

Corangamite Shire
Annual Report
2019–2020



Acknowledgement of Country

We acknowledge the traditional custodians of the land around Corangamite Shire, the Eastern Maar and Wadawurrung people. We pay our respects to all Aboriginal Elders and peoples past and present.

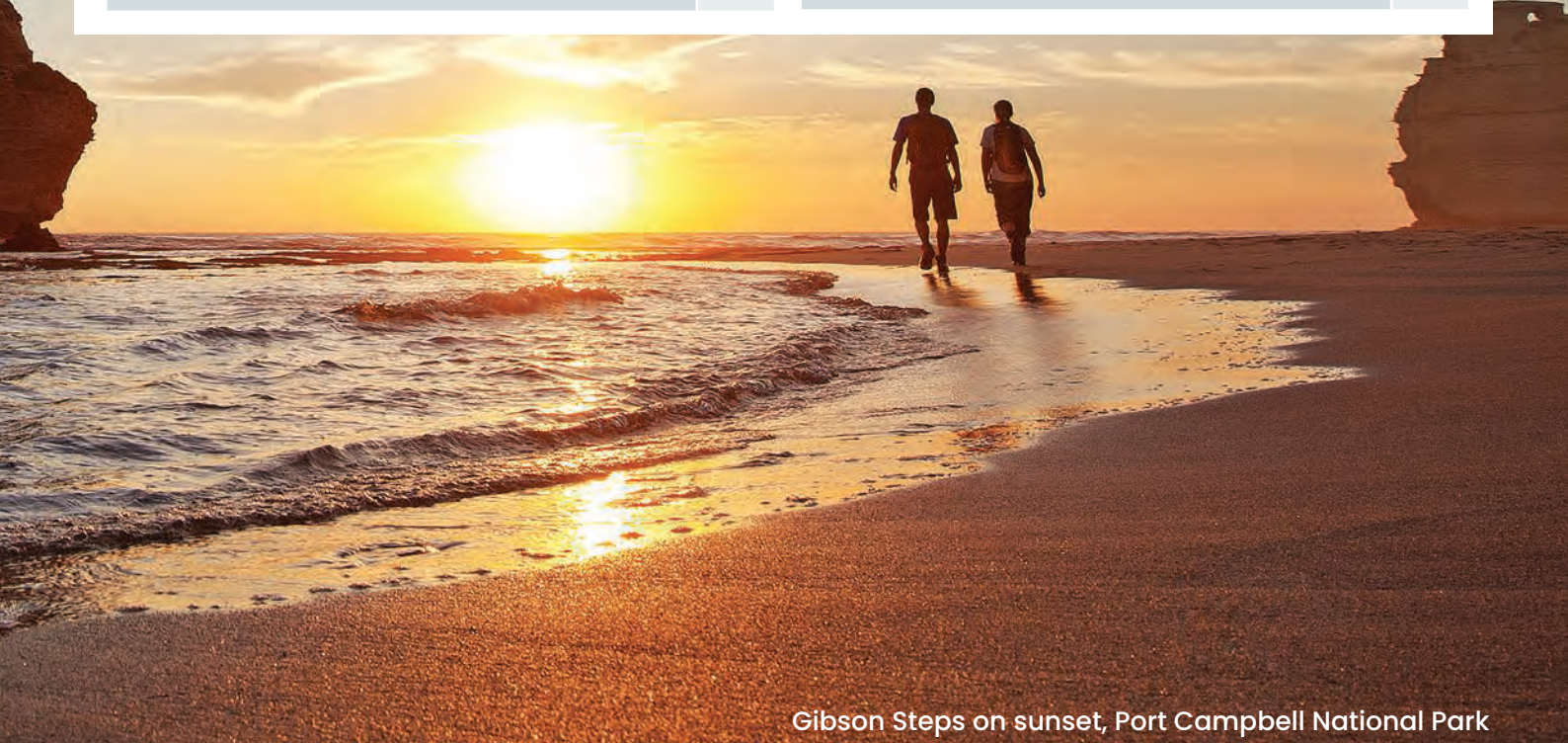


Please call us for a translation of any part of this document. Corangamite's Annual Report can also be downloaded from www.corangamite.vic.gov.au If you would like a hardcopy version, please phone us on 5593 7100 or come and see us at the Shire Offices in Camperdown.

Cover image: Mt Elephant at night www.hangingpixels.com.au www.instagram.com/hangingpixels_photo_art

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Purpose of the Annual Report

The Annual Report 2019–2020 reviews our strategic, operational and financial performance for the financial year 1 July 2019 to 30 June 2020. It is an important document that tells our community how we performed and whether we did what we promised.

This report compares our highlights and achievements with our strategic themes and objectives set out in our Council Plan 2017–2021 www.corangamite.vic.gov.au/councilplan See page 7.

It also meets legislative and compliance reporting requirements.

The Year in Review (pages 8–31) provides a general overview of our operations during 2019–2020. It includes highlights, achievements, challenges, messages from the Mayor and Chief Executive Officer, a financial summary and sustainability report.

About our Shire (pages 30–35) provides information on Corangamite Shire, its history, economy, communities and people. We introduce our Councillors.

Our people (pages 36–52) tells the story of our organisation and the people who lead it. It also provides a snapshot of our employees and workplace culture, and acknowledges work done by our volunteers.

Our performance (pages 53–112) sets out how we performed against actions in our 2019–2020 Action Plan, initiatives in our Budget 2019–2020 and objectives in our Council Plan 2017–2021.

Governance and corporate information (pages 111–126) provides information about our governing processes, Council meetings, Council committees, privacy and information required by the Victorian Government.

Annual financial report and performance statements (pages 130–186) contain the audited performance and financial statements that we are required by law to provide.



Vision

We strive for a connected and thriving community.

Mission

We will manage the opportunities and challenges facing Corangamite Shire to ensure that we improve the lives of people through strong, ethical and responsive representation with a focus on providing value to ratepayers.

Values

Respect, Integrity, Innovation,
Collaboration, Leadership.



Lake Tooliorook, Lismore

Strategic planning & reporting framework

Every Council is required to prepare and adopt a Council Plan by 30 June in the year following a general election, which is conducted in October on a four-year cycle.

Corangamite Shire's Council Plan 2017-2021 establishes Council's planning framework to the community over this timeframe and is reviewed annually.

The plan guides our actions and goes beyond the legislative framework of the *Local Government Act 1989 and 2020* to ensure emerging issues and community priorities are strategically addressed.

Strategic objectives in our Council Plan 2017-2021 are grouped under six key themes:

1: Governance and financial sustainability

2: Roads

3: Vibrant economy, agriculture and tourism

4: Built and natural environment

5: Safe and healthy communities

6: Organisational performance



This is the third year of reporting against the Council Plan 2017-2021.

For more information, and to view the Council Plan 2017-2021, Strategic Resource Plan and Annual Action Plan, visit www.corangamite.vic.gov.au/councilplan



Local Government Performance Reporting Framework (LGPRF)

Introduced by the State Government in 2014-2015 this is a mandatory system of performance reporting to ensure that all councils measure and report on their performance in a consistent way. The framework is made up of 58 measures and a governance and management checklist of 24 items. Each of the measures are reported against in the Corporate Governance section of our Annual Report.

2019–2020 Year in review

THEME 1 Governance and Financial Sustainability

Pages 54–61

HIGHLIGHTS

- Started live streaming Council meetings on Facebook and website
- Remained debt free with no new borrowings
- Invested \$14.3 million into capital works program
- Secured \$17.1 million in grants
- Adopted the 2020–2021 budget with 0% average rate increase.

RESULTS

- 10/12 actions completed or in progress in the 2019–2020 Annual Action Plan
- Community satisfaction for ‘Overall Performance’ remained above 60

2020	2019	2018	2017
65	69	66	63

- Community satisfaction for ‘Community Decision Making’ remained above 60.

2020	2019	2018	2017
63	65	64	61

LOOKING FORWARD

- New Central Ward Councillor elected via by-election in July 2020
- Council elections October 2020 with new Councillors inducted
- Continued roll-out of Local Government Act 2020
- Develop and adopt Council Plan 2021–2025 and Community Vision.

THEME 2 Roads

Pages 62–67

HIGHLIGHTS

- Invested \$8.4 million upgrading local roads across the Shire
- Re-sealed 48 km of local roads
- Re-sheeted 106 km of local gravel roads
- Rehabilitation works on 15 km road worth \$3.9 million were completed at County Boundary Road East, Tesbury and New Cooriemungle Road, Timboon
- Carried out \$450,000 worth of drainage works along 110 km of local roadsides to help preserve the condition of local roads.

RESULTS

- 9/9 actions completed in the 2019–2020 Annual Action Plan
- Condition of local roads in acceptable condition continues beyond 98%
- Condition of local gravel road network continues to improve.

LOOKING FORWARD

- Level 2 condition assessments planned for bridges and major culverts
- More than 16 km of rehabilitation works
- Urban street tree plantings.

THEME 3 Vibrant economy, agriculture and tourism

Pages 68–75

HIGHLIGHTS

- State Government granted \$4.5 million towards Stage 1 of the Twelve Apostles Trail
- New music and food event Tracks staged in Timboon in March, attracting 400–500 people
- Awarded nearly \$50,000 to 11 entrepreneurs through the Innovation Grants Program
- Fifth round of Retail Facade grants program resulted in more than \$1 million works completed over five years
- \$4.8 million stimulus package in the 2020–2021 Budget for COVID recovery.

RESULTS

- 6/10 actions completed or underway in the 2019–2020 Annual Action Plan
- Community satisfaction for ‘Business and Community Development’ remained above 60

2020	2019	2018	2017
64	65	64	62

- Community Satisfaction for ‘Tourism Development’ remained above 60.

2020	2019	2018	2017
66	67	65	64

LOOKING FORWARD

- Twelve Apostles Trail Stage 1 construction.

THEME 4
Built and natural
environment

Pages 76-91

HIGHLIGHTS

- Completed \$14.3 million capital works program
- Completed Camperdown Streetscape Project Stage 2
- Completed the new Port Campbell Play Space and toilet block project
- Adopted the Rural Living Study to release rural-residential land across the Shire
- New solar PV systems installed on our buildings diverted an extra 50 tonnes of CO₂ in 2019-2020.

RESULTS

- 15/17 actions completed or underway in the 2019-2020 Annual Action Plan
- Streetscape program delivered annually
- Median processing time for planning permit was 29 days, ranking Corangamite Shire fourth in the state
- Community satisfaction for building and planning permits increased 2 points to 61.

2020	2019	2018	2017
61	59	58	58

LOOKING FORWARD

- Transition to 'Recycling circular economy' policy
- Complete Derrinallum, Timboon and Cobden streetscapes.

THEME 5
Safe and healthy
communities

Pages 92-107

HIGHLIGHTS

- Opening of Stage 1 of the Camperdown Theatre Royal sound and lighting upgrade
- Completed the Lismore public art project
- Developed Sync Youth Strategy 2020-2025
- Implemented a COVID-19 Community Recovery Plan, supporting business and communities.

RESULTS

- 12/15 actions completed in the 2019-2020 Annual Action Plan
- Increased footpath network by 100 metres
- Community satisfaction for 'Elderly Support Services' increased 3 points

2020	2019	2018	2017
76	73	74	74

- Community satisfaction for 'Emergency & Disaster Management' remained above 65.

2020	2019	2018	2017
76	81	75	71

LOOKING FORWARD

- Operating in a COVID-19 world, streamlining and integrating response into 'business as usual'
- Development of Recreation Reserves Master Plan
- Skipton skate park.

THEME 6
Organisational
performance

Pages 108-112

HIGHLIGHTS

- Rolled out the Better Approvals Program, a one-stop shop for businesses needing multiple permits
- Obtained a \$2.3 million Working for Victoria grant to recruit 43 new positions
- No Workcover claims during 2019-2020.

RESULTS

- 3/5 actions completed or underway in the 2019-2020 Annual Action Plan
- Increase in online enquiries
- Increased use of online tools via website
- Recruited three trainees and one apprentice.

LOOKING FORWARD

- Rolling out shared services to centralise information systems delivering finance, human resources, business, IT and planning
- Enterprise Agreement negotiations
- Develop Workforce and Diversity Plan
- Install evacuation alarm system in Civic Centre.

2019–2020 Challenges

Coronavirus pandemic

In March 2020, as cases of COVID-19 rose in Victoria, Federal and State Governments announced restrictions that impacted Corangamite's businesses, communities and the organisation's operations:

- All international travel and domestic airline travel plummeted, impacting our local tourism, food and retail industry
- Non-essential business ordered to close from 25 March. Local hotels, gyms, churches, beauty and massage, and stadiums close. Many cafes and restaurants move to takeaway or close their doors
- States impose social distancing restrictions. There are now only four reasons to leave home in Victoria, essential study and work, exercise, shopping for food, and medical care or caregiving.

What did we do?

- Drafted a 2020–2021 Budget in April that included a COVID-19 Recovery Fund.

Covid-19 Recovery Fund at a glance

\$4.8M
Total fund

\$400K
Fee waivers

\$3.7M
Jobs

\$330K
New footpaths

\$180K
Business grants

\$50K
Marketing and promotion

\$100K
Welfare and social support

Fee waivers 2020–2021

\$400K

- No annual registration fees or new application fees for Food, Registered Premises, and Accommodation. **\$80K**
- No application fees for a new or an alteration to an existing domestic wastewater system. **\$20K**
- No planning or building permit fees for building projects under \$350,000. Statutory fees still apply. **\$50K**
- Fees and charges relief for customers experiencing financial hardship. **\$170K**
- Suspension or waiver of rental payments for commercial tenants who have experienced a reduction or closure of trade. **\$40K**
- No interest on overdue rates and charges during 2020–2021 **\$40K**

* Fee waivers are subject to terms and conditions

Marketing & Promotion

\$50K

Shop Local and Domestic Tourism Campaigns.

Jobs

\$1.4M

\$2.3M Council contribution
Working Victoria grant

Creation of 43 temporary jobs focused around short-term construction projects, business and community support roles.

New footpaths

\$330K

No Special Charge Schemes for the following footpath projects in 2019–2020 and 2020–2021:

- Camperdown - Cobden Road, Camperdown
- Hennessy Street, Port Campbell
- Baynes Street, Austin Avenue, Cameron Street, Terang
- William Street, Lismore
- Mitchell Street, Dover Street to Adams Street, Cobden

Local procurement

All Council procurement will include a 20% weighting for local suppliers, contractors and services.

Business grants

\$180K

- **Digital grants program \$50K** - \$1 - \$2 grants of up to \$2,000 for businesses impacted by Covid-19 to upgrade digital technology
- **Diversification grants program \$50K** - \$1 - \$2 grants of up to \$5,000 to businesses who have changed or offered a new service due to Covid-19
- **Traditional advertising grants program \$50K** - \$1 - \$2 grants of up to \$2,000 for businesses to advertise in local print or radio
- **Forced business closure grants program \$30K** - One off payment of \$1,000 for any business that has been forced to close due to recommendations from the Victorian Chief Health Officer

Welfare & social support

\$100K

- Community events and activities **\$50K**
- Community groups and volunteer support **\$25K**
- Grants to local charities **\$25K**

FOR FULL DETAILS VISIT WWW.CORANGAMITE.VIC.GOV.AU/COVIDSTIMULUS

Condition of arterial roads

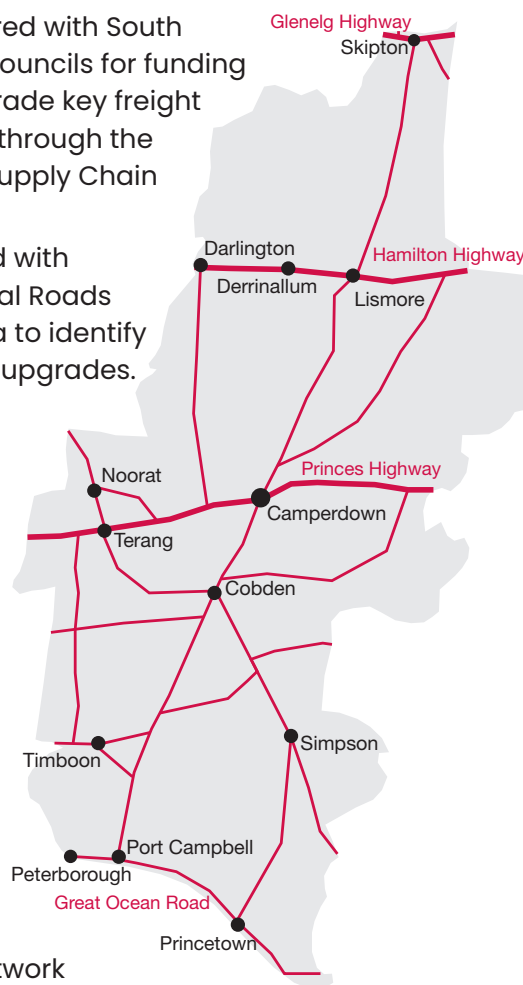
There are 604 km of arterial roads owned by the State Government and managed by Regional Roads Victoria in our Shire.

In 2003–2004 VicRoads data showed the percentage of distressed main (VicRoads) road pavement in Corangamite Shire was just over 8%. Data in 2013–2014 shows that this has increased to 18.2%. We are still waiting to see the latest VicRoads data.

The arterial network in Corangamite has deteriorated so much over the past 10 years, we estimate \$55 million is needed to bring it back to an acceptable (and safe) standard.

What did we do?

- Advocated to State and Federal Government representatives for \$30 M upgrade to the North South tourist loop (Princetown Road, Cobden Port Campbell Road, Timboon Colac Road)
- Partnered with South West Councils for funding to upgrade key freight routes through the Dairy Supply Chain Study
- Worked with Regional Roads Victoria to identify urgent upgrades.



Arterial roads network

Funding major projects

Corangamite Shire has developed a \$15.6 million urban design renewal project for Port Campbell, named Port Campbell Town Centre Project. The project recognises Port Campbell's key role as a hub for visitors to the Shipwreck Coast region (including the world renowned Twelve Apostles) and aims to transform the town centre into a world-class destination, improving pedestrian links between attractions in and around Port Campbell National Park.

This project, like others, is shovel ready in 2019–2020, with a \$10.6 million investment required from the State and Federal Governments before it can proceed. Securing this level of funding has been a challenge in 2019–2020. The Twelve Apostles Trail: Timboon to Port Campbell project was funded (\$4.5 million) in 2020 after more than 10 years of lobbying by Council and the community.

What did we do?

- Published an advocacy document 'Linking Port Campbell', met with Federal MP Dan Tehan and State Government representatives.

ASK: \$10.6 MILLION
TOTAL PROJECT COST: \$15.6 MILLION

Improve the amenity, function and safety of the Port Campbell town centre, making it a pedestrian friendly destination with wider footpaths and better connections between the centre, headlands and Twelve Apostles precinct.

Port Campbell is a picturesque seaside village located on the Great Ocean Road, 10 kilometres past the Twelve Apostles.

Up until COVID-19, Port Campbell was experiencing its busiest ever summer, with a record 15,269 visits to the Twelve Apostles in one day (Christmas Day 2019). Visitors arrived in more than 3,000 cars, 170 buses and 11 coaches.

Major improvements to the Port Campbell town centre and foreshore were identified as a priority in the Shipwreck Coast Master Plan. The Plan highlights the potential for Port Campbell's role as the 'heart' of the Shipwreck Coast, with better design and connections linking the Twelve Apostles, Port Campbell National Park and Timboon.

Indeed, the aim is to deliver a project that encapsulates the essence of Port Campbell, capitalising on the new Twelve Apostles Trail. It will enhance amenity, improve visitor experience, encourage longer stays, as well as disperse visitors through the town.

The project is almost 'shovel ready'. Concepts were adopted by Corangamite Shire Council in November 2019 with detailed designs and costings underway.

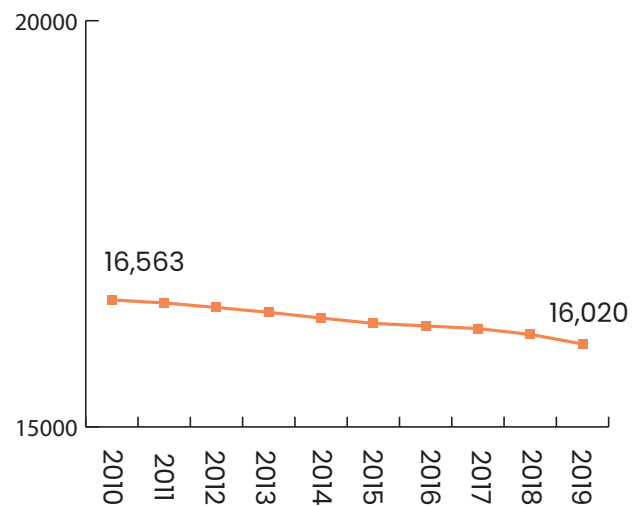
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Population attraction

One of the biggest challenges facing rural communities, and in particular Corangamite Shire, is population decline or stagnation.

Our estimated resident population of 16,020 in 2019 has been slightly declining over the past decade. However, it is forecast to increase to 16,574 by 2036.

Corangamite Shire population 2010–2019



What did we do?

- The availability of housing and vacant residential land is a challenge, particularly in the south of the shire. We adopted a Rural Living Study, aimed at creating more residential land in each of our towns
- The Positioning Timboon and Simpson Strategy was developed in 2020, looking at how Council can develop key worker accommodation and housing to service the Shipwreck Coast visitor economy
- In 2019–2020 we committed \$100K and recruited an Economic and Development Project Officer to deliver a population and migrant project. This was put on hold due to COVID-19, and will proceed in 2020–2021.

Calendar of events

Loch Hart Music Festival, Prinetown, 2019





July

3-7 Robert Burns Scottish Festival, Camperdown



August

1-4 Corangamite Film Festival, various locations



September

27-29 Colour Terang



October

12 Camperdown Show
19 Cobden Spring Festival
24-27 Rock the Clock, Camperdown



November

16 Noorat Show
15-17 Loch Hart Music Festival, Princetown
29 YouthFest! Camperdown



December

7 & 8 Prison Break Weekend, Cooriemungle
19 Terang Gala Night



January

1 Terang races
18 Camperdown Cup
18 & 19 The Tempest, Loch Ard Gorge
26 Australia Day celebrations, Derrinallum
26 Timboon triathlon



February

2 12 Apostles Plunge, Port Campbell
23 Trestle 10 Fun Run, Timboon
28 Noorat-Terang Fun Run
29 Heytesbury Show, Simpson



March

8 & 9 Cobden Vintage Rally
14 Kangarooie Klassic, Princetown
14 Tracks Timboon

Events cancelled due to COVID-19

April-June

21 & 22 April The Twelfth Night, Dalvui Homestead
3-6 April Lakes & Craters International Horse Trials
10 April Music by the Lake, Purrumbete
10-12 April Inner Varnika, Bookaar
10-13 April Yachting regatta, Lake Bullen Merri
19 April Crayfest, Port Campbell

Regular events:

Camperdown Rotary Market (1st Sunday of month), Skipton market (2nd Saturday of month), Terang market (1st Saturday of month), Mount Elephant Open Day (every Sunday), Cobden Miniature Railway (3rd Sunday of month), parkrun Timboon (every Saturday).

2019–2020 services snapshot

5,225

Tonnes of waste collected

5,398

Properties on kerbside collection service

34,249

Swimming pool attendances

149

New babies born in Corangamite

155

Planning permits processed

169

Kilometres of local roads resurfaced

368

Building permits processed

6,644

Meals on Wheels delivered

1,419

Maternal & child health appointments

27,456

Phone calls

9,792

Rateable properties

100,402

Visits to website

133

Four year old kinder enrolments

125

Mobile child care enrolments

1,014

Local laws permits issued

2,735

Immunisations

77

Three year old kinder enrolments

66,708

Family day care hours delivered

497

Fire prevention notices

20,416

Aged and disability service hours delivered

How we spent your rates in 2019–2020

For every \$100 in Council rates & charges:

\$47.43



Roads, footpaths
& drainage

\$9.84



Environment &
waste management

\$8.85



Parks & gardens

\$8.73



Community
facilities

\$8.40



Culture, leisure
& recreation

\$5.43



Economic
development
& tourism

\$3.92



Local laws &
emergency
management

\$3.42



Community
planning &
customer service

\$1.62



Building & planning
services

\$1.35



Family &
children's services

\$0.87



Civic administration

\$0.16



Aged & disability
services

Message from the Mayor



On behalf of fellow Councillors and staff, I am pleased to present Corangamite Shire's 2019–2020 Annual Report.

Corangamite Shire Council is very clear in our aspirations for thriving, connected and healthy communities with improved road networks.

This is articulated through our Council Plan 2017–2021 and this report covers the progress made during the third financial year of the Plan.

Financial responsibility

An achievement of this Council that we are particularly proud of is becoming debt-free in 2017–2018, with a commitment to no new borrowings over the Council term. Planning for potential risk is important, with conservative amounts set aside each year for future responsibilities such as Naroghid Landfill rehabilitation (in 25 years) or more Defined Benefits superannuation call-outs.

Funds have also been set aside for major projects such as the \$15.6 million Port Campbell Town Centre renewal, for which we are currently seeking \$10.6 million funding support from the State and Federal Governments.

Corangamite Shire continues to be in a secure financial position thanks to fiscally responsible decision-making by past and present Councils.

The culture that has been built and the position we are in will have positive ripple effects for decades to

come, with our communities the beneficiaries.

Roads projects

This Council term has seen a record level of investment in our local sealed and unsealed network, reflecting roads as a top community priority. In 2019–2020, we invested \$8.4 million in resealing, resheeting and rehabilitating our local roads network.

Council has put a lot of focus and effort into advocating to the State Government, VicRoads and Regional Roads Victoria about the poor condition of state-managed roads in our shire. We continue to lobby for urgent upgrades to the North South tourist loop which includes roads linking the Great Ocean Road to the Princes Highway (Princetown Road, Cobden–Port Campbell Road, Timboon–Colac Road) and upgrades to key freight roads identified through the Dairy Supply Chain project.

The importance of community

Community plays an important role in making Corangamite such a great place to live. Twelve strong, supportive and cohesive communities work together with Council to realise their vision for the future. We remain committed to empowering each and every community achieve its priorities.

There were some great projects delivered and started in 2019–2020. Stage 2 of the Camperdown streetscape was finished in August. Upgrades to Camperdown’s Theatre Royal were unveiled in September. Council adopted the schematic design for Port Campbell Town Centre project in November. This \$15.6 million project will be the largest ever capital works project in the history of Corangamite Shire Council.

Port Campbell’s new play space and public toilets opened in December. Lismore public art project was unveiled in February. Walking tracks in Noorat township and on Mt Noorat were completed, and designs for the Timboon to Port Campbell section of the Twelve Apostles Trail were finalised. Works started on the Derrinallum streetscape project and we consulted with the community on the Cobden streetscape project.

The impacts of COVID-19

While Corangamite has weathered major flood and fire emergencies over the past decade, the COVID-19 pandemic posed an entirely new challenge for our communities, and indeed, Australia and the world in 2020.

Most of Corangamite’s 72 accommodation businesses and 290 retail and food services are concentrated in the south of the Shire, with Port Campbell National Park and the Twelve Apostles attracting 2.9 million visitors annually.

When COVID-19 Stage 3 restrictions were imposed in regional Victoria in March, these sectors were heavily impacted, particularly in the south of the Shire. Thirty percent of the 99 businesses who responded to a survey in April said they had closed and 20% said they intended to close.

The survey also reported high levels of optimism around the local economy’s ability to rebound. The Corangamite Shire economy is heavily underpinned by the dairy industry, which had less exposure to impacts.

Perhaps more poignantly, social distancing and its impacts have changed the way our local communities connect. Corangamite residents connect through local events, sport, and volunteering in community groups. Restrictions on public meetings, sport and gatherings meant that most community groups stopped meeting in 2020. The challenge remains to re-build those social connections.

Nevertheless, we can count ourselves extremely fortunate to live in a country that has successfully flattened the COVID-19 curve. A bipartisan approach at top level ensured we all work together, while the Victorian Government also acted quickly and decisively.

Our COVID-19 response

At a local level, Corangamite’s strong financial position enabled us to respond quickly. I’m really proud of the \$4.8 million COVID-19 Recovery Fund developed in May, aimed at supporting businesses, creating jobs and delivering local projects.

More than \$180,000 was promptly distributed through business grants and we allocated \$400,000 to fee waivers in 2020–2021 to help businesses and residents.

We secured a \$2.3 million Working for Victoria grant (matched with \$1.4 million from Council) to create 43 temporary jobs focused around short-term construction projects, business and community support roles.

Cr Wayne Oakes

In March, we mourned the loss of fellow councillor Wayne Oakes. Wayne was a great bloke who always put his community first. He will be remembered for his camaraderie, compassion and kindness. Wayne will be missed.

Thank you

I would like to thank all residents for their patience, kindness and willingness to comply with the state and federal directions during COVID-19 pandemic. As restrictions ease, we will have to adjust to a new way of living, working and communicating.

Thank you and well done to our 266 staff for providing essential services to our communities during the COVID-19 pandemic.

Also, thank you to my fellow Councillors, in particular Deputy Mayor Ruth Gstrein. I have enjoyed working with fellow councillors and staff at Corangamite, and it has been a real privilege to serve the community.



Cr Neil Trotter
Mayor

Message from the Chief Executive



It has been another busy year at Corangamite with staff working hard to deliver services to ensure our communities are supported in all areas of their lives, especially in the face of COVID-19.

In 2019–2020 we delivered an operating surplus of \$378,000, against a predicted surplus of \$1.37 million. There were no new borrowings after we became debt-free in 2017–2018. We secured \$17.1 million in grants and invested \$14.3 million in capital works.

Business continuity in a COVID-19 environment

COVID-19 certainly threw some challenges in our direction in 2020. The main challenge was keeping up with advice, which was changing daily as the risk of COVID-19 escalated in Victoria.

I'm really proud of the way our organisation adapted to change and was able to lead by example and support others in the community.

We developed a Pandemic Sub Plan in April, which now forms part of the organisation's Business Continuity Plan. It detailed what Council needs to do to ensure critical services continue in the event of a pandemic and how the organisation copes during such an event.

This included:

- A COVID-19 Work Plan, which includes risk assessments and necessary measures introduced to ensure continuation of services in all areas across Council

- A COVID-19 Procedure, which advises staff of measures taken and protocols to be followed going forward to ensure their safety at work
- A COVID-19 Safe Plan, which outlines Council's approach to handling COVID-19 going forward, including what is required in various scenarios, i.e. Positive case amongst staff, cleaning regimes, physical distancing strategies, etc

From the start, we established a Pandemic Influenza Sub-Committee (PISC), which met twice weekly to review the changes and impacts on our organisation and the wider community.

From these meetings, we developed clear and consistent messaging and support to ensure staff members and residents were aware of their responsibilities.

We were careful to follow State Government advice and direction, and to act accordingly. This, in turn, provided a solid rationale for every decision and communication.

COVID-19 has heavily impacted the way we work and deliver services. At the height of the pandemic, events and programs were cancelled, stadiums,

playgrounds, skate parks and the Civic Centre closed. Our maternal and child health, kindergarten, aged care, and child care services adapted to COVID safe principles and continued to operate. Many programs moved online to support our communities through restrictions and isolation.

We have established a community recovery reference group and developed a recovery plan, which will evolve with the pandemic.

Some of the actions from the 2019-2020 Action Plan proved difficult to complete in a COVID environment. Our Economic Development Project Officer, Steph Hargreaves was recruited in March to coordinate a migration and population attraction project for Corangamite Shire. However, Steph was promptly deployed to business support once it became apparent such a project would not be workable during COVID.

Our community services team conducted more than 500 welfare checks, while our economic development team made more than 500 phone calls to local businesses, providing support and advice.

The new Local Government Act 2020

We welcome changes to the local government sector that strengthen transparency and accountability. As an organisation, a lot of work and training is done to communicate the importance of acting ethically, responsibly, and with integrity in the workplace.

I wish to thank Corangamite Shire's councillors for their leadership, respect and professionalism. Implementing changes to Council policies and plans to comply with the new Act will take place in 2020-2021 with work on a Community Vision, Governance Rules, and Public Transparency Policy.

Community satisfaction

After peak satisfaction levels in 2019 (largely reflecting satisfaction with Council's response to the St Patricks Day fires in March 2018) we experienced an overall drop in community satisfaction levels in 2020.

Bucking this trend was 'Elderly Support Services', which increased three points to 76 and 'Building and Planning Permits' which increased two points to 61 in 2020.

We continue to rate higher than Large Rural Shire and State-wide averages in 23 of the 26 performance areas. 'Sealed local roads', 'Slashing and weed control' and 'Unsealed roads' still rank below Large Rural Shire and State-wide averages. We will keep working towards improving these areas, directing major portions of our capital works budget to local roads, and investing more dollars and effort into weed control.

Andrew Hill

In December, our colleague Andrew Hill passed away after a short illness. Andrew was a highly regarded member of the building team, where he had worked as a carpenter since 2003. He will be greatly missed as a work colleague and friend to many.

Thank you

I also thank all our staff for going above and beyond in 2019-2020. It has been an honour to lead this organisation through floods, bushfires, and now COVID-19, and see our workforce adapt in such a positive and proactive manner.

I thank everyone for their valuable contribution.



Andrew Mason
Chief Executive Officer

Financial performance

Long term financial sustainability is the key objective of Corangamite Shire's financial plan. With careful planning, the community can be assured that Council has the financial resources to achieve the objectives set out in the Council Plan.

2019–2020 Financial Performance Summary

Council had an operating surplus of \$378,000, against a predicted surplus of \$1.37 million (compared to a \$7.21 million surplus in 2018–2019).

This was influenced by:

- **Carry forward projects** – a number of projects from previous years were completed in the current year.

Council's total capital works expenditure was \$14.3 million (compared to \$12.07 million in 2018–2019). The increase was mainly due to additional road rehabilitation projects completed in 2019–2020.

Rates & Charges comprised \$22.095 million (46%) of the total operating income of \$47.81 million (compared to \$21.61 (38%) of \$56.84 million in 2018–2019).

Cash holdings (including financial assets) increased by \$5.906 million to \$39.235 million (compared to \$9.69 million increase to \$33.33 million in 2018–2019).

Council's net assets were \$507 million. This included total land & buildings (\$55m), plant & equipment (\$10m) and infrastructure assets (\$415m).

For more detailed information on the financial result, please refer to the financial statements. A detailed comparison between the budget and actual results is shown in Note 1.1.

Financial sustainability

A generally accepted definition of financial sustainability is whether governments have sufficient current and prospective financial capacity to meet their current and prospective financial requirements.

To be sustainable, local governments need to have sufficient capacity to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies.

The Victorian Auditor-General reports to Parliament each year. The following indicators are used in their report to reflect the short and long-term sustainability, and are measured by whether local governments:

- Generate enough revenue to cover operating costs (including the cost of replacing assets reflected in depreciation expense) – **Net result**
- Have sufficient working capital to meet short term commitments – **Liquidity**
- Generate sufficient operating cash flows to invest in asset renewal and repay any debt Council may have incurred in the past – **Internal financing**
- Are not overly reliant on debt to fund capital programs – **Indebtedness**
- Have been replacing assets at a rate consistent with their consumption – **Capital Replacement**
- Renew assets at a greater rate than their consumption – **Renewal Gap**

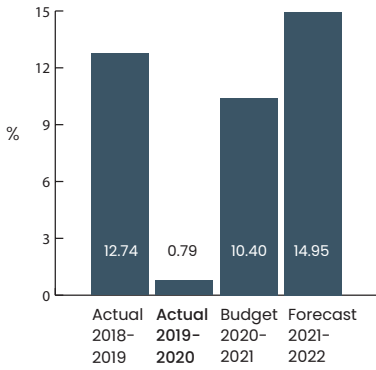
The financial sustainability of each council is assessed using the risk criteria which can be found at: www.audit.vic.gov.au

The graphs (on the page opposite) are based on the last two years of actual results and the forecast for the next two years from our Strategic Resource Plan as adopted by Council in June 2020.

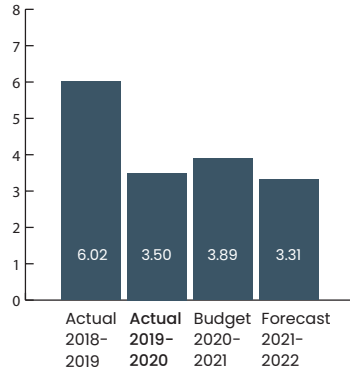
The graphs highlight the trend of increased financial sustainability for Corangamite Shire.

