



ANNUAL REPORT 2014–2015

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VISION

Our communities will be vibrant, prosperous and growing.

MISSION

Capitalising on the benefits Corangamite has to offer, we will work with our residents to keep our communities thriving and full of opportunities.

VALUES AND BEHAVIOURS

INTEGRITY

We will make decisions that are honest, open and accountable. We will act in an honest, open and equitable manner. We will be accountable for our actions and decisions. We will not use our position for personal gain.

RESPECT

We will have respect for diversity of opinion and cultural background. We will hold honest and robust discussion. We will respect and support decisions of Council.

COMMUNITY FOCUS

We will remain committed to achieving outcomes for our community. We will engage with our residents and recognise the value of their contribution. We will improve the long term capacity of our local communities. We will address social disadvantage in our decision making.

COMMITMENT

We will encourage teamwork. We will have pride in our organisation and our community.

INNOVATION

We will seek to improve efficiency within our organisation. We will encourage learning and professional development of Council and staff. We will support innovation within our communities.



PRESENTING OUR 2014–2015 ANNUAL REPORT

INTRODUCTION

THE ANNUAL REPORT OUTLINES THE COUNCIL'S PERFORMANCE FOR THE YEAR AS MEASURED AGAINST THE COUNCIL PLAN AND BUDGET.

It contains information on what the Council has achieved during the financial year in the Report of Operations, including service performance indicator results, achievement of major initiatives and a governance and management checklist.

The Annual Report also contains financial statements and a performance statement to report performance against service performance outcomes, financial performance and sustainable capacity indicators.

The audited financial statements and notes are prepared in accordance with the Australian Accounting Standards and include an audited performance statement.

The financial statements and performance statements have been audited by the Victorian Auditor-General's Office.

Readers will notice some changes in the format of this year's Annual Report.

Under the *Local Government Amendment (Performance Reporting and Accountability) Act 2014*, the *Local Government (Planning and Reporting Regulations 2014)* came into effect on 18 April 2014 to support the operation of a new planning and reporting framework for councils. This framework introduced a mandatory system of performance reporting for councils which prescribes performance information to be included in this year's Annual Report.

SECTION I: REPORT OF OPERATIONS

CORANGAMITE SHIRE AT A GLANCE

Corangamite Shire is located 180 kilometres south-west of Melbourne in the Great South Coast. The municipality is approximately 4,400 square kilometres and stretches from the Great Ocean Road in the south to the pastoral area of Skipton to the north.

The topography of the Shire is diverse, including flat plains in the north with large numbers of lakes of international significance and volcanic cones in the centre of the Shire. Highly productive agricultural land also characterises the north of the Shire with sheep and cattle grazing prevalent. The coastline along the southern border includes a section of the Great Ocean Road tourist route, attracting a large number of tourists annually. Numerous offshore rock formations, including the Twelve Apostles, are a major attraction.

Corangamite Shire comprises 12 townships that act as service centres for the surrounding areas, namely Camperdown, Terang, Timboon, Port Campbell, Cobden, Lismore, Derrinallum, Skipton, Princetown, Simpson, Noorat and Darlington. The townships of Camperdown, Terang and Cobden have the largest populations. The coastal townships of Princetown and Port Campbell predominantly service the tourism industry. In 2014, the estimated resident population of Corangamite Shire was

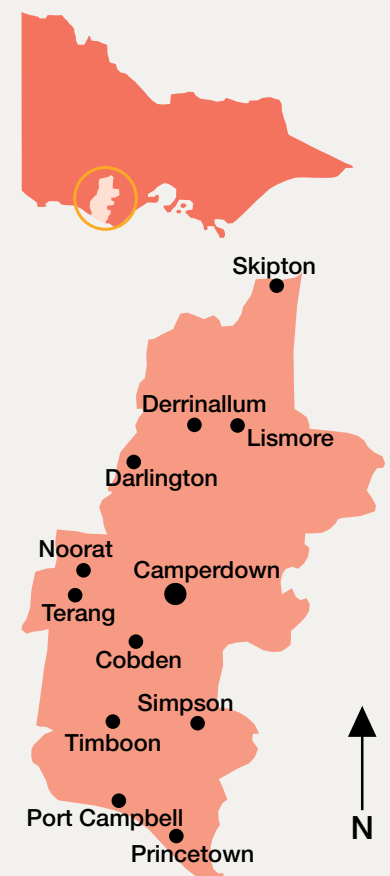
15,996 with 3.6 people per square kilometre. The population remains relatively stable with a projected average annual growth rate of 0.2%.

The median age in the Shire is 44. Between 2011 and 2026 the age structure forecasts for Corangamite indicate a 14.4% increase in population under working age, a 19.7% increase in population of retirement age, and a 6.6% increase in population of working age.

Population mobility is minimal and socio-economically the Shire has a percentage of high-income earners comparable to the rural and regional Victorian average and slightly more low-income earners (43.5%). The diversity in Corangamite Shire is significantly lower than the rural and regional Victorian average, with only 1.6% of people who speak language other than English at home and 6.7% of the population was born overseas. The municipality has a small Aboriginal and/or Torres Strait Islander population (0.7%), which is half the rural and regional average.

Workforce participation in the Shire is moderately higher than average while unemployment is lower. Agriculture, forestry and fishing (24.3%) is the highest ranking industry by output, followed by Manufacturing (20.2%). Healthcare and Social Assistance (3.9%), Tourism (3.8%) and Retail Trade (3.6%) are all important sectors.

CORANGAMITE SHIRE LOCATION AND TOWNS



CORANGAMITE SHIRE AT A GLANCE

AREA
4,400KM²

COASTLINE
60KM

WARDS
7

TOWNS
12

RATEABLE PROPERTIES
9,530

NORTH WARD

POPULATION
15,996¹
2014

CENTRAL WARD

SOUTH
WEST
WARD

SOUTH
CENTRAL
WARD

COASTAL
WARD



MEDIAN AGE

44

AVERAGE POPULATION
GROWTH RATE

0.2%

UNEMPLOYMENT RATE

4.6%²

LOCAL BUSINESSES

2,351⁴

AVERAGE HOUSEHOLD

2.43

POPULATION BORN
OVERSEAS

6.6%

EMPLOYED RESIDENTS

8,087³

SEALED AND UNSEALED ROADS

2,136KM

- 1 ABS Estimated Resident Population
- 2 ABS Labour Force Survey March 2015
- 3 NIEIR 2014
- 4 Business Register 2014



MAYOR'S MESSAGE

I AM PLEASED TO PRESENT CORANGAMITE SHIRE'S ANNUAL REPORT 2014–2015.

I believe the year has been very productive for Corangamite and as I approach the end of my third term as Mayor, I have seen a number of exciting new developments in the Shire, such as:

- Demolition of the old Bonlac site to make way for a new plant in Camperdown. This site will provide well paid sustainable manufacturing jobs for both Camperdown and surrounding towns. Our planning staff have worked exceptionally hard with the community and the developers to make it happen.
- Fonterra commenced construction of a \$30 million dollar milk-bottling plant at Cobden. The adding of value to products that are shelf ready before leaving Corangamite is one of the great advantages of having such a vibrant dairy industry in the Shire and this project will also provide further employment opportunities in Cobden.
- The announcement by the State Government of a \$776,000 grant to add to the Shire's budgeted \$1,150,000 for the new Terang Kindergarten was an exciting day for the Terang community.



Mayor Chris O'Connor, Terry Mulder MP and Camperdown Dairy CEO Peter Skene at the launch of a new range of Camperdown Dairy products

The facility will be completed early next year and will provide three and four year old kindergarten, as well as maternal and child health services, playgroup, parent groups and family support services.

- The announcement of \$200,000 from the State Government to complete an upgrade to the Simpson Recreation Reserve Hub. This funding, complemented with a contribution from Council, will allow for improvement works to be completed at the facility which is an important social hub for residents in the town.
- Terang has had a long awaited announcement that a company has been appointed to provide

gas to the town.

The Brookfield Infrastructure Group has already been visiting the town, making preparations for the roll-out.

As a rural Council, we have to meet all kinds of challenges but our strengths are outstanding by any standards. Agriculture is a resilient sector with enormous growth and export prospects. The south-west and particularly Corangamite Shire is perfectly positioned to capitalise in the coming years. We live in a great part of Victoria and I remain very optimistic for our future.

Cr Chris O'Connor
Mayor

EVENTS AND MILESTONES 2014–2015

JULY



CEO Andrew Mason reappointed

AUG



MAV Technology Award winners

SEPT



20th Anniversary of Corangamite Shire

OCT



Camperdown Cruise Rockabilly weekend

NOV



White Ribbon Day

DEC



Terang Playspace official opening

CEO'S MESSAGE

THIS YEAR WAS MARKED BY THE 20TH ANNIVERSARY OF AMALGAMATION OF HAMPDEN SHIRE, HEYTESBURY SHIRE AND THE TOWN OF CAMPERDOWN TO FORM CORANGAMITE SHIRE COUNCIL.

During the past 20 years the Shire has experienced many changes both as an organisation and throughout the wider community. Since amalgamation, Local Government has become more complex and is required to deliver a wider range of services.

In 2014-2015 there was good progress in achieving the strategic objectives of the Council Plan and an extensive program of capital works expenditure totalling \$10.17 million was carried out, with 94 of the 117 capital projects completed during the year. Total revenue increased in the year, primarily due to increased operating grants. In future, it is likely that Council will continue to see only modest growth in grant funding which will be increasingly directed to specific projects.

Council's Leadership Group participated in an Innovation Workshop in October to discuss ways to improve our already high functioning organisation. It is clear that simply doing what we have always done will not work into the future as changes occurring in society, technology and the economy are just too significant. A clear message was the importance of ensuring that people within the organisation understand and are involved in innovation and the introduction of any changes.



CEO Andrew Mason (on far right) with Manager Planning Greg Hayes, Planning Officer Andrew Lancashire and Camperdown Dairy International representatives

I am pleased to report that the results of the 2015 Community Satisfaction Survey have confirmed that Corangamite performs at a high level across the majority of core performance measures, including customer services, overall Council direction and overall performance, as well as 19 service areas including recreational facilities, waste management and cultural activities, scoring significantly higher than large rural council and state-wide averages.

The condition of local sealed roads and maintenance of unsealed roads continue to be Council's lowest rated areas, areas which will be targeted in the 2015-2016 budget.

Looking to the future, the continual freeze in indexation of Financial Assistance Grants and the State Government's proposed imposition of rate capping on Victorian councils will have a major

impact on Council's revenue.

Finally, I would like to acknowledge our Councillors and staff whose many achievements are described in this report. Corangamite Shire Council has received a record number of Awards for Excellence in 2014-2015 and I would congratulate all of the staff who have been involved in these projects.

Andrew Mason
Chief Executive

JAN



Australia Day celebrations

FEB



2015 LGPro Awards for Excellence finalist

MAR



Noorat Public Art Official opening

APR



2015-2016 Budget released

MAY



Regional Living Expo in Melbourne

JUNE



Robert Burns Scottish Festival

OUR YEAR IN REVIEW

STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION



Cr Geoff Smith and Cr Chris O'Connor at the 20th Anniversary of Corangamite Shire celebrations

HIGHLIGHTS AND ACHIEVEMENTS

Celebration of the 20th Anniversary of Corangamite Shire.

Council continues to perform strongly across core measures in 2015 Community Satisfaction Survey and Councillors rated by residents as one of the best aspects of Corangamite Shire.

Good result achieved in a Governance Audit conducted by the Local Government Inspectorate with the majority of topics demonstrated to be fully compliant.

CHALLENGES

Implementation of the Local Government Performance Reporting Framework involved introduction of new data collection procedures and processes.

OUTLOOK

An Electorate Representation Review of Corangamite Shire to be conducted by the Victorian Electorate Commission.

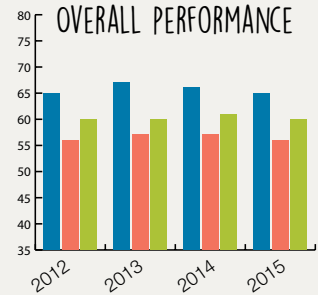
Council will conduct a review of its Local Laws Council Meetings Procedures in 2015-2016.

SEE PAGES 21–24 FOR MORE DETAILS

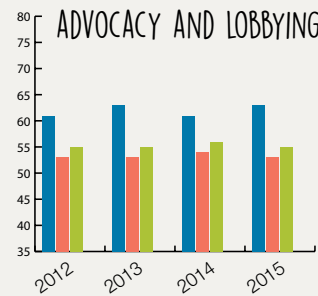
COMMUNITY SATISFACTION SURVEY RESULTS 2015

■ Corangamite Shire ■ Large rural shires ■ State-wide

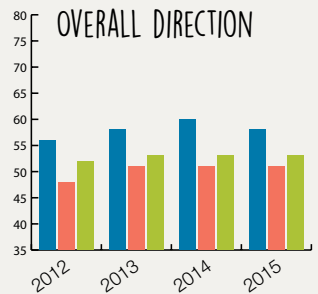
OVERALL PERFORMANCE



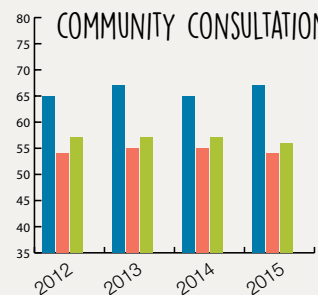
ADVOCACY AND LOBBYING



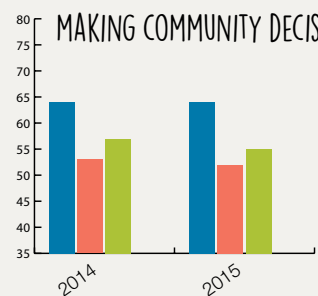
OVERALL DIRECTION



COMMUNITY CONSULTATION



MAKING COMMUNITY DECISIONS



OUR YEAR IN REVIEW

POSITIONING FOR ECONOMIC GROWTH



Camperdown Livestock Centre

HIGHLIGHTS AND ACHIEVEMENTS

- Increase in business investment in local dairy industry.
- Regional Living Expo showing results.
- Finalist in the RACV Tourism Awards.
- Length of stay by visitors increased.
- Cattle numbers through the Camperdown Livestock Centre increased by 20%.

CHALLENGES

- Lack of uptake by businesses in regional jobs portal and student placements.

OUTLOOK

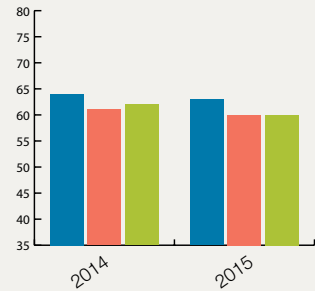
- Export opportunities to Asia.
- Attracting new investment in tourism infrastructure.

SEE PAGES 25–27 FOR MORE DETAILS

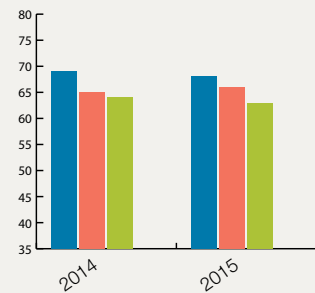
COMMUNITY SATISFACTION SURVEY RESULTS 2015

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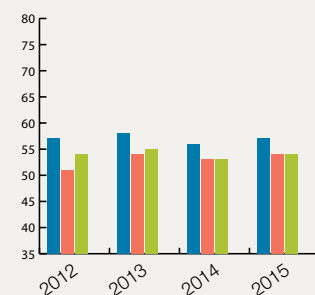
BUSINESS AND COMMUNITY DEVELOPMENT



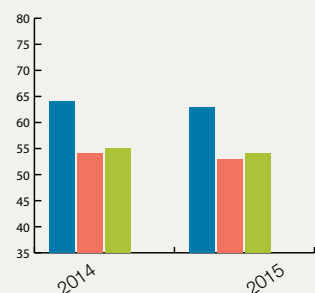
TOURISM DEVELOPMENT



PLANNING AND BUILDING PERMITS



GENERAL TOWN PLANNING POLICY



OUR YEAR IN REVIEW

SUSTAINING OUR NATURAL ASSETS



Cr Chris O'Connor and Environment Project Officer Jileena Cole with energy efficient street lighting

HIGHLIGHTS AND ACHIEVEMENTS

Significant improvement in the time taken to process planning permit applications.

Significant improvement in roadside slashing and weed control reported in the Community Satisfaction Survey 2015.

Utilising more energy efficient technology has resulted in a reduction in energy use from street lighting by approximately 70% and annual saving of \$60,000.

CHALLENGES

Ongoing weed issues and increasing rabbit numbers.

Reports of animal attacks have increased.

Falling immunisation rates in the secondary school program.

OUTLOOK

The Green Army Project commencing in 2015-2016 will contribute to the enhancement of biodiversity values on Council managed land.

Proposed EPA changes to domestic wastewater system certification.

Improvements in recycling and recovery at Naroghid Landfill.

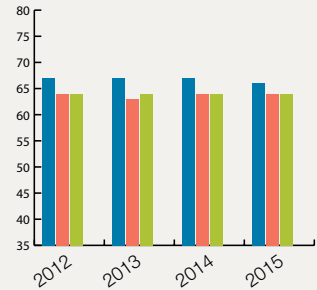
Further refinement of the Building Service to attract new business.

