



## **Council Meeting Agenda**

**Meeting to be held at**

**Wellington Centre – Council Chambers**

**Foster Street, Sale**

**Tuesday 16 October 2018, commencing at 6pm**

**or join Wellington on the Web:  
[www.wellington.vic.gov.au](http://www.wellington.vic.gov.au)**

# ORDINARY MEETING OF COUNCIL – 16 OCTOBER 2018

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## Council Meeting Information

*Members of the Public Gallery should note that the Council records and publishes Council meetings via Youtube to enhance the accessibility of Council meetings to the broader Wellington community. These recordings are also archived and may be published on Council's Website for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, members of the gallery may address the Council at which time their image, comments or submissions will be recorded.*

*Members of the public who are not in attendance at the Council meeting but who wish to communicate with the Council via the webcasting chat room should lodge their questions or comments early in the meeting to ensure that their submissions can be dealt with at the end of the meeting.*

*Please could gallery visitors and Councillors ensure that mobile phones and other electronic devices are turned off or in silent mode for the duration of the meeting.*





## **A - PROCEDURAL**



### **STATEMENT OF ACKNOWLEDGEMENT**

***“We acknowledge the traditional custodians  
of this land the Gunaikurnai people,  
and pay respects to their elders past and present”***



### **PRAYER**

***“Almighty God, we ask your blessing upon the Wellington  
Shire Council, its Councillors, officers, staff and their families.***

***We pray for your guidance in our decisions so that the  
true good of the Wellington Shire Council may result to  
the benefit of all residents and community groups.”***

***Amen***



## **A - PROCEDURAL**

### **A4 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S**

**ITEM A4****ADOPTION OF MINUTES OF PREVIOUS MEETING/S**

ACTION OFFICER:

GENERAL MANAGER CORPORATE SERVICES

DATE:

16 OCTOBER 2018

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**OBJECTIVE**

To adopt the minutes of the Ordinary Council Meeting of 2 October 2018.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

*That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 2 October 2018.*

**CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.



## **A - PROCEDURAL**

### **A5 BUSINESS ARISING FROM PREVIOUS MEETING/S**



## **A - PROCEDURAL**

### **A6 ACCEPTANCE OF LATE ITEMS**



## **A - PROCEDURAL**

### **A7 NOTICE/S OF MOTION**



## **A - PROCEDURAL**

### **A8 RECEIVING OF PETITIONS OR JOINT LETTERS**

**ITEM A8(1)****OUTSTANDING PETITIONS**

ACTION OFFICER

GOVERNANCE

DATE:

16 OCTOBER 2018

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ITEM	FROM MEETING	COMMENTS	ACTION BY
Castles Carpark Desailly Street Sale	2 October 2018	Council Officers are finalising a response and will report to Council on 7 November 2018	Manager Built Environment





## **A - PROCEDURAL**

### **A9 INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS**



## **A - PROCEDURAL**

### **A10 QUESTIONS ON NOTICE**



## **A - PROCEDURAL**

# **A11 MAYOR AND COUNCILLOR ACTIVITY REPORT**

**ITEM A11(1)****MAYOR AND COUNCILLOR ACTIVITY REPORT**

OFFICER:

COUNCILLOR CAROLYN CROSSLEY

DATE:

16 OCTOBER 2018

**RECOMMENDATION*****That the Mayor and Councillor Activity report be noted.***

8 September to 5 October

8 September	Heyfield Memorial Hall Annual General Meeting, Heyfield	Cr Hole attended
10 September	Meeting with Latrobe Valley Authority Chief Executive Officer, Karen Cain, Sale	Mayor Crossley and David Morcom, Chief Executive Officer attended
11 September	Renewable Communities Program skype meeting.	Cr McCubbin attended
12 September	Meeting with Minister Pulford, Bairnsdale	Cr Hole, Cr Ripper and David Morcom, Chief Executive Officer attended
	Gippsland Waste and Resource Recovery Group Board Induction & Dinner, Melbourne	Cr Maher attended
13 September	MAV Board and CEO Workshop, Melbourne	Cr Hole attended
	Gippsland Wine Awards, Lardner Park	Cr Hall attended
14 September	WNBL Triple Crown Welcome, Sale	Mayor Crossley, Cr McCubbin and Cr Ripper attended
	WNBL Triple Crown Basketball Game, Maffra	Mayor, Cr McCubbin and Cr Bye attended
	Meeting with Ms Harriet Shing MLC, Sale	Mayor Crossley and David Morcom, Chief Executive Officer attended
	Opening of Freedom Housing, Sale	Cr McCubbin attending
15 September	Need 4 Feed Community Day, Sale	Mayor Crossley attended
16 September	Country Women's Association Creative Arts Exhibition, Sale	Cr Ripper attended

18 September	Councillor Community Conversation Museum of Timeless Memorial and GRSC Stage 2 Site visit, Sale	Mayor Crossley Cr McCubbin, Cr Hole, Cr Bye, Cr Stephens, Cr Hall, Cr Maher and David Morcom, Chief Executive Officer attended
	Funeral for Leading Senior Constable Keith Patterson, Sale	Mayor Crossley attended
21 September	Seaspray Microgrid Meeting, Traralgon	Mayor Crossley and Cr McCubbin attended
	John Leslie Art Award, Sale	Mayor Crossley, Cr Ripper, Cr McCubbin, Cr Rossetti and David Morcom, Chief Executive Officer attended
25 September	National Police Remembrance Day, Sale	Mayor Crossley and David Morcom, Chief Executive Officer attended
27 September	Royal Australian Air Force Parade, East Sale	Mayor Crossley attended
1 October	National Australia Bank Community meeting, Sale	Cr Hole attended
5 October	Gippsland Future World of Work Forum, Lardner Park	Mayor Crossley attended

**COUNCILLOR CAROLYN CROSSLEY  
MAYOR**



## **B –REPORT**

# **DELEGATES**



## C1 - REPORT

# CHIEF EXECUTIVE OFFICER

**ITEM C1.1****CHIEF EXECUTIVE OFFICER'S REPORT**

OFFICER: CHIEF EXECUTIVE OFFICER

DATE: 16 OCTOBER 2018

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**RECOMMENDATION*****That the Chief Executive Officer's Report be received.***

- 20 September      Attended the 2018 Skills First Regional Forum, Federation Training Bairnsdale.
- 21 September      Attended the Gippsland Local Government Chief Executive Officer's meeting, Traralgon.
- Attended a Shared Services Chief Executive Officer's meeting, Traralgon.
- Attended the Australian Paper Energy from Waste Project, Morwell along with General manager Natural and Built Environment, Chris Hastie. We are provided a presentation and learned of the plans of Australian Paper to utilize the entire Gippsland Waste stream (as well as waste streams from metro regions) for their waste to energy proposal.
- Attended the John Leslie Art Award's night, Sale. In attendance was Mayor Crossley, Cr McCubbin, Cr Rossetti, Cr Hall and Cr Ripper.
- 25 September      Met with Sale Police Acting Superintendent, Rob Wallace, Sale.
- Attended the National Police Remembrance Day Service, Sale alongside Mayor Crossley.
- Met with Southern Rural Water Managing Director, Clinton Rodda, Maffra to discuss the future plans of SRW in updating and further modernization of the Macalister Irrigation District.
- 4 October            Met with RAAF Base East Sale Representatives Commanding Officer Martin Quirk and Base Support Manager Laurie Curry, Sale.
- 10 October          Met with the John Leslie Foundation Board of Trustees, Sale.
- 11 October          Attended the Loch Sport Foreshore Redevelopment Opening, Loch Sport alongside Mayor Crossley and Cr Hall.



**ITEM C1.2****SEPTEMBER 2018 PERFORMANCE REPORT**

DIVISION: CHIEF EXECUTIVE OFFICE  
ACTION OFFICER: CHIEF EXECUTIVE OFFICER  
DATE: 16 OCTOBER 2018

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Engagement	Risk Management
	✓	✓	✓	✓					

**OBJECTIVE**

For Council to receive and note the September 2018 Council Performance Report.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council receive and note the September 2018 Council Performance Report as attached.***

**BACKGROUND**

The September 2018 Council Performance Report comprises key highlights towards achievement of the 2017-21 Council Plan, progress in relation to Major Initiatives and Initiatives as identified in the 2018/19 Budget together with an overview of Council finances including an Income Statement, a Balance Sheet with commentary regarding any major variances, information on cash balances, the level of rates outstanding and a progress update on Council's Capital Works program.

Section 138(1) of the *Local Government Act 1989* requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

**OPTIONS**

Following consideration of the attached September 2018 Performance Report, Council can resolve to either:

1. Receive and note the September 2018 Council Performance Report; or
2. Not receive and note the September 2018 Council Performance Report and seek further information for consideration at a later Council meeting, which would result in Council not meeting legislative requirements.

**PROPOSAL**

That Council receive and note the attached September 2018 Council Performance Report.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **FINANCIAL IMPACT**

The attached financial report provides information that informs Council on its financial operations for the September 2018 quarter as well as the expected financial position for the 2018/19 year.

## **COMMUNICATION IMPACT**

The Council Plan communicates Council's strategic direction to the community. The Council Plan can also be used by Council to communicate its vision and direction to other tiers of government, organisations, government agencies and funding bodies.

## **LEGISLATIVE IMPACT**

Section 138(1) of the *Local Government Act 1989* requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

## **COUNCIL POLICY IMPACT**

The September 2018 Council Performance Report has been prepared in the context of existing Council policies.

## **COUNCIL PLAN IMPACT**

Strategic Objective 6.3 states that Council will:

*"Maintain a well governed, transparent, high performing, ethical and accountable organisation"*

Strategy 6.3.3 states that Council will:

*"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making"*

Strategy 6.2.2 states that Council will:

*"Actively engage with both internal and external stakeholders to appropriately inform about council business"*

# SEPTEMBER 2018 PERFORMANCE REPORT

## SEPTEMBER 2018 COUNCIL PLAN HIGHLIGHTS

### ***John Leslie Art Prize***

The 2018 John Leslie Art Prize opened on 21 September to a crowd of 341 visitors. The \$20,000 acquisitive prize was won by Vanessa Kelly and Andrea Sinclair won the Best Gippsland work. The continuation of the Prize is possible through the generosity of the John Leslie Foundation.

### ***Gallery updates***

The Gallery received a substantial donation of 60 artworks from Norman and Petah Creighton, all works are by Gippsland artists active during the 1990s.

New exhibitions by Dr Aunty Eileen Harrison, Kevin Lincoln and Emma Hearnese opened this month.

### ***Change Lives campaign***

The Libraries Change Lives campaign was launched this month to raise awareness and grow funding for Victorian public libraries. No other institution offers the same safe and inclusive public spaces with free and equal, life-changing access to art, ideas, education and social engagement.

The Coordinator Library Services addressed seniors at Ashleigh House about what Library Services have to offer.

### ***Pools getting summer ready***

September has seen the beginning of preparations for the outdoor seasonal pools operations, which includes facility preparations, pool draining, scrubbing, painting and filling.

Recruitment of summer staff is progressing with record numbers of applicants applying for casual Pool Lifeguard summer work.

### ***New Cardio equipment***

To the delight of Health and Fitness members, several new pieces of cardio equipment have been installed in the gym and the spin bike fleet has been updated and revamped.

### ***Triple Crown basketball event***

The Triple Crown basketball event played to a sell-out crowd at the Cameron Sports Complex in Maffra on 14 September. The Mayor welcomed players and coaches to a breakfast at the Gippsland Regional Sports Complex which was also attended by Councillors and members from the Sale Amateur Basketball Association and the Maffra Amateur Basketball Association. The Triple Crown event is expected to be held at the Gippsland Regional Sports Complex in 2019.

### ***GRSC Updates***

Gippsland Regional Sports Complex Stage 2A is nearing completion, with preparations underway for an official opening in October. The pavilion is almost complete, purchase of furniture, fixtures and equipment are underway and the synthetic carpet for the pitch is about to be laid.

Indoor programs at Gippsland Regional Sports Complex have ceased and the removal of the existing flooring has begun in preparation for the installation of the sprung timber floor and associated works.

### ***NDIS Workshop***

The Association for Children with a Disability delivered a Workshop in Sale to assist families in preparing for the National Disability Insurance Scheme (NDIS). The workshop was well attended and received very positive feedback. An Information session was also held in Yarram.

### ***Disability Advocacy Rights Unit Conference***

Four Wellington Access & Inclusion Advisory Group members attended the Disability Advocacy Rights Unit Conference - Strengthening Disability Advocacy on 14 September in Melbourne. Outcomes were significant as most of the presenters were people with disabilities providing great role models for advocacy.

### ***On Board skate deck art competition***

The On Board skate deck art competition opened on 1 September which was a great event to top off a long program of events and activities which began in April for Youth Week. Over 40 boards were entered in the competition and over 120 people attended the opening which was hosted by Youth Council. Two film documentaries highlighting the different elements of local street culture were launched at the opening, and live music was provided by Propellor. The success of this project was due to the great partnerships between the Art Gallery, Library and Youth.

### ***Audit for Maintenance Program***

The tender was awarded for auditing council's buildings and structures. The audit findings will inform council's maintenance program into the future.

### ***Community Facilities Prioritisation model***

Work has commenced on the development of a Community Facilities Prioritisation model and is anticipated to be completed by January 2019.

### ***Drought Package***

Council staff had meetings with Agricultural Industry Reference Group, Agriculture Victoria and Regional Development Victoria (RDV) to discuss the drought package. The Victorian Government has recently announced a range of new support programs to assist farmers throughout Victoria to prepare and respond to dry seasonal conditions.

### ***AAA Meeting***

Victorian Divisional meeting of Australian Airports Association was hosted by council officers at the Port of Sale, which included a tour of East Sale RAAF Base.

### ***Loch Sport Foreshore***

Loch Sport Foreshore Redevelopment Project was completed, including replacement of the Lions Club Shelter and expansion of the playground. The State Government allocated \$175,000 towards the project from their Regional Jobs and Infrastructure Fund, with Council contributing a further \$100,000 for the works.

### ***Cowwarr Rec Reserve opening***

Official opening of Cowwarr Recreation Reserve was on 9 August. New women's netball, football and umpire change rooms were unveiled following a \$1.08M refurbishment. The project was jointly funded by the Wellington Shire Council (\$496,000), Department of Environment Land Water and Planning (DELWP) and Latrobe Valley Authority (\$450,000), Sport and Recreation Victoria (\$100,000) and Cowwarr Football Netball Club and the reserve's committee of management (\$40,000).

### ***Park Managers Meeting***

Annual Gippsland Regional Parks Managers meeting was held at Western Oval, Warragul for the third consecutive year. While Baw Baw Shire hosted the event this year, Wellington Shire was the organiser, supporting host Councils to facilitate the event. Event included six guest speakers, twelve trade displays with over one hundred attendees from ten councils.

### ***E-waste infrastructure***

Council officers are preparing funding applications for E-waste infrastructure at Transfer Station and Landfill facilities. E-waste is described as electrical or electronic equipment with a power cord or battery that have been discarded as waste. It contains both hazardous materials, which can harm the environment and human health, and valuable materials, which are worth recovering.

## SEPTEMBER PERFORMANCE REPORT

Major Initiatives	Progress Comment	Status
<b>COMMUNITIES</b>		
Complete Gippsland Regional Sports Complex Timber Floor Project.	Work has commenced on removing the existing vinyl flooring and the treated timber flooring is expected to be delivered onsite early October.	In Progress (10%)
Update flood overlay controls and policy in the Planning Scheme to minimise future risk to the community.	Council officers are currently awaiting further information from the West Gippsland Catchment Management Authority (WGCMA) prior to progressing Amendment C99 (updated flood overlay controls).	In Progress (20%)
<b>SERVICES AND INFRASTRUCTURE</b>		
Oversee upgrade of the Sale Memorial Hall.	The detailed design phase has commenced and lead by Assets & Projects team. Construction is currently scheduled to commence in Jan/Feb 2019.	In Progress (25%)
Oversee upgrade of the Sale Tennis Club redevelopment.	The two construction contracts have been officially awarded following approval at 18 September 2018 Council meeting. Construction scheduled to commence 15 October 2018. Council staff are working closely with the Club regarding their programming and construction staging to minimise the disruption to the operations of the Club.	In Progress (25%)
Finalise detailed project brief for refurbishment of aquatic facilities at Aqua Energy.	Concept drawings and associated, staged costings have been prepared and forwarded by Leisure Solutions.  The LACUS Structural Assessment of the 25m indoor pool will need to be considered in parallel with the concept plans and costings as expenditure will be necessary to ensure the ongoing operation of this area, regardless of the decisions made to refurbish the other areas of the facility.	In Progress (30%)
Complete a master plan for The Wedge as part of the broader Port of Sale cultural precinct.	The project's scope of works was provided to three theatre consultancy firms on 13 September and we have assisted the consultants with any explanations or questions relating to their submissions, which are due in October.	In Progress (25%)

Major Initiatives	Progress Comment	Status
Complete 1st year scheduled design and civil works for Maffra Streetscape upgrade.	The design work including additional drainage for the southern portion of the streetscape works is now complete and a package is being put together for tender.	In Progress (5%)
Finalise design and begin civil works for the West Sale Airport Runway Extension Project.	Design works are complete, and a tender has been advertised which will close in early October.	In Progress (5%)
Planning zones in the Education precinct (adjacent to Port of Sale) are reviewed to support and encourage appropriate future redevelopment.	Consultant quotations are currently being sought for the Port of Sale East Bank redevelopment study. The study aims to investigate the strategic land use opportunities and associated planning provisions required to guide the redevelopment of land located on the eastern side of the Port of Sale, which was formerly occupied by the Sale High School and Specialist School.	In Progress (15%)
<b>NATURAL ENVIRONMENT</b>		
Partner with key industry bodies, regional and other stakeholders to ensure long term recycling remains a sustainable service in Wellington. Provide quarterly updates to Council, including early recommendations on pricing to the community.	This project is not due to commence yet.	Not started
<b>LIFELONG LEARNING</b>		
Strongly advocate for the relocation of the Federation Training's Fulham campus to Sale CBD and in doing so improve accessibility to education and training outcomes for the Wellington community	CEO and the Senior Economic Development Coordinator attended the Skills First Regional Forums in Bairnsdale on 20 September 2018. The event provided an opportunity for Department of Education and Training to hear directly about the needs of Wellington based employers and young people.	In Progress (15%)
Undertake a twelve-month review of the Wellington Centre operations (including structure, hours, etc) with findings to Council prior to 30 June.	This project is not due to commence yet.	Not started
<b>ECONOMY</b>		
Progress West Sale Airport initiatives including future stages of the Eastern Recreation Aviation Precinct and the Infrastructure Upgrades (Runway Extension) Project.	Following a change of scope for the Eastern Recreation Aviation Precinct upgrade project, work on the functional layout continues with a presentation of an amended Business Case to CMT and Council planned for late 2018.	In Progress (25%)

Major Initiatives	Progress Comment	Status
	<p>Environmental approval, land exchange and other general conditions required to allow construction to commence at West Sale Airport is expected in October 2018.</p> <p>Tenders advertised for lighting supply and runway construction are closing on 3 October 2018. 12-week construction program is scheduled from mid November 2018.</p> <p>Engagement activities on proposed construction program and closure of the runway were completed.</p>	
<b>ORGANISATIONAL</b>		
Effectively manage and operate the Gippsland Regional Livestock Exchange and develop a business plan and associated governance structures to Council's satisfaction.	<p>Planning for the stakeholder forum on 9 October is well underway with key note speakers to include Meat and Livestock Australia, Australia Livestock Saleyards Association, Agriculture Victoria and NAB agribusiness.</p> <p>GLRE also conducted a special dairy dispersal sale in September.</p>	In Progress (25%)
Secure funding for the upgrade of Cameron Sporting Complex Maffra to ensure the facility meets growing demand.	Several queries regarding funding applications for the Cameron Stadium Redevelopment Project from Sports Recreation Victoria and Latrobe Valley Authority have been answered by council staff. The applications are expected to be fully assessed early in October 2018.	In Progress (25%)

Initiatives	Progress Comment	Status
<b>COMMUNITIES</b>		
Provide exceptional visitor information services through Council's Visitor Information Centre network and report to Council on key deliverables by June 2019.	Currently working on improving Wellington Shire Council produced brochures at Visitor Information Centre (VIC) and collecting data to better track what services people are using at the VIC.	In Progress (15%)
Progress a review of the Boating Facilities Strategic Plan, including opportunity for community engagement, and present to Council for consideration.	The draft Wellington Shire Council's Recreational Boating Facilities Strategic Plan has been approved by Council to be released to the community for a collaborative engagement process. This process is to be held over the summer period and will include drop in sessions at key regional centres across the Shire. When complete, the draft Strategic Plan will be sent back to Council, with information about the consultation process and recommendations for Council to adopt. This is likely to be around March/April 2019.	In Progress (30%)
Report Council achievements in the delivery of the RuralAccess Work Plan and Outcomes for Wellington Shire Council.	Planning has commenced to develop action plans for Healthy Wellington Plan 2017 - 2021. This action is scheduled to commence in November 2017.	In Progress (25%)
Implement two recommendations from the Age Friendly Position Statement 2018.	This project is not due to commence yet.	Not due to start
<b>SERVICES AND INFRASTRUCTURE</b>		
Finalise the tools and data to inform annual reviews of the 10 Year Community Facilities Capital Program, making sure that the program incorporates all community facilities.	Project plan has been developed and approved on Community Facilities Prioritisation model development. This work is anticipated to be completed by January 2019 which will be the biggest informer for the 10-year capital program.	In Progress (25%)
Develop an implementation plan for the town entry improvement program and commence the development of initial priorities for Loch Sport, including opportunities for community engagement where appropriate.	Loch Sport town entry is currently in the design phase. A consultant has provided a feature survey and a draft concept plan, and it is expected that the final plans will be completed by November 2018. This timeline is still on track to meet tendering in December 2018.	In Progress (30%)



Initiatives	Progress Comment	Status
Audit accessibility needs and complete required designs for retrofitting of all existing Regional & District level playspaces.	Actions identified in the audit are being included in the Capital Works Program.	In Progress (15%)
Engage with stakeholders to complete designs of the Port of Sale Mooring Access Project.	The Port of Sale Mooring Access project has reached a milestone with functional layout and base specifications being accepted. Council workshop completed on 18 September 2018. Following minor updates to the drawings, quotes for detailed designs and cost estimates to be sought in October 2018.	In Progress (25%)
Review the logic of the placement of community managed facilities in the Facilities Hierarchy including operating subsidy amounts and make appropriate recommendations for any changes required to be considered by Council.	Successful workshop with Council for 'Community Managed Facilities Funding' held on 18 September. Covered the placement of community managed facilities in the hierarchy and our recommendation that these be reviewed and that some facilities should change position/subsidy value according to a refreshed set of evaluation criteria. Council have requested a follow up workshop in November to go into more detail with queries regarding specific sites.	In Progress (10%)
Undertake an audit of the HVAC system at The Wedge, to identify best patron comfort and environmental savings.	This project is on hold until The Wedge masterplan is finalised.	Deferred
Undertake holistic review of town centre and tourism feature signage for major townships and develop an action plan.	<p>Built Environment team have been engaging with the Loch Sport Business &amp; Tourism Association (BTA) over the past few months to rationalise the wayfinding signage within Loch Sport. Council has sent through some examples of rationalised signs to the Loch Sport BTA, who has provided feedback on the proposal.</p> <p>A meeting has been arranged with the Sale BTA to discuss various items such as parking times, long vehicle parking, and the signage on York Street, Sale. We have previously documented signs for removal, replacement, and installation.</p>	In Progress (20%)
Prepare Special Charge Schemes for Council adoption and progress as required.	Designs for a proposed Special Charge Scheme in Boggy Creek Road Longford are progressing.	Ongoing

Initiatives	Progress Comment	Status
Complete a feasibility study on the benefits of changing sports turf over to more drought and disease tolerant turf species.	This project is not due to commence yet.	Not started
Review the processes, maintenance levels and responsibilities of community-managed facilities (particularly Crown land) and make appropriate recommendations for any changes required to be considered by Council.	Successful workshop on 'Community Managed Facilities Funding' was held for Council on 18 September. The disparities between Crown and Council-owned buildings were covered during this session. Council have requested a follow up workshop in November to go into more detail with queries regarding specific sites.	In Progress (10%)
Complete a feasibility study on the benefits of changing sports turf over to more drought and disease tolerant turf species.	This project is not due to commence yet.	Not started
Advance the industrial rezoning of land in Wurruk/West Sale to support economic growth.	Draft planning scheme provisions are being finalised to implement the adopted Wurruk and West Sale Industrial Land Use Strategy, with a focus on rezoning land adjacent to the West Sale Airport. This initiative will progress via Amendment C103 to the Wellington Planning Scheme following further landowner (and adjacent landowner) engagement.	In Progress (15%)
Implement Project 1 and 2 of a Planning Scheme Review (as part of the State Government's Planning in the Economic Growth Zone project) to ensure that the Planning Scheme is up to date/relevant.	Consultants appointed by the State Government for Project 1 (policy neutral review of the local planning policy framework) have prepared a draft document. Recommended Officer changes are currently being considered by the appointed consultant and the Department of Environment, Land, Water and Planning (DELWP).	In Progress (20%)
Implement updated noise contour mapping for RAAF Base East Sale (subject to consultation with the Department of Defence) to support the ongoing operation of this airfield.	Following a recent meeting with the Department of Defence, further advice on noise contour mapping and planning controls around RAAF Base East Sale is currently being sought by Officers.	In Progress (15%)
Develop a consistent and practical internal land use planning process to ensure open space requirements are adequately considered	No progress at this stage. Internal discussions will be arranged in the coming months.	Not started
Implement the North Sale Development Plan into the Planning Scheme to support well planned housing growth.	The final stage of the North Sale Development Plan, being the Developer Contributions Plan, is currently being finalised by consultants prior to implementing the Development Plan into the Planning Scheme.	In Progress (15%)
Provide engineering input for the development of Strategic Land Use Plans in a timely manner.	Advice on the North Sale Planning Development Overlay relating to drainage infrastructure is continuing.	Ongoing