They show that **Corangamite's overall Financial Risk is rated as low.**

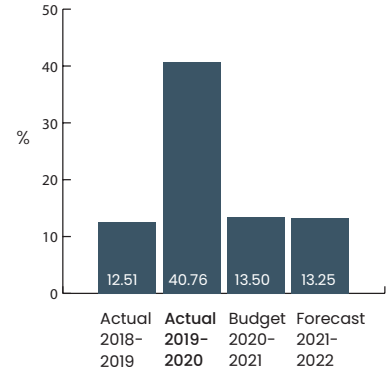
Net result



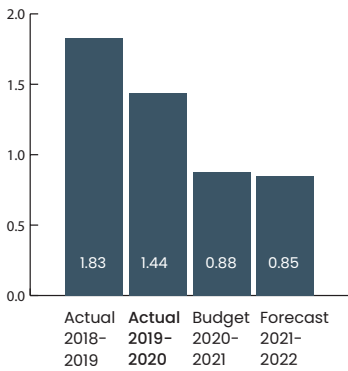
Liquidity



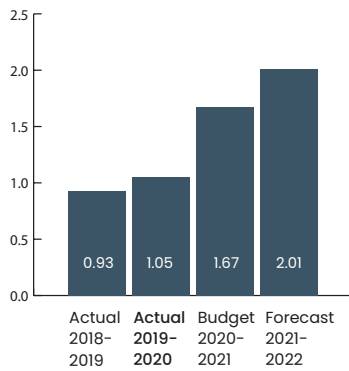
Indebtedness



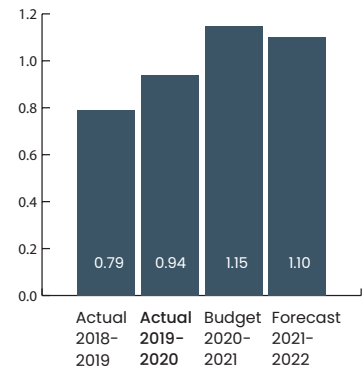
Internal financing



Capital replacement



Renewal gap



Long term financial strategic objectives

Whilst this report focuses on the 2019-2020 financial results, it is important to view this result in the context of the long-term financial strategic objectives of Council which are:

- Council will make budgetary decisions that ensures Council remains in a strong position now and into the future
- Council will deliver value for money by ensuring that services are required and delivered efficiently and sustainably

- Council will advocate strongly in relation to roads, cost shifting, and other Council and community priorities.

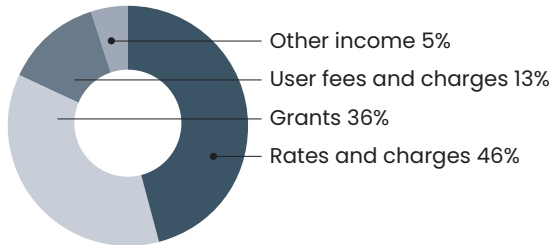
Please see the Performance Statement in the Finance Reporting section for the Financial Performance Indicators relating to the Local Government Performance Reporting Framework

Please see the Annual Financial Report in the Finance Reporting section for detailed financial results

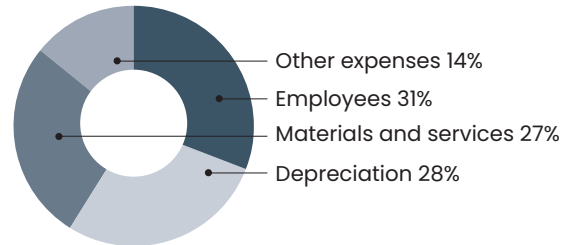
Financial performance

The 2019–2020 Budget included a 2.5% increase in the general rate, a municipal charge of \$202.50, and a waste management charge of \$343.

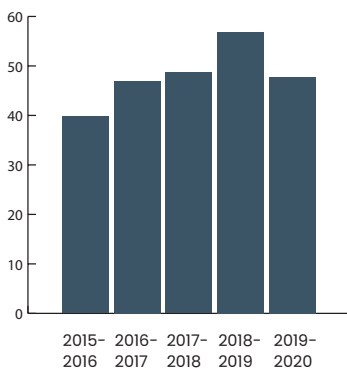
Revenue \$47.8M 2019–2020



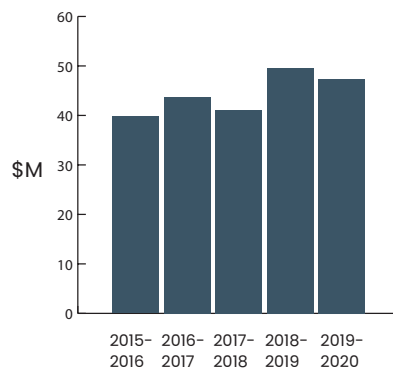
Expenditure \$47.4M 2019–2020



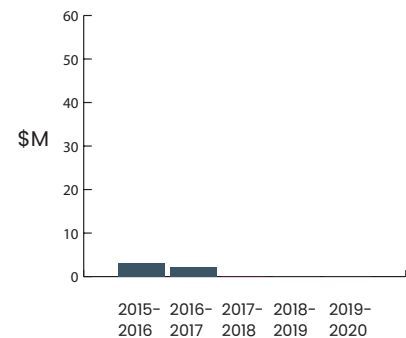
Total revenue 2015–2020



Total expenditure 2015–2020



Total borrowings 2015–2020



Financial indicator comparisons 2015–2020

	2015–2016	2016–2017	2017–2018	2018–2019	2019–2020
Total revenue	\$39.77M	\$46.92M	\$48.67M	\$56.84M	\$47.8M
Grants income	\$13.08M	\$18.7M	\$17.64M	\$25.31M	\$17.1M
Rates income	\$19.57M	\$20.16M	\$20.75M	\$21.6M	\$22M
Total borrowings	\$3.19M	\$2.22M	\$0	\$0	\$0
Total expenditure	\$39.76M	\$43.7M	\$41.06M	\$49.63M	\$47.4M
Capital works	\$13.7M	\$10M	\$11.75M	\$12.07M	\$14.3M
Cash & investments	\$16.3M	\$22.15M	\$23.64M	\$33.33M	\$39.23M
Rate increases	5%	2.5%	2%	2.25%	2.5%
Average residential rates notice	\$1,177	\$1,204	\$1,242	\$1,345	\$1,417
Municipal charge	\$184.90	\$189.50	\$193.30	\$197.65	\$202.50
Waste management charge	\$280	\$287	\$297	\$360	\$343

Major projects

Delivering major capital projects is one of the best ways to meet the needs of our communities, and to ensure our municipality remains a safe and vibrant place to live, visit and do business.

Camperdown streetscape Stage 2, \$427K

Completed in August, this project focused on the clocktower square, replacing red bricks with blue stone pavers, installing turf, and refurbishing seats and street lights. A new pathway with bluestone kerb around the perimeter has made it safer and more accessible to visitors.



Port Campbell play space and public toilets, \$750K

The new play space and public toilets were officially opened in December. The new amenities will cater to growing visitor numbers with 16 unisex cubicles and changing stations. The new play space has a maritime theme and includes new bbqs, pathways and landscaping.



Derrinallum streetscape \$200K

Works started on the Derrinallum streetscape in May after community priorities were identified. They included: Bigger parking bays along the shopping strip, ramps to all access parking bays, new street furniture, extension of gravel path, new bbq and shelter, and improvements to the toilet block.



Twelve Apostles Trail, \$6.2 M

The tender was awarded, detailed designs were developed and released to the community for consultation. Preliminary works have started on Stage 1: Timboon to Port Campbell. The proposed trail stretches 20 km, linking the Shipwreck Coast with foodies' destination Timboon.



Statement of capital works 2019–2020

Property	
Land	\$335,000
Buildings	
Buildings	\$1,261,000
Heritage buildings	\$254,000
Total property and buildings	\$1,850,000
Plant and equipment	
Plant, machinery and equipment	\$1,858,000
Computers and telecommunications	\$131,000
Total plant and equipment	\$1,989,000
Infrastructure	
Roads	\$8,426,000
Bridges	\$458,000
Footpaths & cycleways	\$410,000
Drainage	\$12,000
Recreational, leisure and community facilities	\$261,000
Parks, open space and streetscape	\$451,000
Kerb and channel	\$207,000
Retaining walls and small culverts	\$80,000
Waste management	\$159,000
Total infrastructure	\$10,464,000
Total capital works expenditure	\$14,303,000

Represented by:

New asset expenditure	\$2,105,000
Asset renewal expenditure	\$10,078,000
Asset upgrade expenditure	\$2,120,000
Total capital works expenditure	\$14,303,000

Roads projects 2019–2020



Reseal program

\$1.64M to reseal 48 km of roads across Corangamite Shire.



Gravel resheet program

\$1.7M to resheet 106 km of gravel roads across Corangamite Shire.



Kennedys Creek Road

\$31K to resheet 1.6 km of road.



County Boundary Road East Tesbury

\$661K to widen and rehab 2 km of road.



Footpaths

100 metres of new footpaths.



Kurweeton Road culvert Derrinallum

\$150K to replace major culverts and improve drainage.



Lismore Pittong Road Mount Bute

\$319K to rehab 1.89 km section of road.



Jancourt Road Bostocks Creek

\$168K to rehab 700 metre section of road.



Centre Road Simpson

\$186K to rehab 760 metre section of road.



Eastern Creek Road Port Campbell

\$261K to rehab 1.05 km section of road.



Digneys Bridge Road Timboon

\$209K to rehab 950 metre section of road.



New Cooriemungle Road Timboon

\$378K for rehab of a 1.44 km stretch of road, used by milk tankers and other heavy vehicles.

Listening to our communities

Port Campbell Town Centre Project

At its November 2019 meeting, Council adopted a Schematic Design Plan for the \$15.6 million Port Campbell Town Centre Project.

The decision was a culmination of two years of planning and working with the community to get it right. More than 10 major changes were made to the plans as a result of feedback along the way.

The project began its journey back in May 2017. Fifteen residents nominated to be part of a Community Reference Group chaired by Coastal Ward Councillor Simon Illingworth. A Project Control Group with representatives from Parks Victoria, Regional Development Victoria, Great Ocean Road Regional Tourism and Twelve Apostles Tourism and Business Association was also formed to provide project input and advice.

Over the following two years, workshops to brainstorm ideas were held, concepts were released and feedback was gathered. We received 153 responses to a feedback survey on the first concept plan. We went back to the community with four options in July 2018, and received 107 survey responses. We shared a detailed schematic design with the community in August 2019. Drop-in sessions were held with traders and residents and final tweaks were made from feedback.

Twelve Apostles Trail

Council released designs for the 20 kilometre Twelve Apostles Trail from Timboon to Port Campbell in June 2020 and invited feedback from the community via an online survey. We received more than 60 responses. As a result of feedback and other parameters, a third option was developed for the trail's entrance to Port Campbell.

Cobden Town Centre Improvements

Council allocated \$300,000 for a Cobden streetscape refresh in its 2020-2021 Budget. Ideas were gathered in April, and we compiled a list of 31 projects nominated by the community. Residents were asked to rank each project (in terms of high / low priority) via an online survey. Hardcopies of the survey were also delivered to each household by the local scouts group.

We received 60 responses to the survey. From this feedback we started developing a concept plan to be released in October 2020.



Positioning Timboon and Simpson

In February 2020, Council released an Issues and Opportunities Paper on how Timboon and Simpson could act as future key service centres to the Great Ocean Road and surrounding hinterland. Public drop-in sessions were held in both towns with 55 attending, along with an online feedback survey. Council received 23 submissions which informed the final Positioning Timboon and Simpson Strategy.

Terang Battery Project

In June 2020 we sought community feedback on a \$100 million proposal to store surplus electricity on land outside of Terang. The Terang Battery Energy Storage System (BESS) project involved installing up to 78 shipping containers on 1.4 hectares of land at 70 Littles Lane, next to Terang Terminal Station.

Community feedback (47 submissions via an online survey and public drop-in sessions in Terang) informed the decision by Council not to support a request for Planning Minister Richard Wynne to make a final decision on the proposal, instead of going through Council's usual planning process.

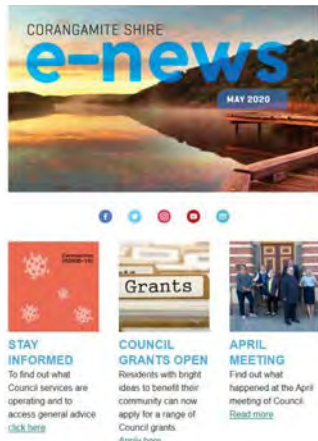
Informing and engaging our communities

We pride ourselves on informing our communities with interesting, high quality publications.

In 2019–2020 we:

- published four editions of Corangamite News and mailed to 7,500 households across the Shire
- published 11 editions of Corangamite e-news and sent to 3,000 subscribers
- published weekly Corangamite Noticeboards in four local newspapers and six community newsletters
- published 135 media releases
- published 662 Facebook posts, reaching our 7,900 Facebook followers.

We have been steadily building our Instagram audience with 1,284 followers in June. We published 122 posts and tweeted 99 times to our 2,883 Twitter followers in 2019–2020.

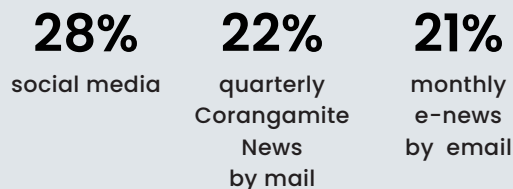


Above: Corangamite News (Spring 2019 Summer 2019–2020, Autumn 2020, and Corangamite e-news (May 2020)

Top three ways residents prefer to be communicated with:



Top three ways Under 50s prefer to be communicated with:

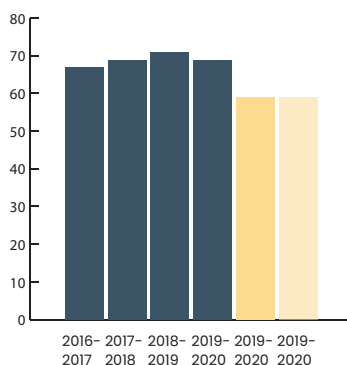


Top three ways Over 50s prefer to be communicated with:

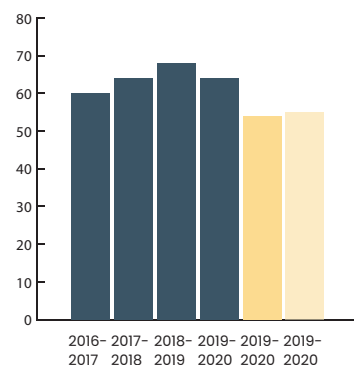


Source: Community satisfaction survey 2020

Informing the community 2015–2020



Consultation and engagement 2015–2020



2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

■ Corangamite Shire
■ Large Rural Shires average
■ State-wide average

Stakeholders

Corangamite Shire engages regularly with the community and stakeholders through a range of methods to ensure greater community participation in the decisions and affairs of the Council.

Stakeholder	How we collaborate
Customers, ratepayers and residents	<ul style="list-style-type: none"> • Customer service via Civic Centre, phone, email, website and social media • Seek direct input through online surveys, drop-in sessions and meetings • Participation on community reference and advisory committees • Regular Council communications (see opposite) and website • Council outreach stall at community events, Council meetings
Business community (Local business, industry and groups)	<ul style="list-style-type: none"> • Seek direct input through surveys, workshops and business visits • Facilitate local workshops, advice and support through Business Victoria • Work with local Progress Associations • Support and fund communities and businesses to deliver events • Encourage expansion of local business through grants programs • Advocate on our businesses behalf through projects such as Dairy Supply Chain Network • Regular communications via Business Corangamite e-news and social media
Traditional owners	<ul style="list-style-type: none"> • Seek direct input on projects through meetings and briefings
Community organisations and groups (volunteers)	<ul style="list-style-type: none"> • Support through special committees and reference groups • Support through annual Community Grants Program and Environment Support Fund • Promote events via Council channels • Promote and support volunteering, recognise volunteers through Awards Program • Offer training or development opportunities
Sport organisations and clubs (volunteers)	<ul style="list-style-type: none"> • Formal and informal partnerships for improvements to rec reserves and other facilities • Joint funding for improvements to facilities • Support through annual Community and Facility Grants Program • Agreements on usage of Council sporting facilities for training and competitions • Host regional forums and sporting events • Assist with Annual General Meetings • Offer training or development opportunities
Government organisations and representatives	<ul style="list-style-type: none"> • Shared services and joint contracts with other councils • Formal meetings and briefings • Align with others through networks and special interest groups (Great South Coast Group, Princes Highway West Action Alliance) • Policy development and submission • Representation on external government agency committees and boards • Involvement in regional forums • Regular communication via e-news and advocacy materials
Visitors	<ul style="list-style-type: none"> • Twelve Apostles website and social media platforms, Port Campbell Visitor Information Centre • Partner with Volcanic Lakes and Plains initiative • Partner with Great Ocean Road Regional Tourism / Twelve Apostles Tourism & Business Association
Education health sector	<ul style="list-style-type: none"> • Involvement in networks such as Healthy Well Corangamite and Beyond the Bell • Formal meetings and briefings
Councillors	<ul style="list-style-type: none"> • Formal meetings, briefings, seminars, workshops and development opportunities • Weekly communication via The Bulletin newsletter
Suppliers	<ul style="list-style-type: none"> • Purchasing and contract management • Account relationship • Regular engagement via onsite visits and meetings
Media	<ul style="list-style-type: none"> • Regular media releases and communication • Social media platforms

Annual grants programs

Facility grants

Allocated \$76,588 to 38 recipients in July 2019

This annual program provides grants of up to \$2,000 to Committees of Management, clubs or organisations to help with facility improvements, repairs, or equipment at halls and recreation reserves.

Some recipients included:

- Camperdown Golf Club
- Boorcan Rec Reserve
- Bostock Hall Committee
- Dixie Hall & Tennis Court
- Derrinallum Bowling Club
- Hampden Tennis Association
- Lismore Golf Club
- Pomborneit Cricket Club
- Rotary Club of Cobden
- Terang Football Netball Club
- Timboon Bowling Club
- Scotts & Cowleys Creek Public Hall
- Heytesbury Pony Club
- Simpson Cricket Club
- Terang RSL
- Ecklin Hall Committee
- Weerite Public Hall
- South Purrumbete Rec Reserve Committee
- Terang Cricket Club
- Terang Football Netball Club
- Camperdown Poultry Club

A full list of successful recipients can be found on our website.

Community grants

Allocated \$22,752 to 22 recipients in July 2019

This annual program provides one-off grants of \$1,000 to community groups for workshops, equipment, planning activities, community events and development of new community, leisure, cultural or recreational programs.

Recipients included:

- Aberlea Timboon
- Camperdown & District Historical Society
- Cobden Business Network
- Cobden Visitor Information Centre
- Corangamite Film Society
- Derrinallum Progress Association
- Ecklin Community Hall
- Great South Coast Events
- Heytesbury Pony Club
- Lake Bookaar Rec Reserve
- Lismore Men's Shed
- Lismore Progress Association
- Progressing Cobden
- Quota International of Cobden
- Rotary Club of Camperdown
- Terang Athletic Club
- Terang Lions Club
- Timboon Action
- Timboon Lions Club
- Timboon Rec Reserve
- Weerite Public Hall
- South Western District Restoration Group
- Port Campbell SLSC

Events and Festivals grants

Allocated \$50,750 in funding and \$19,042 in-kind support to 13 recipients in July 2019

This annual program provides funding of up to \$15,000 (max \$10,000 funding and \$5,000 in-kind) to community groups:

Recipients included:

- Botanic Gardens 150th
 - Camperdown Car & Bike Show 2020 (didn't run)
 - Colour Terang
 - Crayfest Port Campbell*
 - Guzzler's Prison Break Weekend
 - Heytesbury Horse Trials*
 - Heytesbury Settlement 60th
 - Lakes & Craters Horse Trials
 - Loch Hart Music Festival
 - Noorat Show
 - Rock the Clock
 - Timboon Australia Day
 - Robert Burns Festival*
- * Impacted by COVID-19

Innovation and Entrepreneur grants

Allocated \$48,621 to 11 businesses in December 2019

This annual program provides \$1: \$1 grants of up to \$5,000 to businesses to look at innovative projects in the Shire.

Recipients included:

- Keayang Maar Vineyard
- ABecketts Creek Cooperage
- REAL Pizza, Pasta and Salads
- Terang Fitness
- Snout in the Trough
- Timboon Fine Ice Cream
- Martins Timber & Hardware
- Poole Plumbing
- Camperdown WellNest
- Mogulnet
- Bridges Metal Works

Quick Response

Allocated \$16,191 to 33 recipients in 2019–2020

This program provides a maximum grant of \$500 to community groups to help with small projects.

Recipients include:

- Bostocks Creek Hall \$360
- Camperdown Cricket Club \$500
- Camperdown Grandstand Restoration Committee \$468
- Camperdown Theatre Company \$500
- Cobden Junior Fire Brigade \$500
- Cobden Pioneer Dairy Park \$500
- Corangamite Arts \$500
- Darlington Mechanics Institute and Rec Reserve \$500
- Darlington Rural Fire Brigade \$500
- Derrinallum Yacht & Power Boat Club \$500
- Heytesbury Rebels Cricket Club \$500
- Kolara-Noorat FNC \$500
- Lake Purrumbete Angling Club \$500
- Camperdown Lions Club \$500
- Lismore Cricket Club \$500
- Loch-Ard Pony Club \$499
- Port Campbell SLSC \$500
- Princetown Cricket Club \$500
- Cobden Rotary Club \$500
- Simpson & District Community Centre \$479
- Simpson FNC \$500
- Sipton Community Shop \$500
- Terang Bowling Club \$500
- Terang Cricket Club \$500
- Terang Golf Club \$500
- Terang Men's Shed \$499.09
- Terang RSL \$500
- Timboon & District Hall \$500
- Timboon Kindergarden PAG \$478
- Timboon Golf Club \$499.90
- Timboon Rec Reserve \$500
- Weerite Public Hall \$409

Retail Area Facade Improvement

Allocated \$50,133 to 21 businesses in September 2019

This annual program provides \$1 : \$1 grants of up to \$3,000 to businesses to improve the appearance of their shopfronts in retail areas.

Recipients included:

- Loaf and Lounge
- Walsh Plumbing
- Martin's Timber & Hardware
- Realign Health
- South West Bowen Clinic
- Bargain Basement Gifts
- Alderwood Speakers
- KMS Electrical
- The Fat Cow Food Co
- Camperdown Bakery
- 45 Curdie Street
- Connell Family Chiropractic
- Scanlons Dairy Centre
- 152 High Street
- Cobden Pharmacy
- Nicos Pizza and Pasta
- Camperdown Wellnest
- W heatsheaf Hotel
- Passion Fish Art House
- Miller and Mane Hair Co
- Simpson Hotel

Facility design

Allocated \$30,000 to six recipients in September 2019

This program provides grants of up to \$7,500 to sporting groups to fund schematic designs.

Recipients included:

- Terang Mortlake FNC
- Simpson Bowls Club
- Camperdown Bowling Club
- Pomborneit Cricket Club
- Camperdown Cricket Club
- Port Campbell SLSC

Environment Support Fund

Allocated \$30,000 to 20 recipients in July 2019

This annual program provides \$1 : \$1 grants of up to \$2,000 for environment and sustainability projects such as weed control, sustainable agriculture, climate change projects, native vegetation protection, waste reduction, energy and water saving initiatives at community facilities.

Recipients included:

- Power Creek Committee
- Simpson & District Lions Club
- Derrinallum Hall
- Lismore Primary School
- South Purrumbete Rec Reserve Committee
- Anna Carrucan
- Matt Grant
- JE & CM Woodward
- Lismore Land Protection Group
- LG & ME Smith
- Terang Rec Centre
- Cindy Goulet
- Weteran Plains Preschool
- Noorat Primary School
- Heytesbury District Landcare Network
- Vincent Haberfield
- TE & JM Place
- Scouts Victoria
- Kevin Clyde Sefton
- Port Campbell Biolinks
- Cundare Deverney Landcare Group
- Andrew Devlin
- Alkina Lodge

Sustainability performance

Corangamite Shire is committed to ensuring the long-term environmental, social and economic sustainability of our municipality.

The three key areas of economic, environmental and social sustainability are globally recognised as being crucial to responsible development in our rapidly changing world. Taking a balanced, transparent and community-led approach to planning and management, we actively consider how decisions made today will impact the future.



Plantings at the new Noorat track

Environmental sustainability

Achievements

Corangamite residents are among the state's top recyclers, averaging 4.87 kgs per household each week. Our recycling rate is recovering after a sharp decline amidst uncertainty in 2018-2019.

Diverted 3,411 tonnes from landfill. Our diversion rate is back at 65% after dropping to 63% in 2018-2019. More greenwaste is being collected from households, rising from 1,759 tonnes in 2018-2019 to 2,044 tonnes in 2019-2020.

New solar PV systems installed on our buildings in 2019-2020 increased our CO₂ diversion 50 tonnes to a total of 218 tonnes of CO₂ for the year.

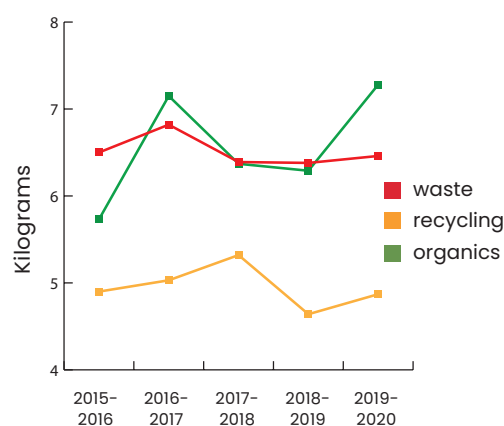


Challenges

State Government announced reform of waste and recycling, and will roll out changes to the industry, including a Container Deposit Scheme.

Agricultural plastics continues to be an issue with few alternatives.

Average weekly household waste



Economic sustainability

Achievements

Surplus of \$378,000, debt free and no new borrowings in 2019-2020. We continue to set funds aside for future risks such as the Naroghid Landfill rehabilitation (in 25 years) and any future Defined Benefits calls.

We attracted \$17.1 million in grants which is consistent with previous years, except a record \$25.3 million in 2018-2019 (due to St Patricks Day Fires recovery).

The South West accounts for 1/4 of the nation's milk production. Our local dairy industry has been largely unaffected by COVID-19, which has provided a buffer to our local economy.

Challenges

The crumbling 603 km arterial road network in Corangamite Shire continues to be chronically underfunded by the State Government, affecting industry.

Corangamite's population is predicted to remain stagnant at 16,000.

Our retail, food and accommodation sector has been impacted by COVID-19. In May, 17% of local businesses had applied for JobKeeper support.

Social sustainability

Achievements

Developed the Positioning Timboon and Simpson Strategy, looking to improve residential and rural-residential land supply, housing opportunities and accommodation for key workers.

Connect across Corangamite webpage became a popular page on the Shire website, with online activities for people to stay connected during Stage 3 restrictions

Participate in key worker housing strategy with other GSC Councils.

Challenges

The flight of young people to regional centres such as Ballarat, Geelong and Warrnambool continues to impact population figures.

Limited rental properties available in the southern part of the Shire. Lack of affordability for families and young people.

Ageing population that will increase demand for Council services.

About our shire



Sheep farming in Lismore



16,020

Estimated residential population
ABS, 2019

4,400 km²

Total area

60 km

Coastline

12

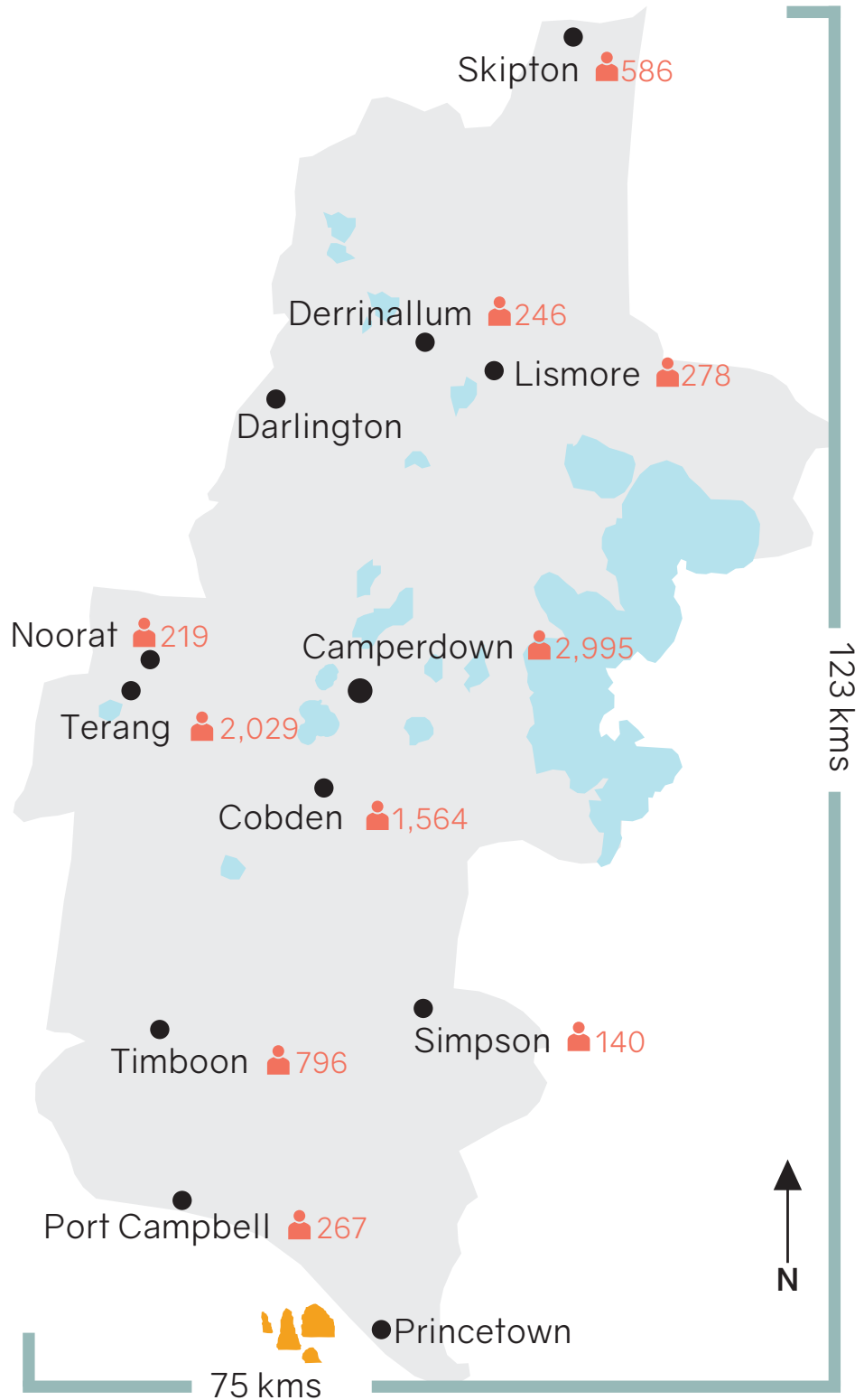
Towns

Natural features:

Port Campbell National Park

Twelve Apostles, Loch Ard Gorge,
London Bridge, The Arch,
Gellibrand estuary

Mts Leura & Sugarloaf,
Mt Noorat, Mt Elephant,
Mt Porndon, Stony Rises,
Lakes Bullen Merri
& Gnotuk, Lake Keilambete,
Lake Purrumbete, Lake Bookaar,
Lake Tooliorook, Lake
Corangamite - largest
saltwater lake in Victoria



Twelve Apostles



View from Mt Leura, Camperdown



Agriculture at Mt Elephant



Who are we?

46

Median age

\$1,042

Median weekly household income

25.1%

Couples with children

27.8%

Lone person households

27.5%

Households with a mortgage

32.5%

Year 12 or equivalent

1.7%

Non-English spoken at home

0.9%

Aboriginal & Torres Strait Islanders

30%

Employed by agriculture

90.4%

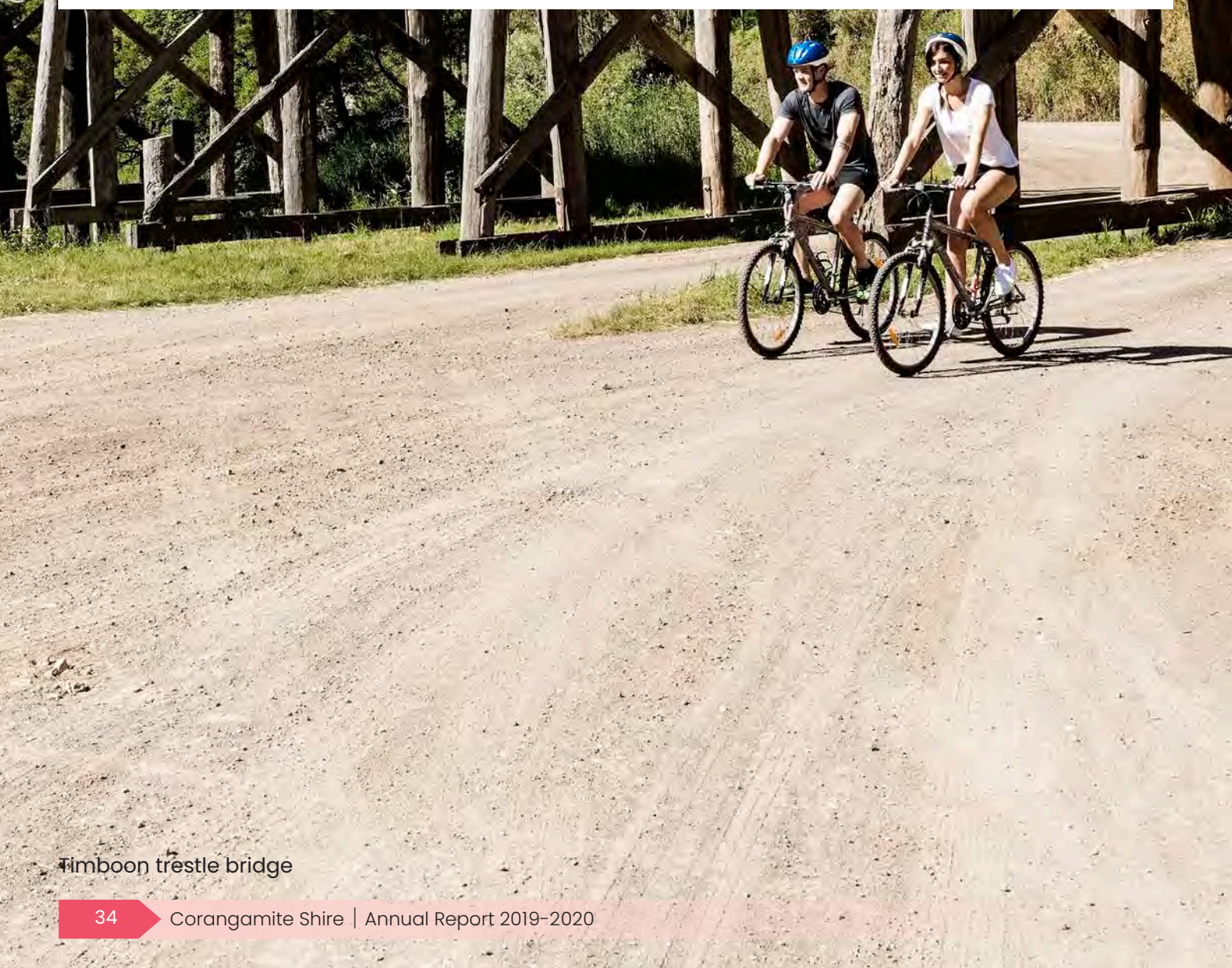
Speak English only

29.1%

State they have no religion

10.4%

Have Bachelor or Higher Degree



Timboon trestle bridge

Located two hours south-west of Melbourne, Corangamite is a large rural Shire with a small population base of 16,020* and 9,792 rateable properties (of which 2,885 are farms).

