



# Annual Report 18/19



CORANGAMITE  
SHIRE











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# About Corangamite Shire



**16,140**

Population

**4,400** km<sup>2</sup>

Total area

**60** km

Coastline

**12**

Towns

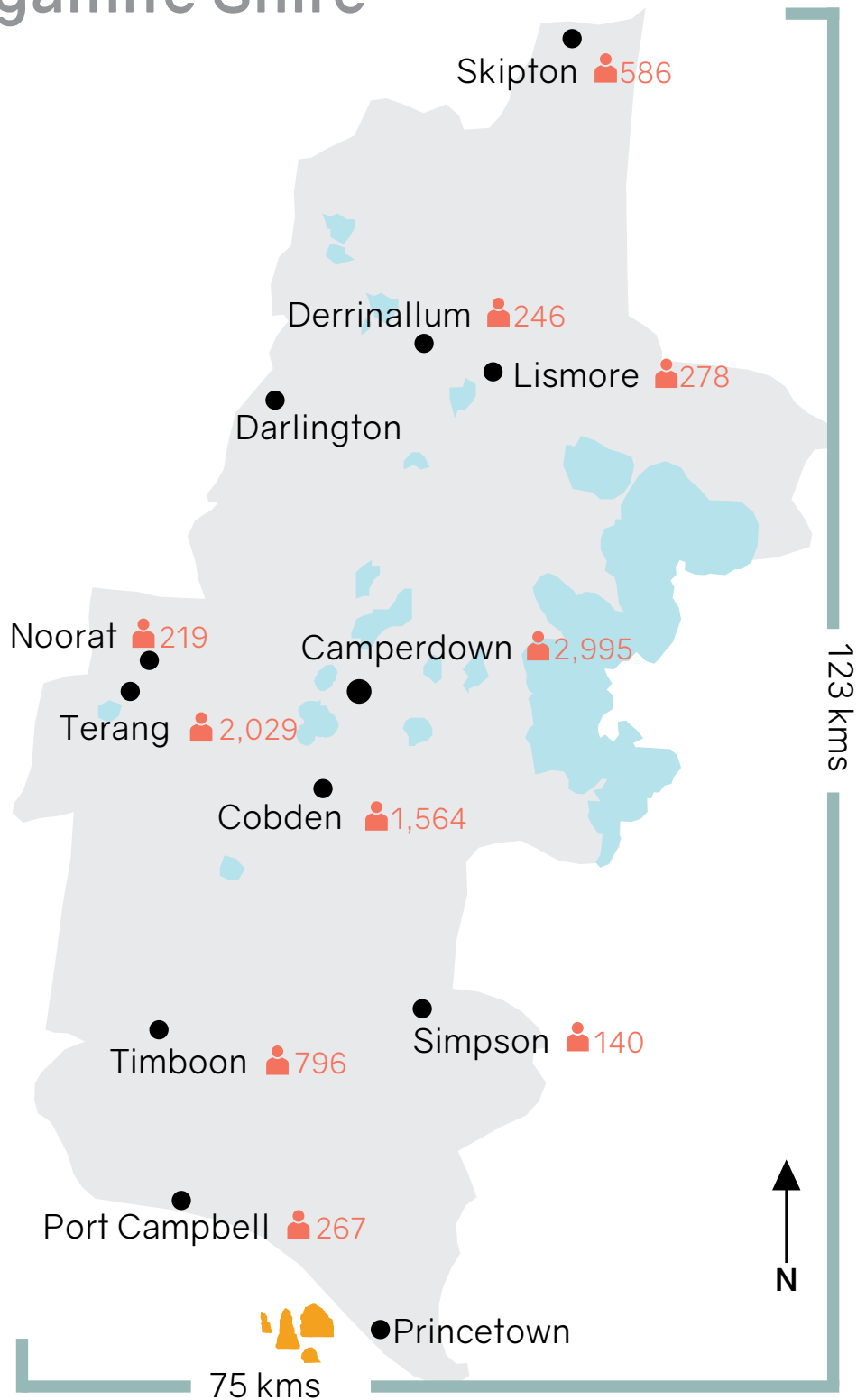
## Natural features:

### Port Campbell National Park

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

### Geological Features

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







# About Corangamite Shire

Located two hours south-west of Melbourne, Corangamite is a large rural Shire with a population base of 16,140\* and 9,625 rateable properties (of which 2,900 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 km<sup>2</sup> 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 16,140 (in 2018) 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, downturns in manufacturing and the changing face of agriculture continue to be issues faced by Corangamite Shire.

## 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%).**

# 46

Median age

# 30%

of population employed by agriculture

# 2.81%

Unemployment rate

# \$1.06 billion

Gross Regional Product

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

## History

The Djargurd Wurrung people are the traditional Aboriginal owners of the land around Camperdown and district. For tens of thousands of years Indigenous Australians 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 Djargurd Wurrung 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.

# Our communities

## Skipton

### Population

Township: 586

District: 586

Median age: 52



### Facilities & services:

Swimming pool  
Rec Reserve/courts  
Transfer station  
Health service  
Kindergarten  
Primary school

### Top 5 community priorities:

- 1: Re-open pub
- 2: Re-open shops
- 3: Caravan park/camping
- 4: Indoor gym
- 5: More community get togethers

## Lismore

### Population

Township: 278

District: 420

Median age: 54



### Facilities & services:

Swimming pool  
Rec Reserve/courts  
Kindergarten  
Primary school  
Health service

### Top 5 community priorities:

- 1: Heated swimming pool
- 2: Walking/cycling trails
- 3: Improve town entrances
- 4: Improve health services
- 5: More community activities

## Derrinallum

### Population

Township: 246

District: 415

Median age: 53



### Facilities & services:

P12 College  
Library  
Kindergarten  
Rec Reserve/courts  
Public hall/toilets  
Transfer station

### Top 5 community priorities:

- 1: Encourage tradespeople to town
- 2: Upgrade toilet block
- 3: Fitness equipment
- 4: Walking track to Deep Lake
- 5: Derri/Lismore bike path

## Darlington

### Population

Township: -\*

District: 107

Median age: 54



### Facilities & services:

Public hall

### Top 5 community priorities:

- 1: Re-roof Darlington Hall
- 2: Upgrade Hall toilets
- 3: Upgrade kitchen
- 4: Annual events calendar
- 5: Historic timeline noticeboard

## Noorat

### Population

Township: 219

District: 333

Median age: 46



### Facilities & services:

Primary school  
Secondary campus -  
Mercy Regional College  
Rec Reserve/courts

### Top 5 community priorities:

- 1: Improve Mt Noorat walking track
- 2: Playground improvements
- 3: More public art
- 4: Open Lake Keilambete
- 5: Toilets security

## Terang

### Population

Township: 2,029

District: 2,288

Median age: 47



### Facilities & services:

P12 School  
Sports stadium  
Swimming pool  
Rec Reserve/courts  
Children's Centre  
Library  
Civic Hall

### Top 5 community priorities:

- 1: Clean up shopfronts
- 2: Develop Lake Terang area
- 3: Build retired persons village
- 4: Fill empty shops
- 5: Promote Terang to visitors

\* Towns with populations less than 200 are not provided a figure in ABS data



## Camperdown

### Population

Township: 2,995  
District: 3,369  
Median age: 50



### **Facilities & services:**

2 x primary schools  
2 x secondary schools  
Hospital/health service  
Kindergarten/childcare  
Shire offices  
Rec Reserve/courts

### **Top 5 community priorities:**

- 1: Maintain courthouse VIC
- 2: Restore Botanic Gardens
- 3: Develop business/industry
- 4: Develop visitor info
- 5: Reinstate lake access road

## Port Campbell

### Population

Township: 267  
District: 478  
Median age: 38



### **Facilities & services:**

Visitor Info Centre  
Rec Reserve/playground  
Tennis courts  
Skate park  
Mobile childcare  
Transfer station

### **Top 5 community priorities:**

- 1: New walking tracks
- 2: Build hot pool/spa
- 3: Swing bridge
- 4: More car parking
- 5: Apply development overlays

## Simpson

### Population

Township: 140  
District: 569  
Median age: 38



### **Facilities & services:**

Rec Reserve/courts  
Primary school  
Kindergarten  
Public hall  
Skate park  
Transfer station

### **Top 5 community priorities:**

- 1: Sports stadium with gym & pool
- 2: Walking & bike tracks
- 3: Repurpose Kraft Factory
- 4: Promote local foods
- 5: Connect to natural gas

## Princetown

### Population

Township: -\*  
District: 241  
Median age: 39



### **Facilities & services:**

Rec Reserve/camping  
Public toilet  
Wetlands boardwalk

### **Top 5 community priorities:**

- 1: New toilets
- 2: Fix town entry
- 3: Pontoons for river
- 4: Upgrade power supply
- 5: Protect wetlands

## Cobden

### Population

Township: 1,564  
District: 1,839  
Median age: 48



### **Facilities & services:**

Primary school  
Technical school  
Health service  
Kindergarten  
Rec Reserve/courts  
Airstrip  
Swimming pool

### **Top 5 community priorities:**

- 1: Encourage young people to get involved
- 2: Caravan park/dump site
- 3: Community noticeboard
- 4: Upgrade Victoria Street
- 5: Build Terminal 1 - airstrip

## Timboon

### Population

Township: 796  
District: 1,202  
Median age: 47



### **Facilities & services:**

P12 School  
Kindergarten  
Transfer station  
Health service  
Sports stadium  
Rec Reserve/courts  
Swimming pool

### **Top 5 community priorities:**

- 1: Story of Timboon
- 2: Creative opportunities & cultural activities
- 3: Power Creek rejuvenation
- 4: Craters to Coast trail
- 5: Mountain bike trail

**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.

A scenic view of a lake with a boat on the left and a large hill in the background. The boat is a small motorboat with a blue and white outboard motor and a blue net hanging from the back. The lake is calm, reflecting the sky and the hill. The hill is a large, rounded mound of earth, possibly a sand dune or a small mountain, with a line of trees at its base. The sky is overcast with soft, grey clouds.

**Values** Respect,  
Integrity, Innovation,  
Collaboration,  
Leadership.



# About Council

For every \$100 in Council rates & charges:

**\$45.39**



Roads, footpaths & drainage

**\$10.69**



Environment & waste management

**\$9.01**



Parks & gardens

**\$8.34**



Community facilities

**\$7.40**



Culture, leisure & recreation

**\$4.63**



Economic development & tourism

**\$3.78**



Local laws & emergency management

**\$3.70**



Community planning & customer service

**\$2.79**



Building & planning services

**\$2.38**



Family & children's services

**\$0.95**



Civic administration

**\$0.94**



Aged & disability services

# Message

## from the Mayor and CEO



Mayor Neil Trotter and Chief Executive Officer Andrew Mason

### On behalf of fellow Councillors and staff, we are pleased to present Corangamite Shire's 2018-2019 Annual Report.

In what is a constraining climate for Local Government, Corangamite Shire continues to be in a secure financial position thanks to fiscally responsible decision-making by past and present Councils.

In 2018-2019 we delivered an operating surplus of \$7.21 million against a predicted surplus of \$2.56 million. There were no new borrowings after we became debt-free in 2017-2018. We secured \$25.31 million in grants, overtaking our rates income of \$21.6 million. (This is partly due to the financial assistance provided by government after the South West Complex Fires.)

The organisational culture that has been built and the position we are in now will have positive ripple effects for decades to come, with our communities the beneficiaries.

The year was not without its challenges. Rates increased 2.25%, however the Waste Management Charge rose dramatically from \$297 in 2017-2018 to \$360 in 2018-2019. China's ban on importing co-mingled recyclables in January 2018 resulted in increased costs to recycle Corangamite's annual 1,300 tonnes via our waste contractor Wheelie Waste.

While not ideal, the recycling crisis has forced a rethink of the way Australians recycle and will eventually make us come up with better ways - whether building new home-grown industries instead of relying on overseas markets or changing the way we sort our recyclables.

Corangamite Shire residents are among the state's top recyclers. Unlike other councils, we have been fortunate not to have to stockpile or send recyclables to landfill. We remain committed to supporting our residents to continue good practices when it comes to waste disposal and will work with other councils and levels of government to find a solution to the crisis.



We invested \$12 million in our capital works program, upgrading our local roads network, bridges, footpaths and streetscapes. The \$5.2 million Castle Carey Road Bridge project was completed in January 2019, with this important freight route now catering for B double and High Productivity Freight vehicles. The first sod was turned on the Berrybank Windfarm in June 2019, with \$1.5 million for community projects in the north of our Shire.

With a State election in November 2018 and a Federal election in May 2019, we advocated for funding priorities such as the Shipwreck Coast Master Plan, arterial roads and important freight corridors, Stage 1 of the Twelve Apostles Trail, and mobile black spots.

We continue to advocate strongly for the State Government's degraded road network to be brought up to a standard that improves the safety of our residents and visitors. In 2018-2019, we worked with neighbouring councils on the Barwon South West Regional Dairy Supply Chain Study to convince State and Federal Governments to fund road works that will improve productivity for the dairy industry. For a region that supplies one quarter of the nation's milk, not investing in our roads hinders growth in milk production and associated industries.

One of our biggest highlights of the year was the Federal Government's announcement in October 2018 that it would match funding of the State Government's Geelong City deal, contributing \$58 million to transform the Twelve Apostles precinct into a world-class visitor attraction. This includes building the Glenample Visitor Centre and making infrastructure improvements to manage the soaring numbers of visitors to the Twelve Apostles.

The investment will transform the way visitors experience our coastline, managing visitor flows, encouraging longer stays, and benefitting the attractions and our local communities.

Corangamite Shire's work continues to be recognised favourably by residents through the Community Satisfaction Survey. In 2019, satisfaction ratings for 'Overall Performance' increased three points to 69, 'Community Consultation' increased four points to 68, and 'Emergency & Disaster Management' jumped six points to 81, reflecting the community's satisfaction with Council's coordination and support role during and after the South West Complex Fires in March 2018.

We continue to rate higher than Large Rural Shire and State-wide averages in most performance areas. Despite a jump of seven points in 2019, satisfaction for 'Sealed Local Roads' still ranks well below Large Rural Shire and State-wide averages, as does 'Roadside Slashing and Weed Control'. 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.

Our community was feeling the longer term, ripple effects of the South West Complex Fires in March 2018, with the Recovery team shifting its focus to the health and wellbeing of our residents. We farewelled and thanked volunteer organisation BlazeAid in December 2018 with a community event in Cobden attended by more than 300 people.

Our Recovery team supported communities to mark the one year milestone of the fires with some events in Cobden, Terang and Camperdown. In June, our Fire Recovery team of three FTE staff officially wrapped up. We wish to thank Jarrod Woff, Sharna Whitehand, Jo Place and Sarah Troisi for their meaningful contribution to recovery efforts.

Corangamite Shire has an excellent culture of cooperation between Councillors and staff, and we believe communities are best represented when Councillors work together to form a cohesive and formidable team.

As an organisation, a lot of work is done to communicate the importance of acting ethically and responsibly in the workplace, with staff and Councillors aware of organisation values and behaviours. We wish to thank Corangamite Shire's seven Councillors for their leadership, respect and professionalism. Thank you to former Councillor Bev McArthur who resigned in December 2018 after being elected to state politics, and welcome back to Councillor Wayne Oakes.

And lastly, thank you and well done to our 275 staff for their valuable contribution in 2018-2019. Our staff members continue to be Corangamite Shire's most important resource, delivering the vital services that make our communities great places to live.



**Cr Neil Trotter**  
Mayor



**Andrew Mason**  
Chief Executive Officer

# Calendar of events







## January

- 01 Terang Races
- 12 Camperdown Car & Bike Show
- 19 Camperdown Cup
- 19, 20, 26, 27 The Tempest, Loch Ard Gorge
- 26 Australia Day celebrations
- 26 Timboon pool triathlon



## February

- 03 Twelve Apostles Plunge, Port Campbell
- 17 Trestle 10 Fun Run Timboon
- 22 Noorat-Terang Fun Run
- 23 Relay for Life



## March

- 02 Heytesbury Show Simpson
- 09 Cobden Vintage Rally & Tractor Pull
- 15-17 Terang Country Music Festival
- 16 Kangarooobie Klassic Adventure Race



## April

- 6-8 Lakes & Craters International Horse Trials
- 14 Terang Cup
- 19-21 Inner Varnika
- 13-14 Much Ado About Nothing, Dalvui Homestead
- 19-22 Yachting Western Victoria Regatta



## May

- 15 Don Giovanni Opera, Camperdown
- 19 Skipton Photographic Show



## June

- 28-30 Victorian Agricultural Shows Convention



## July

- 03, 10 School holiday workshops - Circus Oz and Clippy
- 4-7 Robert Burns Scottish Festival



## August

- 1-3 Corangamite Film Festival



## September

- Cobden Miniature Railway
- 26 Footy Craft workshop, School Holiday Program



## October

- 13 Camperdown Show
- 19-21 Cobden Spring Festival
- 19-21 Rock the Clock
- 27-28 Kennedys Creek Music Festival (KC19)



## November

- 17 Noorat Show
- 24 Twelve Apostles Artisans Festival, Timboon
- 16-18 Loch Hart Music Festival



## December

- 21 Terang Gala Night
- 7-8 Prison Break Weekend, Camp Coorimungle

**Regular events:** Camperdown Rotary market (1st Sunday of month), Skipton market (2nd Saturday of month), Terang market (1st Saturday of month), Mt Elephant Open Day (every Sunday), Cobden Miniature Railway (3rd Sunday of month).

**Opposite page:** Much Ado About Nothing at Dalvui Homestead

# Highlights

## THEME 1



### Governance and financial sustainability (pp. 32-37)

#### Highlights

- Achieved a Budget surplus of \$7.21 million and continued to deliver high quality services
- We remained debt free
- Invested \$12.07 million into capital works program
- Secured \$25 million in grants

#### Report card

2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100. Coordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian councils.

#### Overall performance

Corangamite 2019	Corangamite 2018	Large Rural	State wide
69	66	56	60

#### Advocacy and lobbying

Corangamite 2019	Corangamite 2018	Large Rural	State wide
64	64	52	54

#### Overall Council direction

Corangamite 2019	Corangamite 2018	Large Rural	State wide
57	57	51	53

#### Making community decisions

Corangamite 2019	Corangamite 2018	Large Rural	State wide
65	64	52	55

## THEME 2



### Roads (pp. 38-43)

#### Highlights

- Completed the \$5.2 million Castle Carey Bridge project
- Upgraded and maintained almost 200 km of our local road network
- New concrete bridge for Bones Access Road

#### Report card

#### Condition of sealed local roads

Corangamite 2019	Corangamite 2018	Large Rural	State wide
44	37	47	56

#### Maintenance of unsealed roads

Corangamite 2019	Corangamite 2018	Large Rural	State wide
40	40	41	44

## THEME 3



### Vibrant economy, agriculture and tourism (pp. 44-49)

#### Highlights

- More than \$100 million from State and Federal Governments to fund Shipwreck Coast Master Plan projects
- Funding announced for mobile phone tower in Jancourt East
- Arts and cultural events 'Much Ado about Nothing' and 'The Tempest' were sell-outs

#### Report card

#### Business & community development

Corangamite 2019	Corangamite 2018	Large Rural	State wide
65	64	59	61

#### Tourism development

Corangamite 2019	Corangamite 2018	Large Rural	State wide
67	65	61	63

#### Roadside slashing & weed control

Corangamite 2019	Corangamite 2018	Large Rural	State wide
46	45	52	56



## THEME 4



### Built and natural environment (pp. 50-61)

#### Highlights

- Value of building permit activity grew by \$12.5 million from previous year
- Delivered more than 4,000 kitchen FOGO caddies to households

#### Report card

##### Appearance of public areas

Corangamite 2019	Corangamite 2018	Large Rural	State wide
78	79	70	72

##### Condition of streets and footpaths

Corangamite 2019	Corangamite 2018	Large Rural	State wide
62	62	55	59

##### Planning and building permits

Corangamite 2019	Corangamite 2018	Large Rural	State wide
59	58	49	52

##### Town planning

Corangamite 2019	Corangamite 2018	Large Rural	State wide
63	59	55	55

##### Waste management

Corangamite 2019	Corangamite 2018	Large Rural	State wide
69	69	64	68

##### Environmental sustainability

Corangamite 2019	Corangamite 2018	Large Rural	State wide
66	63	61	62

## THEME 5



### Safe and healthy communities (pp. 62-73)

#### Highlights

- Our 'We Know Your Name But Not Your Story' project replicated by other LGAs
- Started After School and Kindergarten programs in Timboon and Terang

#### Report card

##### Disadvantaged support services

Corangamite 2019	Corangamite 2018	Large Rural	State wide
68	63	61	62

##### Elderly support services

Corangamite 2019	Corangamite 2018	Large Rural	State wide
73	74	67	68

##### Family support services

Corangamite 2019	Corangamite 2018	Large Rural	State wide
73	70	65	67

##### Recreational facilities

Corangamite 2019	Corangamite 2018	Large Rural	State wide
75	72	68	70

##### Arts centres and libraries

Corangamite 2019	Corangamite 2018	Large Rural	State wide
73	73	73	74

##### Community and cultural activities

Corangamite 2019	Corangamite 2018	Large Rural	State wide
70	68	67	69

## THEME 6



### Organisational performance (pp. 74-78)

#### Highlights

- The Fire Recovery team officially wrapped up, 15 months after the South West Complex Fires
- Community satisfaction ratings increased significantly over a range of performance areas

#### Report card

##### Customer service

Corangamite 2019	Corangamite 2018	Large Rural	State wide
79	77	69	71

##### Consultation and engagement

Corangamite 2019	Corangamite 2018	Large Rural	State wide
68	64	54	56

##### Informing the community

Corangamite 2019	Corangamite 2018	Large Rural	State wide
71	69	61	60

##### Local laws enforcement

Corangamite 2019	Corangamite 2018	Large Rural	State wide
69	66	64	64

##### Emergency & disaster management

Corangamite 2019	Corangamite 2018	Large Rural	State wide
81	75	72	72

# Councillors

Full Councillor expenses detailed on page 80.



NORTH WARD

**Cr Neil Trotter**  
SOUTH WEST WARD  
**MAYOR**



**First elected:** 2012  
**Re-elected:** 2016  
**Terms as Mayor:** 2019  
**Phone:** 0407 101 872  
[neil.trotter@corangamite.vic.gov.au](mailto:neil.trotter@corangamite.vic.gov.au)

**Meeting attendance:**  
12/12 Ordinary Meetings  
1/1 Special Meeting  
100%

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

"My first year as Mayor has been very busy with an emphasis on advocacy in the lead up to State and Federal elections. We continue to advocate for funding for our arterial road network and roadside vegetation. Council remains in a sound financial position and remains well placed to meet emerging challenges".

**Committees of Council:**  
Cobden Racecourse Reserve Reference Group  
Great South Coast Group  
Chief Executive Officer Performance Review Committee

**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](mailto:ruth.gstrein@corangamite.vic.gov.au)

**Meeting attendance:**  
12/12 Ordinary Meetings  
1/1 Special Meeting  
100%

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

"The Castle Carey Road Bridge project was a highlight, improving a major link for our agricultural industry. The restoration works of Camperdown clocktower were much needed to retain this icon for many years to come.

"A continual need is advocacy for our arterial road network and attracting grants."

**Committees of Council:**  
Environmental Monitoring Committee  
Barwon South West Local Government Waste Forum  
Corangamite Regional Library Corporation Board  
Municipal Association of Victoria

**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](mailto:jo.beard@corangamite.vic.gov.au)

**Meeting attendance:**  
12/12 Ordinary Meetings  
1/1 Special Meeting  
100%

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

"I'm really proud of the way the community continues to recover after the St Patrick's Day fires. A major highlight was the long awaited funding announcement for the Shipwreck Coast Master Plan. I'm looking forward to continuing our roads advocacy, with a focus on key agricultural routes identified through the Dairy Supply Chain Study to help support and strengthen our local industry.

**Committees of Council:**  
Cobden Aerodrome Emergency Management Planning Committee  
Youth Council

**Cr Bev McArthur**  
CENTRAL WARD



**First elected:** 2016  
**Resigned:** December 2018 after elected to state politics.  
**Meeting attendance:**  
4/5 Ordinary Meetings\*  
80%

\*There was approved leave of absence for two meetings



## Cr Helen Durant

CENTRAL WARD



**First elected:** 2016  
**Phone:** 0427 115 783  
[helen.durant@corangamite.vic.gov.au](mailto:helen.durant@corangamite.vic.gov.au)

**Meeting attendance:**  
12/12 Ordinary Meetings  
1/1 Special Meeting  
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.

“One of my highlights was State Government Fire Recovery funding resulting in three exciting arts focused projects in 2018-2019. Terang and Noorat Arts in the Avenues, the Circle Effect in Camperdown and the Phoenix Project in Cobden planned and began delivery of a number of creative programs that have helped local communities come together through the creative arts.”

**Committees of Council:**  
Chief Executive Officer  
Performance Review  
Committee  
Audit Committee

## Cr Wayne Oakes

CENTRAL WARD



**First elected:** 2012  
Re-elected: December  
2018 (by-election)  
**Phone:** 0429 933 254  
[wayne.oakes@corangamite.vic.gov.au](mailto:wayne.oakes@corangamite.vic.gov.au)

**Meeting attendance:**  
5/6 Ordinary Meetings  
1/1 Special Meeting  
92%

Wayne lives in Camperdown with his wife Judi, and is 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.

Wayne was elected back to Council in December 2018 after Cr McArthur's resignation, and is grateful for another opportunity to serve his community.

“I have just always had community involvement at the heart of what I've been doing. One of our challenges will be the new Local Government Act and its interference in the role of Council and the people who elect them.”

**Committees of Council:**  
Elm Tree Reference Group  
Youth Council  
Chief Executive Officer  
Performance Review  
Committee

## Cr Simon Illingworth

COASTAL WARD



**First elected:** 2016  
**Phone:** 0431 933 406  
[simon.illingworth@corangamite.vic.gov.au](mailto:simon.illingworth@corangamite.vic.gov.au)

**Meeting attendance:**  
11/12 Ordinary Meetings  
1/1 Special Meeting  
92%

Simon and his children live just outside of Port Campbell, he farms wagyu beef cattle and is a professional speaker listed with an international speaker's agency. He is involved in local cricket playing and coaching and umpiring footy for Timboon Demons. He's a Port Campbell CFA member.

Simon is chair of three gas industry community reference groups, a board member of Great Ocean Road Regional Tourism, and former chair of the Camperdown Livestock Exchange. He leads the campaign for international tourist road safety, reviewed the South West Complex Fires and GOR volunteer emergency services response capacity.

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

## Cr Lesley Brown

NORTH WARD



**First elected:** 2016  
**Phone:** 0428 594 684  
[lesley.brown@corangamite.vic.gov.au](mailto:lesley.brown@corangamite.vic.gov.au)

**Meeting attendance:**  
11/12 Ordinary Meetings  
1/1 Special Meeting  
92%

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

“This last year has again been a rewarding time with many issues being decided by Council. As your councillor I do my best to gain the knowledge needed to make decisions including meeting with community members.

I enjoy attending all the community meetings of which there are many and varied, across the North Ward and the Shire. It is great to meet and work with so many volunteers, the backbone of our communities, to achieve significant projects.”