SEE PAGES 28-33 FOR MORE DETAILS

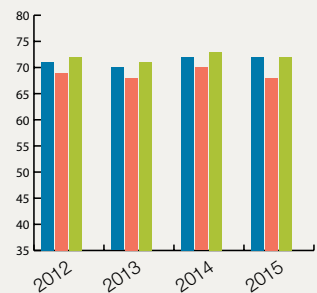
COMMUNITY SATISFACTION SURVEY RESULTS 2015

Corangamite Shire Large rural shires State-wide

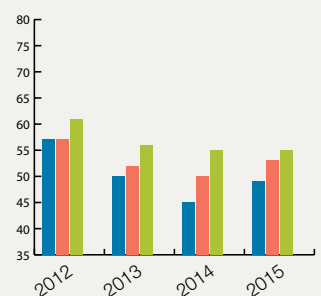
ENVIRONMENTAL SUSTAINABILITY



WASTE MANAGEMENT



ROADSIDE SLASHING AND WEED CONTROL



OUR YEAR IN REVIEW

STRENGTHENING OUR COMMUNITIES



Members of the Local Action Group for the *Beyond the Bell* initiative

HIGHLIGHTS AND ACHIEVEMENTS

Delivery of a major capital works program.

Community Planning Program – Building Strong Corangamite Communities Project – won the 2014 LG Pro Corporate and Community Planners Award.

Council provided leadership in the establishment of a local action group for the regional ‘Beyond the Bell’ initiative.

An average 27% increase in physical activity participation was reported through Council’s recreation programs.

CHALLENGES

Delays in key projects including Simpson Reserve Social Hub project and the Twelve Apostles Trail Business Case.

Rollout of the National Disability Insurance Scheme.

OUTLOOK

Range of projects to be undertaken in 2015-2016 include a Recreation and Open Space Strategy, renewal of some heritage listed buildings and completion of Terang Children’s Centre.

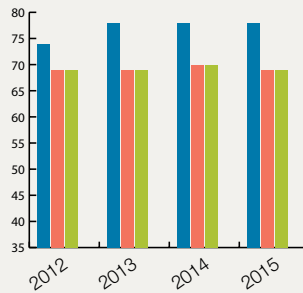
Delivery of a new corporate website for Council.

SEE PAGES 34–45 FOR MORE DETAILS

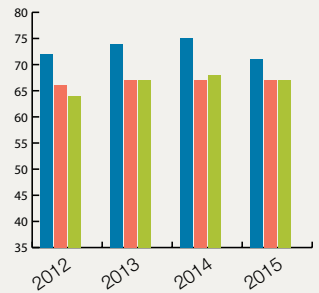
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Corangamite Shire Large rural shires State-wide

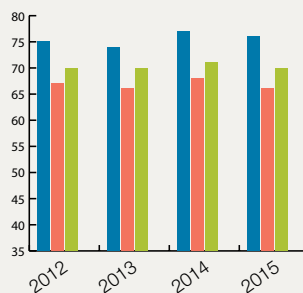
ELDERLY SUPPORT SERVICES



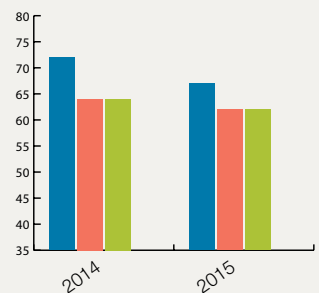
FAMILY SUPPORT SERVICES



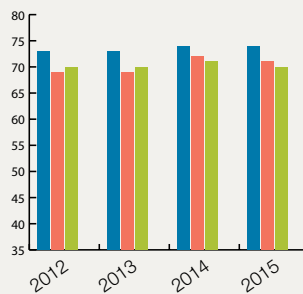
RECREATIONAL FACILITIES



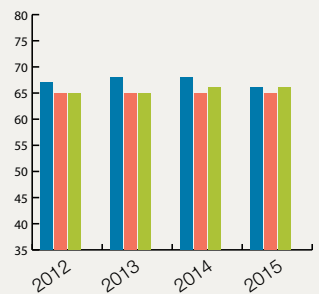
DISADVANTAGED SUPPORT SERVICES



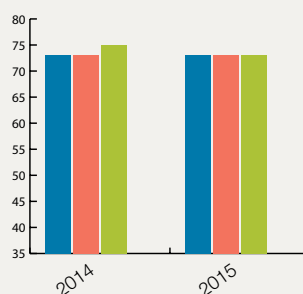
EMERGENCY AND DISASTER MANAGEMENT



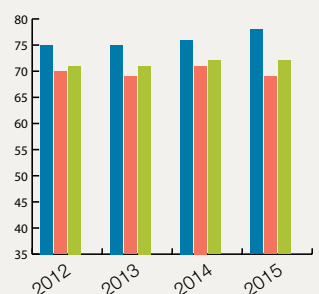
ENFORCEMENT OF LOCAL LAWS



ARTS CENTRES AND LIBRARIES



APPEARANCE OF PUBLIC AREAS



OUR YEAR IN REVIEW

INFRASTRUCTURE



Council's Works crew carries out the annual gravel resheet program

HIGHLIGHTS AND ACHIEVEMENTS

Completion of the \$2 million annual road reseal program and \$2 million annual gravel road resheet program.

Trial of innovative products and processes, such as rubber traffic island for pedestrians and gravel blends to increase maintenance grading intervals and reduce dust on gravel roads.

Successful completion of Camperdown streetscape works.

CHALLENGES

Community satisfaction survey results for local sealed and gravel roads remain low.

OUTLOOK

Implementation of a planned maintenance schedule focussing on preventive maintenance.

Upgrade of Castle Carey Road bridge.

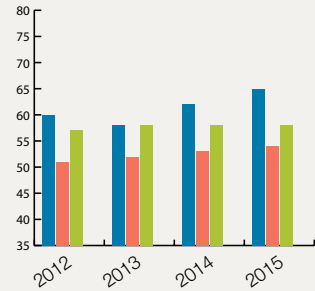
Timboon town centre improvements and design of Port Campbell streetscape.

SEE PAGES 46–49 FOR MORE DETAILS

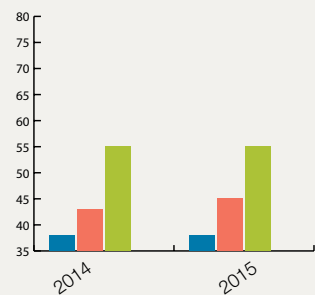
COMMUNITY SATISFACTION SURVEY RESULTS 2015

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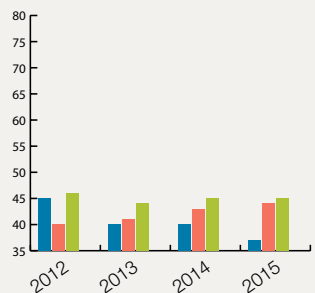
CONDITION OF LOCAL STREETS AND FOOTPATHS



CONDITION OF LOCAL SEALED ROADS

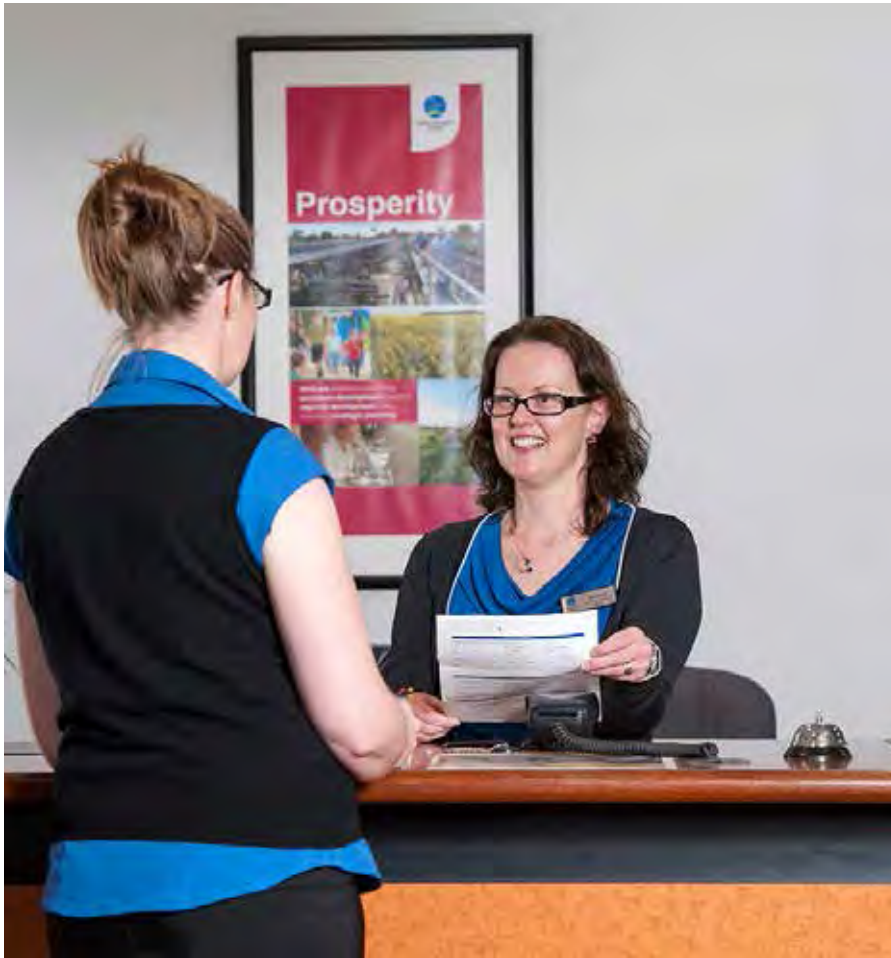


MAINTENANCE OF UNSEALED ROADS



OUR YEAR IN REVIEW

OUR ORGANISATION



Community Relations Officer Simone Bell

HIGHLIGHTS AND ACHIEVEMENTS

Overall improvement in employee satisfaction recorded in Employee Opinion Survey.

Council developed a new Business Continuity Plan which will allow Council to respond and recover quickly if it is affected by a localised or widespread business interruption or crisis.

Introduction of the digitisation plan for Council records has contributed to a substantial saving in printing costs.

CHALLENGES

Increase in lost time due to injuries.

Ageing workforce.

OUTLOOK

Introduction of Web-based ePayment and eCustomer modules.

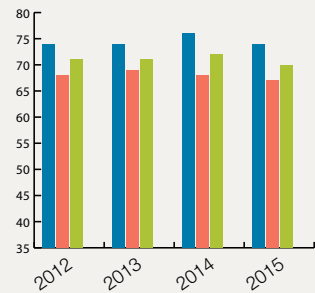
Expanding use of Cloud technology.

SEE PAGES 50–53 FOR MORE DETAILS

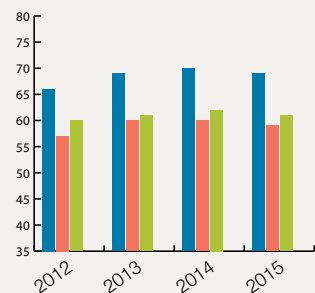
COMMUNITY SATISFACTION SURVEY RESULTS 2015

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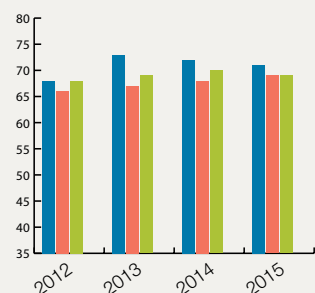
CUSTOMER SERVICE



INFORMING THE COMMUNITY



COMMUNITY & CULTURAL ACTIVITIES



FINANCIAL SUMMARY

Our Financial Statements are prepared under the Australian Accounting Standards. They include an Income Statement, Balance Sheet and Cash Flow Statement. The reports provide information on Council's financial performance for the year ended 30 June 2015.

FINANCIAL STRATEGIC PLAN

Council reviews its Financial Strategic Plan (or Long Term Financial Plan) annually.

This Plan provides information and recommendations on financial issues and highlights options for strategic direction including financial position, capital works, asset management, loans and rating strategy.

The Financial Strategic Plan and 2014-2015 Budget address important issues and key decisions that impact on Council's operations, particularly continued infrastructure reinvestment.

FINANCIAL CLIMATE

The budget for 2014-2015 included a 5% increase in the general rate, a municipal charge of \$176.40 and an increase in the garbage charge to \$272.

This was necessary to:

- Maintain existing services
- Fund infrastructure and other capital works
- Maintain maintenance expenditure on public buildings
- Maintain expenditure in waste and environmental management to reflect the full year operation of a new contract
- Continue with township streetscape programs.

INCOME STATEMENT

Council's actual result for the 2014-2015 year is a surplus of \$4.36 million compared to a surplus of \$0.625 million in 2013-2014. Total revenue increased by \$5.639 to \$45.224 million from \$39.585 million. This is primarily due to increased operating grants with the prepayment of half of the 2015-2016 financial assistance grants in June 2015. Total expenditure increased by \$1.9 million including a fair value adjustment expense of \$4.3 million as a result of assessment of the value of Land improvement assets at the Landfill.

Excluding this once-off adjustment, operating expenditure decreased compared to 2013-2014.

Employee costs decreased by 3.4% partly due to reduced leave provisions compared to 2013-2014. Materials and services costs decreased by 10.8% due to reduction in planned one-off projects in 2014-2015 and increase of completion of capital works using Council owned plant. Depreciation and amortisation decreased by 8.1% mainly due to the reassessment of asset conditions in 2013-2014. Note: Total Financial Assistance Grants allocation for 2014-2015 was \$7.06 million.

BALANCE SHEET

Council's equity position increased by 1% (\$4.1 million) which is mainly due to the operating surplus achieved for the year. Council continues to be in a strong position to meet current liabilities as and when they fall due. This is indicated by a healthy working capital ratio of 284%. Council's loans and borrowings decreased during 2014-2015 to \$4.57 million (\$4.65 million in 2013-2014), as a result of new borrowings of \$1.25 million being less than repayment of existing loans of \$1.33 million as Council rapidly repays borrowings used to fund the defined benefit shortfall over three years.

CASH FLOW STATEMENT

Council's balance of cash and investments on hand at 30 June 2015 increased to \$18.434 million from \$7.697 million in 2013-2014 as a result of the following:

- Cash inflow from operations increased by \$7.93 million to \$19.19 million in 2014-2015 primarily due to timing of financial assistance grant payments in 2014-2015 and 2013-2014. In addition, 2014-2015 saw a decrease in materials and services expenditure (\$0.7 million) with reduced one-off project expenditure

- Cash outflows used in investing activities increased by \$3.92 million due to payment of carried forward works from 2013-2014 in 2014-2015 and payments for investments
- Cash outflows used in financing activities increased by \$0.85 million due to repayment of loan borrowings and lower new borrowings than 2013-2014.

Detailed financial statements are enclosed on CD or available in print from the Civic Centre or online at www.corangamite.vic.gov.au

PROJECTS FUNDED IN 2014-2015

A total capital works expenditure of \$10.17 million including:

ROADS (\$5.7M)

Including roads to recovery projects, minor patching, safety improvements reseals and Morris Street car park.* Additional works on gravel resheeting worth \$1 million, with total expenditure on gravel roads \$1.8 million.

BRIDGES AND DRAINAGE (\$0.5M)

Including planning works on Castle Carey road and construction works on Cameron's Hill, Nelson's Road, Leslie Manor Road and Rowley's (Salmon Road) bridges. Drainage infrastructure works in Skipton, Cobden, Port Campbell and Timboon also occurred.

BUILDINGS (\$0.34M)

Including Camperdown's Theatre Royal, Energy and Water Savings initiatives and Timboon Stadium repairs. Other building projects include renewal and upgrade works on various halls, libraries and swimming pools. Work on the new Terang Children's Centre has commenced and will continue into 2015-2016.

STREETSCAPE WORKS (\$0.550M)

Including works in Camperdown CBD and planning for Timboon.

FOOTPATHS (\$393,000)

Including footpath renewal in Cobden, Timboon, Skipton and Terang and special charge schemes in Terang and Cobden.

PLAYGROUNDS (\$367,000)

Including Camperdown APEX park Stage 3 & 4* (\$222,000) and Playground Renewal in Terang (\$146,000).