The Shire's boundaries stretch 120 kilometres from the wild Southern Ocean and rugged Shipwreck Coast in the south, past fertile farmland to the grazing expanses of the north. Our large geographic area of 4,400 km² is home to a number of stunning and diverse natural landscapes including the world-renowned Twelve Apostles and Port Campbell National Park. We have some of the deepest lakes in Australia and plains dotted with dormant volcanoes as far as the eye can see.

The Shire is named after the large inland Lake Corangamite on its boundary. Corangamite is an Aboriginal word meaning 'bitter' or 'salt' referring to the high salt content of the lake.

Population

Eighty-four per cent of Corangamite Shire's population was born in Australia, with 6.3% born overseas (and 9.3% not stated). Roughly half of Corangamite's residents live in towns and half on farms.

One of the biggest challenges facing rural communities, and in particular Corangamite Shire, is population decline or stagnation. Our estimated resident population of 16,020 (in 2019) is expected to increase slightly to 16,574 by 2036.*

The flight of youth – where young people leave their rural communities for education and

employment opportunities – is a contributing factor to population decline. The national trends of ageing population and downturns in manufacturing continue to be issues faced by Corangamite Shire.

History

The Eastern Maar and Wadawurrung people are the traditional Aboriginal owners of the land around Corangamite Shire. For tens of thousands of years the First Peoples farmed their land, lived in villages, harvested crops, and managed aquaculture systems.

The arrival of the first colonial settlers resulted in the sharp decline of the local population through loss of land, lack of access to food, and disease. It is a brutal fact that much of Corangamite's early agriculture drove the First Peoples from their lands and resulted in violence and conflict. The need to acknowledge and reflect on our history is part of a more meaningful reconciliation effort.

Most of Corangamite's townships were settled in the 1840s and 50s and each of our communities has its own story to tell. Simpson was the centre of the post-war dairying area, where after World War II the Soldier Settlement Commission cleared the Heytesbury Forest and settled 430 farms. Today, there are reminders of our settler heritage – dry stone walls, homesteads, shipwrecks and buildings such as the Shire town hall, built in 1886 and still used to this day.

Economy

Corangamite's five major employers are:

- Agriculture, Forestry and Fishing (2,210 persons or 30.8%)
- Healthcare and Social Assistance (756 or 10.6%)
- Retail Trade (607 or 8.5%)
- Manufacturing (512 or 7.1%)
- Education and Training (467 or 6.5%).

Corangamite is one of the most productive dairying regions in Australia, contributing more than \$250 million to the local economy.

Agriculture is a major driver, employing just under one third of the Shire's population.

There are dairy processing facilities at Cobden and Timboon.

A large share of the population is also employed in services, most notably retail trade, health and education.

* Derived from ABS census data 2016
<https://forecast.id.com.au/corangamite>

Councillors as at 30 June 2020



Cr Neil Trotter

SOUTH WEST WARD
MAYOR



First elected: 2012

Re-elected: 2016

Terms as Mayor:

2019, 2020

Phone: 0407 101 872

neil.trotter@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Neil lives in Timboon where he is semi-retired and a member of Port Campbell SLSC and Simpson & District Community Centre Committee.

Committees of Council:

Cobden Racecourse Reserve Reference Group, Great South Coast Group, Chief Executive Officer Performance Review Committee, Barwon South West Waste and Resource Recovery Group Board.

Cr Ruth Gstrein

CENTRAL WARD
DEPUTY MAYOR



First elected: 2002

Re-elected: 2004, 2008, 2012 and 2016

Terms as Mayor:

2007, 2008, 2009

Phone: 0407 320 283

ruth.gstrein@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Ruth lives in Camperdown with husband Peter and has two adult children. Ruth works at Bostocks Creek Design & Drafting and Rustic Tarts Food.

Committees of Council:

Environmental Monitoring, Barwon South West Local Government Waste Forum, Corangamite Regional Library Corporation Board, Municipal Association of Victoria.

Cr Helen Durant

CENTRAL WARD



First elected: 2016

Phone: 0427 115 783

helen.durant@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Helen lives in Noorat with her husband Rob. They have two adult daughters, Katherine and Stephanie. Prior to retiring in 2015, Helen worked for 22 years at Corangamite Shire, mostly as Manager of Community Services.

Committees of Council:

Chief Executive Officer Performance Review Committee, Audit Committee.



Cr Oakes will be remembered as a terrific, kind-hearted bloke who loved a chat.

Full Councillor expenses detailed on page 116.

Vacant

CENTRAL WARD

At 30 June 2020 a by-election was underway after the passing of Central Ward Councillor Wayne Oakes.

Meeting attendance:
7/8 Council Meetings
88%

Wayne lived in Camperdown with his wife Judi and was an active member of the community as Chair of the Uniting Church Council, Secretary of the Lions Club of Camperdown and Lions District Membership Chair.

Cr Oakes was first elected in 2012, but missed out on being re-elected in 2016. He returned to office on a countback in December 2018 following the resignation of Cr Bev McArthur.

Cr Simon Illingworth

COASTAL WARD



First elected: 2016
Phone: 0431 933 406
simon.illingworth@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Simon lives with his two children Milly and Tommy just outside of Port Campbell. He farms wagyu beef and is involved in local cricket and football clubs. He's a Port Campbell CFA member.

Committees of Council:
Minerva Gas Plant CRG, Loch Ard Energy, Community Liaison Group, Beach Energy CRG, Great Ocean Road Regional Tourism Board

Cr Jo Beard

SOUTH CENTRAL WARD



First elected: 2011 (by-election)
Re-elected: 2012, 2016
Terms as Mayor: 2016, 2017, 2018

Phone: 0417 369 457

jo.beard@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Jo lives in Cobden with her husband Daniel, two boys Jordan and Cooper, and does consultancy project work for Department Health & Human Services.

Committees of Council:
Cobden Aerodrome, Emergency Management Planning Committee, Youth Council.

Cr Lesley Brown

NORTH WARD



First elected: 2016
Phone: 0428 594 684
lesley.brown@corangamite.vic.gov.au

Meeting attendance:
13/13 Council Meetings
100%

Lesley and her husband Charlie live on their property just south of Mount Elephant, Derrinallum.

Committees of Council:
Central Pools Committee, Audit Committee, Berrybank Windfarm Community Committee (Co-Chair).

Council mourns the loss of Cr Wayne Oakes

Corangamite Shire Council paid tribute to Cr Wayne Oakes, after he passed away on Thursday 19 March following lingering health issues.

A policeman for 35 years, Cr Oakes moved to Camperdown from Hoppers Crossing with his family in 1986 and never left. He worked at every station from Colac to Warrnambool, except Port Campbell and Timboon, and retired in 2012.

Cr Oakes is survived by his wife Judi, daughter Caitlyn Fitzgerald, her husband Tim, and three beloved grandchildren: Herbie, Marlee, and Bronte. His much

loved daughter Erin passed away early in his first term as a Councillor.

Mayor Neil Trotter and fellow Councillors felt a great sense of loss on Cr Oakes' passing. He will be remembered as a conscientious Councillor, whose experience as a sergeant of police at Camperdown and throughout the Western District was a valuable asset for him as a Councillor. He was level-headed and pragmatic and had great empathy for younger members of the community and those who were socially disadvantaged.

Our people



Timboon & District Kindergarten educators Terrienne Stansfield and Leesa O'Grady.

266
People



164 women

33 Full-time
116 Part-time
15 Casual

102 men

90 Full-time
10 Part-time
2 Casual

Workforce

As at 30 June 2020, Corangamite employed 266 people (in full time, part time and casual employment), a Full Time Equivalent (FTE) of 185.48 staff in a diverse range of positions, including engineering, customer service, administration, finance, children's and aged services, sport and recreation, parks and gardens, planning and management.

The total number of staff has dropped from 275 at June 2019. FTE changed from 187.27 in 2019 to 185.48 in 2020. The drop is due to unfilled positions at 30 June 2020, including Director Sustainable Development, two engineers, as well as mobile child care and outdoor positions.

The average age of our workforce is 47.8 years. Sixty-two per cent of our staff are aged over 45, and 34.6% aged over 55. Eighteen per cent are aged under 35. The generational profile of our workforce has remained consistent over the past few years, and is in line with nation-wide trends of ageing populations and workforces. Voluntary staff turnover was 6.54%.

Our full-time workforce is predominantly male at 73%. Sixty-nine of our 90 full-time employed males belong to the Works and Services (outdoor) team.

Our part-time workforce is predominantly female at 92% with 87 women employed part time in the Corporate and Community Services division. Casual work is predominantly female at 88%.

Our Employment Type (full-time, part-time, FTE) by Gender figures have remained consistent over the past few years, and are reflective of a contemporary workforce where many women tend to seek part-time or casual positions to enable a better balance between work / life responsibilities.

Our full-time female workforce dropped from 37 to 33 from the previous year, while our full-time male workforce rose from 93 to 102. There are more women filling non-traditional roles in the works department (engineers and outdoor staff) which is a great outcome for our organisation.

Number of employees by category at 30 June 2020

Category	Number
Permanent full-time	123
Permanent part-time	126
Casual	17
Total	266

Number of employees by gender at 30 June 2020 (full-time, part-time and FTE)

	Full-time	Part-time	Casual	Total	FTE
Female	33	116	15	164	88.68
Male	90	10	2	102	96.80
Total workforce at 30 June 2020	123	126	17	266	185.48

10 years
Average tenure

47.8 years
Average age

81%
Live in Corangamite

Executive team

Corangamite Shire Council is managed by a Senior Officer's Group, led by the Chief Executive Officer. The SOG plans, coordinates and monitors the progress of Council's strategic direction and goals.

Senior Officer's Group as at 30 June 2020.

Andrew Mason Chief Executive Officer (September 2010–present)



Andrew became CEO in September 2010 after working as our Director Sustainable Development for two years. Prior to this Andrew was a planning consultant and held senior management positions in both the State and Local Government sectors.

Oversees:
266 staff (185.48 FTE)
7 Councillors
\$46M Budget

David Rae Director Corporate & Community Services (April 2012–present)



David took on the role following a seven year hiatus from local government. David is a qualified accountant who commenced his local government career with Warrnambool City Council in 1996 where he held several roles including Finance Manager.

Oversees:
120 staff (64.99 FTE)
\$9.2M Budget

Brooke Love Director Works & Services (April 2016–present)



Brooke started at Corangamite Shire in 2005 as Recreation Development Officer before stepping into the position of Manager Facilities and Recreation in 2011. Brooke has worked in aquatic and recreation facility management in both the private and public sectors for 20 years.

Oversees:
85 staff (80.14 FTE)
\$24.67M Budget

Director Sustainable Development (Vacant at 30 June 2020)

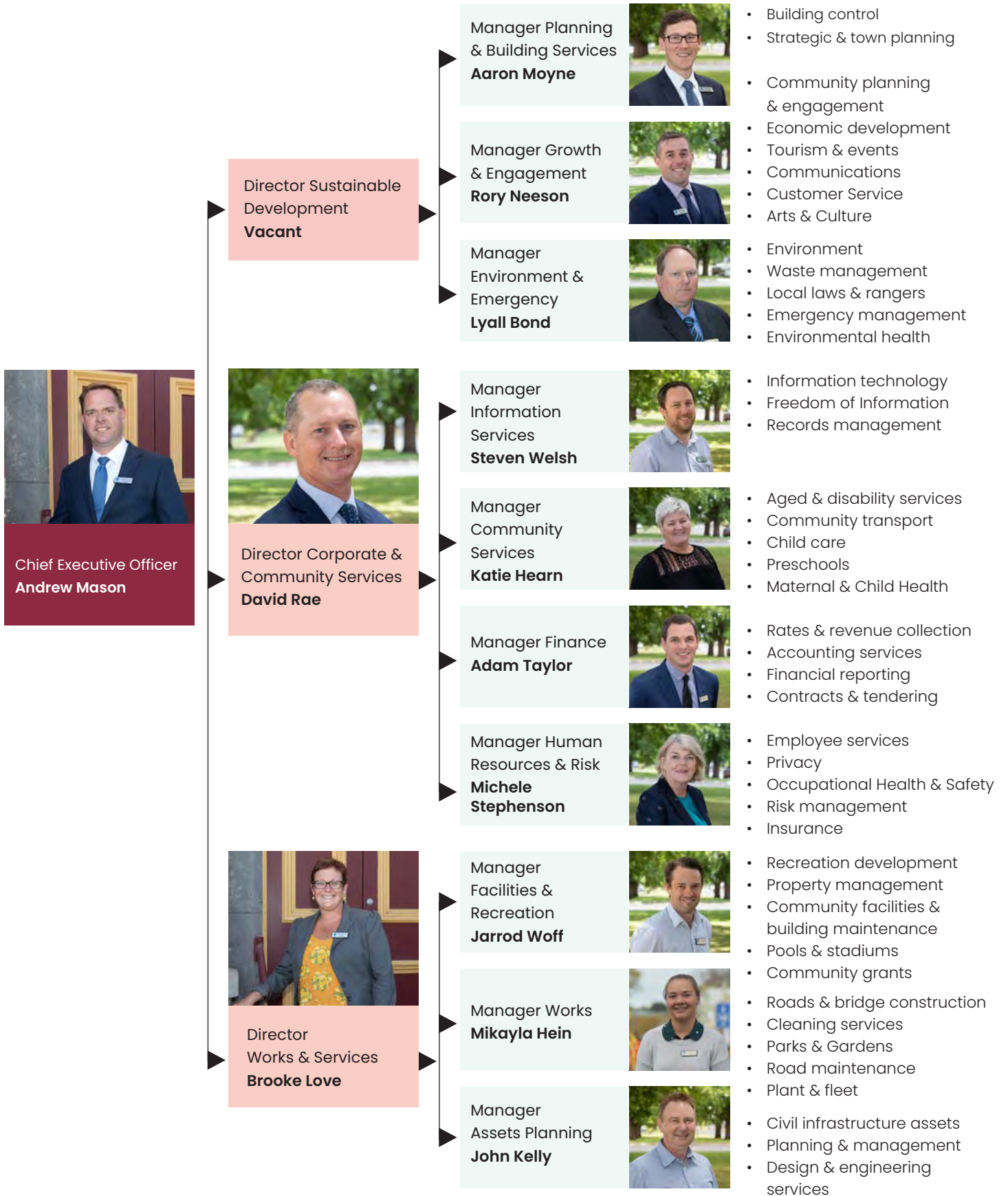
Ian Gibb departed Corangamite Shire in January 2020 after 10 years in the role of Director Sustainable Development. The role oversees emergency, environment, planning and building, tourism, business and community engagement. Recruitment is currently underway.

Oversees:
58 staff (37.77 FTE)
\$11.06M Budget

FTE employees by division at 30 June 2020

	Male	Female	Total	FTE
Executive Services	1	2	3	2.58
Corporate and Community Services	12	108	120	64.99
Sustainable Development	20	38	58	37.77
Works and Services	69	16	85	80.14
Total	102	164	266	185.48

Organisation structure



FTE employees by classification at 30 June 2020

Classification and fortnightly pay range	Female	Male	Total
Band 1: \$1,024.61-\$1,052.86	2.04	0.04	2.08
Band 2: \$1,066.43-\$1,090.50	12.54	4.66	17.2
Band 3: \$1,104.06-\$1,161.04	5.28	41.21	46.49
Band 4: \$1,170.01-\$1,229.25	11.45	14	25.45
Band 5: \$1,256.48-\$1,402.14	23.15	13.84	36.99
Band 6: \$1,458.60-\$1,570.97	13.41	5.84	19.25
Band 7: \$1,613-\$1,789.69	0.92	5.21	6.13
Band 8: \$1,856.64-\$2,069.76	-	-	-
Maternal and Child Health Nurse: \$1,750.25-\$1,883.17	3.28	-	3.28
Educator	5.92	-	5.92
Teacher	5.69	-	5.69
Trainee	1	2	3
Contract	4	10	14
Total	88.68	96.8	185.48

Number of employees by classification at 30 June 2020 (all employee categories)

Classification and fortnightly pay range	Female	Male	Total
Band 1: \$1,024.61-\$1,052.86	9	1	10
Band 2: \$1,066.43-\$1,090.50	39	7	46
Band 3: \$1,104.06-\$1,161.04	14	43	57
Band 4: \$1,170.01-\$1,229.25	20	13	33
Band 5: \$1,256.48-\$1,402.14	34	14	48
Band 6: \$1,458.60-\$1,570.97	16	6	22
Band 7: \$1,613-\$1,789.69	2	6	8
Band 8: \$1,856.64-\$2,069.76	-	-	-
Maternal and Child Health Nurse: \$1,776.50-\$1,911.42	6	-	6
Educator	11	-	11
Teacher	8	-	8
Trainee	1	2	3
Contract	4	10	14
Total	164	102	266

Workplace report

Recruitment

We advertised 41 positions in 2019–2020, attracting 416 applications. New positions included two recreation attendants for Timboon and Camperdown stadiums, two trainees and one apprentice, a community project officer and economic development officer.

At 30 June 2020, we were still to fill the Director Sustainable Development, Planning Officer, and two engineer positions. The areas of planning, engineering and environmental health continue to be challenging for recruitment, consistent with other rural councils.

In 2019–2020 we hosted five work experience students, seven university placements and one VCAL student.

Industrial relations

During 2019–2020, Council maintained industrial harmony and constructive relationships between management, employees and unions, enabling us to work together to manage most employee issues and disputes internally.

Employment conditions, pay rates and criteria for the classification of positions are all covered under our Enterprise Agreement. Negotiations were due to start on a new Enterprise Agreement in 2019–2020, but were postponed to 2020–2021 due to COVID-19.

Employee Code of Conduct

The Employee Code of Conduct was reviewed in November 2017. The Code of Conduct provides guidance on a range of issues relating to conduct and ethics that employees may face in their roles with Council. Issues such as conflict of interest, procurement, acceptance of gifts, and the use of Council resources feature in the Code. The CEO meets with most new employees to discuss their obligations under the Code and addresses outdoor staff at depot team meetings and indoor staff at monthly meetings.

Messages from the CEO are placed in the monthly internal staff newsletter 'Chatter' reminding staff of the organisation's values and behaviours, and to use public resources in a responsible manner.

Workplace culture

Corangamite Shire takes pride in providing a culture that makes our organisation a great place to work. We are committed to building and maintaining an inclusive culture that values diversity and ensures a workplace free from bullying, harassment and other forms of unacceptable behaviour. We recognise that a great workplace culture starts at the top, with our Leadership Group modelling the type of behaviours that we espouse.

We had 175 responses to an Employee Opinion Survey conducted in May 2019. Sixty-eight percent of employees scored either a six or seven on the seven point rating scale when asked 'I am proud to be working here'. Our next Employee Opinion Survey is due in 2021.

Equal Opportunity and Human Rights

We are committed to the principles of equal opportunity in employment and to providing a discrimination and harassment free workplace. We achieve this by:

- Regular review and communication of our equality, bullying and harassment and flexible work policies to staff
- Ensuring all staff take part in ongoing training so they know their obligations and rights
- Having a comprehensive grievance and complaint handling process in place that staff can easily access
- Making sure that position descriptions are gender neutral and contain only essential criteria
- Providing a range of flexible work arrangements
- Providing family violence leave and support
- Ensuring our recruitment processes are accessible and conducted without bias
- Increasing the percentage of females in leadership roles from 13% in 2017–2018 to 33% in 2019–2020.

Health, safety and wellbeing

Corangamite Shire Council recognises that it has a legal duty of care to provide and maintain a safe and healthy working environment for employees, Councillors, contractors and visitors.

Our 20 member OHS Committee meets quarterly to identify and discuss issues, compliance and training / awareness opportunities.

Our Focus on Safety Group, featuring 20 members of staff from across Council, meets informally and works in sub-groups to embed a culture of safety in our organisation, making safety everyone's business.

In 2019-2020 we implemented an online induction program for all Council contractors. Contractors can lodge their insurances and safety documents through the program. The induction covers health and safety in the workplace, ChildSafe standards, COVID-19 and links to relevant policies, with a quiz at the end of each section to ensure comprehension.

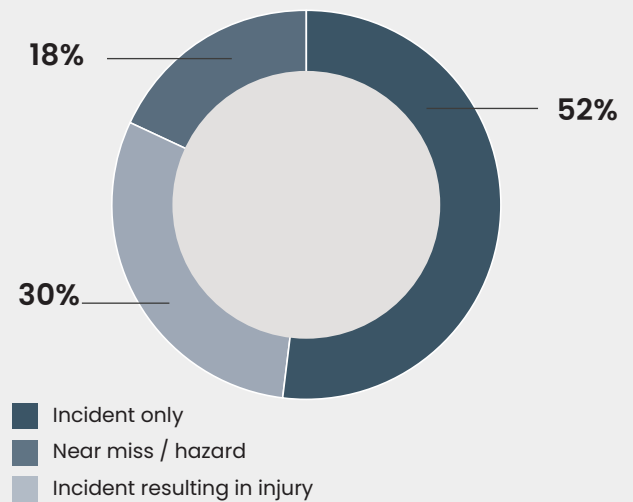
There were 535 inductions completed in 2019-2020.

Incident and injury reporting

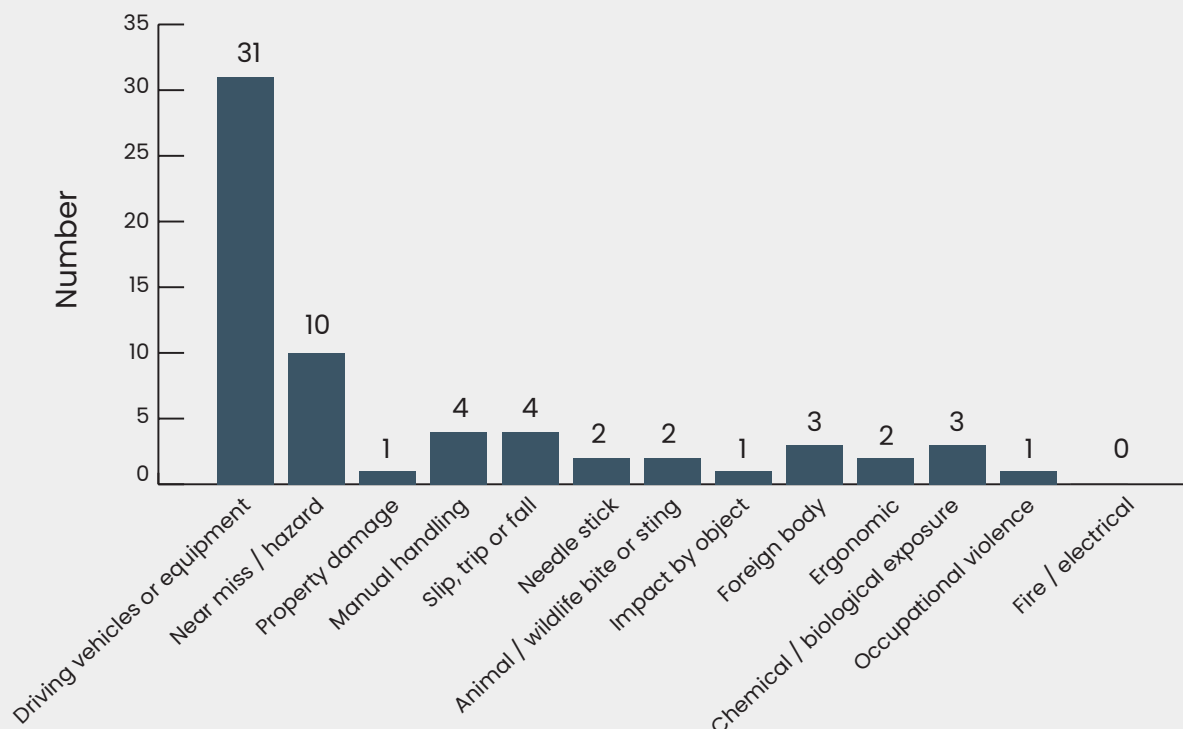
Employees are strongly encouraged to complete an incident report for any accidents, near misses or risks they identify in the workplace. It enables our OHS team to be more proactive and less reactive when it comes to minimising risks.

All incident reports are recorded in the TechOne corporate reporting software. In 2019-2020, 64 incident reports were completed. This is a decrease from 104 reports in 2018-2019.

**Corangamite Shire
Type of report 2019-2020**



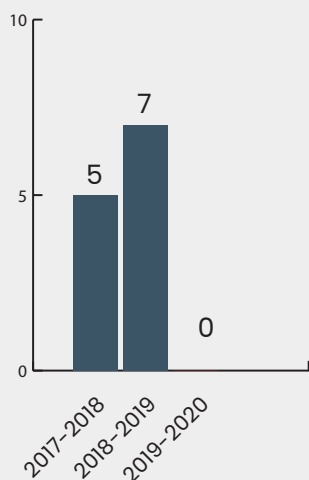
**Corangamite Shire
Incidents by type 2019-2020**



Workcover and injury management

There were no claims to the Victorian WorkCover Authority in 2019–2020.

Corangamite Shire Workcover claims 2017–2020

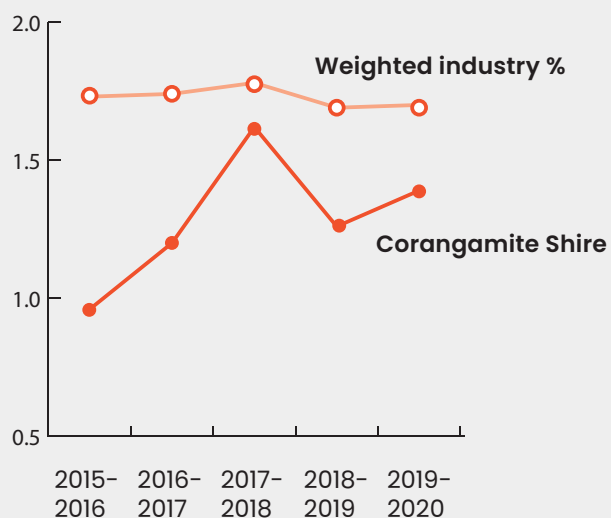


Workcover premium

Council's WorkCover premium for 2019–2020 was \$237,269.86. This is an increase on the previous year's premium of \$209,326.95. The premium cost is influenced by several factors such as remuneration, claims history and costs, and industry comparison.

Council's premium history and rating compared to the weighted industry rate are shown in the table below.

Corangamite Shire Workcover claims 2017–2020



Learning and development

During 2019–2020, Council conducted a number of training programs for staff, including:

- Disability awareness / access inclusion
- Equal opportunity and human rights
- First aid
- Mental health – COVID-19 training
- Light fleet vehicle training
- Infection control
- Traffic control
- Spotters
- Medium Rigid, Heavy Rigid and Multi Combination licences.

Online compliance training modules were developed and staff completed:

- ChildSafe Standards
- Equal Employment Opportunity
- Fraud and Corruption Awareness
- Information Privacy
- Occupational Health and Safety
- Charter of Human Rights and Responsibilities
- Workplace Bullying and Harassment.

We supported two staff studying Masters of Business Administration (MBA), one staff member studying a BA Planning, one staff member studying a BA Education and one staff member studying an Advanced Diploma of Public Safety.

ChildSafe

We are committed to the safety and wellbeing of all children and young people and have zero tolerance for child abuse. We provide ChildSafe training and education so that staff, Councillors, contractors and volunteers understand their obligations to support the wellbeing and cultural safety of all children.

Years of service

Staff member	Years of service
Natalie Hall	20
Dale Evans	20
John Van Nieuwkerk	20
Angela Rippon	25
Neil Barrand	25
Raymond Brown	30
Russell Pearson	30
Ken Cust	30
Suzanne Ralph	35

Audit, risk management and business continuity planning

Audit Committee

Corangamite Shire Council's Audit Committee is an independent Advisory Committee to Council. The primary objective of the Committee is to assist Council in the effective conduct of its responsibilities in financial reporting, internal control, risk management, business continuity, internal audit, external audit, organisation compliance and fraud prevention and control.

The Audit Committee is established in accordance with the Local Government Act, to assist the coordination of relevant activities of the internal audit function and the external auditor, and to facilitate achieving overall organisational objectives in an efficient and effective manner. The Committee operates in accordance to its charter which can be found on Council's website.

Membership of the Committee includes two Councillors and three independent members. The term for independent members is three years and an orderly rotation of membership is in place. The independent members as at 30 June 2020 are listed below.

As part of Council's governance obligations to its community, the Audit Committee also facilitates:

- The enhancement of the credibility and objectivity of internal and external financial reporting
- Effective management of financial and other risks and the protection of Council assets
- Compliance with laws and regulations as well as use of best practice guidelines
- The effectiveness of the internal audit function
- The provision of an effective means of communication between the external auditor, internal audit, management and the Council.

The Chief Executive Officer, Director Corporate and Community Services, Manager Finance and other Council officers (as required) attend meetings of the Committee and provide appropriate administrative support.

Member	First appointed	Last appointed	Expiration date
Matt Makin	June 2019	June 2019	31 January 2021
Colin Hayman (Chair)	February 2016	February 2019	31 January 2022
Phillippa Dee	February 2020	February 2020	31 January 2023

More information on the Audit Committee is on page 115.

Internal Audit

Internal Audit services are currently provided to Council by Crowe under contract arrangement expiring September 2021. Representatives of Crowe attend each meeting of the Audit Committee.

Both the Internal Auditor and Audit Committee have access to each other independent of Council management as may be required from time to time. There is also an opportunity for the Audit Committee to meet with the Internal Auditor at each meeting without the presence of management.

In the past 12 months, Crowe undertook two internal audit reviews. These reviews provided assurances and recommended control and efficiency improvements.

Further detail is provided in the table adjacent.

The reviews were welcomed by management and the results were reported to Council's Audit Committee. The reviews of both audits identified opportunities to strengthen practices and procedures. Responsibility for implementing the audit recommendations ultimately rests with management. Progress on implementing all internal audit recommendations is reported to the Committee biannually.

Review

Objective

Traffic Management Review

The review considered the adequacy of Council's Traffic Management practices for both reactive and planned works, including policies and procedures. The process associated with risk assessment and risk management practices, the process to manage legislative and regulatory compliance obligations and the process to manage delegations for discharging of responsibilities.

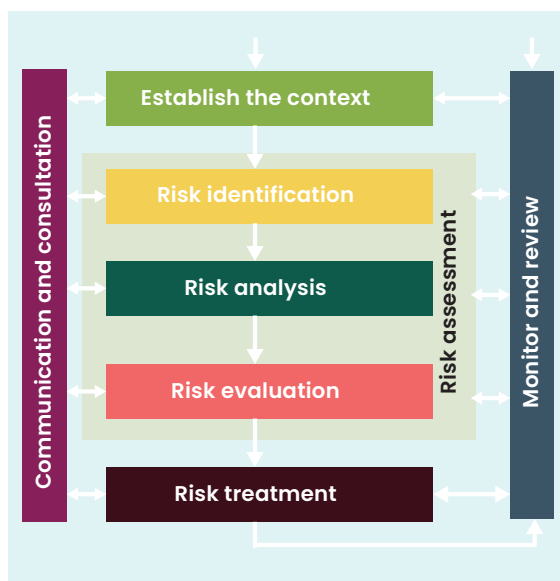
Rates Management

The review considered the adequacy of Council's rates management processes with respect to the internal controls designed to prevent fraud and corruption, including processes for ensuring the validity of rateable and non-rateable properties. This also assessed the adequacy of policies and procedures for the rates management function, the administration of the rating function and rates debtor management.

Risk management

Corangamite Shire Council objectives set out in its Council Plan are not without risk. The management of uncertainties surrounding the achievement of these objectives is the primary aim of this Risk Management Framework. In order to manage these uncertainties, consistent processes are adopted within the comprehensive framework, which assists in the management of risk effectively, efficiently and coherently across the Shire.

Council includes tools and templates to guide staff through the risk assessment process. We apply the international standard ISO 31000:2018 (or any subsequent successors) as our best practice risk management methodology, with staff actively applying Council's Risk Matrix during the risk assessment process. A summary of the process is provided below. Staff across the organisation are offered ongoing training and support by the Corporate Risk Management and Insurance Program.



During 2019–2020 Council reviewed its Risk Management Policy. The Policy is available on the website. Council also reviewed its Disaster Recovery Plan to ensure the ongoing integrity and robustness of Council's Information Technology Network.

During the 2020–2021 Council will undertake further testing of IT security measures.

Business continuity planning

Council maintained a Business Continuity Plan, or BCP, for cost-effective treatments within the Corangamite Shire Council Risk Management Framework to address disruptions to the delivery of services. It deals with undesirable event(s) which have occurred and the actions required to maintain the provision of services. To this extent, it complements the overall risk management process which deals with the possibility of occurrence of undesirable events (including outages) that may occur, and the analysis and pro-active treatment of such events.

The Business Continuity Framework (BCF) provides consistent processes within a comprehensive framework which is integrated with the Risk Management Framework.

Where an undesirable event occurs that has the potential to, or does, disrupt the continuity of services, it will be necessary to activate the Disruption Response & Recovery. The Response Phase commences after the disruption has occurred. During the response phase an impact assessment will be carried out and a decision made on which aspects form the appropriate response. After the impact assessment, the Recovery Phase is activated. The level of disruption will dictate the required recovery measures. Following recovery, normal business operations are resumed.

Council staff are trained in risk management, as specified in the Risk Management Framework, and the implementing of BCP measures in relation to prevention, preparedness, response and recovery for events which have the potential to cause disruptions to Council services.

In the last half of 2019–2020, amidst the coronavirus pandemic, Council enacted its Business Continuity Plan and enacted its BCP Committee. The pandemic presented a unique situation where absenteeism rates, a state of emergency inclusive of enforced lockdown, and 'work from home' provisions could impact services delivered by the Council. A Pandemic Sub-Plan was developed and services critical to the continuing operation of Council in the context of the pandemic were identified. Mitigation measures such as working from home were quickly implemented. The Committee met 12 times since being enacted. As at 30 June 2020, the Pandemic Sub-Plan remains in force and the committee continues to meet.

Our volunteers

More than 30% of Corangamite residents volunteer in some capacity, which is higher than the 19.2% Victorian average.

Source: ABS Census data 2016



ROY NORTHEAST 120m TERANG GIFT



Terang Athletics Club volunteers

Our volunteers

Each year, during Australia Day celebrations, we celebrate our top citizens who are nominated by members of their communities.



Citizen of the Year **Carole Manifold**

Carole Manifold has beaten breast cancer twice, which gives her great empathy and understanding for her patients in her work as a breast care nurse.

Mrs Manifold has raised \$20,000 for Peter's Project cancer clinic in Warrnambool by making Christmas cakes, even while she was undergoing chemotherapy herself.

She said the Warrnambool clinic was a big improvement from her time commuting to Geelong and Melbourne for treatment. "It's so much better now. They can get surgery in Camperdown or Warrnambool and get treatment in Warrnambool."



Young Citizen of the Year **Piper Kenna**

Piper Kenna, 9, was recognised for her outstanding work raising more than \$13,000 for cancer treatment and research.

She said the recognition made her feel pretty special. "The original idea was just to cut my hair but I thought, 'If I'm going to cut my hair, I might as well shave it. It's just hair'."

The appeal, involving a page on the mycause website, raffles and a blind auction, raised \$13,242 for breast cancer and leukaemia, both of which had affected Piper's family.

Community Event of the Year **Colour Terang Festival**

The Colour Terang Festival added to the Shire's social events calendar to fill the void left by the Terang Country Music Festival.

It included a colour dash, kite making, markets, live music, art displays, vintage cars, churches, nature play, photography, quilts, roving performers, musicians, a choir and an art installation.

The event was the result of tremendous collaboration between the Terang Progress Association, Lions, Rotary Club, CWA, Nexus Club, Cricket Club, four churches, local artists and business owners.



Terang Progress Association President Ben Dennis (pictured above left with committee members), one of the key organisers, said receiving the Community Event Award was "really humbling".