**Committees of Council:**  
Central Pools Committee  
Audit Committee  
Berrybank Windfarm  
Community Committee -  
Co-Chair

# Executive team



## **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: 187 FTE staff 7 Councillors \$49.63M Budget**



## **Ian Gibb** Director Sustainable Development

**(October 2010–present)**

Ian started at Corangamite Shire as Manager Planning & Building Services, before stepping up to the role of Director Sustainable Development. His experience includes work in the private sector delivering both strategic and statutory projects, stakeholder and community engagement.

**Oversees: 40 FTE staff \$10.86M 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: 63 FTE staff \$8.992M Budget**



## **Brooke Love** Director Works & Services

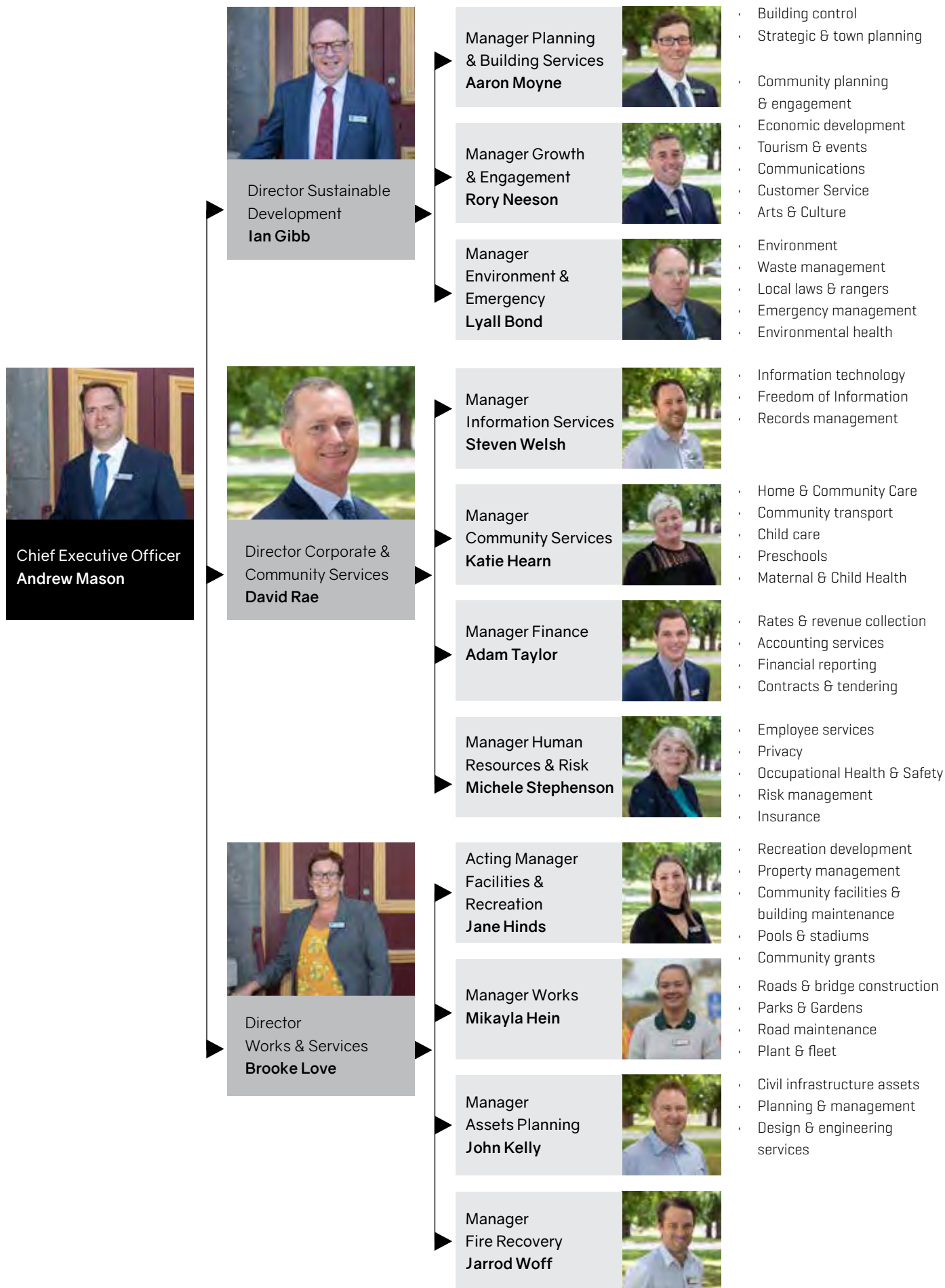
**(April 2016–present)**

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: 81 FTE staff \$25.098M Budget**



# Organisation structure



# 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.

## 2018-2019 Financial Performance Summary

Council had an operating surplus of \$7.21 million, against a predicted surplus of \$2.56 million (compared to a \$7.61 million surplus in 2017-2018).

This was influenced by:

- **Additional grant revenue-** Additional grant revenue was received due to extraordinary events (such as fires and flood) and Rural Councils Transformation Project.
- **Depreciation-** This non cash accounting adjustments allows for the decline in condition of Council's assets.
- **Net loss of disposal of assets-** This non cash accounting adjustment reflects the difference between the written down value of assets and their disposal amount.

Council's **total capital works expenditure** was \$12.07 million against a budget of \$13.28 million.

**Rates & Charges** comprised \$21.61 million (38%) of the total operating income of \$56.84 million (compared to \$20.75 (45%) of \$46.44 million in 2017-2018).

**Cash holdings** (including financial assets) increased by \$9.69 million to \$33.33 million (compared to \$1.49 million increase to \$23.64 million in 2017-2018).

**Council's net assets** were \$483 million. This included total land & buildings (\$55m), plant & equipment (\$10m) and infrastructure assets (\$388m).

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:

[audit.vic.gov.au/search/reports](http://audit.vic.gov.au/search/reports)

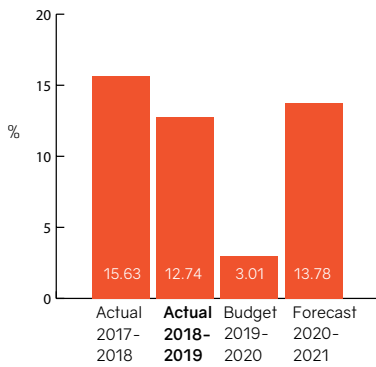
The following graphs are based on the last two years of actual results and the forecast for the next two years from our Strategic Resource Plan as adopted by Council in June 2019.

The graphs highlight the trend of increased financial sustainability for Corangamite Shire. Although Council is debt free, the Indebtedness graph reflects the ability for Council to pay non-current liabilities, including landfill rehabilitation and employee leave.

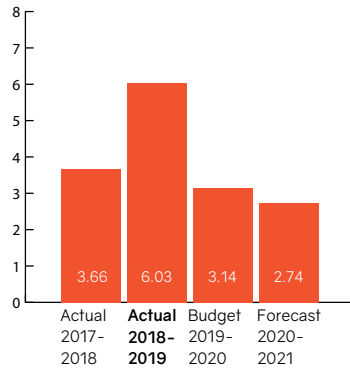
Overall, they graphs show that **Corangamite's overall Financial Risk is rated as low.**



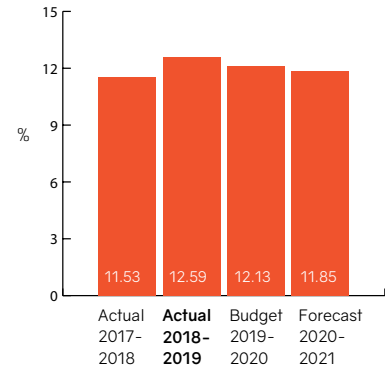
### Net Result



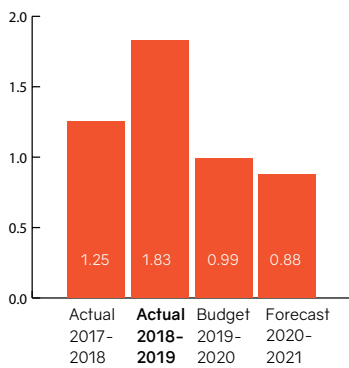
### Liquidity



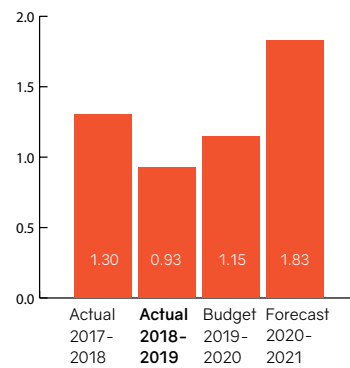
### Indebtedness



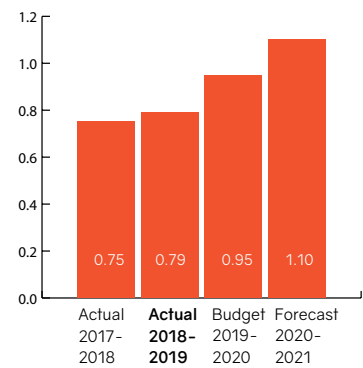
### Internal Financing



### Capital Replacement



### Renewal Gap



## Long-term financial strategic objectives

Whilst this report focuses on the 2018-2019 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.

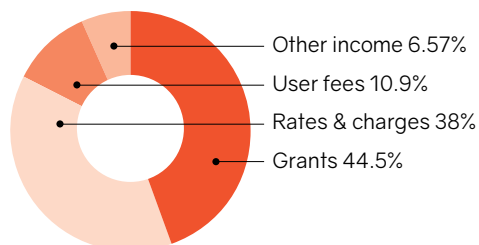
Please see the Performance Statement in the Finance Reporting section for the Financial Performance Indicators relating to the Local Government Performance Reporting Framework

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

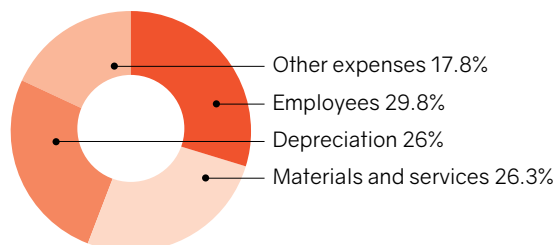
# Financial performance

The 2018-2019 Budget included a 2.25% increase in the general rate, a municipal charge of \$197.65, and a waste management charge of \$360.

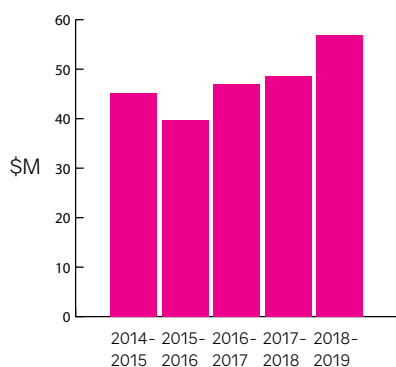
## Revenue \$56.84M 2018-2019



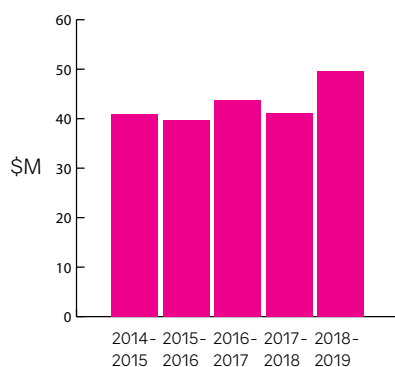
## Expenditure \$49.63M 2018-2019



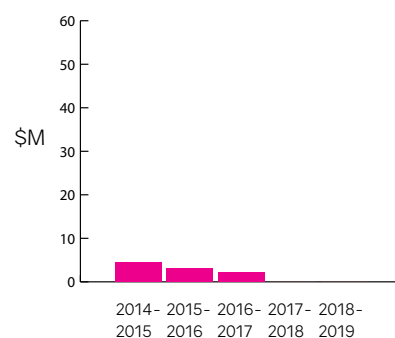
## Total revenue 2014-2019



## Total expenditure 2014-2019



## Total borrowings 2014-2019



## Financial indicator comparisons 2014-2019

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total revenue	\$45.22M	\$39.77M	\$46.92M	\$48.67M	<b>\$56.84M</b>
Grants income	\$18.5M	\$13.08M	\$18.7M	\$17.64M	<b>\$25.31M</b>
Rates income	\$18.59M	\$19.57M	\$20.16M	\$20.75M	<b>\$21.6M</b>
Total borrowings	\$4.57M	\$3.19M	\$2.22M	\$0	<b>\$0</b>
Total expenditure	\$40.86M	\$39.76M	\$43.7M	\$41.06M	<b>\$49.63M</b>
Capital works	\$10.17M	\$13.7M	\$10M	\$11.75M	<b>\$12.07M</b>
Cash & investments	\$20.43M	\$16.3M	\$22.15M	\$23.64M	<b>\$33.33M</b>
Rate increases	5%	5%	2.5%	2%	<b>2.25%</b>
Average residential rates notice	\$1,116	\$1,177	\$1,204	\$1,242	<b>\$1,345</b>
Municipal charge	\$176.40	\$184.90	\$189.50	\$193.30	<b>\$197.65</b>
Waste management charge	\$272	\$280	\$287	\$297	<b>\$360</b>

# 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.

## Castle Carey Road Bridge \$5.2M

Completed in January 2019, the bridge now caters to B Double and High Mass Limit vehicles.



## Camperdown Streetscape Stage 2 \$236,000

New pathways, ramps, crossing outstands, seats and lights means the Clocktower precinct has improved amenity and accessibility.



## Port Campbell Town Centre Project \$50K

Completed initial concept designs for a major \$10 million upgrade to Port Campbell town centre.



## Camperdown Theatre Royal \$90K

New blackbutt floor boards were installed and finished with a water-based clear sealer in June 2019.



## LED lights for local roads \$130K

The changeover of 120 street lights to LEDs will provide a saving of \$10,000 and 38 tonnes of greenhouse gas emissions each year. Further savings will be achieved with the installation of LEDs in several Shire buildings.



## Statement of capital works 2018-2019

<b>Property and buildings</b>	
Buildings	\$201,000
Heritage buildings	\$176,000
<b>Total property and buildings</b>	<b>\$377,000</b>
<b>Plant and equipment</b>	
Plant, machinery and equipment	\$1,105,000
Computers and telecommunications	\$278,000
Fixtures, fittings and furniture	\$12,000
<b>Total plant and equipment</b>	<b>\$1,395,000</b>
<b>Infrastructure</b>	
Roads	\$6,298,000
Bridges	\$1,862,000
Footpaths & cycleways	\$189,000
Drainage	\$86,000
Recreational, leisure and community facilities	\$95,000
Parks, open space and streetscape	\$285,000
Kerb and channel	\$284,000
Retaining walls and small culverts	\$92,000
Waste management	\$1,113,000
<b>Total infrastructure</b>	<b>\$10,304,000</b>
<b>Total capital works expenditure</b>	<b>\$12,076,000</b>

Represented by:

New asset expenditure	\$1,863,000
Asset renewal expenditure	\$9,808,000
Asset upgrade expenditure	\$405,000
<b>Total capital works expenditure</b>	<b>\$12,076,000</b>

Examples of major roads projects available on page 42.



# 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.



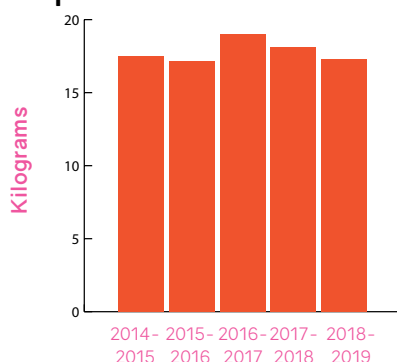


## Environmental sustainability

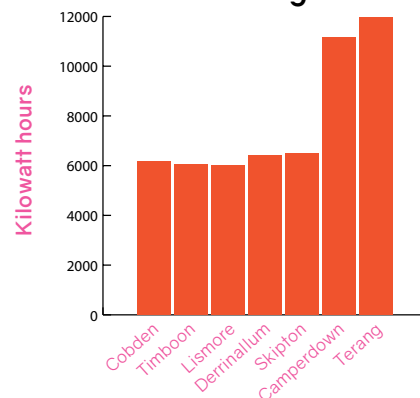
Achievements	Challenges
Corangamite residents are among the state's top recyclers, averaging 4.64 kgs per household each week	Lack of confidence due to the recycling crisis may affect good practices
Less waste was collected via kerbside collection	There was less total waste with recycling and greenwaste dropping. However, general waste increased slightly.
Roll out of Food Organics Green Organics (FOGO) kitchen caddies (February) to every household on kerbside collection should see a rise in green waste in 2019-2020	A dramatic rise in visitor numbers to the Twelve Apostles / Port Campbell National Park is adversely impacting the surrounding environment
Made \$126,000 energy savings upgrades to Council buildings, changing 753 light globes to LED	

Produced 156.96 Mwh, which displaced 156 tonnes of CO<sub>2</sub> in 2018-2019. See graph to the right for an example of production of solar from kindergartens

Overall weekly waste per household



kWh generated by PV solar on kindergartens



## Economic sustainability

Achievements	Challenges
Surplus of \$7.2 million, with a \$12 million capital works program. No debt with no new borrowings	The crumbling 603km arterial road network in Corangamite Shire continues to be chronically underfunded by the State Government, affecting industry
We attracted a record \$25.3 million in grants, including \$680,000 for fire recovery (South West Complex Fires, 17 March 2018)	Corangamite's population is predicted to remain stagnant at 16,000
The South West accounts for 1/4 of the nation's milk production	

## Social sustainability

Achievements	Challenges
We adopted a Rural Living Strategy which recommends land be rezoned on the edge of townships to supply and encourage future demand and rural residential growth	We have an ageing population that will increase demand for Council services
The Fire Recovery team continued to work closely with residents affected by the South West Complex Fires in 2018	Limited rental properties available in the southern part of the Shire
	Local emergency services groups are under strain, calling out for support from the State Government
	The flight of young people to regional centres such as Ballarat, Geelong and Warrnambool continues to impact population figures



Members of our Community Services team from left: Barb Smith, Jen Rowan, Sandra Mason, Tory Winsall, Christine Dewhurst and Jon Sedgley

## Our workforce

**275**  
People 

**81%**  
Live in  
Corangamite Shire

 **166**  
Women

**47.6** years  
Average age

**37** **106** **23**  
Full time Part time Casual

 **109**  
Men

**10** years  
Average tenure

**93** **10** **6**  
Full time Part time Casual



# Our people

## Workforce

As at 30 June 2019, Corangamite employed 275 people (in full time, part time and casual employment), a Full Time Equivalent (FTE) of 187.2 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 risen from 261 at June 2018. However, FTE only changed from 184.45 in 2018 to 187.2 in 2019. This shows a growing number of staff choosing flexible, part time work options offered at Corangamite Shire. There has been a small increase in staff in the Family and Children's Services department, and there were additional externally funded fire recovery positions.

The average age of our workforce is 47.6 years, which is a drop from 49 years in 2017-2018. Sixty-two per cent of our staff are aged over 45, and 33% 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 7.92%.

Our full time workforce is predominantly male at 71%. Sixty-nine of our 93 full time employed males belong to the Work and Services (outdoor) team.

Our part time workforce is predominantly female at 91%, with 76 women employed part time in the Corporate and Community Services division. Casual work is predominantly female at 79%.

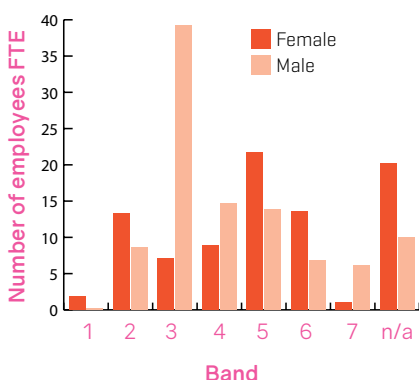
Our Employment Type by Gender figures have remained consistent over the past few years, and are reflective of a contemporary workforce where many women tend to seek part time or casual positions to enable a better balance between work / life responsibilities.

Our full time female workforce increased from 29 to 37 on the previous year, while our full time male workforce dropped from 101 to 93. There are more women filling non-traditional roles in the works department (engineers and outdoor staff) which is a great outcome for our organisation.

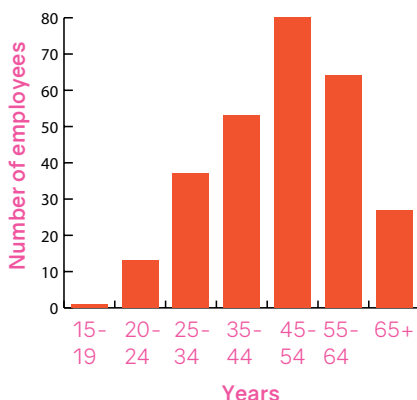
## Number of Corangamite Shire employees by gender / division

	Full time female FTE	Full time male FTE	Part time female FTE	Part time male FTE	Casual female FTE	Casual male FTE	TOTAL
Corporate & Community Services	15	10	34.62	1.24	2.12	0.03	<b>63.01</b>
Executive	1	1	0.72	-	-	-	<b>2.72</b>
Sustainable Development	12	13	10.67	2.86	0.58	0.92	<b>40.03</b>
Works & Services	9	69	1.69	1.52	0.29	0.01	<b>81.51</b>
<b>TOTAL</b>	<b>37</b>	<b>93</b>	<b>47.7</b>	<b>5.62</b>	<b>2.99</b>	<b>0.96</b>	<b>187.27</b>

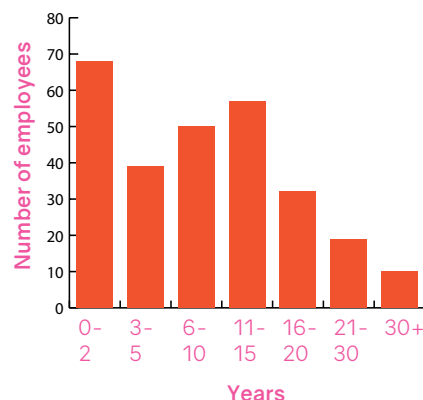
## Band classification by gender



## Age of workforce



## Length of service



# Our people

## Recruitment

We advertised 33 positions in 2018-2019, attracting 172 applications, 21 of which were internal.

Three management positions were advertised in works, community services and planning. We welcomed Katie Hearn (Manager Community Services) and Mikayla Hein (Works Manager) boosting female representation in our leadership group from 13% in 2018 to 33% in 2019.

The Fire Recovery team (Manager + two officers established after the South West Complex Fires in 2018) officially wrapped up in June 2019.

The areas of planning, engineering and finance continue to be most difficult to recruit, consistent with other rural councils.

In 2018-2019 we hosted:

- Four students from Deakin, Melbourne and LaTrobe Universities
- Three VCAL students from Cobden Technical School and Camperdown College
- Five work experience students from Hampden Specialist School, Cobden Technical School, Camperdown College, Timboon and Derrinallum P12 Schools
- Three vocational training placements.

## Industrial Relations

Employment conditions, pay rates and criteria for the classification of positions are all covered under our Enterprise Agreement. A new Enterprise Agreement was certified and implemented during 2017-2018. Negotiations will start on a new EBA in 2019-2020.

## 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'.

## 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 2018-2019

## Occupational Health and Safety

Corangamite Shire maintains a strong commitment to ensuring our workplace is safe. 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. Projects during the year included online contractor induction training, drug and alcohol testing, SunSmart measures, and a GPS system for heavy fleet vehicles.

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 2018-2019, 104 incident reports were completed. This is an increase from 75 reports in 2017-2018, however, was a response to a workplace campaign to ensure that all hazards and near misses are reported. There were six standard WorkCover claims in 2018-2019.

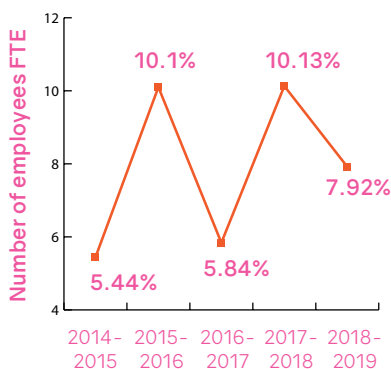
### Child Safe

We are committed to the safety and wellbeing of all children and young people and have zero tolerance for child abuse. Corangamite Shire provides an environment where children and young people feel safe, protected and valued and their voices heard about decisions that affect their lives. We provide Child Safe training and education so that staff, Councillors, contractors and volunteers understand their obligations to support the wellbeing and cultural safety of all children.

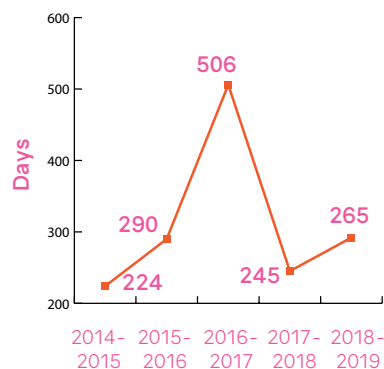
Training	Number of staff
Noise awareness for outdoor staff	60
First Aid/Asthma and Anaphylaxis	91
Equal Opportunity and Bullying	65
Leadership training for CEO, Directors and Managers	15
OHS Training for Managers and Team Leaders	13
Presentation Skills Training	12
Child safe standards	All staff
Assistance to undertake undergraduate and postgraduate studies	4

Staff member	Years of service
Carolyn Morey	20
Dorothy Davis	20
Teresa Frost	20
Kathryn Woodman	20
Linda Murfitt	20
Michele Stephenson	20
Ken Newson	30
Peter Reilly	45

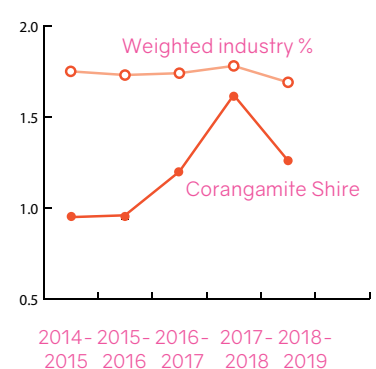
Annual staff turnover



Time lost due to injury



Workcover premium rate





# Awards & recognition



## **Citizen of the Year** Donna Ellis

Donna is deeply committed to the health and wellbeing of the community. She is the co-ordinator of Timboon parkrun, team manager for the inaugural junior girls' team at Timboon Demons Football Netball Club and has been on the Timboon District Health Service Community Advisory Committee for two years. She has also been a member of Brucknell CFA and has been involved in fundraising for Abbeyfield, including the Celtic Music Night open gardens and plant stall.

## **Young Citizen of the Year** Matilda Perriss

Young Citizen of the Year Ms Perriss was nominated for her tireless efforts during the St Patrick's Day Fires. On that night Matilda was Duty Manager at Ritchies Cobden when the manager and other staff were cut off. She opened at 2.00 am for the CFA and relief centre to get supplies to feed firefighters and people who had left their homes.

## **Community Event of the Year** Cobden **Uniting Church Bushfire Relief Distribution Centre**

The Cobden Uniting Church Bushfire Relief Distribution Centre received and distributed thousands of donated goods and made personal deliveries to fire affected households. The efforts of the centre volunteers helped affected households in their immediate time of need and then took off some of the pressure as they worked to get their farms back on track.

## **Youth Achievement Awards**

Well done to our Youth Achievement Award winners and nominees in 2018.

More than 160 people attended the awards night at the Theatre Royal in Camperdown on 23 November to celebrate the achievements, talents and contribution of young people (aged between 12 and 25 years) across Corangamite Shire.