Initiatives	Progress Comment	Status
Facilitate preparation of a development plan for the Wurruk Growth area (subject to a private request) to support well planned housing growth.	A Development Plan request is yet to be lodged for the Wurruk Growth Area.	Not started
Review the Residential Road and Street Construction Plan, including opportunity for community engagement, and present to Council for consideration.	<p>CMT presentation was completed in mid-September with a workshop scheduled with Council on 2 October 2018. The draft Plan has been completed as well as the proposed projects over the next 10 years. This plan will have a focus on the small and coastal townships with unsealed streets.</p> <p>It is planned to conduct a combined engagement strategy with the Boating Facilities Strategic Plan and the Walking and Cycling Plan. We expect the draft documents will be available for public comment in December 2018. It is proposed to conduct drop in sessions around the Shire, to discuss the 3 strategies.</p>	In Progress (40%)
<b>NATURAL ENVIRONMENT</b>		
Continue to implement recommendations and actions to support the 5 year work plan to reduce energy consumption by 5% per year at The Wedge Performing Art Space and the Wellington Centre.	The Wedge HVAC audit has been deferred whilst we await the results of the Wedge Masterplan study. No major electrical changes to the Wellington Centre are taking place whilst the building remains within the defects warranty period.	In Progress (20%)
Continue to implement recommendations and actions to support the 5 year work plan to reduce energy consumption by 5% per year at Aqua Energy and Gippsland Regional Sports Complex (GRSC).	<p>The Project scope to install solar power system at both Aqua Energy and GRSC was adopted 28/08/2018 - This project will be led by the Assets &amp; Projects team with completion/commissioning date forecasted for December 2019.</p> <p>LED lighting upgrade at Leisure centres is part of an ongoing project. The next areas for upgrade are the outdoor pool and carpark.</p>	In Progress (40%)
<b>LIFELONG LEARNING</b>		
Plan and manage the rollout requirements for the Educloud Project across Wellington Shire Council's, participating Schools and Wellington Libraries.	Deployment of Educloud to all Wellington Shire Council Libraries is now complete.	Complete (100%)

Initiatives	Progress Comment	Status
<b>ECONOMY</b>		
Work with partners including Latrobe Valley Authority, RDV and AusIndustry to promote government funding opportunities to Wellington businesses to support expansion plans and job creation and report outcomes to Council.	State government funding streams are currently difficult to secure due to pending election, however staff are continuing to monitor opportunities on offer through the Commonwealth Government. Currently on a steering committee with the LVA to provide a business hub as a central point of contact for emerging businesses in the Latrobe Valley.	In Progress (20%)
Implement the 2018-20 Action Plan associated with Wellington Shire Economic Development Strategy.	On 26 September, a meeting was arranged with the Agricultural Industry Reference Group (AIRG), Agriculture Victoria (Ag Vic) and Regional Development Victoria (RDV) to discuss the drought package. AIRG members provided feedback to Ag Vic on the package and feedback on the \$500 Community Support Package to be administered by RDV.	In Progress (20%)
Seek funding for and develop a business case for the extension of the Great Southern Rail Trail through to Yarram to increase visitation and business opportunities in adjacent areas.	Awaiting outcome from \$1M funding application to Latrobe Valley Authority. RDV have indicated that the \$500k application will not be considered until after the state election.	In Progress (35%)
Implement year one actions emanating from the Recreation Vehicle (RV) Strategy.	Funding application with RDV was submitted.	In Progress (15%)
<b>ORGANISATIONAL</b>		
Update finance business systems to meet governance requirements.	Authority was upgraded to enable new Australian Tax Office compliance reporting to be completed and submitted by due date of 31 August 2018.	In Progress (75%)
Design and develop a new Wellington Shire Council website.	This project is postponed until the impacts of future shared services arrangements are established.	Deferred
Complete improvement upgrades for the Microwave Communications Infrastructure across Wellington Shire Council and East Gippsland Shire.	Microwave upgrade improvement works for Maffra Depot have commenced.	In Progress (30%)

Initiatives	Progress Comment	Status
Undertake the implementation of a Workforce Management System across all Leisure Services managed facilities.	Updated draft of Business Case for Workforce Management System completed and forwarded to Manager Information Services. Awaiting comment and feedback prior to submitting this to the IT Committee.	In Progress (10%)
Build a network with other Gippsland based councils to share knowledge and learn from each other's experiences.	Several Parks staff representing all Gippsland councils attended the Gippsland Regional Parks Managers meeting hosted by Baw Baw Shire Council.	In Progress (25%)
Identify and facilitate shared services opportunities with participating GLGN Councils.	Back office and ICT functions are currently being reviewed to seek potential opportunities for greater efficiencies across the GLGN Councils.	Ongoing
Review Council's list of Surplus Land so that land value can be realised in accordance with policy and standards of best practice and develop a business case that supports the recommended process/timeframe.	Meeting was held with the Council Committee regarding submissions to the proposed sale of land at Golden Beach. Submissions received from 104 individuals. Matter to be considered at the 16 October 2018 Council meeting.	In Progress (25%)
Establish a central Register for all contracts across the organisation to ensure consistency and good governance.	Planning work has not commenced on this project.	In Progress (5%)
Develop a Workforce Management Plan to address the human resourcing requirements while meeting relevant Access and Inclusion plan outcomes to ensure that Council has the right employees, with the right skills, to deliver the Council Plan and services required by the community, both now and in the future.	This project is not due to commence yet.	Not Started



# SEPTEMBER 2018 QUARTERLY FINANCE SUMMARY

INCORPORATED IN PERFORMANCE REPORT

**INCOME STATEMENT**  
For the period ending 30 September 2018

	YTD SEPTEMBER 2018-19			FULL YEAR 2018-19	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Forecast \$000's	Adopted Budget \$000's
<b>Income</b>					
Rates and charges	61,119	60,788	331	61,411	61,411
Statutory fees & fines	192	167	25	611	611
User fees	1,348	1,446	(98)	7,525	7,525
Grants - operating	2,832	2,335	497	7,893	8,580
Grants - capital	2,836	578	2,258	15,321	13,836
Contributions - monetary	667	280	587	1,546	1,546
Net gain/loss on disposal of property, infrastructure, plant & equipment	117	33	84	151	151
Other income	711	324	387	2,709	2,288
<b>Total income (inc capital income)</b>	<b>70,022</b>	<b>65,951</b>	<b>4,071</b>	<b>97,367</b>	<b>96,148</b>
<b>Expenditure</b>					
Employee costs	6,068	6,571	503	25,935	25,927
Contractors, materials and services	6,144	6,553	409	32,741	32,297
Bad and doubtful debts	-	-	-	86	86
Depreciation and amortisation	4,862	4,950	88	24,130	24,130
Borrowing costs	35	98	63	391	391
Other expenses	191	184	(7)	2,453	2,453
<b>Total Expenditure</b>	<b>17,320</b>	<b>18,356</b>	<b>1,036</b>	<b>86,736</b>	<b>86,284</b>
<b>Surplus for the year</b>	<b>52,702</b>	<b>47,595</b>	<b>5,107</b>	<b>10,631</b>	<b>9,864</b>

*Note: The forecast figures reflect any known changes that have arisen since the adoption of the original budget. Including these changes, enables Council to more accurately monitor financial performance during the year and predict the end of year position. Council must however report publicly against the original adopted budget on a quarterly basis. The current forecast reflects increases to capital grants and other income which were not received in 2017/18 due to delays in the commencements of some capital projects. This income will now be received in 2018/19.*

#### Adopted Budget to YTD Actuals

The result for the first quarter of the year reflects a surplus of \$62.70 million against an adopted budget surplus of \$47.60 million resulting in a favourable variance of \$15.10 million. This variance is a combination of operating result (operating income less operating expense) of \$2.5M and the impact of additional capital income of \$12.6M.

A summary of major operating variances that have occurred to date include:

#### Operating Income

- **\$9.33 million** Additional rates struck since 2016/19 budget adoption.
- **\$8.50 million** Operating grant variance mainly represents funding received ahead of schedule towards \$114k for L to P program and \$95k for Wedge operations. Additional \$233k has been received for the first quarter instalment for Victoria Grant Commission allocation, which will result to an overall increase of \$832k for the year. Additional 2018/19 funding has also been received for Mosquito monitoring program and school crossing supervision.
- **\$8.59 million** Contribution invoices towards various projects including Sale Memorial Hall Upgrade, Safety Together project, and park and reserves projects were raised in the first quarter.
- **\$8.39 million** Other income primarily represent higher than expected interest on investment of \$298k due to advance funds being received and lower than expected expenditure.

#### Operating Expenditure

- **\$8.50 million** Employee benefits are lower than budgeted due to \$296k savings in 10/19 WorkCover premium and staff vacancies through the organisation but slightly offset by use of casual and agency staff.
- **\$9.41 million** Contractors, materials and services not spent includes:
  - a. **\$407k** - Health services quarterly contributions are yet to be paid due to delay in receiving reports.
  - c. **\$42k** - Underspend in utilities for the first quarter mainly due to the variations in billing cycles.
  - d. **(\$62k)** - The final payment for the 2017/18 Raglan Street Sale Vine pedestrian crossing project was delayed awaiting final sign off and invoicing by Vine.

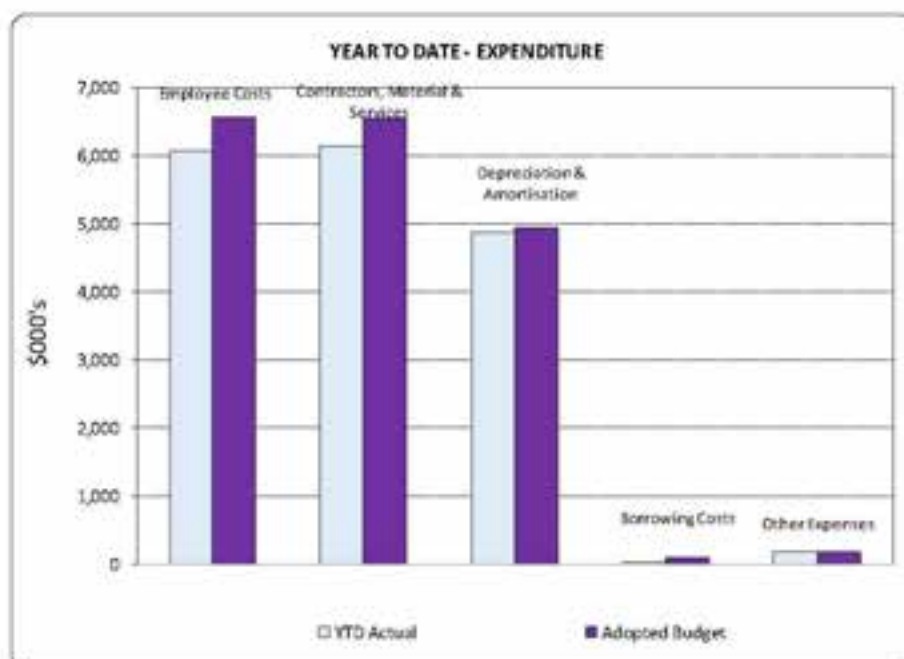
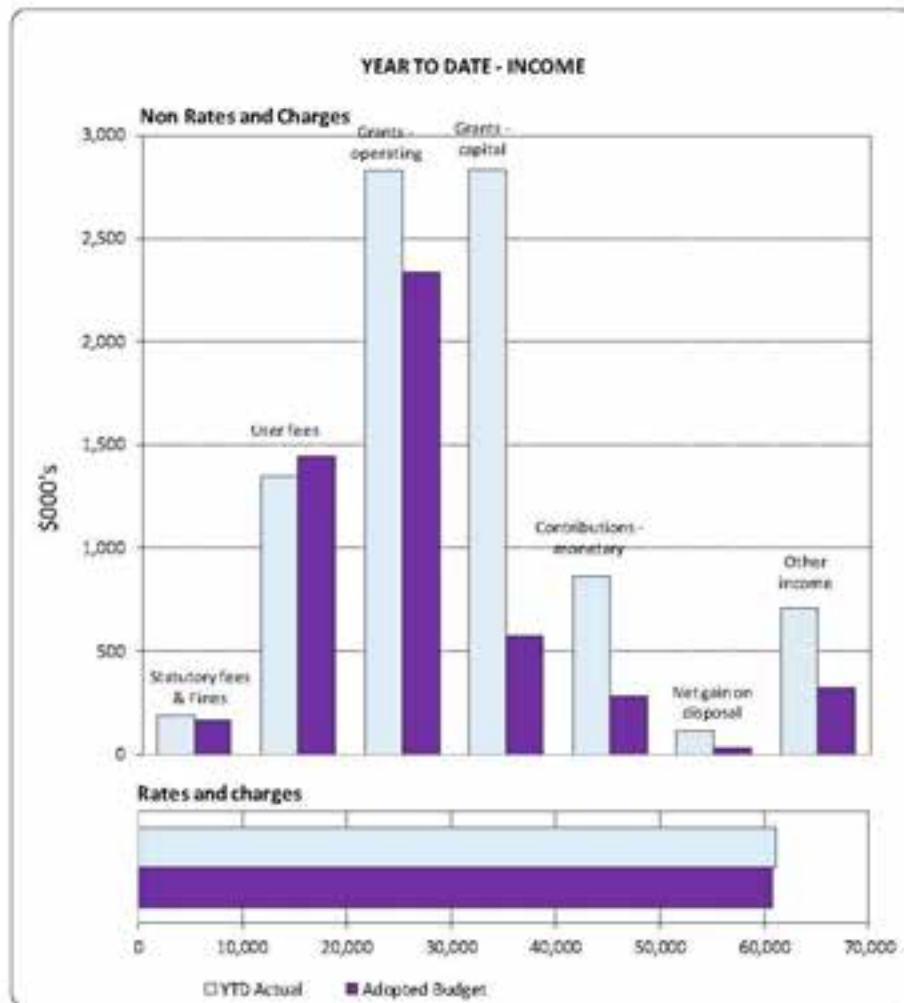
A summary of major capital variances that have occurred to date include:

#### Capital Income

- **\$2.59 million** Capital grants received earlier than anticipated include \$599k of advance Roads to Recovery allocation, \$107k for Sale Tennis Club upgrades, and a \$242k unbudgeted grant for Terra Trail Stage 2. An invoice has been raised for the final grant instalment of \$1.5 million towards the Port of Sale Redevelopment project. Invoices for community contributions towards Miffra Recreation reserve drainage, Biragalong Recreation Reserve pavilion and Baldwin Reserve Change room projects have been raised.



## SEPTEMBER 2018 COMPONENTS AT A GLANCE

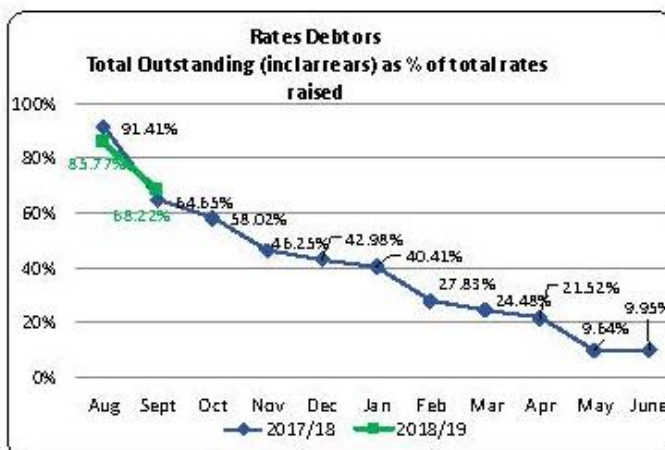




## BALANCE SHEET

As at 30 September 2018

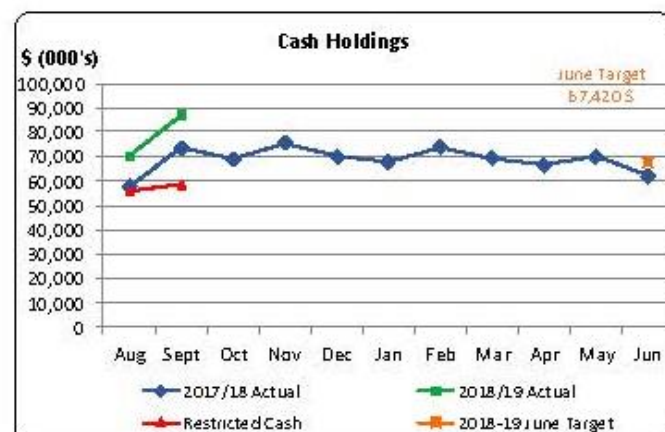
Actual		Actual	Forecast	Adopted Budget
September 17		September 18	June 19	June 19
\$000's		\$000's	\$000's	\$000's
<b>Assets</b>				
114,138	Total Current Assets	133,682	74,110	71,698
851,893	Total Non Current Assets	894,225	919,533	893,201
<b>966,031</b>	<b>Total Assets</b>	<b>1,027,907</b>	<b>993,643</b>	<b>964,899</b>
<b>Liabilities</b>				
13,549	Total Current Liabilities	12,495	21,950	24,019
12,521	Total Non Current Liabilities	24,467	22,571	11,869
<b>26,069</b>	<b>Total Liabilities</b>	<b>36,962</b>	<b>44,521</b>	<b>35,888</b>
<b>939,962</b>	<b>Net Assets</b>	<b>990,945</b>	<b>949,122</b>	<b>929,011</b>



The rate debtors outstanding at the end of September 2018 were \$46.31 million (68.2%) compared to September 2017 of \$42.5 million (64.7%).

\$0.3 million of supplementary rates were raised in July 2018 above budget and are expected to be collected in the coming months.

As the due date (30 September 2018) for the first rate instalment fell on a Sunday majority of the receipts will be updated in October 2018.



Council cash holdings at the end of September 2018 are \$87.0 million and higher than September 2017 of \$73.4 million due to advance funds and lower than expected expenditure

The current cash holdings includes restricted funds of \$9.7 million to reserves, \$22.9 million to cover provisions, and \$17.0 million associated with the operating and capital carried forwards.

The balance is generally working capital for ongoing operations.

*Restricted cash is money that is reserved for a specific purpose and therefore not available for general business use.*

## CAPITAL EXPENDITURE PROGRAM

For the period ending 30 September 2018

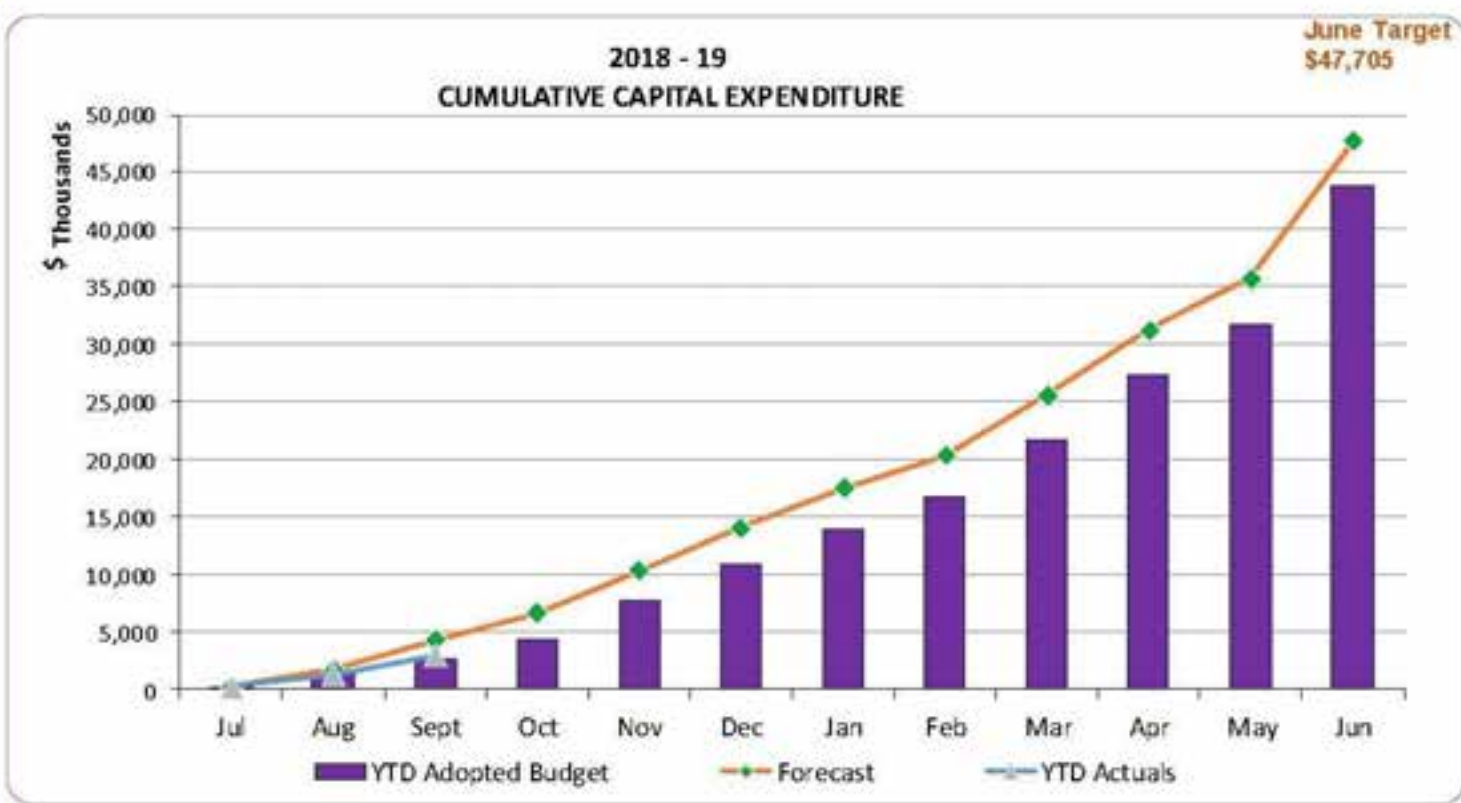
	YEAR TO DATE 2018-19			FULL YEAR 2018-19	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Forecast* \$000's	Adopted Budget \$000's
Property	1,191	55	(1,136)	9,372	6,907
Infrastructure	1,584	1,682	98	34,662	33,284
Plant and Equipment	216	1,007	791	3,006	2,821
Intangibles	-	-	-	665	665
<b>Grand Total</b>	<b>2,991</b>	<b>2,744</b>	<b>(247)</b>	<b>47,705</b>	<b>43,677</b>

	YEAR TO DATE 2018-19			FULL YEAR 2018-19	
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Forecast* \$000's	Adopted Budget \$000's
Renewal	1,276	1,173	(103)	28,324	26,341
Upgrade	495	396	(99)	13,713	13,175
Expansion	235	444	209	3,902	3,825
New Assets	985	731	(254)	1,766	336
<b>Grand Total</b>	<b>2,991</b>	<b>2,744</b>	<b>(247)</b>	<b>47,705</b>	<b>43,677</b>

- \* \$4m Additional Capital Works have been carried forward since 2018/19 budget was adopted. This includes funding for GRSC Stage 2A, Rosedale Street Revitalisation and Cameron Sporting Complex Stadium. Efforts to complete projects carried over and to meet the anticipated pattern of expenditure are priorities at this stage.

### Capital works summary - For the period ending 30 September 2018.

- Overall 20 projects are at practical completion, 32 more projects are underway and 13 project have had contracts awarded but not yet commenced. 68 projects are in **PRE-PLANNING** (development of the concept design, the detail design, community consultation and seeking quotes or tenders).
- The GRSC Complex Stage 2 A is progressing well with final fit out of the pavilion and car park sealing completed and official opening planned by the end of October 2018.
- Powerscourt St contract awarded for work at two sites. Works at Alfred Street essentially complete and currently completing works at McLean St. Works at Aqua Energy are currently being designed.
- Works on Willow Park access road will commence in October 2018. The contract for the construction of toilet and BBQ shelter is expected to be awarded in October 2018, with all works are expected to be completed by the end of the year.
- The annual resealing of urban streets and rural roads will commence during October 2018.
- Tenders for Staceys Bridge, Riverview Road Wurruk, Reeve Street/Raglan Street, Kerb & Channelling, and Gordon Street Heyfield Oval Lighting are anticipated to be awarded in October 2018.





## C2 - REPORT

# GENERAL MANAGER CORPORATE SERVICES

**ITEM C2.1****ASSEMBLY OF COUNCILLORS**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 16 OCTOBER 2018

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Engagement	Risk Management

**OBJECTIVE**

To report on all assembly of Councillor records received for the period 25 September 2018 to 9 October 2018.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council note and receive the attached Assembly of Councillor records for the period 25 September 2018 to 9 October 2018.***

**BACKGROUND**

Section 80A of the *Local Government Act 1989* requires a written record be kept of all assemblies of Councillors, stating the names of all Councillors and Council staff attending, the matters considered and any conflict of interest disclosures made by a Councillor. These records must be reported, as soon as practicable, at an ordinary meeting of the Council and recorded in the minutes.

Below is a summary of all assembly of Councillor records received for the period 25 September 2018 to 9 October 2018.