Achievement Awards 2020

Terry Fidge	Terang	Catherine Kavanagh	Skipton
Pam Bell	Terang	Faith Chapman	Cobden
Melissa Hoey	Terang	Ingrid Bellman	Cobden
Ben Dennis	Terang	Kathryn Millroy	Camperdown
Sandy Noonan	Terang	Annabel Lucas	Camperdown
Steve Bloxham	Noorat	Liam King	Dixie
Steve Poustie	Simpson	Corangamite Relay for Life	Camperdown
Nick Shady	Skipton	Skipton Community Shop	Skipton
William (Bill) Shady	Skipton	Long Lunch in May	Skipton
Graham Layley	Skipton	Friday Night Teas	Skipton FNC

Our young people



Youth Council / FReeZA

Tess Lourey (Youth Mayor)
Jordy Gray
Jorja Sharp
Caytlyn Sharp
Liam Maslin
Mali Glendinning
Ben White
Skye Baran
Alex Baker
Veni Ong
Olivia Winsall
Callani Winsall
Poppy Haugh

YouthFest! 2019 participants:

Held at the Terang Civic Hall, Friday 29 November and attended by more than 250 people.

ARTS

Bus Stop Shelter Boys:

Tim Fagan
Matthew Pineo
Daniel Nelson
Otto Leonard-Pekin
Ben Leonard-Pekin

Camperdown College

Young Writers:

Aimee Bosanquet
Cailin Pearce
Charlie Tickner
Declan Tickner
Kristy Parsons
Emalia Kirchheiner
Dalton Mitchell
Pauline Sheldrick
Hayley Cameron
Beth Holmes
Isabelle Eldridge

Camperdown College

cast of 'Grease':

Charlie Tickner
Tim Fagan
Beth Holmes
Lachie Bennett
Nick Bennett
Katie Wise

Isabelle Eldridge
Aimee Bosanquet
Stacey James
Aaron Kirchheiner
Emalia Kirchheiner
Dalton Mitchell
Pauline Sheldrick
Kristie Parsons
Millie Kempton
Grace Moloney

Stella Wickenton

Selvia Suson
Grace Moloney
Isabel Rowan

Toby McKenzie
Maurice Martin
Hamish Williams
Josh Gale
Joel Sawyer
Blake Oberin
Liana Delaney
Ben Matthews
Emily Shanahan
Charlie Tickner

COMMUNITY SERVICES

Kane Leishman
Grace Moloney
Camperdown College
VCAL class:

Corey Jolly
Emily Smith
Izabelle Bernaldo
Meg Pickles
Kane Leishman
Tiana Hinkley
Hannah Kurzman
Charlie Conheady
Cailin Pearce
Harry Molan
Caitlin O'Connor
Thomas Nicholson

SPORT

Caytlyn Sharp
Lauren Ryan
Annabelle Glossop

ENVIRONMENT

Sienna Buckle

AGRICULTURE

Brittany Abbott
Caitlin Martin

WORKPLACE ENDEAVOUR

Jorja Sharp

Performance reporting



Members of the works team at Naroghid Landfill

Strategic theme 1

Governance & financial sustainability

We are committed to ensuring the ethical behaviour of Councillors and staff, maintaining good governance and remaining financially sustainable.



Councillors Lesley Brown, Helen Durant, Simon Illingworth and Chief Executive Andrew Mason at the Killara Centre

Reflecting on past 12 months

Cr Neil Trotter was re-elected Mayor unanimously in November 2019, with Cr Ruth Gstrein re-elected Deputy Mayor. This was Cr Trotter's second term as Mayor.

Central Ward Councillor Wayne Oakes passed away in March 2020 after lingering health issues. A request by Council to postpone filling Cr Oakes' position until the general election in October 2020 was refused by the Minister for Local Government. A by-election was held in June 2020 with a new Councillor to be sworn in by July 2020.

Our Community Satisfaction Survey results dipped slightly after a peak in 2019 because of Council's successful response to the 2018 St Patrick's Day Fires. The results also reflected a general downward trend for councils across the state, but results are consistent with ratings prior to the fires.

Thirteen Council meetings were held in 2019-2020. The April meeting was the first ever live streamed on Council's facebook

page, reaching 600 people for 112 reactions and 25 comments.

Councillors made 178 decisions at Council meetings, with seven decisions dealt with confidentially. Councillors and officers declared 18 conflicts of interest in meetings, briefings and the course of their work during the year.

There were no referrals to IBAC during 2019-2020.

Matt Makin was appointed an independent member of the Audit Committee in July, after Simon Buccheri took a leave of absence due to work commitments. Council adopted the Audit Committee Charter in January and re-appointed Colin Hayman as Chairperson. Phillippa Dee was appointed as an independent member for three years in February, following Andrew Jeffers' end of tenure in January. More information on the Audit Committee and risks can be found on pages 46-48.

Councillors and senior officers attended a workshop in

September, which included sessions with Mark Stone of VECCI, Cathy Wilkinson of the EPA, Chief Municipal Inspector David Wolf and Executive Director Local Government Victoria Graeme Emonson. In 2019-2020, Councillors met with numerous government representatives, including:

- Stuart Grimley Member for Western Victoria
- Andy Meddick Member for Western Victoria
- Bev McArthur Member for Western Victoria
- Gayle Tierney Member for Western Victoria
- Jaala Pulford Member for Western Victoria
- Lily D'Ambrosio Minister for Energy Environment and Climate Change (Kerbside Reforms)
- Dan Tehan Member for Wannon
- Jaclyn Symes Minister for Regional Development

We welcomed 17 new Australian citizens during 2019-2020.

Services for Theme 1

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Governance (Democratic and Corporate)
- Financial services
- Corporate & Community Services management
- Strategic performance planning & reporting
- Policy reviews
- Compliance with Local Government Act
- Councillors.

Budget 2019-2020 for Theme 1	Expenditure (Revenue) Net cost
Governance	\$941,000
Financial services	\$831,000 (\$668,000) \$163,000
Corporate & Community Services management	\$232,000
TOTAL	\$1,336,000

13
Council meetings

23
Councillor briefings

178
Council decisions

34
Policies adopted

Challenges

Integrity and reputation of Local Government

Councils operate in an environment where public trust and opinion continues to erode due to high profile cases of corruption in local government.

Both Casey and Whittlesea Councils were sacked in 2020 with allegations of bullying, corruption and dysfunction. Ballarat and Darebin Councils were also investigated by corruption watchdog IBAC.

To top it off, Victorian Minister for Local Government Adem Somyurek was sacked in June 2020 after allegations of bullying and branch stacking. At the time,

Mr Somyurek was rolling out Local Government reforms to improve democracy, accountability and transparency at a local level.

We take integrity very seriously at Corangamite Shire and welcome the high standards our communities expect from their elected Council and appointed officers. We have a framework that identifies and strongly minimises corruption risks, and a culture that promotes integrity. Read more about this on pages 46-48.

Implementation of the new *Local Government Act 2020*

The reforms to Local Government started rolling out in May 2020.

A great deal of time was spent participating in webinars, engagement opportunities with Local Government Victoria, and networking with other councils as part of Council meeting its obligations under the new legislation, in addition to working through the required policies and other administrative tasks.

Looking forward

Local Government Act 2020 requirements

Governance Rules, Public Transparency Policy, and Audit and Risk Committee Charter need to be adopted by 1 September 2020. Transition of Special Committees to Community Asset Committees needs to be completed by 1 September 2020.

Council elections

Council elections will be held in October, with new Councillors inducted in November 2020.

Lobby State and Federal Governments to fund \$10.6 million of the \$15.6 million Port Campbell Town Centre Project.

Adopt a Community Vision for Corangamite Shire

This was put on hold until 2021. A new virtual process for deliberative engagement with the community will be required.

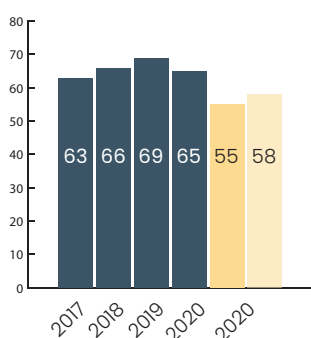
Develop and adopt Council Plan 2021-2025

New Council Plan to be adopted by 31 October 2021.

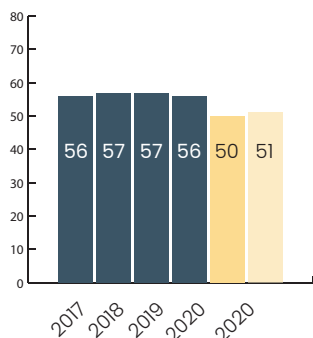
Community satisfaction

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

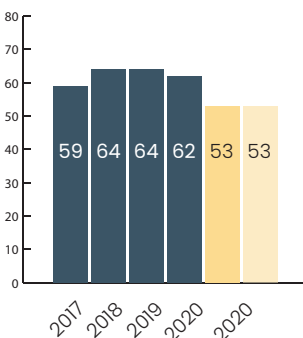
Overall performance



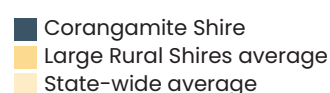
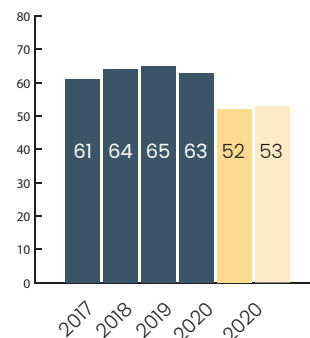
Overall direction



Lobbying



Decision making



THEME 1: GOVERNANCE AND FINANCIAL SUSTAINABILITY

There are five objectives and 12 actions listed under Theme 1 in the Council Plan Action Plan for 2019–2020. The following section shows progress against these actions.

Objective 1:

Council will demonstrate high levels of ethical behaviour and governance standards.

Strategy 1.1

Provide professional development opportunities in relation to ethical behaviour and fraud prevention

Strategy 1.2

Maintain a Risk Management Framework that ensures risks are monitored and controlled appropriately

Strategy 1.3

Develop Council strategies and plans that reflect the aspirations of our diverse communities

Strategy 1.4

Foster relationships with key stakeholders

2019–2020 Actions:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 1: ●○○

Conduct a Councillor workshop in Melbourne featuring governance update and meetings with Parliamentarians.

Workshop was held 10–11 September in Melbourne, which included sessions with Mark Stone CEO of VECCI, Cathy Wilkinson CEO of EPA, David Wolf Chief Municipal Inspector, Graham Emonson Executive Director Local Government Victoria.

Action 2: ○●○ ❄

Implement changes to Council policies and plans to comply with the new Local Government Act (if enacted).

This has commenced following delays to the passing of the legislation through Parliament and staged implementation. The first documents required to be adopted by Council are not due until 1 September 2020, and include the Governance Rules, Public Transparency Policy and Audit and Risk Committee Charter, in addition to establishment of the Audit and Risk Committee.

Action 3: ○○● ❄

Adopt a Community Vision for Corangamite Shire.

This has been put on hold until 2021. A new virtual process for deliberative engagement with the community will be required.

Action 4: ●○○

Participate in the State Government's review of rural rates to achieve better certainty for rural ratepayers.

Council made a submission with an emphasis on achieving greater equity for all ratepayers, as well as advocating for a broader examination of the taxation system by the State Government.

THEME 1: GOVERNANCE AND FINANCIAL SUSTAINABILITY

Objective 2:

Council will make budgetary decisions that ensure Council remains in a strong financial position now and into the future.

Strategy 2.1

Utilise the Long Term Financial Plan to deliver financial sustainability

Strategy 2.2

Reduce borrowings unless required for significant new capital projects or short term financial issues

Strategy 2.3

Ensure the Rating Strategy results in stability of the rate burden for our community

2019–2020 Actions:

There were no actions attributed to this objective.

Objective 3:

Council will deliver value for money by ensuring that services are required and delivered efficiently and sustainably.

Strategy 3.1

Undertake service/improvement reviews

Strategy 3.2

Consider alternative service providers

Strategy 3.3

Set fees and charges to ensure that services can be delivered sustainably and Council will be transparent about subsidies

Strategy 3.4

Consider opportunities to maximise rental returns

Action 5:

Implement a funded Continuous Improvement and Project Management Program

We advertised for a Continuous Improvement Officer in 2019–2020 and had no luck recruiting a suitable candidate for the fixed term, 12 month position. An alternative approach to continuous improvement has since been implemented and will be reviewed in 2020–2021. The Project Management Program has not commenced due to COVID-19.



Objective 4:

Council will advocate strongly in relation to roads, cost shifting, and other Council and community priorities.

Strategy 4.1

Maintain a strong commitment to the Great South Coast Group

Strategy 4.2

Make submissions and influence State Government policy and legislation

Strategy 4.3

Continue to advocate strongly for improved road maintenance and upgrades

Strategy 4.4

Develop an advocacy strategy to guide the Council in advocating on issues of importance to the community

Strategy 4.5

Continue to advocate for public transport improvements, particularly improved rail stock and north-south bus connections

Action 6: ●○○

Identify annual priorities and produce advocacy material

Developed annual 'Priorities' brochure aimed at State and Federal Government representatives. Top funding priorities highlighted were: Twelve Apostles Trail \$4.5 million, Port Campbell Town Centre Revitalisation \$10.6 million, Great Ocean Road North South Loop \$29 million, upgrades to supply chain roads for High Productivity Freight Vehicles.

Action 7: ●○○

Create new advocacy/promotional videos

Contributed to advocacy videos to upgrade Princes Highway West through membership of the Princes Highway West Alliance. The group has been pushing to have Princes Highway West included in the National Land Transport Network and recognised as 'nationally significant' for years.

Action 8: ○●○

Work with VicRoads to co-fund energy efficient lighting changeover program on main roads

Discussions are ongoing with Regional Roads Victoria (RRV) regarding the change of lighting on main roads. Council is awaiting RRV to make a financial commitment to the project.

Action 9: ○●○

Work with DELWP for funding to maintain Crown land facilities and reserves

Advocacy to State Government department through Regional Director for DELWP and Sport and Recreation Victoria. Further work required.

Action 10: ●○○

Advocate to the State Government for an increased allocation of funding for roadside vegetation assessment and fire prevention works within Corangamite Shire

We continue to advocate to DELWP and RRV for increased funding for roadside vegetation management. We obtained funding through the Fire Road Access Funding Program for the installation of two static water supply points in the north of the shire.

Action 11: ●○○

Advocate to State and Federal Governments for investment in the Twelve Apostles Trail Stage 1 and Stage 2

State Government announced \$4.5 million funding towards Stage 1 of the Twelve Apostles Trail - Timboon to Port Campbell in May 2020.

THEME 1: GOVERNANCE AND FINANCIAL SUSTAINABILITY

Objective 5:

Council will build strong and effective partnerships with key stakeholders including peak organisations and the State and Federal Government.

Strategy 5.1

Maintain relationships with key State Government politicians

Strategy 5.2

Maintain involvement with key peak organisations

Strategy 5.3

Work with the State Government in relation to the Shipwreck Coast Master Plan

Action 12: ●○○○

Host a regional roundtable with State Government representatives and GSC councils on key issues shared by the region.

Discussed new EPA legislation and regional issues at the Regional Roundtable attended by EPA Executive Officer Cathy Wilkinson in February 2020.

Theme 1: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1: A minimum of two training sessions provided for Councillors annually	✓	Governance updates were provided as part of the workshop in Melbourne. See page 55. Councillors also participated in a session about the new Local Government Act.								
Indicator 2: All Council risks have a residual rating of medium or lower	✓	Council's risks remained consistent.								
Indicator 3: Overall Performance from the annual Community Satisfaction Survey remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>65</td> <td>69</td> <td>66</td> <td>63</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	65	69	66	63
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
65	69	66	63							
Indicator 4: Community Decision Making from the annual Community Satisfaction Survey remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>63</td> <td>65</td> <td>64</td> <td>61</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	63	65	64	61
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
63	65	64	61							

These are the measures we set out in our Council Plan against Objective 2:

Indicator 5: Financial Sustainability Risk Indicators as measured by the Victorian Auditor General are no less than medium annually	✓	All indicators are currently measured as medium or greater.
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Theme 1: Report card

These are the measures we set out in our Council Plan against Objective 3:

Indicator 6: Undertake at least two service/ improvement reviews annually	X	A Family Day Care service review was carried out.
Indicator 7: Fees and charges policy is reviewed biennially	✓	Policy was adopted in 2019. Next review scheduled for 2021.
Indicator 8: Increase the number of commercial agreements by 15% over the life of the Plan	✓	Started with 11 commercial leases in 2017. There have been seven new agreements between 2017 and 2020.

These are the measures we set out in our Council Plan against Objective 4:

Indicator 9: 80% attendance at Great South Coast meetings and forums	✓	Council was represented at all GSC meetings by the CEO or Mayor.								
Indicator 10: State and Federal members of Parliament provided with Shire priorities prior to State and Federal budgets each year	✓	Priorities brochure completed and sent to State Government upper and lower house representatives. Jaala Pulford, Gayle Tierney, Bev McArthur, Richard Riordan and Federal Member for Wannon Dan Tehan.								
Indicator 11: Advocacy and lobbying from the annual Community Satisfaction Survey increases	X	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>62</td> <td>64</td> <td>64</td> <td>59</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	62	64	64	59
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
62	64	64	59							



These are the measures we set out in our Council Plan against Objective 5:

Indicator 12: Council will meet with key State Government politicians annually	✓	Meetings held during the year. See page 55 for list.
Indicator 13: Membership of key peak organisations renewed annually	✓	MAV, LGPro and Rural Councils Victoria memberships renewed.

Strategic theme 2

Roads

We are committed to maintaining our local roads and advocating to the State and Federal governments for improvements to the road network.



Rehabilitation works at County Boundary Road East, Tesbury

Reflecting on past 12 months

Why is Roads a strategic theme in our Council Plan 2017–2021?

There are 914 km of local sealed and 1,229 km of local gravel roads across Corangamite Shire.

There are 604 km of arterial roads owned by the State Government and managed by Regional Roads Victoria in our Shire. These roads continue to deteriorate (see Challenges on the next page).

Our community continually rates Roads as top priority and we have invested heavily in the local roads network over the past decade, committing roughly a quarter of our annual budget to roads. Most of our advocacy efforts to State and Federal Governments are also focused on roads.

When developing the Council Plan 2017–2021, we believed Roads needed its own strategic theme to reflect its importance to Council and the community.

We invested \$8.4 million in our local roads network:

- \$1.64M to reseal 48 km of roads

- \$1.7M to resheet 106 km of gravel roads
- Rehabilitation works on 15 km road worth \$3.9 million were completed at County Boundary Road East, Tesbury and New Cooriemungle Road, Timboon

Heavy investment in our local roads network over the past decade has seen the condition of our local sealed and gravel roads improve markedly. (Refer to graphs on page 67).

Replaced deteriorated major culverts in Williams Road, Simpson and Kurweeton Road in Darlington.

We carried out \$450,000 worth of roadside drainage works along 110 km of road to help preserve the condition of local roads for the long term.

Our works crews responded to 1,500 customer requests relating to roads and footpaths.

We secured \$1.3 million funding from the Federal Government's Local and State Government Road Safety Package to upgrade Foxhow Berrybank Road and Lismore Pittong Road. Secured another \$2.28 million from the Federal Government's Roads to Recovery Program.

Approved a higher mass limit to 71.8 tonnes for High Productivity Freight Vehicles travelling on 29 local roads.

Approved a higher mass limit to 79.5 tonnes for High Productivity Freight Vehicles travelling on Old Geelong Road, and sections of Foxhow Berrybank Road and Kurweeton Road.

We worked with Regional Roads Victoria to deliver the South Western Alliance Program, which includes routine maintenance of arterial roads in the south of the Shire. This partnership has improved response times for maintenance and a regular inspection schedule.

Services for Theme 2

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Roads
- Works and services management
- Works
- Private works
- Plant

These services also contribute to achieving the objectives for the Built and Natural Environment strategic theme)

Budget 2019–2020 for Theme 2	Expenditure (Revenue) Net cost
Roads	\$4,255,000 (\$61,000) \$4,194,000
Works/ Services management	\$438,000
Works	\$2,711,000 (\$62,000) \$2,649,000
Private works	\$427,000 (\$456,000) (\$29,000)
Plant	(\$1,610,000) (\$160,000) (\$1,770,000)
TOTAL	\$5,482,000

914 km
Local sealed roads

1,229 km
Local gravel roads

56
Bridges

604 km
arterial roads

Challenges

Community satisfaction with roads remains low

Despite record levels of investment and the data telling us the condition of local sealed roads has vastly improved, community satisfaction results remain low at 41, compared to the average 47 for Large Rural Shires and 54 state-wide.

Similarly, satisfaction with the condition of unsealed roads sits at 38 compared to the average 42 for Large Rural Shires and 44 state-wide.

Much of Corangamite's road network is susceptible to flooding during high rainfall. Work continues through the annual \$450,000 drainage enhancement program to minimise impact of water pooling on road surfaces.

Increased demand for heavy vehicles on local road network

Industry is increasingly moving towards the use of high productivity fleet that use Corangamite's local road network. Many of these roads were not originally designed for the loads carried by these vehicles. As part of our capital works program, strategic road and bridge upgrades are being carried out to accommodate the rising number of heavy vehicles on the network.

Poor condition of arterial road network

We continue to lobby State Government to upgrade its 604 km arterial road network in Corangamite, the priority roads

being the Princes Highway and North South Loop in the south of the Shire.

Operating in a COVID-19 world

COVID-19 has posed many challenges for our works crews, with social distancing measures put in place and limited sharing of plant and equipment. The team has done a fantastic job adjusting work procedures to minimise risk and continue to deliver projects in a COVID-19 environment.

Looking forward

We plan more than 16 km of major rehabilitation works in 2020-2021

Roads include East Hill Road, Bookaar; Linton Road, Mt Bute; N Robilliards Road, Timboon; Talindert Road, Camperdown; Terang Framlingham Road, Terang; and Wiridjil Road, Princetown.

Upgrades to bridges / major culverts to accommodate heavy vehicles

Replace timber deck on Four Tree Road bridge and Bornong Road bridge. Replace major culverts at Kennedys Creek Road and Williams Road.

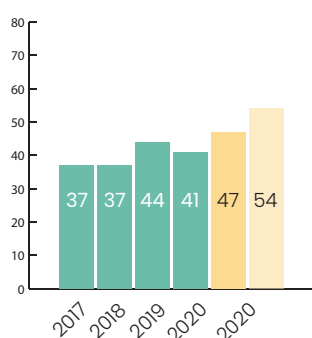
Level 2 condition assessments

New assessments planned for bridges and major culverts in 2020-2021.

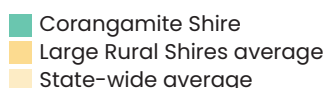
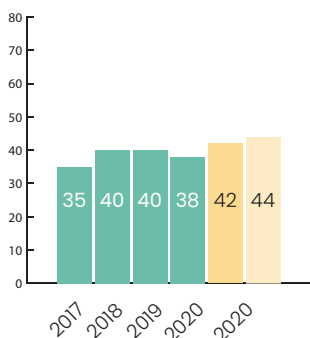
Community satisfaction

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

Local sealed roads



Local unsealed roads



THEME 2: ROADS

There are 9 actions listed under Theme 2 in the Council Plan Action Plan for 2019–2020. The following section shows progress against these actions.

Objective 1:

Maintain our local road network at current or improved standards.

Strategy 1.1

Ensure our road network complies with the Road Management Plan

Strategy 1.2

Ensure sufficient funding is allocated to maintain the road network

2019–2020 Actions:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 1: ●○○

Investigate and implement smart technologies for road inspections

Video assessments of condition on the local sealed road network was obtained from camera mounted vehicle. This information will be referred to for any future road assessments.

Action 2: ●○○

Review warrants for upgrading select dry weather roads to all weather roads and implement based on priority

Following review, gravel roads Hawkins Road and Lower Darlington Road were nominated to be upgraded in 2020–2021 given they are considered to be of strategic value to local farmers and industries if converted to all weather roads.

Objective 2:

Council will focus on the provision of high quality roads.

Strategy 2.1

Ensure that local road construction methods deliver high quality and long lasting roads

Strategy 2.2

Continue focus on improving roadside drainage throughout the local road network

Action 3: ●○○

Trial innovation in pavement treatment on sealed roads to improve ride quality

Slurry seal surfacing treatments were placed on sections of Park Road, Camperdown and Vite Vite Skipton Road in Vite Vite. Condition assessments of the roads showed that the rideability of the roads was at an acceptable level following the treatments.

Action 4: ●○○

Implement rural roadside drainage improvements

Drainage program for 2019–2020 was completed along 110 km of local roads.

THEME 2: ROADS

Objective 3:

Upgrade strategic local roads based on opportunities to improve economic outcomes.

Strategy 3.1

Engage with business to identify improvement needs for local road routes

Action 5: ●○○

Actively seek funding to support strategic local road and bridge upgrades as identified in the Barwon South West Regional Dairy Supply Chain Project: \$1.3 million funding was obtained from Regional Roads Victoria to widen Foxhow Berrybank Road, Berrybank and for improvements on Lismore Pittong Road.

Action 6: ●○○

Identify and implement road upgrade opportunities to support local business and tourism within the Shire: Increase in Federal Government's 2019–2020 Roads to Recovery funding enabled 2 km of County Boundary Road East to be rehabilitated and widened. This upgrade supports the local cafe and caravan park at Lake Purrumbete.

Objective 4:

Advocate on behalf of our communities for increased funding towards the main road network.

Strategy 4.1

Prioritise State Government roads requiring attention

Strategy 4.2

Partner with key local and regional stakeholders and neighbouring LGAs

Strategy 4.3

Work with transport sector to identify the impacts of poor road conditions

Strategy 4.4

Seek declaration of Princes Highway as a Road of National Significance by Federal Government

Action 7: ●○○

Partner with neighbouring LGAs to advocate for funding to deliver on the Princes Highway West Corridor Strategy: Council was a member of the Princes Highway West Advocacy Alliance – advocating to State Government on upgrades to the Princes Highway from Colac to Port Fairy. \$80 million was allocated by the Federal Government. Council also developed 'Welcome to our towns' advocacy material which highlighted the extent of rehabilitation works required in Camperdown, Cobden and Terang.

Action 8: ●○○

Advocate to State Government for investment in priority main road infrastructure to support the regional dairy supply chain: The Barwon South West Dairy Supply Chain identifies Cobden as the epicentre of the dairy supply chain in the region. An Investment Prospectus was provided to Federal and State Government ministers highlighting the importance of this region to Australia's milk export.

Action 9: ●○○

Advocate to VicRoads and State and Federal Governments to deliver identified needs for the North South Loop, being the main hinterland roads between the Great Ocean Road to the Princes Highway
Council advocated for road improvements on three key roads that comprise the North South Loop. We met with Department of Transport representatives to progress key planning for rehabilitation along the routes. We eagerly await State Government budget announcements.

Theme 2: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1:

Average annual 100% Asset Renewal ratio for the life of the Council Plan



Average annual Asset Renewal ratio is forecast to be over 100% at the end of the Council Plan.

Indicator 2:

Improve the ratio of local roads in acceptable condition beyond 98%



Objective was met in 2017 and the condition of local roads has been maintained since.

These are the measures we set out in our Council Plan against Objective 2:

Indicator 3:

Improvement in annual community satisfaction with local sealed and unsealed road network



Sealed

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
41	44	37	37

Unsealed

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
38	40	40	35

Indicator 4:

Existing funding levels allocated to improve the roadside drainage network maintained or increased



\$450,000 allocated for drainage improvements in 2019-2020, consistent with 2017-2019 allocations.

These are the measures we set out in our Council Plan against Objective 3:

Indicator 5:

Upgrade a minimum of three strategic routes for the life of the Council Plan



Upgraded 2 km length of County Boundary Road East, Tesbury in 2019-2020.

These are the measures we set out in our Council Plan against Objective 4:

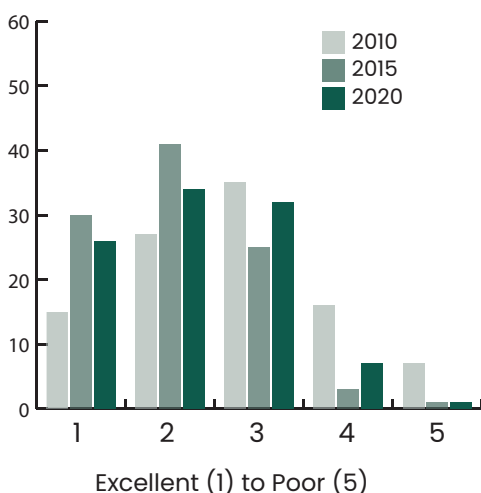
Indicator 6:

Advocacy documentation developed annually

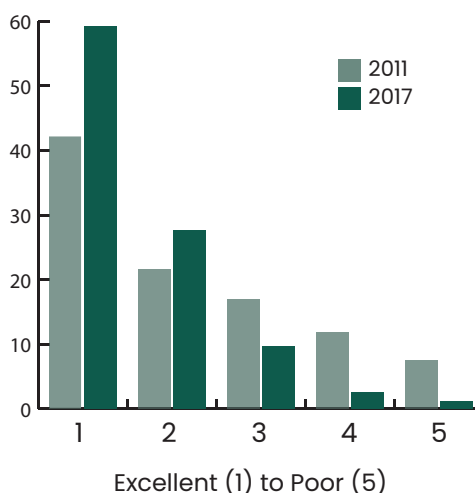


Princes Highway West advocacy material was developed for both a regional and local Corangamite focus.

Condition of local gravel roads 2010, 2015, 2020



Condition of local sealed roads 2011, 2017



Strategic theme 3

Vibrant economy, agriculture & tourism

We value the importance of local business to our economy and the overall prosperity of Corangamite Shire.



Reflecting on past 12 months

Before COVID-19

The Twelve Apostles recorded its highest ever daily number of visitors on Christmas Day 2019 with 15,269 people arriving.

Allocated \$50K in funding and \$19K of in-kind support to 14 major events through the Events and Festivals Grants Program in July.

We hosted 'An evening with retail expert Martin Ginnane' in August, with 33 attendees and 16 on-site business visits as a follow-up.

Allocated \$50K to 21 businesses across the Shire, resulting in \$170K worth of works through the Retail Area Facade Improvement Program in September. The program offers \$1 for \$1 grants to businesses to improve their shopfronts. This was the fifth round of the program, which has seen more than 100 businesses benefit and more than \$1 million of improvement works to town centres across the Shire by local tradespeople.

Unveiled upgrades to the Camperdown Theatre Royal. The \$216K project included a \$108K Federal Government and \$50K State Government grant. It included a new sound system,

sound absorption treatments, stage traps for audio and lighting connections and a remote retractable lighting bar.

Allocated \$48K to 11 small business recipients through our new Innovation and Entrepreneur Grants Program in December.

We engaged with the community on the future use of spaces in the Theatre Royal complex in Camperdown. Input informed a business case and will be used to help develop a Master Plan for the facility.

We staged a new music and food event 'Tracks' in Timboon, 15 March, attracting 450 people.

After COVID-19: March 2020

In May, 17% of local businesses had applied for JobKeeper support. 30 per cent of the 99 Corangamite businesses who responded to a survey had closed, with a further 20% saying they intended to close.

Our economic development team made more than 700 calls to businesses from March to June when COVID-19 Stage 3 restrictions were being felt by the local retail and

accommodation sectors. We provided direct support and advice to local businesses.

Allocated \$4.8M towards a COVID-19 Recovery Fund in the 2020-2021 Budget designed to support local businesses.

We rolled out three grants programs to businesses in May (on a first-in, first-served basis) as a fast response to COVID-19, including:

- **Forced Business Closure**
One-off payment of \$1,000 for any business forced to close
- **Diversification**
\$1 : \$2 grants of up to \$5,000 to businesses who changed or offered a new service due to COVID-19
- **Digital**
\$1 : \$2 of up to \$2,000 to upgrade digital technology for businesses impacted by COVID-19.

The State Government announced \$4.5 million for Stage 1 of the Twelve Apostles Trail (Timboon to Port Campbell) in May.

Services for Theme 3

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Economic development
- Tourism

These services also contribute to achieving the objectives for the Built and Natural Environment strategic theme)

Budget 2019-2020 for Theme 4	Expenditure (Revenue) Net cost
Economic development	\$911,000 (\$159,000) \$752,000
Tourism	\$468,000 (\$50,000) \$418,000
TOTAL	\$1,170,000

72
accommodation
businesses

202
retail businesses

88
food services

Challenges

Departure of Director Sustainable Development Ian Gibb in January meant the role has not been filled due to COVID-19. The position has been filled on a rotation basis by the Manager Planning and Building, Manager Growth and Engagement, and Manager Environment and Emergency.

Our new Economic Development Project Officer, Stephanie Hargreaves was recruited in March to deliver a population and migration project, but was quickly deployed to business support.

The impacts of COVID-19

Actions 4, 5, 9 and 10 from the 2019–2020 Action Plan were delayed or abandoned due a mix of staff capacity and COVID-19.

Events from March to June across the Shire were cancelled.

Major events included Twelfth Night at Dalvui Homestead, Inner Varnika, Crayfest Port Campbell, and Lakes and Craters International Horse Trials.

Looking forward

Recruit new Director Sustainable Development. Position to be advertised in September and filled by November 2020.

Roll out fourth business grants category 'Traditional Advertising' \$1 : \$2 grants of up to \$2,000 for businesses to advertise in local print or radio.

Revisit the population and migration project in 2021.

Develop a Master Plan for the Theatre Royal Complex in Camperdown.

Launch Volcanic Lakes and Plains campaign to the domestic visitor market.

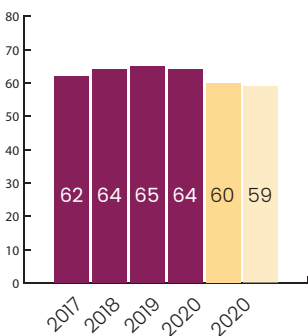
Three new members (Working For Victoria) to join the Growth and Engagement team and will continue to support local businesses impacted by COVID-19.

Construction of Twelve Apostles Trail Stage 1: Timboon to Port Campbell to be completed by 30 June 2021.

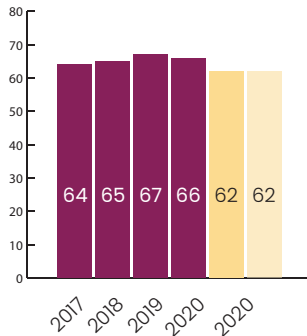
Community satisfaction

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

Business and community development



Tourism development



■ Corangamite Shire
 ■ Large Rural Shires average
 ■ State-wide average

THEME 3: VIBRANT ECONOMY, AGRICULTURE AND TOURISM

There are 10 actions listed under Theme 3 in the Council Plan Action Plan for 2019–2020. The following section shows progress against these actions.

Objective 1:

Maintain our competitive advantage as an ‘investment friendly’ council and a leader in local economic development.

Strategy 1.1

Ensure the planning framework, infrastructure and availability of zoned land supports industry attraction

Strategy 1.2

Facilitate entrepreneurial activity and private investment in new business opportunities and the expansion of existing business

Strategy 1.3

Investigate establishment of an agri-business precinct

Strategy 1.4

Encourage investment by businesses to improve the appearance of their shopfronts/facades/businesses

Strategy 1.5

Advocate for improved digital connectivity and mobile telephony

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 1: ●○○❄

Conduct at least two business workshops

Hosted ‘An evening with Martin Ginnane’ in August with 33 attendees and 16 on-site business visits as a follow up. Other workshops were rescheduled for online delivery in 2020–2021 due to COVID-19.

Action 2: ●○○○

Trial a new Business Support Grants program to stimulate business growth

Adopted the Innovation and Entrepreneur Program Policy in September and allocated \$48,621 to 11 recipients through the Innovation and Entrepreneur Grants Program in December. Read more about recipients on pages 28–29.

Action 3: ●○○○

Develop a business case for a Start-Up Hub / business incubator / co-working space

We engaged with the community in December on future use of spaces in the Theatre Royal complex in Camperdown, many of which are vacant. This input suggested additional uses, informing a business case that is now being used to develop a Masterplan for the facility. The Master Plan will provide direction on future co-working space, or the potential of a business / regional innovation hub.

THEME 3: VIBRANT ECONOMY, AGRICULTURE AND TOURISM

Objective 2:

Increase the economic value of the food and fibre sector within Corangamite Shire.

Strategy 2.1

Support the expansion of existing agricultural businesses; the diversification of agriculture and increased value adding of local product

Strategy 2.2

Strengthen engagement with the food and fibre sector to provide useful information on export markets, grants, research and opportunities

2019–2020 Actions:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 4: ○○● ❄

Investigate a Grains and Pulses Study, recognising the growing importance of cereal production in the Shire

This has been put on hold due to staff changes and COVID-19.