### **Music Award**

Grace Moloney

### **Environment Award**

Sheridan Heath

### **Visual Arts Award**

Kristy Parsons

### **Performing Arts Award**

Camperdown College, The Wizard of Oz Cast

### **Sport Award (Individual)**

Ethan Coates

### **Sport Award (Group)**

Cobden Technical School, Lawn Bowls Team

### **Agriculture Award**

Sheridan Heath

### **Workplace Endeavour Award**

Harrison Smith

### **Community Service Award (Individual)**

Sheridan Heath

### **Community Service Award (Group)**

Camperdown College, VCAL

# 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 for the next four years and is reviewed annually. The plan guides our actions and goes beyond the legislative framework of the *Local Government Act 1989* to ensure emerging issues and community priorities are strategically addressed.

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

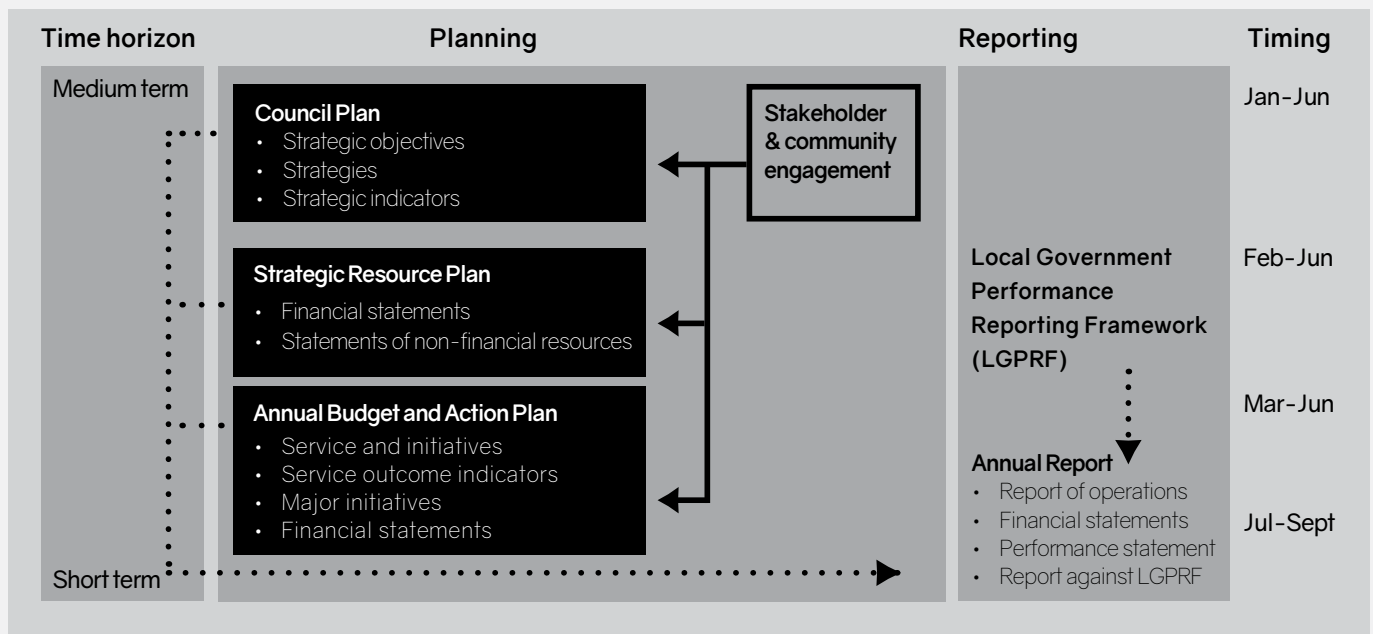
- Governance and financial sustainability
- Roads
- Vibrant economy, agriculture & tourism
- Built and natural environment
- Safe and healthy communities
- Organisational performance

Progress against the plan is measured quarterly and annually, in quarterly performance reports and the Annual Report.

## Performance

Council's performance for the 2017-2018 year has been reported against the strategic objectives to demonstrate how Council is performing in achieving the 2017-2021 Council Plan. Performance has been measured as follows:

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



## Local Government Performance Reporting Framework (LGPRF)

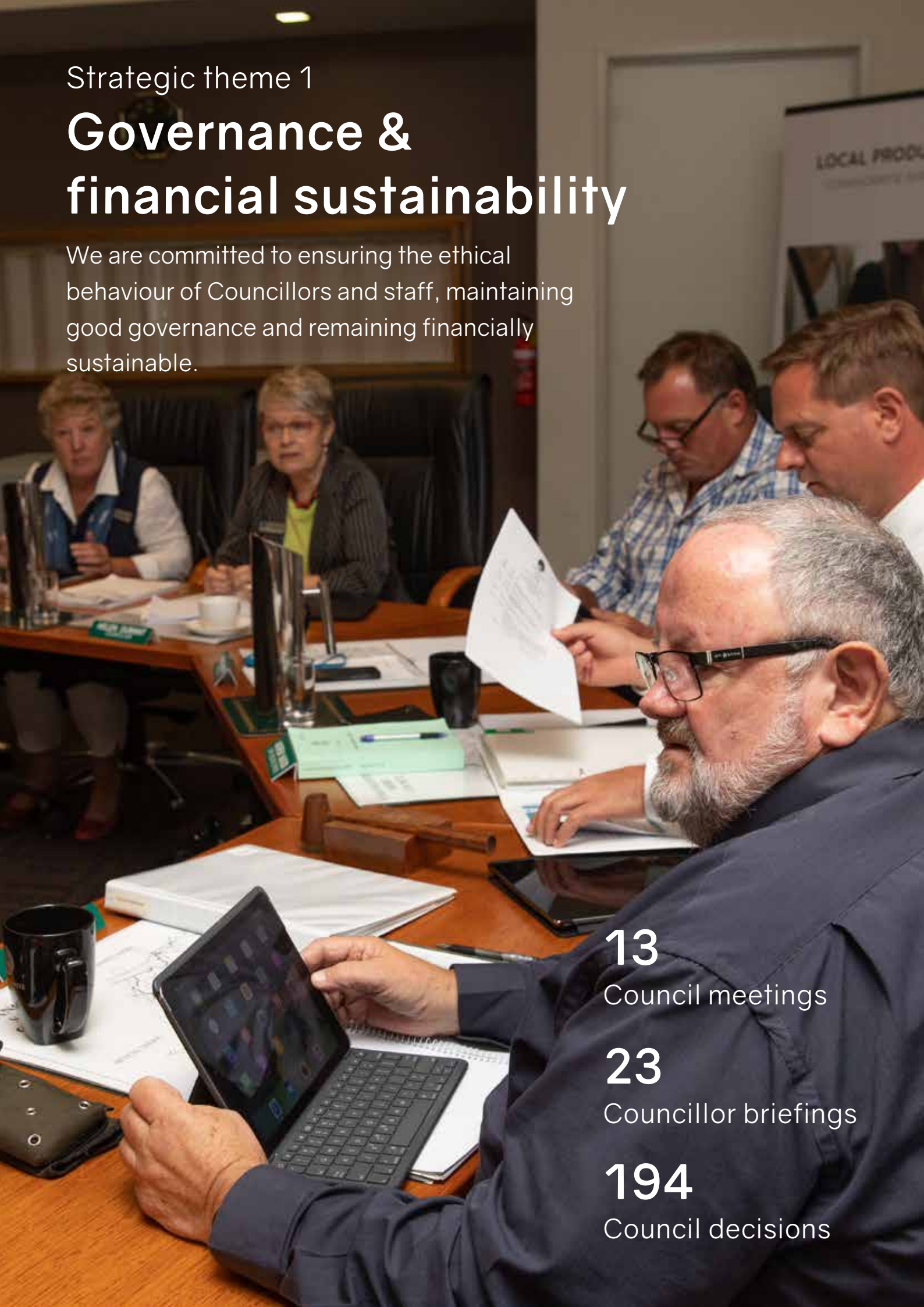
Introduced by the State Government in 2014-2015 this is a mandatory system of performance reporting to ensure that all councils measure and report on their performance in a consistent way. The framework is made up of 66 measures and a governance and management checklist of 24 items. Each of the measures are reported against in the Corporate Governance section of our Annual Report.



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.



**13**

Council meetings

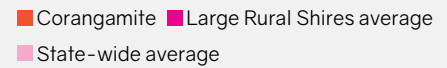
**23**

Councillor briefings

**194**

Council decisions





2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

# Reflecting on past 12 months

**Cr Neil Trotter started his first term as Mayor** in November 2018, with Cr Ruth Gstrein elected Deputy Mayor. Cr Trotter took over from Cr Jo Beard, who served three consecutive terms as Mayor.

**Cr Bev McArthur resigned** in December following her election to the Victorian Parliament. The Victorian Electoral Commission conducted a modified countback, as only one other nominee not elected was on the ballot at the last election. As a result, Cr Wayne Oakes was sworn in on 20 December 2018.

We were surprised with an announcement by the Minister on 24 December that Corangamite Shire was reclassified as a Category 1 Council for Mayoral and Councillor allowances, which saw allowances reduced without consultation or prior notice.

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

😊 **Our Community Satisfaction Survey results improved significantly** from 2018 and we continue to rate highly compared to rural and state-wide averages. Top performing areas include: Emergency and Disaster Management, Appearance of Public Areas, and Recreational Facilities. In particular, our Customer Service rating of 79 was the highest in the state. Areas for improvement include: Unsealed Roads, Sealed Local Roads, and Roadside Slashing and Weed Control.

😊 **We welcomed five new Australian citizens** - three of which were sworn in during our Australia Day celebrations in Terang.

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

😊 In the lead-up to the State election in November 2018 and the Federal election in May 2019, we advocated fiercely for roads funding and a solution to visitor and safety issues at the Twelve Apostles. Without doubt, the biggest highlight of the year was the announcement by State and Federal Governments to fund the Shipwreck Coast Master Plan, resulting in more than \$100 million towards a new visitor centre and major improvements to the Twelve Apostles precinct.

😊 Over the course of the year we met with numerous government representatives, including:

Hon David Littleproud MP, former Federal Minister for Agriculture

Hon Dan Tehan MP, Federal Member for Wannon

Hon Adem Somyurek MP, Minister for Local Government

Hon Jaala Pulford MP, Minister for Roads and Member for Western Victoria

Hon Gayle Tierney MP, Minister for Training & Skills / Member for Western Vic

Mr Richard Riordan MLA, Member for Polwarth

Mr Andy Meddick MLC, Member for Western Victoria

Mr Stuart Grimley MLC, Member for Western Victoria

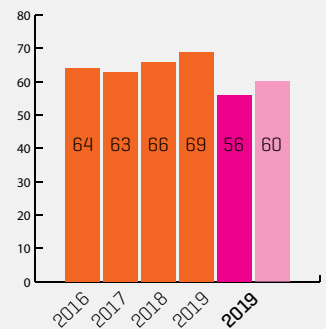
Mrs Bev McArthur MLC, Member for Western Victoria

Mr Tim Smith MP, Shadow Minister for Local Government

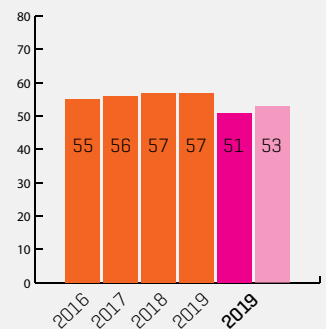
## Looking ahead

Some of our annual actions were tied to the new Local Government legislation that did not pass through Parliament before the 2018 State Government election. These have been deferred to 2019-2020.

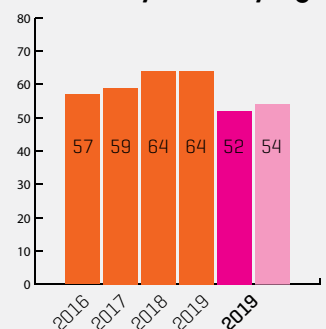
### Overall performance



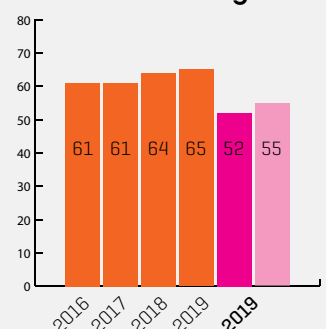
### Overall direction



### Advocacy & lobbying



### Decision making



# Council Plan 2017–2021: Governance & Financial Sustainability

**Objective: Council will demonstrate high levels of ethical behaviour and governance standards**

**Strategy 1: Provide professional development opportunities in relation to ethical behaviour and fraud prevention**

**Strategy 2: Maintain a Risk Management Framework that ensures risks are monitored and controlled appropriately**

**Strategy 3: Develop Council strategies and plans that reflect the aspirations of our diverse communities**

**Strategy 4: Foster relationships with key stakeholders**

## What we said we'd do in our 18–19 Action Plan:

**Governance training provided to Councillors in relation to changes in Local Government legislation and corruption risks**

Crisis Management training for Councillors included corruption, and updates were provided on the new legislation, which has yet to be passed.

**Provide Fraud Prevention and Awareness training to staff**

Online module set up - completion date for roll out 31 July.

**Develop or update Council policies and plans to comply with staged implementation of the new Local Government Act (if enacted)**

This project was deferred as the Government has not yet passed the new legislation.

**Draft the Corangamite Shire Vision and present to Council**

Process for establishing the Community Vision complete.

**Objective: Council will make budgetary decisions that ensures it remains in a strong financial position now and into the future**

**Strategy 1: Utilise the Long Term Financial Plan to deliver financial sustainability**

**Strategy 2: Reduce borrowings unless required for significant new capital projects or short term financial issues**

**Strategy 3: Ensure the Rating Strategy results in stability of the rate burden for our community**

## What we said we'd do in our 18–19 Action Plan:

**Review the Long Term Financial Plan model and present to Council**

New Long Term Financial Plan adopted by Council at its June 2019 meeting.

### Complete the transition to Single Touch Payroll

●○○ Completed in January.

### Develop and implement financial and HR reporting suite which is automatically sent to internal stakeholders

●○○ Reports have been set up and require automation.

**Objective: Council will deliver value for money by ensuring that services are delivered efficiently and sustainably**

**Strategy 1: Undertake service/improvement reviews**

**Strategy 2: Consider alternative service providers**

**Strategy 3: Set fees and charges to ensure that services can be delivered sustainably and Council will be transparent about subsidies**

**Strategy 4: Consider opportunities to maximise rental returns**

### What we said we'd do in our 18-19 Action Plan:

#### Undertake review of Fees & Charges Policy and present to Council

●○○ Completed and adopted by Council at its April 2019 meeting.



New citizens sworn in at the Australia Day celebrations



**Objective: Council will advocate strongly in relation to roads, cost shifting and other Council and community priorities**

**Strategy 1: Maintain a strong commitment to the Great South Coast Group**

**Strategy 2: Make submissions and influence State Government policy and legislation**

**Strategy 3: Continue to advocate strongly for improved road maintenance and upgrades**

**Strategy 4: Develop an Advocacy Strategy to guide the Council in advocating on issues of importance to the community**

**Strategy 5: Continue to advocate for public transport improvements, particularly improved rail stock and north-south bus connections**

### **What we said we'd do in our 18-19 Action Plan:**

#### **Identify annual priorities and produce advocacy material**

●○○○ Priorities identified as Stage 1 of the Twelve Apostles Trail, Mobile Black Spot funding, upgrade three local freight corridors for high productivity vehicles, Port Campbell Town Centre Project and Corridor Strategy for Princes Highway West. Brochures published and distributed to State and Federal Government stakeholders.

#### **Advocate to State and Federal Parliamentarians that funding allocations be fairly distributed on a merit basis, particularly for Shipwreck Coast Master Plan**

●○○○ Meetings held, including with the local Federal Member, the Hon. Dan Tehan MP.

#### **Lead local government advocacy for changes to State and Federal legislation to improve roadside vegetation clearance and for funding**

●○○○ Letters sent to stakeholders advocating for change.

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

**Strategy 1: Maintain relationships with key State Government politicians**

**Strategy 2: Maintain involvement with key peak organisations**

**Strategy 3: Work with the State Government in relation to the Shipwreck Coast Master Plan**

### **What we said we'd do in our 18-19 Action Plan:**

#### **Participate in a debrief of the South West Complex Fires**

●○○○ Council participated in the Emergency Management Victoria debrief and conducted its own review following the fires.

## Council Plan Indicators: Theme 1 Governance & Financial Sustainability

A minimum of two training sessions provided for Councillors annually	✓	Planning session and Crisis Management session held with Councillors
All Council risks have a residual rating of medium or lower	✓	Council's risks remained consistent
Overall performance from the annual Community Satisfaction Survey remains above 60%	✓	Increased 3 points to 69 in 2019
Annual Community Satisfaction Survey results for community decision making remains above 60%	✓	Increased 1 point to 65 in 2019
Financial Sustainability Risk Indicators as measured by the Victorian Auditor General are no less than medium annually	✗	The indicator for Capital Replacement is high due to a number of carry forward projects. All other indicators remain at medium or low risk
Undertake at least two service / improvement reviews annually	✓	'Better Approvals' improved the application process for customers and works reviews were carried out
Fees and charges policy is reviewed biennially	✓	Adopted April 2019. Next review 2021
Increase the number of commercial agreements by 15% over the life of the Plan	✓	Commercial agreement established at Mt Noorat
80% attendance at Great South Coast meetings and forums	✓	Corangamite Shire represented at more than 80% of meetings
State and Federal members of Parliament provided with Shire priorities prior to State and Federal budgets each year	✓	Priorities material produced and distributed to State and Federal politicians
Annual Community Satisfaction rating for advocacy increased	✓	Remains unchanged at 64 in 2019
Council will meet with key State Government politicians annually	✓	Meetings held throughout the year. See page 33 for list
Membership of key peak organisations reviewed annually	✓	MAV, LGPro and Rural Councils Victoria memberships renewed



Mayor Neil Trotter (right) with Great South Coast Group representatives in Canberra at the National General Assembly



Andrew Mason (left) with David Santo Tomas Menocal, Managing Director, and Haridian Fuentes Cabrera from GPG at the Berrybank Wind Farm Sod Turning

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.

**914 km**

Local sealed roads

**1,229 km**

Local gravel roads

**56**

Bridges

**604 km**

Arterial roads

**200 km**

of roads upgraded



# Reflecting on past 12 months

Mikayla Hein was appointed Works Manager in June 2019 after Lyle Tune's retirement. (Read more on page 41)

## Maintain our local road network at current or improved standards

- 😊 Invested \$7 million in our local roads network:
  - \$2 million to reseal 85 km of roads
  - \$1.6 million to resheet 100 km of gravel roads
  - Rehabilitation works worth \$1.4 million were 100% completed at Shenfields Lane, Eastern Creek Road, Cross Forest Road, Boorook Road, Curdievale-Port Campbell Road, Walshs Road, Vite Vite Road and Urches Road.
- 😊 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 right)
- 😊 Community satisfaction with the condition of local sealed roads jumped seven points to 44. (See graph on right). While still lower than Large Rural Shires and State-wide averages, the improvement was significant from previous years and an encouraging sign that residents are more aware of the differences between local and arterial roads. The poor condition of the 603 km VicRoads network strongly influences public opinion.
- 😊 Carried out \$450,000 worth of drainage works to help preserve the condition of local roads for the long term.
- 😊 Our works crews responded to 518 customer requests relating to roads and footpaths.
- 😊 We completed all repair works following the September 2016 floods.

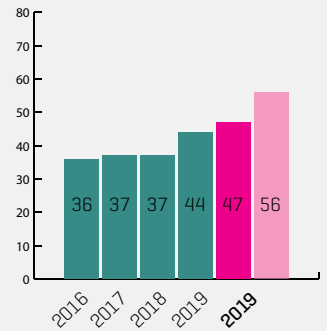
## Upgrade strategic local roads based on opportunities to improve economic outcomes

- 😊 Major projects completed this year included the \$5.2 million Castle Carey Road Bridge and the final 2.9 km of the Timboon Curdievale Road widening and rehabilitation project. New concrete bridges replaced old timber bridges on Bones Access Road and Thorntons Road.
- 😊 We secured \$1.56 million funding from the State Government's Fixing Country Roads Program for upgrades to the Old Geelong Road / Depot Road intersection, widening 6 km of Foxhow-Berrybank Road and the Lismore-Pittong Road rehabilitation project.

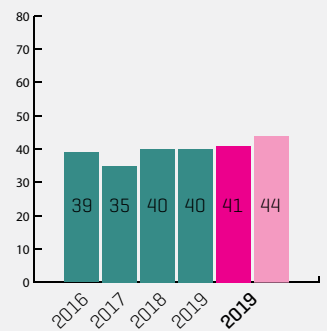
## Advocate on behalf of our communities for increased funding towards the main road network

- 😊 We advocated for upgrades to key dairy routes through the Barwon South West Dairy Supply Chain Study (see page 43). Many of the roads, bridges and culverts in the region are not strong enough to carry High Productivity Freight Vehicles (HPFVs) which are becoming more common because they are safer and more economical.
- 😞 Despite no funding, our advocacy efforts continue for \$29 million to upgrade the North South Loop from the Twelve Apostles, which is used by visitor traffic.

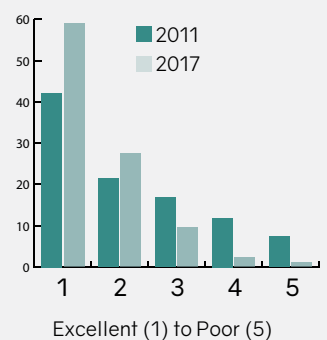
### Condition of local sealed roads



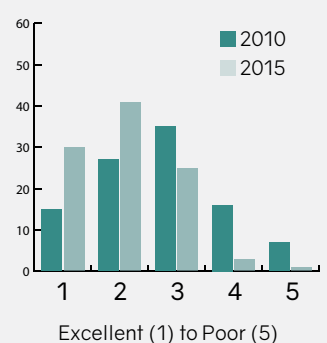
### Maintenance of unsealed roads



### Condition of local sealed roads 2011-2017



### Condition of local gravel roads 2010-2015



## Council Plan 2017–2021: Roads

**Objective: Maintain our local road network at current or improved standards**

**Strategy 1: Ensure our road network complies with the Road Management Plan**

**Strategy 2: Ensure sufficient funding is allocated to maintain the road network**

### What we said we'd do in our 18–19 Action Plan:

**Undertake condition assessment of gravel road network**

Field assessments to be done in second part of 2019.

**Review joint municipal boundary agreements for roads and bridges**

Discussions with other councils have started.

**Objective: Council will focus on the provision of high quality roads**

**Strategy 1: Ensure that local road construction methods deliver high quality and long lasting roads**

**Strategy 2: Continue focus on improving roadside drainage across the local road network**

### What we said we'd do in our 18–19 Action Plan:

**Identify economical solution for treatment of unsound road pavements by comparing treatments and costs of ride quality improvements on sound sealed pavements**

Have started investigations. Alternate treatments still to be costed.

**Investigate potential drainage improvements on road network to address raised bed cropping practice on abutting properties**

Completed a number of drainage works around roads adjoining raised bed crop farms to minimise water on roads.

**Objective: Upgrade strategic local roads based on opportunities to improve economic outcomes**

**Strategy 1: Engage with business to identify improvement needs for local road routes**

### What we said we'd do in our 18–19 Action Plan:

**Prepare capital works program for implementation of strategic road upgrades for High Productivity Freight Vehicles identified from Barwon South West Regional Dairy Supply Chain Project**

This was completed with the finalisation of the Barwon South West Dairy Supply Chain Study with Priority Roads A, B and C identified. See page 43 for more details.

**Objective: Advocate on behalf of our communities for increased funding towards the main road network**

**Strategy 1: Prioritise State Government roads requiring attention**

**Strategy 2: Partner with key local and regional stakeholders and neighbouring LGAs**

**Strategy 3: Work with transport sector to identify the impacts of poor road conditions**

**Strategy 4: Seek declaration of Princes Highway as a Road of National Significance by Federal Government**

### What we said we'd do in our 18-19 Action Plan:

**Advocate to Regional Roads Victoria that Corangamite receives fair distribution of funding allocations that is merit based**

●○○ Meetings held with the Minister for Roads, Chief Regional Roads Officer, Paul Northey, and key staff.

## Council Plan Indicators: Theme 2 Roads

**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

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



From previous condition assessments, local roads are rated beyond 98% acceptable condition. Next round of condition assessments to be undertaken in 2019-2020 to reconfirm objective has been met

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



Satisfaction with sealed local increased by 7 to 44. Satisfaction with unsealed local roads remains unchanged at 40

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



\$450,000 allocated for drainage improvements to the road network in 2018-2019

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



Strategic routes on Timboon-Curdievale Road and Castle Carey Road have been upgraded. Foxhow-Berrybank Road is planned for upgrade in 2019-2020

**Advocacy documentation developed annually**



Princes Highway West and Dairy Supply Chain Study materials published in 2018-2019



Manager Works Mikayla Hein manages a local road network of 2,000 kilometres, a team of 60 and an annual budget of \$15 million.



# Roads projects 2018-2019

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## Resealing

85 km of local roads resealed in 2018-2019.



## Resheeting

100 km of local gravel roads resheeted in 2018-2019.



## Rehab

Rehab projects worth \$1.4 million were 100% completed.



## Shenfields Lane South of Cobden

\$143,000 for rehab and widening of a 500 metre length of the road to accommodate two way traffic.



## Dover Street Cobden

\$36,000 for 430 metres of new footpath from Silvester Street to Mitchell Street. Improves links around local schools, golf course and town centre.



## Crossforest Road Cobden-Camperdown

\$237,000 for rehab of a 1 km stretch of road, used by milk tankers and other heavy vehicles.



## Bones Access Road Bridge, Chapple Vale

\$610,000 to replace old timber bridge with a new concrete bridge that caters for milk tankers and heavy vehicles.



## Eastern Creek Road Waarre

\$290,000 for road rehab and drainage works including a new retaining wall to stop slippage and damage to road.



## Timboon Curdievale Road

\$841,000 to widen and rehabilitate a 2.9 km stretch of road.





## Making the case for our roads

The Barwon South West Regional Dairy Supply Chain Study was funded by five councils in the Great South Coast Group: Corangamite, Colac-Otway, Moyne, Southern Grampians Shires and Warrnambool City. They have put together a powerful report arguing for Commonwealth and State support to keep the dairy industry on the road—literally.

The 'Barwon South West Regional Dairy Supply Chain Investment Prospectus' forecasts the region's industry could increase production and processing by 20% by 2045, to about 2.5 billion litres per annum.

Key routes which carry the highest volumes are the Princes Highway, Cobden-Warrnambool Road, Cobden-Stoneyford Road, and Ayresford Road in Corangamite. Many of the roads, bridges and culverts in the region are not strong enough to carry High Productivity Freight Vehicles (HPFVs) which are becoming more common because they are safer and more economical.

The Dairy Supply Chain Study aims to convince the State and Federal Governments to fund works that will improve productivity for the dairy industry, and provide safety benefits for everyone. Not investing in our roads is likely to hinder growth in milk production and associated jobs.