**Assembly of Councillors summary of reports received for the period 25 September 2018 to 9 October 2018.**

<b>Date</b>	<b>Matters considered</b>	<b>Councillors and officers in attendance</b>
2 October 2018	IT / Diary Meeting	Councillor Bye, Councillor Crossley, Councillor Hall, Councillor Hole, Councillor McCubbin, Councillor Maher, Councillor Rossetti David Morcom, Chief Executive Officer Leah Carubia, Executive Assistant CEO Office Damian Norkus, ICT Operations Officer
2 October 2018	Community Assistance Grants August Round Golden Beach Surplus Coastal Land Issue Wellington Walking and Cycling Strategy (2018) Recreational Boating Facilities Strategic Plan Residential Road and Street Construction Plan	Councillor Bye, Councillor Crossley, Councillor Hall, Councillor Hole, Councillor McCubbin, Councillor Maher, Councillor Ripper, Councillor Rossetti David Morcom, Chief Executive Officer Arthur Skipitaris, General Manager Corporate Services John Tatterson, Acting General Manager Built & Natural Environment John Websdale, General Manager Development Karen McLennan, Acting General Manager Community & Culture Sharon MacGowan, Community Facilities Planning & Grants Officer (Item 1) Samantha Mathews, Community Facilities Projects Coordinator (Item 1) Paul Johnson, Manager Business Development (Item 2) Daniel Gall, Coordinator Commercial Property (Item 2) Kim Phillips, Major Land Use Planning Projects Coordinator (Item 2) Catherine Vassiliou, Acting Manager Community & Culture & Coordinator Social Planning & Policy (Item 3) Zac Elliman, Coordinator Road Planning (Item 4 & 5) Rod Cusack, Coordinator Built Environment Facilities (Item 4)

## **OPTIONS**

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or
2. Not receive the attached assembly of Councillors records.

## **PROPOSAL**

That Council note and receive the attached assembly of Councillors records during the period 25 September 2018 to 9 October 2018.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **LEGISLATIVE IMPACT**

The reporting of written records of assemblies of Councillors to the Council in the prescribed format complies with Section 80A of the *Local Government Act 1989*.

## **COUNCIL PLAN IMPACT**

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

### Strategic Objective 6.3

*"Maintain a well governed, transparent, high performing, ethical and accountable organisation."*

### Strategy 6.3.3

*"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

This report supports the above Council Plan strategic objective and strategy.

## ASSEMBLY OF COUNCILLORS

**1. DATE OF MEETING:** 2 October 2018

**2. ATTENDEES**

**Councillors:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Bye	✓		Cr Maher	✓	
Cr Crossley	✓		Cr Ripper		✓
Cr Hall	✓		Cr Rossetti	✓	
Cr Hole	✓		Cr Stephens		✓
Cr McCubbin	✓				

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		S Houlihan, GMC&C		✓
C Hastie, GMB&NE		✓	J Websdale, GMD		✓
A Skipitaris, GMCS		✓	J Tatterson, <i>Acting GMB&amp;NE</i>		✓
K McLennan, <i>Acting GMC&amp;C</i>		✓			

Others in attendance: (list names and item in attendance for)	Item No.
Leah Carubia, Damian Norkus	1

**3. Matters/Items considered at the meeting (list):**

1. IT / Diary Meeting

**4. Conflict of Interest disclosures made by Councillors:**

Nil



## ASSEMBLY OF COUNCILLORS

1. **DATE OF MEETING:** 2 October 2018

### 2. ATTENDEES

**Councillors:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Bye	✓		Cr Maher	✓	
Cr Crossley	✓		Cr Ripper ( <i>Items 3 to 5</i> )	✓	
Cr Hall	✓		Cr Rossetti	✓	
Cr Hole	✓		Cr Stephens		✓
Cr McCubbin	✓				

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		S Houlihan, GMC&C		✓
C Hastie, GMB&NE		✓	J Websdale, GMD	✓	
A Skipitaris, GMCS	✓		J Tatterson, <i>Acting GMB&amp;NE</i>	✓	
K McLennan, <i>Acting GMC&amp;C</i>	✓				

Others in attendance: (list names and item in attendance for)	Item No.
Sharon MacGowan, Samantha Mathews	1
Paul Johnson, Daniel Gall, Kim Phillips	2
Catherine Vassiliou	3
John Tatterson, Zac Elliman, Rod Cusack	4
John Tatterson, Zac Elliman	5

### 3. Matters/Items considered at the meeting (list):

1. Community Assistance Grants August Round
2. Golden Beach Surplus Coastal Land Issue
3. Wellington Walking and Cycling Strategy (2018)
4. Recreational Boating Facilities Strategic Plan
5. Residential Road and Street Construction Plan

### 4. Conflict of Interest disclosures made by Councillors:

Nil

**ITEM C2.2****CONSIDERATION OF THE ANNUAL REPORT 2017/18**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 16 OCTOBER 2018

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Engagement	Risk Management
✓	✓	✓	✓			✓		✓	

**OBJECTIVE**

To consider, discuss and receive the Annual Report 2017/18 for Wellington Shire Council, as attached.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council consider, discuss and receive the Annual Report 2017/18 in accordance with the requirements of the Local Government Act 1989.***

**BACKGROUND**

Each financial year Council prepares an annual report which is designed to inform the community about our performance for the previous year, particularly against the strategic objectives set out in the Council Plan and our financial performance, together with a range of other information as required by legislation.

**OPTIONS**

Council is required to consider the Annual Report 2017/18 at a Council meeting within one month of submitting the report to the Minister for Local Government.

**PROPOSAL**

That Council consider, discuss and receive the Annual Report 2017/18 in accordance with the requirement of the *Local Government Act 1989*.

**CONFLICT OF INTEREST**

No Staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **LEGISLATIVE IMPACT**

Council has a responsibility to consider and discuss the Annual Report 2017/18 in accordance with Section 134 of the *Local Government Act*, 1989. Council's Annual Report 2017/18 has been prepared in accordance with the *Local Government Act 1989*, the *Local Government (General) Regulations 2015* and the *Local Government (Planning and Reporting) Regulations 2014*.

## **COUNCIL PLAN IMPACT**

The Council Plan 2017-21 Theme 6 Organisational states the following strategic objective and related strategy:

### Strategic Objective 6.3

*"Maintain a well governed, transparent, high performing, ethical and accountable organisation"*

### Strategy 6.3.3

*"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making"*

## **ENGAGEMENT IMPACT**

Copies of the Annual Report 2017/18 are available to the public at the Sale and Yarram Service Centres and on Council's website.

WELLINGTON SHIRE COUNCIL

# ANNUAL report

2017/18



WELLINGTON  
SHIRE COUNCIL  
*The Heart of Gippsland*

Agenda - Ordinary Meeting 16 October 2018









**Happy people, healthy  
environment and  
thriving communities  
in the heart of  
Gippsland.**

OUR VISION



# Welcome...

**Wellington Shire Council is proud to present the 2017/18 Annual Report which focuses on informing our community about how we've performed over the first year of reporting against the Council Plan 2017-21 and 2017/18 Budget.**

It also aims to fulfil Council's statutory reporting obligations under the Local Government Act 1989 and other relevant legislation.

The report provides an overview of 2017/18 operations, and the various accomplishments and challenges throughout the year. It also describes the breadth of our services and operations, comprehensive corporate governance information as well as detailed audited financial statements.

Council is committed to transparent reporting and accountability and our aim is to provide our residents, ratepayers, State and Federal Governments and other key stakeholders with an open, accurate account of our performance during 2017/18.

The report also provides council staff with an overall picture of the way we have performed and how they have contributed to the community during the year.



This Report has been compiled, designed and published by the Wellington Shire Council, in accordance with the Local Government Act 1989.

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**COVER IMAGE:** Port Albert anchor monument, 'Dedicated to the Settlers of Port Albert.'





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# 1

# Report of Operations





# 1.1

## Our Values

The organisation's values guide our behaviour and underpin everything we do. Our values help us achieve the organisation's vision and improve the quality of the services we offer to our community.



### Cooperation

Working together, teamwork, collaboration and being solution-oriented.



### Integrity

Acting with respect, honesty, reliability, trust, tolerance and understanding.



### Balance

Demonstrating fairness, equity and flexibility. Considering work-life balance, and balancing community needs against resources.



### Professionalism

Personal development and meaningful work, being competent, innovative and courageous, focusing on excellence and continuous improvement.







**43,747**  
population

WELLINGTON  
SHIRE COUNCIL

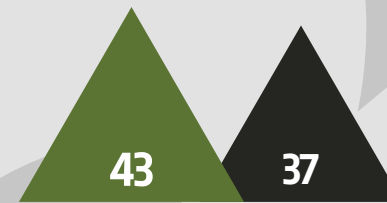


**5.9%**  
unemployment

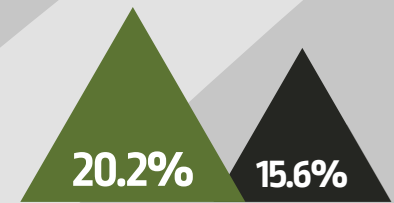
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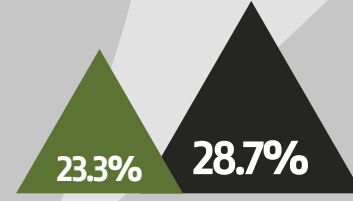
**80.6%**  
born in Australia



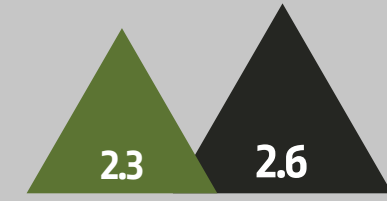
WELLINGTON VICTORIA  
Median age



WELLINGTON VICTORIA  
People aged 65 and over



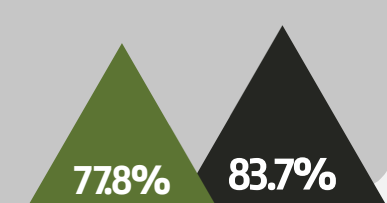
WELLINGTON VICTORIA  
Rented properties



WELLINGTON VICTORIA  
Average persons per house



WELLINGTON VICTORIA  
Weekly household income



WELLINGTON VICTORIA  
Homes with internet



**\$513**

Average personal  
income per week



♂ **50.5%**  
male population

♀ **49.5%**  
female population

Third largest municipality in Victoria

**10,924**  
square km

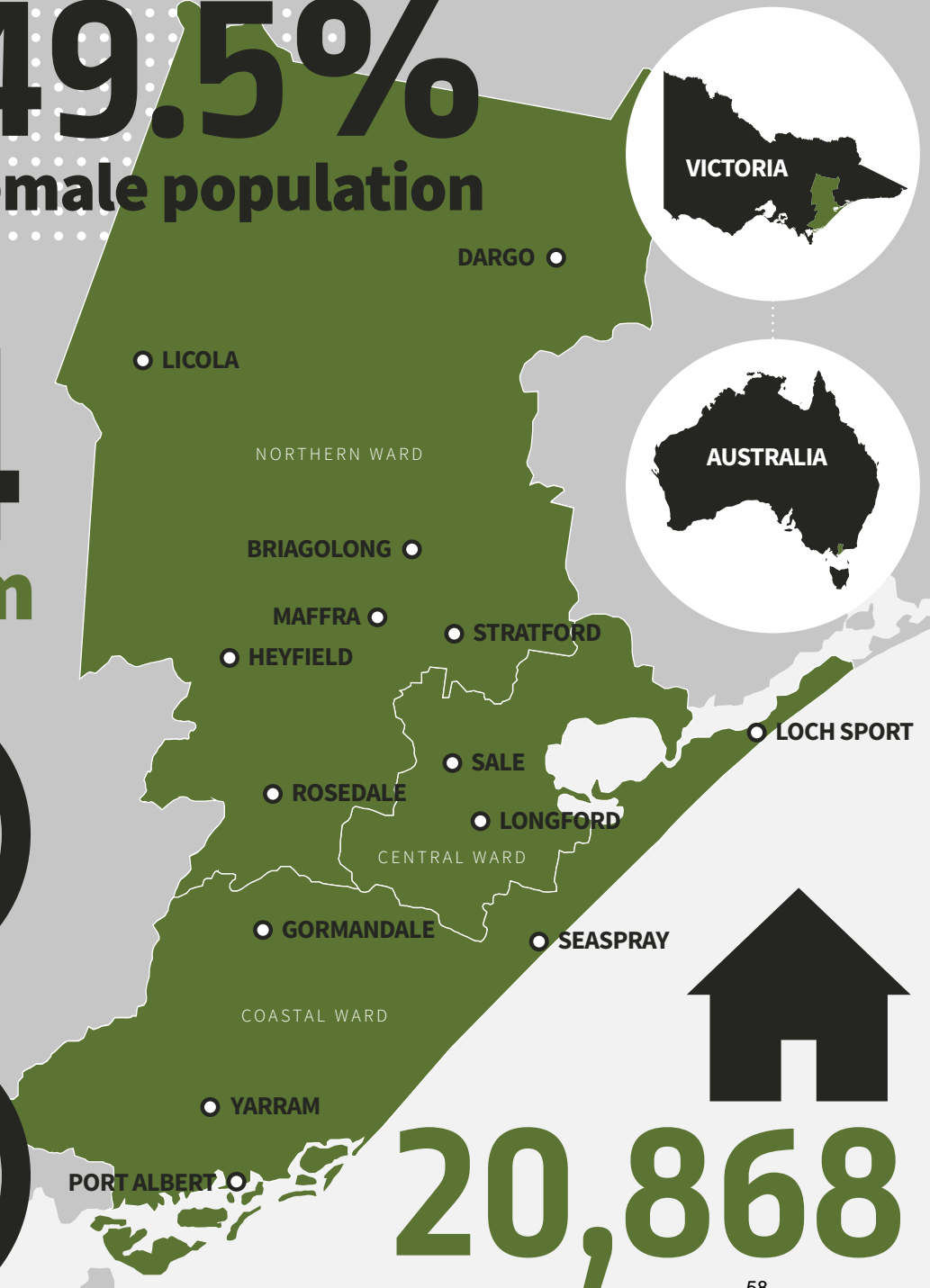
**Employment  
Industry**

**13.6%**  
Health care  
& social  
assistance

**13.3%**  
Agriculture,  
Forestry &  
Fishing

**10.1%**  
Retail  
Trade

**9.7%**  
Construction  
industry



**20,868**

**Dwellings in Wellington Shire**

# 1.3

## Fast Facts

**1,525,160** | Scheduled kerbside garbage and recycling collection bin lifts

**785,240** | Square metres of local roads resealed

**207,336** | Library visits

**107,193** | Square metres of sealed local roads reconstructed

**29,561** | Face-to-face customer enquiries received

**19,775** | Visits to the Wedge

**10,064** | Dogs and cats registered

**7,354** | km of roadside slashed

**3,541** | Tonnes of recyclables sent for re-processing

**3,526** | Walk-ins at the Maffra Visitor Centre

**2,513** | km of gravel road graded

**2,172** | Urban drainage pits cleared

**285,943** | Library collection loans

**243,887** | Visits to Wellington Shire pools

**39,384** | Customer service telephone calls received

**31,230** | People attended the Gippsland Art Gallery

**16,812** | Walk-ins to the Sale Visitor Information Centre

**10,553** | Tonnes of garbage and recyclables collected from kerbside bins

**6,818** | Walk-ins at the Yarram Visitor Centre

**5,724** | Aircraft movements at West Sale Airport

**3,440** | Aircraft movements at Yarram Aerodrome

**3,083** | Culverts cleared

**489** | Planning approvals in 2017/18 with an estimated value for development of \$106,229,148.

**300** | Licenced food premises inspected

**78** | Applicants successful in receiving Quick Response Grants

**55** | Applicants successful in receiving Community Assistance Grants



# 1.4

## Highlights of the Year

### JULY

- Wellington Community Early Years Plan was adopted by Council. The plan was developed through a detailed community engagement process involving a wide range of community members and partner organisations.
- Celebrating the Aqua Energy gym refit with an 'Open Day' which included activities, demonstrations, competitions and give-aways enjoyed by approximately one thousand people.
- The Cameron Sporting Complex 'Demand Assessment & Feasibility Study' was presented to Council. Based on Council's feedback a full application for funding will be submitted which includes three multi-purpose courts and doubling the size of the expansion of the gymnastics facility.
- Funding applications submitted to Sport & Recreation Victoria for Briagolong Recreation Reserve Clubroom redevelopment (seeking \$100k under the Cricket Facilities Fund) and the Yarram lighting upgrade (seeking \$100k under Country Football & Netball Program).
- After extensive stakeholder engagement, Council resolved to adopt the West Sale Airport Master Plan Update 2017 in July 2017.
- Iconic heritage listed Swing Bridge at Longford was working once again, following a \$160,000 repair project. The Swing Bridge had been out of action since an act of vandalism in April 2016.
- Funding was announced for the Gippsland Regional Sporting Complex in Sale for a \$835,000 flooring upgrade with \$500,000 from the John Leslie Foundation and \$335,000 from Council.

● Mayor Cr Carolyn Crossley with winner of the Gippsland Art Gallery Print Award Jock Clutterbuck.





## AUGUST

- Gippsland Art Gallery received a gift of 59 artworks donated by Lesley Duxbury through the Australian Government Cultural Gifts Program, worth \$38,000.
- A record 281 entries were received for the 2017 Gippsland Print Award, raising \$5,620 towards the acquisition of artworks for the Gallery collection.
- The Economic Development Strategy 2016-22 and Action Plan 2016-18 was adopted by Council on 16 August 2017.
- Library staff across six sites participated in staging 27 sessions for Children's Book Week. 374 people attended, 53 more attendees than previous years. The events resulted in more children joining the library and strengthened Council's relationship with local schools and students.
- Following extensive consultation with primary producers, Council adopted the Agriculture Position Paper.



## SEPTEMBER

- Youth Council initiated the Year 9 Mental Health Day with over 500 Year 9 students attending.
- Tech Tasters programs at Sale, Yarram and Stratford libraries were at full capacity. The technology familiarisation program was funded through Council's Age-Friendly program.
- Council's Sustainability Officer organised and participated in the Open Garden Tour with a total of five community gardens involved. Feedback from participants was positive with prospective participants showing keen interest for the next year.
- Sale Football Netball Club Oval was used for two Gippsland Football League finals due to the excellent condition of the playing surface.
- A new ICT Service Desk App was introduced across the organisation to streamline ICT service requests and to provide staff with a searchable knowledge base for common questions and support information.





## OCTOBER

- Aqua Energy hosted the Swimming Victoria, Sale Swim Camp with more than 200 participants receiving coaching and information sessions by some of Australia's top coaches and athletes.
- An Emergency Plan and Evacuation Diagram was designed for all community facilities. These documents were sent out with instructions for use to encourage better emergency practices and awareness among committees of management and community groups.
- Sexual Lives Respectful Relationships (SL&RR) program delivered a peer-led relationships and sexuality program for people with disabilities in local communities. Training for this program was held for Wellington service providers.
- Council adopted various Planning Scheme Amendments to facilitate growth across the municipality, including Amendment C96 (Heyfield Low Density Residential Growth Areas); Amendment C97 (Sale Sewerage Pump Station); Amendment C84 (Wurruk Growth Area rezoning); and Amendment C98 (West Sale Airport).
- The Domestic Animal Management Plan was endorsed by Council in October 2017, after extensive consultation with stakeholders, including the RSPCA and the Victorian Animal Aid Trust.

● Planning Scheme Amendment C98 relating to the West Sale Airport was adopted in October.



## NOVEMBER

- A group of young people went to 'Face the Music' Contemporary Music Summit for information about entering the music industry. Regional Battle of the Bands / FReeZA Push Start competition was held at the Bundy Hall. This state-wide competition showcased young musicians from around Victoria, giving them the opportunity to perform, gain local exposure, and win their way to a spot on the grand final line up.
- State Emergency Service (SES) Audit Report and Audit Certificate for the Municipal Emergency Management Plan (MEMP) was received. The MEMP was assessed as being of a high standard and compliant.
- The outdoor regional pool season commenced with Free Swim Friday at all pools. Close to 700 attendances were recorded across the five pools, a great first day response.
- Wellington Shire hosted the Great Victorian Bike Ride with over 3000 cyclists and support staff staying overnight in Yarram, Seaspray and Maffra as part of the Gippsland tour.



## DECEMBER

- The event 'Inspired by the Lakes' was held for Social Inclusion Week. This collaborative event between Wellington Shire Council, GippSport, Lions Club Sale, Sailability and Wellington Hockey Club provided people with the opportunity to experience a range of accessible events.
- The ESSO Board announced they would donate their collection of Australian Art, comprising 40 artworks dating from the 1950s-60s to Gippsland Art Gallery Sale.
- Funding application for the Cameron Sporting Complex redevelopment was submitted through the Federal Government's "Building Better Regions Fund".
- Funding for the Yarram Recreation Reserve Lighting Upgrade was officially announced.

● The Domestic Animal Management Plan was endorsed by Council in October.







## JANUARY


- The new \$14.53M Port of Sale community hub which includes Gippsland Art Gallery, Sale library, Visitor Information Centre and community meeting spaces at the Port of Sale was officially opened. In the first three weeks, the building had 23,009 visitors.
- Expressions of interest were sought for women to participate in the Enabling Women in Gippsland Leadership Programs in Wellington, Latrobe and South Gippsland/Bass Coast. This leadership program provides the opportunity for women with disabilities to share their experience of disability, find solutions together to the problems they know of and experience and develop their leadership skills.
- Construction commenced on GRSC Stage 2A which includes the development of a synthetic hockey / multi-use pitch and pavilion and associated carparking extension.
- A new Geographic Information System (GIS), Georcortex was deployed across the organisation.



## FEBRUARY

- Approximately 80 people attended the first Wellington Youth Summit. The event was facilitated by young people for young people and participants developed a list of actions to be implemented over the following 12 months. It was highly successful with guest speaker Laura Pintar, Young Victorian of the Year, providing a key note presentation.
- Funding for Briagolong Recreation Reserve Change Room Redevelopment was confirmed through the Community Sports Infrastructure Fund - Cricket Facilities.
- An emergency relief exercise was conducted aiming to establish an Emergency Relief Centre (ERC) in accordance with the ERC and Response to Recovery Standard Operating Procedures. This successful exercise contributed towards updating emergency management processes.
- Council teamed up with Small Business Victoria to present an interactive social media workshop for local business owners. "Facebook and your business - Everything you need to get started" workshop was attended by 17 businesses from a variety of sectors.



- 
- The spectacular Port of Sale community hub was opened in January.



## MARCH

- Aqua Energy hosted the Gippsland Swimming Championships with an estimated 396 competitors plus officials and spectators. The event was declared a success by Gippsland Swimming Association.
- The annual Parks Week celebrations were held throughout the shire. There were 24 separate events in 9 towns namely Sale, Stratford, Yarram, Maffra, Cowwarr, Heyfield, Rosedale, Longford and Port Albert. These events were attended by approximately 6,000 people with the most popular venues being Sale Botanic Gardens and Yarram Memorial Park.
- Wellington Shire Council's EduCloud project was awarded the Municipal Association of Victoria's Technology Award for Excellence. This project also won the Collaboration or Partnership of the Year award. EduCloud is a super-fast Wi-Fi platform that enables secondary school students and teachers to work, connect and collaborate across Wellington Shire to support and enhance learning, increase independence of learning, and offer opportunities previously not available to the youth in the region.



## APRIL

- Council commenced direct operations of Gippsland Regional Livestock Exchange (GRLE).
- The Prime Minister announced over \$6 million in Commonwealth funding to businesses investing or expanding in Wellington Shire. Recipients of the Regional Jobs and Investment Package were: Bambach Wires and Cables, ASH Timber, Alberton Timber, Defendtex, Fabpro Group – Rosedale and Australian Southern Eels. This will result in a total investment of \$13,122,600 into Wellington and create an estimated 66 construction jobs and 165 ongoing jobs.
- Council adopted two key studies to facilitate future urban development, including the North Sale Development Plan and the West Sale and Wurruk Industrial Land Supply Strategy.
- A very successful Australian Society of Archivists, Australian Library and Information Association and Museums Australia Victoria joint regional event was held in the Wellington Centre at the Port of Sale on 21 April, a great opportunity to showcase the facility.
- Wellington EduCloud was made available at the Port of Sale precinct area including The Wedge. Students in years 10 – 12 from all five Wellington Secondary Schools now have access to the high speed, secure and filtered WiFi connection.





## MAY

- Following extensive advocacy from Council, the State Government allocated \$25 million in the State Budget for the new Federation Training campus at the Port of Sale.
- Wellington Shire Council launched its new Bike Ed trailer which will be used by local school children. The Bike Ed program is funded by VicRoads and assists children aged nine to 13 develop the skills they need to ride safely on roads and paths. The Wellington Bike Ed Trailer was funded by a Traffic Accident Commission grant with Bicycle Network Victoria also funding \$5,000 towards purchasing bicycles for the trailer.
- The Food for the Mind program was very popular at both the Yarram and Heyfield Libraries. The program was run in partnership with the Community Wellbeing unit using Age-friendly funding. The program dealt with free public access to university and online information.
- The new 'Tiny Dribblers' basketball skills program was held at Gippsland Regional Sports Complex (GRSC) for pre-schoolers with 67 children enrolled across the two sessions offered. This surpassed the target enrolment numbers for the six-week trial program. Support for this program was provided by Coles in the form of fruit donations and awards were supplied by the Commonwealth Bank.
- Funding was announced for the Briagolong Recreation Reserve upgrade. The project will include a changeroom upgrade; renovated kitchen and public amenities; a new multipurpose meetings space; renovated unisex umpires change facilities; and storage. Wellington Shire Council will provide \$627,862 towards the redevelopment, the State Government's Community Sports and Infrastructure Fund providing \$100,000 and the Briagolong community contributing \$40,000.
- A new module was added to council's Corporate Planning & Reporting System, Pulse, to upload all Delegations of Authority across the organisation. The Delegations module is designed not only to act as a register for the organisation's delegations but also serve as a tool for acknowledgement and tracking delegation executions. To maintain legislative rigor, the built-in compliance register offers the ability to store compliances and link them to relevant delegations replacing the current manual process.