Action 5: ○○● ❄

Develop and market a prospectus to attract investment in Intensive Animal Industry (poultry)

This project was put on hold with other projects prioritised to stimulate the local economy in response to COVID-19.



From left: Toby McKenzie, Cr Jo Beard, Michael McKenzie, Member for Wannon Dan Tehan, Sharon Gillette, MP Bev McArthur and Tony Duplex unveil the Theatre Royal upgrades.



Laura and Sam Anderson of Forage on the Foreshore in Port Campbell received a business grant to package and sell handcrafted gnocchi after their restaurant closed due to COVID-19.

Objective 3:

Support and facilitate the development of the visitor economy.

Strategy 3.1

Work with Great Ocean Road Regional Tourism (GORRT) to develop tourism product and provide marketing support

Strategy 3.2

Facilitate investment and development of tourist accommodation consistent with the Shipwreck Coast Master Plan and Tourism Opportunities Study sites

Strategy 3.3

Encourage and promote festivals and events in Corangamite Shire

2019–2020 Actions:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 6: ●○○

Support local events and festivals through the Events and Festivals Grants Program

Allocated \$50,750 in grants and \$19,042 in-kind support to 13 events across the Shire at the July Council meeting. List of recipients on pages 28–29.

Action 7: ●○○

Participate in the Glenample Precinct Plan development and undertake advocacy for improved infrastructure and visitor experience

Council representatives attended numerous meetings on the development of the Glenample Precinct Plan, with development continuing following funding announcement in 2018–2019.

Action 8: ○●○

Investigate the provision of long vehicle bay parking and relevant options in each of Council's townships.

The review of long vehicle parking in townships is ongoing. Provision of this parking is being incorporated into the design development for both the Cobden Streetscape and Timboon Town Centre Improvement works which are programmed for construction in 2020–2021.



New food and music event Tracks Timboon was held Saturday 14 March and attracted 450 people.



The inaugural Colour Terang was held in September and received a \$7,500 Council grant.

THEME 3: VIBRANT ECONOMY, AGRICULTURE AND TOURISM

Objective 4:

Increase the population of Corangamite Shire.

Strategy 4.1

Encourage new residents to locate within Corangamite Shire whilst also retaining existing population

Strategy 4.2

Facilitate business growth so as to generate jobs which will support an increased population

2019–2020 Actions:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 9: ○○●❄

Develop the new resident's program to include new ways of attracting residents

Events were put on hold due to COVID-19. Council is exploring new ways of welcoming residents to the Shire.

Action 10: ○○●❄

Establish a transformative population and migration project

We recruited an Economic Development Project Officer in March to coordinate a migration project. The project was put on hold and the officer was deployed to business support due to COVID-19.



Twelve Apostles Trail Stage 1: Timboon to Port Campbell. Trail designs were finalised and the State Government announced \$4.5 million funding in May. Construction needs to be completed by 30 June 2021.

Theme 3: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1: Increase in number of new businesses annually	✓	Number of businesses trading at 30 June 2020 was 4,030 – up from 3,661 at 30 June 2019. Source: REMPLAN LGPRF								
Indicator 2: Increase in businesses added to Corangamite Business Directory	X	This project and database is no longer running due to limited updates by businesses.								
Indicator 3: Retail Area Facade Improvement Program is fully subscribed on an annual basis	✓	Program fully subscribed. Allocated \$50K to 21 businesses in September. Resulted in \$170K worth of improvement works to shopfronts in town centres.								
Indicator 4: Annual community satisfaction rating for business and community development remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>64</td> <td>65</td> <td>64</td> <td>62</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	64	65	64	62
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
64	65	64	62							

These are the measures we set out in our Council Plan against Objective 2:

Indicator 5: Increase the number of businesses on food artisans trail within the life of the Council Plan	✓	No change from 15 in 2018–2019, but new businesses such as Dairylicious Farm Fudge, Sow & Piglets Microbrewery and the Place of Wonder have joined since 2017–2018.
Indicator 6: Increase in Value of Agricultural product annually (REMPAN)	✓	Has increased to \$406M in 2019–2020 from \$322M in 2018–2019.

These are the measures we set out in our Council Plan against Objective 3:

Indicator 7: Annual community satisfaction rating for tourism development remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>66</td> <td>67</td> <td>65</td> <td>64</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	66	67	65	64
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
66	67	65	64							

These are the measures we set out in our Council Plan against Objective 4:

Indicator 8: Maintain number of new residents functions annually	X	Put on hold due to review of new residents program (including events and contact methods) / COVID-19.
Indicator 9: Increase number of new residents contacted annually	X	Put on hold due to review of new residents program (including events and contact methods) / COVID-19.

Strategic theme 4

Built and natural environment

We are committed to improving the liveability of Corangamite Shire through the management of our facilities, town planning and environmental sustainability.



Camperdown Clocktower

Reflecting on past 12 months

Our works crews responded to 1,500 customer requests in 2019–2020.

Carried out slashing along 336 km of roadsides across the Shire.

We built a combined total of 100 metres of new footpaths in Hamilton Street, Timboon; William Street, Lismore; Hodson Street, Derrinallum; High Street, Lismore; Brooke Street, Camperdown; and Mitchell Street, Cobden.

We replaced 710 metres of kerb and channel in Burkes Road, Terang; Baxter Street, Timboon; and Anderson Street, Skipton. The condition of Corangamite's 187 km of kerb and channel has vastly improved, with 45.27% (84.6 km) rated Excellent or Very Good compared to only 28.31% in 2010.

The condition of Corangamite's 107 km footpath network continues to slowly improve with 75.6 % (81 km) of footpath rated Excellent or Very Good compared to 72.1% in 2013.

The length of footpaths rated Average or Poor increased slightly from 4.85% in 2013 to 4.92 in 2017.

Allocated \$76K to 36 applicants for improvements to community facilities across the Shire, including recreation reserves, public halls, and sports clubs.

LED lighting upgrades to Civic Centre, stadiums, Camperdown Depot, and the library will reduce greenhouse gas emissions by 52 tonnes annually.

In August, **we completed Stage 2 of the Camperdown streetscape project** around the clocktower precinct (see opposite photo).

Awarded the contract for design of the Twelve Apostles Trail in November.

Completed and officially opened the play space and public toilets at Port Campbell in December. More details on page 23.

We started the Derrinallum streetscape project, with the Main Street service road resurfaced

and parking bays enlarged. The walking path was also extended along the central median.

In March, Victorian Minister for Regional Development Jaclyn Symes announced \$300,000 funding for **Stage 3 of the Timboon Town Centre project**.

Completed Noorat playground upgrade in June.

Started to engage with the community on the **Cobden streetscape project**. See page 25 for more details.

Adopted the schematic design plan for Port Campbell Town Centre Improvement project at the November Council Meeting. This \$15.6 million project is the largest capital works project ever undertaken by Corangamite Shire.

Services for Theme 4

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Planning and building
- Sustainable development management
- Waste management
- Asset management
- Environment
- Buildings and facilities

Services associated with the Roads strategic theme also contribute to achieving objectives for the Built and Natural Environment theme.

107 km
footpaths

9,980
street trees

187 km
kerb and channel

192
buildings

Budget 2019–2020 for Theme 3	Expenditure (Revenue) Net cost
Planning & building	\$1,017,000 (\$434,000) \$583,000
SD management	\$210,000
Waste management	\$4,566,000 (\$2,843,000) \$1,723,000
Asset management	\$895,000 (\$34,000) \$861,000
Environment	\$663,000 (\$122,000) \$541,000
Buildings & facilities	\$3,254,000 (\$657,000) \$2,597,000
TOTAL	\$6,515,000

Challenges

Timboon stadium gym was closed for three weeks after routine maintenance found material suspected of containing asbestos. Material was removed and gym re-opened 1 August.

Trotter at the August Council meeting and forwarded to VicRoads and DELWP.

We received a petition from Timboon residents objecting to DELWP revegetation works along the Camperdown–Timboon Rail Trail. Petition was tabled by Mayor

Looking forward

Twelve Apostles Trail Section 1: Timboon to Port Campbell to be completed by July 2021.

Works to start on Timboon Town Centre Project Stage 3.

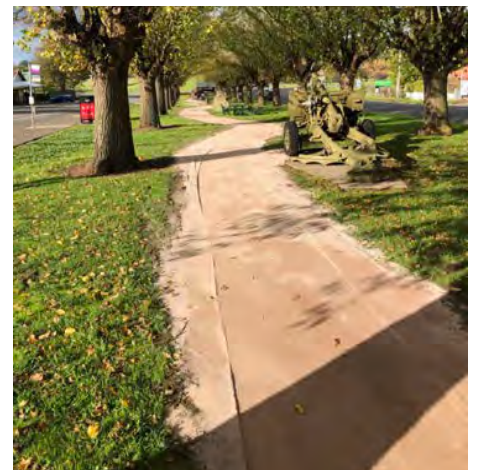
Works will include upgrading pedestrian connection at east end of town centre, 30 new car parks, tree planting, lighting, picnic and street furniture.

Works to start on Cobden Town Centre project.

Public toilet upgrades at Lismore, Lake Bullen Merri and Princetown.

Condition assessments for footpaths, kerb and channel, and buildings to be carried out in 2020–2021.

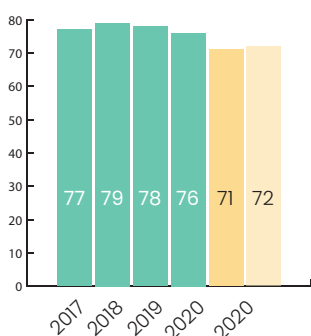
Adopt final detailed designs for the Port Campbell Town Centre Project and advocate for \$10.6 million funding from State and Federal Government.



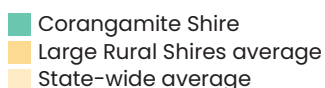
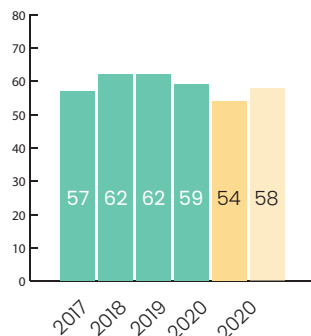
New path Derrinallum streetscape

Community satisfaction

Appearance of public areas



Local streets and footpaths



2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

THEME 4: BUILT AND NATURAL ENVIRONMENT

There are 17 actions listed under Theme 4 in the Council Plan Action Plan for 2019–2020. The following section shows progress against these actions.

Objective 1:

Improve the appearance of our towns and public spaces.

Strategy 1.1

Continue to invest in a program of streetscape infrastructure renewal

Strategy 1.2

Increase street tree planting

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 1: ●○○○

Carry out construction of Derrinallum streetscape

Main Street service road has been resurfaced and parking bays enlarged. Ramps have been provided to all access parking bays. Walking path has been extended along central median. New seats, picnic tables, BBQ and shelter will be installed in late 2020.

Action 2: ●○○○

Develop Nature Strip Planting Policy

Adopted by Council at its October meeting. The new policy was developed following a request from Council at its briefing in October 2018 to deal with nature strip plantings as separate to how Council manages its urban street trees.

Action 3: ●○○○

Complete design and commence procurement for Port Campbell Town Centre Urban Design Project

The schematic design was adopted by Council at its November meeting. Detailed engineering and design works have been carried out and final design to be adopted at August 2020 Council meeting.

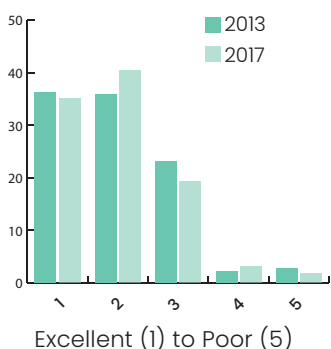
Action 4: ○●○○

Advocate for State and Federal Government funding for the implementation of the Port Campbell Town Centre Urban Design project.

Advocacy document was published in June 2020 and lobbying now underway.

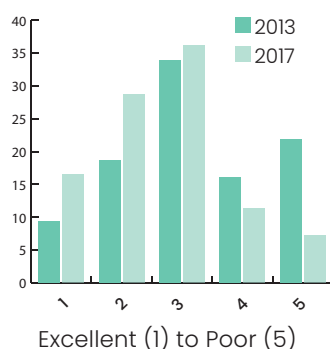
Footpath condition

2013, 2017 Council data



Kerb & channel condition

2013, 2017 Council data



THEME 4: BUILT AND NATURAL ENVIRONMENT

Objective 2:

Township infrastructure will contribute to safe and accessible public areas.

Strategy 2.1

Ensure our footpath maintenance complies with Council's Road Management Plan

Strategy 2.3

Implement the Urban Street Tree Asset Management Plan

Strategy 2.2

Ensure sufficient funding is allocated to maintain or improve our existing assets

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 5: ●○○

Implement findings of township lighting audits for Noorat

Identified locations of where additional street lights are needed in the Noorat township. Works are being arranged with Powercor.

Action 6: ●○○ ❄

Develop Urban Stormwater Asset Management Plan

This plan has been abandoned. Due to COVID-19, no funds allocated in 2020–2021 Budget.

Objective 3:

Deliver high quality, optimally used, sustainable community facilities.

Strategy 3.1

Maintain our buildings to ensure they are meeting current and future demand for service provision

Strategy 3.3

Maximise the use of facilities across the Shire

Strategy 3.2

Ensure sufficient funding is allocated to maintain our buildings

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 7: ●○○

Implement at least one action from the Facilities Property Review

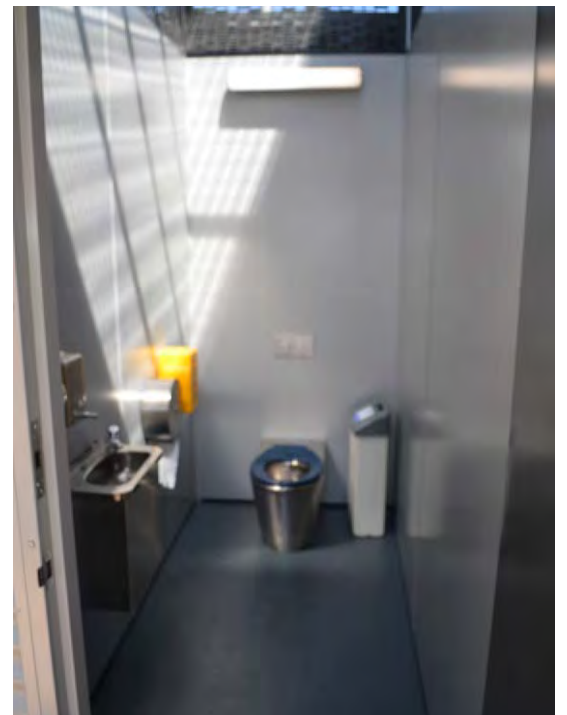
Lease has been established for use of the former Croquet Club in Lismore. The facility will be used by Murnong Indigenous Garden Inc.

Action 8: ●○○

Construct new public toilets at Port Campbell

Public toilets opened in December 2019.

Port Campbell play space and (below) the new public toilets.



Our planning and building team from back left clockwise: Aaron Moyne, Brenda Van Den Bogert, Darren Frost, Melanie Osborne, Tracey Wilson and Kellie Duynhoven. Absent: Natalie Hall.



155
planning
applications
processed

153
planning
decisions made

368
building
permits
processed

6.8
FTE staff

Reflecting on past 12 months – Planning and building

Community satisfaction for building and planning permits increased two points to 61 in 2020.

The median processing time for planning permit applications was 29 days, which ranks Corangamite Shire fourth overall in the state.

We engaged with the Timboon and Simpson communities on the Issues and Opportunities Paper for the Positioning Timboon and Simpson Plan. Fifty people attended the two drop-in sessions in March and we received 22 submissions.

The planning team processed 155 total planning applications, achieving 97% of decisions within the 60 day statutory timeframe.

Our building team of 2.2 FTE staff processed 368 permits worth more than \$47 million. This was up from \$40 million in 2018–2019.

Council’s refusal of a permit for a large scale solar farm at Bookaar was upheld by VCAT in August after a lengthy and complex hearing. The refusal was based on concerns around loss of agricultural land, but there was limited State policy direction around solar farms. Council advocated for clearer direction from the State Government and the case has now set the minimum standard of information required for new solar farm proposals.

We transitioned to full online applications through the Better

Approvals Program in January.

Facilitated a major expansion Graincorp’s Berrybank site. This will lead to increased capacity to support the grain and cropping sector, as well as improve site access from the Hamilton Highway.

Approved new Camperdown Dairy development and expansion north of Camperdown.

We were involved in the developing the **Key and Essential Worker Housing Supply Action Plan.**

Challenges

The Planning Officer position remains unfilled after difficulty recruiting during COVID-19. Workload management needed with one full-time planner for the majority of 2019–2020.

Changes in building regulation and increased statutory responsibility on Council, such as swimming pool registration and safety barrier compliance.

There were increased reports of illegal native vegetation removal which required resources directed at regulation and compliance.

Looking ahead

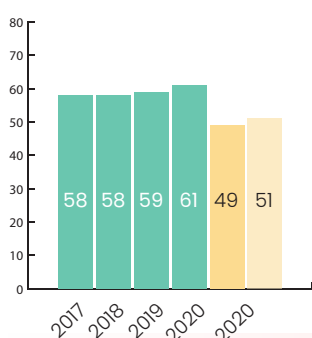
Implementation of the Rural Living Study and Positioning Timboon and Simpson Plan, both through changes to planning

controls and organisational actions.
Introduction of ‘paper lite’ e-planning and building system.

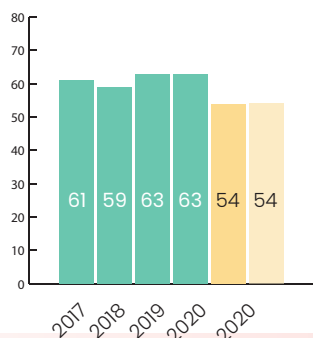
Recruitment of new Planning Officer.

Community satisfaction

Planning and building permits



Town planning policy



Corangamite Shire
Large Rural Shires average
State-wide average

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

THEME 4: BUILT AND NATURAL ENVIRONMENT

Objective 4:

Ensure the Corangamite Planning Scheme provides for the fair, orderly, economic and sustainable use and development of land.

Strategy 4.1

Provide an efficient development approvals process

Strategy 4.2

Continue to undertake strategic planning investigations to position Corangamite Shire for increased economic activity

Strategy 4.3

Reduce red tape and compliance costs

2019–2020 ACTIONS:

● Completed
 ● In progress
 ● Delayed
  Impacted by COVID-19

Action 9: ●○○

Implement revised business approvals process and recommendations from the Small Business Victoria project

The Better Approvals project was rolled out in January to provide businesses with a single ‘go to’ person for multiple permit applications. The project was part of a state-wide initiative to reduce the regulatory burden on small business and improve permit approval times.

Action 10: ●○○

Work with DELWP to prepare a planning scheme amendment to implement the ‘policy neutral’ Planning Policy Framework translation that is occurring state-wide

Drafting has been completed and Councillors were briefed in May. Awaiting final approval from Minister for Planning.

Action 11: ○●○

Implement the findings from the Rural Living Study into the Corangamite Planning Scheme

Amendment process and implementation delayed while awaiting final approval of the Planning Policy Framework translation. To commence once approved.

Action 12: ○●○

Undertake the Simpson and Timboon Strategic Placement Project

Progressed through an Issues and Opportunities Paper, and developed draft plan. Final plan to be adopted by Council in September 2020.

2019–2020 Building permit figures	Number	Value
Council issued building permits	199	\$18,763,400
Council issued external building permits	37	\$3,277,697
Private building surveyor building permits	132	\$25,384,325
TOTAL	368	\$47,425,422

Reflecting on past 12 months - waste management and environment

The landfill processed 24,899 tonnes of waste and 2,055 tonnes of compost in 2019–2020. Two more leachate storage ponds with a capacity of 18ML were completed. Cell 12 was capped.

With e-waste banned from landfill from 1 July, we prepared for transfer stations and landfill to receive and store e-waste. Large sheds were built at Timboon transfer station and Naroghid landfill, while shipping containers were installed at Skipton,

Derrinallum, Simpson and Port Campbell transfer stations.

Completed the new weighbridge office at Naroghid landfill.

Received \$62K from State Government to manage roadside weeds and pests in 2019–2020.

Allocated \$30K to 20 projects through the Environment Support Fund. The fund offers \$1 : \$2 grants of up to \$2,000 for environmental and sustainability projects across the Shire.

Installed solar PV systems at Timboon and Camperdown stadiums, increasing monthly solar production by 30% and averting the equivalent of 50 tonnes of CO₂.

Our waste from landfill diversion rate returned to 65% in 2019–2020 after dropping to 64% in 2018–2019. This is primarily due to increase in organics. See kerbside collection totals graph on page 31.

Challenges

We advertised the kerbside waste collection contract in March. Midway through the tender process, the State Government released a new, 10 year plan for a circular economy and to transform the recycling sector through a container deposit scheme. Due to impacts and changing markets, it was decided the existing contract

with Wheelie Waste be extended until 2023. This will allow Council to consider the new state policy and for industry to adapt to the changes.

Community satisfaction with slashing and weed control dropped from 46 in 2018–2019 to 39 in 2019–2020.

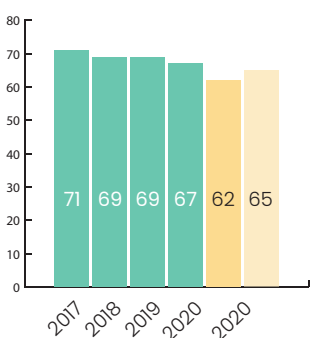
Looking forward

Starting to plan for four system bin service and container deposit system as identified in the *Recycling Victoria - A new economy plan*.

Develop a new Rural Roadside Management Plan.

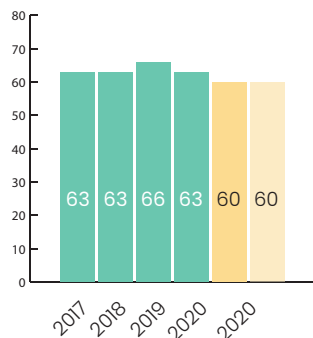
Community satisfaction

Waste management



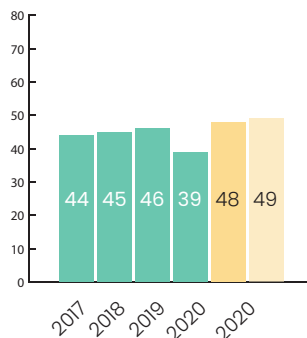
■ Corangamite Shire
 ■ Large Rural Shires average
 ■ State-wide average

Environmental sustainability



2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

Slashing and weed control



THEME 4: BUILT AND NATURAL ENVIRONMENT

Objective 5:

Provide cost effective and high quality waste management services.

Strategy 5.1

Manage the Naroghid landfill to ensure that it is both financially and environmentally sustainable into the future

Strategy 5.2

Comply with licence conditions for Naroghid landfill and requirements of associated audits

Strategy 5.3

Provide an efficient waste collection service for residents of townships

Strategy 5.4

Increase resource recovery

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 13: ●○○

Provide e-waste collections services that meet the new requirements of the e-waste to landfill ban and Australian Standards

Council has built two large sheds to store e-waste at Naroghid landfill and Timboon transfer station. In addition to this, all other transfer stations have side-opening shipping containers for e-waste storage.



Mayor Neil Trotter and Chief Executive Andrew Mason at the new weighbridge office, Naroghid Landfill.

Objective 6:

To preserve the natural environment of Corangamite Shire.

Strategy 6.1

Protect and enhance significant environmental features

Strategy 6.2

Implement the Environment and Sustainability Strategy and the Rural Roadside Management Plan

Strategy 6.3

Reduce weeds on Council owned and managed land

Strategy 6.4

Influence State Government controls and regulations to ensure they allow agriculture activity to grow

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 14: ●○○

Allocate funding to the community through the Environment Support Fund

Allocated \$30,000 to 20 environment and sustainability projects. Program was over-subscribed and is highly valued by the community.

Action 15: ●○○

Expand the weed control program to three additional weed species on local roads, and implement priority weed eradication actions

Included four new weed species into the control program with two of these weeds being new to the area (and already highly established). These were Stink Wort and Pig Weed. The other two species were English Ivy and Canadian Fleabane, which have had little attention in the past.

Action 16: ●○○

Clean up Council roadsides by removing dead trees in prioritised areas

Removed extensive amounts of dead vegetation along 15 local roadsides. This included a number of large overhanging branches.

Roadside slashing



THEME 4: BUILT AND NATURAL ENVIRONMENT

Objective 7:

Consider the impacts of climate variability on Council operations and infrastructure and provide information and expertise to assist the community to adapt to changes.

Strategy 7.1

Develop policies relating to the consideration of climate change in capital works projects

Strategy 7.2

Provide information to our communities in relation to predicted impacts of climate change

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 17: ●○○

Implement energy saving or lighting retrofits for one community building within the Shire

Installed solar PV systems and did retrofits at Timboon and Camperdown stadiums. There was also an extensive retrofit and draught proofing project in the Killara Centre and Council offices to reduce energy costs and improve efficiency.

New solar PV system at Camperdown stadium





New street furniture, Derrinallum streetscape project

THEME 4: BUILT AND NATURAL ENVIRONMENT

Theme 4: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1: Streetscape program delivered annually	✓	Completed stage three of Camperdown streetscape project in August. Derrinallum streetscape project nearly complete.			
Indicator 2: Community satisfaction rating for appearance of public spaces increases annually	X	Corangamite 2020 76	Corangamite 2019 78	Corangamite 2018 79	Corangamite 2017 77
Indicator 3: 500 new street trees planted for the life of the Council Plan	X	No new trees planted in 2019–2020 due to COVID-19. Planted 400 over life of the plan to date.			

These are the measures we set out in our Council Plan against Objective 2:

Indicator 4: 100% annual removal of identified footpath hazards	✓	Identified all footpath hazards and removed 100% in 2019–2020.			
Indicator 5: Improve the ratio of footpaths in acceptable condition beyond 93%	✓	Footpath condition currently measured as 97% acceptable. Condition assessment to be carried out in 2020–2021.			
Indicator 6: Improve the ratio of kerb and channel in acceptable condition beyond 80%	✓	Kerb and channel network condition currently measured as 93% acceptable. Condition assessment to be carried out in 2020–2021.			
Indicator 7: Reduction in the number of high risk trees within Council’s urban areas	✓	Council engages a contractor annually to remove high risk trees as per the Urban Street Tree Audit results.			
Indicator 8: Community satisfaction rating for local streets and footpaths maintained or increased	X	Corangamite 2020 59	Corangamite 2019 62	Corangamite 2018 62	Corangamite 2017 57

These are the measures we set out in our Council Plan against Objective 3:

Indicator 9: A minimum overall condition of fair for buildings is maintained	✓	90% of Council facilities remain in a fair or better condition.			
Indicator 10: Reduce property holding costs by 5% over the life of the Council Plan	X	Was tracking at a 1% reduction in 2018–2019 and has been difficult to reduce further in a COVID-19 environment.			
Indicator 11: Community satisfaction for recreational facilities is above 70	✓	Corangamite 2020 73	Corangamite 2019 75	Corangamite 2018 72	Corangamite 2017 73

These are the measures we set out in our Council Plan against Objective 4:

Indicator 12:
Minimum 80% of planning permits decided within 60 days annually

✓ 97% of planning permits were decided within 60 days. Our median processing time for planning permits was 29 days.

Indicator 13:
Community satisfaction for planning and building permits maintained or increased

✓

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
61	59	58	58

Indicator 14:
Community satisfaction for town planning policy maintained or increased

✓

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
63	63	59	61

These are the measures we set out in our Council Plan against Objective 5:

Indicator 15:
Increase % resource recovery through kerbside collection annually

✓ Our diversion rate returned to 65% in 2019–2020 after dropping to 64% in 2018–2019. This is primarily due to increase in organics.

Indicator 16:
Community satisfaction for waste management remains above 60

✓

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
67	69	69	71

These are the measures we set out in our Council Plan against Objective 6:

Indicator 17:
80% of actions from the Roadside Management Plan completed over the life of the Plan

X Not completed. Plan under review.

Indicator 18:
80% of actions in the Environment and Sustainability Strategy completed over the life of the Plan

✓ Actions still being delivered.

Indicator 19:
Increase number of kms of roads in the Shire which have weed management undertaken

✓ New weeds have been added to the control program, resulting in an increase of roadsides under active weed management.

Indicator 20:
Community satisfaction for slashing and weed control maintained or increased

X

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
39	46	45	44

Indicator 21:
Community satisfaction for environmental sustainability remains above 60

✓

Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017
63	66	63	63

These are the measures we set out in our Council Plan against Objective 7:

Indicator 22: Ensure major Council projects include climate change impact assessments

✓ Two Solar PV projects used this assessment as part of the initial investigation process.

Strategic theme 5

Safe and healthy communities

We are committed to working towards ensuring the safety, health and wellbeing of our communities.



Reflecting on past 12 months – community and social support services

Community satisfaction with Elderly Support Services increased 3 points to 76 in 2020.

Twenty-one Early Childhood Services and Family Day Care Educators were **awarded Smiles for Miles accreditation**, recognising their work to improve the oral health of children.

Our three maternal and child health staff carried out 1,609 preschool immunisations in 2019–2020. Also completed the school program with 520 students immunised.

In September, 58 early years services professionals attended

an information session on translating the **new Australian Early Development Census data** in Camperdown.

Country music star James Blundell entertained around 230 people in October as part of the 2019 Victorian Seniors Festival.

We hosted a Food and Mood Parenting Forum attended by 50 people in October. Dr Tetyana Rocks from Deakin University explored the relationship between food and mental health, sharing tips for improving dietary intake in children and adults.

We began community engagement for a Disability Access & Inclusion Plan 2020–2025. More than 350 people helped shape the Plan.

More than 150 people attended YouthFest! in November. The event celebrated the achievements of young people and included exhibitions,

performances and awards.

Seven FReeZA events were held via social media, attracting 4,600 views.

Our Youth Crew mentored Maroondah City Council and Indigo Shire Council to deliver the *We Know Your Name, But Not Your Story* project.

Simpson kindergarten educator Jane Bennett featured in a seminar streamed state-wide in December. Jane was on a panel sharing knowledge of teaching three year old children.

Working with our Youth Council, we developed SYNC Youth Strategy 2020–2025. We received more than 250 responses from young people during our engagement process.

Tess Lourey was elected Youth Mayor in April.

Budget 2019–2020 for Theme 5	Expenditure (Revenue) Net cost
Community relations	\$1,317,000 (\$34,000) \$1,283,000
Community services management	\$278,000 (\$20,000) \$258,000
Children's Services	\$2,959,000 (\$2,836,000) \$123,000
Youth Services	\$162,000 (\$55,000) \$107,000
Aged & Disability	\$1,571,000 (\$1,574,000) (\$3,000)
Environmental health	\$239,000 (\$128,000) \$111,000
Emergency management & local laws	\$1,147,000 (\$186,000) \$961,000
Recreation / facility management	\$474,000 (\$19,000) \$455,000
TOTAL	\$3,295,000

Services for Theme 5

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Community relations
- Community Services management
- Children's Services
- Youth Services
- Aged & Disability
- Environmental health
- Emergency Management and Local Laws
- Recreation and facility management

1,419

Maternal & child health appointments

133

Four year old kinder enrolments

66,708

Family day care hours delivered

6,644

Meals on Wheels delivered

125

Mobile Child Care enrolments

77

Three year old kinder enrolments

Challenges

We started preparing for the roll-out of State Government subsidised three-year kindergarten in 2021.

Challenges of providing 15 hours of qualified kindergarten service to an additional year level of children. In essence the established service is being doubled. Every location has to be assessed for physical capacity, capital works grants must be applied for. Then staff capacity has to be addressed. In some cases the additional year can be seamlessly integrated with the existing program, others will require a total duplication of staffing capacity.

Demand for Family Day Care Educators. We continue to try and attract more Family Day Care Educators. We are currently filming a recruitment video, as part of a revitalised marketing plan.

COVID-19 presented some unforeseen challenges for our services and we are proud of our response. Staff actively pursued and embraced alternative ways of providing service to community members. Hundreds of phone calls were made to the most vulnerable members of our communities to check that essential and ongoing needs could be met.

Activity packs were delivered to our oldest and youngest citizens and staff incorporated online practices for people able to participate using technology.

Maternal and Child Health Nurses continued to see clients face to face with appropriate changes to their normal ways of business, as well as providing online support through a series of video productions.

Looking forward

Further streamlining the enrolment process and way we communicate with families through Kinderloop. Keeping a family lens on all that we do.

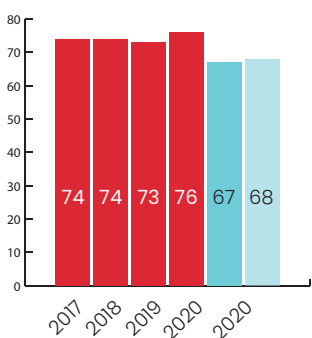
As we approach COVID-19 normal, we look forward to supporting our teams with time to regroup, refresh and continue to support our communities.



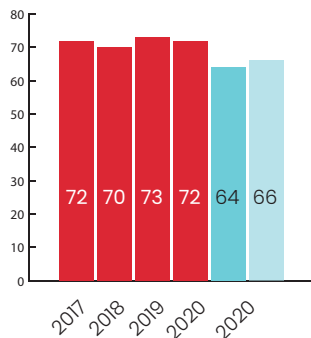
The community services team
#oneteam

Community satisfaction

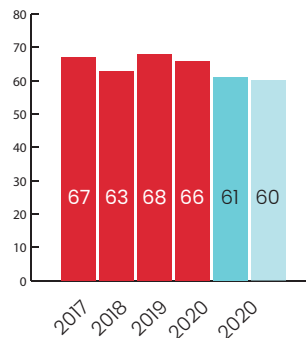
Elderly support services



Family support services



Disadvantaged support services



■ Corangamite Shire
■ Large Rural Shires average
■ State-wide average

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

THEME 5: SAFE AND HEALTHY COMMUNITIES

There are 15 actions listed under Theme 5 in the Council Plan Action Plan for 2019-2020. The following section shows progress against these actions.

Objective 1:

Council will continue to provide and support a range of community and social support services.

Strategy 1.1

Services remain accessible and appropriate for the needs of our community

Strategy 1.2

Ensure that Council is well positioned to respond to changes in funding for community services, in particular aged and disability services

2019-2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 1: ●○○

Implement outcomes of Aged and Disability Services Strategy Review

A decision by the Federal Government to abandon a tender process for the aged care Regional Assessment Service resulted in this action not being implemented.

Action 2: ●○○

Promote awareness of children support services that are available within the community

Monthly newsletter distributed to families, social media presence and communicating services and initiatives through Council's mainstream channels, including Corangamite News, Corangamite e-news, public notices and community newsletters. We also work closely with allied health professionals through Beyond the Bell, Healthy Well Corangamite and the Colac Otway Alliance.

Action 3: ●○○

Complete a strategic review of Family Day Care

Strategic review conducted by consultant Jan Barrett who identified that Family Day Care should seek to reinvigorate and recruit educators. This is being followed up through a recruitment program and more contemporary promotional tools.



corangamiteshire Access & Inclusion community forum #Allaccess #accessandinclusion #allabilities #disability #communitylife #communityengagement #vibrantcorangamite #corangamiteshire

4d



Liked by laffscamperdown and 31 others

4 DAYS AGO

Originating from the Port Campbell Community Plan, the suspension bridge project started in late 2019.



Objective 2: Engage with and listen to our communities.

Strategy 2.1

Continue to support Council's Community Planning Program

Strategy 2.2

Use of focused online consultation methods to engage more broadly

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 4: ●○○

Implement online engagement tool module for website

New consultation module used for eight projects. See page 26 for more on engagement.

Action 5: ●○○

Implement stage one of the Berrybank Windfarm projects

Projects completed include Lismore public art project, Browns waterholes project, Terang wetlands project, Camperdown Botanic Gardens tree succession plan, Household Energy Efficiency Project – Phase 1, Camperdown Theatre Royal upgrade – Phase 1.

THEME 5: SAFE AND HEALTHY COMMUNITIES

Reflecting on past 12 months – Community planning

Secured RJIF funding for the Timboon Town Centre Activation project. This \$450K project is the third and final stage of an ambitious project to remake Timboon’s urban centre public realm.

