining to issues 2 and 8.

^ One submission pertaining to issues 11 and 12.

Financial and Resource Implications

The Budget has been prepared in accordance with the direction provided by Council and in accordance with Council's Long Term Financial Plan. The Budget has been prepared within the following parameters:

- A 2.54% increase in rates and charges which results from compliance with the rate cap of 2.5% plus 0.04% due to supplementary rates and costs associated with kerbside waste collection.
- An operating result of \$4.163 million.
- A capital works program of \$13.75 million.
- An unrestricted working capital ratio of 199% to maintain a solid liquidity buffer for Council to meet its short term obligations.
- A debt commitment ratio of 5.5% and total indebtedness ratio (as a percentage of own source revenue) of 28.1%.

- The capital works program has been prepared in accordance with good asset management principles.
- The operating budget has been prepared to deliver the required savings of \$500,000 to bridge the funding gap imposed by the rate cap as maintaining services at 2015-2016 levels was not possible without compromising Council's financial position.

Contained within the 2016-2017 Budget document is:

- Detailed information on project initiatives, staffing and resources.
- Detailed capital works program included proposed future capital expenditure (Section 3 and Section 6).
- 2016-2017 Fees and Charge Schedule (Appendix A).
- 2016-2017 Strategic Resource Plan (Section 14).

Options

Council may:

- Adopt the 2016-2017 Budget, incorporating the 2016-2017 Fees and Charges Schedule and 2016-2020 Strategic Resource Plan, as attached, being the advertised budget with the proposed amendments described above; or
- Adopt the 2016-2017 Budget, incorporating the 2016-2017 Fees and Charges Schedule and 2016-2020 Strategic Resource Plan, as attached with additional amendments. If additional amendments are proposed Council should consider alternate savings.

Conclusion

The 2016-2017 Budget maintains Council's sound financial position with a strong commitment to a high standard of services, complemented by a significant capital works program.

The 2016-2017 Budget presented to Council is balanced and has regard to the key indicators that reflect Council's financial sustainability. The budget incorporates a variety of initiatives to absorb the impact of rate capping. Incorporating these initiatives is financially prudent and is necessary to ensure Council's ongoing financial sustainability.

RECOMMENDATION

That Council:

- 1. Adopt the Budget as presented.**
- 2. Authorise the Chief Executive Officer to give public notice of this decision to adopt such Budget, in accordance with Section 130(2) of the *Local Government Act 1989*.**
- 3. Adopt the following determinations on the rates and charges and other matters for the 2016-2017 financial year.**
 - (a) That an amount of \$20,062,190 be declared as the amount which Council intends to be raised by rates and charges for 2016-2017 – 1 July 2016 to 30 June 2017, calculated as follows:**

	\$
General Rate	7,464,800
Farm Rate (92% of General Rate)	9,473,600
Vacant Industrial Land Rate (120% of General Rate)	13,230
Recreation and Cultural Rate (50% of General Rate)	6,070
Municipal Charge	1,590,852
Kerbside Collection Charge	1,513,638
Total Amount to be raised	20,062,190

GENERAL RATES

- (b) General rates be declared for the period commencing on 1 July 2016 and concluding on 30 June 2017.
- (i) It be further declared that general rate income be raised by the application of a general rate being 0.38130 cents in the dollar.
 - (ii) It be confirmed that the general rate for all rateable land within the Corangamite Shire be determined by multiplying the Capital Improved Value of rateable land by the rate in the dollar.

DIFFERENTIAL RATES

- (c) That different rates in the dollar be declared for different classes of property.

General Rate	0.38130
Farm Rate	0.35080
Vacant Industrial Land Rate	0.45756
Cultural & Recreational	0.19065

CLASSES OF PROPERTY

- (i) Farm land:
 - A differential rate for farm land be declared for that rateable land classified as farm land under the Rating Strategy for the 2016-2017 rating year.
 - The differential rate be determined by multiplying the Capital Improved Value of the rateable land by the percentage indicated below:

Category	Cents in \$ Capital Improved Value	Percentage
Farm Land	0.35080	92% of General Rate

(ii) Vacant industrial land:

- A differential rate for vacant industrial land be declared for that rateable land classified as vacant industrial land under the Rating Strategy for the 2016-2017 rating year.
- The differential rate be determined by multiplying the Capital Improved Value of the rateable land by the percentage indicated below:

Category	Cents in \$ Capital Improved Value	Percentage
Vacant Industrial Land	10.45756	120% of General Rate

(iii) Cultural & recreational land:

- A differential rate for cultural and recreational land be declared for that rateable land classified as Cultural and Recreational under the Rating Strategy for the 2016-2017 rating year and listed in the Rating Strategy.
- Rateable land:
 - Terang Trotting Club;
 - Camperdown Racecourse; and
 - Terang Racecourse.
- The differential rate be determined by multiplying the Capital Improved Value of the rateable land by the percentage indicated below:

Category	Cents in \$ Capital Improved Value	Percentage
Cultural & Recreational Land	0.19065	50% of General Rate

MUNICIPAL CHARGE

- (d) A Municipal Charge be declared for the period commencing on 1 July 2016 and concluding on 30 June 2017.
- (i) The Municipal Charge be declared for the purpose of covering some of the administrative costs of Council.
 - (ii) The Municipal Charge be fixed at \$189.50 for each rateable land (or part) in respect of which a Municipal Charge may be levied.

ANNUAL SERVICE CHARGE – KERBSIDE COLLECTION CHARGE

(e) Annual service charges be declared for the period commencing on 1 July 2016 and concluding on 30 June 2017.

- (i) **Garbage Collection Charge:** being for collection, disposal and administration of household refuse service including green waste and recycling for those tenements where the garbage service is rendered or is available.

General Charge	\$287.00
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CONSEQUENTIAL

- (f) The Rate Revenue Coordinator be authorised to levy and recover the general rates, the municipal charges and annual service charges described earlier in this resolution in accordance with the *Local Government Act 1989*.

INTEREST RATE

- (g) The rate of interest is in accordance with Section 172(2) and 227A of the *Local Government Act 1989*, calculated at the rate fixed under Section 2 of the *Penalty Interest Rates Act 1983* that applied on the first day of July immediately before the due date for the payment.

Attachments

1. Draft Budget 2016-2017 - Under Separate Cover
2. Draft Budget 2016-2017 - Analysis of Submissions
3. Draft Budget 2016-2017 - Submissions - Under Separate Cover

2016-2017 Draft Budget Submissions Analysis

Issue		Submissions Received	Theme of Submission	Officers Response
1	Skipton Transfer Station.	12, including a petition with 159 signatures.	Council should continue to provide Transfer Station Services to Skipton residents.	Officers have considered all responses and will brief Council in detail on 14 June 2016 prior to the special Council meeting. It is recommended the Skipton Transfer Station be closed for reasons previously advised to Council and detailed at the Skipton community meeting on 17 May 2016. Closure of the transfer station will save Council \$24,000 in 2016-2017.
2	SES Funding.	3*, including 1 joint submission provided by Camperdown SES units.	Council should continue to support SES units by maintaining funding at historical levels or at least defer a decision until alternative funding can be arranged.	Officers are of the opinion this is an emergency services that should be fully funded by the State Government. In a financially constrained environment imposed by the State Government rate cap it is recommend SES contributions be reduced by 50% for 2016-2017. Reduction in SES contributions will save Council \$26,700 in 2016-2017.
3	Saleyards Fees.	1	In recognition of the “dairy crisis” Council should not increase saleyards fees as a means to support the dairy sector.	The increase in user fees is consistent with the budget parameters agreed with Council during the drafting of the budget. The increase in fees is also necessary to absorb the increase cost of providing the service. Officers recommend increasing fees as detailed in the draft budget which will generate an additional \$27,000 in income.
4	Port Campbell Recreation Reserve.	1	Council should continue to provide funding at historical levels.	The decision to reduce funding is consistent with council support of other reserves where commercial camping is provided and in accordance with the revised Recreation Reserve Management Policy which will be considered by Council on 28 June 2016. This will save Council \$8,500 annually from 2016-2017.
5	Arts and Culture Funding.	1	Council should continue to provide funding at historical levels in order to support the implementation of its Arts and Culture Plan.	Officers recommend a \$53,000 reduction in Arts and Culture funding as proposed in the draft budget. Implementation of the Arts and Culture Plan can be implemented with reduced resources as some functions have been streamlined or eliminated.
6	Library Services.	1	Council should seek to maintain and support library services at historical levels.	Whilst there has been a review of library services there are no reductions in services, including library closures, proposed in the 2016-2017 Budget.