LIGHT AND HEAVY EQUIPMENT (\$0.93M)

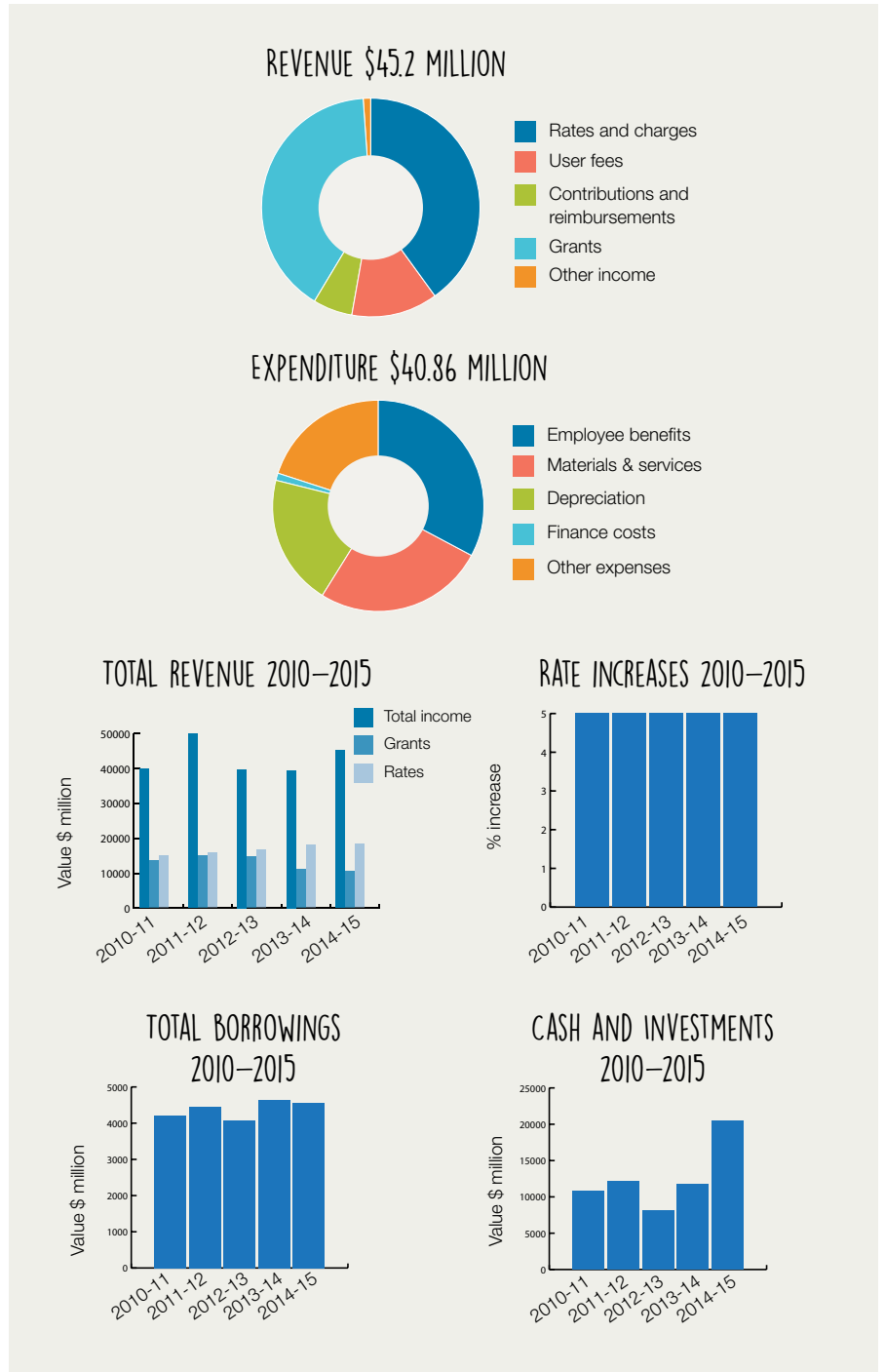
Including scheduled replacement of Council's light and heavy fleet.

SPECIFIC PROJECTS

- Economic Development Business Infrastructure Support Fund loans - \$500,000
- Roadside Weed Control (including additional allocation) - \$100,000
- Additional drainage culvert maintenance/treatments - \$100,000
- Public art installation at Noorat* - \$30,000
- Public Place Recycling - \$88,000
- Noorat Recreation Reserve netball shelters and lights - \$46,000
- Heritage Study and Planning Scheme Amendment - \$32,000
- Simpson cricket training venue - \$25,000
- Various war memorial restorations - \$30,000
- Review of Local Laws - \$17,000
- Port Campbell community art space - \$29,000
- Business Continuity Plan - \$18,000
- Skipton Recreation Reserve Sprinkler System - \$30,400
- Timboon Bowling Club Synthetic Green - \$30,000

* Council acknowledges Federal Government funding was used to deliver these projects

Koallah Farm received a low interest loan from the Business Infrastructure Support Fund to develop an abattoir



COUNCILLORS

The current Council was elected in 2012 for a four year term to provide leadership and good governance and represent the views of the electorate. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. Corangamite Shire is sub-divided into five wards, comprising one three-councillor ward and four single-councillor wards. The seven Councillors are listed as follows.

CR CHRIS O'CONNOR CENTRAL WARD



Phone: 0429 954 265
chris.oconnor@corangamite.vic.gov.au

Cr O'Connor was re-elected Mayor for a third term in November 2014. He has a farming background as well as owning and developing commercial property. Chris breeds and races horses, and grazes cattle. He is married to Jeanette and has five adult children. He follows his children's sport and maintains a keen interest particularly at Terang Mortlake Football/ Netball Club.

Cr O'Connor has recently been appointed Chair of the new Barwon South West Waste and Resource Recovery Group. This group has the responsibility of commercial and industrial waste, as well as construction and demolition waste.

Cr O'Connor is also an ex-officio member of Council's Audit Committee; member of the CEO Performance Review Committee; and member of the Great South Coast Group Board.

First elected:
29 November 2008

Percentage of meetings attended

2014-2015	100%
2013-2014	100%
2012-2013	100%
2011-2012	100%

CR RUTH GSTREIN CENTRAL WARD



Phone: 0407 320 283
ruth.gstrein@corangamite.vic.gov.au

Cr Gstrein was first elected in March 2002, and served three terms as Mayor in 2007, 2008 and 2009.

Cr Gstrein has a long term involvement in local government, is active in community life, and lives in Camperdown with her husband and two adult children.

Cr Gstrein believes that building capacity within our communities is essential for their sustainability. Continued focus on economic and population growth throughout the Shire needs to remain a Council priority.

Cr Gstrein is a member of Council's Audit Committee; CEO Performance Review Committee; Corangamite Regional Library Service; Robert Burns Festival Committee; and represents the region on the Boards of the Municipal Association of Victoria and Barwon South West Regional Development Australia.

First elected:
16 March 2002

Percentage of meetings attended

2014-2015	92%
2013-2014	100%
2012-2013	100%
2011-2012	100%

CR WAYNE OAKES CENTRAL WARD



Phone: 0429 933 254
wayne.oakes@corangamite.vic.gov.au

Councillor Oakes continues to enjoy his role as a Councillor and being part of a group of people who prize their community very highly.

He believes our Shire has so much to offer both visitors and residents alike. He is excited with the development of dairy based industries and the extent of their markets. He believes our young people have a great deal to offer the community and is pleased to be associated with the Corangamite Youth Council. He also represents Council on the Lakes Advisory Committee and the Central Pools Committee.

Outside of Council, he is involved in the Uniting Church Property and Maintenance Committee; is the Disaster Chaplain with Victorian Council of Churches; is a member of Camperdown Lions Club and District Governor, Lions District 201V2.

First elected:
27 October 2012

Percentage of meetings attended

2014-2015	69%
2013-2014	100%
2012-2013	91%

CR JO BEARD
SOUTH CENTRAL WARD



Phone: 0417 369 457
jo.beard@corangamite.vic.gov.au

Cr Beard lives in Cobden with her husband Daniel and young sons Jordan 10 and Cooper 8.

Whilst completing her third and final year studying for a Diploma of Local Government, Cr Beard also represents Council on the Youth Council; Cobden Aerodrome Committee; Municipal Fire Management Planning Committee; Municipal Emergency Management Planning Committee; and the 'Beyond the Bell' Action Group.

Cr Beard continues to remain an active community member of Progressing Cobden; Cobden Lake Committee; Secretary of Cobden Cemetery Trust; and Cobden's Activity Precinct Working Group.

Cr Beard is looking forward to helping bring the wider community together to help acknowledge and address the issues related particularly to our region's low Year 12 or equivalent attainment rates.

First elected:
7 May 2011 (By-election)

Percentage of meetings attended

2014-2015	100%
2013-2014	86%
2012-2013	100%
2011-2012	100%

CR GEOFF SMITH
NORTH WARD



Phone: 0428 979 254
geoff.smith@corangamite.vic.gov.au

Cr Smith represents the North Ward which has four of the Shire's 12 towns.

He attends many of the meetings and functions and makes himself available to the community. He believes that building stronger Community Plans for each of these towns, led by local people, makes the Shire a more attractive place to live and another reason why people might decide to move to the Shire.

Cr Smith is Chairman of the Environmental Monitoring Committee; Saleyards Advisory Committee; and Berrybank Wind Farm Community Engagement Committee.

In October 2014, Cr Smith was presented with a Service Award by the Municipal Association of Victoria, recognising his 30 years of service to local government.

First elected:
16 March 1996

Percentage of meetings attended

2014-2015	92%
2013-2014	100%
2012-2013	93%
2011-2012	100%

CR NEIL TROTTER
SOUTH WEST WARD



Phone: 0407 101 872
neil.trotter@corangamite.vic.gov.au

Cr Trotter believes some of the positives that have been evident this year have been the continued roll out of the community planning sessions and streetscape upgrades. He believes Council's financial situation is on a sure footing and reserves have been put aside to meet future demands.

He believes we will face some formidable challenges such as maintaining and increasing our population base and addressing pockets of disadvantage. He is particularly concerned that Year 12 attainment levels are below average and we have an ageing population and infrastructure.

Cr Trotter is a member of Council's Audit Committee; BHP Environmental Review Committee; Energy Australia Environmental Review Committee; Origin Gas Environmental Reference Group; and Cobden Racecourse Reserve Reference Group. He is currently in the third year of a three year course studying for the Diploma of Local Government.

First elected:

Percentage of meetings attended

2014-2015	100%
2013-2014	100%
2012-2013	100%

CR PETER HARKIN
COASTAL WARD



Phone: 0408 177 563
peter.harkin@corangamite.vic.gov.au

Cr Harkin believes a major challenge for our Shire is to keep pushing both State and Federal Governments to increase levels of support for rural areas. He has real concerns about the main arterial roads in Corangamite Shire as well as adjoining shires where VicRoads are not keeping pace with the local road condition.

In the longer term, he believes that we need more business and industry to expand locally, leading to growth in employment and population. Funding for the 12 Apostles Trails is still his vision and hopefully it will come to fruition in the future.

During the year, Cr Harkin has undertaken professional training courses in Successful Lobbying, Public Speaking and Meeting Procedures. He represents Council on the Saleyards Advisory Committee; Elm Tree Reference Group; CEO Performance Review Committee; and the South West Local Learning and Employment Network.

First elected:
27 October 2012

Percentage of meetings attended

2014-2015	100%
2013-2014	100%
2012-2013	91%

OUR PEOPLE

EXECUTIVE TEAM

ANDREW MASON
CHIEF EXECUTIVE OFFICER



Andrew's role is to ensure that Council operates effectively and efficiently through the establishment of appropriate structures and resources. He is responsible for ensuring that Council decisions are implemented and that the operations of Council are consistent with the Council Plan. Andrew is also responsible for governance, corporate planning and community relations.

ALEX GREEN
DIRECTOR WORKS AND SERVICES



Alex oversees the construction and maintenance of roads, bridges and footpaths, contract administration, recreational facilities, including halls, playgrounds, sports stadiums, parks and gardens, and also the management of recreation and cultural programs. Alex resigned his position with Corangamite Shire to take up the role of CEO at Mansfield Shire Council in July 2015.

DAVID RAE
DIRECTOR CORPORATE AND COMMUNITY SERVICES



David is responsible for the overall management and leadership of the Corporate and Community Services department including financial management, human resources, risk management, information and communication services, property and rating, community development, aged and disability and children's services.

IAN GIBB
DIRECTOR SUSTAINABLE DEVELOPMENT

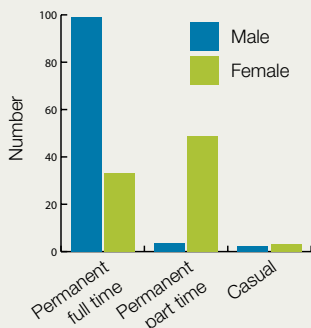


Ian has overall management responsibility for economic development, tourism, strategic and statutory planning, building services, emergency management, public safety and amenity, environmental health, saleyards and environmental services.

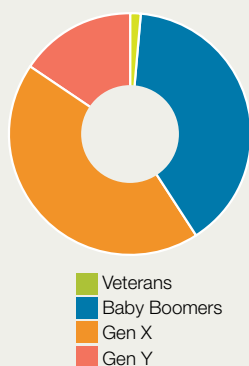
STAFF PROFILE SNAPSHOT

Council employed 278 full-time, part-time and casual staff at 30 June 2015. The permanent staff full-time equivalent count (FTE) was 184.48. The FTE count including casual labour at 30 June was 189.72. Staff numbers fluctuate according to demand for services such as kindergarten or childcare places and home and community care support, and in response to government legislation and the delivery of government funded projects.

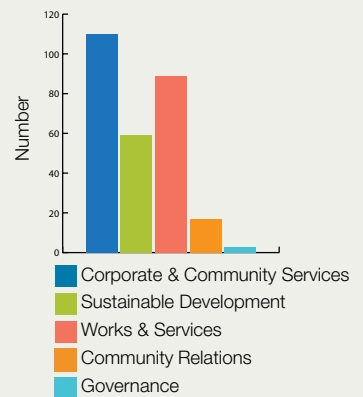
GENDER/EMPLOYMENT STATUS



WORKFORCE GENERATIONS



STAFF BY DEPARTMENT



SEE 'OUR ORGANISATION' PAGE 50 FOR MORE DETAILS

ORGANISATIONAL STRUCTURE



OUR PERFORMANCE

PLANNING AND ACCOUNTABILITY FRAMEWORK

The *Local Government Act 1989* requires councils to prepare the following planning and reporting documents:

- a Council Plan within the six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the Council Plan
- a budget for each financial year
- an annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

COUNCIL PLAN

The Council Plan 2013-2017 identifies the strategic objectives and strategies for achieving these under six strategic themes, for the four year period. It includes performance measures (strategic indicators) for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the six key themes under which the strategic objectives are grouped in the Council Plan:

1. STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION

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

2. POSITIONING FOR ECONOMIC GROWTH

The economy of Corangamite Shire is strong but there are significant opportunities for Council to play an active role in business development and attraction. Continuing to grow our population is important to economic opportunity and the long term prosperity of the area.

3. SUSTAINING OUR NATURAL ASSETS

Corangamite Shire has a rich natural environment. The Council will work closely with the community to address environmental issues. Council is also committed to improving its own environmental practices.

4. STRENGTHENING OUR COMMUNITIES

Corangamite Shire's communities are welcoming and provide support and a sense of belonging. Council will work to improve and enhance community health, wellbeing and connectedness. Council has an important role in planning to ensure townships grow in a sustainable manner.

5. INFRASTRUCTURE

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.

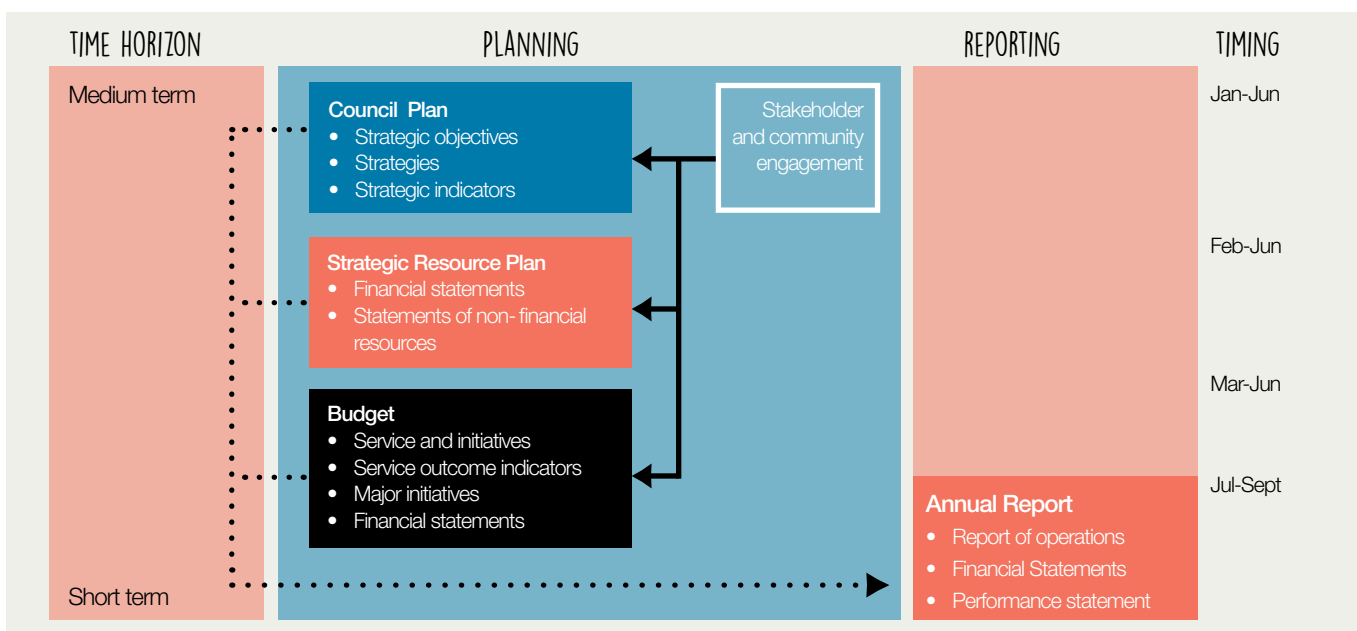
6. OUR ORGANISATION

We will create a supportive, vibrant and exciting workplace which is diverse in culture, choice and opportunity. Our organisation will provide a high level of customer service and be responsive to community needs.