### Priority A roads:

(dark blue)

- Princes Highway
- Cobden-Warrnambool Road
- Cobden Stoneyford Road
- Ayresford Road (north)

### Priority B roads:

(light blue)

- Camperdown Cobden Road
- Camperdown Lismore Road
- Terang Cobden Road

Terang Mortlake Road

MacKinnons Bridge Road

Timboon Colac Road

Cobden Lavers Hill Road

Timboon Nullawarre Road

Ayresford Road (south)

Williams Road

### Priority C roads:

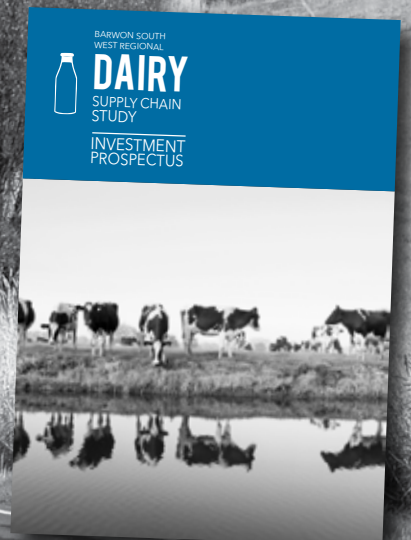
(green)

Timboon Terang Road

Cooriemungle Road

Coradjil Road

Curdievale-Port Campbell Road

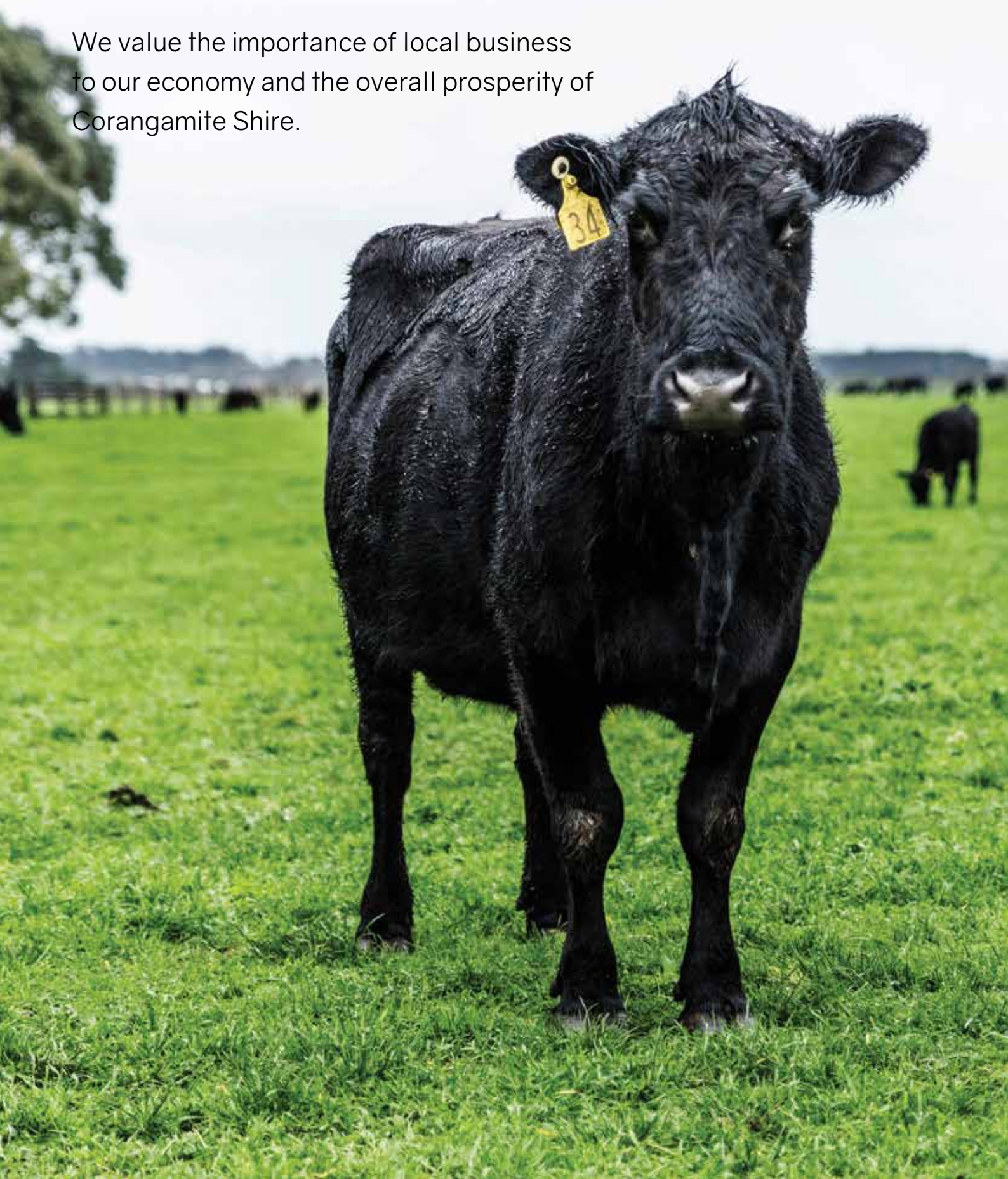




Strategic theme 3

# 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

The Corangamite Shire economy is heavily underpinned by the dairy industry, with one third of the workforce employed by agriculture. Our unemployment rate continues to be one of the lowest in the State (2.81%).

## Maintain our competitive advantage as an 'investment friendly' Council and a leader in local economic development

- Victorian Premier Daniel Andrews turned the first sod on the Berrybank Windfarm in June, with more than \$1.5 million announced for community projects.
- In March, a new base station announced for Jancourt East was a vital step towards addressing one of the Shire's urgent mobile phone black spot areas.
- The Retail Area Facade Program allocated \$51,000 to 22 businesses to improve and refresh their shopfronts.

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

- We supported the Twelve Apostles Food Artisan's Group with a video and TV campaign highlighting food and fibre businesses along the trail.
- Held the 'Ideas Place' - a series of workshops, functions and opportunities aimed at inspiring and encouraging entrepreneurial activities in the Shire.
- Held a series of business workshops to support businesses in fire recovery. Launched a marketing and shop local campaign for fire-affected towns.

## Support and facilitate the development of the visitor economy

- Our biggest highlight of 2018-2019 was the Federal Government's announcement that it would match the \$153 million Geelong City deal, about a third of which will go towards projects in the Shipwreck Coast Master Plan. This means funding of approximately \$100 million for the Twelve Apostle Visitor Centre, an amphitheatre and viewing deck; beach access, a viewing hide, emergency shelter and visitor pod at Gibsons Steps; and several car parks and a park and ride hub.
- After a long wait, the first Shipwreck Coast Master Plan project has started - Port Campbell pedestrian bridge.
- The Events and Festivals Program allocated \$47,500 and \$35,000 in-kind support to 36 events across Corangamite Shire.
- We participated in the China Host program with Great Ocean Road Region Tourism, Warrnambool City Council, and Colac Otway, Moyne and Surf Coast Shires to improve the visitor experience for Chinese guests visiting our region.

## Increase the population of Corangamite Shire

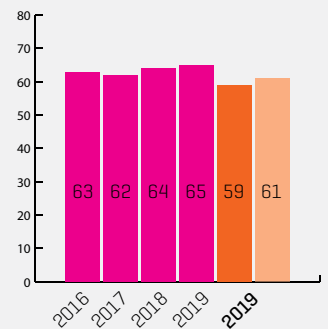
- We held two new residents' functions in Lismore and Cobden attracting 70 people.
- Adopted a Domestic Wastewater System Contribution Policy, which will result in grants to assist homebuilders cover costs involved with domestic wastewater treatment systems in towns not connected to sewerage.
- Produced a Living in Corangamite video project.

### Report card

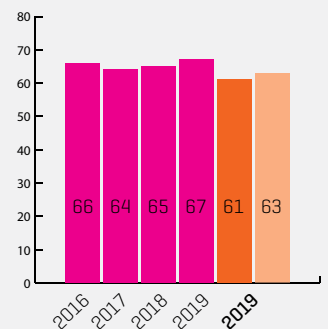
■ Corangamite ■ Large Rural Shires average  
■ State-wide average

2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

#### Business & community development



#### Tourism development



2.9M

Visitors to  
12 Apostles

3,661

Businesses

7,293

Jobs

## Council Plan 2017–2021: Theme 3 Vibrant economy, agriculture and tourism

**Objective: Maintain our competitive advantage as an 'investment friendly' Council and a leader in local economic development**

**Strategy 1: Ensure the planning framework, infrastructure and availability of zoned land supports industry attraction**

**Strategy 2: Facilitate entrepreneurial activity and private investment in new business opportunities and the expansion of existing business**

**Strategy 3: Investigate establishment of an agri-business precinct**

**Strategy 4: Encourage investment by businesses to improve the appearance of their shopfronts/facades/businesses**

**Strategy 5: Advocate for improved digital connectivity and mobile technology**

### What we said we'd do in our 18–19 Action Plan:

**Facilitate increased supply of short stay accommodation by delivering two workshops during the financial year**

●○○ Delivered one short stay workshop in February, attracting 14 participants. Delivered second workshop with a focus on digital to support accommodation providers.

**Review Retail Area Facade Improvement Program**

●○○ Reviewed program with Council deciding to hold another round in 2019–2020.

**Complete initial investigation of intensive animal and horticultural industries, identifying future opportunities and possible actions to address key infrastructure constraints**

●○○ Intensive Animal and Horticultural Industries report completed. Advocacy material and prospectus to be produced in 2019–2020.

**Investigate and identify potential rezoning and accommodation opportunities to encourage investment and support increased activities associated with tourism development**

●○○ Investigation completed. Structure plans for Simpson and Timboon to be prepared that will look to identify and support investment opportunities in the south of the Shire.

**Advocate for improvements to mobile phone coverage to reduce mobile black spots in Corangamite Shire**

●○○ Included in materials as one of the Shire's highest priorities. Announcement of new tower to improve coverage for Jancourt and Scotts Creek residents in March 2019.

**Investigate feasibility in establishing an Economic Development Round Table group to workshop ways to grow the local economy across agriculture, industry and tourism sectors**

●○○ Investigation complete. It was concluded that there are more effective ways to engage with industries.

## Objective: Increase the economic value of the food and fibre sector within Corangamite Shire

**Strategy 1:** Support the expansion of existing agricultural businesses; the diversification of agriculture and increased value adding of local product

**Strategy 2:** Strengthen engagement with the food and fibre sector to provide useful information on export markets, grants, research and opportunities

### What we said we'd do in our 18-19 Action Plan:

**Investigate opportunities to expand promotion of the Twelve Apostles Food Artisans Group**

●○○ Provided assistance with roadside directional signage project to promote artisans on the Twelve Apostles Artisans Trail. Produced two television commercials and a series of online videos to promote Artisans Group.

## Objective: Support and facilitate the development of the visitor economy

**Strategy 1:** Work with Great Ocean Road Tourism (GORRT) to develop tourism product and provide marketing support

**Strategy 2:** Facilitate investment and development of tourist accommodation consistent with the Shipwreck Coast Master Plan and Tourism Opportunities Study sites

**Strategy 3:** Encourage and promote festivals and events in Corangamite Shire

### What we said we'd do in our 18-19 Action Plan:

**Implement one high priority action from the Destination Action Plan for the Twelve Apostles Coast and Hinterland**

●○○ Visitor Services Review completed. Also carried out an audit of current calendar of events as part of the review of the Events and Festivals Policy.

**Investigate and deliver an entrepreneurial workshop or program**

●○○ Delivered 'The Ideas Place' in conjunction with Warrnambool, Moyne, South West TAFE and Deakin University. A program exploring, fostering and developing new business ideas in the South West.

## Objective: Increase the population of Corangamite Shire

**Strategy 1:** Encourage new residents to locate within Corangamite Shire whilst also retaining existing population

**Strategy 2:** Facilitate business growth so as to generate jobs which will support an increased population

### What we said we'd do in our 18-19 Action Plan:

**Host two new resident functions to obtain information on the reason for relocation and to engage with new residents**

●○○ Hosted two new resident functions. One in Cobden (south of Shire) attracted 40 people. One in Lismore attracted 30 people.





Sharee Scanlon and Paddy Curran of Scanlon's Dairy Centre in Terang with the Eco Dev team, Tammy Young and Sam Fox

## Council Plan Indicators: Theme 3 Vibrant economy, agriculture and tourism

Increase in number of new businesses annually	X	Slight decrease from 3,708 to 3,661.
Increase in businesses added to Corangamite Business Directory	✓	This project has been replaced by a new business database.
Retail Area Facade Improvement Program is fully subscribed on an annual basis	✓	Program was fully subscribed for the fourth year running. Distributed \$51K to 22 businesses
Annual community satisfaction rating for business and community development remains above 60%	✓	Increased by 1 point to 65 in 2019.
Increase the number of businesses on food artisans trail within the life of the Council Plan	✓	The number of business has increased from 12 to 15 in 2019.
Increase in Value of Agricultural product annually (REMPPLAN)	✓	Has increased from \$291 million to \$322 million.
Increase in overnight visitor numbers annually	✓	Domestic overnight stays increased from 314,000 in 2018 to 319,000 in 2019. International overnight stays increased from 81,000 in 2018 to 89,000 in 2019
Increase of employment in the tourism industry annually	✓	Increase in positions year on year was 469 to 473
Annual community satisfaction rating for tourism development remains above 60%	✓	Increased 2 points to 67 in 2019
Maintain number of new resident functions annually	✓	Functions held in Cobden and Lismore attracting total of 70 people
Increase number of new residents contacted annually	✓	The number of new residents contacted to attend the annual functions increased in 2018-2019



Scotts Creek residents happy to hear they will have mobile phone reception after an announcement to build a tower in nearby Jancourt.



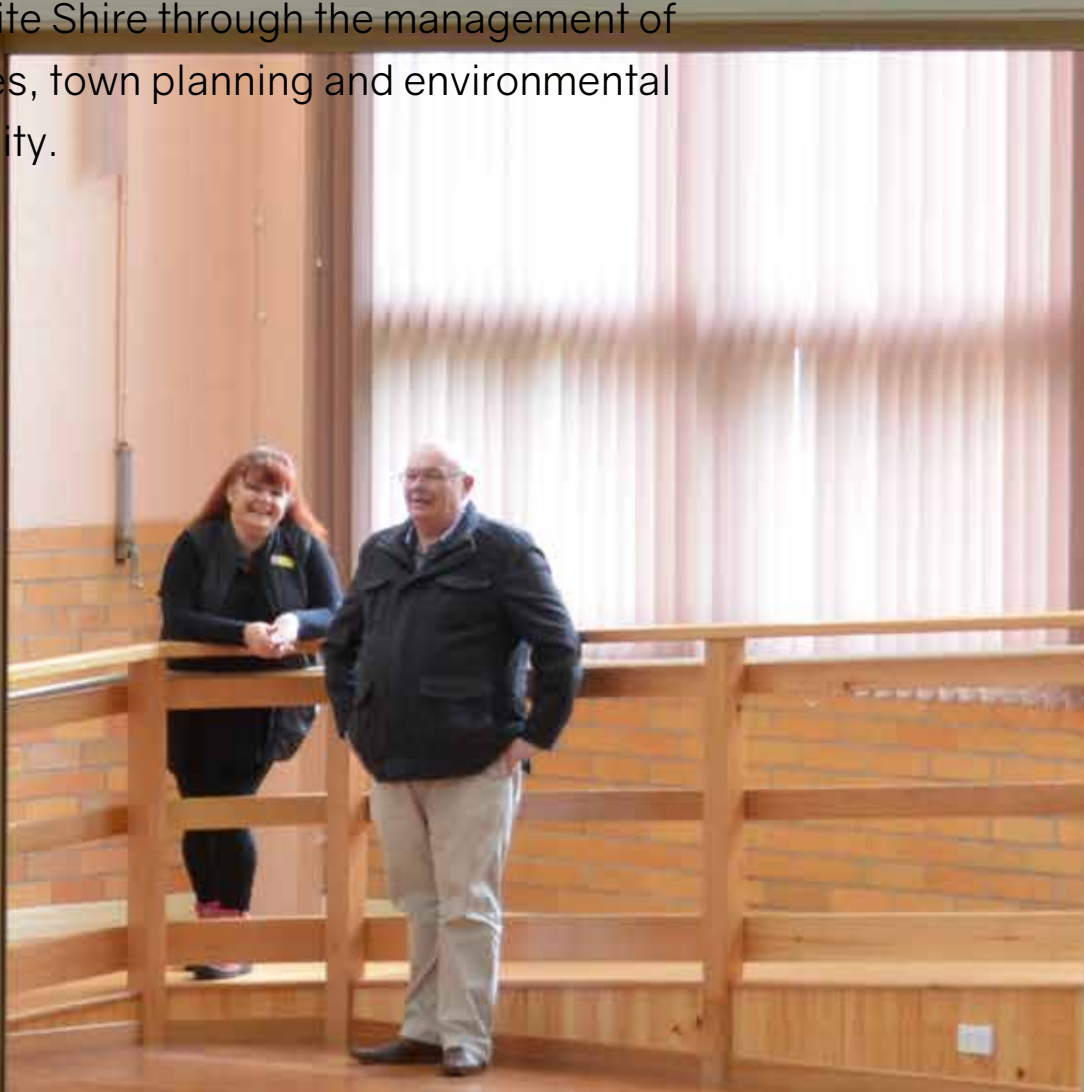
The Federal Government Shipwreck Coast Master Plan funding announcement at the Twelve Apostles in October 2018. Mayor Jo Beard pictured with former Member for Corangamite Sarah Henderson, Prime Minister Scott Morrison, Member for Wannon Dan Tehan, and Alan Tudge, Federal Minister for Population, Cities and Urban Infrastructure.



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.



**107 km**  
footpaths

**192**  
buildings

**9,980**  
street trees

**735**  
maintenance jobs

**2,595**  
total callouts

**187 km**  
kerb and channel



# Reflecting on past 12 months

## Improve the appearance of our towns and public spaces

- ☺ Our works crews responded to 2,595 customer requests in 2018-2019 (a 36% increase from 2017-2018), including 404 for tree and vegetation management, 518 for roads and footpaths, and 1,063 other jobs.
- ☺ Works are almost complete on Stage 2 of the Camperdown Streetscape Project, focusing around the Clocktower precinct. We also started talking to the community about the Derrinallum streetscape project design.
- ☺ We released a concept plan for the Port Campbell Town Centre Project, working with the community to develop and fine tune the plan before it was adopted by Council in March 2019.
- ☺ We planted 125 trees in Darlington, Cobden, Camperdown, Terang, Noorat, Simpson, Lismore and Skipton, as part of the Urban Street Tree Asset Management Plan.
- ☺ There was 100% retention of the *tilia cordata* planted in Thompson Street, Terang the previous year.

## Township infrastructure will contribute to safe and accessible public areas

- ☺ We replaced 120 local street lights with energy efficient LEDs.
- ☺ We built a combined total of 1 km of new footpaths in Dover Street (Cobden), Prince Street (Terang) and High Street (Lismore).
- ☺ 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 of Poor increased slightly from 4.85% in 2013 to 4.92% in 2017. See Footpath condition graph to the right. \*Rated by the Shire's own assessments. Next assessment 2019-2020.
- ☺ We built or replaced kerb and channel in Walker Street (Cobden), Oman Street (Lismore), Desaily Street (Port Campbell), McKinnon Street and Ewing Street (Terang).
- ☺ 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. See Kerb and channel condition graph below right. \*Rated by the Shire's own assessments. Next assessment 2019-2020.

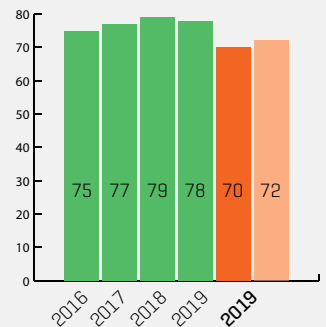
## Deliver high quality, optimally used, sustainable community facilities

- ☺ Our facilities team attended to more than 735 maintenance jobs in 2018-2019.
- ☺ The Facilities Grants Program allocated almost \$50,000 to 31 applicants for improvements to community facilities across the Shire.
- ☺ Upgrades to public toilet in Leura Street (Camperdown) were completed.
- ☺ Completed the concertina wall project at Cobden Civic Hall (see photo left), repaired picnic shelter at Camperdown Botanic Gardens, replaced Camperdown Theatre Royal floor and restored Terang Memorial Bandstand.

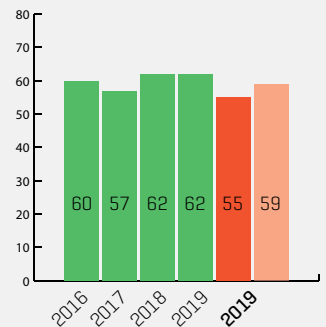
## Report card

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

### Appearance of public areas

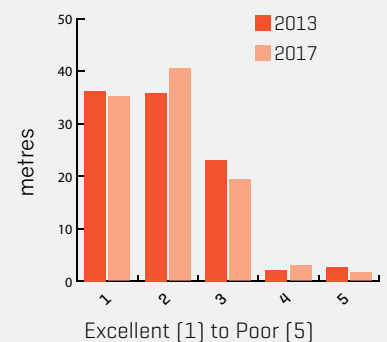


### Condition of local streets & footpaths



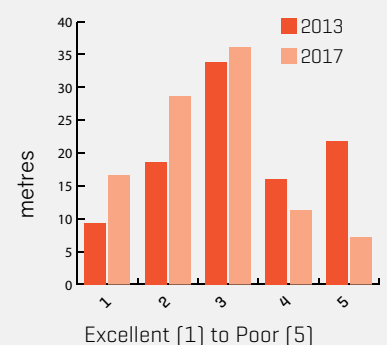
### Footpath condition

2013-2017 Council data



### Kerb & channel condition

2013-2017 Council data





**6**

FTE staff

**214**

building permits  
issued

**155**

planning  
decisions made

**166**

planning  
applications received

Darren Frost, Brenda Van Den Bogert and Kellie Duynhoven in background.

# Reflecting on past 12 months

The Planning and Building team settled in 2018-2019 after a period of staff movement. New Planning and Building Manager Aaron Moyne was appointed in September 2018, with Administration Coordinator Melanie Osborne moving into a Planning Officer role, alongside Sophia MacRae. Tracey Wilson was appointed Administration Coordinator in February 2019.

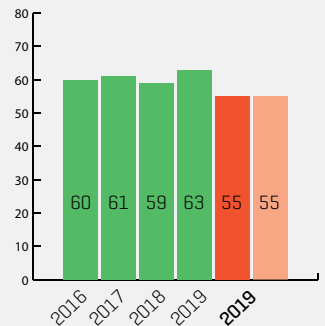
## Ensure the Corangamite Planning Scheme provides for the fair, orderly economic and sustainable use and development of land

- 😊 Council adopted the C44 Red Tape Reduction Amendment in September 2018 to correct mapping anomalies and introduce local VicSmart provisions into the Corangamite Planning Scheme.
- 😊 Adopted the Rural Living Strategy 2019 to provide future rural-residential development opportunities across the Shire.
- 😊 Our planning team of four received 166 planning applications, with more than 90% decisions made within 60 days.
- 😊 Our building team of 2.5 staff issued more than 200 building permits. There was a substantial increase in the value of building activity, \$12.5 million more than 2017-2018.
- 😊 VCAT refused a permit for Naroghid Wind Farm, protecting the continued operation of the Cobden Airfield.
- 😞 We made a submission to the State Government's Draft Solar Farm Guidelines after receiving a planning application for a large scale solar farm at Bookaar. Council refused the permit based on concerns around loss of agricultural land, but there was limited State policy direction around solar farms.
- 😊 Community satisfaction with 'Town Planning' increased 4 points to 63 in 2019.
- 😞 Council attended three VCAT appeals, which put a strain on resources.
- 😊 We continued to provide planning and building support to residents recovering from the South West Complex fires in March 2018.

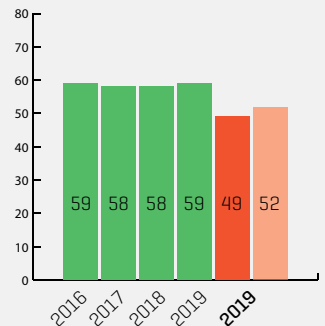
## Report card

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

### Town planning



### Planning & building permits



### 2018-2019 Building permit figures

Council issued building permits	180	\$14,819,324
Council issued external building permits	34	\$2,484,872
Private building surveyor building permits	128	\$23,118,140
<b>TOTAL</b>	<b>342</b>	<b>\$40,422,336</b>



Top: Planning and Building Manager Aaron Moyne

Above: Planning Officer Mel Osborne



Team Leader Waste Glenn Busuttil celebrating the completion of the Cell 14a hydraulic separation at the regional landfill in Naroghid.



**25,586**  
tonnes of waste  
process by landfill

**5,645**  
tonnes of compost

**5,400**  
properties on kerbside  
collection service

# Reflecting on past 12 months

## Provide cost effective high quality waste management services

- ☺ The landfill processed 25,586 tonnes of waste and 5,645 tonnes of compost in 2018-2019. Construction season started in November 2018. We worked on Cell 14B base and earthworks for two leachate ponds. This created 90,000 of extra space for waste, equivalent to two years of waste at the current disposal rate.
- ☺ A new Food Organics Green Organics (FOGO) campaign rolled out in February 2019. Each property on kerbside collection received a kitchen caddy and compostable bags. This was complemented by an awareness and education campaign.
- ☺ We received \$200,000 from the State Government to upgrade Timboon transfer station and the Naroghid landfill to be ready for the State Government ban on e-waste to landfill from 1 July 2019.
- ☹ The Waste Management Charge skyrocketed from \$297 in 2017-2018 to \$360 on the 2018-2019 Rates Notice due to the recycling crisis and rising costs to process recyclables.
- ☺ Completed the Waste and Resource Recovery and Waste Management Strategy 2018-2028, which Council adopted in March 2019.
- ☹ The recycling crisis created a lack of confidence with the resource recovery rate dropping 2% from 2017-2018.

## Preserve the natural environment of Corangamite Shire

- ☺ We awarded \$30,000 to 21 applicants for environmental and sustainability projects across the Shire.
- ☺ Carried out \$250,000 worth of weed control, targeting roadside weeds such as blackberry, mirror bush and ragwort. We focused on Simpson's bushland reserves and Timboon's roadside embankments.
- ☺ More roadside weed control was carried out along fire-affected roadsides thanks to a \$100,000 grant from the Department of Human Services.
- ☹ Community satisfaction for roadside slashing & weed control continues to be below Large Rural Shires and State averages. See graph below right.
- ☺ Developed the draft Mt Noorat Management Plan with the management committee. Received 215 responses to a community survey about Mt Noorat's future.
- ☺ Updated the Mt Leura & Mt Sugarloaf Action Plan to extend its life by five years.

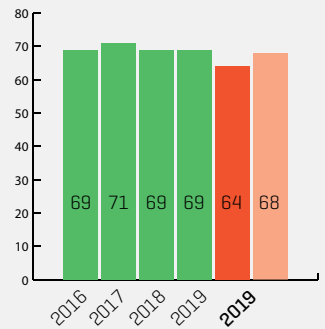
## Consider the impacts of climate variability on Council operations and infrastructure and provide information and expertise to assist the community to adapt to changes

- ☺ Secured a \$62,000 grant from Sustainability Victoria to make \$165,000 of energy saving upgrades to Council buildings.
- ☺ Propagated 1,500 seedlings for fire-affected landholders and to offset Council's carbon emissions.