## JUNE

- Council received \$40,000 funding from Gippsland Water to facilitate progress towards responsible wastewater management in the community, including septic tank inspections, aligned with the Domestic Wastewater Management Plan.
- Council adopted the Recreation Vehicle (RV) Strategy which sets out a balanced shire-wide approach towards supporting the RV market to continue to be an RV friendly municipality while not disadvantaging business operators.
- Funding was received for the Gordon Street Main Oval Lighting project as part of the Community Managed Places fund.
- The Wellington Flood Emergency Plan template was adopted as the state-wide (VICSES) Flood Emergency Plan template.

● Mayor Cr Carolyn Crossley, along with community representatives, celebrate the State Government's \$25m announcement towards a new Federation Training campus at the Port of Sale.



# 1.5

## Our Challenges



- Explore a shared services operating model that aims to maintain service levels while reducing duplication, improving efficiency and increasing savings across councils in the region.
- Responding to significant State based planning reforms.
- Continue to manage the Gippsland Regional Livestock Exchange (GRLE) ensuring best value to the local livestock industry and ratepayers.
- Continue to work closely with stakeholders, including RSPCA and Victorian Animal Aid Trust, ensuring responsible pet ownership within the community.
- Ensuring compliance across the dynamic and changing nature of the building industry and its regulations.
- Finalising delivery of the floor upgrade at Gippsland Regional Sports Complex stadium to a sprung timber floor with minimal disruption to user groups.
- Investigations into heating the Yarram Pool.
- Successfully accessing the funding required for the redevelopment of the preferred 3 court option of Cameron Sporting Complex, Maffra.
- Undertake master planning process for The Wedge.
- Implementation of the new community facilities maintenance model.
- Planning for multiple community facilities projects including the management of complex stakeholder relationships and ensuring thorough community engagement.
- Determining Council's role in the delivery of aged care services due to the introduction of the Commonwealth Home Support Program and My Aged Care.
- Finalising contractual obligations and commissioning of the new Wellington Centre at the Port of Sale.
- Completion of landfill cell rehabilitation project and commissioning of new landfill cell at the Kilmany Resources Recovery Centre and Landfill.
- Progression of Council's 2018/19 capital works program.
- Continuation of community engagement regarding Maffra Streetscape Open Space Project and Street Scheme Development projects.
- Continuing community engagement regarding opportunities for street sealing and drainage improvements in Port Albert.
- Updating of Residential Roads and Street Construction Plan and Boating Infrastructure Plan including community engagement.
- Continuing to advocate for improvements to and support for improvements to recycling services.
- Completion of the Wellington Shire Council Service Planning model.
- Finalising implementation of new direct managed large facilities maintenance services.



# The Future



- Continuing to work with the State Government on the Planning for the Economic Growth Zone initiative to help streamline the planning scheme and planning approval process to better attract investment.
- Construction of the \$6 million runway extension and associated upgrades at West Sale Airport.
- Working with Federation Training to ensure the new facility and associated training programs meet community needs.
- Clarification of Council's role in the provision of aged care services currently provided by Central Gippsland Health and Yarram and District Health Service.
- Clarification of the impact of the National Disability Insurance Scheme (NDIS) on the Wellington community.
- Success in obtaining funding for the redevelopment of Cameron Sporting Complex and project progressing as per time line and budget.
- Gippsland Regional Sports Complex stadium floor upgraded to a sprung timber floor and a range of senior level competitions and training opportunities conducted by Basketball Victoria, local associations and clubs.
- Completion of GRSC Stage 2A - new pavilion and multi-use synthetic field providing a range of participation options.
- Loch Sport Feasibility Study completed, and clarity provided on whether or not the establishment of a community hub will be pursued.
- The master plan for The Wedge completed and Council has agreed on a plan for future development.
- The Aqua Energy master plan completed and Council has agreed on a plan for future development.
- Successful delivery of a range of community infrastructure projects including: York Street Sale Redevelopment Works, Maffra Streetscape Redevelopment, Sale Tennis Club redevelopment, Sale Memorial Hall redevelopment, Gordon Street Recreation Reserve Heyfield upgrade, Gormandale Recreation Reserve Lighting upgrade, Briagolong Recreation Reserve Pavilion and the Yarram Recreation Reserve Lighting upgrade.

# 2.1

## Mayor's Message

**Wellington celebrated many fantastic success stories this year, right across our large and diverse Shire. So, it is with great pleasure that I present the Wellington Shire Council Annual Report 2017/18.**

Our major event of the year was the opening of the \$14.53 million redeveloped Port of Sale precinct, which was a resounding success. Many years of planning, community engagement and general hard work culminated in this fantastic day.

People attended the official opening in their thousands, all keen to have a look at the new Wellington Centre that has been completely transformed from office building to architecturally designed community hub, new home of the Gippsland Art Gallery, Sale Library, Sale Visitor Centre, council chambers, café and community meeting spaces.

This initial excitement to see the finished precinct continued throughout the first three weeks of opening with a total of 23,009 visitors. This enthusiasm for the facility continues, with visitor numbers remaining strong throughout the year, a considerable increase in library visitor numbers and memberships and those visiting the gallery.

*Wellington's EduCloud project, which was part of the Port of Sale redevelopment, was awarded the Municipal Association of Victoria's Technology Award for Excellence.*

This project also won the Collaboration or Partnership of the Year award. EduCloud is a super-fast Wi-Fi platform that enables secondary school students and teachers to work, connect and collaborate across the shire. EduCloud was first set up in the Wellington Centre and is being expanded to all Wellington libraries.





● TOP LEFT: Mayor Cr Carolyn Crossley with representatives from the Heyfield Food and Wine Festival who were winners of the Community Event of the Year; TOP RIGHT: Inspecting redevelopment plans for Rosedale's Willow Park with Federal Member for Gippsland The Hon Darren Chester; and BOTTOM: With Cr Ian Bye and representatives from the John Leslie Foundation, and the Sale Basketball and Netball Associations, at the GRSC funding announcement.

Another highlight was the announcement by the ESSO Board that they would donate their collection of Australian Art, comprising 40 artworks dating from the 1950s-60s to Gippsland Art Gallery Sale.

The Gallery also received a gift of 59 artworks donated by Lesley Duxbury through the Australian Government Cultural Gifts Program.

Following persistent advocacy from Council over many years, the State Government allocated \$25 million in the State Budget for the new Federation Training campus at the Port of Sale. This was a much fought-for and celebrated announcement.

The addition of the TAFE to the Port of Sale precinct will be a real boon, bringing together education and the arts within the same precinct and close to the CBD. Council will continue to work Federation Training to ensure the new facility meets the needs of the business community and local students across the Shire.

Following months of work by our Economic Development team, Prime Minister Malcolm Turnbull announced more than \$6 million in Commonwealth funding to businesses investing or expanding in Wellington Shire. This will result in a total investment of \$13,122,600 into Wellington and create an estimated 66 construction jobs and 165 ongoing jobs in the communities of Rosedale, Longford, Sale, Alberton and Heyfield.





Those living in Rosedale and Maffra and visitors to the area would have noticed the street beautification works in those towns. Council spent considerable time engaging with the two communities to ensure the streetscape works met community expectations and enhanced the natural beauty of the two towns.

Boat enthusiasts have been enjoying the new Charlies Street boat ramp at Loch Sport, following a redevelopment. The new boat ramp has improved the safety of those accessing the lakes in their boats. The Loch Sport foreshore has also received a facelift, with a new contemporary Lions barbecue shelter with beautiful views to the lakes, along with the reinstatement of the damaged foreshore shared path and playground facilities.

Significant progress was also achieved on the Glebe/Woondella Shared Path in Sale, with the concrete path from Reeve Street to Saleyards Reserve complete, along with the level crossing.

The re-opening of our iconic Swing Bridge at Longford was a real highlight of the past year, with the event attracting hundreds to watch the spectacle of the bridge opening once again, after an act of vandalism in April 2016. The repair cost \$160,000 but was money well spent with the community holding the historic bridge dear to its heart, being the only operating swing bridge in Australia!

*After a re-fit in the gymnasium, Aqua Energy held a community Open Day which attracted over 1000 people. Those who attended enjoyed demonstrations, activities, competitions and give-aways, all while the newly improved facility was showcased.*

Council's outdoor pools and Aqua Energy experienced a successful summer season, beginning the outdoor regional pool season with Free Swim Friday. Almost 700 attendances people attended across all pools, enjoying a free swim to begin the season.

- TOP: Mayor Crossley with Kaitlin Francis who won the 15-18 year age category at the Wellington Youth Art Prize Awards; and BOTTOM: Visiting students and staff at Guthridge Primary School in Sale top mark Walk to School month during October.





● BELOW: Mayor Crossley inspects the solar panels atop Wellington Shire Council's Desailly Street headquarters in Sale; TOP RIGHT: Mayor Crossley and Cr Gayle Maher joined Member for Eastern Victoria Harriet Shing and representatives from the Yarram Football Netball Club to announce a \$100,000 lighting upgrade to the Yarram Recreation Reserve; and BOTTOM RIGHT: Preparing to fire the starting gun to commence a criterium circuit stage of the 2017 Tour of Gippsland cycling event at Sale's Victoria Park.







● TOP: John Leslie Foundation representative Brian Castles, Federal Member for Gippsland The Hon Darren Chester, Member for Eastern Victoria Harriet Shing and Mayor Crossley officially open the redeveloped Port of Sale precinct in January; BOTTOM: Officially launching the Bike Ed Trailer with students from St. Mary's Primary School in Sale; OPPOSITE TOP: Welcoming new Australian citizens during the Australia Day Citizenship Ceremony at the Sale Botanic Gardens along with Member for Gippsland South Danny O'Brien; and OPPOSITE BOTTOM: Mayor Carolyn Crossley with the Culture Connect Dance Group at the unveiling of restored message sticks at the Garden for Humanity in Stratford.

At the end of the swim season, Aqua Energy hosted the 2018 Gippsland Swimming Championships which not only attracted 396 competitors to the pool, but also their families, spectators and officials with many of them spending a few days in Wellington.

Council was thrilled about an announcement from the John Leslie Foundation that it would contribute \$500,000 to assist in the flooring update at Gippsland Regional Sports Complex (GRSC). In addition to Council's contribution of \$335,000 plans for the upgrade are underway.

Still at GRSC, construction began on Stage 2A of the overall development, which includes a synthetic hockey/multi-use pitch and pavilion. When complete, this development will open up GRSC to a wider community and multiple user groups as well as attracting state and even national competition events to our region.

Funding to upgrade facilities at Briagolong's Recreation Reserve was also announced in May, with the community coming together to raise \$40,000 towards the project. Council has committed \$627,862 and the State Government's Community Sports and Infrastructure Fund \$100,000 for a project that will benefit the entire Briagolong community and various user groups.

Council was pleased to finalise a number of important strategies and plans that will help guide future decisions over the next few years.

Some of these include:

- Wellington Community Early Years Plan – to assist Council to adequately plan for early years services into the future.
- Wellington Economic Development Strategy 2016-22 and Action Plan 2016-18
- Agriculture Position Paper, developed after extensive consultation with Wellington's primary producers.
- Domestic Animal Management Plan, developed after extensive consultation with stakeholders, including the RSPCA and the Victorian Animal Aid Trust.



- Amendment C96 (Heyfield Low Density Residential Growth Areas); Amendment C97 (Sale Sewerage Pump Station); Amendment C84 (Wurruk Growth Area rezoning); and Amendment C98 (West Sale Airport) – to facilitate growth across the municipality
- Sale North Development Plan and Wurruk Industrial Land Supply Strategy – to facilitate future urban development
- Recreational (RV) Strategy – providing a shire-wide approach to balance the needs of the RV market and business operators.

With the continuation of well below average rainfall for the first half of 2018, many in the agricultural sector began to feel the bite of the drought. This environmental challenge has been at the forefront of many of Council's decision making and advocacy to State and Federal Governments.

Council commenced direct operations of Gippsland Regional Livestock Exchange (GRLE) in March, with a smooth transition and much focus on strengthening relationships with the local agricultural sector.

Wellington was pleased to host the Great Victorian Bike Ride in November, with more than 3000 cyclists and support staff converging on our shire. All participants and supporters stayed overnight in Yarram, Seaspray and Maffra. It was a major economic boost, with many participants promising to return to the area for a holiday in the future.

I commend this annual report to everyone in the Wellington community. I thank my fellow Councillors and our staff for their hard work during the year, and particularly want to acknowledge some of our amazing community members and groups who continue to do so much positive work throughout our shire.



**Cr Carolyn Crossley**  
*Mayor*





# 2.2

## Financial Summary

**This summary should be read in conjunction with the Performance Statement and Financial Statement contained in this Annual Report.**

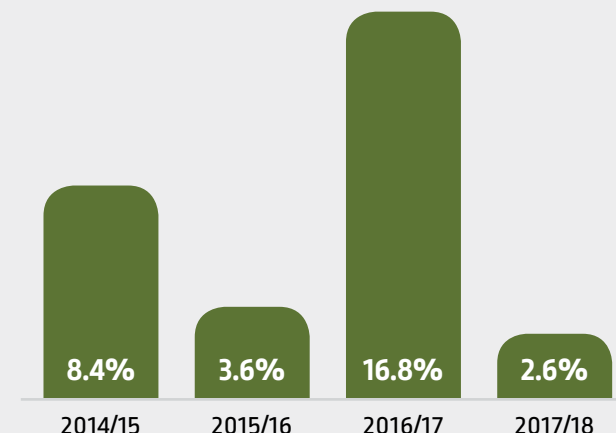
### Performance to Budget

Council finished the year with a surplus of \$7.96 million (excludes asset revaluation increases), against a budgeted surplus of \$12.58 million, a variance loss of (\$4.62) million.

The following major factors influenced this result:

- Several capital projects, including West Sale Airport runway extension, Rosedale revitalisation and street reconstruction schemes were delayed in commencing, mainly due to extended stakeholder engagement and community consultation. These delays have resulted in \$7.0 million of capital grant funding not being received in 2017/18 as planned.
- An unbudgeted provision of \$10.5 million for landfill rehabilitation, aftercare and monitoring across all Council's landfill sites has been taken up in accordance with Accounting Standards, Local Government guidelines and environment risks assessments presently applying, in conjunction with estimated lives of these facilities.
- Council received fifty percent of its 2018/19 Victoria Grants Commission (VGC) allocation of \$6.9 million in June 2018, which will be carried forward into financial year 2018/19.
- Additional rate revenue of \$5.4 million raised during 2017/18 mainly due to the finalisation of supplementary valuations after the completion of the 2017/18 budget, reflecting capital improvements across the shire.
- New operating grant funding of \$1.1 million was received towards the upgrade of community facilities including Cowwarr Recreation Reserve development, Sale Memorial Hall and Gormandale oval lighting.

### ADJUSTED UNDERLYING RESULT %

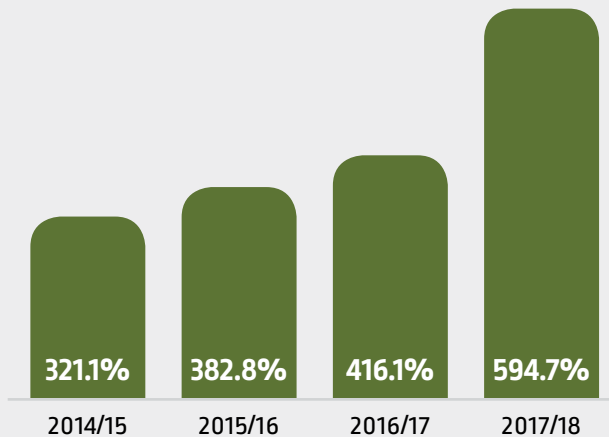


*The adjusted underlying result, pictured above, excludes non-recurrent capital grants, other revenue received towards capital projects, non-monetary asset contributions (gifted assets and developer subdivision contributions) and the effects of asset revaluations.*

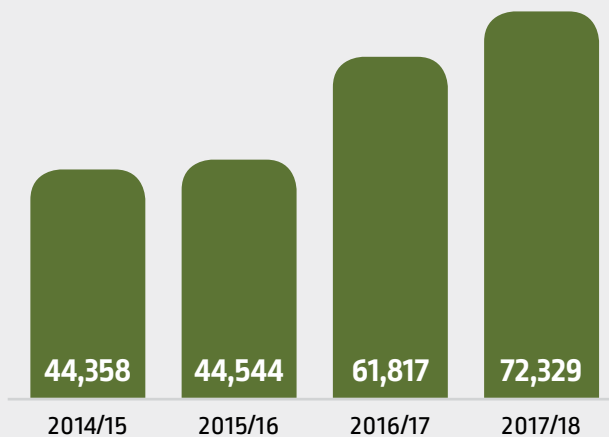
*The adjusted underlying result of 2.6% is impacted by the advance payment of 2018/19 financial assistance grants received in 2017/18. Excluding the advance payment, the adjusted underlying result is (4.73%) which is still in the acceptable ranges (20% to 20%.*

*Achieving an underlying surplus is a critical financial strategy that provides capacity to renew Council's assets, and this is an ongoing challenge for councils with an extensive road network and lower populations than metropolitan councils.*

### WORKING CAPITAL RATIO %



### CASH \$000's



## 2.2.1 Liquidity

Working capital at the end of the year was \$66.9 million or 594.7%, which is well above Council's budgeted position of 401.3%. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities.

Council's result of 594.7% reflects our strong financial position and is well above the expected target band of between 120% and 200%. Ignoring cash, which is restricted for specific purposes, the ratio reduces to 397.3%.

## 2.2.2 Cash

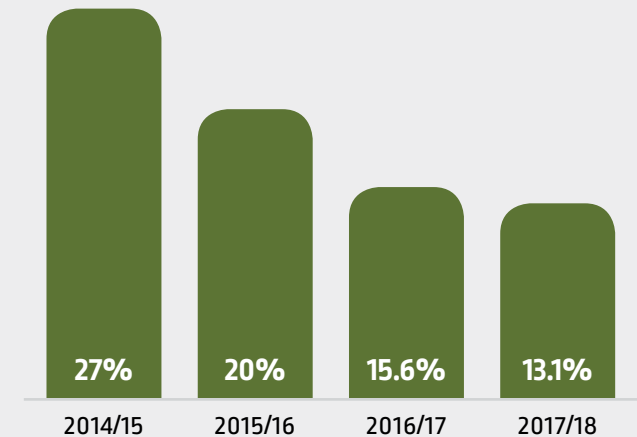
Council's cash including term deposits greater than 90 days' maturity (classified as other financial assets) finished at \$72.3 million against a budget of \$44.9 million, with \$26.7 million reserved for specific purposes in future years including completion of carried forward capital works, the Wellington coast subdivision strategy voluntary assistance scheme and future waste infrastructure projects.

## 2.2.3 Obligations

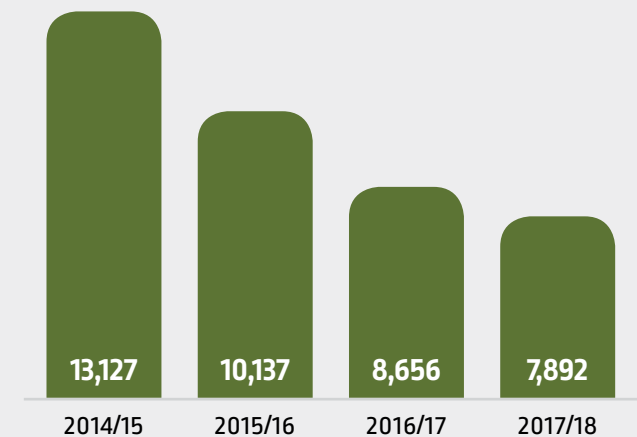
During the 2017/18 year \$0.8 million of existing debt was repaid. At the end of the year, Council's debt ratio was 13.1%, well within the expected target band of 0% - 70% and is also in line with Council's Borrowing Strategy of no more than 40% of annual rate revenue.

Planned borrowings of \$3.3 million to partly fund the Maffra CBD streetscape development, West Sale Airport runway extension and aviation precinct, Gippsland Regional Sports Complex Stage 2A and residential street construction schemes were deferred to 2018/19.

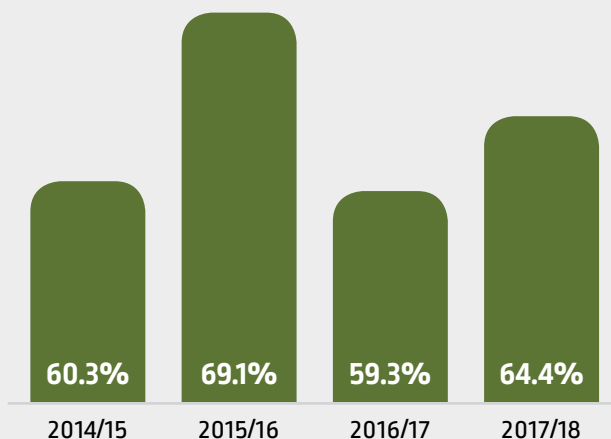
LOANS AND BORROWINGS RATIO %



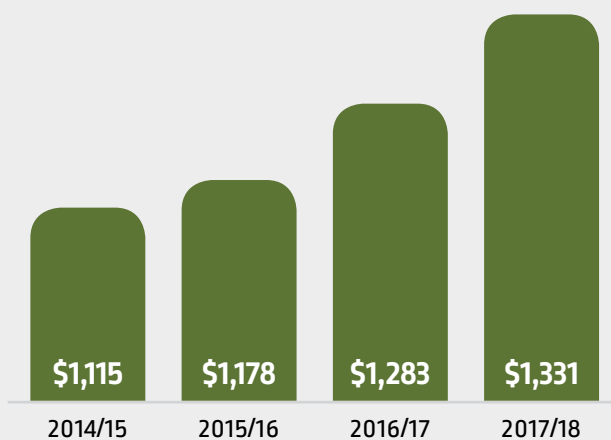
BORROWINGS \$000's



### RATES CONCENTRATION RATIO %



### AVERAGE RESIDENTIAL RATE



## 2.2.4 Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions.

Council's rates concentration which compares rate revenue to adjusted underlying revenue was 64.4% for the 2017/18 year.

Council has focussed on controlling costs and for the 2017/18 year, this resulted in an average residential rate per residential assessment of \$1,330.57, an increase of \$0.92 per week on the prior year.

## 2.2.5 Capital Expenditure

During the year, the Council spent \$30.84 million on capital works. Council invested \$10.8 million on improving our roads, bridges, and footpaths, including \$3.1 million to reseal and asphalt rural and urban roads.

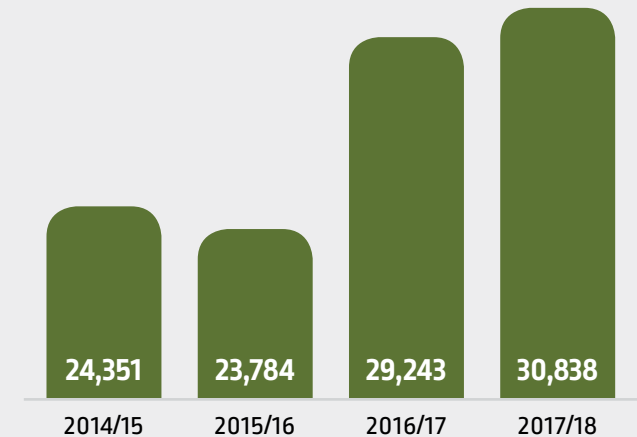
Projects completed during the year include Port of Sale Cultural Hub and precinct redevelopment, Kilmany landfill cell construction, Pearson-Simpson Street scheme, Charles Street Loch Sport boat ramp and Port Albert boat ramp and jetty upgrade.

Works are progressing on the Rosedale revitalisation project with the streetscape renewal works completed and the Willow Park redevelopments expected to be completed by December 2018.

The Gippsland Regional Sports Complex Stage 2A is also progressing with an official opening expected in October 2018.

A further \$3.5 million was spent on our parks, gardens, and streetscapes around the Shire.

CAPITAL EXPENDITURE \$000's









# 2.3

## Description of Operations

**Wellington Shire Council is responsible for delivering more than 100 services across the municipality.**

These include the maintenance of public open spaces, environmental health, statutory building services, land use planning, compliance, animal management, infrastructure planning, road management and maintenance, building and maintenance, community wellbeing, recreation facilities, arts and culture, access and inclusion, youth engagement, waste management; to matters concerning business development, tourism, planning for appropriate development and ensuring accountability for Council's budget.

*This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community.*

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our 2017-21 Council Plan and the associated Budget 2017/18 and are reported upon in this document. Refer to the section on 'Our Performance' for more information about Council services.





## 2.3.1 Major Capital Works

### Port of Sale Precinct and Wellington Centre

The \$14.53 million redevelopment was completed at the Port of Sale precinct and the new Wellington Centre building which is now home to the Gippsland Art Gallery, Sale Library, Sale Visitor Centre, the new Dock 70 Café, Council Chamber and community meeting spaces.

Official opening of these redevelopment works was held in January 2018 with overwhelming support and attendance from the community.

Between the new Wellington Centre and The Wedge entertainment centre, the former southern end of Desailly Street took shape as a new pedestrian promenade with Aboriginal cultural features, a highlight of the precinct project. The western section of the Port precinct consists of skatepark, barbeque shelters, climbing nets and a multi-age play space.

Several road improvement projects, funded through the Australian Government's Roads to Recovery Program, were undertaken concurrently with this project. Roadworks and improved pedestrian access works on Foster Street, Canal Road kerb works, and parking improvements were completed with shared pathway linkages. The single lane Park Street bridge was replaced with a dual lane and pedestrian lane bridge providing access to car parking and boating facilities on the southern side of the Sale Canal.