PERFORMANCE

Council's performance for the 2014-2015 year has been reported against the strategic objectives to demonstrate how Council is performing in achieving the 2013-2017 Council Plan. Performance has been measured as follows:

1. Services funded in the Budget and the persons or sections of the community who are provided those services
2. Results achieved in relation to the strategic indicators in the Council Plan
3. Results achieved in relation to Annual Action Plan
4. Progress in relation to the major initiatives identified in the Budget
5. Results against the prescribed service performance indicators and measures



I. STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION

GOVERNANCE SERVICES

Provide support services to Councillors and facilitate Council meetings; provide executive support to the CEO and Senior Officer Group; support strategic planning and ensure efficient and effective internal and external communications; event planning and coordination; Councillor and Management training and professional development; policy reviews and management of delegations; compliance with the *Local Government Act 1989*.

HIGHLIGHTS

20TH ANNIVERSARY OF CORANGAMITE SHIRE

Corangamite Shire was formed on 23 September 1994 when Hampden Shire, Heytesbury Shire and the Town of Camperdown amalgamated as part of local government reforms.

The occasion was marked with a tree planting at Camperdown Botanic Gardens for past and current Councillors and commissioners as well as staff who have been with Council since the amalgamation.

RE-ELECTION OF MAYOR

The Mayor, Cr Chris O'Connor, was re-elected by Council for a third term in November 2014.

RE-APPOINTMENT OF CHIEF EXECUTIVE OFFICER

At the July 2014 Council meeting, Council entered a new five-year contract with the current CEO, Andrew Mason, commencing 6 September 2014.

AUSTRALIA DAY CELEBRATIONS

Lismore's Ted Goodacre was awarded Corangamite Shire's 2015 Citizen of the Year at the Council's Australia Day celebrations in Simpson. Three other major awards were announced as part of the celebrations, including:

- Young Female Citizen of the Year – Caitlin Smart of Camperdown
- Young Male Citizen of the Year – Grant Coverdale of Tesbury
- Community Event of the Year – Skipton & District 175th Celebrations.

Keynote speaker was Lawrence Money, one of Australia's most experienced journalists.

ADVOCACY AND STRATEGIC ENGAGEMENT

Councillors and the Senior Officers Group attended the annual workshop held in Melbourne in February 2015, which provided opportunities for advocacy

and strategic engagement, including meetings with a number of Ministers and Shadow Ministers at Parliament House. Participants also attended and observed a meeting of Yarra City Council and subsequently met with its Mayor, CEO and Councillors to discuss issues of mutual concern.

EVENTS

A civic reception was held as part of the Robert Burns Scottish Festival in June 2015 welcoming the British Consul General to unveil a plaque for the Burns statue, gifted by the Scottish Government.

CITIZENSHIP CEREMONIES

Seven Citizenship Ceremonies were conducted during 2014-2015 with 19 new citizens welcomed to Corangamite Shire.

COMMUNITY SATISFACTION SURVEY

Council participated in the 2015 State-wide Local Government Community Satisfaction Survey. The main objective of the survey is to assess the performance of Council across a range of performance measures and to seek insight into ways to provide improved or more effective service delivery. The survey also supports Council's statutory reporting requirements, in accordance with the Local Government (Planning and Reporting) Regulations 2014.

Corangamite performed strongly across all core measures in 2015 and most results are equivalent to or slightly higher than Council's 2014 results. Corangamite continues to outperform the Large Rural group averages, as well

British Consulate General Gareth Hoar and Mayor Chris O'Connor at the unveiling of the Robert Burns plaque

CHALLENGES

LOCAL GOVERNMENT PERFORMANCE REPORTING (LGPRF)

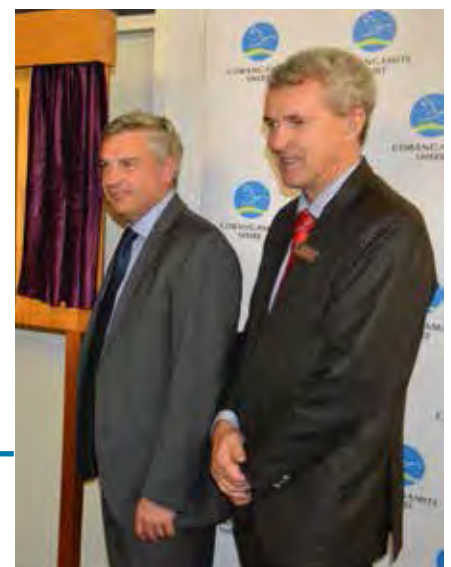
This mandatory new reporting system was introduced in 2014-2015 to ensure all councils are measuring and reporting their performance through a consistent set of indicators. Councils are required to report their performance information in their annual reports and on the 'Know your Council' website, which will be publicly available by November 2015.

LOCAL GOVERNMENT INSPECTORATE AUDIT

Corangamite achieved a good result from a governance audit conducted by the Local Government Inspectorate, with the majority of topics found to be fully compliant with the *Local Government Act 1989*.

OUTLOOK

- The Victorian Electoral Commission will conduct an electoral representation review of Corangamite commencing July 2015
- A review of the Local Laws for Council Meeting Procedures will be conducted in 2015-2016.



I. STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION



From left: Cr Chris O'Connor presents Citizen of the Year Ted Goodacre, Young Citizens Caitlin Smart and Grant Coverdale, and Community Event of the Year, Skipton 175 Year Celebrations.



COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Community Satisfaction Survey rating for advocacy will continue to be in the top 25% for Large Rural Shires.	63	Our index score continues to significantly exceed the average for Large Rural Shires (53)
All Councillors will undertake training annually.	All Councillors attended annual training workshop in February 2015 which included sessions on governance issues, complaint investigation and handling and innovation in Local Government. Councillors also participated in a strategic performance review to identify future priorities	Two Councillors are currently studying for a Diploma in Local Government (third year of three year course)
Satisfaction rating of overall Council Performance will continue to be in top 25% for Large Rural Shire	65	Our index score continues to significantly exceed the average for Large Rural Shires (56)
No breaches of the Councillor Code of Conduct	NIL	No breaches of the Code of Conduct recorded
Evidence of benefits of regional collaboration	Agreement negotiated with Moyne Shire Council to share a GIS Resource Officer for up to 12 months	Operating successfully since March 2015 and achieving positive outcomes for both organisations

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Contribute to review of the Great South Coast Strategic Plan	●	The Great South Coast strategic plan has been adopted by the Board
Continue to contribute to the Shipwreck Coast Master Plan	●	Master Plan finalised
Work with the Great South Coast Group to develop road and rail advocacy material	●	Participated in the 'Improve our Connections' Pillar
Produce advocacy material and lobby for landfill levy return	●	Material has been developed

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Promote Sister City Relationships	●	Ongoing liaison with Indonesian Consulate to identify cities interested in entering discussions to establish a sister city relationship
Finalise business case to support 12 Apostles Trail	●	Discussions held with Regional Development Victoria regarding the integration of this project with the Shipwreck Coast Master Plan in order to determine the best way to progress
Provide Councillor training in relation to changes in <i>Local Government Act</i>	●	Councillor workshop held February 2015

PRESCRIBED SERVICE PERFORMANCE RESULTS – GOVERNANCE

TRANSPARENCY	CONSULTATION & ENGAGEMENT	ATTENDANCE	SERVICE COST	SATISFACTION
<p>14%</p> <p>Council decisions made at meetings closed to the public</p>	<p>67/100</p> <p>Community satisfaction with community consultation and engagement</p> <p>Comment: Rating is consistent with previous year and continues to be higher than comparable large rural shires and state-wide averages.</p>	<p>93%</p> <p>Councillor attendance at Council meetings</p> <p>Comment: 4 out of 7 Councillors recorded 100% attendance at Council meetings.</p>	<p>\$50,114.14</p> <p>Cost of governance per councillor</p>	<p>64/100</p> <p>Community satisfaction with council decisions</p> <p>Comment: Rating has increased by 2 points from the previous year and continues to be higher than comparable large rural shires and state-wide averages.</p>

I. STEWARDSHIP, GOVERNANCE, ADVOCACY AND COLLABORATION

FINANCIAL SERVICES

The Finance department's key activities for the year are the preparation and reporting of key financial data to Council, the Audit Committee and Senior Officer Group on a timely basis. Duties also include the preparation of the Annual Financial Report, Annual Budget and Strategic Resource Plan. The Finance department assists managers and staff preparing acquittals and monitoring budgets throughout the year. It is responsible for rate collections, accounts payable, accounts receivable and payroll services.

HIGHLIGHTS

- Adoption of Annual Budget and Strategic Resource Plan within legislative timeframe
- Completion of internal audit reviews on Family Day Care service, working under powerlines and administration of Council grants program.
- The OneCouncil business information system continues to be improved and augmented to ensure return on investment is achieved with the implementation of budgeting module and web-based payroll self-service. In addition, implementation has commenced for new receipting and business intelligence modules.
- Implementation of regular monthly internal reporting and quarterly reporting to Council has embedded performance monitoring into Council's reporting framework.

CHALLENGES

The increase in statutory performance reporting requirements due to the updated *Local Government (Finance and Reporting) Regulations* has brought challenges.

OUTLOOK

The planned introduction of rate capping by the State Government will bring challenges in the next few years to produce balanced Budgets, Strategic Resource Plans and the Long Term Financial Plan whilst maintaining adequate cash and working capital in the long term.



Finance Manager Kathy Crothers and Payroll Officer Simon Spehr

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/ Strategic Indicator	Result	Comments
Working Capital Ratio will be maintained between 1.0 and 1.50	2.84	Current assets higher than anticipated due to high cash holdings with the prepayment of half of the 2015-2016 financial assistance grants in June 2015
Renewal gap will be at least 1.0 on average for the life of the plan	1.02	Achieved average renewal gap for last two financial years and two future financial years above target
Indebtedness levels will not exceed 40%	32%	Achieved, result below target for current financial year

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

● Completed ● In progress ● Delayed

Major Initiative	Status	Outcome
Implement organisational performance reporting	●	Monthly organisational performance reporting commenced July 2014

2. POSITIONING FOR ECONOMIC GROWTH

ECONOMIC DEVELOPMENT AND TOURISM

Develops and manages projects to support the business and tourism sector, assisting businesses with advice, attraction and expansion, mentoring and networking opportunities.

Provides tourism opportunities to extend the length of stay in our area and encourage dispersal to the northern areas of the Shire. Provides a regional livestock selling facility that addresses the needs of agents, producers, buyers and transporters with a focus on staff and stakeholder safety and animal welfare.

HIGHLIGHTS

BUSINESS DEVELOPMENT – DAIRY INDUSTRY

This year has seen major development of the dairy industry, including:

- Investment of \$120 million development by Camperdown Dairy International boosted the Shire's reputation as one of the premier areas for dairy production in Victoria
- \$30 million expansion of the Fonterra factory with construction of a milk processing plant at its Cobden site which is expected to create 30 new jobs
- Expansion into yoghurt processing by Aussie Farmers Direct.

REGIONAL LIVING EXPO

Approximately 20 volunteers including Councillors, staff and community members helped promote Corangamite Shire as a great place to live, work and invest at the Regional Living Expo held in Melbourne in May 2015. The results of participation in these expos is now reaping benefits and we have evidence that people we have spoken to in the past have now moved to Corangamite.

TOURISM

- The Great Ocean Road Regional Tourism Board is establishing itself as the industry leader and providing marketing opportunities for the region
- The Welcoming Chinese Visitors project continues to promote the area to this growing market segment and highlight its economic importance to local operators
- Corangamite Shire was a finalist in the RACV Tourism Awards, Local Government category

ANNUAL EVENTS

The Foodies Festival 2015 held in March was again a successful event and has become a show case of local produce, incorporating the Foodies Feast, Cheesemaking Workshop, Picnic with Alpacas, Sparkling Wine Workshop and Terang College Kitchen Garden Open Day. Other annual events held during the year:

- Camperdown Cruise Rockabilly Festival
- Terang Country Music Festival
- Robert Burns Scottish Festival celebrating Camperdown's unique link to the world renowned Scottish poet.

CHALLENGES

- Regional jobs portal and lack of uptake by businesses across the region
- Rural recruitment and student placements lack of interest from business
- Lack of interest and support for business technology project from business
- Attracting new investment in tourism infrastructure

OUTLOOK

- Rifle range investment investigation
- Tourism and Business marketing prospectuses
- Export opportunities into Asia
- Commencement of Camperdown Dairy International



Camperdown Dairy International receiving its permit application



Council staff promoted our Shire at the Regional Living Expo in Melbourne



The launch of Camperdown Dairy's new range of yoghurt

2. POSITIONING FOR ECONOMIC GROWTH



From left: Cr Peter Harkin with a Welcoming Chinese Visitor Guide, Crs Harkin and O'Connor at the Rifle Range site near Port Campbell, aerial shot of the Shipwreck Coast

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
An increase in population	Decline recorded in estimated residential population (ERP): 2013: 16,113 2014: 15,996	ERP provided by ABS notes a 0.7% decrease in population
An increase in business investment	Estimated \$140 million in proposed business development across the Shire	Includes Camperdown Dairy International investment and Council support to five local businesses through Business Infrastructure Support Fund
An increase in usage of the 12 Apostles website	2013-2014: 146,144 2014-2015: 145,811	Reduction of 0.02% for the year but an increase in the use of mobile devices. This should increase next year with the introduction of free WiFi at major sites
An increase in the number of beds and the length of stay for visitors	Length of stay increased by 0.02%	Average length of stay was 2.5 nights, with holiday and leisure being the main purpose for overnight stays (55.5%)
Maintain or grow stock numbers through Camperdown Saleyards	2013-2014: 43,763 2014-2015: 52,912	Increase in cattle numbers by 20%
Increase the number of business networks and attendance at business training	35 networking functions were held, an increase of 10% on previous year. Approx 20% increase in attendance at industry groups	Increased attendance at business industry groups, such as Food Artisans Group, Home Based Business and Building and Retailer Groups

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Identify and promote opportunities to increase value adding of local product and facilitate increased investment and development of the Camperdown Factory site	●	Project commenced identifying additional site for factory establishment
Work with Food Artisans Group to identify opportunities for new or expanded business	●	Continual support of this industry group, including expanded Foodies Feast program. Group met with RACV to promote their products
Facilitate establishment of strong local tourism associations to participate in Regional Board	●	Great Ocean Road Tourism established and local tourism board working well
Continue to grow key events which make Corangamite Shire a vibrant place to live, work and invest	●	Increased support to Cobden Spring Festival, Terang Country Music and Camperdown Cruise festivals
Complete a planning scheme amendment to zone additional industrial land and investigate opportunities to achieve increased utilisation of vacant industrial land (economic development funding/differential rates)	●	Planning Scheme Amendment completed
Facilitate workshops for training businesses in online retail	●	Delivered three workshops as part of Victorian Small Business Festival, focussing on farmers markets, home based business and social media for retailers. Victorian Employers Chamber of Commerce workshop held on business opportunities in Asia

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Establish an Economic Development Reference Group using external expertise to provide information and advice relating to economic development	●	Commenced investigation of alternate methods
Attend Regional Living Expo and host a follow up Open Weekend with invited participants	●	Attendance at the Regional Living Expo in Melbourne is now showing results with families moving to the area. An Open Day was held in September attended by 13 people who toured the area and received information about a potential move to Corangamite
Market the Tourism Opportunities prospectus and develop a database on potential investors for selected sites	●	Refreshed Tourism Investment Prospectus Port Campbell west site business case under way
Business Infrastructure Support Fund (BISF)	●	Distributed \$500,000 in loans to businesses that are expanding or establishing in the Shire
Prepare Rifle Range Feasibility Study	●	Rifle Range investment investigation under way
Facilitate and support growth of new and existing businesses – target business expansions/new businesses	●	Loans to businesses that are expanding or establishing in the Shire through the BISF. Several new businesses have opened as a result
Prepare Visitor Information Centre Feasibility Study	●	Commenced

3. SUSTAINING OUR NATURAL ASSETS

STATUTORY PLANNING AND BUILDING SERVICES

Provide management and administration of Council's Planning Scheme and building services, including the processing of planning and building permits, enforcement and representation at appeals. Strategic planning provides management and support services for strategic town planning initiatives and heritage functions. It includes the undertaking of strategic studies and research in the review and update of the Corangamite Planning Scheme.