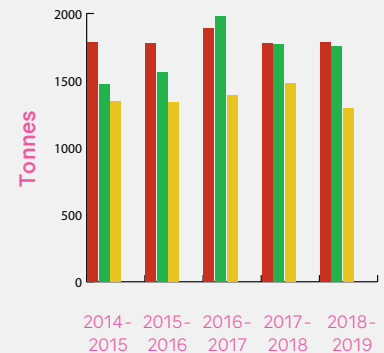
### Report card

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

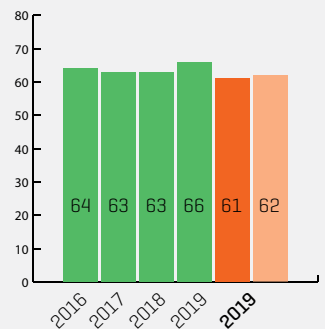
#### Waste management



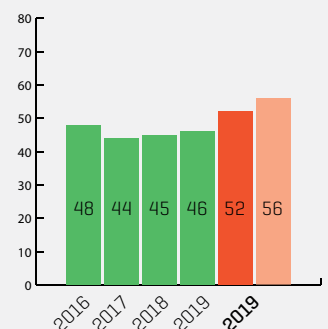
#### Kerbside collection volumes total



#### Environmental sustainability



#### Roadside slashing & weed control





# Environmental health

Our Environmental Health department (1.5 FTE staff) deals with domestic wastewater permits and inspections, food premises permits, prescribed accommodation, public swimming pool monitoring and tobacco sales.

Some of the highlights in 2018-2019 were:

- ☺ Assessed and approved 60 wastewater permits
- ☺ Collected and analysed 73 food samples under the Food Act 1984
- ☺ Reviewed and changed food registration fees to include a lower fee category for community groups
- ☺ Completed a registered premises private drinking water supply project in collaboration with the Department of Health and Human Services (DHHS). The project involved assessing 27 private drinking water system and analysing 116 water samples. Photo right: Example of private drinking water supply.



# First ever management plan for Mt Noorat

The Mt Noorat Management Committee was formed in 2018 after the estate of Niel Black gifted Mt Noorat to Corangamite Shire in 2017.

The draft Mt Noorat Management Plan sets out a vision of what the 146 hectare site will look like in 30 years' time, becoming a 'destination known for its geological and natural values and experiences, where culture past and present is understood and respected, and where access is provided for all to enjoy'.

**Mt Noorat**  
What the community think

- 60% of survey respondents love to exercise, walking to the water for pleasure
- For the views  
To exercise  
For the peace & quiet  
To be in nature  
For the geology and natural history
- 215 people responded to the survey
- 80% think water is essential
- 80% of respondents of Mt Noorat (146 hectares) are 65 years of age or over, which may indicate more people who are likely to be active in the future
- The walking track**
- The viewing platforms and summit are the most popular walks
- 87% of people walk on the walking platform on a regular basis
- 66% of people like to walk on the walking track
- Top management actions**
  1. Better sign & safety
  2. Put sand & soil management
  3. See risk management
  4. Fossil remains that survive
  5. Fossil remains that survive
  6. Fossil remains that survive
  7. Fossil remains that survive
  8. Fossil remains that survive
  9. Fossil remains that survive
  10. Fossil remains that survive
- Potential tourism resources for Mt Noorat include grants, events, walking, geochronology, interpretation and camping
- Mt Noorat in 30 years time**
  - More native vegetation & wildlife
  - A destination known for its natural values & experiences
  - The untouched, peaceful ambience is retained
  - A place to learn & where Aboriginal culture is understood and respected
  - An accessible place for locals to enjoy and be proud of
- More information  
More rest points  
Improved surfaces  
More planting for shade & amenity
- People would like more information about Aboriginal, geological, natural and European history at Mt Noorat



## Council Plan 2017–2021

**Objective: Improve the appearance of our towns and public spaces**

**Strategy 1: Continue to invest in a program of streetscape infrastructure renewal**

**Strategy 2: Increase street tree planting**

### What we said we'd do in our 18–19 Action Plan:

**Complete design for Port Campbell Town Centre Project to tender specification**

Detailed design plan to be presented to community in August 2019, before making finishing touches and ready for specification.

**Plant vacant tree spots in accordance with the Urban Street Tree Asset Management Plan 2018–2028 and budget allowance**

100 trees planted.

**Objective: Township infrastructure will contribute to safe and accessible public areas**

**Strategy 1: Ensure our footpath maintenance complies with Council's Road Management Plan**

**Strategy 2: Ensure sufficient funding is allocated to maintain or improve our existing assets**

**Strategy 3: Implement the Urban Street Tree Asset Management Plan**

### What we said we'd do in our 18–19 Action Plan:

**Review accessibility (for prams, motor scooters, wheelchairs etc) from car parking areas to shopping areas and other public areas in townships**

Parking in Camperdown town centre currently being reviewed.

**Treat at risk trees as identified by the four year audit, and by inspections of Parks and Gardens staff**

Priority list with Parks and Gardens team leader.



The kitchen caddy, compostable bags and FOGO (Food Organics Green Organics) messaging was sent out to 5,400 households on Corangamite Shire's kerbside collection service in February 2019.

## Objective: Deliver high quality, optimally used, sustainable community facilities

**Strategy 1: Maintain our buildings to ensure they meet current and future demand for service provision**

**Strategy 2: Ensure sufficient funding is allocated to maintain our buildings**

**Strategy 3: Maximise the use of facilities across the Shire**

### What we said we'd do in our 18-19 Action Plan:

#### Deliver an open space furniture renewal and rationalisation assessment

○○● A lack of staffing resources in 2018-2019 means this was not completed.

#### Implement at least one action from the Facilities Property Review

○○● Facilities Property Review not finalised in 2018-2019.

#### Review 10 year Building Asset Management Plan

●○○ Review completed and Long Term Asset Management Plan adopted by Council, which incorporates buildings and other assets.

#### Undertake annual condition assessment of facility assets

●○○ Completed annual inspection of all Council buildings, either Council owned and/or delegated to a Committee of Management.

#### Review future development and opportunities for Cobden Aerodrome

○○● This action was deferred due to a nearby wind farm proposal. Council made a submission objecting to the proposed wind farm due to proximity to the aerodrome. VCAT upheld this decision in June 2019. Review is now likely to take place in 2019-2020.

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

**Strategy 1: Provide an efficient development approvals process**

**Strategy 2: Continue to undertake strategic planning investigations to position Corangamite Shire for increased economic activity**

**Strategy 3: Reduce red tape and compliance costs**

### What we said we'd do in our 18-19 Action Plan:

#### Implement continuous improvements in time and work management that balances customer service and efficient decision making

●○○ Did significant work on the Better Approvals Project - resulting in our planning, building, business and health forms being merged into one online form, making it easier for the customer.

## Review existing focus on themes of 'customer service' and improve Council and community knowledge of planning responsibilities

- Involvement and implementation of digital resources for businesses through the Better Approvals Program, including online applications.

## Facilitate adoption of a Red Tape Reduction Planning Scheme Amendment

- Council adopted the Amendment in September 2018 to correct mapping anomalies and introduce local VicSmart provisions into the Corangamite Planning Scheme.

### Objective: Provide cost effective and high quality waste management services

- Strategy 1: Manage the Naroghid landfill to ensure that it is both financially and environmentally sustainable into the future
- Strategy 2: Comply with licence conditions for Naroghid landfill and requirements of associated audits
- Strategy 3: Provide an efficient waste collection service for residents of townships
- Strategy 4: Increase resource recovery

### What we said we'd do in our 18-19 Action Plan:

#### Conduct audits to investigate barriers that limit households from participating in kerbside organics recycling

- Council provided an online and direct survey to household on the kerbside collection service, receiving more than 120 responses. We also held a street stall in Timboon, Port Campbell, Camperdown and Skipton which coincided with the development of Council's Waste and Resource Recovery Strategy. Most people felt they were good at removing food waste already due to keeping chickens, but also felt that the caddy and compostable bags would assist them to remove even more kitchen organic materials from the waste.



Weed control in fire-affected areas near Lake Bullen Merri



## Objective: Preserve the natural environment of Corangamite Shire

**Strategy 1: Protect and enhance significant environmental features**

**Strategy 2: Implement the Environment and Sustainability Strategy and the Rural Roadside Management Plan**

**Strategy 3: Reduce weeds on Council owned and managed land**

**Strategy 4: Influence State Government controls and regulations to ensure they allow agriculture activity to grow**

### What we said we'd do in our 18-19 Action Plan:

#### Allocate funding to the community through the Environment Support Fund

●○○ Allocated \$30,000 to 21 local environment projects. Majority of projects have been completed and acquitted.

#### Develop integrated weed control programs for compatible weed species and fire impacted roadsides

●○○ Received a \$100,000 State Government grant to undertake weed control on fire-affected roadsides. Targetted blackberry, broadleaf and a number of woody weed species.

#### Investigate opportunities to improve management of roadside vegetation

●○○ Participated in DELWP roadside fuel and fire behaviour project. Worked with the CFA to review and renew the Hamilton Highway Strategic Burning Plan.

## Objective: 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 1: Develop policies relating to the consideration of climate change in capital works projects**

**Strategy 2: Provide information to our communities in relation to predicted impacts of climate change**

### What we said we'd do in our 18-19 Action Plan:

#### Implement water and energy reduction actions identified through the Sustainability Audit Process for three Council buildings

●○○ Council made solar and lighting upgrades to five Council buildings, including the Killara Centre, Visitor Information Centre, Timboon and Camperdown stadiums, and Council offices.

## Council Plan Indicators: Theme 4 Built and Natural Environment

Streetscape program delivered annually	✓	Stage 2 Camperdown Streetscape project delivered
Community satisfaction survey response for appearance of public spaces increases annually	✓	Satisfaction decreased 1 point to 78 in 2019
500 new street trees planted for the life of the Council Plan	✓	Planted 100 street trees in 2018-2019
100% annual removal of identified footpath hazards	✓	All identified footpath hazards were removed
Improve the ratio of footpaths in acceptable condition beyond 93%	✓	Kerb and channel network condition is currently measured as 97% acceptable
Improve the ratio of kerb and channel in acceptable condition beyond 80%	✓	Kerb and channel network condition is currently measured as 93% acceptable
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
Annual community satisfaction rating for local streets and footpaths maintained or increased	✓	Remains unchanged at 62 points in 2019
A minimum overall condition of fair is maintained for community facilities	✓	91% of our buildings are in a fair or better condition as at May 2019
Reduce property holding costs by 5% over the life of the Council Plan	✓	1% reduction in expenses across Council facilities (after CPI increase)
Annual community satisfaction rating for recreational facilities above 70 points	✓	Increased three points to 75 in 2019
Minimum of 80% planning permits decided within 60 days annually	✓	A minimum of 90% were decided within the 60 day timeframe
Annual community satisfaction rating for planning and building permits maintained or increased	✓	Increased by 1 point to 69 in 2019
Annual community satisfaction rating for town planning policy maintained or increased	✓	Increased by 4 points to 63 in 2019
Increase % resource recovery through kerbside collection annually	✗	Due to issues with the recycling industry this measure has not been achieved and an actual decrease was experienced over past 12 months
Annual community satisfaction rating for waste management remains above 60%	✓	Remains unchanged at 69 points
80% of actions from the Roadside Management Plan completed over the life of the Plan	✓	In progress and ongoing
80% of actions in the Environment and Sustainability Strategy completed over the life of the Plan	✓	Actions still being delivered
Increase number of kms of roads in the Shire which have weed management undertaken	✓	An additional 250km of roads have been included in the weed treatment program
Annual community satisfaction rating for slashing and weed control maintained or increased	✓	Increased by 1 point to 46 in 2019
Annual community satisfaction rating for environmental sustainability remains above 60 points	✓	Increased 3 points to 66 in 2019
Ensure major Council projects have climate change impact assessments completed	✓	Assessment tool completed and used for one major project

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

Katie Hearn was appointed Community Services Manager in October 2018. (See page 69).

## Continue to provide and support a range of community and social support services

- ☺ Transition of 26 more eligible clients to the National Disability Insurance Scheme in 2018-2019.
- ☺ Ten households in the Lismore and Derrinallum area were selected for free energy assessments. Improvements are being made to increase the thermal efficiency and comfort of their homes. The Energy Efficiency Project was funded by the Berrybank Wind Farm Project.
- ☺ 142 people attended 'Unspoken - What will become of me?' in November. The event used various art forms to connect people with the beliefs and feelings involved in how we think about our own deaths.
- ☺ Four services were assessed against the National Quality Standard, with Lismore Kindergarten rated as 'Exceeding the National Standard', and Timboon and Cobden Kindergartens 'Meeting the National Standard'. Skipton was rated as 'Working Towards National Standard'.
- ☺ Our three maternal and child health staff carried out 1,694 preschool immunisations in 2018-2019. Also completed the school program with 411 students immunised.
- ☺ We offered a new After Kindergarten and After School Care program in Timboon and Terang, responding to a need for more child care hours for working parents in these areas.
- ☺ 80 Corangamite Shire staff and allied health professionals attended a Bridges Out of Poverty professional development day.
- ☺ We increased the Ecklin Mobile Child Care service to two days per week, meeting community demand in the Ecklin area.
- ☹ There was a decline in enrolments at the Skipton and Port Campbell Mobile Child Care venues.

**1,564**  
Maternal & child health appointments

**3,635**  
Meals on Wheels delivered

**135**  
4 year old kindergarten enrolments

**19,541**  
Aged & Disability service hours delivered

**59,920**  
Family Day Care hours delivered

**101**  
Mobile Child Care enrolments

### Report card

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

2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

#### Elderly support services

Year	Corangamite	Large Rural Shires average	State-wide average
2016	73		
2017	74		
2018	74		
2019	73	67	68

#### Family support services

Year	Corangamite	Large Rural Shires average	State-wide average
2016	69		
2017	72		
2018	70		
2019	73	65	67

#### Disadvantaged support services

Year	Corangamite	Large Rural Shires average	State-wide average
2016	63		
2017	67		
2018	63		
2019	68	61	62

**61**  
3 year old kinder enrolments





# Reflecting on past 12 months

## Provide and support a range of opportunities that support people to engage in health and active lifestyles, the arts, recreation and sport

- ☺ Launched the inaugural Female Friendly Design Grants Program, with Cobden Football Netball Club and Timboon Demons Football Netball Club receiving \$7,500 and \$5,500 respectively for design plans to upgrade their facilities to support female football.
- ☺ Allocated \$12,000 through the Community Grants Program to 15 recipients for projects to benefit the community.
- ☹ Our six outdoor swimming pools attracted 46,206 attendances from November 2018 to March 2019, a slight drop from 46,612 in 2017-2018.
- ☹ The Eat Well, Move Well, Be Well program was put on hold due to lack of staff resources.
- ☺ We delivered an Ed Gym program in Camperdown and Terang.
- ☺ Participated in the Walk to School Program.
- ☺ Our arts and cultural events program was particularly well supported with sell-out crowds at the Much Ado About Nothing performance at Dalvui Homestead and The Tempest at Loch Ard Gorge. More than 300 people attended our Australia Day Celebrations in Terang. School holiday movies and kids' events continue to be popular.
- ☺ Started the Port Campbell Public Purpose Reserve toilet and playground renewal project, appointing a community reference group and finalising design of the play space.
- ☺ Held a skate competition and skills session in Camperdown and Timboon.
- ☺ Two new youth FreeZA events: the Youth Art Exhibition and Youth Make Music were well attended.

## Improve the health and wellbeing of our community

- ☺ Our Building Resilience in Corangamite Kids (BRICKs) program was delivered to all of Corangamite Shire's secondary schools in 2018. Mercy Regional College opted out of BRICKs in 2019 in favour their own resilience program.
- ☺ The We Know Your Name But Not Your Story project was delivered in four schools. The project involved students working with older residents to 'tell their story' and was showcased at Artlands National Regional Arts Conference in October 2018. Two other Victorian councils are now replicating the program.

## Improve education outcomes in Corangamite Shire

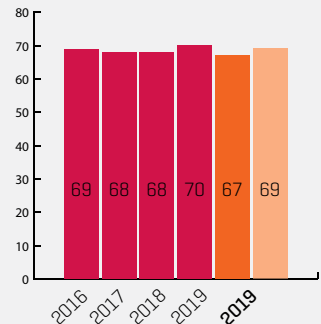
- ☺ Launched the 'Let's Read' initiative, supporting the work of Beyond the Bell early literacy and communication focus.

## Report card

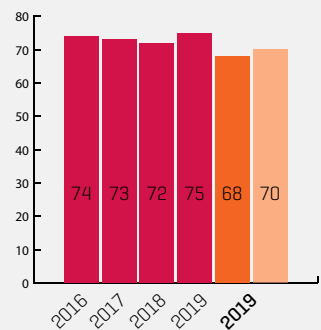
■ Corangamite ■ Large Rural Shires average  
 ■ State-wide average

2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

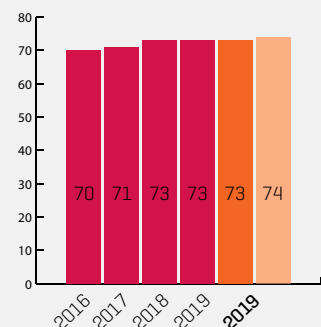
### Community & cultural activities



### Recreational facilities



### Art centres & libraries







From top left: **1:** Community Event of the Year Cobden Uniting Church Bushfire Relief Distribution Centre **2:** Saying thanks to BlazeAid at the Australia Day Celebrations **3:** The Phoenix Project live music event in Cobden **4:** Phoenix artwork by students **5:** The Circle Effect Tunes & Chill event **6:** Performance of Carpe Diem **7:** Emergency Coordinator Sharna Whitehand and Cr Lesley Brown at the Thank You BBQ, Cobden **8:** BlazeAid camp leaders, Cobden **9:** Community feeding BlazeAid **10:** Mercy Regional College students helping tree planting with Regreen 4 Fire Aid **11:** BlazeAid farewell **12:** Embankment re-establishment at Devils Gully

# The recovery continues...

## St Patrick's Day fires 17 March 2018

Corangamite Shire has experienced its fair share of natural disasters over the past decade. The major flood events of 2010 and 2011 caused major damage to the Skipton township. Shire crews were still repairing roads damaged by the September 2016 floods when the fires in March 2018 burnt more than 15,000 hectares of land across Corangamite and neighbouring shires. Losses included 24 houses and 63 sheds, hundreds of livestock, pasture and silage. Longer term impacts reverberated through our community, affecting small business and retail.

Council's focus during the recovery process was to strengthen existing community structures, enabling members of the community to support each other.

In **December 2018**, we farewelled and thanked BlazeAid with a community barbecue in Cobden. The organisation recruited volunteers to help clean-up properties and rebuild nearly 660 km of fencing damaged by the fires.

In **March 2019**, we quietly marked the one year milestone of the fires with some community events in Terang, Camperdown and Cobden.

In **June 2019**, our Fire Recovery team (3 FTE staff) officially wrapped up operation, with Council continuing to be first point of contact for impacted residents needing assistance or guidance in recovery.

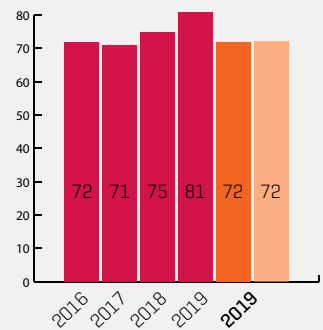
### Foster a partnership approach to emergency management and understanding risks

- ☺ 30 Council staff participated in the annual Cross Council Emergency Relief Centre Exercise - COS-Ex, 9 November 2018 in Colac. We continue to actively train and participate in Emergency Management Relief and Recovery with Colac Otway and Surf Coast Shires.
- ☺ Community satisfaction for 'Emergency and disaster management' rose 6 points to 81 in 2019.
- ☺ We supported Simpson to develop a Community Emergency Blueprint to better understand risks, communications during emergencies and last resort options.
- ☺ Installed a flood gauge at Skipton to provide online realtime flood level monitoring and assist with flood planning in Skipton.
- ☺ Updated signs for our five designated Bushfire Places of Last Resort sites in Derrinallum, Lismore, Port Campbell, Skipton and Timboon.
- ☺ Fire Recovery Coordinator Sharna Whitehand presented at a number of national conferences and Victorian emergency management forums in an effort to share knowledge of Council's role in the recovery process.

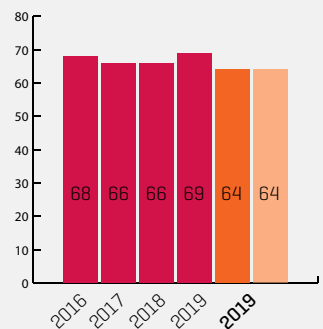
### Report card

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

#### Emergency & disaster management



#### Enforcement of local laws



**600**

BlazeAid volunteers

**660 km**

of fencing rebuilt

**270**

attended

Community BBQs

**300**

attended

BlazeAid farewell

**21,000**

Volunteer meals

provided by the community



# Reflecting on past 12 months

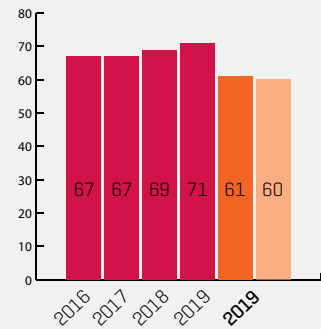
## Engage with and listen to our communities

- 😊 Community satisfaction with 'Informing the Community' rose 2 points to 71 in 2018-2019, while 'Community Consultation' jumped 4 points to 68.
- 😊 Reviewed three community plans for Derrinallum, Darlington and Skipton.
- 😊 We issued 98 media releases and distributed four editions of Corangamite News to every household.
- 😊 Launched Corangamite Shire E-News in February 2019, sending a monthly e-newsletter to an existing database of 3,300 emails. Has an average open rate of 42% and has improved the timeliness of getting news out to the community.
- 😊 Social media continues to be a great way to engage with our community. For a population of 16,000, we have more than 6,000 page likes.
- 😊 Answered 27,456 phone calls and responded to 21,845 customer requests.

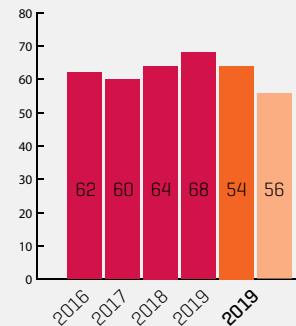
## Report card

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

### Informing the community



### Community consultation



## Local Laws

Our Local Laws department (2 staff) delivers a wide range of services and is responsible for dealing with animal management issues across the Shire.

Some highlights for 2018-2019 include:

- 😊 Roadside grazing permits were reduced to \$1 and have increased to over 150 issued to landowners who are grazing more than 200 road frontages across the Shire.
- 😊 242 stubble burning permits issued in 2018-2019.
- 😊 3,991 animals registered.
- 😊 120 animals (including feral cats) were impounded with 37.5% returned to owners or rehoused through our service agreement with RSPCA Warrnambool. Social media continues to be a really effective tool for reuniting owners with lost animals.





## Objective: Council will continue to provide and support a range of community and social support services

**Strategy 1: Services remain accessible and appropriate for the needs of our community**

**Strategy 2: Ensure that Council is well positioned to respond to changes in funding for community services, in particular aged and disability services**

### Complete strategic review of Aged and Disability provision

●○○ Completed in October 2018. Council continues to monitor changes within this area.

### Develop Children's Services Infrastructure Plan

●○○ A brief has been developed. Participating in 3 Year Old Kindergarten capability assessments in partnership with the Department of Education and Training.

### Implement further stage of Age-Friendly Community Project

●○○ The Live Well Project finished in March 2019, with several organisations continuing some of the projects. E.g. Corangamite Exercise Network will continue the 'Live Well' newsletter and U3A will continue 'Appy Hour'.

## Objective: Engage with and listen to our communities

**Strategy 1: Continue to support Council's Community Planning Program**

**Strategy 2: Use of focused online consultation methods to engage more broadly**

### Complete three community plan reviews

●○○ Completed three community plan reviews for Darlington, Derrinallum and Skipton.



Katie Hearn joined Corangamite Shire in October 2018 as Community Services Manager. Katie oversees a team of 80 staff providing aged care, child care, kindergarten and maternal & child health services to the community.

**Objective: 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 1: Support existing or build new partnerships to deliver recreation opportunities for the community**

**Strategy 2: Seek to increase casual participation in sport and recreation to prevent obesity and encourage women and girls in sport**

**Strategy 3: Continue focus on improving strategic footpath connections in our towns**

**Strategy 4: Encourage opportunities for shared use or consider rationalisation of recreational facilities where appropriate**

**Strategy 5: Implement actions from the Arts and Cultural Strategy 2016-2020**

**Strategy 6: Implement actions identified in the Recreation and Open Space Strategy 2016-2026**

#### **Collaborate with partners to deliver at least one innovative sport and recreation activity**

Partnered with YMCA Action Sports to bring an exciting weekend of skate, scoot and BMX action to Timboon and Camperdown in March 2019.

#### **Review trail provision and develop a trails strategy for Corangamite Shire**

This project was deferred by Council.

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

Deferred to 2019-2020 due to lack of staff.

#### **Develop and deliver a swimming pool facilities plan**

This project was deferred by Council.

**Objective: Improved educational outcomes in Corangamite Shire**

**Strategy 1: Continue to recognise and support the importance of education through initiatives such as Beyond the Bell**

**Strategy 2: Deliver high quality and financially viable early years services**

**Strategy 3: Support our youth in partnership with secondary schools**

**Strategy 4: Maintain a financially sustainable library services which provides and complements initiatives to promote and encourage a reading culture, social connections, access to technology and literacy development**

**Strategy 5: Work with every school in the Shire to improve the resilience of our young people**

#### **Implement Beyond the Bell Local Action Group Annual Action Plan**

Continued to meet in January and June. Delivered the Open Book Program and Reading Champions. Delivered a number of youth events via FReeZA.

## Develop strategy to recruit non-school aged individuals to Youth Council

●○○ Council has committed to developing a broader Youth Strategy in partnership with young people next reporting period.

## Facilitate Future Leaders of Industry program and review program success

●○○ Council didn't facilitate, but made a contribution to the regional Future Leaders of Industry program, which included Moyne Shire and Warrnambool Councils. Program is ongoing at the reporting date.

## Objective: Foster a partnership approach to Emergency Management and understanding risks

**Strategy 1: Partner with residents in planning for emergencies**

**Strategy 2: Undertake emergency management training exercises**

**Strategy 3: Enhance partnerships with other municipalities to build capacity for large emergencies**

## Work with three communities to develop personalised fire plans

●○○ Worked with Simpson to understand the emergency risk, identify shelter options, and develop personal plans. This was a community led process and will be extended across other high risk townships in the Shire.

## Work with fire impacted communities to identify NSPs and informal safer places during an emergency

●○○ Installed new NSP signage in Derrinallum, Lismore, Port Campbell, Skipton and Timboon. Working with other communities to identify the best location for their NSP.

## Review the Emergency Management Planning Committee and plans in light of recent legislative changes and emergency events

○●○ Reviewed Council's Emergency Management Plan. Due to be adopted by Council in October 2019.

## Objective: Support our small towns and dispersed population

**Strategy 1: Undertake consultation prior to making substantial changes in service delivery in small towns**

**Strategy 2: Continue to provide a range of services across the Shire that our community can access**

**Strategy 3: Encourage and support community run events and assist with promotion**

## Hold two arts and culture events in towns outside of Camperdown

●○○ Much Ado About Nothing was held at Dalvui Homestead, Noorat, in April 2019 and was a sell-out. The Tempest was performed at Loch Ard Gorge in January. Also a sell-out.