The Port Campbell suspension bridge, a Parks Victoria project, neared completion (see opposite). This project emerged from Port Campbell’s 2014 Community Plan and an advocacy program involving the local community and Council.

Community consultations were completed for both the Derrinallum and Cobden Streetscape projects.

The extension of the Noorat township walking track was completed in late June. This, and a number of other community project walking paths and trails came into their own during COVID-19, with unprecedented use by locals and visitors.

Community projects including the Terang Lake project and The Courthouse Camperdown

continued, however COVID-19 impacted heavily on volunteers. The Courthouse visitor centre had to close its doors.

We delivered a ‘We Volunteer’ monthly series of capacity training workshops for volunteers from July to October, with 135 participants. Workshops included What’s your story? (July), Digital tools for community groups (August), Recruiting, retaining and supporting volunteers (September) and Financial first aid (October).

Challenges

Restrictions on public meetings and gatherings associated with the COVID-19 pandemic meant that most Corangamite community groups stopped meeting through 2020.

Fewer than a third continued to meet online and many regular activities and community projects were cancelled or deferred.

Social distancing and impacts on the social economy have changed the way local communities are constituted, eroding social capital.

Whereas much of Corangamite Shire’s agricultural economy weathered the COVID-19 storm, the challenge remains to re-

build social connections, to find a meaningful place for digitally-mediated communications, and for some to recover their lost livelihoods and career trajectories.

The second half of the ‘We Volunteer’ training program was postponed to 2021.

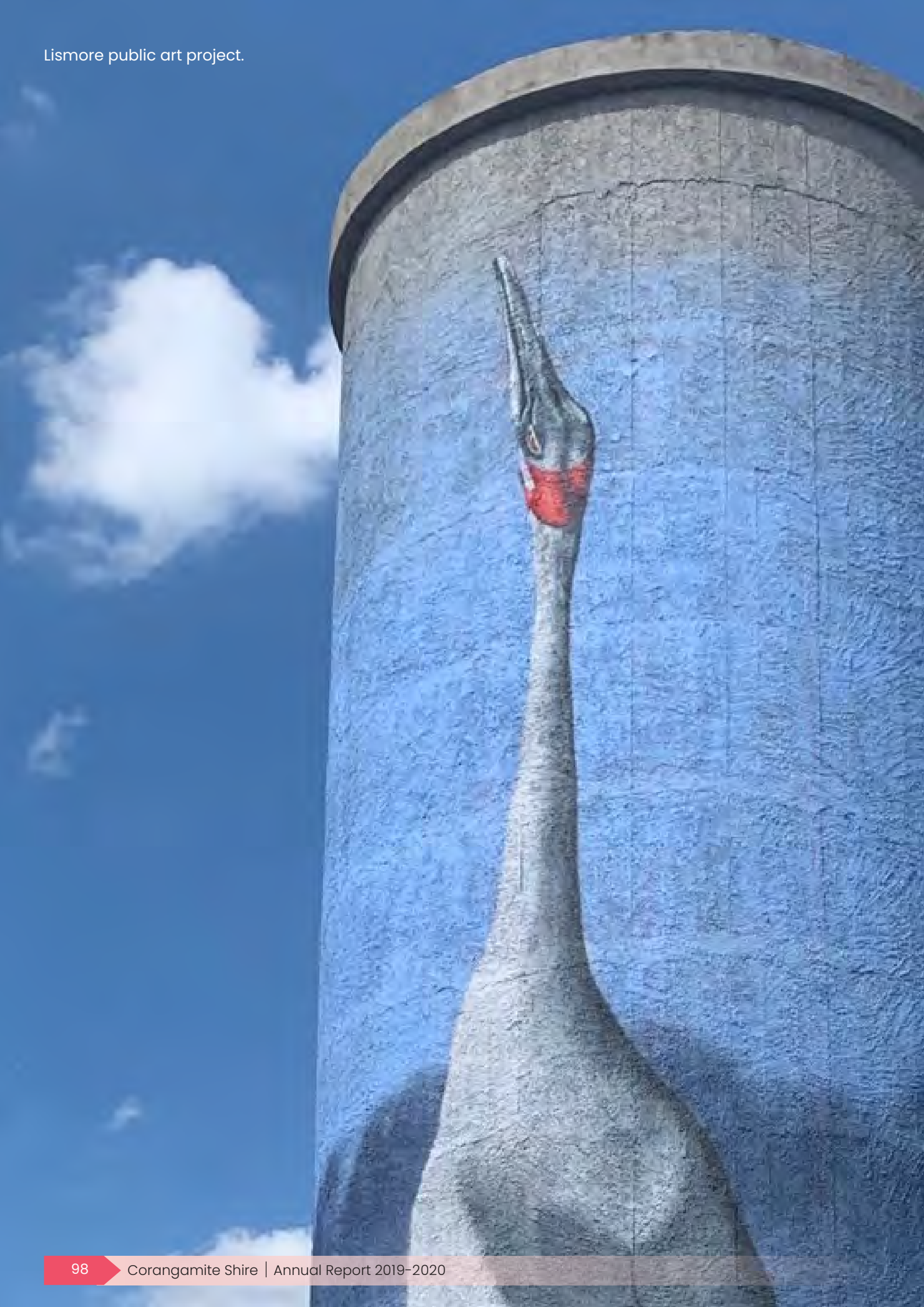
Looking forward

The new Local Government Act will change the way Victorian municipal councils listen to and work with their communities.

Principles established through our community planning initiatives will become embedded in Council’s wider work, reflected in the preparation and adoption of a new mandated **Community Engagement Policy and a Corangamite Community Vision 2040.**

Community Plan projects will be completed in Timboon, Port Campbell, Noorat, Terang, Derrinallum, Lismore and Skipton.

Fifteen community projects funded by the Berrybank Wind Farm will be completed over the next 12 months, and the groundwork will be laid for ongoing Berrybank community project grants for the next 15 years.



Reflecting on past 12 months – Sport, recreation and the arts

Allocated \$36,350 to sports clubs through the Facility Design Grants Program in September. The funding will be used by clubs to design upgrades to their facilities that are female-friendly.

Allocated \$22,752 to 28 clubs and community groups through the Community Grants Program in July. Projects included local events, workshops and equipment purchases.

Our six outdoor swimming pools attracted 34,249 attendances from November 2019 to March 2020, down from 46,206 in 2018–2019.

Took on management of Timboon and Camperdown

stadiums in July, providing a range of programs and activities in partnership with sporting clubs.

More than 300 people attended our Australia Day celebrations in Derrinallum.

We delivered a new after school recreation program for primary and secondary school students at Timboon and Camperdown stadiums called Fit Kids.

Completed a public art project at the Lismore water tower in February. Popular artist Jimmi Buscombe painted a large broлга mural after engaging with the local community and project reference group. (See photo opposite)

More than 30 participants turned out for the Port Campbell skate competition in January. More than 40 participants competed at Terang in March.

We appointed a Sport and Recreation trainee Dean Finlayson in February.

Gifted 32 Silvester Street, Cobden (Cobden VICSES Headquarters) to VICSES for \$1.

Developed a social connections page 'Connect across Corangamite' on our website that was promoted in state and national media.

Challenges

Many of Corangamite's community events and recreation programs were cancelled after March due to COVID-19. These included the Twelfth Night performance at Dalvui Homestead, Health and Wellbeing Expo, school holiday program, Ed Gym, and Fit Kids.

Timboon (including the gym) and Camperdown stadiums closed from March onwards. Libraries were also closed.

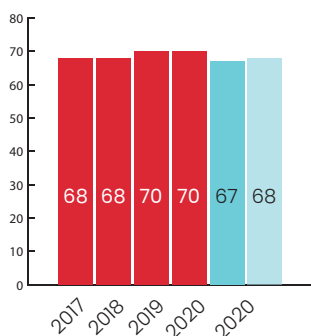
Outdoor swimming pool attendances continue to drop, which is a worrying trend. New programs designed to attract more attendances will be delivered in 2020–2021.

Looking forward

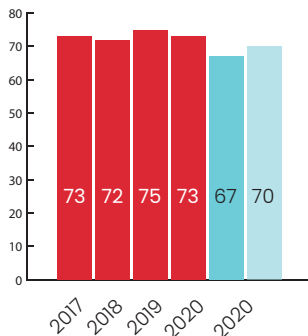
Develop Recreation Reserves Master Plan for each of the township reserves.

Community satisfaction

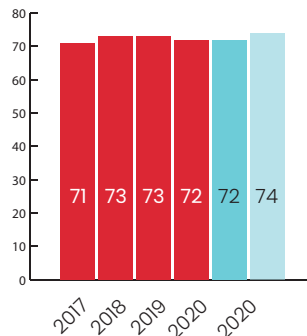
Community and cultural activities



Recreation facilities



Arts Centres and Libraries



■ Corangamite Shire
■ Large Rural Shires average
■ State-wide average

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

THEME 5: SAFE AND HEALTHY COMMUNITIES

Objective 3:

Council will provide and support a range of opportunities that support people to engage in healthy and active lifestyles, the arts, recreation and sport.

Strategy 3.1

Support existing or build new partnerships to deliver recreation opportunities for the community

Strategy 3.2

Seek to increase casual participation in sport and recreation to prevent obesity and encourage women and girls in sport

Strategy 3.3

Continue focus on improving strategy footpath connections in our towns

Strategy 3.4

Encourage opportunities for shared use or consider rationalisation of recreational facilities where appropriate

Strategy 3.5

Implement actions from the Arts and Cultural Strategy 2016–2020

Strategy 3.6

Implement actions from the Recreation and Open Space Strategy 2016–2026

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 6: ●○○○

Develop a statistical profile of sport and recreation participation in the Shire

Completed and delivered in June 2020.

Action 7: ○○●❄

Provide a club development workshop to encourage volunteerism and capacity building

Scheduled to be delivered in May, however this was delayed due to COVID-19. Support to clubs has been delivered through an outreach program.

Action 8: ●○○○

Allocate funding to the community through a grants program specifically for schematic design plans for facilities

Allocated funds to Terang–Mortlake FNC (\$6,655), Pomborneit Cricket Club (\$4,950), Simpson Bowling Club (\$3,850), Camperdown Bowling Club (\$2,695), Camperdown Cricket Club (\$5,500) and Port Campbell Surf Lifesaving Club (\$6,350) through the Facility Design Grants Program in September.



Bowling with Babies, Terang



Fit Kids Program, Timboon

Objective 4:

Improved educational outcomes in Corangamite Shire

Strategy 4.1

Continue to recognise and support the importance of education through initiatives such as Beyond the Bell

Strategy 4.2

Deliver high quality and financially viable early years services

Strategy 4.3

Support our youth in partnership with secondary schools

Strategy 4.4

Maintain a financially sustainable library service which provides and complements initiatives to promote and encourage a reading culture, social connections, access to technology and literacy development

Strategy 4.5

Work with every school in the Shire to improve the resilience of our young people

2019-2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 9: ●○○

Prepare a Community Youth Plan in consultation with Youth Council

Sync Youth Strategy 2020-2025 was developed and will be adopted by Council in August. We engaged with young people through surveys (253 responses), workshops and interviews to develop a plan for Corangamite's young people.

Action 10: ●○○

Upgrade public WiFi at static library branches

Upgrades to WiFi at Council's library branches at Timboon, Cobden, Terang and Camperdown was completed in partnership with Corangamite Regional Library Corporation.



Members of Corangamite Shire's Youth Crew



Terang Colour Dash



Group Activity

Group 1

- 26 people on the scene are requiring emergency relief (some minor bruises/
- What are the relief needs/issues?

Group 2

- What health services are available?
- What access and capacity?

Exercise Luke (emergency management) at the Killara Centre, Camperdown

Reflecting on past 12 months – Emergency management and local laws

Endorsed the Municipal Emergency Management Plan 2019–2021 in October.

Coordinated a successful mass casualty desktop exercise in November which was attended by 65 participants. Exercise Luke was based on a tourist bus accident on the Great Ocean Road.

Community-based emergency planning continued in Simpson with further refinements to the Simpson Emergency Blueprint. Work also continued with the development of the Timboon Emergency Plan.

Participated in the Emergency Relief Centre Exercise, Exercise Kanas hosted by Surf Coast Shire. Sixteen staff members attended, practicing the processing of impacted community members in an Emergency Relief Centre scenario.

The emergency team developed the **COVID-19 Recovery Plan** in June.

Designated The Avenue in Camperdown as a Bushfire Place of Last Resort – Neighbourhood Safer Place.

The numbers of animals returned to owners or rehoused through

RSPCA has increased. Social media continues to be a really effective tool for reuniting owners with lost animals.

Animal registration compliance has increased with over 98% of animals registered correctly.

Our local laws team (two staff) are now certified to microchip, which has assisted identification and re-homing.

There was more community interest in feral cat trapping programs, resulting in opportunities to reduce numbers across the Shire.

Challenges

Corangamite Shire has experienced major flood events (2010 and 2011) and devastating fires (2018) over the past decade, with our emergency team well equipped and experienced to respond.

However, the COVID-19 pandemic has been particularly challenging. Unlike traditional emergencies where impacts are immediate and visible, it's really hard to predict how this pandemic will play out.

The emergency management team's role in responding to COVID-19 has been complex, consuming a lot of resources and time. This includes managing day-to-day business, as well responding to COVID-19 and coordinating recovery.

An increase in barking dog complaints in 2020 (due to people working from home)

Looking forward

Streamlining and integration of COVID-19 response into 'business as usual'

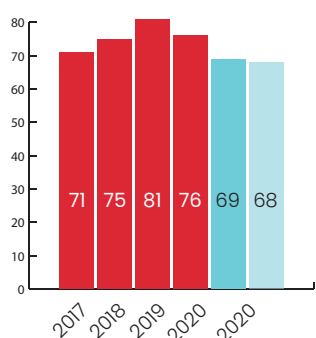
Recruit eight new staff for the COVID-19 Recovery Team.

Fire risk prevention works and fire season preparation in a COVID-19 world.

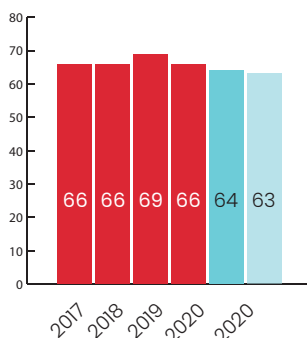
Implementation of Emergency Management Reform legislation through the Municipal Emergency Management Planning Committee.

Community satisfaction

Emergency and disaster management



Enforcement of local laws



■ Corangamite Shire
■ Large Rural Shires average
■ State-wide average

2020 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

THEME 5: SAFE AND HEALTHY COMMUNITIES

Objective 5:

Foster a partnership approach to Emergency Management and understanding risks.

Strategy 5.1

Partner with residents in planning for emergencies

Strategy 5.2

Undertake emergency management training exercises

Strategy 5.3

Enhance partnerships with other municipalities to build capacity for large emergencies

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 11: ○○●❄

Expand the fire related community planning program to two additional towns within Corangamite

This program has been delayed with COVID-19, but initial work has commenced with Lismore, Noorat and Port Campbell. New Bushfire Place of Last Resort (BPLR) earmarked for Cobden, Camperdown and Noorat.

Action 12: ●○○

Develop signage for Bushfire Places of Last Resort to explain the role and function of these open spaces: New signage has been installed at all BPLR locations, with accompanying brochures and community education.

Action 13: ●○○

Advocate to the State and Federal Government to address mobile black spot issues

Jancourt mobile tower was built, however, there is still a blackspot for Scotts Creek residents. We will continue to advocate for improved coverage in Scotts Creek.

Action 14: ●○○

Maintain Council as a signatory to the MAV resource sharing protocol

Council remains a signatory to this agreement and has been involved in the review of the current agreement at a state level.

Objective 6:

Support our small towns and dispersed population.

Strategy 6.1

Undertake consultation prior to making substantial changes in service delivery in small towns

Strategy 6.2

Continue to provide a range of services across the Shire our community can access

Strategy 6.3

Encourage and support community run events and assist with promotion

2019–2020 Actions:

There were no actions attributed to this objective.

Objective 7: Improve the health and wellbeing of our community.

Strategy 7.1

Work in partnership with stakeholders to address the health and wellbeing issues that impact our community

Strategy 7.2

Recognise social disadvantage in our communities through appropriate decision making

2019-2020 ACTIONS:

● Completed ● In progress ● Delayed ❄ Impacted by COVID-19

Action 15: ●○○○

Advocate for external assessment of impact of St Patricks Day fires on community health and wellbeing

This has been promoted as part of Council's ongoing discussion with state recovery agencies. Our submission to the Bushfire Royal Commission included the need to undertake a formal review of the impact of the St Patricks Day fires.



Royal Botanic Gardens Melbourne director Professor Tim Entwisle launching the photographic exhibition marking the 150th anniversary of Camperdown Botanic Gardens.

Theme 5: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1: Community satisfaction rating for family support services and community support services remains above 65 annually	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>72</td> <td>73</td> <td>70</td> <td>72</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	72	73	70	72
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
72	73	70	72							
Indicator 2: NDIS and HACC transition complete	✓	All clients transitioned to NDIS.								
Indicator 3: Council operated community and social services meet the relevant quality and/or accreditation standards	X	All services meet required services. Skipton kindergarten currently rated as 'Working Towards National Standard'.								

These are the measures we set out in our Council Plan against Objective 2:

Indicator 4: Increase participation in community plan reviews	X	There were no community plan reviews conducted in 2019-2020.								
Indicator 5: Community satisfaction rating for informing the community remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>69</td> <td>71</td> <td>69</td> <td>67</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	69	71	69	67
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
69	71	69	67							
Indicator 6: Community satisfaction rating for consultation and engagement remains above 60	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>64</td> <td>68</td> <td>64</td> <td>60</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	64	68	64	60
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
64	68	64	60							

These are the measures we set out in our Council Plan against Objective 3:

Indicator 7: 80% of Heart of Corangamite Network meetings attended annually	✓	More than 80% of Heart of Corangamite (now Healthy Well Corangamite) network meetings were attended by Council representatives.								
Indicator 8: Facilitate at least one new recreation activity annually targeted at participation increase	✓	After school program Fit Kids started at Timboon and Camperdown stadiums in Term 1, 2020.								
Indicator 9: Community satisfaction rating for recreational facilities remains above 70	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>73</td> <td>75</td> <td>72</td> <td>73</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	73	75	72	73
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
73	75	72	73							
Indicator 10: Increase in Council's footpath network annually	✓	100 metres of new footpaths installed.								
Indicator 11: 90% of outcomes identified in the Arts and Culture Strategy achieved over the life of the Council Plan	✓	This is on track for completion by the end of the Council Plan.								
Indicator 12: Complete short term actions from the Recreation Open Space Strategy over the life of the Council Plan	✓	This is on track for completion by the end of the Council Plan.								

These are the measures we set out in our Council Plan against Objective 4:

<p>Indicator 13: There is an increase in the level of education attainment for Year 12 or equivalent within Corangamite</p>	✓	32.5% rate of Year 12 or equivalent attainment at the 2016 Census. 29.7% at the 2011 Census. Efforts continue via Beyond the Bell program.
<p>Indicator 14: All Council-operated approved education and care services achieving at least a rating of 'meeting' the National Standard</p>	X	Skipton kindergarten rated as 'Working Towards National Standard'. Took part in Improving Quality through Leadership training.
<p>Indicator 15: There is an increase in youth council representation by non-school aged individuals</p>	X	There is little interest despite a campaign to attract school-leavers to Youth Council.
<p>Indicator 16: Maintain total library branch opening hours at 83 hours or greater</p>	X	Not maintained in 2019–2020 due to COVID-19.

These are the measures we set out in our Council Plan against Objective 5:

<p>Indicator 17: Maintain number of township emergency planning programs delivered annually</p>	✓	Maintaining existing programs in Timboon and Simpson. Programs also commenced in Lismore and Derrinallum, however due to COVID these programs were delayed.								
<p>Indicator 18: Participate in annual emergency exercises</p>	✓	Participated in Surf Coast Shire emergency exercise and hosted our own in November 2019.								
<p>Indicator 19: MOU signed with other municipalities for emergency support</p>	✓	MOU signed with Colac Otway and Surf Coast. Council is an active member in the statewide MOU.								
<p>Indicator 20: Community satisfaction rating for emergency and disaster management remains above 65</p>	✓	<table border="1"> <thead> <tr> <th>Corangamite 2020</th> <th>Corangamite 2019</th> <th>Corangamite 2018</th> <th>Corangamite 2017</th> </tr> </thead> <tbody> <tr> <td>76</td> <td>81</td> <td>75</td> <td>71</td> </tr> </tbody> </table>	Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017	76	81	75	71
Corangamite 2020	Corangamite 2019	Corangamite 2018	Corangamite 2017							
76	81	75	71							

These are the measures we set out in our Council Plan against Objective 6:

<p>Indicator 21: Events stalls program completed annually</p>	✓	Attended Noorat Show, Heytesbury Show, Rock the Clock and Cobden Spring Festival.
<p>Indicator 22: Increase in the number of community run events</p>	✓	New events include Terang Colour Festival and Crayfest.

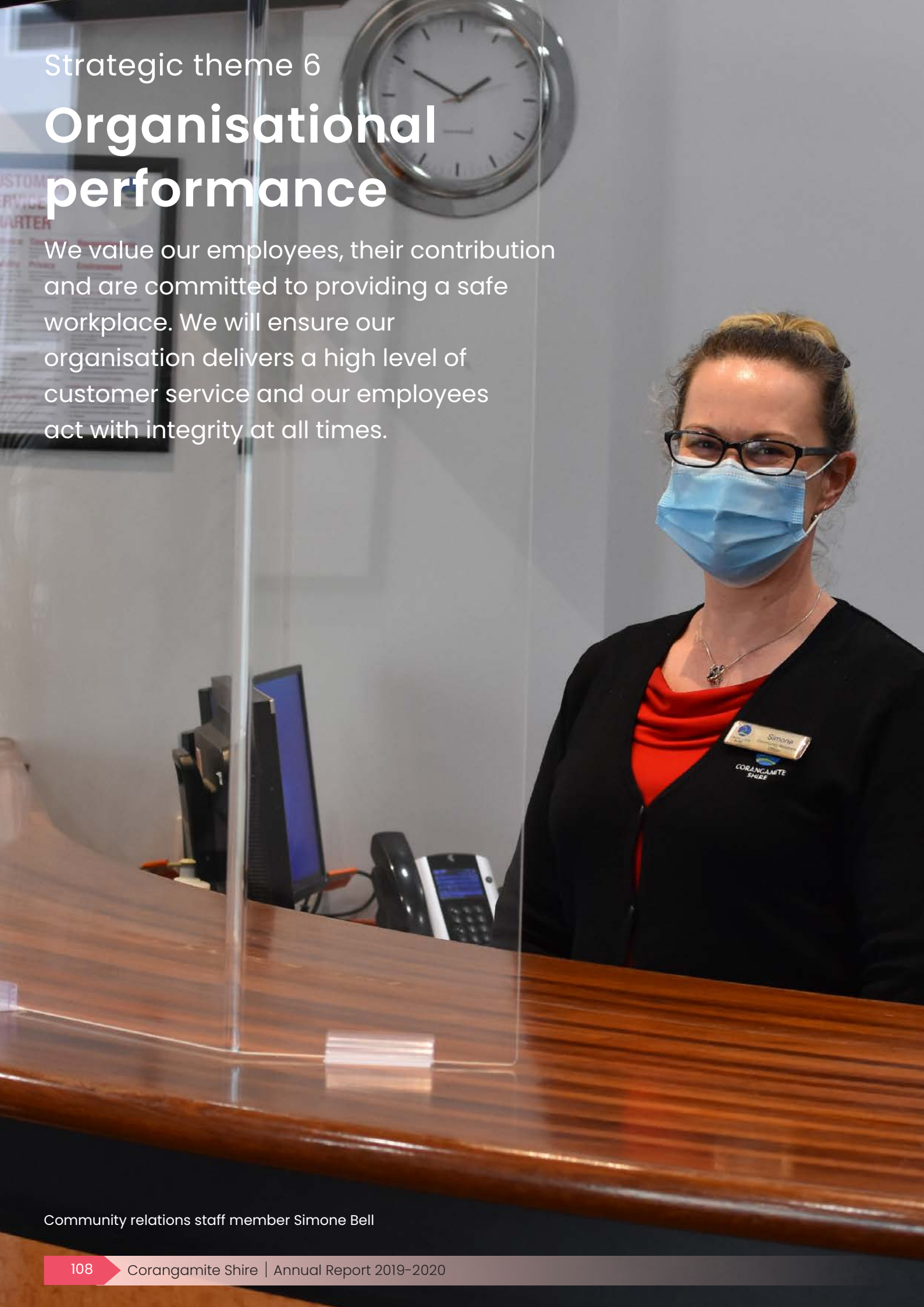
These are the measures we set out in our Council Plan against Objective 7:

<p>Indicator 23: All staff have received awareness training in family violence prevention</p>	X	87% of staff completed online ChildSafe training in 2019–2020.
<p>Indicator 24: A White Ribbon Day event is held annually</p>	X	Council has decided not to participate in the White Ribbon Day event. Rather put resources into local family violence campaigns.

Strategic theme 6

Organisational performance

We value our employees, their contribution and are committed to providing a safe workplace. We will ensure our organisation delivers a high level of customer service and our employees act with integrity at all times.



Community relations staff member Simone Bell

Reflecting on past 12 months

Community satisfaction with Customer Service (76) continues to rate higher than Large Rural Shire and state-wide averages.

Council's website received 342,909 page views in 2019–2020, up from 302,019 views in 2018–2019. We received 124 Customer Requests /feedback through the website.

We received 4,048 submissions via the online forms on our website, compared to 2,954 in 2018–2019. This is an increase of 37% on the previous year and is a result of a concerted move towards online forms.

There were 88 live forms on the website during 2019–2020.

Staff took 27,456 phone calls and responded to 22,737 customer requests in 2019–2020.

The staff intranet 'Chester', launched in March 2019, received 38,876 visits and 103,383 page views in 2019–2020.

We developed six new online forms for staff including:

- Payment request
- Credit note / debtor invoice request
- New customer / debtor account request
- New supplier / Creditor account request
- Public notice request
- Media release request

These online request forms have been really well used by staff, with 1,168 forms submitted during 2019–2020.

We received a \$2.3 million Working for Victoria grant in June to create 43 temporary

jobs focused around short-term construction projects, business and community support roles. Advertised 43 roles in June.

No workcover claims were lodged in 2019–2020.

Held a wide range of training courses including:

- First aid/anaphylaxis
- Mental health
- Infection control
- Spotter
- Traffic control
- Light vehicle driver
- Disability access & inclusion
- Customer excellence awareness.

Installed new audio and visual equipment at the Killara Centre.

Challenges

Enabling staff to work from home when COVID-19 Stage 3 restrictions were enforced in March. We purchased laptops and upgraded server infrastructure to support staff working from home. Microsoft Teams was fast tracked as a communication tool so staff could remain connected.

At the height of the COVID-19 Stage 3 restrictions, there were 45 Civic Centre staff working from home. Our IT team responded to 1,340 IT requests from March to June.

A weekly CEO's memo was distributed to staff with vital updates and messages.

Services for Theme 6

The following services/activities contribute to achieving the objectives and strategies for this strategic theme:

- Information resources
- Human resources and risk management

Budget 2019–2020 for Theme 6	Expenditure (Revenue) Net cost
Information services	\$1,564,000 (\$25,000) \$1,539,000
Human resources and risk management	\$1,221,000
TOTAL	\$2,760,000

27,456
phone calls

4,048
online form submissions

22,737
customer requests

Looking forward

Recruit 43 new staff through the Working for Victoria initiative in July 2020.

- Labourer (x10)
- Administration Officer (x7)
- Community Care Worker (x7)
- Plant Operator (x5)
- Trades Assistant (x4)
- Design Engineer (x2)
- Community Recovery Officer (x2)

- Volunteer Support Officer (x1)
- Communications Recovery Officer (x1)
- Economic Development Recovery Officer (x1)
- Plant Operator Naroghid Landfill (x1)
- Rural Access Officer (x1)
- Environmental Health Officer (x1)

Install an evacuation alarm system in the Civic Centre to improve process in an emergency.

Develop a Workforce Diversity Plan as part of *Local Government Act 2020* requirements.

Commence negotiations for new Enterprise Agreement. Negotiations were suspended in 2019–2020 due to COVID-19.

Council Plan 2017–2021

THEME 6: ORGANISATIONAL PERFORMANCE

There are 5 actions listed under Theme 6 in the Council Plan Action Plan for 2019–2020.

The following section shows progress against these actions.

Objective 1:

Improved customer service through improved accessibility of service through online delivery.

Strategy 1.1

Allow residents to do more online

Strategy 1.2

Provide Information Technology and Communication services that are secure and readily available for our community to access

2019–2020 ACTIONS:

● Completed ● In progress ● Delayed ❄️ Impacted by COVID-19

Action 1: ○○●

Improve website integration with corporate systems to enhance digital customer service delivery

Challenges encountered with the website (Seamless) and Technology One systems not integrating. Still trying to find a solution.

Action 2: ○●○

Update corporate style guide

Project to refresh corporate style well underway with Warrnambool design duo Mr Walter contracted to look at corporate style and come up with new templates and style guide.

Objective 2:

Commitment to the education and training of our employees and the provision of a safe workplace.

Strategy 2.1

Improve accessibility to training for all staff

Strategy 2.2

Maintain a health and safety management system that is underpinned by an appropriate culture

2019–2020 ACTIONS:

 Completed  In progress  Delayed  Impacted by COVID-19

Action 1:

Install defibrillators in the Cobden, Timboon and Terang depots and Killara Centre

Installed at Cobden, Timboon and Landfill where there are the highest staff numbers. Budget exhausted.

Action 2:

Establish Council traineeships and apprentice positions

Two trainees were appointed in Recreation and Youth services, while one apprentice mechanic was appointed.

Objective 3:

Achieve improved efficiencies through shared services, innovative practices and joint procurement.

Strategy 3.1

Implement shared services or cloud technology that results in improved outcomes at a lower cost

Strategy 3.2

Participate in collaborative procurement opportunities that result in financial benefits

2019–2020 ACTIONS:

 Completed  In progress  Delayed  Impacted by COVID-19

Action 1:

Purchase drone technology to help with building, tree and bridge inspections, to deliver efficiencies (training and licence to use)

Significant administration and licencing requirements. Recommend using contractors as required.

Theme 6: Report card

These are the measures we set out in our Council Plan against Objective 1:

Indicator 1: Increased use of online tools via website	✓	Use of online forms up 37% from 2018-2019. There were 88 live forms on the website in 2019-2020.
Indicator 2: Increased e-commerce transactions	✓	Residents continue to take advantage of online payment options via the website.
Indicator 3: Increase in online enquiries	✓	Customer requests through the website increased to 124 in 2019-2020 from 110 in 2018-2019.

These are the measures we set out in our Council Plan against Objective 2:

Indicator 4: Participation in mandatory training employees is maintained at 100%	X	87% of staff completed training.
--	---	----------------------------------

These are the measures we set out in our Council Plan against Objective 3:

Indicator 5: 25% of ICT services utilise cloud technology by the end of the life of the Council Plan	✓	Use of cloud technology for applications continues to increase.
Indicator 6: Increase in value of collaborative procurement	✓	Council continues to work with neighbouring councils on joint procurement opportunities.
Indicator 7: Increase in mandatory training provided collaboratively amongst Great South Coast Councils	X	Project did not go ahead.

Democractic governance



From left: Crs Lesley Brown, Helen Durant, Simon Illingworth, Corporate & Community Services Director David Rae, Crs Jo Beard, Neil Trotter and Ruth Gstrein.

Council's role

Corangamite Shire Council is constituted under the *Local Government Act 1989* and *Local Government Act 2020* 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, submissions, the ability to make deputations 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.

Decision-making process

Council is authorised to make decisions in only one of two ways:

1. By resolution at Council meetings
2. By Council officers and special committees under delegated authority.

There are certain powers that Council cannot delegate. These include the adoption of the Council Plan and Council Budget.

Council meetings

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,

with the exception of the first year of the Council term, when three meetings are held outside Camperdown. The September 2019 meeting was held in Terang and the March 2020 held in Timboon where we live streamed the meeting for the first time on Facebook. The May meeting was first virtual meeting, also live streamed on our website.

Council meetings are rotated through all of our towns to ensure attendance at Council meetings is accessible to our communities. Council meetings provide the opportunity for community members to submit a question to Council, make a deputation or speak to an item. In 2019-2020, 13 Council Meetings were held. For details on Councillor attendance at Council meetings, refer to pages 36-37.

Code of Conduct

Council has a Code of Conduct, which was reviewed and adopted by Council on 24 January 2017. The code outlines the principles of good governance, guides Councillors' behaviour, accountability and dispute resolution between Councillors. The existing code is available on our website.

Conflict of Interest

In matters that come before Council for a decision, a conflict of interest can arise when Councillors and/or staff members (or their immediate families) have either a financial or some other advantage that could be interpreted as having undue influence on the outcome. To ensure transparency in the decision-making processes of Council, Councillors and staff are required to declare and document their interest in a matter. Where Councillors have declared an interest, they must take no part in the decision-making process in Council meetings. They must also declare their interest at Councillor Briefings and planning meetings.

During 2019-2020, Councillors and members of staff made 18 conflict of interest declarations.

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 2019–2020 were:

- Councillor Lesley Brown
- Councillor Helen Durant

- Colin Hayman (Chair, re-appointed 28 January 2020)
- Andrew Jeffers (to 31 January 2020)
- Simon Buccheri (to 23 July 2019)
- Matt Makin (appointed 23 July 2019)
- Philippa Dee (appointed 25 February 2020)

Audit Committee members, who are not Councillors or members of Council staff, may receive a fee and travel reimbursements. Payments made in 2019–2020 are listed next to each member's name above.

Attendee	Meeting			
	12/09/2019	12/12/2019	12/03/2020	11/06/2020
Members				
Mr Colin Hayman \$2,190.76	✓	✓	✓	✓
Ms Philippa Dee \$908.80			✓	✓
Mr Andrew Jeffers \$416.16	✓	✓		
Mr Matt Makin \$1,349.28	✓	✓	X	✓
Cr Helen Durant	X	✓	✓	✓
Cr Lesley Brown	✓	✓	✓	✓
Cr Neil Trotter (Mayor)	✓	—	—	✓
Officers				
Mr Andrew Mason	✓	✓	X	✓
Mrs Brooke Love	—	—	✓	—
Mr David Rae	✓	✓	✓	✓
Mr Adam Taylor	✓	✓	✓	✓
Guests				
Crowe Horwath	✓	✓	✓	✓
VAGO Agent	✓	—	✓	✓

- ✓ Attended
- X Apology
- Attendance not required

Councillors

Councillor remuneration and support

The Minister for Local Government altered Council's allowance category on 24 December 2019. Following the annual review of allowance categories for all councils, Corangamite Shire fell to a category 1 council, and the Mayoral allowance became \$61,651 and the Councillor allowance became \$20,636. On top of these amounts,

Councillors receive a 9.5% superannuation equivalent payment, which is included in the table below. All Councillors are provided with an iPad and iPhone, and the Mayor is provided with a vehicle.

The following table sets out the expenses and allowances paid to Councillors during the reporting period.

COUNCILLOR	TRAVEL: ACCOMM & MEALS	CAR MILEAGE ₂	CHILD- CARE	IT & COMMS ¹	CONFERENCE & TRAINING ³	ALLOWANCE ⁴	TOTAL
Cr Neil Trotter	\$2,337.67	13,500.00	\$0	\$852.24	\$530.30	\$68,260.80	\$85,481.01
Cr Jo Beard	\$2,020.89	\$1,382.71	\$0	\$896.86	\$1,939.39	\$22,848.36	\$29,088.21
Cr Lesley Brown	\$247.53	\$3,376.06	\$0	\$588.57	\$45.46	\$22,848.36	\$27,105.98
Cr Helen Durant	\$0	\$1,054.68	\$0	\$577.54	\$45.46	\$22,848.36	\$24,526.04
Cr Ruth Gstrein	\$649.59	\$0	\$0	\$807.92	\$45.46	\$22,848.36	\$24,351.33
Cr Simon Illingworth	\$342.98	\$4,264.28	\$0	\$434.53	\$45.46	\$24,288.36	\$29,375.61
Cr Wayne Oakes	\$278.75	\$231.20	\$0	\$265.14	\$0	\$16,997.66	\$17,772.75
Totals	\$5,877.41	\$23,808.93	\$0	\$4,422.80	\$2,651.53	\$200,940.26	\$237,700.93

¹ IT and Comms for each Councillor includes iPad and iPhone charges and consumables

² Annual Mayoral light fleet charge of \$13,500 was added to Cr Trotter's mileage expenses

³ Includes AFAC Emergency Management Conference, National Local Roads and Transport Congress attended by Cr Beard. MAV conference attended by Mayor Trotter, and Local Government Act training attended by Councillors.