The Port of Sale redevelopment project was made possible by significant funding contributions from the Australian Government's National Stronger Regions Fund, the Victorian Government's Regional Growth Fund and Living Libraries Infrastructure Program, The John Leslie Foundation and Wellington Shire Council.

● TOP: The Port of Sale Skatepark, BOTTOM: The redeveloped Sale Library and OPPOSITE: The Port of Sale atrium.





## Port Albert Boat Ramp Upgrade Projects

The Port Albert boating facility was updated with \$1 million worth of improvements to the boat ramp, traffic flow and parking facilities. These upgrades have improved the user experience and reduced waiting times, particularly at peak periods attracting visitors and tourists to the area. The upgrade of the boat ramp facilities has been completed while traffic and parking improvements will be undertaken under stage 2 prior to the end of 2018.

Council received funding from the State Government's Boating Safety and Facilities Program of \$640,000 towards the boat ramp upgrade works.



## Rosedale Streetscape Project

Almost \$1M is being spent on rejuvenating the main shopping area of Rosedale on both the North and South sides of Prince Street, between Lyons Street and the west side of Hood Street.

The works involve the removal and replacement of existing kerb and channel, concrete footpaths, minor drainage modifications and associated works including new disabled parking bays and disabled access to bus stops.

The streetscape works form part of the \$1.5 million Rosedale Revitalisation project, that includes \$1 million from the Federal Government to revitalise the Rosedale township and upgrade the Willow Park campground. In addition, the Federal Government has allocated a further \$1 million to upgrade the Princes Highway roundabout in Rosedale under the Heavy Vehicle Safety and Productivity Program. Works at Willow Park are continuing and are expected to be primarily completed by the end of 2018.

● TOP: The redeveloped Port Albert boat ramp, BOTTOM: Rosedale's streetscape is set for an upgrade which will be completed by late 2018.

## Charlies Street, Loch Sport Boat Ramp Upgrade

The Charlies Street boat ramp has been upgraded and included the construction of an additional boat ramp, the replacement of the fixed jetty, the construction of a floating jetty and additional overflow parking opportunity and access works.

## Glebe / Woondella Shared Path - Sale

A 2.5-metre-wide shared path is being constructed to link the Sale Central Business District to the Woondella, Glebe and Boulevard Estates on the Maffra-Sale Road.

The first stages of the project are now complete including the construction of the path along Cemetery Road to Dawson Street. A new 'controlled' pedestrian crossing at the railway line has been constructed on the south side of Raglan Street, and path works traversing through the Saleyards Reserve are also in place.

The final stage includes the completion of a pedestrian bridge across Flooding Creek and lighting which is due for completion during 2018/19.

● TOP: The redeveloped boat ramp at Loch Sport, BOTTOM: Works continue on the Glebe/Woondella Shared Path.







## 2.3.2 Major Changes

- The introduction of a temperature trigger at Wellington's outdoor summer pools to improve resource allocation resulted in increased attendances and membership sales as well as reducing costs.
- The operation of Gippsland Art Gallery Sale, Sale Library and Visitor Information Centre from the new Port of Sale resulted in significant attendance increases.
- Response to State Government changes with the expanded application of the Bushfire Management Overlay
- The new Visitor Information Centre, directly managed by Council, was officially opened in the new Port of Sale building.
- Council commenced direct operations of Gippsland Regional Livestock Exchange (GRLE)

## 2.3.3 Economic Factors

There were no significant / unexpected financial challenges faced by Council during the 2017/18 year.

● OPPOSITE: The Gippsland Art Gallery has received record attendances since re-opening in the redeveloped Port of Sale space.

## 2.3.3 Major Achievements

- Completion of several significant capital works projects including Wellington Centre which were part of Council's largest capital works program to date.
- Completion of the Charlies Street, Loch Sport and Port Albert Boat Ramp upgrade projects.
- Agreement to proceed with our 9th special charge scheme under the Residential Roads and Street Construction program
- High level of community engagement for the Maffra Streetscape Project.
- The following strategic documents were reviewed and approved by Council:
  - Wellington Youth Strategy 2017 - 2020
  - Wellington Access & Inclusion Strategy and Action Plan 2017 - 2022
  - Healthy Wellington Plan 2017 - 2021
- Implementation of the new operating model for the Gippsland Art Gallery Sale and Sale Library from the new Port of Sale building
- Adoption of the West Sale and Wurruk Industrial Land Supply Strategy and the North Sale Development Plan
- Adoption of various Planning Scheme Amendments including Amendment C96 (Heyfield Low Density Residential Growth Areas); Amendment C97 (Sale Sewerage Pump Station); Amendment C84 (Wurruk Growth Area rezoning); and Amendment C98 (West Sale Airport).
- Wellington Shire hosted the Great Victorian Bike Ride with over 3,000 cyclists and support staff staying overnight in Yarram, Seaspray and Maffra as part of the Gippsland tour.
- The new Visitor Information Centre, directly managed by Council, was officially opened in the new Port of Sale building.
- The following emergency management strategic documents were reviewed and updated: Municipal Emergency Management Plan, Wellington Municipal Heat Health Plan 2018, Municipal Pandemic Influenza Plan and the Bushfire Places of Last Resort Plan

# Funding Announcements

The following project funding was announced during the 2017/18 financial year.

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## **\$530,000,000**   **Gippsland Rail Line Upgrade**

Following a Gippsland wide campaign to improve rail services to the Region, the Federal and State Governments allocated funds to the Gippsland Rail Line Upgrade. This includes \$95 million to construct a new rail bridge over the Avon River in Stratford.

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## **\$25,000,000**   **Federation Training Campus**

Following extensive advocacy from Council, the State Government allocated funding in the State Budget for a new Federation Training campus at the Port of Sale.

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## **\$1,000,000**   **Rosedale Revitalisation Project**

Council received funding from the Federal Government for the Rosedale Revitalisation project.

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## **\$1,000,000**   **Sale Tennis Club Redevelopment**

Funding received from the Latrobe Valley Authority.

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## **\$486,538**   **Sale Memorial Hall Redevelopment**

Funding received from the Latrobe Valley Authority.

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## **\$450,000**   **Cowwarr Recreation Reserve Changeroom Redevelopment**

Funding received from the Latrobe Valley Authority, Department of Environment, Water, Land and Planning (DELWP), Community Managed Places.

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## **\$352,000**   **Gormandale Recreation Reserve Oval/Netball Court Lighting Upgrade**

Funding received from the Latrobe Valley Authority, Department of Environment, Water, Land and Planning (DELWP), Community Managed Places.

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<b>\$306,126</b>	<b>Gordon Street Recreation Reserve Netball Court Redevelopment</b>	Funding received from the Latrobe Valley Authority, Department of Environment, Water, Land and Planning (DELWP), Community Managed Places.
<b>\$250,000</b>	<b>Gordon Street Recreation Reserve Main Oval Lighting Upgrade</b>	Funding received from the Latrobe Valley Authority, Department of Environment, Water, Land and Planning (DELWP), Community Managed Places.
<b>\$150,000</b>	<b>Staceys Bridge Works</b>	Received a grant under the Federal Government Bridges Renewal Program as a contribution towards the widening of Stacey's Bridge.
<b>\$123,050</b>	<b>Gordon Street Recreation Reserve Cricket Net Redevelopment</b>	Funding received from the Latrobe Valley Authority, Department of Environment, Water, Land and Planning (DELWP), Community Managed Places.
<b>\$100,000</b>	<b>Briagolong Recreation Reserve Pavilion Redevelopment</b>	Received funding from Sport and Recreation Victoria, Cricket facilities.
<b>\$100,000</b>	<b>Sale Botanic Gardens 'Garden for Life' Project</b>	Secured funding from the Latrobe Valley Authority.
<b>\$100,000</b>	<b>Yarram Recreation Reserve Lighting Upgrade</b>	Received funding from Sport and Recreation Victoria, Country Football Netball program.
<b>\$50,000</b>	<b>West Sale and Wurruk Industrial Land Supply Strategy</b>	Received State Government funding support to undertake the Strategy.
<b>\$40,000</b>	<b>North Sale Development Plan (Traffic Impact Assessment)</b>	Received State Government funding support to undertake the Plan.
<b>\$40,000</b>	<b>Facilitate ongoing inspections of Septic Tanks</b>	Received funding from Gippsland Water to facilitate the ongoing inspections of septic tanks aligned with the Domestic Wastewater Management Plan.





# 3.1

## Municipality Profile

**Wellington Shire is the third largest municipality in Victoria, covering an area of 10,924 square kilometres to the east of the state. Wellington is easily accessible from Melbourne by either road or rail with a convenient travel time of approximately two hours.**

Wellington Shire is ideally placed for enjoying all that Gippsland has to offer, whether as a resident, visitor or tourist. Located at the heart of Gippsland, Wellington Shire extends from the Great Dividing Range and Victoria's High Country, through rich irrigated flats and some of the most productive grazing land in Australia to the internationally significant Gippsland Lakes and Wetlands and the Ninety Mile Beach and Bass Strait.

Wellington Shire provides the finest and best aspects of regional Victorian living from its mile upon mile of pristine coastline, dramatic vistas of the Victorian High Country, rich irrigated grazing and cropping land and internationally significant rainforest National Parkland. The variety of communities and residential options are as diverse as the landscape.



*Wellington Shire residents can choose from a wide range of affordable housing options in any of our towns or in the heart of the country with views of the ocean, open plains or mountain ranges.*

The most recent Census data showed that the Wellington population grew from 41,440 in 2011 to 42,871 in 2016.

Council is very active in planning to ensure there is a plentiful supply of new residential and industrial land to encourage this growth.

Attractive features of the Wellington region include the excellent public facilities for sports, health and regional shopping centres. The new Port of Sale precinct in Sale combines arts and culture with the Gippsland Art Gallery, Sale Library, community spaces and The Wedge performing arts centre. Outstanding sporting and health facilities including Aqua Energy and the Gippsland Regional Sports Complex are important, along with plentiful education options including outstanding public and private schools, TAFE campuses with a wide range of programs.

Thirteen percent of the Wellington population work within the agricultural sector, with a wide variety of other local opportunities ranging from manufacturing and construction to retail, mining, public sector and education, arts and recreation.







There is a wide variety of industry and business contributing to the local economy including; mining, offshore oil and gas extraction, primary production and agriculture, tourism and service industries, retail, healthcare, education and community services. RAAF Base East Sale is a major air and ground training base and home to the famous Roulettes, Central Flying School, the Officers' Training School and the schools of Air Warfare and Air Traffic Control. The relocation of the Basic Flying Training component of Defence Project AIR 5428 to RAAF Base East Sale, announced by the Federal Government in 2015, is expected to boost the local economic output by up to \$168 million per year, over a 25 year period.

The Council-owned West Sale Airport provides a base for helicopters servicing the Bass Strait oil rigs and for the servicing of aircraft and training of civilian pilots and aircraft maintenance engineers. With Yarram Aerodrome and aerodromes at Bairnsdale and other locations in East Gippsland, there are extensive facilities for defence, general and recreational aviation and considerable capacity for expansion. Esso Australia's Longford Plants, south of Sale, supply gas to Victoria, New South Wales and Tasmania. A number of local companies provide services to the Bass Strait oil and gas industry, operated by Exxon Mobil (Esso).





*Ours is a diverse, vibrant and connected community where delivering liveability, economic prosperity and sustainability outcomes underpin all that we do.*











District, with its centre at Maffra, supports Wellington's strong dairy, beef and vegetable growing industries comprising award winning businesses providing goods Australia wide.

Timber is another natural resource which contributes to the local economy through direct employment, contract and transportation services. Australian Sustainable Hardwoods (ASH), at Heyfield, mill timber products from sustainably grown forests and manufacture products such as windows, doors, staircases, flooring and architraves.



# 3.2

## Councillors

NAME	WARD	TERMS ELECTED	MOBILE	EMAIL
<b>Cr Carolyn Crossley (Mayor)</b>	 Northern	2012, 2016	0409 495 833	carolync@wellington.vic.gov.au
<b>Cr Ian Bye (Deputy Mayor)</b>	 Central	2016	0476 000 146	ianb@wellington.vic.gov.au
<b>Cr Alan Hall</b>	 Coastal	2016	0476 000 159	alanh@wellington.vic.gov.au
<b>Cr Malcolm Hole</b>	 Northern	2000, 2003, 2005, 2008, 2012, 2016	0408 541 746	malcolmh@wellington.vic.gov.au
<b>Cr Gayle Maher</b>	 Coastal	2016	0476 000 162	gaylem@wellington.vic.gov.au
<b>Cr Darren McCubbin</b>	 Central	2003, 2005, 2008, 2012, 2016	0458 006 486	darrenm@wellington.vic.gov.au
<b>Cr Keith Mills</b>	 Northern	2016	-	-
<b>Cr Carmel Ripper</b>	 Northern	2016	0418 875 523	carmelr@wellington.vic.gov.au
<b>Cr Scott Rossetti</b>	 Central	2008, 2012, 2016	0419 366 686	scottr@wellington.vic.gov.au
<b>Cr Garry Stephens</b>	 Coastal	2016	0476 000 157	garrys@wellington.vic.gov.au



**Cr Carolyn Crossley**  
Mayor



**Cr Ian Bye**  
Deputy Mayor



**Cr Alan Hall**



**Cr Malcolm Hole**



**Cr Gayle Maher**



**Cr Darren McCubbin**



**Cr Keith Mills\***  
(1 July 2017 - 8 November 2017)



**Cr Carmel Ripper**  
(21 November 2017 - present)



**Cr Scott Rossetti**



**Cr Garry Stephens**

\*Keith Mills resigned as a Councillor on Wednesday 8 November, 2017. Following a countback, Carmel Ripper was sworn in as his replacement on Tuesday 21 November 2017.

# 4.1

## Organisation Structure





# 4.2

## Senior Officers

As at 30 June 2018 Senior officers as designated by the Local Government Act, 1989 were as follows:



**David Morcom**  
Chief Executive Officer



**Chris Hastie**  
General Manager  
Built & Natural Environment



**Arthur Skipitaris**  
General Manager  
Corporate Services



**Glenys Butler**  
General Manager  
Community & Culture



**John Websdale**  
General Manager  
Development



**Phillip Phillipou**  
Manager  
Information Services



**Ian Carroll**  
Manager  
Corporate Finance

# 4.3

## Council Staff

### FULL TIME EQUIVALENT (FTE) STAFF BY ORGANISATIONAL STRUCTURE, EMPLOYMENT TYPE AND GENDER

Employee Type/Gender	CEO	Built & Natural Environment	Community & Culture	Corporate Services	Development	Total
<b>Permanent Full Time</b>						
Female	4	16	25	19	15	<b>79</b>
Male	2	93	11	13	26	<b>145</b>
<b>Total Permanent Full Time</b>	<b>6</b>	<b>109</b>	<b>36</b>	<b>32</b>	<b>41</b>	<b>224</b>
<b>Permanent Part Time</b>						
Female	-	1.16	14.45	4.38	10.46	<b>30.45</b>
Male	-	-	4.09	0.6	3.1	<b>7.79</b>
<b>Total Permanent Part Time</b>	<b>-</b>	<b>1.16</b>	<b>18.54</b>	<b>4.98</b>	<b>13.56</b>	<b>38.24</b>
<b>Casual</b>						
Female	-	-	10.64	-	1.52	<b>12.16</b>
Male	-	-	9.64	-	1.19	<b>10.83</b>
<b>Total Casual</b>	<b>-</b>	<b>-</b>	<b>20.28</b>	<b>-</b>	<b>2.71</b>	<b>22.99</b>
<b>Total</b>	<b>6</b>	<b>110.16</b>	<b>74.82</b>	<b>36.98</b>	<b>57.27</b>	<b>285.23</b>

## FULL TIME EQUIVALENT (FTE) STAFF CATEGORISED BY EMPLOYMENT CLASSIFICATION AND GENDER

Employee Classification	Female FTE	Male FTE	Total FTE
Band 1	3.83	1.17	5.00
Band 2	3.01	22.23	25.24
Band 3	18.89	40.4	59.29
Band 4	36.27	15.33	51.60
Band 5	22.85	26.4	49.25
Band 6	17.7	21.1	38.80
Band 7	8	16	24.00
Band 8	1	6	7.00
Band Not Applicable	10.05	15	25.05
<b>Total</b>	<b>121.61</b>	<b>163.62</b>	<b>285.23</b>





## AGE SPREAD OF STAFF

Employee Type/Gender	CEO	Built & Natural Environment	Community & Culture	Corporate Services	Development	Total
<b>25 &amp; Under</b>	-	2	76	2	11	<b>91</b>
<b>26 &gt; 35</b>	2	24	39	9	8	<b>82</b>
<b>35 &gt; 45</b>	3	18	34	13	20	<b>88</b>
<b>45 &gt; 55</b>	1	38	30	9	22	<b>100</b>
<b>55 +</b>	-	29	43	9	48	<b>129</b>
<b>Total</b>	<b>6</b>	<b>111</b>	<b>222</b>	<b>42</b>	<b>109</b>	<b>490</b>

## YEARS OF SERVICE SUMMARY

Years of Service	Full Time	Part Time	Casual	Total
<b>5 &amp; Under</b>	98	30	131	<b>259</b>
<b>Between 5 &amp; 10</b>	55	17	29	<b>101</b>
<b>Between 10 &amp; 15</b>	32	16	17	<b>65</b>
<b>Between 15 &amp; 20</b>	13	8	7	<b>28</b>
<b>Between 20 &amp; 25</b>	10	3	-	<b>13</b>
<b>Between 25 &amp; 30</b>	7	1	-	<b>8</b>
<b>Greater than 30</b>	12	2	2	<b>16</b>
<b>Total</b>	<b>227</b>	<b>77</b>	<b>186</b>	<b>490</b>

## OUR WORKFORCE BY GENERATION

Employee Type/Gender	CEO	Built & Natural Environment	Community & Culture	Corporate Services	Development	Total
<b>GEN Z (Born 1995 onwards)</b>	0	1	66	1	9	<b>77</b>
<b>GEN Y (Born 1981 - 1994)</b>	3	29	60	15	16	<b>123</b>
<b>GEN X (Born 1965 - 1980)</b>	2	44	47	17	30	<b>140</b>
<b>Baby Boomers (Born 1945 - 1964)</b>	1	37	49	9	52	<b>148</b>
<b>Veterans (Born before 1944)</b>	0	0	0	0	2	<b>2</b>
<b>Total</b>	<b>6</b>	<b>111</b>	<b>222</b>	<b>42</b>	<b>109</b>	<b>490</b>







# 4.4

## Equal Employment Opportunity

**Wellington Shire Council is committed to supporting a workplace culture that treats all people with dignity and respect.**

Employees, contractors and volunteers of Council have the right to conduct their work in a safe environment unimpeded by bullying, harassment and/or discrimination. Council has an Equal Employment Opportunity program which is designed to eliminate discrimination, promote equal opportunity and provide a means for consultation in regard to employment matters which have the ability to adversely affect staff or the organisation.

The objective of Wellington Shire Council's Equal Employment Opportunity program is to ensure there is no discrimination relating to the characteristics listed under the Equal Opportunity Act 2010 such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

The provision of Equal Opportunity Awareness sessions for all new employees and managers ensures they are aware of their obligations and responsibilities in maintaining a workplace that is free of bullying and harassment and/or discrimination.







# 4.5

## Our Volunteers

**Volunteers are vital to our organisation as they deliver great services to our community.**

While it is complex to assign a monetary value for the social value of volunteering, it is important to estimate the economic value to emphasise that voluntary work makes a significant contribution to the delivery of council services.

*We recognise the specialist nature of some of the roles, qualifications and vast industry experience these volunteers bring to their voluntary roles.*

As shown in the following table, the economic value of volunteer services provided through council services equated to more than \$1.8 million for 2017/18. This is excluding the volunteering work offered by numerous service and volunteer organisations during various events, which was uncounted.

Volunteering in Wellington website ([www.volunteeringinwellington.com.au](http://www.volunteeringinwellington.com.au)) provides information for people looking for volunteer opportunities in Wellington and for community groups and service providers who are looking for volunteers.



## ECONOMIC VALUE OF VOLUNTEER WORK IN WELLINGTON SHIRE

Volunteer Service	Main Duties	Volunteer Number	Volunteer Hours	Estimated \$ Value of Volunteering per year
<b>Wellington Shire Council Community Committees</b>	Manage, operate and maintain a facility for the community in an efficient, effective and practical manner. This includes facilities such as halls, reserves and pavilions.	800 +	> 3,200 hours per month	<b>&gt; \$1,394,304</b>
<b>Visitor Information Centre (Sale, Maffra)</b>	Provide customer service, tourism advice, directions, local business information and administration support.	12	> 74 hours per week	<b>&gt; \$139,721</b>
<b>Youth Council</b>	<ul style="list-style-type: none"> <li>• Provide opportunities for young people to have their voices heard, to act on issues and advocate for different youth needs.</li> <li>• To be a youth voice for the Council.</li> </ul>	15	> 3,268 hours per year	<b>&gt; \$118,661</b>
<b>Propellor FReeZA group</b>	<ul style="list-style-type: none"> <li>• To put on events and activities that are inclusive of all young people and to engage them in community life.</li> <li>• Provide opportunities for young people to perform and experience music events.</li> </ul>	12 (Up to 20 casual volunteers for events)		
<b>Community Planning Groups</b>	<ul style="list-style-type: none"> <li>• Coordinate development of Community Plan</li> <li>• Support Community in implementing Plan</li> <li>• Liaise with Shire and other agencies regarding Plan projects</li> <li>• Plan and run events, markets and projects as part of the plan</li> </ul>	85+	> 3060 hours per year	<b>&gt; \$111,109</b>
<b>Art Gallery Guides</b>	Deliver education programs and workshops for kindergarten, primary and secondary schools and community groups.	10	> 20 hours per week	<b>&gt; \$37,762</b>

Volunteer Service	Main Duties	Volunteer Number	Volunteer Hours	Estimated \$ Value of Volunteering per year
<b>L2P Program</b> (Council run program in partnership with Mission Australia)	<ul style="list-style-type: none"> <li>Support and mentor young people in Wellington Shire to get their probationary license.</li> </ul>	30	936 hours per year	<b>\$34,095</b>
<b>Access and Inclusion Advisory Group</b>	<ul style="list-style-type: none"> <li>Assist communication on access and inclusion matters, to and from their local communities, through their contacts and networks.</li> <li>Identify and address access issues via the Access and Inclusion Policy and Action Planning process.</li> <li>Provide access and inclusion expertise and experience during the planning stages of Council projects and policy development.</li> <li>Promote Access and Inclusion throughout Wellington Shire. Act as a reference group for the Rural Access position located at Wellington Shire Council.</li> </ul>	15	> 30 hours per month	<b>&gt; \$13,072</b>
<b>Friends of Sale Botanic Gardens</b>	Attend monthly gardening day in Sale Botanic Gardens.	10	> 115 hours per year	<b>&gt; \$4,176</b>
<b>Wellington Bike Education Project</b>	Provide training and assistance to schools to run the Bike Education project which is funded by TAC and VicRoads.	3	105 hours per year	<b>\$3,812</b>
<b>Student Volunteers for Parks and Gardens</b>	Undertake vegetation works, maintenance works.	30	> 70 hours per year	<b>&gt; \$2,542</b>
<b>Total</b>				<b>&gt; \$1,859,254*</b>

\*Using estimated projected gross opportunity cost wage rate for volunteer in 2017 - \$36.31 per hour (Source: Key Facts and Statistics about Volunteering in Victoria, 2015 Report).

# 4.6

## Other Staff Matters

### 4.6.1 Professional Development

Wellington Shire Council recognises the benefit of supporting staff to increase their professional development. Council acknowledges the value gained from staff advancing their qualifications and acquiring enhanced skills and knowledge that can be applied within the work place. We take an integrated approach to learning, focusing on a mix of on-the-job experience, online and instructor lead training and formal education.

The table below shows the total number of employees who undertook online training during the 2017/18 year.