HIGHLIGHTS

- Significant improvement in the time taken to process planning permit applications
- Refinement and restructuring of the Building Service to attract business has resulted in an increase in budgeted income of 20% from this service. Overall the unit has achieved a significant cost reduction in its operation whilst still delivering a critical Council service
- Zero applications to VCAT for review of Council planning decisions

CHALLENGES

- Delivery of critical stages of the Corangamite Planning Scheme Review
- An increase in reporting to internal and external agencies has reduced time available to operate and manage the unit
- Need to manage prioritisation of strategic business and service delivery to reduce incidence of ad hoc decision making

OUTLOOK

- Further refinement of the Building Service to attract new business
- Construction of new buildings remains the major development throughout the Shire



From left: Planning and Building Manager Greg Hayes, Building Officer Brenda Wyles and below Building Inspector Darren Frost (left)

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Reduced timeframes for decisions on planning applications	94% completed within 60 days at an average processing time of 30 days	Achieved with 94% completed under the statutory 60 days (an increase from 92% in the previous period) and the median days for processing of planning permit applications reduced from 46 days in the previous period to just 30 days in the 2014-2015 period

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Implementation of the Gaming Policy into the Planning Scheme	●	Completed with adoption by Council in February 2015 and approval by the Minister for Planning in May 2015

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Commence Planning Scheme Review	●	Review of Planning Scheme commenced
Complete Corangamite Heritage Study Planning Scheme Amendment C36	●	Amendment C36 completed
Implementation of the Gaming Policy into the Planning Scheme	●	Amendment C40 completed
South West Landscape Assessment Study Planning Scheme Amendment to implement recommendations such as Significant Landscape Overlay	●	Original Planning Scheme Amendment has been down scaled to a Corrections Amendment with exhibition of the Amendment completed in June 2015

PRESCRIBED SERVICE PERFORMANCE RESULTS – STATUTORY PLANNING

TIMELINESS	SERVICE STANDARD	SERVICE COST	DECISION MAKING
<p>30^{DAYS}</p> <p>Time taken to decide planning applications</p>	<p>94%</p> <p>Percentage of planning application decisions made within 60 days</p>	<p>\$1,618</p> <p>Cost of the statutory planning service per planning application received</p>	<p>0%</p> <p>Percentage of planning application decisions subject to review by VCAT that were not set aside</p> <p>Comment: No appeals were made to VCAT during 2014-2015</p>

3. SUSTAINING OUR NATURAL ASSETS

ENVIRONMENTAL SERVICES

This service area provides a variety of programs to support the community and Council to achieve improved environmental and sustainability outcomes. These programs and services include community grants, weed control, sustainability initiatives, community education and climate change planning. The Environment area works closely with landowners, schools and community groups across Corangamite Shire and supports collaborative approaches to ongoing priority issues.

HIGHLIGHTS

WEED-MAPPING APP

A weed tracking App was developed and rolled out to weed spraying contractors to record weed control works and has facilitated a significant improvement in the traceability and accountability of Council's weed control works.

GREENHOUSE GAS EMISSIONS

Carbonetix was commissioned by Council to undertake a Carbon Inventory and Management Plan for the 2013-2014 financial year, recording total greenhouse gas emissions generated by Council.

GREAT SOUTH COAST STREET SMART LIGHTING PROJECT

In 2012, the shires of Colac Otway, Corangamite, Moyne, Southern Grampians, Glenelg and the City of Warrnambool were successful in receiving just over \$1.3m of funding from the Federal Government for the changeover of 80W Mercury Vapour street lights in the Powercor distribution area to

more energy efficient technology. In 2013 and 2014, Corangamite changed over a total of 853 lights to energy efficient T5s and LEDs. This project has enabled Corangamite Shire to reduce its energy use from streetlighting by approximately 70% and provides an annual cost saving of \$60,000.

ENVIRONMENT SUPPORT FUND

Twenty-seven community projects were funded in 2014-2015 as part of Council's Environment Support Fund. Funding supported work at a range of sites including schools, kindergartens, recreation reserves, caravan parks as well as at individual properties. These projects had a variety of outcomes including revegetation, weed management, renewable energy, energy and water efficiency at Council facilities, and environmental and sustainability education. Community enthusiasm and involvement was a major contributor with volunteers providing over \$75,642 worth of cash and in-kind contributions.

MOUNT LEURA AND MOUNT SUGARLOAF RESERVE

Council has continued to support the Mt Leura and Mt Sugarloaf Management Committee in fulfilling a number of key objectives from the management plan.

The establishment of a Volcanic Education Centre has been a particular highlight. The centre has been used for Mt Leura and Mt Sugarloaf Management Committee meetings and has begun to be utilised as a space for other local groups.

CHALLENGES

Increased responsibilities for weeds by councils under the *Catchment and Land Protection Act*.

OUTLOOK

The Green Army project commenced at the beginning of 2015-2016 and will contribute to the enhancement of biodiversity values on Council managed land, in partnership with Community Groups and Landcare. So far the group has performed very positively and the outlook is that they will continue to achieve good results and will assist Council with weed control, maintenance and revegetation activities.



Dan Tehan MP with members of Corangamite's Green Army

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Reduce Council's reliance on grid provided electricity and water from the potable water supply	Water tanks were installed at a number of Council facilities to reduce the need for potable supply	
Investment in renewable energy in Corangamite Shire	An analysis has been undertaken to determine the existing number of private and commercial renewable energy systems across the Shire	Will allow Council to better understand the future opportunities and potential to support a bulk buy program

ANNUAL ACTION PLAN PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Key Actions	Status	Outcome
Participate in state-wide trial of Purple Blotch blackberry fungus	●	Purple Blotch has not been provided with approval for use in Australia and still has a number of quarantine requirements which will not allow it into the country for at least five years. The program has therefore been cancelled
Develop a combined weed-mapping project and database with partner agencies and community groups to improve future management and awareness of weeds	●	Weed-mapping data has been distributed to participating groups and Catchment Management Authorities. This data will now be used to further map weed infestations across the Shire and continue sharing information. The Glenelg Catchment Management Authority holds the entire data set for the region
Retrofit two Council-owned buildings with energy and water saving fittings to improve efficiency	●	Two Council depots received water saving and energy efficiency improvements as identified in the sustainability audits completed for these sites
Undertake a carbon and fuel inventory for Council operations and fleet	●	The Carbon Analysis has been finalised which includes Naroghid Landfill and carbon emissions produced from Council operations

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Increase Roadside Weed Control	●	Council delivered an expanded weed control program which treated over 812 km of roadsides. Detailed baseline data on the current extent of roadside weeds has been collected and will serve as a benchmark against which future progress can be measured

3. SUSTAINING OUR NATURAL ASSETS

WASTE MANAGEMENT

Administers and manages contracts for the provision of the three bin kerbside waste collection system to residential areas and street litter bin collections within towns. This area also manages the Corangamite Regional Landfill at Naroghid which services the Corangamite Shire community and other councils within the region. The Naroghid facility also provides services in conjunction with a transfer station for both commercial customers and community members. There are five other transfer stations within the Shire which provide a range of recycling opportunities.

HIGHLIGHTS

NAROGHID LANDFILL TRANSFER STATION

Council has been successful in obtaining funding for the development of a recycling shed at the Naroghid Landfill Transfer Station to improve the recovery of mattresses and e-waste at the site. Cell 13 was approved by the EPA and has received waste from Cell 11 and Cell 12 which was stored on site until the new cell was constructed for use. Excavation of Cell 14A commenced and will be due for completion in 2016. This cell is part of the new design and layout for the site which will allow better management in accordance with the Environment Protection Authority (EPA) guidelines and will maximise airspace available.

NEW WASTE CONTRACT

Council undertook extensive consultation with the community, including a community survey that received around 550 responses, to understand the community needs in relation to waste services. Based on this feedback, Council awarded a new kerbside waste contract which included a range of service improvements.

PUBLIC PLACE RECYCLING BINS

Council installed around over 20 public place recycling bins in Timboon, Cobden and Port Campbell with

funding from Keep Australia Beautiful and Sustainability Victoria. These bins will provide opportunities for residents and visitors to recycle away from home. Public place recycling bins were also installed at Apex Park Camperdown as part of this redevelopment.

CHALLENGES

NOORAT POST – CLOSURE POLLUTION ABATEMENT NOTICE

The EPA has issued Council with post closure Pollution Abatement Notices (PAN) for the closed Noorat Landfill. The cost to comply with these notices is expected to be in excess of \$300,000 and further mediation with the EPA will be undertaken.

Although the landfill Best Practice Environmental Management guidelines have not changed in the last 12 months, the EPA are placing additional requirements on landfill operators relating to cell design and operations which will impact on budgeting for the landfill and may cause delays to the construction of new cells.

OUTLOOK

WASTE EDUCATION CAMPAIGN

A Community Waste education campaign will be planned and implemented during 2015-2016 to work towards Council's goal of a 20% reduction in waste directed to landfill by 2019. The main areas of focus will be improving recycling information, encouraging recycling and reducing volumes of organic waste directed to landfill.

INTERNAL WASTE EDUCATION

The rationalisation of bins and improved collection at Council offices has resulted in a significant financial saving of \$15,000 and better waste management by staff.

Lining for Cell 13 at Naroghid Regional Landfill



COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Increase in kerbside recycling and the diversion of food and green waste from landfill	2% decrease in kerbside recyclables and green waste	Believed to be due to seasonal conditions rather than an increase in disposal to landfill

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Review Council's kerbside waste collection system and implement changes for improved recycling	●	Community consultation was undertaken and a new contract has commenced which includes additional green waste collections
Undertake an audit of public place recycling	●	Audit revealed high usage levels for recyclables

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Investigate future waste management options and technologies at Naroghid Landfill, including composting	●	Further funding has been provided by Sustainability Victoria which necessitated revised completion timelines. Tenders for the completion of this project close in July 2015
Noorat Landfill PAN Investigation and Actions	●	Council has been issued with a Pollution Abatement Notice (PAN) regarding the closed rehabilitated Noorat Landfill

PRESCRIBED SERVICE PERFORMANCE RESULTS – WASTE COLLECTION SERVICE

SATISFACTION	SERVICE STANDARD	SERVICE COST	SERVICE COST	WASTE DIVERSION
60 Kerbside bin collection requests per 1,000 households	9 Kerbside collection bins missed per 10,000 households	\$98.98 Cost of kerbside garbage bin collection service per bin	\$56.67 Cost of kerbside recyclables collection service per bin	59% Kerbside collection waste diverted from landfill

4. STRENGTHENING OUR COMMUNITIES

COMMUNITY RELATIONS

Provides services to the whole of the community in the areas of customer service, community planning and engagement, arts and culture as well as the management of operations for the Theatre Royal complex in Camperdown. It also supports internal customers with media, marketing and communications services internally and externally.

HIGHLIGHTS

ARTS AND CULTURE STRATEGY

A new Arts and Culture Strategy is being developed to guide planning and support for arts and cultural activities over the next five years. A series of community input sessions in April and an online survey in May were designed to find out what residents would like to see happening in arts, history, heritage or culture in their communities.

PUBLIC ART

Installation of two public art sculptures in Terang in September 2014 and Noorat in March 2015.

LAUNCH OF CUSTOMER SERVICE CHARTER

Corangamite Shire's Customer Service Charter is part of an effort to ensure our customers receive quality service at all times and that if our promised level of service is not delivered, appropriate steps will be taken to remedy the situation and prevent recurrence.

CHALLENGES

A major challenge was that although Council was successful in applying for grants in the first half of the year, following the State Government election in November, there were limited opportunities for new funding applications.

OUTLOOK

In 2015-2016 the department will be working towards the implementation of actions from the Arts and Culture Strategy, implementing Council's new Retail Area Façade Improvement Program, updating information and advocacy material for Council, delivering a new corporate website, continuing the public art installation program as well as reviewing community plans for Camperdown, Terang, Lismore and Simpson.



Top: Launch of Terang Public Art
Right: Launch of Noorat Public Art

COUNCIL PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Council Plan Performance Measure/ Strategic Indicator	Result	Comments
Number of projects identified in Community Plans that are delivered	●	19 projects have been completed but are also ongoing (see full report on adjacent page)

ANNUAL ACTION PLAN PERFORMANCE

Key Actions	Status	Outcome
Develop an internal communications strategy	●	Actions are now being implemented from this strategy

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Develop a new Arts and Culture Strategy	●	Community consultation completed. Strategy currently being prepared for consideration by Council
Community Planning Projects	●	Ongoing (see full report on adjacent page)

COMMUNITY PLANNING

Community planning at Corangamite Shire has involved the use of participatory democracy approaches to develop community plans for each of the Shire's 12 township communities, helping Council to better appreciate and support the priorities of its place-based communities.

For communities, this work provides an opportunity for a more active role in identifying and realising local aspirations, often through the formation of partnerships to bring in expertise and resources. The capacity of communities to work together towards their preferred future has always been important, but can be expected to become even more so as the introduction of rate-capping impacts on Council operations and services.

In the past year, the Building Stronger Corangamite Communities project has implemented a range of large and small projects.

These include:

- completion of the Timboon Railway Precinct project
- Noorat Community Garden
- Skipton Town Entry Signage
- The Nugget's Flat camping area in Darlington

While work is progressing on the:

- Mount Elephant Visitor Centre
- Camperdown Botanic Gardens and Arboretum Restoration project
- Port Campbell Arts Hub
- Lismore Discovery Trail
- Princetown Community Hall
- Simpson Function Centre.

Planning projects are underway on the Cobden Community Sports Precinct and the Terang Lake Project. Many of these projects have become possible through the leveraging of seed-funding provided by the Shire to local communities to secure matching grants. Corangamite Shire and its communities managed to secure more than \$2.7 m in grant funding through the Putting Locals First Fund.

Three of the 12 ten-year community plans were reviewed in the past year. New priorities were added through both the Cobden and Timboon reviews and local action groups were formed to guide the next projects. A challenge for these reviews has been maintaining the enthusiasm and participation shown through the initial plan formulation. This was particularly so in Camperdown, where the review process has had to be extended so that more people can be involved.

Corangamite Shire's community planning initiative includes a cultural change program to improve the way Council listens to its communities. Recent projects such as Council's Roads Forums, Public Art installations, Waste Services Review and the Timboon Town Centre Improvements have demonstrated this openness to community advice.

New State and Commonwealth grant programs have been announced, with an emphasis on supporting projects connected to job creation, business development and employment, and population attraction. This shift in emphasis to direct economic outcomes can be expected to favour certain types of community projects over those which have favoured community building, social participation and inclusion outcomes.

The achievements of Corangamite Shire's community planning initiative were recognised with a State award, the 2014 LGPRO Excellence in Local Government Corporate and Community Planning Award. The program was also selected as one of three finalists in the 2015 LGPRO Community Partnerships Award. Council has committed to maintaining its investment in community planning, extending the initiative into 2017.

Clockwise from top: Performance at Darlington Hall, new outdoor stage for Timboon, Community Development Officer Garry Moorfield and Community Relations Manager Rory Neeson with LGPro Award



4. STRENGTHENING OUR COMMUNITIES

COMMUNITY SERVICES

Services provided include:

- Services for families with children including maternal and child health, kindergarten, family day care, in-home care and mobile childcare
- Services for the frail, aged or disabled comprising Home and Community Care (HACC) services (domestic assistance, personal care, respite care, property maintenance, meals on wheels, community transport, planned activity group)
- Youth Services, including youth leadership and development, FReeZa, and Youth Council
- Development and implementation of the Municipal Health and Wellbeing Plan, including the Heart of Corangamite and Beyond the Bell initiatives.

HIGHLIGHTS

Council provided leadership in the Heart of Corangamite network which is working to improve nutrition and physical activity in the Shire.

CHALLENGES

- There has been a reduction of client referrals into the HACC service in 2014-2015
- While an increase in hourly unit rate to reflect true cost of HACC service delivery has been positive, there has been no change to base funding, which has resulted in a decrease in hours available for service delivery

Launch of the Beyond the Bell Action Plan for Corangamite Shire



AGED AND DISABILITY SERVICES

Provides management and operation of Council's aged and disability support services and assessments, meals on wheels, home property maintenance and home care.

HIGHLIGHTS

- Received increased funding for occupational therapy and physiotherapy services in Corangamite Shire in collaboration with South West Healthcare
- Utilised mobile technology to improve privacy of client documentation processes

CHALLENGES

- The uncertainty surrounding the rollout of the National Disability Insurance Scheme (NDIS) and transition to the Commonwealth My Aged Care system has been a challenge for the team
- Commencing the transition from budget based funding to a user pays model with fee subsidies
- Commencing the transition from state to national regulations



Supporting people to be independent in their own home is a focus of the Aged and Disability Services department

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Implementation of the 2013-2017 Municipal Public Health and Wellbeing Plan	Annual Action Plan developed 79 of 80 actions completed or commenced 1 action unable to be delivered due to lack of funding	An Annual Action Plan was developed to guide the implementation of the Municipal Public Health and Wellbeing Plan in 2014-2015

ANNUAL ACTION PLAN PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Key Actions	Status	Outcome
Support the Asthma Foundation in the delivery of a Community Asthma Project in Corangamite Shire	●	A community asthma event was arranged in partnership with Asthma Foundation
Deliver one event which raises awareness of alcohol related issues in collaboration with the Youth Council	●	Event delivered
Deliver the "Change it Up" youth development and leadership program	●	Change it Up program delivered

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Develop the Corangamite Shire Education Attainment Project community based action plan	●	Council provided leadership in the establishment of a local action group for the regional 'Beyond the Bell' initiative which aims to improve year 12 or equivalent attainment rates in the region. A local action plan was developed to be launched in July 2015

PRESCRIBED SERVICE PERFORMANCE RESULTS – HOME AND COMMUNITY CARE (HACC) SERVICE

SERVICE STANDARD	PARTICIPATION	PARTICIPATION
100% Compliance with Community Care Common Standards Comment: Council is fully compliant with Community Care Common Standards	29% Percentage of eligible residents receiving HACC services	23% Percentage of eligible CALD residents receiving HACC services

4. STRENGTHENING OUR COMMUNITIES

CHILDREN'S SERVICES

Provides for management and operation of Council's maternal and child health, family day care, in-home childcare, mobile childcare, kindergartens and pre-schools.