## Conduct Events and Festivals Grants Program for 2018-2019

●○○ 36 events shared in \$47,488 and \$37,810 of in-kind support from the 2018 Events and Festivals Grants Program.



## Council Plan Indicators: Theme 5 Safe and Healthy Communities

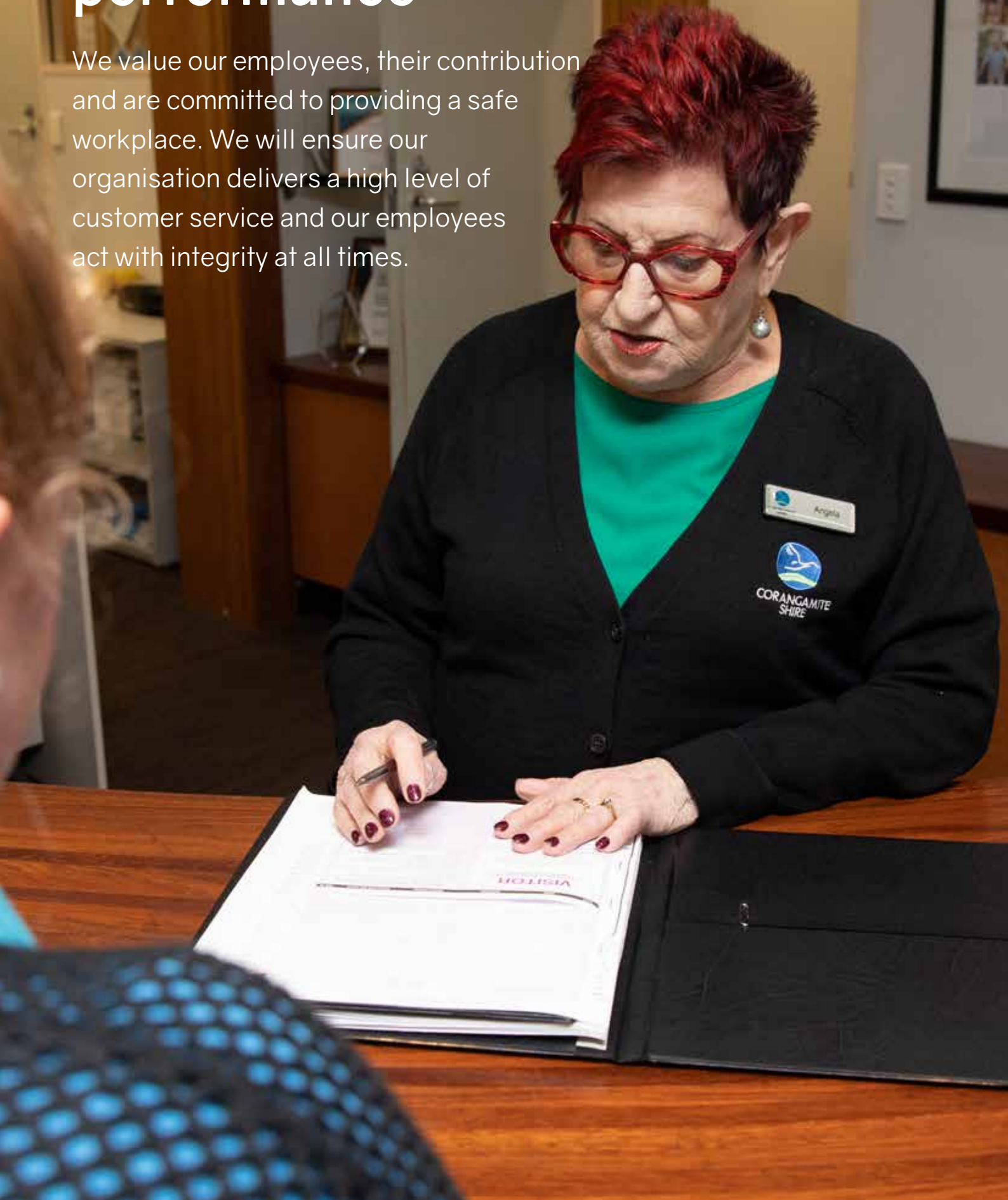
Annual community satisfaction ratings for 'Family Support Services' and 'Elderly Support Services' remain above 65% annually	✓	Family Support Services increased 3 points to 73, while Elderly Support Services fell 1 point to 73
NDIS and HACC transition complete	✓	Transition completed
Council operated community and social services meet the relevant quality and/or accreditation standards	x	Four services were assessed against the National Quality Standard, with Lismore Kindergarten rated as 'Exceeding the National Standard', and Timboon and Cobden Kindergartens 'Meeting the National Standard'. Skipton was rated as 'Working Towards National Standard'
Increase participation in review of community plans	✓	Large increase in participation for Derrinallum Review in 2019
Annual community satisfaction rating for 'Informing the Community' remains above 60%	✓	Increased 2 points to 71 in 2019
Annual community satisfaction rating for 'Consultation and Engagement' remains above 60%	✓	Increased 4 points to 68 in 2019
80% of Heart of Corangamite Network meetings attended annually	✓	Corangamite was well represented at meetings
Facilitate at least one new recreation activity annually targeted at participation increase	✓	Held a skate competition and skills session in Timboon and Camperdown
Annual community satisfaction rating for 'Recreational Facilities' remains above 70%	✓	Increased 3 points to 75 in 2019
Increase in Council's footpath network annually	✓	Nearly 100 metres of new footpaths installed in Cobden, Terang, Lismore and Camperdown
90% of outcomes identified within the Arts and Culture Strategy achieved over the life of the Council Plan	✓	This is in progress and on track. Arts and Cultural Plan is 2016-2020
Complete short term actions of Recreation and Open Space Strategy over the life of the Plan	x	Lack of staff resources in 2018-2019 meant no short term actions were completed

<b>There is an increase in the level of education attainment for Year 12 or equivalent within Corangamite</b>	✓	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 to increase this rate further
<b>All Council-operated approved education and care services achieving at least a rating of 'meeting' the national standard</b>	x	Skipton Kindergarten rated as 'Working Towards National Standard'
<b>There is an increase in Youth Council representation by non-school aged individuals</b>	x	No increase. Very hard to attract school-leavers to Youth Council
<b>Maintain total library branch opening hours at 83 hours or greater</b>	✓	Total library hours have been maintained
<b>Maintain number of township emergency planning programs delivered annually</b>	✓	More towns have been included in the township planning process, extending over multiple years
<b>Participate in annual emergency exercises held</b>	✓	Exercise held with Otway collaboration and also as part of regional preparedness
<b>MOU signed with other municipalities for emergency support</b>	✓	MOU signed with Colac Otway and Surf Coast. Council is an active member in the state-wide MOU
<b>Annual community satisfaction rating for 'Emergency and Disaster Management' remains above 65%</b>	✓	Increased by 6 points to 81 in 2019. This is our highest ranking indicator and shows high community satisfaction with how we managed fire recovery
<b>Events Stalls Program completed annually</b>	✓	Attended Noorat Show, Terang Country Music Festival, Heytesbury Show and Rock the Clock
<b>Increase in the number of community-run events</b>	✓	New Events and Festivals Policy has seen an increase in new community-run events in the Shire
<b>All staff have received awareness training in family violence prevention</b>	✓	98% of staff completed online Child Safe training in 2018-2019, which touched on family violence
<b>A White Ribbon Day event is held annually</b>	x	An event was not held in 2018-2019, however Council participated in a regional online campaign

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.





# Reflecting on past 12 months

## Improved customer service through improved accessibility of services through online delivery

- ☺ Our Council website received 302,019 visits.
- ☺ The Corangamite Shire Facebook page is followed by than 6,500 people, one of the highest of all councils in the region. Our Instagram page has 994 followers.
- ☺ Consolidated our multiple Family and Children's Services enrolment forms (Kindergarten and child care) into one online/hardcopy form, meaning families only have to complete one form to access a number of services.
- ☺ Started the Better Approvals Project - combining planning, building, health and business permit application forms into one online/hardcopy form to make Council an easier one-stop shop for businesses.
- ☺ Converted 20 of our website forms into online 'smart' forms - enabling residents to easily complete forms via their devices.

## Commitment to the education and training of our employees and the provision of a safe workplace

- ☺ 98% of staff completed online ChildSafe training.
- ☺ We held our annual training day for outdoor staff with 60 attending.
- ☺ Held noise awareness, first aid/asthma and anaphylaxis training; equal opportunity and bullying training; leadership training; OHS training for Managers and Team Leaders; and presentation skills training for selected staff.

## Achieve improved efficiencies through shared service, innovative practices and joint procurement

- ☺ Continued to make savings with a joint road sealing contract with Warrnambool City Council.
- ☺ Received a \$4.5 million State Government grant to work with Warrnambool City and Moyne Shire Councils to share ICT services. This means combining the core technology platform of each council—into a shared service model.

## Other highlights and challenges

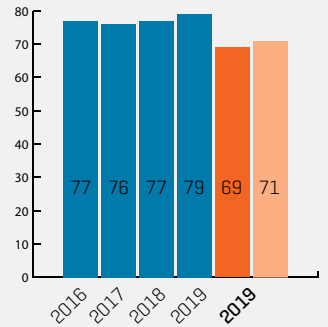
- ☺ Launched a new intranet 'Chester' in March 2019 for our staff, which included a host of organisational forms that had been converted to online forms, making it easier for staff to access externally.
- ☺ Launched a new corporate ICT network and transitioned to Office 365.
- ☺ Launched our new records management software TechnologyOne Enterprise Content Manager, providing integration to Council's TechOne ERP and access to documents anywhere, anytime, on any device.
- ☺ Created and recruited a full time ICT Helpdesk Support Officer position.

## Report card

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

2019 Local Government Community Satisfaction Survey. Results are an indexed mean, highest score is 100.

### Customer service



## Objective: Improved customer service through improved accessibility of services through online delivery

**Strategy 1: Allow residents to do more online**

**Strategy 2: Provide Information Technology and Communication services that are secure and readily available for our community to access**

### Review Council's social media activities / platforms

●○○○ Review completed of Facebook, Instagram, YouTube and Twitter activities. Processes put in place to ensure Council is represented professionally, consistently and accurately across all of these platforms.

### Produce ten videos to communicate with residents via online platforms

●○○○ Completed, including monthly Mayoral messages and a feature on the 12 Apostles Food Artisans.

### Increase number of online forms available to communicate with Council

●○○○ Created 20 new online forms available on our website. Forms include Australia Day and Youth Council nominations, Family and Children's Services enrolment form, grant applications, and Budget submissions.

### Implement online Planning Register to make information available on Council's website

●○○○ Completed, with planning permit applications now searchable on Council's website.

## Objective: Commitment to the education and training of our employees and the provision of a safe workplace

**Strategy 1: Improve access to training for all staff**

**Strategy 2: Maintain a health and safety management system that is underpinned by an appropriate culture**

### Design and implement health and wellbeing initiative

●○○○ Health checks were implemented.

### Deliver Workplace Health and Safety training for leaders

●○○○ Training was delivered to 13 participants.

**Objective: Achieve improved efficiencies through shared service, innovative practices and joint procurement**

**Strategy 1: Implement shared services or cloud technology that results in improved outcomes at a lower cost**

**Strategy 2: Participate in collaborative procurement opportunities that result in financial benefits**

**Develop transition plan for implementation of Office 365 across organisation**

●○○ Organisation successfully transitioned to Office 365.

**Complete tender of strategic asset management and offer recommendation to Senior Officer Group**

●○○ Tender completed and recommendation provided to the Senior Officer Group.

**Review Technology One Property and Rating module and implement configuration changes to improve workflow and business processes**

○●○○ Review currently in progress.

**Review recruitment and induction processes, including possible testing of applicants for some positions**

●○○ Psychometric testing in place. Streamlined our online recruitment process.

**Investigate improvements to teleconferencing / videoconferencing facilities to increase participation in meetings and professional development opportunities**

●○○ Investigation complete, with Office 365 identified as a solution.



Long serving staff members Jenny Fry (far left) and Peter 'Chester' Reilly (far right) with CEO Andrew Mason and Mayor Neil Trotter.

Peter 'Chester' Reilly retired in June 2019 after 45 years of service. We named our new intranet Chester in honour of his knowledge.



## Council Plan Indicators: Theme 6 Organisational performance

Increased use of online tools via website	✓	More forms were made available on Council's website
Increase e-commerce transactions	✓	Residents continue to take advantage of online payment options via the website
Increase in online enquiries	✓	Online enquiries continue to rise via the website. Visitation to the website has doubled over the past six months
Participation in mandatory training by employees is maintained at 100%	✓	100% of staff completed the Child Safe training. Other online training modules will be rolled out to staff in 2019-2020
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
Increase in value of collaborative procurement	x	Council continues to work with neighbouring councils on joint procurement opportunities
Increase in mandatory training provided collaboratively amongst Great South Coast councils	x	This is a four year measure, but is behind target



# Democratic governance

## Council's role

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

Council has a number of roles including:

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

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums attended by Councillors, 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 October 2018 meeting was held in Skipton and the March 2019 held in Port Campbell. Council meetings are rotated through all of our towns to ensure Council meetings are 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 2018-2019, 12 Ordinary Council Meetings and one Special Council Meeting was held. For details on Councillor attendance at Council meetings, refer to pages 16-17.

## 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 2018-2019, Councillors and members of staff made 23 conflict of interest declarations.

## 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 page 81 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 16-17.

## 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 2018-2019 were:

- Councillor Bev McArthur (Jul-Dec)
- Councillor Lesley Brown (Dec-Jun)
- Councillor Helen Durant
- Colin Hayman (Chair) - payments made \$1740.12
- Andrew Jeffers - payments made \$1,232.16
- Simon Buccheri - payments made \$1648.32

Audit Committee members, who are not Councillors or members of Council staff, may receive a fee and travel reimbursements. Payments made in 2018-2019 are listed next to each member's name above.



# Councillors

## Councillor remuneration and support

Mayor and Councillor allowances increased by 2% on 1 December 2018 by Ministerial adjustment, and then were reduced to a new allowance category on 24 December 2018 following the annual review of allowances by the Minister. The Mayoral allowance payable from 24 December was \$67,507.85 per annum, and the Councillor allowance was \$22,596.42 per annum, including the required 9.5% superannuation equivalent. 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 for the reporting period, and includes allowances paid at the higher category.

COUNCILLOR	TRAVEL: ACCOMM & MEALS	CAR MILEAGE <sub>2</sub>	CHILD- CARE	IT & COMMS <sup>1</sup>	CONFER- ENCE & TRAINING	TOTAL	ALLOWANCE
Cr Neil Trotter	\$2,495.78	\$10,743.16	\$0	\$700.36	\$1,442.09	<b>\$15,381.39</b>	\$ 51,667.71
Cr Jo Beard	\$772.73	\$6,302.27	\$0	\$992.66	\$558.00	<b>\$8,625.66</b>	\$49,836.09
Cr Lesley Brown	\$193.64	\$5,251.04	\$0	\$532.35	\$715.73	<b>\$6,692.76</b>	\$25,140.47
Cr Helen Durant	\$35.00	\$1839.48	\$0	\$481.69	\$415.73	<b>\$2,771.90</b>	\$25,140.47
Cr Ruth Gstrein	\$1,323.60	\$0	\$0	\$902.96	\$1,224.82	<b>\$3,451.38</b>	\$25,140.47
Cr Simon Illingworth	\$0	\$4,044.60	\$0	\$547.05	\$6,901.18	<b>\$11,492.83</b>	\$25,940.47 <sub>3</sub>
Cr Wayne Oakes	\$1624.95	\$0	\$0	\$79.08	\$1334.09	<b>\$3,038.12</b>	\$ 11,406.53
Cr Bev McArthur	\$0	\$0	\$0	\$278.05	\$108.00	<b>\$386.05</b>	\$12,541.99
<b>Totals</b>	<b>\$6,445.70</b>	<b>\$28,180.55</b>	<b>\$0</b>	<b>\$4,514.20</b>	<b>\$12,699.64</b>	<b>\$51,840.09</b>	<b>\$226,814.20</b>

1 IT and Comms for each Councillor includes iPad and iPhone charges

2 The annual Mayoral light fleet charge of \$13,500 has been added to Cr Beard and Cr Trotter's mileage expenses on a pro rata basis

3 Cr Illingworth received an additional remote area travel allowance of \$800





Special Committee	Members	Purpose
Berrybank Hall	9	To oversee the management of the hall on behalf of Council
Camperdown Swimming Pool	8	To oversee the management of the swimming pool on behalf of Council
Cobden Aerodrome	11	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	9	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	12	To oversee the management of Lake Tooliorook on behalf of Council
Lismore Swimming Pool	15	To oversee the management of the swimming pool on behalf of Council
Mt Leura and Mt Sugarloaf	6	To oversee Mt Leura and Mt Sugarloaf on behalf of Council
Mt Noorat	13	To oversee Mt Noorat on behalf of Council
Port Campbell Public Purpose Reserve	8	To oversee the reserve on behalf of Council
Simpson and District Public Hall	5	To oversee the management of the hall on behalf of Council
Skipton Swimming Pool	8	To oversee the management of the swimming pool on behalf of Council
Terang Civic Centre	5	To oversee the management of the hall on behalf of Council
Terang Swimming Pool	8	To oversee the management of the swimming pool on behalf of Council
Timboon & District Public Hall	8	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	7	To oversee the management of the swimming pool on behalf of Council

## Strategies, policies and plans adopted in 2018-2019

The following strategies, policies and plans were adopted or endorsed by Council during 2018-2019:

Borrowing Policy	July 2018
Procurement	September 2018
Rates and Charges Collection and Hardship	September 2018
Rating Strategy	September 2018
Special Rates and Charges	October 2018
Recreation Facility Development	November 2018
Public Halls Management	December 2018
Asset Management	December 2018
Community Initiated Projects	December 2018
Disposal of Assets	December 2018
Anti-Virus	December 2018
Open Data Access	December 2018
Events and Festivals Grant Program	January 2019
Hard Court Maintenance	February 2019
Playground Management	February 2019
Domain User Account Password	April 2019
Corporate Purchase Card	April 2019
Investment	April 2019
Swimming Pool Maintenance	April 2019
Memorials Policy	April 2019
Fraud Prevention & Control	April 2019
Fees and Charges	April 2019
Rating of Residential Properties for Charitable Purposes	April 2019
Fuel Reduction Slashing on Roadsides	April 2019
Business Continuity Policy	April 2019
Trails Management	May 2019
Rural Living Strategy	May 2019
Long Term Asset Management Plan	May 2019
Flying of Flags	June 2019
Retail Area Façade Improvement Program	June 2019
Grants Policy	June 2019
Domestic Wastewater System Contribution Program	June 2019
Complaints Handling	June 2019
Long Term Financial Plan 2019-2029	June 2019

# 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	<b>Community Engagement Policy</b> (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	<b>Community Engagement Guidelines</b> (Guidelines to assist staff to determine when and how to engage with the community)	✓ Date of operation of current guidelines: 26/06/2012
3	<b>Strategic Resource Plan</b> (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: 11/06/2019
4	<b>Annual Budget</b> (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: 11/06/2019
5	<b>Asset Management Plans</b> (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	✓ Dates of operation of current plan: 28/05/2019
6	<b>Rating Strategy</b> (Strategy setting out the rating structure of Council to levy rates & charges)	✓ Date of operation of current strategy: 25/09/2018
7	<b>Risk Policy</b> (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	✓ Date of operation of current policy: 27/02/2018
8	<b>Fraud Policy</b> (Policy outlining Council's commitment and approach to minimising the risk of fraud)	✓ Date of operation of current policy: 23/04/2019
9	<b>Municipal Emergency Management Plan</b> (Plan under Section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	✓ Prepared and maintained in accordance with Section 20 of the <i>Emergency Management Act</i> . Date of preparation: 28/03/2017
10	<b>Procurement Policy</b> (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 <i>Local Government Act</i> . Date of approval: 25/09/2018
11	<b>Business Continuity Plan</b> (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
12	<b>Disaster Recovery Plan</b> (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: 08/12/2016
13	<b>Risk Management Framework</b> (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	<b>Audit Committee</b> (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	<b>Internal Audit</b> (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	<b>Performance Reporting Framework</b> (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	<b>Council Plan Reporting</b> (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: 26/02/2019
18	<b>Financial Reporting</b> (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: 28/08/2018, 23/10/2018, 22/01/2019, 23/04/2019
19	<b>Risk Reporting</b> (Six monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	✓ Date of reports: 28/08/2018, 26/02/2019
20	<b>Performance Reports</b> (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: 28/08/2019, 26/02/2019
21	<b>Annual Report</b> (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: 23/10/2018
22	<b>Councillor Code of Conduct</b> (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	<b>Delegations</b> (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 25/07/2017, Special Committees 25/07/2017, Mt Noorat Committee 27/02/2018, CEO 27/03/2018
24	<b>Meeting Procedures</b> (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.



David Rae, Acting Chief Executive Officer  
Dated: 25 September 2019



Cr Neil Trotter, Mayor  
Dated: 25 September 2019



# Corporate governance

## Local Government Performance Reporting Framework (LGPRF) - service performance indicators

SERVICE/INDICATOR/ MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>GOVERNANCE</b>					
<b>Transparency:</b> <b>Council decisions made at meetings closed to the public</b> (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	11.76%	12.56%	7.88%	4.12%	Council considered substantially more reports during the year and continued to reduce the number of reports considered in meetings closed to the public. In particular, the awarding of tenders is now considered in meetings open to the public
<b>Consultation and engagement:</b> <b>Satisfaction with community consultation and engagement</b> (Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement)	62 <sup>/100</sup>	60 <sup>/100</sup>	64 <sup>/100</sup>	68 <sup>/100</sup>	Community satisfaction with Council's performance in this measure improved by 4 points for the second year in a row. This is reflective of the organisation's continued focus on customer service delivery, and in part to its engagement with the community regarding emergency recovery efforts associated with the South West Complex Fire event of March 2018
<b>Attendance:</b> <b>Councillor attendance at Council meetings</b> (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	93.33%	96.19%	92.31%	94.51%	
<b>Service cost:</b> <b>Cost of governance</b> (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	\$41,003.71	\$42,942.29	\$43,084.29	\$41,045.71	There has been a minor reduction in the cost of governance as a consequence of reduced Councillor allowances paid during the second half of the year following a State Government review in December 2018
<b>Satisfaction:</b> <b>Satisfaction with Council decisions</b> (Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community)	61 <sup>/100</sup>	61 <sup>/100</sup>	64 <sup>/100</sup>	65 <sup>/100</sup>	

SERVICE/INDICATOR/MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>STATUTORY PLANNING</b>					
<b>Timeliness: Time taken to decide planning applications</b> (The median number of days between receipt of a planning application and a decision on the application)	35	28	25	41	The service experienced significant staff changes during the year. Consequently, there was an increase in time taken to decide applications
<b>Service Standards: Planning applications decided within the relevant required time</b> (Number of planning application decisions made within 60 days / Number of planning application decisions made) x 100	88%	92.99%	93.41%	82.58%	The service experienced significant staff changes during the year. Consequently, there was an increase in time taken to decide applications
<b>Service cost: Cost of statutory planning service</b> (Direct cost of the statutory planning service / Number of planning applications received)	\$1,703.48	\$1,583.08	\$1,541.29	\$2,179.40	The cost of the service when compared to the prior period increased due to legal costs incurred for two matters that were heard by VCAT
<b>Decision Making: Council planning decisions upheld at VCAT</b> (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%	0%	
<b>ROADS</b>					
<b>Satisfaction of use: Sealed local road requests</b> (Number of sealed local road requests / Kilometres of sealed local roads) x 100	5.03	5.14	4.93	4.16	Fewer requests were received during the year, reflecting the increase in satisfaction with sealed local roads. The result also reflects Council's continued provision of more funding for the renewal and maintenance of its road network
<b>Condition: Sealed local roads below the intervention level</b> (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x 100	97.7%	98.91%	99.01%	99.01%	
<b>Service cost (reconstruction): Cost of sealed local road reconstruction</b> (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$35.97	\$40.61	\$38.89	\$37.83	
<b>Service cost (resealing): Cost of sealed local road resealing</b> (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$4.40	\$3.69	\$4.04	\$4.69	Council experienced an increase in the cost of resealing due to a significant increase in the cost of bitumen when compared to the previous year
<b>Satisfaction: Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	36	37	37	44	A significant increase in the level of satisfaction for sealed roads was experienced during the year. The result reflects Council's continuation of providing more funding for the renewal and maintenance of its road network

SERVICE/INDICATOR/MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>LIBRARIES</b>					
<b>Utilisation:</b> <b>Library collection usage</b> (Number of library collection item loans / Number of library collection items)	2.93	3.16	3.15	3.00	
<b>Resource standard:</b> <b>Standard of library collection</b> (Number of library collection items purchased in the last five years / Number of library collection items) x 100	76.44%	74.50%	68.18%	69.03%	
<b>Service cost:</b> <b>Cost of library service</b> (Direct cost of the library service / Number of visits)	\$7.93	\$5.83	\$8.06	\$8.44	
<b>Participation:</b> <b>Active library members</b> (Number of active library members / Municipal population) x 100	14.03%	13.39%	12.91%	12.47%	
<b>WASTE COLLECTION</b>					
<b>Satisfaction:</b> <b>Kerbside bin collection requests</b> (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1000	60.61	67.02	99.66	109.67	Council experienced an increase in requests for new bins during the year.
<b>Service standard:</b> <b>Kerbside collection bins missed</b> (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	4.58	4.18	14.35	6.46	Council experienced a significant reduction in missed bins when compared to the prior year. This was due to a single incident in 2017-2018 where over 400 bins were missed
<b>Service cost (garbage):</b> <b>Cost of kerbside garbage collection service</b> (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$95.76	\$99.09	\$100.44	\$101.68	
<b>Service cost (recycling):</b> <b>Cost of kerbside recycling collection service</b> (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$28.98	\$28.38	\$40.32	\$61.02	The cost of service provision was adversely impacted due to ongoing issues associated with the recycling industry. Council remains concerned future cost increases may also arise if this is not resolved
<b>Waste diversion:</b> <b>Kerbside collection waste diverted from landfill</b> (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	60.92%	63.94%	64.65%	63.11%	



SERVICE/INDICATOR/MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>AQUATIC FACILITIES</b>					
<b>Service Standard (Inspections):</b> <b>Health inspections of aquatic facilities</b> (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	1.00	1.00	1.00	1.00	All facilities were inspected during the year
<b>Service Standard (incidents):</b> <b>Reportable safety incidents at aquatic facilities</b> (Number of WorkSafe reportable aquatic safety incidents)	0	1.00	0	1.00	One reportable incident occurred during the year
<b>Service cost (outdoor):</b> <b>Cost of outdoor aquatic facilities</b> (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	\$11.38	\$10.98	\$12.71	\$13.14	The increase in costs of the service is generally consistent with the increase in the contractor's price for operating the facility on behalf of Council
<b>Utilisation:</b> <b>Utilisation of aquatic facilities</b> (Number of visits to aquatic facilities / Municipal population)	3.46	3.15	2.90	2.86	
<b>ANIMAL MANAGEMENT</b>					
<b>Timeliness:</b> <b>Time taken to action animal management requests</b> (Number of days between receipt and first response action for all animal management requests / Number of animal management requests)	1.11	1.10	1.06	1.05	
<b>Service standard:</b> <b>Animals reclaimed</b> (Number of animals reclaimed / Number of animals collected) x 100	51.55%	53.72%	35.04%	37.50%	Council's continued use of social media in raising awareness of found animals resulted in more pets being reclaimed during the year
<b>Service cost:</b> <b>Cost of animal management service</b> (Direct cost of animal management service / Number of registered animals)	\$38.37	\$39.16	\$41.36	\$43.62	
<b>Health &amp; Safety:</b> <b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	4.00	18.00	12.00	12.00	

SERVICE/INDICATOR/MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>FOOD SAFETY</b>					
<b>Timeliness:</b> <b>Time taken to action food complaints</b> (Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.78	1.00	1.33	1.67	An addition day was taken before first responding to a complaint, resulting in an increase. This was due to changes in staffing within the department during the year
<b>Service standard:</b> <b>Food safety assessments</b> (Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ) x 100	95.33%	100%	100%	100%	
<b>Service cost:</b> <b>Cost of food safety service</b> (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> )	\$181.91	\$165.27	\$154.59	\$163.35	The service experience an increase in costs compared to the previous year. This was a consequence of a member of staff taking extended leave and having to backfill the position
<b>Health &amp; Safety:</b> <b>Critical and major non-compliance outcome notifications</b> (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%	100%	95.45%	100%	All critical and major non-compliance issues were resolved during the year
<b>MATERNAL &amp; CHILD HEALTH</b>					
<b>Satisfaction:</b> <b>Participation in first MCH home visit</b> (Number of first MCH visits / Number of birth notifications received) x 100	109.72%	87.97%	103.57%	97.86%	The service experienced a decline as three notifications received did not require the service during the year
<b>Service Standard:</b> <b>Infant enrolments in the MCH service</b> (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100	97.22%	100.63%	104.29%	97.86%	The service experienced a decline as three notifications received did not require the service during the year
<b>Service cost:</b> <b>Cost of the MCH service</b> (Cost of the MCH service / Hours worked by MCH nurses)	\$97.10	\$96.14	\$98.95	\$102.42	
<b>Participation (General):</b> <b>Participation in the MCH service</b> (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	82.92%	78.61%	84.78%	86.48%	Pleasingly, there continues to be an increase in participation. The result reflects the impact of a number of initiatives, particularly the existing strong relationships with health services and service promotion

SERVICE/INDICATOR/MEASURE	RESULT 2016	RESULT 2017	RESULT 2018	RESULT 2019	COMMENT
<b>MATERNAL &amp; CHILD HEALTH (CONT)</b>					
<b>Participation (Aboriginal children): Participation in the MCH service by Aboriginal children</b> (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	93.33%	67.67%	88.24%	81.82%	No new Aboriginal children enrolled with the service during the year. In addition, some children attained preschool age during the year. Both resulted in an overall decrease to participation rates

### 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 2018-2019 included:

- Provision of Electrical Services
- Provision of Plumbing Services
- Provision of Plant Hire and Associated Services
- Supply and Installation of Geosynthetics at Landfill
- Long Term Dozer Hire
- Camperdown Streetscape Works
- Acoustic, Lighting and Projection Upgrade Theatre Royal
- Supply and Delivery of One Articulated Hauler
- Sheds Naroghid Landfill and Timboon Transfer Station
- Williams Road Simpson Construction of Culvert
- Front End Wheel Loader
- Road Sealing.