⁴ Cr Illingworth's allowance includes payment of \$1,440 for remote travel allowance

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 table on the opposite page 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. Council elects Councillors to a number of advisory committees, both internal and external to Council. For further details, see Councillor profiles on pages 32–33.

Special Committee	Members	Purpose
Berrybank Hall	9	To oversee the management of the hall on behalf of Council
Camperdown Swimming Pool	9	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	11	To oversee the management of the hall on behalf of Council
Cobden Swimming Pool	7	To oversee the management of the swimming pool on behalf of Council
Ecklin Hall	11	To oversee the management of the hall on behalf of Council
Kilnoorat Cemetery	7	To oversee the management of the cemetery on behalf of Council
Lake Tooliorook	14	To oversee the management of Lake Tooliorook on behalf of Council
Lismore Swimming Pool	10	To oversee the management of the swimming pool on behalf of Council
Mount Leura and Mount Sugarloaf	7	To oversee Mount Leura and Mount Sugarloaf on behalf of Council
Mount Noorat	13	To oversee Mount Noorat on behalf of Council
Port Campbell Public Purposes Reserve	12	To oversee the reserve on behalf of Council
Simpson and District Public Hall	6	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 hall on behalf of Council
Terang Swimming Pool	11	To oversee the management of the swimming pool on behalf of Council
Timboon & District Public Hall	15	To oversee the management of the hall on behalf of Council
Timboon Sporting Centre	8	To oversee the management of the sporting centre on behalf of Council
Timboon Swimming Pool	6	To oversee the management of the swimming pool on behalf of Council

Policies adopted in 2019–2020

The following policies were adopted or endorsed by Council during 2019–2020:

Recreation Reserves Management	23 July 2019
Occupational Health and Safety	27 Aug 2019
Records Management	24 Sept 2019
Asset Valuation and Revaluation	24 Sept 2019
Procurement	24 Sept 2019
Innovation and Entrepreneur Program	24 Sept 2019
Local Laws Use of Private Land	22 Oct 2019
Nature Strip Planting	22 Oct 2019
Urban Street Trees Management	22 Oct 2019
Portable and Attractive Assets	22 Oct 2019
Equal Opportunity	26 Nov 2019
Bullying Prevention	26 Nov 2019
Community Planning Infrastructure Projects	26 Nov 2019
Election Period (Caretaker)	26 Nov 2019
Community Group Loan Guarantee	28 Jan 2020
Vehicle Crossings	25 Feb 2020
Information Privacy	24 March 2020
Cattle Underpasses	24 March 2020
Works Within Road Reserves Permit	24 March 2020
Property Leasing	28 April 2020
Sale of Council Land and Buildings	28 April 2020
Risk Management	28 April 2020
Disability Discrimination	28 April 2020
COVID-19 Financial Hardship	12 May 2020
COVID-19 Economic Stimulus and Support Package	12 May 2020
Naming of Roads, Features or Localities	26 May 2020
Social Inclusion	26 May 2020
Investment	26 May 2020
Public Interest Disclosure	26 May 2020
Corporate Purchase Card	26 May 2020
Light Vehicle Fleet Policy and Procedures	26 May 2020
Universal Access Ramps on Footpaths	23 June 2020
Heavy Vehicle Access	23 June 2020
School Bus Shelters	23 June 2020
Retail Area Facade Improvement Program	23 June 2020
Domestic Wastewater System Contribution Scheme	23 June 2020

Corporate governance



Governance and Management Checklist

The table below lists the results of Council's assessment against the governance and management checklist.

Governance and Management Items		Assessment
1	Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	✓ Date of operation of current policy: 23/06/2015
2	Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	✓ Date of operation of current guidelines: 26/06/2012
3	Strategic Resource Plan (Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	✓ Adopted in accordance with Section 126 of the Act. Date of adoption: 23/06/2020
4	Annual Budget (Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	✓ Adopted in accordance with Section 130 of the Act. Date of adoption: 23/06/2020
5	Asset Management Plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	✓ Adopted: 28/05/2019
6	Rating Strategy (Strategy setting out the rating structure of Council to levy rates & charges)	✓ Date of operation of current strategy: 25/09/2018
7	Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	✓ Date of operation of current policy: 28/04/2020
8	Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	✓ Date of operation of current policy: 23/04/2019
9	Municipal Emergency Management Plan (Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	✓ Prepared and maintained in accordance with Section 20 of the Emergency Management Act. Date of preparation: 22/11/2019
10	Procurement Policy (Policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	✓ Prepared and approved in accordance with Section 186A of the Local Government Act. Date of approval: 24/09/2019
11	Business Continuity Plan (Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	✓ Date of operation of current plan: 13/12/2018 Pandemic sub-plan adopted 8/05/2020
12	Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	✓ Date of operation of current plan: 30/08/2019
13	Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	✓ Date of operation of current framework: 08/03/2018

Governance and Management Items		Assessment
14	Audit Committee (Advisory Committee of Council under Section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	✓ Established in accordance with Section 139 of the Act. Date of establishment: 28/03/2000
15	Internal Audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	✓ Date of engagement of current provider: 23/08/2016
16	Performance Reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	✓ Date of operation of current framework: 24/10/2018
17	Council Plan Reporting (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	✓ Date of report: 25/02/2020
18	Financial Reporting (Quarterly statements to Council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	✓ Statements presented to Council in accordance with Section 138(1) of the Act. Date statements presented: 27/08/2019, 22/10/2019, 28/01/2020, 28/04/2020
19	Risk Reporting (Six monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	✓ Date of reports: 23/07/2019, 25/02/2020
20	Performance Reporting (Six monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	✓ Date of reports: 27/08/2019, 25/02/2020
21	Annual Report (Annual Report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	✓ Considered at a meeting of Council in accordance with Section 134 of the Act. Date of consideration: 22/10/2019
22	Councillor Code of Conduct (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	✓ Reviewed in accordance with Section 76C of the Act. Date reviewed: 24/01/2017
23	Delegations (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	✓ Reviewed in accordance with section 98(6) of the Act. Dates reviewed: Staff 17/12/2019, Special Committees 25/07/2017, Mount Noorat Committee 27/02/2018, CEO 24/03/2020
24	Meeting Procedures (A Local Law governing the conduct of meetings of Council and Special Committees)	✓ Meeting Procedures Local Law made in accordance with Section 91(1) of the Act. Date Local Law made: 27/07/2016

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



Andrew Mason, Chief Executive Officer
Dated: 25 September 2020



Cr Neil Trotter, Mayor
Dated: 25 September 2020

Local Government Performance Reporting Framework (LGPRF)

- service performance indicators

SERVICE/INDICATOR/ MEASURE	RESULT 2017	RESULT 2018	RESULT 2019	RESULT 2020	COMMENT
GOVERNANCE					
Transparency: Council decisions made at meetings closed to the public (Number of Council resolutions made at an ordinary or special meeting of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors) x 100	12.56%	7.88%	4.12%	3.93%	Council has continued to decrease the number of resolutions made at meetings closed to the public over the last four years.
Consultation and engagement: Satisfaction with community consultation and engagement (Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement)	60/100	64/100	68/100	64/100	Council's rating in the previous year was high due to recovery efforts following the 2018 St Patricks Day fires. The decline this year returns the score to levels consistent with other previous years.
Attendance: Councillor attendance at Council meetings (The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)) x 100	96.19%	92.31%	94.51%	93.41%	
Service cost: Cost of elected representation (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	\$42,942.29	\$43,084.29	\$41,045.71	\$35,235.57	A councillor vacancy during the year resulted in a lower average cost for representation.
Satisfaction: Satisfaction with Council decisions (Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community)	61/100	64/100	65/100	63/100	

SERVICE/INDICATOR/MEASURE	RESULT 2017	RESULT 2018	RESULT 2019	RESULT 2020	COMMENT
STATUTORY PLANNING					
Timeliness: Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	28	25	41	29	Increased experience in team members and a large number of less complex applications resulted in less time taken, in addition to ongoing continuous improvement in the service.
Service Standards: Planning applications decided within the required timeframes (Number of planning application decisions made within 60 days / Number of planning application decisions made) x 100	92.99%	93.41%	82.58%	96.71%	Ongoing improvement in processing and decision making efficiency led to more applications decided.
Service cost: Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	\$1,583.08	\$1,541.29	\$2,179.40	\$1,701.44	Reduced costs experienced through a reduction in legal services engaged and an increase in applications.
Decision Making: Council planning decisions upheld at VCAT (Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications) x 100	0%	0%	0%	100%	One VCAT appeal and Council decision upheld.
ROADS					
Satisfaction of use: Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x 100	5.14	4.93	4.16	5.25	Higher than expected wet conditions in the second half of 2019 resulted in an increased number of customer requests for the treatment of potholes.
Condition: Sealed local roads maintained to condition standards (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100	98.91%	99.01%	99.01%	98.91%	Council has maintained a consistent level of service over the past three years.
Service cost (reconstruction): Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$40.61	\$38.89	\$37.83	\$40.44	Several reconstructed sealed road segments had unsuitable underlying subgrade conditions which required additional works. As a result, total construction costs increased marginally.
Service cost (resealing): Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$3.69	\$4.04	\$4.69	\$4.93	Fluctuations in sealing costs are linked to changes in the price of bitumen, which in turn is linked to changes in the price of crude oil.
Satisfaction: Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	37	37	44	41	Follow up questions from the customer survey highlighted that dissatisfaction with sealed roads is mainly due to the condition of arterial roads, which are the responsibility of Regional Roads Victoria.

SERVICE/INDICATOR/MEASURE	RESULT 2017	RESULT 2018	RESULT 2019	RESULT 2020	COMMENT
LIBRARIES					
Utilisation: Physical Library collection usage (Number of library collection item loans / Number of library collection items)	3.16	3.15	3.00	2.56	Usage was impacted by the CRLC closing its branches from 23 March 2020 until 9 June 2020 due to the COVID-19 pandemic. Usage was further impacted by branches re-opening with limited hours and time limits on visits, and no activities or programs being conducted in libraries since the beginning of March 2020.
Resource standard: Recently purchased library collection (Number of library collection items purchased in the last five years / Number of library collection items) x 100	74.50%	68.18%	69.03%	66.40%	
Service cost: Cost of library service per population (Direct cost of the library service / Number of visits)	\$26.42	\$27.03	\$30.16	\$28.66	
Participation: Active library borrowers in municipality (Number of active library members / Municipal population) x 100	13.39%	12.91%	12.47%	12.86%	
WASTE COLLECTION					
Satisfaction: Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1000	67.02	99.66	109.67	98.52	System changes and driver training has improved and will continue to be implemented moving forward.
Service standard: Kerbside collection bins missed (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	4.18	14.35	6.46	4.34	Fewer bins were missed due to system changes and driver training improvements.
Service cost (garbage): Cost of kerbside garbage collection service (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$99.09	\$100.44	\$101.68	\$100.51	
Service cost (recycling): Cost of kerbside recycling collection service (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$28.38	\$40.32	\$61.02	\$60.86	
Waste diversion: Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	63.94%	64.65%	63.11%	65.26%	

SERVICE/INDICATOR/MEASURE	RESULT 2017	RESULT 2018	RESULT 2019	RESULT 2020	COMMENT
AQUATIC FACILITIES					
Service Standard (Inspections): Health inspections of aquatic facilities (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	1.00	1.00	1.00	1.00	
Service cost: Cost of outdoor aquatic facilities (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	New in 2020	New in 2020	New in 2020	\$16.43	From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'
Utilisation: Utilisation of aquatic facilities (Number of visits to aquatic facilities / Municipal population)	3.15	2.90	2.86	2.14	There was a significant difference in the number of visits to the pools in 2019-2020 in comparison to 2018-2019. Analysis shows that the weather played a large part in the change, coupled with the COVID-19 pandemic.
ANIMAL MANAGEMENT					
Timeliness: Time taken to action animal management requests (Number of days between receipt and first response action for all animal management requests / Number of animal management requests)	1.10	1.06	1.05	1.05	Council has maintained a consistent level of service over the past three years.
Service standard: Animals reclaimed (Number of animals reclaimed / Number of animals collected) x 100	53.72%	35.04%	37.50%	42.42%	An increasing number of animals were reclaimed due to using social media to promote animals lost and found.
Animals rehomed (Number of animals rehomed 2020 / Number of animals collected) x 100	New in 2020	New in 2020	New in 2020	27.27%	
Service cost: Cost of animal management service per population (Direct cost of animal management service / Number of registered animals)	\$9.60	\$10.40	\$10.79	\$12.02	Council experienced an increase in the cost of the service due to backfilling of positions for employees that took extended leave during the year.
Health & Safety: Animal management prosecutions (Number of successful animal management prosecutions)	New in 2020	New in 2020	New in 2020	100%	

SERVICE/INDICATOR/MEASURE	RESULT 2017	RESULT 2018	RESULT 2019	RESULT 2020	COMMENT
FOOD SAFETY					
Timeliness: Time taken to action food complaints (Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.00	1.33	1.67	1.00	The small number of complaints and the fast response time to one particular complaint resulted in a large change.
Service standard: Food safety assessments (Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984) x 100	100%	100%	100%	100%	
Service cost: Cost of food safety service (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984)	\$165.27	\$154.59	\$163.35	\$129.71	Staff vacancies during the year resulted in a reduced cost to provide this service.
Health & Safety: Critical and major non-compliance outcome notifications (Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises) x 100	100%	95.45%	100%	100%	
MATERNAL & CHILD HEALTH					
Satisfaction: Participation in 4-week Key Age and Stage visit (Number of 4-week Key Age and Stage visits / Number of birth notifications received) x 100	New in 2020	New in 2020	New in 2020	97.32%	
Service Standard: Infant enrolments in the MCH service (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100	100.63%	104.29%	97.86%	102.68%	
Service cost: Cost of the MCH service (Cost of the MCH service / Hours worked by MCH nurses)	\$96.14	\$98.95	\$102.42	\$96.66	
Participation (General): Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	78.61%	84.78%	86.48%	89.11%	
Participation (Aboriginal children): Participation in the MCH service by Aboriginal children (Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x 100	66.67%	88.24%	81.82%	100%	Due to low numbers a large variance was triggered by only a small increase in the number of ATSI children enrolled in the service.

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 2019–2020 included:

- Roadside Vegetation Management
- Supply and Loading of Roadmaking Materials
- Provision of Home Maintenance Services
- Corangamite Regional Landfill Earthworks Plant Hire
- Cleaning of Council Buildings
- Design and Modular Construction of Port Campbell Public Toilets
- Supply of Roadmaking Products and Services
- Sealing of Various Local Roads Corangamite and Warrnambool
- Terang Civic Hall – Access and Amenities Upgrade
- Slurry Sealing of Various Local Roads in Corangamite Shire
- Twelve Apostles Trail Stage 1 Timboon to Port Campbell Detailed Design
- Supply and Delivery of new Grader
- Supply and Delivery of Truck and Trailer.

Council did not enter into any contracts during 2019–2020 where Council did not engage in a competitive process before entering into the contract and it is not of a kind specified in section 186(5) or (5A) of the Act.

Carers Recognition

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers 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 aged and disability services
- Induction and training programs for volunteers working with clients in aged and disability 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 *Carers Recognition Act 2012* in HACC Policy and Procedure Manual
- Support for and promotion of Carers Week
- Affiliate of the Companion Card Program.

Disability Action Plan

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

- Presented 'Disabilities and Health Inequalities' research to local stakeholders
- Provided disability awareness training to Council staff
- Conducted disability access audit of Council's buildings
- Promoted 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 2017–2021 in December 2017 and reviews the plan on an annual basis. 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 rehoming 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
- Annual restricted breed and declared dog property inspections
- Priority patrols undertaken in domestic animal problem areas
- Officers also attended a range of training programs including:
 - o customer service
 - o animal handling
 - o new legislation changes.

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.

Road Management Act ministerial directions

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a copy or summary of any ministerial directions received in its annual report. No such ministerial directions were received by Council during the financial year.

Freedom of Information (Foi)

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 outlined below. Requests:

- Should be in writing
- Should identify as clearly as possible which document is being requested
- 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 www.corangamite.vic.gov.au

In the 2019–2020 financial year, Council received five valid requests under the *Freedom of Information Act 1982*.

NUMBER OF FOI REQUESTS	
2019–2020	5
2018–2019	4
2017–2018	5
2016–2017	3
2015–2016	2

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.

Documents available for public inspection

In accordance with the regulation 12 of the Local Government (General) Regulations 2015 and section 222 of the Act (repealed 1 May 2020), the following are prescribed documents available for public inspection:

- (a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months;
- (b) the agendas and minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act;
- (e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- (f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
- (g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

The prescribed documents are available for inspection at Council's offices.

Public Interest Disclosures

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 *Public Interest 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 Public Interest 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 2019-2020 year, no disclosures were made to Council officers appointed to receive disclosures.

Local Laws

The following Local Laws are in force:

No. 1 General Local Law - Adopted 15 December 2015

Download from our website: www.corangamite.vic.gov.au/files/assets/public/documents/publications/policies/local-laws/general-local-law-no1-2015.pdf

No. 2 Livestock Local Law - Adopted 15 December 2015

Download from our website: www.corangamite.vic.gov.au/files/assets/public/documents/publications/policies/local-laws/livestock-local-law-no2-2015.pdf

No. 3 Meeting Procedures - Adopted 27 July 2016

Download from our website: www.corangamite.vic.gov.au/files/assets/public/documents/publications/policies/local-laws/meeting-procedures-local-law-no3-2016.pdf

Glossary

BCF	Business Continuity Framework
BCP	Business Continuity Plan
CFA	Country Fire Authority
CRG	Community Reference Group
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
FNC	Football Netball Club
GORRT	Great Ocean Road Regional Tourism
GSC	Great South Coast
GSCG	Great South Coast Group
IBAC	Independent Broad-based Anti-corruption Commission
PHWAA	Princes Highway West Action Alliance
PV	Parks Victoria
RDV	Regional Development Victoria
RJIF	Regional Jobs and Infrastructure Fund
RRV	Regional Roads Victoria
SLSC	Surf Life Saving Club
SOG	Senior Officer's Group
TATBA	Twelve Apostles Tourism and Business Association
VECCI	Victorian Chamber of Commerce and Industry (formerly VECCI)
VLP	Volcanic Lakes and Plains

Performance statement

For the year ended 30 June 2020

Independent Auditor's Report

To the Councillors of Corangamite Shire Council

Opinion	<p>I have audited the accompanying performance statement of Corangamite Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
7 October 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Performance Statement

For the year ended 30 June 2020

Description of municipality

Corangamite Shire is located 180 kilometres south-west of Melbourne in the Great South Coast. The municipality is approximately 4,600 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 tourist attraction.

Geographically, Corangamite Shire comprises twelve 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 2020, the estimated resident population of Corangamite Shire was 16,020 with 3.6 people per square kilometre. The population remains relatively stable with a projected average annual growth rate of 0.2%.

PERFORMANCE STATEMENT

Sustainable Capacity Indicators

<i>Indicator / measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,516.70	\$2,420.05	\$3,075.09	\$2,960.72	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$26,293.06	\$28,014.73	\$27,673.79	\$29,434.24	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	6.82	6.79	6.82	6.76	
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,675.39	\$1,787.27	\$1,863.97	\$1,872.82	
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$951.65	\$763.83	\$786.06	\$807.41	
Disadvantage					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	4.00	4.00	
Workforce turnover					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.71%	11.16%	8.40%	6.65%	Council experienced less turnover when compared to the prior year, in particular retirements. Staff vacancies also contributed to a lower result.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators					
Service/Indicator/measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i>	3.15	2.90	2.86	2.14	There was a significant difference in the number of visitations to the pools in 2019-2020 in comparison to 2018-2019. Analysis shows that the weather played a large part in the change, coupled with the COVID pandemic.
[Number of visits to aquatic facilities / Municipal population]					
Animal Management Health and safety <i>Animal management prosecutions</i>	New in 2020	New in 2020	New in 2020	100%	
[Number of successful animal management prosecutions]					
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i>	100.00%	95.45%	100.00%	100.00%	
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					
Governance Satisfaction <i>Satisfaction with council decisions</i>	61.00	64.00	65.00	63.00	
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries Participation <i>Active library members</i>	13.39%	12.91%	12.47%	12.86%	
[Number of active library members / Municipal population] x100					

Maternal and Child Health (MCH)					
Participation					
<i>Participation in the MCH service</i>					
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
<i>Participation in the MCH service by Aboriginal children</i>					
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i>					
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
	37.00	37.00	44.00	41.00	
Follow up questions from the customer survey highlighted that dissatisfaction with sealed roads is mainly directed to the condition of arterial roads, which are the responsibility of Regional Roads Victoria.					
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i>					
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
	0.00%	0.00%	0.00%	100.00%	
One VCAT appeal and Council decision upheld.					
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					
	63.94%	64.65%	63.11%	65.26%	

Definitions

- "Aboriginal child" means a child who is an Aboriginal person
- "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
- "active library member" means a member of a library who has borrowed a book from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
- "class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act
- "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the Food Act 1984
- "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
- "HACC service" means home help, personal care or community respite provided under the HACC program
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
- "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the resident population estimated by council
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

Financial Performance Indicators									
Dimension/ <i>Indicator/measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	2021	Forecasts			Material Variations and Comments
					2022	2023	2024		
Efficiency									
Revenue level									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	New in 2020	New in 2020	New in 2020	\$2,063.41	\$2,096.04	\$2,120.00	\$2,165.27	\$2,213.98	
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$4,175.44	\$3,995.59	\$5,082.12	\$4,843.83	\$4,716.63	\$4,314.47	\$4,416.56	\$4,537.52	
Liquidity									
Working capital									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	296.41%	366.45%	602.57%	350.02%	388.79%	330.86%	307.52%	278.42%	The changes in accounting standards have resulted in a large increase to current liabilities. This change now requires Council to recognise future commitments for leases and grants.
Unrestricted cash									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	253.49%	316.35%	521.13%	236.02%	331.00%	273.00%	250.03%	221.26%	The changes in accounting standards have resulted in a large increase to current liabilities. This change now requires Council to recognise future commitments for leases and grants.
Obligations									
Asset renewal and upgrade									
<i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	93.20%	115.46%	110.07%	96.61%	137.73%	
Loans and borrowings									
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	11.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.51%	11.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Indebtedness									
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	21.06%	12.38%	12.49%	40.70%	13.50%	13.25%	13.04%	12.62%	The changes in accounting standards have resulted in a large increase to non-current liabilities. This change now requires Council to recognise future commitments for leases and grants.

Operating position									
Adjusted underlying result									
<i>Adjusted underlying surplus (or deficit)</i>	5.55%	8.43%	5.93%	-5.04%	-6.09%	3.52%	2.72%	2.96%	The level of projects carried forward from previous years have negatively affected this measure. Similarly significant grant income also was received in the prior year. Council also lost some income and incurred additional costs as a result of COVID-19
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100									
Stability									
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i>	46.89%	48.80%	40.96%	49.09%	51.85%	52.96%	53.26%	52.87%	The 2018-2019 year was negatively affected by an increase in grants received in that year. All previous and future years remain relatively stable
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
<i>Rates compared to property values</i>	0.43%	0.43%	0.43%	0.42%	0.40%	0.42%	0.42%	0.43%	
[Rate revenue / Capital Improved value of rateable properties in the municipality] x100									
Definitions									
"adjusted underlying revenue" means total income other than:									
(a) non-recurrent grants used to fund capital expenditure; and									
(b) non-monetary asset contributions; and									
(c) contributions to fund capital expenditure from sources other than those referred to above									
"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure									
"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability									
"current assets" has the same meaning as in the AAS									
"current liabilities" has the same meaning as in the AAS									
"non-current assets" means all assets other than current assets									
"non-current liabilities" means all liabilities other than current liabilities									
"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan									
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants									
"population" means the resident population estimated by council									
"rate revenue" means revenue from general rates, municipal charges, service rates and service charges									
"recurrent grant" means a grant other than a non-recurrent grant									
"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties									
"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year									
"unrestricted cash" means all cash and cash equivalents other than restricted cash.									

Other Information

For the year ended 30 June 2020

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 23 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

2. Impact of COVID-19

On 30 January 2020, COVID-19 was declared a global pandemic by the World Health Organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has had an impact on the operations of Corangamite Shire Council in the following areas for the financial year ended 30 June 2020:

- In response to significant government directive amidst the COVID-19 outbreak, some facilities were closed, including the Port Campbell Information Centre, Sports Stadiums and Killara Centre
 - Corangamite Shire Council has offered rent relief under legislative requirements or where it has been negotiated with tenants.
 - Council has an active hardship policy and this has been utilised in response to COVID-19.
 - Council adopted a COVID-19 Economic Stimulus and Support Package Policy which included:
 - Fee waivers - \$360,000
 - Employment - Council contribution of \$1.4million
 - Infrastructure stimulus - \$330,000
 - Small business funding programs - \$180,000
 - Marketing and promotion campaign - \$50,000
 - Welfare and Social support - \$100,000
-

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Adam Taylor, CPA
Principal Accounting Officer
Dated: 29.9.2020

In our opinion, the accompanying performance statement of the *Corangamite Shire* for the year ended 30 June 2020 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

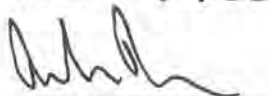
We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr Lesley Brown
Councillor
Dated: 29-9-2020



Cr Helen Durant
Councillor
Dated: 29.9.2020



Andrew Mason
Chief Executive Officer
Dated: 29/9/2020

Annual Financial Report

For the year ended 30 June 2020

Corangamite Shire Council
Financial Report
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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Adam Taylor
Principal Accounting Officer

Date : 29-Sep-20

Camperdown, Victoria

In our opinion the accompanying financial statements present fairly the financial transactions of Corangamite Shire Council for the year ended 30 June 2020 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Helen Durant
Councillor

Date : 29-Sep-20

Camperdown, Victoria



Lesley Brown
Councillor

Date : 29-Sep-20

Camperdown, Victoria



Andrew Mason
Chief Executive Officer

Date : 29-Sep-20

Camperdown, Victoria

Independent Auditor's Report

To the Councillors of Corangamite Shire Council

Opinion	<p>I have audited the financial report of Corangamite Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors's responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
7 October 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	22,095	21,609
Statutory fees and fines	3.2	474	502
User fees	3.3	5,786	6,193
Grants - operating	3.4	12,911	21,091
Grants - capital	3.4	4,200	4,217
Contributions - monetary	3.5	704	183
Contributions - non monetary	3.5	-	1,267
Share of net profits of associates and joint ventures	6.2	35	28
Other income	3.7	1,603	1,754
Total income		47,809	56,844
Expenses			
Employee costs	4.1	(14,817)	(14,823)
Materials and services	4.2	(12,629)	(13,062)
Depreciation	4.3	(13,088)	(12,923)
Amortisation - intangible assets	4.4	(229)	-
Amortisation - right of use assets	4.5	(250)	-
Bad and doubtful debts	4.6	(13)	(104)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(3,028)	(4,584)
Borrowing costs		-	-
Finance costs - leases	4.7	(99)	-
Fair value adjustments	5.5	(201)	(204)
Other expenses	4.8	(3,077)	(3,932)
Total expenses		(47,431)	(49,632)
Surplus/(deficit) for the year		378	7,212
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	26,970	(484)
Total comprehensive result		27,347	6,728

Balance Sheet As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	5,586	2,291
Trade and other receivables	5.1	2,527	3,766
Other financial assets	5.1	33,649	31,038
Inventories	5.2	47	65
Other assets	5.2	647	970
Total current assets		42,456	38,130
Non-current assets			
Trade and other receivables	5.1	14	24
Investments in associates, joint arrangements and subsidiaries	6.2	328	293
Property, infrastructure, plant and equipment	6.1	480,491	455,249
Right-of-use assets	5.8	6,232	-
Intangible assets	5.2	1,335	67
Total non-current assets		488,400	455,633
Total assets		530,856	493,763
Liabilities			
Current liabilities			
Trade and other payables	5.3	3,155	2,111
Trust funds and deposits	5.3	245	226
Provisions	5.5	3,916	4,000
Unearned Revenue	5.4	4,634	-
Lease liabilities	5.8	180	-
Total current liabilities		12,130	6,337
Non-current liabilities			
Provisions	5.5	6,051	3,759
Lease liabilities	5.8	6,161	-
Total non-current liabilities		12,212	3,759
Total liabilities		24,341	10,096
Net assets		506,515	483,667
Equity			
Accumulated surplus		176,273	185,223
Reserves	9.1	330,242	298,444
Total Equity		506,515	483,667

Statement of Changes in Equity For the Year Ended 30 June 2020

2020	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		483,667	185,223	290,264	8,180
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers	10	(4,500)	(4,500)	-	-
Adjusted Opening balance		479,167	180,723	290,264	8,180
Surplus/(deficit) for the year		378	378	-	-
Net asset revaluation increment/(decrement)	6.1	26,970	-	26,970	-
Transfers to other reserves	9.1	-	(5,070)	-	5,070
Transfers from other reserves	9.1	-	241	-	(241)
		27,347	(4,450)	26,970	4,828
Balance at end of the financial year		506,514	176,273	317,234	13,008

2019		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		476,939	184,171	290,748	2,020
Surplus/(deficit) for the year		7,212	7,212	-	-
Net asset revaluation increment/(decrement)	6.1	(484)	-	(484)	-
Transfers to other reserves	9.1	-	(6,262)	-	6,262
Transfers from other reserves	9.1	-	102	-	(102)
Balance at end of the financial year		483,667	185,223	290,264	8,180

Statement of Cash Flows For the Year Ended 30 June 2020

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		22,122	21,609
Statutory fees and fines		474	502
User fees		7,428	4,959
Grants - operating		12,904	21,091
Grants - capital		4,200	4,217
Contributions - monetary		704	183
Interest received		803	579
Reimbursement		-	123
Trust funds and deposits taken		2,773	-
Other receipts		470	413
Net GST refund/(payment)		(50)	172
Employee costs		(14,780)	(14,679)
Materials and services		(11,015)	(14,651)
Trust funds and deposits repaid		(2,754)	(79)
Fire service property levy		-	69
Other payments		(3,038)	(3,185)
Net cash provided by/(used in) operating activities	9.2	20,241	21,323
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(14,303)	(12,075)
Proceeds from sale of property, infrastructure, plant and equipment		239	440
Payments for investments		(24,650)	(12,000)
Proceeds from sale of investments		21,999	-
Proceeds from repayments of loans and advances		9	63
Net cash provided by/(used in) investing activities		(16,706)	(23,572)
Cash flows from financing activities			
Interest paid - lease liability		(98)	-
Repayment of lease liabilities		(142)	-
Net cash provided by/(used in) financing activities		(240)	-
Net increase (decrease) in cash and cash equivalents		3,295	(2,249)
Cash and cash equivalents at the beginning of the financial year		2,291	4,540
Cash and cash equivalents at the end of the financial year		5,586	2,291
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

Statement of Capital Works For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
Property		
Land	335	-
Total land	<u>335</u>	<u>-</u>
Buildings	1,261	201
Heritage buildings	254	176
Total buildings	<u>1,515</u>	<u>377</u>
Total property	<u>1,850</u>	<u>377</u>
Plant and equipment		
Plant, machinery and equipment	1,858	1,105
Fixtures, fittings and furniture	-	12
Computers and telecommunications	131	278
Total plant and equipment	<u>1,988</u>	<u>1,395</u>
Infrastructure		
Roads	8,426	6,298
Bridges	458	1,862
Footpaths and cycleways	410	189
Drainage	12	86
Recreational, leisure and community facilities	261	95
Parks, open space and streetscapes	451	285
Kerb and channel	207	284
Retaining walls and small culverts	80	92
Waste management	159	1,113
Total infrastructure	<u>10,464</u>	<u>10,304</u>
Total capital works expenditure	<u>14,303</u>	<u>12,076</u>
Represented by:		
New asset expenditure	2,105	1,863
Asset renewal expenditure	10,078	9,808
Asset upgrade expenditure	2,120	405
Total capital works expenditure	<u>14,303</u>	<u>12,076</u>

OVERVIEW

Introduction

The Corangamite Shire Council was established by an Order of the Governor in Council on 23 September 1994 and is a body corporate.

The Council's main office is located at 181 Manifold Street, Camperdown, Victoria 3260.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of airspace assets (refer to Note 5.2)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

(b) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statements may not equate due to rounding.

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent and at least \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 % Ref
Income				
Rates and charges	22,034	22,095	61	0%
Statutory fees and fines	443	474	31	7%
User fees	6,014	5,786	(228)	-4% 1
Grants - operating	11,407	12,911	1,504	13% 2
Grants - capital	4,363	4,200	(163)	-4% 3
Contributions - monetary	239	704	465	195% 4
Share of net profits/(losses) of associates and joint ventures	-	35	35	100%
Other income	860	1,603	743	86% 5
Total income	45,360	47,809	2,449	5%
Expenses				
Employee costs	(15,140)	(14,817)	323	-2% 6
Materials and services	(13,055)	(12,629)	426	-3% 7
Depreciation	(12,856)	(13,088)	(232)	2% 8
Amortisation - Intangible assets	-	(229)	(229)	100% 9
Amortisation - Right of use assets	-	(250)	(250)	100% 10
Bad and doubtful debts	(3)	(13)	(10)	347%
Net loss on disposal of property, infrastructure, plant and equipment	-	(3,028)	(3,028)	100% 11
Finance costs - Leases	-	(99)	(99)	100%
Fair value adjustments	-	(201)	(201)	100% 12
Other expenses	(2,941)	(3,077)	(136)	5%
Total expenses	(43,995)	(47,431)	(3,436)	8%
Surplus/(deficit) for the year	1,365	378	(987)	-72%
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment/(decrement)	10,000	26,970	(16,970)	-170% 13
Total comprehensive result	11,365	27,347	(15,982)	-141%

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(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User fees	Reduction in landfill fees (\$365,000) due to loss of contract offset by increase in building fee income (\$97,000).
2	Grants - operating	Unbudgeted grants received for Working for Victoria program (\$460,000) and natural disaster funding carried forward from previous year (\$966,000)
3	Grants - capital	Payments not received for carry forward projects (\$588,000) offset against additional funding received for Roads to Recovery (\$457,000)
4	Contributions - monetary	Contributions from Berrybank Windfarm received (\$479,000) that were not included as monetary contributions in Budget.
5	Other income	Reassessment of useful life of landfill assets (\$422,000) and additional investment income (\$210,000).
6	Employee costs	Savings made in employee costs due to multiple unfilled positions throughout financial year.
7	Materials and services	Budgeted landfill projects not completed at year end to be carried into 2020-2021 year (\$463,000)
8	Depreciation	Additional depreciation on roads (\$492,000), buildings (\$495,000) and plant and equipment (\$229,000) offset by lower depreciation on landfill cells (\$1,071,000)
9	Amortisation - Intangible assets	Landfill airspace amortisation not budgeted (\$229,000).
10	Amortisation - Right of use assets	Adoption of AASB16 Leases resulted in lease expenditure which was not budgeted (\$250,000).
11	Net loss on disposal of property, infrastructure, plant and equipment	Proceeds from the disposal of Light Fleet, Heavy Plant and Buildings (\$240,000) offset by the written-down value of plant and infrastructure assets disposed (\$3,267,000).
12	Fair value adjustments	Updated CPI and discount rates have increased the Net Present Value for rehabilitation of the Naroghid landfill site.