HIGHLIGHTS

- Council's children's services actively supported student placements to build the local workforce
- Continued implementation of KidsMatter Mental Health and Wellbeing Framework
- The outdoor play space at Ecklin Hall was redeveloped to provide enhanced learning environments for children at mobile child care
- Establishment of a family day care 'in-venue care' site in Camperdown
- The 'Smiles 4 Miles' dental health program was implemented across Council's kindergarten, mobile child care and family day care services

CHALLENGES

- Recruitment of educators
- Ensuring suitability of community facilities for quality child care provision, particularly for mobile child care



From left: In-Venue Family Day Care children at the Sustainability House and Family Day Care Educator Gaye Gibney.

YOUTH SERVICES

Provides management and operation of Council's youth services, including Youth Council and FReeZa funding.

HIGHLIGHTS

- The Corangamite Youth Council participated in a variety of activities throughout the year and identified a need to create greater connections between young people and the broader community
- All schools in Corangamite Shire participated in the Building Resilience in Corangamite Kids (BRICKs) program which aims to recognise and strengthen the personal assets of young people by improving their resilience and coping capabilities
- Six FReeZA events held in 2014-2015 attended by over 1000 young people
- Corangamite Youth Council facilitated and coordinated the successful Youth Awards event

CHALLENGES

- Funding cuts to local organisations providing services for young people has impacted on the services available in the community

OUTLOOK

- Increasing mental health issues for young people in regional and rural areas



COUNCIL PLAN PERFORMANCE

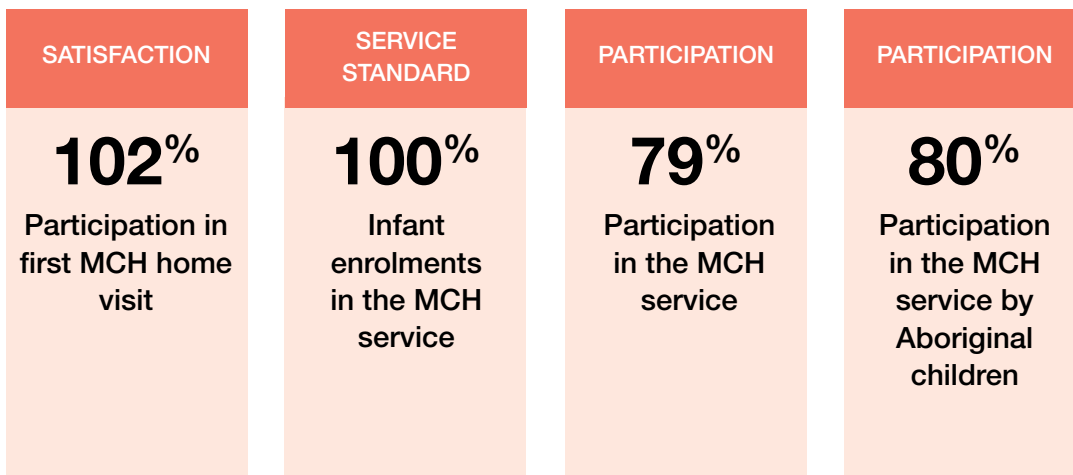
Council Plan Performance Measure/ Strategic Indicator	Result	Comments
Increase in the percentage of women who fully breastfeed their babies from birth to six months of age	43%	Recorded a small percentage decrease

ANNUAL ACTION PLAN PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Key Actions	Status	Outcome
Review the governance of Council's cluster managed kindergartens	●	Completed November 2014
Work with the Corangamite Colac-Otway Child and Family Services Alliance to develop an Action Plan to address the needs of vulnerable children and their families	●	Action Plan developed

PRESCRIBED SERVICE PERFORMANCE RESULTS— MATERNAL AND CHILD HEALTH SERVICE (MCH)



4. STRENGTHENING OUR COMMUNITIES

ENVIRONMENTAL HEALTH AND IMMUNISATIONS

The Environmental Health area provides services to the community to promote and ensure a high standard of environmental health is achieved, including domestic wastewater permits and inspections, food premises permits, prescribed accommodation, public swimming pool sampling and tobacco sales.

The Immunisations area ensures the community is involved and aware of current immunisation programs and the range of services delivered by Council.

HIGHLIGHTS

DOMESTIC WASTEWATER MANAGEMENT PLAN

Implementation of actions from the plan included the development of a soils guide for the Shire, which reviewed and assessed 12 soils across the Shire to provide a guide for plumbers and the community when applying to install domestic wastewater systems.

A total of 44 septic tank applications were processed during 2014-2015 which is a decrease from the previous year.

FOOD SAMPLING

Council was a key partner in developing a mobile device sampling app developed and now distributed across the entire state. Information Technology and Environmental Health teams worked together to test and establish a foundation for the ability to automatic barcode and record food sampling information in field.

PANDEMIC PLANNING

Corangamite Shire chairs the Pandemic Planning Committee for the Barwon South West. This committee has commenced the development of a standard template for the region in relation to pandemic planning.

CHALLENGES

- The number of food premise inspections overall has fallen from the previous year, reflecting the vacancy of a full-time Environmental Health Officer position during the key registration and inspection period
- Immunisation rates have fallen to 65% in the secondary school program. This is well below the state and region average and reflects our inability to attract consistent staff to the position of immunisation officer

OUTLOOK

- Proposed Environment Protection Authority changes to domestic wastewater system certifications will provide more work for Council and potentially more risk to communities from purchasing the incorrect system or one that does not function correctly
- Changes to the Public Health and Wellbeing Act will allow from July 2016 for hairdresser only premises to register on a single occasion or annually depending on the proprietor. Skin penetration, waxing and other higher risk activities will still require annual registration and inspection
- Recruiting and retaining immunisation nurses to provide an in-venue immunisation service to larger number of students



COUNCIL PLAN PERFORMANCE

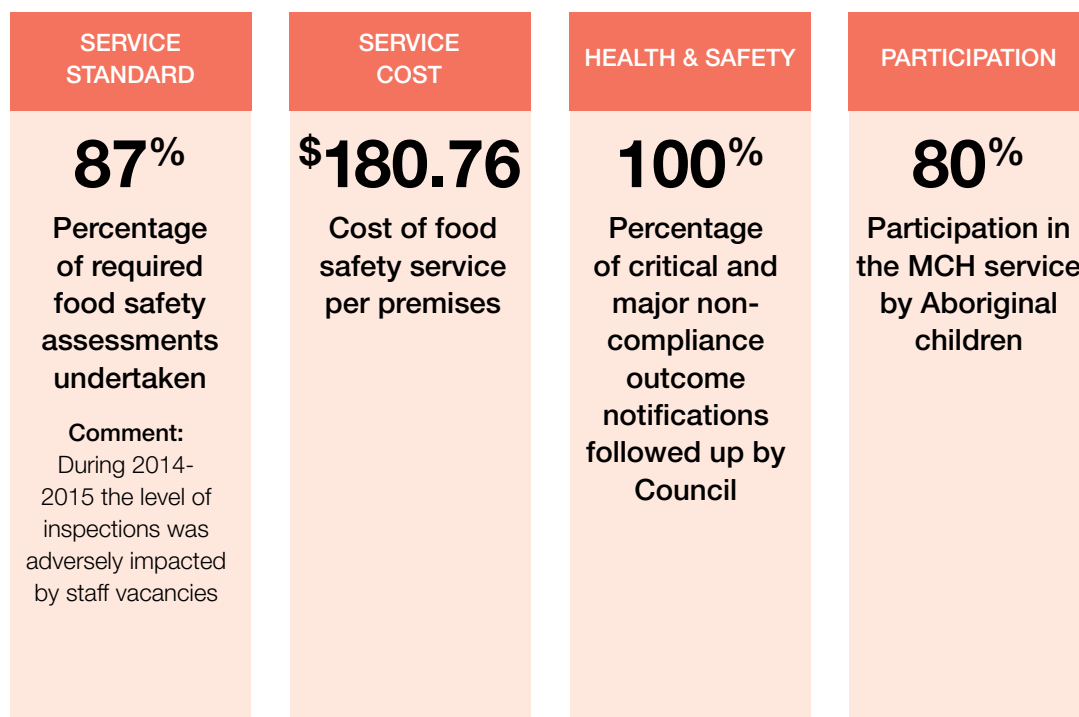
Council Plan Performance Measure/Strategic Indicator	Result	Comments
Wastewater Management Plan for non-sewered towns completed	Council approved the Domestic Wastewater Management Plan in 2014 and implementation of the education program has commenced	The first Plumbers' Information Night held in May 2015 attracted over 20 plumbers from across the Shire

ANNUAL ACTION PLAN PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Key Actions	Status	Outcome
Develop an education resource for septic tank maintenance and ownership	●	Final material has been developed and is now included on the Council website

PRESCRIBED SERVICE PERFORMANCE RESULTS – FOOD SAFETY



Koallah Farm near Camperdown

4. STRENGTHENING OUR COMMUNITIES

EMERGENCY MANAGEMENT AND LOCAL LAWS

Delivers a range of services to the community in relation to State legislation and Council's Local Laws. This area particularly deals with domestic animals, stock on roads and monitoring of permits issued to the community under specific sections of Council's Local Laws. There are a wide range of community members who interact with this service due to the large number of domestic animal registrations and pet ownership within Corangamite's rural community. This area also works with business owners who wish to advertise on the footpath or provide footpath dining for their customers.

HIGHLIGHTS

LOCAL LAWS REVIEW

Corangamite participated in the LGPro Better Practice Local Law Program with seven other councils. Key improvements proposed for the new Local Laws are the introduction of new clauses relating to shipping containers, materials and water leaving private land, heavy and long vehicles, cancelling permits and the recovery of expenses.

PREVENTION OF VIOLENCE AGAINST WOMEN

Corangamite Shire hosted the first South West Victorian Local Laws Prevention of Violence against women training. This program was delivered in partnership with the Municipal Association of Victoria and Womens Health and Wellbeing Barwon South West. The day attracted over 40 participants and provided real examples of how Local Laws staff can make a difference, report issues and identify community members at risk.

SCHOOL CROSSINGS

Council was again successful in securing funding support from VicRoads for the provision of school crossing supervisors. This income only partially funds the program which is delivered to four crossings within the Shire.

IMPROVING ANIMAL REGISTRATIONS

The registered animal program focussed in 2014-2015 on properties that do not currently have animals registered. This has been a major success with additional animals being registered within the Shire.

PERMITS AND INSPECTIONS

The Local Laws area have issued over 200 permits.

CHALLENGES

- Restricted breed dog legislation changed during the year which required an alteration to processes. Due to the low number of restricted breed animals in our Shire the alterations in process were not overly significant
- Educating the community about Local Laws and their role is an ongoing challenge with many people unaware of how they work and when they should contact Council. Often Local Laws staff are called to an incident or enquiry which is not covered by Local Laws
- The animal registration program identified many people on rural land did not understand they were required to register and microchip animals even if they are working dogs

OUTLOOK

- Victoria Police has confirmed there is an increase in the drug ICE being used and distributed within the community, which requires officers to work more closely with Police than has previously required
- Reduced fees for registration are no longer available for micro-chipped animals and therefore the cost of registration may deter some community members from registering new animals in the future. Officers will need to monitor annual registration numbers and potentially focus further time on door knocking and onsite inspections



From top:

1. Local Laws Officer Warren Stewart
2. Shire staff recognise White Ribbon Day

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Emergency management partnerships established with regional councils	Council continues to meet with Colac Otway and Surf Coast Shires, as the Otway Relief and Recovery Collaboration	
All Emergency Management Plans pass external audit	Council's Municipal Emergency Management Plan and Municipal Fire Management Plan were both audited in 2014-2015 and passed the audit process	These plans will continue to be updated in accordance with legislative changes and risks

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Major Initiative	Status	Outcome
Undertake a regional relief and recovery exercise	●	A regional exercise was undertaken in December 2014 which included Surf Coast and Colac Otway Shire

PRESCRIBED SERVICE PERFORMANCE RESULTS – ANIMAL MANAGEMENT

SERVICE STANDARD	SERVICE COST	HEALTH & SAFETY
65% Animals reclaimed from Council	\$34.42 Cost of animal management service per registered animal	14 Animal management prosecutions

4. STRENGTHENING OUR COMMUNITIES

BUILDINGS, FACILITIES AND RECREATION MANAGEMENT

Provides planning and support for the property and buildings in which our communities can operate and coordination of resources for recreation facilities, including supporting community groups' recreation programs and projects.

HIGHLIGHTS

- The Facilities and Recreation team delivered nearly \$2.45 million in building and facilities service provision and maintenance, \$400,000 in recreation services and facility development and \$500,000 in building capital works
- Council supported recreation and community groups and clubs with a number of funded initiatives
- Planning initiatives were undertaken around key community infrastructure including an accessibility audit of Council's buildings, planning and design for Terang Children's Centre; and the business case development for Twelve Apostles Trail which is still in progress with a realignment with the Shipwreck Coast Master Plan
- Twenty-nine lease agreements were renewed or established including arrangements for Timboon Abbeyfield, Terang Community Op Shop and the David Newman Centre. A comprehensive review of sale of land opportunities was undertaken which will be progressed in 2015-2016
- Council supported recreation development initiatives aimed at increasing participation in recreation and providing opportunities for improved health and wellbeing
- Internally the team reviewed its cleaning and security of Council's buildings and renewed the contracts for each, as well as consolidated its building asset data within the corporate system

CHALLENGES

- Delays in key projects including Simpson Reserve Social Hub project due to unforeseen ground conditions and the Twelve Apostles Trail Business Case due to the integration of Shipwreck Coast Master Plan priorities

OUTLOOK

- 2015-2016 looks bright with an extensive range of projects to be undertaken, in particular Council's Recreation and Open Space Strategy, renewal of some of Camperdown's heritage listed buildings and completion of the Terang Children's Centre
- Finalising a compelling argument for the Twelve Apostles Trail before government elections will be a key priority
- Camperdown will host Round 7 of the Roller Derby Statewide Stampede in October which will be an exciting new event for sport and recreation in the Shire
- Roll out of Munzee treasure hunts along our township walking routes and remote access community club development workshops

AWARDS

Recreation and Facilities Manager Brooke Love was recognised by the Rotary Club of Camperdown and Advance Camperdown Business Awards as Camperdown Employee of the Year for 2014.



From top:

1. Timboon Kindergarten
2. Terang War Memorial
3. Apex Park, Camperdown
4. Recreation and Facilities Manager Brooke Love receives a Business Award for Camperdown Employee of the Year 2014

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Increase in levels of participation in physical activity	An average 27% increase in physical activity participation was reported through Council's recreation programs	Ed Gym, Walktober and Barwon South West Skate Series each saw an increase in participation compared to last year

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Work with community groups to develop Corangamite Fun Run/Walk series	●	Completed in February as a part of Recreation <i>Give it a Go!</i> 2015
Complete Terang Play Space	●	Completed December 2014
Commence construction of the Terang Children's Centre	●	Contract awarded in May and construction commenced June 2015

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Timboon Bowling club – synthetic green	●	Completed
Contribute to Lake Bullen Merri Landscape Masterplan	●	
Terang Recreation Reserve – oval lighting	●	
Skipton Recreation Reserve – sprinkler system	●	
Commence new grant program Community Projects Maintenance	●	

PRESCRIBED SERVICE PERFORMANCE RESULTS – AQUATIC FACILITIES

LIBRARIES

SERVICE STANDARD	SERVICE STANDARD	UTILISATION	UTILISATION	SERVICE STANDARD
1	0	2	4	83%
Health inspections of aquatic facilities	Reportable safety incidents at aquatic facilities	Number of visits to aquatic facilities per head of municipal population	Number of times a library resource is borrowed	Proportion of library resources less than 5 years old
Comment: Council met all legislative requirements for 2014-2015	Comment: There were no reportable safety incidents for 2014-2015			
		SERVICE COST	SERVICE COST	PARTICIPATION
		\$13.13	\$7.47	14%
		Cost of outdoor aquatic facilities per visit	Cost of library service per visit	Active library members in municipality

5. INFRASTRUCTURE

ASSET MANAGEMENT

The Assets department monitors road conditions, develops strategies for the long term preservation of the road assets, prioritises funding and works, designs and specifies upgrades and tenders works. Additionally, the department submits funding applications to State and Federal Government programs for local roads. Assets that the department monitor include the 910km network of local sealed roads, the 1,297km network of local unsealed roads, 100 bridges and major culverts, 95km of footpath and 180kms of kerb and channel in our townships, drainage, street lights, school bus shelters and road signs.