AGENDA - SPECIAL MEETING OF COUNCIL 14 JUNE 2016



7	CFA Mount Porndon Contribution.	1	Council should continue to provide funding.	Officers are of the opinion funding of this service is the responsibility of the State Government and in a financially constrained environment imposed by the State Government rate cap it is recommend Council cease the annual \$2,500 contribution from 2016-2017.
8	Camperdown Cruise Rockabilly Festival.	2*	Council should continue to provide funding at \$25,000 per annum.	Officers acknowledge the event's importance to the local economy and the cultural benefits it brings to the Shire. However, it is recommended Council's contribution be reduced by \$5,000 for 2016-2017. Council will continue to support the event through a budgeted \$20,000 contribution and in-kind services in excess of \$5,000.
9	Administrative Fee – processing of utility accounts.	3	Council should not charge an administrative levy for processing utility accounts for lessees and licensees of Council owned or managed facilities.	The introduction of an administrative fee is an initiative to recover costs associated with processing utility invoices for lessees and licensees of Council owned or managed facilities where such utility services are not separately metered. \$1,000 in income has been budgeted for 2016-2017.
10	South West Sports Assembly – Sports Star Awards Contribution.	1	Council should continue to provide funding at \$1,000 per annum.	Council's historical contribution is \$1,000. Whilst a small amount officers do not believe it is essential as alternate low cost models could be explored and in a financially constrained environment it is recommended contributions cease from 2016-2017.
11	Family Day Care Fees.	1^, with multiple signatures.	The proposed increase for the administration levy is excessive.	The increase in the administrative levy is necessary to ensure the cost of providing the service is sustainable. The increase is recommended after benchmarking like services. Eligible families will be able to claim Commonwealth subsidies to offset some of the increase. The Derrinallum FDC provider has retired and Council has advertised for an alternate operator.
12	Family Day Care In-venue Lease and License Fees	2^	The lease fee for in-venue Family Day Care is considered inequitable and assessed should be assessed as providing "net community benefit".	The lease fee for in-venue Family Day Care is considered inequitable and should be assessed as providing "net community benefit".

* One submission pertaining to issues 2 and 8.

^ One submission pertaining to issues 11 and 12.

5.2 Council Plan 2013-2017 Review

Author: Marilyn Lynch, Organisational Development Coordinator

File No: D16/177

Previous Council Reference: Nil

Declaration

Chief Executive Officer – Andrew Mason

In providing this advice to Council as the Chief Executive Officer, I have no interests to disclose in this report.

Author - Marilyn Lynch

In providing this advice to Council as the Organisational Development Coordinator, I have no interests to disclose in this report.

Summary

Section 125(7) of the *Local Government Act 1989* requires that once in each financial year Council must consider if the Council Plan requires any adjustment in respect of the remaining period of the Plan. The current Plan covers the period 2013-2017 and sets out the long term vision, mission, values and objectives, strategies and performance measures over the four years.

Introduction

The Council Plan 2013-2017 is a strategic document which demonstrates where the Council and community will be by 2017 and how we will achieve our outcomes. It sets out the Council's long term vision, mission and values and describes a range of objectives, strategies and performance measures over a four year period. It also includes the Strategic Resource Plan which outlines required resource commitments, financial plans and the planned level of rate increases.

A review of the Council Plan 2013-2017 is important in terms of good governance and transparency and to remain compliant with the *Local Government Act*.

Issues

The current Council Plan 2013-2017 was developed as a four year plan. The Council Plan has been reviewed by Council each year since it was originally adopted in 2013 and no changes to the objectives or strategies have resulted. The Council Plan 2013-2017 continues to be valid and relevant for the remaining period from 2016-2017 and no changes are recommended. A new Council Plan for 2017-2021 will need to be developed and adopted by Council prior to June 2017.

Key actions and initiatives are developed annually which relate to the objectives and strategies of the Council Plan. The initiatives are included in the Council's Annual Action Plan which is published as a supplement to the Council Plan. The attached Annual Action Plan for 2016-2017 identifies new or innovative projects as key actions which will be undertaken throughout the coming year in addition to the routine business of Council. These key actions are specific and measurable within an annual timeframe, but relate to the long term objectives and strategies contained in the Council Plan. The Annual Action Plan

2016-2017 identifies the person responsible for carrying out the key actions and their anticipated completion date. Actions have not been identified in every service area but are related to budget allocations and work plans.

Policy and Legislative Context

A review of the Council Plan is a requirement under section 125(7) of the *Local Government Act 1989*, and is consistent with the Council Plan commitments:

Council will demonstrate high levels of ethical behaviour and corporate governance standards. We will make budgetary decisions that are reflective of our financial circumstances. We will advocate for and with the community to achieve outcomes.