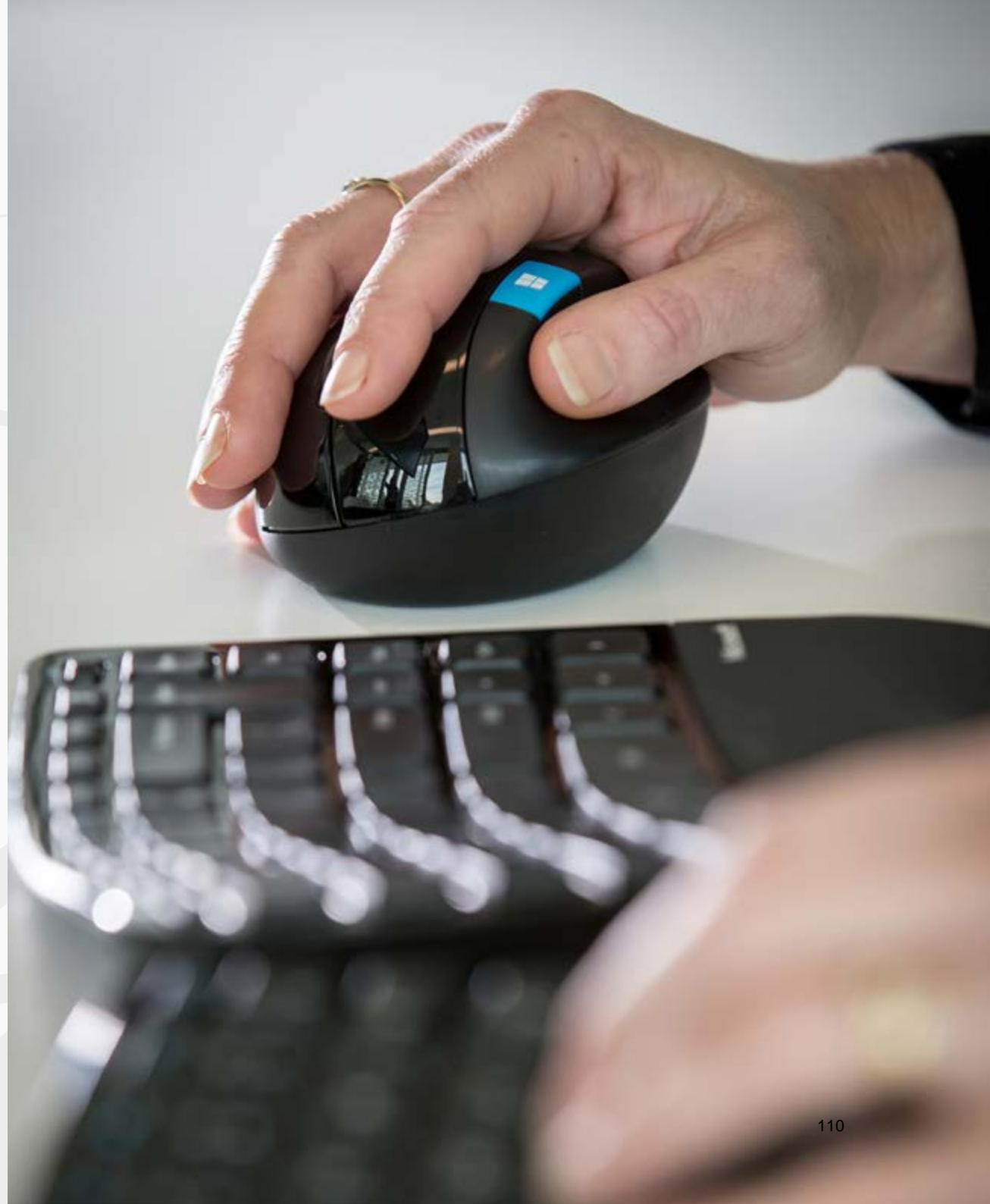
#### ONLINE TRAINING COURSES COMPLETED BY UNIT

Course	Built & Natural Environment	Community & Culture	Corporate Services	Development
<b>Fraud and Corruption Awareness</b>	10	19	5	19
<b>Occupational Health &amp; Safety</b>	11	20	6	19
<b>Prevention of Workplace Bullying and Harassment</b>	11	17	8	17
<b>Contractor Safety</b>	7	6	3	3
<b>Interview Panellist Training</b>	9	13	4	10
<b>Record Keeping and Privacy</b>	7	12	3	16
<b>Procurement Awareness</b>	1	1	1	3
<b>Introduction to Community Engagement</b>	74	45	27	47



## INSTRUCTOR LED TRAINING COURSES COMPLETED BY STAFF

Course	Attendees
<b>Fraud, Corruption, and Cyber Awareness</b>	114
<b>Provide Cardiopulmonary Resuscitation (CPR)</b>	51
<b>Fire Warden</b>	41
<b>Implement a Traffic Management Plan</b>	39
<b>Situational Awareness Training</b>	38
<b>Improving the Customer Experience</b>	35
<b>Provide First Aid</b>	24
<b>Leader as Coach</b>	23
<b>Introduction to Emergency Management</b>	15
<b>New Leaders Group Mentoring</b>	14
<b>Responsible Service of Alcohol</b>	14
<b>Having Difficult Conversations</b>	13
<b>Negotiation Skills</b>	12
<b>Health &amp; Safety Representative Refresher</b>	6
<b>Chemical Users</b>	5



## 4.6.2 Staff Recognition

An updated Wellington Staff Achievement Awards Program was launched on 1 June 2018, based on feedback from the 2017 Staff Satisfaction Survey which called for a review of the way employees are recognised and rewarded. New awards program seeks to recognise individuals who go 'above and beyond' in their roles, or in their service to the community.

### The new Wellington Staff Achievement Awards include recognition at:

- The Business Unit Level
- An Annual Awards Presentation

### The nomination categories include:

- Leadership
- Customer Focus
- Relationships
- Innovation

The nomination categories have been developed in line with Council values and staff are encouraged to nominate their peers for going 'above and beyond' in these categories.

Council also recognises employees for their ongoing contribution, commitment and service to the organisation by acknowledging their key service milestones. The following 55 staff members celebrated and received Service Awards for 2017/18 year.

## Staff Service Awards 2017/18

### 45 Years

Allan Kincaid

### 35 Years

Robert Jago

Jeanette Stone

### 30 Years

Jason Parry  
David Tilley

Shane Wigg

### 25 Years

Sally Nowak  
Chris Nock

### 15 Years

Grant Albert  
Sharon Field  
Glenn Joiner

Paul Miles  
Ray Weber

### 10 Years

Luke Brayshaw  
Janet Brown  
Eileen Burge  
Brian Camp  
Jennifer Claxton  
Josh Clydesdale  
Sarah Cotterill

Geordie Cutler  
Deborah Dowd  
Steven Hill  
Harold Johnston  
Cynthia Lang  
Trevor McKie  
Helen McMillan

Nuleen Narayan  
Benjamin Sargood  
Andrew Smale  
Mark Turvey  
Robin Whitsed  
Helen Wood  
Kate Young

### 5 Years

Kimberly Aitken  
Helen Bink  
Callum Bourke  
Trevor Brown  
Meg Capurso  
Leah Carubia  
Theo Christopher

Kate Conway  
Neville Cook  
Barry Hearsey  
Tina Heiberg  
Alan Hill  
Samuel Hogan  
Vanessa Leahy

Colin LeBlanc  
Samantha Maxfield  
Cameron McGregor  
Jasmin McMillan  
Denis Murphy  
Aprelle Randle  
Peter Thompson



### 4.6.3 Prevention of Violence Against Women

The Prevention of Violence against Women (PVAW) is supported by Wellington Shire Council through the promotion of gender equity and other educational activities as a part of the PVAW strategy and the Paving the Way Project, both Victorian Government initiatives.

These two programs are delivered via a partnership agreement with the Gippsland Women's Health in order to create organisational and community awareness around the prevention of men's violence against women.

Family violence includes physical, sexual, financial, verbal or emotional abuse by a family member or partner and Wellington Shire Council has in place a Family Violence Leave Policy to support staff who are experiencing family violence through the provision of unlimited Family Violence Leave to attend medical appointments, legal proceedings and/or other preventative activities.

Wellington Shire Council is committed to primary prevention initiatives through its annual participation in White Ribbon Day, gender equity awareness and Mentors in Violence Prevention (MVP) accredited training.



## 4.6.4 Health and Safety

Wellington Shire Council is committed to providing and maintaining a safe work environment, and protecting the health, safety and welfare of staff, labour hire personnel, volunteers, contractors, customers and visitors.

Wellington Shire Council's Occupational Health and Safety (OHS) committee meets each quarter to maintain its proactive focus on reviewing safety issues including incidents and prevention strategies and to assist with the development of remedial actions to address any identified gaps or opportunities for improvement.

In 2017/18, an internal review of our OHS processes was conducted and a detailed OHS Strategic Action Plan was established. This plan will be reviewed annually to monitor progress and identify new or increasing safety issues.

In 2017/18, several projects and improvements were undertaken to improve Council's OHS functions.

### These include:

- OHS Management System moved to an internally controlled platform
- Completion of new OHS Strategic Action Plan 2017-21 in line with current Council Plan
- Improvements to contractor inductions
- Installation of defibrillators in Council staffed buildings
- Update process and procedures to align with new technology
- Review and updating staff health monitoring program
- Completed further specific occupational noise assessments

### POTENTIAL RISKS AND HAZARDS DATA

Course	2015/16	2016/17	2017/18
<b>WorkCover claims</b>	9	5	10
<b>Days lost to WorkCover injury</b>	276	136	187
<b>Incidents reported</b>	53	72	60
<b>Near misses reported</b>	13	22	14
<b>Incidents resulting in injury</b>	30	40	39
<b>Worksafe notifiable incidents</b>	6	4	4

## 4.6.5 Employee Health and Wellbeing

**Our health and wellbeing programs, initiatives and support services are designed to:**

- Improve work performance and productivity
- Reduce costs associated with absenteeism, presenteeism, disability and workers' compensation
- Improve the workplace culture of the organisation and retain existing employees
- Improve our branding and image

Council continued to deliver the following initiatives during 2017/18 to support these objectives.

### **Promoting physical health and fitness:**

- Employees at Council are provided a 10% discount on membership to our leisure facility Aqua Energy. Aqua Energy provides fitness classes, a fully equipped gymnasium and swimming pool.
- Ride to Work Day which encourages staff to ride their push-bike to work instead of driving to work.

### **Promoting employee social inclusion:**

- Social Club: Provides social connection for staff by providing social events such as communal lunches, weekend outings, movie nights and health initiatives such as yoga, walking and soccer nights.

### **Promoting mental health and wellbeing:**

- Our Employee Assistance Program provides free access to Converge International (an external service) for our employees and their families for confidential counselling and support for work and personal related issues.
- R U OK Day: Council acknowledges RUOK Day annually by providing organisational awareness into suicide prevention by reducing the stigma surrounding mental health issues.

## 4.6.6 Child Safe Standards

As an organisation providing child related services, Wellington Shire Council is committed to creating a culture of child safety and recognises that protecting children and preventing and responding to child abuse is an organisation wide responsibility.

Council is also committed to achieving compliance with the Child Safe Standards, the Reportable Conduct Scheme, recent criminal law reform and other practices to monitor and report child abuse related concerns.

In May 2018, A Child Safe Policy was approved by the CEO which applies to all employees, contractors and volunteers. This policy also meets Council's obligations under the Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015.

All employees, contractors, and volunteers who have direct contact with children are required to have a current Working with Children Check.







# 5.1

## Measuring Our Performance

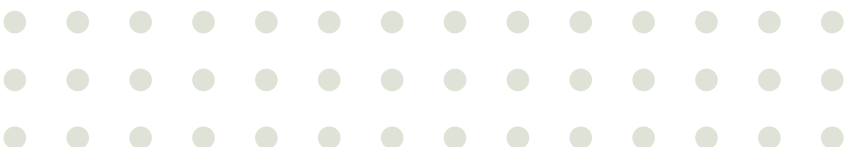
### 5.1.1 Local Government Performance Reporting Framework

This annual report is prepared in accordance with the Local Government Amendment (Performance Reporting and Accountability) Act 2014 and Local Government (Planning and Reporting) Regulations 2014.

These form the Local Government Performance Reporting Framework, which provides the foundation for standardising and strengthening performance measuring and reporting across the local government sector. As a tool, the framework enables local communities to compare how their council has performed during the year against others.

Our Report of Operations and audited Performance Statement in section two of this report provide comparative performance data for 2017/18 and data trends for the last three years.

Ratepayers, residents and other stakeholders can compare our performance results against other large rural Victorian councils via the My Council website ([www.knowyourcouncil.vic.gov.au](http://www.knowyourcouncil.vic.gov.au)).





## 5.1.2 Community Satisfaction Survey

The annual Local Government Community Satisfaction Survey provides additional means to compare with other similar councils as well as tracking our results over recent years.

Our 2018 survey results indicated that Wellington Shire Council is performing better than other large rural Councils. Council scored a rating of 64 out of 100 for overall council performance compared to 56 for other large rural councils and 59 state-wide.

*The three areas that survey participants highlighted that Council performs particularly well in are, arts centres and libraries, the appearance of our public areas and our recreational facilities.*

Council also scored significantly higher results compared to other large rural councils in the areas of consultation and engagement, lobbying and local streets & footpaths.

The survey results also suggested that Council should make improvements to unsealed roads, slashing and sealed roads. Council will undertake further investigation of those areas identified for improvement.

The Local Government Satisfaction Survey is independent of Council. The research is conducted annually by JWS Research on behalf of the Department of Environment, Land, Water and Planning.

A summary of core Community Satisfaction Survey Results is shown opposite below with the detailed report available on Council's website.

# Summary of Core Measures

	Wellington Shire 2018	Wellington Shire 2017	Large Rural Shire Average 2018	Statewide Average 2018
<b>Community Consultation</b> Community consultation and engagement	<b>58</b>	59	54	55
<b>Advocacy</b> Lobbying on behalf of the community	<b>57</b>	61	52	54
<b>Making Community Decisions</b> Decisions made in the interest of the local community	<b>58</b>	59	52	54
<b>Sealed Local Roads</b> Condition of sealed local roads	<b>56</b>	56	45	53
<b>Customer Service</b>	<b>73</b>	70	67	70
<b>Overall Council Direction</b>	<b>60</b>	55	52	52

## Overall Performance

**64**

Wellington Shire  
2018

**63**

Wellington Shire  
2017

**56**

Large Rural Shire  
Average 2018

**59**

Statewide Average  
2018



## 5.1.3 Reporting against the Council Plan 2017-21 and Annual Budget 2017/18

The following diagram shows the relationships between the Annual Report and the key planning documents in local government. It also shows community and stakeholder engagement as the foundation to our planning and reporting process.

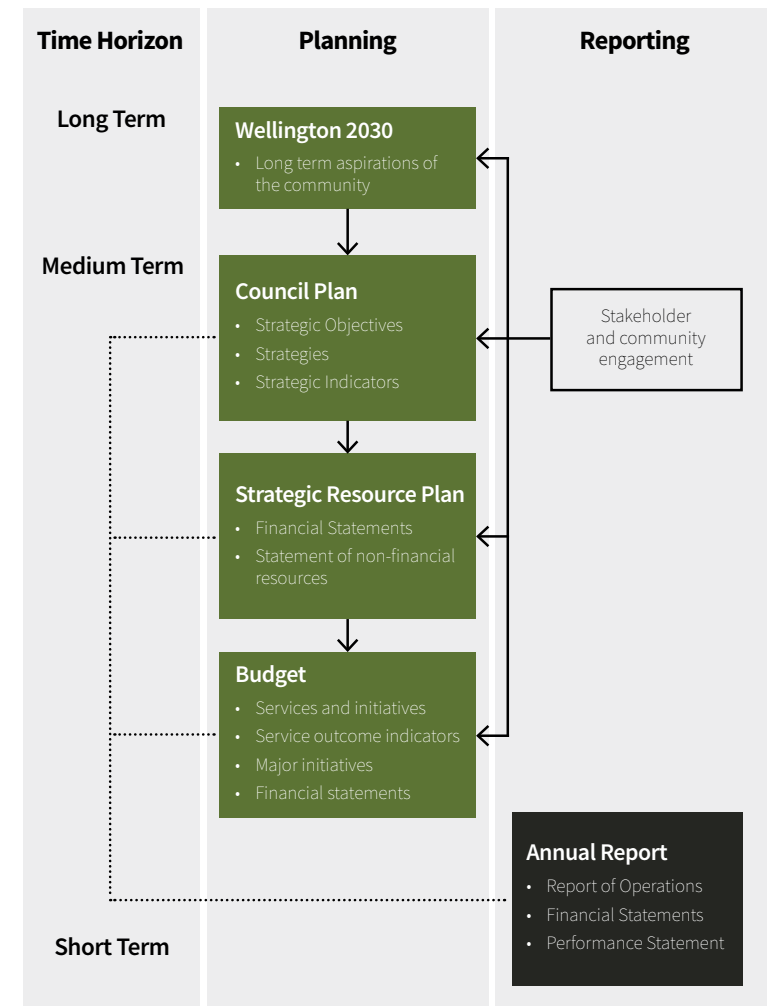
Council undertook an extensive community consultation program to review the 'Wellington 2030-Community vision for the future' document during 2016. Revised Wellington 2030 was used to develop and guide the key themes and strategic objectives of the new 2017-21 four year Strategic Plan, our Council Plan.

*We continued to work throughout 2017/18 towards better integration of the Council Plan and other strategic documents with key operational documents such as annual business plans and individual work/performance plans.*

Our aim was to create a strong focus across the organisation on achieving the plan's strategic objectives while continuing to meet our operational and service delivery requirements.

We continuously kept the community informed about our progress and performance through our website, social media, quarterly community newsletter Wellington Matters, local newspapers and actively engaged members in our planning and decision-making processes via surveys, workshops, focus groups, forums, committees and meetings.

Section 5.3 details how we performed during the year towards realising the various strategies identified in 2017-21 Council Plan, major initiatives and initiatives as identified in the 2017/18 Annual Budget and achieving the performance measures and targets related to each.









## 5.2 Council Plan

The Wellington Shire Council Plan 2017-21 includes six themes, each comprised of strategic objectives and strategies for achieving these, strategic indicators for monitoring achievement as well as Council's four-year strategic resource plan as included in the 2017/18 budget.





# 1

## THEME 1 Communities

### Our Vision

We know and support each other and have a strong sense of community belonging. Diversity is respected and there are many social and community activities providing opportunities for all people to interact. We strive for good health, feel safe in our communities and are prepared for natural disasters.

### Strategic Objectives

- 1.1 Maintain friendly, safe communities providing opportunities for residents to lead healthy and active lifestyles.
- 1.2 Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities.
- 1.3 Strengthen community identity by promoting our heritage and history and appreciation for small town rural living.
- 1.4 Enhance resilience in our towns and our communities.

# 2

## THEME 2 Services & Infrastructure

### Our Vision

Wellington has a built environment that is sustainable, appropriate, accessible and responsive to the community. Transport connects people to communities and places. Events and services support our strong communities.

### Strategic Objectives

- 2.1 Council services and infrastructure are responsive to identified current and future community needs within budgeted parameters.
- 2.2 Council assets are responsibly, socially, economically and sustainably managed.
- 2.3 Wellington Shire is well planned, considering long term growth and sustainability.
- 2.4 Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.

# Natural Environment

## 3

### THEME 3 Natural Environment

---

#### Our Vision

Wellington's natural environment and landscape is clean, diverse, beautiful, accessible and protected.

---

#### Strategic Objectives

- 3.1** Conserve and protect our natural environment through responsible and sustainable management practices.
- 3.2** Demonstrate leadership in waste and water management, and energy efficiency.
- 3.3** Build resilience in our communities and landscapes to mitigate risks from a changing climate.

# Lifelong Learning

## 4

### THEME 4 Lifelong Learning

---

#### Our Vision

Wellington has a broad choice of local training, education and holistic learning and development options that lead to meaningful employment and personal fulfilment.

---

#### Strategic Objectives

- 4.1** Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.
- 4.2** Encourage innovation for and in the region.

## 5

### THEME 5 Economy

---

#### Our Vision

Wellington has a wealth of diverse industries providing employment opportunities for all. There is growth in the Wellington population and economy which is balanced with the preservation of our natural environment and connected communities.

---

#### Strategic Objectives

- 5.1** Support and develop our existing businesses.
- 5.2** Use a targeted approach to attract new business investment to Wellington Shire, to support population growth.
- 5.3** Grow Wellington Shire's visitor economy.

## 6

### THEME 6 Organisational

---

#### Our Vision

Wellington is well led, managed and supported by best organisational practices to deliver services and infrastructure to the community. We do this by listening, advocating and responding to their needs.

---

#### Strategic Objectives

- 6.1** Wellington Shire Council is a leader in best practice, innovation, and continuous improvement.
- 6.2** Community engagement and customer service excellence is central to Council's decision-making process.
- 6.3** Maintain a well governed, transparent, high performing, ethical and accountable organisation.
- 6.4** Act and lobby on behalf of the priorities of the community.



# 5.3

## Performance

Council's performance for the 2017/18 year is reported against each theme and strategic objective to demonstrate how Council is performing in achieving the 2017-21 Council Plan. Performance is measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

## Performance Report Navigation

When reading through the tables of the Performance Report on the following pages you may use the icons below for navigation:



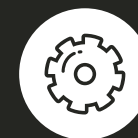
**Strategic Indicators**



**Major Initiatives**



**Description of Services Provided**



**Service Indicators and Measures**

## Council Responsibility Level



**Control**

Council actions directly control the result.



**Influence**

Council can influence the result, but other external factors may also have an impact.



**Monitor**







Council has no influence on this result but monitors it to assist future planning.

## 5.3.1 Communities



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level	Target	2017/18 Result
Satisfaction with enforcement of Local Laws	 Control	64%	<b>66%</b>
Community satisfaction with Emergency and Disaster Management.	 Influence	74%	<b>73%</b>
Percentage of annual Municipal Health and Wellbeing Action Plan items achieved.	 Control	>75%	<b>90%</b>
Percentage of annual Action Plan items achieved for the Wellington Youth Strategy.	 Influence	>75%	<b>Action Plan just developed</b>
Monitor utilisation and diversity of usage of Council's community facilities.	 Monitor	Monitor numbers	<b>Monitoring process under development</b>
Total value of Community Assistance Grants distributed annually.	 Control	Monitor annual total	<b>Assistance Grants: \$234,856 Quick Response Grants: \$126,384</b>



## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Continued implementation of Domestic Wastewater Management Plan (DWMP) to ensure the DWMP is adequately executed and commitments contained within the plan are achieved.	Progress continues under the Domestic Wastewater Management Plan as Council receives \$40,000 funding from Gippsland Water to facilitate ongoing inspections of septic tanks within the Shire.	Ongoing
Actively engage with the community and partners to redevelop the Domestic Animal Management Plan.	The Domestic Animal Management Plan was endorsed by Council in October 2017. Further work continues to promote and encourage responsible pet ownership within the community.	Completed
Adoption by Council of the Municipal Public Health and Wellbeing Plan 2017-21 by 31 October 2017.	Wellington Municipal Public Health and Wellbeing Plan, known as Healthy Wellington 2017 - 2021 integrates Municipal Public Health Planning with Health Services (Central Gippsland Health, Yarram and District Health Service, and Wellington Primary Care Partnership) Health Promotion Plan. It was formally adopted at a Council meeting on 3 October 2017.	Completed
Implement the 2017/18 Leisure Services Operational Business Plan for Aqua Energy, Gippsland Regional Sports Complex (GRSC) and Council's seasonal outdoor pools.	<ul style="list-style-type: none"> <li>Participation levels at Aqua Energy and WSC's outdoor pools exceed those of the previous year.</li> <li>New operating model for the outdoor pools was introduced providing improved service efficiencies, salaries savings and reduced visitor subsidisation cost.</li> <li>Improvements in promotion and advertising were assisted by regular meetings with WSC Media and Public Relations team and included the launch of a dedicated Aqua Energy website, improved Facebook posting and profile.</li> <li>Transition to the new Facility Maintenance model is going well. Facility presentation continues to be a high priority issue.</li> <li>Leisure Services leadership continues to liaise with key stakeholder groups to maintain good collaborative working arrangements and deliver high quality shared events.</li> </ul>	Progressing (90%)





## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
Community Wellbeing	<p>Community Wellbeing Unit provides opportunities for communities to work in partnerships with local government to achieve identified priorities. The unit works to ensure all members of the community have equal opportunity to participate in community activities. Special focus is given to those who have traditionally remained marginalised such as the young, elderly, disabled and transport disadvantaged.</p> <ul style="list-style-type: none"> <li>• Social Policy and Planning</li> <li>• Access and Inclusion</li> <li>• Youth Liaison</li> <li>• Art Development</li> <li>• Community Engagement</li> <li>• Community Facility Planning</li> </ul>			
	<p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>• Ensure implementation of Council led responsibilities for 2017/18 in the Healthy Wellington Action Plan. (Progressing 50%)</li> <li>• Finalise the Wellington Access and Inclusion Plan and ensure implementation of Community Wellbeing led responsibilities for 2017/18. (Progressing 50%)</li> <li>• Facilitate delivery of two key outcomes in the Community Engagement Strategy Action Plan. (Completed)</li> <li>• Monitor the sustainability of the Wellington Early Years Network as it transitions to a new facilitation structure and supports the implementation of the Municipal Early Years Plan. (Ongoing)</li> <li>• Support the development of Yarram Early Learning Inc. to ensure that the service is financially sustainable. (Completed)</li> <li>• Finalise the Wellington Youth Strategy and achieve planned actions for 2017/18. (Completed)</li> <li>• Support Gumnuts Early Learning Centre Inc. to determine an appropriate management and governance structure by 31 Dec 2017. (Completed)</li> <li>• Develop a Wellington Age Friendly Plan. (Progressing 50%)</li> </ul>	1,561	1,830	269



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Leisure Services</b>	<p>The Leisure Services Unit provides services and functions directed at fostering a healthier and more active community through the facilitation and provision of a range of recreation, fitness and community activities and programs at Council's recreation facilities. This Unit ensures Council owned recreation facilities are managed sustainably, are fully utilised and accessible to people of all abilities.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Implement recommendations and actions to support the five year work plan to reduce energy consumption by 5% per year at Aqua Energy and Gippsland Regional Sports Complex (GRSC) using Planet Footprint to track results. (Completed)</li> <li>• Complete a business case for the further development of aquatic facilities at Aqua Energy. (Progressing 50%)</li> <li>• Implement the 2017/18 priorities emanating from the 2015-20 Aquatic Strategy. (Progressing 95%)</li> <li>• Implement an outdoor pool operating model (temperature forecast related) to reduce cost to council while maintaining optimum service levels. (Completed)</li> <li>• Inform Aqua Energy's business decisions through the cost allocation model data. (Progressing 30%)</li> </ul>	1,750	1,459	(291)
<b>Municipal Services</b>	<p>The Municipal Services Unit works with people to ensure the life, health and safety of the community is maintained through educating and enforcing the Environmental Health (including food safety support programs), Building and Local Laws regulations and animal management services.</p>	1,085	1,322	237
<b>Emergency Management</b>	<p>The Emergency Management team coordinates Council's emergency management responsibilities ensuring the organisation has the skills and capacity to respond appropriately to emergencies and facilitates a coordinated shire approach through the Municipal Emergency Management Planning Committee.</p>	263	306	43



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Aquatic Facilities</b>					
<b>Service Standard</b>					
<b>Health inspections of aquatic facilities</b> (Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities)	1.0	1.0	1.0	1.0	Wellington Shire Council operates one indoor aquatic, all year facility in Sale and five outdoor seasonal aquatic facilities (Heyfield, Maffra, Rosedale, Stratford and Yarram). All six facilities are inspected at least once per year.
<b>Service Standard</b>					
<b>Reportable safety incidents at aquatic facilities</b> (Number of WorkSafe reportable aquatic facility safety incidents)	1.0	1.0	1.0	1.0	The safety and quality of one indoor all year facility and five outdoor seasonal facilities has been maintained throughout the year with only one incident due to non work related medical condition to a staff member which required reporting until reviewed by doctors.
<b>Service Cost</b>					
<b>Cost of indoor aquatic facilities</b> (Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities)	\$4.43	\$5.16	\$4.84	\$4.32	During 2017/18, Wellington Shire Council's only indoor aquatic, all-year facility in Sale (Aqua Energy) operated at a cost to Council of \$948,532 and recorded 219,390 visitors. This resulted in an average cost per visitation of \$4.32. The decrease in subsidy per visit is attributable to increased attendances at Aqua Energy.
<b>Service Cost</b>					
<b>Cost of outdoor aquatic facilities</b> (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	\$17.73	\$16.16	\$21.41	\$17.54	Wellington Shire Council operates five outdoor seasonal aquatic facilities - at Heyfield, Maffra, Rosedale, Stratford, and Yarram. The combined cost to Council of operating these facilities during 2017-18 was \$429,639. The combined total visitations to the five pools was 24,497, an increase of over 2,000 attendances from the previous year. Improved operating efficiencies and increased attendances combined to result in a decreased cost to council when compared to season 2016/17.





## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Utilisation</b>					
<b>Utilisation of aquatic facilities</b> (Number of visits to aquatic facilities / Municipal population)	4.55	4.75	5.01	5.57	<i>The combined number of visits recorded at Council's indoor and outdoor aquatic facilities during 2017/18 was 243,887. This equates to an average of over five and a half (5.5) aquatic facility visits, per Wellington Shire resident, for the year. Improvements in promotion and advertising including a dedicated Aqua Energy website, improved Facebook profile have contributed to the steady increase in utilisation during last four years.</i>
<b>Food Safety</b>					
<b>Timeliness</b>					
<b>Health inspections of aquatic facilities</b> (Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities)	1.0	1.0	1.0	1.0	<i>Council endeavors to action food complaints within 24 hours, including those received outside business hours including at weekends and public holidays. Council only received five food complaints in 2017. Lower number of food complaints could be due to continuing education for business owners and operators through our standard risk assessment inspection regime.</i>
<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 Food Act, 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984) x100	87%	94%	91%	84%	<i>Council recognises the importance of food safety and aims to provide an annual assessment of every registered food premises at least once during a year. During 2017 calendar year, Environmental Health team experienced significant difficulties recruiting qualified staff resulting in 84% of completed assessments of registered food premises. Staff attention was focused on high risk, high volume premises and businesses that have performed poorly in the past.</i>



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Aquatic Facilities</b>					
<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 Food Act, 1984)	\$491	\$397	\$367	\$402	The direct cost of Council's food safety program per all registered and notifiable food premises is \$402. Cost increase is mainly due to recruitment of an additional position during the year.
<b>Health and safety</b>					
<b>Critical and major non-compliance outcome notifications</b>					
(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 food premises) x100	100%	100%	100%	57%	During 2017 calendar year, Council recorded a total of fourteen critical and major non-compliance notifications for food premises and followed up eight of these due to significant resourcing challenges during the year.



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Animal Management</b>					
<b>Timeliness</b>					
<b>Time taken to action animal requests</b> (Number of days between receipt and first response action for all animal management requests / Number of animal management requests)	1.2	1.5	1.3	1.4	Local Laws officers responded to 1,595 domestic animal management requests during the reporting period, with an average initial response time of 1.38 days. Response times continue to decline due to the recruitment of additional staff who now assist in this area. Animal management requests range from lost, wandering or nuisance pets, barking dogs, welfare concerns, dog attacks, reports of dangerous or menacing dogs and reports of illegal breeding activities.
<b>Service standard</b>					
<b>Animals reclaimed</b> (Number of animals reclaimed / Number of animals collected)	43%	66%	58%	56%	The reclaim rate for animals collected by Council is currently at 56%. The impoundment/removal of feral cats is included in the data and as such has reduced the reclaim rate from 66%. During the reporting period, 135 feral cats were removed from the natural environment.  Unclaimed animals are placed into the care of Victorian Animal Aid Trust and, if suitable, rehomed through their pet adoption program. All animals reclaimed by their owners are required to be registered before release.





## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.





Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Service cost</b>					
<b>Cost of animal management service</b> (Direct cost of the animal management service / Number of registered animals)	\$33.75	\$50.09	\$57.65	\$56.26	Animal management costs remain fairly static at \$56.26 per animal. Annual registration fees are adjusted to reflect cost recovery. By doing so, general ratepayers are protected from the financial impact of increased monitoring and enforcement activities.
<b>Health and safety</b>					
<b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	11	4	17	10	Wellington Shire Council undertook 10 animal management prosecutions during 2017/18. All were successful. The majority of prosecutions related to serious dog attacks, mainly dog vs dog or dog vs livestock.

## 5.3.2 Services & Infrastructure



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level	Target	2017/18 Result
Community satisfaction with condition of local streets and footpaths.	 Control	55%	<b>58%</b>
Community satisfaction with planning permits.	 Control	58%	<b>57%</b>
Total annual value of municipal development.	 Influence	Monitor Annual Total	<b>Wellington \$106,229,148</b> <b>Victorian Rural Average \$11,009,664</b>
Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.	 Control	Monitor Percentage	<b>2014 Inspection 97%</b> <b>2017 Inspection 99%</b>



## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Progress the Port of Sale Cultural Hub construction project in line with the project plan.	Building was opened to the public on 6 January and official opening was on 27 January. It has been well received by the public.	<b>Completed</b>
Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.	The Port was fully opened to the public on 27 January with the ministerial opening.	<b>Completed</b>
Progress West Sale Airport initiatives including Stage 3 of the Eastern Recreation Aviation Precinct and the Runway Extension Project.	All lots within Stage One of Eastern Recreation Aviation Precinct (ERAP) sold and settled. Design works for future stages progressing. The \$5 million funding agreement between Council and Regional Development Victoria has been executed. This funding will enable the runway to be extended.	<b>Completed</b>
Review and update the Boating Facilities Strategic Plan 2013-16 and provide a 4 year capital plan, taking into account any changes from Gippsland Coastal Board Boating Facilities Coastal Action Plan.	Review commenced. Updated plan to be released for public comment during 2018/19.	<b>Progressing (60%)</b>
Secure funding for the upgrade of Cameron Sporting Complex Maffra to ensure the facility meets growing demand.	This is a multi-year project. Funding applications have been submitted to the Federal and State Governments. Announcement is expected August 2018. Detailed Design contract has been awarded and design is underway.	<b>Progressing (75%)</b>





## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Assets &amp; Projects</b>	<p>The Assets and Projects Business Unit manages a diverse range of services for Council including the implementation and management of capital projects across the organisation in the order of \$28 million to \$46 million per annum: planning for new infrastructure development opportunities and providing asset management and information systems and support.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Progress the Residential Road and Street Construction Plan projects in line with the implementation plan. (Progressing 85%)</li> <li>• Progress the Cowwarr Recreation Reserve clubrooms redevelopment project in line with the project plan. (Completed)</li> </ul>	2,165	2,087	(78)
<b>Built Environment</b>	<p>The Built Environment Unit manages the maintenance, renewal and improvement of Council's road and boating infrastructure, in addition to various civic facilities and buildings, including roadways, paths, drainage, boat ramps and jetties etc. This includes managing Council's road maintenance teams and ensures that maintenance of Council's road and other infrastructure is performed in a coordinated way to maximise benefits to the community and other users.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Progress development of an Off-Street Car Parking Master Plan, considering the needs of central business areas within the six major townships, supported by a long term capital works program. (Completed)</li> <li>• Develop a 5 year implementation plan for residential street construction works and present to Council. (Completed)</li> </ul>	5,340	8,769	3,429



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Arts &amp; Culture</b>	<p>The Wedge, formerly known as Esso BHP Billiton Wellington Entertainment Centre (EBBWEC) as part of the Arts and Culture Unit seeks to assist in the development of a vibrant, culturally active community that: promotes expression and participation through visual, literary and performing arts; informs and educates the community on various aspects of the arts; enhances the lifestyle of Wellington residents; and encourages visitors to explore the heritage and culture of the region.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Implement the second stage of the 5 year work plan to reduce energy consumption by 5% per year at Entertainment Centre and Wellington Centre, and use Planet Footprint to track results. (Completed)</li> </ul>	979	796	(183)
<b>Land Use Planning</b>	<p>The Land Use Planning Unit through our statutory planning and strategic land use planning services, aims to develop and improve forward looking land use planning policies and plans that guide and support sustainable growth and appropriate land use and development. Many of these services are provided through and driven by legislation. We aim to provide services that satisfy community needs by encouraging and supporting development that meets required standards and is of good design.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Develop a policy to guide decision making about rezoning of land to support consistent and equitable outcomes. (Progressing 95%)</li> <li>Facilitate a private rezoning/development plan for the Wurruk Growth area to support well planned housing growth. (Completed)</li> <li>Implement the Heyfield Low Density Residential Review into the Planning Scheme to support housing growth. (Completed)</li> </ul>	825	1,274	449



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
Community Facility Planning	<p>The Community Facility Planning team provides services and functions directed at fostering a healthy, well serviced community with a primary focus on community infrastructure planning, priorities and projects; project funding attraction; management and governance of community facilities and administration of Council's community assistance grants scheme. The team plans for and supports recreation facilities that encourage the community to participate in physical and general wellbeing activities and the development of community infrastructure that addresses community service needs.</p> <p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>Utilise the Service Planning Model to expand the 10-year recreation facilities capital planning program to incorporate community facilities, to enable greater prioritisation of community facilities in alignment with the Community Facilities Framework. (Progressing 80%)</li> <li>Development of a Service Planning Model for community facilities that can be adapted for broad use across Council. (Completed)</li> <li>Utilise the Community Facilities Framework and Hierarchy tool to review funding and agreements of all community facilities – Council and community managed - and make appropriate recommendations for the development of a consistent approach to be considered by Council. (Ongoing)</li> <li>Facilitate consistent approach to emergency planning for all Community Committees of Management (CoM), owned and managed by Council, to ensure Council and the committees are adequately prepared and covered for incidents. (Ongoing)</li> <li>Facilitate the distribution of consistent insurance coverage information and advice for all Community Committees of Management in facilities on Council owned and/ or managed land to ensure CoM and volunteers are adequately covered in case of an incident. (Progressing 70%)</li> </ul>	1,247	1,896	649





## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
Roads					
Satisfaction of use					
Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x100	12%	16%	16%	11%	In 2017/18, Council received a total of 171 customer action requests for local sealed roads, which is a significant decrease compared to last year. A range of factors influences the community contacting Council in relation to sealed roads, which may include impact of weather events. The reduced rainfall received across Wellington Shire in 2017/18 may have attributed to lower maintenance requests regarding sealed roads.
Condition					
Sealed local roads below the intervention level (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x100	97%	97%	97%	99%	Wellington Shire Council conducts inspections of local roads on a periodic basis, in addition to defect inspections throughout the year pursuant to the frequencies defined within its Road Management Plan. The percentage of roads below the set intervention level for the 2017/18 financial year is over 99%, which is an improvement on last years result. Council has had an increased focus on reconstruction of failed pavements during 2017/18.
Service cost					
Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$49.72	\$33.32	\$45.02	\$28.93	The cost of sealed local road reconstruction per square metre has reduced when compared to last year. The majority of sealed local road reconstruction works in 2017/18 were not complex and included a number with larger works areas. This reduced the rate per square metre and accounted for the decrease in cost compared to last year.



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Service Cost</b>					
<b>Cost of sealed local road resealing</b> (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$4.71	\$3.71	\$3.09	\$3.42	Wellington Shire Council continues to procure road sealing services in a cost-effective manner. Slightly higher cost resulted from the type of treatments completed within the 2017/18 program, relative to the previous year.
<b>Satisfaction</b>					
<b>Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	52	53	56	56	Results from the 2018 Community Satisfaction Survey show no change in residents' satisfaction rating for Wellington Shire's sealed local roads. This is 11 points higher than the average for similar large rural councils. Council is responsible for a road network of 3,114km, where 1,522km are sealed and 1,592km unsealed.
<b>Statutory Planning</b>					
<b>Timeliness</b>					
<b>Time taken to decide planning applications</b> (The median number of days between receipt of a planning application and a decision on the application)	52	48	58	42	Council achieved a result of 42 for the median number of days between receipt of a planning application and a decision being made, which is significantly better than the Rural Average of 57 days.



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Service standard</b>					
<b>Planning applications decided within 60 days</b> (Number of regular planning application decisions made within 60 days + Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made) x100	97%	96%	93%	98%	The statutory timeframe for issuing planning permits is 60 days for regular applications and 10 days for VicSmart applications. Council has achieved strong results with 97% of regular applications and 100% of VicSmart applications being decided in statutory timeframes, compared to the Rural Average of 73% and 90% respectively.
<b>Service cost</b>					
<b>Cost of statutory planning service</b> (Direct cost of statutory planning service / Number of planning applications received)	\$1,944.20	\$1,989.77	\$2,265.12	\$1,752.56	Council received 474 new planning permit applications in 2017/18. The cost to deliver the service was \$830,712 which equates to a cost of \$1,752.56 per new planning application received. Council's cost per application has been reduced from 2016/17 principally due to the receipt of a higher number of planning permit applications during 2017/18 and also in response to a reduced level of cost in delivering the statutory planning service.
<b>Decision making</b>					
<b>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) x100	100%	100%	100%	50%	VCAT upheld one of Council's decisions in 2017/18, but overturned the other decision relating to a rural dwelling on Farming Zone land. Only two decisions were appealed at VCAT in 2017/18.







## 5.3.3 Natural Environment



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level		Target	2017/18 Result
Community satisfaction with the appearance of public areas		Control	74%	<b>77%</b>
Community satisfaction with waste management		Control	67%	<b>69%</b>
Community satisfaction with Council's slashing and weed control activity		Control	53%	<b>55%</b>
Monitor participation rates of Council's Sustainable Living Education Program		Control	Monitor Participation Rates	<b>60 sessions with 5,998 participants</b>



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Natural Environment &amp; Parks</b>	<p>The Natural Environment and Parks Unit covers a range of activities related to the operational management of public open space, which includes approximately 320 hectares of parkland and associated infrastructure, such as picnic shelters, BBQs, seating, boardwalks, fences and public toilets. The service also proactively manages 30,000 – 35,000 urban trees and is responsible for the management, design and development of parks and streetscapes in urban areas.</p> <p>The unit is also responsible for moving the Wellington community towards a more sustainable future. Key priority areas include biodiversity, water consumption and quality, waste management and energy use.</p> <p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>Investigate and initiate composting trial of all green waste at Kilmany Landfill site. (Completed)</li> <li>Develop a model for community engagement for promoting sustainability to an adult audience. (Completed)</li> <li>Conduct plant species trials (Completed)</li> </ul>	4,899	4,505	(394)
<b>Wellington Coast Subdivision Strategy</b>	<p>The Wellington Coast Subdivision Strategy Project Manager is responsible for implementing the Ninety Mile Beach Plan Voluntary Assistance Scheme. Expenditure for 2017/18 is funded through unspent State Government grant funding carried forward.</p> <p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>Implement year seven of the Ninety Mile Beach Plan. (Completed)</li> </ul>	393	380	(13)



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<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) x1,000	28	31	30	37	Council receives requests for damaged or stolen bins to be replaced, uncollected bins to be collected, and additional bins to be provided. In 2017/18, we received a total of approximately 37 requests per 1,000 households. 120l garbage bins are reaching the end of their useful life and this may have caused the spike in the number of bin requests.
<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) x10,000	2.6	2.5	1.6	1.6	Over 1.52 million bin lifts were performed during 2017/18 as part of Wellington Shire's waste collection service which operates within a defined collection boundary within the 11,000km <sup>2</sup> municipality. Only 246 bins were reported as missed during 2017/18.
<b>Service cost</b>					
<b>Cost of kerbside garbage collection service</b> (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$63.80	\$63.90	\$65.49	\$65.95	Wellington Shire's kerbside collection includes the weekly garbage waste collection service of 19,268 bins across the municipality. Additional services for residents in Wellington Shire, not incorporated in this cost, include an annual hard waste collection service, a no charge green waste disposal weekend and a fortnightly recycling bin collection service.





## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.




Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Waste Collection</b>					
<b>Service cost</b>					
<b>Cost of kerbside recyclables collection service</b>					
(Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$44.78	\$44.74	\$46.12	\$53.77	China's ban on imports of recyclable material in January resulted in increased costs for Australian waste collectors such as the Wellington Shire Council waste contractor. Previously, our contractor received a per tonne rebate when depositing comingled recycling. China's ban saw an increased requirement in sorting of the comingled recyclable material in an effort to reduce contamination, allowing them to continue to on-sell some specific commodities to China. To cover this increased sorting cost, our recyclers began charging the waste collectors a per tonne gate fee. This new cost is a direct cost to Council and the main contributor to the increase in cost per bin for the kerbside recyclable collection service compared to previous years.
<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) x100	35%	32%	33%	34%	More than 3,500 tonnes of recycling waste were diverted from landfill in 2017/18 which is a slight increase compared to 2016/17. That's an average of 189 kg of recycling waste per collection household in Wellington Shire. Wellington Shire Council does not currently have a kerbside green waste collection service in place limiting the diversion rate percentage under this category.

## 5.3.4 Lifelong Learning



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level	Target	2017/18 Result
Maintain or increase the proportion of residents with post school qualifications of some sort relative to the Gippsland average.	 Monitor	>51.6%	<b>Wellington 57.7%</b> <b>Gippsland 57.3%</b>
Increase participation at Council's libraries.	 Influence	Monitor Participation Rates	<b>Library visits 238,596</b> <b>Active library members 6,044</b>
Increase participation at Council's Arts and Culture facilities	 Control	Monitor Participation Rates	<b>Art Gallery 31,230</b> <b>The Wedge 19,775</b>



# Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Strongly advocate for the relocation of the Federation Training’s Fulham campus to Sale CBD and in doing so improve accessibility to education and training outcomes for the Wellington community.	Following extensive advocacy from Council, the State Government allocated \$25 million in the State Budget for the new Federation Training campus at the Port of Sale.	Ongoing





## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Arts &amp; Culture</b>	<p>The Art Gallery and Libraries as part of the Arts and Culture Unit, seek to assist in the development of a vibrant culturally active community that: promotes expression and participation through visual, literary and performing arts; informs and educates the community on various aspects of the arts; enhances the lifestyle of Wellington residents; and encourages visitors to explore the heritage and culture of the region.</p>			
	<p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>Relocate the Gippsland Art Gallery collection, exhibitions and staff offices to the new Wellington Centre, and enable successful ongoing cultural services from that site. (Completed)</li> <li>Relocate the Sale Library resources and equipment and headquarters facilities to the new Wellington Centre and enable successful ongoing cultural services from that site. (Completed)</li> </ul>	1,436	1,406	(30)



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Libraries</b>					
<b>Utilisation</b>					
<b>Library collection usage</b> (Number of library collection item loans / Number of library collection items)	2.47	2.54	1.99	2.26	Wellington Shire Library's collection is available through six branches and four outreach sites at local Community Houses to cover the 11,000km2 municipality. Collection use has increased due to a new, larger library at Sale, promotion of eResources, and use by other members of the SWIFT Library consortium which enables users to request items from every member library's collection without additional charge.
<b>Resource standard</b>					
<b>Standard of library collection</b> (Number of library collection items purchased in the last 5 years / Number of library collection items) x 100]	35.79%	41.38%	47.76%	50.02%	Our book, audio-visual, and eResources stock is refreshed with contemporary material each year and increased weeding of older titles, which has resulted in the improved standard of the library collection.
<b>Service cost</b>					
<b>Cost of library service</b> (Direct cost of the library service / Number of visits)	\$6.50	\$6.58	\$6.54	\$6.17	Wellington Shire's library facilities continue to provide value and service across the Shire, with further cost reduction per visit in 2017/18. Our library organises a diverse range of physical and electronic resources and services to meet personal information, recreation, and lifelong learning needs for all sectors and needs in the community. Outreach services support four remote rural communities.



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Participation</b>					
<b>Active library members</b> (Number of active library members / Municipal population) x 100	15.4%	13.4%	13.6%	13.8%	Wellington Shire Libraries offer a broad range of popular programs including author talks, baby rhyme times, toddler story time and school holiday programs. These are well attended and open to all residents within the Shire. The new Sale Library has proven very popular, with significant increases in visits, loans and new memberships. Council continues to actively promote Library services to all sectors of the community, resulting in an increase in active library membership.









## 5.3.5 Economy



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level	Target	2017/18 Result
Maintain or increase the total number of jobs in Wellington Shire relative to the Gippsland workforce.	 Influence	> 14,192 jobs (15.88% of Gippsland workforce)	<b>18,111 jobs (17.18% of Gippsland workforce)</b>
Maintain or increase number of businesses.	 Influence	> 3,889 businesses	<b>3,883 businesses</b>
Maintain or increase estimated resident population relative to Gippsland population.	 Influence	> 41,965 residents	<b>43,747 residents</b>
Maintain or increase Gross Regional Product (GRP) relative to Gippsland GRP.	 Influence	\$2.32b GRP	<b>\$3.099b GRP (22% up from 2017 result)</b>
Maintain or increase visitor numbers by type/duration.	 Influence	Monitor Destination Gippsland data	<b>Domestic overnight 350,000 Domestic visitor nights 963,000</b>
Maintain lower unemployment rate than the Gippsland Average.	 Influence	Monitor ABS data	<b>Gippsland average 6.2% Wellington 5.9%</b>



## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Implement the recommendations of the report and roadmap on further economic and social opportunities as a result of expansion of RAAF Base East Sale.	The “Economic and Social Opportunities Arising from Defence Capability Project AIR 5428” report was presented to Council in 2017 and key recommendations have been pursued. This includes the government funding to enhance the Gippsland rail corridor, industrial land study, relocation of Federation Training and advocating for continued duplication of the Traralgon/Sale Princes Highway duplication.	Ongoing
Facilitate the release of industrial land in Wurruk/West Sale to support economic growth.	The West Sale and Wurruk Industrial Land Supply Strategy was adopted by Council on 19 June 2018.	Completed



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
	Council's Business Development service aims to support business growth and employment, lifestyle opportunities and a vibrant tourism sector.			
	<i>Initiatives</i>			
<b>Business Development</b>	<ul style="list-style-type: none"> <li>Implement updated noise contour mapping for RAAF Base East Sale and West Sale aerodrome to support the ongoing operation of these airfields. (Completed)</li> <li>Continue to promote the opportunities arising from the Macalister Irrigation District to prospective investors. (Ongoing)</li> <li>Seek funding for and develop a business case for the extension of the Great Southern Rail Trail through to Yarram and Port Albert, to increase visitation and business opportunities in adjacent areas. (Progressing 50%)</li> <li>Prepare a Recreational Vehicle Strategy for Wellington Shire. (Completed)</li> </ul>	880	910	30








## 5.3.6 Organisational



### Strategic Indicators

The following statement reviews the performance of Council against the council plan including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator in 2017-21 Council Plan	Council Responsibility Level	Target	2017/18 Result
Maintain or increase community satisfaction with Council's overall performance.	 Influence	63%	<b>64% (8 points higher than large rural average)</b>
Increase satisfaction with community consultation and engagement.	 Influence	58%	<b>58% (4 points higher than large rural average)</b>
Maintain or increase satisfaction with advocacy on behalf of the community to other organisations and levels of government.	 Control	57%	<b>57% (5 points higher than large rural average)</b>
Maintain or increase community satisfaction out of 100 with how Council has performed in making decisions in the best interests of the community.	 Influence	56%	<b>58% (6 points higher than large rural average)</b>
Maintain or increase overall staff satisfaction and engagement ratings.	 Influence	5.48 Satisfaction 69% Engagement	<b>5.48 Satisfaction 72.7% Engagement</b>



## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Explore Shared Services opportunities for transactional, administrative and Information Communications Technology services.	Back office and ICT functions are currently being reviewed to seek potential opportunities for greater efficiencies across the Gippsland Local Government Network (GLGN) Councils.	Completed
Plan and implement an organisation wide electronic document and records and intranet management system (ongoing).	Wellington has completed all preliminary works to participate in any GLGN joint tender process for a new electronic document, records, and intranet management system. A finalised business case for a GLGN collaborative opportunity will be presented to participating Councils mid-year for final consideration.	Completed
Continue to implement Year 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisation wide infrastructure and technology upgrades (ongoing).	The Information Communications Technology (ICT) Strategic Road Map 2015-17 action plan has been implemented.	Completed



## Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017/18 budget for the year.