HIGHLIGHTS

- Council's annual gravel resheet program budget was increased to \$2m in 2014-2015 which was double the value of the previous year's program. These works were successfully delivered within budget. This program increases the pavement depths of the gravel roads to accommodate the heavy vehicle traffic likely to use the roads and, in turn, will reduce the ongoing costs of maintaining the roads
- Council also completed in 2014-2015 its annual \$2m road reseal program. This enabled 8% of Council's local sealed road network to be resurfaced. This helps to preserve these roads for the long term and again reduces ongoing maintenance costs. Council's road network pavement condition was also maintained with rehabilitation works being undertaken
- An objective of Council is to expand the footpath networks in its towns given the health and wellbeing benefits provided from increased walking. A number of new footpaths with high community benefits were installed
- Completion of Stage 1 of the Camperdown Streetscape refresh works

CHALLENGES

- Community Satisfaction Survey results for local sealed and gravel roads in general remained low for Corangamite Shire. A challenge for Council is to undertake practices that will improve this rating. This will include advocating to the State Government and VicRoads that improvements be made to the

CHALLENGES CONT.

- main roads in the Shire that are in poor condition which may be tainting the sealed road survey results
- There is continual increasing demand for industry to use heavy vehicles with higher mass limits on Council's local road network. Council will continue to seek to preserve the current condition of its road network with the funding that is currently available to it to meet these demands

OUTLOOK

- The gravel resheet and reseal programs for Council in 2015-2016 will be maintained at budget allocations of \$2m for each program
- Continuation of the roll out of a range of projects throughout the Shire including:
 - o Timboon Town Centre Improvements
 - o Renewal works for the main street of Port Campbell
 - o Realignment of the Castle Carey Road bridge over Mount Emu Creek in Glenormiston
 - o Upgrade of drainage pipelines downstream of the Skipton Dam
 - o Introduction of bike lanes at various locations in the Shire's towns



From top:

1. Castle Carey Bridge
2. Foxhow Road
3. Planning for Port Campbell Streetscape renewal works will commence next year

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Meet the requirements of the National Asset Management Assessment Framework (NAMAF)	Council has further enhanced its asset management systems for buildings and roads which aligns with the requirements of NAMAF	Further works such as updating of asset management plans are planned for 2015-2016
Condition of our local road network as measured by Council's asset management system will be maintained	Condition assessments were undertaken on the gravel road network which indicated that the condition of these roads is overall marginally improving	Condition assessments will be undertaken in 2015-2016 on Council's network of sealed roads and kerb and channel

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Review and update Asset Management Plan	●	A condition assessment of the gravel road network has been completed in 2014-2015 which will enable the Asset Management Plan for Roads to be updated with new condition data

PRESCRIBED SERVICE PERFORMANCE – ROADS

SATISFACTION	CONDITION	SERVICE COST	SERVICE COST	SATISFACTION
3 Sealed local road requests per 100km of sealed local roads	98% Sealed local roads maintained adequately	\$34.76 Cost of sealed local road reconstruction per square metre	\$4.44 Cost of sealed local road resealing per square metre	38/100 Community satisfaction with sealed local roads

Comment:
Rating continues to be lower than comparable large rural shires and state-wide averages. Council believes the condition of state managed roads is adversely contributing to the result



5. INFRASTRUCTURE

WORKS AND SERVICES MANAGEMENT

The Works department delivers a wide and diverse range of services to the communities of Corangamite Shire. The main services delivered are road and bridge construction and maintenance across the Shire, heavy and light fleet management including maintenance and procurement of all Council fleet items, maintenance of town parks and gardens, provision of emergency response teams and VicRoads maintenance activities.

HIGHLIGHTS

- An increased focus on roadside drainage with Council allocating an additional \$100,000 to the budget. The focus for the drainage works was targeted to the downstream end of the road drainage system. The main works carried out included unblocking culverts under roads, high roadside verges and opening up channels to allow water to drain from the roads and into the natural water courses
- The Works department continued to implement and trial innovative products and processes this year, such as the installation of a rubber traffic island for a pedestrian refuge to reduce time and costs of the installation, and successful trials of gravel blends to increase the maintenance grading intervals and reduce dust issues on gravel roads

CHALLENGES

- VicRoads will implement its alliance contract this year which offers Council a chance to assist in improving the State Roads Networks and share learnings with the alliance on asset management and maintenance. The Works department is committed to working for the alliance but will face some implementation challenges

OUTLOOK

- The main focus for Works in the next year is to implement and progress a planned maintenance schedule with a focus on preventative maintenance rather than reactive maintenance system and culture
- The department will continue to focus on innovative products, processes and ideas to assist in delivering the annual program in a more efficient, effective and productive ways
- Continuous staff training and upskilling in critical areas so that as older staff retire, there will be a seamless transition within the department

AWARDS

David Moloney, Manager Works, was awarded a Municipal Engineering Foundation Victoria Study Tour Scholarship. This scholarship is to fund a study trip to the USA and Canada as well as attend the American Public Works Association Annual Congress. This will be a great opportunity to network with over 6000 public works professionals and see over 400 exhibitors of the latest technology



From top:

1. Gravel resheeting at Cobden-South Ecklin Road
2. Road reconstruction at Timboon-Peterborough Road
3. Works Manager David Moloney

COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Community Satisfaction Survey rating for Council's local streets and footpaths will continue to be in the top 25% for Large Rural Shires	Council's rating for condition of its local streets and footpaths was above the Large Rural Shire average but was below the average for condition of both local sealed and gravel roads	Council is investigating ways to improve Community Satisfaction Survey ratings for both its networks of sealed and gravel roads
Maintenance of current condition of sealed and unsealed local road network	The gravel resheeting program was increased to \$2m in 2014-2015 to ensure the overall condition of these roads was maintained. Similarly Council's program for resealing local roads was maintained at \$2m for 2014-2015	Both the gravel resheeting and resealing programs were successfully completed within budget
Achieve customer response times as specified in Council's Road Management Plan	Responses to customer requests for road related issues are within the timelines set in the Road Management Plan	Proactive maintenance is undertaken by Council where possible to minimise the number of customer requests
Complete bridge upgrade and approach realignment for Castle Carey bridge	Initial planning stage complete	Council required to match Federal funding. Works will be undertaken over two years, commencing early in second half of 2015-2016

ANNUAL ACTION PLAN PERFORMANCE

● Completed
 ● In progress
 ● Delayed

Key Actions	Status	Outcome
Implement an internal review of roadside drainage practices	●	A work practice review was undertaken on roadside drainage, reviewing priority areas and treatments. The group discussed plant, materials and practices which could be improved to provide better value for money
Undertake a review of Project Management System	●	Review ongoing

BUDGET 2014–2015 MAJOR INITIATIVES PERFORMANCE

Major Initiative	Status	Outcome
Drainage Culverts – additional expenditure on inspections, unblocking and inlet/outlet treatments	●	Main works carried out included unblocking culverts under roads, high roadside verges and opening up channels to allow water to drain from the roads and into the natural water courses

6. OUR ORGANISATION

HUMAN RESOURCES AND RISK MANAGEMENT

The Human Resources and Risk Management department is responsible for developing and delivering programs, policies and procedures that support staff to meet Council's objectives.

The functions it performs include:

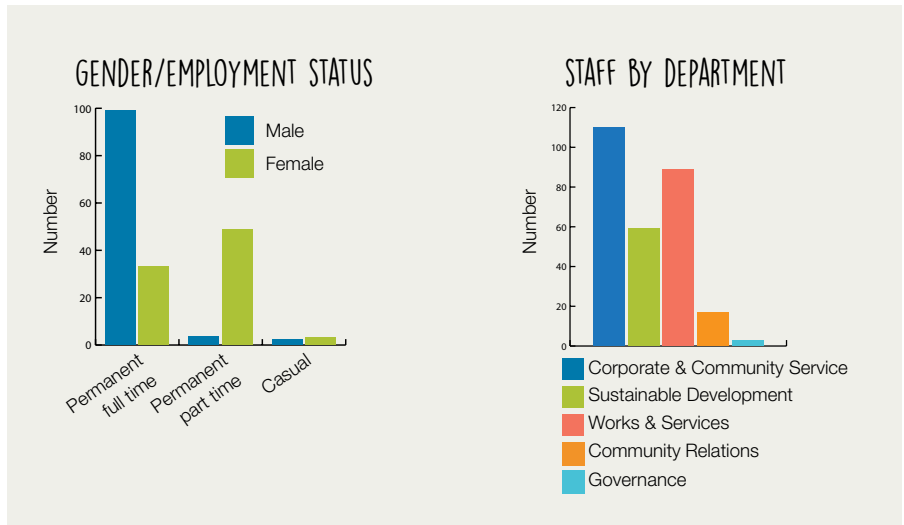
- Recruitment, selection and retention of staff
- Industrial relations matters
- Staff training and development
- Health and safety and insurances

The department also oversees Council's legislative responsibilities regarding Information Privacy and Protected Disclosures.

STAFF PROFILE – 30 JUNE 2015

Council employed 278 full-time, part-time and casual staff at 30 June 2015. The permanent staff full-time equivalent count (FTE) was 184.48.

The FTE count including casual labour at 30 June was 189.72. Staff numbers fluctuate according to demand for services such as kindergarten or childcare places and home and community care support in response to government legislation and the delivery of government funded projects.

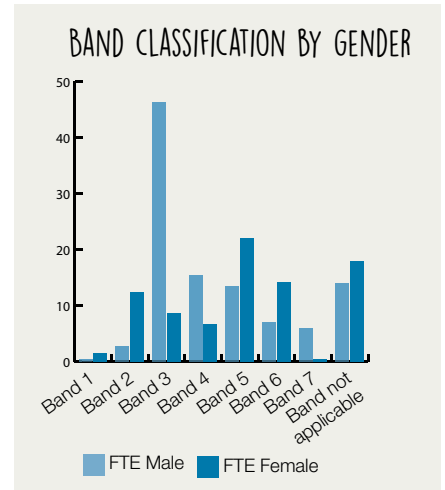


FTE BY ORGANISATIONAL STRUCTURE, EMPLOYMENT TYPE AND GENDER

Department	Permanent full-time	Permanent part-time	Total Permanent	Male	Female	Total Permanent FTEs	Casual	Total staff numbers
Corporate & Community Services	25	79	104	10	94	60.97	6	110
Sustainable Development	27	19	46	21	25	35.88	13	59
Works and Services	74	12	86	72	14	76.02	3	89
Community Relations	5	6	11	3	8	8.80	6	17
Governance	1	2	3	1	2	2.81		3
TOTAL	132	118	250	107	143	184.48	28	278

FTE BY EMPLOYMENT CLASSIFICATION AND GENDER

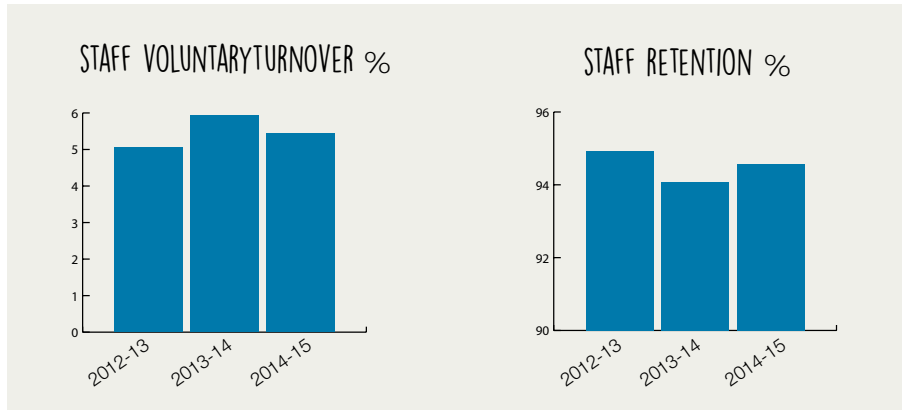
Classification	Headcount Male	Headcount Female	FTE Male	FTE Female
Band 1	2	12	0.46	1.6
Band 2	4	38	2.71	12.41
Band 3	49	21	46.32	8.72
Band 4	16	10	15.5	6.74
Band 5	17	29	13.5	22.06
Band 6	7	18	7	14.25
Band 7	6	1	6	0.5
Band not applicable	14	34	14	17.95
Total	115	163	105.49	84.23



RECRUITMENT AND RETENTION

We processed 181 applications for 36 vacancies in 2014-2015. Eighty-one percent of the staff appointed to those positions were already Shire residents, or they have since relocated to the municipality. Ninety percent of our current staff reside in Corangamite Shire.

The adjacent graph shows staff turnover for the year, which at 5.44% is slightly less than the 2013-2014 year. The permanent staffs' retention rate was 94.56%, slightly higher than the previous year.



EQUAL OPPORTUNITY AND HUMAN RIGHTS

Corangamite Shire is committed to ensuring the principles of equal opportunity in the workplace and it does not tolerate any form of discrimination or harassment. Policies and procedures are in place to support access and equity for all staff.

Council decisions, reports, policies and local laws consider whether everyone can exercise their human rights. Councillors and staff are provided with training during induction and at the biennial training program, on how to implement the principles of equal opportunity, anti-discrimination and the Human Rights Charter in the workplace.

Staff can raise complaints internally or to an external body. There were no discrimination matters raised during 2014-2015.

CODE OF CONDUCT FOR STAFF

The Independent Broad Based Anti-Corruption Commission (IBAC) have introduced measures that directly affect Council staff. An extensive program has been undertaken to make sure that staff understand their obligations as public officers under the Code of Conduct for Staff.

LEARNING AND DEVELOPMENT

Encouraging and supporting a program of lifetime learning and development for staff is a Council priority. Council's training program is aligned with its objectives and designed to facilitate continuous improvement and innovation. Developing leadership skills is a focus of Council, and staff participate in local government and community leadership programs each year. Council continues to provide assistance to staff to undertake tertiary courses that are relevant to their role.

AGEING POPULATION

ABS data for Corangamite Shire predicts that the current ratio of 3.2:1 will decrease

	2012-2013	2013-2014	2014-2015
Staff turnover - voluntary	5.06%	5.93%	5.44%
Number of positions advertised	39	54	36
Number of applications processed	165	266	181
Cost of advertising positions	\$19,227	\$40,068	\$22,075
Staff survey return rate	61%	n/a	69%
Staff survey overall performance rating	66.40%	n/a	69.90%
Annual sick leave taken per EFT (excl. Workcover)	7.07 days	9.63 days	7.47 days
Lost time due to injury	22 days	41 days	224 days
Number of standard Workcover claims	3	4	3
Workcover premium	\$132,000	\$167,000	\$141,500
Property Insurance Audit	66%	n/a	73%

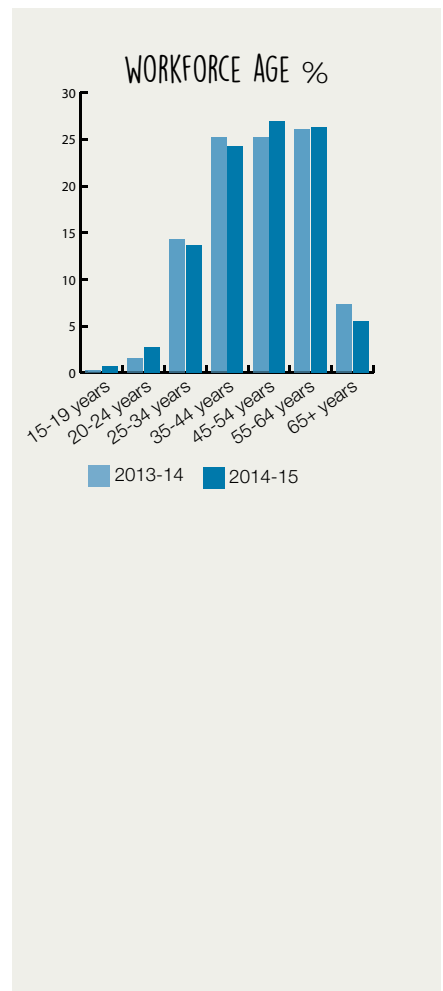
to 2.8 working age people for every person aged over 65 by the year 2025. Challenges for Council will be competition for labour, managing an ageing workforce and an increased demand for services for aged people and retirees. A strategic approach to attraction, retention and particularly workplace flexibility will be required to meet these workforce demands.

STUDENT WORK PLACEMENTS

Council provides opportunities for local secondary school students to gain workplace exposure and experience in a number of career streams with Council. Fourteen students from secondary schools across the municipality participated in either the work experience or VCAL program.

We also support tertiary students who need to undertake a compulsory work placement to graduate. Ten students were placed with kindergartens, childcare services and maternal and child health to meet their placement requirements.

Council officers participated in mock interviews and a Work Readiness Series to support local schools with transition to work programs.



WORKPLACE SAFETY

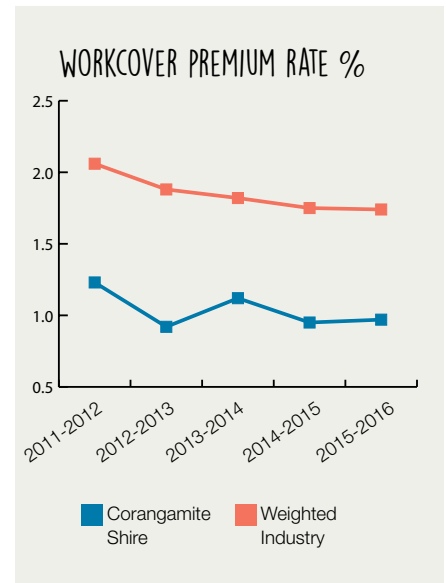
The Occupational Health and Safety Management System aims to protect people at work from incident and injury by developing and using a range of procedures and other safety tools. Council's internal auditor conducted an independent audit of two high risk areas for workers this year, which guided the development of further programs to keep workers safe.