We will maintain a focus on the importance of our assets and infrastructure to underpin service delivery. We will implement processes that ensure our infrastructure continues to meet the requirements of our community.

Internal / External Consultation

Councillors and senior officers have been consulted regarding the Council Plan and have contributed to the development of the Annual Action Plan 2016-2017.

Financial and Resource Implications

Publication of the Council Plan 2013-2017 and the Annual Action Plan 2016-2017 will incur printing costs which are within current budget.

Options

Council may determine to make changes to the Council Plan 2013-2017 and/or the Annual Action Plan 2016-2017. Alternatively, Council may choose to make no changes to either plan.

Conclusion

It is proposed that Council makes no changes to the Council Plan 2013-2017, given that the existing objectives, strategies and performance measures remain current and that a new four year Council Plan for 2017-2021 will be developed by June 2017.

The Annual Action Plan 2016-2017 has been developed as a means of addressing the long term objectives and strategies contained in the Council Plan 2013-2017, and identifies key actions which are specific and measurable within an annual timeframe.

The Annual Action Plan for 2016-2017, if adopted, will be published as an addendum to the Council Plan 2013-2017, in addition to the Strategic Resource Plan.

RECOMMENDATION

That Council:

- 1. Determine to make no changes to the vision, mission, values, objectives, strategies or performance measures contained in the Council Plan 2013-2017.**
- 2. Adopt the Annual Action Plan for 2016-2017.**

Attachments

- Annual Action Plan 2016-2017

**Corangamite Shire
Annual Action Plan 2016-2017**

1. STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION

Council Plan Objective	Key Actions	Responsibility	Completion Date
Council will maintain strong and effective relationships with Federal and State Governments, other councils and peak bodies to ensure the needs and expectations of our community are addressed	Prepare advocacy material for Council's priority projects: increase road funding, Shipwreck Coast Master Plan and Port Campbell Streetscape upgrade	CEO/MCR	June 2017
Model contemporary standards of corporate governance and professional standards	Deliver an induction program for the new Council Prepare Council Plan 2017 – 2021 for Council approval	CEO	November 2016 June 2017
	Review and update the Councillor Code of Conduct	ODC	February 2017
	Complete three Service Reviews	DCCS	June 2017
Council will recognise and make decisions that reflect our financial circumstances	Investigate infrastructure requirements and market viability for the installation of a Dirty MRF (Materials Recovery Facility) and In-vessel composting system at Narohid Landfill in accordance with the findings of the Alternative Waste Management Investigation Project	DSD/MEE	June 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

	Support MAV to lobby for increases in statutory fees to reflect delivery costs	DSD	May 2017
Recognise and reduce social disadvantage	Leadership Group training in relation to implementing Council's new Social Justice Policy	MCS	May 2017
Advocate on behalf of our communities	Inclusion and use of advocacy material in Great South Coast advocacy efforts to improve rail services and road funding for Princes Highway West and arterial roads such as Foxhow Road and Cobden Port Campbell Road	DWS	June 2017
	Advocate for the Twelve Apostles Trail as an important component of the delivery of the Shipwreck Coast Masterplan Implementation and Sequencing	DSD	March 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

2. POSITIONING FOR ECONOMIC GROWTH

Council Plan Objective	Key Actions	Responsibility	Completion Date
Grow our population for the sustainability of the economic base of our community	Identify target businesses for migrant labour opportunity and develop a how to employ migrant labour guide	MEDT	July 2017
Support the expansion of agricultural diversity and the value adding of agricultural product	Investigate recommending saleyard store sales	MEDT	June 2017
Encourage and support the expansion of the tourist industry	Participate in a regional review of Visitor Servicing arrangements by Great Ocean Road Regional Tourism and select a preferred approach to future Visitor Information Centre provision	DSD	June 2017
	Participate in the implementation of the Shipwreck Coast Master Plan, and work in partnership with government agencies to deliver a business case to support ongoing investment and define sequencing of implementation	DSD	June 2017
	Market Test concept plans for the Port Campbell West Tourism Opportunity site to assist investment attraction	DSD	March 2017
	Partner with Great Ocean Road Regional Tourism to implement destination management plans for Port Campbell and northern areas	DSD	June 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

Recognise our role in a global economy	Investigate MoU Sister City opportunity with Tangerang, Indonesia	MEDT	June 2017
	Develop marketing collateral for the emerging Asian markets including China, India, and Indonesia	MEDT	Dec 2016
Encourage and support business investment and expansion that creates more jobs in Corangamite	Establish Business Information Network and develop Year 1 Action Plan	MEDT	March 2017
	Design a Corangamite artisan product visual merchandising display at the Visitor Information Centre	MEDT	March 2017
	Extend CBD Façade Improvement Program for a further year	MCR	June 2017
	Advocate for State Government funding to support the establishment and growth of both Camperdown Dairy International and Camperdown Dairy	DSD	June 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