1.2 Capital works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance \$'000	Variance % Ref
Property				
Land	-	335	335	100% 1
Land improvements	-	-	-	100%
Total land	-	335	335	100%
Buildings	1,401	1,261	(140)	-10% 2
Heritage buildings	-	254	254	100% 3
Total buildings	1,401	1,515	114	8%
Total property	1,401	1,850	449	32%
Plant and equipment				
Plant, machinery and equipment	1,529	1,858	329	21% 4
Computers and telecommunications	142	131	(11)	-8%
Total plant and equipment	1,671	1,988	317	19%
Infrastructure				
Roads	8,239	8,426	187	2% 5
Bridges	610	458	(152)	-25% 6
Footpaths and cycleways	206	410	204	99% 7
Drainage	250	12	(238)	-95% 8
Recreational, leisure and community facilities	-	261	261	100% 9
Parks, open space and streetscapes	1,802	451	(1,351)	-75% 10
Kerb and channel	233	207	(26)	-11%
Retaining walls and small culverts	-	80	80	100%
Waste management	295	159	(136)	-46% 11
Artworks	50	-	(50)	-100%
Total infrastructure	11,685	10,464	(1,221)	-10%
Total capital works expenditure	14,757	14,303	(454)	-3%
Represented by:				
New asset expenditure	2,503	2,105	(398)	-16%
Asset renewal expenditure	9,489	10,078	589	6%
Asset upgrade expenditure	2,765	2,120	(645)	-23%
Total capital works expenditure	14,757	14,303	(454)	-3%

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	An opportunity to purchase the land on which the Timboon transfer station operates was made available during the year. This was not apart of the original budget.
2	Buildings	\$254,000 of works completed were carried forward from the previous year. \$430,000 of budgeted work carried forward to 2020-2021
3	Heritage buildings	All expenditure relates to projects carried forward from the previous year.
4	Plant, machinery and equipment	Purchase of one piece of equipment was carried forward from the previous year (\$490,000) offset against savings achieved in light fleet (\$177,000)
5	Roads	Some purchases have been transferred to operating expenses as they were not able to be recognised as assets (\$321,000). Projects cared forward from the prior year (\$464,000) and projects carried forward to future years (\$777,000)

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following directorates.

2 (a) Executive

The Chief Executive's Office works closely with Council, advocating on behalf of the Shire on issues of community importance and ensuring the Shire's business affairs are open and accessible.

Corporate and Community Services

The Corporate and Community Services directorate is responsible for disabled, aged and children's services, finance, human resources, risk management, information services, rating and contract coordination.

Sustainable Development

The Sustainable Development directorate is responsible for public safety and amenity, building and planning, strategic planning and environment and economic development and tourism.

Works and Services

The Works and Services directorate is responsible for recreation, infrastructure works and services and asset planning.

Note 2.1 Analysis of Council results by program

2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Executive	1	(873)	(872)	-	-
Corporate and Community Services	33,947	(22,319)	11,628	11,691	43,200
Sustainable Development	4,008	(9,864)	(5,856)	376	9,640
Works and Services	9,728	(14,331)	(4,603)	4,954	478,015
Total	47,684	(47,387)	297	17,021	530,856

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total Assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
Executive	1	(873)	(872)	-	-
Corporate and Community Services	42,095	(27,447)	14,648	15,653	38,888
Sustainable Development	4,300	(8,554)	(4,254)	525	895
Works and Services	10,448	(12,758)	(2,310)	9,130	453,980
Total	56,844	(49,632)	7,212	25,308	493,763

Note 3 Funding for the delivery of our services	2020	2019
3.1 Rates and charges	\$'000	\$'000

Council uses capital improved value as the basis of valuation of all properties within the municipal district. The capital improved value of a property is its market value.

The valuation base used to calculate general rates for 2019-2020 was \$5.243 billion (2018-2019 \$5.011 billion).

General rates	8,174	7,867
Municipal charge	1,718	1,677
Waste management charge	1,856	1,942
Farm/Rural	10,239	10,036
Vacant Industrial Land rates	15	15
Supplementary rates and rate adjustments	59	51
Cultural and recreational land rates	6	6
Revenue in lieu of rates	28	15
Total rates and charges	22,095	21,609

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation will be first applied in the rating year commencing 1 July 2019.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Landfill Levy	126	111
Town planning fees	219	258
Health Registrations	91	92
Permits	25	27
Infringements and costs	13	14
Total statutory fees and fines	474	502

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Landfill	2,236	2,519
Private Works	540	621
Transfer stations	95	85
Family Day Care	671	842
Mobile Child Care	370	307
Saleyards	10	14
Local Laws	117	118
Aged & Disability Services	726	603
Kindergartens	203	257
Building Services	332	331
Other fees and charges	486	496
Total user fees	5,786	6,193

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following :

Summary of grants

Commonwealth funded grants	11,812	11,099
State funded grants	5,300	14,209
Total grants received	17,111	25,308

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants	8,341	8,274
Family and children	353	387
Aged Services	832	745

Recurrent - State Government

Aged & Disability Services	136	225
Community health	2	28
Environment	62	67
Families and children	1,158	1,024
Maternal and child health	289	248
School Crossings	-	49
Youth Services	55	55

Total recurrent operating grants	11,228	11,102
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	2020	2019
	\$'000	\$'000
Non-recurrent - State Government		
Community Planning	13	17
Community Services	59	1
Environment	32	133
Emergency	34	59
Facilities Management	20	184
Natural Disaster	966	4,788
Recreation Projects	3	24
Recycling Grant	-	12
Rural Councils Transformation Program	-	4,595
Works & Services Management	90	105
Working For Victoria	458	-
Youth	8	71
Total non-recurrent operating grants	1,683	9,989
Total operating grants	12,911	21,091

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	1,707	1,585
Total recurrent capital grants	1,707	1,585

Non-recurrent - Commonwealth Government

Roads to recovery	579	30
Buildings	-	54
Family and children	-	24

Non-recurrent - State Government

Bridges	500	1,050
Buildings	-	82
Roads	1,054	1,279
Community Planning	-	8
Environment	35	38
Parks and Gardens	-	7
Public Conveniences	125	-
Camperdown Theatre	64	-
Waste Management	137	60
Total non-recurrent capital grants	2,494	2,632
Total capital grants	4,200	4,217

(c) Unspent grants received on condition that they be spent in a specific manner

Operating

Balance at start of year	4,560	138
Received during the financial year and remained unspent at balance date	816	4,560
Received in prior years and spent during the financial year	(149)	(138)
Balance at year end	5,227	4,560

Capital

Balance at start of year	-	-
Received during the financial year and remained unspent at balance date	842	-
Received in prior years and spent during the financial year	-	-
Balance at year end	842	-

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

Monetary

Community Services	63	100
Community Planning	38	-
Contributions - Special Charge Scheme	-	16
Cultural Development	50	-
Economic Development	14	-
Environment	30	5
Environment and Emergency Services	62	-
Environmental Health	6	21
Halls	180	9
Killara / Theatre Complex	-	13
Recreation Reserves	80	-
Stadiums	42	-
Streetscapes	50	-
Youth	20	-
Other monetary contributions	69	19
Total monetary contributions	704	183

Contributions of non monetary assets were received in relation to the following asset classes.

Land - Mount Noorat	-	1,267
Total non-monetary contributions	-	1,267

Total contributions	704	1,450
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Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

	2020 \$'000	2019 \$'000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	239	440
Written down value of assets disposed	(3,267)	(5,024)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3,028)	(4,584)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest ¹	711	579
Reassessment of useful life of waste assets ²	422	-
Fuel Tax Credits	181	189
Assets recognised for the first time - land recognised as controlled	-	639
Insurance reimbursement	89	89
Interest on rates	69	104
Fees - Funding FSPL Collection	46	45
Legal costs recovered	33	35
Sundry Income	50	75
Total other income	1,603	1,754

¹Interest is recognised as it is earned.

²Management reassessed the remaining airspace in constructed cells resulting in a \$422,000 net credit.

Note 4 The cost of delivering services

4.1 (a) Employee costs

Wages and Salaries	11,301	11,249
Annual leave and long service leave	1,545	1,552
Superannuation	1,376	1,397
Workcover	285	303
Employee Benefits	140	135
Fringe Benefits Tax	170	187
Total employee costs	14,817	14,823

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	148	150
	148	150
Employer contributions payable at reporting date.	-	1

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	968	1,018
Employer contributions - other funds	582	496
	1,550	1,514
Employer contributions payable at reporting date.	-	56

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contracts	7,522	7,699
Internal Recoveries	2,790	2,983
Fleet Costs	1,223	1,330
Utilities	519	466
Telephone and Internet	296	299
Subscriptions, Publications, Memberships	115	108
Printing and Stationery	67	76
Postage	46	51
Bank Charges	51	50
Total materials and services	12,629	13,062

4.3 Depreciation

Property	1,505	1,508
Plant and equipment	1,449	1,401
Infrastructure	10,134	10,014
Total depreciation	13,088	12,923

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2020 \$'000	2019 \$'000
4.4 Amortisation - Intangible assets		
Landfill Airspace	229	-
Total Amortisation - Intangible assets	229	-
4.5 Amortisation - Right of use assets		
Property	148	-
Plant and equipment	102	-
Total Amortisation - Right of use assets	250	-
4.6 Bad and doubtful debts		
Other debtors	13	104
Total bad and doubtful debts	13	104
Movement in provisions for doubtful debts		
Balance at the beginning of the year	118	17
New provisions recognised during the year	13	101
Balance at end of year	131	118

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Finance Costs - Leases		
Interest - Lease Liabilities	99	-
Total finance costs	99	-
4.8 Other expenses		
Council Contributions	1,438	1,283
Derecognition of assets	-	917
Insurance	616	581
Councillor Allowances	218	246
Advertising	188	181
Rent, Rates and Charges	31	171
Legal Costs	255	309
Victorian Auditor General External Audit Expenses	50	47
Internal Audit Expenses	45	19
Meals and Accommodation	47	66
Unrealised loss on investments	40	-
Levies	21	21
Other expenses	126	91
Total other expenses	3,077	3,932

Note 5 Our financial position

5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	2	2
Cash at bank	5,584	2,289
Total cash and cash equivalents	5,586	2,291
(b) Other financial assets		
Term deposits - current	28,540	31,000
Economic Development Loans	15	38
Managed Funds - Victorian Funds Management Corporation	5,094	-
Total other financial assets	33,649	31,038
Total financial assets	39,235	33,329

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	245	226
Total restricted funds	245	226
Total unrestricted cash and cash equivalents	5,341	2,065

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Open space developer contributions	26	43
- Trust funds and deposits	245	226
- Grants received but not acquitted	5,227	4,560
Total funds subject to intended allocations	5,497	4,829

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	2020 \$'000	2019 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	916	943
Net GST Receivable	237	187
<i>Non statutory receivables</i>		
Loans and advances to community organisations	2	9
Other debtors	1,504	2,745
Provision for doubtful debts - other debtors	(132)	(118)
Total current trade and other receivables	<u>2,527</u>	<u>3,766</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	14	22
<i>Non statutory receivables</i>		
Loans and advances to community organisations	-	2
Total non-current trade and other receivables	<u>14</u>	<u>24</u>
Total trade and other receivables	<u>2,541</u>	<u>3,790</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,229	2,625
Past due by up to 30 days	16	3
Past due between 31 and 180 days	70	3
Past due between 181 and 365 days	3	3
Past due by more than 1 year	188	121
Total trade and other receivables	<u>1,506</u>	<u>2,754</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$131,559 (2019: \$118,136) were impaired. The amount of the provision raised against these debtors was \$131,559 (2019: \$118,136). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	132	118
Total trade & other receivables	<u>132</u>	<u>118</u>

	2020 \$'000	2019 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	916	943
Net GST Receivable	237	187
<i>Non statutory receivables</i>		
Loans and advances to community organisations	2	9
Other debtors	1,504	2,745
Provision for doubtful debts - other debtors	(132)	(118)
Total current trade and other receivables	<u>2,527</u>	<u>3,766</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	14	22
<i>Non statutory receivables</i>		
Loans and advances to community organisations	-	2
Total non-current trade and other receivables	<u>14</u>	<u>24</u>
Total trade and other receivables	<u>2,541</u>	<u>3,790</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,229	2,625
Past due by up to 30 days	16	3
Past due between 31 and 180 days	70	3
Past due between 181 and 365 days	3	3
Past due by more than 1 year	188	121
Total trade and other receivables	<u>1,506</u>	<u>2,754</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$131,559 (2019: \$118,136) were impaired. The amount of the provision raised against these debtors was \$131,559 (2019: \$118,136). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	132	118
Total trade & other receivables	<u>132</u>	<u>118</u>

5.2 Non-financial assets	2020	2019
(a) Inventories	\$'000	\$'000
Inventories held for distribution	36	53
Inventories held for sale	11	11
Total inventories	47	65

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	378	358
Accrued income	269	612
Total other assets	647	970

(c) Intangible assets

Landfill air space	1,335	67
Total intangible assets	1,335	67

**Landfill
\$'000**

Gross carrying amount

Balance at 1 July 2019	67
Additions	2,050
Reassessment of useful life	(554)
Balance at 1 July 2020	1,563

Accumulated amortisation and impairment

Balance at 1 July 2019	-
Amortisation expense	229
Balance at 1 July 2020	229

Net book value at 30 June 2019	67
Net book value at 30 June 2020	1,335

Landfill airspace intangible assets are amortised as the remaining cell capacity is consumed. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. During the year a change in estimate was made (refer Note 5.5)

5.3 Payables	2020	2019
(a) Trade and other payables	\$'000	\$'000
Trade payables	2,520	1,489
Accrued expenses	635	622
Total trade and other payables	3,155	2,111

(b) Trust funds and deposits

Refundable deposits	42	48
Fire services levy	96	69
Amounts held in trust	107	109
Total trust funds and deposits	245	226

5.4 Unearned income

Contributions received in advance	1,224	-
Grants received in advance - operating	3,410	-
Total unearned income	4,634	-

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

5.5 Provisions

	Employee	Landfill restoration	Total
	\$ '000	\$ '000	\$ '000
2020			
Balance at beginning of the financial year	4,236	3,522	7,759
Additional provisions	1,956	2,050	4,006
Amounts used	(1,701)	-	(1,701)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(297)	201	(96)
Balance at the end of the financial year	4,194	5,773	9,966

2019			
Balance at beginning of the financial year	4,121	3,290	7,411
Additional provisions	1,758	-	1,758
Amounts used	(1,683)	-	(1,683)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	41	232	273
Balance at the end of the financial year	4,236	3,522	7,759

	2020 \$'000	2019 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	903	866
Rostered Days Off	123	101
Long service leave	363	401
	<u>1,388</u>	<u>1,368</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	214	209
Long service leave	2,313	2,423
	<u>2,527</u>	<u>2,632</u>
Total current employee provisions	<u>3,916</u>	<u>4,000</u>
Non-current		
Long service leave	278	237
Total non-current employee provisions	<u>278</u>	<u>237</u>
Aggregate carrying amount of employee provisions:		
Current	3,916	4,000
Non-current	278	237
Total aggregate carrying amount of employee provisions	<u>4,194</u>	<u>4,237</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- discount rate	0.87%	1.32%
- oncost rate	11.50%	11.50%
- inflation rate	2.50%	3.00%

	2020 \$'000	2019 \$'000
(b) Landfill restoration		
Current	-	-
Non-current	5,773	3,522
	<u>5,773</u>	<u>3,522</u>

Council is obligated to restore Naroghid Landfill and Noorat Landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- discount rate	3.01%	2.40%
- inflation rate	2.25%	1.60%
- estimated cost to rehabilitate	9,063	7,033

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2020

Bank overdraft	960	960
Credit card facilities	1,000	1,000
Total facilities	1,960	1,960
Used facilities	161	37
Unused facilities	1,799	1,923

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2020	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not later than 2	years and not later than 5		
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	374	379	385	-	1,138
Garbage collection	566	574	583	-	1,723
Green waste collection	445	451	458	-	1,354
Street litter bins	95	96	97	-	288
Skip bin transfer	109	111	113	-	333
Cleaning of Council buildings	37	-	-	-	37
Recreation facility management	107	-	-	-	107
Banking	51	52	-	-	103
Home care services	265	223	-	-	489
Water quality monitoring	43	44	89	-	175
Landfill Geosynthetics	566	86	-	-	652
Plant and Equipment	158	161	329	-	648
Photocopiers	28	28	29	-	85
Total	2,844	2,206	2,082	-	7,132
Capital					
Recreational, leisure and community	314	-	-	-	314
Streetscapes	76	-	-	-	76
Total	390	-	-	-	390
2019					
	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not later than 2	years and not later than 5		
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	384	-	-	-	384
Garbage collection	571	-	-	-	571
Green waste collection	459	-	-	-	459
Street litter bins	96	-	-	-	96
Skip bin transfer	106	-	-	-	106
Maintenance of Council buildings	84	-	-	-	84
Cleaning of Council buildings	74	77	-	-	151
Recreation facility management	702	403	-	-	1,105
Banking	52	4	-	-	56
Home care services	224	188	193	-	605
Water quality monitoring	43	45	143	-	231
Landfill Geosynthetics	365	232	91	-	688
Plant and Equipment	828	150	479	-	1,457
Photocopiers	28	29	61	-	118
Total	4,016	1,128	967	-	6,111
Capital					
Culverts	345	-	-	-	345
Streetscapes	1,775	-	-	-	1,775
Road sealing	1,047	-	-	-	1,047
Landfill and transfer stations	485	-	-	-	485
Total	3,652	-	-	-	3,652

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a small number of peppercorn leases which are used for a variety of purposes.

Right-of-Use Assets	Property	Plant & Equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2019	5,800	-	5,800
Additions	-	682	682
Amortisation charge	(148)	(102)	(250)
Balance at 30 June 2020	<u>5,652</u>	<u>580</u>	<u>6,232</u>
Lease Liabilities	2020		
Maturity analysis - contractual undiscounted cash flows	\$'000		
Less than one year	279		
One to five years	1,037		
More than five years	7,717		
Total undiscounted lease liabilities as at 30 June:	<u>9,032</u>		
Lease liabilities included in the Balance Sheet at 30 June:			
Current	180		
Non-current	6,161		
Total lease liabilities	<u>6,341</u>		

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value of less than \$10,000. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020
	\$'000
Expenses relating to:	
Short-term leases	-
Leases of low value	6
Total	6
Variable lease payments (not included in measurement of lease liabilities)	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	
Within one year	1
Later than one year but not later than five years	5
Total lease commitments	6

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases .

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases , the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

On transition to AASB 16 Leases , Council recognised an additional \$5.8 million of right-of-use assets and \$5.8 million of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 1.57%.

	2019
	\$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	8,562
Discounted using the incremental borrowing rate at 1 July 2019	(2,762)
Finance lease liability recognised as at 30 June 2019	5,800
- Recognition exemption for:	
short-term leases	-
leases of low-value assets	16
- Extension and termination options reasonably certain to be exercised	-
- Residual value guarantees	-
- Lease liabilities recognised as at 1 July 2019	16

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2019 \$'000	Additions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Reassessment of useful life \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2020 \$'000
Property	54,578	1,262	568	(1,505)	(318)	-	-	646	55,231
Plant and equipment	9,702	1,985	-	(1,449)	(150)	-	-	71	10,158
Infrastructure	388,547	5,235	26,402	(10,133)	(2,800)	977	-	5,038	413,265
Work in progress	2,422	5,822	-	-	-	-	(652)	(5,754)	1,837
	455,249	14,303	26,970	(13,088)	(3,267)	977	(652)	-	480,491

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	275	621	(134)	(514)	247
Plant and equipment	146	4	-	(150)	-
Infrastructure	2,001	5,196	(518)	(5,090)	1,589
Total	2,422	5,822	(652)	(5,754)	1,837

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land & Land Improvements \$'000	Heritage buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Leasehold improvements - Buildings \$'000	Leasehold improvements - Waste \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2019	1,883	8,593	10,476	17,271	41,613	-	537	1,578	60,998	275	71,749
Accumulated depreciation at 1 July 2019	-	-	-	(4,514)	(10,835)	-	(38)	(1,509)	(16,896)	-	(16,896)
	1,883	8,593	10,476	12,756	30,778	-	499	69	44,103	275	54,853
Movements in fair value											
Additions	-	335	335	99	774	54	-	-	927	621	1,883
Revaluation	430	138	568	-	-	-	-	-	-	-	568
Disposal	-	(111)	(111)	(149)	(113)	-	-	-	(263)	-	(374)
Write-off	-	-	-	-	-	-	-	-	-	(134)	(134)
Transfers	-	-	-	346	(3,937)	4,158	-	79	646	(514)	132
	430	362	792	296	936	4,212	-	79	1,310	(27)	2,075
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	(396)	(912)	(123)	(15)	(59)	(1,505)	-	(1,505)
Accumulated depreciation of disposals	-	-	-	27	28	-	-	-	55	-	55
Revaluation	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	(369)	(884)	(123)	(15)	(59)	(1,449)	-	(1,449)
At fair value 30 June 2020	2,313	8,955	11,268	17,566	38,336	4,212	537	1,657	62,309	247	73,824
Accumulated depreciation at 30 June 2020	-	-	-	(4,883)	(11,719)	(123)	(53)	(1,568)	(18,345)	-	(18,345)
	2,313	8,955	11,268	12,683	26,618	4,090	485	89	43,964	247	55,479

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Other \$'000	Work in Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2019	15,808	738	1,904	111	146	18,706
Accumulated depreciation at 1 July 2019	(6,905)	(511)	(1,443)	-	-	(8,858)
	8,903	227	462	111	146	9,848
Movements in fair value						
Additions	1,858	-	127	-	4	1,988
Revaluation	-	-	-	-	-	-
Disposal	(522)	-	-	-	-	(522)
Write-off	-	-	-	-	-	-
Transfers	-	-	71	-	(150)	(79)
	1,336	-	198	-	(146)	1,388
Movements in accumulated depreciation						
Depreciation and amortisation	(1,230)	(58)	(161)	-	-	(1,449)
Accumulated depreciation of disposals	372	-	-	-	-	372
Revaluation	-	-	-	-	-	-
	(858)	(58)	(161)	-	-	(1,077)
At fair value 30 June 2020	17,144	738	2,102	111	-	20,094
Accumulated depreciation at 30 June 2020	(7,763)	(569)	(1,604)	-	-	(9,936)
	9,381	169	498	111	-	10,158

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Keft and Channel Retaining Walls	Culverts and Retaining Walls	Waste Management Infrastructure	Other Infrastructure	Work in Progress Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2019	347,871	58,172	16,691	36,909	2,326	2,810	38,735	21,727	2,627	71	2,001	529,939
Accumulated depreciation at 1 July 2019	(84,348)	(4,716)	(2,363)	(16,986)	(1,021)	(1,726)	(12,416)	(13,999)	(1,799)	(15)	-	(139,391)
	263,522	53,456	14,328	19,922	1,305	1,084	26,319	7,727	828	56	2,001	390,549
Movements in fair value												
Additions	4,456	403	59	12	-	18	207	80	-	-	5,196	10,431
Revaluation	27,475	-	-	-	-	-	-	-	-	-	-	27,475
Disposal	(5,625)	(75)	(19)	(6)	-	-	(156)	(38)	-	-	-	(5,918)
Write-off	-	-	-	-	-	-	-	-	-	-	(518)	(518)
Transfers	3,587	-	332	-	275	24	122	-	697	-	(5,090)	(53)
	29,893	328	371	6	275	43	173	42	697	-	(412)	31,417
Movements in accumulated depreciation												
Depreciation and amortisation	(7,496)	(554)	(357)	(329)	(82)	(132)	(458)	(294)	(428)	(3)	-	(10,133)
Accumulated depreciation of disposals	2,960	5	8	4	-	-	110	31	-	-	-	3,119
Reassessment of useful life	-	-	-	-	-	-	-	-	977	-	-	977
Revaluation	(1,073)	-	-	-	-	-	-	-	-	-	-	(1,073)
	(5,609)	(549)	(349)	(326)	(82)	(132)	(347)	(263)	549	(3)	-	(7,111)
At fair value 30 June 2020	377,763	58,500	17,062	36,915	2,601	2,852	38,909	21,769	3,324	71	1,589	561,356
Accumulated depreciation at 30 June 2020	(89,957)	(5,255)	(2,712)	(17,312)	(1,103)	(1,858)	(12,763)	(14,262)	(1,251)	(18)	-	(146,501)
	287,807	53,235	14,350	19,603	1,498	994	26,145	7,507	2,074	53	1,589	414,854

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
		\$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
land	-	10
land improvements	25 years	10
Buildings		
buildings	100 years	10
building improvements	10 years	10
leasehold improvements	5-40 years	10
Plant and Equipment		
plant, machinery and equipment	10 years	10
fixtures, fittings and furniture	10 years	10
computers and telecommunications	3-5 years	10
motor vehicles	2-5 years	10
Infrastructure		
road pavements and seals	12-100 years	10
road formation and earthworks	100 years	10
road kerb, channel and minor culverts	80 years	10
bridges	80-100 years	10
footpaths and cycleways	8-50 years	10
drainage	100 years	10
recreational, leisure and community facilities	25 years	10
waste management	3-6 years	10
parks, open space and streetscapes	25 years	10

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Waste management remaining useful life was re-assessed during the year based on remaining space in constructed cells resulting in an adjustment to accumulated depreciation (refer note 5.5)

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter.

Valuation of land and buildings

Valuation of buildings were undertaken by a qualified independent valuer Bruce Phillips (Assetic Pty Ltd) in June 2018. Non Specialised land was revalued this year using data from the Valuer General.

Specialised land is valued at fair value using a discounted average of land values across the shire. Specialised land was revalued this year using a discounted average of data from the Valuer General.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets. The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land - specialised	-	-	2,313	Jun-20
Land - non specialised	-	8,955	-	Jan-20
Heritage buildings	-	-	12,683	Jun-18
Buildings - specialised	-	-	26,618	Jun-18
Buildings - non specialised	-	4,090	-	Jun-18
Leasehold Improvements	-	-	573	Jun-18
Total	-	13,045	42,187	

Valuation of infrastructure

Valuations of sealed road has been determined in accordance with a independent valuation from Infrastructure Management Group. Valuation of unsealed roads were completed internally with reference to the gravel road condition assessment manual.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	287,807	Jun-20
Bridges	-	-	53,235	Jun-17
Footpaths and cycleways	-	-	14,350	Jun-17
Drainage	-	-	19,603	Jun-14
Recreational, leisure and community facilities	-	-	1,498	Jun-14
Parks, open space and streetscapes	-	-	994	Jun-14
Kerb and Channel	-	-	26,145	Jun-18
Culverts and Retaining Walls	-	-	7,507	Jun-17
Waste management	-	-	2,074	N/A
Other infrastructure	-	-	53	Jun-20
Total	-	-	413,265	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$7 and \$80 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$2,250 to \$2,600 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 50 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2020 \$'000	2019 \$'000
Reconciliation of specialised land		
Land under roads	2,313	1,883
Total specialised land	2,313	1,883

	2020 \$'000	2019 \$'000
6.2 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
Corangamite Library Corporation	328	293
Corangamite Regional Library Corporation		
<i>Background</i>		
Council shares an interest in the Corangamite regional library corporation with the Colac Otway Shire, Moyne Shire and Warrnambool City Council. Council's share of the investment in the library is based on the census estimates of the Corangamite Shire's population as percentage of the total populations of the four Councils. The equity share is based on the audited accounts for the year ended 30 June 2020. Corangamite's share as at 30 June 2020 is 17.86% (2018-2019 18.06%)		
Fair value of Council's investment in Corangamite Regional Library Corporation	328	293
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	282	198
Reported surplus/(deficit) for year	35	28
Transfers (to) from reserves	-	56
Council's share of accumulated surplus/(deficit) at end of year	317	282
Council's share of reserves		
Council's share of reserves at start of year	11	67
Transfers (to) from reserves	-	(56)
Council's share of reserves at end of year	11	11
Movement in carrying value of specific investment		
Carrying value of investment at start of year	293	265
Share of surplus/(deficit) for year	35	28
Carrying value of investment at end of year	328	293

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

	2020	2019
	No.	No.
Note 7 People and relationships		
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Corangamite Shire Council is the parent entity.		
<i>Subsidiaries and Associates</i>		
Interests in subsidiaries and associates are detailed in Note 6.2.		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Mayor Neil Trotter		
Councillor Jo Beard		
Councillor Ruth Gstrein		
Councillor Lesley Brown		
Councillor Helen Durant		
Councillor Simon Illingworth		
Councillor Wayne Oakes (ceased in March 2020)		
Total Number of Councillors	7	8
Andrew Mason, Chief Executive Officer		
David Rae, Director Corporate and Community Services		
Brooke Love, Director Works and Services		
Ian Gibb, Director Sustainable Development (ceased in January 2020)		
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	11	12
(c) Remuneration of Key Management Personnel	2020	2019
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term benefits	843	937
Long-term benefits	15	16
Post employment benefits	67	69
Total	925	1,022
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	2020	2019
	No.	No.
\$10,000 - \$19,999	1	2
\$20,000 - \$29,999	5	4
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	1	-
\$90,000 - \$99,999	1	-
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	-	2
\$180,000 - \$189,999	1	1
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	1	-
	11	12

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

Corangamite Shire Council has no Senior Officers meeting this definition (2019 - Nil)

	2020	2019
	\$'000	\$'000

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Councillor	Related Party	Nature of relationship
------------	---------------	------------------------

Nil

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

Nil

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

Nil

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

Nil

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent assets

Nil

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2020 \$'000	2019 \$'000
Not later than one year	53	60
Later than one year and not later than five years	170	180
Later than five years	404	447
	627	687

(b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Corangamite Shire Council has paid unfunded liability payments to Vision Super totalling \$Nil (2018-2019 \$Nil) There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$150,000

Landfill

Council operates a landfill at Naroghid. Council will have to carry out further site rehabilitation works in the future, however rehabilitates to current EPA requirements each cell as it is completed. A provision is made for ongoing site rehabilitation provision is maintained to current EPA requirements.

Legal matters

A claim has been lodged relating to an accident on a Corangamite Shire road in August 2017. The claim will be covered by insurance which has an excess of \$10,000

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) Guarantees for loans to other entities

Guarantee - Camperdown Football Netball Club - Original Loan \$100,000

The amount outstanding as at 30 June 2020 is \$100,000 (2019 \$Nil)

Guarantee is in respect of a loan from the Bendigo Bank

Security Deposit Guarantee - National Australia Bank

This guarantee has been in place since 9 February 1996 for \$45,000

Contract Performance Guarantee - Department of Natural Resources and Environment

This guarantee has been in place since 24 March 1999 for \$42,500

Security Deposit Guarantee - Westpac Bank

This guarantee has been in place since 15 August 2007 for \$100,000

Contract Performance Guarantee - State of Victoria - Environment Protection Authority

This guarantee has been in place since 30 April 2008 for \$728,000. The guarantee is in respect of remedial action for the Corangamite Regional Landfill at Naroghid

Contract Performance Guarantee - Warrambool City Council

This guarantee has been in place since 2 April 2019 for \$25,000

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee. Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020-2021 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020-2021 for LG Sector)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020-2021 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.5% and -0.5% in market interest rates (AUD) from year-end rates of 1.0%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

8.6 Impact of COVID 19 pandemic on Corangamite Shire Council operations and 2019-20 financial report:

On 30 January 2020, COVID-19 was declared a global pandemic by the World Health Organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has had an impact on the operations of Corangamite Shire Council in the following areas for the financial year ended 30 June 2020:

- In response to significant government directive amidst the COVID-19 outbreak, some facilities were closed, including the Port Campbell Information Centre, Sports Stadiums and Killara Centre
- Corangamite Shire Council has offered rent relief under legislative requirements or where it has been negotiated with tenants.
- Council has an active hardship policy and this has been utilised in response to COVID19.
- Council adopted a COVID-19 Economic Stimulus and Support Package Policy which included:
 - Fee waivers - \$360,000
 - Employment - Council contribution of \$1.4million
 - Infrastructure stimulus - \$330,000
 - Small business funding programs - \$180,000
 - Marketing and promotion campaign - \$50,000
 - Welfare and Social support - \$100,000

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Share of increment (decrement) on revaluation of library books by Associate \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2020				
Property				
Land and land improvements	5,561	568	-	6,129
Buildings	32,024	-	-	32,024
	37,586	568	-	38,153
Infrastructure				
Roads	146,853	26,402	-	173,255
Bridges	46,303	-	-	46,303
Footpaths and cycleways	14,788	-	-	14,788
Drainage	16,323	-	-	16,323
Kerb and channel	22,897	-	-	22,897
Recreational, leisure and community facilities	58	-	-	58
Parks, open space and streetscapes	26	-	-	26
Culverts and retaining walls	5,288	-	-	5,288
Furniture and equipment	141	-	-	141
Bus shelters	1	-	-	1
	252,678	26,402	-	279,080
Total asset revaluation reserves	290,264	26,970	-	317,233
2019				
Property				
Land and land improvements	6,046	(484)	-	5,561
Buildings	32,024	-	-	32,024
	38,070	(484)	-	37,586
Infrastructure				
Roads	146,853	-	-	146,853
Bridges	46,303	-	-	46,303
Footpaths and cycleways	14,788	-	-	14,788
Drainage	16,323	-	-	16,323
Kerb and channel	22,897	-	-	22,897
Recreational, leisure and community facilities	58	-	-	58
Parks, open space and streetscapes	26	-	-	26
Culverts and retaining walls	5,288	-	-	5,288
Furniture and equipment	141	-	-	141
Bus shelters	1	-	-	1
	252,678	-	-	252,678
Total asset revaluation reserves	290,748	(484)	-	290,264

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(b) Other reserves	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
2020				
Open space developer contributions	43	-	(18)	26
Landfill rehabilitation reserve	481	92	-	572
Superannuation reserve	1,278	20	-	1,298
Infrastructure reserve	6,065	400	(141)	6,324
Rural Councils Transformation Project reserve	-	4,432	-	4,432
Other reserves	313	126	(83)	356
Total Other reserves	8,180	5,070	(241)	13,008
2019				
Open space developer contributions	67	4	(28)	43
Landfill rehabilitation reserve	382	99	-	481
Superannuation reserve	1,248	30	-	1,278
Infrastructure reserve	-	6,065	-	6,065
Rural Councils Transformation Project reserve	-	-	-	-
Other reserves	323	64	(74)	313
Total Other reserves	2,020	6,262	(102)	8,180

	2020 \$'000	2019 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	378	7,212
Depreciation	13,088	12,923
Amortisation	479	-
Bad and doubtful debts	13	-
Finance costs - leases	99	-
(Profit)/loss on disposal of property, infrastructure, plant and equipment	3,028	4,584
Reassessment of useful life of waste assets	(422)	
Unrealised (gain)/loss on investments	41	
Fair value adjustments	201	-
Prior year WIP written off	652	-
Contributions - non monetary	-	(1,267)
Assets recognised for the first time - land recognised as controlled	-	(639)
Derecognition of assets	-	917
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	1,227	(1,128)
(Increase)/decrease in other assets	322	(424)
Increase/(decrease) in trade and other payables	1,044	(1,150)
Increase/(decrease) in trust fund and deposits	19	(10)
(Increase)/decrease in inventories	18	13
Increase/(decrease) in unearned income	224	-
Increase/(decrease) in provisions	(44)	348
(Increase)/decrease in Library Corporation	(35)	(28)
(Increase)/decrease in Intangible asset	-	(28)
Net cash provided by/(used in) operating activities	20,331	21,323

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings for the year ended 30 June 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation.

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Corangamite Shire Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Corangamite Shire Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

- Net investment returns 6.0% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018-2019). This rate will increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2019 \$m	2017 \$m
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020.

The financial assumptions for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net Investment Return	5.6% pa	6.5% pa
Salary Inflation	2.50 % pa for the first two years and 2.75% pa thereafter	3.5% pa
Price Inflation	2.0% pa	2.5% pa

10 Change in accounting policy

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	185,223
Revenue adjustment - impact of <i>AASB 15 Revenue from Contracts with Customers</i>	(4,500)
Retained earnings at 1 July 2019	<u>180,723</u>

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of *AASB 16 Leases*.

The following table summarises the impacts of transition to the new standards on Council's balance sheet for the year ending 30 June 2019.

	As reported 30 June 2019 \$'000	Adjustments \$'000	Post adoption 1 July 2019 \$'000
Assets			
Right of use assets	-	5,800	5,800
	-	5,800	5,800
Liabilities			
Unearned income - operating grants	-	4,500	4,500
Lease liability - non-current	-	5,800	5,800
	-	10,300	10,300



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