Major Initiatives	Progress	Status
Manage the Information Communication Technology (ICT) and Audio Visual (AV) design, plan and installation for the Port of Sale Cultural Hub (PoSCH) Precinct Project (ongoing).	All ICT/AV requirements for the completion of the Port of Sale project have been successfully completed and delivered on time and on budget.	Completed
Progress West Sale Airport initiatives including Stage 3 of the Eastern Recreation Aviation Precinct and the Runway Extension Project.	All lots within Stage One of Eastern Recreation Aviation Precinct (ERAP) sold and settled. Design works for future stages progressing. The \$5 million funding agreement between Council and Regional Development Victoria has been executed. This funding will enable the runway to be extended.	Completed





## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Councillors, Chief Executive and Executive Team</b>	This area of corporate includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which covers service provision across the entire organisation.	2,508	3,113	605
<b>Media and Public Relations</b>	<p>This area provides internal and external communication services and support and branding initiatives for Council. The team also seeks to proactively inform our community and our staff ensuring transparency, consistency and clarity of our message.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>• Upgrade Council's abilities to produce high quality video messaging to improve our communications processes and enhance our social media channels. (Progressing 90%)</li> <li>• Develop an External Communications Strategy that will establish a shared understanding of Council's external communications framework, tools and processes. (Progressing 10%)</li> </ul>	367	444	77



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
	<p>The Information Services Business Unit provides centralised and integrated information services and new and emerging technologies to assist Council to reach the 2030 Vision.</p>			
<b>Information Services</b>	<p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>• Manage and deliver Information Communication Technology (ICT) services to East Gippsland Shire Council as per the Memorandum of Understanding for ICT shared services. (Completed)</li> <li>• Assist Baw Baw Shire Council with their ICT program by providing strategic advice and oversight. (Completed)</li> </ul>	2,316	3,274	958
	<p>The People and Excellence Unit provides responsive advice and services in the areas of Human Resources, Learning and Development, Occupational Health and Safety, Risk Management, Corporate Planning and Reporting and Business Improvement.</p>			
<b>People and Excellence</b>	<p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>• Develop an organisation wide recruitment, selection and retention strategy for the organisation, including diversity and inclusion, to ensure recruitment aligns with Council's strategic vision, compliance with equal employment opportunity legislation and best practice recruitment methodology. (Progressing 90%)</li> </ul>	1,792	2,477	685



## Description of Services Provided

The following statement provides information in relation to the services funded in the 2017/18 budget and the persons or sections of the community who are provided the service.

Business Area	Description of Services Provided	Actual (\$000)	Budget (\$000)	Variance (\$000)
<b>Commercial Facilities</b>	<p>The Commercial Facilities team as part of the Business Development unit, manages a range of commercial property portfolios including strategic projects in addition to completing the transactions for property acquisitions, disposal and transfers.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Review Council's list of surplus land so that land value can be realised in accordance with policy and standards of best practice. (Completed)</li> </ul>	(216)	(396)	(180)
<b>Municipal Services</b>	<p>The Customer Service team as part of the Municipal Services Business Unit provides responsive, quality customer service to all stakeholders.</p> <p><i>Initiatives</i></p> <ul style="list-style-type: none"> <li>Develop and implement a Customer Service Strategy that defines the standards required to improve customer satisfaction across all Council services. (Progressing 80%)</li> </ul>	513	496	17
<b>Finance</b>	<p>The Finance unit provides financial, payroll, rating and property valuation services to the organisation, community and external stakeholders. These services underpin the drive to be a financially sustainable Council, comply with the necessary legislative requirements and meet community needs.</p> <p>The unit also aims to provide a safe, reliable and sustainable fleet of vehicles to support the organisation in achieving its goals. The significant procurement goal is that of gaining good value from our purchasing.</p>	1,992	2,528	536





## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Governance</b>					
<b>Transparency</b>					
<b>Council resolutions at meetings closed to the public</b>					
(Number of Council resolutions made at ordinary or special meetings 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) x100	2.2%	3.6%	2.6%	4.3%	Wellington Shire Council made 305 resolutions during the 2017/18 financial year. Of those decisions, 292 or 95.7% were made in meetings open to the public. Council demonstrates leadership and maintains transparent processes in order that the community is informed by and engaged with Council business. Additionally, all meetings open to the public are broadcast live via Council's website and made available via an online video archive.
<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)	59	55	59	58	As per Community Satisfaction Survey 2018 results, Wellington Shire Council is performing four points higher than the large rural council average and three points higher than the state wide average for community engagement.



## Service Indicators and Measures

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service Indicator/Measure	2014/15	2015/16	2016/17	2017/18	Comments
<b>Attendance</b> <b>Council 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) x100	85.2%	88.4%	92.6%	88.9%	Wellington Shire Councillor commitment to actively serve the community is reflected in its 88.9% attendance rate at the 22 ordinary Council meetings and one special Council meeting held in 2017/18.
<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)	\$39,707	\$40,977	\$42,074	\$40,834	Although a Councillor's role is largely voluntary, they receive an allowance within the limits set by the Victorian Government. It is also appropriate that allowable expenses incurred are reimbursed whilst undertaking Council duties. This cost reflects both Councillor allowances and reimbursements for the period. Wellington Shire Councillor reimbursement is at the lower end of the scale for Victorian councillors.
<b>Satisfaction</b> <b>Satisfaction with Council decisions</b> (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	58	56	59	58	Council's participation in the 2018 Community Satisfaction Survey showed a 58% community satisfaction rating with the way Council has performed in making decisions in the interests of the community. Council has performed six points higher than large rural average and five points higher compared to state wide average.

# 6.1

## Governance

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

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 activities, public forums such as community meetings and the ability to make submissions to Council and Special Committees of Council.

Council places a strong emphasis on good governance, ensuring that Council operates effectively, efficiently, impartially and with integrity. Council employs good governance principles by making decisions based on proper processes and systems, making sure Council officers carry out these decisions appropriately.

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 and relevant legislation.

**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 levels of government.
- Fostering community cohesion and encouraging active participation in civic life.





## 6.1.1 Meetings of Council

Council conducts open public meetings on the first and third Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery.

Council meetings also provide the opportunity for community members to submit a question to Council, make a submission or speak to an item.

Wellington Shire Council is streaming live video and audio of our Council Meetings and Special Council Meetings. Recently recorded meetings or earlier meetings can be accessed via Council web page at <http://www.wellington.vic.gov.au/Your-Council/Council-Meetings/Live-Council-Meetings>.

### 2017/18 Council Meetings

22

Ordinary Council Meetings










1

Special Council Meeting










## 6.1.2 Councillor Meeting Attendance 2017/18

The following table provides a summary of Councillor attendance at Council meetings and Special Council meetings for the 2017/18 financial year.

### 4 JULY 2017 - 8 NOVEMBER 2017

Councillor	Ordinary Meeting	Special Meeting	Total
 <b>Cr Ian Bye</b>	9	0	<b>9</b>
 <b>Cr Alan Hall</b> (Deputy Mayor)	9	0	<b>9</b>
 <b>Cr Malcolm Hole</b>	9	0	<b>9</b>
 <b>Cr Keith Mills</b>	8	0	<b>8</b>
 <b>Cr Darren McCubbin</b>	8	0	<b>8</b>
 <b>Cr Carolyn Crossley</b> (Mayor)	7	0	<b>7</b>
 <b>Cr Gayle Maher</b>	7	0	<b>7</b>
 <b>Cr Scott Rossetti</b>	7	0	<b>7</b>
 <b>Cr Garry Stephens</b>	7	0	<b>7</b>

### 21 NOVEMBER 2017 - 19 JUNE 2018

Councillor	Ordinary Meeting	Special Meeting	Total
 <b>Cr Ian Bye</b> (Deputy Mayor)	13	1	<b>14</b>
 <b>Cr Carmel Ripper</b>	13	1	<b>14</b>
 <b>Cr Garry Stephens</b>	13	1	<b>14</b>
 <b>Cr Malcolm Hole</b>	12	1	<b>13</b>
 <b>Cr Gayle Maher</b>	13	0	<b>13</b>
 <b>Cr Scott Rossetti</b>	12	1	<b>13</b>
 <b>Cr Carolyn Crossley</b> (Mayor)	11	1	<b>12</b>
 <b>Cr Alan Hall</b>	11	0	<b>11</b>
 <b>Cr Darren McCubbin</b>	11	0	<b>11</b>

## 6.1.3 Special Committees

The Local Government Act, 1989 allows for the establishment of one or more Special Committees consisting of Council staff, other persons or any combination of the these two. The following list provides all current Section 86 Committees of Wellington Shire Council with their purpose and Councillor Representation.

### SPECIAL COMMITTEES 2017/18

Special Committee	Councillors	Officers	Purpose
<b>Briagolong Quarry Reserve Committee</b>	Cr Carmel Ripper	1	To protect, promote and develop the Briagolong Quarry Reserve.
<b>Briagolong Recreation Reserve Committee</b>	Cr Carmel Ripper	1	To protect, promote and develop the Briagolong Recreation Reserve.
<b>Cameron Sporting Complex Committee</b>	Cr Malcolm Hole	1	To protect, promote and develop the Cameron Sporting Complex, Maffra.
<b>Gordon Street Reserve Committee</b>	Cr Malcolm Hole	1	To protect, promote and develop the Gordon Street Reserve, Heyfield.
<b>Maffra Recreation Reserve Committee</b>	Cr Carmel Ripper	1	To protect, promote and develop the Maffra Recreation Reserve.
<b>Newry Recreation Reserve Committee</b>	Cr Malcolm Hole	1	To protect, promote and develop the Newry Recreation Reserve.
<b>Sale Performance Space Fundraising Committee</b>	Cr Darren McCubbin	3	<p>To maintain a public fund into which the public may contribute towards the construction, maintenance, upgrade and expansion of Council-owned cultural spaces, facilities and equipment.</p> <p>To maintain a public fund into which the public may contribute towards cultural activities, programs and events conducted by Wellington Shire Council through Council-owned cultural spaces and facilities.</p> <p>To coordinate fundraising activities on behalf of Council-owned cultural spaces and facilities. To obtain all necessary permits and approvals required for eligible fundraising activities.</p>



## List of Advisory Committees

- Aqua Energy User Group Committee
- Audit and Risk Committee
- CEO Performance Review Committee
- Gippsland Art Gallery Advisory Group
- Gippsland Regional Sports Complex User Group Committee
- Place Names Committee
- Remuneration Committee
- Stephenson Park Advisory Committee
- Strategic Land Use Planning Projects Review Group
- The Wedge Performing Arts Committee Advisory Group
- Wellington Access & Inclusion Advisory Group

## Committees of Other Organisations (Delegates)

- Australian Coastal Councils Association
- Coastal Agencies Liaison Group
- Gippsland Climate Change Network Incorporated
- Gippsland Local Government Network (GLGN)
- Gippsland Local Government Waste Forum
- Municipal Association of Victoria (MAV)
- National Timber Council Association Inc
- South East Australian Transport Strategy (SEATS)
- Timber Towns Victoria
- Wellington Regional Tourism (WRT)

## Other Groups, Taskforces, Project Control Groups (PCG's) & Statutory Committees

- Healthy Wellington Action Group
- Wellington Shire Council Emergency Management Planning Committee







## 6.1.4 Code of Conduct

Councillors are bound by a Code of Conduct. The Code describes the standards of ethical and moral behaviour expected of Councillors. The code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures.

The code was reviewed and revised on 20 December 2016 following the 2016 general election as provided for in the Local Government Act 1989, however due to a resignation and subsequent count back the Code was readopted on 21 November 2017.

### **Councils current Code of Conduct includes:**

- Processes for resolving internal disputes between Councillors;
- Provisions prescribed for in The Local Government Amendment (Improved Governance) Act 2015;
- Provisions addressing any prescribed matters;
- Any other matters relating to the conduct of Councillors which the Council considers appropriate.

### **In addition, the Code also outlines:**

- Other conduct definitions under the Local Government Act, 1989 such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest.
- Representatives on behalf of Council.
- Roles and relationships.





## 6.1.5 Conflict of Interest

Councillors are elected by Wellington Shire residents and non-residential ratepayers to act in the best interests of the community. When a Council delegates its powers to a Council officer or a Committee, they must act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest and exists even if no improper act results from it. Council has a standard procedure for all Council and Committee meetings requiring the declaration of a conflict of interest and then stepping aside from the relevant decision-making process or from the exercise of public duty.

During 2017/18, 18 conflicts of interest were declared at Council and Special Committee meetings.



## SUMMARY OF CONFLICTS OF INTEREST 2017/18

Date of Conflict of Interest Nominated	Councillor	Conflict of Interest - Council Meetings
18 July 2017	Cr Malcolm Hole	Direct - Section 77B - Quarterly Strategic Land Use Planning Update
18 July 2017	Cr Keith Mills	Direct - Section 77B - Councillor Pre Briefing
5 September 2017	Cr Darren McCubbin	Indirect - Section 78B - Sale Elderly Citizens Village Request for Financial Assistance
3 October 2017	Cr Malcolm Hole	Direct - Section 77B - Heyfield Low Density Residential Areas
17 October 2017	Cr Gayle Maher	Indirect - Section 78B - Community Assistance Grants
17 October 2017	Cr Garry Stephens	Indirect - Section 78B - Community Assistance Grants
17 October 2017	Cr Darren McCubbin	Indirect - Section 78B - The Wedge Advisory Group Minutes
17 October 2017	Cr Darren McCubbin	Indirect - Section 78B - Land Sales Strategy
14 November 2017	Cr Scott Rossetti	Direct - Section 77B - Place Names Committee Meeting
21 November 2017	Cr Gayle Maher	Direct - Section 77B - Quick Response Grants
21 November 2017	Cr Garry Stephens	Direct - Section 77B - Quick Response Grants
5 December 2017	Cr Scott Rossetti	Direct - Section 77B - Place Names Committee
19 December 2017	Cr Darren McCubbin	Direct - Section 77B - The Wedge Performing Arts Centre Advisory Group Minutes
20 March 2018	Cr Gayle Maher	Indirect - Section 78B - Quick Response Grants
1 May 2018	Cr Darren McCubbin	Direct - Section 77B - Community Assistance Grants
8 May 2018	Cr Scott Rossetti	Direct - Section 77B - Place Names Committee
15 May 2018	Cr Garry Stephens	Indirect - Section 78B - Community Assistance Grants
15 May 2018	Cr Darren McCubbin	Direct - Section 77B - Community Assistance Grants

## 6.1.6 Councillor Allowances


In accordance with Section 74(1) of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors, divided into three categories based on the income and population of each Council and in this instance Wellington Shire Council is recognised as a category two council.

For the period 1 July 2017 to 30 June 2018, the Councillor annual allowance upper limit for a category two Council (as defined by the Local Government Act 1989) was fixed at \$24,730 per annum and the allowance upper limit for the Mayor was \$76,521 per annum. The Minister for Local Government approved an annual adjustment of 2.0 per cent to take effect as from 1 December 2017.

The annual allowances were adjusted for the period 1 December 2017 to 30 June 2018 at \$25,225 per annum for the councillor allowance and \$78,051 per annum for the Mayoral allowance.

## SUMMARY OF COUNCILLOR ALLOWANCES 2017/18

Councillor	Term of office during the financial year	Allowance \$
 <b>Cr Carolyn Crossley</b>	1 July 2017 to 30 June 2018 (Mayor, 1 July 2017 to 30 June 2018)	<b>\$84,764</b>
 <b>Cr Ian Bye</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Cr Malcolm Hole</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Alan Hall</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Gayle Maher</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Darren McCubbin</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Scott Rossetti</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Garry Stephens</b>	1 July 2017 to 30 June 2018	<b>\$27,394</b>
 <b>Cr Carmel Ripper</b>	21 November 2017 to 30 June 2018	<b>\$16,711</b>
 <b>Cr Keith Mills</b>	1 July 2017 to 8 November 2017	<b>\$9,719</b>

*Note: Allowances include an amount equivalent to a superannuation contribution of 9.5%.*





Wellington Shire Council















## 6.1.7 Councillor Expenses

In accordance with Section 75 of the Local Government Act, 1989 Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the council.

The details of Councillor expenses for the 2017/18 year are shown opposite.

## SUMMARY OF COUNCILLOR EXPENSES 2017/18

Councillor	Term	Travel	Car Mileage	Childcare	Information and Communication	Conference and Training	Total
 <b>Cr Gayle Maher</b>	1 July 2017 - 30 June 2018	\$9,011	-	-	\$408	\$1,170	<b>\$10,589</b>
 <b>Cr Malcolm Hole</b>	1 July 2017 - 30 June 2018	\$5,123	-	-	\$2,040	\$2,777	<b>\$9,940</b>
 <b>Cr Darren McCubbin</b>	1 July 2017 - 30 June 2018	\$4,518	-	-	\$873	\$1,800	<b>\$7,191</b>
 <b>Cr Carolyn Crossley</b> (Mayor)	1 July 2017 - 30 June 2018	-	\$4,316	-	\$957	\$1,478	<b>\$6,751</b>
 <b>Cr Garry Stephens</b>	1 July 2017 - 30 June 2018	\$5,419	-	-	\$507	\$637	<b>\$6,563</b>
 <b>Cr Alan Hall</b>	1 July 2017 - 30 June 2018	\$4,556	-	-	\$423	\$73	<b>\$5,052</b>
 <b>Cr Carmel Ripper</b>	21 November 2017 - 30 June 2018	\$2,732	-	-	\$384	\$23	<b>\$3,139</b>
 <b>Cr Scott Rossetti</b>	1 July 2017 - 30 June 2018	-	-	-	\$706	\$348	<b>\$1,054</b>
 <b>Cr Keith Mills</b>	1 July 2017 - 8 November 2017	-	-	-	\$618	-	<b>\$618</b>
 <b>Cr Ian Bye</b> (Deputy Mayor)	1 July 2017 - 30 June 2018	-	-	-	\$396	\$73	<b>\$469</b>
<b>Total</b>							<b>\$51,366</b>

# 6.2

## Management

### **Council has implemented a number of statutory and better practice items to strengthen its management framework.**

Having strong governance and management frameworks leads to better decision making by Council. The Local Government Act, 1989 requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its Report of Operations.

Council's Governance and Management Checklist results are set out in section 6.3. The following items have been highlighted as important components of the management framework.

### **6.2.1 Audit and Risk Committee**

The Audit & Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment. The Audit & Risk Committee consists of three independent members, Mr Peter Craighead (Chair), Mr Joel Churchill and Mr Chris Badger, and two Councillors. Independent members are appointed for a maximum term of 3 years. The chair is elected from amongst the independent members.

The Audit & Risk Committee meets at least four times per year. The Internal Auditor, Chief Executive Officer, General Manager Corporate Services and Manager Corporate Finance attend all Audit & Risk Committee meetings. Other management representatives attend as required to present reports. Each year the external auditors provide an external audit plan and independent audit report.

Recommendations from each Audit & Risk Committee meeting are subsequently reported to and considered by Council.

The Committee met on four occasions during 2017/18, providing advice to Council on a wide range of issues including:

- Quarterly legal and insurance reports,
- Risk management updates
- Financial reports
- Updates on outstanding audit recommendations and
- Updates on Information Services.

Other key outcomes for the 2017/18 year are summarised over the page.



In **September 2017** the Committee:

- Adopted in-principle the 2016/17 financial and performance statements in accordance with legislative requirements;
- Received and noted the external auditor's (Victorian Auditor General's Office) management letter for the year ending 30 June 2017;
- Received and noted Wellington Shire's National Framework Core Competency Report Card;
- Noted that HLB Mann Judd had been reappointed as Council's internal auditor;
- Received and noted the report by the Victorian Auditor-General (VAGO) on Public Participation and Community Engagement: Local Government Sector;
- Noted and received the report into the Central Goldfields Shire by the Local Government Investigations and Compliance Inspectorate;
- Noted the Chairman's report for the period ending 30 June 2017;
- Received and noted an annual update on the Road Management Act processes;
- Received a report on Related Party Transactions.

In **November 2017** the Committee:

- Considered and noted the final Management Letter – Year ending 30 June 2017;
- Received an update on the organisation's Enterprise Risk Management Framework;
- Received a report on Council's status against the issues identified in the report into Central Goldfields Shire by the Local Government Investigations and Compliance Inspectorate;
- Received a report of proposed actions against recommendations identified in the VAGO report on Audit Committee Governance;
- Reviewed the Audit & Risk Committee Charter;
- Considered the responses to the evaluation of Audit & Risk Committee performance;
- Considered and received the internal audit report on Procurement and Supplier Management;
- Received a report on the introduction of new credit card software;
- Received the VAGO audit of the financial statement of receipts and expenditure of the Roads to Recovery payments received by Council for the year ended 30 June 2017.

In **February 2018** the Committee:

- Considered a draft Strategic Internal Audit Plan;
- Received and considered the internal audit report on Follow up of Agreed Actions from prior year Internal Audit Reports;
- Received the VAGO report on Results of 2016/17 Audits: Local Government;
- Received and considered new Council policies on Declarable Associations, Mandatory Notifications and Corporate Credit Cards;
- Reviewed the Audit & Risk Committee Charter;
- Received a report on the Chief Executive Officer's credit card expenditure;
- Received a report on Related Party Transactions.

In **May 2018** the Committee:

- Received and reviewed the External Audit Strategy as provided by Crowe Horwath;
- Received the final Strategic Internal Audit Plan;
- Received and noted the VAGO report on Local Government and Economic Development;
- Considered the responses to the evaluation of Audit & Risk Committee performance;
- Received the draft 2018/19 Budget prior to adoption by Council.

## 6.2.2 Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The function is undertaken by an independent external provider. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change to operations, systems or the business environment; prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit & Risk Committee annually.

The Internal Auditor attends each Audit & Risk Committee meeting to report on the status of the SIAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked in Council's corporate planning system. Managers provide quarterly status updates that are reviewed by the Audit & Risk Committee.

The SIAP for 2017/18 was undertaken with the following reviews conducted:

- Review of Procurement and Supplier Management (Oct 2017)
- Follow up of Agreed Actions from Prior Year Internal Audit Reports (Feb 2018)

## 6.2.3 External Audit

Council is externally audited by the Victorian Auditor-General.

For the 2017/18 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend the May and August Audit & Risk Committee meetings to present the annual audit plan and Independent Audit Report.

The external audit management letter and responses are also provided to the Audit & Risk Committee.



## 6.2.4 Risk Management

Council is committed to proactive risk management and has continued to maintain a Risk Management Framework which is in line with the Risk Management Principles & Guidelines, (AS/NZS ISO 31000: 2009). Council's risk management objectives are to:

- Integrate risk management practices into all of Council's work practices.
- Promote and support best practice risk management throughout Council.
- Equip staff and management with the knowledge and ability to identify, analyse and prioritise areas of risk to Council.
- Implement effective processes to reduce and/or eliminate high-level risk.
- Continuously improve risk assessment, monitoring and reporting standards.
- Allow for the effective allocation and use of resources.
- Provide a basis for higher standards of accountability through the creation of effective performance objectives and measurement of performance against these objectives.
- Manage appropriate cover and minimise costs associated with insurance and litigation.

*In 2017/18, work has been completed in finalising the Risk Register and delivering training throughout the organisation on its use and updating. In addition to Operational Risks, Strategic risks have been devised and established for WSC.*

Council is actively using the Enterprise Risk Management Framework which details the approach and comprehensive actions Council will take in delivering best practice Risk Management and embedding a culture of risk awareness throughout the organisation. This tool also provides a risk management solution to assist officers with identifying, profiling and assessing risks within a combined monitoring and reporting framework. Controls and actions are documented to ensure where possible risks are being reduced or maintained at an acceptable level. Progresses on actions identified in the risk register are reported to both Corporate Management Team and the Audit and Risk Committee quarterly.

### Insurance

Council has continued to review its insurance profile, policies and cover for 2017/18.

Council worked with our insurance brokers and insurers to ensure that our insurance cover is consistent with Council's identified risk profile and requirements.

Council has been part of a Compliance Review for the Municipal Association of Victoria (MAV) Liability Mutual Insurance scheme. Council was audited to assess the functions such as management of roads, shared pathways, footpaths, trees and sporting reserves, to identify areas of risks to Council.



# 6.3

## Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed Governance and Management checklist.

### GOVERNANCE AND MANAGEMENT CHECKLIST 2017/18

Governance and Management Items	Description	Assessment
<b>1 Community Engagement Policy</b>	Policy outlining council's commitment to engaging with the community on matters of public interest.	<i>Date of adoption: 20 February 2018</i>
<b>2 Community Engagement Guidelines</b>	Guidelines to assist staff to determine when and how to engage with the community.	Community Engagement Strategy 2017-2020 includes a range of community engagement tools and guidelines to assist council staff to provide quality engagement for council projects. <i>Date of adoption: 6 September 2016</i>
<b>3 Strategic Resource Plan</b>	Plan under section 126 of the Local Government Act, 1989 outlining the financial and non-financial resources required for at least the next 4 financial years.	Adopted in accordance with Section 126 of the Local Government Act, 1989. <i>Date of adoption: 19 June 2018</i>
<b>4 Annual Budget</b>	Plan under section 130 of the Local Government Act, 1989 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 Local Government Act 1989. <i>Date of adoption: 19 June 2018</i>

Governance and Management Items	Description	Assessment
<b>5 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.	Wellington Shire Council has documented Asset Management Plans for all major asset classes including Open Space, Properties and Roads, which includes Roads, Bridges and Paths. <b>Date of operation of current plans:</b> Roads: January 2016 Paths: January 2016 Bridges: January 2016 Drainage: January 2016 Property: January 2016 Open Space: January 2016
<b>6 Rating Strategy</b>	Strategy setting out the rating structure of council to levy rates and charges.	Strategy adopted. <i>Date of operation of current strategy: 17 March 2015</i>
<b>7 Risk Policy</b>	Policy outlining council's commitment and approach to minimising the risks to council's operations.	Risk Management Policy included in Council Policy Manual. <i>Date of operation of current policy: 20 February 2018</i>
<b>8 Fraud Policy</b>	Policy outlining council's commitment and approach to minimising the risk of fraud.	Fraud Control Policy included in Council Policy Manual. <i>Date of operation of current policy: 20 February 2018</i>
<b>9 Municipal Emergency Management Plan</b>	Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery.	Prepared and maintained in accordance with Section 20 of the Emergency Management Act, 1986. <i>Date of operation: 24 May 2018</i>
<b>10 Procurement Policy</b>	Policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works.	Prepared and approved in accordance with Section 186A of the Local Government Act, 1989. Procurement policy included in Council Policy Manual. <i>Date of operation of current policy: 20 February 2018</i>