RISK MANAGEMENT

Council's risk management framework was completely reviewed this year, based on the International Standard ISO 31000: 2009. The Risk Register records the organisation's significant operational risks linked to an overarching strategic risk.

The Risk Register is continually reviewed by the risk owners and reported biannually to the Audit Committee and Council. High risk areas identified in the Risk Register include the management of road infrastructure, landfill operations, emergency management and legislative breaches.

This year's biennial property audit commended Council on its approach to Business Continuity Management which was identified as a gap during the previous audit. The Business Continuity Plan was awarded the maximum score and our overall score has increased from 66% to 73%.



COUNCIL PLAN PERFORMANCE

Council Plan Performance Measure/Strategic Indicator	Result	Comments
Our staff turnover will be maintained at existing levels	6.46%	Slightly more than previous year but well below the average for same size councils (Figure includes involuntary turnover)
Customer service response times will improve	5.58 days	The average time to complete a customer request (CRM) at Council in 2014-2015 reduced from 8.52 days in 2013-2014
Expenditure per EFT on training and development will be maintained	\$1,035 per FTE	Expenditure is slightly down from previous year
Lost time due to injuries will decrease	224 days	Considerable increase is attributed to two major claims

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Complete Business Continuity Plan	●	A plan was developed which will allow Council to respond and recover operations quickly if it is affected by a localised or wide spread business interruption or crisis
Conduct Employee Opinion Survey	●	A staff survey is conducted every two years to measure employee satisfaction and engagement. In January 2015 we conducted our fourth survey, which showed an overall improvement in all scores. Staff reported the organisation's top four key strengths were upholding ethical standards, workplace safety, understanding outcomes and standards and producing or delivering quality products and services
Implement e-learning modules for mandated training, eg OH&S	●	Funding was not provided in the budget to implement this action

6. OUR ORGANISATION

INFORMATION SERVICES

The Information Services team comprises of Information and Communications Technology and Knowledge and Records Services. Together these sections provide support to Council staff by recording, maintaining and providing access to information received and created by Council. Having quality and timely information at hand at all times allows Council staff to provide service to the whole community in an efficient manner.

HIGHLIGHTS

- A new contract for off-site physical record storage has been negotiated resulting in savings in excess of 50% of our off-site storage costs. These savings are on top of the savings we have achieved by digitising physical records
- A contract to provide wide area network and Internet services for all Council locations has provided a reduction in cost of around 15%
- Corangamite and Moyne Shire Councils have jointly shared a Geographic Information System (GIS) Resource Officer for a six month period, demonstrating how councils can work together to achieve positive outcomes for both organisations

OUTLOOK

- Integration between Council's corporate information and asset management systems was scheduled for completion during 2014-2015 but it is likely to be late 2015-2016 before full integration can be achieved
- Information technology systems delivered through Cloud technology are a rapid growing area. Council has already utilised this technology for its risk and its performance management solutions. With the increasing availability and affordability of high bandwidth Internet connections this trend is expected to continue

AWARDS

Corangamite Shire won the 2014 MAV Technology Award for Excellence, for 'Collaboration of the Year' with the electronic food sampling app project.

The project managed by Steven Welsh was a partnership between Local Government, the Department of Health (which funded the project) and the laboratories who complete the food analysis. The app was made available to all Victorian councils from September for use free of charge.

CHALLENGES

- The delay in implementation of Enterprise Cash Receipting has necessitated the postponement of web based ePayment and eCustomer modules. These modules will allow ratepayers and customers of Council to make payments for Council services and change personal details such as contact information via the web



IT Officer Steven Welsh (on the right) receives the MAV Technology Award for Excellence

ANNUAL ACTION PLAN PERFORMANCE

● Completed ● In progress ● Delayed

Key Actions	Status	Outcome
Implement digitisation process to improve customer service and reduce storage cost	●	The introduction of the digitisation plan for most Council records contributed to substantial savings in printing costs. This additional electronic information required storage devices in the disaster recovery room to be upgraded to ensure all information is recoverable in the event our main server room becomes unavailable

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

COUNCIL'S ROLE

Corangamite Shire Council is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community.

Council has a number of roles including:

- taking into account the diverse needs of the local community in decision making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision making processes including community consultation, public forums attended by Councillors, the ability to make deputations and submissions at Council meetings and through representation on Council Special Committees.

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff and these delegations are exercised in accordance with adopted Council policies.

COUNCILLOR REMUNERATION

Mayoral and Councillor allowances were increased by 2.5% on 1 December 2014 by Ministerial adjustment. The Mayoral allowance was set at \$65,552 plus superannuation and provision of a motor vehicle, iPad and iPhone. Councillor allowances were set at \$22,966 plus superannuation and provision of an iPad and iPhone.

SPECIAL COMMITTEES OF COUNCIL

Under Section 86 of the *Local Government Act 1989*, Council may appoint special committees of Council to undertake a range of activities under delegation from Council.

The following table contains a list of all special committees established by Council that are in operation and the purpose for which each committee was established. Committee members undertake this work on a voluntary basis and their commitment and dedication is acknowledged.

Special Committee	Members	Purpose
Berrybank Hall	7	To oversee the management of the hall on behalf of Council
Camperdown Swimming Pool	6	To oversee the management of the swimming pool on behalf of Council
Cobden Aerodrome	12	To oversee the management of the airstrip on behalf of Council
Cobden Civic Hall	8	To oversee the management of the hall on behalf of Council
Cobden Swimming Pool	4	To oversee the management of the swimming pool on behalf of Council
Ecklin Hall	3	To oversee the management of the hall on behalf of Council
Kilnoorat Cemetery	8	To oversee the management of the cemetery on behalf of Council
Lake Tooliorook	7	To oversee the management of Lake Tooliorook on behalf of Council
Lismore Swimming Pool	8	To oversee the management of the swimming pool on behalf of Council
Mount Leura and Mount Sugarloaf	7	To oversee the management of the swimming pool on behalf of Council
Port Campbell Public Purposes Reserve	5	To oversee the reserve on behalf of Council
Simpson and District Public Hall	5	To oversee the management of the hall on behalf of Council
Skipton Swimming Pool	7	To oversee the management of the swimming pool on behalf of Council
Terang Civic Centre	6	To oversee the management of the Terang Civic Centre on behalf of Council
Terang Swimming Pool	9	To oversee the management of the swimming pool on behalf of Council
Timboon and District Public Hall	9	To oversee the management of the hall on behalf of Council
Timboon Sporting Centre	12	To oversee the management of the sporting centre on behalf of Council
Timboon Swimming Pool	5	To oversee the management of the swimming pool on behalf of Council

Council elects Councillors to a number of Advisory Committees, both internal and external to Council. For further details, see Councillor Profiles on pages 16-17.

MEETINGS OF COUNCIL

Council conducts open public meetings generally on the fourth Tuesday of each month in the Killara Centre, Camperdown. Twice a year Council meetings are held in two of our other towns.

In 2014-2015 the September 2014 meeting was held in Skipton and the March 2015 meeting was held in Port Campbell.

Council meetings are rotated through all of our towns to ensure attendance at Council meetings is accessible to all of our communities.

Council meetings provide the opportunity for community members to submit a question to Council, make a submission or speak to an item. In 2014-2015, 12 ordinary Council

meetings and one special Council meeting were held with an average attendance rate by Councillors of 93.41%. Four out of seven Councillors had 100% attendance. For detailed information on councillor attendance at Council meetings, refer to the Councillor Profiles on Page 16-17.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results of Council's assessment against the governance and management checklist.

COMMUNITY ENGAGEMENT		
Community Engagement Policy	✓	Operational: 23/06/2015
Community Engagement Guidelines	✓	Operational: 28/06/2012
DECISION MAKING		
Meeting Procedures	✓	Enacted: 26/11/2009
Councillor Code of Conduct	✓	Reviewed: 26/02/2013
Delegations	✓	Reviewed: 27/01/2015
MONITORING		
Internal Audit	✓	Engaged: 25/09/2012
Audit Committee	✓	Established: 24/03/2000
Risk Management Framework	✓	Operational: 24/02/2015
Performance Reporting Framework	✓	Operational: 1/07/2014
PLANNING		
Strategic Resource Plan	✓	Adopted: 9/06/2015
Annual Budget	✓	Adopted: 9/06/2015
Procurement Policy	✓	Approved: 23/09/2014
Business Continuity Plan	✓	Operational: 11/06/2015
Disaster Recovery Plan	✓	Operational: 26/05/2014
Asset Management Plan	✗	Road related Asset Management Plan exists. Plans to be developed for other key infrastructure asset classes in 2015-2016
Rating Strategy	✓	Operational: 22/04/2014
Risk Policy	✓	Operational: 24/02/2015
Fraud Policy	✓	Operational: 23/04/2013
Municipal Emergency Management Plan	✓	Prepared: 25/02/2014
REPORTING		
Annual Report	✓	Considered: 28/10/2014
Financial Reporting	✓	Presented: Quarter 1 - 28/10/14, Quarter 2 - 27/01/15, Quarter 3 - 28/4/15, Quarter 4 - 23/6/15
Council Plan Reporting	✓	Reported: 28/04/2015
Risk Reporting	✓	Reported: Corporate Risk Register - 14/04/15 Corporate Risk Register - 23/6/2015
Performance Reporting	✓	Reported: 28/4/2015, 23/6/2015

STATUTORY INFORMATION

AUDIT COMMITTEE

Corangamite Shire's Audit Committee, established under the *Local Government Act 1989*, continues to play a vital role in oversight of Council business. The Audit Committee reports directly to Council on matters it is dealing with and makes recommendations in relation to the annual financial statements. The committee also reviews Council policy, risk and legislative compliance.

Members of the Audit Committee in 2014-2015 were:

Ms Nancy Johnson (Chair)
Mr Andrew Jeffers
Ms Jacinta Thomas
Cr Chris O'Connor (ex officio)
Cr Ruth Gstrein
Cr Neil Trotter

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with Part 5 the *Local Government (General) Regulations 2004*, the following is a list of documents available for public inspection. These documents are regularly updated and can be viewed at the Corangamite Shire Civic Centre, 181 Manifold Street, Camperdown from 8.30 am to 5.00 pm Monday to Friday:

- Details of current allowances fixed for the Mayor and Councillors
- Details of senior officer's total salary packages for the current financial year and previous year
- Details of overseas or interstate travel undertaken in an official capacity by Councillors or any Council staff in the previous 12 months
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- Names of Councillors who were required to submit a return of interest during the financial year and the dates the returns were submitted
- Names of Audit Committee Members who were required to submit a return of interest during the financial year and the dates the returns were submitted
- Agendas and minutes for Ordinary and Special Council meetings held in the previous 12 months

- A list of all special committees established by the Council and the purpose for which each committee was established
- A list of all special committees established by Council which were abolished or ceased to function during the financial year
- Minutes of meetings of special committees established under Section 86 of the Act and held in the last 12 months, except if the minutes relate to parts of meetings which have been closed to members of the public
- A register of delegations
- Submissions received under Section 223 of the *Local Government Act 1989* during the previous 12 months
- Agreements to establish a regional library service
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by Council as lessor or lessee, including the name of the other party to the lease and the terms and value of the lease
- A register of authorised officers
- A list of donations and grants made by the Council during the financial year
- A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council
- A list of contracts valued at \$150,000 or more which Council entered into during the financial year without first engaging in a competitive process
- Returns provided by Candidates in accordance with section 62 of the *Local Government Act 1989* (Campaign Donation Return).

BEST VALUE

Council continues to follow the principles of Best Value and regularly reviews its policies, plans and services as required by the *Local Government Act 1989*.

CONTRACTS

Council's Procurement Policy is reviewed annually to ensure appropriate cost, service and delivery standards are met. Some of the tenders awarded in 2014-2015 included:

- Waste Collection Services
- Provision of Electrical Services
- Provision of Plumbing Services
- External Plant Hire and Associated Services
- Modular Construction of Children's Centre
- Management of Recreation Facilities
- Cleaning of Council Buildings
- Wheeled Excavator

CARERS RECOGNITION

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carer's Recognition Act 2012* (the Act). Council has promoted the principles of the Act to people in care relationships who receive Council services; to people in care relationships and to the wider community by:

- distributing printed material through relevant Council services
- providing links to State Government resource materials on Council's website
- actively participating in Carers Week activities.

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 HACC services
- Induction and training programs for volunteers working with clients in Home and Community Care Programs
- Displaying information about the Act in the staff offices
- Actively participating in the South West Carers Respite Network.

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:

- Insertion of information on *Carer's Recognition Act 2012* in HACC Policy and Procedure Manual
- Support for and promotion of Carers Week
- Affiliate of the Companion Card Program.

STATUTORY INFORMATION

DISABILITY ACTION PLAN

Council has incorporated the Community Access Plan (Disability Access Plan) into the Health and Wellbeing Plan and implemented the following actions:

- Present 'Disabilities and Health Inequalities' research to local stakeholders
- Provide disability awareness training to Council staff
- Conduct disability access audit of Council's buildings
- Promote events such as Carers Week and International Day of People with a Disability
- Supported community groups to develop disability access plans.

DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal Management Plan 2013-2017 in August 2013 and has reviewed the plan on an annual basis since adoption. The new plan was developed through consultation with Council's Animal Management Team and consideration of input from other council departments. There have been a range of projects and actions developed from the plan since its adoption which include:

- Implementation of a rehousing program for dogs
- Education and media relating to animal management
- Increased feral cat trapping and property owner support to prevent cat trespass
- Signage review and changes for problem areas
- Microchip audits against Council records
- Domestic Animal Business Compliance audits
- Annual restricted breed and declared dog property inspections
- Priority patrols undertaken in domestic animal problem areas
- Officers have also attended a range of training programs including:
 - o customer service

- o restricted breed dog training
- o animal handling.
- Completed annual restricted breed and declared dog property inspections; and
- Priority patrols undertaken in domestic animal problem areas.

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its annual report.

No such ministerial directions were received by Council during the financial year.

FREEDOM OF INFORMATION

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- It should be in writing
- It should identify as clearly as possible which document is being requested
- It should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Further information regarding FOI can be found at www.foi.vic.gov.au and on the Corangamite Shire Council website.

In the 2014-2015 financial year, Council received no requests under the *Freedom of Information Act 1982*.

FREEDOM OF INFORMATION REQUESTS RECEIVED PER YEAR

2014-2015	0
2013-2014	6
2012-2013	4
2011-2012	4
2010-2011	1

PROTECTED DISCLOSURE PROCEDURES

The Independent Broad-based Anti-corruption Commission (IBAC) is responsible for identifying and preventing serious corrupt conduct across the public sector, including Councils.

The purpose of the *Protected Disclosure Act 2012* is to encourage and facilitate

disclosures of improper conduct by Council or Council employees and to provide protection for those who are involved in disclosure.

Corangamite Shire has developed a procedure for reporting disclosures of improper conduct or detrimental action by Council or its employees. Disclosures about Council staff may be made to nominated people at Council who will refer assessable disclosures to the IBAC or disclosures may be referred directly to the IBAC.

A disclosure about a Councillor must be made directly to IBAC or the Victorian Ombudsman. A Protected Disclosure can be made by an employee or a member of the public. A copy of the procedure is available from Council offices and on Council's website: www.corangamite.vic.gov.au.

During the 2014-2015 year no disclosures were notified to Council officers appointed to receive disclosures or to IBAC.

INFORMATION PRIVACY

Council collects large amounts of personal information about individuals. This includes information about ratepayers/residents, Council staff and contractors.

Council believes that protection of an individual's privacy is part of its commitment towards accountability and integrity, and is strongly committed to protecting every individual's right to privacy. Council will restrict access to personal information to 'a need to know' basis and will only use personal information provided by an individual for the purposes for which it was collected, or a related purpose that the individual would reasonably expect to occur.

STATUTORY INFORMATION

LOCAL GOVERNMENT INDICATORS

The Victorian Government Indicators are a standard set of indicators that councils have committed to measure and report on and include Community Satisfaction Survey results and financial measures. The following financial indicators provides comparisons over a five year period.

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Average rates and charges per assessment	\$1,606.03	\$1,685.80	\$1,768.00	\$1,911.53	\$1,917.21
Average residential rates	\$862.94	\$945.20	\$1,053.00	\$1,224.00	\$1,061.00
Operating result per assessment	\$61.83	\$883.90	\$133.80	\$65.75	\$449.43
Infrastructure renewal and maintenance	\$18,342.00	\$19,908.00	\$16,182.00	\$16,622.00	\$16,529.00
Average liabilities per assessment	\$1,399.15	\$1,651.92	\$1,290.80	\$1,712.18	\$1,730.59
Average operating expenditure per assessment	\$4,167.71	\$4,378.95	\$4,051.25	\$4,098.46	\$4,213.32
Average capital expenditure per assessment	\$1,233.25	\$1,219.03	\$1,1168.98	\$932.99	\$926.90





**CORANGAMITE
SHIRE**

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Please call us for a translation of any part of this document. Corangamite's Annual Report can also be downloaded from our website.