3. SUSTAINING OUR NATURAL ASSETS

Council Plan Objective	Key Actions	Responsibility	Completion Date
Manage our environment for future generations	Establish a self-funded community management model for Mt Noorat	MEE	December 2016
Reduce energy consumption and promote use of clean energy	Install Solar PV power systems on three Council managed buildings	MEE	April 2017
	Through Great South Coast Smart Lighting Group and VicRoads replace existing cost share street lighting with more energy efficient type	MAP	June 2017
	Investigate feasibility of using biodiesel in heavy fleet	MW	December 2016
Build resilience in our communities to adapt to the impacts of climate change	Investigate opportunities for community owned renewable energy projects	MEDT/MEE	June 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

4. STRENGTHENING OUR COMMUNITIES

Council Plan Objective	Key Actions	Responsibility	Completion Date
Provide opportunities to improve and enhance the health and wellbeing of our community	Develop the 2017 - 2021 Health and Wellbeing Plan	MCS	June 2017
Provide and advocate for a range of services, facilities and support to our people to enable them to fully engage and participate in the community	Implement priority short-term actions from the Recreation and Open Space Strategy 2016-2026	MFR	June 2017
Improve the educational outcomes of our community	Develop and produce an 'Early Years Directory' for Corangamite Shire.	MCS	November 2016
Recognise the importance of Art and Culture to the community	Implement short term actions from the Arts and Culture Plan 2016-2020	MCR	June 2017
Provide a leadership, planning and coordination role in Emergency Management	Develop a multi-council Municipal Fire Management Plan in partnership with Colac Otway and Surf Coast Shires	MEE	January 2017
Ensure appropriate land use and development outcomes which make Corangamite more liveable	Exhibit a Planning Scheme Amendment to implement changes to Local Policy and the MSS as recommended by the Corangamite Planning Scheme Review	MPBS	March 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

5. INFRASTRUCTURE

Council Plan Objective	Key Actions	Responsibility	Completion Date
Sustainability and preservation of our assets	Develop Asset Management Plans for Open Space, Street Furniture and Playgrounds	MAP/MFR	June 2017
	Undertake footpath network condition assessments	MAP	April 2017
	Review Council Strategic Asset Management Systems	DWS	May 2017
	Undertake Council tree audit and assessment	MW	December 2016
	Commence Streetscape plans for Port Campbell subject to government funding	DSD	June 2017
Plan for and deliver improved asset capacity to meet future needs	Undertake Sport and Facility Audits on Councils Recreation Reserves in conjunction with Great South Coast Councils and State Sporting Organisations	MFR	June 2017
	Continue to promote and implement a safe local road network	MAP	April 2017
Expand pedestrian and cycle network which provide greater connectivity, safety, social inclusion and healthy lifestyle	Prepare business case for additional speed radar trailer for Shire in conjunction with Colac Otway Roadsafe	MAP	April 2017
	Review of pedestrian and cycle networks in towns to be undertaken and program for implementing improvements to be developed	MAP	May 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

6. OUR ORGANISATION

Council Plan Objective	Key Actions	Responsibility	Completion Date
Support and develop our people	Partner with SW Healthcare to deliver health and wellbeing programs to staff	MHHR	June 2017
Strengthen our reputation as an organisation	Host a regional human resources forum	MHRR	September 2016
Deliver exceptional standards of Customer Service	Review and rationalise signage in Council parks, streets and facilities	MW	March 2017
Deliver and provide our services more efficiently	Implement partnership with Moyne Shire for Recreation Facility Management shared services	MFR	March 2017
	Implement a GPS Policy for Council's Fleet	MHRR	June 2017
	Engage with Great South Coast Councils to develop a roadmap for shared services	DCCS/MI	December 2016
	Continue shared road sealing contract and undertake discussions to increase participation from surrounding Councils	MAP	June 2017
	Implement e-learning for all compulsory and appropriate non-compulsory training	MHRR	June 2017

**Corangamite Shire
Annual Action Plan 2016-2017**

Recognise the dispersed community within Corangamite shire	Review community plans in Darlington, Noorat, Princetown and Skipton Trial a Pop-up shop Council office	MCR CEO	June 2017 June 2017
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