Council did not enter into any contracts during 2018-2019 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.

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
- 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 the *Carers Recognition Act* in the Aged and Disability Services Policy and Procedure Manual
- Affiliate of the Companion Card Program
- Provision of respite services for carers.

### 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:

- Present 'Disabilities and Health Inequalities' research to local stakeholders
- Provide disability awareness training to Council staff
- Conduct disability access audit of Council's buildings
- Supported community groups to develop disability access plans.



# Corporate governance

## 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 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 have 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 [ovic.vic.gov.au](http://ovic.vic.gov.au) and [www.corangamite.vic.gov.au](http://www.corangamite.vic.gov.au)

In the 2018-2019 financial year, Council received four valid requests (from six applications) under the *Freedom of Information Act 1982*. Two of the applications received were resolved with information provided outside to the FOI process.

NUMBER OF FoI REQUESTS	
2018-2019	4
2017-2018	5
2016-2017	3
2015-2016	2
2014-2015	0

## 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

For the purposes of section 222 of the Act, the following are prescribed documents if they are not published on the Internet website of the Council—

- (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, including—
  - (i) the name of the Councillor or member of Council staff; and
  - (ii) the dates on which the travel began and ended; and
  - (iii) the destination of the travel; and
  - (iv) the purpose of the travel; and
  - (v) the total cost to the Council of the travel, including accommodation costs;
- (b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- (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.

## Protected Disclosure procedure

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

The purpose of the *Protected Disclosure Act 2012* is to encourage and facilitate disclosures of improper conduct by Council or Council employees and to provide protection for those who are involved in disclosure. Corangamite Shire has developed a procedure for reporting disclosures of improper conduct or detrimental action by Council or its employees. Disclosures about Council staff may be made to nominated people at Council who will refer assessable disclosures to the IBAC or disclosures may be referred directly to the IBAC. A disclosure about a Councillor must be made directly to IBAC or the Victorian Ombudsman. A Protected Disclosure can be made by an employee or a member of the public. A copy of the procedure is available from Council offices and on Council's website [www.corangamite.vic.gov.au](http://www.corangamite.vic.gov.au)

During the 2018–2019 year, one disclosure was made to Council officers appointed to receive disclosures. Council referred the disclosure to IBAC.

## 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](http://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](http://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](http://www.corangamite.vic.gov.au/files/assets/public/documents/publications/policies/local-laws/meeting-procedures-local-law-no3-2016.pdf)



# Performance statement

- year ended 30 June 2019





# Performance Statement

For the year ended 30 June 2019

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## **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 2019, the estimated resident population of Corangamite Shire was 16,140 with 3.6 people per square kilometre. The population remains relatively stable with a projected average annual growth rate of 0.2%.

# Sustainable Capacity Indicators

For the year ended 30 June 2019

## PERFORMANCE STATEMENT

### Sustainable Capacity Indicators

<i>Indicator / measure</i>	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
<b>Population</b>					
<i>Expenses per head of municipal population</i>	\$2,536.92	\$2,516.70	\$2,420.05	\$3,075.09	The increase relates to a change in method for asset disposals and additional costs as a result of extraordinary events
[Total expenses / Municipal population]					
<i>Infrastructure per head of municipal population</i>	\$22,982.58	\$26,293.06	\$28,014.73	\$27,673.79	
[Value of infrastructure / Municipal population]					
<i>Population density per length of road</i>	6.61	6.82	6.79	6.82	
[Municipal population / Kilometres of local roads]					
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i>	\$1,687.70	\$1,675.39	\$1,787.27	\$1,863.97	
[Own-source revenue / Municipal population]					
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i>	\$565.18	\$951.65	\$763.83	\$786.06	
[Recurrent grants / Municipal population]					
<b>Disadvantage</b>					
<i>Relative Socio-Economic Disadvantage</i>	5.00	5.00	5.00	4.00	
[Index of Relative Socio-Economic Disadvantage by decile]					

#### 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

For the year ended 30 June 2019

Service Performance Indicators		Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Service/indicator /measure						
<b>Aquatic Facilities</b>						
<b>Utilisation</b>						
<i>Utilisation of aquatic facilities</i>		3.46	3.15	2.90	2.86	
[Number of visits to aquatic facilities / Municipal population]						
<b>Animal Management</b>						
<b>Health and safety</b>						
<i>Animal management prosecutions</i>		4.00	18.00	12.00	12.00	
[Number of successful animal management prosecutions]						
<b>Food Safety</b>						
<b>Health and safety</b>						
<i>Critical and major non-compliance outcome notifications</i>		100.00%	100.00%	95.45%	100.00%	All critical and major non-compliance issues were resolved during the year
[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						
<b>Governance</b>						
<b>Satisfaction</b>						
<i>Satisfaction with council decisions</i>		61.00	61.00	64.00	65.00	
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]						



<p><b>Home and Community Care (HACC)</b> <b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100 <b>Participation</b> <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</p>	25.80%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs  Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p><b>Libraries</b> <b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100</p>	14.03%	13.39%	12.91%	12.47%	
<p><b>Maternal and Child Health (MCH)</b> <b>Participation</b> <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 <b>Participation</b> <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</p>	82.92%	78.61%	84.78%	86.48%	Pleasingly, there continues to be an increase in participation. The result reflects the impact of a number of initiatives, particularly the existing strong relationships with health services and service promotion  No new Aboriginal children enrolled with the service during the year. In addition, some children attained preschool age during the year. Both resulted in an overall decrease to participation rates

<p><b>Roads Satisfaction</b></p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	36.00	37.00	37.00	44.00	<p>A significant increase in the level of satisfaction for sealed local roads was experienced during the year. The result reflects Council's continuation of providing more funding for the renewal and maintenance of its road network</p>
<p><b>Statutory Planning Decision making</b></p> <p><i>Council planning decisions upheld at VCAT</i></p> <p>[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</p>	0.00%	0.00%	0.00%	0.00%	
<p><b>Waste Collection Waste diversion</b></p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	60.92%	63.94%	64.65%	63.11%	
<p><b>Economic Development (optional)</b></p> <p><i>Economic activity</i></p> <p><i>Change in number of businesses</i></p> <p>[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100</p>	-2.43%	-0.40%	7.02%	-1.69%	

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## 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
- "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACCC services, published from time to time by the Commonwealth
- "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
- "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
- "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

## For the year ended 30 June 2019

Financial Performance Indicators									
Dimension/indicator /measure	Results 2016	Results 2017	Results 2018	Results 2019	2020	2021	2022	2023	Material Variations and Comments
<b>Efficiency</b>									
Revenue level									
Average residential rate per residential property assessment	\$1,177.46	\$1,204.00	\$1,242.47	\$1,344.80	\$1,365.33	\$1,399.46	\$1,434.45	\$1,470.31	This reflects an increase in the valuations of residential property in comparison to other property classes
[Residential rate revenue / Number of residential property assessments] Expenditure level									
Expenses per property assessment	\$4,099.40	\$4,175.44	\$3,995.59	\$5,082.12	\$4,569.59	\$4,390.94	\$4,514.64	\$4,642.50	The increase relates to a change in the method for asset disposals and additional costs as a result of extraordinary events
[Total expenses / Number of property assessments] Workforce turnover									
Resignations and terminations compared to average staff	9.45%	8.71%	11.16%	8.40%	8.33%	8.33%	8.33%	8.33%	Fewer resignations received during the year resulted in a decrease
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100									
<b>Liquidity</b>									
Working capital									
Current assets compared to current liabilities	276.53%	296.41%	366.45%	602.57%	313.83%	274.16%	251.95%	240.09%	The strong results reflect advanced payment of Victorian Grants Commission Funding for 2019-2020, receipt of grant funding for a major project, and committed funds for carried forward projects that will be completed in future years
[Current assets / Current liabilities] x100									
Unrestricted cash									
Unrestricted cash compared to current liabilities	218.32%	253.49%	316.35%	521.13%	268.30%	228.57%	206.42%	194.52%	The strong results reflect advanced payment of Victorian Grants Commission Funding for 2019-2020, receipt of grant funding for a major project, and committed funds for carried forward projects that will be completed in future years
[Unrestricted cash / Current liabilities] x100									

<b>Obligations</b> Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100 Loans and borrowings compared to rates Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100 Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	117.44%	91.79%	74.78%	79.22%	83.56%	95.34%	107.07%	110.01%	Council has been debt free since 2017-2018  All borrowings were repaid in 2017-2018
	16.32%	11.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>Operating position</b> Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	28.71%	21.06%	12.38%	12.49%	12.13%	11.85%	11.58%	11.31%	An increase in expenditure due to fire and flood recovery and a change in accounting treatment for disposal of assets have caused this measure to decrease
	-11.85%	5.55%	8.43%	5.93%	-3.31%	2.04%	1.67%	1.28%	
<b>Stability</b> Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100 Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	55.06%	46.89%	48.80%	40.96%	51.74%	52.33%	52.37%	52.41%	An increase in expenditure due to fire and flood recovery and a change in accounting treatment for disposal of assets have caused this measure to decrease
	0.41%	0.43%	0.43%	0.43%	0.46%	0.47%	0.48%	0.50%	

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 2019

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### 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 11 June 2019 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.

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## Certification of the Performance Statement

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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:** 24 September 2019

In our opinion, the accompanying performance statement of the *Corangamite Shire* for the year ended 30 June 2019 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.

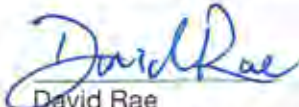
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Lesley Brown  
**Councillor**  
**Dated:** 24 September 2019



Cr Helen Durant  
**Councillor**  
**Dated:** 24 September 2019



David Rae  
**Acting Chief Executive Officer**  
**Dated:** 24 September 2019

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# Independent Auditor’s Report

## To the Councillors of Corangamite Shire Council

**Opinion** I have audited the accompanying performance statement of Corangamite Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2019
- sustainable capacity indicators for the year ended 30 June 2019
- service performance indicators for the year ended 30 June 2019
- financial performance indicators for the year ended 30 June 2019
- other information for the year ended 30 June 2019 (basis of preparation)
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

**Basis for Opinion** I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor’s Responsibilities for the Audit of the Performance Statement* section of my report.

My independence is established by the *Constitution Act 1975*. 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 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Councillors’ responsibilities for the performance statement** The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989*, and for such internal control as the Councillors determine 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.

**Auditor’s responsibilities for the audit of the performance statement** As required by the *Audit Act 1994*, 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



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Engagements 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 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 the 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 the 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.

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MELBOURNE  
30 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

# Annual financial report

- year ended 30 June 2019



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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*, Australian Accounting Standards and other mandatory professional reporting requirements.



Adam Taylor, CPA Australia  
Principal Accounting Officer

Date: 24/9/2019  
Terang

In our opinion the accompanying financial statements present fairly the financial transactions of Corangamite Shire Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which 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.



Lesley Brown  
Councillor

Date: 24-9-19.  
Terang



Helen Durant  
Councillor

Date: 24/9/19  
Terang



David Rae  
Acting Chief Executive Officer

Date: 24-09-19  
Terang

# Independent Auditor's Report

## To the Councillors of Corangamite Shire Council

<b>Opinion</b>	<p>I have audited the financial report of Corangamite Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its 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>
<b>Basis for Opinion</b>	<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>
<b>Councillors' responsibilities for the financial report</b>	<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>

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**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.

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MELBOURNE  
30 September 2019



Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*



## Comprehensive Income Statement For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Income</b>			
Rates and charges	3.1	21,609	20,747
Statutory fees and fines	3.2	502	431
User fees	3.3	6,193	6,512
Grants - operating	3.4 (a)	21,091	12,013
Grants - capital	3.4 (b)	4,217	5,623
Contributions - monetary	3.5	183	157
Contributions - non monetary	3.5	1,267	-
Share of net profits (or loss) of associates and joint ventures	6.2	28	5
Other revenue	3.7	1,754	1,055
<b>Total income</b>		<b>56,844</b>	<b>46,543</b>
<b>Expenses</b>			
Employee benefits	4.1	(14,823)	(14,630)
Materials and services	4.2	(13,062)	(11,105)
Depreciation	4.3	(12,923)	(12,329)
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(4,584)	(116)
Bad and doubtful debts	4.4	(104)	(2)
Finance costs	4.5	-	(104)
Fair value adjustments	6.3	(204)	2,128
Other expenses	4.6	(3,932)	(2,770)
<b>Total expenses</b>		<b>(49,632)</b>	<b>(38,929)</b>
<b>Surplus/(deficit) for the year</b>		<b>7,212</b>	<b>7,614</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	6.1	(484)	23,548
<b>Total comprehensive result</b>		<b>6,728</b>	<b>31,162</b>

## Balance Sheet As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	2,291	4,540
Trade and other receivables	5.1 (c)	3,766	2,619
Other financial assets	5.1 (b)	31,038	19,101
Inventories	5.2 (a)	65	78
Other assets	5.2 (b)	970	546
<b>Total current assets</b>		<b>38,130</b>	<b>26,884</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1 (c)	24	42
Investments in associates, joint arrangements and subsidiaries	6.2	293	265
Property, infrastructure, plant and equipment	6.2	455,249	460,616
Intangible asset	5.2 (c)	67	39
<b>Total non-current assets</b>		<b>455,633</b>	<b>460,962</b>
<b>Total assets</b>		<b>493,763</b>	<b>487,846</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	2,111	3,261
Trust funds and deposits	5.3 (b)	226	236
Provisions	5.4	4,000	3,851
<b>Total current liabilities</b>		<b>6,337</b>	<b>7,347</b>
<b>Non-current liabilities</b>			
Provisions	5.4	3,759	3,560
<b>Total non-current liabilities</b>		<b>3,759</b>	<b>3,560</b>
<b>Total liabilities</b>		<b>10,096</b>	<b>10,907</b>
<b>Net assets</b>		<b>483,667</b>	<b>476,939</b>
<b>Equity</b>			
Accumulated surplus		185,223	184,171
Reserves	9.1	298,444	292,768
<b>Total Equity</b>		<b>483,667</b>	<b>476,939</b>

## Statement of Changes in Equity For the Year Ended 30 June 2019

2019	Note	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 (b)	-	(6,262)	-	6,262
Transfers from other reserves	9.1 (b)	-	102	-	(102)
<b>Balance at end of the financial year</b>		<b>483,667</b>	<b>185,223</b>	<b>290,264</b>	<b>8,180</b>

2018		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		445,774	175,846	267,200	2,728
Surplus/(deficit) for the year		7,614	7,614	-	-
Net asset revaluation increment/(decrement)	6.1	23,551	3	23,548	-
Transfers to other reserves	9.1 (b)	-	(328)	-	328
Transfers from other reserves	9.1 (b)	-	1,036	-	(1,036)
<b>Balance at end of the financial year</b>		<b>476,939</b>	<b>184,171</b>	<b>290,748</b>	<b>2,020</b>



## Statement of Cash Flows

### For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		21,609	20,747
Statutory fees and fines		502	431
User fees		4,959	6,559
Grants - operating		21,091	12,013
Grants - capital		4,217	5,623
Contributions - monetary		183	157
Interest received		579	472
Reimbursements		123	180
Other receipts		413	403
Net GST refund		172	24
Employee costs		(14,679)	(14,630)
Materials and services		(14,651)	(10,231)
Trust funds and deposits repaid		(79)	(45)
Fire service property levy		69	77
Other payments		(3,186)	(2,794)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>21,323</b>	<b>18,986</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(12,075)	(16,022)
Proceeds from sale of property, infrastructure, plant and equipment		440	857
Payments for investments		(12,000)	(11,000)
Payments of loans and advances		63	79
<b>Net cash provided by/(used in) investing activities</b>		<b>(23,572)</b>	<b>(26,086)</b>
<b>Cash flows from financing activities</b>			
Finance costs		-	(104)
Repayment of borrowings		-	(2,224)
<b>Net cash provided by/(used in) financing activities</b>		<b>-</b>	<b>(2,328)</b>
Net increase (decrease) in cash and cash equivalents		(2,249)	(9,429)
Cash and cash equivalents at the beginning of the financial year		4,540	13,969
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	<b>2,291</b>	<b>4,540</b>
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

## Statement of Capital Works For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Buildings	201	427
Heritage buildings	176	81
<b>Total property</b>	<u>377</u>	<u>508</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,105	1,957
Fixtures, fittings and furniture	12	-
Computers and telecommunications	278	192
<b>Total plant and equipment</b>	<u>1,395</u>	<u>2,149</u>
<b>Infrastructure</b>		
Roads	6,298	6,443
Bridges	1,862	-
Footpaths and cycleways	189	175
Drainage	86	29
Recreational, leisure and community facilities	95	-
Parks, open space and streetscapes	285	-
Kerb and channel	284	218
Retaining walls and small culverts	92	46
Waste Management	1,113	2,187
<b>Total infrastructure</b>	<u>10,304</u>	<u>9,098</u>
<b>Total capital works expenditure</b>	<u>12,076</u>	<u>11,755</u>
<b>Represented by:</b>		
New asset expenditure	1,863	2,456
Asset renewal expenditure	9,808	9,220
Asset upgrade expenditure	405	79
<b>Total capital works expenditure</b>	<u>12,076</u>	<u>11,755</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 5.4)
- the determination of landfill provisions (refer to Note 5.4)

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, 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 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.

The budget figures detailed below are those adopted by Council on 12 June 2018. The budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Income</b>					
Rates and charges	21,532	21,609	77	0%	
Statutory fees and fines	386	502	116	30%	1
User fees	5,765	6,193	428	7%	
Grants - operating	10,410	21,091	10,681	103%	2
Grants - capital	2,895	4,217	1,322	46%	3
Contributions - monetary	280	183	(97)	-35%	
Contributions - non monetary	-	1,267	1,267	100%	4
Share of net profits (or loss) of associates and joint ventures	-	28	28	100%	
Other revenue	660	1,754	1,094	166%	5
<b>Total income</b>	<b>41,928</b>	<b>56,844</b>	<b>14,916</b>	<b>36%</b>	
<b>Expenses</b>					
Employee benefits	14,673	14,823	(150)	-1%	
Materials and services	11,720	13,062	(1,342)	-11%	6
Depreciation	10,347	12,923	(2,576)	-25%	7
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	-	4,584	(4,584)	100%	8
Bad and doubtful debts	2	104	(102)	-5114%	9
Fair value adjustments	-	204	(204)	100%	10
Other expenses	2,621	3,932	(1,311)	-50%	11
<b>Total expenses</b>	<b>39,363</b>	<b>49,632</b>	<b>(10,269)</b>	<b>-26%</b>	
<b>Surplus/(deficit) for the year</b>	<b>2,565</b>	<b>7,212</b>	<b>4,647</b>	<b>181%</b>	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Additional Planning Fees (\$106,000) collected throughout year due to higher than anticipated activity.
2	Grants - operating	Unbudgeted grants for Rural Councils Transformation Project (\$4,500,000), 2016 flood recovery (\$2,183,000), 2018 fire recovery (\$2,492,000), Camperdown recreation reserve lighting (\$185,000) and additional Victorian Grants Commission funding (\$768,000).
3	Grants - capital	Unbudgeted Grants from Castle Carey Bridge (\$550,000) and grants paid in advance for various projects (\$724,000).
4	Contributions - Non Monetary	Recognising the contribution of Mount Noorat which was gifted to the Shire, this was not included in the budget.
5	Other revenue	Additional interest income (\$265,000), Insurance reimbursements (\$60,000) and land recognised for the first time (\$639,000).
6	Materials and services	Additional expenditure related to the South West Complex Fires in March 2018 (\$782,000) and September 2016 Flood (\$582,000) which will be recovered through Disaster Recovery Funding in 2019-2020.
7	Depreciation	Additional depreciation on roads (\$1,278,000) and buildings (\$498,000) due to revaluations completed after budget and a change in accounting policy requiring landfill cell construction to be depreciated (\$542,000).
8	Net gain (or loss) on disposal of property, infrastructure, plant and equipment	Proceeds from the disposal of Light Fleet, Heavy Plant and Buildings (\$440,000) offset by the written-down value of plant and infrastructure assets disposed (\$5,024,000).
9	Bad and doubtful debts	A doubtful debt in relation to economic development loans (\$97,000) has been provided for.
10	Fair value adjustments	Updated CPI and discount rates have increased the Net Present Value for rehabilitation of the Naroghid landfill site.
11	Other expenses	The derecognition of land after a review of the land register (\$917,000).

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Property</b>					
Buildings	1,218	201	(1,017)	-84%	1
Heritage buildings	-	176	176	100%	1
<b>Total Property</b>	<b>1,218</b>	<b>377</b>	<b>(841)</b>	<b>-69%</b>	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,116	1,105	(1,011)	-48%	2
Computers and telecommunications	495	278	(217)	-44%	3
<b>Total Plant and Equipment</b>	<b>2,611</b>	<b>1,395</b>	<b>(1,216)</b>	<b>-47%</b>	
<b>Infrastructure</b>					
Roads	6,828	6,298	(530)	-8%	4
Bridges	1,240	1,862	622	50%	5
Footpaths and cycleways	210	189	(21)	-10%	
Drainage	-	86	86	100%	
Recreational, leisure and community facilities	140	95	(45)	-32%	
Parks, open space and streetscapes	776	285	(491)	-63%	6
Kerb and channel	255	284	29	11%	
Retaining walls and small culverts	-	92	92	100%	
Waste Management	-	1,113	1,113	100%	7
<b>Total Infrastructure</b>	<b>9,449</b>	<b>10,304</b>	<b>855</b>	<b>9%</b>	
<b>Total Capital Works Expenditure</b>	<b>13,278</b>	<b>12,076</b>	<b>(1,202)</b>	<b>-9%</b>	
<b>Represented by:</b>					
New asset expenditure	761	1,863	1,102	145%	
Asset renewal expenditure	9,834	9,808	(26)	0%	
Asset upgrade expenditure	2,683	405	(2,278)	-85%	
<b>Total Capital Works Expenditure</b>	<b>13,278</b>	<b>12,076</b>	<b>(1,202)</b>	<b>-9%</b>	



(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	A number of projects remained incomplete at the end of the financial year and will be carried forward to 2019-2020. Some projects (\$515,000) have been transferred to operating expenses as they were not able to be recognised as assets.
2	Plant, machinery and equipment	Savings were achieved in light fleet (\$60,000), heavy plant (\$331,000) and the purchase of one piece of equipment was delayed and will be carried forward to 2019-2020 (\$590,000).
3	Computers and telecommunications	Some smaller purchases have been transferred to operating expenses as they were not able to be recognised as assets (\$80,000) and some incomplete projects were carried forward to 2019-2020 (\$65,000).
4	Roads	Some projects were incomplete and required to be carried forward (\$151,000) and some expenditure did not meet the capital expenditure requirements and was transferred to operating expense (\$501,000)
5	Bridges	The additional spend (\$622,000) was funded by carry forward budgets for Castle Carey Bridge which was a multi year project.
6	Parks, open space and streetscapes	Budget included Camperdown streetscape which will be carried forward (\$180,000) and urban street tree management (\$336,000) which was transferred to operating expenses.
7	Waste Management	Landfill cell construction costs (\$1,113,000) were capitalised in the current year due to a change in accounting policy after the budget was completed.

**Note 2      Analysis of Council results by directorate**

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 directorate  
2.1 (b) Summary of revenues, expenses, assets and capital expenses by directorate

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total Property, infrastructure, plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
Executive	1	(873)	(872)	-	-
Corporate and Community Services	42,095	(27,447)	14,648	15,653	799
Sustainable Development	4,300	(8,554)	(4,254)	525	828
Works and Services	10,448	(12,758)	(2,310)	9,130	453,622
	<b>56,844</b>	<b>(49,632)</b>	<b>7,212</b>	<b>25,308</b>	<b>455,249</b>
	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total Property, infrastructure, plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2018</b>					
Executive	8	(876)	(868)	-	-
Corporate and Community Services	34,016	(21,754)	12,261	10,704	636
Sustainable Development	4,464	(3,560)	904	442	930
Works and Services	8,055	(12,739)	(4,684)	6,490	459,050
	<b>46,543</b>	<b>(38,929)</b>	<b>7,614</b>	<b>17,636</b>	<b>460,616</b>



Note 3 Funding for the delivery of our services	2019	2018
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 2018-2019 was \$5.011 billion (2017-2018 \$4.771 billion).

General Rates	7,867	7,720
Municipal charge	1,677	1,629
Waste management charge	1,942	1,577
Farm/Rural	10,036	9,631
Vacant Industrial Land rates	15	15
Supplementary rates and rate adjustments	51	169
Cultural and recreational land rates	6	6
Revenue in lieu of rates	15	-
<b>Total rates and charges</b>	<b>21,609</b>	<b>20,747</b>

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	111	116
Town Planning fees	258	177
Health Registrations	92	103
Permits	27	21
Infringements and costs	14	14
<b>Total statutory fees and fines</b>	<b>502</b>	<b>431</b>

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	2,519	2,473
Family Day Care	842	863
Mobile Child Care	307	97
Saleyards	14	505
Aged & Disability Services	603	549
Kindergartens	257	229
Building services	331	245
Other fees and charges	1,320	1,551
<b>Total user fees</b>	<b>6,193</b>	<b>6,512</b>

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

3.4 Funding from other levels of government	2019	2018
Grants were received in respect of the following :	\$'000	\$'000
<b>Summary of grants</b>		
Commonwealth funded grants	11,099	12,153
State funded grants	14,209	5,483
<b>Total grants received</b>	<b>25,308</b>	<b>17,636</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants	8,274	7,616
Family and children	387	587
Aged Services	745	752
<b>Recurrent - State Government</b>		
Aged & Disability Services	225	293
Community health	28	38
Environment	67	67
Families and children	1,024	1,054
Maternal and child health	248	206
School Crossings	49	23
Youth Services	55	60
<b>Total recurrent operating grants</b>	<b>11,102</b>	<b>10,696</b>
<b>2019</b>		
<b>2018</b>		
<b>Non-recurrent - State Government</b>		
	<b>\$'000</b>	<b>\$'000</b>
Community Planning	17	-
Community Services	1	-
Economic Development	-	54
Environment	133	30
Emergency	59	-
Facilities Management	184	25
Kindergartens	-	24
Natural Disaster	4,788	934
Other Council Buildings	-	80
Recreation Projects	24	10
Recycling Grant	12	16
Rural Councils Transformation Program	4,595	-
Works & Services Management	105	70
Youth	71	75
<b>Total non-recurrent operating grants</b>	<b>9,989</b>	<b>1,318</b>
<b>Total operating grants</b>	<b>21,091</b>	<b>12,014</b>

	2019	2018
	\$'000	\$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	1,585	1,591
<b>Total recurrent capital grants</b>	1,585	1,591
<b>Non-recurrent - Commonwealth Government</b>		
Roads to recovery	30	1,608
Buildings	54	-
Family and children	24	-
<b>Non-recurrent - State Government</b>		
Bridges	1,050	2,050
Buildings	82	-
Roads	1,279	184
Community Planning	8	-
Environment	38	-
Parks and Gardens	7	-
Streetscapes	-	90
Camperdown Clock Tower	-	100
Waste Management	60	-
<b>Total non-recurrent capital grants</b>	2,632	4,032
<b>Total capital grants</b>	4,217	5,623
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	138	266
Received during the financial year and remained unspent at balance date	4,560	138
Received in prior years and spent during the financial year	(138)	(266)
Balance at year end	4,560	138

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

	2019 \$'000	2018 \$'000
<b>3.5 Contributions</b>		
<i><b>Monetary</b></i>		
Community Services	100	48
Contributions - Special Charge Schemes	16	27
Works and Services	-	20
Footpaths	-	19
Council Buildings	-	10
Community Planning	-	9
Environmental Health	21	5
Environment	5	3
Community Centres	-	2
Other monetary contributions	41	14
	<u>183</u>	<u>157</u>
<i><b>Non Monetary</b></i>		
Land - Mount Noorat	1,267	
	<u>1,267</u>	<u>-</u>
<b>Total contributions</b>	<u>1,450</u>	<u>157</u>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	440	857
Written down value of assets disposed	(5,024)	(973)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<u>(4,584)</u>	<u>(116)</u>

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	579	472
Assets recognised for the first time - land recognised as controlled	639	-
Insurance reimbursement	89	142
Legal costs recovered	35	38
Fuel Tax Credits	189	167
Interest on rates	104	83
Other revenue	119	153
<b>Total other income</b>	<u>1,754</u>	<u>1,055</u>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.



Note 4 The cost of delivering services	2019	2018
4.1 Employee costs	\$'000	\$'000
Wages and Salaries	10,999	11,214
Annual leave and long service leave	1,536	1,349
Superannuation	1,663	1,432
Workcover	303	300
Employee Benefits	135	159
Fringe Benefits Tax	187	176
<b>Total employee costs</b>	<b>14,823</b>	<b>14,630</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	150	182
	<u>150</u>	<u>182</u>
Employer contributions payable at reporting date.	1	-

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,018	1,032
Employer contributions - other funds	496	449
	<u>1,514</u>	<u>1,481</u>
Employer contributions payable at reporting date.	56	56

Refer to note 9.3 for further information relating to Council's superannuation obligations.

**4.2 Materials and services**

Contracts	7,699	6,157
Internal Recoveries	2,983	2,648
Fleet Costs	1,330	1,085
Utilities	466	644
Telephone and Internet	299	301
Subscriptions, Publications, Memberships	108	101
Printing and Stationery	76	65
Postage	51	51
Bank Charges	50	53
<b>Total materials and services</b>	<b>13,062</b>	<b>11,105</b>

	2019	2018
	\$'000	\$'000
<b>4.3 Depreciation and amortisation</b>		
Property	1,508	938
Plant	1,401	1,098
Infrastructure	10,014	10,293
<b>Total depreciation</b>	<u>12,923</u>	<u>12,329</u>

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

#### 4.4 Bad and doubtful debts

Other debtors	104	2
<b>Total bad and doubtful debts</b>	<u>104</u>	<u>2</u>

#### Movement in provisions for doubtful debts

Balance at the beginning of the year	17	21
New Provisions recognised during the year	101	3
Amounts already provided for and written off as uncollectible	-	(6)
Amounts provided for but recovered during the year	-	(1)
Balance at end of year	<u>118</u>	<u>17</u>

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

#### 4.5 Finance costs

Interest - Borrowings	-	104
<b>Total borrowing costs</b>	<u>-</u>	<u>104</u>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

#### 4.6 Other expenses

Council Contributions	1,283	1,215
Derecognition of assets	917	-
Insurance	581	537
Councillor Allowances	246	270
Advertising	181	176
Rent, Rates and Charges	171	181
Legal Costs	309	108
Audit Expenses	66	75
Meals and Accommodation	66	54
Levies	21	24
Other expenses	91	130
<b>Total other expenses</b>	<u>3,932</u>	<u>2,770</u>

Note 5 Our financial position	2019	2018
5.1 Financial assets	\$'000	\$'000
<b>(a) Cash and cash equivalents</b>		
Cash on hand	2	2
Cash at bank	2,289	4,538
<b>Total cash and cash equivalents</b>	<b>2,291</b>	<b>4,540</b>
<b>(b) Other financial assets</b>		
Term deposits - current	31,000	19,000
Economic Development Loans	38	101
<b>Total other financial assets</b>	<b>31,038</b>	<b>19,101</b>
<b>Total financial assets</b>	<b>33,329</b>	<b>23,641</b>

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(b))	226	236
Total restricted funds	226	236
Total unrestricted cash and cash equivalents	2,065	4,304

#### Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

Open space developer contributions	43	67
Trust funds and deposits	226	75
Grants received but not acquitted	4,560	138
Total funds subject to intended allocations	4,829	280

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.

	2019 \$'000	2018 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	943	841
Net GST Receivable	187	359
<i>Non statutory receivables</i>		
Loans and advances to community organisations	9	9
Other debtors	2,745	1,427
Provision for doubtful debts - other debtors	(118)	(17)
Total current trade and other receivables	<u>3,766</u>	<u>2,619</u>
<b>Non-current</b>		
<i>Statutory receivables</i>		
Special rate scheme	22	31
<i>Non statutory receivables</i>		
Loans and advances to community organisations	2	11
Total non-current trade and other receivables	<u>24</u>	<u>42</u>
<b>Total trade and other receivables</b>	<u>3,790</u>	<u>2,661</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 & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	2,625	1,099
Past due by up to 30 days	3	145
Past due between 31 and 180 days	3	103
Past due between 181 and 365 days	3	4
Past due by more than 1 year	121	97
Total trade & other receivables	<u>2,754</u>	<u>1,448</u>

**(e) Ageing of individually impaired Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$118,136 (2018: \$17,126) were impaired. The amount of the provision raised against these debtors was \$118,136 (2018: \$17,126). 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	118	17
Total trade & other receivables	<u>118</u>	<u>17</u>



**Notes to the Financial Report  
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5.2 Non-financial assets	2019	2018
(a) Inventories	\$'000	\$'000
Inventories held for distribution	53	61
Inventories held for sale	11	17
<b>Total inventories</b>	<u>65</u>	<u>78</u>
<p>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.</p>		
<b>(b) Other assets</b>		
Prepayments	358	350
Accrued income	612	196
<b>Total other assets</b>	<u>970</u>	<u>546</u>
<b>(c) Intangible assets</b>		
Landfill air space	67	39
<b>Total intangible assets</b>	<u>67</u>	<u>39</u>
	<u>Landfill</u>	
	<u>\$'000</u>	
<b>Gross carrying amount</b>		
Balance at 1 July 2018	39	
Other Additions	28	
Balance at 1 July 2019	<u>67</u>	
Net book value at 30 June 2018	39	
Net book value at 30 June 2019	<u>67</u>	

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables	2019	2018
(a) Trade and other payables	\$'000	\$'000
Trade payables	1,489	2,582
Accrued expenses	622	679
<b>Total trade and other payables</b>	<b>2,111</b>	<b>3,261</b>
(b) Trust funds and deposits		
Refundable deposits	48	48
Fire services levy	69	77
Amounts held in trust	109	111
<b>Total trust funds and deposits</b>	<b>226</b>	<b>236</b>

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 forfeit.

*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 Services Property Levy - Council is the collection agent for fire services property levy on behalf of the State Government. Council remits amounts four times each financial year, within 28 days after the due date of each rates instalment. Amounts disclosed here will be remitted to the state government in line with that process.

**Notes to the Financial Report  
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**5.4 Provisions**

	Employee \$ '000	Landfill restoration \$ '000	Total \$ '000
<b>2019</b>			
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	<u>4,237</u>	<u>3,522</u>	<u>7,759</u>
<b>2018</b>			
Balance at beginning of the financial year	4,159	5,379	9,538
Additional provisions	1,392	-	1,392
Amounts used	(1,430)	-	(1,430)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	(2,089)	(2,089)
Balance at the end of the financial year	<u>4,121</u>	<u>3,290</u>	<u>7,411</u>
		<b>2019</b>	<b>2018</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>(a) Employee provisions</b>			
<b>Current provisions expected to be wholly settled within 12 months</b>			
Annual leave		866	1,013
Rostered Days Off		101	101
Long service leave		401	316
		<u>1,368</u>	<u>1,430</u>
<b>Current provisions expected to be wholly settled after 12 months</b>			
Annual leave		209	68
Long service leave		2,423	2,353
		<u>2,632</u>	<u>2,421</u>
Total current employee provisions		<u>4,000</u>	<u>3,851</u>
<b>Non-current</b>			
Long service leave		237	269
Total non-current employee provisions		<u>237</u>	<u>269</u>
Aggregate carrying amount of employee provisions:			
Current		4,000	3,851
Non-current		237	269
Total aggregate carrying amount of employee provisions		<u>4,237</u>	<u>4,120</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.

	2019	2018
Key assumptions:		
- discount rate	1.32%	2.65%
- oncost rate	11.50%	11.50%
- inflation rate	3.00%	3.88%

**Notes to the Financial Report  
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	2019	2018
	\$'000	\$'000
<b>(b) Landfill restoration</b>		
Current	-	-
Non-current	3,522	3,290
	3,522	3,290

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	2.4%	3.0%
- inflation rate	1.6%	2.1%
- estimated cost to rehabilitate	7,033	7,043

**5.5 Financing arrangements**

The Council has the following funding arrangements in place as at 30 June 2019.

Bank overdraft	960	960
Credit card facilities	1,000	1,000
Total facilities	1,960	1,960
Used facilities	37	36
Unused facilities	1,923	1,924



## 5.6 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.

2019	Not later than	Later than 1	Later than 2	Later than 5	Total
	1 year	year and not later than 2 years	years and not later than 5 years	years	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
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
<b>Capital</b>					
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
<b>2018</b>					
	Not later than	Later than 1	Later than 2	Later than 5	Total
	1 year	year and not later than 2 years	years and not later than 5 years	years	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Recycling	227	231	-	-	458
Garbage collection	266	271	-	-	537
Green waste collection	180	184	-	-	363
Street litter bins	48	49	-	-	98
Skip bin transfer	95	97	-	-	193
Maintenance of Council buildings	82	83	-	-	165
Cleaning of Council buildings	125	-	-	-	125
Recreation facility management	423	-	-	-	423
Banking	54	55	5	-	113
Home care services	146	-	-	-	146
Water quality monitoring	43	44	138	48	273
Landfill Geosynthetics	283	-	-	-	283
Photocopiers	17	18	45	-	80
Total	1,989	1,032	188	48	3,257
<b>Capital</b>					
Buildings	226	-	-	-	226
Bridges	1,242	-	-	-	1,242
Streetscapes	346	-	-	-	346
Total	1,814	-	-	-	1,814

Notes to the Financial Report  
For the Year Ended 30 June 2019

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	2019	2018
	\$'000	\$'000

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	149	145
Later than one year and not later than five years	527	508
Later than five years	460	4,161
	<u>1,136</u>	<u>4,814</u>

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment  
Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018 \$'000	Additions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2019 \$'000
Property	55,405	2,027	(484)	(1,508)	(971)	-	110	54,579
Plant and equipment	10,017	1,387	-	(1,401)	(410)	-	108	9,702
Infrastructure	389,529	3,799	-	(10,013)	(4,562)	-	9,793	388,546
Work in progress	5,665	7,801	-	-	-	(1,033)	(10,012)	2,422
	460,616	15,014	(484)	(12,922)	(5,943)	(1,033)	-	455,249

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	128	680	(434)	(110)	275
Plant and equipment	246	64	(56)	(108)	146
Infrastructure	5,290	7,048	(543)	(9,793)	2,001
Total	5,665	7,801	(1,033)	(10,012)	2,422

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land & Land Improvements \$'000	Heritage buildings \$'000	Buildings - 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 2018	1,883	8,088	9,971	17,211	41,502	537	1,578	60,828	128	70,927
Accumulated depreciation at 1 July 2018	-	-	-	(4,127)	(9,805)	(23)	(1,439)	(15,394)	-	(15,394)
	1,883	8,088	9,971	13,083	31,697	514	139	45,434	128	55,533
<b>Movements in fair value</b>										
Additions	-	1,906	1,906	69	52	-	-	121	690	2,717
Revaluation	-	(484)	(484)	-	-	-	-	-	-	(484)
Disposal	-	(917)	(917)	(49)	(11)	-	-	(61)	-	(978)
Write-off	-	-	-	-	-	-	-	-	(434)	(434)
Transfers	-	-	-	41	70	-	-	110	(110)	-
	-	505	505	60	110	-	-	170	146	821
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	-	-	-	(394)	(1,030)	(15)	(70)	(1,508)	-	(1,508)
Accumulated depreciation of disposals	-	-	-	7	0	-	-	7	-	7
	-	-	-	(387)	(1,029)	(15)	(70)	(1,501)	-	(1,501)
At fair value 30 June 2019	1,883	8,593	10,476	17,271	41,613	537	1,578	60,998	275	71,749
Accumulated depreciation at 30 June 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



(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 2018	15,769	726	1,534	111	246	18,386
Accumulated depreciation at 1 July 2018	(6,387)	(452)	(1,283)	-	-	(8,123)
	9,381	274	251	111	246	10,263
<b>Movements in fair value</b>						
Additions	1,065	12	311	-	64	1,451
Disposal	(1,075)	-	-	-	-	(1,075)
Write-off	-	-	-	-	(56)	(56)
Transfers	49	-	59	-	(108)	-
	39	12	370	-	(101)	320
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(1,183)	(59)	(159)	-	-	(1,401)
Accumulated depreciation of disposals	665	-	-	-	-	665
	(518)	(59)	(159)	-	-	(736)
At fair value 30 June 2019	15,808	738	1,904	111	146	18,706
Accumulated depreciation at 30 June 2019	(6,905)	(511)	(1,443)	-	-	(8,858)
	8,903	227	462	111	146	9,848

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**(c) Infrastructure**

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Kerb and Channel \$'000	Culverts and Retaining Walls \$'000	Waste Management \$'000	Other Infrastructure \$'000	Work in Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2018	342,655	58,275	16,567	36,846	2,326	2,810	38,607	21,538	2,187	71	5,290	527,172
Accumulated depreciation at 1 July 2018	(79,571)	(4,505)	(2,022)	(16,665)	(937)	(1,591)	(12,070)	(13,723)	(1,257)	(13)	-	(132,353)
	263,084	53,770	14,545	20,182	1,388	1,219	26,537	7,815	930	59	5,290	394,819
<b>Movements in fair value</b>												
Additions	2,845	-	107	74	-	-	253	80	440	-	7,048	10,847
Disposal	(4,034)	(3,284)	(21)	(12)	-	-	(156)	(30)	-	-	-	(7,537)
Write off	-	-	-	-	-	-	-	-	-	-	(543)	(543)
Transfers	6,405	3,182	37	-	-	-	32	138	-	-	(9,793)	-
	5,216	(103)	124	62	-	-	129	188	440	-	(3,289)	2,766
<b>Movements in accumulated depreciation</b>												
Depreciation and amortisation	(7,281)	(546)	(350)	(328)	(84)	(135)	(454)	(290)	(542)	(3)	-	(10,014)
Accumulated depreciation of disposals	2,505	330	8	6	-	-	108	18	-	-	-	2,975
Transfers	-	5	-	-	-	-	-	(5)	-	-	-	-
	(4,777)	(211)	(341)	(321)	(84)	(135)	(347)	(277)	(542)	(3)	-	(7,039)
At fair value 30 June 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 30 June 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

#### 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	25 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	25 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.

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 below and are consistent with the prior year unless otherwise stated.

#### Finance leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Council currently holds no finance leases.

#### 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 site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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. A full revaluation of these assets was undertaken in 2018.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land - specialised	-	-	1,883	Jun-18
Land - non specialised	-	8,593	-	Jun-19
Heritage buildings	-	-	12,756	Jun-18
Buildings - specialised	-	-	30,778	Jun-18
Leasehold Improvements	-	-	568	Jun-18
<b>Total</b>	-	8,593	45,985	



**Valuation of infrastructure**

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken by Mr Ashay Prabhu CPEng of Assetic Pty Ltd

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 2019 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	263,522	Jun-17
Bridges	-	-	53,456	Jun-17
Footpaths and cycleways	-	-	14,328	Jun-17
Drainage	-	-	19,922	Jun-14
Recreational, leisure and community facilities	-	-	1,305	Jun-14
Waste management	-	-	828	Jun-14
Parks, open space and streetscapes	-	-	1,084	Jun-14
Culverts and Retaining Walls	-	-	7,727	Jun-17
Kerb and Channel	-	-	26,319	Jun-18
Other infrastructure	-	-	56	Jun-14
Total	-	-	388,547	

**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.

	2019	2018
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	1,883	1,883
<b>Total specialised land</b>	<b>1,883</b>	<b>1,883</b>

	2019	2018
	\$'000	\$'000
<b>6.2 Investments in associates, joint arrangements and subsidiaries</b>		
<b>(a) Investments in associates</b>		
Investments in associates accounted for by the equity method are:		
Corangamite Library Corporation	293	265
<b>Corangamite Regional Library Corporation</b>		
<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 2019. Corangamite's share as at 30 June 2019 is 18.06% (2017-2018 18.63%)		
<b>Fair value of Council's investment in Corangamite Regional Library Corporation</b>	293	265
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus(deficit) at start of year	198	199
Transfers (to) from reserves	56	(6)
Reported surplus(deficit) for year	28	5
Council's share of accumulated surplus(deficit) at end of year	282	198
<b>Council's share of reserves</b>		
Council's share of reserves at start of year	67	61
Transfers (to) from reserves	(56)	6
Council's share of reserves at end of year	11	67
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	265	260
Share of surplus(deficit) for year	28	5
Carrying value of investment at end of year	293	265

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.

### 6.3 Fair Value Adjustments

#### (a) Landfill closure costs

Balance at beginning of financial year	(3,290)	(5,379)
Fair value adjustments	(232)	2,089
Balance at end of financial year	(3,522)	(3,290)

#### (a) Landfill airspace asset

Balance at beginning of financial year	39	-
Fair value adjustments	28	39
Balance at end of financial year	68	39

	2019	2018
	No.	No.
<b>Note 7 People and relationships</b>		
<b>7.1 Council and key management remuneration</b>		
<b>(a) Related Parties</b>		
<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>(b) Key Management Personnel</b>		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
<b>Councillors</b>		
Mayor Jo Beard (Mayor)		
Councillor Neil Trotter		
Councillor Ruth Gstrein		
Councillor Lesley Brown		
Councillor Helen Durant		
Councillor Simon Illingworth		
Councillor Beverley McArthur (ceased in November 2018)		
Councillor Wayne Oakes (appointed in November 2018)		
<b>Total Number of Councillors</b>	8	7
<b>Chief Executive Officer and other Key Management Personnel</b>		
Andrew Mason, Chief Executive Officer		
David Rae, Director Corporate and Community Services		
Ian Gibb, Director Sustainable Development		
Brooke Love, Director Works and Services		
<b>Chief Executive Officer and other Key Management Personnel</b>	4	4
<b>Total Key Management Personnel</b>	12	11
<b>(c) Remuneration of Key Management Personnel</b>		
	<b>2019</b>	<b>2018</b>
Total remuneration of key management personnel was as follows:	<b>\$'000</b>	<b>\$'000</b>
Short-term benefits	937	919
Post Employment Benefits	69	87
Long-term benefits	16	(9)
<b>Total</b>	1,022	997
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$10,000 - \$19,999	2	-
\$20,000 - \$29,999	4	1
\$30,000 - \$39,999	-	5
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	-
\$100,000 - \$109,999	-	1
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	2	1
\$180,000 - \$189,999	1	1
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
	12	11

**(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 \$148,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:

<\$148,000

	2019 No.	2018 No.
<\$148,000	-	-
	-	-

Total Remuneration for the reporting year for Senior Officers included above, amounted to

-                                 -

**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	Terms and conditions	Aggregated Total
<i>Cr Gstrein</i>	<i>Rustic Tarts Food</i>	<i>Business partner</i>	<i>Commercial</i>	<i>\$418</i>

**(b) Outstanding balances with related parties**

The following balances are outstanding at the end of the reporting period in relation to  
*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 minimum rentals receivable under non-cancellable operating leases are as follows:

	2019	2018
	\$'000	\$'000
Not later than one year	60	72
Later than one year and not later than five years	180	197
Later than five years	447	219
	687	488

**(b) Contingent liabilities**

**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 (2017-2018 \$Nil) There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$145,000

**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.

**(c) Guarantees for loans to other entities**

Guarantee - Camperdown Football Netball Club - Original Loan \$300,000

The amount outstanding as at 30 June 2019 is \$Nil (2018 \$Nil)

Guarantee is in respect of a loan from the ANZ 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

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

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 2019 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.

### *Revenue from contracts with customers (AASB 15) (applies 2019-2020 for Local Government sector)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income. Council expects that this will have an immaterial effect on the financial statements

### *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-2020)*

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

### *Leases (AASB 16) (applies 2019-2020)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$1,100,000 in lease related assets and an equivalent liability

### *Income of Not-for-Profit Entities (AASB 1058) (applies 2019-2020)*

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives. Council expects that this will have an immaterial effect on the financial statements

## 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 + 1% and -1% in market interest rates (AUD) from year-end rates of 2.5%.

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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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.



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
<b>(a) Asset revaluation reserves</b>				
<b>2019</b>				
<b>Property</b>				
Land & land improvements	6,046	(484)	-	5,562
Buildings	32,024	-	-	32,024
	<u>38,070</u>	<u>(484)</u>	<u>-</u>	<u>37,586</u>
<b>Infrastructure</b>				
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
Library	-	-	-	-
Bus shelters	1	-	-	1
Other infrastructure	-	-	-	-
	<u>252,678</u>	<u>-</u>	<u>-</u>	<u>252,678</u>
<b>Total asset revaluation reserves</b>	<u>290,748</u>	<u>(484)</u>	<u>-</u>	<u>290,264</u>
<b>2018</b>				
<b>Property</b>				
Land & land improvements	6,223	(177)	-	6,046
Buildings	10,963	21,061	-	32,024
	<u>17,186</u>	<u>20,884</u>	<u>-</u>	<u>38,070</u>
<b>Infrastructure</b>				
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	20,234	2,663	-	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
Library	-	-	-	-
Bus shelters	1	-	-	1
Other infrastructure	-	-	-	-
	<u>250,015</u>	<u>2,663</u>	<u>-</u>	<u>252,678</u>
<b>Total asset revaluation reserves</b>	<u>267,201</u>	<u>23,547</u>	<u>-</u>	<u>290,748</u>

The asset revaluation reserve is used to record the movement in fair value of Council's assets over time.

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2019</b>				
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
Other reserves	323	64	(74)	313
<b>Total Other reserves</b>	<b>2,020</b>	<b>6,262</b>	<b>(102)</b>	<b>8,180</b>
<b>2018</b>				
Open space developer contributions	62	5	-	67
Landfill rehabilitation reserve	293	88	-	382
Superannuation reserve	1,200	48	-	1,248
Infrastructure Reserve	1,000	-	(1,000)	-
Other reserves	172	186	(36)	323
<b>Total Other reserves</b>	<b>2,728</b>	<b>328</b>	<b>(1,036)</b>	<b>2,020</b>

	2019	2018
	\$'000	\$'000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	7,212	7,614
Depreciation/amortisation	12,923	12,329
(Profit)/loss on disposal of property, infrastructure, plant and equipment	4,584	116
Contributions - non monetary	(1,267)	-
Assets recognised for the first time - land recognised as controlled	(639)	-
Derecognition of assets	917	-
Borrowing costs in finance activities	-	104
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(1,128)	48
(Increase)/decrease in other assets	(424)	(101)
Increase/(decrease) in trade and other payables	(1,150)	971
Increase/(decrease) in trust fund and deposits	(10)	32
(Increase)/decrease in inventories	13	4
Increase/(Decrease) in provisions	348	(2,128)
(Increase)/Decrease in Library Corporation	(28)	(5)
(Increase)/Decrease in Intangible asset	(28)	-
Net cash provided by/(used in) operating activities	21,323	18,984

### 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund Vision Super. 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 the Comprehensive Income Statement when they are made or due.

#### Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive 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 2018, this was 9.5% as required under Superannuation Guarantee 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 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. As at 30 June 2018, 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 Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.5% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 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 2018 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 2019, this rate was 9.5% of members' salaries (9.5% in 2017-2018). This rate will increase in line with any increases in the SG contribution rate. 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 2018 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Corangamite Shire Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 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 Corangamite Shire Council is a contributing employer:

- A VBI surplus of \$131.9 million
- A total service liability surplus of \$218.3 million.
- A discounted accrued benefits surplus of \$249.1 million

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 2018.

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 2018.

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 2018.

Council was notified of the 30 June 2018 VBI during August 2018 (2017: August 2017).

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.







**CORANGAMITE  
SHIRE**

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